



2023 ANNUAL REPORT





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Dear friends of UWC-USA,

The last few years have entailed more than our fair share of crisis management. But we haven't let ourselves be defined by it. We have continued to implement a strategy to strengthen our foundation, preparing ourselves for the innovation that will help our people and programs meet the demands of the UWC mission in our unique place.



Part of our work was to reflect on who we are and why we do what we do. We wrote the [UWC-USA Community Narrative](#) because we can better reach our goals if we're clear about where we come from and who we understand ourselves to be. We also want to lay out in clear language “why” we are. The following line from the Community Narrative has been a helpful reminder of the “who” and the “why” in a challenging and successful year:

“At UWC-USA we show up for one another in a spirit of generosity, adventure, and common purpose.”

Showing up for one another takes intentionality. During a global pandemic, or when flames from New Mexico's largest wildfire are several hundred yards from our campus, showing up for one another requires even greater intentionality.

Our success at “showing up” one crisis after another has been as powerful as it has been visible. This past year, all the ways we've worked together haven't been as visible. But they've been no less powerful. Reams of insurance paperwork, flooding followed by water shortages, and staff turnover because folks aren't prepared to go through another fire season have all required us to show up in ways above and beyond.

I'm thankful for a team of leaders who have shouldered these burdens and worked with a spirit of generosity and common purpose. And by “leaders” I mean all of us who are part of the UWC-USA community.

Another line from our community narrative stands out for the focus we have placed on sustainability this past year:

“Destructive modes of production, consumption, and land use have increased across the world in both rate and magnitude, moving us from environmental concern to crisis.”

(continued on next page)

One of the key areas of growth for us this past year has been our focus on sustainability. With the help of a newly appointed sustainability manager and more focus on the threat brought by the Hermit's Peak/Calf Canyon Fire, our community has used our Community Narrative again to focus on our strategic initiatives. It has been a common theme that we focus more energy on the "peace" part of our mission statement than the "sustainability" part. This year we have added Sustainability RAs to our resident life support team. These are students who help us grapple with the issues and our own behaviors that can make our community and planet more sustainable. We are exploring adding more hybrid and electric vehicles to our fleet and continue to plan for solar. Building a more sustainable future is about what we do ourselves and how we advocate for more sustainable communities around the world.

I look forward to traveling more and sharing details about our sustainability efforts. I welcome all our alumni and friends to explore how they can help us move forward. It will take all of us to chart the course and to make the journey a success.

My best,

Victoria J. Mora

Victoria J. Mora, Ph.D.

UWC-USA President





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In her commencement speech to the class of 2023, Wall Street Journal Editor-in-Chief Emma Tucker '86 encouraged the graduates to "Say yes to opportunities that scare the living daylights out of you."

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Abdou-Latifou Dare

Togo

"Most every experience at UWC-USA encouraged me to pursue my passions boldly and stand firm in my beliefs," Abdou-Latifou said, "despite the challenges that might arise." One of Abdou-Latifou's passions was becoming a stronger leader - particularly in sustainability initiatives. After the Hermit's Peak/Calf Canyon Fire, the school leaned into more sustainability-focused programming and encouraged students to find ways to build climate resilience on and off campus.

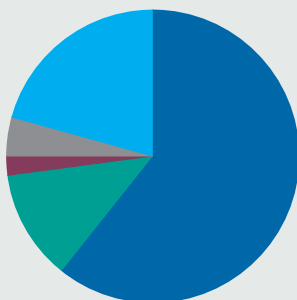


"In my second year at UWC-USA, I embraced several leadership roles that significantly contributed to my personal and professional development," Abdou-Latifou said. "My involvement in the 'Go Make a Difference' project was particularly impactful. We provided essential farming tools to over 70 farmers in the town of Bassar in Togo." The project not only improved local farming practices but also deepened his understanding of managing both community needs and resources.

Abdou-Latifou struggled with the daunting academic challenges in his second year in Montezuma. He found strength and encouragement in the community and in his faith. "Reminding myself that Allah has predestined everything provided a profound sense of peace and resilience," he said. "This core principle not only helped me tackle academic and personal challenges but also reinforced my ability to face and learn from difficult situations."

Ultimately, Abdou-Latifou learned to thrive in the face of challenge partly because he was able to put his challenges in a UWC context. "At UWC-USA I learned that our actions today are the history of tomorrow," he said, "and how we respond to the challenges we face shapes the legacy we leave behind."

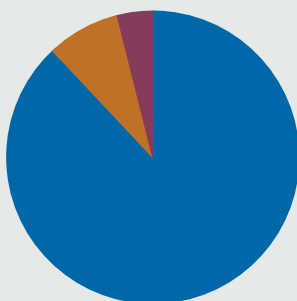
OPERATING ACTIVITIES



REVENUE FY 2023

REVENUES

	FYE 2022	FYE 2023
Contributions and gifts	9,480,043	17,207,259
Tuition and fees	3,653,941	3,478,654
Ancillary and other income	765,763	602,434
Other revenue	231,602	1,243,039
Revenue released from restriction	5,547,085	5,835,418
TOTAL REVENUES AND OTHER SUPPORT	19,678,434	28,366,804



EXPENSES FY 2023

EXPENSES

	FYE 2022	FYE 2023
Educational services	15,659,956	28,760,858
Support services:		
Management and general	3,877,766	2,595,517
Fundraising	1,186,305	1,237,978
Total support services	5,064,071	3,833,495
TOTAL EXPENSES	20,724,027	32,594,353

In FYE 2023, UWC-USA experienced a significant increase in funding related to an exceptional gift received as a grant for UWC Costa Rica. These funds do not impact the ongoing operational budget of UWC-USA.

Brandon Wen *USA - Washington*

In her commencement speech to the class of 2023, Wall Street Journal Editor-in-Chief Emma Tucker '86 encouraged the graduates to “Say yes to opportunities that scare the living daylights out of you.” The advice made complete sense to Brandon Wen '23 USA-Washington, and he realized in that moment that his UWC-USA experience was largely comprised of a series of opportunities to say “yes” to terrifying things.

“One incident that helped me realize I could take on challenges I would never have considered before,” Brandon said, “was performing a song at the first cafe of the year with my friend David. It was my first time performing, and it helped me get over that first paralyzing rush of stage fright. I was able to break down a significant barrier and gain some confidence to continue to grow and try new things throughout my last year at UWC-USA.”

For example, in his second year Brandon served as a Resident Assistant for SWEET, a group of students dedicated to supporting the sexual wellness of their peers. A critical part of the training to be a SWEET RA is developing strong listening skills to encourage others to share their experiences and ask the questions they need to ask. “I learned how to listen to my peers about personal topics while staying open-minded,” he said. Brandon found that his new listening skills as an RA helped him as a roommate, a student, and a friend.



Violeta Villacorta Apaza

Bolivia

Violeta recounts the hardships that her family went through to provide her with an education. All of her grandparents and both of her parents started working full time at very young ages - one of her grandfathers in the La Chojlla mines - to make sure that there was food on the table every day.

“Knowing what my parents and grandparents went through,” Violeta said, “planted in me the need to be strong and fight to achieve my goals without forgetting where I come from and recognizing my identity. That is why eliminating inequality gaps is so important to me.”



While her first few months in Montezuma were challenging because she was learning English, she worked very hard and impressed her teachers with her grit, intelligence, and kindness. And she discovered in her classes ways to talk about the inequality her family had experienced at home in Bolivia.

“Violeta is an absolutely delightful, indomitable young woman who does her best to take advantage of all that UWC-USA offers her in all areas,” said Dean of Academics Alexis Mamaux, who also taught her in IB History. “Of particular interest to her are the Latin American academic subjects - and how that history was viewed by those outside of the region. She is keenly interested in the Mexican revolution and the role of women in political and social change.”

And Violeta wants to make education accessible to others. “It makes me feel happy to be here in Montezuma. I am committed to the UWC mission and in the future, I hope to fund a scholarship for other students.”

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Autinn Au-Yeung

Hong Kong

Autinn saw how many plastic laundry detergent bottles were in the laundry room in her dormitory – and she decided it was a small environmental problem that she could help solve. Along with two other Sustainability Resident Assistants (student leaders who promote sustainability on campus), the three students began searching for solutions and settled on bulk purchasing of laundry detergent.

Her academic work helped advance the laundry detergent initiative on campus. “I did a major research project in my global politics class on bulk buying and Dean of Students Naomi Swinton had a connection with a supplier in Santa Fe,” Autinn said. “My passion for sustainability with bulk purchases was what got me started and developed into what it is today.” In the end, this effort is a win-win: students pay less for detergent and use less plastic.

For Autinn, UWC-USA is a community that challenges students to become more than they were when they arrived. And sometimes the changes come quickly. Coming from Hong Kong she had little experience with the outdoors and was dubious at first about the Wilderness program. “Very quickly I was surprised by how capable I am to survive in the wild,” she said. “Before I got here, I would never have imagined myself living in the wilderness, without knowing how to filter water, cook, or go to the bathroom. However, since the orientation trip and Southwest Studies trip to the Grand Canyon, spending time with nature is one of my favorite things to do.”





Photo by Paul Jeffrey

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