

**Network of International Christian Schools (NICS)
OASIS International Schools, Inc.
Annual President's Report &
State of the Mission Report**



**Network of International
Christian Schools**



February 19, 2016

February 2016 NICS/OASIS State of the Mission

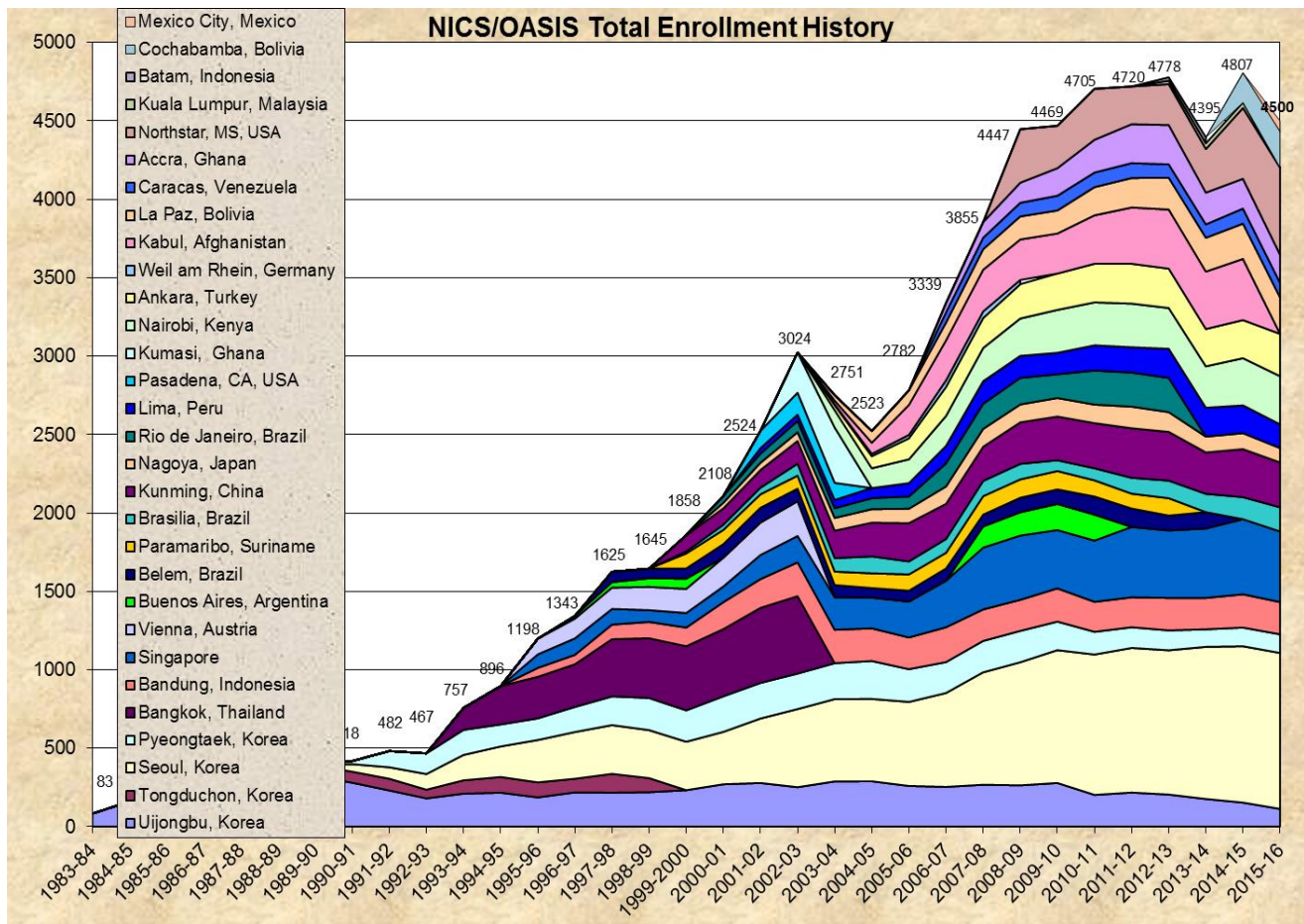
Historical Perspective

NICS operated as “Liberty Mission of Korea” from 1983 until 1990. Since its incorporation in 1991, NICS/OASIS has experienced tremendous growth. The network has included 30 schools, eight of which are no longer with the organization (Bangkok, Pasadena, Vienna, Buenos Aires, Kumasi, Suriname, Rio, and Belem) and four which were closed (Germany, TDC, Batam, and Kabul), bringing the present number of schools to 18, located in 14 different countries.

Following is the numerical growth chart (enrollment) of NICS/OASIS schools since the inception of the first school in 1983:

Present Enrollment – 4500 (18 Schools)

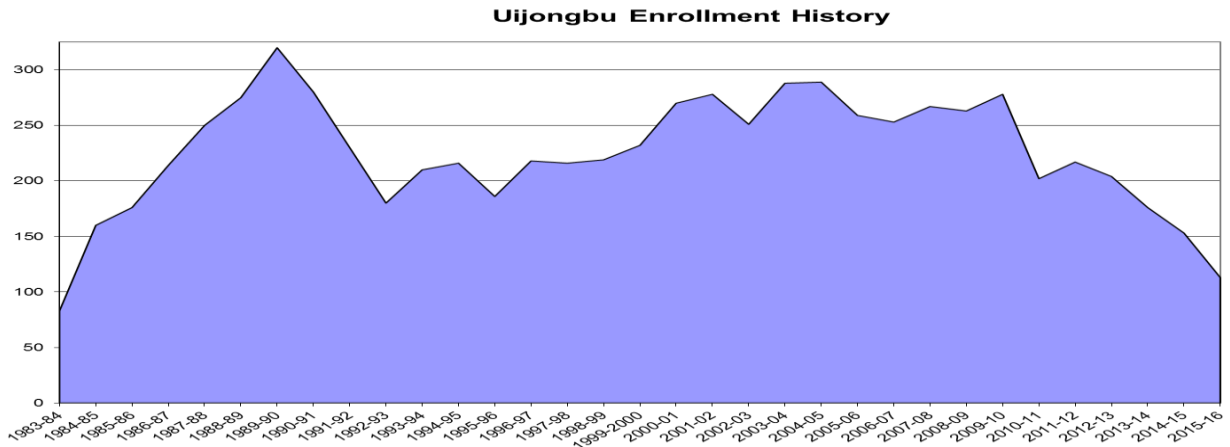
Note: the 2002-2004 declines in enrollment represent the restructuring time during which we lost four schools, along with the Asia economic crisis. Note: The 2016 Enrollment chart below reflects the closing of the Kabul school (390 students) and the temporary closing of the Learning Center in KL (34 students) and the addition of Mexico City (68 students). The school-by-school growth charts follow:



NOTE: Enrollment typically peaks in March; this chart is current as of January 1, 2016.

ASIA

Uijongbu, Korea: 113

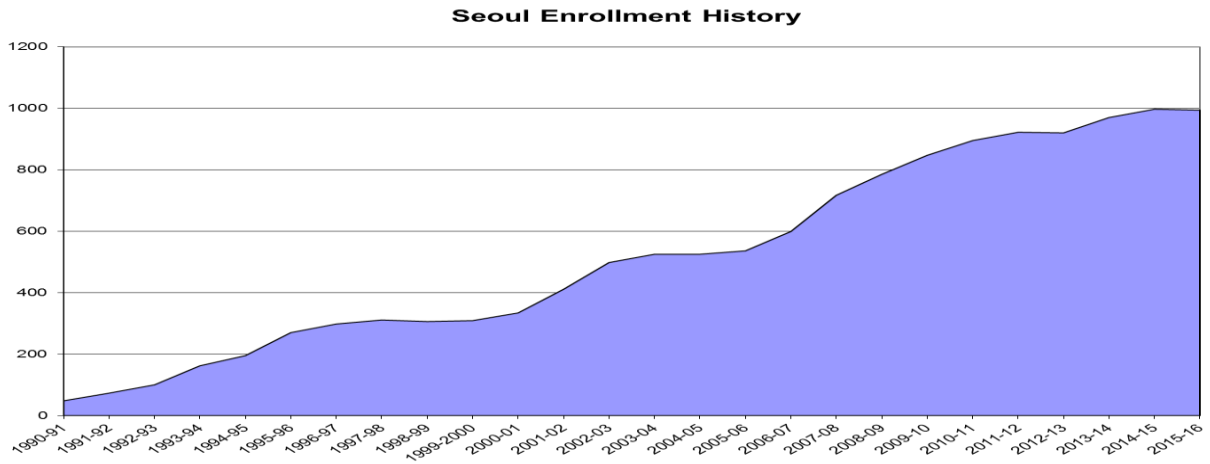


ICS, Uijongbu, Korea
Established by NICS in 1983
Current Enrollment: 113
Annual Budget: \$1,799,951
School Website:
<http://ics-ujb.org/>

President's Summary: Uijongbu – Enrollment has been steadily declining. Lack of adequate land and sports facilities (as compared to competitor schools) continues to hurt enrollment. The Director is downsizing staff positions as the school decreases in size. A possible surge (30 students?) is expected in 2016-17 due to the DoDDs school at Camp Casey closing.



Seoul, Korea: 994



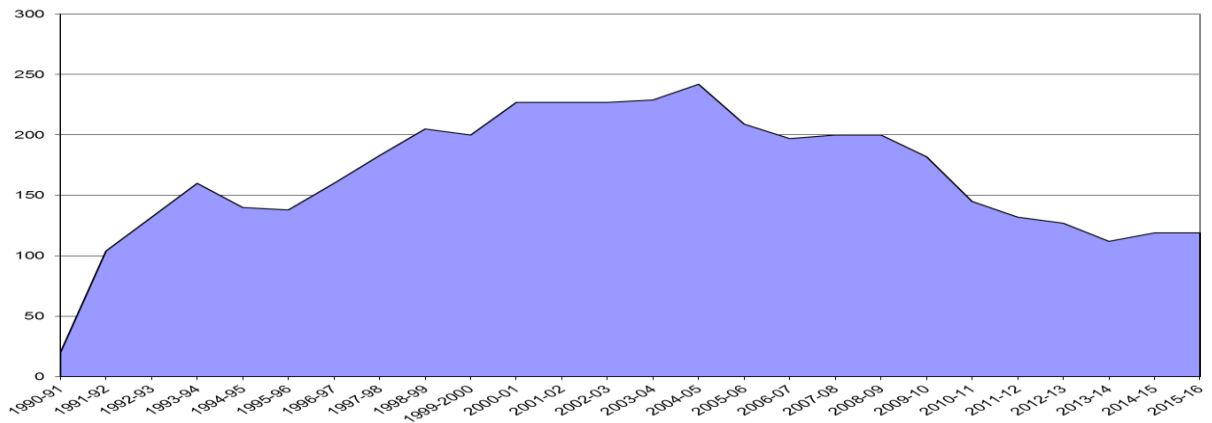
YISS, Seoul, Korea
Established by NICS in
1990
Current Enrollment: 994
Annual Budget:
\$22,430,455
School Website:
<http://www.yisseoul.org/>



President's Summary: Seoul – 2015-16 marks the 9th year of the 20-year lease agreement with the KFSF; enrollment is presently limited by MOE quotas; actual building capacity could allow 1200 students, but MOE approval, while sought, has not yet been received. The school is generally accepted as one of the top-tier schools in Korea.

Pyeongtaek, Korea: 119

Pyeongtaek Enrollment History

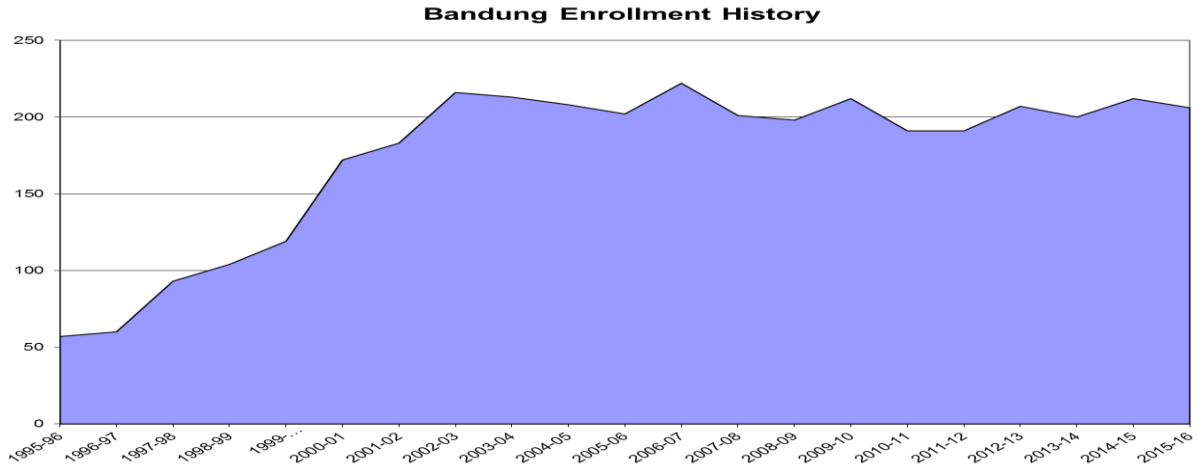


ICS, Pyeongtaek, Korea
Established by NICS in
1990
Current Enrollment: 119
Annual Budget: \$1,410,101
School Website:
<http://www.icsptk.org/>

President's Summary: Pyeongtaek –The Pyeongtaek area has started to grow and develop again, and the school enrollment is starting to stabilize after several years of decline. Addition of the new gym (pictured above) will hopefully attract more students.



Bandung, Indonesia: 206

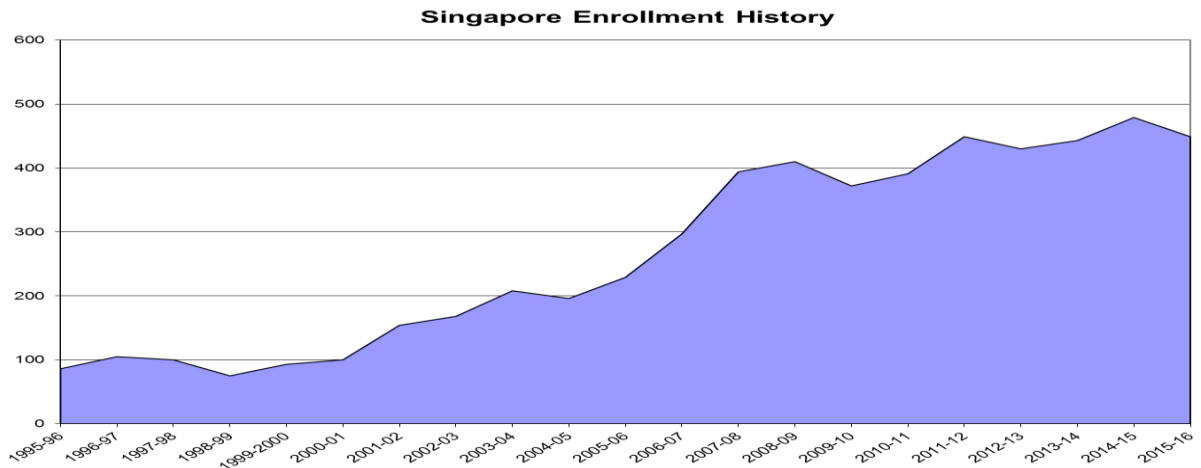


BAIS, Bandung, Indonesia
Established in 1956;
NICS school since 1995
Current Enrollment: 206
Annual Budget: \$1,819,106
School Website:
<http://www.baisedu.org>

President's Summary: Bandung –Construction was recently complete on Phase II of the campus development, which includes a new soccer field, gym improvements and swimming pool. Enrollment is growing. The school is now operating on a balanced budget and is debt-free. New facilities should attract even more students.



Singapore: 450

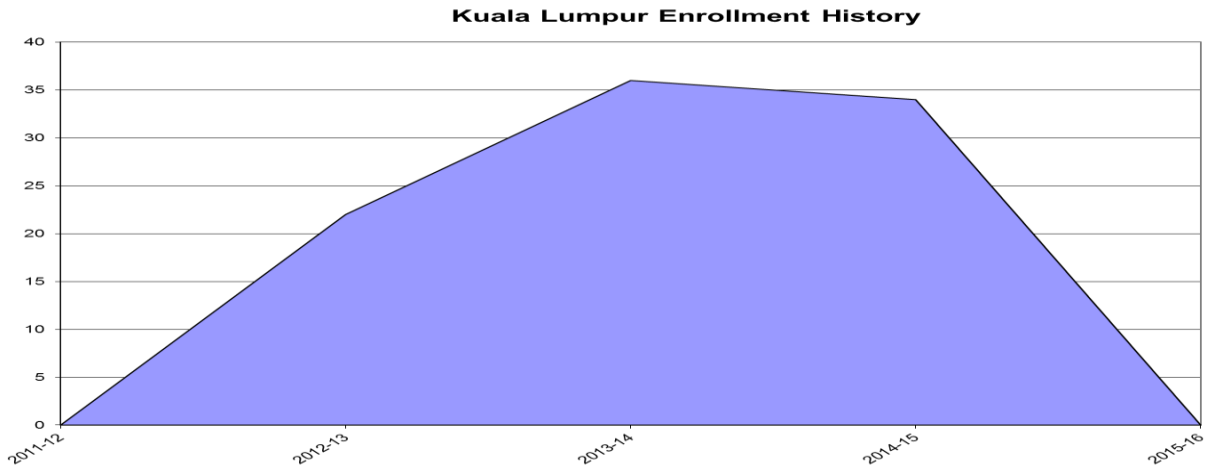


ICS, Singapore
Established in 1993;
NICS school since 1995
Current Enrollment: : 450
Annual Budget: \$7,106,160
School's Website:
<http://www.ics.edu.sg>

President's Summary: Singapore – The capacity of the facility is almost 500 students; larger/better facilities are needed. The school continues exploring every possibility of relocation to larger facilities, as present facilities are almost maxed out and dated. Competition among international schools in Singapore is quite intense.



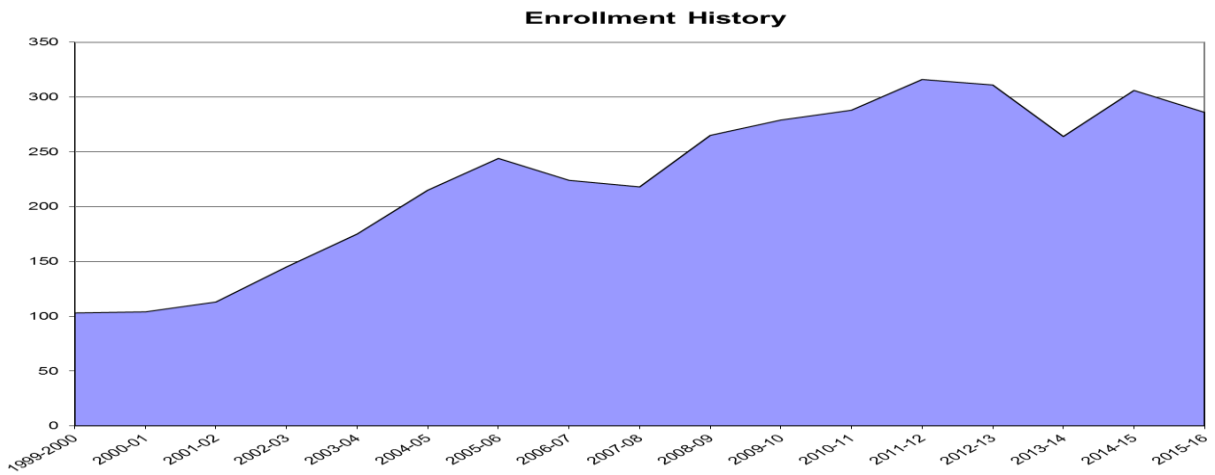
Kuala Lumpur, Malaysia:



KL Project
Established by Oasis in 2012
Current Enrollment:
Annual Project Budget:
\$392,142

President's Summary: Kuala Lumpur – While awaiting a school permit from Malaysia's Ministry of Education, a "Learning Center" was established. The first year's enrollment was 22, the second year 36, and last year 34. Realizing the magnitude of this new project (government's new requirements is a purpose-built facility for at least 500 students), the LC was closed, giving the setup team the needed freedom to solely work on the new project. An agreement was reached with IJM Developers to build a facility for 600 students at IJM Land, opening in 2018.

China: 286

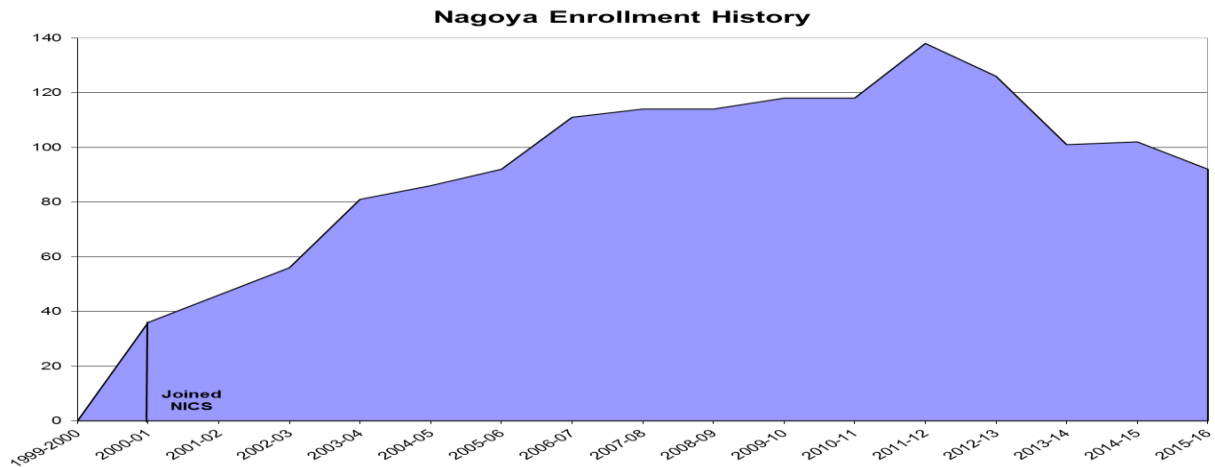


President's Summary: China – The leadership continues to search for a more permanent location. A high percentage of enrollment are the children of NGO workers in the area, which means that tuition assistance is quite hefty and finances are somewhat limited, resulting in challenges regarding pay, benefits, etc., for staff.



China
 Established in 1994;
 Oasis school since 1999
 Current Enrollment: 286
 Annual Budget: \$3,272,753

Nagoya, Japan: 92



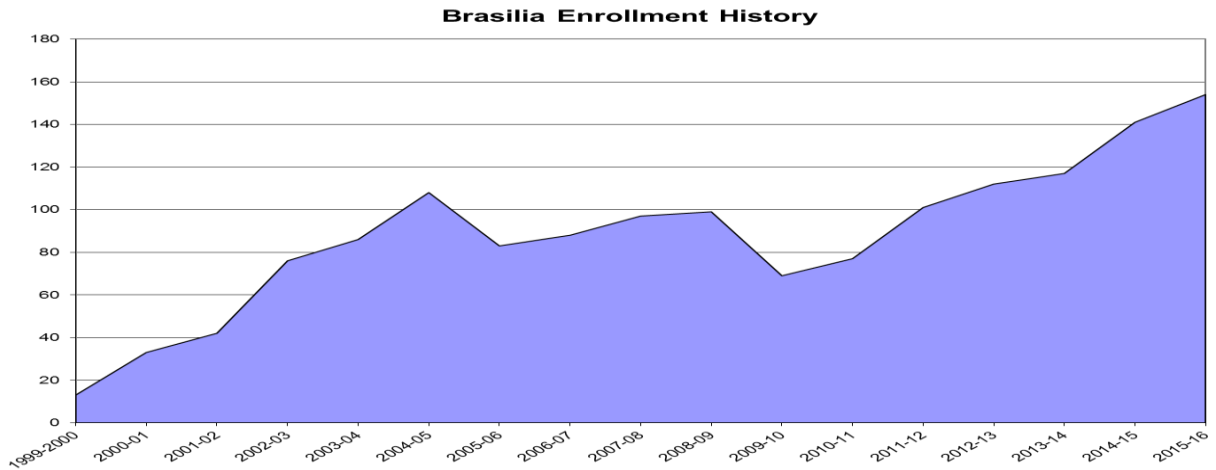
President's Summary: Nagoya –The school uses two different buildings. A new facility is needed to accommodate a combined student body and sports, but property in Japan is incredibly expensive.



ICAN, Nagoya, Japan
Established in 1998;
NICS school since 2000
Current Enrollment: 92
Annual Budget: \$927,620
School Website:
<http://www.icanjapan.org/>

SOUTH AMERICA

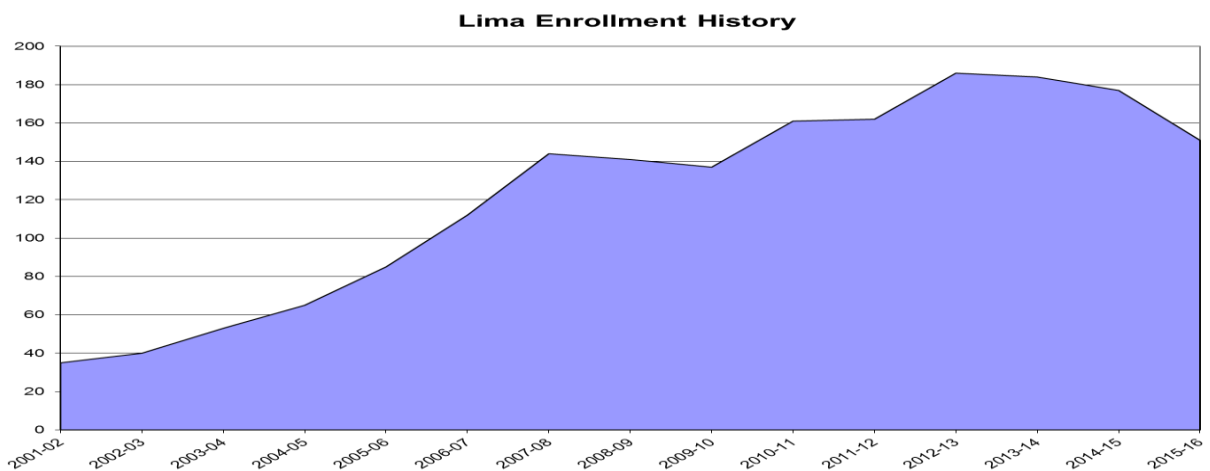
Brasilia, Brazil: 154



BIS, Brasilia, Brazil
Established by NICS in 1999
Current Enrollment: 154
Annual Budget: \$1,552,198
School Website:
<http://www.bischool.com.br>

President's Summary: Brasilia – The school again reached an all-time enrollment peak this year. Facilities are good and will allow for continued growth. Many improvements to the campus have produced good results in enrollment and school reputation in the community.

Lima, Peru: 151





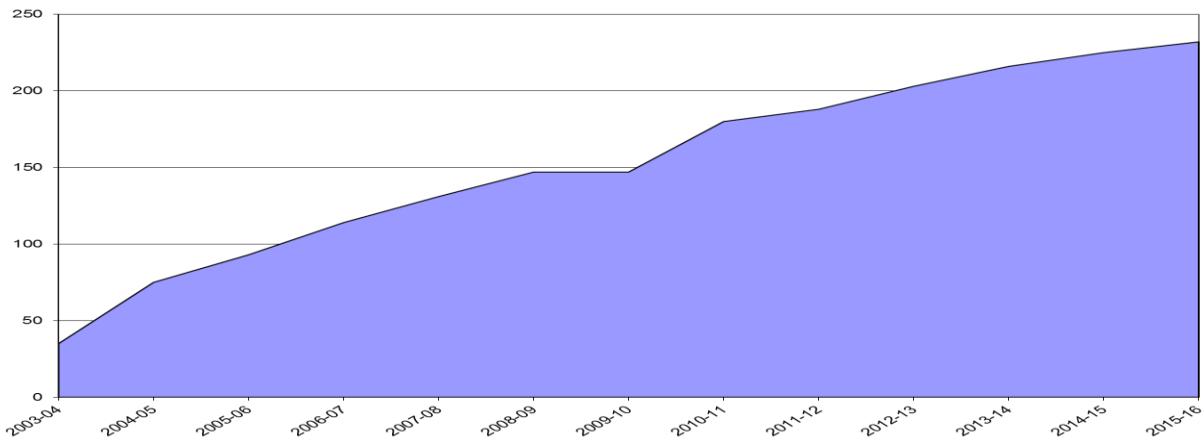
ICS, Lima, Peru
 Established by NICS in 2001
 Current Enrollment: 151
 Annual Budget: \$1,902,996

School Website:
<http://www.icslima.org/>

President’s Summary: Lima – Enrollment is negatively affected by poor and crowded facilities as the school has maxed out the Union Church facility. The leadership came very close to signing on a new campus for the school, but the deal eventually unraveled. A new facility is still a major need for the school’s growth capacity to be tapped.

La Paz, Bolivia: 232

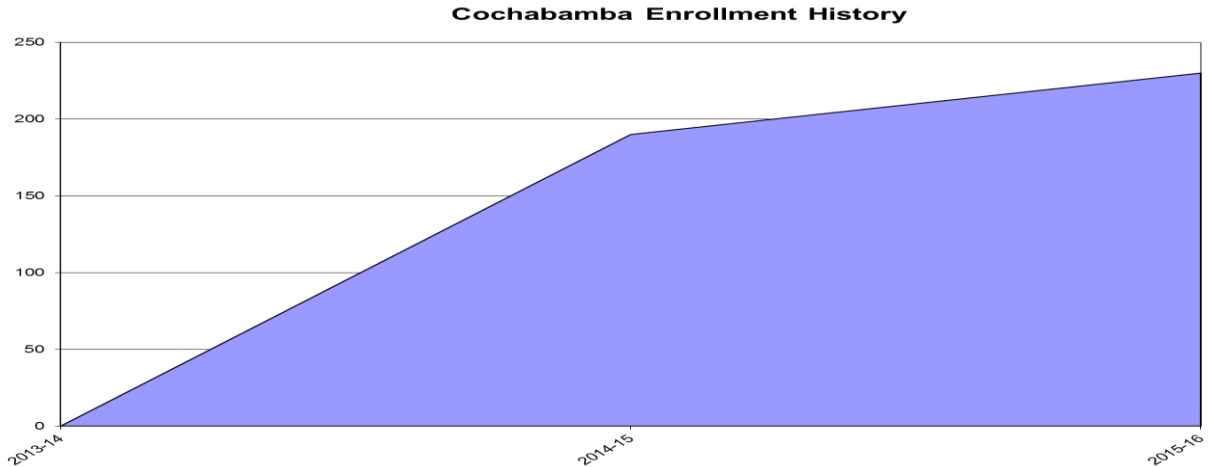
La Paz Enrollment History



HIS, La Paz, Bolivia
 Established in 2002;
 NICS school since 2003
 Current Enrollment: 232
 Annual Budget: \$1,013,910
 School Website:
<http://www.highlandsinternational.org>

President’s Summary: La Paz – Growing student enrollment has the school at its highest enrollment ever; the school needs to build new facilities on the property we now own. Socialistic government laws make it financially challenging to operate in Bolivia.

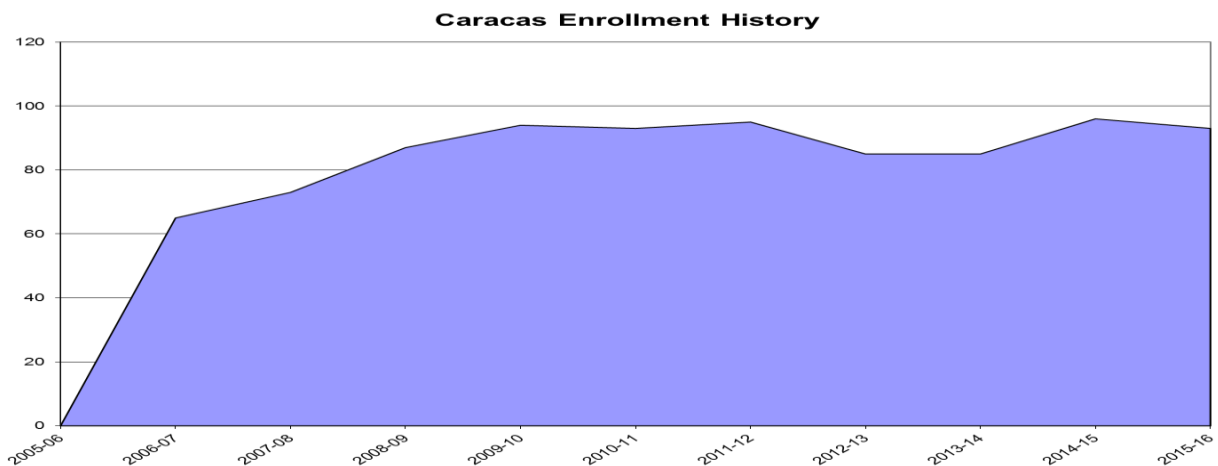
Cochabamba, Bolivia: 230



CCS, Cochabamba, Bolivia
Established in 1926;
NICS school since 2014
Current Enrollment: 230
Annual Budget: \$606,332
School Website:
<http://www.carachipampa.org>

President's Summary: Cochabamba – Official registration of a new company in Bolivia to hold the license of the school is underway but not finalized. The transition is going fairly well, but the Bolivian government makes it difficult to keep the finances controlled (government controls all wages, etc.). Transition with SIM has been very cordial, without any major issues. We are presently in the first year of the 6-year transition plan with CCS. This school year, the school saw a net increase of 40 students.

Caracas, Venezuela: 93





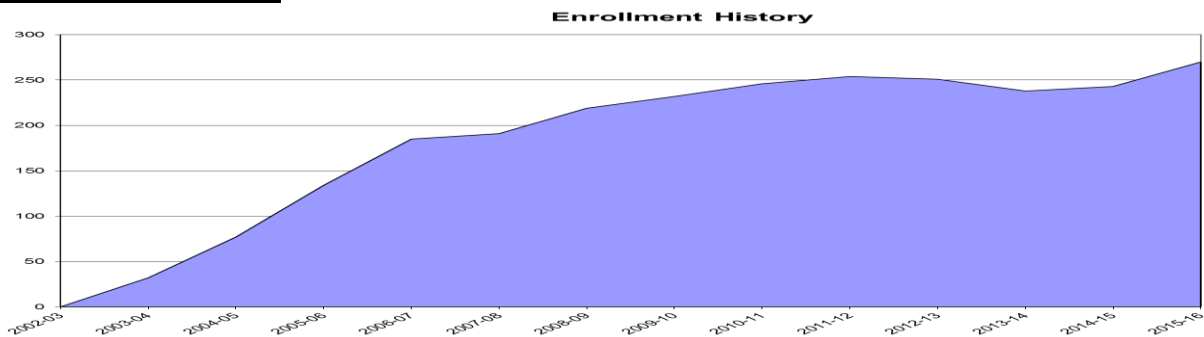
ICS, Caracas, Venezuela
 Established in 1990;
 NICS school since 2006
 Current Enrollment: 93
 Annual Budget: \$721,925

School Website:
<http://www.icscaracas.com/>

President’s Summary: Caracas – While the political situation in Venezuela continues to have a negative effect on the expatriate population and the economy is volatile, with unfathomable inflation, ICS is fairly stable in regard to enrollment. The school is doing well on the present value of the USD, but the potential for social instability is steadily increasing.

MIDDLE EAST/CENTRAL ASIA

Middle East: 270

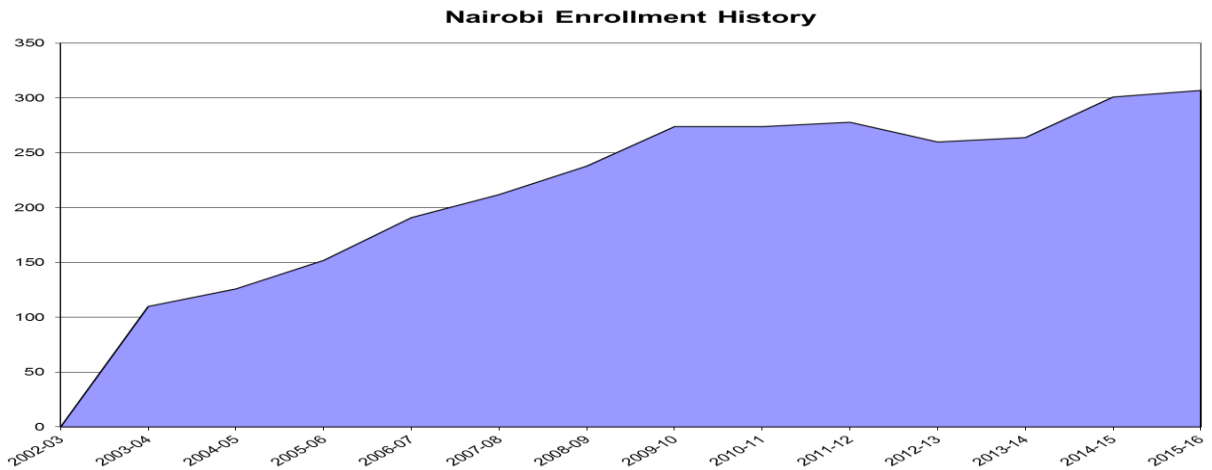


Middle East
 Established by Oasis in 2004
 Current Enrollment: 270
 Annual Budget: \$2,804,644

President’s Summary: Middle East – Strong enrollment has stabilized the school financially, resulting in better salaries and benefits, etc. The school is experiencing growth in reputation and enrollment. A new campus has been located and the school will relocate this summer to a facility that could eventually accommodate almost 1000 students.

AFRICA

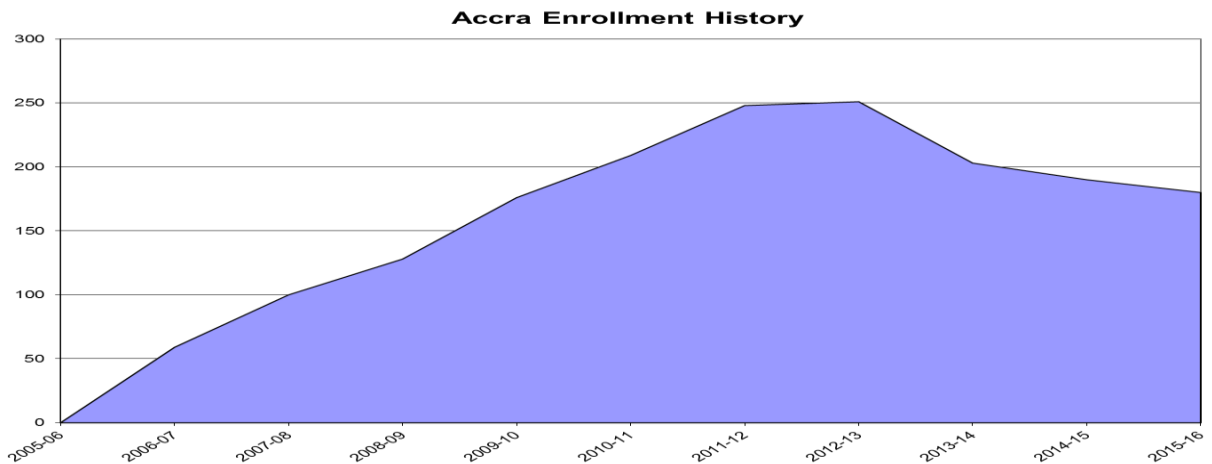
Nairobi, Kenya: 307



WNS, Nairobi, Kenya
Established in 1996;
NICS school since 2003
Current Enrollment: 307
Annual Budget: \$2,453,181
School Website:
<http://www.westnairobischool.org/>

President's Summary: Nairobi – Healthy growth in student population; wonderful campus; the purchase of the campus from SIL was completed. Phase II construction was completed last year with the completion of an outdoor Sports Complex, playground and sewer systems. Recently the swimming pool(s) were completed. The school is at an all-time high enrollment.

Accra, Ghana: 180

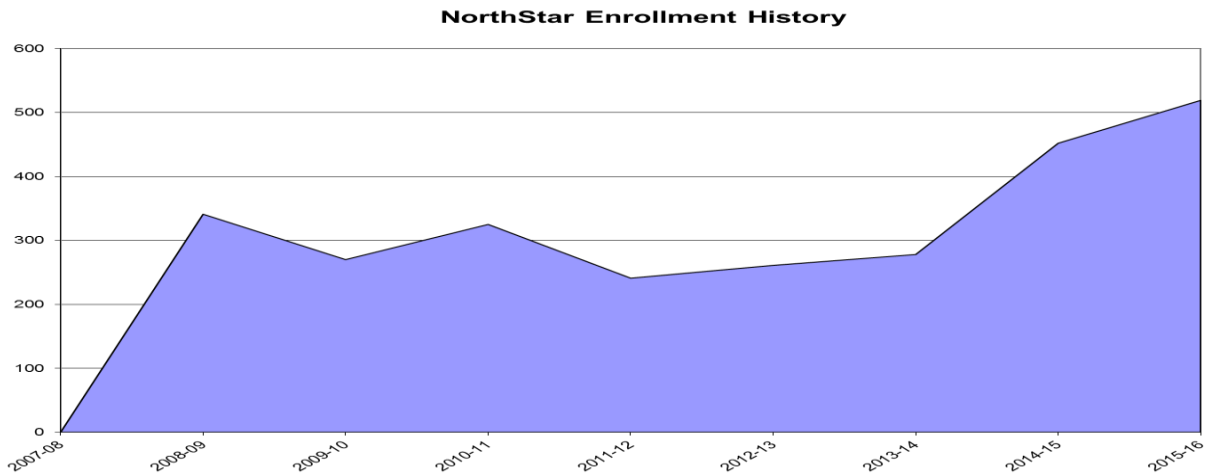




American International School (AIS)
 Established by NICS in 2006
 Current Enrollment: 180
 Annual Budget: \$3,247,514
 School Website:
<http://www.aisaccra.org/>

President’s Summary: Accra – AIS has established itself as a strong alternative to other educational choices for the expatriate community in Accra. The school has and continues to face many challenges—the court case is now being appealed, although the court ruled in favor of NICS as the owner of the school. The school is facing major tax payments of which we were not previously aware. The present facility hinders growth and major funds are needed to build on the school’s property. In spite of so many challenges, the school remains stable in regard to enrollment.

NorthStar Academy (on-line): FTE: 555 Total: 1764



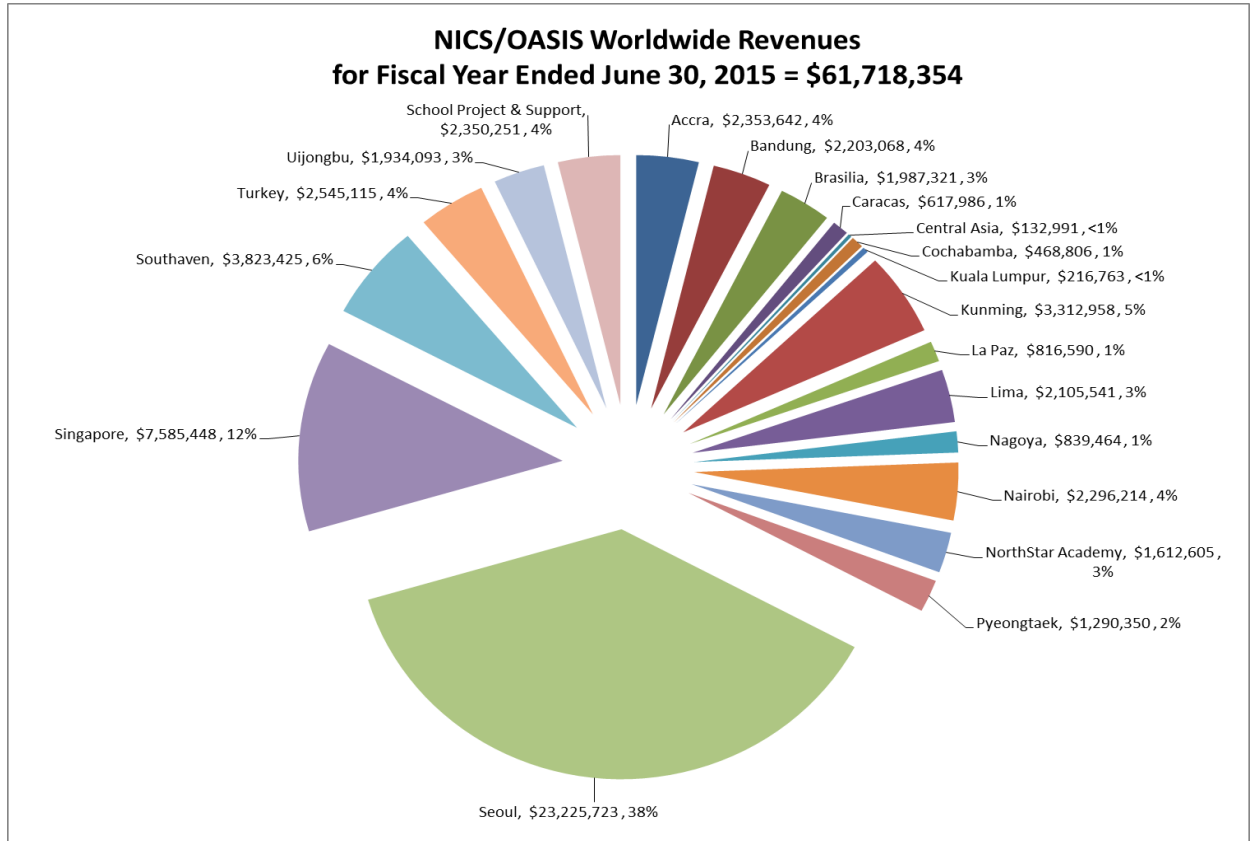
President’s Summary: NorthStar Academy – For the third year in a row, NSA is experiencing its best year ever in regard to enrollment. To the credit of a hard-working staff and the Lord’s blessing, NSA was again rated as the #1 on-line high school in the USA last year, by two different rating agencies! This recognition has been a big plus for enrollment.

NorthStar Academy
 Current Enrollment: FTE 555
 Total: 1764
 Annual Budget: \$2,071,490
 NICS school since 2008
 School Website:
www.northstar-academy.org



Network Financial Summary:

The percentage represents each school's part of the total revenue.



The year 2015-2016 (to date) in Summary School Data that relates to “Ends” Policies

Statistical Summaries from School Reports:

Citizenship

So far, in 2015-2016, the students in our schools come from 118 different countries. Since 1999, we have had at least one student from 159 countries.

Employment of Parents

Following are the top six employment categories represented by our parents and the percentages of students represented by that group.

Local Businessmen	34.67%
International Businessmen	21.44%
Missionary/Worker	18.26%
Educators (non-NICS/Oasis)	7.04%
Embassy/Diplomat	5.23%
Secular NGO	3.49%

Parents Religious Preferences

Protestant/Evangelical	60.56%
No Preference	15.03%
Catholic	12.87%
Muslim	2.75%
Buddhist	2.49%
Hindu	1.44%
Atheist	0.40%

The following religions are represented by the parents in numbers less than 1%: Orthodox, Jewish, Mormon, Church of England, Shinto, Unification, and Seventh Day Adventist.

Student Longevity

The following percentages represent the number of students that have attended our schools for the specified number of years.

1 st year at the school	34.24%
2 nd year at the school	27.23%
3 rd year at the school	11.48%
4 th year at the school	7.07%
5 th year at the school	5.87%
6 th year at the school	3.57%
7 th year at the school	2.87%
8 th year at the school	2.87%
9 th year at the school	1.63%
10 th year at the school	1.31%
11 th year at the school	0.82%
12 th year at the school	0.52%
13 th year at the school	0.35%
14 th year at the school	0.17%

Graduate College & University Acceptance

Number of students we have graduated last year (16 schools reporting): 269

Percentage of graduates accepted in colleges & universities: 86.9%

Colleges/Universities are listed in Appendix A.

Staff Longevity with NICS/Oasis

The current NICS/Oasis faculty and staff at our schools have been with us anywhere from 1 - 29 years, with the average being 4.57.

Staff Educational Experience

The current NICS/Oasis faculty and staff have 1 - 44 years of work experience in the field of education, with the average being 9.48.

Strategic Observations

Major Set-backs/Challenges

1. The January 2015 closing and evacuation of the school in Central Asia, was in some ways a set-back, although necessary. A future re-opening, while hoped for, seems unlikely in the near future.
2. The influence in South America of socialism has led to a serious situation with private education in general. Some countries are de-privatizing education in general. We have issues for concern in: La Paz, Cochabamba, and Caracas related to government socialization.
3. One school is in a declining growth pattern: ICS (Uijongbu). We have to continue to watch Uijongbu closely, realizing that either we must develop the UJB school to be more competitive facility-wise with neighboring schools, or accept its decline. Staffing was greatly reduced this year.
4. Six schools are struggling to operate in the black financially: Accra, Nagoya, Pyeongtaek, Uijongbu, La Paz, and Cochabamba.
5. One school (Accra) is still in somewhat of a crisis mode due to the hostile takeover attempt, followed by two years of court trials, and is now being appealed. While the ruling was in NICS' favor regarding ownership, the order of the court resulted in major tax debt being assessed to the school by the Ghana Tax Services. The lingering litigation is clearly damaging the school's ability to move forward.
6. One school (Caracas) is in an economic environment that puts the school at great risk due to inflation and currency exchange controls.
7. Two schools experienced an unexpected drop in enrollment (China-20 & Singapore-30).
8. The KL Project will require us to raise \$2-4 million in the next two years. While it is expected that the school will experience strong, immediate growth (projecting 350 initial enrollment), most of these funds will be needed upfront.
9. Our recruiting department is working hard to meet the challenges of a new environment for recruiting, due to worldwide terrorism.
10. The Home Office has had to make major budgetary cuts due to school closures, lower-than-projected enrollments, and non-payment of service fees from schools (primarily the inability of Accra to pay for 3 years). This has resulted in Home Office salary freezes and reductions, departmental budget cuts, halting of the completion of Building #1, and many other austerity measures.

Major Overall Accomplishments

1. The new project in KL has the potential for major impact on the network. While there is some risk as well, the fact that we are able to proceed with such a major project without having to produce scores of millions of dollars in capital is something to celebrate. The school is being set up in such a way that future profits will be able to maximally benefit the network's growth.
2. Home Office staff and school directors continue to file/monitor legal documents related to local school ownership issues unique to each host country; this was a monumental task, but is almost completed.
3. CARE Foundation is progressing well. (Current balance as of 12/31/2015 is: \$2.999 million)

4. The Office of Leadership Development has made good strides in regard to school visits, training, the development and functionality of local Field Leadership Teams, and communication with school directors.
5. After many years of development, the SHIP document is now (almost) completed; this document will help our FLTs, school directors and Home Office have more objective evaluative tool for school improvement and identifying areas where work is needed.

Major School Accomplishments

1. Major School Advances:
 - a. Seven schools are experiencing growth or are at near-capacity: Seoul, Nairobi, Brasilia, Cochabamba, Bandung, La Paz, and NorthStar.
 - b. NorthStar Academy was again named the #1 high school on-line program in the USA by two separate rating agencies.
 - c. BAIS completed construction of Phase II (sports facilities).
 - d. WNS has completed Phase II construction and moved into new sports facilities, music room & swimming pools.
 - e. ICS Pyeongtaek has completed and occupied their new gymnasium.
 - f. All-time peak enrollments this year for: Brasilia, La Paz, Cochabamba, Nairobi and NorthStar.
2. Healthy growth in enrollment and income throughout the network:

Enrollment 08-09: 4370 (21 schools) NICS Contribution: \$2,201,806
 Enrollment 09-10: 4357 (20 schools) NICS Contribution: \$2,398,846
 Enrollment 10-11: 4553 (20 schools) NICS Contribution: \$2,699,089
 Enrollment 11-12: 4720 (19 schools) NICS Contribution: \$3,196,298
 Enrollment 12-13: 4718 (21 schools) NICS Contribution \$3,242,826
 Enrollment 13-14: 4395 (19 schools) NICS Contribution: \$3,206,317
 Enrollment 14-15: 4807 (18 schools) NICS Contributions \$3,374,360
 To Date:
 Enrollment 15-16: 4463 (18 schools) NICS Contributions (Est.) \$3,231,628
3. Expansion

Enquiries for potential New Projects continue to come our way, although we are **primarily putting on hold consideration of any new projects** other than Kuala Lumpur. Our full efforts are presently focused on completing the transitions of Cochabamba and Mexico City, while planning the KL startup in 2018.
4. Academic advancement as measured primarily by accreditation

Accreditation Status of NICS/OASIS Schools – February, 2016:

School	Accreditation Status
Accra	ACSI & MSA (candidacy status)
Middle East	ACSI & MSA
Bandung	ACSI & WASC
Brasilia	ACSI & AdvancED
Caracas	ACSI & MSA
Cochabamba	ACSI
Kuala Lumpur	(new project)
China	WASC & NCCT
La Paz	ACSI & MSA
Lima	ACSI & AdvancED
Mexico City	(new project)

Nagoya	ACSI & WASC
Nairobi	ACSI & MSA
NorthStar	AdvancED & ACSI (candidacy status)
Pyeongtaek	ACSI & WASC
Seoul	ACSI & WASC
Singapore	ACSI & WASC & EduTrust
Uijongbu	ACSI & WASC

ACSI - Association of Christian Schools International
 AdvancED - formerly Southern Association of Colleges and Schools
 EduTrust – Council for Private Education, Singapore Government
 MSA - Middle States Association of Colleges and Schools
 NCCT – National Center for School Curriculum and Textbook Development; Ministry of Education, China
 WASC - Western Association of Schools and Colleges

Strategic Thinking/Planning



Major Challenges

1. SEED Funds, as well as additional capital funds are greatly needed by existing schools as well as new projects. We also are exploring other potential models of funding with developers, etc.
2. Corporate structure needs to be consistently reviewed to see if the changing climate of our “market” should demand rethinking our structure. We have now formed a new company within NICS called “Oasis Enterprises” to bring new options into our consideration of how to set up new schools, potentially as “for-profit” businesses. While this is somewhat complex, it is clearly worth exploration.
3. Reserve funds (contingency) are needed to cover potential ownership liabilities inherent with our schools. Our present structure only minimally gives us any ability to assist school financially if they fail. We have started a fund to help with this, but it is still terribly inadequate.
4. Adequate numbers of qualified, loyal field leader candidates is always a challenge; emerging leader development is helping. Staff turnover, school growth and network expansion make this a constant challenge.
5. Adequate numbers of qualified teacher candidates to meet our network demand. (around 160 positions to fill this year) Staff turnover, school growth and network expansion make this a constant challenge. Much effort is being put into expanding/supporting the recruiting department, but this is very difficult under the current financial restraints.

Present Status of NICS/OASIS Schools:

The following represents **my perspective as to how I see** the present 18 schools in different stages of development, including facilities; I acknowledge this is subjective until we develop clear criteria upon which to base this conclusion.

Level 0 Pre- Project Stage	Level I Project Stage	Level II Developmental Stage	Level III Strengthening Stage	Level IV Maturing Stage	Level V Mature Stage	Level VI Advanced Stage	Level VII Flagship Stage
	KL	Caracas	Pyeongtaek	Brasilia [^]	Nairobi	Singapore	Seoul
		Nagoya	Uijongbu [*]	Lima [^]	Bandung	NorthStar [^]	
		Cochabamba	La Paz	China	Middle East		
		Mexico [^]					
		Accra [*]					

[^]positive movement 
^{*}negative movement 

Observable Market Trends to Watch:

1. The current international school market is flooded with competition which is well-capitalized. The number of places where new projects can be initiated with little to no capital is drastically decreasing. For-profit models are increasingly popular in educational circles/investors.
2. Security continues to be a major issue. We have schools in some vulnerable places in the world, and safety of students and staff is an increasing consideration.
3. All regional markets for potential schools are growing as national laws increasingly “open” the student market to nationals. This results in more competition and also has a negative impact on our schools that have mediocre facilities.
4. Spiritual growth of our students continues.
5. Staff longevity increasing over time. (presently 4.85 yrs. avg.)
6. Our network schools are steadily gaining respect and recognition in our market.
7. Legal issues must be given more priority than in past times, especially in Africa and South American schools, as lawsuits are so commonly practiced.

Goals from Previous Year

1. Continue “cleaning up” all school legal documents to best secure the school’s relationship with the network. This task is almost completed.
2. Aggressively pursue potential resources for capitalizing our projects. Much effort has been put into fundraising and other funding options for KL. All donations raised for KL will be added to present SEED Fund resources. Other options for funding will be considered more seriously once we see the results of the campaign for donations.
3. Implement a network-wide student discipleship plan. All schools are practicing student discipleship; this has been the network theme for two years now. Downline Ministries “Builder” has been made available and paid for by the network to provide resources our schools for their discipleship programs/efforts.

4. Establish a President's Council which includes home office and field representative to collaborate four times a year. This is accomplished, presently meeting 3 times a year.
5. Investigate possible ways for corporate restructuring or amending present structure, such as a NICS-owned LLC. Oasis Enterprises, LLC, has been set up and is functional. All shares of the KL Project are now in the name of the LLC.
6. We desire to lead our own PFO beginning in 2016. This plan was finalized and is underway.

This Year's Projections/Goals/Priorities

1. Come up with a new structure for Home Office leadership training & strategy planning.
2. Continue to improve processes & systemic structures/procedures for collaborative Home Office and Field leadership teams.
3. Make major efforts for fund-raising or creative funding for the KL Project, with the long-term goal of building up the SEED Fund.

6-Year Projections (submitted by directors)

Projected Enrollment:

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Accra	193	210	230	250	275	300
Middle East	260	265	270	275	290	300
Bandung	204	210	215	220	225	230
Brasilia	165	180	195	205	215	220
Caracas	95	101	107	110	118	125
Cochabamba	225	245	265	285	315	320
Kuala Lumpur	0	0	0	350	500	600
China	281	300	316	335	386	450
La Paz	236	248	260	273	287	301
Lima	160	180	190	190	190	190
Mexico	72	70	75	80	85	90
Nagoya	90	95	100	105	110	115
Nairobi	304	310	312	315	315	315
NorthStar	607	667	735	740	745	750
Pyeongtaek	130	145	165	185	205	225
Seoul	997	1000	1000	1000	1000	1000
Singapore	480	480	490	500	500	500
Uijongbu	113	135	130	130	130	130
TOTAL	4612	4841	5055	5548	5891	6161

Average Tuition Per Student in US\$:

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Accra	\$15,006	\$15,906	\$16,860	\$17,872	\$18,944	\$20,080

Middle East	\$11,000	\$12,000	\$12,000	\$13,000	\$13,000	\$14,000
Bandung	\$9,355	\$10,010	\$10,711	\$11,460	\$12,262	\$13,121
Brasilia	\$8,940	\$9,445	\$10,460	\$12,440	\$13,953	\$16,365
Caracas	\$7,406	\$7,669	\$7,920	\$8,408	\$8,874	\$9,400
Cochabamba	\$2,467	\$261	\$2,753	\$2,899	\$3,050	\$3,208
Kuala Lumpur	\$0	\$0	\$0	\$12,685	\$10,997	\$10,608
China	\$11,785	\$11,714	\$12,665	\$13,768	\$14,736	\$14,705
La Paz	\$4,049	\$4,251	\$4,464	\$4,687	\$4,922	\$5,168
Lima	\$11,900	\$11,900	\$12,000	\$12,000	\$12,500	\$12,500
Mexico	\$3,615	\$3,816	\$4,117	\$4,430	\$4,748	\$5,077
Nagoya	\$9,000	\$9,450	\$9,920	\$10,410	\$10,930	\$11,470
Nairobi	\$8,276	\$8,689	\$9,124	\$9,580	\$10,059	\$10,561
NorthStar	\$3,314	\$3,314	\$3,434	\$3,434	\$3,554	\$3,554
Pyeongtaek	\$13,560	\$14,238	\$14,949	\$15,700	\$16,500	\$17,100
Seoul	\$21,300	\$22,300	\$23,400	\$24,400	\$25,900	\$26,600
Singapore	\$16,719	\$17,388	\$17,909	\$18,447	\$19,000	\$19,570
Uijongbu	\$9,122	\$13,580	\$13,372	\$13,639	\$13,912	\$14,190
Average	\$9,267.44	\$9,773.94	\$10,336.56	\$11,625.50	\$12,102.28	\$12,626.50

Total Income Projection in US\$:

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Accra	\$2,896,158	\$3,340,260	\$3,877,800	\$4,468,000	\$5,209,600	\$6,240,000
Middle East	\$2,860,000	\$3,180,000	\$3,240,000	\$3,575,000	\$3,770,000	\$4,200,000
Bandung	\$1,908,420	\$2,102,069	\$2,302,766	\$2,521,261	\$2,759,062	\$3,017,800
Brasilia	\$1,475,000	\$1,700,000	\$2,040,000	\$2,550,000	\$3,000,000	\$3,600,000
Caracas	\$703,530	\$771,581	\$849,167	\$927,679	\$1,051,038	\$1,170,902
Cochabamba	\$557,552	\$642,860	\$733,197	\$830,487	\$935,172	\$1,047,719
Kuala Lumpur	\$0	\$0	\$0	\$4,439,612	\$5,498,035	\$6,364,620
China	\$3,311,567	\$3,512,100	\$4,006,214	\$4,616,462	\$5,682,074	\$6,617,112
La Paz	\$955,564	\$1,053,509	\$1,161,494	\$1,280,547	\$1,411,802	\$1,556,513
Lima	\$1,904,000	\$2,142,000	\$2,280,000	\$2,280,000	\$2,375,000	\$2,375,000
Mexico	\$260,256	\$267,094	\$308,756	\$354,403	\$403,544	\$456,930
Nagoya	\$810,000	\$897,750	\$992,000	\$1,093,050	\$1,202,300	\$1,319,050
Nairobi	\$2,565,560	\$2,710,968	\$2,874,060	\$3,017,700	\$3,168,585	\$3,327,014
NorthStar	\$2,012,000	\$2,210,438	\$2,523,990	\$2,541,160	\$2,647,730	\$2,665,500
Pyeongtaek	\$1,762,800	\$2,064,510	\$2,466,585	\$2,904,500	\$3,382,500	\$3,847,500
Seoul	\$20,562,000	\$22,830,000	\$22,830,000	\$23,740,000	\$25,240,000	\$25,920,000
Singapore	\$7,856,000	\$8,346,000	\$8,775,000	\$9,223,000	\$9,500,000	\$9,785,000
Uijongbu	\$1,030,808	\$1,833,381	\$1,738,360	\$1,808,531	\$1,808,560	\$1,844,783
Total	\$53,431,215	\$59,604,520	\$62,999,389	\$72,171,392	\$79,045,002	\$85,355,443

Home Office Report

Due to the length of the home office report, it is presented separately.

“Look at the nations and watch — and be utterly amazed. For I am going to do something in your days that you would not believe even if you were told.”

Habakkuk 1:5

Network of International Christian Schools Oasis International Schools

Country of Citizenship	Students	% of Student Body
Afghanistan	31	0.54%
Angola	6	0.10%
Argentina	5	0.09%
Armenia	2	0.03%
Australia	79	1.37%
Austria	4	0.07%
Azerbaijan	5	0.09%
Bahamas	3	0.05%
Bangladesh	8	0.14%
Belgium	3	0.05%
Bolivia	370	6.44%
Brazil	120	2.09%
Bulgaria	1	0.02%
Burkina Faso	2	0.03%
Cameroon	2	0.03%
Canada	118	2.05%
Canary Islands	1	0.02%
Chile	3	0.05%
China	154	2.68%
Columbia	10	0.17%
Congo	8	0.14%
Costa Rica	5	0.09%
Croatia	1	0.02%
Czech Republic	3	0.05%
Denmark	10	0.17%
Ecuador	23	0.40%
Egypt	23	0.40%
Equatorial Guinea	3	0.05%
Eritrea	3	0.05%
Ethiopia	17	0.30%

Fiji	5	0.09%
Finland	1	0.02%
France	14	0.24%
Gambia	5	0.09%
Georgia	4	0.07%
Germany	32	0.56%
Ghana	42	0.73%
Greece	2	0.03%
Guatemala	5	0.09%
Honduras	1	0.02%
Hungary	4	0.07%
Iceland	1	0.02%
India	83	1.44%
Indonesia	112	1.95%
Iran	11	0.19%
Iraq	1	0.02%
Israel	5	0.09%
Italy	27	0.47%
Ivory Coast	2	0.03%
Jamaica	2	0.03%
Japan	173	3.01%
Jordan	7	0.12%
Kazakhstan	5	0.09%
Kenya	143	2.49%
Korea	699	12.16%
Kuwait	1	0.02%
Kyrgyzstan	3	0.05%
Latvia	2	0.03%
Lebanon	9	0.16%
Liberia	2	0.03%
Libya	2	0.03%
Lithuania	2	0.03%
Macedonia	2	0.03%
Macau	1	0.02%
Malaysia	61	1.06%
Malawi	2	0.03%
Mali	2	0.03%
Mauritius	4	0.07%
Mexico	24	0.42%
Moldova	1	0.02%
Mongolia	1	0.02%
Myanmar	7	0.12%
Namibia	1	0.02%
Netherlands (Holland)	26	0.45%
New Zealand	18	0.31%

Nicaragua	1	0.02%
Niger	2	0.03%
Nigeria	46	0.80%
Norway	4	0.07%
Oman	8	0.14%
Pakistan	17	0.30%
Paraguay	2	0.03%
Peru	26	0.45%
Philippines	45	0.78%
Poland	5	0.09%
Portugal	5	0.09%
Qatar	5	0.09%
Romania	11	0.19%
Russia	16	0.28%
Rwanda	11	0.19%
Saudi Arabia	13	0.23%
Senegal	1	0.02%
Serbia	2	0.03%
Singapore	61	1.06%
Slovakia	3	0.05%
Somalia	7	0.12%
South Africa	27	0.47%
South Sudan	2	0.03%
Spain	39	0.68%
Sri Lanka	2	0.03%
Sweden	8	0.14%
Switzerland	10	0.17%
Syria	8	0.14%
Taiwan	48	0.84%
Tanzania	4	0.07%
Thailand	11	0.19%
Turkey	4	0.07%
Uganda	6	0.10%
Ukraine	5	0.09%
United Arab Emirates	1	0.02%
United Kingdom	63	1.10%
United States	2556	44.48%
Uruguay	1	0.02%
Uzbekistan	3	0.05%
Venezuela	53	0.92%
Vietnam	6	0.10%
Zambia	14	0.24%
Zimbabwe	4	0.07%
TOTAL STUDENTS	5746	100%
TOTAL COUNTRIES	118	

**PRAISE BE TO GOD,
GREAT THINGS HE HAS DONE!**

“...and a threefold cord is not quickly broken.” Eccl. 4:9

Appendix A – Colleges and Universities our Students are Attending:

Aberystwyth University (Wales)	Arkansas State University	Barry University	Bond University (Aust.)	California State University, Northridge
Abilene Christian University	Art Center College of Design	Başkent University, Ankara, TURKEY	Boston Baptist College	California State University, Sacramento
Abu Dhabi University, Abu Dhabi, UAE	Art Institute of Dallas	Baylor University	Boston College, USA	California State University, San Bernardino
Academy of Art Institute	Arts University Bournemouth	Beacon College	Boston University	Calvin College
Acadia University, Canada	Asburn University	Beaconhouse National University	Bradley University	Camosun College (Victoria, Canada)
Agnes Scott College	Asbury University	Belhaven University	Brandeis University	Campbellsville University
Air Force Academy	Asheshie University - Ghana	Benedictine College	Brandon	Canisius College
Albright University	Asia Pacific University - Japan	Berea College	Bridgewater State University	Cape Town University
Alconquin College	Asian College of Journalism	Berkley College	Brigham Young University	Capernwray Bible College (UK)
Ambrose University, Canada	Assumption University	Bethany Bible Training Center	Brooks University	Carin University, Pennsylvania
American University of Afghanistan	Ateneo De Manila University (Philippines)	Bethel College	Brown University	Carleton College
American University of Central Asia	Atma Jaya Catholic University of Indonesia	Bethel School of Supernatural Ministry	Brunel University, UK	Carleton University, Canada
American University of Dubai	Auburn University	Bethel University	Bryn Mawr College	Carnegie Mellon University
American University of Paris	Auckland Institute of Tech, New Zealand	Beykent University, İstanbul, TURKEY	Butler County Community College, PA	Carroll College
Anderson College	Austin College	Bilkent University, Ankara, TURKEY	California Baptist University	Carthage College
Anderson University, Anderson, SC, USA	Australian National University	Binghamton University	California College of the Arts, San Francisco	Case Western Reserve University
Arcadia University	Azusa Pacific University	Biola University	California Institute of the Arts	Catawba College
Arizona State University	Babson College	Blue Mountain College	California Maritime Academy	Cedarville University
Arizona Western College	Ball State University	Boise State University	California Polytechnic San Luis Obispo	Center of American Ed (SG)
	Bard College		California State University, Fresno	
	Barnard College			

Central Saint Martins College of Art&Design	Collegium Civitas	Culver-Stockton College	Ecole Hôtelière de Lausanne	Florida International University
Central Texas College	Colorado Christian University	Cyprus International University	Edmond Community College	Franklin and Marshall University
Central Virginia Community College	Colorado School of Mines	Dallas Baptist University	Ehwa Women's University	Fraser International College, Vancouver
Centre College, Danville, KY	Colorado State University	Dartmouth College	El Camino Community College	Full Sail University, Winter Park, FL
Chapman College	Columbia College	Davidson College*	Embry-Riddle Aeronautical University	Furman University
Chapman University	Columbia International University	DayStar University, Nairobi	Emerson College	Geneva School of Diplomacy (Switzerland)
Charis Bible College, UK	Columbia University, Foundation School of Engineering&Science	De La Salle College of Saint Benilde - Philippines	Emory University	George Fox University
Charleston Southern University		Dean College	Eotvos Lorand University	George Mason University
Christ University College	Community College of Allgheny County	DePaul University	Erskine College	George Washington University
Chung Ang University South Korea	Concordia University	Diablo Valley Community College	ESPM, Rio de Janeiro	Georgetown College
Chungbuk National University, Korea	Connecticut College	Dickenson College	Estacio, Rio de Janeiro	Georgetown University
City University of Hong Kong	Conservatoria "G.Verdi" di Milano	Digipen Institute of Technology	Eugene Lange College of Lib Arts	Georgetown University
City University of New York	Copenhagen University College of Engineering	Dordt College	European University, Munich, GERMANY	Georgia Institute of Technology
Coe College	Cornell University	Doshisha University	Evangel University	Georgia Perimeter College
Colgate University	Cornerstone University	Douglas College	Ewha Womans University	Georgia Southern University
College of Du Page, Glen Ellyn, IL	Corvinus University of Budapest	Drexel University	Farleigh Dickinson U	Georgia Tech
College of the Ozarks	Cottey College	Drew University	Fashion Academy of London	Glion Institute of Higher Education, Switzerland
College of William and Mary	Covenant College	Duke University	Fashion Institute of Technology, New York, NY	Gordon College
Colleges in Belgium	Crown College	Eastern Connecticut State	Ferris State University	Goshen College
Colleges in Holand	Culinary Institute of America	Eastern Kentucky University, Richmond ,KY	Florence University of the Arts	Goucher College
Colleges in India		Eastern University	Florida Institute of Technology	Grand Canyon University
				Grand Valley State University

Greenfield Community College	Technology (Hong Kong)	Jakarta International College	Lasalle College of the Arts (SG)	Mahidol University International College
Greenville College	Hope College	Jeju National University	Le Cordon Bleu, Australia	Maryland Institute College of Art
Griffith University	Houghton College	John Brown University	Lee University*	Mass College of Pharmacy and Health
Grown College	Houston Community College, Houston, TX	John Cabot University	Lehigh University	Massachusetts Institute of Technology
Hamline University	Huntington University	Johns Hopkins University	Leiden University	Massey University NZ
Handong Global University	Illinois Wesleyan University	Johnson and Wales U	LeTourneau University	Master's University
Handong University, Korea	Immaculata University	Judson University	Libera Universita Maria Ss. Assunta, Rome, Italy	McDaniel College
Hankook University of Foreign Studies	Indian River College	KAIST – Korea	Liberty University	McGill University (Quebec, Canada)
Hawaii Pacific University	Indiana University Bloomington	Kasetsart University (Thailand)	London College of Communication	Melbourne Hotel Academy
Harvard Univesity	Indiana Wesleyan, Marion, IN	Kawartha Lakes Bible College (Canada)	London Metropolitan University, London, UK	Mercyhurst University
Hawaii Pacific University	Institut Teknologi Harapan Bangsa, Indonesia	Keio University	Lord Fairfax Community College	Meredith College
Hillsong International Leadership College	Institute of Design and Merchandising USA	Kent State University	Louisiana State University	Messiah College
Hitotsubashi University	Institute of Information and Technology - Namibia	Kennesaw State University	Louisiana Tech University	Metropolitan Film School London
Hobart Institute of Welding Technology	International Christian University, Tokyo	Kettering University	Loyola Marymount University	Miami Dade
Hofstra University	International College of Music (Malaysia.)	Knox College	Lugansk State Medical University, Lugansk, Ukraine	Miami University, Ohio
Hogeschool van Amsterdam, University of Applied Sciences	Iowa State University	Konyang University	Lycoming College	Michigan State University
Hong Kong Baptist University	Jacobs University Bremen (Germany)	Korea Advanced Institute of Science and Technology	Macalester College	MidAmerica Nazarene University
Hong Kong Chinese University (HK)		Korea University South Korea	Macon State University	Middle Eastern Technical University, Ankara, TURKEY
Hong Kong University (HK)		Korean Hotel & Culinary Institute	Macquarie University (Sydney)	Middle Tennessee State University
Hong Kong University of Science &		La Salle University	Mahajana College	

Middlesex University	Education, Singapore	Northern Arizona University, Flagstaff, AZ	Pasadena City College	Reed College
Midwestern Baptist College	National Institute of Public Administration - Zambia	Northwest Christian College	Patrick Henry College	Regent University
Milligan	National Taiwan University, Taiwan	Northwest Mississippi Community College	Pennsylvania State University	Rensselaer Polytechnic Institute
Mississippi State University	National Tech University (SG)	Northwestern College	Pensacola Christian College	Rhode Island School of Design
Mississippi University for Women	National Univeristy of Science and Technology – Pakistan	Northwestern College, St. Paul, MN	Pepperdine University	Rice University
Missouri Baptist University	National University of Singapore (Singapore)	Northwestern University	Philadelphia Biblical University	Richland Community College
Missouri Western University	New Mexico State	Notre Dame University	Pikes Peak Community College	Ringling College
Monash University, Australia	New York Institute of Technology	Occidental College	Point Loma Nazarene U	River Parish Community College
Monroe College	New York University	Ohio State University	Portland Bible College	Roberts Wesleyan College
Montana State University	New York University, Abu Dhabi, UEA	Oklahoma Baptist	Portland Community College	Rochester Institute of Tech
Monterrey Institute of Technology and Higher Education (Mexico)	New York University	Oklahoma State University	Portland State University	Rollins College
Moody Bible Institute	New York University: Stern School of Business	Olivet Nazarene University	Pratt Institute	Rose Hulman Institute of Tech
Moorhead State University	Newcastle University (UK)	Oral Roberts University	Princeton University	Roskilde University (Denmark)
Morman Missionary Training College	Nilai International University	Otago University (New Zealand)	PSB Academy, Singapore	Rutgers, The State University of New Jersey
Mount Holyoke	North Carolina State University	Ouachita Baptist University	PUC, Rio de Janeiro	Rutgers University, Ernest Mario School of Pharmacy
Mount Vernon Nazarene University	North Greenville University	Oxford College of Emory University	Purchase College, Conservatory of Music	Saginaw Valley State University
Nagoya University	North Seattle Community C	Pace University	Purdue University	Saint Mary's University, Cananda
Nanyang Academy of Fine Arts (Singapore)	Northeastern University	Pacific Northwest College of Art	Pusan University	Samford University
Nanyang Tech. University - Singapore		Pacific Union College	Queens University of Charlotte	San Diego State University
National Institute of		Parsons School for Design	Queensland University of Technology, Brisbane, Australia	San Francisco Conservatory
			Radford University	Santa Monica College

Savannah College of Arts and Design	University, MACEDONIA	Strathmore Business University, Kenya	The Art Institute of Fort Lauderdale	Union University, Jackson, TN
SCAD	Southeastern Baptist College		The Cooper Union	United States International University, Kenya
School of Art Institute of Chicago	Southern Methodist University	Stroudsburg University, East Stroudsburg, PA, USA	The Hague University	Univalle
School of Visual Arts	Southern Nazarene U	Suffolk University	The University of Puget Sound	Universidad Católica "San Pedro" (La Paz, Bolivia)
Seattle Pacific University	Southwest Baptist University	Sungkyunkwan University	Thrive Leadership School	Universidad Metropolitana
Seattle University	Spokane Falls Community College	Susquehanna University	Tiffin University	Universidad Privada Boliviana (La Paz, Bolivia)
Sejong University (Korea)	Spring Arbor University	Sweet Briar College	Trevecca Nazarene University	Universidad Sergio Arboleda
Seminary in Jackson, Mississippi	St. Andrews Presbyterian College	Sydney University	Trinity College (Australia)	Universidade Anhembi Morumbi (Sao Paulo, Brazil)
Seoul National University, SOUTH KOREA	St. John's College	Symbiosis International University	Trinity International University, Deerfield, IL	Universita Degli Studi Di Pisa
Shifa Medical College	St. John's University	Szabist Islamabad	Trinity Laban Conservatory	Universitas Pelita Harapan
Shoreline Community College	St. Katherine University	Tallahassee Community College	Trinity University (Canada)	University of Aberdeen (Scotland)
Sierra Community College	St. Norbert College	Tarrant Country College	Truman State University	University of Alabama
Simon Fraser University	St. Olaf's University	Taylor University	Tufts University	University of Alaska
Simpson University	St. Mary's College Notre Dame	Technische Universität	Tulane University	University of Albany
Singapore Institute of Management, Singapore	Stanford University	Temple University	Tyndale University College	University of Arizona
Singapore Management University, Singapore	State University of New York, Albany	Temple University, Tokyo Campus	UFRJ, Rio de Janeiro	University of Arkansas, Fayetteville, AR
Smith College	State University of New York, Binghamton	Texas A&M, College Station, TX	Ulsan National Institute of Science and Technology (Korea)	University of Asia and the Pacific
Sogang University	State University of New York, Buffalo	Texas Christian University	Underwood International College	University of Auckland NZ
Sophia University (Tokyo, Japan)	State University of New York, Geneseo	Texas Tech University	UniCEN	
South East European	Stony Brook University (SUNY)	Texas Wesleyan University		
		Thammasat University Thailand		

University of Boston	University of Chicago	University of London Royal Holloway	University of New South Wales, Australia	University of Richmond
University of Brasilia	University of Cincinnati	University of Louisiana, Monroe		University of Rochester
University of Brisbane, Australia	University of Colorado	University of Manchester England	University of New South Wales - New Zealand	University of San Diego
University of British Columbia – Canada	University of Connecticut	University of Maryland	University of New York, Albany	University of San Francisco
University of Bucharest (Romania)	University of East London	University of Massachusetts Amherst, Isenberg School of Management	University of New York, Buffalo	University of Saskatchewan, Saskatoon, Saskatchewan, CANADA
University of Calgary	University of Edinburgh	University of Massachusetts, Lowell	University of North Carolina, Charlotte	University of Seoul, Seoul, KOREA
University of California, Berkeley	University of Florida	University of Melbourne, Australia	University of North Dakota	University of South Africa
University of California, Davis	University of Florida, Gainesville, FL	University of Miami	University of North Florida	University of South Carolina
University of California, Fullerton	University of Georgia	University of Michigan, Ann Arbor	University of North Texas	University of South Florida
University of California, Irvine	University of Greenwich	University of Michigan, School of Music, Theatre&Dance	University of Northern Iowa	University of Southampton
University of California, Los Angeles	University of Hawaii	University of Minnesota, Minneapolis, Minnesota	University of Notre Dame	University of Southern California
University of California, Merced	University of Hong Kong	University of Missouri, Columbia	University of Notre Dame (Australia)	University of St. Andrews
University of California, Riverside	University of Illinois, Urbana-Champaign	University of Mississippi	University of Oklahoma	University of St. Thomas
University of California, San Diego	University of Indiana	University of Missouri, Columbia	University of Oregon	University of Sydney, Australia
University of California, Santa Barbara	University of Iowa	University of Missouri, Kansas City	University of Pennsylvania	University of Tampa
University of California, Santa Cruz	University of Kansas	University of Nebraska	University of Portland	University of Tech & Design (Singapore)
University of Cape Town, South Africa	University of Kent Law School, UK	University of Nevada, Las Vegas	University of Pretoria	University of Tehran (Iran)
University of Central Venezuela	University of Kentucky	University of New Hampshire	University of Queensland	University of Tennessee
	University of Kitakyushu		University of Ravensbourne, London, UK	University of Texas, Arlington
	University of La Verne		University of Rhode Island	University of Texas, Austin
				University of Texas, El Paso

University of Texas, San Antonio	Ontario, CANADA	Utah State University	Washington University, St.Louis	William Angliss Institute
University of the Nations	University of West Florida	Valencia College	Waynesburg University	William Carey University
University of the Pacific, Arthur A. Dugoni School of Dentistry	University of West Virginia	Valparaiso University	Wentworth Inst. of Tech	William Jessup University
University of the Philippines (Philippines)	University of Western Ontario, Richard Ivey School of Business	Vancouver Island University (Canada)	West Chester University	William Jewell College
University of Toledo	University of Western Sydney (Australia)	Vanderbilt University	West Point Military Academy	Williams Baptist College
University of Toronto	University of Winnipeg	Ventura College	Western Carolina University	Wilson College
University of Utah	University of Wisconsin	Villanova University	Western Michigan University	Winthrop University
University of Victoria (Victoria, Canada)	University of Wisconsin, Madison	Virginia Commonwealth University	Western New Mexico University	Wisconsin Lutheran College
University of Virginia	University of Wisconsin, Superior	Virginia Military Institute	Western Ontario University, Cananda	Word of Life Bible Institute (Korea)
University of Virginia	University of Wollongong, Australia	Virginia Tech University	Western Washington University	Wright State University
University of Waikato, New Zealand	US Air Force Academy	Vnje Universiteit van Amsterdam	Westminster College	Yakima Valley Community College
University of Washington	US Military Academy at West Point	Wake Forest University	Westmont College	Yale-NUS
University of Waterloo, Waterloo,	US Naval Academy	Waseda U - Japan	Wheaton College	Yonsei University
		Washington State University	Wichita State University	York University (Ontario, Canada)
				Yunnan University