



# Achieving Goals

Annual Report 2021 – 2022



Bonn  
International  
School

# Mission statement

The mission of Bonn International School is to empower and inspire students to achieve their full individual potential and become responsible global citizens. We provide an innovative, internationally-recognized education within a compassionate multicultural community.





# Annual Report

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Year 2021 – 2022

# message from Board of Trustees



**Dear BIS Association Members, Dear Friends of Bonn International School,**

**With gratitude and pride, we welcome you to this year's Annual Report with the facts, figures and highlights of our 2021 – 2022 school year.**

**"Achieving Goals"** is the title of this year's report. We have chosen this title purposefully and for good reason. As our students set goals for themselves every year, so too does BIS as an institution. Like our students, our school management holds itself responsible for setting ambitious, yet realistic goals and also holds itself accountable for their realization. These goals ensure that our school is future-ready, well-resourced and able to deliver on its mission to inspire and empower students to achieve their individual potential.

With current events often feeling overwhelming and all-encompassing, it can be easy to overlook the achievements right in front of us, closer to home. We invite you to read our

Annual Report and celebrate both the individual and collective accomplishments within our community.

The 2021 – 2022 Annual Report is divided into three sections, each with a specific focus on the goals set by different constituents within our school and the progress they have made towards these goals this year.

- **School Highlights** dives into what has been happening in Primary and Secondary Schools as well as in our BIS administrative departments
- Update on our **Whole School Action Plan** speaks about this year's advancement on school-wide initiatives outlined within our Strategic Plan 2020 – 2023
- **BIS Board of Trustees** outlines the strategic big picture of Board planning and actions



We will sadly bid goodbye this summer to a few of the school leaders who have been so instrumental in steering BIS through the last years and positoring BIS for growth and achievement.

**Pat Baier**, our Director, will enter her well-earned retirement, able to spend more time with her daughters and grandchildren. We are immensely grateful for Pat's leadership of the school over the past six years, her unwavering enthusiasm, her compassion and the far-reaching benefits of her educational expertise.

**Silje Skogstad** will move back to Norway after serving on the Board of Trustees for seven years, five as Chair. Many do not realize the incredible amount of time and responsibility involved with this voluntary position. We thank Silje for the volume of time and energy she has invested in BIS, her keen insight and strategic vision she brought to the Board.

**Will Tragert** will step down as Secondary Principal to return to the United States. We wish him and his family all the best and thank him for his dynamic, inspirational leadership, as well as the focus on student wellbeing and voice so critical for our students.

Before heading into the highlights of this year, we extend a huge thank you to our wonderful



BIS staff. Your energy and love for your profession have made the 2021 – 2022 school year memorable and full of achievement in many realms. We thank our parents for their commitment to our school community. Your support and kind words empower students and staff and make our community special and vibrant. Lastly, we thank our students who inspire us with their purpose and the achievement of their goals. You make service to our school an honour.

**With our best regards,**

**BIS Board of Trustees**



# message from Pat Baier

# Farewell Dragons



“It has been an honour to work with the faculty and staff at BIS. I have never worked with such a group of truly professional people, who are so deeply committed to our school and our students.”

**After 40 years in education, the last school year in my career is coming to an end. Over the years I have taught in British, German and international schools and although mainly a History and English teacher, I have also at times taught EAL, Art, Geography and Politics. During these years, I have had various roles in the schools I have taught in, as Head of Department, MYP Coordinator, Secondary Principal, and for the last 19 years as Director.**

I feel extraordinarily honoured to have had the fortune to finish my career at BIS, because this is a truly amazing school, for so many different reasons. I will miss this wonderfully diverse and caring community. I admire the fact that our students are so involved in many aspects of school life, from athletics to Student Council, from helping us write policies to interviewing Principal and Director candidates, from MUN to Musical Theatre, from Maths competitions to designing fish, and so very much more.





They are great communicators, extremely creative, willing to voice their opinions, welcoming to new students, enthusiastic about the many service and action projects they are involved in, and embrace and appreciate their diversity.

Like our students, our parents value and celebrate our diversity, they build bridges and make friends across cultures and languages. They too are not afraid to express their opinions and in doing so greatly contribute towards development, improvement and reflecting on how and why we do what we do. I have found our parents to be down to earth, genuine and so very generous with their time. Despite COVID-19, I have experienced fabulous celebrations and social events, have been moved by the staff appreciation events, and have been inspired by their creativity and spirit of volunteering.

I have been extremely fortunate to have worked with an exemplary Board of Trustees over the past 6 years. They have all epitomized what an effective Trustee of a non-for-profit school should be – willing to work hard and share their expertise for the good of the school, putting the long term-interests of the school beyond their own needs, and in the words of one member, “working as a team to give back to our school.”

Lastly, but certainly not least, it has been an honour to work with the faculty and staff at BIS. I have never worked with such a group of truly professional people, who are so deeply committed to the school and our students. I have learnt so much from them and have appreciated their willingness to embrace change, to grow, to learn with and from each other, and to go over and above when necessary. We have worked hard together, have risen to challenges together, but have also had a good many laughs along the way.

While looking forward to new adventures in my retirement, I will truly miss BIS and the Dragons who make BIS so special.

I wish BIS continued success for the future, continued development and change to meet the changing demands of education and of society as a whole, but sincerely hope that it retains the qualities that make it unique.

**Farewell and auf Wiedersehen BIS Dragons!**

Pat Baier, Director

# message from Silje Skogstad

# Go Dragons!



“BIS has been our home away from home. It is a place that gives my children the best preparation for life imaginable.”

**When I first walked through the doors of Bonn International School in 2013, I was immediately struck at the sense of purpose that everyone displayed.**

The students in Early Learning, which was where my family started our BIS journey, were working to create a life-sized drawing of a giant squid, so they could compare the size of its body parts to that of themselves. Teachers helped those students to channel their energy and passion for deep sea creatures into a shared result. They were all working together towards a common goal – learning, and having fun while doing so.

It has been the same sense of purpose and striving towards achieving common goals that have informed and inspired my own journey as a Trustee on the school's Board for the past seven years. The role of the Board of Trustees is always to take the longer perspective – you are essentially making decisions today that are designed to help the school be the best it can be in five or ten years down the road.





As a Trustee, you are often the least knowledgeable person in the room when it comes to matters of education and management of schools – your contribution is more about facilitating strategic debate, balancing goals and ambitions and providing outside perspective.

I have come to deeply respect what a special place this school is as an organization, as it strives to empower and inspire the students to become global citizens – and also to help them achieve their goals academically. Sometimes these goals may even feel contradictory to a young person who is still working to find out who they are. The faculty and leadership at BIS have shown over the years just how well they handle this daily challenge, with their dedication and unwavering empathy and compassion towards their students. Their purpose also guides the Board of Trustees in setting the strategic goals for the school.

In the past few years, those goals have focused on ensuring financial stability and predictability, on establishing and maintaining top-of-class governance, and on having excellent relations to its external stakeholders, all while pursuing ambitious operational goals. I am very proud to say the school today is in great shape and that every year has contributed to achieving these strategic goals to an ever higher degree.

Knowing the sense of purpose at BIS, I am confident the school will continue to set itself ambitious goals, just like those Early Learning students I first got to know. I am grateful to have been part of the BIS community, and for having had the privilege to serve on the Board of Trustees. My special thanks goes to our Director for the past six years, Pat Baier. She has been a role model for me throughout in the way she has set the school up for achieving ever more ambitious goals.

And as for the giant squid? My child will never forget the fact that the eye of a giant squid, to this day their favorite animal, is about the size of an adult human head.

**Go Dragons!**

Silje Skogstad, Board Chair

# School Highlights

In this section we hear from members of our BIS Leadership Team as they talk us through the sections of school they manage.







Alex Whitaker, Primary School Principal

# Primary School

by Alex Whitaker

## Relationships and Routines



**This has been a year of 'relationships' and 'routines' in the Primary School. As a new Principal at BIS, I have spent the year getting to know students, teachers and parents and finding out all about the routines and structures that support learning, and make this a special international community.**

Although we have continued to negotiate the changing regulations and impacts of the pandemic, teachers have worked hard to keep the routines as consistent as possible. They have focused on finding ways for students to connect with one another and build positive and purposeful working relationships in the classrooms. We are grateful that school has been able to remain open for learning and certainly have noticed the impact of this.



# Events and Activities



**We feel especially fortunate to reintroduce some important events and activities canceled for the last two years. Grade 5 students began the year with their overnight trip. Getting on a bus together, going somewhere new and having a few days of team-building activities was a wonderful way for students to get to know each other in new ways and build a strong foundation for the year ahead with their teachers.**

Grade 4 students completed their bike training with the local police department. After all the distance learning of the past couple of years, the opportunity to get out on bikes and 'learn by doing' was a refreshing and invigorating experience.

In December, we were delighted for students to perform in the Grades 3 – 5 Winter Concert. As we were unable to invite parents to be present in the audience, the concert was streamed online. Students benefited from sharing their music, dance and singing talents.



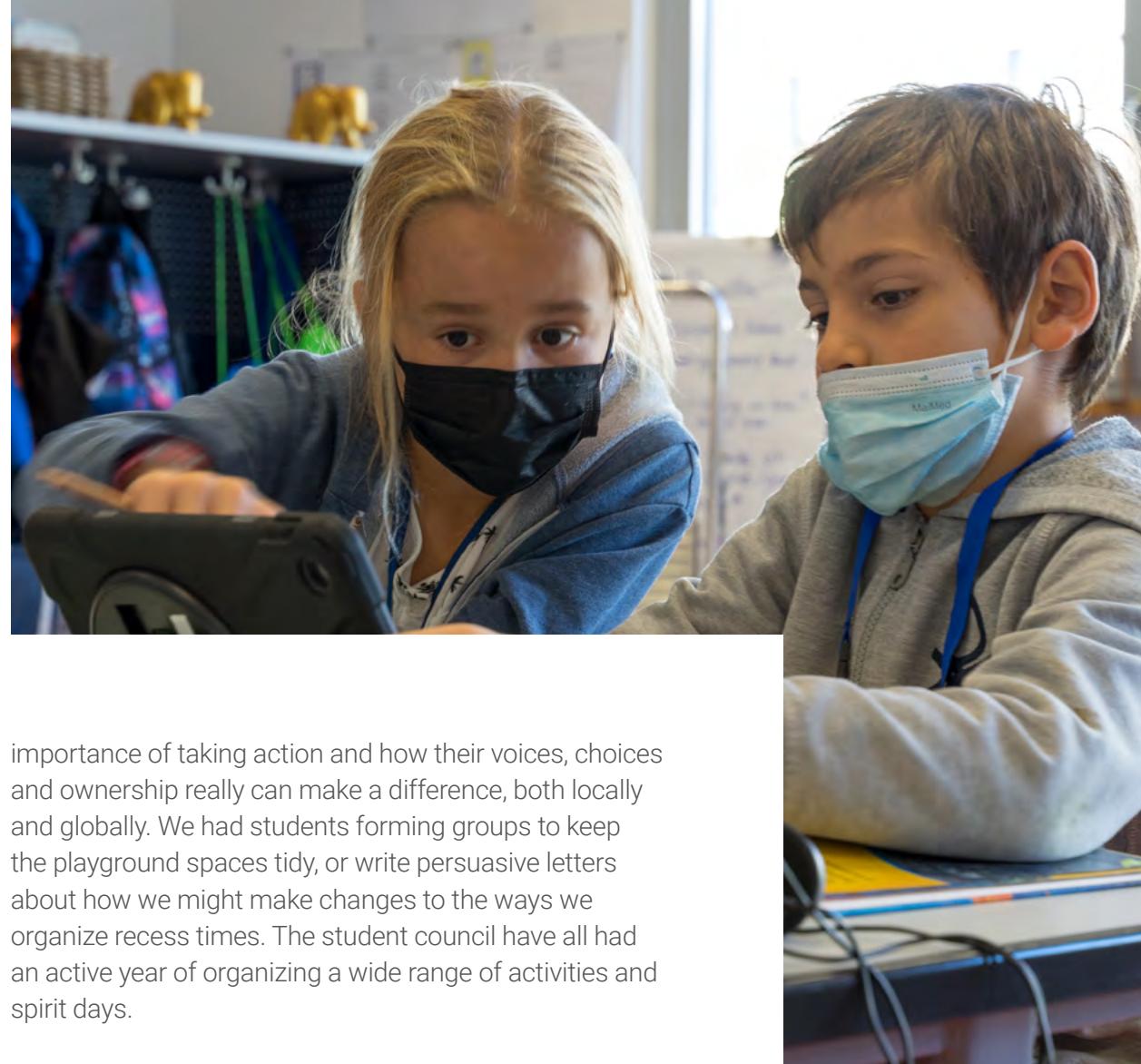
# Students Inspiring Students



**One of the biggest things we noticed this year is the way students have been inspired by each other and the things they have been able to observe students doing in other grade levels. We have had many students feeling empowered and passionate about taking action to make a difference in the world.**

Anna in Grade 4 started the year with a campaign to make and sell kindness dolls to support the local charity Andheri Hilfe. After making the dolls, advertising her campaign and working with other students, she raised over 1000 Euros which was donated in aid of children with poor eyesight in India and Bangladesh.

The impact of this went beyond its initial intention. Other students across the school began to realize the



importance of taking action and how their voices, choices and ownership really can make a difference, both locally and globally. We had students forming groups to keep the playground spaces tidy, or write persuasive letters about how we might make changes to the ways we organize recess times. The student council have all had an active year of organizing a wide range of activities and spirit days.

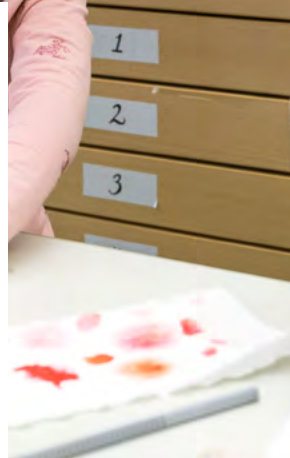
Early Learning 5 students were particularly inspired and after learning about the plight of baby sea-turtles, they made items from sustainable materials, which were sold to the community and ended up supporting over 3000 turtles in the wild.

**Inspired, empowered and achieving wonderful things!**



## Behind the Scenes

**Behind the scenes, teachers have also been working on a range of strategic initiatives through the school's Whole School Action Plan. Through the formation of professional focus groups, staff have been reviewing: behaviour policy and practices, schedules, how we use student feedback, how we use data and the diversity of the learning materials we use in the classrooms.**



# Highlights of Achievements



**Primary School:**  
283 students • 40 teachers

- € 1403,66 collected for sight-impaired in India, 3071 turtles saved, 100+ friendship bracelets, pompoms, charms and rings sold as students take action in service to others
- Airport and airplane built and flown as a collective group goal for Early Learning
- Crossing guard system developed for morning drop off to increase safety at critical times
- 15 assemblies celebrated to strengthen our community
- 4 teaching interns learning their craft
- 33 faculty members engaged in 6 professional teacher focus groups to improve student experience and curriculum
- 60 Grade 5 students exploring their passions in the PYP Exhibition
- 36,800 (more or less) COVID tests conducted this school year





Will Tragert, Secondary School Principal

# Secondary School

by Will Tragert

**Our Secondary School focused on three areas of improvement during the 2021 – 2022 school year. In support of our school-wide Strategic Plan and Whole School Action Plan for this year, we devoted ourselves to:**

- Strengthening and developing our Secondary School community. To nurture an inclusive, positive, healthy, and balanced culture for both staff and students.
- Strengthening the written, taught, and assessed curriculum whilst assuring it appropriately reflects the diversity within our school community. Ensure the practices and norms with the way in which we interact with the curriculum are rooted in research and informed by data.
- Developing efficient, manageable, and effective methods for ensuring our systems, policies, and protocols are appropriate for the current and expected size of the Secondary School.





# Community

**One way we helped to strengthen and develop our Secondary School community was through the addition of a new Assistant Principal. This position was created to focus on student social-emotional wellbeing and personal growth. Bina Shah joined BIS in August 2021 and has led great initiatives in her first year, such as the articulation of our advisory programme and the creation of the new Student Portal.**

In August and October, we welcomed a series of international consultants to campus to meet with faculty, parents, and students around the very important topics of equity, diversity, and inclusion. In Grades 6 – 8, we developed a new class entitled Community Event Time (CET). CET's learning objectives align to the standards from the Collaborative for Academic, Social, and Emotional Learning organization. Lastly, we were thankful to re-introduce many of the longstanding BIS traditions, events, and trips such as our prom, athletic trips, local field trips, and more.







# Curriculum

**Ensuring our curriculum mirrors the diversity and broad identities of our wonderful student body was a focus throughout 2021 – 2022. By leveraging the expertise of outside consultants and spending time working collaboratively with Primary School, we gave great attention to strengthening our written and taught curriculum and aligning it to our globally-focused Mission Statement.**

To invigorate our already strong curriculum, staff revised several key documents and policies such as the Student Handbook, Behaviour Policy, Assessment Policy, and Academic Integrity Policy. These revisions will be finalized in time for the start of the 2022 – 2023 school year.

# Student Voice

To ensure that student voice remains consistently present in our reflection of the taught curriculum, a new mid-year survey has been introduced. In this, students can now give anonymous feedback to each of their teachers on the learning that takes place in each classroom.

Lastly, we also developed data protocols for reviewing student learning and assessing the effectiveness of our curriculum. Leveraging new software introduced last year, the Secondary School can now take a broad and holistic look at each individual learner's academic growth. We can also use this data to identify strengths and growth areas within what is being taught each day.





# Systems, Policies, and Protocols

The Secondary School spent much of the year working through strategies to manage its current boom in enrollment growth. One exciting development was the decision to move from three teaching groups in each of our MYP grades to four. This means that students will now be divided into four different groups for their classes starting next August. The short-term benefits of this change are that it will create more consistent smaller class sizes and also allow us to accommodate for future growth. We have been fortunate to welcome 11 new teaching staff to support this growth.

Work has begun to enhance our service learning programmes in the Secondary School. By leveraging our newly expanded Co-Curricular Programme, BIS is looking to develop ways to give students more consistent and meaningful ways to impactfully interact with their local, regional, and global communities through service.



# Highlights and Accomplishments



Secondary School:  
462 students • 65 teachers

- 68 students in the Class of 2022 – our largest graduating class ever!
- 356 applications to universities in 24 countries from the Class of 2022 and still counting
- 12 spirit days, including 'Dress like a Teacher Day', 'Pajama Day', 'Twin Day' and other fun themes to build community
- 11 talented artists featured in our Diploma Visual Arts Exhibition
- 14 new staff members hired from around the world to teach in our growing Secondary School
- 17 medals won by our amazing swim team (including 4 gold medals) to name just a few of the many awards won by our student athletes this year
- 4 fantastic High School Musical performances, literally strengthening student voice



- 139 driftwood fish traveling down the Rhine, some as far away as Octen, Netherlands.
- 2 students in the top 15 in the Deutsche Neurowissenschaften Olympiade regional neuroscience competition
- 183 students in our biggest 'class', Community Event Time, a massive bi-weekly lesson for Grades 6 – 8 aimed at community building and social-emotional learning
- 13 field trips taken as we return to school routine and seek to expand learning experiences outside of the classroom





Sabine Schattenberg, Business Manager

# Administration

by Sabine Schattenberg

The administrative team is the quiet force behind the scenes at BIS, supporting faculty and school leadership. Our focus is to ensure an environment for high quality teaching and learning, as well as ensure compliance with all regulatory requirements in line with German law.



# Business Office

**We have a robust accounting system in place, which allows for a meaningful allocation of financial resources, timely and accurate tracking of expenses and detailed forecasting.**

This has been verified by our external auditors for many years and again this year. BIS received an unqualified audit report for many years in a row, the best mark an organization or business can achieve as an audit result.

# Communications and Admissions

**When we launched our new website and multiple portals in February and app in April, this marked the fruition of 18 months of planning and research on user needs and preferences.**

We are proud of the enormous improvement in school-wide communications that this web-based platform brings to all of our constituents. We also thank the numerous parents and staff members instrumental in the design and thought-processes for this new tool.

Early in the pandemic, our Admissions team moved to virtual formats to introduce the school to interested parents all over the globe and also to families entering BIS at different points in the school year. We remain at the forefront of these formats, as evidenced by robust enrollment in times when many international schools are experiencing a drop in student intake.





# Facilities

**In addition to the regular maintenance of our existing buildings, our Facility Team oversaw the installation of a photovoltaic unit on the Agora roof and the creation of our new Learning Support Center in the Crest building.**

Over the upcoming summer, the team will supervise another phase of our Waves roof repair project and substantial changes in classroom usage due to increases in enrollment.

# Human Resources

**Our HR department has been very busy facilitating and supporting recruitment efforts and on-boarding activities for our new staff.**

In addition, we are in the process of implementing a new HR software this year to more efficiently support our tracking and reporting needs - a much needed investment for an organization of our size.



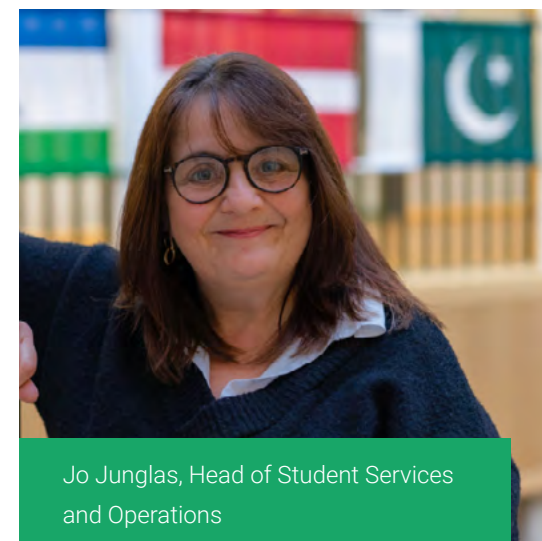
# Highlights and Accomplishments

29 staff members • 7 departments

- 29 staff members, 7 departments
- 17 straight years of outstanding financial audit reports demonstrating best practice accounting
- 3280 visitors to website and portals first week after launch, sharpening our school profile and providing an excellent user experience
- 170 guests at admissions virtual events, giving families world-wide their introduction to BIS people and places
- 117 new families with 176 students joined the BIS community this year, with enrollment up 4 %
- 20 % of our electricity consumption covered through photovoltaic rooftop units
- 90 % of purchases from local vendors in response to world events and to ensure sustainable delivery chains
- 15,000 accounting transitions per year handled by our Business Office
- 150+ parent school accounts set up as part of long-term IT systems integration process







Jo Junglas, Head of Student Services  
and Operations

# Student Services and Operations

by Jo Junglas



# From Extracurricular to Co-Curricular



**After a year-long review, we relaunched our EC Programme as the Co-Curricular Programme to better represent the integral part it plays in the holistic education of all students.**

**New sport opportunities introduced during the course of this year include:**

- swimming camp
- recreational basketball, volleyball, indoor football in various grade levels
- ball sports, hip hop and international dance
- additional yoga and acrobatics
- outdoor pursuits and self-defence

**New activities on the CC schedule include:**

- three flagship programmes: Odyssey of the Mind, BIS Band and Secondary Choir
- game-based fun like Rubik's cube and jigsaw clubs
- additional arts-focused activities like origami, calligraphy, drawing, sewing, textiles and photography
- skills development through entrepreneurs club, BIS Lingo and Maths Investigations

On an administrative level, our CC team has implemented seasonal student feedback surveys and is piloting a Performance Management Plan for all activity leaders and coaches. A newly-introduced contract between student helpers and coaches/activity leaders clarifies the roles of students working with younger students. This contract also links this service more closely with the expectations of our CAS and Service and Action Programmes in the Secondary School.







# Coming Soon to CC

**We are currently working on the 'BIS Pen Draig', a student Leadership Programme to inspire and empower students to take on leadership roles both within the CC Programme and beyond.**

We are also preparing the introduction of the Duke of Edinburgh International Award next school year. This is an acclaimed programme recognized and valued for admissions to universities around the world.





# Highlights

## and Accomplishments

16 staff members • 6 departments

- 68 staff members now lead a CC activity or sport
- 31 students assisting with sports or activities for younger students to provide leadership opportunities outside the classroom
- 100+ CC activities & 30+ CC sports offered after school, before school or during lunch
- 13 new activities & 6 new sports added for Primary School, 16 new activities & 7 new sports added for Secondary School to further diversify CC options at all grade levels



# Progress on Action Plan/ Strategic Plan



# Whole School Action Plan

**The Strategic Plan 2020 – 2023 was drawn up two years ago with the aim to develop and enhance existing processes and practices to inspire and empower students to achieve their full potential. Additionally, the Strategic Plan set out milestones to position BIS more competitively in the international and independent school sector within North Rhine Westphalia.**

The goals outlined in the Strategic Plan are:

- 1. Increase student engagement in learning**
- 2. Increased focus on student wellbeing**
- 3. Strengthen curriculum development and renewal process**
- 4. Improve learning spaces**
- 5. Improve internal and external communications**
- 6. Ensure long-term financial stability**

To achieve the goals outlined in the Strategic Plan, our school leadership develops annual Whole School Action Plans which advance individual aspects of these goals.

We are proud to share the progress we have made on this year's Whole School Action Plan.





# Completed

- Secondary student feedback system (goal 1)
- Revision of behaviour policies, with an emphasis on restorative justice (goal 1)
- Review of advisory curriculum with focus on student wellbeing, positive choices, and digital citizenship/safety (goal 2)
- Implementation of Co-Curricular Programme modifications defined 2020 – 2021 (goal 2)
- Review and adaptation of Secondary assessment and academic policies (goal 3)
- Implementation of student database to track individual student and collective school academic progress and inform data-drive decision-making (goal 3)
- Launch of new community, staff and student communications portals (goal 5)
- Launch of new enrolment focused website (goal 5)



# Completed by end of school year

- Primary student feedback process to complement Secondary student feedback process (goal 1)
- Creation of equity, diversity and inclusion commitments to permeate all future policies and practices (goal 2)
- A complete curriculum audit to support the development of a continuum of skills and learning objectives per subject group from Early Learning to Grade 12 (goal 3)
- Update of faculty professional growth framework process (goal 5)
- Update of professional growth process used for administrative personnel (goal 5)





# Continuing into next year

- Celebration of service learning (goal 1)
- Strengthening collaboration between Primary and Secondary Schools (goal 3)
- Negotiations on future of the American Club and BIS land lease (goal 6)





# Looking ahead ...

**Much of next year's action plan will be devoted to evaluating the effectiveness of systems and changes introduced by our last two years of Whole School Action Plans. This analysis will give us the data to make any adjustments necessary and provide the basis for the development of our next Strategic Plan.**

Please consult the Board of Trustees section on our website Community Portal for complete details of this year's Whole School Action Plan and Strategic Plan 2020 – 2023.



# Board of Trustees





# Members and Committees

**Bonn International School e. V. is governed by a Board of Trustees (BoT). Of the ten representatives on the BoT, seven are voting members who have been elected by the BIS Association. Each elected member serves for a three year term. The remaining three positions are for our non-voting members: the BIS Director (Pat Baier), Chair of the Parent Volunteers (Sam Abrahamson) and Staff Representative (Colby Hilker).**

The Board of Trustees is responsible for the strategic development and financial sustainability of our school. The Board develops and approves school policies and organizational initiatives. It also monitors and proposes the budget for association approval. The Board carries out its work through a series of committees that meet monthly.



# Board of Trustees Voting Members



**Silje Skogstad**

Board Chair

As Board Chair, I work to identify what we need to focus on to make BIS the best place it can possibly be for students in 5 or 10 years from now.



**Sandhya Bala**

Vice Chair

It is very rewarding to be able to contribute to strategic decision-making to strengthen the long-term sustainability of this wonderful school.



**Bulend Corbacioglu**

Treasurer, Financial & Personnel  
Committee Chair

My role is to work with the leadership of the school, the Business Office, and the Board to improve the transparency and management of the finances of the school.



**Koko Warner**

Secretary

I am excited about prospects for the American Club, and that these will invigorate BIS reputation among Bonn stakeholders and bring benefits to BIS families.

# Board of Trustees Voting Members



**Karen Williams**

Development Committee Chair

My Board work has focused on bringing the website project to fruition, successfully launching our new external site and a much enhanced internal communications hub.



**Stephen Arrowsmith**

Policy & Governance Committee Chair

My role is linked to strategic issues, such as School policies, coordinating the AGM, sustainable governance review, and Board elections.



**Mark Sinar**

Finance & Personnel Committee

I work with school leadership to establish ways to attract, develop and retain the best teachers and staff, making BIS a great place to work.





# Focus Areas

**In 2021, the Board of Trustees has aimed to build upon the work started under the difficult pandemic conditions of last school year and bring to fruition ongoing projects to achieve our ambitious plans positioning BIS as a leading international school. At the centre of our work is the BIS mission statement and the belief that our responsibility as a Board is to ensure that we provide the right conditions to allow all our students to achieve their full potential.**

For 2021 – 2022, we identified four inter-connected areas of focus, which work together to achieve this mission. These are: to ensure financial stability for the school, to enhance its reputation both locally and internationally, to raise enrolment, and to ensure our school continues to be governed in an ethical, inclusive and transparent way.

As a Board team we have worked diligently on all aspects of these areas and have moved the work forward in our respective committees. The following graphic illustrates the specific actions taken in the four areas. These focus points complement the Whole School Action Plan on Page 30.



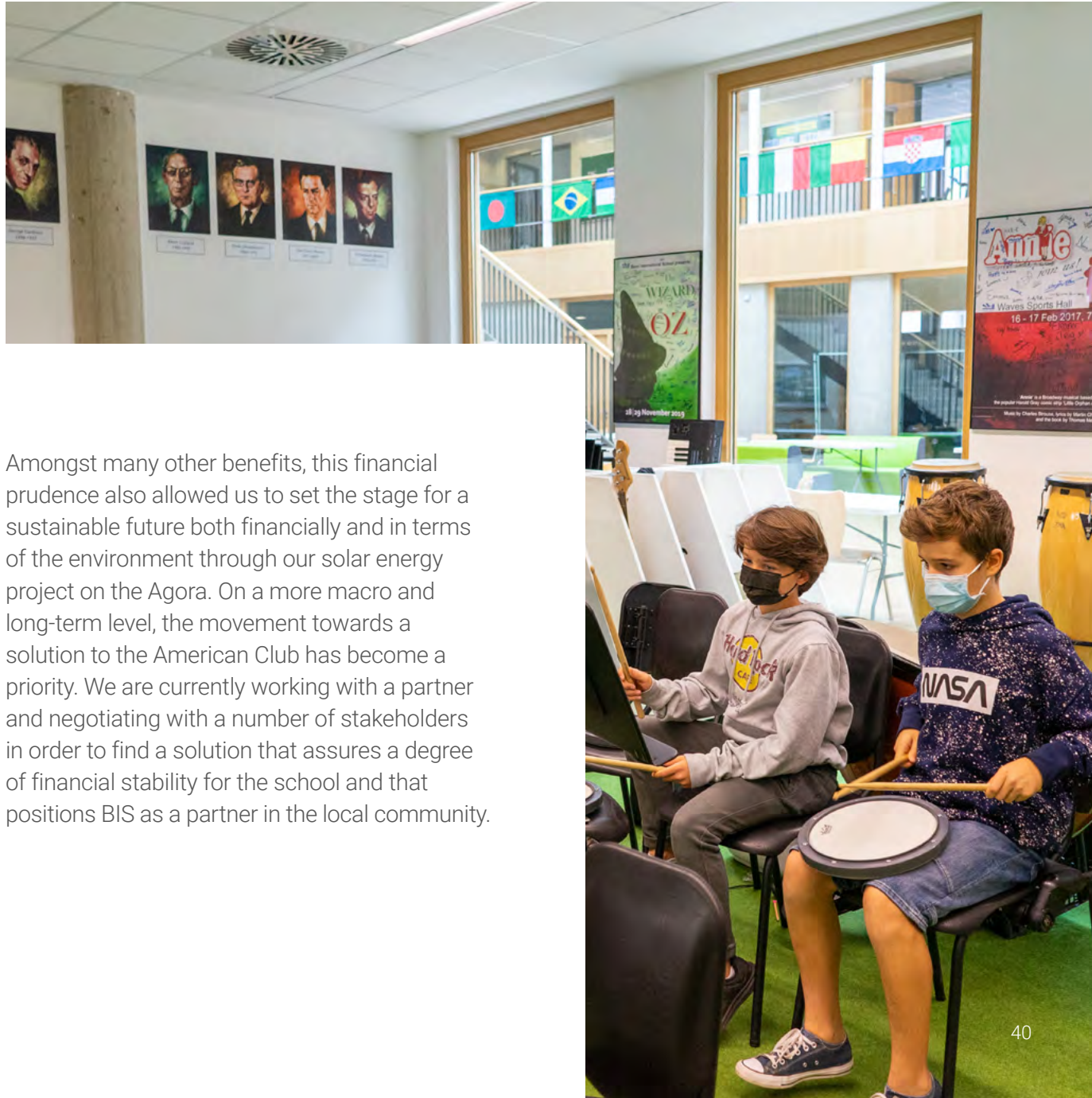


Achievements

# Financial Stability

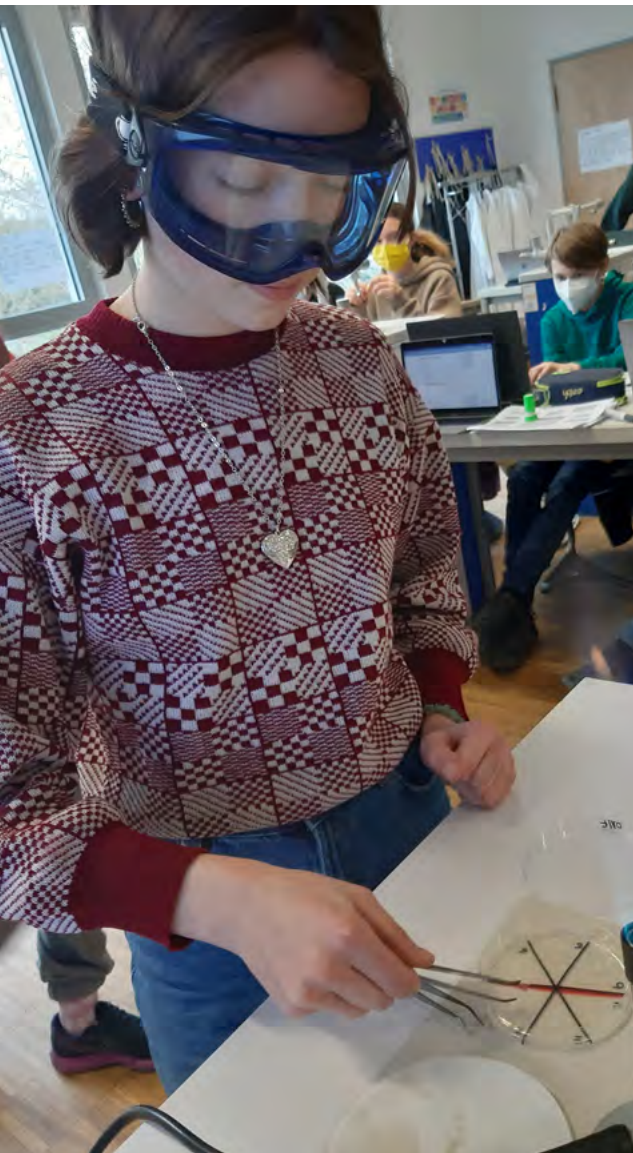
**Without financial stability, the school cannot carry out any part of its mission to provide an outstanding education for our students. As such, in the Finance and Personnel Committee this year we addressed both micro and macro projects to strengthen our financial framework. Working internally, we devised better reporting arrangements, budget setting and optimized spend and cash flow to ensure our finances continue to work for the benefit of our students.**

Amongst many other benefits, this financial prudence also allowed us to set the stage for a sustainable future both financially and in terms of the environment through our solar energy project on the Agora. On a more macro and long-term level, the movement towards a solution to the American Club has become a priority. We are currently working with a partner and negotiating with a number of stakeholders in order to find a solution that assures a degree of financial stability for the school and that positions BIS as a partner in the local community.





# Stability in Student Numbers, Sharpen School Profile



**Optimizing student numbers allows our school to operate on a strong financial footing. It also helps us to provide our students with a high quality education through enhanced subject option choices within a well-resourced school. As an international school attracting families from across the globe, the outward 'face' of our school as presented through our website is a vital tool in attracting new students.**

We are delighted that after many months of hard work by our Development team, our new BIS website launched in February. We believe this new site presents an authentic BIS personality with our mission to allow all our students to achieve their full potential at its heart. We now present an excellent user experience for external visitors that will encourage interest in BIS.

Internally, the new site is designed as a true communications hub for our existing community: parents, staff, students and alumni, where information is easily accessible and relevant and they can feel connected to our school, becoming strong advocates for it.

Alongside the website project, the Development Committee has also achieved considerable progress in connecting our social media and other marketing initiatives more fully to our overall communications strategy and positioning the school and our staff as leaders in educational thought.

This work is informed by deep dives into enrolment patterns and trends carried out by the Finance Committee.



# Sustainable Governance



**The Board of Trustees at BIS works in conjunction with all the internal and external stakeholders at BIS in a transparent, committed and ethical manner. To ensure we continue to do so, the Governance and Policy Committee has worked diligently to identify areas in which governance can be improved and policies enhanced.**

Achievements in this area have ranged from ensuring that we communicate regularly on our work with the community via fortnightly updates, to proposing changes to the terms of office of Board members in order to retain institutional memory and manage change. The Board has also worked to ensure the successful on-boarding of our new BIS Director and has undertaken a deep review of the Human Resources programme with a view to assuring high quality recruitment and personnel development programmes to retain existing staff. Such initiatives will ensure that BIS continues to operate into the future as a leading school with robust and ethical governance structures.







# Inspire Empower Achieve



Bonn  
International  
School

Bonn International School  
Martin-Luther-King-Strasse 14  
53175 Bonn  
Germany

T: +49 (0) 228 - 30854 - 0  
F: +49 (0) 228 - 30854 - 350  
E: [info@bonn-is.de](mailto:info@bonn-is.de)  
[www.bonn-is.de](http://www.bonn-is.de)