



Comprehensive Campaign

**Update: Turning strategy into support
February 2022**

Process: Where are we going?

Both phases of the Strategic Plan include common goals:

Goal 1: Mission-driven people

Goal 2: Mission-aligned, signature, place-based programming

Goal 3: Integrated systems

Goal 4: Safe and inspiring campus

Goal 5: Funding and advancement

Where are we going?

Campaign to focus thematically on 3 goals:

Goal 1: Mission-driven people

Goal 2: Mission-aligned, signature, place-based programming

Goal 3: Integrated systems

Goal 4: Safe and inspiring campus

Goal 5: Funding and advancement

Process: Where we have come?

Preparation for Comprehensive Campaign -- Rooted in Strategy:

Pre 2021

- Board-driven process undertaken by a consultant to analyze capacity and preparedness of school to fundraise initiated in 2018.
- Alumni Attitude Survey completed in 2018 with key insights regarding message and key interests applied to engagement and fundraising strategy.
- Master plan developed and approved by board.
- Two-phase strategic planning process begun in 2019 with first phase of strategic planning focused on building systems to support a campaign.
- Focus on increasing annual fund in anticipation of end of Davis Family Challenge Grant

2021 forward

- Budget modeling completed to inform first phase of the strategic plan and the comprehensive campaign.
- Phase two of strategic plan (innovation for impact) under development.
- Further refinement of the master plan in direction of adaptive reuse.
- Quiet phase approach to lead donors.

Campaign: Where we are going

Comprehensive Campaign

Annual Fund

+

Endowment

+

Capital Projects

Key Campaign Assumptions

- Campaign focused on:
 - Phase 1 “Strengthening the Foundation” (annual fund + endowment) while introducing the vision for
 - Phase II “Innovation for Impact” (endowment + capital projects) and framework of the campus conceived as a basecamp.
- The number of priorities that we can address will depend on a small subset of lead donors with the Davises at the center.
- The first priority of the campaign will be to close the structural deficit (i.e., endowment).
- Campaign will set a new level for annual fundraising.

Remember the strategy

What is our aspiration?

To establish UWC-USA as the leader among international secondary schools through our commitment to equity and excellence in the service of peace and sustainability.

What will we do?

Prepare students as resilient leaders committed to solving these global challenges of the 21st century, and related ones:

- Economic, political, and social inequality – between those at the center and those on the margins of societies worldwide;
- Political polarization – rooted in ideology, grievance, and uneven democratic practice/institutions;
- Climate change, ecosystem destruction, and biodiversity collapse – resulting from destructive modes of production, consumption, and land use.

How will we do it?

By reimagining the college as a global *basecamp* organized to equip students with a range of experiences, perspectives, and skills needed to take on the challenges of the 21st century.

Translating the Strategy into a Case for Support

Goal	Key Areas	Opportunity	Institutional Impact
People	Students	Scholarships	Budget Relief, Access, Diversity
	Faculty	Endowed Chairs, professional dev.	Budget Relief, Access, Diversity
	Partners	Fellowships, Internships collaborations	Capacity & Reputation Building
Programs	Inequality, polarization and sustainability new focus for signature programs	Named and endowed programs	Budget relief and new opportunities
Place	Model campus for sustainability and purpose	Carbon neutral campus; sustainable construction, responsible resource and energy use	Purpose-built spaces, CapEx relief, budget relief

Menu of Priorities Based on Emerging Strategy

Scholarships (\$15 - \$30 million in endowment)

Support opportunities for pathways to the basecamp, including for students who represent communities affected by the three grand challenges identified by the board (sustainability, polarization and inequity).

Programming (\$20 - \$25 million in endowment)

- Academic/Student support
- Faculty chairs and fellowships
- Core programming like wilderness and constructive engagement of conflict.

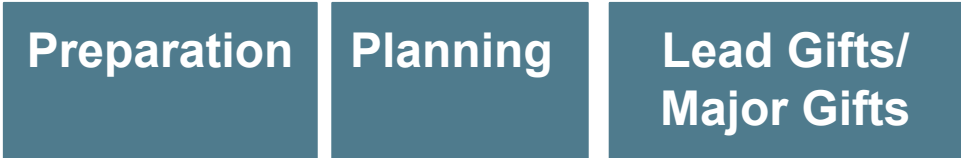
Master plan (\$42 - 50 million)

- Castle Renovation/Academic Quad
- Field Development - \$2 million
- ADA Access

Annual Fund - \$12 million

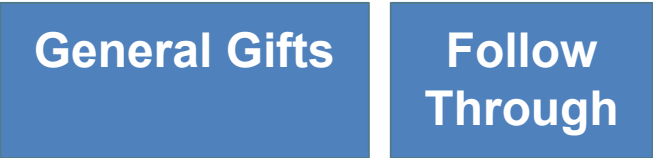
Phases of Campaign

Quiet Phase

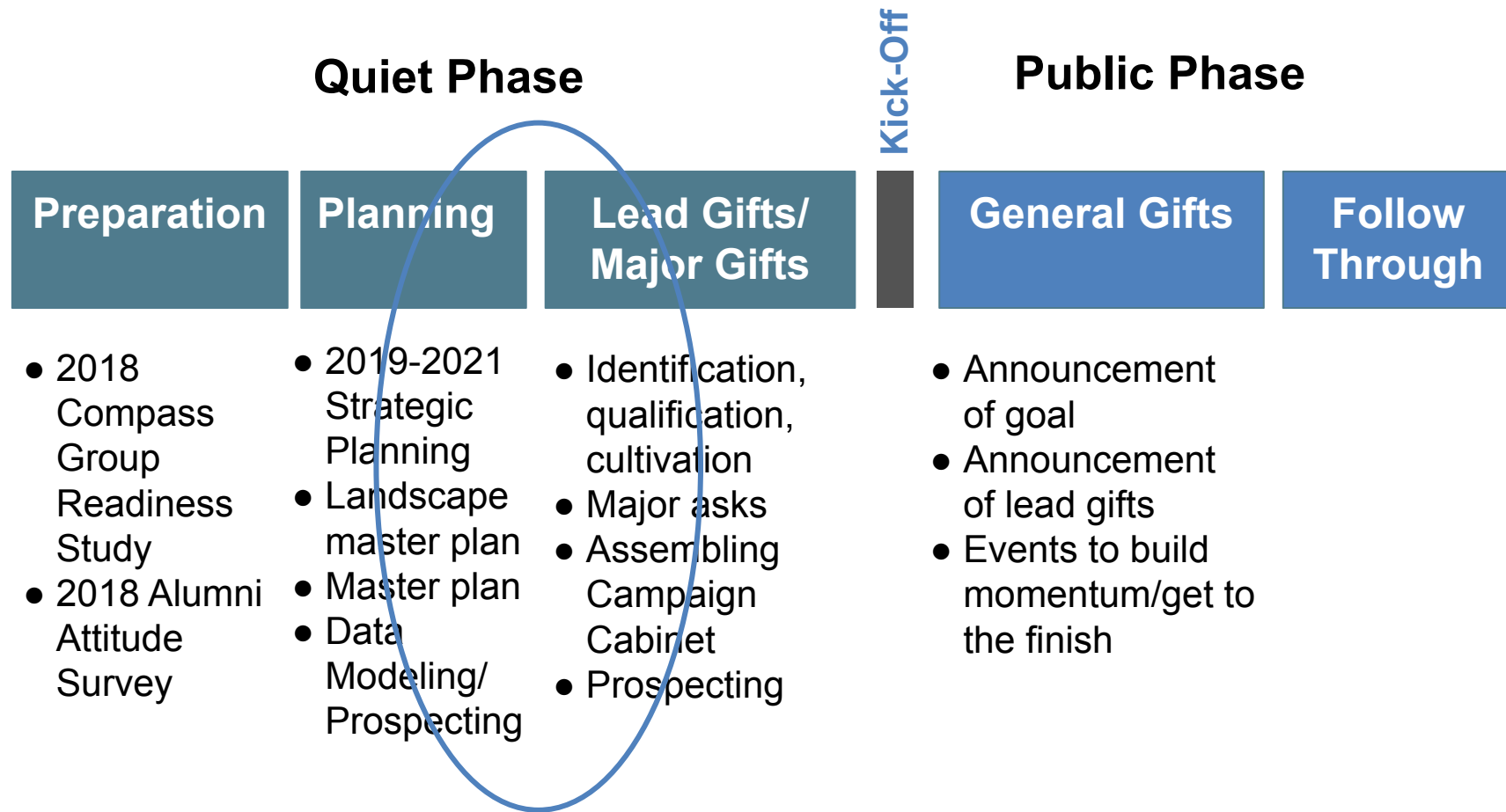


Kick-Off

Public Phase



Phases of Campaign



Time Frame: Planning Assumptions/Projection



Progress to date

Lead Donor Focus

Focus on solicitation and cultivation of the 30-40 people who are our key prospects while also exploring other potential with foundations and existing partners.

Anticipate that 75% of our campaign goal will come from and shaped by 20-22 of these lead donors.

Key points of progress:

- Conversations ongoing with key donors, notably the Davis family.
- Priorities going forward will be based on size and parameters of lead gift to the campaign.
- To date, we have secured \$1.5 million in new commitments toward the campaign.
- Formation of the campaign committee

Progress to date

Campaign Committee Co-Chair

Sebastien de Halleux '96

Former UWC-USA board member

Sebastien de Halleux has a 20-year track-record of launching high impact businesses around the world, leading them from idea to success. Sebastien is currently Entrepreneur-in-Residence at Capricorn, an investment group focused on scaling innovative solutions to persistent global problems, including key investments in Tesla, SpaceX, Planet Labs, Quantumscape and Joby Aviation.

Sebastien has served on the boards of Saildrone, Samasource, Vittana, UWC-USA, the Solar Fuel Institute, and Trusted Family. Sebastien holds a Master's degree in Civil and Environmental Engineering from Imperial College London and is a Henry Crown Fellow at the Aspen Institute.

Campaign Committee

Committee Responsibilities

- Commit and Raise support to ensure success of campaign
- Recruiting member to increase network of potential contacts and prospects for the campaign.
- Communicating about the campaign in public arenas to spread awareness of the effort and garner support.

Committee Member Qualifications

- Have a passion for the organization's mission
- Have a large circle of influence
- Have a different circle of influence than other committee members
- Have the capacity to make a lead gift
- Be comfortable soliciting others
- Agree to actively participate

Looking forward

Next steps

- Continued investment of more of president's time visiting with qualified major donors and prospects (process already underway, leadership structure to support this).
- Integration of board decisions taken at this meeting regarding strategic direction
- Integration of board decisions taken at this meeting regarding adaptive reuse master plan direction.
- Integration of lead donor feedback on timing, scope, and priorities to meet strategic objectives.
- Continued development and finalization of the campaign committee members and meeting schedule.
- Facilitated board conversation regarding its role in the comprehensive campaign.
- Campaign collateral material development, e.g. campaign case, targeted donor proposals, etc.