

Mapping Scenarios for the Future of Our Schools

David Willows

AISA Webinar, 20 April 2020





Advancement by Design





The International School of Brussels

Estd. 1951

1400 students, aged 3-18

70 countries

330 employees

50M Euro operational budget

20-25% annual student turnover

The Hero With A Thousand Faces



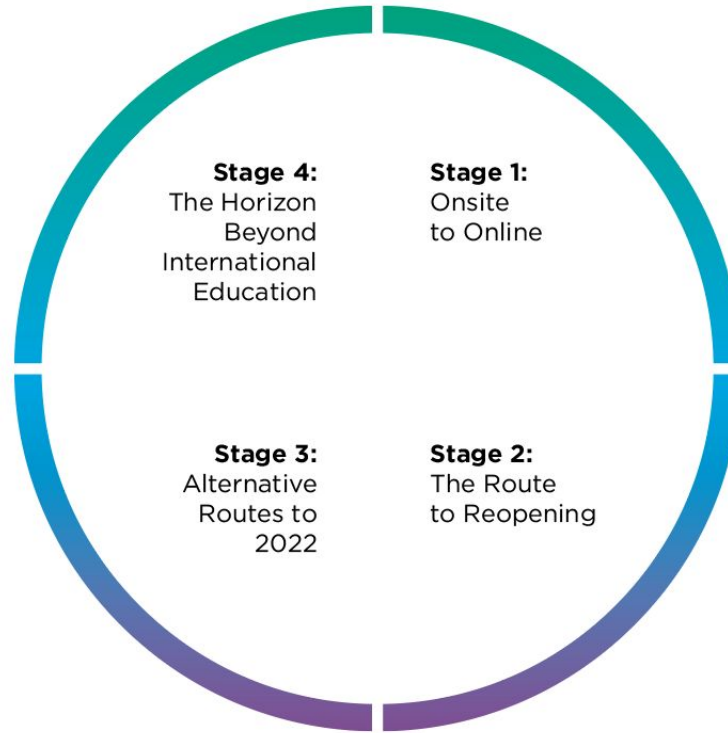
The School in a Thousand Places



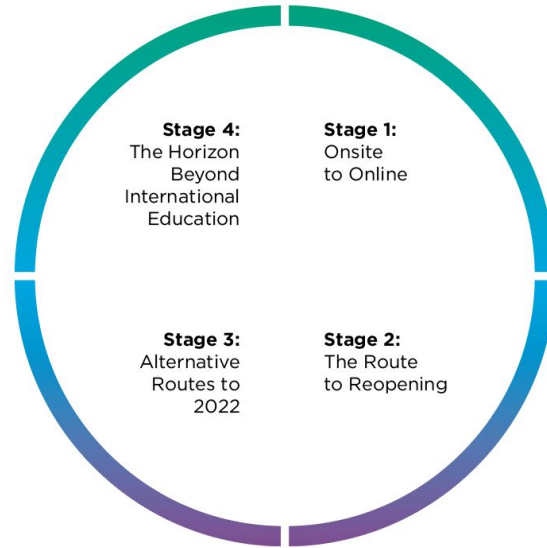
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A Journey in Four Stages



Stage 1: Onsite to Online



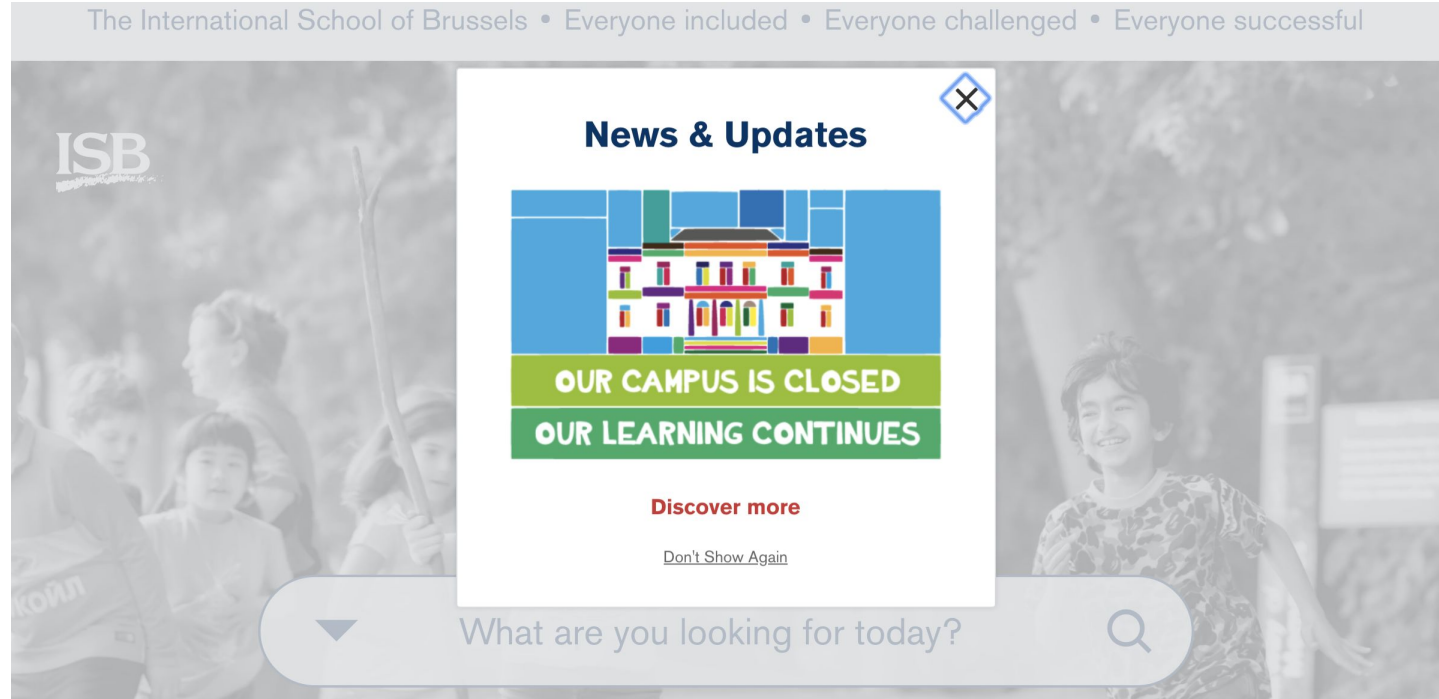
Stage 1: Onsite to Online

Our Objectives

- To build **confidence** and **pride** across the community, for teachers, students, parents, prospective parents, and the wider world of international education.
- To demonstrate that it is not only our students that are learning, but **we are all learning**, including parents, teachers, leaders, trustees.
- To **channel hundreds of learning stories into one place** in a manner that is sustainable.

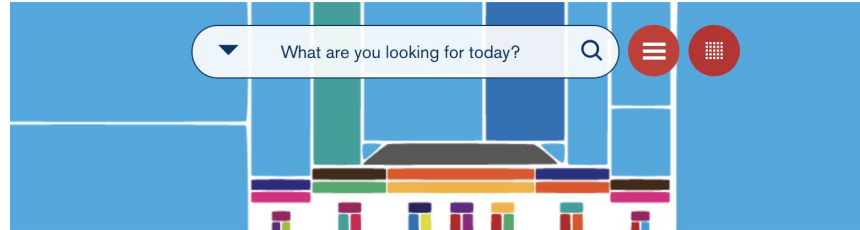


A clear and simple message



Less is More

The International School of Brussels • Everyone included • Everyone challenged • Everyone successful



Our Campus is Closed, Our Learning Continues



Due to the current situation with COVID-19, the ISB Campus is closed up to and including Friday, 3 April. However, the learning continues for each one of our students. Click on the links below to find out more.

1

Our Distance Learning Plan

How we ensure continuity of learning in the event of school closure.



2

Coronavirus update

Latest information, health updates and useful links.



3

Prospective Families

ISB Admissions continues to support families choosing a school in Brussels.



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Showcase the learning

Distance Learning in Action

2020

Below are just some of the remarkable stories of learning that we should celebrate. They are examples of students and teachers adapting to a changing environment, as well as expressions of community that is unique to ISB. Over the coming days and weeks we will regularly update this page. So stay tuned!



DISTANCE LEARNING

Sharing our love of books

17 MAR 2020 16:30

Our dedicated librarians have also been keeping busy, coming up with various ways to keep students engaged and connected with the world of books.

distance learning libraries ms



LEADERSHIP BLOG

Leadership Team Reflection (2)

17 MAR 2020 10:00

There have been a few moments recently when I've wondered if this is all a dream. And then it's almost always an interaction to do with students that reminds me that it will all work out fine in the end.

leadership team reflections

Filter by category

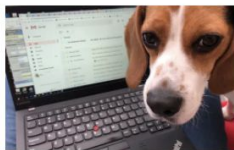
ALL
COMMUNITY VOICES
DISTANCE LEARNING
LEADERSHIP BLOG

Filter by topic

ALL ARTS
DISTANCE LEARNING
FAMILY ASSOCIATION
HS
LEADERSHIP TEAM
LIBRARIES MS
PARENTS REFLECTIONS
TEACHERS WELLBEING

Keyword Search

SEARCH



DISTANCE LEARNING

Distance Learning and Pets

16 MAR 2020 16:43

One of the benefits of distance learning and working is definitely how much more time we get to spend around our pets. Have a look at how our community members hang out with their pets as we enter the second week of Distance Learning.

arts distance learning hs



COMMUNITY VOICES

Community Voices: Madelon, FA President

16 MAR 2020 17:33

The ISB's FA president shares a message of encouragement for all our families as we face this challenging period together, as one community. Staying in touch has never felt more important.

distance learning family association parents

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Virtual Admissions as an Act of Kindness

Choosing a School in Brussels



Updated 11 March 2020

Our Campus may be closed, but your ISB Admissions Experience is not.

Choosing the right school for your child is one of the most important decisions you will make. At ISB, we want to support you in this process by listening to what matters to you.

We don't assume that our school is right for everybody. Our commitment is therefore to provide more than information - it is to allow you to truly experience ISB.

Your virtual visit will take approximately one hour and includes:



Welcome from wherever
you are!



Getting to know you and
your family



Discover through an
interactive experience



Getting to know learning &
life at ISB


[SCHEDULE YOUR VIRTUAL VISIT TODAY](#)


Virtual Admissions as an Act of Kindness

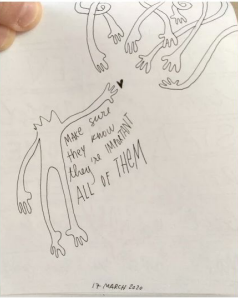
ISB Communications + 10 2h


ISB


ISB Kind
The response of the ISB community to the current situation has been remarkable. Take a moment to thank a friend for being there for you, a teacher for supporting you, a colleague who listened. Let's find a moment for small acts of kindness that make a big difference.


THANK YOU SO MUCH!!!
Thank you iPads! For all of this. We could not have done this without you! Thank you to IT team for solving tech issues right away!
 Add comment


Community Commitment!
You see real character in times of crisis. ISB has been strong, clear, and confident. The teachers have been simply amazing. Well done!
 Add comment

Thank you for caring
A big thank you to all my colleagues that make me feel connected. Thank you for all the positive vibes and for caring.



Grateful for what we have
Happy to be healthy and home together with family. Slowing down means time to reflect and think about the past, present, future. Life has lots to offer even in this surreal time. Be strong. Be kind.
 Add comment

Thanks for the Yoga!
Thanks to Heather for running Zomm Yoga for faculty. Amazing way to start the day <3
 Add comment

A huge thank you!
So grateful and proud to be part of this community. An immense thank you to all the staff for keeping my kids' learning and well being going.
 Add comment

Thank you...
To the IT Team who made this possible
 Add comment

Clear communication, thanks!
ISB was very well prepared, good management. Therefore my kids also

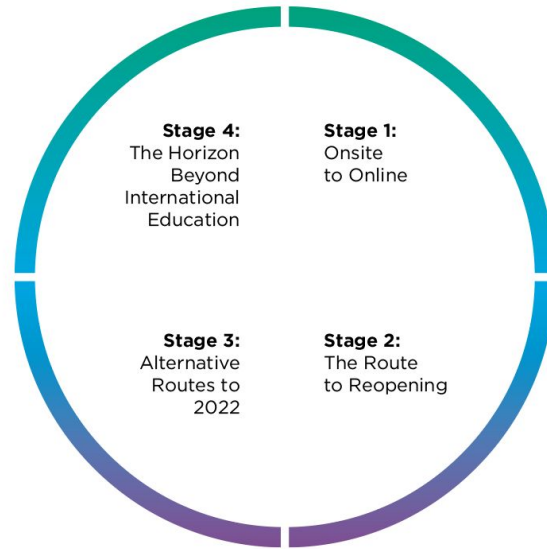
Amazing Leadership Team
Thank you to Mike and to Anna and Christopher and all the ES Team Leaders who are working so hard to make our school run as well as possible in this challenging time. We see you!


Made with padlet

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Stage 2: The Route to Reopening



Stage 2: The Route to Reopening

Our Objective

To create a decision-making framework that will help us determine the conditions under which we will reopen the school.



Stage 2: The Route to Reopening

What are the possible scenarios we are facing?

	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5
Opening	27 April	11 May	25 May	June	August
Remaining Weeks	9	7	5	1-4	0
Risks	<ul style="list-style-type: none">- Low attendance due to fear- Students stranded outside of Belgium; teachers unable to continue distance learning- New cases of the virus at ISB- Inability to maintain social distancing or health protocols				
Rewards	<ul style="list-style-type: none">- Increased mental wellbeing of those isolated- Decrease in demands of distance learning- A sense of closure for those leaving				

Stage 2: The Route to Reopening

What are the conditions under which we will reopen?

The Belgian Government has announced a date on which national schools will open.	We are satisfied that it is safe to follow Government legislation.	We are ready to open the campus and run essential services.	We have the necessary health checks / safety protocols in place to ensure the safety of the community.	The Government announced the resumption of large gatherings
<i>We are almost certain that this will be delayed until at least May 4.</i>	<i>Do we need to differentiate between the Government's need to open schools for the purpose of social welfare, that is not directly relevant to a school such as ISB?</i>	<i>We know that this is 5-10 days, assuming that the bus company is able to run a service.</i>	<i>See next slide for a list of what this might entail.</i>	<i>We know almost certainly that this will not be announced until at least Summer 2020.</i>

Stage 2: The Route to Reopening

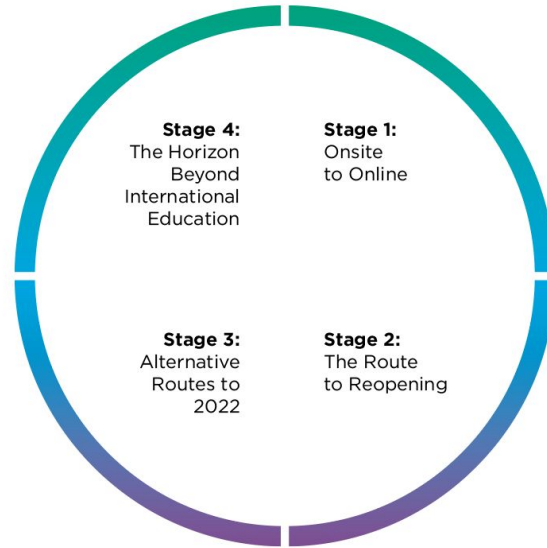
What are the health checks / safety protocols we will need to consider?

PRIOR TO RETURNING	SICKNESS POLICY	CLASSROOMS	OUTDOOR AREAS
MENTAL WELLBEING	NON TEACHING STAFF	LUNCHROOMS	CLEANING
VISITORS	BUS SERVICE	MEETINGS / EVENTS	REASONS TO CLOSE

<pause>



Stage 3: Alternative Routes to 2022



Stage 3: Alternative Routes to 2022

Our Objective

To use scenario planning protocols to map out possible futures for the 2020-21 school year



Stage 3: Alternative Routes to 2022

Post COVID-19 our plans will not be plans. They will be scenarios.



Scenario Planning vs Strategic Planning

STRATEGIC PLANNING	SCENARIO PLANNING
Business as usual	End of business as usual
Rooted in what we know or can reasonably predict	Embraces what we don't yet know or cannot reasonably predict
Narrow in focus (single scenario)	Broad in focus (multiple scenarios)
Pivots on stability markers and KPIs	Pivots on critical uncertainties

The Scenario Development Process

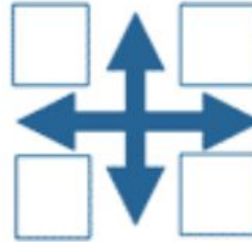
**Identify
Driving
Forces**



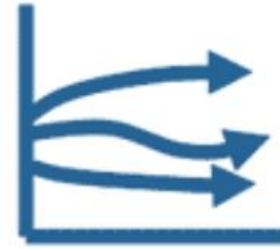
**Identify
Critical
Uncertainties**



**Develop
Plausible
Scenarios**



**Discuss
Implications
& Paths**



The Driving Forces

The global impact of COVID-19 on the school's ability to

- **Open its campus:** When will we return to campus? Will the return be followed by further campus closures?
- **Offer key services:** What kind of programme will be able to offer in the future? How will this impact our ability to charge a traditional school fee? Will our partner organisations be able to deliver key services, eg: bus service?
- **Recruit new students:** What will be the impact of this crisis on re-enrolment? Will we continue to receive applications from prospective families? How will this impact the school's brand? What will the market trends be in the future?



The Critical Uncertainties

A. Student Enrolment	B. School Closure
<p>(i) ISB will maintain student enrolment within a normal range: 1325-1375</p> <p>(ii) ISB will maintain student enrolment within a normal range but experience a significant rise in requests for financial assistance</p> <p>(iii) ISB will see a significant reduction in student enrolment next school year</p> <p>(iv) ISB will see a significant increase in student enrolment next school year</p>	<p>(i) ISB will open in August and operate a normal programme in 2020-21</p> <p>(ii) ISB will open in August but close again in the second half of the school year due to a second wave of COVID-19</p> <p>(iii) ISB will open in August and experience regular periods of campus closure</p> <p>(iv) ISB will not open its campus again until January 2021</p>

Nine Plausible Scenarios

	The Business As Usual Scenario	The Hybrid Scenario	The Delayed Opening Scenario
Normal Enrolment 1325-1375	<ul style="list-style-type: none"> - Cost savings - 0% fee rise - Focus on market position - Focus on value proposition 	<ul style="list-style-type: none"> - Dual fee structure - Structure cost savings 	<ul style="list-style-type: none"> - Dual fee structure - Distance learning fee for students unable to join ISB - Structural cost savings, including minimal team August-January
Significant Decrease 1250-1325	As above, with: <ul style="list-style-type: none"> - Structural short term cost savings (liquidity) - Use of financial reserves 		
Significant Increase 1375-1450	As top, with: <ul style="list-style-type: none"> - Investment into Capital Fund 		

Unpacking the Scenario

Scenario 1	
We start the school year in August with 1325-1375 students. All programmes run as planned and there are no interruptions to the school year.	
Priorities	Moving forward with our planned activities; Preparing for a new school Director in Summer 2021
Programme	No major changes to the on campus educational programme
Tuition Income	0% fee rise; higher demand for financial help (25 stds)
Expenses	Reduction in expenses to offset 0% fee rise; replacement of laptops delayed for one year
Staffing	Reduction across identified departments and divisions, primarily using natural attrition; COL and Step freeze for 1 year for all Faculty & Staff
Forecast	EBITDA: XX€; Breakeven; no use of capital reserves

Decision Making Principles

This is, first and foremost, a health issue and a human tragedy	We therefore need to act humanely.
Our customers will be hit very hard in terms of economic impact.	We therefore need to think in terms of community, not austerity.
ISB's primary obligation is to provide a high-quality learning experience to students.	We therefore must protect program quality.
Personnel costs are our biggest expenditure.	We therefore must ensure that all employees are critical to supporting program quality.
Protecting program quality is not the same as maintaining all programs.	We therefore need to review which things are mission critical.
This crisis that has halted the entire world may not be over and there may be more.	We therefore need a more agile approach to futures thinking.



Possible Key Actions and Trigger Points*

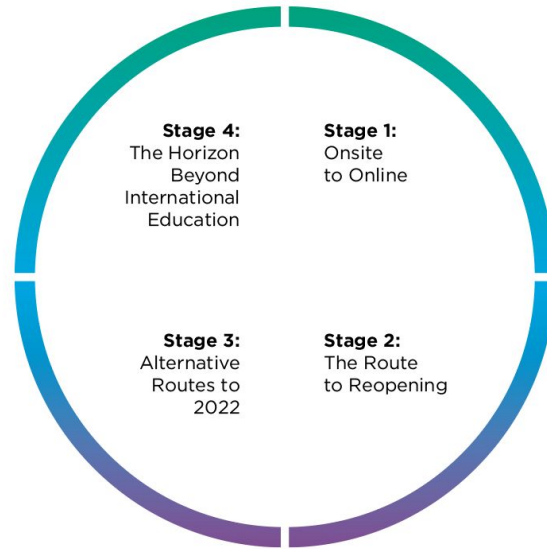
Level 1 Loss up to 0.5M Euro	<ul style="list-style-type: none"> - No fee increase - Fee refund of 2% per month that the school is closed 		
Level 2 Loss 0.5-1.5M Euro	<ul style="list-style-type: none"> - No step and no COL adjustment 	<ul style="list-style-type: none"> - Leadership team salary decreases 	
Level 3 Loss >1.5M Euro	<ul style="list-style-type: none"> - Hiring freeze - Significant cost-savings across all departments - Capex reduced to "must-do" projects 	<ul style="list-style-type: none"> - No Professional Development for one year 	<ul style="list-style-type: none"> - Immediate reduction in faculty and staff - Pension contribution freeze for 1 year

*Example levels and actions

<pause>



Stage 4: The Horizon Beyond International Education



Are we seeing the end of
international education?



Learning in an Age of Ryanair



“To cut a long story short, low-cost airlines quickly figured out that, if you can get a person from *A* to *B*, the destination is more important than the customer experience along the way.”

Fragments2.com

The International School Marketplace: A Future Manifesto

1. Schools markets are places where families can wander and wonder. Families should no longer be insulted by the sound of our hollow, flat pitches. The passion for our craft should be enough to attract attention.
2. Families don't want to hear us criticising our neighbours. They would much rather we commend the wonderful things each school can provide for its students.
3. We talk about helping families find a good fit, but most of the time people know we are lying and that we just want to fill our seats. It's time to start *really* helping.
4. The phrase “competitor schools” should be banned. Forever. We should stop for a moment and think what this kind of behaviour is modelling for our students.
5. There is always enough space for another school in the market, even if that means we choose to take up less space. There is nothing good about being the only school in town.



Not all schools will survive the virus



What is our collective responsibility to one another?

When a decision is made, how will we offer compassion and support?

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THANK YOU

Please stay in touch

willowsd@isb.be
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