

2022-2023

Impact Report

 UWC COSTA RICA

2022-2023

Impact Report

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This document was designed & co-directed by Cristian Ugalde and edited & co-directed by Jose Pablo Rojas-Brewer and in a collaborative effort with area directors and area assistants.

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Whether you are reading physically or virtually, you can access additional information and resources by clicking or scanning any QR code with your phone. You will find them throughout the report.

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A Message from Mauricio & Susan

Welcome!

We proudly present our Impact Report as a continued accountability, appreciation, and inspiration piece that also represents the many voices that make this community. We have much to celebrate and look forward to in the coming years, and yet, we understand that the work we do today is the groundwork for a better and more sustainable future. This report features impact partnerships and impact stories of alums who will tell you how a two-year experience in Costa Rica continues to shape their lives.

When applying to UWC, each student courageously decides to join us in Costa Rica. They want so much to make something valuable and meaningful in their lives that they are willing to get on a plane and travel alone to a country so far from home. This journey, for many, is often complicated and arduous. Many do all this and navigate the intricacies of UWC in a language they may not speak. This they do because of their personal drive. The intentionally diverse community of UWC Costa Rica means we welcome students with different socio-economic and cultural backgrounds. It is at UWC Costa Rica where our alums tell us that they get the first chance to question, to unlearn, and to create a framework of reference they take into their future careers and paths. This Impact Report features such impact stories throughout, and we invite you to explore each of them and learn from them what this experience means and how much positive impact is amplified in their networks.

In these times of global challenges, as we navigate uncharted waters and confront complex issues that transcend borders and cultures, the significance of the leadership exemplified by our UWC Costa Rica alums worldwide cannot be overstated. Our graduates have emerged as change-makers, advocates for peace, and visionaries in diverse fields, taking on leadership roles that extend far beyond the boundaries of their academic achievements. Their enduring commitment to the UWC Costa Rica values is a guiding light, illuminating the path toward a more equitable, sustainable, and compassionate world. We draw inspiration from the tangible impact they create and recognize that now, more than ever, the world needs the unwavering dedication and innovative spirit they bring to address our time's pressing challenges.

Let us remember that the values of **reciprocity, empathy, and accountability** are not confined to the pages of this report; they are principles that can be woven into the very fabric of our everyday lives. As we look to the future, let us embrace each day as an opportunity to reciprocate the kindness we've received, to extend empathy to those we encounter, and to hold ourselves accountable for the world we wish to create. It is through small, daily actions that we can catalyze profound change. Together, we can be the architects of a more interconnected, compassionate, and responsible world. We invite each and every one of you to join us in this transformative journey in the true spirit of UWC Costa Rica.



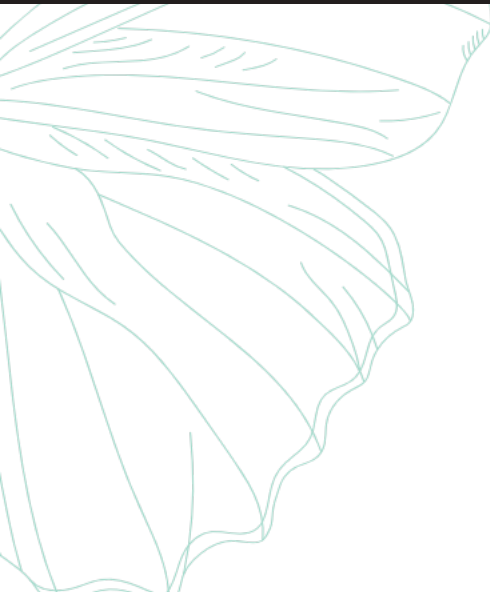
Susan and Mauricio with H.R.H Queen Noor, President of UWC, at the *UWC 60th Anniversary Gala* (May 2023) | Credits: Carlos Andres Varela.

With gratitude, hope, and commitment,



Management Team group photo for the *Class of 2023 Yearbook* (April 2023)

Leadership



2022-2023 Management Team

Annette Grew
Admissions and Outreach Director

Guillermo Chan
Finance and Operations Director

Jose Pablo Rojas-Brewer, UWC-USA '06
Development Director

Lori Marek
Deputy Head of College

Luis Abarca
Co-Curricular Director

Mauricio Viales
Head of College

Dr. Natalie Taylor
Residential Life Director

Paula Morán
Academic Director

Sofia Quirós
Sustainability Coordinator

Vanessa Céspedes
Human Resources Director

Leadership: Strategic Plan

As part of our Strategic Plan Monitoring and Evaluation System, each year, we share the progress of the execution of the plan with the UWC Costa Rica Community and other relevant stakeholders at different levels. This report is part of an accountability effort, which also allows us to receive feedback and share lessons learned. We are part of a dynamic community, and keeping that in mind invites us to listen and incorporate different perspectives.

Year 1 of the Plan

In July 2023, we closed our first year of the Strategic Plan. There was substantial progress during 2022-2023 in all the key results we aimed to achieve. This first year of implementation was also a learning year for us as we started building our working committees and learning to use this new organizational improvement model and its tools.

As we developed our working teams, we also were able to identify where our strengths and best resources lie, as well as where additional support is needed. Our initiatives are ambitious, and we are fortunate to be accompanied in our work by mentors from both our Board of Trustees with professional specialties related to each of our strategic lines as well as external consultants where needed.

In addition to working toward our initiatives, we also dedicated time to looking ahead to the five-year horizon beyond our current work, establishing guiding milestones along the way, a process validated by the Board during the March 2023 meeting.

I would like to appreciate each champion, mentor, and team member involved in the planning, execution, monitoring, and evaluation of this plan. What follows are

highlights of work accomplished within each line during the first year of implementing our five-year plan.

Mauricio Viales, Head of College.



Click or scan to read the *Strategic Plan*

SL #1 | Transitioning to a Culture of Sustainability

Champion: Sofia Quirós, Sustainability Coordinator; Mentor: Laurie Frank, Board Member and Experiential Education Expert.

- Started implementation of the Bandera Azul Ecológica Program in the “Climate Change” category, a nationally recognized award given to environmentally conscious institutions.
- Developed important sustainability actions in Residential Life, Food Services, and Co-Curricular. Check [“Sustainability Efforts” on page 13](#) for more details.
- Developed an intentional integration program with the San Isidro community, which will be the new hometown of UWC Costa Rica beginning with the 2025-2026 year. Through this program, we aimed to introduce UWC and the new campus to the community while aligning decisions with the Sustainability Framework and the local perceptions of environmental protection. We also began to develop future projects in conjunction with the communities.

Executive Board

Bernardo van der Laet
Member

Erik Muñoz
Vice-Chair

Dr. Kevin Ferreira van Leer '09
Secretary

Susan Mullins
Chair

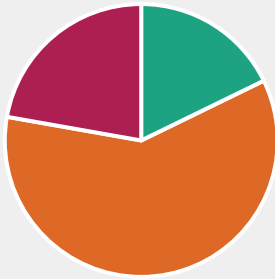
Tom Dickerson, UWC Atlantic '68
Treasurer

Uri Weinstok
Member

Board of Trustees

Alonso Venegas
Dr. Angel Perez
Antonio Galván
Darlene Fisher
Elke Ruge
Laurie S. Frank
Leonor Tannahauer Blum
Luis Javier Castro
Michael Stern, UWC-USA '89
Renata Villers
Ronald Chang-Díaz
Rosemary Engels
Tim Dougherty
Tracy Robinson
Zdenka Piskulich

Year 1 Key Results Status



| | |
|-----------|-------|
| Completed | 17.4% |
| On Track | 60.9% |
| Behind | 21.7% |



Student during MUN (November 2022)

SL #2 | Growing our Educational Model

Champion: Lori Marek, Deputy Head of College; Mentor: Darlene Fisher, Board Member and Veteran School Leader, IB, and Accreditation Expert.

- Developed a comprehensive 2-year plan for Social-Emotional Learning featuring shared and scaffolded experiences.
- Introduced the student Wellness Ambassadors initiative to offer critical feedback and support in leading activities.
- Developed a plan to incorporate flexibility into the academic timetable in order to promote additional experiential learning opportunities beyond the campus. “Experiential Fridays” will be piloted during the 2023-24 academic year.
- Embarked on a journey to identify more experiential learning opportunities through all facets of our educational program.
- Held a pivotal meeting with the IB to explore options for joining ongoing IB pilots, creating our own, and/or seeking exclusions from other requirements to best align with our unique context.
- Analyzed community survey results from the Council of International Schools (CIS) Self-Study process. Completed the initial draft of our self-study report. Worked closely in committees with the Management Team, our students, and staff to maintain a rigorous schedule in preparation for the CIS Re-accreditation and IB Re-authorization for the joint visit scheduled in April 2024.
- Expanded the Conociendo Costa Rica program and Community Action Week engagement options.

SL #3 | Improving Life Balance

Champion: Vanessa Céspedes, Director of Human Resources; Mentor: Eric Muñoz, Board Member and Senior Director, Global Talent Management & Leadership Development.

- Continued work to fine-tune our five-year Compensation and Benefits Strategy approved by the Board during the June 2023 meeting, focused on tools to guarantee precision, equity, and efficiency in compensation allocation. This critical step enables us to make data-driven decisions that align with our financial projections and ensures that our compensation and benefits remain in harmony with the College’s budget.
- Reviewed external organizations to assist in developing and implementing an organizational climate survey and action plan; selected the company Great Place to Work. The survey is planned for December 2023 in support of our objective to contribute to the best possible working environment and work culture in the College. Results will be reviewed in order to determine the next steps in our implementation plan.
- Surveyed staff and students in anticipation of the transition to the new campus in San Isidro, inquiring into their hopes for the future of UWC Costa Rica as well as the perceived challenges and information they would like to receive regularly. These responses are meant to inform the transition process that will be developed during the 2023-24 year. Team members for transition oversight have been identified, and an external facilitator will be engaged to manage details of the plan. Staff focus groups will also be formed in 2023-24 to continue informing the process.

SL #4 | Alignment of the Financial Model

Champion: Guillermo Chan, Director of Finance and Operations; Mentor: Michael Stern, Board Member and Portfolio Manager and investor.

- Reached an important financial milestone in the development of the new campus, leading the Board to determine the San Isidro campus project fully viable and authorize the public phase of the campaign to begin in March 2024.
- Began talks to consider joining a new UWC International Endowment Fund project under development. Through the financial projections, we expect our Endowment Fund to start generating resources by the 2025-26 year.
- Explored potential partners and continued to develop important events in alliance with other educational institutions through our Outreach and Innovation team, which was hired in November 2022.

SL #5 | Creating Integrated and Efficient Systems

Champion: Ronald Gutierrez, IT Coordinator; Mentor: Antonio Galván, Board Member and CEO at Galika, Trainer, Consultant, Entrepreneur, and Educator.

- Compiled all existing policies and separated those related to the educational program from the operational ones. Reviewed the education program policies and began a revision process. We expect to advance with the publication of newly revised educational policies and then move on to the review of operational policies during the 2023-24 year.
- Updated the Student Code of Conduct and introduced at the beginning of 2023-24.

- Began the work of transferring the practices/procedures from each educational program into a unified Student-Family Handbook with an aim to publish in 2023-24.
- Implemented the first phase of the Reach (Residential Life) platform. Started piloting the first modules of a total of 18. A temporary position was added to support the RL team in the utilization of the platform.
- Implemented Softland Human Resources platform to improve internal customer service and efficiency in information systems with a plan to continue adding more functionalities of this software covering finance and human resources.
- Began a process to evaluate the current state of the college's governance system in terms of its decision-making process, making a plan to engage an external expert to support us in the initiative next year.

Cheers to the Champions and Leaders!

Congratulations to the Champions, leaders, mentors, staff, and student leaders who have done a great job as mediators of the dreams of the entire community. Your work in this first year of implementing the plan has been remarkable and brings UWC Costa Rica one step closer to our ambitious vision.

What's next in Year 2?

During this second year of the Strategic Improvement Plan, we will be revising some initiatives in consideration of how to best achieve the milestones and strategic objectives. We will also be seeking to reflect more fully on the connections between the strategic and operational levels so that they operate in harmony. We have recognized inherent challenges as we navigate between the current model with relevant needs and making future aspirations a reality. The Steering Committee will be responsible for building a bridge between these two moments and identifying the best ways forward. It is a big challenge, but our strength is a diverse and passionate team that dreams of a better future for the UWC Costa Rica community.



Sustainability Coordinator during one of the *San Isidro Community Immersion Program* meetings (June 2023)



Impact Collaborations

UWC Committee of National Committee representatives in a team-building activity during the *Committee of National Committees 2023 Annual Meeting* (March 2023)

- Care 
- Nature 
- Education 
- Impact & Economy 
- Reciprocity & Continuity 
- Community & Diversity 
- Social Justice & Governance 
- Responsible Use & Resources 

Effective collaboration is key to creating a sustainable future. Our strong partnerships, collaborative approaches, and community relationships shape our impact. UWC Costa Rica is part of a global movement with extensive, diverse networks, amplifying our potential for positive change at various levels. Together, we forge a more sustainable and thriving future.

This year, we are excited to highlight key projects and partnerships with local communities, non-governmental organizations, and various projects that emphasize **sustained positive impact**. These collaborations have been instrumental in helping us better understand and contribute to the context in which we operate, especially as we transition to our future new campus in San Isidro.

These highlights are also indicators of the 5th Action Line of our Sustainability Framework: Partnerships and Community Engagement.



Guest of one of the *San Isidro Community Immersion Program* meetings (June 2023)

#UWCImpactCollabs



Key partnerships with our future neighbors:

Municipalidad de San Isidro



Learn more about the Municipality of San Isidro by clicking or scanning the QR Code.



Guest of one of the *San Isidro Community Immersion Program* meetings (June 2023)

In line with our Mission, UWC Costa Rica is close to starting the process of building its new campus in San Isidro de Heredia, Costa Rica. Recognizing the significance of the Municipality of San Isidro as a vital partner in the development of our new campus, we have initiated a series of Community Immersion Initiatives to engage with the San Isidro community.

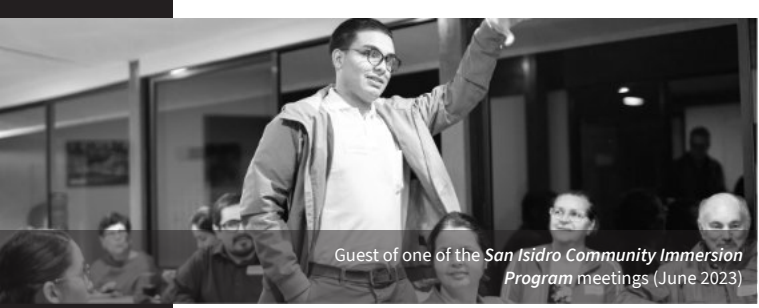
These initiatives have been instrumental in fostering a deeper understanding of the needs and aspirations of the community. Through six dedicated sessions held across various districts, including meetings with the Municipal Council and the closest local distinct leaders to our

future campus, we aimed to engage, inform, and involve the San Isidro citizens.

This process not only bolstered our credibility and engagement with municipal government officials but also established a platform for transparent communication with the community, unveiling promising opportunities for joint projects between UWC Costa Rica and the community at large.



Head of College presenting during a *San Isidro Community Immersion Program* meeting (June 2023)



Guest of one of the *San Isidro Community Immersion Program* meetings (June 2023)



Guest of one of the *San Isidro Community Immersion Program* meetings (June 2023)



Class of 2023 & 2024 group photo for the *Class of 2023 Yearbook* (April 2023)





Sustainability Area

Students painting a collaborative mural during the *Strategic Plan Launch* (September 2023)

- Care 
- Nature 
- Education 
- Impact & Economy 
- Reciprocity & Continuity 
- Community & Diversity 
- Social Justice & Governance 
- Responsible Use & Resources 

In alignment with the 2022-2027 Strategic Plan, UWC Costa Rica continues to advance a transition to a culture of sustainability. The Sustainability Framework and Vision promotes a holistic approach to a balanced, interconnected world. This means across all aspects of the College, including our education model, governance, consumption and waste, spaces, and community involvement.

Aligned with the five key *Action Lines* delineated within the Sustainability Framework, which serve as the pillars around which our endeavors revolve, we are excited to showcase some of the notable accomplishments and milestones of the past year. These achievements stand as testaments to our commitment to sustainability and represent significant steps taken in realizing the broader vision of a more sustainable and interconnected future.

Sustainability Area: Sustainability Efforts

Nature-Based Education

Actions related to our Educational Model (pedagogical focus, curriculum, programs, and projects), learning *from* and *in* nature, and new pedagogies for the future.

- Implemented and started systematizing sustainability actions through existing Educational Model areas and initiatives:
 - **Academic:** Group 4 projects are based on sustainability solutions and environmental management projects.
 - **Co-curricular:** sustainability-related CAS and Community Action Week designed around
 - 1) Biodiversity and conservation,
 - 2) Sustainable Food Systems, and
 - 3) Community engagement through sustainability experiences.
 - **Residential Life:** Development of sustainability commitments and waste management training per residence.



Student doing volunteer work during
Community Action Week (February, 2023)

Strategy and Governance

Actions regarding strategic vision, organizational structures, and teams needed to implement and give continuity.

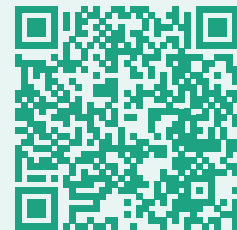
- Launched the **UWC Costa Rica 2022-2027 Strategic Plan**, where “transition to a culture of sustainability” is the number one strategic line, making the College accountable for implementing and facilitating changes.
- The sustainability vision of the college is infused into new mission drafts.

We Are How We Consume

Actions related to building awareness and bettering our habits of consumption and waste.

- Launched the pursuit of the **Bandera Azul Ecológica** Program, a program through which we can **measure the College’s environmental footprint and lower our environmental impact**. We also created a **Climate Action Plan** for the College, developed by intern Elizabeth Hofius, an Environmental Policy master student at Middlebury Institute of International Studies. This plan also establishes our carbon emission goal decrease set for five years.

Dive deeper by reading our Sustainability Framework



Click or scan the QR Code to read the document



Details of Sustainability Stickers during the Strategic Plan Launch (September 2022)

- Launched the **Sustainable Menstruation Project**: Developed by Stella '23 as an Agents of Change project, it provided sustainable menstrual products for a total of 36 students as the first focal group, with safe spaces for conversations around menstrual health.
- **Improving waste management:**
 - Set up composting bins for each residence + cafeteria and academics area.
 - Education workshops and infographics for recycling and composting completed (Academic and Residential areas).
- **Traceability Projects with the Kitchen:** looking for more sustainable, local suppliers, we have switched our avocado suppliers to a local, organic farm in San Isidro and have visited local farms where our cafeteria produce comes from.

Architecture, Infrastructure and Landscaping

Actions relevant to physical space and design of our structures and spaces for learning and living.

- New Campus development highlights
 - **Trails:** Completed the topographical survey of the trails traced in the forest and the design of the trails completed, advised by a group of students, who actively participated and accompanied experts during a topographical survey of trails during Community Action Week in San Isidro.
 - **Construction with certified wood:** Wood, the main material used for construction, is ensured to be responsibly sourced from certified forest management sources.
 - **Solar Panels System:** Identified the companies that will install the solar panels in the new campus.



Guest of one of the *San Isidro Community Immersion Program* meetings (June 2023)

Alliances and Community Engagement

Actions refer to the way we work with others in promoting sustainability collaboratively.

Carried out the **Community Immersion Programs in San Isidro**: their main objectives were to learn about, inform, and involve the San Isidro community on the impact and importance of the future UWC Costa Rica campus on the county and to identify



opportunities for collaborative projects between the College and the community. We held one meeting per district, one with the Municipal Council, and one with the closest local community to the future campus.

- We developed the program alongside a local consultant to include:
 - **Research and Analysis phase:** San Isidro's socio-economic, cultural, and physical space mapping and information gathering.
 - **Perception surveys** on the San Isidro population and interviews with local community leaders.
 - **Six in-person meetings** with community organization representatives to introduce the College, its missions, principles, and values, the new campus project, and its ramifications regarding infrastructure, social and economic services, and environmental sustainability processes.
 - **Identify and gain insight** into local organizations and potential collaborative projects.

This process helped our credibility and engagement with municipal government officials to maintain **transparent communications with the community**. It also helped us advance towards transitioning to San Isidro and building community relationships.

#UWCCostaRicaImpactCollabs



Sustainable Menstruation Project

Student-led projects impacting our community

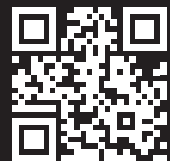
The Menstruation Project, born from the Agents of Change Camp, is now a thriving reality on campus. Led by Alumna Stella Kruithof '23 from the Netherlands and the Co-Curricular Program and Sustainability Area, this project provides sustainable menstrual products, aligning perfectly with our mission to serve humanity and our planet.

This project not only ensures accessibility for our menstruating community but also mirrors our strong commitment to sustainability. Kudos to the team for this remarkable achievement, showcasing the power of collective action in line with our mission.



Stella Kruithof '23 showcasing the purchased products for the *Sustainable Menstruation Project* (December 2022)

The project sparked vital conversations on body empowerment, accessibility, and environmental impact in collaboration with Cíclica, an organization specializing in menstrual management and education. Students were introduced to sustainable options like menstrual cups and reusable pads, enabling informed choices.



Learn more about Cíclica by clicking or scanning the QR Code.



Academic Program staff group photo for the *Class of 2023 Yearbook* (April 2023)

Educational Area

- Care 
- Nature 
- Education 
- Impact & Economy 
- Reciprocity & Continuity 
- Community & Diversity 
- Social Justice & Governance 
- Responsible Use & Resources 

UWC Costa Rica is guided by a profound understanding that achieving genuine sustainability requires a fundamental shift in how we perceive the world. We firmly believe that education serves as the cornerstone for this transformative endeavor—a means to foster forward-thinking perspectives and cultivate a legacy of wisdom, knowledge-sharing, and collective memory. Our steadfast commitment is to ensure universal access to information, coupled with immersive experiential learning across diverse contexts and environments, including the nurturing embrace of nature.

We are dedicated to pioneering new educational and cultural paradigms in our pursuit of a sustainable future. These frameworks are designed to seamlessly weave together various realms of knowledge, fostering collaborative endeavors and illuminating the intricate web of interconnectivity that binds them. This ambitious undertaking involves the development of curricula and initiatives deeply rooted in a culture of sustainability, paving the way for the emergence of alternative currents of thought that will shape our collective trajectory toward a more harmonious and balanced existence.

Educational Area: Academic Program

Trainings

During the last year, our teachers attended several workshops (both online and in person), including:

- IBDP Spanish Ab Initio
- IBDP Leading the Learning
- IBDP Historia
- IBDP Biology (in person)
- IBDP Physics
- IBDP Chemistry
- IBDP CAS (in person)
- IBDP Theatre
- IBDP Economics
- IBDP English Language and Literature

Extended Essays

Total Extended Essays submitted: 88

The extended essay (EE) allows students to work on a larger research project, developing valuable skills that will aid them in college as well as soft skills such as time management and perseverance. The May 2023 cohort had a total of 88 EE submissions from across the curriculum, representing a 100% submission rate. Additionally, 100% of students earned a passing grade in EE, with 21.5% earning As and 33% earning Bs.

IB Subjects Offered

We offer Theory of Knowledge (TOK) in English and Spanish

Studies in Language & Literature

English Literature (HL/SL)
English L&L (SL/HL)
Spanish L&L (SL/HL)
Self-Taught Literature (SL)

Language Acquisition

Spanish ab initio (SL)
Spanish B (SL/HL)
English B (SL/HL)
French B (SL/HL).

Individuals & Societies

Economics (SL/HL)
Anthropology (SL/HL)
Global Politics (SL/HL)
History in Spanish (SL/HL)
History in English (SL)
Psychology (SL/HL)

Mathematics

Math Analysis and Approaches (SL/HL)
Math Applications and Interpretations in English and Spanish (SL)

Experimental Sciences

Biology (SL/HL)
Physics (SL/HL)
Chemistry (SL/HL)
E-Systems in Spanish and English (SL)

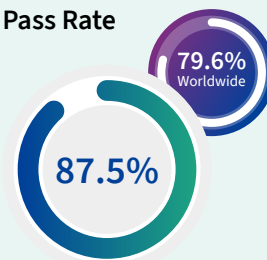
The Arts

Theatre (SL/HL)
Visual Arts (SL/HL)

Class of 2022 IB Results

88 students
opting for the
full diploma

Pass Rate



Bilingual Diploma



11.6%

Students achieving
40 or more points

34

Average point
score
of students
achieving
diploma

5.34

Average
subject grade
of students
achieving the
diploma



Sample of EE Topics & Questions

Global Politics

Topic: Challenges to Human Rights

Research Question: To What Extent Has Poverty Prevented the Child Rights Act (enacted in 2003) from Effectively Reducing Child Marriage Rates in Nigeria?

English B

Topic: The Evolution of Female Roles in Disney Production

Research Question: How has the role of women in American culture influenced the portrayal of female roles in Disney productions, using films from different eras (the 1930s, 1990s, and 2000s) as a comparison?

Theory of Knowledge

In September 2022, 24 students from across TOK and TDC (Teoría del Conocimiento) prepared their displays for our TOK/TDC exhibition. This event celebrates the achievements of the IB2 students with not only the whole campus but, in our case, also invited guests from the Marian Baker School, a local IB institution. The inclusion of the College community, as well as these distinguished guest students, allowed UWC Costa Rica to live up to its value as a **bilingual college**, with many students holding their exhibition in **both English and Spanish**.

The purpose of this event was to **challenge students to find connections between the real world and the very abstract questions of TOK/TDC**. The students chose from 35 different prompts, all presenting challenging knowledge questions to which they needed to respond using three real-life objects they had chosen. Those who chose objects that were more meaningful to themselves usually found greater applications of the driving question and generated individual and shared reflection opportunities. While this rigorous course trains students to make connections to their other subjects and life experiences, we were also proud of their ability to put together these visually stunning displays of knowledge with real impact.

Student Academic Success System for Youth

A collaboration between the Academic and Residential Life areas, the SASSY (Student Academic Success System for Youth) program looks to identify possible candidates' academic and emotional backgrounds to devise strategies to support future students and prepare them for the UWC Costa Rica experience. SASSY supported candidates along with their National Committees and respective SOS Villages in 2022-2023.

The Nepal SOS Villages remained through the process with three candidates, and one gained a scholarship to study with us from August 2022 to May 2024. Throughout the year, the program offered the following services to support students with their academic and emotional needs: weekly or biweekly meetings (as needed) in both group and individual settings for any student who needed academic support, organizational skills, and follow-up sessions from various teachers and the wellness team.

Language Support

One full-time teacher offered English classes as a second language to 20+ students, while other students were referred for specific language needs.

We extended English support to 14 students, tailoring our lessons to one- to three-hour weekly sessions according to their linguistic needs. As we transitioned into the new academic year, five students from the Class of 2024 also became part of our language support initiative. This commitment amounted to 5,760 hours of dedicated English language support.

Future Pathways

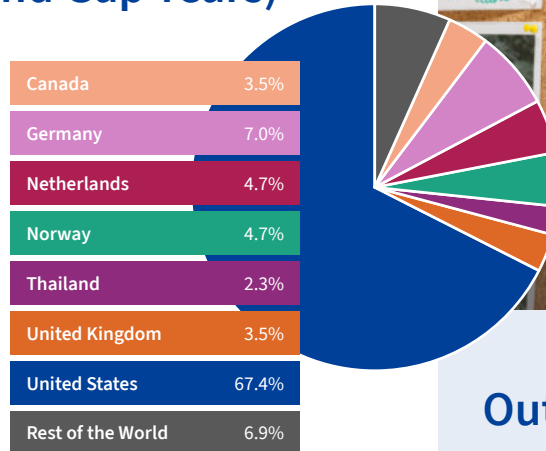
Future Pathways Ambassadors

We thank Rens Pieters '23, Boya Fu '23, and Francisca Moutinho Ricardo da Costa '23 for serving as liaisons between the counselors and students. Together, we gathered student insights to improve presentations, conduct better conversations, and, therefore, provide better service.

Scholarships

Thirty-five students (48% of those who applied to university) accepted full-cost attendance scholarships to attend university in the United States. On top of these scholarships, 34 of which came from our Davis Scholarship Partners, three of our students received extremely selective full scholarships to other institutions.

Class of 2023 Placements by Country (University and Gap Years)



University Matriculation for the Class of 2023

- | | | |
|---------------------------------|------------------------------------|------------------------------------|
| Bard College | Hofstra University | Technical University of Denmark |
| Bates College | Hong Kong University | Technical University of Munich |
| Bennington College | Ithaca College | Trinity College |
| Bowdoin College | Lake Forest College | Tufts University |
| Cardiff University | Lancaster University Leipzig | UNA Europa |
| Case Western Reserve University | Lehigh University | University of Bristol |
| Clark University | Lewis and Clark College | Universidad Torcuato Di Tella |
| Colgate University | Methodist University | University of California, Berkeley |
| College of the Atlantic | Middlebury College | University of Chicago |
| Colorado College | Northwestern University | University of Florida |
| Concordia University | Oslo Nye Høyskole | University of Oklahoma |
| Earlham College | Queens University Charlotte | University of St. Thomas |
| Emerson College | Ringling College of Art and Design | University of Toronto |
| Furman University | Sciences Po | Wartburg College |
| George Washington University | Skidmore College | Whitman College |
| Gettysburg College | St. Olaf College | Williams College |
| Hampshire College | Taiwan University | |

Outcomes

76% of graduates will attend university

Of 86 students, 73 submitted 503 applications to a total of 146 higher education institutions in 13 different countries worldwide.

15% of graduates will pursue gap year experiences

including national service, education internships, Global Citizen Year, biological research in Japan, indigenous community building in Alaska, the School of the New York Times, and immediate placement in the workforce, amongst others.

9% will defer enrollment for one year

to pursue other interests and advance their skill sets.

2023 Graduation

The Resilient Generation



Graduation day started early on campus. All students put on all their graduation garments and got glammed up for the ceremony. For one last time, the self-described “Resilient Generation” lined up at the parking lot 1. As soon as all first-years left campus, each Residence Coordinator brought out the graduation stoles and placed them on the shoulders of each student. A symbolic right of passage going back to the very first graduation at UWC Costa Rica. A very short ride brought the graduating class to the Costa Rican Convention Center, where family members, all staff, alums, and special friends welcomed them cheerfully.



Finally, they had arrived at the moment many anticipated with excitement and some uncertainty of what’s to come next. Two years had gone by since they arrived in Costa Rica, and now they awaited for their names to be called on stage.

A packed room and over 2,000 friends, family members, and alums celebrated virtually. We cheered, laughed, cried, and celebrated all the Resilient Generation and welcomed them to the community of now 1,305 alums located worldwide.



“This resilience you have gained, maybe not always easily, will carry you forward with strength and confidence as you face uncertainty and challenges at university, at your future workplaces, with family, and in your societies. You are now more prepared to proactively find solutions within your context and to support others.”

-Mauricio Viales, Head of College



With immense gratitude, we also thanked departing staff members for all their years of commitment to UWC Costa Rica’s mission. Samantha, Sanjeev, Justin, Jess, Ana, Ingrid, Mateusz, Rene, and Chair of the Costa Rican National Committee, Melania Guardia; each of their contributions have strengthened our community; from the selection process, and administrative tasks, in the classroom, and in the many things you have done for our community that seem invisible to many. The legacy they leave behind is to look for the best in each of us and put our values to service for the greater good.

We celebrated this year’s Educator Award recipients, Justin and Steven, applauded ten students who were recognized with the Outstanding Leadership Awards and were inspired by powerful speeches by Andrea Arcia ‘23 from Nicaragua and Bennet Gessler ‘23 from Germany, as chosen by their peers to represent their class at graduation.



“Now, we will follow our own paths, but we will not be separated. We will stay connected in what we learned and experienced. This bond will always be there. Whenever we get lost, we will find ourselves again.”

-Bennet Gessler '23 from Germany

“From our arrival, we were told that at this point, when we were ready to return to our homes, we would never perceive the world in the same way as we did before, and that was true. We have learned to see life from multiple perspectives and to face the challenges that come our way in many different ways. As a generation, our lives have been intertwined in such a way that while each has had a unique experience, all of our actions have allowed us to reach this moment.”

-Andrea Arcia '23 from Nicaragua

We cheered and danced to the AMAZING performances by the Asian Latinx Family & the Ultimate Afro-Carib Experience. All gearing up for the certificate ceremony. Our Deputy Head, Lori Marek, called all Class of '23 students up to the stage. Butterfly fans flapped, applauding as each student received their UWC Costa Rica certificate from Mauricio, Susan, Paula, Luis, and Natalie. Milagros, Azucena, and Jose Pablo welcomed each person, now alums of UWC Costa Rica, with a special departing gift: a class photo and a recipe book from Jenny, our Executive Chef, including all of the class' favorite treats and dishes.

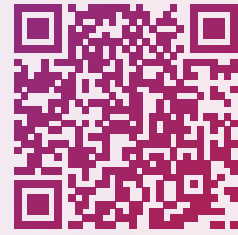
“You see, when we find ourselves most frustrated, angry, or scared, our natural response is often to embrace change with fear, denial, or cancellation. I wonder how we all, as a collective force united by this movement, can practice our resilience to pause and exercise our empathy, kindness, and respect for one another.”

-Mauricio Viales, Head of College

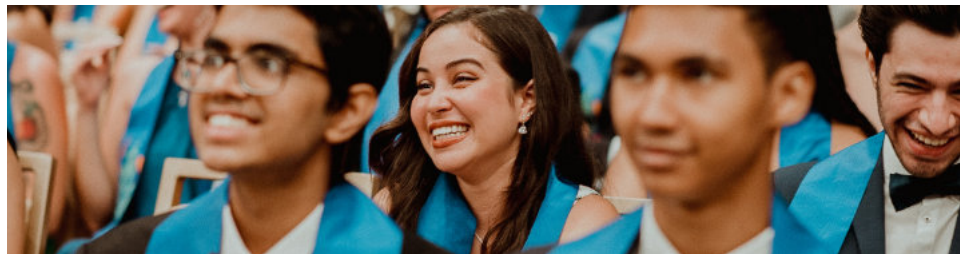
And when Mauricio closed the event, a Cimarrona (a traditional Costa Rican band) brought everyone able to, on their feet to celebrate, hug, cry, and dance.

The Class of '23 officially began their journey of learning for a lifetime as graduates and permanent members of this global community.

Relive the Graduation Ceremony



Click or scan to watch the graduation ceremony livestream, special videos, and performances.



Photos of students and Staff during Graduation (May 2023)

Educational Area: Co-Curricular Program

53

CAS Experiences

12,479
hours

of regular CAS Experiences

5,444
hours

of positive social impact
during Community
Action Week

The Co-curricular program develops a **philosophical framework of decolonialism, equity, and diversity** through all the educational experiences offered to the UWC Costa Rica community. With the consolidation of a tracking system to evaluate the impact of the program throughout the students' two years, the department focuses on **quality over quantity** and the consolidation of solid community key initiatives.

Conociendo Costa Rica

The Getting to Know Costa Rica initiative provides students with the opportunity to **learn about the social, cultural, and historical aspects of Costa Rica** and its provinces while they visit important places, interact with local people, and contribute to their economy. A total of eight trips took students to discover the provinces of Alajuela, Heredia, Cartago, Puntarenas, and San José. All students get to enjoy at least one of these outings during their 2-year experience at UWC Costa Rica.

Agents of Change

The Agents of Change Camp offers our students inspiring experiences to motivate them to deliver positive social impact. In this 1-day on-campus event, students could choose among the paths of social entrepreneurship, STEM, and activism/advocacy to ideate projects to make a change. Some great projects have been conceived in this space historically. This year has not been the exception. Several ideas arose here and have been identified to turn them into projects that can contribute to sorting out specific

problems in diverse communities. This learning experience becomes an ongoing tool throughout the academic year to help students propose intentional activities and projects that are aligned with this methodology.



Paola Sigüenza '23 from México during MUN (November 2022)

Thematic Weeks

Seven week-long student-led thematic weeks were organized throughout the year. Central American Week, Queer Week, Asian Week, European Week, Black History Week, Women's Week, and Afro-Caribbean Week were organized using the methodology of Experience Design. The entire community was invited to learn by experiencing and deconstructing important issues of each of the communities represented.

#UWCCostaRicaImpactCollabs

 UWC COSTA RICA

Community Action Week 2023

Community Action is a core initiative of the Co-Curricular area and is one of the CAS pillars (Creativity, Action, Service). In February 2023, 11 off-campus projects enabled all students and 26 staff members to **engage in 5,444 hours of positive social impact in diverse Costa Rican communities** — an important space to **develop** and **foster alliances** with external communities and organizations, just as we used to do before the pandemic.



Students volunteering during *Community Action Week* (February 2022)

"This journey has been filled with countless gratitude; the greatness of nature and the presence of people around me have brought me meaning. [It] has prompted innumerable thoughts and shown me yet another way in which human beings can form a bond with the natural world, both of which will serve me well during my future years."

—Hou Zhi "Cordelia" '24 from China

Learning with Indigenous Communities

Generating positive impact through Community Action Week

2023 was marked by a resounding commitment to our mission. The pinnacle of this endeavor was witnessed during Community Action Week, where our community engaged in sustainable projects across 11 diverse Costa Rican communities.

This year's achievements at Diwo Ambiental encapsulate the essence of our mission—to be lifelong learners, deriving wisdom from nature and each other. With gratitude for the collective commitment to service, we move forward, carrying the spirit of Diwo Ambiental and the Boruca community in our hearts, poised to continue our journey of positive transformation.



Student with a Boruca Mask during *Community Action Week* (February 2022)

At Diwo Ambiental, a youth-led environmental organization, a seed bank project was erected for the local Boruca people using sustainable bamboo. This endeavor exemplified regenerative development, addressing climate change while improving lives. The collaborative effort, enriched by cultural exchanges and hands-on learning, stands as a testament to our dedication to meaningful, lasting impact.



Learn more about Diwo Ambiental by clicking or scanning the QR Code.

Educational Area: Residential Life Program

Mentor Groups

Conformed by a dedicated educator and a group of 10-12 students, the mentoring initiative is integral in **fostering strong relationships** among students and expanding their horizons beyond their usual social circles. These mentor groups met weekly, offering a dynamic blend of both group and one-on-one interactions with the mentor (a teaching staff member). Within this framework, mentors guide engaging activities, facilitate thought-provoking discussions, and encourage participation in interactive according to the group's needs and the time of the academic year. The mentor's role extends far beyond these weekly meetings. In the 2022-2023 academic year, the mentoring initiative was indispensable in supporting students' outings. Through collaborative efforts, they organized many off-campus leisure activities, providing students with opportunities to explore and appreciate Santa Ana and various lovely spots within Costa Rica.

The UWC Costa Rica mentor initiative represents our college's sustainability ethos and values, serving as a pillar of support, growth, and community building for our diverse student body.

Orientation

The initial weeks of our academic year serve as a comprehensive orientation period **designed to empower students with the knowledge and readiness required to embrace their new home and navigate the details of UWC Costa Rica's systems.**

The Education Area (Academics, Co-Curricular, and Residential Life programs) collaboratively deliver training sessions. These sessions range from practical matters such as subject selection and preparing for the IB program to engaging in co-curricular activities and mastering the utilization of student services and support systems. This orientation experience extends to **cultivating a sense of community** by enabling students to familiarize themselves with their residences, roommates, mentor groups, and peers.

A key facet of our orientation process is the invaluable guidance provided by second-year students. The Residence Assistants (RAs), two second-year students assigned to each residence, play a central role during this period. They receive specialized training to adeptly navigate the realm of peer-to-peer support adequately, thus enhancing the overall orientation experience. While orientation officially begins when students arrive on campus, the Education Team supports, through a series of virtual spaces, students and families alike in the months prior to students arriving in Costa Rica.



Residential Life Team during *Family Welcome* (August 2022)

A second Non-Binary Residence

After a successful experience the year before with MalPais non-binary residence, Montezuma officially opened as the second non-binary residence on campus. It is important to note that not all students residing in Montezuma identify as non-binary. Yet, each student and their family consciously chose to be part of this inclusive community. Malpais remains supported by a male residence coordinator and three Residence Assistants. Montezuma is guided by a female residence coordinator with three RAs, which helps balance the support all students need.

The Wellness Initiative

The Wellness Initiative at UWC Costa Rica serves as a cornerstone for imparting essential life competencies in well-being, self-care, and healthy habits. In the academic year 2022-2023, the initiative embarked on a multifaceted journey, offering a rich selection of activities and projects aligned with our overarching wellness goals. These projects encompass **managing anxiety and stress, understanding consent, thriving in a multicultural setting, preparing for future life stages, and championing inclusivity.**

Here are some of the notable projects that were part of the Wellness Initiative during this period:

Coffee & Sweets

Held biweekly, these meetings bring together students, mentors, and residence coordinators to engage in discussions on diverse topics, fostering a sense of community and providing a platform for meaningful conversations. A focus group was held to evaluate it, and a new



Group photo of Montezuma during *UWC Day* (September 2022)

initiative started, the Wellness Ambassadors, a group of 10 second-year students from different areas around the world, to work directly with the Wellness Team to start re-thinking the spaces related to prevention and the Well-being spaces started to be created for the following year.

First-Year Camp

This camp played an important role in strengthening the bonds among the incoming students. It provided an opportunity for reflection and preparation for the months leading up to their second year at UWC Costa Rica.

Residence Assistant (RA)

Designed as a peer support system with two students per residence (three for the non-binary residences). These students received **mental health first aid training** and maintained **regular meetings with a Wellness counselor**. The program aimed to address concerns, update training, exchange feedback on wellness strategies, and offer mutual support.



Students enjoying a “Water Fight” during December Break (December 2022)



Street Smarts and Travel Wise Talks

These sessions, conducted in collaboration with the Residence Coordinators, emphasized the importance of personal safety and responsibility when students ventured out or traveled around Costa Rica. These discussions took place during orientation and before major vacation periods to reinforce these principles.

Transition Project

In partnership with the Development area and the Future Pathways Office, this initiative provided a comprehensive framework to navigate significant transitions such as entering UWC Costa Rica, progressing to the second year, and transitioning to life as alums. Activities included advice from alums, reflection on campus culture, a farewell camp to prepare for the transition to joining the community of alums; a sensitive topic discussions in residence meetings with Residence Coordinators and RAs.

Counseling

The Wellness team comprised **four dedicated psychologists** who offered emotional support to students on

campus, complemented by external psychologists and psychiatrists. **Over 100 students benefited from these services**, receiving short-term or year-long support to address their emotional needs. In the second semester, a new full-time psychologist started to work on campus to strengthen the area.

Medical Support

UWC Costa Rica maintained an extensive medical support system encompassing nurses, paramedics, and doctors. These professionals provided immediate medical assistance and delivered information and reminders to students through email, covering a range of topics from hygiene practices to seasonal health concerns.

The Residential Life team at UWC Costa Rica exemplifies our commitment to nurturing our students' physical and emotional well-being, creating a supportive environment that encourages personal growth, resilience, and a holistic approach to life as every community member *learns from each other*.



Students and staff during *Community Action Week* (February 2022)

Learning from **nature** and from **each other** for a **lifetime**.

 UWC COSTA RICA



Student group photo for UWC Day (September 2022)

Admissions

- Care 
- Nature 
- Education 
- Impact & Economy 
- Reciprocity & Continuity 
- Community & Diversity 
- Social Justice & Governance 
- Responsible Use & Resources 

At UWC Costa Rica, our Admissions process is driven by a profound recognition that selecting students for the UWC experience is not merely about academic qualifications but, more importantly, about identifying individuals who are eager to embark on a transformative educational journey, both within the vibrant landscapes of Costa Rica and the broader global community.

Through Outreach & Innovation, UWC Costa Rica demonstrates a steadfast commitment to broadening access to our experiential learning model. We recognize the imperative of making this

transformative educational experience available to a wider array of schools and communities, both within and beyond the borders of Costa Rica. This dedication stems from our belief that the benefits of this holistic approach to education should be accessible to diverse populations, irrespective of geographical boundaries.

This reciprocal dynamic empowers us to continue our mission of cultivating future leaders committed to serving humanity and the planet, all while ensuring the enduring vitality of our institution.



Admissions

Comité Nacional & Scholarships

In 2022-23, we put the challenges of the pandemic behind us and worked to fill the campus to our full capacity. Admissions increase the number of students at the college, going from 182 students in 2021-22 to 203 in 2022-23. We return enrollment numbers from the pre-pandemic period by recruiting the largest cohort group of IB1 students, which includes 114 students. Admissions numbers were very high, and we had oversubscribed our enrollment numbers and had to request a few students to transfer to other colleges due to limited capacity.

The Costa Rica National Committee set systems and processes to improve the recruitment process to increase the number of students applying. The National Committee received the highest number of applicants during this selection period, with **162 applications received and 20 students nominated to the UWC Movement.**



Admissions, Outreach & Innovation Staff members' group photo for the *Class of 2023 Yearbook* (April 2023)

Costa Rica National Committee Results Entry 2022, Class of 2024

| | |
|---|----------|
| Applications received | 162 |
| Finalists | 32 |
| Students nominated to UWC Schools and Colleges | 20 |
| Full scholarships awarded | 9 |
| Partial scholarships awarded | 11 |
| Representation from all seven Costa Rican provinces | 100% |
| Tuition Contribution to UWC Costa Rica per year | \$38,850 |

\$29,000 National Committees Fund/ Donations Received

Scholarship Recipients Entry 2022

| | |
|---|----|
| Full scholarship funded by UWC Costa Rica | 2 |
| Full Scholars funded by the PAE program by UWC Costa Rica | 13 |
| Full Scholars mix funding by UWC Costa Rica / NC's (65%) | 15 |
| Dare to Dream Scholarships | 12 |
| Rise Scholarship | 1 |

Gender Distribution

| | |
|--------------------------------|------|
| Female (152) | 75% |
| Male (46) | 23% |
| Non-binary/Self-identified (5) | 2% |
| Grand Total (203) | 100% |

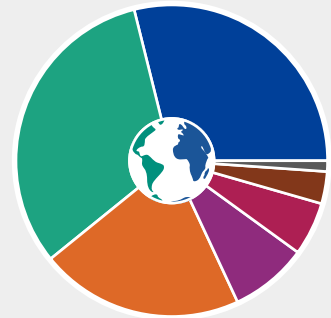
Socio-Economic Distribution

38% Full Scholarships

44% Partial Scholarships

18% Full Fee Payers

Geographic Distribution



| | |
|-------------------------------|-----|
| Europe | 30% |
| Latin America & The Caribbean | 25% |
| Asia | 17% |
| North America | 12% |
| Africa | 8% |
| Middle East | 7% |
| Pacific | 1% |

66 countries represented in both classes.



Outreach & Innovation

Outreach & Innovation Objectives

Scale our Impact



A global impact academy that promotes positive change in sustainability, social justice and peace. Challenge the global educational and learning communities to conceive new realities.

Visibility & Access



Increase visibility of the UWC Costa Rica mission and facilitate access to educational experiences for more youth in Costa Rica and other countries.

Financial Sustainability & Scholarships Program



Leverage financial stability for UWC Costa Rica.

Our Mission:

To become a hub of educational innovation and social transformation.

Since late 2022, we have integrated a two-person team specializing in international and local sales. They also provide vital support in managing the logistics and operations of events the department organizes for each of our partners. We have collaborated in designing the new facilities for the Outreach Program, expanding the possibility of offering services as a host institution throughout the year and providing financial support to the college. These facilities will allow us to become a Hub for Experiential Education as a host institution for Schools, Universities, and companies that want to take their training purpose to the next level. We have designed purpose-driven educational experiences for professional growth from an innovative perspective. The Sustainability and Innovation Center will become a benchmark for quality services and nature-immersed experiences, supporting our strategic partners and creating long-term relationships.



Group photo of Madison International School students in their *Experiential Education Trip* (June 2023)

Workshops

We have leveraged the educational and formative experience of the college to establish a series of workshops that can be offered to both international and domestic markets. Through these workshops, we aim to enhance the social and sustainable impact of the college.

Our workshops are guided by three core pillars:

- Social-Emotional Skills
- Sustainability
- Social Entrepreneurship as Agents of Change.

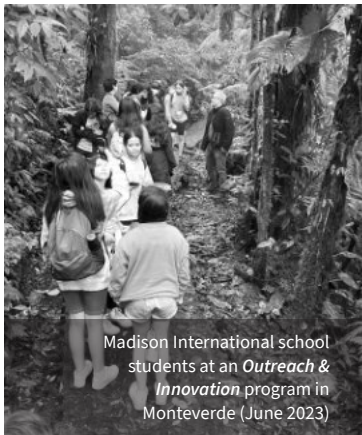
Two Markets, One Impact

For our international partners, we have prioritized growth and networking, participating in global educational fairs like the Forum of Education Abroad and NAFSA. We have also formed strategic alliances to establish our new campus in San Isidro as a leader in experiential learning. We have reached out to international universities to attract faculty-led and study-abroad programs to develop a wide range of services at our New Sustainability & Innovation Center, positioning it for future initiatives.

Locally, we have partnered with educational organizations to promote our campus and the new Sustainability & Innovation Center as a hub for growth, leadership, and opportunities within the local educational community, business sector, and sustainability organizations.

2022-2023 Partners

- Madison International School from Mexico. Eight-day experiential education faculty-led program with 20 students.
- CEA CAPA, campus rentals in San Isidro
- University of Florida through Fundecor, campus rentals in San Isidro
- UWC CNC Regional Meetings: 18 Representatives from the UWC Committee of National Committees. During these meetings, the college was able to position UWC Costa Rica within the UWC movement, share information about the Sustainability Framework, and introduce key UWC stakeholders to the new San Isidro Campus.



Madison International School

Expanding our Mission through Outreach & Innovation

In 2022-2023, UWC Costa Rica remained dedicated to its mission: to cultivate in young people the passion and ability to serve humanity and our planet—learning from nature and from each other for a lifetime.

For numerous years, we extended a warm welcome to Madison International School's Monterrey campus, providing lodging, nourishment, and enriching excursions. This experience has become emblematic of the UWC Costa Rica ethos for Madison's fifth-grade students, strengthening the bonds between our institutions.

augment the impact of international visits and initiate educational initiatives tailored for groups within Costa Rica.

This revitalized program, a dynamic blend of nature-immersed excursions and hands-on sustainability and biodiversity workshops, has garnered enthusiastic feedback from both students and accompanying educators. As we approach the close of 2023, discussions are already underway for the program's expansion in 2024, not only with the Monterrey campus but also with another Madison campus in Mexico. This resounding success underscores the program's vitality and its pivotal role in nurturing compassionate global citizens.

The COVID-19 pandemic necessitated a temporary pause in international student programs, including the annual pilgrimage from Madison, until its resumption in 2022, signaling the revival of our summer program for 2023. In parallel, UWC Costa Rica's Outreach program was reimagining ways to











Learn more about Outreach & Innovation by clicking or scanning the QR Code.



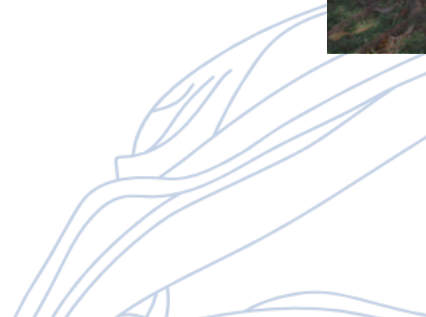
Finance & Operations Area | Human Resources Area

Entrance to the UWC Costa Rica campus in Santa Ana

- Care 
- Nature 
- Education 
- Impact & Economy 
- Reciprocity & Continuity 
- Community & Diversity 
- Social Justice & Governance 
- Responsible Use & Resources 

In an era marked by a pervasive culture of consumerism and a staggering waste footprint, we are acutely aware of the devastating impact on our environment. Recognizing our complicity in the perpetuation of this cycle, we are driven to advocate for transformative shifts in our daily practices. To achieve true sustainability, we must embrace values that champion a culture of enduring harmony, one that reveres and respects the delicate balance of our natural world. It is in this spirit that we strive to consciously make alternative choices and conduct ourselves in accordance with these principles.

In this journey towards sustainable living, awareness serves as the initial stride, enlightening us about the urgent need for conscious change. Through a combination of education, advocacy, and hands-on experiences, we aim to empower young minds to not only recognize the challenges but also to become active agents of positive transformation. Together, we endeavor to forge a future where compassion for both humanity and the planet is at the heart of every decision, paving the way for a thriving, sustainable world for generations to come.



Financial Report

The College's Fiscal Year (August 1, 2022 - July 31, 2023) show a significant impact of the devaluation of the local currency to the U.S. dollar alongside inflation. Spite these external financial factors, the College secured improvements in Cafeteria budget, key infrastructural renovation projects and investment in student activity programming.

UWC Costa Rica continues moving forward with the implementation of the Strategic Line 4 (Alignment of Financial Model) as an overarching action plan for the financial sustainability of the College that includes initiatives for the different financial aspects of the organization (day-to-day operations, sound, and clear financials procedures, robust investments schemes for the new campus funding, marketing, and communications, and the strengthening of Outreach & Innovation business model).



Portrait of Finance & Operations team for the Class of 2023 Yearbook (April 2023)

Earned Revenue

| | |
|---------------------------------|--------------------|
| Tuition from Families | \$3,291,611 |
| Bank Interests and other income | \$147,257 |
| Outreach Programs and Rentals | \$24,245 |
| Sub-Total | \$3,463,113 |

Contributed Revenue

| | |
|--------------------------------------|--------------------|
| Fundraising from National Committees | \$805,907 |
| Fundraising by the College | \$440,086 |
| UWC Network & Foundations | \$727,250 |
| Sub-Total | \$1,973,242 |

Expenses

| | |
|-------------------------|--------------------|
| Educational Programs | \$3,880,656 |
| Administrative | \$651,987 |
| Maintenance | \$363,298 |
| Development | \$300,355 |
| Admissions | \$263,534 |
| Utilities and Insurance | \$137,171 |
| UWC International Fee | \$163,653 |
| Total | \$5,760,654 |

Total Revenue

61% | Tuition from Families

15% | National Committees

13% | UWC Network & Foundations

8% | Fundraising

3% | Interests & Other

Total: \$5,436,355

Total Expenses

67% | Educational Programs

11% | Administrative

6% | Maintenance

5% | Development

5% | Admissions

3% | Utilities and Insurance

3% | UWC International Fee

Total: \$5,760,654

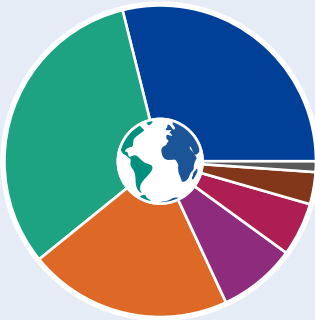


Human Resources

Age Diversity

The broad age spectrum of the staff at the College enriches our organizational culture and ensures a wide range of experiences and perspectives, fostering innovation and growth.

Staff Age Distribution



| | |
|----------|----|
| Under 29 | 18 |
| 30 to 39 | 22 |
| 40 to 49 | 30 |
| 50 to 59 | 15 |
| Over 60 | 8 |

Leadership



6 out of 10
managers are women

Embracing Diversity and Inclusion

At UWC Costa Rica, we take immense pride in our diverse staff, which truly reflects our inclusive values and global perspective.

Gender Balance

We take great pride in a gender-balanced workforce, with more women than men serving as staff members. This gender balance extends across all levels of our organization, from entry-level positions to the management team, where six women lead their areas. This commitment to gender equality is a source of pride and a testament to our dedication to providing equal opportunities to all.

Gender Salary Equality

Even as the global reality often includes gender pay gaps, we have achieved complete salary equality between women and men. This commitment to fairness and equality extends to all aspects of our compensation structure, ensuring that everyone is rewarded based on their skills, qualifications, and contributions rather than their gender.

Cultural Diversity

Our team at UWC Costa Rica represents a tapestry of cultures and nationalities, with individuals hailing from 14 different countries who bring together unique perspectives, experiences, and traditions, creating a vibrant and inclusive environment that fosters cross-cultural understanding and global awareness.

Investment in Professional Development

UWC Costa Rica acknowledges that quality learning and robust support stem from well-trained individuals. As a testament to our commitment, we significantly emphasize professional development. We invest in our team's growth, providing opportunities for continuous learning, skill enhancement, and career advancement.

Compensation and Benefit Strategy

We want to announce that our Compensation and Benefits Strategy, rooted in the principles of internal equity, market competitiveness, retention, and engagement, has been officially approved by our Board. This milestone reflects our commitment to driving positive change, both within our organization and in the broader community.

At the heart of our strategy lies a dedication to fostering internal equity, ensuring every team member is recognized and rewarded fairly. We're determined to maintain our market competitiveness, striving to attract the best talent.

Moreover, our strategy places a significant emphasis on retaining our talented workforce and keeping them engaged. We recognize that our people are our greatest asset, and their dedication and enthusiasm are central to our continued success.

We're excited about the transformational journey ahead and look forward to making a lasting impact on our community.











The site of our future new campus in San Isidro, Heredia.

 UWC COSTA RICA



Development Area

Group photo of alumni and guests during the 2023 Reunion (July 2023)

- Care 
 - Nature 
 - Education 
 - Impact & Economy 
 - Reciprocity & Continuity 
 - Community & Diversity 
 - Social Justice & Governance 
 - Responsible Use & Resources 
- Communications and Marketing, Engagement, and Philanthropy are core elements of the development area. We enable our College always to put care for people and the planet at the center of our decisions and actions. Understanding language's value, power, and responsibility, the UWC Costa Rica values of **Reciprocity, Empathy, and Accountability** guide how we present our mission to the internal and external community. In every material officially produced, we are committed to the local and more accessible and sustainable production of materials.

Our fundraising model is committed to driving a positive economic impact by intentionally prioritizing collaborations with local and sustainable partners, practices, and materials. We transform philanthropy to be grounded on social and economic justice and are inspired by the [10 principles of Community-Centric Fundraising](#). What matters most is not how much we can give individually but the impact we create when we give together as a community. Every generation of UWC Costa Rica has benefited from the generosity of a community of giving. Giving forward in support of the continuity of our programs and the spirit of **reciprocity** for the generosity shown to them is **sustainability**.

Learning for a Lifetime: Engagement

Every generation of UWC Costa Rica is nurtured to become their best selves, empowered to be agents of positive change, and supported by the generosity of a community of giving. Each of our 1,305 alums is called to use the knowledge, skills, tools, relationships, and experiences they gained at UWC Costa Rica to find unique ways to live the UWC mission to transform society through education by making a positive difference in themselves, their families, and their communities through **care**, **integrity**, and their **vision** and **idealism** for a more **equitable** and **sustainable future**.

Learning for a lifetime

Two years in Costa Rica is the beginning of many transformational experiences for every person who joins UWC Costa Rica. The community of alums connects with the College to continuously support and inspire one another. Our goal is to support and unite the community of alums through their growing development and to thrive with purpose in the spirit of reciprocity and kinship that bonds generations past, present, and future.

Throughout 16 years, we celebrate

1,305
alums worldwide

127 nationalities represented since 2006

The Class of 2023 was our 17th class graduated!

68% of UWC Costa Rica's alums are connected through our LinkedIn page.

Their post-UWC Costa Rica path showcases a variety of fields of impact.

Impact Stories

Special thanks to Andres Bronnimann '13 for the year-long collaboration, production, and direction of the #UWCMoments and UWC Costa Rica Stories.

Stay tuned to Social Media to discover more!



Click or Scan to watch all the UWC Costa Rica Stories on our YouTube channel.

Compilation of photos of the UWC Costa Rica Stories showcased alums (2022)



Love for Humanity: Philanthropy

Reunion 2023

Written by Jose Pablo Rojas-Brewer

July 27 - July 31, 2023, we welcomed 100+ alums and family members back on campus for a much anticipated Reunion. Five generations made their trip back to our campus, where they could reconnect with each other, learn about the current state of the College, and learn about the New Campus project.

Alums arrived and quickly discovered the many physical changes to the campus. From dorm extensions (now with laundry rooms!) to a new Social Center. Friday's program was designed to re-explore the current campus. A Community Meeting led by the Head of College, Mauricio Viales, held in the Social Center, brought alums right back to a space where they, as students, shared updates, had thought-provoking discussions, and made significant changes to their day-to-day lives on campus. The Reunion Committee was instrumental in putting together the program for Reunion. They supported the team in making sure each activity had a purpose. The College's Board Chair, Susan Mullins, also joined the alums, as many of them still stay in touch with her.

Each Residence was decorated with a special installation of pictures of many experiences lived together "back in the day." Chikys, Yippis, and many more Costa

Rican snacks accompanied every *cafecito* enjoyed by all. A local *Cimarrona* band entertained dinner, and many current and former staff members joined the celebration.

The next morning began rather early. A total of 25 alums and family members joined our Sustainability Coordinator on a morning trail hike in our forest at the New Campus property. Immersed in nature, these alums experienced the beauty of nature, its smells, and sounds in a peaceful way only nature can help us achieve. By 9:30 AM, the rest of the crew joined in for a first look at the plans for the New Campus, and during a breakout session, each alum provided their impressions, suggestions, and feedback to make this their project, too. The responsibility to move to an area so close to the second-largest National Park in Costa Rica means the College and its future inhabitants are responsible for stewarding the land and nature in ways that ensure its protection and regeneration. We finished the morning with a special tree-planting ceremony and allowed each alum to share their thoughts and good wishes for this future campus, a home that will also be their home.



Photos of details, alums, and Susan Mullins during the first day of the 2023 Reunion (July 2023)



Portrait of alums during a tree planting ceremony on the second day of the 2023 Reunion (July 2023)



Photos of alums and former staff during the first day of the 2023 Reunion (July 2023)



In the afternoon, the crew broke into different groups and explored the town of San Isidro, a local organic farm, while many enjoyed a catch-up and playful afternoon by the lake. As the sun set, it was time to return and enjoy the rest of the evening in Santa Ana.

The next morning, the Santa Ana church bells announced it was time to go into town and enjoy La Feria. Fresh juices, fruit, and produce all around took alums right back to their Sunday morning outings. During the early afternoon, a special moment was held to

celebrate and honor the lives of those alums who have passed. In a moment and space held so dearly and surrounded by so much love, the community present allowed itself to grieve, share experiences, and feel the physical support of the unique bond alums share.

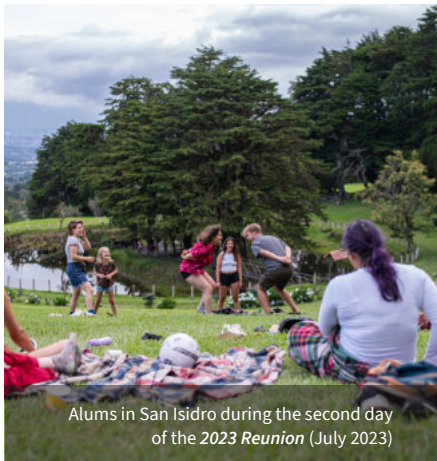
By the early evening, some alums had already departed, but there was one more surprise. And so it came time for an impromptu Open Mic... and a Tim Tam Slam!

By the way, What did alums want for breakfast, lunch, and dinner? You guessed it... Gallo Pinto (and many Costa Rican food favorites)!

Thank you all for returning to your beloved campus. Thank you for being open to reconnecting, healing, and grieving together. Thank you for giving the College your energy, continuous desire, and positive actions to take UWC Costa Rica to its next chapter. Each of you is a permanent and essential part of UWC Costa Rica, and we are proud of your journey and promise to support your development as you continue to apply your learnings from UWC Costa Rica in your personal and professional lives.

Reunion Attendees

Biana Tamimi | Chad Sonn | Diego Cardoso | Gabriel Trejos Duran | Jan Hogewoning | Jelscha Dietrich | Jorge de León Miranda | Juan Felipe Riaño | María Erandi Flores Romero +1 | Naima Sakande | Tora Figenschow +1 | Victoria Marambio | Alejandro Zerain Collet +1 | Amalia Robinson +1 | Annick Hirwa +1 | Clara De Iturbe | Hellen Jiménez | Johnny Jordan | Jonathan Jeutner | Juan Pablo Fernández | Karla Saavedra Betancourt | Marcos Muñoz | María Alejandra Escalante | Rebecca Hicks +1 | Roanna van den Oever +2 | Sayuri Inman | Siúan Póirtéir | Sofia Bustamante | Suryani Dewa Ayu +1 | Roberto Salem | Rudie Pavlova | Åsa Westlie | Amy King | Ana Raquel Fuentes Córdoba | Anjali Ravunniarath | Anya Yearwood +1 | Aura Saxen | Beatriz Alvarenga | Carlos Fierro +1 | Connie Roth +1 | Daire Courtney | Dominic Bower | Guillermo Vera +1 | Harriet Gridley | Kamil Slaoui | Kendall Rojas | Lucy Anderle +1 | Maria Beck | Maria Mayböck | Marie Totland | Nitai Agnon | Olivia Gomes | Ximena Rodriguez | Abigail Robinson | Adara Wicaksono | Andrés Bronnimann | Anne van de Ven | Bernardo Reyes Facio | Camila Córdoba Cardenas | Claire Foley | Dagmara Franczak | Florencia Sosa | Jessica Córdoba Rangel | Jhader Aguad | Julia van der Laan | Karim Creary | Katherine Saviano | Keiya Shah | Maggie Bryce | Milana Morozova +1 | Roberto Della Neve | Roberto Rochin | Sebastián Herrera Castro | Seren Keskin | Stijn Wilbers | Tessa Devreese | María Francisca Frisone | Paola Protti | Alice Munnelly | Benjamin Music | Lino Rodiek | Milagros Solanilla | Saniya Rana | Fran Biondi-Morra | Jean-Paul Giniestier | Nazeema Muro



Alums in San Isidro during the second day of the 2023 Reunion (July 2023)



Group photo of the hiking group during the second day of the 2023 Reunion (July 2023)

Development Area: Impact Fund

We Celebrate
and thank:

\$440,000

raised for the Impact Fund

337

donors contributed to the
Impact Fund

172 new donors!

\$30,586

Contributed by
54 monthly donors

\$6,142

donated by 106 alums

Class of 2013 & 2012 with
the highest participation

Class of 2013 & 2008
gave the most

Average donation: \$20

UWC is only possible because of a community of giving.

Thousands of people invest their **Time**, **Talent**, and **Treasure** because they believe in our mission to make education a force to unite and in each student's potential as an agent of positive change. Big or small, each contribution secures the long-term sustainability of UWC Rica.

- **Top giving funds:** Scholarship Fund, Impact Fund, and Agents of Change Fund.
- **71 students** donate to the Impact Fund
- **31% of staff members** donate to the Impact Fund
- **26 current families** donate to the Impact Fund

Class Agents

The primary purpose of the Class Agent Initiative is to ensure that every member of the alum community can remain connected to the College and their fellow alums. But that's not all. In connecting alums with the College, Class Agents are helping us demonstrate the impact of a UWC education. If you want to join this initiative, please email us at development@uwccostarica.org.

Ways YOU can give Forward

Time

Reach out to your local **National Committee** and ask how you can help. Did you know that most applicants learn about UWC through word-of-mouth from alums, students, and their families? Help us spread the word!

Talent

Do you have a skill, expertise, or exciting life experience that you would like to share with the educators and students? Email us at development@uwccostarica.org, and let's Zoom you in!

Treasure

Make a **monthly or annual donation** to our Impact Fund and empower the students to become empathic agents of change through a transformative educational experience.



Visit uwccostarica.org/give
by clicking or scanning the
QR Code



Detail of a graduate "goodie bag" with a piece of traditional garment, *Graduation* (May 2023)

Supporters

Recognitions



Accreditations



Donors



Partners



Ways to Give

Support UWC Costa Rica's Impact Fund with a single or monthly contribution



Visit uwccostarica.org/give by clicking or scanning the QR Code to learn more about the Impact Fund and instructions on how to contribute to:

Wire Transfer | US Taxpayers | UK Taxpayers

#UWCCostaRicaImpactCollabs

UWC COSTA RICA

Grieg Foundation Scholarships

Empowering Agents of Change

The second cohort of Grieg Scholars graduated this past May. We celebrate their achievements and thank the Grieg Foundation for supporting their passions and ambitions to make a positive impact in the world.



Grieg Scholars during *Graduation* (May 2023)

Education for children and youth is our main priority. We believe education is the foundation to improving people's lives and to create meaningful change because education empowers and makes it possible to pursue dreams.

–The Grieg Foundation



Learn more about Grieg Foundation by clicking or scanning the QR Code



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

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