



**Meeting of the  
Board of Trustees**

**Oct. 7 & 8, 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  
October 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 on Friday, October 7, & Saturday, Oct. 8, 2022 on the UWC-USA Campus, Montezuma, New Mexico.



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**President**

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Bartos Institute Overview

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**BOARD WEEKEND SCHEDULE OF  
EVENTS Oct. 7 & 8, 2022**

**Friday Oct. 7, 2022**

- 12:00 - 1:30 Lunch with students in the dining hall
- 1:30 - 4:00 Session I: General Meeting (Castle Boardroom)
- 4:00 - 5:30 Session II: Field Trip (Field and Castle Boardroom)
- 5:45 - 7:15 Dinner (Dining Hall, with faculty and students)
- 7:30 - 9:00 Reception: Board (President's Home)

**Saturday Oct. 8, 2022**

- 7:30 - 8:30 Breakfast (Castle Boardroom)
- 8:45 - 10:30 Session III: Castle 1st Floor Trip (Castle and Castle Boardroom)
- 10:45 - 12:30 Session IV: Reservoir Trip (Reservoir and Castle Boardroom)
- 12:30 - 2:00 Lunch (Castle)
- 2:00 - 4:00 Session V: Discussion, Financing for Field, Castle, Reservoir (Castle Boardroom)
- 4:15 - 6:30 Session VI: Executive Session (Castle Boardroom)
- 7:00 - 8:30 Cocktails and hors d'oeuvres for trustees, SLT (President's Home)

**Sunday Oct. 9, 2022**

- 10:00 - 12:00 Brunch (Dining Hall; optional)



**UWC-USA Friday, Saturday, & Sunday October 7-8-9, 2022  
Board Meeting Agenda**

**Friday Oct. 7**

1:30 - 4:30 Session I:  
Chair Opening: *“Thoughts from Incoming Chair”*  
President’s Report, Committee Reports and Board Business

**Attendees** Board Members, SLT, and Committee Members by Zoom

**Committee Reports (staff available to help as required by committee chairs)**

Education/ Marisa, Marybeth

Finance / John

Investment / Michael

Audit and Risk / Marc, Victoria

Facilities / Eivind

Advancement /Melanie

Capital Campaign / Sebastian , Carla

Governance / Subitha

4:45 - 5:30 Session II: Field Trip (Field and Castle Boardroom)

**Saturday Oct. 8**

8:45 -10:30 Session III: Castle 1st Floor Trip (Castle and Castle Boardroom)

10:45 -12:30 Session IV: Reservoir Trip (Reservoir and Castle Boardroom)

12:30-2:00 Lunch & check emails

- 2:00 - 4:45 Session V: Discussion, Financing for Field, Castle, Reservoir (Castle Boardroom )
- 4:45 - 6:00 Session VI: Executive Session (Castle Boardroom)

**Minutes of The Armand Hammer United World College  
of the American West (UWC-USA)  
Board of Trustees Meeting,  
June 3 and 4, 2022**

A meeting of the Board of Trustees of the Armand Hammer United World College of the American West ('UWC-USA') was held at the offices of Morgan, Lewis & Bockius LLP, 101 Park Avenue, New York, New York, with two sessions, the first beginning at 1:00 pm Eastern Time on June 3rd and the second beginning at 8:00 am Eastern Time on June 4th, 2022.

Attachments:

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

Steve Dichter presided as Chair.

\* \* \*

On Friday, June 3rd, the first session began at 1:00 pm, Eastern Time.

Trustees present and constituting a quorum were:

Allan Affeldt\*  
Peter Alderman (AC '91)  
Marc Blum\*  
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\*  
Victoria Mora, President  
John Morris ('85)  
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\*  
Eivind Djupedal\*  
Yvonne Gallegos\*  
Taylor Gantt\*  
Rodolfo Gil ('93)\*  
Sebastian de Halleux ('96)\*  
Mark Hodde ('89)  
Aditya Joshi ('91)  
Rebecca Lloyd ('86)\*  
Alexis Mamaux\*  
Luis Ottley  
Naomi Swinton ('89)\*

\* attended via Zoom

Steve Dichter provided a brief introduction to new participants, welcoming Luis Ottley, a new member of the Education Committee and Aditya Joshi, on the investment Committee, along with Eivind Djupedal and Rodolfo Gil, participating remotely via Zoom. Outlining the general plan for the two day meeting, Steve Dichter explained that the first day would be for standard President and Committee reporting with the second day to address some of the more fundamental strategic issues.

**John Morris moved to approve the minutes and agenda; Marybeth Kravets seconded the motion and it was approved without objection.**

Steve Dichter prefaced the President's report, noting the challenges of the past two years; the UWC model is challenging, and the blows struck by Covid and forest fire put significant pressure on meetings, relationships and operations. Given these hardships, Steve Dichter noted that Board alignment is more important than ever.

President Mora then delivered the President's report, beginning by noting the paramount importance of sustainability. When the UWC movement began, peace was the priority mission, but the events of the past year have reinforced the need for sustainability at all levels—environmental sustainability, campus sustainability and personal sustainability. After six years of increasing crisis, President Mora

observed that the Board must recognize the seriousness of running UWC USA under the conditions of the prior few years, not all of which will improve.

Significant discussion among the Board ensued. Ben Jones recognized and thanked the SLT for its hard work and significant accomplishments and questioned whether prior decisions required reconsideration, such as campus location and guiding strategy. Aditya Joshi noted the need to consider what has changed, referencing burn-out and increasing competitive environment for talent. Discussion continued regarding smoke damage and insurance coverage, escalating insurance costs, faculty and staff concerns, displacement and exhaustion.

President Mora described the evacuation and relocation to Glorieta during the forest fire. The relocation site was successful—the students adjusted quickly, utilized the library and other facilities and the layout provided increased opportunity for student-teacher interaction. President Mora commended students, faculty and staff for an extraordinary exercise in and demonstration of resilience. Subsequent discussion among the Board considered what effort could be made to demonstrate gratitude to the local community, firefighters and Glorieta. Discussion also focused on potential impact on IB scores and possible accommodation for adverse circumstances.

Education Committee: Marybeth Kravets introduced the Education Committee report, noting that the current meeting was focused on experiential education. Naomi Swinton discussed the development of appropriate dashboards to measure experiential education performance. Students score in a 3 point range for experiential education in eight different categories, and scores are available but not yet contextualized or analyzed. All UWCs use the same metric, but criteria may vary among the schools. In general discussion it was agreed that a uniform benchmarking system across the UWCs would be helpful, and President Mora noted that coordination could increase with a new UWC international committee on education.

President Mora also provided an update with respect to the Associate Head of School. Todd Austin commenced the role on June 1, 2022, and President Mora is looking to fill the role permanently in the fall of 2023. The new role will also permit Alexis Mamaux and Naomi Swinton to leave the SLT and devote more time to their primary responsibilities while also providing President Mora increased capacity. The Board enthusiastically affirmed this change.

Finance Committee: John Morris delivered the report of the Finance Committee, beginning by observing that the Davis Challenge Grant was not being renewed and consequently he projected a deficit in future years. John Morris further noted that much of the budget was non-discretionary, and the endowment was sensitive to equity markets. The 2023 deficit would be offset from prior surplus and deferring maintenance expenses. The current situation raised questions for the Board to consider regarding budgetary goals and John Morris queried whether the Board sought balanced budgets or was tolerant of continued deficit spending, and in what magnitude, noting the link between spending and programmatic excellence desired.

Taylor Gantt walked through the specifics of the upcoming budget, expecting a surplus of \$50,000 to \$100,000 in the current fiscal year.

Discussion continued among the board, with several Board members expressing concern about continued pressure on the SLT, along with the need to maintain, or even enhance spending, into the capital campaign to demonstrate continued achievement and educational excellence. Several also spoke about possible revenue growth, with increased tuition and possibly a modification to the mix of students. President Mora commented that the end of the Davis Grant program had been expected and that next year's budget will include a 4.5% increase in tuition payments, above prior trends but below inflation. She observed that given we do not control our admissions in any conventional way, we will have to see how the market (especially NCs) responds to the increase.

**Michael Taylor moved to approve the FYE 2023 Budget; Subitha Subramanian seconded and it was unanimously approved by all present.**

John Morris thanked Taylor Gantt for his service to UWC USA, noting he had done a great job, a sentiment shared by other Board members.

Investment Committee: Christian Janssen delivered the report of the Investment Committee, beginning by noting that Michael Taylor had done a good job improving measurement and data collection. Christian Janssen continued that the committee was now focused on improving analytics. Specifically, tasks for the committee involve evaluating whether both UBS and ASC are needed for reporting and data collection, completing the divestiture of the Davis funds and considering ESG in the investment mandated. Christian Janssen observed that the committee was also reviewing governance principles. Brief discussion ensued regarding the appropriate percentage for endowment draw and it was agreed to continue the current program but review in future.

Audit Committee: Taylor Gantt noted that the audit remained incomplete but should be finished shortly, at which point the Audit Committee and Board could complete a review.

Facilities Committee: Taylor Gantt then delivered a report on facilities. \$750,000 was spent on repairs in the prior year, and work was now continuing on smoke damage remediation, but the damage had not been extensive. Land purchases previously discussed had also now closed.

Capital Campaign: Sebastian de Halleux delivered a report on the capital campaign, providing an overview which he likened to building the plane and flying it at the same time. The rationale for the campaign centered on the need to improve facilities, increase the endowment for both students and staff and sustainability initiatives. Needs, and campaign target, amounted to \$100 million. \$50 million was targeted for the initial quiet phase and the balance in the ensuing public period.

Campaign co-chairs are Sebastian de Halleux and Patricia Bandeira Vieira, with active involvement from Victoria Mora, Melanie Weston, Mark Hodde, Aly Kassam-Remtulla, and Ben Jones.

The Capital Campaign was expected to occur over four years, two for the quiet phase and two for the public, with a three year implementation period concurrent with the public phase. The fundraising will emphasize the UWC mission, Strategic Plan and Master Plan in a comprehensive campaign. Tactics involve targeting alumni gifts, trustees, parents and friends, 'super-donor' matches, new donors and partnerships with mission-aligned organizations. A new database was being developed to manage the campaign, now holding 147 targets, with one confirmed gift and six positive verbal indications.

Next steps involve building the team and developing a donor-focused story. 100% Board participation will be required as well as alignment on a plan and budget for the campaign.

In the subsequent discussion, the Board expressed enthusiasm, with Steve Dichter noting that the Board was optimistic, engaged and action-oriented.

Conclusion: In closing the Board session, President Mora thanked Taylor Gantt for his service and also Naomi Swinton and Alexis Mamaux for their contributions to the SLT.

Following an executive session, the meeting concluded at approximately 6:35 pm Eastern Time.

\* \* \* \* \*

On Saturday, June 4th, the second session began at 9:00 am, Eastern Time.

Trustees present and constituting a quorum were:

- Allan Affeldt\*
- Peter Alderman (AC '91)
- Marc Blum\*
- Klaus Desmet ('88)\*
- Steve Dichter, Chair
- Manolo Espinosa ('87)\*
- Dominic Garcia\*
- Thomas Hassan
- Christian Jannsen ('88)
- Ben Jones (AC '91)

Aly Kassam-Remtulla ('94)  
Preeti Khandelwal (AC '84)  
Marybeth Kravets\*  
Marisa Leon ('87)\*  
Victoria Mora, President  
John Morris ('85)\*  
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  
Eivind Djupedal\*  
Mark Hodde ('89)  
Aditya Joshi ('91)

\* attended via Zoom

Steve Dichter opened the meeting, and requested thoughts on the prior day's session from the Trustees. Christian Jannsen began by questioning whether the budget was too cautious, and should spending be increased to improve staffing levels and support, creating positive energy. There was significant discussion on this point, with general support but some Trustees also noting the need for fiscal prudence, given uncertainties in the economy.

Steve Dichter then discussed the agenda for the day, hoping for significant dialogue among the Trustees, focusing on strategic thinking, and developing alignment on the Board. The Board discussed the goals for the day, and the difference between good strategy and bad strategy utilizing Rumelt's framework. Steve Dichter concluded the introduction by reviewing efforts to Strengthen the Foundation and now moving to Innovate for Impact, a process more dependent on the Board and with less certainty of outcome.

Strategic Plan: Ben Jones introduced the discussion, to focus on five strategic goals and the role of the Board in the process. Todd Austin then provided an update on the 20 Strengthening the Foundation initiatives, noting 30% complete, 60% in process and 10% yet to commence. The Strengthening the Foundation initiative will be extended through the 2023-24 fiscal year, given delays caused by the pandemic and CFO turnover. Todd Austin will lead the process, while President Mora will focus on

advancement. The Board discussed the Strengthening the Foundation initiative, noting progress to date and the role of education.

Ben Jones then turned to the Strategic Plan, contextualizing the effort as part of a cultural turnaround, engaging faculty and staff in recognizing and solving problems, creating alignment on campus. Ben Jones identified a number of challenges for the Board as part of the diagnosis including lack of differentiation, small number of students, financial limitations, along with external challenges such as inequality, political polarization and environment. The Strategic Plan aspires to address what to do and how to do it, with future discussions to focus on scholarships, master plan and new programming. In reviewing progress to date, Ben Jones summarized the five poles of action—people (students), program, personnel, place and funding.

The Board discussion that followed addressed potential costs of the Strategic Plan, and the need for clear goals and flexibility in providing options to coordinate with interests of donors.

Finance, Location and Governance: Following a break for lunch, Steve Dichter began with a discussion of finances. UWC-USA has already had a \$2 million structural deficit, recently covered by the Davis Challenge gift. Termination of this gift had been expected, and the Covid pandemic delayed the commencement of a capital campaign to address the anticipated shortfall. Steve Dichter then discussed the endowment allocations and the Forever Fund, which supports Dare to Dream scholarships across the UWC movement, along with the Davis scholarships and the 5% endowment draw. In summary, the available sources of funds provided little flexibility.

Subsequent discussion among the Board focused on the available levers of tuition, number of fee-paying students and endowment draws. The general consensus among the Board was (i) the need to be ambitious in both the capital campaign and the strategic plan, (ii) a practical, targeted budget was required, even if such budget resulted in deficit spending for the next several years and (iii) a budget process and proposal should be developed shortly following the current meeting.

President Mora introduced a discussion on location. She began by noting the challenges of Montezuma, and concerns that efforts to realize the institution's full potential could be hindered by a number of factors including the high staff turnover, fire risk, water restrictions. The Board focused on these concerns and also the difficulties involved in relocation as well as other benefits of the current location, including service opportunities and access to wilderness experiential education opportunities. After lengthy discussion, it was agreed that the location must be confirmed in conjunction with the commencement of the capital campaign and no alternatives were readily available.

Finally, Subitha Subramanian reported on Governance.

The Governance Committee nominated Fred Nathan, Eivind Djupedal and Aditya Joshi to the Board. **Aly Kassam-Remtulla moved that the Board approve these nominations; Steve Dichter seconded the motion and it was unanimously approved by all present.**

The Governance Committee then advanced the renewal of Klaus Desmet and Peter Alderman for three-year terms and Marybeth Kravets, Melanie Weston, Marc Blum, Jonathan Schneider, Ben Jones, Marisa Leon and Subitha Subramanian for additional one-year terms as committee chairs. **Michael Taylor moved that the Board approve these extensions; Aly Kassam-Remtulla seconded the motion and it was unanimously approved by all present.**

Manolol Espinosa delivered a farewell presentation, providing advice to the remaining Board members, noting the need to function as a working board, celebrate and lean-in to the UWC movement, develop best practices and continuous improvement.

President Mora concluded by noting the Board was more aligned than previous boards. She was concerned about the challenges of a New Mexico location but excited for the prospects of the Strategic Plan and Capital Campaign.

Following an executive session, the meeting concluded at approximately 6:15 pm Eastern Time.

Peter Alderman  
Secretary of the Meeting

## President's Executive Summary

### I. Overview start of school year

Since our last board meeting, the summer and start of the year have been marked by challenges, largely a function of the aftermath of the largest wildfire in New Mexico recorded history. The school was thankfully spared fire damage. Smoke remediation, however, was required in every building. This meant working with 7 different insurers given our inability to secure a single insurer after our fire evacuation (one day!) in 2021. We are braced for the possibility that we will become uninsurable in the year to come, though we were spared being dropped immediately thanks to a declaration by Michelle Lujan Grisham, Governor of New Mexico. I will be asking the Audit and Risk Committee of the board to help us sort through our insurance options in anticipation of this challenge. The summer also included repeated flooding at our Agroecology Research Center (The Farm) due to a heavy monsoon season. Our facilities staff, along with our farm manager, were left to mitigate the flooding all summer through heroic efforts. Along with the monsoon came contamination of the watershed from burn scar debris, damaged diversion channels, and ultimately compromised reservoirs. This resulted in a water shortage for the Las Vegas water system, from which UWC-USA draws its water. The water shortage put Las Vegas and the surrounding area in Stage 7 water restrictions, with businesses—including UWC-USA—being asked to reduce water use by 10%. While the imminent crisis has been averted, the SLT and our facilities team is now focused on the campus reservoir and distribution system. Our challenge is made more complex by the fact that we essentially act as a utility, supplying water to a number of residents unaffiliated with UWC-USA west and east of the campus. Getting our arms around water usage has taxed an understaffed facilities team. We already know that investment will be necessary, including for metering and testing for leaks at the reservoir and in our distribution system. Staffing the work will also be on the table. We are currently exploring possible help from the city and state, as well as federal grants that may be available to cover our costs. In addition, we are seizing the moment with our students and staff to work on conservation efforts. Our new sustainability manager has resilience firmly in her sights as part of the work going forward.

Alongside the challenges we have faced, the school year started with a good deal of change. Since June 1<sup>st</sup>, we have experienced 14% staff turnover, including the departures of the CFOO, our IT director and network administrator, several teachers, facilities workers, and security guards. This attrition early in the fiscal year puts us on track for even higher staff turnover than we have experienced over the last several years—something we are assessing. Anecdotally, we know that the stresses of the last couple of years, plus more lucrative opportunities due to the “great resignation”, played a role. Still, our pattern of attrition has continued to remain high over several years and we will be looking for ways to improve even as we engage in a new salary market study following the one we did five years ago.

Todd Austin assumed the role of Interim Associate Head of School and along with leadership from across the school worked tirelessly to bring forward several programs and systems to continue to strengthen our foundation as part of the new school year start; programs and systems are detailed in the Interim Associate Head report. We have identified and contracted Kimi Jackson '92, new Associate Head for Finance and Operations, who will start October 3,

2022. Her direct reports, who participated in the interview process for the three finalists brought to campus, are excited about her appointment as is the SLT. Kimi has already found a home in Las Vegas and her resume can be found [here](#). Our new IT Director, Bo Sanchez, is bringing energetic leadership and a keen eye to our IT needs and approach. His resume is linked [here](#). It has been my privilege to work with a number of our AHFO's direct reports and I am grateful to Todd for those he has supervised during this period. All members of the team stepped up under challenging circumstances. Kimi will be received by a solid team ready to take their departments to the next level.

With all of our challenges, and a good deal of change, the year has also begun with exuberance and a healthy dose of gratitude and optimism. The new orientation was well-received by new faculty and staff as well as students. Our Matriculation Ceremony was filled with joy at receiving the first years and the second years acknowledge a special sense of responsibility to make it a great year given their close encounter with the fires. After two years, our Welcome Ceremony, complete with second years carrying their country flags and all students decked out in their national costumes, was resumed in the fall and in our beautiful dining hall. To say it was joyful would be an understatement. While employee attrition is worrisome and something we are looking at more carefully, it is important, too, to acknowledge the tremendous "lift" of those who have stayed, coping as they have with one challenge after another. They have been more than troopers, demonstrating resilience, a can-do spirit, and generosity as we have struggled through staff shortages. I am grateful. And proud.

## II. Overview strategic priorities current year

As we look to Phase I strategy this year, the challenge will be to continue moving forward without Todd's dedicated stewardship. SLT members, including Todd in his interim role, will now be responsible for moving the foundational work along with their teams. With Kimi focused on learning her new role, and Mark focused on the campaign, we know the work will be slow. We will prioritize very few but important things and focus our efforts there. For Kimi, the budget modeling we need in order to address our projected structural deficit will be paramount, along with the Resource Allocation model that we need to inform our budgeting going forward. In addition, as part of our work on employee attrition, she and I will work closely with our HR director to make progress on our Employee Lifecycle Plan. For Mark, the campaign will continue to be front and center and will require staffing up and campaign-related expenditures. For Todd, the development of a rationalized understanding and approach to our programming will be the first step in determining how to address the board's concerns regarding IB scores. What we want out of the total UWC-USA basecamp experience will determine how we understand and prioritize scores, which in turn will determine how we understand and prioritize our admissions goals, staffing, and programming. We see this as a tremendous opportunity to gain clarity, which in turn will impact our recruiting, hiring, and hopefully retention—all connected to our Phase II strategy.

Phase II strategy will straddle planning and execution, with a focus on planning program opportunities for innovation, completing the Master Plan update to inform the campaign, and lining up our first \$10,000,000.00 for the campaign. We have decided to pivot away from engaging board members in the refinement of individual initiatives; rather, we do this

refinement internally and share our work with the Board for its feedback. Todd's interim role is especially helpful with regard to programming innovation as he has worked closely with me and with the board to develop the vision that will take us forward. As the work now is to engage our school community in filling out the vision developed jointly with the board, we will have to determine a new way of working with the board strategy committee going forward.

### III. Overview annual priorities for current year

Some of the priorities that will occupy my attention this year are included above, others follow from the new organizational structure, and others are meant to help establish a sense of momentum for the community and the campaign. They are:

- A. Onboarding Associate Head for Finance and Ops
- B. Selection and transition of Associate Head of School
- C. Addressing the structural deficit and presenting a viable model for the next 5 years in collaboration with Associate Head for Finance and Operations and the Finance Committee of the Board
- D. Completing an Employee Lifecycle plan to improve employee experience and performance and address attrition in collaboration with Associate Head for Finance and Operations
- E. Raise first \$10,000,000.00 for Campaign in collaboration with Associate Head for Advancement and the Campaign Committee
- F. Rationalize programming and plan for innovation in collaboration with Associate Head of School and the school community
- G. Plan and execute on a visibility- and reputation-building campaign in collaboration with Associate Head for Advancement
- H. Develop Institutional Risk Management Dashboard with Board Audit and Risk Committee and coordinate work of campus Risk Management Committee
- I. Plan for and work with the board on funding high impact capital projects. Please see proposed projects [here](#).
- J. Prepare to host Fall 2023 international governance meetings in New Mexico

Regarding this last priority, we will use the board meeting to explore three areas for investment:

- Renovation of the first floor of the castle in order to consolidate school administration and to take the first step in our identified Master Plan sequencing to begin to transform the campus
- Revamping our water infrastructure, to include passive and active water capture and development of appropriate infrastructure to do so
- Redesign of the field to become a living landscape expressing our mission commitment to peace and sustainability, thereby minimizing our carbon footprint and becoming a resource for our students and the local community

Each of the above will be high visibility, high impact projects that will inspire our community and propel the campaign.

*Action needed from Board*

- Approval of extraordinary expenditure on key capital projects and support in determining funding to take it forward

## Interim Associate Head of School Report

- I. Transition: On June 1 Todd formally transitioned into the Interim Associate Head of School role. Previously, he had served as the Special Assistant to the President for Strategic Planning. Todd started at UWC-USA in October 2019.
- II. Educational Division Leadership
  - A. Summer Preparation - Foundational priorities (Phase I)
    1. Reorganizing the educational division
      - a) The Interim Associate Head of School leads a division that includes the Director of Admissions, Dean of Academics, Dean of Students, Director of College Counseling and Registrar—the school’s Educational Leadership Team (ELT);
      - b) Previously, the two deans reported to the President while the Director of College Counseling and Registrar reported to the Dean of Academics;
      - c) We completed this reorganization in the summer.
    2. Finalizing a new weekly timetable
      - a) In the spring, the President asked the appointed Interim Associate Head to take the lead on this effort, which had begun with the Deans in the winter. The Interim Associate worked with the Deans and faculty to establish the new timetable.
    3. Revamping our student advisory plan:
      - a) After last year, Advisory was in need of some rethinking and further development. We prioritized this work in the summer and have taken the following steps:
        - (1) We created separate First Year (FY) and Second Year (SY) advisory groups instead of having mixed advisory groups;
        - (2) We further clarified the purpose of advisory, the overarching goals of the two-year advisory plan, and the specific aims of the FY and SY plans
    4. Reenergizing major assemblies
      - a) All major assemblies (i.e., Student Forum, Special School Assemblies, All Employee Meetings, and major Professional Development sessions) now rotate through a dedicated Thursday mid-morning block rather than happening in the 8am or 4pm hours.
    5. Integrating New Mexico Studies and experiential education
      - a) This summer we took advantage of a 2021-22 proposal by our Student Life Curriculum Director, a staffing gap and an opportunity in our timetable to integrate the delivery of the NM Studies curriculum with our placed-based Experiential Education programming (i.e., Arts and Culture, Constructive Engagement of Conflict, Sustainability, Wilderness).
    6. Making Time for Class Meetings
      - a) Last period of the class day on Mondays is now reserved for Class Meetings. These meetings allow us to more smoothly schedule the important work that happens outside of our IB classes and ExEds–IBDP Support, Capstone Course, College Counseling and Expeditionary Learning Prep.

- B. Fall Semester
  - 1. Foundational priorities (Phase I)
    - a) Build the “interim” Educational Leadership Team
    - b) Recommend to the President adjustments or refinements to the administrative structure of the Educational Division
    - c) Address equity concerns among faculty prior to budget and hiring cycles for the 2023-24 school year
- C. Spring Semester
  - 1. Foundational priorities (Phase I)
    - a) Recommend to the President a resolution to organizational/ programmatic concerns in Experiential Education and Residential Life
    - b) Complete year one review of the new timetable

### III. Impact for Innovation (Phase II) Idea Development

- A. Fall Semester
  - 1. Complete the initial development of *Idea 2.2 Leadership competencies*
    - a) Consider feedback from students, faculty and board
    - b) Hand off one-pager to the Campaign Committee
  - 2. Complete the initial development of *Idea 1.2 New student prep/support program*
    - a) Consider feedback from students, faculty and board
    - b) Hand off one-pager to the Campaign Committee
- B. Spring Semester
  - 1. Complete the initial development of *Idea 3.2 Fellows program*
    - a) Consider feedback from students, faculty and board
    - b) Hand off one-pager to the Campaign Committee
  - 2. Complete the initial development of *Idea 2.1 Model for learning expeditions*
    - a) Consider feedback from students, faculty and board
    - b) Hand off one-pager to the Campaign Committee
  - 3. Complete the initial development of *Idea 2.3: Cross-curricular teams*
    - a) Consider feedback from students, faculty and board
    - b) Hand off one-pager to the Campaign Committee

### IV. Master Plan Support

- A. Integration of Master Plan, Landscape Plan and Sustainability Plan

#### Action needed from Board

- No action at this time - FYI

## Interim Head of School Report - Admissions

- I. Current UWC-USA Fall Entry Class profile
  - A. The Class of 2024 (Entry 2022) consists of 114 students, representing 61 countries (depending on how students self-identify.) Enrollment goal was 110.
    1. National Committees (abroad): We admitted 78 international students through National Committees.
    2. Global Selection Program (GSP): We admitted 11 GSP students, and matriculated all of them. They represent the US, Belgium, Canada, Denmark, Hong Kong, Luxembourg, the Netherlands, Uganda and Vietnam.
    3. U.S. Selection Committee (Davis Scholars): We admitted 25 U.S. Davis Scholars (see details below.) This group represents significant diversity.
  - B. 111 of these 114 students arrived by the end of the first week of September, three are delayed for visa and health issues.
- II. U.S. Selection Committee and UWC-USA Collaboration
  - A. The U.S. Selection Committee received 201 completed applications this year.
  - B. UWC-USA: We continue the practice of awarding 25 U.S. Davis Scholar \$25,000 toward the cost of tuition/room and board to attend UWC-USA and up to 2 students to attend 15 of the 17 UWCs abroad.
    1. 15 of the 25 Davis Scholars admitted to UWC-USA (60%) received additional needs-based funding beyond the \$25,000 scholarship. The average amount of additional aid given was \$15,840;
    2. 10 of the 25 (40%) received no need-based financial aid, and contributed \$17,450 per student;
    3. Overall these 25 new U.S. Davis Scholars generated \$198,650 in tuition revenue.
  - C. Other UWC Schools: We continue the practice of awarding up to 2 Davis Scholars \$25,000 toward the cost of tuition/room and board to attend other UWCs abroad. This year 34 Davis Scholars accepted offers from other UWCs.
    1. UWC Changshu was not able to receive U.S. students this entry period as per Chinese national mandate; UWC SEA made no offers; UWC ISAK was only able to fund one offer;
    2. Consequently, we nominated an additional U.S. Davis Scholar to UWC Costa Rica, to UWC East Africa, UWC Maastricht, UWC Mahindra, and UWC Mostar. The third nomination to UWCM withdrew and remained unfilled per Maastricht's request.
  - D. Other arrangements:
    1. We nominated an additional 15 U.S. students from the U.S. Selection Committee waitlist to schools who made unfunded or partially funded offers. These students are not U.S. Davis Scholars and receive no financial support from the Davis fund or UWC-USA.
    2. We nominated one additional U.S. student from the U.S. Selection Committee waitlist to EMIS (Eastern Mediterranean International School) in Israel, as part of a special partnership between the IO and EMIS. That student also received no funding from UWC.
  - E. We continue to assess the financial need of U.S. students with School and Student Services (SSS), an independent organization that supports most NAIS independent schools.

- III. Offers/focus for next fall entering class
- A. Our initial offers for next year will be submitted in October and will represent the kind of diversity we always strive for.
  - B. Our offers for entry 2023 will be approximately 125 offers for 110 places. This breaks down to 80 offers to NCs for 65 places, 20 GSP offers, the 25 U.S. Davis scholars, and an additional 5 non-Davis US students who can pay full or partial fees. We have the ability to and routinely make adjustments throughout the admissions cycle, based on individual NCs, quality of the applicants, sources of revenue, and emerging needs.
- IV. Strategic Priorities for current year
- A. As we strive to bring to our campus mission-driven people and people who represent the real diversity of our world, we are making access to students from underrepresented backgrounds a priority. One way we have made small inroads on this priority is to recruit people of color for the U.S. Selection Committee again. This year, we added four new members: two African-American men, and two Asian-American women.
- V. Annual priorities for current year
- A. Marketing continues to be important, as our priority is to expand the reach of UWC to appeal to a wider number of students and to increase the number of U.S. applicants. Jan Buchanan and Carl-Martin Nelson, under the leadership of Mark Hodde, have provided superb guidance and support in this area:
    1. Our investment in advertising placed on Instagram, Snapchat, Facebook, and TikTok videos appears to be taking us in a good direction so far.
    2. As we continue to look for a deeper pool of applicants whose families can pay full fees, we will double our target for GSP students, from 10 to 20. We have expanded our marketing reach to include international families who can pay, using a platform called Study International.
    3. We adopted a new platform in May that allows us to tie inquiries to applications started and applications finished, with a coordinated communication system at every step of the way. In July, the new application opened, and throughout October and November, we will follow up on individual applicants to encourage them to complete the process. We can also begin to see where targeted marketing will have had the most profound effect.
  - B. The building and nurturing of partnerships is a continuing priority that was significantly affected by the pandemic. Partnerships with organizations that support underrepresented youth are key—including indigenous students—as well as international partnerships that might sponsor students from specific nations.
  - C. A final priority is to bring back the tradition of the U.S. Davis finalist weekend to campus. We lost this last year because of Covid and conducted a two-day virtual event instead.

Action needed from Board

- No action at this time - FYI

## Interim Associate Head of School Report - Residential Life

### I. Overview of new year:

#### A. Personal sustainability

1. Student arrivals and health: Student arrivals went well overall, with transportation support from a charter bus company and the Office of Admissions. Student COVID cases since arrival (11) have been mild and we continue to utilize Castle guest rooms to isolate positive students per CDC guidelines.
2. Wellness: A range of individual and group physical activities have been reinstated following COVID restrictions; the fieldhouse is well-utilized and we are expanding student use of town and mountain bikes. We have added somatic therapy to the counseling options available on campus. Students are completing wellness surveys which help them reflect on and take an active approach to their emotional, environmental, intellectual, occupational, physical, cultural, social, and spiritual well being in dialogue with their Resident Coordinator.

#### B. Communal sustainability

1. Orientation training included introductions to residential life, campus systems, student responsibilities, and an introduction to academics and experiential education activities.
2. We are implementing a boarding school student information system called REACH, which is very helpful with tracking student trips, taking roll call, and tracking pastoral notes. Over time, REACH should reduce risk and help us support students and communicate across departments more effectively.
3. Staffing: We have increased diversity, including gender and ethnic, within the Residential Team. This year we have a new RC with significant boarding experience from Woodstock School in India, a new RC who is an alumna of RCN, and a new RC who is Costa Rican and worked in other campus roles last year, as well as two long term RCs who returned.
4. Campus Service is being revitalized with specific weekly times allowing students and staff to work together on grounds, facilities, farm, and routine chores, building awareness of personal and communal sustainability and connection between students and employees.
5. The Get Away Family program is rebuilding following COVID; we are recruiting more families, implementing home visits by RCs, and opening more campus events to Get Away Families. Approximately 80 students are currently enrolled in the program.
6. In addition to fire and evacuation drills, this fall we will have an active shooter response training and a lockdown drill.

#### C. Safeguarding

1. In addition to the International Office's UK EduCare modules required annually for UWC employees, we are researching additional online trainings more germane to U.S. college experiences, as well as ensuring regular in person training and resources are provided for all staff related to healthy boundaries, social media, reporting concerns, and best practices for working with diverse students to ensure inclusion.

## II. Annual priorities for current year

### A. Programming

1. Strengthening sustainability through coordinated and bulk purchasing, repeatable schedules, and on-call/back up staffing where needed.
2. Integration and sequencing of dorm time, study hall, physical fitness, campus service, dorm clean ups to emphasize personal, communal and environmental sustainability

### B. Staffing

1. Regular staggered schedules to ensure consistent staffing and back ups to cover emergencies
2. Get Away Families has moved back under Residential program in collaboration with Advancement

### C. Professional Development

1. Mental Health First Aid workshops planned for appx. 80 participants
2. Transgender/nonbinary education and resources
3. CBD/marijuana/vaping education and intervention/cessation techniques
4. Regular trainings and incident debriefs
5. Utilization of [SEARCH Institute's developmental assets framework](#) throughout our programming

### D. Partnerships

1. Partnerships with Transgender Resource Center, Solace and Department of Health for crisis support/mental health on call resources and COVID/other vaccination needs. .

### Action needed from Board

- No action at this time - FYI

## Interim Associate Head of School Report - Academics

- I. IB Results:
  - A. To address the evacuation to Glorieta, the school was initially granted “special consideration” by the International Baccalaureate Organization (IBO).
  - B. After understanding that the evacuation to Glorieta affected all students taking exams after 29 April, the IBO Adverse Circumstances team instead decided to review all of the grades for all students before results were issued on 5 July.
  - C. They then made adjustments as they felt necessary. Although schools are not informed as to what adjustments were made, the correlation between Internal Assessment grades (submitted before evacuation) and exams demonstrates that all students were treated fairly, and grades were adjusted upwards.
  - D. The school’s overall Diploma average remained 35, with an average subject score of 5.5.
  
- II. Overview start of year:
  - A. Class sizes: With a first-year enrollment of 114, the school now has a relatively large student body with 232 students. As far as possible, class sizes are limited to 18, however, in some instances, class sizes exceed 18 so that students can meet their IBDP requirements. Not all students are able to take their preferred classes, however all are able to meet their IBDP requirements.
  - B. New faculty: This year, three new IB instructors joined the staff. While the number of faculty in the 0-5 years at UWC USA remains static, the amount of secondary and IB experience that our faculty has continues to increase. There were several late searches that resulted in losing two prospective teachers who received offers from UWC USA. Some minor delays in the hiring process might have contributed to these losses. One prospect was lost due to visa obstacles. Fortunately, we were able to fill that position by bringing back a teacher who had departed this summer for personal reasons and then became available again. The other prospect decided not to depart his current school at such a late date in the summer. That loss contributed to some slight understaffing in one group, which decided to absorb the loss rather than seek a new hire after the start of the academic year.
  - C. Contact hours: If the new timetable is maintained for two years, the class of 2024 will fulfill the IB recommended 240 hours for HL subjects and 150 hours for SL subjects.
  
- III. Annual priorities for current year
  - A. Staffing: The number of IB teachers, the size of classrooms and number of students enrolled do not line up as neatly as we would like them to: a few teachers are taking on a fifth code; a number of our smaller classrooms are more crowded than we’d like; and we see enrollment pressure on select classes (this results in some classes with more than 16 students or denying some students their course preferences). Aiming for a 2023-24 enrollment in the 220-224 range will relieve some of this pressure. All positions have been filled for the current semester, and Group 3 (social sciences) and possibly in Group 2 (language acquisition) are the next targets for increasing FTEs.
  - B. Professional Development: The focus for 2022-2023 will be on pedagogical practices, and unit planning in advance of IB reaccreditation, which happens again in 2023-2024.

Action needed from Board

- No action at this time - FYI

## Interim Associate Head of School Report - Experiential Education

- I. Overview of new year
  - A. Programming
    1. In the 2021-22 school year we introduced the Capstone Experience to better organize and support student pursuit of the UWC-USA Certificate alongside their IB Diploma. This summer we tightened up its delivery by scheduling it regularly and narrowing its scope.
    2. ExEd courses begin in mid September, with a return to time in the local schools one morning a week.
    3. Enrollment is limited to 4 or fewer ExEds per student per semester; we expect most ExEds to run 90-120 minutes weekly.
    4. The 2023 Annual Conference (sponsored by the Bartos Institute) theme will be Democracy and Technology, and we hope it will again provide an opportunity to partner with other high schools in the region as well as attract notable speakers to our campus.
- II. Annual Priorities
  - A. Programming
    1. Resume and rebuild Community Engagement with an emphasis on local educational and fire recovery needs
    2. Continue to streamline and parallel Signature Program pedagogical approaches
    3. Align major events with efforts to engage and develop skills to address global conflicts around inequality, political polarization, and climate/ecological crisis
  - B. Staffing
    1. Utilize fellows and interns effectively to help meet program objectives
    2. Continue to create pathways to increase diversity
  - C. Professional Development
    1. Work with Educational Program team to integrate experiential pedagogy and approach across areas
    2. Begin mapping PD goals for 0 - 3 year faculty, 4 - 6 year faculty, 7 year +
- III. Partnerships
  - A. Continue to strengthen partnerships with Native American schools and organizations
  - B. Strengthen sustainability partnerships in service of programming and impact

### Action needed from Board

- No action at this time - FYI

## Interim Associate Head of School Report - College Counseling

- I. Overview of Start of Year in College Counseling
  - A. [Casey Nolen Jackson](#) joined us in July as our new Director of College Counseling.
  - B. Return to in person events
    1. On campus visits: 55 on-campus visits by university admissions officers (September-October)
    2. UWC-USA University Fair September 17 (30+ universities)
    3. Counselor-university relationships
      - 2022: NACAC & IACAC
      - IACAC Bus Tour
      - University Fly-ins: TBD
      - UWC Global Counselor Network
  - C. SAT/PSAT on campus testing in October
    1. PSAT Scholars: 3 recognitions: 1Hispanic Scholar/2 “Small town” Scholars.
  - D. Student engagement
    1. Individual meetings are the core of the college counseling program and are underway.
    2. Class meetings: 4 SY/2 FY meetings in September-December
  - E. Important policy reviews and developments
    1. Merit Scholarship Nomination Policy: Internal review of merit scholarship applications that require scholarship specific endorsements from the school.
    2. List Limitation Policy: Both review of and application of the pre-existing UWC-USA policy and UWC Global policies designed to help mitigate “application waste” or excessive applications to reach schools.
    3. Document Request Policy and Process for non-naviance applications in Formstack.
  - F. Budget Prioritizing: CSS Profile and Financial Aid assistance, conversations and research to identify best opportunities for this important criteria.
  - G. UWC-USA: Private Facebook Group Page for resource sharing
  - H. Transfer Transcript Inventory of all SY students
- II. Annual Priorities
  - A. College Counseling
    1. Student support
      - a) University research habits
      - b) Virtual Career Chats - first counselor sponsored visits with interesting career specialists
      - c) Standardized test planning for FY students
    2. Program enhancements
      - a) Financial aid: Increase institutional (counselor and student) knowledge
      - b) Application waste management: Naviance Scattergram & Overlap Analysis
      - c) Increased attention for merit scholarships/ED/REA applications
      - d) Earlier engagement of FY students in Naviance

- e) Outreach for incoming FY students regarding academic planning for future goals.
- f) Review and development of updated transcripts
- g) Archive high school diploma documents
- h) Counselor outreach & network plans for 2023

B. Student Success

- 1. Naviance and REACH integration with PowerSchool for data and reporting.
- 2. Develop policy and process for collecting data & tracking interventions
- 3. Coordinate student support resources
- 4. Research internal Student Support Services for students needing testing accommodations
- 5. Review Student Success through the lens of all three divisions of the school programming: Residential Life & Ex Ed and Academics

C. First Year Advisory Program

- 1. Advisory Plan for new schedule of Short and Long Advisory
- 2. Curriculum for Long Advisory emphasizing UWC-USA academic survival
- 3. Solutions for the challenge of alternating short/long advisory meetings and the need for time to develop relationships
- 4. Collaboration with FY advisory team of 17 faculty
- 5. Supporting Advisors so they can support students across all three components of UWC-USA.

Action needed from Board

- No action at this time - FYI

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

### **I. Budget**

#### **A. Final Overview FYE 2022**

1. We have tentatively (audit to be completed December this year) finished FYE 2022 with a surplus of \$693,134.57. This surplus is attributed to the following key factors:
  - a) Tuition - we originally were projecting a shortfall of our original approval budget for FYE 2022, however due to the Business Office and their diligence on working with the students, we were able to get within 0.26% of our approved budget
  - b) Endowment Draw FYE 2022 - Our original budget was calculated at \$5,889,442 at the beginning of FYE 2022. During the 1st quarter of FYE 2022, the Business Office discovered that the assumption was incorrect and developed to project the next several years on live data. This resulted in a correction in the amount of \$524,716, which benefited the school for the year
  - c) Annual Fund exceeded our conservative approved budget for FYE 2022
  - d) IB/Ancillary Income surpassed our conservative approved budget for FYE 2022
  - e) Overall Operating Expenses were kept at \$244,464 under the approved budget for FYE 2022

#### **B. Audit**

1. The FYE 2021 audit is close to being completed. The Business Office is working on final entries with the audit firm. The Business Office is working on the data compilation for FYE 2022 audit which is scheduled to start in December 2022.

#### **C. Current FYE 2023 Budget**

1. The current, approved budget is tracking well because it is very early in the school year. The difference between last year's budget and this year's budget is
  - a) An overall decrease in revenue of \$141,861, or 1.07% comparing FYE 2022 budget vs FYE 2023 budget. This is a small decrease despite not having the \$2,000,000 Davis Matching Grant in this year's approved budget. UWC has reduced the financial hit by projecting increases in the following areas:
    - (1) Tuition by Families/NC's
    - (2) Increase in 5% draw based on the trailing 12 quarters
    - (3) Cash Carryover budgeted
  - b) An overall decrease in expenses of \$676,537 or 5% comparing FYE 2022 budget vs FYE 2023 budget. . Key variances to expenses are as follows, despite giving the employees a 4-5% raise:

- (1) All departments were asked to reduce budget for FYE 2023 by a minimum of 10%
- (2) Froze vacant positions
- 2. CapEx is budgeted for \$500,000 this year vs \$650,000 last year.
- 3. 1st Quarter of FYE 2023 is tracking well so far. Revenue is at 43% at the end of the 1st Quarter, which is tracking excellently.
  - a) Revenue
    - (1) Tuition is at 48% for the year which is above the 25% budgeted forecast
    - (2) Received the \$1,000,000 Davis Supplemental
    - (3) Received the 1st draw on endowment per the endowment schedule for FYE 2023
    - (4) Annual Fund is at 29% for the year which again is above the 25% budgeted forecast
  - b) Expenses
    - (1) Overall expenses are at 26% for the year which is slightly over our 25% budgeted forecast. Timing difference on expenses, paid bigger expenses in the 1st Quarter vs 2nd Quarter.
    - (2) Capital Expenditures are at 22% which is below our 25% budgeted forecast.

Action needed from Board

- No action at this time - FYI

II. Endowment performance and value

A.

1. Endowment:	\$78,030,121.38
2. Money Market:	\$ 2,118,248.54
3. <u>Davis:</u>	<u>\$56,052,993.29</u>
4. TOTAL:	\$136,201,363.21

III. Davis Forever Fund

A. As of 5/31/2022, the Davis Forever Fund was valued at \$243,576,459.12.

B. Disbursements from the Forever Fund have been:

- 1. Dare to Dream: a total of \$7,500,000 was distributed to all 18 UWC schools in December 2021 and May 2022.
- 2. All disbursements can be found in the Davis Forever & Impact Funds tab in the finance section of the board appendices.

IV. Operations

A. Final Overview FYE 2022

1. The 2021-2022 school year was once again a continuation of hardship for the school due to the pandemic and the natural disaster that evacuated our campus for almost two months.
- B. FYE 2023 CapEx
1. The current CapEx budget is \$500,000. As of 8/31/22, the school has spent \$110,433.
  2. Main projects to date:
    - a) Library Retaining Wall Project
    - b) Residence Hall Repairs
    - c) Kluge - renovate atrium bathrooms
  3. Upcoming projects
    - a) Water infrastructure
  4. Smith Home and Property Purchase - Completed

Action needed from Board

- No action at this time - FYI

V. Matters arising for risk management

A. Property Insurance:

1. Insurability remains a concern. Based on our evacuation in spring 2021, we were unable to secure a single insurer for FYE 2022. With the fire, we had to work with 7 different insurers for smoke remediation and loss of income. We anticipate significant rate increases and/or challenges with insurability in the next renewal.

VI. Strategic priorities for current year

1. Resource Allocation Model: Support the campus community financially, providing them timely, meaningful, and accurate financial information so they can provide high quality programming to our students.
2. Tiered modeling to eliminate or continue to reduce structural deficit over next 5 years
3. Staff retention/Employee Life Cycle Plan

VII. Annual priorities for the current year

- A. Get a handle on our water infrastructure
- B. Get onboarded

Action needed from Board

- No action at this time - FYI

## **Associate Head for Advancement**

### I. Overview fundraising results for past year

#### A. Annual fund

Cash contributions to the 2021-2022 Annual Fund totaled \$2,105,273, successfully fulfilling the Davis Family Challenge Grant for a fifth and final year. However, the annual fund met budget expectations, but fell short of our unrestricted revenue target of \$2,250,000. We did not achieve 100% board participation. Board giving overall fell by 20% year over year (down \$44,000).

Overall participation by alumni for the year stayed flat at 28%. Total participation by UWC-USA staff was 49% and student participation was also 49% affected to some degree by the disruption caused by the fires and the year-end campaign by students. Total giving by Davis Scholar Parents was up slightly by 1%.

#### B. Other fundraising

During the year, several gifts were received from the Shelby Cullom Davis Charitable Fund, including \$2 million for the Davis Family Challenge Grant and a \$1 million supplemental grant. In addition, a \$50,000 contribution was given by a board member toward an endowed scholarship. The school also received \$231,640 of in-kind contributions in the form of donated goods and *pro bono* legal services.

#### C. Fundraising total

Total fundraising for FY22 was \$5,336,913. This was down from \$5,992,511 the previous year.

#### D. Year over year results delta

With cash and in-kind gifts, the annual fund results were up 1% compared to prior year (\$2,336,912 for FY22 vs \$2,315,674 FY21). Total fundraising decreased by \$655,120 (\$5,992,511 for FY21 to \$5,337,391 in FY22). Most of the difference was due to the extraordinary \$500,000 gift given by Phil Geier the previous fiscal year.

### II. Overview fundraising goals for current year

#### A. Annual Fund

This is the first year that UWC-USA will not have the Davis Family Challenge Grant initiated in 2017. We are gearing up our fundraising initiatives by focusing on increased giving by alumni, securing multi-year pledges, and increased grant revenue. The FY22 Annual Fund goal is \$2,431,013.

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 will continue. In addition, the Advancement team will continue to look for opportunities to advance key initiatives and preserve cash by securing additional, appropriate in-kind support. The team is also supporting a series of events focused on the 40<sup>th</sup> anniversary to begin communicating about the vision and goals of the school.

C. Total

With cash, in-kind and pledged support, the projected total fundraising will be between \$3.6 and \$3.8 million.

D. Projected year over year delta

The goal for the current fiscal year is to achieve \$2,431,013 in cash for the annual fund (non-Davis funding) to achieve a 15% increase compared to prior year. Increased Board giving is also a key component of the continued growth as well as a growing base of support from Foundations.

3. Strategic priorities for current year

A. Engage in continued donor cultivation to secure funding for key endowment and capital projects, including: additional endowed scholarship support, funding to complete the renovations to the Castle, an academic quad, installation of solar power on campus, and the creation of a mission aligned green space on lower campus.

B. Continued cultivation continued support from the Davis Family.

C. Campaign Development

1. Continued key donor visits for the campaign and conversations that continue to inform the scope and priorities of the campaign;
2. Integration of priorities and messaging emerging from the strategic planning and master planning committees to align with the campaign and donor conversations.
3. Elaboration of giving programs, including:
  - o Planned Giving Program
  - o Alumni Leadership Initiative (expanded from previous concept)
  - o New Mexico Leadership Initiative
  - o Expansion of the Annual Fund

4. Annual priorities for current year

A. Programming

UWC-USA held in-person reunions for the first time in three years. In addition to on-campus engagement activities, regional gatherings are planned for major US cities and key locations outside the US (London, Hong Kong, etc.)

## B. Staffing

Amy Hanson resigned as the Advancement Services Manager (database) to pursue other career interests. She has been retained on a part-time basis while a search is underway for her successor. Olivia Kuykendall, the Advancement Coordinator (admin) has been cross-trained to take on basic functions of the role in the interim. In order to staff adequately for the campaign, a search will begin in October for a Director of Development to lead the annual fund coordination to allow planning of donor visits and campaign support.

### Action needed from Board

- Review and Adoption of Board Resolution Honoring Virginia Dwan (Copy of Dwan Resolution located in appendices)
- Board leadership in fundraising, including a 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.