



PRIZMAH
Center for Jewish Day Schools

FALL 2020 SCENARIO PLANNING

**Head of School
Pulse Survey Results**
MAY 20, 2020

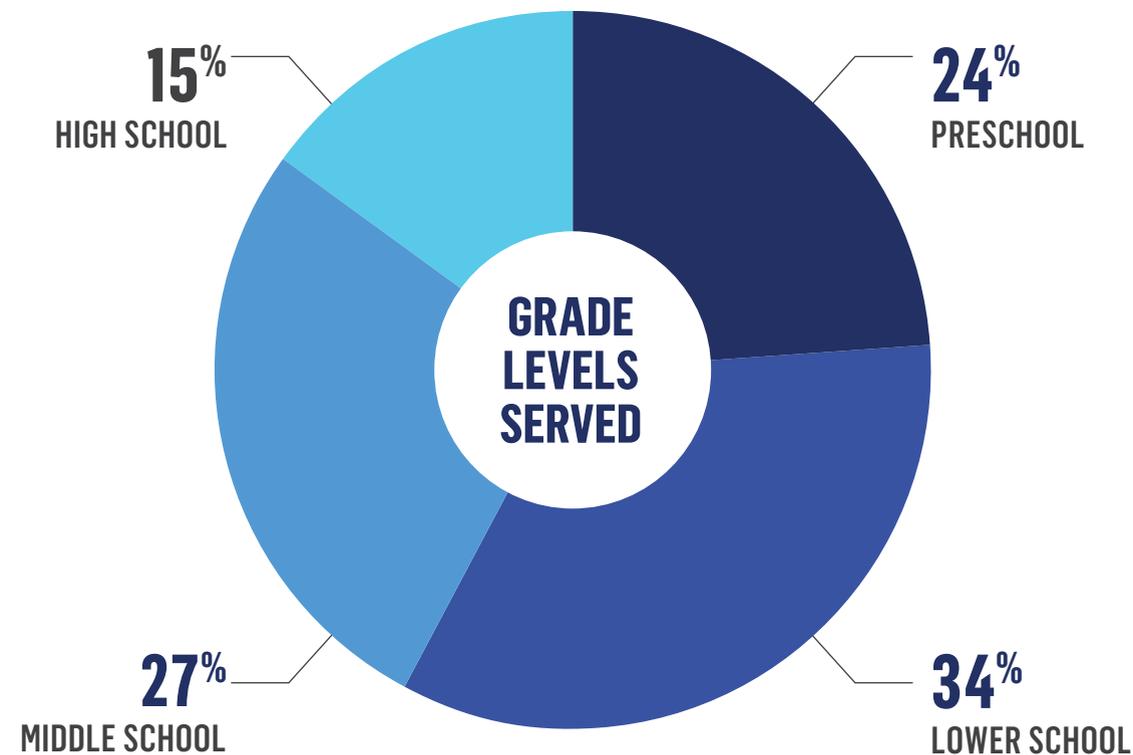
The Prizmah Knowledge Center developed a survey to collect and harness the knowledge and thinking of Jewish day school and yeshiva leaders to provide data and support for their scenario planning conversations for the 2020–2021 academic year.

**The survey was fielded from May 12–May 18, 2020 and
110 SCHOOLS RESPONDED.**

The following is a report and analysis of the findings.

PROFILE OF RESPONDENTS

In the six days that the survey was in the field, **110 Heads of School** responded. The respondents are representative of the Prizmah Network of Jewish day schools and yeshivas in school size, geographic and denominational diversity.

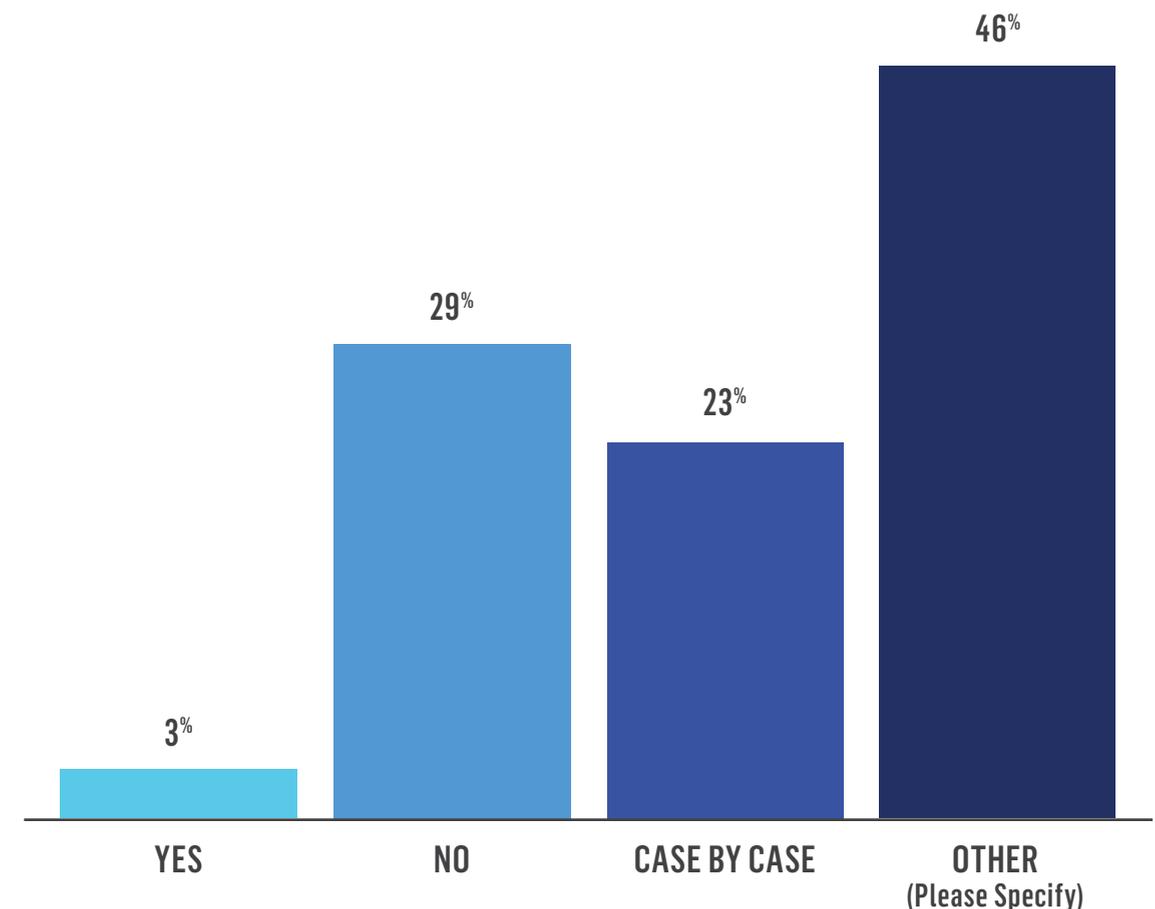


IMPACT ON CURRENT SCHOOL YEAR

The majority of schools - 73% - reported that, excluding early childhood programs, fewer than 5% of their parent body had requested refunds.

For families that did request refunds, many schools reported responding with a number of options, including: refunds of fees; offering credits; expanding aid; and deferring payments. There were reports of refunding or crediting tuition for the next year for early childhood.

IF YOU HAVE RECEIVED REQUESTS FOR REFUNDS,
WHAT HAS YOUR RESPONSE BEEN?



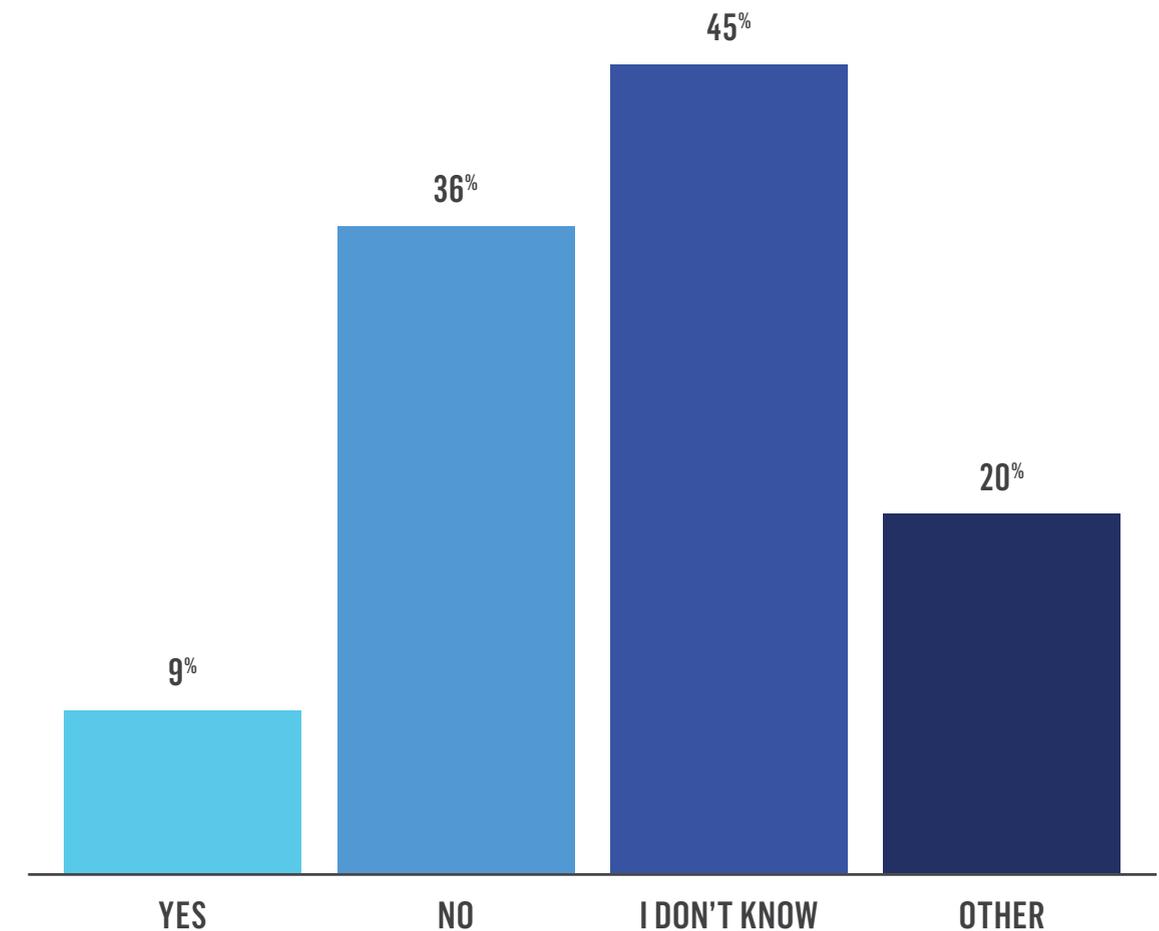
PLANNING FOR CALENDAR & SCHEDULE

When asked about school calendar planning for Fall 2020, almost half of school leaders reported not having final decisions on adjusting the calendar.

Factors contributing to decision making include:

- providing more time to consider social distancing;
- health protocols;
- remote learning needs;
- maximizing time with students in person;
- greater flexibility with class schedules.

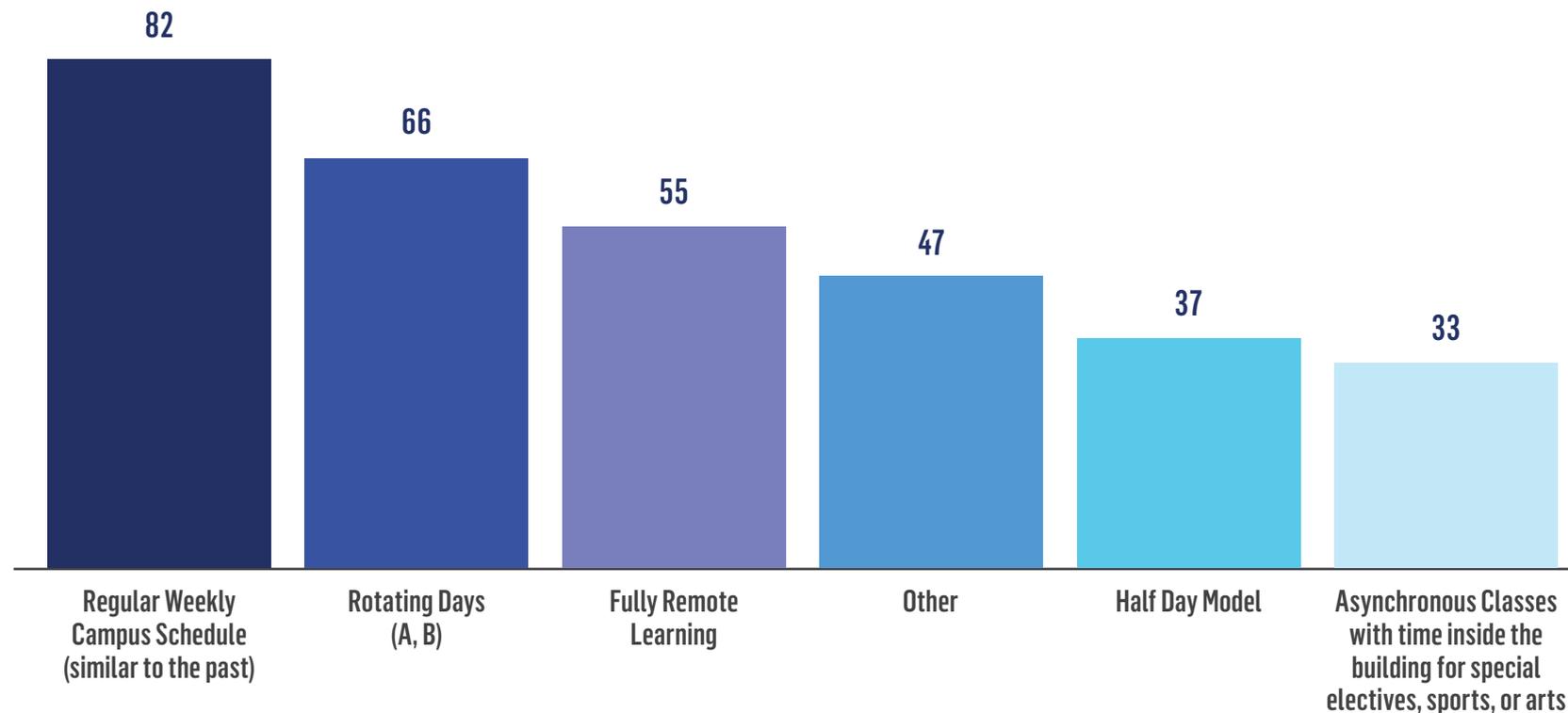
ARE YOU PLANNING ON ADJUSTING YOUR SCHOOL CALENDAR FOR 2020-2021?



PLANNING FOR SCHEDULE MODELS

Various options are being considered for the Fall opening of schools with many schools weighing similar models. In addition to those identified, specific emphasis was placed on early childhood programs, adoption of a model of 4 days in / 10 days out of school, and considered implications of staggered schedules.

WHAT SCHEDULE MODELS ARE YOU CONSIDERING?



PLANNING FOR TUITION SETTING

While most schools, 60%, were not planning on altering their tuition for the coming year,

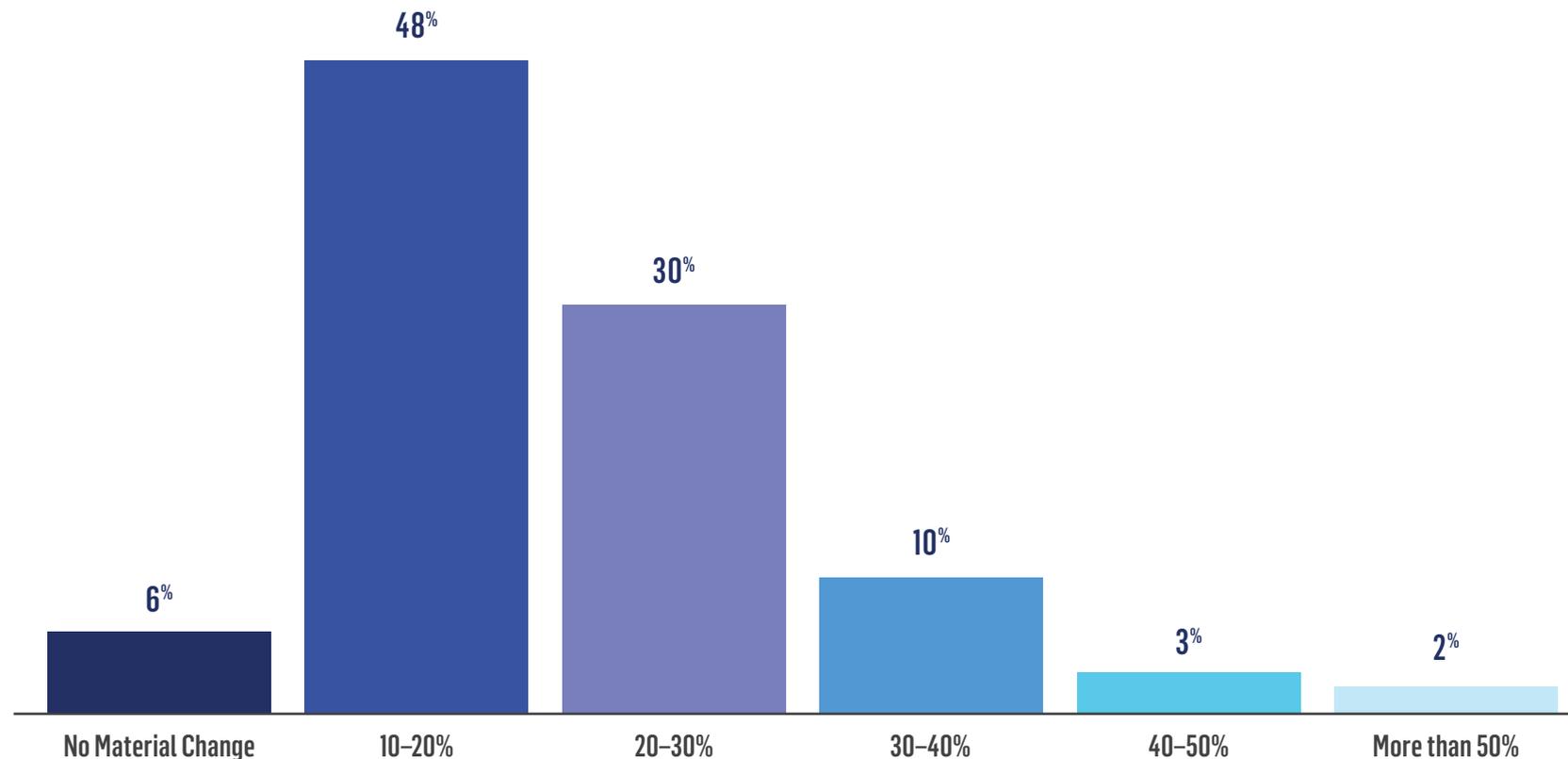
- A small number of schools, 4%, reported that they planned on changing tuition for the upcoming school year if the school remains online, and
- 5% report the school's tuition will change as a result of coronavirus (regardless of online learning).

Schools reported ongoing conversations about tuition, including freezing tuition based on the current year, rolling back planned tuition increases, and possible shifts due to online learning, particularly in early childhood.

PLANNING FOR TUITION ASSISTANCE

By and large, schools are anticipating a significant increase in the need for tuition assistance from their families. Over 90% of schools are projecting an increase of at least 10% in tuition assistance for the 2020-2021 school year.

WHAT PERCENTAGE INCREASE ARE YOU PROJECTING IN SCHOLARSHIP/TUITION ASSISTANCE IN 20-21?



PLANNING FOR BUDGET REDUCTIONS

Two-thirds of respondents reported anticipating some level of budget cuts or restrictions for the 2020-2021 school year.

- Of the schools considering cuts, they are weighing decreases in most areas except for benefits, which more schools are not considering decreasing.
- One-third of schools are not projecting any budget cuts for the upcoming school year.

Several schools reported that budget planning is particularly challenging due to uncertainties around different scenarios.

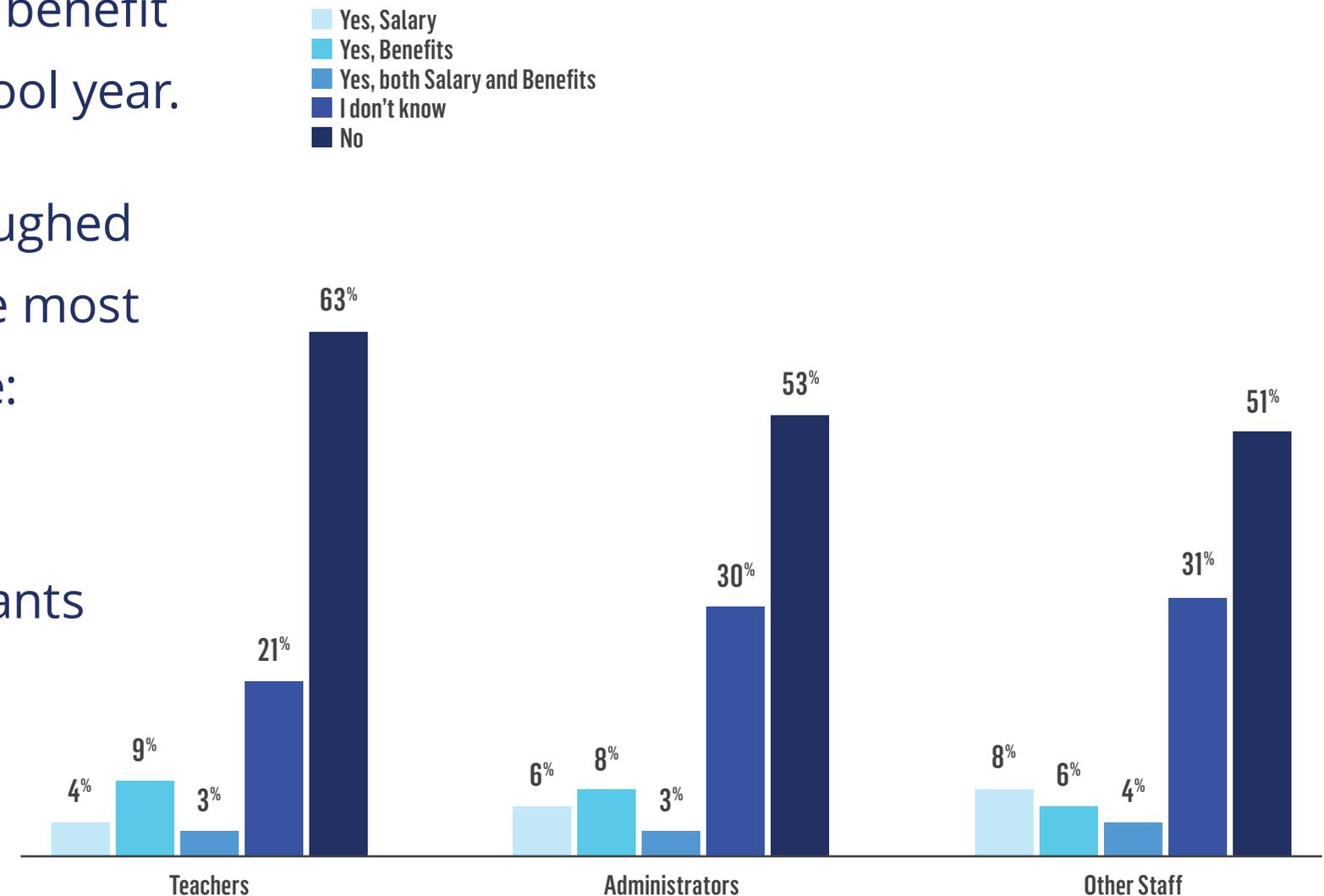
PLANNING FOR PERSONNEL

Most schools are still not clear if they are going to implement salary or benefit reductions for the upcoming school year.

For the 16% of schools that furloughed staff during the current crisis, the most commonly furloughed roles were:

1. Maintenance staff
2. Administrative / Office Assistants
3. Teaching Assistants
4. Security
5. Food Services

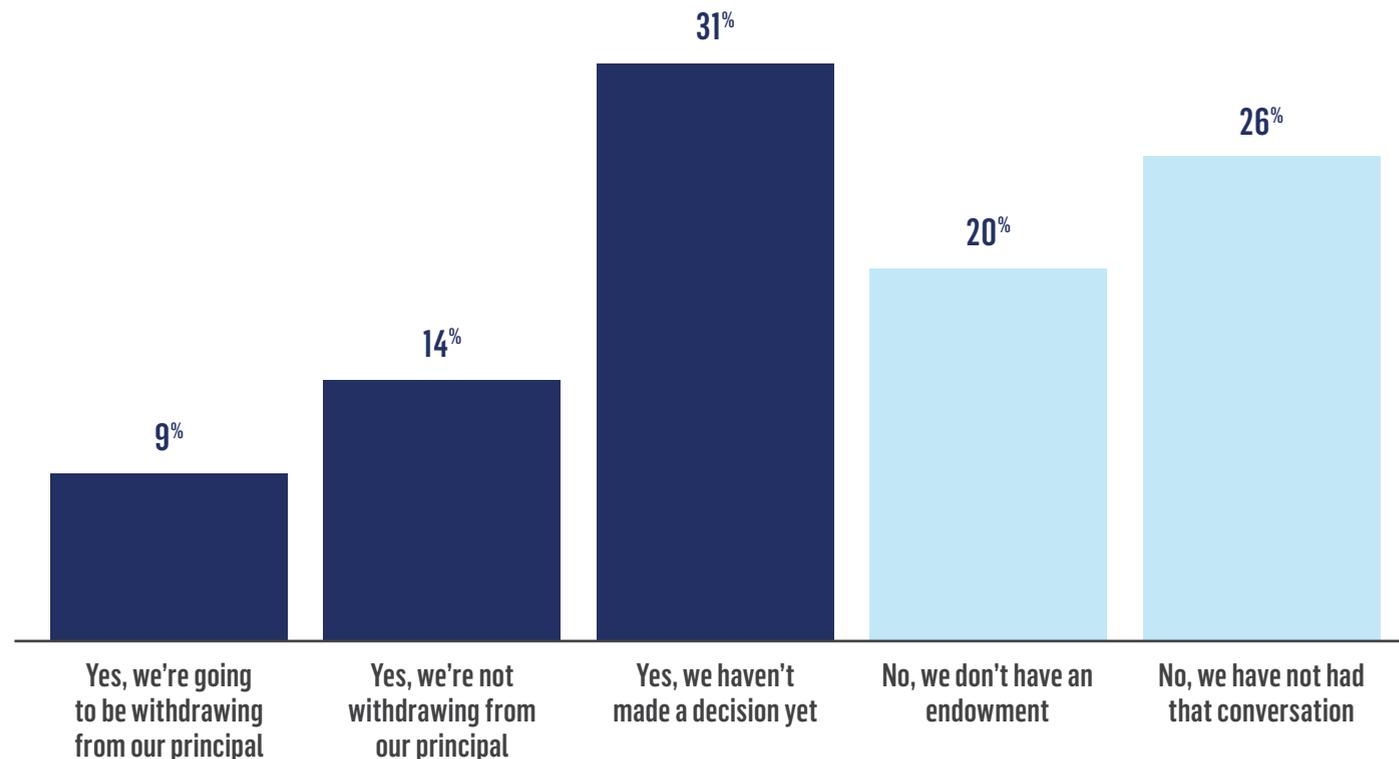
IS YOUR SCHOOL PLANNING SALARY AND/OR BENEFITS REDUCTIONS FOR THE 20-21 SCHOOL YEAR?



PLANNING FOR OTHER REVENUE SOURCES

72% of heads of school reported either not having decided or not having discussed accessing other funds, including endowment, lines of credit or cash reserves.

HAS YOUR BOARD DISCUSSED TAPPING INTO ITS ENDOWMENT FUND OR DRAWING DOWN ITS CASH RESERVES OR LINES OF CREDIT IN RESPONSE TO ANTICIPATED BUDGETARY PRESSURES?



BOARD – PROFESSIONAL PARTNERSHIP

Heads of school reported supportive conversations at the board level, specifically in addressing the financial concerns facing schools and families.

What is the most helpful question asked or action taken by your board and lay leadership at this time?

1. How can we support you?
2. Help with PPP loans
3. Help making financial decisions
4. Help with scenario planning
5. Help with communicating to the community

What kind of support would be most helpful for you from your board in the coming weeks and months?

1. Fundraising
2. Scenario planning
3. Financial planning
4. Supporting staff decisions
5. Increased involvement in ambassadorship

PLANNING FOR PROFESSIONAL DEVELOPMENT

Heads of school were aligned on the professional development needs for the faculty and staff. The top four areas identified are:

1. Online learning - tools and skills
2. Online learning - pedagogy for Judaic studies
3. Social-emotional support of students
4. Planning for multiple learning scenarios

The data highlights a possible emerging pressure point for schools: respondents anticipated both reductions to their professional development budgets and an increased need for external expertise for professional development.

The next step in Prizmah's work to support field leaders in their scenario planning is to develop short-term platforms for school leaders to meet the schools' most pressing needs. Heads of school identified these priority areas:

HEADS OF SCHOOL FOCUS

- Alternative models for schedules and calendars
- Sharing, coordination and leveraging common needs in financial, building and PPE resources

ADMINISTRATIVE TEAM FOCUS

- Distance learning training for general and Jewish studies faculty
- Adapting curriculum and school structure, training about mental health, and social-emotional training for teachers and staff
- Rituals and programming for remote and in-person gatherings

VISIT THE PRIZMAH KNOWLEDGE CENTER FOR RESOURCES TO SUPPORT SCHOOLS DURING THE COVID-19 PANDEMIC.

- [Coronavirus COVID-19 Guidance Homepage](#)
- [Top Ten Questions Around Scenario Planning](#)
- [Jewish Community Response and Impact Fund](#)
- [Trends in Finance and Enrollment](#)
- [Trends in Mental Health Issues](#)
- [Webinars and Meet-Ups for School Leaders](#)