



**Meeting of the
Board of Trustees**

**February 10th and 11th 2023
Montezuma, New Mexico**

*UWC makes education a force to unite people, nations and cultures
for peace and a sustainable future.*



United World College Campuses
UWC Atlantic 1962
Pearson UWC 1974
UWC South East Asia 1975
Waterford Kambala UWC 1981
UWC Adriatic 1982
UWC-USA 1982
Li Po Chun UWC 1992
Red Cross Nordic UWC 1995
Mahindra UWC 1997
UWC Costa Rica 2006
UWC Mostar 2006
UWC Maastricht 2009
UWC Dilijan 2014
UWC Robert Bosch College 2014
UWC Changshu China 2015
UWC Thailand 2016
UWC ISAK Japan 2017
UWC East Africa 2019

ARMAND HAMMER UNITED WORLD COLLEGE OF THE AMERICAN WEST
NOTICE OF MEETING OF THE BOARD OF DIRECTORS
February 2023

NOTICE is hereby given of a meeting of the Board of Directors of the Armand Hammer United World College of the American West (the "College") to be held Friday, Feb. 10, 2023 commencing at 8:00am and continuing on Saturday, Feb. 11, 2023 in Montezuma, New Mexico.

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Senior Leadership Team Updates: Trustees are encouraged to read these updates in advance of the meeting. They are meant to give the board a full view of the work of the school. While they will not be explicitly discussed, any questions can be raised during the President's Report.

Interim Associate Head of School	p.21
Associate Head for Finance and Operations	p.29
Associate Head for Advancement	p.32

IV. Electronic Attachments:

Appendices -- These documents are shared on a cyclical basis and relate to the work of the committees. For reference, here is the [link](#) to the appendices. Trustees are encouraged to review these appendices as background information. Only the items in bold below will be discussed at our meeting. **We recommend you download the bolded items (links provided) to your laptop/tablet for easy reference during travel and on-campus.**

President

Strategic Plan

Interim Associate Head of School

Students at Risk: Current school year

Admissions

Entry 2023 - Rolling Snapshot

U.S. Application 5 Year Trend

Residential Life

Residential Life Overview

Residential Life Activities

Experiential Education

Signature Program (ExEd) Offerings - Spring

Project Week

Finance, Operations & HR

FY Budget to Actual Q2 ([link](#))

Next Year's budget (Preliminary) ([link](#))

5 Year Projection

CapEx Budget to Actual

Next year's CapEx (Preliminary)
Endowment Market Summary
Cash Analysis
Endowment Restrictions
D2D (Dare to Dream)

Advancement

Communications Dashboard

Board Meeting Presentations: The following are powerpoints we have prepared or received in advance from board committees. They will be presented and discussed at the meeting.

We recommend you download the bolded items (links provided) to your laptop/tablet for easy reference during travel and on-campus.

Committee Reports

Audit & Risk ppt ([link](#))

Campaign Committee Report ([link](#))

Campaign ppt ([link](#))

Education ppt ([link](#))

Finance ppt ([link](#))

Deep Dive

Admissions ([link](#))

Risk ([link](#))



Board Meeting Agenda

February 10th -11th, 2023

Friday, February 10, 2023

Attendees: Trustees & SLT

Castle Dining Hall, 1st Floor

12:00 - 1:30 Informal lunch with students in the dining hall–join a table!

Castle Board Room, 2nd Floor

1:30 - 2:30 Chair Welcome

Pre-read: Minutes from October 2022 meeting, pp. 7-16

Board Action: Vote on resolution to make Steve Dichter a Distinguished Trustee and Approve Minutes from October 2022 meeting

President's Report

Pre-read: Presidential Executive Summary, pp. 17-20

2:30 - 4:30 Committee reports

Audit and Risk: (15 minutes)

Campaign: (40 minutes)

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

Education (30 minutes)

Finance (35 minutes)

Board Action: Approve preliminary budget FYE 2024

4:30 - 5:00 Finance: Board Approach on Deficit

Pre-read: Finance Committee ppt

Board Action: Approve extraordinary draw from the endowment I/A/O \$1.5 million; Approve IC instruction to create additional liquidity to satisfy the extraordinary draw and effect a transfer to the school's operating account, the timing of which will be decided in concert with the Associate Head for Finance and Operations and the President.

5:00 – 5:30 Investment: UWC Endowment Proposal and Discussion
Board Action: Vote on UWC-USA participation in a UWC-wide endowment fund

Castle Round Room, 1st Floor

5:45 - 7:15 Student Performance and Dinner to honor Steve Dichter

President's Home

7:30 - 9:00 Reception for Board and SLT

Saturday, February 11, 2023

Attendees: Trustees, SLT, invited Guests

Castle Board Room, 2nd Floor

8:00 - 9:00 Breakfast

9:15 - 10:00 Executive Session I (Trustees, including Victoria Mora)

10:00-12:00 Admissions “Deep Dive” (with SLT, Director of Admissions, U.S. National Committee members, Admissions ExEd joining)
Pre-read: Admissions Deep Dive ppt

12:30 - 2:00 Lunch

2:00 - 4:00 Risk “Deep Dive” (with Dean of Students, Director of Security)
Pre-read: Risk Deep Dive ppt
Board Action: Vote to approve key features of board oversight of risk management at UWC-USA, UWC-USA’s Risk Management Program and approach, and remit of Audit and Risk Committee of the Board

4:15 - 4:45 Matters Arising, Any Other Business

4:45-5:30 Executive Session II (Trustees, including Victoria Mora)

5:30-6:15 Executive Session III (Trustees without Victoria Mora)

6:30 - 8:30 Yule Ball Dinner in the dining hall followed by an informal gathering at the President’s Home

Adjournment

**Minutes of The Armand Hammer United World College
of the American West (UWC-USA)
Board of Trustees Meeting,
October 7 and 8, 2022**

A meeting of the Board of Trustees of the Armand Hammer United World College of the American West ('UWC-USA') was held at UWC-USA in Montezuma, New Mexico, with two sessions, the first beginning at 1:30 pm Mountain Time on October 7th and the second beginning at 8:45 am Mountain Time on October 8th, 2022.

Attachments:

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

Aly Kassam-Remtulla presided as Chair.

* * *

On Friday, October 7th, the first session began at 1:30 pm, Mountain Time.

Trustees present and constituting a quorum were:

Allan Affeldt
Peter Alderman (AC '91)
Marc Blum*
Klaus Desmet ('88)*
Eivind Djupedal
Dominic Garcia*
Thomas Hassan
Christian Janssen ('88)*
Ben Jones (AC '91)
Aditya Joshi ('91)
Aly Kassam-Remtulla, Chair ('94)
Preeti Khandelwal (AC '84)
Marisa Leon ('87)*
Victoria Mora, President*
John Morris ('85)*
Jonathan Schneider

Subitha Subramanian ('88)*
Michael Taylor ('91)
Melanie Weston ('86)

Belinda Nicholson '88 and Marybeth Kravets expressed their regrets.

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

Todd Austin, Interim Associate Head of School
David Ertel*, Committee Member, Audit and Risk
Sebastian de Halleux ('96)*, Co-Chair, Campaign Committee and Former Trustee
Mark Hodde ('89), Chief Advancement Officer
Kimi Jackson ('92), Chief Finance and Operations Officer

* attended via Zoom

Aly Kassam-Remtulla welcomed the attendees, noting that many had not met before, specifically addressing Aditya Joshi, Eivind Djupedal and Kimi Jackson. Aly Kassam-Remtulla made a presentation to the board about his initial impressions and priorities based partly on individual conversations he had with every trustee in the summer of 2022. He introduced three themes for the board, (i) board alignment and cohesion, (ii) membership and onboarding and (iii) leadership and succession.

Beginning with alignment and cohesion, Aly Kassam-Remtulla described the challenges facing the Board, with connections frayed during the pandemic, structural impediments given geography and little direct current connection to UWC-USA, and difficulty in building continuity. To address these concerns, Aly Kassam-Remtulla stressed the need for improved communication and engagement at all levels, with greater coordination between Aly Kassam-Remtulla and Victoria Mora, regular reporting, timely distribution of minutes, committee participation and understanding of the school's operations. These measures would also improve healthy and candid debate, building the trust necessary to broach difficult or sensitive topics. In practical terms, Aly Kassam-Remtulla proposed a restructuring of the Executive Committee to include the Chair, chairs from the Governance, Finance, Education and Facilities Committees, two other Trustees and the President. The reformulated Executive Committee would have six meetings per year and would initially run for a two-year period. The Board strongly supported the proposal, with the additional suggestion that the two open Trustee seats rotate to prevent isolation and exclusivity. Finally, Aly Kassam-Remtulla reiterated his expectations of individual Board members, with minimal in-person attendance at two of three annual meetings, with remote attendance options. Two meetings each year would be in New Mexico and the third would be in NYC or another major city. To facilitate attendance he suggested that meeting dates be selected at least one year in advance. Aly Kassam-Remtulla also noted the possibility of an offsite meeting, perhaps every five years.

Aly Kassam-Remtulla then turned to membership and onboarding. He noted that demographic diversity was strong, but a greater effort should be made on gender and age diversity. The Board should recruit Trustees from more recent graduates and consider those best able to make a contribution. Attention should also be given to seeking members beyond the contacts of current Trustees and the need to educate members on the role of nonprofit boards. Specifically, Aly Kassam-Remtulla suggested continued work by Preeti Khandelwal, Melanie Weston and Subitha Subramanian to cast a wider net for potential new members, continuing to track, scout and cultivate potential recruits and solicit more broadly among the alumni, perhaps accepting self-nominations. Aly Kassam-Remtulla also noted the need for background checks on new board members. General discussion ensued, with broad support for these efforts and several additional suggestions, including consideration for the sponsorship of airfare for lower income board members. There was also discussion on the appropriate ratio of alumni to non-alumni board members, with recognition of the benefits of non-alumni bringing broader perspectives, and the need to recruit unconnected members, those living in New Mexico, as well as parents of alumni at UWC-USA and other UWCs. One Trustee noted that non-alumni Trustees sometimes feel like outsiders and there was acknowledgement that efforts should be made to create more cohesion. Some Trustees expressed confusion about the process of recruiting new board members through committee membership. The Governance Committee agreed to clarify this going forward. The board also acknowledged the work of Melanie Weston and Subitha Subramanian in building a systematic framework for managing the recruitment process.

Aly Kassam-Remtulla turned to leadership and succession planning, beginning by noting that many members have little spare time. If Trustee time was well-utilized, however, members might be able to devote relatively more to higher-value tasks. Aly Kassam-Remtulla discussed the Trustee lifecycle, from identification, cultivation, recruitment, orientation, acculturation, contribution, leadership, departure and ongoing engagement. Aly Kassam-Remtulla observed that some of these stages were handled quite well while others left room for improvement. He recommended that responsibilities be distributed more broadly. Effort should also be given to reducing the administrative burden while emphasizing the joy inherent in the responsibility. To that end, Aly Kassam-Remtulla suggested the engagement of a Board Coordinator to help with the more mundane tasks of scheduling, organizing, administration and minuting. Also, potential board leaders should be groomed early and the Trustees should engage in self-assessment.

Turning to his final thoughts, Aly Kassam-Remtulla discussed additional topics that had emerged in his recent discussions with individual Trustees, including (i) concern that UWC-USA needed greater visibility, not remaining a “well-kept secret”, (ii) concern over the financial model, (iii) challenges of staff and faculty recruitment and retention given physical environment and (iv) the role of the Trustees and UWC-USA in the larger UWC international movement. General discussion followed, with strong support again expressed for reformulation of the Executive Committee, and consideration of the need for increased administrative support.

President Mora delivered the President's report. She began by thanking Todd Austin and Mark Hodde, noting the difficulties of the summer, including the fire and the most recent water crisis, and emphasizing that Todd Austin and Mark Hodde remained in the trenches with good humor and grace.

The 2022-23 school year is off to a normal beginning, and while not yet post-pandemic, COVID is no longer dominating school life. President Mora also expressed gratitude for Kimi Jackson, who started over the summer as Chief Finance and Operations Officer and is already tackling the water issues in the midst of moving to Las Vegas. President Mora continued by noting some changes, with Todd Austin beginning his role as Interim Associate Head of School and addressing a more complete integration of the UWC-USA experience with the goals of sustainability and peace. Staff turnover remains a challenge and President Mora discussed the need to understand the employee lifecycle, including how and where to recruit. President Mora discussed the campaign and the improved budgetary forecast which is looking stronger over the coming five years.

Education Committee: Marisa Leon delivered the report of the Education Committee, beginning with a discussion of the dashboards. The dashboards would be applicable for academic, residential and experiential components of the UWC-USA student experience. The dashboards are almost complete, with the academic portion, prepared by Todd Austin and Klaus Desmet, finished. The residential dashboard will be ready by the February 2023 Trustee meeting and the experiential dashboard to be complete by the June 2023 meeting. Klaus Desmet described the academic dashboard, which covered a large number of metrics, including student achievement, academic program, teacher quality, university admissions, and student background.

Marisa Leon continued with the update, noting that Catarina Song Chen, head of school for the International School of Belo Horizonte, Brazil, would be a potential new Education Committee member and a potential candidate to replace Marisa Leon as a Trustee serving as head of another international school. Todd Austin discussed the new college counselor, Casey Nolen Jackson.

There was general discussion among the Trustees about the new dashboards. The board was strongly appreciative of the efforts and recognized the value in having repeatable metrics. Some Trustees questioned whether the scope of the dashboard could be narrowed to reduce the burden on academic staff. Klaus Desmet confirmed that the committee would work in close collaboration with the academic staff to ensure no undue burden.

Governance Committee: Subitha Subramaniam first presented the goals of the Governance Committee, including two to three Trustee nominations per year, developing a matrix of Trustee experience and other qualities to ensure appropriate composition, and improving board effectiveness. Subitha Subramaniam then discussed the committee timeline, beginning with feedback regarding the President which was to have been completed by June, slipping this year

because of the forest fires, and including a Board self-assessment in June. Subitha Subramanian also noted that Justin Lee, Jonas Nilsson, Manolo Espinosa and outgoing Chair Steve Dichter had completed their Board service. Finally, there was some discussion on the role of non-Trustee committee members.

Investment Committee: Christian Janssen began with an overview of the Investment Committee, and its role in reviewing the endowment and advising the board, consisting of seven members meeting four times per year. The investment approach had a long-term basis, and distributions were made annually equaling 5% of trailing 12 quarter average net asset value (NAV). The investments are part active, in the Davis funds, and part index funds. Christian Janssen found that the endowment had significant volatility and proposed a reconsideration of strategy, to optimize management with new tools and resources. Christian Janssen concluded by noting new discussions at the UWC International Office (IO) regarding a movement-wide endowment which would allow schools to pool their resources to achieve better management, lower costs, and target larger donors.

Capital Campaign: Sebastien de Halleux provided an update on the capital campaign. The campaign's objective was to raise \$50 million to help transform the campus into an educational basecamp for the world. Targets included \$10 million from alumni, and \$9 million from new anchor donors, and \$6 million from Trustees, to be matched by a \$25 million gift from an existing anchor donor. The campaign had already received \$8.6 million in verbal pledges. Sebastien de Halleux discussed the four key capital initiatives and emphasized the need to listen to donors.

[The Board Meeting adjourned at 4:20 pm Mountain Time for a tour of the oval. The Board Meeting reconvened at 5:00 pm Mountain Time.]

Aly Kassam-Remtulla first introduced David Ertel.

Oval Capital Project: Todd Austin began the discussion of the renovation of the oval. Todd Austin first noted that there was insufficient water to keep the oval green more than two to three months per year. Working with a landscape design firm, three plans were produced, with the favored plan including a playing field embedded in a larger oval containing a 'food forest' with outdoor classrooms. The concept emphasized sustainability and peacebuilding and contained space for water collection, while also providing a connection to the local community with education facilities along with fields for the local youth soccer program. The Trustees discussed the proposal, raising a number of questions including the possibility of state or federal funding, impact on water use and relationship with the Las Vegas community.

[The meeting concluded at approximately 5:45 pm Mountain Time.]

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On Saturday, October 8th, the second session began at 8:50 am, Mountain Time.

Trustees present and constituting a quorum were:

Allan Affeldt
Peter Alderman (AC '91)
Marc Blum*
Klaus Desmet ('88)*
Eivind Djupedal
Dominic Garcia*
Thomas Hassan
Christian Janssen ('88)*
Ben Jones (AC '91)
Aditya Joshi ('91)
Aly Kassam-Remtulla, Chair ('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)

Belinda Nicholson '88 sent her regrets.

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

Todd Austin
Mark Hodde ('89)
Kimi Jackson ('92)

* attended via Zoom

Finance Committee: John Morris delivered the report from the Finance Committee, highlighting several high level topics and beginning with recognition of Kimi Jackson's new role as Chief Finance and Operations Officer at UWC-USA. John Morris reported that the 2021 audit was close to completion and the 2022 audit would commence in December. He recommended a review of

the current audit providers, both with respect to cost and quality of service. Budgeting was looking good despite the cessation of the \$2,000,000 Davis Challenge gifts and the school was anticipating a slight surplus this year. Kimi Jackson will be managing the budget going forward, building out the five-year model.

John Morris then discussed the longer term, in which deficits were likely to increase; he noted the two levers of tuition payments and student body size. John Morris also discussed capital expenditures, referencing the recent purchase of the Smith house and an undeveloped property near the school. He suggested that the school consider real estate as an asset class and invest in land both to protect the campus and to gain exposure to a potentially appreciating asset class. Continuing to discuss real estate, John Morris noted that balancing the 2022-23 budget was achieved by further deferring maintenance and reducing capital expenditures, despite the campus requiring significant investment. The first step would be consolidating administration in the Castle, while reviewing water infrastructure and developing the oval. John Morris advised that future budgets should include likely increases in insurance premiums, and Kimi Jackson would be following up.

In conclusion, John Morris thanked the accounting team for their strong work while understaffed and without leadership. John Morris expressed confidence that Kimi Jackson would do a good job leading the accounting team.

Audit and Risk Management: Marc Baum began by noting the difficulties in preparing the audit without leadership, referencing the departure of Taylor Gantt. President Mora then confirmed that all necessary materials had now been delivered to the auditor for preparation of the year-end audit, expected next month.

Facilities Committee: Eivind Djupedal first thanked Todd Austin for preparing the committee report. He then discussed three potential projects now under consideration—the Castle, the oval and the academic quad. In addition to these priority projects, Eivind Djupedal noted other needs including the remainder of the Castle, the lower quad and the Kluge Auditorium. The Southeast section of the campus also merited consideration, given the large number of structures. The reduction of the capital expenditure budget to \$500,000 created risk of deferred maintenance, but there was also a risk of wasted maintenance in facilities that would eventually be renovated or replaced. Eivind Djupedal concluded by thanking Todd Austin, along with Allan Affeldt and Kimi Jackson for their contributions.

Advancement Committee: Melanie Weston began by noting that funds raised in the prior year totaled \$2.25 million, meeting budget expectations but missing the target of \$2.4 million. Mark Hodde then discussed the recent passing of Virginia Dwan, a former Trustee who had been a generous supporter of UWC-USA through the gift of the Dwan Light Sanctuary, which opened on her 65th birthday. The Sanctuary has been a significant benefit for both UWC-USA and the

community and was seen by Virginia Dwan as one of her two most significant life accomplishments.

Tom Hassan then moved that the Trustees approve the following resolution, which was seconded by Melanie Weston. All Trustees present approved the motion without objection.

*Memorial Resolution on Behalf of Virginia Dwan
October 18, 1931 - September 5, 2022*

WHEREAS, the United World College-USA Board of Trustees with grateful appreciation, does hereby honor the memory of Virginia Dwan, emeritus trustee and visionary behind the Dwan Light Sanctuary of UWC-USA in Montezuma, N.M.;

WHEREAS, Virginia was honored as a distinguished trustee for her dedication to the school and the UWC mission;

WHEREAS Virginia lived a life dedicated to the belief that art can elevate the human spirit and to the ways art can unify a fractured world as she supported artists and their visions for decades across the country and around the world;

WHEREAS Virginia envisioned, planned, and supported the building of the Dwan Light Sanctuary on the UWC-USA campus, a building that promotes reflection in the midst of a chaotic world and that promotes a socially conscious spirit of acceptance and tranquility; and

WHEREAS the students and staff at UWC-USA along with visitors from around the world will benefit for generations to come from this building that reflects her values and which resonates on a spiritual and emotional level with its connection to nature, physics, and light;

THEREFORE LET IT BE RESOLVED that the UWC-USA Board of Trustees and President Dr. Victoria J. Mora, on behalf of the students, faculty, and staff, would like to remember Virginia Dwan for her commitment, vision, and dedication to the UWC mission.

[The Board Meeting adjourned at 9:40 am Mountain Time for a tour of the Castle. The Board Meeting reconvened at 10:10 am Mountain Time.]

Castle and Facilities Discussion: Todd Austin described the plan to convert the main floor residential wing on level one of the Castle to administrative office space. The space on level one totaled approximately 6000 to 7000 square feet and was sufficient to consolidate almost all administrative offices in a single location, which would also be more accessible to the student body and allow for increased collaboration among administration and students. The estimated

construction cost is \$773,000 with additional expenditure for design, taxes and other incidentals. Best estimate is \$1M.

Todd Austin then moved on to explain the current water system and potential maintenance concerns. The system functions as a rural water system, providing water to the school along with another 35 local hook-ups. While the water quality itself is monitored and remains in compliance with EPA guidelines, the water storage facility and the piping distribution was aged, and there were potential maintenance needs. There was also discussion about metering and charging local users of the water system. Todd Austin discussed the current plan to meter inflows and outflows from the water storage facility to determine potential leaks. The Trustees then discussed potential costs and funding sources for any repairs that might be needed.

[The Board Meeting adjourned at 11:15 am Mountain time for a tour of the Oval and reconvened at 12:30 pm Mountain Time.]

College Master Plan: Discussion continued about planned renovations, improvements and reconfigurations of the campus. Allan Affeldt explained how consolidating the residential facilities on the upper campus would make it more efficient and reduce maintenance while freeing space for similar consolidation of the academic facilities on the lower campus. The current focus is on the core, academic, administrative and residential facilities, which will likely result in extra, unused buildings. In the process of renewal, the plan also focuses on sustainability—notably energy and water use.

Discussion ensued regarding the completion of the feasibility plan for the entire campus, given the uncertainty of sequencing and donor interest. The Trustees also discussed optimal school size and contingency of construction on capital campaign funding. There was a general consensus that the current size of the school was appropriate and that further Castle work would be dependent on capital campaign funds availability. There was discussion on the allocation of capital campaign funds between facilities improvements and scholarship endowment.

The Trustees were supportive of engaging the architectural firm of Stephen Conor Reichert to complete the plans for the renovation of the administrative space on level one of the castle, at an expected cost of \$60,000, and completing the feasibility study for the entire campus for an additional \$60,000. The Trustees also expressed support for purchasing the water meter equipment to investigate the integrity of the water system, at an expected cost of \$40,000 to \$50,000. The Trustees then discussed at length how to fund the renovation of level one of the castle.

Allan Affeldt moved to approve the expenditure of approximately \$120,000 for the architectural plans for level one of the Castle and the completion of the feasibility study for the entire campus. The

motion was seconded by Jonathan Schneider and unanimously approved by all Trustees present. This will be funded from monies designated for the Master Plan and Campaign in the school's budget.

Peter Alderman subsequently moved to approve the resolution below. Marybeth Kravets seconded the motion and it was unanimously approved by all Trustees present.

Resolved that the Board of Trustees wishes to proceed with the renovation of level one of the Castle to convert the space to administrative offices as previously presented to the Board; further, the Board anticipates considering and approving an appropriate financing proposal from the Finance Committee at the next meeting to be held in February 2023, with such proposal to include a budget of no more than \$1,000,000 without further Board authorization.

[The Board Meeting adjourned at 2:45 pm Mountain Time and reconvened at 2:55 pm Mountain Time in executive session. Victoria Mora departed at 3:25 and the executive session concluded at 4:25.]

Peter Alderman
Secretary of the Meeting

ACTION ITEMS

- Review audit firm (Kimi Jackson)
- Include likely increases in insurance premiums in the budget (Kimi Jackson)
- Bring several financing options for the \$1M Castle Level renovation (Finance Committee)

President's Executive Summary

1. Midyear overview of school year

As recent school years go, this one has been smooth. The student experience is near or at pre-pandemic quality. Faculty and staff are focused on our core functions rather than performing core functions under crisis conditions. An example of such focus are robust discussions with faculty and students on our timetable; staff, faculty and student participation in the Associate Head search; serious conversation and planning around the new Chat GPT AI software and its impact on the education of our students and on assessment; and the beginning of formal conversations about program innovation within the strategic framework of our Phase II Strategic Plan.

The new smaller SLT makes room for a more strategic focus including programming and program support structures, risk management, business functions and approach, opportunities for leveraging our campus, and the interface between our needs and desires on the one hand and fundraising opportunities on the other. In addition, we have undertaken a second (during my tenure) compensation market study. The changes in the market have been dramatic since our last study, not surprisingly given the impact of Covid and inflation. The change is significant enough that we may need to consider a shift in priorities given the impact on our projected deficit. Such consideration could impact our timing on master plan execution. The FYE '24 draft budget already reflects some of the shifts in our priorities.

The Associate Head of School role, not surprisingly, is proving invaluable. Having Todd as an Interim has meant all of the benefits of the role with no onboarding or lead time to get the job done. His conversance with our strategic direction and the trust he has from our community should put us in a good position for onboarding a new person in the Associate Head of School role.

The Associate Head of School search yielded close to 40 applications. A third were strong. In consultation with our HR director I narrowed the pool to 8 and the Search Committee recommended 3 of those to move forward. We lost one candidate who withdrew to "concentrate on later searches" in which he had advanced. Two candidates have visited campus and the plan is to advance one to speak with members of the Education Committee of the Board.

Kimi is an excellent fit with the team and is managing a steep learning curve well. The amount of time we have been able to spend with each other onboarding has been beneficial. A good deal of our focus has been on the two delayed financial audits ('21 and '22) and the challenges their delay has meant for building a reliable budget for FYE '24 and completing 5 year projections. With an excellent recommendation from John Morris, we

have retained the help of a consultant, Michael Roth, who is scrubbing our formulas and numbers so that we can trust the numbers on which we are basing decisions. Once this work is done we will retain him to build a more user-friendly annual budget model, make recommendations on budget-building methodology, and craft a more sophisticated 5-year predictive model. We have other projects as well. Getting the business office into shape is a top priority for Kimi going forward, including a long-desired move away from our current software to Blackbaud, which among other virtues will sync with our advancement module. We are also assessing the current staffing model under the Associate Head for Finance and Operations.

While we continue to deal with the residual impact of the fires (including faculty, staff, and student psychological responses on the human side of the spectrum and insurance and FEMA claims on the business side), at least some unknowns are more settled. The city of Las Vegas has secured \$140 million in federal aid to shore up the city's water infrastructure and even innovate by developing a closed system that converts effluent into drinking water. As UWC-USA gets its water from the city, this is a huge relief from concerns about long-term water availability. However, an effluent system will take years to complete and immediate water availability predictions continue to fluctuate. The \$140 million does not provide funds for campus infrastructure needs. We are pursuing our own assessments and funding. Our actions on this front are important to the city insofar as we are a big user, though we don't know what portion of our use is ours vs. that of neighbors we supply. We have received pressure from one new neighbor to be added to our water distribution in Montezuma, something we do not believe the school has done since the initial grandfathering of households on the Jesuit distribution. Our fire insurance claims are almost all paid (\$1M paid, \$500K outstanding). If all payments come in, we should end the year's budget with significantly less deficit than we are currently projecting based on our budget to actual analysis. And there is more good news on this front. At this time, our insurance broker feels confident that insurers are unlikely to drop us en masse, though their 25-27% increases following the fire are unlikely to be the last big increases we see. There is FEMA money available for which we may qualify given expenses related to the fire aftermath and we are exploring this, directly with FEMA and potentially with help from legal counsel.

2. Progress on strategic goals: We continue to make progress on Phase I strategic goals, with good progress on Goal I, Mission Driven People, Goal III, Systems, and Goal V, Financial Sustainability. Please see specifics under SLT member reports. I will also cover some of this as part of my report on progress against my own goals during the executive session.
3. Frame for Admissions and Risk Management Deep Dives: Please consider in preparation for our Saturday sessions.

- a. Admissions: 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.

Action needed from Board

- FYI and Consideration in future discussions

You can find the Admissions presentation [here](#).

- b. Risk Management: UWC and UWC-USA, I think it is safe to say, are inherently weighted toward risk taking rather than risk aversion. Our idealism can outpace our resources and our faculty and students are attracted to us precisely because of the autonomy and opportunities for pushing boundaries relative to other secondary schools. It is not surprising, then, that the school’s approach to risk management has followed culture. We have historically been more informal and reactive in managing risk than formal and proactive. And while we can be proud of how we planned for and responded to Covid and wildfires over the last few years, we know that we have more to do across the entire enterprise, particularly financial, operations, compliance, and reputational risk management. This is one of the most important systems in need of attention as we strengthen our foundation. With this as background, our “deep dive” with the board will focus on educating ourselves on a new approach to risk at the school, alignment between board and school leadership on respective roles and responsibilities, enterprise risk program and approach, and identification of key enterprise risks at the school. Following the presentation, the board will be asked for the following actions:

Action needed from Board

- Approve key features of board oversight of risk management at UWC-USA
- Approve UWC-USA Risk Management Program and Approach
- Approve remit of Audit and Risk Committee of the Board

You can find the Risk Deep Dive presentation [here](#).

4. International Movement

- a. Charter for Compassion Humanitarian Award received in November thanks to friend/donor relationship

- b. Exploration of movement-wide endowment continues
- c. Head turnover in the movement continues, with 5 new heads being announced. Two have served in the movement before.
- d. UWC Gala in NY May 4, 2023; UWC-USA significant role

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

Interim Associate Head of School Report - Overview

1. Progress on Annual Priorities (Phase I: Strengthen the Foundation)

a. Program

- i. Implementing a new timetable this year, after two years of a 4-day class week, has been more challenging than expected. We made one very small modification at mid-semester and have made some further adjustments for the spring semester. We now have a timetable in place that will hold for the rest of the year. We've preserved a 5-day class week, sufficient IB hours, and the general structure of the timetable while managing to reduce the density of the class day and class week. Early second semester feedback has been very positive.
- ii. With an advisory schedule in place that allows for plan development throughout the year, we are making good progress on this important element of our student support ecosystem. This spring we will review our first-year and second-year plans, carry-forward our best gains, and identify needs/gaps to fill going forward.
- iii. We have mapped out a new program structure for 2023-24 and will present this as part of the Education Committee report.

b. Personnel

- i. Building and managing an "interim" Educational Leadership Team remains a sizable undertaking and a work in progress. Nonetheless, goodwill and sincere efforts on the part of all involved have persisted. Supporting student success (a.k.a. addressing students of concern) is the most difficult work of a school and it requires the most coordination and communication, so naturally building a stronger Student Success Team—supported by the right structures and systems—has been the biggest lift.
- ii. To complement the new program structure mentioned above, we have also arrived at a new structure for the Educational Leadership Team, one we hope to fill out by 2024-25. We'll present this as part of the Education Committee report too.
- iii. To address equity concerns among faculty, we have been developing two new resources for roll out in January: 1) A rationalized and clear list of core responsibilities for IB teachers, residential coordinators, and ExEd track leaders. These lists also highlight where faculty work across programming areas in support of one another.; 2) A pay schedule for IB teachers that clarifies our salary determination based on years of teaching experience and education/training level and moves our faculty closer to the market median.
- iv. Fall, winter, and spring professional development sessions anchor our faculty professional development plan this year.
 1. The fall session was designed to open up among us a professional conversation on educational access at UWC-USA and to strengthen our pedagogical practices in response to some of the most common learning challenges experienced by our students. Dr. Brenda Jo Brueggemann of the University of Connecticut and Middlebury's Bread Loaf School of English, served as the lead facilitator for our workshop. In preparation for the workshop, we reviewed our Special

Education Needs Policy, the IB's Access and Inclusion Policy, and strategies for applying Universal Design for Learning (UDL) in teaching environments.

2. We will use the winter session to engage our faculty in a first full discussion and reflection on opportunities for curriculum innovation at UWC-USA.
3. Our spring session will likely focus on experiential education.

In addition to these three sessions, our Deans have room to organize professional development sessions for their specific teams and others. After we made a fall decision to include the World Studies Extended Essay (EE) as an option for students in the Class of 2024, our Dean of Academics organized a World Studies EE workshop upon our return to campus in January. Our Dean of Students has organized two Mental Health First Aid Workshops for employees and students.

c. Operations

- i. A new event manager system, daily announcement platform, and parent portal on the school website are all in advanced stages of development or early implementation.

2. Progress on Strategic Priorities (Phase II: Innovate for Impact)

- a. We are prioritizing these initiatives for further development this spring. For each of these we will consider feedback from students, faculty and board and hand off a one-pager to the Campaign Committee
 - i. Idea 1.2 New student prep/support program
 - ii. Idea 2.2 Leadership competencies
 - iii. Idea 2.1 Model for learning expeditions
 - iv. Idea 2.3 Cross-curricular teams
- b. Master Plan Support
 - i. Integration of Master Plan, Landscape Plan and Sustainability Plan

Action needed from Board

- No action at this time - FYI

Interim Associate Head of School Report - Admissions

1. Update on next fall's incoming class
 - a. Working through the National Committees (NCs) Abroad, the U.S. Selection Committee, and Global Selection Program (GSP), we are on track with offers to yield the number of students we want from these admissions pathways. Achieving the GSP goal of 20 students may prove difficult as it is twice the number we admitted last year. We will use the 5% discretion pathway to add students with significant need or full pay students whom we find apart from the main pathways.
 - b. The number of completed applications to UWC submitted through the U.S. Selection Committee has increased by 60% over last year's number. We can attribute this increase to a new admissions platform that allows us to track individual queries and target individuals and groups with timely messaging campaigns as well as our ongoing placement of ads on Instagram and TikTok with the help of a marketing firm. Last year 15% of all applicants indicated that they heard about UWC from TikTok.
2. Progress on other annual priorities.
 - a. New admissions platform: We continue to implement and use School Admin in a way that affords many advantages to previous admissions systems.
 - b. Marketing: We continue to work with a company called [Study International](#) to promote UWC-USA among targeted countries where there is a high concentration/interest for boarding school education among families who can pay full fees. We are still learning how effective this marketing tool is for us, but early indications are positive.
3. Progress on strategic priorities
 - a. Scholarship expansion
 - i. The Admissions office with support from Advancement has secured Dare to Dream (D2D) Tier 2 monies to fund six additional offers for Entry 2023. This funding from D2D amounts to \$300k in scholarship money over two years. Previously, we had established annual eligibility to accept the maximum number of D2D Tier 1 scholarships (6) of the same value. Additional monies from 3 NCs will come with these students. Finally, we were able to secure funding from the Afghan Youth Project to cover what the D2D scholarship does not include, another \$45-50k over two years.
 - b. U.S. Selection Committee: This year we recruited a few faculty to serve as volunteer application readers in support of the U.S. Selection Committee. Phase I of our strategic plan had included a coherent action recommendation calling for the placement of a faculty member on the U.S. Selection Committee. Including faculty as readers is a solid step in that direction.

Action needed from Board

- No action at this time - FYI

Interim Associate Head of School Report - Academics

1. Progress on annual priorities
 - a. Programming:
 - i. The School will be adopting a transdisciplinary pilot course in Fall 2023 entitled 'Language and Culture'. It can be used as a Group 1, Group 2 and Group 3 subject for the 2023-2025 pilot cohort. As with all pilot courses, it is initially offered only at SL, but that will change when formally adopted. This course is aligned with UWC mission, values and strategic priorities.
 - ii. We continue to track IB curriculum developments, especially those that involve UWC schools. The IBO is in the midst of the collaborative ideation phase of its DP Review. Both UWC Atlantic and Southeast Asia developed pilots that will be introduced in the iterative phase; UWC-USA faculty have expressed eagerness to get involved where possible, and early implementation of DP changes will commence in Fall 2025.
 - b. Staffing:
 - i. As we know that one of our current Biology teachers will be leaving at the end of this school year, we have hired a replacement for the position. The incoming teacher is an experienced IB teacher from Ghana who is currently going through the J-1 visa process.
 - c. Partnerships:
 - i. 14 students from UWC-USA spent a day in October in Albuquerque, collaborating with students from Cottonwood Classical H.S and Sandia H.S.
2. Progress on strategic priorities
 - i. We continue to refine and expand our use of PowerSchool as our student information system. Finding optimal integration between PowerSchool and the Schoology learning management system remains a challenge.

Action needed from Board

- No action at this time - FYI

Interim Associate Head of School Report - Residential Life

1. Progress on annual priorities
 - a. Programming
 - i. Student Support Coordinator An Nguyen has updated our Get Away Family Program communication, coordination, matching and data management. This is an important development in our safeguarding work.
 - ii. Our larger cohort of student Resident Assistants (RAs) has helped hone more specific leadership roles in the dorms and increased responsibility within the second year class.
 - iii. In response to student interest in religious and spiritual practice, students have organized and scheduled a diverse set of religious/cultural holidays on the school calendar.
 - b. Staffing
 - i. We are enjoying strong continuity among the Residential and Health staff this year and are currently interviewing for one Resident Coordinator (RC) position for the coming year.
 - ii. We are grateful to have Becca Solot as a Fellow this spring supporting physical activities, wellness and wilderness programming.
 - c. Partnerships
 - i. We recently hosted staff from the NM Military Institute and we anticipate some opportunities for collaboration around CEC. We are partnering with the Sky Center and Resolve to further develop our curriculum.
2. Progress on strategic priorities
 - a. Systems: We are thrilled with the implementation of REACH, boarding school software that helps track student location and travel. This has greatly improved communication and documentation, which strengthens our safeguarding work.
 - b. Diversity, Equity and Inclusion: This spring we will be deploying the NAIS Assessment of Inclusion and Multiculturalism (AIM) assessment and survey.
 - c. Mission-alignment: Next year, each RC will work with a team of four faculty in lieu of Assistant RCs. This dorm team model will complete the full time RC model which was initiated 4 years ago.
3. Matters arising for risk management
 - a. We continue to explore options to improve our campus cameras, dorm security and curfew enforcement.
 - b. The legalization of cannabis in NM has likely contributed to more vapes on campus.
 - c. The challenge of finding drivers, need for vehicle maintenance/upgrades, and increased trips to Santa Fe to access health care keeps transportation in front of us as a significant risk area.

Action needed from Board

- No action at this time - FYI

Interim Associate Head of School Report - Experiential Education

1. Progress on annual priorities
 - a. Programming
 - i. Our Spring semester ExEds provide robust opportunities for community engagement and sustainability skill building.
 - ii. Sustainability and Wilderness ExEds have each been significantly changed for now as a result of the recent fires. We are working to repair the flood damage at the farm. We have charted additional wilderness course areas due to the impact of fire on trails in our region and are working with neighboring landowners to define access and use for hiking and biking.
 - iii. As public gatherings have resumed, we continue to rebuild Arts and Culture performance.
 - iv. The [CEC Journal](#) was curated by recent Bartos Fellows Victor Kazanjian and Michelle Lepore.
 - b. Staffing
 - i. Staffing has had strong continuity among the track leaders, and we are rebuilding capacity among the faculty as sponsors.
 - ii. This spring we are hosting Hadiya Jones, '11 as a Bartos Fellow; she is completing her PhD at Princeton in Sociology, and will curate a journal issue for August.
 - c. Partnerships
 - i. Partnerships include Afghan Children's Project, ENGIN, Ethics, Global Santa Fe; Hermit's Peak Watershed Alliance, Hopi nonprofit organization Tutskwat Oqawtoynani; Reading Buddies; local schools. We also hosted the "Beyond the Page" artist collective from Middlebury College in the fall.
2. Progress on strategic priorities
 - a. Programming continues to be assessed and prioritized in alignment with the strategic plan
 - b. We continue to work to integrate and synthesize requirements and data management to streamline the experience and leverage experiences and learning
3. Matters arising for risk management
 - a. We are building a 2-3 year cycle of professional development for ExEd sponsors which will further mitigate risk in our programming.

Action needed from Board

- No action at this time - FYI

Interim Associate Head of School Report - College Counseling

1. Progress on annual priorities

a. College Counseling

- i. Implementing the application limit policy of the UWC College Counseling group (9 universities per student): Our goal is to demonstrate to students both the practicality and advantages of application limits. At this time, we have 7.5 applications per student, down from about 9.5 per student last year. There will be more meaningful statistics once all the data is in and scrubbed
- ii. Early Decision (ED): 12 students in the Class '23 (11%) are committed to a university; 9 of these students qualified as HALI (High Achieving Low Income) students and received need-based aid in excess of 75,000 USD per year. All ED acceptances came from Davis partner universities.
- iii. Early Action (EA): An additional 38 students in the Class '23 (35%) received EA acceptances.
- iv. First-year family conferences: These spring family conferences will roll-out softly due to too much else going on.
- v. Staffing: We expect our Associate Director of College Counseling to depart for a different geography at the end of the school year and are making preparations to hire his successor.

b. Coordinating Student Success

- i. Tracking of student success data: Our Student Success Team is now consistently tracking student GPAs over the course of their 4 semesters as GPAs have a neat correlation with IB predictions.
- ii. Early intervention: We are also improving our focus on data points that facilitate early intervention – attendance data, health team reports and evidence of academic difficulty in the grade book.
- iii. Advisors and teachers: We are striving to more deliberately share key information with advisors in order to support their work with students.

2. Progress on Strategic Priorities

a. College Counseling

- i. Strengthening university relations: The Associate Director is preparing a mini-blind university fair in late spring for first-year students. This spring event will serve as a nice complement to the larger fall university fair we established in September.
- ii. Systems improvement: We are focusing our systems improvement work in the area of application development, teacher recommendations, collecting and distributing university predictions predicted grades, document requests outside of Naviance (i.e., transcripts), clarifying student need for financial aid support/fee waivers, and making English proficiency testing available as needed.

b. Coordinating Student Success

- i. Refining the course selection process: The Student Success Team is reviewing our current course selection process and will make recommendations for improving this process for the Class '25.
- ii. Graduation Pathways: The Student Success Team is also investigating and bringing clarity to the NM High School Diploma and how students, who are not on a pathway for earning their IB diploma, can achieve the NM diploma.

Action needed from Board

- No action at this time - FYI

Associate Head for Finance and Operations

1. Budget FYE 2023

- a. Inflation and costs related to the fire have negatively impacted our budget for FYE 2023. We had planned to end FYE 2023 with a surplus of \$55,983. Based on YTD spending, we now anticipate finishing FYE 2023 with a deficit of \$407,276. This deficit is attributed to the following key factors:
 - i. While \$1,060,186 of our relocation expenses resulting from the wildfire were reimbursed by insurance, \$525,000 had not yet been reimbursed by insurance at the time the FYE 2023 deficit was calculated. We continue to pursue insurance reimbursement and also to seek FEMA reimbursement for additional losses resulting from the fire, floods and water crisis. Since calculating the deficit, we have received an additional \$137K in insurance claims. If we receive additional reimbursement, it will offset the projected FYE 2023 deficit further.
 - ii. The cost of food has risen dramatically. In October and November 2022, our Sodexo food service invoices averaged \$127,000 per month, 32% more than budgeted.
 - iii. In January, the cost of our natural gas rose by 66.8%. Our January gas bill was \$28,000, compared to \$12,000 the previous month.
 - iv. \$140,000 in one department was erroneously omitted from the budget when it was created last year.
- b. Our endowment is currently valued at \$128 million. We expect the market to remain relatively flat over the near term, which will have funding implications starting in FYE 2025 due to our smoothing formula. Next year's draw is estimated to be around \$6.9 million, of which \$1.7 million will be used for Davis Scholars Abroad.
- c. As of 12/30/2022, the Davis Forever Fund was valued at \$249,606,211. Disbursements from the Forever Fund have been:
 - i. Dare to Dream: a total of \$9,925,000 was distributed to all 18 schools in December 2022.
 - ii. Action needed by board: Board notes approval by Finance Committee for disbursement of funds.

2. Budget FYE 2024

- a. Our preliminary budget for FYE 2024 anticipates a deficit of \$1.43 million for the year. While cost increases are budgeted across most categories, the main drivers of the increases include:
 - i. Compensation: Bringing current employees up to market rates based on our newest market study. This is a work in progress and at this time accounts for just over 50% of the increase.
 - ii. Food inflation accounts for nearly 30% of the increase.
 - iii. Investment in the campaign accounts for 16% of the increase.
 - iv. Lesser causes for the increase include increased health and wellness costs for uncompensated student health insurance and overhauling IT infrastructure. In addition, the endowment draw will be \$137,000 lower than predicted due to the actual value of the endowment over the past three years.
 - v. Pending board discussion and approval, legal fees may become a larger line item in the FYE 2024 budget.

- b. The costs mentioned above are still being finalized. In addition, we hope that some costs will be offset by insurance and FEMA compensation for losses due to the fire and its aftermath.
- c. We have engaged a consultant to assist us in creating budget models for coming years. This project should be complete by the end of March, 2023. It will aid us with our Resource Allocation Model, part of our Strengthen the Foundation Initiatives under Goal V.
- d. We will submit a revised budget and forecasting to the Finance Committee for the next few years before the June board meeting.

Action needed from Board

- Approval of preliminary budget FYE 2024
- Approval of extraordinary draw from endowment to cover FYE 2024 deficit
- Approval to direct IC to create additional liquidity in endowment to cover extraordinary draw

3. Audit

- a. The FYE 2021 financial audit was on hold for several months as the auditor did not have time to work on it until after December 1, 2022 due to her firm's other priorities. Since December 1, significant progress has been made. As of the week of January 23, the audit was 70% complete and the auditor anticipates completion in early February.
- b. We have completed the groundwork for the FYE 2022 financial audit, so that as soon as we have the final numbers from FYE 2021 we can move it forward. We anticipate beginning the FYE 2022 audit in March, also due to timing on the side of our auditor.
- c. We expect to start the FYE 2023 audit on time and with the same auditor, though we will go out to bid for the FYE 2024 audit as a matter of good practice.

4. Operations:

- a. We budgeted \$500,000 in CapEx for FYE 2023. For reasons including the wildfire, evacuation and flooding, the resulting challenges in securing contractors and supplies, and the vacancy of the Associate Head for Finance and Operations position between June and October, as well as the need to hold off on certain work due to the anticipated implementation of the Master Plan, we did not complete as many CapEx projects as anticipated. To date we have spent \$141,135 on CapEx projects, and we anticipate spending another \$139,521 by year's end. In all, we anticipate spending about \$280,000 out of the budgeted \$500,000, leaving a savings of about \$220,000. We will be considering how best to use these savings in light of current budget and master plan considerations.
- b. Strategic priorities include improving our systems. For example, we plan to develop more sophisticated budget models and management tools, transition to new accounting software, move to professional rather than in-house IT solutions, and create an employee lifecycle plan.
- c. Fires follow up: We are in the early stages of pursuing reimbursement through FEMA from our fire and flood-related expenses that were not reimbursed by insurance.
- d. Our annual priorities are to follow up after the fires, get on schedule with audits, and restructure the Business Office.

5. The recent departure of our controller gives us an opportunity to consider restructuring our Business Office as well as considering staffing across the Finance and Operations division.
6. The Friends of the Montezuma Hot Springs renewed their one-year lease of the hot springs in November. The current lease ends on October 21, 2023. The Friends request a longer lease given their investment in infrastructure such as changing areas and fencing at the hot springs. They have also requested the school consider deeding the hot springs and the 13 acres across the road (the source of the hot water) to the Friends. Victoria Mora will discuss this item during the Executive Session.

Action needed from Board

- Advice on multi-year lease of the hot springs (2-3 years) to the Friends of the Montezuma Hot Springs, starting October 22, 2023; discussion in Executive Session w/Victoria Mora

Associate Head for Advancement

1. Overview fundraising results year-to-date for the Annual fund:
 - a. Year-to-date giving to the FYE '23 Annual Fund through December 31, 2022 is \$1,200,504 in cash. An additional \$55,500 in in-kind contributions has also been received. This compares with \$1,046,411 in cash received through December 31, 2021 – an increase of 14% for the same period year-over-year. This does not include other funds received from Davis-related gifts. The trend to date gives an indication that our fundraising effort is on track to achieve fundraising targets by the end of the fiscal year. These targets represent a 3% increase over last year.
 - b. Alumni participation in #GivingTuesday in November 2022 was strong and total giving for this campaign reached its highest level to date at just over \$170,000. Participation was driven by a matching gift of \$50,000. Recruiting of class representatives continues with a greater number of alumni participating in fundraising for UWC-USA than ever. The class volunteers are already working on plans for engagement activity for April and May in advance of the fiscal-year-end fundraising campaign. The Advancement team expects that overall participation by alumni will remain at 28-30% as it has for the past few years. Greater emphasis is being placed on increasing the amount of alumni giving and gifts to the campaign.
2. Other fundraising/revenue streams:
 - a. In addition to the annual fund and the campaign, UWC-USA concluded an agreement with the Trial Lawyers College to rent the campus in June with net revenue of \$100,000-\$150,000 (depending on their enrollment) and the potential to expand the partnership in the future. The board of the Trial Lawyers also met with the Strategic Leadership Team to explore other areas for collaboration.
 - b. Talks are also underway with a number of potential groups that have expressed interest in utilizing the campus during the summer with a strong likelihood that there will be additional revenue realized from those activities as well.
3. Fundraising total: Total fundraising for FYE'23 through December 31, 2021 stands at \$2,606,004 compared to \$2,448,410 for the same period last year.
4. Year over year results delta: with cash and in-kind gifts, the annual fund results are up by 6% compared to prior year to date.
5. Update on Strategic priorities for current year
 - a. Priorities
 - i. Continued development of the annual fund to meet fundraising objectives. This will be accomplished, in part, by the hiring of a Director of Development

to manage this process and staff up for a campaign. (Strategic plan Goals III and V)

- ii. Cultivate continued support from the Davis Family to cover fiscal gaps with the end of the Davis Family Challenge Grant as well as other prospective donors. (Strategic Plan Goal V)
- iii. Campaign execution - The strategic focus of Advancement for the current year is on the continued development of the Comprehensive Campaign. This includes:
 - 1. Program of key donor visits for the campaign and conversations that continue to inform the scope and priorities of the campaign;
 - 2. Continued integration of priorities and messaging emerging from the strategic planning and master planning committees to align with the campaign and donor conversations.
 - 3. Additional analysis and segmentation of the UWC-USA database to identify, qualify and solicit donors to the campaign.
 - 4. Hiring campaign consultant with a focus on supporting the cultivation of new major donor prospects to UWC-USA

6. Campaign

- a. A full report will be provided to the Board during the forthcoming meeting by the campaign co-chair Sebastien de Halleux. The report includes an update on a dynamic and ongoing process by the campaign committee to develop a risk-adjusted estimate of the gifts being committed to the campaign based on what stage of cultivation and solicitation the Committee is at with the list of prospective donors to the campaign.
- b. The Campaign Committee and staff are tracking contacts with over 150 prospective donors for the campaign, including a large number of prospective new donors to UWC-USA. In order to support this effort in a sustained way, the campaign committee has identified an external firm to work with the school to provide targeted campaign counsel and strategic assistance. This has been discussed by the Advancement Committee with a recommendation forthcoming as part of the budgeting process.
- c. With the new leadership of the Board, individual conversations with Board members regarding the campaign will be initiated by Aly. The campaign committee will focus instead on external donors and stewarding key relationships.
- d. In addition to the direct work of the Committee, the Advancement staff has been engaged in conversations with key prospective prospects regarding partnerships, the potential for federal funding and grants to support the campaign.

7. Staffing

Olivia Kuykendall, Advancement & Communications Coordinator, was promoted to

Advancement Services Manager following a search process. An offer has been extended to a candidate to fill the coordinator (admin) role in the office. A search is now underway for a director of development to support the coordination of the annual fund. This will free up time for Mark to devote more time to support and coordination of the capital campaign.

8. Matters arising for risk management: Overreliance on a single donor (Davis Foundation) and the end of the Davis Family Challenge Grant.

Action needed from Board

- Approve \$250,000 in extraordinary expenditure for campaign counsel, video production and other materials to support the comprehensive campaign and work of the campaign committee
- Continued commitment to 100% board giving at increased levels to support the growth of the annual fund
- Introduce potential new donors to the school strategic partners and/or involvement in stewarding and solicitation of current donors.
- Consider your stretch gift to support the goal of reaching \$6 million as Trustee support for the campaign.