

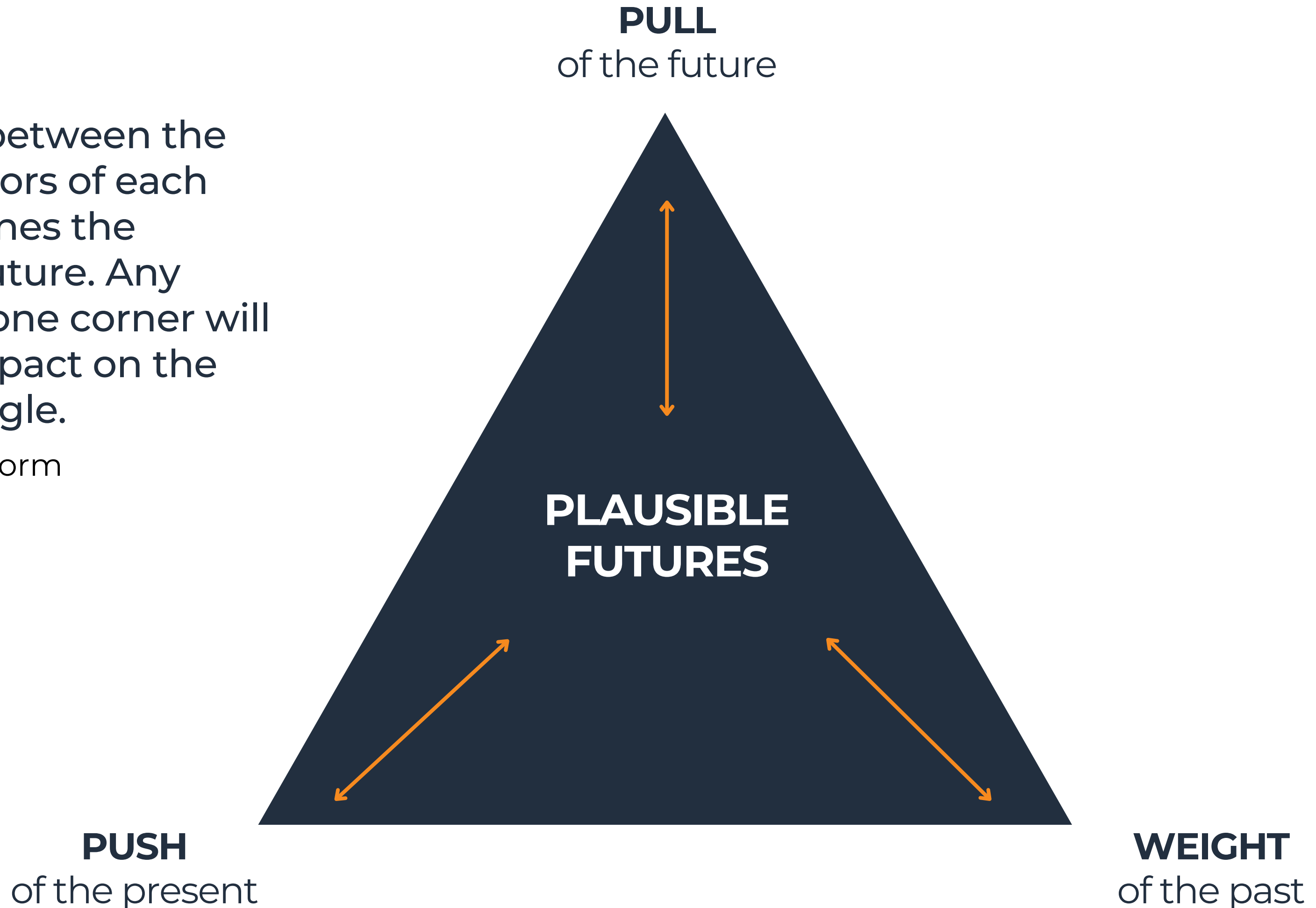
# 10 Shifts in Education

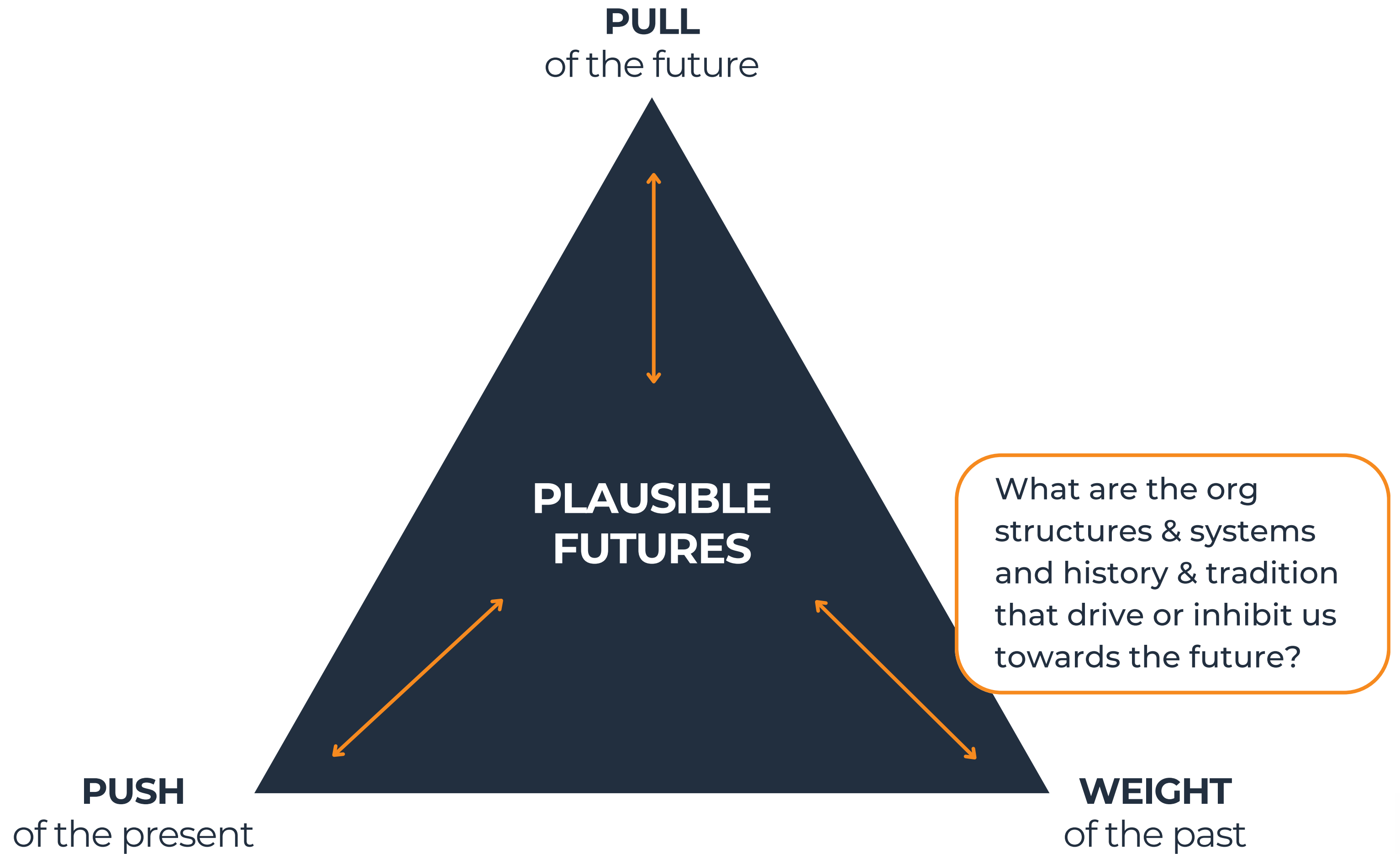
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Dr. Brett Jacobsen, President

The math between the power vectors of each corner defines the plausible future. Any change in one corner will have an impact on the entire triangle.

-Futures Platform





**PULL**  
of the future

**PLAUSIBLE  
FUTURES**

What is shaping the future right now? What shifts are pushing change forward?

**PUSH**  
of the present

What are the org structures & systems and history & tradition that drive or inhibit us towards the future?

**WEIGHT**  
of the past





**PULL**  
of the future

What is the desired or anticipated future that acts as a motivator, guiding individuals and organizations to take actions that align with that vision?

**PLAUSIBLE  
FUTURES**

What is shaping the future right now? What shifts are pushing change forward?

**PUSH**  
of the present

What are the org structures & systems and history & tradition that drive or inhibit us towards the future?

**WEIGHT**  
of the past



# PUSH OF THE PRESENT

## CONNECT

How does this shift connect with what you know and are already strategizing?

## EXTEND

How does this shift expand or push your thinking?

## CHALLENGE

What challenges or questions does this shift bring up for you?



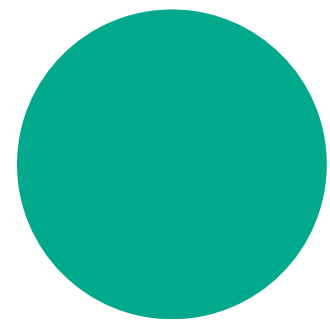


# 01 It's Me. Hi. I'm the Problem. - Brand Shift

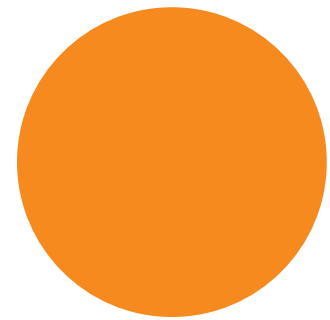




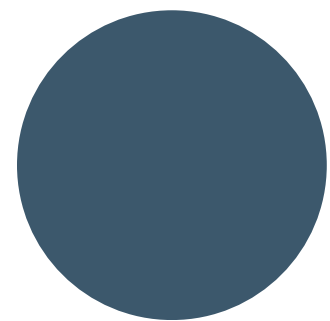
# BRAND SHIFT



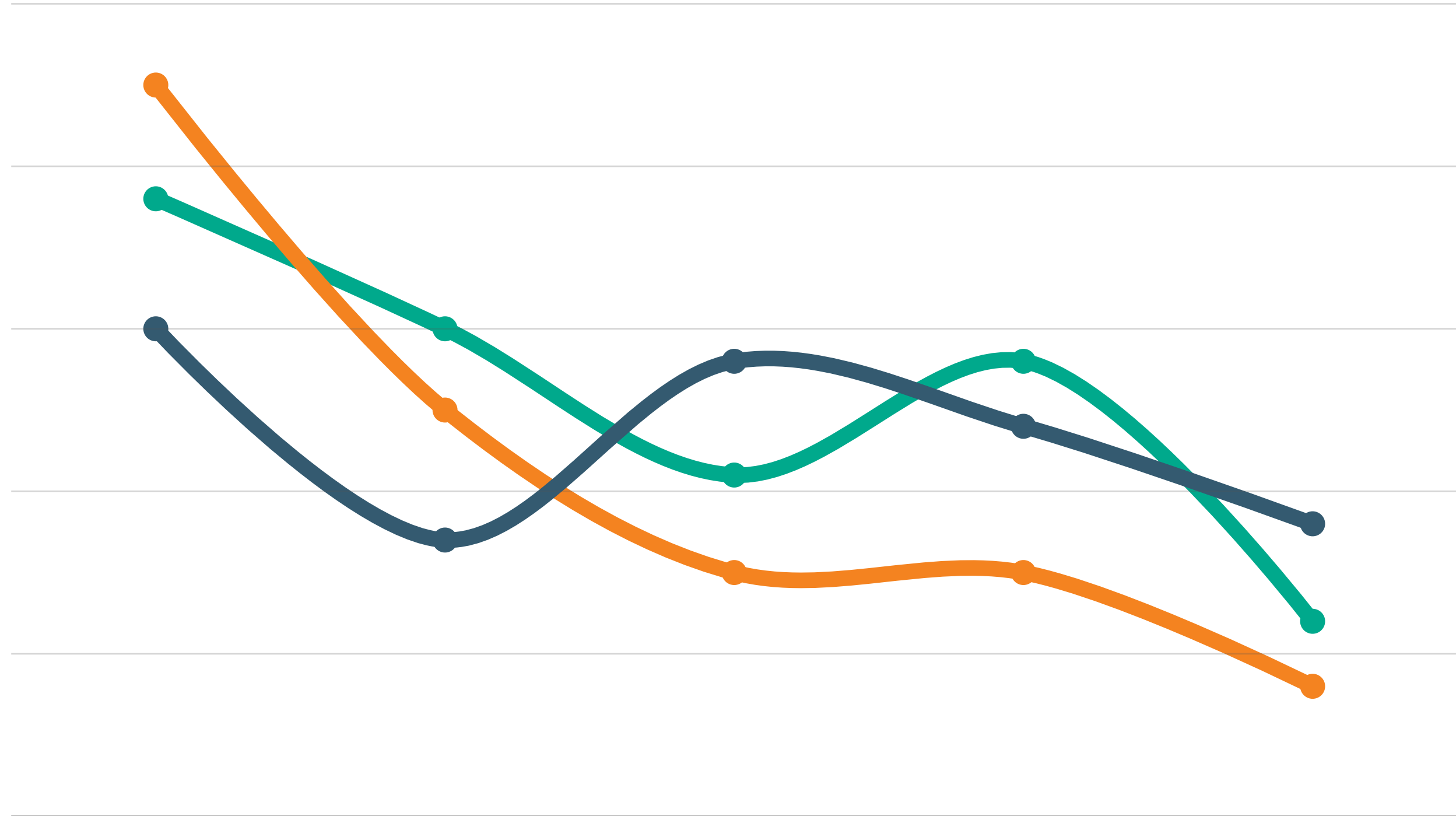
PIPELINE



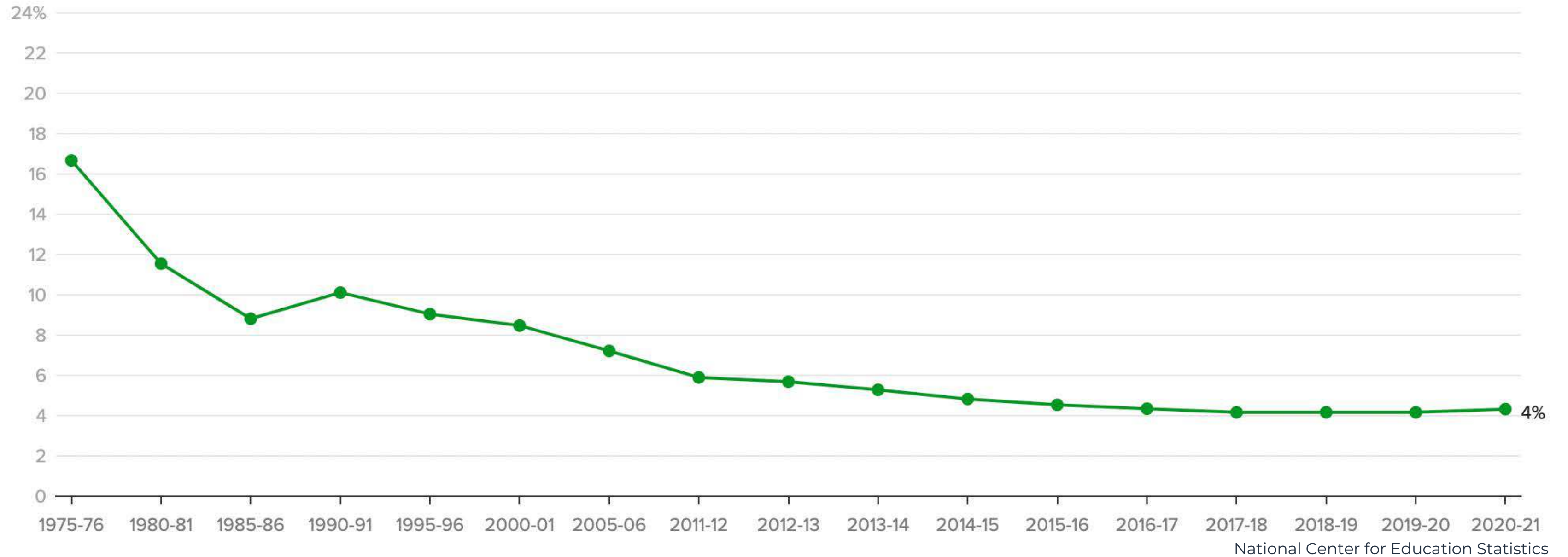
PERCEPTION



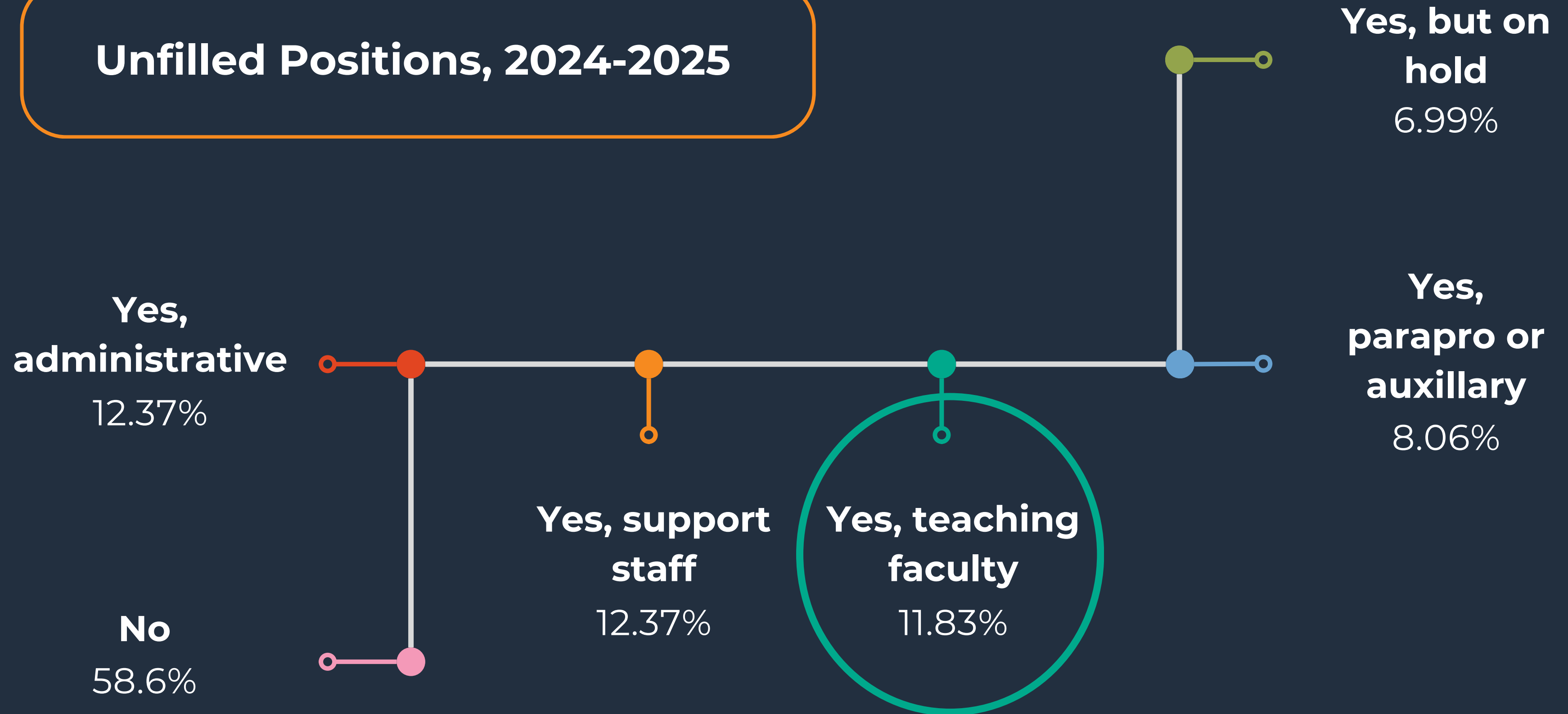
PROMOTION



# Percentage of College Students Studying Education

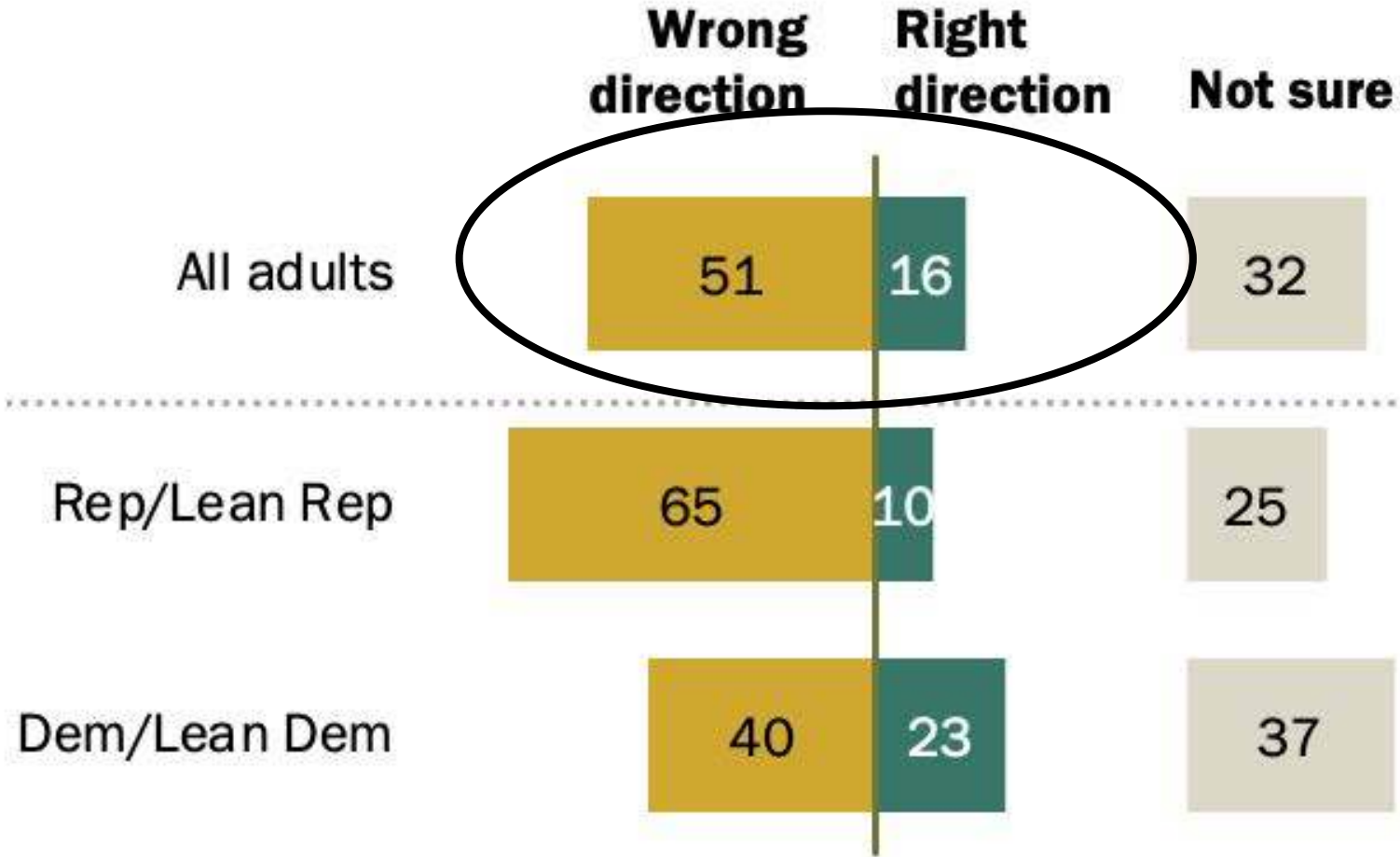


## Unfilled Positions, 2024-2025



# RIGHT DIRECTION | WRONG DIRECTION

*% saying the public K-12 education system in the U.S. is generally going in the ...*



Note: Share of respondents who didn't offer an answer are not shown.

Source: Survey of U.S. adults conducted Nov. 9-16, 2023.

**PEW RESEARCH CENTER**

# Fewer than one in three Gen Z students feel very prepared for college.

Gallup | Walton Family Foundation,  
Voices of Gen Z Study, 2024

## REPORT CARD: Student Perspective

---

B-

**Preparing you for  
your future**

---

C+

**Teaching you in  
ways that adapt to  
your unique learning  
needs**

Walton Family Foundation, Student  
Perspective on US Schools, 2023



## Talent brand promoters by industry



# 31%

respondents in education indicated they would recommend their organization as a place to work

-ADP Research Institute, Today at Work, 2023

**Brand Shift: Promotion** 





## 02 Anxious About Being Anxious - Health Shift

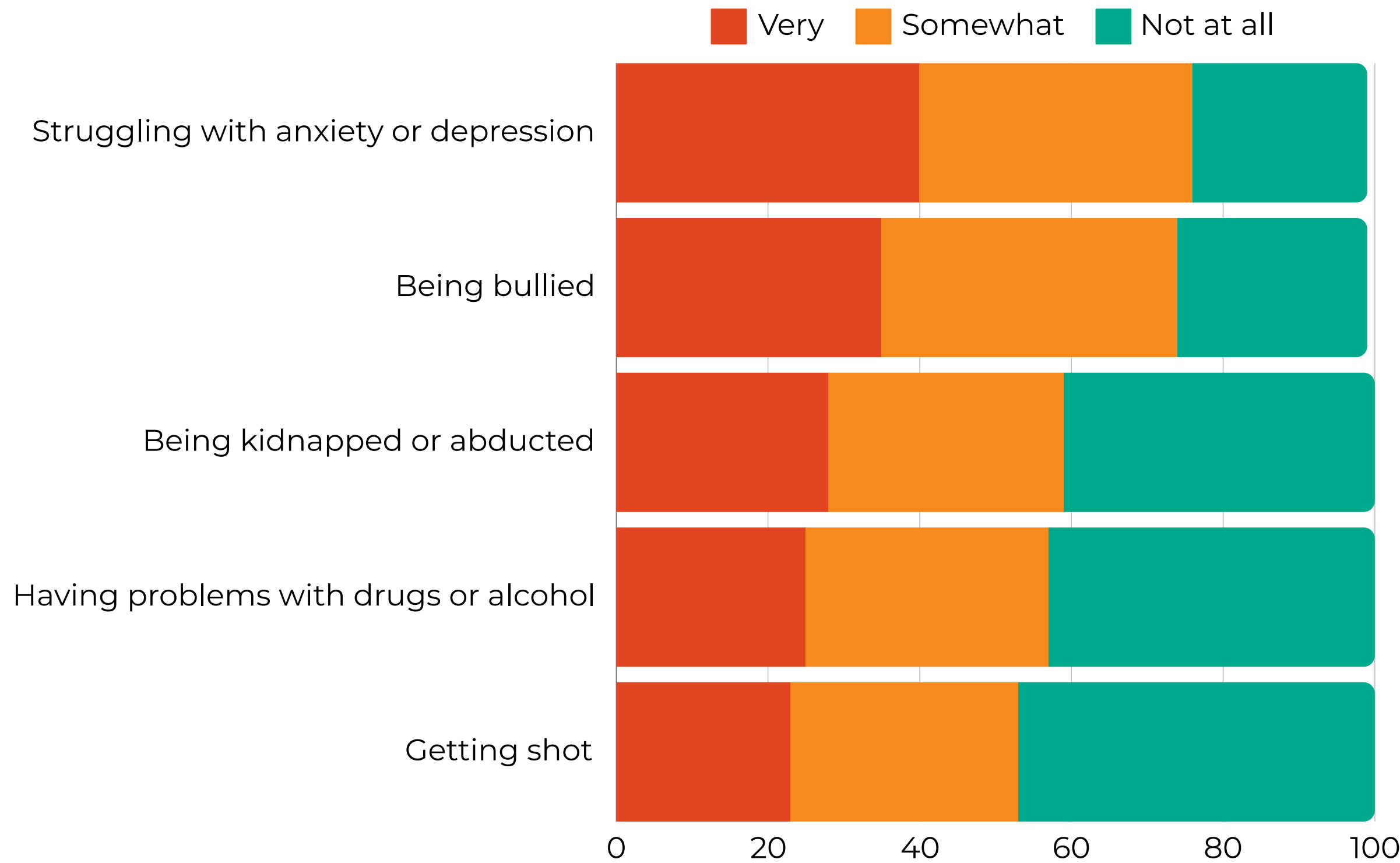




# Parents Stressed & Worried

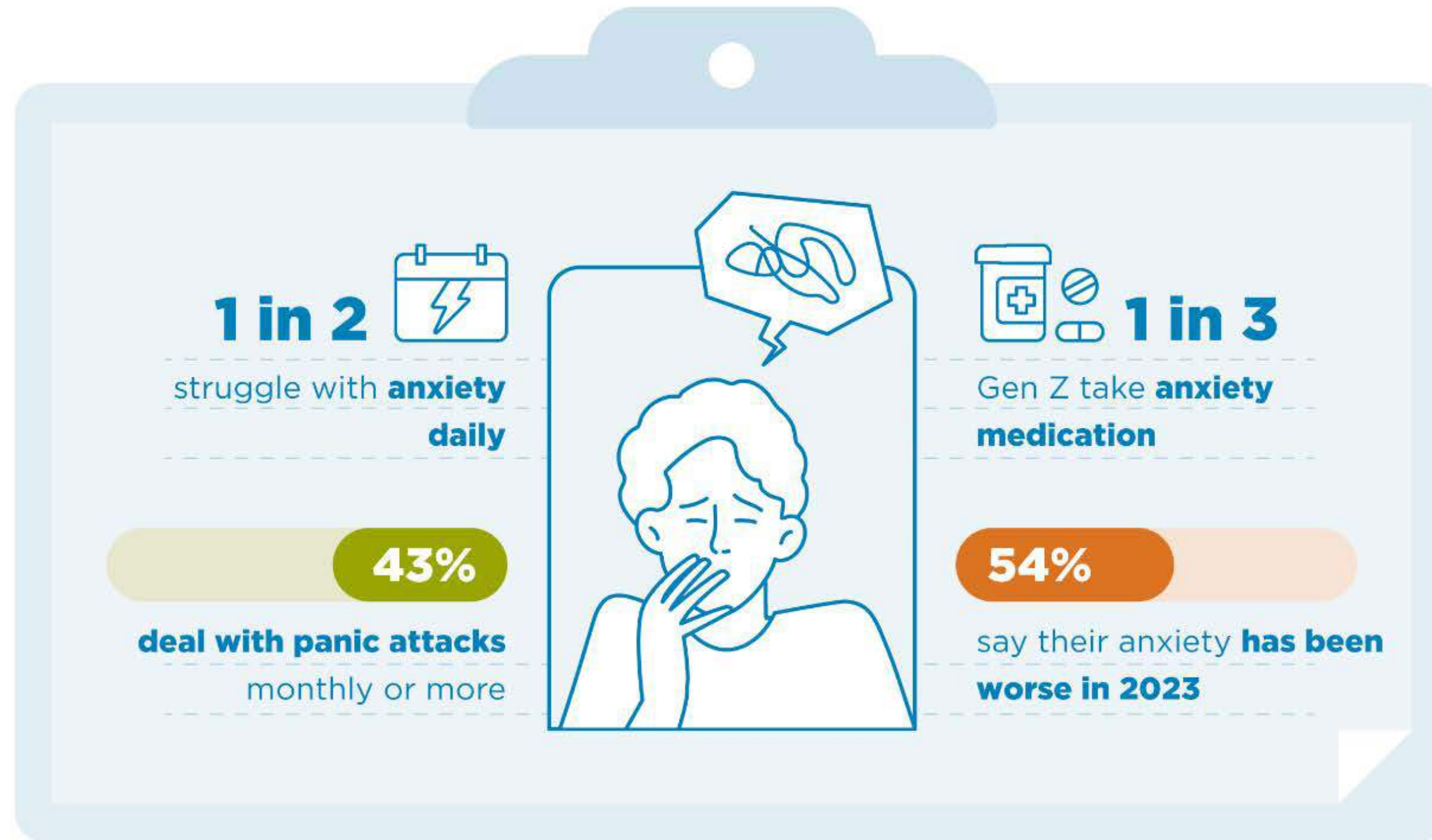
**In 2023, 33% of parents reported high levels of stress.**

Parents Under Pressure: The U.S. Surgeon General's Advisory on the Mental Health & Well-Being of Parents



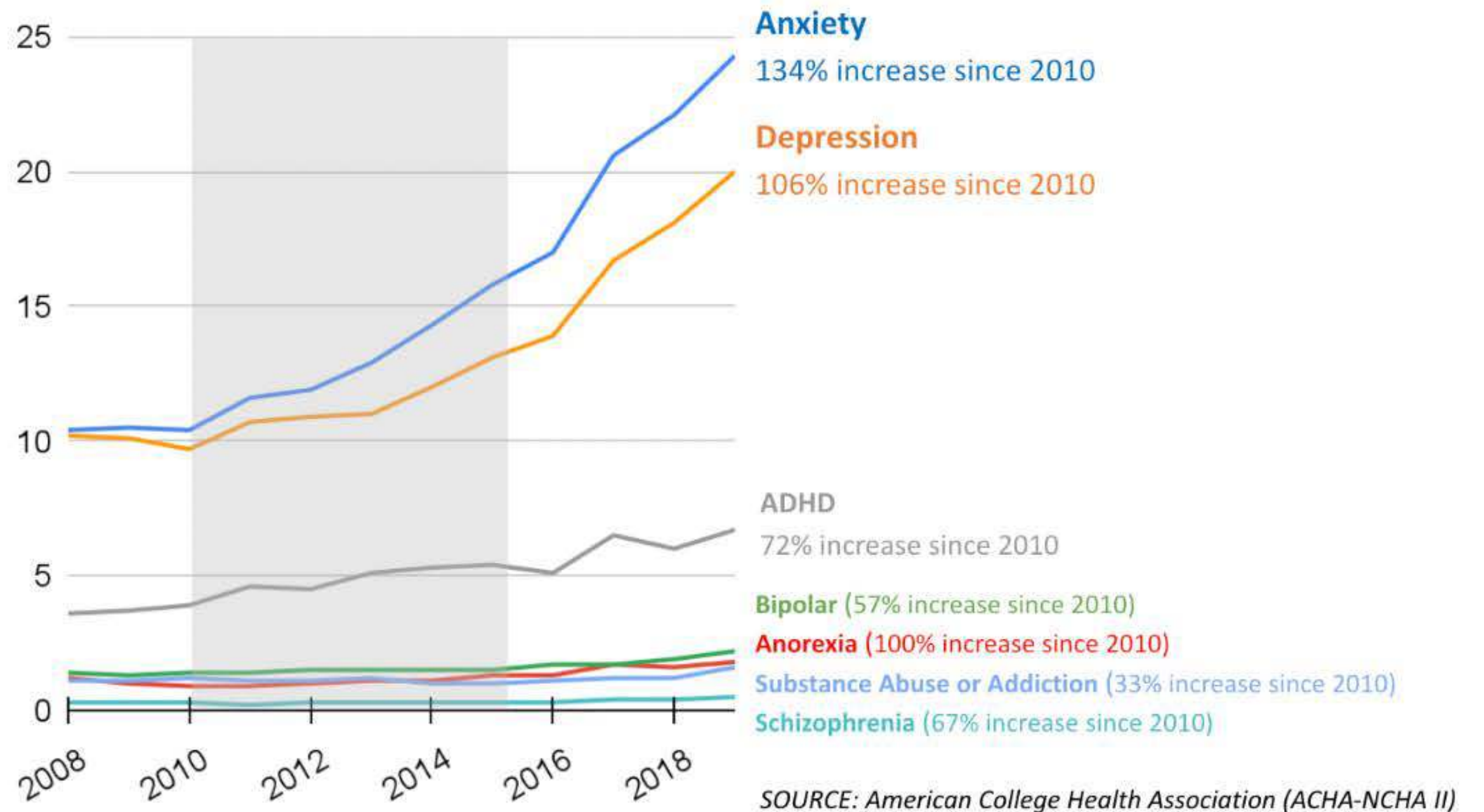
Pew Research, Trend Magazine, 2023

# Gen Z State of Mental Health Report



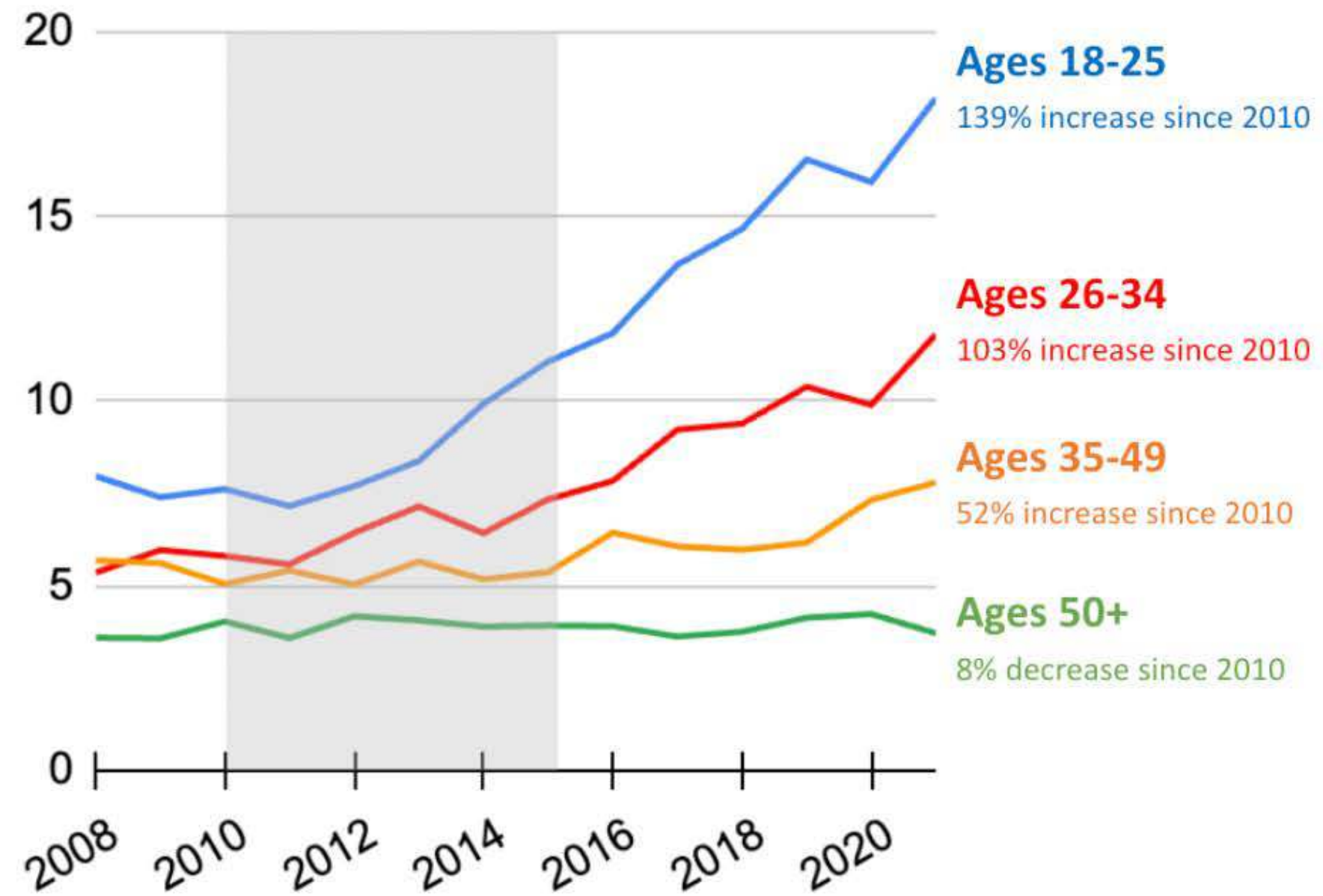
Gen Z State of Mental Health Report, Harmony Healthcare, 2023

## Percent of Graduates Diagnosed with a Mental Illness





## Percent of Anxiety Prevalance



SOURCE: U.S. National Survey on Drug Use and Health

# ISM STUDENT WELL-BEING REPORT

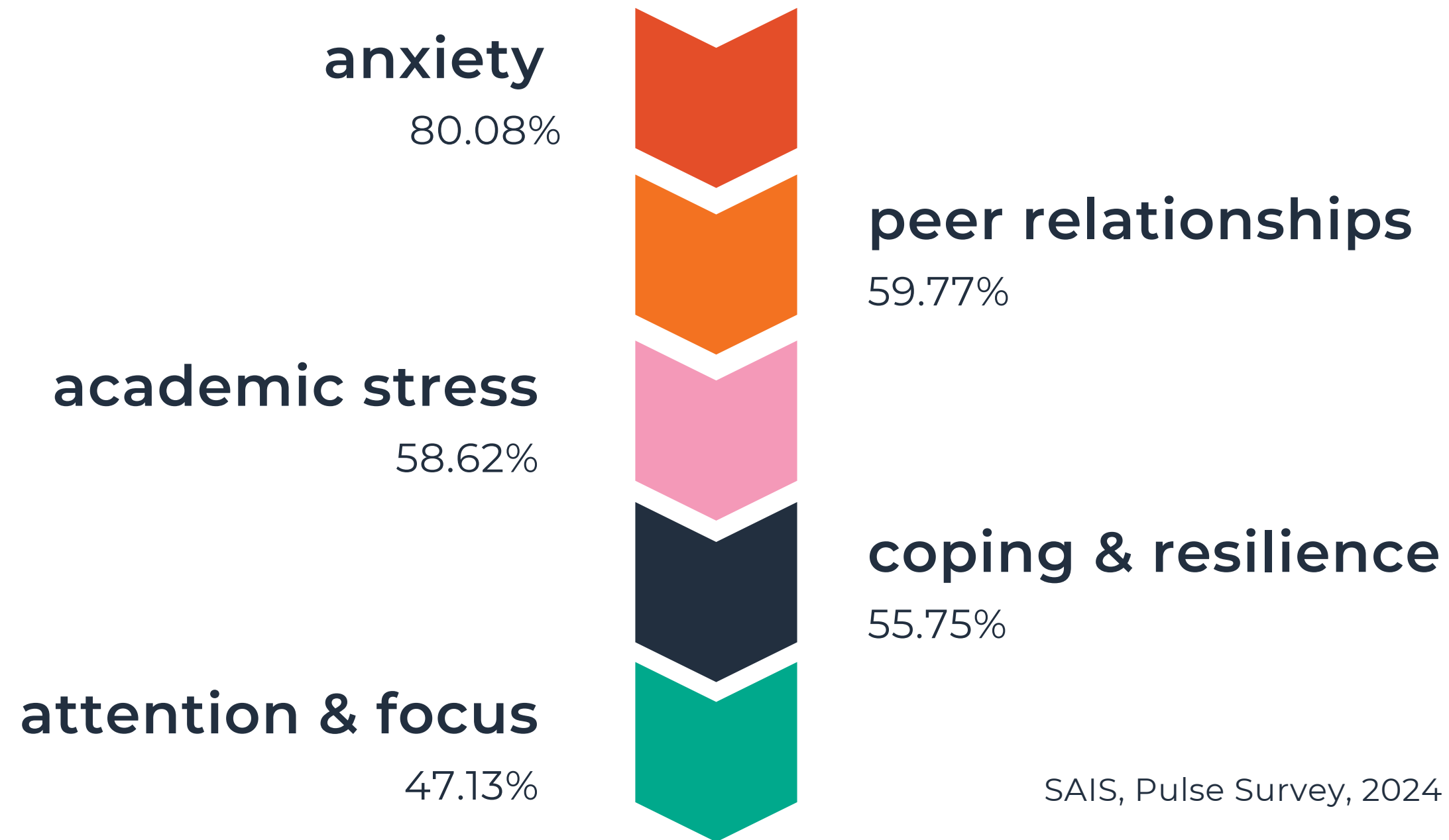
| Divison     | Net Well-Being Score | Index Descriptor  |
|-------------|----------------------|-------------------|
| Grades 9-12 | -0.8                 | Critical          |
| Grades 7-8  | 9.7                  | Needs Improvement |
| Grades 5-6  | 35.1                 | Healthy           |

ISM, Student Well-Being Report, 2024

Gen Z (42%) is about twice as likely as Americans over 25 (23%) to battle depression and feelings of hopelessness.

Walton Family Foundation, Looking Forward with Gen Z, 2022

# What are the top health & well-being issues impacting your students?





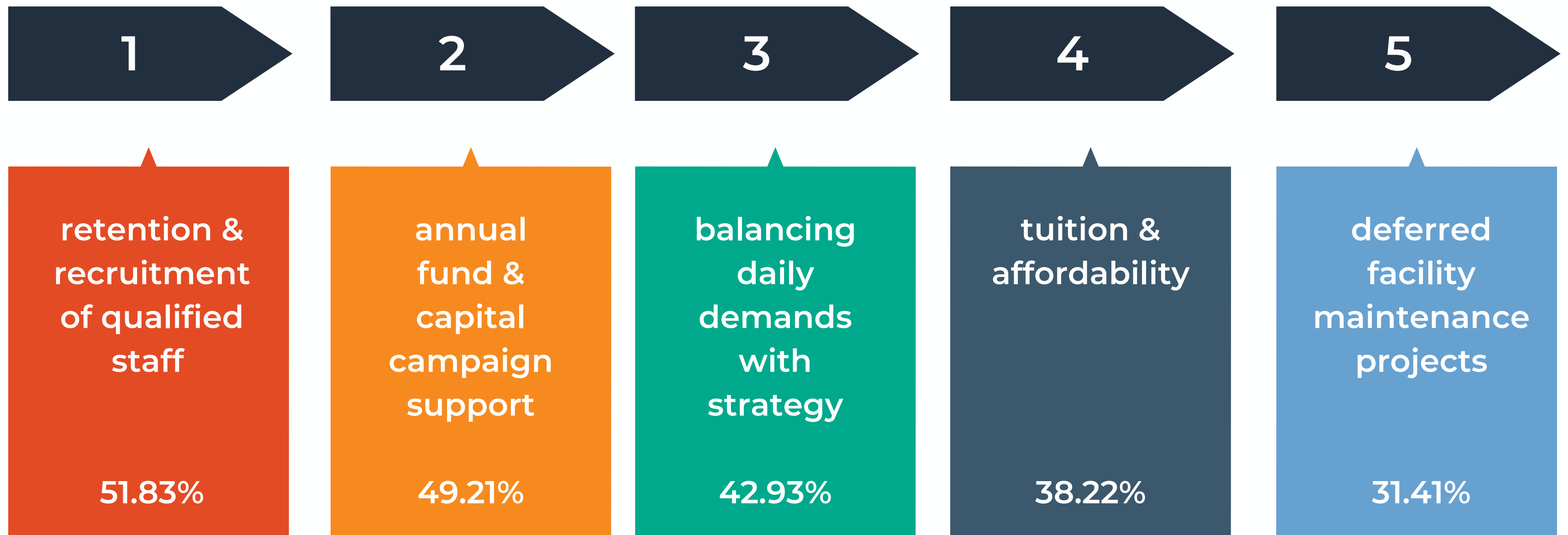
A pug dog is sitting in a forest, wrapped in a light-colored blanket with vertical and horizontal stripes in shades of pink, green, and grey. The dog's head is visible, looking directly at the camera. The background is a dense forest with green foliage and fallen leaves on the ground.

## 03 EVP Hangover - Workplace Shift





# What are the top 5 challenges you are confronting within your school community?



SAIS Pulse Survey, 2024

# Workplace Shift

Is your employee value proposition still relevant?

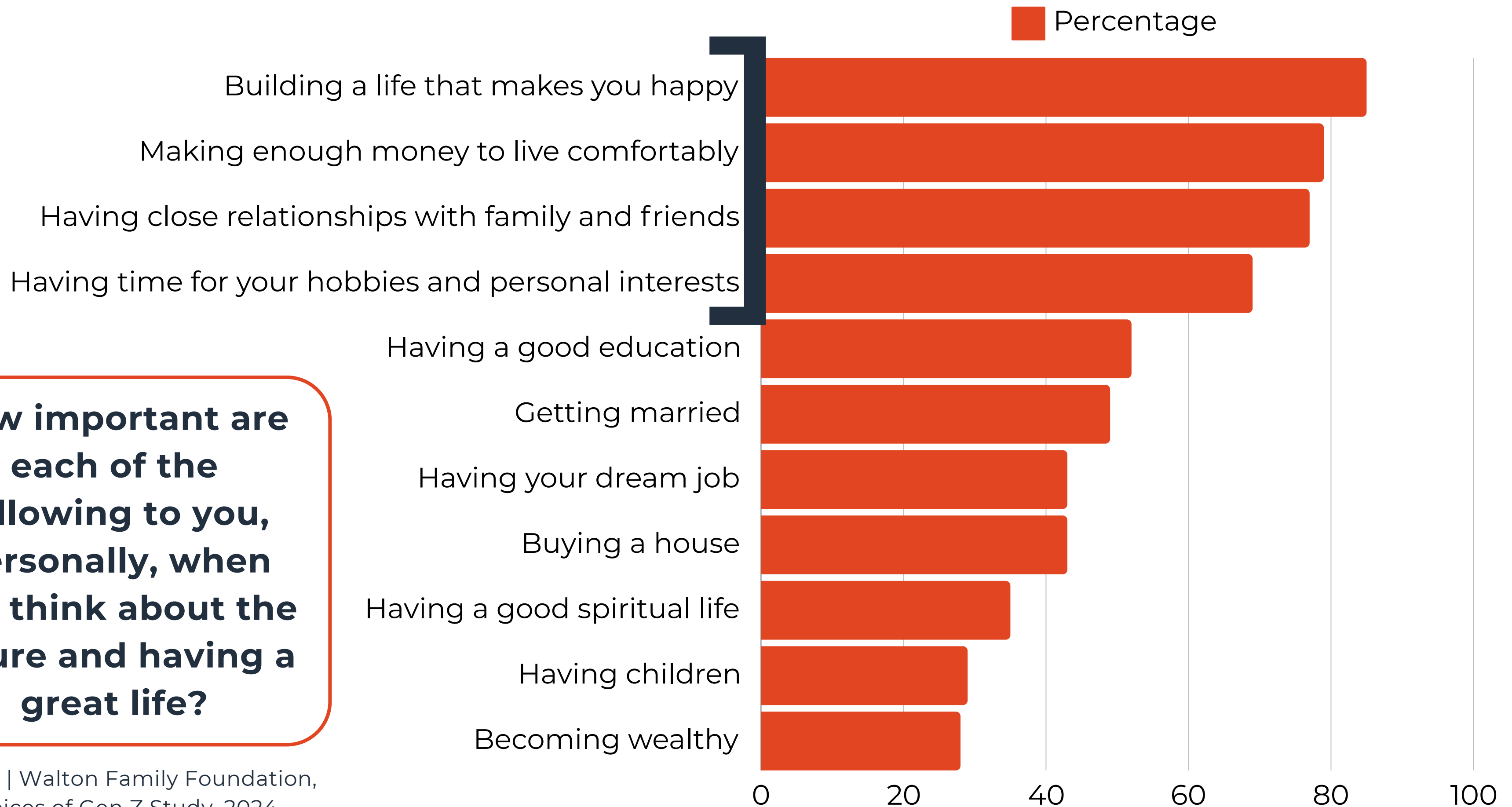
## Employee contract



How to Create an Employee Value Proposition in an Uncertain Market, Lattice, 2022

**How important are each of the following to you, personally, when you think about the future and having a great life?**

Gallup | Walton Family Foundation,  
Voices of Gen Z Study, 2024





# Employee values are changing.

The majority of Gen Zs (86%) and millennials (89%) say having a **sense of purpose** is important to their overall job satisfaction and well-being.

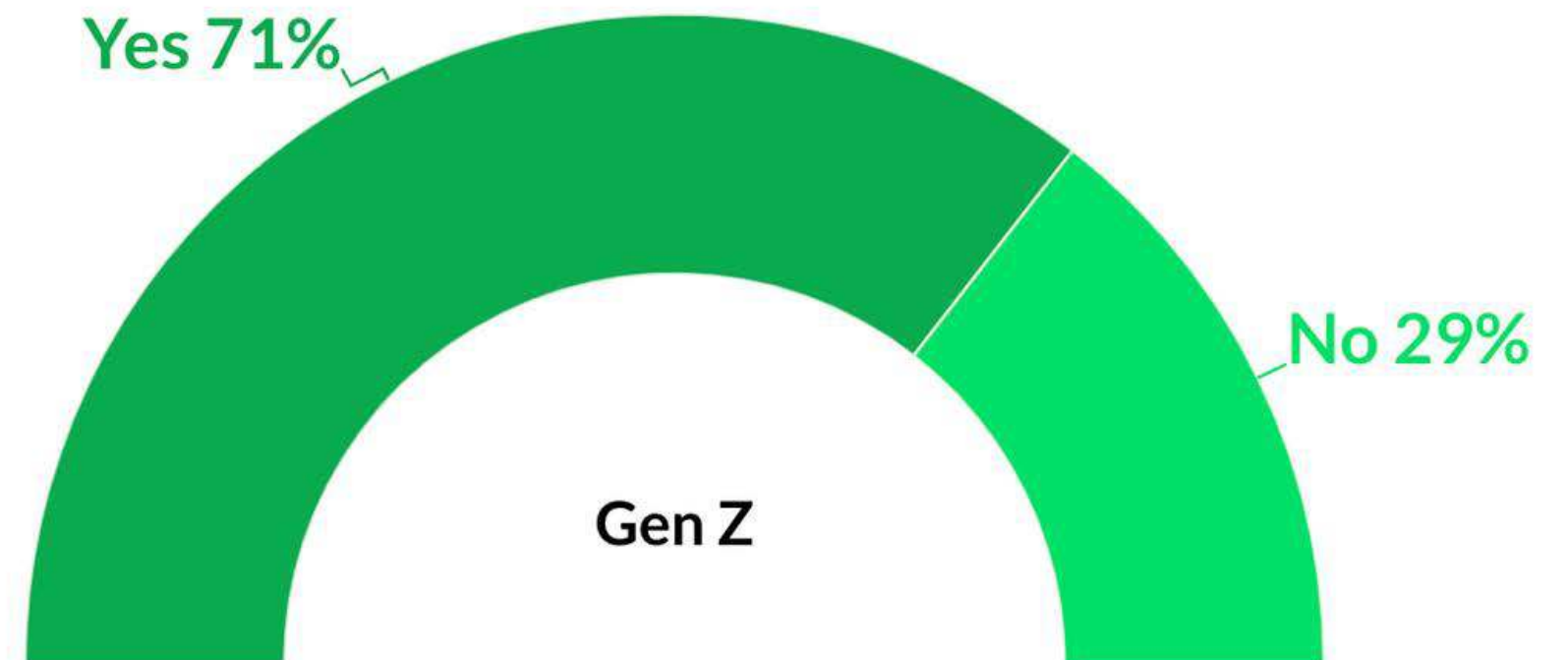
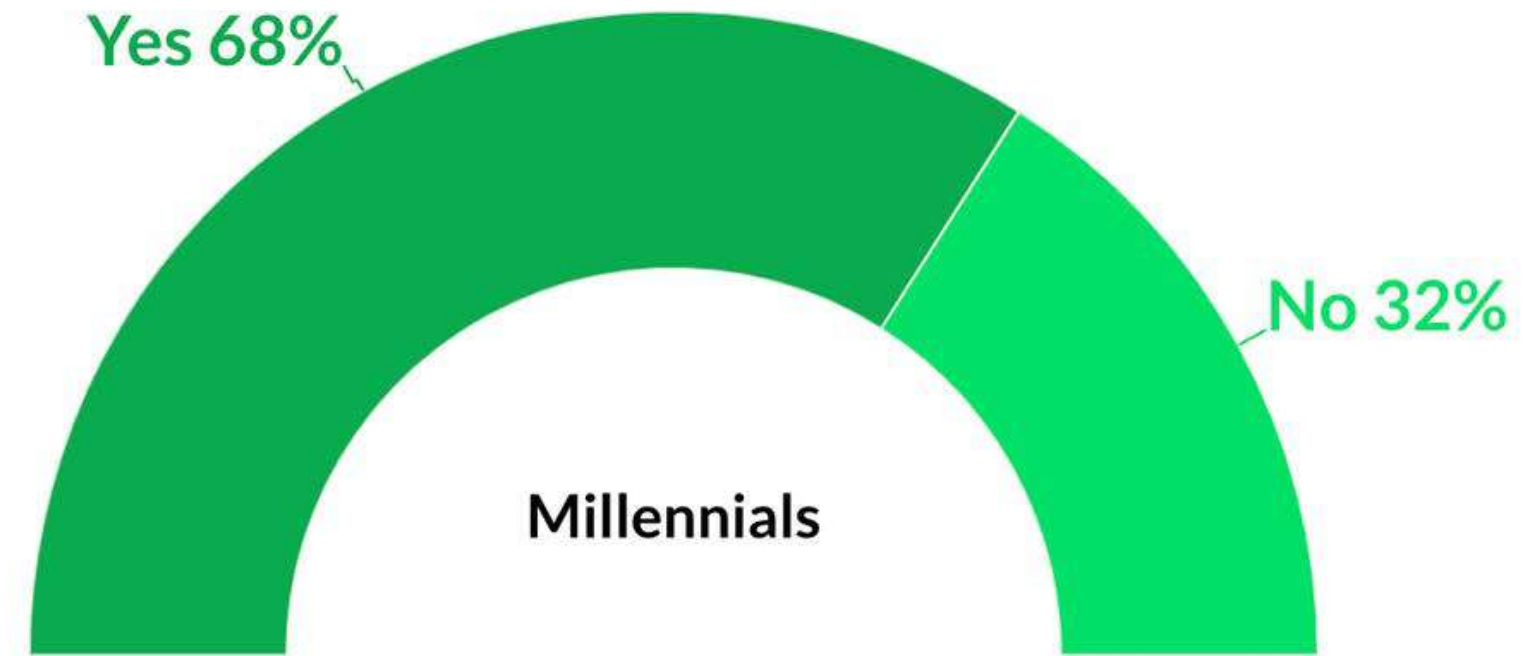
Deloitte, Gen Z and Millennial Survey, 2024

Top reasons they left their previous org:

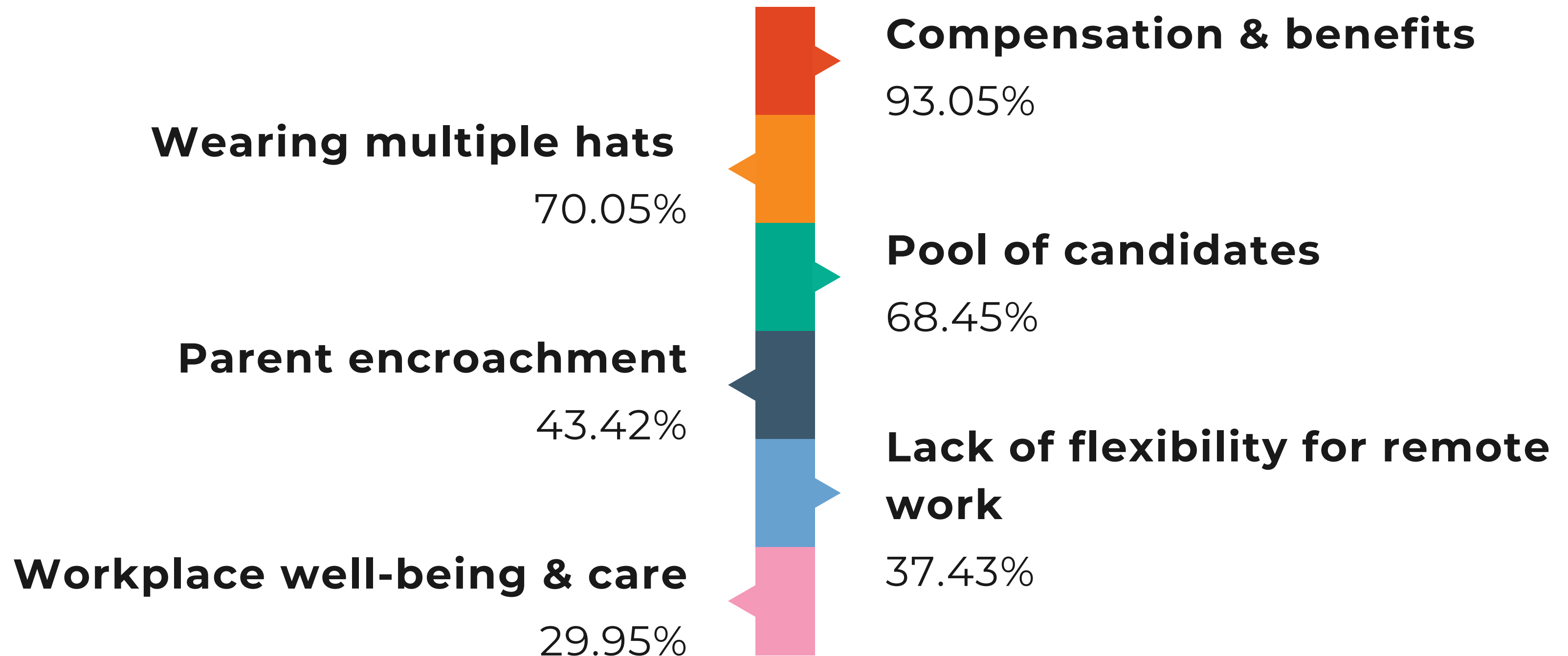
- pay wasn't enough
- lack of career advancement opportunities
- feeling burned out
- detrimental to mental health
- didn't find work to be fulfilling
- didn't offer a positive work/life balance

**Have you taken on  
an opportunity for  
extra income in the  
past 12 months?**

MarketWatch, Are Side Hustles Normal?, 2024



# What do you believe are the top barriers to faculty/staff retention and recruitment?







## RESEARCH PROJECT

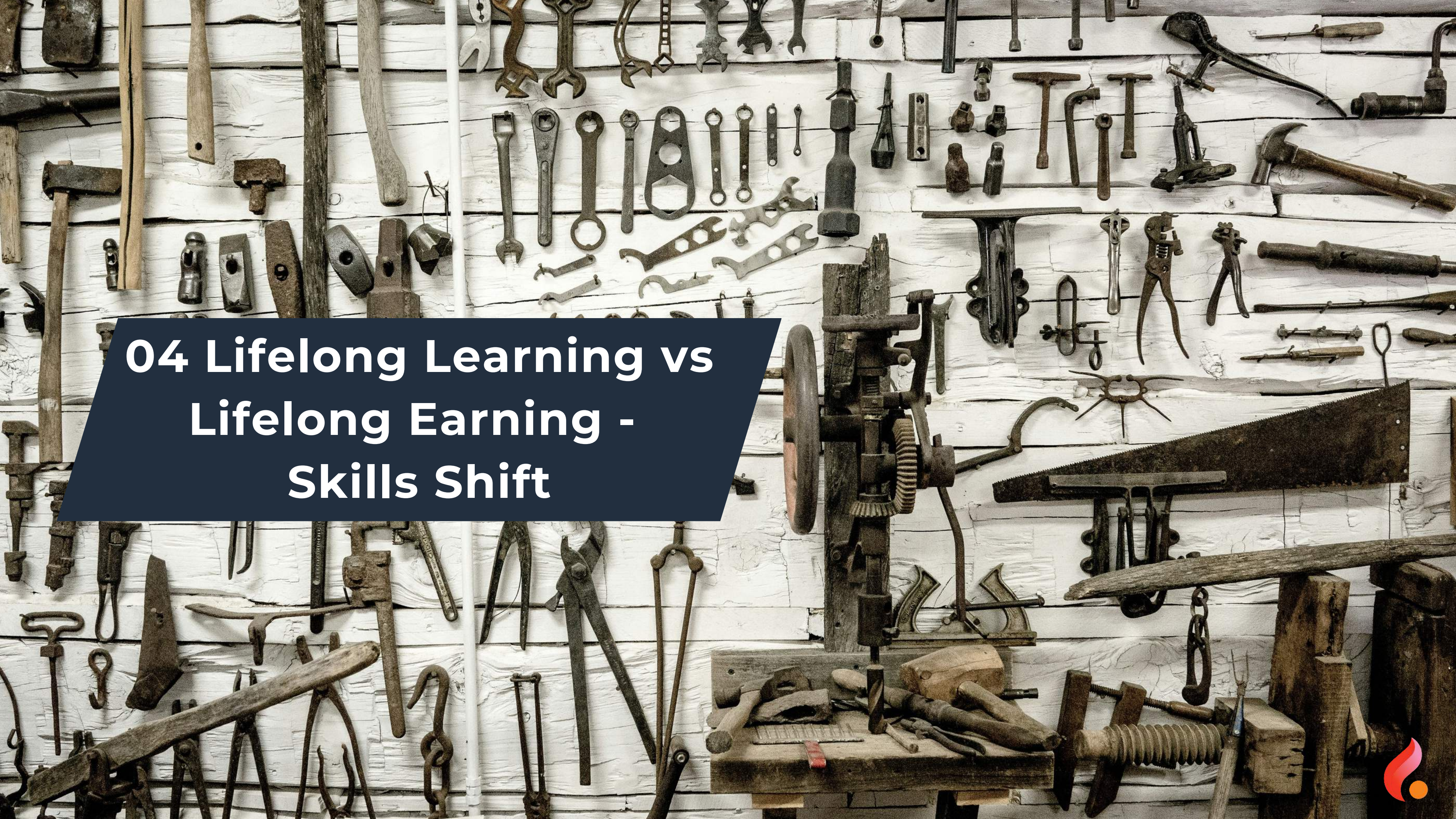
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- investigate the drivers of retention for early-career faculty of independent schools
- equip SAIS independent schools with evidence-based strategies to promote the recruitment, retention, and leadership development of the pipeline of independent school teacher-leaders

**Dr. Carrie Grimes, Director  
of the Independent School  
Leadership M.Ed. Program,  
Peabody College**





A workshop wall covered in various old, rusty tools like wrenches, hammers, and pliers, with a large text overlay.

# 04 Lifelong Learning vs Lifelong Earning - Skills Shift





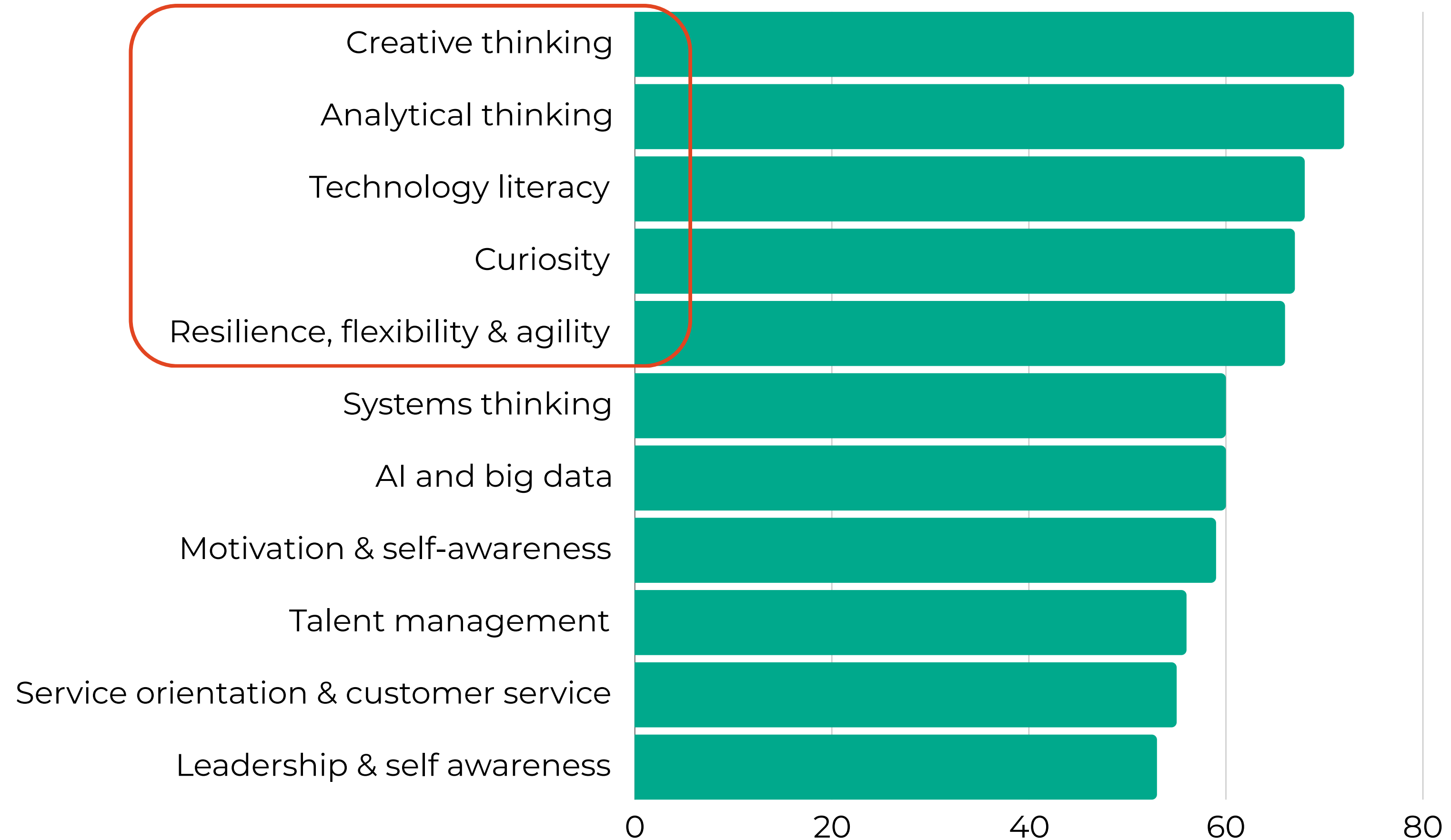
**There are two distinct types of learners (with distinct motivations) in this regard: those who have a natural love for learning and intellectual fulfillment and those who have a highly specific goal in mind of getting a better job or higher wages.**

Forbes, The Big Difference Between Lifelong Learners and Skill-Seekers, 2021





Skills of Increasing Importance



World Economic Forum, Future of Jobs Report, 2023

# Durable Skills

1. Leadership
2. Character
3. Collaboration
4. Communication
5. Creativity
6. Critical Thinking
7. Metacognition
8. Mindfulness
9. Growth Mindset
10. Fortitude

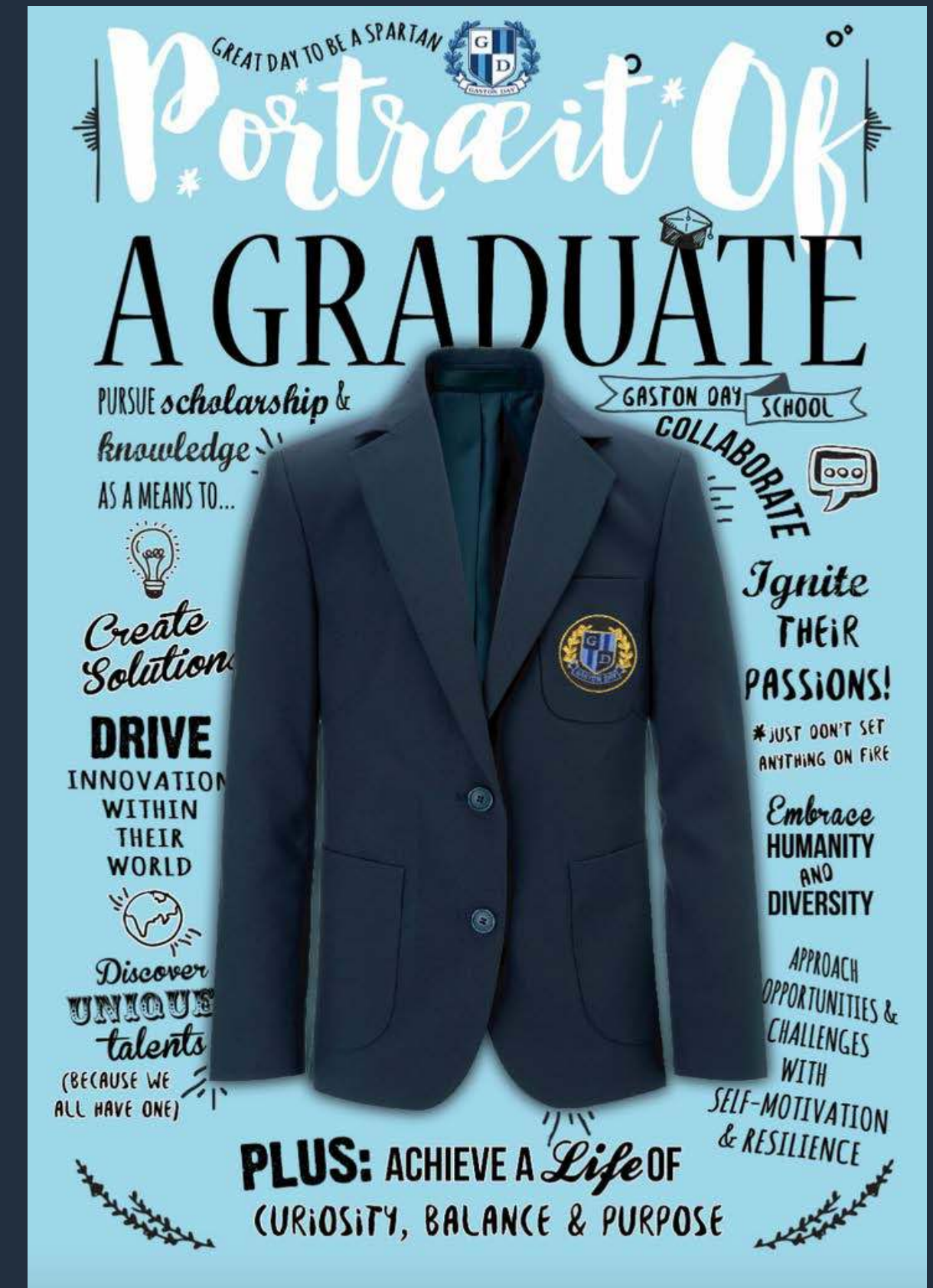
- **80M postings**
- **22 sectors**
- **7 out of 10**  
most requested  
skills are  
durable skills



# Durable Skills

1. Leadership
2. Character
3. Collaboration
4. Communication
5. Creativity
6. Critical Thinking
7. Metacognition
8. Mindfulness
9. Growth Mindset
10. Fortitude

- **80M postings**
- **22 sectors**
- **7 out of 10**  
most requested  
skills are  
durable skills

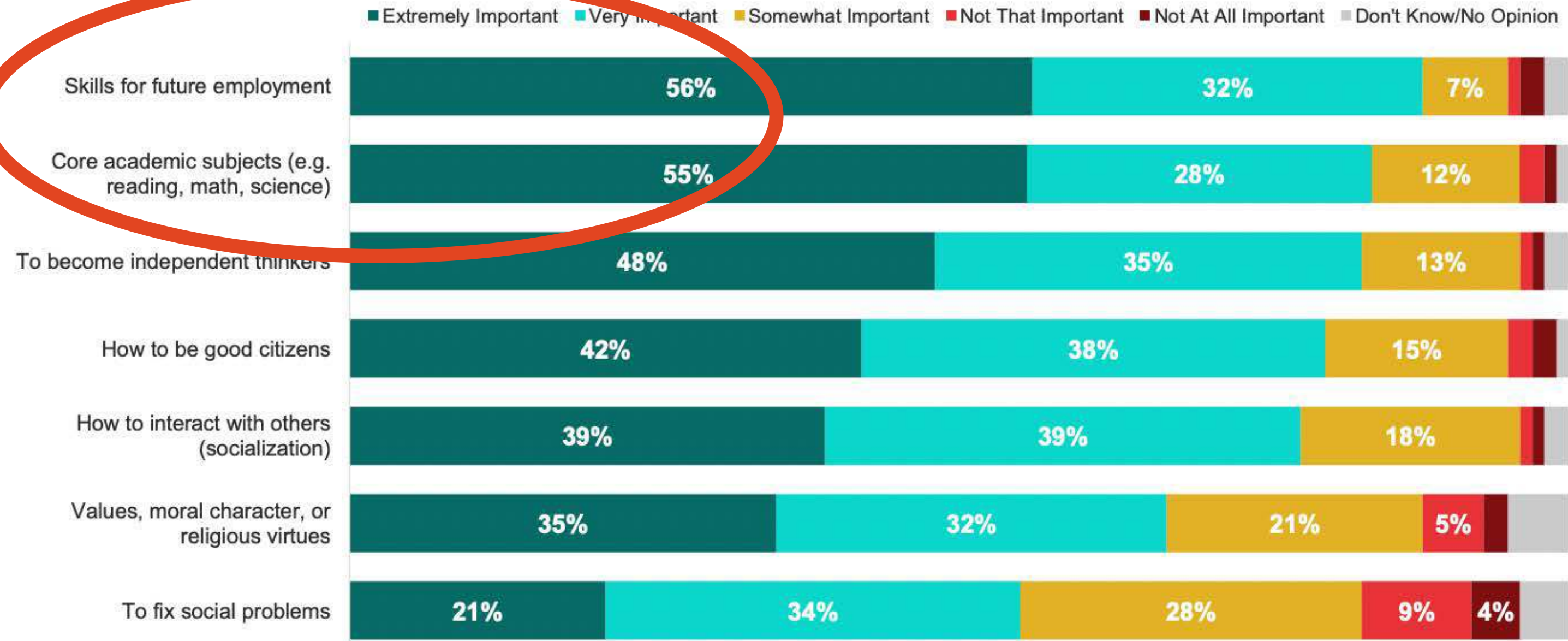




School parents are most likely to indicate skills for future employment and core academic subjects should be the most important purpose of high school. They view fixing social problems as a much lower priority.

What do you believe should be the main purpose of education during **High School (9th through 12th grade)**? In your opinion, how important is it for students to learn...

**School Parents**



Source: Survey conducted August 10, 2023 – August 13, 2023, among U.S. adults

# New Currency of Education

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The Carnegie Unit **time-based model of schooling is insufficient.** It is imperative that we rethink how **knowledge, skills, and dispositions are acquired and measured** to prepare young people for career and postsecondary success.

-Carnegie Foundation

# New Currency of Education

---

The Carnegie Unit **time-based model of schooling is insufficient.** It is imperative that we rethink how **knowledge, skills, and dispositions are acquired and measured** to prepare young people for career and postsecondary success.

-Carnegie Foundation

**78%**

In the future, proof of specific skills will be more important than a university degree.

**81%**

In the future, micro-credentials (short-term, focused certifications) will become a valuable way to showcase skills.

ETS, Charting the Future of Assessments, 2024



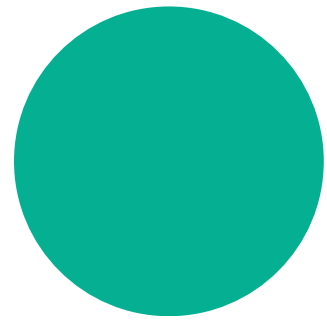
A yellow Volkswagen van with a white roof rack carrying a blue and black inflatable is driving away on a paved desert road. The road is flanked by low-lying green shrubs and leads towards towering, layered red rock cliffs under a blue sky with wispy clouds. The van's license plate reads 'EXPLORE'.

## 05 Choose-Your-Own-Adventure Education - Market Shift

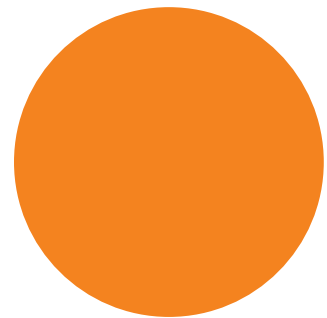




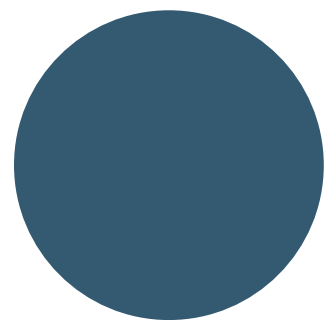
# MARKET SHIFT



**FUNDING**



**MODELS**



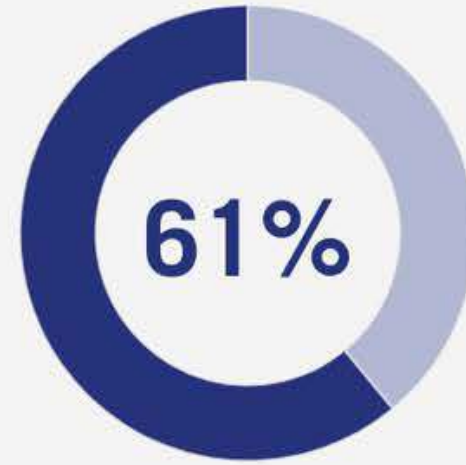
**PROGRAMS**

In more than half of states, parents can now use public money to educate kids at home, online, or in private schools. The result is a growing movement of choose-your-own-adventure education. **Parents are permitted to find any program that fits their beliefs and their kids' needs.**

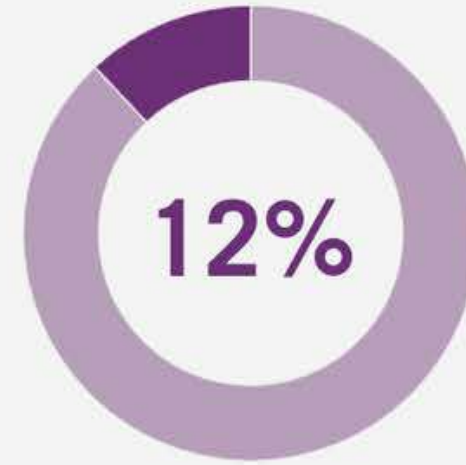
New York Times, Schools Out, 2024



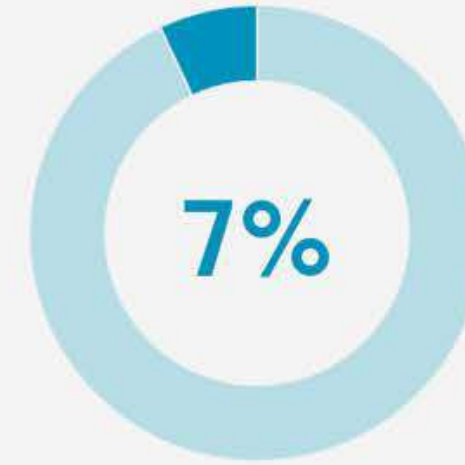
Assigned Traditional  
Public School



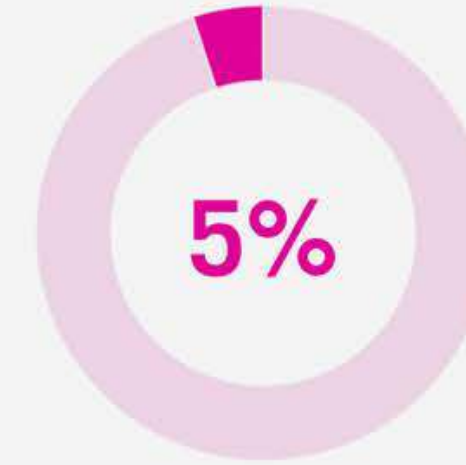
Chosen Traditional  
Public School



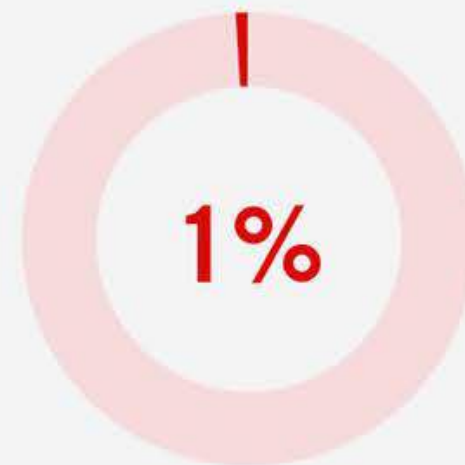
Charter School



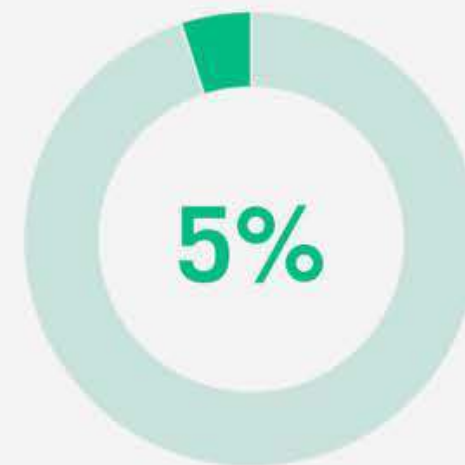
Magnet School



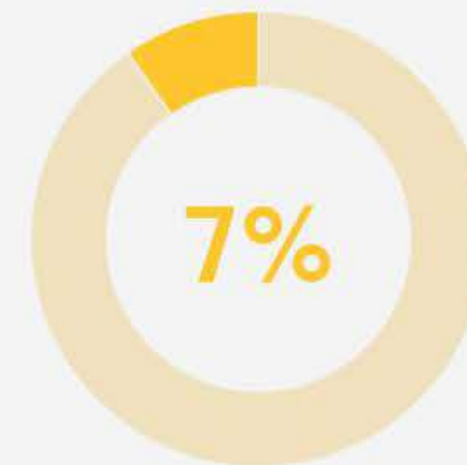
Virtual School



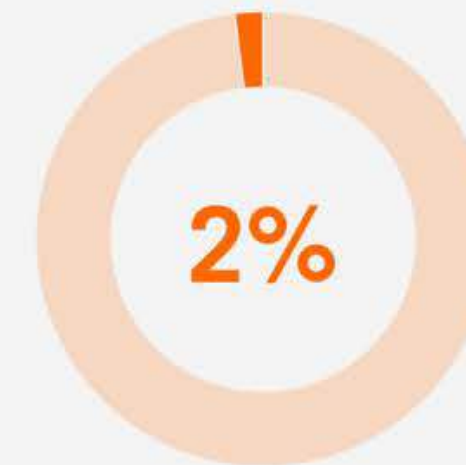
Homeschool



Private Out  
of Pocket



Private Educational  
Choice Programs  
(ESAs, Vouchers, TCSs)



EdChoice, How America's Students Access K-12 Education, 2024

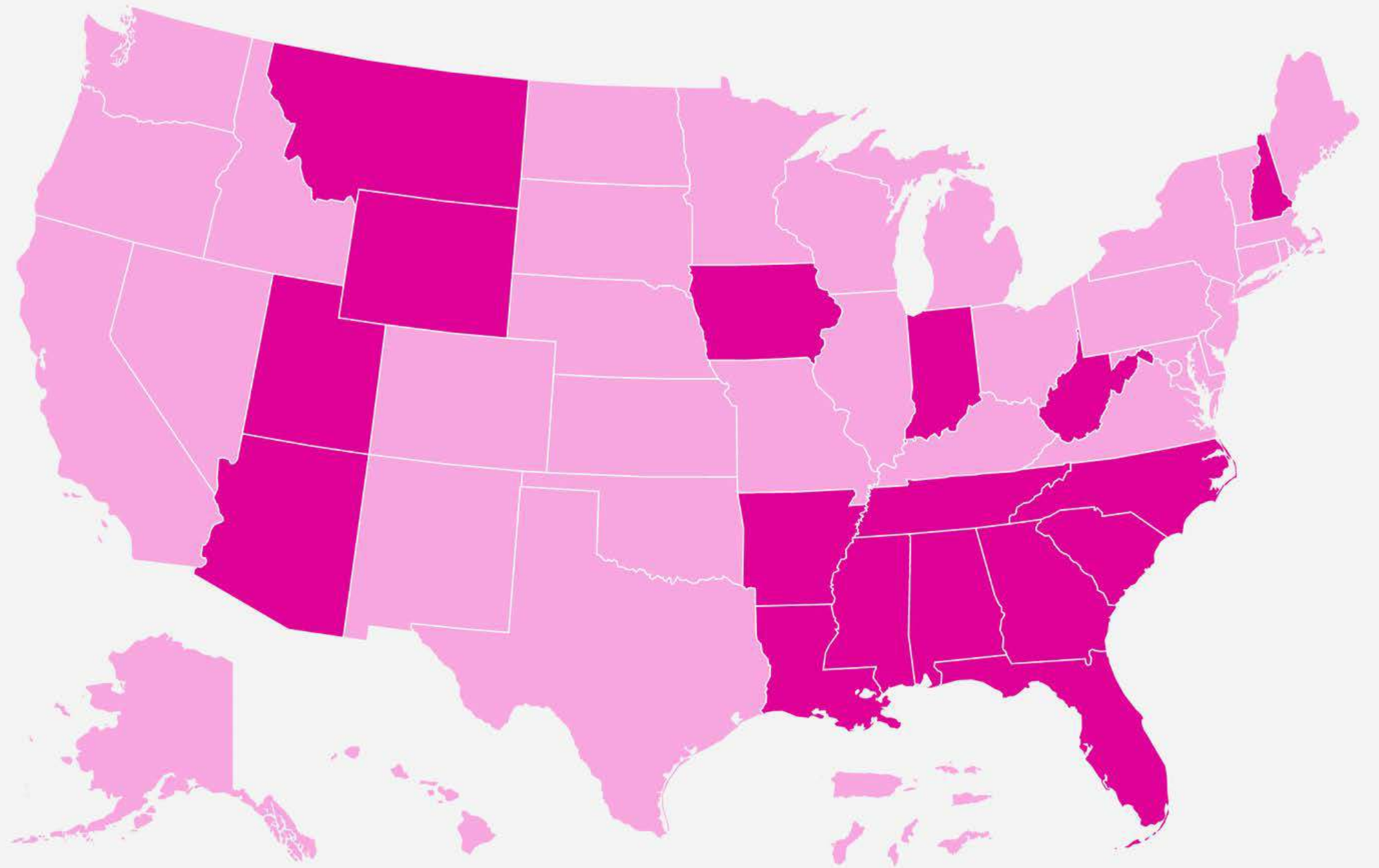


## States With ESA Programs

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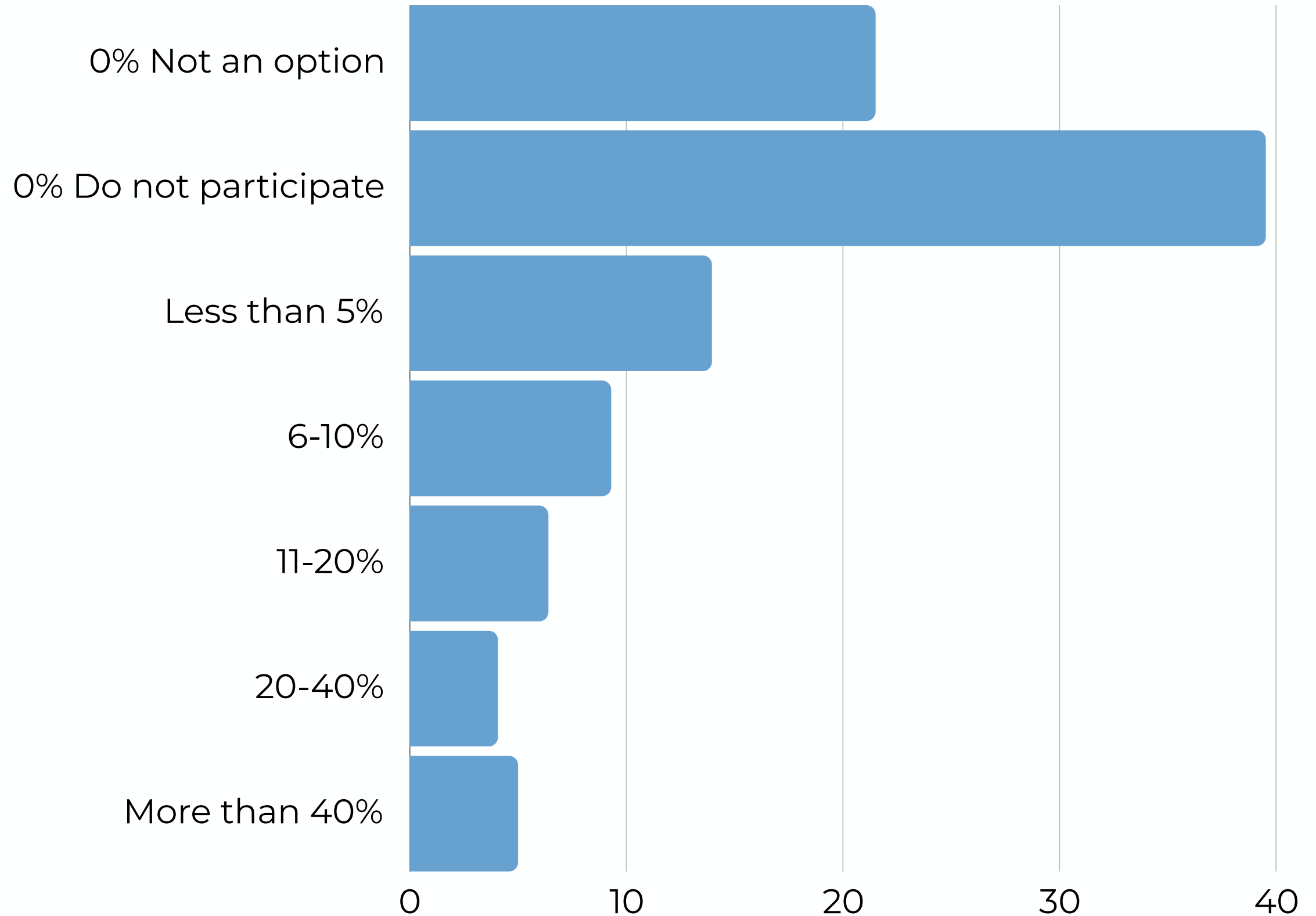
19 ESA programs in 17 states

EdChoice, How America's Students  
Access K-12 Education, 2024



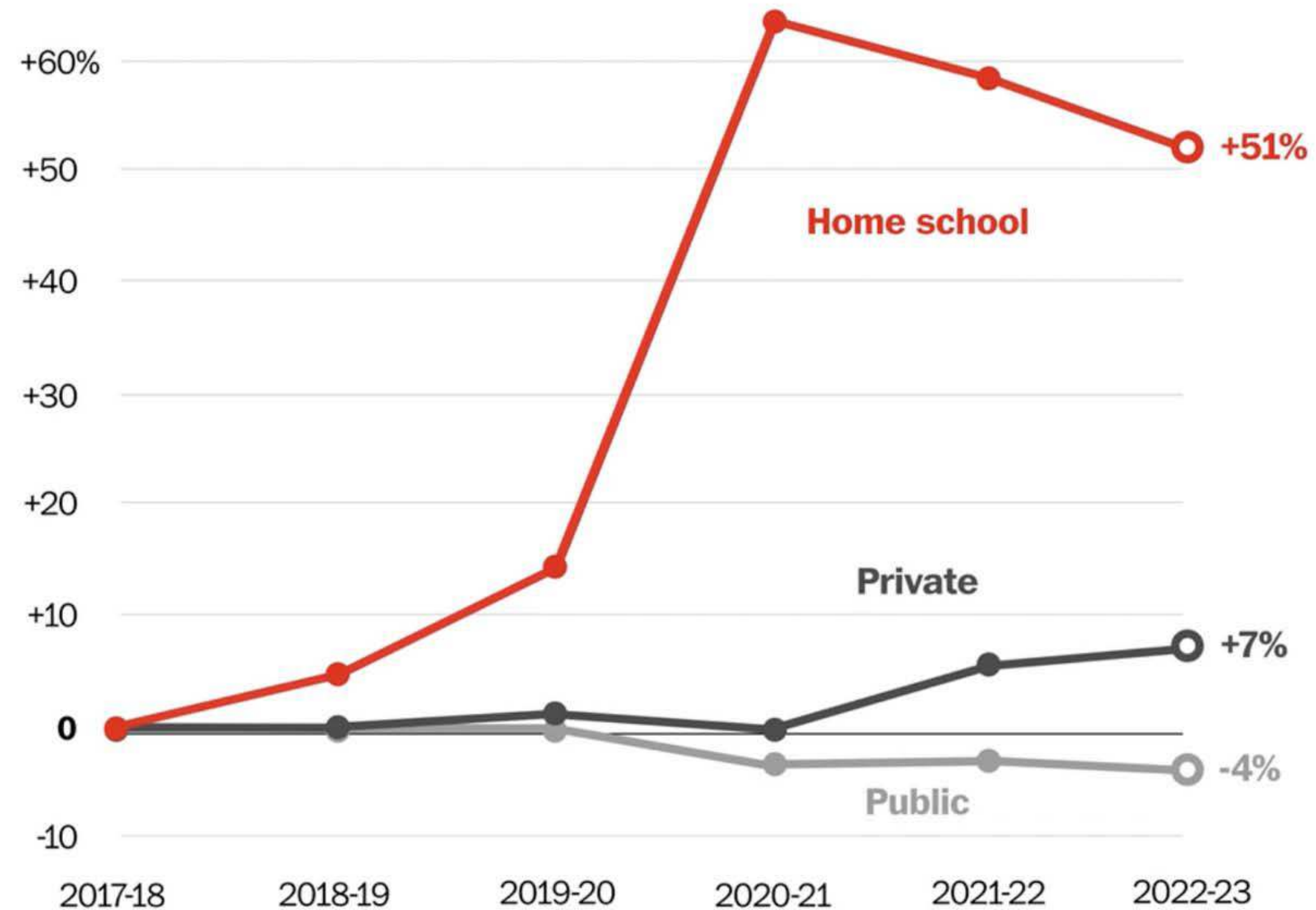
# What percentage of current students receive funding from a state-sponsored school choice program?

SAIS Pulse Survey, 2024





## Rise of Homeschool Network



Washington Post, Home Schooling's Rise from Fringe to Fast-growing Form of Education, 2023

**About 1.5 million children attend one of the country's roughly 95,000 microschools.**

**55%**

offer full-time weekly  
schedules (4 days per  
week, 4 hours per day)

**28%**

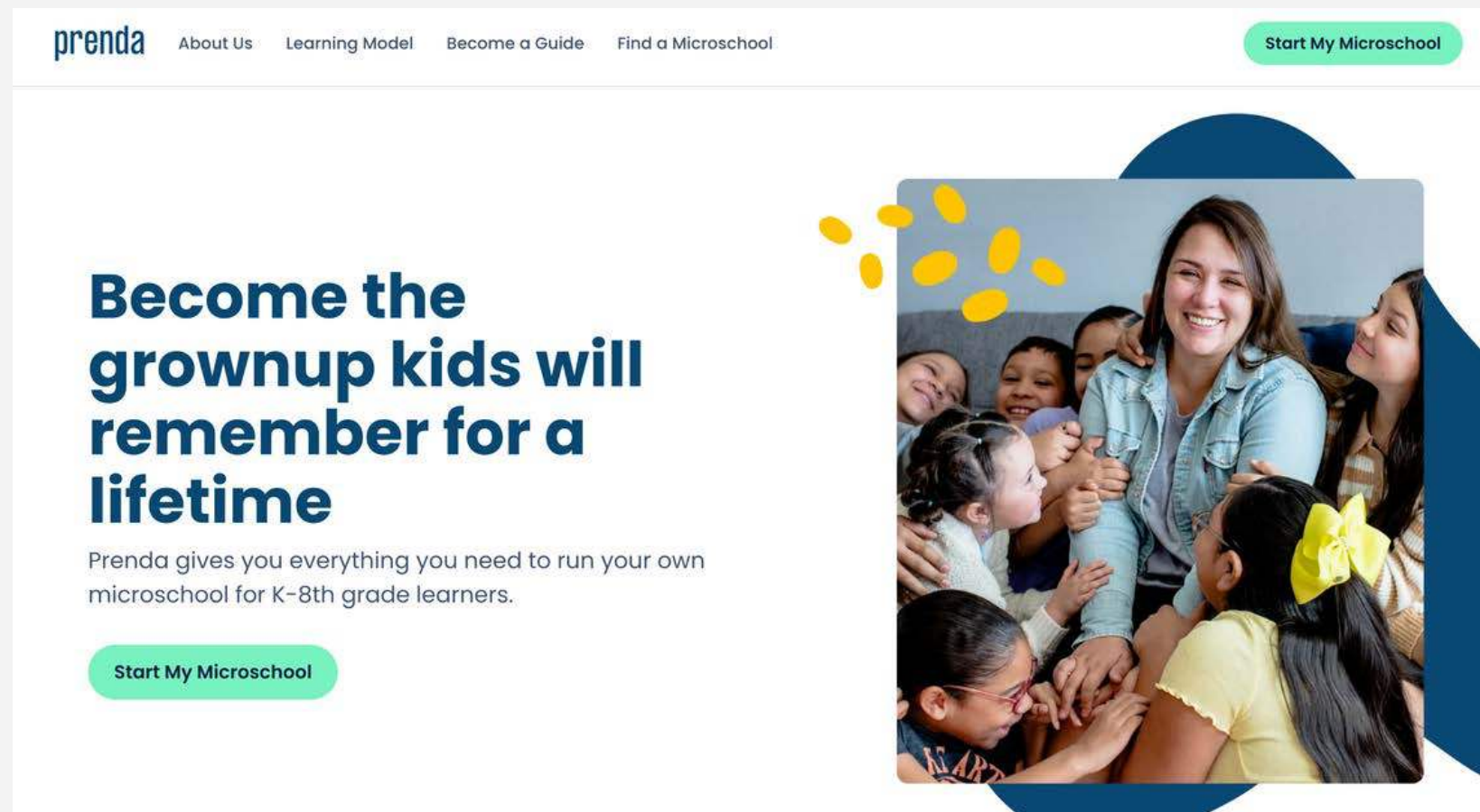
part-time/hybrid  
schedules

**17%**

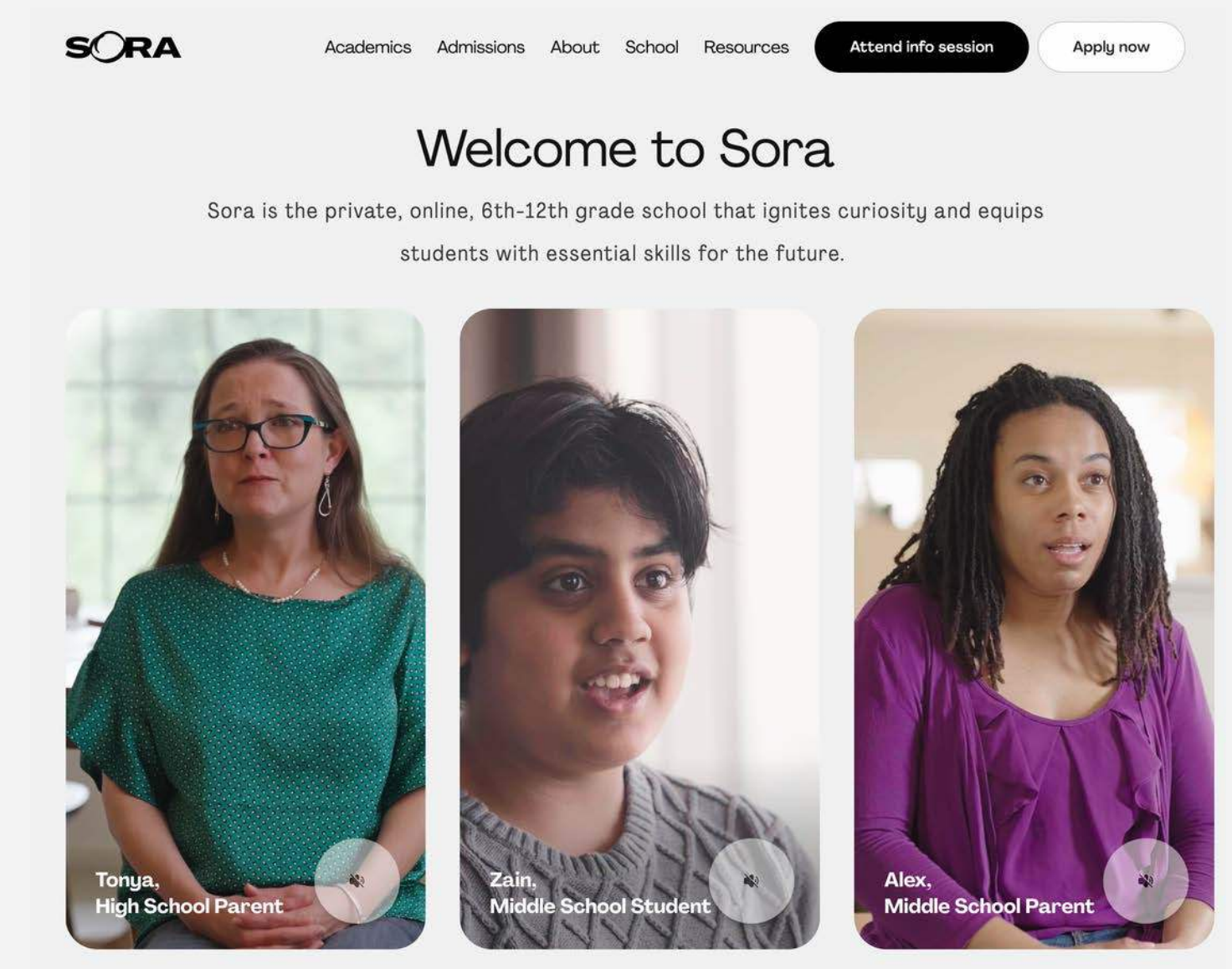
offer families to choose  
between the two

National Microschooling Center, American Microschools: A Sector Analysis, 2024





- Raised \$45.9 million over eight rounds of venture finance



- Sora has raised \$23.5 million

Education Next, A New Crop of School Models Expand Choice, 2024

A full-page background image showing a rocket launch at night. A bright, glowing orange arc of light curves across the dark blue sky, starting from a point on the horizon and arching towards the top left. The horizon shows the dark silhouettes of the launch complex and the ocean. In the bottom right corner, there is a small red and orange flame-like logo.

## **06 Hallucinogen, Pain Reliever, or Rocket Fuel - Tech Shift**

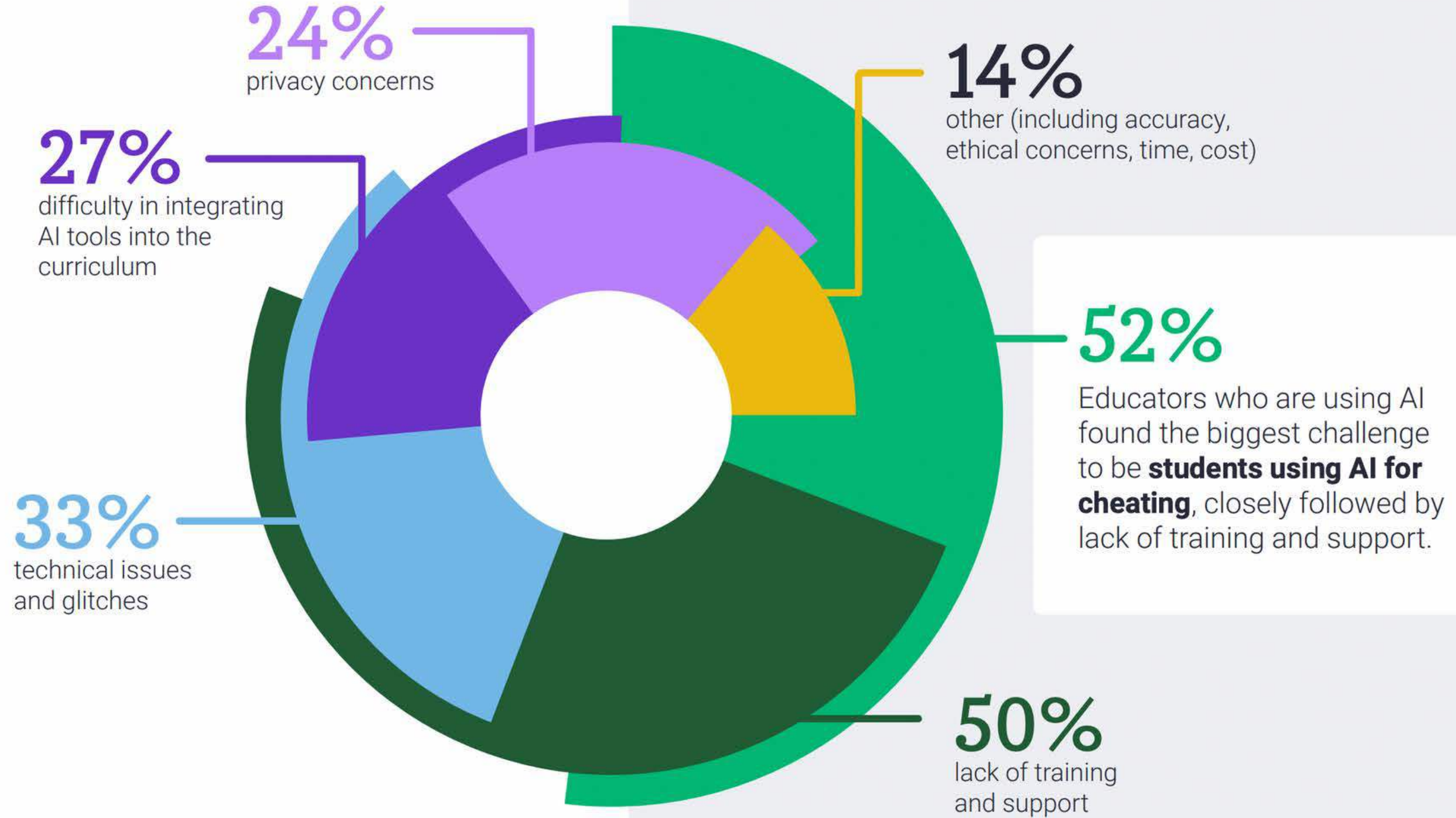


# AI VALUE

While teachers are a bit more tepid, they are more than two times more positive than negative (48% positive impact / 19% negative impact / 22% no impact).

Walton Family Foundation | Impact Research,  
The Value of AI in the Classrooms, 2024

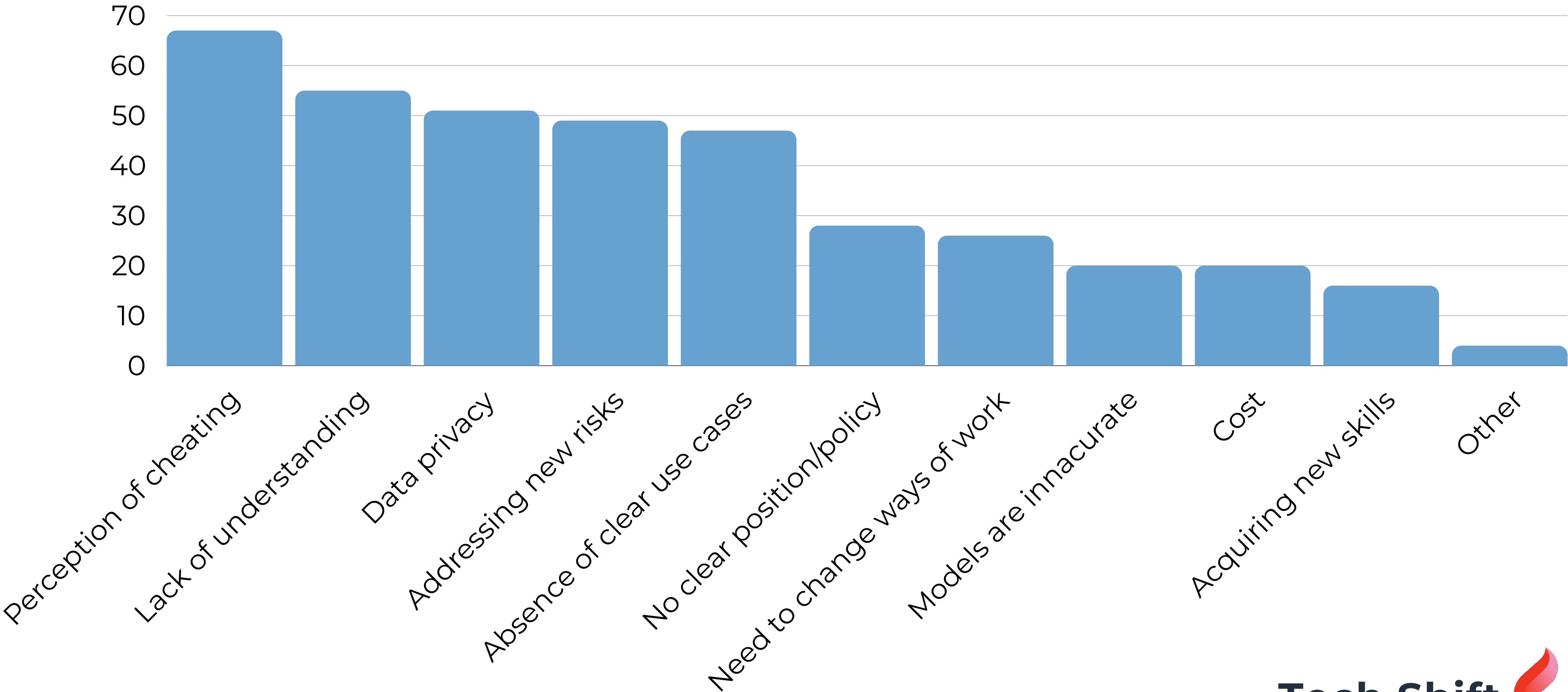




Carnegie Learning, The State of AI in Education



# What are your main concerns or challenges around AI in education?



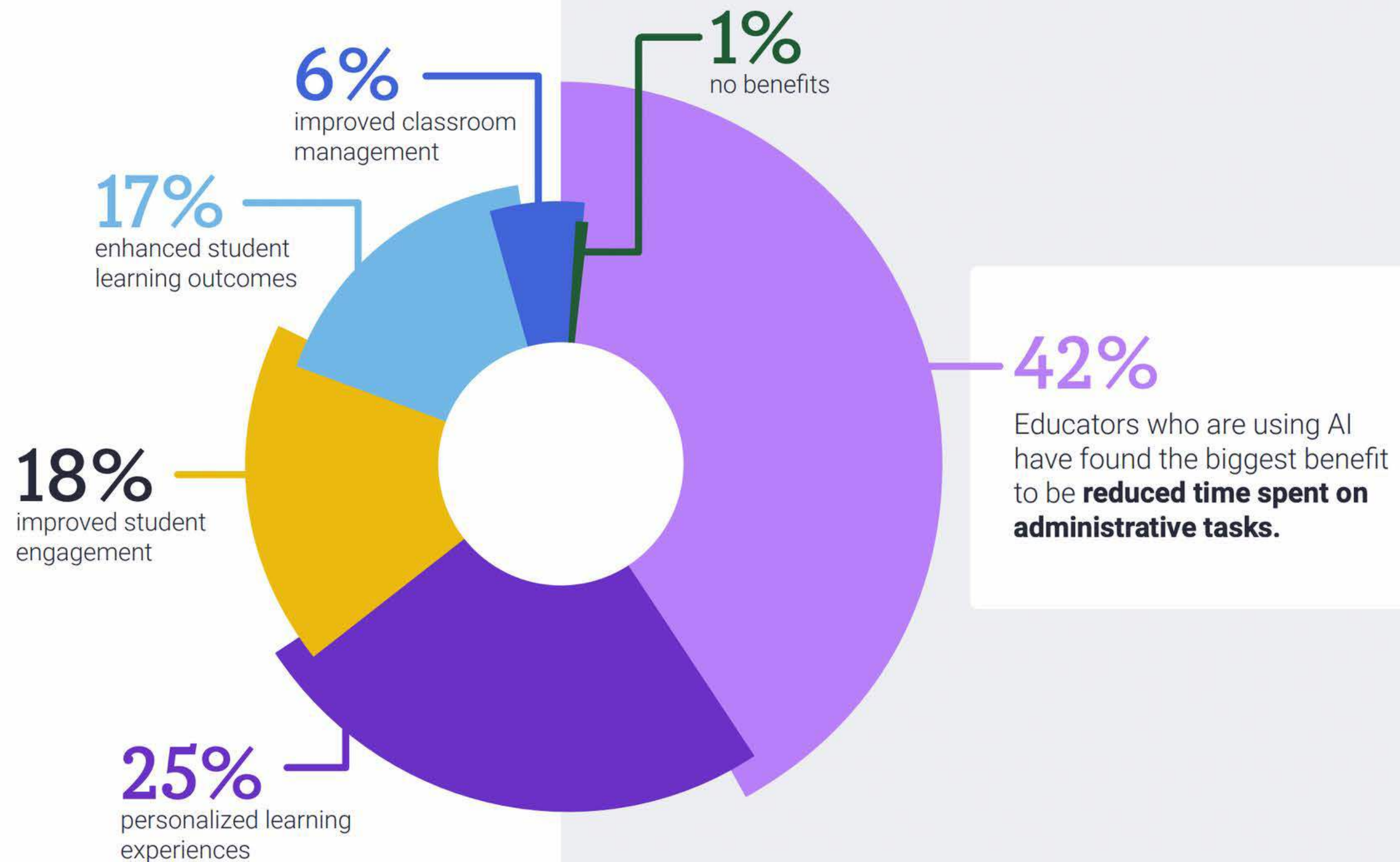
# Deepfakes have surged 550% since 2019.

-AI for Education

In summer of 2023, a group of New Jersey teenagers used AI to create deepfake pornographic images of an underaged female classmate, which were circulated over group text.

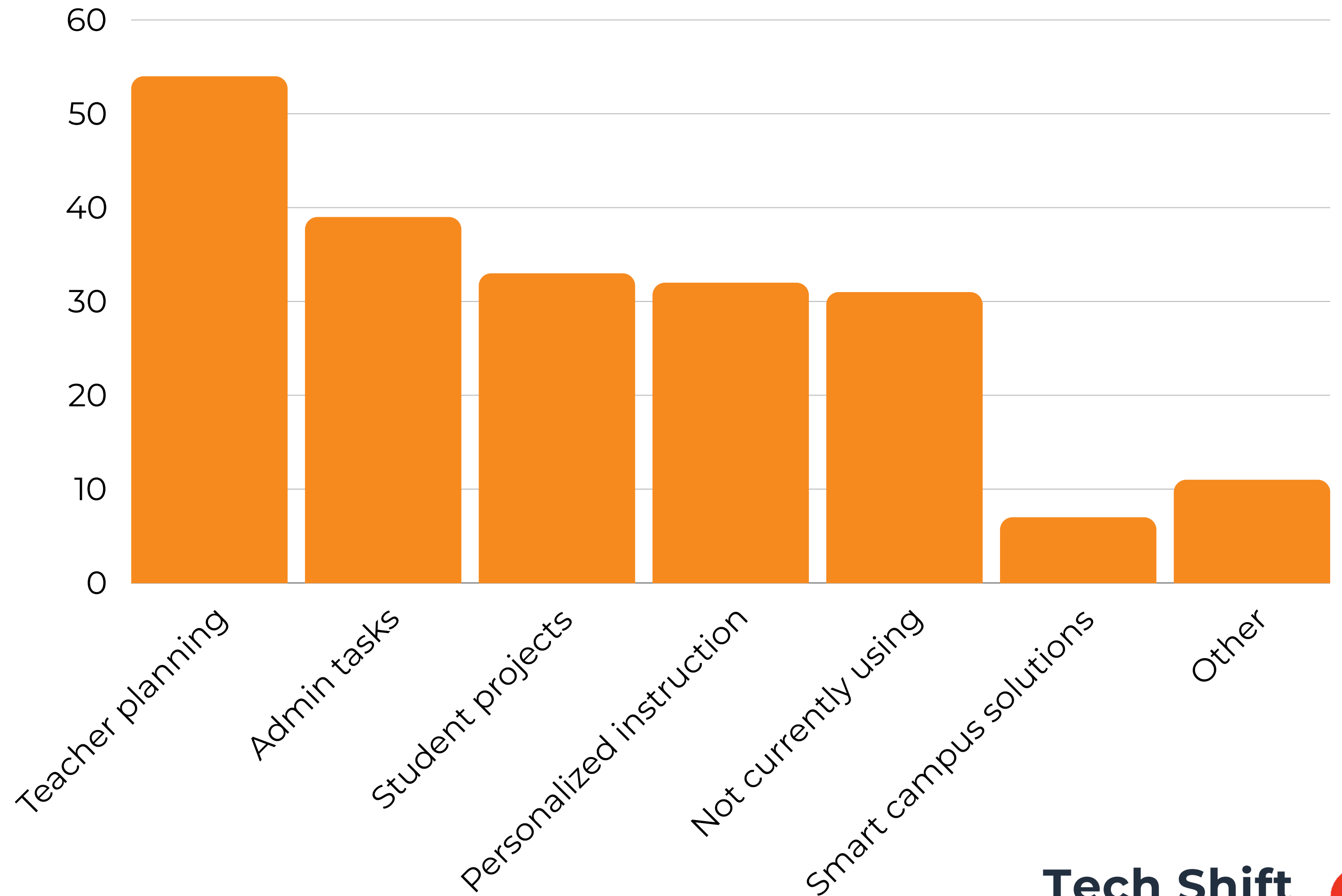
In April 2024, a high school principal in Maryland fell victim to a deepfake attack when a disgruntled athletic director faked a recording of the principal making racist remarks.





Carnegie Learning, The State of AI in Education

## How is your school currently using AI?



# World Economic Forum, Shaping the Future of Learning: The Role of AI in Education, Insight Report

1. Personalized learning content and experiences
2. Refined assessment and decision-making processes
3. Optimization of teacher roles
4. Integration of AI into educational curricula







## 07 The Tension Tightrope - Polarity Shift



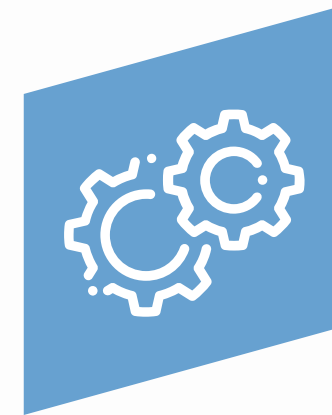
# POLARITIES

**Tradition vs  
Innovation**



**Sustainability vs  
Accessibility**

**Academic Rigor vs  
Well-Being**



**Individual Needs vs  
Community Cohesion**

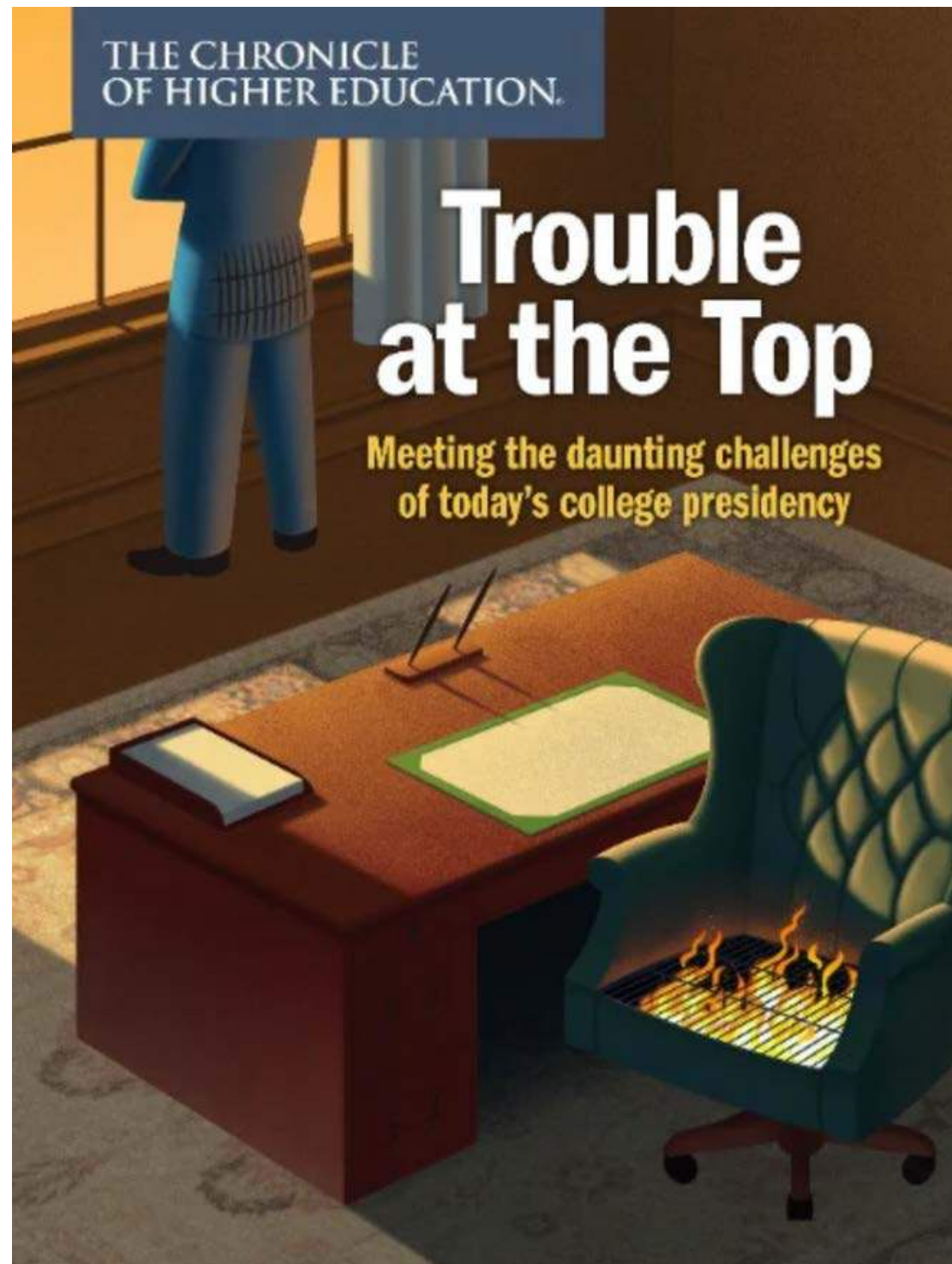
**Parental Expectations vs  
Educational Expertise**



**Student-Centered vs  
Curriculum Standards**







# **“the crosswinds of irreconcilable constituencies”**

Chronicle of Higher Education, Trouble at the Top, 2023

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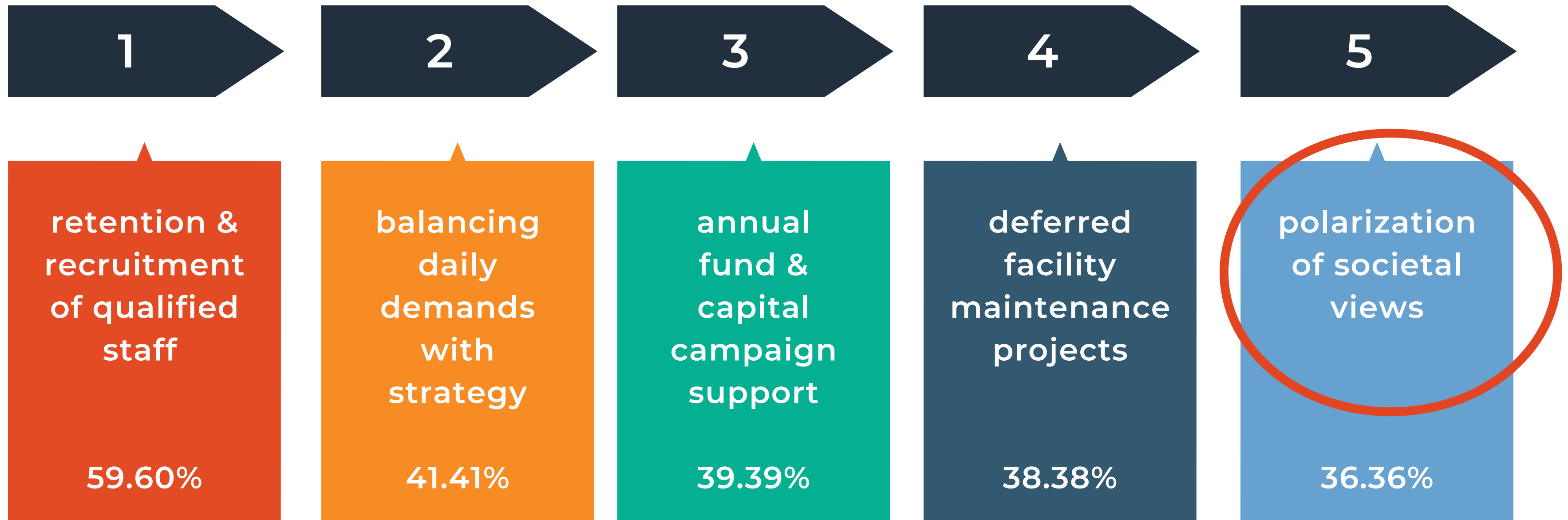
## **Polarity Shift**





# What are the top 5 challenges you are confronting within your school community?

SAIS School Enrollment > 500



SAIS Pulse Survey, 2024

# STATE & JUDICIAL HEADLINES

**4th Circuit Rules Tax-Exempt Status Does Not Trigger Title IX Coverage**

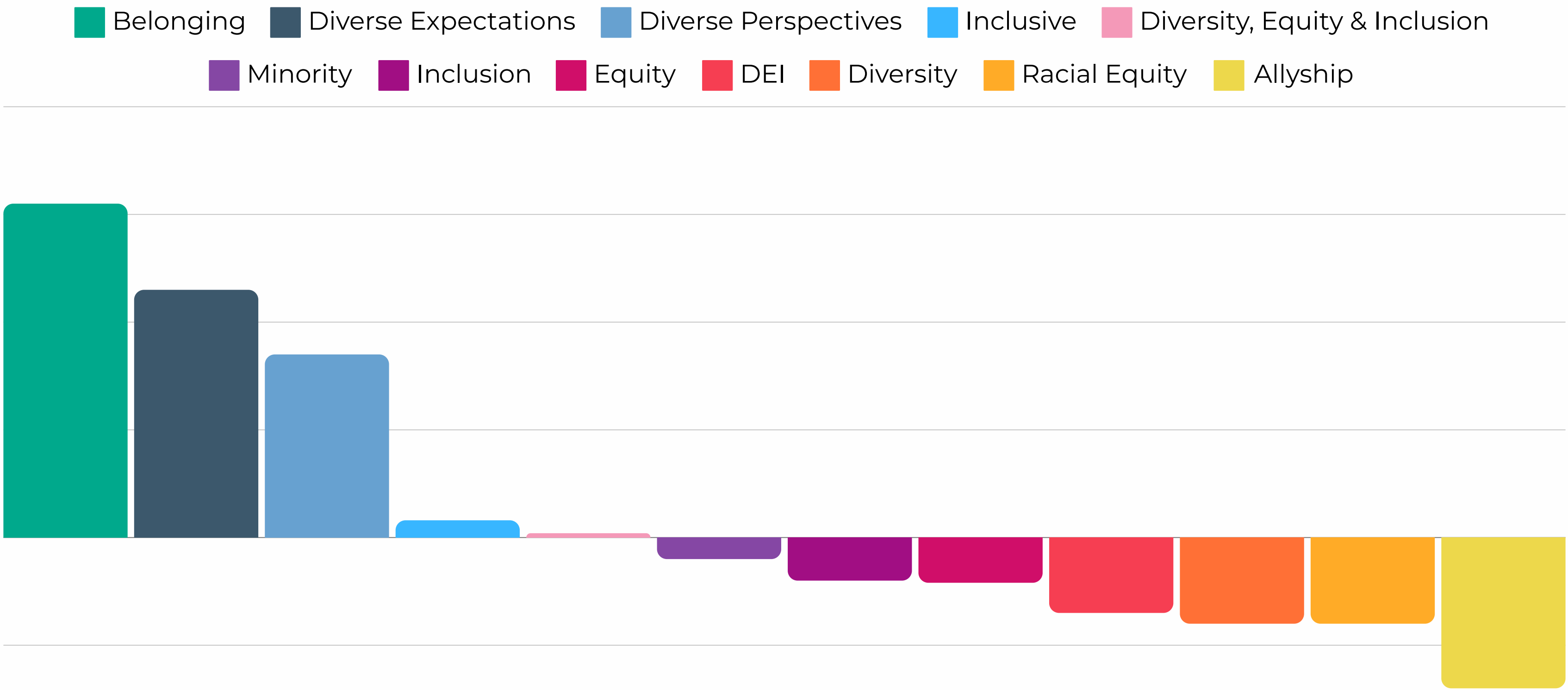
**Ruling Sidesteps Issue of Spending Public Money on Private Schools**

**Appeals Court Splits in Ruling Against Former Charlotte Private School Parents**

**Affirmative Action Ruling May Reshape K-12**

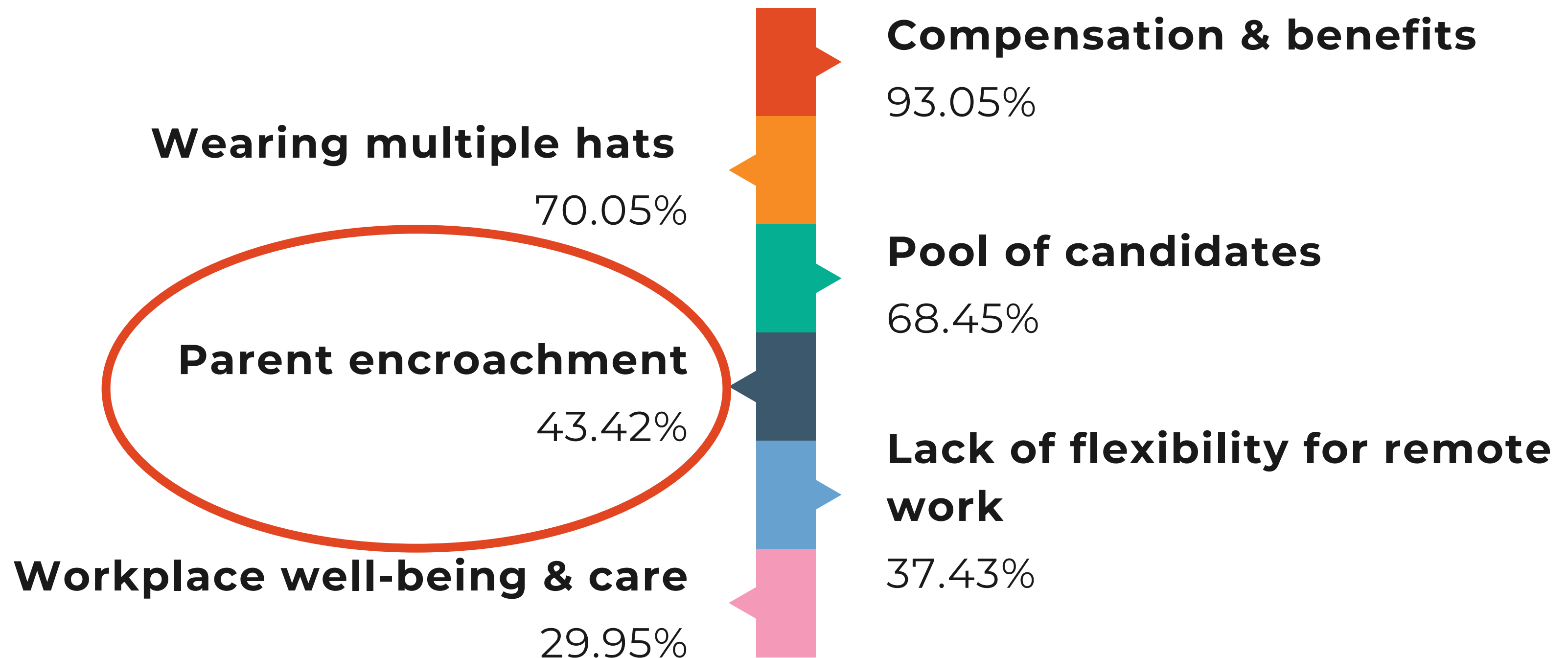
**Independent Schools Prepare for the Federal Overtime Pay Rule**

# How Fortune 100 companies are adjusting their DEI language





# What do you believe are the top barriers to faculty/staff retention and recruitment?



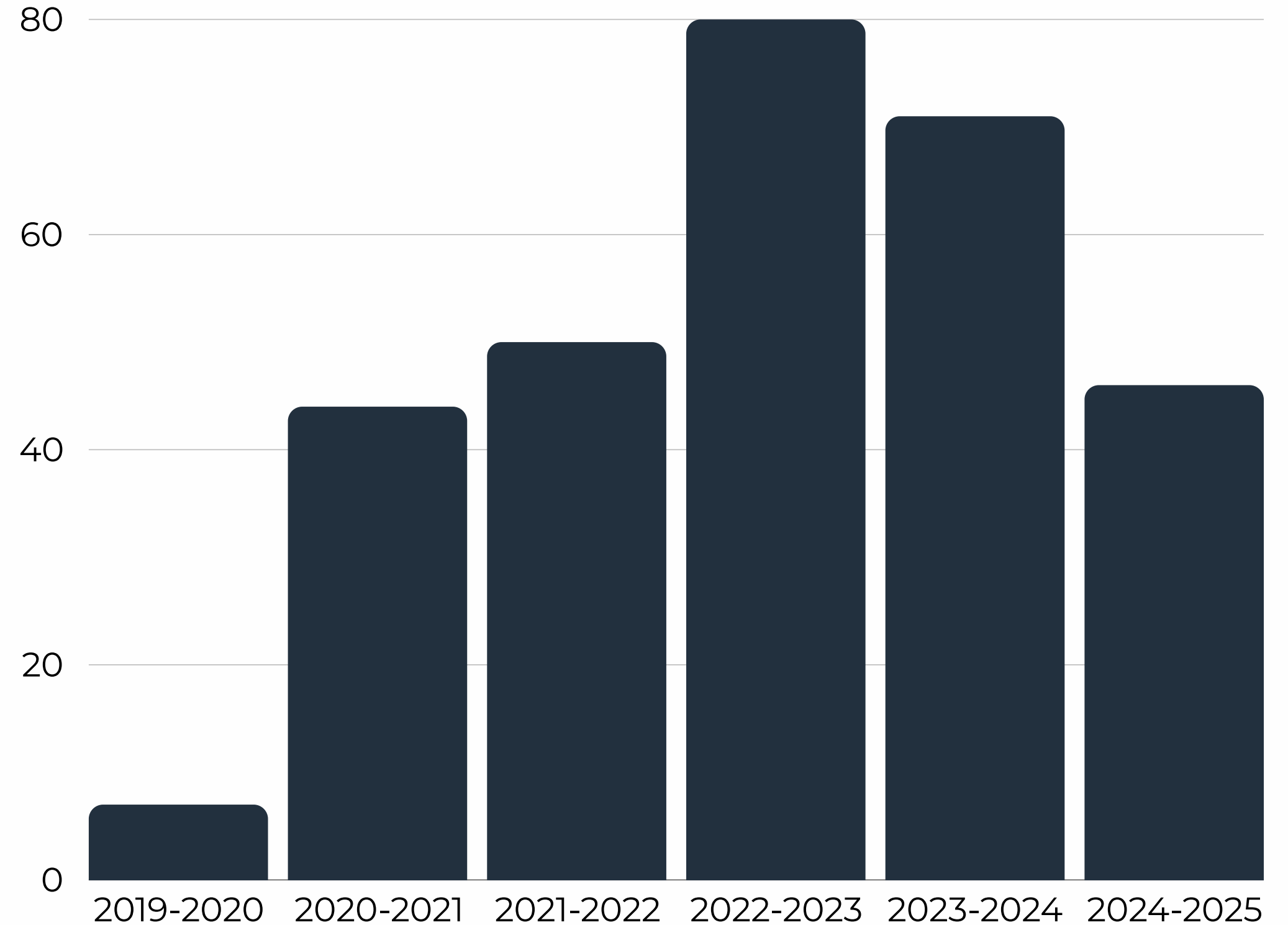
# Do we make a statement?

## Harvard Says It Will No Longer Take Positions on Matters Outside of the University

“Harvard would now avoid taking positions on matters that are not relevant to the core function of the university...In issuing official statements of empathy, the university **runs the risk of appearing to care more about some places and events than others**,” the report said. “And because few, if any, world events can be entirely isolated from conflicting viewpoints, issuing official **empathy statements** runs the risk of alienating some members of the community by expressing implicit solidarity with others. -New York Times, 2024

# Governance Tight Rope

SAIS Head  
Turnover Rates





A collage of various US dollar bills, including \$100 and \$10 bills, with a gold Bitcoin coin placed prominently in the center. The bills are overlapping and slightly tilted, creating a sense of depth. The Bitcoin coin is a gold-colored disk with the Bitcoin symbol (a stylized 'B' with two vertical lines) embossed on it. The background is a mix of the intricate patterns and portraits of the dollar bills.

## 08 Causes over Institutions - Donor Shift





# Donor Shift

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**Eighty-four trillion dollars will pass from one generation to the next through 2045.**

National Association of Planned Advisors, 2022  
CCS Fundraising, 2023



# NEXT GEN DONOR

The rising generations of donors want to give and to create change in a variety of different ways. They see giving to nonprofits as just one option — and often not the best one.

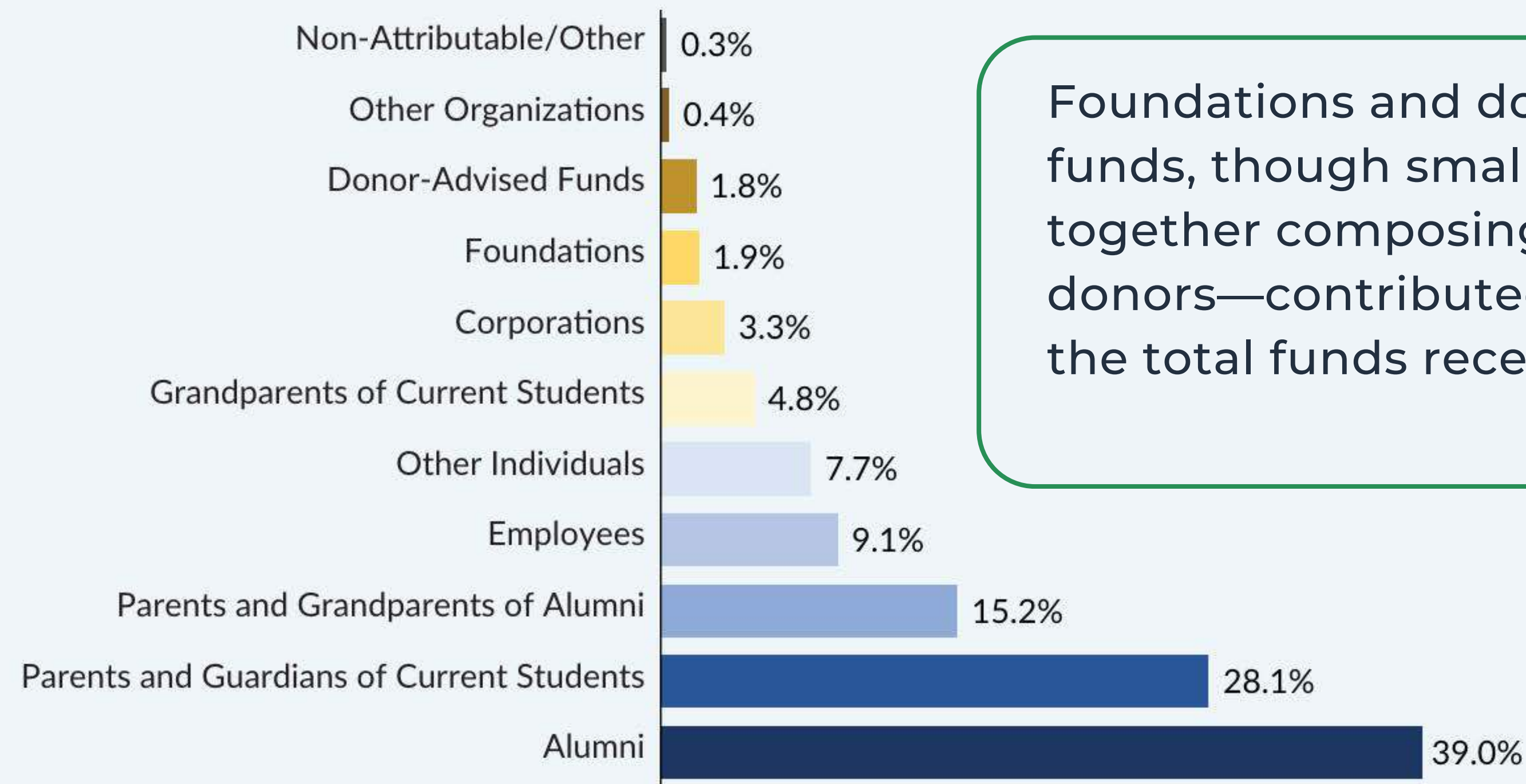
-Johnson Center for Philanthropy

- less interested in giving huge donations to big institutions
- create tangible change in the world
- hands-on, deeply analytical and look for breakthroughs across sectors

The Chronicle of Philanthropy, Who's Up Next? How the Next Wave of Megadonors Will Give, 2024



# PERCENTAGE OF TOTAL DONORS



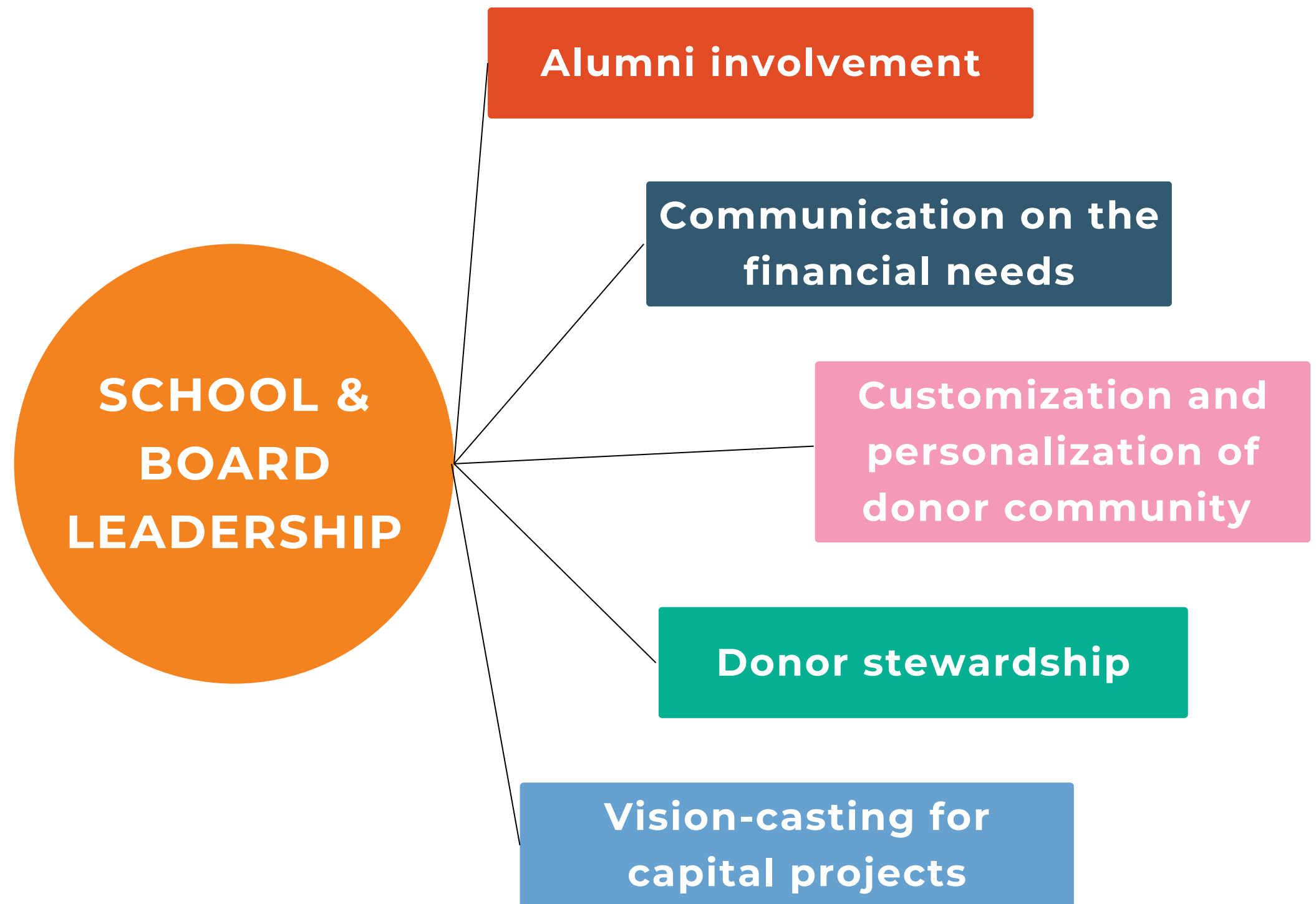
Foundations and donor-advised funds, though small in number—  
together composing only 3.7% of  
donors—contributed 30.6% of  
the total funds received.

-CASE | NAIS

*Note.* Number of schools reporting = 465.

# What are the top areas your school is seeking to build capacity for your fundraising team and school & board leadership?

SAIS Pulse Survey, 2024



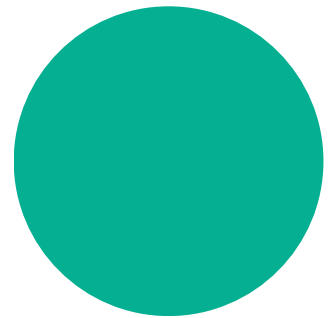


# 09 Safety Is Our Highest Priority - Safety Shift

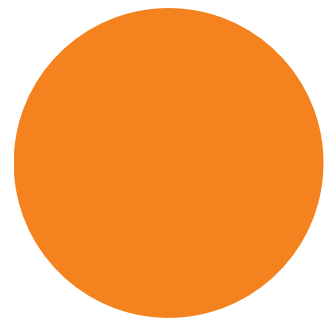




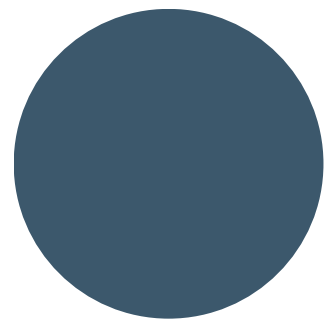
# SAFETY SHIFT



**CYBER  
SAFETY**



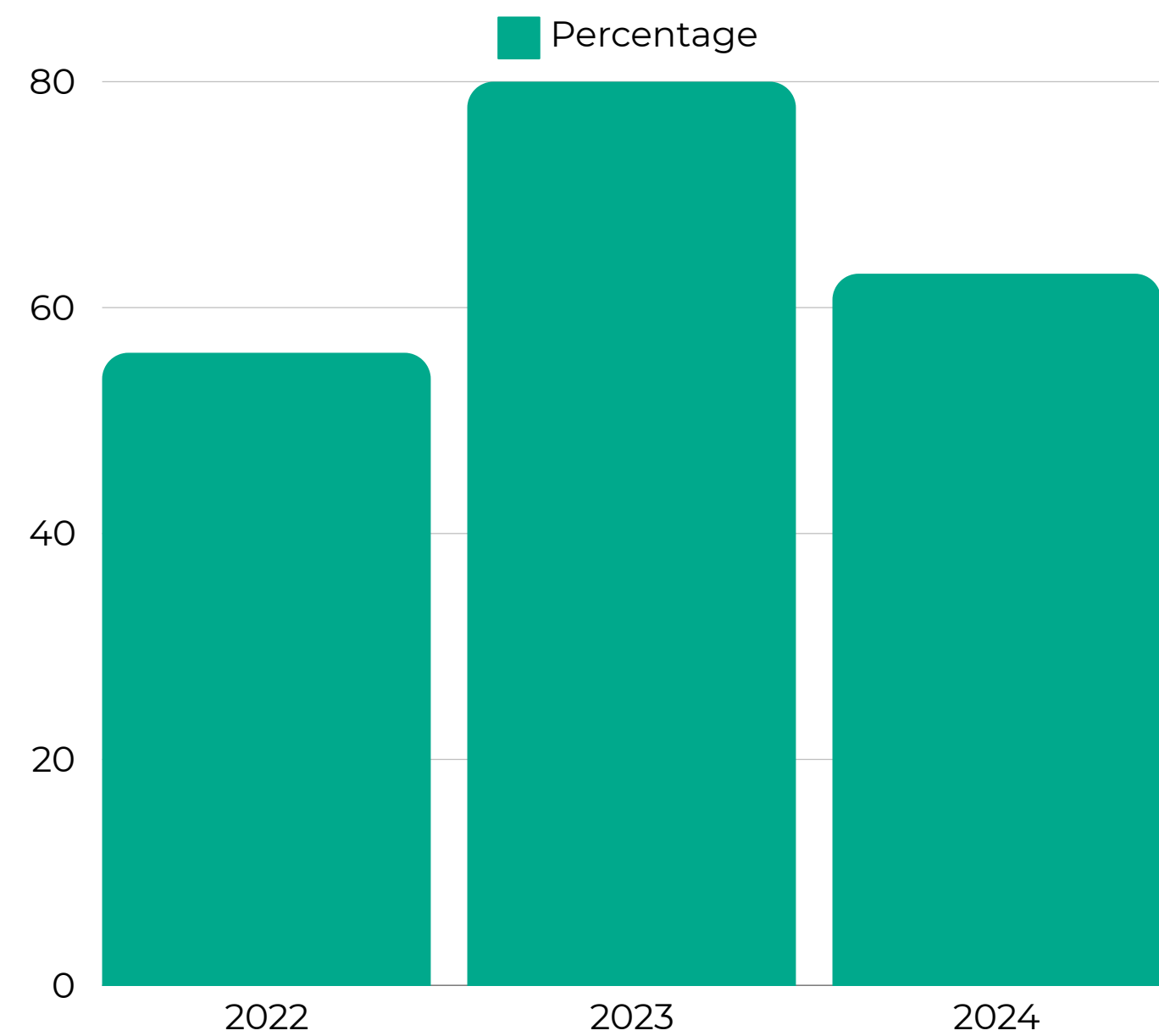
**PHYSICAL  
SAFETY**



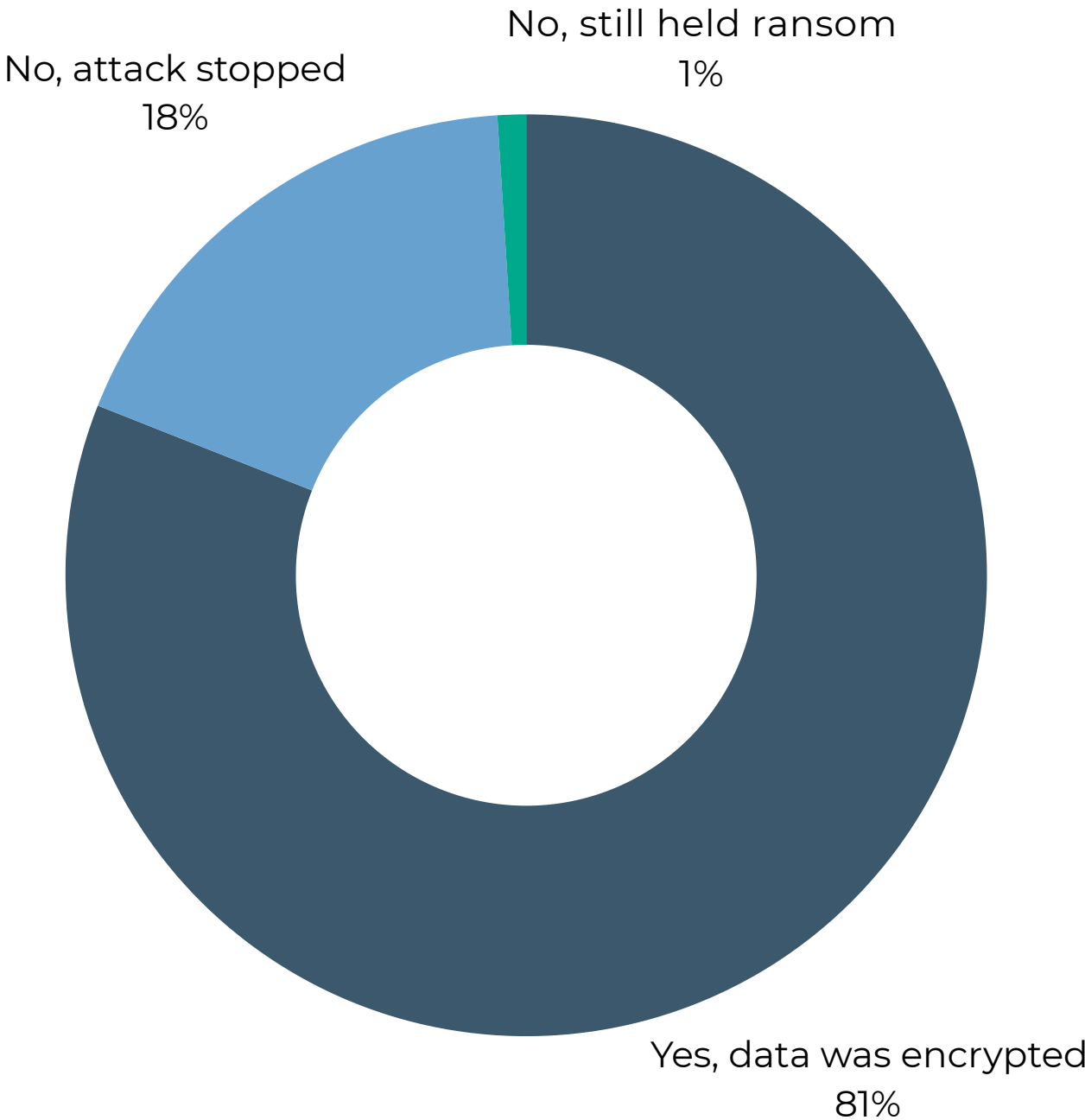
**PSYCHOLOGICAL  
SAFETY**



# In the last year, has your organization been hit by ransomware?



Sophos, The State of Ransomware in Education, 2023



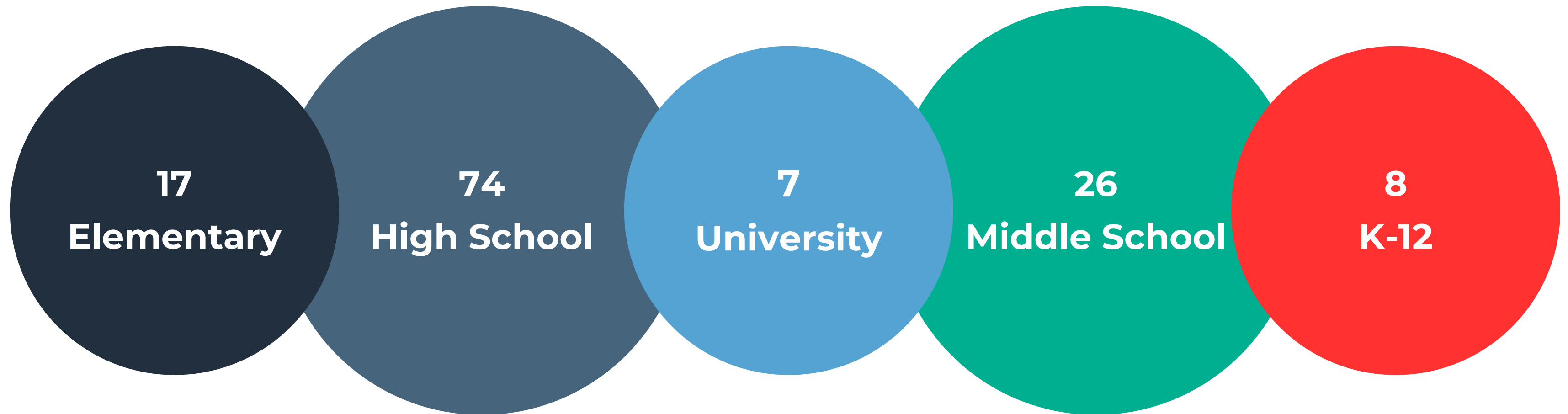


# Which of the following cybersecurity measures do you have in place?



# School Shootings

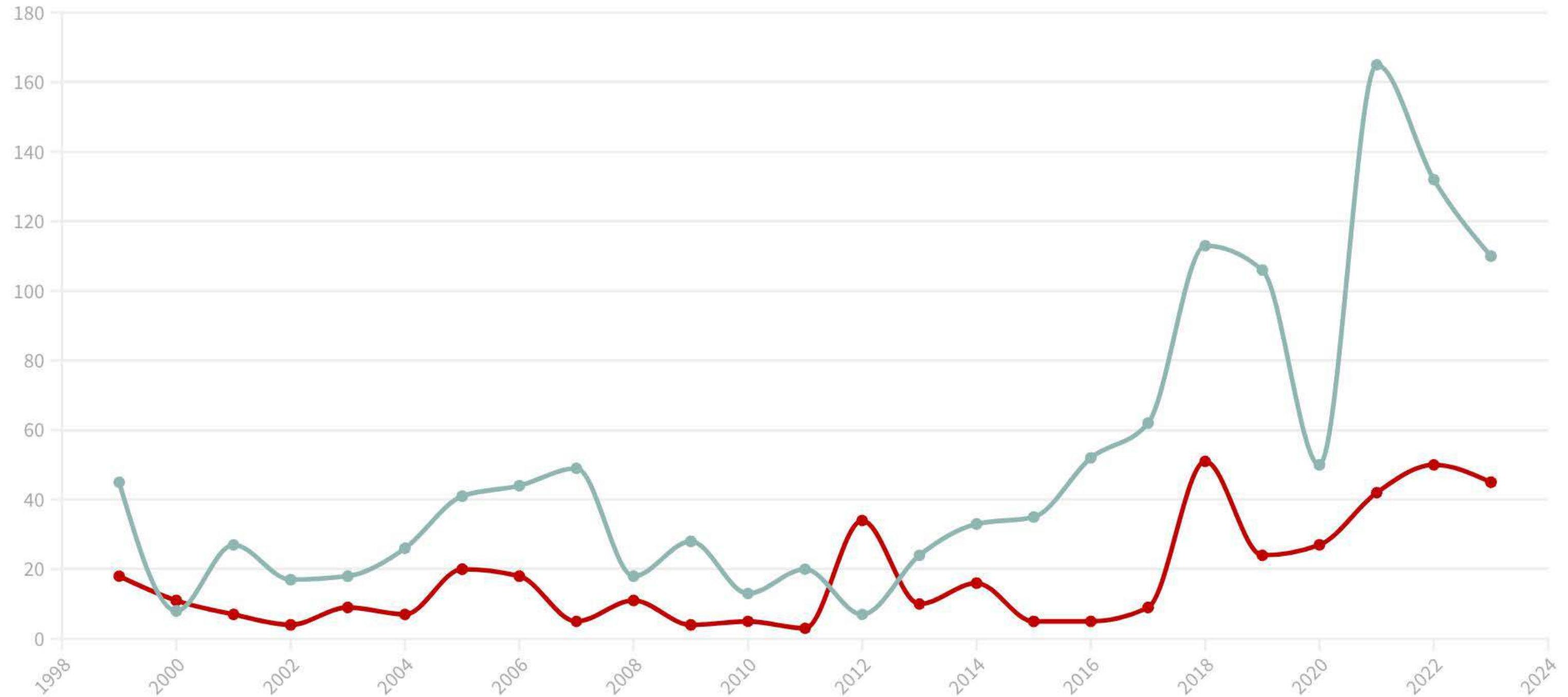
Since Columbine



Security.org, A Timeline of School Shootings Since Columbine, 2024

## Number of shooting victims at K-12 schools 1999-2023

Killed Injured



Source: [Center for Homeland Defense and Security K-12 School Shooting Database \(1999-2022\)](#), [Riedman, David \(2023\). K-12 School Shooting Database](#)



**In October 2022, U.S. Surgeon General Vivek Murthy, MD, released the office's first-ever Surgeon General's Framework for Workplace Mental Health and Well-Being.**

**92%**

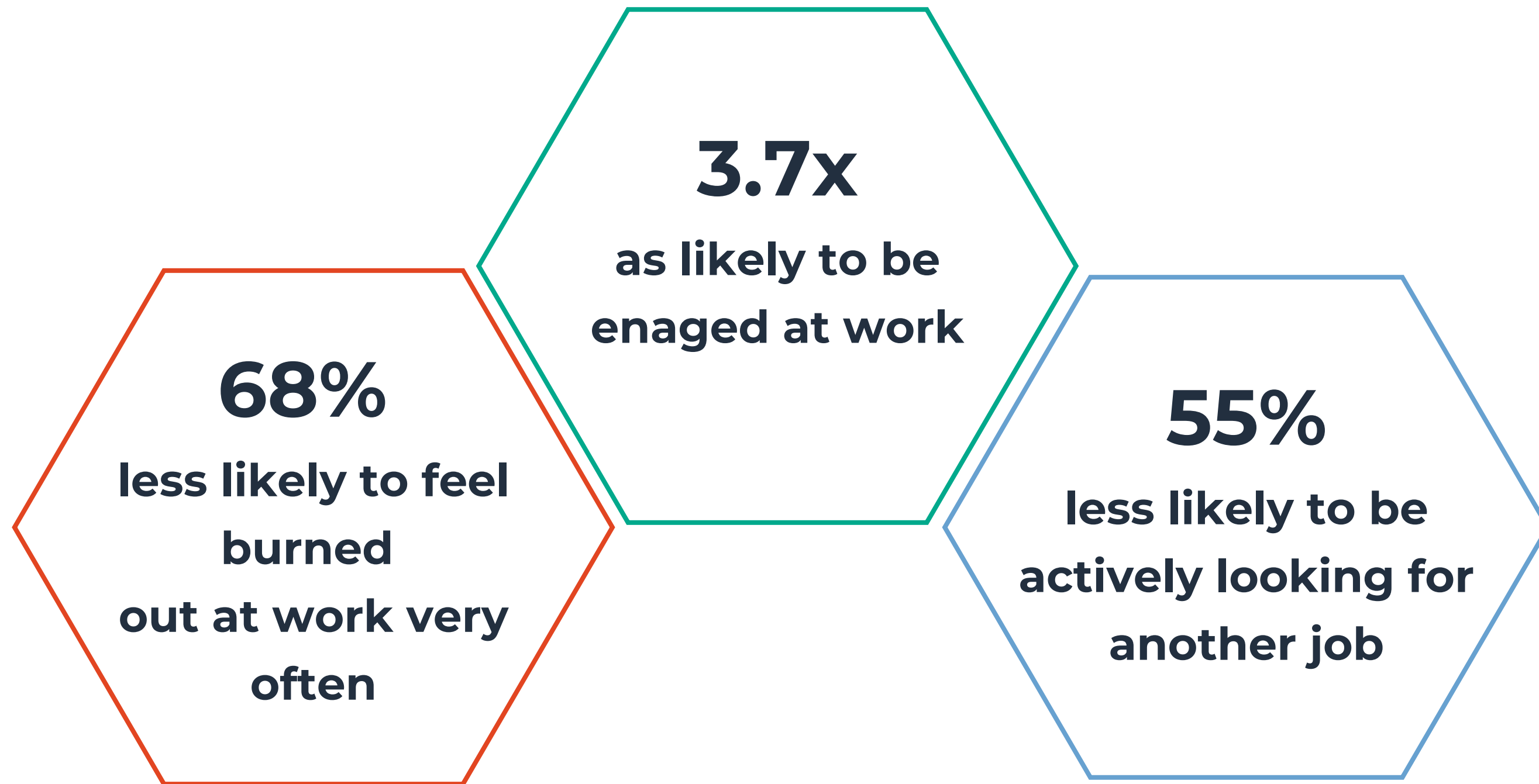
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of workers said it is important to them to work for an organization that values their emotional and psychological well-being.

American Psychological Association,  
Work in America Survey, 2023

# A connection to culture drives professional and personal results.

-Gallup, Culture Index







## **10 Here to There - Leadership Shift**



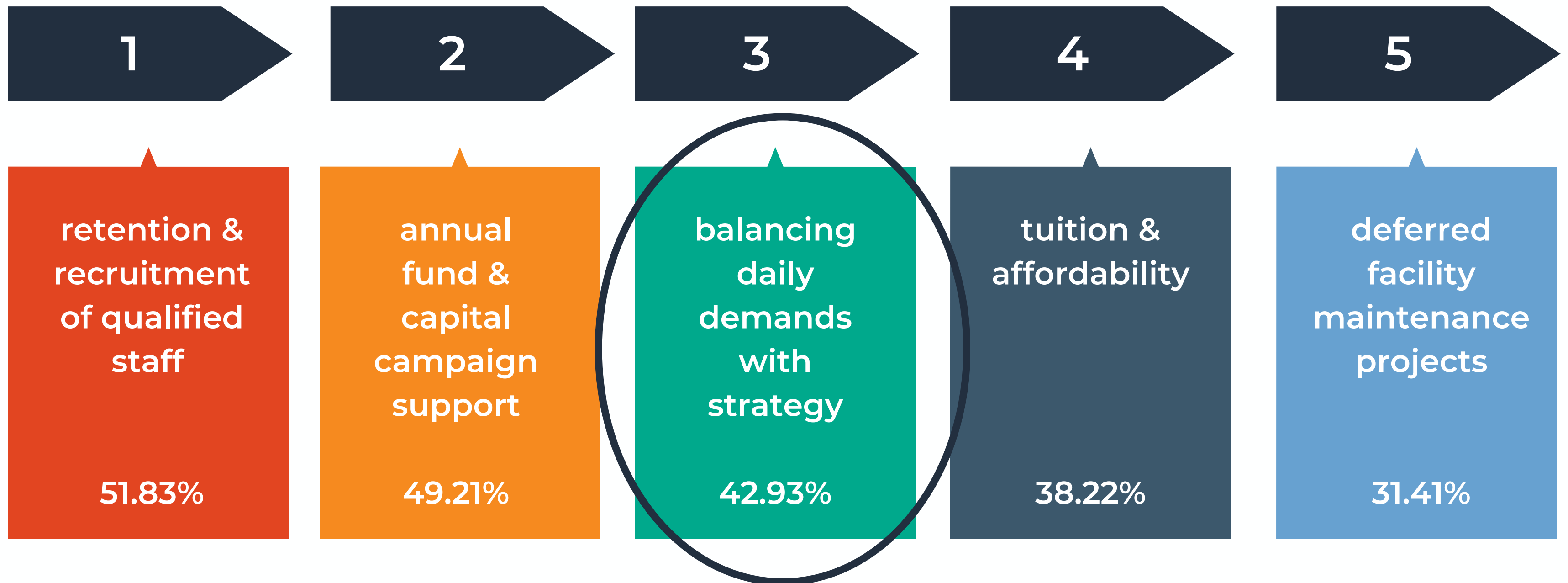


**What got you here  
won't get you there.**

**Martin Goldsmith**



# What are the top 5 challenges you are confronting within your school community?



# CONNECT

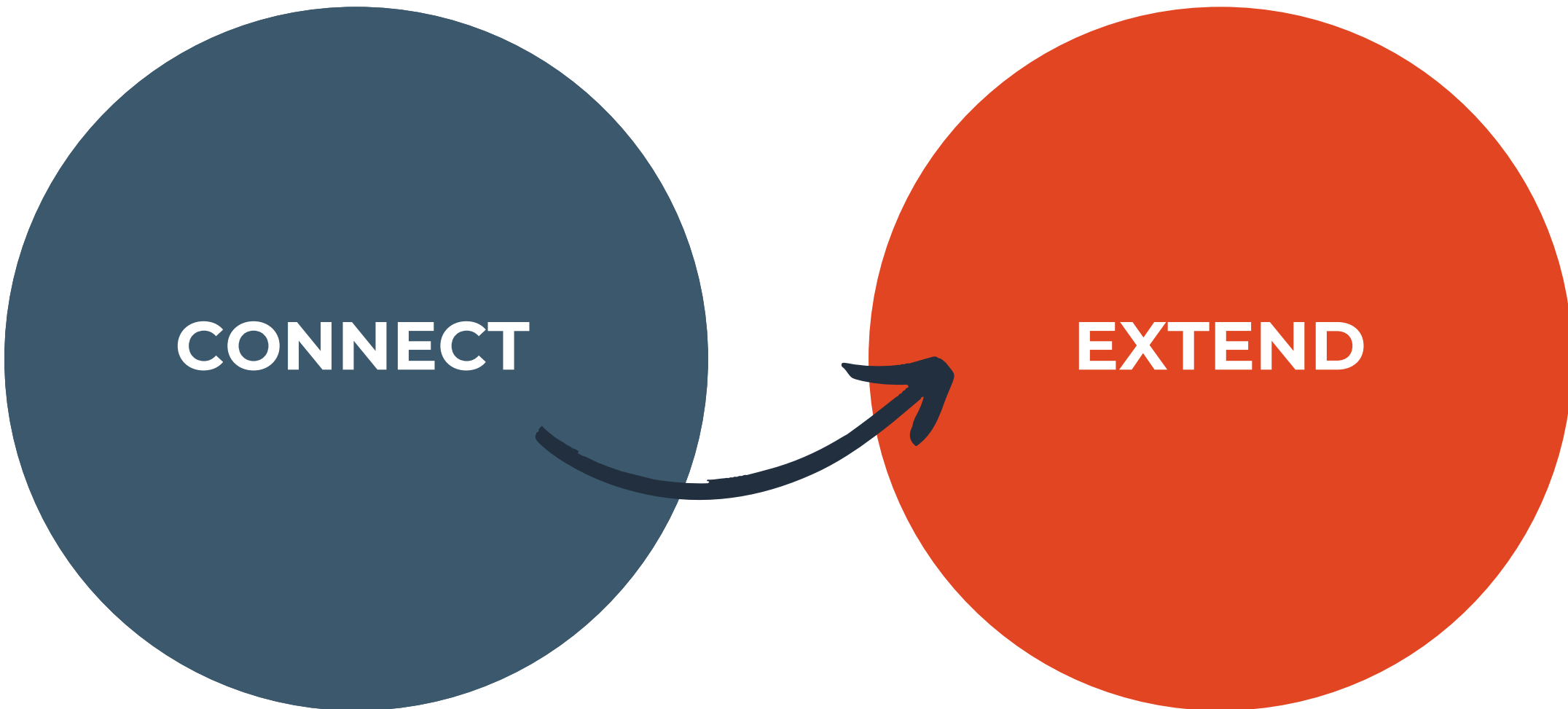
## Weight of the Past

---

- start-up
- turnaround
- accelerate growth
- realignment
- sustaining success







A diagram consisting of two large circles. The left circle is dark blue and contains the word 'CONNECT' in white. The right circle is orange and contains the word 'EXTEND' in white. A dark blue arrow points from the right side of the 'CONNECT' circle to the left side of the 'EXTEND' circle.

**CONNECT**

**EXTEND**

### **Weight of the Past**

---

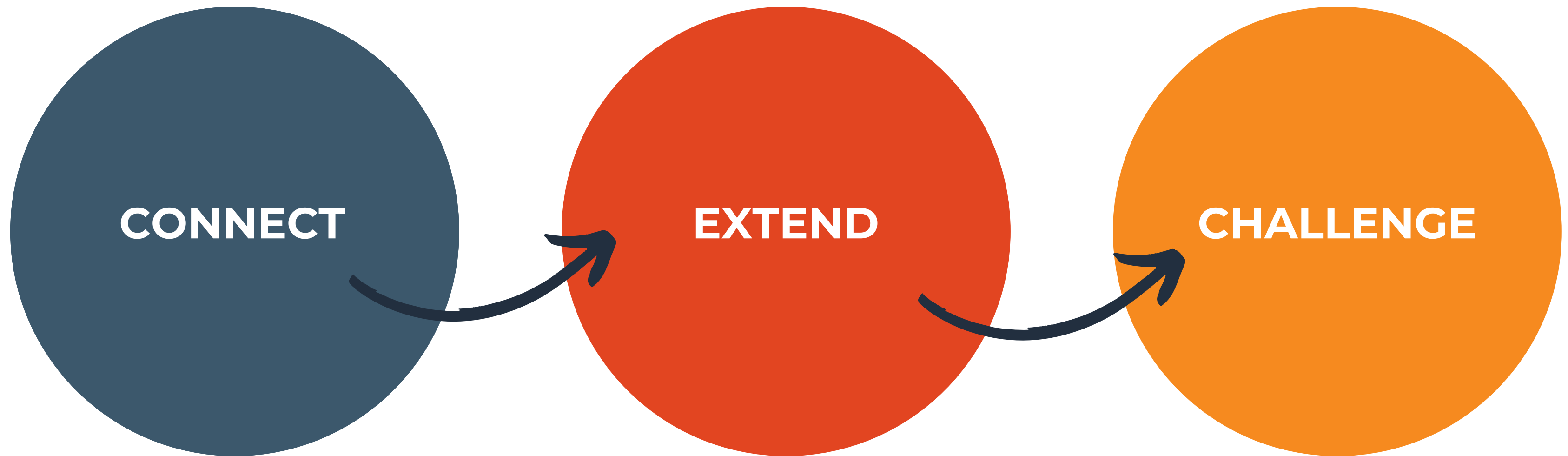
- start-up
- turnaround
- accelerate growth
- realignment
- sustaining success

### **Push of the Present**

---

- what we focus on
- how we organize
- how we get work done
- how we create value
- how we show up





## Weight of the Past

---

- start-up
- turnaround
- accelerate growth
- realignment
- sustaining success

## Push of the Present

---

- what we focus on
- how we organize
- how we get work done
- how we create value
- how we show up

## Pull of the Future

---

- modify
- transform
- disrupt



# 10 Shifts in Education

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Dr. Brett Jacobsen, President