

# Welcome to our **Association General Meeting**

11 November 2024



# Agenda

- Open and Welcome – Yohannes Tsehai, Board Chair
- Your ICS Board of Governors
- Governance Committee - Dennia Gayle, Committee Chair
- Finance Committee – Rudy Muller, Committee Chair, and Yonas Berhe, Deputy Head of School
  - Audit Report SY 2023/24
  - Financial Reserves SY 2023/24
  - Construction Update - Housing & Pool Project completion
- Strategic Planning Update – Earl Chamberlin / Dr. Chris Cowherd
- Campus Master Plan – Daniel Roos, Task Force Chair
- Q&A



# Your ICS Board of Governors

## Board composition

- 2 elected members (ICS Association members)
  - Karin Steiner (Vice Chair, designated member to the PTO, ICS parent)
  - Daniel Roos (Campus Master Plan Task Force Chair, ICS parent)
- 6 appointed by the Board (do not need to be Association members, can live outside of Ethiopia)
  - Yohannes Tsehai (Chair, Alumnus, former ICS teacher, Addis resident)
  - Dennia Gayle (Governance Committee Chair)
  - Rudy Muller (Treasurer, Finance Committee Chair)
  - Hanania Negede (Board Secretary, designated Safeguarding Board member, ICS parent)
  - Vinny Nagaraj (Board Strategic Task Force Chair, ICS parent)
  - Pekka Holopainen
- 1 appointed by the US Ambassador
  - Marjon Kamrani (ICS parent)



# Board Retreat & Meetings

- Presentations
  - ES, MS, HS Principals
  - Office of Learning
  - Student Support Services
  - HS Counseling Team
  - Communications / Community Liaison
  - HoS Board Strategy implementation
- US Ambassador - forecasting
- Presentations by Board members
  - Devaluation & Economy
  - Campus Master Plan
  - AISA conference - updates on sessions visited



# Your ICS Board

- Website - profiles
- [board@icsaddis.org](mailto:board@icsaddis.org)



# Governance Committee



# Governance Committee

Members: Dennia Gayle, Hanania Negede, Karin Steiner, Vinny Nagaraj

- Board annual goals
- Board capacity development
- Update on board guiding documents – Board policy manual and board handbook
- Board upcoming election and Nomination/appointment



# Board Annual Goals

| # | Goal Area               | Goal                                                                                                                 | Status                      |
|---|-------------------------|----------------------------------------------------------------------------------------------------------------------|-----------------------------|
| 1 | HoS Evaluation          | Adopt a nimbler, mutually agreed HoS Performance Evaluation Framework                                                | Completed                   |
| 2 | Board Operations        | Create an action plan for improved Board functioning and efficiency                                                  | In progress but delayed     |
| 3 | Board Guiding Documents | Conduct a comprehensive review and update of the Board Policy Manual.<br><br>Develop a detailed Board Handbook.      | In progress and on schedule |
| 4 | Strategic Plan          | Three parts:<br>a. 3 year strategic plan<br>b. 3 year facility plan (campus master plan)<br>c. 3 year financial plan | In progress and on schedule |



# Board Training and Development

- New board members onboarding
- Board Capacity Building
- Board Learning Sessions



# Update on Revision of Board Guiding Docs

## Process

- Engagement of International School Board development expert
- Policy review workshop
- Policy review based on recommendations from consultant
- Detailed revision by LT and FC
- Finalization

## Next steps



# Board Election and Nomination / Appointment

Board members tenure

Timeline:

February

- board sends official communication to the Association
- looking for Association members to join the election /nomination task force
- Call for applicants opens / Nominations for appointed candidates

March

- Call for applicants closes
- Interviews and evaluation of nominated candidates



# Board Election and Nomination / Appointment

Timeline – ongoing:

April

- information session with candidates
- Panel discussion
- Electronic voting opens
- Nomination task force submits report/recommendation to the board
- Elected and appointed/nominated candidates announced at the AGM

May & thereafter

- Onboarding of new board members



# Finance Committee



# Finance Committee

Members: Rudy Muller, Hanania Negede, Marjon Kamrani, Daniel Roos, Yohannes Tsehai

- 1) Financial Policy
- 2) Audit Report SY 2023/2024
- 3) Financial Reserves on 30 June 2024
- 4) Construction Update - Housing & Pool Project



# Board Policy: Financial Management

- Ensure the financial viability of the School
- Implement sustainable operating and capital budgets
- Undertake maintenance of and replacement for capital assets
- Engage in fundraising and growing an endowment for future needs



# Financial Statement – Year ended 30 June 2024

- The school's auditors, HST General Partnership, have issued a provisional audit report.
- Statement of income and expenses for the year ended 30 June 2024

|                                    | 30 June 2024 | 30 June 2023 | Variance    |
|------------------------------------|--------------|--------------|-------------|
|                                    | USD          | USD          | USD         |
| Income                             | 28,731,647   | 28,993,040   | (261,392)   |
| Expenses                           | (28,164,340) | (26,659,119) | (1,505,221) |
| Net Income Before Forex Loss       | 567,307      | 2,333,921    | (1,766,613) |
| Foreign Currency Loss              | (91,817)     | (49,128)     | (42,689)    |
| Net Surplus (Deficit) for the Year | 475,490      | 2,284,793    | (1,809,302) |



# Financial Statement (continued)

Details of income for the year ended 30 June 2024

|                                        | 30 June 2024      | Percentage   | 30 June 2023      | Variance         |
|----------------------------------------|-------------------|--------------|-------------------|------------------|
|                                        | USD               | of Total     | USD               | USD              |
| <b>Income:</b>                         |                   |              |                   |                  |
| <b>Tuition &amp; Registration Fees</b> | <b>24,507,202</b> | <b>85.3%</b> | <b>24,288,416</b> | <b>218,786</b>   |
| <b>Capital Fees</b>                    | <b>3,159,100</b>  | <b>11.0%</b> | <b>3,203,200</b>  | <b>(44,100)</b>  |
| <b>Interest Income</b>                 | <b>666,572</b>    | <b>2.3%</b>  | <b>270,008</b>    | <b>396,564</b>   |
| <b>Transition Program</b>              | <b>143,360</b>    | <b>0.5%</b>  | <b>137,077</b>    | <b>6,283</b>     |
| <b>Other Income</b>                    | <b>205,413</b>    | <b>0.7%</b>  | <b>143,508</b>    | <b>61,905</b>    |
| <b>Grants (US Government)</b>          | <b>50,000</b>     | <b>0.2%</b>  | <b>950,830</b>    | <b>(900,830)</b> |
| <b>Total Income</b>                    | <b>28,731,647</b> | <b>100%</b>  | <b>28,993,040</b> | <b>(261,392)</b> |

- Small increase in FTE Enrollment: 819 students in SY 23/24 vs 810 students in SY 22/23.
- Increase in tuition rate of only 1.5% in SY 23/24 vs SY 22/23.
- Significant increase in interest income in SY 23/24 of \$396,564.
- Significant decrease in grant income in SY 23/24 of \$900,830



# Financial Statement (continued)

Detail of expenses for the year ended 30 June 2024

|                                                                | 30 June 2024      | Percentage  | 30 June 2023      | Variance         | Variance  |
|----------------------------------------------------------------|-------------------|-------------|-------------------|------------------|-----------|
|                                                                | USD               | of Total    | USD               | USD              | %         |
| <b>Expenses:</b>                                               |                   |             |                   |                  |           |
| Administration (Leadership Team)                               | 779,878           | 3%          | 894,486           | (114,609)        | -13%      |
| Instruction Team (Teachers and EAs)                            | 14,068,673        | 50%         | 13,574,340        | 494,334          | 4%        |
| Fixed Charges (Insurance, Retirement, Student Body Activities) | 4,070,946         | 14%         | 3,606,246         | 464,700          | 13%       |
| Campus Operations & Maintenance                                | 3,952,033         | 14%         | 3,480,078         | 471,955          | 14%       |
| Campus Capital Outlays (Buildings, Equipment & Leasehold)      | 3,853,077         | 14%         | 3,590,499         | 262,578          | 7%        |
| Depreciation of Fixed Assets                                   | 1,439,733         | 5%          | 1,513,470         | (73,737)         | -5%       |
| <b>Total Expenses</b>                                          | <b>28,164,341</b> | <b>100%</b> | <b>26,659,120</b> | <b>1,505,221</b> | <b>6%</b> |

- Decrease in Administration expenses as Deputy HoS position not yet filled.
- Increase in Instruction Team expenses due to annual salary merit increases, inflation adjustments and some additional hires.
- Increase in Fixed Charges mainly due to Student Body Activities such as Week Without Walls, Athletics & Activities and Yearbooks.
- Increase in Campus Operations & Maintenance mainly due to impact of Housing & Pool Project.



# Board Policy: General Reserve & Capital Reserve

**General Reserve Fund:** To adequately cover major contingencies and unplanned disruptions to the School's operation.

> 20% and < 50% of total operating budget expenses.

**Capital Reserve Fund:** To adequately cover routine maintenance of the School's assets and campus, capital investment projects, and debt service. No minimum or maximum. Depends upon Capital Improvement Plan.



# Statement of Changes: General Reserve & Capital Reserve

| Statement of Changes                                       | 30 June 2024      |
|------------------------------------------------------------|-------------------|
|                                                            | USD               |
| <b>General Fund</b>                                        |                   |
| Balance at 1st July 2023                                   | 7,148,261         |
| Net Surplus (Deficit) from Operating Budget For the Year   | 2,615,222         |
| Transfer to the Capital Fund                               | -1,000,000        |
| Prior Year Adjustment due to Fixed Asset Capitalization    | -615,223          |
| Ending Balance 30th June 2024                              | 8,148,260         |
|                                                            |                   |
| <b>Capital Fund</b>                                        |                   |
| Balance at 1st July 2023                                   | 7,811,459         |
| Net Surplus (Deficit) from Capital Budget For the Year     | -701,000          |
| Transfer from General Fund                                 | 1,000,000         |
| Ending Balance 30th June 2024                              | 8,110,459         |
|                                                            |                   |
| <b>Total General &amp; Capital Funds at 30th June 2024</b> | <b>16,258,719</b> |

= 4.2 Months  
of Annual  
Operating  
Expenses



# Construction Update



Original Project Contract Amount: \$ 11,973,350  
Estimated Cost Overruns: \$ 166,000 (a)  
Changes in Project Design: \$ 357,506 (b)  
Revised Total Project Cost: \$ 12,496,856

Date of Commencement: 24 March 2022

Original Scheduled Completion Date: 22 Nov 2023

Final Completion Date: 1 Nov 2024

Delay: 343 days

Major issues encountered causing delays:

- Shortage of cement supply.
- Shortage of skilled workers.
- Significant delays importing key equipment & fittings

(a) Significant increase in cement and fuel costs

(b) Pool shades, PE offices, changing rooms, creation of the roof terrace and landscaping.



# Campus Masterplan Taskforce



# Composition

## Members (Board):

- Daniel Roos (Chair)
- Yohannes Tsehai
- Karin Steiner
- Rudy Muller

## Members (School):

- Earl Chamberlin (Head of School)
- Yonas Berhe (Deputy Head of School for Operations)
- Tadesse Woudneh (Director of Facilities and Maintenance)



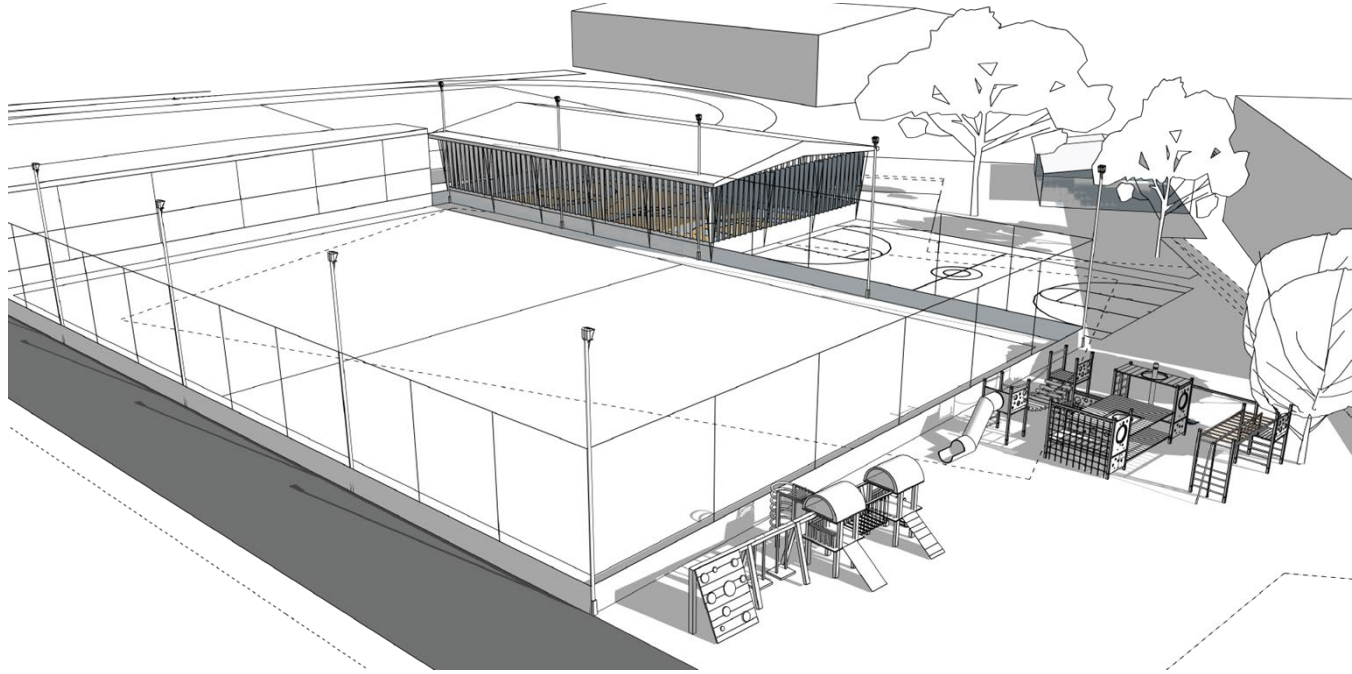
# Lower sports field



# Lower sports field



# All-weather sports field



# Board Strategic Taskforce



# Composition & Strategic Priorities

- Vinny Nagaraj (Chair)
  - Dennia Gayle
  - Pekka Holopainen
  - Hanania Negede
  - Karin Steiner
  - Earl Chamberlin, Head of School
- 
- Highly Effective, Learning Progressive
  - Global Citizenship
  - Wellbeing, Inclusion and Belonging
  - Innovation



# The Story So Far

Practices and Pillars of the ICS Strategic Plan



## Elementary School



### *Refining our learning community model*

- Instructional Coaching
- Assessment in the PYP
- Co-Teaching

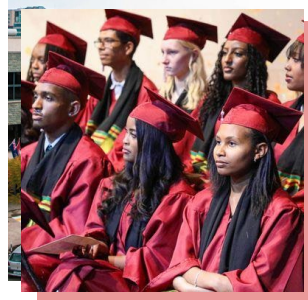
## Middle School



### *Implementing the IB MYP*

- IB Identity, Practices and Culture - 'Our ways of being and doing'
- Building Sustainable Systems
- Grade Level Leaders 2.0

## High School



### *Personalized Pathways*

- MYP Implementation
- Distributed Leadership
- Pathways Counseling

## Office of Learning



### *Creating the setting for high quality learning environment*

- CIS Accreditation
- IB Verifications
- Support Services Review
- IB Focused training
- Professional Growth

**Highly Effective; Learning Progressive**



## Elementary School



*Take care of yourself - take care of this place*

- Knowing ourselves
- Knowing our learners
- Connection to NGO Fair
- Action through PYPx and Grade 5

## Middle School



*Extending our community through our curriculum*

- Service Learning
- Connection to NGO Fair
- Service Embedded in Units of inquiry

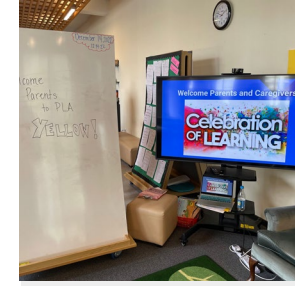
## High School



*Authentic engagement with local and global issues*

- UN SDGs
- Interdisciplinary Units / Projects
- Service Learning
- Sustainability

## Office of Learning



*The actions to support global citizenship add purpose to our learning.*

- NGO Partnerships
- CIS Service Learning Self-Assessment

## Global Citizenship



## Elementary School



### *Communities of Belonging and Wellbeing*

- Responsive Classroom
- Restorative Practices
- Morning Miles
- Robustly staffed student support team

## Middle School



### *Thriving in the Middle Years*

- Building a Community of Belonging
- Supporting All Students
- Grow Time

## High School



### *Caring for Ourselves and Each Other*

- SSS Teams
- EI Pulse
- Phone Policy
- Speak Up!

## Office of Learning



### *Wellbeing focused on self-care, community care, and institutional care are all analogues of the ICS way.*

- Attitudes and behavior survey
- Pulse
- Parent well-being survey

**Wellbeing, Inclusion and Belonging**



## Elementary School



*Building on research*

- Hub Innovations
- Outdoor Learning
- Toddle AI
- Systems Review

## Middle School



*The future is now*

- Precious Plastic
- Use of AI

## High School



*Engage - Enhance - Extend*

- Technology integration
- CP implementation
- IB Trials

## Office of Learning



*We embrace innovation as a model for growth, even when exact outcomes are unknown.*

- AI Development
- AISA Innovative Schools Programme
- Conference Hosting
- CIS Accreditation Pilot
- Besa Saka/NEPS Mentorships

# Innovation



# ICS Addis 60th Anniversary Celebration

**“Showcase ICS’s past and celebrate ICS’s present”**



# SAVE THE DATE



**ICS ADDIS**

## 60th Anniversary Celebration

▶ **15 February 2025**  
▶ **ICS Addis Campus**



**Time  
Capsule  
Opening on  
February 14!**

Questions and information: [alumni@icsaddis.org](mailto:alumni@icsaddis.org)

# Main Concept for 60th Anniversary

**Interactive ICS Museum**



**Cultural Games/kids zone**



**Flag Parade**



**Picnic Style Meal +  
Dignitaries Meal**



**Thank you!**  
**Questions?**

**Walk Through!**

