



## June 2023 Board Appendices



## Table of Contents

	<b>Appendices</b>
<b>President</b>	<a href="#">Strategic Plan</a>
<b>Educational Program</b>	<a href="#">Students at Risk across Educational Programming FYE 2023</a>
<b>"Admissions"</b>	<a href="#">Fall 2023 Admissions Summary Table</a>
<b>"Academics"</b>	<a href="#">Teaching Staff Demographic</a>
<b>"University Counseling"</b>	<a href="#">University Acceptances -- Five-Year Trend</a> <a href="#">Class of 2023 University Matriculation List</a>
<b>"Residential Life"</b>	<a href="#">Students at Risk 5 Year Trend</a>
<b>"Experiential Education"</b>	<a href="#">ExEd Portfolio 2023 Samples</a> <a href="#">CEC Journal 2023</a>
<b>Finance &amp; Operations</b>	<a href="#">FYE 2023 Budget to Actual Final</a> <a href="#">FYE 2024 Budget</a> <a href="#">5 Year Projection</a> <a href="#">Audit Status Letter</a> <a href="#">Endowment Market Summary</a> <a href="#">FYE 2023 CapEx Budget to Actual</a> <a href="#">Preliminary CapEX FYE 2024</a> <a href="#">Davis Forever &amp; Impact Funds</a> <a href="#">Tuition Projections</a>
<b>Advancement</b>	<a href="#">Fundraising YTD</a>



**PRESIDENT**



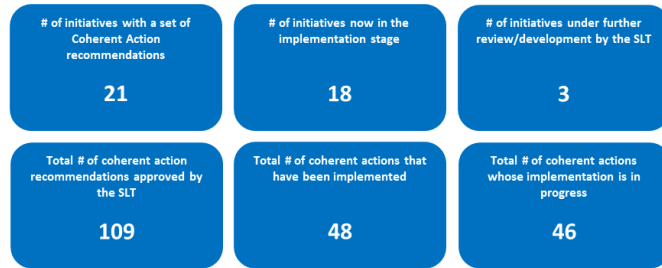
## Strategic Overview

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

## Status

---

### ► Updates on Phase I progress:





## Educational Program Appendices



## Students at Risk across Educational Programming FYE 2023

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



## **ADMISSIONS**



## Fall 2023 Admissions Summary Table

	<b>October 2022</b>	<b>May 2023</b>		<b>August 2023 (Final)</b>		
	Offers*	Addtl. Offers	Admitted	Addtl. Offers	Addtl. Admitted	Enrolled
<b>NCs Abroad</b>						
Fully Funded by UWC-USA	27	0	17			
Partially Funded by UWC-USA**	34	0	46			
Unfunded ("full pay")	14	4	17			
<b>Total</b>	<b>75</b>	<b>0</b>	<b>80</b>			
<b>GSP</b>						
Unfunded ("full pay")	20	0	9			
<b>U.S. Selection Committee</b>	25	1	26			
<b>5% Direct Entry</b>	0	1	1			
<b>Grand Total</b>	<b>120</b>	<b>2</b>	<b>116</b>			
*Total offers were calibrated to yield a target enrollment of 110 students.						
**Includes 8 Dare to Dream Scholars and 3 IO Scholars.						



## **ACADEMICS**



## Teaching Staff Demographics

Category	Groups	2022-23	2021-22	2020-21	2019-20	2018-19
Regions	U.S.	15	16	15	15	15
	Africa & Middle East	4	3	3	4	4
	Asia & Pacific	4	4	5	6	6
	Caribbean & Latin America	0	1	2	1	1
	Europe	4	4	3	3	3
	Other North America	0	0	0	0	2
	<b>Total</b>		<b>27</b>	<b>28</b>	<b>26</b>	<b>29</b>
Gender	Female	10	11	10	12	13
	Male	17	17	17	17	18
Years of service at UWC USA	21+	2	1	2	3	3
	11 - 20	4	5	4	3	5
	5 - 10	5	3	3	4	4
	<5	16	19	19	19	19





## University Acceptances 5-year trend

Category*	2022-23*	2021-22	2020-21	2019-20	2018-19
<b>Highly selective (non Davis schools)</b>	?	40	38	40	48
<b>Highly selective (Davis schools)</b>	?	95	86	86	91
<b>Less Selective (Davis Schools)</b>	?	133	180	127	80
<b>Other</b>	?	70	138	157	86

\*This data has been requested and, in some way, provided in the past. However, our current team cannot find any documentation that shows how we defined "highly selective" or "less selective" in the past. The National Center for Education Statistics (NCES) does not report on selectivity. Other UWC schools do not collect data to report on selectivity.

University/College <small>*Davis or #Formerly Davis</small>	Summary Data 2020-2023				
	Country	Applied	Accepted	Attending	Acceptance Rate
* Lake Forest College	US	104	87	28	84%
* University of Oklahoma-Norman	US	86	69	18	80%
* Case Western Reserve University	US	87	44	15	51%
* Macalester College	US	77	30	13	39%
* Middlebury College	US	63	27	13	43%
* Earlham College	US	38	28	12	74%
* Lewis & Clark College	US	61	42	8	69%
* New York University	US	74	14	7	19%
* St Olaf College	US	36	33	7	92%
* Brown University	US	77	7	6	9%
* St. Lawrence University	US	43	19	6	44%
* College of Idaho	US	41	30	6	73%
* University of California-Berkeley	US	39	9	6	23%
* Georgetown University	US	22	7	6	32%
Universiteit van Amsterdam	NL	17	10	6	59%
Erasmus University Rotterdam	NL	10	8	6	80%
University of British Columbia	CA	26	19	6	73%
* University of Rochester	US	60	16	5	27%
* George Washington University	US	54	20	5	37%
* Bard College	US	37	21	5	57%
* Trinity College	US	35	21	5	60%
* Colorado College	US	31	17	5	55%
* University of Florida	US	27	11	5	41%

#	University of North Carolina at Chapel Hill	US	25	10	5	40%	
	King's College London	UK	15	2	5	13%	
	University of Toronto	CA	20	17	5	85%	
*	Stanford University	US	47	4	4	9%	
*	Concordia College at Moorhead	US	42	34	4	81%	
*	University of Chicago	US	24	4	4	17%	
	McGill University	CA	22	11	4	50%	
*	Northwestern University	US	50	3	3	6%	
*	Cornell University	US	37	5	3	14%	
*	University of Richmond	US	36	18	3	50%	
*	Wellesley College	US	27	5	3	19%	
*	Worcester Polytechnic Institute	US	18	8	3	44%	
*	Methodist University	US	13	13	3	100%	
*	Ithaca College	US	12	9	3	75%	
	University of California-Santa Cruz	US	11	10	3	91%	
	University of New Mexico	US	6	4	3	67%	
	Minerva University	Global	10	6	3	60%	
*	Columbia University	US	53	3	2	6%	
*	Duke University	US	41	3	2	7%	
*	Princeton University	US	39	4	2	10%	
*	University of Pennsylvania	US	38	2	2	5%	
*	Massachusetts Institute of Technology	US	25	3	2	12%	
	Northeastern University	US	20	11	2	55%	
*	Oberlin College	US	19	6	2	32%	
	Vanderbilt University	US	19	3	2	16%	
*	Whitman College	US	18	15	2	83%	
*	Hood College	US	16	9	2	56%	
*	Bryn Mawr College	US	11	4	2	36%	
	University of Washington	US	9	8	2	89%	
*	Ringling College of Art and Design	US	9	7	2	78%	
*	Queens University of Charlotte	US	9	5	2	56%	
	University of Texas at Austin	US	8	5	2	63%	
*	College of the Atlantic	US	7	6	2	86%	
	Syracuse University	US	4	3	2	75%	
*	St. John's College	US	3	2	2	67%	
	University of Cambridge	UK	9	4	3	44%	
	Bard College Berlin	DE	11	8	2	73%	
	Columbia University - Sciences Po	US-FR	2	1	1	50%	
*	Tufts University	US	37	3	1	8%	
*	Yale University	US	35	1	1	3%	

* Clark University	US	30	9	1	30%
* Johns Hopkins University	US	30	2	1	7%
* Sarah Lawrence College	US	28	7	1	25%
Boston University	US	26	7	1	27%
* Williams College	US	25	6	1	24%
* Reed College	US	23	7	1	30%
* Luther College	US	20	14	1	70%
University of California-San Diego	US	20	7	1	35%
* Colby College	US	19	8	1	42%
* Swarthmore College	US	19	3	1	16%
* Furman University	US	18	12	1	67%
* Carnegie Mellon University	US	16	5	1	31%
University of Southern California	US	14	8	1	57%
University of Miami	US	13	4	1	31%
* Brandeis University	US	13	2	1	15%
Georgia Institute of Technology	US	12	4	1	33%
New School	US	10	10	1	100%
* Wheaton College	US	10	3	1	30%
* Mount Holyoke College	US	9	6	1	67%
* Babson College	US	9	1	1	11%
* Connecticut College	US	7	2	1	29%
Ohio State University	US	6	5	1	83%
Savannah College of Art & Design - SCAD	US	6	4	1	67%
Emerson College	US	4	3	1	75%
University of Pittsburgh	US	4	3	1	75%
Wake Forest University	US	4	3	1	75%
Warren Wilson College	US	4	3	1	75%
Haverford College	US	4	1	1	25%
Rutgers University	US	3	3	1	100%
* Randolph-Macon College	US	3	2	1	67%
Yeshiva University	US	2	1	1	50%
Embry-Riddle Aeronautical University	US	2	2	1	100%
Hofstra University	US	2	2	1	100%
University of Kansas	US	2	2	1	100%
California Institute of the Arts	US	1	1	1	100%
Central Michigan University	US	1	1	1	100%
University of Detroit Mercy	US	1	1	1	100%
Embry-Riddle Aeronautical University-Worldwide	US	1	1	1	100%
Florida Institute of Technology	US	1	1	1	100%

Glendale Community College	US	1	1	1	100%
CUNY Hunter College	US	1	1	1	100%
University College London	UK	28	12	1	43%
SOAS (University of London)	UK	7	7	1	100%
University of Bristol	UK	7	6	1	86%
Imperial College London	UK	7	2	1	29%
University of Sussex	UK	4	4	1	100%
University of Leeds	UK	3	3	1	100%
University of the Arts London	UK	3	2	1	67%
University of Nottingham	UK	2	1	1	50%
University College Maastricht	UK	1	1	1	100%
University of Surrey	UK	1	1	1	100%
Chulalongkorn University	TH	1	1	1	100%
Yale-NUS College	SG	5	2	1	40%
Carnegie Mellon University in Qatar	QA	3	1	1	33%
University of Groningen	NL	10	8	1	80%
Universiteit Leiden	NL	4	4	1	100%
Amsterdam University College	NL	4	1	1	25%
Universiteit Maastricht	NL	3	3	1	100%
Technische Universiteit Delft	NL	2	1	1	50%
Leiden University College Hague	NL	1	1	1	100%
Instituto Tecnológico y de Estudios Superiores de Monterrey	MX	1	1	1	100%
Waseda University	JP	2	2	1	100%
Keio University	JP	2	1	1	50%
Sophia University	JP	1	1	1	100%
University of the West Indies	JM	1	1	1	100%
Universita Bocconi	IT	6	2	1	33%
Trinity College Dublin	IE	3	2	1	67%
Sciences Po	FR	4	1	1	25%
Esmod Paris	FR	1	1	1	100%
IE Madrid & Segovia	ES	13	9	1	69%
Leipzig University	DE	1	1	1	100%
Duke Kunshan University	CH	2	1	1	50%
University of Victoria	CA	6	5	1	83%
OCAD University	CA	1	1	1	100%
Universite de Montreal	CA	1	1	1	100%
KU Leuven	BE	2	2	1	100%
* Harvard College	US	50	1		2%
* Dartmouth College	US	31	2		6%

#	University of Michigan-Ann Arbor	US	29	7		24%	
	University of California-Los Angeles	US	29	5		17%	
*	Skidmore College	US	28	3		11%	
*	Emory University	US	26	6		23%	
*	Pomona College	US	26	2		8%	
#	Drexel University	US	25	17		68%	
*	Lehigh University	US	24	3		13%	
*	Vassar College	US	21	3		14%	
*	Amherst College	US	20	2		10%	
*	Occidental College	US	18	2		11%	
	University of California-Santa Barbara	US	17	5		29%	
	Washington University	US	17	4		24%	
*	Pitzer College	US	17	3		18%	
	University of California-Davis	US	16	10		63%	
*	Bennington College	US	15	10		67%	
*	Wesleyan University	US	15	4		27%	
*	University of Virginia	US	14	5		36%	
*	Franklin and Marshall College	US	14	3		21%	
*	Wartburg College	US	13	11		85%	
*	Kalamazoo College	US	13	9		69%	
*	Bucknell University	US	13	3		23%	
*	Bates College	US	12	3		25%	
	University of California-Irvine	US	11	6		55%	
*	Davidson College	US	11	6		55%	
	American University	US	11	4		36%	
*	Gettysburg College	US	11	2		18%	
*	Bowdoin College	US	11	1		9%	
*	Union College (NY)	US	9	1		11%	
	Rhode Island School of Design	US	8	3		38%	
*	School of the Art Institute of Chicago	US	7	6		86%	
	Boston College	US	7	2		29%	
	Fordham University	US	7	2		29%	
*	Harvey Mudd College	US	7	1		14%	
	Scripps College	US	7	1		14%	
	Pennsylvania State University-Penn State	US	6	4		67%	
	University of Colorado Boulder	US	6	2		33%	
	Purdue University	US	6	1		17%	
*	Washington and Lee University	US	6	1		17%	
	University of South Florida	US	5	4		80%	
	Loyola University Chicago	US	5	3		60%	

Stevens Institute of Technology	US	5	3	60%
University of Houston	US	5	2	40%
University of Maryland-College Park	US	5	1	20%
University of Notre Dame	US	5	1	20%
University of Minnesota	US	4	4	100%
William & Mary	US	4	4	100%
University of Massachusetts-Amherst	US	4	3	75%
Rhodes College	US	4	3	75%
University of Illinois at Urbana-Champaign	US	4	2	50%
Lawrence University	US	4	1	25%
Arizona State University	US	3	3	100%
California College of the Arts	US	3	3	100%
Hampshire College	US	3	3	100%
Miami University, Oxford	US	3	3	100%
* Rochester Institute of Technology	US	3	3	100%
University of Wisconsin-Madison	US	3	3	100%
Florida State University	US	3	2	67%
New College of Florida	US	3	2	67%
Pratt Institute	US	3	2	67%
Southwestern University	US	3	2	67%
* St. John's College	US	3	2	67%
St. John's University-New York	US	3	2	67%
Rensselaer Polytechnic Institute	US	3	1	33%
Beloit College	US	2	2	100%
Bentley University	US	2	2	100%
University of Denver	US	2	2	100%
DePaul University	US	2	2	100%
George Mason University	US	2	2	100%
Indiana University-Bloomington	US	2	2	100%
Loyola Marymount University	US	2	2	100%
Pepperdine University	US	2	2	100%
University of Tampa	US	2	2	100%
University of Vermont	US	2	2	100%
Berklee College of Music	US	2	1	50%
University of Central Florida	US	2	1	50%
Fairleigh Dickinson University	US	2	1	50%
Michigan State University	US	2	1	50%
Otis College of Art and Design	US	2	1	50%
University of Redlands	US	2	1	50%
Appalachian State University	US	1	1	100%

University of Arizona	US	1	1	100%
University of Arkansas	US	1	1	100%
Augusta University	US	1	1	100%
CUNY Brooklyn College	US	1	1	100%
University of California-Merced	US	1	1	100%
University of California-Riverside	US	1	1	100%
Calvin University	US	1	1	100%
Carthage College	US	1	1	100%
* Central Methodist University-	US	1	1	100%
Chicago State University	US	1	1	100%
University of Colorado Denver	US	1	1	100%
University of Connecticut	US	1	1	100%
Dean College	US	1	1	100%
Elon University	US	1	1	100%
Endicott College	US	1	1	100%
Florida International University	US	1	1	100%
Hendrix College	US	1	1	100%
Howard University	US	1	1	100%
James Madison University	US	1	1	100%
Juniata College	US	1	1	100%
Keele University	US	1	1	100%
Lancaster University	US	1	1	100%
Louisiana State University	US	1	1	100%
University of Maryland-Baltimore County	US	1	1	100%
Monmouth University	US	1	1	100%
Montana State University	US	1	1	100%
Montclair State University	US	1	1	100%
New Jersey Institute of Technology	US	1	1	100%
College of New Jersey	US	1	1	100%
University of New Mexico-Los Alamos	US	1	1	100%
North Carolina A & T State University	US	1	1	100%
University of North Carolina at Charlotte	US	1	1	100%
University of North Carolina Wilmington	US	1	1	100%
Norwich University	US	1	1	100%
Oregon State University	US	1	1	100%
Pace University, New York City	US	1	1	100%
University of Portland	US	1	1	100%
Pratt MWP College of Art and Design	US	1	1	100%
University of Puget Sound	US	1	1	100%
University of San Diego	US	1	1	100%

University of South Carolina-Columbia	US	1	1	100%
Stetson University	US	1	1	100%
SUNY Buffalo State	US	1	1	100%
Temple University	US	1	1	100%
Texas Christian University	US	1	1	100%
University of Texas at Arlington	US	1	1	100%
University at Albany, SUNY	US	1	1	100%
Ursinus College	US	1	1	100%
Virginia Tech	US	1	1	100%
Wayne State University	US	1	1	100%
University of Edinburgh	UK	24	10	42%
London School of Economics and Political Science	UK	13	2	15%
University of Manchester	UK	10	6	60%
University of Warwick	UK	9	6	67%
University of Glasgow	UK	7	4	57%
University of Aberdeen	UK	5	5	100%
University of Birmingham	UK	5	4	80%
University of St Andrews	UK	5	3	60%
Queen Mary University of London	UK	4	4	100%
University of Sheffield	UK	4	1	25%
University of Exeter	UK	3	3	100%
University of Liverpool	UK	3	3	100%
Cardiff University	UK	3	1	33%
Goldsmiths University of London	UK	3	1	33%
Durham University	UK	2	2	100%
University of Kent	UK	2	2	100%
University of Southampton	UK	2	2	100%
University of the West of England, Bristol	UK	2	2	100%
Hult International Business School	UK	2	1	50%
Loughborough University	UK	2	1	50%
London Metropolitan University	UK	1	1	100%
Anglia Ruskin University	UK	1	1	100%
Arts University College at Bournemouth	UK	1	1	100%
Aston University, Birmingham	UK	1	1	100%
Bournemouth University	UK	1	1	100%
Cardiff Metropolitan University	UK	1	1	100%
Liverpool Hope University	UK	1	1	100%
Liverpool John Moores University	UK	1	1	100%
Northumbria University	UK	1	1	100%

Queen's University Belfast	UK	1	1	100%
University of Surrey, Roehampton	UK	1	1	100%
University of Bath	UK	1	1	100%
University of Brighton	UK	1	1	100%
University of Greenwich	UK	1	1	100%
University of Lincoln	UK	1	1	100%
University of London	UK	1	1	100%
University of Reading	UK	1	1	100%
University of South Wales	UK	1	1	100%
University of Suffolk	UK	1	1	100%
University of York	UK	1	1	100%
NYU Abu Dubai	UAE	1	1	100%
Northwestern University in Qatar	QA	1	1	100%
University of Auckland	NZ	1	1	100%
Universiteit Utrecht	NL	4	2	50%
University College Utrecht	NL	3	2	67%
University College Groningen	NL	2	1	50%
Technische Universiteit Eindhoven	NL	1	1	100%
John Cabot University	IT	3	3	100%
Trinity University	IE	2	2	100%
University of Hong Kong, The	HK	5	3	60%
Hong Kong University of Science and Technology	HK	1	1	100%
St. George's University	GD	1	1	100%
American University of Paris	FR	1	1	100%
Sciences Po Paris- de Reims	FR	1	1	100%
Jacobs University Bremen	DE	4	4	100%
University of Bremen	DE	1	1	100%
Peking University	CH	1	1	100%
McMaster University	CA	4	2	50%
Toronto Metropolitan University	CA	4	1	25%
Simon Fraser University	CA	3	3	100%
York University	CA	3	3	100%
University of Alberta	CA	3	2	67%
Queen's University	CA	2	1	50%
University of Waterloo	CA	2	1	50%
Bishop's University	CA	1	1	100%
Dalhousie University	CA	1	1	100%
University of Northern British Columbia	CA	1	1	100%
Quest University Canada	CA	1	1	100%

Victoria University of Wellington	CA	1	1		100%	
University of Sydney	AU	1	1		100%	
UNSW Sydney	AU	1	1		100%	
Webster University, Austria	AU	1	1		100%	



## Class of 2023 Matriculation List

University Matriculation List	#	Country
Amherst	1	USA
Brandeis University	1	USA
Brown University	1	USA
Case Western Reserve University	4	USA
Chulalongkorn University	1	TH
College of Idaho	2	USA
College of the Atlantic	1	USA
Connecticut College	1	USA
Cornell University	1	USA
CUNY Hunter College	1	USA
Duke University	2	USA
Earlham College	1	USA
Emerson College	1	USA
Erasmus University Rotterdam	1	NL
Georgetown University	1	USA
Glendale Community College	1	USA
Instituto Tecnológico y de Estudios Superiores de Monterrey	1	MX
Ithaca College	2	USA
King's College London	1	UK
KU Leuven	1	BE
Lake Forest College	11	USA
Lewis & Clark College	4	USA
Macalester College	2	USA
McGill University	1	CA
Methodist	1	USA
Middlebury College	3	USA
Minerva University (Global Campuses)	1	USA
New York University Abu Dhabi	1	UAE
Northeastern University	1	USA
Northwestern University	1	USA
Ohio State University-Main Campus	1	USA
Queens University of Charlotte	1	USA
Reed College	1	USA
SOAS University of London	1	UK
St. John's College	1	USA
St. Lawrence University	3	USA
Swarthmore College	1	USA
George Washington University	1	USA
University of North Carolina Chapel Hill	2	USA
Trinity College	3	USA
Universita Bocconi	1	IT
Universiteit Leiden	1	NL
University of British Columbia	2	CA
University of California-Berkeley	1	USA

### Preliminary Analysis of Outcomes

- 76.6% of students plan to attend college in the US
- 8.1% of students plan to matriculate to colleges in Europe
- 3.6% of students will attend colleges in the United Kingdom (England & Scotland)
- 6.3% of students plan to attend college in Canada
- 1.8% of students (2) plan to attend university in the United Arab Emirates
- 1.8% of students(2) plan to attend university in Asia (Thailand & Hong Kong)
- .9% of students (1) will attend university in Mexico
- 3.6% of students (4) will report for military service
- 1.8% of students (2) plan to pursue employment
- 4.5% of students(5) have planned gap years

### Other Data Points

- 60% of students (72) are matriculating with full scholarships or full funding for demonstrated need
- 4 Students received NON-Davis Full Scholarship Awards
- 5% acceptance rate at IVY institutions: 60 Applications: 3 accepted, 2 WL, 2 attending
- 50% Conditional Acceptance rate for Oxbridge Applications: 2 Applications, 1 acceptance pending results.

University of California-Santa Cruz	2	USA
University of Cambridge	1	USA
University of Chicago	3	USA
University of Glasgow	1	UK
University of Groningen	2	NL
University of Kansas	1	USA
University of Miami	1	USA
University of New Mexico	2	USA
University of Oklahoma-Norman Campus	6	USA
University of Rochester	2	USA
University of Surrey	1	UK
University of Toronto	2	CA
University of Victoria	1	CA
University of Washington	1	USA
Vanderbilt University	1	USA
Wheaton College	1	USA
Williams College	1	USA
Worcester Polytechnic Institute	2	USA
Military	4	Norway/Israel
Gap Year	5	DE/NL/UK/CA/USA
Employment	2	USA/TT
Pending Decisions for International students attending Home Country Universities	4	ES/CH/IT/UAE



June 2023 Board Meeting

## RESIDENTIAL



## Students at Risk 5 Year Trend

Categories	Actions	2022-2023	2021-2022	2020-2021	2019-2020	2018-19
<b>Medical</b>	Conditional return	0	0	0	0	1
	Left for medical reasons	0	0	0	1	1
<b>Mental health</b>	Conditional return	0	1	1	1	1
	Left during school year	1	1	1	0	1
<b>Restorative</b>	Restorative circles	3	2	11	11	10
	Negotiated resolutions	0	0	2	3	17
<b>Discipline</b>	No contact agreement/order	2	0	0	0	2
	Disciplinary probation	0	0	2	5 continued from previous year	10
	Suspension	0	0	2	2	5
	Withdrew from school	1	0	2	3	0
	Dismissal	1	0	0	2	3



**June 2023 Board Meeting**

## **EXPERIENTIAL EDUCATION**



## Class of 2023 Portfolio Exemplars

Class of 2023 Portfolio Exemplars						
The following list represents students from the class of 2023 who received exemplary marks on their Student Life Portfolios.						
<a href="#">Ana Cepeda</a>						
<a href="#">Celeste Dugas</a>						
<a href="#">Finja Mlynek</a>						
<a href="#">Georgia Howell</a>						
<a href="#">Rue Musharu</a>						
<a href="#">Salvador Guerrero</a>						
<a href="#">Sara Hernandez</a>						
<a href="#">Raeed Zainuddin</a>						



# CEC Journals 2023

[CEC Journal, Winter 2023](#)





**FINANCE, OPERATIONS & HR**

**FYE 2023 BUDGET TO ACTUAL YTD**

**United World College USA  
Profit & Loss Budget vs. Actual  
10 Months  
June 2022 through March 2023**

		<b>Actual</b>		<b>Budget</b>	
		<b>Jun 2022 - March 2023</b>		<b>10 Month</b>	<b>Variance</b>
<b>Expenses</b>					
	Salaries and Benefits	6,727,055		6,248,803	478,252
	Food Service	861,997		805,417	56,580
	Utilities	376,469		329,833	46,636
	Travel	164,463		112,333	52,130
	License, Fees, Memberships & Subscriptions	300,441		258,625	41,816
	Professional fees & Contract Labor	591,778		716,458	-124,680
	Supplies	173,648		98,446	75,202
	Equipment	264,952		508,433	-243,482
	Board & Annual Conference	17,864		3,292	14,573
	Bank Fees & Interest	108,912		82,667	26,246
	Postage & Printing	42,903		73,292	-30,389
	Insurance	749,272		483,333	265,938
	Professional Development, Recruiting & Orientation	91,405		41,042	50,364
	Repair & Maintenance	515,888		408,044	107,844
	Project Week & Special Events	30,192		24,167	6,026
	Grants to individuals	84,256		38,750	45,506
	IB Diploma Expense	98,907		-	98,907
	Software	89,175		81,813	7,361
	Miscellaneous	56,944		596,650	-539,706
	<b>Total Expense through March 31, 2023</b>	<b>11,346,520</b>		<b>10,911,398</b>	<b>435,122</b>
	<b>If we spend at same rate for April and May, total expenses for FYE 2023 will be</b>			<b>13,615,824</b>	
	<b>Evacuation and Insurance</b>				
	Insurance Proceeds	1,191,939		-	1,191,939
	Evacuation Expense	-1,396,985		-	-1,396,985
	<b>Net Other Income</b>	<b>-205,046</b>		<b>-</b>	<b>-205,046</b>
	<b>Budgeted Revenue (Projected, not actual)</b>		<b>Budgeted, not Actual</b>		
	Tuition from families and National Committees	3,484,213			
	Davis Scholar Endowment	2,774,400			
	Davis Scholar Supplemental	1,000,000			
	Davis Scholar Abroad Expense	-1,700,000			
	<b>Net Davis Revenue</b>	<b>2,074,400</b>			
	Summer Programs and Auxiliary	742,015			
	Annual Fund Contributions	2,323,131			
	Endowment Transfer	4,161,601			

	Cash Carryover	250,000					
	<b>Total Budgeted Revenue</b>	<b>13,035,360</b>					
<b>Summary:</b>							
	Total Budgeted Revenue	13,035,360					
	Projected Expenses through May 31, 2023	13,615,824					
	<b>Projected Deficit for FYE 2023</b>	<b>-580,464</b>					
Evacuation and insurance costs are a wash, as we expect to cover remainder either through insurance or legal claim							

FYE 2024 Budget

**UWC Budget  
FYE 2023-2024  
Summary by Account**

	<b>2024 Budget</b>
<b>REVENUE</b>	
<i>Tuition &amp; Fees</i>	\$3,836,218
<i>Fundraising</i>	\$2,394,325
<i>Endowment</i>	\$4,217,398
<i>Davis Scholars</i>	\$2,111,599
<i>Auxiliary Revenue</i>	\$835,565
<i>Cash Reserve Carry Over</i>	\$250,000
<i>Student Health Payments</i>	\$240,000
<b>TOTAL REVENUE</b>	<b>\$13,885,105</b>
<b>EXPENSE</b>	
Salaries	\$6,638,899
FICA	\$503,904
Benefits	\$1,319,281
<b>Subtotal Employees</b>	<b>\$8,462,083</b>
Contractors	\$508,349
<b>Total Compensation</b>	<b>\$8,970,432</b>
Programming - Academic	\$491,700
Programming - Experiential	\$237,089
Programming - Residential	\$44,500
Insurance	\$680,000
Maintenance	\$499,203
Business Fees	\$698,290
Food	\$1,409,483
IT	\$155,266
Equipment	\$1,202,500
Marketing	\$102,700
Staff expenses	\$22,250

*Note: This includes a 15% allowance for doubtful accounts.*

*Note: \$1.7 million in Davis Scholar Abroad Expenses have been subtracted from the Davis Scholar Endowment revenue*

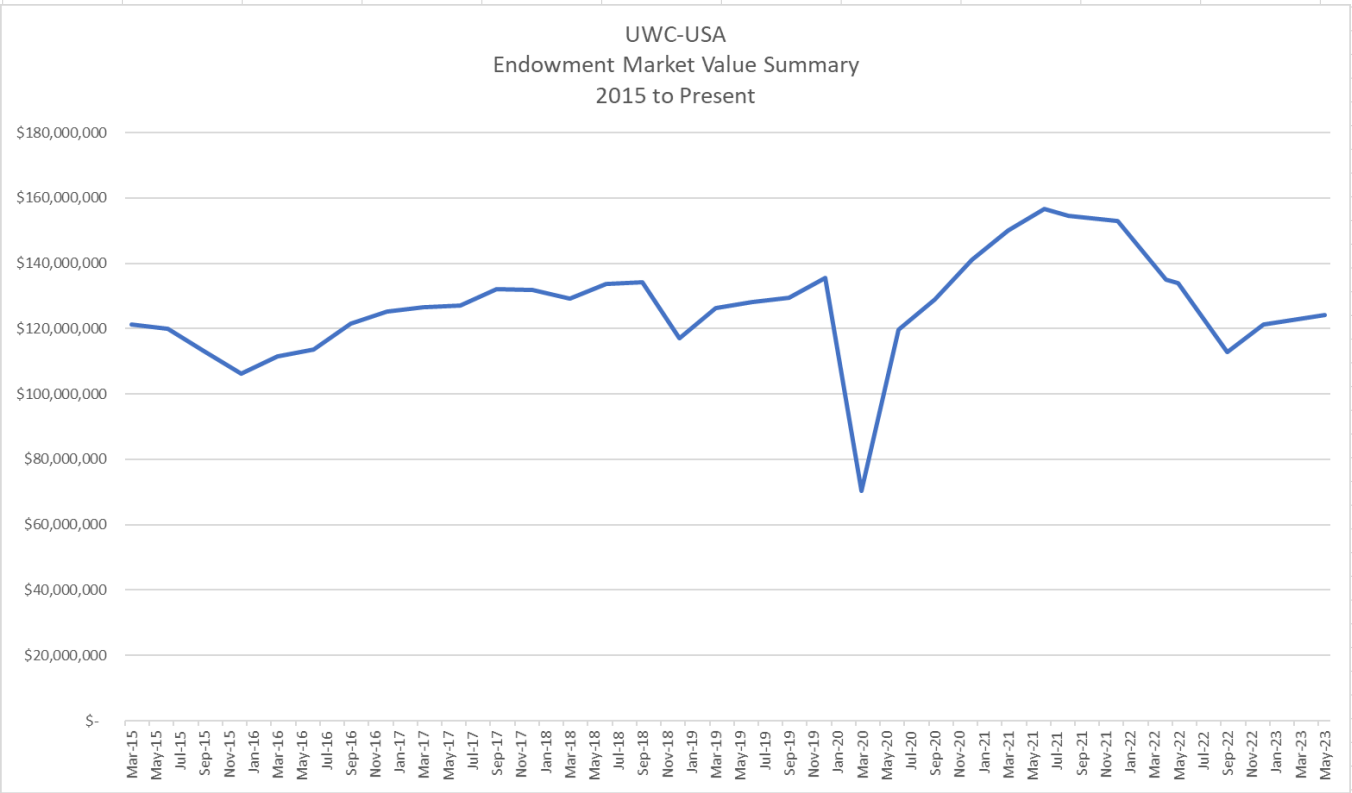
Professional Development & Training	\$64,250								
Transportation	\$61,280								
Travel	\$269,915								
Board & Entertainment	\$59,585								
Office supplies	\$50,070								
Student Medical	\$9,000								
Utilities	\$342,310								
<b>Total Operational</b>	<b>\$6,399,391</b>								
<b>TOTAL EXPENSE</b>	<b>\$15,369,823</b>								
<b>NET PROFIT/(LOSS)</b>	<b>-\$1,484,718</b>								
Capital Campaign	\$250,000								
Master Plan	\$100,000								

FIVE YEAR PROJECTION					
	A five year projection is not available at this time.				

**AUDIT STATUS LETTER**

**ENDOWMENT MARKET SUMMARY**

Qtr	Mkt Value
Mar-15	\$121,182,317
Jun-15	\$119,912,890
Sep-15	\$113,004,312
Dec-15	\$106,245,855
Mar-16	\$111,430,264
Jun-16	\$113,756,564
Sep-16	\$121,592,351
Dec-16	\$125,335,515
Mar-17	\$126,508,998
Jun-17	\$126,978,520
Sep-17	\$132,104,129
Dec-17	\$131,894,781
Mar-18	\$129,282,244
Jun-18	\$133,758,654
Sep-18	\$134,215,685
Dec-18	\$117,116,201
Mar-19	\$126,434,338
Jun-19	\$128,084,041
Sep-19	\$129,369,645
Dec-19	\$135,677,620
Mar-20	\$70,228,691
Jun-20	\$119,789,731
Sep-20	\$129,014,886
Dec-20	\$141,154,441
Mar-21	\$149,972,037
Jun-21	\$156,682,374
Aug-21	\$154,510,995
Dec-21	\$153,003,788
Apr-22	\$135,149,305
May-22	\$134,083,115
Sep-22	\$112,848,251
Dec-22	\$121,312,737
May-23	\$124,255,700



FYE 2023 CAPEX BUDGET TO ACTUAL					
	FY23 Budget	FY 23 Actuals	Under/(Over)	Expect to complete in FYE 23	Notes
<b>Trades</b>					
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	\$38,614.00	-\$13,614.00		Carpet in dorms
			\$0.00		
<b>Other Projects</b>					
Maintenance ATV			\$12,000.00		
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 and trim trees		\$20,000.00		\$50,000.00	High priority due to fire inspection
Reservoir mixer and repairs for water quality				\$50,000.00	Needed due to water quality
Meter water usage				\$30,000.00	In progress - needed due to water crisis
			\$0.00		
<b>Old Stone Hotel</b>					
Bathroom Remodels pending master plan decisions			\$0.00		
General Repair & Maint to front façade, classrooms	\$3,500.00		\$3,500.00		
			\$0.00		
<b>IT Building</b>					
IT infrastructure upgrades to campus	\$35,000.00	\$5,478.62	\$29,521.38	\$29,521.38	More was done but was not charged to CapEx
Placeholder	\$3,500.00		\$3,500.00		
			\$0.00		
<b>Kluge</b>					
Renovate Atrium Bathrooms	\$125,000.00		\$125,000.00		Contractors viewed but never submitted bids
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		
<b>Sustainability</b>					
Placeholder	\$20,000.00		\$20,000.00		
			\$0.00		
<b>Castle</b>					
Castle Fire Suppression	\$10,000.00	\$11,777.00	-\$1,777.00		
Kitchen/Servery Upgrades	\$10,000.00		\$10,000.00	\$7,000.00	
Accessible doors		\$11,297.00			
Owl software		\$5,478.00			
			\$0.00		
<b>Placeholders</b>					
Office Furniture (pride of place initiative)	\$15,000.00	\$9,777.00	\$5,223.00		
Residence Hall Repairs	\$15,000.00	\$16,000.00	-\$1,000.00		
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			\$0.00	\$10,000.00	System to pull water from river - in progress
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		
<b>Science Building</b>					
	\$2,500.00		\$2,500.00		
			\$0.00		
<b>Fitness Center</b>					
Carry over from last format	\$2,500.00		\$2,500.00		
Heating unit		\$24,938.00			
			\$0.00		
<b>SUBTOTAL</b>					
	\$448,000.00		\$448,000.00		
Emergency/Opportunity Reserve (10% of budget)	\$50,000.00		\$50,000.00		
<b>TOTAL</b>	\$498,000.00	\$243,148.45	\$254,851.55	\$189,521.38	
<b>BUDGET</b>	\$500,000.00	\$243,148.45	\$256,851.55		
<b>(OVER)/UNDER</b>	\$2,000.00		-\$2,000.00		
	Total Budget	\$500,000.00			
	- amount already	\$243,148.45			

	- amount expect	\$189,521.38							
	Difference	\$67,330.17							

**PRELIMINARY CapEx FYE 2024**

<b>UWC Budget 2023-2024 FY Capital Budget</b>			
<b>Projects</b>		<b>2023 (FYE24)</b>	
<b>Trades</b>			
Roofing		\$20,000	
Plumbing		\$25,000	
Electrical		\$25,000	
Masonry		\$15,000	
HVAC		\$15,000	
Painting		\$7,500	
Carpet		\$10,000	
<b>Other Projects</b>			
Covered, heated, and lit outdoor classroom/gazebo		\$0	
Library Retaining Wall (other Landscaping Plan Projects)			
Vehicles		\$300,000	
<b>Old Stone Hotel</b>			
Bathroom Remodels pending master plan decisions			
General Repair & Maint to front façade, classrooms			
<b>IT Building</b>			
IT infrastructure upgrades to campus		\$390,000	
Placeholder			
<b>Kluge</b>			
Renovate Atrium Bathrooms			

Art Room		\$2,500	
Placeholders		\$2,500	
<b>Sustainability</b>			
Placeholder		\$25,000	
<b>Castle</b>			
Castle Fire Supression		\$15,000	
Kitchen/Servery Upgrades		\$15,000	
<b>Placeholders</b>			
Office Furniture (pride of place initiative)		\$7,500	
Residance Hall Repairs		\$10,000	
Tables & Chairs		\$2,500	
Oval Irrigation Repairs			
Oval Fence Replacement		\$25,000	
Lagoon Fence Replacement			
New PumpHouse - Irrigation (Permit Says We Have To)		\$50,000	
Faculty Housing Upgrades		\$12,500	
Lift for Facilities			
<b>Science Building</b>		\$5,000	
<b>Fitness Center</b>		\$5,000	
<b>SUBTOTAL</b>		\$985,000	
Emergency/Opportunity Reserve (10% of budget)		\$98,500	
<b>TOTAL</b>		\$1,083,500	
<b>BUDGET</b>			

DAVIS FOREVER AND IMPACT FUNDS

Summary of UBS Investment of Davis Forever and Davis Impact Funds Since Inception through April 2023

DATE	DESCRIPTION	DAVIS IMPACT	DAVIS FOREVER	TOTAL
October 2016	Cash Deposit	\$15,000,000	\$33,000,000	\$48,000,000
April 2016	Impact Awards	1 -\$4,310,673	\$20,000,000	\$43,689,327
August 2016	Cash Deposit		\$20,000,000	\$63,689,327
October 2016	Impact Awards	2 -\$6,640,471		\$57,048,856
December 2016	Account Fees		-\$350	\$57,048,506
August 2017	Cash Deposit		\$2,000,000	\$79,048,506
November 2017	Impact Awards	3 -\$1,523,886		\$77,524,620
November 2017	Cash Deposit		\$11,690	\$77,536,310
August 2018	Cash Deposit		\$30,000,000	\$107,536,310
December 2017	Account Fees		\$175	\$107,536,135
November 2018	Impact Awards	4 -\$3,681,407	\$600,000	\$104,454,728
December 2018	Partial Dare to Dream Disb		-\$990,000	\$103,464,728
January 2019	Partial Dare to Dream Disb		-\$1,012,122	\$102,452,606
April 2019	Remaining Dare to Dream Disb		-\$182,392	\$102,270,214
August 2019	Cash Deposit		\$20,312,680	\$122,582,894
October 2019	Impact Awards	5 -\$574,851		\$122,008,042
November 2019	Cash Deposit		\$100,000	\$122,108,042
November 2019	Dare to Dream Disb		-\$4,501,109	\$117,606,933
December 2019	Dare to Dream Disb		-\$100,000	\$117,506,933
April 2020	Dare to Dream Disb to IO		-\$7,580	\$117,499,353
August 2020	Cash Deposit		\$24,000,000	\$141,499,353
December 2020	Cash Deposit		\$5,500,000	\$146,999,353
February 2021	Dare to Dream Disb		-\$268,362	\$141,730,991
June 2021	Reinvestment		\$5,693,303	\$147,424,294
July 2021	Reinvestment		\$4,261,854	\$151,686,148
August 2021	Reinvestment		\$7,017,520	\$158,703,668
September 2021	Cash Deposit		\$25,000,000	\$183,703,668
September 2021	Disbursement - Davis Supplemental		-\$1,000,025	\$182,703,643
November 2021	Cash Deposit		\$100,000	\$182,803,643
December 2021	Disbursement - Dare to Dream		-\$5,000,200	\$177,803,443
May 2022	Disbursement - Dare to Dream 2		-\$2,500,025	\$175,303,418
August 2022	Cash Deposit		\$31,000,000	\$206,303,418
August 2022	Cash Withdrawal - transfer of davis supplemental		-\$1,000,000	\$205,303,418
November 2022	Cash Deposit		\$100,000	\$205,403,418
December 2022	Disbursement - Dare to Dream 1&2		-\$9,925,000	\$195,478,418
Since Inception	Interest, Dividends & Net Fees		-\$298	\$211,152,952
January 2023	Interest, Dividends & Net Fees		\$40,450	\$211,193,402
February 2023	Interest, Dividends & Net Fees		\$24,104	\$211,217,505
March 2023	Interest, Dividends & Net Fees		\$934,119	\$212,151,624
April 2023	Interest, Dividends & Net Fees		\$388	\$212,152,012
Since Inception	Net Gains/Losses		\$56,260,623	\$268,412,634.65

DAVIS IMPACT DISTRIBUTIONS		1	2	3	4	5	
School	Available	April 2016 Distribution	October 2016 Distribution	November 2017 Distribution	November 2018 Distribution	October 2019 Distribution	February 2021 Distribution
UWC - Adriatic	1,000,000		-1,000,000				
UWC - Atlantic	1,000,000	-768,025	-231,975				
UWC - Changshu	1,000,000		-516,900		-483,100		
UWC - Costa Rica	1,000,000	-107,550	-339,280	-207,704	-345,466		
UWC - Dilijan	1,000,000		-1,000,000				
UWC - Japan	1,000,000				-1,000,000		
UWC - Li Po Chun	1,000,000		-388,806	-235,751	-201,123	-174,320	0
UWC - Maastricht	1,000,000	-524,357	-475,643				
UWC - Mahindra	1,000,000		-93,377	-282,326	-208,708	-283,139	-132,450
UWC - Mostar	1,000,000		-1,000,000				
UWC - Pearson	1,000,000	-736,567	-263,433				
UWC - Red Cross Nordic	1,000,000	-239,777	-14,689	-48,870	-479,402	-81,001	-136,261
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	
UWC - USA	1,000,000	-1,000,000					
UWC - Waterford	1,000,000	-216,196	-34,569	-749,235			
	<b>17,000,000</b>	<b>-4,310,673</b>	<b>-6,640,471</b>	<b>-1,523,886</b>	<b>-3,681,407</b>	<b>-574,851</b>	<b>1</b>

DARE TO DREAM DISBURSEMENTS		1	2	3	4	5	6	7	8	9	10
School	December 2018 Distrib	January 2019 Distribution	April 2019 Distribution	Nov/Dec 2019 Distribution	April 2020 Distribution	February 2021 Distribution	December 2021 Distribution	May 2022 Distributi	December 2022 Dist	May 2023 Distribution	
UWC - International			28,244			7,580					
UWC - Adriatic	148,616				273,616	225,000	250,000	150,000	600,000		
UWC - Atlantic	195,591				295,531	275,000	250,000	125,000	475,000		
UWC - Changshu	122,487				309,437	250,000	50,000	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	325,000		200,000		
UWC - Li Po Chun		128,789			303,789	375,000	375,000	150,000	625,000		
UWC - Maastricht		171,069			371,069	375,000	350,000	150,000	575,000	50,000	
UWC - Mahindra		113,575			313,575	400,000	400,000	175,000	700,000		
UWC - Mostar		76,842			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	625,000		
<b>TOTAL</b>	<b>\$721,944</b>	<b>\$1,280,179</b>	<b>\$182,417</b>	<b>\$4,601,109</b>	<b>\$7,580</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$2,500,000</b>	<b>\$8,375,000</b>	<b>\$1,625,000</b>	

\*In December 2022, a distribution of \$625,000 was recorded as sent to Li Po Chun. We later learned that the wire did not go through. We re-sent the money in May, 2023. We removed the amount from the December 2022 distribution and instead put it in May 2023 when it actually went through. The same is true with a \$325,000 distribution to Changshu and a \$600,000 distribution to Waterford. In the case of Waterford, we sent a total of \$625,000 in May 2023 because we received an additional invoice for \$25,000. The May 2023 2023 payment to Maastrich was due to an additional invoice.

**TUITION PROJECTIONS**

	Number of Students	Parent Contributions (Non-US Davis Scholars)	NC Contributions	Parent Contribution for US Davis Scholars	IO/external scholarship contributions (D2D, RISE, etc.)	Davis Scholarships	Total	Average amount to be received per student
Class of 2024, Returning 2nd years	108	\$1,159,306	\$263,501	\$181,200	\$300,000	\$575,000	\$2,479,007	\$22,954
Class of 2025, Entering class	116	\$1,378,000	\$326,900	\$218,800	\$432,550	\$650,000	\$3,006,250	\$25,916
Total across both years	224	\$2,537,306	\$590,401	\$400,000	\$732,550	\$1,225,000	\$5,485,257	



## **ADVANCEMENT**



## June 2023 Board Meeting - Appendices

<b>Constituency</b>	<b>-----FY23-----</b>		<b>-----FY22-----</b>		<b>% Change</b>	<b>% Change</b>
	<b>*as of 4/30/2023</b>		<b>*as of 4/30/2022</b>			
	<b>\$ Raised</b>	<b># Donors</b>	<b>\$ Raised</b>	<b># Donors</b>	<b>\$ Raised</b>	<b># Donors</b>
<b>ANNUAL FUND</b>						
Foundation	\$ 556,594	6	\$ 478,790	4	16%	50%
Alumna/us	\$ 286,362	571	\$ 297,202	573	-4%	0%
Individual	\$ 273,607	146	\$ 167,068	151	64%	-3%
Board Member	\$ 71,230	11	\$ 61,021	17	17%	-35%
Distinguished Trustee	\$ 1,100,429	4	\$ 1,074,643	4	2%	0%
Parent of Alum	\$ 60,129	96	\$ 129,887	107	-54%	-10%
Company/Org	\$ 30,717	31	\$ 20,349	25	51%	24%
Current Parent	\$ 7,351	12	\$ 8,482	28	-13%	-57%
Faculty/Staff	\$ 19,913	31	\$ 15,687	47	27%	-34%
Alum other UWC	\$ 4,738	10	\$ 6,166	13	-23%	-23%
	<u>\$ 2,411,070</u>	<u>918</u>	<u>\$ 2,259,295</u>	<u>969</u>	<u>7%</u>	<u>-5%</u>

\*NB: The above figures do not include current student donors.

FY23 includes 2 gifts from Shelby Davis which totals \$1,050,000.

FY22 includes 1 gift from Shelby Davis which did not count toward the Davis match. It totals \$1,000,000.

<b>ENDOWMENT &amp; OTHER</b>		<b>Unique #</b>		<b>Unique #</b>		
*Individual + Other	\$ 97,686	6	\$ 298,169	6	-67%	0%
Distinguished Trustee (Davis+Other)	\$ 155,000	3	\$ -	0	n/a	n/a
Board Member	\$ -	0	\$ 2,000	1	-100%	-100%
Alumna/us	\$ 4,979	10	\$ 2,230	2	123%	400%
	<u>\$ 257,665</u>	<u>19</u>	<u>\$ 302,399</u>	<u>9</u>	<u>-15%</u>	<u>111%</u>

\*Individual includes Faculty/Staff, Organization, Parent of Alum.

FY23 includes 1 gift from Shelby Davis totaling \$150,000.

FY22 includes no gifts from Shelby Davis.

<b>ALL GIFTS</b>		<b>% Partic.</b>		<b>% Partic.</b>		
Individual	\$ 298,711	148	\$ 168,568	152	77%	-3%

Foundation	\$	556,594	6		\$	478,790	4		16%	50%
Distinguished Trustee	\$	1,255,429	6		\$	1,074,643	4		17%	50%
Alumna/us	\$	291,341	581	15%	\$	299,432	575	15%	-3%	1%
Board Member	\$	71,230	11	52%	\$	63,021	17	74%	13%	-35%
Parent of Alum	\$	60,129	96		\$	129,887	107		-54%	-10%
Company/Org	\$	128,196	36		\$	317,018	30		-60%	20%
Current Parent	\$	7,351	12		\$	8,482	28		-13%	-57%
Faculty/Staff	\$	20,121	32	32%	\$	15,687	47	46%	28%	-32%
Alum other UWC	\$	4,738	10		\$	6,166	13		-23%	-23%
Current Student	\$	623	165	71%	\$	667	113	49%	-7%	46%
	\$	2,694,464	1103		\$	2,562,361	1090		5%	1%

NB: Alumni who are board members, parents or faculty are counted on the board and faculty lines.