



**Meeting of the
Board of Trustees**

**February 11th and 12th 2022
Montezuma, New Mexico**

*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
February 2022

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 Friday, Feb. 11, 2022, commencing at 8:00am via Zoom and continuing on Saturday, Feb. 12, 2022, at 8:00am via Zoom.



TABLE OF CONTENTS

I.	Board Agenda	p. 5
II.	Minutes from the October 2021, Board meeting	p. 7
III.	Reports	
	President Executive Summary	p.13
	Dean of Academics	p.17
	Director of Admissions	p.19
	Dean of Students	p.21
	Chief Finance & Operations Officer	p.25
	Chief Advancement Officer	p.29
IV.	Appendices -- Emailed with board book. For reference, here is a link to the appendices.	

Strategic Plan

Phase I : Strengthen The Foundation

Phase II: Innovate for Impact

Academics

New Faculty CV

Admissions

Entry 2022 Rolling Snapshot

US Application Numbers Trend

Residential

Students at Risk Five-Year Trend

Experiential Education

ExEd Overview

Spring 2022 Project Week

Finance, Operations & HR

FYE 2022 Budget to Actual

5 Year Projection

FYE 22 CapEx

Endowment Market Summary

Davis Forever & Impact Funds

Tuition Waterfall & Variance
Cash Analysis
Board Resolution: Pine Forest Block
Board Resolution: Smith Home Purchase

Advancement

Fundraising Results by Constituency FYE 22 and FYE 21
Fundraising Summary Five-Year Trend
UWC-USA Alumni Dashboard
Alumni Committee Report
Communication Dashboard

**BOARD AGENDA
Feb. 11 - Feb. 12, 2022
All meetings via Zoom**

Friday, February 11, 2022

Attendees: Trustees, & SLT

Zoom Meeting information

UWC-USA President is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

<https://us02web.zoom.us/j/85473641458?pwd=cVFPN2xkM1ZlVGVhYelNQMFHSEFXdz09>

Meeting ID: 854 7364 1458

Passcode: 621189

Friday 9:00 AM -11:30 AM Master Plan

- 9:00-9:15 Part I President's Report: Frame for MP consideration
- 9:15-9:45 Master Plan Progress: Presentation
- 9:45-10:30 Committee Considerations
- 10:30-11:30 Discussion

Saturday, February 12, 2022

Attendees: BOT Members / SLT & Committee Members

Zoom Meeting Information

UWC-USA President is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

<https://us02web.zoom.us/j/81990550557?pwd=d2c5eUdScnZFYUREMEYvdFBZQWtBZz09>

Meeting ID: 819 9055 0557

Passcode: 080245

Saturday 8:00 AM - 12:00 noon

Opening Business

8:00-8:15 Chair Welcome: Agenda, reminder of priorities/process

8:15-8:30 Board Chair Election

8:30-8:45 Part II President's Report

Committee Reports

8:45-9:00 Finance - Audit - John Morris

9:00-9:15 Investment - Mike Taylor

9:15-9:30 Facilities - Justin Lee

9:30-9:45 Education/Admissions Marisa Leon - MaryBeth Kravets

9:45-9:55 Advancement - Melanie Weston

9:55-10:15 BREAK

10:15-10:55 Strategy - Ben Jones - Todd Austin

10:55-11:40 Master Plan Discussion: Direction Determination - Allan Affeldt - Victoria Mora &
Todd Austin

11:40-12:15 Campaign - Melanie Weston - Mark Hodde

Mini Lunch

1:00 - 1:30 Governance & Succession

1:30 - 2:00 Executive Session

Adjournment

**Minutes of The Armand Hammer United World College
of the American West (UWC-USA)
Board of Trustees Meeting,
October 2, 2021**

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 8:00 am Mountain Time on October 2, 2021.

Trustees present and constituting a quorum were:

Allan Affeldt
Peter Alderman (AC '91)
Marc Blum
Klaus Desmet ('88)
Steve Dichter, Chair
Manolo Espinosa ('87)
Thomas Hassan
Christian Janssen ('88)
Ben Jones (AC '91)
Aly Kassam-Remtulla ('94)
Preeti Khandelwal (AC '84)
Marybeth Kravets
Justin Lee ('95)
Marisa Leon ('87)
Victoria Mora, President
John Morris ('85)
Belinda Nicholson ('88)
Jonathan Schneider
Subitha Subramanian ('88)
Michael Taylor ('91)
Melanie Weston ('86)

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

Todd Austin
John Carpenter
Taylor Gantt
Mark Hodde ('89)
Rebecca Lloyd ('86)
Alexis Mamaux
Fred Nathan
Naomi Swinton ('89)

Attachments:

1. Presentation: Meeting of the Board of Trustees
2. Board Meeting: Appendices

Steve Dichter presided as Chair.

* * *

On Saturday, October 2nd, 2021 the session began at 8:00am, Mountain Time.

Steve Dichter introduced the first order of business, the election of three new Trustees. Subitha Subramanian proposed the election of Aly Kassam-Remtulla, Michael Taylor and Christian Janssen to the Board of Trustees, noting their impressive prior Committee service, with Aly Kassam-Remtulla having served on the Advancement and Governance Committees, Michael Taylor on the Finance and Investment Committees and Christian Janssen on the Investment Committee. **The Governance Committee recommended the election of all three, and approval by the Trustees was unanimous.**

John Morris then moved to approve the Agenda and Minutes, Marybeth Kravets seconded the motion and the motion was approved without objection.

Steve Dichter delivered opening remarks, observing that UWC-USA was at an inflection point, with much progress on the master plan, capital campaign and improved Committee functioning. But challenges remain, and Steve Dichter noted the importance of the Board continuing to operate at the strategic level, with grounding in the fundamentals. Finally, Steve Dichter complimented the Trustees on the collegiality and good will of the group. Steve Dichter concluded his comments with a video presentation illustrating the importance of high level thinking by noted scholar, Father Guido Sarducci.

President's Report: President Mora delivered the President's report. President Mora began by noting the breadth of and progress in the work being conducted at the school, specifically in

capacity building at every level—in the school, at the Board and across the UWC movement. She noted that the work being done was substantive, meeting the real needs of the school. Continuous focus was needed on a number of fronts, including elevating operations to a basic level of sustainability, continuing to ‘Strengthen the Foundation’ and moving forward with ‘Innovation for Impact,’ with strong support from the Board.

Steve Dichter then officially welcomed the new trustees, Aly Kassam-Remtulla, Michael Taylor and Christian Janssen.

Education Committee: Marisa Leon and Marybeth Kravets delivered the report of the Education Committee, Marisa Leon provided an overview on the creation of an academic dashboard, to be in place by the end of the 2021-22 school year and to track key indicators regarding academic, experiential and residential progress. The dashboard is to provide support to leadership in identifying areas of improvement, while avoiding additional work for senior staff and faculty. Marybeth Kravets noted that the dashboard would also be helpful in college counseling, tracking colleges applied to, early and regular admissions, acceptances, denials and matriculation, along with gap year, Davis partner colleges and scholarship aid.

Marisa Leon described the Education Committee’s new schedule, focusing on academics at the fall meeting, residential experience at the winter meeting and experiential programs during the spring. Marisa Leon also discussed adding new Committee members with experiential background.

Klaus Desmet presented an analysis of IB results for the period 2017-2021. Significant notes were improving scores, from an average of 33 in 2017 to 35 in 2021, which generally tracked improving averages overall. Klaus Desmet’s presentation provided data with respect to individual subjects, identifying those above and below average. There was significant discussion about the application of such data, including the goal of the school, comparison to other UWCs, and the impact of forgone examinations in the Covid era. There was also discussion about academic integrity and general agreement on the need to investigate further. Marisa Leon concluded noting the need to review data further with Alexis Mamaux.

Finance Committee: John Morris delivered the report of the Finance Committee, noting the focus on data and data efficiency. John Morris discussed the adoption of a seasonal approach, to be finalized, and the focus on strategic issues.

John Morris highlighted the need for a presidential spending policy, noting the recent ad hoc process for the approval of the Smith house acquisition. John Morris then introduced the UWC-USA Presidential Authority Spending Policy, containing parameters for expenditures outside of budgeted items. There was considerable discussion concerning the need to balance efficiency with appropriate controls, and the risks of cumulative behavior. **John Morris moved to approve**

the UWC-USA Presidential Authority Spending Policy in the form presented to the Board, which motion was seconded by Peter Alderman and unanimously approved.

John Morris then introduced the Cash Reserve Policy Proposal, offering a more formal structure to address cash surpluses, with 60% to be allocated to cash reserves and 40% to an operations account. After some discussion, **Melanie Weston moved to approve the Cash Reserve Policy Proposal; Subitha Subramanian seconded the motion and it was unanimously approved.**

Taylor Gantt discussed the results for the 2020-21 fiscal year, observing a \$620,000 surplus. While Taylor did not have any concerns, the audit was delayed, which delay will also result in a delay in the annual report.

Investment Committee: Michael Taylor reported that the endowment now stood at \$152 million; UBS had been retained for management services. Michael Taylor discussed three projects: 1. Refreshing the asset allocation guidelines, as adopted by the Investment Committee in August 2021 and available on the Board website; 2. Updating the Terms of Reference, detailing Investment Committee composition and procedure, also adopted in August 2021 and available on the Board website; and 3. Divestiture from the Davis New York Venture Fund, which was subject to a gradual withdrawal schedule through December 2021. Michael Taylor then noted his goals for the upcoming six months, including: 1. How to reinvest proceeds from the Davis New York Venture Fund and 2. Reviewing communications and policy regarding ESG. In conclusion, Michael Taylor noted a heavy exposure to equity, with investments in a volatile, risky growth position, which, while not safe, provided a 34.8% return.

Facilities Committee: Taylor Gantt provided a brief update on facilities, including the retention of a sustainability expert to advise UWC-USA, delays in implementing the Hot Springs lease because of Covid, and needed repairs to a collapsing retaining wall.

Advancement Committee: Steve Dichter began by noting that Melanie Weston would be elevated to Advancement Committee chair. Steve Dichter thanked Marc Blum for his dedication and service, noting his successful, long-range view and performance; Marc Blum will be moving to chair the Audit and Risk Committee. Finally, Steve Dichter commended Melanie Weston for her strong performance in alumni engagement.

Melanie Weston then provided an update on the success in fiscal year 2021, with Board donations increasing by 25%, and the annual fund raising \$2.25 million in cash and \$2.4-\$2.5 inclusive of in-kind donations. Melanie Weston noted the growth target of 4-5% annually.

Melanie Weston introduced the UWC Gift Acceptance Code, previously endorsed by the Advancement Committee. This policy requires notification to the UWC IO for all gifts in excess of \$1 million and due diligence for all gifts in excess of \$5 million. Melanie Weston observed that the policy was less stringent than the existing UWC USA policy. **Marisa Leon moved to adopt the UWC Gift Acceptance Code; the motion was seconded by Tom Hassan and unanimously approved by the Board.**

Strategy & Campaign: Mark Hodde began the discussion regarding the campaign noting two goals, first, Annual Fund fundraising and, second, fundraising for strategic investments and capital support. Mark Hodde noted that major gift discussions are underway, focusing on, among other groups, women and local New Mexico gifts. This initial quiet phase was expected to continue until 85% of the target goal was achieved, likely 2024. Mark Hodde noted that this plan aligned with the strategic approach emphasizing people, programs and place and building the Global Basecamp, leading among international schools, equipping students for challenges and supporting lifelong learning among alumni, the broader UWC movement and other parties. Significant discussion ensued among the Board, questioning whether the '40-for'40' campaign was still viable and the recognition that it might not be feasible. There was also discussion regarding the impact of increasing inflation and hearty congratulations to Mark Hodde and others involved in the campaign efforts.

Ben Jones then gave an update on Strategy, noting the coherence around five poles of action: students (people), programmatic innovations, staffing (people), place and funding. Regarding students, scholarship focus had less support but would be necessary to increase the size of the student body and develop summer programs. Programmatic developments could include learning expeditions to explore solutions to global problems and challenging students to develop core competencies in these areas. Faculty and staff would include efforts to reduce turnover, by enhancing fellows programs and partnering with other organizations and universities. Place involves increasing student size and bringing different grades to the UWC-USA campus, as well as using the campus more effectively to facilitate 'return to basecamp' with conferences and other gatherings; place could also include a focus on sustainability. Finally, funding includes both considering new sources of funding as well as reallocating existing resources. Ben Jones then discussed the timeline to develop these themes, beginning with a focus on scholarships and master plan at the February 2022 Board meeting, staff and faculty resources for the June 2022 Board meeting and programmatic vision for the October 2022 Board meeting, with remaining topics to follow in 2023. There was brief discussion regarding whether a narrower focus was appropriate, especially in connection with the fundraising campaign, but given limited time available it was decided to convene a further session to discuss.

Master Facilities Plan: Steve Dichter introduced a discussion of the Master Plan for the Facilities, noting the significant time since the Master Plan was last discussed. The Castle was recognized as underutilized, while the academic area in the lower campus was in need of significant expansion

and upgrade. While achieving a re-alignment of the campus and maintaining operations was a bit of a Rubik's cube, Steve Dichter, in consultation with others, was recommending a feasibility analysis on renovating the Castle to expand student housing, thereby freeing up space in the lower campus for repurposing into academic facilities. There was some discussion on the appropriate size of the school, and the purpose of the realignment. Todd Austin then presented the preliminary plan for the Castle, walking through schematic diagrams floor-by-floor. There was further discussion about the risks of locating all or nearly all of the students in a single structure, along with the costs and benefits of such a proposal. Finally, the Board agreed to defer a decision on commencing a feasibility study until further consideration could be conducted.

At approximately 12:30 pm, Mountain Time, after the Executive Session, the meeting was adjourned. Executive Session minutes are available on the Trustee website.

Peter Alderman
Secretary of the Meeting

President's Executive Summary

I. This Board Meeting

As we prepare for perhaps the most significant transition in the life of a board, a vote on a new Board Chair that in October 2022 will end 8 + years of Steve Dichter's steady, strategic, and tireless board chair leadership on behalf of UWC-USA, it is fitting that two of Dichter's Dictums are front and center in my mind as I write this report: 1) "UWC-USA is devilishly complex.", and 2) "We make our own luck."

Our devilish complexity will be on full display during this board meeting, to my mind the most consequential since our board meeting to determine whether to continue in our Montezuma location. The reason for the importance of this meeting is simple, if nothing else is: 5 years of foundation building and planning come to a head this weekend.

We will be asked to look at four major drivers of UWC-USA's future in relation to one another:

- The finances of UWC-USA, including the scheduled ending of the \$2M annual Davis Family Challenge Grant in FYE'23, resulting in a structural deficit
- A Master Plan to invest in equity and sustainability on our campus through transformation focused on accessible, suited-to-purpose, adaptive reuse of existing buildings
- A comprehensive campaign to build endowment (thus addressing our structural deficit as well as introducing new monies for strategic initiatives), fund transformative capital projects (thus executing on our Master Plan), and build on the momentum of our growing Annual Fund base
- An overarching strategy that will provide the vision and case for the campaign to simultaneously strengthen our foundation and innovate for impact

Per Dichter's Dictum, the details before us are indeed complex considering the multiple fronts we are moving on simultaneously. But also per Dichter's Dictum, we have made our own luck through deep analysis, careful planning, and the ability to pivot as we continue to build a foundation for the possible.

What we most need to share at the end of this board meeting is a vision for the possible and the will to keep working toward it together.

- A. The structural deficit: The levers we have to close our structural deficit are within reach.
 1. Our endowment performance and value means that the 5 year deficit projection we saw last year at this time has been reset, with the FYE2023 structural deficit reduced by 35%. Even with a significant drop in returns built into the modeling over the next 5 years, we are on better footing than we were one year ago with respect to the amount of increased endowment we need to close our gap.
 2. We are working on other levers to address our deficit
 - a) Auxiliary revenue increases
 - b) Reduction in deferred maintenance costs as the MP is executed
 - c) Cost cutting

d) Davis participation in the campaign, including renewal of the \$10 M over five years and/or a transformational gift

- B. Master Plan: The current adaptive reuse Master Plan concept being brought forward by the Master Plan Working Group (MPWG) brings to mind another of Dichter's Dictums: "No work wasted." Building on the work completed in 2019, the current adaptive reuse approach developed by our design team will get us what our students and staff came together to envision, now with clear mission alignment and an inspirational opportunity to redesign the campus as an expression of our commitment to excellence, sustainability, and equity and inclusion through accessibility.

We need board alignment on two projects: 1) renovation of the existing castle building, to include consolidation of administration in the castle and up to 176 student beds to make a significant step forward in having all of our student housing on upper campus; 2) adaptive reuse of the 4 lower campus dorms to become an academic quad. Approval from the board to take the next design steps will be crucial for inclusion of these transformational capital projects in our campaign.

- C. Comprehensive Campaign: The focus of the campaign comes down to two major buckets:
1. endowment, which will allow us to secure and expand scholarship opportunities and support current and innovative programming around peace and sustainability and
 2. capital projects, specifically our "core campus," which includes the castle and the academic quad

The Shelby Cullom Davis Foundation will be key to setting our campaign goal. We have opened the conversation with the Davises about a gift in honor of Shelby's 85th birthday (March 20), including putting on the table a "transformational gift." This prompted a request for a detailed report, which we have now provided. Whatever level the Davises might choose to support UWC-USA, we will target endowment building through their gift unless they designate otherwise.

- D. Strategy to Innovate for Impact: Our strategy to innovate for impact envisions UWC-USA as a basecamp for the world. Innovation offers new pathways to our basecamp for students, professionals, and partners; new programming to address key drivers of conflict and unsustainability in the 21st century; and a campus renewed in light of sustainability, equity and inclusion, and spaces suited to purpose that reflect our mission, values, and the excellence to which we aspire. The strategy therefore sets the vision and the opportunities that will inform our campaign case and priorities.

1. The strategy to create new pathways to UWC-USA will provide budget relief and new monies, both baked into a case for the campaign to build endowment that will address the structural deficit.
2. The strategy to create new programming brings together

- a) work we are already doing
 - b) innovation that will be transformative, taking our “basics”, sustainability and peace programming, to a new level of depth and responsiveness to inequality, polarization, and the climate/ ecological crisis.
3. The strategy to transform our campus addresses
- a) the excellence we seek in our student experience and
 - b) adds to revenue-generating opportunities, including expanded partnerships that will impact our reputation, visibility, and philanthropic base.

II. Mid Year Update

The first half of the school year has gone about as well as one could hope given we are living in the Time of Covid. Vaccination rates for staff and students are close to 100%. Our decision to have a dedicated COVID student support position resulted in a grant to cover \$76,840 of our overall COVID expenses this year, and provided additional free testing and appropriate logistical support for vaccinations, etc. The Nerve Center continues to stay ahead of the curve in making sure our students are both safe and able to have as robust a UWC-USA experience as possible. They are also maintaining excellent communication with students as well as staff, focusing on staff safety and resources as well. We have had more cases of Covid in the new year than all of the fall semester, though no communal spread. Finally, in consultation with the Trustee and Governance Committee of the board, we will be announcing to the staff the introduction of an Associate Head of School. A full rollout of the plan, as well as posting, will happen this spring.

III. Strategic Plan

In addition to our strong performance under adverse (read: Covid) conditions, it has also been an exceptional year for other reasons: our commitment to furthering our strategic work, notwithstanding the inevitable slow down caused by Covid, is clearly paying off in terms of smoother operations and better information for planning purposes. Please see appendices for updates on Phase I and II of the strategy [Phase I Strengthen the Foundation](#) [Phase II Innovate for Impact](#)

IV. International Movement

- A. The new ED, Faith Abiodun, has officially assumed duties after a period of overlap with Hannah Tumpel, the interim ED.
- B. Faith has outlined to the international board his priorities for the coming year and they have been accepted.
- C. UWCI’s new governance structure is in place, with a strong international committee structure to take the movement forward.
- D. I have been elected Vice Chair of the international board, with expectations that I will help build agendas from committee submissions and co-facilitate meetings.
- E. Musimbi has joined in the fundraising efforts of the newly formed International Philanthropy Committee; she is bringing some big opportunities to the table and we

- received 2 significant gifts for the movement through UWC-USA at the end of year thanks to her introductions.
- F. The Harvard Impact Study will come to the international board in February, with individual S/C reports also being provided to S/Cs.
 - 1. The movement report will be published, but not the S/C reports.
 - 2. S/C reports may be used as the S/Cs choose.
 - 3. The expectation is that the study will be more a “learning” document for the movement than a PR piece, though fundraising opportunities may be informed by areas for improvement.
 - G. For those of you who don’t keep up with the Norwegian Press, UWC has been nominated for a Nobel Peace Prize.
 - H. See a full report from UWC International here: [UWC International Annual Review 2021](#)

Ruth Bader Ginsberg said that **“Real change, enduring change, happens one step at a time.”** Thank you all for the many steps we have taken together to get to this moment. We have many more steps to take, but we should celebrate where we have come so far on this journey!

APPENDIX:

 UWC-USA Board and Board Committee Contact Information 2021-22

Dean of Academics

I. Covid update

- With the onset of Omicron, the Covid Task Force decided to hold the first week of second semester classes online, which allowed students in quarantine (either on- or off-campus) to attend classes. In-person instruction resumed on January 18, and faculty diagnosed with Covid have been able to teach virtually, minimizing interruptions of instruction. Loss of learning continues to be a concern for all students, and it is hoped that the IBO will make adjustments for the class of 2023 despite stating it will return to the prior assessment model in May 2023. The IBO has stated that they will be surveying DP Coordinators in the Spring, and data has been gathered from all teachers to respond accurately regarding the current performance of UWC USA students.

II. School year update

- IB Diploma Programme: Second-year students have nearly completed the IB coursework to be submitted in advance of the exams. Trial exams are scheduled for March, and we are expecting to hold exams for the first time since May 2019, with 106 second-year students sitting for their Diplomas, and 62 first-year students taking anticipated exams.
- The School Counselor position being piloted this year has been used effectively to identify students encountering difficulties, and participates actively in Health Team meetings to provide greater context for struggling students, leading to better care.
- Hiring highly experienced new faculty with prior knowledge of the UWC movement led to a seamless integration of these faculty into the school. The students are benefitting from their years in education and deep understanding of the IBDP, and all bring with them toolkits of successful teaching practices that make for more dynamic discussions of pedagogical practices.

Action needed from Board

- No action needed FYI

III. Progress on strategic priorities for current year

- The school completed its first semester with Schoology as the PowerSchool-adopted Learning Management System (LMS). The faculty have adapted well to the new system, which gives students instant access to their grades and assignments. In January, students received access to PowerSchool to track their attendance and accept personal responsibility for this, rather than relying on their advisor to inform them of their attendance record. The Dean of Academics and Registrar provide weekly reminders to students and daily reminders to faculty to record attendance.
- The academic staff are working on developing a more nuanced evaluation system that takes into account the individual experience levels of the teachers that is reflective of their place in the employee life cycle with a long-term goal of continued teacher improvement and retention. This has been discussed at the Group Chair level and will be moving to all teachers to ensure that their feedback is considered and used to develop the evaluation process.

Action needed from Board

- No action needed FYI

IV. Progress on annual priorities for current year

- Programming: Academics
 - The advisory program was restructured with short weekly meetings to provide students with an additional point of contact and support. The number of advisors has also been expanded so that advisory groups average 7 students to provide a more tailored experience for students. Advisors have far more direct contact with advisees than in previous years and are more engaged in their entire UWC USA experience.
 - In 2022-2023, the school will adopt a new timetable. The current timetable was adopted to give students respite and address the social-emotional needs that arose during Covid, and was maintained for one additional year to provide the class of 2022 with a sense of continuity in an unpredictable two-year experience. The new timetable is intended to rebalance HL/SL hours and provide a more rational approach to all areas of programming, including more unscheduled time for students to dedicate themselves to areas of self-improvement, allowing them to practice self-management skills while students at UWC USA.
- Staffing: Mark Lager was hired to teach part-time English A: Language and Literature after the unexpected departure of Vladica Stanojevic. The school anticipates filling three academic vacancies for the 2022-2023 school year based on letters of intent received to date. Five teachers took on additional classes to address enrollment distribution and thus positions will be reviewed and potentially reallocated so that teaching loads and the student experience are at an optimal level.
- Professional Development: In alignment with IB requirements, the focus of the monthly Spring Professional Development options is examining school-wide policies, including all faculty in all areas of programming. In January, the focus was on Extended Essay and future sessions will address Special Education Needs (SEN), Language instruction across the disciplines and Approaches to Teaching and Learning.

Action needed from Board

- No action needed FYI

Director of Admissions

I - Covid Update

- In a happy contrast to this time last year, Covid has not significantly affected the number of students able to obtain visas and get to campus. Since October, all but two of our international students were able to arrive; the two not here were because of issues not related to the pandemic. Additionally, we admitted one new student in December, from New Zealand, who was originally assigned to UWC ISAK Japan. Due to the Japanese government's ban on international visitors during the pandemic, none of ISAK's international students were able to enter Japan during the entire first semester and were on line all that time. ISAK made the decision to give those students the option to transfer where space was available, and we took one of those students who is here now and thriving.

II-Offers

- Offers for fall 2022 were made in October, following the similar pattern as usual. One change this year is the increase in Dare to Dream (D2D) scholars we were able to request; we will have 13 D2D offers; these students come with \$25,000 funding each year.

Action needed from Board

- No action needed FYI

III - Global Selection Programme

- We have set 10 as our target for GSP students, and as of this date have admitted 6. With GSP students, we collect a nonrefundable deposit of \$8,000 within 30 days of their admission to hold their place. Invoices for those students were sent in January.
- We are exploring an informal partnership with an HR conference in Europe, called Career Development Roundtable, and we made a presentation in Milan in December to HR professionals about experiential education and UWC as a way for more HR people to know about UWC as a fee-paying option for international families whose employers often cover the cost of education.
- We will continue to be engaged with the international GSP selection process by volunteering to review GSP candidates for all schools, leading some selection activities, and making sure that UWC-USA is represented aggressively. We will also continue to be active on the Selection and Admissions Task Force, which is a committee appointed by the International Board and tasked with the ongoing review and making of recommendations for the improvement of the admissions system including GSP.

Action needed from Board

- No action needed FYI

III - Annual Priorities for the Year

- In spite of increased marketing efforts, the number of applicants from the US decreased slightly, but the quality of applications remains impressive. Plans to analyze the situation

are in place and include reevaluating marketing strategies, adding HOBY partners, and potentially focusing on TikTok in-house. It's unclear if Covid is also a factor.

- Over 500 students began applications, and we have their names and email addresses logged into our marketing database. Of that number, 201 submitted applications. We have interviewed approximately 165 of those students and will invite about 100 to a finalist weekend event.
- We will select 25 students to become US Davis Scholars at UWC-USA and 34 students to become US Davis Scholars abroad--two at every school, except ISAK, Changshu, and SEA, which either were not able or chose not to make offers to US students.
- Qualified students who do not meet Davis Scholarship eligibility requirements may be nominated as additional students to UWCs that have indicated an interest to take more students; for UWC-USA this represents potential additional income not currently figured into our offers numbers and could offset some of the unfunded offers that NCs are not able to fill.
- A priority for us was to return to hosting the US Finalist Weekend event on campus, but in January the UWC-USA Covid Task Force made the recommendation that the event be converted to a virtual weekend in light of the number of Covid cases in New Mexico being the highest they've ever been. That, and the lessons we learned from reentry after winter break during Omicron, prompted the on-campus and in-person event to be canceled.
- Part of our admissions marketing efforts includes bringing key partners to campus, and we continue to explore how and when they might be possible given the pandemic.

Action needed from Board

- No action needed FYI

IV - Strategic Priorities for the Year

- The US Selection committee is the most diverse it has been in recent years, with an additional number of African-American and Asian-American members and guest readers (who will likely become bonafide committee members in the spring when other members roll off the committee--almost all of whom are white.) This applies in the area of Mission Driven People and Student Experience.

Action needed from Board

- No action needed FYI

Dean of Students

I - Covid Update

- With strong vaccination rates and access to testing, the end of the fall semester was a gift; the Delta variant had little impact on students and programming. Approximately 65 students traveled internationally over winter break and close to 70 were hosted in the U.S. by Davis Scholars, alumni and Getaways. While Omicron created some travel stress and some 30 students contracted COVID over break, our campus protocols have proven effective to date. Students were required to test prior to return in January, and then tested again twice after arrival. We identified cases resulting from travel prior to or upon student arrival and have had no on-campus spread among students. Currently we have 218 students on campus, with the remaining 4 returning by early February. Testing will continue for students on a monthly basis, with additional testing for those who are symptomatic, exposed to confirmed cases, or leave campus on independent trips. The Omicron surge appears to be leveling off in NM. More than 1/3rd of the students have received booster shots, and others will receive them as they become eligible in February. The Dept. of Health grant has been very useful, providing funding for air filters and masks, on-campus PCR testing through Premier Medical Group, and bulk rapid tests utilized in our clinic.

II - Residential Life: Focus on mission-alignment in relation to people, systems, and programming, per our strategic plan

- School year update
 - The residential program and dormitories have continued to recover from and adjust to the disruptions of COVID. Resident Coordinators conduct a Wellness Survey each semester; the October results provided a helpful overview of student adjustment and needs. The survey addresses eight dimensions of wellness and is used as a teaching tool to help students identify habits that serve them well as young adults.
 - Safeguarding: two investigations, no disciplinary response; employee workshops addressing healthy boundaries, skillful mentoring, legal issues related to preventing and responding to bullying, issues of consent.
 - We are seeing greater levels of awareness and satisfaction related to gender inclusion from a facilities, residential, health and wellness perspective.
- Progress on strategic priorities for current year
 - We continue to define, map and strive to deliver a mission-aligned residential experience emphasizing relationship, responsibility, self-regulation, sustainability and conflict transformation. This year's orientation included a sustainability skills check off which helped students learn basic residential tasks. The Student Life Director has greatly improved weekly scheduling from a staffing and events perspective and has strengthened systems for planning, accountability and resource management.
 - Student Handbook revised to create a visually appealing and manageable framing document for the student experience; contains policy links that can be reviewed annually and more easily updated.

- The Program Committee has made progress in addressing program integration, the two year calendar, and identifying policy issues.
- The residential team continues to work on the annual plan, two year calendar and student experience systems.
- The addition of the Sustainability and Safety Manager role increases our capacity to align the student experience with day to day mission experience
- Progress on annual priorities for current year
 - Programming
 - As we complete the first two years of implementation of the full time RC model, we are seeing strong success utilizing an increased number of RAs in order to build campus culture and share and further develop student leadership in teams: Community and Belonging, Conflict Transformation, Sustainability, SWEET. Students leading in these areas from the context of individual dorms helps provide more predictable and consistent sets of supports, responsibilities and experiences. RA selection has been moved earlier in the first year so that more complete training can happen in spring to prepare for the second year.
 - Similarly, the student experience is benefitting from the cohesion and continuity of each RC having a programmatic focus area - academic support, physical fitness, sustainability, community engagement and community and belonging.
 - Get Away Families and alumni hosted appx. 55 students over break, and we had wonderful reports of new friendships and fun NM adventures. During COVID the generosity of Get Aways in opening their homes over breaks has become an even more vital part of the student experience. We are recruiting local families to serve on an advisory committee to help recruit and retain families, and in addition to the background checks and interviews we already have in place, we will be implementing an additional safeguarding element recommended by ISAS of Get Away home visits by an employee every three years.
 - Global Leadership Forum will be offered as a three-week virtual program this summer for students 13 - 16 years old; registration is [live](#).
 - Staffing
 - The Student Life Director role has solidified and is essential in managing logistics, communication, planning and follow through, providing strong leadership for the Residential Team and establishing and documenting protocol to ensure student safety and regulate our learning environments.
 - Health team has reduced costs and increased coverage overall: two nurses, on-call EMT, insurance coordinator/driver; on-site counselor, MSW practicum student, one part-time contract position and one contract to provide counseling covered by student insurance. Will continue to work with NMHU for practicum placements.
 - Professional development

- Mental Health First Aid
 - Safeguarding
 - CPR
 - First Aid
 - Team accepted to participate in Be Real (Univ. of Washington) training of trainers
- Partnerships
 - NMHU School of Social Work
 - Resolve
 - Solace Crisis Center
- Matters arising for risk management
 - In collaboration with Security, more thorough implementation of emergency drills

Action needed from Board

- No action - FYI

III - Experiential Education: Focus on place-based learning and mission alignment, per our strategic plan.

- School year update
 - We have adjusted ExEd schedules and activities multiple times throughout the pandemic, always returning to the value of hands-on, in-person, community-focused learning that challenges students to communicate constructively, take personal responsibility, and demonstrate authentic leadership. We are beginning to re-engage in weekly Las Vegas recreational and volunteer opportunities. Our campus trails, farm and wilderness areas around the state have continued to offer wonderful outdoor learning opportunities.
- Progress on Strategic Priorities
 - As reflected in the community narrative, our onboarding and orientation programming, the Constructive Engagement of Conflict retreat and our commitment to restorative practices, CEC has become foundational and distinguishing within our signature programs and student experience. We are still working to make CEC resources and training more available and accessible to employees.
 - Through ExEd and in conjunction with the learning opportunities COVID has offered, we continue to strengthen and develop programming that focuses the students on their power as change agents for peace and sustainability in their own lives, in their face-to-face and virtual communities, and in the unique places they find themselves in the world. This happens on campus, through experiential learning trips, in opportunities such as applying to Go Make a Difference and RISE, and in their ability to constructively contribute as alumni.
 - The ExEd team has made considerable progress on the annual plan, two year calendar and is continuing to address data and information management and communication needs as well as standard operating procedures to improve student experience systems.
- Progress on Annual Priorities

- Programming
 - One year into implementation, the Capstone Class provides a frame and support for reflection and integration of experiential learning and residential life skills. Our [leadership options for the Class of 2023](#) reflect our work to deepen and delineate our program components more clearly.
 - We offered a shorter [MLK Day](#) program this year, in line with the strategic plan, and have shortened the conference; this year's theme is Finding Resilience in Place.
 - We are offering Project Week trips (see appendix) for all students this year in order to rebuild the student experience following various trip cutbacks COVID required of the Class of '22.
- Staffing
 - In order to invite and sustain more diversity among the Experiential Education team, we are creating pathways from alumni leadership roles to internships/fellowships to employee applicants. We have also invited feedback from diverse alumni regarding elements of our program to help us assess and make improvements related to their experiences.
 - The Student Life Curriculum Director role has greatly improved program organization, schedule and curriculum integration, communication, sponsor support and accountability across ExEd.
- Professional Development
 - Wilderness First Responder certification and recertification
 - DEI
 - Portfolio Assessment - Student Life Curriculum Director, Advisors and Track Leaders
- Partnerships
 - 100% Community and Vecinos Juntos
 - Continental Divide Trail Adopt a Trail
 - Local schools

Action needed from Board

- No action - FYI

Finance and Operations

I. COVID

- COVID: The COVID “Nerve Center” Task Force continues to meet with it’s aim at keeping our students and employees safe, and the school open (in that order). However, COVID continues to overstay its welcome. COVID’s younger sister, Delta, did not impact the UWC-USA campus much. COVID’s youngest sister, Omicron, *has* impacted campus. Despite being fully vaccinated and several having booster shots, roughly 25 students and 10 employees and employee family members reported testing positive for COVID at some point during winter break. Fortunately, the cases we’ve experienced were not fatal, but still caused significant disruptions to the school, and the UWC-USA experience.
 - During the time period of January 4-January 14, 2022 the school had as many as ten (10) COVID-positive students recovering in the castle guest rooms at one time.
 - During the time period of January 4-January 14, the school had as many as six (6) employees isolated at home after testing positive.
 - The school has transitioned to purchasing higher quality N95 and KN95 masks for students and employees.

II. Finance

- **Executive Summary:** The school could finish with a potential surplus of anywhere between \$50k and \$300k, depending on the amount of tuition collected, fundraising final results, and Sodexo and CapEx likely going over budget.
- Through December 31, 2021, the school is tracking well in both revenue and expense categories. A summary of the potential variances are listed below.
 - **Revenue Risks & Variances**
 - *Tuition from families & NC’s (risk):* Was projected to be \$3.3M. Through December 31, 2021, the school has collected \$1.7M, approximately 52%. While 100% collection is always the goal, a 5% shortfall equals \$167k. We are planning for a 5-10% shortfall in tuition collected as a result of COVID’s impact on families’ ability to settle and pay their tuition bills. Time will tell.
 - *Fundraising (risk):* Advancement is projected to raise \$2,315,250. Raising \$2.1M would still be an incredible feat, but would be 8% less than projected, which equated to a potential \$200k shortfall. To date, Advancement has raised \$1,375,358.
 - *Endowment (variance):* The board approved a budget last year based on a projected endowment number of \$5,889,442. After making the corrected endowment revenue adjustments to the budget of \$6,414,158, the endowment revenue increased by \$524,716, significantly increasing the school’s projected surplus to finish the year.
 - *Trial Lawyers College (variance):* The school has signed a contract with the Trial Lawyers College for UWC-USA to be the host site of their summer programming between June 4-24, 2022. The contract could be worth as much as \$145,000 gross, or an estimated \$105,000 net in ancillary revenue to the

school, depending on the final number of participants that sign up. Revenues for this contract crosses over FYE2022 and FYE 2023.

○ **Expense Variances**

- *Sodexo (variance)*: Because of extraordinary inflation across the country, the cost of food and consumer products has increased dramatically. This has impacted the school's food budget, which was originally budgeted for \$920,000. We project to go over-budget in food expense by anywhere between \$20k-\$70k. We are strategizing ways to maintain a quality food experience while keeping expenses in check. Food is a key "ingredient" (pun intended) to the student experience, so considering the impact of an expense reduction against a decrease in student & employee experience satisfaction is a delicate balance. We have decided it is better to go minimally and strategically over-budget to preserve the student experience vs coming in at-budget with upset students and employees, eating low-quality and limited food items.
- *Capital Expenditures (variance)*: In order to make the budget balance last year, the school reduced the CapEx budget from \$750k to \$650k, against the Facilities' Committee recommendation to keep it at \$750k. Through December 31, 2021, there is roughly \$50k left in the CapEx budget with closer to \$150k worth of projects left to finish. We expect to go over budget in CapEx by roughly \$100k, putting the total expenditure in CapEx closer to \$750k, where the Facilities Committee thought it should be to begin with.

- **Finance Committee** - The Finance Committee Chair, John Morris, has been in discussions with Allan Affeldt, Dr. Mora, and Todd Austin about the financial impact of the Master Plan on the school's budget. The Finance Committee has been apprised of the Master Plan Working Group's next steps and potential financial impact to next year's budget. The FC will wait until after the board meeting to gauge the board's reactions to the MPWG's proposal and will proceed accordingly.

Action needed from Board

- No action needed FYI

III. Investments - The school's endowment is at an all time high as of late.

- The school's endowment was valued at:
 - December 2021: \$153,000,000 vs the same month in 2020 and 2019 below:
 - December 2020: \$141,000,000
 - December 2019: \$135,000,000
- The Forever Fund was valued at:

- December 2021: \$284,300,000 vs the same month in 2020 and 2019 below:
 - December 2020: \$216,800,000
 - December 2019: \$153,700,000
- Disbursements from the Forever Fund/Dare To Dream are listed in the board appendices.
 - **Investment Committee** - the Investment Committee continues to monitor and strategize around the school's endowment. Recent actions include
 - Ensuring the endowment has enough available cash to meet the draw schedule outlined by the school.
 - Balancing the school's endowment positions against the new asset allocation policy that was approved at the October 2021 board meeting. This included some divestment from positions in the Davis NY Venture and investment in the Davis Real Estate fund.
 - Monitor returns and the school's "risk budget."
 - Continue discussing and distilling the investment committee's "white paper" on ESG investing in the future.
 - Update on past data and consultant engagement.

Action needed from Board

- No action needed at this time.

IV. Operations

- **Human Resources**
 - **Pending Litigation:** The school is not currently involved in any litigation or other outstanding legal matters.
 - **Health Insurance:** The school was fortunate to receive a very favorable renewal option from Presbyterian Insurance to give us the exact same plans and options as last year in exchange for not shopping for a plan and a very low increase. The school's overall health insurance premium increased from \$919k to \$952k, a difference of roughly \$33k, or 3.5% (rounding considered). The disruption to employees was minimal, and all employees returned their documents by the deadline. The process went very smoothly. Kudos to HR warranted.
- **Safety and Risk Management**
 - **Fire:** The school continues with forest thinning to protect the school from a forest fire and conducted several fire drills in the dorms in the fall.
 - **First Aid & CPR:** RC's, Security staff, Facilities staff, and several faculty members completed or renewed their First Aid & CPR certifications in the last 3 months. there were 27 total that completed the training.
 - **Castle Security:** The security force has adjusted it's scheduling to put three guards

on duty on Friday/Saturday/Sunday nights, specifically placing one guard in the Castle for the night to help monitor student shenanigans over the weekends.

- **Wild Animals:** The school had several mountain lion sightings in the fall. The mountain lion has moved on and has not been seen since. We are expecting more bear sightings when torpor is over in the spring, sometime in March.
- **Accounting Office**
 - **Audit Update:** Due to an unfortunate circumstance in the summer, the school missed its scheduled audit window with the auditors. At the time this report was written, the audit was underway. When complete, the CFOO will work with the audit committee on the findings and will schedule a time for the audit to be reviewed by the Board. Audit findings will likely be the result of a loss of institutional accounting knowledge in the transfer from one Controller to another.
- **Internet Technology (IT)**
 - No update at this time

Action needed from Board

- No action needed FYI

V - Capital Projects

- **CapEx Budget:** Through December 2021 we have roughly \$50k left in the CapEx budget and \$150k worth of projects to finish. This means we expect to go over-budget in CapEx by roughly \$100k. A detailed outline of the budget to actual for CapEx can be found in the Finance appendices.
 - As the Master Plan Working Group continues it's work, those projects could begin to dominate the CapEx budget over the next few years. We have started identifying a slate of projects for completion in summer 2022.
- **Hot Springs:** The Hot Springs opened in September 2021 under the supervision and daily management of the Friends of Montezuma Hot Springs. We have not experienced any significant issues or problems with the Hot Springs being open.
- **Smith Home:** The school is listed in many private homes around campus as having "first right of refusal" if the properties are ever to change ownership in the future. In the fall, Danelle Smith, homeowner of 25 County Road A7, notified the school of her intent to sell and asked the school if we'd like to engage our First Right of Refusal on her home. After touring the property, we enthusiastically responded with "YES!" The house appraised at \$194k and we settled on a purchase price of \$205K for the house to be furnished.

Action needed from Board

- Board Approval for BOARD RESOLUTIONS: See Appendices / Finance
 - (1.) Pine Forest Block 4, S-31, T-17N, R-16E
 - (2.) BOARD RESOLUTION: Smith Home Purchase

Advancement

I - COVID-19

- Two years into the pandemic with strong gains in the market, we do not anticipate Covid-19 to be a major factor in our fundraising efforts. However, recent market volatility related to surges in variants may play a factor as we look toward fiscal year-end.
- The pandemic is not expected to affect income related to summer programming. The campus is slated for a full summer of in-person gatherings, including two reunion weekends. The summer Global Leadership Program will remain virtual, but the number of participants will be expanded. The 2021 Alumni Reunion will also remain virtual.
- The Alumni-in-Residence program resumed this Fall and we have had two participants so far this year. The first alum, Hanna Varga, UWC-SEA '14 who is a Ph.D. student at Duke, spent two months on campus providing support to the Biology faculty, on the farm and co-led a student group on Southwest Studies. The second, Gabriel Ellison-Scowcroft '10, a photojournalist and master's degree student at Concordia University Montreal, spent three weeks in January supporting the communications team taking photographs on campus.

II. Overview fundraising results year-to-date

A. Annual fund

Year-to-date giving to the 2021-2022 Annual Fund through December 31, 2021 is \$1,046,411 in cash. An additional \$400,000 in in-kind contributions has also been received. In addition to the cash already received, an additional \$225,000 has also been pledged for receipt in FYE'22 but not yet received. This compares with \$1,272,851 received through December 31, 2020. The Advancement staff believes that much of this is related to the timing of gifts and that it will achieve its fundraising targets by the end of the fiscal year.

Alumni participation in #GivingTuesday in November 2021 was lower than the prior year (13 vs 17%), total giving surpassed the prior year by 10%. Assuming that overall participation by alumni remains at 28-30% as it has for the past few years, the Advancement team anticipates greater giving in the Spring of 2022. Strategies are being

put into place to maintain this level of participation.

B. Other fundraising

Key donor contacts related to the school's top prospects for the comprehensive campaign have been initiated and several commitments to the campaign have either been made or pledged. Donor meetings are ongoing for the campaign with a focus on the top 30 prospects.

In addition to the annual fund and the campaign, UWC-USA concluded an agreement with the Trial Lawyers College to rent the campus in June with net revenue of \$100-\$150,000 and the potential to expand the partnership in the future.

C. Fundraising total

Total fundraising for FYE'22 through December 31, 2021 stands at \$2,448,410 compared to \$2,711,671 for the same period last year.

D. Year over year results delta

With cash and in-kind gifts, the annual fund results are down 10% compared to prior year to date. The difference of \$263,261 is accounted for by a \$300,000 gift made in FYE '21 by a distinguished trustee that has not been renewed this year.

2. Overview fundraising goals for current year

A. Annual Fund

This is the fifth and final year of the Davis Family Challenge Grant and we expect to exceed the \$2 million goal. The FY22 Annual Fund goal is \$2,250,000.

Key components of the strategy for FY22 include continued promotion of the monthly giving program, continued development of the parents giving program (for current students and parents of alumni) and grant support.

B. Other

In addition to cash gifts, marketing and promotion of the planned giving program continues and donor visits to planned giving prospects is ongoing. The Advancement team will also continue to look for opportunities to advance key initiatives and preserve cash by securing additional, appropriate in-kind support.

C. Total

With cash, in-kind and pledged support, the projected total fundraising will be between \$2.4 and \$2.5 million.

D. Projected year over year delta

The goal for the current fiscal year is to achieve \$2,250,000 in cash to achieve a 4% increase compared to prior year. Sustained Board giving at or above FY21 levels is a key component of the continued growth as well as a growing base of support from Foundations.

3. Strategic priorities for current year

A. Cultivate continued support from the Davis Family to cover fiscal gap with the end of the Davis Family Challenge Grant as well as other prospective donors.

B. Campaign Preparation

The strategic focus of Advancement for the current year is on the continued development and preparation for the Comprehensive Campaign. This includes:

1. Program of key donor visits for the campaign and conversations that continue to inform the scope and priorities of the campaign;
2. Continued integration of priorities and messaging emerging from the strategic planning and master planning committees to align with the campaign and donor conversations.
3. Additional analysis and segmentation of the UWC-USA database to identify, qualify and solicit donors to the campaign.
4. Continued development of giving programs, including:
 - o Planned Giving Program
 - o Women's Leadership Initiative
 - o New Mexico Leadership Initiative
 - o Expansion of the Annual Fund

4. Annual priorities for current year

A. Programming

UWC-USA has not been able to hold in-person reunions for two years. Given the current status of the pandemic, reunions are planned to include as many as 14 classes (to include classes not able to attend in the last two years) over two weekends in July and August. In addition, "New Mexico Adventures" with a wilderness and culinary track are being offered as a pilot program between the two reunions as an additional revenue-generating activity.

B. Staffing

Olivia Kuykendall was hired as the Advancement & Communications Coordinator in January to replace Gwen Albers who left after five years at UWC-USA to pursue other professional interests in journalism.

5. Matters arising for risk management

A. Overreliance on a single donor (Davis Foundation) and the end of the Davis Family Challenge Grant at the conclusion of the current fiscal year.

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.