



January 18, 2018

All Parents  
American Heritage School

Tuition Rates 2018–19

Dear Parents,

Effective June 1, 2018, the monthly per-student tuition rates for the 2018–19 school year will increase as follows:

Grade Level	% Increase	\$ Increase (per month)
K (Half Day)	0.00%	\$0
K (Full Day)	0.00%	\$0
1-6	9.09%	\$50
7-8	9.65%	\$55
9-12	9.85%	\$65

**As a Board, we feel that it is important that every family in the school community understand the following context for this tuition increase:**

First, this increase is *not* a result of our campus expansion, which has been entirely donated, \$32 million by devoted families in our school community, including money sufficient to cover fixtures, furnishing, equipment, and various associated personnel costs. This increase is also *not* a result of planned additions to athletic department coaches and staff for the upcoming year, costs for which are borne largely by participant fees and special program fundraising from those who take advantage of those programs.

The tuition increase for the upcoming year is a result of the following:

- 1. The Board and Administration saw a clear and pressing need to respond to the current market demand for qualified teachers amidst a severe teacher shortage along the Wasatch Front, and in the face of corresponding “salary wars” by local school districts.** As we began the hiring process last spring (after we had already announced tuition rates for the 2017–18 year), we had a pivotal series of Board Finance Committee meetings during which we articulated the important principle that *if we do not maintain and attract excellent teachers who are capable of creating “transformational teaching and learning” experiences for our children, then our inspiring curriculum and our beautiful campus will hardly matter.* Thus, we committed to our current teachers and new hires this past summer that we would pursue a long-term compensation and benefits model that would be *adequate* for them to be able to plan for retirement at AHS, *competitive* with local school districts in the area, and still

*sustainable* for the school and its tuition paying families. This tuition increase does not accomplish all of those objectives immediately or perfectly, but it is a careful and important step in the right direction.

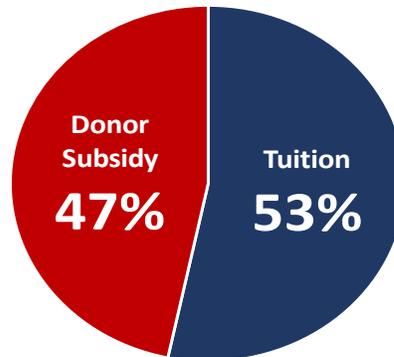
2. **We have decided to begin reducing our historical reliance upon Annual Fund fundraising to cover various components of teacher compensation and benefits, and instead working to cover those needs by carefully increasing our tuition. This will result in a measured decrease in our Annual Fund Goal in the upcoming year.** The Annual Fund campaign will be continued as a very important tool to assist families with scholarships and tuition remission. We plan to maintain and even increase, if we can, the amount of the financial aid that we provide to families as we grow.

**In addition, we feel it is important to emphasize that American Heritage School continues to offer one of the most compelling value propositions per tuition price of any private school in the market.** Utah private schools with similar enrollment, facilities, and program quality charge on average *two to three times more in annual tuition than AHS*. Add to our relatively low tuition \$58 million in donations since 2001, and an average annual tuition increase below 5% over that same period, and it is clear that our approach to school finance is a remarkable example of fiscal conservatism, discipline, and donor sacrifice. What do we do differently than other schools? We carry no public or commercial debt. We have the leanest administration per teacher/student ratio of any like-size school of which we are aware. We never use tuition dollars for land acquisition, facilities expansion, or significant building projects—only donations. In addition, we have an Annual Fund that invites every family in the school community to donate in order to help offset various costs that most schools simply build into their tuition price, such as financial aid.

As in the past, the Board is very sensitive to the added burden that any increase in tuition, no matter how small, places upon families—particularly those families with multiple children enrolled at the school. Accordingly, each year (including this coming year) we have set tuition rates at approximately half of the actual cost of a seat at AHS. We are able to set tuition rates so low because of the tremendous donor support we have received, which has paid for land and physical facilities at the school. **Without the approximately \$58 million dollars donated since 2001, AHS tuition would be approximately double for 2017–18:**

	Tuition Without Donor Support	Current AHS Tuition (2017–18)	Difference (Current Donor Subsidy)
Kinder (Half-Day)	7,433	3,960	3,473
Kinder (Full-Day)	11,488	6,120	5,368
Grades 1–6	12,389	6,600	5,789
Grades 7–8	12,840	6,840	6,000
Grades 9–12	14,867	7,920	6,947

**The Gift of An AHS Education**



Please know that keeping tuition low is not only one of the Board’s highest priorities, but one of the written “guiding principles” by which the Finance Committee of the Board operates. We wrestle with numerous and sensitive considerations surrounding tuition rates and how best to keep them as low as possible. We know that you wrestle with some of these same considerations as you make your decision to enroll. Our hope is that all of our families, regardless of their circumstances, will remember the “gift of an AHS education” and be sensitive to the important purposes for careful tuition increases, which include necessary compensation adjustments for inflation, increased costs of living, and improving the overall quality of the educational experience at AHS.

At the same time, AHS remains committed to providing a strong financial aid program through both need-based and merit-based scholarships. Over the years we have significantly increased the amount of financial aid available to families in need, and our Scholarship Committee is taking a more proactive approach to helping students and families see their way through the financial commitment that AHS represents. For more on financial aid, visit our website at <http://american-heritage.org/OnCampus/Scholarship>, or speak with an administrator.

Sincerely,

Board of Trustees  
American Heritage School