

**Minutes of The Armand Hammer United World College
of the American West (UWC-USA)
Board of Trustees Meeting,
August 21, 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, beginning at 7:00 am Mountain Time on August 21, 2020.

Trustees present and constituting a quorum were:

Peter Alderman (AC '91)
Marc Blum
Steve Dichter, Chair
Ben Jones (AC '91)
Marybeth Kravets
Kuo-Chuan Kung ('87)
Justin Lee ('95)
Marisa Leon ('87)
Victoria Mora, President
Jonas Nilsson ('90)
Jonathan Schneider
Subitha Subramaniam ('88)
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
Taylor Gantt
Tom Hassan
Mark Hodde ('89)
Alexis Mamaux
Naomi Swinton ('89)

Attachments:

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

Steve Dichter presided as Chair.

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Steve Dichter opened the meeting, noting the successful school reopening, management of the Covid pandemic on campus and arrival of a critical mass of students. Steve Dichter then turned to President Mora for a presentation of the Senior Leadership Team ('SLT') on the Covid Task Force Recommended Plan for Reopening the Campus in August 2020 (the 'Covid Report') and discussion of UWC-USA's reopening and return of students to campus.

President Mora discussed the revisions to the Covid Report and hard work from the SLT over the summer in effecting the program set forth in the Covid Report. President Mora then set the agenda to address enrollment, health, education and finance, with new legal analysis. President Mora also emphasized that the UWC mission requires a 'lived campus experience,' but the Covid pandemic also required remote access to ensure that access and diversity was available.

Commencing discussion of enrollment, President Mora confirmed that all second-year students were back or attending remotely; 175 students were expected on campus by September 1, with an additional 52 students participating remotely. President Mora noted the efforts made to ensure full enrollment, including additional acceptance offers and transfers among UWC schools. President Mora praised the strong, transparent communications with students and their families, specifically the work performed by John Carpenter and Alexis Mamaux.

President Mora reported a single positive test for Covid among the student body, but subsequent testing confirmed that there had been no spread. All students were requested to arrive after a negative Covid test; those unable to obtain a test immediately prior to arrival would be isolated upon arrival until testing could be completed. All other students were to wear masks, practice social distancing and remain quarantined in dormitories until further testing. Student concentration was reduced through dining in shifts and prohibiting inter-dormitory visits. Classroom space had been expanded through additional rooms on the castle building, thereby reducing student concentration. Getaway family visits have been suspended, and arrangements were being made to permit students to remain on campus during the winter holiday. Testing of students will continue into the term, with 15% of all students to be tested weekly, and testing turnaround time of one to two days.

The education program has been modified to address the constraints and changes imposed by Covid. Teacher availability has increased given the time differences for remote students, and the International Baccalaureate has made changes to reduce pressure on instruction. These changes still impose an increased workload on faculty, including that caused by increased class numbers to compensate for reduced class size. Consideration is being given to determine if staff numbers are sufficient.

Finances were expected to be significantly better than the initial downside projections in June. President Mora was optimistic that the budget might be balanced for FY2021, with

approximately \$1 million in cuts, but no reduction in staff or compensation. Cost increases included: \$27,500 for potential staff bonuses (given the freezing of any increases, and the additional demands and risks of COVID); \$200,000 to \$300,000 in Covid-related expenses, with offsets including \$1.2 million from the forgivable Paycheck Protection Program loan; and additional cost savings generated from unfilled positions and reduced programming. The final budget was still under review by Kuo-Chuan Kung, but would be forwarded to the Trustees shortly.

Finally, President Mora concluded by noting that legal advisors had found potential liability limited by the proactive steps being taken and the difficulty of proving origin of transmission in any individual Covid case.

Several Trustees provided strong praise for the work done by President Mora and the SLT.

President Mora and the SLT exited the teleconference, and executive session continued until approximately 8:30 am, Mountain Time, at which point the meeting was adjourned.

Peter Alderman
Secretary of the Meeting