
1951-2011

A SCHOOL OF THE

FUTURE TURNS

SIXTY



‘ISB has a strong reputation for stability and for being a school that has been capably governed and well led over a substantial period of time.’

A Guide to Becoming a School of the Future
National Association of Independent Schools, 2010



NAIS Recognizes ISB as a School of the Future

In a major new Report, published by the National Association of Independent Schools (NAIS) Commission on Accreditation, ISB was recognized in 2011 as a ‘school of the future’ and praised for its outstanding integration of tradition and innovation.

Entitled *A Guide to Becoming a School of the Future*, the Report noted that whilst there are many noteworthy schools around the world, six schools stand out for the way in which they have captured a vision for 21st Century Education. ISB was the only school in this shortlist located outside of the United States.

Of the shortlisted schools, NAIS noted that ‘these pockets of educational innovation and creativity should serve as beacons, guiding and inspiring others to ride the tsunami of change towards innovation and transformation of our schools.’ Of ISB, the report concludes, ‘the International School of Brussels built upon its firmly established and highly respected International Baccalaureate Program to infuse 21st century capacities, focusing especially upon digital technologies.’

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1 | GOVERNANCE AND
LEADERSHIP



D.V.D. 11279 Papeterie Dero, Boitsfort.

Boitsfort. — Château de M. le Chevalier de Bauer

LETTER FROM ANDRÉ TEIXEIRA, ISB BOARD CHAIR

Dear members of ISB's global community,

It is once again my pleasure to introduce the ISB Annual Report. The purpose of this document is to give everyone connected to the school a broad picture of the organization, to provide data on our performance in key areas, to highlight various aspects of the ISB experience during the school year 2010–2011, as well as look forward to some of our key plans for future improvement.

The oldest and largest English-medium international school in Belgium, ISB today is widely acknowledged as an innovative school, oriented towards the future and effective in its preparation of tomorrow's global citizens. These future citizens need to learn in environments that match our approaches to teaching and learning: flexible, purposeful, forward-looking. This was a year in which we saw the completion of Phase One of our Campus project. This major upgrade of the High School, as you will see in the pages that follow, has already opened up many new possibilities in terms of our re-definition of learning spaces and how they can, both now and in the future, facilitate different kinds of learning.

With ISB at another all-time high in terms of enrolment and continuing to be the school of choice for so many families living in or moving to Brussels, the demographic make-up of our diverse community continues to shift and change. Over recent years, we have seen increased stabilization, at least in terms of major trends. That said, as our community evolves in interesting new ways, our programmes need to evolve in response...or, better still, in advance. As one example, we are now engaged in a full-scale review of our language programmes, particularly in light of the needs of ISB families from Belgium and its neighbours, for whom full fluency in French, Dutch and English is an important learning goal. This is just one of the major projects, in direct response to community feedback, that I, along with my fellow Trustees, are happy to oversee and support and would like to thank everyone who so generously took the time to give us their valuable feedback in the most recent community survey.

Student achievement during the school year 2010–2011 continued to highlight the number of talented individuals that, each year, make up such a large proportion of our student body. External International Baccalaureate Diploma examination results remained strong compared to other international schools and, as we continue to trend above the worldwide average, strengthened the school's reputation as a place that has consistently delivered solid academic results. Particularly credit should also be given to the 10% of students who successfully completed the IB programme whilst receiving some kind of learning support. A full breakdown of college acceptances, as well as placements taken up by the graduating Class of 2011 can also be found in this document and, as you will see from our Strategic Goals, we continue to work hard to further improve all aspects of our college preparation programme to ensure that ISB remains a stepping stone towards universities and colleges all across the world.

Our definition of student achievement, of course, can never be confined only to academic success. You will therefore find a full report of student successes on the sports fields, in the arts, as well as a complete list of the many service projects that our students successfully completed during the course of the year. Whether in the classroom or outside

of it, we are proud of every one of these achievements and would like to recognize our students and the teachers who, every day, work to bring out the very best in them.

Just as we acknowledge ISB's spirit of innovation we are also enjoying celebrating the school's 60th anniversary. It is vital for us to look back and acknowledge those people who sowed the seeds of our current success. ISB is fortunate indeed to have a legacy, stretching back now over six decades, of continuity of governance, leadership and Mission, complemented by a well-earned reputation for leading change in international education. It is this past—this long tradition—that now points towards and provides us with the basis for a successful and stable future.

I trust that this year's Annual Report provides some valuable insights into another year of progress at ISB, as well as evidence of our continued financial health as expressed by the set of externally audited statements provided on page 42.

Finally, my thanks to the ISB community for their continued support of the school, and to my fellow Trustees for another year of hard work and dedication to ISB.

With my best wishes,



ANDRÉ TEIXEIRA
Chair, ISB Board of Trustees
board@isb.be

A CONVERSATION WITH KEVIN BARTLETT, ISB DIRECTOR

The school year 2010–2011 was your tenth as ISB Director. Over this time, we have seen growth in enrolment, shifting demographics, some great new projects and initiatives, as well as various challenges along the way. From the perspective of student learning, however, how would you sum up where the school is today compared to a decade ago?

There has been a very real shift over the last ten years. Put simply, we have now defined learning and developed ways to directly teach students how to do it. That may sound very basic but, in fact, we find very few schools that have clear, common definitions of what learning is and what makes it happen. Still fewer make this explicit to students and provide them with the tools to do the job of learning. All of our teachers are now, clearly, teachers of both important content and the important process of learning. Our students are now, directly, becoming the Independent Learners we speak of in our Mission.

This year, as we celebrate ISB's 60th birthday, we clearly owe a debt of gratitude to those who came before. What, in your opinion, are some of the values and traditions of ISB that we should always fight to keep?

I first came to know ISB long before I led the school, when I was involved in an Accreditation Team at ISB in 1990. What struck me then was a quality that is very real, if somewhat intangible. I felt that, for a large, complex school, ISB had a sense of warmth, and community, which distinguished it from other schools. That may be a result of the spirit of inclusion that is so much a part of our educational tradition. To be clear on one factual point, while I was involved in developing the Mission of 'everyone included, everyone challenged, everyone successful' that was simply an exercise in capturing in simple language a tradition that already existed. If we interpret inclusion broadly, beyond our educational programme, I think it captures much of what has always been great about ISB. Parents are heavily involved in supporting many of our key events and our arts and athletics programmes. In literal terms, we have now 'included' our Family Association in the Chateau and work in close partnership with them. We now 'include' all families in a range of events, such as our Graduation Reception, to make sure that everyone has a chance to attend.

Thinking of these events, and the way they have evolved, I believe another set of values emerges strongly. ISB has always been strong on ambition, low on pretension. We strive to be 'elite' in terms of quality, but we strongly resist elitism. Our community is diverse in many ways. Through financial aid programmes and other means, we make sure that this includes socio-economic diversity. Our main events are 'home-grown,' held on-site, led and managed for and with our own community. They are characterized by a generosity of spirit that is very much ISB.

Finally, and underpinning all of our traditions and values is the tradition and value of continuity. While other schools may spend time fire-fighting and undergoing unpredictable shifts of direction, ISB has sustained its vision over extended periods. More than any other factor, I put this down to our Board structure. The work the Board does in recruiting and orienting dedicated, experienced, talented and selfless parents to serve the school has been the key tradition in supporting ISB's values. It has enabled an established management team to keep leading the school forward in sustained directions. This pattern of strong, steady support of a learning vision is now gaining even more momentum, as will be seen by some of our recent external recognition.

So, for me, I would fight to keep the traditions of inclusion, community, generosity, lack of pretension and continuity as I believe these represent the best of ISB's values.

Whilst enjoying such a strong sense of continuity and tradition, ISB was named during this school year by the National Association of Independent Schools (NAIS) as one of six 'schools of the future'. How important is this kind of recognition to the school and does it mean that we have nothing to work on in terms of school improvement?

We always have something to work on! Plenty, in fact. If anything, we probably don't spend enough time celebrating success. We're more concerned with what to improve next. Nonetheless, external recognition by our 'industry' is always gratifying, especially from an organization as respected as NAIS. It also shows that the tradition of continuity I mentioned earlier is complemented by much that is innovative, as exemplified by our early adoption of 1:1 technology and our shouldering of responsibility for environmental issues.

We all know that learning for the future challenges our idea of learning spaces. During the course of 2010–2011, we completed Phase One of our building programme. What did we learn through this process and how will it inform future phases of the project?

We learned a great deal, some of it painfully. Planning, designing, gaining permission for, funding and constructing a building is as complex a task as a school ever takes on. We had to learn new skills, form new teams, develop new partnerships, and execute this complex project, while still doing our regular 'day jobs'. However, with perseverance and team work, we brought Phase One in on time and on budget. We then learned, or had affirmed, the fact that well-designed learning spaces do indeed support effective and efficient learning, of the type our students need to meet the challenges of their world.

Looking back on the school year 2010–2011, is there one personal highlight for you?

If I may, I'll interpret this question quite literally. A very personal highlight was the graduation of our fourth and youngest child from ISB. Being an ISB parent as well as director has enabled me, and Marta my wife, to fully appreciate the quality, and qualities, of our school and our colleagues. As all parents know, all children are different. All of ours most certainly are, and each was 'included, challenged and successful' in quite different ways. This is thanks to the people that make up this remarkable school, so a personal, parental thanks to all of my colleagues.



KEVIN BARTLETT
ISB Director
bartlett@isb.be

GOVERNANCE AND LEADERSHIP

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

Members of the Board of Trustees Who Served During 2010–2011*



Ex-officio Members of the Board of Trustees

Mr. Kevin Bartlett, <i>ISB Director</i>	Ms. Marisa Tomlinson, <i>Member from the Health and Safety Committee</i>
Ms. Julie Biasi, <i>Family Association President 2010–11</i>	Ms. Esther da Costa, <i>Faculty Member from the Works Council</i>

*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	Doug Downing	Deiadre Rauch (<i>Chair</i>) André Teixeira
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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 Claire Newman 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>) Julie Biasi (<i>FA President</i>) Egmond Brenninkmeijer (<i>Chair</i>) Uri Bruck	David Cumming Anna de Cleene Mimi Fairman (<i>ISB Director of Development</i>)	Deiadre Rauch David Willows (<i>ISB Director of External Relations</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>) Dodd Gray Henry Johnson (<i>Chair</i>) Renelde Lambert (<i>ISB Director of Facilities and Services</i>)	Marc Nacar Alle Schilstra Douglas Stone (<i>ISB Campus Project Mgr.</i>)	Tomasz Szpil Francis Trappeniers (<i>ISB Finance Director</i>) Tom White
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Honorary Trustees 2010–2011

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	William Seddon-Brown Pierre Hochuli Ray Kubis	Bernard McFadden Eric Osterweil Guy Pevtchin James Rosenstein
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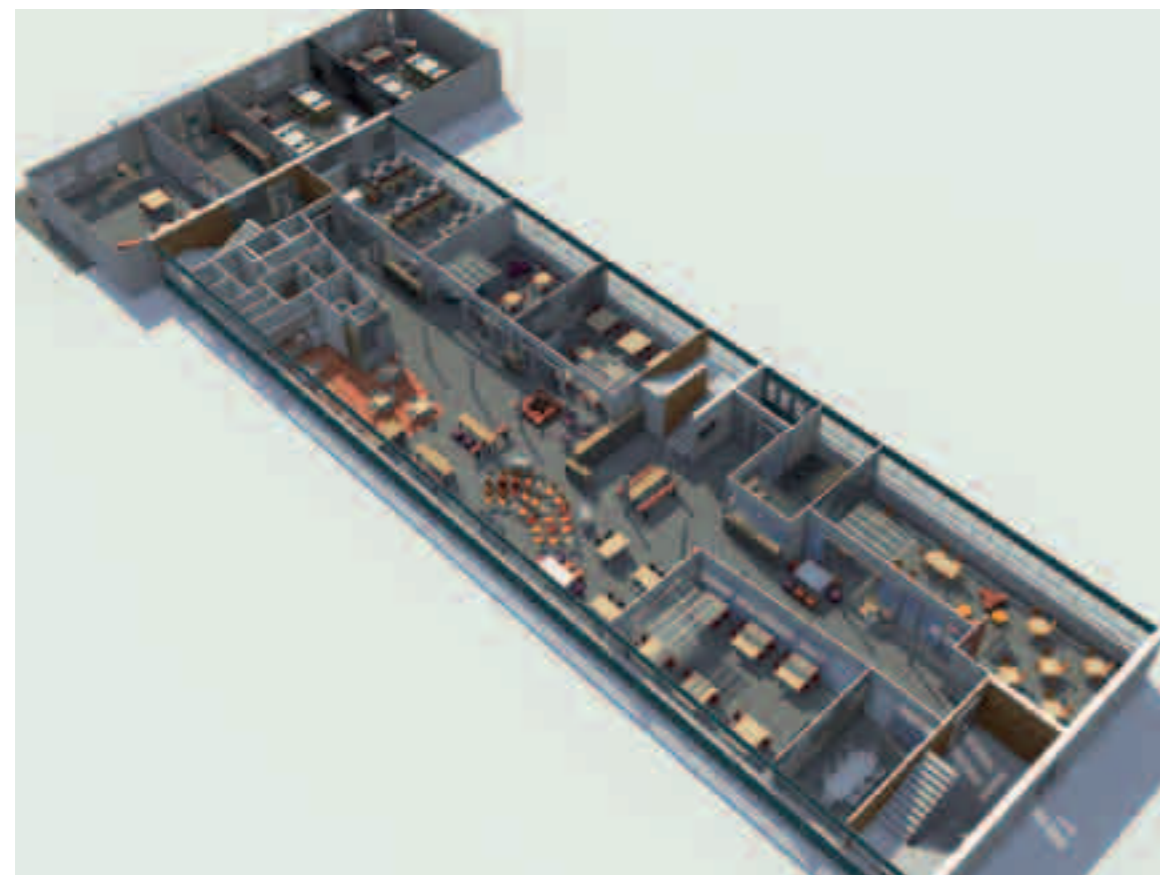
2 | DEVELOPING A CAMPUS FOR THE FUTURE



DEVELOPING A CAMPUS FOR THE FUTURE

The Common Ground Campus Project

PHASE ONE <small>COMPLETED</small>	<p>The High School: A Major Upgrade</p> <p>The interior of the old ICC building completely transformed to replicate the design principles of the anticipated new High School.</p>
PHASE TWO <small>ON TRACK</small>	<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>Subsequent phases are likely to include:</p> <ul style="list-style-type: none"> • a new elementary school • upgraded arts and sports facilities • the implementation of a sustainable energy policy • the implementation of an integrated mobility solution • a long-term environmental and landscaping plan to restore the 'park' to its original state



Architect's Rendering of the ICC Ground Floor Main View. The building in practice is shown overleaf.

Looking Back on Phase One with Félim Bolster, ISB Head of High School

When looking at designing a building that will improve teaching and learning for generations to come, it was vitally important to ensure that what already works was kept in mind.

Building projects on this scale will always throw up a set of complex questions and challenges. In your role as Head of High School, what were some of the important issues that you faced through the course of this project?

ISB is a successful school. When looking at designing a building that will improve teaching and learning for generations to come, it was vitally important to ensure that what already works was kept in mind. Although we have many new concepts in the building designs, we have managed to retain much of what we know worked best in the past.

We talk a lot at ISB about the 'learning experience' of our students. In what ways has the new building impacted teaching and learning in the High School?

There were several requirements of the design outlined at the beginning of the process: Community, making learning visible, collaboration and flexibility to teach to a variety of group sizes.

Our ability to open classes to the common areas has also allowed learning to become more visible to all. Learning is not something that should happen behind closed doors. In the common areas you will find students discussing their learning in a particular class that is scheduled in one of the adjoining rooms, or groups of students using the common areas during their study periods. This has made learning more visible in the school.

Teaching and learning is now also possible from individual tutorials to groups of 120 students. This added flexibility has had a significant effect on the programmes we run in the High School. One clear example of this is the Advisory Programme. We place great emphasis on Service Learning. The new building's flexibility has allowed us to work in groups of 12–14 and up to 120. We have had guests speakers run workshops for our students, and students take over whole floors to work on projects that they themselves are initiating.

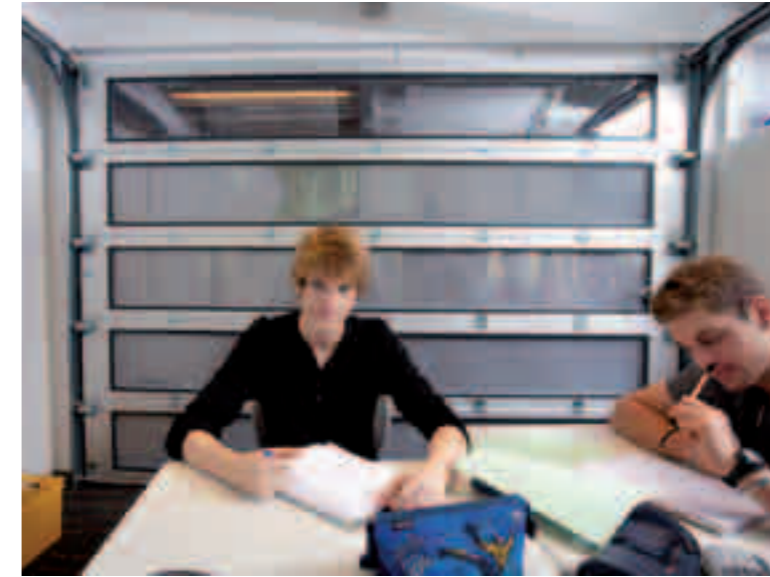
As you now turn your attention to the permanent, new High School building, scheduled to open in 2013, are there things that the project team has learned or perhaps would do differently next time?

Yes, there are some minor things that we have observed not working as well as we would like them to, or perhaps we would be better not employing on the new building. However, the overall concept is working very well, and we are confident that we have the right building now and the right building planned to open in 2013, for future generations of learners in the High School.

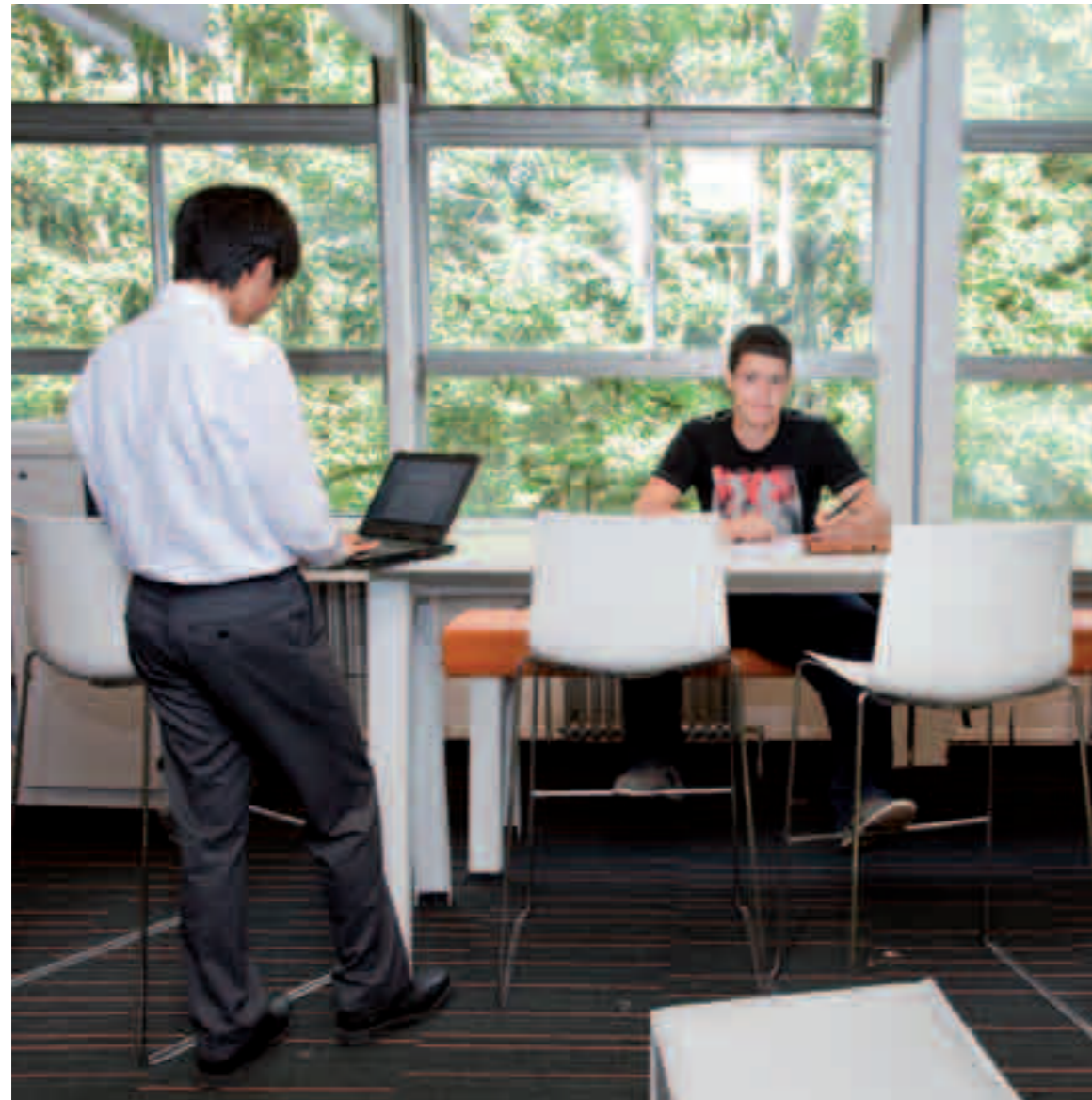
In your role as Head of High School at ISB, what are some of the other important projects that you are involved in that will shape and impact the learning experience of students at ISB?

Currently, the Middle and High Schools have embarked upon major changes in how we assess and grade students. We believe that feedback is an essential—if not the most important—piece of the teaching process. Therefore, how we feedback to students is vitally important. Assessment should be of learning and for learning. Both divisions have worked very hard to ensure that we have a common approach to this. All the research points, not surprisingly, towards the quality of teaching as having the main impact on teaching and learning. The work we are doing on assessment and grading recognizes this.

Although we have many new concepts in the building designs, we have managed to retain much of what we know worked best in the past.



Teaching and learning is now also possible from individual tutorials to groups of 120 students.



We have had guest speakers run workshops for our students, and students take over whole floors to work on projects that they themselves are initiating.



Our ability to open classes to the common areas has also allowed learning to become more visible to all.

SCHOOL IMPROVEMENT

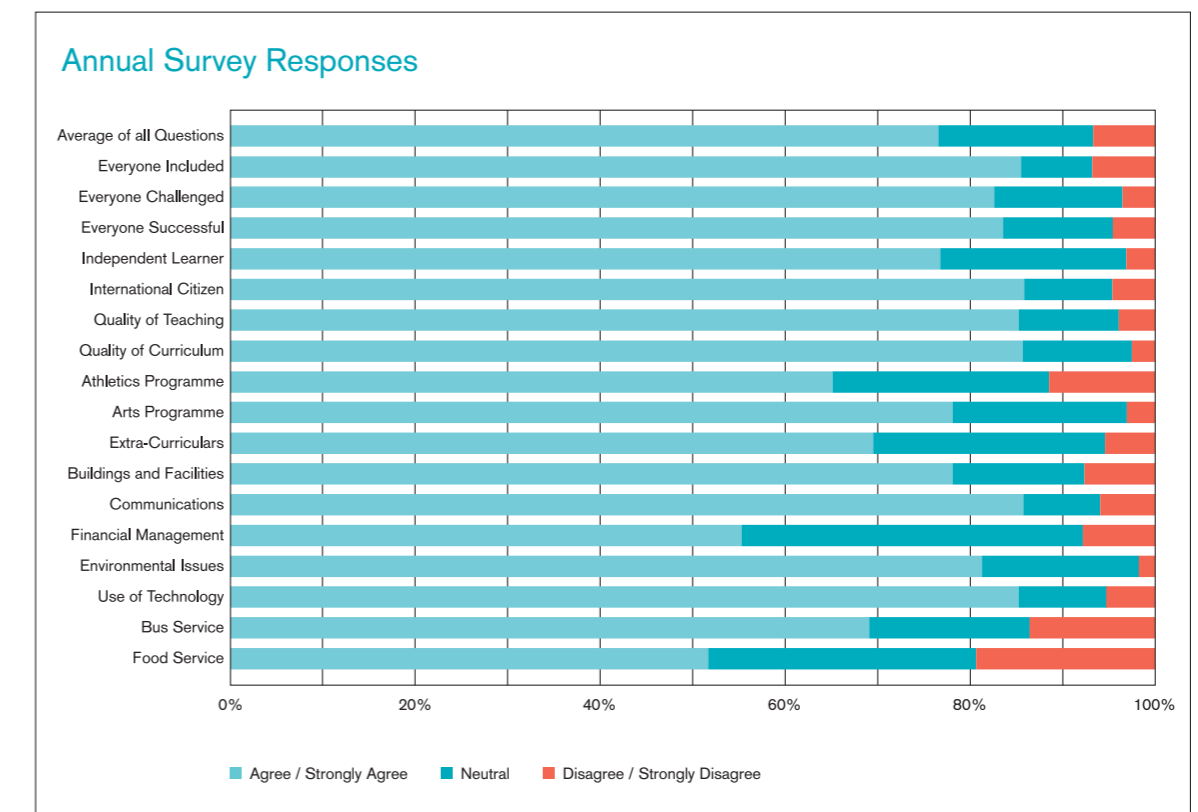
We are always looking to enhance the quality of the learning experience at ISB. Feedback from key stakeholders is a critical part of this improvement process, whether in the form of a detailed study, an opinion survey or, simply, an informal conversation in the playground. It is through each of these '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 2010–2011 school year:	
1	97% of prospective families said that the level of assistance they received during the admissions process was above average. 75% described it as excellent or superb.
2	67% of new families said that their first experience of the school was better than they had expected. This was an increase of 8% on the previous year.
3	The 2011 Parent Satisfaction survey results in nearly 500 responses and over 1900 comments from current parents.
4	Former ISB families (those who left 6 months earlier) consistently rated the school more favourably than current parents, when asked about how well we are living up to our Mission.
5	99% of families interviewed 6 months after leaving ISB said that they would recommend the school to others. 94% of respondents agreed that ISB successfully prepared their child for the next stage in their educational journey.

The 2011 Parent Satisfaction Survey

In May 2011, 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 482 families responded (50.8% of the total sample).



THE SURVEY ALSO GENERATED

1900 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.

Strategic Goals 2010–2013

The Strategic Goals outlined below represent some of the key improvement actions currently in process. In many cases, they arose directly from community feedback and, last year, were formally approved by the ISB Board of Trustees.

1	<p>ISB Futures: A comprehensive 4-year college and careers programme to optimize success beyond ISB</p> <p>Specific objective: ISB will reach agreed targets for placement of students in first choice colleges and future careers.</p> <p>The High School has completely revamped its college preparation programme, producing a comprehensive new Handbook to guide students and parents through the four-year process and pro-actively building stronger school-to-school relationships with top colleges in a range of locations.</p>
2	<p>Developing teacher talent and leadership</p> <p>Specific objective: All of our outstanding teachers are motivated, retained and developed. Middle-level leaders are fully effective in leading towards the ISB vision.</p> <p>The school has re-designed its leadership and career development system, and now provides full leadership training for all faculty team leaders and mentors. Job expectations and compensation have been re-structured to reflect the greater emphasis on the importance of faculty leadership and mentoring.</p>
3	<p>Ensuring that every ISB Student is appropriately challenged</p> <p>Specific objective: All students are operating to their 'stretch' goals in terms of learning.</p> <p>Within our new Learning and Teaching Standards we have established that setting appropriately challenging goals for/with all students is a standard expectation. For students who fall outside all norms in terms of achievement, we design case-by-case responses that can include acceleration, re-grouping, individual work, often including uses of technology to access learning from other sources.</p>
4	<p>Languages for life</p> <p>Specific objective: All students are equipped with the language fluency they need in key languages, set in the context of a school-wide language policy.</p> <p>The school has launched a comprehensive review of language learning, to be completed by June 2012, aimed at developing a coherent, comprehensive language policy and programme that will provide all students with access to the languages they need for success. At the same time, we continue to stress the importance of high standards in English as the language of instruction.</p>
5	<p>Selecting world-class leadership for the Early Childhood Centre (ECC)</p> <p>Specific objective: A leader of true quality, whose vision aligns with that of ISB, is appointed to lead a strong ECC Team in the next stages of ECC's development.</p> <p>Mission accomplished! Following a rigorous global search, a very talented and experienced international school leader was appointed to lead the ECC. The new Head of ECC commenced duties in August 2011, and is proving to be the ideal choice.</p>

6	<p>Moving Ahead with Development</p> <p>Specific objective: The School is supported in meeting all of its goals through an effective Development Programme.</p> <p>We identified the appointment of a high-quality Development Director as the biggest factor in achieving our goals. A highly experienced and successful leader, was appointed for August 2011, and is already proving to be a major asset. We are close to achieving full tax-recognition for gifts in the USA, Europe and Belgium, and are moving ahead with a far clearer sense of purpose and strategy.</p>
7	<p>The Common Ground Curriculum</p> <p>Specific objectives: All key elements of ISB's curriculum are finalized for internal use; a global collaborative is launched, allowing a network of top schools to share best practice and establishing ISB as a global thought-leader.</p> <p>We have now completed all learning and teaching standards and redesigned all assessment, grading and reporting systems so that all subjects, in all our school divisions, now use the same system.</p>
8	<p>Transportation and Catering Services</p> <p>Specific objectives: All aspects of mobility to and from the ISB Campus, including the school bus service, are more rational, sensible, safe and coherent; food services across the Campus are of high quality, providing sufficient choice and maintained at a reasonable level of cost.</p> <p>These two major projects are proceeding well, with a range of improvements in the pipeline. All changes are designed to be effective as of August 2012.</p>
9	<p>Ongoing Goals</p> <p>Specific objectives: To ensure that the Campus Project remains on track; costs remain on track; and all school divisions offer a similar, guaranteed level of high quality education both real and perceived, while retaining their own distinctive qualities relative to developmental stage of students.</p> <p>Phase One of the Campus Plan, the refurbishment of the ICC as a temporary High School, was accomplished on time and on budget. Phase Two, the construction of a new 'permanent' High School, is, at the time of writing, on schedule and on budget. The Board is employing a carefully considered 'phase by phase' approach to approving future projects within the context of an overall master plan, and will make decisions on Phase Three by June 2012.</p>

3 | STUDENT ACHIEVEMENT



STUDENT ACHIEVEMENT

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. Our results in external assessment tests and examinations continue to trend above global norms and our graduates attend good universities around the world.

Measuring Success at ISB

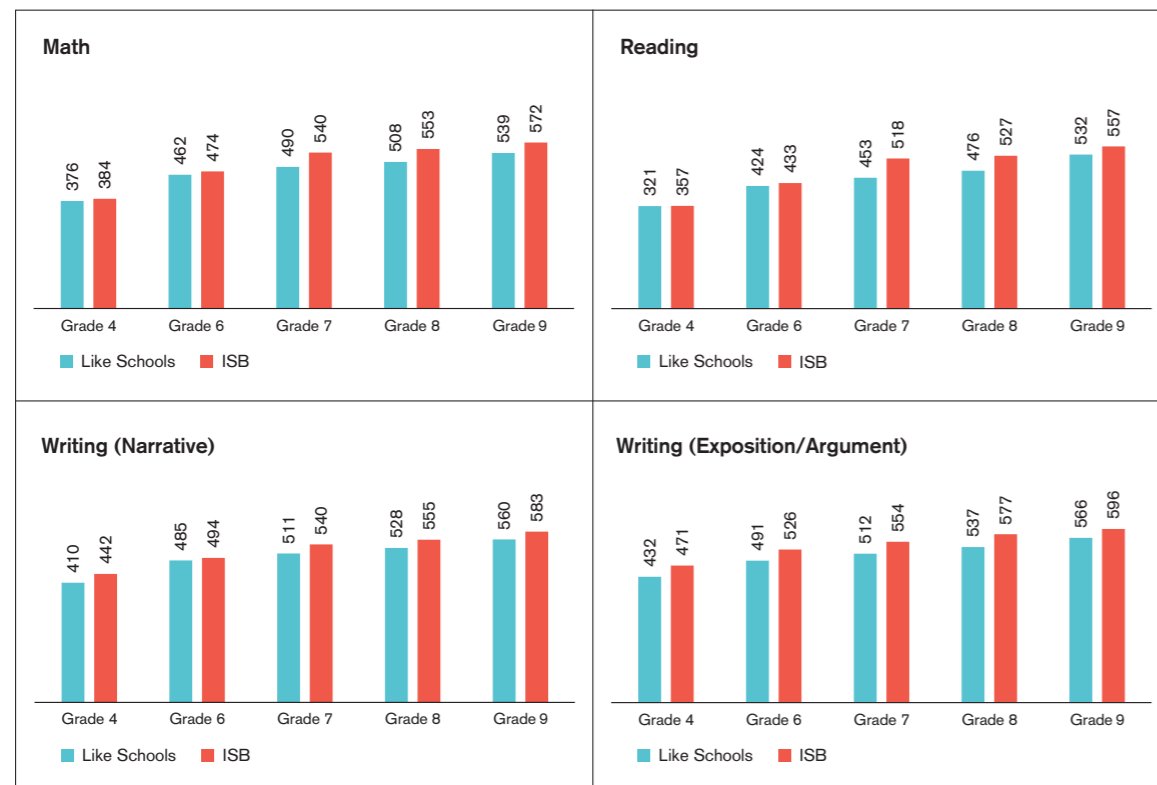
The range of success indicators we currently use include:

- Benchmarking external academic testing results with other international schools and national educational systems
- Accreditation reports from the International Baccalaureate Organization and Middle States Association of Schools and Colleges
- Lists of higher education institutions and universities across the world to which ISB students are awarded places
- Competition results in a range of academic and sporting fields
- Regular feedback via exit surveys, designed to monitor successful student transition to other schools and higher educational programmes

International Schools Assessment (ISA) results, February 2011

Each year, our students take the Australian Council of Educational Research (ACER) ISA tests 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).

*'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 eclectic and in depth course of study that is taken by students in their final two years of high school. Students choose six subjects each taken from a specific subject area such as science, languages and the humanities. ISB was among the first fifty schools in the world to offer the programme, which shares much in common with ISB's own Diploma Programme and learner profile.

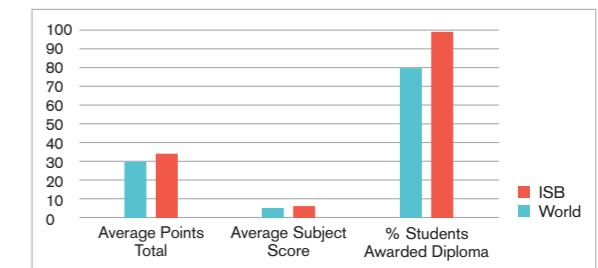
ISB has an open enrolment policy which produces a widely diverse student body. Unlike many other schools which are highly selective in who they admit to externally examined Diplomas, students at ISB must only satisfy the minimum requirement in mathematics and language and be able to fulfill the six subject group requirements in order to be eligible.

2010–2011 Results Shown in Five-Year Context

Year	Candidates	Full Diploma	Subject Entries	% of Diploma Passes	Av. Points Total	Av. Subject Score
2007	100	78	691	92.3	32.0	5.0
2008	113	81	742	98.8	33.4	5.3
2009	95	65	595	98.5	35.3	5.6
2010	106	74	678	93.2	33.0	5.2
2011	124	100	881	98.0	33.0	5.3
Average	108	74.8	717	96.0	33.3	5.3

Comparison of ISB Diploma Results vs Worldwide Average

One hundred and twenty four students sat IB examinations at ISB in the May 2011 examination session. Of this number, one hundred were full International Baccalaureate Diploma Candidates. Of this group, approximately 10% had diagnosed special educational needs.



Advanced Placement Examination Results

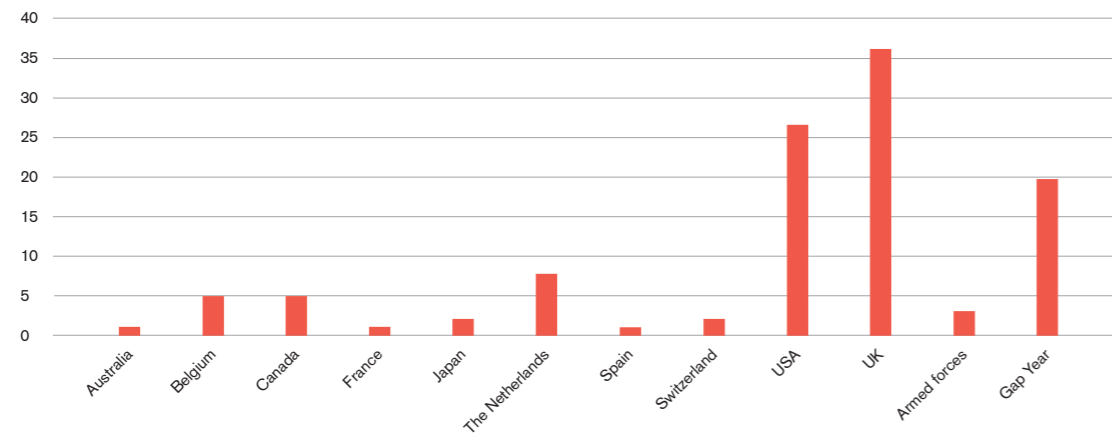
ISB offers AP Examinations in any subject that a student wishes to take. In some cases, these are linked directly to courses offered in the High School. AP examinations often enable students applying for US universities the opportunity to submit examination results before graduation.

% 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	115	23	24	30	10	14
Worldwide 2010–2011		14.9	19.6	23.5	20.9	21.1

Higher Education Placements, Class of 2011*

Class of 2011 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 2011, 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 2011

The following is a list of the College and University acceptances that students received during this school year. This list does not indicate where students have actually decided to continue their studies.

Aachen University of Applied Sciences	Bryant University	University of Dundee
University of Aberdeen	Butler University	Durham University
American InterContinental University	University of California at Berkeley	University of East London
American University	University of California at Los Angeles	Eastern Washington University
The American University of Paris	University of California at San Diego	Ecole Hoteliere de Lausanne
University of Bath	University of California at Santa Barbara	Edinburgh College of Art
UCE Birmingham Institute of Art and Design	University of California at Santa Cruz	University of Edinburgh
University of Birmingham	Canterbury Christ Church University College	Elmhurst College
Universite Bordeaux I, II, III	Carnegie Mellon University	Erasmus Universiteit Rotterdam
Boston College	Central Washington University	University of Essex
Boston University	City University	European Business School, London
University of Bradford	Coventry University	University of Exeter
Brigham Young University	Croydon College	Falmouth College of Arts
Brigham Young University, Idaho	University of Delaware	Fashion Institute of Design and Merchandising, Los Angeles
University of Brighton	Delft University of Technology	Fontys University of Professional Education
University of Bristol	University of Denver	Fordham University
University of British Columbia		George Mason University
Brunel University		

University of Georgia	Massachusetts Institute of Technology	Staffordshire University
University of Glasgow	Miami University, Oxford	State University of New York at Albany
Goldsmiths College, University of London	University of Miami	Suffolk University
University of Greenwich	University of Michigan	University of Sunderland
University of Groningen	New York University	University of Surrey
University of Guelph	The University of North Carolina at Chapel Hill	University of Sussex
Haagse Hogeschool, University of Professional Education	University of Northampton in England	Swiss Hotel Management School
The Hague University	Northbrook College Sussex	Syracuse University
Harvard University	Northeastern University	Thames Valley University
Heriot-Watt University	University of Nottingham	The Glasgow School of Art
Hofstra University	Oxford Brookes University	University of Toronto at Scarborough
Hotelschool Den Haag	Pace University, New York City	Tufts University
University of Hull	Parsons The New School for Design	Universidad Pontificia Comillas de Madrid
University of Illinois at Urbana-Champaign	University of Pennsylvania	University of Kent
Imperial College of Science, Technology, and Medicine	Politecnico di Milano	University of the Arts London
Institute Politiques de Paris	University of Portsmouth	The University of the Arts
James Madison University	Pratt Institute	University of Toronto - St George Campus
Johns Hopkins University	Providence College	Virginia Polytechnic Institute and State University
Keele University	Purdue University	University of Virginia
King's College London	Queen Mary, University of London	University of Warwick
Kingston University	Queen's University	Washington State University
Lancaster University	Radford University	Webster University, The Netherlands
Laurentian University	Regents Business School London	Wellesley College
University of Leeds	Rensselaer Polytechnic Institute	University of the West of England, Bristol
Lehigh University	University of Rhode Island	Western Washington University
Universite Libre de Bruxelles	Royal Holloway, University of London	University of Westminster
Liverpool John Moores University	Saint Joseph's University	College of William and Mary
University of Liverpool	Savannah College of Art and Design	University of Wolverhampton
London School of Economics	School of Visual Arts	Worcester Polytechnic Institute
London South Bank University	University of Sheffield	Yale University
University College London	Smith College	University of York
Longwood University	University of South Carolina	
Loughborough University	Southampton Solent University	
Loyola University Chicago	University of Southampton	
Loyola University New Orleans	University of St. Andrews (Scotland)	
Universiteit Maastricht	St. Mary's College	
University of Manchester		
Marshall University		

List of Higher Education Placements Accepted by the Class of 2011

The following is a list of actual College and University places already taken up by students who graduated during this school year.

Boston College	Open University	University of Sheffield
Brigham Young University	Sundai Center for International Education Tokyo	University of Southampton
Carnegie Mellon University	Swiss Hotel Management School	University of Sussex
College of William and Mary	Syracuse University	University of the Arts London
Delft University of Technology	The Glasgow School of Art	University of Toronto - St George Campus
Durham University	The University of North Carolina at Chapel Hill	University of Virginia
Ecole Hoteliere de Lausanne	Universidad Pontificia Comillas de Madrid	University of Warwick
European Business School	Universite Bordeaux	University of Westminster
Fashion Institute of Design and Merchandising	Universiteit Maastricht	University of York
Goldsmiths College, University of London	University of Bath	Universite Libre de Bruxelles
Hotelschool Den Haag	University of Birmingham	Vesalius College
Instituto Marangoni, London	University of Brighton	Washington State University
Kingston University	University of British Columbia	Wellesley College
Laurentian University	University of California at Los Angeles	Western Washington University
Liverpool John Moores University	University of California at San Diego	Yale University
London School of Economics	University of Exeter	
Loyola University New Orleans	University of Glasgow	
Northbrook College Sussex	University of Groningen	
Northeastern University	University of Illinois at Urbana-Champaign	
Old Dominion University	University of Leeds	
Oxford Brookes University	University of Pennsylvania	
Parsons The New School for Design		
Queen Mary, University of London		
Regent's College		
Regents Business School London		
Rotterdam School of Management, Erasmus University		
Royal Holloway, University of London		
Royal Melbourne Institute of Technology		
The results for students from the Class of 2011 planning on attending Japanese Universities were not available at the time of going to print. Below is a sampling of acceptances over the past two years:		
Aoyama Gakuin University	International Christian University	Tokyo Science University
Azabu University	Nippon University	Tsukuba University
Keio University	Sophia University	Waseda University
Kyoto University	Tokyo Institute of Technology	Yonsei University

Arts, Athletics and Extra-Curricular Achievement

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.

Below is a summary of the number of ISB students who have successfully completed this Award Programme over the past 4 years. In 2010–2011, we were delighted to offer the Gold award for the first time.

Year	Bronze	Silver	Gold
2008	29	18	—
2009	34	18	—
2010	25	20	—
2011	27	26	7

Debate, Drama, Music and Other Performing Arts

ISB is a member of NESDA (New European Speech, Debate and Acting Association) along with an aggregate of 10 other International Schools. Speech and Debate comprises five disciplines: Debate, Oral Interpretation, Original Oratory, Impromptu Speaking and Duet Acting. There are two annual tournaments held in Fall and Spring and the number of student competitors typically range from 85–100.

The last year of Speech and Debate was an extremely successful one for ISB. At the tournament in Berlin in November 2010, our team of 10 students did very well. We won Gold Medals for Debate, Original Oratory and Impromptu Speaking. We won Silver for Impromptu Speaking and we won Bronze for Duet Acting, Debate and Impromptu Speaking. ISB had the highest number of medals in this tournament compared with any of the other participating schools. At the Spring tournament in Prague, April 2011, we continued our success coming home with Gold medals in Debate, Duet Acting and Oral Interpretation; Silver in Impromptu Speaking, Bronze in Impromptu Speaking and one of our students was awarded the Student Choice Award for his Oratory. As can be seen by these results, ISB really were the team to beat, coming home with medals and awards in all five disciplines. Speech and Debate is open to all students in Grades 9–12 and ISB is looking forward to hosting this event in December 2011.

Drama at ISB continues to offer ISB students a number of opportunities for success, both on Campus and in other settings. Our major theatrical productions in 2010–2011 included the highly successful High School Play, 'Moliere' and the brilliant Middle School performance of 'Treasure Island.' Drama students also participated in other smaller scale performances here on campus such as 'How to Survive Middle School,' 'Jack and the Beanstalk,' 'The Crane Wife,' and 'The Giver' and both High School and Middle School International School Theatre Association (ISTA) Festivals.

Equally, students have the opportunity to demonstrate their musical ability through our regular series of orchestral, band and choir events including our twice-yearly concerts for all performing groups (Grades 5–12). Some of our stronger musicians have also been privileged to perform in the AMIS international music festivals such as Honor Jazz Band, Solo and Ensemble Festival, High School Honor Band, High School Honor Choir, Middle School Honor Choir, Middle School Honor Band, and Honor Orchestra (Junior and Senior). Our Château Concert Series (private lessons concerts) continues to be another outlet for our budding musicians and an excellent opportunity for the community to hear some of your young musicians in action.

Last year the Speech and Debate team won Gold Medals for Debate, Original Oratory and Impromptu Speaking



Athletics are a big part of the ISB experience as more than half of the school participates on a yearly basis.



Visual Arts

Visual Arts at ISB continued to grow in strength and unity across all divisions during the academic year 2010–11. The Visiting Artists and Scholars Programme, in particular, continued to be a corner stone in forming cross divisional links, bringing together students of all ages to share in art and craft activities from a wide variety of disciplines. During the year, regular exhibitions took place, boosting the visibility of student art across the school grounds, as well as in the Château and divisional buildings. Visual Arts also enjoyed a higher online profile, thanks to a number of multimedia projects posted on the school website, YouTube channel, and ISBLive, our new live-streaming service. The Spring Art Show was a great success this year, with a substantially increased attendance compared with previous years. This was due to a strong advertising campaign and steady support from the parent body connected to the Arts Council. We look forward, in the coming year, to building on these foundational strengths and finding new ways to promote the importance of creativity and innovation across the school and in the wider community.

Athletics and ISB+

With 14 sports making up 56 teams in two sports conferences, ISB hosts the largest Athletic Department of any International School in Europe. Students across these sports also continue to enjoy major successes in all competitions. Of the 40+ schools we compete against each year, we often find ourselves in the top 3 or 4 in the overall standings. One of the highlights of the 2010–2011 school year was the first ever Hoops 4 Hope basketball weekend featuring four different schools and raising five-thousand Euros towards sports uniforms for teams in Southern Africa.

ISB+ is the name of the school's after-school programme. 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 2010–2011, there were 1260 registrations for a wide range of activities from non-competitive climbing and tennis, to martial arts and Red Cross first aid. There were 1260 student registrations (not students); some students registered for more than one activity over the year.

Maths Competitions

A total of twelve Elementary School students participated in the 2011 Under-12s Maths competition hosted by Antwerp International School. The competition brought together schools from Belgium, France and Sweden. Individual awards went to Michael Zhao (tied for 1st place) and Hojin Kim (tied for 3rd place). A 2nd place team award was earned by a 4th & 5th grade foursome: Michael Zhao, Hojin Kim, Artjom Joosen and Efe Sen. Coming in 7th and 8th in the group competition were teams including Yoon Ji Yang, Zoe Alcott, Meghan Smith, Katie Bono, Jonathan Irwin, Ioan Capelin Bishop, Astrid Voncina and Ellie Newman.

The Middle School had another successful year mathematically. Six students were chosen from the 28 Maths Club members to represent ISB at the Middle School Competition in Basel, Switzerland. The all girls team of Sigyoung Chun, Naomi Zhao, and Marian Ray placed 3rd out of 50 teams and our boys team composed of Rim Versteeg, Kevin Kim and Shuya Miyatake placed 10th.

The Middle School Maths Olympiad contest had 145 7th and 8th grade students volunteer to compete. The top 7th grade score was earned by Ayano Mizutani and top 8th Grade scorer was Shuya Miyatake. The team score earned ISB a plaque of distinction for the fifth consecutive year for placing in the top 10% of all students worldwide. The American Math Competition (AMC8) was won by Sigyoung Chun. ISB Middle School won 1st place in our zone in the 9th Grade Pascal Contest sponsored by the University of Waterloo. Owen Tyers and Justin De Vuyst tied for first place.

The Junior Maths Team from ISB had only to travel up the road to the British School of Brussels for this year's Competition... and a very successful one it was too. Approximately 200 students took part from 35 different schools. Individual highlights were Jenny Ji-Eun Lee (1st), Jae Wan Bahk (5th) and Owen Tyers (7th). This group of students also formed the team that came 1st out of 66 teams.

The ISB High School Senior Maths Team travelled to Warsaw in 2011 to compete in the annual ISMTF maths contest. Although, this year, our teams did not place in the top 5, ISB was represented with pride and in a very positive way.

Service Learning at ISB

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 2010–2011, 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	
<ul style="list-style-type: none"> Planting flowers in the playground Collaboration in the shoe-box project The Big Four share Play for Peace 	<ul style="list-style-type: none"> Fundraising for WWF and UNICEF Reading buddies with special education students Roots and shoots projects
Elementary School	
<ul style="list-style-type: none"> Student Council fundraising bake and book sale for UNICEF Fundraising for Bochabela Youth Orchestra Shoe-Box Project in conjunction with Serve the City Fundraising for Haitian Youth Orchestra Relief The Green Team 'caps 'n corks project', in aid of an organization that purchases equipment for handicapped children. 	<ul style="list-style-type: none"> Fund raisers in Grade 5 for victims of natural disasters (Haiti and Japan) Grade 5 Acrostic Connections poetry project in aid of Action for Children in Conflict Grade 5 students write and illustrate books that are taken to Togo Grades 5 and 6 strings class project to raise money through home practice, collecting pledges and learning about the group they are helping Grade 6 Peace Patrol
Middle School	
<ul style="list-style-type: none"> Each class selected a local charity to partner with, developed and established a service learning project 'Service Learning Day' (January 2011) involving local charities Reflection Day: all advisories created videos to share details of their project 	<ul style="list-style-type: none"> Middle School Run-a-thon (supporting three global charities—Kunyumba, Makaphutu, Kiev) as well as Student Council: bake sales, dances, to fundraise Ongoing community service: Holiday Charity Drive (Chevreffeulle Women's Shelter, Brussels); French holiday toy drive.
<p>'I went to Gare du Nord to feed the homeless people, children in need and the refugees. Even though we know that these people need practical help, they also need to communicate. It is not all about serving meals.'</p>	

Did you know?

In 2010–2011, the ISB Community raised an amazing total of 129 000 Euros towards Service Learning at ISB.

These funds are now being dedicated to supporting these projects, providing training materials, transportation and travel scholarships.

Thank you so much for your generosity and support!

High School

- CAP 48: Students organized a campaign and raised 15500 euros
- Students organized a Beatles tribute concert to raise funds for Pakistan flood victims with the support of the Embassy of Pakistan
- Herbalicious: Students composted and used kitchen waste to raise money for an orphanage
- Kattenberg Kraft's: Student-made jewellery sold to support the Special Olympics and African Service trips
- The African Bazaar: Student organized fundraising activities that raised 5000 euros towards the service trips to Togo and Tanzania
- Students translated the website of the Mimi Foundation into English
- Shoe box Project: In collaboration with the ES and ECC students produced 150 boxes of various hygiene and food items to be distributed to the disadvantaged in Brussels
- Christmas activities for children living in orphanages in Brussels
- Students supported amnesty international by writing letters and petitions, organizing campaigns and selling candles.
- Students fundraised in different ways to support OXFAM
- Students created books and mangas to donate to Togolese students
- Students organized dance lessons and basketball clinics for underprivileged kids in Brussels
- Students travelled to Togo to build an elementary school. Numerous collections of books, school materials, and sports equipment were organized prior to the trip.
- Students collected funds to sponsor orphans (WWF)
- Stamp collection for Japanese doctors
- Students organized a fashion show for Women for Women
- Students raise awareness of children in wars through The Invisible Children
- Students travelled to Tanzania to expand a primary school
- Students organized events to feed the homeless living in and around Gare du Nord
- Students helped renovate a homeless shelter in Brussels
- Students participated in a two day event to clean up Brussels
- Students organized an afternoon tea party and make-overs for refugee women living in Brussels
- Students organized sports events for disabled people living in Brussels
- Students provided regular help in a soup kitchen in Brussels
- Students provided 'survival' kits and organized an activity day for asylum seekers
- Students participated in Serve the City's Big Volunteer Week, to improve the lives of the homeless/children/elderly/disabled/asylum seekers in Brussels

4 | CELEBRATING OUR INTERNATIONAL
COMMUNITY



CELEBRATING OUR INTERNATIONAL 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 or nationally affiliated.

Breakdown of our 2010–2011 Student Body by Nationality



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 students in school on 15 September 2010. However, the background and origin of our students is clearly more complex than this table can capture.

The ISB 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.

Bigger than ever, the 35th international festival brought the whole school together to celebrate all that makes us unique while enjoying our shared community.

Dear ISB Families,

The ISB Family Association had a very successful year in fulfilling our Mission statement. Many ongoing programmes continued to perform at the high levels ISB families have come to expect. In addition, several programmes were extended and improved in response to our expanded Mission statement.

All families at ISB began the 2010–2011 school year by receiving a handbook designed to answer some of the most frequently asked questions. In addition to a full glossary of terms specific to ISB, it also provided valuable everyday guidance. As in past years, the Friday Newsflash also continued to be a go-to source for information about activities on campus.

For the 3rd year in succession, the FA supported a general intake day and provided valuable support to new arrivals. This New Family Day has proven to be a welcome addition to the back to school itinerary. The Annual Family Day BBQ set new records for attendance. To help families integrate on campus, the FA hosted numerous coffees and the annual champagne brunch. On a smaller scale, the events were repeated for families arriving in January.

Our parent-led committees continued to build on the strength of successful programmes that have been long running and are well loved. The Arts Council staged a fantastic Hidden Talent Show that resulted in a significant donation to the Arts at ISB. The Sports Council reorganized their support to include a large committee of volunteers who aid the school during every sporting event. Money raised by the Sports Council through the concessions programme during events was used to purchase a sports bag for each participant and to remodel the Fitness Centre. Wednesday remained the favorite day for lunch in the MS/HS cafeteria as parent volunteers work together in the 'Underground' preparing meals with different international themes and menus. The recycling programme in the ECC/ES set record levels of bottle cap collection and the Green Team found a more profound focus with recyclable water bottles and SIPwell water dispensers.

The end of March brought the most beloved tradition on the ISB campus, the International Festival. Bigger than ever, the Festival brought the whole school together to celebrate all that makes us unique while enjoying our shared community. Hundreds of volunteers turned out to share the many cultures that put the International in ISB. Special thanks to the many individuals, families, friends and supporters of ISB who gave in so many different ways to make this event such a great success.

From large scale events to small, parent led interest groups the Family Association had a record making year in terms of participation and volunteers. By focusing closely on our Mission, we were able to quickly assist families in the ISB community and help them find a place to participate and belong.

JULIE BIASI

FA President 2010–2011

fapresident@isb.be

ISB Family Association Executive Committee 2010–2011

President	Julie Biasi	Treasurer	Shirley Olney
Community Building	Sharon Flynn Cristy Capote	Newcomers	Gazelle Samuelsson
Communications	Debbie Wright	Administration	Sophie Lewing
		International Relations	Sharon Flynn

Family Association School Representatives and Committee Chairs

ECC Reps	Laurie Taormina Susan Rizzo Shelina Manji	Performing and Visual Arts	Monica Vaccari Laura Hoffman
ES Reps	Marja Fraai Daphne Hover Janet Davis	Sports Council	Ingrid Gingerella Kim Cassell
MS Reps	Christiane Zuniga Leslie Immel	Underground Café	Pam Hamilton
HS Reps	Colleen Ray Erica Myers Sigrun Kreienbaum	Special Education Rep	Joe Watson
Green Team	Mimi Gibson	Volunteer Coordinator	Jessica Bowman
International Festival	Denise Zeeuw Carolijn Malipaard	International Contacts Coordinator	Susan Weir

Family Association Country Representatives

U.S.A	Laurie Taormina (ECC) Staci DeKunder (ES) Roseann Stewart (HS)	Italy	Cristina Barbini
African Countries	Sarah Karinge	Japan	Kiho Kaga (ECC/ES) Kyoko Nakoshi (MS) Eriko Yamaga (10th) Tomoko Asaine (11th) Ayumi Ishiwata (12th)
Arab Countries	Becca Nazi	Latin America	Emma Calderas Rangel
Austria / Germany	Diana Petzhold	Netherlands	Karin Vos Carolijn Maliepaard
Australia	Kath Toohey	New Zealand	Suzanne Hindmarsh
Belgium	Veronique Koentges	Norway	Gitte Skov Larsen
Brazil/Portugal	Sandra Marcourakis Teixeira	South Africa	Rene Watts
Canada	Joanne Vanderleeuw	South Korea	Sookyung Yun Sy Jung
Denmark	Gitte Skov Larsen	Spain	Esperanza Franz Toledano
Finland	Maarit Mattinen	Sweden	Pia Ramén
France	Eve Oberst Gaëlle Bellec	Switzerland	Marina Marti
Germany	Diane Petzold	Turkey	Ipek Artan
Iceland	Jonas Johansson	United Kingdom	Katie Lewis
India	Mala Narendra	All other countries	Susan Weir
Ireland	Susan Murphy		
Israel	Anat Landman		

5 | **FINANCIAL REVIEW OF**
2010-2011



FINANCIAL REVIEW OF 2010–2011

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?

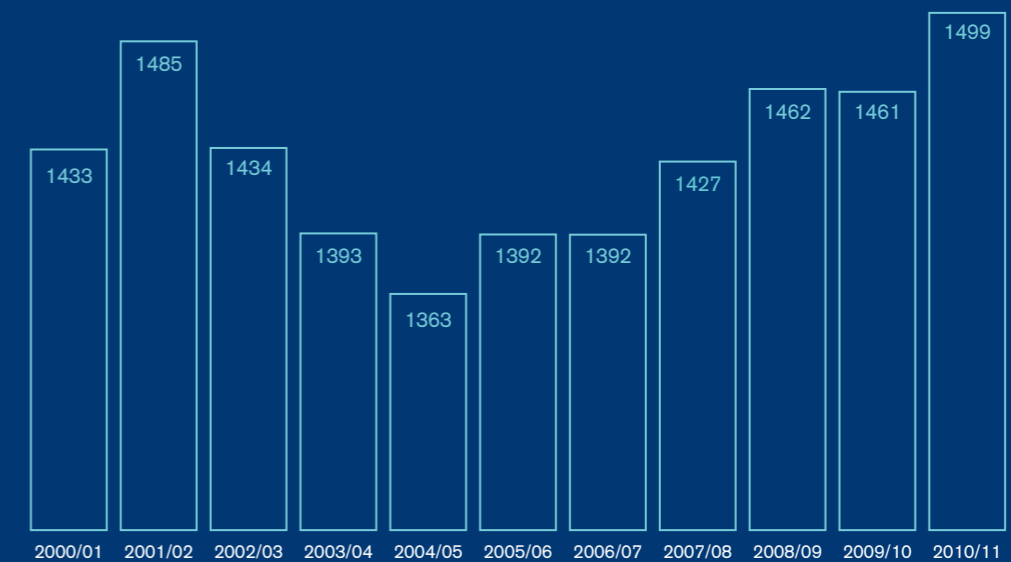
Increasingly, we find ourselves using a common language and approach, based on the ideas of sustaining, improving and transforming the learning experience of our students. We currently sustain our current services through tuition fee income. Significant, short-term upgrades, on the other hand, are made possible through gifts and donations to the Annual Fund, matched from ISB reserves. We are also looking forward to major capital upgrades of the Campus, which will be financed through a mix of loans, donations and strategic use of ISB reserves.

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' organization (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 or subsidies from the national government.
Where does the money go to?	The very large majority of ISB's revenue each year is allocated towards personnel expenses. Belgium is a very expensive country for 'people-driven' organizations.
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.
Who 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 2010–2011

The upward trend in enrolment at ISB continued during the 2010–2011 school year. In March 2011, we had 1500 students attending for the first time in our sixty-year history, rising to 1525 in May. A total of 1577 students passed through the school during the course of the year.

Number of Students Enroled at Start of School Year 2000–2010*



Enrolment 2010–2011

Total enrolment 2010–2011	1577
Full fee paying equivalent	1,399
Number of students in receipt of financial assistance through the ISB Assisted Places Programme (APP)**	121
Average rebate offered via the ISB APP	35.8%
Total financial assistance offered via the ISB APP	1.2 Million Euros
Number of Faculty and Staff students	89

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

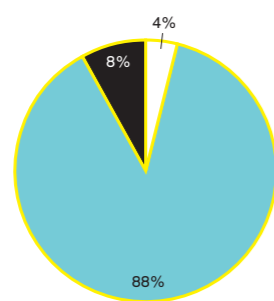
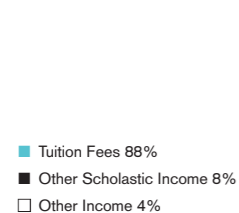
**The ISB Assisted Places Programme is a means-tested system of financial assistance whereby tuition fees are reduced by a certain percentage (not exceeding 50%) each year. The programme is designed to support: 1) families with children already at ISB who experience an unforeseen significant change of financial circumstances, resulting in an 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 2009–2011

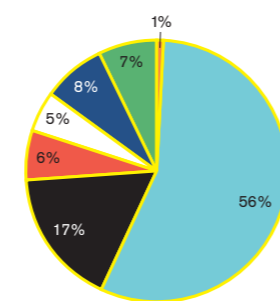
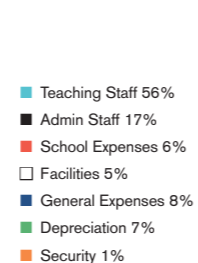
Revenue and Expenses

In Euro	31/07/2011	31/07/2010	31/07/2009
Revenue			
Tuition Fees	36,950,729	34,892,327	33,541,730
Other Scholastic Income	3,278,781	3,178,523	3,186,403
Other Income	1,494,443	1,671,994	1,509,019
TOTAL REVENUE	41,723,953	39,742,844	38,237,153
Expenses			
Personnel Expenses	29,979,237	29,365,047	27,750,973
Professional Development	205,109	315,889	372,343
TOTAL SALARIES AND SOCIAL CHARGES	30,184,346	29,680,936	28,123,317
School Expenses	2,447,033	2,499,315	2,441,090
Facilities	1,835,666	1,736,986	1,703,961
General Expenses	3,466,793	3,359,821	3,585,599
Depreciation	2,858,581	2,647,394	2,519,024
Security	416,917	420,663	397,735
Insurances	63,870	60,946	65,371
TOTAL EXPENSES	41,273,206	40,406,062	38,836,096
SURPLUS / (DEFICIT)	450,747	(663,218)	(598,944)

Summary of Income 2010–2011



Summary of Expenses 2010–2011



Balance sheet

In Euro	31/07/2011	31/07/2010	31/07/2009
Assets			
FIXED ASSETS			
Intangible fixed assets	9,472	15,633	21,794
Land & buildings	16,130,615	13,792,844	13,185,739
Plant, machinery & equipment	89,056	102,729	63,242
Furniture	1,776,473	1,978,401	1,783,552
Leasing & other similar rights	322,589	895,127	1,443,429
Other tangible assets	817,196	794,264	874,569
Assets in progress	111,586	343,129	323,544
Financial fixed assets	7,844	4,040	2,300
TOTAL FIXED ASSETS	19,264,831	17,926,167	17,698,169
CURRENT ASSETS			
Stock of school supplies	35,503		
Fees & other receivables	15,456,222	13,153,794	13,748,300
Current investments	7,564,500	7,021,213	22,810,630
Cash	26,607,508	28,038,593	11,503,137
Deferred charges and accrued income	675,403	808,655	1,949,425
TOTAL CURRENT ASSETS	50,339,136	49,022,255	50,363,804
TOTAL ASSETS	69,603,967	66,948,422	68,061,973
Liabilities			
PARTNERSHIP FUND			
Permanent funds	11,932,463	11,932,463	11,932,463
Allocated funds & reserves	13,274,265	13,470,713	13,157,960
Result carried forward	-811,415	-1,262,162	-598,944
TOTAL FUNDS & RESERVES	24,395,313	24,141,014	24,491,479
PROVISIONS			
Provision for risks & liabilities	1,000,000	1,000,000	1,000,000
TOTAL PROVISIONS	1,000,000	1,000,000	1,000,000
LIABILITIES			
Long-term liabilities	62,064	413,533	946,653
Short-term liabilities	5,286,210.00	5,509,007.29	6,807,504
Accruals and deferred income	38,860,380	35,884,868	34,816,336
TOTAL CURRENT LIABILITIES	44,208,654	41,807,408	42,570,493
TOTAL LIABILITIES	69,603,967	66,948,422	68,061,973

GIVING TO ISB

ISB is immensely grateful to the many alumni, parents, teachers, staff, corporations, foundations, and other friends who supported its fundraising efforts in 2010–11. Your support of the school strengthened teaching and learning and enhanced service education. Indeed, your generosity helped us fulfill our Mission.

Financial Summary of Development in 2010–2011			
Revenue	Project	Amount	Donor
ANNUAL FUND 143.7K	Service Learning @ISB	129K	Includes: • Annual Fund gifts, incl. Alumni drawing (57K) • Auction Event proceeds (72K)
	Restricted giving:		
	Visiting Artists and Scholars Programme	4.7K	Family Association
	Music department	10K	Brenninkmeijer Family
MAJOR GIFTS 90K	Curriculum Fund	40K	The af Jochnick Fund for International Education
	Learning Support	50K	Brenninkmeijer Family
GRANTS 108K	Language Support	55.6K	Foundation for Dutch Education Abroad—Stichting NOB
	Learning Support	52.4K	State Department Office of Overseas Schools
TOTAL FUNDS RAISED	341 000 K		

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 citizens.*	
In 2010–2011, the foundation has supported the following programmes:	
The ISB Annual Fund	The Norton Memorial Scholarship Fund
James Sidgwick Teacher Recognition Programme	The Joel Dean Foundation Fund
Members of the ISB Foundation who served during 2010–2011	
Thomas G. Voekler, President <i>ISB Graduate, Class of 1990</i>	Matthew Thurlow, Director <i>Former ISB Student 1991–1994, Class of 1996</i>
Michele Genor, Director <i>ISB Graduate, Class of 1984</i>	Kevin Bartlett, Director (ex-officio)
Jay Norton, Director <i>Former ISB Parent 1994–1998</i>	Deirdre Simon, Treasurer <i>International School Services</i>

*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 2010–2011

ISB strongly believes that encouraging a positive spirit of philanthropy is vital to the continuing success of the school and its Mission. We would therefore like to acknowledge the following individuals and organizations for their generous contributions to the school over the past year.



Service Learning, Tanzania, April 2011: Supported by the ISB Annual Fund.

ANNUAL FUND

The Alcott Family
The Barrett Family
The Bartlett Rivera Family
Jason Baseden
Tommie Bette-Moss
The Boer family
The Brenninkmeijer Family
The Bruck Family
Martina Brügge Siles
The de Cleene Family
The Drion Family
The Duyck Family
Gordon Eldridge
The Gingerella Family
The Gray (Dodd and Abigail) Family
Catherine Hos
The Johnson Family
Microsoft
The Nacar Family
The Newman Family

Scott G Nichols
The Pässler Family
Raytheon
The Schilstra Family
Bernard Sergant
Rebecca Shelley
The Skeppner Family
The Szpil Family
The Teixeira Family
The Tickler Family
The Tucker Family
Robert Ulrich
The Van der Mersch Family
The Vos-van den Brekel Family
The Watson Family
The Webb Family
The Wendle Family
Anna Zeiders

RESTRICTED GIVING

Jonas and Christina af

Jochnick
The Brenninkmeijer Family
Foundation for Dutch Education Abroad – Stichting NOB
State Department Office of Overseas Schools

GIFT-IN-KIND DONORS

Lara Alsen
Amazone
Armadillo Brand Communications
Auberge Saint Pierre (L')
Audi vox
AVA
Darren Azeez
Kevin Bartlett
Beauty Well (A)
Belgacom S.A.
Bertelsmann
BMW Belgium Luxembourg

NV/SA
BOMA
Bosch Blaupunkt
Boy Scouts and Cub Scouts
BOZAR
Anne Brennan
Jeffrey Brewster
Bricolux
Bruneau NV
Cassidian
CC Wellness
CdeC
Chai & Bar
Chemin des Vignes (Le)
Ciccio Bello
Coin de Table
Collection Care Belgium
Conrad Hotel Brussels
Creaflor
Croft Artisanal Products (The)

C-TEC & the BECI Bike project	Inbev NV	The Newman Family	The Schoeberl Family
Dorothy Dalton	International School of Protocol and Diplomacy	The Nijkerk Family	The Schwarz Family
Marc de Beer	Intersport	Nike	Sebastien
Sylvia De Bok	ISB Board of Trustees	Ardavan Niroomand	Serneels
Bernard De Coninck	ISB HS Japanese Club	NJM jewelry	Sipwell
Isabel de Faria	ISB HS Special Education Students	Christian Noyon	The Skeppner Family
Delhaize	ISB International Community Center	Caroline Nu'u	The Southerst Spuck Family
De Neef	ISB Shop	Orange & Cannelle	Spatule et Moulinette
Deutsche Bank	ISB Students	Outstanding Sports	Sports and Classics
Deutsches Zentrum für Luft und Raumfahrt	ISB Outdoors	Helga Overeem	Starwood Hotels & Resorts
Diehl	ISB Varsity Boys Soccer	Overtoom	SteakFrit
D'leteren	ISB Varsity Boys Lacrosse	Owl Distillery (The)	Sterling Books
Dolce La Hulpe	ISB Varsity Girls Volleyball	Gil Paelinck	The Szpil Family
The Drion Family	Mariko Ishida	Paschalis Papchristopoulos	Caroline Talboys
The Dufournier Family	Jack O'Shea	Parci-Parlà	Tapijten Demuyck
Dutch n Duchess	Jessie Lewis Cooking	Park Inn Berlin	The Teixeira Family
Eurobussing	H.E. Jilani and Mrs. Jilani	Patzio	Jennifer Thomas
Evonik	Pippa Kerr	PC-Ware Information Technologies BVBA	Toni & Guy
Fahrenheit SA	Kiddy Classes	Pelugi Jewels	Francis Trappeniers
The Fernandez Montana Family	Kidsgazette	Pierre Marcolini	USBORNE Publishing
Floralies Gardens	km10 Bike store	Polysport	Monica Vaccari
The Fording Family	The Kreienbaum Family	Olick Coaching	Vernet
Forme & Style	Ray Kubis	R99 Wine Consulting	Viroux
Veronica Fox	Trine Lamm	Ramén Family	VWR International Europe BVBA
Garden Fred	Le Wolf	Deiadre Rauch	Waterstone's
Girl Scouts	Kate Legere	Reason2be	Wegnez
Michelle Gonzalez	Katie Lewis	(Au) Repos des Chasseurs	David Willows
Grand Hotel Au Rond-Point des Pistes	Little Gym Waterloo	Representations of Bavaria, Bremen, Hessia, Mecklenburg-Vorpommern, Rhineland-Palatinate, Saarland, Saxony, Saxony-Anhalt, Thuringia	Zaabär
Ed Grody	Maasmechelen Village	Rezidor Hotel Group	Anna Zeiders
H.E. Howard Gutman and Dr. Michelle Loewinger	Michael MacNaughton	Rhombus	Zein Child Care
H.E. Hanney and Mrs. Hanney	Miles Madison	Rives du Gange (Les)	Ziegler N.V.
Elisa Harris	Maison Roc	Rob Fine Food	
The Harris (Jeff and Sandra) Family	Isabelle Malvaux	Scherdel	
Heath Educational Books	Marie-Pierre Maquet	Schleiper & Fils S.A.	
Het Gulden Spoor	Sandra Marcourakis		
Historic Drive	Marie Hamilton Home Decoration		
Laura Hoffman	Rosemarie McGrail		
Holiday Autos	Mer du Nord		
Catherine Hos	Mine de Rien		
Hotel Norrtull	Mobelsa		
Daphne Hovers	Musée des Enfants (Le)		
Patsy Hunter			
IABG			
Imagine Arthouse			

ISB Night!

Thank you to all participants in ISB Night! 2011. Your enthusiasm, commitment, and generosity made the auction a fundraising success, whether you were a bidder, volunteer, premium table purchaser, attendee, or all of the above. ISB Night! also showed what a unique community we have and demonstrated how together we can make a difference for our school.

The Adade Family	The God Family	The Ringsletter Family
The Alcott Family	The Hauxwell Family	The Rosetto Family
The Allen (Alex & Leslie) Family	Alan Hayes	The Rousseau Family
AM/PM relocation	The Hem Family	The Schoeberl Family
The Andes Family	The Hisnauer Family	The Schuyt Van Slooten Family
The Arkley Family	The Johnson Family	The Schwarz Family
Tommie Bette Moss	Pippa Kerr	The Sidala Family
The Boissie Family	The Kopper Family	The Skeppner Family
The Bonner Family	The Kreienbaum	The Smith (Steve and Lynn) Family
The Bongrain Family	(Bernd and Sigrun) Family	Starwood Hotels & Resorts
The Borg Family	Friedrich Kreienbaum	The Teixeira Family
The Boros Family	Eric Kriekhaus	The Thomas Cooper Family
The Brenninkmeijer Family	The Krijnen Family	Alexandra Toms
The Cameron Family	The Lenti Family	Francis Trappeniers
The Carli Family	The Lewing Family	The Tridico Family
The Carroll Family	The Meunier Family	The Tucker Family
The Chapman Family	The Meyer Family	The Valdes Family
The Cook Family	The Milikin Family	The Vallina Family
The Cumming Family	Michelle Mulcahy	The Vos Family
Caroline Daly	Greg Murawsky	The Wright Family
The Davis Family	The Nacar Family	Zein Child Care
The de Beer Family	The Newman Family	The Zeyen Family
The de Bok Family	Nike/Outstanding Sports	
The De Cleene Family	The Olney Family	
The de Solages Family	The Orlemans Family	
The de Vaucleeroy Family	The Pappa Family	
The Delsordo Family	The Pasqua Family	
The Dobbie Family	The Porter Family	
The Downing Family	The Ramón Family	
The Dumortier Family	The Ray Family	
The Duyck Family	The Reale Family	
Mary Ferguson	Pat Reynolds	
The Fernandez Montana Family		
Isabelle Fiasse		
The Frydenberg Family		
The Gillissen Van Goor Family		

We would like to thank our ISB Night! committee members, who gave so much of their time and energy to help plan this special evening.

This report reflects gifts made to the School between August 1, 2010 and July 31, 2011. We have made every effort to ensure that this listing is correct at the time of going to print and apologize 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)



AS WE TURN OUR ATTENTION
TO THE FUTURE
HERE'S TO THE LAST SIXTY YEARS





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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.

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