



Admissions Deep Dive
February 2023 Meeting of the UWC-USA
Board of Trustees

Admissions Deep Dive: Frame

Admissions in any school is a vital function with universal impact, from the quality of the educational experience (including residential life in a boarding environment) to balancing the budget. At UWC-USA, admissions is certainly vital and impactful, but with a caveat: it is radically different from what is done at other schools. It is therefore crucial that our board understand the ins and outs of admissions—what we control and what we don't—and especially its role in how we fulfill our mission. Admissions is a factor in every strategic decision. With this as background, our objective in doing this “deep dive” will be for the board to better understand admissions in light of the various oversight functions it performs on behalf of UWC-USA, including especially educational and financial oversight.

– Victoria J Mora,

President UWC-USA



Admissions Deep Dive: Objectives for Today's Session

- To understand key differences between UWC admissions and other school admissions
- To understand the movement parameters affecting UWC-USA admissions
- To understand how admissions is currently being done at UWC-USA
- To lay the groundwork for further developing an admissions strategy that is consistent with our
 - Current strategic direction
 - Emerging budget reality
 - Campaign priorities

Agenda

I. Overview of Admissions (45 minutes/John C.)

- A. Admissions at non-UWC schools
- B. Admissions within the UWC Movement
- C. Admissions at UWC-USA
 - 1. Strategy/Goals
 - 2. Yield
 - 3. Office

II. Perspectives on Admissions (30 minutes/John C. and guests)

- A. U.S. Selection Committee co-chairs share their perspectives
- B. Admissions Advisory Council (students) share their experiences

III. Tensions we are managing

IV. Discussion (30 minutes/Victoria, John C, Todd)

- A. Questions

I. Overview of Admissions

A. Admissions at Non-UWC Schools

Most U.S./International boarding schools...

- Are tuition driven
- Control their recruiting and admissions processes directly, from start to finish
- Set admissions goals first and foremost in light of financial considerations
- Benchmark themselves against schools in their local/regional area

I. Overview of Admissions

B. Admissions within the UWC Movement

In comparison with other U.S./international boarding schools...

- All UWCs focus on the IB and experiential learning in their effort to advance greater unity, peace and sustainability in the world.
- All UWCs achieve a remarkable ethnic, religious, and some cases socio-economic diversity.
- All UWCs operate with a collaborative offers system for DP students that features:
 - A nomination cycle that runs from January to May
 - The balancing of offers across the 18 schools
 - Equity in scholarship offers across the NCs
 - A clearing system at the end of the nomination cycle to fill unfilled seats across the 18 schools.
- All UWCs share control over the recruiting and admissions processes with the International Office (IO) and National Committee (NC) system; schools that do more than the DP have more control

I. Overview of Admissions

B. Admissions within the UWC Movement:

The 4 pathways by which students access UWC schools

1. National Committees
2. Global Selection Programme
3. Direct Admits
4. Head of School 5% Discretion

All pathways use the UWC selection criteria:

- Intellectual curiosity
- Resilience, self-awareness, independence
- Personal responsibility and integrity
- Active commitment to one's values and those of UWC
- Social competence
- Academic robustness

I. Overview of Admissions

B. Admissions within the UWC Movement

The 4 pathways by which students access UWC schools

1. National Committees (NCs)

- a. Rationale/purpose
 - i. The original model for admissions in the UWC movement
 - ii. For students identified by NCs as prepared for the UWC mission and representative of their country/region
- b. Key features
 - i. About 160 NCs conduct countrywide selection processes, using a variety of methods that often differ in application.
 - ii. NCs provide little financial contribution. Overall, 5-10% of NCs contribute funds.
 - iii. Most NCs rely on parents contributing directly to the school.
 - iv. NCs vary enormously in size, capacity, continuity, communication practices, and their ability to select students.

I. Overview of Admissions

B. Admissions within the UWC Movement

The 4 pathways by which students access UWC schools

2. Global Selection Programme (GSP)

- a. Rationale/purpose
 - i. To attract full pay students
- b. Key features
 - i. An independent application process managed by the UWC International Office (IO).
 - ii. Applicants pay an application fee to be nominated to as many as 5 UWCs.
 - iii. Applicants are not eligible to receive financial aid.
 - iv. Each UWC school is responsible for managing its own GSP recruitment process.
 - v. The IO, through a committee of volunteers, manages the selection process.
 - vi. Participating UWC schools work with the IO to fill the number of spaces they request.
 - vii. Participating schools collaborate in the initial selection of GSP students.
 - viii. UWC RBC, UWC Adriatic and UWC SEA do not participate in GSP.

I. Overview of Admissions

B. Admissions within the UWC Movement

The 4 pathways by which students access UWC schools

3. Direct Entry

- a. Rationale/purpose
 - i. For schools that are K-12, 6-12, or have non-boarding programs
 - ii. For schools that admit students for pre-IBDP programs (i.e., 10th grade)
- b. Key features
 - i. No specific collaboration with NCs, GSP, or the IO
 - ii. Configuration usually at founding
 - iii. Direct entry tuition typically subsidizes NC students

I. Overview of Admissions

B. Admissions within the UWC Movement:

The 4 pathways by which students access UWC schools

4. Head of School 5% Discretion

a. Rationale/purpose

- i. To give heads discretion in admitting certain categories of students:
 1. faculty children
 2. students who may not fall into a traditional nominating category
 3. special advancement cases

b. Key features

- i. Each school or college can admit up to 5% of their annual cohort directly.
- ii. Schools follow individualized but robust selection processes in admitting these students.

I. Overview of Admissions

C. Admissions at UWC-USA

In comparison with other UWC schools...

- We have more flexibility with offers and scholarships for NC nominees due to our scholarship endowments.
- We have access access to an additional source of potential fee-paying students as a result of the large applicant pool generated by the U.S. Selection Committee.
- We admit classes with significant socio-economic diversity.
- We do not have our own Direct Entry process.
- We are not likely to go to clearing to fill empty seats.

I. Overview of Admissions

C. Admissions at UWC-USA - Strategy

Primary objectives:

- Increase student inquiries and completed applications among U.S. students across a range of demographics;
- Heighten UWC-USA brand awareness, targeting full pay students in U.S. and internationally.

Major steps taken so far:

1. Established ongoing collaboration between our Director of Admissions, Marketing Director and Communications Director;
2. Developed a comprehensive admissions portal which applicants can access through the school website;
3. Adopted SchoolAdmin—a strategic enrollment management system—to integrate UWC-USA’s recruitment and admissions efforts.
4. Promoting the school with Instagram and TikTok ads via a contract with Glacier Marketing Group
5. Promote UWC-USA among targeted countries where there is a high concentration/interest for boarding school education among families who can pay full fees, via a contract with Study

I. Overview of Admissions

C. Admissions at UWC-USA - Goals

At UWC-USA, we rely primarily on NC and GSP nominations. We do not have direct admissions, though we do use the 5% discretion on occasion.

Specific targets in our admissions strategy:

- 65 or so places for NC offers
 - For a limited number of these students, we have earned eligibility for Dare to Dream funding and other IO-directed scholarships (Afghan Youth, Horizon, Rise, etc.)
- 20 or so places for GSP offers (new goal; in past years our goal was 10)
 - Unfunded offers (full pay students)
- 25 places in each class for U.S. Davis Scholars
 - \$25,000 draw, per student, per year

I. Overview of Admissions

C. Admissions at UWC-USA - Yield

Yield: Students (current cohort)

- Students who identify as being from about 90 different nations, across the Americas, Africa, Europe, the Middle East, Asia and Oceania;
- Students from diverse socioeconomic backgrounds (85% on scholarship; __on full scholarship);
- Students who choose UWC for mission and diversity:
 - 68% of students report that the UWC mission drew them to the movement.
- Students who are committed to experiential education:
 - 66% of students report that UWC's emphasis on experiential education drew them to the movement.
- Students who are committed to academics:
 - 23% of students report that the IB rigor or reputation drew them to the movement; once here, 75% report a desire to achieve 35 IBDP points or higher with half of those aspiring to achieve 40 IBDP points or higher.
- Students with generally positive attitudes and optimistic outlooks

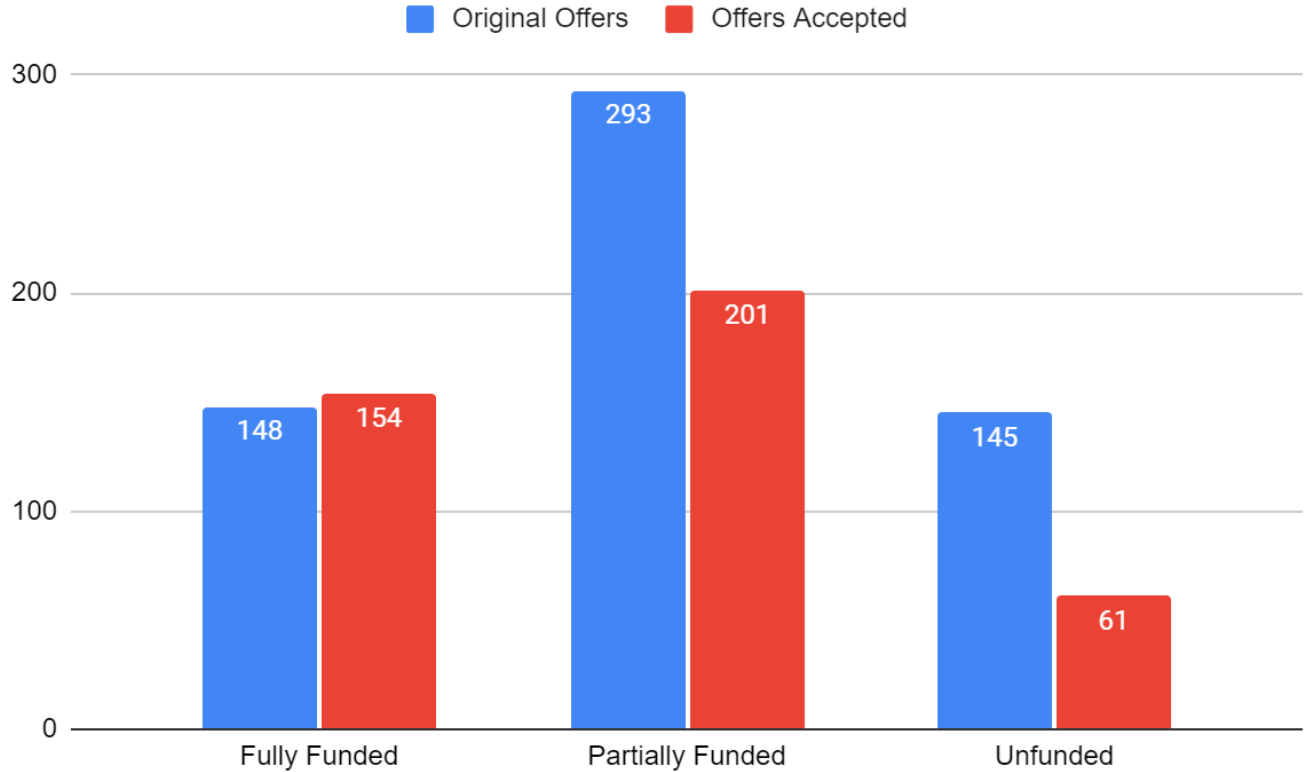
I. Overview of Admissions

C. Admissions at UWC-USA Tuition Revenue Yield (entry 2022)

	Offers	Potential Revenue	Offers Accepted	Projected Revenue
National Committees (NCs) Abroad	106	\$ 1,698,000	78	\$ 967,652
Fully Funded	44	\$ -	34	\$ -
Partially Funded	44	\$ 933,900	37	\$ 670,502
Unfunded	18	\$ 764,100	7	\$ 297,150
Global Selection Program (GSP)	10	\$ 424,500	11	\$ 466,950
U.S. Selection Committee	25	n/a	25	\$ 198,650
Davis Scholarship + Full Aid	n/a	n/a	5	\$ -
Davis Scholarship + Partial Aid	n/a	n/a	10	\$ 24,150
Davis Scholarship only	n/a	n/a	10	\$ 174,500
TOTAL	141	n/a	114	\$ 1,633,252

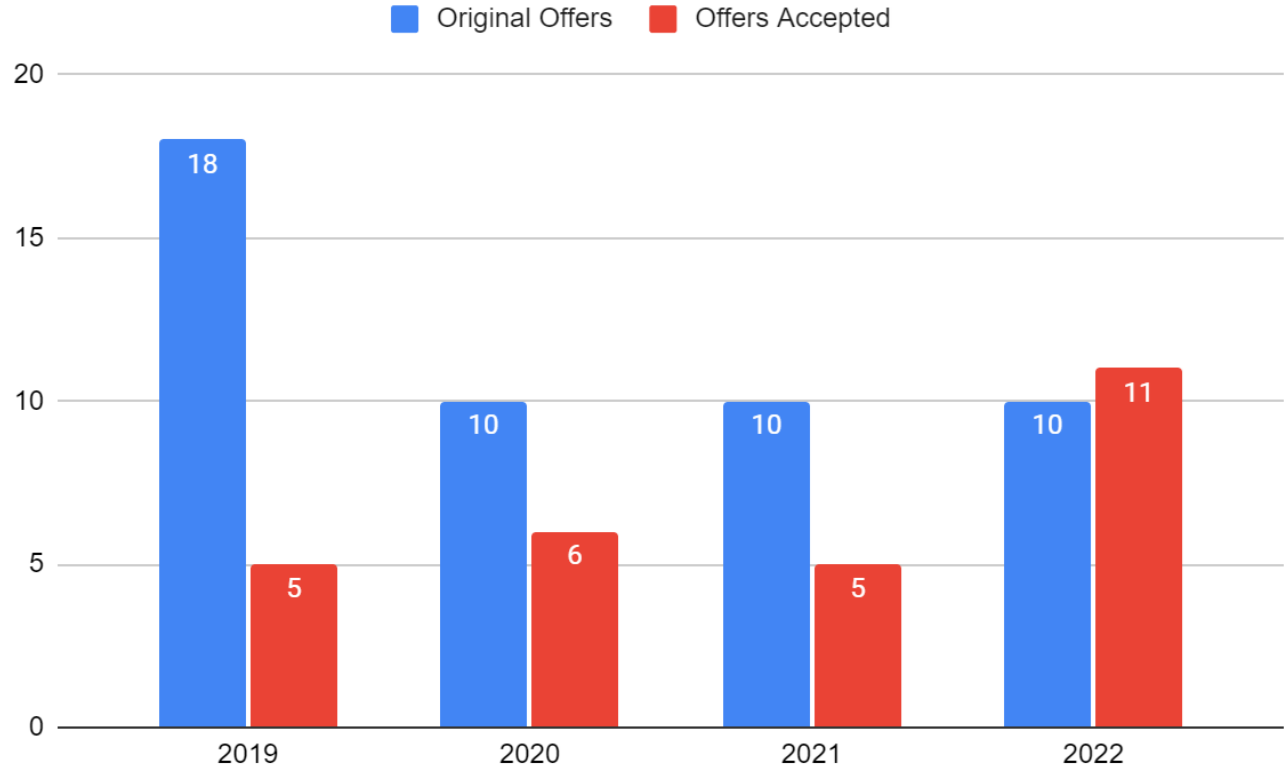
I. Overview of Admissions

C. Admissions at UWC-USA NCs Abroad Yield (2018-22 aggregate)



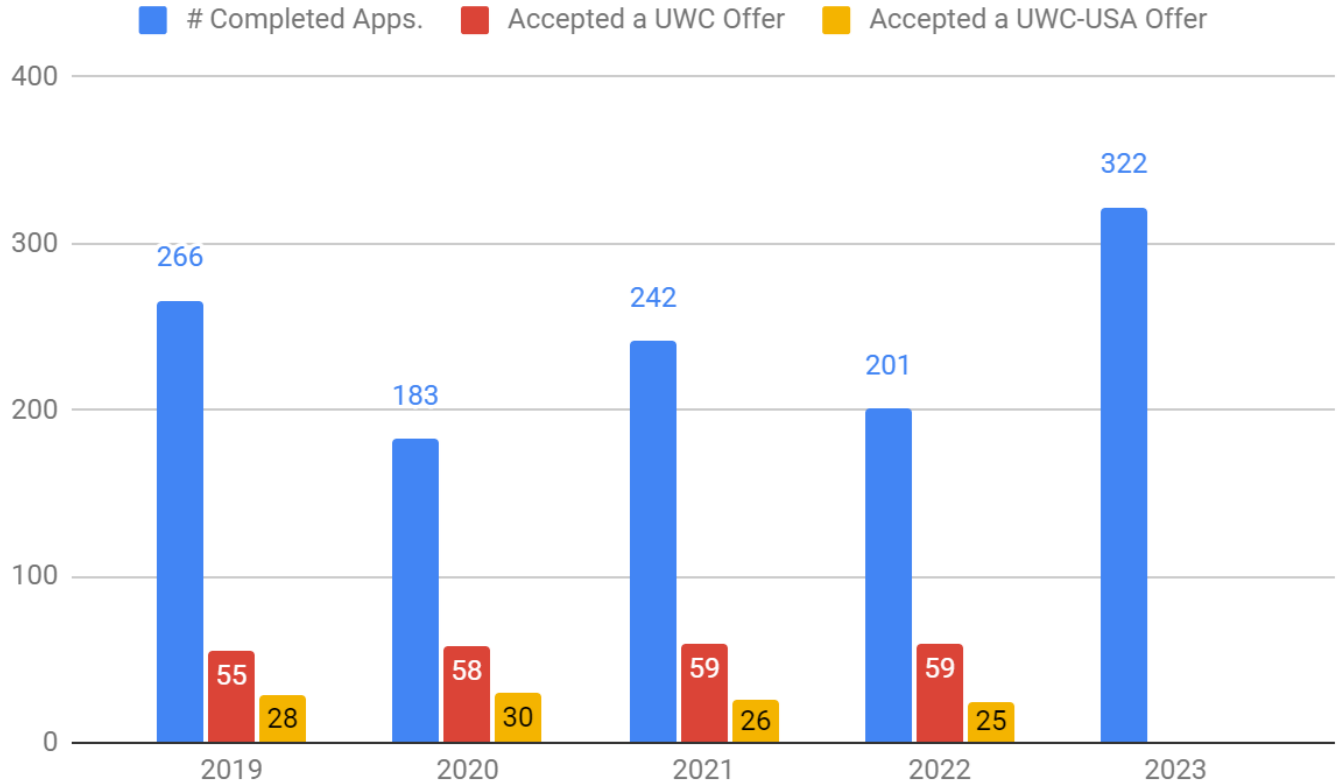
I. Overview of Admissions

C. Admissions at UWC-USA GSP Yield (last 5 years)



I. Overview of Admissions

C. Admissions at UWC-USA U.S. Selection Committee Yield (last 5 years)



I. Overview of Admissions

C. Admissions at UWC-USA - Admissions Office

Unique Functions of the Admissions Office at UWC-USA

- Represent UWC-USA on UWC International Board committees
 - Allows us to inform practices related to selection, admission, GSP, financial aid
- Liaises between the school and U.S. Selection Committee, staffing school's executive oversight of the committee
- Collaborates with Communications and Marketing on student recruitment
- Collaborates with Business Office in its management of U.S. Davis Scholars funding and its stewardship of the Dare to Dream endowment
- Conducts specific and weekly onboarding for all new students throughout the summer prior to arrival
- Manages allocation of funds for student travel to and from UWC-USA (approximately \$30,000 per year)

II. Perspectives on Admissions

A. U.S. Selection Committee

The U.S. Selection Committee operates in place of a National Committee, focuses on selecting students, and functions as an extension of UWC-USA.

Committee Work

- Annually selects 25 scholars for UWC-USA
- Annually selects 34 scholars for the other UWCs

Committee Structure

- Governed by charter
- President has executive oversight of the committee
- Director of Admissions is the liaison between the school and the committee, and is a voting member
- Currently made up of 18 volunteer members split among UWC alumni and school or admissions professionals

II. Perspectives on Admissions

A. U.S. Selection Committee

Committee Co-chairs

- Dory Streett
- Harry Lambert, UWC-USA 2012

→ Reflections on the committee's remit, the work they do, and the challenges they face.

II. Perspectives on Admissions

B. Admissions Advisory Council (AAC)

- Student introductions
- Mission of AAC
- Description of the work they do
 - Info sessions
 - Focus groups
 - Welcoming others
 - Social media reels

→ Reflections on their individual experiences being admitted via NCs and GSP.

III. Tensions we are managing

- **Related to Strategy**

- Increase number of fee-paying students while simultaneously increasing the number of students from underrepresented groups who need financial aid
- Maintaining social and economic diversity while simultaneously admitting students from stronger academic backgrounds
- Funding needed recruitment strategies while simultaneously staying within what is sometimes a restricted budget for the total school

- **Related to NCs Abroad**

- Allocating designated endowed funds for students from a specific geographic area while simultaneously finding funding to top up what the endowment does not include (e.g., \$25K per year for a student from Hong Kong, but the school comes up with the remaining funding to bring that student here)

III. Tensions we are managing

- **Related to U.S. Selection Committee**

- Attracting US students by enticing them with a Davis Scholarship that only covers half or less than half of the cost of attendance
- Increasing the numbers of US students who apply for a Davis Scholarship while maintaining a constant number of places available and supporting a small volunteer committee unable to manage numbers much bigger than they are now
- Maintaining the U.S. Selection Committee's process to make autonomous selections while simultaneously identifying students with different connections or reasons to be admitted to UWC and hoping they will be selected

- **Related to UWC Movement**

- Convincing other UWCs to make offers to our Davis scholars when they sometimes represent a greater financial burden than gift;
- Spending UWC-USA resources to facilitate advancement efforts that benefit other schools.

IV. Discussion

- 1. New reflections/insights regarding the Innovate for Impact Initiative 1.1: Endow 40 full tuition scholarships per class, including 5 new Dare to Dream scholarships (a “Basecamp Access Fund”):**
 - a. Its role in resolving major tensions?**
 - b. Prospects for fulfilling this strategic objective?**
 - c. Level of priority within strategy (including Master Plan)?**

- 2. Is our current admissions strategy adequate to the challenges in our updated budget projections? If not, and given the movement context, what might we do to improve the impact of admissions on our budgets?**

- 3. Heightening the brand of UWC-USA to meet admissions goals through the campaign:**
 - a. What opportunities are we missing?**
 - b. Role of strategy in building the brand?**
 - c. Role of Master Plan in building the brand?**

Appendix

Innovate for Impact Initiative 1.1

1. Secure and expand access to our basecamp by endowing current and new full scholarship commitments:

1.1. Phase I: Endow 40 full tuition scholarships per class, including 5 new Dare to Dream scholarships;

- **What is the annual cost?** – \$2M
- **What is the pathway for meeting this cost?** – Through a new endowed scholarship fund (e.g., Basecamp Access Fund), increase our endowment to \$168M.
- **What are the key outcomes?**
 - a. We secure 40 full tuition scholarship commitments per class, increasing the proportionality of the following students: first-gen college-bound students, multi-gen African-American students, Native American students,, underrepresented ethnic groups abroad, refugees (conflict/climate), internally displaced persons (conflict/climate), and those on socio-economic margins.
 - b. We meet the new Dare to Dream match opportunity, unlocking funding for 5 additional D2D students per year;
 - c. We replace the \$2M Davis matching grant with new revenue.