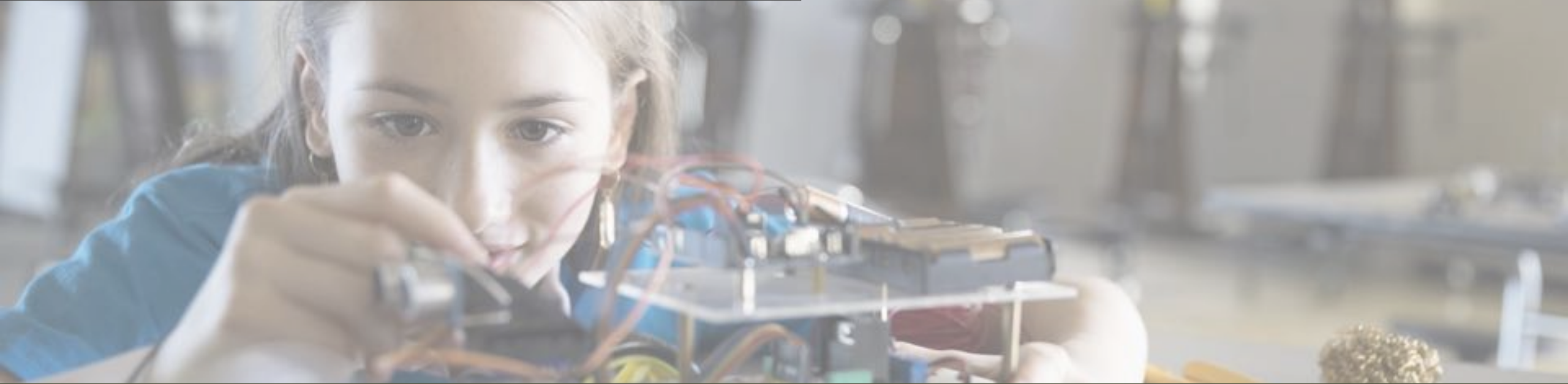


BOARD ANNUAL REPORT: 2023-24



A MISSION-DRIVEN SCHOOL



MISSION

- Accredited College Preparatory Program
- International Community
- Inspire Passion, and Provide Skills & Values
- Inspire Courage to Become Leaders and Productive Citizens

A VALUES-DRIVEN SCHOOL



Core Values

- The Golden Rule
- Integrity
- Honesty
- Justice
- Compassion
- Gratitude

Character Counts® Values

- Trustworthiness
- Respect
- Responsibility
- Fairness
- Caring
- Citizenship

A Growth Mindset

- Passion for learning
- Perseverance
- Resilience
- Self-reliance
- Inspired by others' success
- Learn from feedback

BOARD OF DIRECTORS: RESPONSIBILITIES



**ESTABLISHED
APPOINTED
BOARD
MEMBERSHIP IN
2014**



**APPOINTS
AND
SUPERVISES
THE SCHOOL
DIRECTOR**



**ACTS
STRATEGICALLY
FOR GROWTH
AND FINANCIAL
SUSTAINABILITY**



**REFRAINS
FROM
UNDERMINING
THE
AUTHORITY OF
THE SCHOOL'S
LEADERSHIP**



**IMPLEMENTS
THE
PROCESSES
FOR REVISING
POLICIES**



**PROVIDES
ONGOING
TRAINING
SESSIONS FOR
THE BOARD**



**CONDUCTS
THREE
REGULARLY
SCHEDULED
ANNUAL
MEETINGS AND
COMMUNITY
UPDATES**

BOARD OF DIRECTORS: STRUCTURE



Board Organization

- For-Profit Structure, Appointed Board
- Current CRIA Parents
- Professional Educators
- Proprietary Founding Trustees
- School Director

Board Members

- | | | |
|----|------------------|-------------------------|
| 1. | Bruce McKillican | Founder/Trustee |
| 2. | Jeff Ruzicka | Founder/Trustee, Parent |
| 3. | Brian Bratton | Board Member, Parent |
| 4. | Lois Mare | School Director |
| 5. | Jeff Wornstaff | Board Member/Trainer |

WHAT ARE THE BENEFITS OF THE FOR-PROFIT SCHOOL MODEL?

HIGH EXPECTATIONS

INVESTMENTS: Expansion funding is easier than in non-profit school

DECISIONS: For-profit boards are more agile decision makers

MISSION FOCUS: Less susceptible to experimental education trends

TALENT: Better ability to attract and retain top talent

GROWTH: Growth comes more naturally with for-profit schools

TRANSPARENCY: Academic data and policies published and shared

STAKEHOLDER VOICES: Strategic attention to community feedback

REPUTATION: Mission focus to build a recognized quality program

HIGH ACHIEVEMENT

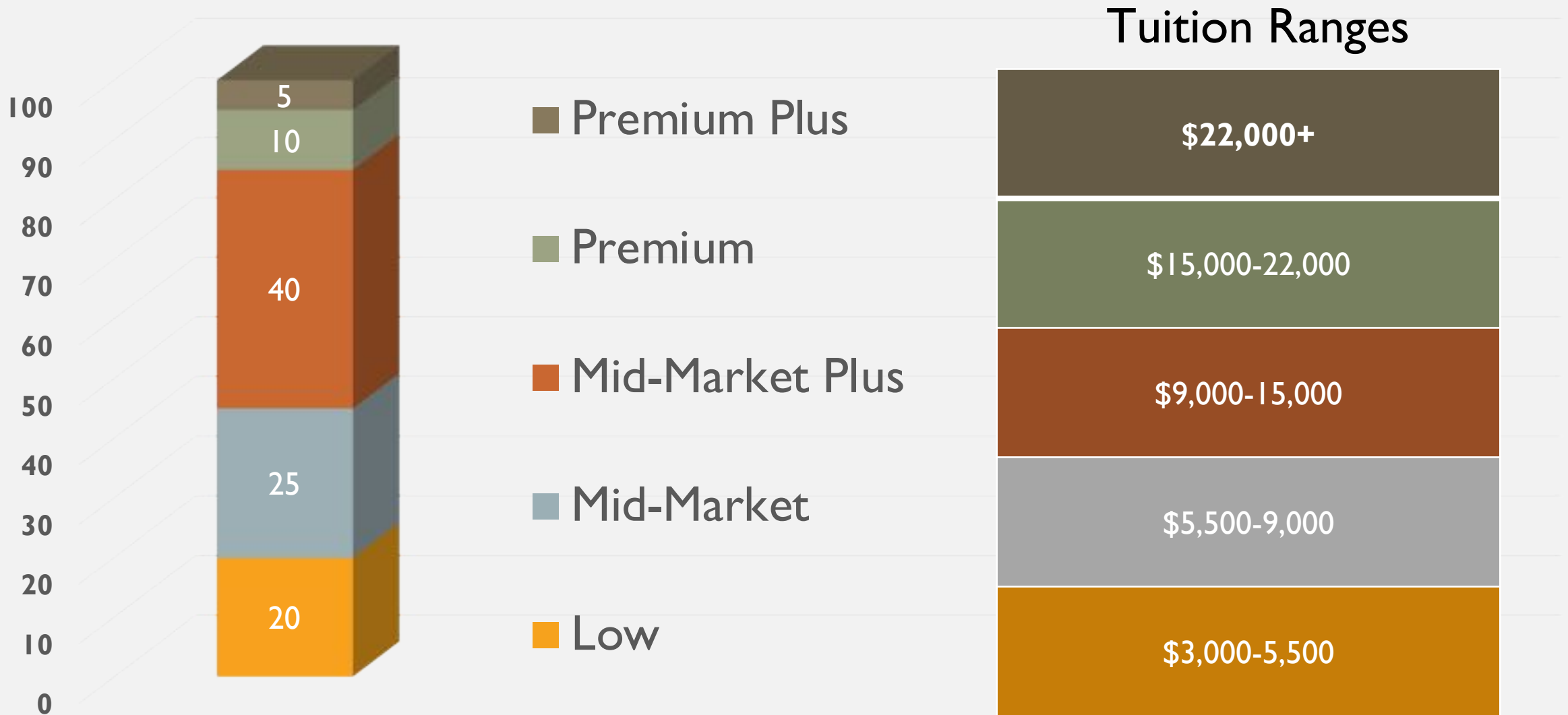
ACCOUNTABILITY

THE FOR-PROFIT SCHOOL ADVANTAGE: EXPANDING SCHOOL CHOICE

2 out of every 3 new international schools
scheduled for the next five years are
for-profit school models.

ISC Research© 2023

INTERNATIONAL SCHOOLS: MARKET SEGMENTS (%)



MARKET SEGMENT TUITION COMPARISONS: 2023-24

School	CRIA	La Paz Community School	British School San Jose	Lincoln School San Jose	Country Day School San Jose	Metropolitan School Panama
Market Segment	MM+ 32 acres	MM+ 6.75 acres	MM+ 5.25 acres	MM+ 17 acres	Premium 12.5 acres	Premium 12.5 acres
Type	For-Profit	Non-Profit	For-Profit	Non-Profit	For-Profit	For-Profit
Enroll Fee	1,000	1,100	1,000	100	1300	1,900
Early Years	7,405	7,926	9,577	8,700	11,354	10,758
KG	8,110	9,746	9,735	8,700	13,000	15,528
Primary Gr. 1-5	9,622	9,746 10,115	10,900	12,200	18,000	15,528
Secondary Gr. 6-12	10,849	11,176 11,638	12,930 13,956	13,232 15,662	18,680	17,598 17,766



16 acres
Expansion

16 acres
Existing

The
Village

MASTER PLAN

METRICS

32 ACRES

11.5 SQM BUILT UP
PER STUDENT

1300 STUDENTS

BESPOKE LEARNING
SPACES FOR A
PREMIUM LEVEL
SCHOOL

THE FOR-PROFIT SCHOOL ADVANTAGE: FACILITIES



Theatre

20%

57%



Running track

7%

26%



Tennis

22%

49%



Auditorium

20%

43%



Swimming Pool

60%

91%



Playing Fields

80%

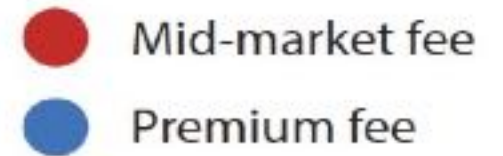
86%



Gym/ Multi-purpose hall

76%

91%



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

PARENT VOICES

**MSA ACCREDITATION
SELF-STUDY RESULTS
(2019)**

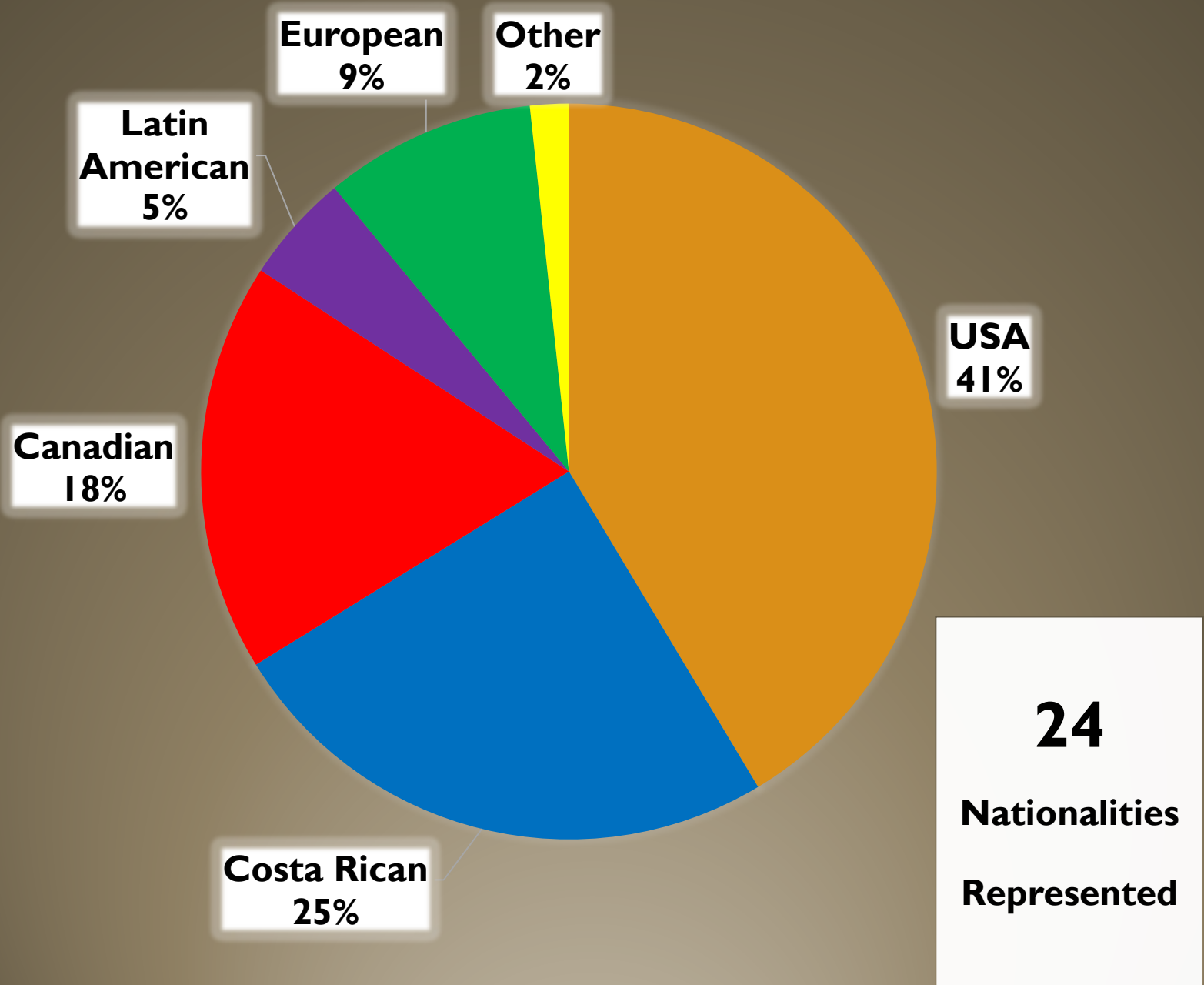
**HIGHEST PRIORITY
TEACHING SPACES**

MASTER PLANNING PROCESS

- Luis Ayala Studios Engaged
- Field Measuring and Observation of Existing Campus
- Feasibility Study
- Educational Visioning
- Learning Spaces Programming
- Master Plan: 3 months

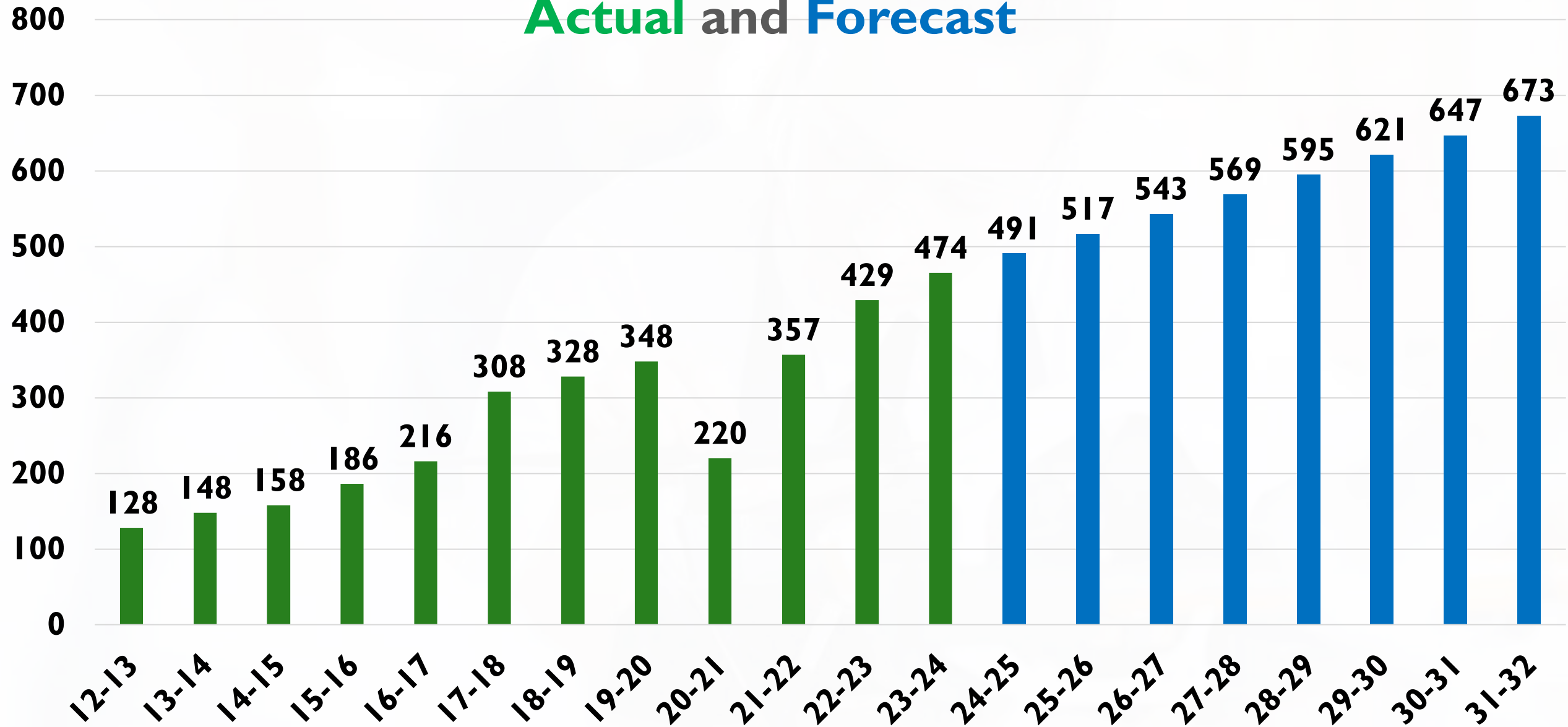


AN
INTERNATIONAL
SCHOOL
COMMUNITY
ON COSTA RICA'S
GOLD COAST



ENROLLMENT GROWTH TREND

Actual and **Forecast**



A SUSTAINABLE FINANCIAL MODEL

Staffing Costs

Operating Costs

Capital Costs
(Expansion)

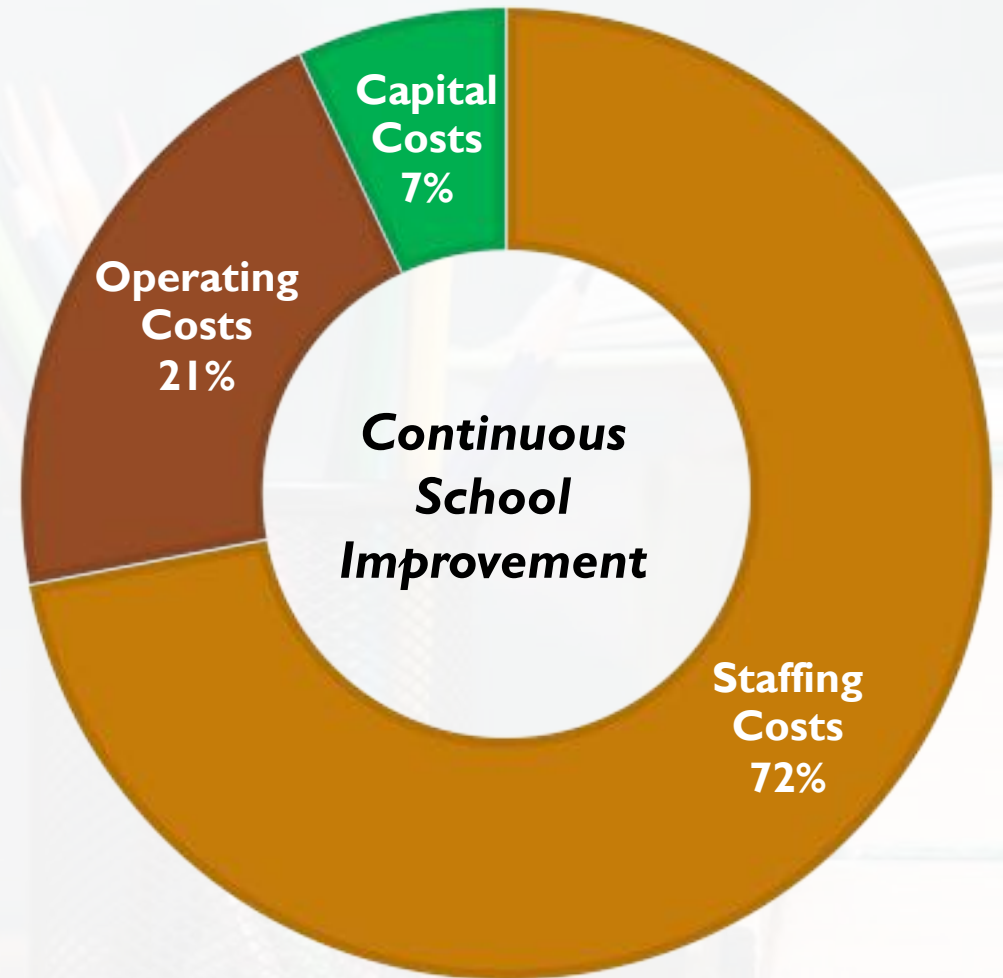
100% of tuition and fees sustain school growth within three categories of costs

No Long-Term Debt Servicing

No Additional Fund-Raising from Parents

For the master plan, additional long-term investors may be sought for campus expansion

COST BREAKDOWN



FACULTY RECRUITMENT & RETENTION

Average Class Size = 18

Student/Teacher Ratio = 10:1

Services Expanded 2023-24:

- Admin Team (expanded with 2 new Principals)
- School Counselors (expanded to 2)
- Learning Support/Remedial teachers (planned expansion to 2)
- PE/Health teacher (expanded Health)
- STEM teacher (expanded offerings)
- Spanish teachers (expanded to 7)
- Secondary Math/Science/English/Social Studies (expanded to 4 per academic discipline, from 3)



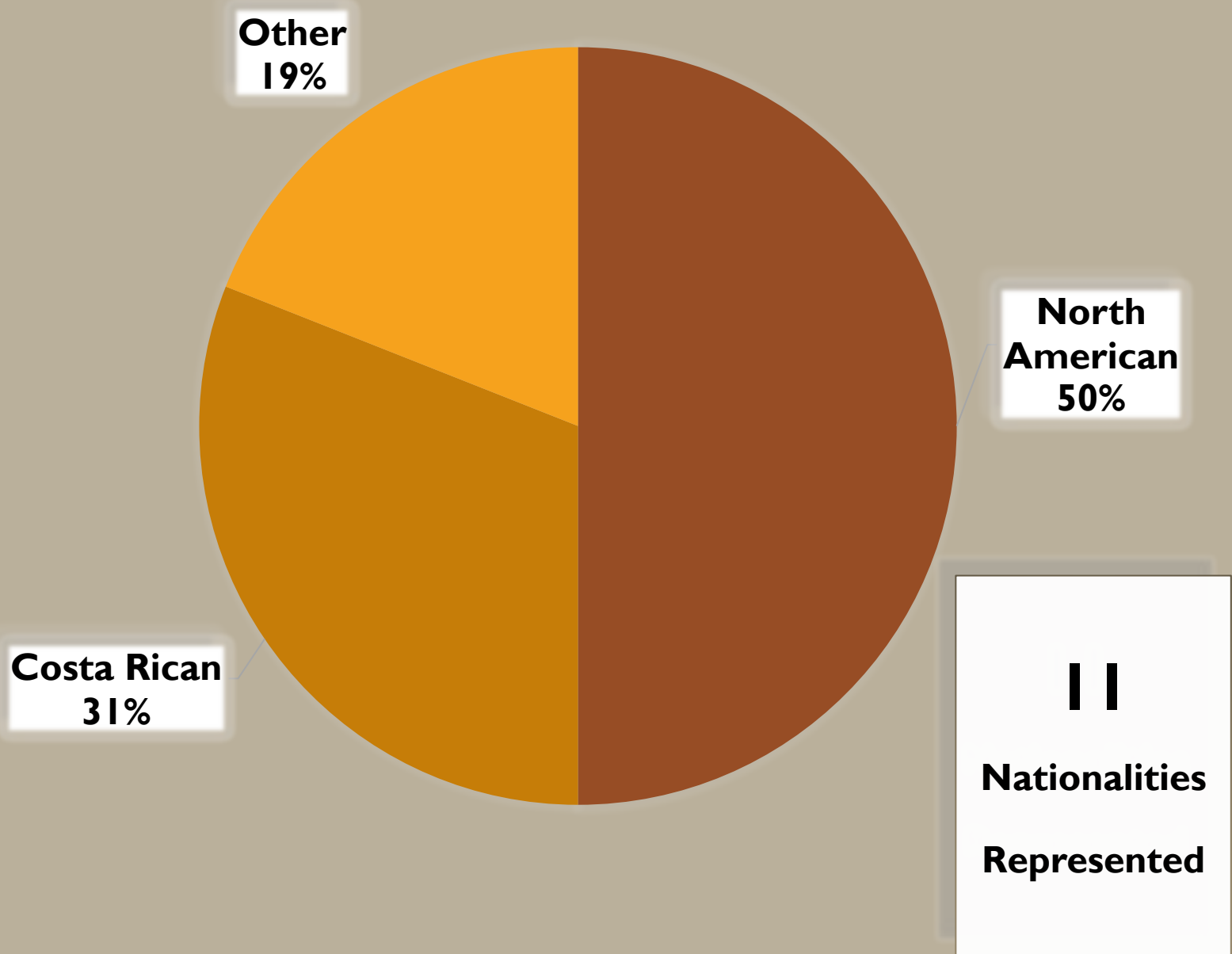
AN INTERNATIONAL FACULTY

1/3 OF FACULTY HAVE 4
YEARS OR MORE AT CRIA

1/4 OF FACULTY
ARE NEW POSITIONS
IN LAST 2 YEARS
(13 NEW POSITIONS)

ONLY QUALIFIED
TEACHING STAFF ARE
HIRED AND RETAINED

OVER 50% HAVE
MASTER'S DEGREES



PROFESSIONAL DEVELOPMENT

Teacher trainers are promoted internally with the CRIA Board funding leadership grants, awarded to presenters for targeted teacher training to improve student learning.





HELP US AVOID
THE TEACHER
“DOOM LOOP”



A teacher makes well over 1500 decisions a day!

- Mistakes are made *each and every day*
- Administrators are like symphony conductors
- Teachers are like jazz improvisers
- You can imagine the stress each day
- Making your concerns known in a pleasant way helps us to avoid the doom loop of teacher attrition
- A culture of gratitude and sharing appreciation is a hallmark of the CRIA community

POST-PANDEMIC SLUMP: NATIONS REPORT CARD 2023

Grade 4 NAEP Math Achievement Level Results: 2019-22

Grade 8 NAEP Math Achievement Level Results: 2019-22

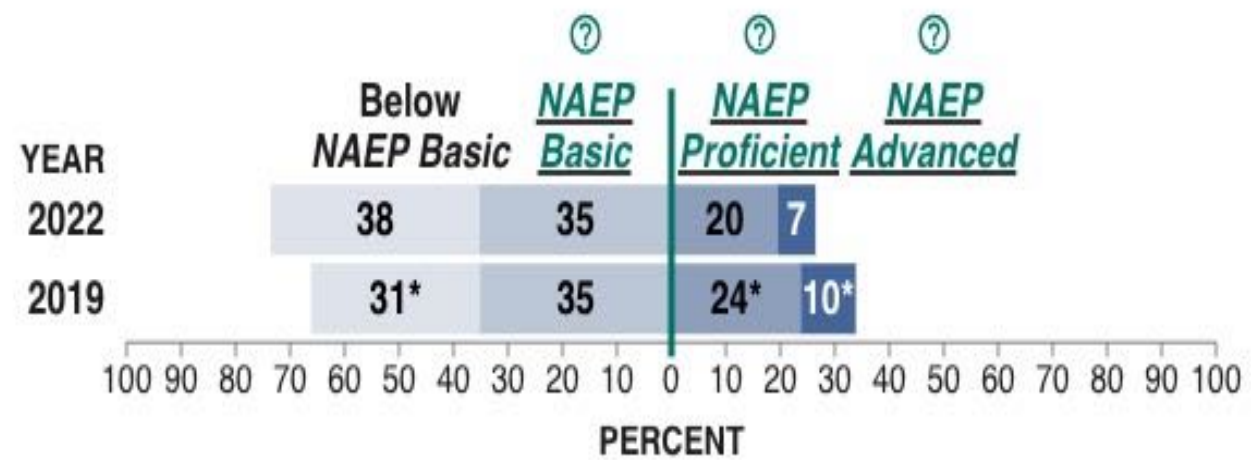
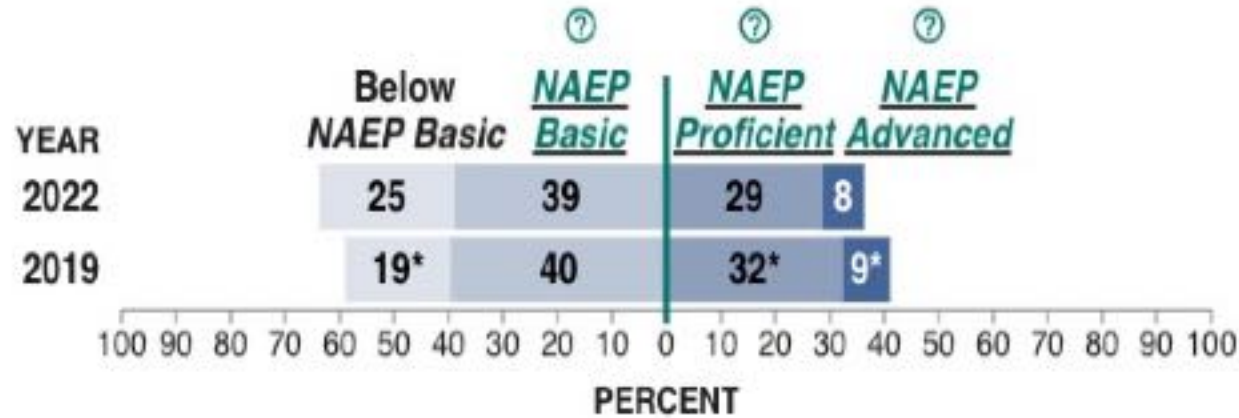
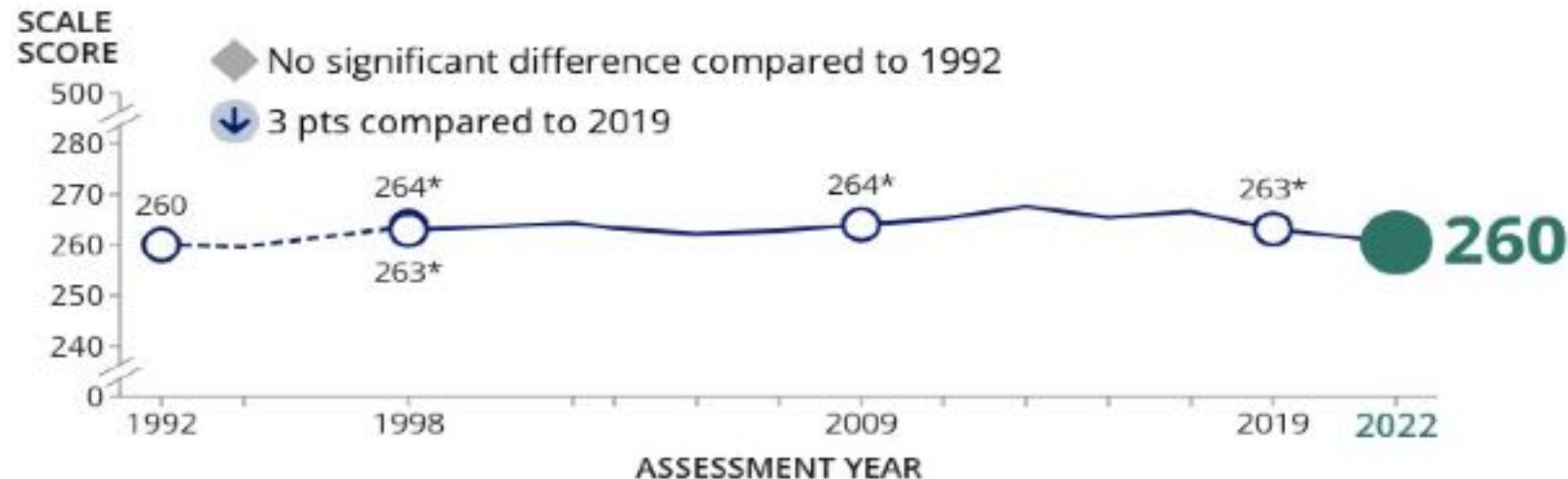


FIGURE | Trend in eighth-grade reading average scores

DISPLAY AS GRAPH TABLE

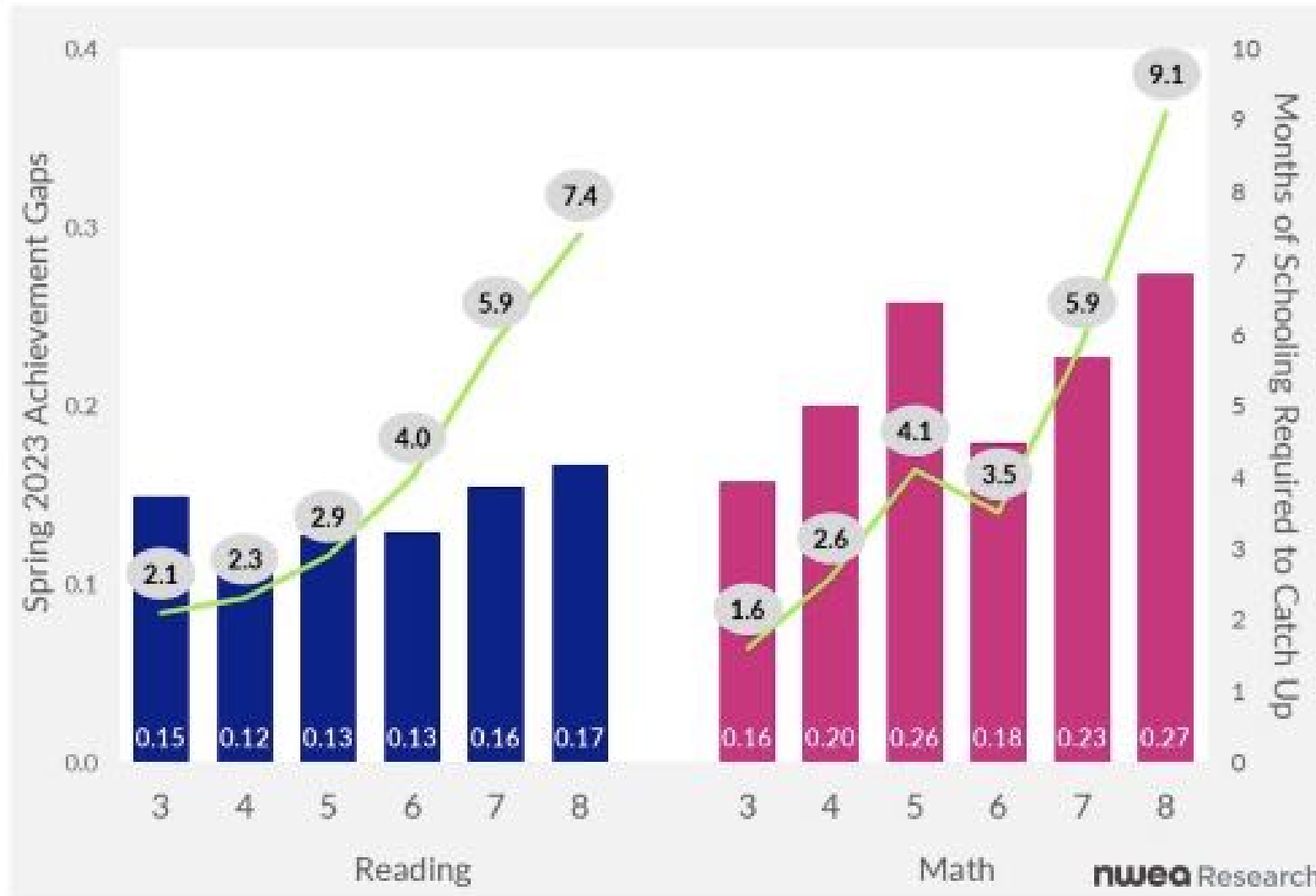


NWEA MAP ACHIEVEMENT LEVELS: MONTHS BEHIND WORLDWIDE

Grade 4 NA

lts: 2019-22

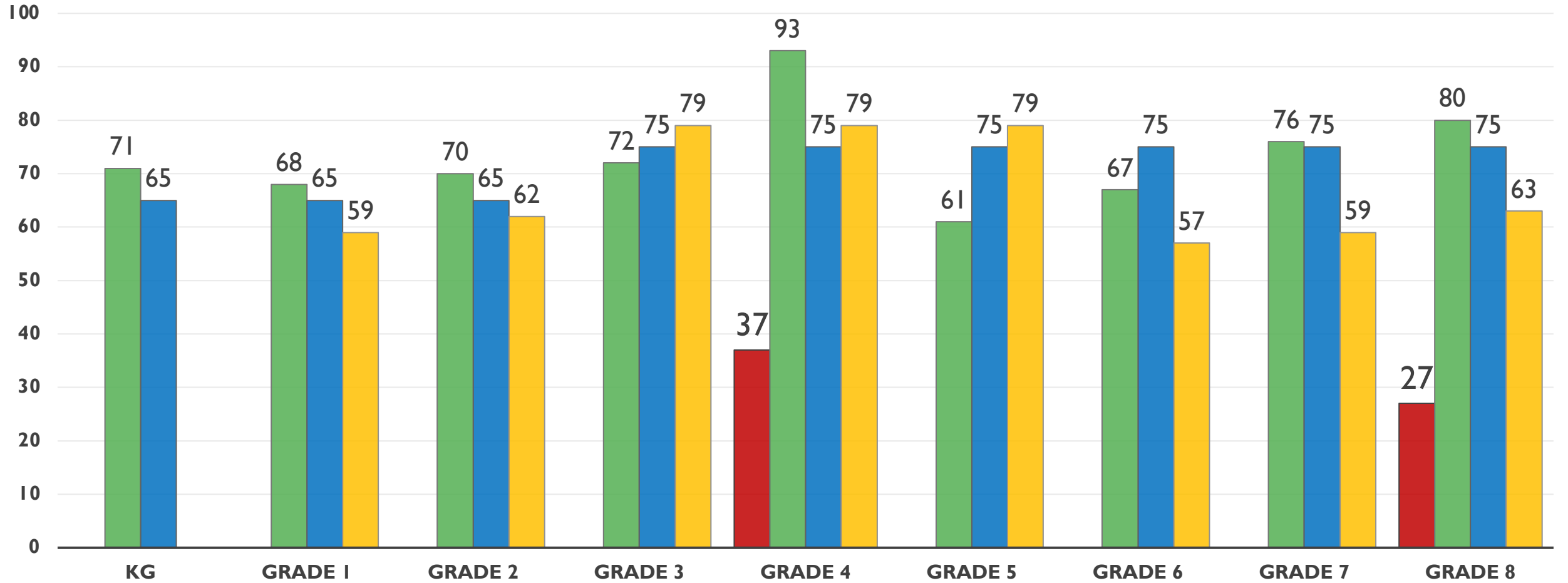
Figure 3. Spring 2023 achievement gaps and months of schooling required to catch up to pre-COVID achievement levels



STRATEGIC PLAN OBJECTIVE: NUMERACY

MAP MATH RESULTS (EX BEGINNER ELL AND LSP)

RIT Scores Above National Mean (%)

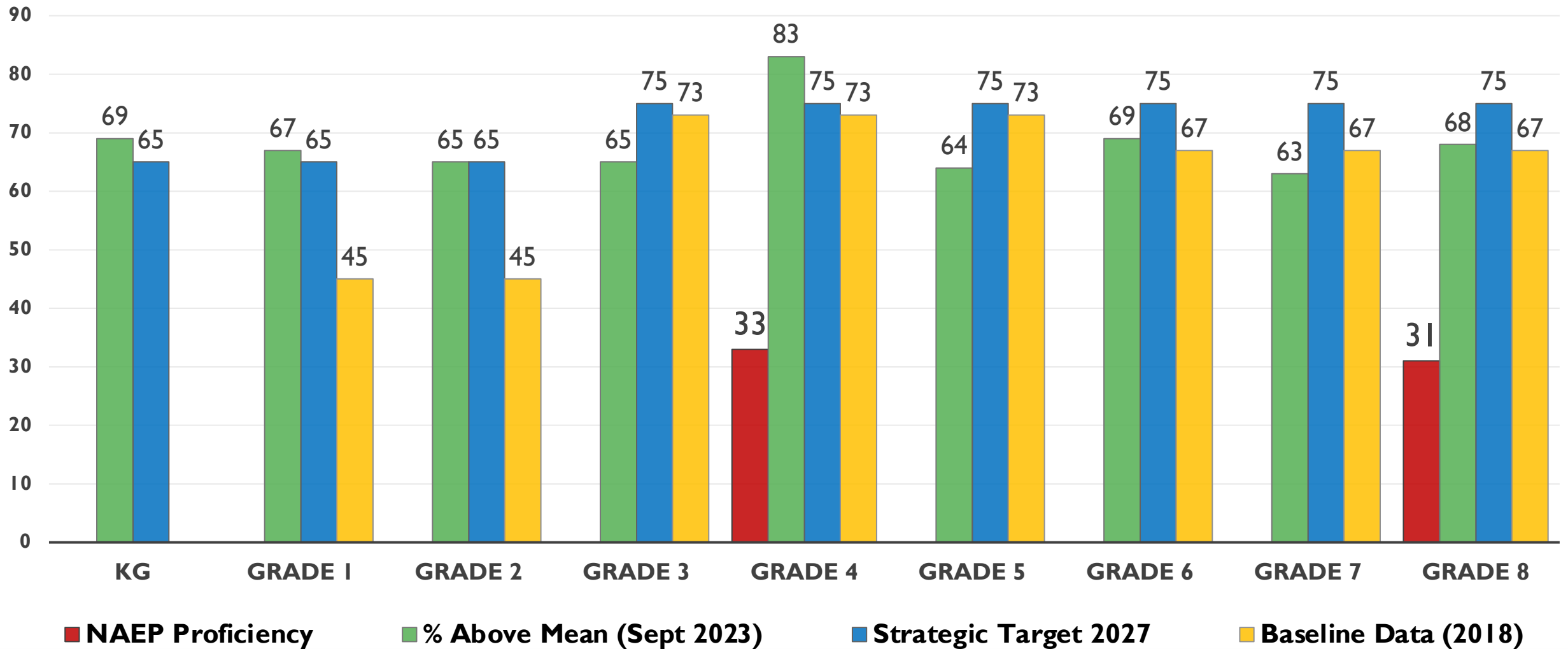


■ NAEP Proficiency **■ % Above Mean (Sept 2023)** **■ Strategic Target 2027** **■ Baseline Data (2018)**

Strategic Plan Objective: Literacy

MAP Reading Results (ex Beginner ELL and LSP)

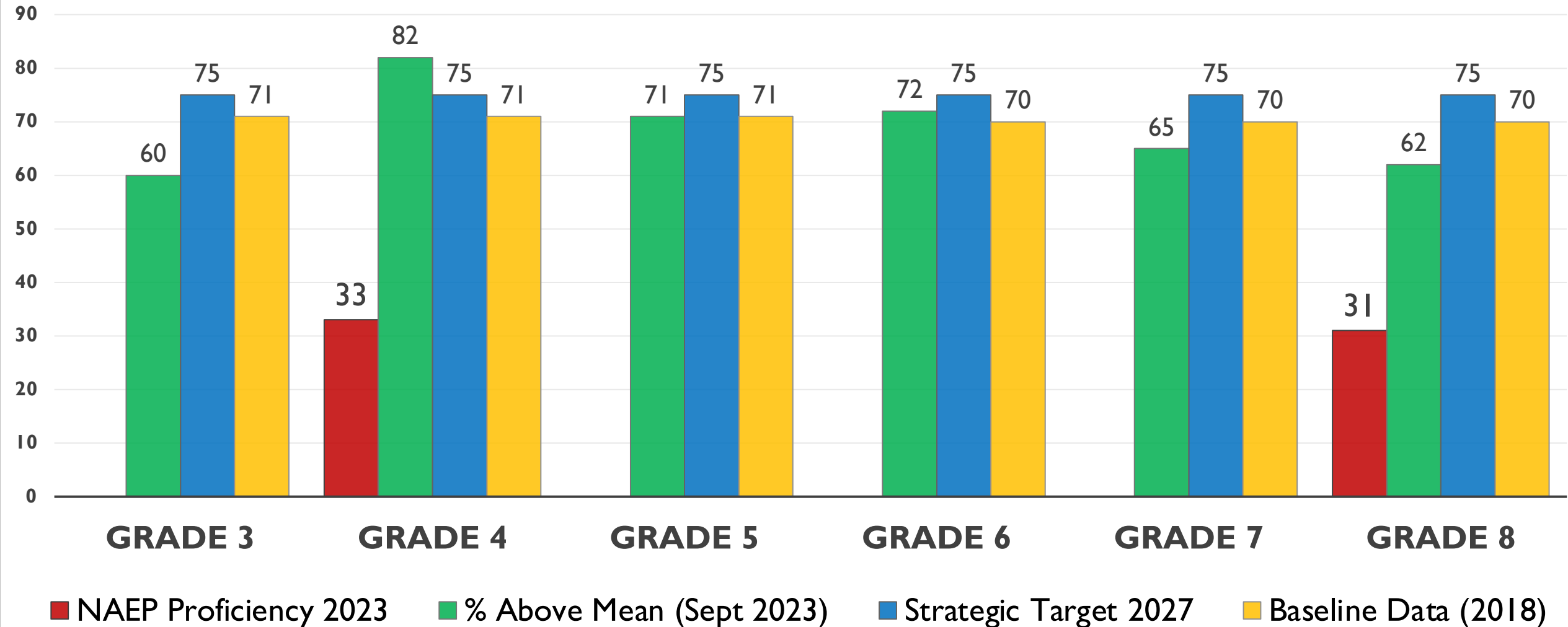
RIT Reading Scores Above National Mean (%)



MAP LANGUAGE USAGE RESULTS

MAP LANGUAGE USAGE RESULTS (EX BEGINNER ELL AND LSP)

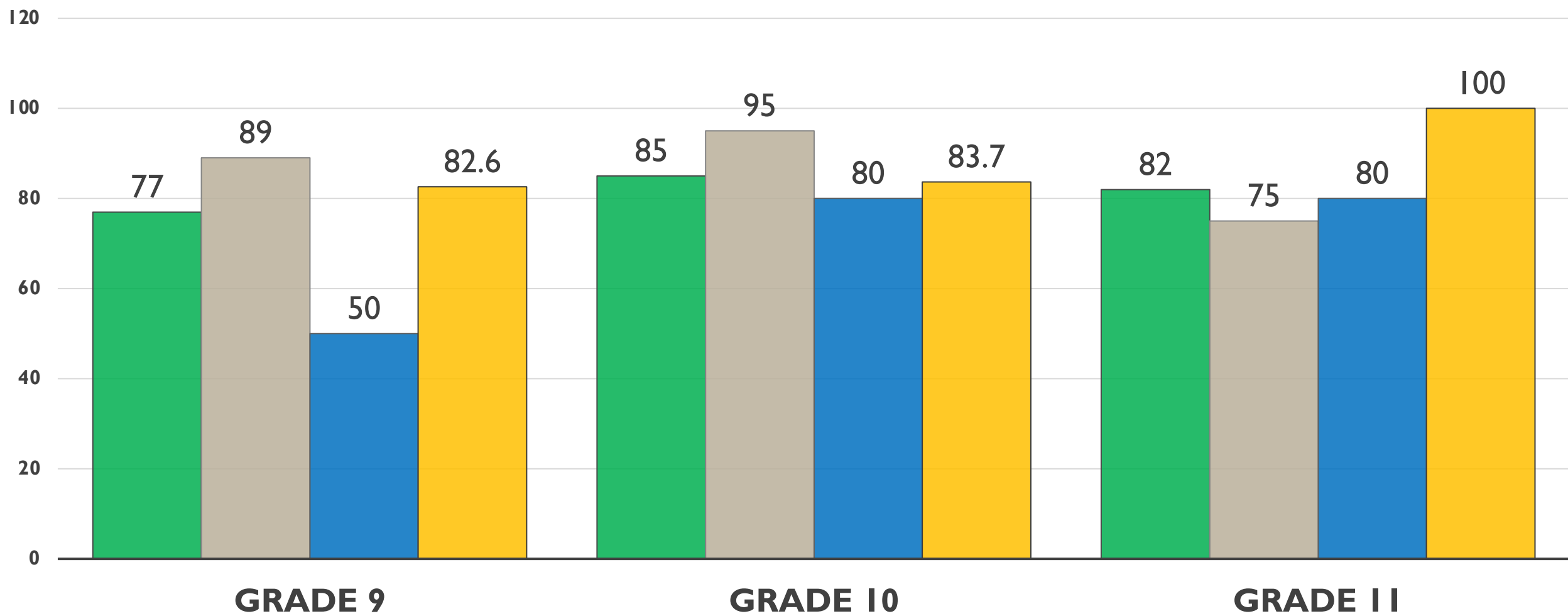
RIT Language Usage Scores Above National Mean (%)



STRATEGIC PLAN OBJECTIVE: LITERACY

PSAT READING & WRITING

Scores Above National Mean (%)

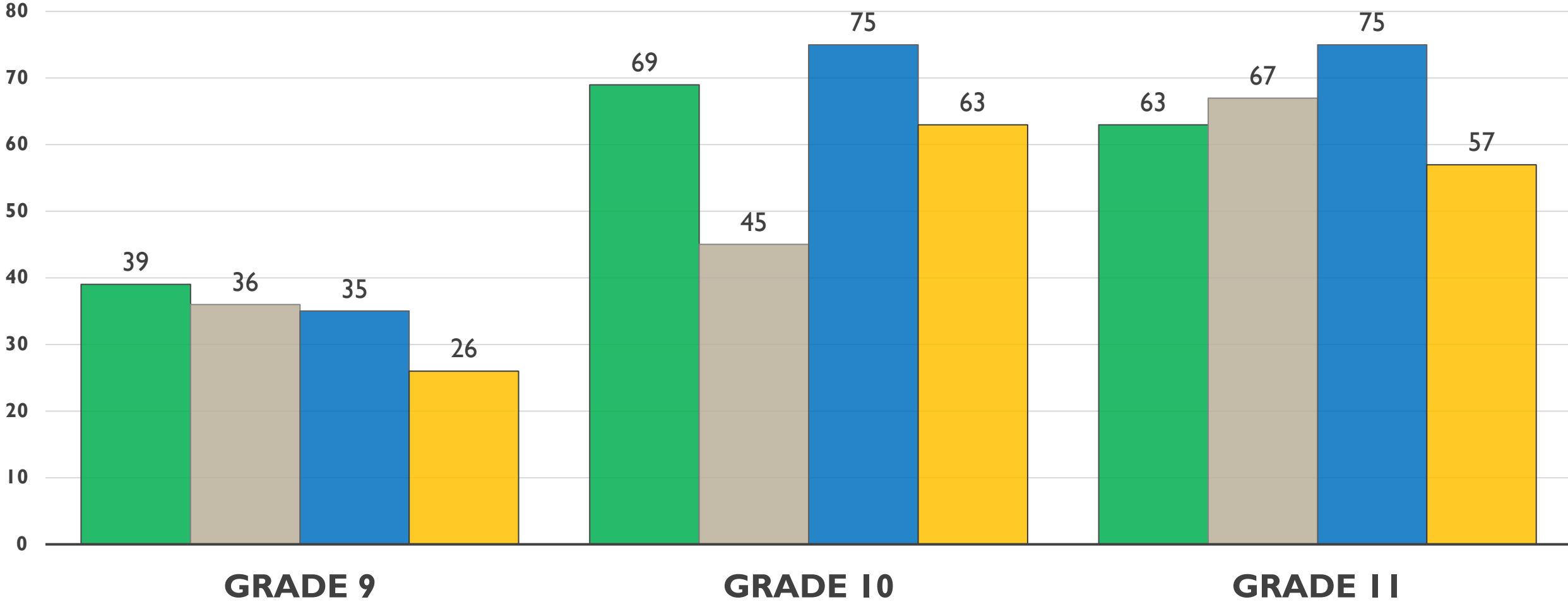


■ % Above Mean (Oct 2022) **■ % Above Mean (Oct 2021)** **■ Strategic Target 2027** **■ Baseline Data (2018)**

STRATEGIC PLAN OBJECTIVE: NUMERACY

PSAT MATH

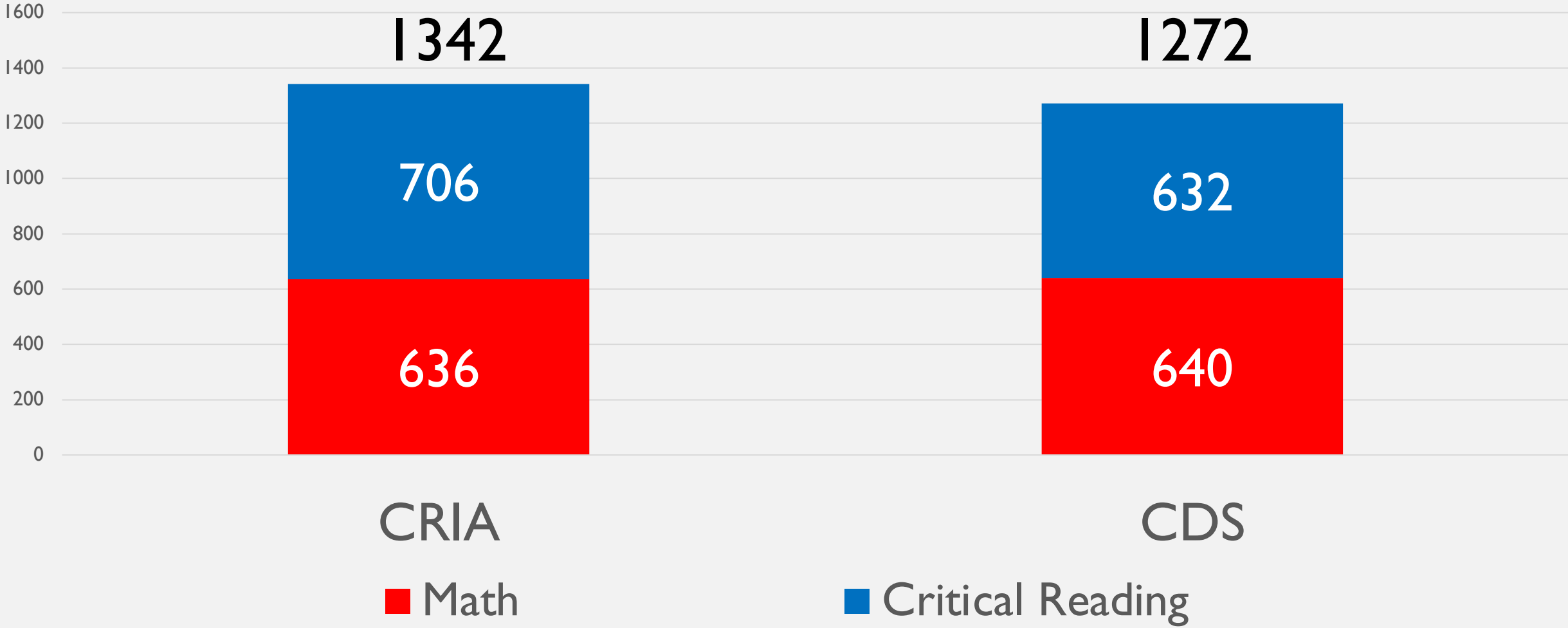
Scores Above National Mean (%)



■ % Above Mean (Oct 2022) **■ % Above Mean (Oct 2021)** **■ Strategic Target 2027** **■ Baseline Data (2018)**

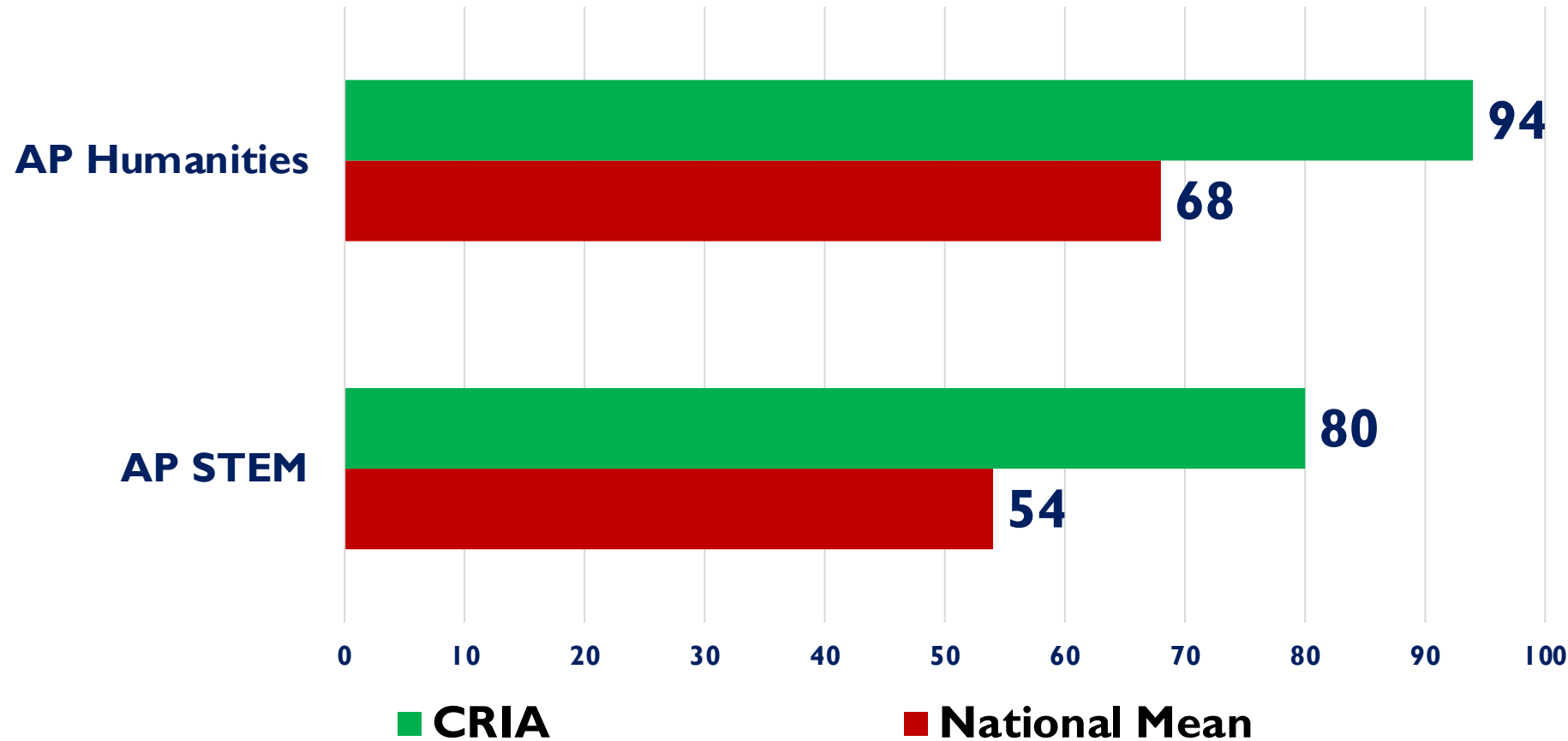
SAT COMPARISON: 2022-23

(WORLDWIDE 90TH PERCENTILE RANKING = 1340)



ADVANCED PLACEMENT PROGRAM: MAY 2023

AP Pass Rates (%)



Humanities

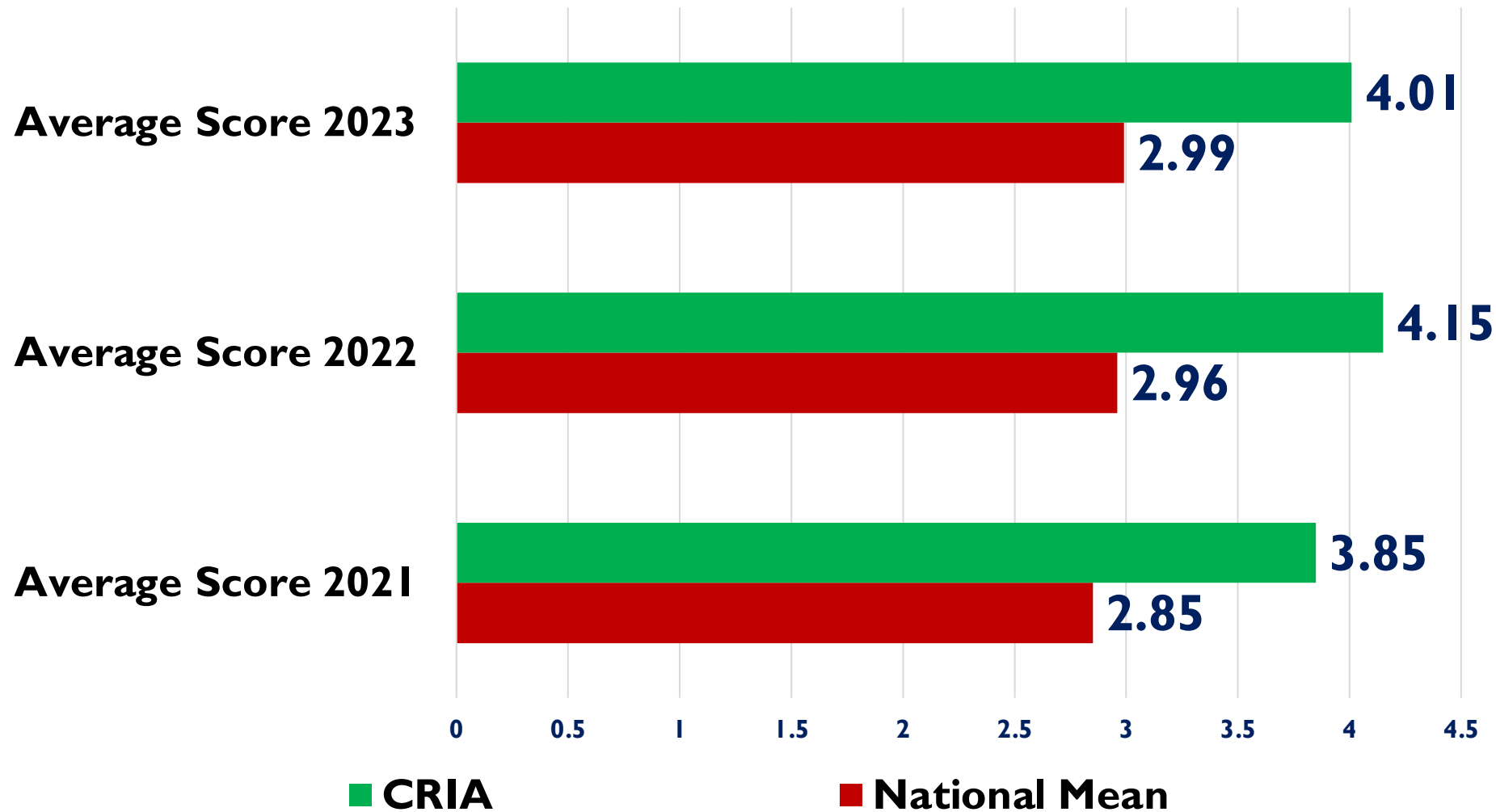
1. Macroeconomics
2. English Lit/Comp
3. Spanish Lang/Culture
4. Psychology

STEM

1. Physics I
2. Calculus AB
3. Statistics

EXPANDED AP PROGRAM: MAY 2024

Average AP Scores



AP Courses

Humanities

1. Macroeconomics
2. Microeconomic
3. English Lit/Comp
4. English Lang/Comp
5. Spanish Lang/Culture
6. Psychology

STEM

1. Physics I
2. Biology
3. Environ. Science
4. Computer Science
5. Calculus AB
6. Precalculus
7. Statistics

COLLEGE COUNSELING: UNIVERSITY ACCEPTANCES

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



WHAT ARE PARENTS DOING AT HOME
TO ADDRESS THE PANDEMIC
LEARNING LOSS?

- **Supplementary study aides** are being purchased
- **Tutors** are being engaged
- **Providing parental oversight** of homework time
- Parents are jumping in to **reinforce learning of basic skills**
- **Engaging summer programs** for their children
- **Managing the emotions of their children** to lower stress levels
- With children at academic risk, parents are getting **special needs assessments** done
- **Expecting reasonable yearly adequate progress**, rather than miraculous “transformations”
- Foster a **love of daily reading**



**HIGHEST
PRIORITY**

CRIA Parents are Academically
and Values Focused
(% respondents)

**PARENT VOICES
2019**

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

PARENT VOICES 2022

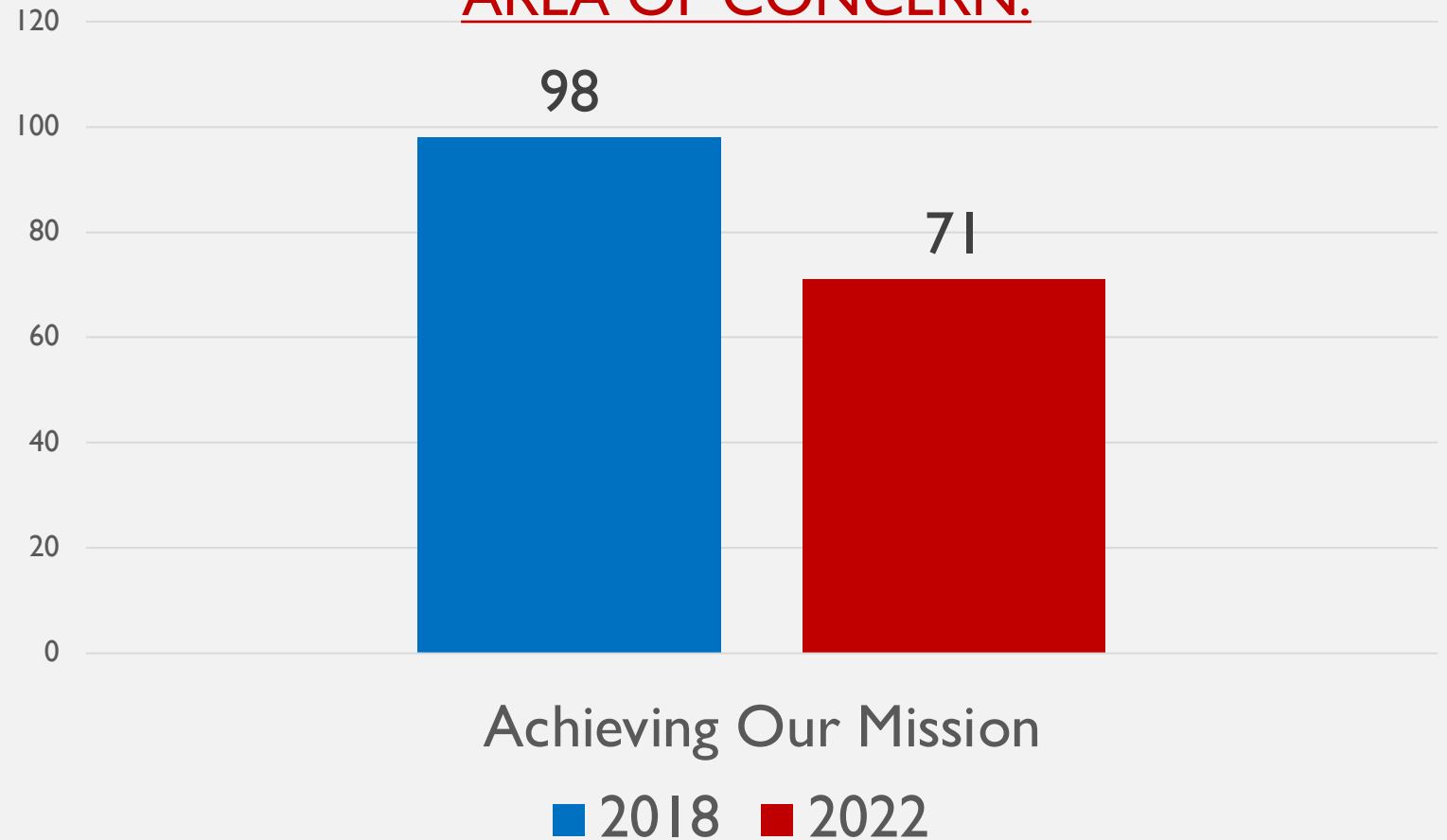
POSITIVE Survey Results:

“CRIA staff members are committed to the school, dedicated to their work, and take pride in the outcome of their efforts.”

100% of parents agreed.
(2022 Parent Survey)

“I believe CRIA is achieving its mission”

AREA OF CONCERN:

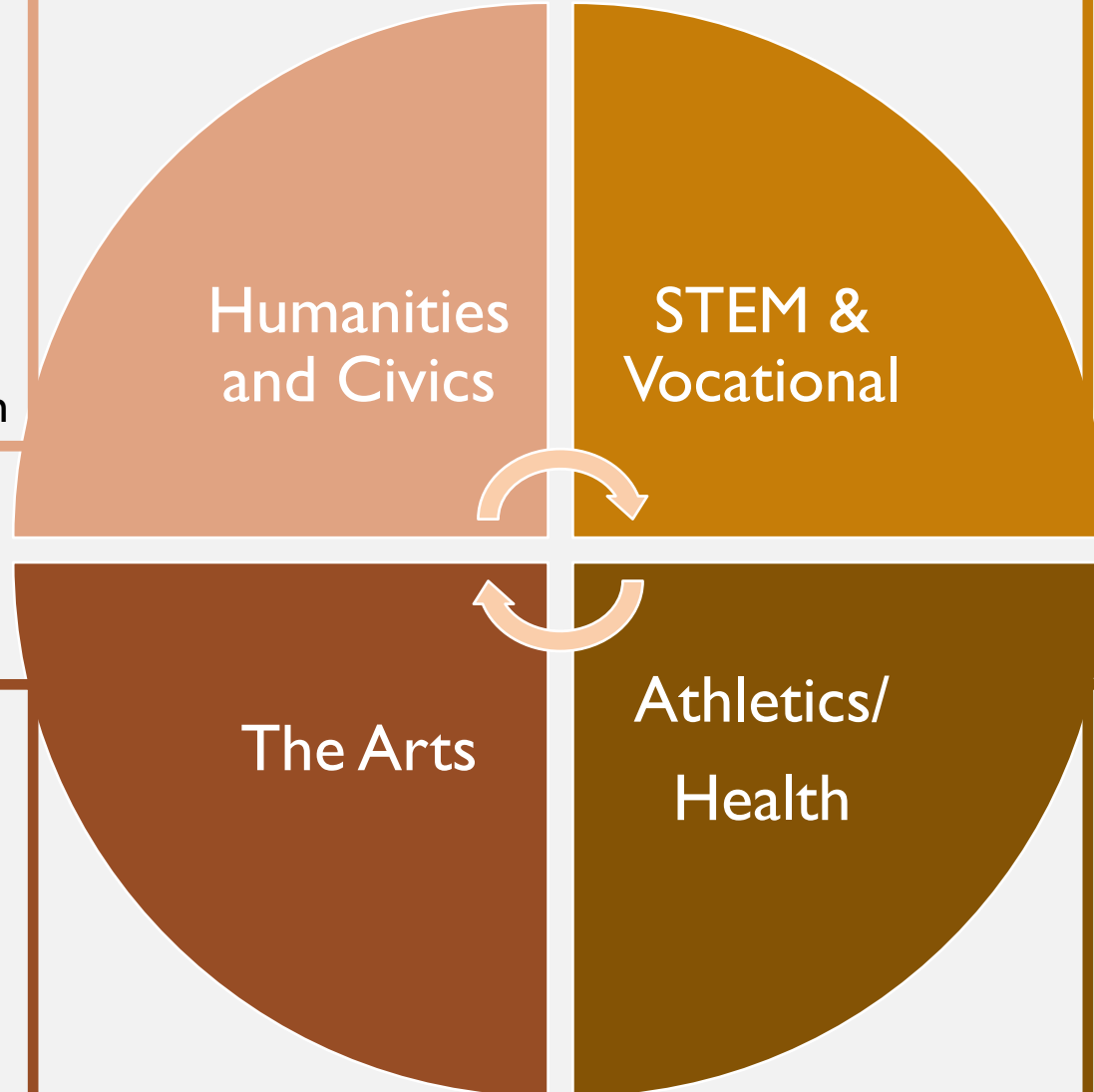


Parent comments: opportunities for student leadership was an area for attention. (107 responses)

HOW WE PROMOTE LEADERSHIP

(EXPANDED TO 30 CO-CURRICULAR PROGRAMS)

- Student of the Month Awards
- Student Government
- National Honor Society
- Spanish Cultural Programs
- Model United Nations
- International Business Club
- Debate Club
- *Pirate Pride* Good Deeds Program



- Space Camp
- Teacher Leader Trainers' Grants for Ed tech integration
- HS Independent Study program
- STEM Awards
- Science Field Studies
- Scuba Club
- Mathlete Club (TBA)

- Fine Arts Exhibition
- Holiday Show
- Choir (TBA)
- Independence Day Celebration
- Talent Show
- Literary and Arts Journal
- Yearbook Club
- The Knowledge Bowl

- Growth Mindset Behaviors
- Counseling Program
- *Character Counts* Program
- Competitive Sports Program
- Kid Striders Challenge
- President's Challenge
- Honor Roll
- SCUBA Club

*Student Voices |
Climate?*

2022 Student Surveys
(293 students)

Survey Question	% Agree
The teachers at CRIA enjoy working with students.	88
The teachers at CRIA value my opinions.	89
If I have a problem, I have a teacher with whom I can talk.	82
Students in general respect all adults on campus.	68

Student Voices II
Bullying?

2022 Student Surveys
(293 students)

Survey Question	% Agree CRIA	% Agree USA
I believe bullying is an issue at my school. (Tweens: Age 9-12)	14.1	49.8*
I believe bullying is an issue at my school. (Grades 4-12)	13.3	20.2*

*National Center for Education Statistics 2019.

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 and behavior control issues
- Teach how **uncontrolled emotions and behaviors are disruptive** to learning (both personally and to classmates)
- After disciplinary actions by the Principal, School Counselor(s) intervene 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**



LEARNING SUPPORT & ENGLISH LANGUAGE LEARNERS

- 8% of students are Beginner English Language Learners (ELL)
- 7% of students are Learning Support Program (LSP) learners
- Dedicated ELL teacher on staff for 2023-24
- Dedicated Learning Support teacher for 2023-24
- Planned RTI Teacher (remedial support: math & reading)
- ELL, LSP & RTI students are expected to function in the mainstream classroom
- CRIA values inclusivity and we approach *equity* for ELL & LSP students by funding these special support services



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 offers 13 face-to-face AP courses each year, many more options online
 - AP STEM Courses: 7 offered
 - AP Humanities Courses: 6 offered
- **University Dual Enrollment online courses** in partnership **Arizona State University and Grand Canyon University** 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 CRIA 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



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 1-6 and Gr. 11
- Costa Rican Independence Day Celebration with local cultural traditions
- Spanish related field trips annually
- Onsite FARO testing and prep classes Grades 6 & 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
 - Swim Team
- 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 7
- 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
- Holiday Show
- Talent Show each spring
- International Day each spring
- Yearbook production—student-led club
- Various After School Activities (ASAs)
- SGA-Sponsored school events



STEM PROGRAM

- Dedicated STEM Lab and qualified teacher
- Next Generation Science Standards (NGSS) are in use KG to Grade 12
- Two dedicated Science Lab and classrooms 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:
 1. AP Precalculus
 2. AP Calculus
 3. AP Statistics
 4. AP Physics I
 5. AP Biology
 6. AP Environmental Science
 7. AP Computer Science



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



**FAMILY LIFE EDUCATION:
SCHOOL CONTENT
GUIDELINES**

Adapted From Virginia Standards of Learning

1. Family living and community relationships
2. The value of family relationships
3. The value of postponing sexual activity
4. Abstinence education
5. The benefits, challenges, responsibilities, and the value of marriage for men, women, children, and communities
6. Human reproduction
7. The benefits of adoption as a positive choice in the event of an unintended pregnancy
8. The etiology, prevention, and effects of sexually transmitted diseases
9. The prevention of human trafficking
10. Dating violence
11. Mental health awareness





School Leadership & Associations

The Admin Team

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)

Parent Association (PA)

Int'l Assoc. for College Admission Counseling



**Address: 400 meters del sur Westin Conchal
Brasilito, Guanacaste, Costa Rica
www.criacademy.com**

