

## McREL Quarterly Trend Tracker Catalog

A Quarterly Update on Trends Affecting the Future of Education

Spring 2008

### Background and Purpose of this Document

The future is not predictable, but it is possible to plan and take action today to respond to whatever lies ahead. We make decisions every day based on our perceptions of what will happen tomorrow, next month, or years from now—and our decisions are made stronger by better imagining the possibilities of the future. In 2003, McREL initiated a scenario planning process in order to prepare itself for the uncertain future of education.

Scenario planning is the process of creating stories about possible futures in order to anticipate and prepare for changes beyond one's control. Scenarios do not predict the future, but they do provide a way to identify and manage uncertainties. Scenario planning challenges the current mode of thinking, bringing new insights that drive transformation in organizations and institutions. The eight step process takes stakeholders within an organization or institution from exploration of the drivers of change impacting the external world to identifying a coherent and relevant scenario framework to writing stories about the future reflecting that framework to analyzing their implications for the institution and organization.

The final step in the process involves monitoring the trends as they unfold, over time, to determine the degree to which each scenario plays out in the real world. This document provides a quarterly update of recent trends reflecting the indicators and deep causes underlying each potential scenario. McREL monitors these trends through analysis of news articles, blog discussions, published reports, and other resources to determine the potential directions the future of education might take.

The analysis can be used internally by McREL to support its ongoing strategic planning efforts and externally by other educational and policy leaders interested in monitoring the future of education. The trends are presented based on the four scenarios developed by McREL and published in the 2005 report, *The Future of Schooling: Educating America in 2014*. Figure 1 provides an overview of the scenario framework used and an abstract is provided in each section. Analyses of this quarter's trends follows along with an outline of the key trends noted in various news articles and so forth. The trends are tracked based on the indicators identified by the scenario planning team that would demonstrate progression or movement from where the team found themselves in 2005 and today. Figure 2 provides an overview of the key indicators McREL looks for to track movement within each of the scenarios. A complete listing of the key trends tracked from 2006 through Spring 2008 can be found in Appendix A-D.

Figure 1: Overview of the McREL Scenario Framework

McREL Scenario Framework

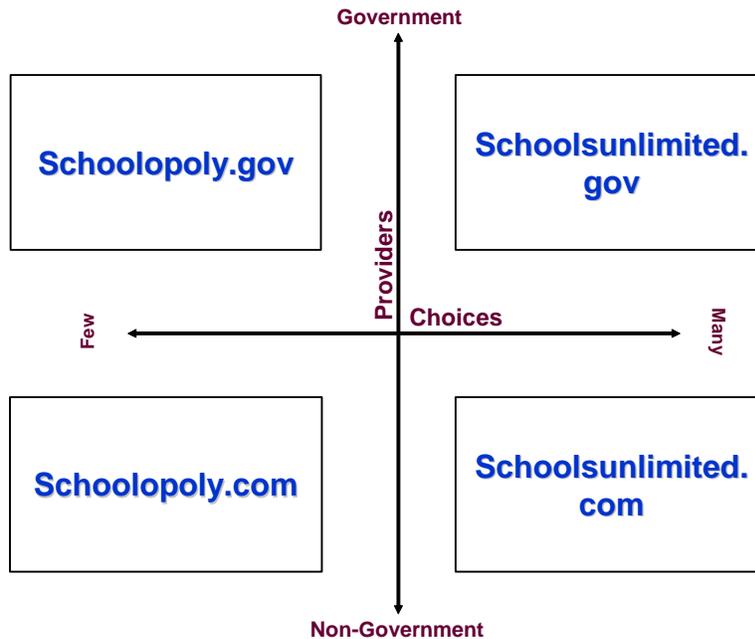
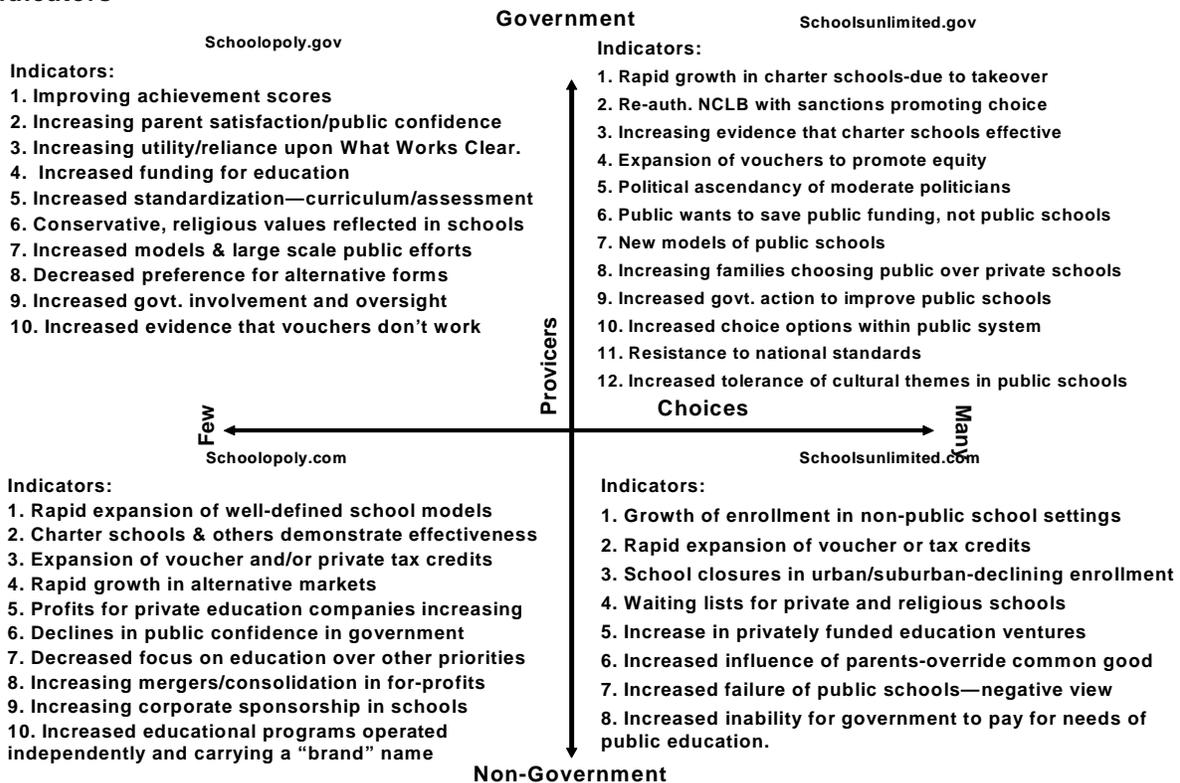


Figure 2: Key Indicators to Track Trends within Each Scenario

Indicators

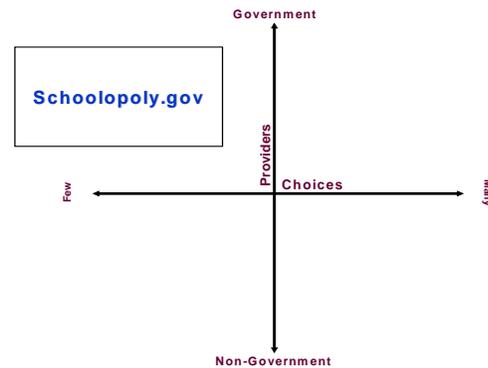


# SCHOOLPOLY.GOV

## “The More Things Change”

### Abstract of Schoolopoly.gov

This is a world in which public institutions are the key providers of schooling and offer limited choices to parents and students. In this world, the federal government exercises extensive control over schooling and the programs schools use to maintain levels of achievement. A high value is placed on conformity to federal guidelines and expectations.



### Analysis of Recent Trends toward Schoolopoly.gov

The majority of activity in this quadrant can be characterized as a general movement away from the .com hemisphere. Articles have been collected for this quadrant that give evidence about the weakness and failings of choice schools to deliver on achievement. Note, however, that other studies collected on school choice that relate to other quadrants may reach different conclusions, reflecting the inconsistency of findings about school choice across a large body of studies. Generally, this quadrant continues to represent satisfaction with government authority over traditional schooling and is largely composed of calls for national standards and assessment.

A complete list of the key trends tracked for Schoolopoly.gov from 2006 through Spring 2008 can be found in Appendix A.

### Key Indicators of Schoolopoly.gov

#### **Increased evidence that voucher and/or charter schools do not yield better academic results**

- Choice May Not Improve Schools, Study Says (Milwaukee Journal Sentinel, 10/23/07)
- Does KIPP provide a solution to the problems of urban education (eduwonkette.com; 10/18/07)
- Public vs. private study compares outcomes for urban students (Ed Week; 10/16/07)
- Do KIPP schools have a positive effect on their students' achievement? (eduwonkette.com; 10/14/07)
- Voucher program puts DC kids at risk, study says (Wash Post; 10/11/07)
- Milwaukee vouchers (Ed Week; 10/9/07)
- Public, private school students achieve equally when backgrounds considered, study finds (Ed Week; 10/9/07)

#### **Decreased preference for alternative forms of schooling**

- Ohio lawsuits revive long-standing clash over states' charters (Ed Week; 10/16/07)
- Most Utahns opposed to vouchers (Ed Week; 10/10/07)

#### **Increased Government involvement & oversight in education**

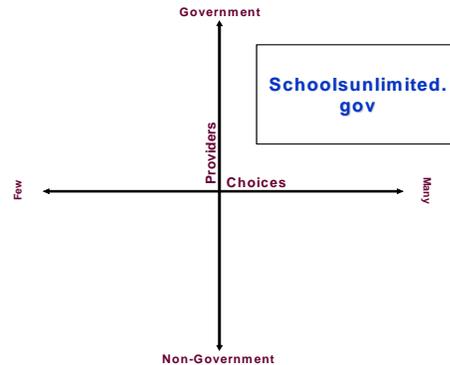
- Ban on union payroll deductions for political activities overturned (Ed Week; 10/16/07)

# SCHOOLSUNLIMITED.GOV

## “What Doesn’t Kill You”

### Abstract of Schoolsunlimited.gov

In this scenario, government has strong control over the education market, which offers many choices for schooling to parents and students. Parents are the primary audience for schools as they seek to enroll their children in schools/programs most closely aligned with their aspirations for their children and their personal values.



### Analysis of Recent Trends toward Schoolsunlimited.gov

This quadrant continues to be very active. Recent interesting activity centers around movements to stop government micro-management of districts and instead give leeway to accomplish government-established outcomes. On the face of it, this seems to be an effort to maintain government authority over schooling while accommodating choice and flexibility – a happy compromise between government provision and public choice?

Evidence about continuing public support for keeping public dollars in public schools, and a critical analysis of apparent bias among education think tanks toward education privatization, are additional interesting additions to this quadrant. On the whole, this quadrant continues to support the PDK/Gallup Poll of Public Attitudes (PDK, 9/1/07) findings that the public has confidence in public schools but wants a bit of independence with their governance.

#### Key Indicators of Schoolsunlimited.gov

##### **Rapid growth of charter schools, most likely created by takeover of failing schools**

- Hands-on learning (Ed Week; 10/9/07)

##### **Increasing public confidence in government and new models of public schools.**

- The privatization infatuation (Ed Week; 2/19/08)

##### **Increased federal, state, local action to improve public schools and introduce new models of public schools (innovation)**

- School-freedom bill gains support (The Denver Post; 2/22/08)
- Voluntary online-teaching standards come amid concerns over quality (Ed Week; 2/29/08)
- States eye looser rein on district (Ed Week; 3/4/08)
- Public vs. private study compares outcomes for urban students (Ed Week; 10/16/07)
- Public, private AP students achieve equally when backgrounds considered (Ed Week; 10/9/07)

A complete list of the key trends tracked for Schoolsunlimited.gov from 2006 through Spring 2008 can be found in Appendix B.

### Key Indicators of Schoolsunlimited.gov (con't)

#### **Shifting public and political debate toward saving public funding of schools, rather than saving public schools**

- Most Utahns opposed to vouchers (Ed Week; 10/10/07)
- Milwaukee Vouchers (Ed Week; 10/9/07)
- Voucher program puts DC kids at risk (Wash Post; 10/11/07)

#### **Resistance to National Standards, but support for strong govt. oversight in education**

- Money withheld from 7 schools (Milwaukee Journal Sentinel; 9/29/07)

#### **Increased tolerance of religious and cultural themes in public or charter schools**

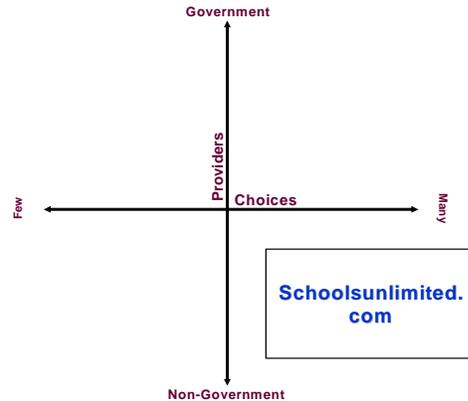
- State department urged to shut Saudi school for teaching intolerance (Wash Post; 10/19/07)

# SCHOOLSUNLIMITED.COM

“If You Want Something Done Right”

## Abstract of Schoolsunlimited.com

In this world, government has limited or no control over the education market, which offers many choices to parents and students. Education has become a cottage industry, characterized by teaching co-ops, home-schooling, and neighborhood or community-based programs.



## Analysis of Recent Trends toward Schoolsunlimited.com

Activity in this quadrant seems to represent general dissatisfaction with NCLB and education funding. While there are only four additions to this quadrant, probably no one would argue that they represent a commonly expressed belief that schools which fail to meet the provisions of NCLB are not given sufficient resources to improve, and that the elements of NCLB which relate to underperforming schools need serious work. Taken as a whole, however, there is little *new* movement in this quadrant.

A complete list of the key trends tracked for Schoolsunlimited.com from 2006 through Spring 2008 can be found in Appendix C.

### Key Indicators of Schoolsunlimited.com

**Rapid expansion of voucher and/or private school tax credit programs (or loopholes allowing parents to make 'tuition donations' to church-based schools)**

- Bush asks for \$300M for non-public schools (Ed Daily; 1/30/08)

**Increasing Inability of Government to Pay for Needs of Public Education**

- Budget woes have several states scrambling to make ends meet (Ed Week; 10/5/07)

**Increased failure of public schools and public's negative view of public schools**

- Failing schools strain to meet U.S. standard (NY Times; 10/16/07); NCLB restructuring found ineffectual in California (Ed Week; 2/14/08)

**Increasing influence of parents on schools (overriding the common good)**

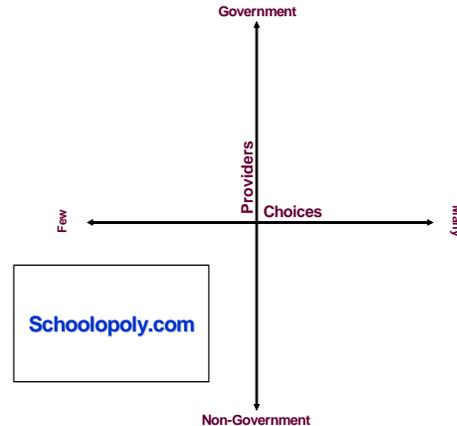
- A move builds to outlaw strikes by PA teachers (Phil. Inquirer; 10/16/07)

# SCHOOLPOLY.COM

## “Where an 800-pound Gorilla Sleeps”

### Abstract of Schoolopoly.com

In this scenario, private institutions are responsible for schooling the vast majority of children, yet offer limited choices to parents. Strong federal presence and intervention in education is a failed strategy. As a result, strategic alliances have formed between providers of education programs, products and services which now dominate the market. Organizations that prosper have either become 800-pound gorillas, or have allied themselves with one.



### Analysis of Recent Trends toward Schoolopoly.com

Activity in this quadrant hints at gorilla cooperation rather than gorilla domination. Brand name players like KIPP and universities such as the U. of Chicago don't seem to be bucking the .gov model. Rather, they seem to be searching for ways to operate within the .gov model by developing test-preparation software, for example, or establishing grow-your-own-university-student charter schools. Questions about scalability continue to plague gorilla players, leading to lack of strength in this quadrant.

A complete list of the key trends tracked for Schoolopoly.com from 2006 through Spring 2008 can be found in Appendix D.

### Key Indicators of Schoolopoly.com

#### **Expansion of Well-Defined School Models and Programs that are Operated Independently, Carrying a "Brand" Name**

- Hands-on learning (Ed Week; 10/9/07)

#### **Charter schools' or public school alternatives' demonstration of effectiveness**

- Do KIPP schools have a positive effect on their students' achievement (eduwonkette.com; 10/14/07)

#### **Profits posted by private education companies leading to an influx of capital needed to support the development and expansion of private models**

- For-profit company teaches to test (The Oregonian; 2/18/08)

#### **Continued declines in public confidence in government's ability to solve problems**

- Failing schools strain to meet US standard (NY Times; 10/16/07)

#### **Continued declines in public concern about education (other concerns--e.g., health care, war, surface as priorities)**

- Budget woes have several states scrambling to make ends meet (Ed Week; 10/5/07)

# Synthesis of Trends Over Time

## Where are we in the scenario matrix after one year of tracking trends?

Taken together, the trends that have emerged and played out in the four quadrants of our scenario matrix paint a comprehensive picture of forces which have been driving change in education, as well as the direction of change relative to our critical uncertainties. This reflection on our trend tracking over time adds understanding to our current place in our scenario matrix as well as insight into new drivers and uncertainties as we begin to review our scenarios. This section makes general observations about movement in our current matrix and attempts to mark our place in the world as reflected in our scenarios.

### *Meta-trends in the matrix*

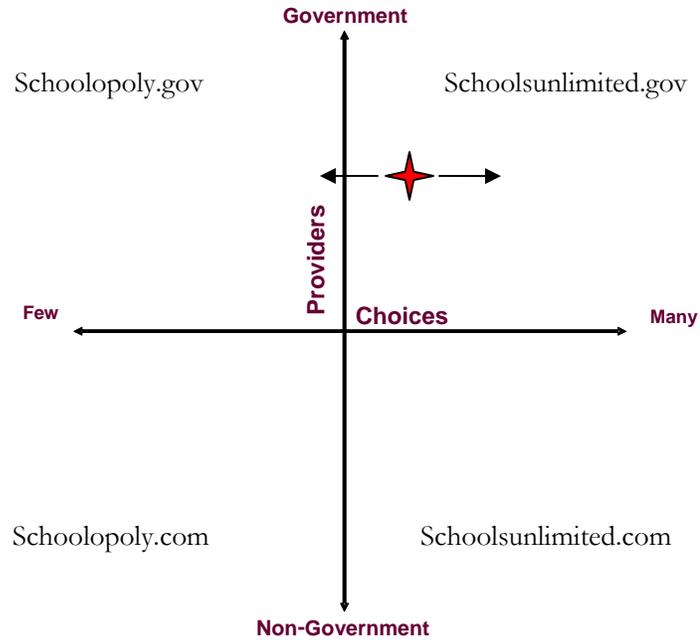
Having observed and tracked trends for a bit over a year, schoolopoly.com seems less and less likely as parents seem to be relatively pleased and patient with government efforts to provide choice. Schoolsunlimited.com remains appealing for those who are uncomfortable with government-provided models of schooling. Residents in this quadrant, however, are more and more becoming ‘outliers,’ or those (relatively few) who have deeply-held personal reasons for avoiding .gov schools. Despite a core contingent of .com faithful, by and large we seem today to be well north of the .com worlds.

Examining the .gov worlds, tension remains between the call for national standards and the call for choice. Studies seem to show that charter and other choice schools do not deliver scalable achievement benefits – a conclusion which trends toward schoolopoly.gov. On the other hand, such studies also can be seen to support the context-specific success of some school choice models, and therefore to support the proliferation of *more* choice in a world of education which must be customizable to achieve results for all – i.e. schoolsunlimited.gov. Double-sided conclusions such as these are still common in the .gov worlds, leading us to conclude that this uncertainty hasn’t yet resolved.

There is a trend that may give insight into the resolution of this tension, however. The notion of “supported choice,” or schools that retain characteristics of government provision but which are freed from some governance restrictions, has taken hold, though the long-term palatability of the notion has not yet been resolved. One scenic interpretation of this trend is that state and national governments recognize that choice is inevitable and they want to retain a measure of control before the horse leaves the barn entirely. If this is so, a whole new realm of uncertainties may develop in terms of standards, partnerships, and accountability structures. For example, will common (i.e. national) standards be the acceptable compromise to allow free-rein in the accomplishment of those standards at the school/district level? Will a new accountability structure be needed to accommodate multiple school models? Will traditional players be steamrolled by ‘free-rein’ governance, or will new partnerships among unions, universities, and alternative providers develop?

In summary, this is a, “Where are we today?” placement in the scenario matrix that represents a synthesis of trends to date:

**McREL Scenario Framework**



## Appendix A: Trends Toward Schoolopoly.gov, 2006 through Spring 2008

| Scenario        | Indicators  | Quarterly Trends  |   |   |  |  |
|-----------------|---|---|---|---|--|--|
|                 |   | 2006  | Winter 2007   | Spring 2007   | Summer 2007  | Spring 2008  |
| Schoolopoly.gov | 1. Improving achievement scores at the state, national, and int'l levels          |   |   |   |  |  |
|                 | 2. Decreased state and local resistance to NCLB                                   |   |   |   |  |  |
|                 | 3. Increasing parent satisfaction with schools on the Gallup/PDK annual survey    |   |   |   | The 39th Annual PDK/Gallup Poll of the Public's Attitudes Toward the Public Schools (PDK; 9/1/07)  |  |
|                 | 4. Increasing utility of and reliance upon the What Works Clearinghouse           |   |   |   |  |  |
|                 | 5. Level or increased federal funding for education                               | K-12 spending outpaces Medicaid in state budgets (Ed Week; 8/15/06)   |   |   |  |  |
|                 | 6. Increasing standardization of statewide assessment programs                    | National School Testing Urged (Wash Post; 9/3/06); Fordham Pushes National Standards (Ed Week; 9/1/06); National Standards Closer to Reality in Reauthorization (Ed Daily; 3/19/06) | The Case for National Standards (Ed Week; 3/5/07); National standards urged for math, science teachers (Ed Week; 2/26/07); NCLB panel calls for federal role in setting national standards (Ed Week; 2/13/07); A Bad Report Card (NY Times; 2/2/07); New Bills Prod National Standards (1/9/07); Conservatives Call for National Education Curriculum (NPR; 1/1/07) | 9 states to give common math test (USA today; 4/10/07); State Lawmakers Weigh Issue of National Standards (Ed Week; 4/24/07); State Schools Chiefs Weigh Issue of National Standards (5/1/07) | NE to Add Uniform Statewide Math Tests (Ed Daily; 6/6/07); State Proficiency Expectations Vary Widely (ED Daily; 6/8/07); ISTE unveils new national educational technology standards (Edutopia; 7/12/07); Policymakers Ponder National Data System (Ed Week; 7/13/07); A Turn Toward National Standards (CQ; 9/11/07); |  |
|                 | 7. Conservative religious values are increasingly reflected in the public schools | Southern Baptists Urge School Board Activism, Off-Campus Bible Study (Ed Week; 6/16/06)   |   |   |  | What about Religious Charter Schools? (Ed Week; 6/18/07) |

Schoolopoly.gov (continued)

Schoolopoly.gov

|   |  |  |   |   |   |
|---|--|--|---|---|---|
| 8. Increasing public confidence in government and public schools                                | Boomers answer call to service (Stateline.org; 12/13/06) |  | Voucher Foes Win a Round (Deseret News; 5/1/07)         | The 39th Annual PDK/Gallup Poll of the Public's Attitudes Toward the Public Schools (PDK; 9/1/07)   |   |
| 9. Increased models of public schooling & large-scale schooling services                        | Doors open to schools on net (AK Gazette; 9/7/06)        |  | Rigor at Risk (ACT; 5/8/07)                             | Quest for seamless system leads Governors to seek new education authority (Ed Week; 7/17/07); Virtual Schools (Ed Week; 9/17/07)  |   |
| 10. Decreased preference for alternative forms of schooling                                     | Charters Harder to Get than Before (Ed Week; 5/10/06)    |  | Kilpatrick School Plan Opposed (Detroit News); 5/15/07; | Legislative Wrap Up (6/5/07); Sanford Vetoes Plan for Open Enrollment (The State; 6/23/07); Policymakers ponder national data system (Ed Week; 7/13/07); The 39th Annual PDK/Gallup Poll of the Public's Attitudes Toward the Public Schools (PDK; 9/1/07); Waiting for the Tipping Point (Ed Week; 9/4/07) | Ohio lawsuits revive long-standing clash over states' charters (Ed Week; 10/16/07); Most Utahns opposed to vouchers (Ed Week; 10/10/07)             |
| 11. Increased Government involvement & oversight in education                                   |  |  | ME Lawmakers Wrestle with Consolidation Plan (5/8/07)   | Policymakers ponder national data system (Ed Week; 7/13/07); Quest for seamless system leads Governors to seek new education authority (Ed Week; 7/17/07); 5 Charter Schools Lose History-Curriculum Suit (AZ Republic; 8/8/07) Ohio AG to Sue Charters (Ed Week; 9/14/07);                                 | Ban on union payroll deductions for political activities overturned (Ed Week; 10/16/07)   |
| 12. Increased evidence that voucher and/or charter schools do not yield better academic results |  |  |   | Evaluation of DC Vouchers Finds No First-Year Academic Edge (Ed Week; 7/17/07)  | Choice may not improve schools, study says (Milwaukee Journal Sentinel, 10/23/07); Does KIPP provide a solution to the problems of urban education? |

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|--|--|--|--|--|--|--|
|  |  |  |  |  |  | <p>(Eduwonkette.com; 10/18/07); Public vs. private study compares outcomes for urban students (Ed Week; 10/16/07); Do KIPP schools have a positive effect on their students' performance? (eduwonkette.com; 10/14/07); Voucher program puts DC kids at risk, study says (Wash Post; 10/11/07); Milwaukee vouchers (Ed Week; 10/9/07); Public, private school students achieve equally when backgrounds considered (Ed Week; 10/9/07)</p> |
|--|--|--|--|--|--|--|

## Appendix B: Trends Toward Schoolsunlimited.gov, 2006 through Spring 2008

| Scenario                    | Indicators   | Quarterly Trends  |             |   |   |                                      |
|-----------------------------|--|---|-------------|---|---|--------------------------------------|
|                             |  | 2006  | Winter 2007 | Spring 2007   | Summer 2007   | Spring 2008                          |
| <b>Schoolsunlimited.gov</b> | 1. Rapid growth of charter schools, most likely created by takeover of failing schools   | Charter schools joining mainstream (Mercury News; 6/20/06); States to let special boards award charters (Ed Week; 6/7/06) |             | More Mayors move to take over schools (USA Today; 3/20/07); Perdue Signs Charter School Law (Atlanta Journal; 5/22/07); | Philadelphia to Keep Outside School Managers One More Year (Ed Week; 6/28/07); UFT, Green Dot Seek a Charter for NYSchool (Ed Week; 7/17/07); Learning Where they Teach (Ed Week; 7/17/07); Maverick Leads Charge for Charter Schools (Ed Week; 7/24/07); Charter School Ruling could Cost City (Baltimore Sun; 7/31/07); Five Ways to Boost Charter Schools (Washington Post; 9/18/07) | Hands-on learning (Ed Week; 10/9/07) |
|                             | 2. Re-authorized NCLB retains adequate sanctions to promote expansion of alternative, publicly funded models of education.                     |   |             |   |   |                                      |
|                             | 3. Increasing evidence that charter schools are effective in raising student achievement and satisfying student and parent needs.              |   |             |   | Study Finds Edge for NYC Charters (Ed Week; 7/27/07); Locke Liberated (Joanne Jacobs; 9/13/07); LA Cedes High School to Green Dot (Ed Week; 9/17/07)  |                                      |
|                             | 4. Rapid expansion of structured, regulated voucher and/or private school tax credit programs designed to promote equitable education funding. |   |             |   | Money Withheld from 7 Schools (Milwaukee Journal Sentinel; 9/29/07)   |                                      |

*Schoolsunlimited.gov (continued)*

|                      |  |   |  |  |   |   |
|----------------------|--|---|--|--|---|---|
| Schoolsunlimited.gov | 5. Political ascendancy of moderate politicians who view less directive education policy as a solution to the nation's cultural wars (e.g., school results matter more than regulations) |   |  | Senators form caucus on charter schools (Ed Week; 3/14/07) | Maverick Leads Charge for Charter Schools (NY Times; 7/24/07); Charter School Ruling could Cost City (Baltimore Sun; 7/31/07); LA Cedes High School to Green Dot (Ed Week; 9/17/07); Five Ways to Boost Charter Schools (Wash Post; 9/18/07); Money Withheld from 7 Schools (Milwaukee Journal Sentinel; 9/29/07) |   |
|                      | 6. Shifting public and political debate toward saving public funding of schools, rather than saving public schools.  | [Anti]School choice group grows as force in state elections (Ed Week; 9/27/06); Voucher support weaker, poll finds (Indianapolis Star; 8/23/06) |  |  |   | Voucher program puts DC kids at risk, study says (Wash Post; 10/22/07) Most Utahns opposed to vouchers (Ed Week; 10/10/07); Milwaukee vouchers (Ed Week; 10/9/07) |
|                      | 7. Increasing public confidence in government and new models of public schools.  | Students are streaming to virtual schools (Ed Sector; 11/7/06); Portfolio Idea gaining favor in some cities (Ed Week; 3/29/06)                  |  | K-12 Online Learning (Survey, 2007)                        | The 39th Annual PDK/Gallup Poll of the Public's Attitudes Toward Public Schools (PDK; 9/1/07); Virtual Schools (Ed Week; 9/17/07);  | The privatization infatuation (Ed Week; 2/19/08)  |
|                      | 8. Increasing families choosing public over private schools  | Opting out of private school (WSJ; 9/15/06)   |  |  | Free to Choose and Learn (The Economist; 5/3/07)  |   |

Schoolsunlimited.gov (continued)

|                      |  |  |  |  |  |   |
|----------------------|--|--|--|--|--|---|
| Schoolsunlimited.gov | 9. Increased federal, state, local action to improve public schools and possibly introduce new models of public schools (innovation, etc.) | Portfolio idea gaining favor in some cities (Ed Week; 3/29/06); House approves overhaul of schools (St. Petersburg Times; 3/24/06); K-8 virtual schools (Ed Leadership; Dec/Jan, 2006) |  | Traditional Schools Making a Comeback (AZ Republic; 5/3/07); Sanford Signs Virtual School Measure (Post & Courier; 5/18/07); Principals Act in Plan to Reduce Bureaucracy (NY Times; 5/18/07); | States Revamp Policies on Virtual Schools (Ed Week; 6/7/07); 10 Schools Picked to Pilot "Vision" Reform (eSchool News; 8/15/07); Florida Leads Growth in Virtual Schooling (eSchool News; 8/17/07); Microsoft's Class Action (Fast Company; 9/1/07); Agreement to Give LA Mayor Hand in Two Clusters of Schools (Ed Week; 9/6/07); NH Launches Online High School (Ed Week; 9/18/07) | States eye looser rein on districts (Ed Week; 3/4/08); School freedom bill gains support (The Denver Post; 2/22/08); Voluntary online-teaching standards come amid concerns over quality (Ed Week; 2/29/08); Public vs. private study compares outcomes for urban students (Ed Week; 10/16/07); Public, private AP school students achieve equally when background considered, study finds (Ed Week; 10/9/07) |
|                      | 10. Increased Choice Options within Public System  |  |  | Pioneer in virtual AP diversifies course offerings (Ed Week; 4/4/07); Traditional Schools Making a Comeback (AZ Republic; 5/3/07);   | GA Charter School Divides County Along Racial Lines (Ed Week; 7/9/07); Evaluation of DC Vouchers finds No First-year Academic Edge (Business and Higher Education Forum; 7/17/07); Virtual Schools (Ed Week; 9/17/07)  |   |
|                      | 11. Resistance to National Standards, but support for strong govt. oversight in education  |  |  |  | NCSL declares opposition to national standards, citing flaws in NCLB (Ed Week; 8/6/07); Legislators Oppose National Standards (Ed Week; 8/14/07)   | Money withheld from 7 schools (Milwaukee Journal Sentinel; 09/29/07)  |
|                      | 12. Increased tolerance of religious and cultural themes in public or charter schools  |  |  |  | Religious Charter Schools (Ed Week; 6/20/07); GA Charter School Divides County Along Racial Lines (AP, 7/9/07); New Charter Bridges Africa and Minnesota (Star   | State Dept. urged to shut Saudi school in Fairfax for teaching intolerance (Wash Post; 10/19/07)  |

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|--|--|--|--|--|--|--|
|  |  |  |  |  | <p>Tribune; 6/26/07);<br/> Mideast-themed school<br/> raises curricular,<br/> church-state issues<br/> (Ed Week; 8/31/07); FL<br/> Charter School May<br/> Resume Teaching<br/> Hebrew Says School<br/> Board (NSBA; 9/1/07);<br/> Catholic Schools May<br/> Convert (Joanne<br/> Jacobs; 9/14/07); DC<br/> Parochial Schools May<br/> Become Charters (Ed<br/> Week; 9/17/07)</p> |  |
|--|--|--|--|--|--|--|

## Appendix C: Trends Toward Schoolsunlimited.com, 2006 through Spring 2008

| Scenario             | Indicators  | Quarterly Trends  |  |   |  |   |
|----------------------|---|---|--|---|--|---|
|                      |   | 2006  | Winter 2007                                    | Spring 2007   | Summer 2007  | Spring 2008   |
| Schoolsunlimited.com | 1. Continued rapid growth of enrollment in non-public school settings (home, private, parochial)  | Hundreds of kids flock to state's new online schools (Seattle Times; 9/11/06); The Gilded Age of Home Schooling (NYT; 6/5/06); Homeschooling grows quickly in the US (CNN.com; 3/2/06); Meet my teachers: Mom and Dad (Business Week; 2/20/06); No school, no books, no teacher's dirty looks (CNN.com; 2/2/06) |  | Street Schools face hard road to success (Ed Week; 4/4/07); Skype Your Way to Learning Chinese (InfoWorld; 4/30/07); Cheap Laptops Getting Tryouts in Small Pilot Projects (Ed Week; 5/21/07) | Giving proper credit to home schooled (Washington Post; 6/11/07); How to Ensure Online Courses are High Caliber (Ed Week; 6/20/07); Charter Schools Sue AZ Over Course Mandates (Ed Week; 7/5/07); State's Private Colleges Outgrow Public Ones (Knoxville News; 7/17/07); Home-schooling Numbers are Up (Burlington Free Press; 9/10/07); Bye Bye B-School (NY Times; 9/16/07); African American Homeschoolers on the Rise (NPR; 9/16/07) |   |
|                      | 2. Rapid expansion of voucher and/or private school tax credit programs (or loopholes allowing parents to make 'tuition donations' to church-based schools) | School choice group grows as force in state elections (Ed Week; 9/27/06); Republicans propose national school voucher program (NY Times; 7/19/06); Toe-Hold Strategies: Democrats for School Choice (WSJ; 6/22/06)  | What taxes don't cover (Boston Globe; 2/25/07) | Special education vouchers-Four state approaches (In Forum; 4/1/07); Education by the Numbers (Friedman Foundation; 4/1/07); Vouchers see mixed success this session (Stateline.org; 4/9/07); | Sanford Vetoes Plan for Open Enrollment (The State; 6/23/07); Vouchers Seen to Offer Stability to Catholic Schools (Ed Week; 7/9/07)   | Bush asks for \$300M for non-public schools (Ed Daily; 1/30/08) |
|                      | 3. School closures in urban, rural, and suburban areas due to declining enrollment brought about by parents removing their children from public schools     | City districts tackle round of school closings (Ed Week; 3/15/06)   |  |   |  |   |
|                      | 4. Long waiting lists for private and church schools demonstrating high demand for public-school alternatives   |   |  | Street Schools Face Hard Road (Ed Week; 4/4/07)   |  |   |

*Schoolsunlimited.com (continued)*

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| <b>Schoolsunlimited.com</b> | 5. Increase in private education management organizations or privately funded venture for new school models | City considers plan to let outsiders run schools (NY Times; 10/5/06)   |  | Testing companies struggle to meet NCLB demands (CNN.com; 3/25/07); Grade School Goes Corporate (Business Week; 4/29/07); Locke High Seeks to Leave LA Unified (Ed Week; 5/10/07) | LA Teachers Turn to Green Dot (blog; 6/1/07); Proposed video game school gets \$1.1 million boost (NPR; 6/21/07); Investing in Changing Education (Joanne Jacobs; 6/21/07); Union to help charter firm start school in the Bronx (Ed Week; 6/28/07); NYC Teachers' Union-Charter Group Team up On New School (Ed Week; 7/6/07); Gaming School (Joanne Jacobs; 7/9/07); Learning Where they Teach (Ed Week; 7/17/07); Private Equity Juggernaut Rolls Through Higher Education (Chronicle of Higher Ed; 8/3/07); Microsoft's Class Action (Fast Company; 9/1/07); NY Times Enters Distance Learning Market (Chronicle of Higher Ed; 9/7/07); LA Cedes High School to Green Dot (Ed Week; 9/17/07) |  |
|                             | 6. Increasing influence of parents on schools (overriding the common good)                                  | Pecking order: Parent pressure is eclipsing teacher control (Edutopia; Oct, 2006)                                  |  | Free to Choose and Learn (Economist; 5/3/07)  |  | A move builds to outlaw strikes by PA teachers (Phil. Inquirer; 10/16/07)  |
|                             | 7. Increased failure of public schools and public's negative view of public schools                         | As AYP bar rises, more schools fail (Ed Week; 9/20/06); NCLB seen as ineffective, poll suggests (Ed Week; 8/22/06) |  |   | A World Without Public Schools (The Weekly Standard; 6/4/07); Do Away with Public Schools (LA Times; 6/12/07)  | NCLB restructuring found ineffectual in California (Ed Week; 2/14/08); Failing schools strain to meet US standard (NY Times; 10/16/07) |

*Schoolsunlimited.com (continued)*

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|  | <p>8. Increasing inability of govt. to pay for needs of public education, prompting private investors to "bail it out."</p> |  |  |  | <p>States face bumpy budget forecast as revenues seen to peak (Ed Week; 8/9/07); Financing for higher ed shifts to private sector worldwide (Chronicle of Higher Ed; 8/17/07)</p> | <p>Budget woes have several states scrambling to make ends meet (Ed Week; 10/5/07)</p> |
|--|---|--|--|--|---|--|

## Appendix D: Trends Toward Schoolopoly.com, 2006 through Spring 2008

| Scenario               | Indicators   | Quarterly Trends   |             |   |  |   |
|------------------------|--|--|-------------|---|--|---|
|                        |  | 2006   | Winter 2007 | Spring 2007   | Summer 2007  | Spring 2008   |
| <b>Schoolopoly.com</b> | 1. Rapid expansion of a handful of well-defined school models (e.g., KIPP)   | Stanford opens high school for gifted students (SFGate.com; 8/14/06); KIPP schools shift strategy for scaling up (4/12/06)   |             | Charter school effort gets \$65 million lift (Wash Post; 3/20/07); KIPP Academy Takes a Big Step (Houston Chronicle; 3/20/07) | Maverick Leads Charge for Charter Schools (NY Times; 7/24/07); New York Times Enters Distance Learning Market (Inside Higher Ed; 9/7/07);  |   |
|                        | 2. Charter schools' or public school alternatives' demonstration of effectiveness  |  |             | Looking at KIPP coolly and carefully (Washington Post; 4/24/07)   | Next Big Thing-School of the Future (West Ed; 9/6/07)  | Do KIPP schools have a positive effect on their students' achievement (eduwonkette.com; 10/14/07) |
|                        | 3. Rapid expansion of voucher and/or private school tax credit programs  |  |             |   | Financing for Higher Ed Shifts to Private Sector Worldwide (Chronicle of Higher Ed; 8/17/07)   |   |
|                        | 4. Rapid growth in the number of children educated in alternatives--few players corner market  |  |             |   | High School Goes Online (Business 2.0; 7/1/07)   |   |
|                        | 5. Profits posted by private education companies leading to an influx of capital needed to support the development and expansion of private models | Houghton Mifflin's sale to software maker reflects trend (Ed Week; 12/1/06); Google for Educators unveils interactive tools for schools (Ed Week; 11/21/06); Pearson buys top 2 rivals in student-information market (Ed Week; 6/7/06) |             |   | Private Equity Juggernaut Rolls through Higher Education (NY Times; 8/3/07)  | For-profit company teaches to test (The Oregonian; 2/18/08)                                       |
|                        | 6. Continued declines in public confidence in government's ability to solve problems   |  |             | Rigor at Risk (ACT; 5/15/07)  | A World Without Public Schools (The Weekly Standard; 6/4/07); Do Away with Public Schools (LA Times; 6/12/07); States Face Bumpy Budget Forecast as Revenues Seen to Peak (Ed Week; 8/9/07); Dept. Issues Rules on 'Rigorous Classes' (Ed Week; 8/14/07) | Failing schools strain to meet U.S. standards (NY Times; 10/16/07)                                |

Schoolopoly.com (continued)

|                        |   |  |  |  |   |   |
|------------------------|---|--|--|--|---|---|
| <b>Schoolopoly.com</b> | 7. Continued declines in public concern about education (other concerns--e.g., health care, war, surface as priorities) |  |  |  |   | Budget woes have several states scrambling to make ends meet (Ed Week; 10/5/07) |
|                        | 8. Increasing merger and consolidation among for profit management companies  | Report: For-profit education firms in period of transition (Ed Daily; 5/31/06) |  | Shaking up the market (CQ Weekly; 5/15/07) | Houghton-Harcourt deal seen as yielding big 3 of textbooks (Sign On San Diego; 7/16/07); College Board Tries to Police use of 'Advanced Placement' label (Ed Week; 7/18/07); Deals in Textbook Business Make Irishman a Leader in US Publishing (Ed Week; 7/23/07)        |   |
|                        | 9. Increasing corporate sponsorships in schools   | In public schools, the Name Game as a donor lure (NYT; 1/26/06)                |  |  | Private Equity Juggernaut Rolls through Higher Education (NY Times; 8/3/07)   |   |
|                        | 10. Increasing educational programs that are operated independently and carry a "brand" name                            |  |  |  | Maverick Leads Charge for Charter Schools (NY Times; 7/24/07); Next Big Thing-School of the Future (West Ed; 9/6/07); New York Times Enters Distance Learning Market (Inside Higher Ed; 9/7/07); TFA Teams with Districts to Groom Aspiring Principals (Ed Week; 9/27/07) | Hands-on learning (Ed Week; 10/9/07)  |