

***ANNUAL GENERAL
MEETING
ASSOCIATION OF PARENTS***



May 29, 2020

Agenda

- 6:00pm Call to Order and Introduction Board of Trustees (Su Jin, Board Chair)
- 6:10pm Board Chair Remarks (Su Jin, Board Chair)
- 6:35pm Head of School Remarks (Patrick Hurworth, Head of School)
- 6:50pm Treasurer's Report (Francis Ng, Board Treasurer)
- 7:05pm Recognition of Board Trustee Service (Su Jin, Board Chair)



2019-20 BOARD OF TRUSTEES

EXECUTIVE OFFICERS



Chair
Su Jin



Vice-Chair
Kenneth Lee



Treasurer
Francis Ng



Secretary
Cynthia Wang

BOARD MEMBERS



Gabriella
Eitingon



Jennifer
Huang



Mathias
Boyer



Douglas Cogle



Hai Huang



Jun Wang



Rachel Wang



Travis Wu



BOARD CHAIR REMARKS



Su Jin, Board Chair

Board Chair Remarks

Topics to Cover

1. What does the Board do (Role of the Board)
2. Unprecedented challenges due to COVID-19
3. Board response to various challenges
4. Parent actions and potential lawsuit
5. Looking ahead to the new school year
6. New Head of School search update



ISB'S BOARD

- WHAT DOES THE BOARD DO?



Su Jin, Board Chair

Governing Documents

1980



The five founding embassies = Australian, British, Canadian, New Zealand, and U.S.
- formally establish ISB!

- The **Articles of Association** and the **Bylaws** form the “constitution” of ISB and all policies and procedures must be in accordance with their provisions and spirit
- Articles of Association state:
 - ISB is a **non-profit school** and prohibited from undertaking for-profit activities
 - ISB is for the “**children of foreign residents in Beijing** and other children as permitted by the authorities of the PRC.”
 - “School shall offer various educational programs based largely on the **curricula of the United States** and drawing upon the philosophy and objectives guiding the better schools in other English-speaking countries such as Canada, Australia, New Zealand and Britain.”
 - “**Board is the highest authority of the School**”



Mission Vision Values



Overall Winner: Catherine Lin, Grade 12

- Mission

We are an inspiring international community in Beijing, where thinkers and leaders find their place in the world and serve others. So that our learning is at its best, we build strong relationships and set high expectations together. We are committed to challenging and joyful learning with the freedom to explore.

- Vision

Empowered with purpose and compassion

- Values

Global-Mindedness

Integrity

Respect

Balance

Service

Creativity



ISB as a non-profit Board

Association of Parents, Board and Head of School Relationship Summary

- Board is the highest authority of the school
- Head of School is the Board's employee. HOS and staff implement strategic initiatives to fulfill mission and vision
- Parents & ISB staff collaborate and communicate about day-to-day matters

| ISB (non-profit Board of Trustees) | Corporate Board |
|--|---|
| Head of School is not a member of the Board of Trustees and has no voting rights | CEO is often on the Board and may be Chair of the Board |
| Trustees are volunteers/not paid | Typically compensated with cash and/or company stock |
| Serve on behalf of organizational interests | Serve on behalf of shareholders |
| Strategic focus | Strategic and/or operational focus |
| Governed by policies | |
| Fiduciary duties | |



Role of the Board

To summarize the Articles of Association, Bylaws and best practice, our focus is to:

- Hire, support, and evaluate the Head of School (who is responsible for the day-to-day operational management)
- Develop strategic plans and oversee their implementation
- Ensure ISB's financial health
- Develop and approve school policy



Three types of Board work

- Fiduciary
- Strategic
- Generative



UNPRECEDENTED CHALLENGES: COVID-19



Su Jin, Board Chair

Unchartered territory for us all



- We are facing a world-wide pandemic. In the history of ISB we have not had to deal with any campus closure of more than five days– never happened, until now. ISB campus did not even shut down during SARS.
- As a school, we have had to adapt and migrate our classroom teaching to online formats quickly.
- Parents are under tremendous stress, teachers are under high pressure, students have developed new skills and achieved personal growth.
- As a board, faced with these unprecedented challenges we continue to make decisions in line with our Mission, Vision and Values, that are in the long-term interest of the school and our community.



WHAT HAS THE BOARD DONE DURING COVID-19



Su Jin, Board Chair

Board Response During COVID-19

Faced with a lot of challenges and choices to make:

- At the on-set of campus closure following the Chinese New Year break, the Board has had a much higher frequency of meetings– at least weekly, sometimes several times a week.
- Comprehensive updates from HOS or ELT members on current situation, guidance from authorities, financial stability, eLearning, etc.
- The Board looks at short-term impact but more importantly, long-term strategic implications to our school and community.
- Continue to support the school with resources and initiatives to advance high-quality teaching, including discussing the future of online learning.
- This crisis has highlighted opportunities for us as a school to make continuous improvements in many areas.



Decisions made during COVID-19



- Approved calendar– supporting additional teacher PD days to share best practices for online learning
- Universal tuition freeze for next school year
- Early Years program refund
- Fully refundable deposits
- Campus closure savings refund – HOS already communicated in February. ISB is a non-profit organization so we will of course be refunding any savings to our families.
- Pushed back tuition due dates to now August 1 or two weeks prior to campus opening



Deposits – why is it required and what is the current situation

- Deposits are required to help us plan/allocate next year's resources and so we can admit new mission-aligned families
- ISB is in full compliance. Most other peer schools are still asking for a non-refundable deposit.

Refundable deposits

- **Show compassion for families** in recognition of the uncertainties
- **Demonstrates confidence** that based on our reputation and commitment to high quality education, students will be back.
- During SARS, ISB's enrollment temporarily dipped but quickly climbed back.
- Applications are less than previous years, but there are **waitlists in a number of grade levels** as we assess and admit mission-aligned families. Those families are also being asked to pay deposits at their current schools and they anxiously await for the good news of admissions into ISB.



Reserves – can we dip into reserves for further refunds

•More details on the topic of Reserves will be addressed in the Treasurer update.

- Board policy mandates we maintain a certain level of financial reserve (25% of operating budget) which has accumulated over many years.
- This reserve is to be used for emergency purposes only. If reserves are depleted to allow for further refunds, staying families will be paying more in the form of tuition increase in coming years.
- Fiduciary responsibility – looking out for the **strategic longer term interests of the school** as we still face many future uncertainties due to the pandemic.



***PARENT ACTIONS
OPEN LETTERS
AND POTENTIAL
LAWSUIT***



Su Jin, Board Chair

Open Letters & Potential Lawsuit

- Constructive feedback helps us get better. We will continuously make improvements in the ways we communicate with you.
- Parents – please participate in school surveys and use official feedback channels
- ISB is not for profit – every cent of our tuition is spent for the school, creating world-class learning opportunities for students. Legal expenses otherwise would have benefited the school.
- If you are considering to stay at ISB, please do not let your decision be swayed by those parents who are already set on leaving anyway and just looking to see if they can get a bigger refund. **High refunds will result in a depletion of our reserves, and tuition fees will increase significantly in the coming years. The lawsuit will also have a negative impact on our school's reputation.**



Mission/Vision Alignment

- No matter how you feel you should be heard, defacing the slides during a Head of School presentation is disrespectful and not Mission/Vision/Values aligned.
- “Hurt, disheartened, deflated, flabbergasted, outraged, ashamed” are common words used to describe how people felt in the letters that have come to the Board.
- We are by choice, a non-selective school in terms of student learning capabilities, and yet our graduates achieve amazing academic results year after year. Please take a moment to reflect on how that is accomplished— from hiring and retaining world-class educators and treating them with respect and in the right way.
- Let’s set the right example for our children. This will NOT define who we are, and we will NOT let this tear apart our community.



Message from Students



Dear Mr. Hurworth,

I hope you are having a good Monday. I wanted to write an email to you about the recent parent coffees and parent behavior towards the school. **On behalf of STUCO, I want to apologize for the behavior of the parents. We believe and trust that the faculty are trying their hardest to help the students with e-learning as well as keeping us mentally healthy. I appreciate all the effort you put in for supporting us.**

The high school STUCO representatives have been discussing, and we would like you to know that **if parent responses continue to show inappropriate behavior and demoralize the faculty, we are more than willing to step in and create some sort of student response that promotes a more collaborative way in addressing community concerns.** We would really like to help you out in this situation. If possible, we can construct a student response from STUCO to parents or the general community about appropriate behavior. Let us know what we can do!

Thank you for all of your efforts in supporting us. **Please know that many students are grateful and appreciative of your efforts during this difficult time.** The parents have seemed to calm down as the school is opening on June 1st, but if anything out of hand happens again, please let us know if we can write a response on behalf of the students or support you in any way we can. Have a nice day!



Unity and Strong Relationships

- In early February, an ISB G1 parent was diagnosed with acute leukemia— her blood platelets were at dangerously low levels and she urgently needed a blood transfusion.
- Teachers, support staff and other parents stepped forward to donate blood; the parent responded well to the treatment.
- This moment of compassion and extraordinary community support is nothing short of an act of heroism.



3 of the following 6 people were tested and able to donate 4 units of platelets transfusion.

- **Josephine Quigley**, ES teacher
- **Lijuan Zhang**, ES TA and husband **Xihe Li**
- **Cherry Wu**, mother of 3 ISB students
- **Xin Gao**, mother of 2 ISB students
- **Dongming Wang**, father of ISB student who also provided transportation for Josephine

Special thanks: ISB staff **Jerry Oldfield**, Director of Advancement, **Cara Wang**, School Nurse and **Simon Parker**, Director of Activities



Inspire and Serve Others



One more mask is another life saved

Due to a shortage of medical supplies, doctors are forced to reuse contaminated equipment. As ISB students and alumni, we have already experienced first-hand the struggles of COVID-19 and watched in agony the society beyond our international community suffer from every passing day. Our education has taught us not just to stand by and watch, instead, to be a global citizen and help those in need. This is an opportunity to prove to others that each of us who are a part of the international school community, whether a student, parent, faculty, staff or alumni, all have a sense of responsibility and empathy to empower and support those who are truly vulnerable in this dire situation.

- Kevin Wang, (Alumni Class of 2010)
- Jessica Kung (Alumni Class of 2010)
- Kevin Yang (Alumni Class of 2010)
- Alex Zheng, (Grade 12)
- Amanda Shu, (Grade 12)



WHAT DOES NEXT YEAR LOOK LIKE?



Su Jin, Board Chair

So that learning is at its best

- Hopeful that borders will open soon. Faculty/staff/families are anxious to return. New hires are still committed to coming to ISB. Employees have been given a 3- week window to return upon knowing the date.
- Amazing new spaces purposefully designed for 21st -century learning skills will be open.
- Thorough planning to prepare for various back-to-school scenarios.



Celebrating our 40th Anniversary



Themes: Inspire, International Community, China, Challenging and Joyful Learning, Service-learning

- Photo and story collection - exhibition and memory book
- Logo Design competition
- 40th Anniversary Kick-off ceremony
- Student celebration of the 40th day of school
- Spirit Week: 40 Acts of Kindness
- 40th Anniversary Gala
- World-wide alumni celebrations in multiple countries
- Advancement initiatives – large donations received and pledged



HEAD OF SCHOOL SEARCH



Su Jin, Board Chair

2021-22 HEAD OF SCHOOL SEARCH COMMITTEE

Board Members: Jun Wang (Chair), Jennifer Huang and Travis Wu

***We have
started the HOS
search and
invite the
community to
provide
valuable inputs***

- It has been announced that Patrick will leave us after 2020-2021 school year
- The Board has set up a Search Committee of 3 trustees led by Jun Wang to drive the Head of School (HOS) search process
- We have engaged Carney Sandoe & Associates (CSA), a top tier search firm in education industry, to find our next HOS
- CSA will conduct online survey, Zoom interviews and focus group discussions in early June before 2019-2020 school year ends
- We urge all community members to provide valuable inputs and suggestions through survey or interviews
- We aim to find the right HOS for ISB, and are not bound by a specific deadline



HEAD OF SCHOOL REPORT

Annual General Meeting 29th May 2020



STRATEGIC INITIATIVES



- *Facilitate each student's growth through personalized student-centered learning*
- *Advocate for and support each student's intellectual, physical, social emotional health in partnership with students' families*
- *Unite as a community around our core purpose and future direction*
- *Optimize school systems that increase flexibility to achieve ISB's mission and vision*



This is the final year of our current strategic plan

ISB MISSION & VISION



REFRESHED MISSION

We are an inspiring international community in Beijing, where thinkers and leaders find their place in the world and serve others. So that our learning is at its best, we build strong relationships and set high expectations together. We are committed to challenging and joyful learning with the freedom to explore.

我们是位于北京的一所国际化学府。在这里，我们激励学习，启发智慧。在这里，我们培育思想者和领导者，使其找到自己的定位并服务他人。我们建立深厚情谊，设立高远目标，以达精益求精。我们倡导寓教于乐，鼓励自由探索、挑战自我。

세계를 무대로 자신의 자리를 찾고 타인에 봉사하는 사상가와 리더가 모여있는 우리는 베이징에 위치한 영감이 가득한 국제적 커뮤니티입니다. 강한 유대감으로 뭉쳐 함께 높은 목표를 세우는 이곳은 최고의 배움의 터전입니다. 이곳에서 우리는 자유롭게 탐구하며 항상 도전하고 즐거운 배움을 추구합니다.



NEW VISION

- *Empowered with purpose and compassion*
- 以仁赋能 以德立志
- 목적을 향하여 애정을 가지고 나아가는



EMPOWERED WITH PURPOSE AND COMPASSION



We are an inspiring international community in Beijing, where thinkers and leaders find their place in the world and serve others. So that our learning is at its best, we build strong relationships and set high expectations together. We are committed to challenging and joyful learning with the freedom to explore.



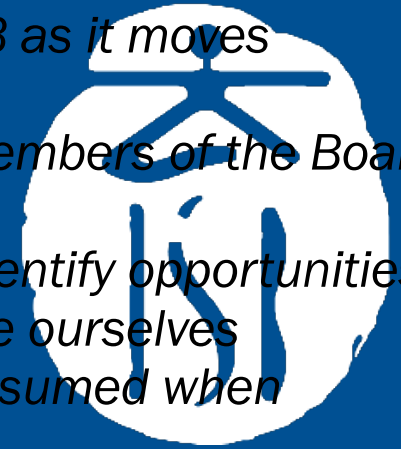
STRATEGY

Development of new strategy to inform our future direction



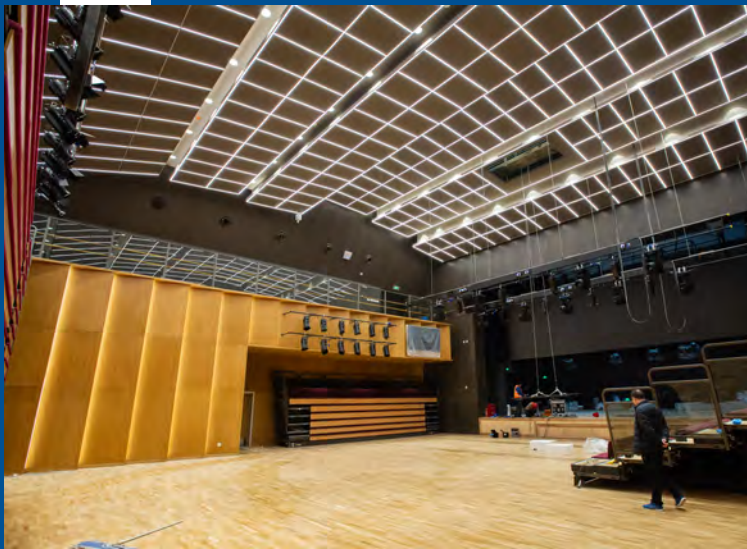
DEVELOPING OUR STRATEGY...

- *Following the vote to adopt our new Mission and Vision...*
- *...we had begun the process to develop new strategy for ISB as it moves towards its 40th anniversary and beyond*
- *A team of students, parents, teachers, support staff and members of the Board of Trustees have...*
- *...begun a generative, structured series of discussions to identify opportunities for renewal, improvement and opportunities to differentiate ourselves*
- *Campus closure has slowed down this process. It will be resumed when campus is open to all.*
- *Director of Learning and Strategic Planning, Stacy Stephens, will communicate further on this process early in the new school year.*



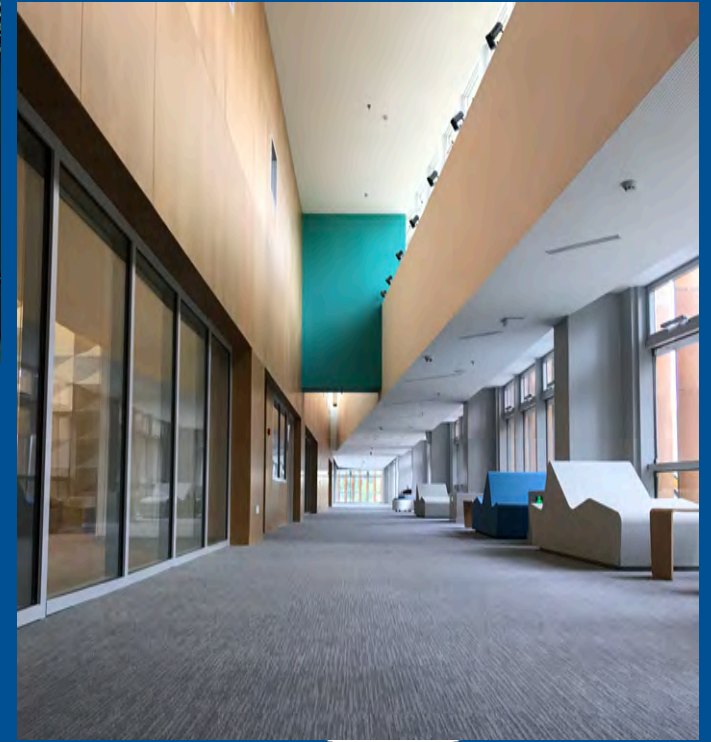
***FACILITES MASTER
PLAN AND
CONSTRUCTION
PROJECTS***





ES PERFORMING ARTS CENTER & THEATER

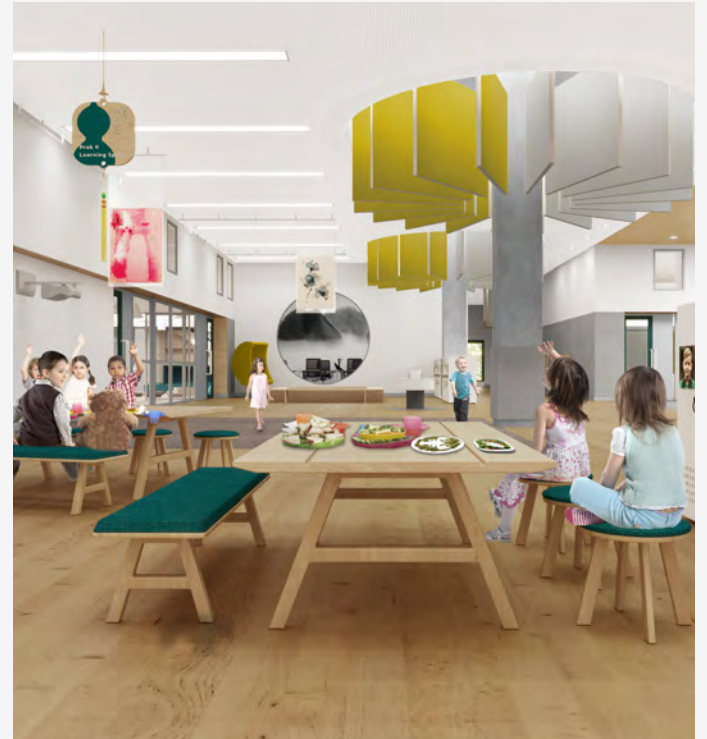




MS/HS Performing Arts Center



MS/HS Design Center



Early Years Learning Center



TEACHER PROFFSIONAL GROWTH AND EFFECTIVENESS

Including the use of student surveys



PROFESSIONAL GROWTH FOR TEACHERS

- *Full implementation of modified professional growth model*
- *Teaching excellence as defined by the Tripod 7C Framework (developed by Dr. Ron Ferguson of Harvard)*
- *Defining excellence in teaching in seven categories*
- *Care, Challenge, Confer, Captivate, Consolidate, Classroom Management, Clarify*
- *Teachers set goals and modify practice using data from student surveys*
- *Student surveys (anonymous) – first round October*
- *Surveys offered in English, Chinese and Korean*
- *Data helps inform a more timely and accurate approach to professional development, and improved teacher effectiveness*





Teacher Recruitment Fair

ONLINE LEARNING



Possible Scenarios – 4 Models of Learning

ON-CAMPUS LEARNING - THIS IS A TRADITIONAL SCHOOL EXPERIENCE WITH STUDENTS ATTENDING SCHOOL IN PERSON FIVE DAYS A WEEK.

HYBRID LEARNING - THIS MODEL COMBINES ON-CAMPUS LEARNING WITH COORDINATED ONLINE EXPERIENCES

ONLINE LEARNING (LOCAL) - THIS MODEL WILL BE EMPLOYED WHEN OUR FAMILIES AND FACULTY ARE IN THE REGION AND TIME ZONES ARE ALIGNED.

ONLINE LEARNING (INTERNATIONAL) - THIS IS SIMILAR TO THE MODEL OUR COMMUNITY EXPERIENCED DURING THE 2019-20 SCHOOL YEAR: OUR CAMPUS IS CLOSED AND SCHOOL REMAINS OPEN THROUGH ONLINE LEARNING EXPERIENCES



Our Revision Goals

Bring greater levels of consistency between and among grade levels

Increase face-to-face synchronous learning opportunities

A balanced approach to ca and academics

The creation of "challenging and joyful learning" experiences

Ensure high quality instructional implementation of online learning



Planning for Next Year

01

Strong focus on Diagnostic Assessment – where is your child in their learning?

02

Plans for greater levels of differentiation and support for all students

03

School-wide focus on Social and Emotional Learning

04

Continued Professional Learning related to Online Learning



SUSTAINABILITY

Our commitment to environmental stewardship





LEARNING + SHARING

CURRICULUM
CO-CURRICULAR
GOVERNANCE
IMPACTFUL SHARING

PEOPLE

FOOD
WASTE
WATER
WELLNESS + SAFETY

PLANET

EMISSIONS
ENERGY
PROCUREMENT
RESILIENCE + ADAPTATION

CAMPUS

DESIGN
CONSTRUCTION
OPERATION
LANDSCAPE
TRANSPORTATION

[ABOUT](#)[ADMISSIONS](#)[LEARNING](#)[CO-CURRICULAR](#)[COMMUNITY](#)[EMPLOYMENT](#)[NEWS & MEDIA](#)

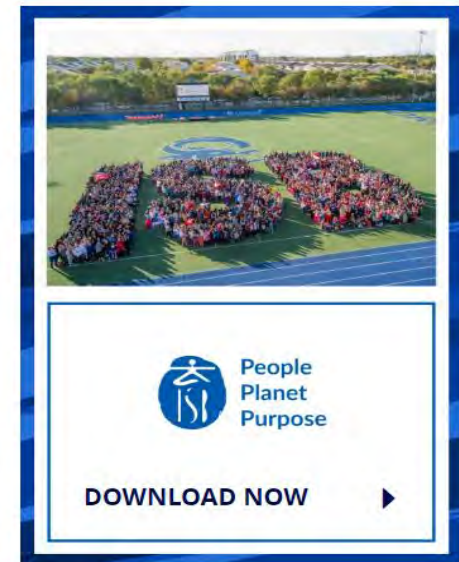
SUSTAINABILITY ROADMAP 2025

ISB began a journey towards a more sustainable future in 2018 with the creation of its Sustainability Working Group, a multi-stakeholder group consisting of students, staff, administration, parents, partners and global businesses, with the aim of answering two questions:

Where are we now?

Where do we aspire to be?

To support the achievement of the Sustainability Roadmap 2025, ISB's Sustainability Action Plan was created, which you can download here.



ISB students electrify their transportation

Return to ISB Main News

January 14, 2019

By Matthew Yamoto, ISB Sustainability Manager

Every morning over 2,000 students and staff arrive at the International School of Beijing (ISB) and every night they return home. This dance of people occurs by foot, by bike, by car, and for nearly half of us, by bus. ISB's extensive bus program serving students and staff includes over 60 buses with routes all around the city.

In the fall of 2017, three students (Brian L., now grade 11; Hiro W., grade 10 last year; and Terri L., who graduated last year) from ISB's Net Impact service learning club started to wonder about the impact of all these buses as they rode them from downtown and back each day. They asked whether we need so many buses. Why do the buses look empty sometimes? Are the buses the right size? Can we use electric buses like the Beijing government is increasingly doing?

This group decided it was up to them to investigate these questions and they formed the Green Buses project team (Net Impact ISB uses a project based learning format where students form teams to investigate, prepare and take action on issues around ISB). The Green Buses project had a two-pronged approach: "Reduce the carbon footprint of our buses by redesigning the bus routes, sizes of the bus, and ultimately aim to change current fossil fuel burning buses to electrically charged buses." Their approach followed an experiential service learning model:

- **Investigate** the issue by making observations on bus usage and understanding the negative impact of diesel buses.
- **Prepare, prepare, prepare** by obtaining and analyzing the daily bus usage data for seat utilization, trends between routes and bus times; meeting with ISB Transportation Manager Mr. Alcock to better understand limitations and constraints; developing improvement recommendations; and calculating the net impact.
- **Take action** by presenting recommendations to the ISB administration.

| 8/21/2017 | 8/22/2017 | 8/23/2017 | 8/24/2017 | 8/25/2017 | 8/26/2017 | 8/27/2017 | 8/28/2017 | 8/29/2017 | 8/30/2017 | 8/31/2017 | 9/1/2017 | 9/2/2017 | 9/3/2017 | 9/4/2017 | 9/5/2017 | 9/6/2017 | 9/7/2017 | 9/8/2017 | 9/9/2017 | 9/10/2017 | 9/11/2017 | 9/12/2017 | 9/13/2017 | 9/14/2017 | 9/15/2017 | 9/16/2017 | 9/17/2017 | 9/18/2017 | 9/19/2017 | 9/20/2017 | 9/21/2017 | 9/22/2017 | 9/23/2017 | 9/24/2017 | 9/25/2017 | 9/26/2017 | 9/27/2017 | 9/28/2017 | 9/29/2017 | 9/30/2017 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| 6 | 7 | 4 | 8 | 5 | 3 | 4 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |

ISB awarded for sustainability

Return to ISB Main News

March 9, 2020



By Nick Yates, ISB Communications

The International School of Beijing's (ISB) pioneering of sustainability in its field has been recognized with a top international prize. The Center for Green Schools at the U.S. Green Building Council (USGBC) last week gave a Green Apple Day of Service Award to ISB for replacing its fossil fuel buses with electric ones.

ISB has a dedicated sustainability manager on staff and made the transformative decision at the beginning of 2018-2019 to draw up a long-term plan for sustainability at the school, a process many educational institutions like Harvard have undertaken (check out Harvard's Sustainability Plan Here).

ISB powered by 100% wind energy

Return to ISB Main News

April 22, 2020



By Matthew Yamoto, ISB Sustainability Manager

Wednesday, April 22, 2020 marks the 50th anniversary of Earth Day. Earth Day commemorates the anniversary of the birth of the modern environmental movement in 1970. Today, Earth Day is widely recognized as the largest secular observance in the world, marked by more than a billion people every year as a day of action to change human behaviors.

This past year, the International School of Beijing (ISB) initiated a whole school sustainability program with its Sustainability Roadmap 2025. In that roadmap, we set a target to source 100 percent of the electricity we consume at the school and in our new electric buses from renewable sources such as wind or solar.



***DIRECTOR OF
ADMISSIONS***



ADMISSIONS OFFICE LEADERSHIP

- *Ms. Tina Herman has served ISB as Director of Admissions since 2015*
- *Ms. Herman has been appointed Director of Admissions at Singapore American School effective July 1*
- *ISB's new Director of Admissions is Ms. Nicole Washko, currently Director of Admissions and Marketing at The British School of Beijing*
- *Ms. Washko has lived in China for over a decade, speaks Chinese and has a background in schools and in marketing in a corporate setting*
- *Ms. Washko begins her tenure at ISB on July 1st 2020*



***HIGH SCHOOL
PRINCIPAL
AND LEADERSHIP***



HIGH SCHOOL LEADERSHIP

- *Mr. David Munro has been appointed High School Principal at the American School of the Hague, Netherlands*
- *Ms. Lorraine Wicks (current Assistant Principal of the High School) will serve a one-year term as Interim High School principal 2020-2021.*
- *Ms. Julie Lemley has been appointed High School Assistant Principal, effective 2020-2021 school year*





LORRAINE WICKS



JULIE LEMLEY



JEFF HOLCOMB

- Mr. Jeff Holcomb will begin his tenure as High School Principal effective 2021-2022 school year
- Mr. Holcomb currently serves as High School Principal at Seoul Foreign School
- He was formerly High School Principal at Atlanta International School, USA



CLASS OF 2020

Congratulations, farewell and thank you





CLASS OF 2020 ADMISSIONS ACCEPTANCES AS OF MAY

The following list is of universities which admitted our students as of May 20, 2020. The number in parenthesis is the number of acceptances for that particular university, in cases where the number is higher than one. This list does not include acceptances for all students, as they continue to apply to and receive acceptances from universities with differing timelines, notably many of those in South Korea, Singapore, Australia, and New Zealand.

U.S.

American University (3)
Arizona State University-Tempe
Babson College
Bard College
Barnard College
Bellevue College
Binghamton University
Boston College
Boston University (8)
Brandeis University (6)
Brown University
Bryant University
Bryn Mawr College
Carnegie Mellon University (2)
Case Western Reserve University
Central Washington University
Chapman University (4)
Columbia University in the City of New York (2)
Cornell College
De Anza College
Dixie State University
Drexel University (2)
Embry-Riddle Aeronautical University-Prescott
Emory University
Fashion Institute of Technology
Florida State University
Fordham University (3)
George Washington University (4)
Georgetown University
Georgia Institute of Technology-Main Campus
Goucher College
Grinnell College
Hartwick College
Harvey Mudd College
Haverford College
Humboldt State University
Indiana University-Bloomington (5)
Iowa State University (2)
Ithaca College
James Madison University
Johns Hopkins University
Lasalle College of the Arts
Lehigh University (2)
Long Island University-Brooklyn
Loyola Marymount University (4)
Macalester College
Manhattan School of Music
Maryland Institute College of Art
Miami University-Oxford (2)
Michigan State University
New York University (8)
North Carolina State University At Raleigh
Northeastern University (2)
Northwestern University
Occidental College
Ohio State University-Main Campus
Oregon State University
Otis College of Art and Design (3)
Pace University (2)
Pennsylvania State University-Harrisburg
Pennsylvania State University-Main Campus (2)
Pratt Institute-Main (2)
Purdue University-Main Campus (11)
Reed College
Rensselaer Polytechnic Institute (5)

Rutgers University-New Brunswick (3)
Ryerson University
Saint Edward's University
Saint Mary's College of California
Saint Xavier University
Salem State University
Santa Clara University (8)
Sarah Lawrence College
Savannah College of Art and Design (3)
School of the Art Institute of Chicago (2)
School of Visual Arts
Seattle University
Seton Hall University
Suffolk University
Syracuse University (5)
Temple University
The New School (3)
The University of Tennessee-Knoxville
The University of Texas At Austin
Tufts University (2)
United States Military Academy
University of Alberta
University of Arizona
University of California-Berkeley (7)
University of California-Davis (20)
University of California-Irvine (21)
University of California-Los Angeles (6)
University of California-Merced (4)
University of California-Riverside (6)
University of California-San Diego (23)
University of California-Santa Barbara (16)
University of California-Santa Cruz (21)
University of Chicago (2)
University of Cincinnati-Main Campus
University of Colorado Boulder (2)
University of Connecticut
University of Georgia
University of Illinois At Chicago
University of Illinois At Urbana-Champaign (8)
University of Maine
University of Maryland-College Park (2)
University of Michigan-Ann Arbor (6)
University of Missouri-Columbia
University of Northern Colorado
University of Oregon
University of Richmond
University of Rochester (5)
University of San Diego (2)
University of San Francisco (3)
University of Southern California (3)
University of Vermont
University of Washington-Bothell Campus
University of Washington-Seattle Campus (8)
University of Waterloo (3)
University of Wisconsin-Madison (2)
Vassar College
Virginia Polytechnic Institute and State University
Wake Forest University (2)
Washington State University
Weber State University
Wesleyan University
Western University
Wheaton College
Williams College

U.K.

Birbeck, University of London (2)

Birmingham City University
Bournemouth University
Bristol, University of the West of England
City, University of London (2)
Durham University (2)
Glasgow School of Art
Goldsmiths, University of London (2)
Kings College London, University of London (5)
Lancaster University
London School of Economics
Queen Mary University
Royal Holloway, University of London
The University of Edinburgh (3)
University of the Arts London (3)
UCL (University College London) (4)
University of Aberdeen
University of Bath
University of Birmingham
University of Bristol
University of Cambridge (3)
University of Dundee
University of East Anglia
University of Essex
University of Kent
University of Leeds
University of Manchester (3)
University of Plymouth
University of Sheffield
University of St. Andrew's
University of Warwick (2)

CANADA

Brock University
McGill University (3)
McMaster University (2)
Ontario College of Art & Design
Queen's University
Simon Fraser University (4)
Trent University
The University of British Columbia (20)
University of Toronto (16)
University of Victoria
University of Waterloo (5)
Western University (2)
York University (8)

THE NETHERLANDS

Leiden University College The Hague (2)
Wageningen University

ASIA

City University of Hong Kong (2)
Korea Advanced Institute of Science and Technology
Renmin University of China
Seoul National University
Shanghai Jiao Tong University
The Chinese University of Hong Kong (3)
The Hong Kong University of Science and Technology (3)
The University of Hong Kong (8)
Tsinghua University (2)



TREASURER'S REPORT



Francis Ng, Treasurer

Treasurer's Report Items

- Overview of ISB Finance
- 2018-19 Financial Audit Results
- 2019-20 Financial Overview and Update
- 2020-21 Budget Planning
- ISB Construction Project Update
- 2022 PRC Individual Income Tax Changes



Overview of ISB Finance

- ISB is a non-profit school
- School funds used are used for personnel, program, and facilities expenses
- Financial reserves mandated by policy to provide long-term financial stability
- No endowment or direct govt. funding
- Prioritize financial transparency
 - Treasurer's Report to community at every Annual General Meeting
 - Annual Audit Reports on Dragon's Gate



2018-19 Financial Audit

- Audit conducted by Ernst and Young
- Audit conducted in accordance with International Standards on Accounting
- Adopted new International Financial Reporting Standards (IFRS)
- Adjustments to audit reporting well explained in audit notes



2018-19 Financial Audit

- Total revenue RMB 450.7M
 - Increased RMB 42.7M from 2017-18
 - RMB 40.1M (or 94%) due to increased tuition fee revenue
- Total operating expenses RMB 443.2M
 - Increased RMB 19.4M from 2017-18
 - RMB 15.2M (or 78.5%) due to increased personnel expenses



2018-19 Financial Audit

- Total assets RMB 880.4M
 - Increased RMB 71.6M from 2017-18
- Total cash and cash in bank RMB 512.9M
 - RMB 38M increase from 474.9M on June 30, 2018



2018-19 Financial Audit

- Well-resourced school
- No corrective measures required
- ISB audit reports posted on Dragon's Gate



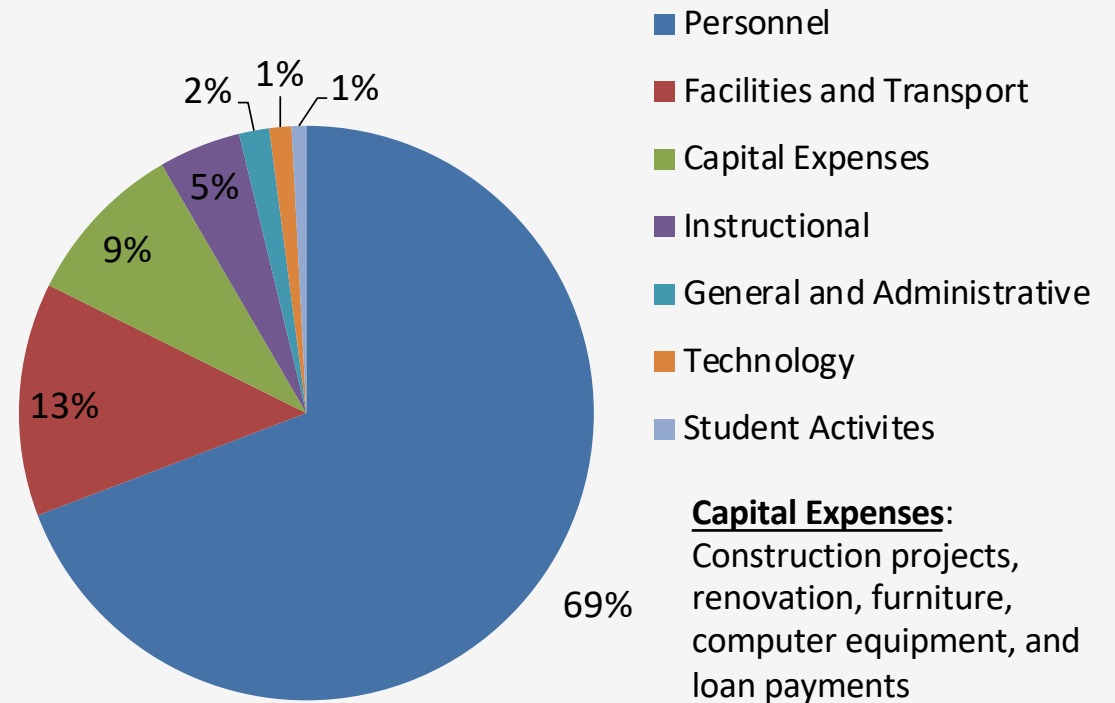
2019-20 Financial Overview

- 2019-20 Budget Variables
- 1,790 Students
 - *ES – 830 Students*
 - *MS – 455 Students*
 - *HS – 505 Students*
- 2019-20 School Fee Increase – 4%



2019-20 Total Budget

2019-20 Total Budget – RMB 459.2 M

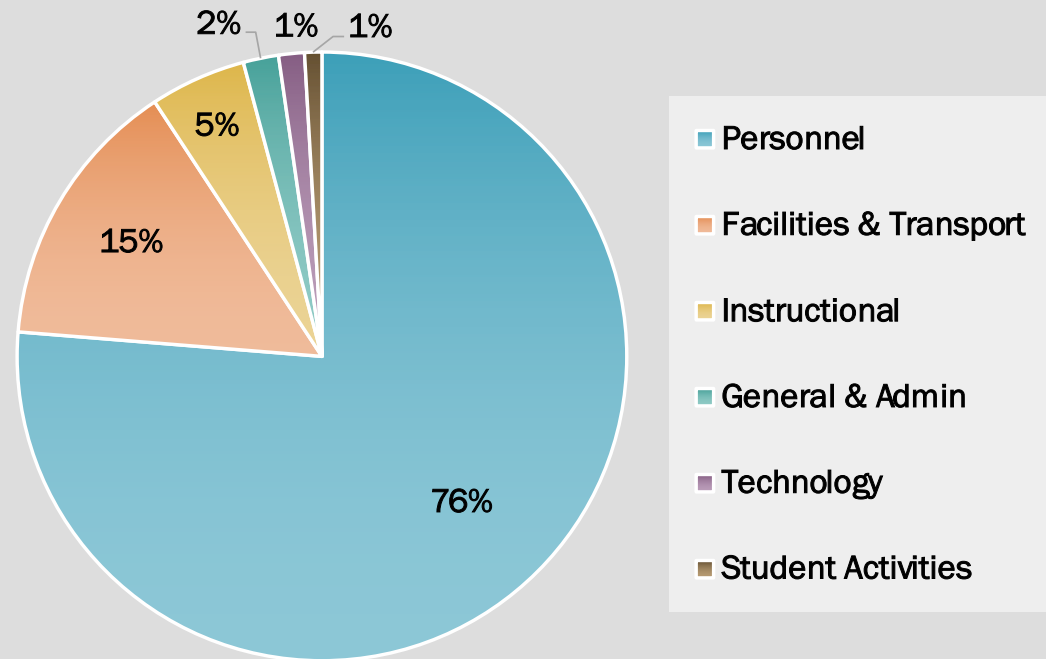


2019-20 Operating Budget

Facilities and Transportation budget includes RMB 30M for ISB's contracted personnel services.

- Contracted personnel for security; Sodexo cleaners, landscapers, and maintenance workers; Bus office, bus monitors, and bus drivers
- Represents an additional 8% of ISB's operating budget
- Total of 84% (76% + 8%) of ISB budget expense used for ISB employee and contracted employee costs.

2019-20 Operating Budget – RMB 416 M



2019-20 Personnel Budget

- Total ISB Employees - 413
 - Faculty 218
 - Support Staff 174
 - Administrators 21
- Total Personnel Budget – RMB 317.7 M
 - Salaries 206.3 M
 - Faculty/Admin Housing 43.3 M
 - PRC Social Insurance 25.5 M
 - Health Insurance 16.1 M
 - Retirement 13.5 M
 - Expat Home leave/Flights 7.3 M
 - Professional Development 5.7 M



2019-20 Personnel Budget

- EARCOS Peer-School Salary Survey
 - ISB aims to provide faculty salary and benefits that are competitive among EARCOS schools
 - ISB salary/benefits average 8th of 16 peer EARCOS schools
 - ISB aims to provide faculty salary and benefits that are top-quartile among Chinese peer schools
 - ISB salary/benefits rank 1st or 2nd of peer EARCOS schools in China
- Salary and Benefit Review Process
 - Salary and benefit data reviewed collaboratively
 - Assess trends and deficiencies
 - Identify range for ISB employee annual raises



Peer EARCOS Schools

- American School in Japan
- Canadian International School - Hong Kong
- Chinese International School - Hong Kong
- **Concordia International School - Shanghai**
- Hong Kong International School
- International School Bangkok
- International School of Kuala Lumpur
- International School of Beijing
- International School Manila
- Jakarta Intercultural School
- Seoul Foreign School
- **Shanghai American School**
- Singapore American School
- Taipei American School
- UN International School of Hanoi
- **Western Academy of Beijing**



2019-20 *Personnel Budget*

- Peer-school references and benchmarks do not direct ISB decision making
- Rather these benchmarks provide points of reference for our budgeting and decision-making processes

BUDGET BENCHMARK DATA

- EARCOS Faculty Salary and Benefit Survey
- Peer School/Mercer Support Staff Reports
- EARCOS Budget Survey - Dashboard



2019-20 Capital Projects/Purchases

- MS student computer replacement
- Mezzanine construction in ES Library
- HVAC projects
- LED lighting and electrical upgrades
- New MS/HS classroom desks and tables
- HS Art classroom space remodel
- HS/MS cafeteria acoustic treatment
- Improved school access/traffic plan



2019-20 Capital Projects/Purchases

MS/HS Cafeteria Acoustic Treatment



2019-20 Capital Projects/Purchases

Student Computers



2019-20 Capital Projects/Purchases

***Student Desks and
Tables***

***LED Classroom
Lighting***



Financial Discipline

- Guiding Principle – Maximize financial savings during time of campus closure and return 100% of savings to the ISB community
- Minimize campus utility expenses and contract staffing
- Reference clauses in service contracts to minimize charges
- Cancel all planned travel for students and employees; recover funds for registrations, rooms, and transportation
- Reschedule and/or cancel consultant and training arrangements in support of ISB strategic initiatives
- Plan for potential 2020-21 budget adjustments by identifying future reductions to operating budget and delaying non-critical capital projects and purchases (RMB 13 M)



2019-20 Campus Closure Savings

- Identified budget savings (RMB 12 M):
(% of expenses reduced during campus closure period)
- Cleaning/Security (-73%) RMB 2.7 M
- Utilities (-30%) RMB 1.35 M
- Div. Budget/Student Travel (-94%) RMB 5.4 M
- Student Activities (-89%) RMB 1.1 M
- Instructional Dev. Training (-82%) RMB 1.5 M

- 3% of annual budget
- 39% of non-personnel budget during this period



Financial Support and Credits

Total Financial Support (RMB 39.6 M)

– 2020-21 School Fee Freeze RMB 19.2 M

(2020-21 - 4% increase in school fees eliminated)

– PreK 3, 4, and Kinder Credit RMB 1.2 M

– Bus Fee Refund/Credit RMB 7.2 M

– Campus Closure Credit RMB 12 M

(Average total amount of RMB 23,295 per student)

– ISB providing similar support as other peer international schools in China

– Adjusted deposit (refundable) and payment timelines to provide flexibility



ISB Budget Reserves

- 25% of Operating Budget (RMB 110 M)
- Provides long-term financial stability for ISB and Community
- Accumulated over many years
- Use of a significant portion of reserves MANDATED to be replenished, resulting in increased school fees in future years
- Use of Reserves (Board Policy 3.307)
 - Emergency closing of the school (cease operations)
 - An unanticipated decrease in enrollment and tuition income
 - Other unanticipated or unplanned events



ISB Budget Reserves

- Return of a large portion of 2019-20 school fees would significantly deplete ISB's reserves at an uncertain time
- ISB's financial safety net and flexibility would be limited or possibly eliminated



ISB Budget Reserves

- Replenishing budget reserves level is costly and inefficient (additional tax), and future school fees would be increased
- One of the options to address a 2020-21 budget deficit due to enrollment decline is to use a portion of ISB's Budget Reserves



ISB Budget Reserves

- ISB Board has reviewed the school's current situation and considered various options for use of ISB's budget reserves
- The Board determined that given the school's risks and the uncertainty at this time, that it is very important to retain the current level of reserves in order to sustain the school and provide the necessary financial flexibility in the future.



2020-21 Budget Planning

- 1,805 enrolled students (Nov. 2019)
 - Elementary: 830 students
 - Middle School: 450 students
 - High School: 520 students

- Planned a 4% increase in school fees but now eliminated for 2020-21

- Anticipate 1,650 to 1,700 students
 - Enrollment drop of 5 to 10%



2020-21 Budget Planning

- Revise 2020-21 budget in Aug./Sept. 2020
- Actual student numbers, actual personnel costs
- Review budget and reduce all budget lines as much as possible while maintaining quality educational experiences
- Confirm capital budget capacity available for transfer

- Options to address 2020-21 budget deficit
- Capital budget transfer
- Temporary/permanent reduction of personnel expenses
- Use portion of reserve balance
- Explore other options



ISB Construction Projects

- Master Plan Facility Projects:
 - HS/MS Performing Arts Expansion
 - HS/MS Design Center Renovation
 - ES Arts Center and Theater Expansion
 - Early Years Learning Center Renovation

- Projects driven by strategic, long-term view for ISB:
 - Support our mission and vision
 - Provides educational opportunities important to students in 21st century learning environment
 - Positions ISB competitively among peer schools



ISB Construction Projects

- Project Timeline
- Expansion Projects Complete
 - MS/HS Performing Arts
 - Elementary Arts Center and Theatre
- Renovations Complete August 2020-21
 - Early Years Learning Center
 - MS/HS Design Center



ISB Construction Projects

Elementary School Theater Lobby



ISB Construction Projects

Elementary School Theater



ISB Construction Projects

MS/HS Performing Arts Classroom



ISB Construction Projects

*MS/HS performing
Arts*



ISB Construction Projects

Bridge to the FTC/Domes



ISB Construction Projects

- Project Budget Management
 - Resource Committee and Board of Trustees are briefed regularly on project budget, budget contingency, and project change orders
 - Project budget expected to remain within the cost projections and budget parameters in place at this time.
 - There is no increase of annual capital fees planned as a result of these projects



Expat PRC Individual Income Tax

- Expat Income Tax Change - January 2022
 - Education and Housing Expenses no longer tax deductible
 - Increase school (10%) and expat family expenses (40 - 50%)
 - ISB is actively advocating with government leaders, foreign chambers, and tax bureau representatives for support
 - ISB has scheduled a community information session about these tax changes on June 9th, 2020 at 6:30 PM via ZOOM and invited a tax specialist from Ernst and Young to share more details
 - An announcement of the presentation will be provided to the ISB Community in the upcoming week



RECOGNITION OF TERMS OF SERVICE



Su Jin, Board Chair

Departing Trustees



Doug Cogle

Board Chair 2018-19 & 2019-20

Board Member 2016-17, 2017-18, 2018-19 & 2019-20

- **2016-17** Futures Committee Member
- **2017-18** Board Secretary, Strategic Governance Committee Member, Policy Review Member and Mission & Vision Member
- **2018-19** Inclusion Chair, Mission & Vision Design Team
- **2019-20** Resources Committee Member



Welcoming the 2020-21 Trustees

SPECIAL THANKS

- **The Election Task Force**

Audrey Cao, Jin Chen, Jeffrey Layman, Joanna Cole, Garrett Nunan, Preben Gietz, Jennifer Huang and Ken Lee

- **ISB staff who have supported the process behind the scenes**

Jo Cole, Garrett Nunan, Nick Yates, Joseph Djima and Rebecca Lei

- Process is managed by the Election Task Force, under the leadership of the Strategic Governance Committee.
- Three open elected positions for the 2020-21 school year. Deadline to submit nominations was March 18, 2020, and the Board received three Nomination Forms before the deadline.
- In the circumstances, the Election Task Force empowered by the By-laws and Board Policy, has decided that no election is required and that these 3 candidates who have met the election guidelines, will assume a role on the 2020-2021 Board of Trustees.



Rachel Wang



Travis Wu



Yushu Feng



THANK YOU FOR JOINING US

*If you have a question or any comment for the Board
please email board@isb.bj.edu.cn*

