



Annual Report

2017-2018

Educating Minds, Transforming Lives.

www.ics.edu.sg





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Message from The Director

Dear ICS Family,

Growth and development are important terms in regard to our children. Our students are changing and growing physically, which we see in their annual school photos. They are also developing mentally, spiritually and socially as they become more independent and take on new challenges. In a holistic approach to education, we desire to see them grow and develop in all these areas in order to reach their full potential.

As an organization, growth and development are also important. When we celebrated our 25th Anniversary at Universal Studios in April 2018, we reflected on how God orchestrated the birth of ICS through a handful of Christian parents who were seeking to find a school to nurture their children's mental, spiritual, and emotional well-being. From a tiny, old, and dilapidated campus at the foot of Mt. Faber, we grew into a full-fledged international school that provides a quality, Christian education for 450 students from 29 different nationalities from around the world. Year after year, we welcomed more faculty, staff, and students, developed our curriculum and took on new initiatives. We had 26 students graduate in May and our senior class this year will be one of our largest classes in the history of ICS. It will be exciting to see where their future takes them. Likewise, we desire to continually become more effective in our mission of Educating Minds and Transforming Lives for the Glory of God for the next 25 years and beyond!

As we look to the future, other areas of growth and development continue to be the programs we offer and our facilities. We are seeking to raise the academic standard of our program while ensuring that the Christian community is maintained. We are also continuing our efforts to locate a new facility that will better meet the needs of our students and staff.

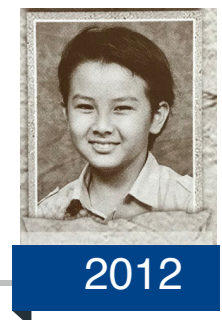
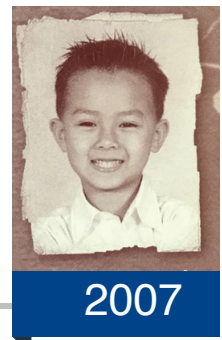
One way that you can participate in our continued growth and development is through our ICS Legacy Fund launched in 2017-2018. Our goal is to raise S\$3 million dollars in three years to help position us to move forward. My hope is that every family will participate in our Legacy Fund. The size of the gift is not the most important factor but having every family represented will help the fund to grow and reach our goal. Please email our Development & Communications Director at development@ics.edu.sg for more information on how you can be part of ICS's Legacy.

May God richly bless each of you.



A handwritten signature in dark ink, appearing to read 'Eric Alfrey'.

Eric Alfrey
ICS Director



**Abel has
attended ICS
since 2006**

Timeline

1993



The Birth of Christian International School (CIS)

The committee found a campus on a steep hillside with many tall trees to provide shade from the tropical sun. It was at the corner of Mount Faber Road and Lower Delta Road. The school opened on September 6, 1993 with 16 students and 2 teachers.

1996

Enrollment Growth

Enrollment for year one peaked at 42 students. Year two's highest enrollment was 59 students. On January 24, 1996, in year three, the school had 89 students.

1997



5th Anniversary Year!



1998

Asian Financial Crisis

ICS's enrollment declined from 102 to 70 students during the Asian financial crisis of 1998 when many companies repatriated their overseas staff. However, our enrollment bounced back up to 100 students after much hardship from our leadership and staff.

1999

Dual Accreditations

ICS received dual accreditation with Association of Christian Schools International (ACSI) and Western Association of Schools and Colleges (WASC).



INTERNATIONAL COMMUNITY SCHOOL
2001

2001

Big Move, Bigger Growth

During the summer of the move to Kampung Bahru Road, enrollment grew by a whopping 50%! Parents, students, and staff saw the faithful hand of God in their midst when the enrollment increased from 100 to 150 students.

2002

10th Anniversary Year!



Pre-K Program

Due to growing demand, a preschool/pre-kindergarten class was added to the school.

2003



15th Anniversary Year!

In the summer of 2007, ICS renovated another wing for additional high school classes, and reached a pre-enrollment record of 423 students.



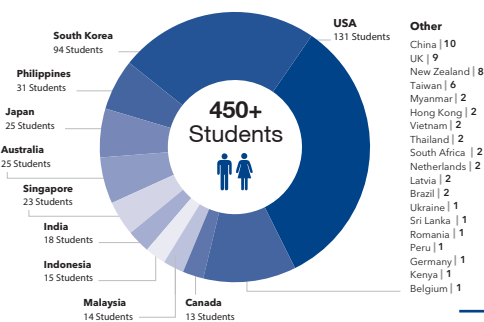
International Night

This is one of our biggest events on campus. Students, staff, faculty, and parents all participate in this anticipated annual event and share their rich cultural heritage through food, song, dress, and dance.



Launch of the One-to-One Student Computer Program

Laptops were provided to 120 students from 9th to 12th grade. By 2017, the program expanded to include over 300 students from 4th to 12th grade.



Representing 29 Nationalities

From only five nationalities when we first started, ICS is privileged and humbled with the opportunity to educate the minds and transform the lives of students from 29 nations.

2006



Jubilee! The Third Campus

ICS relocated to 27A Jubilee Road. Classrooms were renovated and enrollment increased from 220 to 280 students. ICS planned to renovate one wing in the first year, and then expand and add classrooms over a three-year period.

2007



Week Without Walls

Our WWW program was established and certified by the Standards of Excellence in Short-Term Mission. Middle school and high school students continue to serve in China, Cambodia, India, Indonesia, Malaysia, and the Philippines.

2009

2010



20th Anniversary Year!

ICS celebrated its 20th anniversary at Marina Bay Sands.

2012

2013



Cert No: EDU-2-2070
Validity: 25/11/2015 - 24/11/2019

2015

Edutrust Certification

ICS received full certification under Singapore's EduTrust certification program. ICS is the only non-profit international school in Singapore with this certification.

2016



2017

25th Anniversary Year!

As ICS reflects on how it has grown from 16 students to over 480 students, we know it is only by God's grace and provision that we can continue to secure our legacy for the next 25 years and beyond.

Board of Directors

"ICS is truly a family and we especially appreciate the Christ-centered education. Our teachers are amazing and many have become our dear friends. The quality of the education, after-school activities, and the competitive sports programs are also very valued by our family. I am honored to serve on the Board of Directors as a way to serve the school. I am continually encouraged by the school's administration and the other board members."



Chairperson: Julie Wiggins

Director of Operations, Young Life Asia Pacific
Term: May 6, 2016, to May 5, 2021



"One of our highest priorities for our children has been to ensure that they receive a quality education in a supportive and affirming Christian community. We were blessed to discover ICS as we were preparing to move to Singapore more than 12 years ago, and we have been strong supporters ever since. We believe in the Mission, Vision, and Values of ICS, and are glad to be able to volunteer as needed and to serve on the Board of Directors."

Vice-Chair: Dave Hane

Personnel Coordinator, Asia-Pacific Strategic Partners
Term: May 6, 2016, to May 5, 2021

"Special friendships developed for our children in this place over the past few years, and they not only matured and blossomed socially but spiritually and intellectually. As a grateful witness of how this place can impact lives of many young children, including ours, I have been moved to serve on the school board to give something back to this community and be a part of extending the blessing and grace we have received from God through ICS to other families."



Director: Sam Rhee

CIO at Endowus, CEO at Voveo Capital
Term: Jan 12, 2015, to Jan 11, 2019



"Our family loves the focus on holistic education at ICS. Students pursue academic excellence at ICS under the guidance of the exceptional faculty and staff while, at the same time, learning to give God the glory wherever He leads them. ICS not only values our family's Christian worldview but wholeheartedly promotes it."

Director: Ashley Akovenko

Homemaker
Term: July 17, 2017, to July 16, 2022

"I am humbled and very thankful for the opportunity to serve on the ICS Board. It is tremendously exciting to be a part of a school that seeks to impact the world for the glory of God! As a parent, I am constantly moved by the love and attention my son receives from his teachers. They treat each student as God's precious gift. As an educator, I appreciate deeply ICS's approach to education, which seeks to grow students holistically - shaping not just their mind but also their values and character, while recognizing their unique gifting and God-given qualities. As a Christ-follower, I am grateful for ICS's determination to cultivate in their students' hearts a love for God and His people. I can proudly say my son is not just in a good school, but rather, a part of a wonderful ministry that glorifies God and edifies His people."



Director: Jacob Li

Resident Faculty, East Asia School of Theology
Term: Jan 16, 2018, to Jan 15, 2021



"ICS has had a tremendous impact for my family in so many ways that I cannot count all the blessings. The attributes, attitude, and character of the students, faculty, and staff is a statement in itself, in that they are willing to give of themselves to serve and think of others. I too want to pay it forward to ICS by serving as a former substitute teacher, room parent, and now as a Board member. I believe this allows me a more holistic view of ICS and support ICS in whatever capacity now and whatever lies ahead. The future of ICS is exciting and I am looking forward to being on that journey."

Director: Laura Tan

Program Manager, Lonza Biologics Tuas
Term: July 17, 2017, to July 16, 2022

"Over the past six years, our children have grown at ICS, not just through Elementary, Middle and High school, but also as independent individuals, strong in their faith and passionate about their gifts and talents. For the Jerome household, ICS has been both a community and a family that we feel very blessed to be a part of - it just so happens that ICS is also a school!"



Director: Vijay Jerome

Vice President, Technology
Term: Jan 12, 2015, to Jan 11, 2019



"ICS is more than a school where kids receive an education. In addition to academic excellence, ICS is a community of people who strive to make a greater impact in the lives of our children and the world for God's Kingdom. I'm proud to be a part of the ICS family and we are truly grateful for all the faculty and teachers who make it what it is. GO KNIGHTS!"

Director: Sam Kim

Pastor
Term: Oct 15, 2018, to Oct 14, 2021

"ICS is truly a gem among the many educational institutions in Singapore. Our family has been amazed and blessed by its strong sense of community, the love and care demonstrated by faculty and staff towards the students and one another, all built upon a desire to love and honor God and His people. I am humbled and honored by the opportunity to serve the school and its community as a member of the Board."



Director: Su Wei Yong

Homemaker
Term: Oct 15, 2018, to Oct 14, 2021



"ICS is truly a community where teachers, students, and parents come together, demonstrating love and care for one another with Christ at its center. It is a place where both students and parents feel welcomed. We have been blessed to be part of the ICS family for the past six years."

Director: KD Baruah

EVP (APAC); Transfer-To
Term: Nov 13, 2018, to Nov 12, 2021

"My family has been blessed to be part of the ICS community for the past six years. Especially, I am very grateful that my two children are learning Christian values and how to apply them to their daily lives. What makes a good educational environment is not just good teachers, good students, or good facilities. It has to be teachers, students, and parents working together toward the shared vision and values, led by the Lord's guidance, which is what ICS is about. I am very humbled and honored to serve on the ICS Board and for the opportunity to contribute to the ICS community."



Director: Younbo Jung

Associate Chair - Academic and Associate Professor, Nanyang Technological University
Term: Nov 13, 2018, to Nov 12, 2021

Accreditation



We are pleased to announce that ICS received full accreditation from the Western Association of Schools and Colleges and the Association of Christian Schools International on July 2018. The term for this accreditation is six years.

Every six years, ICS undergoes accreditation through two US-based organizations: the Western Association of Schools and Colleges (WASC) and the Association for Christian Schools International (ACSI). We do this to continually improve our quality and to strive for excellence in our classrooms.

"ICS has engaged in a formal self-study in all areas of the school. This self-study is to identify places in which we currently excel, and where we can continue to grow and develop. The whole staff has been involved in committee meetings, writing narratives, and gathering documentation in preparation for the accreditation visit," said Jennifer Cantrell, Accreditation Coordinator. For year 2017-2018, ICS was privileged to host six individuals from various international schools in the region as part of our accreditation assessment with ACSI and WASC. The culminating accreditation self-study report was presented to and appraised by the team.

ICS was commended for its commitment to consistently communicate the mission, vision, core values, and expected student outcomes (ESOs) to all stakeholders. The accreditation team also noted the exceptional care teachers have for our students' well-being. They praised the mentoring relationships occurring between teachers and students in addition to how teachers are investing in their students' spiritual, personal, and academic growth as a part of the school's commitment to holistic education.

Robert Gutzwiller, chair of the visiting ACSI and WASC team, remarked that ICS's report was, "one of the most detailed and comprehensive plans I have seen in the many years of leading accreditation visits."

ICS was lauded for the work the school has done to receive EduTrust certification. This certification provides the school with excellent operational accountability. The accreditation team also gave glowing feedback on how teachers and the administration collaborated closely to ensure positive student learning experiences. ICS's desire to be a caring community was proved over and over throughout the accreditation team visit.

As previously noted, accreditation is about always striving to develop and enhance our students' learning experience in school. As part of our commitment to fulfilling our mission and core values, ICS will pursue a continuous improvement plan to guide the school's initiatives over the next six years. The ACSI and WASC team recognized and affirmed ICS's strategic plan that drives school initiatives such as biblical integration in all classes, sound assessment practices throughout the school, and professional development for all teachers and staff. ICS will review and adjust its communication plan to ensure that our students' educational needs are heard and fulfilled.

The visiting accreditation team (from left to right): Robert Gutzwiller (Chair), Jennifer Lindemuth, Shawna Wood, Helen Schleper, Elsie Poosawtsee, and Matthew Mann.



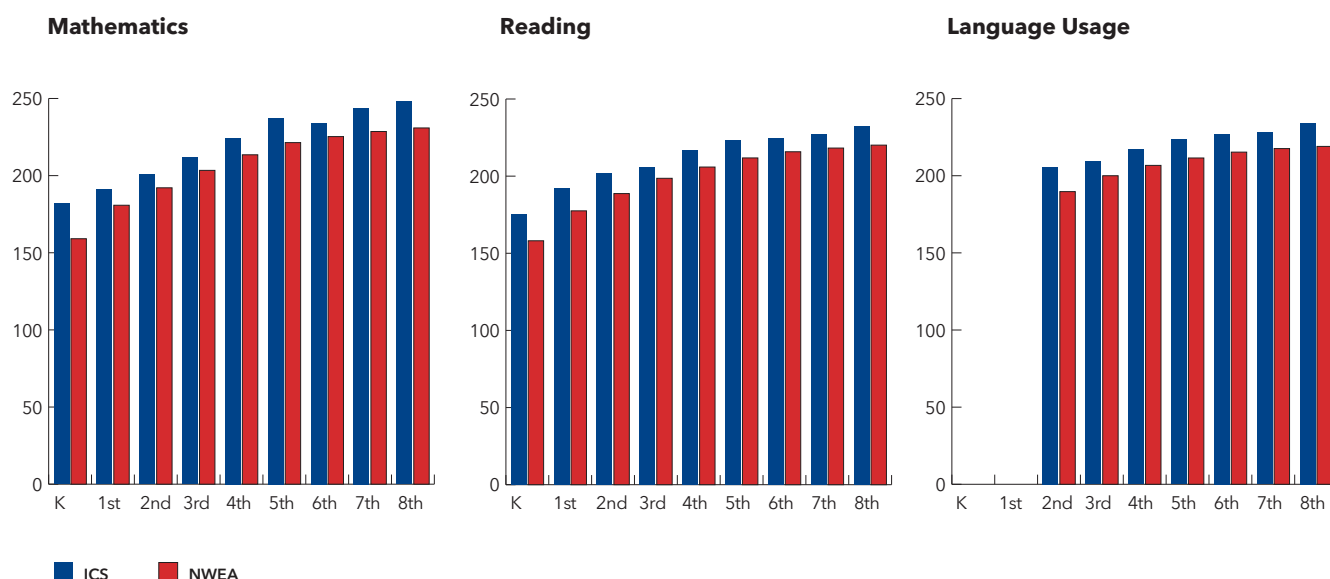
Academics

We are pleased to announce that ICS students consistently perform well above the United States norm. ICS is often ranked at or above the 95th percentile of schools globally in the Measure of Academic Progress (MAP) testing.

All students in the elementary and middle schools take NWEA's Measure of Academic Progress (MAP) throughout the year. The MAP test is given in mathematics, reading, and language usage. The MAP test is adaptive to each student's academic level, allowing ICS teachers and administration to ensure each student is receiving an education personalized to the student's academic needs.

ICS uses this MAP test data in four ways:

- To provide teachers with information about each student's instructional needs
- To identify students who may need additional support
- To monitor growth over time, both during the school year and over consecutive school years
- To provide an external benchmark of student performance against schools in Singapore, Asia, and the United States

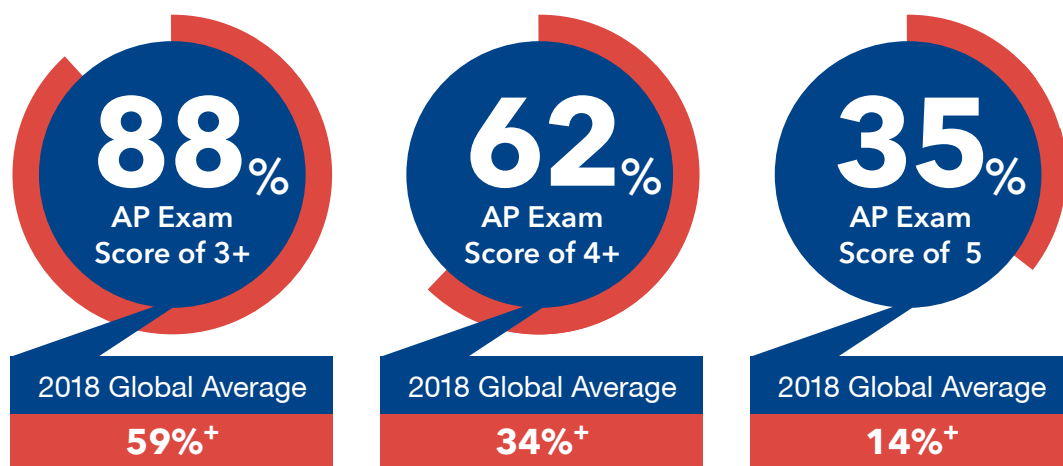


* taken from 2015 NWEA Measures of Academic Progress Normative Data

HS Profile Highlights

We are proud of all of our High School graduates for producing good academic results. In 2018, 51 ICS students took 103 AP exams. Students take AP courses either at ICS or online through Northstar Academy. Below are the results.

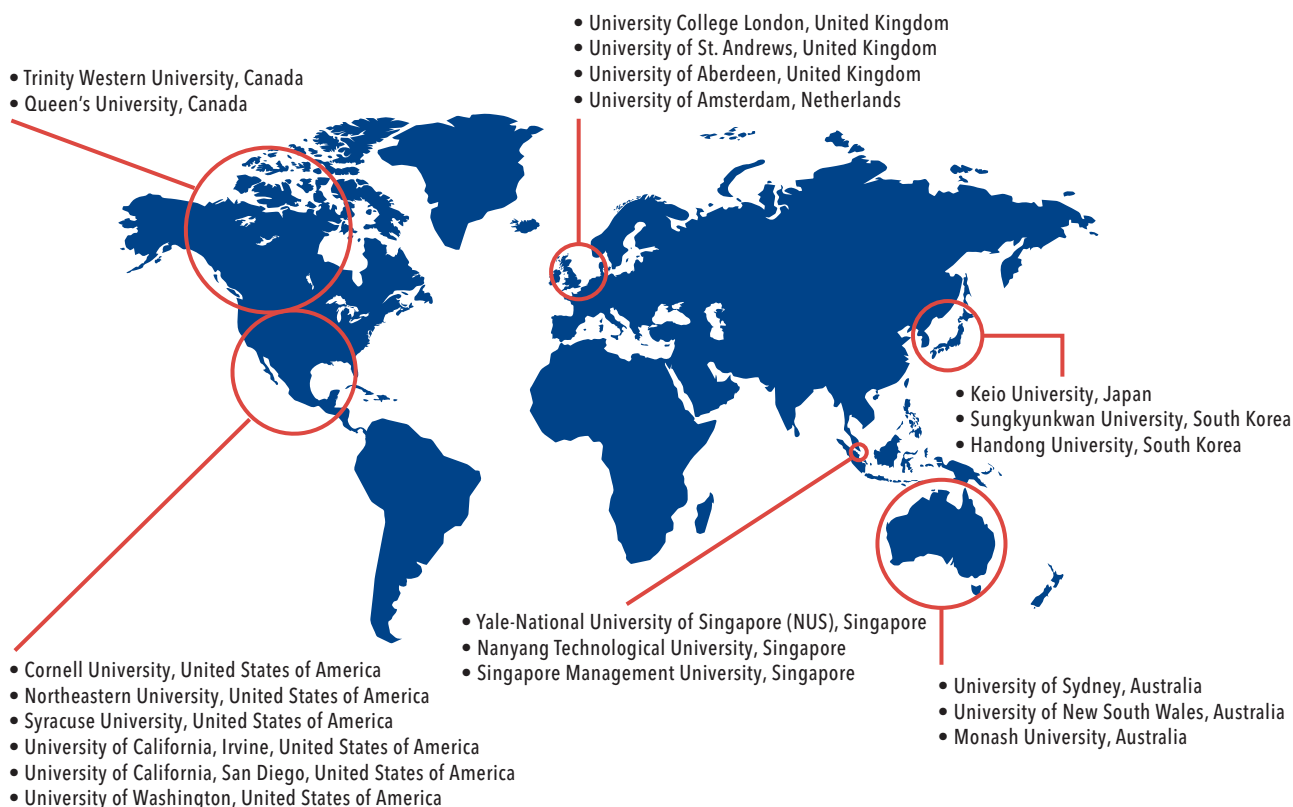
ICS High School AP Results 2018*



* for courses taken on-site at ICS

UNIVERSITY ADMISSIONS

The following is a partial list of universities and colleges to which ICS graduates from recent years have received offers of admission.



(Information taken from 30 June, 2018 Financial Audit)

Financial Overview (2017-2018)

We are pleased to report that ICS continues to be in a strong financial position. Our audited financial results for 2017-18 were within the plan. Because of the quality of our educational offerings, small class sizes, and lower tuition, we continue to be at near capacity despite numerous vacancies at competing schools. Teacher salary and benefits are the largest components of expenses. With rising labor costs in Singapore, there will continue to be a need for annual moderate tuition increases. We are committed to operating as efficiently as possible to keep these increases as small as possible.

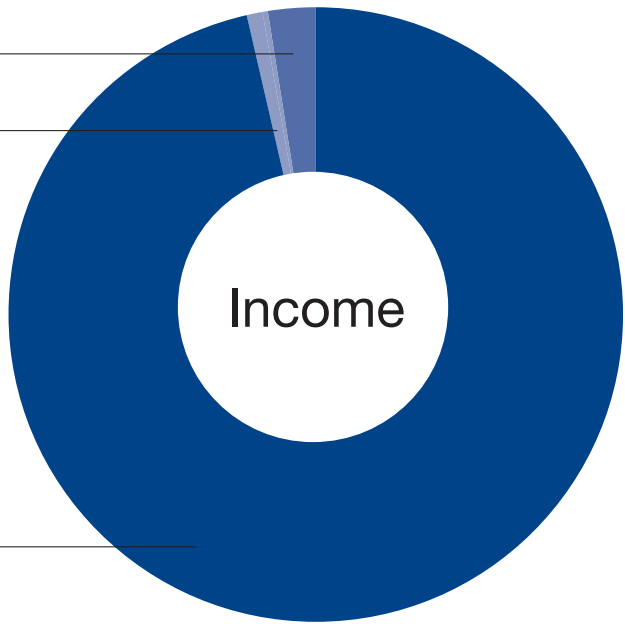
ICS maintains financial reserves equal to approximately 1/2 year's operating expenses. These reserves provide a buffer in case of an unexpected decline in enrollment and allow the school to make strategic investments.

Other Income
\$383,485

3%

General Donations
\$47,816
1%

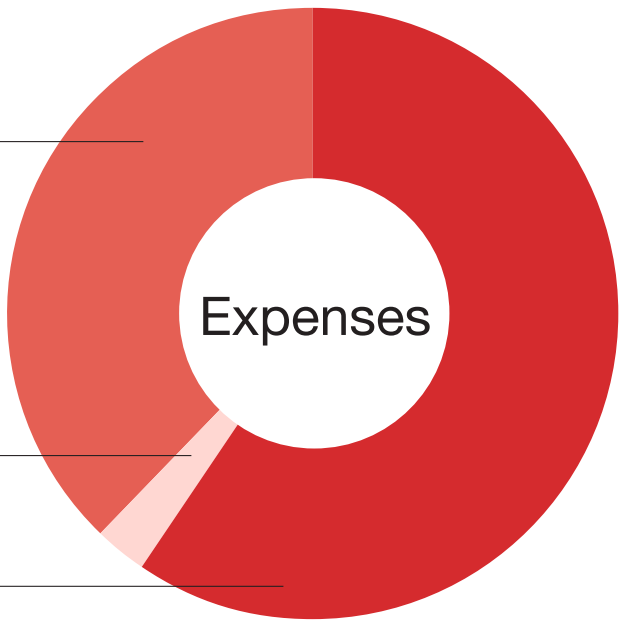
Tuition
\$11,349,319
96%



Operating Expenses
\$4,141,750
38%

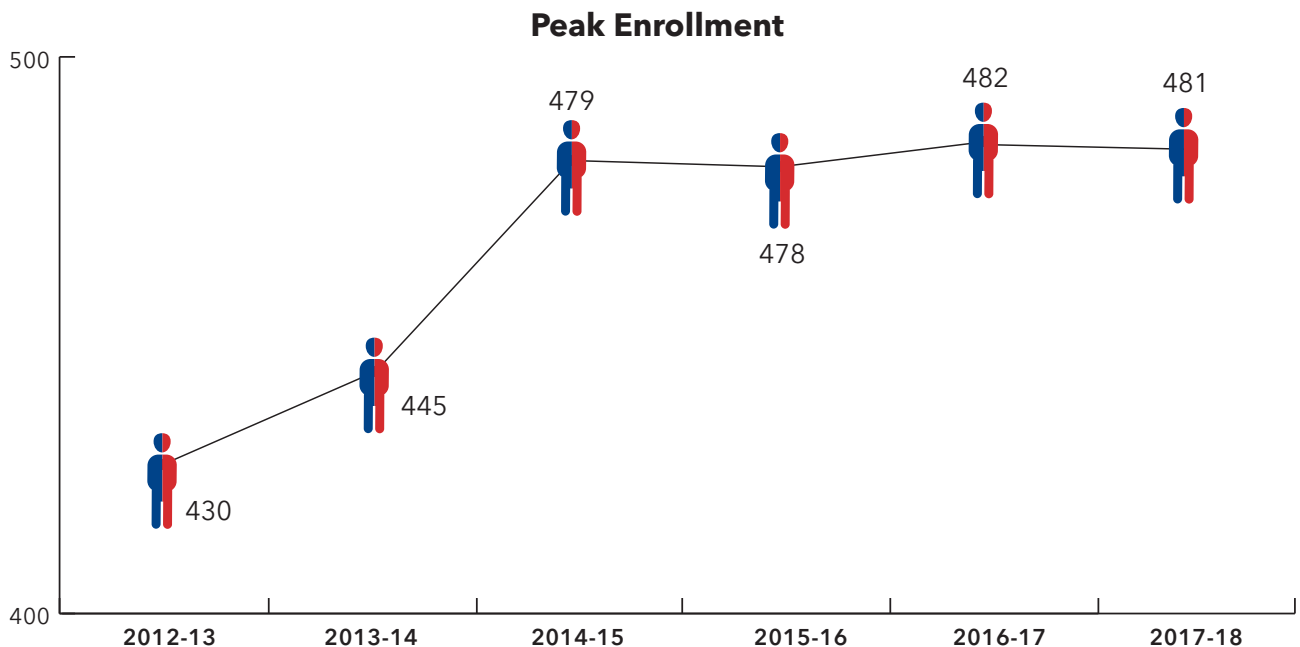
**Teaching Resources/
Materials**
\$431,698
4%

Salary & Benefits
\$6,431,435
58%



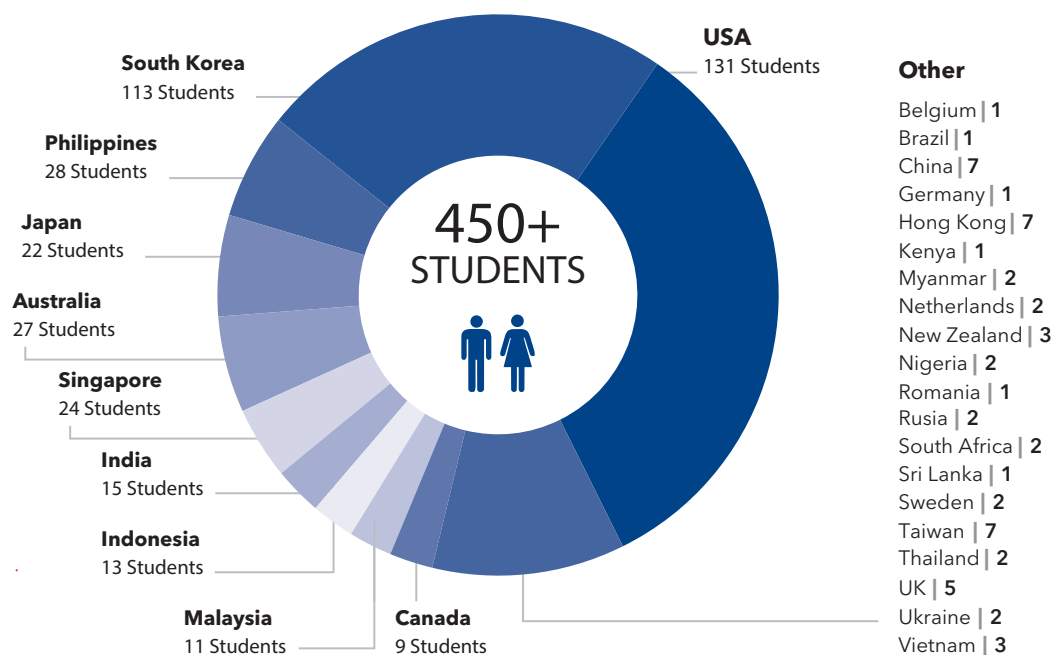
Enrollment

In 2017-2018, we see that our enrollment has stabilized over the past 4 years. We are honored that parents continue to be our biggest advocates because they see the value of our ICS education in their children's lives.



Student Profile

ICS proudly represents 29 nationalities from around the world. We embrace and proactively build strong relationships among our students and their families. Our students' family career demographic representation is from business, ministry, military, and diplomatic communities. The largest single group is from the USA. Our second largest nationality is from South Korea.



Academic Staff Statistics

We have been blessed by hiring quality educators from all around the world. They are passionate about what they teach and perform above and beyond their classroom teaching responsibilities to ensure that their students receive the care and focus that they need to be successful in life. We currently have 69 teachers on staff. Our teachers have an average of 9.8 years of teaching experience and have been with ICS an average of four years.

Doctorate

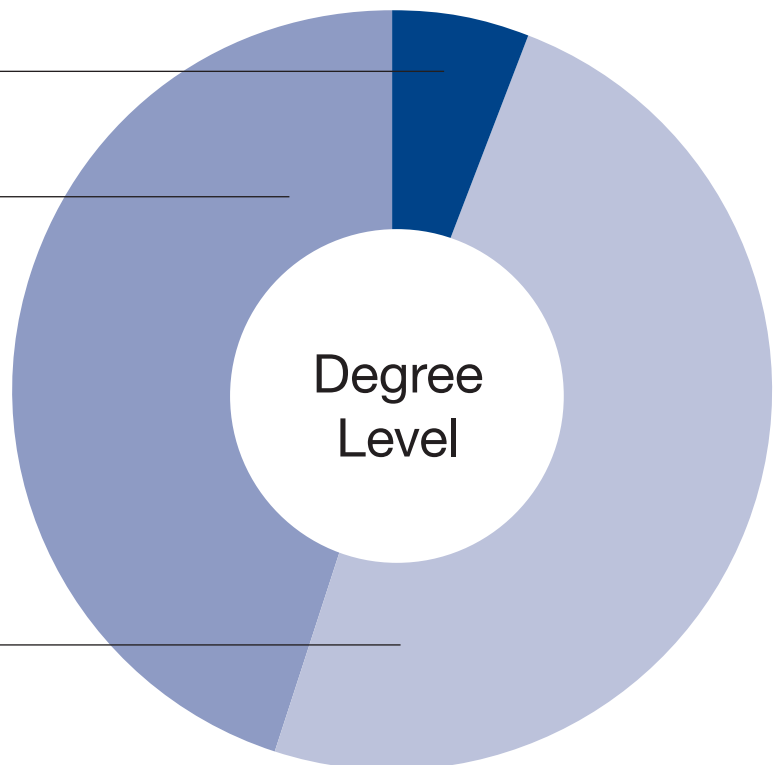
5%

Masters

46%

Bachelors

49%



Nationality / Region

	Canada 4
	China 1
	Great Britain 1
	Hong Kong 1
	India 1
	Mexico 1
	Singapore 3
	Taiwan 1
	USA 56



Service Learning

Service-Learning continues to flourish under its mandate to give back and educate in meaningful ways through three areas: volunteer service, charitable fundraising, and awareness campaigns.

The goal of this Service-Learning program is to:

- **Expose students to other cultures outside of Singapore**
- **Develop a deeper appreciation for ways in which students have been blessed**
- **Experience the value of serving others**
- **Have leadership opportunities**
- **Develop problem-solving skills**
- **Foster teamwork**
- **Encourage unity in the student body**
- **Build cross-cultural friendships and connections**
- **Become active agents in changing our society**

Students committed to Service-Learning and charitable endeavors are tracked in service hours during their time at ICS. High School students are required to serve 12 hours per year (not inclusive of the Week Without Walls small group meetings) Middle School students are required to serve 20 hours per year. The countries in which the Week Without Walls teams serve in are Cambodia, India, Indonesia, Malaysia, and the Philippines.

Locally, our students have served and partnered with charity organizations and communities like The Salvation Army (The Haven) in Pasir Panjang, Youth for Christ in Geylang, Willing Hearts in Kembangan, Health Serve in Geylang, St. Luke's Elder Care and Orange Valley Nursing Home in Clementi, Teen Challenge in Choa Chu Kang and Lakeside Student Care Centre in Jurong West.



The WWW India Team served in the Shalom Center and traveled to the city of Vellore where they taught, interacted and built relationships with the orphanage in that area.



The WWW Surabaya Team spent their time in Indonesia by teaching a local playgroup and kindergarten students. They played fun games, taught a Bible lesson and did a great job of bringing the story to life with a skit. They also had the opportunity to share with the ICA's Youth Group and play interactive games with them. The team also refurbished the playground. They fixed the roof, repainted the equipments and refreshed the background with a mural.



Team WWW Cambodia worked hard in the heat to build fences around an orphanage in the area. They interacted and played with the neighborhood kids that came out to watch and help them with their tasks.



The WWW Penang Team served at the Kawan Center on the island. This center has been operating for the past 20 years in Penang. They prepared lunch, learned a Chinese dialect and cleaned facilities that are used by the street-based people who rely on the Center's services. The team also served at a school for at-risk children and organized donations for flood victims.



The WWW Philippines Team prepared hard for this moment to serve the local community and to make an impact on their lives. They painted fences and murals, organized games for the community kids and forged friendships with the local children.

Fundraising

Thanks to the generosity of families, friends, alumni and staff, ICS raised S\$128,560 in the fiscal year of 2017-18. In addition, we are grateful to receive an additional S\$228,320 in donations through our ICS Legacy Fund as of December 1st, 2018. We are excited to announce that our grand total for the campaign thus far is S\$356,880.

Many of our strategic initiatives to enhance classroom experience rely on your generous financial support. Because our tuition is economical, we encourage all families to consider opportunities to invest financially in the lives of our students.

The ICS Legacy Fund has four areas that you can get involved in. Please email our Development and Communications Director at development@ics.edu.sg for more information on how you can contribute.

How Do I Get Involved?

By partnering with us, you will help turn this vision into a reality. There are numerous opportunities through which you can get involved.



Program Legacy Fund

Contributions to the Program Legacy Fund will continue the school's expansion in the following areas:

- Project-based learning
- Performing arts
- Entrepreneurship program
- Technology (AI, Robotics)
- Early Elementary programs
- Advanced Placement programs



Building Legacy Fund

Your contribution to the Building Legacy Fund will allow us to develop the new campus in the following ways:

- More classroom space
- Specialized learning spaces:
Science labs, technology labs
- Gymnasium
- Performing art centers
- Physical education sports fields



Professional Legacy Fund

Your contribution to the Professional Legacy Fund will help us to enhance the development of our teachers in the following areas:

- Conferences
- Advanced degrees
- In-house professional training
- Opportunities to mentor other teachers



Scholarship Legacy Fund

Your contributions to the Scholarship Legacy Fund will allow us to provide crucial scholarship funds in the following areas:

- Provide deeper educational discounts for students of full-time Christian workers
- Expand our support to include those with financial needs
- Provide scholarships that support under-privileged children across Asia



**International
Community
School**

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CPE Reg No: 199303918N
Reg Period: 06/07/15 to 05/07/19

Cert No: EDU-2-2070
Validity: 25/11/2015 - 24/11/2019