

A photograph of a woman with long brown hair, wearing a red knitted sweater and a white scarf, smiling warmly as she looks at a book. A young girl with her hair in a bun, wearing a red top, is also smiling and looking at the book. They are both holding the book open. The background is a dark blue wall with some white and red paint splatters. The photo is framed by a white, irregular border.

ANNUAL REPORT  
22-23

CARLUCCI AMERICAN  
INTERNATIONAL  
SCHOOL OF LISBON



## ABOUT US

### HISTORY

Founded in 1956 as St. Columban's, the American School was owned and governed by its founder, Anthony A. McKenna, until 1976 when new owners, Smith & Co., Lda., bought the school and changed the name to 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. FEAL is the governing entity of the school now known as the Carlucci American International School of Lisbon (CAISL).

### GOVERNANCE

CAISL is governed by the Fundação Escola Americana de Lisboa (FEAL). FEAL has three Trustees appointed by entities which played a major part in transforming the school from for-profit status to non-profit status in 1994. The primary role of the Trustees is to ensure the long-term sustainability of CAISL, holding it "in trust" for future generations.

### RECOGNITION

CAISL is accredited by the Middle States Association (MSA). CAISL is authorized by the International Baccalaureate Organization to offer the IB Diploma Program for students in their last two years of High School. CAISL also has a permanent license from Portugal's Ministry of Education to offer an American curriculum program to students in Early Childhood through High School. CAISL is authorized to offer both the American High School Diploma (valid for admission to universities in most countries including Portugal) and the IB Diploma. Our graduates go on to colleges and universities around the world. CAISL is the only school in Portugal with support from the U.S. Department of State.

Dear CAISL Community,

I am pleased to present to you the 2022-2023 Annual Report for the Carlucci American International School of Lisbon (CAISL). This Annual Report offers a brief overview of the school's progress in a variety of areas including programs, finances, and special initiatives for the year. While this will give you some basic facts and figures, no document of this nature can give you the full picture. For details about the curriculum and school life, please also go to the CAISL website ([www.caislisbon.org](http://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



Accredited by



Authorized by



Supported by



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GRADE 3 TAIKO DRUMMING DURING THE SPRING SHOWCASE (APRIL 2023)

## 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

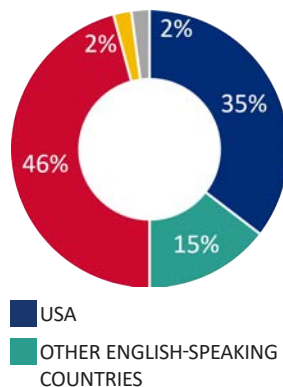
The CAISL community includes everyone who shares an interest in the success of our learners. All members of the community strive to help our learners become:

- 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.

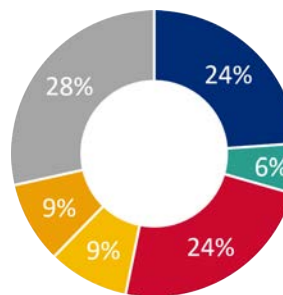
### GENERAL DEMOGRAPHIC DATA

#### FACULTY

	2022-2023	5 Year Av.
Student:Teacher Ratio	7.6:1	7.5:1
Teacher Retention Rate	89%	90%
Total Number	97 TEACHERS	
Number of Nationalities	12	



- 63% of the core teachers are native English-speakers.
- 100% Faculty are English-speaking.
- Language of instruction in every class is English except for the other language classes.



- 33% of students have more than one nationality.
- Portuguese is offered at every grade level both as "Native/Fluent Language" or as "Foundations of Portuguese"

### STUDENTS

Breakdown by section:	Elementary	Secondary
Benefiting from English Foundations	15 STUDENTS	20 STUDENTS
Benefiting from Individual Learning Plans	12 STUDENTS	17 STUDENTS
Total Number	737 STUDENTS	
Number of Nationalities	56	

CAISL is also a member of the following institutions



# MEASURES OF SUCCESS

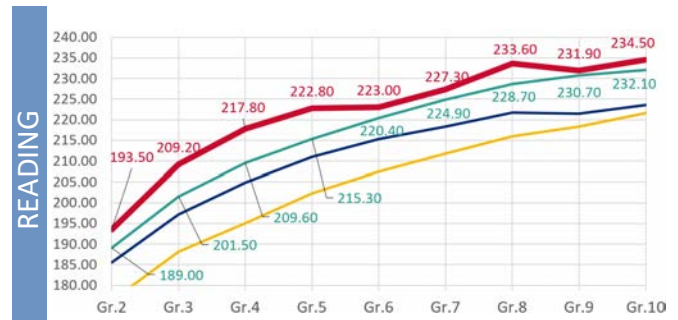
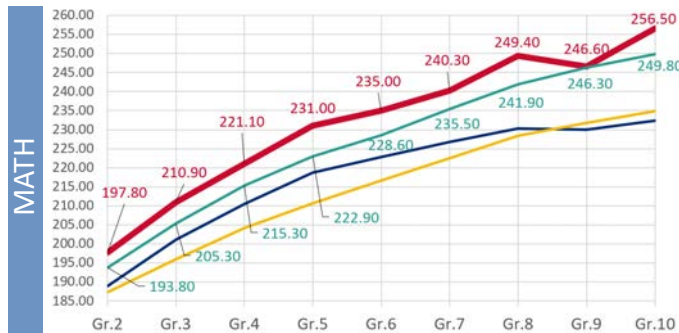
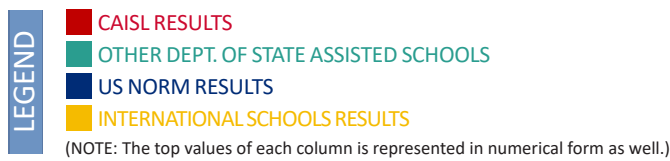
CAISL offers a varied program of Academics, Arts, and Athletics and measures success not only through test scores and exam results but also through each student's enthusiastic participation in all areas of the program.



## ACADEMICS

### MAP\* SCORES - SPRING OF 2023

\* MAP stands for "Measures of Academic Progress". The scale used is called RIT (Rasch unit) and it shows how "tall" a student is on the curriculum scale, similar to measuring height on a yard-stick. This reflects the instructional level at which the student is performing, independent of the age or grade.



### ENHANCEMENT ACADEMIC PROGRAMS AT CAISL

#### TECHNOLOGY

Technology is an integral part of the Curriculum and it is used as a tool to empower, engage, and enable students as they increase their learning in all areas. Coding, Robotics, 3D Graphics & Programming are some of the subjects offered at CAISL, and students can benefit from a variety of software\* and different 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)			✓	✓

\*A complete list of software can be found at [www.caislisbon.org/IT](http://www.caislisbon.org/IT)

#### MODEL UNITED NATIONS (MUN)

The Iberian Model United Nations program, a scholastic simulation of the United Nations, teaches students about current events, civic participation, diplomacy, and conflict resolution in an increasingly globalized world. Work leading up to the conferences includes in-depth research on the student's assigned country or non-governmental organization, encompassing its relationships with other countries economic interests, and stake in international debates. During the conference, students solve international problems from the role of diplomats, debating both regional and global issues, all while maintaining their country's stance.

In 2022-2023, CAISL participated in the following annual conferences. Those with \*\* were CAISL organized:

#### \*\*28<sup>th</sup> IMUN - Iberian MUN (November 2022)

400 students from 25 schools from 8 countries: Italy, Kenya, Norway, Portugal, Romania, Spain, Switzerland, and United Kingdom.

#### 55<sup>th</sup> THIMUN - The Hague MUN (January 2023)

Participants: Typically over 3,200 delegates from 100 different countries and 200 schools.

#### \*\*16<sup>th</sup> JMUN - Junior MUN (April 2023)

Participants: CAISL 5th Grade and Middle School students from CAISL and local international schools.

The Iberian Model United Nations Program is THIMUN affiliated.

## CLASS OF 2023 - EXAM RESULTS AND COLLEGE INFORMATION

The Class of 2023 had 57 students. 89% of them studied for both the High School Diploma and the International Baccalaureate (IB) Diploma.

### SAT RESULTS 2019-2023

(max score in brackets)		2023	2022	2021	2020	2019
Tests taken		48	27	39	39	64
Reading & Writing (800)	CAISL	646	639	640	571	573
	US	520	529	533	528	531
Math (800)	CAISL	645	619	622	591	598
	US	508	521	528	523	528
Composite (1600)	CAISL	1291	1258	1262	1162	1171
	US	1028	1050	1060	1051	1059

### IB RESULTS (2019-2023)

	2023	2022	2021	2020	2019
Students in IB Program	51	48	52	46	41
Students who passed	50	48	52	45	39
# Bilingual diplomas	24	19	18	14	13
CAISL pass rate	98%	100%	100%	98%	95%
IB World pass rate	75%	86%	89%	85%	78%
CAISL mean score	35	36	37	36	34
IB World mean score	30	32	33	31.3	29.7
CAISL three highest scores	43, 43, 43	44, 43, 43	45, 45, 43	43, 42, 41	45, 45, 42

### WORLD-WIDE COMPARISON OF 2023 IB RESULTS

(NOTE: Source: Final Statistical Bulletin of May 2023)

**OVERALL SCORE:** Five CAISL students, which represent 10% of the students who took the IB at our school, achieved 41 points or higher.

**AVERAGE (MEAN) SCORE:** CAISL's average was 34.5 points and significantly above the world average of 30.4 points. 82% of CAISL students scored above the world mean.

**PASS RATE:** CAISL's Pass Rate was 98%. The world pass rate this year was 75%.

**OTHER RELEVANT DATA:** 47% of our students received a Bilingual Diploma, meaning that they successfully studied two "first languages."

### COLLEGE MATRICULATION BY COUNTRY\* (2019-2023)

YEAR	2023	2022	2021	2020	2019
USA	21%	19%	21%	13%	18%
UK	14%	29%	33%	40%	41%
Portugal	11%	15%	14%	16%	14%
Netherlands	23%	15%	16%	7%	14%
Other	17%	29%	27%	24%	25%
GAP	14%	8%	5%	7%	2%

\*The list above refers to only the countries in which students enrolled in college. For all offers regarding 2023, see the column to the right.

### UNIVERSITY OFFERS AND MATRICULATION 2023

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

#### USA

Art Center College of Design  
 Augustana University  
 Babson College  
**Boston College**  
**Boston University**  
 Butler University  
 Chapman University  
**Drew University**  
 Florida Institute of Technology  
 Florida International University  
 Fordham University  
 Gonzaga University  
 Lafayette College  
 Loyola Marymount University  
 New York Institute of Technology  
 Northeastern University  
**Northwest Vista College**  
 NSU Florida  
 Ohio Wesleyan University  
**Parsons School of Design**  
 Pennsylvania State University  
 Purdue University  
 Rutgers University  
 San Antonio College  
 School of Visual Arts  
**Snow College**  
 SUNY Geneseo  
 Texas Christian University  
 The New School  
**University of California - Berkeley**  
 University of California - Davis  
 University of California - Santa Barbara  
**University of Colorado Colorado Springs**  
 University of La Verne  
 University of Maryland College Park  
**University of Maryland Global Campus**  
**University of Miami**  
**University of Michigan Ann Arbor**  
 University of South Florida  
**University of Texas at Austin**  
 University of Wisconsin - Madison  
 Utah Valley University  
 Weber University

#### UK

Birkbeck university  
 Bloomsbury Institute London  
 Brunel university  
**City University of London**  
 Durham University  
 Imperial College London  
 King's College London  
 Lancaster University  
 Newcastle University  
 Northumbria University  
 Queen Mary University of London  
**Regent's University London**  
 Royal Holloway  
**University College London**  
**University of Bath**  
 University of Birmingham  
 University of Bristol  
 University of Essex  
 University of Exeter  
 University of Greenwich  
 University of Leeds  
 University of Leicester  
 University of Manchester  
 University of Nottingham  
**University of Reading**  
**University of Roehampton**  
 University of Sheffield  
 University of South Wales  
 University of Southampton  
 University of Sussex  
 University of the Arts London  
**University of Warwick**  
 University of West London  
 University of Westminster  
 University of York

#### Portugal

ISEG (Instituto Sup. de Economia e Gestão)  
**Instituto Superior Técnico**  
**Universidade Católica Portuguesa**  
 Universidade de Coimbra  
 Universidade de Lisboa  
**Universidade Europeia**  
**Universidade Nova de Lisboa (NOVA SBE)**

#### Other

American University of Rome (Italy)  
**Atlantic Tech. University Galway (Ireland)**  
**ESADE (Spain)**  
**EU Business School (Spain)**  
**Griffith College (Australia)**  
**IE University (Spain)**  
 John Cabot University (Italy)  
**Les Roches Marbella (Spain)**  
 McGill University (Canada)  
 Saint Louis University - Madrid (Spain)  
 Stockholm School of Economics (Sweden)  
 University College Cork (Ireland)  
**University College Dublin (Ireland)**  
**University of Otago (New Zealand)**  
 University of Ottawa (Canada)  
**University of Toronto (Canada)**  
 Vrije University Brussel (Belgium)  
 Webster University Vienna (Austria)  
 Western University (Canada)





FALL TOURNAMENT (OCT 2022)

## ATHLETICS

## ARTS

### HIGHLIGHTS FOR THE CAISL WOLVES IN 2022-2023:

Participation, dedication and teamwork

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

### CURRICULAR EVENTS IN FINE ARTS 2022-2023

WHEN	WHAT	SECTION			
		EC	EL	MS	HS
<b>PERFORMANCES/EXHIBITS</b>					
20/Oct	Field Trip (Museum of Ancient Art)				✓
22/Oct	American Club Anniversary Gala				✓
10/Nov	Marimbas Performance for IMUN		✓		
23/Nov	Thanksgiving Orchestra Performance			✓	✓
29/Nov	Theater Naming Ceremony		✓	✓	✓
06/Dec	Winter Concert (Gr. 5-12)		✓	✓	✓
11/Dec	Songs by Candlelight				✓
16/Dec	Winter Showcase (Gr. 1-4)		✓		
21/Dec	Caroling through Linhó			✓	✓
02-04/Feb	Iberian Musical Festival			✓	✓
10/Feb	Talent Show			✓	✓
14/Feb	Early Childhood Winter Informances	✓			
24/Feb	Mad Hatter Concert			✓	✓
28/Feb-5/Mar	AMIS Honor Choir @ Oman				✓
2-5/Mar	ISTA Theater Festival				✓
6-10/Mar	Taiko Drumming Specialist visit		✓		
16-Mar	Jazz Night				✓
17-Mar	Gr.5 Choir, Orchestra and Drama		✓		
21-Mar	Senior Art Show				✓
21-Mar	Art, Music and Drama Honor Inductions				✓
22-26/Mar	MAIS Honor Choir @ Barcelona			✓	
29, 30/Mar	Play: <i>The Play That Goes Wrong</i>				✓
28-Apr	Spring Showcase (Gr. 1-4)		✓		
26, 27/May	MS Drama: <i>The Addams Family</i>			✓	
13-Jun	Early Childhood Summer Informances	✓			
13-Jun	Gr.5 Choir, Drama & Orchestra Informances		✓		
14-Jun	Secondary Choir and Orchestra Concert			✓	✓
16-Jun	Portuguese 'Arraial'	✓	✓		
23-Jun	Gr.5 Choir, Orchestra and Drama		✓		
All year	Art Exhibits	✓	✓	✓	✓
All year	Open Mics Lunch Informal Sessions			✓	✓



MIDDLE SCHOOL PLAY: THE ADDAMS FAMILY (MAY 2023)

# 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 2022-2023, the School continued to fulfil its mission to provide an outstanding student-centered education to students from EC3 through Grade 12. The 2022-2023 school year was marked by a return to normal school life after the recent years affected by the Covid-19 pandemic which limited school life and activities.

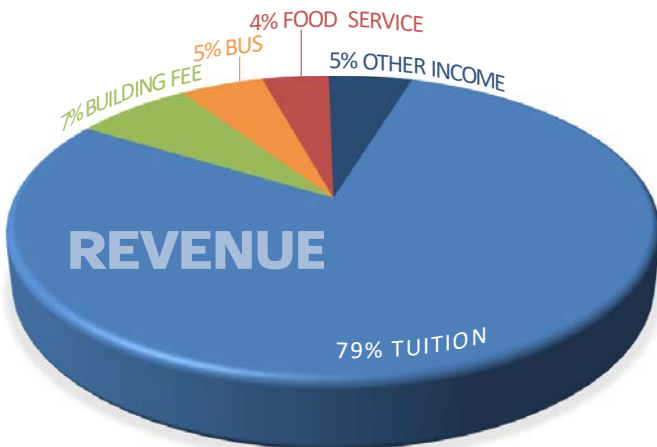
2022-2023 was also the first year that CAISL was under Mr. Chapman's leadership after the retirement of Ms. Blannie Curtis. Honouring the past, Mr. Chapman is creating the foundations of his vision for CAISL's future with a focus on preparing students for the future in a "diverse and ever-changing world".

## FINANCIAL RESULTS

During 2022-2023 school year, CAISL saw a slight increase in enrolment compared with the 2021-2022 academic year. The 2022-2023 academic year closed with 727 students (1.8% more) than the previous school year.

### REVENUE

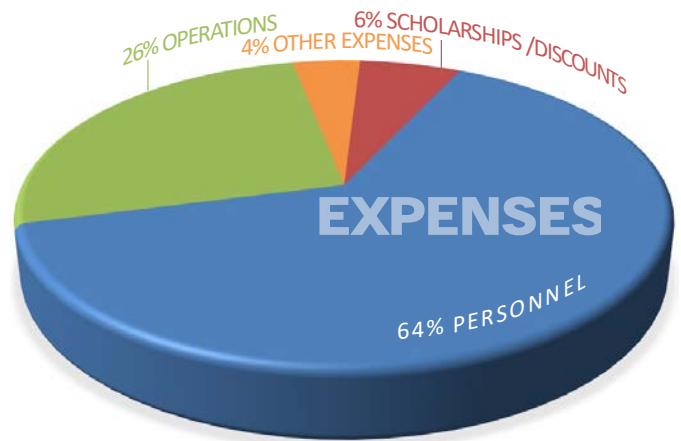
In the 2022-2023 school year, "Tuition" and "Building Fees" continued to be the major sources of income, representing 86% of the total, in line with the 2021-2022 school year (87%). Ancillary operations including "Buses," "Food Service" and "Registration fees" represented 9% of total revenue, again similar when compared with the previous year (8%). Other income represented 5% of total revenue which was up from 4% in 2021-2022.



### EXPENSES

Personnel continued to be the main expense with 64% of the total, a 3% decrease compared with the previous year. "Operations and Facilities," represented 26%, which was a 5% increase from the previous year and reflected the return to normal school life. "Scholarships and Discounts" (including the 5% discount for early payment of a full year's tuition fees) were 6% of the total, 1% more than the previous year. Other expenses represented 4% of the total expenses, 3% less than 2021-2022. Debt interest amounted to 1% of the total, which was a reflection of the increase in the interest rates.

CAISL ended the year with loans outstanding of 2,805,365€, of which 1,540,000€ was related to the 2019 land purchase (projected to be fully repaid by 2029) and 1,265,365€ was related to facilities construction (projected to be fully repaid by 2025). During the year, the total principal amount repaid was approximately 845,492€.



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

## STRATEGIC PLAN

CAISL is committed to a student-centered approach which remains at the core of our mission.

The School is undertaking a Strategic Plan which will include focus on academic growth, student wellness, technology and facilities improvement.



*"CAISL cares about its students deeply and it shows. It provides a safe environment that promotes learning and allows parents to feel that their children are getting the best possible opportunities. The dedication and care demonstrated by everyone that has come into contact with my family has been extraordinary."*

*CAISL Parent 2017-2022*

*"CAISL is a community that gives us sense of belonging and purpose. Aside from academic excellence, the school is made by individuals and true values."*

*CAISL Parent since 2015*

*"Amazing school! The best teachers! Healthy and nurturing environment for a child's personal development. As a mother, I'm proud to say that I can see in my children's personal growth, academic achievement and development of social skills."*

*CAISL Parent since 2021*

*"CAISL is an amazing school in which students are valued individually and invited to grow academically and also as socially responsible human beings. The atmosphere in campus is always great and very well organized creating a safe environment for students and families."*

*CAISL Parent since 2015*

*"We will sorely miss CAISL and the community. Our experience has been wonderful and exceeded expectations. Both children have developed incredibly. Thank you for the hard work and dedication to making CAISL the best."*

*CAISL Parent 2019-2022*

*"The university results just came out and I got into my first choice. CAISL has provided so many opportunities, including access to exceptional education, and I'm fully aware of the key role it played in this special accomplishment."*

*CAISL Alumnus, Class of 2023*

*"CAISL is inclusive, constructive and dedicated to the whole child and student-led learning. Their college placement is among the best of the country's international schools and it is the only school in Portugal with support from the American State Department. Due to CAISL's quality of education, the warm, welcoming school culture and the deeply international student body, we don't want to leave."*

*CAISL Parent since 2019*

*"CAISL has been a remarkable community for my son in which we experienced strength of caring and commitment to education. CAISL has been an outstanding experience for our family, one that I wish other families would avail."*

*CAISL Parent 2017-2022*

*"We are very, very proud of the way our daughter found and excelled herself at CAISL. The community and friendships she experienced, as well as the fantastic teachers team make CAISL truly special!"*

*CAISL Parent 2021-2023*

*"CAISL played a huge role in making me the independent life-long learner I am today. The skills I acquired enabled me to smoothly adapt to a new environment. The ability to organize my time and workload efficiently, collaborate effectively with peers from all over the world in several languages, and present projects to large audiences with confidence are huge assets."*

*CAISL Alumnus, Class of 2022*

**CARLUCCI AMERICAN INTERNATIONAL SCHOOL OF LISBON**

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CAISL's Annual Report is produced each January for the preceding school year.

This publication was printed on recycled paper.