
MORE — THAN — A SCHOOL



WHO
ARE
WE
?





WE ARE OVER
1500 STUDENTS
FROM 70
COUNTRIES



WE ARE
STORYTELLERS



WE ARE
INTERNATIONAL
CITIZENS

WE ARE
ARTISTS



WE ARE
ATHLETES



WE ARE
INDEPENDENT
LEARNERS



WE ARE
COLLABORATORS



WE ARE
LEADERS



WE ARE
INNOVATORS

We are a place
where traditions are valued and
innovation is embraced.

We are a place
that talks transparently to
its stakeholders,
that listens and learns
from feedback.

We are a place
of outstanding achievement
in academics, arts, and athletics.

We are a place
that celebrates diversity
and values inclusion.

We are all of these things
and more because we are a place
where people matter most:
a remarkable community of students,
parents, faculty and staff,
alumni, and friends working together
to create a school
that transcends the ordinary.



WE ARE ISB.



About this Annual Report

Each year, we publish a report on all aspects of our school, from the finances and capital resources that sustain the business to a summary of student achievement and plans for school improvement. It tells the story of our school and helps us determine whether we are truly living up to our Mission and meeting our Goals.

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1 | **GOVERNANCE AND
LEADERSHIP**



LETTER FROM HANS SKEPPNER, ISB BOARD CHAIR

Dear members of ISB's global community,

When I was offered, and accepted, the opportunity to serve as Chairman of the Board of Trustees of ISB I was honored but also somewhat daunted. I would be taking over from a Chairman, André Teixeira, with a great deal of international experience, an ability to see things from multiple stakeholder perspectives and a proven wisdom. André had led the Board through a period of sustained success including the achievement of record enrolment. Indeed, the school has a long history of good governance and chairmanship. I certainly didn't want to be the individual who broke that thread!

However, I relish a challenge and, as with any organisation, there is always room for improvement. I also had around me a very strong Board and senior management team, so I knew the responsibilities would be shared. Acting on this knowledge and a personal preference for collaboration and transparency, I began my term of office by inviting every member of the senior management team to meet me for individual, extended conversations. I wanted to gather all their perspectives on ISB and, critically, I wanted to understand more deeply the school that the Board is governing. It goes without saying that I had multiple conversations with Kevin Bartlett, our Director, and will continue to do so throughout our shared tenure at ISB.

We then, as a Board, began to share our perspectives and build our goals for the coming years. One of these was to secure our leadership and we are pleased to report that we decided unanimously to offer Kevin a further three-year term as ISB Director. Right now we are revisiting, with Kevin and his team, the school's Mission, and addressing key questions like, 'What does it really mean to be inclusive?', 'Are we challenging enough?', 'Are we successful enough?', 'How do we know?', and 'How do we inform our community?'. We believe that these are the types of questions that you, our community and our fellow parents, want us to keep at the top of our agenda.

Much of the Board's time, as you can imagine, is also focussed on our most significant current capital project, the Campus Plan. The past year has seen great progress. Having invested a good deal in the temporary home of the High School, we were pleased to see it working well. We are even more pleased to announce that, if nothing extraordinary occurs, the work on our innovative new High School will be completed both on time and on budget. You can read more about the new High School in this Report and we look forward to opening on time in August 2013.

Another building item that is very high on our priority list is driven by our strong sense of the importance of seeing ISB as a complete community. This led us to undertake to solve all mobility and parking issues finally and completely, so that we can all come to our community school with minimal stress. We therefore committed to a new parking solution that will, at the same time, provide beautiful, green community areas around the Château. We also resolved to complete more immediate upgrades of sports facilities and provide solutions to some current challenges in

What does it really mean to be inclusive?

Are we challenging enough?

Are we successful enough? How do we know?

How do we inform our community?

music facilities. In the slightly longer term, we re-affirmed the plan for a state-of-the-art new Elementary School. We are now entering a phase of discussion with the authorities to obtain relevant permits.

So, the Board has much work to do, but we all love this school and we're happy to devote our time to its continuous improvement. I look forward to sharing our progress with the ISB community, local and global, past, present and future, over the years to come. In the meantime, I hope you enjoy reading about our progress to date in this comprehensive Annual Report.

Warmest regards from your Board and from me,



HANS SKEPPNER
ISB Board Chair
board@isb.be

INTRODUCTION BY KEVIN BARTLETT, ISB DIRECTOR

Twenty years ago, I had the privilege of serving on an accreditation team evaluating ISB. It was obvious then that the school had a special 'feel', very welcoming and very much a community. It has been an even greater privilege to serve on the ISB leadership team for the last twelve years and to collaborate with great people to build on decades of work by our predecessors.

I'll just take a moment here to thank one of those people, the outgoing Chairman of the Board, André Teixeira. André and I worked closely together for four years in a strong partnership, before he accepted a new position in Australia. I learned a huge amount from André and thank him here for all he did for ISB. Typically, the transition to new leadership has been well managed by the Board and I am already enjoying working with the new Chair, Hans Skeppner, on the next stages of ISB's evolution.

The ISB goal is and always has been to create a school that is beyond the ordinary. We believe in creating a school that is, in the words on the cover of this year's Annual Report, 'More than a school'. How far have we come? Our readers and stakeholders will have to decide. This Report offers some of the evidence on which you can base that decision. The Report also gives a sense of 'where next?' for ISB, in particular the major points for the next phases of our comprehensive Campus Plan.

It speaks of a school that is inclusive, a school that, as a matter of Mission, embraces diversity. We deliberately and strategically build a balanced student community, with a great diversity of passions and abilities, academic and otherwise. That community includes students of truly exceptional ability, and a managed number of students with the full range of learning support needs, from mild to intensive. That number is around 15%, and is set at that level because that percentage is reflective of the regular social norms of the world outside our boundaries.

ISB prepares students for that real world, reflecting the society they will actually live in. In an inclusive school, everybody benefits, not just those children receiving direct support. That fact is borne out many times a year, in the comments we hear from parents, students, and teachers. In our commitment to inclusion, ISB is rather 'special' and is now leading a global project, The Next Frontier: Inclusion, whose goal is, 'One inclusive international School in every Major City'. In this sense, ISB is more than an 'ordinary' school in that we are making concerted efforts to make a contribution to international education, and to the families it serves, beyond our immediate community.

In this Report, you will read of our academic successes, with exceptionally high results in external examinations such as the International Baccalaureate Diploma. You will also read of a year of achievement in other learning areas on which we place enormously high value, including both

Innovative, inclusive, international,
ISB continues on its drive for improvement,
and it always will.

athletics and the arts. So much is learned in these fields of education that stays with our students for life. We know from our alumni that, when other things have been forgotten, the memories of the sports team or the school musical stay fresh and keep us attached to our school days. As some school systems cut back on arts and sports, we expand, and recommit to these vital experiences.

Learning through service to others, learning through leadership, learning through active, adventurous international award programmes and other ISB opportunities, these begin to add up to an extraordinary education, the ISB experience – a school that is more than a school because it adds up to more than the sum of its parts.

Innovative, inclusive, international, ISB continues on its drive for improvement, and it always will. To return to my opening comments, though, we believe that it is the spirit of community, of caring for others and being open to their perspectives that will always make ISB a special place, and make sure that it stays in the DNA of anyone who spends part of their life at this school.

For many people, their memories will be shaped as much as by what they gave to ISB as by what they received. There are, of course, many ways to give to a community. A brief thanks to those who supported our Annual Fund, but, equally, to those who gave of their time, energy, expertise, passions to make us a better school. We depend upon our volunteers to keep ISB a special place, and upon our Family Association as the key player in identifying and meeting needs. Deep appreciation is due to all who answer that call to volunteer!

This Report tells a story of success, of record growth and high achievement, most notably by our students in their many activities, academic and otherwise. That success is supported and made possible by the finest staff and faculty any school could hope to have. From all of them, and from me, we hope you enjoy reading this latest chapter in the story of your school and warmest regards from us all.



KEVIN BARTLETT
ISB Director
bartlett@isb.be

THE BOARD OF TRUSTEES

ISB's long history of success is underpinned by decades of continuity of governance and leadership. Our governance structure and the tradition of a strong relationship between the Board of Trustees and the school's leadership have ensured continuous progress towards a shared vision and resilience in the face of short term challenges.

MEMBERS OF THE BOARD OF TRUSTEES WHO SERVED DURING 2011–2012*



EX-OFFICIO MEMBERS OF THE BOARD OF TRUSTEES

Mr. Kevin Bartlett, *ISB Director*

Ms. Marisa Tomlinson, *Member from the Health and Safety Committee*

Ms. Esther da Costa, *Faculty Member from the Works Council*

Ms. Debbie Wright, *Family Association President*

*In addition: Mr. Alex Bongrain

COMMITTEE ON TRUSTEES

The role of the Committee on Trustees is to build and sustain the most effective Board for ISB to carry out its Mission in the present and into the future.

Kevin Bartlett (<i>ISB Director</i>) Egmond Brenninkmeijer	Anna De Cleene (<i>Chair</i>) Doug Downing Anneliese Monden	André Teixeira Debbie Wright (<i>Family Association President</i>)
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FINANCE AND HR

The Finance and HR Committee is a standing committee of the Board of Trustees with principal oversight responsibility for developing the long-range financial plan, yearly operational budgets, establishing investment policies and HR strategy.

Scott Alcott (<i>Chair</i>) Kevin Bartlett (<i>ISB Director</i>) Geert Duyck	Alex Bongrain Bernard Sergant (<i>ISB Human Resources Director</i>)	Hans Skeppner Francis Trappeniers (<i>ISB Finance Director</i>)
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DEVELOPMENT

The Development Committee is a standing committee of the Board of Trustees, which ensures development and fundraising activities are given a high profile and integrally linked to the strategic direction of the school.

Kevin Bartlett (<i>ISB Director</i>) Egmond Brenninkmeijer (<i>Chair</i>) David Cumming	Anna de Cleene Joseph Gould (<i>ISB Director of Development</i>) Kim Kemper	David Willows (<i>ISB Director of External Relations</i>) Debbie Wright (<i>Family Association President</i>)
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BUILDINGS AND GROUNDS

The Buildings and Grounds Committee acts as lead counsel to the administration and other Board committees in regard to the construction, maintenance, safety, security, efficiency, and image for the buildings, fields, site, and infrastructure for the school.

Kevin Bartlett (<i>ISB Director</i>) Even Frydenberg Henry Johnson (<i>Chair</i>)	Renelde Lambert (<i>ISB Director of Facilities and Services</i>) Marc Nacar Francis Trappeniers (<i>ISB Finance Director</i>)	Alle Schilstra Douglas Stone (<i>ISB Director of IT</i>) Tomasz Szpil Tom White
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HONORARY TRUSTEES 2011–2012

The school is also honored by the support of Honorary Trustees. These are individuals who have given extraordinary service to ISB, usually, but not necessarily, as Trustees and who wish to maintain an active, long-term relationship with the school.

Jonas af Jochnick Richard Burnett Claudia Coory Estela Dengler-Gaitan	Pierre Hochuli John Hudson Ray Kubis Bernard McFadden	Eric Osterweil Guy Pevtchin James Rosenstein William Seddon-Brown
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2 | SCHOOL IMPROVEMENT



LEARNING FROM FEEDBACK

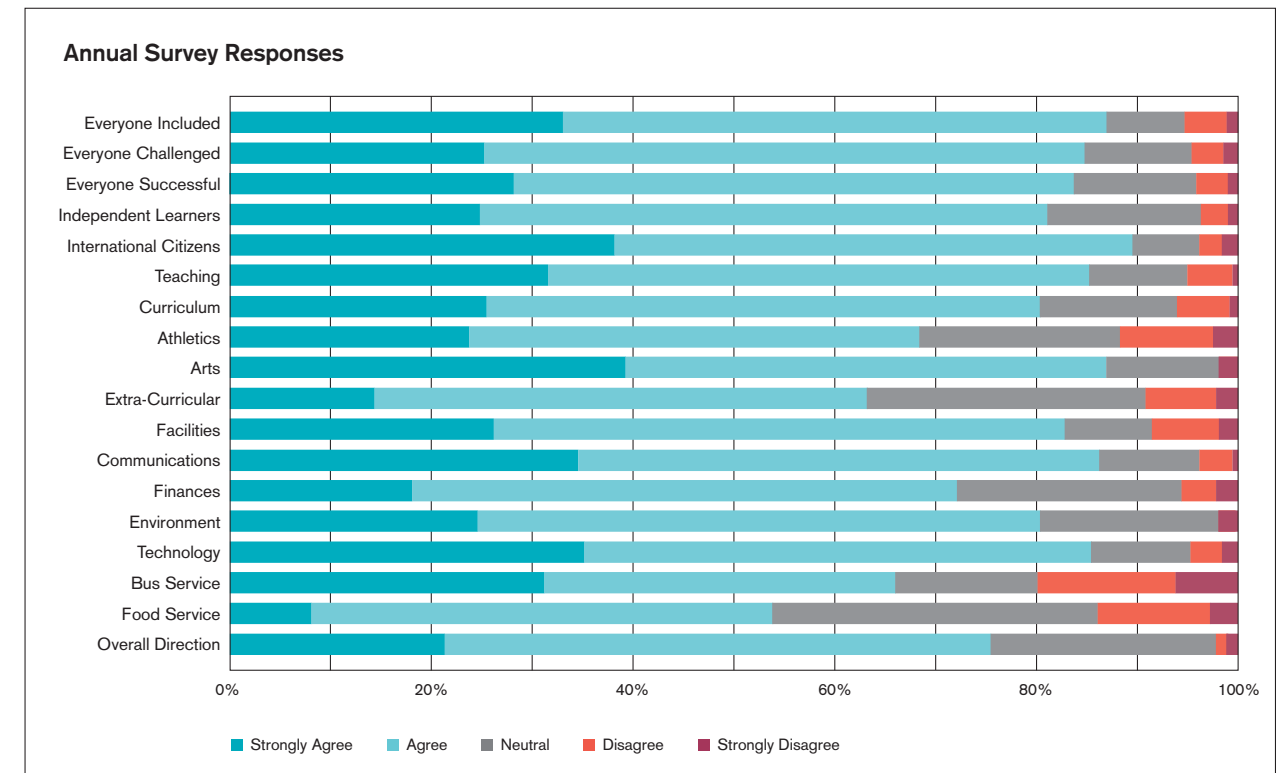
We are always looking to enhance the quality of the learning experience at ISB. Feedback from key stakeholders is a critical part of this improvement process, whether in the form of a detailed study, an opinion survey or, simply, an informal conversation in the playground. It is through each of these 'conversations' that we can identify our strengths and weaknesses, as well as construct concrete plans for the future.



FIVE THINGS WE LEARNED FROM YOUR FEEDBACK DURING THE 2011-2012 SCHOOL YEAR:	
1	95% of current families answered Strongly Agree or Agree when asked if they were satisfied with ISB. This is an increase from 93% last year.
2	The five elements of our Mission (Everyone Included, Everyone Challenged, Everyone Successful, Developing Independent Learners and Developing International Citizens) were among the highest rated questions. The scores in all five areas were higher than they were last year.
3	Food service, bus service, athletics, and extra-curricular activities were among the lowest rated questions. We are actively working to address your concerns in these areas and several major improvements have been launched.
4	100% of prospective families rated their campus visit as above average. 90% rated their welcome as Excellent or Superb.
5	96% of new families said their initial impression of ISB met or exceeded their expectations.

THE 2012 PARENT SATISFACTION SURVEY

In May 2012, a Parent Satisfaction Survey was sent to more than 900 ISB families. Designed to gather feedback on how well we were perceived to be meeting our Mission, the quality of teaching and learning, and our key services, a total of 406 families responded (44.4% of all families).



THE SURVEY ALSO GENERATED

1500 COMMENTS

ALL OF WHICH HAVE BEEN ANALYZED AND INCORPORATED INTO THE CURRENT STRATEGIC PLAN FOR IMPROVEMENT

As we prepare surveys, we are continually looking for ways to further improve our methodology, as well as increase the levels of participation across the ISB community.

A more detailed display of the survey results can be found at www.isb.be/surveyresults.

FROM FEEDBACK TO IMPROVEMENT

Obviously, as a school, we have plans and goals. In truth, though, as with many organisations, we place more faith in strategic thinking than in complex, formulaic, long-term plans.

For some types of projects, our planning is completed down to the last deadline, as with the phases of the Campus Plan. For much of our goal-setting, however, we look for clues, read the signs, listen to our stakeholders, and then seize the moment to move ISB to the next level. Emerging from the last set of plans, from our own observations and from parent, faculty and staff feedback, here are our emerging themes:

BUILDING A COMMUNITY	
<p>Never waste a good crisis, as they say. The recent parking restrictions only served to confirm how many people use our campus for a diverse range of activities and how many see it as a 'home away from home'.</p> <p>We have a number of exciting plans to build the ISB community. Some of these are logistical, some are educational, all will strengthen our community.</p> <p>They include:</p>	
1	Removing most of the parking from the front of the Château to create an aesthetically beautiful, green community area.
2	Solving the 'parking issue' so that people can come to ISB without stress.
3	Adding ISB community Learning Institutes every August for students and parents, learning alongside our faculty and staff.
4	Working to develop home language work-packs so that parents can support their child's home language in ways connected to our curriculum.
5	Building on the success of ISB Night, held on our own Campus.
6	Launching a series of global alumni events, including visits to Japan in the Spring.
7	Adding a crèche and <i>garderie</i> to our Services, so that we serve all ages of students and serve our community ever better.
<p>“Our goal is not to build a car park. Our goal is to build a community and ensure that ISB remains a welcoming place, where all members of this community can gather.”</p> <p>KEVIN BARTLETT</p>	

BUILDING LEADERSHIP	
<p>Great schools are 'leader-full' schools. We see all our students, teachers and other community members as leaders and have major plans to build on this capacity, including:</p>	
1	Our Board is now in consultation with BoardSource, the global governance expert. All Board members are working on the theme of Governance as Leadership and recently enjoyed a very successful one-day Retreat on this theme.
2	All teacher-leaders now participate in formal training as Leaders for Learning and we are developing a range of new leadership opportunities for faculty.
3	Students will be offered the opportunity to train in Student Governance during our community Learning Institutes and also in Public Speaking, another key leadership skill.
4	The Board and Directors are collaborating on a Succession Plan for the Director's position, to ensure that, in three years' time, the succession to a new ISB Director will be seamless and successful.

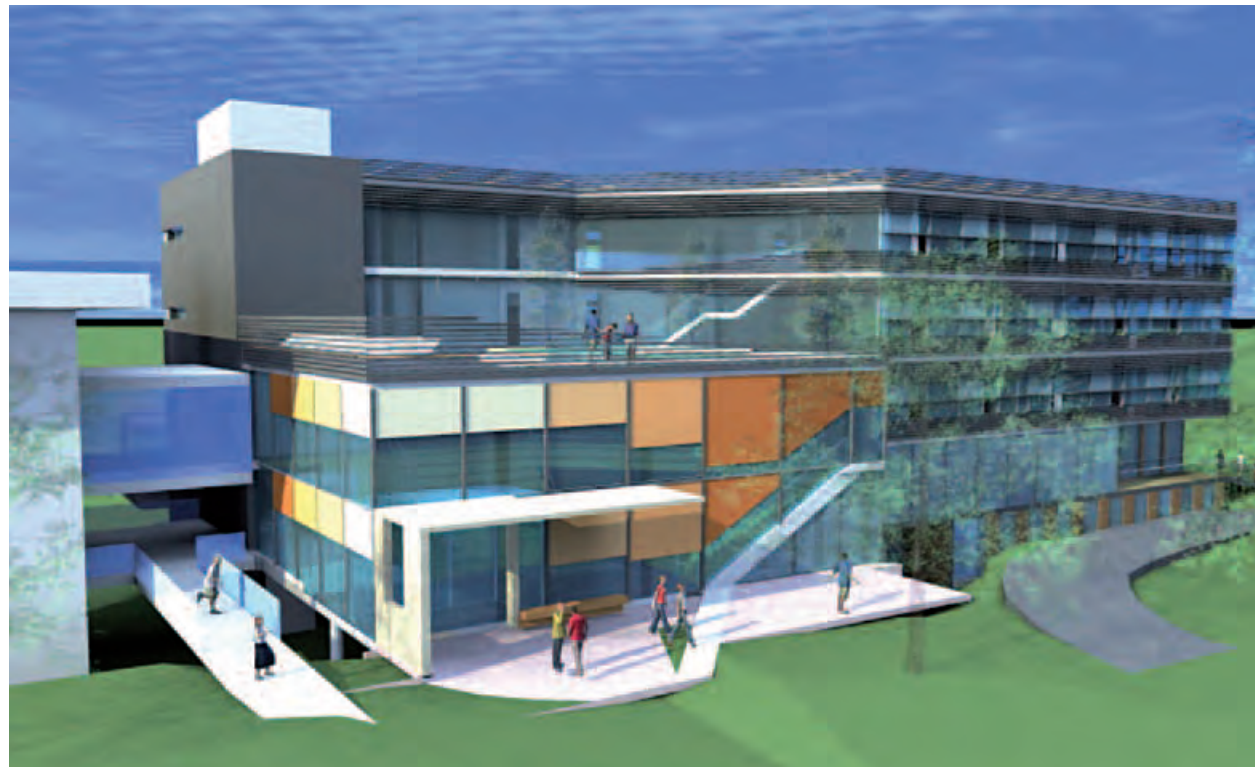
BUILDING A CAMPUS AND A PERMANENT HOME	
<p>Our Campus Plan is proceeding well. Phase 1, the temporary High School, was a real success. Phase 2, the new High School, will be a major step forward for ISB, a flagship building for this critical phase in every student's life.</p> <p>The next phases include:</p>	
1	A complete refurbishment of the current gym facilities.
2	The greening of the Château Car Park, a new underground car park, a sensible redistribution of the over-ground parking areas.
3	A new state-of-the art Elementary School.
4	Two new, customised physical education spaces/gyms for the Early Childhood and Elementary age range.
5	The securing of our location - Kattenberg 19 - as the permanent home of ISB, either by extending the lease or purchasing the land.

In order to be successful in all our plans, especially the Campus Plan, we will have to work successfully together as a complete community. Since this is a great strength of ISB, we are very confident that we will succeed in all our ambitious projects.

DEVELOPING A CAMPUS FOR THE FUTURE

THE COMMON GROUND CAMPUS PROJECT

PHASE ONE COMPLETED	<p>The High School: A Major Upgrade</p> <p>The interior of the current ICC building completely transformed to replicate the design principles of the anticipated new High School.</p>
PHASE TWO ON TRACK	<p>The High School: Transformation</p> <p>A world-class, innovative facility, designed to reflect latest research on learning environments and sustainable building, as well as reflecting key principles of the ISB Common Ground Curriculum.</p>
FUTURE PHASES	<p>The ISB Board has now approved a long term Master Plan that focuses upon two key aspects of Campus re-development: Mobility and Buildings.*</p> <p>MOBILITY</p> <ul style="list-style-type: none"> • An underground car park. • Designated over ground parking areas. • The 'greening' of the Château car park. • Improved access routes alongside the Campus, with an additional Kiss and Ride behind new Elementary School. <p>BUILDINGS</p> <ul style="list-style-type: none"> • A refurbished central block (sports and arts facilities). • A new Elementary School, with integrated arts and PE spaces. • An integrated crèche facility. <p><small>*All proposals at this stage are subject to successful completion of the permit process with the local authorities.</small></p>



The new High School, scheduled to open in August 2013.

PRINCIPLES AND ASSUMPTIONS THAT UNDERPIN THE CURRENT PLAN

Community

ISB is a community and a 'home away from home' for many families. This is something we should prioritise and preserve.

Environment

Set in a European protected zone and with two historic buildings, we should remain committed to our Green Agenda and ensure that the legacy of the past is preserved and honoured. We need to be ahead of new, stringent, environmental standards.

Learning

Learning should always shape the buildings we construct, not vice versa.

Sustainability

We should be purposeful and pragmatic in our decision-making about whether to refurbish existing buildings or construct new ones.

Proximity

We believe that customised arts and sports facilities, close to students, are better than centralised spaces.

Speed

We believe that it is important to build as quickly as permits and funding allow.

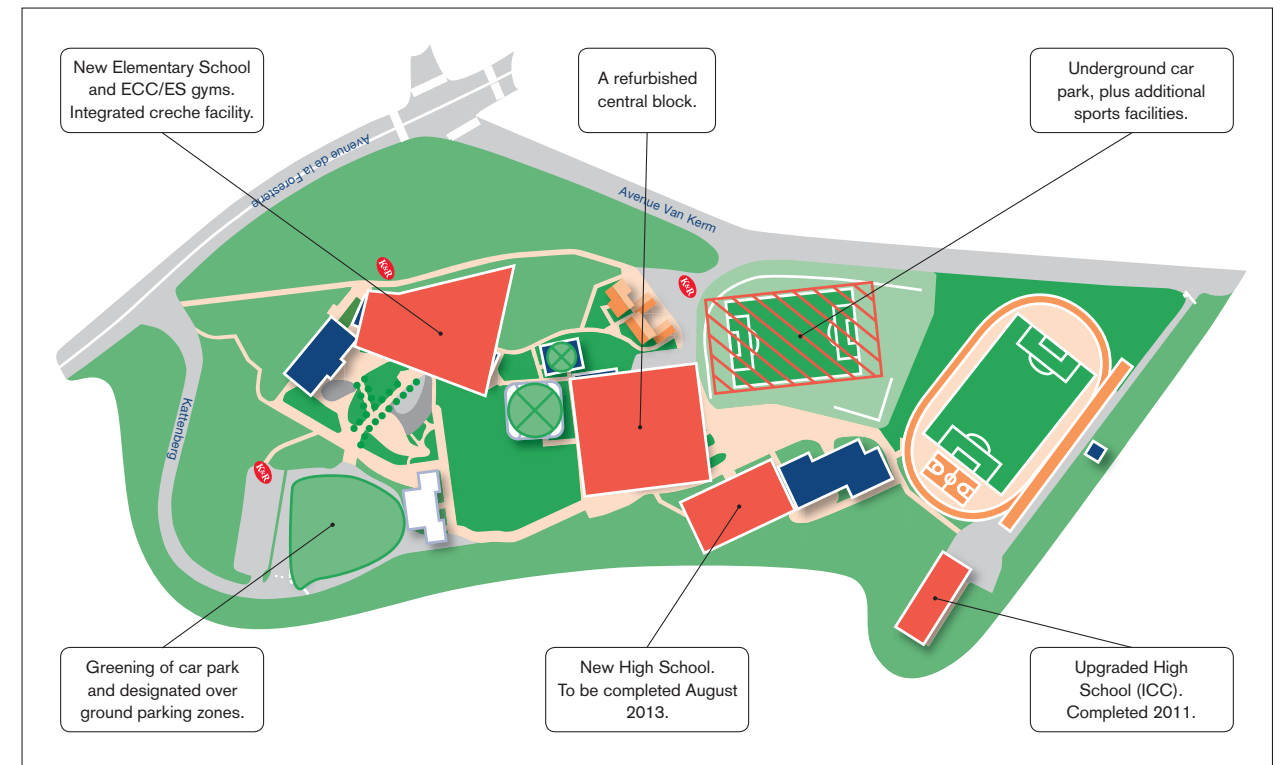
Site Management

We need to make every effort to ensure that there is minimal disruption to the learning experience of current students.

Size

We believe that around 1500 students is the optimal size of the school.

A VIEW ON THE FUTURE OF THE ISB CAMPUS



OUR GREEN AGENDA

ISB has long been committed to an ambitious environmental agenda. Set under the banner of 'ISB Earth,' our aim is to become a school in which all members of the community understand that international citizenship includes taking responsibility for finite, shared resources.

DID YOU KNOW?



The ISB Campus is 160 000m² (40 acres) in size. Set within the Forêt de Soignes, much of this land is protected by European Law under the Natura 2000 policy. The forest is home to a number of rare plant and animal species, including a very rare 40cm tall black woodpecker.



The historic Château, dating back to 1854, is protected by the Royal Commission for Monuments and Sites in Belgium.



The new High School building, currently under construction, will include a purpose-built 2.5cm gap in one of its walls, to provide habitat for bats.



Back in 2001, the Brussels Institute of Environment awarded ISB its first eco-star for the way in which it managed its environmental impact. In 2007, the school earned its second star. This award was renewed in 2010 and ISB remains the only school in Belgium to receive this commendation.



In June 2012, ISB received the Green Flag award, the highest level of recognition in the Eco-Schools programme that accredits schools who make a commitment to continuously improve their environmental performance.



Since 2006, ISB has been recognised as a Campaign Associate of Sustainable Energy Europe, an initiative of the Directorate General for Transport and Energy to raise public awareness and change the landscape of energy.

Throughout each year, students of all ages are encouraged to reflect upon issues of sustainability and work on a number of hands-on projects. As an organisation, we are also committed to modelling good practice and ensuring that we make sustainable choices in all aspects of campus life.

STUDENT PROJECTS



ISB students cleaning the stream in the forest.



Middle School students gardening on the Terrace.

3 | **STUDENT
ACHIEVEMENT**



OPPORTUNITIES FOR SUCCESS

We have developed an innovative, standards-driven curriculum—*The Common Ground Curriculum*. This programme is specifically designed to achieve our curriculum goals of developing Independent Learners and International Citizens through a coherent, challenging learning continuum.

BROADLY, WE CAN DEFINE THIS PROGRAMME INTO FIVE KEY AREAS OF SCHOOL LIFE:				
ACADEMICS	ARTS	ATHLETICS	SERVICE LEARNING	ACTIVE LEARNING

Underpinning this programme is a Mission of inclusion, challenge, and success for all students. For 25 years now, ISB has been a leading exponent of inclusive, innovative, international education. We are committed to building a balanced community of learners with a diverse range of talents and abilities, including exceptionally high academic ability. Our student community also includes a carefully managed number of students with diagnosed learning disabilities.

The following pages highlight some of the outstanding achievements of our students during the 2011–2012 school year, from external examinations results to success in the theatre, on the sports fields, and in the context of numerous service projects, both local and international.

ACADEMICS

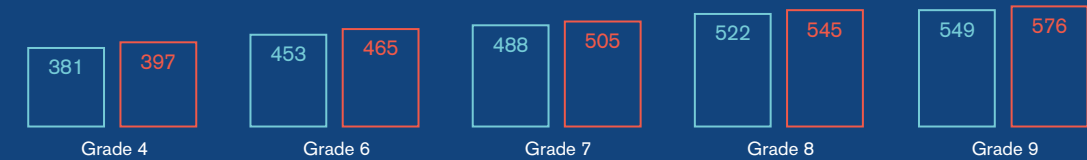
STUDENT ACHIEVEMENT IN ACADEMIC COMPETITIONS
In addition to recognising student achievement through academic assessment and external examinations, we are also proud of the achievement of our students each year in a variety of international academic competitions. Highlights of the 2011–2012 year included:
In December 2011, ISB hosted the International Schools NESDA Speech and Debate Tournament. ISB students reached each of the five finals and went on to win Gold in Debate, Silver in Original Oratory, Bronze in Impromptu Speaking, Bronze in Duet Acting, and Gold in Oral Interpretation of Literature.
In February 2012, the ISB Senior Math Team competed in the ISMTF mathematics competition. Out of 75 teams, comprising 225 individuals, representing more than 40 schools, our teams placed 1 st , 6 th and 17 th overall. In the individual competitions our students placed 1 st , 2 nd and 4 th overall – with all other team members finishing in the top 50%.
ISB Middle School and High School students combined for this year's Junior Math Competition at the American School of Milan. A total of 271 students attended from 48 International Schools. In the individual competition, two of our students came in 6 th and 9 th overall. One of our teams placed 2 nd out of 90 teams.
Six members of the Middle School Math Club went to Dubai to compete against other international schools, coming in 3 rd and 4 th .
The Middle School Math Olympiad contest involved 150 students and earned the school a plaque of distinction for placing in the top 10% of all students worldwide for the sixth consecutive year.

INTERNATIONAL SCHOOLS ASSESSMENT (ISA) RESULTS, FEBRUARY 2012

Each year, our students take the Australian Council of Educational Research (ACER) ISA examinations that show achievement in core literacies (in red), as compared to students in the growing number of ISA 'like schools'* around the world (in blue).

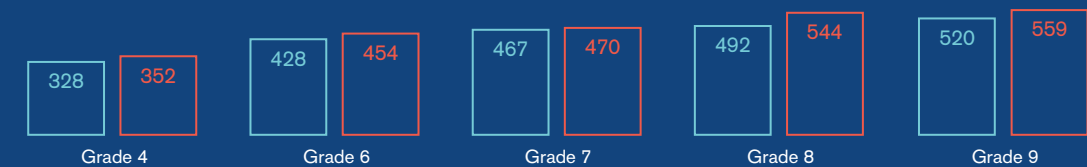
Mathematics

■ Like Schools ■ ISB



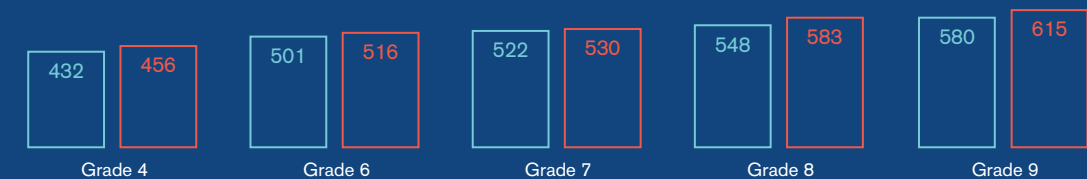
Reading

■ Like Schools ■ ISB



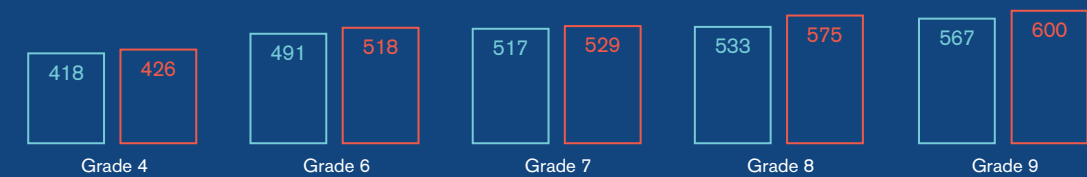
Writing (Exposition/Argument)

■ Like Schools ■ ISB



Writing (Narrative)

■ Like Schools ■ ISB



*'Like schools' are those with a similar ratio of English speaking background students to non-English speaking background students.

EXTERNAL EXAMINATION RESULTS

International Baccalaureate (IB) Examination Results

The International Baccalaureate Diploma Programme is an intensive, rigorous, and challenging course of study that is taken by students in their final two years of high school. It requires high motivation and sustained dedication from all students. Students choose six subjects each taken from a specific subject area such as science, languages and the humanities.

The International School of Brussels was among the first fifty schools in the world to offer the Programme. The Diploma Programme has been an integral component of the life of ISB and shares much in common with the educational values of ISB's own Diploma Programme and learner profile.

2011-2012 RESULTS SHOWN IN FIVE-YEAR CONTEXT						
Year	Candidates	Full Diploma	Subject Entries	% of Diploma Passes	Av. Points Total	Av. Subject Score
2008	113	81	742	98.8	33.4	5.3
2009	95	66	595	96.9	35.3	5.6
2010	106	74	678	93.2	33.0	5.2
2011	124	100	881	98.0	33.0	5.3
2012	122	93	827	96.7	34.0	5.5
Average	112	82	745	96.7	33.7	5.4

Comparison of ISB Diploma Results vs Worldwide Average

One hundred and twenty-two students sat IB examinations at ISB in the May 2012 examination session. Of this number, ninety-three were full International Baccalaureate Diploma Candidates. Of this group, approximately 10% had diagnosed special educational needs.

Metric	World	ISB
Average Points Total	~30	33.7
Average Subject Score	~5.0	5.4
% Students Awarded Diploma	~75	96.7

38

The average score of academically high achieving students who would have been able to take the IB in a 'selective school!'

34

The average score, including all students encouraged to meet the challenge of the full Diploma.

97%

The IB Diploma or Certificate pass rate for students with a diagnosed learning disability.

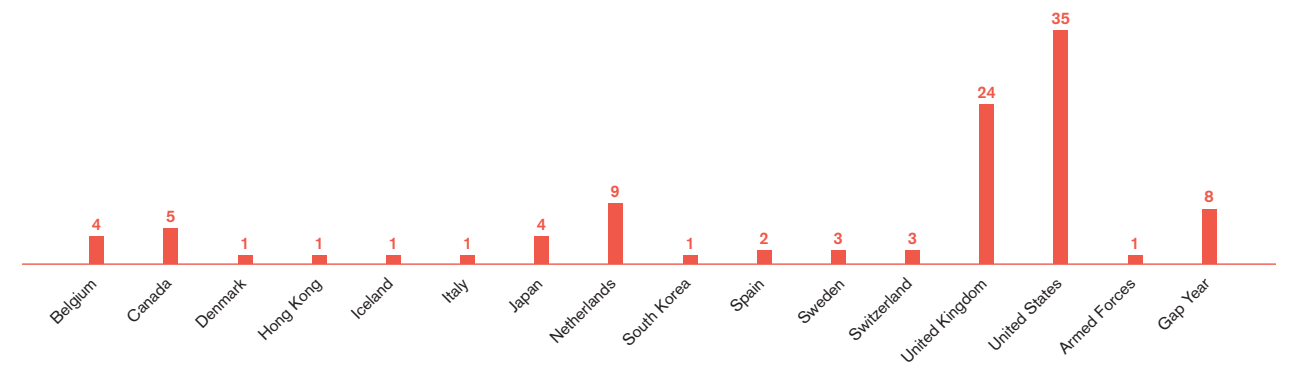
Advanced Placement Examination Results

ISB offers AP Examinations in any subject that a student wishes to take. In some cases, these are linked directly to courses offered in the High School. Below is a summary of recent AP examination results.

% OF STUDENTS ATTAINING GRADES 5 TO 1						
Year	Number of students examined	5s	4s	3s	2s	1s
2007-2008	84	23	25	20	22	10
2008-2009	85	30	30	19	15	7
2009-2010	87	23	15	33	20	9
2010-2011	70	23	24	30	10	14
2011-2012	62	21	31	23	19	7
Worldwide 2011-2012		15.5	20.1	23.6	21.0	19.8

HIGHER EDUCATION PLACEMENTS, CLASS OF 2012*

Class of 2012 Destinations Beyond ISB



*This information is based on available data at the time of going to print. It is not representative of the entire Class of 2012, but should rather be seen as a guide, highlighting where the majority of ISB students currently continue their higher education studies.

LIST OF HIGHER EDUCATION PLACEMENTS AWARDED TO THE CLASS OF 2012

This list does not indicate where students actually decided to continue their studies.

Asian and South Pacific Universities	UK and European Universities	US and Canadian Universities
Aoyama Gakuin University Chiba University City University of Hong Kong Chuo University Hokkaido University International Christian University Kansai University Keio University Korea Advanced Institute of Science and Technology Kwasei Gakuin University Kyushu University Meiji University Musashino University Nagoya University Osaka University Rikkyo University Royal Melbourne Institute of Technology Sophia University The Chinese University of Hong Kong Tokyo Science University Tokyo University Waseda University	Cardiff University Catholic University of Leuven Ecole Hôtelière de Lausanne ESAG Penninghen European Business School, London Glion Institute of Higher Education Guildhall School of Music & Drama Hotelschool The Hague Hult International Business School IE University IHTTI School of Hotel Management Imperial College of Science, Technology, and Medicine Istituto Marangoni, London Jonkoping International Business School Kaplan Holborn College Keele University King's College London Lancaster University Leeds Metropolitan University Leiden University London Metropolitan University Maastricht Hotel Management School Newcastle University Oxford Brookes University Queen Mary, University of London	London Regent's Business School Rotterdam School of Management, Erasmus University Royal Holloway, University of London Royal Welsh College of Music and Drama Stockholm University Swiss Hotel Management School Trinity College of Music Universidad CEU San Pablo Universidad Pontificia Comillas de Madrid Università degli Studi di Milano Université Catholique de Louvain Université Bordeaux Université Libre de Bruxelles Universiteit Maastricht Universiteit van Amsterdam University College London University College Maastricht University for the Creative Arts at Farnham University of Aberdeen University of the Arts London University of Bath University of Bristol University of Buckingham
Aoyama Gakuin University Chiba University City University of Hong Kong Chuo University Hokkaido University International Christian University Kansai University Keio University Korea Advanced Institute of Science and Technology Kwasei Gakuin University Kyushu University Meiji University Musashino University Nagoya University Osaka University Rikkyo University Royal Melbourne Institute of Technology Sophia University The Chinese University of Hong Kong Tokyo Science University Tokyo University Waseda University	Cardiff University Catholic University of Leuven Ecole Hôtelière de Lausanne ESAG Penninghen European Business School, London Glion Institute of Higher Education Guildhall School of Music & Drama Hotelschool The Hague Hult International Business School IE University IHTTI School of Hotel Management Imperial College of Science, Technology, and Medicine Istituto Marangoni, London Jonkoping International Business School Kaplan Holborn College Keele University King's College London Lancaster University Leeds Metropolitan University Leiden University London Metropolitan University Maastricht Hotel Management School Newcastle University Oxford Brookes University Queen Mary, University of London	University of Cambridge University of Copenhagen University of East Anglia University of Edinburgh University of Essex University of Exeter University of Glasgow University of Greenwich University of Iceland University of Kent University of Leeds University of Leicester University of Manchester University of Nottingham University of Portsmouth University of Reading University of Sheffield University of St. Andrews University of Stirling University of Surrey University of Sussex University of Warwick University of West London University of Westminster University of York Vesalius College Webster University, The Netherlands Andrews University

Auburn University Barnard College Boston University Brown University Buffalo State College of SUNY Clemson University Coastal Carolina University College of William and Mary Columbia College Columbia University Cornell University DePaul University DePauw University Drexel University Duke University Emerson College George Mason University George Washington University Georgetown University Georgia College and State University Georgia Institute of Technology Harford Community College Ithaca College James Madison University Lewis & Clark College Loyola University Chicago Loyola University New Orleans	Macalester College Massachusetts Institute of Technology Miami University, Ohio Morehead State University Mount Holyoke College New York University Niagara University Northeastern University Northwestern University Northern Kentucky University Northwestern University Old Dominion University Pacific Union College Pennsylvania State University Park Providence College Purdue University Randolph-Macon College Rhodes College Rochester Institute of Technology Saint Mary's College of California San Diego State University School of the Art Institute of Chicago Southern Adventist University Southern Methodist University	St. John's University - Queens Campus Suffolk University Syracuse University Tulane University University of Alabama University of Alberta University of Arizona University of California at Berkeley University of California at Davis University of California at Los Angeles University of California at San Diego University of California at Santa Barbara University of California at Santa Cruz University of Dubuque University of Florida University of Georgia University of Illinois at Chicago University of Kentucky University of Louisville University of Manitoba University of Miami University of Michigan University of Mississippi	University of Nevada, Las Vegas University of New Brunswick University of North Carolina at Chapel Hill University of North Carolina at Charlotte University of Northern Colorado University of Pennsylvania University of South Carolina University of Southern California University of Tennessee, Knoxville University of Texas, Austin University of Toronto University of the Pacific University of Vermont University of Virginia University of Washington University of Wisconsin, Madison Vanderbilt University Villanova University Washington State University Wellesley College West Virginia University Western Kentucky University
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LIST OF HIGHER EDUCATION PLACEMENTS ACCEPTED BY THE CLASS OF 2012

This list indicates where the students from the Class of 2012 decided to continue their studies.

American University Aoyama Gakuin University Catholic University of Leuven College of William and Mary Columbia University Cornell University DePauw University George Mason University Georgetown University George Washington University Glion Institute of Higher Education Guildhall School of Music & Drama Harford Community College Hult International Business School IE University IHTTI School of Hotel Management Jonkoping International Business School King's College London	Korea Advanced Institute of Science and Technology Leiden University Loyola University Chicago Massachusetts Institute of Technology Nagoya University Northeastern University Northwestern University Randolph-Macon College Rochester Institute of Technology Rotterdam School of Management, Erasmus University Royal Holloway, University of London School of the Art Institute of Chicago Stockholm University Syracuse University The Chinese University of Hong Kong Universidad CEU San Pablo	Université Libre de Bruxelles Universita degli Studi di Milano Universiteit Maastricht Universiteit van Amsterdam University College London University College Maastricht University for the Creative Arts at Farnham University of Aberdeen University of Alberta University of Bristol University of California at Berkeley University of California at San Diego University of Copenhagen University of East Anglia University of Edinburgh University of Georgia University of Glasgow University of Iceland University of Kentucky University of Leeds	University of Manchester University of Manitoba University of Miami University of Michigan University of New Brunswick University of Northern Colorado University of Sheffield University of Sussex University of Texas, Austin University of Toronto University of York Vanderbilt University Vesalius College Waseda University Wellesley College West Virginia University
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The results for students from the Class of 2012 planning on attending Japanese Universities were not available at the time of going to print. Below is a therefore sampling of acceptances over the past two years:			
Aoyama Gakuin University Azabu University Keio University	Kyoto University International Christian University Nippon University	Sophia University Tokyo Institute of Technology Tokyo Science University	Tsukuba University Waseda University Yonsei University

PREPARING FOR LIFE BEYOND ISB

The ISB World of Work Programme offers High School students each year the opportunity to prepare for life beyond ISB through an annual Careers Day and regular panel conversations with professionals working in different fields. The Programme also offers students, at the end of their grade 11, the opportunity to take up two-week internships with partner corporations and non-profit corporations in and around Brussels.



IN 2012, STUDENTS INTERNEED AT THE FOLLOWING COMPANIES AND ORGANISATIONS

Belgacom Belgian American Educational Foundation Bozar British Chamber of Commerce CISCO	City of London Office, Brussels Delhaize Dober Partners European Cancer League European Children Our Concern	Exxon Mobil Fulbright Belgium Greenlight for Girls Guy Melviez Architects International Paper	Lockhead Martin Aeronautics Mobelsa Sappi International Starwood Hotels
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“The ISB World of Work programme offers students authentic work experiences before leaving school.”

ARTS

Arts at ISB continues to offer ISB students a wealth of opportunities for success, both on Campus and in other settings. Students have the opportunity to demonstrate their theatrical, musical, and aesthetic abilities through our regular series of events, including concerts, art shows, theatrical performances, and internationally organized events, such as AMIS Honor Festivals and ISTA theatre festivals. Offering students a vibrant, creative and enriching atmosphere, the arts at ISB play an integral role in the lives of almost every student at ISB. Opportunities abound for the creative and re-creative young artists to explore the joy and enrichment of a full range artistic possibilities.

THEATRE

Drama events involving Middle, and High School Students during the 2011-2012 school year, included:

- The 24 Hour Creation.
- The Theatre Arts Symposium in London.
- The Birthday of the Infanta (Middle School Play in the Black Box Studio).
- The Ash Girl (Middle School Play in the ISB Theatre).
- Little Shop of Horrors (High School Musical in the ISB Theatre).
- One Act Student directed Plays (HS Play in the black Box Theatre).
- ISTA MS Theatre Festival, hosted by ISB.
- ISTA HS Theatre Festival in Cornwall, UK.

MUSIC

Music events involving Early Childhood, Elementary, Middle, and High School Students during the 2011-2012 school year, included:

- Numerous band, choir, strings and jazz concerts in the ISB theatre and other venues in and around Brussels.
- Students performing in various European cities, including: Munich, London, The Hague, Berlin and Barcelona.
- AMIS Middle School Honor Boys' Choir Festival at Shekou International School, China.
- AMIS Solo & Ensemble Festival at the American School of The Hague.
- AMIS Senior Honor Orchestra Festival at St. John's International School, Waterloo.
- AMIS International HS Honor Band Festival at the International School of Aberdeen, Scotland.
- AMIS International MS Honor Band Festival at the Munich International School, Germany with invited guest conductor, ISB's Carolyn Stock-Chapin.

VISUAL ARTS

The Visual Arts programme at ISB similarly enjoyed another successful year.

- In 2011-2012, a Community Events programme was launched to raise awareness amongst students about the ways in which art is celebrated across the Brussels community.
- Students visited a Contemporary Art Exhibit at the Maison Particulière and were also invited to view the private art collection at the Residence of the Ambassador of the United States.
- The All School Art Show was staged for the first time in the ISB Château and enjoyed record attendance due to increased visibility.
- This year, the integration of Art units within the Special Education classes in the Middle and High School has been further developed by the creation of an Art Therapy class in the Middle School.
- New opportunities were found to integrate art into the natural setting of our Campus. This included Yarn Bombing, Fabric Art on the ECC/ES Fences, as well as a range of environmental art projects.




ATHLETICS

At ISB, we believe that all students should understand the value of physical well-being and leave school 'fit for life.' For many of our students, ISB athletics is an integral part of their education and an opportunity to mature physically, emotionally and socially.

2011–2012 was a year in which we launched the ISB Sports Continuum, designed to provide an authentic sports experience for every child. The Continuum is a strategic alignment of our competitive sports and physical education programmes, supported by collaborative partnerships and volunteer sports organisations and schools, local and international.



THE BRUSSELS SPORTS ASSOCIATION	
	<p>James (Jim) Sidgwick arrived at ISB in 1955 from his native Scotland and, subsequently, served as Elementary School Head between 1969 and 1988. Jim was also the inspiration and force behind the Brussels Sports Association, which, in 2011, celebrated 50 years of partnership with ISB. When asked why he dedicated his time to starting this programme, Jim responded “You do it because you love children and you want to give them the rich experience associated with participating in team sports”. Today, the BSA is a community of more than 900 families, coming from 45 schools in the Brussels area.</p>

With 56 teams across 14 sports, ISB has the largest Athletics Department of any school in Europe.



In 2011, ISB consolidated its long partnership with the Brussels Sports Association by providing office space within the Château.



Each year, ISB students from our Special Education classes compete in the Belgian Special Olympics.



In May 2012, the boys Varsity Soccer team won the DODDs league championship for the first time in the team's history.

SERVICE LEARNING

Service Learning at ISB is defined as a research-based learning method through which skills and knowledge acquired in the classroom are applied through planned action that addresses an authentic community need.

During the school year 2011–2012, ISB students across the Campus also successfully completed numerous Service Learning Projects that opened up new challenges, forcing them to plan and initiate a wide range of activities, working collaboratively with others and engaging with a variety of social, economic or global issues. We are extremely proud of every one of our students who gave up time and energy to participate in the following local, national or international actions.

EARLY CHILDHOOD CENTRE

- Planting flowers in the playground.
- The Big Four share (Kind, Safe, Fair, Respectful).
- Play for Peace.
- Fundraising for WWF and UNICEF.
- Reading buddies with special education students.
- Roots and Shoots projects.
- Various environmental projects.



Top: The Middle School Run-a-thon. Bottom Left: Student-renovated school in Togo. Bottom Right: Students preparing sandwiches to be distributed to the homeless.

ELEMENTARY SCHOOL

- Student Council bake and book sale, raising funds for UNICEF.
- Furniture Decoupage project between ES, MS & HS classes, raising funds for groups working with children with cerebral palsy in Mombasa, Kenya and street children in Thika, Kenya.
- Reading buddies with ECC students.
- Green Team booth at the International Festival, raising funds for WWF.
- Grade 4 project related to their Water unit, designed to raise awareness or impact behaviours around water-related issues on campus.
- Grade 5 book project that high school students carried to Togo.
- Grade 5 Nutrition project.
- Grade 6 Peace Patrol, a peer-mediation programme on the ECC/ES playground.

MIDDLE SCHOOL

- Run-a-thon, raising funds for three international charities in Kunyumba, Uganda, Makphutu, South Africa, and Kiev, Ukraine.
- Holiday Charity Drive, in which students volunteer at the Chevrefeuille Women's Shelter and donate barely used and new items as gifts for the holiday season.
- Student bake-sales and dances, raising funds for the Chevrefeuille Women's Shelter.
- French Department sponsoring of a holiday toy drive for Le Petit Château.
- Forest clean-up.
- Building of an eco-fence for the outdoor classroom.
- Renovation of the MS science terrace.
- Cleaning and renovation of the Chevrefeuille Women's Shelter garden.
- Gift baskets for the AB3 project.
- Fundraising in support of a local animal shelter.
- An art project in honor of victims of the recent Belgian Bus Tragedy.
- Various awareness campaigns from internet safety and Fair Trade chocolate to the Hoops 4 Hope programme in South Africa.
- Games for an orphanage in Egypt.
- The Kattenberg Krafts project, creating jewellery in support of Special Olympics.

HIGH SCHOOL

- Student campaign in support of CAP48.
- The Kattenberg Krafts project, creating jewellery in support of Special Olympics.
- Student organised activities for children living in orphanages in Brussels.
- Student-led activities and renovation work at various projects, including a local shelter for teenage boys, a homeless shelter, and a women's shelter.
- Monthly visits to a local refugee centre, with student-planned activities and donations of art materials and toys to children living there.
- Student work with FACE, making toys, puppets, and educational materials for three orphanages in Egypt.
- A student-written performance to raise awareness of domestic violence and abuse of women.
- Regular student work around the ISB Campus on a variety of environmental projects.
- Student support of Amnesty International.
- Student production of books and educational materials for Togolese students.
- A student visit to Togo to support the building of a playground in a local elementary school and provision of books, school materials, and sports equipment.
- Student involvement in an organic farm in Spain.
- Student fashion show, raising funds for the Women for Women project.
- Student participation in a two-day event to clean up Brussels.
- Student participation in Serve the City's Big Volunteer Week, as well as monthly volunteer days.
- Student organisation of the ISB lunch buddy system with special education students.

ACTIVE LEARNING

ISB+

ISB+ is the name of the school's after-school programme available to all students from Preschool to grade 13. It is a non-competitive environment in which students can discover new activities and sports, improve existing skills and learn new ones.

During the school year 2011–2012, there were 1280 registrations for a wide range of activities from non-competitive climbing, soccer and tennis, to science club and drama. A total of 71 students successfully completed their belt upgrading exam in martial arts and 83 people (made up of High School students, ISB teachers, parents and coaches) were certified in Red Cross CPR and First Aid. During learning conferences, 20 Middle School and grade 6 students achieved a Red Cross certificate in Babysitting, giving the confidence and skills to help families with young children. In addition, ISB+ swimming allowed 50 Early Childhood and Elementary-aged students to earn their swimming competency certificate, endorsed by BLOSO, the Belgian authority for Sports and Physical Education.

To support our international students, ISB+ collaborated with consulates to offer mother tongue programmes, such as Italian, Finnish, German and Norwegian. ISB+ bridged the gap with local students by running an Activities in English Wednesday afternoon programme linked to five local primary schools.

As in past years, ISB+ had a strong partnership with the community, Action, Service (CAS) and International Award Programmes, as many Middle and High School students took up junior leadership roles by assisting instructors in Early Childhood and Elementary School activities, truly benefitting the ISB community.

INTERNATIONAL AWARD

The International Award is an exciting self-development programme, available to all young people worldwide, equipping them with life skills to make a difference to themselves, their communities and their world. The four sections of the award (Service, Skills, Recreation and Adventurous Journey), encourage perseverance, mental challenge, physical activity, team work and social interaction.

Each year at ISB there are more than 80 students involved in various stages of the award programme from grades 9-12.

ISB STUDENTS WHO HAVE SUCCESSFULLY COMPLETED THIS AWARD PROGRAMME			
Year	Bronze	Silver	Gold
2008	29	18	—
2009	34	18	—
2010	25	20	—
2011	27	26	7
2012	41	13	5

“Learning has no boundaries. It can happen anytime, anywhere.”

RECOGNISING OUR TEACHERS

We know from experience and research that the quality of teaching is directly linked to student achievement. Drawn from all over the world, we are proud of each one of the teachers that bring passion, professionalism, and a strong commitment to ensuring that every one of our students are included, challenged, and successful every day at ISB.

FACTS AND FIGURES ABOUT THE PEOPLE WHO MAKE ISB WHAT IT IS TODAY				
218 Faculty Members	17 Countries Represented	5 Teaching Interns	58 Teachers with More Than 20 Years of Experience	7.8:1 Student-Teacher Ratio

THE ISB TEACHER RECOGNITION AWARD

In 1995, the ISB Foundation set aside funds for the purpose of making annual awards to members of the ISB Faculty in recognition of their extraordinary dedication and commitment to the school. The award was named after James Sidgwick, who served as Deputy Headmaster (1956-69) as well as Headmaster of the Elementary School (1969-88).

Each year, a recipient is selected by the Alumni from a different division or section of the school. We are delighted to announce that Janet Cowie was this year's winner.

JANET COWIE: 2012 TEACHER RECOGNITION AWARD RECIPIENT		
		
2012	1981	1979
<p>“Without question, she remains the single most influential educator in my life.”</p> <p>PAUL WIGGINS, CLASS OF 1976</p>	<p>Along with her husband, Jim, Janet joined the ISB staff in 1973, teaching English in the High School and eventually becoming head of department. Later in her career, Janet worked as the school's IB Coordinator until 2001, when, instead of retiring, she was asked to stay on for one more year as Acting Head of High School.</p> <p>'I can't imagine how different our lives would have been,' wrote Janet on hearing the news of this award, 'if we hadn't dropped by the Château on that day in 1973, and I will always be grateful for the rich and varied life that ISB has given us. It's a great honor to be recognised as a memorable teacher by students who themselves have given me wonderful memories lasting a lifetime.'</p>	
To find out more about the Award and a list of previous winners, visit: www.isb.be/teacherrecognition		

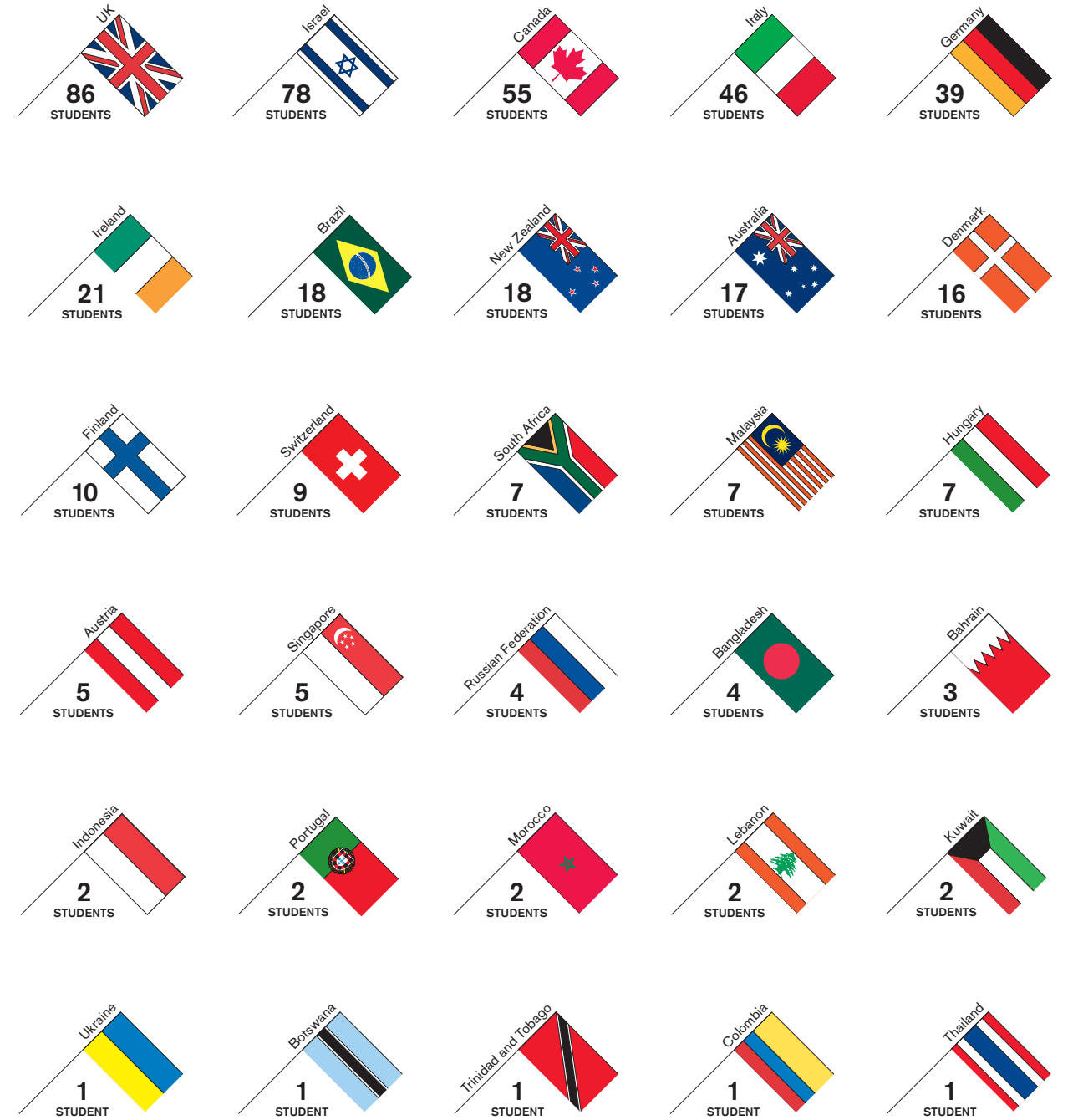
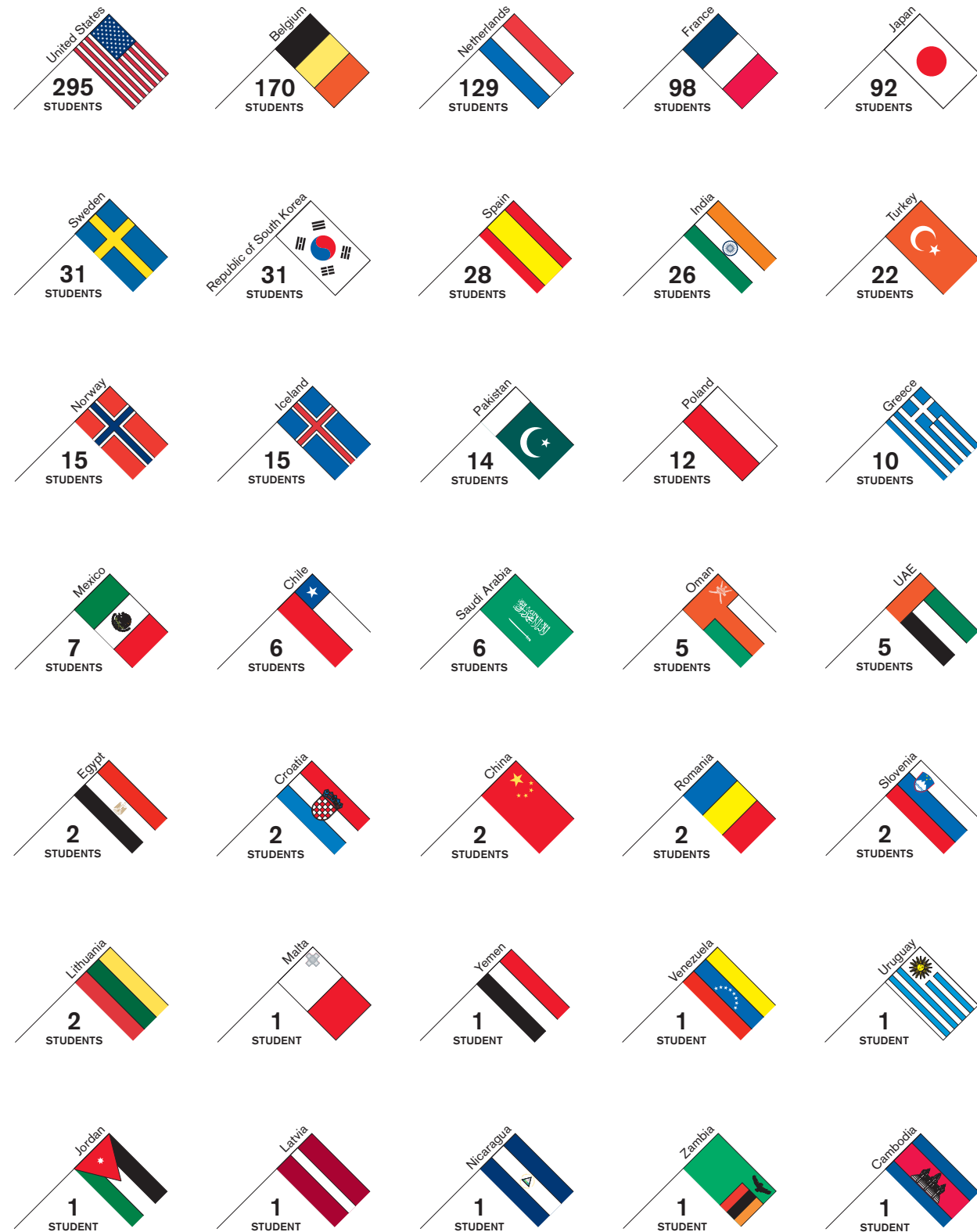
4 | CELEBRATING OUR INTERNATIONAL
COMMUNITY



A SNAPSHOT OF THE ISB COMMUNITY

One of the most striking features of ISB is the extraordinary sense of community and the welcome it offers to families from dozens of countries around the globe. ISB remains the only not-for-profit international school in Brussels that is neither religiously nor nationally affiliated.

Below is a breakdown of our student body by nationality at the beginning of the school year 2011–2012



NOTE: One of the distinctive features of ISB, as with many international schools, is the number of students with more than one 'nationality'. The information outlined above is based on data given to the school at the time of admission and based on students in school on 15 September 2011. However, the background and origin of our students is clearly more complex than this table can capture.

THE FAMILY ASSOCIATION

The Mission of the ISB Family Association is to build a well-informed school community where all families are welcome, all families are encouraged to participate, and all nationalities are celebrated. Without the continued support and generosity of the many volunteers who work tirelessly on numerous events and community initiatives, our school simply would not be the place it is today.

HIGHLIGHTS IN 2011-2012

- Production of the 4th edition of the ISB Parent Handbook.
- Meeting and greeting new families (both in August and January) at the New Family Information Day, Welcome Back BBQ, Champagne Brunch, and numerous coffee meetings.
- The 36th Annual International Festival.
- The Faculty and Staff Appreciation Lunch.
- The ISB Hidden Talent Show and Art Vernissage.
- Weekly management of the Courtside Cafe and Underground Cafe.
- The ECC Scavenger Hunt.
- The ECC/ES Wine and Cheese social evening.
- A visit by Jane Goodall, DBE, organised by the FA Green Team.

“From the first days of school to the end-of-year Graduation ceremonies, the Family Association was actively involved in bringing families together and ensuring that everyone found their place in the story of the school.”

DEBBIE WRIGHT, FA PRESIDENT 2011-2012



The Parade of Nations at the 36th Annual International Festival, organised by the Family Association.

ISB FAMILY ASSOCIATION EXECUTIVE COMMITTEE 2011-2012

President	Debbie Wright	Treasurer	Shirley Olney
Community Building	Fanny van Dyck Claudia Semeria	Newcomers	Gazelle Samuelsson
Communications	Viola Bayerlein	Administration	Cristy Capote

FAMILY ASSOCIATION SCHOOL REPRESENTATIVES AND COMMITTEE CHAIRS

ECC Parent Reps	Jackie Comers Claire Hauxwell Harriet Parkin	Sports Council	Julie Biasi Ingrid Gingerella
ES Parent Reps	Janet Davis Marja Fraai Daphne Hovers	Visual Arts Rep	Monika Vaccari
MS Parent Reps	Angela Thompson Christiane Zuniga	Courtside Cafe	Sabina Tanda
HS Parent Reps	Colleen Ray Erica Myers Sigrun Kreienbaum	Green Team	Mimi Gibson
Special Education Parent Rep	Joe Watson	Hidden Talent Show	Ellen Marx Zeyen
Performing Arts Rep	Carolijn Maliepaard	International Festival	Julia van Slooten Denise Zeeuw
		Underground Café	Kim Kramer
		International Contacts Coordinator	Maarit Mattinen

FAMILY ASSOCIATION COUNTRY REPRESENTATIVES

African Countries (excluding South Africa)	Sarah Karinge	Latin America	Isabel Naveilan de Mujica
Arab Countries	Becca Nazi	Netherlands	Carolijn Maliepaard
Austria / Germany	Diana Petzold	New Zealand	Suzanne Hindmarsh
Australia	Kath Toohey	Norway	Birgit Ostbye
Belgium	Veronique Koentges	Poland	Joanna Szpil
Brazil/Portugal	Sandra Marcourakis Teixeira	South Africa	Gillian Bartlett
Canada	Shelina Manji	South Korea	Sohee Chin
Denmark	Astrid Dyssegaard	Spain	Esperanza Franzi Toledano
Finland	Maarit Mattinen	Sweden	Pia Ramén
France (or French speaking)	Eve Oberst Gaëlle Bellec	Switzerland	Marina Marti
Greece	Irini Stravidou	Turkey	Ipek Artan
Iceland	Ragnhildur Inga Matthiasson	United Kingdom	Katie Lewis
Ireland	Susan Murphy	U.S.A.	Laurie Taormina (ECC) Staci DeKunder (ES) Shirley Frydenberg (MS) Alene Valdes (HS)
Israel	Anat Landman		
Italy	Cristina Barbini		
Japan	Miho Nakano (ECC/ES) Yoko Yamada (MS) Kaori Nagayama (grade 10) Kumiko Goto (grade 11) Seiko Kasahara (grade 12)	All other countries	Maarit Mattinen

5 | FINANCIAL REVIEW OF
2011-2012



HOW THE MONEY WORKS

ISB is a non-profit school dedicated to its Mission and vision: an inclusive community where all are challenged and find their own success; a school that develops Independent Learners and International Citizens on a Campus in which all buildings, grounds and services reflect our beliefs and values. This vision is simple but ambitious. It is also real, and requires realistic financial support.

So how do we achieve it? The answer is through many years of sound governance and careful financial management, steadily building the reserves we need to achieve our long term goals. In recent years, it has become apparent to us that, to complement these reserves and achieve our goals, we will increasingly rely upon gifts to our Annual Fund and a capital fundraising programme.

FAQS ABOUT HOW THE MONEY WORKS AT ISB

Where does the money come from?

As with most international schools around the world, our income is primarily raised through tuition fee income.

What are the main revenue drivers?

There are a number of key drivers that we look to maintain each year: the number of students, the number of teachers, the level of tuition fees, and the amount of financial aid awarded.

Does ISB have shareholders who make a profit on income generated each year?

No. ISB is a 'not for profit' organisation (ASBL) and, as such, never generates a large surplus of income.

Is ISB the most expensive international school in Brussels?

There are a number of international schools in the Brussels area and, whilst fees required can vary, ISB remains competitive. In general, school tuition fees in Belgium are high as schools such as ISB receive no tax breaks nor subsidies from the national government.

Where does the money go to?

A very large proportion of ISB's revenue each year is allocated towards personnel expenses. Belgium is a very expensive country for 'people-driven' organisations.

Why do tuition fees rise faster than the cost of living?

Belgium currently imposes an annual 'Cost of Living' salary increase upon all employers. In addition, like most international schools around the world, ISB teachers receive annual seniority increases. These two incremental costs largely drive the annual tuition fee adjustment decided by the Board of Trustees.

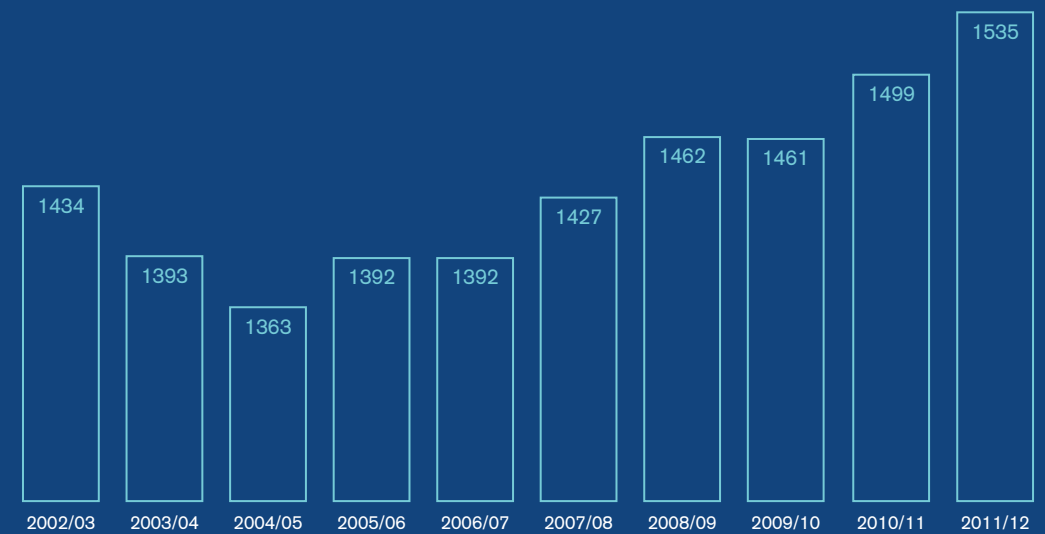
Whom do I ask if I have further questions?

Any further questions should be directed to school's Finance Director, Francis Trappeniers (trappeniersf@isb.be).

SUMMARY OF ENROLMENT 2011–2012

The upward trend in enrolment at ISB continued during the 2011–2012 school year. A total of 1588 students passed through the school during the course of the year.

Number of Students Enroled at Start of School Year 2002–2011*



Total enrolment 2011–2012	1588
Full fee paying equivalent	1435
Number of students in receipt of financial assistance through the ISB Assisted Places Programme (APP)**	90
Average reduction offered via the ISB APP	39.7%
Total financial assistance offered via the ISB APP	1 Million Euros
Number of Faculty and Staff students	87

* Note that student enrolment here represents the number of students attending and known to be attending ISB on September 15th each year..

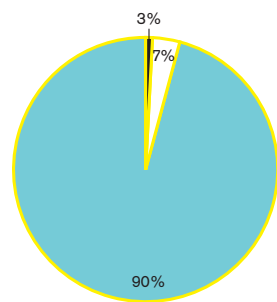
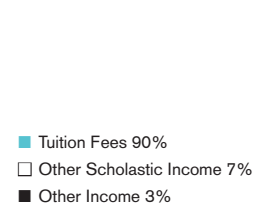
**The ISB Assisted Places Programme is a means-tested system of financial assistance whereby tuition fees are reduced by a certain percentage (not exceeding 50%) each year. The programme is designed to support: 1) Families with children already at ISB who experience an unforeseen significant change of financial circumstances, resulting in the inability to meet the full costs of tuition; 2) families applying to ISB for the first time, who fulfil strictly applied criteria. Further details of the Programme are available on the school website: www.isb.be/fees

FINANCIAL STATEMENTS

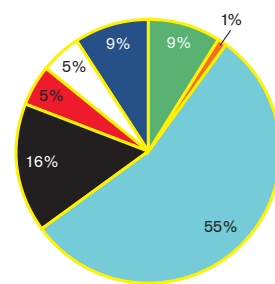
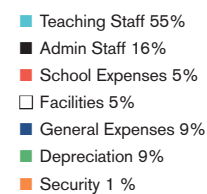
Revenue and Expenses

In Euro	31/07/2012	31/07/2011	31/07/2010
Revenue			
Tuition Fees	40,163,420	36,950,729	34,892,327
Other Scholastic Income	3,255,087	3,278,781	3,178,523
Other Income	1,054,877	1,494,443	1,671,994
TOTAL REVENUE	44,473,384	41,723,953	39,742,844
Expenses			
Personnel Expenses	30,928,002	29,979,237	29,365,047
Professional Development	252,605	205,109	315,889
TOTAL SALARIES AND SOCIAL CHARGES	31,180,607	30,184,346	29,680,936
School Expenses	2,357,612	2,447,033	2,499,315
Facilities	1,998,633	1,835,666	1,736,986
General Expenses	3,700,977	3,466,793	3,359,821
Depreciation	3,850,195	2,858,581	2,647,394
Security	447,363	416,917	420,663
Insurances	75,964	63,870	60,946
TOTAL EXPENSES	43,611,351	41,273,206	40,406,062
SURPLUS / (DEFICIT)	862,033	450,747	(663,218)

Summary of Income 2011–2012



Summary of Expenses 2011–2012



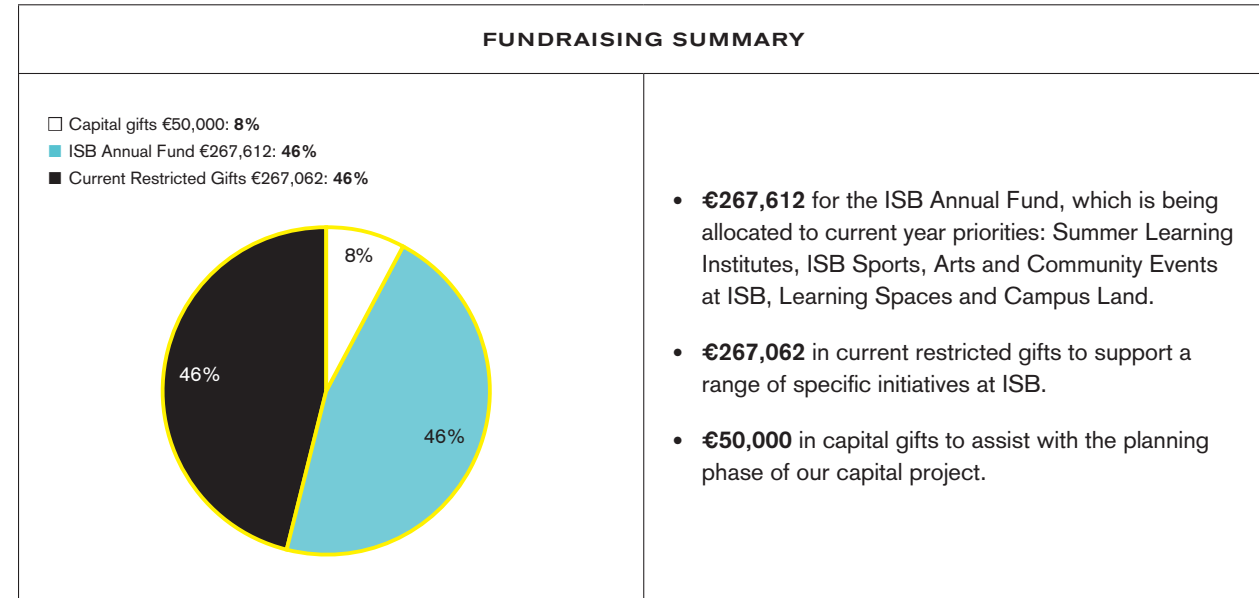
Balance sheet

In Euro	31/07/2012	31/07/2011	31/07/2010
Assets			
FIXED ASSETS			
Intangible fixed assets	3,311	9,472	15,633
Land & buildings	17,548,699	16,130,615	13,792,844
Plant, machinery & equipment	63,248	89,056	102,729
Furniture	1,324,695	1,776,473	1,978,401
Leasing & other similar rights	7,720	322,589	895,127
Other tangible assets	787,044	817,196	794,264
Assets in progress	538,427	111,586	343,129
Financial fixed assets	16,451	7,844	4,040
TOTAL FIXED ASSETS	20,289,595	19,264,831	17,926,167
CURRENT ASSETS			
Stock of school supplies	30,754	35,503	
Fees & other receivables	9,711,525	15,456,222	13,153,794
Current investments	7,906,041	7,564,500	7,021,213
Cash	35,178,713	26,607,508	28,038,593
Deferred charges and accrued income	519,568	675,403	808,655
TOTAL CURRENT ASSETS	53,346,601	50,339,136	49,022,255
TOTAL ASSETS	73,636,196	69,603,967	66,948,422
Liabilities			
PARTNERSHIP FUND			
Permanent funds	11,932,463	11,932,463	11,932,463
Allocated funds & reserves	9,132,521	13,274,265	13,470,713
Result carried forward	50,617	-811,415	-1,262,162
TOTAL FUNDS & RESERVES	21,115,602	24,395,313	24,141,014
PROVISIONS			
Provision for risks & liabilities	1,199,513	1,000,000	1,000,000
TOTAL PROVISIONS	1,199,513	1,000,000	1,000,000
LIABILITIES			
Long-term liabilities	284,508	62,064	413,533
Short-term liabilities	5,713,854	5,286,210	5,509,007
Accruals and deferred income	45,322,721	38,860,380	35,884,868
TOTAL CURRENT LIABILITIES	51,321,082	44,208,654	41,807,408
TOTAL LIABILITIES	73,636,196	69,603,967	66,948,422

GIVING TO ISB

ISB is grateful to the many alumni, current and past parents, current and former teachers and staff, corporations, foundations, and friends who supported the school with gifts in 2011–12 school year. Your support is directly impacting the lives of our students today, and helping us prepare to make the ISB of tomorrow extraordinary.

ISB raised a total of €584,674 in 2011–12, one of our most successful fundraising years ever.



THE ISB FOUNDATION

The ISB Foundation, Inc. is a not for profit corporation (501(c)(3)), incorporated in New York in 1964. Over the past years, the Foundation has supported a range of projects at ISB and has the advantage of enabling tax deductible gifts for US taxpayers. In addition to supporting the ISB Annual Fund, the Foundation gave the following awards: the Norton Scholarship, The Dean Mathematics Awards, and the James Sidgwick Teacher Recognition Award.

Current Members of the ISB Foundation Board

<p>Deiadre Rauch, President ISB Parent and ISB Trustee 2009-2011</p> <p>Steve Barrett, Director ISB Parent and ISB Board Chair 1998-2001</p> <p>Michele Genor, Director ISB Graduate, Class of 1984</p> <p>Karen Joyce, Director ISB Parent and ISB Trustee 2008-2010</p> <p>Joanne McKinney, Director ISB Parent</p> <p>Claire Newman, Director ISB Parent and ISB Trustee 2010-2011</p>	<p>John Norton Jr., Director ISB Parent and Trustee 1996-1998</p> <p>Matthew Thurlow, Director ISB Student 1991-1994, Class of 1996</p> <p>Thomas Voekler, Director ISB Graduate, Class of 1990</p> <p>Kevin Bartlett, Director (ex-officio) ISB Director</p> <p>Deirdre Simon, Treasurer (ex-officio) International School Services</p>
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*A copy of the latest annual report may be obtained, upon request, from the International School of Brussels Foundation, Inc, c/o ISS, D. Simon at P.O. Box 5910, Princeton, NJ 08543-5910, USA or from the Office of the Attorney General, Charities Bureau, 120 Broadway, New York, NY 10271.

HONOR ROLL OF DONORS 2011–12

ISB has a proud tradition of giving. The support received from our families, alumni and friends is vital to the continuing success of the school and its Mission. We would therefore like to acknowledge the following individuals and organisations for their generous contributions to the school over the past year.



Each year, graduating students hang their shoes at the entrance of the school as a mark of respect and way of expressing their thanks for the ISB experience.

<p>ANNUAL FUND</p> <p>Tom and Kelly Adamitis <i>Peter Aitchison</i></p> <p>Abdulwahab Al Shawakani and Faiza Al Makdani</p> <p>Scott Alcott and Bernice Chen</p> <p>Kristin Allen '72</p> <p>Alyssa Alper Wallen '82</p> <p>Tracy and Nancy Atherton</p> <p>Philippe Austruy and Valérie Bach</p> <p>Laurent Badin and Frédérique Coudurier</p> <p><i>Michael and Lori Ball</i></p> <p>Steve and Ruth Barrett</p> <p>Mark and Sylvia Barth*</p> <p><i>Kevin Bartlett and Marta Rivera</i></p> <p><i>Jason Baseden</i></p> <p>Mark Beatty '71</p> <p><i>Tommie Bette-Moss</i></p> <p><i>Félim Bolster and Alejandra Fernandez</i></p> <p>Jess Boone '91</p>	<p>Brian Forrest Boundy '96</p> <p>Egmond and Sarah Brenninkmeijer</p> <p>Shahriar Broumand '90</p> <p><i>Martina Brügge Siles</i></p> <p>Puneet and Hema Chhatwal</p> <p>Betsy Cotton '77</p> <p><i>Denis Crowley and Anne Brennan</i></p> <p><i>Michael and Maura Crowley</i></p> <p>David Cumming and Carole Wilkinson</p> <p>Kelly Dane '95</p> <p>Henri d'Arenberg and Dainé de Spoelbergh</p> <p>Sean and Anna de Cleene</p> <p>Guillaume and Irène de Posch</p> <p>Jean Manuel de Solages and Patricia Leal Dorantes</p> <p>Rodolphe de Spoelberch</p> <p>Craig DeDomenico '96</p> <p><i>Catherine Dickinson</i></p> <p>Charles and Yvette Dobbie</p> <p>Doug and Coral-ann Downing</p> <p>Geert Duyck and Inge De</p>	<p>Lathauwer</p> <p>Jon and Debbie English</p> <p>ExxonMobil Foundation</p> <p>Family Association</p> <p>Even Frydenberg and Shirley Fong Frydenberg</p> <p>Marnix Galle</p> <p>Michele Genor '84</p> <p>Douglas and Ingrid Gingerella</p> <p>Walter and Phyllis Gleason</p> <p>Marc and Caroline God</p> <p><i>Joe and Jennifer Gould</i></p> <p>Miroslaw Gral and Agnieszka Januszewska</p> <p>Dodd and Abigail Gray</p> <p>Richard Hall* and Carol Hall*</p> <p>Olivier and Sybille Halley</p> <p>Thomas and Liz Halsey</p> <p>Nancy Harwood '65</p> <p>Hiroshi Hayakawa '94</p> <p>Steven Hill '66</p> <p>Hidetsugu and Chisa Hirata</p> <p>Chris and Patti Jeffords</p> <p>David Jenkins '71</p>	<p>Henry and Cheryl Johnson</p> <p>Rudolf and Marie Louise Jordaen</p> <p>Larry Kelly* and Carol Kelly</p> <p>Ronald and Kim Kemper</p> <p>William and Deborah Kennard</p> <p><i>Joke Kimman-Broerse</i></p> <p>Csaba Koppany '96</p> <p>Bernd and Sigrun Kreienbaum</p> <p><i>Renelde Lambert</i></p> <p><i>Christopher Leakey</i></p> <p>Karen Leese</p> <p>Didier Lestienne</p> <p>Joe Lillis* and Kathy Deuel*</p> <p><i>Michael MacNaughton and Heidi MacNaughton</i></p> <p>Tony and Terri Milikin</p> <p>Junichi and Chie Mitsuhashi</p> <p><i>Carine Morin</i></p> <p>John and Mary Muilenburg</p> <p>Muriel and Marc Nacar '82</p> <p><i>Tibo Orens and Erin Marsh</i></p> <p>Ekkehard and Diana Petzold</p> <p>Thierry Pierson and Pascale Vandervellen</p>
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THE 2011-2012 ANNUAL FUND

RAISED A RECORD

€267,612

EXCEEDED THE GOAL OF

€250,000

**MORE THAN DOUBLED
THE PRIOR ANNUAL FUND RECORD**

<i>Margaret Porter</i>	Robin van Bokhorst '94	<i>Janice Young</i>	Douglas and Carolyn Carr
Procter & Gamble	Gary Vance '67	<i>Anna Zeiders</i>	Heather Evans
Raytheon	Jeff Van Laningham and Beth Galetti	RESTRICTED GIVING	Carole Ganseman
Bill and Dee Roche	Marcel van Poecke and Irina Liner	Jonas and Christina af Jochnick	Muriel and Marc Nacar '82
Jim and Anne Rostick	<i>Michael Vercnocke and Jennifer Crocker</i>	Egmond and Sarah Brenninkmeijer	Richard and Lauren Nijkerk
Joseph Ryan and Penny Gerstl	Cassiano Vieira and Anelisa Hissnauer Vieira	Laurent and Sophie Drion	Mr. and Mrs. Jean-Marie Solvay
John Ryon, Jr. '59	Uwe Wascher and Anneliese Monden	Family Association	Mrs. J. Solvay de la Hulpe
Richard and Dabney Schmitt	Masakazu and Shigemi Watanabe	Foundation for Dutch Education Abroad - stichting NOB	British School of Brussels
Frank Selldorff '79	John and Francine Webb	U.S. State Department Office of Overseas Schools	Hotel Okura Amsterdam
<i>Bernard Sergant</i>	Christophe and Beatrice Weber	RESTRICTED GIFTS TO THE ISB FOUNDATION	KPMG
Hans Skeppner and Véronique Koentges	Joshua Weingast '81	Joel Dean Foundation	Loyens & Loeff Advocates
David and Karen Sliter	John and Anita Weiss	John Norton, Jr.	Swiss Finance Property AG
Craig Smith '80	Thomas and Theresa White	The Building International Bridges Programme was carried out with the generous support of the following individuals, companies, and foundations:	Telenet Foundation Charity Account
George and Maura Spohr	<i>David Willows and Valérie Debod</i>	Mr. and Mrs. Blank	Umicore
<i>Robert and Loretta Stanley</i>	Nora Winstead '76		GIFTS IN KIND
John Stemler*	Bill and Joan Witkin		Nike
Tomasz and Joanna Szpil	Bruno and Annette Wolff		Scolarest - Compass Group
Matthew Thurlow '96	Sydney and Deborah Wright		Fred and Linda Yoo
Nadav and Daniela Tomer			
<i>Francis Trappeniers and Hilde Mommaerts</i>			
Tom Tucker and Deiadre Rauch*			

Note: Names in italics indicate current Faculty & Staff. Names marked with an asterisk (*) indicate former Faculty and Staff.

This report reflects gifts made to the School between August 1, 2011 and July 31, 2012. We have made every effort to ensure that this listing is correct at the time of going to print and apologise in advance if we have inadvertently omitted or incorrectly acknowledged your gift. For any corrections, please contact ISB's Development Coordinator, Carine Morin (morinc@isb.be)

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We live in a world of limited resources and increasing demand. Becoming an international citizen is about understanding the environmental impact of decisions we make, and the responsibility this understanding brings.

It is for this reason that all school publications are printed using vegetal ink on products from controlled sources, managed forests, recycled wood or fibre or 100% recycled papers.

Designed by Benjamine Morrison.

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