

Chat Transcript

Managing School Finances and Other Resources in Times of Crisis Webinar • May 5, 2020

From Kevin Elliott - Dulwich Beijing to All panelists: (02:39 pm)

Hi Steve, we met previously at Yael's Bangkok seminar, a good few years ago. Good to see you again.
It does

From Me to All panelists and attendees: (03:00 pm)

Say hi and let us know where you coming from! :)

From Randa Shoeb to All panelists: (03:01 pm)

Hi to everyone!

From Kouamen Narcisse to All panelists: (03:01 pm)

Hi

From Stacy Rosie to All panelists: (03:01 pm)

Good morning. I am in Venezuela.

From DAVID RANDALL to All panelists: (03:01 pm)

Dave Randall with ISS

From KANIKA RAWAT to All panelists: (03:01 pm)

Hi, kanika from India

From Dana Watts to All panelists and attendees: (03:01 pm)

Please reply to all panelists & attendees in the chat

From Bill Kralovec to All panelists: (03:01 pm)

Hello from Tashkent International School in Uzbekistan!

From Dana Watts to All panelists and attendees: (03:01 pm)

Welcome everyone

From Marisol Santiago to All panelists: (03:02 pm)

Marisol Santiago - Business Manager - Asociación Escuelas Lincoln

From Stacy Rosie to All panelists and attendees: (03:02 pm)

Good morning to Everyone! I am here from Venezuela.

From helen sharrock to All panelists: (03:02 pm)

good evening from India

From lara Lindemann to All panelists: (03:02 pm)

Hello to all from Punta del Este Uruguay.

From Henri Bemelmans to All panelists and attendees: (03:02 pm)

Hi Everyone - Henri here from Jakarta

From Kouamen Narcisse to All panelists: (03:02 pm)

Hi. I am Narcisse from Cameroon.

From silvia Zanotti de Brozzon to All panelists: (03:02 pm)

Good morning everyone! I am here from Asuncion, Paraguay! My name is Silvia

From Jason Lisogorsky to All panelists: (03:02 pm)

Hi all from Raleigh North Carolina

From Lynda Howe to All panelists: (03:02 pm)

Hi, I am Tint Shwe Sin from Yangon, Myanmar.

From Valentina Mitoiu to All panelists: (03:02 pm)

Hello from Romania!

From Diane Lewthwaite to All panelists: (03:02 pm)

Good evening from Mumbai

From Suzanne Wardini to All panelists: (03:03 pm)

Hello, I'm here from Alabama USA, representing Int School Dakar, SENEGAL

From Sathia Priya to All panelists and attendees: (03:03 pm)

hi everyone - Sathia Priya

From Md Adnan to All panelists: (03:03 pm)

Hello - This is Adnan from ISD, Bangladesh

From petersagun to All panelists: (03:03 pm)

Hi all! Peter here from Sweden.

From Shamala Ganapathy.K to All panelists: (03:03 pm)

good evening from U.A.E

From Me to All panelists and attendees: (03:03 pm)

Please post any questions in the Q&A tab at the bottom.

From Steve Plisinski to All panelists and attendees: (03:03 pm)

Good day everyone. Please post questions to the Q&A box rather than Chat. Much appreciated!

From Brad McClain to All panelists: (03:03 pm)

Hello Everyone. Brad McClain from Georgetown International Academy in Guyana.

From Dana Watts to All panelists and attendees: (03:03 pm)

We will share all links to resources posted in this chat after the call - please feel free to share here

From Tatjana Turza to All panelists: (03:03 pm)

Hi Everyone - Tatjana from AISZ Zagreb

From Gerald Mangena to All panelists: (03:03 pm)

Gerald here, from Harare, Zimbabwe

From Prema Rathinam to All panelists and attendees: (03:03 pm)

Hi..I'm prema Rathinam from Sharjah

From Michael Smith to All panelists: (03:03 pm)

Good afternoon from the American School of Valencia (Spain)

From Courtney Cullum Brandel to All panelists and attendees: (03:03 pm)

Good morning from Mazapan School in La Ceiba, Honduras.

From Belen Sauer to All panelists: (03:04 pm)

Morning from International College, Punta del Este

From Lisa OBrien to All panelists: (03:04 pm)

Hello! Lisa from Washington, D.C.

From Andy Homden to All panelists and attendees: (03:04 pm)

Hi, Andy Homden working with DPS-STs School in Dhaka

From Hudak Hendrix to All panelists: (03:04 pm)

Good morning from Colegio Internacional in San Salvador, El Salvador.

From Steven Wilson to All panelists: (03:04 pm)

good evening from Yangon, Myanmar

From G. Randall McNamara to All panelists: (03:04 pm)

Randall passing though South Dakota on way to Portland. cheers

From Rebeca Heinerici to All panelists: (03:04 pm)

Hi everyone. Greetings from Belo Horizonte, Brazil. I am Rebeca HEINERICI-Business Manager.

From Marc Shuflin to All panelists: (03:04 pm)

Hello everyone, I am Marc, from Oasis International School in Kuala Lumpur

From Peter Lacey to All panelists: (03:04 pm)

Hello, Peter Lacey, Santiago Chile

From Ferran Sole to All panelists: (03:04 pm)

Hi Ferran Sole; American School of Barcelona

From Belen Sauer to All panelists and attendees: (03:05 pm)

Morning from Belen Sauer, International College, Uruguay

From Lamiae Moudni to All panelists: (03:05 pm)

Good morning everyone. Lamiae from Casablanca American School in Morocco.

From Griffin Morse to All panelists: (03:05 pm)

Hi, Griffin from Montego Bay, Jamaica, Fairfield International Academy

From Pery Awad to All panelists: (03:05 pm)

Hello all. I'm Pery Awad, Director of HR at the American School of Dubai.

From Helen Petersen to All panelists: (03:06 pm)

Greetings from

From Thomas van der Wielen to All panelists: (03:06 pm)

Hi, Thomas here as well. From ISDhaka.

From Helen Petersen to All panelists: (03:06 pm)

Greetings from AISCT in South Africa!

From Elize Ramsay to All panelists: (03:07 pm)

Hi Elize Ramsay from American International School of Johannesburg, South Africa.

From louise kearns to All panelists: (03:07 pm)

hello from the International School of Dublin

From Lia Belai Cahsai to Me: (Privately) (03:08 pm)

Can you please turn on my video? its switched off by host

From Lynda Howe to All panelists: (03:08 pm)

Hello from Yangon, Myanmar

From Me to Lia Belai Cahsai : (Privately) (03:08 pm)

Will do. Bad connection but we'll give it another try

From Me to All panelists and attendees: (03:09 pm)

Please post any questions in the Q&A tab at the bottom.

From Dana Watts to All panelists and attendees: (03:11 pm)

Early often and transparent is essential

From Gerald Mangena to All panelists and attendees: (03:13 pm)

Since reserves (accumulated surpluses) are proving to be every useful in a crisis such as COVID-19, for future purposes, up to what level should we maintain reserves as we go into the future? Parents may not be happy with reserves that have reached 100% of your operational and capex budget say over 5 years. How best to handle this?

From Belen Sauer to All panelists and attendees: (03:13 pm)

Any advice for a for profit new Schools that haven't had years to create a surplus?

From Dana Watts to All panelists and attendees: (03:14 pm)

People will remember how we treated them and who was there for them - this is such an important point to remember

From Me to All panelists and attendees: (03:14 pm)

Hi all - Please post any questions to the Q&A button at the bottom.

From Suzanne Wardini to All panelists: (03:14 pm)

Does anyone has a contingency insurance that covers these kind of situation? Our insurance only covers in case of school closure and the onset of costs following a school closure, not the extra costs of campus closure and moving online

From Steve Plisinski to All panelists: (03:15 pm)

Since reserves (accumulated surpluses) are proving to be every useful in a crisis such as COVID-19, for future purposes, up to what level should we maintain reserves as we go into the future? Parents may not be happy with reserves that have reached 100% of your operational and capex budget say over 5 years. How best to handle this?

From Sebastian Jolta to All panelists: (03:18 pm)

With a move to online learning, how will students get the hands on experiences that is so important in the sciences. Physics, Physical Science, Chemistry, Bio.?

From Laura Horbal to All panelists: (03:19 pm)

We've cut expenses to the bone and offered discounts to keep parents. Now we're forced to consider letting go some staff members. Any advice for those communications?

From Dana Watts to All panelists and attendees: (03:19 pm)

We will try to cut her video so her audio works

From Jim Laney to All panelists: (03:20 pm)

Hello Stephen, Yael, Lia!! Great to see you all here...

From Yael Cass to Me: (Privately) (03:21 pm)

what to do with lia?

From Steve Plisinski to All panelists: (03:21 pm)

Did you experience synchron teaching? I mean teach in the classroom for some kids and online for those who decided to remain at home?

From Dana Watts to All panelists and attendees: (03:21 pm)

I am not certain we can say the learning experience has been lessened - it is different and some of our students and teachers are thriving and some are surviving - each context is different and depends on so many external factors

From Me to Yael Cass: (Privately) (03:22 pm)

Nothing unfortunately. We can try again but it looks like a bad connection on her end

From Dana Watts to All panelists and attendees: (03:24 pm)

Tuning in, turning outward: Cultivating compassionate leadership in a crisis- McKinsey

<https://www.mckinsey.com/business-functions/organization/our-insights/tuning-in-turning-outward-cultivating-compassionate-leadership-in-a-crisis>

From Steve Plisinski to All panelists: (03:24 pm)

Did you experience synchron teaching? I mean teach in the classroom for some kids and online for those who decided to remain at home?

From Lia Belai Cahsai to Me: (Privately) (03:25 pm)

I've restarted on iPad. please help video on

From Me to Lia Belai Cahsai : (Privately) (03:26 pm)

done

From Dana Watts to All panelists and attendees: (03:26 pm)

How to lead Through a Crisis-Center of creative leadership
<https://www.ccl.org/articles/leading-effectively-articles/how-to-lead-through-a-crisis/>

From Mutassim Zarroug to All panelists: (03:26 pm)

I suggest you repeat each question

From Robert Sims to All panelists: (03:27 pm)

We have been advised we cannot build force majeure into our contracts here in Poland due to consumer rights

From Mohammed Amrani to All panelists: (03:27 pm)

Hi Amrani from Casablanca American school

From Dana Watts to All panelists and attendees: (03:27 pm)

Q4: Can a school claim force majeure under these extreme circumstances of school closures caused by the COVID-19 pandemic

From Kouamen Narcisse to All panelists: (03:28 pm)

Following up on the force majeure question, can a school claim force majeure and implement staff salary cuts across the board? What are your thoughts? Narcisse from Cameroon.

From Dana Watts to All panelists and attendees: (03:29 pm)

Q3: How do we manage staffing in a time when our enrollment could be down 20% or more? What are some creative ways we can keep everyone employed?

Article #1 on force majeure from panelists: <https://iclg.com/briefing/11618-is-it-possible-to-invoke-the-covid-19-pandemic-as-a-force-majeure-event-with-regard-to-a-commercial-contract>

From Dana Watts to All panelists and attendees: (03:31 pm)

Article #2 <https://www.pinsentmasons.com/out-law/guides/covid-19-force-majeure-clause>
Q5: What lessons can be brought forward from previous large scale financial crises?

From Dana Watts to All panelists and attendees: (03:35 pm)

Glenn shared a series of resources with us, here is the 1st one: <https://www.smstrategy.net/blog/what-is-scenario-planning-and-how-to-use-it>

From Kevin Elliott - Dulwich Beijing to Michael Breece, All panelists: (03:36 pm)

How are you Michael?

From Irene Duranti to All panelists: (03:36 pm)

Sorry Dana, article #2 link is not working?

From Dana Watts to All panelists and attendees: (03:36 pm)

Will this work: <https://www.pinsentmasons.com/out-law/guides/covid-19-force-majeure-clause>
Here's article # 2 from Glenn: <https://www.toolshero.com/strategy/scenario-planning/>

From Steve Plisinski to All panelists: (03:38 pm)

Considering the extra effort by teachers, there can be a union concerns about stress on teachers.
Any ideas to sort this out with staff?

From Dana Watts to All panelists and attendees: (03:38 pm)

Resource #3 from Glenn: <https://sloanreview.mit.edu/article/scenario-planning-a-tool-for-strategic-thinking/>

From Griffin Morse to All panelists: (03:38 pm)

In crisis that Glen raises, where do those very loyal families go when they leave you? What greener pastures do they turn to and why?

From Dana Watts to All panelists and attendees: (03:38 pm)

Article #4 from Glenn on scenario planning: <https://www.marketing91.com/scenario-planning/>

From Dana Watts to All panelists and attendees: (03:41 pm)

Q6: What is the best way to decide where to cut our budgets?

From Andy Homden to All panelists: (03:43 pm)

Re, scenario planning - what versions of reopening are people planning for at the start of 2020 - 21? e.g. a possible partial return of students to school at the beginning of the new year during an ongoing partial lockdown - as well as planning for a full return?

From Dana Watts to All panelists and attendees: (03:45 pm)

@Andy - I wonder if one of the scenarios we need to plan for is a blended learning approach - some online, some F2F - for teachers and students who may or may not be able to physically be in our buildings

From Areyam Workneh to All panelists: (03:48 pm)

Hi how do you assist this year departing teachers who are already back to their home due to COVID19 and left there stuff behind. (this applies to international teachers). How do you assist with their transition?

From Sapna Yadav to All panelists: (03:49 pm)

@bill Any ideas on financial aid package to students?

From Dana Watts to All panelists and attendees: (03:50 pm)

We will share this spreadsheet after the call to all participants -
You will all receive a link for the webinar and all of the resources a few hours after the webinar.

From Sante Andah to All panelists: (03:51 pm)

Thank you

From Andy Homden to All panelists: (03:53 pm)

Thanks - yes - makes good sense. . Different situations may also require different levels of, for example - health management. The experience of schools in China might be useful here as they have already started partial return under strict supervision.

From LILIAN WAWERU to All panelists: (03:53 pm)

Hi will you share the presentation for full meeting

From Me to All panelists and attendees: (03:53 pm)

We'll send all resources out post webinar

From Dana Watts to All panelists and attendees: (03:53 pm)

Yes - We will also post a link to the transcript from the chat and the Q&A - our panelists will also help us answer any questions posted since we are running low on time.

From Kevin Elliott - Dulwich Beijing to All panelists: (03:57 pm)

I am happy to stay on longer for Q&As if you think it is useful/important.

From Dana Watts to All panelists: (03:58 pm)

@John - can we stay on longer or will it cut

From Me to All panelists: (03:58 pm)

I think we're good

From Kevin Elliott - Dulwich Beijing to All panelists: (03:58 pm)

Really good spreadsheet, Bill.

From Me to All panelists: (03:58 pm)

I'll figure it

From Hudak Hendrix to All panelists and attendees: (03:59 pm)

Thanks so much! I have another meeting now. Take care everyone and good luck!

From Dana Watts to All panelists and attendees: (03:59 pm)

We will try to stay on a few minutes longer to answer some Q from the Q&A

From Bill Kralovec to All panelists: (03:59 pm)

Thank you for organizing this session, the spreadsheet will be helpful!

From Robert Sims to All panelists: (04:00 pm)

Great level of detail. Thanks

From Brad McClain to All panelists: (04:00 pm)

Thanks everyone. Great ideas. Thanks for sharing your spreadsheet Bill.

From Jason Lisogorsky to All panelists and attendees: (04:00 pm)

Thanks so much I appreciate this

From helen sharrock to All panelists: (04:00 pm)

thanks this is great and the materials later will be helpful - sorry have another webinar to attend

From Michelle Kleiss to All panelists: (04:00 pm)

Thanks a bunch everyone!

From Dana Watts to All panelists and attendees: (04:01 pm)

Sorry we are going a bit over - the spreadsheet will be shared after the call - we thought it was helpful and let the time go - we understand you all have other commitments as well - thank you everyone

From Wendy Freese to All panelists: (04:01 pm)

Looking forward to receiving the precedents. Really appreciate your time.

From Dana Watts to All panelists and attendees: (04:02 pm)

We appreciate all you are doing for our schools, teachers, parents and students - everyone here is working so hard -
THANK YOU

From Dee Kumar to All panelists: (04:02 pm)

Thank you for this call. very helpful will look forward to the recording since i had to jump on and off. thanks guys!
stay safe.