CRIA

COSTA RICA INTERNATIONAL ACADEMY

THINK • ASPIRE • ACHIEVE

Board Annual Report 2022-23

Table of Contents

- Mission and Values
- Board Responsibilities
- Board Membership
- Student Diversity
- Quality Faculty
- Enrollment Forecast
- Sustainable Financial Model
- Teaching Resource Investment
- Historical Tuition Trends
- Best Value School—Comparisons
- CRIA and Costa Rica Values
- Not all Accreditors are Equal
- ELL and Learning Support Services
- High Ability Learners and Electives
- School Counseling Program
- Spanish Program
- Athletics and After School Activities
- Visual and Performing Arts
- STEM Program
- Strategic Planning Timeline
- External Assessments
- MAP Math Results
- MAP Reading Results
- MAP Language Usage Results
- PSAT Reading and Writing Results
- PSAT Math Results
- Combined PSAT Results
- AP Results
- University Dual Enrollment
- College Counseling
- University Acceptances
- School Health Program
- Student Discipline
- School Associations
- MSA Self-Study Mission and Values Priority
- MSA Self-Study Objectives Priorities
- MSA Study High Priority Spaces
- Curriculum Review Cycle
- Policy Review Cycle

A Mission and Values-Driven School

MISSION

Costa Rica International Academy, a U.S. accredited college preparatory school serving an international community, inspires a passion for learning and provides children with the skills, values, and courage to become responsible leaders in their communities and the world.

VALUES

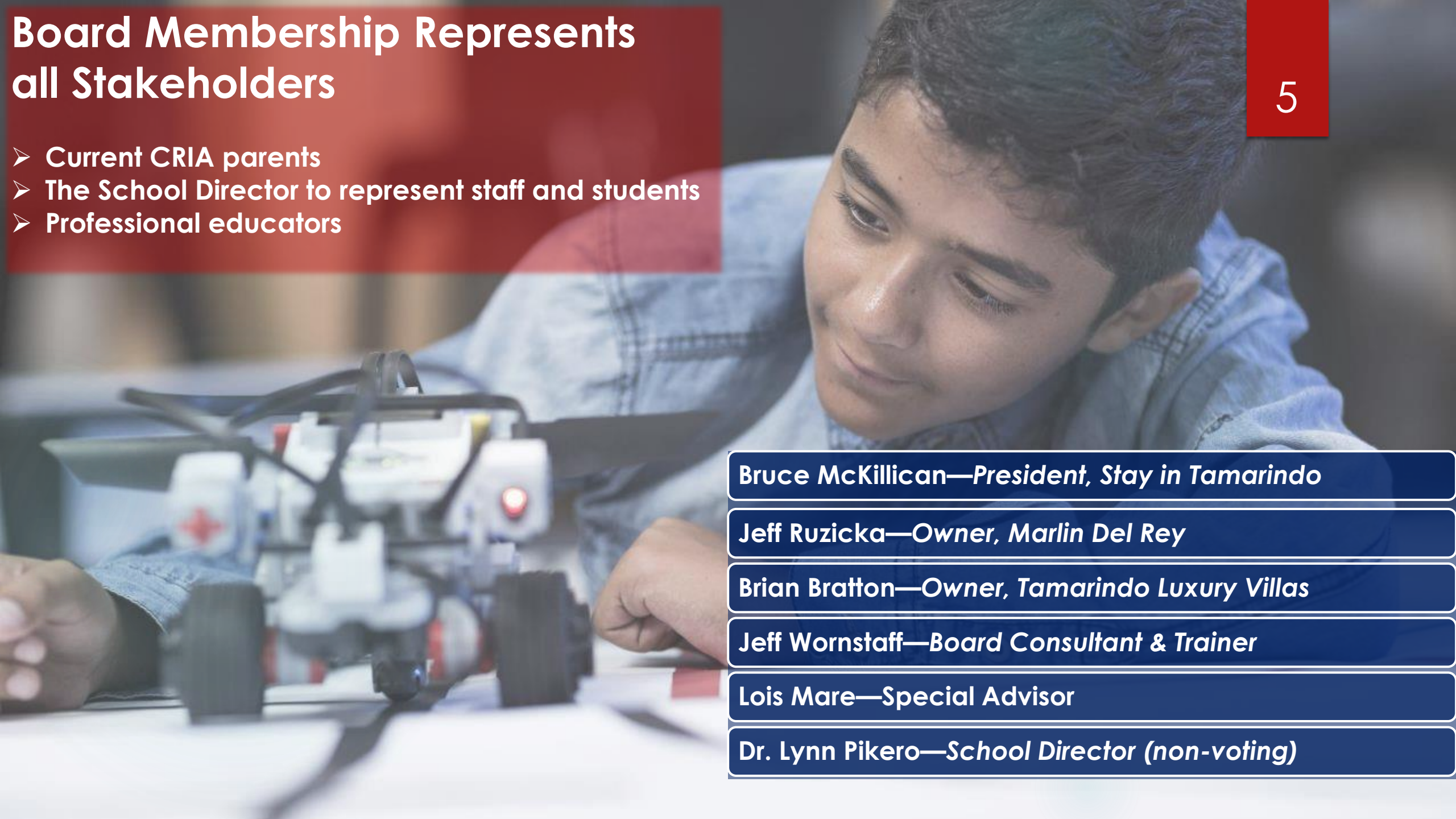
We respect all creeds, religions and points of view. The school does not undertake religious instruction nor blend secular and sectarian education. At the same time, moral values and spiritual issues have a place in the educational process. Values such as fairness, justice, compassion, honesty, and the "Golden Rule" are taught without a religious label. Faculty and staff conduct reflect these values and serve as a model for the students.

Board of Directors--Responsibilities

- ESTABLISHED AN APPOINTED BOARD MEMBERSHIP IN 2014
- MAKES NOMINATIONS FOR NEW BOARD APPOINTMENTS, ENSURING SMOOTH & TIMELY SUCCESSION PLANNING
- ACTS STRATEGICALLY FOR LONG-RUN SUSTAINABILITY AND CAPACITY-BUILDING
- REFRAINS FROM UNDERMINING THE AUTHORITY OF THE SCHOOL'S LEADERSHIP
- IMPLEMENTS THE PROCESSES FOR REVISING POLICIES
- PROVIDES APPROPRIATE, ONGOING TRAINING SESSIONS FOR ITS MEMBERS
- CONDUCTS THREE REGULARLY SCHEDULED ANNUAL MEETINGS AND COMMUNITY UPDATES

Board Membership Represents all Stakeholders

- Current CRIA parents
- The School Director to represent staff and students
- Professional educators



Bruce McKillican—*President, Stay in Tamarindo*

Jeff Ruzicka—*Owner, Marlin Del Rey*

Brian Bratton—*Owner, Tamarindo Luxury Villas*

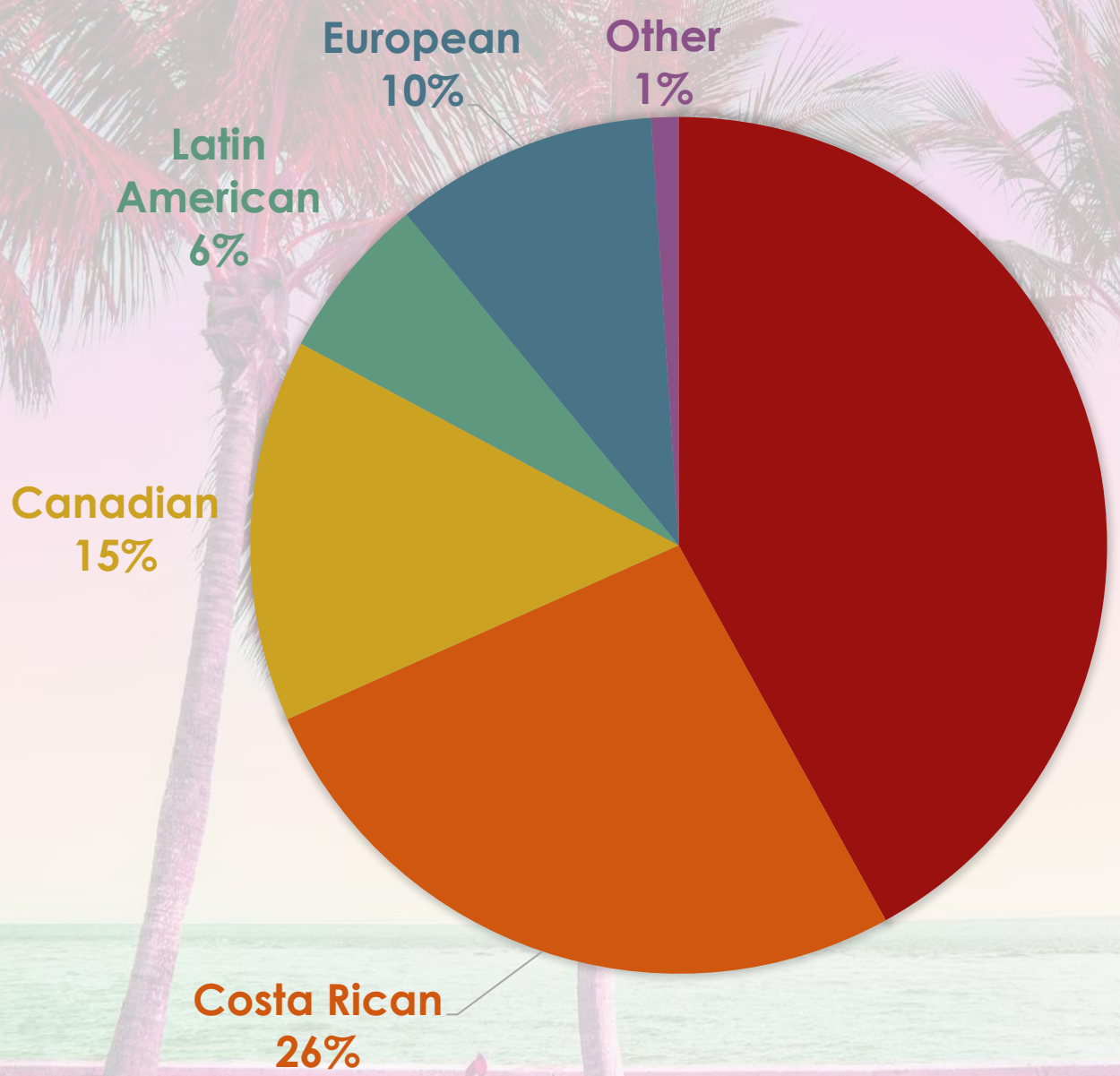
Jeff Wornstaff—*Board Consultant & Trainer*

Lois Mare—Special Advisor

Dr. Lynn Pikero—*School Director (non-voting)*

An International Community

on Costa Rica's *Gold Coast*



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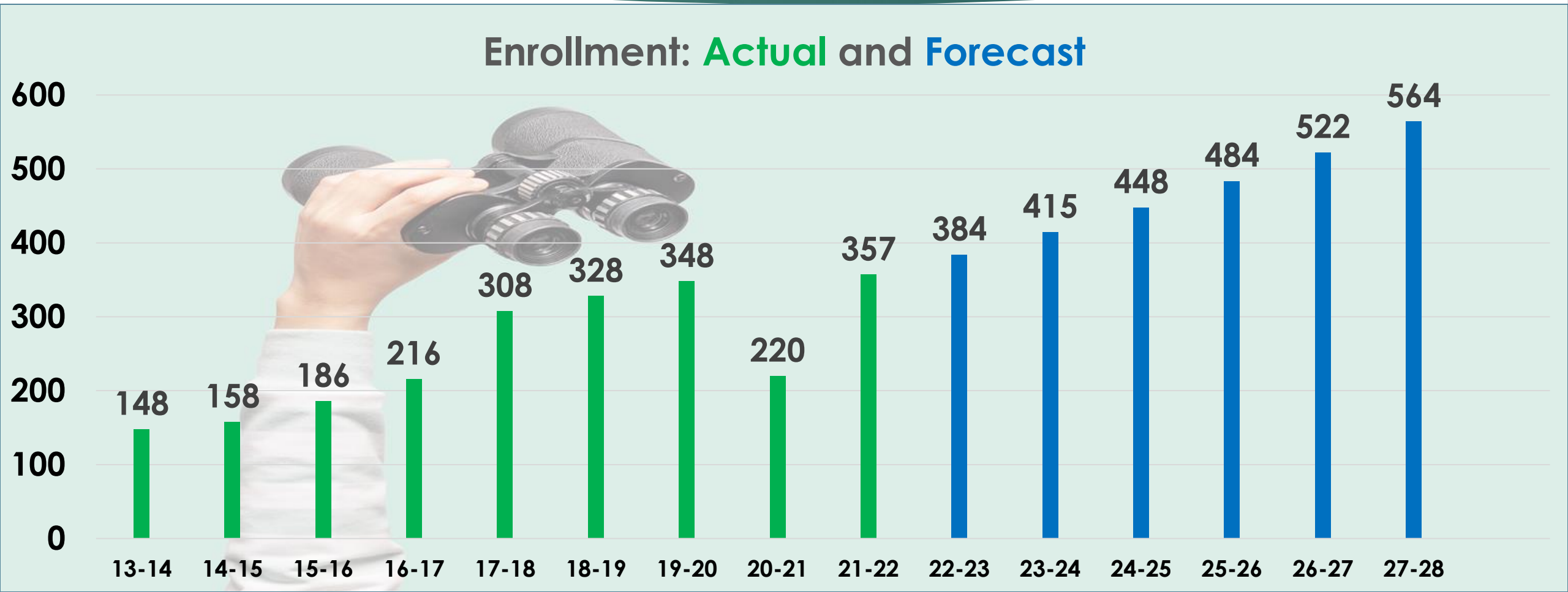
Nationalities Represented

A Quality Faculty: Recruitment and Retention

- Only highly qualified teaching staff are hired and retained
- The Admin Team expands with a new Campus Principal appointment in August 2022
- Salary scale has been raised for 2022-23
- Additional stipends have been approved to help attract and retain secondary science, math and AP teachers
- For 2022-23, the following increases in services have been approved:
  - Full-time School Counselor
  - Full-time ELL teacher
  - Full-time Learning Support teacher
  - Additional PE/Health teacher
  - New STEM teacher
  - Full-time Music teacher

ENROLLMENT GROWTH TREND



A SUSTAINABLE FINANCIAL MODEL

Tuition and fees sustain school growth within three categories of costs

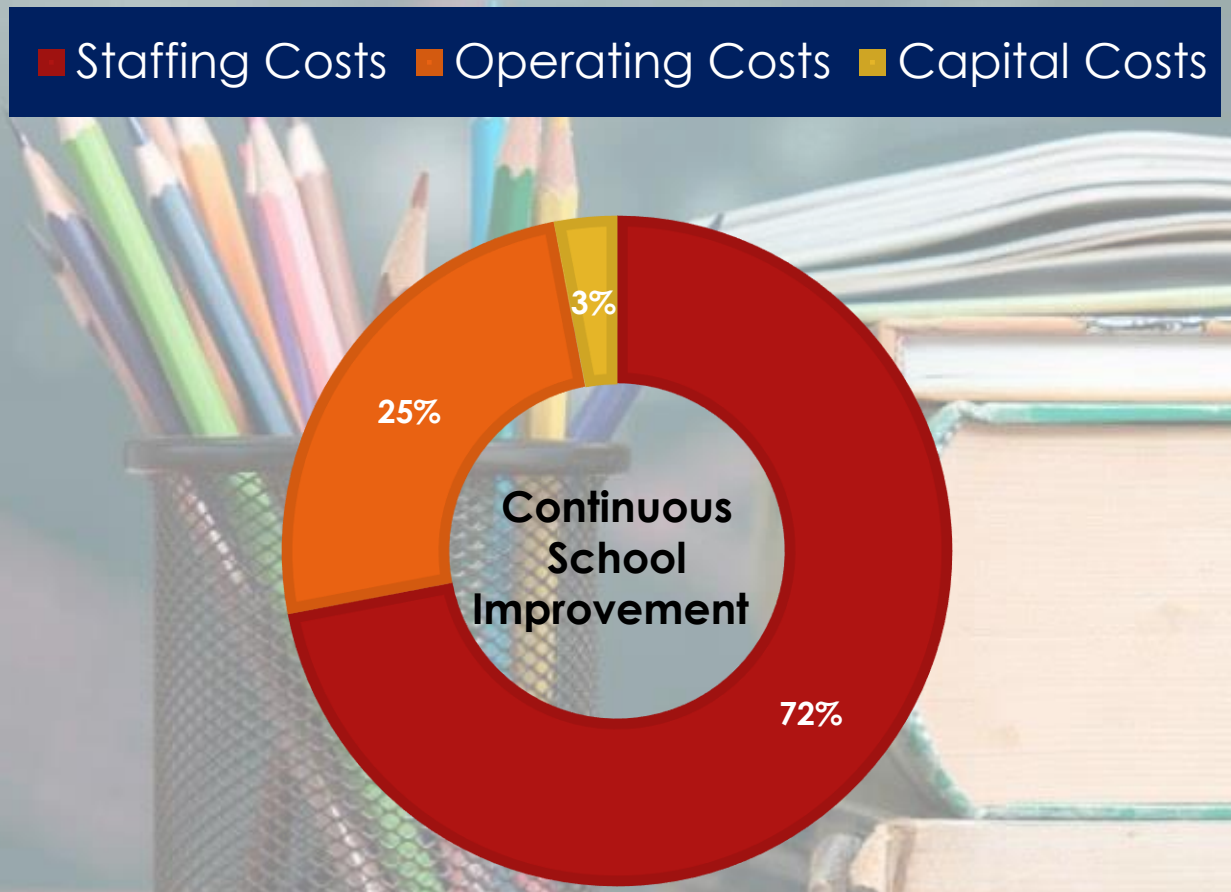
- Staffing Costs
- Operating Costs
- Capital Costs (Expansion/Replacement)

No Long-Term Debt Servicing

No Additional Fund-Raising from Parents*

*Other than Parent Association and Student Government Initiatives

COST BREAKDOWN



Teaching Resources and Spaces Forecast: 2022-27

The Board is committed to our vision to be a world class international school.

Investments are planned to provide improved teaching resources and learning spaces over the next 5-year strategic plan.

Resources	Investment
Technology Resources	$230,000
Teaching Resources	$440,000
Learning Spaces	$405,000
Field Trips	$210,000
Total	$1,285,000

Note: Investment funds may be increased or decreased based upon annual CRIA Board assessment of needs and enrollment trends.

TUITION COSTS	2013-14	2022-23	Annual % Change (Avg.)
Toddler to Pre-K	$5,295	$7,405	**3.41%**
KG	$6,890	$8,110	**1.64%**
Primary Grades 1-5	$7,025	$9,025	**2.54%**
Secondary Grades 6-12	$8,360	$10,175	**1.98%**

Modest Historical Tuition Increases

Grade Levels	CRIA	La Paz Community School	Lincoln School San Jose	Marion Baker San Jose	Country Day School San Jose
	2022-23	2022-23	2022-23	2020-21	2021-22
Early Years	7,405	7,205	7,440	7,950	8,210
KG	8,110	8,860	8,275	9,050	12,500
Primary Gr. 1-5	9,025	8,860 9,195	9,690	11,700	17,000
Secondary Gr. 6-12	10,175	10,160 10,580	10,505 12,445	13,400	17,400

Best Value School in Costa Rica

Tuition and Fees Comparison*

*Tuition fee per grade level—ex tuition fees deposits and matriculations at each school. (USD)

CRIA Values are Aligned with Costa Rica Values

- The school does not undertake any psychological conditioning in social, political or religious dogmas

- In keeping with the spirit of private school law in Costa Rica, CRIA recognizes the rights of individuals in a free society to have a diversity of thought, and therefore we do not permit what is called, "…uniformity and univocality [that are] more possible or more easily attainable in totalitarianism and dictatorship than in democracy and freedom."

- Traditional academic subject content and skills are highly valued and given priority at CRIA

- Sociopolitical indoctrination ("uniformity and univocality") is avoided and the processes of a diversity of viewpoints are emphasized

- A respect for natural rights, traditional universal virtues/values, compassion, justice, and honesty are part of the CRIA learning experience

- **CRIA is accredited by the best US agency** for college preparatory schools, the Middle States Association (MSA), *Excellence by Design* protocols
- **Parents must be aware** that other agencies are promoting DEI, critical race theory and its progeny, effectively displacing traditional focus on academic disciplines. See examples NEASC, Cognia, WASC
- Thankfully, the UK accrediting agency, OFSTED, has begun the acknowledgement of this displacement of academic learning by critical theories, pervading even the most expensive of American accredited schools overseas, with a recent **high profile accreditation downgrade**
- With MSA and Costa Rican MEP accreditations, CRIA continues its **tradition of a focus on academic learning, student aspirations and high achievement, with accountability** through measurable outcomes
- Note also that the International Baccalaureate Organization **(IBO) is not an accrediting agency**, rather they *authorize* schools to use their curricular frameworks

The Importance of School Accreditation:

Not all Accrediting Agencies are Equal!

Learning Support & English Language Learners

- Approximately 18% of students Grades 3-8 are English Language Learners (ELL)
- Approximately 7% of students have Learning Support Program (LSP) services, based upon IEPs
- Dedicated ELL Teacher on staff for 2022-23
- Dedicated LSP Teacher on staff for 2022-23
- ELL and LSP students are expected to function in the mainstream classroom with ELL and LSP teacher push-in and pull-out services
- CRIA values inclusivity and we approach *equity* for ELL & LSP students by funding these special support services. We do not provide compensatory preferences that categorize students by identity groups. ELL and LSP students come from all walks of life and from around the world

High Ability Learners & Special Interest Electives

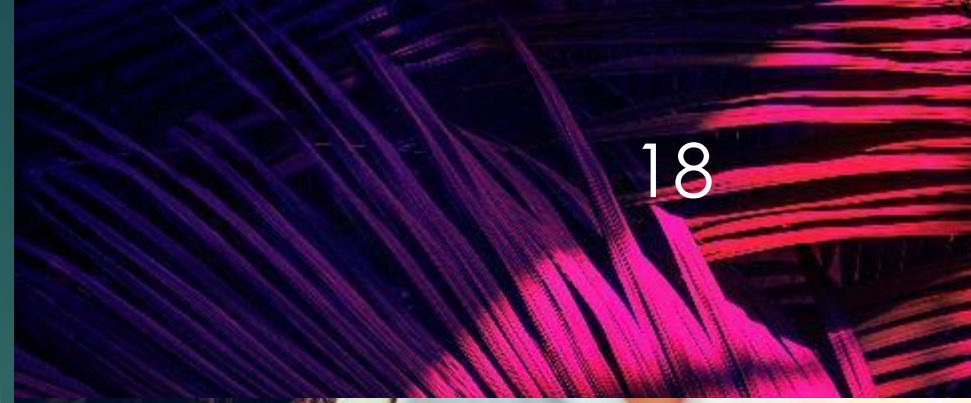
- CRIA encourages every HS graduate to have taken at least one Advanced Placement (AP) course
- CRIA hires specialized subject area teachers for **AP courses**, and typically offers 6-8 face-to-face AP courses each year, many more options online
- **University Dual Enrollment online courses** are also available for high ability self-starters at a nominal university credit fee; CRIA students can earn college credits with a transcript while still in High School
- Accredited, **special elective online courses** are paid for by the school for students who have other academic interests not offered on campus. Grades 11-12
- CRIA values inclusivity and we approach *equity* for high ability students by funding these special programs. We do not provide compensatory preferences by identity groups. High ability students come from all walks of life and around the world

School Counseling Program

- Focus on student self-regulation of emotions—children need to learn to manage their emotions related to fear, anxiety, anger, and depression
- By providing students with the skills to manage one's emotions, classroom learning, persistence, resilience and satisfying social interactions are possible
- One-on-one sessions, and small group meetings with students exhibiting emotional control issues
- Teach how uncontrolled emotions are disruptive to learning (both personally and to classmates)
- After disciplinary actions by the Principal, School Counselor intervenes to help students better manage emotions under anti-bullying or conflict resolution strategies
- Outside counseling may be recommended to parents of children with persistent issues
- CRIA affirms that our parents are the primary caregivers of their children, and parents are confidentially informed of all serious child-related issues that arise during counseling

Spanish Program

- Costa Rican (MEP) standards aligned to US standards
- Toddler to Grade 12 program for basic beginners to native speakers
- Bilingual Program from Toddler to Grade 2
- Grades 3-12 have multiple levels of Spanish language classes to differentiate for proficiency
- AP Spanish Language and Composition capstone course
- Spanish Language class everyday for all students, including specialist classes of Music, PE and Art conducted in Spanish
- Costa Rican Social Studies for Grades 1-5 and Gr. 11
- Costa Rican Independence Day Celebration with local cultural traditions
- Spanish related field trips annually
- Onsite FARO testing and prep classes Grades 5 & 11



Athletics and ASA Program

- After School Activities (ASA) Program and JV/Varsity team sports complement a range of co-curricular activities--team sports are run based upon demand and limited spaces/tryouts may apply:
  - Girls' Volleyball
  - Boys' Volleyball
  - Boys' Basketball
  - Girls' Soccer
  - Boys' Soccer
- Some ASAs incur a fee, while others are free of charge
- Full-time teaching staff sponsor an ASA at least one semester per year
- ASAs that center and/or promote sociopolitical ideologies (affinity groups, etc.) are not permitted at CRIA. Students who wish to join such groups are free to explore those opportunities in the greater Costa Rican community

Visual and Performing Arts

- Visual and Performing Arts courses are all taught in Spanish
- Music Classes—Toddler to Grade 6
- Visual Arts—Toddler to Grade 10
- Visual Arts elective available for Grades 11&12
- Costa Rican Independence Day Celebration—local dance and music—around September 15th each year
- Christmas Holiday Show
- Talent Show each spring
- International Day each spring
- Yearbook production—student-led club
- Various After School Activities (ASAs)
- SGA-Sponsored MS Dance and HS PROM

STEM Program

- Dedicated STEM Lab and qualified teacher for Grades 3-8
- Next Generation Science Standards (NGSS) are in use KG to Grade 12
- Two dedicated Science Labs for mandatory MS Science and HS courses in Physics, Chemistry, and Biology
- Robotics, 3-D printing, coding, and design tech opportunities for students passionate about STEM
- The STEM Program culminates in capstone college level courses including:
  - AP Calculus
  - AP Statistics
  - AP Physics
  - AP Computer Science (Online)

Strategic Planning Processes Timeline 2022-23

- Board Parent Coffee Morning—Early Sept. 2022
  - Review of Strategic Objectives and Academic Results
  - Focus Group Activity
- Parent-Teacher-Student Surveys—November 2022
- MSA Mid-Term Report—Tentative May 2023

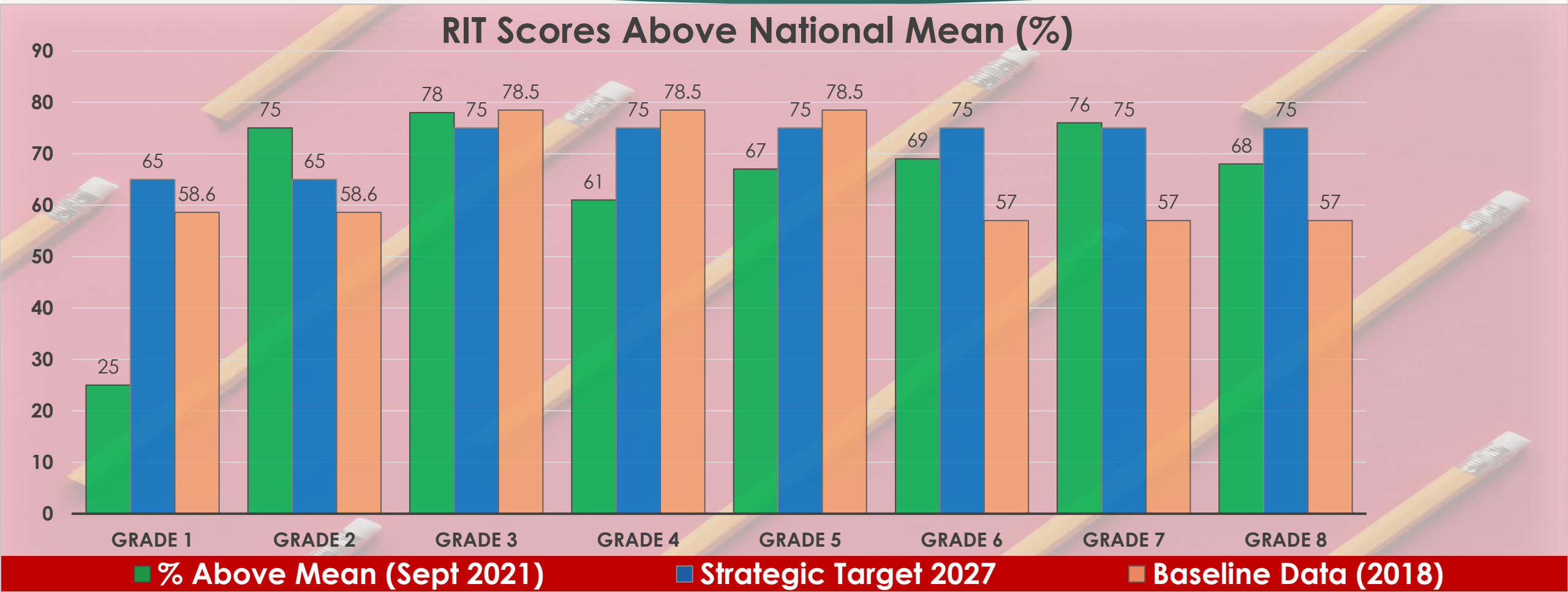
- Measures of Academic Progress (MAP) Testing:
  - MAP measures adequate yearly progress from KG to Grade 8
  - The RIT scale is similar to tracking your child's height each year, with higher scores expected developmentally across the grade levels
  - MAP is the *Rolls Royce* of external assessments with over 10 million students tested worldwide
- PSAT Testing:
  - The Preliminary SAT (PSAT) is mainly a practice test for the SAT, providing valuable data to inform school improvements, every October for Grades 9-11
  - PSAT tests proficiencies in reading, writing and math; Americans may win scholarships w/PSAT
- Advanced Placement (AP) Exams:
  - College level courses offered every year across the academic disciplines at CRIA
  - Students with scores 4-5 may earn college credit & set themselves apart on applications

External Assessments

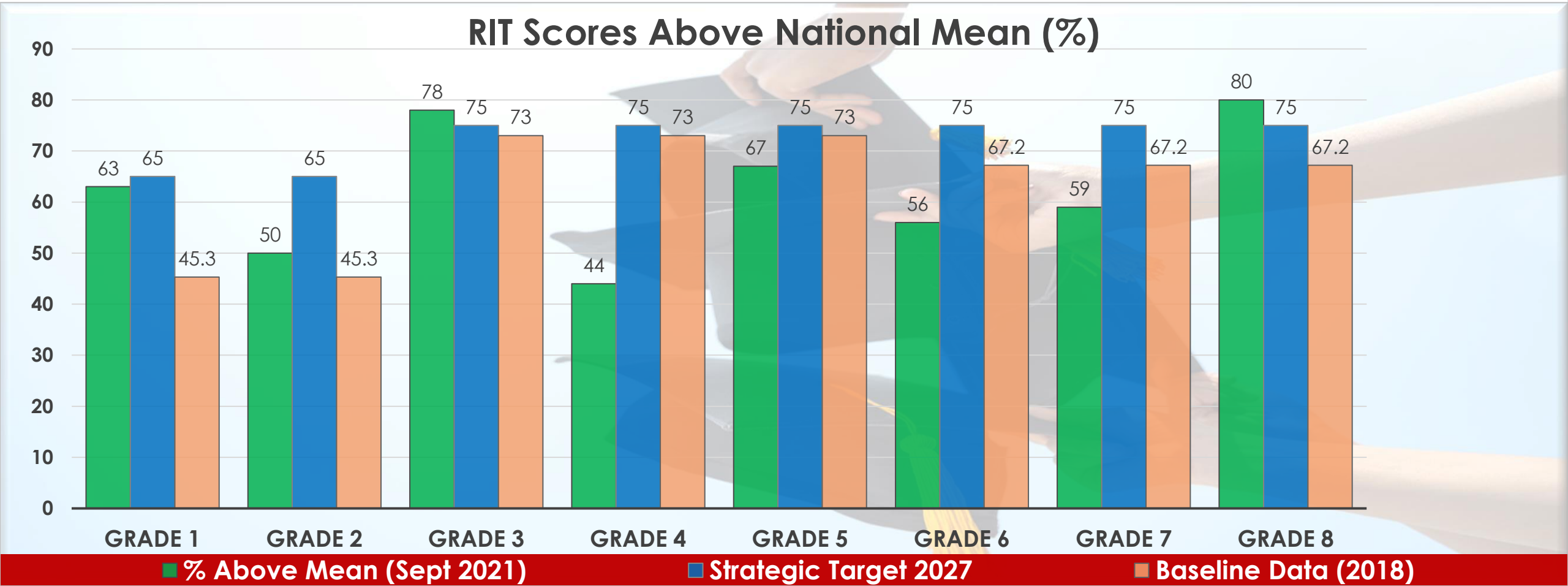
Internal Accountability

The Value of MAP, PSAT and AP Testing for Student Learning

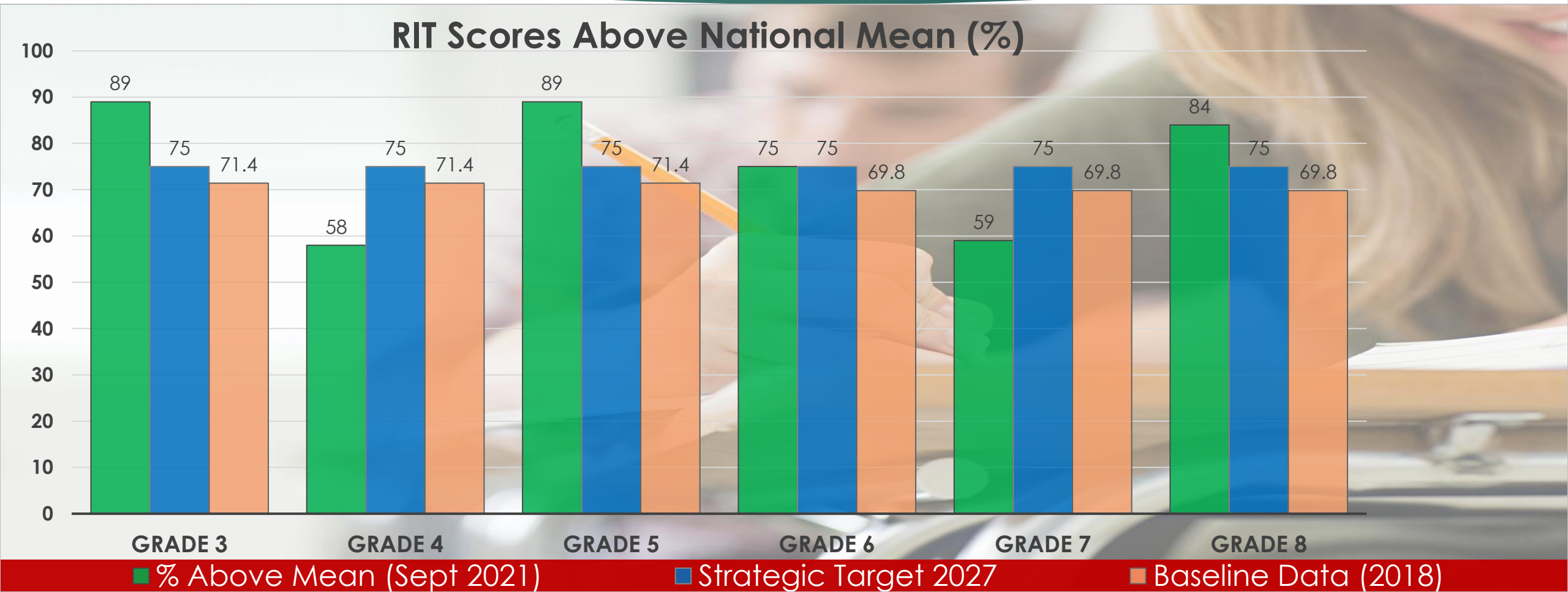
Strategic Plan Objective: Numeracy
MAP Math Results



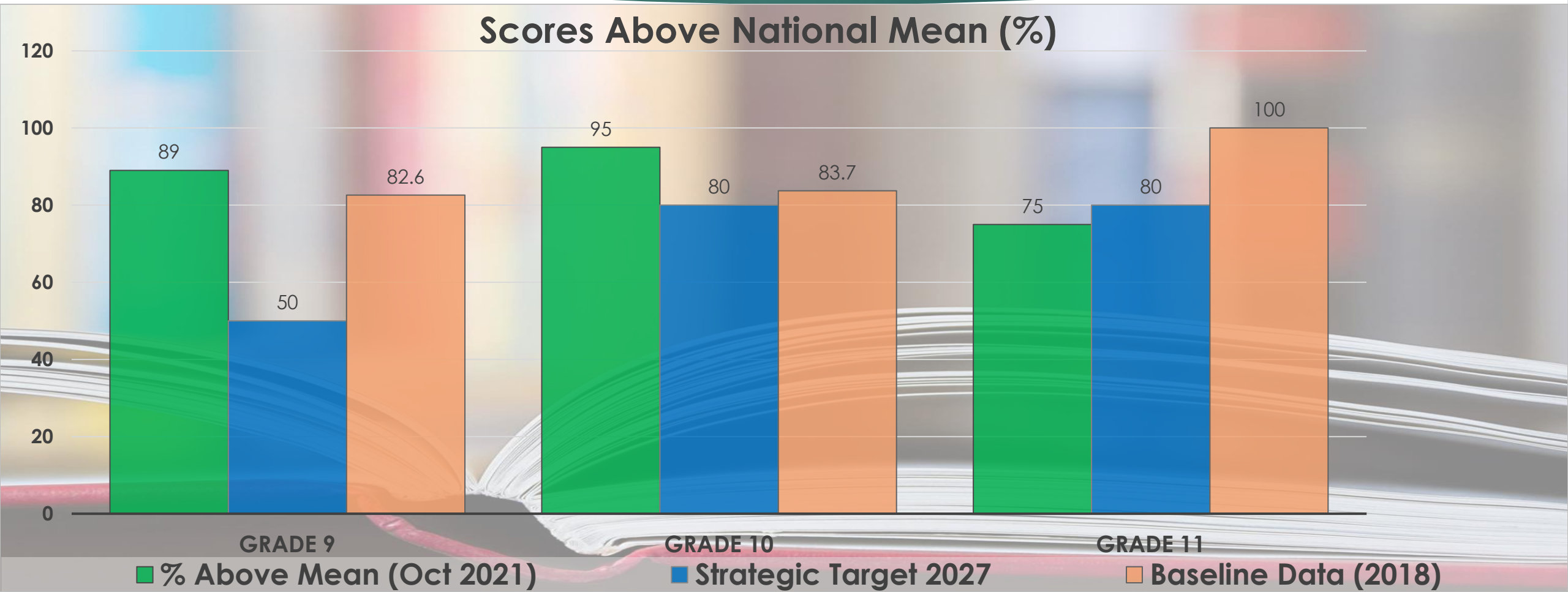
Strategic Plan Objective: Literacy
MAP Reading Results



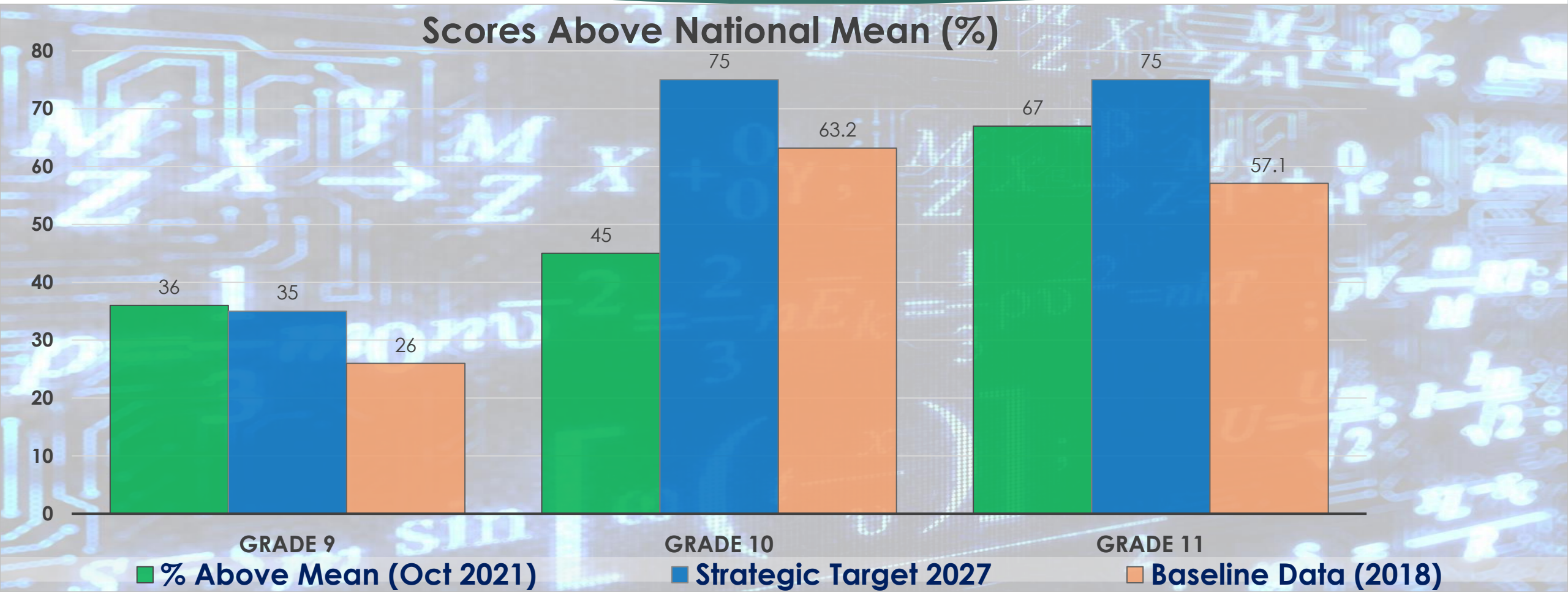
Strategic Plan Objective: Literacy
MAP Language Usage Results



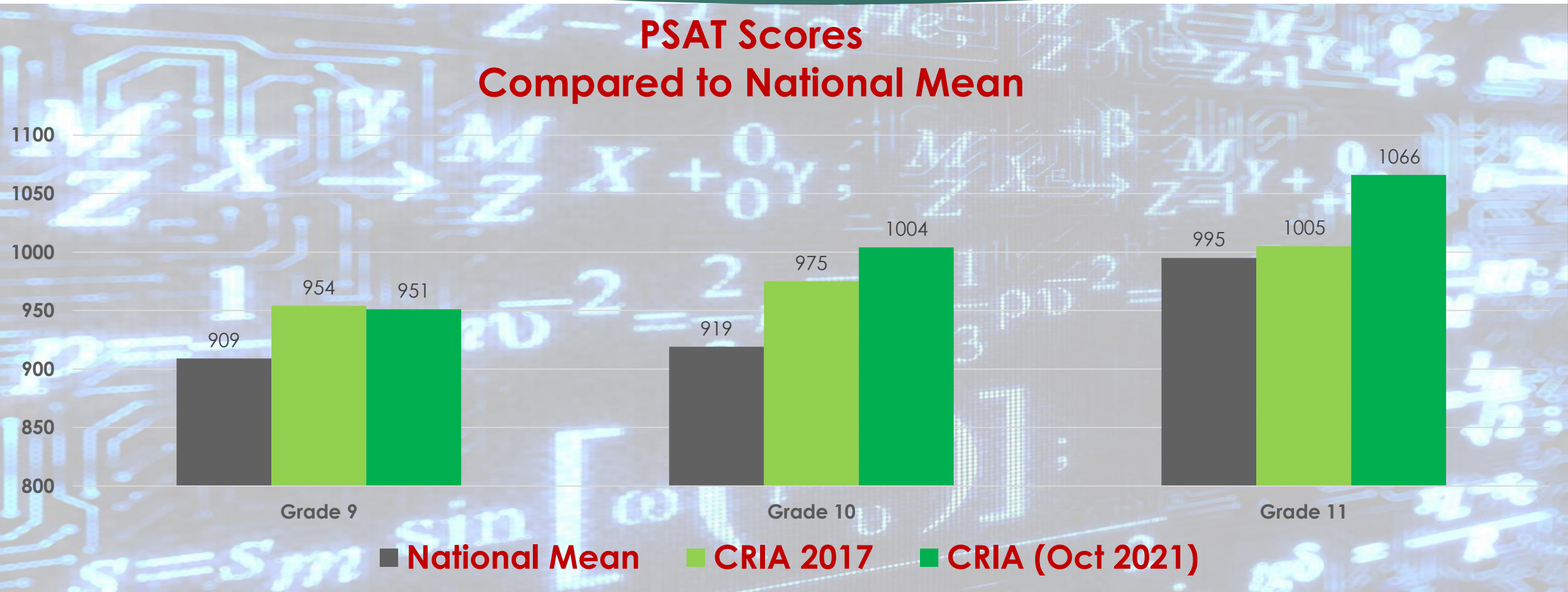
Strategic Plan Objective: Literacy
PSAT Reading & Writing



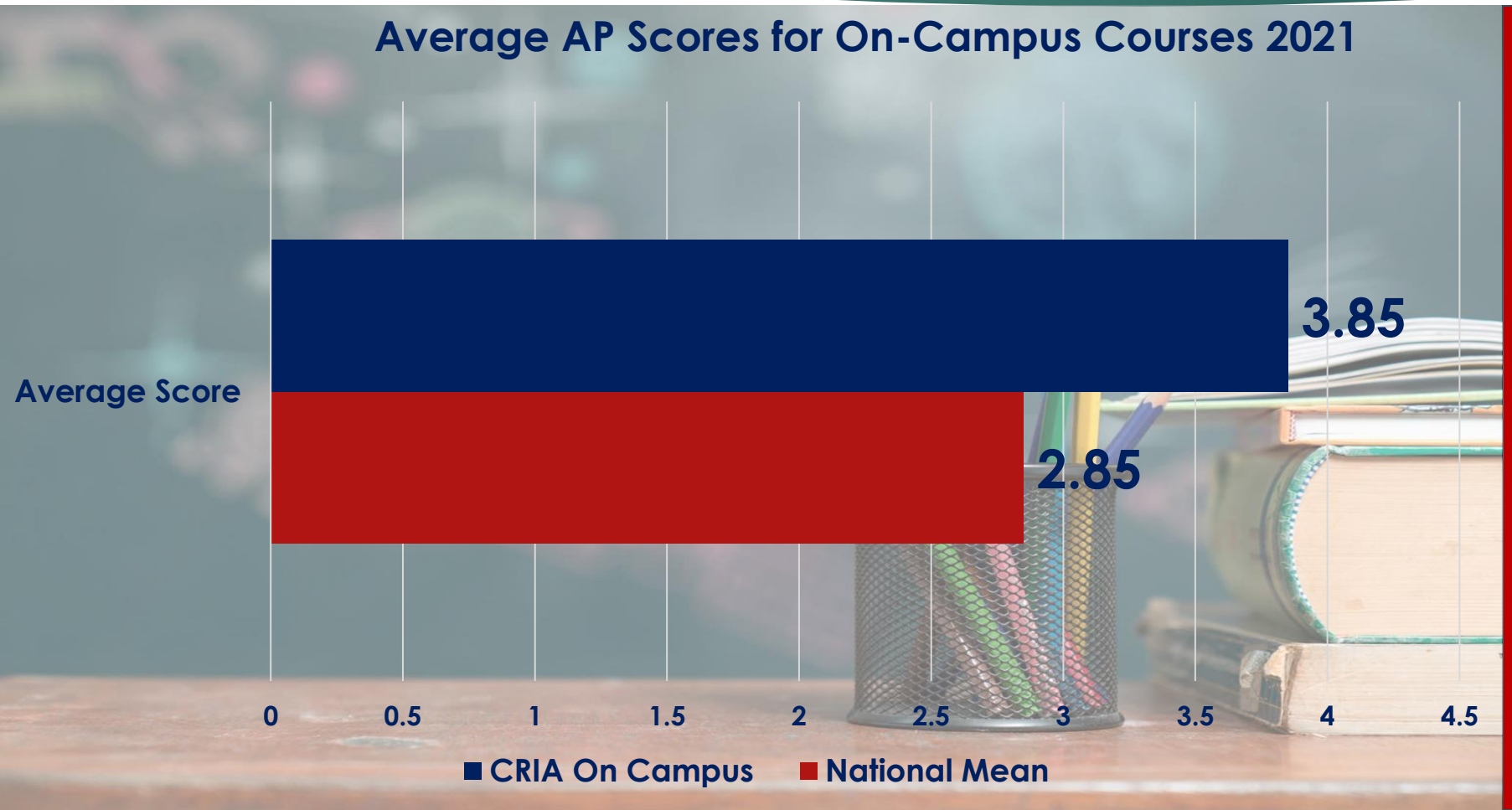
Strategic Plan Objective: Numeracy
PSAT Math



Combined PSAT Results



Advanced Placement Courses



2022-23 AP Course Offerings

(Campus-based)

- ✓ Macroeconomics
- ✓ English Literature and Composition
- ✓ Spanish Language and Composition
- ✓ Statistics
- ✓ Calculus
- ✓ Psychology
- ✓ Physics

University Dual Enrollment at CRIA

CRIA
COSTA RICA INTERNATIONAL ACADEMY
THINK • ASPIRE • ACHIEVE

Want to earn college credit while still in high school?

Dual Enrollment at CRIA!

- Earn transferable college credit from Grand Canyon University as a CRIA student
- Get a head start on your university career
- Take the challenge and set yourself apart from other university applicants*

**conditions for acceptance to GCU courses apply*

Apply for 2022-23

www.criacademy.com

GRAND CANYON UNIVERSITY™

College Counseling

- Help students develop an individualized college list with input that parents and students provide, and College Counselor knowledge of the student
- Essay work involves English teacher reading through all essays, highlighting errors and making recommendations for improvement
- Provide individualized tips or feedback for interview preparation
- Writes a Counselor recommendation letter which provides the context for the rest of the application writing which is done by the student/family
- Sends universities the school transcript, school profile and the recommendation letter
- Advocates for the student with admissions officers through College Counselor recommendations
- Provides state-of-the-art college and career planning online platform, BridgeU
- Shares opportunities for summer enrichment and career programs
- CRIA is an authorized testing center for, MAP, ACT, PSAT & SAT

College Counseling: University Acceptances

Anna Maria College
Barry University (with scholarship) *
BAU University of Applied Sciences (Berlin)*
Brown University
California Polytechnic University, San Luis
Chapman University
Chatham University
College of Charleston
Concordia University*
Culinary Institute of America, San Antonio
Curry College
Eckerd College (with scholarship)
Falmouth University (UK)
Florida International University*
Florida Southern College
Florida State University*
Fordham University
Franklin University (Switzerland)
George Brown College
Institute of Culinary Education
International Culinary Institute
John Cabot University, Rome
Johnson and Wales University
Loyala University Chicago
McDaniel College
Miami Dade College*
Ontario Institute of Audio Recording Technology (Canada)*
Pike's Peak Community College*
Point Loma Nazarene University (with scholarship)
Portland State University
Quest University (with scholarship) (Canada)*
Regents University (UK)*
San Diego State University*
San Francisco State University
San Jose State University
Savannah College of Art and Design (with scholarship)
Seton Hall University*
Soka University
St. Thomas University
State University of New York Geneseo*
Syracuse University
Trinity University
Tulane University
Universidad de Costa Rica*
UCIMED*, Costa Rica
Universidad Rey Juan Carlos (Spain)*
Universidad Siglo 21 (Argentina)*
Universidad Veritas*
University California Berkley*
University California Riverside
University California Irvine
University California San Diego
University California Santa Cruz
University Charles III* (Madrid, Spain)
University of Buffalo
University of California San Diego
University of California Santa Barbara*
University of Colorado Boulder*
University of Florida
University of Idaho*
University of Louisiana Lafayette
University of Manchester (UK)
University of Maryland
University of North Carolina Wilmington
University of Oregon
University of Pittsburg
University of San Francisco
University of South Florida (with scholarship)
University of Tampa*
University of Toronto
University of Utah*
University of Victoria, Canada (with scholarship)
University of Washington
Warren Wilson College (with scholarship)
Washington and Jefferson University
Whittier College
Wilfred Laurier University* (Canada, scholarship)

*Denotes students attending

Strategic Objective:

An Exemplary School Health Program

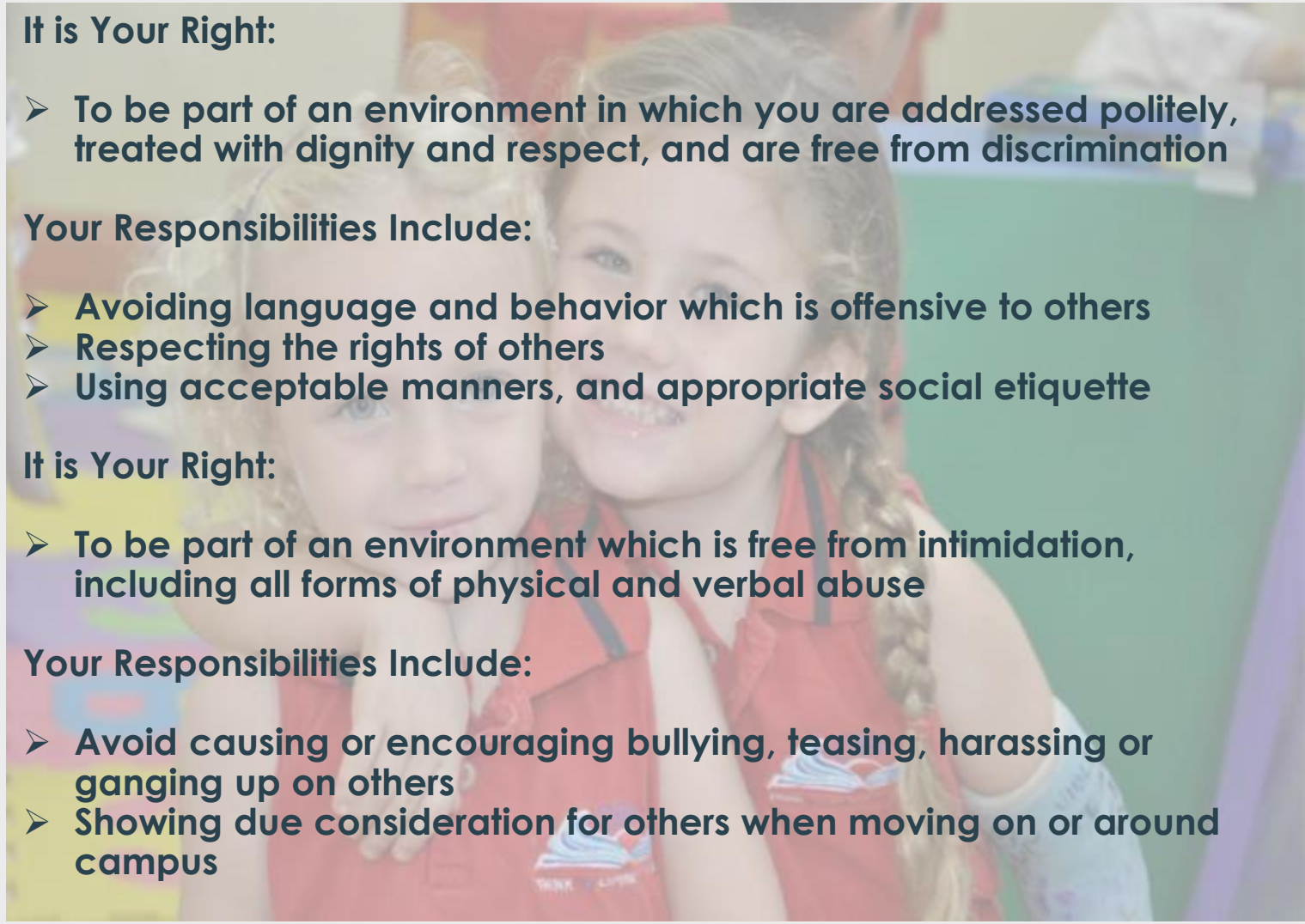
As part of the MSA Accreditation objectives, we plan to teach:

- ✓ Self-directed physical health monitoring
- ✓ Growth mindset behaviors for positive mental health
- ✓ Financial literacy & certification options
- ✓ Health curriculum revisions
- ✓ A safe school environment including community member CPR certifications

STUDENT DISCIPLINE*:

RIGHTS AND RESPONSIBILITIES

*See Family Handbook for complete Discipline Policy



It is Your Right:

- To be part of an environment in which you are addressed politely, treated with dignity and respect, and are free from discrimination

Your Responsibilities Include:

- Avoiding language and behavior which is offensive to others
- Respecting the rights of others
- Using acceptable manners, and appropriate social etiquette

It is Your Right:

- To be part of an environment which is free from intimidation, including all forms of physical and verbal abuse

Your Responsibilities Include:

- Avoid causing or encouraging bullying, teasing, harassing or ganging up on others
- Showing due consideration for others when moving on or around campus

School Associations and Affiliations

- Parent Association (PA)
- Student Government Association (SGA)
- National Junior Honor Society (NJHS)
- National Honor Society (NHS)
- The College Board Testing Site
- The Middle States Association (MSA)
- The CR Ministry of Education (MEP)
- Grand Canyon University Dual Enrollment Program

CRIA Parents are Academically and Values Focused (% respondents)

College preparatory	**100**
Inspiring passion for learning	**94**
US accreditation	**76**
International community	**74**
Providing skills, values and courage	**94**
Leadership focus	**82**

Middle States Association Accreditation Self-Study Results

CRIA Objectives:	HIGHEST IMPORTANCE (%)
1. Provide for the development of intellectual, social, aesthetic and moral values that satisfy the needs of our students;	**65**
2. Serve students from the expatriate and local communities;	**38**
3. Maintain high academic standards and foster a love of learning;	**86**
4. Provide a program that focuses on basic skills in English (literature, writing, speaking, and listening), math, science, history, geography, Spanish, physical education and the arts;	**71**
5. Maintain a structured plan for learning, which clearly articulates curriculum content;	**44**
6. Evaluate student learning frequently with a variety of assessment tools to ensure that each child is progressing appropriately;	**53**
7. Help students prepare for a world of rapid change in which continuing education, creative thought, the ability to use technology, and acquisition of skills are essential;	**77**
8. Value and teach cultural understanding and knowledge of the complexities of our world;	**51**
9. Teach and model virtues such as honesty, compassion, diligence, kindness, fairness, loyalty, and the "Golden Rule"; and	**68**
10. Prepare students for admission to universities in North America, Costa Rica and around the world.	**82**

Middle States Association

Self-Study

CRIA Objectives

Importance by Parent/Teacher Surveys

Possible Teaching Spaces	% HIGH PRIORITY 4-5
Mini-Theater	24%
Visual Arts Suite	38%
Library/Media Center	70%
Computer Lab	78%
STEM Lab	92%
Next Generation Science Labs	95%
Indoor Gym	8%
Covered PE Play Court	27%
Tennis Courts	3%
Artificial Turf Soccer Field	5%

MSA
Self-Study Results

Highest Priority
Teaching Spaces

Parent Feedback

Curriculum Review Cycle
Appendix One

The CRIA Curriculum Review Cycle ensures that we have state of the art teaching resources, strategically planned with revisions to the curriculum standards.

CURRICULUM CYCLE	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Curriculum Evaluation and Development	Social Studies/History	Science/STEM	**Delayed Pandemic**	Mathematics / Library	English Language Arts	Specials: Spanish/Electives	Social Studies/History	Science/STEM	Mathematics / Library
Curriculum Implementation	Specials: Spanish/Electives	Social Studies/History	**Delayed Pandemic**	Science/STEM	Mathematics / Library	English Language Arts	Specials: Spanish/Electives	Social Studies/History	Science/STEM
Monitor and Evaluate	English Language Arts	Specials: Spanish/Electives	**Delayed Pandemic**	Social Studies/History	Science/STEM	Mathematics / Library	English Language Arts	Specials: Spanish/Electives	Social Studies/History

CRIA Policy Review Cycle

Appendix Two

POLICY CYCLE	2018-19	2019-20	2020-21 **Delayed Pandemic**	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Policy Evaluation and Development	Salary and Benefits. Health and Safety. Board Bylaws.	Learning Support. Teacher Housing. Finance.	Discipline. Dress Code. Valedictorian.	Academic Eligibility. Admissions. Financial Aid.	Assessment and Reporting. Tech Accept Use. Attendance. Parent Assoc.	Community Svc. Teaching/Learning. Tuition and Fees.	Prof. Communications. Acad. Honesty. Language. Guid. Statements.	Salary and Benefits. Health and Safety. Board Bylaws.	Learning Support. Teacher Housing. Finance.
Policy Implementation	Prof. Communications. Academic Honesty. Language. Guiding Statements.	Salary and Benefits. Health and Safety. Board Bylaws.	Learning Support. Teacher Housing. Finance.	Discipline. Dress Code. Valedictorian.	Academic Eligibility. Admissions. Financial Aid.	Assessment and Reporting. Tech Accept Use. Attendance.	Community Svc. Teaching & Learning. Tuition and Fees.	Prof. Communications. Acad. Honesty. Language. Guid. Statements.	Salary and Benefits. Health and Safety. Board Bylaws.
Monitor and Evaluate	Community Svc. Teaching/Learning. Tuition and Fees.	Prof. Communications. Academic Honesty. Language. Guiding Statements.	Salary and Benefits. Health and Safety. Board Bylaws.	Learning Support. Teacher Housing. Finance.	Discipline. Dress Code. Valedictorian.	Academic Eligibility. Admissions. Financial Aid.	Assessment and Reporting. Tech Accept Use. Attendance.	Community Svc. Teaching/Learning. Tuition and Fees.	Prof. Communications. Acad. Honesty. Language. Guid. Statements.

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