



**Meeting of the  
Board of Trustees**

**June 3rd and 4th, 2022  
New York City**

*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**  
June 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, June 3, 2022, commencing at 1:00pm and continuing on Saturday, June 4, 2022, at 8:00am.

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VI.	Appendices -- Emailed with board book. Also, here is a <a href="#">link</a> to the appendices.	

**President**

- Strategy Overview
- Phase I: Strengthen the Foundation
- Phase II: Innovate for Impact

**Admissions**

- Table: Fall 2022 Incoming Class by Category

**Academics**

- Teaching Staff Demographics
- College Acceptance 5 year trend
- Class of 2022 University Matriculation List



**Residential Life**

Students at Risk: Current Year

**Experiential Education**

ExEd Portfolio Samples

Class of 2022 Exemplars Website Links

**Finance, Operations & HR**

FYE 2022 Proposed Preliminary Budget

FYE 2022 Budget to Actual Final

FYE 2023 Preliminary Master Budget

5 Year Projection

FYE 2022 CapEx Budget to Actual

5 Year CapEx Projection

Endowment Market Summary

Davis Forever & Impact Funds

Tuition Waterfall

Capital Projects 2022 - 2023 Preliminary

**Advancement**

Davis Scholar Parent Giving

Fundraising YTD



**BOARD AGENDA  
June 3-4, 2022**

**Meetings will be held at:  
Morgan Lewis & Bockius  
101 Park Avenue / New York 10178**

**Friday, June 3rd 1:00PM - 5:00PM EDT  
Saturday, June 4th 8AM - 5:00PM EDT**

**Friday, June 3, 2022**

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

**Join Zoom Meeting**

<https://us02web.zoom.us/j/89942387169?pwd=YVZxTU0yVDFFR2NQ3NkWHRqbVA0dz09>

**Meeting ID: 899 4238 7169**

**Passcode: 808943**

**Attendees:**                    **Trustees, Committee Members as invited guests**

**1:00- 5:00 PM**

**1:00-1:30 PM**                    **Welcome to NYC, Meeting Objectives, Agenda Review**

**1:30-2:15 PM**                    **President's Report**

**2:15-3:30 PM**                    **Committee Reports**  
**Education (ExEd) plus Associate Head of School Update**  
**Finance**  
**Investment**  
**Audit**  
**Facilities**

**3:30-4:00 PM**                    **Break**

**4:00-5:00 PM**                    **Capital Campaign, Sebastian de Halleux as guest**

**5:00-6:00 PM**                    **Executive Session**

**Adjourn meeting**



6:30 PM Cocktails & Dinner Hosted by Melanie

Saturday, June 4, 2022

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

Join Zoom Meeting

<https://us02web.zoom.us/j/84952576079?pwd=MHZ0ZjJoQWtFb2lOb0hRQVd5c0lYQT09>

Meeting ID: 849 5257 6079

Passcode: 945743

Attendees: Trustees, Committee Members in person, President, Interim Associate Head of School, Associate Head for Advancement

8:00 AM -6:00 PM

8:00-9:00 AM Breakfast

9:00-10:00 AM Outgoing Chair's perspective – State of the school, perspectives and transition thoughts (Steve)

10:00-10:45 AM Strategy Update – Recap and confirmation. Level of Aspiration? Does our plan remain our “north star”? (Ben)

11:00-12:30 PM Big choices/Decisions facing the board. Overall themes: Alignment and Consistency with the Strategy

- Finance/Budget – long-term or short-term approach. Consistent with what aspiration? How bridge to completion of capital campaign
- Education/Program – reflections on current vs. desired level of excellence? Location implications?

12:30-1:00 PM Lunch

1:00-4:00 PM Continuation of Big choices/Decisions facing the board. Overall themes: alignment and consistency with the strategy

- Location and Risks – reflections on “Location Report” (see attached). Implications for Master Plan.
- Master Plan - how much more do we do now? Given financial constraints, etc.
- Governance – managing transition to new leadership and next generation of Trustees?

4:00-5:00 PM Incoming Chair's perspectives –(Aly)



**5:00-6:00 PM**

**Exec Session and Closing**

**6:30 PM**

**Cocktails and Dinner – 6:30 TBD**

**Adjournment**



**Minutes of The Armand Hammer United World College  
of the American West (UWC-USA)  
Board of Trustees Meeting,  
February 11 and 12, 2022**

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 9:00 am Mountain Time on February 11th and the second beginning at 8:00 am Mountain Time on February 12th, 2022.

Attachments:

1. Implementation of the Master Plan, Master Plan Working Group Presentation 2. Presentation: Meeting of the Board of Trustees
3. Board Meeting: Appendices

Steve Dichter presided as Chair.

\* \* \*

On Friday, February 11th, the first session began at 9:00am, Mountain Time.

Trustees present and constituting a quorum were:

Allan Affeldt  
Peter Alderman (AC '91)  
Klaus Desmet ('88)  
Steve Dichter, Chair  
Manolo Espinosa ('87)  
Dominic Garcia  
Thomas Hassan  
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)  
Jonas Nilsson ('90)



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

Santana Audet ('09)  
Todd Austin  
John Carpenter  
Eivind Djupedal  
Yvonne Gallegos  
Taylor Gantt  
Rodolfo Gil ('93)  
Mark Hodde ('89)  
Shafee Jones-Wilson ('98)  
Aditya Joshi ('91)  
Rebecca Lloyd ('86)  
Alexis Mamaux  
Naomi Swinton ('89)

After a brief round-table introduction by all participants, Steve Dichter opened the discussion by providing context to the Master Plan. President Mora discussed the factors influencing the Master Plan. President Mora then provided background, with reference to the original 2019 planning and the current working group beginning in 2021, producing the Plan recommending adaptive reuse of the current facilities.

Steve Dichter noted that the Plan was guided by both limited resources and the need to continue to operate the school during implementation, describing the proposal's sequential steps as solving a Rubik's cube.

President Mora explained the shortcomings of the current campus to be addressed in the Master Plan, including insufficient classrooms, lack of on-site residential supervision, limited handicap accessibility, safety and security concerns and deterioration of current facilities and accumulating deferred maintenance. The proposed Master Plan creates a single residential area in the upper campus and combined academic quad on the lower level. The adaptive reuse of existing facilities minimizes demolition and waste.

President Mora then provided a summary of the Master Plan which, when fully implemented, would house 170 students in the Castle and remaining students in an addition or newly constructed building nearby. The four lower campus buildings now used for student residences



would be converted to academic use and a library. The adaptive reuse model emphasizes sustainability, enhances alumni connection, reduces costs, and may be supported by tax credits.

The Master Plan Working Group delivered a further report, led by Todd Austin. First, Todd Austin explained the Castle renovation, noting the student spaces and administrative offices, need for additional space to accommodate all students, and the potential cost. Todd Austin then explained the conceptual plan for the lower campus, noting additional space and classrooms, ADA accessibility, and need for additional light.

General discussion among the Trustees followed this presentation, noting future process toward design phase and then construction, potential costs and relationship to fundraising strategy.

The Education Committee presented its initial thoughts and feedback, with Marisa Leon observing the benefit of bringing students together and closer to teachers. Ensuing discussion raised questions about limited light at the garden level and the benefits and concerns regarding increasing student density. President Mora noted that the students who had seen the Plan were enthusiastic.

Tom Hassan delivered notes from the Risk Management Committee, observing that insurance for the historic Castle was increasing in cost because of fire risk. Zurich, the primary carrier, would only provide coverage for the Castle if residential use was 50% or less, and rates would likely increase.

In the general discussion which followed, questions were raised about the financing of the project, and the need for an RFP process in future steps.

President Mora concluded the presentation by thanking the Working Group for their significant and impressive efforts. President Mora asked that all review the materials and consider whether and how to move forward with the project. She then noted that discussion would continue at the following meeting in the context of the Strategy and the Campaign.

The meeting concluded at approximately 11:30 am Mountain Time.

\* \* \* \* \*

On Saturday, February 12th, the second session began at 8:00am, Mountain Time. Trustees present and constituting a quorum were:

Allan Affeldt  
Peter Alderman (AC '91)  
Marc Baum  
Klaus Desmet ('88)  
Steve Dichter, Chair



Manolo Espinosa ('87)  
Dominic Garcia  
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)  
Jonas Nilsson ('90)  
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  
Reed Baumgarten  
John Carpenter  
Eivind Djupedal  
Yvonne Gallegos  
Taylor Gantt  
Rodolfo Gil ('93)  
Mark Hodde ('89)  
Aditya Joshi ('91)  
Rebecca Lloyd ('86)  
Alexis Mamaux  
Naomi Swinton ('89)

Steve Dichter opened the meeting, welcoming the attendees and noting that Zoom was a poor substitute for in-person attendance. **Jonathan Schneider moved to approve the minutes and agenda; John Morris seconded the motion and it was approved without objection.**

Steve Dichter then discussed the Agenda, to approve a new Trustee Chair, President's Report, Committee Reports, Master Plan Strategy to be concluded with an Executive Session. Steve Dichter noted the three key areas coming together: first, the Strategic Plan, second, financial stability and



third, a strong Board of Trustees. Steve Dichter then explained the four stages to develop these areas further: forming, storming, norming and performing, and looked forward to the new chair to lead UWC-USA through these phases.

Subitha Subramanian thanked Steve Dichter for his years of service, most recently working through remote difficulties.

The Trustees then commenced a separate session to consider the appointment of Aly Kassam-Remtulla as Chair-elect; Aly Kassam-Remtulla recused himself for this discussion. After some discussion, **Subitha Subramanian moved that Aly Kassam-Remtulla be elected to Chair for a four-year term commencing at the October 2022 Trustee's meeting; Steve Dichter seconded the motion and it was approved by all Trustees (Marc Baum joined meeting at a later point but had previously indicated his support)**. The Trustees also agreed that Aly Kassam-Remtulla would work with Steve Dichter in a joint-Chair capacity prior to becoming Chair at the October 2022 Trustee's meeting.

The meeting then resumed with all attendees present. Steve Dichter announced the appointment of Aly Kassam-Remtulla as Chair-elect. Aly Kassam-Remtulla thanked all, with special reference to Steve Dichter, for his long tenure and hard work. Aly Kassam-Remtulla continued that he was excited to take on the role, noting that good foundation, Strategic Plan and Master Plan had created an incredible opportunity and inflection point to further ascend the mountain.

President's Report: President Mora delivered the President's report. President Mora began by thanking Steve Dichter for his opening remarks and his years of strong support and encouragement. President Mora reiterated her enthusiasm for working with Aly Kassam-Remtulla as new Chair. President Mora then discussed the Master Plan meeting, thanking Allan Affeldt for his hard work on the initial feasibility study and asking that the Trustees spend more time reviewing the full report; she looked forward to continued discussion on adaptive reuse and whether to proceed to the next stage. President Mora noted how the Strategic Plan, the Master Plan and the Campaign all work together.

President Mora continued, discussing the ongoing Covid crisis and the related disruptions to in-person education, mental health challenges and delayed learning. Despite these challenges, though, there has been no community spread within UWC-USA and school has mostly continued in-person.

Finally, President Mora concluded with a report on the budget, expecting a surplus at the end of the year, but cautioning that a structural deficit remained imminent with the conclusion of the Davis Challenge gifts.

Finance Committee: John Morris began by welcoming Eivind Djupedal to the Finance Committee. John Morris then discussed Finance Committee goals, beginning with the need to provide and track data in such a way as to develop institutional knowledge and keep information in proper order, to be institutionalized for continuation. Significant progress had been made toward this goal, with strong



support from Taylor Gantt. New goals included tackling structural deficits, focusing on development and tuition policy, and the need to plan further for the expiry of the Davis Challenge gifts,

Taylor Gantt led the Trustees through the financial report, noting an expected surplus of between \$50,000 and \$350,000 in the current 2021-2022 year, with variances regarding uncertainty of collection of tuition, inflation and investment market movements.

General discussion ensued, with Preeti Khandelwal querying whether tuition should be increased to match the actual per student costs. Taylor Gantt mentioned overages on some recent capital projects

John Morris introduced a proposal to purchase two real estate parcels, first, the Smith House, abutting UWC-USA, which could be used for faculty housing, and second, a parcel of land being sold by the local Archdiocese, which could also be used for faculty housing. **Dominic Garcia moved that UWC-USA should purchase both real estate parcels; Marybeth Kravets seconded the motion and it was approved without objection.**

Investment Committee: Michael Taylor discussed the Investment Committee's three goals for the next six months: first, ESG review, now midstream; second, fixing reports with UBS, with significant improvements for repeatable, predictable reporting and third, divestiture from certain Davis funds. Michael Taylor reported that the endowment stood at \$152 million, after withdrawals. He then reiterated that the current strategy had concentrated exposure to and risk from equity investments. In a general discussion among the Trustees, questions were raised regarding a longer-term approach with greater risk mitigation.

Facilities Committee: Justin Lee delivered the report of the Facilities Committee, reviewing completed items within the \$650,000 budget, noting ongoing work with preventive and deferred maintenance, and recent work on a lighting project.

Education Committee: Marybeth Kravets introduced Rodolfo Gil as a new Education Committee member, highlighting his significant work in experiential education including Doctors Without Borders. Marisa Leon discussed Klaus Desmet's prior analysis of academic performance, and how to improve results in economics and chemistry. Marisa Leon then discussed new teachers in both economics and chemistry, along with a new counselor who could better support student mental health and tackle learning difficulties. Belinda Nicholson described the need to develop repeatable, quantifiable metrics to monitor academic, residential and experiential results. She then focused on residential indicators, with new pre-arrival, arrival and exit surveys to commence in the summer of 2022.

President Mora disclosed a new leadership structure, in which she would be assisted by an associate head of school focusing on strategy and integrating all educational programming. This would free time for the academic deans to focus on students and permit President Mora to increase her time



commitment to the Capital Campaign. Todd Austin was appointed as interim associate head of school.

General discussion among the Trustees ensued, with consideration given to mental health days, four- and five-day academic week models and the introduction of Schoology.

Advancement Committee: Melanie Weston delivered an update from the Advancement Committee, discussing work on the Annual Fund and large outstanding gifts for capital needs. The Annual Fund was on track to surpass the \$2 million threshold and was expected to raise between \$2.1 and \$2.5 million, equaling if not exceeding the prior year. Melanie Weston also provided a report on the Capital Campaign, in which 22 to 25 gifts would be expected to comprise 75% of the total goal. She suggested an additional meeting in April to discuss the role of the Trustees in the Capital Campaign.

Applications: John Carpenter gave a brief update on applications; the number of applicants was down with approximately 200 applicants completing applications, but the quality of the applicant pool remained high. John Carpenter noted a preference to increase applicant numbers, but recognized the difficulty of the selection process if the number grew significantly.

Strategic Plan: Ben Jones presented a report from the Strategy Committee, focusing on scholarships, with a potential goal of 40 new scholarships per class. These scholarships could target underrepresented groups, refugees and minorities. The program would result in a significant expansion of the endowment and would close the structural deficit. General discussion among the Trustees followed, with comments regarding the need for flexibility and guidance from donors, with the Strategic Plan to provide a menu of options, one of which would be the emphasis on scholarships.

Master Plan: Steve Dichter re-convened a discussion of the Master Plan, beginning by noting that the campus was not purpose-built for a residential high school and was not in good shape. Eight months earlier, Steve Dichter had convened a Master Plan Working Group, which conducted a transparent process in conjunction with the Trustees. An RFP process had been anticipated, though questions remained about the appropriate stage for an RFP. President Mora explained the work to date, noting the significant contribution of Allan Affeldt and Conor Reichert. Steve Dichter then proposed that the Executive Committee would consider and revert to the full Board of Trustees with a recommendation of process. The Trustees discussed the process to date, with significant praise for the work and the dedication of Allan Affeldt. The Trustees expressed support for further consideration of process and the overall project of consolidating residential space in the upper campus, maximizing the use of the Castle, while repurposing the lower dormitories into an academic quad.

Capital Campaign: Melanie Weston introduced the discussion of the Capital Campaign by thanking President Mora and Mark Hodde for the tremendous work to date. Mark Hodde continued to explain that the campaign was a dynamic process, depending on other elements, including campus renovation and structural deficit. Mark Hodde described the background of the campaign, beginning in 2018, now in the quiet phase of approaching lead donors. The priorities were annual fund,



endowment and capital projects. President Mora expanded on the quiet phase, working now with potential anchor donors, the results of which would help determine the ultimate campaign goal. Mark Hodde explained a menu of priorities, to include scholarships, programming, Master Plan and Annual Fund. Mark Hodde also introduced Sebastien de Halleux ('96) as co-chair of the campaign.

Governance Committee: Subitha Subramanian delivered a report from the Governance Committee, noting progress in the Committee goals of nominations and Trustee pipeline, committee effectiveness and SLT leadership. Subitha Subramanian thanked Ben Jones for his work in selecting Aly Kassam-Remtulla as Chair-elect, noting also that the Chair selection process had identified other impressive Trustee candidates. Governance Committee goals continue to identify and select two to three Trustee candidates per year including both alumni and unconnected persons, with a diversity reflecting the composition of the school. Finally, Subitha Subramanian noted the introduction of Trustee background checks, to be conducted by UWC-USA.

Executive Session: The Trustees then held a brief executive session.

The first session adjourned at approximately 12:00 pm, Mountain Time.

Peter Alderman  
Secretary of the Meeting



## President's Executive Summary

- I. **Overview of the past year, with a focus on our mission of sustainability:** When I came to UWC-USA, I spent the first year reflecting on the irony of a mission of peace in a campus community that was fraught. Peace was hard to come by in a painfully low trust environment. As I reflect on this past year it is clear to me that we could not have accomplished what we have if our campus community had continued to be in conflict among ourselves and if we hadn't done the hard work of learning to trust one another so that we could find our way forward together. Peace at UWC-USA is on solid ground and we are truly in a position to innovate for impact in this regard. This doesn't mean that things are perfect, (we are, after all, a human community), only that we have a strong foundation to build on.

But what about sustainability, the second pillar of our UWC mission? Thanks to the support of an EE Ford Grant, we worked to develop our approach to sustainability under three integrated headings: personal, communal, and environmental. Any innovation for impact will fall under these headings. Are we ready to innovate for impact? I would dearly like to say yes, but there continue to be serious cracks in the foundation. We need to address these with a coherent strategy and commensurate investment in any consideration of innovation going forward. We also have to be aware that our odds of success continue to be significantly challenged by our location.

This past year, my sixth, has been an awakening and a reckoning with respect to sustainability. I am not talking only about the Hermit's Peak/Calf Canyon fire, which required the evacuation of our entire school on April 29, 2022, causing us to finish out the year at Glorieta and now posing us to become an evacuation center in the region, which remains in significant turmoil. This fire, now the largest in New Mexico history, is surely an indication of the urgent global challenge of environmental sustainability, which for us manifests itself most alarmingly in the increasing aridity of our environment. We have begun to address this challenge on campus through targeted staffing, early stage development of a strategy to get to carbon neutrality and aligned programming and culture building, and an intentional sustainability focus on how master planning, energy transition, food, land management, and of course water and wastewater management can move us forward. But this will be a monumental task, especially insofar as daily water flow in the Gallinas shows a 45% drop since the school's founding. It will take a complete transformation of the campus, including downsizing to be more manageable, and relentless focus on the land, which will remain susceptible to fire as long as the soil continues to degrade under a punishing drought and higher average annual temperatures. It will also



take dedicated staffing, training to increase sustainability literacy, and deliberate creation of a culture that will need to support our transformation. In short, it will require major investment. Significant resources and time will drive our ultimate success or failure—resources beyond what a more modest, purpose built campus would require. Any potential for funding, and partnership that is reciprocal, will require us to go beyond the local area.

Environmental sustainability was not the only challenge in stark relief this year. Personal sustainability for our staff and communal sustainability continue to be elusive. Let me be clear: I have no doubt that COVID and two years of wildfire threat and evacuations have colored my assessment of personal and communal sustainability at UWC-USA. But I also have no doubt that these are not the root causes of the challenges we face, even though they have exacerbated them. I am more convinced than ever that we will have to adjust expectations, balancing personal and communal sustainability on the one hand, and what our strategy can achieve on the other, as long as we are in our current location. I am also more convinced than ever that leadership will be hard to come by and harder to retain given the fatigue of operating in a milieu that is taxing at every level.

Reflecting again on my first year at UWC-USA, the charge was clear: stabilize, develop a strategy, and ultimately execute a campaign. With a higher functioning and more experienced SLT in this past year, a Phase I strategy to guide our efforts, practice with some basic systems in place to distribute leadership and manage both planning and day to day operations, developing and implementing systematic compensation and HR approaches, and targeted investment in the residential program we are on our way to achieving some measure of stability for students and employees alike. All of the above is still in nascent stages and, frankly, tenuous given the challenge of establishing repeatable practices and a supporting culture when we continue to have average staff turnover above 30%. In spite of COVID, we have also continued our planning efforts and have enough of a skeleton Phase II plan to provide the bones of a campaign, with endowment to invest in people and programming, and a purpose-built, mission-aligned campus, at the center.

All of this is progress; I don't take it for granted, and I attribute it to the people dedicating themselves to a long-term vision that hasn't been easy to see in the past two years of COVID, which to say the least has complicated every step forward. Never mind the spectre of wildfire, which will loom with all of its destabilizing force long after COVID becomes endemic. And while the Master Plan, still in progress, is envisioned to impact sustainability, access, and student/employee experience, it won't solve for key challenges exacerbated or caused by our location. On and off campus logistics, insurability, local housing options,



water availability and access, lack of public services, lack of capacity for reciprocal partnerships, lack of professional development opportunities, lack of social opportunities, lack of school options for employees with children, and difficulty bringing new friends to campus will all continue to impact our ability to operate because they will pressure on leadership, hamper recruitment and retention, exert a premium on our budget, require ever-expanding demands on the school, and limit any local/regional friend and fundraising opportunities. And that means they will continue to limit our ability to take the school to a new level of excellence.

I have invited the board into these reflections because we are at an inflection point. It will take an inspiring strategy to successfully complete a campaign, and a successful campaign to go beyond resolving our structural deficit and start to realize some of the wins we need to have greater personal, communal, and environmental sustainability. But it is also clear that our location will continue to exert costs, financial and otherwise, that will not be resolved even if we are successful in all other ways—which possibility, of course, is inextricably tied to our location. To have our eyes wide open, and to make decisions based on what we see, is our highest responsibility as trustees. To plan and set expectations accordingly will be crucial to attracting and retaining leadership and staff going forward.

- II. Strategic Priorities for the past year: In addition to our solid performance under adverse conditions, (read: Covid, wildfire), our strategic work, notwithstanding the inevitable slow down caused by Covid and now wildfire, continues. Please see appendices for updates on strategy [Phase I](#) and [Phase II](#).

Actions Needed from the Board: To consider and set direction for our finances, program aspirations, and potential master plan expenditure in light of location challenges.

- III. Final Report on Annual Priorities for the Year (To be discussed in Executive Session, along with most immediate impact of the fire for students, staff, operations, this summer, and planning for next year )
  - A. Navigate Covid (accomplished)
  - B. Progress Strategic Plan (progress)
  - C. Increase GSP student applications/numbers (accomplished)
  - D. Advancement (progress)
  - E. Budget shortfalls (progress)
  - F. IB Scores (TBD)
- IV. Finally, let me record my sincere gratitude to the SLT for leading through a very tough year. Along with the staff, they made for a good, memorable year for our students and they



continued to advance us as an institution. While I will miss having Todd's exceptional leadership and the role of Special Assistant, I am confident he will move us forward with both strategy and operations in our programming as he assumes the role of Interim Associate Head of School. Alexis and Naomi have consistently brought a student-centric perspective to SLT, bolstered by long-standing institutional memory. SLT will miss them. My great hope is that they will be freed up to focus more "on the ground" to improve our student and employee experience. Mark has continued to work tirelessly in an early campaign environment with no increases in staffing and continues to get the job done; I hope to relieve him soon with additional staffing, even as I am grateful for his "global" approach to advancing the school given his thorough understanding of how all of it fits together. As Taylor moves on, we will determine soon whether to split his position or continue with a CFOO. Taylor's work ethic and determination to do the whole job at a high level not only speaks well of him, but gives insight into the job as currently construed. I thank Taylor and wish him well.



## Interim Associate Head of School Report (placeholder)

### I. Admissions

#### 1. Update Fall Class for next academic year

The incoming class for August 2022 (Class of 2024) represents the diversity we are known for in every area, including economic diversity. For the entire cohort--including US Davis Scholars-- approximately 23% are fully funded by the school, 53% are partially funded by the school, and 24% are unfunded by the school. (This scenario does not count the \$25,000 Davis scholarship as school funding but does include those students whose families contribute the full amount beyond what the Davis scholarship covers as unfunded.) Projected number of new students is around 117 to 120; some nominations are still pending; 115 was the goal.

- Among the 25 US Davis Scholars, approximately 20% of the students are fully funded by the school beyond what the Davis Scholarship provides; approximately 40% are partially funded by the school beyond the Davis Scholarship, and approximately 40% are unfunded by the school beyond the Davis Scholarship.
- The number of GSP students we set as our goal was 10, and for next year we have offered admission to 11, 9 of whom have already paid the nonrefundable deposit of \$8,000 each; the other two were only admitted this month and we expect the deposits to arrive soon. This group also represents racial diversity, more boys than girls, and geographic diversity (9 different countries.)
- 79 students were nominated by National committees. Approximately 32% are fully funded; approximately 60% are partially funded; and approximately 9% are unfunded.
- The incoming class includes a slightly larger group of students who have been identified as refugees--some very recently torn from their homes in Afghanistan and the Ukraine. This student group contains refugees from Afghanistan, Ukraine, Kenya, South Sudan, Palestine and Rwanda. Most of these students are funded by D2D, Rise, special fundraising efforts, and/or our current endowment funds. Plans are already underway to provide for additional emotional and academic support students in this group may need.
- Some other notes: students who identify as girls outnumber boys at a ratio of about 65/35; at least five students identify as transgender or nonbinary.

#### Action needed from Board

- No action - FYI



## **2. Final report on strategic priorities for past year**

- We decided not to renew the Enrollment module connected to PowerSchool as it does not fit our admissions model and does not allow us to connect marketing efforts, advertising, and communication to actual applications started. Instead, we have used that same money to purchase a platform called School Admin that is managed by Final Site, and this new platform allows us to build our application in a way that streamlines the submission of external documents (transcripts, recommendations, etc) so that more students will be likely to complete the application, AND the platform tracks every inquiry that comes from any of our advertising efforts and connects that inquiry immediately to our own database, allowing us to tailor email and text messages automatically to specific students. (Dropping the enrollment module of PowerSchool, by the way, has zero effect on anything else that PowerSchool provides for us as a school; the admissions piece was always just an add-on. School Admin does not automatically sync data with PowerSchool, but it will prepare a document that allows an easy transfer of new student info; also, keep in mind that no matter how large the applicant pool, the final transfer of US Davis scholars to UWC-USA is always around 25 students. Similarly, School Admin can prepare documents for uploading info into Raiser's Edge.)
- Work with partnerships has been constantly plagued this year by restrictions related to Covid and now the fire, but we continue to set goals and make priorities to attract like minded organizations to join us in recruitment--such as Hugh O'Brian Youth, One World Now, Teens of Color Abroad, etc. We've also looked into partnerships with a local group in Albuquerque to support our African refugee students for next year.

### Action needed from Board

- No action - FYI

## **3. Final report on annual priorities for past year**

- In response to slightly lower application numbers from US students, we have set out to explore potential factors so that we may address them for the next admissions cycle. We surveyed students who started an application but did not complete, and received about 30 responses with a variety of reasons (ran out of time, the application was too long, changed my mind, Covid) and drew no specific conclusions. However, the marketing team and the selection committee are considering every response as a potential factor, and for example, the selection committee has modified the application to make it a bit more streamlined.
- We have also asked the student Admissions Advisory Council, a group of 10 students to review every aspect of our marketing messaging over the last year and are in the process of incorporating their feedback into new advertising, website language, and email messages.
- We have decided to use a new software tool to sync advertising to website inquiries to applications started to completed applications and finally to matriculated students (See Strategic goals for more info.) This will give us greater possibilities to convert started applications to completed ones.
- We have refined our target audiences for advertising efforts to two areas: US students from underrepresented groups, and US and international students whose families can pay full fees. For the first group, we are focusing again on advertising on social media, using a



company called Glacier that will put ads on Instagram, TikTok, and Facebook primarily. For the second group, we are focusing on key global markets in the US, UK, Singapore, Hong Kong, UAE, Mexico and Brazil, and parents of students in these areas will be directed to our admissions platform to apply to UWC-USA through GSP, but shepherded throughout the process so that those students, if selected, end up at our campus.

- We will continue to be proactive and present with the GSP selections, always steering students to UWC-USA. We will ask for more UWC-USA stakeholders to participate as GSP selectors and John will continue to maintain his presence and leadership in GSP training and selection events.

Action needed from Board

- No action - FYI



## **1. Overview End of year**

### **a. IB Exams**

- All uploads were done in advance of IB deadlines, and the first two days of IB exams returned the school to its usual rhythm of exams and all seemed to be going well. The evacuation was disruptive to student study schedules, but came at the least worst time for our students, between 29 April and 4 May, when there was a pause in exams. Exams resumed with School-supported self-taught exams at Glorieta, where an exam room was established, and have continued. The School requested Special Considerations for all students, and used the Covid Contingency for students who tested positive for Covid and could not sit exams. Students were surveyed so that they could comment on individual challenges that they faced due to the evacuation and continuation of exams.

The IB has been very quick and generous with the Covid contingencies. Individual special considerations cannot be submitted until after a student completes exams, and there is no clear timeline as to when the Adverse Circumstances team will report back on mitigating measures.

Moving exams to another site highlighted just how well the school runs IB exams at the Montezuma site.

### **b. Programming**

- The Spring semester included culminating events for both First and Second Year DP students. The Arts returned to in-person for the first time since 2019 and were resounding successes. The Visual Arts students presented their Exhibitions to the school community, and the Dance students held a performance at the Ilfeld Auditorium in Las Vegas, New Mexico with members of the local community attending both of these.

For the second year, First-Year students held the TOK Exhibition in late April, demonstrating how they interpreted and analyzed a series of knowledge questions using artifacts of their choosing.

### **c. College Counseling**

- 65% of the class of 2022 will be matriculating to colleges in the United States with 28 students receiving full funding for their college education. Students were accepted to an impressive list of colleges in the USA (337 acceptances) as well as across the globe - such as Swarthmore, Davidson, UCLA, UC Berkeley, Pomona, Columbia, Georgetown, Princeton,



Williams, Dartmouth, MIT, Brown, UPenn, USC, Carnegie Mellon, Middlebury, UVA, NYU Abu Dhabi, McGill, and the University of Cambridge. Over 45 million dollars in scholarships were awarded to UWC-USA students in the class of 2022.

**d. Anticipated Faculty Turnover**

- Three members of the academic team are departing, and we are uncertain of the visa status of a fourth member. This is part of a steady decline in turnover in academics since 2017.

Luis Gamboa (Spanish A and English A) and Pandie Anderson (Biology and TOK) are departing after 10 and 2 years of service respectively. In addition, the school is awaiting notification of whether or not Subarna Sampat will receive an H1-B visa that will permit her to remain as a faculty member for up to 5 more years.

After engaging in internal restructuring, the school sought a Life Science teacher and a mathematics teacher due to increased enrollment, and in the event that Subarna Sampat does not receive her H1-B visa. Both of those positions have been filled. The Spanish A/English A position is currently open.

Marie Assir, Director of Counseling will be departing in late June after three years of service. With the reorganization, this position will now report to the Interim Associate Head of School, and Todd Austin led the search. Unfortunately, the search committee was unable to land the candidate qualified to undertake the role of School counselor in addition to Director of College Counseling, and thus a Director of University Counseling has been hired. This individual will coordinate a student success team as part of her portfolio.

Action needed from Board

- No action - FYI

**2. Final report on strategic priorities for the past year**

**a. Initiative 3B1:**

- After a second year of PowerSchool, teachers are far more comfortable with it, and while there was an adjustment period with Schoology, all teachers are using it. In some respects, PowerSchool is still not being used to its full potential, especially when sharing information across different areas of programming.

**b. Initiative 2A: Mission Alignment.**

- All departments were asked to produce documents that demonstrate how the delivery of IB instruction is mission aligned.



**c. Initiative 1b/1D: Employee life cycle and work-life balance.**

- The school continues to work on the work-life balance initiatives and has been compiling documents regarding the employee life cycle. A large number of practices have been in place but there is continued work to be done to ensure that these are documented and easily located.

Action needed from Board

- No action - FYI

**3. Final report on annual priorities for past year**

**a. Programming**

Subject offerings will remain the same. Given the challenges of Covid, minimizing changes to academic offerings is the most sensible course of action.

**b. Staffing**

The school has increased its faculty in Group 4 and 5 due to increased enrollment. Group 3 still has the highest enrollment, but requested a hold on a search for an additional member of that department and has requested consideration in the 2022-2023 school year.

**c. Professional Development**

In 2021-2022, 22 IB teachers engaged in professional development related to pedagogy, social-emotional learning, assessment and development. Three faculty members have been trained to take on new IB roles (examiner, workshop leader, Programme Leader), which is a move towards a prior priority of the school to have strong relations with the IBO to better serve our students.

Action needed from Board

- No action - FYI

**4. Matters arising for risk management**

- Due to the evacuation, the school developed a contingency plan for exam storage needs. New Mexico Highlands University held exams for the school and expressed willingness to do so in the future.

Action needed from Board

- No action - FYI



### **III. Residential Life**

- 1. Overview of end of year:** Throughout residential life, we continue to develop the systems and practices to strengthen individual and communal sustainability and responsibility. Up



until the fire evacuation, residential life on campus was more predictable and coherent for students and employees compared with last year. The work of the Student Life Director and Resident Coordinators and Resident Assistants to uphold a shared set of expectations and create healthy habits for communal living is evident in increased stability and trust among students and employees. While we had some travel cases of COVID at the start of the semester, and a campus outbreak in February, students were healthy overall and we had fewer hospitalizations than in recent years. The evacuation stretched students and staff, but the organization around dorm groups has been effective. We have had solid teamwork and created systems to support students on and off campus during the evacuation.

**a. Student Life**

- i. Personal Sustainability:** We continue to strengthen systems and habits of personal sustainability as integral to the two-year student experience. Residential staff were trained as facilitators for Be REAL, a University of Washington curriculum designed to promote wellness and reduce stress. Be REAL will be implemented for members of the Class of '24 through our residential program in the fall. UWC-USA was included in a grant request through the University of Washington for funding for this program.
- ii. Communal Sustainability:** With the dedicated support of the Sustainability Manager, we have more capacity to refine and implement ecological initiatives across campus, such as composting, recycling, and a regular clothing exchange.. Sustainability RAs piloted bulk purchasing of laundry detergent and hygiene products, and worked on recycling, composting and reduced energy and water consumption.
- iii. Pride of Place:** We are working to ensure our campus expresses our mission and values, in the way students take care of facilities and equipment and how we present ourselves to one another and to guests. We cultivate pride of place through monthly campus clean ups, leadership from ExEd groups to share art, culture and activities connecting us to the local community, and an appreciation of the needs of students and employees in our daily uses of campus.
- iv. Safeguarding:** Ensuring healthy boundaries, clear communication and appropriate reporting remains a priority. We started the semester with a professional development workshop from an alum addressing issues of safeguarding, belonging and inclusion for our diverse student population.

Action needed from Board

- No action - FYI

**2. Final Report on strategic priorities for current year**



- a. Priorities this year included an integrated student experience across programs, strengthening the foundation through full implementation for one student cycle of the full time RC model, and addressing the need for integrated systems and an excellent student experience. We made good progress in making residential practices more coherent and replicable. To improve information management and student safety, UWC-USA recently purchased REACH, a boarding school student information management module which is compatible with PowerSchool and will help us track student check in and check out, assist with scheduling and tracking activities, and enhance residential team communication.

Action needed from Board

- No action - FYI

**3. Final report on annual priorities for current year**

**a. Programming**

- i. Priorities include a streamlined program which emphasizes personal and communal sustainability and ensures all students regularly practice and reflect on the UWC values. We continue to integrate physical activities and wellness into the residential program, and to rely on the student RAs who ensure that our signature programs are visible and meaningful within the dorm context as well as across campus. Restorative Justice processes and protocols have become part of the accepted student culture. We continue to see the need for increased training in dialogue, diversity and conflict engagement.

**b. Staffing**

- i. The full time Residential Coordinator model is serving us well, and ensures we have solid coverage throughout the week and around the clock. We continue to evaluate the Assistant Resident Coordinator staffing needs and model for engaging on campus faculty. In terms of turnover, one RC left for a position at Macalester College, and one RC was on maternity leave this semester. We were able to manage the staffing needs with two temporary positions. One RC will be leaving to pursue graduate education at Harvard. Another RC is stepping down but her partner will take on the role. We are in the process of making offers for August. The positions are both rewarding and demanding; our systems need to be built for frequent turnover.

**c. Professional Development**

- i. Dr. Selena Sermeño has continued to offer professional development and reflective mentoring to our residential team, including Mental Health First Aid workshops. We also had a one day planning retreat which we hope to repeat annually.



#### **d. Partnerships**

- i. The Department of Health and Premier Medical Group have continued to provide invaluable support during COVID. We anticipate collaborating with the University of Washington on the implementation of [Be REAL](#) over the next few years.

#### **4. Matters arising for risk management**

- a. The fire and evacuation have tested our planning and preparedness. Transportation and tracking student location and sign out/sign in require continued attention to reduce risk. Implementing REACH will help improve student safety and risk management.

#### Action needed from Board

- No action - FYI

#### **IV. Experiential Education (Signature Programs)**

1. Overview of end of year Prior to the evacuation, we had a strong resurgence and return to Project Week offered a robust return to student trips and community engagement, and we had a full calendar of school events this spring which helped contribute to healthy school



culture. Students enjoyed the renewed opportunities to hold events and take more initiative with various campus projects. Unfortunately due to COVID and the evacuation some experiential education activities were disrupted. Students still completed their Student Life portfolios which offer reflections on their ExEd experiences; exemplars are linked in the appendix featuring Arts and Culture, CEC, Sustainability and Wilderness highlights.

**a. Review programming for the year**

- i. This year we were able to more fully integrate the Capstone class which supported a cohort approach to student dialogue, reflection, and documentation of their progress and engagement with the IB Learning Outcomes and UWC-USA mission and values. Our signature programs continued to provide the frame for student engagement in personal challenge, teamwork and community impact. The ExEd team encourages student autonomy, habits of sustainability and peace building.
- ii. ExEds provide a great opportunity for students to work in small groups on projects they are passionate about which make a difference to others. Enrollment Most ExEds have enrollment of 8 - 15 students, and most students are enrolled in 3-4 ExEds each semester. We are working to balance leadership numbers so that approximately 40 students will lead in each of the four signature programs. Most students participate in approximately 6 hours weekly of ExEd.
- iii. We are working to create a coherent, replicable two-year calendar which provides opportunities for community building, cross-cultural sharing and student leadership. Major ExEd Events this spring included a virtual Martin Luther King day program and Annual Conference, TEDx, Yule Ball, and Project Week, as well as a dance showcase, a theater performance, and participation in various state and regional science competitions off-campus. UWC-USA received accolades in the National Ethics Bowl contest and did well in the regional MUN competition.

Action needed from Board

- No action - FYI

**b. Impact Programming**

- i. **On Students** Project Week programming was a huge boost to student morale, and our renewed community engagement following COVID this spring revitalized energy on campus. Confronted with the war in Ukraine, students rallied to raise money for medical supplies. The last three weeks of the semester were spent at Glorieta Adventure Camp where many other fire evacuees were also residing. Students had an opportunity to give back through community service at the camp, including food prep, childcare activities, donations sorting and more. Students seemed to benefit from the larger community awareness generated by being at Glorieta among others impacted by the fire.



- ii. **On Community** We are updating our timetable and will be able to return to in-school programming one morning a week in Las Vegas. UWC-USA is an important partner for the local schools.

Action needed from Board

- No action - FYI

**2. Final Report on strategic priorities for current year**

- a. We continue to integrate and strengthen our Constructive Engagement of Conflict and Sustainability programming as core elements of the UWC-USA experience.

Action needed from Board

- No action - FYI

**3. Final Report on annual priorities for current year** Despite the challenges of the evacuation at the end of the year, overall students had strong and coherent Experiential Education opportunities this year. Our student life portfolios reflect robust, meaningful learning that help express how students achieve the learning outcomes and live the mission of UWC-USA.

- a. **Programming** priorities were to focus on our mission and budget alignment and to maximize impact, helping to rebuild culture as we emerge from COVID. We continue to integrate sustainability and CEC into daily life and programs. COVID has impacted arts and culture performances, but we have been able to create and share videos which we hope will keep external audiences engaged. We cut the Wilderness Leadership Expedition due to forest closures. UWC-USA was awarded a ten year Carson permit, which is great news and will offer additional program possibilities.
- b. **Staffing** priorities include regular feedback, teamwork and professional development to ensure excellence in experiential education for all students. Staffing remains stable, with all of our Track Leaders returning.
- c. **Professional Development** All SWS/PW trip leaders were invited to a number of skill building and support workshops to strengthen the student experience. A workshop for all ExEd sponsors was held in January to ensure a coherent approach. We continue to address DEI within each signature program and to hold reflection sessions to inquire about how we can best meet the needs of our diverse student body.
- d. **Partnerships** Our partnerships have been crucial to our success and local contributions during COVID and will continue to be important as we address the challenges we face in the region. We work to ensure we have strategic partnerships that help develop the skills and experiences our students need in every two year cycle. Max Murphy is stewarding our local community engagement partnerships; Katrin is developing additional sustainability partners.

Action needed from Board

- No action - FYI



#### **4. Matters Arising for Risk Management**

##### **a. N/A**

##### Action needed from Board

- No action - FYI

### **Associate Head for Finance and Operations Report**

#### **1. Budget**

##### **a. Projected end current FY with key drivers and variances**

- We anticipate ending the fiscal year with a small surplus, less than \$100k. This is just a prediction. It will be hard to know where we finish the school year until we have all of the credit card receipts from May, the final count for advancement fundraising, the final billing for student receivables, and all expenses related to the evacuation - including, potentially, several hundred thousand dollars in insurance deductibles. These drivers and variances will



not be available until early-to-mid June, when the school has the opportunity to close the fiscal year in its entirety.

- b. Preliminary budget fiscal year, with increase year over year drivers
  - ii. After 3 working sessions with the finance committee from April through May, the finance committee endorsed a budget for Board approval. With new admissions projections on net tuition revenue as of early May, the budget anticipates an \$55k surplus, taking into account \$3.4M collected from families and NC's, a \$250k cash carryover from previous surpluses, a reduction in CapEx to \$500k, and a 4%/5% raise (4% for salaries \$50k and above and 5% for salaries below \$50k).
  - iii. Audit Preview: The audit remains unfinished due to missing entries in many areas for the year under audit. Dr. Mora will discuss the Audit in the Executive Session.

#### Action needed from Board

- Approve the FYE 2023 budget.

#### **2. Endowment performance and value:**

- a. As of March 31, the UWC-USA endowment value was \$142M, down 4.7% on the quarter. Since March 31, 2022, global equity markets have fallen further, and the value of the portfolio at mid-May (as of this writing) was \$129.6M, down 12.8%.

#### **3. Davis Forever Fund**

- a. Value: As of April 29, 2022, the value of the Forever Fund/Dare to Dream was \$246M. At the time this report was written on 5/16/22, the value was \$236M.
- b. Disbursements: The Forever Fund distributed \$5M in February 2021, and \$7.5M in the 2021-2022 school year, which consisted of a \$5M disbursement in December 2021 and a \$2.5M disbursement in May 2022.

#### **4. Operations**

- a. Capex end current FY, with key drivers and variances
  - i. CapEx for 'FYE2022 had a budget of \$650k. After projects were completed, the actual expenditures at the time this report was written were closer to \$750k, an overage of \$100k.
  - ii. Key drivers for the variances can be attributed to two major projects; the library retaining wall and cleaning one of the drains beneath the basement. The retaining wall surface and railing still need to be completed. Those will likely be billed to next fiscal year and are budgeted.
- b. Preliminary CapEx for next year
  - i. In order to make the budget work, one financial lever the school has at its disposal is the CapEx budget. Due to budget constraints in the upcoming year, the CapEx budget was reduced from \$650k to \$500k, a 23% reduction. The signature project of the '22-'23 CapEx budget will be remodeling the Atrium bathrooms in Kluge, which could cost anywhere between \$125k-\$200k. This project was originally planned for summer 2022. It's uncertain whether this



project will occur this summer considering the smoke cleanup and the potential for UWC-USA to become an evacuation center this summer.

Action needed from Board

- No action - FYI

**5. Matters arising for risk management**

- a. Obviously, wildfire risk has become the most pointed risk management issue to the school as the UWC faculty, staff, and students evacuated to Highlands on Friday, April 29 and then to Glorieta Adventure camps on Saturday, April 30 due to the Calf Canyon/Hermit's Peak fire (largest in New Mexico history) and stayed there for three weeks.

Action needed from Board

- No action - FYI

**6. Final Report Strategic priorities**

- a. Strategic priorities that showed progress in the 2021-2022 school year were:
  - i. *Employee Life Cycle*: Several drafts of the employee life-cycle were written, edited, and crafted. The document is not complete, but a better understanding of its use and place has been understood. Within the employee life cycle, job descriptions have been updated, the LOA paperwork has been professionalized, and a school-wide employee evaluation program has been partially implemented. Several departments have been unable to keep up with the evaluation timeline, but progress has been made and there is more work to do.
  - ii. *Resource Allocation Model (RAM)*: progress was made on the RAM. The president can hand off the current draft to the next CFOO for completion.
  - iii. *Zone Management*: Custodial and facilities staff were assigned areas, students improved on taking responsibility for dorm cleanliness in dayrooms, and during inclement weather employees and students took responsibility for their areas.
  - iv. *Sustainability & Resilience*: In the 2021-2022 school year we were able to reorganize the staffing structure to hire a highly qualified Manager of Sustainability and safety named Katrin Scholz-Barth. Katrin started in January 2022 and has started working on the 4A suite of strategic initiatives, of which there are 11 total.

Action needed from Board

- No action - FYI

**7. Final Report annual priorities**

- a. Many of the annual priorities that were emphasized to the CFOO related to the Strategic Plan. Progress on those major, high-level areas can be seen above.



- b. The Audit has yet to be completed. Additional staffing in the business office should help us avoid the late audit situation in the future.

Action needed from Board

- No action - FYI



## Advancement Report

### 1. Overview end of year

- As of May 24, 2022, the Annual Fund totaled \$1,825,000 in cash and pledges toward the Davis Family Challenge Grant.
- Ongoing alumni outreach, communications with past donors, and commitments made by a number of major donors give us confidence that the Davis Family Challenge will be met and exceeded for the fifth consecutive (and final) year. This figure is exclusive of additional gifts from the Davis Family. With the loss of revenue from the cancellation of our partnership this summer with the Trial Lawyers College (\$145,000), we anticipate that we will achieve between \$2.1 – 2.3 million for our annual fund (cash and in-kind gifts) on a budget of \$2,315,250.
- With one week remaining, we are short of our goal of 100% board participation. To date 19 of 23 board members have supported the annual fund.
- Going into the final month of the fiscal year, alumni engagement related to the fires threatening campus has been very high. Based on this, we anticipate alumni participation in the annual fund to meet or exceed the 28-30% participation rate we have seen in the last few years.
- This year, 49% of current students contributed to the Annual Fund. In addition, 85% of second-years have pledged to make a financial contribution for the next four years as part of their generational commitment. Employee participation in the Annual Fund stands at 54%.
- The past two months have seen tremendous exposure for the school with thousands of press mentions. A list of some of the highlights of that coverage may be found in the last appendix.

#### Action needed from Board

- Full board participation in support of the annual fund at leadership level.
- Date for special board workshop to discuss its role in comprehensive campaign (proposed by Advancement Committee)
- Introduce potential new donors to the school, strategic partners and/or involvement in stewarding and solicitation of current donors.

### 2. Alumni Relations

- Alumni engagement activities, such as the Distinguished Alumni Speaker Series, are focused on maintaining connection to UWC-USA that encourages giving as well as providing highlights of alumni success post-UWC for non-alumni, prospective students, parents, etc.



- Alumni engagement is also focused on identifying and cultivating support for the school, especially in light of the comprehensive campaign.
- Alumni in Residence: Two alumni are expected to be on campus this fall. Efforts to recruit alumni volunteers to support the Wilderness Program will likely be put on hold until after the New Year due to the wildfires.
- 2022 Reunions – are still planned pending the readiness of the campus to host the event. Nearly 150 alumni took advantage of early bird registrations. There is renewed interest to come back and help after the fires. We are now expecting an increase in new registrations. Community service engagements are now being planned for the reunions.
- The role of the Class Agent is being absorbed by Class Representative (Annual Fund Volunteer) at the request of current Class Reps to focus on stewardship as well as direct solicitation of gifts. Recruiting is ongoing to create teams of 2-3 class representatives to provide support and continuity of this effort.
- The wildfire has created a sense of motivation and urgency, as expressed by alumni. The concept of losing the campus engaged their emotional connection to place.

Action needed from Board

- No action - FYI

**3. Final Report strategic priorities for past year: Campaign Report during session**

Action needed from Board

- No action - FYI

**4. Final Report annual priorities for past year**

- Continued development of the annual fundraising strategy to help close the structural deficit by 2022 was hampered by the loss of revenue due to the fires. Significant opportunities, especially for grant-seeking remain, but will likely be realized in subsequent fiscal years.
- The fundraising strategy for the comprehensive campaign was advanced significantly with the addition of [Sebastien de Halleux '96](#) and [Carla Pinyero Sublett](#) as co-chairs. The emerging leadership of the committee reflects two major objectives of the campaign – to seek alumni leadership in giving and to expand the network of support for UWC-USA. There is significant momentum building despite the considerable challenges faced in recent months to operations and the demands that have been made on staff time. Key decisions by the board will help shape the contours – and priorities – of the campaign going forward.
- Despite a very tight budget in FYE 2023 the campaign will likely need additional investments into staffing, including the additional of a director of development to



manage the annual fund in order to prioritize time devoted by the Chief Advancement Officer in support of the campaign committee, Board and President.

- The elaboration of the Board of Trustees' role in annual and capital fundraising efforts was delayed and needs to be addressed in Q3 or Q4 of 2022.

Action needed from Board

- No action - FYI