

---

# BUILDING ISB

---







## Contents

4	Introduction by Kevin Bartlett, ISB Director	28	Our New High School	55	<b>Celebrating Our International Community</b>
7	<b>Governance and Leadership</b>	31	<b>Student Achievement</b>	56	A Snapshot of the ISB Community
8	Letter from Hans Skeppner ISB Board Chair	32	Opportunities for Success	58	The Family Association
9	The Board of Trustees	34	International Schools Assessment (ISA) Results	60	ISB Night
10	Board Committees	42	External Examination Results	62	Our Worldwide Alumni Community
11	Heads and Directors 2012–2013	45	Preparing for Life Beyond ISB	65	<b>Financial Review 2012–2013</b>
12	Recognizing Our Teachers	46	Arts	66	How the Money Works
15	<b>School Improvement</b>	48	Athletics	68	Financial Statements
16	Learning from Feedback	50	Active Learning	70	Giving to ISB
18	The Plan	52	Service Learning	72	ISB Honor Roll of 2012–2013

Dear Parents, Alumni and Friends  
of ISB,

As always, it's a pleasure to welcome you to our Annual Report. This publication began as a "record of achievement", mainly educational and financial. Over the years, it has evolved in very positive ways. We now see it as a key element in the continuing story of ISB, a document that connects past performance, current status and future plans. Hopefully it does so in ways that are both clear and compelling.

As the Annual Report has evolved, so has our understanding of our own work. In keeping with our mission, we now see ourselves principally as capacity builders, for our students, adults, and community. Our core work is building the learning capacity of every student in an exceptionally diverse student community. We provide each of them not just with exposure to important ideas, knowledge and skills, but, perhaps more critically, we equip them with a durable learning toolkit for a range of purposes and circumstances.

Similarly, we give our teachers and support staff the time, training and tools to do a job that shifts constantly as we learn more about equipping students for the future. In parallel with this work we are constantly working to enrich the ISB community, past present, future, local and global. In this work, the Board, the Family Association and, increasingly, the ISB Foundation, are key, active players.

In keeping with this concept of ISB as a capacity builder, you'll see that the summary of our future projects, expressed as The Plan, on page 18, takes "building" as its theme: building learning, building leadership, building community, building a campus.

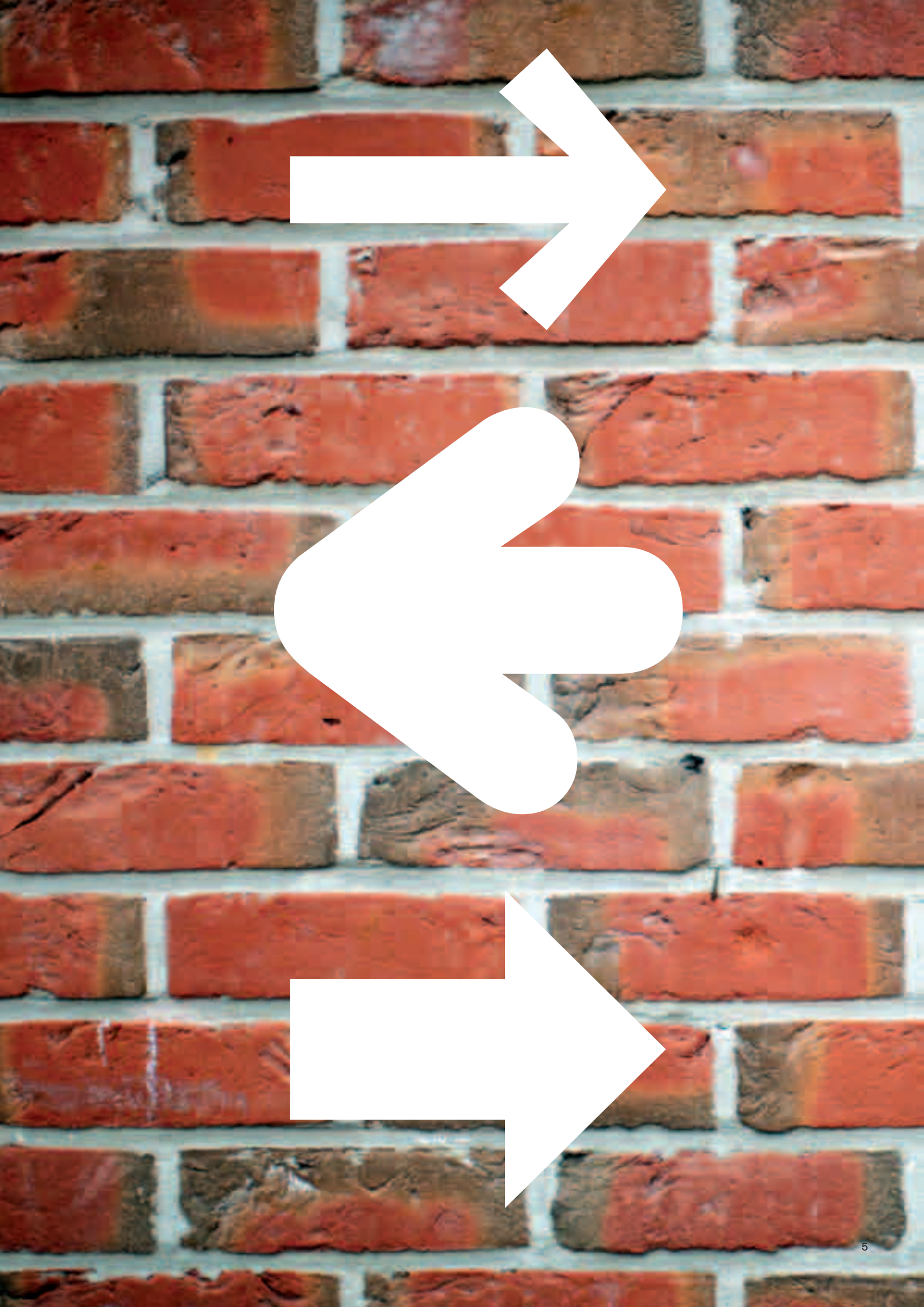
As you read through this Annual Report, we hope you feel that our school continues on the right track, sustaining "the tradition of innovation" that makes ISB such a special place for so many of us.

Warm Regards,

Kevin Bartlett  
bartlett@isb.be



## **Introduction by Kevin Bartlett, ISB Director**





• section •

# 01

---

## GOVERNANCE AND LEADERSHIP

---

“We treat governance and leadership not as separate stories that shape two distinct areas of practice, but as two intertwined plot lines in a much larger story.”

– Richard P. Chait, *Governance as Leadership*

Dear Members of the ISB Community,

Looking back over 2012/13, it's clear that, even by ISB's standards, we had a very significant year.

As a Board we have a very clear brief, which includes the stewardship of the school's major assets, financial, intellectual and physical. In terms of the latter, this past year saw us complete the addition of a new, flagship building, the High School. Designed around the key learning principles of community, flexibility and transparency this innovative learning space was completed on time and under budget. Even more significantly, it is being used by our High School students, faculty and staff in all the ways we envisaged, supporting greater collaboration and more flexible, transformative thinking.

However, we never stand still, as you'll see from The Plan, on page 18, which maps out our major initiatives for the medium term. While you will see that there are several major steps forward, there's no doubt that one of these, Building a Campus, dominates much of the work of the Board. Within that project, the biggest goal by far is a major drive to secure the land on which we stand.

Kattenberg 19 is leased, and the lease expires in 26 years. While we obviously have a degree of security, nonetheless it is increasingly apparent that we must do all we can to become the owners of our own destiny by purchasing the site.

Once this project is further developed we will begin the process of mobilizing our community around this single target and you can be sure that we will be back in touch with you then! I'm looking forward to the Annual Report when I can write, "This was the year we secured the home of ISB in perpetuity, and we did it together."

Until that time, I hope you enjoy the current Annual Report with its stories of our journey so far and our next steps.

With best regards to you all,

Hans Skeppner  
board@isb.be



## **Letter from Hans Skeppner, ISB Board Chair**



**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

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 and the school's leadership have ensured continuous progress towards a shared vision and resilience in the face of short term challenges.

**The Board of Trustees**



Egmond  
Brenninkmeijer



Julius Cardoza



David Cumming



Arthur de Bok



Anna de Cleene



Doug Downing



Geert Duyck



Even Frydenberg



Beth Galetti



Dodd Gray



Henry Johnson



Kim Kemper



Anneliese Monden



Marc Nacar



Hans Skeppner



Takayuki Sumita



Tomasz Szpil



Daniela Tomer



Thomas White

\*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  
(ISB Director)  
Egmond Brenninkmeijer  
Anna De Cleene  
(Chair)

Doug Downing  
Anneliese Monden  
Daniela Tomer  
Hans Skeppner

Takayuki Sumita  
Debbie Wright  
(Family Association  
President)

---

## 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.

Kevin Bartlett  
(ISB Director)  
Alex Bongrain  
Julius Cardoza  
Arthur de Bok

Geert Duyck  
(Chair)  
Bernard Sergant  
(ISB Human Resources  
Director)

Hans Skeppner  
Francis Trappeniers  
(ISB Finance Director)

---

## 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  
(ISB Director)  
Egmond Brenninkmeijer  
(Chair)  
David Cumming  
Anna de Cleene

Joe Gould  
(ISB Director of  
Development)  
Kim Kemper  
David Willows  
(ISB Director of External  
Relations)

Debbie Wright  
(Family Association  
President)

---

## 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  
(ISB Director)  
Even Frydenberg  
Beth Galetti  
Henry Johnson  
(Chair)

Renelde Lambert  
(ISB Director of Facilities  
and Services)  
Marc Nacar  
Francis Trappeniers  
(ISB Finance Director)

Tomasz Szpil  
Thomas White

---

## Honorary Trustees 2012–2013

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  
Scott Alcott  
Richard Burnett  
Claudia Coory  
Estela Dengler-Gaitan

Pierre Hochuli  
John Hudson  
Ray Kubis  
Bernard McFadden  
Eric Osterweil

Guy Pevtchin  
James Rosenstein  
William Seddon-  
Brown  
André Teixeira

---

The ISB Director is responsible to the Board of Trustees for all aspects of school life, including the implementation of the school's Mission and improvement plans. The Director is supported by a strong team of heads and directors, each with strategic responsibilities for different areas of the school life.

## Heads and Directors 2012–2013



Kevin Bartlett  
*ISB Director*



Jason Baseden  
*Director of Athletics*



Renelde Lambert  
*Director of Facilities  
and Services*



Sasha Marshall  
*Head of Early  
Childhood Centre*



Kristen Pelletier  
*Head of Learning  
Support*



Francis Trappeniers  
*Director of Finance*



Anna Zeiders  
*Head of Elementary  
School*



Gordon Eldridge  
*Director of  
Curriculum*



Bernard Sergant  
*Director of Human  
Resources*



Dr Mike Crowley  
*Assistant Director  
and Head  
of Middle School*



Joe Gould  
*Director of  
Development*



Tommie Bette  
*Director of ISB+,  
Lifelong Learning  
and Summer  
School*



Félím Bolster  
*Head of High School*



Dr David Willows  
*Director of  
External Relations*



Doug Stone  
*Director of Technology*

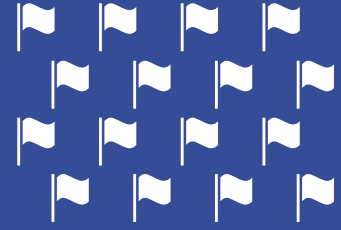
**234**

**FACULTY  
STAFF  
WORKERS**

— ON CAMPUS —



**16 COUNTRIES**



**REPRESENTED**

# RECOGNIZING OUR TEACHERS



**TEACHERS**



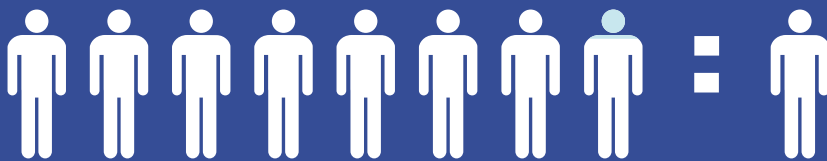
**WITH  
MORE  
THAN**



**EXPERIENCE**

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.

**1.87**



**STUDENT : TEACHER**

**RATIO**

## The James Sidgwick 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 Dave Tomlinson was this year's winner.

### Dave Tomlinson: Teacher Recognition Award Recipient 2013

Originally from the United States, Dave Tomlinson grew up in Asia. After completing his university studies in math, art and education, he and his wife, Marisa, worked in Colombia, South America and the US. In 1983, the Tomlinson family moved to Brussels to work at ISB.



Dave Tomlinson

*"In the thirty years that have passed since joining the ISB community, I've had the opportunity to teach 4th, 5th and 6th grades and to be involved with many different programmes and activities. I've often been asked why I stayed at ISB for so long and kept teaching in the Elementary School and didn't move back to the Middle or High School. The reasons are simple: I discovered that I liked teaching subject matter that I was passionate about Elementary aged students who were excited to come to school and learn."*

*"I had the luck of being taught by Mr. Tomlinson in 5th and 6th grades. Though this was now more than ten years ago, I still remember those years with warmth, as well as all the values he instilled in us. I am now a graduate student at the University of Oxford and feel that he provided me with the foundation that enabled me to succeed in academic and greater life."*



Ilim Baturalp '08





• section •

# 02

---

## SCHOOL IMPROVEMENT

---

“To cope with a changing world, any entity must develop the capacity of shifting and changing—of developing new skills and attitudes; in short, the capability of learning.”

— Arie de Gues, The Living Company

## Learning from Feedback

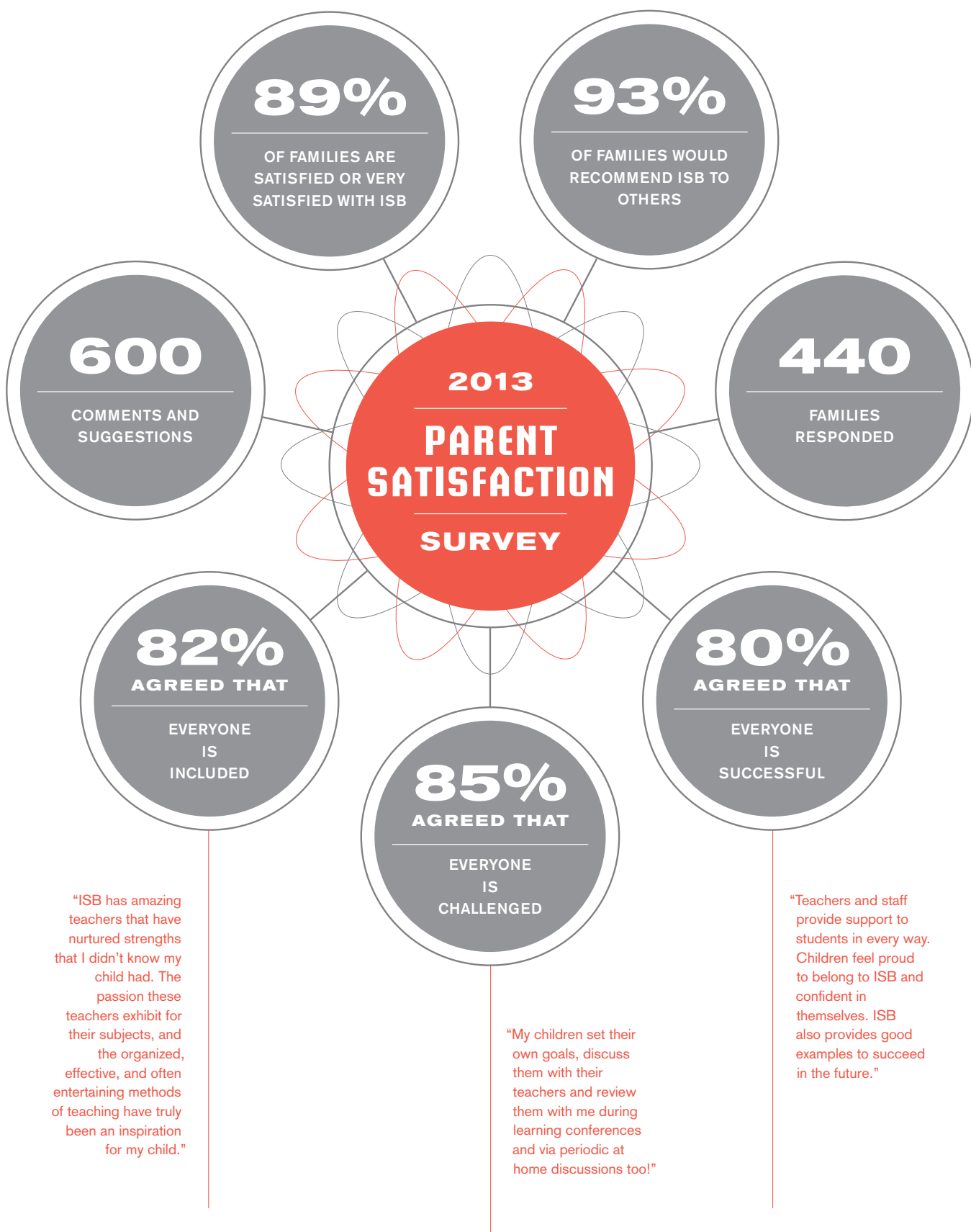
“It soon became clear that feedback was among the most powerful influences on achievement. Most programmes and methods that worked best were based on heavy dollops of feedback.”

– John Hattie, *Visible Learning*

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.



In May 2013, a Parent Satisfaction Survey was sent to more than 900 ISB families, 440 of whom responded. It was designed to gather feedback on how well we were perceived to be meeting our Mission. A more detailed display of the survey results can be found at [www.isb.be/surveyresults](http://www.isb.be/surveyresults).



## The Plan

### Building ISB

*Everyone Included, Everyone Challenged, Everyone Successful.*

ISB is built on a clear, common mission that keeps us focussed on learning, and a connected, caring community in which we all collaborate to make our mission a reality.

The Plan for future improvements, based on feedback and conversations at all levels of the organization, is founded around four distinct areas of school life.

# 1

---

## **Building Learning**

We are continuously rebuilding our learning programme to better meet the needs of today's learners.

# 3

---

## **Building a Community**

We are building a community in which all stakeholders feel positively and pro-actively engaged with the school.

# 2

---

## **Building Leadership**

We are building a 'leaderful' school, where leadership is valued and nurtured at all levels.

# 4

---

## **Building a Campus**

We are building transformative learning spaces, shaped by the principles of flexibility, visibility and community.

## Building Learning

### Learning is our core business.

Our Mission commits us to making sure that, when it comes to learning, everyone at ISB is:

- included and therefore has full access to learning
- challenged and is therefore stretched to their full capacity
- successful in ways that make sense for that individual

The “learning business” is constantly changing, as we learn more about how people learn, as learning tools evolve and as the demands of the workplace change beyond recognition. As a thought leader in international education, ISB is at the forefront of those changes.

### ACTION PLAN:

#### New Jobs, New Learning

In response to the shifting nature of the world of work we will be offering new learning for new jobs in new technologies.

#### Languages for Life

We plan a major transformation of our language programmes based on three connected initiatives: a school-wide shift to a dual language approach, vacation language camps and a comprehensive mother-tongue programme.

#### Leading the Learning Business

ISB will continue in its role as an international thought leader through its two global partnership projects, The Next Frontier Inclusion and The Common Ground Collaborative.

“

**Learning is far more complicated than once thought but also far simpler than commonly presumed.**

**The complications arise because learning involves more than just school, curriculum and test results.**

**It is, rather, the result of the complex interplay between the child's body, diet, family life, security, neighbourhood, teachers, school, peers, access to information, and a great deal more.**

—David W. Orr, foreword, *The Third Teacher*

”

## Building Leadership

Great schools are full of leaders, at all levels.

The combination of strong central leadership coupled with strong, distributed leadership is essential to move schools forward. Building student leadership capacity is a core responsibility, as is offering parents opportunities to lead in a true community of leaders and volunteers. All of the above is founded upon a governance structure of Trustees skilled in governance as leadership.





**When we build leadership capacity in others we create the school climate where learning relationships can flourish. This is enhanced organizational intelligence.**

–William Powell and Ochan Kusuma-Powell

**ACTION PLAN:**

**A Leader for ISB**

We will choose a new ISB Director with the conceptual understanding, competencies and character necessary to lead ISB confidently to the next level in its evolution.

**Student Leaders of Tomorrow**

We will build the future leadership capacity of our students by providing multiple opportunities for them to lead today.

**Teacher Leaders Driving Change**

We know that schools only improve with the committed energies and skills of multiple leaders throughout the organization. We are offering high-level leadership training for our faculty together with multiple, innovative opportunities for teacher leadership.



## Building a Community

### ISB is more than a school.

It is a complete community, serving the needs of students, teachers, staff, parents and alumni, either directly or through successful, collaborative partnerships. For us a positive culture and community are not “accidental”. If everyone is to be included, challenged and successful then it cannot be left to chance.

### ACTION PLAN:

#### Completing our Community

We will add a creche for our youngest community members and expanded afterschool care.

#### Leaving ISB

We will better support our departing community members as well as we do when they arrive.

#### Mother-Tongue Language Programmes

We will better support each language community by providing learning in every student's ‘home language’.

#### Community Learning Institutes

We will continue to expand opportunities for students, teachers and parents to learn real world skills at shared events.



“

Traditional education can be extremely isolating – the curriculum is often abstract and not relevant to real life, teachers and students don't usually connect with resources and experts outside of the classroom and many schools operate as if they were separate from their communities.

–George Lucas, film maker

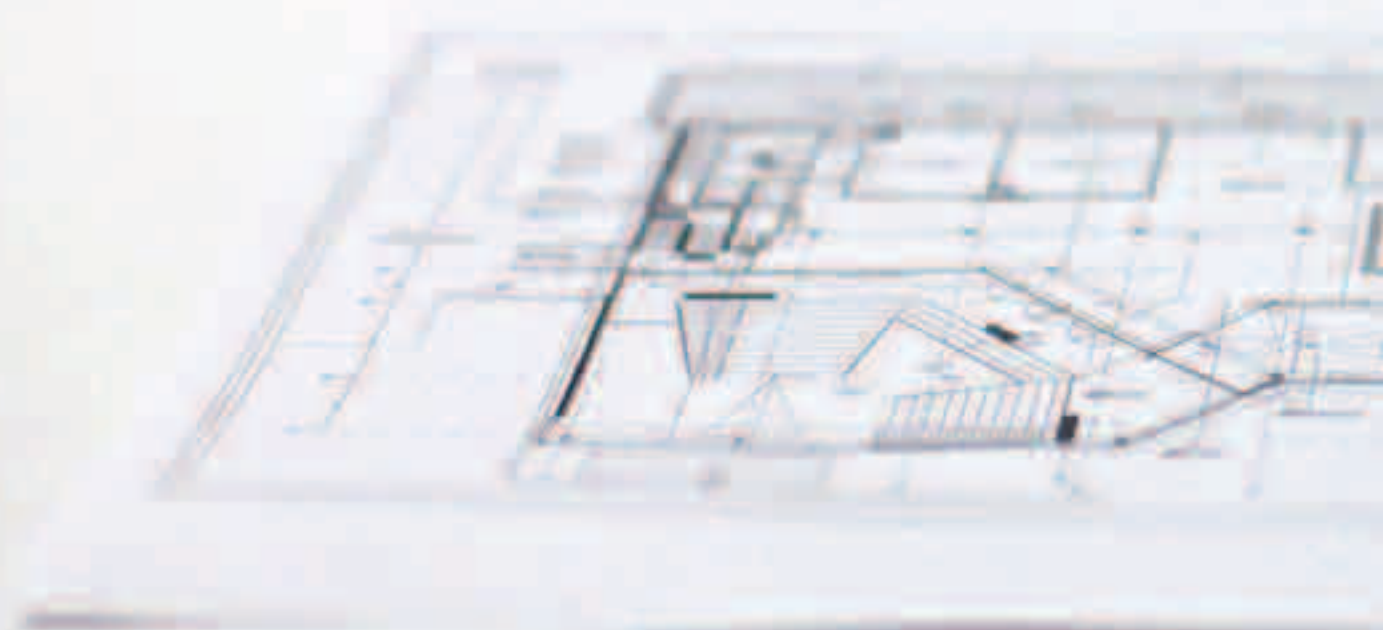


”

## Building a Campus

### Great learning demands great learning spaces.

And these spaces need to match our vision for learning, teaching and assessing expressed in the Common Ground Curriculum, designed and implemented at ISB. As implementation proceeds, we are building brilliant learning environments based on the principles of flexibility, visibility and community. Each building is an integral element in a coherent and comprehensive plan to create a “common ground campus”, shaped by our vision for learning and community. All of this work is framed by the stunning setting of Kattenberg 19, where we protect our historic buildings and precious forest.



### ACTION PLAN:

#### Securing our Home

Our lead goal is to do everything we can to buy Kattenberg 19, the land on which ISB stands. This will be a momentous, historic achievement.

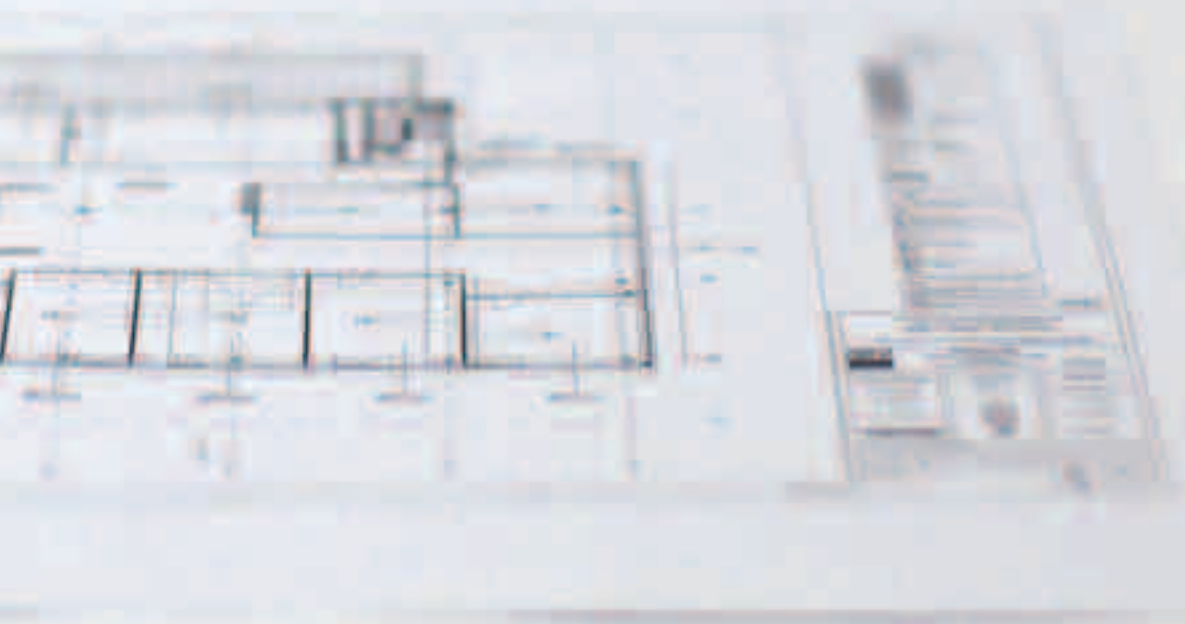
#### Solving the Parking Problem

We will reduce the stresses and strains of mobility by building well-designed underground parking facilities.

“

Look at your learning space through 21st Century eyes: Does it work for what we know about learning today, or just for what we know about learning in the past? Free teachers from the traditional desk at the front of the classroom and encourage new settings for teaching and learning.

–The Third Teacher



#### Creating the Chateau Commons

The Chateau Car Park will be replaced by a green space enhancing the beauty of the Chateau de Fougères and providing a new space for the community to come together.

#### Transforming Elementary Education

Building on the success of our new High School, we will begin to plan for a transformative new Elementary School building.

”

## Our New High School

The Common Ground Campus project is designed to ensure that the school's physical environment supports all aspects of life and learning at ISB. In August 2013, Phase Two of this project was completed with the opening of the new High School.

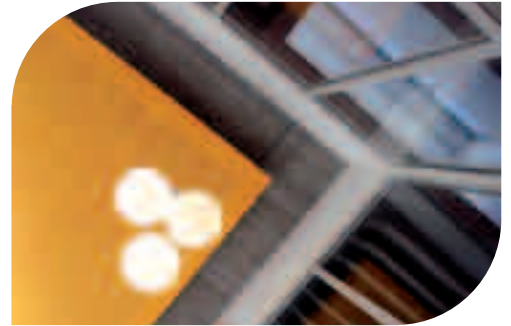
### WHAT EXACTLY DID IT TAKE TO BUILD THIS WORLD-CLASS FACILITY?



“In most cases, a good idea requires the optimum environment in which to take hold. It is usually a combination of ideas coming together at the right time, in the right place, with people who are willing to take a leap and do something slightly different.”

– Felim Bolster, Head of High School

• • •  
This innovative facility was designed to reflect key principles of the ISB Common Ground Curriculum:  
• • •



## COMMUNITY

There are many more spaces that promote our school as a community of learners.



## VISIBILITY

Glass walls provide windows onto the learning.



## FLEXIBILITY

Corridors and traditional classrooms have been replaced by flexible spaces that can be adapted to the learning purpose.





**GEORGE WASHINGTON  
UNIVERSITY**



**YALE  
UNIVERSITY**



• section •

# 03

---

## STUDENT ACHIEVEMENT

---

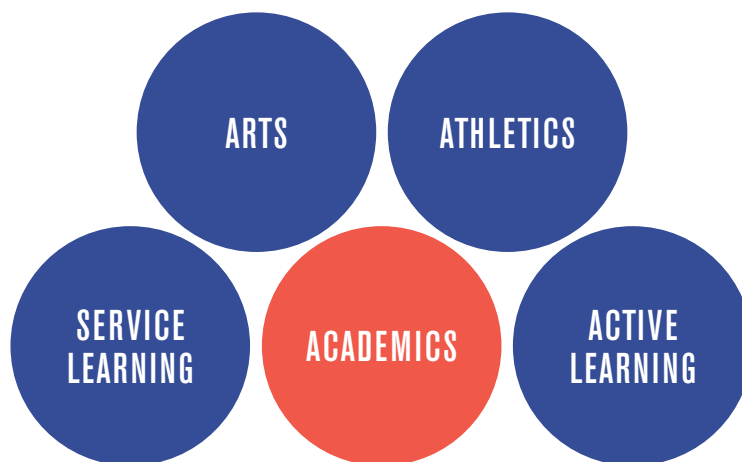
“Where is the wisdom we have lost in  
knowledge? Where is the knowledge  
we have lost in information?”

– T.S. Eliot

## 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.

### THE FIVE KEY AREAS OF SCHOOL LIFE:



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 school year 2012– 2013, 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.



# STUDENT ACHIEVEMENT IN ACADEMIC COMPETITIONS

IN ADDITION TO RECOGNIZING 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 DURING THE SCHOOL YEAR 2012–2013 INCLUDED:

NEW EUROPEAN SPEECH, DEBATE AND ACTING ASSOCIATION (NESDA) TOURNAMENT, OCT 2012



DUET ACTING



ORAL INTERPRETATION OF LITERATURE

PASCAL COMPETITION (UNIVERSITY OF WATERLOO, CANADA), FEBRUARY 2013

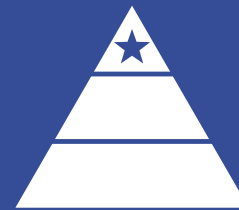


STUDENTS PLACED IN THE TOP



MIDDLE SCHOOL MATH CLUB (VIENNA, AUSTRIA), MARCH 2013

BOTH



TEAMS



PLACED IN THE TOP THIRD

JUNIOR MATH COMPETITION (MUNICH, GERMANY), MARCH 2013

INDIVIDUAL EVENT

ISB PLACED

# 2

WITH A TOP SCORE OF

150  
160  
POINTS

SENIOR MATH COMPETITION (WARSAW, POLAND), MARCH 2013



ISB STUDENT HONGKWON (JIN) YI PLACED 1ST OVERALL

TEAM EVENT

ISB PLACED

6<sup>TH</sup> & 19<sup>TH</sup>

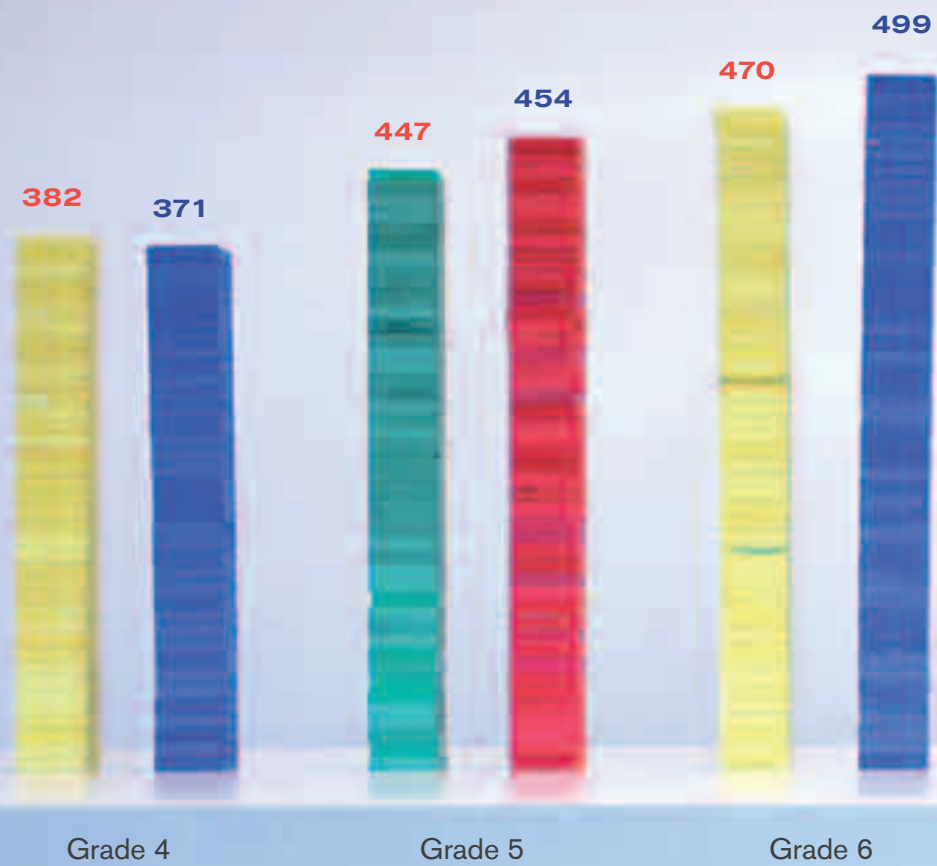
OUT OF 68 TEAMS

ISB PLACED 2ND OUT OF SIXTY TEAMS

# International Schools Assessment (ISA) Results

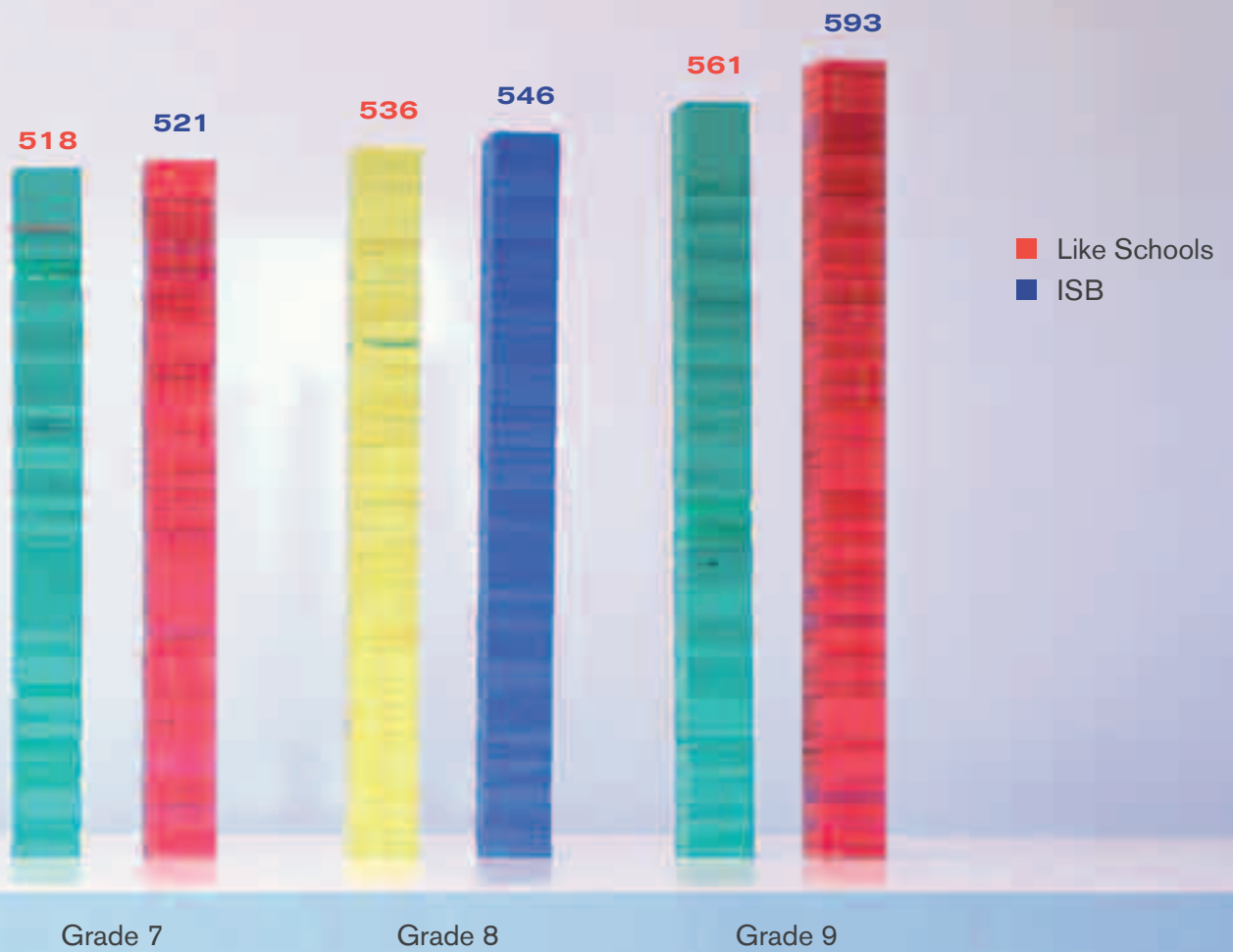
February 2013

# MATHEMATICS



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

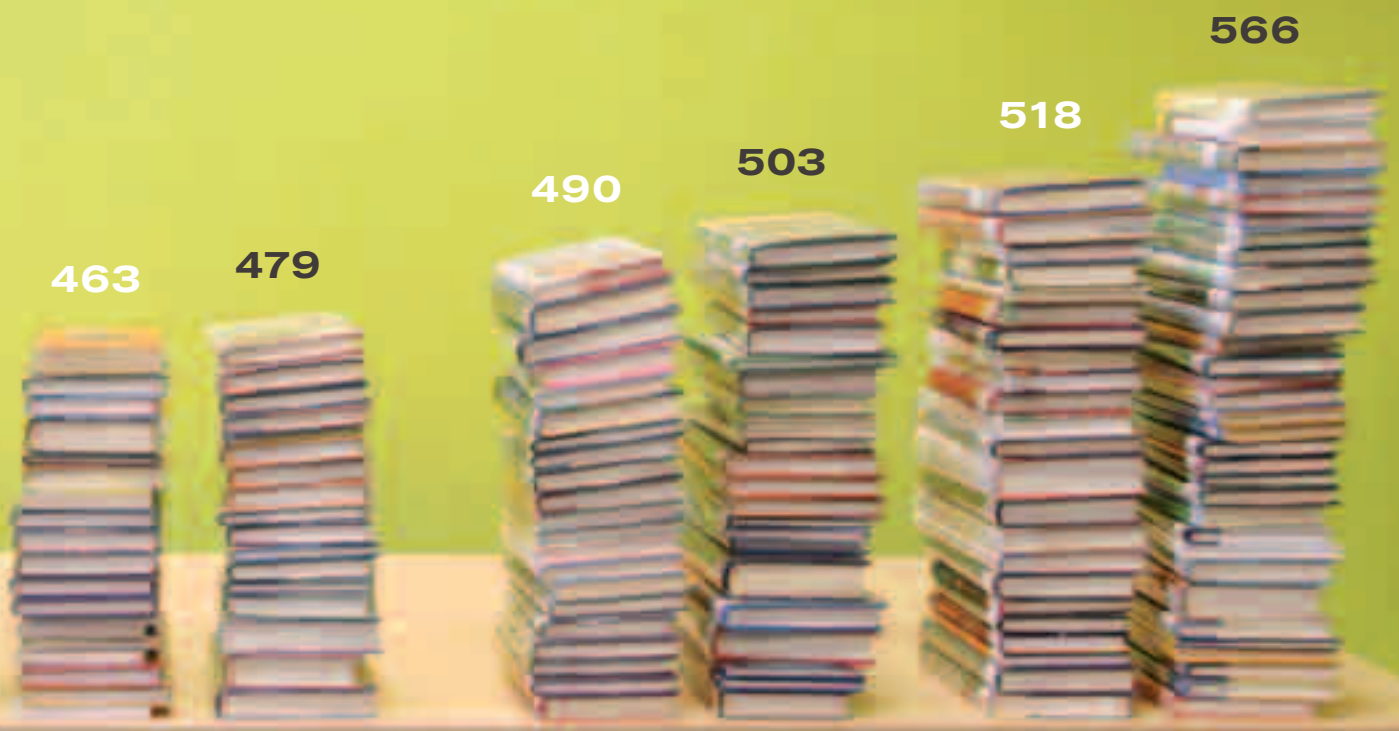
\*'Like schools' are those with a similar ratio of English-speaking background students to non-English speaking background students.



# READING

■ Like Schools  
■ ISB





Grade 7

Grade 8

Grade 9

# WRITING [NARRATIVE]

- Like Schools
- ISB

405

405

462

458

485

513



Grade 4

Grade 5

Grade 6

521

530

538

541

562

594



Grade 7

Grade 8

Grade 9

# WRITING

(EXPOSITION/ARGUMENT)







# External Examination Results

## International Baccalaureate (IB) Examination Results

The International Baccalaureate Diploma Programme is a course of study which is taken by students in their final two years of high school. It is an eclectic and in depth high school experience. Students choose six subjects each taken from a specific subject area such as science, languages and 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.

### 2012-2013 RESULTS SHOWN IN FIVE-YEAR CONTEXT

Year	Candidates	Full Diploma	Subject Entries	% of Diploma Passes	Av. Points Total	Av. Subject Score
2009	95	65	595	98.5	35.3	5.6
2010	106	74	678	93.2	33	5.2
2011	124	100	881	98	33	5.3
2012	122	93	827	96.7	34	5.5
2013	122	100	886	98	34	5.4
Average	113.8	86	773.4	96.9	33.9	5.4

38

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

34

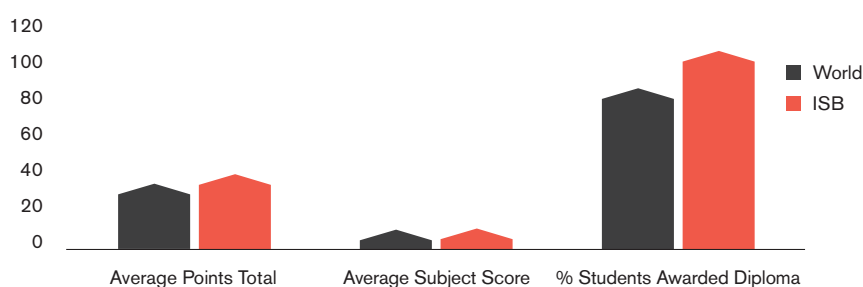
The average score, including all students encouraged to meet the challenge of the full Diploma.

98%

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

### Comparison of ISB Diploma Results vs Worldwide Average

One hundred and twenty-two students sat IB examinations at ISB in the May 2013 examination session. Of this number, ninety-eight were full International Baccalaureate Diploma Candidates. Of this group, 10% had diagnosed special educational needs.



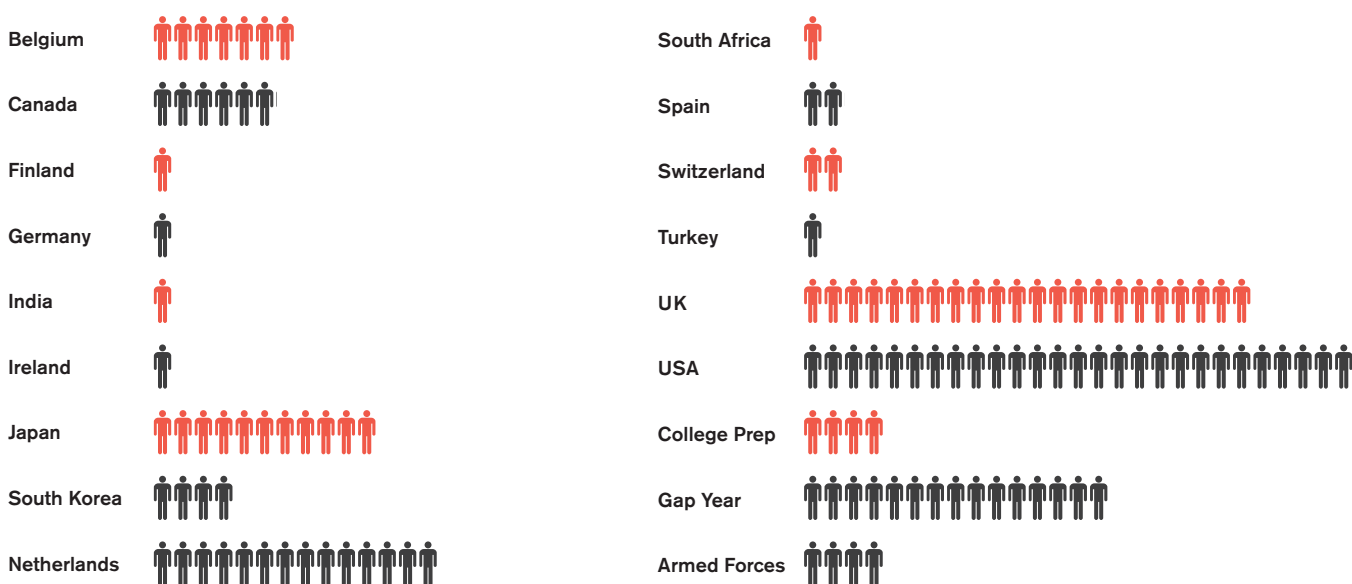
## Advanced Placement Examination Results

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
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
2012–2013	64	20	21	29	15	14
Worldwide 2012–2013		15.5	20.1	23.6	21.0	19.8

## Higher Education Placements Class of 2013\*



\*This information is based on available information at the time of going to print. It is not representative of the entire Class of 2013, 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 2013

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

### Asian and South Pacific Universities

Korea Advanced Institute of Science and Technology  
Waseda University  
Yonsei University

### Canadian Universities

Carleton University  
Concordia University - Montreal  
McGill University  
McMaster University  
Queen's University  
Royal Military College of Canada  
Ryerson University  
The University of Western Ontario  
University of Guelph  
University of Ottawa  
University of Toronto, St. George  
Wilfrid Laurier University  
York University

### European, Middle-Eastern and African Universities

Delft University of Technology  
Ecole Hôtelière de Lausanne  
European Business School, London  
Franklin College Switzerland  
Hotelschool The Hague  
Hult International Business School  
HZ University of Applied Science  
IE University  
Institute Vatel (Bordeaux)  
Katholieke Hogeschool Leuven  
Katholieke Universiteit Leuven  
Paris College of Art  
Roosevelt Academy  
Rotterdam School of Management, Erasmus University  
Universiteit Maastricht  
Universiteit Utrecht  
University College Maastricht  
University College Utrecht  
University of Groningen  
Vesalius College  
Wageningen University

### UK and Irish Universities

Aberystwyth University  
Askham Bryan College  
Bournemouth University  
Buckinghamshire New University  
Camberwell College of Arts  
Central Saint Martins College of Art & Design  
De Montfort University  
Edinburgh Napier University  
Glyndwr University  
Goldsmiths College, University of London  
Huron University  
Imperial College of Science, Technology, and Medicine  
Keele University  
King's College London  
Kingston University  
Lancaster University  
Loughborough University  
Manchester Metropolitan University  
Norwich University  
Oxford Brookes University  
Queen Mary, University of London  
Regent's American College London  
Regent's Business School London  
Royal Holloway, University of London  
School of Oriental and African Studies, University of London  
St. Mary's University College  
Staffordshire University  
UCE Birmingham Institute of Art and Design  
University College London  
University of Bath  
University of Brighton  
University of Bristol  
University of Cambridge (Trinity College)  
University of East Anglia  
University of Edinburgh  
University of Essex  
University of Exeter  
University of Glasgow  
University of Greenwich

University of Hull  
University of Kent  
University of Liverpool  
University of Manchester  
University of Nottingham  
University of Oxford  
University of Plymouth  
University of Portsmouth  
University of Reading  
University of Sheffield  
University of Southampton  
University of St. Andrews  
University of Surrey  
University of the Arts London  
University of Warwick  
University of Waterloo  
University of York

### US, Central and South American Universities

American University  
Babson College  
Barnard College  
Boston University  
Brigham Young University  
Brown University  
College of William and Mary  
Columbia University  
Dartmouth College  
Drew University  
Drexel University  
Duke University  
Durham University  
Eckerd College  
Emerson College  
Emmanuel College  
Eugene Lang College The New School for Liberal Arts  
Fashion Institute of Technology  
Ferrum College  
Fordham College at Rose Hill  
Fordham University  
Frostburg State University  
Georgetown University School of Foreign Service  
Georgia Institute of Technology  
Hampshire College  
Indiana University at Bloomington  
Johns Hopkins University  
LaSalle College  
Lesley University  
Loyola Marymount University  
Lynn University  
Marymount Manhattan College  
New York University  
Newbury College  
Northeastern University  
Occidental College  
Pace University, New York City  
Parsons The New School for Design  
Rutgers, The State University of New Jersey at New Brunswick  
Salisbury University  
Santa Clara University  
Sarah Lawrence College  
Shenandoah University  
Southern Utah University  
Suffolk University  
Syracuse University  
Texas A&M University  
The Ohio State University  
The University of Texas, Austin  
Towson University  
Trinity University  
University of California at Los Angeles  
University of California at San Diego  
University of Colorado at Boulder  
University of Illinois at Urbana-Champaign  
University of Miami  
University of Michigan  
University of Redlands  
University of San Diego  
University of Utah  
Utah Valley University  
Villanova University  
Wagner College  
Wheaton College MA  
Whittier College

### Japanese Universities

The results for students from the Class of 2013 planning on attending Japanese Universities were not available at the time of going to print. Therefore, below is a sampling of acceptances over the past two years:

Aoyama Gakuin University	Kyoto University	Sophia University	Tsukuba University
Azabu University	International Christian University	Tokyo Institute of Technology	Waseda University
Keio University	Nippon University	Tokyo Science University	Yonsei University

## List of Higher Education Placements Accepted by the Class of 2013

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

Barnard College	KAIST	Salisbury University	University of Pretoria, South Africa
Brigham Young University	Katholieke Universiteit Leuven	Santa Clara University	University of Reading
Brown University	Keio University	Sarah Lawrence College	University of Toronto
Camberwell College of Arts	King's College London	Suffolk University	University of Kingston
Carleton University (Ottawa)	Koc Universitesi Istanbul	Texas A&M University College Station	Vesalius College
Central Saint Martins (UAL)	Kwansei Gakuin University	The Hotel School of the Hague	Villanova University
Columbia University	Lancaster University	Trinity University	Wageningen University
Dublin Institute of Technology	Lasalle College	TU Delft	Waseda University
Duke University	Leiden University	University of Nottingham	Western University
Durham University	Loughborough University	Université Catholique de Louvain	
Ecole Hôtelière de Lausanne	Maastricht University	Universiteit Leuven	
Erasmus University Rotterdam	McGill University	University College London	
Ferrum College	New York University	University College of Roosevelt	
Glyndwr University (Wales)	Northeastern University	University College Utrecht	
Hadlow College	Nyenrode Business Universiteit	University of Bath, UK	
Handong University	Oxford Brookes University	University of California Los Angeles	
Hotel Management School Maastricht	Oxford University	University of East Anglia	
Hotelschool Den Haag	Pace University	University of Eastern Finland	
HULT International Business School	Parsons School of Design	University of Edinburgh	
IE University	Queen Mary,	University of Essex	
Indiana University at Bloomington	University of London	University of Kent	
Institut Reine Fabiola	Queen's University, Kingston Ontario	University of Maastricht	
Jacobs University Bremen	Rotterdam School of Management	University of Manchester	
Johns Hopkins University	Royal Holloway, University of London	University of Miami	

## 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 grade 11, the opportunity to take up two-week internships with partner corporations and non-profit organisations in and around Brussels.

### IN 2013, STUDENTS INTERNED AT THE FOLLOWING COMPANIES AND ORGANISATIONS

Alisdair Gray	Guy Melviez Architects	BP
City of London Office Brussels	Serendip Spa	Dober Partners
Fulbright Belgium	Britcham	Kreab Gavin Anderson
People to People	Close The Gap	C&A
Berwin Leighton Paisner LLP	Greenlight For Girls	European Cancer League
Cleary/Gottlieb	Johnson Controls International	Mobelsa Interior design
	Starwood Hotels	

**“We must prepare students for a future we can neither describe nor predict.”**

– David Warlick, 2¢ Worth

**We are artists.**

**All with extraordinary  
creativity and imagination.**

**We are story-tellers, finding  
new ways to interpret the  
world.**

**Everyone is involved.**

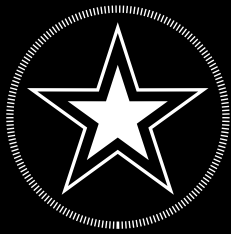
**Everyone has a voice.**

**Everyone has a purpose.**

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. THE ARTS AT ISB PLAY AN INTEGRAL ROLE IN THE LIVES OF ALMOST EVERY STUDENT AT ISB.

## THE VISUAL ARTS PROGRAMME

Visiting Artist & Scholar  
**PETE YAHNKE RAILAND**  
WORKED WITH MS &  
HS STUDENTS



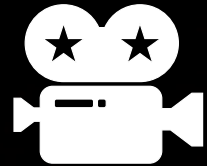
ON THE THEME OF  
**PROPAGANDA AND ART**

**THE ALL  
SCHOOL ART  
SHOW**

CREATED  
BY STUDENTS  
FROM  
PRESCHOOL TO  
GRADE 12

**MS ART THERAPY  
STUDENTS**

CREATED A FILM



EXPLORING COLOR THEORY  
THROUGH NARRATION  
AND ANIMATION

## THE PERFORMANCE ARTS PROGRAMME

**59**  
**MASKS**



WORN IN DRAMA  
CLASSES

ISB MUSICIANS AND  
THESPIANS VISITED  
AN AVERAGE OF



**COUNTRIES**  
LAST YEAR



**2,421**  
**FLOWER PETALS**

INCLUDED IN A MIDSUMMER  
NIGHT'S DREAM

## **Athletics**

**We are athletes.**

**Diverse, driven, dedicated.**

**We are inspired by the best, to  
be the best.**

**We are international, inclusive,  
united by a passion to compete.**

**We are The Raiders.**

**At the International School of  
Brussels.**



# 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.

EACH YEAR



ARE WORN BY ISB  
ATHLETES

1,010



IN THE ATHLETICS  
INVENTORY

14,000



MEALS SERVED DURING  
HOME GAMES



RAISED FOR HOOPS AND  
SOCCER 4 HOPE

ISB TEAM BUSES LOGGED  
28,156 KM



EQUAL TO A ROUNDTRIP DRIVE FROM  
BRUSSELS TO BANGKOK

**“Afterschool learning should be the result of activities that involve young people in doing—activities that allow them to be physically active, stimulate their innate curiosity, and that are hands-on and project-based.”**

**— Sam Piha**

# 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. IN 2012-2013, THERE WERE MORE THAN 1400 REGISTRATIONS.

## MARTIAL ARTS

80 STUDENTS

SUCCESSFULLY  
UPGRADED THEIR



STUDENTS WON 7



AT THE TANG  
SOO DO WORLD  
CHAMPIONSHIPS



## NINETY-FIVE

STUDENTS, TEACHERS, PARENTS & COACHES  
RECEIVED TRAINING IN FIRST AID & AED

25 ES STUDENTS

FROM 3 LOCAL BOITSFORT PRIMARY SCHOOLS

Hello!

Hello!

PARTICIPATED IN WEEKLY  
ENGLISH IMMERSION ACTIVITIES

55 ECC AND ES STUDENTS  
EARNED THEIR

SWIMMING COMPETENCY  
CERTIFICATE

## INTERNATIONAL AWARD

THE INTERNATIONAL AWARD IS A SELF-DEVELOPMENT PROGRAMME AVAILABLE TO ALL YOUNG PEOPLE WORLDWIDE, EQUIPPING THEM WITH LIFE SKILLS TO MAKE A DIFFERENCE TO THEMSELVES 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.

68

STUDENTS  
PARTICIPATED IN  
2012-2013



33 STUDENTS PLACED



28 STUDENTS PLACED



7 STUDENTS PLACED



## **Service Learning**

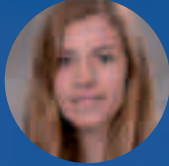
Service Learning at ISB is defined as a research-based learning method through which skills and knowledge acquired in the classroom are applied through planned action that addresses an authentic community need.

During the school year 2012-2013, ISB students across the Campus successfully completed numerous Service Learning Projects, including 20 year-long High School projects. We are extremely proud of every one of our students who gave up time and energy to participate in a wide range of local, national or international actions. Projects ranged from student-led initiatives on recycling, water consumption and nutrition to major school-wide collaborations with partner organisations including local communes, community centres, elderly homes, homeless shelters, soups kitchens, centres for asylum seekers, environmental agencies, volunteer organisations and local charities.

**“You should know that the education of the heart is very important. This will distinguish you from others. Educating oneself is easy, but educating ourselves to help other human beings to help the community is much more difficult.”**

**— César E. Chavez**

## SERVICE LEARNING STORIES



*"I personally spent the 2 hours working with a 7-year-old Moroccan boy named Ashraf on learning the alphabet and simple calculations. This was quite challenging for a number of reasons. To begin with, I had no idea of what level this child was at. Since my younger brother was able to read at this age, I naturally assumed that Ashraf would at least be able to manage reading and writing simple words. However, I soon realized that this was not the case. After just one visit, the benefits of one-to-one time with the kids became very clear."*

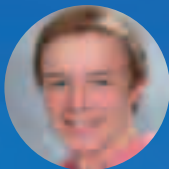
– Bethan Bishop, grade 11  
At a homework club for underprivileged children

*"During one of our days spent with the kids of the shelter, we helped their annual Christmas charity sale by managing the games room where kids could come, play games, win tickets, and ultimately receive a prize of their choice from the wall of prizes. On the outside, I'm not that deep seeming of a person, but let's be honest, when you manage to make the day of fifty plus kids in need, it'll make anyone smile."*

– Stefan Carter Anderson, grade 11  
At a centre for abused women

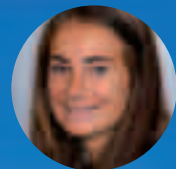
*"Going to the home made me think about social implications of how to look after the elderly. Nowadays, they are being pushed into homes and one can ask oneself if this is right or wrong. When I was visiting, I realized it is a very sad place to be, the people from the home do not have many visitors and spend most of their time in front of the TV. There is no life anymore. This is why I think that when we visit the home it brings a younger atmosphere and I hope the residents enjoy that. I think they do because each time I go the same lady recognizes me and says, 'Oh enfin, des jeunes!'"*

– Sasha Tanghe, grade 12  
At an elderly home



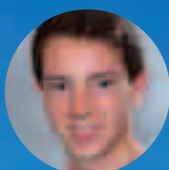
*"When visiting the center, I prepared vegetables and other food for the elderly and homeless people there. It was an enlightening experience as I noticed how friendly the homeless people were considering their circumstances. They often noticed when we were having trouble cutting or peeling food and came to help, they seemed pleased to pass on their knowledge to us. I think this experience was very positive for my life as now I have a new respect for homeless people and how they try to make the best of what they have."*

– Gavin Sharpe, grade 11,  
At a homeless shelter



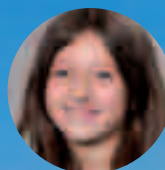
*"I loved the healthy snack wheel! I put it on our refrigerator and it really changed my family's snacks."*

– Sarah Murawsky, grade 5  
The Nutrition Project



*"I think it was better to learn from a kid because they know what it is like to be a kid and be tempted by unhealthy things!"*

– Elena Muglia, grade 5  
The Nutrition Project







• section •

# 04

---

## CELEBRATING OUR INTERNATIONAL COMMUNITY

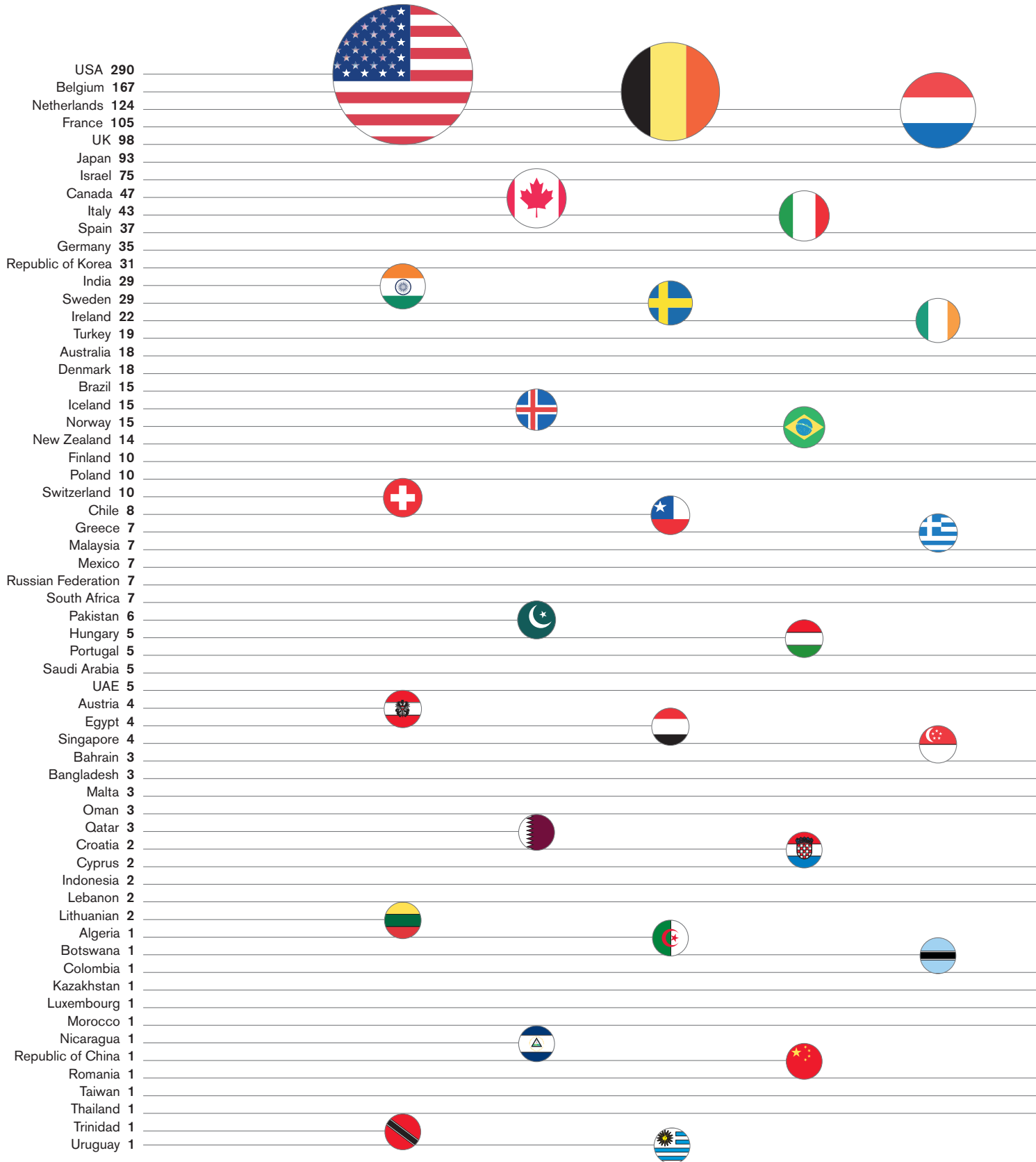
---

“Strength lies in differences,  
not in similarities.”

– Stephen R. Covey

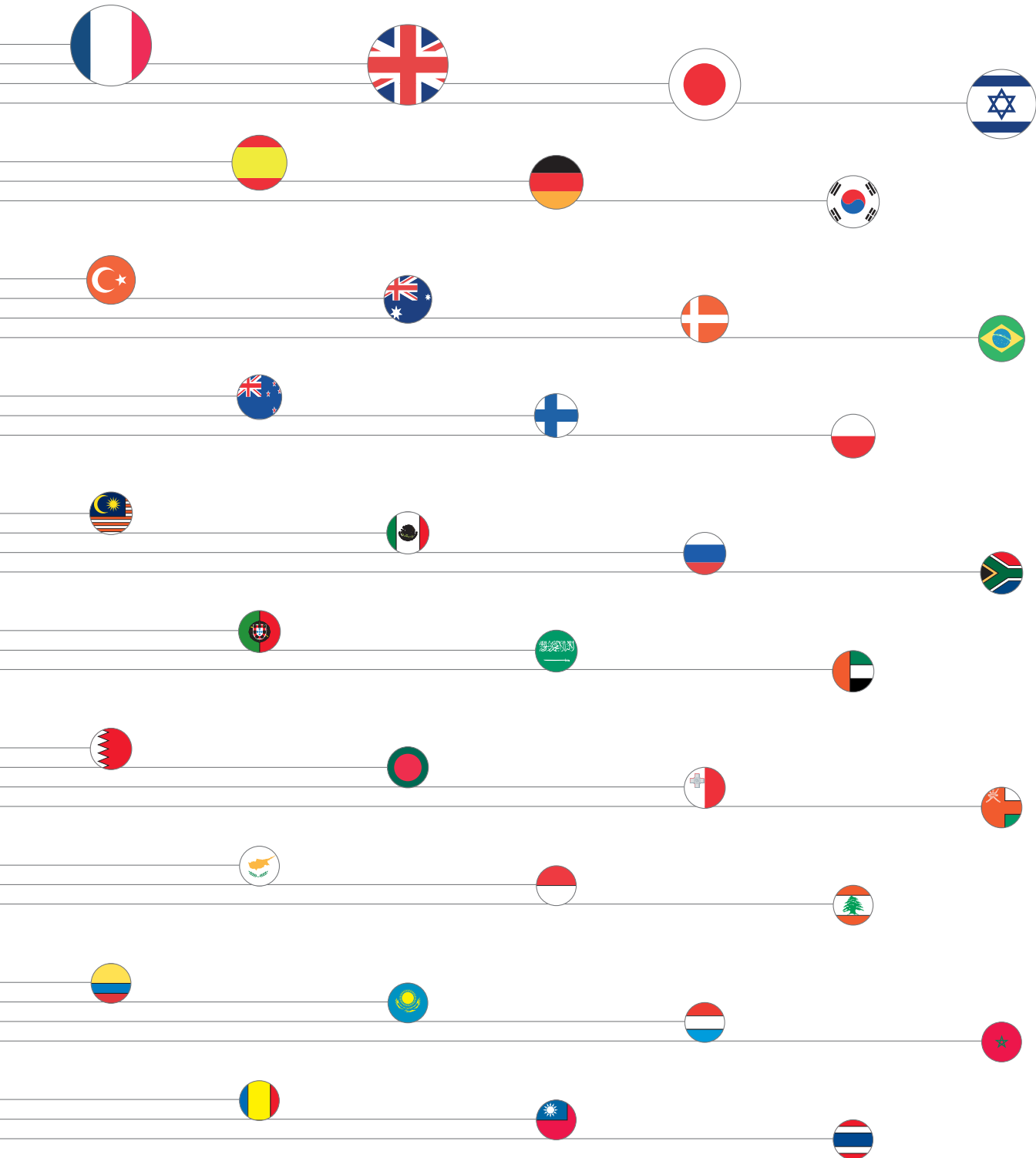
# A Snapshot of the ISB Community

Below is a breakdown of our student body by nationality at the beginning of the school year 2012–2013.






















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.



# 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.

<b>AUGUST</b>	WELCOME BACK BBQ! 	<b>SEPTEMBER</b>	CHAMPAGNE BRUNCH 	BIKING BRUSSELS TOUR 
				<b>OCTOBER</b>
MS PARENT PUB NIGHT AND DANCE 	ES WINE AND CHEESE NIGHT 	<b>NOVEMBER</b>	ES HALLOWEEN DANCE 	UNDERGROUND CAFE 
<b>DECEMBER</b>				
FA ADVENTURE GROUP CHRISTMAS MARKET 	<b>JANUARY</b>	CHAMPAGNE BRUNCH 	<b>FEBRUARY</b>	HIDDEN TALENT SHOW AND VERNISSAGE 
				FA ADVENTURE GROUP WINE TASTING 
RUNNING GROUP 	ECC SCAVENGER HUNT 	<b>APRIL</b>	INTERNATIONAL FESTIVAL 	<b>MARCH</b>
TEACHER AND STAFF APPRECIATION LUNCH 	FA ADVENTURE GROUP LEUVEN WALKING AND TASTING TOUR 	<b>JUNE</b>	RELAY FOR LIFE TEAM 	

## ISB FAMILY ASSOCIATION EXECUTIVE COMMITTEE 2012-2013

<b>President</b>	Debbie Wright	<b>Treasurer</b>	Shirley Olney
<b>Community Building</b>	Mackenzie Wheatley Wendy Vastine	<b>Newcomers</b>	Claire Hauxwell Alicia Freidinger
<b>Communications</b>	Kelly Adamitis	<b>Administration</b>	Brandi Collins

## FAMILY ASSOCIATION SCHOOL REPRESENTATIVES AND COMMITTEE CHAIRS

<b>ECC Parent Reps</b>	Harriet Parkin Jackie Comers Jo Christie	<b>Sports Council</b>	Pia Ramén
<b>ES Parent Reps</b>	Janet Davis Marja Fraai Daphne Hovers Simonne White	<b>Visual Arts Rep</b>	Monica Vaccari
<b>MS Parent Reps</b>	Alicia Freidinger Rebecca Hogenhuis	<b>Green Team</b>	Claudia Semeria
<b>HS Parent Reps</b>	Sharon Gilor Monika Caban Benavides Dana Ernst	<b>Hidden Talent Show</b>	Ellen Marx Zeyen
<b>Special Education Parent Rep</b>	Shirley Olney	<b>International Festival</b>	Kate Annis Iris Qureshi
<b>Performing Arts Rep</b>	Carolijn Maliepaard	<b>Underground Café</b>	Alene Valdes

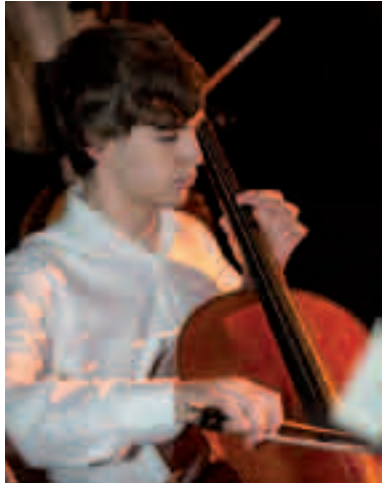
## FAMILY ASSOCIATION COUNTRY REPRESENTATIVES

<b>African Countries (excluding South Africa)</b>	Sarah Karinge	<b>Italy</b>	Christina Barbini
<b>Arab Countries</b>	Nahed Hallaba	<b>Latin America</b>	Isabel Mujica
<b>Austria / Germany</b>	Diana Petzold	<b>Netherlands</b>	Carolijn Maliepaard
<b>Australia</b>	Jo Christie	<b>New Zealand</b>	Tanya Jurado
<b>Belgium</b>	Veronique Koentges	<b>Poland</b>	Joanna Szpil
<b>Brazil/Portugal</b>	Silvana Sidala	<b>Portugal</b>	Silvane Sidala
<b>Canada</b>	Janet Davis	<b>South Africa</b>	Mienie Louw
<b>Denmark</b>	Astrid Dyssegaard	<b>South Korea</b>	Eun-Kyong Chun
<b>Finland</b>	Maarit Mattinen	<b>Spain</b>	Pia Ramén
<b>France (or French speaking)</b>	Anne-Christine Roussel	<b>Sweden</b>	Lisa Kirst Pia Ramén
<b>Greece</b>	Tina Zournatzi	<b>Switzerland</b>	Marina Marti Monaco
<b>Iceland</b>	Ragnhildur Inga Matthiasson	<b>Turkey</b>	Ipek Artan
<b>Indonesia</b>	Dominique Gondowardojo	<b>United Kingdom</b>	Katie Lewis
<b>Ireland</b>	Susan Murphy	<b>U.S.A.</b>	Staci DeKunder (ECC) Laurie Taormina (ES) Alicia Freidinger (MS) Kelly Adamitis (HS)
<b>Israel</b>	Marina Barzilay		
<b>Japan</b>	Yuka Ikeda (ECC/ES) Chihiro Kobayashi (MS) Tomoko Takano (10th grade) Noriko Takeda (11th grade) Yukari Takahashi (12th grade)		
		<b>All Others Countries</b>	Claire Hauxwell

## ISB Night 2012

On Saturday October 20, 2012 ISB welcomed 325 ISB parents, staff, faculty and friends to campus for ISB Night, our annual fundraising dinner, dance and auction. The ISB Gyms were transformed into glittering ballrooms and we were entertained by UK BBC TV auctioneer, Charlie Ross. Just over €70,000 was raised on the night and thanks go to all our auction donors and bidders for helping us to achieve this total.





## Our Worldwide Alumni Community

ISB welcomes back graduates, former students, past parents and former faculty almost every day of the year, from all corners of the world. Our alumni community is truly global and we aim to stay in touch via communications and events with as many as possible. During the school year 2012–2013, we worked closely with active alumni and Class Representatives to support reunion events in many locations including Brussels, Japan, Texas, New York, Las Vegas and Boston and we met with alumni in Sweden, Germany, US and UK amongst others.

### Where are our Alumni Today?

Europe **1,625**  
Asia **544**  
Oceania (Australasia) **72**  
Africa **29**  
North America **3,993**  
South and Central America **28**



### Our Largest Alumni Communities by Country

USA  
Japan  
United Kingdom  
Israel  
Canada  
The Netherlands  
Belgium  
France  
India  
Germany



---

# 12,443

Total number of alumni  
1951–2013.

# 50%

Of alumni have a mailing  
address in our database.

# 33%

Of alumni have an email  
address in our database.

---



**Note:** These numbers reflect the current information in our database but we do not have up-to-date contact details for all our alumni. If you are a former ISB student or parent, please check the information we have on record for by visiting our 'Review and Update portal' [www.alumni.isb.be](http://www.alumni.isb.be).







• section •

# 05

---

## FINANCIAL REVIEW 2012–2013

---

“You have got to get the  
fiduciary mode right. If you don't,  
you can't go forward.”

– Richard Chait

## How the Money Works

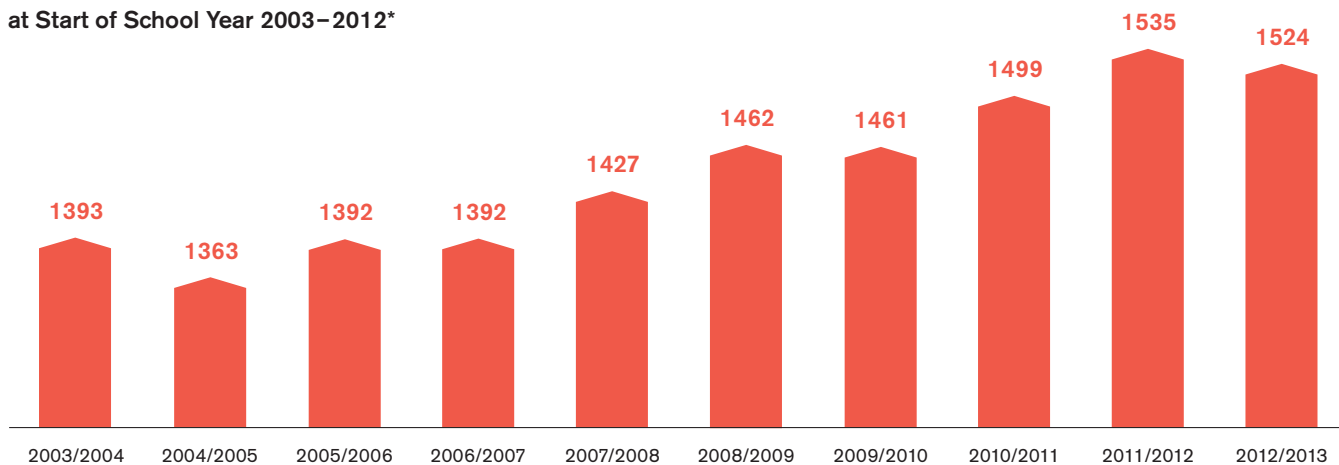
ISB is a non-profit school dedicated to its Mission and Vision: an inclusive community where all are challenged and find their own success; a school that develops Independent Learners and International Citizens on a Campus in which all buildings, grounds and services reflect our beliefs and values. This 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 the ISB Annual Fund and a capital fundraising programme.

### Summary of Enrolment 2012–2013

Enrolment remained strong during the 2012–2013 school year. A total of 1566 students passed through the school during the course of the year. This was the third highest number of students in the school's history.

### Number of Students Enroled at Start of School Year 2003–2012\*



\* 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](http://www.isb.be/fees).

---

**1566**

Total enrolment  
2012–2013.

---

**1393**

Full fee  
paying equivalent.

---

**104**

Students received financial  
assistance through the ISB  
Assisted Places Programme.\*\*

---

**38.6%**

Average rebate offered.

---

**1.2M €**

Total financial assistance  
offered.

---

**98**

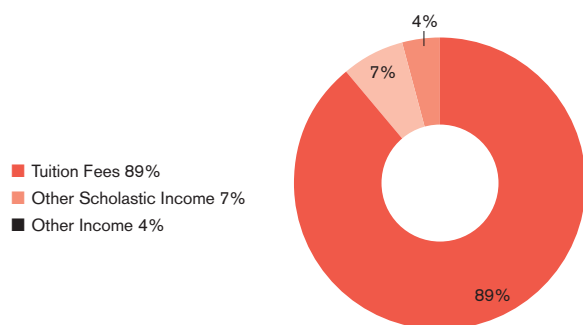
Number of Faculty and  
Staff students.

# Financial Statements

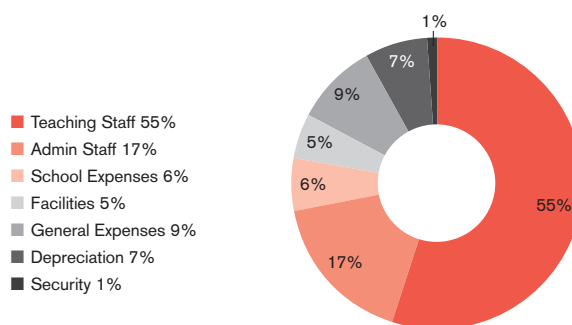
## Revenue and Expenses

In Euro	31/07/2013	31/07/2012	31/07/2011
<b>Revenue</b>			
Tuition Fees	40,408,564	40,163,420	36,950,729
Other Scholastic Income	3,339,278	3,255,087	3,278,781
Other Income	1,713,591	1,054,877	1,494,443
<b>TOTAL REVENUE</b>	<b>45,461,433</b>	<b>44,473,384</b>	<b>41,723,953</b>
<b>Expenses</b>			
Personnel Expenses	32,016,437	30,928,002	29,979,237
Professional Development	319,240	252,605	205,109
<b>TOTAL SALARIES AND SOCIAL CHARGES</b>	<b>32,335,677</b>	<b>31,180,607</b>	<b>30,184,346</b>
School Expenses	2,499,210	2,357,612	2,447,033
Facilities	2,157,882	1,998,633	1,835,666
General Expenses	3,975,477	3,700,977	3,466,793
Depreciation	3,225,069	3,850,195	2,858,581
Security	612,534	447,363	416,917
Insurances	46,683	75,964	63,870
<b>TOTAL EXPENSES</b>	<b>44,852,532</b>	<b>43,611,351</b>	<b>41,273,206</b>
<b>SURPLUS / (DEFICIT)</b>	<b>608,901</b>	<b>862,033</b>	<b>450,747</b>

Summary of Income 2012-2013



Summary of Expenses 2012-2013



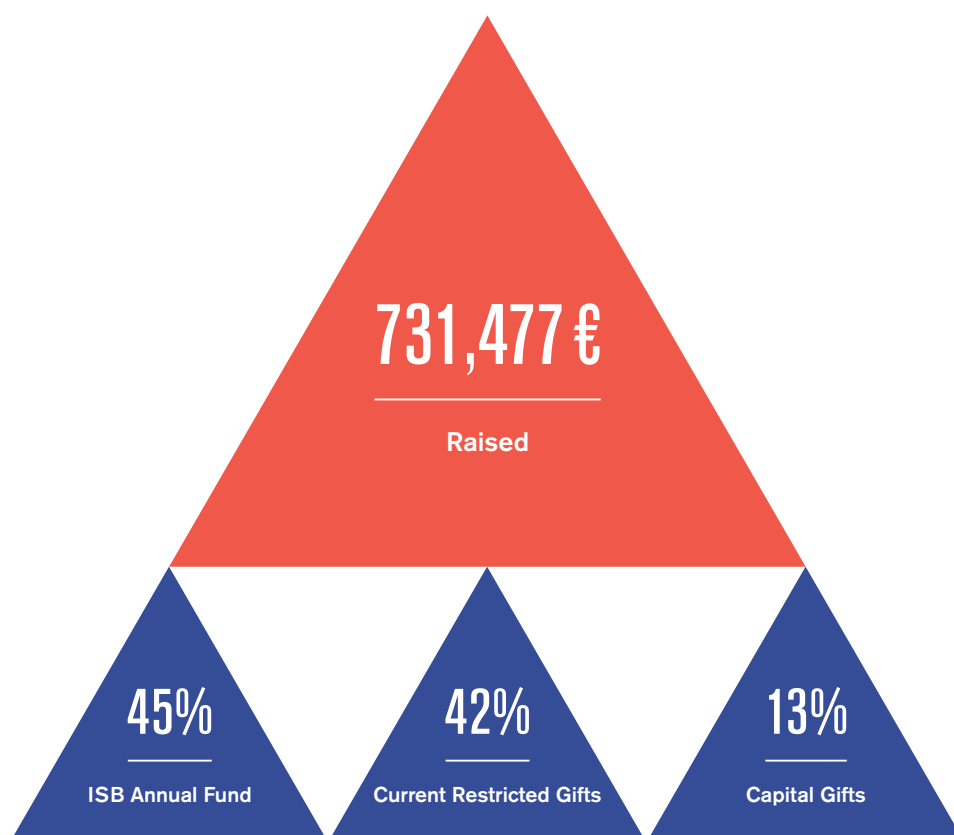
## Balance sheet

In Euro	31/07/2013	31/07/2012	31/07/2011
<b>Assets</b>			
<b>FIXED ASSETS</b>			
Intangible fixed assets	0	3,311	9,472
Land & buildings	25,003,272	17,548,699	16,130,615
Plant, machinery & equipment	63,302	63,248	89,056
Furniture	1,563,404	1,324,695	1,776,473
Leasing & other similar rights	6,300	7,720	322,589
Other tangible assets	623,413	787,044	817,196
Assets in progress	492,458	538,427	111,586
Financial fixed assets	17,755	16,451	7,844
<b>TOTAL FIXED ASSETS</b>	<b>27,769,904</b>	<b>20,289,595</b>	<b>19,264,831</b>
<b>CURRENT ASSETS</b>			
Stock of school supplies	25,120	30,754	35,503
Fees & other receivables	10,491,846	9,711,525	15,456,222
Current investments	12,440,578	7,906,041	7,564,500
Cash	30,011,240	35,178,713	26,607,508
Deferred charges and accrued income	842,788	519,568	675,403
<b>TOTAL CURRENT ASSETS</b>	<b>53,811,571</b>	<b>53,346,601</b>	<b>50,339,136</b>
<b>TOTAL ASSETS</b>	<b>81,581,475</b>	<b>73,636,196</b>	<b>69,603,967</b>
<b>Liabilities</b>			
<b>PARTNERSHIP FUND</b>			
Permanent Funds	11,932,463	11,932,463	11,932,463
Funds & reserves	13,576,176	13,258,023	12,462,850
Funds facilitated by gifts	597,063	269,494	0
<b>TOTAL FUNDS &amp; RESERVES</b>	<b>26,105,702</b>	<b>25,459,979</b>	<b>24,395,313</b>
<b>PROVISIONS</b>			
Provision for risks & liabilities	1,199,513	1,199,513	1,000,000
<b>TOTAL PROVISIONS</b>	<b>1,199,513</b>	<b>1,199,513</b>	<b>1,000,000</b>
<b>LIABILITIES</b>			
Long-term liabilities	5,361,493	284,508	62,064
Short-term liabilities	7,089,458	5,713,854	5,286,210
Accruals and deferred income	41,825,309	40,978,343	38,860,380
<b>TOTAL CURRENT LIABILITIES</b>	<b>54,276,260</b>	<b>46,976,704</b>	<b>44,208,654</b>
<b>TOTAL LIABILITIES</b>	<b>81,581,475</b>	<b>73,636,196</b>	<b>69,603,967</b>

## Giving to ISB

Development at ISB comprises our giving programmes (the ISB Annual Fund, current restricted and major gifts) as well as alumni relations. Through development, we are working to engage all of our communities – present and past, local and global, individuals and organizations – in sustaining, improving and transforming ISB and its learning programmes.

### FUNDRAISING SUMMARY 2012–2013



## ISB ANNUAL FUND

**22%**

GROWTH OVER  
2011–2012 TOTAL

**327,569**

EUROS RAISED

**115%**

INCREASE IN DONORS  
FROM 2011–2012

FUNDS RAISED FOR THE 2012–2013 ISB ANNUAL FUND ARE CURRENTLY BEING USED IN 2013-2014 TO BENEFIT OUR STUDENTS AND COMMUNITY THROUGH BUDGETARY SUPPORT AND ENHANCEMENTS TO THE FOLLOWING PROGRAMMES:

PROFESSIONAL  
DEVELOPMENT

FINANCIAL AID

LEARNING SUPPORT  
PROGRAMMES

LANGUAGE LEARNING

LEARNING INSTITUTES  
FOR STUDENTS

## THE ISB FOUNDATION

FOUNDED IN 1964, THE ISB FOUNDATION IS A NOT FOR PROFIT (501(C)(3)) ORGANIZATION.\* THE FOUNDATION SUPPORTED A RANGE OF INITIATIVES AT ISB IN 2012–2013, INCLUDING THE ISB ANNUAL FUND, THE MATTHEW AND JOHN NORTON SCHOLARSHIPS, THE DEAN MATHEMATICS AWARD, AND THE JAMES SIDGWICK TEACHER RECOGNITION AWARD.

**48%**

OF PARTICIPATION IN  
THE ANNUAL FUND CAME  
FROM GIFTS TO THE ISB  
FOUNDATION

**129**

GIFTS WERE MADE  
TO THE 2012–2013  
ANNUAL FUND THROUGH  
THE ISB FOUNDATION

**145%**

INCREASE IN GIFTS TO  
THE ISB FOUNDATION  
COMPARED TO  
2011-2012

### CURRENT MEMBERS OF THE ISB FOUNDATION BOARD

Steve Barrett  
Kevin Bartlett

Michele Genor '84  
Karen Joyce

Joanne McKinney  
Claire Newman

John Norton Jr.  
Deiadre Rauch  
(president)

Matthew Thurlow '96  
Thomas Voekler '90

\*A copy of the latest annual report may be obtained, upon request, from the International School of Brussels Foundation, Inc, c/o ISS 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.

# ISB Honor Roll of 2012–2013

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.

## Notes:

1. Class years for alumni denote high school graduation year (e.g. Kevin Horst '06).
2. Class years for current and past parents denote the actual or expected high school graduation year of their ISB student(s).

## Annual Fund

### Current Faculty & Staff

Anonymous Teachers (3)  
 Peter Aitchison  
 Michael and Lori Ball P'27  
 Kevin Bartlett and Marta Rivera-Bartlett P'04, '04, '05, '11  
 Jason Baseden and Katherine Mensching  
 Frances Bekhechi P'95, '98, '99  
 Tommie Bette-Moss  
 Félim Bolster P'22, '26  
 Anne Brennan P'13  
 Martina Brügge Siles P'04, '08  
 Anne Capon P'07, '09, '10  
 Jennifer Crocker P'10, '16  
 Jeannie Cross P'11, '13  
 Michael Crowley P'14, '17  
 Aline de Brauwere  
 Eric Delson  
 Catherine Dickinson  
 Benjamin Doxtdator and Julie Fellmayer  
 Anne-Louise Flynn P'13, '14  
 Catherine Gob  
 Joe Gould  
 Anthony Gow P'13  
 Phillip Hesse P'00, '03  
 Kyla Hoffman  
 Kevin Horst '06  
 Catherine Hos P'17, '23  
 Brian Howard

Martin Hrdlicka '07  
 Philippe Kaisin P'18  
 Joke Kimman-Broerse  
 Eric Kriekhaus P'25  
 Renelde Lambert  
 Paul Langtree  
 Christopher Leakey  
 Kelley McKenna '08  
 Michelle Mokhtarian P'19, '22  
 Carine Morin  
 Alastair Moulton  
 Alexandria Nabinger  
 Tibo Orens and Erin Marsh Orens P'27  
 Margaret Patterson P'25  
 Kristen Pelletier  
 Margaret Porter  
 Patrick Pressley  
 Seija Rantanen  
 Bernard Sergeant  
 Loretta Stanley P'11, '13  
 Douglas Stone  
 Sara Sulaimani '92  
 Francis Trappeniers P'10  
 Saskia van Tongeren  
 David Willows P'14, '15, '23, '23  
 Janice Young  
 Anna Zeiders  
**Former Faculty & Staff**  
 Robert Ater P'88, '89  
 Mark Barth  
 Richard and Carol Hall

David Hayward  
 Daniel Karasch P'11, '13  
 Nancy Kohlhey P'76, '78  
 Joe Lillis and Kathy Deuel  
 Brooke Peterson  
 Deiadre Rauch P'11, '13, '17  
 John Stemler  
 Carinne Thoreau  
 Eliane Van Stichel  
**Current Parents**  
 Tom and Kelly Adamitis P'14, '16, '20, '22, '24  
 André Albos and Cathy Eccles P'15, '16, '18  
 Craig and Kate Annis P'13, '23  
 Laurent Badin and Frédérique Coudurier P'08, '11, '13  
 Michael and Lori Ball P'27  
 Martin Boer and Trine Eriksen P'22, '26  
 Félim Bolster and Alejandra Fernandez Gil P'22, '26  
 Egmond and Sarah Brenninkmeijer P'14, '16, '18, '20  
 David and Carolyn Brownell P'16, '18, '20  
 Puneet and Hema Chhatwal P'11, '14  
 Lynn Crammer P'07, '13, '17  
 Alan and Jeannie Cross P'11, '13  
 Michael and Maura Crowley P'14, '17

David Cumming and Carole Wilkinson P'18, '21, '26  
 Henri d'Arenberg and Dainé de Spoelbergh P'20, '21, '26  
 Arthur and Sylvia De Bok P'14, '15, '18  
 Sean and Anna de Cleene P'19, '21  
 Jean-Guy and Olivia de Gabriac P'17  
 Rodolphe De Spoelberch P'11, '14  
 Grégoire de Spoelberch and Tatiana Munchen P'15, '16  
 Tony de Vuyst and Anne-Louise Flynn P'13, '14  
 Charles and Yvette Dobbie P'12, '13, '14, '14, '20, '23  
 Jean-Paul and Karine Dondeyne-Gastaldello P'15, '19  
 Doug and Coral-ann Downing P'07, '09, '12, '16  
 Laurent and Sophie Drion P'17, '19  
 Geert Duyck and Inge De Lathauwer P'12, '14, '17  
 Michael and April Egge P'19, '19, '21  
 Luis Enriquez and Lucia Tsai P'17  
 Jon and Dana Ernst P'15  
 Alfonso Escubos and Marita Alegre de Miquel P'14  
 Jean-Christophe Figueroa and Lorena Flore P'13

Even Frydenberg and Shirley Fong-Frydenberg P'13, '16, '18  
 Marnix Galle P'13  
 Merlyn Gillissen and Linda Van Goor P'17, '21  
 Douglas and Ingrid Gingerella P'09, '11, '15  
 Marc and Caroline God P'17, '18, '20  
 Augusto Gonzalez and Michelle Mokhtarian P'19, '22  
 Anthony Gow and Moraig Henderson P'13  
 Dodd and Abigail Gray P'06, '19  
 Martyn and Linda Griffiths P'17  
 Olivier and Sybille Halley P'16, '18, '20  
 Grégory Hédo and Cécile Dickburt P'20, '24, '28  
 Wael Hegazy and Rania Abushady P'19, '22  
 Cassiano and Anelisa Hissnauer Vieira P'20, '23  
 John Hobbs and Karen Johnstone Hobbs P'19, '23  
 Catherine Hos P'17, '23  
 Henry and Cheryl Johnson P'08, '14  
 Rudolf and Marie Louise Jordaan P'14, '14  
 Philippe and Carine Kaisin P'18  
 Hidemitsu and Mieko Kanemaru P'18



“The four years I spent at ISB were unforgettable — it is my pleasure to give back!”

– ISB alumna

- Ronald and Kim Kemper P'17, '19, '22  
William and Deborah Kennard P'18  
Jonas Koponen and Robin Lofton P'19  
Flavio Laina and Elisabetta Siracusa P'19  
Didier Lestienne P'14, '15  
David and Linda Motley P'16, '18, '21  
Marc Nacar '82 and Muriel Nacar P'09, '15  
Peter and Melanie Nelson P'21  
Patrick and Shirley Olney P'14, '18, '23  
Tibo Orens and Erin Marsh Orens P'27  
Bart and Marielle Otten P'14, '15, '16  
Matt and Jamie Panucci P'20, '23, '25  
Margaret Patterson and Eric Kriekhaus P'25  
Lucy Pereira P'18  
Ekkehard and Diana Petzold P'15, '18  
Thierry Pierson and Pascale Vandervellen P'12, '13  
Mark Powell and Delia Pagliarello P'18  
Michael and Cheryl Raiolo P'19, '22  
George and Fé Rietbergen P'17, '19, '21  
Joseph Ryan and Penny Gerstl P'16, '18, '22
- Ismail and Binta Shehu P'11, '14  
Hans Skeppner and Véronique Koentges P'14, '15, '18  
David and Karen Sliter P'17, '20, '24  
Robert and Loretta Stanley P'11, '13  
Jaroslaw Stawirej and Agnieszka Jacunska P'22  
Takayuki and Imi Sumita P'13, '15  
Tomasz and Joanna Szpil P'07, '19  
Nadav and Daniela Tomer P'16, '20, '23, '25  
Roger and Elizabeth Trudeau P'15  
Manlio and Alene Valdes P'10, '13  
Jeff Van Laningham and Beth Galetti P'13, '16  
Marcel van Poecke and Irina Liner P'11, '24, '28  
Michael Vercnocke and Jennifer Crocker P'10, '16  
Sven Völcker and Diana Perez-Buck P'21, '24  
Christophe and Beatrice Weber P'16, '20  
David Willows and Valérie Debod P'14, '15, '23, '23  
Guy and Louise Worthington P'17, '28  
Sydney and Deborah Wright P'13
- Christoph Zeyen and Ellen Marx Zeyen P'15, '16
- Past Parents**
- Scott Alcott and Bernice Chen Alcott P'16, '18  
Robert Ater and Bev von Zielonka P'88, '89  
Steve and Ruth Barrett P'98, '00, '03, '04  
Kevin Bartlett and Marta Rivera-Bartlett P'04, '04, '05, '11  
Abdou and Frances Bekhechi P'95, '98, '99  
Robert Bose P'75, '76, '77  
John and Kris Buck P'98, '00  
Rick and Helen Burnett P'83, '84  
James and Anne Capon P'07, '09, '10  
Denis Crowley and Anne Brennan P'13  
Jon and Debbie English P'12, '15  
Roland and Helen Frey P'05, '07  
Luis Heitor Gonçalves and Liliana Kawase P'15, '17 in honor of Antonio de Queiroz Gonçalves '15 and Joao de Queiroz Gonçalves '17  
Thomas and Liz Halsey P'96, '97, '02  
Phillip Hesse P'00, '03  
David Hull P'10  
Laurence and Marthlyn Johnson P'73, '77 in honor of Steven L. Johnson '73 and Janet L. Johnson '77  
Choon Kang-Hoste P'10  
Daniel Karasch and Marcy Keefe P'11, '13  
Patrick Machiels and Anita Meyer P'08  
Daniel Marie and Karen Joyce Marie P'14  
Ronald and Marie Matson P'74, '75, '81, '84  
Timothy and Joanne McKinney P'13, '16  
Junichi and Chie Mitsuhashi P'09, '13  
John and Mary Muilenburg P'81, '84, '90 in honor of Michael Muilenburg '81, Jane Hermans '84 and Matt Muilenburg '90  
Philip and Claire Newman P'18, '19  
Elizabeth O'Malley P'11  
Eric and Evelyn Osterweil P'90 in memory of Mark Osterweil '90  
Thom and Marry Ramsey P'01, '04  
Dee Roche P'73, '75, '76  
James Rostick P'02, '04, '11  
Richard and Dabney Schmitt P'99  
José Siles Martinez and Martina Brügge Siles P'04, '08  
Francis Trappeniers and Hilde Mommaerts P'10
- Tom Tucker and Deiadre Rauch P'11, '13, '17  
Lyle and Carol Tuthill P'01, '03, '08  
Pieter van Reenen and Getlin Visser P'14, '16  
John Webb P'83, '87  
John and Anita Weiss P'13, '16  
Thomas and Theresa White P'12  
Richard and Heidi Zuniga P'89
- Alumni**
- 1950s**  
John Ryon, Jr. '59
- 1960s**  
Sallie Vollerin '62  
Carole Foster '64  
Laurence Tanner '64  
Andrea Lake II '65  
Nancy Harwood '65  
Betty Hemmeter '65  
Frederick Pennekamp '66  
Elizabeth Wicker '66  
Gary Vance '67  
Robert Ryan '69 in honor of our beloved classmate Terry Lane '69
- 1970s**  
John Babey '70  
Margaret Wilson '70  
Mark Beatty '71  
David Jenkins '71  
Barbara Jones '71

Thalia Nicas '71  
Richard Pennell '71  
Kristin Allen '72  
Yvonne Forte '72  
Sean Kavanagh '72 and members of the classes of 1971 – 74 who attended the ISB 40th reunion in Boston  
David Miles '72  
Mary Yagjian '72  
Mike Palmerino '73 and Terri Whitesmith '74  
Jeffrey Pohl '73  
Mark Hartman '74  
Dwight Stocker '74  
Frederic Rosenfeld '75  
Lisa Henderson '76  
Nora Winstead '76  
Betsy Cotton '77  
William Thompson, Jr. '78  
Whitney Babash '79  
Matthew Kiley '79  
Frank Selldorff '79

#### 1980s

Michel Drape '80  
Peter Lawyer '80  
Craig Smith '80  
James Ramming '81  
Susan Sexton '81  
Mary Thompson '81  
Joshua Weingast '81  
Stefan Fueyo '82  
Marc Nacar '82  
Christopher von Gries '82  
Alyssa Wallen '82  
Eric Armour '83  
Christine Cernosia '83  
Paul Delgadillo '83  
Jon Bruck Hallberg '84  
Barbara Cromarty '84  
Michele Genor '84  
Kate Moriarty '84  
Jeff Weaver '84

Eric Van den Branden '85  
Brian Kelly '87

Kirk Strong '87  
Nikki Lind '88  
Peder af Jochnick '89  
Jessica Lindsey '89  
Tracy Nadler '89

#### 1990s

Shahriar Broumand '90  
Jess Boone '91  
Minori Okabayashi '91  
Jennifer Feldman '92  
Sara Sulaimani '92  
Stephanie Seddon-Brown '93

Elizabeth Young Weeden '93

Nathaniel Haynes '94 in memory of Margaret Baggesen

Meredith Howarth '94  
Robin van Bokhorst '94

Kelly Dane '95

Benoit Ugeux '95

Csaba Koppány '96

Mauro Rossi '96

Matthew Thurlow '96

Katsuyuki Wakabayashi '96

William Love '97

#### 2000s

David Barrett '00

Marja Kemppainen '00

Claire King '00

Michael Barrett '03

Chris Rochester '04

Ryan Ward '04

Kevin Horst '06

Martin Hrdlicka '07

Kelley McKenna '08

Alexandra Corbett '11

Matthew Tucker '11

Nicholas Tucker '13

Friends

Bill and Joan Witkin

Companies and Organizations

Chevron

Ernst & Young

ExxonMobil Foundation

Family Association

Microsoft

Oracle Corporation

Procter & Gamble Company

Raytheon

USAA

US Bancorp Foundation

#### ISB Night 2012: Auction Item Donors

##### Current Faculty

Peter Aitchison

Darren Azeez

Kevin Bartlett P'04, '04, '05, '11

Mark Chapin P'26

Ed Grody P'03, '04

ECC Art Department

ES Art Department

ISB Athletics Department

ISB Basketball Team

ISB Theatre Department

Kara Klenske and Greg Seynaeve

Sasha Marshall

Gil Paelinck and Sandra Verhaegen

Colette Schoune

Janet Smith P'19, '21

Francis Trappeniers P'10

Anna Zeiders

##### Current Parents

Anna de Cleene P'19, '21

Coral-ann Downing P'07, '09, '12, '16

Alfonso Escubos P'14

Beth Galetti and Jeff Van Laningham P'13, '16

Marnix Galle P'13

Merlyn Gillissen and Linda Van Goor P'17, '21

Elisa Harris P'14, '17

Rosalie Harrison P'16, '19

ISB Board of Trustees

ISB Hidden Talent Show

Ronald and Kim Kemper P'17, '19, '22

Patrick Moysons P'12, '14, '16

Ivan Nagels and Katelijne Bleukx P'20

Fredrik and Pia Ramen P'14, '17

Chris Ringstetter P'17, '20

Luca Rosetto and Monica Vaccari P'14, '17

Bénédicte Rousseau P'17, '20

Joseph Ryan and Penny Gerstl P'16, '18, '22

Hans Skeppner and Véronique Koentges P'14, '15, '18

Johanna Szpil P'07, '19

Sandra Barentz & Rad van den Akker P'18

Pete and Kyla Wallace P'25

Mackenzie Wheatley P'20, '22

Ying Yu P'17

##### Past Parents

Christophe Dufournier P'09, '10, '12

Ambassador Howard Gutman and Dr. Michelle Loewinger P'12

Thierry Goffin-Loir and the Fording Family P'12

Ray Kubis P'99, '01, '03, '05, '09

Tom Tucker and Deiadre Rauch P'11, '13, '17

Companies and Organizations

AB Inbev

American Theatre Company

Au Repos des Chausseurs

BCD Travel

BOMA

Brussels Light Opera Company

Brussels Shakespeare Society

Bshirt

Chai & Bar

Le Chemin des Vignes

DHL Express

Dolce La Hulpe Brussels & Dolce Chantilly

Eagle Travel

Embassy of Bangladesh

Follett

Happy Champ Fitness Club Leuven

Le Plaza Brussels Hotel

ISB and Eurosport media

Jessie Lewis Cooking

Kiddy Classes

Lauritz Jewellery

Maasmechelen Village

Maison Encore

Mindz

Mobelsa

Oud Beersel

Outstanding Sports

Pearson Global Schools

Rezidor

Show Brasil

Starwood Hotels & Resorts

Toni & Guy

#### Restricted Gifts

Jonas and Christina af Jochnick P'89, '92, '98, '03

Egmond and Sarah Brenninkmeijer P'14, '16, '18, '20

Laurent and Sophie Drion P'17, '19

Family Association

Fielding Nair International

Foundation for Dutch Education Abroad – stichting NOB

Richard and Lauren Nijkerk P'14, '16

Fredrik and Pia Ramen P'14, '17

U.S. State Department Office of Overseas Schools

Restricted Gifts to the ISB Foundation

Joel Dean P'05

Ray and Margaret Kubis P'99, '01, '03, '05, '09

John Norton Jr., P'98, '01

Kay Novotny, P'85, '87

Michelle Spicer, P'98, '01

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.

Photography © Mackenzie Wheatley, Benjamine Morrison and iStockPhoto.

This report reflects gifts made to the School between August 1, 2012 and July 31, 2013.

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 correction, please contact ISB's Development Services Coordinator, Carine Morin ([morinc@isb.be](mailto:morinc@isb.be)).



**The International School of Brussels**

Kattenberg 19, 1170 Brussels

Tel +32 (0)2 661 4211

Fax +32 (0)2 661 4200

Email [communications@isb.be](mailto:communications@isb.be)

[www.isb.be](http://www.isb.be)