




# *“Growing in Light and Truth”*

Strategic Plan 2027

August 2025 Update  
Combined Campuses

A photograph of a brick building with large windows. The building is made of red brick. There are several windows, some of which are multi-paned. A sign is visible on the building, partially obscured by the text overlay. The sign appears to read "AMERICAN". The text "Bring up your children in light and truth." is overlaid on the image in a white, serif font. Below the main text, the reference "D&C 93:40" is also visible in a smaller, white, serif font. The image has a warm, slightly blurred quality, with some yellowish-orange light effects in the foreground.

“Bring up your children in  
light and truth.”

D&C 93:40

Growth isn't just about getting bigger.

It's about becoming more like Christ: *more aligned with Him, and "more used" for His purposes.*

*(Hymn #131: More Holiness Give Me)*



**David Andersen**  
**Chairman**  
**AHS Board of Trustees**





**Hal Boyd**  
**Vice-chairman &**  
**Chairman-elect**  
**AHS Board of Trustees**

## 2025-26 AHS Board of Trustees (Page 1 of 2)



David Andersen  
(Chairman)



Grant Beckwith



Chris Beckstead



Brent Bishop



David Boren



Hal Boyd  
(Vice Chair)



Jenet Erickson



Shannon Foster

For Bios See <https://af.americanheritageschool.org/advisory-board-bios/>

## 2025-26 AHS Board of Trustees (Page 1 of 2)



Brett Gerlach



Lyman Kirkland



Derek Maxfield



Janine Miner



Shannon Norton



Laurie Swim



Mary Kay Ware



David Warner

For Bios See <https://af.americanheritageschool.org/advisory-board-bios/>



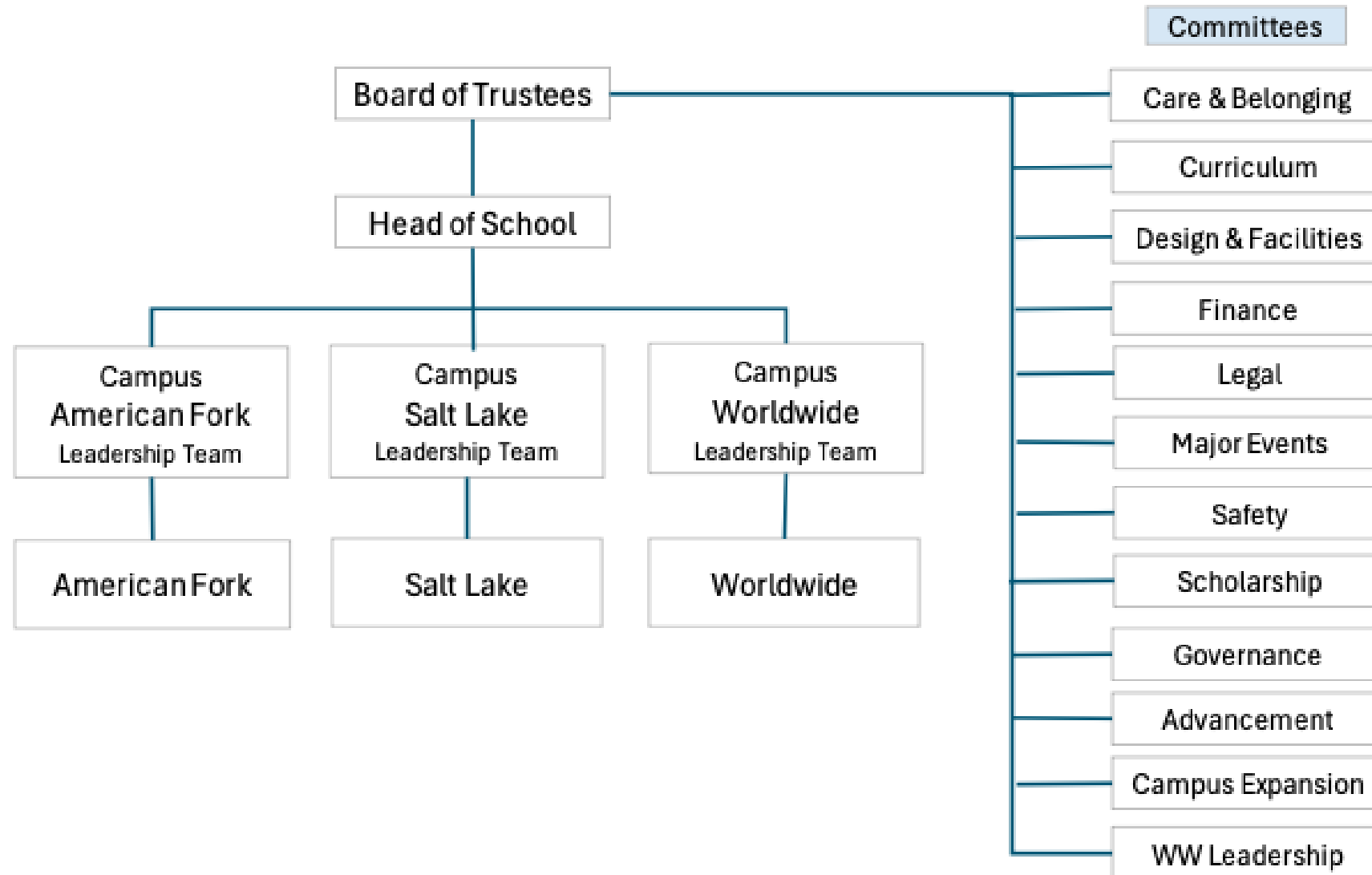
**David Boren**  
**New Trustee 2025**  
**AHS Board of Trustees**





**Lyman Kirkland**  
**New Trustee 2025**  
**AHS Board of Trustees**

**American Heritage School**  
**Organization Chart**  
(9/23/24)



# Current Enrollment & Demand

**AF Campus: Current Enrollment/Capacity: 1,300**

**AF Campus Enrollment Demand Estimate: ~1,600\* (facilities constrained)**

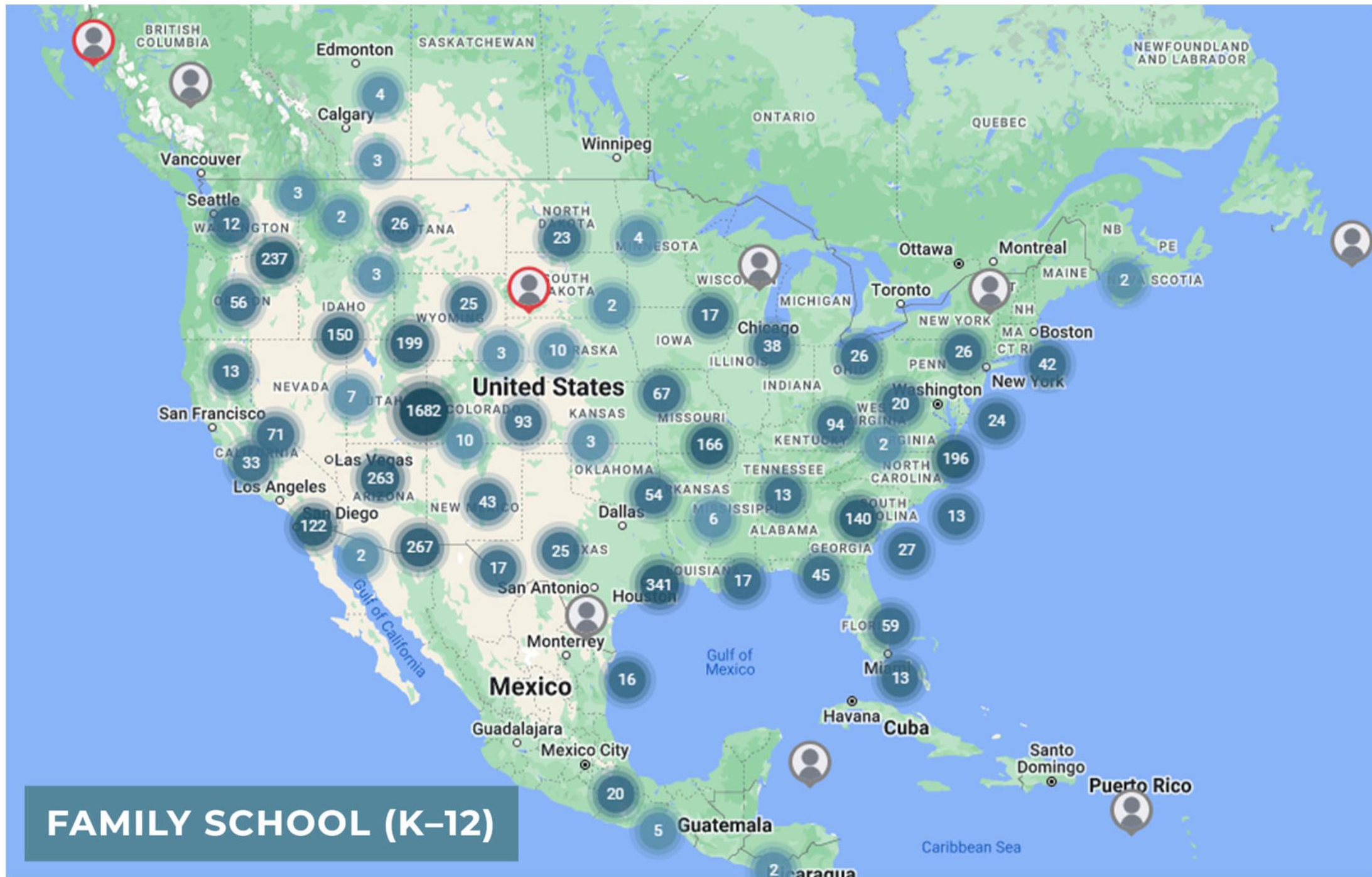
**SLC Campus: Current Enrollment/Capacity: 300**

**SLC Campus Enrollment Demand Estimate: ~600\* (facilities constrained)**

**WW Campus Current Enrollment: ~5,300 (few/no facilities constraints)**

**WW Campus Demand Estimate: Some portion of 100,000 LDS homeschool students; 3,750,000 US homeschool students, and 18,300,000 US students whose families are dissatisfied with US public school options.**

\*Plans in process to construct additional buildings conditional upon board approval and funding







# *“Growing in Light and Truth”*

Strategic Plan 2027

August 2025 Update  
Combined Campuses



# *“Growing in Light and Truth”*

Strategic Plan 2027

Part I. Mission Culture & Focus

Part II. Governance & Leadership Alignment

Part III. Transformational Teaching & Learning

Part IV. Worldwide Relationships & Impact

Part V. Long-term Financial & Facilities Sustainability





# *“Growing in Light and Truth”*

Strategic Plan 2027

## Part I. Mission & Culture Focus

- Clarify and articulate our distinctive, restored Gospel approach to K–12, family education.
- Create common understanding and behavior around principles and practices set forth in the AHS Foundations Guide.
- Develop effective assessment and evaluation measures relating to all stakeholders’ understanding, internalization, outward expression, and living of the school’s mission, vision, and core values.
- Align internal and external messaging with school mission, vision, and core values.



# *“Growing in Light and Truth”*

## Strategic Plan 2027

### Part II. Governance, Leadership, and Stakeholder Alignment

- Develop a properly balanced governance model that provides sufficient oversight to the overarching organization while also providing autonomy for each campus to fulfill the unique measure of its creation.
- Increase the pool of leaders who can effectively lead schools and microschools by creating school leader preparation initiatives. Identify potential leaders and expose them to or engage them in next-level leadership activities (Leadership Development & Succession Plan).
- Articulate the relationship between campuses and help all stakeholders to develop a combined-campus perspective of their experience.
- Develop and document an AHS Strategic Enrollment Management (SEM) Plan that complements and supports our AHS Strategic Plan. The SEM Plan will focus not just on admissions, but on the lifecycle of a family at the school, with a focus on making not only mission-aligned admission decisions, but also developing more mission-aligned students and parents over the course of their experience at AHS.





# *“Growing in Light and Truth”*

## Strategic Plan 2027

### **Part III. Transformational Teaching and Learning**

- Develop and implement a comprehensive system for teacher and administrator evaluation, professional development, and competitive compensation that is aligned with distinctive, mission-oriented goals and practices.
- Vigorously pursue teaching and learning improvement strategies that promote not only our core values of Christian Character, Transformational Scholarship, and Responsible Liberty, but also a sense of joy, achievement, collaboration, discernment, self-government, empathy, and belonging.
- In the framework of Know, Do, Become, prepare students with timeless tools for an ever-changing world. Leverage people, expertise, and resources in the school community to help students develop the attributes necessary to adapt and innovate from a foundation of fixed principles.
- Explore opportunities for growth and continuous renewal of the teaching faculty.
- Develop curricular cohesion between campuses, including collaborative review of scope and sequence documents, publication of curriculum on our website, and horizontal/vertical alignment, with a concordance that links published curriculum to AHW resources.



# *“Growing in Light and Truth”*

## Strategic Plan 2027

### **Part IV. Worldwide Relationships & Impact**

- Expand opportunities for students, faculty, and families to enhance their experience through applied learning outside the walls of American Heritage School (service learning, civic engagement, internships, industry mentor relationships, etc.).
- Keep AHS Worldwide and its programs/assets non-profit and AHS-affiliated.
- Collaborate with scaled partners to provide affordable, worldwide access to American Heritage School’s mission, curriculum, and programs.
- Complete the AF campus performing arts facility as a center of community gathering “in the shadow of the temple” for inspiring experiences that broadly communicate our mission/values.
- Utilize external networks to enrich and broaden faculty professional development.
- Establish and engage our alumni network.
- Make a successful accreditation transition from NWAIS (regional) to Cognia (national/global).
- Identify organizations that will serve as mission-aligned models for school improvement work.



# *“Growing in Light and Truth”*

## Strategic Plan 2027

### **Part V. Long-Term Financial & Facilities Sustainability**

- Update the Long-term Facilities Plan for each campus to reflect and support the AHS Strategic Plan. Conduct an outside facilities audit (each campus) as part of the Long-term Facilities Plan update.
- Update the Long-term Financial Plan for each campus to reflect and support the Long-term Facilities Plan and the overall AHS Strategic Plan. Include an updated Advancement Plan to support the Long-term Financial Plan.





# *“Growing in Light and Truth”*

## Strategic Plan 2027

**Campus-Specific Strategic Plans**  
(all subject to necessary funding and continued board support)





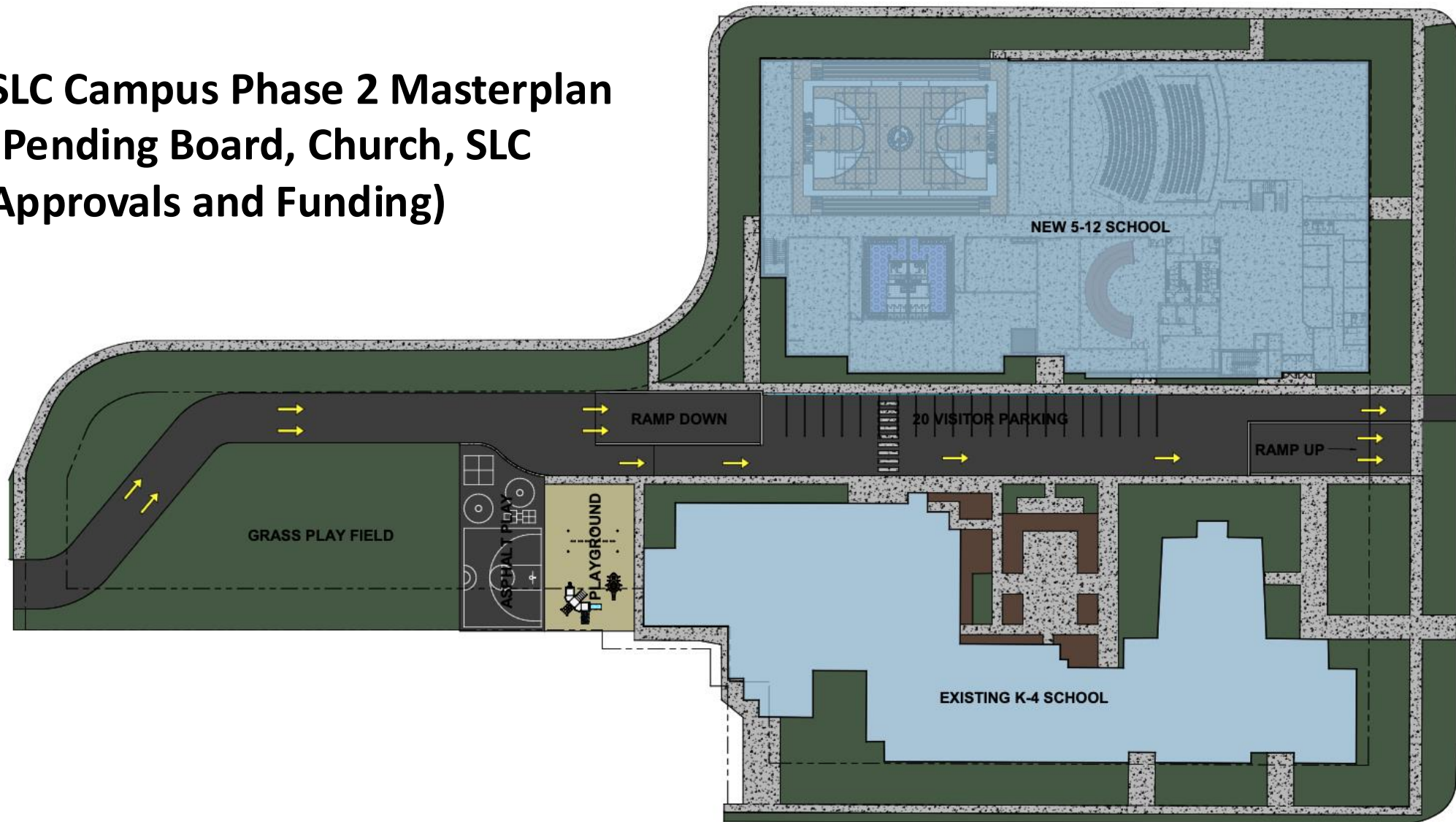
## Salt Lake Campus Strategy

- **Liberal Arts Focus.** Given facilities constraints for athletic space, as well as the relatively small student population, **the SLC campus distinguishes itself as an outstanding liberal arts campus, with excellent academics**, including science, music, drama, visual arts, and approximately 12+ CE and AP-level courses.
- **PE and athletics** will be offered as best we can within current facilities constraints, **growing/developing after-school athletics programs** once we have a significant change in our facilities capacity and enrollment.
- **Campus expansion** is projected to double our capacity from current capacity of 300 students to 600 (construct a new building on current campus, up to \$100M, pending AHS Board, Church, SLC approvals and funding).
- Maintain and develop **strong, strategic relationships** with the Church, SLC and worldwide communities, and higher education.





# SLC Campus Phase 2 Masterplan (Pending Board, Church, SLC Approvals and Funding)



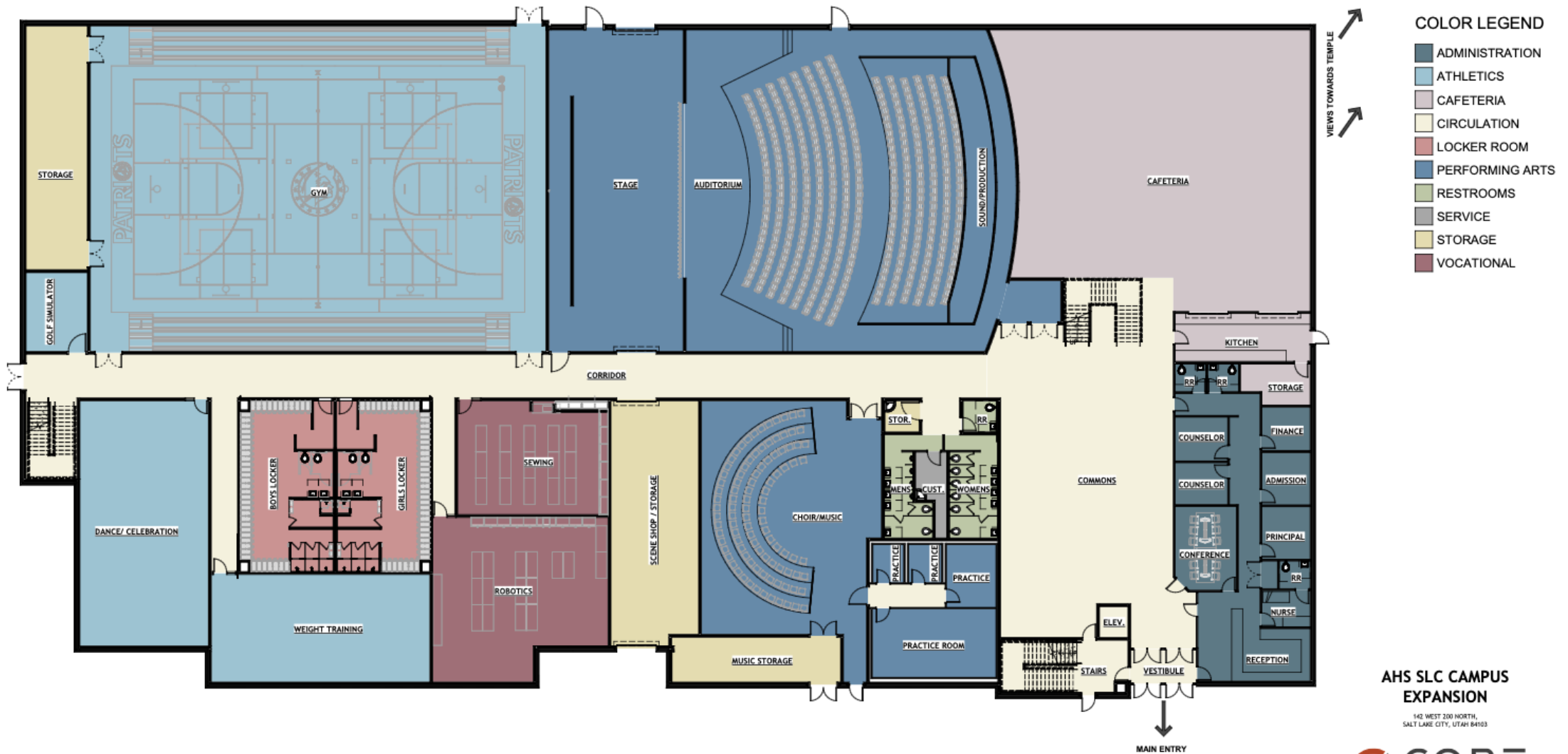
**OVERALL SITE PLAN**

**AHS SLC CAMPUS  
EXPANSION**

142 WEST 200 NORTH,  
SALT LAKE CITY, UTAH 84103



233 SOUTH PLEASANT GROVE BLVD.  
SUITE #105  
PLEASANT GROVE, UTAH 84062  
PHONE: (801) 769-3000  
core@coreutah.com



**AHS SLC CAMPUS  
EXPANSION**  
142 WEST 200 NORTH,  
SALT LAKE CITY, UTAH 84103





**AHS SLC CAMPUS  
EXPANSION**

142 WEST 200 NORTH,  
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233 SOUTH PLEASANT GROVE BLVD.  
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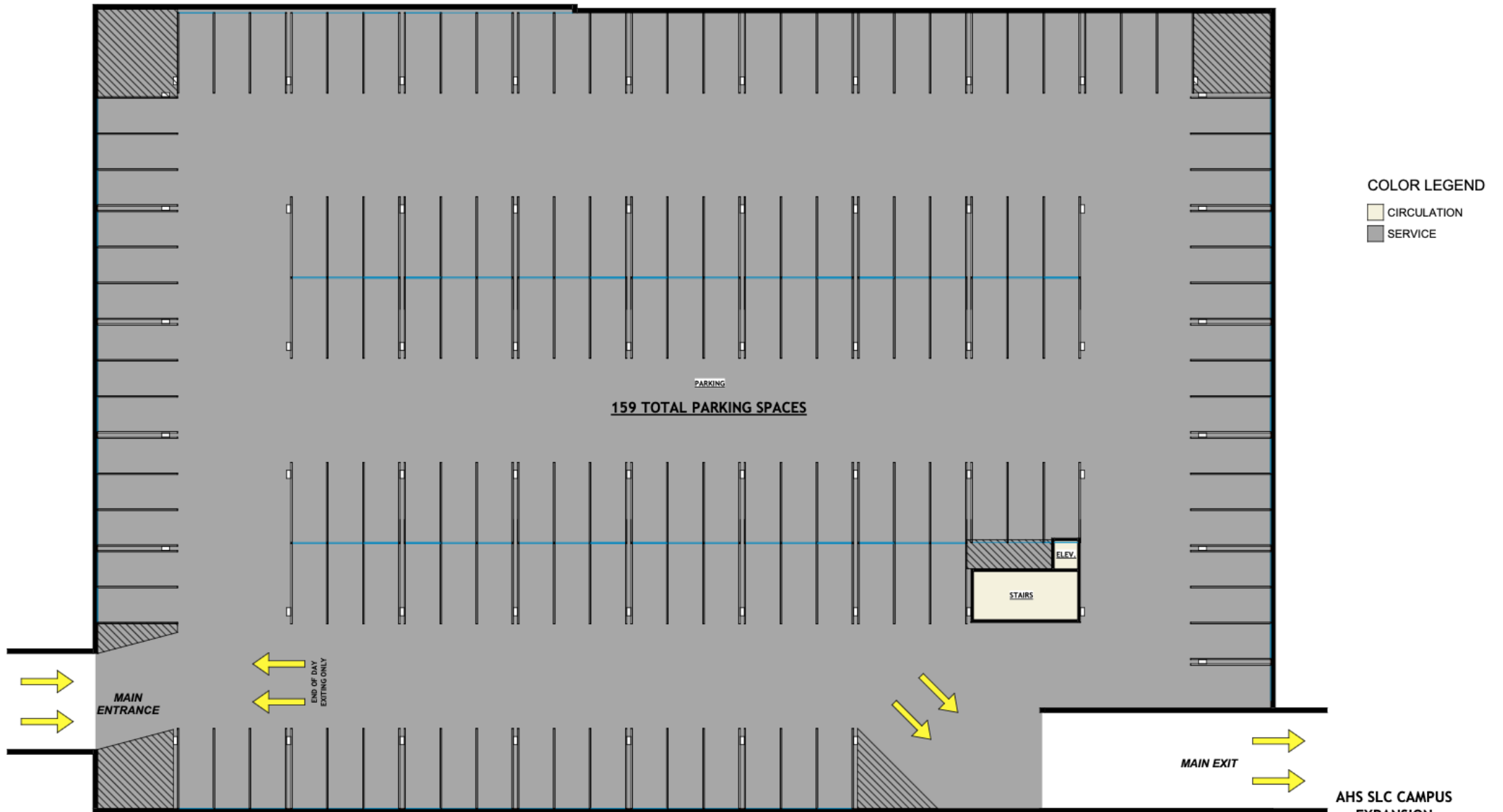


# AHS SLC CAMPUS EXPANSION

142 WEST 200 NORTH,  
SALT LAKE CITY, UTAH 84103



233 SOUTH PLEASANT GROVE BLVD.  
SUITE #105  
PLEASANT GROVE, UTAH 84062  
PHONE: (801) 749-3000  
core@coreutah.com



## PARKING LEVEL FLOOR PLAN

AHS SLC CAMPUS  
EXPANSION  
143 WEST 300 NORTH,  
SALT LAKE CITY, UTAH 84103



## American Fork Campus Strategy

1. Better and more comprehensive, foundation-oriented, onboarding and training of new faculty, parents, and students.
2. Focus on strengthening and distinguishing our middle school program.
3. Realization of the campus masterplan:
  - *Resources First.* Begin final, active phase of fundraising and construction to complete the campus masterplan in 3-5 years (earliest scenario).
  - *Facilities Bridge.* Add temporary classroom space by fall 2024 to (1) achieve long-term programmatic stability now, and (2) create a capacity bridge to final-phase construction. (\$2 million fundraiser = \$1.7M for temporary classrooms; \$300K to begin updated program study and design for final phase).
  - *Mission-aligned Growth.* Grow to our pause point of 1300, complete construction for future potential of 1625. (Total fundraiser is up to ~\$150 million depending upon scope).







# Phase 3 (Final Phase) AF Campus Expansion Project

- Program study and renderings completed in 2018 (pictured above) and a variation proposed in 2021
- 2025 update reflects maximum enrollment capacity of 1625 total students K-12 (current max enrollment capacity of 1300).
- Estimated cost for Phase 3 of up to \$150M, depending upon various factors



# American Fork Campus Temporary Classroom Site Watch Video Tour [HERE](https://youtu.be/gLYrg9rFCXk)

<https://youtu.be/gLYrg9rFCXk>

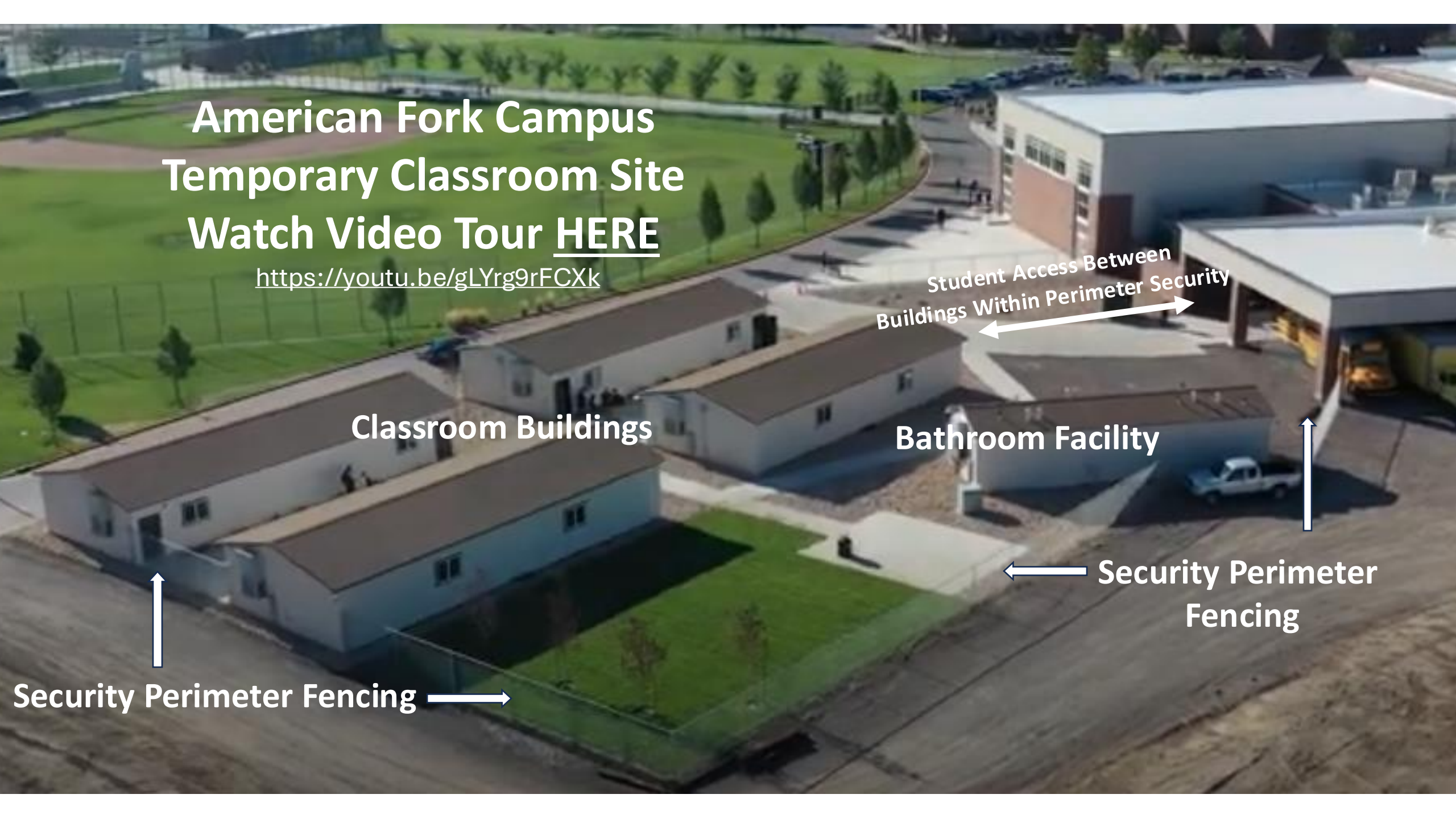
Classroom Buildings

Student Access Between  
Buildings Within Perimeter Security

Bathroom Facility

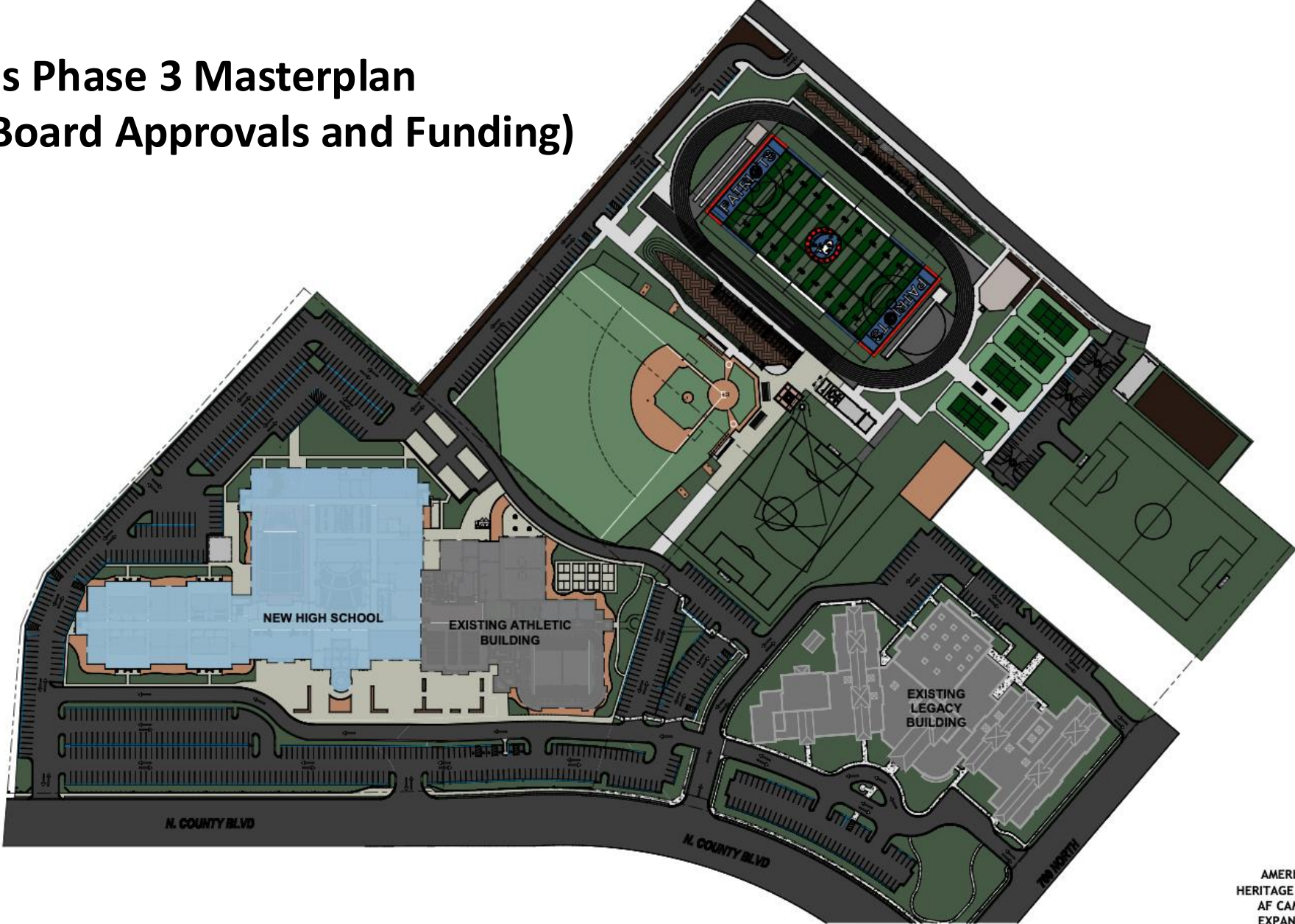
Security Perimeter  
Fencing

Security Perimeter Fencing



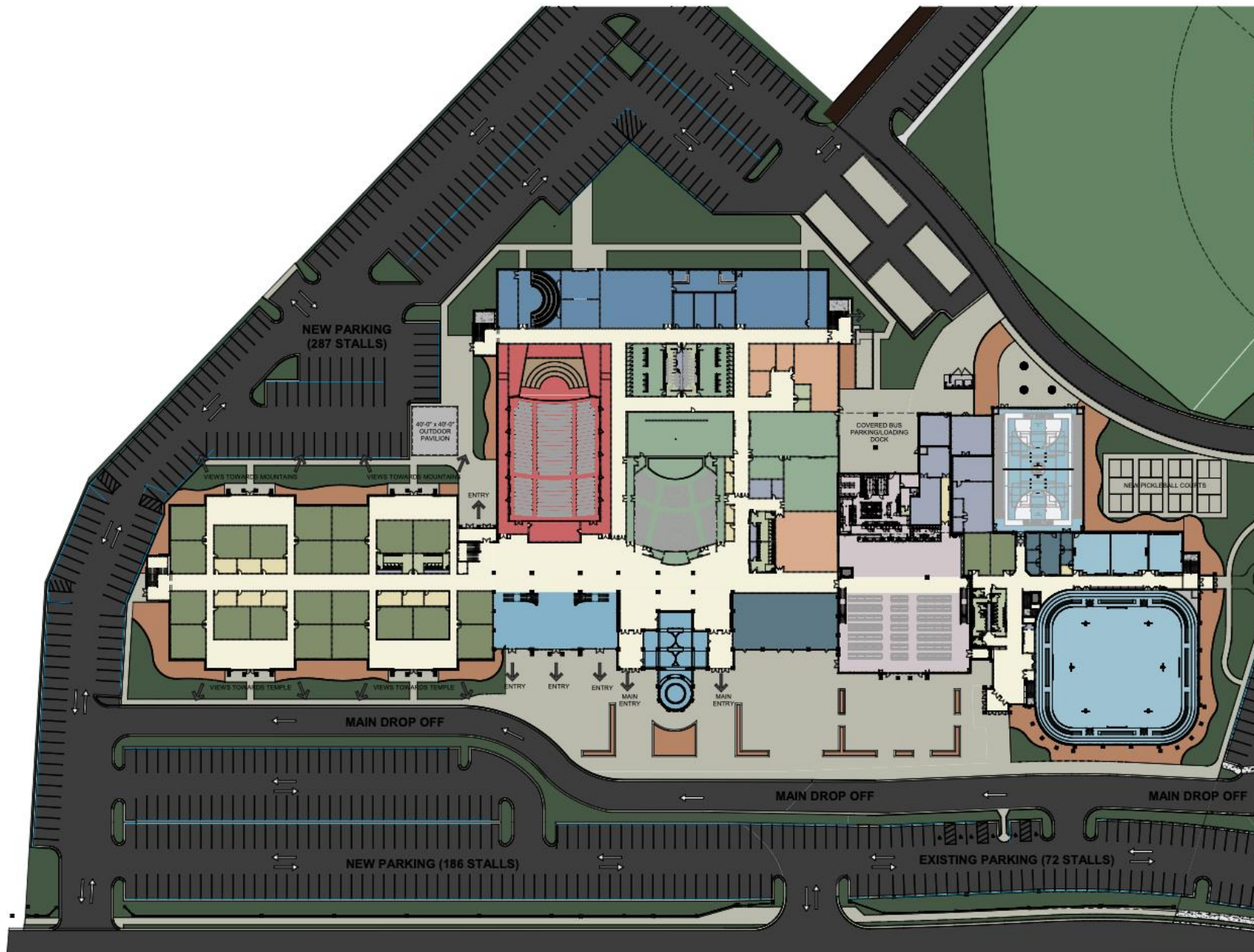
# AF Campus Phase 3 Masterplan

(Pending Board Approvals and Funding)



**OVERALL CAMPUS SITE PLAN**





## NEW HIGH SCHOOL SITE PLAN

AMERICAN  
HERITAGE SCHOOL  
AF CAMPUS  
EXPANSION

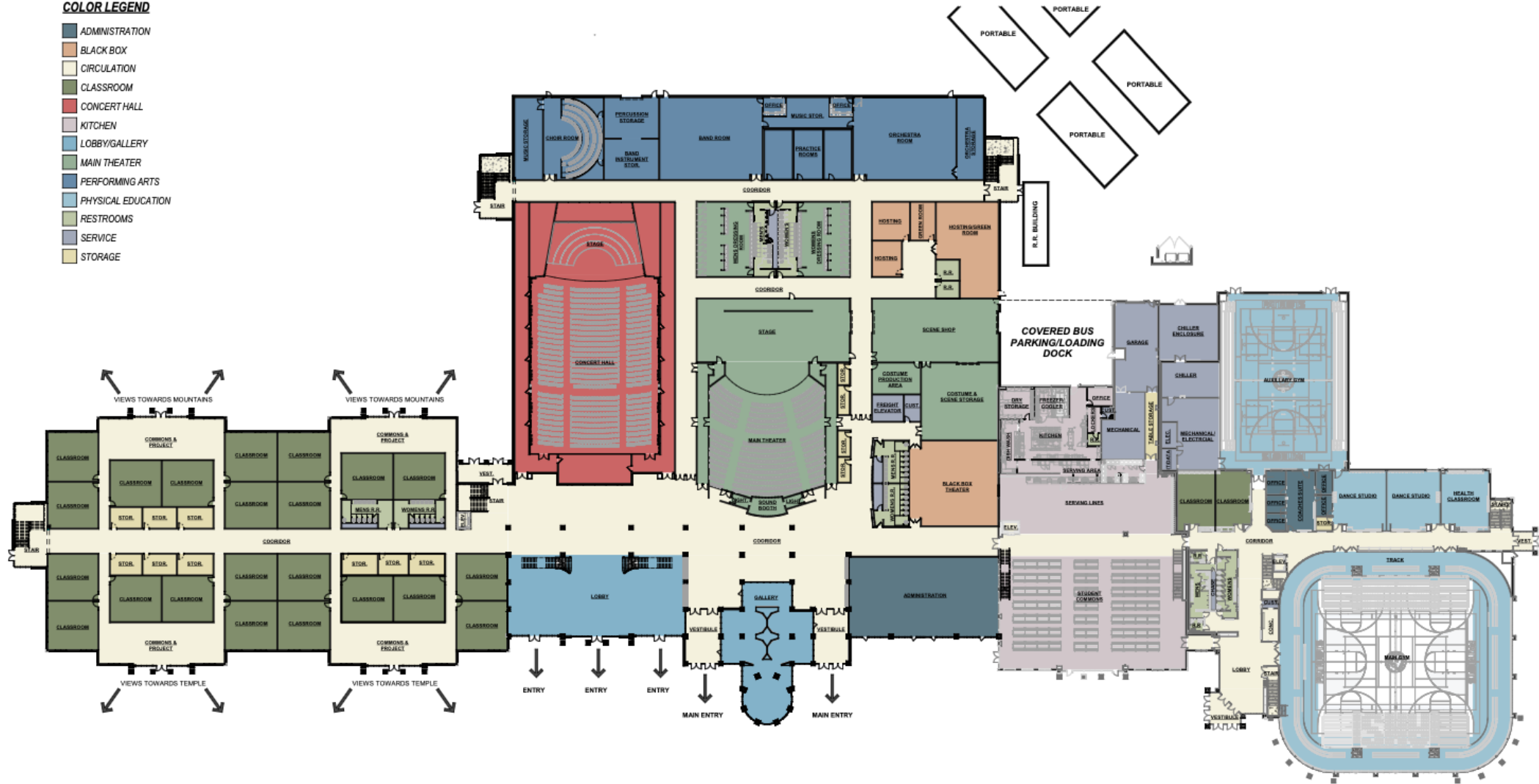
736 NORTH 1100 EAST  
AMERICAN FORK, UTAH 84403



233 SOUTH PLEASANT DRIVE SUITE 4100  
PLEASANT DRIVE, UTAH 84062  
PHONE: (801) 209-3880  
corearch.com

# COLOR LEGEND

- ADMINISTRATION
- BLACK BOX
- CIRCULATION
- CLASSROOM
- CONCERT HALL
- KITCHEN
- LOBBY/GALLERY
- MAIN THEATER
- PERFORMING ARTS
- PHYSICAL EDUCATION
- RESTROOMS
- SERVICE
- STORAGE



## MAIN LEVEL FLOOR PLAN

AMERICAN  
HERITAGE SCHOOL  
AF CAMPUS  
EXPANSION

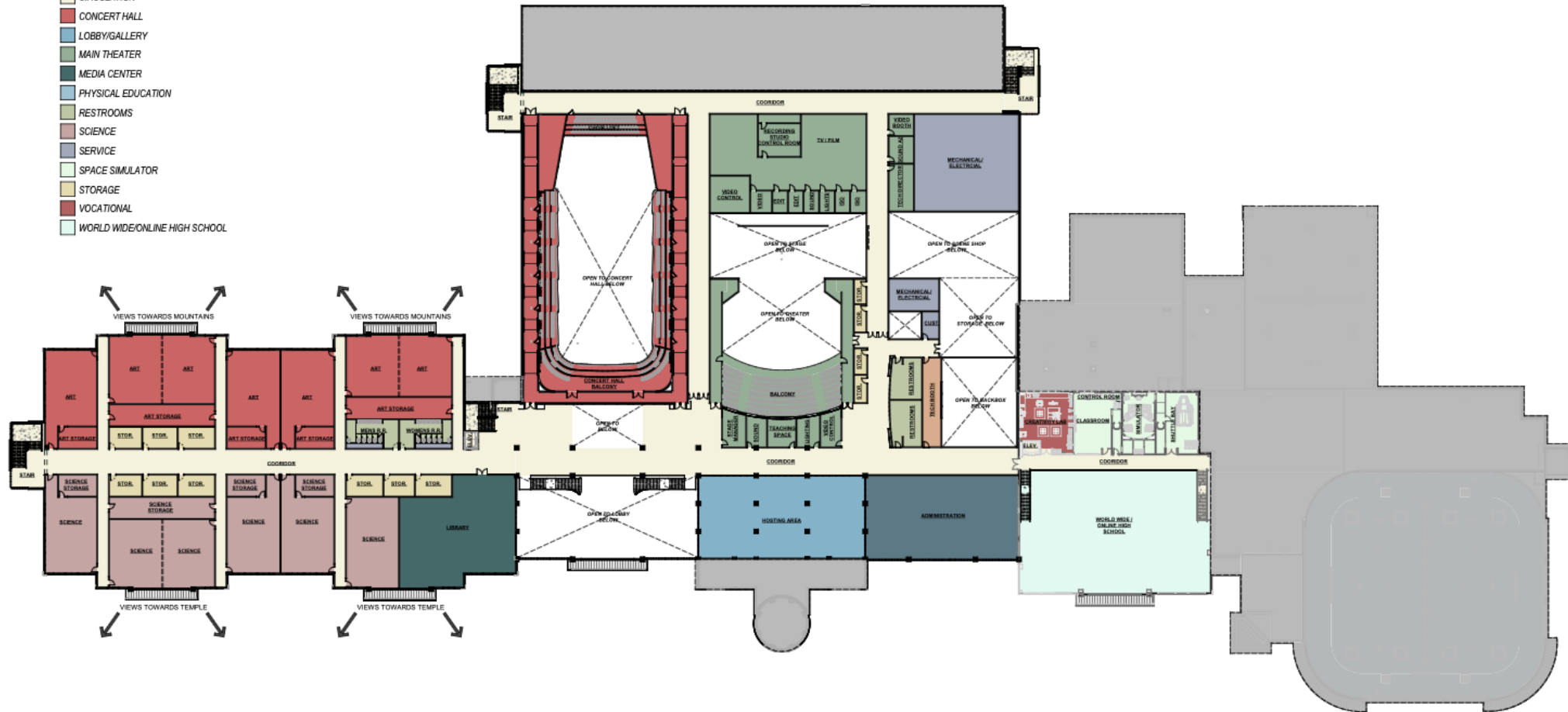
736 NORTH 1100 EAST  
AMERICAN FORK, UTAH 84003



233 SOUTH PLEASANT GROVE BLVD.  
SUITE 4700  
PLEASANT GROVE, UTAH 84062  
PHONE: (801) 709-3000  
corearchitect.com

# COLOR LEGEND

- ADMINISTRATION
- ART
- BLACK BOX
- CIRCULATION
- CONCERT HALL
- LOBBY/GALLERY
- MAIN THEATER
- MEDIA CENTER
- PHYSICAL EDUCATION
- RESTROOMS
- SCIENCE
- SERVICE
- SPACE SIMULATOR
- STORAGE
- VOCATIONAL
- WORLD WIDE/ONLINE HIGH SCHOOL



## SECOND LEVEL FLOOR PLAN

AMERICAN  
HERITAGE SCHOOL  
AF CAMPUS  
EXPANSION

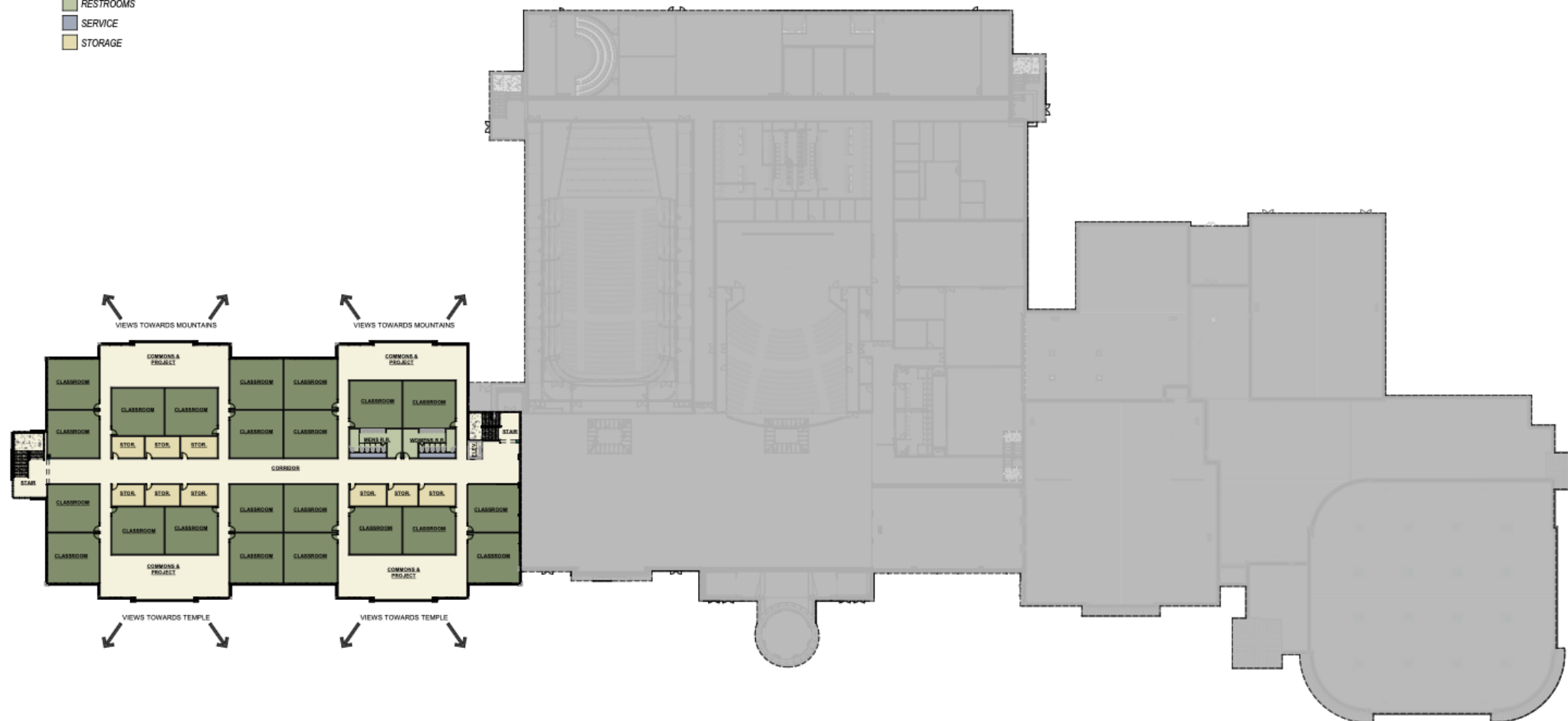
734 NORTH 1100 EAST  
AMERICAN Fork, UT 84003



233 SOUTH PLEASANT GROVE BLVD.  
SUITE 200  
PLEASANT GROVE, UTAH 84062  
PHONE: (801) 701-5000  
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**COLOR LEGEND**

- CIRCULATION
- CLASSROOM
- PHYSICAL EDUCATION
- RESTROOMS
- SERVICE
- STORAGE



**THIRD LEVEL FLOOR PLAN**

AMERICAN  
HERITAGE SCHOOL  
AF CAMPUS  
EXPANSION

736 NORTH 1100 EAST  
AMERICAN FORK, UTAH 84003

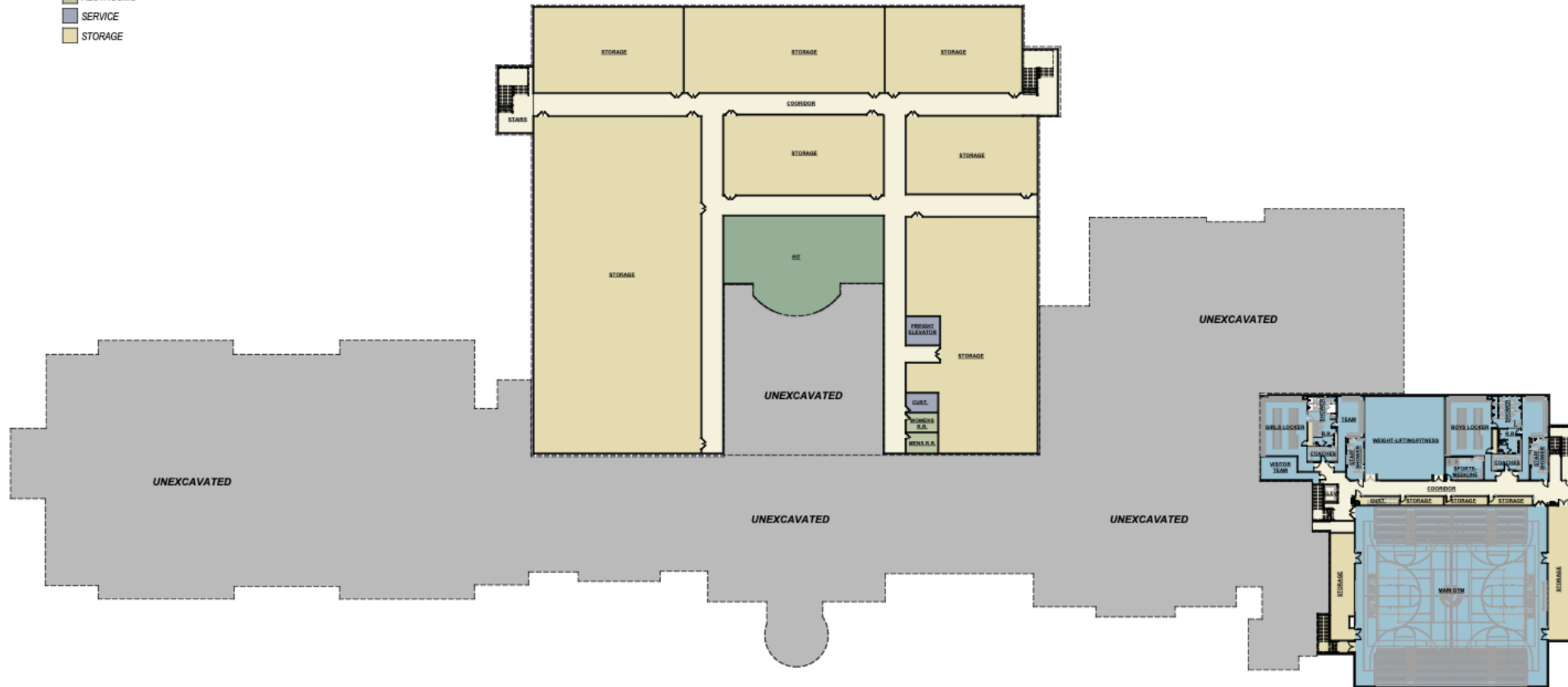


233 SOUTH PLEASANT GROVE BLVD.  
SUITE 210  
PLEASANT GROVE, UTAH 84062  
PHONE: (801) 201-3030  
WWW.COREARCHITECTURE.COM



**COLOR LEGEND**

- CIRCULATION
- MAIN THEATER
- PHYSICAL EDUCATION
- RESTROOMS
- SERVICE
- STORAGE



**BASEMENT LEVEL FLOOR PLAN**

AMERICAN  
HERITAGE SCHOOL  
AF CAMPUS  
EXPANSION

734 NORTH 1100 EAST  
AMERICAN FORK, UTAH 84003



233 SOUTH ALEXANDER GROVE BLVD.  
SUITE 4100  
PLEASANT GROVE, UTAH 84062  
PHONE: (801) 769-1000  
core@corearch.com









## AHS Worldwide Strategy

- Keep AHS Worldwide and its programs/assets non-profit and AHS-affiliated.
- Align ourselves strategically with scaled partners who share our mission and values.
- Define a very clear customer and product offering: LDS-oriented and US-based focus first, then broader as success allows.
- Build the model program to be simple enough that it can be put on a single poster, then fundraise for that, in its entirety.
- Total of \$4.5M pledged, comprised of \$3.25M pledged from two foundations, with an additional \$1.25M pledge available once \$1.25M is raised from other donors (all-in total of \$5.75M).

Growth isn't just about getting bigger.

It's about becoming more like Christ: *more aligned with Him, and "more used" for His purposes.*

*(Hymn #131: More Holiness Give Me)*



# School Finance:

- Key governing principles/directives: stay on mission; keep tuition as low as possible (accessibility across income ranges); compensate our employees sufficiently (“adequate, competitive, and sustainable”); fundraise for financial aid and capital improvement (help families to come and stay).
- 50% of the true operating cost is covered by donations (in essence, everyone is receiving significant financial aid at AHS).
- Tuition decisions involve months of careful research and deliberation by the Finance Committee and full Board of Trustees.
- Families please apply for financial aid (including Utah Fits All scholarships) if you feel you cannot manage a way to remain without assistance (no shame in asking for help):

<https://af.americanheritageschool.org/financial-aid-scholarships>

# 2025-26 Fundraising Priorities:

**(by June 30, 2026):**

- \$1M AF Campus Annual Fund (student financial aid, teacher bonus fund, fundraising expenses) + \$250K Facilities Goal w/\$250K Match: = **\$1.5M**
- \$650K SLC Campus Annual Fund + \$300K Facilities Campaign = **\$950K**
- \$1M AHS Worldwide Goal w/\$1M Match = **\$2M**

**TOTAL = \$4.45M**

**Long Term (as we can):**

- Endowed Scholarship Fund (combined campuses): **\$25M** to reduce or eliminate the Annual Fund (\$1.75M annual return at 7%)
- SLC Campus Expansion Phase 2: up to **~\$100M** depending upon scope, including projected M&R funding for future and existing facilities.
- AF Campus Expansion Phase 3 construction: up to **~150M** depending upon scope, including projected M&R funding for future and existing facilities



# *“Growing in Light and Truth”*

Strategic Plan 2027

## Questions? Counsel? Feelings?

Please feel free to contact Mr. Beckwith:

Grant Beckwith, Head of School

[gbeckwith@ahsmaail.com](mailto:gbeckwith@ahsmaail.com)

801-885-8530 (cell)