



**Kigali International Community School
School Profile**

SCHOOL PROFILE

Historical Overview of the School

The vision of Kigali International Community School (KICS) began in November 2005 as Christian families came together to seek answers for their children's educational needs. As these families prayed and planned, a vision was formed around the key principles of an English medium school using an American curriculum with a distinctly Christian philosophy. KICS was primarily established to meet the educational needs of the families of evangelical missionaries and Christian cross-cultural workers. The founders of KICS envisioned it to be a support ministry for these families whose children would eventually transition back into American schools.

By January 2006, these families began several clusters of home school cooperatives. In September 2006, these clusters joined at the four-bedroom home of Food for the Hungry International (FHI) in Kacyiru. The founding board members at KICS were serving with the following organizations: Christ's Church in Rwanda (CCR), World Relief, Opportunity Bank, Food for the Hungry International (FHI), Compassion International, and a USAID funded project.

In November 2006, Rwanda Outreach Community Partners (ROC) was formed as a 501c3 in the state of Oklahoma to purchase the Caisse Sociale school and hall located in the Vision 2020 Estate of Gaculiro on behalf of Christ's Church in Rwanda (CCR). The property was purchased in February 2007. ROC Partners invited KICS to move into the school property in April 2007 as a partner in Christian education with ROC and CCR. Teachers initially came from Food for the Hungry, World Relief, and Christ's Church in Rwanda as volunteers to KICS.

As Kigali experienced a rapid growth of expatriate personnel, the need for a quality international school grew. During this time, conflicting visions for KICS surfaced that led to the beginning of a transition. In the spring of 2009, these conflicting visions ultimately led to a solidified Christian ethos and focus on serving missionaries and Christian cross-cultural workers while continuing to honor our host country with a portion of the enrollment going to local families.

In September 2009, ROC became the owner agency of KICS. This alignment of property and institutional ownership solidified KICS position as a legitimate institution in the eyes of KICS' host nation. The KICS founding vision was also solidified by a renewable Memorandum of Understanding with Africa Inland Mission (AIM), as well as, the merger of the former missionary home school coop, Jungle School, with KICS. AIM's partnership and the Jungle School/KICS merger are a demonstration of the philosophy of unity and partnership among Christians serving in Rwanda. These partnerships and a unified mission for KICS have served to help make KICS a highly sought after education in Kigali with students having attended KICS from over 35 nationalities.

In early 2009, KICS launched the process for accreditation. In August 2010, KICS began its self-study for ACSI/MSA accreditation that became effective January 1, 2012.

Through the accreditation process, KICS realized several areas of growth. Between 2013 and 2014, KICS took steps towards developing a Learning Support Program and adding a School Counselor. Additionally, in 2012, KICS built a Library, a Science Lab, and a basketball court through internal capital development assets.

In 2014, KICS embarked on a strategic planning process that increased our academic rigor and spiritual preparedness. The first step we took was to add more experienced staff to serve at KICS. Also, KICS has an honors track that includes AP and pre-AP classes. In the primary grades, KICS has added EPIC, a gifted and talented program for students in grades 2-5. Spiritually, KICS has focused its attention on discipleship as it continues to be a spiritual greenhouse. In Primary, devotion, bible and prayer time take place in the morning each day. In Secondary, Mission time takes place four days a week with a focus on praying for and serving Unreached People Groups and the Persecuted Church. Our desire is that God would use our students and our staff to serve the Unreached and the Persecuted with their lives in the present and in the future.

In 2016, as KICS experienced its largest enrollment to date, KICS launched the "Vision for the Future." Over the next several years, KICS will expand to another site that will allow KICS to stand as an institution for generations to come. An institution committed to the vision of preparing servant-leaders to impact the world for Christ.

KICS's first ten-years reflect the following stages of growth and development:

2006-2010 - *Start-Up and Survival*

2010-2012 - *Accreditation*

2012-2014 - *Systems and Processes*

2014-2016 - *Strengthening our House*

2016-2020 - *Expansion*

2020 and beyond - *The "Vision for the Future," lived out*

It's an incredibly exciting time to be at KICS. We trust the Lord for what our present and our future holds.

Demographic Portrait of the School Constituency

KICS Basic Profile

Address	Kigali International Community School Caisse Sociale Estates, Gaculiro BP 6558 Kigali, Rwanda
Contact Information	+250 783307282 info@kicsrw.org
School Website	www.kicsrw.org
Grades Offered	Pre-K through 12
2016-17 Student Enrollment	276
2017-18 Projected Enrollment	310

Staff Profile

2017-18 Staff Hires	72
<i>Leadership Staff</i>	9
<i>Leadership Support</i>	5
<i>Instructional Staff</i>	38
<i>Instructional Support</i>	9
<i>Maintenance Staff</i>	11
Countries Represented by Staff	9

Student Profile

Nationalities Represented by 2016-17 Student Body

Country	% of Student Body
Belgium	0.4%
Burundi	0.4%
Canada	3.0%
Denmark	1.1%
Eritrea	2.6%
Ethiopia	0.4%
Germany	0.7%
Ghana	0.4%
India	2.6%
Kazakhstan	0.7%
Kenya	1.8%
Korea	5.9%
Malawi	0.7%
Mali	1.1%
Nigeria	0.7%
Philippines	0.7%
Rwanda	50.2%
South Africa	0.4%
Uganda	3.7%
United Kingdom	2.6%
United States	19.2%
Zimbabwe	0.7%
Total # Countries Represented: 22	
Total Student Enrollment: 271	

Special Instructional Programs

Primary Special Instructional Programs

- **Academics**
 - Pre-Kindergarten half-day program
 - 2017-18 Pre-Kindergarten half and full-day programs (2 sections)
 - Grade 4/5 Team
 - Specials for all primary, including: library, computers, general music, piano, art, physical education
 - Foreign Language (French) for students in grades KG-5
 - 2017-18 Kinyarwanda for Pre-K through grade 2
 - J-Term as a way to expand our learning in a different setting. J-Term will be for two and a half weeks after Christmas break.

- **Student Support Program**
 - EPIC (Gifted/Talented Program)
 - English Language Learning (ELL) Program
 - Full English Immersion Program, WIDA International Consortium.
 - Individual Learning Plans (ILP) provide in-class modifications or pull-out services
 - Learning Accommodation Plan (LAP) provide in-class accommodations

- **Spiritual Development**
 - Morning Devotionals
 - Bible Curriculum
 - Weekly Primary Chapel Time

- **Extracurricular Activities/Athletics**
 - Athletics – Soccer, Swimming
 - STEAM (Science Club)
 - Kinyarwanda Dance
 - Bible Club
 - Young Life

Secondary Special Instructional Programs

- **Academic**
 - Accredited Online Course Offerings from Keystone National High school and North Star School and Seven Star.
 - Advanced Placement (AP) and Pre-AP Courses on-site
 - AP European History
 - AP Literature/Composition
 - Pre-AP Biology
 - Critical Thinking Advanced Science Course (Honors)
 - Pre-AP English 9,
 - AP French
 - AP Psychology

- 2017-18 Adding all of the above plus AP Language/Composition, AP Macroeconomics, Pre-AP Biology, AP Calculus
 - 2017-18 New Course Offerings (in addition to the above): HS Arabic I, Global Leadership, American Literature
 - Learning Support Program
 - English Language Learning (ELL) - Transitional English course for 9th and 10th graders in the ELL program. This course counts for credit and is taken in place of the Pre-AP or regular English grade 9.
 - Individual Learning Plans (ILP) provide in-class modifications or pull-out services
 - Learning Accommodation Plan (LAP) provide in-class accommodations
 - Elective Offerings
 - Art – Drawing, Painting, and 3D
 - Media – Word, PowerPoint, Excel, and typing
 - Digital Photography, Advanced Digital Photography
 - Music – Band, Choir, Worship Band, Piano
 - Drama
 - Other – Economics, Psychology, Big Questions, Personal Finance, Ethics, Physical Education
 - J-Term will be offered with a minimum of six to eight class offerings for students to choose from over a two-and-a-half week period in January of 2018.
- **Spiritual Development**
 - Morning Mission Time – Secondary students meet at the chapel for 30 minutes each morning for worship, devotional time, advisory, and service projects.
 - Bible class – Bible class is required for all secondary students. Every secondary student takes at least 0.5 credits per year through graduation.
 - Big Questions Course – Big Questions is a middle school elective offering that addresses big life questions, such as “*What is the purpose of life?*” “*Why am I here?*”
 - Partnership with Young Life throughout the year.
- **College Prep/Testing**
 - Official Testing Center – SAT, ACT, PSAT, and AP Examinations
 - SAT Prep Course
 - High School Job Shadow Day
 - *Launch!* Course – This course is required for second semester juniors, to prepare them socially, spiritually, academically, and culturally for university and life outside of high school.
- **Extracurricular Athletics/Activities**

- Model United Nations
- Yearbook
- Worship Band
- Drama/Theater Production
- Student Council
- Soccer, Basketball, Running Club

Facilities

KICS is housed on a campus of 1.68 acres. In addition to this space owned by KICS owner agency, ROC Partners, KICS utilize Christ's Church Rwanda (CCR) facilities also owned by ROC Partners. CCR is on 1.16 acres. ROC Partners has also had an ongoing agreement since 2007 with the local community for utilization of 4 adjacent green spaces totaling 3.64 acres. Of this space about 2 acres are maintained and used by KICS.

KICS academic buildings consist of:

- The primary is 9,410 SF main floor + basement
- The secondary is 18,800 SF main floor + 2nd floor
- The CCR hall is 14,060 SF main floor + mezzanine + basement

KICS total utilized space consists of:

- The school lot is approximately 73,000 SF - 1.68 acres
- The hall lot is approximately 50,600 SF - 1.16 acres
- Adjacent utilized green space next to school and hall – 2 acres
- Total utilized green spaces is just under 5 acres

KICS finalized the addition of 1,900 square feet of classroom (3) spaces on the campus in 2016.

Financial Overview

Tuition & Financial Aid

- a. Full tuition is:
 - i. KG: \$11,000
 - ii. 1-5: \$15,000
 - iii. 6-8: \$16,000
 - iv. 9-12: \$18,000
- b. Over 85% of students receive financial aid.

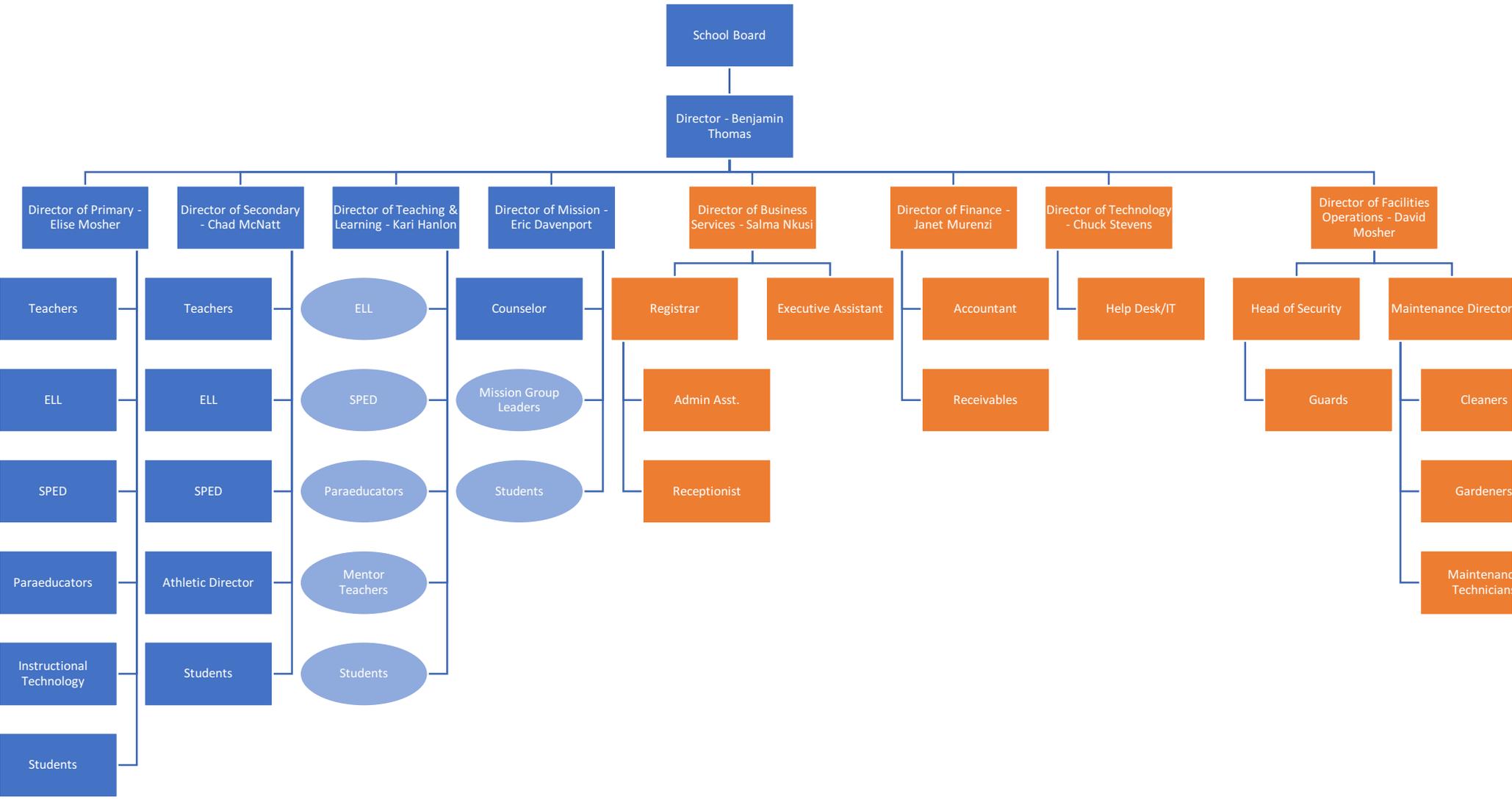
Parent Organizations

The KICS Parent Teacher Organization serves as an auxiliary Christian organization at the request of the KICS Board and Director. PTO Board Members must be in agreement with the KICS Mission, Philosophy, and Statement of Faith. The PTO exists to meet the following support and service objectives:

- Promote a cooperative relationship between the parents, teachers, and school administration.
- Provide additional resources and encouragement to the teachers and staff.
- Provide spiritual support through prayer for the students and staff.

KICS PTO is in charge of the following projects/events:

- KICS School Directory
- Staff Appreciation
- Walk for Growth and other fundraising campaigns
- Graduation reception hosted by the junior class
- School campus improvement projects (i.e. painting, construction, decorating, etc.)
- Fall Festival – an event to recognize the different cultures and families at KICS
- Annual Yard Sale



Data on student performance and achievement

Primary and Secondary

KICS strives to collect multiple data points on student performance and achievement throughout the year. Below are the school wide data points that are collected for every enrolled student to inform and assist our differentiated instruction:

- *Renaissance Learning STAR Assessment* – STAR is given to all applicants and enrolled students three times per year. Parents are given the assessment results and these results are elaborated upon in bi-annual parent/teacher conferences.
- *WIDA English Language Proficiency Testing* – WIDA is given to all applicants who do not designate English as their primary language. In addition, WIDA is given regularly to all students enrolled in the English Language Learning (ELL) program at KICS to evaluate their progress.
- *Quarterly Awards* – Instructional teams meet once per quarter to nominate students in each grade for the quarterly academic and character awards.
- *Culture of Collaboration*
 - *Weekly Department Meetings* – Departments meet weekly to discuss curriculum and instruction. The departments reference various data points and use these to drive instruction.
 - *Monthly Team Meetings* are held to discuss celebrations and students of concern.
 - *August Training* – At the beginning of the year, administration hosts training around data collection and analysis for all staff. This is supplemented with additional periodic trainings throughout the year.
 - *Teacher Leaders* in Primary and *Department Heads* in Secondary have been established to lead in their respective areas.
 - *Professional Learning Communities* have been established by both Principals to foster more intentional professional development.
- *Ongoing Formative Assessments* – Throughout the year, the principals and teachers conduct ongoing formative assessments. These include teacher observations and student self-assessments such as student reflections, peer assessments and curriculum based assessments.
- *Conferences* – Parents and Students are invited bi-annually to conferences at KICS. Conferences give the school community the opportunity to discuss student progress and goals. During the second semester of 2015-2016, we moved towards “Student-led” conferences.

Primary

At the primary level, the following data points are collected throughout the year:

- *Grade Reports* – Grade reports are given monthly for all primary students. Grade reports are based on Common Core standards and the student’s progress towards meeting or exceeding standards.

Secondary

At the secondary level, the following data points are collected throughout the year:

- *Monthly Eligibility Checks* - Grades are checked every three weeks for all secondary students. Students attaining less than 70% in one or more subjects are given additional support to help them meet and move beyond this academic expectation. In addition, those students are ineligible for athletics and are encouraged to spend their time meeting with teachers and completing their coursework.
- *Learning Lab* – Learning lab meets two times per week after school for students who are struggling and/or did not meet the eligibility requirements. Learning lab activities include goal setting, reflection, and progress monitoring, and it gives students a built-in opportunity to meet with teachers and catch up on work.
- *Grading Scale* – High school grades are based on a weighted GPA, including a 4.0 scale for regular courses, 4.5 for Pre-AP, and 5.0 for AP courses. Transcripts feature both a weighted and unweighted GPA.
- *College-Prep Testing* – KICS is an official testing site for AP, PSAT, SAT, and ACT exams. Results from these exams are compared and correlated to STAR results and student grades in their classes.
- *Surveys* are conducted throughout the year to assess student progress and culture. These surveys include:
 - *Classroom Culture Survey* – This is a survey that gives students a chance to give feedback to each of their teachers about how they’re experiencing the class, including the environment, work load, and expectations, as well as the level of faith they see in their teacher
 - *Parent Survey* – This survey is a survey that allows parents to give feedback to specific areas the school is considering changing. This year the survey focused on changing the start time of school, changing our late start day, and the addition of a capital development fee.

Vision for the preferred future of the school

The foundational passages for the KICS Vision for Future are:

- Joshua 1:1-9
- Joshua 21:43-45.

Part 1: The Foundation

As we celebrate our 10th anniversary this year on September 14th, 2016, we reflect on God's faithfulness to KICS over the years. The Lord has sustained KICS in our start-up stage. The Lord has been with us through our Accreditation stage. The Lord has brought us to a place where our programming is better than ever before. Our focus on preparing servant leaders is more intentional. The Lord has given us more staff and more students than we've had in our history. The Lord's presence has been and continues to be with us. KICS looks forward to celebrating 10 years of God's faithfulness this coming September.

As we've reflected on the past, we are also given the opportunity to evaluate our present and consider our future. We are blessed to have a wonderful team of missionary educators serving, loving and teaching our children at KICS. Our teaching staff, administrative staff, para-educators, and administrative support staff are committed to preparing servant leaders that impact the world for Christ.

KICS' dynamic vision for the future has been growing over the last year as the Board considers many factors. KICS' vision for the future is built upon:

- A community that exists for generations to come to impact the world for Christ.
 - *What our students enjoy now in terms of spiritual preparation, quality academic programming, and a tight-knit community would continue into the future. Our focus on impacting the world for Christ would lead the vision.*
- A community of parents, students and staff whose children, grandchildren, and great grandchildren will be able to enjoy and experience KICS' legacy.
 - For those who make up the transient community – those who are in Rwanda for a short-time - this will be part of their lasting investment into the people and country of Rwanda for generations to come.
 - For the community where Rwanda is and will be home – this vision will be their future, their children's future, their grandchildren's future, their great grandchildren's future and beyond.

Part 2: The Frame

This vision for the future includes:

- Living out our vision and our mission in both the present and the future. As we live out our vision and mission we will have something unique on the African continent and around the world.
- Adding an additional building in the lower courtyard area that will house three classrooms. (To be completed by January 2017.)
- Additional property that either houses our secondary campus or is large enough to move our entire campus to.

This additional campus serves as a blessing to the KICS community, a blessing for Rwanda and East Africa, a blessing for the continent, and a blessing for God's kingdom work around the world. This campus will be built around:

- A Primary Academic Building
- A Secondary Academic Building
- A Learning Support Center that meets the growing needs of children with special needs at KICS as well as those outside the KICS community.
- A Science Center that meets the growing demands for sciences to be taught in a way that leads our students and Rwanda towards the future in Science Education, Research and Explanation.
- A Performing and Fine Arts Center for the arts in Rwanda to shine. A center for musicians to instruct and perform. A center for artists to create and exhibit original works. A center to learn and engage in the performing arts of dance and theater.
- An Athletics Center that focuses on quality training and facilities; teaching lessons through athletics that remain throughout their lifetime.
- A Global Leadership Center that focuses on critical thinking, creativity, and innovation skills that will help students meet challenges on a global scale in the 21st century and beyond.

Each of these components will be built to scale, depending on how much land and resource we are able to secure. Our desire, regardless of the size of the land, is that each of these components would be included in some way.

Part 3: The Way Forward

How will we get there?

- 1) **By Faith.** We will embark on a journey with God as He leads us. This vision is not about the Director or the School Board. The Director and School Board are vessels entrusted to lead by serving. The details will emerge as we continue to seek God's will. This vision will take determined discipline and diligence over the next several years to fully be accomplished.
- 2) Maintain the **focus on the present.** While the new campus is developed, we will continue to make improvements to our existing academic programs. We will not forsake the present for the future. We will continue to grow spiritually, academically, and culturally.
- 3) **Financially**
 - a) **Financial management:** Manage our finances in a fiscally responsible way that seeks to maintain progress each year, while keeping our tuition rates as steady as possible. Thankfully, the new building that will be constructed over the next few months on our current campus will be paid for through money that the school has been saving over the last several years.
 - b) **Fundraising:** In order to take the next several steps, we are beginning our first steps of fund raising. We are seeking partners in the US to share the vision. We will

joyfully share the story of what God is doing at KICS and watch how God will provide for all that we need.

- c) KICS families' part: In addition to the fundraising, KICS has asked that beginning with the 2016-2017 school year each family contributes a capital development fee of \$900 per student, with a family cap of \$1800. This will allow us to create a fund that goes directly to funding our future expansion. While we are able to maintain our tuition and our financial aid at the same rates as last year, this fee will be over and above regular tuition. Our current tuition and financial aid covers our present costs. The Capital Development fee will contribute to our future.
- d) The combination of fundraising and capital development will allow us to take the necessary steps to achieve the vision one step at a time.