

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



Network of International  
Christian Schools

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February 19, 2021



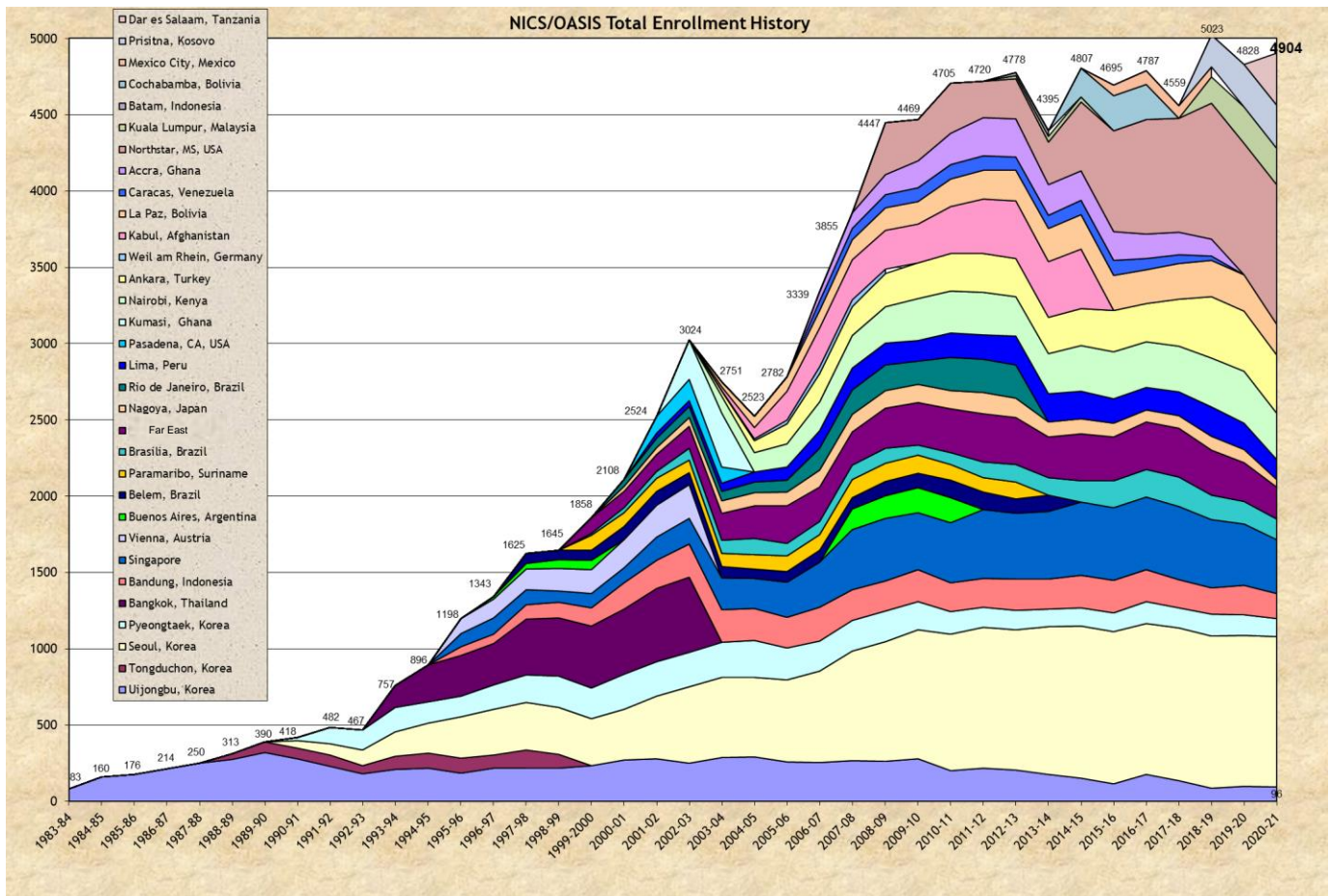
# February 2021 NICS/OASIS State of the Mission

## 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 32 schools, eleven of which are no longer with the organization (Bangkok, Pasadena, Vienna, Buenos Aires, Kumasi, Suriname, Rio, Belem, Cochabamba, Accra, and Mexico) and five which were closed (Germany, TDC, Batam, Kabul, and Caracas), bringing the present number of schools to 16, located in 14 different countries: Korea (3), Japan, Far East, Singapore, Malaysia, Indonesia, Kenya, Tanzania, Turkey, Peru, Bolivia, Brazil, USA (online school), and Kosovo.

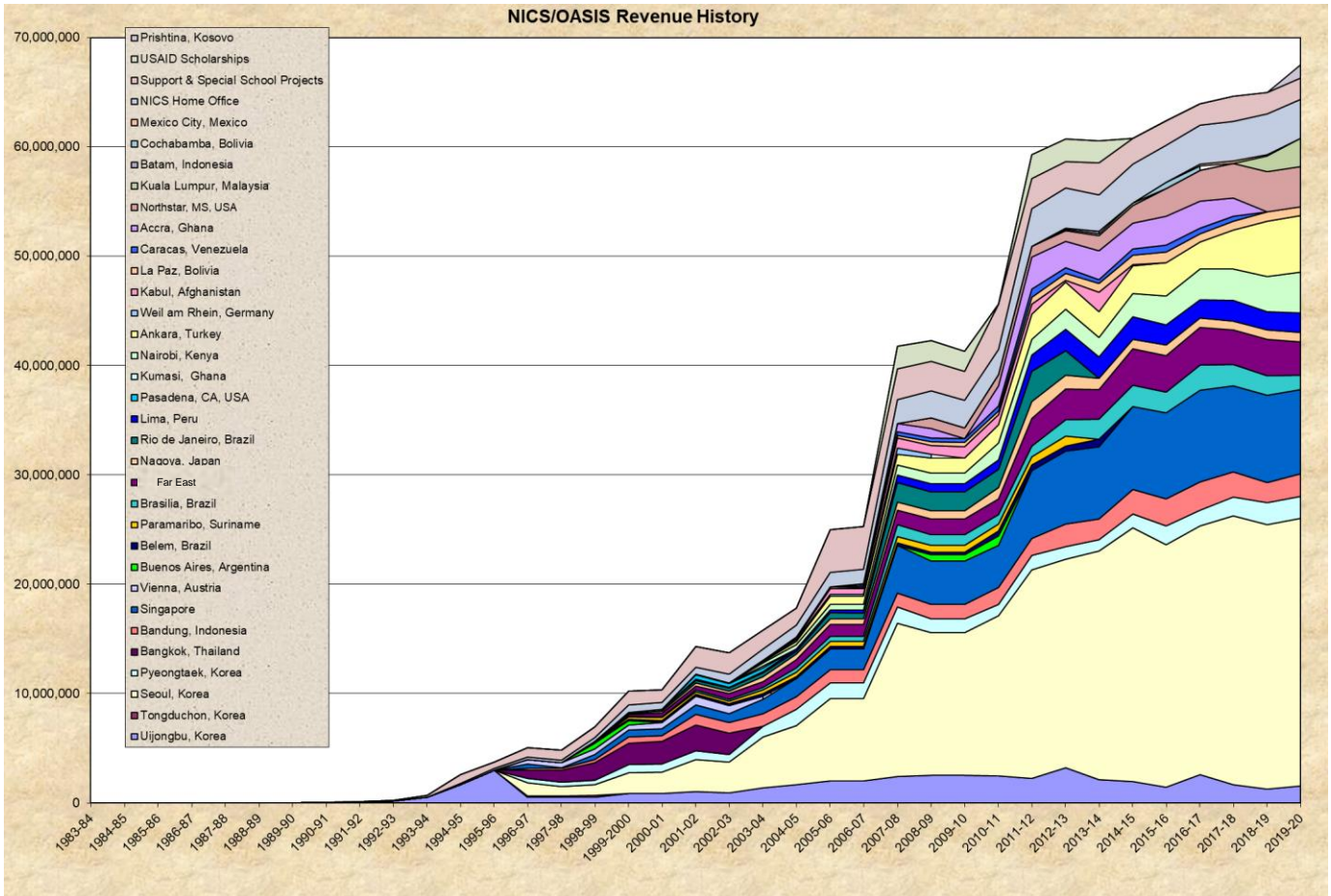
Following is the numerical growth chart (enrollment) of NICS/OASIS schools since the inception of the first school in 1983:

**Present Enrollment - 4904 (16 Schools)**



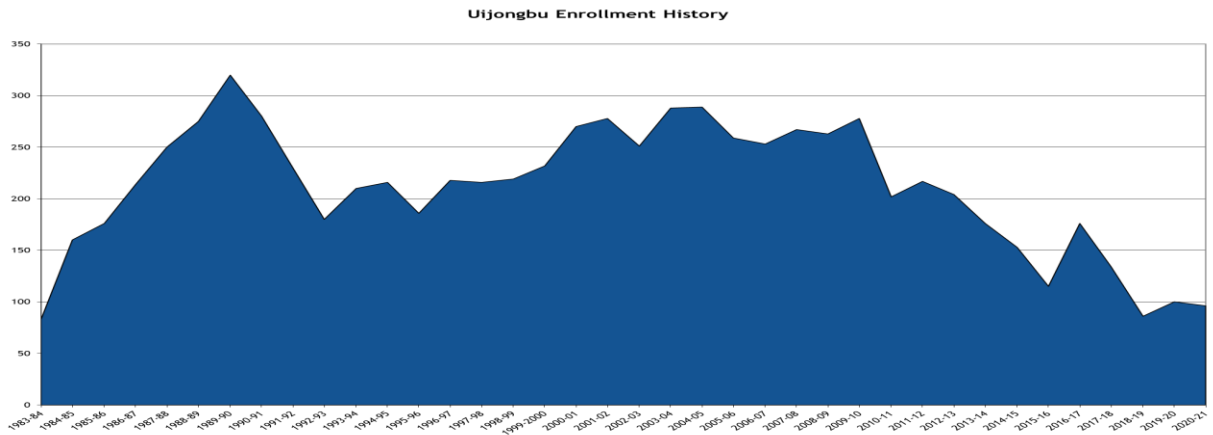
## Historical Graph of Network Revenues

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: 96

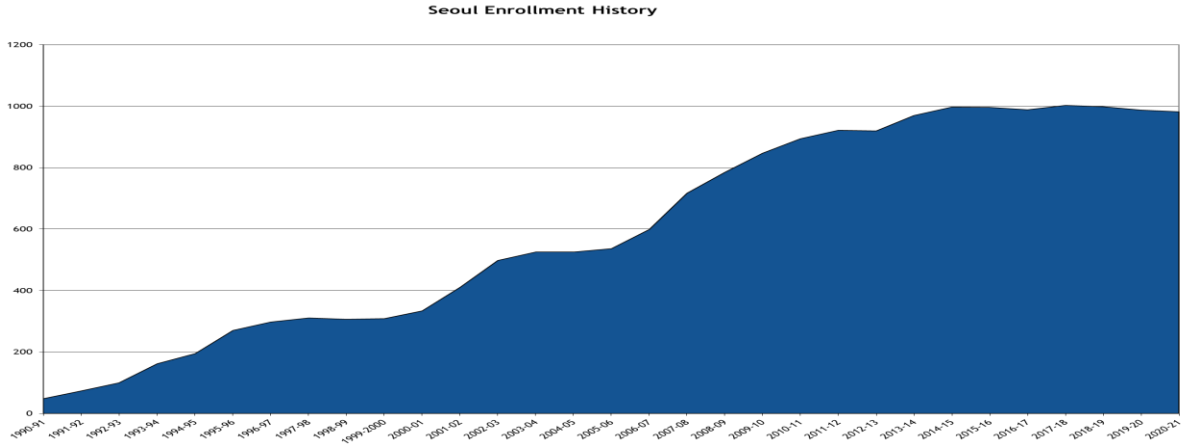


ICS, Uijongbu, Korea  
Established by NICS in 1983  
Current Enrollment: 96  
Annual Budget: \$1,620,605  
School Website: <http://ics-ujb.org/>

**President's Summary: Uijongbu** - Enrollment has started to increase again after several years of decline due to U.S. military posts closing in the area. We are striving to find all the components that will allow the school to continue. 2017-2020 were years of developing and implementing a new marketing strategy, which is now showing results; thankfully, the school is very close to enrollment needed for sustainability, and has not decreased, even in the midst of COVID.



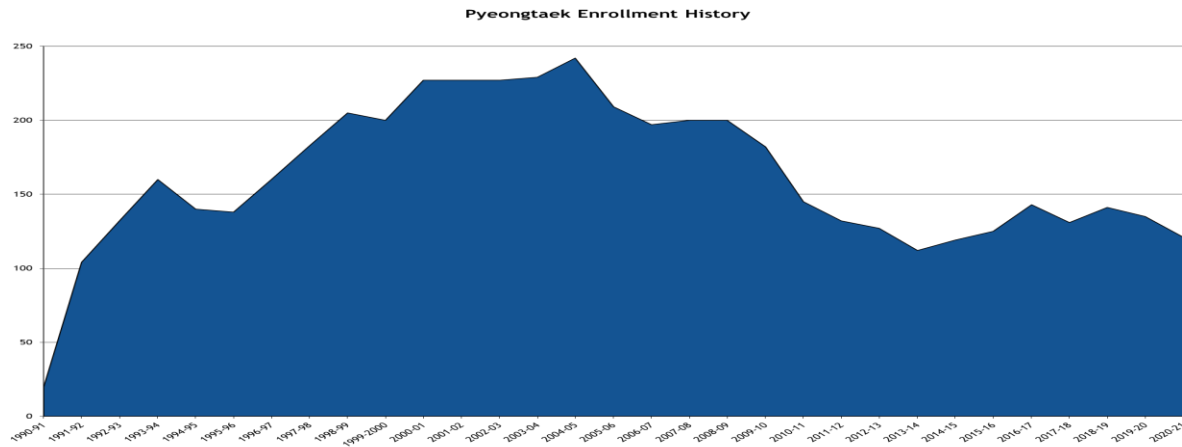
## Seoul, Korea: 982



YISS, Seoul, Korea  
Established by NICS in 1990  
Current Enrollment: 982  
Annual Budget: \$24,679,130  
School Website:  
<http://www.yisseoul.org/>

**President's Summary:** Seoul - 2020-21 marks the 15<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 for more students, while sought, has not yet been received. The school is generally accepted as one of the top-tier schools in Korea.

## Pyeongtaek, Korea: 121

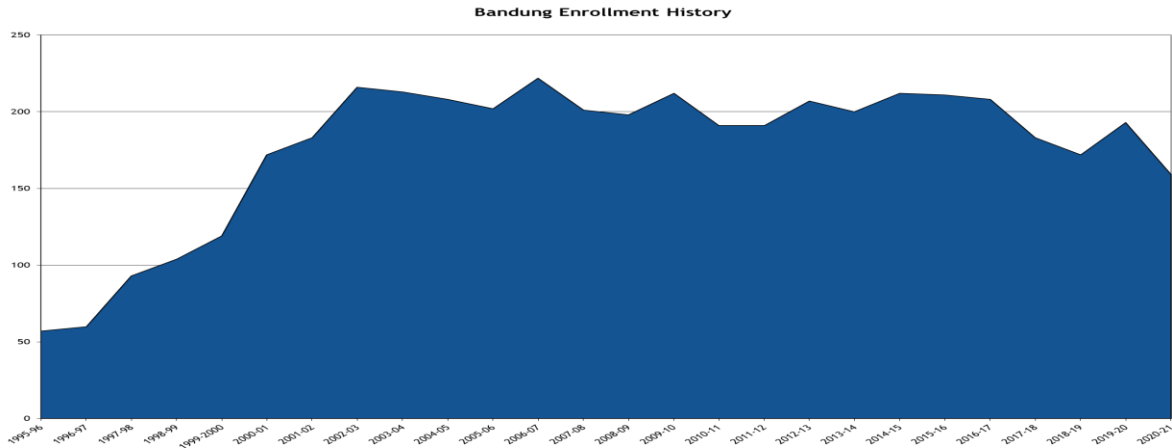


ICS, Pyeongtaek, Korea  
Established by NICS in 1990  
Current Enrollment: 121  
Annual Budget: \$1,655,169  
School Website:  
<http://www.icsptk.org/>



**President's Summary: Pyeongtaek** - Impacted by COVID, enrollment has dropped slightly, but the general sense is that the school is starting to experience slow growth. Once the newly-built DoDDS schools are filled, and the Korean government's plan for "Super Pyeongtaek" begins in earnest, we expect even further growth. The appearance of the building really needs attention but is difficult to accomplish with tight budgets.

## Bandung, Indonesia: 162



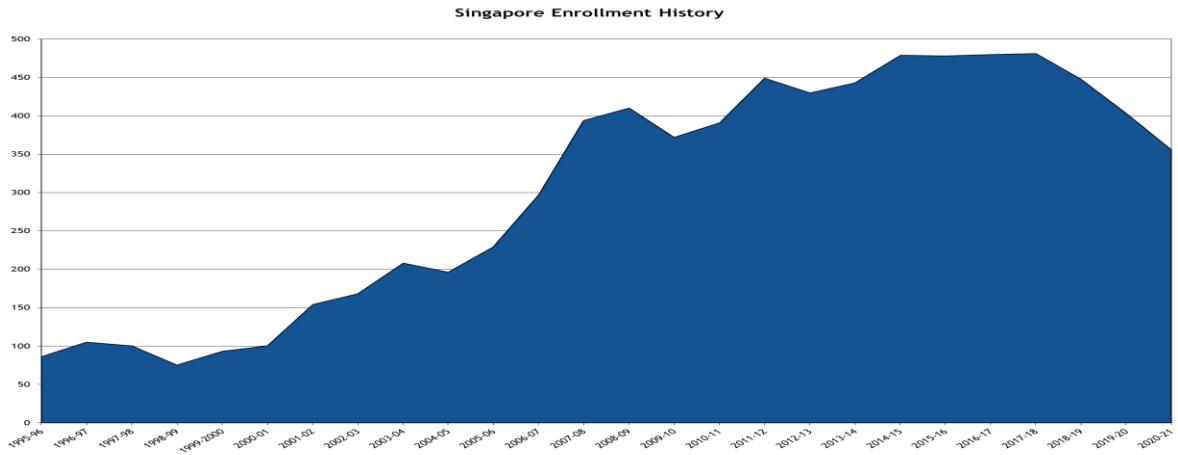
BAIS, Bandung, Indonesia  
Established in 1956;  
NICS school since 1995  
Current Enrollment: 162  
Annual Budget: \$2,032,528  
School Website:  
<http://www.baisedu.org>

**President's Summary: Bandung** - The impact of COVID on schools in Indonesia has been devastating to many. The school is debt-free, but operational funds are shortchanged by low enrollment, primarily due to increased competition by well-funded Indonesian private schools. The school hopes to build a new auditorium in the near future.





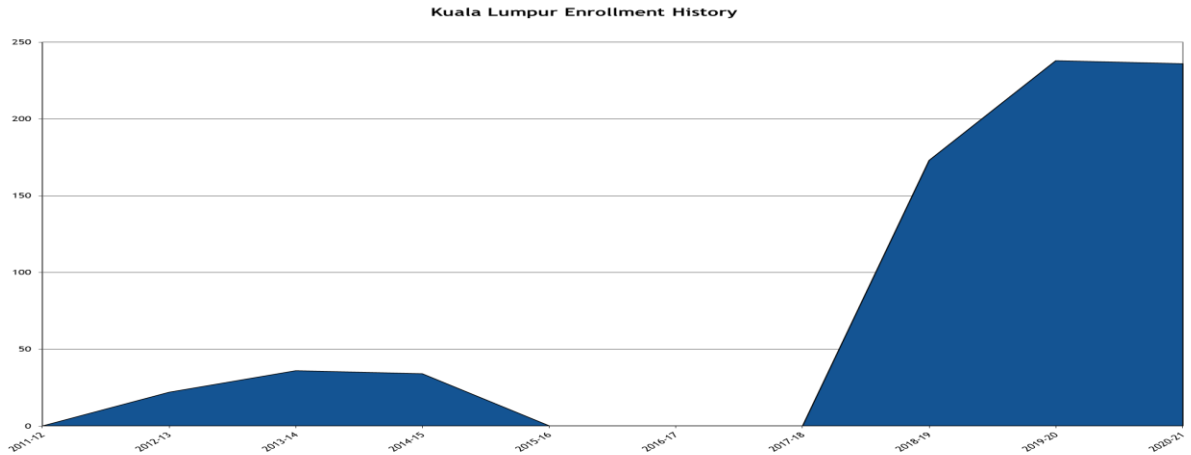
## Singapore: 356



ICS, Singapore  
Established in 1993;  
NICS school since 1995  
Current Enrollment: : 356  
Annual Budget: \$6,885,839  
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 old. Competition among international schools in Singapore is quite intense. The school simply has no place to grow unless a new site can be obtained.

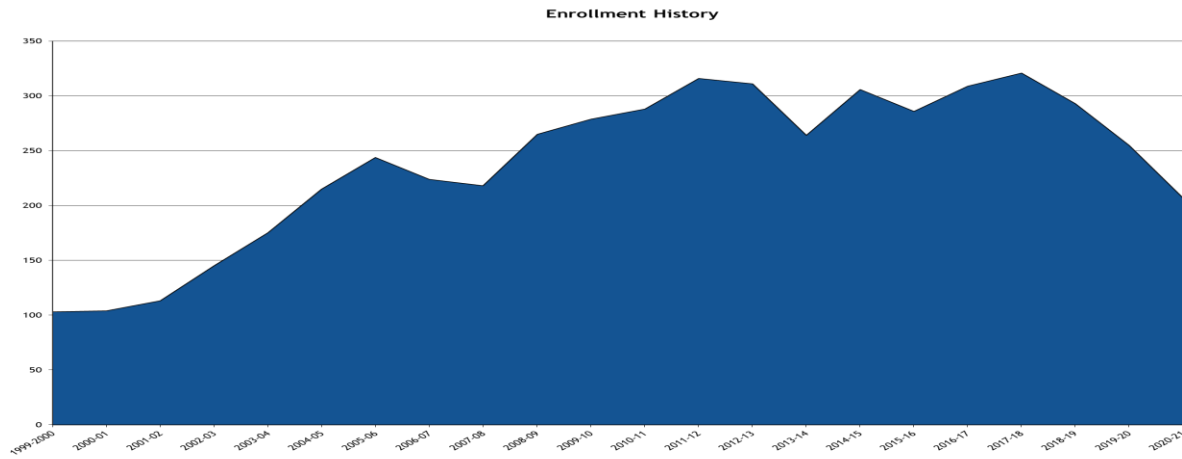
## Kuala Lumpur, Malaysia: 236



OIS, Kuala Lumpur  
Established in 2018 by Oasis  
Current Enrollment: 236  
Annual Budget: \$3,442,472  
School's Website:  
<https://www.ois.edu.my/>

**President's Summary: Kuala Lumpur** - Entering into its third year, the school is not growing as expected due to COVID restrictions on foreigners entering the country; enrollment continues to increase. Building capacity is around 650 students. Marketing for enrollment continues, and an enrollment of 350 would allow the school to operate within its budget; we expect to reach that number next school year instead of this school year due to COVID.

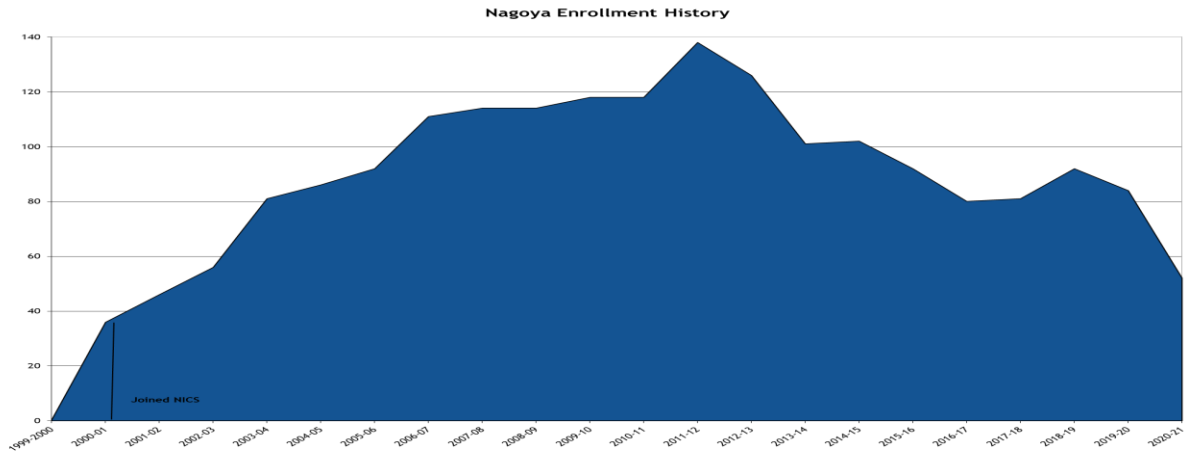
## Far East: 207



Far East  
Established in 1994;  
Oasis school since 1999  
Current Enrollment: 207  
Annual Budget: \$2,763,143

**President's Summary: Far East** - The school has had tremendous difficulty getting the staff back in country. The government has become very restrictive to foreigners. Because the school is the only registered international school in the area, the local government has been slow to accommodate the needs of the school in regard to dealing with COVID. Most teachers have been teaching from home—outside the country. This has negatively affected enrollment. Recently, the door to return is opening.

## Nagoya, Japan: 52



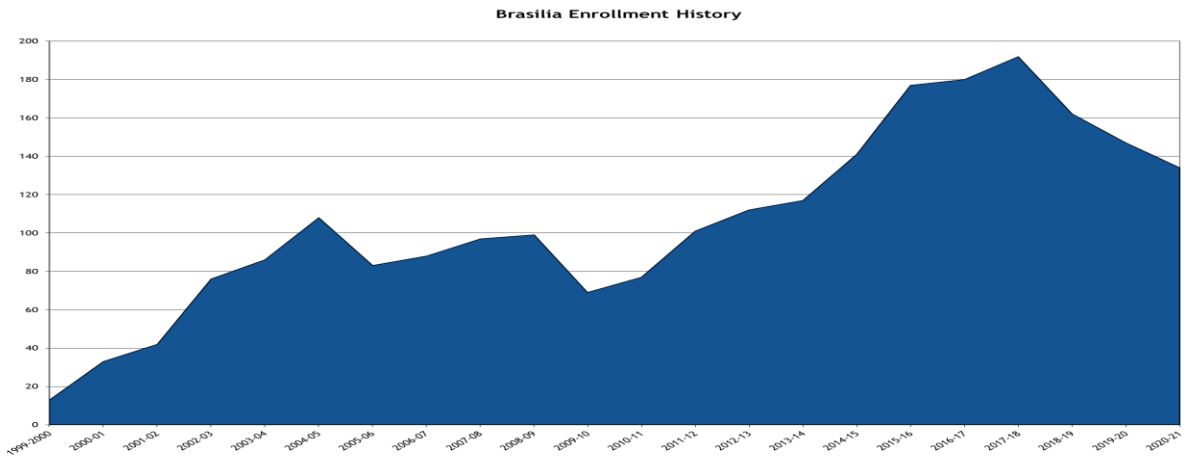
ICAN, Nagoya, Japan  
Established in 1998;  
NICS school since 2000  
Current Enrollment: 52  
Annual Budget: \$739,570  
School Website:  
<http://www.icanjapan.org/>

**President's Summary: Nagoya** -The school has struggled in recent years with enrollment due to the following: 1) Facilities are inadequate compared to other schools; 2) the missionary community started a new homeschool group because of costs; 3) COVID issues have hit Japan hard. Sadly, the executive team made the decision to close ICAN at the end of this school year.



# THE AMERICAS

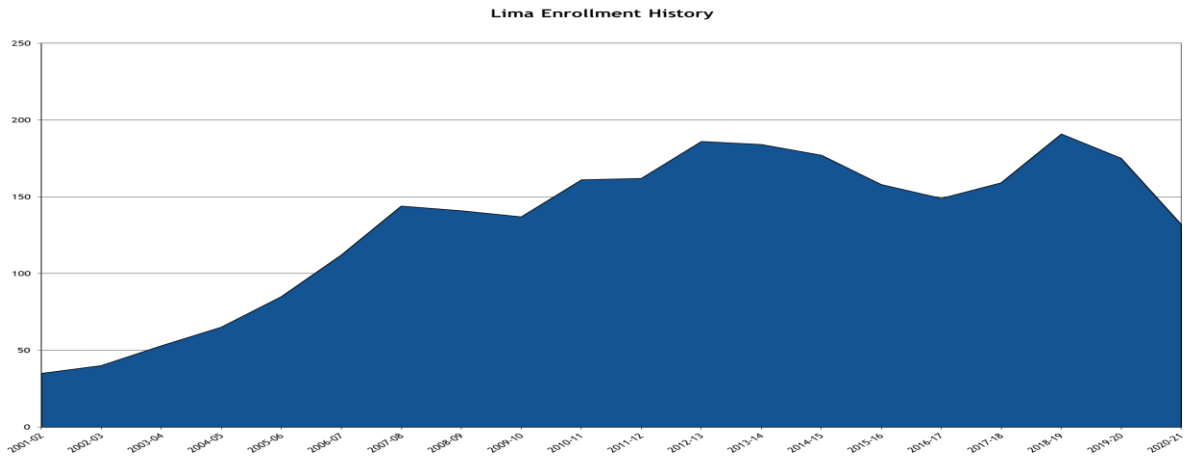
## Brasilia, Brazil: 134



BIS, Brasilia, Brazil  
Established by NICS in 1999  
Current Enrollment: 134  
Annual Budget: \$1,300,500  
School Website:  
<http://www.bischool.com.br>

**President's Summary: Brasilia** - The school continues to struggle with serious financial concerns in regard to cash flow and low enrollment due to COVID. A plan is being implemented to marketing and pricing that would be more appropriate for the Brazilian upper class rather than the expatriate communities. It is extremely difficult to close a private school in Brazil, so the executive team and our local leadership in Brasilia are seeking other options in hopes that the school can continue, even if it means "handing off" the school. Facilities are adequate and will allow for substantial growth. Marketing strategies are underway to address the need for increased enrollment, especially in the Brazilian community. The school's reputation as a distinctively Christian school is well received in the community.

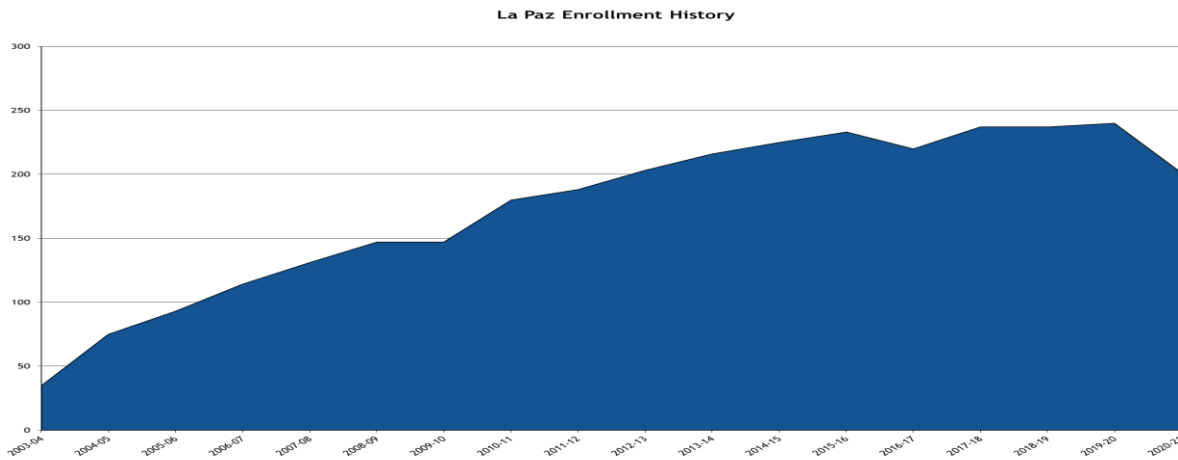
## Lima, Peru: 132



ICS, Lima, Peru  
Established by NICS in 2001  
Current Enrollment: 132  
Annual Budget: \$5,642,785  
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 for all private schools in Peru was hit hard this year by COVID, and ICS was greatly impacted as well. The leadership continues to search for a new (or second) location for the school. We cannot expect major growth until the issue of relocation is addressed.

## La Paz, Bolivia: 201



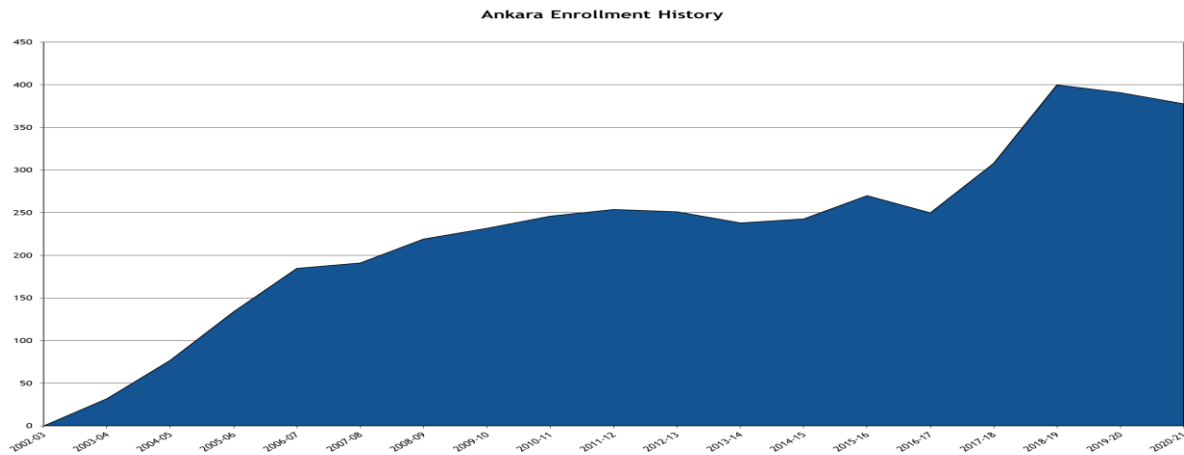
HIS, La Paz, Bolivia  
Established in 2002;  
NICS school since 2003  
Current Enrollment: 201  
Annual Budget: \$1,685,881  
School Website:  
<http://www.highlandsinternational.org>

### **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 planned and the campus is already much improved and more attractive, as the old "brick-factory look" of the school is disappearing. Socialistic government laws, however, make it financially challenging to operate in Bolivia, as tuition rates and salaries are controlled by the government. Recent government mandates require private schools to decrease their tuition by 35%--the local leadership team is trying to navigate the constant challenges of operating in Bolivia.

# MIDDLE EAST/CENTRAL ASIA

## Ankara, Turkey: 384



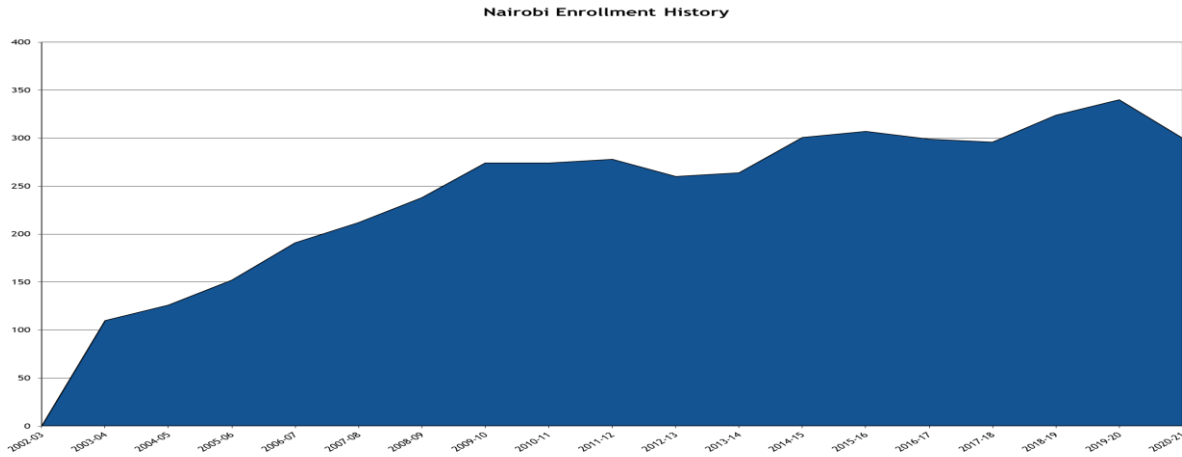
OIS, Ankara, Turkey  
Established by Oasis in 2004  
Current Enrollment: 384  
Annual Budget: \$4,800,125  
School Website:  
<http://www.oisankara.org/>

**President's Summary: Ankara** - The school's reputation continues to bring in many new students, especially with the new campus, great improvements and upgrades on facilities continue. Enrollment is stable, with only a slight decrease with COVID. Capacity is approximately 700 students.



# AFRICA

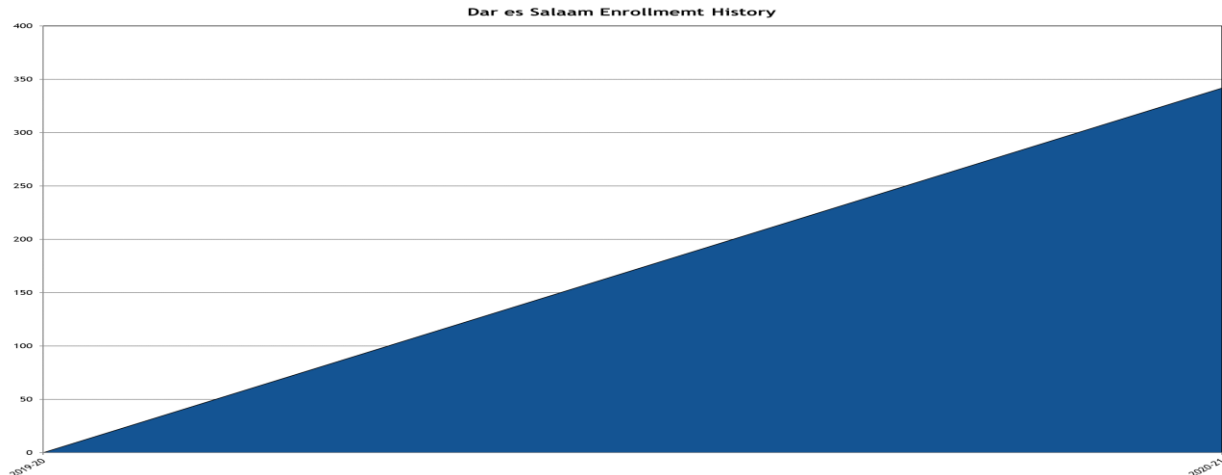
## Nairobi, Kenya: 300



WNS, Nairobi, Kenya  
Established in 1996;  
NICS school since 2003  
Current Enrollment: 300  
Annual Budget: \$2,721,335  
School Website:  
<http://www.westnairobischool.org/>

**President's Summary: Nairobi** - The school continues to develop the campus and new classrooms have been added; the school has a strong enrollment again this year, only slightly affected by COVID. There is a good balance of enrollment growth and campus expansion.

## Dar es Salaam, Tanzania: 342



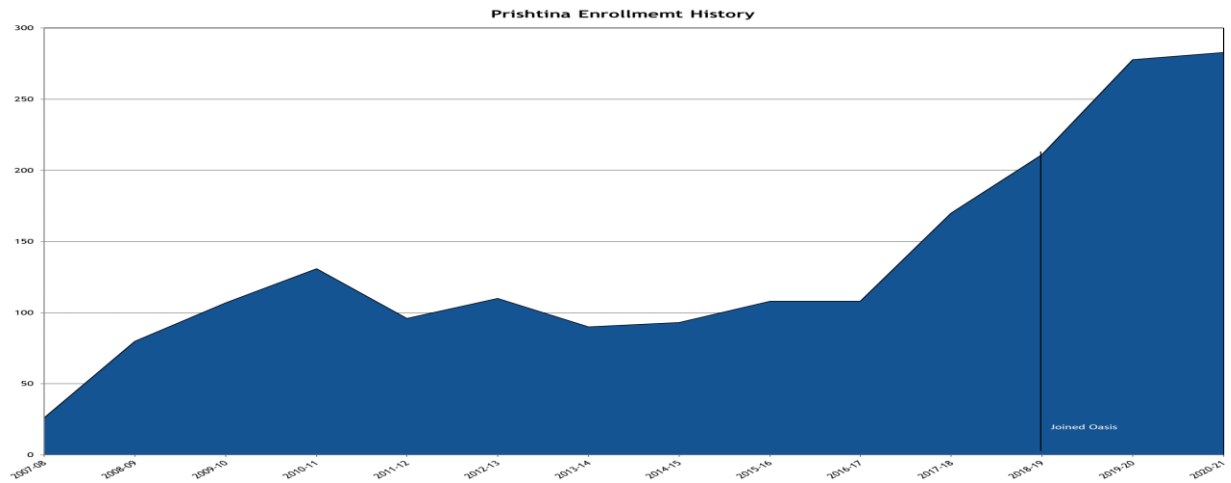
HOPAC, Dar es Salaam, Tanzania  
Established in 1994  
NICS school since Jan 2021 (in transition)  
Current Enrollment: 342  
Annual Budget: \$2,400,000  
School Website:  
<https://www.hopac.sc.tz/>



**President's Summary: Dar es Salaam** - The newest school to the network, Haven of Peace Academy (HOPAC) was begun in 1994 with the primary purpose of educating missionary children. The school has grown into one of Dar's finest international schools, with a beautiful 17-acre campus which can accommodate 400+ students. A transition plan of 4-5 years has been established. We welcome this beautiful school into the network family!

# EUROPE

## Prishtina, Kosovo: 283

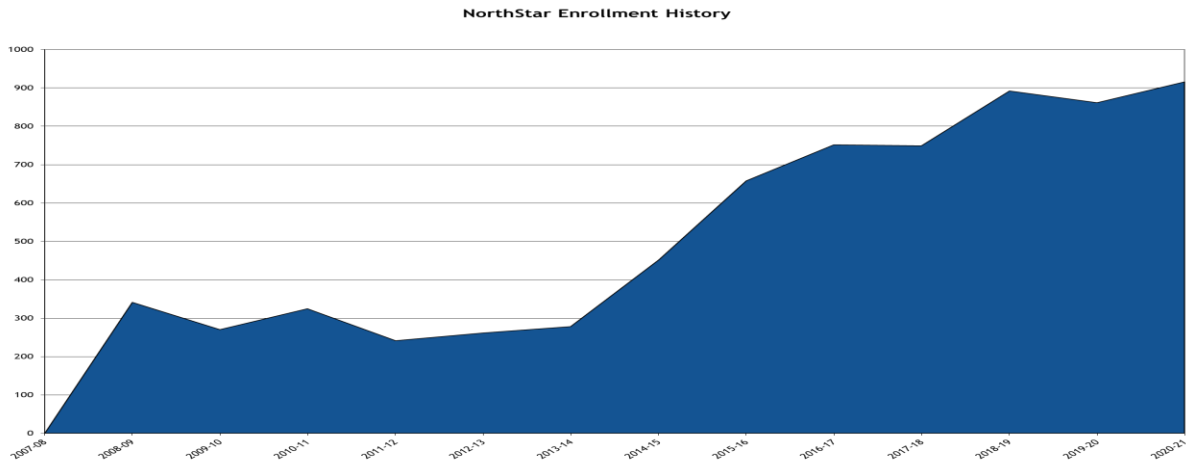


PHS, Prishtina, Kosovo  
Established in 2007  
Oasis school since 2018 (in transition)  
Current Enrollment: 283  
Annual Budget: \$1,482,845  
School Website:  
[http:// prishtinahighschool.org](http://prishtinahighschool.org)

### **President's Summary: Prishtina -**

Located in Prishtina, Kosovo, the school is making good strides in its efforts to come into compliance with Oasis standards and practices. With Oasis leadership now in place at the school, full transition to the network is moving forward. This is one of our fastest-growing schools presently and has grown, even during COVID. The majority of the staff now come from Oasis. Transferring ownership will be determined at the appropriate time.

## NorthStar Academy (on-line): FTE: 916 Total: 10,992



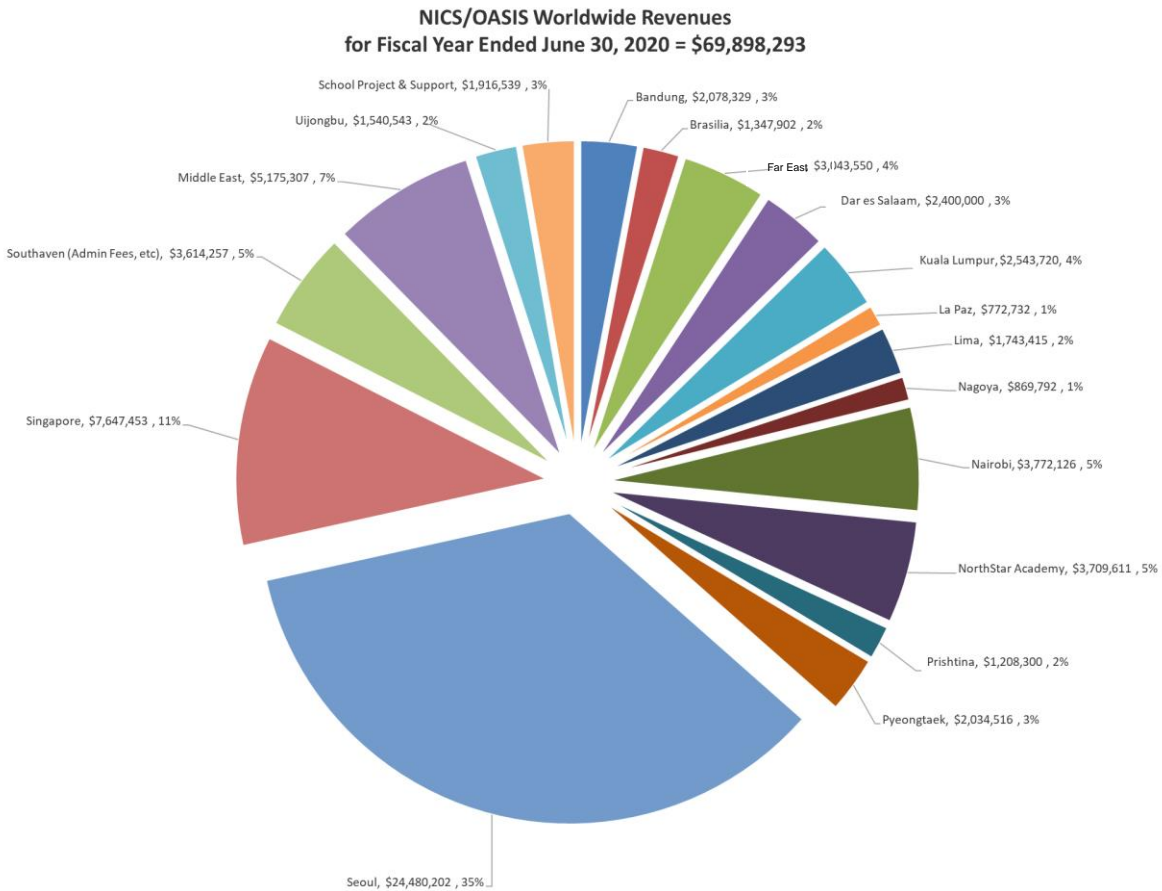
NorthStar Academy  
Established: 1998  
NICS school since 2008  
Current Enrollment: FTE 916  
Total: 10,992  
Annual Budget: \$4,602,376  
School Website:  
[www.northstar-academy.org](http://www.northstar-academy.org)

**President's Summary: NorthStar Academy** - NSA is the only school in the network that has actually benefitted from COVID. The school has almost doubled this year and many new teachers have been added. To the credit of a hard-working staff and the Lord's blessing, the school continues to be among the top-rated on-line high schools in the USA. *NOTE: Because NSA uses rolling enrollment, the numbers stated above will increase considerably by the end of the fiscal year.*



## Network Financial Summary:

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



## The year 2020-2021 (to date) in Summary

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

#### Statistical Summaries from School Reports:

##### Citizenship

So far, in 2020-2021, the students in our schools come from 128 different countries. Since 1999, we have had at least one student from 169 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          | 27.37% |
| International Businessmen  | 25.04% |
| Missionary/Worker          | 14.13% |
| Embassy/Diplomat           | 11.45% |
| Educators (non-NICS/Oasis) | 5.69%  |
| NICS Faculty/Staff         | 3.54%  |

## Parents Religious Preferences

|                        |        |
|------------------------|--------|
| Protestant/Evangelical | 54.26% |
| No Preference          | 15.20% |
| Catholic               | 14.92% |
| Muslim                 | 3.33%  |
| Buddhist               | 3.07%  |
| Hindu                  | 1.67%  |
| Atheist                | 1.18%  |

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 <sup>st</sup> year at the school  | 31.25% |
| 2 <sup>nd</sup> year at the school  | 20.51% |
| 3 <sup>rd</sup> year at the school  | 14.91% |
| 4 <sup>th</sup> year at the school  | 10.57% |
| 5 <sup>th</sup> year at the school  | 6.43%  |
| 6 <sup>th</sup> year at the school  | 4.25%  |
| 7 <sup>th</sup> year at the school  | 3.52%  |
| 8 <sup>th</sup> year at the school  | 2.49%  |
| 9 <sup>th</sup> year at the school  | 2.14%  |
| 10 <sup>th</sup> year at the school | 1.17%  |
| 11 <sup>th</sup> year at the school | 1.15%  |
| 12 <sup>th</sup> year at the school | 0.73%  |
| 13 <sup>th</sup> year at the school | 0.62%  |
| 14 <sup>th</sup> year at the school | 0.22%  |
| 15 <sup>th</sup> year at the school | 0.04%  |

## Graduate College & University Acceptance

Number of students we have graduated last year (14 schools reporting): 334  
Percentage of graduates that will attend colleges & universities: 75% Note: COVID  
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 - 34 years, with the average being 5.46.

## 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 10.93.

# Strategic Observations

## Major Set-backs/Challenges

1. COVID. Non-NSA enrollments this year were down about 10%, putting major stress on school budgets, usage of reserve funds, etc. This especially affected schools that were already struggling financially.
2. Competition (for-profit secular school groups) 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.
3. The influence in South America of socialism continues to create challenges for private education in general. Some countries are de-privatizing education in general. Recently, Bolivia has gone through a very unstable time. Government regulations continue to worsen, causing the school to struggle financially.
4. A plan is being worked on presently to find solutions for Brasilia.
5. Primarily due to COVID, ten schools are in a decline this year: Singapore, Pyeongtaek, Bandung, Far East, Nagoya, Lima, La Paz, Dar es Salaam, Nairobi, and Brasilia.
6. The KL Project will require approximately \$1 million in the next 18 months. While not declining, COVID has closed Malaysia's doors of entry for expatriates, freezing new enrollments from abroad. While it is expected that the school will continue experiencing 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. The staff is expecting next year's enrollment to break-even target of 350 next school year.
7. Our recruiting department is working hard to meet the challenges of a new environment for recruiting, due in part to COVID, the effect of worldwide terrorism, decline in the teacher pool worldwide, and heated competition. They are meeting this challenge!
8. Lack of network systemic continuity; need for more centralization, especially in finances.
9. Closure decision for ICAN. While the executive is convinced this was the right decision, it also was/is a very painful one for staff, students, and parents.

## Major Overall Accomplishments

1. Major austerity adjustments were made due to loss of income because of COVID. With supplemental funding from the government, we were able (thus far) to continue operations without releasing Home Office staff.
2. CARE Foundation is progressing well. (Current balance as of 1/31/2021 is: \$6.32 million.) The Fund was activated for disbursements in 2019.
3. Team OSO (Office of School Operations) has worked diligently with all network leadership in developing the Standards of Best Practice for school operations and academics, which has now been copyrighted and is being implemented in stages throughout the network.
4. The Finance Team continues to work on an assessment tool for standards of financial excellence that will eventually be merged into the overall Standards of Best Practice for NICS/Oasis Schools.

5. The Mobilization Team filled all openings for this school year.
6. 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 was 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. Challenges are being created due to the enrollment not growing as quickly as predicted, with additional setbacks due to COVID.
7. Land for Home Office operations and a future campus for the NICS stateside international school has been located and is presently being negotiated.
8. Dialogue with like-minded agencies similar to ours has developed significantly. Regular communication with TeachBeyond and LDi (ISC) have become a new norm.

## **Major School Accomplishments**

1. Major School Advances:
  - a. In spite of COVID, three schools are experiencing growth or are at near-capacity: Seoul, NorthStar, Prishtina. Three schools are stable in enrollment: Uijeongbu, Kuala Lumpur, Ankara.
  - b. YISS made a positive transition of Headmasters.
  - c. Prishtina, a school in transition into Oasis whose accreditation was in jeopardy, received accreditation renewal.
  - d. All-time high enrollments this year are expected for: Kuala Lumpur, Ankara, NorthStar, Prishtina.
  - e. HOPAC was added to the NICS network.
  
2. Overall healthy enrollment and income throughout the network:
 

6-Year Comparisons:

|                   |                   |                    |             |
|-------------------|-------------------|--------------------|-------------|
| 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 |
| Enrollment 18-19: | 5023 (18 Schools) | NICS Contributions | \$3,185,125 |
| Enrollment 19-20: | 4828 (15 Schools) | NICS Contributions | \$3,454,137 |

To Date:

|                   |                   |                          |             |
|-------------------|-------------------|--------------------------|-------------|
| Enrollment 20-21: | 4904 (16 schools) | NICS Contributions (est) | \$3,280,465 |
|-------------------|-------------------|--------------------------|-------------|
  
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. Lima, Peru - Approximately \$7-10 million; purchase land and build; expand to a second campus.

- c. Melaka, Malaysia - potential new project
  - d. USA - international school
  - e. Other Leads: Geneva, Indonesia, Thailand.
4. Academic advancement as measured primarily by accreditation  
**Accreditation Status of NICS/OASIS Schools - February, 2021:**

| School        | Accreditation Status        |
|---------------|-----------------------------|
| Ankara        | ACSI & MSA                  |
| Bandung       | ACSI & WASC                 |
| Brasilia      | ACSI & Cognia (AdvancED)    |
| Dar es Salaam | ACSI & MSA                  |
| Far East      | WASC                        |
| Kuala Lumpur  | pre-accreditation work WASC |
| La Paz        | ACSI & MSA                  |
| Lima          | ACSI & MSA                  |
| Nagoya        | ACSI & WASC                 |
| Nairobi       | ACSI & MSA                  |
| NorthStar     | ACSI & Cognia (AdvancED)    |
| Prishtina     | Cognia (AdvancED)           |
| Pyeongtaek    | ACSI & WASC                 |
| Seoul         | ACSI & WASC                 |
| Singapore     | ACSI & WASC & EduTrust      |
| Uijongbu      | ACSI & WASC                 |

ACSI - Association of Christian Schools International  
 CIS - New England Association of Schools/Colleges/Counsel of International Schools  
 Cognita - Formerly AdvancED  
 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 Initiatives & Challenges

1. Investment Funds are being sought in earnest. We will continue to explore funding options which include donations, 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. The company is still not activated.





3. The need is obvious that reserve funds be available for schools that experience unexpected drops in enrollment or other issues which cause financial crises. Closing schools is expensive; struggling schools do not often have adequate reserves for crises, so the network must take the ultimate responsibility when schools fail.
4. Having adequate numbers of qualified, loyal field leader candidates is always a challenge; identifying and nurturing emerging leaders 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 and financial development will be necessary as we grow and expand our operation to utilize venture capital & other investment funds. Strategic financial analysis, planning, and development will be necessary as we grow, requiring us to gain expertise in new arenas such as venture capital, private equity funding, etc., and also to be more systemic in our approach to school and Home Office financial operations.
6. Development of U.S. operations/a better U.S. presence is desirable. Additionally, our ability to be financially positioned to help our overseas operations is greatly dependent on the equity of our stateside operations in the banking world.

### Present Status of NICS/OASIS Schools:

The following represents the President’s perspective as to how the present 16 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<br>Pre-Project<br>Stage | Level 1<br>Project<br>Stage | Level II<br>Develop-<br>mental<br>Stage | Level III<br>Strengthening<br>Stage | Level IV<br>Maturing<br>Stage | Level V<br>Mature<br>Stage | Level VI<br>Advanced<br>Stage | Level VII<br>Flagship<br>Stage |
|---------------------------------|-----------------------------|---|-------------------------------------|-------------------------------|----------------------------|-------------------------------|--------------------------------|
| Geneva,<br>Switzerland          | Nagoya ←                    | KL                                      | Pyeongtaek                          | Bandung                       | Nairobi                    | Singapore                     | Seoul                          |
| Melaka,<br>Malaysia             |                             | Brasilia                                | La Paz                              | Far East                      | Lima                       |                               | Ankara                         |
| USA                             |                             | Prishtina                               | Dar es Salaam                       | Uijongbu →                    |                            |                               | NorthStar →                    |
|                                 |                             |   |                                     |                               |                            |                               |                                |
|                                 |                             |   |                                     |                               |                            |                               |                                |
|                                 |                             |   |                                     |                               |                            |                               |                                |

positive movement   
negative movement 

## Observable Market Trends to Watch:

1. COVID seems to have had the trickle-down affect of making recruiting more **difficult for stand-alone schools**. We are received more inquiries than ever regarding schools interested in joining the network.
2. Worldwide **teacher shortages** & major expansion of international schools is clearly generating a concerning teacher shortage for our network.
3. The current international school market has become **highly-competitive**. For-profit models are increasingly popular in growing markets and educational groups now number over 30.
4. **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.
5. All regional markets for potential schools are growing as national laws increasingly “open” the **student market to locals**. 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. Reality: our schools are excellent; our facilities must be too.
6. Salvation of students & **spiritual growth** of our students continues.
7. **Staff longevity** is encouraging. (presently 5.5 yrs. avg.)
8. 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.
9. **Legal issues** must be given more priority than in past times, especially in Africa and South American schools, as lawsuits are so commonly practiced.
10. There are now 2 other Christian groups doing similar work to ours: TeachBeyond and LDi/ISC; all three groups meet regularly to discuss how we can better support each other and work in synergy. These **good relationships** continue to grow.
11. There is a growing global **disillusionment** of conservative families in regard to morals, ethics, and values being taught at most international schools. This could work in our favor in the future.

## Goals From The Previous Year

1. COVID has put much of our planning on hold, as we have moved into survival mode.
2. Launch our new leadership development initiative; major training during 2020 ALC & 2020 Fall Conference in KL. Report: Ongoing; because of COVID conferences were canceled.
3. Obtain major investment funding - app. \$80 million. Report: Not completed; efforts ongoing.
4. Purchase a large parcel of land for future development of Home Office and stateside international school, conference facility, etc. Develop a master plan for stateside operations. Report: Efforts ongoing.
5. Continue to work with the Board on a succession plan for future leadership. Report: Efforts ongoing.

## **Goals for The Upcoming Year**

1. Continue to respond and explore both new projects and existing schools that might be a good “fit” for the network.
2. Obtain major capital funding for existing and new projects; continue to seek gifts, grants, etc. for the same.
3. Complete the purchase of a large parcel of land for future development of Home Office and stateside international school, conference facility, etc.
4. Continue to work with the Board on a succession plan for future leadership.
5. Continue dialogue with other like-minded agencies that are similar to us in order to promote Kingdom work through cooperation.

**Network School Development:**  
**This Year's Projections/Goals/Priorities**

**6-Year Projections for Existing 16 Schools** (submitted by directors)

**Projected Enrollment:**

|               | 2020/21     | 2021/22     | 2022/23     | 2023/24     | 2024/25     | 2025/26     |
|---------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Ankara        | 380         | 390         | 405         | 425         | 450         | 475         |
| Bandung       | 165         | 175         | 185         | 195         | 200         | 200         |
| Brasilia      | 150         | 158         | 166         | 175         | 184         | 193         |
| Dar es Salaam | 342         | 380         | 395         | 410         | 420         | 420         |
| Far East      | 207         | 237         | 260         | 286         | 312         | 343         |
| Kuala Lumpur  | 235         | 335         | 375         | 480         | 560         | 650         |
| La Paz        | 210         | 230         | 260         | 280         | 280         | 280         |
| Lima          | 119         | 129         | 149         | 169         | 189         | 199         |
| Nagoya        | 51          | --          | --          | --          | --          | --          |
| Nairobi       | 315         | 335         | 345         | 355         | 365         | 375         |
| NorthStar     | 1,221       | 1,465       | 1,759       | 2,110       | 2,783       | 3,039       |
| Prishtina     | 279         | 300         | 330         | 350         | 375         | 400         |
| Pyeongtaek    | 120         | 115         | 120         | 125         | 130         | 135         |
| Seoul         | 1000        | 1000        | 1000        | 1000        | 1000        | 1000        |
| Singapore     | 370         | 395         | 425         | 450         | 475         | 480         |
| Uijongbu      | 100         | 105         | 115         | 125         | 125         | 125         |
| <b>TOTAL</b>  | <b>5264</b> | <b>5749</b> | <b>6289</b> | <b>6935</b> | <b>7848</b> | <b>8314</b> |

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

|                | 2020/21         | 2021/22         | 2022/23         | 2023/24         | 2024/25         | 2025/26         |
|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Ankara         | \$12,632        | \$13,300        | \$14,000        | \$14,700        | \$15,500        | \$16,200        |
| Bandung        | \$10,866        | \$11,409        | \$11,979        | \$12,578        | \$13,207        | \$13,868        |
| Brasilia       | \$11,700        | \$11,900        | \$12,300        | \$12,600        | \$12,900        | \$13,200        |
| Dar es Salaam  | \$7,078         | \$7,500         | \$8,000         | \$8,500         | \$9,000         | \$9,500         |
| Far East       | \$13,471        | \$13,875        | \$14,291        | \$15,006        | \$15,756        | \$16,544        |
| Kuala Lumpur   | \$12,406        | \$11,633        | \$11,758        | \$12,032        | \$12,351        | \$12,742        |
| La Paz         | \$5,000         | \$5,050         | \$5,100         | \$5,150         | \$5,200         | \$5,250         |
| Lima           | \$10,750        | \$11,288        | \$11,965        | \$12,683        | \$13,444        | \$14,250        |
| Nagoya         | \$12,700        | --              | --              | --              | --              | --              |
| Nairobi        | \$8,639         | \$9,978         | \$10,480        | \$11,004        | \$11,554        | \$12,132        |
| NorthStar      | \$2,333         | \$2,399         | \$2,410         | \$2,423         | \$2,567         | \$2,875         |
| Prishtina      | \$5,658         | \$5,731         | \$6,017         | \$6,317         | \$6,633         | \$6,965         |
| Pyeongtaek     | \$14,700        | \$13,584        | \$13,992        | \$14,412        | \$14,844        | \$15,289        |
| Seoul          | \$25,115        | \$25,256        | \$25,819        | \$26,372        | \$28,041        | \$29,723        |
| Singapore      | \$18,354        | \$19,125        | \$19,507        | \$19,897        | \$20,294        | \$20,670        |
| Uijongbu       | \$15,665        | \$15,665        | \$15,665        | \$15,665        | \$15,665        | \$15,665        |
| <b>Average</b> | <b>\$11,692</b> | <b>\$11,846</b> | <b>\$12,219</b> | <b>\$12,623</b> | <b>\$13,130</b> | <b>\$13,658</b> |

### Total Income Projection in US\$ From Schools:

|               | 2020/21             | 2021/22             | 2022/23             | 2023/24             | 2024/25             | 2025/26             |
|---------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Ankara        | \$4,800,000         | \$5,187,000         | \$5,670,000         | \$6,247,500         | \$6,975,000         | \$7,695,000         |
| Bandung       | \$1,792,840         | \$1,996,571         | \$2,216,194         | \$2,452,788         | \$2,641,464         | \$2,773,538         |
| Brasilia      | \$1,755,000         | \$1,880,200         | \$2,041,800         | \$2,205,000         | \$2,373,600         | \$2,547,600         |
| Dar es Salaam | \$2,400,000         | \$2,850,000         | \$3,160,000         | \$3,485,000         | \$3,780,000         | \$3,990,000         |
| Far East      | \$2,788,497         | \$3,288,375         | \$3,715,660         | \$4,291,716         | \$4,915,872         | \$5,674,528         |
| Kuala Lumpur  | \$4,044,525         | \$3,897,130         | \$4,409,173         | \$5,775,142         | \$6,916,320         | \$8,282,283         |
| La Paz        | \$1,050,000         | \$1,161,500         | \$1,326,000         | \$1,442,000         | \$1,456,000         | \$1,470,000         |
| Lima          | \$1,279,259         | \$1,456,088         | \$1,782,748         | \$2,143,365         | \$2,540,839         | \$2,835,792         |
| Nagoya        | \$648,000           | --                  | --                  | --                  | --                  | --                  |
| Nairobi       | \$2,721,334         | \$3,342,630         | \$3,614,530         | \$3,906,420         | \$4,217,210         | \$4,549,500         |
| NorthStar     | \$5,200,000         | \$6,239,716         | \$7,472,232         | \$8,966,820         | \$10,782,720        | \$12,939,264        |
| Prishtina     | \$1,578,485         | \$1,719,243         | \$1,985,458         | \$2,211,062         | \$2,487,452         | \$2,785,944         |
| Pyeongtaek    | \$1,763,980         | \$1,562,217         | \$1,679,043         | \$1,801,474         | \$1,929,738         | \$2,064,078         |
| Seoul         | \$25,115,929        | \$25,256,858        | \$25,819,782        | \$26,372,629        | \$28,041,428        | \$29,723,000        |
| Singapore     | \$6,791,062         | \$7,554,634         | \$8,290,475         | \$8,953,650         | \$9,639,650         | \$9,921,600         |
| Uijongbu      | \$1,566,500         | \$1,644,825         | \$1,801,475         | \$1,958,109         | \$1,958,109         | \$1,958,109         |
| <b>Total</b>  | <b>\$62,666,926</b> | <b>\$65,995,287</b> | <b>\$73,658,570</b> | <b>\$80,770,675</b> | <b>\$89,199,402</b> | <b>\$97,740,236</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       | 0.31%             |
| Albania                | 5        | 0.09%             |
| Angola                 | 3        | 0.05%             |
| Argentina              | 3        | 0.05%             |
| Armenia                | 3        | 0.05%             |
| Australia              | 50       | 0.92%             |
| Austria                | 6        | 0.11%             |



|                    |     |       |
|--------------------|-----|-------|
| Azerbaijan         | 2   | 0.04% |
| Bahamas            | 6   | 0.11% |
| Bangladesh         | 16  | 0.29% |
| Belgium            | 5   | 0.09% |
| Bolivia            | 177 | 3.24% |
| Bosnia/Herzegovina | 2   | 0.04% |
| Brazil             | 103 | 1.89% |
| Brunei             | 5   | 0.09% |
| Bulgaria           | 4   | 0.07% |
| Burundi            | 1   | 0.02% |
| Cameroon           | 3   | 0.05% |
| Canada             | 110 | 2.01% |
| Chile              | 6   | 0.11% |
| China              | 109 | 2.00% |
| Columbia           | 5   | 0.09% |
| Congo              | 9   | 0.16% |
| Costa Rica         | 1   | 0.02% |
| Croatia            | 5   | 0.09% |
| Cyprus             | 1   | 0.02% |
| Czech Republic     | 11  | 0.20% |
| Denmark            | 2   | 0.04% |
| Djibouti           | 2   | 0.04% |
| Dominican Republic | 2   | 0.04% |
| Ecuador            | 14  | 0.26% |
| Egypt              | 59  | 1.08% |
| El Salvador        | 3   | 0.05% |
| Estonia            | 3   | 0.05% |
| Ethiopia           | 15  | 0.27% |
| Finland            | 4   | 0.07% |
| France             | 13  | 0.24% |
| Gabon              | 1   | 0.02% |
| Gambia             | 4   | 0.07% |
| Georgia            | 4   | 0.07% |
| Germany            | 17  | 0.31% |
| Ghana              | 3   | 0.05% |
| Greece             | 1   | 0.02% |
| Guatemala          | 3   | 0.05% |
| Guinea             | 2   | 0.04% |
| Haiti              | 5   | 0.09% |
| Honduras           | 4   | 0.07% |
| Hungary            | 6   | 0.11% |
| India              | 86  | 1.57% |
| Indonesia          | 110 | 2.01% |
| Iran               | 7   | 0.13% |
| Iraq               | 8   | 0.15% |

|                       |     |        |
|-----------------------|-----|--------|
| Ireland               | 2   | 0.04%  |
| Israel                | 8   | 0.15%  |
| Italy                 | 25  | 0.46%  |
| Japan                 | 159 | 2.91%  |
| Jordan                | 1   | 0.02%  |
| Kazakhstan            | 7   | 0.13%  |
| Kenya                 | 240 | 4.39%  |
| Korea                 | 562 | 10.29% |
| Kosovo                | 220 | 4.03%  |
| Kuwait                | 22  | 0.40%  |
| Latvia                | 2   | 0.04%  |
| Lebanon               | 19  | 0.35%  |
| Libya                 | 2   | 0.04%  |
| Lithuania             | 2   | 0.04%  |
| Malaysia              | 108 | 1.98%  |
| Malawi                | 3   | 0.05%  |
| Malta                 | 2   | 0.04%  |
| Mexico                | 5   | 0.09%  |
| Moldova               | 9   | 0.16%  |
| Mongolia              | 3   | 0.05%  |
| Morocco               | 1   | 0.02%  |
| Mozambique            | 1   | 0.02%  |
| Myanmar               | 3   | 0.05%  |
| Namibia               | 9   | 0.16%  |
| Nepal                 | 2   | 0.04%  |
| Netherlands (Holland) | 28  | 0.51%  |
| New Zealand           | 5   | 0.09%  |
| Nicaragua             | 2   | 0.04%  |
| Niger                 | 3   | 0.05%  |
| Nigeria               | 18  | 0.33%  |
| Norway                | 16  | 0.29%  |
| Oman                  | 2   | 0.04%  |
| Pakistan              | 24  | 0.44%  |
| Panama                | 2   | 0.04%  |
| Papua New Guinea      | 2   | 0.04%  |
| Paraguay              | 1   | 0.02%  |
| Peru                  | 31  | 0.57%  |
| Philippines           | 47  | 0.86%  |
| Poland                | 9   | 0.16%  |
| Portugal              | 5   | 0.09%  |
| Qatar                 | 3   | 0.05%  |
| Romania               | 9   | 0.16%  |
| Russia                | 11  | 0.20%  |
| Rwanda                | 13  | 0.24%  |
| Saudi Arabia          | 4   | 0.07%  |

|                        |             |             |
|------------------------|-------------|-------------|
| Serbia                 | 4           | 0.07%       |
| Singapore              | 26          | 0.48%       |
| Slovakia               | 1           | 0.02%       |
| Slovenia               | 5           | 0.09%       |
| Somalia                | 2           | 0.04%       |
| South Africa           | 39          | 0.71%       |
| South Sudan            | 2           | 0.04%       |
| Spain                  | 37          | 0.68%       |
| Sri Lanka              | 2           | 0.04%       |
| Sudan                  | 7           | 0.13%       |
| Suriname               | 6           | 0.11%       |
| Sweden                 | 14          | 0.26%       |
| Switzerland            | 5           | 0.09%       |
| Syria                  | 3           | 0.05%       |
| Taiwan                 | 25          | 0.46%       |
| Tajikistan             | 1           | 0.02%       |
| Tanzania               | 2           | 0.04%       |
| Thailand               | 28          | 0.51%       |
| Turkey                 | 6           | 0.11%       |
| Uganda                 | 3           | 0.05%       |
| Ukraine                | 8           | 0.15%       |
| United Arab Emirates   | 9           | 0.16%       |
| United Kingdom         | 56          | 1.03%       |
| United States          | 2435        | 44.58%      |
| Uzbekistan             | 1           | 0.02%       |
| Venezuela              | 8           | 0.15%       |
| Vietnam                | 12          | 0.22%       |
| Yemen                  | 1           | 0.02%       |
| Zambia                 | 13          | 0.24%       |
| Zimbabwe               | 3           | 0.05%       |
| <b>TOTAL STUDENTS</b>  | <b>5462</b> | <b>100%</b> |
| <b>TOTAL COUNTRIES</b> | <b>127</b>  |             |

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

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

|  |   |  |   |   |
|--|---|--|---|---|
| 3dsense Media School (Singapore)       | Angelo State University                   | Ball State University                  | Blinn College                                 | California Maritime Academy                 |
| Aberdeen                               | Appalachian State University              | Bard College                           | Blue Mountain College                         | California Polytechnic San Luis Obispo      |
| Aberystwyth University (Wales)         | Arcadia University                        | Barnard College                        | Boise State University                        | California State University, Fresno         |
| Abilene Christian University           | Arizona State University                  | Barry University                       | Bolivian University                           | California State University, Fullerton      |
| Abu Dhabi Univeristy, Abu Dhabi, UAE   | Arizona Western College                   | Barton                                 | Bond University (Aust.)                       | California State University, Long Beach     |
| Academy of Art Institute               | Arkansas State University                 | Başkent University, Ankara, TURKEY     | Bossier Parish Community College              | California State University, Northridge     |
| Academy of Interactive Entertainment   | Art Center College of Design              | Baylor University                      | Boston Baptist College                        | California State University, Sacramento     |
| Acadia University, Cananda             | Art Institute of Dallas                   | Beacon College                         | Boston College                                | California State University, San Bernardino |
| Accademia Nozionde di donzo            | Arts University Bournemouth               | Beaconhouse National University        | Boston University                             | Calvin College                              |
| Agnes Scott College                    | Asburn Univerity                          | Beijing Foreign Study University       | Boyce College                                 | Camosun College (Victoria, Canada)          |
| Air Force Academy                      | Asbury University                         | Belhaven University                    | Bradley University                            | Campbellsville University                   |
| Albright University                    | Asheshie University - Ghana               | Belmont University                     | Brandeis University                           | Canisius College                            |
| Alconquin College                      | Asia Pacific University - Japan           | Beloit University                      | Brandon                                       | Cape Cod Community College                  |
| Ambrose University, Canada             | Asian College of Journalism               | Bemidji State University               | Bridgewater State University                  | Cape Town University                        |
| American University                    | Assumption University                     | Benedictine College                    | Brigham Young University                      | Capernwray Bible College (UK)               |
| American University of Afghanistan     | Ateneo De Manila University (Philippines) | Berea College                          | Brock University                              | Carin University, Pennsylvania              |
| American University of Central Asia    | Auburn University                         | Berklee College of Music               | Brooks University                             | Carleton College                            |
| American University of Dubai           | Auckland Institute of Tech, New Zealand   | Berkley College                        | Brooks University                             | Carleton University, Cananda                |
| American University of Paris           | Austin College                            | Berlin International                   | Brown University                              | Carnegie Mellon University                  |
| Amherst College                        | Australian National University            | Bethany Bible Training Center          | Brunel University, UK                         | Carroll College                             |
| Anderson College                       | Azusa Pacific University                  | Bethany College of Missions            | Bryn Mawr College                             | Carthage College                            |
| Anderson University, Anderson, SC, USA | Babson College                            | Bethel College                         | Bucknell University                           | Case Westen Reserve University              |
|  | Bahçeşehir University (Istanbul)          | Bethel School of Supernatural Ministry | Butler County Community College, PA           | Catawba College                             |
|  |   | Bethel University                      | Cabarrus College of Health Sciences           | Cedarville University                       |
|  |   | Bethel University                      | Cairn University                              |   |
|  |   | Beykent University, İstanbul, TURKEY   | California Baptist University                 |   |
|  |   | Bilkent University, Ankara, TURKEY     | California College of the Arts, San Francisco |   |
|  |   | Binghamton University                  | California Institute of the Arts              |   |
|  |   | Biola University                       |   |   |

|   |  |  |   |   |
|---|--|--|---|---|
| Center of American Ed (SG)                  | Colgate University   | Cornell University                                 | Duke Kunshan University (China)           | Sport Science of Athens                           |
| Central Saint Martins College of Art&Design | College of Du Page, Glen Ellyn, IL                               | Cornerstone University                             | Eastern Connecticut State                 | Fanshawe College (Canada)                         |
| Central Texas College                       | College of the Ozarks  | Corvinus University of Budapest                    | Eastern Kentucky University, Richmond ,KY | Farleigh Dickinson U                              |
| Central Virginia Community College          | College of William and Mary                                      | Cottey College                                     | Eastern New Mexico University             | Fashion Academy of London                         |
| Central Washington University               | Colleges in Belgium  | Covenant College                                   | Eastern University                        | Fashion Institute of Design and Merchandizing, CA |
| Centre College, Danville, KY                | Colleges in Holand   | Creighton University                               | Ecole Hôtelière de Lausanne               | Fashion Institute of Technology                   |
| Chaminade University                        | Colleges in India  | Crown College                                      | Edmond Community College                  | Ferris State University                           |
| Champlain College                           | Collegium Civitas  | Culinary Institute of America                      | Ehwa Women's University                   | Florence University of the Arts                   |
| Chapman College                             | Collin College   | Culver-Stockton College                            | El Camino Community College               | Florida Gulf Coast University                     |
| Chapman University                          | Columbus State University  | Cyprus International University                    | Embry-Riddle Aeronautical University      | Florida Institute of Technology                   |
| Charis Bible College, UK                    | Colorado Christian University                                    | Dalhousie University                               | Emerson College                           | Florida International University                  |
| Charleston Southern University              | Colorado School of Mines   | Dartmouth College                                  | Emory & Henry College                     | Florida Keys Community College                    |
| Chinese University of Hong Kong             | Colorado State University  | Davidson College*                                  | Emory University                          | Florida Southern College                          |
| Christ University College                   | Colorado Technical University                                    | DayStar University, Nairobi                        | Empire State College                      | Fordham University                                |
| Christian Brothers University               | Columbia College   | De La Salle College of Saint Benilde - Philippines | Eotvos Lorand University                  | Franklin and Marshall University                  |
| Chung Ang University South Korea            | Columbia International University                                | Deakin University in Australia                     | Erasmus University of Rotterdam           | Fraser International College, Vancouver           |
| Chungbuk National University, Korea         | Columbia State Community College                                 | Dean College                                       | Erskine College                           | Frostburg State University                        |
| City University of Hong Kong                | Columbia University, Fu Foundation School of Engineering&Science | DePaul University                                  | ESPM, Rio de Janeiro                      | Fudan University                                  |
| City University of London (UK)              | Community College of Allgheny County                             | Diablo Valley Community College                    | Estacio, Rio de Janeiro                   | Full Sail University, Winter Park, FL             |
| City University of New York                 | Concordia University   | Dickenson College                                  | Eugene Lange College of Lib Arts          | Furman University                                 |
| Claremont McKenna College                   | Connecticut College  | Dordt College                                      | European University, Munich, GERMANY      | Gannon University                                 |
| Clark University                            | Conservatoria "G.Verdi" di Milano                                | Doshisha University                                | Evangel University                        | Gaston College                                    |
| Clemson University                          | Copenhagen University College of Engineering                     | Douglas College                                    | Ewha Womans University                    | Gazi University                                   |
| Coe College                                 |  | Drexel University                                  | Faculty of Physical Education and         | Geneva School of Diplomacy (Switzerland)          |
| Colby College                               |  | Duke University                                    |   |   |



|  |  |   |  |  |
|--|--|---|--|--|
| George Fox University                            | Foreign Studies Hawaii Pacific University                | Hotel and Tourism Management Institute            | Interamericana Metro in Puerto Rico        | Kasetsart University (Thailand)                    |
| George Mason University                          | Hankuk Aircraft and Maintenance College                  | Hotel School of The Hague                         | International Christian University, Tokyo  | Kawartha Lakes Bible College (Canada)              |
| George Washington University                     | Hansae University  | Houghton College                                  | International College of Music (Malaysia.) | Keele University (UK)                              |
| Georgetown College                               | Hardin-Simmons University                                | Houston Community College, Houston, TX            | International University Malaysia          | Keio University                                    |
| Georgetown University                            | Harvard University                                       | Hult International Business School                | INTI University                            | Kennesaw State University                          |
| Georgia Institute of Technology                  | Harvey Mudd College                                      | Huntington University                             | Iowa State University                      | Kent State University                              |
| Georgia Perimeter College                        | Hawaii Pacific University                                | Huron at Western                                  | Istinye University (Istanbul)              | Kenyon College                                     |
| Georgia Southern University                      | Hillsborough Community College                           | Hutchinson Community College                      | ITESM (Mexico City)                        | Kettering University                               |
| Georgia Tech                                     | Hillson International Leadership College                 | Illinois Central College                          | Jacobs University Bremen (Germany)         | King Mongkut's Institute of Technology Ladkrabang  |
| Glion Institute of Higher Education, Switzerland | Hinds Community College                                  | Illinois Institute of Technology                  | Jakarta International College              | King's College London (UK)                         |
| Gordon College                                   | Hitotsubashi University                                  | Illinois State University                         | James Cook University (AU)                 | Knox College                                       |
| Goshen College                                   | Hobart Institute of Welding Technology                   | Illinois Wesleyan University                      | Jeju National University                   | Knox University, Illinois                          |
| Goucher College                                  | Hofstra University                                       | Immaculata University                             | John Abbott College. Canada                | Koç University (Istanbul)                          |
| Grand Canyon University                          | Hogeschool van Amsterdam, University of Applied Sciences | Imperial College of London (UK)                   | John Brown University                      | Konyang University                                 |
| Grand Valley State University                    | Holmes Community College                                 | Indian River College                              | John Cabot University                      | Korea Advanced Institute of Science and Technology |
| Green River Community College                    | Hong IK University                                       | Indiana University Bloomington                    | Johns Hopkins University                   | Korea University South Korea                       |
| Greenfield Community College                     | Hong Kong Baptist University                             | Indiana Wesleyan, Marion, IN                      | Johnson County Community College           | Korean Hotel & Culinary Institute                  |
| Greenville College                               | Hong Kong Chinese University (HK)                        | Institut Teknologi Bandung                        | Johnson and Wales U                        | Kyung Hee University                               |
| Griffith University                              | Hong Kong Polytechnic University                         | Institut Teknologi Harapan Bangsa, Indonesia      | JSargeant Reynolds CC                      | La Salle University                                |
| Grinnell College                                 | Hong Kong University (HK)                                | Institute of Design and Merchandising USA         | Judson University                          | La Sapienza  |
| Grown College                                    | Hope College   | Institute of Information and Technology - Namibia | Juniata College                            | Laguna College of Art and Design                   |
| Guilford College                                 |  |   | Kadir Has University, Turkey               | Lamar University                                   |
| Hacetepe University                              |  |   | KAIST - Korea                              | Lasalle College of the Arts (SG)                   |
| Hamline University                               |  |   | Kalamazoo College                          | Laurentian University                              |
| Hamilton College                                 |  |   |  | Le Cordon Bleu, Australia                          |
| Handong Global University                        |  |   |  | Lee University*                                    |
| Handong University, Korea                        |  |   |  | Leeds Arts University                              |
| Hankook University of                            |  |   |  |  |

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| Lehigh University                                  | Macquarie University (Sydney)         | Michigan Technological University                               | Moore College of Art and Design                          | New York University, Abu Dhabi, UEA              |
| Leiden University                                  | Madison Area Technical College        | MidAmerica Nazarene University                                  | Moorhead State University                                | New York University: Stern School of Business    |
| Les Roches, Spain                                  | Mahajana College                      | Middle Eastern Technical University, Ankara, TURKEY             | Morman Missionary Training College                       | Newcastle University (UK)                        |
| LeTourneau University                              | Mahidol International College         | Middle Tennessee State University                               | Mount Holyoke  | NHL Stenden University                           |
| Libera Università Maria Ss. Assunta, Rome, Italy   | Maryland Institute College of Art     | Middlesex University  | Mount Hood Community College                             | Nilai International University College, Malaysia |
| Liberty University                                 | Marymont California University        | Midland College   | Mount St. Mary's University                              | North Carolina State University                  |
| Ling Fung Chung - Chinese University of Hong Kong  | Masaryk University-Czech Republic     | Midwestern Baptist College                                      | Mount Vernon Nazarene University                         | North Greenville University                      |
| Lipscomb University, Tennessee                     | Mass College of Pharmacy and Health   | Military University of Greece                                   | Musashino Music University                               | North Seattle Community C                        |
| London College of Communication                    | Massachusetts Institute of Technology | Milligan  | Nagoya University  | Northeastern University                          |
| London Metropolitan University, London, UK         | Massey University NZ                  | Milwaukee School of Engineering                                 | Nanyang Academy of Fine Arts (Singapore)                 | Northern Arizona University, Flagstaff, AZ       |
| London School of Music                             | Master's University                   | Mississippi College   | Nanyang Tech. University - Singapore                     | Northwest Christian College                      |
| Longwood University                                | McDaniel College                      | Mississippi Gulf Coast Community College                        | National Institute of Education, Singapore               | Northwest Mississippi Community College          |
| Lord Fairfax Community College                     | McGill University (Quebec, Canada)    | Mississippi State University                                    | National Institute of Public Administration - Zambia     | Northwest Nazarene University                    |
| Louisiana State University                         | McMaster University                   | Mississippi University for Women                                | National Taiwan University, Taiwan                       | Northwestern College                             |
| Louisiana Tech University                          | Medical University of Gdansk          | Missouri Baptist University                                     | National Tech University (SG)                            | Northwestern College, St. Paul, MN               |
| Loyola Marymount University                        | Melbourne Hotel Academy               | Missouri University of Science and Technology                   | National University of Science and Technology - Pakistan | Northwestern University                          |
| Lugansk State Medical University, Lugansk, Ukraine | Memorial University                   | Missouri Western University                                     | National University of Singapore (Singapore)             | Norwich School of Art and Design (UK)            |
| Lycoming College                                   | Mercyhurst University                 | Monash University, Australia                                    | New Jersey Institute of Technology                       | Norwich University                               |
| Lynn University                                    | Meredith College                      | Monroe College  | New Mexico State   | Nossi College of Art                             |
| Maastricht University (Netherlands)                | Messiah College                       | Montana State University  | New York Institute of Technology                         | Notre Dame University                            |
| Macalester College                                 | Metropolitan Film School London       | Monterrey Institute of Technology and Higher Education (Mexico) | New York Institute of Technology                         | Nottingham Trent University                      |
| Macomb Community College                           | Miami Dade                            | Montreat College  | New York University                                      | Obuda University, Budapest                       |
| Macon State University                             | Miami University, Ohio                | Moody Bible Institute   |  | Occidental College                               |
|  | Michigan State University             |   |  |  |

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| Ohio State University              | Pikes Peak Community College                             | Ridgewater College                                  | San Diego State University             | Sierra Community College                     |
| Ohio Wesleyan University           | Point Loma Nazarene U                                    | Rimini University, Italy                            | San Francisco Conservatory             | Simon Fraser University                      |
| Oklahoma Baptist                   | Pomona College   | Ringling College                                    | San Francisco State University         | Simpson University                           |
| Oklahoma Christian University      | Portland Bible College                                   | RIT Kosovo  | Santa Clara University                 | Singapore Institute of Management, Singapore |
| Oklahoma City University           | Portland Community College                               | Ritsumeikan Asia Pacific University                 | Santa Monica College                   | Singapore Management University, Singapore   |
| Oklahoma State University          | Portland State University                                | River Parish Community College                      | Santa Rose Jr. College                 | Skidmore College                             |
| Olivet Nazarene University         | Pratt Institute  | RMIT University                                     | Savannah College of Arts and Design    | Smith College                                |
| Olin College of Engineering        | Princeton University                                     | Roberts Wesleyan College                            | SCAD                                   | Sogang University                            |
| Oral Roberts University            | PSB Academy, Singapore                                   | Rochester Institute of Tech                         | Schellhammer Business School, Spain    | Sophia University (Tokyo, Japan)             |
| Oregon State University            | PUC, Rio de Janeiro                                      | Rollins College                                     | School of Art Institute of Chicago     | South Dakotah School of Mines and Technology |
| Otago University (New Zealand)     | Purchase College, Conservatory of Music                  | Roskilde University (Denmark)                       | School of Visual Arts                  | South East European University, MACEDONIA    |
| Otis College of Art and Design     | Purdue University  | Rowan University                                    | Schreiner University                   | Southampton University                       |
| Ouachita Baptist University        | Pusan University   | Royal Holloway, University of London (UK)           | Seaton Hall                            | Southeastern Baptist College                 |
| Oxford College of Emory University | Queens University of Charlotte                           | Rutgers, The State University of New Jersey         | Seattle Pacific University             | Southeastern Oklahoma State University       |
| Pace University                    | Queensland University of Technology, Brisbane, Australia | Rutgers University, Ernest Mario School of Pharmacy | Seattle University                     | Southeastern University (FL)                 |
| Pacific Northwest College of Art   | Radford University                                       | Ryerson University - Toronto, Canada                | Sejong University (Korea)              | Southern Adventist University                |
| Pacific Union College              | Reed College   | Sabancı University                                  | Seminary in Jackson, Mississippi       | Southern Illinois University                 |
| Parkland College                   | Regent University  | Saddleback College                                  | Seneca College                         | Southern Methodist University                |
| Parsons School for Design          | Regis University (Denver)                                | Saginaw Valley State University                     | Seoul English University               | Southern Nazarene U                          |
| Pasadena City College              | Rensselaer Polytechnic Institute                         | SAGU  | Seoul Institute of the Arts            | Southern New Hampshire University            |
| Patrick Henry College              | Rhode Island School of Design                            | Saint Bonaventure                                   | Seoul National University, SOUTH KOREA | Southern Oregon University                   |
| Paul Mitchell, Hawaii              | Rice University  | Saint Mary's University, Canada                     | Seton Hall University                  | Southville Foreign University                |
| Pennsylvania State University      | Richland Community College                               | Samford University                                  | Shepherd University                    | Southwest Baptist University                 |
| Pensacola Christian College        | Richmond International American University in London     | San Antonio College                                 | Shifa Medical College                  |  |
| Pepperdine University              |  | San Diego City College                              | Shippensburg University (PA)           |  |
| Peru Gastronomy College            |  |   | Shoreline Community College            |  |
| Philadelphia Biblical University   |  |   |  |  |

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| Southwest Tennessee Community College    | Stroudsburg, PA, USA               | Thaddeus Stevens Col of Technology   | University, Deerfield, IL                                  | Universidad de la Republica, Uruguay             |
| Spokane Falls Community College          | Suffolk University                 | Thammasat University Thailand        | Trinity Laban Conservatory                                 | Universidad de Palermo, Argentina                |
| Spring Arbor University                  | Summit Pacific College (Canada)    | The Art Institute of Fort Lauderdale | Trinity University   | Universidad Metropolitana                        |
| St. Andrews Presbyterian College         | Sungkyunkwan University            | The Art Institute of Houston         | Trinity Western University (Canada)                        | Universidad Privada Boliviana (La Paz, Bolivia)  |
| St. Edward University                    | Susquehanna University             | The Art Institute of Tampa           | Truman State University                                    | Universidad Sergio Arboleda                      |
| St. John's College                       | Sweet Briar College                | The Art Institute of Hong Kong       | Tufts University   | Universidade Anhembi Morumbi (Sao Paulo, Brazil) |
| St. John's University                    | Sydney University                  | The College of Charleston            | Tulane University  | Universidade Paulista, Brasilia                  |
| St. Katherine University                 | Symbiosis International University | The College of New Jersey            | Tyndale University College                                 | Universita Degli Studi Di Pisa                   |
| St. Mary's College Notre Dame            | Syracuse University                | The Cooper Union                     | UAM College (Nicaragua)                                    | Universitas Pelita Harapan                       |
| St. Mary's University                    | Szabist Islamabad                  | The Hague University                 | UFRJ, Rio de Janeiro                                       | Université libre de Bruxelles                    |
| St. Norbert College                      | Tallahassee Community College      | The Hong Kong Polytechnic University | Ulsan National Institute of Science and Technology (Korea) | Université Lorraine de Nancy                     |
| St. Olaf's University                    | Tarrant Country College            | The King's University                | Underwood International College                            | University American College Skopje (Macedonia)   |
| St. Petersburg College                   | Taylor University                  | The New School                       | UniCEN   | University College of London                     |
| Stanford University                      | Technische Universität             | The University of Puget Sound        | Union University, Jackson, TN                              | University of Aberdeen (Scotland)                |
| State College of Florida                 | Tecnologico Automotriz, La Paz     | The University of Sunderland         | United States Air Force                                    | University of Alabama                            |
| State University of New York, Albany     | Tecnologico de Monterrey           | The University of Tampa              | United States Coast Guard Academy                          | University of Alaska                             |
| State University of New York, Binghamton | TED University                     | Thrive Leadership School             | United States International University, Kenya              | University of Albany                             |
| State University of New York, Buffalo    | Temple University                  | Tiffin University                    | United States Marine Corps                                 | University of Alberta                            |
| State University of New York, Geneseo    | Temple University, Tokyo Campus    | Toccoa Falls College                 | United States Military Academy                             | University of Amsterdam                          |
| Stetson University                       | Tennessee Technological University | Tokyo International University       | Univalle   | University of Arizona                            |
| Stevens Institute of Technology          | Texas A&M,                         | Toledo University                    | Universidad Autonoma de Baja California                    | University of Arkansas,                          |
| Stony Brook University (SUNY)            | Texas Christian University         | Transylvania University              | Universidad Católica "San Pedro" (La Paz, Bolivia)         | University of Art & Design-Vancouver             |
| Strathmore Business University, Kenya    | Texas Community College            | Trevecca Nazarene University         | Universidad Catolica Boliviana                             | University of Asia and the Pacific               |
| Stroudsburg University, East             | Texas State University             | Trinity College (Australia)          | Universidad Catolica San Antonio de Murcia, Spain          |  |
|  | Texas Tech University              | Trinity International                |  |  |
|  | Texas Wesleyan University          |                                      |  |  |

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| University of Auckland NZ               | University of California, Santa Cruz      | University of IL, College of Medicine, Chicago, IL                 | University of Massachussets, Dartmouth                 | University of New York, Buffalo         |
| University of Bath                      | University of Cape Town, South Africa     | University of Illinois, Urbana-Champaign                           | University of Massachusetts, Lowell                    | University of North Carolina, Charlotte |
| University of Belgrade                  | University of Central Venezuela           | University of Indiana  | University of Melbourne, Australia                     | University of North Dakota              |
| University of Boston                    | University of Chicago                     | University of Iowa   | University of Memphis                                  | University of North Florida             |
| University of Brasilia                  | University of Cincinnati                  | University of Kansas   | University of Miami                                    | University of North Georgia             |
| University of Brisbane, Australia       | University of Colorado                    | University of Kent   | University of Michigan, Ann Arbor                      | University of North Texas               |
| University of British Columbia - Canada | University of Connecticut                 | University of Kent Law School, UK                                  | University of Michigan, School of Music, Theatre&Dance | University of Northern Iowa             |
| University of Bucharest (Romania)       | University of Delaware                    | University of Kentucky   | University of Minnesota, Minneapolis, Minnesota        | University of Notre Dame                |
| University of Buffalo                   | University of Denver                      | University of Kitakyushu   | University of Missouri, Columbia                       | University of Notre Dame (Australia)    |
| University of Buffalo at Singapore      | University of East London                 | University of La Verne   | University of Mississippi                              | University of Nottingham                |
| Institute of Management                 | University of Edinburgh                   | University of Leeds (UK)   | University of Missouri, Kansas City                    | University of Oklahoma                  |
| University of Buckingham, UK            | University of Essex-East 15 Acting School | University of Ljubljana  | University of Montana Western                          | University of Oregon                    |
| University of Business and Technology   | University of Evansville, Indiana         | University of London Royal Holloway                                | University of Montreal (Canada)                        | University of Ottawa                    |
| University of Calgary                   | University of Florida                     | University of Louisiana, Lafayette                                 | University of Munich                                   | University of Pennsylvania              |
| University of California, Berkeley      | University of Florida, Gainesville, FL    | University of Louisiana, Monroe                                    | University of Nebraska                                 | University of Pittsburgh                |
| University of California, Davis         | University of Georgia                     | University of Maine - Farmington                                   | University of Nevada, Las Vegas                        | University of Plymouth (UK)             |
| University of California, Fullerton     | University of Ghana                       | University of Manchester England                                   | University of New Brunswick                            | University of Portland                  |
| University of California, Irvine        | University of Glasgow                     | University of Manitoba   | University of New Hampshire                            | University of Portsmouth (England)      |
| University of California, Los Angeles   | University of Greenwich                   | University of Mary Hardin Baylor                                   | University of New South Wales, Australia               | University of Pretoria                  |
| University of California, Merced        | University of Groningen                   | University of Maryland   | University of New South Wales - New Zealand            | University of Prishtina                 |
| University of California, Riverside     | University of Hertfordshire (UK)          | University of Maryland Baltimore County                            | University of New York, Albany                         | University of Queensland                |
| University of California, San Diego     | University of Hong Kong                   | University of Massachusetts Amherst, Isenberg School of Management |  | University of Ravensbourne, London, UK  |
| University of California, Santa Barbara | University of Idaho                       |  |  | University of Reading, London           |
|   |   |  |  | University of Redlands                  |
|   |   |  |  | University of Rhode Island              |



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| University of Richmond                                      | University of Tennessee   | University of Windsor                      | Virginia Tech University           | Westmont College                                |
| University of Rochester                                     | University of Texas, Arlington                                  | University of Winnipeg                     | Vnje Universiteit van Amsterdam    | Wheaton College                                 |
| University of San Diego                                     | University of Texas, Austin                                     | University of Wisconsin                    | Wake Forest University             | Whittier College                                |
| University of San Francisco                                 | University of Texas, El Paso                                    | University of Wisconsin, Madison           | Warren County Community College    | Whitworth University                            |
| University of San Ignacio de Loyola (Lima, Peru)            | University of Texas, San Antonio                                | University of Wisconsin, Platteville       | Waseda University Japan`           | Wichita State University                        |
| University of Saskatchewan, Saskatoon, Saskatchewan,CA NADA | University of the Nations                                       | University of Wisconsin, Superior          | Washington State University        | Wilfred Laurier University                      |
| University of Seoul, Seoul, KOREA                           | University of the Pacific, Arthur A. Dugoni School of Dentistry | University of Wollongong, Australia        | Washington University, St.Louis    | William Angliss Institute                       |
| University of Sheffield                                     | University of the Philippines (Philippines)                     | University of Wroclaw (Poland)             | Waubonsee Community College        | William Carey University                        |
| University of South Africa                                  | University of Toledo  | University of Wyoming                      | Wayland Baptist University         | William Jessup University                       |
| University of South Alabama                                 | University of Toronto   | UPB Bolivia                                | Waynesburg University              | William Jewell College                          |
| University of South Carolina                                | University of Trento  | US Air Force Academy                       | Weber State University             | William Paterson University - Wayne, New Jersey |
| University of South Florida                                 | University of Utah  | US Naval Academy                           | Webster University, Ghana          | Williams College                                |
| University of Southampton                                   | University of Victoria (Victoria, Canada)                       | Utah State University                      | Wentworth Inst. of Tech            | Williams Baptist College                        |
| University of Southern California                           | University of Virginia  | Valparaiso University                      | Wesleyan University                | Wilson College                                  |
| University of St. Andrews                                   | University of Virginia  | Vancouver Institute of Media Arts          | West Chester University            | Winthrop University                             |
| University of St.Thomas                                     | University of Waikato, New Zealand                              | Vancouver Island University (Canada)       | West Point Military Academy        | Wisconsin Lutheran College                      |
| University of Stellenbosch                                  | University of Washington  | Vanderbilt University                      | Western Carolina University        | Word of Life Bible Institute (Korea)            |
| University of Surrey  | University of Waterloo, Waterloo, Ontario, CANADA               | Vanguard University of Southern California | Western Kentucky University in USA | Wright State University                         |
| University of Sydney, Australia                             | University of West Florida                                      | Ventura College                            | Western Michigan                   | Yakima Valley Community College                 |
| University of Tampa   | University of West Virginia                                     | Villanova University                       | Western New Mexico University      | Yale-NUS  |
| University of Tasmania                                      | University of Western Ontario, Richard Ivey School of Business  | Virginia Commonwealth University           | Western Ontario University, Canada | Yale University                                 |
| University of Tech & Design (Singapore)                     | University of Western Sydney (Australia)                        | Virginia Highlands CC                      | Western Washington University      | Yildirim Beyazit University                     |
| University of Technology Sydney                             |   | Virginia Military Institute                | Westhill Univ. - Mexico            | Yonsei University                               |
| University of Tehran (Iran)                                 |   |  | Westminster College                | York University (Ontario, Canada)               |

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