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INTERNATIONAL COMMUNITY SCHOOL
SINGAPORE



ANNUAL REPORT

*Educating Minds and
Transforming Lives to
Impact the World
for the **Glory of God***

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Head of School's Reflections

Dear ICS Family & Friends,

As we reflect on the 2024 – 2025 academic year, I am filled with gratitude and awe at all that God has accomplished in and through our community. This year has been one of renewal, growth, and extraordinary achievement—anchored in our school-wide theme: “Here I am, Lord” from Acts 9:10. The heartfelt response to this theme has been truly inspiring, as students, faculty, and families have embraced the call to listen, serve, and lead with faith and courage.

We celebrate a successful leadership transition at both the Head of School and Principal levels, and I am personally thankful for the grace, patience, and support that have defined this new chapter. It is clearly evident to me that our entire school community is committed to the mission of ICS and to stewarding its legacy with wisdom, excellence, and Christ-centered purpose.

In the 2024 - 2025 school year, we also marked exciting progress in our facilities with significant campus upgrades: state-of-the-art science classrooms in the Middle and High school, upgraded Middle School learning spaces, and an enhanced gym. These developments are already enriching the day-to-day experiences of our students and laying a strong foundation for the future.

Academically, our students excelled, achieving Advance Placement (AP) scores well above the worldwide average and earning admission to top-tier universities around the globe. In total, the Class of 2025 received scholarship offers exceeding USD 950,000—a reflection of their hard work, resilience, and the quality of the education they’ve received at ICS. The ICS team successfully completed the accreditation visit from the Association of Christian Schools International (ACSI) and the Western Association of Schools and Colleges (WASC), underscoring our longstanding commitment to excellence. Receiving the full six-year renewal strengthens our credibility in the global school landscape and ensures strong recognition for students transferring internationally or applying to colleges and universities.

We are pleased to report that the school operated with a balanced budget, thanks to prudent financial management and the faithful support of our entire community and external donors. Your generosity and partnership continue to sustain and advance the mission of ICS.

Yet beyond facilities and academic metrics, the most powerful story this year has been the spiritual growth we’ve witnessed in our student body. Hearts have been transformed, lives have been impacted, and a deep hunger for God’s Word is evident throughout our community. What a joy it is to see students respond with courage and clarity to God’s call: “Here I am, Lord.”

As we look to the future, our mission remains unchanged—to educate minds and transform lives for the glory of God. We do so with hope, unity, and confidence that He who began a good work in us will carry it on to completion.

With heartfelt gratitude,

Darryl Harding
Head of School

Mission Statement

Mission

Educating minds and transforming lives to impact the world for the glory of God

Vision

Our authentic international educational community will serve as a gateway to purpose, empowering and equipping global learners to lead positive change

Core Values

- Academic Excellence
- Biblical Worldview
- Caring Community
- Personal Excellence

At International Community School (Singapore), Education and Transformation form a holistic process. We are dedicated to cultivating knowledge and inspiring learning across all areas. Our belief is rooted in the understanding that each student, regardless of their circumstances, is part of a unique plan designed by God. Their individuality is a gift, encompassing distinctive experiences and abilities intended to empower them to make a positive impact on their communities.

We intentionally nurture in each student, envisioning them as future difference-makers within their diverse spheres of influence—whether at home, within our school, in local communities, or, as they graduate from our school and venture out into the world.

Awards & Recognition



Board of Directors



Board Chair: Brad Fraser

Job Title: Prime Derivative Services - Asia Pacific, Barclays
Term: January 24, 2021 to January 23, 2027
Board Meetings Attended: 6/6



Board Vice-Chair: Jonathan Fung

Job Title: Head of Account Management - LinkedIn
Term: August 15, 2022 to August 14, 2025
Board Meetings Attended: 3/6



Director: David Chia Chin Looi

Job Title: Head of Enterprise Support, ASEAN - Amazon Web Services (AWS)
Term: August 23, 2021 to August 23, 2027
Board Meetings Attended: 5/6



Director: Dr Evelyn Law

Job Title: Senior Consultant (Developmental Pediatrician), Asst. Professor (NUS), Principal Investigator (Neuroscience)
Term: February 20, 2023 to February 19, 2026
Board Meetings Attended: 5/6



Director: Jamil Khan

Job Title: Chaplain Corps - US Navy
Term: May 12, 2023 to May 11, 2026
Board Meetings Attended: 5/6



Director: Joseph Ope

Job Title: Legal Manager - ExxonMobil Asia Pacific Limited
Term: August 28, 2024 to August 27, 2027
Board Meetings Attended: 6/6



Director: Karolina Ann Tilson

Job Title: Director Marketing & Communication - Cadence Productions
Term: August 28, 2024 to August 27, 2027
Board Meetings Attended: 3/6



Director: Loo Poh Ming, Paul

Job Title: Partner - JC Consulting
Term: December 05, 2023 to December 04, 2026
Board Meetings Attended: 5/6



Director: Percival Pastrana

Job Title: Senior Director, R&D Consumer Science Global Innovation, Mondelez International
Term: August 28, 2024 to August 27, 2027
Board Meetings Attended: 5/6



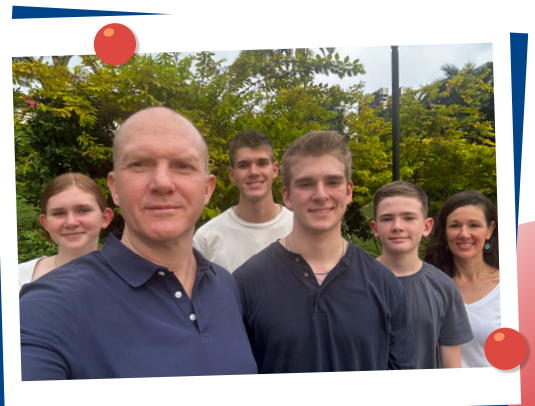
Director: Pollyana Antonieta Desouza

Job Title: Managing Director, Procurement Transformation - Grab
Term: May 12, 2023 to May 11, 2026
Board Meetings Attended: 5/6



Director: Dr Susan Comiskey

Job Title: Professor Pastor, D.M in (AGTS - Assembly of God Theological Seminary, USA)
Term: May 4, 2022 to May 3, 2028
Board Meetings Attended: 5/6



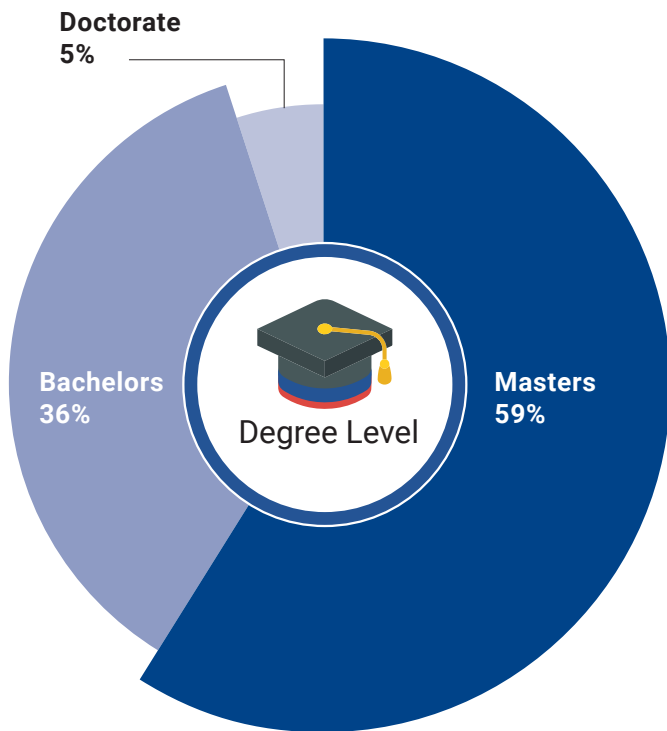
“ . . .

My wife and I have seen firsthand how this community has nurtured our children academically, spiritually, and personally. I remain deeply thankful for our teachers and Leadership Team, whose faithfulness and forward-thinking leadership keep our mission clear and our direction strong. Their stewardship has guided ICS through meaningful growth, ensuring that we remain a vibrant, Christ-centered school in an increasingly competitive landscape. - Brad Fraser | Board Chair

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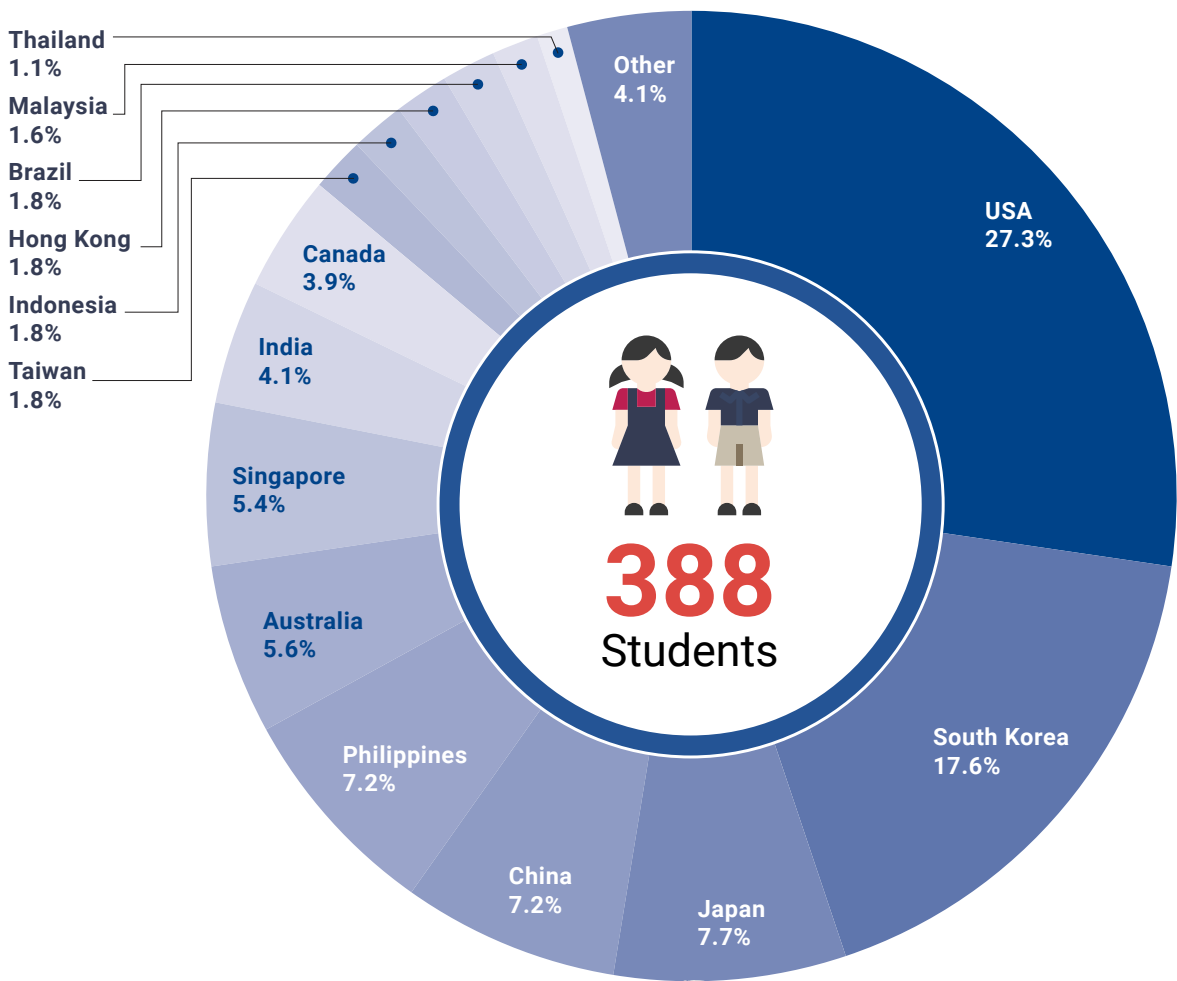
Faculty & Staff Demographics

At ICS, our academic staff of 63 teachers comprises a majority of US passport holders with an average of 11.3 years of teaching experience and 59% with a master's degree and above. The commitment and satisfaction of our teaching staff are evident in the fact that the average length of stay for an educator at ICS is 4.7 years. This longevity speaks to the positive and nurturing environment we cultivate, fostering a community where teachers thrive and contribute to the growth and success of our students.



Student Demographics

At ICS, our students, from Kindergarten to High School, form a dynamic and diverse community. Unified by a dedication to academic excellence and global awareness, we foster an inclusive environment that values collaboration and celebrates our global tapestry. Embracing each student's uniqueness, ICS cultivates an atmosphere of individuality, diversity, and academic achievement.



25 NATIONALITIES

USA	India	Thailand	South Africa
South Korea	Canada	Germany	New Zealand
Japan	Taiwan	Russia	Netherlands
China	Indonesia	Mauritius	Hungary
Philippines	Hong Kong	Vietnam	
Australia	Brazil	United Kingdom	
Singapore	Malaysia	Ukraine	

Elementary School

The Elementary School years are critical in laying a strong foundation in knowledge, skills, and character as a lifelong learner. The 2024 - 2025 school year builds on the momentum of previous years, continuing our mission to support the whole child. This year, we will be able to enhance the student learning experience through personalized learning tools such as Accelerated Reader and IXL.

With a strong emphasis on character and community, ES students took on more service leadership roles through service projects and school-wide initiatives, such as the "Love Your Neighbor @ West Coast". In addition, we also piloted the integration of service learning into our curriculum. As part of service learning, students actively engaged in analytical thinking, writing, and discussions across subjects.

Our dedicated teachers continued to foster a high-expectation, nurturing environment, organizing enriching experiences like field trips and successful sports achievements in international school tournaments. To celebrate learning, we also launched the inaugural reading fair and the Spring Related Arts Learning Showcase.

PROGRAM HIGHLIGHTS

- We launched our inaugural **Reading Fair** for students from Grade 3 to Grade 5: The Fair provided students with the opportunity to share about a book that they had read and present it to the wider community. This year, we encouraged our elementary students to embark on exciting journeys through the world of books, fostering a love for reading that opens doors to endless possibilities. Our theme invited students to explore different worlds, cultures, and adventures through literature, broadening their perspectives and sparking their imaginations. By exposing children to a variety of genres and authors, we nurtured their curiosity and appreciation for storytelling. Engaging and interactive activities made literacy come alive, turning reading into an enjoyable and meaningful experience. With the support of parents, teachers, and the wider community, we worked on building a strong foundation for lifelong learning and a deep love for reading.
- In building a culture of reading, we continued with our **STAR Testing and Accelerated Reader** challenges to encourage students to grow in their reading levels.
- **Four Field Trips per grade level** aligned to units of study: All grade levels visited various sites around Singapore, enhancing their classroom learning experience.
- **American Math Olympiad:** As part of supporting student interest in advanced Math, we introduced the inaugural American Math Olympiad for students from Grade 2 to Grade 5. With 36 students participating, ICS performed very well, winning a bronze medal, and three honorable mentions.
- **Writing Competition:** With the theme of "God's creation: A wonderful gift", 30 students from Grade 2 to Grade 5 joined the competition to share a powerful moment in God's creation.
- **Spiritual Emphasis Week and Service Learning:** The tradition of Spiritual Emphasis Week focused on the spiritual growth and well-being of each student. The theme of "LEGOS" inspired students to consider how to Love like Jesus, Encourage like Jesus, Go like Jesus, Observe like Jesus and Surrender like Jesus.
- **Cross Country:** We saw the formation of our first-ever Elementary School Cross Country team. It was wonderful to see our students persevere in training and competing against other international schools in Singapore.
- **Related Arts Spring Learning Showcase:** This year marked the launch of our inaugural Spring Learning Festival, designed to showcase the breadth of learning within our Elementary Related Arts program. Through Music, Art, PE, Technology, and World Languages, students demonstrated the creative expression, technical skills, and holistic development fostered in these classes

“ . . .

The 2024 - 2025 school year has been a remarkable season of growth, innovation, and community at ICS Elementary. Rooted in our Christ-centered commitment to whole-child education, students thrived through inquiry-based learning, expanded Mandarin instruction, and purposeful use of digital tools. From joyful early years outdoor experiences to standout achievements in academics, arts, and athletics, this year reflects our continued pursuit of excellence.

- **Samuel Goh** | Elementary School Principal

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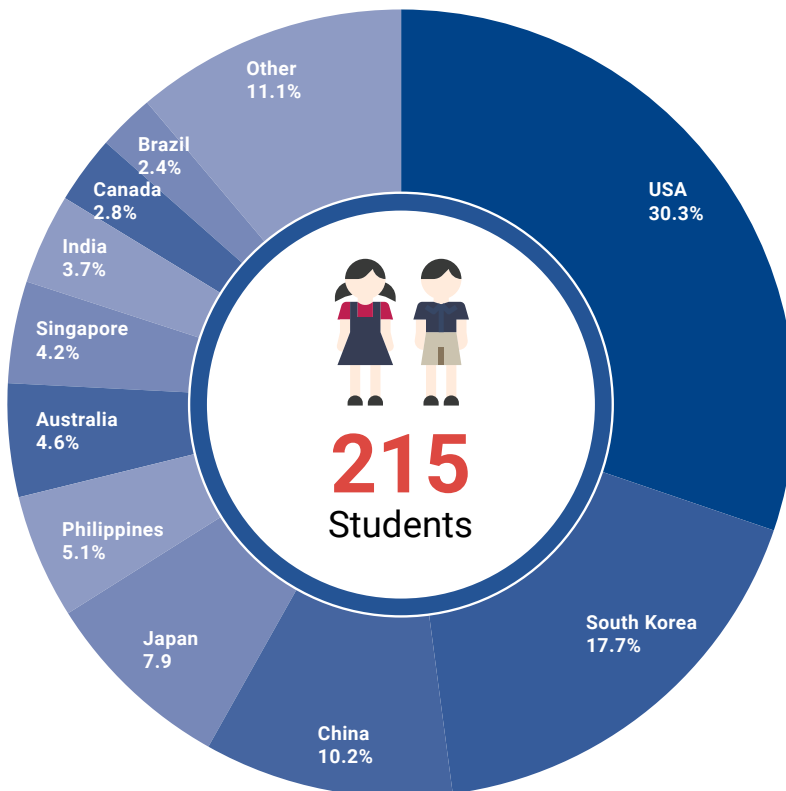




Elementary School - Demographics

Our Elementary School community is a vibrant mosaic, reflecting the rich diversity of students hailing from various cultural backgrounds. Here, inclusivity is not just a value; it's a way of life. Our students, eager and inquisitive, bring a global perspective to their classrooms, fostering an environment where every voice is heard and celebrated. Rooted in a values-based curriculum, our young learners actively engage in a journey of personal and academic growth. Guided by a dedicated faculty of 32 teachers, committed to recognizing and nurturing each child's unique potential, our Elementary School embodies a holistic educational experience. As a community, we embrace curiosity, foster creativity, and cultivate a deep respect for the diverse tapestry of individuals that make up our student body. Together, students and educators create a dynamic and supportive environment, preparing our young minds for success in an ever-evolving, interconnected world.

ELEMENTARY SCHOOL



22 NATIONALITIES

USA	Canada	UK
South Korea	Brazil	Ukraine
China	Taiwan	New Zealand
Japan	Thailand	Mauritius
Philippines	Indonesia	Malaysia
Australia	Hong Kong	Hungary
Singapore	Germany	
India	Russia	



7:1 STUDENT-TEACHER RATIO

Middle & High School

Our Middle and High School students thrived during the 2024 - 2025 school year. From conducting labs in science, engaging in Socratic seminars, taking diligent notes, or collaborating to solve complex problems, our students fully engaged their heads, hearts, and hands. During Week Without Walls, students served both locally and abroad in Philippines and Indonesia. Through our Service Learning program, they invested in younger students as role models, built strong bonds and new friendships while working on teams, and embraced opportunities to put others first, all while growing as leaders.

Beyond academics and service, students participated in a wide range of activities on and off campus, including athletics, math competitions, Model United Nations, National Honor Society, Student Council, Knight Lights, and many other clubs and initiatives. With the dedication and support of our teachers and staff, our students have consistently upheld a high standard of academic excellence while actively engaging with the community.

PROGRAM HIGHLIGHTS

- **Academic Excellence:** Scores on standardized tests such as SAT, PSAT, and Measures of Academic Progress (MAP) continued to exceed the worldwide average. We had a record number of 57 High School students take 141 AP exams (up from 109 exams the previous year). Our AP scores were the highest ICS has ever achieved with an average score of 4.1 (out of 5).
- **Global University Acceptances:** Celebrated acceptances into top-ranked colleges and universities worldwide, including Kings' College London, University College London, University of Toronto, Hong Kong University of Science & Technology, Wheaton College, Parsons School of Design, University of Amsterdam, among many others.
- **Scholarship Achievements:** Scholarship offers totaling approximately USD 950,000 for the accomplished graduates of the class of 2025.
- **Spiritual Formation:** Spiritual growth and a renewed commitment to follow Jesus through student leadership in sharing testimonies, leading worship, and engaging in small group Bible studies, Student-led chapels, and Nights of Worship.
- **Service Learning:** Strengthen partnerships and broadened opportunities to impact our local community in Singapore and abroad across Southeast Asia.
- **International Sports Recognition:** Successfully competed in the second-annual Tri-Sports tournament for the Athletics Christian Schools Conference Division 2 (ACSC D2) in Kaohsiung, Taiwan.

“ . . .

It's been an honor to return to ICS and serve this incredible community. As I reflect on the year, one word stands out: joy. I've seen it in countless ways: walking around campus, exchanging smiles and greetings, cheering on the Knights as they competed with heart and sportsmanship, and singing together during our Nights of Worship, where students' desired to keep worshipping beyond the planned time. I've seen joy in Project 4:12 teams forming bonds across grade levels, in classrooms where students tackle their work with diligence, and in countless moments where members of our community show up to encourage and lift one another through life's challenges.

Joy has truly been at the heart of ICS this year, flowing from the love we've received in Christ and shared with each other. As Psalm 133:1 says, "How good and pleasant it is when we dwell together in unity!" I am deeply grateful for each person in this community and how they contribute to making ICS a place where passion, commitment, and growth are rooted in relationships and joy. - **Kara Stucky** | Middle and High School Principal

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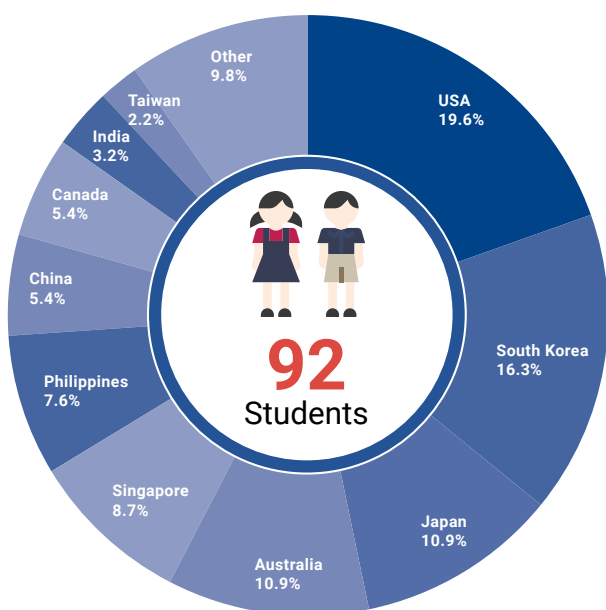




Middle & High School - Demographics

The Middle and High School student body at ICS represents a dynamic and diverse community of learners. Comprising individuals with varied cultural backgrounds, talents, and aspirations, our students thrive in an environment that fosters academic excellence, character development, and spiritual growth. With a shared commitment to serving others and making a positive impact globally, these young minds actively engage in a multitude of activities, from academic pursuits to extracurricular endeavors. Guided by dedicated educators, our Middle and High School students excel academically and contribute meaningfully to the school community, forming bonds that extend beyond the classroom. This vibrant community embodies the values of collaboration, respect, and a collective pursuit of knowledge, preparing students for a future of leadership and service.

MIDDLE SCHOOL

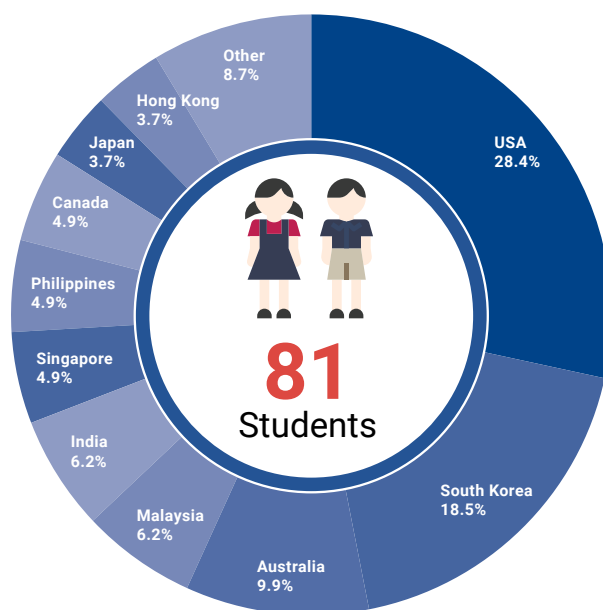


17 NATIONALITIES

USA	China	Vietnam
South Korea	Canada	South Africa
Japan	India	Russia
Australia	Taiwan	Mauritius
Singapore	Indonesia	Hong Kong
Philippines	Brazil	

4:1 STUDENT-TEACHER RATIO

HIGH SCHOOL



16 NATIONALITIES

USA	Philippines	Taiwan
South Korea	Canada	Netherlands
Australia	Japan	Germany
Malaysia	Hong Kong	China
India	Indonesia	
Singapore	Thailand	

3:1 STUDENT-TEACHER RATIO

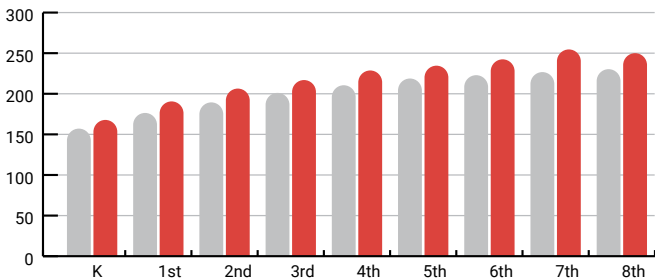
Academic Results

Map Test Results

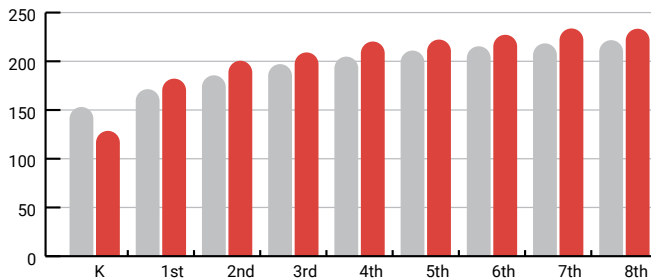
Our students' performance on the standardized test NorthWest Evaluation Association (NWEA) Measures of Academic Progress (MAP) reflects a commitment to excellence that places us at the forefront of global educational standards. These results stand as a testament to our students' dedication, the quality of our teaching, and the school's unwavering pursuit of academic excellence.



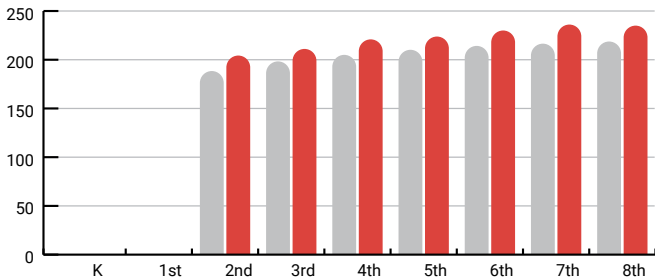
Mathematics



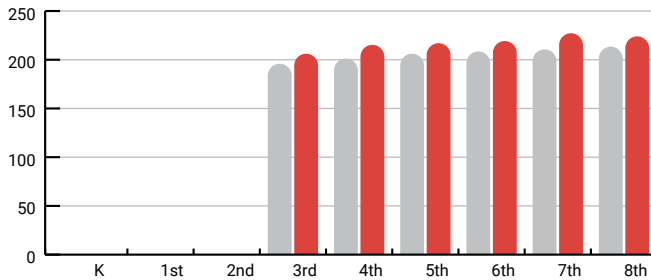
Reading



Language Usage



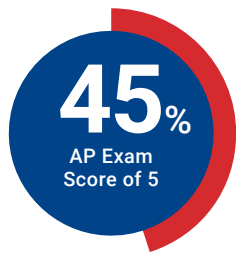
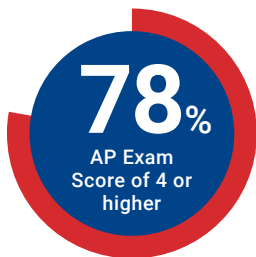
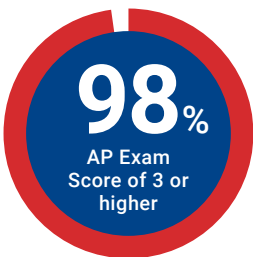
Science



Advanced Placement & SAT Performance

In 2025, 57 students took 141 AP exams, with enrollment based on meeting prerequisites and teacher recommendations. Our students continue to shine, consistently performing above global averages on both AP and SAT assessments.

AP Results



AP Awards Roster

AP SCHOLAR

8 students | Avg. Score: 3.47

AP SCHOLAR WITH HONORS

1 student | Avg. Score: 4.50

AP SCHOLAR WITH DISTINCTION

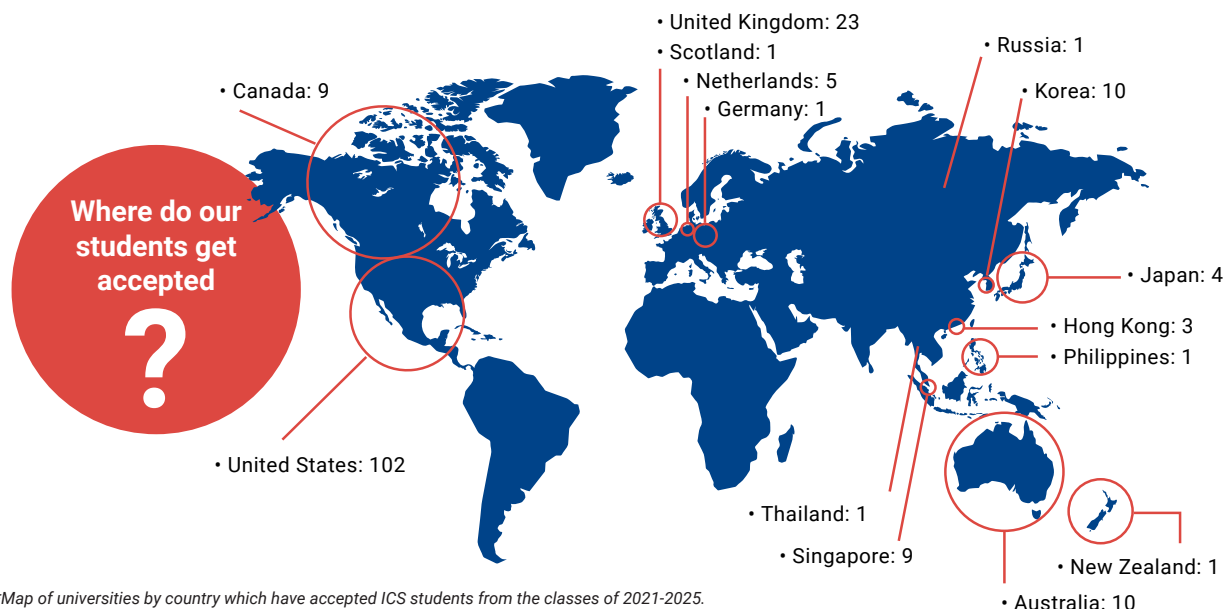
18 students | Avg. Score: 4.33

AP INTERNATIONAL DIPLOMA

3 students

University Admissions & Matriculations

Embarking on the next chapter of their academic journey, our senior students have achieved noteworthy success in gaining acceptance to a range of esteemed universities and colleges. The diversity and caliber of the institutions our seniors are joining underscore the excellence that defines our school's commitment to preparing students for higher education and beyond.



*Map of universities by country which have accepted ICS students from the classes of 2021-2025.

The following is a list of universities and colleges to which ICS graduates have received offers of admission and/or matriculated. Matriculations are in bold. This list reflects the classes of 2021-2025 to provide a more accurate overview.

AUSTRALIA

Deakin University
Flinders University
James Cook University
Monash University
Royal Melbourne Institute of Technology
Swinburne University of Technology
University of Melbourne
University of New South Wales
University of Sydney
University of Western Australia

CANADA

Huron Western University
Queen's University
Seneca College
University of Alberta
University of British Columbia
University of Calgary
University of Toronto
University of Waterloo
Wilfrid Laurier International College

GERMANY

Constructor University

HONG KONG

City University of Hong Kong
Hong Kong University of Science and Technology
The University of Hong Kong

JAPAN

International Christian University
Sophia University
Temple University (Japan Campus)
Waseda University

KOREA

Gachon University
Hanyang University
Kookmin University
Korea University
Seoul Women's University

Sungkyunkwan University
Sungshin Women's University
State University of New York, Korea
Underwood International College-Yonsei University
Yonsei University

PHILIPPINES

De La Salle University

NETHERLANDS

Erasmus University Rotterdam
The Hague University of Applied Sciences
University of Amsterdam
Utrecht University
Vrije University

NEW ZEALAND

University of Otago

RUSSIA

Bolshoi Ballet Academy

SCOTLAND

University of Edinburgh

SINGAPORE

Curtin University
La Salle College of the Arts
Management Development Institute of Singapore
Nanyang Academy of Fine Arts
Nanyang Technical University
National University of Singapore
Singapore Institute of Technology
Singapore Management University
Singapore University of Technology Design

THAILAND

King Mongkut 's Institute of Technology Ladkrabang

UNITED KINGDOM

Aberystwyth University

Cardiff Metropolitan University
Durham University
Goldsmith University of London
Imperial College of London
King's College London
London School of Economics & Political Science
Loughborough University
Queens Mary University
St. Mary's University
University College London
University of Bath
University of Birmingham
University of Dundee
University of Glasgow
University of Greenwich
University of Leeds
University of Manchester
University of Reading
University of Surrey
University of Warwick
University of Westminster
University of Worcester

UNITED STATES

American University
Arizona State University
Baldwin Wallace University
Baylor University
Binghamton University
Borough of Manhattan Community College
California Baptist University
California Polytechnic State University
California State University
Central Baptist College
College of Wooster
Davidson College
Drexel University
Embry-Riddle Aeronautical University
Emmanuel University
Florida International University
Fordham University
Franklin & Marshall College

George Mason University
Georgetown University
George Washington University
Hannibal-Lagrange College
Hesston College
Hiram College
Humber College
Humboldt State University
Hunter College
Indiana University Bloomington
James Madison University
Kent State University
Kettering University
Lawrence University
LeTourneau University
Lewis University
Loyola Management University
Lycoming College
Lyon College
Michigan State University
Michigan Tech University
Muskingum University
Nazareth University
New York University
Northeastern University
Occidental College
Ohio Northern University
Ohio Wesleyan University
Olivet Nazarene University
Oral Roberts University
Oregon State University
Otterbein University
Pace University
Palm Beach Atlantic University
Pennsylvania State University
Pensacola Christian College
Pepperdine University
Portland State University
Purdue University
Purdue University Northwest
Rutgers University - New Brunswick
Santa Clara University
San José State University
Savannah College of Art & Design
Seattle Pacific University

Seattle University
Simpson University
Sofia University
Springhill College
Steven's Institute of Technology
Taylor University
Temple University
The New School, Parson School of Design
The Ohio State University
The State University of New York
The University of Utah
Tomkins Courtland Community College
Trinity College
Union College
University of Albany
University of California, Davis
University of California, Irvine
University of California, San Diego
University of California, Santa Cruz
University of Illinois, Chicago
University of Illinois, Urbana-Champaign
University of Kansas
University of Minnesota
University of Missouri
University of Mount Union
University of San Francisco
University of Sioux Falls
University of Southern California
University of Texas at Dallas
University of Utah
University of Washington
University of Westminster
University of Wisconsin-Madison
Upper Iowa University
Virginia Tech University
Wabash College
Wheaton College
Wittenberg University
Worcester Polytechnic Institute

Service Learning

The Service Learning program is the cornerstone of our mission, moving students beyond requirements to embrace a lifestyle of joyful, intentional, and selfless service. We empower the ICS community to realize they can effect meaningful change at any age and in any location, reflecting the selfless love of Christ.

The program:

- Instills the deep-seated values of sacrifice, humility, and intentionality, training students to look beyond themselves to see and prioritize the needs of others.
- Equips our students to identify emergent community needs and respond sacrificially—deploying their unique time, talents, and abilities—empowering them to realize they can be agents of meaningful change at any age.

Elementary School students' activities and involvement in Service Learning:

This year, Project 4:12 focused on the theme "Build Each Other Up – L.E.G.O.S." (Live, Encourage, Go, Observe, Surrender Like Jesus), establishing a robust framework for servant leadership. The core curriculum, highlighted by the "Here Am I" Elementary Chapel series, helped students reflect on purpose and character development through the lens of Biblical figures.

Spiritual Emphasis Week (SEW) was executed through a dynamic, multi-station format including Firm Foundation (worship), Work in Progress (small-group devotion), and The Blueprint (reflection), ensuring deep engagement. Experiential learning was emphasized through activities like The Construction Zone and the Architects Lego challenge. Furthermore, the Project 4:12 Buddies program successfully built relational growth and peer support through cross-grade mentoring.

Project 4:12 achieved 100% participation in grade-level service projects during the 2024-2025 year, directly benefiting the local community and demonstrating the practical application of our core mission.



Grade Level	Project Focus	Community Impact
K4-K5 & Grade 4	Environmental Stewardship	Clean-up and restoration at West Coast HDB and East Coast Park.
Grade 1 & Grade 2	Interpersonal Kindness	Distribution of encouragement cards and cookies to local Hawker Stall workers and West Coast Park visitors.
Grade 3	Ecological Education	Built bird/bee houses and educated younger peers on endangered animal species.
Grade 5	Tangible Community Support	Assembled and distributed food hampers for families connected with the West Coast Community Center.

MS/HS Service Learning: Project 4:12

The Middle and High School Service Learning Project 4:12 continued to be a powerful vehicle for applying our core institutional values through community engagement. The 2024-2025 academic year saw students move beyond simple volunteerism to execute complex, collaborative Capstone Projects, deepening their leadership, empathy, and commitment to service. Students successfully partnered with nine distinct organizations, locally and internationally.



Local Community Development

In Singapore, teams focused on hands-on support and community enhancement:

- **Educational Outreach:** Students planned and executed holiday camps for **The Genesis School**, **Youth For Christ (YFC)**, and **International Baptist Church (IBC)**, including educational activities and a Sports Carnival. They also collaborated with the **National Library Board (NLB)** on public dramatic productions and literacy initiatives across library branches.
- **Beautification & Integration:** Teams completed significant beautification efforts, painting inspirational murals for **The Genesis School** and **Teen Challenge**. On campus, they installed a new plant wall and actively supported the planning of the Elementary School's annual **Spiritual Emphasis Week (SEW)**, themed "*Build Each Other Up.*"

Global Outreach and Partnership

Our international teams traveled to Philippines and Indonesia, solidifying our long-term commitment to global service:

- **Manila, Philippines (11th year Partnership):** Our long-standing partnership with **Kids International Ministries (KIM)** continued with students organizing community feedings, leading nightly devotionals, painting a new mural for the **Cuatro Christian School (CCS)** campus, and facilitating swimming activities for children.
- **Batam, Indonesia:** A dedicated team partnered with **Holy Vision School** to deliver a holistic student camp (arts, science, games) and contributed directly to infrastructure by painting a campus mural and local student homes, followed by service at a local orphanage.

Fostering a Culture of Service

The spirit of Project 4:12 is embedded in the student experience. Beyond major Capstone efforts, students actively supported the **Elementary School Buddy Program** and the **PTF Carnival**. Critically, all Capstone initiatives involved a year-long process of collaborative planning and organizational consultation, serving as a powerful exercise in real-world project management. Furthermore, our students logged significant individual community service hours through coaching, tutoring, and non-profit involvement, demonstrating a collective effort that transforms academic principles into tangible community impact.

Parent-Teacher Fellowship

The PTF is a vital ministry of the school that focuses on developing community among students, parents, and faculty through a variety of fun, family-oriented activities. The PTF supports ICS by facilitating fellowship, special events, and fund-raising endeavors.

Fundraising

- Monthly Themed Bake Sales
- ICS Mugs Sale
- ICS Sports Towel Sale
- ICS PTF Carnival
- Alumni Award \$2000

Staff Appreciation

- Popcorn Fridays
- Milestone and Holiday treats provided for all faculty and staff (Back to School, Christmas, and Valentine's Day).
- Gift cards, gift baskets and handwritten notes given for birthdays and lifetime events.
- Staff Appreciation Week planned with meals, snacks, and appreciation gifts.
- Breakfast provided for Parent Teacher Conferences.

- Sponsor a raffle basket for Carnival, Staff Christmas Luncheon, and International Night.

Parent Engagement and Support for School Events

- Room Parents to facilitate and organize Teacher Birthdays and Classroom Parties
- Support the school by volunteering or providing desserts during Spiritual Emphasis Week and Week Without Walls
- Themed Bulletin Board Displays for Health Center and Canteen Entrance
- Spring Raffle Baskets provided by every grade

Community Building

- Weekly Moms-in-Prayer Fellowship

- Welcome and Farewell Coffee sessions each semester

- Parent Ambassador Program- In partnership with Admissions, provided buddies to incoming parents to help with school/life transitions.

- Parent Conversations Series of workshops and seminars for relevant educational, parenting, lifestyle, and mental health-related topics.

- Monthly Wellness group focused on walks and talks on physical and mental wellness.

- Facilitate PTF Book Club

- Moms Night Out - Little India & Chinatown

- Thanksgiving Neon Dance Party

The PTF's unwavering commitment to community building, creative fundraising, and robust support for both staff and parents exemplifies its integral role in enhancing the overall ICS experience.



24
25

The PTF Committee

President: _____ **Jessica Khan**
 Communications Director: _____ **Suzanne Pastrana**
 Staff Appreciation Director: _____ **Jerrus Janssen**
 Fellowship Director: _____ **Karolina Ann Tilson**
 Parent Engagement Director: _____ **Carrie Lim**
 Events Director: _____ **Annie Kim**
 Finance Director: _____ **Crystal Shin**

Financials

ICS experienced another year of solid financial performance in FY2024–25, driven primarily by growth in both tuition revenue and other income sources. Tuition increased by **7.7%** over the prior year, supported by higher enrollment at the start of the year and strengthened retention. Other income grew by **12.1%**, largely due to expanded facility rentals as community use of the campus continued to increase. Together, these factors resulted in a **5.7% increase in total operating revenue**, despite a decline in general donations coming off a very generous 30th anniversary year.

Excluding depreciation for Property, Plant, and Equipment (PPE), expenses increased **just 4.95%**, reflecting tighter cost control in several areas while allowing the school to invest in expanding academic and support staffing.

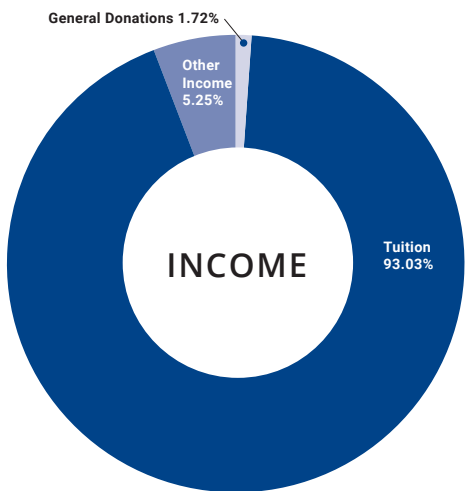
The overall accounting deficit of **S\$(397,378)** reflects non-cash PPE depreciation, which more than doubled from the prior year and is a result of

campus upgrades completed during Summer 2024, including investments in the turf field, playground, science classrooms, and gym. When PPE depreciation is removed, the school generated a higher cash-based operating surplus than last year, demonstrating that ICS's underlying operations remained strong and continued to improve.

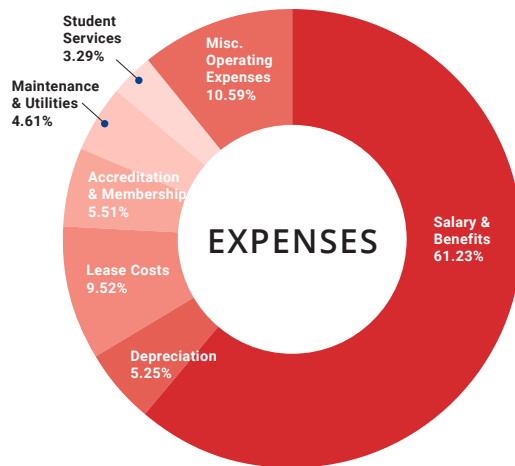
These results reflect a year in which ICS strengthened its financial foundation while also investing meaningfully in its facilities and programs. The school maintained healthy liquidity throughout the year and is well-positioned to continue supporting program growth, campus renewal, and mission-driven initiatives in the years ahead.

The following information is taken from our annual Financial Audit for the 2024 - 2025 fiscal year.

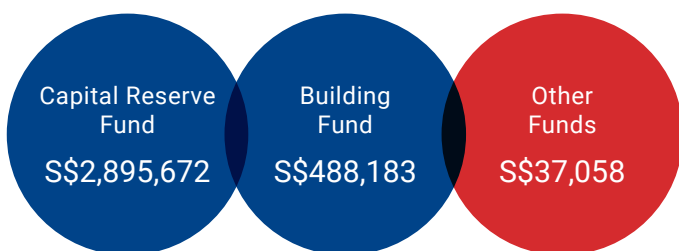
Below is the financial summaries that can be used for graphs:



General Donations	S\$252,550
Tuition	S\$13,649,389
Other Income	S\$769,973
TOTAL	S\$14,671,912



Salary & Benefits	S\$9,227,310
Depreciation - PPE	S\$790,617
Lease Costs (ROU)	S\$1,434,719
Accreditation & Membership	S\$830,341
Maintenance & Utilities	S\$694,937
Student Services	S\$495,915
Misc. Operating Expenses	S\$1,595,451
TOTAL EXPENSES	S\$15,069,290



Development

The Impact of Generosity

Every gift given to ICS is more than support for programs or projects—it is an investment in the lives of students, equipping them not only with knowledge but with a foundation of faith and character. Because of this generosity, young people are being nurtured to love God, to serve others, and to live with courage and conviction in a world that so deeply needs His light.

In 2024 – 2025, the **ICS uKnighthed Fund** continued to serve as a cornerstone of this work, advancing two key pillars of the school's mission: **scholarships for missionary children and families in need** and

campus development for excellent Christ-centered learning. Over the year, the community contributed **S\$252,550** to the uKnighthed Fund, with support invested between scholarships (Legacy) and campus upgrades (Development). A total of **33 donors** participated in this shared effort, including **14 first-time donors** and **two Legacy Partners** who have provided sustained, long-term support.

Through this generosity, ICS was able to award scholarships to **38 students** from **23 missional families** and **20 missional organizations**, amounting to **S\$345,490** in tuition assistance. These

scholarships helped missionary families remain on the field while their children received a Christ-centered K–12 education, strengthening both family life and ministry impact. At the same time, the uKnighthed Fund supported **six campus projects**, including a **multi-sports turf field**, upgraded **Middle school classrooms**, a **fully equipped science lab**, a new **playground**, a refurbished **gym**, and the **Legacy Tunnel**—a dedicated walkway celebrating ICS history and alumni stories. Together, these spaces nurture teamwork, curiosity, creativity, physical well-being, and a biblical worldview, forming students to impact the world for God's glory.

YEAR AT A GLANCE



Total Amount of
Donations Raised
S\$252,550



Number of
Donors
33



Total Scholarship
Given
S\$345,490



Legacy
(total scholarships raised)
S\$132,997



Legacy Partners
(S\$50K and above)
2



Campus Projects
Supported
6



Development
(campus upgrades)
S\$119,553



Scholarships Given
38
Students

23

Missionary Families

20

Christian Organizations



Alumni Engagement and Community Partnerships

The year also marked significant progress in **alumni relations**. ICS formally launched the **ICS Knights Network**, the school's official alumni community. Unlike traditional alumni groups, the Knights Network is open not only to former students but also to parents, staff, and faculty who have spent at least one year at ICS Singapore, affirming that all who have served or studied here remain part of the ICS story. In 2024 – 2025, the school hosted **reunions in San Francisco and Singapore**, activated dedicated **social media channels (LinkedIn and Facebook)**, and began building a more robust **alumni database** to foster long-term connection, mentorship, and engagement. ICS also launched the **ICS Knights Network Newsletter**, tapping this growing database

to share updates, stories, and opportunities for ongoing involvement.

In **external relations**, ICS deepened partnerships that inspire both generosity and vocation. As part of the Career Inspiration Series, the school welcomed **Arthur Kiong**, CEO of Far East Hospitality, who spoke on "Beyond Profit: Redefining Success," challenging students to pursue servant leadership, resilience, and Kingdom-centered priorities in their future careers. The Development Office also launched **Dinners That Matter**, a series of evenings that combined warm hospitality with a shared vision for missions. Through themed gatherings such as *A Legacy of Love: An Evening of Gratitude and Impact* and an Easter-focused dinner on *Building a Family Mission*, guests heard testimonies from missionaries and teaching from

Dr. Susan Comiskey, gaining a deeper sense of how their generosity strengthens missionary families and raises up future Christian leaders through ICS.

Every gift, every upgraded space, every scholarship, every alumni reconnection, and every partnership cultivated this year reflects a community living out its calling to steward what God has entrusted. Through the generosity of friends and partners, students are discovering their God-given potential and preparing to make an eternal impact. On behalf of the ICS family, the Development Office extends heartfelt thanks to all who have partnered in this mission. May the Lord bless each giver richly, as together the community continues to shape lives that honor Him and bless the nations.





Academic
Excellence

Biblical
Worldview

Caring
Community

Personal
Excellence

International Community School (Singapore)

☎ +65 6776 7435

📍 27A Jubilee Road, Singapore 128575

✉ info@ics.edu.sg



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