

[1]

February 2023 Board Book Appendices



Table of Contents

President	Strategic Plan
Educational Division	Students at Risk: Current School Year (2022-23)
Admissions	Entry 2023 - Rolling Snapshot U.S Applications 5-year Trend - Rolling Snapshot
Residential Life	Residential Life Overview Residential Life Activities
Experiential Education	Signature Programs (ExEds) Spring Offerings Project Week 2023
Finance, Operations & HR	FYE 2023 Budget to Actuals Q2 FYE 2024 Budget Forecast (Preliminary) FYE 23 CapEx Future CapEx (Preliminary) Endowment Market Summary Davis Forever & Impact Funds Cash Analysis Endowment Breakdown
Advancement	Communication Dashboard



President



[Please see the strategy website for internal reporting on progress.](#)

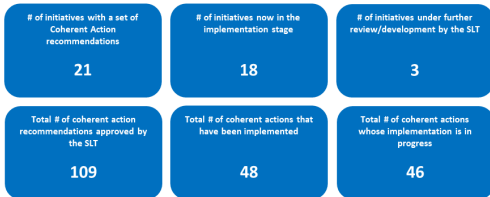


Phase I: Strengthen the Foundation Executive Summary



Status

■ Updates on Phase I progress:





Educational Program



Students at Risk 2022-2023

Categories	Fall 2022		Spring 2023	
	FY	SY	FY	SY
Students at Risk (Academics)				
Probation	0	8	4	4
Suspension	0	0	0	1
Withdrawal	1	0	1	0
Dismissal	1	0	0	0
Students at Risk (Behavior)				
<i>Disciplinary Actions</i>				
No contact agreement/order	2	2	continuing	
Probation	0	4	0	2
Suspension	0	0	0	1
Withdrawal	0	0	0	0
Dismissal	0	0	0	0
<i>Restorative Actions</i>				
Restorative circles	3	5	2	2
Negotiated resolutions	0	0	0	0
Students at Risk (Health)				
Physical Health - Mid-year leave	1	1	0	0
Physical Health - Conditional Return	0	0	0	0
Physical Health - Left during school year	0	0	0	0
Mental Health - Mid-year leave	1	3	0	0
Mental Health - Conditional Return	0	0	0	0
Mental Health - Left during school year	0	0	0	0



Admissions

2013	568
2014	467
2015	462
2016	353
2017	299
2018	266
2019	183
2020	242



Entry 2023 - Rolling Snapshot

	October 2022			May 2023			Entry 2023 Final		
	Offers	Accepted	Filled	Offers	Accepted	Filled	Offers	Accepted	Filled
NCs Abroad									
Fully Funded	27								
Partially Funded	34								
Unfunded ("full pay")	14								
Total	75								
GSP									
Unfunded ("full pay")	20								
U.S. Selection Committee**									
5% Direct Entry**									
Grand Total***	95								

*Later this winter we will make 25 U.S. Davis Scholarship offers to students recruited through the U.S. Selection Committee.

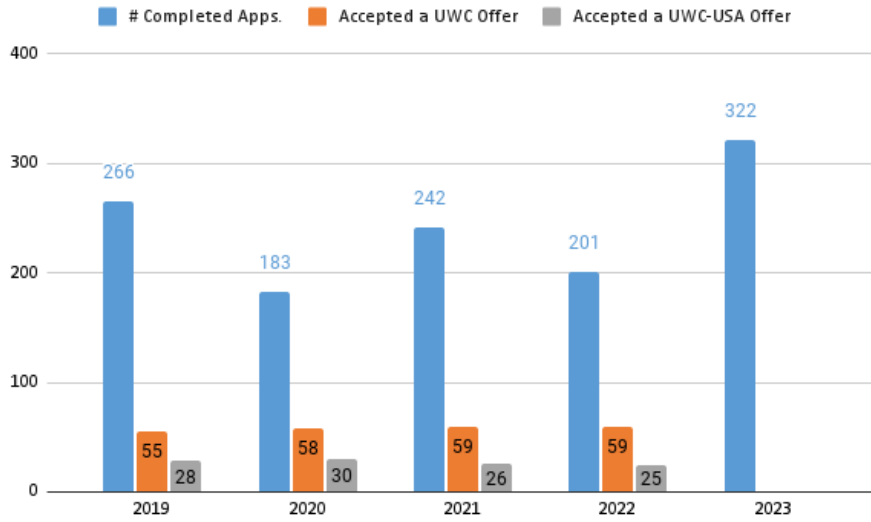
**Offers made through the 5% Direct Entry pathway typically happen later in the admissions process.

***Our total offers are calibrated to yield an entering class of 110 students.



U.S. Applications 5-year Trend - Rolling Snapshot

U.S. Applications by Entry Year





Residential Life Spring Activities

Category	Spring '23 Activity	# Students	Sponsors
Personal Sustainability (1)	Basketball	30	Patrick/Liam
	Volleyball	30	Pandie
	Tennis	15	Amadeus
	Soccer	25	Shant
	Weight Training	15	Denika
	Independent Fitness	TBD	Residential Coordinators
Communal Sustainability (2)	STUCO	12	Naomi
	CTT-RA Team	10	Max
	SWEET-RA Team	16	Melinda
	Community-RA Team	5	An
	Library Support	10	Virginia
	Marketing/Communications	6	Olivia
	Peer Angels	15	Alfonso
	Math Tutors	5	Math Teachers
	Writing Tutors	12	Virginia
	Campus Service Projects	All	Naomi, Katrin, Abby
	Sustainability-RA Team	5	Katrin
	Farm	30	Ben
Environmental Sustainability (3)	Purchasing Policies	10	Naomi
	Design Thinking: Water	10	Naomi + Hadiya

Notes:

(1) Student Leaders may count these activities toward their Campus Service requirements.

(2) Student participants in non-RA activities may count these activities toward their Campus Service requirements.

(3) Student participants in non-RA activities may count these activities toward their Campus Service requirements.



Signature Programs (ExEd) Offerings

Spring semester ExEds





FYE 2023 Budget to Actual Q2

FYE 2023 - Budget vs Actuals

	FYE 2022	FYE 2023	FYE 2023	FYE 2023	YTD	
	ACTUAL	BUDGET	ACTUAL	FORECAST	% Used	Notes
	(Unaudited)	Approved	June-Dec 22	Jan-May 22		
Revenue						
Tuition From Families and NC's	\$ 3,338,486.00	\$ 3,484,213.00	\$ 2,287,475.87	\$ 3,484,213.00	66%	all payments due by January 31st unless payment plan is in the works; slightly over the target rate @ 7months in
Davis Scholar Endowment	\$ 2,545,663.00	\$ 2,774,488.00	\$ 1,942,083.30	\$ 2,774,488.00	70%	received 4 draws through December 2022; 2 remaining for FY23
Davis Scholar Supplemental	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	100%	received in August 2022
Davis Scholar Abroad Expense	\$ (1,350,490.00)	\$ (1,700,000.00)	\$ (1,512,983.00)	\$ (1,512,983.00)	89%	scholarships have been paid in full as of October 2022
Net Davis Revenue	\$ 2,215,173.00	\$ 2,074,400.00	\$ 1,429,097.20	\$ 2,261,417.00		
Davis Family Challenge Grant \$2MM	\$ 2,000,000.00	\$ -	\$ -	\$ -	0%	N/A
Summer Programs & Ancillary	\$ 557,254.00	\$ 742,015.00	\$ 251,802.07	\$ 500,000.00	34%	Summer IB Workshop; GLF
Annual Fund Contributions	\$ 2,505,540.00	\$ 2,323,131.00	\$ 1,441,355.81	\$ 2,323,131.00	62%	slightly over the target rate @ 7months in
Endowment Transfer	\$ 3,848,495.00	\$ 4,141,661.00	\$ 2,913,130.40	\$ 4,141,661.00	70%	received 4 draws through December 2022; 2 remaining for FY23
Cash Carryover	\$ -	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	100%	received in full
Total Revenue	\$ 14,464,948.00	\$ 13,035,360.00	\$ 8,572,850.55	\$ 12,980,362.00		
Operating Expenses						
Academic, Student Life						
Instruction	\$ 2,925,955.00	\$ 2,912,024.11	\$ 1,678,176.05	\$ 2,912,024.11	58%	\$35,151 below budget as of 12/31/22. Ignored - maintained budget.
Co-Curricular & Wilderness	\$ 1,045,676.00	\$ 800,383.00	\$ 543,373.43	\$ 940,382.00	68%	\$13,114 over budget; Jackie projecting more; used Jackie's #
Student Life	\$ 1,209,862.00	\$ 1,106,252.00	\$ 715,843.58	\$ 1,227,160.00	65%	\$120,908 over budget as of 12/31/22. Carried forward. (Health Payments assumed paid in full)
Library	\$ 80,932.00	\$ 74,664.00	\$ 47,898.07	\$ 74,664.00	63%	\$6076 over budget as of 12/31/22. Ignored - maintained budget
Subtotal	\$ 5,321,625.00	\$ 4,893,323.11	\$ 2,988,491.13	\$ 5,154,231.11		
Institutional Operations						
Executive Management	\$ 1,432,993.00	\$ 1,595,322.00	\$ 911,476.14	\$ 1,595,322.00	57%	\$32,791 below budget as of 12/31/22. Ignored - maintained budget.
Admissions & College Counseling	\$ 505,902.00	\$ 523,522.00	\$ 334,165.92	\$ 523,522.00	64%	\$6477 over budget as of 12/31/22. Ignored - maintained budget
General Admin	\$ 1,038,691.43	\$ 1,000,000.00	\$ 857,081.77	\$ 1,350,000.00	86%	\$469,283 over budget as of 12/31/22. Carried forward.
IT	\$ 689,540.00	\$ 659,277.00	\$ 397,117.22	\$ 660,772.27	58%	\$98,505 below budget as of 12/31/22. Maintained - carried forward.
Subtotal	\$ 3,667,126.43	\$ 3,778,121.00	\$ 2,429,841.05	\$ 4,029,616.37		
Facilities, Transportation & Food Service						
General Maintenance and Custodial	\$ 1,516,116.00	\$ 1,436,003.00	\$ 814,228.35	\$ 1,350,000.00	57%	\$40,183 below budget as of 12/31/22. Went with Jackie
Security	\$ 473,382.00	\$ 464,994.00	\$ 284,938.61	\$ 488,466.00	61%	\$23,472 over budget as of 12/31/22. Carried forward.
Transportation and Vehicles	\$ 152,316.00	\$ 110,430.00	\$ 74,906.62	\$ 118,430.00	68%	\$17,981 over budget as of 12/31/22. Went with Jackie
Food Service	\$ 1,087,194.00	\$ 960,000.00	\$ 625,852.80	\$ 1,108,563.00	65%	\$112,889 over budget as of 12/31/22. (Assumed \$125k/mo Jan-May) Changed back to Jackie's #
Subtotal	\$ 3,149,008.00	\$ 2,971,427.00	\$ 1,799,925.58	\$ 3,057,459.00	61%	under 25% target for 1st Qtr 22
Advancement	\$ 773,691.00	\$ 816,506.00	\$ 522,276.76	\$ 816,506.00	64%	
Subtotal	\$ 773,691.00	\$ 816,506.00	\$ 522,276.76	\$ 816,506.00	64%	\$78,826 over budget as of 12/31/22. Carried forward.
Total Operating Expenses	\$ 12,911,459.43	\$ 12,459,377.11	\$ 7,736,534.52	\$ 13,136,638.48	62%	slightly over 58.3% target @ 7months into FY
Initial Surplus/(Deficit)	\$ 1,553,497.57	\$ 575,982.89	\$ 836,316.03	\$ (156,276.48)		
Capital Purchases	\$ (812,136.00)	\$ (500,000.00)	\$ (93,349.81)	\$ (250,000.00)	22%	under 58.3% target @ 7 months in
COVID-19 Expenses	\$ (48,227.00)	\$ (20,000.00)	\$ (382.04)	\$ (1,000.00)	1%	under 58.3% target @ 7 months in
Surplus / (Deficit) Changes to Reserve	\$ 693,134.57	\$ 55,983.00	\$ 742,584.18	\$ (407,276.48)	**	
Forecasting						
IO Fees - \$350K - General Admin	350000					
IB Fees - \$100K - Instruction	100000					
Food Service - remaining 5 month - \$554,711.29	554711.29					
	1004711.29					



FYE 2024 Budget Forecast (Preliminary)

Budget Draft, 2023-2024

Table with columns: Tuition from Families & NC's, Endowment Draw, Fundraising, Summer Programs & Auxiliary Revenue, Subtotal Auxiliary Revenue, Cash Reserve Carry-Over, GROSS REVENUE. Includes 2021-2022 and 2022-2023 data.

Table with columns: Tuition from Families & NC's, Endowment Draw, Fundraising, Summer Programs & Auxiliary Revenue, Subtotal Auxiliary Revenue, Cash Reserve Carry-Over, GROSS REVENUE. Includes Revised FYE'24 and Original FYE'24 data.

Table with columns: FY 16, FY 17, FY 18, FY 19, FY 20, FY 21, TOTAL, Less Smith home, Less Land Purchase, T1 subtract, Balance, T2 subtract, T3 subtract, Balance. Shows surplus history.

FY YEAR BUDGET IN NEW EXPENSES

Table with columns: Operational, Salaries & Benefits, Total Expenses. Lists various departments like Academics, Residential Life, Experiential Education, Bartos Institute, Admissions, Operations, Auxiliary Events, President's Office, Advancement, and Capital Campaign/MPWG.

Table with columns: Operational, Salaries & Benefits, Total Expenses. Provides a detailed breakdown of expenses for each department.

Table with columns: 4.5% to S&B only FYE'24. Shows the impact of the 4.5% raise on the budget.

FYE2023 (T1) Notes: Accounts for increased tuition collected from families/1 at .63. Assumes 4%/5% raises to employees, up from 2%/3% at .60. Reduced Cash Carry-Over from \$400k to \$250k. Accounts for \$400k in operational budget reductions across the board. Moves from \$77k deficit to \$55k surplus.

FYE2024 (T2) Notes: Assumes 4.5% raises to employees. Assumes a 63% scholarship impact rate. 1%=\$95k, roughly. Accounts for a 4.5% tuition increase. Reduced Cash Carry-Over from \$300k to \$250k. Accounts for operational budgets being held flat. Moves from potential \$118k surplus to \$200k deficit (can be solved by low scholarship impact rate). Accounts for \$6.8M endowment draw, reflecting 21% endowment value drop from 5/31/22.

FYE2025 (T3) Notes: Assumes 3% raises to employees and operational budgets. Assumes a 63% scholarship impact rate. Accounts for a 5% tuition increase. Added Cash Carry-Over of \$100k, bringing 3 year carry-over to \$600k, \$100k less than original 2-year, \$700k originally. Accounts for \$100k reduction in CapEx. Accounts for moderate increases to food expenses. Moves from \$131k surplus to \$190k deficit.

FYE2026 Notes



Projects	FY23 Budget	FY 23 Actuals	Under/(Over)	Expect to complete in FY 23
Trades				
Roofing	\$12,500.00		\$12,500.00	
Plumbing	\$12,500.00		\$12,500.00	
Electrical	\$25,000.00		\$25,000.00	
Masonry	\$25,000.00		\$25,000.00	
HVAC	\$15,000.00		\$15,000.00	
Painting	\$7,500.00		\$7,500.00	
Carpet	\$25,000.00		\$25,000.00	
			\$0.00	
Other Projects				
Covered, heated, and lit outdoor classroom/gazebo			\$0.00	
Library Retaining Wall Project (other Landscaping Plan Projects)	\$40,000.00	\$74,564.57	-\$34,564.57	
Remove dead trees around oval			\$	45,000.00
Meter water usage			\$	35,000.00
			\$0.00	
Old Stone Hotel				
Bathroom Remodels pending master plan decisions			\$0.00	
General Repair & Maint to front facade, classrooms	\$3,500.00		\$3,500.00	
			\$0.00	
IT Building				
IT infrastructure upgrades to campus	\$35,000.00	\$5,478.62	\$29,521.38	\$
Placeholder	\$3,500.00		\$3,500.00	
			\$0.00	
Kluge				
Renovate Atrium Bathrooms	\$125,000.00		\$125,000.00	
Art Room	\$3,500.00		\$3,500.00	
Placeholders	\$2,500.00		\$2,500.00	
Fire Suppression System			\$	5,000.00
Hot water heater			\$	8,000.00
			\$0.00	
Sustainability				
Placeholder	\$20,000.00		\$20,000.00	
			\$0.00	
Castle				
Castle Fire Suppression	\$10,000.00		\$10,000.00	
Kitchen/Server/Upgrades	\$10,000.00		\$10,000.00	\$
Accessible doors			\$	4,000.00
			\$	8,000.00
			\$0.00	
Placeholders				
Office Furniture (pride of place initiative)	\$15,000.00		\$15,000.00	
Residence Hall Repairs	\$15,000.00	\$35,067.68	-\$20,067.68	
Tables & Chairs	\$7,500.00		\$7,500.00	
Oval Irrigation Repairs	\$5,000.00		\$5,000.00	
Oval Fence Replacement			\$0.00	
Lagoon Fence Replacement			\$0.00	
New PumpHouse - Irrigation (Permit Says We Have To)			\$0.00	
Faculty Housing Upgrades	\$10,000.00		\$10,000.00	
Lift for Facilities	\$15,000.00		\$15,000.00	
Wilderness Challenge Course		\$5,750.00		
Field House Fire System Replacement		\$19,474.26		
			\$0.00	
Science Building	\$2,500.00		\$2,500.00	
			\$0.00	
Fitness Center	\$2,500.00		\$2,500.00	
Carry over from last format			\$0.00	
Hoisting unit			\$	5,000.00
			\$0.00	
SUBTOTAL	\$448,000.00		\$448,000.00	
Emergency/Opportunity Reserve (10% of budget)	\$50,000.00		\$50,000.00	
TOTAL	\$498,000.00	\$141,135.13	\$356,864.87	\$
BUDGET	\$500,000.00	\$141,135.13	\$358,864.87	
(OVER)/UNDER	\$2,000.00		\$2,000.00	

Total Budget \$500,000.00
 - amount already spent \$141,135.13
 - amount expected to spe \$ 139,521.38
 Expected surplus FYE 23 \$219,343.49



CAPITAL EXPENDITURES FYE 2024 (Preliminary)

Projects	FYE 2024	Notes
Sustainability		
Electric or hybrid vehicles	TBD	Purchase two in FYE 24, type TBD
Electric car chargers	TBD	
Solar power for campus	TBD	Advancement hopes to find a donor
Assess waste water treatment - subsurface flow wastewater treatment	\$75,000.00	
Erosion control and rainwater runoff on campus	\$130,000.00	
Campus landscape - sustainable and beautify	TBD	Must be in connection with Master Plan
Convert to LED lighting in buildings	TBD	
Other Projects		
Upgrades to Faculty Housing	TBD	
Upgrades to Classrooms	TBD	
Outdoor lighting	\$100,000.00	Safety concern
Old Stone Hotel		
Placeholder	\$3,500.00	Lower priority due to Master Plan
IT Building		
IT infrastructure upgrades to campus	\$50,000.00	
Placeholder	\$3,500.00	
Kluge		
Renovate Atrium Bathrooms	TBD	
Art Room	\$3,500.00	
Dance studio upgrades	TBD	
Placeholder	\$2,500.00	
Castle		
Castle Fire Supression	\$10,000.00	
Castle heating system	\$80,000.00	
Kitchen/Servery Upgrades	\$10,000.00	
Placeholders		
Residence Hall Repairs	\$15,000.00	
Oval Irrigation Repairs	\$5,000.00	
New PumpHouse - Irrigation (Required by law)	TBD	
Faculty Housing Upgrades	\$10,000.00	
Science Building	\$2,500.00	
Fitness Center	\$2,500.00	
Carry over from last format		
Heating unit		
SUBTOTAL	\$503,000.00	
Emergency/Opportunity Reserve (10% of budget)	\$50,000.00	

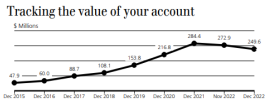
TOTAL	\$553,000.00	
BUDGET		
(OVER)/UNDER		

Summary of UBS Investment of Davis Forever and Davis Impact Funds Since Inception through December 2022

DATE	DESCRIPTION	DAVIS IMPACT	DAVIS FOREVER	TOTAL
October 2015	Cash Deposit	\$ 15,000,000	\$ 33,000,000	\$ 48,000,000
April 2016	Impact Awards	\$ (4,310,673)		\$ (4,310,673)
August 2016	Cash Deposit	\$ 20,000,000	\$ 63,689,327	\$ 83,689,327
October 2016	Impact Awards	\$ (6,640,471)		\$ (6,640,471)
December 2016	Account Fees	\$ (950)		\$ (950)
August 2017	Cash Deposit	\$ 2,000,000	\$ 79,048,506	\$ 81,048,506
November 2017	Impact Awards	\$ (1,523,886)		\$ (1,523,886)
November 2017	Cash Deposit		\$ 11,690	\$ 11,690
August 2018	Cash Deposit	\$ 30,000,000	\$ 107,536,310	\$ 137,536,310
December 2018	Account Fees	\$ (175)		\$ (175)
November 2018	Impact Awards	\$ 600,000	\$ 104,454,728	\$ 105,054,728
December 2018	Partial Dare to Dream Disb	\$ (990,000)		\$ (990,000)
January 2019	Partial Dare to Dream Disb	\$ (1,012,122)		\$ (1,012,122)
April 2019	Remaining Dare to Dream Disb	\$ (182,392)		\$ (182,392)
August 2019	Cash Deposit	\$ 20,312,680	\$ 122,582,894	\$ 142,895,574
October 2019	Impact Awards	\$ (574,851)		\$ (574,851)
November 2019	Cash Deposit	\$ 100,000	\$ 122,588,042	\$ 122,688,042
November 2019	Dare to Dream Disb	\$ (4,501,109)		\$ (4,501,109)
December 2019	Dare to Dream Disb	\$ (100,000)		\$ (100,000)
April 2020	Dare to Dream Disb to IO	\$ (7,580)		\$ (7,580)
August 2020	Cash Deposit	\$ 24,000,000	\$ 141,499,353	\$ 165,499,353
December 2020	Cash Deposit	\$ 5,500,000	\$ 146,999,353	\$ 152,499,353
February 2021	Dare to Dream Disb	\$ (268,362)		\$ (268,362)
June 2021	Reinvestment	\$ 5,693,383	\$ 147,424,294	\$ 153,117,677
July 2021	Reinvestment	\$ 4,261,864	\$ 151,686,168	\$ 155,948,032
August 2021	Reinvestment	\$ 7,017,520	\$ 158,703,688	\$ 165,721,208
September 2021	Cash Deposit	\$ 25,000,000	\$ 183,703,688	\$ 208,703,688
September 2021	Disbursement - Davis Supplemental	\$ (1,000,000)		\$ (1,000,000)
November 2021	Cash Deposit	\$ 100,000	\$ 182,803,643	\$ 182,903,643
December 2021	Disbursement - Dare to Dream	\$ (5,000,200)		\$ (5,000,200)
May 2022	Disbursement - Dare to Dream 2	\$ (2,500,000)		\$ (2,500,000)
August 2022	Cash Deposit	\$ 31,000,000	\$ 206,303,643	\$ 237,303,643
August 2022	Cash Withdrawal - transfer of davis supplemental	\$ (1,000,000)		\$ (1,000,000)
November 2022	Cash Deposit	\$ 180,000	\$ 205,303,643	\$ 205,483,643
December 2022	Disbursement - Dare to Dream 1&2	\$ (9,925,000)		\$ (9,925,000)
Since Inception	Interest, Dividends & Net Fees	\$ (298)	\$ 15,674,832	\$ 15,376,534
Since Inception	Net Gains/Losses	\$ -	\$ 38,453,259	\$ 38,453,259
				\$249,606,211.06

Value of your account

	on November 30, 2022	on December 31, 2022
Your assets	272,922,758.99	249,606,211.06
Your liabilities	0.00	0.00
Value of your account	272,922,758.99	249,606,211.06



Source of your account growth during 2022

Value of your account at end of period (2022)	Value of your account at end of period (2021)	Net deposits and withdrawals	Net investment return	Dividends and interest income	Change in net liabilities
\$249,606,211.06	\$249,606,211.06	\$12,674,775.50	\$3,739,663.65	\$5,177,652.79	\$-1,977,820.79

DAVIS IMPACT DISTRIBUTIONS

School	Available	April 2016	October	November	November	October	February	Balance
UWC - Adriatic	1,000,000		(1,000,000)					
UWC - Atlantic	1,000,000	(768,025)	(231,975)					
UWC - Changshu	1,000,000		(516,900)					
UWC - Costa Rica	1,000,000	(107,550)	(839,290)	(207,704)				
UWC - Dilijan	1,000,000		(1,000,000)					
UWC - Japan	1,000,000					(1,000,000)		
UWC - Li Po Chun	1,000,000			(388,006)	(235,751)	(201,123)	(174,330)	0
UWC - Maastricht	1,000,000	(524,357)	(475,643)					
UWC - Mahindra	1,000,000		(89,377)	(282,326)	(208,708)	(283,199)	(132,450)	0
UWC - Mostar	1,000,000		(1,000,000)					
UWC - Pearson	1,000,000	(738,567)	(263,433)					
UWC - Red Cross Nordic	1,000,000	(295,777)	(14,689)	(48,870)	(479,402)	(81,001)	(136,261)	0
UWC - Robert Bosch	1,000,000		(1,000,000)					
UWC - Southeast Asia	1,000,000	(718,201)	(281,799)					
UWC - Thailand	1,000,000					(963,608)	(36,392)	(8)
UWC - USA	1,000,000	(1,000,000)						
UWC - Waterford	1,000,000	(216,196)	(34,569)	(749,235)				
	17,000,000	(4,310,673)	(6,640,471)	(1,233,886)	(3,681,407)	(574,851)		1

DARE TO DREAM DISBURSEMENTS

School	December	January	April 2019	Nov/Dec	April 2020	February	December	May 2022	December
UWC - International			28,244		7,580				
UWC - Adriatic	148,616			273,616		225,000	250,000	150,000	600,000
UWC - Atlantic	195,593			295,331		275,000	250,000	125,000	675,000
UWC - Changshu	122,487			309,437		350,000	375,000	125,000	325,000
UWC - Costa Rica	157,250			332,250		350,000	375,000	150,000	650,000
UWC - Dilijan	98,000			248,000		300,000	300,000	150,000	625,000
UWC - East Africa						200,000	375,000	150,000	650,000
UWC - Japan		97,560		247,560		300,000	225,000	200,000	200,000
UWC - Li Po Chun		128,799		303,799		375,000	375,000	150,000	625,000
UWC - Maastricht		371,069		371,069		375,000	350,000	150,000	575,000
UWC - Mahindra		313,375		313,375		400,000	400,000	175,000	700,000
UWC - Mostar		78,842		209,766		250,000	225,000	150,000	575,000
UWC - Pearson		112,367		262,367		300,000	325,000	150,000	650,000
UWC - Red Cross Nordic		105,216		205,216		200,000	200,000	150,000	550,000
UWC - Robert Bosch		100,000		200,000		200,000	200,000	150,000	500,000
UWC - Southeast Asia		100,000		200,000		225,000	225,000	25,000	300,000
UWC - Thailand		100,000		200,000		200,000	275,000	250,000	775,000
UWC - USA		174,761		324,761		325,000	325,000	150,000	550,000
UWC - Waterford			154,173	304,173		250,000	275,000	150,000	600,000
	721,944	1,280,179	182,417	4,601,109	7,580	5,000,000	5,000,000	2,500,000	9,925,000



Cash flows from operating activities:	
Cash Received	\$12,417,552.00
Less expenses:	\$ 11,516,921.00
Net cash provided by operating activities	\$ 900,631.00
Cash flows from investing activities:	\$ -
Cash flows from financing activities:	\$ -
Cash Flow Balances	
Cash at beginning of December 2022	\$ 6,896,831.00
Cash at ending of December 2022	\$ 7,797,462.00



Fund Type	Total # of Accounts	Subtotal	Total	% of Total
<i>Scholarship Funds</i>				
No Restrictions	10	\$31,579,478		22%
Designated	31	\$37,116,179		23%
Davis Scholars	1	\$53,115,963		40%
		\$121,811,621	\$121,811,621	
<i>Non-Scholarship Funds</i>				
Program	7	\$3,188,668		6%
Operations/Unrestricted	4	\$5,532,644		3%
Plant Facilities	7	\$5,738,431		5%
		\$14,459,743	\$14,459,743	100%
TOTAL			\$136,271,364	

*Note: this table is based on unaudited financials as of 5/31/2022; figures are updated once a year



Advancement



Communication Dashboard

Web Metrics: October 2022 - December 2022

Data	Current Month	Previous Month	Previous Year-2021
SEPTEMBER			
total new visitor sessions	12,702	14,642	15,477
total sessions	15,899	18,720	19,251
total users	13,243	15,160	16,041
OCTOBER			
total new visitor sessions	17,038	12,702	9,199
total sessions	20,351	15,899	12,511
total users	17,595	13,243	9,804
NOVEMBER			
total new visitor sessions	11,174	17,038	7,006
total sessions	14,053	29,351	9,598
total users	11,352	17,595	7,495
DECEMBER			
total new visitor sessions	9,258	11,174	6,991
total sessions	11,406	14,053	10,660
total users	9,712	11,352	7,942

Social Media Followers:

	December 31, 2021	December 31, 2022
Twitter Followers	3,256	3,722
Instagram Followers	11,500	12,200
YouTube Subscribers	1,244	1,410
Facebook Followers	24,846	25,599

Press Mentions

(NB: Las Vegas Optic stories require a login to read the full story.
Username: publications@uwc-usa.org, Password: Montezuma)

September 9, 2022

<https://www.ipost.com/diaspora/article-716744>

Story in Jerusalem post about local Jewish community in Las Vegas seeking to buy back the first synagogue in the New Mexico Territory.

September 9, 2022

<https://www.koat.com/article/king-charles-new-mexico-visit-1982/41137300>

After Queen Elizabeth's passing there were a number of articles and pieces in local media about Prince Charles' visit to New Mexico and the founding of UWC-USA.

September 23, 2022

https://www.santafenewmexican.com/pasatiempo/music/improvising-dead-greatness-detroit-lightning/article_cc99cbac-32d7-11ed-9c81-fbb4f769498d.html

Story about music instructor Kevin Zoernig.

October 21, 2022

<https://searchlightnm.org/the-fire-and-flood-next-time/>

Story about flood recovery featuring Roy Montibon (who teaches entrepreneurship at UWC-USA)

December 5, 2022

https://www.santafenewmexican.com/opinion/letters_to_editor/governor-should-support-health-care-equity/article_9b7e18f6-7027-11ed-8ad2-eb8f29e839c6.html

Letter to the editor by UWC-USA student advocating for health care.

December 12, 2022

<https://www.nytimes.com/2022/12/12/business/media/wall-street-journal-matt-murray-emma-tucker.html>

There were numerous articles about Emma Tucker being named the top editor of the WSJ.

January 20, 2023

<https://www.nytimes.com/2023/01/20/style/indian-and-ghanaian-wedding.html>

New York Times story about alumna's elaborate international wedding plans.

[1] NS update
-Naomi Swinton

[2] Taylor Gantt:
inflated from the start

[3] Taylor Gantt:
represents new #'s from John Carpenter as of 5/18/22. Schol Impact Rate is 60% as of 5/18/22.

[4] Kathleen Garcia:
Need to verify this amount and need to establish a benchmark date.

[5] Taylor Gantt:
3 year average on 5% is \$6.9M. Subtract \$1.7M and UWC retains \$5,236,001, or 3.75% of the draw.

[6] Taylor Gantt:
3/15/22 includes \$30k Diana counseling position.

[7] Taylor Gantt:
*Budget was \$920k in '21-'22.
*8% increase suggested from Sodexo puts it at \$993,600.
*12% increase from John Morris puts it at \$1,030,400.

[8] Kristine Jaramillo:
Pending add'l 100K needed

[9] Kristine Jaramillo:
Update First Value after 05/31

[10] Kristine Jaramillo:
Update First Value after 5/31