



**Meeting of the
Board of Trustees**

**Oct. 23 & 24, 2020
Montezuma, New Mexico
Meetings Via Zoom**

*UWC makes education a force to unite people, nations and cultures
for peace and a sustainable future.*



United World College Campuses

UWC Atlantic 1962

Pearson UWC 1974

UWC South East Asia 1975

Waterford Kambala UWC 1981

UWC Adriatic 1982

UWC-USA 1982

Li Po Chun UWC 1992

Red Cross Nordic UWC 1995

Mahindra UWC 1997

UWC Costa Rica 2006

UWC Mostar 2006

UWC Maastricht 2009

UWC Dilijan 2014

UWC Robert Bosch College 2014

UWC Changshu China 2015

UWC Thailand 2016

UWC ISAK Japan 2017

UWC East Africa 2019

ARMAND HAMMER UNITED WORLD COLLEGE OF THE AMERICAN WEST

NOTICE OF MEETING OF THE BOARD OF DIRECTORS

October 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 on Friday, October 23 & Saturday, Oct. 24, 2020 via Zoom. Meetings commence at 8:00 a.m. on both days.



TABLE OF CONTENTS

I.	Board Schedule of Events	4
II.	Agenda	5
III.	Minutes from the June, 2020 Board Meeting	7
IV.	Executive Summary	
	President	13
V.	Reports	
	Special Assistant to The President	16
	Dean of Academics	18
	Director of Admissions	21
	Dean of Students	25
	Chief Financial and Operations Officer	28
	Chief Advancement Officer	35
VI.	Appendices -- Emailed with board book. Also, here is a link to the appendices.	
	President	
	ISAS Report October 1, 2020	
	Academics	
	Student Retention by Class (last 5 years)	
	UWC-USA IB Scores (last 5 years)	
	UWC Average IB Scores (last 5 years)	
	2020 Predicted vs. Grades Received (yearly)	
	2020-21 IB Curriculum and Subject Availability	
	Resumes for new 2020-21 faculty	
	Teaching Staff Information (last 5 years)	
	College Acceptances (last 3 years)	
	List of Colleges and Universities Where 2020 Graduates Matriculated	
	Fall 2020 Report from College Counselors	
	Admissions	

National Committees and GSP Offers Tracking (last 5 years)
Marketing Plan

Student Life

Students at Risk (last 5 years)

Experiential Education

2020-21 Signature Programs

Finance, Operations & HR

2020-21 Budget To Actual Projection

5 Year Projection

COVID Budget To Actual

CapEx

Endowment Market Summary

Summary of Davis Forever and Davis Impact Funds

Tuition Waterfall & Variance

Advancement

Fundraising Results by Constituency FY20, FY19

Alumni Dashboard FY20, FY19

Communication Dashboard

Trustee Giving (last 4 years)

Davis Scholar Parent Giving Report

Board Committees

Ad Hoc Committee on College Placement

Committee Reports

(To be included at the conclusion of the Board Meeting)

*** This set of Financial Appendices reflects a board-directed consolidation from 2019***



BOARD SCHEDULE OF EVENTS
Oct. 23-24, 2020
All meetings Via Zoom

Friday Oct. 23

8-10:30 a.m. New Trustee Orientation

Saturday, Oct. 24

8-11:00 a.m. UWC-USA Board Meeting



UWC-USA Board Meeting Agenda

Friday, Oct 23, 2020

8:00-10:30 New Trustee and Committee Member Orientation

Steve Dichter, UWC-USA Chair; Subitha Subramaniam, Vice-Chair; Victoria J. Mora, UWC-USA President; Mark Hodde, UWC-USA Chief Advancement Officer

New UWC-USA Board Members: Allan Affeldt, Tom Hassan

New Committees Members: Domenic Garcia, Preeti Khandelwal, John Morris &, Belinda Nicholson

Saturday, Oct 24, 2020

8:00-8:05 Chair Opening

8:05-8:30 President's Report

8:30-9:45 Committee Reports

Education/Admissions - Marisa, Marybeth & Alexis, Naomi

Finance/Audit - KC & Taylor

Investment - Thomas & Taylor

Facilities - Justin & Taylor

Advancement – Marc, Jonas & Mark H

9:45-10:00 BREAK

10:00-11:00 Executive Session

Governance - Subitha

International Update - John

Strat Plan / Innovation Brainstorm - Ben & Todd

Trustee Debrief / Other Business - Steve

Adjournment

Minutes

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

Board of Trustees Meeting

June 12 & 13, 2020

A meeting of the Board of Trustees of the Armand Hammer United World College of the American West ('UWC-USA') was held via internet teleconference hosted by Zoom, with two sessions, the first beginning at 2:00 p.m. Mountain Time on June 12th and the second beginning at 8:00 a.m. Mountain Time on June 13th, 2020.

Trustees present and constituting a quorum were:

Peter Alderman (AC '91)

Geeta Anand

Bill Banowsky

Marc Blum

Klaus Desmet ('88)

Steve Dichter Chair

Manolo Espinosa ('87)

Ben Jones (AC '91)

Marybeth Kravets

Justin Lee ('95)

Marisa Leon ('87)

Victoria Mora President

Jonas Nilsson ('90)

Jonathan Schneider

Thomas Schwingeler ('86)

Subitha Subramaniam ('88)

Tyler Tingley

Melanie Weston ('86)

Also present by invitation were the following members of the UWC-USA administration and guests of the Trustees:

Allan Affeldt

Todd Austin

John Carpenter

Yvonne Gallegos

Taylor Gantt

Tom Hassan

Mark Hodde ('89)

Alexis Mamaux

John Morris ('85)

Naomi Swinton ('89)

Attachments:

1. Covid Task Force Recommended Plan for Reopening the Campus in August 2020

[Covid Task Force Presentation Link](#)

2. Presentation: Meeting of the Board of Trustees

[Board Presentation Link](#)

3. June 20 Board Meeting: Appendices

[June Appendices](#)

Steve Dichter presided as Chair.

* * *

On Friday, June 12th, the first session began at 2:00 p.m., Mountain Time. Steve Dichter welcomed John Morris as a new member of the Finance Committee and then turned to President Mora for a presentation of the Senior Leadership Team ('SLT') Covid Task Force Recommended Plan for Reopening the Campus in August 2020 (the 'Covid Report') and discussion of UWC-USA's Covid response and reopening strategy.

President Mora commenced with an introduction of Taylor Gantt, newly-appointed Chief Financial and Operations Officer.

President Mora began the Covid Report with a discussion of enrollment, noting that while the school was aiming for 220 students, it was expecting a minimum of 125 students to be present on campus by September 1, 2020. President Mora cited ongoing Covid-related travel restrictions, visa difficulties, US consulate closures and student concerns as factors in reducing on-campus attendance - and creating a high degree of uncertainty around any projection. John Carpenter continued the discussion of enrollment, including the possibility of increasing the number of offers in anticipation of reduced yield.

President Mora presented the health provisions of the Covid Report, including the measures to be taken to prevent Covid infection on campus among arriving students, and plans to continue to protect students, faculty and staff with initial quarantine, testing and reduced contact with the outside community. President Mora specifically mentioned the close communication between UWC-USA and the New Mexico Department of Health, among other bodies, in developing the health plan to guide the reopening and operations of UWC-USA in August 2020.

The education program was also subject to modification in response to Covid, with all classes to be live-streamed and recorded, for the benefit of students unable to attend on-campus or subject to quarantine, and all in-town activities to be suspended. Further changes to the IB curriculum were subject to guidance from the IBO.

Finally, President Mora presented the revised budgets, including a range of scenarios depending on the number of students attending on-campus, with a baseline assumption of \$11.8 million operating budget for 2020-2021. The FY 20/21 budget includes both cost reductions as well as incremental costs due to responding to COVID. Steve Dichter noted a possible deficit of \$2 to \$3 million for 2020-2021, with future deficits uncertain.

The first session adjourned at approximately 4:00 p.m., Mountain Time. * * * The second session commenced at approximately 8:00 a.m., Mountain Time, on June 13th. Chairman Steve Dichter

opened the meeting with a call for approval of the proposed Agenda and Minutes of the Armand Hammer United World College of the American West (UWC-USA) Board of Trustees Meeting, January 31, 2020 and February 1, 2020, **Jon Schneider moved to approve the Agenda and Minutes, Tyler Tingley seconded the motion and the motion was approved without objection.**

Chairman Steve Dichter then led a discussion of the Covid Report and prior session, noting (i) Covid remained the leading challenge for the 2020-2021 academic year, (ii) longer-term strategic thinking remained relevant, both completing ‘Strengthen the Foundation’ and proceeding with ‘Innovate for Impact’, and (iii) the challenges facing UWC-USA in the Covid epidemic can strengthen the foundation of the school. Quoting Dwight Eisenhower, Chairman Steve Dichter observed ‘plans are useless, but planning is indispensable.’ The Covid Report should be carefully reviewed post factum to determine its successes and shortcomings.

President’s Report: President Mora then delivered the President’s report. President Mora highlighted the strong SLT, now fully in place with the recent hire of Taylor Gantt as CFOO, and she noted the positive feedback from the staff and faculty. While there have been significant successes in managing the Covid crisis to date, significant financial challenges remain, along with anxiety among all constituents.

Education Committee: Marybeth Kravets and Marisa Leon delivered the report of the Education Committee, first addressing the reporting sequence agreed at the prior February 1, 2020 Trustees’ Meeting, which scheduled college admissions for the current, spring Trustees’ Meeting. They noted that an increased number of graduating students intended to attend less selective higher education institutions within the Davis Scholars program. Subsequent discussion noted the continuing goal of improved IB scores, but recognition of the difficulties of directly addressing this issue during the Covid pandemic. Specifically, 2020 IB scores remained uncertain under the modified IB assessment regime. Discussion also compared the relative success of live and synchronous distance learning, with some evidence that asynchronous learning was successful, provided teachers remained accessible and available for prompt response to questions and feedback.

Finance Committee: President Mora stated that the baseline budget for 2020-2021 was \$11.8 million, below the previous year. Steve Dichter expressed appreciation for the work done on cost reductions and observed that the significant uncertainties created by the Covid epidemic prevented approval of a final budget. **Steve Dichter then moved that the budget be approved on a provisional basis, to be reviewed at an August Trustees’ meeting. Marisa Leon seconded the motion and it was approved without objection.** There was additional discussion regarding the proper fiscal year allocation for the Paycheck Protection Program loan and forgiveness program and it was agreed that this would be reviewed prior to the next

Trustees' meeting. Finally, the Trustees' reviewed projected multi-year budgets over four different future enrollment and revenue projections.

Investment Report: Thomas Schwingeler delivered the investment report. Thomas Schwingeler explained the allocation strategy as emphasizing diversity and low turnover, without tactical asset allocation. The investments have been held in low-fee public equity and fixed-income products, with no investments in actively-managed or alternative funds. The strategy avoids the cost of an external adviser and is recognized as a high-risk strategy in the short-term, but in the longer term benefits from a higher risk premium. Total value stood at approximately \$109 million, reflecting some improvement from the March 2020 drop caused by the Covid epidemic, with 70% of investments in equities and 30% in fixed income. Ben Jones commented on 5% annual draw rate, noting that this may be high relative to other institutions and required continued consideration.

Advancement Committee: Marc Blum discussed the very successful annual fundraising, specifically noting the benefits of increased alumni involvement, among the Trustees and at UWC-USA. Mark Hodde summarized the success of the 2019-2020 fiscal year fundraising efforts, with \$2.045 million raised in cash, above the \$2 million threshold necessary to release the Davis challenge grant. 100% of the Trustees participated, and a large number of donors were first-time participants, suggesting strong possibilities for future efforts.

Facilities: Justin Lee delivered the report of the Facilities Committee. UWC-USA has completed the application and documentation for the acquisition of an additional 26 acre-feet of water, and the application was now posted for public notice by the New Mexico Office of State engineers, with the notice period to conclude July 10, 2020. Pending no objections, the acquisition could then close. The transfer of responsibility for the Hot Springs to Friends of the Hot Springs was scheduled to be completed by the end of June 2020. Justin Lee then discussed the challenges of providing adequate spacing for appropriate social distancing among the students in response to the Covid epidemic. The school was examining the possibility of utilizing space in the auditorium, gym and above the dining hall for additional classrooms to reduce student density. Finally, Justin Lee noted that the budget situation and staffing shortfall interfered with timely maintenance, and suggested consideration of reducing planned maintenance in favor of building replacement in the future.

Strategic Planning: Ben Jones delivered an update on strategic planning: the 'Innovate for Impact' campaign was temporarily suspended to address the Covid epidemic, but 'Strengthening the Foundation' remained ongoing. The Strategic Planning Committee was considering renewing the initial brainstorm exercise for 'Innovate for Impact' in the fall.

United World College International Office: Jon Schneider delivered an update on

developments with the International Office, noting increasing cohesiveness among the individual schools, especially in coordinating responses to the Covid epidemic, including the re-allocation of students among United World Colleges.

Executive Session: The Trustees entered executive session, with all attendees other than the Trustees and President Mora departing from the teleconference. The Governance Committee reported the results of the Trustee self-assessment, observing improvements in most categories compared to a similar survey in the prior year. Tyler Tingley and Bill Banowski announced their retirement as Trustees. **Steve Dichter then introduced the following resolution, moved by Marybeth Kravets, seconded by Jon Schneider and approved without objection:**

Resolved:

1. Tom Hassan to be invited to become a Trustee, with a term to commence at the October 2020 Trustees' meeting,
2. Kuo-Chuan Kung's term as a Trustee and head of the Finance Committee to be extended by one year,
3. Thomas Schwingeler's term as a Trustee and head of the Investment Committee to be extended by one year,
4. Melanie Weston's term as a Trustee to be extended by three years, and
5. Peter Alderman to be appointed as Secretary to the Board of Trustees.

Discussion continued around the board composition, including gender and geographic diversity and increasing alumni involvement. Melanie Weston is reviewing the alumni database with the goal of identifying three to four new Trustees per year.

Steve Dichter thanked Tyler Tingley and Bill Banowsky for their service as Trustees, emphasizing Tyler Tingley's wisdom and experience, good humor, and long-term recognition in the field of residential education and Bill Banowski's passion for the mission of the UWC-USA, entrepreneurial spirit in film and media and unique connection to Santa Fe.

President Mora exited the teleconference, and the executive session continued until approximately 11a.m., Mountain Time, at which point the meeting was adjourned.

Peter Alderman
Secretary of the Meeting

President's Executive Summary

What an opening to the year it has been...and oh, what a difference a year makes!

At breakneck speed, we met the Covid-19 challenge with new approaches to academic, experiential, and residential programming; logistical and protocol planning to keep our community Covid safe; transformation of spaces on campus to accommodate physical distancing; and the introduction of online access to all programming and meetings. I could not be more proud of the work of the SLT, our Nerve Center Covid Task Force, and the entire campus community rising to the challenge. That said, the non-stop work to open and to adapt programming and spaces has taken a toll; energy and morale have been uneven. If ever the distinction between a marathon and a sprint applied, it applies under Covid. Our challenge is that the marathon started as a sprint, and there is no finish line in sight. A \$200 bonus for all employees was well-received and we continue to look for ways to honor the work people are doing, address ongoing fears, and provide support as needed.

Under extraordinary circumstances, we hired almost all of the staff we set out to hire, including additional residential and health support and excepting one Group 4 position hire; though we began the school year understaffed, we are now in a good position thanks to those who stepped in to fill the void. An administrative decision was made to hold off hiring a Physics teacher after the unexpected passing of Hritik Sampat, whose loss has been deeply felt in our community. Additional sections have been taken by willing colleagues. We are grateful to all who have stepped up.

We far exceeded expectations for the number of students who would be on campus by the end of September. They arrived grateful and with good intentions, though having mixed results early on with wearing masks and physical distancing. An early, single, case of Covid among their ranks helped focus the effort at observing basic health protocols. Physical distancing continues to be our greatest challenge due to human behavior as well as governmental restrictions on space utilization (e.g., 25% of dining hall capacity) and space configurations at the school. Students continue to adapt to the "new normal", especially challenging for the second years who have a mental picture of what a UWC-USA experience "should be". We are working with all students to make this a year to enjoy and remember.

Our continued success at avoiding the introduction of Covid-19 into our community, and subsequent spread, relies on the strategy we laid out in June as well as our ability to adapt as we live through the pandemic. The Nerve Center Covid-19 Task Force, now led by our CFOO Taylor Gantt and including Dean of Students Naomi Swinton, Dean of Academics Alexis Mamaux, Human Resources Manager Victoria Lovato, and Admissions Director John Carpenter, has refined the strategy to include key parameters for decision making:

- I. Conform to state mandates or be more stringent, as conditions affect the school community
- II. Focus on health and safety practices that can be sustained by the school
- III. Design policies and make decisions based on the likelihood that the virus would be introduced by employees and spread by students
- IV. Distinguish between congregate, shared living environments and public settings on the UWC USA campus
- V. Provide inclusive and effective distance learning and digital interactions with a wider group of students as long as it is sustainable
- VI. Retain as much of the seminal UWC USA experience as is possible in the pandemic
- VII. Monitor national, state, local and campus COVID cases to adjust behaviors and actions based on status
- VIII. Consider a pod approach to any off campus student excursions, supervising distancing and reducing exposure to non-UWC community members

As we settle into the year, we will pivot to determine lessons learned from Covid. We will especially focus on lessons that inform our strategy to innovate for impact and our work toward the leaner budget we need to achieve.

In addition to the Herculean effort it took to start the year with the Covid planning overlay, we have also continued and/or completed work on several fronts to support a stronger foundation for UWC-USA.

- I. **Distributed Leadership:** In addition to filling the CFOO position, which strengthened significantly the SLT and our own work within a distributed leadership model, we also have developed an articulation of the model that has been shared with employees and will be part of employee recruiting and orientation going forward. As part of this work, we are creating and clarifying decision making processes, which include opportunities to submit major proposals to newly created, standing program and operations committees. With all roles within the distributed leadership model filled, and a solid SLT in place, we have an excellent opportunity this year to test a pivot in my work toward greater outward focus. This test will give the board more information as it considers with me the potential need for a deputy head as the 40th anniversary campaign draws closer.
- II. **Strategic Planning:** We decided to move forward in spite of Covid. We are close to finalizing the planning stage of Phase I to strengthen our foundation. We have begun implementation of several initiatives. We could not have accomplished what we have without the leadership of Todd Austin, Special Assistant to the President. The community seems to be onboard for implementation, suggesting our inclusive planning process is paying off.
- III. **Budget Model Improvement:** In anticipation of the loss of the Davis Family matching grant in 2022, we began working to reform our revenue model. It quickly became clear that we

needed to look at cost savings as well, and so we are now focused on the budget model on both the expenditure and revenue sides. Some progress points include:

- Davis Scholar Hybrid Model: The model is working as intended, bringing in new tuition revenue from those who can afford to supplement the \$25,000.00 merit scholarship without losing our commitment to additional need-based aid from our endowment for those who need it.
- Focus in Advancement on foundation support, recurring gifts, and increased alumni participation starting to take shape and show returns
- Rebalancing tuition revenue/scholarship mix by 5% to increase revenue through more focused offers and enrollment management
- Targeted cost-cutting with a focus on year over year increases, quality over quantity in programming, opportunistic staffing/organizational restructuring, outsourcing opportunities, vendor comparisons and negotiations, more centralized purchasing

- IV. Compensation Review and Plan: We have completed our plan to move all employees to the 40th percentile for their comparable markets and job families. While some employees expressed disappointment in the decision to determine the 40th percentile according to the markets we were drawing candidates from (local vs. regional vs. national vs. international), the plan has been generally well-received and many on the lower end of the pay scale saw increases--moving forward our strategy to decrease income inequality on campus through tiered raises and reducing top salaries opportunistically. Due to uncertainty around Covid and how it might impact our budget, we decided to freeze salaries and not go forward with annual increases. While we had stronger than expected enrollment, we decided to go forward with no raises and offer bonuses instead. As the year continues and our financial picture becomes clearer, we will consider further bonuses. I took a voluntary cut in pay in solidarity with our employees, who were impacted negatively by the freeze in pay. (I was not affected by the freeze given my compensation was fixed by contractual agreement.)
- V. Accreditation: We submitted October 1, 2020 to ISAS on the three areas designated for immediate improvement, Alumni Data Collection, Emergency Management Plan, Getaway Program; we have made progress on all, though slower than anticipated due to Covid. Here is the [ISAS LINK](#).

Finally, I would like to express my sincere gratitude to the Board of Trustees of UWC-USA for their extraordinary efforts as we came to grips with the new reality that is Covid. Their generosity with time and expertise has not gone unnoticed.

Special Assistant to the President for Strategic Initiatives

I. Updates on the status of Phase I planning

- The school Strategic Planning Committee (SPC) originally identified 20 initiatives for Phase I: Strengthen the Foundation. Over the course of the 2019-20 academic year it became clear that one of those 20 initiatives needed to be broken up into two separate ones. We are now working with 21 foundational initiatives.
- To streamline the work of our cross-functional teams (XFT's) we took two steps to combine two initiatives into one XFT. Therefore, we ended up organizing 19 XFT's to formulate coherent action recommendations for our 21 foundational initiatives.
- For 19 of our 21 foundational initiatives, a cross-functional team has completed a set of coherent action recommendations. Due to the pandemic, we postponed two initiatives in the spring. We will reschedule XFT's to address these initiatives in 2020-21.
- The SLT has completed its review of the coherent action recommendations for 17 foundational initiatives: it has approved recommendations for 10 initiatives and designated the recommendations of the other 7 initiatives for further development.

II. Updates on the status of Phase I implementation

- Implementation of the Fundraising Strategy and PowerSchool initiatives began in January 2020.
- The SLT has prioritized 8 additional initiatives for implementation in 2020-21. For these initiatives, this means implementation will begin in 2020-21. Some initiatives will need just one year for full implementation, others will need two or three years. Of these 8 initiatives, the SLT has prioritized them in this order: Focused Capital Expenditures, Community Narrative, Decision-making, Mission-alignment, Zone Management, Employee Life-cycle, CEC as Foundational and Distinguishing, and Sustainability and Resilience.
- This schedule leaves us with 11 initiatives for which implementation will begin in 2021-22.

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

- The SLT scheduled a full-day strategy session in June and one in July to consolidate strategic planning gains made in 2019-20, to organize strategic planning priorities for 2020-21, and to build the SLT's capacity for leading this ongoing effort.
- The SLT continues to prioritize Phase I planning and implementation in its meetings every other week.
- As Phase I planning work continues into 2020-21, the SLT has decided to extend the SPC for another year with an updated name and remit. Now called the Strategic Planning Task Force (SPTF), to fit properly within our newly-defined distributed leadership structure, this group will focus on two objectives: 1) review and develop, as needed, the evaluation measures for individual Coherent Action recommendations, and 2) provide feedback to the SLT as it further develops Coherent Action recommendations for designated initiatives.

- The school continues to use Asana, an online platform for project management, to manage Phase I planning and implementation.
- The special assistant is currently developing an internal website to serve as an accessible platform at which employees and students can view the strategic plan and track its progress.

IV. Challenges we are working through

- As our Phase I efforts transition from planning to implementation, more time, work, and leadership is needed from the SLT and individual SLT members. At the same time, individual SLT members are dealing with the day-to-day challenges of managing the school under COVID-19 conditions. Finding a balance between these two endeavors has not been easy, but we have carefully set our strategic planning priorities for the year and are flexible working through them one-by-one.
- 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's Strategic Planning Committee (SPC) is in place and will be supported by the special assistant as needed.
- Leading up to this meeting, the Board SPC has engaged the full Board in a brainstorming exercise designed to quicken and organize its initial thinking about Innovate for Impact.

Action needed from Board

- Please complete the Phase II brainstorming exercise outlined by Ben.

Dean of Academics

I. Accreditation

- The academic portion of the ISAS re-accreditation is completed and we are now focused on our risk management plan, the Getaway Program and the development of an instrument to track longitudinal student and school success. We are aiming for completion and final reports in the Spring 2021 ISAS review.

Action needed from Board

- No action - FYI

II. IB Results

- After a lengthy process of appeals and providing the IBO with school metrics, the school's Diploma average increased to 34, with an average subject score of 5.4. Significantly, the Diploma pass rate rose from 88.5% to 96.4% with only four that did not receive the Diploma. In all cases, the students were virtually incommunicado after departing campus in March - two failed the Diploma even though they had over 24 points - one for failure to submit part of the Visual Arts assessments, and another for failure to submit the Extended Essay. The latter has resubmitted their Extended Essay in the hope of receiving the Diploma; one student (with 22 points) was hoping to retake some exams to pass but could not due to school closures in their country, and the other two are still incommunicado.

Action needed from Board

- No action - FYI

III. Enrollment

- First-year class matriculation: 115 students. Total enrollment: 227
- There was a slight decline in total enrollment due to withdrawals of second-year students and decisions to defer or withdraw among the admitted first-year class. Although a number of spaces have been repurposed to create physically distanced classrooms, space remains an issue.

Action needed from Board

- No action - FYI

IV. New faculty

- Since January 2020 we have hired four new teachers. Faculty turnover continues to decrease, however two teachers hired in 2019-2020 did not return, and another teacher left mid-year to take an overseas position. Sadly, we lost our colleague, Hritik Sampat, in July and Dr. Peter Samaranayake stepped in to replace him as we launched another search.

There is also an additional Group 4 position that is currently unfilled. Covid has led to feelings of isolation among some of the on-campus faculty, especially our J-1 visa holders and others who lack local support systems. Due to current US visa policies all of our new hires have permanent US residency; in the current circumstances this may be for the best. The Dean of Academics, Dean of Student and Human Resources Manager are strategizing on how to provide support and companionship for teachers in a stressful time.

Action needed from Board

- No action - FYI

V. College Counseling

- The college counselors have met with all members of the class of 2021 either in person or virtually to prepare individualized plans for life after UWC.
- The Introduction to College Counseling curriculum introduced last year is now completed online for remote learning. The curriculum includes college and career development.
- College visits are virtual, with both first- and second-year students attending. Second Year Success week included a series of virtual events with UWC USA alumni and admissions officers from a variety of universities that support the application process.

VI. Covid's impact on Academics

- The 2020 IB results and the IBO's initial methodology was frustrating, but the decision to work in the best interests of the students paid off.

The class of 2021 has been provided with the content and assessments that they must undertake. In most subjects, the modifications appropriately address their interrupted education, fewer contact hours, and the difficulty in providing students with certain experiences, such as labs in the Group 4 subjects. There may still be challenges in curriculum completion, but the task no longer appears to be insurmountable.

In-person instruction began on September 9, providing a sense of normalcy and relief among on-campus students and the teachers. At present, just under 30 students are continuing as distance learners. These students have class recordings, may attend synchronously, and have specific office hours with their teachers to address their needs. The IB teachers have engaged in Herculean efforts to ensure access to materials and guidance for student success.

In an online meeting with just the distance learners, they expressed gratitude for the attention they have received from their teachers and academic support. However, they also reported that it was difficult to maintain motivation, and that it saddens them to see

their classmates engaged in person while they look on. They expressed the hope that they will be here for the next semester.

Action needed from Board

- No action - FYI

Admissions

I. Class of 2022 (Entry 2020)

- COVID-19 has created challenges in every aspect of bringing in our first year class, including:
 - at one point, not knowing if we would have any international students on campus at all.
 - losing admitted students to other UWC campuses
 - losing GSP students because of fear
 - admitting UWC students originally destined for other campuses
 - taking US students off waitlists at a much greater rate, managing transfer requests from some NCs
 - making dozens of individual accommodations for airport pick-up and quarantine issues.
- Nonetheless, we did it. The teamwork on display at UWC-USA was impressive and we were able to begin the school year as planned, with approximately 60 first-years arriving on August 16. ***We welcomed:***
 - 115 students (95 on campus, 20 distance learners) from 62 countries (the number of countries depends on how students identify themselves — some identify as being from two or more countries), 55 national committees, 6 GSP students, 3 students admitted through the president's 5% discretionary provision, and 1 from US foster care.
 - 43 who identify as male, 70 who identify as female, and 2 who identify as non-binary.
 - 12 admitted students withdrew, including one Davis Scholar, due to Covid-related restrictions and/or parent concerns. Of the 12, 5 were from China, 6 were full-pay students, 3 were partially funded, 2 chose to be deferred to next year. These withdrawals represented approximately \$300,000 in lost tuition revenue.
 - We were able to make some of that loss by admitting more US students who could pay partial and full fees from the Davis Scholar waiting list, and 2 students not from the waiting list who could pay full fees.
 - We admitted 1 transfer student, a second-year who could not return to UWC Changshu because of COVID-related visa issues, as a good-will gesture to the movement. He is a full scholarship student.

Action needed from Board

- No action - FYI

II. Offers for Entry 2021

- Our initial offers for next year will be submitted in November, much later than in previous years because of COVID-19; this is an IO directive, not a UWC-USA decision. Our offers to NCs will represent the kind of diversity we always strive for, and we will also add offers for

our own Selection Committee that include giving access to non-US students in the U.S. who do not qualify for Davis scholarships, students with refugee status, and students from underrepresented backgrounds.

- UWC-USA offers will be made to NCs based on the following criteria:
 - Diversity of nationality, region, ethnic group, gender, etc.
 - NC history of filling offers successfully.
 - Personal knowledge of NCs.
 - NC's ability to find fee-paying students. (in some cases)
 - Existing funding for specific NCs or regions.
 - Dare to Dream, RISE, and/or Horizon scholarships designated by the IO.
- Our offers for Entry 2021 will be approximately 100 offers to NCs for 85 places, not including 10 GSP offers, and the 25 U.S. Davis scholars, which brings our total to 135 offers for 120 places. We have the ability to make adjustments throughout the admissions cycle.
- Reciprocal offers will be eliminated in this cycle and going forward. They tend to expose us to financial loss and have their roots in “under-the-table gentlemen’s agreements” that no longer serve us well.

Action needed from Board

- No action - FYI

III. GSP

- John Carpenter participated in a year-long task force commissioned by the UWC International Board, to evaluate and recommend changes to the existing Global Selection Program. As a result, the task force recommended some changes that give schools more flexibility and ownership in the GSP process. For UWC-USA, the main changes are as follows:
 - We are responsible for recruiting and admitting the number of students we need through GSP rather than the IO running GSP wholly centrally for the movement.
 - UWC-USA makes the final decision about a student’s admissibility, not the IO.
 - The Director of Admissions has a greater role in the recruitment and shepherding of potential students in this process, including interviewing and follow-up.
 - Students may apply directly to UWC-USA through GSP.
 - Students may apply directly to UWC-USA as well as up to two additional schools via GSP through the IO.
 - All students will have interviews that include outside reviewers, including NC members.

Action needed from Board

- No action - FYI

IV. Davis Scholars

- We continued with the practice of awarding each U.S. Davis Scholar \$25,000 toward the cost of tuition/room and board for 25 students to attend UWC-USA and up to 2 students to

attend each UWC abroad. In cases where \$25,000 is more than the cost of tuition/room and board (i.e. at Mostar or Waterford), the remaining amount is returned to the UWC-USA Davis endowment fund. Any unused portion of the \$25,000 is not applicable toward additional costs (ie, travel, damage deposits, insurance, etc.).

- We will continue assessing financial need with School and Student Services (SSS), an independent organization that supports most NAIS independent schools with issues related to financial aid.
- In the current first-year group of Davis Scholars, 19 out of 30 (63%) received additional needs-based funding beyond the \$25,000. The average amount of additional aid given was \$11,768. 11 out of 30 (37%) received no need-based financial aid, and contributed \$15,400 per student. Going forward, we will track information regarding supplemental need-based aid as well as supplemental revenue from US Davis Scholars, on a yearly basis, in addition to revenue generated by NC and GSP students.
- *Please note:* the term “U.S. Davis Scholar” refers to a student from the US who was selected by the US Selection Committee to receive a merit scholarship from the Davis Foundation for the two years they are UWC students. As the US Selection Committee also selects students who will not receive the Davis merit scholarship, we as stakeholders need to shift our language so that we do not refer to all UWC students with US citizenship as U.S. Davis Scholars, as we have done in the past. Students from the US can be full fee-paying students selected by the Committee, partial fee-payers selected by the Committee, or other designated scholarship recipients selected by the Committee; they could also be GSP students.

Action needed from Board

- No action - FYI

V. The U.S. Selection Committee

- The Committee met twice on campus in the last year: once for the November reading weekend, and once for the February finalist weekend. Both events this year will be virtual.
- The committee had been considering moving to reading applications online rather than coming together on campus for a single weekend with everyone in the same room, and COVID accelerated this decision. This year, reading will be 100% electronic, giving more time and flexibility to committee members to evaluate applications over a period of weeks. Reading online will also increase our capacity to handle a larger number of applications and save money we would have spent on flying 10-15 people to New Mexico for three days. However, this process may require additional tech/administrative support as we make the transition.
- The Committee recruited 6 new potential members who will serve as guest readers and interviewers in this year’s cycle. The regular members will evaluate which guest readers to invite onto the Committee in May, to replace members whose terms will end. The six were selected by a sub-committee, from a pool of 26 candidates, a significantly higher number than anyone can remember applying. The sub-committee used this opportunity to increase the diversity of the reading group, adding people who identify as African-American,

Asian-American, LGBTQ, and first-generation. The guest readers represent 4 UWC alumni and 2 college admissions professionals.

Action needed from Board

- No action - FYI

VI. Recruitment

- Marketing: Admissions and Advancement have worked closely this year to create and execute specific marketing strategies, including implementing “drip campaigns,” print and media ads, advertising on Instagram and Facebook with the support of a professional media company, increasing traffic to the website, clearer application avenues on our website.
- Partnerships: We continue to build partnerships with organizations such as the Parents League of New York, TOCA (Teens of Color Abroad), OWN (One World Now), and others.
- We are hosting Zoom information sessions, webinars and podcasts to tell the UWC story to high school counselors, NGO administrators, and potential UWC parents.

Action needed from Board

- No action - FYI

Dean of Students

I. Residential

- We have completed implementation of the full time Resident Coordinator model. Five RCs staff the 5 dorms, with a sixth COVID-support RC this year providing assistance to distance learners and students in quarantine and isolation. Ten faculty aRCs, working 5 hours weekly, support the RCs.
- UWC-USA has introduced a gender inclusive dorm in Kili. The Castle, Mont Blanc and Chum remain gender specific. Kili was chosen because it was slated for a bathroom remodel, which included more privacy afforded in the showers and toilet stalls. Students are able to express a dorm preference based on identity and comfort in sharing space with people of all genders. In addition, the Kili bathroom was upgraded in terms of energy efficiency, touchless faucets, and water saving devices
- We are in the process of designing and implementing a standard Residential Life curriculum and individualized Wellness Plans so that all students have a shared experience across the two years related to social emotional learning, inclusion, diversity, equity and access conversations, and the opportunity to develop a set of life skills to prepare them for post-UWC experience. The health team meets weekly to review students of concern and sustain a coordinated approach to student wellness.
- An earlier curfew and a number of campus restrictions were implemented in support of COVID Careful precautions; Residential staff is working to continue to provide a typical UWC experience with more time on campus, virtual and small group gatherings, increased attention to personal and campus sustainability, and support for students reckoning with immediate impacts of COVID in their home communities. We have a plan in place for students staying on campus over winter break, though the plan may shift due to changing pandemic conditions.

II. Restorative Justice

- Constructive Engagement of Conflict student leaders worked with mentors to propose an integrated approach to Restorative Justice, which is being reviewed and will be reflected in the updated Student Handbook. We continue to work toward greater implementation of restorative justice. Training will continue throughout the year. We are utilizing local supervised options for student suspension, and restructuring campus disciplinary consequences to include campus repair on a weekly basis for minor violations. UWC-USA was again awarded a contract in partnership with CYFD to provide Restorative Justice services to local youth; we are conducting these sessions virtually on a weekly basis through CEC.

III. Safeguarding

- In conjunction with the UWCi Safeguarding recommendations, all employees are required to complete or renew needed EduCare training by February 2021. A schedule of training

and resources will be shared with regular reminders for employees and board members beginning in October.

- An outside consultant conducted a number of focus groups in January 2020 which resulted in a UWC-USA-specific training for trainers curriculum being implemented this year; employee orientation included a session focusing on inclusion issues on campus.
- Residential staff are working closely with facilities staff to align responsibilities and expectations regarding campus care, emergency management, and incident debriefing.
- We are strengthening our Get Away program home visit protocol in response to ISAS recommendations.

IV. Health Clinic

- COVID has raised expectations and needs of students related to health. We have been extremely fortunate in our partnership with the San Miguel County Public Health Office and the NM Department of Health, which granted UWC-USA congregate setting status enabling us to qualify for ongoing COVID testing. Primary care providers include RNs, EMTs, MSWs, LISWs and a consulting psychologist. We have a strong partnership with local psychiatrists at both Alta Vista and Christus St. Vincent hospitals. This year a volunteer Medical Advisory Team is helping to provide COVID-specific guidance.

V. Experiential Education

- Signature programs are being aligned with the strategic plan and continue to be supported with external funding. The 20th anniversary of the Bartos Institute, increased production of produce at the farm and capacity of the Agroecology Resource Center, sustainability deliverables stemming from the E. E. Ford Foundation grant, avid virtual audiences for Arts & Culture programs, and the vital wilderness experiences available to us during COVID each reflect the growth and maturation of our programming. Our final report to E. E. Ford will be submitted in late October, to be followed by a request for consideration of a larger grant in 2021. The newly renovated Poole Hall and added outdoor shade structure at the Farm have greatly enhanced facilities for Wilderness and Sustainability programming.
- Southwest Studies was modified to include Wilderness orientation trips and the CEC retreat. We are curating a student life curriculum and building additional scaffolding for the capstone portfolio, which documents experiential and residential life learning.
- SLT is finalizing an Two-year Calendar protocol, which will help shape and define programming and student experience. Auma Obama has offered to come to campus as a Bartos Fellow in 2021. The Feb. 25-27, 2021 Annual Conference will focus on systems shift and personal transformation. As always, board members are welcome to participate. We anticipate that Project Week will be modified to accommodate COVID Careful protocol.

VI. COVID Update

- Opened campus “early” - August 1 in order to accommodate quarantine; ExEd and Residential Staff took a leadership role in staffing students in quarantine and leading Wilderness and CEC trips for second years following quarantine.
- Currently 200 students on campus; appx. 26 first and second years still to arrive as of Oct. 13, 2020. Changes due to COVID Careful protocol include:
 - 10:30 pm curfew; restricted dayroom use.
 - Meal delivery; Dining Hall 25% capacity.
 - Restricted use of facilities - reduced hours; more outdoor activities.
 - Academic and personal sustainability focus Mon - Thurs; Friday focus on experiential education activities, Saturday focus on residential and campus activities; Sunday rest.
 - Ongoing health screenings; surveillance COVID testing at San Miguel County Public Health Office.
 - Increased virtual programming to accommodate distance learners and gathering restrictions.

Action needed from Board

- No action at this time - FYI

Finance and Operations

I. Finances

FYE 2020

The audited financials for FYE 2020 show a surplus of \$925,789. Of the surplus, \$147,000 was in-kind donations, for a cash surplus of \$778,789. The reason for the surplus was COVID19, which caused the school to reduce expenses because of an early end to the spring semester. Going forward, the board should remember there will always be an (imaginary) “Covid asterisk” next to the FYE 2020 column regarding the school’s finances. Fortunately for the school, COVID19’s impact created a surplus. This is also noted in the school’s audited financials. This is important to note so the Board does not use the FYE 2020 financials in comparative analysis against past or future years. The school’s endowment was valued at \$105M as of May 31, 2020. The Forever Fund was valued at \$145M as of May 31, 2020.

Major expense variances from FYE 2020 were:

- \$150k savings on instruction due to a combination of professional development and IB exam-related expenses that we did not have to spend.
- \$99k savings on experiential education because end of the year trips were cancelled.
- \$183k savings in student life because project week was cancelled, as were May/June leadership expeditions.
- \$121K savings in Executive Management due to a carry-over of an executive position that was never hired.
- \$87k in maintenance and custodial savings due to employee attrition, a hiring freeze, and no graduation.
- \$40k in transportation savings because trips were cancelled, saving money on drivers, gas, and repairs.
- \$245k in food savings because students left and were not eating here for the last 2 months of school.

The school successfully applied for a PPP loan in the amount of \$1,219,852 through Community 1st Bank in Las Vegas. The forgiveness application is 95% complete and is in its last round of corrections. The finance committee discussed the benefits of being the first forgiveness application in this situation, or the benefits of being third or fourth (to learn from other applicants first). Decision forthcoming.

To compound the already difficult COVID19 situation on campus, the business office experienced 80% turnover (4 of 5 people) in the course of 10 weeks between June 1 and October 1, 2020.

Action needed from Board

- We are asking the full board to accept the recommendation from the Audit and Finance committee to approve the FYE 2020 Audit.

FYE 2021

At the August 2020 board meeting the board approved a \$12 million budget showing a \$2,257. deficit. The budget represents nearly a 6% increase in expenses from FYE 2019, the last “normal” year we can reference. The August budget projected a roughly \$240,000 surplus, with PPP funding solely responsible. Our current forecast is a break even budget. If there is a surplus, we will be judicious to stretch it into the future as long as possible and as a tool to off-set the deficit coming in the 2022-2023 school year.

Major variances from FYE 2020 include:

- Adding a \$200k COVID expense budget to run a safe school during COVID. Examples include modifications to buses, purchasing more technology to better deliver online instruction to remote learners, purchasing PPE across campus, and retro-fitting classroom spaces to be physically distanced.
- The budget reflects a 25% decrease (\$500k) in fundraising revenue by Advancement as a result of COVID. We anticipate volatile market swings during the election year and are uncertain how COVID will continue to impact the economy and philanthropy world-wide. Last year the Advancement Office raised nearly \$2.3 million. Unrestricted cash raised beyond \$1,560,000 will only help increase the school’s surplus, provided our spending stays on track.
- The budget reflects a \$200k loss in summer and ancillary programming revenue due to COVID.

Considerations made in the FYE 2021 budget:

- Prior to COVID19 the school embarked on a compensation study across campus. The study revealed many of our employees were grossly underpaid. Salaries were increased to bring employees up to the 40th percentile of peer institutions as determined by the study. While the school had to make a difficult decision to rescind raises across the entire campus community in the spring due to COVID19 uncertainty, the school did successfully increase the salaries of the lowest paid employees to the correct levels, making them whole to at least the 40th percentile.
- In order to show our employees a good-faith effort of our appreciation, the administration disbursed \$200 cash gifts to every employee on campus who was employed full or part

time as of September 4, 2020. The gifts were given as “financial signs of appreciation” for the hard work over the past 4 months. This type of disbursement protected the school from over-extending financially to increased salaries considering the school’s financial future is ambiguous due to COVID19. We choose to use crispy, one-hundred dollar bills to increase the impact and “WOW” factor of the gift. Employees were extremely gracious and thankful. Several cried. It was a smart and strategic move on behalf of the school’s President.

Action needed from Board

- None needed - FYI

II. Human Resources

Pending Litigation

- The school is not currently involved in any litigation or other outstanding legal matters.

Property/Liability insurance

- This was renewed with Philadelphia Insurance after competitive bidding with Selective Insurance. Several carriers turned down the bid because our loss claims have been very high over the past three years. Historically, the loss experience for UWC has been good with Philadelphia, but the last couple of years have not. Philadelphia has been our carrier very loyally and faithfully and has served the school well to this point, insuring us when many others would not.

Health Insurance

- The school’s health insurance is currently being shopped for rates on the market with a renewal decision expected in November, to be effective January 1, 2021. We’ve asked our broker to research HSA options for our employees. We expect the two chief players to be Blue Cross Blue Shield and Cigna. The primary consideration in selecting our insurance carrier will be to minimize the disruption to our employees as much as possible without increasing the cost to the school. We expect an increase to our health insurance to be in the 20-25% range, but we are hoping for less. In order to mitigate such an increase, we’ll need to consider adjustments to deductibles if needed. Changes to the balance of coverage provided by the school vs. employee contribution would be a last resort because it shifts the financial burden to the employee.

Worker’s Compensation Insurance

- Worker’s compensation premiums increased from \$43,721 to \$49,861, a total \$6,140 or 14%. This was due to UWC’s Experience Modifier (EMOD) going from .87 to 1.19 (up 37%). In order to help offset this increase in the EMOD they moved UWC to a company with lower rates and added a 6% scheduled credit. This premium is still much lower than what it had been in years past. (2016- \$91,000, 2017-\$85,000)

Summary on Insurances

- Overall, our suite of insurances, less health insurance, increased from \$244,088 to \$267,727, a total of \$23,639 or 9.6%. The suite of insurances includes:
 - Property, General Liability & Sexual Abuse Molestation Liability, Crime, Business Auto, Inland Marine, Educators Legal Liability, Fiduciary Liability, Cyber Liability, Worker's Compensation, Umbrella.

Payday

- As part of reorganization in the business office, the school opted to engage a third party payroll vendor to assist with processing payroll. While the school still processes much of payroll, the burden of risk is transferred to Payday regarding state and governmental reporting of items like the Affordable Care Act, etc.. The transition has not been without hiccups, but the hiccups are becoming fewer and farther between. If the transition has not been completely ironed out by April/May of 2021, we will consider switching back to processing payroll internally. The current switch saves the school approximately \$15k/year and reduces our exposure to reporting risks.

Action needed from Board

- None needed - FYI

III. Safety and Risk Management COVID19

- Due to COVID19, the campus has taken on many new safety measures to reduce risk and keep out students safe. Examples include:
 - Employees are screened at the Visitor Center by security every time they arrive on campus, including temperature checks and designated questions.
 - Employees and students are surveillance tested every 5 weeks.
 - Everybody must wear face coverings while in public spaces on campus.
 - Classroom desks have been physically distanced and more attention has been given to classroom sanitation and ventilation.
 - Students are heavily restricted from traveling off campus and their interaction with employees who commute is very slim.
 - The school tracks cases in NM and San Miguel County daily to determine the threat and risk level on campus.
- ISAS recommended the school revisit its emergency management plan and better communicate it to school employees. This was done and completed at the October 2, 2020 all employee meeting. Employees have been trained twice in active shooter training (albeit online) and regular fire drills in the dorms are underway.

Action needed from Board

- No action - FYI

IV. Capital Projects and Operations

In the summer of 2020 there were four large construction projects that took place as part of the FY2021 CapEx budget. They were:

- *3rd Floor Castle*: The third floor of the castle was cleared of old junk and renovated to accommodate 4 new classrooms and a study area. The classrooms have been very popular and COVID safe because of their size and ventilation.
- *Castle Gutters*: All gutters on the castle were replaced. In addition, snow dams were installed to prevent further gutter damage.
- *Killi Bathrooms*: Both bathrooms in the Kilimanjaro Dorm were completely renovated and made to be gender inclusive. Motion sensors were installed to conserve energy, touchless faucets and hand dryers were installed for conservation and to decrease the spread of sickness, and the showers and bathrooms stalls were renovated to include larger walls and doors to increase privacy for users.
- *Poole Hall*: The Poole Hall was previously vacant for years. The growing wilderness program moved in. Both bathrooms were renovated to be gender neutral, a washer and dryer was installed, a food pantry created, and an industrial sink and water-bottle filling station were added. We accessed the closed up pool for more storage and will be adding card-reader locks to both doors.

Other Project Updates

Additional Water Rights

- The school has completed the lion's share of the water rights transfer. We have very little left to do except wait on the Office of the State Engineer (OSE) to approve the transfer. The school and our attorney have been in consistent contact with OSE. They have informed us they are very behind on their processing due to COVID. We are in regular communication.
- The emergency permit was approved in the summer, but due to very low water levels in the Gallinas we were not able to pump as much water as the permit would have allowed. During the course of their due-diligence, OSE found a domestic well at the school's farm property that was not permitted correctly, not metered, and was being used improperly. The well was allowed to serve a half-acre foot (168,000 gallons/year) for domestic use only. The school had been using that well to irrigate crops on the farm *in addition to* domestic use. The well has since been metered. We are engineering plans to irrigate the farm crops through water catchment and a natural spring on the property.
- When water levels in the Gallinas rise, we'll be able to use our newly acquired water rights to irrigate the farm and store water. While it's nice to have the water rights, the rights are only useful if we have water in the Gallinas. With low water levels, the rights are meaningless because we cannot pump any water, regardless of the rights we have.

Hot Springs

- Currently, because of COVID19, the Hot Springs are closed. We expect them to be closed for quite some time. Unfortunately, this has given both parties, UWC and FMHS, a reason to drag their feet in completing the process.
- A significant bottleneck in completing the process of leasing the property to the Friends of Montezuma Hot Springs (FMHS) is a formal and official appraisal of the property. There are very few qualified appraisers in NM who can properly appraise the Hot Springs, which we have learned are very difficult to appraise because of the lack of comparables and the vast differences in springs such as water temperature, chemical makeup, ability to produce revenue, parking, foliage, acreage. Several appraisers turned the job down and the ones that were interested were booked until February 2021. After 15 phone calls and weeding through 7 different appraisers, we found an appraiser out of Taos named Mark Cowan. He will do the appraisal in December 2020.

Upcoming Facility Issues

Castle Dry Fire Suppression System

- There is a leak in the dry system that serves the South, 4th story of the castle, which is currently vacant and unfinished. That system has been shut down, leaving the vacant, 4th story unprotected from fire. Security currently conducts fire checks every hour on the hour through the night. The leak is below the foundation of the castle and will be an extensive fix. We currently have 1 bid for \$75,000 to fix the system. We are working on competitive bids. The project can be completed for less money and with less disruption by abandoning the old line below the foundation and hanging a new, exposed pipe in the hallways of the basement. The downside to this action is aesthetic. The alternative, which is more expensive and disruptive, is to dig up several hundred feet of the basement foundation, replace the leaking pipe with a new pipe, and cover it back up. This will be more aesthetically pleasing, but should there be another leak, the floor will have to come back up.

Collapsed Sewer Line

- We have good reason to believe we have a collapsing sewer line under the county road by the Old Stone Hotel. This will need to be fixed soon. We have yet to gain an estimate because we cannot dig up the county road without the county being heavily involved, which is taking more time than we can control. More to come.

Kilimanjaro Dorm

- The galvanized piping in many of our buildings has well-exceeded its useful life of 40 years. For some reason in Killi, the piping is failing more than others. Employees who live on the main floor are consistently experiencing leaks from the ceilings. Many times, the leaks are water. Other times, the leaks are sewage that seeps into their apartments from above. The problem will not be fully resolved until we take the entire dorm offline for a summer and

replace every single pipe in the building. Right now, we are crafting plans to take this building completely off line for summer 2021, but nothing has been decided or finished.

Action needed from Board

- No further action – FYI

Advancement Report

I. Fundraising

- The 2019-2020 Annual Fund totaled \$2,066,314, successfully fulfilling the Davis Family Challenge Grant for a third year in a row. In addition to cash gifts, \$164,650 of in-kind contributions were also received. With cash and in-kind gifts, the annual fund results were flat compared to prior year (\$2,230,964 for FY20 vs. \$2,241,684 for FY19). Given market volatility and the uncertainties caused by the pandemic, this is seen as a positive result.
- Key drivers of the success of the annual fund during the past year include a bequest gift, continued stewardship and giving by major donors, and alumni participation as a result of the Davis Family Challenge. More than 550 contributions received in the last two days of the fiscal year.
- Board participation rate in the annual fund was 100%. Overall giving by the board was down by 14%.
- Alumni participation for the annual fund stayed even at 28% during the past fiscal year. The advancement team is looking at strategies for increasing participation among alumni, including a more relationship-based and engaging approach to fundraising by class agents, peer-to-peer giving strategies with the new Mobile Giving Platform, and focus on recurring giving.
- As of the end of September 2020, gifts received for the 2020-21 Annual Fund total \$821,000. During the same period last year, UWC-USA had received \$960,000. The difference is a one-time bequest of \$145,000 received in September 2019.
- In addition to cash contributions, the school has received \$147,600 of in-kind contributions YTD and has more than \$450,000 in proposals under active consideration.
- Though the budget envisions a \$500,000 decrease in Annual Fund for FYE2021, the Advancement team expects to achieve and exceed the \$2 million Davis Family Challenge Grant this fiscal year.
- Stewardship of key foundation relationships is ongoing, especially Anchorum, Edward E. Ford Foundation, Maritz Family Foundation, Steele Foundation, and Nice to Meet You Foundation (UK-based). At the same time, new foundation relationships are being explored to expand the base of support.
- Advancement staff has supported the Admissions marketing efforts of the school through the development of a social media marketing strategy. The early response shows significant positive growth in the number of started applications.

Action needed from Board

- Continued commitment to 100% board giving at increased levels to support the growth of the annual fund.

- Introduce potential new donors to the school, strategic partners and/or involvement in stewarding and solicitation of current donors.

II. Staffing

- The summer program manager, Jason Brewer, resigned effective July 30, 2020. There is currently a vacancy in that position.
- With support from the Dean of Students, the Advancement team has generated over \$570,000 in grant submissions during the fiscal year. The most significant grant application for technology support from the U.S. Department of Agriculture was prepared with the help of a volunteer (U.S. Davis Scholar parent). The application is pending. The Advancement team has identified \$2 million in prospective funding. Future growth and sustainability of this income stream will depend on appropriate staffing.
- The Strategic Leadership Team is evaluating a new role to coordinate and build revenue-generating events, including summer programs, as an opportunity for strategic partnerships and funding around mission-driven programs.
- Reed Baumgarten '89 joined the Advancement Staff in March as the alumni engagement officer. He managed through the adaptation of reunions as virtual events and has increased alumni engagement through social media.
- Jan Buchanan joined the advancement team in February 2020 as marketing strategist and has completed the modeling of the database and conversion of the online giving platform as well as outlined a marketing strategy for the UWC-USA planned giving program.

Action needed from Board

- No action at this time – FYI

III. Campaign preparation

- Advancement staff is focused on identifying, qualifying, cultivating prospective major donors and foundation funding based on the modeling completed earlier this year.
- Beginning in the fourth quarter of 2020 and extending into the first quarter of 2021, Victoria, Mark and Reed will engage in a call campaign with current and prospective major donors to gauge interest in the proposed capital campaign and inform the timing. The series of calls will help inform the timing and scope of the campaign given current circumstances.
- Potential foundation donors (e.g. Kresge, Maybee Foundation, etc.) have been identified as possible campaign contributors. The work of researching and qualifying prospective campaign funders continues.

- Efforts continue to provide tax-advantaged giving options to alumni living outside of the United States in conjunction with the International Office to allow prospective campaign donors to contribute in a tax-advantaged manner.

Action needed from Board:

- Board to define its role in campaign

IV. Alumni Relations

- More than half of UWC-USA alumni have been identified and are now connected through LinkedIn. The professional platform has proven to be an effective tool for connecting alumni and for engagement with the school. A number of special events have been arranged, including professional development seminars offered by alumni for more recent graduates. The platform has also been used to assist in identifying prospective board members.
- Alumni Relations will again be assisted by the student SOAAR group to prepare graduating students to understand the importance of philanthropy in supporting their education.
- UWC-USA is working with Terence “Tez” Steinberg ’06 a U.S. Davis scholar who attended UWC Adriatic and recently completed an unassisted crossing of the Pacific Ocean from California to Hawaii in a row boat. Only one of a handful of people to successfully make the crossing, he is the first person to make it on his first attempt. UWC-USA has been supporting his fundraising efforts for the past two years and he designated proceeds from the effort to support a scholarship for a student of color at UWC-USA.
- Reunion: This past summer’s reunion was cancelled due to uncertainties of the pandemic. However, virtual 24-hour reunions and class get-togethers were successfully hosted by UWC-USA. The format saw higher rates of participation than the in-person events and may provide a format to allow alumni who aren’t able to come to campus to participate. The 2021 reunion dates have not yet been set. Staff are evaluating the feasibility of hosting the event in 2021.

Action needed from Board

- No action at this time – FYI

IV. Communications/Marketing

- The Communications team pivoted in response to the Covid-19 pandemic in March with regular communications to all constituents of UWC-USA and implementation of the school’s crisis communications plan. The feedback to this communication was overwhelmingly positive and has shaped the frequency and nature of the communications now being produced, including a monthly communication from the President’s Office on the status of

the school.

- In the short term the communications office will focus on the following projects and objectives:
 - Take advantage of the large number of students working on the school newspaper and on the Communications and Marketing Media Team to create more student-generated content for social media.
 - Further refine audience segments for specific messages (younger alumni, Davis Parents, tracked donors).
 - Create collateral to support planned giving efforts.

- In the longer term the communications office will focus on the following projects and objectives:
 - Improve SEO for the website.
 - Provide data for program areas to make decisions about content – particularly supporting the Bartos Institute as it works to increase its visibility beyond campus and beyond New Mexico.
 - Continue to support the admissions process throughout the end of this cycle and into the next.
 - Utilize data modeling to more efficiently deploy human resources in work with prospective donors. The marketing/communications team continues to evaluate the cost-benefit of existing marketing pieces, especially the Kaleidoscope magazine. The new format of the Kaleidoscope lowered production costs by 30% and has brought in nearly \$4,000 in revenue year to date.

Action needed from Board

- No action at this time – FYI

V. Covid's impact on Advancement

- Uncertainty in the markets, especially at the onset of the pandemic, created uncertainty in fundraising expectations. A late rally by alumni allowed the school to achieve the Davis Family Challenge Grant for the third year in-a-row. Although the Advancement staff remains optimistic it will achieve the Davis Family Challenge grant for the fourth consecutive year, given the extended duration of the pandemic the Advancement team is embarking on a donor engagement effort to assess the timing and scope of the capital campaign.
- After canceling the in-person Global Leadership Forum during the summer the curriculum was adapted to an online format. Fifty online participants focused on a Constructive Engagement of Conflict program that had very high engagement by participants from more than 20 countries. The format provides a model for future programming and as an

admissions marketing tool. As a pilot program, participants paid a modest \$50 fee to participate (verses \$4450 for the three week in-person program). This resulted in a substantial loss of revenue.

- The 2020 Summer Alumni Reunion, also a modest revenue producing event, was cancelled and modified to an online experience. There was tremendous participation and a virtual component is now planned to coincide with every reunion.
- The uncertain enrollment forecast and subsequent hiring freeze has prevented hiring of a couple of positions that will be needed in order to build the fundraising effort over the long term (grant writer and external relations/summer programs).

Action needed from Board

- No action at this time – FYI