



Jewish High School Education Task Force Report Appendices

Fall 2015

Written By:

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Chair

Jewish High School Education Task Force

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Appendix A – Questions from One-on-One Interviews

EMAIL TO BE SENT TO PARENTS

Dear XXX,

I hope you are well and looking forward to an enjoyable summer.

I am writing to obtain your views on the potential for a new Jewish high school for your child.

By way of background, I am the Chair of the Federation's Jewish High School Education Task Force. After the announcement of the closing of Yitzhak Rabin High School, a task force was formed to explore if a quality, Jewish high school starting in 2016-17 can be developed that is attractive to parents and students and is financially sustainable.

Our goal is produce a report this fall outlining if a new Jewish high school is feasible for Ottawa, and, if so, how it would be designed and implemented.

We are starting from a fresh perspective and want to craft the best approach to provide outstanding secular and Jewish education for the high school students of our community. To this end, we have researched a range of models and best practices across North America, and have spoken with leaders of successful Jewish high schools in Winnipeg and Vancouver.

As part of our research, we wish to consult with parents and students entering high school in the 2016-17 school year. Our first step is to hold confidential one-on-one interviews with a select group of prospective parents such as yourself. This will enable us to better understand what matters to you in terms of the education of your children, share some of our research and thinking, learn about your potential interest in a Jewish high school and hear your feedback and suggestions.

We would appreciate your participation in an approximately 30-40 minute, confidential interview over the next two weeks.

If you are able to help us, please be in touch with Bram Bregman, Vice-President of Community Building for the Jewish Federation of Ottawa, at bram@jewishottawa.com or (613) 262-6279 to schedule an in person or telephone meeting with one of our interviewers.

Thank you in advance for your time and help.

Sincerely yours,

Ron Prehogan

Chair, Jewish High School Education Task Force

INTERVIEW QUESTIONS REGARDING POTENTIAL JEWISH HIGH SCHOOL June 2015

A. Background

1. Is your child in Grade 7 a boy or girl? Do you have any younger children?

B. General Factors Influencing the High School Decision

2. What are the most important factors your family will consider when deciding the high school to which to send your child?
3. Please review the following factors and rank the top 3 which will influence your high school decision.

Factors	Indicate the top 3 factors by using 1, 2, or 3
Quality of math, science etc.	
Quality of English, history etc.	
Nature of sports and/or extra-curriculars	
Quality of Jewish education	
Social dynamics	
School values/culture	
Quality of faculty	
Preparing my child for university	
Price	
Location	
Special supports	
Other... (Please elaborate)	

4. What schools are you currently considering and why? e.g., Glebe, SRB, Nepean, Canterbury, Lisgar, Ashbury, other

C. Yitzhak Rabin High School

5. If Yitzhak Rabin High School had stayed open, what is the likelihood your child would have gone there?
 - (1) Yes, almost for sure (80% or more)
 - (2) Probably (60%-80%)
 - (3) Quite possibly (40-50%)
 - (4) Unlikely (20%-40%)
 - (5) No, almost for sure (0-20%)

6. From what you knew about Yitzhak Rabin High School
 - 6a. What did you like about it?
 - 6b. What didn't you like about it?

C. Factors Influencing Jewish Education

7. How important to you and your partner is obtaining some form of Jewish education for your child? What are the most important aspects of Jewish education that you would like to see in a new Jewish high school with a new curriculum (e.g., Hebrew, Jewish ethics, Israel, Jewish history, advocacy, Jewish holidays, text-based study, experiential Judaism)
8. As you know, the Task Force is exploring opening a new Jewish high school in Ottawa. What most interests you about this? What are your concerns about a potential new Jewish high school?
9. Which of the following factors or options may significantly influence your decision to send your child to a new Jewish high school?
 - a. Location (e.g., as an independent school, can it be in the same building as OJCS on campus vs. not on campus; area of Ottawa)
 - b. Small class sizes (8-12 students: do you have a minimum/maximum in mind)?
 - c. The likely starting point for a new Jewish high school is to have an initial Grade 9 class and every year add a class. Does the size of the overall school matter?
 - d. Gender mix
 - e. One option is to offer the core required courses from the Ontario Curriculum - for example, mathematics, languages, history, sciences. Any specialty elective courses (eg, 15th century art history) would be taken as independent learning, at night school, or at summer school
 - f. Use of educational technology in the classrooms (not online learning), e.g., cutting-edge interactive online learning vs current standards of technology, iPads for every student, etc...
 - g. Jewish education: Teaching what it means to be Jewish in today's world, how it adds value to our lives, why be Jewish, Jewish pride, etc....
 - h. Any other factors
10. Are both parents thinking the same way about high school? What does your child think now?

D. Price and Essentials

11. This is meant as a general question, and not to be delving into any personal matters. Jewish high schools are more costly than elementary schools to operate (OJCS is currently \$13,300 at the elementary level). If the new school in Ottawa was satisfactory to you, what price would you be willing to pay? With 80% likelihood? Would you be willing to pay more, the same, or less as you currently do at OJCS?
12. What are the absolute non-negotiable components that you would need to see in a new Jewish high school to send your child?
13. If we could lower costs of a Jewish high school, what could you live without?

E. Nature of Interest in a local Jewish High School

14. What else would make a Jewish high school attractive to your family? Is there anything that would make it especially attractive or even cool for your child?
15. What, in your opinion, would make the school most attractive to other families?
16. Using the scale below, please indicate the extent to which you are currently interested in a Jewish high school for your child.
 - (1) Really want it, the top priority.
 - (2) Want it, probably the top choice, but will look at other options
 - (3) Would seriously consider it, but not the top priority right now
 - (4) Not that likely, but would consider it under the right conditions
 - (5) Quite unlikely or No
- 16b. What could most significantly increase or decrease your level of interest?

F. Next Steps

17. Where are you currently in your decision cycle for selecting which high school your child will attend? When do you need to commit by, and how long would you be willing to wait before making a commitment?
18. What other information would you need and/or what else would need to happen in order for your family to make a decision one way or another?
19. We would like to talk to other families may have an interest. Are there any families you can suggest?
20. Before I ask if you have any questions for me, we are trying to identify parents who would like to get involved if a new Jewish high school can be established in Ottawa. Would you be interested?
21. Do you have any other questions for us? Is there anything else you would like to share that I have not asked yet?

Appendix B – Questions from Online Survey

Using the scale below, please indicate the importance of each of the factors in your family’s decision as to what high school your child will attend. The possible answers were: Quality of secular academic education; Social opportunities for students; School values/culture; Quality of teaching; Ability to prepare students for university; Quality of school administration; Price; Must offer a wide range of specialty courses beyond the core ones required by the Ministry of Education; Located within walking distance of house; Good extra-curriculars such as drama, music, clubs, debating, sports teams, out of town excursions; Specialized educational supports; Number of Jewish students; Use of new educational technologies; Smaller class sizes (under 20 per class); Communication & responsiveness from school administration.

The overall top three choices were:

1. Quality of teaching
2. Quality of secular academic education
3. Ability to prepare students for university

These were the only choices that had average scores between “Very important” and “Extremely important”. Every other choice was below “Very Important”.

The top three choices were exactly the same for all sub-groups.

Please rank up to four program streams listed below (1 is the highest, 4 is the lowest) in terms of their influence on your decision to send your child to a Jewish high school. The possible answers were: Math & science focus; Social sciences focus; Creative or performing arts focus; International Baccalaureate (an accredited program ensuring outstanding quality of education in general studies); General focus on outstanding academics; Elite athletic focus; Extended French/French immersion; Environmental issues emphasis; Entrepreneurship; Extra-curricular clubs; Jewish education in line with my own personal Jewish values; Jewish-themed trips & out-of-class experiences; Leadership development; Social action / volunteerism focus.

The overall top four choices were:

1. Math & Science Focus
2. General focus on outstanding academics
3. Jewish education in line with my own personal Jewish values
4. Close scores for fourth: social science focus, IB program, extended French/French immersion, leadership development

Almost every sub-group had the same answers. Public school parents had the same top two as above, but placed “social science focus” as number three. However, “Jewish education in line with my own personal Jewish values” was tied for fourth with “creative or performing arts focus” and “social action/volunteerism focus”.

If your child attended a Jewish high school, please rank the top 3 extra-curricular activities (1 is the highest, 3 is lowest) that would draw your child’s interest? The possible answers were: Sports; Music; Drama; Dance; Technology; Interest clubs (chess, environment, political activity, etc.); GLBT initiatives; Too early to know.

The overall top three choices were:

1. Tied for first: Sports
2. Tied for first: Technology
3. Music
4. Close fourth is interest clubs (chess, environment, politics, etc.)

Almost every sub-group had the same answers. Public school parents had the same list as above, but did not have sports in their top 3 choices.

What is the minimum class size that would be acceptable for you to consider sending your child to a Jewish high school?

The overall results were:

- 10% said under 7
- 10% said 7-9
- 27% said 10-13
- 23% said 14-17
- 15% said 18-20
- 14% said more than 20

Among all sub-groups, 67% of respondents indicated that 14-17 (or less) would be acceptable to them.

Using the scale below, please indicate what are the most important aspects of Jewish education that you would like to see in a new Jewish high school. The possible answers were: Hebrew; Jewish ethics; Israel; Jewish history; Advocacy; Jewish Holidays; Torah; Talmud; Text-based study; Jewish philosophy; Jewish leadership; Experiential Judaism. The scores were Not important at all; Not that important; Important; Very Important; Extremely Important.

Every Jewish topic listed scored, on average, on the scale between “important” and “very important”. There were not a few topics that parents felt were significantly more important than others. No individual area had an average score between “very important” and “extremely important”, or between “not that important” and “important”. This held true for all sub-groups, except that public school parents scored “Talmud” on average half way in between “not that important” and “important”.

In considering sending your child to a quality Jewish high school, what is the highest tuition fees you would be willing to pay?

The overall results were:

- 47% said \$8-\$10K
- 17% said \$10-\$12K
- 18% said \$12-\$15K
- 14% said \$15-\$20K
- 2% said over \$20K

The only sub-groups that showed slight difference were between public school parents and Jewish day school parents. Public school parents slightly leaned towards lower tuition, and Jewish day school parents slightly leaned towards higher tuition amounts.

Assuming that a new Jewish high school would open, what is your current thinking as to the likelihood of your oldest child attending?

This question was asked at the beginning of the survey to assess the current perception of a Jewish high school. The following question in this report, on whether they would be more likely to send their child to a Jewish high school that had its preferences, was asked at the end of the survey after inquiring about what matters to parents in a high school education for their children.

The overall results of this question were:

- 16% said almost certain
- 5% said quite likely
- 9% said likely
- 22% said possibly
- 27% said unlikely
- 24% said extremely unlikely

Among parents with their oldest child currently in Grades 5 to 8:

- 10% said almost certain
- 5% said quite likely
- 8% said likely
- 22% said possibly
- 28% said unlikely
- 27% said extremely unlikely

Among public school parents:

- 3% said almost certain
- 3% said quite likely
- 7% said likely
- 27% said possibly
- 27% said unlikely
- 33% said extremely unlikely

Among OJCS parents:

- 17% said almost certain
- 6% said quite likely
- 11% said likely
- 22% said possibly
- 25% said unlikely
- 20% said extremely unlikely

These are the results of parents who indicated in the following question they would be more likely to send their child to a Jewish high school if almost all of their preferences were offered. At the start of the survey, these parents indicated their current likeliness of sending their child to a Jewish high school:

- 15% said almost certain

- 7% said quite likely
- 13% said likely
- 28% said possibly
- 31% said unlikely
- 7% said extremely unlikely

If a new Jewish high school offered almost all of the preferences you indicated in the prior questions, how more likely would you be to consider sending your child to the Jewish high school?

The overall results were:

- 25% said “much more likely”
- 19% said “more likely”
- 29% said “somewhat more likely”
- 7% said “No matter what, I would send my child to a Jewish high school”
- 21% said “I do not plan to send my child to a Jewish high school regardless of its offerings”

Among parents with their oldest child currently in Grades 5 to 8:

- 16% said “much more likely”
- 13% said “more likely”
- 37% said “somewhat more likely”
- 8% said “No matter what, I would send my child to a Jewish high school”
- 25% said “I do not plan to send my child to a Jewish high school regardless of its offerings”

Among public school parents:

- 13% said “much more likely”
- 17% said “more likely”
- 37% said “somewhat more likely”
- 0% said “No matter what, I would send my child to a Jewish high school”
- 33% said “I do not plan to send my child to a Jewish high school regardless of its offerings”

Among OJCS parents:

- 27% said “much more likely”
- 23% said “more likely”
- 27% said “somewhat more likely”
- 5% said “No matter what, I would send my child to a Jewish high school”
- 18% said “I do not plan to send my child to a Jewish high school regardless of its offerings”

Appendix C – Responses of Sub-Groups from Online Survey

FIRST FOUR QUESTIONS

CONTROL FACTOR	Factors which school will attend (avg scores of 4 or more)	Program Streams (top 4)	Top 3 Extra Curricular Activities	Min Class Size
ALL	<ol style="list-style-type: none"> 1. Quality of secular academic education 2. Quality of teaching 3. Ability to prepare students for university 	<ol style="list-style-type: none"> 1. Math & Science Focus 2. General focus on outstanding academics 3. Jewish education in line with my own personal Jewish values 4. Close scores: social science focus, IB program, extended French/French immersion, leadership development 	<ol style="list-style-type: none"> 1. Tie: Sports, Technology 2. Music 3. Close fourth is interest clubs (chess, environment, politics, etc.) 	<ul style="list-style-type: none"> • 10% said under 7 • 10% said 7-9 • 27% said 10-13 • 23% said 14-17 • 15% said 18-20 • 14% said more than 20
Grades 5-8 only	<ol style="list-style-type: none"> 1. Quality of teaching 2. Quality of secular academic education 3. Ability to prepare students for university 	<ol style="list-style-type: none"> 1. General focus on outstanding academics 2. Math & Science Focus 3. Jewish education in line with my own personal Jewish values 4. Close scores: social science focus, IB program, extended French/French immersion, leadership development, Jewish-themed trips & out-of-class experiences 	<ol style="list-style-type: none"> 1. Technology 2. Sports 3. Music 	<ul style="list-style-type: none"> • 10% said under 7 • 10% said 7-9 • 26% said 10-13 • 28% said 14-17 • 14% said 18-20 • 12% said more than 20
Remove those definitely going or definitely not going	<ol style="list-style-type: none"> 1. Quality of teaching 2. Ability to prepare students for university 3. Quality of secular academic education 	<ol style="list-style-type: none"> 1. General focus on outstanding academics 2. Math & Science Focus 3. Jewish education in line with my own personal Jewish values 4. Close scores: social science focus, IB program, extended French/French immersion, leadership development 	<ol style="list-style-type: none"> 1. Technology 2. Sports 3. Music 4. Close fourth is interest clubs (chess, environment, politics, etc.) 	<ul style="list-style-type: none"> • 8% said under 7 • 10% said 7-9 • 32% said 10-13 • 26% said 14-17 • 12% said 18-20 • 12% said more than 20

Public School Students Only	<ol style="list-style-type: none"> 1. Ability to prepare students for university 2. Quality of teaching 3. Quality of secular academic education 	<ol style="list-style-type: none"> 1. General focus on outstanding academics 2. Social Science Focus 3. Math & science focus 4. Close: Jewish education in line with my own personal Jewish values, Creative or performing arts focus, social action/volunteerism focus 	<ol style="list-style-type: none"> 1. Tie: Technology & interest clubs (chess, environment, politics, etc.) 2. Music 	<ul style="list-style-type: none"> • 4% said under 7 • 15% said 7-9 • 22% said 10-13 • 30% said 14-17 • 22% said 18-20 • 7% said more than 20
OJCS students only	<ol style="list-style-type: none"> 1. Quality of teaching 2. Quality of secular academic education 3. Ability to prepare students for university 	<ol style="list-style-type: none"> 1. General focus on outstanding academics 2. Math & science focus 3. Jewish education in line with my own personal Jewish values 4. Close scores: social science focus, IB program, extended French/French immersion, leadership development 	<ol style="list-style-type: none"> 1. Sports 2. Technology 3. Music 	<ul style="list-style-type: none"> • 5% said under 7 • 8% said 7-9 • 31% said 10-13 • 23% said 14-17 • 14% said 18-20 • 19% said more than 20

SECOND FOUR QUESTIONS

CONTROL FACTOR	Most Important Aspects of Jewish Education	Max Tuition	Current Likelihood of Sending Child	If School Had Most of Your Preferences, Would You Go?
ALL	<ul style="list-style-type: none"> • Every one had weighted score in between Important or Very Important • Talmud and text based study were slightly under "3" (Important) 	<ul style="list-style-type: none"> • 47% said \$8-\$10K • 17% said \$10-\$12K • 18% said \$12-\$15K • 14% said \$15-\$20K • 2% said over \$20K 	<ul style="list-style-type: none"> • 16% said almost certain • 5% said quite likely • 9% said likely • 22% said possibly • 27% said unlikely • 24% said extremely unlikely 	<ul style="list-style-type: none"> • 25% said much more likely • 19% said more likely • 29% said somewhat more likely • 7% said they would go no matter what • 21% said they do not plan on sending their child
Grades 5-8 only	<ul style="list-style-type: none"> • Every one had weighted score in between Important or Very Important 	<ul style="list-style-type: none"> • 49% said \$8-\$10K • 19% said \$10-\$12K • 14% said \$12-\$15K 	<ul style="list-style-type: none"> • 10% said almost certain • 5% said quite likely • 8% said likely 	<ul style="list-style-type: none"> • 16% said much more likely • 13% said more likely

	<ul style="list-style-type: none"> Talmud and text based study were slightly under "3" (Important) 	<ul style="list-style-type: none"> 14% said \$15-\$20K 4% said over \$20K 	<ul style="list-style-type: none"> 22% said possibly 28% said unlikely 27% said extremely unlikely 	<ul style="list-style-type: none"> 37% said somewhat more likely 8% said they would go no matter what 25% said they do not plan on sending their child
Remove those definitely going or definitely not going	<ul style="list-style-type: none"> Every one had weighted score in between Important or Very Important Talmud, text based study, and experiential Judaism were slightly under "3" (Important) 	<ul style="list-style-type: none"> 42% said \$8-\$10K 21% said \$10-\$12K 21% said \$12-\$15K 15% said \$15-\$20K 1% said over \$20K 	<ul style="list-style-type: none"> 15% said almost certain 7% said quite likely 13% said likely 28% said possibly 31% said unlikely 7% said extremely unlikely 	N/A
Public School Students Only	<ul style="list-style-type: none"> Every one had weighted score in between Important or Very Important Torah, Talmud, text based study, and experiential Judaism were slightly under "3" (Important) 	<ul style="list-style-type: none"> 61% said \$8-\$10K 18% said \$10-\$12K 18% said \$12-\$15K 0% said \$15-\$20K 4% said over \$20K 	<ul style="list-style-type: none"> 3% said almost certain 3% said quite likely 7% said likely 27% said possibly 27% said unlikely 33% said extremely unlikely 	<ul style="list-style-type: none"> 13% said much more likely 17% said more likely 37% said somewhat more likely 0% said they would go no matter what 33% said they do not plan on sending their child
OJCS students only	<ul style="list-style-type: none"> Every one had weighted score in between Important or Very Important Talmud and text based study were slightly under "3" (Important) 	<ul style="list-style-type: none"> 40% said \$8-\$10K 18% said \$10-\$12K 19% said \$12-\$15K 21% said \$15-\$20K 2% said over \$20K 	<ul style="list-style-type: none"> 17% said almost certain 6% said quite likely 11% said likely 22% said possibly 25% said unlikely 20% said extremely unlikely 	<ul style="list-style-type: none"> 27% said much more likely 23% said more likely 27% said somewhat more likely 5% said they would go no matter what 18% said they do not plan on sending their child

Appendix D – Comments from Respondents of Online Survey

The online survey had two open-ended questions:

1. What characteristics of a new Jewish High school do you think would be most effective at attracting students and families?
2. What suggestions do you have for how a new school could most successfully be marketed?

First Open-Ended Question

Of the 106 responses to the online survey, 52 respondents answered the following question: “What characteristics of a new Jewish High school do you think would be most effective at attracting students and families?” Each bullet represents a different respondent.

- Fewer staff. More community involvement. Welcoming environment. Volunteerism.
- One that promotes a strict Torah observant lifestyle, while fostering respect for all streams and observance levels of Judaism. One that encourages inquiry (students' asking questions). One that shows the beauty and applicability of Judaism to contemporary society and issues. One where internet use and exposure to the wider secular culture is strictly monitored and controlled. One that does not disparage secular knowledge.
- Competitive price.
- DON'T BE WISHY-WASHY. Stand for something. Accept everyone, but have a vision, a focus, a philosophy, and don't be apologetic about caring about Judaism and Israel.
- Numbers, i.e. reduce costs to less than \$3000 per child so that every Jew in Ottawa has opportunity to attend.
- Unique, pluralistic, and excels at both Jewish and secular edification.
- Offer French immersion as well! We are in Ottawa after all.
- The characteristics that any school would be most effective at attracting students and families: good teachers, good teaching, and good education.
- Community involvement; strong academics.
- Offer an outstanding secular academic programme (one that accommodates learning differences). The fact that it would be a school filled with Jewish kids already makes it attractive since the social component is important for most parents. Plus a Jewish curriculum that embraces experiential learning.
- International Baccalaureate accredited or French immersion option.
- Excellent secular academic activities in addition to Jewish studies. The best teachers available.
- It needs to be the best.
- VERY high quality of secular and Jewish studies.
- Offer different courses. Bigger enrolment. Better preparation students for the University. Sports, such as hockey, rugby, soccer, etc.
- The main issue with any kind of Jewish education is the price. We will be pulling our kids out of OJCS because of the cost. Middle-class people are financially crippled by the cost, even those that receive subsidies. Federation has ignored this issue despite parents voicing this repeatedly. Most families I know won't even consider OJCS because of the price.
- A very strong academic program with Jewish values embedded. Large enough classes.

- Focus on academics in a culturally Jewish environment.
- Openness to all types and levels of observance coupled with strong academics.
- Enough students to ensure good social interaction and reasonable tuition.
- Extracurricular sports teams and clubs.
- More students, more activities, more sports, more choice.
- Social opportunities in large classes with a diverse peer group.
- A competitive academic curriculum and an enriching social environment.
- Parents of students that age take into account what the kids want - Many kids want the 'cool' factor (tech / trips / social aspects) - it has to become the 'in' place to go; the parents need assurance of excellent secular education and stability.
- Affordable cost. Academic excellence equivalent to actual private schools. Extra-curricular activities equivalent to actual private schools (or even public schools!).
- True excellence in education- not just a self-declared slogan.
- Price, superior education to public school.
- An IB program, a high school that reflects all streams of Judaism.
- More focus on education and modern aspects of Jewish involvement in the World with less focus on religion.
- Make it affordable to middle class families.
- Evening / online (credit based) courses. For example, credit-course in Hebrew language.
- One that is operational and offering the best academic program to rival other private high schools.
- Large student population.
- Excellent secular education, strong Jewish studies, low tuition.
- Critical mass of at least 20 kids per grade.
- Vibrant and well attended school with a strong focus on quality education.
- Open to all. Non-religious. Open discussion around the Middle East conflicts.
- Larger classes, more options in terms of classes, clubs, sports.
- Lower price to 5K by using donations to sponsor studies.
- Needs to be large enough to create a good social environment with lots of non-academic opportunities in addition to strong academics.
- Reasonably priced. Well integrated into the broader Ottawa community.
- A Jewish Ashbury or Chat/Char from Toronto. I do not believe this can be done in Ottawa. You tried and it did not work.
- Sufficient number of children in a grade to ensure social interactions.
- Class size minimum of 14.
- Quality education.
- Modern, vibrant, and supportive of Israel.
- High enrollment, better quality academics than available in public schools.
- Not completely watering down the Judaics to please people who hate religion but still send their kids to Jewish school for some reason.
- Authentic.
- Genuine Torah Judaism combined with quality general studies; not a watered down version.

- A better alternative to public high school and on par or better than other private schools. A true center of excellence.

Second Open-Ended Question

Of the 106 responses to the online survey, 34 respondents answered the following question: “What suggestions do you have for how a new school could most successfully be marketed?” Each bullet represents a different respondent.

- Outreach from regular alumni. Get all Rabbis on board. New website. New videos. Lower the cost. Have parents that are in the system more involved. Hebrew Russian outreach. One school no more turf battles.
- Try and get kids who are not currently in a Jewish school to attend. Provide financial incentives and have a plan to encourage students that are not proficient in Hebrew that they'll be able to do well at the school. Depending on the neighbourhood, the school can also be marketed as a "safe place" for Jewish kids.
- If you want to have a true community school, you need to appeal to all segments by meeting the needs of the families. There needs to be a strong resource department for kids with IEPs, there should be an enrichment program for the gifted kids, and there should be a dual Judaics track: a gender-segregated yeshiva track for those who want close textual learning with commentary, including Tanach and Talmud, and a cultural track for those who would prefer less religious instruction and more focus on culture and tradition.
- Avoid shutting out groups of Jews by having only an Orthodox outlook. Need a secular Jewish school that offers strong religious study and stronger Jewish history/identity/ideas.
- See above.
- See above. This shouldn't be difficult.
- Stress and deliver outstanding academic performance. Become certified to offer a LD track (so many kids today have learning differences; being a leader in this regard would be a huge advantage) + acknowledge the full spectrum of Judaism. The particular denominations are akin to branches of a tree: all important and equally at home.
- Reasonable tuition-- i.e. lower than what it takes to send kids to day school now; very strong academics.
- Offer the highest possible secular academics while instilling Jewish values. Offer discounted tuitions for the lower and middle classes, not just the poor.
- Needs to have a "niche" besides for Jewish high school.
- Compete academically with the best private schools.
- Ensure students are well prepared for University, where the classes are bigger and it won't be an adjustment for them.
- Elite academic focus with a secular Israeli - style cultural Judaism.
- Having recruiter go out to Jewish events in the community to advertise and network.
- Number of students and quality of education.
- Most of what I am thinking has already been tried! Strong academics, extra-curricular sports and clubs. Strong French language program.
- As a strong private school with educational excellence and Jewish values.

- Do not re-invent the wheel. See what is working elsewhere...
- Promoting the school being heavily subsidized for average income earners.
- You need a strong, vibrant, thriving ELEMENTARY school before a high school will succeed. Efforts need to be put in to GROWING the day school!!
- A new school should be delivering instruction using the latest tools, strategies and application of modern learning techniques and theories. Emphasis on above should be marketed.
- Look at what OJCS is doing, and do the opposite - actually consider communication as an important feature in parent/child retention.
- As a modern education that will help Jewish kids to succeed professionally and in the society as good Jews.
- Make it affordable to middle class families.
- Market to those of us who do not intend to send our kids to private school. Create a program for the unaffiliated whereby students can earn credits towards their OSSD.
- Show statistics of kids coming out of secular high school: most intermarry and have no Jewish grandchildren. This is all over Ottawa.
- Meeting targeted community members one on one to understand the needs. In our specific case the quality of the French education is my primary concern and having sent a child to YRHS know that this is not necessarily possible.
- Have to offer more academically and socially than public high school. Value for money.
- Lower price means larger classes.
- Not sure.
- Would need totally new everything. Don't think it is a good idea unless you have very serious money to invest. It's a Catch 22.
- An attractive name which would not turn off any prospective parent.
- We are strong believers in the public school system. I think there are very messages that would convince us.
- A better alternative to public high school and on par or better than other private schools. A true center of excellence.