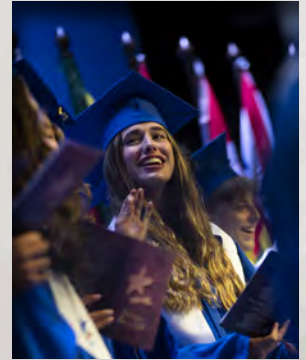




ANNUAL REPORT 202324



**Creating
Achieving
Inspiring
Serving
Leading**





ABOUT US

HISTORY

Founded in 1956 as St. Columban's, the American School was owned and led by its founder, Anthony A. McKenna, until 1976, when it was purchased by new owners, Smith & Co., Lda., who renamed it the American International School of Lisbon. In 1995, the not-for-profit Fundação Escola Americana de Lisboa (FEAL) acquired the school from Smith & Co., Lda. Today, FEAL serves as the governing body of what is now known as the Carlucci American International School of Lisbon (CAISL).

GOVERNANCE

CAISL is governed by the Fundação Escola Americana de Lisboa (FEAL), a not-for-profit foundation. FEAL is overseen by three Trustees, each appointed by one of the entities instrumental in transitioning the school from a for-profit to a non-profit institution in 1994. The primary responsibility of the Trustees is to ensure the long-term sustainability of CAISL, holding the school "in trust" for future generations.

RECOGNITION

CAISL is accredited by the Middle States Association (MSA) and, in 2023–2024, was honored with the Programs of Distinction in both Music and Fine Arts. The school is authorized by the International Baccalaureate Organization to offer the IB Diploma Program to students in the final two years of High School. Additionally, CAISL holds a permanent license from Portugal's Ministry of Education to deliver an American curriculum from Early Childhood through High School. CAISL is authorized to grant both the American High School Diploma—recognized for university admission in most countries, including Portugal—and the IB Diploma. Our graduates go on to attend colleges and universities around the world. CAISL is also the only school in Portugal supported by the U.S. Department of State.

Dear CAISL Community,

I am pleased to share with you the 2023–2024 Annual Report for the Carlucci American International School of Lisbon (CAISL). This report provides a brief overview of the school's progress over the past year, highlighting key areas such as academic programs, finances, and special initiatives. While it offers useful facts and figures, no single document can fully capture the richness of our community and school life. For more detailed information about our curriculum and day-to-day activities, please visit the CAISL website at www.caislisbon.org.

We are proud of our school. I invite you to take a look at our Annual Report and learn more about CAISL.

Sincerely,

Nate Chapman
CAISL Director



MIDDLE SCHOOL AND ELEMENTARY STUDENTS
TEAMED UP FOR A PLASTIC PIRATES INITIATIVE,
COLLECTING AND ANALYZING LITTER AS PART
OF AN ENVIRONMENTAL ACTION PROJECT
(JUNE 2024).

Accredited by



Authorized by



Supported by



Operating under permanent license from



Educação



HIGH SCHOOL STUDENTS PREPARING TO PAINT A MURAL AS PART OF A CREATIVE PROJECT (MAY 2024).

Our Mission

Core Value

CAISL is a student-centered educational community in which we challenge ourselves and each other to do our best and to make positive contributions to our diverse and ever-changing world.

Values Statements

CAISL is committed to:

- Providing an enriching, varied and effective program of academics, arts, and athletics that inspires learners to strive for individual and collective excellence.
- Promoting life-long learning in a meaningful context through active inquiry, collaboration, creativity, critical thinking, and problem-solving.
- Providing a caring and safe environment that supports diverse learner needs.
- Promoting active, responsible local and global citizenship.

Profile of the Learner

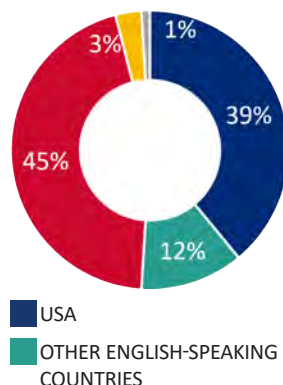
The CAISL community includes everyone who shares an interest in the success of our learners. All members of the community strive to help our learners become:

- Life-Long Learners who reflect upon their experiences and actively seek the knowledge and skills necessary for continuous personal growth.
- Creative Problem Solvers who use a wide variety of resources and strategies to meet life's challenges.
- Effective Communicators who express and interpret ideas using appropriate means.
- Conscientious Contributors who are committed to service, show empathy, and act to make a positive impact on the lives of others.
- Principled Individuals who take responsibility for their choices, act with integrity, and demonstrate respect for themselves, others, and the environment.

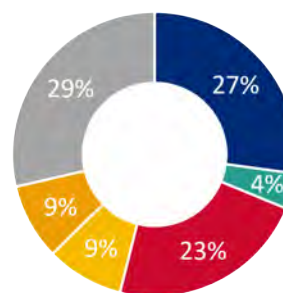
GENERAL DEMOGRAPHIC DATA

FACULTY

	2023-2024	5 Year Av.
Student:Teacher Ratio	7.42:1	7.4:1
Teacher Retention Rate	90.6%	94%
Total Number	100 TEACHERS	
Number of Nationalities	11	



- Sixty-three percent of our core teachers are native English speakers.
- All faculty members are proficient in English.
- English is the language of instruction in every class, except for language courses.



- Thirty-five percent of our students hold more than one nationality.
- Portuguese is offered at every grade level, both as a Native/Fluent Language and as Portuguese as an Additional Language.
- Our retention rate for the 2024–2025 school year is 93%, reflecting the percentage of students who re-enrolled.

STUDENTS

Breakdown by section:	Elementary	Secondary
Benefiting from English As an Additional Language	8 STUDENTS	25 STUDENTS
Benefiting from Individual Learning Plans	13 STUDENTS	17 STUDENTS
Total Number	740 STUDENTS	
Number of Nationalities	57	

CAISL is also a member of the following institutions



MEASURES OF SUCCESS

CAISL offers a diverse program in Academics, Arts, and Athletics, measuring success not only by test scores and exam results but also by each student’s enthusiastic participation across all areas.

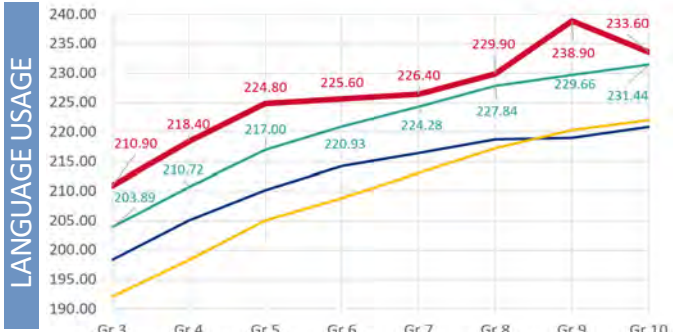
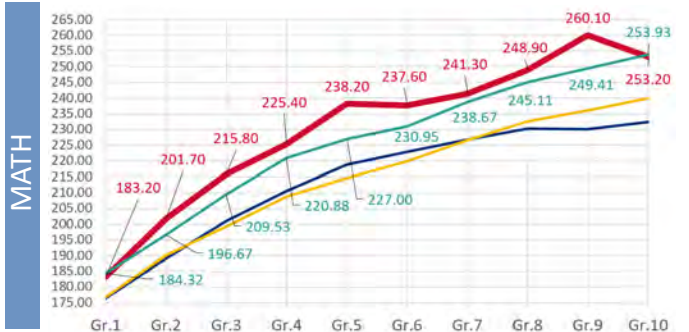
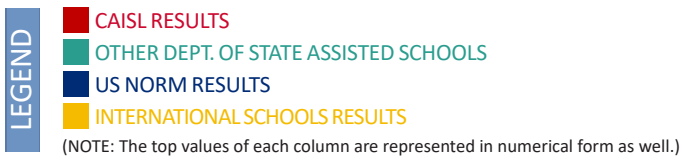


ELEMENTARY STUDENTS TEACH EARLY CHILDHOOD HOW TO MAKE FLOWER BOMBS (MAY 2024).

ACADEMICS

MAP* SCORES - SPRING OF 2024

* MAP stands for “Measures of Academic Progress.” The scale used is called RIT (Rasch Unit), which indicates a student’s position on the curriculum scale—similar to measuring height with a yardstick. This score reflects the instructional level at which the student is performing, regardless of their age or grade.



ENHANCEMENT ACADEMIC PROGRAMS AT CAISL

TECHNOLOGY

Technology is an integral part of the curriculum at CAISL, serving as a powerful tool to empower, engage, and support students’ learning across all disciplines. Subject offerings include Coding, Computer Science, Robotics, 3D Graphics, and Programming. Students also have access to a wide range of software*, tools, and applications to develop their skills.

	EC	EL	MS	HS
Bee-Bot & Pro-Bot (floor robots)	✓	✓		
Cubetto (floor robot)	✓			
LEGO Early Machines	✓			
LEGO WeDo		✓		
LEGO Simple & Powered Machines		✓		
Robo Wunderkind		✓		
LEGO Mindstorm EV3			✓	✓
Arduino (hardware & software)				✓
VEX Robotics			✓	✓
Interactive whiteboard	✓	✓	✓	✓
Wacom Intuos Tablet			✓	✓
Tablet	✓	✓		
Laptops with Adobe suite for checkout			✓	✓
Shared laptop for in-class use (2:1)	✓			
Laptop for in-class use (1:1 Gr.1 & up)	✓	✓		
Laptop for in-class & home use (1:1)			✓	✓

In the 2023–2024 academic year, CAISL proudly participated in RoboMed, a prestigious robotics competition featuring LEGO® programmable robots. The event brought together 17 teams from 10 international schools across 5 countries.

(*A full list of software is available at www.caislisbon.org/IT)

MODEL UNITED NATIONS (MUN)

The Iberian Model United Nations (IMUN) program, affiliated with THIMUN, is a scholastic simulation of the United Nations that teaches students about current events, civic engagement, diplomacy, and conflict resolution in an increasingly globalized world. Preparation for each conference involves in-depth research on the assigned country or non-governmental organization, including its international relationships, economic interests, and role in global debates. During the conferences, students represent their assigned Delegations and engage in formal debate, addressing international issues while maintaining their Delegation’s official stance.

In the 2023–2024 academic year, CAISL participated in the following annual conferences (CAISL-organized conferences are marked with **):

****29th IMUN - Iberian MUN (November 2023)**
420 students from 22 schools across 6 countries - Italy, Norway, Portugal, Romania, Spain, and United States of America.

56th THIMUN - The Hague MUN (January 2024)
Typically hosts over 3,200 student delegates from 100 countries and 200 schools.

17th OPOMUN (February 2024)
Portugal-based conference held in Porto. Participants: 12 CAISL students.

****17th JMUN - Junior MUN (March 2024)**
CAISL 5th Grade and Middle School students participated, along with students from other international schools in the Lisbon area.

1st SJMUN - St. Julian’s MUN (May 2024)
128 students from 9 international schools in Portugal.

CLASS OF 2024 - EXAM RESULTS AND COLLEGE INFORMATION

The Class of 2024 included 68 students, 81% of whom pursued both the American High School Diploma and the International Baccalaureate (IB) Diploma.

SAT RESULTS 2020-2024

(max score in brackets)	2024	2023	2022	2021	2020
Tests taken	21	48	27	39	39
Reading & Writing (800)	CAISL	637	646	639	640
	US	519	520	529	533
Math (800)	CAISL	643	645	619	622
	US	505	508	521	528
Composite (1600)	CAISL	1280	1291	1258	1262
	US	1024	1028	1050	1051

IB RESULTS (2020-2024)

	2024	2023	2022	2021	2020
Students in IB Program	55	51	48	52	46
Students who passed	55	50	48	52	45
# Bilingual diplomas	21	24	19	18	14
CAISL pass rate	100%	98%	100%	100%	98%
IB World pass rate	80%	75%	86%	89%	85%
CAISL mean score	37	35	36	37	36
IB World mean score	30	30	32	33	31.3
CAISL three highest scores	44, 44, 44	43, 43, 43	44, 43, 43	45, 45, 43	43, 42, 41

WORLD-WIDE COMPARISON OF 2024 IB RESULTS

(Source: Final Statistical Bulletin, May 2024)

OVERALL SCORE: Seventeen CAISL students—representing 31% of those who sat for the IB Diploma—achieved a score of 40 points or higher.

AVERAGE (MEAN) SCORE: CAISL's average score was 36.6, significantly higher than the global average of 30.3. Notably, 89% of CAISL students scored above the world mean.

PASS RATE: CAISL achieved a 100% pass rate, compared to the global pass rate of 75%.

OTHER RELEVANT DATA: Thirty-eight percent of CAISL students earned a Bilingual Diploma, indicating successful completion of coursework in two first languages.

COLLEGE MATRICULATION BY COUNTRY* (2020-2024)

YEAR	2024	2023	2022	2021	2020
USA	16%	21%	19%	21%	13%
UK	18%	14%	29%	33%	40%
Portugal	13%	11%	15%	14%	16%
Netherlands	13%	23%	15%	16%	7%
Other	24%	17%	14%	27%	24%
GAP	16%	14%	8%	5%	7%

*The list above includes only the countries where students have enrolled in college. For a complete list of offers received by the Class of 2024, please refer to the columns on the right.

UNIVERSITY OFFERS AND MATRICULATION 2024

CAISL students' offers are shown below with matriculations in bold.

USA

ArtCenter College of Design
 Augusta University
Binghamton University
 Boston University
Brigham Young University
College of William and Mary
 Florida Atlantic University
 Fordham University
 George Mason University
 James Madison University
Pasadena City College
Rice University
 Santa Clara University
 School of Visual Arts
Seminole State College of Florida
 St. Petersburg College
Tufts University
 University at Albany
 University at Buffalo
University of California Davis
 University of California Irvin
 University of California San Diego
University of Chicago
 University of Illinois Chicago
 University of Iowa
 University of Maryland College Park
 University of Massachusetts
University of Oregon
 University of Southern California
 University of Texas at Dallas
 University of Washington
 University of West Florida
 Virginia Tech

UK

Amity University London
 Bangor University
 Cardiff University
 City University of London
 Durham University
East 15 Acting School
ESCP Business School
Guildhall School of Music and Drama
 Hult International Business School
 Imperial College London
King's College London
London Metropolitan University
 London School of Economics
 Loughborough University
 Manchester Metropolitan University
 Newcastle University
Northeastern University London
 Queen Mary University of London
 Queen's University Belfast
 Ravensbourne University London
 Regent's University London
 Royal Holloway - University of London
 The Oxford School of Drama
University College London
University of Bath
 University of Brighton
 University of Bristol
 University of Chichester
 University of Edinburgh
 University of Essex
 University of Exeter
 University of Glasgow
 University of Hull
 University of Leeds
 University of Manchester
 University of Reading
 University of Roehampton
 University of St. Andrews
 University of Surrey
 University of Warwick
 University of Westminster
 University of Worcester
 University of York

Portugal

Escola Superior de Enfermagem de Lisboa
Forward College
ISCTE - Instituto Universitário de Lisboa
Universidade Católica Portuguesa
Universidade do Algarve
Universidade Nova de Lisboa

The Netherlands

Amsterdam University College
 Amsterdam University of Applied Sciences
Erasmus University College
Fontys University of Applied Sciences
 Hanze University of Applied Sciences
Leiden University
 Radboud University
 Rotterdam University of Applied Sciences
 The Hague University of Applied Sciences
Tilburg University
Tio Business School
TU Delft University of Technology
 University College Roosevelt
University College Utrecht
 University of Amsterdam
 University of Applied Sciences Utrecht
 Vrije Universiteit Amsterdam
 Webster University Leiden
 Windesheim University of Applied Sciences

Other

KU Leuven (Belgium)
McGill University (Canada)
 University of Ottawa (Canada)
 University of Toronto (Canada)
Aalto University (Finland)
École Polytechnique Paris (France)
 EDHEC Business School (France)
SciencesPo (France)
UI Dublin (Ireland)
Bocconi University (Italy)
Istituto Marangoni (Italy)
 ESADE (Spain)
IE University (Spain)
 Saint Louis University (Spain)
Universidad Carlos III de Madrid (Spain)
Universidad Europea de Madrid (Spain)
Universidad Loyola (Spain)
Webster University Geneva (Switzerland)



ATHLETICS

HIGHLIGHTS FOR THE CAISL WOLVES IN 2023-2024:

Participation, dedication and teamwork

AWARDS (FP stands for "Fair Play")		GIRLS TEAMS				BOYS TEAMS			
		FP	1 st	2 nd	3 rd	FP	1 st	2 nd	3 rd
BASKETBALL									
LOCAL TOURNAMENTS	V								
	D3				✓				
	D4							✓	
	D5				✓				
ESC TOURNAMENT	V							✓	
CROSS-COUNTRY									
LOCAL TOURNAMENTS	V		✓						
	D3								
	D4								
	D5								
SOCCER									
LOCAL TOURNAMENTS	V		✓			✓			
	D3								
	D4								
	D5				✓	✓			
ESC TOURNAMENT	V						✓		
VOLLEYBALL									
LOCAL TOURNAMENTS	V			✓					
	D3					✓			
	D4			✓			✓		
	D5		✓			✓	✓		
ESC TOURNAMENT	V								
SWIMMING									
ESC TOURNAMENT	V			✓				✓	
TRACK & FIELD									
LOCAL TOURNAMENTS	V			✓					
	D3				✓				
	D4								
	D5								
MIXED TEAMS									
ALL DIVS TOGETHER									



VARSITY BOYS VOLLEYBALL TEAM AT THE EUROPEAN SPORTS CONFERENCE (ESC) TOURNAMENT – NOVEMBER 2023

'MOANA' (MAY 2024)



ARTS

CURRICULAR EVENTS IN FINE ARTS 2023-2024

WHEN	WHAT	SECTION			
		EC	EL	MS	HS
PERFORMANCES/EXHIBITS					
20-26 Sep	Marimba Builder and Sound Science Guest		✓	✓	✓
25-Sep	'Ophelia. Maybe' By Byte Theater				✓
12-14 Oct	AMIS Choir Festival (at CAISL)				✓
12-15 Oct	ISTA Festival (Geneva)				✓
16-20 Oct	Andrew Harrison (Artist in Residence)			✓	✓
31 Oct-3 Nov	Kelly Miller (Guest Conductor & Composer)			✓	✓
09-Nov	Marimbas Performance for IMUN		✓		
22-Nov	Thanksgiving Orchestra Performance			✓	✓
06-Dec	Winter Concert			✓	✓
14-Dec	Winter Showcase (Grades 3-5)		✓		
16-Dec	Carols by Candlelight				✓
19-Dec	Winter Show (Grades 1-2)		✓		
20-Dec	Caroling through Linhó			✓	✓
23-Jan	Lar das Fisgas' Concert		✓		
25-Jan	Elementary Drama Club 'Alice in Wonderland'		✓		
27-Jan	Advanced Art - Printmaking Field Trip				✓
02-Feb	Talent Show			✓	✓
31 Jan-4 Feb	AMIS HS Orchestra (London)				✓
08-Feb	Early Childhood Winter Informances	✓			
22-Feb	Mad Hatter Concert			✓	✓
22-23 Feb	Matt Habib (Guest Opera Singer)	✓	✓	✓	✓
28 Feb-3 Mar	AMIS HS Honor Choir (Paris)				✓
05-Mar	Jazz Night				✓
08-Mar	Spring Showcase (Grade 3-5)		✓		
12-Mar	Spring Showcase (Grade 1-2)		✓		
13-17 Mar	Iberian Music Festival (Madrid)				✓
19-Mar	Senior Art Exhibit Opening				✓
20-24 Mar	MAIS Honor Choir (Rome)			✓	
09-Apr	Art, Music and Drama Honor Inductions				✓
12 & 13 Apr	HS Drama 'Puffs'				✓
24-28 Apr	AMIS MS Orchestra (Berlin)			✓	
17 & 18 May	MS Musical Theater 'Moana'			✓	
04-Jun	Spring Concert			✓	✓
13-Jun	Early Childhood Summer Informances	✓			
21-Jun	Elementary Drama Club 'Cinderela'		✓		
All year	Art Exhibits	✓	✓	✓	✓
All year	Open Mics Lunch Informal Sessions			✓	✓

FINANCIAL SUMMARY

Fundação Escola Americana de Lisboa (FEAL) is a not-for-profit organization which was established in 1995 to manage the Carlucci American International School of Lisbon. FEAL's fiscal year coincides with the school year (August 1 to July 31).

SUMMARY OF ACTIVITIES

In 2023-2024, the School continued to fulfil its mission to provide an outstanding student-centered education to students from EC3 through Grade 12. CAISL launched a Strategic Plan which focuses on four broad areas: Academic Growth, STEAM & IT, Campus Development and Wellness. The goal is to continue developing programs which will prepare our students for the future.

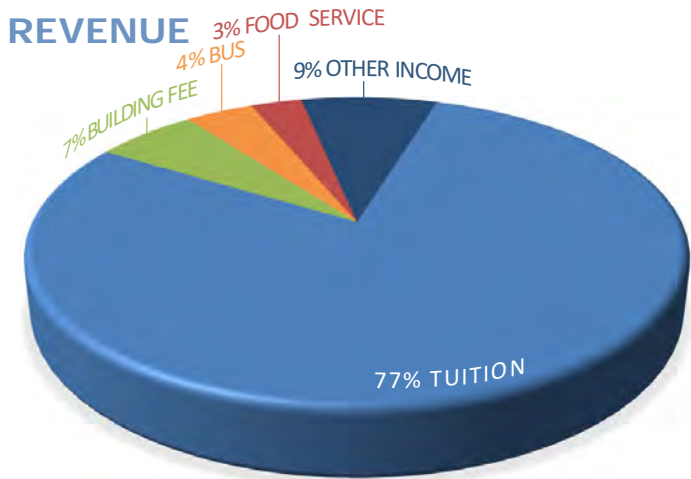
CAISL's Fine Arts department was recognized by the Middle States Association (MSA) with two Programs of Distinction awards. Additionally, CAISL was selected by MSA as one of the "First Fifty" schools to engage in the Responsible AI Learning initiative (RAIL). RAIL is a pathway for schools to engage with AI technologies and develop opportunities for students which are safe, ethically sound and enrich learning.

FINANCIAL RESULTS

During 2023-2024 school year CAISL slightly increased enrollment and closed the year with a couple more students when comparing with 2022-2023 academic year. The 2023-2024 academic year closed with 735 students (1,1% more) than the previous school year.

REVENUE

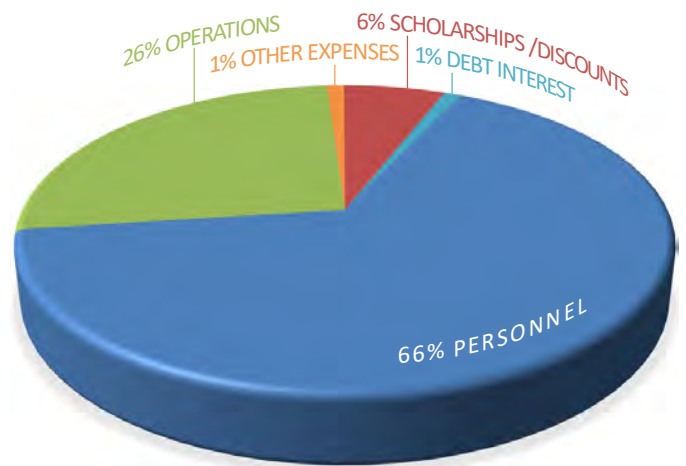
In the 2023-2024 school year, "Tuition" and "Building Fees" continued to be the major sources of income, representing 84% of the total, a small decrease comparing with the 2022-2023 school year (86%). Ancillary operations including "Buses" and "Food Service" and "Registration fees" represented 7% of total revenue, similar when comparing with the previous year (9%). Other income (that includes all the income generated by field trips, conferences, athletics events, etc., and also the positive impact of market forces on the value of the School's cash reserves) represented 9% of total revenue, 5% in 2022-2023.



EXPENSES

Personnel continued to be the main expense with 66% of the total, a 2% increase compared with the previous year. "Operations and Facilities," represented 26%, which was the same percentage last year. "Other expenses" represented 1% of the total which was 3% lower than the previous year. "Scholarships and Discounts" (including the 5% discount for early payment of a full year's tuition fees) were 6% of the total, same value as the previous year. Debt interest amounted to 1% of total expense, continuing to have a minimal effect on the overall school expenses.

EXPENSES



GOING FORWARD

CAISL is committed to maintaining the student-centered approach at the core of our mission. We believe that the art of teaching and the science of learning work in concert to support the development of well-rounded, future-ready students. In the coming year, we'll integrate social and emotional learning into our program, pilot innovative technologies, enhance our educational spaces and continue to build upon our proud traditions. We look forward to working with our vibrant student and parent community as we prepare the next generation of leaders for a "diverse and ever-changing world."



The annual accounts were audited by BDO & Associados, SROC, Lda. and were approved without qualification.

“It's not just about making friends. It's the environment, the people, the building, the food. My kids have teachers that inspire them. They feel welcomed, supported and encouraged everyday... and so do I. We have always a “good morning”, a smile, a nice word, a helping hand from literally everyone there.”

CAISL Parent since 2024

“CAISL is so well situated to prepare students for what the future looks like, both because of the teachers and staff that are so committed to the cause, but also because of the international component. The fondest memories I have from my time in Portugal, were at the American school of Lisbon. The school was very important to me and to my family.”

CAISL former student from early 2000

“I truly believe that joining CAISL was one of the most significant and memorable moments of my seventeen years of life.

I am certain that, in any other circumstance, I would not have received the same level of support and opportunities that I have been fortunate to experience here. (...) The integration of technology and the emphasis on preparing for higher education have given me the confidence to pursue an academic future anywhere in the world. (...) The teachers are not only highly competent but also openly passionate about their subjects. Their enthusiasm has always inspired and motivated me to learn.”

CAISL Alumnus, class of 2024

“CAISL has been the perfect partner to enlarge social, human, and family values and to help my boys to become good citizens, kind human beings and responsible students.”

CAISL Parent since 2021

“CAISL is truly an outstanding school, and I genuinely believe it is one of the best in Portugal. My daughter has made tremendous progress while studying there, and the entire community is kind and supportive. I also appreciate the high level of security on campus, which provides peace of mind, and the facilities are simply exceptional. (...) As an avid reader, I couldn't be happier with the library—it offers a fantastic selection for both children and adults (...)”

CAISL Parent since 2023

“Throughout the years, I eagerly explored every learning opportunity this school offers its students, from the arts to sports to community service. And at every step of the way, I felt, and I knew I was surrounded by a community of dedicated teachers and staff who truly cared and consistently gave me the tools to thrive both academically and personally, in and outside the classroom.”

CAISL Alumnus, class of 2018

“(At CAISL) You do create a sense of family, not only with your friends, but also with your teachers. The opportunities CAISL gives you are out of this world.”

CAISL Alumnus, class of 2023

“Excellent school, lovely community, great teachers, beautiful focus on values and experiences. So many amazing models and kind people to be inspired by at CAISL. Couldn't be more grateful for our 5th year there!”

CAISL Parent since 2020

“I had very high expectations for the school year, and they were surpassed by miles. My teachers are fun, and they create different and more interactive ways of learning. In class I don't just learn what is written in books or on the internet, I also learn lifelong skills.”

CAISL Student since 2023

“Academically, this school goes beyond teaching curriculum content—it strives to equip students with essential life skills that will help them succeed in any aspect of their future. Independence and perseverance are among these key skills, fostering an atmosphere of cooperation rather than competition. Furthermore, the teachers are, for the most part, exceptionally charismatic and dedicated, often going the extra mile to ensure that every student fully understands the material.

CAISL's inclusive and progressive system has not only helped me better understand who I am and who I want to become but has also provided me with an excellent education. Additionally, it has allowed me to build lifelong friendships that I will never forget.”

CAISL Alumnus, class of 2024