Stronger Together
Recovery and Reopening Schools in Santa Clara County

Co-sponsored by
Santa Clara County School Boards Association

June 4, 2020
Welcome
Webinar Etiquette

Thank you for joining us today. Please note the following:

- Choose one audio (telephone or computer), not both.
- All lines will be muted.
- Use the chat box to inform us of any technical issues.
- Use the Q&A box for any questions to the presenters.
  - We will do our best to address as many questions as time allots. Questions not addressed will be used to inform the FAQ.
- Interactive polling opportunities will require your attention throughout the presentation.
President Melissa Baten Caswell, Santa Clara County School Boards Association

WELCOME
President Claudia Rossi, Santa Clara County Board of Education

WELCOME
Today’s Presenters

• Dr. Monika Roy, Public Health Department
• Dr. Mary Ann Dewan, Santa Clara County Office of Education
• Dr. Ayindé Rudolph, Mountain View Whisman School District
• Chris Izor, Santa Clara County Office of Education
OVERVIEW

Dr. Mary Ann Dewan, County Superintendent of Schools
A Santa Clara resident arrives from Wuhan, China. A week later, he would become the first person in the Bay Area to test positive for the disease.

The first known U.S. death from COVID-19 — a 57-year-old woman — occurs in the County, though officials did not know it at the time. Other Santa Clara County deaths, unannounced at the time but which came to light in April, occurred on Feb. 17 and Mar. 6. Presumed infection thru community transmission.

The County declared a health emergency.

Gov. Gavin Newsom declares a state of emergency in California. The state has recorded 53 cases of the coronavirus and one death.

County Order to cancel mass gatherings of 1,000 or more persons to mitigate the spread of COVID-19.
COVID-19 Outbreak: Santa Clara County Timeline

- **Mar. 11**: Gov. Gavin Newsom recommend postponing or canceling gatherings of more than 250 people.

- **Mar. 13**: County Order imposing mandatory countywide moratorium on gatherings of more than 100 persons, and conditional countywide moratorium on gatherings of between 35-100 persons to mitigate the spread of COVID-19.

- **Mar. 15**: Gov. Gavin Newsom asks all Californians who are 65 and older, as well as those with chronic medical conditions, to isolate at home. He recommends that bars close and restaurants reduce their capacity. He says the state will also limit visits in nursing homes and hospitals to end-of-life needs.

- **Mar. 16**: Santa Clara, along with five other Bay Area counties, issue coordinated shelter-in-place orders that will take effect the next day. They permit only “essential” businesses to continue to operate on their physical premises. Across the state, 472 people have tested positive for the coronavirus and 11 have died.

- **Mar. 19**: Gov. Gavin Newsom issues a shelter-in-place order for California, effective immediately. It is the most far-reaching order in the nation.
COVID-19 Outbreak: Santa Clara County Timeline

- Mar. 31
  - San Francisco and other counties extend their shelter-in-place orders through May 3. State officials tell counties around California that schools will stay closed for the rest of the school year.

- Apr. 14
  - Gov. Gavin Newsom issues six criteria that he will use when deciding to ease state restrictions on schools, businesses and other gatherings. He warns that even when restrictions are partially lifted things will be “anything but” normal, potentially until a vaccine arrives.

- Apr. 27
  - Santa Clara County and five others announce that their shelter-in-place orders will be extended through May.

- Apr. 28
  - Governor Gavin Newsom lays out a four stage plan of lifting restrictions in California and reopening businesses, with changes spread out over weeks and months. California’s public schools could start the next academic year as early as July or August.

- Apr. 29
  - County Shelter-in-Place Order modified and extended. The new rules will allow construction to resume. Outdoor businesses can reopen, along with some childcare facilities and outdoor recreation areas. All business and recreation facilities allowed to operate must implement social distancing, face covering, and cleaning protocols.

SF Chronicle, Santa Clara County Public Health
June 4, 2020
COVID-19 Outbreak: Santa Clara County Timeline

May 4
- Revised shelter in place rules take effect in Santa Clara County allowing businesses like car washes and gardening stores to reopen. The rules are scheduled to remain in effect through May 31. Gov. Gavin Newsom announces that California will begin Phase 2 of lifting its shelter in place restrictions by the end of the week, on May 8.

May 12
- Governor Gavin Newsom releases details about what is required for restaurants to resume dine-in service and for shopping malls and offices to reopen. This is still part of California’s stage two of relaxing shelter in place restrictions.

May 13
- County Order directing hospitals and skilled nursing facilities in the County to disclose on an ongoing basis to the health officer inventories of Personal Protective Equipment (PPE) and ventilators.

May 15
- Santa Clara County, is offering free coronavirus tests to everyone, including those without symptoms. The 19 testing locations are listed here. The county has confirmed nearly 2,400 cases and 134 deaths.

May 22
- County begins phase 2 of relaxing restrictions. Revised Shelter-in-Place Order allows certain business and activities to reopen, subject to limitations. Retail stores may reopen but only for curbside pickup or delivery. Outdoor museums, historical sites, and publicly accessible garden are allowed to reopen. Masks or facial coverings in public are now required in Santa Clara County.
COVID-19 Outbreak: Santa Clara County Timeline

- The state allows churches to reopen and all stores to reopen for in-person shopping. There are restrictions for both activities. Churches may only operate at 25% capacity or 100 people, whichever is fewer. The sharing of any items like prayer books or rugs is discouraged, as is group singing, to reduce the risk of transmission.

- Governor Gavin Newsom announces that the state is moving into stage three and allowing hair salons and barbershops to reopen. Nail salons may not reopen. Beauty services that involve touching the face, like shaving, waxing, threading, and facials, are not allowed. California’s 47 counties that were already in deep phase two are allowed to move into phase three.

- The new Order allows outdoor dining at restaurants and other facilities that prepare and serve food, subject to limitations/social distancing. Retail and shopping center for in-store shopping, subject to limitations/social distancing. Childcare, summer camps/school, and all other educational or recreational programs for all children, in stable groups of up to 12 children. Requires people to stay at home except when engaging in certain essential/allowed activities.
Countries are at different stages when it comes to deciding whether schools should be closed / opened

Non-exhaustive list of examples
- Country-wide initial school closure for at least one level
- Local initial school closure for at least one level

Countries that stayed open
- Taiwan
- Sweden
- Turkmenistan
- Tajikistan
- Belarus
- Nicaragua

Countries that recently reopened (fully or partially)
- Denmark (Primary from Apr 15)
- Norway (Primary from Apr 20)
- Japan (Localized from 1st wk of April)
- China (April 27)
- Israel (1st week of May)
- Vietnam (April 20)
- New-Zealand (Apr end)
- France (May 11)
- Switzerland (May 11)
- Germany (Last wk of April)
- Austria (May 4)
- Greenland (April 14)
- Madagascar (April 22)
- Iceland (May 11)
- Seychelles (May 11)

Plan for schools to be reopened
- South Korea (Planned for May 20th)
- Cyprus (Announced for May 21st)

1. Holidays were extended by a few weeks but no formal closure
2. Primary and secondary schools were open as of April 15; however, the country did close them for students older than 15
3. At least one level at the national scale
4. Although very few schools in selected regions opened March end also
5. Special education schools reopened on April 21
6. Some deep-dives available in Appendix
7. For graduating classes only, all compulsory classes to start May 19th
8. Started in low risk provinces on 20th April whereas in larger cities from 1st week of May
9. Virtually reopened local 1st level grades planned for May 20th

Source: UNESCO, press search

Education system response to the pandemic could be approached along 5 key steps

**Description**
- **Resolve**
  - Address the immediate challenges that COVID-19 represents to students, teachers, staff, and community
- **Resilience**
  - Address near-term challenges, and broader resiliency issues during virus-related shutdowns
  - Remote learning and assessment
  - Support to vulnerable students
  - Financial modelling
- **Return**
  - Create a detailed plan to return the education system back to scale quickly
  - School reopening and re-enrollment
  - Remediation
  - Resurgence preparation and planning
- **Reimagine**
  - Re-imagine the “new normal” – implications for how the education system could reinvent
  - Education innovations to be sustained
  - Vision for the new normal
- **Reform**
  - Be clear how the environment for education could evolve
  - Progress to SDG #4
  - Policy decisions

**Main education priorities**

**Nerve center**
Managing across the 5Rs requires a new architecture to plan, coordinate, manage stakeholders and external partnerships

June 4, 2020
School systems have to address four priorities across these steps. The focus of this deck is the return phase.

<table>
<thead>
<tr>
<th>Resolve</th>
<th>Resilience</th>
<th>Return</th>
<th>Reimagine</th>
<th>Reform</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain health and safety of students, staff &amp; the community</td>
<td>School closures and physical distancing</td>
<td>School reopening health &amp; safety plan and protocols</td>
<td>School healthcare infrastructure and resilience</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nutrition / school meals</td>
<td>Mental health support</td>
<td>Partnerships for enhanced healthcare at school</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Vulnerable student diagnostic and response</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Special needs support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Remote mental health support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maximize student learning and thriving</td>
<td>Parent communication and activation</td>
<td>Remediation strategies for lost learning</td>
<td>Progress to SDG #4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Device / internet distribution</td>
<td>Robust blended learning</td>
<td>Learning innovations to be sustained</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Robust remote learning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Grading and assessment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Incoming and graduating class transitions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support teachers and staff to adapt to the new reality</td>
<td>Teacher training, support, and collaboration</td>
<td>Teacher re-integration</td>
<td>Teacher innovations to be sustained</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Redeploying unutilized staff</td>
<td>NGOs, volunteers partnerships for support</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sick leave policies</td>
<td>Professional development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure a strong operational and financial future</td>
<td>Data privacy and online safety</td>
<td>Reopening operations</td>
<td>Budgets for new economic reality</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Vendor communications</td>
<td>Budget strategy and reallocation</td>
<td>Policy changes for the new normal</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Scenario planning and financial stress testing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Remote administrative infrastructure</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

June 4, 2020

Exhibits from "Covid-19 Perspectives for education systems", April 2020, McKinsey & Company, Copyright (c) 2020 McKinsey & Company. All rights reserved. Reprinted by permission.
Risk/Benefit Analysis
Polling

You will see a polling box pop up on the screen, like the sample to the left.
Dr. Monika Roy, Santa Clara County Public Health Department

PUBLIC HEALTH UPDATE
SANTA CLARA COUNTY PUBLIC HEALTH DEPARTMENT COVID-19 RESPONSE

Monika Roy, MD MS
Assistant Public Health Officer
June 4, 2020
Santa Clara County COVID-19 Cases Dashboard

This dashboard provides detailed data on cases of COVID-19 in Santa Clara County.

<table>
<thead>
<tr>
<th>Total Cases</th>
<th>New Cases</th>
<th>Total Deaths</th>
<th>New Deaths</th>
<th>Currently Hospitalized</th>
</tr>
</thead>
<tbody>
<tr>
<td>2832</td>
<td>20</td>
<td>144</td>
<td>1</td>
<td>46</td>
</tr>
</tbody>
</table>

Cumulative Cases by Gender
- Female: 50%
- Male: 50%
- Other: 0%
- Unknown: 0%

Cumulative Cases by Age Group
- 0-9: 7%
- 10-19: 13%
- 20-29: 13%
- 30-39: 17%
- 40-49: 17%
- 50-64: 12%
- 65-79: 6%
- 80+: 2%
- Unknown: 0%

Cumulative Cases by Race/Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Percent of Cases</th>
<th>Percent of Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Asian</td>
<td>19%</td>
<td>36%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>41%</td>
<td>26%</td>
</tr>
<tr>
<td>Native Hawaiian &amp; Other Pacific Islander</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>Unknown</td>
<td>16%</td>
<td>0%</td>
</tr>
<tr>
<td>White</td>
<td>16%</td>
<td>32%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

New Cases by Specimen Collection Date
Values for the most recent 5 days will likely increase as additional results are received.

Cases by Geography

Cases by Zip Code
Cases by City

Source: California Reportable Disease Information Exchange, California Department of Health

Note: The graphs do not include 39 patients that did not have a valid date for when their specimen was collected. These patients are included in the total numbers presented above. Currently hospitalized includes suspected cases. New cases represent newly identified cases since last reporting and specimen collection date may vary. Other category on race/ethnicity graph includes American Indian/Alaska Native and people who identify as multiple races.
COVID-19 Indicators

- The trend of the **number of new COVID-19 cases and hospitalizations** per day.

- The **capacity of hospitals and the health system** in the County and region, including acute care beds and Intensive Care Unit beds, to provide care for COVID-19 patients and other patients, including during a surge in COVID-19 cases.

- The **supply of personal protective equipment (PPE)** available for hospital staff and other healthcare providers and personnel who need PPE to safely respond to and treat COVID-19 patients.

- The **ability and capacity to quickly and accurately test** persons to determine whether they are COVID-19 positive, especially those in vulnerable populations or high-risk settings or occupations.

- The ability to **conduct case investigation and contact tracing** for the volume of cases and associated contacts that will continue to occur, isolating confirmed cases and quarantining persons who have had contact with confirmed cases.
Basis for Modifications to the Health Order

(1) Progress on the COVID-19 Indicators
(2) Developments in epidemiological and diagnostic methods for tracing, diagnosing, treating, or testing for COVID-19
(3) Scientific understanding of the transmission dynamics and clinical impact of COVID-19
New Health Order- In effect starting June 5, 2020

- Allows several new categories of businesses and activities to reopen, subject to specific conditions and limitations.

- It also keeps key restrictions in place, requiring people to stay in their homes except when engaging in certain essential or allowed activities.
What’s Newly OPEN? After June 5 2020

• Outdoor dining
• In-store shopping
• Manufacturing and warehousing
• House cleaning

More

For a full list of businesses that are allowed to operate under the Shelter-in-Place Order, visit sccgov.org/cv19order

What’s Newly OPEN? After June 5 2020

• Summer camps and summer school
• All Childcare
• Pet grooming and dog walking
• All outdoor activities with no physical contact

More

For a full list of businesses that are allowed to operate under the Shelter-in-Place Order, visit sccgov.org/cv19order
What's Newly OPEN?  
After June 5 2020

- Outdoor ceremonies and religious gatherings under 25 people
- Outdoor swimming pools
- Drive-in theaters and car gatherings
- Camping

More

With these changes we must continue to wear face coverings, wash our hands frequently, avoid touching our nose, eyes and mouth, and keep a minimum of six feet between ourselves and people we do not live with.

For a full list of businesses that are allowed to operate under the Shelter-in-Place Order, visit sccgov.org/cv19order

For more COVID-19 information, visit sccgov.org/coronavirus
Testing Expansion- More than 30 Sites Across the County

Popup COVID-19 Testing

No insurance or doctor’s note required!

For more COVID-19 testing information, visit: SCCFreeTest.org
Facebook Live

County of Santa Clara Public Health Department

14 hrs

Facebook LIVE with the County of Santa Clara

Today at 10 am, County Counsel James Williams will discuss changes to the current Shelter in Place Order that go into effect on Friday, June 5, 2020. The changes allow multiple sectors and activities to resume, including in-store retail, outdoor dining, all manufacturing, small service businesses, childcare and summer programs, as well as religious, cultural, and civic activities.

Join us Monday, Wednesday, and Friday on Face... See More

An Amended Order: What’s Allowed as of June 5, 2020

LIVE with the County of Santa Clara

10AM PT

Facebook Live | facebook.com/sccpublichealth

sccgov.org/coronavirus

PUBLIC HEALTH

Every Monday, Wednesday, & Friday
At 10 AM
COVID-19 Briefing
Santa Clara County
PUBLIC HEALTH

BETTER HEALTH FOR ALL
Polling

You will see a polling box pop up on the screen, like the sample to the left.
STRONGER TOGETHER: RECOVERY & REOPENING
Business Facility Modifications

- Perform a detailed risk assessment and develop and implement a site-specific protection plan
- Train employees on how to limit the spread of COVID-19, including how to screen themselves for symptoms and stay home if they have them
- Implement individual control measures and screenings
- Implement disinfecting protocols
- Implement physical distancing guidelines
A There is a continuum of approaches and timelines to reopen schools across different countries

Preliminary insights

<table>
<thead>
<tr>
<th>Schools among the first of sectors to open</th>
<th>Schools among the last of sectors to open</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schools reopening considered critical to continue student learning and reopening economy and precedes all or most other sectors on reopening</td>
<td>Schools reopening considered too risky for controlling transmission and not core to reopening economy; schools opened only after most/all of non-essential sectors</td>
</tr>
<tr>
<td>Japan and China have reopened most schools in low-risk areas(^1) (after more than a month of closure)</td>
<td></td>
</tr>
</tbody>
</table>

---

1. Japan and China are opening schools on a rolling basis – in low risk areas schools are reopened with safety protocols in place but they remain closed to high risk areas in Tokyo and Wuhan.

**School systems will need to gauge the risks and identify trade-offs to determine the approach for school reopening**

<table>
<thead>
<tr>
<th>Not Exhaustive and Preliminary insights</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public health risk</strong></td>
</tr>
<tr>
<td>Risks for children and teachers themselves as well as for asymptomatic transmission through children considered limited</td>
</tr>
<tr>
<td><strong>Criticality for economic activity</strong></td>
</tr>
<tr>
<td>Schools are a critical prerequisite to allowing parents to return to work; significant portion of workers rely on childcare</td>
</tr>
<tr>
<td><strong>Impact on student learning and thriving</strong></td>
</tr>
<tr>
<td>Significant learning loss with remote learning especially for vulnerable students</td>
</tr>
<tr>
<td>Broader risks to students in staying home (nutrition, domestic violence)</td>
</tr>
<tr>
<td><strong>Ability to safeguard schools</strong></td>
</tr>
<tr>
<td>Health &amp; Safety measures can adequately mitigate the risk of infection in schools</td>
</tr>
</tbody>
</table>

Source: Danish ministry of education guidelines, Danish prime minister press conference (April 6), Norwegian ministry of education guidelines, Austrian ministry of education press conference (April 6)
Keys to Reopening Schools

• The ability to do case finding, contact tracing, isolation and quarantine
• Availability of testing
• Availability of personal protective equipment
• Availability of cleaning supplies and disinfectants
• Duration of decline or stability of cases
• Surge capacity in local hospitals
Polling

You will see a polling box pop up on the screen, like the sample to the left
Impact of School Funding on Decisions

- Reductions likely as state revenues decline
- Impact likely long-term
- Development of 2020-21 State Budget: adequate funding for increased costs, alternative methods for funding
Meals

• More students may qualify for school nutrition programs due to rise in unemployment
• Schools will continue to provide meals to students when they are not on campus
Lower School Attendance / Enrollment

- Public health recommendations for children with chronic health issues (e.g. diabetes and asthma) to continue to shelter in place
- Families may relocate due to unemployment and/or illness or death of one or more family member
- Families may choose to enroll their children in schools that operate via distance learning
- COVID-19 may cause more absences than schools have in a typical year
School Operation Modifications

- Development of criteria/plan for closing school again if necessary
- Updated/accessible site-specific protection plan
- Campus access
- School cleaning/disinfecting and other health/safety practices
- Protective equipment
- Physical distancing
- Staff and labor needs and concerns
- Mental/emotional support for students/staff
- Communications with parents/students, employees and the community
A While considering for whom do you reopen, four archetypes can be identified based on global examples

**Preliminary insights**

**Archetype**

1. **No reopening**
   - Higher
   - Secondary
   - Primary
   - Pre-primary

2. **Targeted groups**
   - Higher
   - Secondary
   - Primary
   - Pre-primary

3. **Targeted levels**
   - Higher
   - Secondary
   - Primary
   - Pre-primary

4. **Targeted years**
   - Higher
   - Secondary
   - Primary
   - Pre-primary

**Rationale**

1. **No reopening**
   Considerable pressure on health care system and risks of resurgence calls for schools to remain closed till the end of school year (July)

2. **Targeted groups**
   Schools to open or remain open for specific segments that are disproportionately impacted by school closures (e.g. special education schools, vulnerable population)

3. **Targeted levels**
   Schools to open as a means to provide childcare for parents, enabling them to go back to work and open other sectors

4. **Targeted years**
   Prioritized opening for students in grades that have high stake exams to allow progression to next level

**Examples**

1. Spain
2. Italy
3. Estonia
4. United Kingdom
5. Israel
6. Denmark
7. Norway
8. Germany
9. Portugal
10. France

1. Examples based on public news and includes likely scenarios announced in the press
Polling

You will see a polling box pop up on the screen, like the sample to the left.
Once reopening decision is made, readiness depends on four key elements; health & safety becomes a pre-requisite

Preliminary insights

1. Health & Safety
   Key safeguards to be put in place with respect to following categories:
   • Physical infrastructure
   • Transportation and food service
   • Scheduling and staffing
   • Health and behavioral norms

2. Re-enrollment
   Critical to re-enroll students back to school especially those who are at a higher risk of dropping out and the ones who have not kept in touch with teachers during the lockdown

3. Remediation
   Planning required to fill academic and non-academic gaps created during school closure leading to loss of learning or other socio-emotional disadvantages

4. Resurgence planning
   Advanced preparation for schools to be able to continue education for students in case second wave of virus resurges; readiness for blended learning for all students

June 4, 2020
Polling

You will see a polling box pop up on the screen, like the sample to the left.
Dr. Ayindé Rudolph, Mountain View Whisman School District Superintendent

SCHOOL DISTRICT PERSPECTIVE
Planning for Reopening

2020-21
Goal

To develop a robust reopening plan that addresses:

1. Keeps employees and students safe
2. How to reopen schools under various circumstances
3. Adapting our learning environment to various events
4. Create an equitable learning environment for all students under any circumstance
How to reopen
Under COVID-19
Impact of COVID-19

Most of the states in the US are closed for the academic year and are planning for reopening in Fall 2020 if situation improves.
International perspective

Countries are at different stages when it comes to deciding whether schools should be closed/opened.

191 Country-wide school closures affecting ~1.5 billion students

- Schools that stayed open
  - Taiwan
  - Cuba
  - Sweden
  - Turkmenistan
  - Tajikistan
  - Belarus

- Schools that recently opened
  - Denmark
  - Norway
  - Japan
  - China (e.g., Zhejiang)
  - Israel

- Plan for schools to be reopened
  - Germany
  - France
  - New Zealand

Creating more predictability

• MVWSD, as well as other districts, need to take the lead on developing a plan of action
  — Our plan should offer best in class approaches to any guidelines provided Public Health / Governor
  — Schools provide a daily sense of normalcy; needed even more now
• Schools are mission-critical to salvaging the economy
### What factors should be considered?

**Deciding on reopening requires weighing public health risks against economic activity, student impact and ability to safeguard**

Extent and weight of risks will vary across countries and regions.

#### Factors | Key questions
--- | ---
Public health risks | To what extent can the health of students, families, staff and the general population be safeguarded while opening schools?
Criticality for economic activity | To what extent does school closure contribute to GDP loss and unemployment by preventing reopening the economy?
Impact on student learning & thriving | To what extent is student learning falling behind when schools are closed?
| To what extent are inequities exacerbated during school closures?
Ability to safeguard schools | To what extent are school systems ready to reopen with the right health & safety measures in place?

---

Considering the inputs of 3 key stakeholders:
- Parents
- Teachers
- Students
Understanding the inherent risks...

### School systems will need to gauge the risks and identify trade-offs to determine the approach for school reopening

<table>
<thead>
<tr>
<th>Not Exhaustive and Preliminary Insights</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Schools among the first of sectors to open</strong></td>
<td><strong>Schools among the last of sectors to open</strong></td>
</tr>
</tbody>
</table>

#### What do you have to believe to make a decision for school reopening?

- **Public health risk**
  - Risks for children and teachers themselves as well as for asymptomatic transmission through children considered limited
  - Risks for children themselves considered moderate; reopening schools still seen as a risk due to likelihood of asymptomatic transmissions
  - Reopening of the schools can pose a significant risk to both children and others

- **Criticality for economic activity**
  - Schools are a critical prerequisite to allowing parents to return to work; significant portion of workers rely on childcare
  - Economic activity can return through slow, systematic / staged reopening of schools
  - Most parents can continue to work from home or most households can arrange for caregivers (including through government-provided care)

- **Impact on student learning and thriving**
  - Significant learning loss with remote learning especially for vulnerable students
  - Broader risks to students in staying home (nutrition, domestic violence)
  - Blended learning works for some subjects and grade levels; in-person lessons required for others
  - Remote learning allows students to continue learning at acceptable levels

- **Ability to safeguard schools**
  - Health & Safety measures can adequately mitigate the risk of infection in schools
  - Health & Safety measures are insufficient to prevent the spread of the disease if schools return to full capacity
  - Very difficult to safeguard schools given inherent characteristics of children, plus shortages of supplies and budgets

---

*Source: Danish ministry of education guidelines, Danish prime minister press conference (April 6), Norwegian ministry of education guidelines, Austrian ministry of education press conference (April 4)*

McKinsey & Company
Getting to Reopening
Having a plan for any circumstance

• Direction from MVWSD Trustees - 4/18/20
  — Adapt our learning environment for any scenario.
  — Use monies from the District’s reserves to ensure that this plan would work within a moment’s notice
  — Work with all stakeholders to vet the viability of any options
The stages of reopening...

<table>
<thead>
<tr>
<th>Illustrative</th>
<th>Stage 4 (all schools closed)</th>
<th>Stage 3</th>
<th>Stage 2</th>
<th>Stage 1 (all schools open)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>School closure type and instruction delivery</strong></td>
<td>• All school types likely closed except (potentially) for certain narrow segments (e.g., children of critical workers)</td>
<td>• Primary schools may reopen</td>
<td>• Both primary and secondary schools could be open</td>
<td>• All schools open</td>
</tr>
<tr>
<td></td>
<td>• Remote learning more likely to be provided based on local guidelines</td>
<td>• Secondary schools likely closed</td>
<td>• Blended learning could be provided, large portion of curriculum taught through remote learning</td>
<td>• Learning resumes in the classrooms</td>
</tr>
<tr>
<td></td>
<td>• Policies around assessments and grades to be defined</td>
<td>• Blended learning to be provided, majority of the delivery could potentially be conducted in person</td>
<td></td>
<td>• Best practices to be retained from remote learning phase</td>
</tr>
<tr>
<td><strong>Activities conducted</strong></td>
<td>• Strict closure could potentially reduce spread</td>
<td>• Potentially reduced school days</td>
<td>• Full school days</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• No activities may be conducted in school except transition to remote learning</td>
<td>• Possible focus on core-curriculum classes (e.g., no gym, arts class)</td>
<td>• Limited extra-curricular activities may be allowed</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Safety &amp; Health</strong></td>
<td>• Social distancing and lockdown measures set by government</td>
<td>• Strict safety protocols likely to be implemented</td>
<td>• There might be a switch to less strict safety protocols</td>
<td>• Basic hygiene and health and safety protocols to be implemented</td>
</tr>
<tr>
<td></td>
<td>• Policies for staff, teachers and infrastructure to be put in place</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
How other countries have handled reopening

While considering for whom do you reopen, four archetypes can be identified based on global examples

1. No reopening
   - Higher
   - Secondary
   - Primary
   - Pre-primary
   Rationale: Considerable pressure on health care system and risks of resurgence calls for schools to remain closed till the end of school year (July)
   Examples: Spain, Italy

2. Targeted groups
   - Higher
   - Secondary
   - Primary
   - Pre-primary
   Rationale: Schools to open or remain open for specific segments that are disproportionately impacted by school closures (e.g. special education schools, vulnerable population)
   Examples: Estonia, United Kingdom, Israel

3. Targeted levels
   - Higher
   - Secondary
   - Primary
   - Pre-primary
   Rationale: Schools to open as a means to provide childcare for parents, enabling them to go back to work and open other sectors
   Examples: Denmark, Norway

4. Targeted years
   - Higher
   - Secondary
   - Primary
   - Pre-primary
   Rationale: Prioritized opening for students in grades that have high stake exams to allow progression to next level
   Examples: Germany, Portugal, France

1. Examples based on public reports, and includes likely scenarios announced in the press
MVWSD has determined that there are 14 dimensions to safely reopen:

1. Governance
2. Health and Wellness
3. Equity
4. Curriculum
5. Human Capital
   a. (working conditions and professional development)
6. Nutrition
7. Facilities
8. Operations
9. Instruction
   (remediation and differentiation)
10. Resurgence plan of action
11. Enrollment
12. Communication
13. Technology
14. Finance

List is not ordered by level of importance.
There is only one way to eat an Elephant...
COVID-19 Planning - Multiple stakeholders algorithm

**What needs to happen**
- BOT
  - May 7th

**Development of conditions**
- Cabinet, LT, ROTF

**Discussion with stakeholders around process, concerns and understand needs**
- Cabinet, LT, ROTF, Focus groups

**Exploration of Actions**
- Dept assigned to the dimension (3 choices for actions under each stage)

**Vet options, data collection, presentation**
- BOT, Cabinet, LT, ROTF
  - TBD end of June

**Review options and selection of action**
- Dept assigned to the dimension, Superintendent

**Final review**
- Cabinet, LT, ROTF, Focus Groups, B.O.T.
  - TBD Aug

**Execute a larger community presentation/campaign**
- Start of school

* input point

Roles:
- Focus group: Hear and record their concerns
- Reopening Task Force (ROTF): Group of reps for logistics (includes teachers and CSEA)
- Principals/Directors: Responsible for actions in their dimension
Reopening is about safely continuing education
We will have a learning plan for each stage...

### Example – What a potential path could look like

<table>
<thead>
<tr>
<th>Stage 4 (all schools closed)</th>
<th>Stage 3</th>
<th>Stage 2</th>
<th>Stage 1 (all schools open)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>School closure type and instruction delivery</strong></td>
<td><strong>Primary schools may reopen</strong></td>
<td><strong>Both primary and secondary schools could be open</strong></td>
<td><strong>All schools open</strong></td>
</tr>
<tr>
<td>- All school types likely closed except (potentially) for certain narrow segments (e.g., children of critical workers)</td>
<td>- Secondary schools likely closed</td>
<td>- Blended learning could be provided, large portion of curriculum taught through remote learning</td>
<td>- Learning resumes in the classrooms</td>
</tr>
<tr>
<td>- Remote learning more likely to be provided based on local guidelines</td>
<td>- Policies around assessments and grades to be defined</td>
<td>- Curriculum could potentially be conducted in person</td>
<td>- Best practices to be retained from remote learning phase</td>
</tr>
<tr>
<td><strong>Activities conducted</strong></td>
<td><strong>Potentially reduced school days</strong></td>
<td><strong>Full school days</strong></td>
<td><strong>Full school days</strong></td>
</tr>
<tr>
<td>- Strict closure could potentially reduce spread</td>
<td>- Possible focus on core-curriculum classes (e.g., no gym, arts class)</td>
<td>- Limited extra-curricular activities may be allowed</td>
<td>- Educational activities return to normal</td>
</tr>
<tr>
<td>- No activities may be conducted in school except transition to remote learning</td>
<td></td>
<td></td>
<td>- Based on national protocols, events to be conducted e.g. graduation, field trips</td>
</tr>
<tr>
<td><strong>Safety &amp; Health</strong></td>
<td><strong>Strict safety protocols likely to be implemented</strong></td>
<td><strong>There might be a switch to less strict safety protocols</strong></td>
<td><strong>Basic hygiene and health and safety protocols to be implemented</strong></td>
</tr>
<tr>
<td>- Social distancing and lockdown measures set by government</td>
<td>- Policies for staff, teachers and infrastructure to be put in place</td>
<td>- Dynamic plans likely to be required to have the agility for closedown if virus surges</td>
<td></td>
</tr>
</tbody>
</table>
Planning is key

• Flexibility is key
  — We will have best in class options for each situation
  — i.e., Possible to shut a school down as opposed to the District

• We need to be prepared for any scenario, but we need to be realistic about our options
  — $8,000 - $22,000 for one thermal scanner
  — Money is a finite commodity
    — Over the past 2 years, we have begun to execute our recession plan

• This will take time and creativity
  — Lessons learned from Katrina superintendent
  — During the making of the movie A Bug’s Life, Pixar reminded their team that they needed to be “Inspired by the Limitations.”
Planning is key (continued)

• This is a community crisis; thus we need community feedback
  – We cannot fall in love with ideas of a small group of people who believe they know what a school should look like

• We need to develop the plan and make purchases sooner rather than later
  – Our Central Nerve Team predicted the possibility of a pandemic and suggested that we create a strategic reserve of supplies (January)
Focus group feedback
Set up focus groups

- Over the course of 7 days we met with more than 100 parents through focus groups and advisory committees.
- Distributed a survey to all parents
- Utilized ThoughtExchange to gather information from an additional 117 parents who were not selected for the focus groups
Questions for focus groups

What would make you feel comfortable sending your child to school? (Screening process, cleaning etc)
If we return to campuses part time, would you feel more comfortable with 1/2 day schedule or A day, B Day.
Knowing there is a cost, what resources would the district be expected to provide for families (ex, facemasks for all students?)
Based on experiences from school closure in spring what type of instruction was most effective for your student/family (live, recorded lessons etc.)
How can we best support English Language Learners?
How can we best support students with Learning Disabilities
How do we accommodate our students who are in "high risks" groups? (in relation to attendance)
What is needed to support our students who have difficulty with on-line learning?
Would you be comfortable with your child rotating for RTI/STEAM and mixing with students from another class? What would make you feel comfortable with this process?
Questions continued

What would it take for you to feel comfortable to have volunteers or be a volunteer in the classroom?
We want to keep kids safe and we can’t share all information about positive cases in the district, but what info and what amount can we share that would make you feel comfortable/ or informed enough to send your kids to school?
What safety concerns do parents have regarding how meals are served and eaten?
How or should we track attendance for remote-learning?
What types of materials/supplies do you and your child need to have access to? (ex: workbooks and materials at home helpful?)
How do ensure the physical safety of our employees during each stage?
How do we accommodate our employees who are in "high risks" groups to work safely?
What other ideas or concerns do you have about going back to school admid COVID-19?
Parents are looking for full-day options. 
Staff will want PPE
If we are in Stage three – then we need to limit student movement
We should have options for essential workers, and for those who cannot work from home
Flexible attendance policy for those who would like to keep their children at home
Virtual learning is going to require grading and feedback
Training and guidelines for students and parents will be required
Enhanced cleaning protocols
Under stage three, volunteers should be limited if not completely banned
Additional resources for parents to support students, especially those at home
Making this a reality

- Continue to adapt our Distance Learning Plan - Ongoing
- Order supplies - Ongoing
  - Chromebooks are already on order
  - PPE for staff, and possibly students, are being selected
  - Cleaning supplies
- Create focus groups - May
- Collect feedback and vet possibilities - May
- Create a Reopening Task Force - May
- Create a District Nerve Center Education Team - May
- Define operations under each stage of reopening - July
Thoughts and Questions?
Polling

You will see a polling box pop up on the screen, like the sample to the left.
SANTA CLARA COUNTY PLANNING CONSIDERATIONS
-Stronger Together-
Recovery and Reopening Schools in Santa Clara County

Recommendations based on information from varied sources...
- Office of Governor Gavin Newsom
- CA Public Health Department
- Santa Clara County Public Health
- Centers for Disease Control
- CA Department of Education
- Santa Clara County Public Health
- County Offices of Education throughout CA
- SCCOE Internal Departments
- Resources from various Educational organizations
Guiding Principles

• Protect the Safety and Health of Students, Staff and Families
• Plans Must Work to Ensure Equity, Access and Inclusion
• Eliminate Opportunity Gaps, Address Learning Loss, and Accelerate Achievement
• Promote Innovative High-Quality Teaching and Learning Across All Environments
• Ensure Fiscal Stewardship Aligned to Students’ Needs
• Engage Stakeholders in Transparent, Collaborative, and Compassionate Decision Making
Recommendations based on information from varied sources...

- Office of Governor Gavin Newsom
- CA Public Health Department
- Santa Clara County Public Health
- Centers for Disease Control
- CA Department of Education
- Santa Clara County Public Health
- County Offices of Education throughout CA
- SCCOE Internal Departments
- Resources from various Educational organizations
Document Organization

• Introduction
• Background and Context
• Guiding Principles
• Planning Considerations:
  – Health and Wellness
  – School and District Operations
  – Teaching and Learning

• Appendix:
  – An Alternative Consideration
  – Matrix of Operational Considerations
  – FAQs
  – Resources
Equity

• COVID-19 has magnified a number of issues related to equity that have lived below the surface.
• Equitable decision making starts by looking at data, listening, and creating ways to hear from ALL stakeholders.
• Equitable decision making will challenge how we allocate resources.
• Equitable decision making may not make everyone happy.
Health and Wellness

Key Elements:

• Health Screenings
• Face Coverings
• Hygiene Strategies
• Cleaning and Disinfecting
• Mental Health
• Response Planning
School and District Operations

Key Elements:

• Physical Distancing and Stable Cohorts
• Calendaring
• Schedules
• School Based Meals
• Staffing Considerations
• Fiscal Impacts and Budgeting
Teaching and Learning

Key Elements:

- Instructional Models
  - Full Distance, Hybrid, Full Reopening
- Evaluation of Distance Learning
- Addressing Learning Loss
- Supporting Students with Greater Needs
- Professional Development
- Addressing Behavior
- Protecting from Discrimination

June 4, 2020
Appendix

Key Elements:

• Considerations for an Alternative Schooling Option
• Matrix of Operational Considerations
• Frequently Asked Questions
• Links with additional guidance, considerations, or planning resources.
Companion Resources

Supplementary Action Planning Template

Recovery and Reopening Action Planning Document

Health and Wellness

The following recommendations are based on information that has been released related to health and safety guidance and has been reviewed by Santa Clara County Public Health. The intent behind the recommendations below is to create an environment that mitigates the opportunity for virus transmission as much as possible and takes into consideration the potential health and wellness impacts of COVID-19. While all measures should be considered, it must be noted that there are no guarantees that virus transmission will not occur. This is not an exhaustive list and will likely be further informed by additional guidance from the state and county health officials.

To inform your processes and decision the following resources may be helpful:

- SCCOE Schools Decision Reopening Tab
- GDC Guidance for Schools, Plan, Prepare, Respond

<table>
<thead>
<tr>
<th>Screen all students, employees, and visitors for illness-related symptoms</th>
<th>Person(s) Responsible</th>
<th>Due Date</th>
<th>Status</th>
</tr>
</thead>
</table>

**Do Now**
- Begin planning for screening protocols (e.g., visual, self-reported, and/or daily temperature checks)
- If having temperature, determine the screening process (note will vary? Where will they go? What resources do you need?)
- Determine the process to exclude students and staff suspected of lower respiratory illness
- (SCOE and BCC Public Health Evaluation Protocol Pending)
- Clarify school and district response if confirmation of COVID-19 case
- Develop and update health screening protocols and procedures
- (Procedures for When Students are Sick, GDC)
- Consider staggered arrival times to allow for health screenings, if needed

**Do Before School**
- Order non-contact thermometers or other screening materials if needed
Stronger Together

Recommendations for Next Steps

- Gather and analyze data
- Take stock of your resources
- Collaboratively develop equitable actions plans with stakeholders
- Overcommunicate with your community
- Keep checking back for updates
Benefits of Countywide Coordination
Polling

You will see a polling box pop up on the screen, like the sample to the left.
Santa Clara County Office of Education 2020-21 School Reopening Survey for Parents and Families

June 4, 2020
Questions?

- Emergency Operations Center: schools@eoc.sccgov.org
- Incident Command Center: (408) 808-7812
- Inclusion Collaborative Support Warmline: 408-453-6651
- https://www.sccoe.org/covid-19/Pages/default.aspx
Silicon Valley COVID-19 Education Partnership

- Silicon Valley Community Foundation, San Mateo County and Santa Clara County Offices of Education
- Impact: Funding will expand the capacity of local school districts and the County Offices of Education to address immediate challenges and long-term recovery efforts related to COVID-19
- [https://www.sccoe.org/covid-19/Pages/SV-Grant.aspx](https://www.sccoe.org/covid-19/Pages/SV-Grant.aspx)
- [https://www.siliconvalleycf.org/regional-nonprofit-emergency-fund](https://www.siliconvalleycf.org/regional-nonprofit-emergency-fund)
Thank you!

Mary Ann Dewan, Ph.D.
County Superintendent
Santa Clara County Office of Education
MaryAnn_Dewan@sccoe.org
Connect with SCCOE

• Social Media
  
  ![Facebook](https://www.sccoe.org) ![LinkedIn](https://www.sccoe.org) ![Twitter](https://www.sccoe.org)

• Ed Bulletin (e-newsletter)

• [www.sccoe.org](http://www.sccoe.org)
# Archetypes of reopening – examples of countries that are considering or doing so (1/2)

<table>
<thead>
<tr>
<th>Country</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>Spanish schools and universities closed when state of emergency was announced (<a href="#">source</a>). Experts advising government officials predict there will be no return before September 2020 (<a href="#">source</a>). Rationale is that schools will need to comply with physical distancing norms, which is not possible, and need masks and combined face-to-face and online curriculum (<a href="#">source</a>).</td>
</tr>
<tr>
<td>Italy</td>
<td>Schools will not reopen in May, Italy’s education minister Lucia Azzolina said in an interview with an Italian newspaper on 17 April. The PM recently announced a phased reopening of the economy starting with essential businesses and manufacturing but said that schools will stay closed until September (<a href="#">source</a>).</td>
</tr>
<tr>
<td>Estonia</td>
<td>Estonia plans to reopen schools to “smaller groups of children” starting on May 15 (<a href="#">source</a>). There will be no 9th grade final exams this year, and students will graduate from basic school on the basis of their annual grades. Assessments may be numerical or on a pass-fail basis at the school's discretion. Diplomas will be issued to basic school graduates by mid-June. Graduating 12th graders will have to sit two state exams — an Estonian language or Estonian as a second language exam and a math exam — in late May and early June (<a href="#">source</a>).</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>A phased return to school would begin with pupils in Reception, Year 1 and Year 6, if infection rates and the government’s other tests at the time allow it. Secondary schools, however, are likely to stay closed until September (<a href="#">source</a>). While majority of UK schools are without a solid date for reopening, alternative provision (AP) schools remain open—schools for children who have been expelled or are at risk of expulsion (vulnerable and difficult children) (<a href="#">source</a>), including those with an assigned social worker, those on welfare, at risk for domestic violence, AP students make up 0.6% of total public-school students (<a href="#">source</a>). Rationale is that the school might be the only safe place for these students to go, where they are safe from abuse and can get meals.</td>
</tr>
<tr>
<td>Israel</td>
<td>Israel shut down schools &amp; universities but reopened special education classes and pre-schools for ~52K students in mid-April (<a href="#">source</a>). 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 (<a href="#">source</a>). Israel's schools reopened for the first time in seven weeks on May 3rd, with grades 1 up to 3 and 11 and 12 resuming their studies and the rest being scheduled to return later in the month. There was some confusion as to opening of kindergartens and day care centers which were announced to stay closed by the Health Ministry said on Thursday but with the Education Ministry telling parents that they would open (<a href="#">source</a>).</td>
</tr>
</tbody>
</table>
### Archetypes of reopening – examples of countries that are considering or doing so (2/2)

<table>
<thead>
<tr>
<th>Country</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denmark</td>
<td>Denmark became the first country in Europe to relax coronavirus restrictions; children up to age of 11 (5th grade) are returning to nursery schools and primary schools (<a href="source">source</a>). School classes from sixth to 10th grades will open from mid-May (<a href="source">source</a>).</td>
</tr>
<tr>
<td></td>
<td>• Instituting ≤10 students per classroom and physical distancing among students</td>
</tr>
<tr>
<td></td>
<td>• Prioritizing younger children both because of parents’ inability to return to work without their being cared for, and because of their lack of independence in self-directed learning (<a href="source">source</a>).</td>
</tr>
<tr>
<td></td>
<td>High schools, universities, and children with at-risk family members continue remote learning (<a href="source">source</a>).</td>
</tr>
<tr>
<td>Norway</td>
<td>Norway’s schools reopened on Apr 27 for grades 1-4 (<a href="source">source</a>) and preschools from Apr 20 after a month-long closure (<a href="source">source</a>).</td>
</tr>
<tr>
<td></td>
<td>Preschools and younger children prioritized because of their relative lack of symptoms from COVID-19, “going to pre-school is safe” (<a href="source">source</a>).</td>
</tr>
<tr>
<td></td>
<td>Secondary schools open from mid-May with local councils given mandate to decide the exact day (<a href="source">source</a>).</td>
</tr>
<tr>
<td>Germany</td>
<td>German students facing graduation were allowed to return to sit for exams, other classes were initially postponed (<a href="source">source</a>) (<a href="source">source</a>).</td>
</tr>
<tr>
<td></td>
<td>Schools have begun reopening at the end of April, with special emphasis on graduating classes and students who are expected to take exams.</td>
</tr>
<tr>
<td></td>
<td>Prioritizing students sitting for exams to allow for graduation, students come to school only to take exams, sit in spaced-apart desks.</td>
</tr>
<tr>
<td>Portugal</td>
<td>Plan to reopen the return to classes in person starting 18th of May, covering students from the 11th and 12+ years (only subjects with national exam) and those from the 2nd and 3rd years of the Double Courses Secondary Education Certification (<a href="source">source</a>).</td>
</tr>
<tr>
<td></td>
<td>Prioritizing older children ostensibly for testing and advancement to university purposes, but met with resistance because of vulnerable teacher population (<a href="source">source</a>). Plan for reopening to also be prioritized for day care centers for “families to gain confidence” (<a href="source">source</a>).</td>
</tr>
<tr>
<td>France</td>
<td>Pre-school, (maternelles) nurseries and primary schools (élémentaire, primaire) reopened on May 11th (<a href="source">source</a>).</td>
</tr>
<tr>
<td></td>
<td>Secondary schools (colleges) will be able to reopen on May 18th but unlike the reopening of primary schools, this will be based on the intensity and prevalence of the virus in each area (<a href="source">source</a>).</td>
</tr>
<tr>
<td>Country</td>
<td>Reopening of Schools</td>
</tr>
<tr>
<td>---------</td>
<td>---------------------</td>
</tr>
<tr>
<td>China</td>
<td>Early March</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Japan</td>
<td>Late March</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Country</td>
<td>Reopening of Schools</td>
</tr>
<tr>
<td>---------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Denmark</td>
<td>Mid April</td>
</tr>
<tr>
<td>Norway</td>
<td>Late April</td>
</tr>
<tr>
<td>Country</td>
<td>Reopening of Schools</td>
</tr>
<tr>
<td>------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>South Korea</td>
<td>Late May</td>
</tr>
</tbody>
</table>