

International School of Habana

AGM Report 2022-2023



Learning to Make a Difference

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INTRODUCTION

This school year's AGM Report will help us look back at a year strongly characterised by our theme for the year – Coming Back Stronger.

As the school has re-emerged from the Covid pandemic we have started to rebuild some of the things that make our school a great community and a wonderful place to learn – as a student, as a parent, as a teacher and as a community member.

The really big news for our community this year, was that the school achieved a return to full accreditation status from the NEASC (New England Association of Schools and Colleges).

The school can now focus once more on making progress towards a bright, bright future using the ACE Protocol to guide our continued development as an accredited school.

We can now look forward over the coming five years to following the course laid out by some detailed strategic thinking and guided by our work to renew the Vision and Mission statements that have been worked on by a full consultative process throughout this school year.

The future will lead the school along the path set, towards further improvement and excellence.

We have continued to work hard at promoting our students' knowledge of and exposure to the host country and its culture and to other countries and cultures as well, through overseas trips to France, Belgium and the Czech Republic.

Drama presentations, concerts, and regular assemblies – as well as those celebrations of special events and days, such as International Day of Peace, Remembrance Day, World Book Day, the Arts month, Cultural Diversity Day and many others this year, have served to showcase our students' outstanding talents and abilities as well as their leadership potential.

The Student Council in both the Primary and the Secondary Divisions has flourished, and student voice is truly emerging as an important part of the school's commitment to wholistic education.

This school would not be what it is if it were not for the dedication and commitment to community that the PTSA brings. It was their initiatives with the Movie Under the Stars, the Family Fun morning and other events that really began the transition back to a community able, willing, and enthusiastic enough to be "Coming back stronger", really happen.

The sense of community as a whole, is set by the selfless volunteers that accept the role of acting on behalf of the school and its legal entities, in the governance role. That is no easy task; it requires a commitment to the institution rather than to personal interests and opinions. Long hours spent in serious discussions that impact upon the whole community are just the start of that commitment. The ladies and gentlemen that serve on the Board of Directors, are truly servants to the entire school community.

Not least among the many tasks the Board has set itself and accomplished this school year was the search for and appointment of a new Head of School for the coming years.

Ian Morris

Interim Head of School



THE SCHOOL: STATUS, VISION, MISSION, LEARNING PRINCIPLES, COMMUNITY PRINCIPLES

SCHOOL STATUS

The school exists because of Statutes dating from 1974, agreed between a group of Ambassadors and the Cuban Ministry of Foreign Affairs - MINREX. No original versions of the statutes exist.

The original statutes have been modified by By Laws over time. Periodically, the By Laws have to be revisited to ensure that they remain relevant to the school's current situation.

The most recent review of the By Laws was in 2020 and currently the Board of Directors has tasked a working group with an evaluation of the fitness for purpose of the current documents; the working group's mandate includes submission of proposals for updating if they find it to be necessary.

The school's legal entity has two (2) component parts:

- a. ISH (not for profit) Private Foundation established in 2002 in Curacao, Netherlands Antilles.
- b. ISH (not for profit) Global Education established in 2017 in Tortola, British Virgin Islands.

ISH Global Education's sole purpose is to protect the ISH Foundation from unlimited liability exposure to risk.

The school (ISH) Board has a legal obligation, to the Private Foundation in Curacao.

ISH Global Education registers the ISH Board as a group, as its one and only "Director".

The International School of Havana is fully accredited by the New England Association of Schools and Colleges (NEASC). We are also a Cambridge International Examination Centre and authorised by the International Baccalaureate Organisation to deliver the International Baccalaureate Diploma Programme (IBDP).

The school currently enrolls students from 56 different nationalities.

The majority of students, about 78% on average across the grade levels, are not first language speakers of English, while English is the school's language of instruction.

OUR VISION

At the International School of Havana we focus together on our core work of creating a powerful, positive learning culture framed by a common language and shared principles. We discover how to learn and how to help others learn. Acknowledging that everyone is different, we embrace and celebrate our differences, and learn from our diversity. Every member of our community has something to offer that can make a difference, to ourselves, to each other, to our community and, ultimately, to the shared world beyond our school. At the International School of Havana we all learn with a common purpose.

OUR MISSION

Learning to Make a Difference

OUR PRINCIPLES

Learning Principles

People can learn how to learn and have a right to do so.

We are all responsible for our own learning.

Learning is a personal and a social process.

Learning is both cognitive and emotional.

Learning transfer happens best in rich, relevant contexts.

In learning, quality transcends quantity.

Community Principles

We assume positive intent and are non-judgemental.

We focus our time on the activities that have the biggest positive impact on the community.

We place value on building positive relationships that enable us to support the School mission.

We welcome everyone, respect differences and are open to a wide range of viewpoints.

We keep everyone informed.

**Learning
to Make a
Difference**



BOARD OF DIRECTORS

The International School of Havana Board of Directors determines the school's vision, mission, and operational policies. The Board provides oversight for the school's finances and curriculum.

The Full Board has three working committees: the Operations Committee, the Finance Committee and the Evaluations and Appointments Committee.

The Board employs the Head of School to run the school on a daily basis within the policy guidelines, providing the Head with legal, financial, and other advice as requested, required or needed.

The Board must have a minimum of 11 members, with not less than five diplomatic and not less than five non-diplomatic members. The Board is self-perpetuating; the Evaluations and Appointments Committee seeks to appoint people with a wide variety of expertise and knowledge that are essential for assuring the school's viability while leaving the educational leadership to the Head of School. All Board members volunteer their time and skills without compensation or remuneration of any kind.

Board of Directors 2022-2023



Mr. Thor-Erling Sjøvold
Board Vice Chair and
Operations Committee Chair



H.E. Mr. Petr Kávan
Board Chair



Mr. Per Hundevad
Finance Committee
Chair



Mr. Martin Spini
Finance Committee
Vice Chair



H.E. Dr. Sarvesvaran Janakiraman
Finance Committee



Ms. Jana Pickles
Finance Committee



Mr. José Ramón Vázquez Miana
Finance Committee



Mr. Erik Krantz
Operations Committee
Vice Chair



Ms. Jessica Macor
Operations Committee



Ms. Camilla Røssaak
Operations Committee



Ms. Janette Hollingbery
Operations Committee



Mr. Gregory Biniowsky
Operations Committee



Mr. Nico van Dijk
Operations Committee

ACCREDITATION THE SCHOOL'S ACCREDITING AGENCY



NEW ENGLAND ASSOCIATION
OF SCHOOLS AND COLLEGES

TIMELINE OF RECENT ACCREDITATION HISTORY

APRIL 2022	Remote Team Visit for Re-accreditation
MAY 2022	School's Accreditation Status "suspended" by NEASC * 15 Major items to be addressed by the school
AUGUST 2022	Action Plan developed by Accreditation Coordinator HoS & Team * Addressing the NEASC 15 major issues and other matters highlighted * Input from leadership and teaching staff in all parts of the school * Teachers signed up to Taskforces and Committees
SEPTEMBER 2022	Action Plan addressing issues developed in record time * Required, delivered by September 1 and accepted by NEASC
DECEMBER 2022	Special Report to NEASC on progress of the Action Plan * Required, delivered before December 3, and accepted * Accreditation status upgraded to "on probation"
JANUARY 2023	Special Visit: NEASC Executive Director Jeffrey Bradley * Met all stakeholders & attended Board Meeting * Presented a report to NEASC Accrediting Commission
FEBRUARY 2023	NEASC Accreditation Committee decided that... School's full accreditation status was restored
JUNE 2023	Follow Up Special Report to NEASC due June 1 * On progress of the Action Plan since Special Visit
OCTOBER 2023	Follow Up Special Visit: NEASC Executive Director Bradley * Confirming ongoing progress with the Action Plan

CHARTING A ROAD MAP TO THE FUTURE: DEVELOPING A NEW VISION AND MISSION

Timeline

September 2022

A Taskforce's workshop for teachers was held to gather input: Members of the PTSA Committee, the secondary Student Council, and the Board members also participated

October 2022

Secondary students gave input during an Advisory session; some older Primary students were also involved

A PTSA Room Parent Workshop was also held with follow up feedback and comments gathered

A Workshop for the Board was held with follow up feedback and comments gathered

The Taskforce plugged inputs into some draft statements using the high incidence words from all the workshops

Several re-drafted statements were then formulated to address the input gathered from each of the constituencies

November 2022

The Taskforce sent an initial draft proposal to the Board's Operations Committee meeting

December 2022

The Board's Operations Committee gave feedback on the drafts and the revised document was then sent to the Full Board's December meeting

The feedback led to further review and reformulation by the Taskforce

2023

The reformulation was sent to the wider community for feedback via the Head of School's Weekly message on April 3rd in the form of a survey.

The survey remained live until April 21.

The Taskforce reviewed and addressed feedback from the survey and created final draft statements which were sent to the Board's Operations Committee.

The Operations Committee referred the final draft to the Full Board with a recommendation for approval

The Full Board approved the statements on May 23 and these are being shared with the community at the AGM of May 24, 2023.

Draft of Our Vision (May 2023)

"The International School of Havana's challenging world-class, inclusive education builds creative, resilient global citizens and empathetic, ethical problem solvers.

Draft of Our Mission (May 2023)

(Guiding Day to day operations)

"Our school champions excellence and integrity in a culture fostered by shared principles, values and clear communication, creating an environment where we all learn to make a positive difference.

Every eligible student admitted benefits from the education we make available.

Our Mantra (May 2023)

"Learning to make a difference"

THE SCHOOL COMMUNITY

PTSA

“The PTSA can be the most impactful and positive influence on rebuilding community.

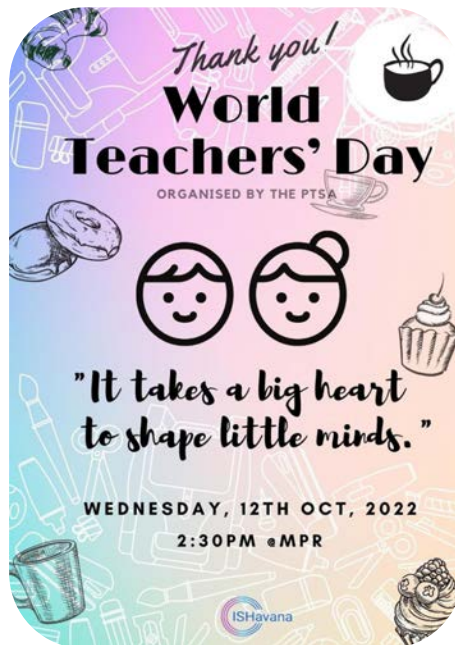
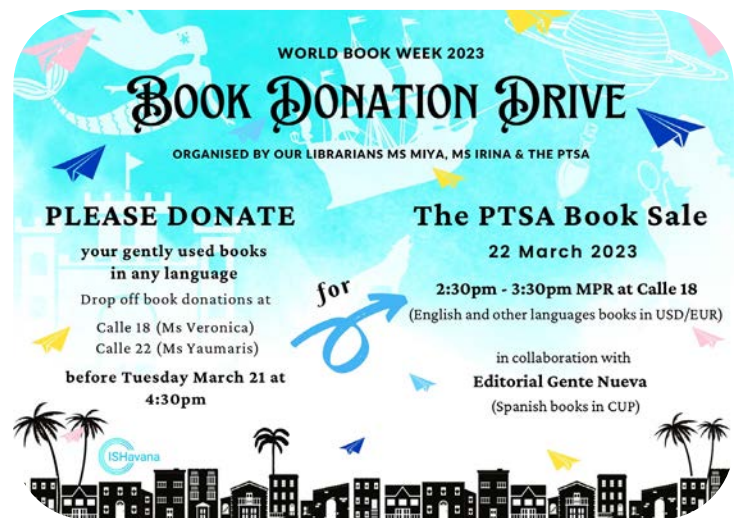
When working in healthy partnership, the PTSA is a way great schools build great community”

Jeff Bradley NEASC Executive Director March 2023

PTSA Events:

Some of the community event planned by the PTSA this school year have included:

- New student and new family welcome events (September and January)
- Teacher & staff appreciation days
- Student activities in primary and secondary
- Appreciation days for cultural diversity
- Charity appeals & book drives
- Movie Under the Stars
- Family Fun Day
- Holiday events
- End of school year Pot Pourri event





RECRUITMENT PROCESS FOR THE NEW HEAD OF SCHOOL

The Board of Directors has the specific responsibility, set out in the school's By Laws, to hire the Head of School.

The Board appointed a Search Committee in May 2022 to coordinate the recruitment of the next Head of School.

The ad hoc Search Committee was made up of several Board members.

In the interests of transparency and inclusive decision making, representatives from other stakeholder groups were invited to join the Search Committee; invited members included teacher representatives from the locally hired and expatriate hire teaching staff, and parents.

The Search Committee appointed RS Academics, a recruitment company that specialises in searches for Head of School positions, to conduct the initial search.

RS Academics posted advertisements for the position in several platforms.

A Candidate Information Brochure was created as well as details of how interested candidates must apply. The closing date for applications was set as Thursday 10 November 2022; there were more than 30 applications.

Preliminary interviews were conducted by RS Academics by videoconference in November 2022; from these interviews a Long List of nine (9) candidates was drawn up.

The Search Committee then conducted videoconference interviews with long listed candidates in late November and a short list was created.

Final interviews for short listed candidates and a visit to us here in Havana, were scheduled to take place in early December. Four (4) candidates were selected to the shortlist. Unfortunately, two (2) candidates withdrew at that stage. Virtual interviews took place, and a preferred candidate was selected.

Mr. Christopher Lynn was invited to visit us in Havana which he did in February 2023.

Consultation with all constituency groups that met with Mr. Lynn were held and he gave a presentation to whole the community whilst here in Havana.

Mr. Lynn was subsequently offered the job and accepted.

WORK ON ACADEMICS THIS YEAR

- Recreated the Curriculum Review Cycle
- Realigned Cambridge Language & Numeracy standards from Primary to IGCSE
- Reviewed Standardised Testing instruments to determine fitness for purpose school wide
- An alternative Standardised Testing instrument is in place as a pilot scheme in Middle School
- Middle School exams to be reintroduced for academic rigour
- Staff performance appraisals reintroduced
- Professional Development programme reinvigorated and Professional Development Committee reintroduced

CURRICULUM REVIEW

WHAT DOES IT MEAN AND ACTUALLY ENTAIL?

1. Horizontal analysis: checking and, if necessary, adjusting

- Alignment of the written curriculum documents and standards, with the taught curriculum
- Breadth of subjects in each grade level - from external curricula, such as IPC or IGCSE, or internally developed curriculum
- Alignment of the Learning Outcomes (Standards) in each subject at each individual grade level

2. Vertical analysis: checking and, if necessary, adjusting

- Alignment of the written curriculum documents and standards, with the taught curriculum
- How each area of learning (subject) develops at each successive grade level
- Appropriate skills & content alignment between the phases of learning e.g. Grade 5 to Grade 6

3. Attainment analysis: review of

- External assessment results (IGCSE and IBD)
- Internal assessment results
- External standardised testing results (MAP & others)
- If curriculum choice or subject options need change to better meet students' needs
- To create action plans for improvement if needed

4. Reporting analysis: checking that

- Our reporting system reflects guiding statements, learning & assessment principles
- Align with external curricula where they must (e.g. IGCSE and IB Diploma)
- We report on what we say is important to us as a school

THE 5 YEAR CURRICULUM REVIEW CYCLE FORMALISED IN 2022-2023

	2021-2022	2022 - 2023	2023 - 2024	2024-2025	2025-2026	2026-2027
CURRICULUM REVIEW	IPC	Early Years Outdoor play	EAL in mainstream	IPC Skills Ladder (Pre-K-5) + articulation with Grade 6 (Social Studies, ICT, Science, Art, PE, Music)	Vertical align: a. Science (Pre-K-12)	IPC
	Primary EAL	Whole school Standardised Testing	Vertical align: a. Modern Languages (Span/French)		b. Performing & Creative Arts + Physical Education	Whole School EAL
	Primary Library & Info Literacy	Internal examinations in Middle School	b. Social Studies (6-12)	Vertical align: a. Mathematics (Pre-K-12)	Whole School STEAM	Whole School Library & Information Literacy
	ICT & Primary STEM	IGCSE Computer Science (added for 2023-2024)	c. Middle School Cambridge	b. English (Pre-K-12)	Cross-Curricular links & Interdisciplinary projects	IB Self- Study
	IBO Diploma Self Study		ISH High School Diploma (non- IGCSE/IBDP)	Guidance Programme		Early Years (Play based learning)
			Secondary STEAM			
			Service Learning & CAS			

EXTERNAL TESTING RESULTS

It is important to understand that:

- The results reported here from the MAP Testing compare ISH with the entire cohort tested world wide.
- MAP Tests conform with the standards of the US Common Core Curriculum that our school does not use as its curriculum standard.
- Items highlighted in yellow reflect where the school's result is exactly at the same level as the cohort average.
- Items highlighted in red reflect where the overall results are below the level of the cohort average.
- Items highlighted in green reflect where the overall results are above the level of the cohort average.

International General Certificate of Secondary Education (IGCSE)

This course is designed to provide assessment for all students other than those with diagnosed special educational needs.

Students are externally examined to qualify for the Cambridge International Certificate of Education (ICE). ICE awards are made in one (1) of three (3) categories:

Distinction: Grade A or better in five subjects and Grade C or better in two subjects;

Merit: Grade C or better in five subjects and Grade F or better in two subjects;

Pass: Grade G or better in seven subjects.

There were fourteen (14) ICE candidates in June 2022.

Learning to Make a Difference

One (1) student sat for examination in one (1) course only.

This does not allow the student to qualify as an ICE candidate.

That candidate successfully submitted assessment requirements for that course before leaving the school in April 2022.

No students achieved Distinction in the ICE in this exam session.

71% of students achieved Merit while 29% were awarded a Pass.

Ninety-six (96) Grades were awarded in total, of which 73% were C or above.

International Baccalaureate Diploma

The pass rate for the May 2022 session was 87.5% with seven (7) out of eight (8) candidates obtaining an IB Diploma.

Of thirteen (13) students in the class of 2022, eight (8) students pursued the full IB Diploma, three (3) students completed a combination of IB Individual Certificate Courses and ISH Diploma Courses; two (2) students were on the internally assessed ISH Diploma track.

To qualify for the IB Diploma, a minimum of twenty-four (24) points must be achieved with at least twelve (12) points obtained from the three (3) Higher Level courses each student takes, and nine (9) points from the three (3) Standard Level subjects.

The maximum possible award is forty-five (45) points, with seven (7) points being available for each of six (6) subjects; three (3) additional points are available from combined assessments from the Theory of Knowledge course and the required Extended Essay.

1. MAP OCTOBER 2022

	Math AV.	Math ISH	Reading AV.	Reading ISH	Lang. Usage AV.	Lang. Usage ISH	Science AV.	Science ISH
Grade 1	160	160	155	152				
Grade 2	175	184	172	175				
Grade 3	188	182	186	183	187	182		
Grade 4	199	196	196	192	197	194		
Grade 5	209	209	204	201	204	206	200	200
Grade 6	214	215	210	216	209	219	203	209
Grade 7	220	222	214	216	212	220	206	210
Grade 8	224	228	218	221	215	222	209	215
Grade 9	226	220	218	227	216	226		
Grade 10	229	232	221	227	218	224		
Grade 11	231	239	223	228	220	228		

2. IGCSE JUNE 2022

June 2022 Component Marks Report for Centre CU001

Syllabus	Syllabus name	A*	A	B	C	D	E	F	G	U	A*A*	AA	BB	CC	DD	EE	FF	GG	UU	Number of Results Issued	Number of Entries
0400	ART AND DESIGN	0	0	0	1	1	2	1	0	0										5	5
0408	WORLD LITERATURE	1	0	4	3	1	1	0	0	0										10	11
0410	MUSIC	0	0	5	0	0	0	0	0	0										5	5
0413	PHYSICAL EDUCATION	0	0	1	1	0	2	1	0	0										5	5
0455	ECONOMICS	0	0	1	1	0	0	0	0	0										2	3
0457	GLOBAL PERSPECTIVES	0	0	3	3	2	2	0	0	0										10	10
0475	LITERATURE IN ENGLISH	0	0	0	1	0	0	0	0	0										1	1
0488	LITERATURE (SPANISH)	1	1	1	0	0	0	0	0	0										3	3
0500	FIRST LANGUAGE ENGLISH (ORAL ENDORSEMENT)	0	2	7	1	1	1	0	0	0										12	13
0502	FIRST LANGUAGE SPANISH	0	2	0	1	0	0	0	0	0										3	3
0510	ENGLISH AS A SECOND LANGUAGE (SPEAKING ENDORSEMENT)	0	1	0	0	0	0	1	0	0										2	2
0520	FOREIGN LANGUAGE FRENCH	1	1	3	1	0	0	0	0	0										6	7
0530	FOREIGN LANGUAGE SPANISH	2	1	0	0	1	0	1	0	0										5	5
0607	CAMBRIDGE INTERNATIONAL MATHEMATICS	0	1	2	8	1	2	0	0	0										14	15
0654	CO-ORDINATED SCIENCES (DOUBLE AWARD)										0	2	2	4	4	2	0	0	0	14	15

Cambridge Assessment International Education. Report generated on 16AUG2022

3. IB DIPLOMA JUNE 2022

Subject results - grade distribution															
Subject	Number of Candidates	Grade										Average grade (school)	Average grade (World-Wide)	Highest grade	Lowest grade
		7	6	5	4	3	2	1	P	N					
Subject Group 1															
ENGLISH A: Lang and Literature HL	7	1	4	2	0	0	0	0	0	0	0	5.86	5.03	4	5
ENGLISH A: Lang and Literature SL	4	0	0	1	3	0	0	0	0	0	4.25	5.27	5	4	
SPANISH A: Literature HL	3	0	1	2	0	0	0	0	0	0	5.33	4.83	6	5	
Subject Group 2															
SPANISH AB. SL	1	1	0	0	0	0	0	0	0	0	7.00	5.06	7	7	
SPANISH B HL	3	2	1	0	0	0	0	0	0	0	6.67	5.55	7	6	
SPANISH B SL	1	1	0	0	0	0	0	0	0	0	7.00	5.04	7	7	
Subject Group 3															
ENV. AND SOC. SL ENGLISH	4	1	0	1	2	0	0	0	0	0	5.00	4.47	7	4	
HISTORY SL ENGLISH	4	0	1	0	3	0	0	0	0	0	4.50	4.76	6	4	
HISTORY AMERICAS HL ENGLISH	3	0	1	2	0	0	0	0	0	0	5.33	4.54	6	5	
PSYCHOLOGY HL ENGLISH	4	0	1	2	1	0	0	0	0	0	5.00	5.07	6	4	
PSYCHOLOGY SL ENGLISH	5	1	2	1	1	0	0	0	0	0	5.60	4.80	7	4	
Subject Group 4															
BIOLOGY HL ENGLISH	1	0	1	0	0	0	0	0	0	0	6.00	4.73	6	6	
PHYSICS SL ENGLISH	3	0	1	0	1	0	1	0	0	0	4	4.64	6	2	

Learning to Make a Difference

Subject Group 5															
MATHEMATICS ANALYSIS AND APPROACHES HL ENGLISH	1	0	0	1	0	0	0	0	0	0	0	5.00	5.21	5	5
MATHEMATICS ANALYSIS AND APPROACHES SL ENGLISH	6	0	2	0	3	1	0	0	0	0	4.50	4.99	6	3	
MATHEMATICS APPLICATIONS AND INTERP SL ENGLISH	3	0	0	0	1	1	1	0	0	0	3.00	4.39	4	2	
Subject Group 6															
VISUAL ARTS HL ENGLISH	2	0	0	0	1	1	0	0	0	0	3.50	4.45	4	3	
VISUAL ARTS SL ENGLISH	1	0	0	0	1	0	0	0	0	0	4.00	4.10	4	4	

STAFFING THE SCHOOL

EDUCATIONAL SIDE

Educational Leadership

Head of School, Primary Principal, Middle School & High School Heads

Teachers and Assistant Teachers 61 total

Primary School: 12 teachers and 9 Assistant Teachers

Secondary School: 20 teachers and 1 Assistant Teacher

Whole School Teachers and Specialist/Support teachers (across the divisions): 19 teachers

EXPATRIATE TEACHERS 2022-2023

PRIMARY SCHOOL		SECONDARY SCHOOL	
Principal	Ms. Angela Speirs	Principal	Ms. Anja Merilainen
PRIMARY SCHOOL STAFF		SECONDARY SCHOOL STAFF	
MS. Niamh Flannery	GRADE 1	Ms. Crystal Barnes	ESS & IB History
Ms. Paige Melanson	GRADE 2 (NEW)	Ms. Rebecca Collyer	English
Ms. Autumn Busch	GRADE 3A (NEW)	Mr. Oscar Avila	Science & IB Chemistry
Ms. Sandra Williams	GRADE 3B (NEW)	Mr. Andrew Taggart	Social Studies (NEW)
Ms. Hortense Lowver	GRADE 4 (NEW)	Mr. Mark Walton	English (NEW)
Ms. Barbara Levy	GRADE 5 (NEW)	Mr. Ian Morris	Head of School
Ms. Miya	LIBRARY (NEW)		

PROFESSIONAL DEVELOPMENT

Staff members have attended required Professional Learning Sessions for:

- English Language Classes (Local hire staff) required by Board of Directors policy and regulations
- IB DP Required Accreditation Training for Teachers
 - a. Chemistry
 - b. History
 - c. English Language and Literature
 - d. CAS
 - e. Physics
 - f. Environmental Systems
 - g. Visual Arts
- IGCSE Required Training
 - a. Computer Science
 - b. Global Perspectives
 - c. Art and Design
- IPC Methodological Training for all Primary teachers
- Others
 - a. Non-violent communication
 - b. EAL Instruction
 - c. IPC Induction Training
 - d. First Aid provisions in school (US Embassy)
 - e. Middle School Curriculum Physical Education
 - f. Middle School and IGCSE Music Methodology
 - g. In-house sessions offered by teachers
 - h. Librarianship
 - i. Spanish classes



OPERATIONAL SIDE

Operational Leadership Team

Administrative Managers

Business Manager: Finance Manager: IT Manager: Human Resources Manager: Admissions Officer

Operations Team: 14 staff

Office Staff: Receptionists: IT Technicians: Warehouse: Security Technician: Cashier: Accountant etc.

Operational Support Staff: 35 staff

Cleaners: Drivers: Security Guards: Cooks: Gardeners: Playground Supervisors: Nurse

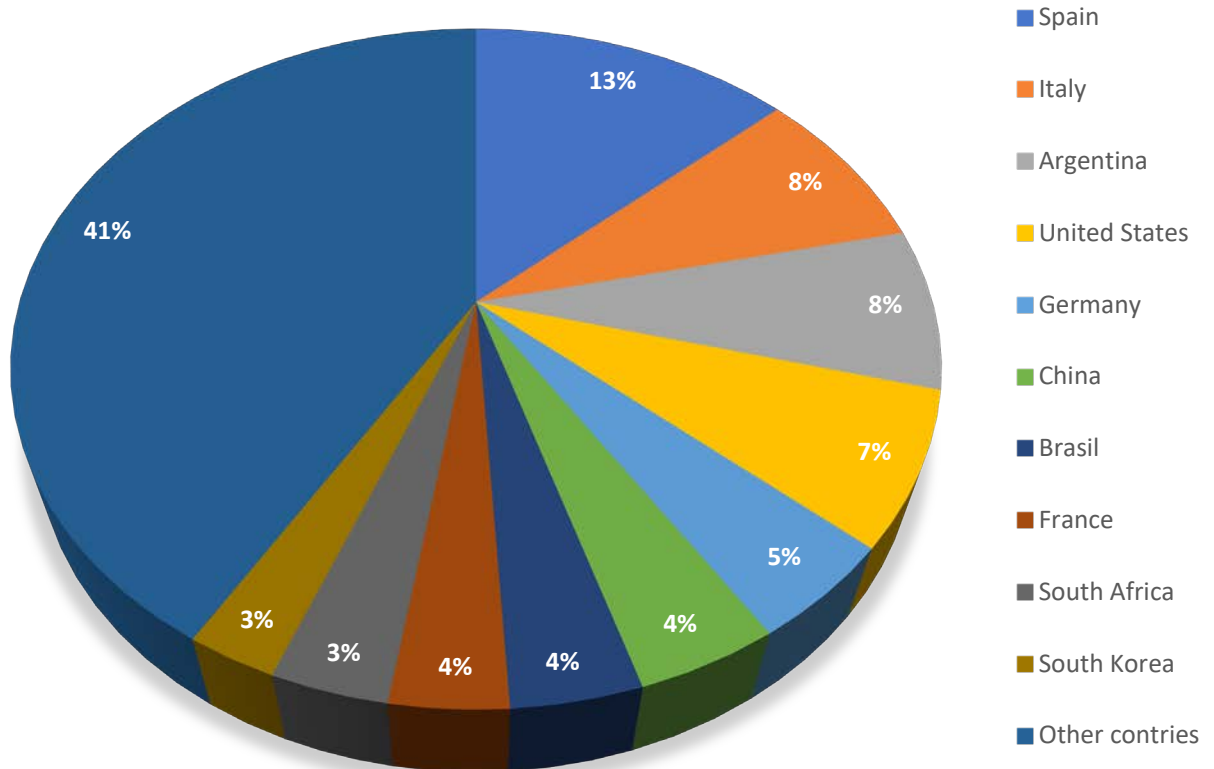
REMEMBERING HURRICANE IAN - From one day...



To the next...



WHERE DO OUR STUDENTS COME FROM?



Top 10 contries from 260

#1	Spain	35
#2	Italy	21
#3	Argentina	20
#4	United States	19
#5	Germany	12
#6	China	11
#7	Brasil	10
#8	France	9
#9	South Africa	9
#10	South Korea	7

WHAT IS THE IS HAVANA EXPERIENCE LIKE FOR STUDENTS?

They have:

- A broadly based internationally recognised as top quality curriculum offerings
- Curriculum that is reviewed to increase rigour and ensure coherent offerings and pathways
- Plentiful EAL and Learning Support provisions
- Small class sizes that provide personal attention
- A Teacher Student ratio of, on average:1:6 average provides even more personal attention
- Counselling services available to all
- Teachers that genuinely care about their students
- New curriculum offerings considered each year (e.g. Grade 9 Computer Science) for 2023-24
- Teachers and professional learning systems that are appraisal for ongoing improvement
- Alternative ways to graduate if not ideally suited to IB Diploma
- Graduates are admitted to top class universities mostly of their first choice
- Regeneration of Extra Curricular Activities
- Increasing opportunities for international field trips
- Vibrant Student Council in Primary and Secondary working with PTSA & teachers
- Summer Camp available to those that stay in Havana

International Field Trips - Drama Students to Prague



International Field Trips - French Learners to Paris and Brussels



Student Experiences in Havana



Learning to Make a Difference



Interactions with a visiting school from Sweden



Leadership of Whole School Events: Founder's Day October 2022




Leadership of School Events: Remembrance Day November 2022



Musical and Drama Performances: Treasure Island December 2022


AN INTERNATIONAL SCHOOL OF HAVANA PRODUCTION



MUSICAL PERFORMANCE OF

TREASURE ISLAND

BASED ON THE STORY BY ROBERT LOUIS STEVENSON -
A TALE OF PIRATES AND TREASURE




December 8th, 2022

Hubert de Blanck Theatre
Calle Calzada e A y B, Vedado

Doors open at 5:30pm, show starts at 6pm

Seating is limited to 2 tickets per family. Students do not need seats.

Musical Direction - Victor Garcia
Featuring students from Kindergarten to Grade 8



Musical and Drama Performances



UNIVERSITY PLACEMENTS: THE CLASS OF 2022

University placements – Class 2022	Country
The Hague University of Applied Sciences	The Netherlands
University of Amsterdam	The Netherlands
University of Amsterdam	The Netherlands
University of Amsterdam	The Netherlands
University of Amsterdam	The Netherlands
Maastricht University	The Netherlands
University of Namibia	Namiba
Namibia Uni of Mining & Applied Science	Namiba
California Institute of the Arts	USA
Florida State University	Panama
School D'Hospitality	Singapore
Student returned home placement unknown	South Africa

THE CLASS OF 2022



THE CLASS OF 2023



COMING SOON IN THE SUMMER BREAK 2023

A vibrant, colorful graphic for 'Summer Camp 2023'. The background is a mix of orange, pink, and blue. On the left, a circular inset shows children playing on a playground. Text elements include: 'FOR KIDS AGES K-16YRS' in a blue box; 'ART TRIPS MUSIC PARKS SPORTS' in large white letters; 'ENROLL TODAY!' in a blue box; and 'SUMMER CAMP 2023' in large, colorful, overlapping letters. The ISHavana logo is also present, along with the tagline 'Learning to Make a Difference'.

RECOGNITION OF OUR SUPPORTING EMBASSIES

How do Embassies support the school?

- Support for visas for expatriate teachers to work in Cuba
- Licence plates for school vehicles
- Import licences for overseas purchases
- Education and security grants
- Consultative services and some support with local authorities

Which Embassies currently support us		
Czech Republic	Guinea Bissau	South Africa
The Netherlands	Sweden	Timor Leste
Canada	India	United Kingdom
U.S.A.		
New Support for 2023-2024		
Kenya	Saudi Arabia	Italy

ROLE OF THE BOARD OF DIRECTORS



The Board is the Board of the ISH Private Foundation (Curacao)

The Board is accountable to the Curacao Chamber of Commerce

The Board of the ISH Private Foundation has these main responsibilities:

- Approve the school's Vision and Mission
- Plan work to ensure the future existence and viability of the school
- Recruit, appoint, train and delegate work to its Committees & members
- Recruit, appoint, support and appraise the only employee it hires ...
the Head of School

- Set, update and monitor administration of overarching school policies
- Budget adequate finances and resources to allow mission fulfilment by setting tuition and other fees to project a break-even financial scenario
- Ensure school acts legally and ethically
- Manage the school's relations with the host country government
- Enhance the school's standing locally and internationally
- Oversee the school's performance: reviewing quality and development
- Communicate financial & other information to the community as legally required

BOARD COMMITTEES ROLES

THE ROLE OF THE EVALUATIONS & APPOINTMENTS COMMITTEE

- Assign each Board member to a committee
- Arrange selection of the Board's Officers (Chair, Vice Chair etc.)
- Search for and propose new Board members as needed
- Arrange the Board's Annual Work schedule
- Ensure annual Board Goals are set
- Conduct self-appraisals of the Board's work
- Ensure annual goals are set by the Board for the Head of School
- Conduct appraisal of the work of the Head of School
- Arrange annual Board Training

THE ROLE OF THE OPERATIONS COMMITTEE

- Work within principles of the ISH Private ("not for profit") Foundation
- Oversee administration of Board Policy by Leadership
- Propose any needed updates to policy and policy manual
- Listen to matters and concerns brought forward by the PTSA
- Review results of external educational testing (IBD, IGCSE, Map etc)
- Review Academic Quality in cooperation with Educational Leadership
- Approve Leadership's Annual Academic Calendar proposal
- Approve Leadership's Annual Teaching Hiring Plan proposal
- Monitor the school's communication mechanisms
- Monitor student enrolment numbers
- Monitor the school's facilities and health and safety provisions Monitor Curriculum Review work by leadership and teachers

- Provide sounding board for any proposed initiatives from leadership (e.g. Language School, Summer School)
- Act as critical friends to leadership
- Teacher Rep. offers a voice to staff and review any concerns at the governance level
- Appellate authority in cases of severe student or staff indiscipline

THE ROLE OF THE FINANCE COMMITTEE

- To provide adequate funds to operate the school and enable Mission fulfilment
- Work within financial principles and legal framework of the ISH Private Foundation a “not for profit” Foundation subject to Curacao law – any surplus reinvested
- Provide reserves to protect the school’s financial viability and future
- Set financial controls & accounting standards to IFRS for an external Audit
- Comprehensive revised Financial Regulations have been put in place this year
- Create a balanced annual budget to meet school costs deriving from:
 - * Costs of delivering the school’s Mission
 - * Facilitating progress toward the school’s vision of the future
 - * The requirements of a high quality international educational curriculum
 - * Maintaining the quality of our facilities rented from PALCO
 - * Provision of competitive remuneration packages for teachers (as recruitment is hard)
 - * High rates of inflation in Cuba and elsewhere

THE SCHOOL’S FINANCES

OVERSEEN BY THE BOARD OF DIRECTOR’S FINANCE COMMITTEE

FINANCIAL RESERVES

Reserves must be maintained as a legal requirement of the Foundation

Reserves must also provide funds for emergency response e.g. hurricane damage

Reserves must also be maintained to assist Capital projects financed mainly from Enrollment Fee and ACDF

As costs rise annually so reserves should be recalculated annually

The Board’s aim has been to hold reserves mainly in Canada and USA

BUT - substantial reserves are currently held locally in BFI as Cuba’s Central Bank has severely restricted transfers to our banks abroad

The Board’s aim has been to hold Capital Reserves at a percentage of operating costs = +/- USD \$ 1.7M

Learning to Make a Difference

Expenses estimates are based on:

- Expatriate teachers numbers(salaries and benefits must be competitive –recruitment not easy)
- Costs payable to Cuban entities (PALCO rent, PALCO staffing, Energy, etc.)
- Costs associated with leasehold maintenance
- Importation of educational resources (impossible if no funds outside of Cuba)
- Expenditures on membership of Educational Agencies insurances etc. (impossible if no funds outside of Cuba)

NOTE: The school has no possibility to acquire financial loans in Cuba or overseas.

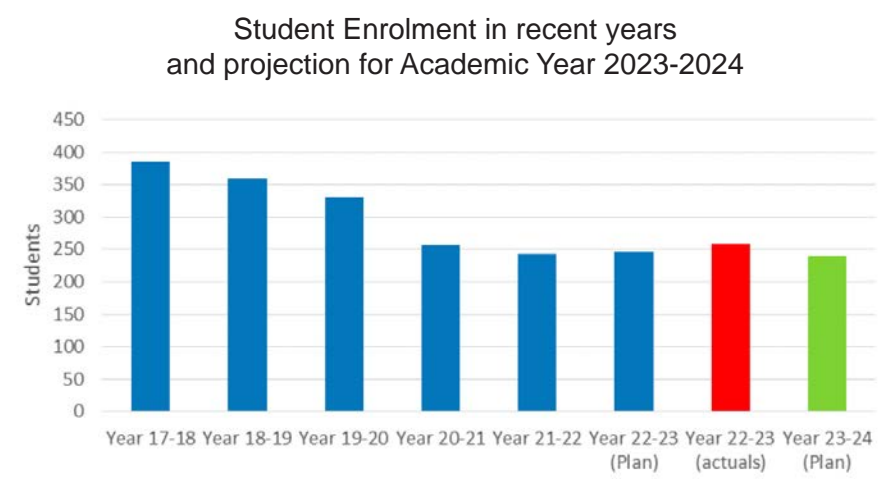
HOW IS THE BUDGET PLANNED

Operating Budget must project a break even as a minimum

Levels of reserves required have to be kept and can only be used for operational costs by Board agreement

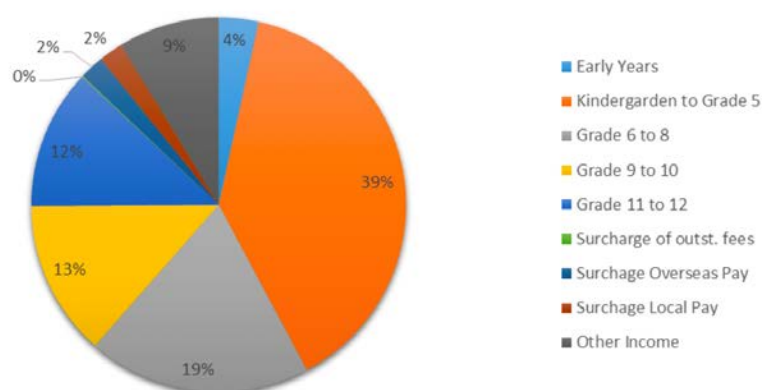
Revenue is based on projections of Student Enrolment: Tuition Fees make up +/- 93% of revenue

PROJECTIONS FOR STUDENT ENROLLMENT BASED ON REENROLLMENT SURVEYS AND PAST HISTORY



PROJECTIONS FOR BUDGET 2023-2024

Breakdown of ISH Budgeted Revenue 2023 - 2024



BUDGET 2023-2024 PRESENTATION

ENROLMENT PROJECTION	240
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TUITION REVENUES

TUITION	3,168,788
OTHER INCOME	303,400
TOTAL	3,472,188

TUITION REVENUES

SALARIES	2,313,893
EDUCATIONAL RESOURCES	162,600
ADMINISTRATION	758,007
MAINTENANCE	55,000
UNREALISED EXCHANGE	30,000
OTHER EXPENSES	70,000
TOTAL	3,389,500

NET INCOME

NET INCOME	82,688
CAPITAL REVENUE	352,720
NET INCOME BEFORE DEPRECIATION	435,408
DEPRECIATION	-394,395
NET INCOME AFTER DEPRECIATION	41,013
ADJUSTMENT RIGHT OF USE	40,000
BALANCE (PROFIT OR LOSS)	-1,013

PROJECTED BREAKDOWN FOR REVENUES IN BUDGET 2023-2024

	Academic Year 2021-2022	% of total	Academic Year 2022-2023 (Full Year Forecast)	% of total	Academic Year 2023-2024 (Budget)	% of total
Early Years	137,649	4%	127,916	4%	119,072	3%
Kindergarden to Grade 5	1,242,562	40%	1,422,964	40%	1,346,581	39%
Grade 6 to 8	706,827	23%	719,125	20%	668,737	19%
Grade 9 to 10	390,172	13%	494,948	14%	465,877	13%
Grade 11 to 12	447,322	14%	445,276	13%	419,586	12%
Surcharge of outst. fees	8,889	0,3%	4,720	0,1%	3,800	0,1%
Surcharge Overseas Pay					72,568	2%
Surcharge Local Pay					72,568	2%
Other Income	169,587	5%	320,812	9%	303,400	9%
Total Revenue	3,103,009	100%	3,535,761	100%	4,472,188	100%

BREAKDOWN OF EXPENDITURE FACTORS PROJECTED FOR BUDGET 2023-2024

1. PAYMENTS TO CUBAN ENTITIES

Cuban entities	Service	Annual	Monthly
Empleadora Palco	Staffing	\$246,640	\$22,422
Empresa Logistica Aduanal Palco	Freight	\$10,000	
Esicuba	Insurance	\$23,000	
Asistur	Insurance	\$15,000	
ETECSA Telephone	Telephone	\$8,000	\$667
ETECSA Internet	Internet	\$48,000	\$4,000
Empresa Cunana del Gas	Gas	\$500	
Aguas de la Habana	Water	\$800	\$67
Garbage Services	Garbage	\$360	
Empresa Inmobiliaria Palco	Rent	\$322,968	\$26,914
Organizacion Básica Eléctrica	Electricity	\$55,000	\$4,583
CUPET	Fuel	\$22,000	\$1,833
Unidad Residencial Club Habana	EC and PE Facilities	\$4,500	
Comercializadora de Servicios Médicos SA.	Medical	\$5000	
		\$761,768	

2. EXPATRIATE TEACHERS 2023-2024

PRIMARY SCHOOL		SECONDARY SCHOOL	
Principal	Ms. Karen McNeely (NEW)	Head of High School	Ms. Crystal Barnes
		Head of High School	Ms. Rebecca Collyer
PRIMARY SCHOOL STAFF		SECONDARY SCHOOL STAFF	
Ms. Vanessa Sanchez	GRADE 1 (NEW)	Mr. Victor Odhiambo	Science & IB Chemistry (NEW)
Ms. Paige Melanson	GRADE 2	Mr. Andrew Taggart	Social Studies
Ms. Portia Reynolds	GRADE 3 (NEW)	Mr. James Lloyd	English (NEW)
Ms. Mairead Maguire	GRADE 4M (NEW)	Mr. Eddie Hussain	English & General (NEW)
Ms. Hortense Lowver	GRADE 4H		
Ms. Barbara Levy	GRADE 5		
	Ms. Miya	Library	
	Mr. Lynn	Head of School (NEW)	

3. CAPITAL SPENDING PLANNED FOR 2023-2024

1. Complete upgrade of Calle 16 & 18 Roofs and Bathrooms (in cooperation with PALCO)
2. Furniture upgrades (Middle School classrooms & Art Room refurbishment)
3. Replacement of old (unusable) pick up truck
4. New School Information System and other IT Upgrades

4. THE NEW SCHOOL INFORMATION SYSTEM - Comparison to existing system

ACADEMIC FEATURES	PASS/3sys	Rediker
Student & Staff Database	✓	✓
Attendance, Grades, Demographics	✓	✓
Discipline	✓	✓
Medical Information (Allergies, visits to the Nurse)	✓	✓
Integrated Report Cards w/ Standards/Skills and Advanced Narrative Comments	✗	✓
Scheduling w/ Master Schedule Builder (Timetables)	✗	✓
Online Forms (Surveys, ECAP sign up, Re-enrollment)	✗	✓
E-Portfolio Paperless Filing System	✗	✓
Parent and Student Web Portals	✗	✓
Integrated Messaging, Alerts & Announcements	✗	✓
Teacher Class Pages and Teacher Gradebook (web and mobile app)	✗	✓
IEP File Sharing with IEP Staff	✗	✓

ADMISSIONS	PASS/3sys Current	Rediker
Prospective and Past Students	✓	✓
Demographics	✓	✓
Online Applications and Inquiry Forms	✗	✓
Customized Workflow	✗	✓
Powerful Reporting Tools	✗	✓
Data Dashboard	✗	✓
Automatic confirmation emails: Families are kept informed with automatic emails sent upon submission of forms.	✗	✓
E-Recommendations: Request and receive recommendations online	✗	✓
Upload documents: Required documents such as birth certificates or recommendations can be securely uploaded as part of the admissions process.	✗	✓

ACCOUNTING AND FINANCE	PASS/3sys Current	Rediker
General Ledger and Cost Center Accounting	✓	✓
Accounts Payable & Receivable	✓	✓
Integrated Student Billing	✓	✓
Scholarships and Discounts	✓	✓
Dual Currency Capabilities	✓	✓
Detailed Reporting	⚡	✓
Expense Approval System	✗	✓
Fixed Assets with Proceession, Asset Tracking	✗	✓
Invoices, overdue account notices, statements are automatically published to Parent Portal account, for all their children.	✗	✓

REDIKER PlusPortals for Students and Parents

COMMUNICATIONS	STUDENTS	PARENTS
Instantly share information online. True integration with all Rediker products means parents and students will be able to view important data in real-time. Interactive dashboards show grades and progress for all of their child's studies.		
One login for a parent to view all of their children's data, using Google Translate to view the portals in a different language.		✓
Interactive dashboards that show grades and progress.	✓	✓
Schedules sorted by week or daily rotation with at-a-glance class information: title, room and teacher.	✓	✓
Lesson plans with accompanying resources and online quizzes	✓	✓
Portfolio documents including student work, transcripts, letters, completed forms, and more.	✓	✓
Scores and grades in real-time, including homework, quiz and test scores, as well as exams and final grades.	✓	✓
Attendance displayed daily and by period. Parents can view their child's number of absences, tardies and dismissals.	✓	✓
Alerts and announcements so your school community stays informed about upcoming news and events.	✓	✓
Automatic email notifications when new data is posted to PlusPortals.	✓	✓
Mobile Apps for iOS and Android.	✓	✓

FINANCIAL CONCLUSIONS

1. Adequate Capital Reserves are in place
2. Operating costs are mainly predictable - apartment rentals & energy costs are unpredictable
3. Salaries = 70% expenses (lower than majority of international schools)
4. Largest part of salaries costs = expatriate teachers salary & benefits
5. Additional expatriate teacher positions are being hired for 2023-2024
6. Capital expenditure must be tailored to capital income
7. Future short term capital investment planned – relatively minor
8. Contingency funding must be saved - no loans available in Cuba
9. Lack of financial resources overseas: transfers from Central Bank vital

SCHOOL FEES FOR 2023-2024

Dear parents, guardians and carers,

I am writing to advise you of the changes to tuition fees that the Board of Directors have approved for the coming academic year, 2023/2024.

During this school year, 2022/23, the school began to gradually recover from the impact of the COVID-19 pandemic. The International School of Havana community has re-emerged strongly despite the challenges we have faced in the current economic environment. We have learned along the way, supported each other and made the most of the occasions we have been able to share events and activities together as a community. The Board of Directors offers a heartfelt thanks to the school's leadership team and to our teachers who have gone above and beyond in their efforts to ensure that the school was able to regain its accredited status and continue to deliver high-level education and also look after the well-being of the students. As always, we also recognize our non-teaching administrative staff and the support staff who each contributed to making this school year a positive step forward. No school is complete without students; students have also reemerged from the lockdowns and their voice is once again being heard all around the community. Hard work, perseverance, and resilience in the face of challenges have marked this school year out as a special one. Finally a thank you to the parents and guardian, especially those of the PTSA, for their continued support for the school. Student numbers this school year were marginally above those anticipated in the budget.

Nevertheless, the continued uncertainty surrounding the local and global economic situation has resulted in unavoidable increases in costs largely due to local economic inflation. The school has been impacted as have many other parts of society by increased migration; this has had a noticeable effect upon staffing at the school. We have been able though, to call back to the school almost all of the staff that were made redundant some time ago and we have also managed to find well qualified replacements for those staff that left us at short notice.

The Board is aware of the difficulties and uncertainties faced by many families in the community. However, in the current economic situation marked by continuous inflation and in light of the challenges faced by school, the Board has adopted a six percent (6%) increase in tuition fees for school year 2023/24 with a two percent (2%) discount being available for payments made to the school's bank accounts outside Cuba.

For the smooth functioning of the school, considerable financial expenses abroad are also necessary, so I would like to ask those of you, when possible, to pay tuition fees to one of the school's foreign accounts. I would also like to remind you at this point that the Board of Directors, in addition to the aforementioned discount for fees paid to the school's bank accounts outside Cuba, also offers discounts on tuition fees for families with more than one student enrolled at the school. Other fees remain unchanged and extras such as extracurricular activities, EAL, Yearbook, Graduation, will continue to be included in the fees. The Board decided that a salary adjustment was needed for the school staff, both expatriate and local hire, so as to keep our most important resource motivated and better able to face the increasing challenge presented by cost of living rises.

Full details of all school fees for 2023/24 are attached to this letter. May I take this opportunity once more to remind you that as the school is a not-for-profit Foundation, it is operated on that basis and so any surpluses are reinvested in the school.

Thank you again for your support and I wish you and your families the very best in what continues to be challenging times ahead, both in Cuba and internationally.

Yours sincerely,

Petr Kávan

Chair of the Board of Directors

IN SUMMARY

1. Tuition fee increase 6% points across the board.
2. If paid to the school's banks outside Cuba a 2% point discount will be applied
3. Transportation Fee (annual) maintained at \$1,000 per student

TUITION FEES DENOMINATED IN USD	PRIMARY		SECONDARY			DUE DATE	
	PRE-KINDER 1-2	KINDER, GRADE 1-5	GRADE 6-8	GRADE 9-10	GRADE 11-12	MINIMUM 50% OF FEES	REMAINING % (UP TO 50%)*
ANNUAL TUITION	5,784	13,574	13,742	15,558	16,012	18 AUG. 2023	15 SEP. 2023*
TUITION SEMESTER I	2,892	6,787	6,871	7,779	8,006	18 AUG. 2023	15 SEP. 2023*
TUITION SEMESTER II	2,892	6,787	6,871	7,779	8,006	18 AUG. 2023	22 JAN. 2024*

IMPORTANT NOTE

A **discount of 2%** from the tuition fees quoted for academic year 2023/2024, is available for payments made to the school's bank accounts outside Cuba. Those account details are set out below.

The quoted tuition fees also include:

- Textbooks, curriculum materials & exercise books
- EAL – support for students needing English as an Additional Language support and/or learning support.
- Educational day trips (part of curriculum)
- Extracurricular Activities (except any Pay to Play activities that may be offered)
- Yearbook

ACADEMIC CALENDAR 2023-2024

International School of Havana



- School Events
- Professional Development Day (no school day for students)
- PTSA Events

August 23

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

- 17 to 25 – Professional Development Day
- 25 – New Student & Family Orientation
- 28 – First Day of School
- 30 – New Families Welcome Coffee

September 23

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

- 21 – International Day of Peace

October 23

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

- 5 – Teacher Appreciation Day
- 9 – Professional Development Day
- 16 to 20 – School Break
- 23 – School Reopens
- 25 – Founders Day
- 27 – Movie Night Under the Stars

November 23

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

- 10 – Day for Remembering Victims of War
- 24 – International Food Fair ¡Qué Rico!

December 23

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

- 1 – Professional Development Day
- 7 – Music Concert
- 18 to Jan 5 – School Break

January 24

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

- 8 – School Reopens
- 10 – New families Welcome Coffee
- 26 – Cuban Culture Day

February 24

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	

- 14 – Friendship Day
- 19 to 23 – School Break
- 26 – School Reopens

March 24

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

- March – Arts Month
- 9 – Family Fun Day
- 28 – Professional Development Day
- 28 to April 2 – School Break

April 24

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

- 3 – School Reopens
- 22 – Earth Day
- 23 to 26 – World Book Week

May 24

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

- 1 to 3 – School Break
- 6 – School Reopens
- 10 – Science Fair
- 20 to 24 – Cultural Diversity and Inclusion Week

June 24

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

- 13 – Music Concert
- 21 – Last Day of School