

ANNUAL
2018-19 REPORT

GRADED

THE AMERICAN SCHOOL OF SÃO PAULO



mission

inspire
challenge
succeed

every student
every heart
every mind

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The 2018-19 school year marked my second as Graded's Board president. The school's reputation remains strong, as evidenced by a robust applicant pool, its ability to attract and retain talented faculty, and a roster of top-notch college acceptances. Graded continues to thrive, despite Brazil's volatile macroeconomic and political environment. We have been able to implement our strategic plan with required fiscal discipline and an adequate operational reserve. The school has also continued to make operational, procedural, and structural improvements. Although São Paulo's educational market continues to face challenges, Graded remains a solid institution, run by a highly effective Senior Leadership Team.

Two long-serving Board members, Treasurer and Finance Committee Chair Carlos Hitoshi F. Castro and Development and Communications Committee Chair Ana Cabral-Gardner, concluded their service to the school in June. Both Ana and Hitoshi have provided adept institutional oversight for the past eight years, and on behalf of the Board and Graded community, I would like to thank them for their passion, commitment, and hard work.

Over the past year, Graded continued its infrastructural improvements - made possible with your trust and support. Newly constructed and updated learning spaces ensure our students have the very best environment in which to excel. Graded's new Athletics Center opened in February - both on time and on budget. Our impressive Upper School Innovation Center was inaugurated in March 2019 and has allowed Graded to expand grades 6-12 science, technology, engineering, and mathematics (STEM) course offerings. We also began repurposing spaces to create a new Upper School Library and two Lower School innovation areas. Finally, we enhanced the Graded Greens and began construction on a Learning Lab, which will provide space for professional learning opportunities for our faculty.

MESSAGE FROM THE BOARD

Our next two major fundraising challenges are the renovation of our dining center and auditorium. To learn more about these projects and opportunities for contributing, I kindly invite you to contact our Office of Institutional Advancement or reach out to a Centennial Campaign Executive Committee member. It is only with your participation that we are able to execute our Centennial Campaign and meet our strategic goals.

Your involvement is very important to us. In this regard, I would like to thank all of our school's volunteers. You have done a superb job in helping Graded to engage and support a participatory community.

On October 17, 2020, Graded will celebrate its 100th anniversary. We invite you to attend and get involved in the preparation of this momentous event.

For me, serving Graded has been a privilege, and at the same time, an opportunity to give back. Graded's community is an inspiration and an example to be followed. I always like to emphasize and to personally assure you that the Board's main focus was, is, and continues to be on EDUCATION.

Everything we have accomplished was made possible because of your support. Thank you again for your trust and commitment to Graded.

Sincerely,

Luiz Galeazzi '81
President of the Board



FROM THE BOARD

“

THE BOARD'S MAIN FOCUS
WAS, IS, AND CONTINUES TO BE ON

EDUCATION”

Graded thrived during the 2018-19 academic year. Academically, operationally, infrastructurally, and financially, we are excelling. The school is poised for continued success, as we embark upon our 99th year.

Enrollment reached its highest historical level with 1,282 students. Interest in Graded among both expatriates and Brazilians remains strong, and the school is well-positioned to continue attracting and meeting the needs of a highly diverse and able student body. Faculty contract renewal was also the strongest in institutional memory, resulting in an exceptional teacher retention rate.

Graded is committed to effectively preparing our students with the skills and knowledge for success beyond graduation. To this end, our Innovation Center, which opened in March 2019, has enabled us to enhance Upper School course offerings. Students can now explore areas including coding, computer science, robotics, drones, and virtual reality. Our plans for the 2019-20 school year include the addition of two Lower School innovation spaces.

In April, Graded hosted Think Tank 2019. Leading educational thought partners from across the globe ascended on our campus to work with students, faculty, administrators, and Board members. Together, we formed an educational incubator with the end goal of enriching instruction, elevating learning, and deepening student engagement.

With respect to our curriculum, we have made significant progress over the past year. A major curricular focus involved the collaboration and alignment of our Portuguese Studies and English Departments. Faculty members in these areas worked closely to calibrate learning progressions, the paths students take toward skill and concept mastery. A similar process was used to examine our American and Brazilian social studies standards.

A restructured and expanded high school counseling program now enhances Graded's delivery of academic, college advisory, and social-emotional services. Two highly trained college counselors provide guidance to students throughout their high school years. In complement, two talented and dedicated social-emotional counselors support students throughout their high school academic and social journeys.

With the guidance of our college counselors, the school's 2019 graduates gained admission to top universities worldwide. Graded has maintained its reputation as an excellent academic institution that successfully prepares its students for both university and life beyond. In this, we take great pride.

Thank you, donors, for your continued commitment to Graded. With your support, we have been able to execute our ambitious Centennial Campaign, resulting in a transformed campus, a growing Graded Scholar Program, and enhanced faculty development. This past year, we set a Graded Annual Fund record. Our entire community – students, parents, alumni, faculty/staff, and friends of the school – came together. Every contribution made a difference, supporting projects that have allowed us to enrich learning.

Please take some time to read Graded's 2018-19 Annual Report. This publication outlines the school's financials, celebrates our accomplishments, and recognizes the generosity of our donors. I look forward to another rewarding year.

Very best,

Richard Boerner
Superintendent



GE FROM THE SUPERINTENDENT

“

GRADED IS COMMITTED TO
EFFECTIVELY PREPARING
OUR STUDENTS WITH THE SKILLS AND KNOWLEDGE

FOR SUCCESS
BEYOND GRADUATION

”

BOARD OF DIRECTORS

“

GRADED BOARD MEMBERS
HAVE COMMITTED
SIGNIFICANT AMOUNTS OF TIME
TO ENSURE THAT THE SCHOOL
RETAINS AND RECRUITS THE
BEST TEACHERS.”

“The work involved in procuring and maintaining high-quality professionals for an international faculty is a challenge for any institution. Graded Board members have committed significant amounts of time to ensure that the school retains and recruits the best teachers, despite a complex economy. It is a pleasure to work with such dedicated individuals.”

Paige Geiger, Vice President

Graded is governed by a self-perpetuating board, whose twelve members are appointed for up to four two-year terms. The Board was first established in 1931 and continues to set the school's fiduciary policies, annual budget, and fundraising goals, based upon input from the superintendent and Leadership Team. The Board stewards the school's financial resources to provide for current needs, while protecting and enhancing the endowment for the benefit of the institution's future. The Board is also responsible for hiring and evaluating the superintendent.

LUIZ GALEAZZI '81
President

PAIGE GEIGER
Vice President

CARLOS HITOSHI F. CASTRO
Treasurer

JOHANN MATHIAS VON BERNUTH
Secretary

ANA CABRAL-GARDNER
Director

FABIO COELHO
Director

GUSTAVO DINIZ JUNQUEIRA
Director

JEFFREY HOBERMAN
Director

MARC MENDEN
Director

CAROLINE PINHEIRO LIMA
Director

RODOLPHO PROTASIO
Director

ADAM SHUB
Director

RICHARD BOERNER
Ex Officio

WELCOME

ADAM SHUB

Adam Shub is a career member of the Senior Foreign Service and assumed duties as the United States consul general in São Paulo in August 2018. He has previously held positions in Washington at the Office of the Under Secretary for Economic Affairs, the Office of the US Trade Representative, and the Office of the Spokesman. He has also served in a variety of overseas assignments in Europe, the Middle East, and Latin America, leading work on trade and investment, transportation, energy, financial, environmental, and health issues.

Adam has a BA in history from Columbia University and an MBA from New York University's Stern School of Business. He speaks and reads French, Spanish, German, Russian, and Portuguese.

MARC MENDEN

Marc Menden has served as vice president, global purchasing and supply chain at General Motors South America since November 2016. Marc is responsible for US\$6B in annual purchases, direct and indirect material, as well as all inbound and outbound logistics and supply chain for South America.

Previously, Marc held leadership positions at Honeywell, Aerospace, Ford Motor Company, and has served on Brigham Young University's Marriott School of Management Global Supply Chain Advisory Board.

Marc holds a BS in business management - finance from Brigham Young University and an MBA from the University of Arizona.

THANK YOU

ANA CABRAL-GARDNER

Graded would like to thank Board member Ana Cabral-Gardner for her hard work, vision, and commitment over the past eight years. Ana served on the Development and Communications Committee (DCC) throughout her tenure and as DCC Chair for the last four years. During her time on the DCC, the school has operated a successful Centennial Campaign and increased both the scope and caliber of its communications.

CARLOS HITOSHI F. CASTRO

Graded thanks Carlos Hitoshi F. Castro for eight years of service to the institution in his multiple roles as Board member, Development and Communications member, Finance Committee member, and Board Treasurer. As Finance Committee chair, Hitoshi has provided astute fiduciary oversight. His focus, dedication, and passion for the school will be missed.



F I N A N C I A L S

Graded - The American School of São Paulo closed FY2018-19 with an even EBITDA. The outcome is better than forecast, taking into consideration that an unfavorable exchange rate at the start of the school year resulted in a projected R\$3.2M overage on expenditures. Successful contract renegotiation and the Graded Leadership Team's effective fiscal management created key cost-saving measures to counter the stronger USD.

As expected, Brazilian economic and electoral uncertainty drove down non-Brazilian student enrollment. We started the year below the budgeted number of students, again impacting revenue. Despite the Leadership Team's efforts, Graded closed the fiscal year with a final operating deficit of R\$959K.

Operational reserves of R\$44.5M in cash, which represent 4.16 times monthly income, is the highlight of the fiscal year. This amount exceeds the three-month revenue target established by the Board of Directors. These operating reserves have enabled Graded to recruit and retain the best

educators. The solid reserves have also allowed us to balance the diversity of incoming students and remain a truly international American school.

In February 2019, after 13 months of construction, Graded inaugurated a new Athletics Center, Phase III of the Graded Campus Project. This facility includes a gymnasium, a six-lane swimming pool, and three rooftop tennis courts. Later in May, the Upper School Innovation Center opened to students. The repurposed multi-level space is part of the Academic Infrastructure Improvement Project. We are looking forward to the support of the community to deliver the next planned campus construction projects - a dining center and auditorium.

Graded's Endowment Funds (Excellence in Teaching, Graded Scholar Program, and Janet Sallouti Alumni Financial Aid Endowment) closed the year with a final balance of R\$33M+. The Graded Scholar Program currently supports nine full-tuition scholarship students and will welcome two new students in 2019-20.

This is my final year of eight serving

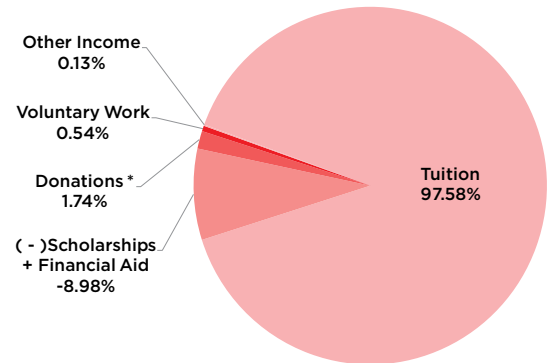
on the Board. I would like to thank my colleagues (new and old friends), members of the Board and Finance Committee, for their expertise, advice, and support throughout this year. It has been a rewarding experience, and I know I will continue to be deeply engaged as a Graded parent.

Best regards,

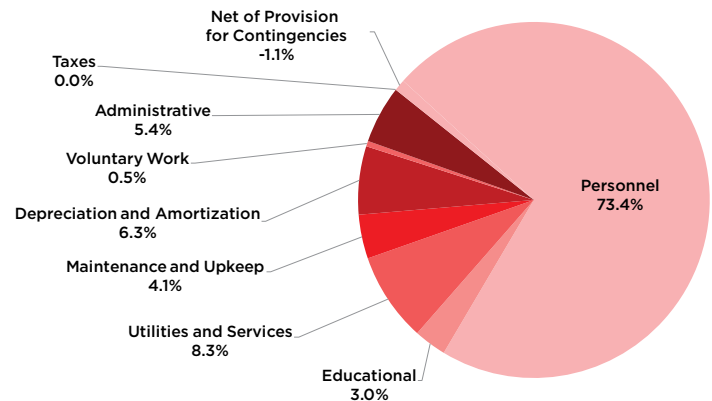
Carlos Hitoshi F. Castro
Treasurer



2018-2019 OPERATING REVENUE



2018-2019 OPERATING COSTS AND EXPENSES



This financial report was prepared and audited by Ernst & Young and represents the fiscal year ending June 30, 2019. Graded would like to thank members of the Finance Committee for their expertise, advice, and support throughout the intensive review process. Members included: Carlos Hitoshi F. Castro, Fabio Coelho, Marc Menden, Luiz Galeazzi '81, and Gustavo Diniz Junqueira. Ex Officio members: Superintendent Richard Boerner and Director of Business and Operations Elaine Gabor.

FINANCIAL STATEMENT June 30 (reais in thousands)	2018-2019	2017-2018
Operating Revenue		
Tuition	127,710	120,735
(-) Scholarships (Staff and Partial Merit-based)	(10,761)	(10,649)
Donations*	2,090	1,800
Voluntary Work	653	628
Other Income	156	145
Net Operating Revenue	119,848	112,659
Operating Costs		
Personnel	(82,610)	(75,392)
Educational	(3,900)	(2,164)
Utilities and Services	(10,630)	(8,888)
Maintenance and Upkeep	(5,231)	(4,579)
Depreciation and Amortization	(7,937)	(6,610)
Voluntary Work	(653)	(628)
Total Operating Costs	(110,961)	(98,261)
Gross Surplus	8,887	14,398
Operating Expenses		
Personnel	(11,411)	(9,510)
Administrative	(6,862)	(6,469)
Taxes	(5)	(5)
Net of Provision for Contingencies	1,359	(346)
Depreciation and Amortization	(167)	(135)
Total Operating Expenses	(17,086)	(16,465)
Other Operating Income and Expenses		
Admissions Fee	0	470.88
Capital Fund Donations	6,442	5,373.12
Gain/Loss on Sales of Fixed Assets	53	(3)
Other Income and Expenses	0	-
Total Other Operating Income and Expenses	6,495	5,841
Financial Income and Expenses		
Income	12,871	5,632
Expenses	(12,126)	(4,126)
Total Financial Income and Expenses Net	745	1,506
Surplus/Deficit	(959)	5,280

*Donations represent monies spent, as opposed to total amount raised.

GRADED G L

NONPROFIT,
INDEPENDENT,
COEDUCATIONAL,
NONSECTARIAN
SCHOOL

MISSION

**inspire
challenge
succeed**

every student
every heart
every mind

CORE VALUES

Intellectual Curiosity
Perseverance
Respect
Integrity
Kindness

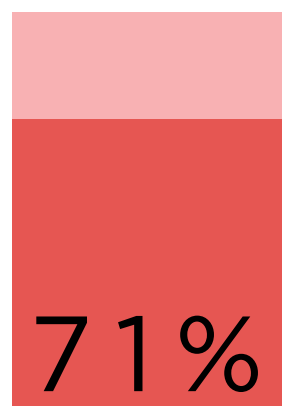
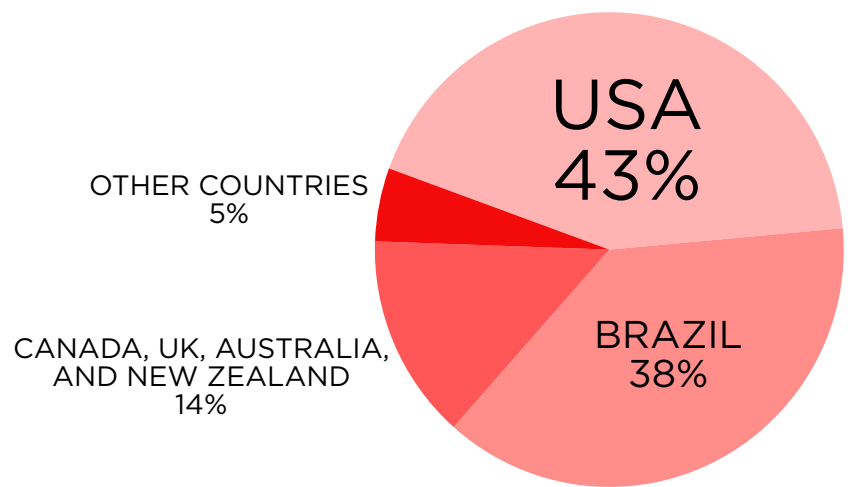
AMERICAN CURRICULUM PK-12

Grades 1-12
American Diploma
Brazilian Diploma

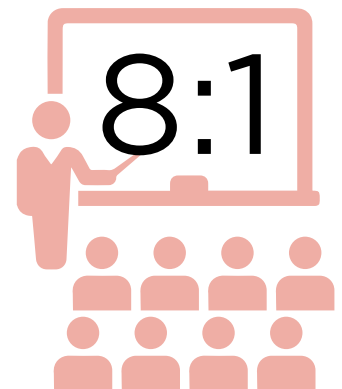
Grades 11-12
International Baccalaureate since 1985

Pre-primary
Montessori since 1979

FACULTY



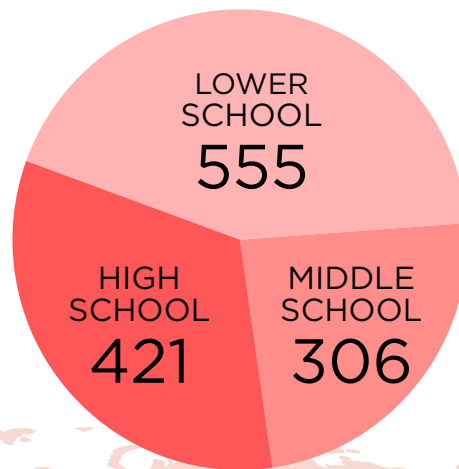
HAVE
ADVANCED
DEGREES
(MASTER'S AND/OR
DOCTORATE)



STUDENT/
FACULTY RATIO

AT A ADVANCE

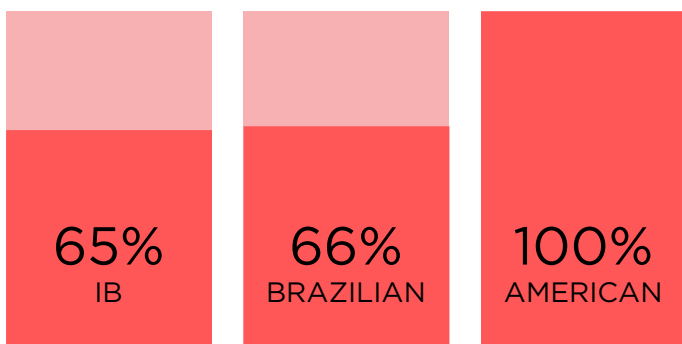
1,282
STUDENTS



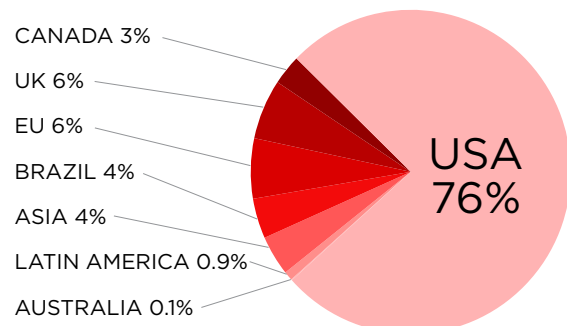
47
NATIONALITIES

-
- | | | | | | |
|-----------|----------|-----------|-------------|--------------|----------------|
| Argentina | China | Guatemala | Mexico | Russia | Taiwan |
| Australia | Colombia | Hungary | Netherlands | Saudi Arabia | Tunisia |
| Austria | Cuba | India | Panama | Singapore | Ukraine |
| Belgium | Denmark | Ireland | Paraguay | South Africa | United Kingdom |
| Bolivia | Estonia | Israel | Peru | South Korea | United States |
| Brazil | France | Italy | Philippines | Spain | Uruguay |
| Canada | Germany | Japan | Poland | Sweden | Venezuela |
| Chile | Greece | Lebanon | Portugal | Switzerland | |

DIPLOMAS
CLASS OF 2019



COLLEGE
APPLICATIONS BY REGION/
COUNTRY - CLASS OF 2019



GRADED TIMELINE



The American Chamber of Commerce and American companies in São Paulo envisioned a school that would prepare children for college in the United States. On October 17, Mrs. Ruth Kolb and Ms. Bel Ribble took attendance of six students in a two-room schoolhouse on Avenida São João.



1921
In 1921, enrollment increased to 35 and the school was officially established as the São Paulo Graded School.



1928
A larger building was quickly constructed with Chamber of Commerce funds on Mackenzie College land on Rua Piauí 36.



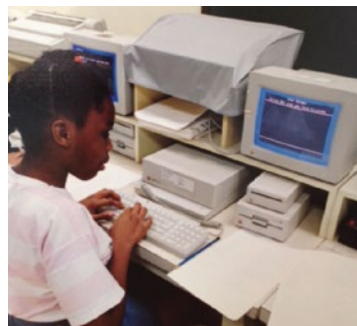
1930
An additional site for elementary students was built on Rua Itambé.



1980s
The Big Four Tournament began. Graded, Escola Americana de Brasília, Escola Americana do Rio de Janeiro, and Chapel still compete every year.



1988
International Baccalaureate (IB) courses were introduced in 1985. Un Kyung Park earned Graded's first IB Diploma three years later.

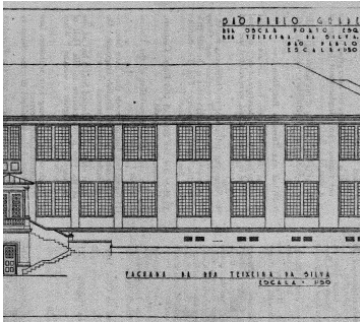


1991
Graded purchased Apple II-GS computers. With the help of Universidade de São Paulo (USP), the internet arrived on campus three years later.



2004
The Lemann-Tully Arts Center was completed. Facilities included a black box theater, photography darkroom, dance studio, and music rooms.

ELINE



1938

As demand increased, the American Chamber began a campaign to construct a larger building. Head of School Maurice Vernon “Tio” Powell moved the school close to Avenida Paulista.



1961

The Brazilian industrial boom of the 1950s created the need for an even bigger school. In August 1961, after a large fundraising campaign, Graded moved to the “country” on Avenida Giovanni Gronchi.



1977

The Lower School campus was inaugurated.



1979

Joyce Pickering implemented the Montessori Program on the newly built Lower School campus.



2011

Giving to Graded was launched to raise funds for long-term projects. It was later renamed the Centennial Campaign.



2014

Phase I of the multi-stage Graded Campus Project was completed with the renovation of Lower School gymnasiums and playgrounds.



2016

Graded completed construction of athletics fields, a student center, parking garage, wellness gymnasium, beach volleyball court, and track.



2019

Graded inaugurated a 2800-square-meter athletics center and an Upper School innovation center.



SENIOR BELL CEREMONY

YEAR HIGHLIGHTS

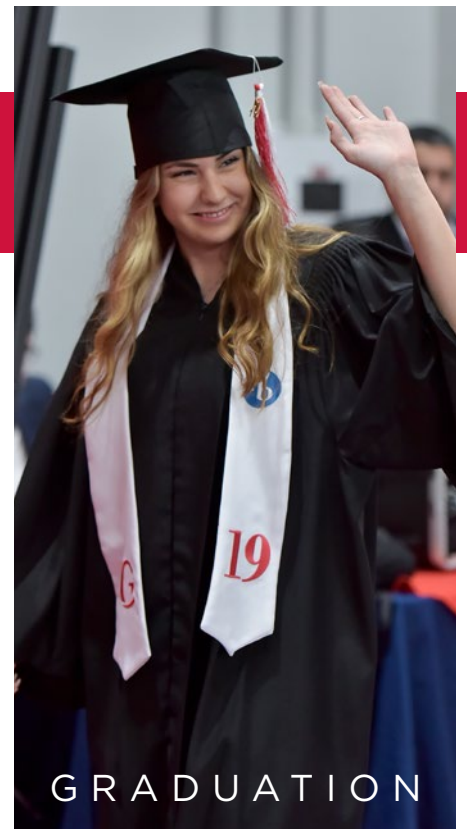
The 2018-19 school year was one of innovation and energy. We inaugurated two new learning spaces — the Upper School Innovation Center and the Athletics Center. Arts performances included Alice in Wonderland, Dear Edwina Jr., and the Jazz Festival. As a newly minted South American Activities Conference (SAAC) member, Graded hosted its first SAAC Track & Field and Cross-Country Meet. Think Tank brought educational thought leaders from across the globe to Graded. Finally, PTA-sponsored events unified stakeholders, as we celebrated diversity and community.



FINE ARTS FESTIVAL



THANKSGIVING



GRADUATION

ARRIGHTS

TEACHER
APPRECIATION
WEEK



CLASSROOM WITHOUT
WALLS (CWW)



VEX
ROBOTICS
COMPETITION



HALLOWEEN
PARADE

DESTINATION
IMAGINATION



MODEL UNITED
NATIONS



UPPER SCHOOL INNOVATION CENTER

Imagined in collaboration with Stanford d.school, the Upper School Innovation Center opened its doors in March 2019. Part of the Graded Campus Project, the facility enables Graded to expand Upper School STEM course offerings to include subjects such as engineering, design, augmented and virtual reality, artificial intelligence, game theory, computational thinking, and drone development. The multi-level, flexible space allows Graded students to ideate, experiment, create, solve problems, and customize their own learning.





THINK TANK



In April 2019, Graded hosted Think Tank, an event that brought together eminent international educational thought leaders, Graded faculty, administrators, students, and Board members. They worked collaboratively to identify and prioritize next steps toward continuous educational improvement.

Guest participants, including those from Columbia University, Stanford

University, and Asia Society, brought expertise in the areas of cognitive learning, global competencies, inclusion, social-emotional well-being, STEM, and international education.

Think Tank served as a catalyst for an institutional focus on the science of learning to ensure that all students harness deep, enduring, and transferable learning, while simultaneously developing a sense of belonging, well-being, and purpose.



ATHLETICS CENTER INAUGURATION

Inspire
Challenge
Succeed



In February 2019, Graded inaugurated the school's new Athletics Center. This state-of-the-art sports facility, Phase III of the Graded Campus Project, includes a multi-court gymnasium, a six-lane swimming pool, and three rooftop tennis courts.

The school community gathered for an American-style ribbon-cutting ceremony, a momentous occasion replete with a band and drum corps. Guest speakers Brazilian businessman, national tennis champion, and philanthropist Jorge Paulo Lemann and national Brazilian soccer star Milene Domingues inspired the crowd.



SAAC

TRACK & FIELD AND CROSS- COUNTRY MEET



Graded officially joined the South American Activities Conference (SAAC) in August 2018. Shortly thereafter, the school hosted its first SAAC Track & Field and Cross-Country Meet. More than 200 participants from eight schools across South America

gathered on the Graded campus to compete. Graded faculty, staff, host families, and student ambassadors enthusiastically welcomed visiting athletes. Graded Eagles placed first overall and took the gold in Boys Track & Field events.





JAZZ FESTIVAL

Graded's Jazz Band welcomed SFJazz High School All-Stars and renowned jazz artists in February 2019 for the school's annual Jazz Festival. Musicians worked collaboratively during special workshops and rehearsals. The week culminated in a final performance, during which Graded's talented student musicians mesmerized audiences with jazz standards, including Blue Bossa by Kenny Dorham.





LOWER SCHOOL MUSICAL: DEAR EDWINA JR.

In November 2018, Lower School students captivated audiences with their rendition of the heartwarming musical Dear Edwina Jr. Our budding thespians delighted spectators with their singing, dancing, and Edwina Spoonapple's promise that every problem can be solved!





CELEBRATION OF THE WORLD

In April 2019, Graded's PTA hosted a spectacular celebration of cultural diversity. More than 2,500 guests attended Celebration of the World, orchestrated by parent, faculty, staff, grandparent, and student volunteers. For the first time, an international food court was housed in Graded's Athletics Center, showcasing the versatile nature of this new space. Visitors enjoyed a festive day, which included parades, traditional food, a silent auction, raffle baskets, games, and a lineup of performances.





FESTA JUNINA

Square dancing, traditional Brazilian food, games, auctions, and raffles! Graded's PTA organized Festa Junina, a colorful festival held in the month of June originally practiced by farmers.

Community members celebrated together dressed in traditional rural fashion, donning checkered outfits and straw hats.



COLLEGE MATRICULATION 2015-19



Between 2015 and 2019, at least one Graded graduate matriculated at each of the following institutions. Emboldened text identifies those institutions at which at least one 2019 Graded alumna/us enrolled. Please note: Acceptance to some Brazilian universities occurs only in January of the following year, thus the list of Brazilian acceptances may not be complete.

UNITED STATES

AMERICAN UNIVERSITY
AMHERST COLLEGE
 ARIZONA STATE UNIVERSITY
 BABSON COLLEGE
 BARNARD COLLEGE
 BARUCH COLLEGE OF THE CUNY
 BATES COLLEGE
BENTLEY UNIVERSITY
BERKLEE COLLEGE OF MUSIC
 BOSTON COLLEGE
BOSTON UNIVERSITY
 BOWDOIN COLLEGE
BRIGHAM YOUNG UNIVERSITY
BROWN UNIVERSITY
 BUCKNELL UNIVERSITY
CALIFORNIA STATE UNIVERSITY, FULLERTON
 CENTRAL MICHIGAN UNIVERSITY
CHAPMAN UNIVERSITY
 CLAREMONT MCKENNA COLLEGE
COLLEGE OF WILLIAM & MARY
COLORADO STATE UNIVERSITY
 COLUMBIA UNIVERSITY
 CONCORDIA UNIVERSITY
 CORNELL UNIVERSITY
DEPAUL UNIVERSITY
DUKE UNIVERSITY
 EMBRY-RIDDLE AERONAUTICAL UNIVERSITY
 EMERSON COLLEGE
 EMORY UNIVERSITY
FASHION INSTITUTE OF DESIGN AND MERCHANDISING, LOS ANGELES
 FASHION INSTITUTE OF TECHNOLOGY
 FLAGLER COLLEGE
 FORDHAM UNIVERSITY
 GEORGETOWN UNIVERSITY
 GEORGIA INSTITUTE OF TECHNOLOGY
 GRINNELL COLLEGE
 HAMPSHIRE COLLEGE
 HARVARD COLLEGE
 HARVEY MUDD COLLEGE
 HOFSTRA UNIVERSITY
 INDIANA UNIVERSITY AT BLOOMINGTON
ITHACA COLLEGE
 JOHNS HOPKINS UNIVERSITY
 KALAMAZOO COLLEGE
 LIM COLLEGE (LABORATORY INSTITUTE OF MERCHANDISING)
LOYOLA MARYMOUNT UNIVERSITY
 LOYOLA UNIVERSITY CHICAGO
 LYNN UNIVERSITY
 MANHATTAN COLLEGE
 MANHATTAN SCHOOL OF MUSIC
 MANHATTANVILLE COLLEGE
MARIST COLLEGE
MARSHALL UNIVERSITY
 MASSACHUSETTS INSTITUTE OF TECHNOLOGY
 MICHIGAN STATE UNIVERSITY
MIDDLEBURY COLLEGE
 NEW YORK INSTITUTE OF TECHNOLOGY
NEW YORK UNIVERSITY
 NORTH IDAHO COLLEGE
NORTHEASTERN UNIVERSITY

NORTHWESTERN UNIVERSITY
 OCCIDENTAL COLLEGE
OTIS COLLEGE OF ART AND DESIGN
 PENNSYLVANIA STATE UNIVERSITY
 PEPPERDINE UNIVERSITY
 POMONA COLLEGE
 PORTLAND STATE UNIVERSITY
 PRATT INSTITUTE
 PRINCETON UNIVERSITY
PURDUE UNIVERSITY
 ROLLINS COLLEGE
 SANTA CLARA UNIVERSITY
SARAH LAWRENCE COLLEGE
 SAVANNAH COLLEGE OF ART AND DESIGN
SCHOOL OF THE ART INSTITUTE OF CHICAGO
SCHOOL OF VISUAL ARTS
 SETON HALL UNIVERSITY
ST. BONAVENTURE UNIVERSITY
STANFORD UNIVERSITY
 SUFFOLK UNIVERSITY
 SWANSEA UNIVERSITY
 SWARTHMORE COLLEGE
SYRACUSE UNIVERSITY
 THE AMERICAN UNIVERSITY OF PARIS
 THE GEORGE WASHINGTON UNIVERSITY
THE NEW SCHOOL - PARSONS
 THE UNIVERSITY OF ARIZONA
THE UNIVERSITY OF TEXAS, AUSTIN
 TRINITY UNIVERSITY
 TUFTS UNIVERSITY
 UNITED STATES MILITARY ACADEMY - ARMY
UNIVERSITY OF CALIFORNIA, BERKELEY
 UNIVERSITY OF CALIFORNIA, IRVINE
UNIVERSITY OF CALIFORNIA, LOS ANGELES
 UNIVERSITY OF CALIFORNIA, SAN DIEGO
UNIVERSITY OF CALIFORNIA, SANTA CRUZ
UNIVERSITY OF CHICAGO
 UNIVERSITY OF COLORADO AT BOULDER
 UNIVERSITY OF FLORIDA
 UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN
 UNIVERSITY OF KANSAS
 UNIVERSITY OF MIAMI
 UNIVERSITY OF MICHIGAN
 UNIVERSITY OF NOTRE DAME
 UNIVERSITY OF PENNSYLVANIA
UNIVERSITY OF PITTSBURGH
 UNIVERSITY OF PUGET SOUND
 UNIVERSITY OF ROCHESTER
 UNIVERSITY OF SAN FRANCISCO
UNIVERSITY OF SOUTHERN CALIFORNIA
 UNIVERSITY OF VERMONT
 UNIVERSITY OF VIRGINIA
 UTAH STATE UNIVERSITY
 VIRGINIA COMMONWEALTH UNIVERSITY
 WHEATON COLLEGE MASSACHUSETTS
YALE UNIVERSITY

UNITED KINGDOM
 BRUNEL UNIVERSITY LONDON
HULT INTERNATIONAL BUSINESS SCHOOL - LONDON
 KING'S COLLEGE LONDON
 LANCASTER UNIVERSITY

LONDON COLLEGE OF FASHION
 MANCHESTER UNIVERSITY
 NEWCASTLE UNIVERSITY
 REGENT'S UNIVERSITY LONDON
 ROYAL COLLEGE OF MUSIC
 ROYAL HOLLOWAY, UNIVERSITY OF LONDON
 THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE
 UNIVERSITY COLLEGE LONDON
 UNIVERSITY OF CAMBRIDGE
 UNIVERSITY OF GLASGOW
 UNIVERSITY OF THE ARTS LONDON

EUROPEAN UNION

ERASMUS UNIVERSITEIT ROTTERDAM
 GHENT UNIVERSITY GLOBAL CAMPUS
IE UNIVERSITY - MADRID
IE UNIVERSITY - SEGOVIA
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 UNIVERSITA BOCCONI
 UNIVERSITE PARIS IV - PARIS - SORBONNE
UNIVERSITEIT VAN AMSTERDAM
 UNIVERSITY COLLEGE UTRECHT

BRAZIL

ESPM - ESCOLA SUPERIOR DE PROPAGANDA E MARKETING
 FAAP - FUNDAÇÃO ARMANDO ÁLVARES PENTEADO
 FACULDADE ISRAELITA DE CIÊNCIAS DA SAÚDE ALBERT EINSTEIN
FMU - FACULDADES METROPOLITANAS UNIDAS
FGV - FUNDAÇÃO GETÚLIO VARGAS
IBMEC SÃO PAULO
 INSPER - INSTITUTO DE ENSINO E PESQUISA
UNINOVE
UNIVERSIDADE PRESBITERIANA MACKENZIE
 PUC - PONTIFÍCIA UNIVERSIDADE CATÓLICA
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 UNIVERSITY OF TORONTO
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 UNIVERSIDAD TORCUATO DI TELLA

GIVING TO GRADED

be kind

whenever

possible.

It is always possible

THERE ARE TWO MAIN WAYS TO SUPPORT GRADED FINANCIALLY

THE CENTENNIAL CAMPAIGN

Since 1920, Graded has been recognized as an educational leader, dedicated to inspiring excellence, fostering intercultural competence, and empowering students to become engaged, ethical citizens. In anticipation of its 100th anniversary, Graded launched the Centennial Campaign, an ambitious initiative to raise funds for three strategic priorities: The Graded Campus Project, the Graded Scholar Program Endowment, and the Excellence in Teaching Endowment.

GRADED ANNUAL FUND

The Graded Annual Fund, the school's annual giving program, is the primary vehicle for raising unrestricted funds to supplement the school's operating budget. Like most American colleges and leading independent schools, Graded relies upon philanthropic contributions to fulfill its mission. The Graded Annual Fund supports educational enrichment, professional development, scholarships, arts, athletics, community service, and campus enhancements. We encourage all members of the Graded community to participate in this important effort.





One of the biggest challenges in advancement is educating stakeholders about an institution's need for fundraising. To this end, we focused our efforts in 2018-19 on explaining the key differences between the Centennial Campaign and Graded Annual Fund, and how each initiative positively impacts life at Graded.

Reasons for giving are clearly illustrated in the short video *Have You Ever Wondered*. I encourage you to have a look on our Graded School YouTube channel at www.youtube.com/gradedschool.

GRADED ANNUAL FUND: CAN WE COUNT YOU IN?

Our slogan for the 2018-19 **Graded Annual Fund** is, hopefully, ingrained in your memory by virtue of the catchy jingle *Can We Count You In?*, to which the Graded community responded with a resounding "Yes!"

Our community came together, and we surpassed our goal of R\$1,200,000, ending with R\$1,380,000 (total cash and in-kind contributions). These donations will finance projects that benefit Graded students across all three divisions, including Project Lead the Way kits for our STEM curriculum, shades for the Pre-primary Playground, and a perennial favorite, the Visiting Author Series.

THE CENTENNIAL CAMPAIGN

Graded is a nonprofit institution. By definition, this means that there are no investors or shareholders seeking to make a profit. Therefore, any revenue that remains after personnel and operating expenses is reinvested in the school. At Graded, approximately 80% of tuition fees go to cover the cost of our teachers and staff. The remaining 20% covers food, books, materials, maintenance, and other operating expenses, leaving little to finance other programs.

This is why, in 2011, we launched the Centennial Campaign to raise

money for three important initiatives: Graded Scholar Program Endowment, Excellence in Teaching Endowment, and Graded Campus Project.

To date, donors have committed close to R\$34M to the Graded Campus Project. The combined totals of our Graded Scholar Program and Excellence in Teaching Endowments stand at R\$31M+.

This year, we also received a generous new donation from Juliana and Roberto '90 Sallouti to set up an endowment fund that will provide financial aid to children of Graded alumni. The Janet Sallouti Alumni Financial Aid Endowment, in honor of Roberto's mother who worked at Graded for 19 years, will award financial assistance to a qualified candidate beginning in August 2020. Roberto served as a Graded Board member for three years and as Board president for an additional five.

Graded's new Learning Lab is set to open during the 2019-20 school year, providing a professional learning space for all Graded teachers. Finally, this year we celebrated the completion of a new Athletics Center and an Upper School Innovation Center.

It is an exciting time to be at Graded as we prepare to celebrate 100 years of educational excellence. On behalf of Chief Strategic Communications and Advancement Officer Susan Clain and other members of the Advancement team, I would like to thank all of our donors for their continued commitment to Graded.

All the best,

Tracy Harrison Peixoto
Chief Development Officer

THE CENTENNIAL



GRADED CAMPUS PROJECT

A multi-year project of construction, modernization, and renewal that is transforming the Graded campus by investing in infrastructure and the school's future.

Total Committed:
R\$33,816,548 as of June 30, 2019



GRADED SCHOLAR PROGRAM ENDOWMENT

Through this endowed program, Graded offers life-changing, full scholarships to economically disadvantaged, exceptionally gifted Brazilian students.

Endowment Total:
R\$22,798,853 as of June 30, 2019



EXCELLENCE IN TEACHING ENDOWMENT

This endowed fund ensures that Graded is able to recruit, retain, and develop the world's best teachers for many years to come.

Endowment Total:
R\$9,059,493 as of June 30, 2019

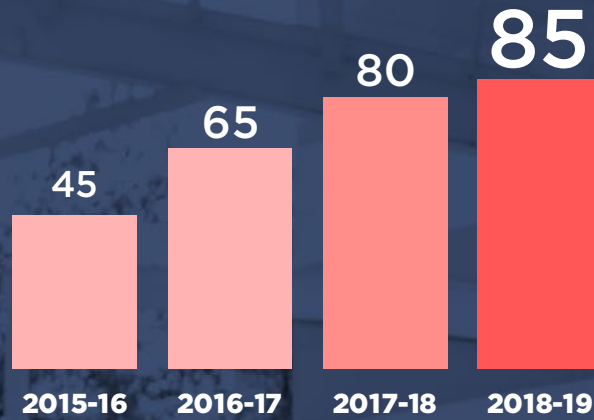


ANNOUNCING THE JANET SALLOUTI ALUMNI FINANCIAL AID ENDOWMENT

R\$3,000,000
COMMITTED DONATION

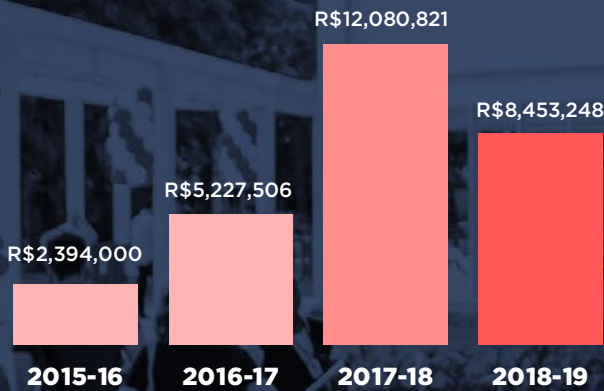
The Office of Institutional Advancement is proud to announce the establishment of the Janet Sallouti Alumni Financial Aid Endowment. This fund was created by Juliana and Roberto '90 Sallouti to support the children of Graded alumni who show exceptional academic, artistic, or athletic merit. Janet, Roberto's mother and proud grandmother of five current Graded students, worked at the school for 19 years.

CAMPAIN

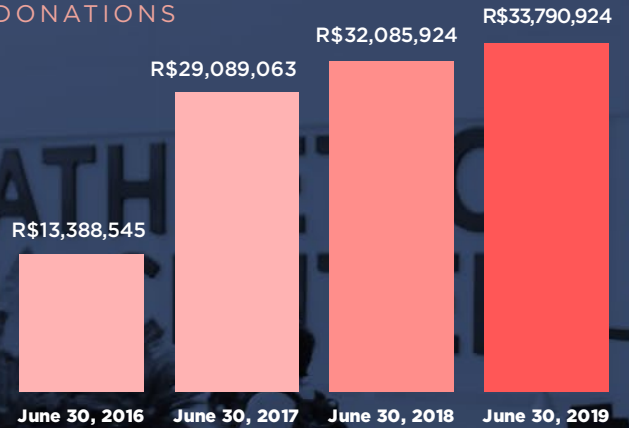


NUMBER OF LEADERSHIP DONOR HOUSEHOLDS

CENTENNIAL CAMPAIGN ANNUAL CASH RAISED



GRADED CAMPUS PROJECT TOTAL COMMITTED DONATIONS



TOTAL GRADED CAMPUS PROJECT COMMITTED DONATIONS + GRADED SCHOLAR PROGRAM & EXCELLENCE IN TEACHING ENDOWMENTS

R\$65M+

CENTENNIAL CAMPAIGN DONORS

LEADERSHIP DONOR CIRCLE

Leadership Donors are those who contribute at a level of R\$150,000+ and are recognized on Graded's Donor Pillar. Graded extends its deepest gratitude to our Leadership Donors whose gifts are an investment in both the future of our institution and the success of every student.

R\$10,000,000+

Fundação Lemann

R\$3,000,000 - R\$9,999,999

Juliana and Roberto '90 Sallouti

R\$1,500,000 - R\$2,999,999

Anonymous (2)
The Garfinkel Family
Alessandra and Ezra Safra

R\$500,000 - R\$1,499,999

Anonymous
The Blay Family
Renata and José Ermirio de Moraes
The Galeazzi Family*
Andrea and Guilherme Johannpeter
Maria Angela and Roberto Klabin
Raquel Moura Borges
Claudia and Renato Ochman
Amalia Spinardi and
Roberto Thompson

R\$250,000 - R\$499,999

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and Chloe '10 Behar
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Alexandre Nobre '95
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JHSF
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Thatiana and Leonardo '90 Mello
Diana and Bernardo Paiva
The Parent Teacher Association
The Quintella Family Charitable Fund
The Verdi Family
Fernanda and Alvaro Augusto Vidigal

R\$100,000 - R\$249,999**

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Graziella and Helio Beltrão
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Bittencourt A. Magalhães
Gabriela and Adriano Borges
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and Juan Giráldez
Suzana Cha and Jaco Yoo
Shirley and Alex '84 Chang
Maria Fernanda and Fabio* Coelho
Soraya and Edgard Corona
Regina and Gustavo* Diniz Junqueira
Flavia and Antoine Faugeres
Deborah and Paulo Haegler
Christina and José Carlos Hauer Santos
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João '17, and Pedro '27 Kalil
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The Lustosa Veirano Family
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Pinheiro Lima
Lorena Pinheiro Lima '91 and
Luiz Felipe C. D. de Souza
Cristiana and Rodolpho* Protasio
Fernanda and Fabio Rossi
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Camila Vieira Santos and
Cristiano Biagi
Adriana and Jose Miguel Vilela
Cristiane and Johann*
Mathias von Bernuth
Tânia and Arnaldo Wald

**Board Member*

***Adjusted from R\$100,000 to R\$150,000 on January 1, 2018, to keep pace with inflation.*

“ EDUCATION IS THE BEST LEGACY A PARENT CAN GIFT THEIR CHILDREN ”

“I believe that education is the best legacy a parent can gift their children. Being part of the CCEC allows me to contribute to Graded’s innovation, development, and the future of our students.”

**Renata Queiroz Moraes,
CCEC Member**

2.2 BY '22 INITIATIVE

This student-led initiative funds the Graded Scholar Program Endowment and aims to raise R\$2.2M by June 2022. Thank you to donors who have supported this ambitious project. As of June 30, 2019, this initiative has raised R\$31K+.

- Anonymous (12)
- 2018-19 Graduation Committee
- Gabriel Alcântara '19
- Eliza and James Altman
- Bianca Auriemo '19
- Luisa de Barros '19
- Giulia Di Bella '19
- Luna Bertolini '19
- Filippo Del Brenna '19
- Marcello Bulgarelli
- Antonia Cantillo '22
- Manuela Cantillo '22
- Henique Colaferro '19
- Marina Dissinger '19
- Isabella Fahart '19
- Isabel Feliu '22
- Camila Giraldez '20
- Santiago Giraldez '22
- João Godoy '22
- Lucas Gonçalves '22
- Gui Gonzales '19
- Emma Gonzalez '19
- Fanny Guimaraes
- Gabe Heister '19
- Ava Hillman '20
- Mark and Carla Hillman
- Andrew Hossack
- Jenna Hughes
- Pietra Koutras '22
- Daniel Lima '22
- Pepe Loyola
- Melissa Machado '19
- Shelley Marks
- Thomaz Menezes '19
- Julia Miguel '22
- Felipe Ochman '20

- Isabela Peixoto '19
- Ju Regen '19
- Anna Rocha Azevedo '22
- Payton Rodgerson '22
- Nina Rozenbaum '19 and The Rozenbaum Family
- Marina Senderos '22
- Caridad Senderos Garcia '18
- Mathaus Silva '19
- Juliana Viera '19
- Yao Yuan Zhang '19
- Giuseppi Zago '22

OTHER CENTENNIAL CAMPAIGN DONORS

R\$10,000 - R\$99,999

- Carolina and Patrice Etlin
- Veridiana and Guilherme Ferreira

R\$5,000 - R\$9,999

- Class of 2025
- Maria Fernanda and Adelino Arantes
- Fernanda and Leonardo Morari
- Charo and Ramon Sánchez
- Daniela and Abraham Weintraub

R\$2,500 - R\$4,999

- The Haenni-O'Callaghan Family

R\$1,000 - R\$2,499

- Carolina '27 and Tiago '30 Mason Bruno
- Amrit H. Mohanani '04
- Marina and Carlo '01 Padovano
- Renata Romanich and Henrique Buosi

R\$1 - R\$999

- Class of 1965
- Angela Lopes
- Julia Downey de Oliveira
- The Roane Family

THE CENTENNIAL CAMPAIGN EXECUTIVE COMMITTEE

The Centennial Campaign Executive Committee (CCEC) was formed to serve as the primary voice for the school's Centennial Campaign. CCEC members cultivate relationships with parents, alumni, grandparents, companies, and foundations and support Graded by fostering a culture of giving. We are thankful for their extraordinary dedication and passion. It is only with the participation of all stakeholders that Graded can reach its goals and achieve its vision for the future.

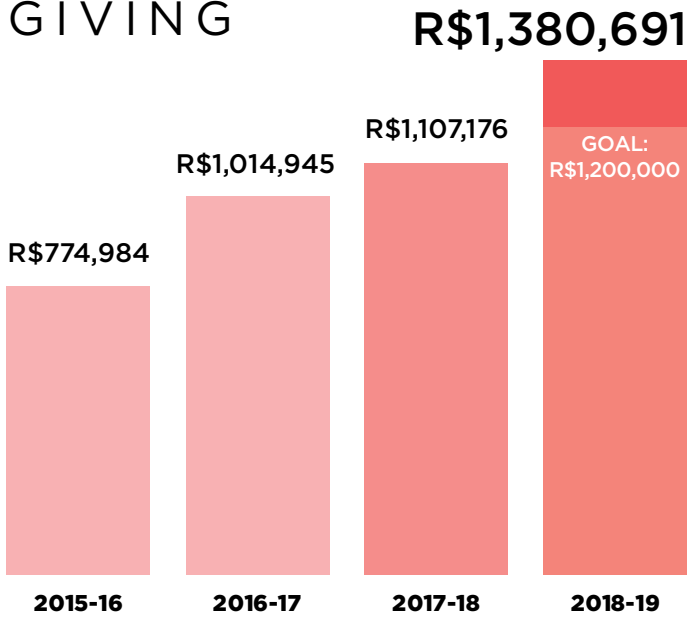
- Renato Ochman, Co-chair
- Amalia Spinardi, Co-chair
- Ana Cabral-Gardner*
- Luiz Galeazzi '81*
- Jeffrey Hoberman*
- Andrea Johannpeter
- Roberto Klabin
- Caroline Pinheiro Lima*
- Lorena Pinheiro Lima '91
- Renata Queiroz Moraes
- Veronica Sverner Arruda
- Fernanda Vidigal

- Richard Boerner,
Superintendent, Ex Officio
- Susan Clain,
Chief Strategic Communications and
Advancement Officer, Ex Officio
- Tracy Harrison,
Chief Development Officer, Ex Officio
- Julia Oliveira,
Development Manager, Ex Officio

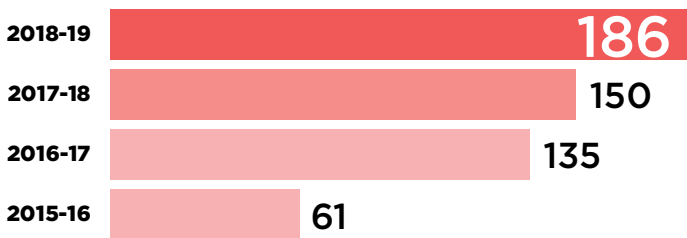
**Board Member*

GRADED ANNUAL FUND

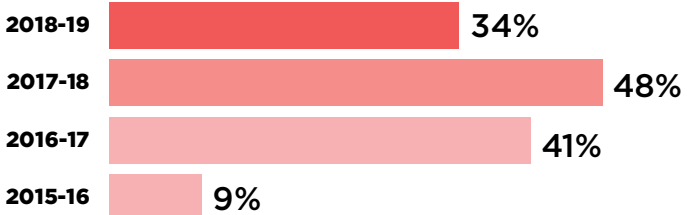
TOTAL GIVING



NUMBER OF PARENT DONOR HOUSEHOLDS



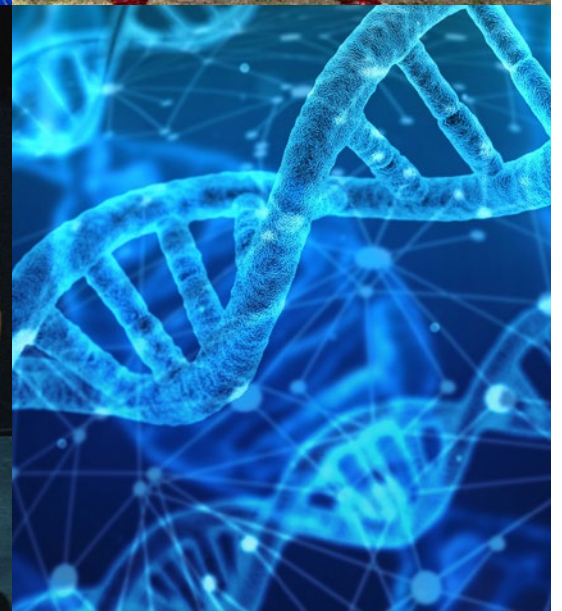
PARTICIPATION FACULTY/STAFF



A SAMPLE OF SUPPORTED PROJECTS

FALA 20-Year Celebration
 Shades for Lower School Playground
 Think Tank
 Seating and Equipment for Graded Greens
 Visiting Author Series
 Lower School Carpets
 Sideline Chairs for Athletics Center
 Graded Scholar Support
 Makeup Kits for Theater Performances

DNA Sequencing Equipment
 Upper School Innovation Center Equipment
 Recess Play Kits
 Shade Tents for Athletics Field
 Snug Kits for Lower School Playground
 STEAM Day
 STEM Equipment for Lower School Innovation Hub



HONOR OF DONORS

CENTENNIAL CIRCLE

R\$19,200+

Anonymous (2)
 The Abdalla Family
 Silvia Abravanel '90
 Marcelo '23, Felipe '26, and
 Mariana '29 Almeida
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 Maria Fernanda and Fabio Coelho
 Soraya and Edgard Corona
 Julia and Christian Egan
 Andrea '98 and Gustavo Filgueiras
 Isabela and José Luiz de Godoy Pereira
 The Mofarrej Fonseca Family
 The Parent Teacher Association
 Marcelo Pires Oliveira Dias
 Renata Queiroz and José
 Ermírio de Moraes
 Juliana and Roberto Sallouti '90
 Ana Carolina and Marc Szlezzynger
 Yurban Foods

TRUSTEE CIRCLE

R\$10,000 - R\$19,199

Anonymous (5)
 The Aguiar de Souza Family
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 The Boetger Family
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 João Pedro '28 Borges

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 and Juan Giraldez

The Choo Family

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Sherry and Mauricio Esteves

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Patricia Heilbut

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Daniela and Richard Johannpeter

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Carla and Felipe '90 Nabuco

Ana Carolina and José

Lucio Nascimento

The Quintella Family

CENTURY CLUB

R\$5,000 - R\$9,999

Anonymous (2)

Nina '25, Maria '26, and Julia '30

Albuquerque de Bueno Vidigal

Maria Fernanda and Adelino Arantes

Andrea Andrezo and Filipe Areno

Márcia Coelho and Kasuo Miyake

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and Tiniti Matsumoto Junior

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Juliana Germinari and Denis Lee

Andreia and Pedro Geyerhahn

Grade 4 - Class of 2027

The Gunn Oliveira Family

ROLL

“

THERE ARE
SO MANY WAYS TO
GIVE BACK
TO THIS
AMAZING SCHOOL.”

“Helping Graded has been a truly fulfilling experience. There are so many ways to give back to this amazing school. Our family contributes to the Graded Annual Fund, because the important projects it supports enrich the lives of all Graded students.”

Gabriela Borges, Parent

“

I GIVE BACK BECAUSE
I'M GRATEFUL
AND BECAUSE I KNOW I'M
PART OF SOMETHING BIGGER.

“Graded not only changed my life, but my family’s life as well. For forty-five years, I have worked at Graded. During this time, I have witnessed the school’s unwavering commitment to members of the community – both students and employees. So I give back because I’m grateful and because I know I’m part of something bigger.”

”

Dona Emilia Suzuki,
Cafeteria Associate Manager

Flavia and Marcello Hallake
Barbara Jalles
Lygia, Konstantinos Mihail '92,
Julya '23, and Paulo '25 Markakis
Fernanda and Leonardo Morari
Claudia and Renato Ochman
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The Protasio Family
David Rechulski
The Sciaudone-Loureiro Family
Patricia and Oscar '81 Segall
Leticia and Deda Studart
Betina '88, Yasmin '29,
Peter '30, and Peter Ting
The Vidigal Araujo Family

GOLD DONOR
R\$1,000 - R\$2,499

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Os Filmistas

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Lorena Pinheiro Lima '91
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Marcela and Joaquim Salles Leite
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The Seawright Lima Family
Raj Laxmi Shrivastava
Paula Soares and Carlos
Hitoshi F. Castro
Amalia Spinardi
Veronica Sverner and Jorge Arruda
Marcio Tabatchnik Trigueiro
Larissa Teixeira Quattrini '94
Irma and Ronald Van Ballegooijen
Carla and Anthony '94 Wong
Gabriel '19 and Joshua '22 Yamada
The Yamamura Family
The Yoshida Family

SILVER DONOR
R\$1 - R\$999

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Gisela and Ricardo Almeida

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 Nathalia Andrade
 Lucinha Ariani
 The Atallah Mehero Marques Family
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 Mineiro Martins
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 Adelson Melo
 Marcia Mendes
 Lino Mentoni '30
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 Paula Nishino
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 Gabriela '26, Olivia '28, and
 Stella '31 Oppenheimer Fleury
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 Os Filmistas
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 Daniel B. Parke
 Veronica Sverner and Jorge Arruda
 Yurban Foods

We endeavor to ensure the accuracy of this honor roll of donors. If your name is incorrectly listed, please accept our apologies and bring the error to our attention at advancement@graded.br.

GIVING TO GRADED EVENTS

Throughout the year, the Office of Institutional Advancement holds informational, fundraising, and stewardship events. At these gatherings, we educate our stakeholders, cultivate community, and celebrate important milestones and achievements with donors.

The Centennial Campaign Executive Committee plays an instrumental role in the success of Graded's fundraising initiatives and events, and we would like to thank our committee members for their generosity, time, and extraordinary dedication to the institution.

LEADERSHIP DONOR DINNER



DONOR RECOGNITION COCKTAIL

DELRAY BEACH 50-YEAR ALUMNI REUNION



ALUMNI EVENTS

Graded alumni and former students gathered around the globe to reunite with old friends, network, and meet new people. Receptions this year took place in San Francisco (co-hosted by former Graded Board member Sonya Querido '77 and her husband Mark Abrams), Los Angeles, and São Paulo.

Alumni also organized reunions – large and small – throughout the world. We were delighted to welcome more than twenty members from the class of 1979 back to campus for a special reunion lunch. Graduates from the class of 1969 commemorated their 50th reunion in Delray Beach, Florida.



SAN FRANCISCO ALUMNI RECEPTION



SÃO PAULO ALUMNI RECEPTION

SÃO PAULO REUNION LUNCH

LOS ANGELES ALUMNI RECEPTION



SENIOR LEADERSHIP TEAM

RICHARD BOERNER
Superintendent

MARIE BEARDWOOD
Director of Technology Integration

SHANNON BECKLEY
Director of Teaching and Learning/
Lower School Associate Principal

VANCE BOISJOLI
Lower School Principal

SUSAN BUTLER
Middle School Associate Principal

SUSAN CLAIN
Chief Strategic Communications and
Advancement Officer

FIONA COPE
High School Associate Principal

ROBERTO D'ERIZANS
Middle School Principal

ELAINE GABOR
Director of Business and Operations

TRACY HARRISON PEIXOTO
Chief Development Officer

SHAUNA HOBBS
Director of Analytics, Innovation,
and Research

STUART KENT
High School Principal

RENATA ROMANICH
Director of Human Resources

SILVIA SIQUEIRA
Diretora Oficial
(Brazilian Accredited Program)

ROB SWITZER
Director of Athletics and Activities



HIP





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