



**NZ United World College Trust**  
**Business Plan**  
**March 2008**

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UWC draws in 124 countries

# Our Vision

## Vision for our place

“Our UWC will be a place of inspirational learning, personal challenge, and global awareness for talented young people, from around the world, with a passion to make a difference”

It will be a global village offering future young leaders freedom to excel, and the personal enrichment of living and learning together. Our UWC will value and promote:

- Curiosity, tenacity, team-work, and compassion<sup>1</sup>
- Intellectual rigour<sup>2</sup> and competition of ideas
- Action, energy and creativity
- A rich understanding of complex global issues, and diverse cultures
- Experiential learning<sup>3</sup> in our extraordinary natural environment
- A deep connection to New Zealand – its people, its environment, and the challenges it faces, and
- Participation based on talent and potential, without regard to background or means

“This is an outstanding opportunity for New Zealand to play an important role on the world stage where it really counts – with our next generation of international leaders.” **Rt Hon Jim Bolger**, ONZ, Founder Patron, NZ UWC



<sup>1</sup> The first dot point above is taken from Kurt Hahn’s words: “...an enterprising curiosity; an undefeatable spirit, tenacity in pursuit; readiness in sensible self denial and above all, compassion.” – Kurt Hahn, 1941 – founder of Outward Bound and United World College movements

<sup>2</sup> ‘Intellectual rigor’ includes high standards of critical thinking, academic achievement, and emotional intelligence. ‘Critical thinking’ means thinking for oneself (not following others); clearly distilling the underlying issues in a problem; gathering and analysing all relevant evidence; recognising any built-in biases; critically evaluating (with an open mind) the options and competing arguments; and only then, reaching a conclusion

<sup>3</sup> Experiential learning will be provided in conjunction with Outward Bound NZ, with whom we will have a close working relationship

## Vision for our people

“Our UWC will produce outstanding global citizens with a passion to give back to others”

We will equip our graduates with:

- Rich global perspectives
- Excellent academic achievement and strong personal development
- The capacity to think about challenging issues with rigour and insight
- The courage to take action based on their independent thought, even when it is not popular or safe to do so
- The determination to strive to do the best they can, in every field of endeavour, and
- The desire to live with a generous heart, seeking to give back to others as a priority in life

With these tools –

“Our UWC graduates will give to the world a wonderful variety of innovative ideas and courageous actions that will improve the well-being of others around the globe”

## Vision for New Zealand as our host

“Our UWC will:

- Project New Zealand to future young leaders across the globe
- Forge invaluable relationships that extend and strengthen New Zealand’s connections to places of learning, trade, culture and friendship around the world, and
- Establish New Zealand as an international centre of excellence in global leadership development for young people”

As John Allen, CEO NZ Post, has stated:

“There is a real opportunity to leverage our people capability, landscape, and heritage of country to create something remarkable – something the world will look to and learn from”.

We believe our UWC is such an opportunity.

## **Our Mission (2007 – 2012)**

Our mission is to establish our UWC by 2012 in a manner that realises our vision, and is consistent with our values.

## **Our Values<sup>4</sup>**

Our Trust and its directors are committed to achieving our mission with

- Professionalism and integrity, in all aspects of our conduct
- Energy and passion for our vision
- Neutrality in relation to religion, political parties and political philosophy, and
- A strong sense of responsibility to safeguard the trust placed in us by our patrons, benefactors and stakeholders

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<sup>4</sup> These are our Trust's values, as distinct from the values of our UWC, which will be expressed separately in due course

## Our UWC

Our UWC will be a two year pre-university residential programme for around 120 students in each year, typically aged 17-19 years. Its core features will include:

### Student and faculty composition

- A truly international study body (typically representing up to 85 countries)
- Students selection to be based on all-round ability, including high academic performance, demonstrated leadership, and a commitment to service
- A certain number of places (to be determined) reserved for New Zealand students meeting the selection criteria
- Student participation to be scholarship funded by the student's home UWC organisation or NZ UWC (which will include funding obtained from various philanthropic and government sources). This is intended to remove financial barriers and enable entry for any applicants from any background with outstanding potential
- A pre-eminent teaching faculty drawn from around the world, to be in residence at the college

### Philosophy and programmes

- A clear and pervasive philosophy of strongly encouraging excellence, innovation, diversity, and service to others
- An academic programme that follows the International Baccalaureate programme (first developed for and by the original UWCs) – providing students with the potential to gain admission to any university in the world
- A 'campus NZ' approach, where programmes of service and extra-curricular learning connect students with a diversity of New Zealand communities, other schools in the region, other places of learning (including universities, polytechnics, Crown Research Institutes, private sector businesses), and other philanthropic leadership organisations in New Zealand
- Programmes of personal development and environmental awareness that strongly incorporate New Zealand's outdoor environment and the NZ Outward Bound experience
- Programmes that give students and faculty a rounded understanding of New Zealand – its environment, economy, government, and society as a whole
- Programmes that develop a rich awareness of significant challenges facing societies across the planet, and excite students to think creatively and rigorously about possible solutions

## Infrastructure and services

- A whole new campus – with academic and residential buildings and services – integrated in an outstanding manner with the natural surroundings
- Excellent teaching resources, including high performance international broadband connectivity
- A northern hemisphere school year, starting in September, ending early June

## Funding and governance

- Firm funding to be in place (before opening) covering the school's capital and operating costs over the medium to long term
- Strong and effective independent governance
- Student involvement in campus governance
- A rigorously apolitical approach to all aspects of the school's formation, operation, policies and programmes
- Positive (apolitical) endorsement and (where appropriate) facilitation from the New Zealand Government

“Education is the great engine of personal development. It is through education that the daughter of a peasant can become a doctor, that the child of farm workers can become the President of a great nation.”



**Nelson Mandela**, long time supporter and Hon President, UWC International – one of only four honorary presidencies Mr Mandela has retained in his retirement

# Our Project Plan

Our plan to establish our UWC in New Zealand has five stages.

Stage one is complete and the board is currently focused on stage two, which is preparation of an implementation plan and associated marketing material.

An outline of the plan is shown below.

## **Stage one: scoping (2006)** [completed]

- Prepare project plan
- Obtain initial seed-funding
- Form trust
- Form board of directors and advisory group for stage two
- Gain founder patron
- Enter into MOU for possible site
- Support from UWC International
- Network with stakeholders and initial scoping

## **Stage two: due diligence (2007-08)** [in progress]

- Prepare a business plan
- Publish a web site and other key communication materials
- Gain apolitical support from the government
- Secure funding to enable stage two
- Prepare a detailed implementation plan
- Develop relationships with potential programme partners (such as Outward Bound, Project K, Spirit of NZ Trust, and Sir Peter Blake Trust)
- Confirm site, and obtain formal option to lease or purchase
- Assess risks, and risk management options
- Decide whether to proceed to stage three (Dec 2008)

## **Stage three: major fundraising (2008-11)**

- Secure funding to enable stage three (\$400K)
- Form board of directors for stage three
- Employ core executive team
- Grow network of patrons

- Prepare and implement major marketing/communications campaign – to raise philanthropic funding, from NZ and international sources, to provide resources (around \$150M) sufficient to enable NZ UWC campus construction and ongoing college operation over the medium to long term
- Prepare detailed building and campus design
- Obtain required resource consents

### **Stage Four: Establishment (2011-12)**

- Form board of directors for stage four (and five – the on-going board)
- Enter into long term lease for site
- Build college
- Appoint principal
- Engage staff
- Prepare school courses and other programme resources
- Complete full accreditation with UWC International
- Complete any relevant registrations or compliance with Ministry of Education and other authorities

### **Stage five: operation (September 2012 onwards)**

- Open our UWC by September 2012 with firm funding in place to cover medium to long term capital and ongoing costs
- On-going school operation



Horses at Diamond Lake looking south from Paradise

## Stage one: Scoping (2006)

Each of the stage one objectives has been achieved, in particular:

### Project plan

As a first step, we developed the project plan outlined above. It will be refined as the project proceeds.

### Initial seed-funding

Funds to enable the completion of stage one were obtained from:

Source	Cash	Kind	Total
Keystroke Ltd (the consultancy company of the project's initial promoters, John Hilhorst + Cath Gilmour)		140,000	
A.E. Baldwin NZ Ltd (the consultancy company of the trust's chairman, Tony Baldwin)		37,000	
Chapman Tripp (the trust's solicitors)		5,000	
Hugh Tennant Architects		500	
Architects Patterson		1,200	
Paterson Pitts Group		1,000	
John Hilhorst & Cath Gilmour	11,000		
Tony Baldwin	4,000		
<b>Total Seed Funding</b>	<b>\$15,000</b>	<b>\$184,700</b>	<b>\$199,700</b>

### Formation of trust

New Zealand United World College Trust has been formed, with the generous assistance of Chapman Tripp, the Trust's solicitors. Details of the trust are set out in Appendix 1 below.

### Board of directors and advisory group

The trust has formed a talented board of directors to complete stage two. The board is assisted by an advisory group, which includes several prominent graduates from existing UWCs. Details of the board and advisory group are set out in Appendix 2 on page 18.

The composition of the board will evolve as the project develops. Board membership will be reviewed at the start of each new stage to ensure the best possible match of skills and experiences to achieve the objectives the relevant stage.

## Founder patron

Our Founder Patron is the Rt Hon Jim Bolger, ONZ. Mr Bolger was Prime Minister of New Zealand from 1990 until 1997, and New Zealand's Ambassador to the United States between 1998 and 2002.

He is currently chairman of Kiwibank, NZ Post, the Gas Industry Company, Trustees Executors Limited, the World Agricultural Forum Advisory Board, and the NZ-US Business Council. Mr Bolger is also Chancellor of the University of Waikato, and chairman of the board of directors of the Ian Axford Fellowships in Public Policy.



Mr Bolger is a member of the Order of New Zealand, the highest honour in New Zealand.

## Possible site

The Trust has entered into a Memorandum of Understanding (MOU) with Paradise Trust for the potential lease of part of its property at Paradise, near Glenorchy, as a possible site for our UWC campus. Further information about this MOU, Paradise Trust, and the property are set out in Appendix 9 on page 36 below.

Four other offers of land, as possible sites for our UWC campus, have been put to the trust on an informal basis by landowners in the Queenstown region.

## UWC International

Our project director has visited UWC International in London, and discussed our proposal with Keith Clark, executive director of UWC International. We have also hosted Dr Anthony Richards, a member of the UWC International board of directors, on two separate visits to our site at Paradise.

Dr Richards met with several stakeholders on each visit, and has reported back to UWC International on our plans and progress. We have received strong expressions of support from UWC International for our proposal, and desire to assist wherever possible.



Dr Anthony Richards meets with Tony Baldwin on site at Paradise

While each UWC is autonomous and responsible for its own formation, funding, governance and operation, the UWC International board provides overall strategic coordination. New UWCs must be approved by UWC International, and in due course we will undertake a formal pre-accreditation process. Further information on UWC International, and its role in relation to each UWC, is outlined in Appendix 4 on page 25.

## Stakeholders and initial scoping

During stage one; we scoped a range of likely key issues with possible stakeholders.

### Paradise Trust

The trust has developed a very positive relationship with the trustees of Paradise Trust, with whom we share a range of common values and ideals. This is a key partnership that we are keen to deepen as the project progresses. We will ensure that our approach is characterised by integrity, clarity and openness of communication, and a clear understanding by each other's philosophy, needs and constraints.



Project director John Hilhorst and Paradise Trust trustee Tom Pryde signing MOU at Paradise

### NZ UWC Graduates and National Committee

The New Zealand UWC National Committee is strongly in support of the proposal. The National Committee chair Paddy Marra is an early trustee of NZ UWC Trust and the national coordinator Lucy Telfar-Barnard is a member of our Advisory Group.

Martin Harvey, Cate Brett, Matthew Jansen and Lucy Telfar-Barnard represent alumni on the advisory group. Graduate meetings have been held in Wellington and Auckland and graduates are coordinating a fundraising programme.

### Ministry of Education

In stage one, we established an effective working relationship with officials at the Ministry of Education, a delegation of whom visited Queenstown to meet with trust representatives and other stakeholders, including the Mayor of Queenstown (Mr Clive Geddes) and Dr Anthony Richards from the UWC International board of directors.

Ministry officials have expressed their support for the project, and encouraged the trust to move forward in seeking to achieve its goals. Ministry officials have also provided written advice to the trust on how the proposed NZ UWC could be treated under relevant education legislation.

### Secondary schools in the region

Our project director met with the principal and deputy principal of the local Wakatipu High School and addressed the Otago / Southland principal's association at their annual conference in October.

### **Other government parties**

Trust representatives have briefed a range of other government or Parliamentary representatives on our proposed, including the:

- Minister of Conservation
- Minister for the Environment
- Chief executive of the Department of Conservation
- Deputy chief executive of the Ministry for the Environment
- Member of Parliament for Otago and Tamaki
- Rob Eaddy, chief of staff for the leader of the United Future Party
- Peter Douglas, chief executive of Te Ohu Kaimoana
- Tim Gibson, chief executive to New Zealand Trade and Enterprise
- Jane Leitch, manager scholarships unit of NZAID
- Robert Stevens, chief executive of Education New Zealand
- Dr Colin Webb, Deputy chief executive of the Tertiary Education Commission
- Greg Lind, area manager for the Department of Conservation
- Local Members of Parliament

### **Other stakeholders**

Trust representatives have also briefed a range other stakeholders, including:

- Mayor of Queenstown, who is extremely supportive of our proposal
- Stephen Cairns, chair of Otago Regional Council who is also very supportive
- Otago Forward, a representative board of the five Otago regions, who have voted in support of the proposal
- Queenstown Lakes District Council, who support the project
- Queenstown Resort College, who support the project and have provided sponsorship
- Queenstown Rotary, who support the proposal
- Jan Petite, director of project to establish a UWC in Maastricht, The Netherlands



## Stage two: Due diligence (2007–08)

### Overview

Stage two, which commenced in May 2007, focuses on selection and assessment of a campus site. The process is being managed by Arrow International and is structured to produce a master plan that will include a conceptual design, infrastructure feasibility analyses, development and building cost estimates and marketing strategy recommendations.

Stage two will give Trust directors the detailed assessments required to decide if the project is viable and should proceed to stage three for marketing to international donors.

### Goals and objectives

- Select a site for the campus. (Details below)
- Prepare a business plan. Status: completed
- Publish a web site and other informational materials. Status: completed
- Widen support from governments, community groups, service organisations, influential individuals, charitable trusts, Maori organisations and other interest parties through personal contacts, workshops and communications channels. Status: ongoing
- Hold project launches in major cities to acquaint business and government leaders with the project. Status: Auckland launch was held in November 2007; Wellington event was held on March 19.
- Secure \$750,000 in funding for stage two from charitable trusts, corporations and individual donors. Status: Applications for trust funding have been submitted. Meetings with corporations and individual donors have been held and will continue. In-kind services are being solicited where possible.
- Developing relationships with potential programme partners, including Outward Bound, Project K, Spirit of NZ Trust and the Sir Peter Blake Trust. Status: a memorandum of understanding was signed with Outward Bound in March. Talks with other groups are ongoing.
- On-site visits to a selection of United World Colleges will be conducted to obtain first-hand information on their establishment, operations and performance. The trips will include visits to existing benefactors of the colleges.

## INFRASTRUCTURE

### PHASE 1

#### Identifying possible sites

- The trust has five potential sites in the Queenstown area. The search for sites has expanded nationwide to ensure selection of the best possible location.
- Arrow International to provide assistance in initial review of possible sites.

- Specific criteria to be developed for narrowing potential sites down to no more than two. The criteria will embrace the vision of the United World Campus concept while giving due consideration to viability issues that include resource consent, infrastructure requirements, operational ability and surrounding community support.

## **PHASE 2**

### **Pre-feasibility assessment**

- Arrow International to invite proposals and prepare a short list of consultants to do desktop analyses of the up to two sites selected by the board as potential preferred sites.
- The assessment team will include an architect, a quantity surveyor, a resource management specialist, and engineers specialising in structure, infrastructure, utilities, environment, traffic, and geotechnolgy. Where possible, services on a pro bono or reduced-fee basis will be sought.
- The report from the assessment team will provide preliminary data necessary for the board to make a final decision on a site for the campus.

## **PHASE 3**

### **Formal feasibility study**

- The final site will undergo a formal feasibility study undertaken by an Arrow International-led team of consultants.
- This phase is dependent on raising about \$450,000 in seed money to cover the cost of professional services.
- The comprehensive feasibility study will confirm the viability of the site and provide a more detailed cost estimate based on regulatory approvals, site development and construction.
- Workshops between trustees and the consulting team will be held to discuss the analyses.
- The findings of the feasibility study will feed into a master plan for the site.

## **PHASE 4**

### **Master plan and concept report**

- All elements of the work to-date will be drawn together into one comprehensive implementation plan that will include feasibility studies on resource consent, infrastructure requirements, and development and building cost estimates will be refined and combined with an architect's conceptual design for the college.
- The master plan would form the basis of a marketing package to be presented to potential benefactors.

## **OTHER FEASIBILITY ELEMENTS**

Concurrent with infrastructure studies, the trust will be working on corollary components that will feed into the master plan. They include:

- Land acquisition or leasing issues, if required.
- A financial component, spanning trust administration, fundraising, and campus construction and operation costs estimates. This portion of the plan will be carried out by McCulloch & Partners in conjunction with directors Grant McCulloch and Alison Gerry.
- A legal component comprising arrangements that may include leasing or purchase of a site, the future structure of the trust and the terms of funding from major donors. This work will be entrusted to Chapman Tripp, in consultation with trust chairman Tony Baldwin and director Suzanne Janissen.
- Resource management issues, including what consent process will be required and strategies must be implemented to manage the process.
- A land survey.
- A literature review to determine operations and performance standards related to United World Colleges.
- Market analysis of the community and region in which the New Zealand campus will operate.
- A risk analysis to identify potential problems and suggest strategies for dealing with them.
- Development of an academic and programme management plan that will include requirements in the International Baccalaureate accreditation process and key elements of the extension and service components.
- A fundraising strategy identifying potential benefactors and the elements required to market the project to them.
- A public relations and communications package that will identify the informational materials and channels required to promote the project to stakeholders, potential donors, the media and the community at large.
- Peer review that will include input and sign-off by respected firms in the disciplines of accounting and financial modelling, architecture, law, public relations and communications, academia and the United World College International.

## **Decision on stage three**

At the end of stage two, the directors and trustees will decide whether to proceed to stage three of the project plan. That decision will be based on:

- The successful completion of stage two in a rigorous manner.
- A positive assessment of the project's risk-benefit ratio. The board of directors will want to be satisfied that expected benefits justify any risks and that perceived risks are manageable

## Stage two budget

The budget below outlines the cost of work needed to complete stage two.

Item	Value (\$)
<b>Infrastructure design:</b>	
Architect	209,000
Structural engineering	45,000
Building services engineer	45,000
Quantity surveyor	29,000
Project management	95,000
Other consultants (environment, traffic)	47,000
<b>Other costs:</b>	
Financial and accounting	25,000
Legal	50,000
Board meetings, workshops	5,000
Public relations, communications	40,000
Project staff	50,000
Office administration	10,000
Community consultation	5,000
Travel	75,000
Printing	20,000
<b>Total</b>	<b>\$750,000</b>

(Note: Infrastructure estimates provided by Arrow International)

## Stage two funding

Firm commitments as of March, 2008

Source	Cash	Services	Total
A.E. Baldwin NZ Ltd (consulting)		75,000	
Arrow International		60,000	
K2vi Ltd (software licence)		40,000	
School of Architecture, VUW		30,000	
McCulloch & Partners		20,000	
Terralink (land surveying, mapping)		16,000	
Chapman Tripp		10,000	
ActionStep		10,000	
Shift (web page development)		5,000	
GeographX (mapping)		5,000	
Air New Zealand	100,000		
Contact Energy	100,000		
Central Lakes Trust <sup>1</sup>	30,000		
Community Trust of Otago <sup>1</sup>	20,000		
Sir Roy McKenzie	10,000		
C W Salmon Trust	9,000		
Siddhartha Charitable Trust	8,407		
Alumni donors	8,320		
Keith Hubber	5,000		
Glenda Koefoed	2,500		
Trust directors	2,000		
Kinross Recruitment	2,000		
Less expenditure to date	-35,000	-196,000	
<b>TOTAL</b>	<b>\$262,227</b>	<b>\$75,000</b>	<b>337,227</b>

1. Contingent on location in Southland/Otago region

## Appendix 1: Our board of directors

### Tony Baldwin (Chairman)

Tony is a law, public policy and strategy consultant [[www.tonybaldwin.co.nz](http://www.tonybaldwin.co.nz)]. He has chaired several major projects, including a major restructuring of the Electricity Corporation, the corporatising of New Zealand's nine producer boards, the revamp of New Zealand's electricity hedge market and the 'unbundling' of Telecom NZ's local loop network. Tony has served as an apolitical policy adviser in the Department of the Prime Minister and Cabinet and has also worked as a commercial lawyer for a Paris-based multinational electronics company. He was a commercial lawyer at Chapman Tripp in Wellington. Tony's contact is [tony@tonybaldwin.co.nz](mailto:tony@tonybaldwin.co.nz)



### Stuart Chrisp



Stuart is the managing director of Kinross Recruitment, an Auckland firm [[www.kinross.co.nz](http://www.kinross.co.nz)], specialising in recruiting senior executives and board members, with particular focus on building management teams for high-growth businesses. He has worked in operations and management, including strategic planning and corporate banking, and has established two new businesses. Stuart also served for 10 years as a commissioned officer in the New Zealand Army Territorial Force. Stuart's contact is [stuart@kinross.co.nz](mailto:stuart@kinross.co.nz)

### Sam Knowles

Sam is the founding chief executive officer of Kiwibank and a director of Trustpower. He was previously chief executive at Work Insurance Ltd, and served as general manager in global product management and marketing and distribution at National Australia bank. Prior to that, he was general manager in several departments at Bank of New Zealand, overseeing business development, subsidiaries, retail financial services, strategic planning and project research and development. He also worked at an investigator for the New Zealand Treasury. Sam is a member of the New Zealand Institute of Directors. He holds a master of science degree in resource management and a bachelor of science in physics.



## Suzanne Janissen

Suzanne is a partner in Chapman Tripp [[www.chapmantripp.co.nz](http://www.chapmantripp.co.nz)], one of New Zealand's leading law firms. She specialises in environmental and planning law and also has extensive experience in litigation and alternative dispute resolution across a broad range of commercial matters. Chapman Tripp's national environmental team, with offices in Auckland, Wellington and Christchurch, comprises over 25 lawyers specialising in resource management law. Suzanne has particular experience in large scale infrastructure projects, energy, transport, retail and telecommunications. She is also a trustee of the Sir Edmund Hillary Outdoor Pursuits Centre and recently assisted in the establishment of a new OPC Marine Centre on Great Barrier Island. Suzanne's contact is [suzanne.janissen@chapmantripp.co.nz](mailto:suzanne.janissen@chapmantripp.co.nz)



## Grant McCulloch



Grant McCulloch is a partner in the Queenstown office of McCulloch & Partners [[www.mcp.co.nz](http://www.mcp.co.nz)], chartered accountants and business advisers with offices in Invercargill and Queenstown. The firm has a team of about 60 staff and seven partners. Grant joined McCulloch & Partners in 2002 after six years of experience in other chartered accountancy firms, including then Price Waterhouse, Dunedin (now Polson Higgs & Co) and Cook Adam & Co, Invercargill. Grant's contact is [grant.mcculloch@mcp.co.nz](mailto:grant.mcculloch@mcp.co.nz)

## Craig Stobo

Craig is a company director and entrepreneur. He has served as in the New Zealand diplomatic corps and has worked as an economist, investment banker, fund manager and management executive. Craig is currently director and chairman of AMP Multiplex Ltd; director and chairman of OCG Consulting Ltd; deputy chairman of Industrial Research Ltd; director of Saturn Portfolio Management Ltd and Saturn Invest NZ Ltd; executive chairman of SouthWest Trustees Ltd and Elevation Capital Management Ltd; and [[www.elevationcapital.co.nz](http://www.elevationcapital.co.nz)] director of SuperPoints Ltd. He was chief executive officer and director of BT Funds Management NZ Ltd. Craig's contact is [stobo@xtra.co.nz](mailto:stobo@xtra.co.nz)



## Alison Gerry



Alison is a business consultant specialising in treasury management. Prior to establishing her own business, she was group treasurer for Lion Nathan Ltd in Sydney and also spent four years in Hong Kong with investment bank Lehman Bros. She has worked with a number of banks in Sydney, Tokyo and London, providing expertise on fixed income and foreign exchange. Alison is a visiting fellow at Macquarie University in Sydney, where she regularly lectures on corporate treasury and risk management. She holds a masters of applied finance degree from Macquarie University and was awarded several prizes for her academic work.

## John Hilhorst

John is project director and founder. He previously led the establishment of two successful business programmes in the education field: the New Zealand Alpine Sports Academy and the Wakatipu High School International Programme. John holds a bachelor of science degree in economics, a diploma of teaching and a certificate in English language teaching to adults. He is also a commercial launch master and yacht master (ocean). John's contact is [john.hilhorst@uwc.org.nz](mailto:john.hilhorst@uwc.org.nz)



## Appendix 2: Advisory Group

The NZ UWC Board of Directors is supported by a talented Advisory Group comprising:

### **Lucy Telfar-Barnard**

*UWC Graduate – Pearson College*

PhD scholarship student. Formerly Human Rights Commission.

Member UWCNZ National Committee

### **Simon Beale**

Resource Engineer

MWH Global

Queenstown

### **Cate Brett**

*UWC Graduate – Atlantic College*

Editor of Sunday Star-Times

Auckland

### **Greg Fahey**

General Manager

Sweeney Vesty

Auckland

### **Martin Harvey**

*UWC Graduate – Pearson College*

Director, Trade Negotiations

Ministry of Foreign Affairs and Trade

Wellington

### **Elaine Hess-Steel**

Recent CEO

UWC International

### **Matthew Jansen**

*UWC Graduate – Singapore*

Director, Corporate Affairs

Meridian Energy

Wellington

## Appendix 3: Our Operations Team



**Hugh Morrison** is CEO of Arrow International, a leader in the field of strategic management through to project and construction management. Arrow has come onboard as the Trust's Project Manager.



**Sweeney Vesty**, one of NZ's outstanding providers of integrated communication services, is providing communications support to the Trust and strongly supporting our project.



One of NZ's pre-eminent law firms, Chapman Tripp is providing the Trust's legal services, and strongly supporting our project.

**McCulloch and Partners**, a leading provider of accounting, audit and business advisory services in the Otago/Southland region, are the Trust's accountants and strong supporters of our project.



**Denhman Martin** is a one of NZ's pre-eminent tax lawyers and has offered to assist our project on any tax advice we may require.



**TerraLink**, New Zealand's leading provider of mapping information is a strong supporter and providing photographic and survey data, animation and hosting internet based 3D virtual tour of the proposed campus site.

## Appendix 4: Key Supporters

**Air New Zealand** “Air New Zealand welcomes the opportunity to play a significant role in creating this educational opportunity for students from around the world,” Air New Zealand CEO Rob Fyfe said. “This concept aligns closely with the values, outlook and approach Air New Zealand seeks to establish within its own organization.”



**Contact** “We see our involvement in the NZUWC project as a long-term investment in our future leaders”, said Contact Energy CEO David Baldwin. “We’re delighted to be part of a family of like-minded companies that share our sense of what this could achieve for New Zealand and for the global community.”

**Outward Bound** is New Zealand’ best known provider of experiential education and one of its most respected brands. Outward Bound has partnered with us to help develop our adventure and leadership programmes, and to coordinate delivery of Outward Bound programmes from our campus.



**ActionStep** is a leader in a new generation of business software applications, and a strong supporter of our Trust.

**Kinross Recruitment** is a specialist Executive Recruitment firm, based in Auckland, specialising in building management teams. Kinross is a strong supporter of this project.



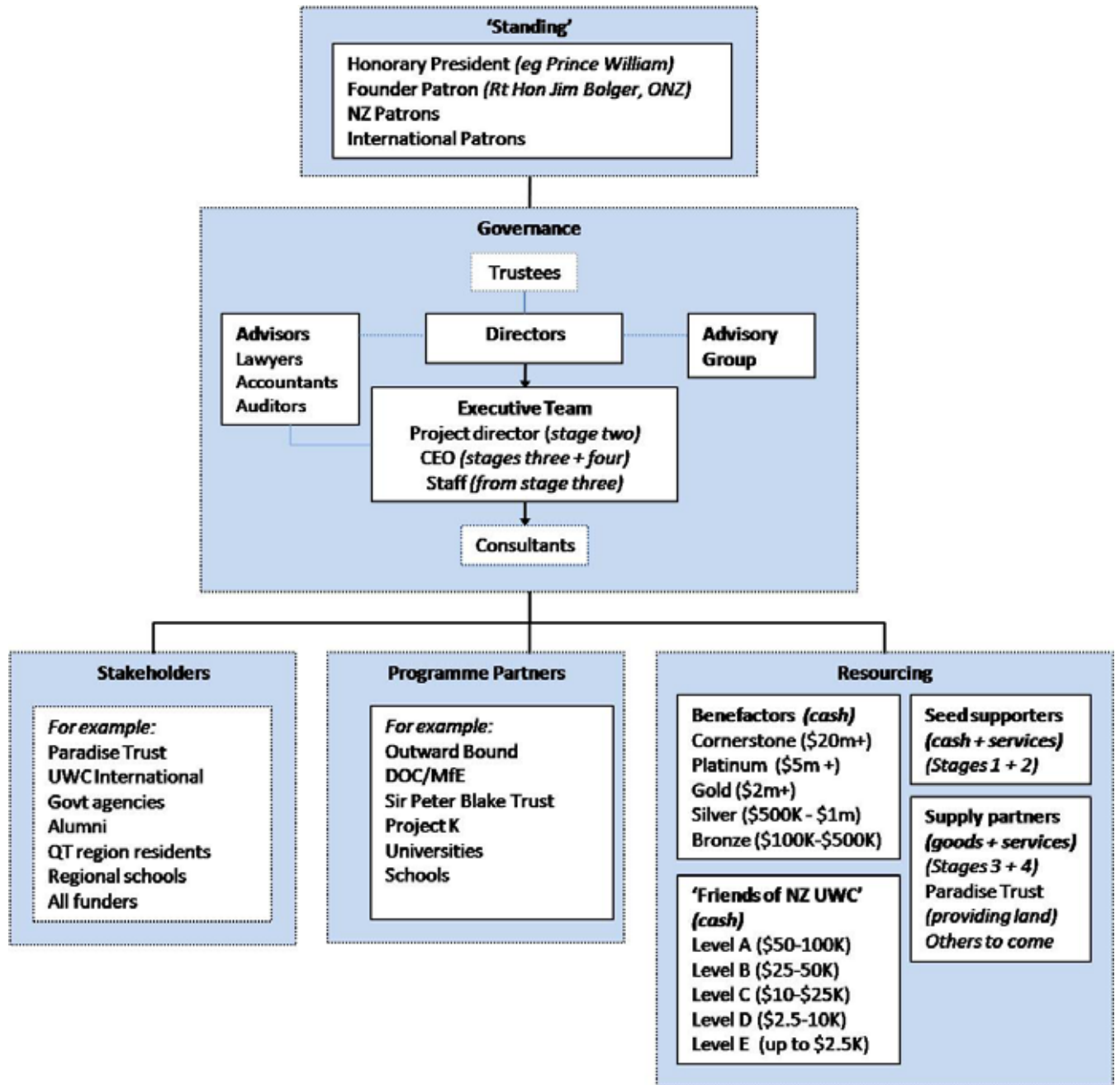
**Queenstown Resort College** offers world-class hospitality and tourism education at all levels - from tertiary students to industry executives, tourists and visitor groups. QRC is a valued supporter of NZ UWC



**Rockgas**, a subsidiary of Contact Energy and one of New Zealand’s leading suppliers of LP gas, will meet our campus’ energy needs

} { **shift** is a leading NZ web site design and development provider and generous supporter of this project

## Appendix 5: Our organisation structure



## Appendix 6: UWC International

UWC International is registered as a charitable company in England and Wales with its head office in London. The movement's scope is truly global with:

- 12 colleges located throughout the world
- 124 affiliated National Committees that manage the student selection from each of their countries.
- 35,000 individual members in virtually every country in the world.



Each year over 1,200 students aged 16-19 are selected from more than 134 countries and awarded a two-year scholarship to attend one of the 12 United World Colleges.

The long-term goal is to create greater international understanding among future generations of the world's decision-makers by bringing together promising students from diverse cultures and supporting their education while they live and work together.

Combining an intense academic programme based on the International Baccalaureate Diploma and a strong emphasis on service to develop a culture of social responsibility, UWC has a profound positive influence on shaping the minds of our next generation of leaders.

### Key Features of a UWC

- Brings together about 200 outstanding students from around the world to live and work together for the last two years of their secondary education.
- Provides a rigorous academic programme.
- Encourages commitment to humanitarian and environmental values with substantial educational, environmental and social service projects.
- Has student selection based on merit, with scholarship funding for each student,
- Has an international network of national committees in 124 countries select the students.
- Selection to attend UWC is akin to a Rhodes Scholarship or Harkness Fellowship for young people aged 17-19yrs.

## UWC History

The first United World College, Atlantic College in Wales, opened in 1962 based on the vision and inspiration of renowned German educationalist Kurt Hahn, who also founded the Outward Bound schools and the Duke of Edinburgh Award Scheme.



Hahn believed that much could be done to overcome hostility and conflict if young people from different nations, races and religions could be brought together to learn from each other.

Atlantic College played a key role in developing the International Baccalaureate curricula and diploma as part of meeting the need for an internationally recognized qualification for UWC students and UWC remains an important contributor to the IB's ongoing development.

In 1967, Lord Mountbatten became President of the international UWC organisation and championed the establishment of the second college, United World College of South East Asia and of numerous National Committees including, in 1974, the New Zealand National Committee.

Since then, under the presidencies of Prince Charles, Nelson Mandela and Queen Noor the UWC International movement has continued to grow and flourish.



## Further Information

New Zealand UWC	<a href="http://www.uwc.org.nz">www.uwc.org.nz</a>	Adriatic College	<a href="http://www.uwcad.uwc.org">www.uwcad.uwc.org</a>
UWC International	<a href="http://www.uwc.org">www.uwc.org</a>	Simón Bolívar UWC	<a href="http://www.sbuwc.uwc.org">www.sbuwc.uwc.org</a>
Atlantic College	<a href="http://www.atlanticcollege.org">www.atlanticcollege.org</a>	Li Po Chun UWC of Hong Kong	<a href="http://www.lpcuwc.uwc.org">www.lpcuwc.uwc.org</a>
UWC-SEA	<a href="http://www.uwcsea.uwc.org">www.uwcsea.uwc.org</a>	Red Cross Nordic UWC	<a href="http://www.rcnuwc.uwc.org">www.rcnuwc.uwc.org</a>
Pearson College	<a href="http://www.pearsoncollege.ca">www.pearsoncollege.ca</a>	Mahindra UWC	<a href="http://www.muwci.net">www.muwci.net</a>
Waterford-KaMhlaba UWC	<a href="http://www.waterford.sz">www.waterford.sz</a>	UWC Costa Rica	<a href="http://www.uwccr.com">www.uwccr.com</a>
UWC-USA	<a href="http://www.uwcaw.uwc.org">www.uwcaw.uwc.org</a>	UWC Mostar	<a href="http://www.uwc-ibo.org">www.uwc-ibo.org</a>
International Baccalaureate	<a href="http://www.ibo.org">www.ibo.org</a>	Outward Bound	<a href="http://www.outwardbound.org">www.outwardbound.org</a>

## Appendix 7: Our UWC costs

### Overview

We estimate the cost of establishing and operating our UWC to be:

- Capital cost to build: \$73.5 million
- Annual cost to operate: \$7 million

These estimates will be subject to critical analysis as part of stage two. The board has the goal that funding for the college's annual operational costs must be secured prior to the commitment to build.

The above costs are derived from the following.

### Capital costs

Construction cost is based on the 10,000 m<sup>2</sup> built space of Mahindra UWC (India).

Construction of 10,000m <sup>2</sup> @ \$3,5000/m <sup>2</sup>	\$35M
Specialist Fitout	\$10M
Utilities and Infrastructure	\$10M
Subtotal	\$55M
Design Fees @ 12% (on construction only)	\$4.5M
Subtotal	\$59.5M
Contingency @ 7%	\$4M
Total	\$63.5M
Inflation @ 4% PA over 4 years	\$10M
<b>Estimated Total including inflation</b>	<b>\$73.5M</b>

The assessment of fit out costs, including all furniture through to IT and school equipment, is based on the actual costs of the Mahindra and Hong Kong colleges. Despite the disparate range of local prices, the fit out for each comprised 25% of their total cost. On this basis, we estimate these costs in New Zealand to be \$10 million.

A remote location may require considerable investment in infrastructure; including access road, power supply and onsite water and sewerage systems. These have been ball-park estimated at \$10 million by various specialist consultants.

## **Operating costs**

The estimate of operating costs is based on the fees charged for international students at leading New Zealand private schools. Direct comparison with other UWCs is less relevant because of the large disparity in exchange rates, income levels and domestic price levels.

An estimate cost of \$29,000 per student and role of 240 students gives an estimated annual operation budget of \$7million.

As a not-for-profit project where students receive full scholarships, these costs must be met from philanthropic sources.

## Appendix 8: Initial risk assessment

To achieve challenging goals, risks need to be clearly identified and managed effectively, with continuous monitoring and forward planning. Our initial assessment of the key risks in our project is as follows:

### Site risks

- The local authority and/or the Environment Court (if it is appealed) decline our applications for resource consents. This could arise for a range of reasons, including public concern in relation to perceived adverse impacts on the Paradise site:  
*Mitigation strategy:* Careful campus design process, and sound public consultation in a timely manner
- Capital costs for the campus development are excessive:  
*Mitigation strategy:* Careful campus design process, with accurate cost estimates. Effective project management
- Paradise site is not practical – too remote and too many restrictions on use:  
*Mitigation strategy:* Constructive engagement with Paradise Trust. Keep other site options open
- Fail to reach agreement with Paradise Trust on use and/or terms of lease:  
*Mitigation strategy:* Constructive engagement with Paradise Trust. Keep other site options open
- Unable to find suitable alternative site:  
*Mitigation strategy:* While preferring the Paradise site, keep other site options open

### Fundraising

- Fail to raise \$750K required for stage two:  
*Mitigation strategy:* Do not start substantive stage two work until all required funding has been obtained. Ensure stakeholders' expectations are grounded and properly aligned to our project management approach. Establish clear policies in advance on use or return of funds in the event of non-completion
- Fail to recruit a sufficiently strong stage three board:  
*Mitigation strategy:* Execute stage two with professionalism and integrity, complete our due diligence with rigour, and prepare an outstanding implementation plan. Ensure stakeholders' expectations are grounded and properly aligned to our project management approach.
- Fail to raise the operating funds required to carry out stage three:  
*Mitigation strategy:* Develop strong pathways to potential stage three funders during stage two. Establish clear policies in advance on use or return of funds in the event of non-completion
- Fail to retain a strong stage three board, or it loses drive, or it can't complete the major fundraising:

*Mitigation strategy:* Plan for possible rotations or retirements. Establish clear policies in advance on non-use and/or return of funds in the event of non-completion. Ensure stakeholders' expectations are grounded and properly aligned to our project management approach.

- Pressure to proceed with our UWC with sufficient funds to cover capital and initial years' operating costs, but not sufficient to cover out-years, creating risk of weak performance by our UWC, and making its on-going operation a major liability:

*Mitigation strategy:* A clear board policy of not committing to establish our UWC unless and until we have obtained firm funding covering our UWC's capital and operating costs over the medium to long term

## Other key risks

- Pressure to proceed to stage three with uncertainty on the outcome of completing stage two:

*Mitigation strategy:* A clear board policy not to proceed to stage three unless and until stage two is completed in a rigorous manner and, on the basis of the stage two analysis, the risks of proceeding are manageable, and the expected benefits justify the risks and likely effort required.

- Our perception is that UWC has a strong international brand and performance. This standing is key to our project. While we have no reason to believe otherwise, we must independently check that this is the case. While the risk may be low, we must consider the possibility that UWC's brand or performance is not as strong as we currently assume:

*Mitigation strategy:* Establish the quality of UWC's standing and performance at an early stage on stage two, and feed this assessment into our decision on whether or not to proceed to stage three.

## Appendix 9: Overview of funding market

### Overview

As noted earlier, preliminary analysis based on the proposed college of 240 students at Paradise suggests an all-up capital cost of \$73.5 million and annual operational costs of \$7 million.

As a not-for-profit project where students receive full scholarships, these costs must be met from philanthropic sources.

New Zealand philanthropic giving in 2006 amounted to \$1.27 billion (*Giving New Zealand* report by BERL, March 2007) of which 24% (\$305 million) is committed to the educational sector.

With the large and growing demand for these resources, it is clear that New Zealand could not fund a UWC from within its own resources and that the majority of the investment for this project will need to be sourced off-shore.

The stage two market analyses must critically assess the viability of a New Zealand UWC to attract international investment.

Finding the cornerstone sponsors will be the responsibility of the stage three directors and their executive team. This highlights the need to secure the enthusiasm and commitment of the right people in these roles.

Studies suggest a greater chance of success in fundraising if the first commitment is a cornerstone sponsorship of greater than 15% of the total required capital.

The market for capital and operational funds will be differentiated, and a segmented approach adopted for each. This will include focus on:

- Individuals
- Corporate
- Charitable Trusts
- Government
- Universities
- Ethnic Groups

### Individuals

Historically, most money raised for the establishment of UWC colleges has come from a small number of key donors rather than wide public appeal. It is typical for as much as 95% of all capital funds for a school to be sourced from as few as 6 individuals.

For the UWC of the Atlantic (1962), French industrialist Antoine Besse purchased St Donat's Castle on the coast of Wales and gifted it to the school.

The recently opened UWC Costa Rica (August 2006) was underpinned by Per Grieg of the Norwegian 'Grieg Group' of shipping and related companies to the tune of \$6 million.

American philanthropist Shelby Davis contributes international scholarships worth US\$30 million annually to UWC students and graduates.

These examples are further significant in that the donors did not restrict their contribution to their home country.

It is clear that New Zealand could not fund a UWC from within its own philanthropic sources, and that the majority of investment for this project will need to come from overseas. The above examples indicate that there is opportunity to seek major funding from outside of New Zealand. Our stage two analyses will critically assess the viability of New Zealand UWC attracting international charitable funding.

This project has the enthusiast endorsement in principle of the board of UWC International. It has been further encouraged by the UWC National Committees at their South East Asia, Pacific forum. These established networks provide avenues with which to attract philanthropic support from these nations.

Research to date indicates the importance of a cornerstone benefactor (+15% of total costs). As few as nine individuals may contribute 80% of total costs. Much of this may be compiled in the form of large-scale donations for particular assets such as specific buildings.

In the other UWC start-ups, the key to obtaining high value contributions from individuals has been through strong personal contact from distinguished senior figures associated with the college proposal. Internationally, UWC has a large network that includes many influential people who have a strong interest in the programme and who would be prepared to promote a well presented New Zealand proposal.

## **Corporate**

The philanthropic corporate sponsorship market in New Zealand is not large. There are, nevertheless a range of opportunities in this sector where association with the UWC programme and profile could provide value to members of this sector.

The Outward Bound experience with some 75% of income from scholarship support shows corporate willingness to invest in people.

UWC's international profile, our iconic location, and a soundly structured and inspirationally presented proposal from our organisation could generate valuable annual scholarship support.

That students come from throughout the world provides further potential to attract international corporate support. Global companies with offices in multiple countries may find value in promoting international scholarship programmes for students in the countries where they have offices. This would allow, for example, national offices of a multi-national corporation to sponsor their local students as part of a unified global sponsorship profile.

## Charitable Trusts

While the New Zealand philanthropic market may be small, with large demand on limited resources, there are some charities whose criteria matches the goals of United World College and which might contribute capital and scholarship funds. This sector is also important for its potential to support the project during the establishment phases of stages two and three. Charitable trusts might also have a role in supporting specific initiatives or programmes run by the college that contribute to the environment or broader community.

## Government

Government support for our project could be in several forms, for example:

- A high level expression of support (endorsement) from the Government at a senior Cabinet level.
- Facilitation assistance from the Ministry of Foreign Affairs and Trade, inviting New Zealand's embassies and consulates to help us introduce the project to potential international donors and supporters, and helping to make important overseas connections.
- Ministry of Education pro-rata funding of New Zealand students attending our UWC (on the equivalent basis as if attending a New Zealand high school).
- A grant from New Zealand Trade and Enterprise. One possibility is a grant under the 'Major Regional Initiative' scheme, through Otago Forward, the Central Otago regional economic development organisation. However, we do not assess this to be a strong possibility, and we will also explore other options.
- Support from other government departments – Conservation, Environment, and Economic Development – where policy objectives align.

In addition, there may be opportunity to develop a regional approach that could lead to funding from Australia, through government support of Australian student scholarships.

Several of the United World Colleges have financial support from government sources. The Red Cross Nordic UWC, for example, is fully funded on a proportional basis from each of the eight Nordic countries. This is significant in that it again demonstrates, even at government level, that funding models can be multi-national.

In any event, our relationship with any government will be rigorously apolitical at all times.

## Universities

Leading universities from throughout the world show strong interest in UWC graduates. The Red Cross Nordic UWC, for example, has over 40 universities from throughout North America and Europe each year send their recruitment staff to the college to offer full scholarships to vie for just 100 graduates.

The Davis Foundation provides scholarship funding for over 500 UWC graduates to attend leading universities in America.

There is opportunity in this domain for New Zealand and Australian universities to benefit from a 'local' United World College.

## **Ethnic Groups**

New Zealand is a land of immigrants within a maturing multi-cultural society. Our UWC could appeal to this sector on a number of different levels that includes both capital and operational funding. A campaign may, for example, target the immigrant communities such as the Dutch, Japanese or Chinese to sponsor student accommodation blocks, which could then incorporate design to reflect the sponsoring culture.

## **Maori**

We look forward to exploring with key Maori stakeholder groups possible partnership arrangements that recognise the role of Maori in New Zealand society, and, for Ngai Tahu, the special significance of the region from a cultural perspective and economic perspective.

## Appendix 10: Our stakeholders

### UWC Organisations

- Our Trustees, Board of Directors, Advisory Group and Patrons
- NZ UWC National Committee
- NZ UWC graduates and their families
- UWC International
- Other UWC Colleges
- Other UWC graduates, including those in NZ
- Other UWC National Committees
- International Baccalaureate Organisation
- Potential students

### Supporters and Partners

- Existing and potential funders and sponsors
- Existing and potential patrons
- Paradise Trust
- Programme partners (such as Outward Bound, and possibly Project K, Sir Peter Blake Trust, Spirit of NZ Trust)

### Central and Local Government

- Ministry of Foreign Affairs and Trade
- Ministry of Conservation
- Ministry for the Environment
- Ministry of Education
- New Zealand Trade and Enterprise
- Queenstown Lakes District Council
- Otago Regional Council

### Local communities and organisations

- Glenorchy community
- Queenstown community
- Central Otago and Southland communities
- Regional schools

## Appendix 11: Site

We are exploring the possibility of establishing our UWC at Paradise, a magnificent 129 hectare property situated near Glenorchy. We have entered into a memorandum of understanding with Paradise Trust, which owns the property, to make space available for our UWC.

The Paradise property is located 65 km from Queenstown and on the edge of Te Waahi Pounamu World Heritage Park. It was bequeathed to Paradise Trust by David Miller to conserve and protect it, while encouraging sustainable educational and recreational uses.



View to north from possible building site

## Appendix 12: About our trust

### Date of formation

New Zealand United World College Trust was formed by a deed of trust dated 25 October 2006, prepared by Chapman Tripp, our solicitors.

### Registration

The trust is registered at the:

- Companies Office – Certificate Number 1898203
- Inland Revenue Department – IRD number 96-162-121
- Charities Commission – CC10493

### Purpose

The trust's purpose under the trust deed is:

- Firstly, to investigate, plan and provide for the establishment and ongoing operation of a United World College in New Zealand (or a college of similar nature) to enable the provision of education to students situated in New Zealand at a pre-university level regardless of their ability to pay; and
- Secondly, for any other similar purposes within New Zealand relating to the advancement of education which are charitable according to the law of New Zealand.

### Founder patron

Mr Bolger was Prime Minister of New Zealand from 1990 until 1997, and New Zealand's Ambassador to the United States between 1998 and 2002. He is currently chairman of Kiwibank, NZ Post, the Gas Industry Company, Trustees Executors Limited, the World Agricultural Forum Advisory Board, and the NZ-US Business Council. Mr Bolger is also Chancellor of the University of Waikato, and chairman of the board of directors of the Ian Axford Fellowships in Public Policy. Mr Bolger is a member of the Order of New Zealand, the highest honour in New Zealand.

As the project progresses, further prominent patrons, from New Zealand and overseas, will join to form a board of patrons.

### Trustees

The trust has three trustees, Grant McCulloch, John Hilhorst, and Tony Baldwin. Each trustee's details are set out in Appendix 2 below.

## Board of directors

With effect from 30 May 2007, the trustees established a board of directors to make decisions on how best to achieve the purposes of the trust, and to advise the trustees.

The board for stage two of the project is Tony Baldwin (chair), Stuart Chrisp, John Hilhorst, Suzanne Janissen, Grant McCulloch, and Craig Stobo. Details are set out in Appendix 2. Our board composition will be adapted as the project progresses to fit the needs of the relevant stage.

## Advisory group

The trust has also formed an advisory group, the function of which is to provide advice, ideas, and networks to the board of directors. The advisory group comprises:

Lucy Telfar-Barnard	Graduate liaison ( <i>UWC alumni</i> )
Simon Beale	Environmental engineer, MWH
Cate Brett	Editor, Sunday Star Times ( <i>UWC alumni</i> )
Greg Fahey	General Manager, Consulting, SweeneyVesty
Martin Harvey	NZ High Commissioner to Singapore ( <i>UWC Alumni</i> )
Elaine Hesse Steel	Recent CEO of UWC International
Matthew Jansen	Director, Corporate Affairs, Meridian Energy ( <i>UWC alumni</i> )

## Accountants, auditors and lawyers

Our accountants are McCulloch & Partners.

Our auditors are Ernst and Young.

Our solicitors are Chapman Tripp

## Governance policies and procedures

Our Trust actively pursues best practice governance in all our activities. For example:

- Our Board of Directors meets monthly, working from formal reports prepared by our Project Director and Trust Secretary.
- Meetings are convened, and decisions are made by formal board resolutions, following the procedural requirements set out in our Trust Deed.
- Minutes are kept and approved by our board.
- A conflict of interest register is maintained and confirmed at each board meeting.
- Rigorous arms-length protocols are in place to ensure correct access to, and use of, Trust funds.
- Any delegations of authority from the Trustees or Directors are formally recorded.
- Our solicitors provide advice on any important contractual, constitutional or other legal issues.
- The role and conditions of our Project Director position are set out in a formal contract, which also includes a performance evaluation provision.

- Performance of workflows and action-points by all directors is tracked on a monthly basis by our Trust Secretary.
- Our Trust Secretary also maintains accurate and up to date records of key documents, and tracks key dates for the Trust.
- Our financial position is reported each month to our board.
- Formal financial statements for our Trust are prepared by our accountants every six months.
- Our annual accounts are audited by Ernst & Young.

## **Contact**

Our trust's contact details are:

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New Zealand  
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Web: [www.uwc.org.nz](http://www.uwc.org.nz)