



Capital Campaign Update

UWC-USA Capital Campaign Committee - February, 10 2023

It takes a village



Sebastien de Halleux
Campaign Co-Chair



Carla Piñeyro Sublett
Campaign Co-Chair



Patricia Bandeira Vieira
Campaign team member



Abby Falik
Campaign team member



Musimbi Kanyoro
International Board Chair



Victoria Mora, PhD
UWC-USA President



Mark Hodde
Chief Advancement Officer



Aly Kassam-Remtulla, PhD
UWC-USA Board Chair



Melanie Weston
Advancement Committee
Chair



Faith Abiodun
UWCIO Executive Director



Carla Piñeyro Sublett

All my work, in marketing, sales, and non-profit organizations, is fueled by an unwavering commitment to make a difference in the lives of the people I work with, the customers I serve and the community I live in.

As CMO at IBM, I lead the global marketing organization and am responsible for all aspects of the company's marketing efforts including company brand, proactive demand generation, and enhancing customer engagement through partnering with sales.

With my background in architecture and design, in addition to 20+ years of sales and marketing leadership experience, I know how important it is to focus on simplicity and usability when building a market strategy. Change does not happen overnight. It takes patience and persistence to make a difference. As a leader, this means asking the tough questions, pushing beyond limiting beliefs, and exploring new opportunities. I believe when you build a strong foundation, articulate your vision clearly so your team knows where you're going, you can achieve results far beyond even your own expectations.

Throughout my career I have been fortunate to experience first-hand the power of mentorship and now actively seek to pay it forward as a mentor and board member of The Aspen Institute, Austin Community Foundation, The Contemporary and Texas Conference for Women. I am honored to have the opportunity to learn from other community leaders as part of the 2016 Henry Crown Fellowship program.

[Linkedin bio](#)



Abby Falik

Abby Falik is an award-winning entrepreneur working at the intersection of education, social innovation & wisdom traditions. She is on a mission to unleash the generation of leaders our world needs now by shaping narratives, catalyzing culture-change and forging new paths to purpose.

In 2010 she founded Global Citizen Year, a non-profit that uses the transition after high school to teach the REAL 21st century skills: resilience, empathy, agency and leadership. As CEO, she raised and deployed over \$65M in scholarships and equipped thousands of diverse, emerging leaders to change the world — for good. Using Global Citizen Year as a blueprint, she is now building a movement to reinvent the “gap” year as an accessible, purposeful and transformative rite of passage.

In 2022 she joined the Emerson Collective (led by Lauren Powell Jobs) as an Entrepreneur in Residence to incubate new models to transform how young people learn, launch and lead.

A recognized expert on social innovation, leadership, and the future of education, Abby has been named one of America's Top 25 Philanthropy Speakers by The Business of Giving. She has been featured at forums including the Aspen Ideas Festival, the Fast Company Innovation Festival, PopTech, and The Nantucket Project; and she has been profiled by The New York Times, The Washington Post, NPR, PBS, The Chronicle of Philanthropy and The Chronicle of Higher Education.

Fast Company named her one of the Most Creative People in Business, and Goldman Sachs has selected her as one of the 100 “Most Intriguing Entrepreneurs” four times. For her achievements as a social entrepreneur she has been recognized as an Ashoka Fellow, a MindTrust Fellow, and a Draper Richards Kaplan Entrepreneur.

She currently serves on the Advisory Boards of World Learning, Teach for All, and Harvard Business School, as well as on Fast Company's Impact Council. Abby received a B.A. in International Relations and an M.A. in International Comparative Education from Stanford University. She received an M.B.A. from Harvard Business School.

[Linkedin bio](#)



Patricia Bandeira Vieira

Head of Real Estate Fund Raising
EMEA at KKR (London)

Patricia Bandeira Vieira joined KKR in 2020 as part of the Client and Partner Group, focused on Real Estate strategies globally.

Prior to joining KKR, Patricia was a Director at Hines in a similar role.

She was recognized in 2022 with the European Talent Award by the Urban Land Institute Europe.

She holds an AB in International Relations from Princeton University and an MBA from INSEAD. Patricia is an alumni of UWC-USA



Sebastien de Halleux

Sebastien de Halleux has a 20-year track-record of launching high impact businesses around the world, leading them from idea to success. Sebastien is currently Co-Founder & Chief Gaming Officer at Matchday, building a new type of game for football's 5 billion fans. Sebastien is also a founding General Partner at Graph Ventures, an early stage fund with a portfolio of 300+ companies including Blue Apron, Ipsy, Envoy, and Dapper Labs.

Most recently, Sebastien was Entrepreneur-in-Residence at Capricorn, a pioneering investment group focused on scaling innovative solutions to persistent global problems, including key investments in Tesla, SpaceX, Planet Labs, Quantumscape and Joby Aviation and founding COO of Saildrone, helping launch a category-defining company which revolutionized planetary data collection at sea, using wind and solar powered ocean drones. At the confluence of autonomy, big data and AI/ML, Saildrone pursued a vision called 'The Quantified Planet' to help better understand key planetary systems that affect humanity, such as extreme weather, ocean acidification, and global fisheries.

Formerly, Sebastien was Co-Founder and COO of Playfish, one of the largest and fastest growing social video games companies which was acquired by Electronic Arts in 2009 (Nasdaq:EA). Prior to founding Playfish, Sebastien helped launch Glu Mobile, an early pioneer in mobile games which IPO'ed in 2007 (Nasdaq:GLUU) and held innovation and strategy roles at Nokia and Booz Allen Hamilton.

Sebastien is the recipient of the Electronic Arts Emerging Leaders Award, the Tech 100 award, the TechFellow award, and the Booz Allen Professional Excellence Award. His contribution in establishing a successful public-private partnership between Saildrone and the National Oceanic and Atmospheric Administration (NOAA) was recognized with the Ron Brown Excellence in Innovation Award and the US Department of Commerce Bronze Medal.

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

[Linkedin bio](#)

Investing to transform **life on campus** into a **blueprint for possibility**...

25
\$m

Consolidated residential life in the historic Montezuma Hotel

Transformation of the "Montezuma Castle" to a fully-utilized convergence space for the future by making it the administrative center of campus and a full-scale residential building where students from across the globe (and outside groups when students are not on campus) live and learn together. To complete the buildout with administrative offices to anchor the public-facing parts of the building, student residences, residential coordinator residences, retrofits, and the necessary upgrades to welcome students of all physical abilities will require an investment of \$25 million.

7
\$m

Expanded Montezuma Hotel dormitory capacity

To avoid using basement as dormitory, a proposed rear extension of the Castle (enclosing the courtyard) would avoid having to transform the basement into dormitories to accommodate all students

26
\$m

Consolidated academic life in new Academic Quad

Transforming four buildings through adaptive reuse into sustainably-built, inspiring classroom spaces will equip our students with the skills they need to meet the challenges of the 21st century. The four-building academic hub will take an investment of \$26 million. This includes four buildings that will require an investment of \$6.5 million each.

3
\$m

Climate-resilient outdoor class rooms, sports field, food farm

Transforming the large open area at the entrance to our campus into a demonstration of our commitment to peace and a sustainable world by developing a food forest, guided paths, solar-powered outdoor classrooms and recreation areas that will also provide a welcoming point of entry to an immersive experience that will help our students, and those who visit, to envision innovative, place-based solutions to local and global threats to our environment. This transformation can be accomplished with a \$3 million investment.

5
\$m

Sustainable water infrastructure

Water is increasingly scarce and a potential flash point locally, nationally and globally. UW-C-USA envisions a \$5 million investment into its water infrastructure to more efficiently harvest water on its campus, recycle waste water as well as replacing aging water storage and distribution systems to the campus and the local community.

2.5
\$m

Renewable energy infrastructure

Converting our campus from fossil fuels to renewable energy by 2030. This includes a transformation of our campus electrical supply to solar energy for a total cost of \$2.5 million that may be scaled from approximately \$750,000 to the full cost.

0.25
\$m

Inclusive campus (ADA upgrades)

Connecting the different elevations on our campus and making them more accessible for people of all abilities by installing a funicular railway between our lower and upper campus – between the residential and academic centers of the basecamp. The estimated cost for the funicular would be approximately \$250,000.

...enabled by teachers & programs guiding students from across the world's divides



Under-represented students: 20 endowed scholarships at \$1 million each

A Basecamp for the World is only as good as the range of students it brings together from across the divides that threaten our future. UWC-USA is seeking twenty additional endowed scholarships to ensure that voices from all backgrounds are heard in our intentionally pluralistic community. For every \$1 million in endowment, UWC-USA will, in perpetuity, support full scholarships for students from all sides of the issues that divide our world and threaten the health and well-being of our planet.



World class teachers: 9 endowed faculty chairs at \$1.5m each

A world-class educational Basecamp requires world-class teachers dedicated to a common vision and mission. In order to support excellence in teaching and learning, UWC-USA is seeking to endow faculty chair positions in each of its six academic areas with investments of \$1.5 million each (\$9 million total). These endowed chairs will allow us to bring master teachers dedicated to our mission and capable of integrating our curriculum across academic, experiential, and residential programming.



Lived experience representation: 3 endowed fellows at \$1.5m each

Ensuring the diversity of our faculty and developing pathways for inclusion of the broadest representation of lived experiences among our faculty is essential for supporting the student experience. In order to accomplish this, UWC-USA will create a program to support two fellows per year so that all of our students have role models as basecamp leaders. To sustain this effort, UWC-USA will create a \$3 million endowment to support two fellows annually.



Social and emotional programming (staffing & development)

Social and emotional programming at the center of skills development and collaboration: UWC-USA is committed to a vision of integral sustainability that emphasizes the connection between personal, communal, and environmental sustainability in all of its programs (academic, experiential, residential). In order to provide the staffing and continued development of this programming, currently being piloted as a Capstone class, UWC-USA is seeking endowed funding of \$3-5 million.



Experiential learning (staffing & partnerships)

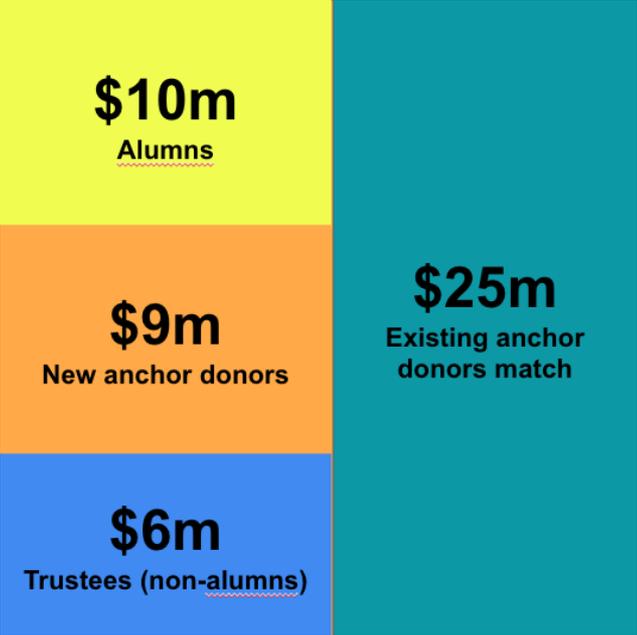
Experiential learning that teaches students to think globally and act locally: UWC-USA seeks to transform its experiential education program to leverage partnerships between mission-driven faculty and staff and experts. A \$5 million endowment will allow us to staff and partner appropriately for the impact we seek by integrating our experiential learning with our academic and residential programming and by developing a robust mission-aligned approach to expeditionary learning throughout the Southwest and beyond.



Preparatory and support programming

Preparatory and support programming for our students with the greatest challenges before them: The UWC-USA Basecamp is not intended only for the elite. Our commitment to intentional diversity means bringing students from all walks of life, including especially the margins of society worldwide: refugees, conflict zone survivors, immigrants, and those with no means to attend a school such as UWC-USA. An endowment of \$5 million will allow us to provide preparatory programming and support to ensure that our students who start from behind can acquire the skills they need.

Campaign structure & progress



UWC-USA Capital Campaign

Progress tracker

As of 1/30/2023

Pipeline by stage

| Stage | Relationships | Total contribution potential | Probability | Risk-adjusted gift potential |
|------------------|---------------|------------------------------|-------------|------------------------------|
| Prospect | 97 | \$134,500,001 | 1% | \$1,345,000 |
| Reached Out | 9 | \$5,210,000 | 2% | \$104,200 |
| Qualified | 23 | \$18,800,000 | 5% | \$940,000 |
| Conversation | 26 | \$55,950,000 | 10% | \$5,595,000 |
| Verbal Commit | 6 | \$7,800,000 | 75% | \$5,850,000 |
| Confirmed Commit | 2 | \$1,050,000 | 100% | \$1,050,000 |
| Passed | 9 | \$1,610,000 | 0% | \$0 |
| Total | 172 | \$224,920,001 | | \$14,884,200 |

Key considerations

- **Target vs Needs**

We recognize that our case represents \$100m+ in investment opportunities, while our campaign silent phase targets is \$50m. We believe that through open discussion with our advisors and donors, an optimal allocation will be reached between school priorities and donor priorities, since not all donors have the same preferences.

- **Campaign legacy**

We believe this campaign's main legacy will be to plant the seeds for future campaigns, by both bringing new donors to support UWC, and learn to build institutional capacity to nurture large gifts from multiple donors over time.

- **Means to succeed**

Having done the groundwork of articulating our high level message, based on our strategic plan and masterplan, we are now in the process of selecting external partners to put together detailed donor-focused messaging (campaign case statement), creating a web, print and video version, and organizing back-up materials to support our high level objective as stated above, as well as creating donor-specific ask strategies, and putting long term tools and infrastructure in place.

Campaign timeline



Mar-2022-Feb 2023:

Exploration

(discovery phase, strategy & tactics)

- (1) Build a strong team
- (2) Develop a donor pipeline
- (3) Craft a solid story

Mar 2023-Feb 2024:

Conversion

(silent phase, \$50m target)

- 1) develop donor focused messaging and collaterals
- 2) close majors gifts
- 3) build institutional capacity

Mar-2024-Feb 2025:

Amplification

(public phase, beyond \$50m)

- 1) revenue from land partnership
- 2) grants & tax credits
- 3) community amplification

Campaign assessment - Exploration phase

Strengths (what is working well)

- The Campaign Committee **team is experienced**, well connected and highly motivated, across both UWC-USA leadership and volunteers on the committee who meet weekly and travel extensively. We need to keep up the recruitment of dedicated and motivated team members as we increase our capacity.
- **Our case is strong**: from the powerful legacy of UWC, to the tangible and visible needs of our campus infrastructure, our case is strong and resonates with donors, while current geo-political events add to the urgency of our mission (sadly). There is depth too, from our strategic plan to our masterplan and architectural feasibility studies and other ancillary plans (solar, landscaping)
- Our exploratory phase suggests that **new donors are inclined to participate**, care about the solutions we are building and are inspired by the support of past and current mega-donors. Our pipeline of active conversation is documented and shows our campaign really generates the foundational interest key to its success, validating the hypothesis of which constituency will contribute to which portion of the campaign, and by how much.

Weaknesses (what is working less well)

- Feedback on our campaign story and messaging, beyond initial interest, is that **our overall story remains complex**, still shows insider bias rather than being truly donor-focused, is very rational / intellectual rather than emotional, and comes from a place of need, as opposed to from a place of vision. In other words, people want to hear more about the future state of UWC-USA as we imagine it, rather than how we are paving the road ahead. We need more external heads to help us see our own biases and help us define content and a tone of voice that appeals to our target donors.
- Our committee **bandwidth is limited** and forces us to focus only on the most urgent of tasks. Many activities are not happening as quickly or as often as they could or should, including meetings and calls with donors, which require frequent interactions. It is clearly time to shift gear and involve a larger group, though this will in itself require coordination and administrative investment.
- **We lack structure and infrastructure** to activate a larger team: from tracking donor conversations to scheduling complex meetings, to creating, distributing and updating our campaign case via print, web, video materials and organizing back-up materials behind each proposed initiative to answer donor questions. Now is the time where external professional help is most acutely needed, and internal capacity building needs to occur to develop a long term fundraising capability at UWC-USA and invest smartly.

Opportunities (beyond our current objectives)

- **Campus partnership**: the proposed consolidation of all dormitories and admin offices in the Castle and subsequent transformation of the lower dorms into a new academic quad will free up the Western side of campus (Old Stone Hotel, President's House, Sasakawa Center, Science & Language buildings, and IT center). This presents an opportunity to invite a campus partner with the dual goal of permanently reducing operating expenditure by eliminating building maintenance and sharing common energy and water infrastructure, and generating revenue through a lease or sale transaction. This opportunity has been vetted in discussion with external real-estate advisors, and we are investigating several expressions of interest.
- **Grants**: UWC-USA is a strong candidate for a variety of grants. To date we have identified three types which are being investigated further: US government grants (eg, Dept of Agriculture), State grants (eg, New Mexico Foundation) and private foundation grants (eg Yield Giving, the new foundation setup by McKenzie Scott). What differentiates these grants from other opportunities is that once we have determined our eligibility, an application needs to be submitted. This is different in nature: more process driven, less relationship driven, and different skills required than the type of individual giving we have mostly relied on until now. The school is staffed to pursue this opportunity.
- **New Market Tax Credits (NMTC)**: access to a special type of debt which offers significant tax advantages to investors, if it is used for projects in low-income areas, such as the one UWC-USA is located in. While there is usually plenty of capital seeking these tax offset strategies, it requires a certain level of legal and administrative burden, and a comfort using debt as a funding mechanism (though some of it is forgiven after 7 years and is generally low interest). We have been talking to a number of entities who have successfully used those in their projects and have received recommendations to expert lawyers in this area (Greenberg Traurig). The school is not staffed to pursue this opportunity.
- **Qualified Opportunity Zones (QOZ)**: Different from NMTC, Opportunity zones were created in 2017 and are designed to offer tax relief to investors if funds are invested in QOZ, which have to be designated by the governor of the state (unlike HUB zone), in our case Michelle Grisham, with whom UWC-USA has a good relation. Many funds are looking for projects, and are under renewed time pressure to be invested in qualified projects. This is an opportunity to change the conversation with some donors/investors: if \$100m in capital gain triggers 30% in cap gain tax = \$30m investable in a QOZ fund, vs a gift of \$1m from \$70m post tax. Again we spoke to several people who successfully used QOZ and referred us to their team for further discussions. The school is not staffed to pursue this opportunity.
- **Learning from best practice**: we are tracking what some other schools similar in size and scope to ours are achieving in terms of capital campaigns (some have successfully raised \$100m), and learning from their best practice, as well as investigating any potential donor overlap.

Threats (to the success of our campaign)

- Participation from **current strategic donors remains key** to the overall success of the campaign. While we are actively keeping them in the loop of our progress and have so far received positive feedback, our dependency on this key involvement remains a major risk to the campaign's ultimate success
- **Activation of new donors** not currently involved with UWC-USA is key to our campaign success, since our own constituents alone will not have sufficient capacity, given our school's young age. Current macro-economic trends have tended to shrink philanthropic gifts nationwide and create a sometimes difficult environment for asking.
- UWC-USA **institutional capacity** to manage new on-going large donor relationships is limited and has not been developed historically. Our culture of giving has always been highly concentrated and this is a new muscle to build as an institution: as the saying goes: *"the first day of the next campaign starts on the last day of the current one"*.

Campaign tools & infrastructure

What we have developed so far

Working with key internal stakeholders on the Board and Leadership teams, we have built the following tools to serve as campaign infrastructure

- Index of campaign best practice
- Pipeline tracker of all active donor conversations
- Draft messaging
- Draft donor presentation
- Shared document repository of all key docs backing up our case statement
- Weekly meeting cadence with volunteer team and with UWC-USA team

Campaign tools & infrastructure

What we need to develop next

Working with external professionals, we want to build a best-in-class toolkit for the current campaign, which will also serve as a blueprint for future campaigns for UWC-USA

1) Donor-focused story line [done]

Recommended Strategic Partner: SQRLE based in California & PR -

<https://www.sqrle.com>

Budget: \$5,000 (generously covered by a gift from Carla)

2) Campaign tools, structure and bandwidth

Recommended Strategic Partner:

FBC - <https://www.fayruzbenyousef.com/>

Budget: \$168,000 (over 12 months)

3) Campaign Video Assets

Recommended Strategic partners: currently evaluating proposals

Budget: estimated \$30-50k depending on scope

4) Campaign Print and Web Donor Collaterals

Recommended strategic partners: currently evaluating proposals

Budget: estimated \$10-20k depending on scope

5) Institutional Capacity

Recommended partner: Use UWC-USA's Advancement team to lead recruitment, with the help of FCB to define best-practice role and responsibilities

Budget: compensation package TBD, could be remote position

6) Events with key donors:

No Partner: the Campaign Committee continues to organize these event in-house

Budget: TBD - costs offset by individual hosts and/or donors wherever possible.

Advancement Committee Recommendation

Approve \$250,000 per year for two years in extraordinary expenditure to support the campaign.

The purpose of the funds would be to support capacity building through engagement of campaign counsel, including:

- Campaign event counsel and strategy
- Core campaign materials and collateral
- Talking points and high-level coaching
- Custom trainings for staff and volunteer leadership on how to be successful in the campaign process.
- Curation (design & writing) of a UWC USA Campaign Case Statement
- Development of campaign video and other collateral materials, as needed