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VISION
Our students will know God and impact their world for His glory.

MISSION
Education for life founded on a biblical worldview.

EDUCATION FOR LIFE
Dalat International School seeks to provide an education that goes beyond pure academics. Education for life trains the next generation to be people of character, integrity, and compassion and prepares them to make a positive impact on the world, wherever they live.

ACCREDITATION
Dalat is accredited by both the Association of Christian Schools International (ACSI) and the Western Association of Schools and Colleges (WASC). Both of these organizations have rigorous standards for schools to achieve in order to earn the recognition of being an accredited school. The academic and boarding programs at Dalat have been fully accredited for a number of years, and the school received exemplary accreditation status during the last accreditation cycle.

We are now midway through our six-year accreditation cycle and making excellent progress in achieving the goals in our accreditation reports. We have developed an online course to train our new teachers in biblical worldview integration. We are currently developing a process to assess students’ progress towards our Flagship and SOS goals. Parents will see these assessments as part of the report card process soon. Finally, we have committees reviewing our school schedule, calendar, and staffing needs. The accreditation process helps us to continue improving as a school, and it gives us external validation of the work we have done. The school will have a virtual meeting with both ACSI and WASC in early 2022 to demonstrate our progress to both agencies.
Celebrating 50 in Penang

For 50 years, Dalat has flourished in its beautiful location on the island of Penang. It’s been an idyllic setting for the school to grow and transform while remaining true to its original mission — to train the next generation to become people of character, integrity, and compassion. Surrounded by gorgeous beaches and lush jungles, Dalat has provided an education for life for hundreds of students.

The school’s longtime partnership with Penang first began in April 1971. Dalat signed a lease to the Sandycroft property — a British military retreat center — and two months later staff and students moved into what would become the school’s permanent home.

Penang offered a sanctuary during a tumultuous time in Dalat history. During the 1960s, the Vietnam War began to escalate in Southeast Asia, and Dalat — which was founded in Vietnam — was caught in the midst of it. In 1965, students and staff were airlifted to Bangkok by four U.S. military planes. The school spent eight difficult months there, then relocated to Tanah Rata, Malaysia. For a few years, students and staff enjoyed the cool weather and mountainous surroundings in the Cameron Highlands. But the facilities — formerly the Eastern Hotel — never really fit the needs of a school.

Dalat was eager to find a better location for the school. Administrators learned that the British military was withdrawing from Malaysia and leaving behind several military bases and facilities. One of them was in Penang: Sandycroft, a rest and relaxation center. On April 19, 1971 — six years to the day from when the school abruptly moved from Vietnam to Thailand — Dalat negotiated the lease for Sandycroft.

The move from Tanah Rata involved 37 truckloads of school supplies, furniture, and personal items to make their way to Penang. Very quickly, Sandycroft was converted into a school, and 214 Dalat students began classes for the first time in Penang in August 1971.
After two decades of instability and upheaval, Dalat finally found a home in Penang. The beaches were lovely. Boarding students could arrive at the Bayan Lepas airport and shortly thereafter be on campus. The school’s coaches and athletes liked the local MSSPP sports program. And the choir and drama club had new opportunities to perform.

Over time, Penang’s many benefits have only increased. In this setting, Dalat’s student body has more than tripled, and as a result, the campus has largely been rebuilt. In 2015, Dalat signed a 30-year lease with the owners of the land for the school to remain on its current location until at least 2043. Following that agreement, Dalat began tearing down some of the old, dilapidated bunkers from the original Sandycroft center. In their place, four new modern structures were built, changing the profile of the campus.

Tanjung Bunga has also metamorphosed during the past 50 years. The town’s once empty skyline has filled with hotels and high-rise buildings, with the first hotel in the area (Rainbow Paradise) built next to Dalat in 1994. Land reclamation and new construction has completely altered the northeastern coastline of Penang. And the island’s population has grown by more than a million people.

During the past 50 years, Penang has been so hospitable to our school community, and together we have grown strong. Dalat is proud of our half-century partnership, and we look forward to many more years to come!
Student Enrollment by Nationalities

As of July 2021

8
AUSTRALIA

2
BRAZIL

12
CANADA

42
CHINA

1
DENMARK

3
FINLAND

7
FRANCE

5
HONG KONG

8
INDIA

5
INDONESIA

13
JAPAN

153
KOREA

214
MALAYSIA

2
MEXICO

5
NETHERLANDS

5
NEW ZEALAND

1
PHILIPPINES

8
SINGAPORE

3
SOUTH AFRICA

3
SWITZERLAND

10
TAIWAN

1
THAILAND

2
UNITED KINGDOM

143
UNITED STATES

659
UNITED STATES
Dalat’s four Flagships represent Dalat’s identity and articulate what we want to accomplish for our students. The Student Outcome Statements (SOS) more fully define the teaching objectives and learning expectations.

Flagships

**Scholarship**
Dalat inspires enthusiastic lifelong learners who are inquisitive, creative, and independent.

Communicates Skillfully
A Dalat student communicates skillfully by . . .
- asking meaningful and relevant questions.
- expressing themselves creatively and ethically through media and the arts.
- reading, writing and speaking fluently in English.
- conveying clearly their ideas and learning.

Thinks Innovatively
A Dalat student thinks innovatively by . . .
- demonstrating a growth mindset and exhibiting an intellectual curiosity.
- being a self-directed goal oriented learner.
- embracing new opportunities, taking risks, and overcoming setbacks.
- reflecting critically and seeking creative solutions to every day challenges.

Discipleship
Dalat mentors students inspiring them to seek truth, love God, and grow in Christ.

Reasons Biblically
A Dalat student reasons biblically by . . .
- seeking the truth.
- understanding and applying God’s word.
- making wise decisions based on biblical truth.
- evaluating and articulating worldviews based on the bible.

Grows Spiritually
A Dalat student grows spiritually by . . .
- showing gratitude.
- practicing habits of spiritual formation.
- pursuing a relationship with Jesus Christ.
- having a teachable attitude.
- participating in mentoring relationships.

Citizenship
Dalat empowers students to become responsible members of their community, providing opportunities to lead, serve others and honor God.

Serves Compassionately
A Dalat student serves compassionately by . . .
- showing respect.
- giving generously of their time, talents, and finances.
- putting God and others above themselves.
- leading through positive choices and actions.

Lives Ethically
A Dalat student lives ethically by . . .
- caring for God’s creation.
- using technology appropriately.
- living a balanced and self-disciplined life.
- promoting equity and social justice.
- exhibiting integrity and honesty.

Relationship
Dalat encourages students to build respectful and caring relationships with empathy and humility.

Collaborates Effectively
A Dalat student collaborates effectively by . . .
- listening and giving feedback respectfully.
- being a flexible, adaptable and responsible team player.
- understanding other points of view.
- cooperating.

Connects Authentically
A Dalat student connects authentically by . . .
- treating others with empathy and Christ-like love.
- building friendships with people of different cultures and generations.
- valuing and appreciating Malaysian culture.

Communicates Skillfully
A Dalat student communicates skillfully by . . .
- expressing themselves creatively and ethically through media and the arts.
- reading, writing and speaking fluently in English.
- conveying clearly their ideas and learning.

Thinks Innovatively
A Dalat student thinks innovatively by . . .
- demonstrating a growth mindset and exhibiting an intellectual curiosity.
- being a self-directed goal oriented learner.
- embracing new opportunities, taking risks, and overcoming setbacks.
- reflecting critically and seeking creative solutions to every day challenges.
Dalat is currently in the fifth and final year of our strategic plan. As we have evaluated our progress in each of the goal areas, we recognize that COVID-19 has limited our growth in certain areas, but Dalat has also made excellent headway towards the goals in other ways.

**Innovative Learning** has flourished in ways we never planned or expected. Teachers, students, and parents have all grown tremendously in their use of technology for learning. Education has looked completely different in the last few years, and we have all adapted to that.

**Effective Community** has been one of the more challenging goals during the last few years. The Parent-Teacher Organization has done a tremendous job of adapting to the situation and finding ways to connect parents with one another, no matter the circumstances. The restrictions have also reminded us of how integral community is to Dalat and encouraged us to make as much time for community as possible.

**Authentic Transformation** has been impacted by the lack of opportunity for many spiritual life events on campus. However, we have also seen families have more time to invest in their own spiritual growth and are aware of several small group endeavors that are doing well.

**Passionate Personnel** was blessed to have all of our new staff arrive in time for the current school year. Dalat teachers and staff have worked tirelessly and continued to put the needs of students first, even though they have faced many challenges of their own.

Next year, Dalat will begin the process of developing a new strategic plan that will guide our decision making for the next five years. We are optimistic in looking to the future and setting goals for what Dalat might become in a post-pandemic world.
Dalat uses Measures of Academic Progress (MAP) standardized tests for kindergarten–Grade 10. These assessments are unique in that they adapt to each student's ability, accurately measuring what a child knows. In addition, MAP tests measure academic growth over time, independent of grade level or age. Most importantly, the results have practical application to teaching and learning, providing educators with timely information that guides instructional planning and school improvement.

Dalat’s MAP scores continue to land above the U.S. average, and in many cases, above the EARCOS international schools average. Average scores are reported by subject area and grade and compared with scores from EARCOS International schools and average scores of U.S. students.

### Test Results

**Measures of Academic Progress**

**HS MATH**

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<th>U.S Average 2020</th>
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*Grade 3 was unable to complete the test due to pandemic restrictions.*
Test Results

Results from the SAT (Scholastic Assessment Test) or the ACT (American College Testing) are a component of acceptance into U.S. colleges and universities.

SAT: Dalat’s Class of 2021 scored a composite average of 1304 (evidence-based reading and writing, 640; and math, 668) of 1600 possible points on the SAT exam. The U.S. national composite average score was 1060 (evidence-based reading and writing, 533; and math, 528).

Dalat’s Advanced Placement (AP) program offers college-level curricula and examinations to high school students. Dalat offers multiple AP courses at the high school level, and Dalat students take an average of 3.3 AP classes during their time in high school. AP course exams are scored from 1 to 5, with 5 being the highest.

Test Results

SAT RESULTS

SAT RESULTS

DALAT INTERNATIONAL SCHOOL
1304
International School Bangkok
1310
Jakarta Intercultural School
1326
Singapore American School
1375
American International School Hong Kong
1251

US NATIONAL
21
20
21
20
21

The highest possible composite score on the ACT is 36.

ACT RESULTS

ACT RESULTS

DALAT
28
29
28
28
27

COMPOSITE
ENGLISH
READING
MATH
SCIENCE

US NATIONAL
21
20
21
20
21

The highest possible composite score on the ACT is 36.

EXAMS WRITTEN

EXAMS WRITTEN

DAVAT
197
33
3.83
Median GPA
Dalat uses a 4.0 scale to calculate grade-point average.

EXAM SCORES

EXAM SCORES

94% RECEIVED 3, 4, or 5
93% RECEIVED 4 or 5
44% RECEIVED 5
81
GRADE 12

GRADE 11

GRADE 10
Fifty-four members of the Class of 2021 graduated in May, and they were accepted to the following colleges and universities (These results are self-reported by students prior to graduation, so this may not be a complete list):

<table>
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<th>Location</th>
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<td>Amsterdam University College, Netherlands</td>
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According to the Times Higher Education World University Rankings.
One of Dalat’s greatest assets is its staff, well-known for their teaching expertise and personal care for students. Staff members provide extra help in classes, oversee numerous activities to make Dalat a unique place, and are willing to meet with students one-on-one. Our staff take seriously the call to provide children with an education for life, and seek opportunities beyond the classroom to teach, mentor, and coach students to impact their world.

**Dalat Staff**

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**STAFF QUALIFICATIONS**

- **Master’s Degrees**: 34%
- **Bachelor of Education**: 17%
- **Other Bachelor’s Degrees**: 39%
- **Other**: 10%

**Total Number of Combined Staff in 2020-21**: 96

- **Administrative**: 23
- **Teaching**: 65
- **Full-time Teaching**: 59
- **Part-time Teaching**: 6
- **Residence Life**: 8
- **Supporting Staff**: 65
This survey was offered to all Dalat parents in May of 2021, with 261 total surveys completed, 172 in English, 53 in Korean, and 36 in Chinese. This completion rate is slightly higher than in 2019. NOTE: No school-wide parent survey was done in 2020; parents were surveyed by individual divisions only. Percentages are rounded to the closest whole number.

This survey defines “Satisfied” as answering the question with an “Excellent” or “Good” response. “Unsatisfied” is defined as answering the question “Fair” or “Poor.

1. How would you rate the quality of education at Dalat?
   달랏에서의 교육의 질을 어떻게 평가하시겠습니까?
   87% Satisfaction

2. How would you rate your student’s overall experience learning online this year?
   온라인 학습에 대한 학생의 전반적인 경험을 어떻게 평가하시겠습니까?
   65% Satisfaction

3. In your opinion, how well is Dalat preparing your student for university, college, or vocation after Dalat?
   여러분의 자녀들이 대학 또는 취업 준비를 얼마나 잘 하고 있다고 생각하십니까?
   70% Satisfaction

4. How satisfied are you with the course offerings?
   개설된 과목에 얼마나 만족하십니까?
   75% Satisfaction

5. How would you rate the impact on your child’s life from teaching Christian values from the Bible?
   성경으로 가르치는 기독교의 가치를 가르치는 것이 학생의 인생에 얼마나 영향을 미치십니까?
   78% Satisfaction
6. How would you rate the use of technology to enhance learning?
배움 증진을 위한 기술 사용에 대해서 여러분은 어떤 등급을 주시겠습니까?
您如何评估运用科技设施以加强学习的效果？
79% Satisfaction

7. How would you rate your overall satisfaction with your child’s/children’s teacher/s?
담당교사와 그 외 교사들에 대해 종합적인 만족도는 어느 정도로 평가하십니까?
您对您孩子的老师的整体表现满意吗？
82% Satisfaction

8. How would you rate the amount of homework your child has?
자녀들이 숙제 양에 대해서 여러분은 어떤 등급을 주시겠습니까?
您对于孩子的功课量有何意见？
11% Too Little 너무 적다 少
82% Right Amount 적당하다 刚好
7% Too Much 너무 많다 太多

9. How would you rate the quality of homework your child has?
자녀 숙제의 질을 어떻게 평가하십니까?
你觉得您的孩子作业做得怎么样？
67% Satisfaction

10. How do you feel about the physical and emotional safety of your child at Dalat?
달랏 학교에서의 신체적 그리고 감정적인 안전에 대해서 어떻게 느낍니까?
你觉得您的孩子在学校里的身心上的安全感怎么样？
90% Satisfaction

11. How would you rate the school facilities?
여러분은 학교 시설물에 대해 어떻게 생각하십니까?
您怎么评估学校的设施？
83% Satisfaction

12. How would you rate your feeling of being safe on campus for your child and family?
자녀와 가족을 위해 캠퍼스에서 안전하게 지내는 것에 대한 귀하의 생각은 어떻게니까?
您如何评价您对孩子和家人在校园的安全的感觉？
90% Satisfaction
13. How would you rate the quality of the extracurricular programs offered?
별도 제공되는 프로그램 질에 대해서 여러분은 어떤 등급을 주시겠습니까?
您如何评估课外活动的素质?
66% Satisfaction

14. How would you rate the quality of the sports programs offered?
스포츠 프로그램에 대해서 여러분은 어떤 등급을 주시겠습니까?
您如何评估各项体育项目的素质?
67% Satisfaction

15. How would you rate the value for the price paid for the food in the cafeteria?
식당의 음식이 지불된 가격에 비해 어떻다고 평가하십니까?
您觉得学校餐厅的餐点价钱怎么样?
73% Satisfaction

16. How well does Dalat meet the needs of your child academically?
달랏이 여러분 자녀의 학구적인 필요를 어느 정도 충족시켜 주나요?
Dalat在学术上是否能提供您孩子的需要?
79% Satisfaction

17. How well does Dalat meet the needs of your child socially?
달랏이 여러분 자녀의 사회적 필요를 어느 정도 충족시켜 주나요?
Dalat在社交应对上是否能提供您的孩子的需要?
80% Satisfaction

18. How well does Dalat support struggling learners; i.e., ESL, peer tutoring, and learning support?
달랏은 얼마나 어려움을 겪고있는 학습자를 지원합니까? 즉 ESL, 또래 학습 및 특별 서비스?
Dalat给予挣扎学习者的支持有多好; 即ESL，同伴辅导以及特殊服务?
74% Satisfaction

19. How would you rate your child’s activity level at school?
학교에서 자녀의 활동 수준에 대해서 여러분은 어떤 등급을 주시겠습니까?
您如何评估各级的学校活动?
3% Too Busy 너무 바쁘다 太忙
89% Good Amount 적당하다 足够
6% Not Enough 너무 활동이 부족하다 须增加
20. Are you familiar with Dalat’s Child Protection and Safety Program?
여러분은 달랏 학교의 어린이 안전과 위기대응 프로그램에 대해서 익숙하십니까?
您了解Dalat对于您的孩子人身保护及安全措施吗?
74% Yes

21. How would you rate Dalat’s communication with your child (the student)?
달랏과 학생들과의 커뮤니케이션을 어떻게 평가하십니까?
您如何评估Dalat与学生的沟通?
85% Satisfaction

22. How would you rate Dalat’s communication with you (the parent)?
달랏과 학부모와의 커뮤니케이션을 어떻게 평가하십니까?
您如何评估Dalat与学生家长的沟通?
81% Satisfaction

23. How familiar are you with the goals, mission, and vision of Dalat?
달랏이 추구하는 목표, 미션, 비전에 얼마나 익숙하십니까?
您对Dalat的目標、使命和愿景有多了解?
81% Satisfaction

24. How well is Dalat achieving its mission and vision statements?
얼마나 달랏 학교가 목표와 사명을 잘 이루어 가고 있습니까?
你对Dalat实现其办学宗旨和愿景的满意度?
82% Satisfaction

25. According to expectations from the Student Outcome Statements (SOS), how are Dalat students meeting these goals?
학생성취목표(SOS : Student Outcome Statements)에 따르면, 달랏 학생들은 이에 관련된 목표를 어떻게 달성하고 있습니까?
根据学生成果声明(SOS)的期望，大叻学生如何实现这些目标?
86% Satisfaction

26. How confident do you feel about Dalat’s future?
달랏의 미래에 대해 얼마나 자부심을 갖고 있습니까?
您对Dalat的未來有多自信?
87% Satisfaction

27. How would you rate the sense of community at Dalat?
달랏의 커뮤니티를 어떻게 평가하십니까?
您觉得Dalat在社区的服务如何?
84% Satisfaction
28. Do you feel welcome at Dalat?
달랏에서 환영받고 있다고 느끼십니까?
您在Dalat感觉受欢迎吗?
97% Yes

29. How would you rate the cooperation and interactions of nationalities?
다른 국적의 자녀들과의 협력과 상호 작용에 대해서 여러분은 어떤 등급을 주시겠습니까?
您如何评估不同国籍的合作与互动?
79% Satisfaction

30. Would you recommend Dalat to your family and closest friends?
가족이나 가까운 친구들에게 Dalat을 추천하실 생각이신가요?
您是否会推荐Dalat给您的家人和亲密的朋友?
94% Yes

31. Do you think Dalat students make a positive impact outside of our school?
달랏 학생들이 학교 밖에서 긍정적인 영향을 준다고 생각하세요?
您认为Dalat 学生在校外有正面的影响吗?
92% Yes

32. How would you rate your overall satisfaction with Dalat?
달랏에서 전체적인 만족도는 어떻게 평가하고 싶으신가요?
您如何评估Dalat的整体满意度?
86% Satisfaction

33. How would you rate the leadership of Dalat?
달랏의 리더십을 어떻게 평가하시나요?
您如何评估Dalat的领导层?
85% Satisfaction

34. How well does Dalat administration listen to and address your concerns?
달랏 학교 행정부서에서 얼마나 여러분의 관심을 듣고 설명하나요?
Dalat有没有倾听和解决您提出的问题?
84% Satisfaction

35. How would you rate Dalat against other international schools around the world?
전세계의 국제학교와 비교하여 달랏을 어떻게 평가하십니까?
您如何评估Dalat在世界各国国际学校的地位?
76% Satisfaction
36. How would you rate Dalat’s reputation in Penang?
페낭에서 달랏의 평판은 어떻다고 생각하세요?
您怎么评估在槟城州的声誉？
92% Satisfaction

37. How would you rate the value you receive for the price you pay at Dalat?
달랏에 지불하는 만큼의 대가를 받고 있다고 평가하시나요?
您如何评估在Dalat所付出的学费与所接受到的教育？
82% Satisfaction

38. How long have you been a part of the Dalat community?
달랏 커뮤니티에 얼마나 오랫동안 관여해 왔습니까? 1 년 미만, 1-2 년, 3-5 년, 5 년 이상
您成为Dalat社区多久？少於1年, 1到2年, 3到5年, 过超5年
• Less than 1 year – 28%
• 1–2 years – 21%
• 3–5 years – 25%
• More than 5 years – 26%

39. Where is your home country located?
당신의 모국은 어디입니까? 북아메리카, 아시아, 유럽
您的祖国在哪里? 北美洲，亚洲，欧洲
• North America – 13%
• Asia – 68%
• Europe – 7%
• Other – 8%
The annual parent survey is an integral part of Dalat’s efforts to continuously pursue ways to improve. In order to do that, we collect honest and current feedback that shows us what we are doing well and where to focus our attention for improvement. This is even more important now during the pandemic.

The parent survey and this Annual Results Handbook are indicators of our desire to meet the educational and social needs of our students. It is important for parents to know that the leadership at Dalat takes time each year to review the results, discuss trends and indicators, and take specific steps in response to the survey.

In the 2021 survey, I was pleased with the following indicators:

- 86% of parents feel that our students are achieving the goals we set in our Student Outcome Statements. This is the highest it has been in five years.
- 84% indicated that the sense of community is positive, which is an increase from 2019.
- 90% feel that their children and family are safe on campus.
- 94% of our parents would recommend Dalat to family and friends.
- 97% of parents feel a sense of “welcome” at Dalat.

All of these statistics are positive and encouraging, but it is important for us to engage with feedback that shows where we need to improve. Part of the survey process this year is to discern how much of the feedback is COVID-related (satisfaction with extracurriculars, for example) and to identify the ones that need our attention post-COVID. Here are some of the areas that need our attention in the coming year:

- Preparing your student for university, college, or vocation after Dalat. This is a crucial area, and we will focus on it this coming year.
- “Courses offered.” We will seek to improve in this area, as satisfaction has declined in recent years.
- Dalat facilities. At 83% satisfaction with our facilities, we want to continue to develop the campus and make it even better with investments in new buildings and equipment.
- Communication with parents. With an 81% satisfaction rate, we will work on improving in this area.

During the last two years, because of the pandemic, our parents have had very little access to campus, and for that reason a lot less interaction with our staff and leadership. Our hope is that this will change dramatically in the very near future. Please know that we mean it when we say that our “door is always open.” For now that might mean an email or a phone call, but soon it will mean that you can drop by our office or connect with us when you see us around campus.

We want your input and feedback, and understand that good communication is important in partnering with parents.

Karl Steinkamp
Head of School
RESIDENCE LIFE

Dalat’s boarding program has navigated unprecedented challenges during this global pandemic. But the support of parents and the commitment of dorm staff have allowed us to continue serving the needs of dorm students, despite the challenges. Travel restrictions and logistics have revealed how much dorm students are willing to overcome and endure to come to school. Parents have communicated how much they appreciate that the boarding program remained open from March 2020 through June 2021 to care for students who could not travel home during that time. Dorm staff worked tirelessly for 18+ months without taking holidays to ensure that dorm students could continue their studies at Dalat. Teachers and administrative staff offered extra support for dorm students attending classes online. Dorm students showed remarkable resilience and bonded more closely than ever with their dorm families.

The pandemic has only reinforced the value of close community, which is what dorm life offers students. Friends and alumni around the world showed their love and concern by donating funds to make Christmas 2020 special for students who remained at the dorm for the holiday. Dalat’s dorm program continues to thrive, thanks to supportive parents, exceptional staff, resilient students, and our alumni and friends across the world.

ELEMENTARY SCHOOL PRINCIPAL

The elementary school has experienced unprecedented times with extended school closures, online learning, and restrictive SOPs. Amid the challenges, teachers, students, and families have shown tremendous resilience and determination during this global pandemic.

While in lockdown, we desired to provide a continuous education plan and preserve the joy of learning. We wanted to inspire hope amid uncertainty. Consequently, we needed to make adjustments to our initial online schedule. We evaluated the frequency and duration of our core subjects and made adjustments based on teacher and parent feedback. Additionally, we intentionally created opportunities for community building through our social-emotional learning classes, digital recess times, Lego Club, digital chapels, study halls, regular emotional check-ins, and weekly principal’s challenges. The overall result has been encouraging MAP scores and higher levels of positivity and resilience in our students.

I am also pleased that elementary parents reported high satisfaction with the level of challenge and the amount of homework given — a marked improvement from previous years. Likewise, parents reported that the elementary school has increased its sense of community.

With the reopening of the school, we are well on the path of recovery from COVID-19. Grade-level bubbles enjoy running and being outdoors, playing on the playground, and rebuilding social skills. Teachers are working tirelessly to address gaps in learning by providing differentiation of instruction. As a school, we are helping students build stamina physically, mentally, emotionally, and socially. We have an immense task ahead of us, but with your partnership and the grace of God, we are hopeful that our journey will be successful.
MIDDLE SCHOOL PRINCIPAL

Last year, the middle school expanded with a flexible learning space called the Creation Zone and a new computer lab above the new Galley. Looking to the future, we are excited about the plans for continuous improvement with a new purpose-built middle school building. We envision more flexible spaces for students to learn through exploration.

The middle school learned from the parent survey that we have strength in communicating with students with more room for growth in our communication with parents. As students transition from elementary to middle school, we strive to guide students to become independent learners and take ownership of communication by learning how to use agendas and PowerSchool. However, we will continue to look for ways to improve communication to parents via class newsletters, parent-teacher conferences, and Dalat News. In the classroom, teachers are engaging with how to assess the Student Outcome Statements. Students now reflect each quarter on these statements, and teachers assess each student every semester.

I truly appreciate your continued feedback. This partnership strengthens the middle school team’s ability to meet your student’s needs.

HIGH SCHOOL PRINCIPAL

This year, in the high school division, we have focused on ensuring a smooth transition from online learning to on-campus learning. Based on the survey, it was evident that throughout the online learning season, the high level of academic and co-curricular activities that Dalat is accustomed to providing was lacking. As we begin to transition back to “normal,” the high school is making students’ social and emotional well-being a priority. We have been intentional in slowing the pace of introducing activities for students to allow for adequate scaffolding of capacity.

From the survey feedback, we identified a need for the Dalat student experience to be more consistent in high school. One area of focus is in our grading practices. As a division, we have been sharpening our understanding of grade assessments that reflect student learning. Another initiative is to improve the quality of homework students receive. We are focused on giving homework that is meaningful and an extension of learning that happens within the classroom.

Thank you for your thoughtful feedback. The high school truly values this opportunity to glean insights from parents to provide the best educational experience possible for your child.
Due to the current pandemic and the ensuing travel restrictions, student population declined in the 2020–21 school year for the first time in more than five years. While the overall drop was not significant, it disrupted the growth trend the school was on prior to the pandemic. Financially, the school fared better this year as the dormitory continued to operate throughout the school year — unlike in the school year before. The most affected area was the Food Division with the new cafeteria being unable to operate throughout a large part of the school year.

In the 2020–21 school year, manpower cost was the largest expenditure for the school, accounting for over 70% of total expenses, followed by administrative expenses and plant operating expenses at 9.12% and 7.74% respectively. This was followed by educational expenses and boarding expenses at 6.0% and 1.79% of total expenses respectively. Unlike the previous school year where only the final quarter was affected by the pandemic, the 2020–21 school year was entirely affected by the pandemic, with many operational changes introduced in the form of SOPs, as well as other precautionary and safety measures. Nonetheless, the year ended with all three divisions recording a decrease in expenses with both the boarding division and the food division recording the sharpest decrease due to a drop in the number of boarders, as well as a prolonged period of cafeteria closure.

Taking into consideration the effects of the pandemic and its economic impact on our families, the management made the decision to maintain its fees across the board in the 2020–21 school year. Historically, the school has relied on scheduled increases to counter the effects of general inflation besides funding campus improvement projects and to save for future needs. Being a self-sufficient institution, i.e., without receiving external financial funding, this means that the school may have to use some of its reserves if it is unable to return to normal operational practices soon.

As we witness how the pandemic continues to unfold, we are thankful that amidst all these uncertainties, chaos, and threats, God’s provision is always sufficient for us. I urge you to pray with us, that our plans will also be His and that ultimately the Dalat testimony will be one that speaks of His unfailing faithfulness, love, and providence.
Each fall, the Development Department hosts the Annual Fund to raise funds for additional resources to enhance learning and working at Dalat. Last year, due to restrictions and financial impacts from COVID, leadership decided to suspend the Annual Fund. In 2021, we were excited to bring the Annual Fund back! Although COVID prevented us from hosting activities and events usually associated with the Annual Fund, many supporters among families, alumni, staff, students, and the community helped fund important projects that will directly impact classroom learning. Our goal of RM175,000 covered projects including:

- Additional social and emotional learning resources
- Battery powered leaf blowers
- Upgraded high school robotics kits
- An additional automated external defibrillator
- A state-of-the-art light board controller for Harbor Hall
- Additional tables for the middle school area
- New lockers for middle school
- Furniture upgrades for the Learning Lab
- Micro:bit S.T.E.M. devices
- 3D Printer for technology classes

Through the generosity of our community, we surpassed our fundraising goal to raise a total of RM194,439!

The funds raised during the Annual Fund provide additional tools and resources for our staff and students, beyond what is covered by tuition, to keep Dalat a fun and engaging place to learn.

The Development Department also supports the community by hosting events such as the New Parent Breakfast, supporting initiatives like campus development and student projects, and raising support for needs like missionary student tuition scholarships. We are excited to see what 2022 brings!
ADMISSIONS

• Dalat started the first semester of 2021–22 with 659 students. As the unknown fallout of COVID-19 hit our community, many families chose to return to their home countries, thus decreasing enrollment. However, enrollment rose to 698 for the second semester as Malaysia fought hard in the COVID-19 battle and made great gains in resuscitating life and economy to the country.

• The global pandemic necessitated expanded flexibility and a strategic plan to manage the travel/visa uncertainties and fluctuating enrollment plans of families.

• In spite of record withdrawals and last-minute changes to new student enrollment, strategic planning and flexibility assisted our team in returning to a strong enrollment during a worldwide crisis.

• Throughout its growth and despite restrictions, Dalat has maintained its cultural diversity.

SPIRITUAL LIFE

• For the first time, Spiritual Emphasis Week took place during the spring semester in 2021 due to school closures and pandemic restrictions. The theme was “Faith Over Fear,” a timely topic due to the challenges of COVID-19.

• Missions Emphasis Week was canceled in the spring due to school closures and restrictions throughout the year.

• In Dalat’s mentoring program, approximately 70 students met with teachers and staff regularly for discipleship, face-to-face when possible and virtually when not.

• The Leadership Development class included 17 students in its third year.

• Through their Bible classes, every high school student participated in a small group on Fridays. Led by teachers and staff, these groups allowed students to grow authentic relationships with each other in a safe place to share ideas, stories, and doubts.
In 2020–21, the Impact program expanded to include student service in the following areas:

- **Impact Here** — Service on the Dalat campus or within the Dalat community
- **Impact Near** — Service outside of the Dalat community within the state of Penang
- **Impact Far** — Service outside the state of Penang

Service and activities previously organized by Care & Share were administered by the Student Impact Club within Impact Near.

**HERE.**

General campus service was accomplished by helping with programs, blessing staff, and volunteering with events. Dalat students served a total of 556 hours for Impact Here.

**NEAR.**

Impact Near was managed by the Student Impact Club, which had 58 members. The club focused on five areas: refugees, homeless, youth, animals, and fundraising. The Student Impact Club raised RM10,747.45 and distributed RM9,478.20 to local organizations including Pink Ladies, Spring Learning Center, Family Hope and Welfare, Agape Senior Home, and Kawan House.

Dalat students served a total of 3,801 hours for Impact Near. These hours included helping community members, assisting neighbors, participating in community clean up and projects, and serving with established organizations, churches, and places of worship. Thirty-five high school students received service awards for completing at least 20 additional service hours beyond the school’s graduation requirement.

**FAR.**

Due to COVID-19-related restrictions, no school-based Impact Far activities were completed during the 2020–21 school year.
FINE ARTS

Dalat students celebrated their God-given talents through music, drama, and art:

• The music department featured a special “Music Showcase” web page to share student music performances with the community and beyond.
• Elementary students sang, danced, and played on percussion instruments for concerts virtually recorded by a professional company.
• High school choir shared virtual concerts, which were professionally recorded, with the community at the end of the semester.
• The high school and middle school band programs shared virtual concerts on the “Music Showcase” web page.
• The visual arts department prepared an online art exhibition that included artwork spanning from elementary to high school. The exhibition featured at least one piece of art from every art student in school.
• The artwork of Anya Kaloo, Advanced Placement 3D Art student, was selected for inclusion in the 2021 AP Art and Design Digital Exhibit. In past years, less than 0.5% of students have been selected for this exhibition, and those selected feature high-quality student artworks exploring creativity, innovation in artmaking and thinking, critical thinking through inquiry, process and practice, and excellence in skill.
• Every high school student who completed Advanced Placement Art scored a 5 on their portfolio.

DISTANCE LEARNING RESOURCE CENTER

• In 2020–21, the DLRC started the year serving about 60 students from 30 families, but that number dropped by about half by the end of the year due to COVID-19 travel restrictions.
• Three DLRC students audited classes.
• Over 4,000 resource volumes are available in the DLRC library.
• DLRC published a monthly resource letter (news, articles, curriculum reviews, science experiments, art ideas, writing ideas, etc.) now archived for easy access.
• In partnership with Asia Education Resource Consortium (AERC), the DLRC served families throughout the region who needed resources or consultation in making educational decisions for their children.
ONLINE EDUCATION

• Dalat offered external online courses by the following providers: The VHS Collaborative, Sevenstar Academy, Northstar Academy, Mizzou Academy, and Grand Canyon University.
• 88 students took 31 different online courses, including courses with outside providers and Dalat in-house courses.
• 41 students enrolled in 27 different external courses with an outside provider.
• 22 students took an Advanced Placement (AP) online course, which amounted to six different AP courses in all.
• 4 students enrolled in dual-enrollment courses offered by Grand Canyon University (USA).
• Online courses provided in-house by Dalat staff on DISCourse included Bahasa III, Bahasa IV, Exploring Technology Applications, AP Psychology, and Statistics. Total student enrollment in these courses was 47.

TECHNOLOGY

In the 2020–21 school year, the technology department focused on the following:
• Greatly improving campus internet speeds and reliability by installing lines from a second provider.
• Overhauling DISCourse (our learning management system for high school and middle school) to improve reliability, performance, and integration with PowerSchool.
• Moving in and completing the Galley building network, Wi-Fi, projectors, speakers, and new middle school computer lab.
• Adding a back wall projector and screen to the Harbor Hall.
• Installing a new phone system to help manage our VOIP phones with reduced complexity and cost.
FACILITIES
The 2020–21 school year saw dramatic additions to the facilities including:

- The grand opening of our new cafeteria called the Galley. It includes seating for 300, a full-service kitchen, and a new service window for the junior class or student businesses.
- Opening of the Sandycroft multipurpose hall for elementary PE, a space for elementary recess in the rain, and a second indoor gym for hosting basketball and volleyball tournaments.
- Opening of the middle school computer lab and separate “Creation Zone.”
- Opening of the “Wreck” workout center on lower campus allowing more than 30 students or staff at one time the opportunity to learn and practice functional fitness concepts.
- New storage and facilities to store and support kayaks, paddleboards, and a sailboat.

ATHLETICS
- Prior to the global pandemic, the athletics department offered 10 varsity sports and teams for students in Grades 5 through 12. Dalat is an active participant in the Asia Christian Schools Conference (ACSC), MSSPP (local Malay schools), and Penang Schools Activities Conference (PSAC). Dalat teams have also traveled to tournaments in Kuala Lumpur and Johor Bahru.
- The global pandemic left little opportunity for students to participate in athletics as all local and international competition was canceled or prohibited.
- For a short time, an intramural program ran in place of our normal sports program.
- A functional fitness facility was established. With available school funds and additional financial gifts from Talent Trust and Field Life, the former cafeteria, now affectionately called “The Wreck,” was given a new outdoor canopy, updated flooring, 10-station rig, and the necessary equipment. In addition, physical education department staff earned CrossFit Online Level-1 certificates, and Dalat became an official CrossFit school affiliate, one of only three schools in Malaysia and the only CrossFit affiliate in Penang.

Athletics Booster Club
The Booster Club supports school sports teams, athletes, and coaches. Its primary duties include organizing fundraising, sponsorships, and volunteers for athletic events.

- In 2020–21, the Booster Club raised close to RM2,500 towards the purchase of new soccer uniforms, updated volleyball uniforms, and athletic supplies.
In the 2020–21 school year, the Dalat PTO was led by President Vira Willoughby, Vice President Ellsy Beh, Secretary Diane Dukes, Treasurer Sherrie Lai, and Assistant Treasurer Janet Cheang. Although PTO wasn’t able to hold most of its traditional events on campus due to the global pandemic, we are grateful for the creative ways in which our community was able to come together.

PTO activities included:
- Orientation and New Parent Breakfast help
- Regular PTO committee meetings
- Increasing parental engagement and communication via social media and grade chat groups (WhatsApp and Signal)
- Three separate PTO Walk and Breakfast events (also known as Meet & Greet with a Twist)
- Facilitating Thanksgiving activities across all divisions together with Moms in Prayer (Thanksgiving posters, elementary Thanksgiving Tree mural, middle school SAT discussion guide, etc.)
- Teacher and Staff Thanksgiving Lunch and homemade cookie treats for all staff
- Popcorn treats for staff and their children
- Popcorn sales to students and to school for various projects
- Christmas treats to the Hillside Stall operators who suffered a fire
- Surprise treats for teachers’ families during lockdown
- International Food Fair (online), with more than 12 countries represented
- Gift vouchers to teachers/staff for Teacher Appreciation Week
- PTO “Garage” Sale (online)

Dalat PTO raised RM12,263 during the year; the funds went to support/bless:
- RM400 Elementary Battle of the Books MPH gift vouchers
- RM710 Thanksgiving lunch for teachers & staff
- RM544.50 Christmas treats for Hillside stall operators
- RM676.60 Surprise treats for teacher/staff
- RM9,450 Gift vouchers for Teacher Appreciation Week
- RM520 PTO Thank-you gift vouchers for volunteers
The Parent-Teacher Organization (PTO) brings families together. It’s the organization’s mission to connect and build community at Dalat. So despite the many challenges of a global pandemic during the 2020–21 school year, the PTO was determined to find ways to do that.

Some meetings went online and others went outdoors. For the first time, the PTO met with new parents while hiking up Pearl Hill then having breakfast together. A few special events were carefully planned with social distancing. These included a Thanksgiving meal prepared for Dalat staff, an International Food Fair, and a virtual “garage” sale. At the same time, the PTO reached out to every Dalat parent through the grade WhatsApp chat groups to provide greater connection, support, and communication during online schooling.

The PTO worked hard to bring hope to the community, as shared in one of the group’s Facebook posts:

*Hope is something powerful when it is allowed to grow within the soul, it stabilizes you, and stops the drift into dangerous emotional waters.*

*And this is our hope, not only for our school, but for all the schools in Penang and throughout Malaysia during this new CMCO! Stay strong, be brave, and each night count the stars and realize they are a light shining in the dark...*