



Exploring Alternative Tuition Models (ATM) | Webinar Notes

For additional support, reach out to amya@prizmah.org

Background/Framing

- We have not done a webinar in this area
- Based on early data, in the 2020 school year, 60% of families receive TA.
- Alternative Tuition Models (ATM) are accelerating a trend and building momentum and there is a strong desire to shift families out of TA and shift them to ATM that include.
- ATM can be a useful tool to improve recruitment
- First Generation - Emerged after the great recession
 - Majority of the programs were focused on Middle Income Affordability or Indexed Tuition.
 - Striking was the research that they lacked intentionality before launching.
 - Lack of donor support, assumed that it would come and could have given a bigger cushion and given programs more time to succeed
 - Programs that were conceived and mandated by the donor, while only a handful, but they were not successful.
 - Focus on enrollment growth.
- Second Generation
 - ○ Continued focus on Middle Income Affordability or Indexed Tuition
 - ○ Emerging interest in grade level reductions
 - ○ More intentionality and thoughtfulness in the design and implementation
 - ○ Data based research was used to design the programming
 - ○ Donor funding increased particularly when it came to across the board tuition reductions
 - ○ Focus on affordability and student enrollment growth
- What have we learned?

- Intentionality designed and researched programs can improve affordability and student enrollment and retention
- Donor funding helps

School Examples

Westchester Day School (Aaron Lauchheimer and Rabbi Josh Lookstein)

- ○ Thanking Prizmah as a partner in this area
- ○ This wasn't the first thing we tried, we have tried across the board reductions, lowering EC tuition, lowering tuition for families that committed to a 2 year volunteer commitment
- ○ Overall we wanted the tuition assistance process to have Kavod, dignity and respect,
- ○ Lowered the workload for our tuition assistance team
- ○ Example, the formula was not designed to work for a family that had a negative AGI - if that happened, they were asked to apply for TA
- ○ This was not donor funded and We knew that this was not going to impact us adversely.
- ○ People took this option even if it meant that they would be paying a bit more, but did so for a less invasive process
- ○ Credit for this goes to a WDS parent that spearheaded this program. The parent did a 50 state survey, evaluated and picked the best from each and put together a simple equation for a smooth line, less confusion, it was rigorous
- The outcome was incredible:
 - # of families that apply for TA – cut in half
 - Tuition Revenue increased over the next two years
 - ○ Year 1 - \$75K
 - ○ Year 2 - \$175K
 - It is self funding as we are doing better
 - The proof in the data for WDS.

TanenbaumCHAT (Dan Held,CJE Toronto Federation and Jonathan Levy, HOS, TanenbaumCHAT)

- Strength in Partnership with the school and Federation
- There is a TA program that supports the lower income families
- This was a partnership to address middle income families
- Key to the strategy of Federation is to strengthen the school and enrollment
- Exploring the
- The first data – why are families not opting to CHAT
 - Conducted a study with ROSOV
 - Key factor was price – a super big jump
 - Guided the donors
- A lot of the discuss started at a Prizmah Conference
- In March 2017 – we came up with a multi part plan
- Needed to see the 30% drop in tuition
 - Expense management
 - The school
 - This was a 5 year experiment
- Boost in students in 2018 with 175 students
- Then number shoot up – now at 300 students in 2020
- 320 kids in grade 9
- Feeder school retention rates – 80% rate of retention to CHAT

- New stream program (for students that have not attended a JDS) – those numbers are increasing, getting about 70 students per year.
- Boost in fundraising – now we are able to
- Affordability makes a huge difference.
- Parents want to have a line of sight, what is it going to cost....
- What is it going to cost in 5 years?
- Feedback from donors – *why are Rockefeller subsidizing the Caregies?*

Questions

Tuition Predictability

- WDS – the formula in the calculator, families worried about the long term as well.
- CHAT – adding an additional \$9M in the field because of COVID – the long line of sight is critical, shifting headspace – families are making decisions and the transition cost is really high.

Income range

- WDS – Calculator Range is \$150-\$400
- CHAT – number ranges are identical

National context – income ranges are derived, that a family's contribution to be at about 12% - 18%

Enrollment

- WDS – the enrollment has gone down, presumably for other reasons, and we don't know how much it has gone up.
 - We have not surveyed the families that are on the program and how much it has impacted the families to stay.
 - No evidence connected to large families. Our families start when they enter EC.
- CHAT - The first year was not successful on the front of increased fundraising, but it is not on an upward trend and has tripled and has momentum with increased enrollment and fundraising.

