



**The Structure and History of United  
World College  
November 2017  
(Thanks to Tom Dickerson)**

# AGENDA

1. History of UWC Movement

1. Structure of the UWC Movement

1. History of UWC in the USA

# 1. History of the UWC Movement

- Conceptual Beginnings: WW II & the Cold War
- Influence of Kurt Hahn
  - Salem School
  - Gordonstoun
  - Outward Bound Movement
  - Atlantic College
- Founders of Atlantic College: Antonin Besse, Air Marshal Sir Lawrence Darvall, Rear Adm. Desmond J. Hoare
- Notion: “To bring young people together before their prejudices have hardened”

# The Growth of the UWC Movement

- 1962: Atlantic College
- 1974: UWC Canada
- 1975: UWC Singapore
- 1981 UWC Swaziland
- 1982: UWC Italy, **UWC-USA**
- 1990s: Hong Kong/Norway/India/
- 2000s: Costa Rica/Bosnia/Netherlands
- 2010s: Germany/Armenia/China +  
Thailand; ISAK Japan; East Africa (Moshi)

# The Eras of the UWC Movement

- The Era of the Founders ('60's)
- The Era of Entrepreneurs:  
Mountbatten/ Prince of Wales  
(1970-2005)
- The Era of Governance (2005 -

# Era of the Founders 1961-69

- Atlantic College
  - Hahn/Besse/Hoare/Marshall/Sutcliffe
- International Baccalaureate
  - Created in conjunction with Atlantic College
  - AC was the test bed for the examinations
- Today, certain founders are still active:
  - Mostar College
  - Tony Besse
  - David Sutcliffe (recently deceased)

# Era of the Entrepreneurs 1970-2005

- Lord Mountbatten (1970s; assassinated 1979)
- Prince of Wales (1980s and 1990s)
- “Proliferation of Logos”
- Weak center/strong periphery

# Era of Governance 2005-

- Initiated by Christian Hodeige, the first UWC graduate to become International Board Chair, and his successor, Tim Toyne-Sewell
- Reduced the two principal bodies of UWC – the Council and the Board – to manageable numbers
- Created the first UWCI strategic plan in 2007 (Latest: “2018 & Beyond”)
- Current full governance review in light of growth, backlash to centralization

## 2. Structure of UWC International

- **UWC Council = Shareholders**
  - 40 members
  - Meet 1 x a year
- **UWC Board of Directors**
  - 15 members
  - Meet 4 x per year Committees:
  - Representative: Chair, Vice Chair, Treasurer, Heads/Chairs/NCs/At Large alumni
- **UWC International Office**
  - Two offices, London and Berlin
  - Jens Waltermann, Executive Director, alum 20+ staff

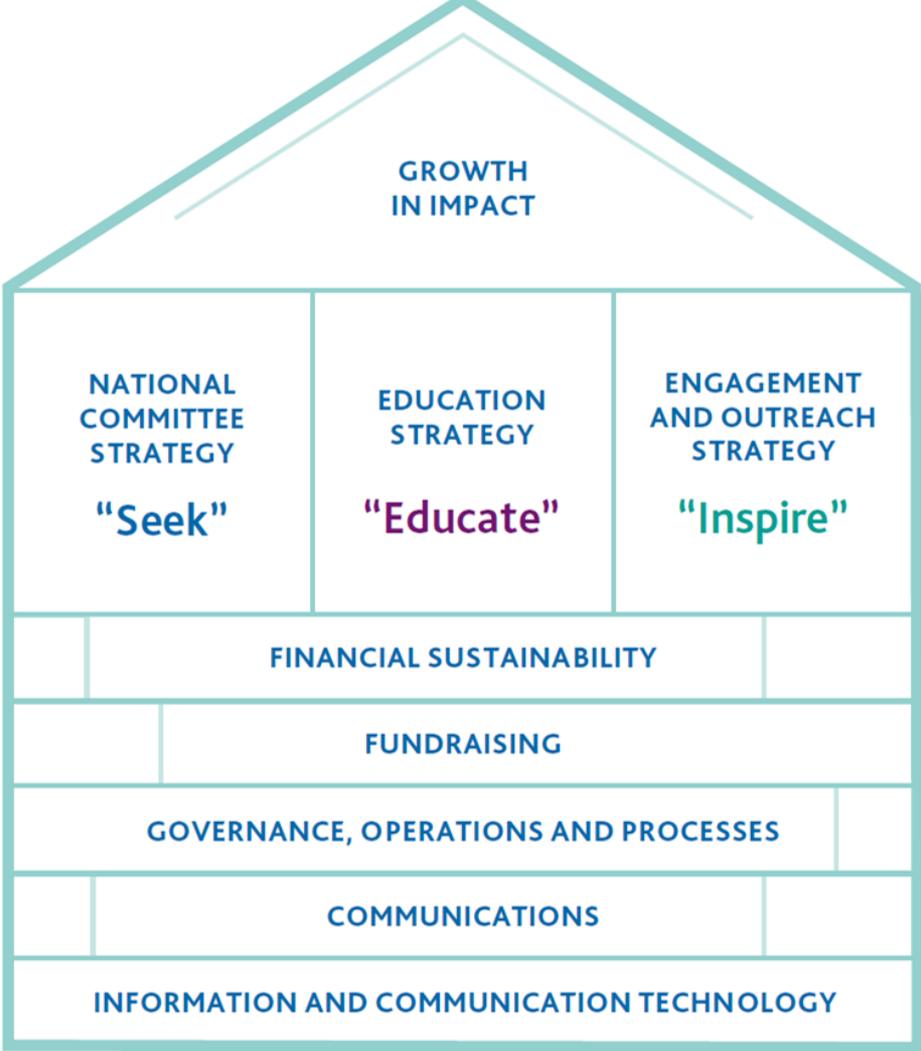
# UWC Governance - “Memorandum of Understanding”

- UWC “Constitution” (2013)
  - Role of UWCI
  - Supervision
  - Strategy
  - Support
- Commits schools to fund IO at a negotiated level (1.9 % of our cost base; plus 3% of NC contributions = approx \$250K for USA)
- Schools free to operate within limits set by MOU, but drift toward greater centralization

# UWCI Today

- 18 Schools
- 155 National Committees
- Mission: “UWC makes education a force to unite people, nations and cultures for peace and a sustainable future”

# UWC “2018 & Beyond Just completed ( Oct ‘17) movement



# Educational model



A UWC education enshrines a **commitment to the balanced development of the whole person**; its task is to encourage an integrated development of human potential across a range of different dimensions, including the intellectual, moral aesthetic, emotional, social, spiritual and physical.

# NC System

- **The role of National Committees:**
- Find and select students to attend UWC
- Promote UWC opportunities in their countries
- Prepare students for their UWC experience
- Provide a hub for alumni in their country
- Fundraise (to fund their own operations and scholarships for their students)
- Play a key part in UWC International's governance
- Organize education projects and programmes in their country
- Offers System Overview
- Committee for National Committees (CNC)



# GSP: Global Selection Programme

- Alternative pathway for students without scholarship need
- Pilot started 2019 intake
- Wholly centralized at IO
- Mixed results
- 2021 intake: New approach let's schools run GSP, with support from IO and NC candidate interview involvement

### 3. History of UWC in the USA

- Pre-school (1962 – 1982)
- Ted Lockwood (1982 – 1993)
- Phil Geier (1993 – 2005)
- Lisa Darling/Tom Oden (2005 - 2014)
- Mukul Kumar '89 (2014 - 2016)
- Victoria Mora (2016 -

# Pre-School Era (1962 – 1982)

- U.S. National Committee established 1967
- **Purpose:**
  - Recruit/select students
  - Raise \$ to send them to UWCs
- Difficult fundraising challenge
- Led to “Bread and Circuses” approach after 1981

# Ted Lockwood Era (1982-1993)

- Armand Hammer founded school because of his relationship with Prince Charles
- Board consisted of Hammer's friends:
  - Alec Courtelis – thoroughbred racing
  - Sherry Lansing – CEO, Paramount Pictures
  - Abigail Van Buren – “Dear Abby”
  - Merv Griffin – “Lovely bunch of coconuts”
- Founding Head: Theodore Lockwood, ex-President of Trinity College

# Phil Geier Era (1993 – 2005)

- **Phil & Amy Geier**
- **Shelby Davis**
  - Joined Board in 1998
  - Provided an initial \$40 million endowment
  - To date, has provided \$80 million + to UWC-USA
  - 2003 Created University “UWC Davis Scholars Program”
  - Today funds 2,000+ UWC grads at US universities (about 1/3 of all grads in any year)
  - Cost: \$30 million+ per annum
- **Chairs: Alec Courtelis -> Jim Taylor**

# Lisa Darling/Tom Oden Era (2005-2014)

- Heads: Lisa Darling → Tom Oden (acting)
- Chairs: Jim Taylor → Tom Dickerson (2007)  
→ Steve Dichter (2014)
- Dealt with:
  - Exhaustion of Armand Hammer Trust (25% of budget)
  - Aging faculty/faculty development
  - Revitalization of Board & governance processes

# Mukul Kumar (2014-2016)

## • Background

- UWC-USA alum
- MIT (BS) and Princeton (PhD – Economics)
- Chief Academic Officer – Hult University (London)
- Wanted “innovation” – and fast!
- Essentially resigned 6 months into job

# Victoria Mora – 2016 ->>>

- **Background**

- Native New Mexican
- Yale – PhD Philosophy
- Child – UWC-USA grad
- Dean & VP at St. John's – Santa Fe, Annapolis
- Considered applying during Mukul search

- **Priorities**

- Stabilize
- Plan
- Campaign

- **We are very lucky Victoria found us!**

# The Future....

It's going to be a great ride!

