Practical planning for Fall re-opening

This Document is current only as of June 25, 2020

This Document is Solely Intended to Provide Insights and Best Practices for the Client – This Document does not constitute Client Advice
## Agenda

<table>
<thead>
<tr>
<th>Topic and description</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Introduction and overview of the 3 webinars</td>
<td>5 mins</td>
</tr>
<tr>
<td><strong>2</strong> Lessons learned from international school re-openings</td>
<td>20 mins</td>
</tr>
<tr>
<td>• Takeaways on health and safety protocol, resurgence, and case studies on Israel and Denmark</td>
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<tr>
<td><strong>3</strong> Solving capacity constraints and building a schedule for the “new normal”</td>
<td>35 mins</td>
</tr>
<tr>
<td>• Revisiting CFC’s 100 day workplan</td>
<td></td>
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<tr>
<td>• Reviewing constraints to in-person learning, with options to expand physical capacity, teaching and scheduling</td>
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</tbody>
</table>
Today’s presenters

Julia Rafal-Baer
Chief Operating Officer, Chiefs for Change

Pete Gorman
Chief in Residence, Chiefs for Change

Jimmy Sarakatsannis
Partner, McKinsey & Company

Leah Pollack
Partner, McKinsey & Company

Samvitha Ram
Engagement Manger, McKinsey & Company
Today is the first in a series of webinars on Fall re-opening

Today’s webinar

Practical planning for Fall re-opening

Discussion of operational planning for a successful fall re-opening, with a focus on:

- Lessons learned from the first few months of reopening in international school systems
- “How to reopen” – physical capacity constraints and scheduling practicalities for the Fall

Thursday, July 9
4.30 – 5.30p ET

Testing your re-opening preparedness

Guidance on critical academic and operational questions to solve for successful fall re-opening, including how to stress-test your own planning to identify key potential constraints or failure points

Thursday, July 23
4.30 – 5.30p ET

How to monitor and evaluate

Overview of organizational structures and operating processes needed to respond nimbly to changing conditions and the needs of students, teachers and broader system over the next 6 – 18 months
Contents

Lessons learned from international school re-openings

Solving capacity constraints and building a schedule for the “new normal”
Overview: lessons learned from international school re-openings

1. Many countries are now starting to re-open their schools, in addition to other social venues.

2. In all re-opening cases, schools have had to adjust to new norms and settings.

3. Most countries are maintaining their previous case-count trends, even after school re-opening.

4. Broad stakeholder engagement and on-going early communications on guidelines are critical for successful reopen.

5. Identifying and planning for future scenarios (e.g., localized outbreak) also form an essential part of re-open planning.
1: Many countries are beginning to reopen K-12 schools
Many countries are using a staged approach to reopening schools, and providing specific health guidelines

NON-EXHAUSTIVE LIST OF EXAMPLES

Schools that stayed open
- Belarus
- Burundi
- Cabo Verde
- Kiribati
- Nauru
- Nicaragua
- Sweden
- Taiwan
- Tajikistan
- Turkmenistan

Schools\(^3\) that recently reopened (fully or partially)
- Japan (Localized from 1\(^{st}\) wk of April)
- Cook Islands (April 2)
- Marshall Islands (Apr 6)
- Greenland (April 14)
- Tonga (April 14)
- Vanuatu (April 14-20)
- Denmark (Primary from Apr 15)
- Faroe Island (April 20)
- Norway (Primary Apr 20)
- Vietnam\(^8\) (April 20)
- Madagascar (April 22)
- China\(^4\) – (April 27)
- Svalbard (April 27)
- Germany (Last wk. of April)
- New-Zealand (April end)
- Israel\(^5\) (1\(^{st}\) week of May)
- Austria\(^6\) (May 4)
- Papua New Guinea (May 5)
- Australia (May 11)
- France (May 11)
- Iceland (May 11)
- Netherlands (May 11)
- Seychelles (May 11)
- Switzerland (May 11)
- South Korea (May 20)
- Cyprus (May 21)
- United Kingdom (June 1)

1. Holidays extended by a few weeks but no formal closure
2. Primary/secondary schools opened as of April 16; yet, closed for students >16y
3. At least one level at the national scale
4. Although very few schools in selected regions opened March end
5. Special education schools reopened on April 21
6. For graduating classes only, all compulsory classes May 18th

Source: UNESCO; UNICEF; press search

144
Country-wide school closures

1.2bn
Children affected
2: Where schools are re-opening for in-person learning, the school setting has been modified for safety

<table>
<thead>
<tr>
<th>Country</th>
<th>Headline</th>
<th>Health procedures</th>
<th>Capacity and operational changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denmark</td>
<td>Opened schools April 15 for children to age 12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>China has gradually reopened since March</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Norway</td>
<td>Opened April 27 for grades 1-4</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Taiwan</td>
<td>Never fully closed, with local and temporary closures as needed</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>South Africa</td>
<td>Reopening schools in June with phased approach starting with 7th and 12th graders</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Israel</td>
<td>Phased reopening after a new wave of cases, starting with grades 1-3 then 11 and 12.</td>
<td>☑️</td>
<td>☑️</td>
</tr>
</tbody>
</table>

**Health procedures**

- **Temp checks**: Yes, Twice a day
- **Staggered arrival**: Yes
- **Handwashing guidance**: Yes
- **Mask requirement**: Yes
- **Temperature checks either at home or at entry**: Yes

**Capacity and operational changes**

- **Reduction in Classroom size**: 50%, 60%
- **Physical dividers**: Not all schools
- **Reduced school bus capacity**: Yes
- **100% student return in phase 1**: Yes

Note: summary is based on national guidelines; there may be school-to-school variation within a country. Source: Learning Policy Institute; country government websites.
3. Most countries are maintaining their previous case-count trends after school re-opening

For many countries that have reopened schools, there has not been a significant resurgence in cases and trend pre-reopening has mirrored trend post-reopening. However, there have been a few notable exceptions such as Madagascar, South Korea, and Israel.

It is difficult to isolate the effects of school reopening and there may be other confounding variables on a local level. Further, more time is needed to fully assess these effects given time and reporting lags in the data.

Source: Center for Global Development, “Back to School: An Update on COVID Cases as Schools Reopen”
4: A case of two countries: Israel and Denmark

**ILLUSTRATIVE GRAPHS**

**Number of daily new cases (per million of population; 7 day rolling average) and school status**

**New cases/million**

**Israel**

[Graph showing the number of daily new cases and school status for Israel, with a note indicating the closure of 100 schools and kindergartens after confirming new cases.]

**Denmark**

[Graph showing the number of daily new cases and school status for Denmark.]
4: As Israel reopened schools, there were challenges with policy changes and limited comms

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Description of Israel’s reopening</th>
</tr>
</thead>
</table>
| **Guideline strategy and timeline** | Education department released macro level guidance (mandatory masks, 15 students per class)  
Re-opening was rushed (days notice), began with younger grades, but quickly expanded  
Guidelines were changed frequently, with no time to adjust or implement (e.g. masks mandatory in class, masks only mandatory in hallway, masks not mandatory) |
| **Capacity and resources**     | No support or guidelines were given on how to adjust physical infrastructure or staffing needs.  
Schools were left to seek out extra classrooms or decide independently to shift to staggered school schedule to accommodate  
Large schools found it harder to maintain majority of distancing guidelines |
| **Responsibility and enforcement** | Government guidelines felt difficult to enforce; each principal determined rules for their school  
Students admitted to school with slip from parents confirming temperature, symptom, and exposure check completed at home, removing responsibility from schools  
Mandatory education law not enforced in scenario where parents chose not send children to school, and were not provided with alternative options |
| **Additional factors**         | Extreme heat led to country-wide relaxation for limited period of mask requirement; schools then faced difficulty re-enforcing these policies  
Social guidelines contradicted school guidelines, e.g. public buses with 50 people, large social events allowed |

Source: Expert interviews, press search

*Underlying it all is that there was no policy – the government wanted the economy to go back to work so they just opened schools at a two-day notice and let us figure it out*

Principal of small size secondary school
4: Denmark has a clearly designated and communicated elementary school routine to protect students and teachers

EXAMPLE JOURNEY

**Step 1**  
Drop off  
Students are dropped off at staggered times by their class group  
Students wash their hands in newly installed outside sinks, before entering the school

**Step 2**  
School time  
Hygiene precautions are taken throughout the day:  
Classrooms are divided so that desks could be at the recommended two-meter distance  
Students wash their hands every two hours  
Surfaces are cleaned twice a day  
Morning is spent doing math or science, where students who are still at home are included, via Zoom  
Playtime includes a playground marked into sections, to keep students in the same, small groups. Only easily cleanable toys are permitted  
Afternoons have a focus on outside play and learning (e.g., digging in the school garden, exploring nature, riding bikes)

**Step 3**  
Pick-up  
Parents line up outside on socially distant marks  
Students are brought to their parents outside  
Students wash their hands before going home with parents

**Step 4**  
Home  
Students change clothes once they get home  
Students rewash their hands after changing clothes

Note: Denmark and several other countries that initially enforced 6 ft distancing measure have since decreased the distancing guidance to 3 ft
4: These two cases shine a light on some potential actions to learn from moving forward

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Considerations for schools re-opening</th>
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</thead>
<tbody>
<tr>
<td>Guideline strategy, communication and timeline</td>
<td><strong>Engage and communicate in advance to all stakeholders: students, families, teachers, unions</strong>&lt;br&gt;Consider a phased reopening over the course of several weeks to enable trial-and-error learnings with a small number of students&lt;br&gt;Consider coordinating guidance with local health and other government agencies</td>
</tr>
<tr>
<td>Capacity and resources</td>
<td><strong>Consider addressing capacity constraints in initial plan to determine</strong>&lt;br&gt;- New space available&lt;br&gt;- Who should return to school, so that spare classrooms will be available for distancing</td>
</tr>
<tr>
<td>Responsibility and enforcement</td>
<td><strong>Consider implementing clear protocols and processes for unexpected events (e.g., what to do when student arrives with no mask, does not maintain distancing guidelines, or handwashing)</strong>&lt;br&gt;Consider limitations on next phase roll-out if current guidelines are not upheld</td>
</tr>
<tr>
<td>Additional factors</td>
<td><strong>Consider alignment with other elements of society and broader re-opening, and reassess when country-level guidelines change (e.g., sports leagues, transportation, and large social gatherings)</strong></td>
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</tbody>
</table>
5: Recent outbreaks in schools have emphasized the importance of a comprehensive resurgence plan

<table>
<thead>
<tr>
<th>Country</th>
<th>Context</th>
<th>Public and teachers’ reaction to outbreaks</th>
<th>Government response</th>
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</thead>
<tbody>
<tr>
<td>France</td>
<td>70 cases detected in the 40,000 schools that reopened 50 schools closed or postponed their reopening</td>
<td>Unions criticized some municipalities for being unprepared to face outbreaks Rationale behind reopening timing remains unclear for many teachers however, many feel the return went “better than expected”</td>
<td>Issued targeted closure protocols (e.g., class, grade, or school decided by the sanitary and academic authorities) Released communications to inform and reassure parents</td>
</tr>
<tr>
<td>Israel</td>
<td>80+ school outbreaks caused closure of entire schools 116 students and 4 teachers were infected in one school</td>
<td>Parents and teachers asked for testing for all students and educators in schools experiencing outbreaks Attendance remained high following initial outbreaks (e.g., 89% for students in grades 1-3) in cases where schools didn’t close</td>
<td>Enforced a targeted closure protocol following outbreak investigation Tested all students and teachers in schools that had an outbreak</td>
</tr>
<tr>
<td>Germany</td>
<td>Isolated incidents of single cases resulted in closure and quarantine for all students, but no reported significant clusters to date</td>
<td>Some teachers filed lawsuits over discomfort with returning due to COVID Parent associations criticized the logistics of alternating school time with home-based learning and the different approaches by the various federal states¹</td>
<td>Handled issues at a regional level Revealed potential lack of alignment between national and regional governments</td>
</tr>
<tr>
<td>Japan</td>
<td>13 children in Kitakyushu infected, 5 of which were in same class In 9 days 97 new infections were reported</td>
<td>Some parents chose to withdraw children from schools nearby the outbreaks Five schools in the city forced to close down after being open for less than a month</td>
<td>Surge of cases caused PM to declare state of emergency in early April until the end of May</td>
</tr>
</tbody>
</table>

1. Note: Germany is composed of 16 states

Source: Press search, government websites, expert interviews

Well-received resurgence plans have included

- Public acknowledgement that outbreaks may occur in schools
- Frequent communication with families and teachers
- A robust tracking and tracing process
- Targeted closure protocols for schools
- Responsive and proactive testing
5: Deep-dive: Response and protocols to new cases or symptoms

France

School protocol for appearance of symptoms:
• (1) Immediate isolation of the student (with a mask for children of appropriate age) in a dedicated room where they can be supervised until they return home or are medically treated.
• (2) Immediately call the parent(s) / guardian(s) to come and pick up the student
• (3) Complete cleaning of the room where the student was isolated, after allowing increased ventilation in the room for a few hours
• (4) Students are directed to visit a doctor. If the student is confirmed to not have COVID-19 and the doctor says the student may return to school, the student may return.
• (5) If the student tests positive and is confirmed to have COVID-19:
  Schools must notify health authorities as soon as possible. The identification and testing methods for identifying contact cases will be defined by the health authorities in cooperation with the academic authorities. Decisions of quarantine, class or school closure may be taken by the authorities.

Germany

General protocol for safety (not specific to schools):
• When someone tests positively: All direct contacts (any direct physical contact or person who spent >1.5h together in a closed room within the last 14 days) will be put on 2 weeks quarantine and have to undergo testing.
• School specific:
  — If a student is confirmed with a positive test, the whole class will be put on quarantine.
  — In a setting where they had contacts across the school, the whole school is closed for 2 weeks.
  — In one city with a major outbreak (>50 kids suspected cases) all schools where closed as a precautionary measure until test results confirmed...
Why are schools adopting a “new normal”?  
Impact of COVID-19 on children

Children are less prone to infection and experiencing severe symptoms…

Approx. 2% of national confirmed cases of COVID-19 were among persons aged <18 years in the USA, China and Italy

Infection by age group

- Infection of patients over 18: 98%
- Infection of children under 18: 2%

A Chinese study found children are 1/3 as susceptible to COVID-19 infection as adults were

The # of COVID-related deaths in the US in the age groups <15 years: most of patients already had a serious medical condition

…but have more contacts, especially when in school, increasing risk of being infected

When schools were open, children had ~3X as many contacts as adults, essentially evening out the risk of infection

This is mostly attributed to the greater physical activity and closer social engagement of children

There is also ever-changing data on the virus and its effect on children

For example, there is very early evidence of a new inflammatory syndrome that may be associated with COVID-19, called MIS-C (CDC research)

MIS-C impacts children, and leads to serious heart problems weeks after COVID-19 infection; however, the causes of MIS-C are not yet fully understood

As of May 12, 2020, the New York State Department of Health identified 102 patients with MIS-C

However, research offers mixed results on transmission by children

Some studies find that children may be as infectious as adults:

- A study by the head German virologist, Christian Drosten, found that there is no statistical evidence for a different viral load profile in children than adults
- Another study from Wuhan found that school closures could reduce the surge of COVID-19 cases by 40-60% and decrease R by 0.3

Other studies conclude that transmission from children is insignificant:

- One study traced a 9 year old British child who displayed mild symptoms, and came into contact with around ~172 people but did not infect anyone
- Another study of 239 Dutch participants (including 116 children) indicated that children <12 years were never the first in the family to be infected

Source: CDC, Zoosnet, NYT, CDC, NYT, Science, RIVM
Contents

Lessons learned from international school re-openings

Solving capacity constraints and building a schedule for the “new normal”
# 100-day workplan for school reopening: high level activities

Note: This page represents a summarized workplan for this webinar

<table>
<thead>
<tr>
<th>100 days Until students arrive</th>
<th>90 days Until students arrive</th>
<th>60 days Until students arrive</th>
<th>30 days Until students arrive</th>
<th>Students arrive</th>
</tr>
</thead>
<tbody>
<tr>
<td>~May 2020</td>
<td>~June 2020</td>
<td>~July 2020</td>
<td>~August 2020</td>
<td>~September 2020</td>
</tr>
<tr>
<td><strong>Operations</strong></td>
<td><strong>Staffing</strong></td>
<td><strong>Academics</strong></td>
<td><strong>Special populations</strong></td>
<td><strong>Stakeholder engagement</strong></td>
</tr>
<tr>
<td>Finalize the school operations plan</td>
<td>Determine school staffing needs and develop coverage plan</td>
<td>Develop high level academic plan</td>
<td>Ensure academic, staffing plans account for needs of special populations</td>
<td>Survey students, families and teachers to understand comfort with Fall re-opening</td>
</tr>
<tr>
<td>Implement operations plan (e.g., procure all items, retrofit facilities)</td>
<td>Assign all staff based on plan, conduct training</td>
<td>Finalize and roll out academic plan to schools</td>
<td>Hold ESY, newcomer, and special needs programs</td>
<td>Continuous engagement with families and broader community on key decisions (i.e. transportation, academics)</td>
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<tr>
<td>Run simulations / conduct dry runs to foresee any remaining issues</td>
<td>Engage teachers and staff to understand readiness to return; adjust based on feedback if necessary</td>
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</tbody>
</table>

Source: CFC-GIG 100-Day Workplan (Tool for districts), June 2020

[Download full CFC-GIG created 100-Day workplan for districts HERE.](#)
## Pulse check: where is your team in the 100-day workplan?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Goals for activities completed so far (goals by 90 day mark)</th>
<th>“Upcoming” actions (goals for 60-day mark)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Create high level public health guidance</strong></td>
<td>Draft public health guidelines for schools based on CDC guidance; include feedback from district staff and leadership</td>
<td>Share public health guidelines with key stakeholders (state education and health officials/agencies) for approval</td>
</tr>
<tr>
<td><strong>Use guidance to create detailed school action plans</strong></td>
<td>Draft scenarios for school operations (facility, transportation, enrollment, scheduling) given constraints Create high level backup/continency plans in case public health guidance shifts</td>
<td>Finalize the school operations plan</td>
</tr>
<tr>
<td><strong>Operations</strong></td>
<td></td>
<td>Determine school staffing needs and develop coverage plan to match those needs, based on school operations</td>
</tr>
<tr>
<td><strong>Staffing</strong></td>
<td>Conduct ongoing communications with current school staff about status of school-year planning</td>
<td>Create contingency plans for staff leave (e.g., build / expand pool of substitutes)</td>
</tr>
<tr>
<td><strong>Academics</strong></td>
<td>Identify team to lead academic planning</td>
<td>Develop and implement staff support systems (e.g., move HR online, increase flexibility in contracts, create socio-emotional support programs)</td>
</tr>
<tr>
<td><strong>Special populations</strong></td>
<td>Outline topics/questions to be included in academic plan</td>
<td>Develop high level academic plan based on school operations</td>
</tr>
<tr>
<td><strong>Implement school operations plan</strong></td>
<td>Meet with instructional vendors / partners to understand their capabilities across school operations scenarios</td>
<td>Determine adaptations, resources required to execute academic plan</td>
</tr>
<tr>
<td><strong>Conduct ongoing comms with key stakeholders</strong></td>
<td>Ensure school operations plan accounts for needs of special populations (e.g., students with disabilities, multi-lingual learners, students who are transitioning from non-district schools, etc.)</td>
<td>Work with teachers, vendors / partners, and other stakeholders to create necessary adaptations and procure resources</td>
</tr>
</tbody>
</table>

Note: the 100-day workplan outlines the 100 days before students return. Some decisions will need to be made earlier, before teachers come back.

Deep dive to follow
Schools may face a number of constraints when developing reopening action plans

<table>
<thead>
<tr>
<th>Activity</th>
<th>Constraints to consider</th>
<th>How schools might address this constraint</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating a school action plan: operations</td>
<td><strong>Transport capacity</strong>: Number of students who can be transported to school</td>
<td>To be calculated based on state guidelines on social distancing (e.g., 50% bus capacity, plus alternate methods like staggered schedules, multiple bus loops, bus management services, kids in same seats each route, etc.)</td>
</tr>
<tr>
<td></td>
<td><strong>Classroom capacity</strong>: Number of students who can fit into a single classroom</td>
<td>To be calculated based on state guidelines on social distancing (e.g., 6ft between students)</td>
</tr>
<tr>
<td></td>
<td><strong>Space availability</strong>: Total available space to use as “classrooms” for the school</td>
<td>To be further explored – look into other options for “classrooms” within and outside the school campus</td>
</tr>
<tr>
<td></td>
<td><strong>Student forecast</strong>: Number of students &amp; families who choose to come back (in face-to-face environment)</td>
<td>To be tested through survey – each district must run its own survey to test enrollment for Fall</td>
</tr>
<tr>
<td>Creating a school action plan: staffing</td>
<td><strong>Teacher forecast</strong>: Number of teachers willing to come back (in face-to-face environment)</td>
<td>To be further explored – surveys could give a first indication into staffing, but districts could evaluate other teaching models</td>
</tr>
<tr>
<td></td>
<td><strong>Time flexibility</strong>: Number of total available days for school to be open in face-to-face environment</td>
<td>To be further explored – evaluate local guidelines and regulations on school timing, and flexibility with district school calendar</td>
</tr>
</tbody>
</table>

Note: Transportation challenges and options to be discussed further in the next CFC webinar
## A: Discussion: Potential ways to expand space availability

### ILLUSTRATIVE ONLY

<table>
<thead>
<tr>
<th>Option</th>
<th>Potential examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increasing capacity in existing classrooms, while meeting health protocols</strong></td>
<td>Place desks in rows with physical dividers (e.g. plastic shields) between each desk</td>
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<tr>
<td></td>
<td>Place desks in multiple semi-circles or &quot;U&quot; shapes facing the board; each desk spaced 6 feet apart</td>
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<tr>
<td></td>
<td>Place desks in large circle (or concentric circles) around the room; each desk spaced 6 feet apart; teacher in middle</td>
</tr>
<tr>
<td><strong>Using other school space as classrooms</strong></td>
<td>Use gyms, auditoriums, cafeterias¹, lobbies, large hallways or other large indoor spaces as additional classroom space – can be used for large class sizes (e.g., core classes for high school) or can be repurposed with physical dividers to form modules</td>
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<tr>
<td></td>
<td>Set up “wedding tents” (modules) in school fields and/or parking lots, weather permitting</td>
</tr>
<tr>
<td><strong>Finding new, additional spaces</strong></td>
<td>Use community centers, houses of worship, concert venues, YMCAs, movie theaters, as additional classroom space</td>
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<td></td>
<td>Set up “wedding tents” in public parks, outdoor sports stadiums, or other outdoor public spaces</td>
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<td></td>
<td>Utilize universities that are likely to remain closed</td>
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<tr>
<td></td>
<td>Rent corporate office space and conference centers that are not in use</td>
</tr>
</tbody>
</table>

### International examples

- **Netherlands**
  - Schools have installed plastic shields around students’ desks to protect teachers and other students²

- **Australia**
  - Schools repurposed bigger spaces, like libraries, into classrooms to fit more students while maintaining social distancing³

- **Scotland**
  - Considering utilizing vacant business centers and venues for additional class space ⁴

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1. Assume that students would eat meals in their classrooms
2. "Plastic shields in place, Dutch schools to reopen amid coronavirus", May 8 2020
3. “How Schools in Other Countries Have Reopened,” Ed Week, June 10, 2020
4. “Coronavirus: What is a blended model of learning?” May 22 2020
B: Discussion: Options to increase teaching pool and reach

ILLUSTRATIVE ONLY

<table>
<thead>
<tr>
<th>Option</th>
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</thead>
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<tr>
<td>Extend reach of certified teachers</td>
<td>Group teachers who may not return to school into “Micro school” formats - teaching small groups within a neighborhood</td>
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<tr>
<td></td>
<td>Provide synchronous content through live recording of classes, or asynchronous through pre-recorded classes</td>
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<tr>
<td></td>
<td>Prepare supporting materials for remote students</td>
</tr>
<tr>
<td>Adjust responsibilities of existing teachers and staff</td>
<td>Extend responsibilities of single subject teachers (e.g., art, PE), teaching assistants, and other staff to assist with non direct teaching roles, such as:</td>
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<tr>
<td></td>
<td>• Supervising student who attend streamed classes and facilitate with teachers</td>
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<td></td>
<td>• Support study groups or small group project-based work</td>
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<td></td>
<td>• Oversee transitions in exit/entry hallway and individual safety (e.g., hand washing)</td>
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<td></td>
<td>• 1:1 or small group supports and daily student check-ins</td>
</tr>
<tr>
<td>Increase total pool of teachers and staff</td>
<td>Recruit retired teachers for assistance with remote, micro school, or face-to-face environment</td>
</tr>
<tr>
<td></td>
<td>Redirect unemployed staff from other industries through state unemployment offices</td>
</tr>
<tr>
<td></td>
<td>Utilize extended federal/state programs:</td>
</tr>
<tr>
<td></td>
<td>• “Corona Corps”2,4, 18- to 24-year-olds who take time from school to help contact tracing</td>
</tr>
<tr>
<td></td>
<td>• Increase City Year and other AmeriCorps staffing to support classroom teaching environments</td>
</tr>
<tr>
<td></td>
<td>• Peace Corps volunteers3</td>
</tr>
</tbody>
</table>

More information on flexible staffing models in CFC’s paper “The Return”

1. Ynet, Mako (May 7 2020); 2. Washington Post (May 29 2020); 3. Politico (June 16 2020); 4. WBIR, “Tennessee Tutoring Corps receives hundreds of applications” (May 27 2020); 5 “How Denmark sent children safely back to school” ITV May 20, 2020

Examples

**Israel**

Suggested program to expand pool of teachers with 450 new recruits by initiating 4-month training to provide to recently unemployed educated adults

**Denmark**

Schools have recruited extra teachers and staff, including recruiting recent high school graduates who were on “gap years” traveling internationally and had to return to Denmark

ILLUSTRATIVE ONLY
C: Scheduling options can be adjusted based on preferred model for in-person and virtual learning

<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
</tr>
</thead>
</table>
| Default remote learning         | Allow face-to-face activity only for certain grades, special populations, or subjects  
Prioritize K-6 for in-person learning, with middle-high school populations majority remote, pending subjects that require in-person equipment (e.g., lab classes for STEM, music / art electives) |

| Stable groups                   | Divide cohorts and classes into “stable groups” that are maintained throughout classes, lunch, breaks, and ideally transportation groups  
Keep exposure outside of group to a minimum, with schedule minimizing movement across campus |

| “Back to normal” scheduling with increased precautions | Re-open schools with mostly normal scheduling with some decreased capacity (at-risk populations)  
Keep class size same as pre-COVID-19  
Increase cleaning measures in place |

Deep dive to follow

### Examples

- **France**: Children of essential workers prioritized in the first phase of reopening.
- **Germany**: During first phase of reopening, classes were divided in two with half of the students attending one day, the other half the next day and limited to 2 – 3 hours. Students in older grades returned first to finish exams with elementary school students last.
- **Taiwan**: Taiwan never fully closed schools but has implemented strict hygiene and increased sanitizing measures (e.g., lunchrooms have plastic dividers).

C: Schools can consider adjusting schedules based on need for in-person learning and safety guidelines

NOT-EXHAUSTIVE - ILLUSTRATIVE

### Pre-COVID-19

- Full time x 5 day model
- Students from all grades come to school

### Post COVID-19

#### Option 1 – Layer model

<table>
<thead>
<tr>
<th>Day</th>
<th>M</th>
<th>T</th>
<th>W</th>
<th>T</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 1</td>
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<tr>
<td>Group 2</td>
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<td>Group 3</td>
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<td>Group 4</td>
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</tbody>
</table>

**Description**
- All students have a “block” (e.g., 4 hrs) per day
- Schools can have between 2 and 4 blocks

**Where model works best:**
- Daily touchpoints are necessary, younger cohorts/special needs

#### Option 2 – Staggered model

<table>
<thead>
<tr>
<th>Day</th>
<th>M</th>
<th>T</th>
<th>W</th>
<th>T</th>
<th>F</th>
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</thead>
<tbody>
<tr>
<td>Group 1</td>
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<tr>
<td>Group 2</td>
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<td>Group 3</td>
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<td>Group 4</td>
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</tbody>
</table>

**Description**
- Students go to school every other day - the rest of the time would be spent learning at home
- Students can change schedule every week

**Where model works best:**
- Courses and grades where core curriculum is potent part of schedule; elementary/middle school cohorts

#### Option 3 – Rolling model

<table>
<thead>
<tr>
<th>Week</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 1</td>
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<td>Group 2</td>
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<tr>
<td>Group 4</td>
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</tbody>
</table>

**Description**
- An entire group comes to school full-time for a week (e.g. week 1, grade 1; week 2, grade 2, etc.)

**Where model works best:**
- Project based classes; Middle/high school cohorts

These models consider fixed face-to-face learning hours per month; additional flexibility can be introduced by:
- Increasing days per week (e.g., Saturday classes)
- Increasing weeks per year (winter/spring break classes)
- Increasing number of semesters (add summer semester for certain cohorts)

More information on ending the agrarian school calendar in CFC’s paper “The Return”

More information on changes to scheduling can be found in CFC’s paper “The Return”
C: Districts can consider prioritizing classes for face-to-face learning based on a number of factors

ILLUSTRATIVE FRAMEWORK ONLY

<table>
<thead>
<tr>
<th>Criteria</th>
<th>How critical is the subject?</th>
<th>To what degree does this subject need in-person equipment?</th>
<th>To what degree does this subject need active teacher interaction?</th>
<th>To what degree does this subject need interactive peer collaboration?</th>
<th>To what extent is future learning dependent upon current building blocks?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subjects</td>
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<tr>
<td>Emotional connectivity</td>
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<tr>
<td>Mathematics</td>
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<td>Reading &amp; writing</td>
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<td>CTE</td>
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</table>

Prioritization assessment
Note: each district will need to create a version of this prioritization assessment for itself

Implications

Districts must decide which criteria to weigh more heavily for each class.

For instance, for CTE classes:
- Districts might weigh the “need for in-person equipment” heavily, and decide to hold classes in person
- OR
- Districts might weigh the “subject criticality” heavily, and decide to hold classes remotely. Denmark has taken this approach in its reopening.
Schools may further want to consider vulnerable student groups in their prioritization for in-person learning

Many international schools prioritized vulnerable student groups to return in first wave of reopening

- **Denmark**
  Along with kindergarten and primary schools, schools reopened for students with special needs from all grades (where the individual local councils consider it safe)\(^1\)

- **Netherlands**
  The government reopened special needs education time for 100% of normal school time, while keeping primary and daycare centers still at only 50% of normal school time\(^2\)

- **Israel**
  Reopened special education classes first, along with pre-schools; they are prioritizing special education children to ease pressure off parents who have had to work with children out of school for a significant amount of time\(^3\)

---

Wrap up & discussion questions

1. What topics did you find most helpful during this session?

2. Which areas should we cover in more depth during our next session?