



Dear SCIS Pudong Families,

As a school that operates entirely off our tuition funds, we must face the realities of the dual economic impact the Covid-19 pandemic will have on our community. While we operate with assumptions of emergencies which ensure a provision of contingency funds and budgets to draw from, none of our models added up to the repercussions we now face from this global economic crisis. As such, our Board of Directors has initiated an effort to review all opportunities for operational efficiency so that we are best prepared to weather the turbulent times ahead. This effort began with the renegotiation of all contracts with vendors including transportation, cafeteria services, and operations staff.

Following this review, the Board initiated a full review of SCIS system, campus, and divisional administrative structures. This review has led them to initiate a change in our campus leadership structure. In an effort to prioritize funding for direct contact faculty, the board has chosen to reduce and restructure administrative staffing starting with eliminating the Head of School position at the Pudong Campus after this school year. In their review of the current and pending economic situation, the Board has identified this restructuring to be a necessary measure while certainly acknowledging the strength, enthusiasm, and unrelenting Dragon spirit that Mr. Luebbe and his family have brought to SCIS. Mr. Luebbe and I have worked together throughout this process, and we both share the desire to keep the SCIS Pudong strong and connected despite this unfortunate reality. I know he will be sharing a more personal letter to all of you very shortly.

I recognize this announcement will bring about many questions in terms of what comes next for the Pudong campus. Please let me begin by providing you with the plan in place to support the transition of leadership. With the reduction of the Head of School position, Liz Gale, the current Lower School Principal for the Pudong Campus will continue forward in her new role of Deputy Director of Schools supporting my role in coordinating the efforts of all SCIS divisional principals. Frank Volpe will continue in his role as Upper School Principal for Grades 6 – 12, and Dawn Brews remains set to join as the Lower School Principal for Nursery – Grade 5. To ensure there is system level support in Pudong, Liz will be predominately based on the Pudong campus, while I will remain predominately at the Hongqiao campuses.



As part of this new structure, divisional principals will have an expanded level of responsibilities for campus matters, including oversight on divisional operations, support staff supervision and campus-wide faculty coordination. In support of their efforts, our Chief Financial Officer, will also take on additional supervision for the physical plant and operational efforts of all three physical campuses while also supervising all operation staff members. Lastly, the System administration (Admissions, Student Support Services, Technology, and Government Relations), Liz, and I will continue to engage in opportunities to work in support of all divisional Principals, faculty, students, and parents.

While this transition plan may provide some answers, we expect you will have many more, both near-and long-term. We invite you to [submit those questions through this form](#). We will consolidate similarly focused questions when possible and share answers publicly. The form also asks for respondents' names and emails so that we can follow up privately with parents when it is more appropriate to do so.

Please know that this decision was not taken lightly, rather, it represents the rigorous review our Board is undertaking and the difficult decisions they deem necessary to ensure SCIS remains fully prepared to continue to deliver on our mission.

Sincerely,
Daniel D. Eschtruth
Director of Schools
Shanghai Community International School