

LA SCUOLA HIGH SCHOOL FEASIBILITY

Market Analysis Summary | January 2026 | REVISED

KEY FINDING: No Bay Area competitor offers Italian-English dual-language IB programming

MARKET OPPORTUNITY	COMPETITIVE LANDSCAPE
32% SF private school enrollment (vs 10% statewide)	School Tuition Italian?
21% Post-pandemic enrollment growth (up from 18.8% in 2019)	Intl HS of SF \$60,020 No
0 Italian-English IB competitors in the Bay Area	Silicon Valley Intl \$49,130 No
	Lick-Wilmerding \$62,250 No
	La Scuola \$45,000 Yes

RECOMMENDED MODEL: IB Diploma + Realistic Italian Integration

Revised approach: 35-40% Italian instruction (vs. 50% originally proposed)
Italian focus: History, Culture, Art, Italian Language Arts English: Math, Science, English LA
<i>Why: Research shows 50/50 at HS level is rare; only 17% of La Scuola families have Italian home support</i>

FINANCIAL VIABILITY (REVISED)	KEY RISKS TO DISCUSS
Target: 100 students @ \$45K = \$4.5M revenue	1. Limited Italian home support (17% of families)
Personnel: 65% (\$2.9M) Facilities: 10% Ops: 15%	2. Bilingual teacher recruitment (31-state shortage)
Operating margin: 10% (\$450K)	3. Competition from established institutions
<i>+\$500K/yr vs \$40K tuition at 100 students</i>	

IMPLEMENTATION TIMELINE

Year 1	Years 2-4	Years 4-5+	Pricing Path
Grade 9 launch	Expand to 9-12	Steady state	\$45K → \$52K
25 students	85 students	100-120 students	5-8% annual increase

RECOMMENDATION: Explore with High Confidence
Unique market position • Stronger financials at \$45K • Realistic 35-40% Italian model

Based on analysis of 20+ comparable schools | Revised with pricing & language model research | February 2026