INNOVATION IN INDEPENDENT SCHOOLS
WHAT BOARDS SHOULD BE CONSIDERING

NYSAIS - SEPTEMBER, 2018

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What’s cookin’ in the NAIS Innovation Kitchen?
kitchen.nais.org
Learning and Teaching

Business Model Re-imagination

Ability to Execute

Collaboration

Leadership

Vision

Support

Learning and Teaching

Clarity of Purpose

Common Language

Buy-in from Key Stakeholders

Strategic Innovation
Innovation is a *journey*
Now Town is lovely.
Figure 3: Median Average Day Tuition as a Percentage of Median Household Incomes by Quintiles, 1983–1984 to 2013–2014

Source: NAIS, Financial Operations, Operating Income, DASL
FIGURE 1: Median Tuition at NAIS Day Schools, 2005-2006 to 2016-2017

Source: NAIS, Tuition and Fees, Average Day Tuition, May 2017, Data and Analysis for School Leadership (DASL).
FIGURE 2: Annual Tuition Increases, 2006-2017

NOMINAL INCREASE

<table>
<thead>
<tr>
<th>Year</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007 vs. 2006</td>
<td>6.0%</td>
</tr>
<tr>
<td>2008 vs. 2007</td>
<td>6.0%</td>
</tr>
<tr>
<td>2009 vs. 2008</td>
<td>5.8%</td>
</tr>
<tr>
<td>2010 vs. 2009</td>
<td>4.0%</td>
</tr>
<tr>
<td>2011 vs. 2010</td>
<td>4.0%</td>
</tr>
<tr>
<td>2012 vs. 2011</td>
<td>4.1%</td>
</tr>
<tr>
<td>2013 vs. 2012</td>
<td>4.1%</td>
</tr>
<tr>
<td>2014 vs. 2013</td>
<td>3.9%</td>
</tr>
<tr>
<td>2015 vs. 2014</td>
<td>3.9%</td>
</tr>
<tr>
<td>2016 vs. 2015</td>
<td>4.0%</td>
</tr>
<tr>
<td>2017 vs. 2016</td>
<td>3.8%</td>
</tr>
</tbody>
</table>
Figure 2: NAIS Member Schools by Enrollment Change Category

- High Decline: 20%
- High Growth: 21%
- Moderate Decline: 19%
- Moderate Growth: 39%

Total may not equal 100 due to rounding.
Source: NAIS, Enrollment, DASL

SAMPLE SIZE: 34,534–35,056 STUDENTS*

<table>
<thead>
<tr>
<th></th>
<th>2010–2011</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quintile</td>
<td>11.8%</td>
<td>13.1%</td>
<td>19.1%</td>
<td>26%</td>
<td>30%</td>
</tr>
<tr>
<td>2nd Quintile</td>
<td>9%</td>
<td>9.7%</td>
<td>14.3%</td>
<td>24.3%</td>
<td>42.6%</td>
</tr>
</tbody>
</table>

*Varies by year

Source: SSS by NAIS Financial Aid Processing System
Change in Median Number of Applications, by Grades Served, 2013-2014 to 2017-2018

- Elementary Schools: -7.3%
- Elementary/Middle Schools: -4.4%
- Elementary/Middle/Upper Schools: -0.1%
- Middle/Upper Schools: -0.2%
- Upper Schools: +4.9%

Source: NAIS, Admissions, DASL
Forecast :: What’s the climate in your Now Town?

Use this FORECAST to understand the climate in your own Now Town. Think through trends in each category below and how they might impact your school. What is the forecast for your school?

**YOUR SCHOOL**

What are the trends happening today in your Now Town? What’s the forecast for your school?

<table>
<thead>
<tr>
<th><strong>ECONOMIC</strong></th>
<th>What is your school’s business model?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DEMOGRAPHIC</strong></td>
<td>What do you know about prospective families?</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td>What does equity mean to your school?</td>
</tr>
<tr>
<td><strong>COMPETITION</strong></td>
<td>Who is your school’s competition and why?</td>
</tr>
<tr>
<td><strong>SOCIAL</strong></td>
<td>What are the social trends impacting your students?</td>
</tr>
<tr>
<td><strong>TECHNOLOGICAL</strong></td>
<td>What tech trends impact your students?</td>
</tr>
<tr>
<td><strong>PEDAGOGICAL</strong></td>
<td>What is your school’s learning and teaching philosophy?</td>
</tr>
<tr>
<td><strong>STUDENT HEALTH &amp; WELL-BEING</strong></td>
<td>What is the student health and well-being climate at your school?</td>
</tr>
</tbody>
</table>
How do we get beyond lovely?
We become communities of **mountain climbers**
Innovation is a journey

NowTown
Our Current Reality

1st Ascent
Striving for clarity

Basecamp
Moment of Clarity

2nd Ascent
Prototyping

Summit
Vision

Descent
Implementation

NowTown 2
A New Imperative

Plant your flag.

Second Summit
The Evolution of the Idea
The Jobs-to-Be-Done Method

Two Forces That Promote a New Choice

Business As Usual

Push of the Situation

Struggling Moment

Pull of the New Solution

New Behavior

Habit of the Present

Anxiety of the New Solution

Two Forces That Block Change
Why Do Families Choose Independent Schools?

Job 1
Help me help my child overcome obstacles

Job 2
Help me fulfill my child’s potential in a values-aligned community

Job 3
Help me develop a well-rounded person who will impact the world

Job 4
Help me realize my plan for my talented child

Which jobs do we do best?

© National Association of Independent Schools
Innovation is a **journey** — for the school and for individuals.
Theory of Transformational Education

the people we seek
We match motivated and curious students with compassionate adults who are skilled educators and experts in their disciplines, creating a community with a rich diversity of backgrounds and life experiences to promote the deepest learning.

the catalytic context of UHS
Catalyzed by a climate of inquiry and care, and grounded in the belief that interpersonal relationships are the vehicle for learning, our students go beyond acquiring knowledge to true intellectual engagement, applying what they learn in creative and novel ways. In this setting, students invent and sustain their own vision of success.

our graduates in the World
Supported by a richly interconnected program that integrates social-emotional and academic learning, students develop a clear sense of their own agency and the foundation for a life of "purpose larger than the self." What results is an individual with the skills, knowledge and perspective to confidently and positively engage with the increasingly complex world.
Our Strategic Paths
We are
The Winchendon School | Brooklyn
Innovation is a journey

1st Ascent
Striving for clarity

Basecamp
Moment of Clarity

2nd Ascent
Prototyping

Summit
Vision

Descent
Implementation

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The Evolution of the Idea
THANK YOU!

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A DEEPER DIVE

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Why Do Families Choose Independent Schools?

Job 1: Help me help my child overcome obstacles.

Job 2: Help me fulfill my child’s potential in a values-aligned community.

Job 3: Help me develop a well-rounded person who will impact the world.

Job 4: Help me realize my plan for my talented child.
Job 1: Help Me Help My Child Overcome Obstacles

**JTBD Statement:** When the school is failing my child, either academically or by not providing a safe learning environment, help me find a school that will address those obstacles so I can ensure that my child will not fall further behind and will eventually thrive in school.

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**What this Job is MORE about:**
- Leaving the current school because it is not helping
- Reassuring the parents that the school has the capability to help their child thrive
- The child having had a bad experience in school before
- Solving a problem quickly or addressing the situation immediately
- Preventing the child from falling further behind or continuing to struggle to learn

**What this Job is LESS about:**
- Having a plan or knowing the plan for the child
- Having a school that is close to home (within reason)
- Finding the lowest price option
- Achieving academic excellence in the “traditional sense”
Job 2: Help Me Fulfill My Child’s Potential in a Values-Aligned Community

JTBD Statement: When I have a child who is intelligent and emotionally mature, help me find a school that will ensure my child’s continued growth so he or she will fulfill his or her potential, mature, and be prepared for college.

What this Job is MORE about:
- The child being in an environment that fosters his or her growth
- Providing the child with a meaningful school experience
- Providing the child with a challenge academically and emotionally
- Preparing the child for college and helping him or her mature

What this Job is LESS about:
- Getting the child into the best colleges (Ivy League, etc.)
- Difficulties with learning or troubled situations
- The parents’ desires for their child, regardless of what the child wants
Job 3: Help Me Develop a Well-Rounded Person Who Will Impact The World

JTBD Statement: When a school is focused almost solely on test scores and academic curriculum, help me find a school that will focus on my child’s social and emotional development so I can be sure that my child will be a well-rounded and productive member of society.

What this Job is MORE about:
- Helping the child be a “whole/better person”
- Helping the child integrate into society
- Teaching the child how to act and deal with others who might be different from him or her
- The application of knowledge in the real world through projects, etc.

What this Job is LESS about:
- Focusing solely on academic learning or academic pressures
- Traditional skill-and-drill educational methodology
- Reinforcement of a specific set of values, morals, ethics, etc.
Job 4: Help Me Realize My Plan for My Talented Child

**JTBD Statement:** When my child has talents that must be cultivated and I have a select set of acceptable colleges, help me find a school with an excellent academic program and outstanding reputation so I can ensure that my child gets into one of the select set of schools and fulfills his or her potential.

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**What this Job is MORE about:**
- Getting into the best colleges
- Highly educated and motivated parents who believe education is important for their child
- Schools that have top rankings on a national basis
- The reputation the school has in the local market
- Schools that can demonstrate high matriculation rates to the most selective colleges
- The school being part of the parents’ plans

**What this Job is LESS about:**
- Social and emotional well-being, unless that is required for success
- The child making his or her own decisions
- Having a diverse environment

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The Center for Transformative Teaching and Learning is the bridge between the latest Mind, Brain, and Education Science research and the teaching practice of primary and secondary schools around the world.
The Wang Innovation Center

A 6,000-square-foot collaborative learning space, Western Reserve Academy's Wang Innovation Center is the next step in experiential learning, where WRA students can take ideas from concept to completion with state-of-the-art design and production equipment.

The Wang Center creates opportunities for WRA to transform the learning process, uniting faculty across departments, creating new classes and experiences. It facilitates hands-on learning with electronic, digital and traditional tools that...
A People-centered Transformation Design Studio
What connects classroom Innovations in our schools?
Structured agency is the silent partner.
The power of get out of the way.
Achieving **structured agency** is about designing engaging, meaningful and **appropriate** challenges and then **getting out of the way**.
I'm sorry, that date is unavailable.

Get the regular events...

SELECT EventName, StartTime, EndTime, Events.EventID, 1 as OType, Description, (CAST(CONVERT(char(8), StartTime, 112) AS datetime)) AS StartDate, TypeID, LocName, 0 AS Postponed, 0 AS RainDelay, 0 AS Cancelled, EventTimes.STBA as TBA, '' as Field, '' as Dismissal
FROM Events JOIN EventTimes ON (Events.EventID = EventTimes.EventID AND EventTimes.Deleted = 0)
LEFT JOIN EventType ON (Events.EventID = EventType.EventID AND EventType.Deleted = 0)
LEFT JOIN EventLoc ON (Events.EventID = EventLoc.EventID AND EventLoc.Deleted = 0)
LEFT JOIN Locations ON (EventLoc.LocID = Locations.LocID AND Locations.Deleted = 0)
WHERE '#DateField(ViewDate, "YYYY-MM-DD")#' BETWEEN (CAST(CONVERT(char(8), StartTime, 112) AS datetime)) AND (CAST(CONVERT(char(8), EndTime, 112) AS datetime))
AND Events.Approved = 1 AND Events.Deleted = 0
AND NOT Status
AND Events.Private = 0 AND Events.Hidden = 0
AND (Status AND NOT(SysAdmin OR CalAdmin))
AND Events.Hidden = 0
AND Events.GutterOnly = 0
AND EventType.TypeID IN (8, 25)

UNION

SELECT LvlShort, CASE WHEN Gender = 1 THEN 'Boys' WHEN Gender = 2 THEN 'Girls' WHEN Gender = 3 THEN 'Coed' ELSE '' END ' + SportName + ' vs. ' + OppName as EventName, StartTime, StartTime as EndTime, GameID as EventID, 2 as OType,
Comments AS Description, (CAST(CONVERT(char(8), StartTime, 112) AS datetime)) as StartDate, NULL as TypeID, LocName,
Achieving **structured agency** is about designing engaging, meaningful and **appropriate** challenges and then getting out of the way.
The power of get out of the way.
“Step back... and then... step back again”

Jeff Sandefer
Co-founder - Acton Academy
Agency creates the space for purpose to emerge.
Agency is a gift