




 San Isidro, 2020




 Orientation Week, 2019




 Graduation, 2020



 Classes, 2019




 Queer Week, 2020



 Independence Day, 2019




 Service Week, 2020




 Host families Day, 2019



 Prom, 2020



 Online classes, 2020



 Agents of Change, 2019



 The UWC Costa Rica campus

# UWC COSTA RICA

## IMPACT REPORT 2019-2020

*Stronger Together*



Mute



Start Report



Open Invitation



Share Impact



Record

Year Closure

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Development Department.  
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staff and students*



# 1. OUR LEADERSHIP

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# Letter From Head Of College: Mauricio Viales

Stronger Together. Two powerful and challenging words served as our true north for the vast majority of this past year. I am so proud to be a part of a community where students and staff alike, together, supported and lifted each other in the face of uncertainty and fears. I thank every staff member, especially the COVID-19 Task Force, the Medical Team, and all educators and professionals who ensured we have a safe and healthy community.

I am moved by the resilience and sense of responsibility our current students and alumni have in common and share with the world in everything they do. There are now over 1,000 UWC Costa Rica alumni worldwide, whether working at home, in small communities, continuing their research or studies, or at the national or international level. I know they carry a piece of the UWC Costa Rica experience with them.

As we look forward to next year, the 15th Anniversary of our school, our call is visionary, bold, and transformative. Environmental challenges and inequity threaten our future. As an educational institution, our call is to adapt and transform our educational systems to hold the vision to provide the necessary tools to develop empathetic, kind, and aware leaders. Our most significant silver lining this year came when, amidst a global pandemic, and thanks to a generous donation, we became owners of a new property where we aspire to build the future home of UWC Costa Rica. We would like to become a home, a heart, and a hub for transformative educational and environmental programs not only in Costa Rica but in the region. A home for educators where we welcome innovation and build a culture where our community, and anyone visiting our campus, will have the opportunity to live, study, and grow to immerse in the land we will protect and nurture. This exciting opportunity launches our comprehensive fundraising campaign.

But how will we do this? We continue to lay a strong foundation based on our strategic plan and have carefully expanded the development, human resources,

information technology, and outreach areas. In a new partnership with Punto Jes, our new Outreach & Innovation team will intentionally connect UWC Costa Rica with more youth and educators to expand our mission's reach.

Challenging times have shown the strengths of our people, our donors, our students, our staff members, our alumni, our Board members, our host families, our UWC movement, and our friends. Challenging times also offer us the opportunity to look for new inspiring horizons. We hope all of you will join us in shaping the future of UWC Costa Rica.



## Our Executive Board & Board of Trustees

**Executive Board:** Susan Mullins (Chair), Uri Weinstock (Member), Erik Muñoz (Vice-Chair), Kevin Ferreira van Leer '09 (Secretary), Tom Dickerson AC'08 (Treasurer).

**Board of Trustees:** Angel Perez, Antonio Galván, Alonso Venegas, Aurelio Ramos USA '91, Derek Blackman, Elke Ruge, Jose Zaglul, Laurie S. Frank, Leonor Tannhauser, Michael Stern USA '89, Renata Villers, Ricardo Aguirre AC'87, Rosemary Engels, Tracy Robinson.



# Letter From Board Chair: Susan Mullins

When I think back on our 2019-20 school year, I keep hearing the song lyrics which John Lennon and Yoko Ono made famous “Life is what happens when you are busy making other plans.” Our school year started full of plans, expectations, events, adventures, and dreams but then “Life” entered, turning everyone’s plans upside down as the COVID-19 pandemic made its way across the world.

In late January, we were on high alert, working closely with our UWC International partners, the Costa Rican Health Ministry, and leading epidemiologists. Our whole community rose to this serious challenge selflessly and skillfully as the situation evolved rapidly. The Board’s decision to temporarily close the school in order to get our students safely home was taken after listening carefully to the Leadership Team’s deeply considered appraisal. Our primary goal is always to act in the best interests, safety, and care for both our students and our adult community. Never has the choice been more clear. It was the right decision. Ultimately only 20 of our students could not travel safely to their countries so they remained on campus, enjoying the smaller safe “bubble” with our Residential Life families.

These times have been drawing on the best of what is the heart of UWC Costa Rica. I want to acknowledge that here:

- **To our adult community of teachers, staff and Board:**  
You always bring your best wherever you are called

to be. And in these tougher times, it is incredibly important to know that you can be counted on to give 110% of your talents, your energy, selflessness, and heart. In the exciting challenge of creating and envisioning our new school, you also are bringing more time and talents to make this possible.

- **To our students:** We believe in you. Our alumni often tell me that they have realized that what happened here is what has grounded them and given them what they needed to navigate all that has followed. You have had a unique experience this year. Stay resilient and be at ease in the times of “not knowing” and have faith that your path forward will be clear one step at a time.
- **To our alumni:** Simply said, you inspire us. You have made an imprint on our school and it is still your home. Remember that we are here for you however you may need. We hope you will bring your talents and your hearts to envisioning the new era of UWC Costa Rica.
- **To our widespread College friends and supporters:** Your belief in what we do and who we are at UWC Costa Rica means everything. Together we can continue to bring more young leaders to this transforming life experience. Never has it been more urgent. Never has it been more exciting.

In solidarity!



*October Board meeting hosted by Angel Perez at Trinity College, CT*







## What happened from August 2019 to July 2020?

In more ways than we anticipated, the 2019-2020 academic year presented new and unknown challenges. We chose to be positive and, guided by our values, and the clear vision to put our students and community first, we innovated and built stronger bonds among our community.

### August 2019

At the core of our identity, UWC Costa Rica proudly stands as the only UWC in Latin America and the region. In order to maintain an intentional diversity and ensure a strong host-region representation, we allocated all of our **full scholarships to students coming from Latin America and the Caribbean.**

### February 2020

During Service Week in February, 242 students and staff traveled to 15 different locations around the country to work with communities and organizations to improve National Park infrastructure, share our innovative Agents of Change curriculum to 120 students in rural communities, design intercultural workshops, and create a recipe book to preserve the culinary heritage of indigenous communities, collect and analyze scientific conservation data, paint signs for turtle nurseries, facilitate educational workshops, beach cleanups, among others. **A total of 5,672 of service-learning hours offered in one week.**

### March 2020

On March 12, and after exhausting all alternatives yet guided by our principle to put **our students and community first**, we announced the temporary closure of our campus. No more than 48 hours later, we managed to host one of the most special and intimate graduations we have ever hosted. Students and staff members alike made this special moment happen. Two weeks later, the campus felt empty already, with almost all students gone. This was the beginning of our **Full-Residential Program**, with some ~25 students who were not able to go back home.



## April 2020

It was time to innovate and look forward. With COVID-19 taking over the many operations and strategic decisions, from fundraising, communications and engagement campaigns, to a realignment of the educational programs, a schoolwide intentional strategy reshaped priorities to react to the changing environment. Our principles of behavior and decision making included 1- Support our staff as much as possible, 2- Be aware of those who have the least, 3- Ensure fair relations and agreements, and 4- Urgency and agility in decision-making actions.

The education team embarked on a seven week design thinking process we called the **ReStrategy**. Led by Abedeen Remtulla, Deputy Head, with the support of Laurie Frank (Board Member) and facilitated by Lorena Silvestri from Punto Jes, this strategy led us to **ReThink, ReOrganize, and ReSpond** to a current and changing reality, to make sure we offer our students a rich educational experience.

By the end of May, we had prototyped community living standards, proposed new schedules. With the undying support of **Dr. Christian Marín Müller**, a trusted advisor to the Costa Rican Government, we implemented over **25 safety protocols, and began changes in our infrastructure to adapt our space to our reality**.

## May 2020

Following the death of George Floyd in the United States, and the 'Black Lives Matter' movement regained strength with protests against racism erupted all around the world. Beyond holding brave spaces on our campus, we committed to not stand idle and promised to **strengthen our zero-tolerance policy**. One of our students published a powerful opinion article in a national newspaper which sparked a much-needed conversation about racism in Costa Rica.

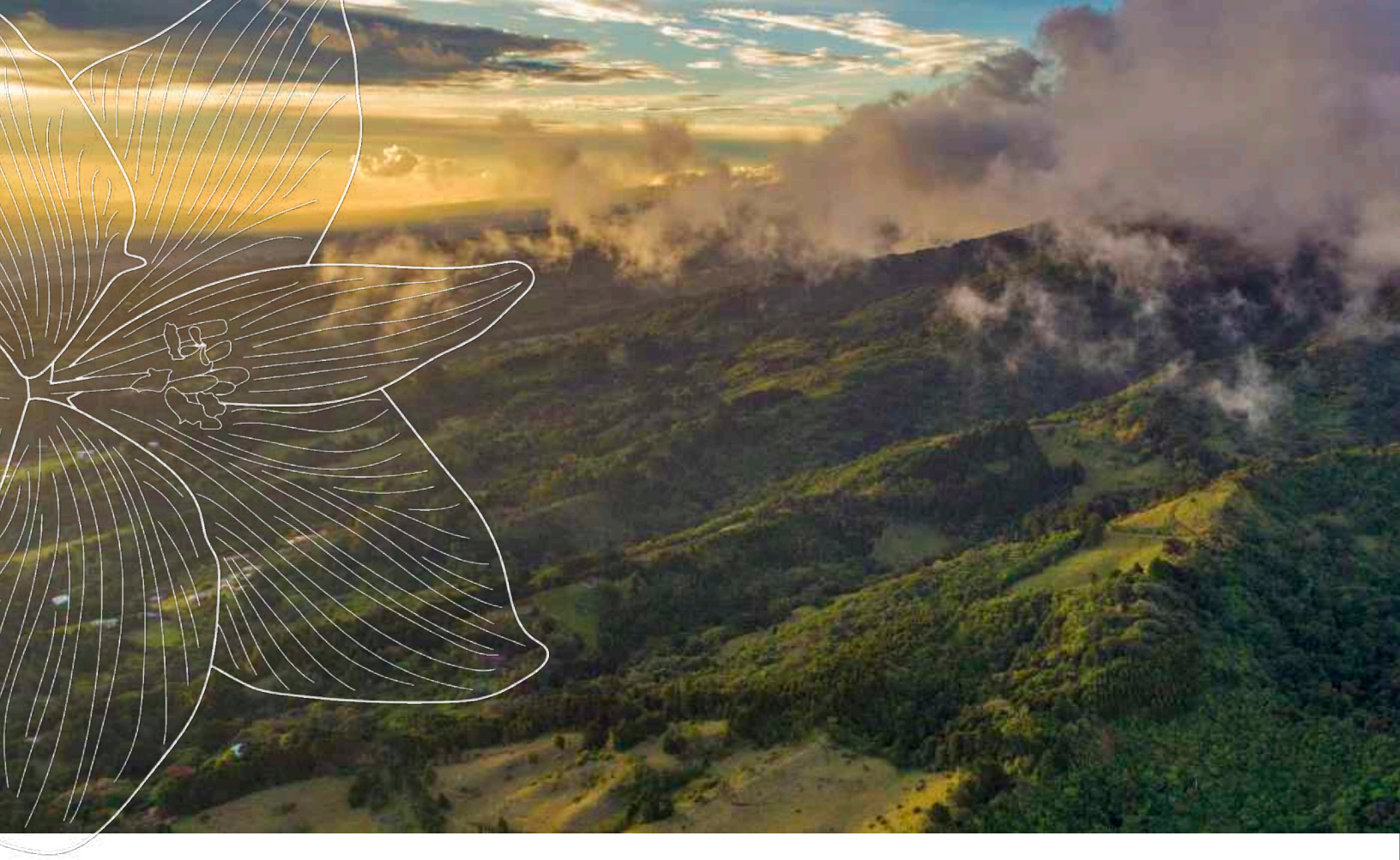
## June 2020

Orientation began (the earliest it has ever happened) with a series of 35 virtual meetings, Townhalls, and Cafecitos, and 39 informational emails, we welcomed not only the Class of 2022, but also parents and National Committees. In times of social distancing, we chose to use technology to bring our community closer than ever -even before we met in person. We also inaugurated our own personal branding inspired by the Costa Rican tropical fauna and flora we care for and respect so much.

## July 2020

We are very grateful to have found in Rose-Marie and Eijk van Otterloo, extraordinary partners in making the **new home of UWC Costa Rica a reality**. Through their generosity, **we are now the owners of 48 hectares** of beautiful land above the town of San Isidro de Heredia. It is adjacent to Braulio Carrillo National Park, a vast protected forest, rich in hundreds of species of wildlife. **Our property has a natural reserve, a rich ecosystem where our students will have the opportunity to live, study, and grow, immersed in the land we will protect and nurture.**





# UNITED FOR A NEW VISION

For the last 4 years, we have been engaged in an intensive search for a new home for UWC Costa Rica. This search was never about just “new buildings” but about a new campus that would **serve the broadened, inspired vision of our special UWC mission in Costa Rica** for many generations of young people to come.

**We found the perfect place!** And, we are very grateful to have found in Rose-Marie and Eijk van Otterloo, extraordinary partners in making the new home of UWC Costa Rica a reality. **Through their generosity, we are now the owners of 48 hectares of beautiful land above the town of San Isidro de Heredia.** It is adjacent to Braulio Carrillo National Park, a vast protected forest, rich in hundreds of species of wildlife. Braulio Carrillo is the second-largest park in the country and home of the largest water source for the central valley of Costa Rica. Our property has a natural reserve, **a rich ecosystem where our students will have the opportunity to live, study, and grow, immersed in the land we will protect and nurture.** Rose-Marie and Eijk van Otterloo, long supporters of the

UWC movement, see the strong synergy between Costa Rica’s deep commitment and global leadership in tackling Climate Change, youth education, and regional peacemaking and UWC Costa Rica’s values and expanded educational mission. **It is unique to have such a solid alignment between a UWC school and the host country. It is a great opportunity.**

The new campus is being designed to inhabit and respect this beautiful environment inspired by Costa Rica’s unique nature. It will incorporate the best practices for an environmentally sustainable home for creative experiential education. **A place where our community of students and staff will live and thrive and where clean energy production is but one part of our goal to be a reference in 21st century education design.** With many diverse partnerships and this rich environment, our students will have the opportunities to develop projects in their areas of interest and learn from where they live. And, as one alumnus said, “this is a place where they can feel peace.”



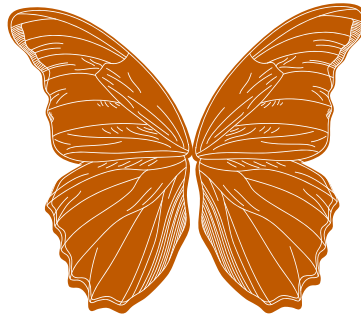


Many of you were part of developing our 5-year Strategic Plan in which we committed, to not only being a rich educational and life experience for our international UWC students, but to also have the opportunity to participate in special programs where our students, teachers, and alumni come together with young people, educators and innovators from the region to learn from each other's diverse experiences, gain skills, tackle critical issues together, find their voices, and gather strengths to help them become courageous, knowledgeable, energized, global citizens and leaders.

**Our new campus will have the space to invest in the programs for special conferences, programs in leadership and conflict transformation, design thinking, science, and innovation.** This will also be a place for our community to be engaged with our closest neighbors of San Isidro as together, we find opportunities to be a mutual part of the town and be of service to the children and adults of San Isidro.

Rose-Marie and Eijk's generous donation and their great support of time, expertise, and energy are just the beginning. **It is an extraordinary opportunity and the right time in the life of our school.** Each of you are an essential partner in shaping and making this vision a reality. It is audacious and forward-leaning, and that is really exciting. ***Watch out for invitations to join the upcoming working groups and be part of building the new home of UWC Costa Rica.***

**¡Felicidades!** This is a celebration for all. We look forward to having your participation, your talents, ideas as we take the official first step to begin a campaign to scale our impact and further live the UWC mission.

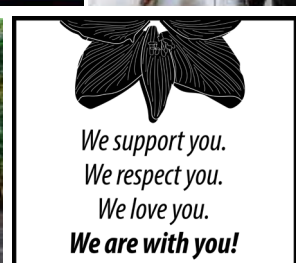
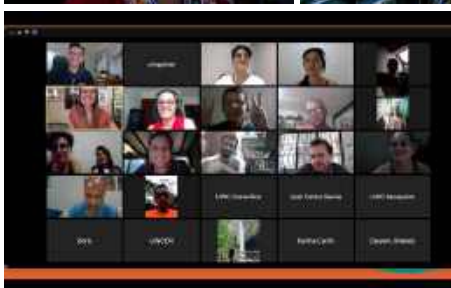


# OUTSTANDING COMMUNITY MEMBERS

We celebrate and thank **Maritza Marlene, and Norita** for their 20 years of service to UWC Costa Rica. With every role they have held, from housekeeping, residence coordinator, immigration office assistant, to assistant to the Head and Deputy Head of College, they have laid a foundation of dedication, consistency and love that our past and present students and staff have all benefited from. From our entire UWC Costa Rica community, ¡muchas gracias!







#### Videos

See All



We are extremely proud of this action f...  
👍👍👍 248



"And although the future is uncertain and puzzling, I have no doubt that we are prepared. **Because this school has taught us that not everything is academic, but that we must use our voices to make a change.** That we must unite to fight for injustice and build a better world. I'm sure each of you are ready to apply all the values that this school has taught us. And although we are always those weirdos, no matter how far apart we are, we will always have each other."

- Maria Prieto '20, Spain



# 2. OUR FINANCES





# FINANCIAL REPORT

## Earned Revenue

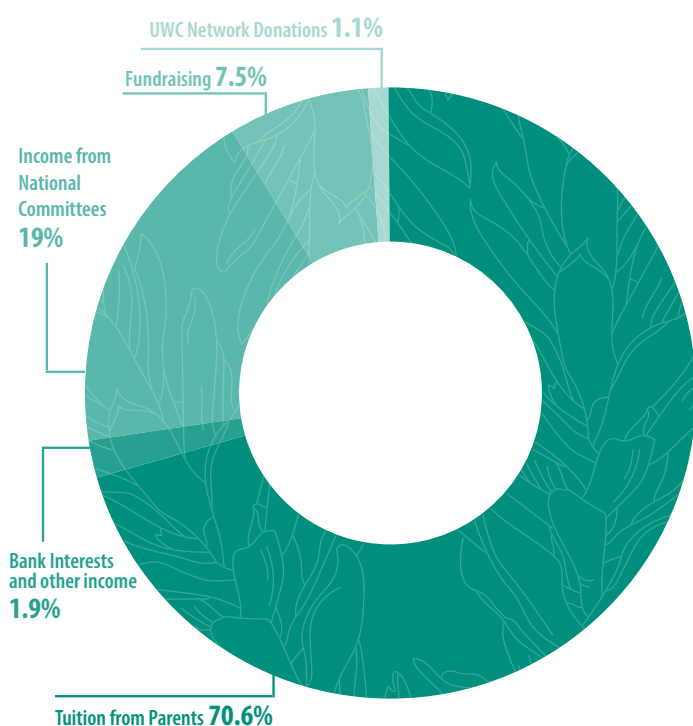
Tuition from Parents	\$3,688,983
Bank Interest and other income	\$100,022
Outreach Programs and Rentals	\$0
<b>Sub-total Earned Revenue</b>	<b>\$3,789,005</b>

## Contributed Revenue

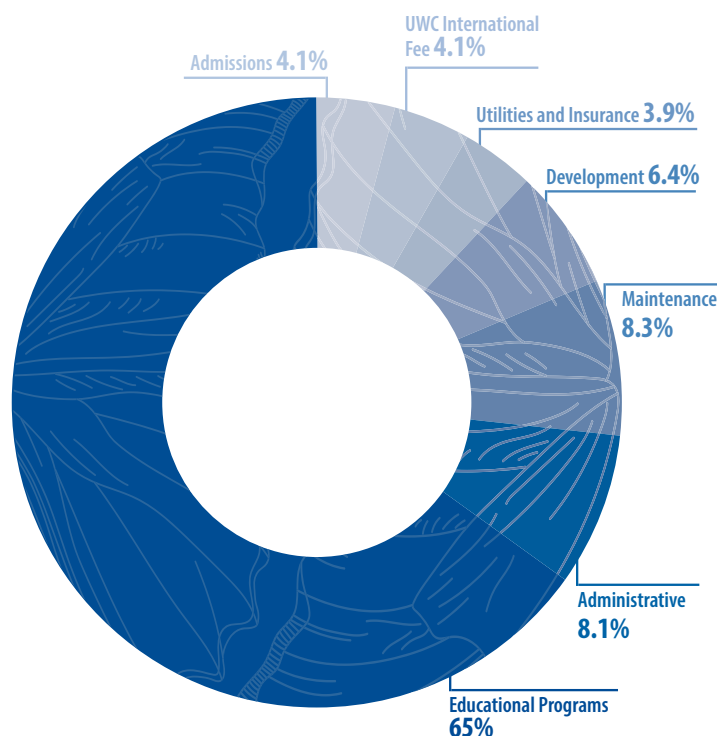
Income from National Committees	\$990,638
Fundraising	\$390,559
UWC Network Donations	\$56,000
<b>Sub-total Contributed Revenue</b>	<b>\$1,437,127</b>

## Expenses

Educational Programs (Academic, Co-Curricular and Residential Life)	\$3,090,487
Administrative	\$385,568
Maintenance	\$396,235
Development	\$302,621
Utilities and Insurance	\$185,961
UWC International Fee	\$195,634
Admissions	\$196,635



**TOTAL REVENUE\***  
**\$5,226,203**

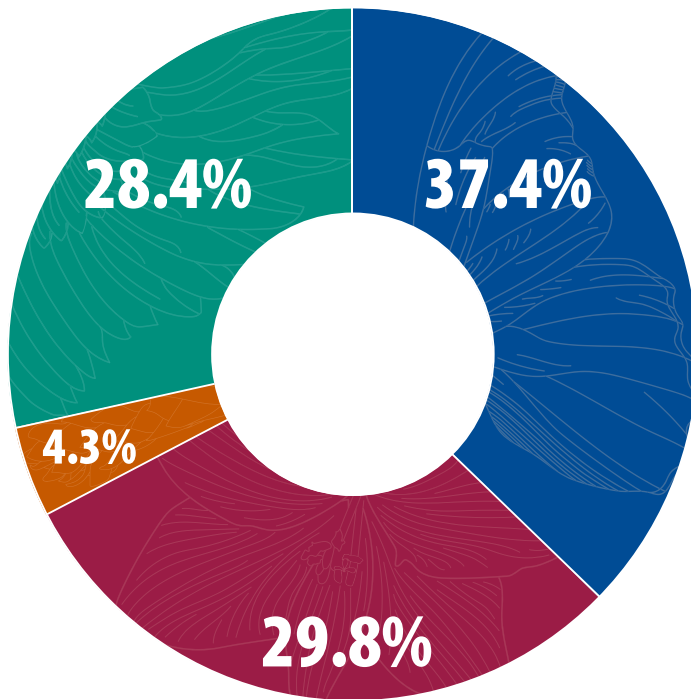


**TOTAL EXPENSES\***  
**\$4,753,141**

\*School's operating budget; a separate comprehensive campaign report will be created in the first quarter of 2021.

# \$300,000+ in COVID-19 Investments

Between March and August 2020, the school's operational team invested more than \$300,000 in the following COVID-19 related expenses to abide by the latest regulations of the Costa Rican Ministry of Health and best practices to safeguard the safety and wellbeing of our community. - *Juan Carlos García, Administrative & Financial Director*



## \$300,000+

**37.4% Quarantine off-campus:** Even though students began arriving in Costa Rica in August 2020, previous arrangements needed to be made at the chosen hotel next to the airport with all the conditions to ensure safety and comfort to our students.

**28.4% Online Program:** Instead of books and physical materials, technology investments needed to occur to ensure the delivery of educational programs. New and improved internet connection, video conference equipment, and laptops were purchased.

**29.8 % Residential life upgrades:** Infrastructure changes made in the gym to increase capacity and ensure physical distance. Study rooms were transformed into bedrooms of two with new closets. We completely remodeled the medical facility on campus to face any possible COVID-19 emergencies or quarantines. New outdoor tents have gone up around campus to expand social spaces. Moreover, CCTV connection in common areas was upgraded. There are now many handwashing stations and alcohol dispensers all over the campus and new signage signaling physical distance and reminders to follow COVID-19 safety protocols.

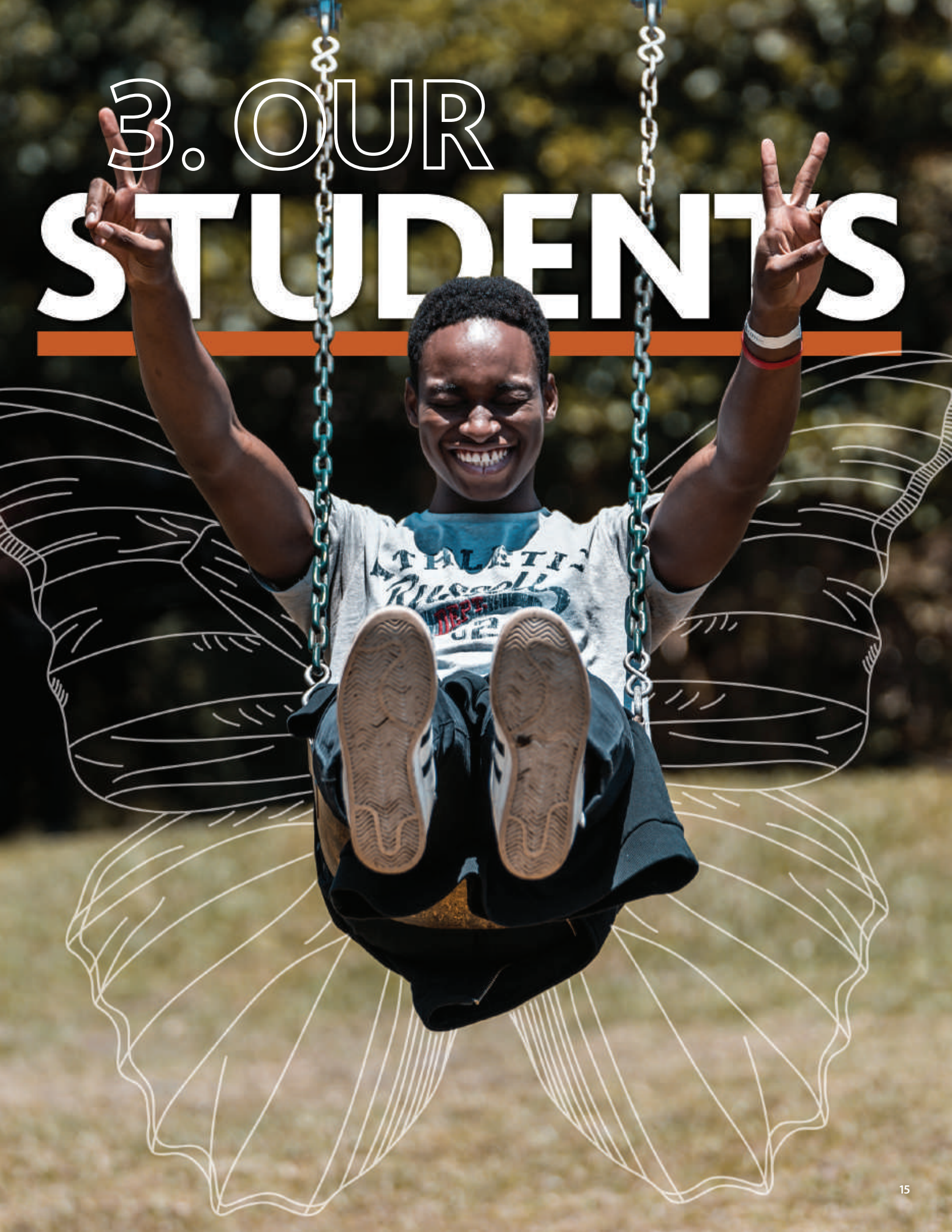
**4.43% Personal Protection Equipment:** We provide all our staff and students with UWC Costa Rica facemasks, protective face shields, and personal hand sanitizers.





# 3. OUR STUDENTS

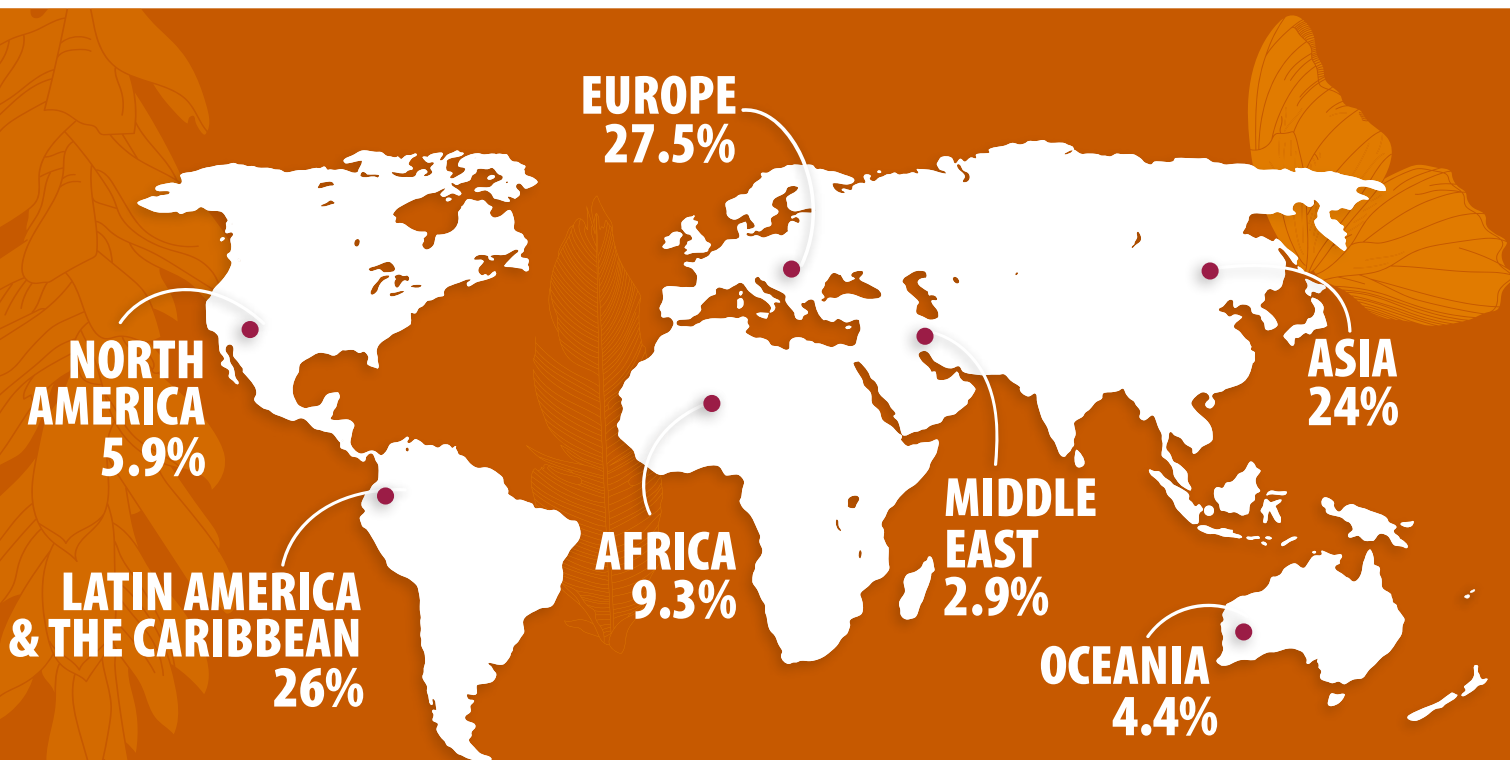
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Committed to expanding representation for our host region, and in recognition that UWC Costa Rica is the only UWC in Latin America, we allocated all full scholarships to the Latin American students. As of today, we have 131 unique countries represented since 2006. -Annette Grew, Admissions Director



# Geographic Composition



## Countries represented in the class of 2020

**and 2021:** Albania, Argentina, Australia, Austria, Bahamas, Bangladesh, Barbados, Belgium, Belize, Bermuda, Bhutan, Bolivia, Brazil, Burkina Faso, Canada, Chile, China, Colombia, Costa Rica, Côte d'Ivoire, Denmark, Dominican Republic, Ecuador, El Salvador, Ethiopia, Finland, France, Germany, Great Britain, Greece, Guatemala, Haiti, Hong Kong SAR, India, Indonesia, Israel, Italy, Japan, Kenya, Liberia, Macedonia, Mexico, Morocco, Nepal, Netherlands, New Zealand, Nicaragua, Nigeria, Norway, Oman, Pakistan, Palestine, Paraguay, Peru, Portugal,

Romania, Russian Federation, Rwanda, Spain, Sudan, Switzerland, Syria, Taiwan, Trinidad and Tobago, Tunisia, Uganda, Ukraine, Uruguay, United States of America, Venezuela, Vietnam, Zambia

**Returning Countries:** Bhutan, Brazil, Burkina Faso, Haiti, Indonesia, New Zealand, Paraguay, Romania, Tunisia, Uruguay.

**New Countries:** Albania, Belize, Burkina Faso, Haiti, Tunisia.

**Total: 72 Nationalities represented**



## The Class of 2020 and Class of 2021 in numbers:

**204**  
**students**

from a variety of academic,  
socioeconomic, cultural and  
language backgrounds.

**79%**  
**students**

receive a full or a  
partial scholarship.

**72**  
**countries**

represented.

**38%**

**Full scholarship**

**41%**

**Partial scholarship**

**21%**

**Full fee payer**



- **15** Students with a full scholarship funded by UWC Costa Rica (increase in 2 students from the previous year)
- **3** Students on Full Scholarship by National Committee
- **8** Students on Full Scholarship with Mixed Funding (National Committee & UWC Costa Rica)
- **6** Dare to Dream Scholarships
- **1** Strachan Foundation Scholar
- **9** Grieg Foundation Scholars
- **1** Refugee Scholarship







## Class of 2020: Impromptu graduation

Ten weeks early, on March 14, we celebrated graduation. All staff members took part in the planning and execution of this last-minute event. Amidst so much uncertainty, students wrote their speeches, packed their bags, and prepared to close their UWC on-campus experience faster than expected.

Finally, the stage (and screen) were set in the amphitheater so parents and friends could join the celebration regardless of location. It was such an intimate, emotional and special way of saying goodbye. Unfortunately, not every member of our community participated in this graduation. Due to sudden travel restrictions and border closings, some of our students missed this special event in person. Many of them, parents, friends, even our Head of College and our Board Chair were with us virtually.

### *The Educator Award*

The Educator Award is a new tradition that began at UWC Costa Rica. This award seeks to recognize the three educational areas of UWC Costa Rica's distinctive educational model: Co-curricular, Academic, and Residential. The students selected two educators who demonstrate a special connection and support to the class of 2020. Our Residential Life Director, Leila Mata, and Ed Turle, our University Counselor, were this year's recipients. Emotional speeches took center-stage during graduation.

Once the ceremony was over, many staff members put on the kitchen gloves and served dinner, drinks, and dessert. A formal Prom dance followed the celebration. For about six hours that day, the community came together one last time.





# In words of the students and staff members:

## Ussaid Ishaq '20, Pakistan



*"Because this is not a graduation. This is a farewell, to say goodbye while we can. We are the generation that will never see it through to the end, which will not graduate. And you know what? Maybe, just maybe, that's fine. Maybe we have just torn away so quickly that a part of us will never leave College and will never leave each other because we were never ready to leave. If graduation meant the end, maybe it never ends for us. We will all be here in some way. Today, then, I have the honor to try to say goodbye on behalf of my generation, even though this is far far from the end. (...) Goodbye to being hugged by strangers that become family when you first got off the bus in front of poas. To San Jose. To Santa Ana. To UWC Costa Rica. Goodbye, from the most beautiful and talented people I have ever known. Goodbye from the kids that came here one and a half years ago and grew up with each other. Goodbye from United World College Costa Rica, Class of 2020."*

## Maria Prieto '20, Spain



*"All of this has been made possible by the people present here. People who have impacted our lives forever. That they have made us deconstruct, make us think, and that they have taught us values and different perspectives. For this, I have to thank all the teachers who have guided us on this path, continually challenging us to rethink each singularity of this world. To each tía and tío, and staff member for your spirit, sympathy, and constant work, without you, none of this would be possible. To the home office because even if I am many miles or hours away from you, you will not be able to get rid of me. And although sadly, time does not come back, I wanted to thank you for having trained us to be the people we are today. Thanks to the second years that taught us what UWC is, they were our older brothers and sisters, and they helped us at all times. And to my firsties, my dear firsties, who have supported us and made our last year unforgettable. On behalf of all of us, I want to tell you that we are proud of all of you and that we are sure that you are going to be a great second year."*

## Ed Turle, University Counselor



*"So my first piece of advice is this: Trust what you already have. Know and understand what you have already done and already achieved. This will illuminate what is often a hidden way forward. As you grow up, you begin to draw focus on the tools that you have. Age enables you to care for these tools and use them well. UWC gives you an experience that no one else has. It is hard, even unnatural, and it is life-changing. It puts you ahead of the curve. There are many ways to say it, but nobody learns the blues by just having a good time. And Blue turns a red heart to ruby. Whatever you hope for, whatever you imagine might be. There is no map. What is written is written inside you. You are carrying what you need already, so whatever seas you are sailing, home, school, work, uncertainty, remember what you have done, remember how you got through. Because you did get through. And you have done it really well. These are your foundations."*

## Leila Mata, Residential Life Director



*"This is who we are, this is who we really are, we love each other, we help each other, and we know that we have a duty to extend our community. Now we have to share everything we have learned with those around us. Sometimes it is not difficult to return and tolerate conversations or comments that no longer have space in our hearts, in our box of values. Remember that getting angry does not lead to anything. Patience, empathy, and love are what will open the doors for us to be heard and let us compete with our values now more than ever. I know it is easy for us, (...). But brought us this revolt of love and understanding not seen before. We are super proud of you, what resilience, empathy, what ability to move forward in the midst of so much uncertainty. As our dear René mentioned, now hope is the leader of our decision table in the face of uncertainty. That is what you give us, hope in difficult times."*



# Post UWC Costa Rica Education Awards & Scholarships



1. The Lester B. Pearson International Scholarship Program at the University of Toronto.
2. The King-Morgridge Scholars Program At University Of Wisconsin, Madison
3. Martin Luther King, Jr. Scholars Program At NYU
4. Penn Grant (University Of Pennsylvania)
5. Kofi Annan Scholarship At Macalester College
6. Loran Scholarship Of Canada (Semi Finalist)
7. Global Citizen Year
8. Semester At Sea
9. Latin American Leadership Academy



UNIVERSITY OF  
TORONTO



NYU



MACALESTER  
COLLEGE



LORAN  
Scholars Foundation



CHARACTER  
SERVICE  
LEADERSHIP

GLOBAL  
CITIZEN



SEMESTER AT SEA®





# UNIVERSITY MATRICULATION FOR CLASSES 2015-2020

## ASIA

Ateneo de Manila University, Philippines  
Hong Kong University of Science and Technology  
Sophia University, Japan  
Waseda University, Japan,  
Yale NUS.



## CANADA

Bishops University  
Humber College  
McGill University  
Queen's University  
Quest University Canada  
Simon Fraser University  
St. Francis Xavier University  
Université de Montréal  
University of British Columbia  
University of Calgary  
University of Toronto  
University of Waterloo  
Western University

## EUROPE

Amsterdam University College The Netherlands  
Bard College Berlin, Germany  
BI Norwegian Business School, Norway  
Design Academy Eindhoven, The Netherlands  
École hôtelière de Lausanne, Switzerland  
Erasmus University College, The Netherlands  
Hotelschool The Hague, The Netherlands  
IE University, Spain  
Leiden University, The Netherlands  
Maastricht University, The Netherlands  
Polimoda, Italy  
Rotterdam University of Applied Sciences  
Sciences Po (Menton), France  
Sciences Po (Poitiers), France  
University of Amsterdam  
Universidad Europea de Madrid, Spain  
Università della Svizzera Italiana  
Université catholique de Louvain ,

Belgium  
Université Saint-Louis Bruxelles, Belgium  
University of Oslo, Norway  
Amsterdam University of Applied Sciences  
Delft University of Technology  
European Law School (Maastricht University)  
University College of Utrecht  
University of Groningen  
BI Norwegian Business School  
Norwegian University of Science and Technology  
Kunsthøgskolen i Oslo (Oslo National Academy of the Arts)  
ESCP Business School

## LATIN AMERICA

Universidad Icesi Colombia

## MIDDLE EAST

New York University-Abu Dhabi  
Northwestern University in Qatar  
Georgetown University in Qatar

## UNITED STATES

Amherst College  
Babson College  
Bard College  
Barnard College  
Bates College  
Bennington College  
Binghamton University  
Bowdoin College  
Brandeis College  
Brown University  
Bucknell University  
Case Western Reserve University  
Carleton College  
Concordia College  
Drexel University  
Grinnell College  
Skidmore College  
University of California, Berkeley  
University of Connecticut  
University of South Florida  
Wake Forest University  
Wheaton College  
Claremont McKenna College  
Clark University  
Colby College  
College of Idaho  
College of the Atlantic  
Colorado College  
Columbia University  
Connecticut College  
Cornell University  
Dartmouth College  
Davidson College  
Deep Springs College  
Duke University  
Earlham College  
Emerson College  
Harvard University  
Johns Hopkins University  
Kenyon College  
Lake Forest College  
Lehigh University  
Lewis & Clark College  
Luther College  
Macalester College  
Methodist University  
Middlebury College  
Minerva Schools at KGI  
Mount Holyoke College  
New York University  
Northeastern University  
Northwestern University  
Oberlin College  
Pennsylvania State University  
Pitzer College  
Pomona College  
Portland State University  
Princeton University  
Purdue University  
Reed College  
Rhode Island School of Design  
Ringling College of Art and Design  
Skidmore College Smith College  
St. John's College  
St. Lawrence University  
St. Olaf College  
Stanford University  
Swarthmore College  
The College of Idaho  
The University of North Carolina at Chapel Hill  
The University of Oklahoma  
Trinity College  
Tufts University

Union College  
University of California,  
Berkeley University of California, Davis  
University of California, San Diego  
University of Colorado at Boulder  
University of Florida  
University of Michigan  
University of Oklahoma  
University of Pennsylvania  
University of Richmond  
University of Rochester  
University of Virginia  
Vanderbilt University  
Vassar College  
Wartburg College  
Washington University in St. Louis

## UNITED KINGDOM

Cardiff University  
Durham University  
European School of Osteopathy  
Hult International Business School  
Imperial College London  
King's College London  
Lancaster University  
Newcastle University  
The London School of Economics and Political Science  
The University of Buckingham  
The University of Edinburgh  
The University of Manchester  
The University of Nottingham  
The University of Warwick  
University College London  
University of Birmingham  
University of Exeter  
University of Glasgow  
University of London  
University of Oxford  
University of Surrey  
University of St Andrews  
University of the Arts London  
University of the West of England Bristol  
University of Westminster  
University of York  
University of Essex  
University of Sussex



# 4. OUR EDUCATIONAL MODEL & PROGRAMS

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# The Best Education For Our Students, Costa Rica, And The World

## WHY WE DO IT: Our mission

Our UWC Costa Rica's vision is to have a positive impact in different parts of the world, through the education of our students with an emphasis on Costa Rica and Latin America. At the heart of our education are fostering a disposition of healthy living, selfless leadership, embracing diversity, social responsibility, sustainable choices, and conflict transformation.

## WHAT WE DO: Strategy and Curriculum

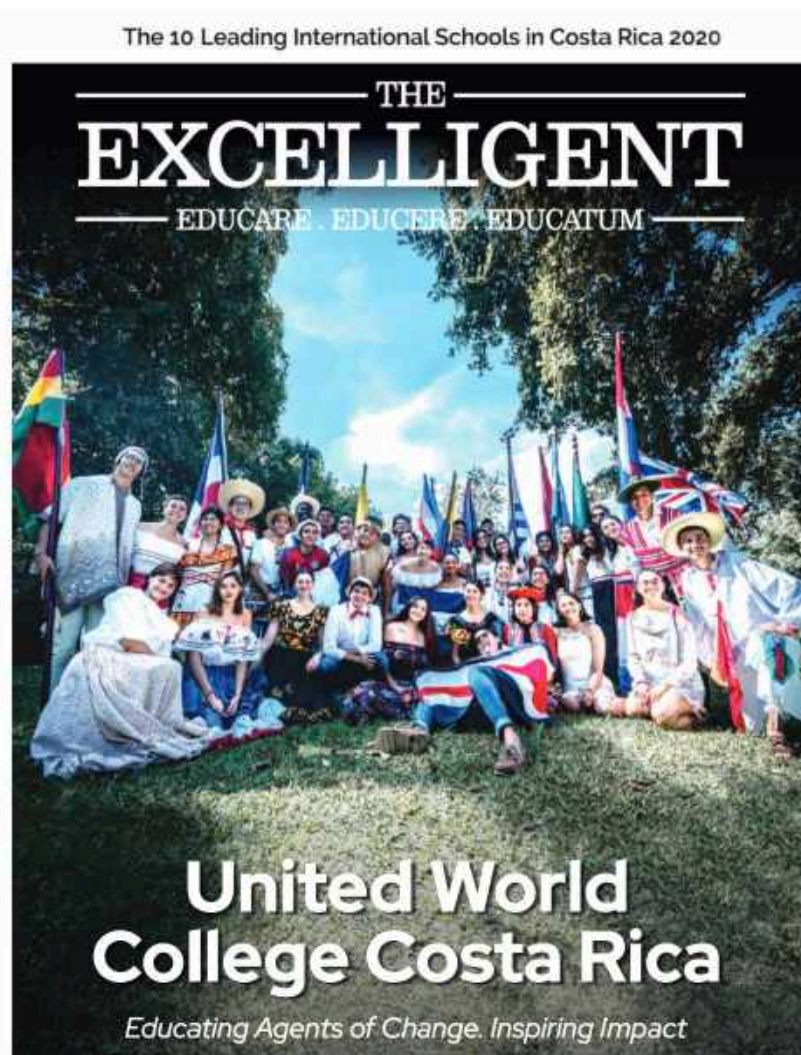
Our UWC Costa Rica's educational experience goes beyond the classroom. Our distinctive educational model intentionally includes the residential and co-curricular programs as pillars of our pedagogy. Even when the time to reopen our physical classrooms arrives, we will carry on facilitating our blended education program for our whole UWC Costa Rica family, regardless of where we all are across the globe. The two-year on-campus experience is the beginning of a lifelong transformative journey.

## HOW WE DO IT: Structure and organization

Our UWC Costa Rica's management is aimed at structured alignment. At the educational level, different networks are used in the more conventional context of the classes and the context of a unique blend of social and community activities on and off-campus. We have been preparing this in our Santa Ana home, increasingly in our future San Isidro home, other Costa Rican settings, and across the academic, co-curricular, and residential areas. Development, Human Resources, Admissions, Finance, and Operations are transitioning towards higher coordination and control levels at the support services level.



*"The Costa Rican education system is recognized as one of the best in the Americas, being Costa Rica the holder of one of the highest rates of literacy, educational coverage, and public spending in education in Latin America and the best in Central America. To highlight the list of schools in Costa Rica who have displayed excellence in field of education we have come with our special issue: 'Leading International Schools in Costa Rica.' "*  
*-- The Excelligent Mazagine*





# Learning Support

In January 2020, the Special Educational Needs program transitioned to the Learning Support program. This intentional change responded to our students' needs in making a transition to UWC Costa Rica, helping them find a balance between the rigorous IB and UWC life. Time management strategies and studying techniques to improve the learning process are two key areas of Learning Support. The frequency of support very much depends on the students' needs. There is close coordination with other areas, for example, the ELS (English Language Support), as many of the students who face the added challenge of language barriers. Alongside teachers, the Learning Support team defines strategies to support students individually. Internal and external academic tutors, especially for Mathematics, are hired to provide more resources. Because of our Distinctive Education Model, the wellness team makes sure to cross-reference students' challenges with challenges in the residential area and, therefore, define the best holistic strategies to support them.

*"Before starting the school year in August 2019, I met a very receptive but reserved student, with a slightly nervous look. A year and three months later, he has managed to generate self-confidence and trust in others to the point of asking for the support he needs without waiting to be asked. Not only in his academic area, but he also recognizes his emotional difficulties and seeks to be heard by a professional who helps him. His academic progress has been slow but steady as has his effort and dedication. I am sure that between now and the end of the school year, we will be able to celebrate together their successes in the last two years." - Natalie Tayolor, Learning Support Coordinador*







# RESIDENTIAL LIFE

With Covid-19 taking so much of the second semester of the academic year, the Residential Life Program took the lead in co-creating, designing, and implementing protocols and policies to apply them immediately to the Fully-Residential Program (students who could not leave the country between March and August). A dedicated internal and external professional team, and in cooperation with a recognized national virologist, worked around the clock to ensure students could get to their home country (or in some cases, university) or stay in Costa Rica in a safe and supported environment.



The wellness team developed strategies to deliver in-person and online, individual, and group meetings to share best practices and support our students in handling uncertainty and anxiety.

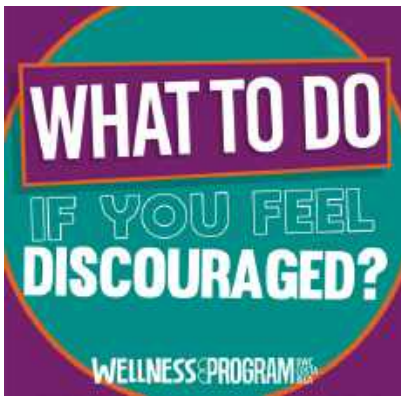
*- Leila Mata, Residential Life Director*

## A year in the Residential Life Program:

- **11 Dessert Nights:** workshops based on experiential learning and designed with students and the UWC Costa Rica counselors. Some of the topics include alcohol abuse prevention, sexual education, consent, managing anxiety, preventing eating disorders, time management, intercultural communication, golden rules of living together, the teenage brain, and conflict transformation.







- **2 camps:** The Orientation Camp in Roble Alto and First-Year Camp.
- **3 pool days:** Full days of fun bonding activities to strengthen community engagement. Each generation enjoys a pool day separate and then one together.
- **20+ residence meetings**
- **Rooms meetings and individual meetings twice per year:** meetings intended to help students with strategies to live together, get to know each other, develop empathy and agreements. The individual sessions allow the residence coordinator to build a relationship with the student, earn their trust, and open spaces to talk about needs and fears.
- **2 activities off-campus per residence:** trips to the beach, paintball, mountain, or any other place the students choose. In these activities, there is always space to reflect, share, and to learn. Of course, having fun together is one of the main goals.
- **Community activities per residence:** Every residence organizes an activity for the community at least once a year such as organizing Halloween celebrations or an acoustic concert.
- **2-week Orientation activities:** The Residential Life Program organized the students' orientation at the beginning of the year to help the students understand the school system, get to know each other and the staff and build community. There is a lot of support from staff and students, with more than 30 activities happening during these days.
- **Tutor program:** individual meetings between the tutor and the students at least twice per year and more than 35 tutor group meetings. Each tutor organized at least one activity on campus. The program's goal is to connect and relate to the students to earn trust, so they have an adult to look for when needed. Also, to get to know the group and have another support system on campus.



**Host Families:** we have more than 40 families available to support students. More than 40 visits were arranged where students shared with their host families. There was a host family day with the families having a brunch on campus to get to know the students and show gratitude.



# CO-CURRICULAR



## Agents Of Change

Through the Agents of Change program, our students had the opportunity to develop initiatives to positively impact the immediate communities. The program allows us to create educational experiences for students to keep them inspired and motivated to put their initiatives into action. The regular community service activities are a great platform for our students to think about collaboratively and emphatic ways to contribute to the community (Santa Ana and beyond).

- Nancy Solís, Co-Curricular Director



*Awards for feminine sanitary products and menstrual hygiene awareness in Liberia, and Pakistan*

## Go Make a Difference Awards

As an extension of the department's impact, we had two students, Cherish Vankan and Sajida Bibi, who were awarded \$1000 each through the GoMad initiative. Both participated through initiatives to provide sanitary products to women and raise awareness regarding menstrual hygiene in Liberia and Pakistan.



# Service

**9,001** hours of  
experience learning

## Service Week 2020

242 students and staff in 15 different destinations around Costa Rica, worked with communities and organizations in different projects. Improving infrastructure in National Parks, and delivering Agents of Change workshops for teenagers in 3 different communities in the Pacific Coast.







# ACADEMICS

Despite the challenging circumstances, the academic team worked together to provide our students with the best opportunity to succeed. The IB canceled exams for the May session and, instead, gave students a final grade based on their internal assessments and predicted grades. We are very proud of our second-year students for finishing their IB in the middle of a pandemic in such a successful way!

- Paula Morán, Academic Director



**92 Diplomas achieved**

**34 Bilingual Diplomas**

**100% Pass rate of TOK**





# Extended Essay (EE)

## 87 Total number of EEs in English

- English A: 14
- Global Politics: 11
- Psychology. Physics: 9
- Visual Arts: 8
- Biology: 7
- Socio-cultural Anthropology. Chemistry: 5
- History. Economics: 4
- Film: 3
- World Studies: Culture, Language, and Identity. World Studies: Environment and Economic Sustainability. Environmental Systems and Societies Mathematics. Theatre: 2
- Information Technology in a Global Society. World Studies: Science, Technology, and Society. Sports, Exercise, and Health Science: 1

## 6 Total number of EEs in Spanish

- History: 3
- Spanish A: 2
- Environmental systems and societies: 1

## 1 Total number of EEs in French

- French B: 1 student

### Some research questions:

- Which string instrument produces the purest note?
- To what extent does nostalgia in advertising lead to a distorted societal perspective of the past?
- In what ways do youth perceive masculinity and sexuality throughout the identity formation process at school?

## Outstanding, innovative, and creative extended essays of 2020:

**"Misogyny in the STEM field of South Asia: To what extent do biological factors affect the misogyny and discrimination that women face in STEM fields in the region of South Asia and what political approaches can be taken to reduce it?" by Samreen Mehak '20 (Bangladesh)**

"The narrative that men are better suited for such jobs than women have transcended across centuries and cultures, and although mankind is making steady progress in overcoming these biases, a lot more effort still needs to be put in place to ensure that this progress is constant and consistent, and is able to overcome the significant number of barriers posed to it. In addition to biology, policy choices are extremely powerful, as they demonstrate a huge potential to bring transformation with adequate and consistent implementation in all levels of South Asian society. Policymaking helps to demonstrate conceptual understanding, acknowledgment of pressing issues, and promoting human development and gender justice."

**"How does the radius of the floating objects affect the lateral capillary force in Cheerios Effect?" by Yuechen Wu '20 (China)**

Comment from her supervisor: She came up with the idea while eating breakfast. Cheerios with milk, of course. She modelled the attraction between cheerios floating on a milk surface with staplers floating on a water surface. She has discovered that the attraction must be contributed to by some additional factor beyond the observational capacity of her investigation tools. The same year a scientific paper was published in which better equipped scientists focused on the same relationship and indeed found the hidden factor predicted by Betty.

**Terrorist vs. Freedom Fighter: How does Burgess' usage of postmodern conventions and theories in A Clockwork Orange convey societal criticism?" by Seppe De Pauw '20 (Belgium)**

"What is good and what is bad? This postmodern novella raises a plethora of questions about the hypocritical cultural assumptions that persist in our Western society, which has been marked by e.g. brutal wars, Nazism, and genocide. A Clockwork Orange emphasizes the importance of personal choices and the destructive outcomes of absolutism and uncritical thinking. But it also accepts notions of moral development and hope. However, is it reassuring that individuals abstain from violence so as to succumb to the social status quo? Is the absolutism of civilization not the real opponent of human liberty?"



# RESTRATEGY



In April, we launched a seven-week process called **ReStrategy**. Led by our Deputy Head and the Education Team, and with the support of Laurie Frank (Board Member) and facilitated by Lorena Silvestri from Punto Jes, this strategy led us to **ReThink, ReOrganize, and Respond** to a current and changing reality, to make sure we offer our students a rich educational experience. We didn't know what that was going to look like yet, but that made it exciting.

We approached these challenges through an organized design thinking process where the whole UWC Costa Rica community (including alumni and parents) took part. We built everything on our UWC mission, values, and our distinctive educational model. - *Abdeen Remtulla, Deputy Head 2016-2020*



RETHINK

**ReThink: We organized ourselves and researched to understand our educational needs; then proposed ideas to address them.**

The first stage of the REStrategy process consisted of designing the process, creating the structure, and making the decisions that made this project possible. The roles and responsibilities included: logistics and long term vision to help identify spaces of opportunity in the structures and dates; facilitation responsible for creating the content and the tools for navigating the process; participants management, including facilitating online meetings, and communications. The process also included 'The Designers', specific community members such as students, staff, and Board Members, to lead the school's educational experiences through a design innovation based on Design thinking. This group was trained and given every tool by the Leadership team as constant facilitators and mentors. They had direct interaction with the UWC community strongly and emphatically through the research.



REORGANIZE

**ReOrganize: Through a careful decision-making process, we choose the ideas we like the most, and we fine-tune them.**

- **Digital Platform:** landing page for all staff and students with information from the Academics, Residential & Co-curricular areas, and includes programs delivered by the school like the tutor program, wellness program, orientation, and other resources.
- **Building Community:** No matter what scenario they face, whether it is in their home country, during a possible quarantine in Costa Rica, on campus, or anywhere in between. The goal is that every student feels cared for and included in UWC Costa Rica.
- **Caring Learning System-All teachers are TOK:** This is a teacher mandatory course used to connect staff and students in their educational journey; whether it is about teaching skills, understanding the IB or learning to face the new reality of our pandemic.
- **Caring Learning System-Evaluation:** This project is working on adapting our evaluation strategies at the beginning of the UWC Costa Rica journey.
- **Engaging with the Community:** It is our understating that in these times, the need for staff, students, and parents to engage with each other is more important than ever.



RESPOND

**Respond: We made sure everything was in place to offer our community a rich educational experience by implementing the best ideas.**







# OUTREACH & INNOVATION

**The door that connects the inside of the school with the outside world.**

**The key to this door is our distinctive educational model.**

We continued to foster relationships with our existing partners to secure their involvement with our community so that, when we can safely do so, new and exciting educational programs can take place.

UWC Costa Rica created a partnership with our longstanding ally PuntoJES and created a new vision for outreach and the future new campus. The new Outreach & Innovation Office is the door that connects the inside of the school with the outside world. The key to this door is our distinctive educational model.

We aim to scale the impact of our mission by offering educational experiences to thousands of young people every year, with a special focus on accessibility for local

youth. Outreach & Innovation also contribute to the financial sustainability of the school, being an important stream of revenue especially through facility rentals. We are ready to join the leaders of the educational revolution in Latin America. This new vision will support UWC Costa Rica becoming a home, a heart, and a hub for this community of innovators, youth and educators, that are changing the world.

*- Lorena Silvestri, Outreach & Innovation Office*





# UWC FOR LIFE

*Because UWC is a life-long adventure!*

Our UWC 4 Life Program is a deliberate strategy to maintain our alumni network connected (with each other and the College), and to continuously support and inspire our alumni as they live the UWC ideals of positive-change, peace, sustainability, community, and inclusion.

- Paola Protti, Development and Alumni Coordinator



## Alumni 2-Gathers

*1 new alumni engagement program*

A bimonthly Zoom program where alumni can connect and catch-up with what's happening at UWC Costa Rica.

## 1,000+ Alumni

*The Class of 2020 has made our alumni community 1,000+ strong!*

## 142 Alumni participated in 9 alumni events

1. Alumni Event in London: On November 10, 2019, 25 alumni joined us for a multi-generational event to continue building community and continue inspiring impact around the world!
2. Thriving After UWC: Alina Mika '11, Max von Hippel '15, Aaron Salot '17, and Antoine Levie '19 shared their 'After UWC' stories and advice with the students of the Class of 2020 to support them in their own post-UWC journey.
3. Job Search in the times of COVID-19: Board member Eric Muñoz -the Senior Director for Global Talent Management & Leadership Development at Kellogg Company -shared tips and tools to help our alumni looking for a job in 2020.



# Transition Program

## *Honoring Sophie's life*

The new signature program called “The Transition Program” seeks to prepare and support with knowledge, tools, skills, and support networks our students, parents, and alumni as they navigate the different transition processes inherent to the UWC experience: transitioning into UWC Costa Rica, becoming a second-year student, becoming UWC alumni, and accompanying their sons and daughters through this journey.

This program honors the memory of our alumna Sophie Spooner '09 who had a luminous presence that lit up any room. Sophie brought happiness and meaning, was full of life, and adventurous with a great love for exercise and being outdoors. From the day she graduated, she lived the UWC mission to reach out and help others, going as far as to dedicate her life to others' services as a doctor. For three years, Sophie lived with a diagnosis of bipolar disorder. She managed to control it well and was determined to make the most out of life and deal with this challenging condition. Sadly, when working as a junior doctor at a time of exceptional stress, the illness overwhelmed her even though she looked for help and had a healthy support system. Sophie's family is committed to sharing her story and spreading the message about mental health and the necessity to look after yourself and those around you.

Through the Transition Program and in Sophie's honor, we have partnered together to ensure that mental health and wellness are the heart of UWC Costa Rica.

### **The Transition Program has six key components:**

1. **First-Year Support:** prepare students for their transition into UWC and become second-years
2. **Parent Support:** empower parents through information and skill-building to become a more robust and more active support network for their children. (To implement in 2021)
3. **UWC 4 Life:** Re-framing of the UWC experience as a life-long adventure
4. **UWC Skills 4 Life:** students gain and develop tools and abilities to prepare for life after UWC in professional, personal, and socio-emotional development.
5. **Farewell Activities:** help students gain closure on their UWC student experience scheduled throughout their last semester on campus and as part of the graduation ceremony.
6. **Third-Year Support:** help them navigate their first year as alumni

*“The transition program has a great impact on the students' experience because it changes our view of graduation as the end of the best two years of our lives to the closure of an amazing experience. It gives us the tools and strategies -like resilience and networking -to face the world and find our place as alumni. It better prepared us for the challenges of the second-year.”*

*-Andrea Vijil '20*

*“UWC Costa Rica is known as the ‘UWC with the biggest heart’ and the Transition Program is quickly becoming the support beam for our heart: our community.”*

*- Paola Protti '08.*



# UWC Pledge

## *A commitment to supporting future generations*

UWC is driven and thrives on a community of philanthropic support. To ensure the long-term sustainability of the UWC movement, and UWC Costa Rica, our alumni, parents, and each one of us are called to give forward according to our circumstances.

To foster this commitment, the Class of 2020 has taken leadership by having 30% of the class sign their UWC Pledge to give back to the movement through their TIME, TALENT, and TREASURE.



## Ways YOU can give forward



Join the UWC Hub and mentor fellow UWCers. Give your professional talents and experience to support UWC Costa Rica.



Volunteer for and support your National Committee. Help us spread the word about UWC and invite others to apply.



Make an annual or monthly donation to our Impact Fund and help us continue offering a transformational educational experience to more young people regardless of their financial means.

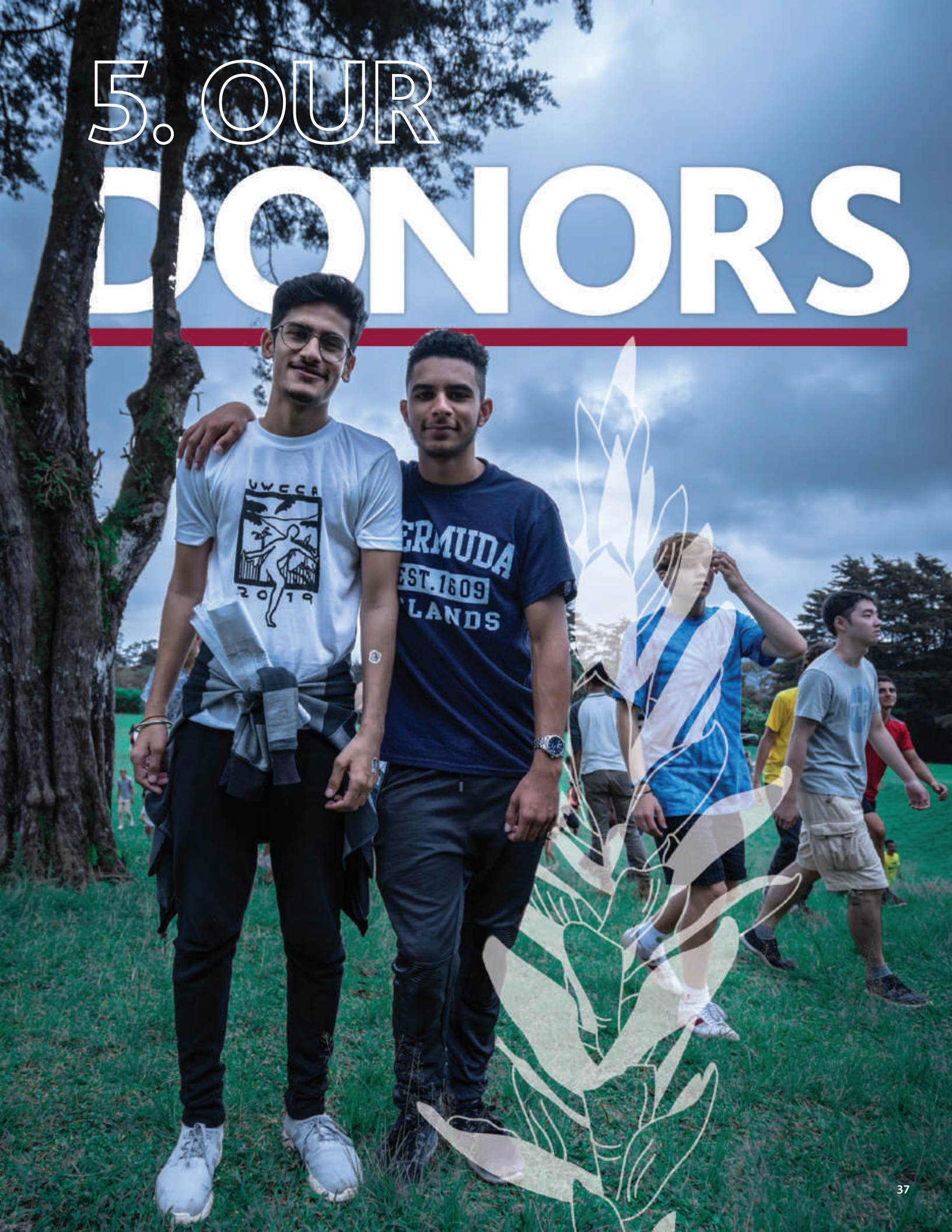
*"When my official two years here ended, I already loved and called this place home. Now, as someone who is going through the pandemic in UWC, I have a new perspective of this place. This is not only a community that takes care of you for two years. This is a community whose commitment to their students does not have a finish line. I have no doubts that I will give back to the movement because, now, I do not think it is a choice, I think it is a responsibility. And yet, I know that it will never be enough considering everything that UWC has given me."*

*-Xamantha Laos '20, Peru*



# 5. OUR DONORS

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# Philanthropic Support By Giving Numbers

Through this year's increased, renewed, and new giving, especially as COVID-19 affected us, the UWC Costa Rica community showed that #StrongerTogether was more than a social media trend. We were challenged to react and question what it looks like to educate tomorrow's leaders today, next academic year, or years from now. We let our conversations be the strategy to lead an ongoing process of discussion, research, and collaboration from the roots up—because what students need is evolving at an ever-accelerating pace. Your support allowed us to do this.

Each donation received this past year enabled us to put the safety and well-being of each student and member of our community first. While COVID-19 continues to challenge us, we know we count on your support to

continue educating agents of change and inspiring impact in a way where we meet each student's needs with support to let them become the best version of themselves. That is what our world needs now.

For this and for all you do in believing in our mission, muchas gracias.

- Jose Pablo Rojas-Brewer  
Development Director  
UWC alumnus



**TOTAL: \$390,559**  
raised for the Impact Fund  
(142% increase from last year)



**100 % of board participation**



**Increased staff giving by 300%**



**Increased alumni giving by 6%**



**Increased total donors by 37%**



**First time students contributed to the Impact Fund!**







# Alumni Giving

*For the first time, alumni from ALL classes (and current students) participated in the Impact Fund! That's Pura Vida.*



**54 alumni** made a gift to  
UWC Costa Rica in 2019-2020



**4.6%** of all our alumni  
made a donation



**31%** of alumni donors  
made a monthly contribution



**\$4,476** raised by alumni  
in 2019-2020



## Nine Latin American students recognized as the official beneficiaries of the 2019-2021 Grieg Foundation Scholars at UWC Costa Rica

The Grieg Foundation announced a grant to support 9 full scholarships at UWC Costa Rica for students who overcame challenging circumstances with courage, academic excellence, and commitment.

The Grieg Foundation, established in 2002, was created to contribute funds to support children and youth from around the world in areas of health, research, and education. UWC Costa Rica has been a beneficiary of their substantial generosity in the form of full scholarships and donations that allowed for the founding of UWC Costa Rica in 2006.

The 9 Grieg Foundation Scholars come from 6 different Latin American countries and are attributed with the qualities of leadership, resiliency, and strong potential as agents of change.

*Pictures from above (first row): Ana (Ecuador), Agustina (Uruguay), Marco (Bolivia), Jhoel (Perú). Second row: Cynthia (Perú), Alex and Bryan (Costa Rica), Joaquin (Perú), and Iris (Nicaragua).*





# Ways To Give

 [www.uwccostarica.org/donar/](http://www.uwccostarica.org/donar/)

## Wire Transfer

**Bank:** Bac Credomatic

**Address:** Calle 0, Ave 3&5, San Jose, Costa Rica

**Bank Code:** BSNJCRSJ

**Account Number:** 931964415

**Cta. Cliente:** 10200009319644150

**IBAN:** CR20010200009319644150

**Beneficiary:** Fundación United World College  
Costa Rica

**Reference:** Your name and any special  
considerations for your gift

## Global Giving

Give from anywhere in the world by going to:

[www.globalgiving.org/projects/uwccostarica21/](http://www.globalgiving.org/projects/uwccostarica21/)

GlobalGiving accepts gifts through credit and debit card, PayPal, Apple Pay, US text-to-give, check, gift card, wire transfer, M-Pesa, CAF, donor advised funds, stock, monthly recurring donation, bequest, will and estate planning.

It also accepts multiple currencies: USD, GBP, EUR, AUD, and CAD

## UK Tax Payers

To add impact to your gift through Gift Aid (adds 25%) or if you pay tax at a rate of 40% or above, give through:

- **GlobalGiving:** [www.globalgiving.org/projects/uwccostarica21/](http://www.globalgiving.org/projects/uwccostarica21/)
- **UWC International** by going to [www.uwc.org/donate](http://www.uwc.org/donate) or write a check payable to UWC International with a note that says **"Gift for UWC Costa Rica"** and send it to UWC International | Third Floor, 55 New Oxford St. | London, WC1A 1BS, UK

## U.S. Tax Payers

To claim a charitable gift tax deduction, you can give through:

- **GlobalGiving:** [www.globalgiving.org/projects/uwccostarica21/](http://www.globalgiving.org/projects/uwccostarica21/)
- **UWC-USA:** [www.uwc-usa.org/giving/ways-to-give/give-to-other-uwcs/](http://www.uwc-usa.org/giving/ways-to-give/give-to-other-uwcs/) or write a check payable to UWC-USA with a note that says **"Gift for UWC Costa Rica"** and send it to UWC-USA Advancement Office | Post Office Box 248 Montezuma, NM 87731-0218 USA

# Inspiring Impact

## RECOGNITIONS



## ACCREDITATIONS



## PARTNERS



## DONORS







**IMPACT REPORT 2019-2020**

***STRONGER  
TOGETHER***



De la esquina sureste de la Iglesia Católica, 400 metros al norte, Santa Ana, San José, Costa Rica  
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