



Hangzhou International School

杭州国际学校

State of Hangzhou International School (HIS)

Dear HIS Families,

As the safe reopening of our campus has become our new reality, I wanted to reach out to thank all of our students, parents, staff and faculty for your commitment, support and resilience! Since the outbreak of COVID-19, our clear focus has been to make sure we continue to provide *access* to teaching and learning during this challenging time. HIS is a very diverse community and we understand that the *access* and challenge each student, parent, and faculty faced varied considerably. Some took to the E-learning platform very well... and some struggled. I am thankful for the persistence shown by our leadership team, administrative staff, student support service team, classroom teachers, assistants, and parents who continued to follow up on students who needed additional support. Our future depends on this level of commitment and support between all stakeholders.

Each Winter, the HIS administration, Board of Directors and Business Manager review budget parameters for the next school year. The HIS budget is a fiscal expression of our mission, vision and strategic plan. While the uncertainty brought on by this pandemic outbreak has definitely brought about economic hardship for most, we are committed to providing *access* to a very high value education at fees that are most competitive amongst top international schools. To this extent, I would like to share some considerations that have been included in plans for the remainder of the 2019-20 school year, as well as considerations for our approved budgets for next school year.

Our Present: Community, Opportunity, Excellence

Throughout this time, we have let our mission guide our decisions in how we respond to the threat and spread of COVID-19. Simply put, we have focused on keeping our **community** informed and safe; continued to provide *access* to the **opportunities** we intend for our students; and ensured students can pursue **excellence** in learning. That said- the COVID-19 pandemic has consistently had an impact in how we are able to provide opportunities for learning. While we were able to use modern technologies to ensure families had *access* to learning that would be validated by our accrediting and authorizing associations (WASC and IB), and we know that each individual learned many things during the campus closure period, we are now focusing all of our faculty and staff priorities towards diagnosing, evaluating and tailoring targeted learning plans for each individual student. We need to discover what areas of our planned curriculum was learned well and what was not learned well, then focus efforts to recover specific areas of learning that need targeting for each individual. This will go on through to the end of the school year, and will continue to be a priority for those students returning next school year. Depending on the government restrictions, we hope to involve parent and community volunteers to help with the individualized levels of support we intend for all of our students.

Additional Costs 2019-20

While there were some minor savings in utilities, professional development costs, and cafeteria food for students and staff during the campus closure, with the additional costs of staffing more than 100 faculty and staff for summer extension and significant expenses for prevention and control equipment and supplies, HIS has exceeded its contingency fund and will need to review

and reallocate budgetary funds that maximize student support and minimize any impact on our learning program for the remainder of the school year.

Busing Refund / Rebates

There have been savings due to discontinued busing service; unfortunately, since some of our students are unable to return, our need to provide more empty seats has not increased busing costs. HIS will issue a prorated refund/rebate to parent or company paying the annual busing fee based approximately on 180 normal school days and number of days the service was not provided due to campus closure. A similar assessment will be made for semester bus fees. A refund may be requested or reduction off of 2020-21 school year. In addition, these parents may reduce busing fees of summer extension by 5 or 10 days.

Support for Current Students Outside of China during Semester 2, 2019-20 School Year

While we have a full faculty here in China, unfortunately 18% of tuition-paying families were unable to return to China before the border closure to foreigners. Of these families, many need the *access* to HIS E-learning in order to complete the school year and receive accredited reports. While my communications clearly indicated that we would discontinue E-learning once allowed to return to campus, we are pleased to confirm that we are able to continue our support, although with considerable limitations, to allow families outside of China to *access* HIS learning at least until their return or the end of the school year. We have appointed E-learning Coordinators for Upper and Lower School to ensure our faculty in Hangzhou can focus on reopening and return to learning on campus.

Summer Extension Program

Since the closure of schools in China, our leadership team has been discussing the possibility of a summer extension program that could be funded by any reduction in expenses during the campus closure. Originally, we were concerned about the ability to provide adequate staffing for the program as some teachers will be leaving HIS and others may have had summer commitments. We are pleased to announce that with a survey of faculty and staff, ALL current students in Grades EY-11 may register for our Summer Extension Program. The Class of 2020 Graduates will be eligible to intern support for this program on a voluntary basis. Costs for HIS students will be free and includes lunch. Busing will be available to currently bused students for a nominal fee (this may be taken out of the refund/rebate mentioned above). A survey will be sent to parents to allow you to register. Reminder: only students enrolled in Week 1 may participate in Week 2 activities. Week 1: June 21,22, 23,24 and 26 (June 25 is Duanwu Festival Holiday). Week 2: June 29, 30, July 01, 02, 03.

Our Future: Community, Opportunity, Excellence

As mentioned, we continue to let our mission guide our decisions as we move forward into the future. Years ago, HIS revised its entire fee structure and budgeting system to provide Hangzhou with a non-profit school offering the highest caliber international education for a most competitive tuition. This revision matches best practice for non-profit schools; however, without advancement initiatives as part of our annual practice, HIS is more vulnerable to a major crisis, such as COVID-19, as it has no surplus or profit to draw from, except for a modest contingency fund. Given the likelihood that HIS will need to increase its staffing in order to provide the tailored learning and support described earlier, and reduced class sizes due to physical distancing requirements and the actual physical capacity of each classroom, HIS leadership will be meeting with PAFA Facilitators to look into the possibility of developing an annual fund campaign, if

needed. Much of this will depend on how long this COVID-19 pandemic impacts our ability to offer schooling as before.

Tuition 2020-21

HIS is a registered non-profit school that is almost entirely tuition driven. Over the years, we have successfully attracted top quality teachers at international recruitment fairs even though other schools may have higher salaries to offer. The simple reason is that we have an excellent reputation for being a great community-centered school with strong academic performance, professionally satisfied teachers, and diverse student body that are complemented by good facilities and the immediate prospect of a state-of-the-art purpose-built campus nestled into the hills of this wonderful city. However, while teachers are paid well and the school is well-resourced, we do not intend to profit on the children's education. For this reason, the tuition at HIS is set well below for-profit schools and even other reputable non-profits in other cities. Having worked in China now for almost 14 years, I am very familiar with where HIS is in the spectrum of international school fees. In addition, HIS covers many expenses that other schools require additional payment. I call this the 'Dare to Compare' challenge. Have a look at other schools in Hangzhou and cities of similar size in China. It will be hard to find one that has lower tuition fees, or that includes so much within the tuition itself. Even as the first and only non-profit school that is truly international, accredited Early Years-Grade 12, and offering the most reputable IB Programmes at all division levels, there are several Schools for Children of Foreign Nationals (SCFNs) that started their first year in Hangzhou at tuition rates higher than HIS. Other non-profit international schools in other cities run major advancement campaigns, such as Annual Fundraising, to provide additional revenue for student programs and services. We may need to consider this approach but our Board has always wanted to keep the operating costs limited to tuition revenue, so that we do not need the distractions of endless campaigns trying to get more donations and sponsors to increase revenues. However, if the COVID-19 pandemic continues into 2021, then we may need to seek more support from individuals and companies to help HIS meet its budgetary goals.

Tuition for 2020-21 was set in December 2019 to be included in the re-enrollment process. Modest increases covered rising inflation in education; continued enhancements to expat and national salary and compensation packages to ensure we are still competitive with other international schools; foreign exchange considerations; and increased costs for educational resources, associations, and professional development. After the full impact of COVID-19 is evaluated, we believe we will need to cut back on certain budget categories in order to meet our mission and budgetary goals for 2020-21. We understand that some families and companies are feeling the financial impact as well; however, we are unable to provide comprehensive financial assistance despite our heartfelt concern for families most impacted at this time. HIS does have a very small 'sliver' fund that by school policy allows for some families to apply for financial assistance during the school year and only to finish the semester in order to help families seek another alternative schooling option. To offer more funding of this sort means we need to charge a much higher tuition and use more of this tuition toward the financial assistance of others. As mentioned, this is not best practice in non-profit international schooling. We ask that families refrain from sending in general requests for financial assistance, discounts, etc., unless meeting the criteria to see out a semester due to unexpected hardship. HIS administration is prohibited from entertaining lengthy meetings to discuss discounts and ongoing financial assistance. It is very important that our administration and faculty are most focused on student learning.

Support for New and Current Students Outside of China during 2020-21 School Year

Our HIS team wants to continue providing support for new and returning expat families who intend come to Hangzhou as soon as possible. Again, our goal is to provide our families with *access*, and during this unprecedented and uncertain time, we understand that for many the best option will be to stay enrolled as an HIS student, even if still out of country in August. The Board has authorized an escrow account to ensure that those families outside of China who need to seek alternative educational pathways for their children are able to seek a return of their tuition if unable to return to China and no E-learning option at HIS is available. Our administration is currently discussing an E-learning option only for students unable to enter China while the campus is open.

Re-enrollment, Faculty-Student Ratios, Seat-Guarantees and Early Payment Discount

As we looked to the 2020-21 school year and the already encumbered costs; the potential for enrollment to be impacted due to travel restrictions and financial hardships; the continuous inflation in educational resources; the need for additional faculty and staff due to physical distancing requirements in the classrooms; and the strengthening dollar (expat salaries are contracted in dollar amounts), we need to make sure our plans to staff for each class are established soon. Salary compensation & benefits and income tax make up over 70% of our operating budget. We intend to offer very high levels of support for each student and thus will make sure that the skills and care from our most valued employees, our teachers, are not wasted on classes that are poorly enrolled. Instead, we will look to reduce some sections and simply go to wait-pooling for new applicants or those who do not secure their seat. To this extent, we strongly advise all current families to ensure to complete the re-enrollment process by May 17. After May 17, the school will not hold a seat for current students unless this process and payment is completed. As a level of support and courtesy, HIS has extended the early payment discount of 5% to match this May 17 deadline. Should you have any difficulty making this payment, or any questions at all, please contact the Admissions Office.

E-learning and Force Majeure

While we have learned much about the ability to offer E-learning from teachers in China and abroad to students located in all continents except Antarctica, and we will continue to improve and modify plans for the future based on this experience, it should be noted that HIS must offer E-learning programs that can be *accessed* inside and outside China and in languages and platforms familiar to our students and faculty. Should we need to offer this platform in the future, we will build on these recent efforts. We understand that this possibility may not be the best option for some families. It should also be emphasized that E-learning requires the same staffing and certainly amounts to more effort and work by our teachers, especially given the location and *access* limitations that must be factored in. Force majeure means an event beyond the control of the school, including but not limited to, prohibition or acts by government or public agency, riot, war, hostility, terrorist attacks, public disturbance, strikes, other labor disputes and work stoppages, failure or interruption of transportation or other utilities, epidemic, fire, flood, earthquake, storm, inundation, or other acts of nature. When the school does not offer learning due to force majeure, such as the government recommended school closure on January 23, we do not count this as a learning day for students. By HIS School Policy, the school needs to provide 178-180 student learning days. If school closures exceed 2 days without *access* to learning, the school will employ its make-up day policy. If student learning is available during force majeure that causes the closure of our physical campus, HIS will move its learning to online learning platforms. There is no refund or make-up for days where online learning is provided. We are so fortunate to have a highly supportive community and we are grateful to students and parents who provided constructive feedback and comment as we improved and modified our E-learning platform during the campus closure period. However, we understand that this platform and our

tuition and refund policies may not be agreeable to all. As stated, our goal is to provide *access* for our international community needs. We will be supportive of families who seek alternative schooling options, especially given the possibility that a campus closure is required again.

I know this is a rather lengthy email, but we wanted to be transparent and informative as to how our decisions have been made and will guide us into the future.

I hope you all enjoyed a very wonderful, and much deserved, Labor Day long-weekend.

All the Best,

A handwritten signature in black ink, appearing to read "Jeff Stubbs". The signature is fluid and cursive, with the first name "Jeff" being more prominent than the last name "Stubbs".

Jeff Stubbs

Director of Schools

Hangzhou International School



杭州国际学校告家长书

各位亲爱的家长，你们好：

随着学校逐步开学，之前家长所担心和关心的一些问题，我们现在可以一一作出解答。非常感谢大家在这段困难时期对学校的支持和帮助！由于 COVID-19 疫情爆发，我们一直想为学生和家长做的，就是在这段困难时期仍然可以为大家提供一个教学学习环境，并且通过各种渠道来营造这个氛围。HIS 的学生来自世界不同的国家和地区，要保证所有人都得到这个便利确实是非常困难的事。有些学生很适应这种方式，同时也有学生无法适应。我非常感谢我们的领导团队，行政人员，学生支持团队，老师们，助教们，当然还有家长们的共同努力。学校的未来取决于所有人的决定与坚持。

HIS 每一学年的预算会在前一年的 12 月底之前提交到董事会及首席执行官来审查确定。预算是根据学校的使命愿景及战略规划制定的。这次疫情的不确定性给很多人带来了一定的经济困难，但我们仍然致力于为学生提供高质量的教学服务为目标，同时 HIS 的学费是在顶级国际学校中最有竞争力的。出于这方面的考虑，我们在此跟家长分享学校现阶段的计划，以及下一学年的预算情况。

我们的现阶段：社区，机会，优秀

在这整个过程中，我们坚持让我们的使命愿景来指导应对 COVID-19 的疫情发展态势。简而言之，我们时时为**社区**提供信息，保证社区成员的安全；不断为学生提供学习的**机会**；确保学生可以在学习中保持**优秀**表现。尽管如此，COVID-19 的爆发还是影响到了我们可以给学生们提供的学习机会。我们需要使用现代化网络技术为学生提供学习通道，同时又要保证这个通道的安全性，我们也需要时时监测这段时间学生的学习情况，并进行全方位的评估来对学生定制单个个体的学习计划。我们要对每一个学生进行查漏补缺，然后集中精力为那些在这段时间落下很多的学生进行补课。这个工作将会是接下去到学期结束前的重中之重。尽管现在校园还不能对家长开放，但是我们也希望多少可以得到家长或社区志愿者的帮助，为学生们提供个性化的服务。

2019-20 的费用

学校在疫情期间，由于校园关闭，会在水电费，老师培训费，午餐食材等费用上有一定节省，但同时，我们也会要支付疫情防控的物资准备，以及暑期延长时的教师和员工的人工费用。学校这个学年的应急基金已经全部用光，需要重新审查和分配预算资金，以最大限度地确保对学生的支持，并在本学年余下的时间里尽量减少对学习计划的影响。

校车费退款

疫情以后，我们要在校车上给学生提供更多地空座来保证安全距离，由于还有一部分学生没有回到国内，我们不需要多增加车辆。由此，HIS 会按比例向已经支付校车费的家长或公司返还这部分费用。这部分费用也可以部分抵扣到暑假延期班的校车费，或 2020-21 学年的校车费中。

2019-20 学年第 2 学期，继续支持现在还没有回到中国的学生

尽管我们所有的老师都已经回到国内，但不幸的，我们还有 18%已经支付了学费的学生未能在中国边境关闭之前返回中国。这些学生，许多人还是需要访问 HIS 的线上学习平台来完成学业，从而获取本学期成绩单。在我们之前的沟通中，曾讲到过，一旦线下教学开启，线上教学就会关闭，现在在此作出更改，在本学期内，我们还是很高兴地继续为这部分学生提供远程教育服务。我们已经专门任命了线上学习协调员，让老师们可以更加专注在重返校园的这些学生身上。

暑假延期课程

自从中国区域的学校停课以来，我们的领导团队一直在讨论关于暑假延期的可能性。该项目的资金将由学校停课期间减少的开支中支付。起初，我们担心的是能否为这个项目提供足够的人员配备能力，因为一些老师会离开 HIS，另一些也可能有了别的暑期安排。经过调研，我们很高兴地宣布，现在在校的所有学生都可以报名参加我们的暑期延期课程。2020 届的高中毕业生也可以在自愿基础上提出实习意愿。家长不需要再支付额外费用，午餐也将免费提供。目前使用校车的学生需要支付相应费用乘坐校车（或者校车费从疫情期间没有使用的部分中抵扣）。线上报名表会很快发给家长。请注意：暑假延期课程时间共两周，家长可以报名第一周或两周都报，但不能单独报名第二周的课程。时间如下：第一周：6 月 21 日-6 月 26 日（其中 6 月 25 日不上课，端午节）。第二周：6 月 29 日-7 月 3 日。

我们的未来：社区，机会，优秀

如前所述，我们的使命愿景继续指导我们的决定，引导我们走向未来。几年前，HIS 修改了整个收费结构和预算体系，为杭州提供了一所非营利性学校，提供最优质的国际教育，学费也非常具竞争力。此次修订最好地契合了非盈利宗旨，在我们每一年的收费都经过精心预测，不向家长多收学费。但是这样的收费结构，使学校一旦受到重大危机影响，例如这次的 COVID-19，学校就会陷于资金紧张。以目前的情况来看，学校可能会需要增加更多人手来作好服务。另一方面，为了更好地保证学生的安全，我们需要在课堂上加大学生之间的物理距离，这很可能意味着要减少每个班的学生人数。如果每个班的学生可容纳数减少，相同的学生数，我们就要配备更多的教师。由于这种种现实情况，在必要时，HIS 的领导团队会跟 PAFA 讨论成立年度捐款基金的可能性。这在很大程度上将取决于这次疫情时长的影响，另外也取决于学校将一如既往地为学生提供高质量的教育服务的决心。

2020-21 学费

HIS 是一所注册的非营利性学校，所有的运作费用来自学费。多年来，尽管我们为教师和员工提供的薪资水平不是最高的，但是我们每年都能成功地在国际性的招聘会上吸引最优秀的教师。其中原因简而言之就是：HIS 有良好的声誉，有高质量的学生，有专业上可以不断寻求自我提升的教师团队，并且是一个真正以社区为中心的多元文化学校。教师的工资高，学校的教育资源充足，这并不是为了让我们从孩子的教育中牟利。HIS 的学费远低于其他盈利性学校，也低于一些比较出名的非盈利性机构。在中国工作了近 14 年，我非常熟悉 HIS 收费标准在国际学校中的收费排序。此外，HIS 的学费中还包含许多别的学校需要额外支付的费用。相信家长中有许多人都对别的学校的收费状况也有所了解，欢迎大家多作对比。有一些比较知名国际学校，为了让学生可以得到更多更好的课程及服务，每一年都会举行捐款活动。之前我们的董事会一直只希望通过学费的收入来进行学校运作，但经过这次疫情的非常时期，接下来我们可能不得不考虑参考这些学校采用的办法来筹措资金为学

生提供更好的服务。无论如何，如果 COVID-19 疫情持续进入到 2021 年，到那时我们很可能要求助于家长和客户公司来帮助我们度过难关。

2020-21 年的学费预算工作在 2019 年 12 月底就已经完成。学费的增长最主要因素有：课程相关的教育费用的相应增加；教师及员工工资相应涨幅；为了让学校成为在全世界范围内有竞争力的国际学校之一，我们需要为教师提供的一定的福利待遇；外汇汇率的增长等等。在对新冠疫情影响作出全面评估以后，我们相信在 2020-21 学年，我们的预算也会非常紧张。我们相信有许多家长和公司也跟我们一样，感觉到财务状况上的紧张，我们感同身受，但请理解学校可能无法在学费上作出减免。HIS 确实有一个非常小的“零头”基金，根据学校的政策，允许一些家庭在本学年期间申请经济援助。提供更多这类资金意味着我们需要收取更高的学费，并将多收的学费用于对他人的经济援助。如前所述，这将对非营利性国际学校运作产生不利影响。我们要求家长慎重考虑后才提出经济援助、折扣等要求，请大家理解这对学校运作会产生长远影响。HIS 现阶段还是希望把重点放在学生的回校学习上。

2020-21 学年支持所有滞留海外的学生

HIS 团队希望继续为那些打算在新学年来杭州的新移民和回国的外籍家庭提供支持。同样，我们的目标是为我们的学生提供入学机会。在这个前所未有的、充满不确定性的时期，我们明白，有一些家庭还是希望 8 月能回到中国，仍可在现阶段注册为 HIS 新学年的学生。考虑到实际情况，如新学年开始时，这些学生还是无法返回中国，HIS 也没有能力提供线上教学，这部分学生可以要求退还学费。学校管理层目前也还在积极讨论只针对在校期间无法进入中国的学生的线上学习方案。

新学年注册，师生比率和提前年付学费折扣

展望 2020-21 学年，我们可能会遇到以下种种困难：由于旅行限制和经济困难而影响入学；教育资源成本的持续膨胀；教室里的物理距离的限制，我们还需要增加教师和工作人员；美元汇率的不断走强（外籍员工的工资按美元计算），等等。我们需要尽快确保每个班级的教师计划。如前所述，教师和员工的工资、福利等占据我们经营预算的 70% 以上。我们希望根据下半年学生注册情况，对于我们的教师资源作最好的调配，不要产生任何浪费。这就是说，新学年我们每一个年级的班级数会根据学生的人数作出调整，学位会预留给优先注册的那部分学生。因此，我们强烈建议所有准备下半年还要在 HIS 继续升学的学生家长在 5 月 17 日之前完成新学年在线注册工作（包括支付 2 万元预付学费）。如果你们希望拿到 95 折，请在 5 月 17 日之前支付一年学费。或者，你们可以先完成在线注册工作，学费在 6 月 30 日之前支付。5 月 17 日以后，我们不会再为没有完成注册工作的学生保留学位。感谢大家一直以为对 HIS 的支持，5 月 17 日的同时也是年付学费折扣的最后期限。如果您在付款上有任何困难或任何问题，请与招生部联系。

线上教学及不可抗力

本次疫情期间，我们已经了解到了我们可以提供线上教学的能力，我们可以为除了南极和北极以外的各大洲的学生提供线上这一平台。当然，这其中还有许多可以改进地方，这也是我们不断努力的方向。无论学生是否在中国地区，我们的目标是向他们提供在课堂上已经熟悉的学习平台进行线上学习。如果我们在未来还需要提供这个平台，我们将在继续努力。我们理解，这可能不是一些学生和家长的最好选择。需要强调的是，考虑到地点和访问限制，线上学习需要相同的人员配备，甚至教师要付出更多的时间和努力。不可抗力是指一个事件超出学校的控制，这其中包括由于暴乱，战争，敌对，恐怖袭击，公众骚乱，

罢工，交通中断，疫情，火灾，洪水，地震，暴雨等等而引起的政府宣布学校停课。当学校因不可抗力不能为学生提供学习机会时，我们不认为这是学生的学习日。根据 HIS 的规定，学校每年学年需要为学生提供 178-180 的学习日。如果学校停课超过 2 天，则应该按补课日政策安排补课。如果学生在因不可抗力原因导致的校园关闭期间可以学习，比如 HIS 将把线下学习转移到线上学习平台，在提供线上学习的日子里，我们无法提供退款。我们非常幸运地生活在这个高度支持的社区中，我们非常感谢学生和家長在我们校园无法开放期间对我们的线上学习平台所提的建设性的反馈和意见。我们也能理解，我们有可能无法得到所有人的理解与支持。如前所述，我们的目标是在这个非常时期为这个国际社区里的学生提供学习的机会。考虑到将来还有可能发生类似的情况，我们希望向大家表明学校的立场，同时也明白一部分的家庭可能会寻求更适合他们家庭发展的学校。

非常感谢大家耐心看完这一封邮件，我们希望保持我们运作的透明度，跟大家分享我们对未来的打算和计划，并且希望跟我们有共同目标的家长可以并肩前进。

All the Best,



Jeff Stubbs

Director of Schools

Hangzhou International School