

**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 22, 2019**



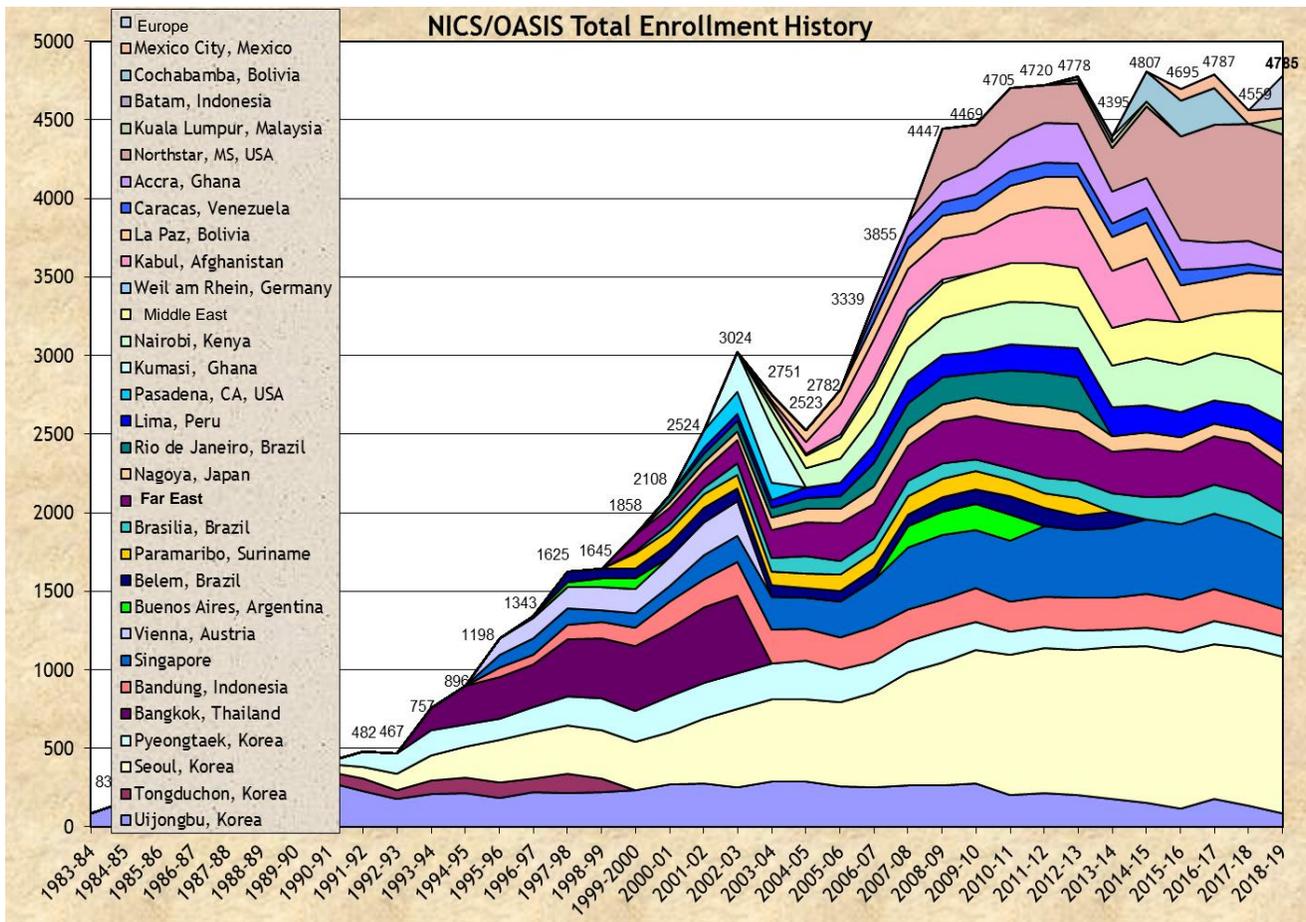
# February 2019 NICS/OASIS State of the Mission

## 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, nine of which are no longer with the organization (Bangkok, Pasadena, Vienna, Buenos Aires, Kumasi, Suriname, Rio, Belem, and Cochabamba) and four which were closed (Germany, TDC, Batam, and Kabul), bringing the present number of schools to 18, located in 15 different countries.

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

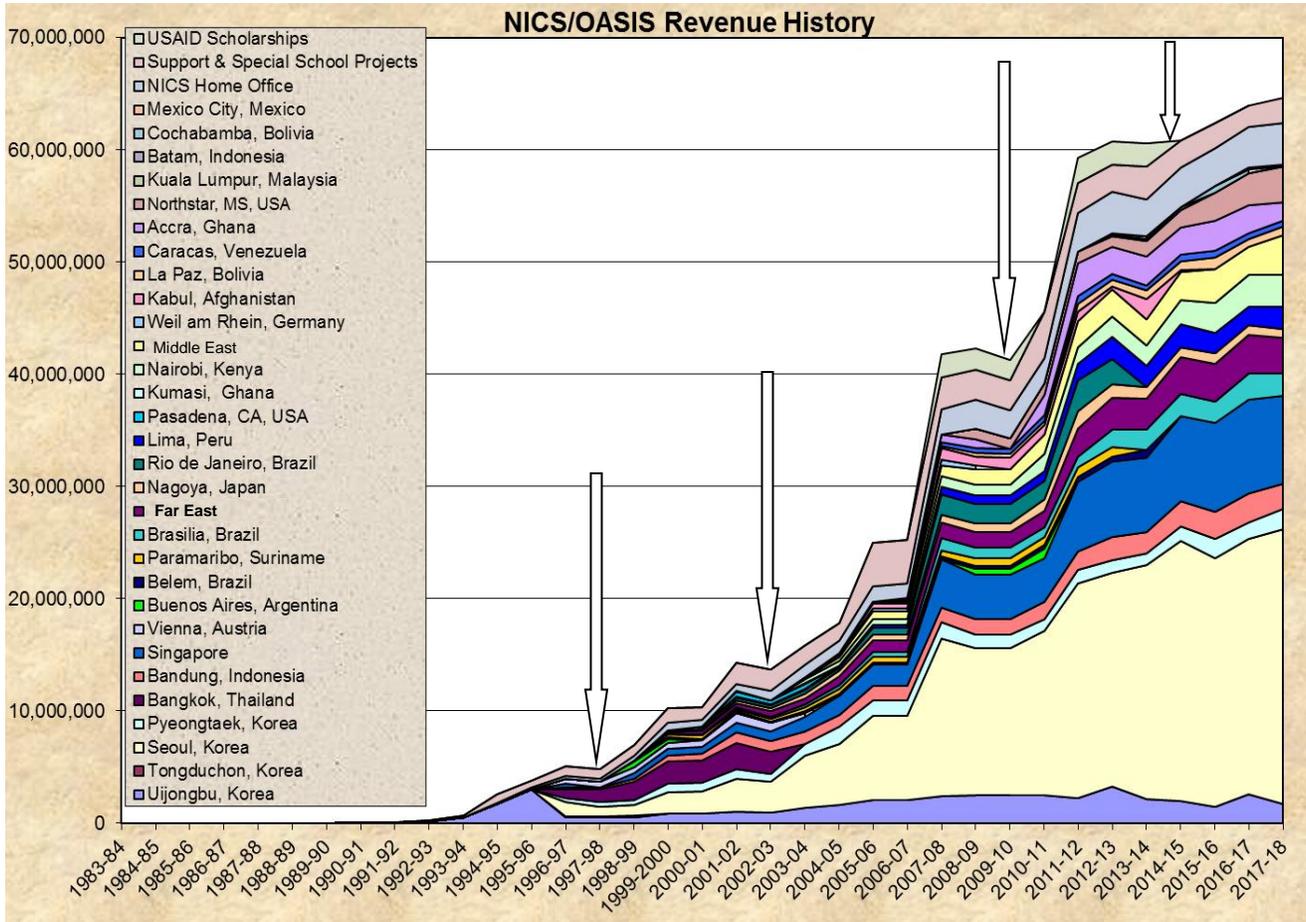
**Present Enrollment – 4785 (18 Schools)**



*NOTE: Enrollment typically peaks in March; this chart is current as of January 1, 2019.*

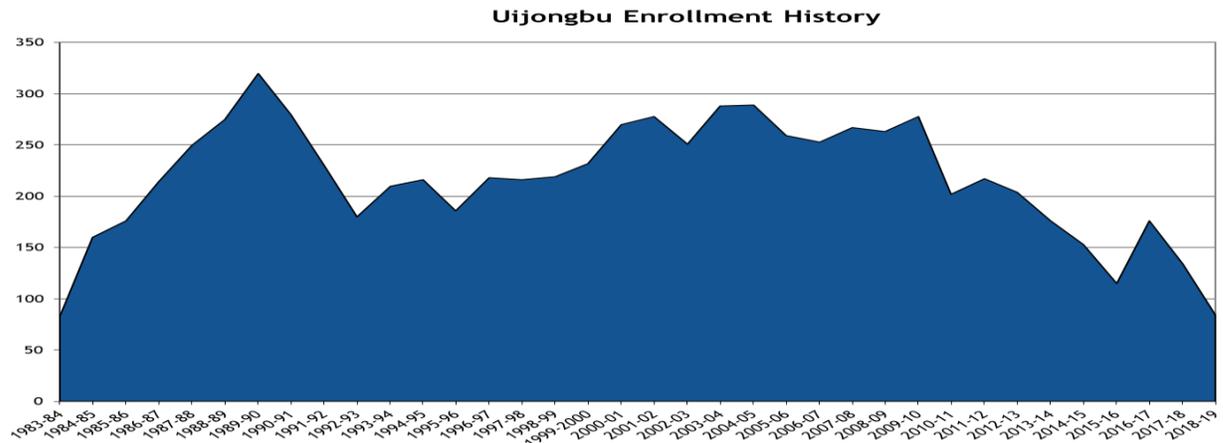
## Historical Graph of Network Revenues

NICS/Oasis has experienced substantial growth through the years in the financial realm. In spite of the reality that there have been years when enrollment dropped (school closings, schools leaving the network, enrollment decreases in existing schools, etc.), revenues, thus far, have continued to climb, with only four slight declines in our history.



# ASIA

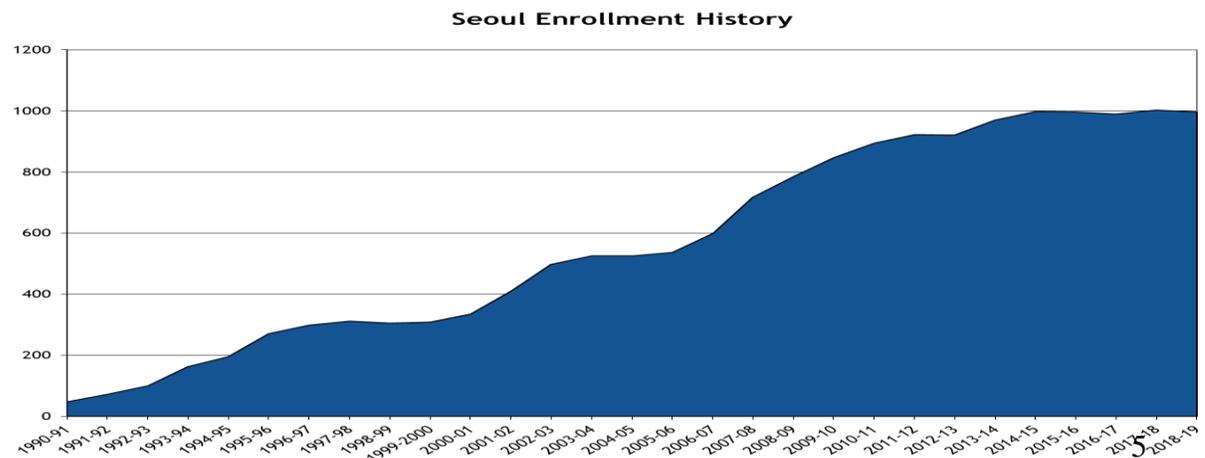
## Uijongbu, Korea: 84



ICS, Uijongbu, Korea  
Established by NICS in 1983  
Current Enrollment: 84  
Annual Budget: \$1,566,487  
School Website: <http://ics-ujb.org/>

**President’s Summary: Uijongbu** – Enrollment has been steadily declining. The primary reason is the relocation of all U.S. military posts from the area, including related contractors, etc. We are striving to find all the components that will allow the school continue. 2017-18 was a year of developing a marketing strategy and 2018-19 is the year to carry that strategy out; if the school cannot project a sustainable budget for 2019-20, we will likely discontinue operating the “mother” school. An enrollment of approximately 135 students is needed to sustain the school; most of these students will be those of Korean citizenship/ethnicity who qualify by government standards/restrictions.

## Seoul, Korea: 996

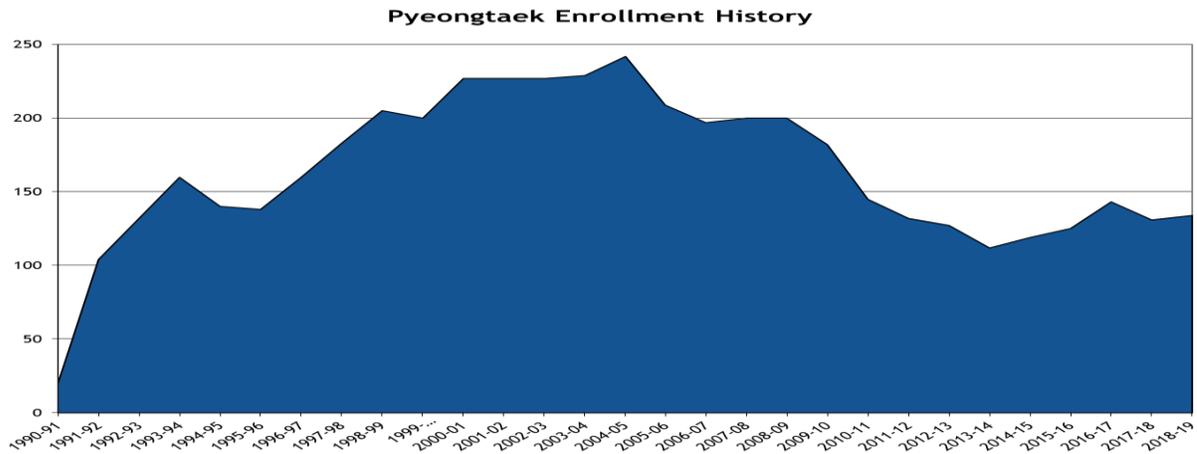




YISS, Seoul, Korea  
 Established by NICS in 1990  
 Current Enrollment: 996  
 Annual Budget: \$24,249,558  
 School Website: <http://www.yisseoul.org/>

**President’s Summary: Seoul** – 2018-19 marks the 12<sup>th</sup> year of the 20-year lease agreement with the KFSF; enrollment is presently limited by MOE quotas; actual building capacity could allow 1050 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: 134**



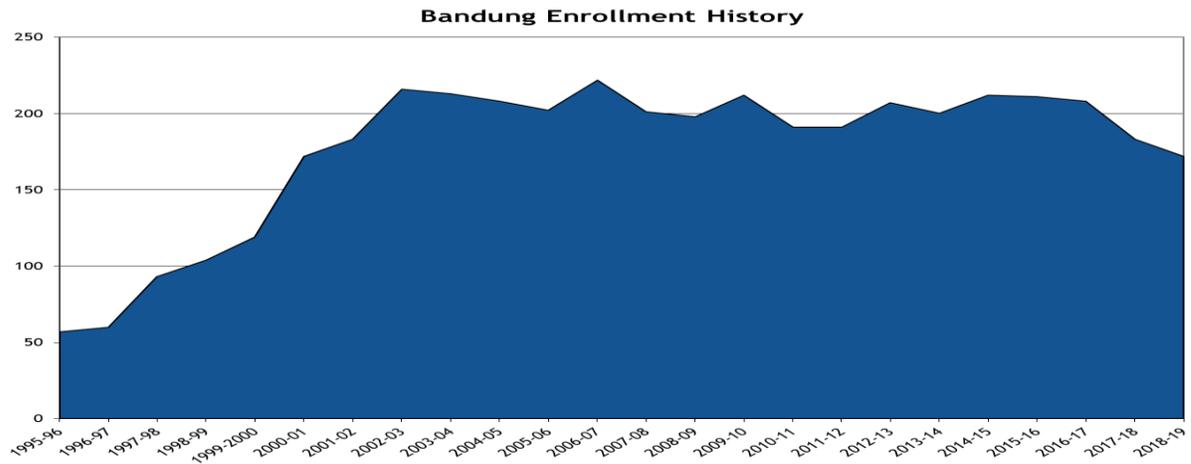
ICS, Pyeongtaek, Korea  
 Established by NICS in 1990  
 Current Enrollment: 134  
 Annual Budget: \$1,705,859  
 School Website: <http://www.icsptk.org/>



**President’s Summary: Pyeongtaek** –Long awaited growth in the Pyeongtaek area is starting to be reflected in school enrollment. Addition of the gymnasium (pictured above) should continue to attract more students. Once the newly-built DoDDS schools are filled, we expect even further growth.



**Bandung, Indonesia: 172**

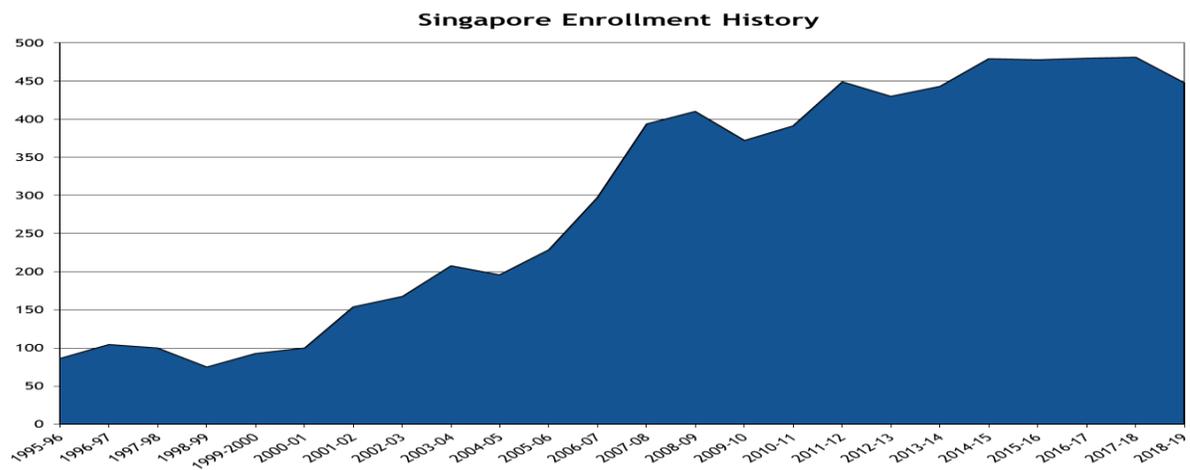


BAIS, Bandung, Indonesia  
 Established in 1956;  
 NICS school since 1995  
 Current Enrollment: 172  
 Annual Budget: \$2,240,033  
 School Website: <http://www.baisedu.org>

**President's Summary: Bandung** – While enrollment is stable, we have realized that extensive marketing is necessary for continued growth in enrollment. Expansion of the ESL program is underway, allowing more students to qualify. The school is operating on a balanced budget and is debt-free, but operational funds are shortchanged by low enrollment.



## Singapore: 448



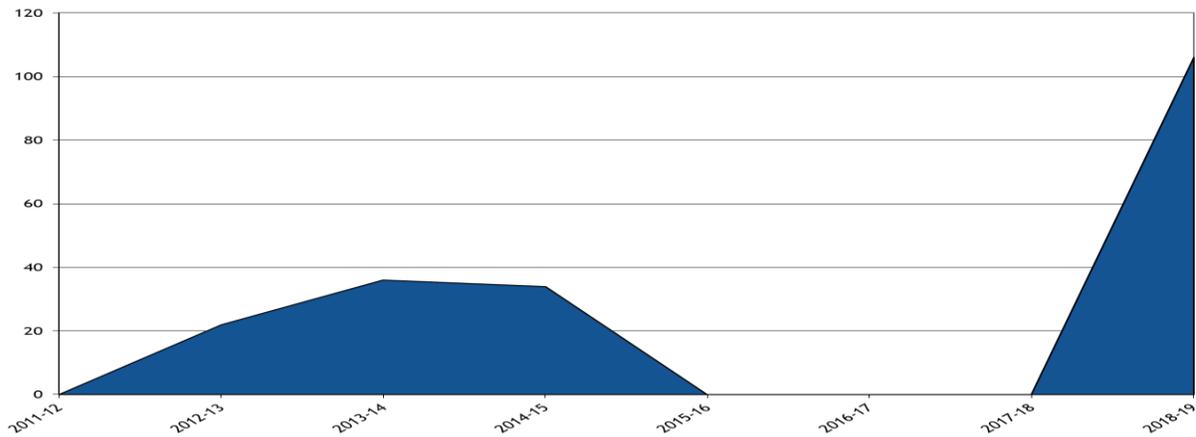
ICS, Singapore  
Established in 1993;  
NICS school since 1995  
Current Enrollment: : 448  
Annual Budget: \$8,321,893  
School's Website:  
<http://www.ics.edu.sg>



**President’s Summary: Singapore** – The capacity of the facility is almost 500 students; larger/better facilities are desperately needed. The school continues exploring every possibility of relocation to larger facilities, but this must be done in total cooperation with the Singapore government. Present facilities are maxed out and dated. Competition among international schools in Singapore is quite intense. The school simply has no place to grow unless a new site can be obtained. Every effort is being made to explore this.

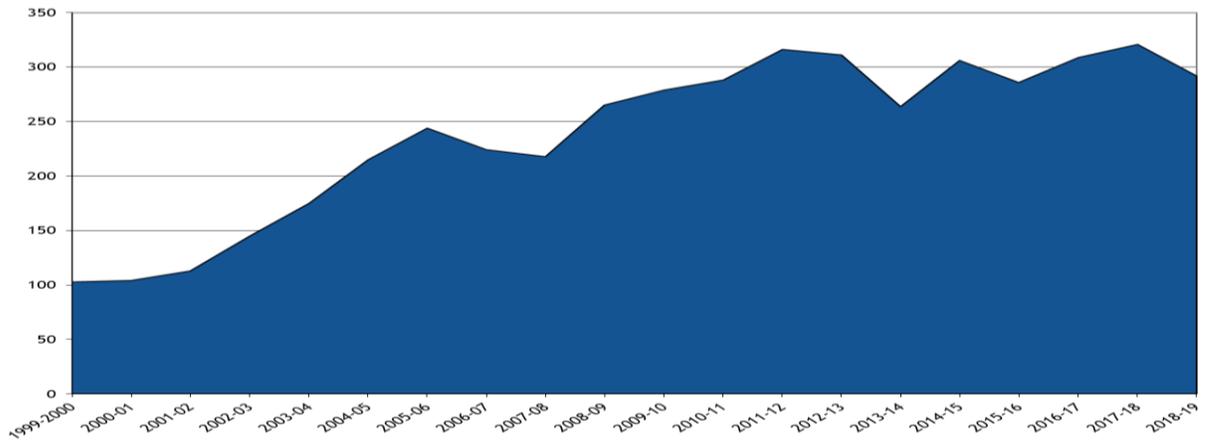
**Kuala Lumpur, Malaysia: 106**

**Kuala Lumpur Enrollment History**



**President’s Summary: Kuala Lumpur** – The building is occupied and enrollment continues to increase. Expected enrollment is around 200. Building capacity is around 650 students. Marketing for enrollment continues.

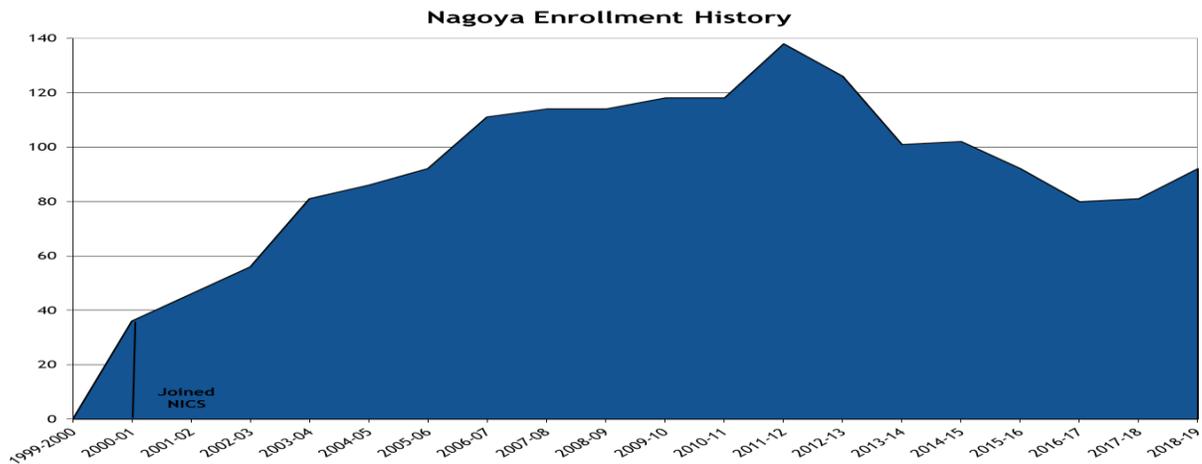
## Far East: 292



Far East  
 Established in 1994;  
 Oasis school since 1999  
 Current Enrollment: 292  
 Annual Budget: \$3,859,311

**President's Summary:** – The government is presently constructing a new campus for the school, as the school has very positive relations with the local government. Opportunity has been presented to us by the local government to operate a second school in which local students will be allowed to enroll. The new campuses will be side-by-side and present a great opportunity for us to influence more students.

## Nagoya, Japan: 92



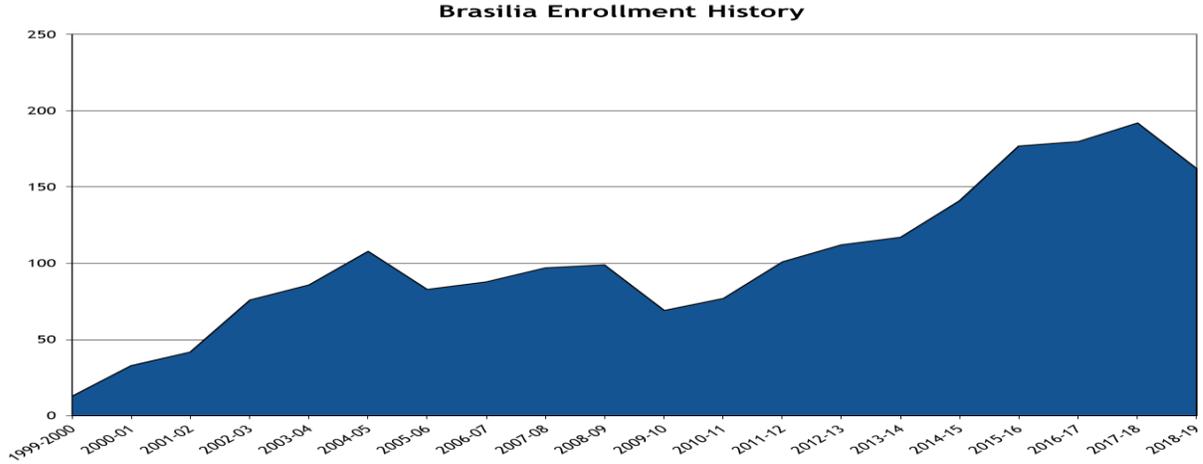


ICAN, Nagoya, Japan  
Established in 1998;  
NICS school since 2000  
Current Enrollment: 92  
Annual Budget: \$971,256  
School Website: <http://www.icanjapan.org/>

**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. Enrollment has taken a positive turn upward, the lack of an adequate campus hurts enrollment.

# THE AMERICAS

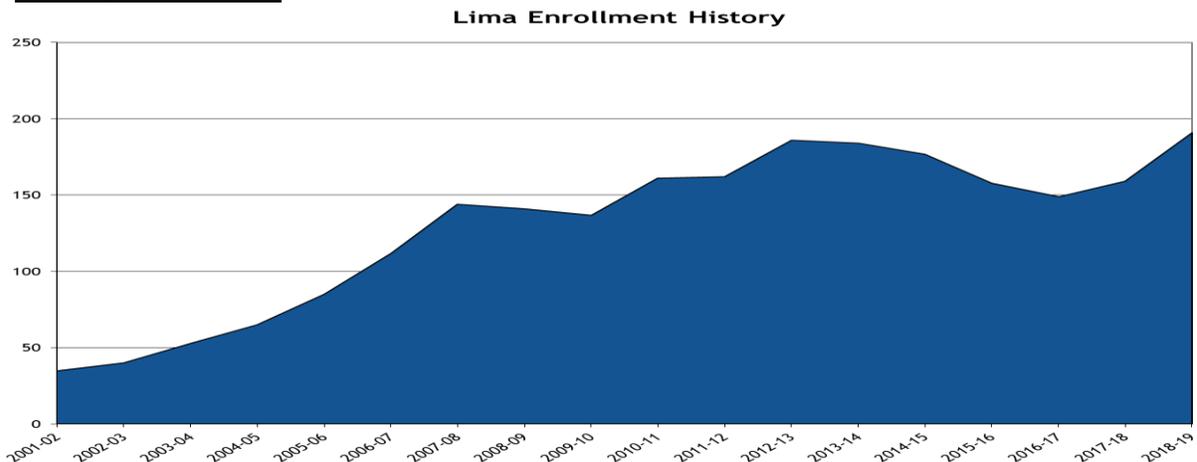
## Brasilia, Brazil: 162



BIS, Brasilia, Brazil  
Established by NICS in 1999  
Current Enrollment: 162  
Annual Budget: \$1,835,340  
School Website: <http://www.bischool.com.br>

**President's Summary: Brasilia** – The school took an unexpected negative turn in enrollment, losing 30 students after years of growth. This, along with some past loans and taxes owed has caused serious financial concerns in regard to cash flow. Facilities are adequate and will allow for substantial growth. Plans are underway as to ways to increase enrollment. The school's clear reputation as a distinctively Christian school is well received in the community.

## Lima, Peru: 191

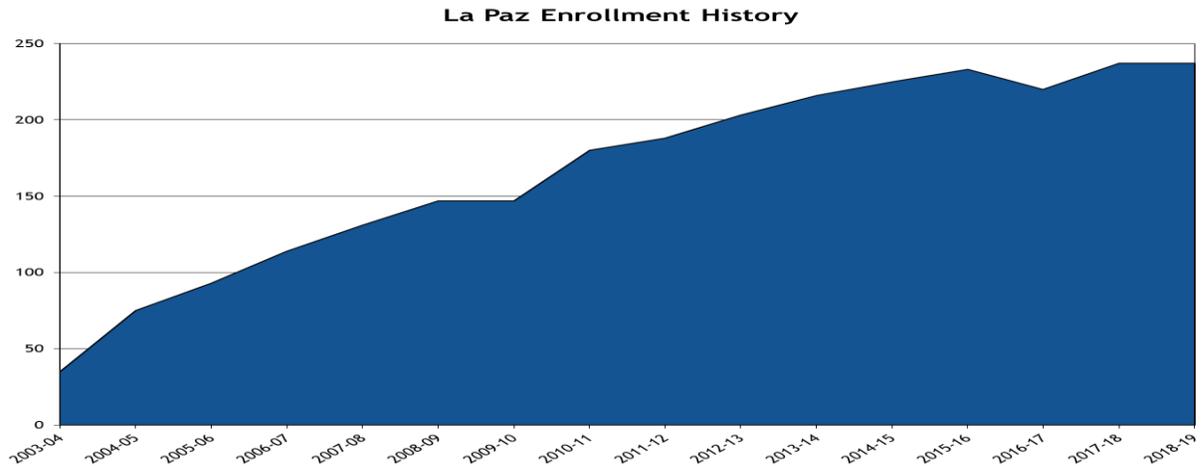




ICS, Lima, Peru  
 Established by NICS in 2001  
 Current Enrollment: 191  
 Annual Budget: \$2,167,020  
 School Website: <http://www.icslima.org/>

**President’s Summary: Lima** – While enrollment is limited because of facilities, the school has been successful by upgrading and branding itself as a “boutique” school. Enrollment is at an all-time high, but the campus cannot expand any further. The leadership continues to search for a new location for the school; consideration is being given to having two campuses—elementary at the present location and K-12 at a new location. A new facility would be located in another part of the city where many foreigners live. We cannot expect major growth until the issue of relocation is addressed.

**La Paz, Bolivia: 237**

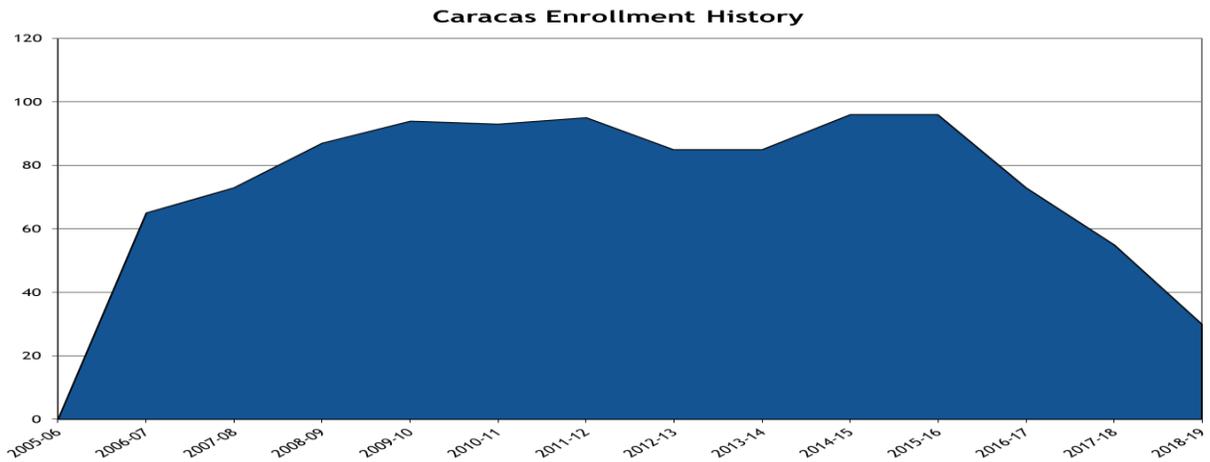


HIS, La Paz, Bolivia  
 Established in 2002;  
 NICS school since 2003  
 Current Enrollment: 237  
 Annual Budget: \$1,078,061  
 School Website: <http://www.highlandsinternational.org>

**President’s Summary: La Paz –**

The school’s location is ideal, and recent development of the area has made access to the school much improved as well as increased the value of the land we own. A total rebuild of the campus has been initiated and the campus is much improved and more attractive. Socialistic government laws, however, make it financially challenging to operate in Bolivia, as tuition rates and salaries are controlled by the government. A sustainability task force has been formed to try to find a way forward financially.

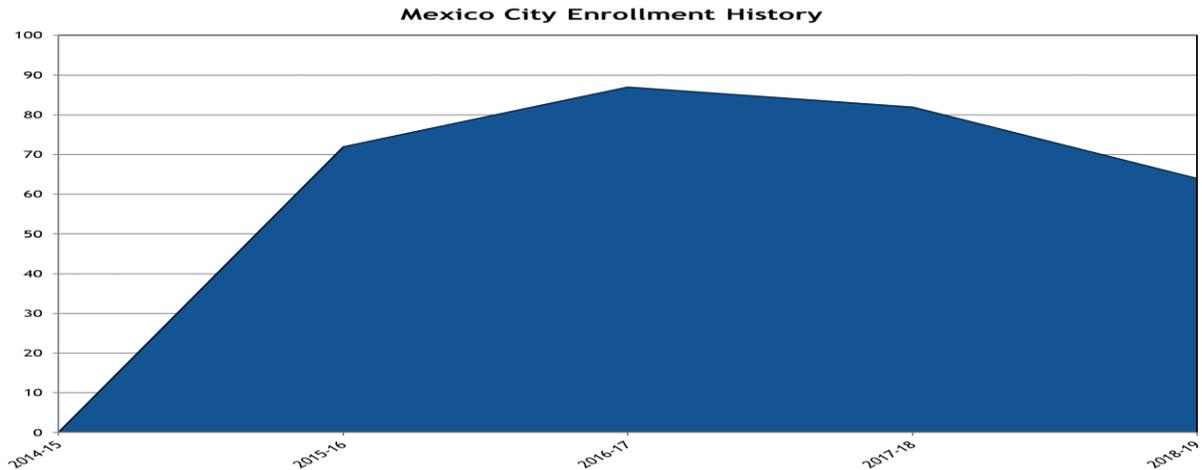
**Caracas, Venezuela: 30**



ICS, Caracas, Venezuela  
Established in 1990;  
NICS school since 2006  
Current Enrollment: 30  
Annual Budget: \$293,025  
School Website: <http://www.icscaracas.com/>

**President’s Summary: Caracas –** Political and economic crisis in Venezuela resulted in a situation wherein we felt our foreign staff were in danger. As a result, we asked all staff not to return to the school after their Christmas break. While we are maintaining a few staff, school operations have been discontinued until the country stabilizes.

## Mexico City, Mexico: 64

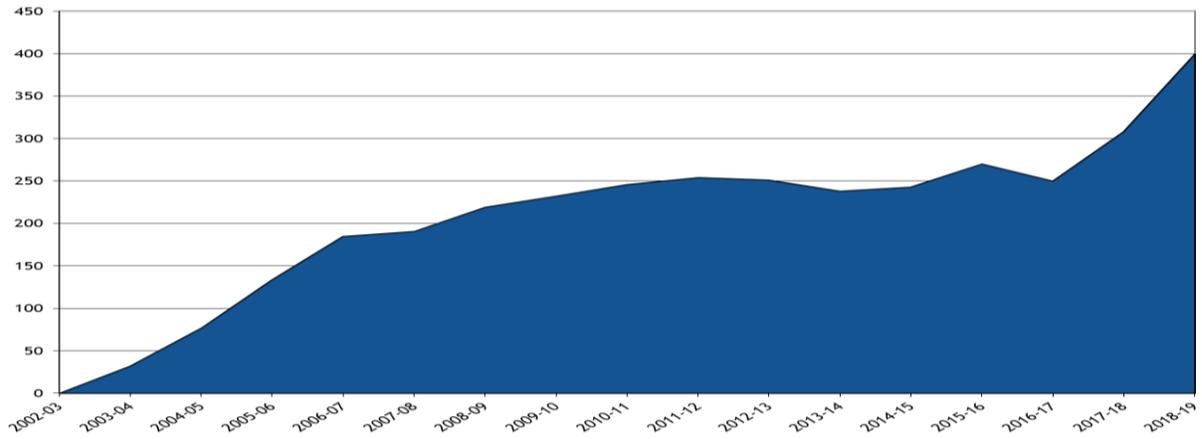


MCCA, Mexico City, Mexico  
Established in  
NICS school since 2014  
Current Enrollment: 64  
Annual Budget: \$306,433  
School Website: <http://www.mcca-mexico.org/>

**President's Summary: Mexico City Christian Academy** – While Mexico City shows great promise of a future large school for NICS, the current school struggles with: a bad location, decreasing enrollment, a parental community whose priority is low pricing, and a lack of legitimate registration with the government making work visas impossible. NICS leadership has suggested to the parental community that the NICS model may not be the best model for MCCA given those circumstances. It is highly likely the school will part ways with NICS at the end of the 2018-19 school year, at our commendation and their decision.

# MIDDLE EAST

## Middle East: 400

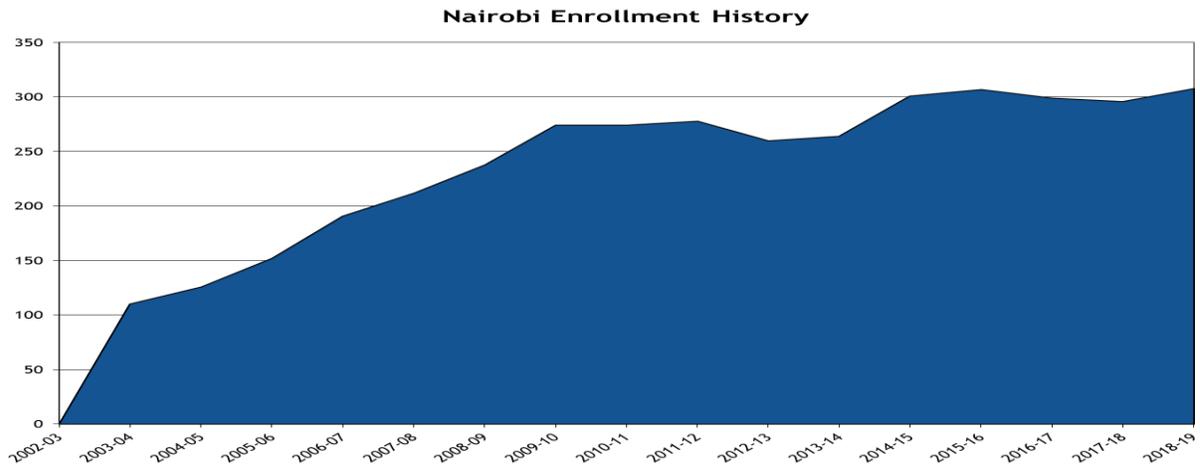


Middle East  
Established by Oasis in 2004  
Current Enrollment: 400  
Annual Budget: \$5,302,000

**President's Summary:** – The school grew by over 100 students this year; the new campus has caused word to spread throughout the city that this is the best school in the city. This has resulted in unprecedented growth and expansion. Capacity is approximately 900 students.

# AFRICA

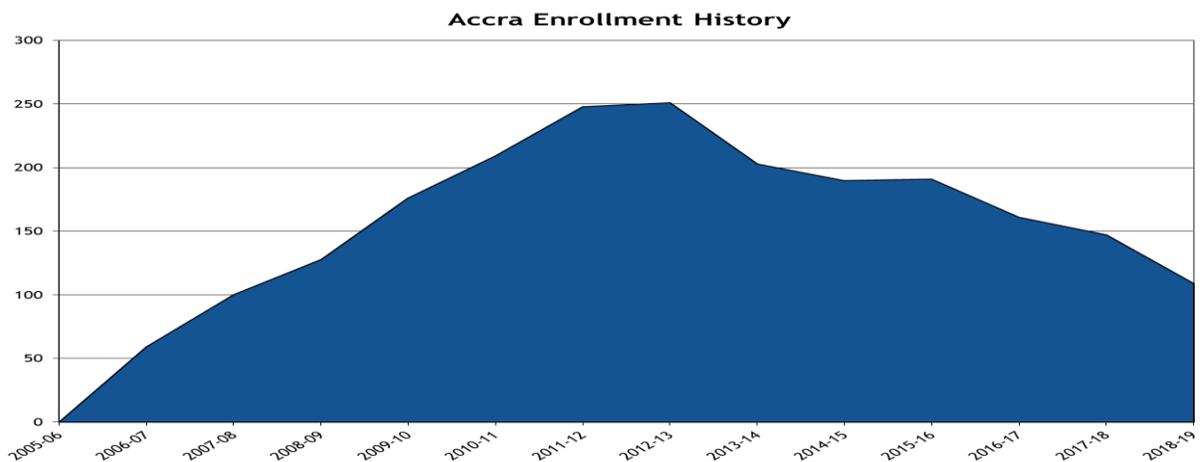
## Nairobi, Kenya: 308



WNS, Nairobi, Kenya  
Established in 1996;  
NICS school since 2003  
Current Enrollment: 308  
Annual Budget: \$3,180,435  
School Website: <http://www.westnairobschool.org/>

**President's Summary: Nairobi** – The school continues to develop the campus and new classrooms have been added; the school has a record enrollment this year. The previous banking issues are getting cleared up over time and the school is repaying the monies borrowed from the United Crisis Fund when their bank went under. There is a good balance of growth and expansion.

## Accra, Ghana: 109



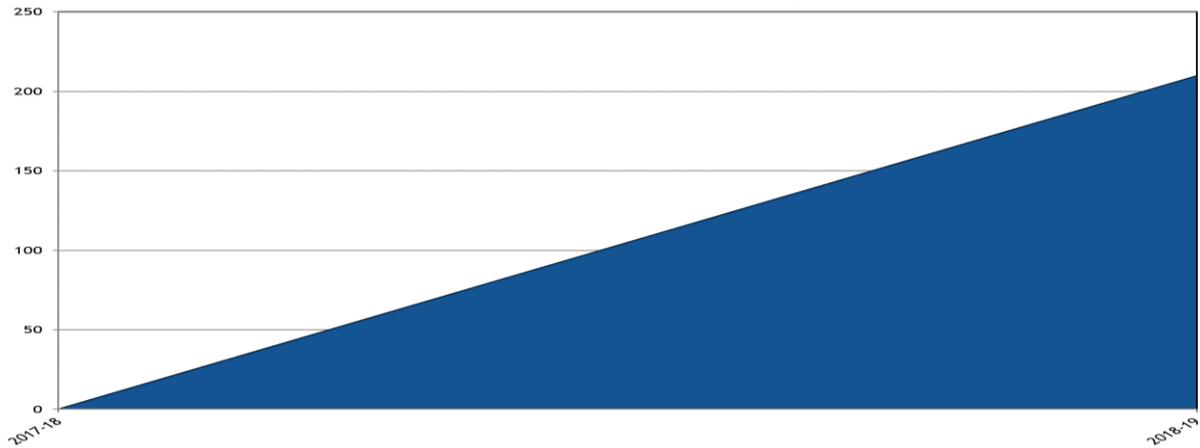


AIS, Accra, Ghana  
Established by NICS in 2006  
Current Enrollment: 109  
Annual Budget: \$2,105,500  
School Website: <http://www.aisaccra.org/>

**President's Summary: Accra** – AIS recently experience another crisis; an unexpected failure of the sale of the land happened at the last minute, another financial disaster became our reality. There was a signed contract on the land, which would have allowed the school to pay off all its debts and easily finish out the school year. On the day of closing, however, the buyer backed out. Knowing the school would run out of funds in February, Mr. Lugar went to Ghana to try to find a way for the school to survive. Dialogue took place with the owners of Liberty American Schools, another Christian school in the area, and their leadership agreed to take responsibility for the school. NICS agreed to assist the transition of the school to new management as the 2018-19 school year finished out. Transition is now taking place for the total operation of the school to be transferred to LAS. Enrollment continues to falter.

# EUROPE

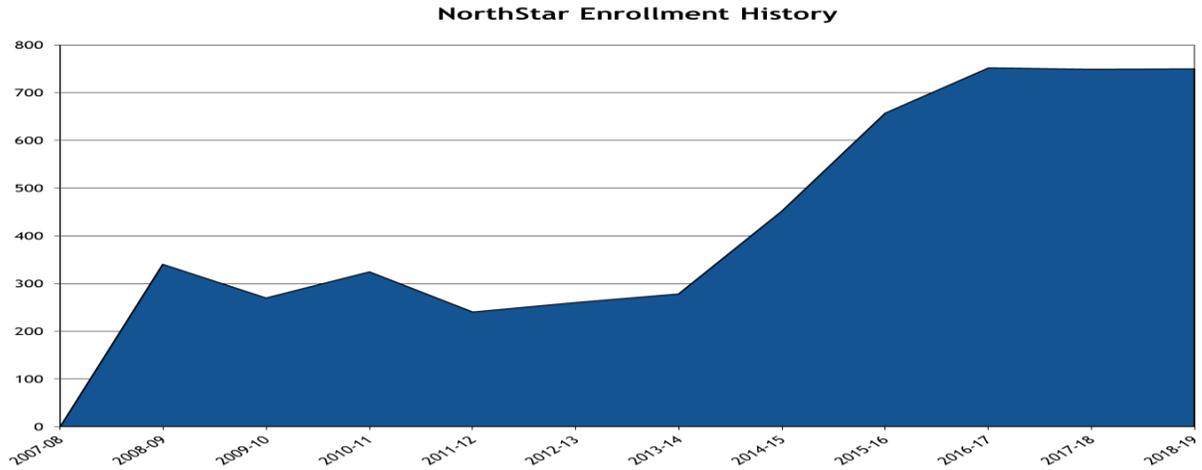
## Europe: 210



Europe-Balkans  
Established in 2007  
Oasis school since 2018  
Current Enrollment: 210  
Annual Budget: \$2,105,500

**President's Summary:** – The newest addition to the NICS network is located in the Balkan region of Europe. For a few years, the school will be in transition and the plan is that the school will become a full member of Oasis International Schools. The school recently added an elementary school and our network is beginning to place staff in the school. We are thrilled to be back in Europe!

**NorthStar Academy (on-line): FTE: 750 Total: 9003**

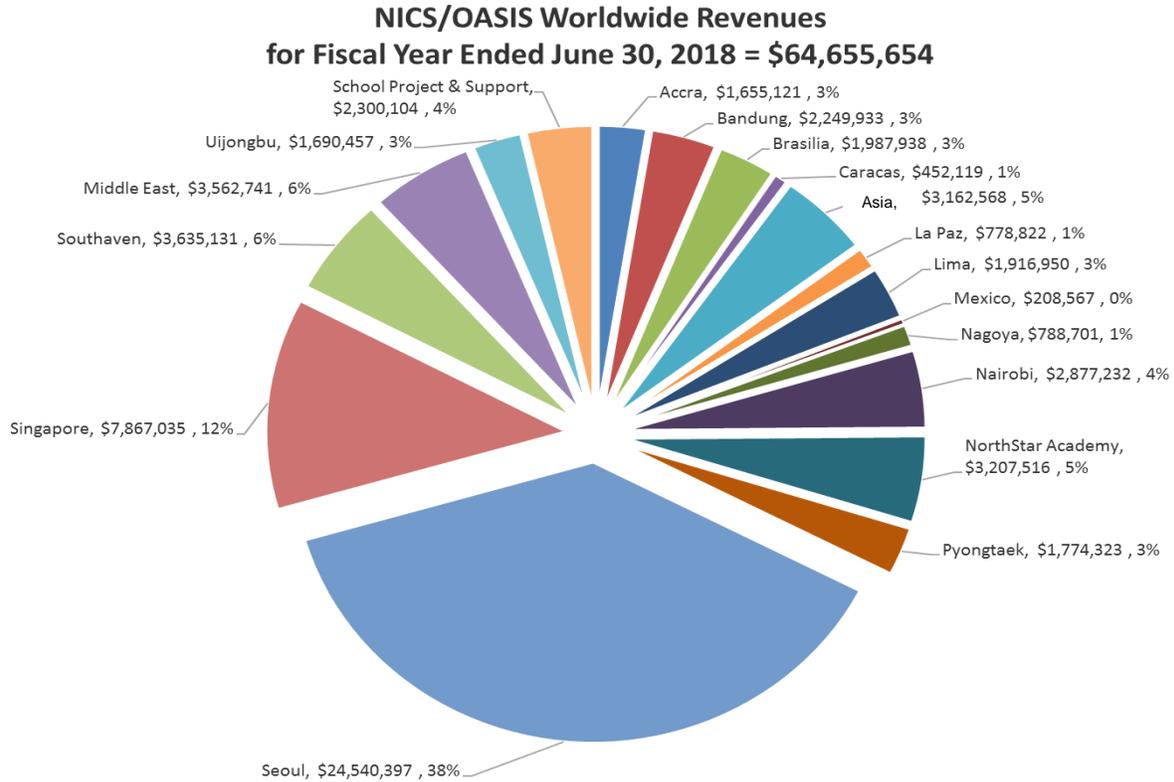


NorthStar Academy  
Current Enrollment: FTE 750  
Total: 9003  
Annual Budget: \$3,410,352  
NICS school since 2008  
School Website: [www.northstar-academy.org](http://www.northstar-academy.org)

**President’s Summary: NorthStar Academy** –NSA continues to experience healthy growth, both in numbers as well as reputation. To the credit of a hard-working staff and the Lord’s blessing, the school continues with its top rating for on-line high school education. NSA added ACSI accreditation to its list of accomplishments and is concentrating great effort on course expansion as well as customer service. NOTE: Because NSA uses rolling enrollment, the numbers stated above will increase considerably by the end of the fiscal year. Over 1700 students are enrolled.

## Network Financial Summary:

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



Note: The Europe school is in transition and not included in the above data.

## The year 2018-2019 (to date) in Summary

### School Data that relates to “Ends” Policies

#### Statistical Summaries from School Reports:

##### **Citizenship**

So far, in 2018-2019, the students in our schools come from 126 different countries. Since 1999, we have had at least one student from 168 countries.

##### **Employment of Parents**

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

International Businessmen	28.06%
Local Businessmen	27.80%
Faith Based NGO/Worker	16.48%
Educators (non-NICS/Oasis)	6.88%
Embassy/Diplomat	6.36%
NICS Faculty/Staff	3.09%

### **Parents Religious Preferences**

Protestant/Evangelical	53.74%
No Preference	16.59%
Catholic	15.00%
Muslim	4.63%
Buddhist	3.42%
Orthodox	1.18%
Hindu	1.13%
Atheist	1.07%

The following religions are represented by the parents in numbers less than 1%:  
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 <sup>st</sup> year at the school	34.67%
2 <sup>nd</sup> year at the school	21.25%
3 <sup>rd</sup> year at the school	13.31%
4 <sup>th</sup> year at the school	8.32%
5 <sup>th</sup> year at the school	5.87%
6 <sup>th</sup> year at the school	5.63%
7 <sup>th</sup> year at the school	3.00%
8 <sup>th</sup> year at the school	1.99%
9 <sup>th</sup> year at the school	2.16%
10 <sup>th</sup> year at the school	1.17%
11 <sup>th</sup> year at the school	1.10%
12 <sup>th</sup> year at the school	0.88%
13 <sup>th</sup> year at the school	0.55%
14 <sup>th</sup> year at the school	0.11%

### **Graduate College & University Acceptance**

Number of students we have graduated last year (17 schools reporting): 341

Percentage of graduates that will attend colleges & universities: 86.51%

Colleges/Universities attended 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 - 32 years, with the average being 5.81.

### **Staff Educational Experience**

The current NICS/Oasis faculty and staff have 1 - 48 years of work experience in the field of education, with the average being 10.01.

# Strategic Observations

## Major Set-backs/Challenges

1. Competition (secular school groups for-profit) is revealing more and more our need to capitalize new projects and school upgrades. I see our lack of ability to capitalize new projects as our greatest challenge/need.
2. The influence in South America of socialism continues to create challenges for private education in general. Some countries are de-privatizing education in general. We have issues for concern in La Paz and Caracas related to government socialization. Recently, Bolivia, has announced new anti-Christian policies. While the school is growing in enrollment, government regulations are causing the school to struggle financially. A Sustainability Task Force has been formed to make recommendations to the NICS leadership regarding how this will be dealt with.
3. Six schools are in a declining growth pattern: Bandung, Caracas, Uijongbu, Mexico City, Brasilia, and Accra.
4. One school (Accra) is still in somewhat of a crisis; a signed contract on the sale of the school's land gave us hope that the school's debts could all be paid off. On the day of the closing, however, the buyer backed out; this event threw us into a chaotic situation, as funds were so low we had no way to finish out the school year. A plan was pursued to merge the school with another Christian school in the area; this discussion resulted in the school remaining open, but a major change in school management other than NICS. That transition to new ownership is presently taking place and our hopes are to have this transition completed by June 2019, after which time the school will no longer be a part of the network.
5. One school (Caracas) has been temporarily (hopefully) closed due to the dangerous environment for our staff in lieu of the country's political and economic unraveling.
6. One school (Mexico City) was given the opportunity by NICS leadership to transition out of the network due to the lack of financial sustainability under the NICS model. NICS will continue with plans for a future top-level international school in Mexico City separately from MCCA. The school's relationship with NICS will almost certainly end in June 2019. The parents have made it clear that low tuition rates are paramount to the school families and must be priority when necessary over the expenses of school excellence. The school will return to the previous MK school-type model.
7. The KL Project will require \$1 million in the next 18 months. While it is expected that the school will continue experiencing strong growth, these funds will be needed to make up the shortfall of the budget until enrollment is sufficient to generate adequate income. We are exploring creative ways of funding, including loans, investment funds, line of credit, etc., while donations are still being solicited.
8. Our recruiting department is working hard to meet the challenges of a new environment for recruiting, due in part to the effect of worldwide terrorism, decline in the teacher pool worldwide, and heated competition.

## 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. We believe this model is the correct direction for the network to go in the future, but the challenge of raising capital funds for startups makes that difficult.
2. CARE Foundation is progressing well. (Current balance as of 01/31/2019 is: \$4.9 million.) The Fund will be activated for disbursements in 2019.
  3. A major restructuring of the Home Office has resulted in a much better functional and operational structure and has been accomplished successfully. The Office of School Operations oversees: a) school supervision, b) academic development, c) institutional development, and d) member care. The Office of Mobilization oversees: a) marketing, b) recruitment, c) placement, and d) IT/web support.
  4. Team OSO (Office of School Operations) has worked diligently with all network leadership in developing the Standards of Academic Excellence which has now been copyrighted and is being implemented in stages throughout the network.
  5. The Finance Team is working on an assessment tool for standards of financial excellence.
  6. Major improvements were made in Home Office functions; these are reported in the Home Office Report.
  7. Processes are being developed outline in the network strategic plan (1000 days) for a system of early identification of schools and effective processes for dealing with schools that are showing signs of difficulty in regard to financial sustainability.

## **Major School Accomplishments**

1. Major School Advances:
  - a. Seven schools are experiencing growth or are at near-capacity: Seoul, Middle East, Nairobi, Lima, Kuala Lumpur, La Paz, and NorthStar.
  - b. NorthStar Academy is ranked the #1 high school on-line program in the USA by four separate rating agencies; NSA's growth this year is expected to be around 15%. NorthStar is also now debt-free.
  - c. Kuala Lumpur's campus Phase I is now completed and school is open. Initial enrollment was 95 and current enrollment is approaching 170.
  - d. All-time high enrollments this year are expected for: Kuala Lumpur, La Paz, Lima, Nairobi, Middle East, Europe and NorthStar.
2. Overall healthy enrollment and income throughout the network:
 

6-Year Comparisons:

Enrollment 13-14:	4395 (19 schools)	NICS Contributions	\$3,206,317
Enrollment 14-15:	4807 (18 schools)	NICS Contributions	\$3,374,360
Enrollment 15-16:	4695 (18 schools)	NICS Contributions	\$3,231,628
Enrollment 16-17:	4787 (18 schools)	NICS Contributions	\$3,455,090
Enrollment 17-18:	4559 (17 Schools)	NICS Contributions	\$3,546,587
To Date:			
Enrollment 18-19:	4785 (18 Schools)	NICS Contributions (est)	\$3,505,457
3. Expansion
 

Enquiries for potential New Projects continue to come our way. Our focus, if investment funding is available, is to expand/begin new projects & upgrades as follows:

- a. Kuala Lumpur, Malaysia – Approximately \$25 million to purchase the land and buildings.
  - b. Pokhara, Nepal – Approximately \$6-7 million; purchase land and building.
  - c. New Delhi, India – Approximately \$9-12 million; purchase land and build; merge existing school into new project.
  - d. Lima, Peru – Approximately \$7-10 million; purchase land and build; expand to a second campus. Major upgrade.
  - e. Mexico City – Approximately \$7-10 million; purchase land and build; new project.
4. Academic advancement as measured primarily by accreditation

**Accreditation Status of NICS/OASIS Schools – February, 2018:**

<b>School</b>	<b>Accreditation Status</b>
Accra	ACSI & MSA
Middle East	ACSI & MSA
Bandung	ACSI & WASC
Brasilia	ACSI & AdvancED
Caracas	ACSI & MSA
Kuala Lumpur	pre-accreditation work CIS & WASC
Far East	WASC
La Paz	ACSI & MSA
Lima	ACSI & MSA
Mexico City	ACSI & MSA Candidacy
Nagoya	ACSI & WASC
Nairobi	ACSI & MSA
NorthStar	ACSI & AdvancED
Europe	AdvancED
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  
 CIS – New England Association of Schools/Colleges/Counsel of International Schools  
 EduTrust – Council for Private Education, Singapore Government  
 MSA - Middle States Association of Colleges and Schools  
 WASC - Western Association of Schools and Colleges

## **Strategic Thinking/Planning**

### **Major Challenges**

1. Investment Funds are being sought in earnest. We will continue to explore funding options which include: donation, grants, investments, loans, venture capital, strategic partnerships and lines of credit. We must commit ourselves to major upgrades of our schools that are in strategic markets, build new schools in promising markets with bigger “starts” than we have in the past.
2. Corporate structure needs to be consistently reviewed to see if the changing climate of our “market” should demand rethinking our structure. Oasis Enterprises was initially formed to bring new options into our consideration of how to set up new schools, potentially as “for-profit” businesses. Based on

continuing research NetOne Education, LLC, has been incorporated through legal counsel, as a means to better facilitate potential investors.

3. We must add to our expertise a system for review and a way to process failing schools so that school closures/handoffs can be done with integrity. This includes the need for reserve funds (contingency) that are needed to cover expenses involved in sustaining failing schools and when necessary, closing such schools well.
4. Having adequate numbers of qualified, loyal field leader candidates is always a challenge; emerging leader development is helping. We will seek to find ways to offer better compensation to school leaders. We will also be developing a new emphasis on leadership development that is formalized but personalized for every leader in the network; this process will require growth from all as well as accountability for all.
5. Financial restructuring/refining will be necessary as we grow and expand our operation to utilize venture capital. Strategic financial analysis, planning, and development will be necessary as we grow, requiring us to gain expertise in new arenas such as venture capital, etc., and also to be more systemic in our approach to school and Home Office financial operations.

**Present Status of NICS/OASIS Schools:**

The following represents **the President’s perspective as to how** the present 18 schools exist 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 1 Project Stage	Level II Develop- mental Stage	Level III Strengthening Stage	Level IV Maturing Stage	Level V Mature Stage	Level VI Advanced Stage	Level VII Flagship Stage
	Pokhara	KL →	Pyeongtaek	Lima →	Nairobi →	Singapore	Seoul
Caracas	Delhi	Nagoya	La Paz	Far East ←		Middle → East	NorthStar →
	Accra ←	Europe →	Uijongbu ←	Bandung ←			
	Mexico City ←		Brasilia ←				



**Observable Market Trends to Watch:**

1. Worldwide teacher shortages & major expansion of international schools is clearly generating a concerning teacher shortage for our network.
2. The current international school market has become highly-competitive. For-profit models are increasingly popular in growing markets and educational groups now number over 20.
3. Security continues to be a major concern. We have schools in some vulnerable places in the world, and safety of students and staff is a major consideration.
4. 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. These schools will likely trend negatively if we do not upgrade to competitive standards.
5. Salvation of students & spiritual growth of our students continues.
  6. Staff longevity increasing over time. (presently 5.8 yrs. avg.)
  7. Our network schools are steadily gaining respect and recognition in our market. Some of our schools are now recognized as “top tier” schools in their region.
  8. Legal issues must be given more priority than in past times, especially in Africa and South American schools, as lawsuits are so commonly practiced.
  9. There are now 3 Christian groups doing similar work to ours: NICS, TeachBeyond and LDI; all three groups recently met to discuss how we can better support each other and work in synergy.

## **Goals from Previous Year**

1. Continue with the 1,000 day strategic plan. **Report:** We are now entering the final third of the plan, which includes four major initiative:
  - a. **Recruitment Strategies** – most goals are being reached; however, the need continues to increase with growth, so this is a never-ending effort that must continue in order for us to be effective in the future.
  - b. **Finances** –
    - i. **Operations.** Due to financial crises in five schools (KL, Mexico City, La Paz, Accra, and Brasilia), income to the Home Office has decreased and major budget cuts have taken place. We believe this is a temporary setback.
    - ii. **Capital.** Good progress is being made to procure capital funding.
  - c. **Strategy for Declining Schools.** Major progress has been made in this area, and recent events have given us experience (not enjoyable!) that will help us in the future. We realize we must become experts in closing/redirecting/transitioning schools out of the network.
  - d. Establish a culture of **alignment.** Restructuring of the Home Office has been very helpful in accomplishing this. Job descriptions have been retooled, duties and responsibilities of different offices have been better clarified, and function has improved greatly.
2. Continue fund-raising efforts through donations, while also pursuing DAF (Donor-Advised Funds), loans, foundation grants, etc. **Report:** Traditional donations, while helpful, can no longer be our only source. Our emphasis is changing from a donation-based operation to more of a business-model, self-sustaining model through funds generated within our organization and investment funds solicited from without the organization.
3. Develop a long-term financial strategy which includes capitalizing new projects. **Report:** Our corporate portfolio and prospectus should be completed near the end of February 2019. We are hopeful that major investment capital will be procured by the end of 2019 or early into 2020.
4. Provide optimal support to the KL Project throughout the network until the school is stabilized. **Report:** Several schools have assisted greatly in providing the needed assets for the KL Project. Combined with donations, a few loans, and SEED Fund loans, the school has been launched. The remaining need, as we best project for the first year’s operation is around \$800,000. Possible sources for this money are being sought at this time.

5. Investigate network expansion through alternative means—such as JVCs (Joint-Venture Companies), contracted school management agreements, school mergers, and for-profit models. Seek to mobilize network resources to maximize network expansion. **Report:** We have recently arranged a \$1 million line-of-credit with our Home Office bank; we expect to finalize an agreement with another like-minded agency that wants to invest in our KL Project and possibly other future projects; our consultants are seeking approximately \$60 million dollars to fund five major projects in the next few years.

### **Goals for The Upcoming Year**

1. Complete the final third of the ongoing Strategic Plan.
2. Complete the formation of NetOne Education, LLC, and related entities.
3. Compile data & portfolios for all 5 listed new projects/upgrades.
4. Seek approximately \$60 million in capital investments for the network.

## This Year's Projections/Goals/Priorities

### 6-Year Projections for Existing 17 Schools (submitted by directors)

#### **Projected Enrollment:**

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
Middle East	393	405	420	435	450	465
Bandung	171	200	200	200	200	200
Brasilia	158	170	180	190	200	210
Caracas	30	--	--	--	--	--
Kuala Lumpur	175	353	430	600	650	650
Far East	284	280	290	325	360	400
La Paz	238	238	238	238	238	238
Lima	190	190	195	200	200	205
Mexico	62	49	--	--	--	--
Nagoya	80	80	85	90	95	100
Nairobi	323	333	343	353	364	374
NorthStar	856	898	898	898	898	898
Europe-Balkans	211	240	260	280	300	320
Pyeongtaek	130	135	150	160	170	170
Seoul	1000	1000	1000	1000	1000	1000
Singapore	430	430	450	475	500	500
Uijongbu	100	120	125	125	125	125
<b>TOTAL</b>	<b>4831</b>	<b>5121</b>	<b>5264</b>	<b>5569</b>	<b>5750</b>	<b>5855</b>

#### **Average Tuition Per Student in US\$:**

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
Middle East	\$13,486	\$14,160	\$14,868	\$15,611	\$16,391	\$17,210
Bandung	\$11,038	\$10,555	\$10,766	\$10,981	\$11,201	\$11,425
Brasilia	\$12,000	\$11,800	\$11,800	\$12,100	\$12,400	\$12,700
Caracas	--	--	--	--	--	--
Kuala Lumpur	\$15,646	\$13,620	\$13,121	\$12,000	\$12,850	\$13,500
Far East	\$11,798	\$12,151	\$12,577	\$13,017	\$13,538	\$14,214
La Paz	\$4,664	\$4,862	\$5,260	\$5,492	\$5,792	\$6,277
Lima	\$12,000	\$12,200	\$12,500	\$12,500	\$12,900	\$12,900
Mexico	\$3,665	--	--	--	--	--
Nagoya	\$10,200	\$10,500	\$10,800	\$11,100	\$11,400	\$11,700
Nairobi	\$10,018	\$10,519	\$11,045	\$11,598	\$12,177	\$12,786
NorthStar	\$4,299	\$4,367	\$4,436	\$4,506	\$4,367	\$4,367
Europe-Balkans	\$3,800	\$4,200	\$4,200	\$4,600	\$4,600	\$5,000
Pyeongtaek	\$12,305	\$13,755	\$13,110	\$13,006	\$12,945	\$13,333
Seoul	\$24,250	\$24,732	\$25,660	\$26,506	\$27,049	\$27,965
Singapore	\$18,364	\$21,224	\$21,648	\$22,081	\$22,523	\$22,973
Uijongbu	\$15,665	\$15,665	\$15,665	\$15,665	\$15,665	\$15,665
<b>Average</b>	<b>\$10,776.35</b>	<b>\$10,841.76</b>	<b>\$11,026.82</b>	<b>\$11,221.35</b>	<b>\$11,517.53</b>	<b>\$11,883.24</b>

**Total Income Projection in US\$:**

	2018/19	2019/20	2020/21	2021/2022	2022/2023	2023/2024
Middle East	\$5,300,000	\$5,734,921	\$6,244,560	\$6,790,959	\$7,376,197	\$8,002,905
Bandung	\$1,887,498	\$2,111,000	\$2,153,220	\$2,196,284	\$2,240,210	\$2,285,014
Brasilia	\$1,896,000	\$2,000,000	\$2,124,000	\$2,299,000	\$2,480,000	\$2,667,000
Caracas	--	--	--	--	--	--
Kuala Lumpur	\$2,738,050	\$4,807,860	\$5,642,030	\$7,200,000	\$8,352,500	\$8,775,000
Far East	\$3,350,491	\$3,402,400	\$3,647,252	\$4,230,497	\$4,873,533	\$5,685,789
La Paz	\$1,110,066	\$1,157,187	\$1,252,017	\$1,307,073	\$1,378,627	\$1,493,926
Lima	\$2,280,000	\$2,318,000	\$2,437,500	\$2,500,000	\$2,580,000	\$2,644,500
Mexico	\$261,332	--	--	--	--	--
Nagoya	\$816,000	\$840,000	\$918,000	\$999,000	\$1,083,000	\$1,170,000
Nairobi	\$3,235,931	\$3,499,659	\$3,784,882	\$4,093,349	\$4,426,957	\$4,787,754
NorthStar	\$3,680,339	\$3,922,270	\$3,984,311	\$3,922,270	\$3,922,270	\$3,922,270
Europe-Balkans	\$800,000	\$1,008,000	\$1,092,000	\$1,288,000	\$1,380,000	\$1,600,000
Pyeongtaek	\$1,599,700	\$1,856,910	\$1,966,490	\$2,080,980	\$2,200,570	\$2,266,580
Seoul	\$24,249,557	\$24,731,858	\$25,659,826	\$26,506,304	\$27,048,521	\$27,965,478
Singapore	\$7,896,520	\$9,126,320	\$9,741,600	\$10,488,475	\$11,261,500	\$11,486,500
Uijongbu	\$1,566,487	\$1,879,784	\$1,958,109	\$1,958,109	\$1,958,109	\$1,958,109
<b>Total</b>	<b>\$61,947,971</b>	<b>\$68,396,169</b>	<b>\$72,605,797</b>	<b>\$77,860,300</b>	<b>\$82,561,994</b>	<b>\$86,710,825</b>

**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	17	0.30%
Åland Islands	1	0.02%
Albania	6	0.11%
Angola	1	0.02%
Antigua and Barbuda	1	0.02%

Argentina	2	0.04%
Armenia	1	0.02%
Australia	72	1.28%
Austria	6	0.11%
Azerbaijan	4	0.07%
Bahamas	2	0.04%
Bangladesh	10	0.18%
Belarus	1	0.02%
Belgium	4	0.07%
Bolivia	209	3.72%
Bosnia/Herzegovina	5	0.09%
Brazil	152	2.71%
Brunei	3	0.05%
Bulgaria	3	0.05%
Cameroon	2	0.04%
Canada	101	1.80%
Chile	6	0.11%
China	189	3.36%
Columbia	10	0.18%
Congo	6	0.11%
Costa Rica	5	0.09%
Croatia	1	0.02%
Czech Republic	7	0.12%
Denmark	13	0.23%
Djibouti	2	0.04%
Dominican Republic	1	0.02%
Ecuador	17	0.30%
Egypt	39	0.69%
Ethiopia	13	0.23%
Finland	11	0.20%
France	21	0.37%
Gambia	16	0.28%
Georgia	2	0.04%
Germany	18	0.32%
Ghana	1	0.02%
Greece	1	0.02%
Guatemala	1	0.02%
Guinea	2	0.04%
Haiti	1	0.02%
Honduras	1	0.02%
Hungary	14	0.25%
India	69	1.23%
Indonesia	101	1.80%
Iran	15	0.27%
Iraq	6	0.11%

Ireland	3	0.05%
Israel	22	0.39%
Italy	26	0.46%
Japan	161	2.87%
Jordan	4	0.07%
Kazakhstan	6	0.11%
Kenya	160	2.85%
Korea	847	15.07%
Kosovo	145	2.58%
Kuwait	25	0.44%
Kyrgyzstan	2	0.04%
Latvia	3	0.05%
Lebanon	12	0.21%
Liberia	1	0.02%
Lithuania	8	0.14%
Macedonia	1	0.02%
Macau	3	0.05%
Madagascar	3	0.05%
Malaysia	79	1.41%
Malawi	4	0.07%
Mali	2	0.04%
Malta	2	0.04%
Mexico	44	0.78%
Moldova	3	0.05%
Mongolia	12	0.21%
Morocco	1	0.02%
Mozambique	2	0.04%
Myanmar	7	0.12%
Namibia	5	0.09%
Nepal	2	0.04%
Netherlands (Holland)	26	0.46%
New Zealand	12	0.21%
Nicaragua	3	0.05%
Nigeria	13	0.23%
Norway	16	0.28%
Oman	4	0.07%
Pakistan	26	0.46%
Papua New Guinea	1	0.02%
Peru	34	0.61%
Philippines	47	0.84%
Poland	6	0.11%
Portugal	4	0.07%
Puerto Rico	2	0.04%
Qatar	3	0.05%
Romania	10	0.18%

Russia	5		0.09%
Rwanda	6		0.11%
Saudi Arabia	2		0.04%
Serbia	2		0.04%
Sierra Leone	1		0.02%
Singapore	41		0.73%
Somalia	5		0.09%
South Africa	23		0.41%
South Sudan	2		0.04%
Spain	34		0.61%
Sudan	1		0.02%
Suriname	4		0.07%
Sweden	14		0.25%
Switzerland	9		0.16%
Syria	3		0.05%
Taiwan	52		0.93%
Tajikistan	1		0.02%
Tanzania	6		0.11%
Thailand	16		0.28%
Turkey	8		0.14%
Uganda	3		0.05%
Ukraine	4		0.07%
United Arab Emirates	7		0.12%
United Kingdom	59		1.05%
United States	2271		40.42%
Uzbekistan	1		0.02%
Venezuela	23		0.41%
Vietnam	11		0.20%
Yemen	3		0.05%
Zambia	6		0.11%
Zimbabwe	2		0.04%
<b>TOTAL STUDENTS</b>	5619		100%
<b>TOTAL COUNTRIES</b>	126		

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

## Appendix A – Colleges and Universities of NICS/Oasis Students:

3dsense Media School (Singapore)	Amherst College	University of Indonesia	Bethany Bible Training Center	Brown University
Aberdeen	Anderson College	Auburn University	Bethany College of Missions	Brunel University, UK
Aberystwyth University (Wales)	Anderson University, Anderson, SC, USA	Auckland Institute of Tech, New Zealand	Bethel College	Bryn Mawr College
Abilene Christian University	Angelo State University	Austin College	Bethel School of Supernatural Ministry	Butler County Community College, PA
Abu Dhabi University, Abu Dhabi, UAE	Appalachian State University	Australian National University	Bethel University	Cabarrus College of Health Sciences
Academy of Art Institute	Arcadia University	Azusa Pacific University	Bethel University	California Baptist University
Academy of Interactive Entertainment	Arizona State University	Babson College	Binghamton University	California College of the Arts, San Francisco
Acadia University, Canada	Arizona Western College	Bahçeşehir University (Istanbul)	Blinn College	California Institute of the Arts
Accademia Nozionde di donzo	Arkansas State University	Ball State University	Blue Mountain College	California Maritime Academy
Agnes Scott College	Art Center College of Design	Bard College	Boise State University	California Polytechnic San Luis Obispo
Air Force Academy	Art Institute of Dallas	Barnard College	Bolivian University	California State University, Fresno
Albright University	Arts University Bournemouth	Barry University	Bond University (Aust.)	California State University, Northridge
Alconquin College	Asburn University	Beacon College	Boston Baptist College	California State University, Sacramento
Ambrose University, Canada	Asbury University	Beaconhouse National University	Boston College	California State University, San Bernardino
American University	Asheshie University - Ghana	Beijing Foreign Study University	Boston University	Calvin College
American University of Afghanistan	Asia Pacific University - Japan	Belhaven University	Boyce College	Camosun College (Victoria, Canada)
American University of Central Asia	Asian College of Journalism	Belmont University	Bradley University	Campbellsville University
American University of Dubai	Assumption University	Bemidji State University	Brandeis University	Canisius College
American University of Paris	Ateneo De Manila University (Philippines)	Benedictine College	Brandon	
	Atma Jaya Catholic	Berea College	Bridgewater State University	
		Berklee College of Music	Brigham Young University	
		Berkley College	Brock University	
			Brooks University	

Cape Cod Community College	Charleston Southern University	Colorado Christian University	Crown College	Eastern Connecticut State
Cape Town University	Chinese University of Hong Kong	Colorado School of Mines	Culinary Institute of America	Eastern Kentucky University, Richmond ,KY
Capernwray Bible College (UK)	Christ University College	Colorado State University	Culver-Stockton College	Eastern University
Carin University, Pennsylvania	Christian Brothers University	Colorado Technical University	Cyprus International University	Ecole Hôtelière de Lausanne
Carleton College	Chung Ang University South Korea	Columbia College	Dalhousie University	Edmond Community College
Carleton University, Canada	Chungbuk National University, Korea	Columbia International University	Dallas Baptist University	Ehwa Women's University
Carnegie Mellon University	City University of Hong Kong	Columbia State Community College	Dartmouth College	El Camino Community College
Carroll College	City University of New York	Columbia University, Fu Foundation School of Engineering&Science	Davidson College*	Embry-Riddle Aeronautical University
Carthage College	Claremont McKenna College	Community College of Allgheny County	De La Salle College of Saint Benilde – Philippines	Emerson College
Case Westen Reserve University	Clark University	Concordia University	Deakin University in Australia	Emory University
Catawba College	Coe College	Connecticut College	Dean College	Empire State College
Cedarville University	Colby College	Conservatoria "G.Verdi" di Milano	DePaul University	Eotvos Lorand University
Center of American Ed (SG)	Colgate University	Copenhagen University College of Engineering	Diablo Valley Community College	Erskine College
Central Saint Martins College of Art&Design	College of Du Page, Glen Ellyn, IL	Cornell University	Dickenson College	ESPM, Rio de Janeiro
Central Texas College	College of the Ozarks	Cornerstone University	Digipen Institute of Technology	Estacio, Rio de Janeiro
Central Virginia Community College	Colleges in Belgium	Corvinus University of Budapest	Dordt College	Eugene Lange College of Lib Arts
Central Washington University	Colleges in Holand	Cottey College	Doshisha University	European University, Munich, GERMANY
Centre College, Danville, KY	Collegium Civitas	Covenant College	Douglas College	Evangel University
Chapman College	Columbus State University	Creighton University	Drexel University	Ewha Womans University
Chapman University			Drew University	Faculty of Physical Education and Sport Science of Athens
Charis Bible College, UK			Duke University	

Farleigh Dickinson U	George Washington University	Handong University, Korea	Hong Kong University (HK)	Institute of Information and Technology - Namibia
Fashion Academy of London	Georgetown College	Hankook University of Foreign Studies	Hong Kong University of Science & Technology (Hong Kong)	Interamericana Metro in Puerto Rico
Fashion Institute of Design and Merchandizing, CA	Georgetown University	Hawaii Pacific University	Hope College	International Christian University, Tokyo
Fashion Institute of Technology, New York, NY	Georgia Institute of Technology	Hansae University	Hotel and Tourism Management Institute	International College of Music (Malaysia.)
Ferris State University	Georgia Southern University	Hardin-Simmons University	Hotel School of The Hauge	Iowa State University
Florence University of the Arts	Georgia Tech	Harvard University	Houghton College	ISTinye University (Istanbul)
Florida Institute of Technology	Glion Institute of Higher Education, Switzerland	Hawaii Pacific University	Houston Community College, Houston, TX	ITESM (Mexico City)
Florida International University	Gordon College	Hillsborough Community College	Hult International Business School	Jacobs University Bremen (Germany)
Florida Keys Community College	Goshen College	Hillsong International Leadership College	Huntington University	Jakarta International College
Franklin and Marshall University	Goucher College	Hinds Community College	Hutchinson Community College	James Cook University (AU)
Fraser International College, Vancouver	Grand Canyon University	Hitotsubashi University	Illinois Wesleyan University	Jeju National University
Fudan University	Grand Valley State University	Hobart Institute of Welding Technology	Immaculata University	John Abbott College, Canada
Full Sail University, Winter Park, FL	Green River Community College	Hofstra University	Indian River College	John Brown University
Furman University	Greenfield Community College	Hogeschool van Amsterdam, University of Applied Sciences	Indiana University Bloomington	John Cabot University
Gannon University	Griffith University	Holmes Community College	Indiana Wesleyan, Marion, IN	Johns Hopkins University
Geneva School of Diplomacy (Switzerland)	Grown College	Hong IK University	Institut Teknologi Bandung	Johnson County Community College
George Fox University	Hacetepe University	Hong Kong Baptist University	Institut Teknologi Harapan Bangsa, Indonesia	Johnson University
George Mason University	Hamline University	Hong Kong Chinese University (HK)	Institute of Design and Merchandising USA	Johnson and Wales U
	Hamilton College	Hong Kong Polytechnic University		JSargeant Reynolds CC
	Handong Global University			

Judson University	Le Cordon Bleu, Australia	Lycoming College	Meredith College	Monash University, Australia
Juniata College	Lee University*	Lynn University	Messiah College	Monroe College
KAIST – Korea	Leeds Arts University	Macalester College	Metropolitan Film School London	Montana State University
Kasetsart University (Thailand)	Lehigh University	Macon State University	Miami Dade	Monterrey Institute of Technology and Higher Education (Mexico)
Kawartha Lakes Bible College (Canada)	Leiden University	Macquarie University (Sydney)	Miami University, Ohio	
Keio University	LeTourneau University	Madison Area Technical College	Michigan State University	Moody Bible Institute
Kennesaw State University	Libera Universita Maria Ss. Assunta, Rome, Italy	Mahajana College	Michigan Technological University	Moore College of Art and Design
Kent State University	Liberty University	Mahidol University International College	MidAmerica Nazarene University	Moorhead State University
Kenyon College	Ling Fung Chung - Chinese University of Hong Kong	Maryland Institute College of Art	Middle Tennessee State University	Morman Missionary Training College
Kettering University	Lipscomb University, Tennessee	Marymont California University	Middlesex University	Mount Holyoke
Knox College	London College of Communication	Masaryk University- Czech Republic	Midwestern Baptist College	Mount Hood Community College
Knox University, Illinois	London Metropolitan University, London, UK	Mass College of Pharmacy and Health	Military University of Greece	Mount Vernon Nazarene University
Koç University (Istanbul)	London School of Music	Massachusetts Institute of Technology	Milligan	Nagoya University
Konyang University	Longwood University	Massey University NZ	Mississippi College	Nanyang Academy of Fine Arts (Singapore)
Korea Advanced Institute of Science and Technology	Lord Fairfax Community College	Master's University	Mississippi Gulf Coast Community College	Nanyang Tech. University - Singapore
Korea University South Korea	Louisiana State University	McDaniel College	Mississippi State University	National Institute of Education, Singapore
Korean Hotel & Culinary Institute	Louisiana Tech University	McGill University (Quebec, Canada)	Mississippi University for Women	National Institute of Public Administration - Zambia
La Salle University	Loyola Marymount University	Melbourne Hotel Academy	Missouri Baptist University	National Taiwan University, Taiwan
La Sapienza	Lugansk State Medical University, Ukraine	Memorial University	Missouri University of Science and Techonology	
Laguna College of Art and Design		Mercyhurst University	Missouri Western University	
Lamar University				
Lasalle College of the Arts (SG)				
Laurentian University				

National Tech University (SG)	Northwestern College	Parkland College	Pusan University	Rowan University
National Univeristy of Science and Technology – Pakistan	Northwestern College, St. Paul, MN	Parsons School for Design	Queens University of Charlotte	Rutgers, The State University of New Jersey
National University of Singapore (Singapore)	Northwestern University	Pasadena City College	Queensland University of Technology, Brisbane, Australia	Rutgers University, Ernest Mario School of Pharmacy
New Mexico State	Norwich University	Patrick Henry College	Radford University	Ryerson University - Toronto, Canada
New York Institute of Technology	Notre Dame University	Paul Mitchell, Hawaii	Reed College	Saddleback College
New York University	Nottingham Trent University	Pennsylvania State University	Regent University	Saginaw Valley State University
New York University, Abu Dhabi, UEA	Occidental College	Pensacola Christian College	Regis University (Denver)	Saint Mary's University, Cananda
New York University: Stern School of Business	Ohio State University	Pepperdine University	Rensselaer Polytechnic Institute	Samford University
Newcastle University (UK)	Ohio Wesleyan University	Peru Gastronomy College	Rhode Island School of Design	San Diego State University
Nilai International University College, Malaysia	Oklahoma Baptist	Philadelphia Biblical University	Rice University	San Francisco Conservatory
North Carolina State University	Oklahoma State University	Pikes Peak Community College	Richland Community College	San Francisco State University
North Greenville University	Olivet Nazarene University	Point Loma Nazarene U	Richmond International American University in London	Santa Clara University
North Seattle Community C	Olin College of Engineering	Pomona College	Rimini University, Italy	Santa Monica College
Northeastern University	Oral Roberts University	Portland Bible College	Ringling College	Savannah College of Arts and Design
Northern Arizona University, Flagstaff, AZ	Oregon State University	Portland Community College	River Parish Community College	SCAD
Northwest Christian College	Otago University (New Zealand)	Portland State University	Roberts Wesleyan College	School of Art Institute of Chicago
Northwest Mississippi Community College	Otis College of Art and Design	Pratt Institute	Rochester Institute of Tech	School of Visual Arts
	Ouachita Baptist University	Princeton University	Rollins College	Schreiner University
	Oxford College of Emory University	PSB Academy, Singapore	Rose Hulman Institute of Tech	Seaton Hall
	Pace University	PUC, Rio de Janeiro	Roskilde University (Denmark)	Seattle Pacific University
	Pacific Northwest College of Art	Purchase College, Conservatory of Music		
	Pacific Union College	Purdue University		

Seattle University	University, MACEDONIA	St. Norbert College	Tallahassee Community College	The Hong Kong Polytechnic University
Sejong University (Korea)	Southeastern Baptist College	St. Olaf's University	Tarrant Country College	The King's University
Seminary in Jackson, Mississippi	Southeastern University (FL)	St. Mary's College Notre Dame	Taylor University	The University of Puget Sound
Seneca College	Southern Adventist University	Stanford University	Technische Universität	The University of Tampa
Seoul English University	Southern Illinois University	State University of New York, Albany	Temple University	Thrive Leadership School
Seoul Institute of the Arts	Southern Methodist University	State University of New York, Binghamton	Temple University, Tokyo Campus	Tiffin University
Seoul National University, SOUTH KOREA	Southern Nazarene U	State University of New York, Buffalo	Tennessee Technological University	Toccoa Falls College
Shifa Medical College	Southern New Hampshire University	State University of New York, Geneseo	Texas A&M,	Tokyo International University
Shippensburg University (PA)	Southern Oregon University	Stony Brook University (SUNY)	Texas Christian University	Trevecca Nazarene University
Shoreline Community College	Southville Foreign University	Strathmore Business University, Kenya	Texas Community College	Trinity College (Australia)
Sierra Community College	Southwest Baptist University	Stroudsburg University, East Stroudsburg, PA, USA	Texas State University	Trinity International University, Deerfield, IL
Simon Fraser University	Southwest Tennessee Community College	Suffolk University	Texas Tech University	Trinity Laban Conservatory
Simpson University	Spokane Falls Community College	Sungkyunkwan University	Thaddeus Stevens Col of Technology	Trinity University
Singapore Institute of Management, Singapore	Spring Arbor University	Susquehanna University	Thammasat University Thailand	Trinity Western University (Canada)
Singapore Management University, Singapore	St. Andrews Presbyterian College	Sweet Briar College	The Art Institute of Fort Lauderdale	Truman State University
Smith College	St. Edward University	Sydney University	The Art Institute of Tampa	Tufts University
Sogang University	St. John's College	Symbiosis International University	The Chinese University of Hong Kong	Tulane University
Sophia University (Tokyo, Japan)	St. John's University	Syracuse University	The College of New Jersey	Tyndale University College
South Dakotah School of Mines and Technology	St. Katherine University	Szabist Islamabad	The Cooper Union	UFRJ, Rio de Janeiro
South East European	St. Mary's University		The Hague University	Ulsan National Institute of Science and Technology (Korea)

Underwood International College	Universita Degli Studi Di Pisa	University of Buffalo at Singapore	University of Connecticut	University of Kitakyushu
UniCEN	Universitas Pelita Harapan	Institute of Management	University of Delaware	University of La Verne
Union University, Jackson, TN	Université Lorraine de Nancy	University of Buckingham, UK	University of East London	University of Ljubljana
United States Air Force	University College of London	University of Calgary	University of Edinburgh	University of London Royal Holloway
United States Coast Guard Academy	University of Aberdeen (Scotland)	University of California, Berkeley	University of Essex-East 15 Acting School	University of Louisiana, Monroe
United States International University, Kenya	University of Alabama	University of California, Davis	University of Evansville, Indiana	University of Maine – Farmington
United States Marine Corps	University of Alaska	University of California, Fullerton	University of Florida	University of Manchester England
United States Military Academy	University of Albany	University of California, Irvine	University of Florida, Gainesville, FL	University of Manitoba
Univalle	University of Alberta	University of California, Los Angeles	University of Georgia	University of Mary Hardin Baylor
Universidad Autonoma de Baja California	University of Arizona	University of California, Merced	University of Ghana	University of Maryland
Universidad Católica "San Pedro" (La Paz, Bolivia)	University of Arkansas,	University of California, Riverside	University of Greenwich	University of Maryland Baltimore County
Universidad Catolica Boliviana	University of Art & Design-Vancouver	University of California, San Diego	University of Hawaii	University of Massachusetts Amherst, Isenberg School of Management
Universidad Catolica San Antonio de Murcia, Spain	University of Asia and the Pacific	University of California, Santa Barbara	University of Hong Kong	University of Massachusetts, Dartmouth
Universidad Metropolitana	University of Auckland NZ	University of California, Santa Cruz	University of Illinois, Urbana-Champaign	University of Massachusetts, Lowell
Universidad Privada Boliviana (La Paz, Bolivia)	University of Belgrade	University of California, Santa Cruz	University of Indiana	University of Melbourne, Australia
Universidad Sergio Arboleda	University of Boston	University of Cape Town, South Africa	University of Iowa	University of Memphis
Universidade Anhembi Morumbi (Sao Paulo, Brazil)	University of Brasilia	University of Central Venezuela	University of Kansas	University of Miami
Universidade Paulista, Brasilia	University of Brisbane, Australia	University of Chicago	University of Kent School, UK	University of Michigan, Ann Arbor
	University of British Columbia – Canada	University of Cincinnati	University of Kentucky	University of Michigan,
	University of Bucharest (Romania)	University of Colorado		

School of Music, Theatre&Dance	University of Northern Iowa	University of Sheffield	University of the Pacific, Arthur A. Dugoni School of Dentistry	University of Wisconsin, Madison
University of Minnesota, Minneapolis, Minnesota	University of Notre Dame	University of South Africa	University of the Philippines (Philippines)	University of Wisconsin, Platteville
University of Mississippi	University of Notre Dame (Australia)	University of South Carolina	University of the Philippines (Philippines)	University of Wisconsin, Superior
University of Missouri, Columbia	University of Nottingham	University of South Florida	University of Toledo	University of Wollongong, Australia
University of Missouri, Kansas City	University of Oklahoma	University of Southampton	University of Toronto	University of Wroclaw (Poland)
University of Munich	University of Oregon	University of Southern California	University of Utah	University of Wyoming
University of Nebraska	University of Ottawa	University of St. Andrews	University of Victoria (Victoria, Canada)	UPB Bolivia
University of Nevada, Las Vegas	University of Pennsylvania	University of St.Thomas	University of Virginia	US Air Force Academy
University of New Brunswick	University of Portland	University of Stellenbosch	University of Virginia	US Naval Academy
University of New Hampshire	University of Pretoria	University of Surrey	University of Waikato, New Zealand	Utah State University
University of New South Wales, Australia	University of Queensland	University of Sydney, Australia	University of Washington	Valencia College
University of New South Wales - New Zealand	University of Ravensbourne, London, UK	University of Tampa	University of Waterloo, Waterloo, Ontario, CANADA	Valparaiso University
University of New York, Albany	University of Reading, London	University of Tasmania	University of West Florida	Vancouver Island University (Canada)
University of New York, Buffalo	University of Rhode Island	University of Tech & Design (Singapore)	University of West Virginia	Vanderbilt University
University of North Carolina, Charlotte	University of Richmond	University of Technology Sydney	University of Western Ontario, Richard Ivey School of Business	Ventura College
University of North Dakota	University of Rochester	University of Tehran (Iran)	University of Windsor	Villanova University
University of North Florida	University of San Diego	University of Tennessee	University of Western Ontario, Richard Ivey School of Business	Virginia Commonwealth University
University of North Georgia	University of San Francisco	University of Texas, Arlington	University of Sydney (Australia)	Virginia Highlands CC
University of North Texas	University of San Ignacio de Loyola (Lima, Peru)	University of Texas, Austin	University of Windsor	Virginia Military Institute
	University of Saskatchewan, Saskatoon, Saskatchewan, CANADA	University of Texas, El Paso	University of Winnipeg	Virginia Tech University
	University of Seoul, Seoul, KOREA	University of Texas, San Antonio	University of Wisconsin	Vnje Universiteit van Amsterdam
		University of the Nations		

Wake Forest University	West Chester University	Western Washington University	William Jewell College	Yale University
Waseda U - Japan	West Point Military Academy	Westhill Univ. - Mexico	Williams College	Yildirim Beyazit University
Washington State University	Western Carolina University	Westminster College	Williams Baptist College	Yonsei University
Washington University, St.Louis	Western Kentucky University in USA	Westmont College	Wilson College	York University (Ontario, Canada)
Waubensee Community College	Western Michigan	Wheaton College	Winthrop University	Young Harris College
Waynesburg University	Western New Mexico University	Wichita State University	Wisconsin Lutheran College	YWAM New Zealand (ministry program)
Weber State University	Western Ontario University, Cananda	Wilfred Laurier University	Word of Life Bible Institute (Korea)	Yunnan University
Webster University, Ghana		William Angliss Institute	Wright State University	
Wentworth Inst. of Tech		William Carey University	Yakima Valley Community College	
		William Jessup University	Yale-NUS	