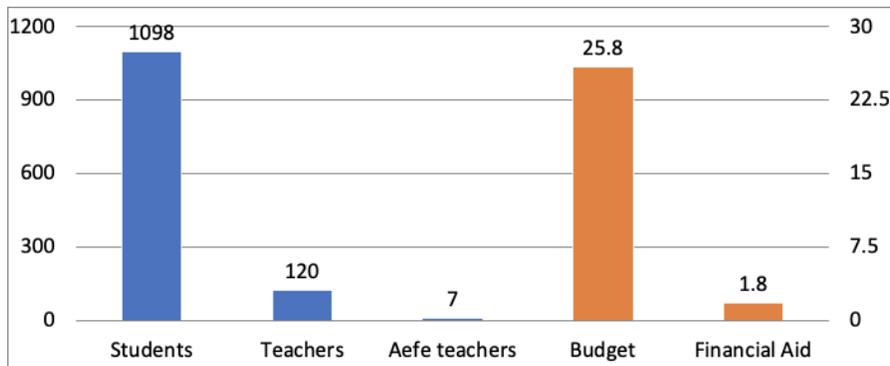


Rochambeau Fact Sheet

2019-2020



From Pre-K to 12th grade

1098 students

Budget (excluding new campus project): \$25.8M

Budgeted Financial Aid for Parents and Employees: \$1.8M

Employees: 200 FTE incl. 120 teachers

Expat AEFE: 8

MISSION

La Fondation du Lycée Français International de Washington - Lycée Rochambeau established the French International School of Washington - Lycée Rochambeau (the "School") to accomplish the following purposes:

- a) To offer students in the Washington, D.C. metropolitan area a French educational curriculum conforming to standards and guidelines in effect in France, as defined by the French educational authorities, in order to prepare students for the French baccalaureate exam and for admission to institutions of higher education in France and in other French-speaking countries;
- b) To qualify students for admission to colleges and universities in the United States by offering a curriculum including courses focusing on the English language, American history and civilization; and
- c) To promote the diffusion of French language and culture in the context of American society in a manner that reflects the cultural diversity of the School.



ROCHAMBEAU
THE FRENCH INTERNATIONAL SCHOOL

Governance



Board of Trustees

- 12 voting members
- 1 voting Executive Director
- 2 non-voting advisors appointed by the French Embassy

Half of the voting members are elected directly by the parents and must be parents of current students at the time of their election.

Half of the voting members are elected by the Board.

Executive Committee of the Board:

- President
- Vice-President
- Secretary
- Treasurer
- Executive Director

Management

- Executive Director hired by the Board of Trustees
- Provisieur who will head all academic programs
- Advancement Director who oversees admissions, communications and fund-raising
- Administrative Services (finance, HR, transport, ...)

Governance

Rochambeau is a non-profit corporation organized under the laws of the District of Columbia.

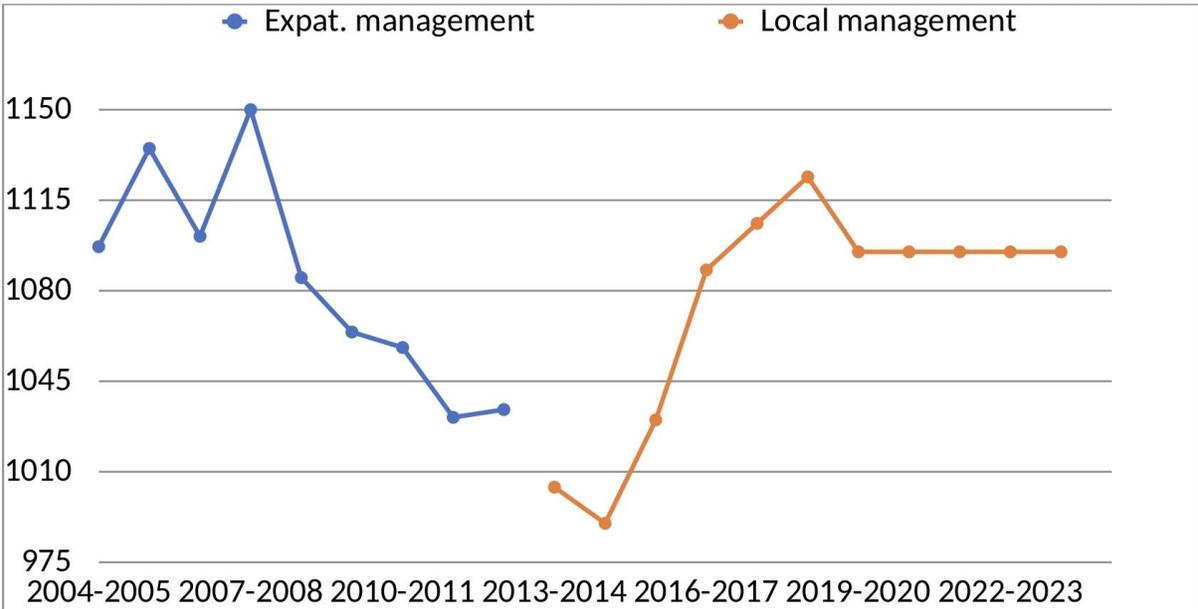
It is governed by a Board of Trustees, which currently includes 12 voting members, a voting Executive Director and 2 non-voting advisors appointed by the French Embassy. As of June 2020, 8 of the 12 voting Board members are parents of enrolled students and 4 are parents of alumni, one of whom is an alumnus himself. Board recruitment is underway and new Board members will be appointed as of July 1, 2020.

50% of the current voting Board members are French Nationals.

Rochambeau is managed by a team of highly skilled professionals hired directly by the School. As of August 2020, this will include the new proviseur who will oversee all academic programs. Previously, the proviseur was appointed by the AEFÉ. The proviseur, head of advancement and other department heads all report to the Executive Director, who reports to the Board.



Enrollment



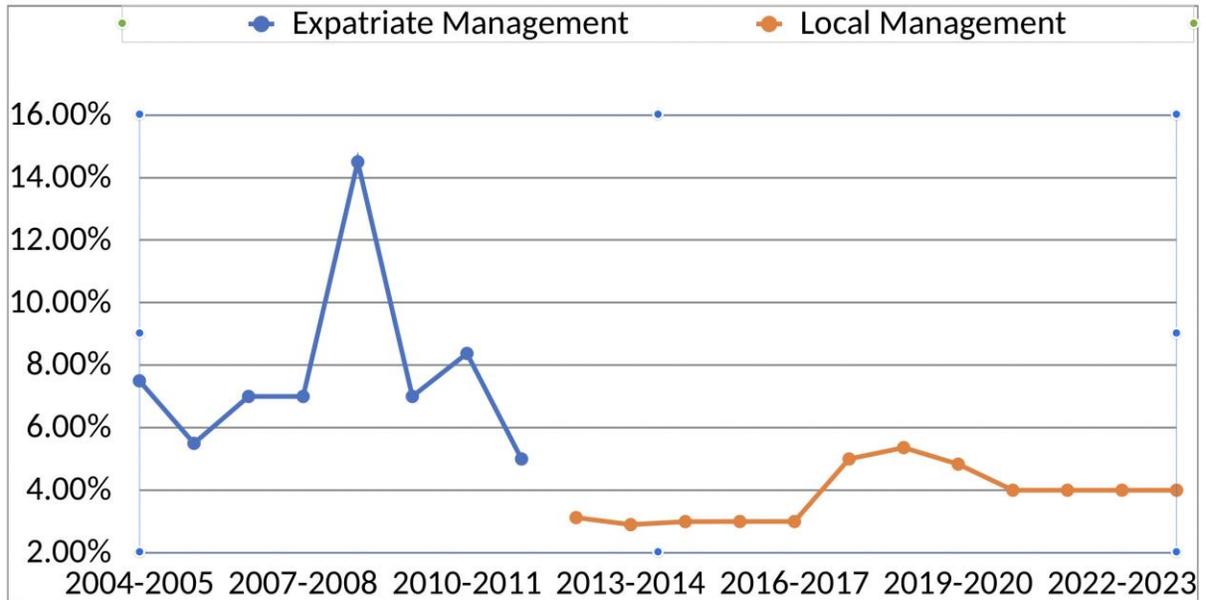
Since the Board hired a local management team beginning in 2012 and enacted important reforms to strengthen the quality of Rochambeau’s education, the School's enrollment has rebounded and Rochambeau currently operates at full capacity. The 2020/21 budget is based on a stable enrollment of 1095 students.

Important reforms enacted by the Board of Trustees since 2013:

- changing the School's management from full AEFE expat management to locally hired qualified professionals
- reducing annual tuition fee increases from an average of 8.4% per year to an average of 3.7% per year
- reducing the target number of students per class from 30 to 18 by 2021
- implementing a yearly evaluation system for all teaching and non-teaching staff
- hiring 90% of the School's teachers from the French Ministry of Education with thorough professional evaluations
- creating a Rochambeau Financial Aid fund which currently provides around \$1M per year to help 110 students be at the School
- investing \$1,000 per student per year (in total about \$1M per year) in infrastructure, new academic programs, academic tools and materials
- hiring specialized teachers to help students with learning difficulties
- developing and implementing an ambitious new English program and curriculum from K to 12th grade
- entirely renovating the middle-school, eliminating the asbestos that had been there for 20 years
- preparing the launch of a bilingual French/English IB program by 2021
- preparing the opening of a new primary campus by 2021



Tuition fee increases



Since 2012, the rigorous management introduced by the Board and a team of locally hired professionals has enabled Rochambeau's community to benefit from the longest period of low tuition fee increases in recent history with an average of 3.7% per year. This provides a stark contrast with the previous period during which the School was managed by an expatriate management team, when tuition fees increased 8.1% per year on average, with a peak at 14%. Rochambeau remains one of the least expensive private French schools providing a K through 12 program in the United States. For the 2020/21 budget, the Board continues to focus on affordability and reduced a budgeted tuition fee increase from 5% to 4% and created a loyalty program for all children that have attended Rochambeau for at least 6 years and whose families do not benefit from tuition fee support from their employer.



Q&A

Rochambeau Fact Sheet

When is the homologation review?

An homologation follow-up review is scheduled to take place during school year 2020/21. As part of its last homologation review in May 2019, Rochambeau received high marks for its academic achievements and quality. The report from the last [homologation review](#) (which is in French) can be viewed online. The follow-up visit will focus on the launch of the IB program and the impact of changes in the School's governance. The fact that Rochambeau has now hired the new Proviseur directly and that all academic programs will report to the Proviseur should fully address the governance questions.

What drives the quality at Rochambeau?

Quality at Rochambeau is driven by important reforms that were introduced by the Board such as: hiring the most qualified teachers from the French education system, a rigorous yearly evaluation of their practice, significant investments in infrastructure and academic programs, and finally the number of students per class.

Can you be more specific about each of the following items?

Hiring

Rochambeau's Board has decided to prioritize hiring qualified teachers from the French Ministry of Education. As a result, Rochambeau has 90% of its teachers that are "titulaires" (certified teachers from the French Ministry of Education) whereas the average is 80% at AEFÉ schools in the US and less than 75% at the schools that are directly operated by the AEFÉ around the world. This is more costly but is an important investment in the quality of the French education offered to our students.

Evaluations

At a time when in France, and in most schools of the AEFÉ network, all evaluations have been abandoned, Rochambeau conducts an annual evaluation of all its employees including all teachers. Our rigorous evaluation system, designed by our previous Proviseur and by our Academic Director, enables Rochambeau to make sure that only the best teachers stay at the School, which is another key driver of academic quality.

Investments

Since 2013, the Board has decided to invest around \$1,000 per student per year in academic programs, infrastructure and academic materials. This has allowed us to roll out a massive iPad program, which has been key to the on-line teaching the School has provided during this lockout period, and invest in significant sports infrastructure, the arts, science, new computers for the labs, and the libraries. It has also allowed us to remove all of the asbestos in the middle school, which the previous expatriate management team had not been willing to address. Additionally, most of our buildings and grounds have been renovated.

Number of students per class

In 2012, the Board decided to lower the target number of students per class to 22. Since then many of our classes have had even fewer students which enables our teachers to have better working conditions and to provide more individualized teaching to our students. By comparison, when the school was managed by expatriate personnel, the average number of students per class was 30, which is still the case in many schools managed by the AEFÉ. Our new campus will enable us to reduce that target number from 22 to 18, further increasing the quality of our teaching experience.

What are the financial consequences of the transition to a partnership with the AEFÉ?

Management has presented to the Board and the representatives of the French Embassy its estimate of the financial impact of transitioning from a "convention" to a partnership with the AEFÉ. At this point, the Board is still in discussions about the financial terms of the School's relationship with the AEFÉ for the 2020/21 transition year. Our expectation remains, consistent with the statements made by the Director of the AEFÉ during his visit in February, that the School's decision to transition to a partnership at the end of the next school year will be financially neutral for the 2020/21 transition year. The AEFÉ will still provide a \$200,000 subsidy for the new campus project during 2020/21, and in any event Rochambeau will not have to reimburse the \$600,000 in subsidies the AEFÉ has previously contributed towards the new campus project. The first year of the partnership is expected to result in additional costs to the School of \$325,000 for the 2021/22 year compared to what would have been the last year of the current convention. Rochambeau is expected to save around \$1M annually thereafter, as a new convention would have required Rochambeau's contributions to the AEFÉ to revert to the standard 6% of tuition and the expat teachers sent by the AEFÉ would all be required to spend 50% of their time at other schools in the AEFÉ network.

Over 6 years (the last year of the existing convention and the term of a new 5-year convention), becoming a partner school is projected to generate savings of about \$4.6M for Rochambeau.

Why was the Special Board meeting of April 6th not public given that the Board was considering final decisions that would impact the future of the School?

Board meetings are generally open to the community, although there is no statutory requirement to do so. However, given the confinement conditions linked to Covid-19, the Board meetings since March have been limited to the members, Embassy representatives and a limited number of invitees. The presidents of the three school associates representing the parents, the faculty and staff did attend the April 6th Board meeting and actively participated in the debate.

The members of the Board are the ultimate representatives of the interests of the Rochambeau community as a whole, including the Foundation, its students, its staff and its parents.

What mechanisms could be put in place to ensure a greater representation of the diversity of parents on the Board and their more effective participation in the decision-making process (such as for the strategic plan, the School Plan ("Projet d'Etablissement"), and the new plans for the Lower School campus)?

All of the members of the Board are parents of current or former Rochambeau students, 50% of the members are French nationals, and 50% of the members are directly elected by parents. The Board is committed to ensuring that the diversity of the Rochambeau community is represented as much as possible on the Board and has implemented a number of changes to its bylaws since 2014 to better ensure this representation, to ensure a greater participation of parents on the Board and to ensure a regular renewal of Board members (who are now limited to three 3-year terms). Parents, faculty and staff, through their respective associations, were intimately involved in the preparation of the last strategic plan 4 years ago, for the first time in Rochambeau's history. The "Projet d'Etablissement" and the "Projet d'Ecole" are established by the Conseil d'Etablissement and the Conseil d'Ecole, respectively, without the involvement of the Board, although the Board ultimately approves them. Parents (as well as faculty) are directly involved in developing those plans through their representatives on the Conseil d'Etablissement and the Conseil d'Ecole. In terms of the new campus, the plans have been presented in detail at each general assembly over the past two years and this approach, which provides all parents the opportunity to ask questions, make suggestions and directly participate in discussions, will continue.



What would be the advantages for Rochambeau of joining the network of the Mission Laïque Française? Would a partnership with the MLF be in addition to a partnership with the AEFÉ or would it replace it? What would be the cost of such a partnership?

A partnership with the MLF would be complementary to a partnership with the AEFÉ, not replace it. The MLF has overarching agreements in place with both the French Ministry of Education and with the AEFÉ, and all schools in the MLF network, 112 globally and 23 in the United States, are automatically part of the AEFÉ network pursuant to MLF's agreement with the AEFÉ. Rochambeau is only just beginning discussions with the MLF regarding the terms and conditions of a partnership so it is too early at this stage to respond to the other questions. The Board will communicate further information about the terms and conditions of a partnership with the MLF with the representatives of the parents, faculty and staff associations once the discussions with the MLF have progressed further. Additional information about the MLF is available on its website: <https://www.mlfmonde.org/> and in its annual directory:

<https://fr.calameo.com/read/004814499263cbfedd71d>

What are the plans for re-opening the school and supporting our community?

The School's executive team is in the process of finalizing a comprehensive plan to re-open the school this Fall, as detailed in the June 3rd email from the Executive Director. The Board has already approved several initiatives to support our community, namely the reimbursement of after-school activities and transportation fees, and the creation of an emergency financial aid fund to support families in need so that children can continue to attend Rochambeau's schools. Additional initiatives are under review, including the specific issue of tuition fees for Preschool (Maternelle) should a new period of school closure become necessary, and will be announced shortly. A comprehensive plan for re-opening the School is being prepared to deal with all possible scenarios including the strengthening of our remote teaching and support abilities for cycle 3 (Middle and High School).

How will the current economic crisis linked to Covid-19 impact the development of the new campus?

Rochambeau is continuing to work with various local and State agencies to obtain the necessary approvals to move forward with the new campus project and is continuing construction planning to allow for a September 2021 opening of the new campus. The Board is tasked with ensuring both the short-term and long-term financial viability of Rochambeau. Accordingly, depending on the ongoing impact of the public health and economic crisis on Rochambeau and its community, the Board may consider a range of potential options that could impact the timing of the new campus opening or the scope or timeline of the renovation works.