

Education Pulse Survey

Priorities and Perspectives from K-12 and
Higher Education Administrators

February 2026

These materials are intended to supplement a discussion with L.E.K. Consulting.
These perspectives will, therefore, only be meaningful to those in attendance.
The contents of the materials are confidential and subject to obligations of non-
disclosure. Your attention is drawn to the full disclaimer contained in this document.



Agenda

- **Context and key takeaways**
- K-12 district administrators
- Higher education institution administrators
- Appendix

L.E.K. conducted a survey of K-12 and higher education administrators to understand how education institutions are managing regulatory/funding transitions and the implications for future priorities

Overview

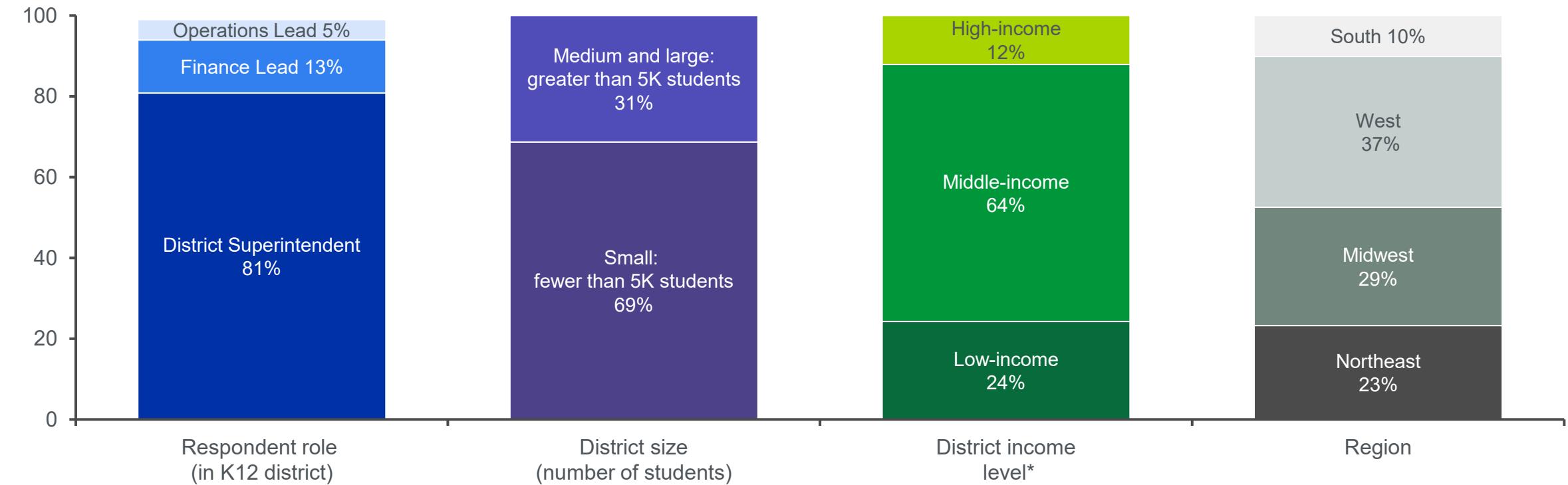
-  L.E.K. conducted a national survey of ~200 K-12 public school district and higher education administrators to understand how leaders are responding to an evolving funding and regulatory environment
-  The research explores how institutions are adapting to the expiration of pandemic-era programs such as Elementary and Secondary School Emergency Relief Fund (ESSER) and Higher Education Emergency Relief Fund, shifts in regulatory policies, and broader macroeconomic/demographic context across the education sector
-  Survey respondents include finance, budgeting and operations leaders representing a mix of district/institution sizes, income levels and institution types (public, private nonprofit and for-profit)
-  The analysis examines budget trajectories and spending priorities from academic year AY 2024-25 through AY 2026-27, highlighting which areas are being sustained, reduced or reallocated
-  The work provides context for how funding and regulatory uncertainty is influencing investment pacing, decision-making and strategic planning across education systems
-  Findings are intended to surface commercially relevant insights for investors and operators on where demand will persist and how spend patterns may evolve in the coming year

Roughly 100 K-12 public school district administrators were surveyed, representing a range of district sizes and income levels (1 of 2)

L.E.K. K-12 administrator survey respondents by key demographics

(November 2025)

Percentage of respondents (N=99)



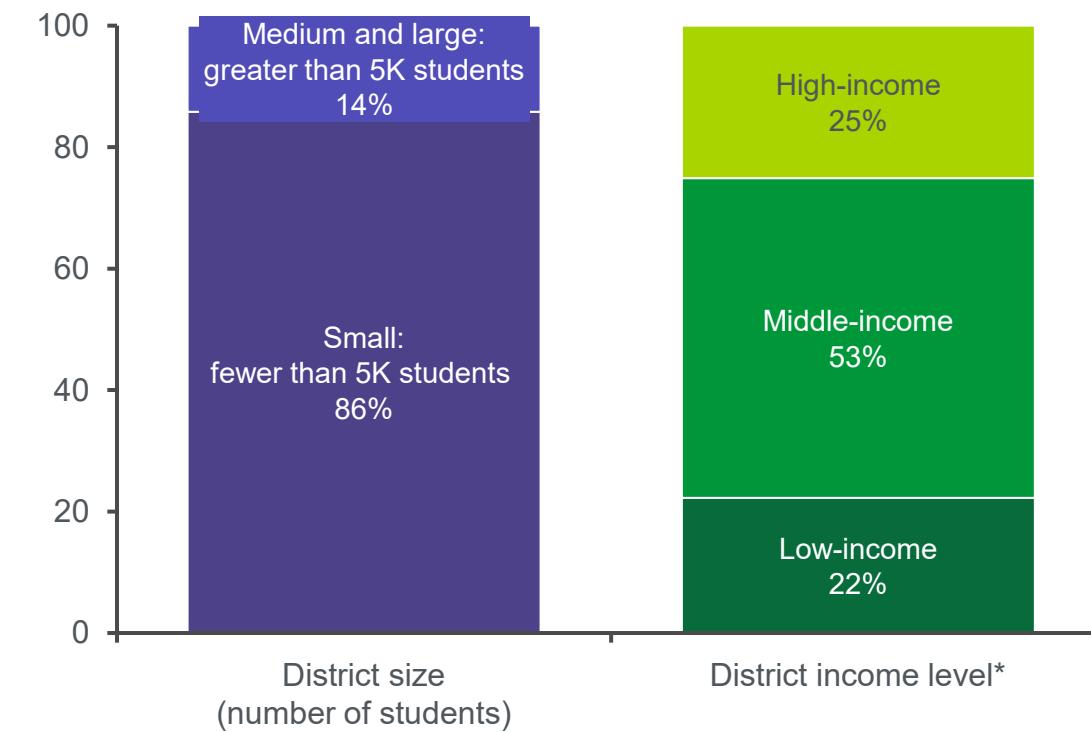
*High-income district defined as few or no students qualifying for free or reduced-price lunch; middle-income district defined as some students qualifying for free or reduced-price lunch; low-income district defined as majority of students qualifying for free or reduced-price lunch

Source: L.E.K. survey and analysis

Relative to the national district landscape, the L.E.K. survey broadly represents a similar population with slight over-index to larger and middle-income districts (2 of 2)

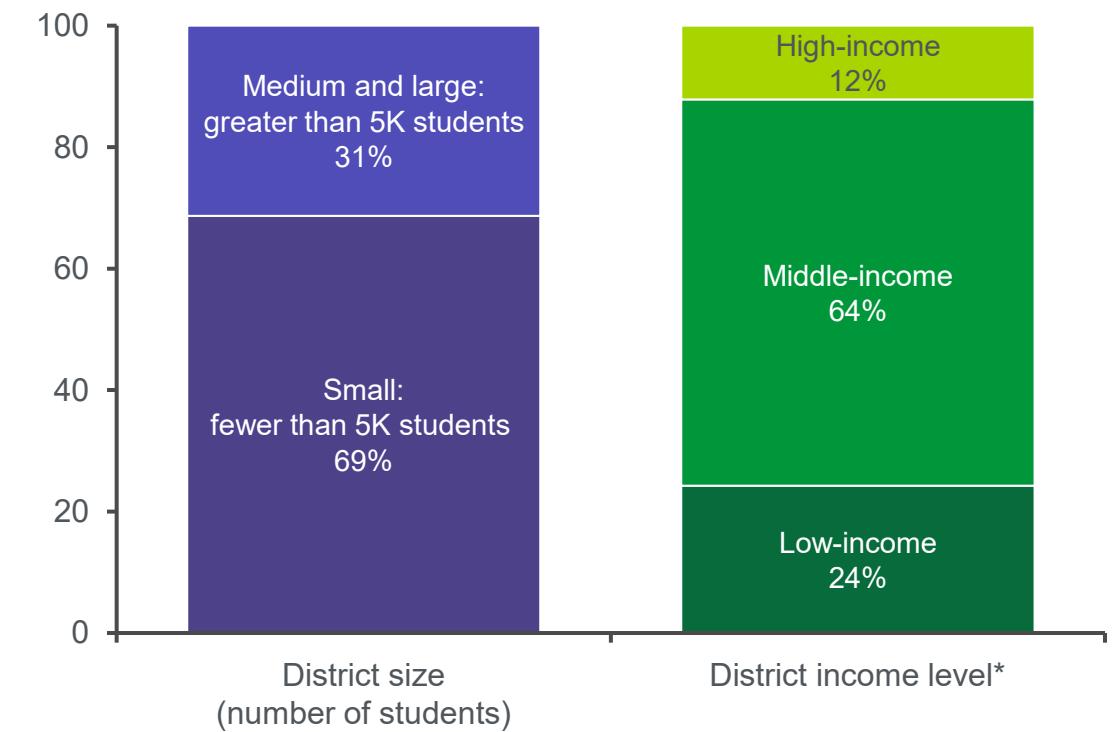
U.S. K-12 public school district landscape by size and income level
(2021-22)

Percentage of districts



L.E.K. education administrator survey respondents by key demographics
(November 2025)

Percentage of respondents (N=99)



High-income district defined as few or no students qualifying for free or reduced-price lunch; middle-income district defined as some students qualifying for free or reduced-price lunch; low-income district defined as majority of students qualifying for free or reduced-price lunch

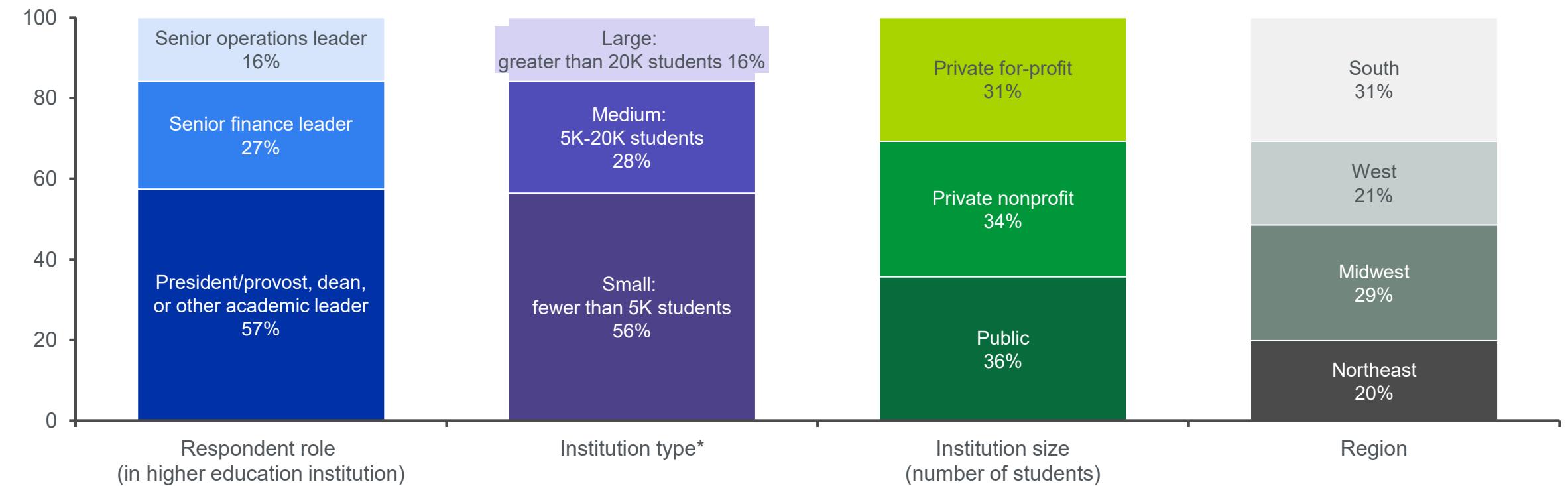
Source: NCES; L.E.K. research and analysis

Roughly 100 higher education institution leaders were surveyed, representing a range of institution types and sizes

L.E.K. higher education administrator survey respondents by key demographics

(November 2025)

Percentage of respondents (N=101)



*Includes universities, colleges and junior colleges

Source: L.E.K. survey and analysis

Key takeaways



- Across the K-12 and higher education landscape, administrators are delaying purchasing and investment decisions due to regulatory and funding uncertainty, despite the fact that actual budgets have not seen material declines (in aggregate)
 - Both K-12 and higher ed leaders identify declining enrollment as the top driver of budget declines, where they have happened



- K-12 leaders cite student well-being (mental health, safety, etc.) and teacher recruitment/retention as their most critical issues, with academic outcomes remaining a key priority
 - Accordingly, teacher salaries, core curricular tools, and school safety and student-facing technology are priority investment areas (when budgets allow), while supplemental curriculum and tutoring are at risk of cuts in constrained budget environments



- Higher education leaders are focused differentially on student recruitment and retention
 - Given this, student-facing areas like instruction and academic support are the top prioritized investment areas, while administrative and central operations are most at risk of cuts in constrained budget contexts



- Across the education landscape, artificial intelligence (AI) is an emerging focus area, with differential emphasis from higher education institutions and higher-income K-12 districts
 - K-12 schools are focused on leveraging AI-based tools in instruction and content development, while higher ed institutions have prioritized these tools for community engagement/student support and back-end operations

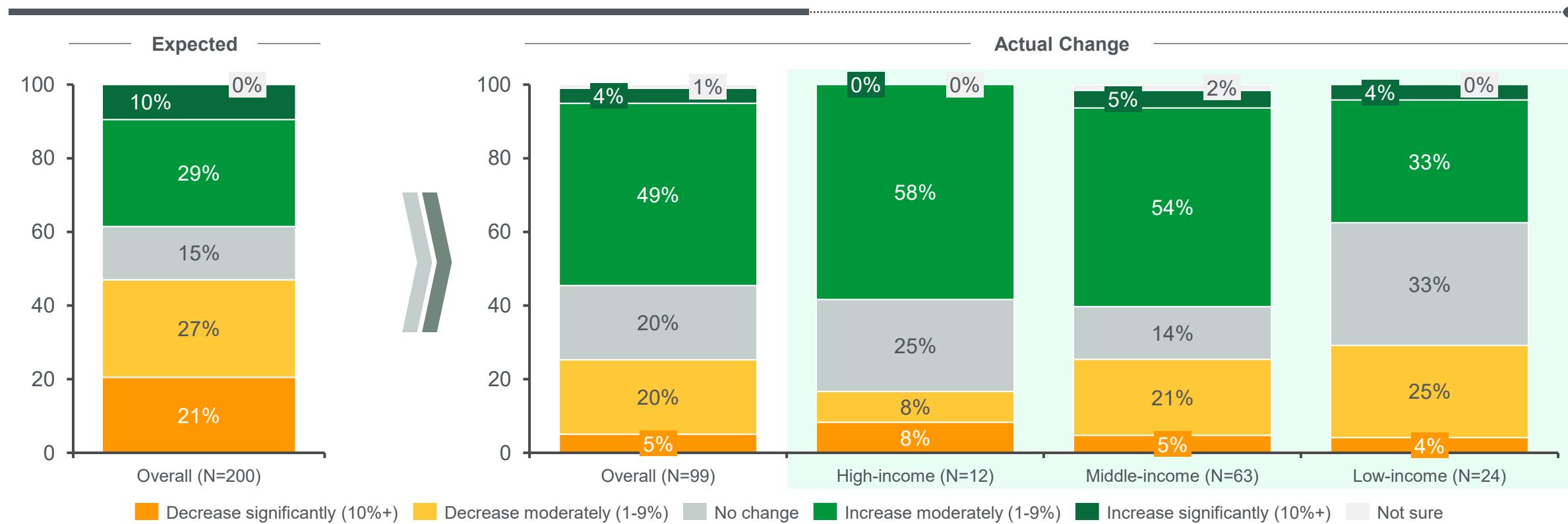
Agenda

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- **K-12 district administrators**
- Higher education institution administrators
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About 25% of K-12 district leaders reported budget declines in AY 2025-26, compared to ~47% who expected declines when asked last year

Change in AY 2025-26 K-12 school district total budget, expected vs. actual

Percentage of respondents selecting



Survey: Q13. Compared to last academic year (2024-2025), how has your school district/university or college's total budget changed?; Q15. Thinking about the next academic year (2026-2027), how do you expect your school district | university or college's total budget to change, if at all?

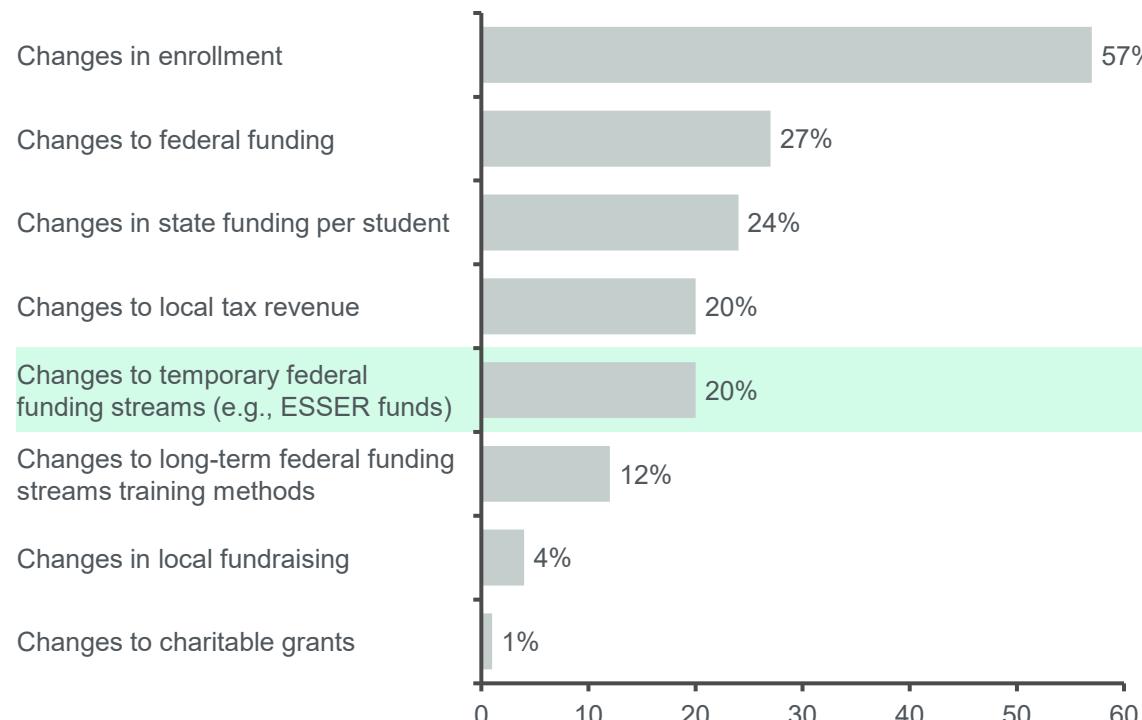
Note: AY= academic year

Source: L.E.K. survey and analysis

Those who experienced budget declines largely attributed them to enrollment, while revenue increases are more driven by state/local funding dynamics, suggesting that ESSER impacts have largely played out

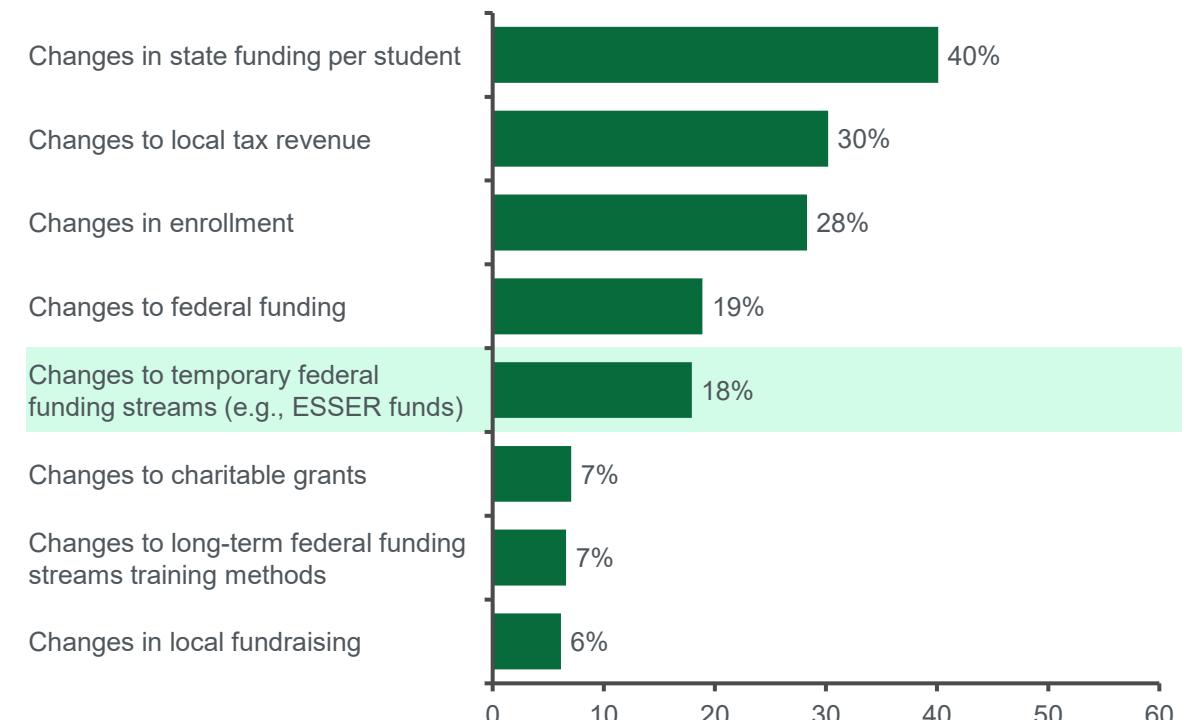
**Primary factors driving decreases to K-12 school district budgets
(AY 2025-26)**

Percentage of respondents selecting each factor among top 3 reasons* (N=25)



**Primary factors driving increases to K-12 school district budgets
(AY 2025-26)**

Percentage of respondents selecting each factor among top 3 reasons* (N=53)



Weighted ranking with rank 1 assigned the greatest weight, and rank 3 assigned the least weight

Survey: Q20. You indicated your school district's total budget increased | decreased from the last academic year (2024-2025) to this year (2025-2026). Please rank up to 3 primary reasons why.

Note: AY=academic year; ESSER=elementary and secondary school emergency relief

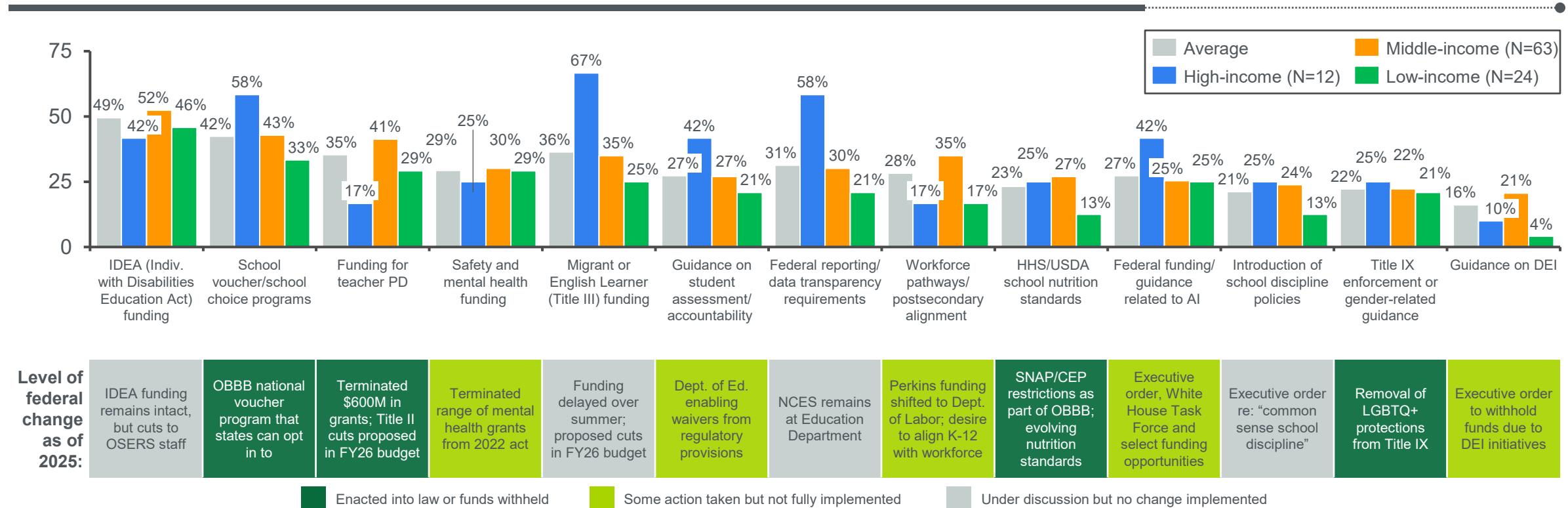
Source: L.E.K. survey and analysis

At the same time, a number of federal policy changes have been occurring – many of these are still in flux, but district leaders are particularly focused on shifts to school choice and teacher PD funding

Expected impact of federal funding and regulatory shifts on K-12 school districts

(AY 2025-26 to AY 2026-27)

Percentage of respondents selecting 5, 6 or 7 for the following statements (N=99)



Survey: Q19. Thinking about the next 12 months, how impactful do you believe the following funding or regulatory shifts will be on your school district | university or college? Please indicate the level of impact on a scale from '1 - not at all impactful' to '7 - very impactful'. Please select one per row.

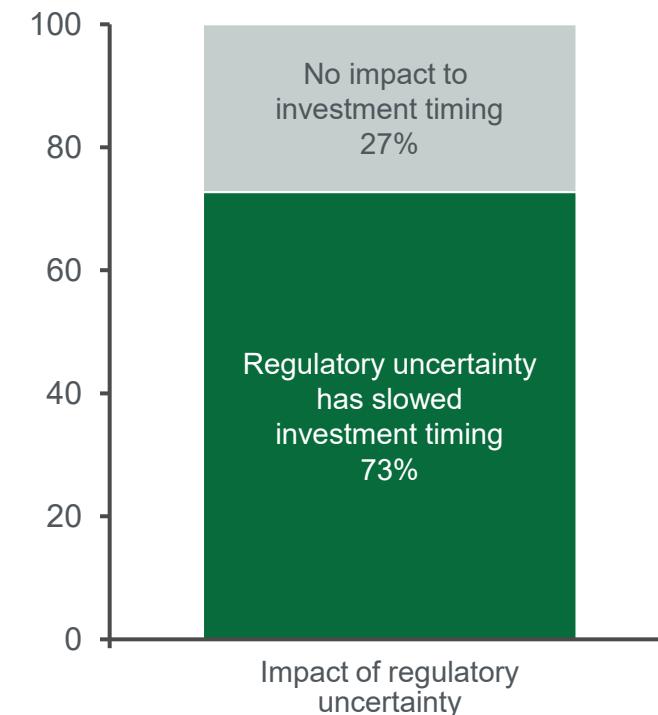
Note: DEI=diversity, equity, and inclusion

Source: L.E.K. survey and analysis

In this context, regulatory and funding uncertainty is slowing investment decisions across districts, with delays most pronounced in low-income areas

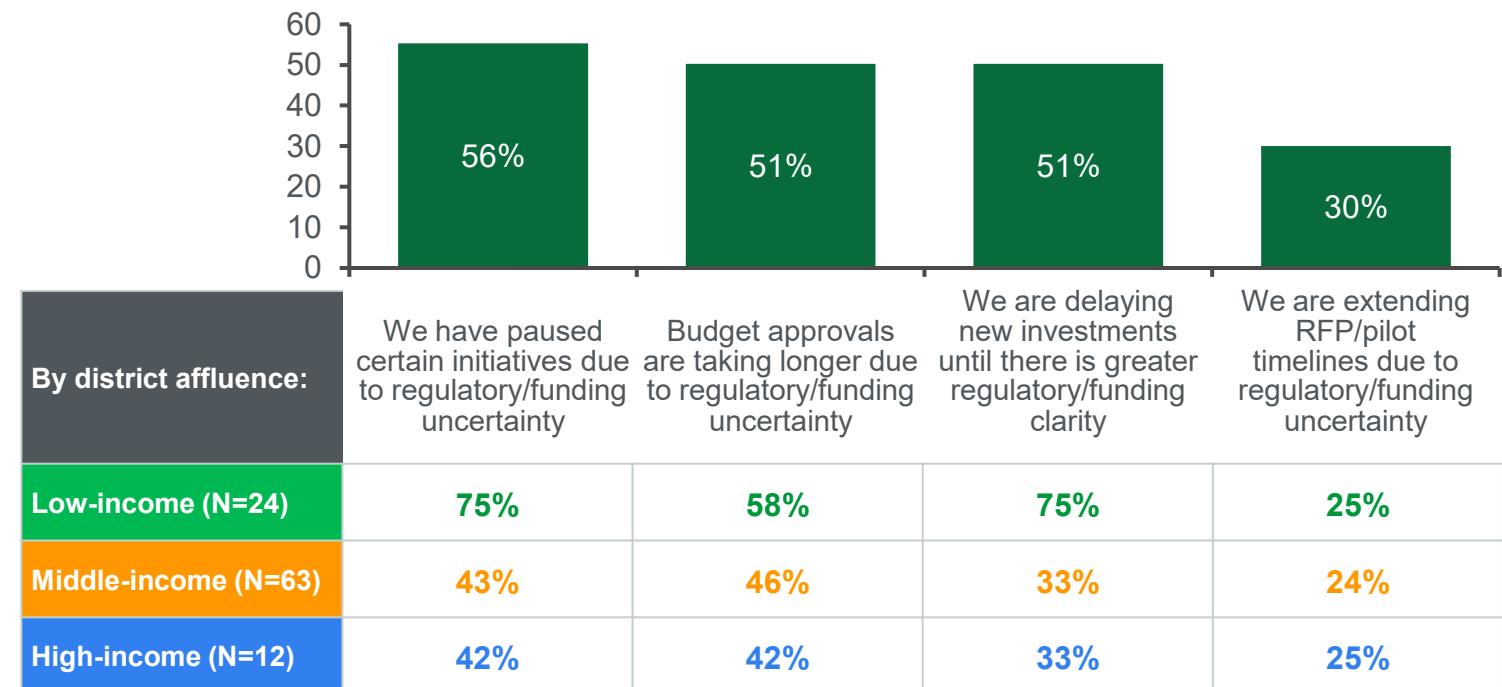
Impact of regulatory impact on K-12 districts

Percentage of respondents (N=99)



K-12 education administrator perception of impacts due to regulatory uncertainty

Percentage of respondents selecting 5, 6 or 7 for the following statements (N=99)



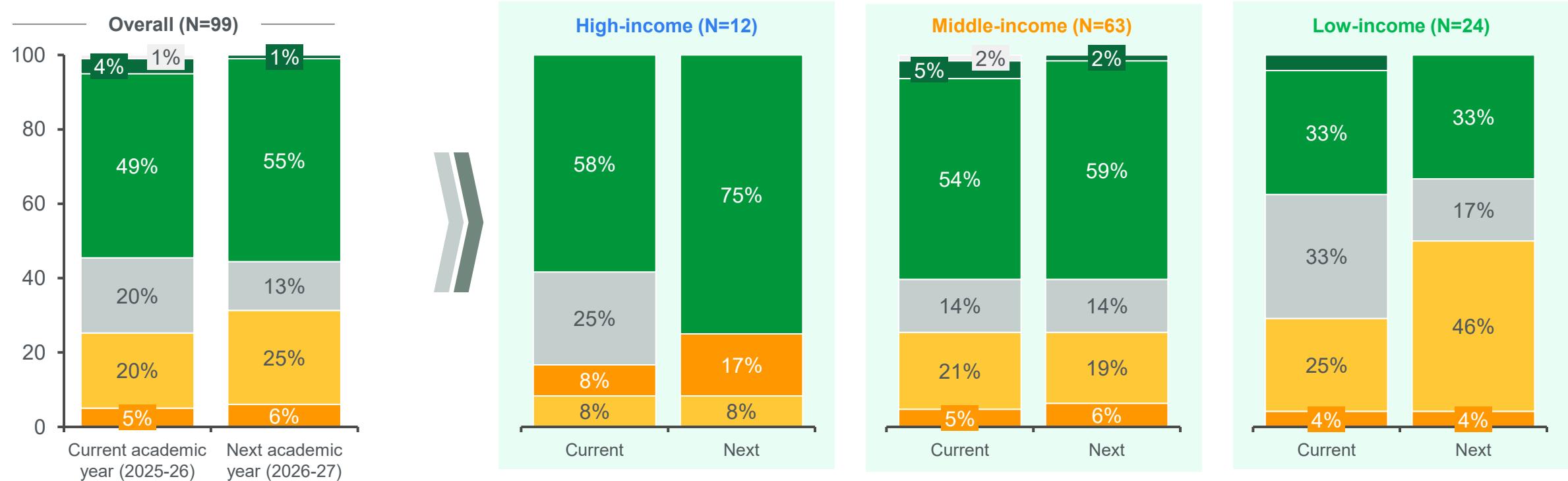
Survey: Q29. We would like to understand the extent to which you agree or disagree with each of the following statements about your school district/university or college's investment decisions given regulatory/funding changes and uncertainty. Please rate each statement on a scale from '1 - strongly disagree' to '7 - strongly agree'. Please select one per row.

Source: L.E.K. survey and analysis

Budget outlooks for next year diverge, with higher-income districts expecting continued growth and lower-income districts anticipating declines

Change in K-12 school district total budget, by district affluence and by academic year
(AY 2025-26, 2026-27)
Percentage of respondents selecting (N=99)

Not sure No change
Increase significantly Decrease moderately
Increase moderately Decrease significantly



Survey: Q13. Compared to last academic year (2024-2025), how has your school district | university or college's total budget changed?; Q15. Thinking about the next academic year (2026-2027), how do you expect your school district | university or college's total budget to change if at all?

Note: AY=academic year

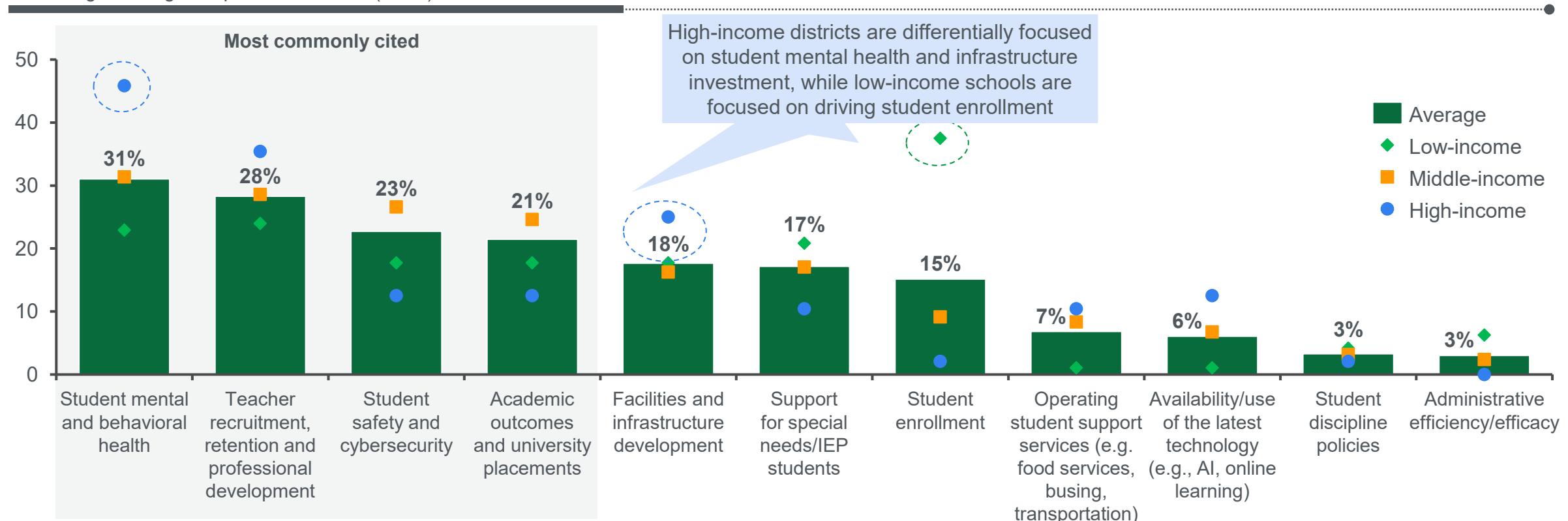
Source: L.E.K. survey and analysis

From a priority perspective, K-12 public school districts continue to face workforce and student well-being pressures, with student mental health and teacher retention ranking as the top systemwide challenges

Top critical issues facing K-12 public school districts

(AY 2025-26)

Percentage ranking* in top 3 critical issues (N=99)



*Weighted ranking with rank 1 assigned the greatest weight, and rank 3 assigned the least weight

Survey: Q12. What are the most critical issues that your school district | university or college is facing during the current 2025-2026 academic year?

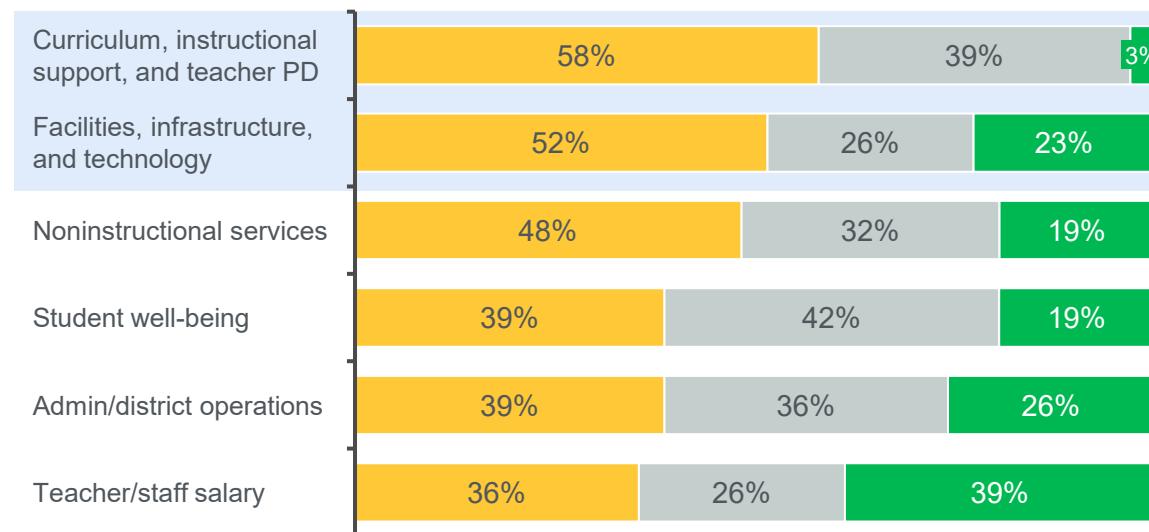
Note: AY=academic year; IEP=individualized education program; AI=artificial intelligence

Source: L.E.K. survey and analysis

Districts expecting budget declines continue to shift spend from noncore curriculum and technology while those anticipating growth prioritize teacher pay and core instructional programs

Expected spending changes among districts anticipating budget contractions from current AY (2025-26) to next AY (2026-27)

Percentage of respondents expecting lower spend in each category (N=31)



Districts anticipating budget cuts expect to moderate spending in curriculum, technology and support services, focusing available resources on sustaining classroom delivery and teacher capacity

Decrease Remain the same Increase

Survey: Q11. What are the most critical areas your school district | university or college is focused on today?; Q15. Thinking about the next academic year (2026-2027), how do you expect your school district | university or college's total budget to change if at all? Select one; Q16. Thinking about the next academic year (2026-2027), how do you expect your school district | university or college's budget for each category to change, if at all? Your best estimate is fine. Select one.

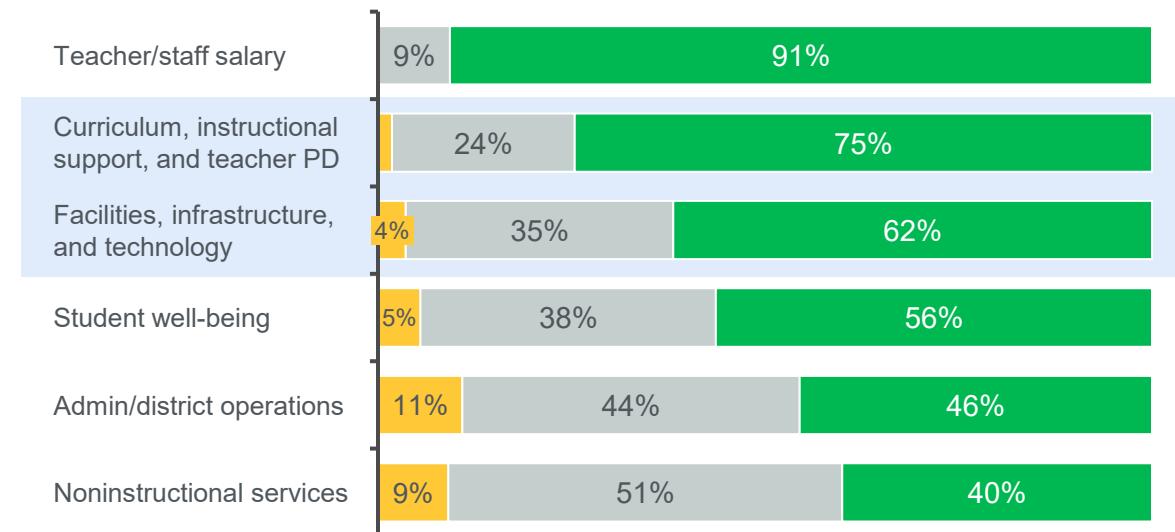
Note: AY=academic year; PD=professional development

Source: L.E.K. survey and analysis

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Expected spending changes among districts anticipating budget expansions from current AY (2025-26) to next AY (2026-27)

Percentage of respondents expecting higher spend in each category (N=55)



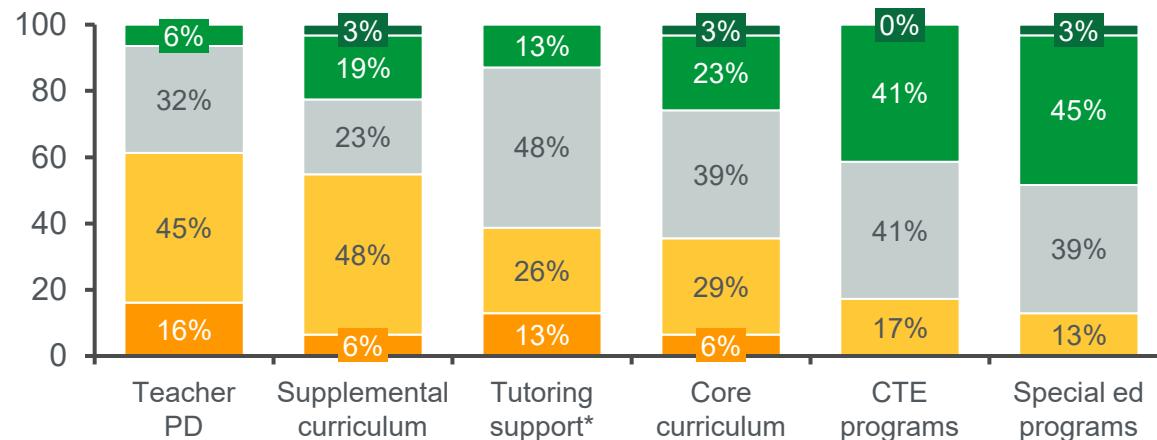
Districts anticipating growth plan to concentrate resources on teacher pay, instructional quality and technology upgrades, reinforcing classroom impact ahead of operational expansion

Highlighted in following pages with additional detail

Within instructional spend, special education, core curriculum and CTE remain top priorities; districts expecting budget growth plan to invest here, while those anticipating contraction aim to protect cuts

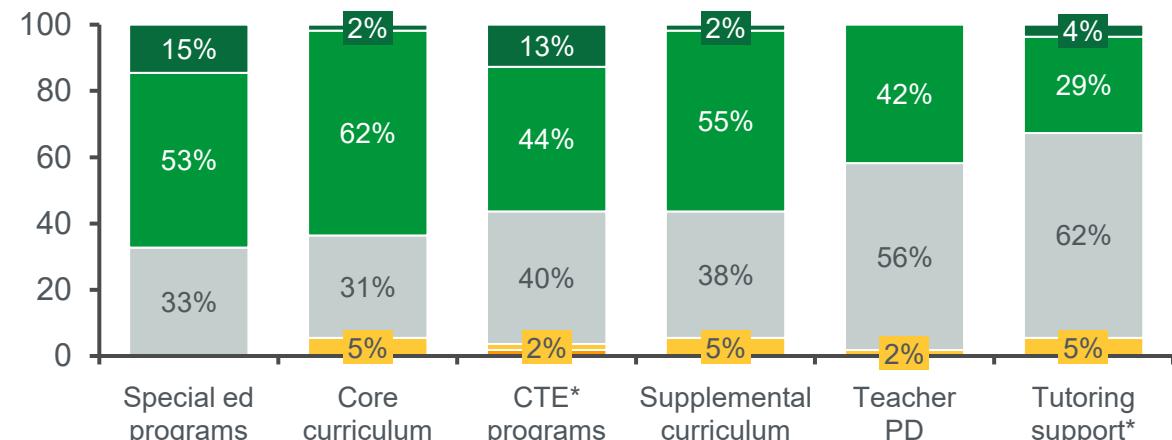
Expected change in instructional area spend among K-12 districts anticipating budget contraction from current (2025-26) to next AY (2026-27)

Percentage of respondents selecting (N=31)



Expected change in instructional area spend among K-12 districts anticipating budget expansion from current (2025-26) to next AY (2026-27)

Percentage of respondents selecting (N=55)



When budgets tighten, districts focus cuts on teacher PD, tutoring and supplemental curriculum while safeguarding core and compliance-driven programs

With budget growth, administrators channel new funds toward core curriculum, special education and CTE to strengthen instructional quality and workforce readiness

Legend: Decrease significantly (orange), Decrease moderately (yellow), No change (light gray), Increase (green), Increase significantly (dark green)

**Tutoring support includes in-person or staff-based programs

Survey: Q22. Thinking about the next academic school year (2026-2027), how do you expect your school district's budget for each of the following instructional support areas to change, if at all? Select one per row.

Note: AY=academic year; PD=program development;

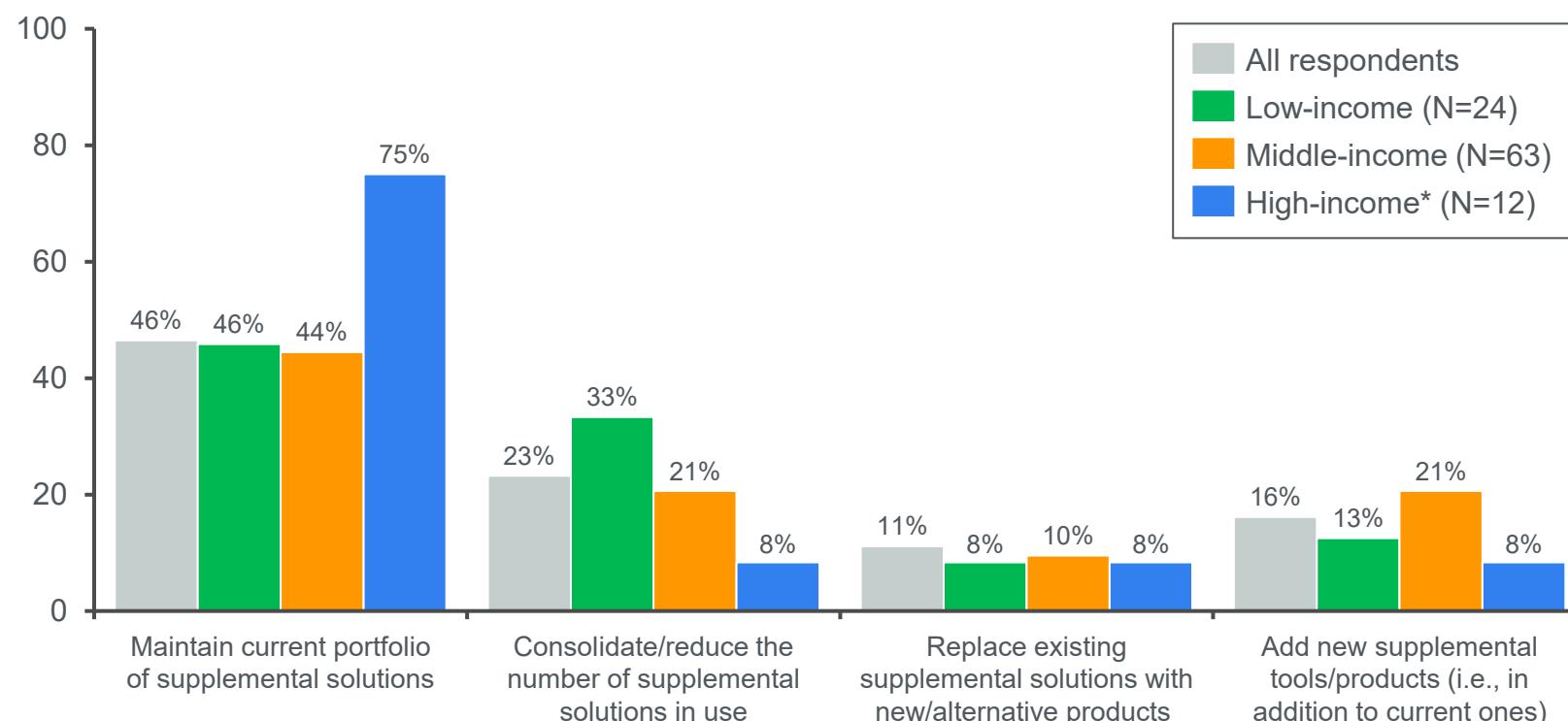
Source: L.E.K. survey and analysis

In aggregate, most districts will maintain current supplemental materials and tools, with consolidation more common in lower-income systems and selective innovation in wealthier ones

Expected K-12 district approach to supplemental curriculum, materials and tools

(AY 2026-27)

Percentage of respondents selecting (N=99)



*Low N

Survey: Q24. Thinking about the next academic school year (2026-2027), which of the following best describes your school district | university or college's expected approach to supplemental curriculum, materials or tools? Select one.

Note: AY=academic year; ROI=return on investment; ESSER=elementary and secondary school emergency relief

Source: L.E.K. survey and analysis

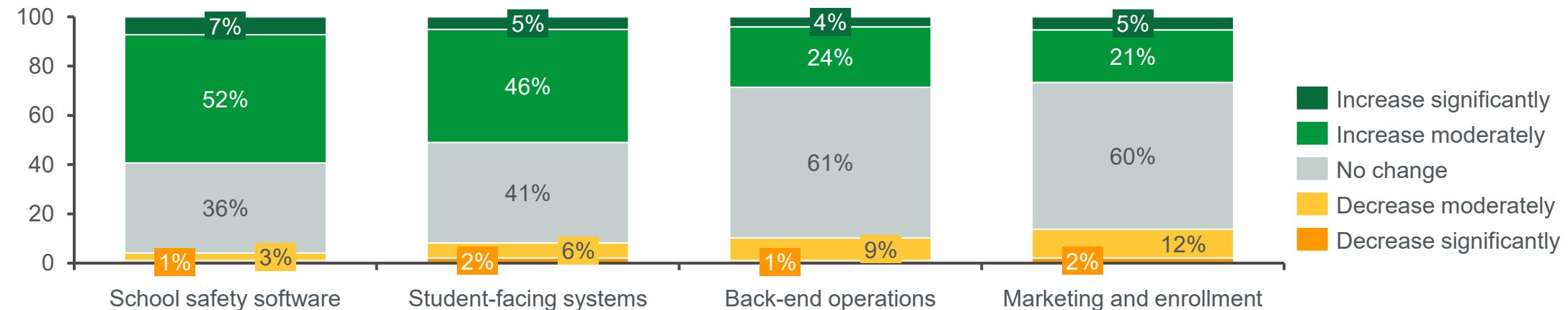
- Districts are largely maintaining existing supplemental materials, signaling a **pause in major purchasing shifts** and a move toward operational steadiness
- Limited plans to add or replace tools highlight a more **selective, ROI-driven approach** to procurement
- Market activity has stabilized, reflecting a **mature, retention-focused phase** as spending normalizes post-ESSER

Most K-12 districts expect steady or moderate investment growth in operations and systems, led by continued focus on school safety and student-facing systems

Expected change in K-12 school district investment in operations, safety systems and infrastructure

(AY 2026-27)

Percentage of respondents selecting (N=99)



Current K-12 investment level
Percentage selecting as ops., safety systems, and infra. investment area in 2025-26

~86%

~83%

~58%

~42%

Most K-12 districts currently invest in at least one area, with fewer than 1% of respondents selecting "none of the above"

Survey: Q25. Thinking about this academic school year (2025-2026), which of the following operations, safety systems and infrastructure areas does your school district | university or college currently invest in? Select all that apply; Q26. How do you expect your school district | university or college's investment in each of the following operations, safety systems and infrastructure areas to change from this academic year (2025-2026) to next academic year (2026-2027), if at all? Select one per row.

Note: AY=academic year

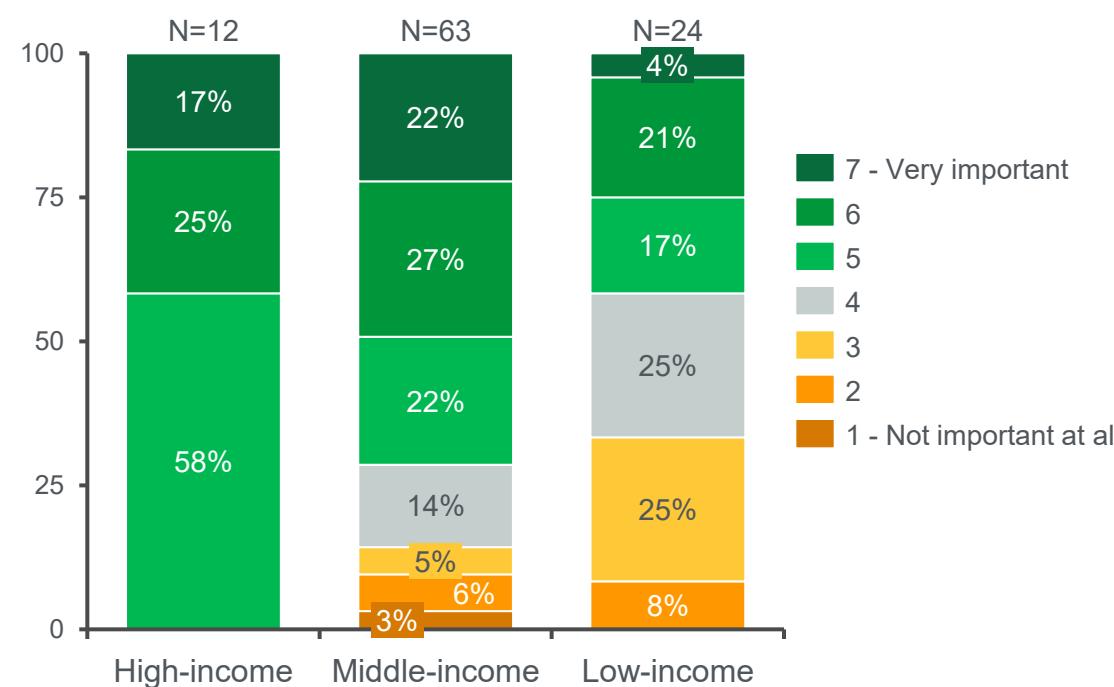
Source: L.E.K. survey and analysis

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AI adoption is emerging as a strategic focus, led by more-affluent districts, with early pilots centered on instructional delivery and curriculum development

Perceived importance of AI implementation, by district affluence level (AY 2025-26)

Percentage of respondents selecting (N=99)



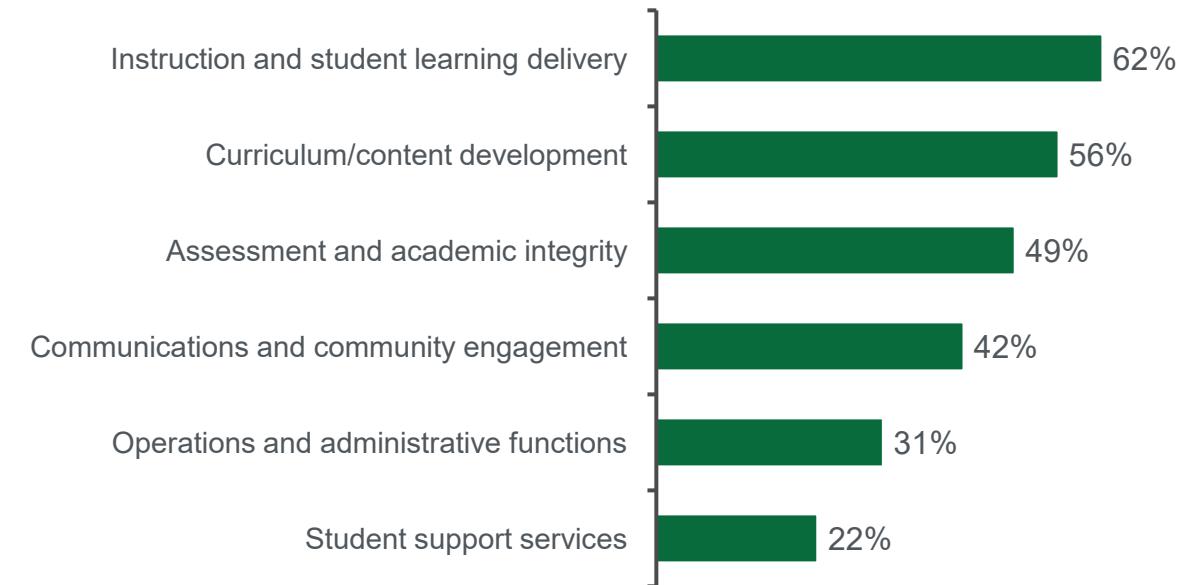
Survey: Q27. Thinking about this academic year (2025-2026), how important does your school district | university or college consider implementing AI (artificial intelligence) across instructional and operational capability sets to be? Please indicate the level of importance on a scale of 1 to 7 where '1 - not at all important' to '7 - very important'. Please select one; Q28. Thinking about this academic school year (2025-2026), which area(s) is your school district | university or college currently exploring, or planning to implement, AI (artificial intelligence) in, if any? Please select all that apply

Note: AI=artificial intelligence; AY=academic year

Source: L.E.K. survey and analysis

Areas where K-12 school districts are exploring or implementing AI (AY 2025-26)

Percentage of respondents selecting each as a top 3 area (N=99)



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Overall, higher education budgets have remained largely stable, though shifts vary by institution type, with public universities facing tighter outlooks while private for-profits anticipate stronger increases

Change in higher education total budget, by institution type and by academic year

(AY 2025-26, 2026-27)

Percentage of respondents selecting (N=101)

Not sure

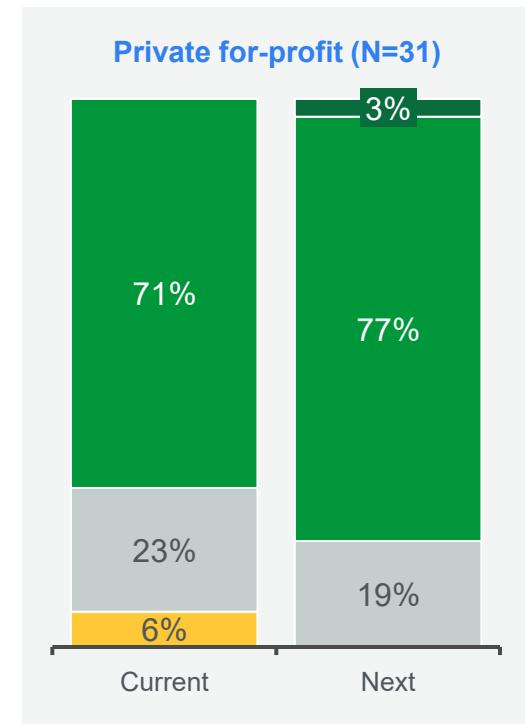
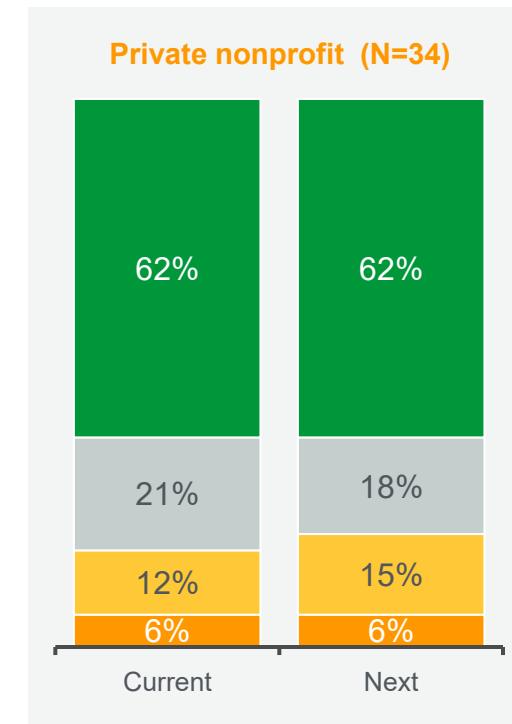
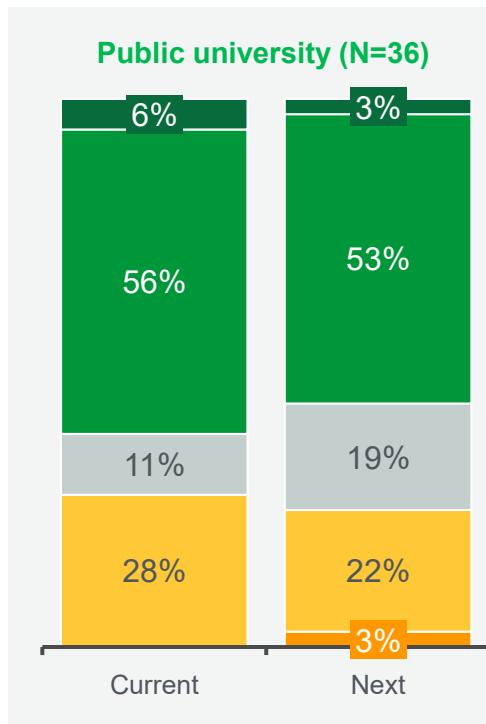
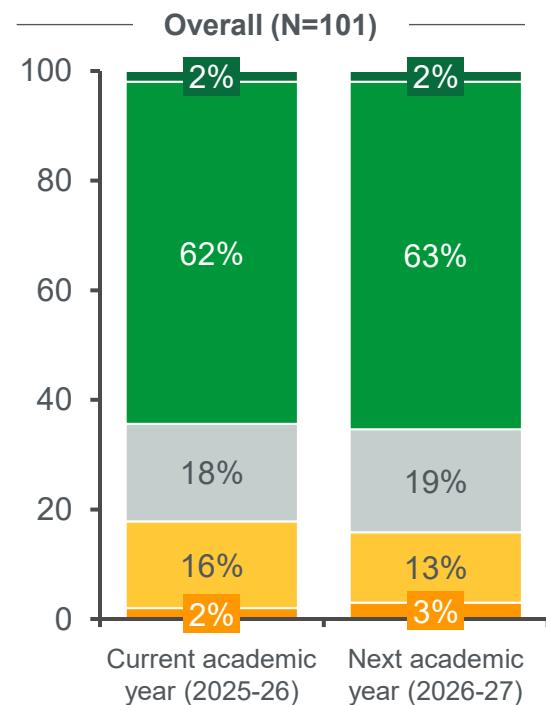
Increase significantly

Increase moderately

No change

Decrease moderately

Decrease significantly



Survey: Q13. Compared to last academic year (2024-2025), how has your school district | university or college's total budget changed?; Q15. Thinking about the next academic year (2026-2027), how do you expect your school district | university or college's total budget to change if at all?

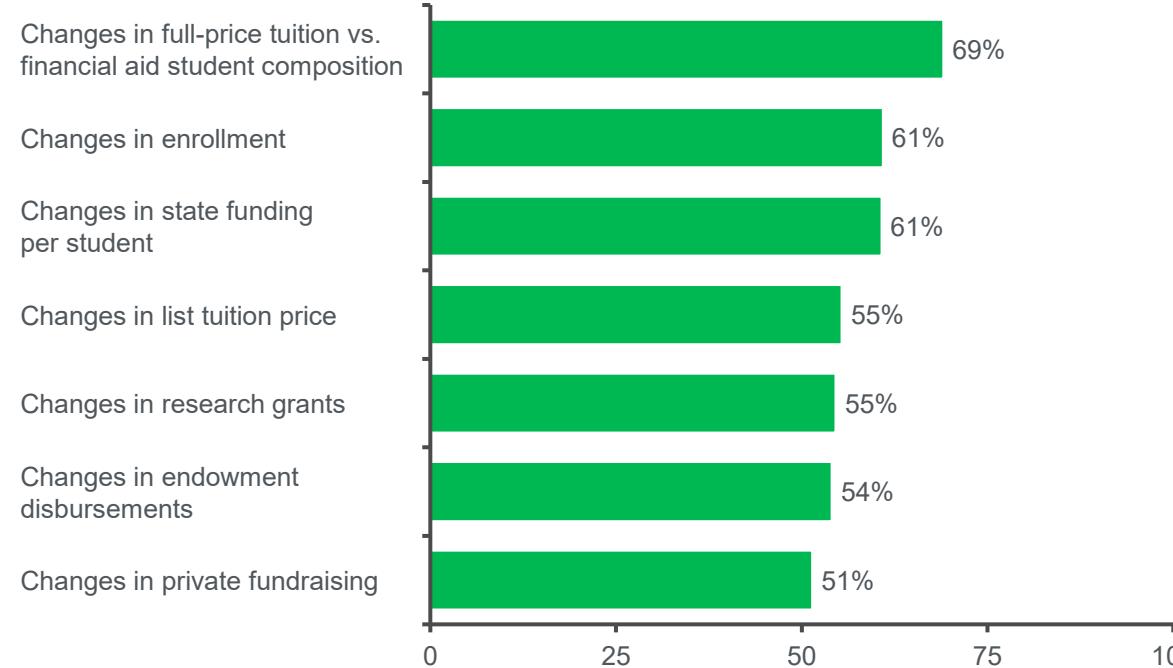
Note: AY=academic year

Source: L.E.K. survey and analysis

Higher education institution budgets remain sensitive to tuition and enrollment shifts, with revenue increases driven by a range of sources while declines stem largely from falling enrollment

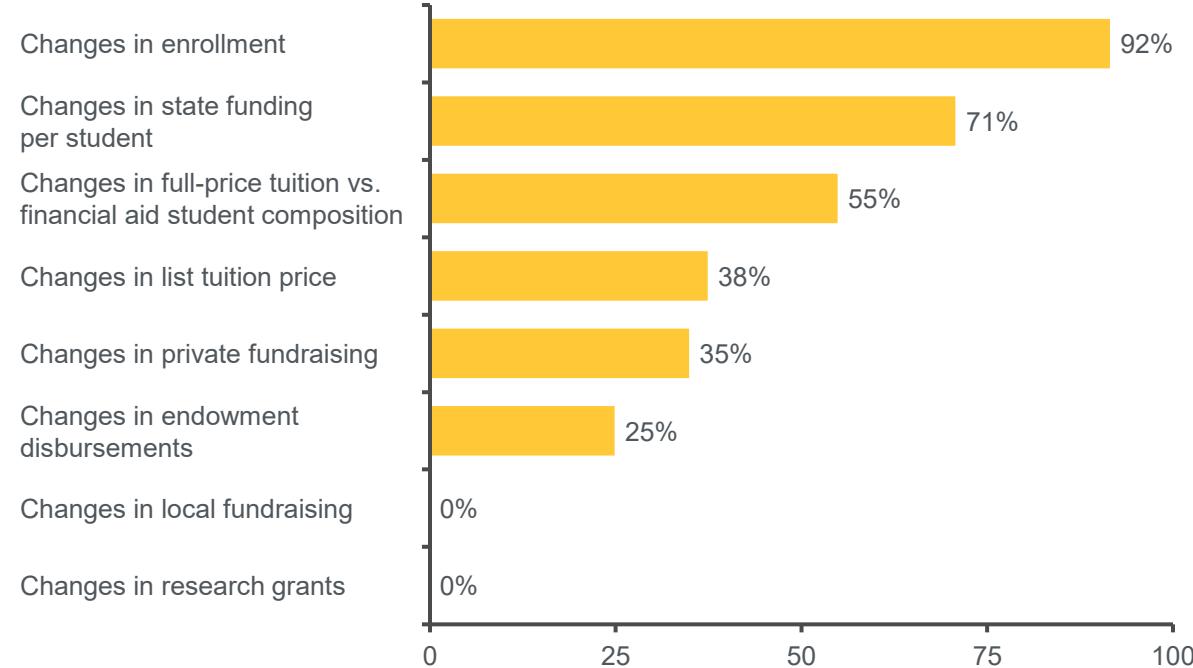
Primary factors driving increases to higher education budgets (AY 2024-25)

Percentage of respondents selecting each factor among top 3 reasons* (N=65)



Primary factors driving decreases to higher education budgets (AY 2024-25)

Percentage of respondents selecting each factor among top 3 reasons* (N=18**)



*Weighted ranking with rank 1 assigned the greatest weight, and rank 3 assigned the least weight; **Low N

Survey: Q23. You indicated your university/college's total budget increased | decreased from the last academic year (2024-2025) to this year (2025-2026). Please rank up to 3 primary reasons why.

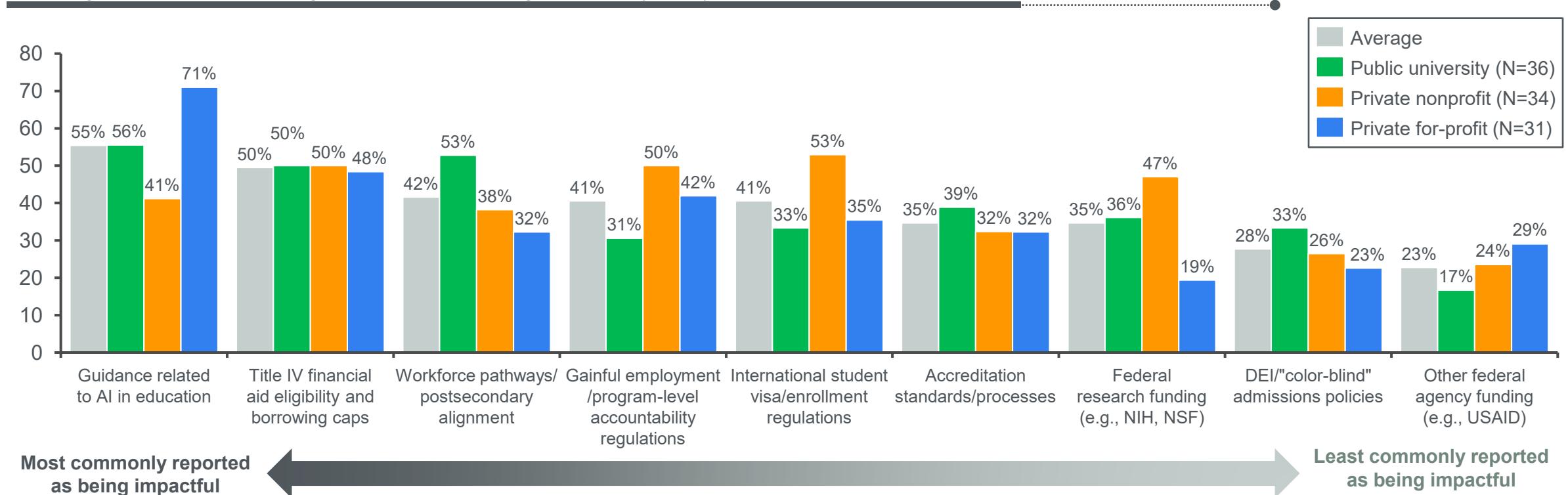
Note: AY=academic year

Source: L.E.K. survey and analysis

In a shifting policy and market landscape, higher education administrators are most focused on the impact of AI and current/planned Title IV changes

Expected impact of federal funding and regulatory shifts on higher education investments (AY 2025-26 to AY 2026-27)

Percentage of respondents selecting 5, 6 or 7 for the following statements (N=101)



Survey: Q19. Thinking about the next 12 months, how impactful do you believe the following funding or regulatory shifts will be on your school district | university or college? Please indicate the level of impact on a scale from '1 - not at all impactful' to '7 - very impactful'. Please select one per row.

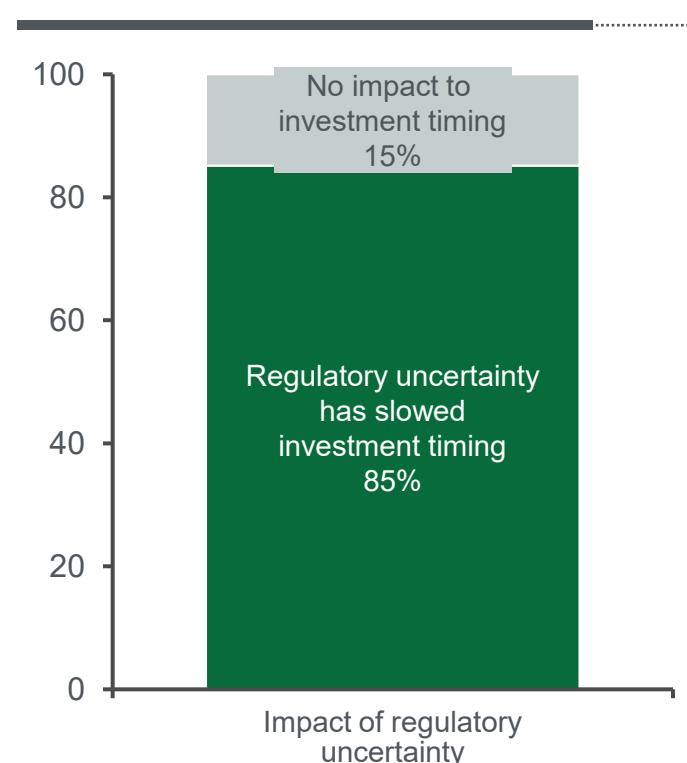
Note: AI=artificial intelligence; NSF=DEI=diversity, equity, and inclusion

Source: L.E.K. survey and analysis

This regulatory and funding uncertainty is slowing investment decisions across higher education, with pauses and delays especially pronounced for private for-profit institutions

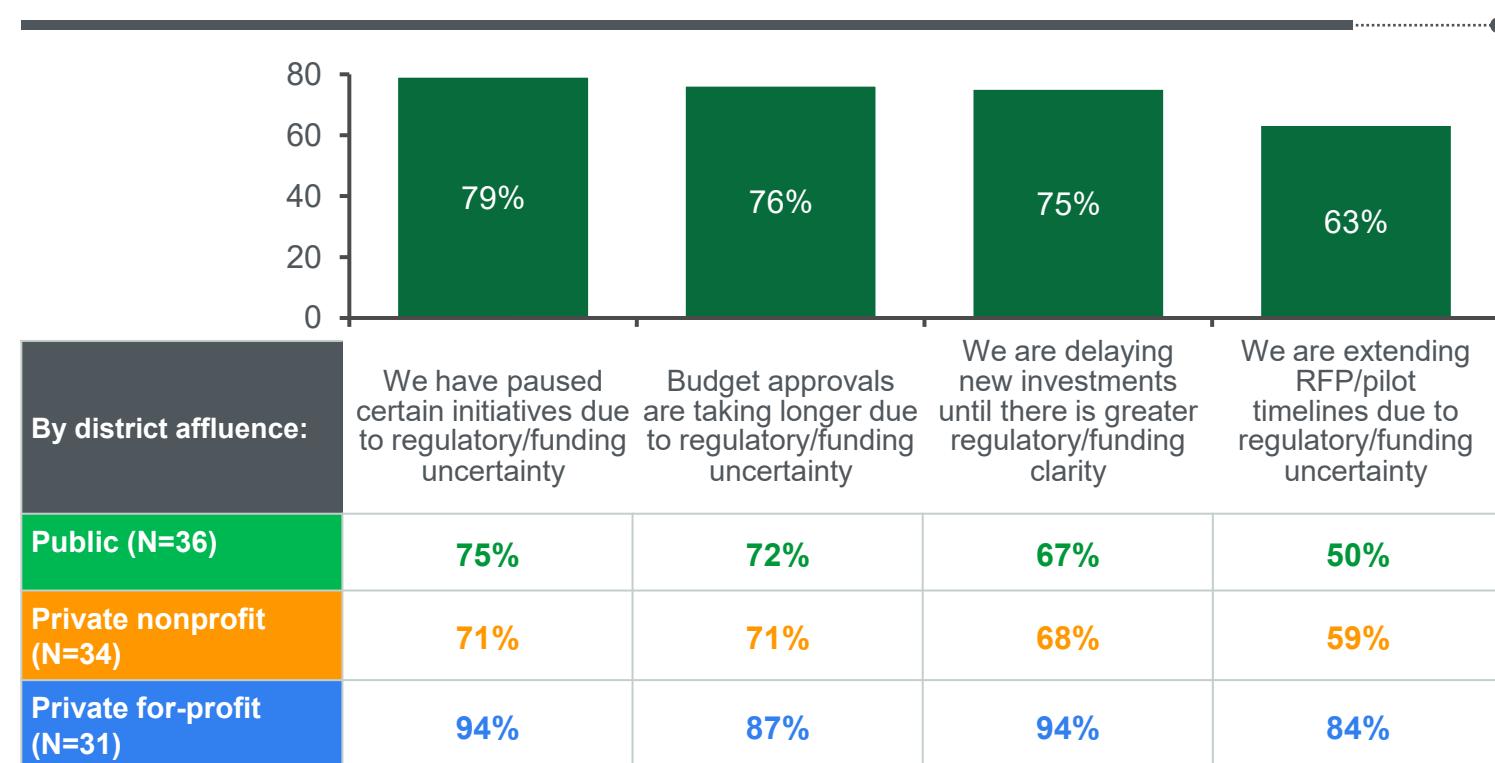
Impact of regulatory impact on institutions

Percentage of respondents (N=101)



Higher education administrator perception of impacts due to regulatory uncertainty

Percentage of respondents selecting 5, 6 or 7 for the following statements (N=101)



Survey: Q29. We would like to understand the extent to which you agree or disagree with each of the following statements about your school district | university or college's investment decisions given regulatory/funding changes and uncertainty. Please rate each statement on a scale from '1 - strongly disagree' to '7 - strongly agree'. Please select one per row.

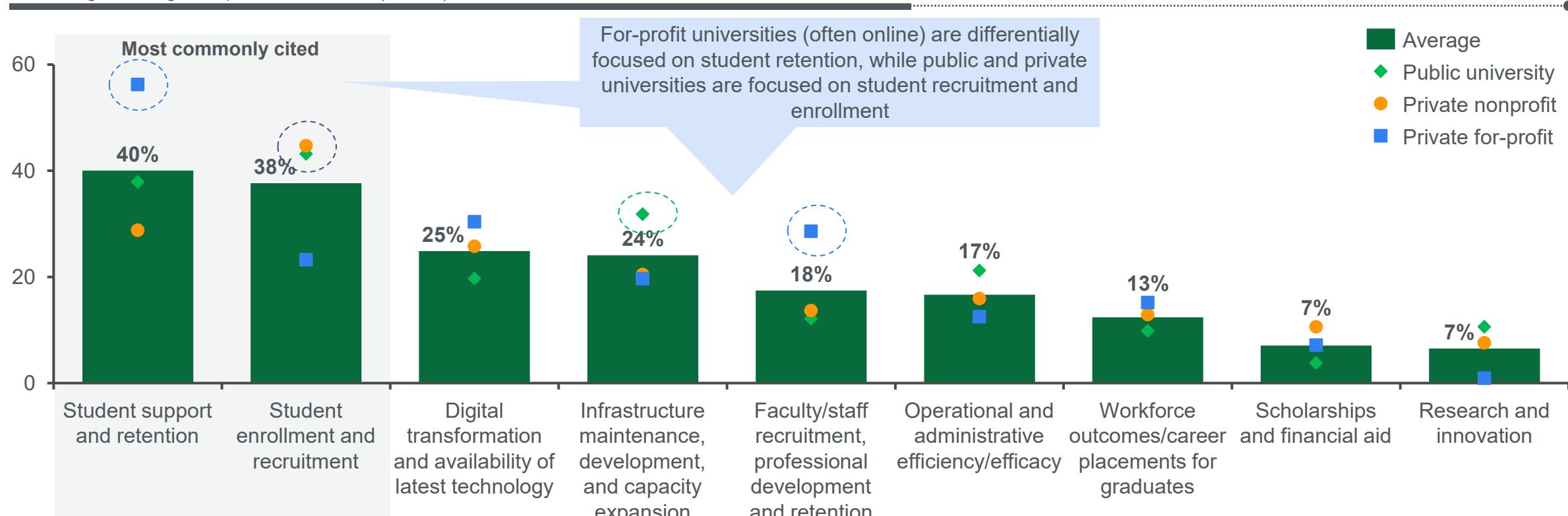
Source: L.E.K. survey and analysis

Student recruitment and retention/support are the most-cited focus areas among higher education leaders

Top critical issues facing higher education institutions

(AY 2025-26)

Percentage ranking* in top 3 critical issues (N=101)



*Weighted ranking with rank 1 assigned the greatest weight, and rank 3 assigned the least weight

Survey: Q12. What are the most critical issues that your school district | university or college is facing during the current 2025-2026 academic year?

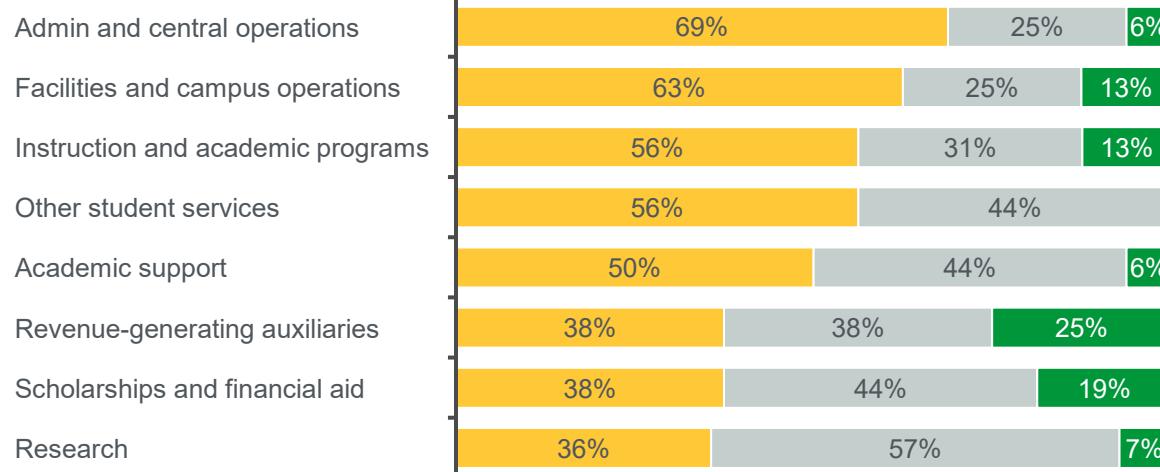
Note: AY=academic year

Source: L.E.K. survey and analysis

Looking ahead, institutions expecting budget cuts plan broad reductions, while those anticipating growth will prioritize instruction and academic support

Expected spending changes among institutions anticipating budget contractions from current AY (2025-26) to next AY (2026-27)

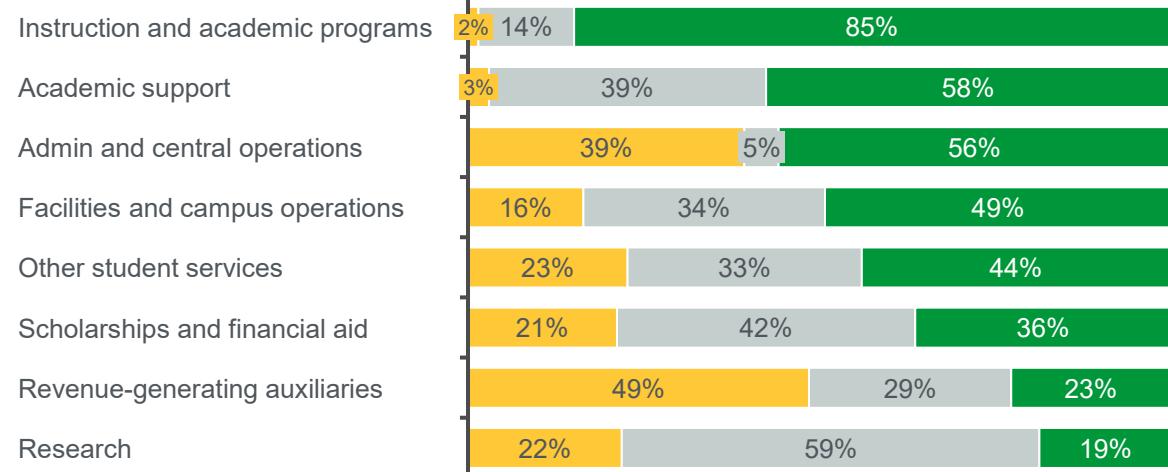
Percentage of respondents reporting lower spend in each category (N=16*)



Institutions expecting budget contractions next year plan broad reductions across administrative, instructional and facility areas, reflecting continued financial constraint

Expected spending changes among institutions anticipating budget expansions from current AY (2025-26) to next AY (2026-27)

Percentage of respondents reporting greater spend in each category (N=66)



Institutions anticipating budget growth next year expect to channel additional resources toward instruction, academic support and core operations to strengthen academic capacity

*Low N

Survey: Q11. What are the most critical areas your school district | university or college is focused on today?; Q15. Thinking about the next academic year (2026-2027), how do you expect your school district | university or college's total budget to change if at all? Select one; Q16. Thinking about the next academic year (2026-2027), how do you expect your school district | university or college's budget for each category to change, if at all? Your best estimate is fine. Select one.

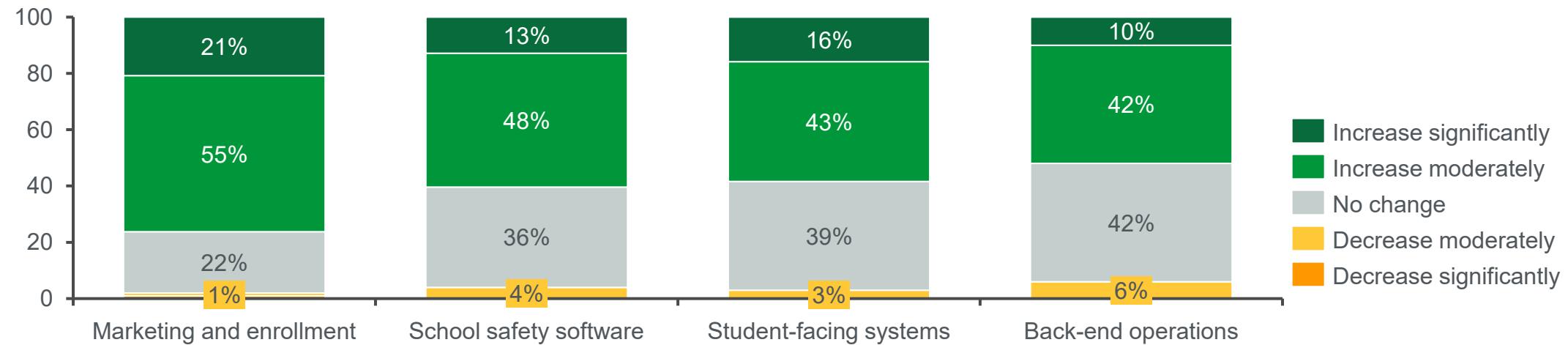
Note: AY=academic year

Source: L.E.K. survey and analysis

Within administrative and operational support, most HEIs expect moderate investment growth across categories, with marketing and enrollment investment being highest priority

Expected change in higher education institution investment in operations, safety systems and infrastructure (AY 2026-27)

Percentage of respondents selecting (N=101)



Current higher ed investment level
Percentage selecting as ops., safety systems and infra. investment area in 2025-26

~89%

~76%

~77%

~69%

All Higher Education respondents indicate that their institutions currently invest in at least one area

Survey: Q25. Thinking about this academic school year (2025-2026), which of the following operations, safety systems and infrastructure areas does your school district | university or college currently invest in? Select all that apply; Q26. How do you expect your school district | university or college's investment in each of the following operations, safety systems and infrastructure areas to change from this academic year (2025-2026) to next academic year (2026-2027), if at all? Select one per row.

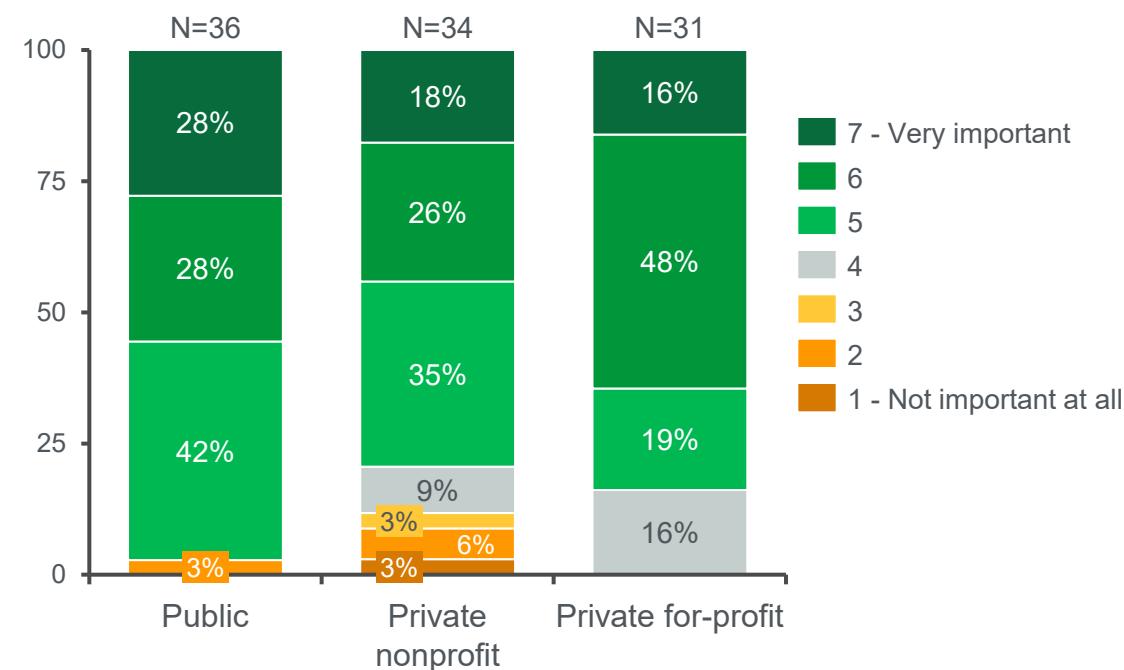
Note: HEI=higher education institutions; AY=academic year

Source: L.E.K. survey and analysis

AI adoption is emerging as a strategic focus across higher education, with early pilots centered on communications, administrative operations and student support

Perceived importance of AI implementation, by institution type (AY 2025-26)

Percentage of respondents selecting (N=101)



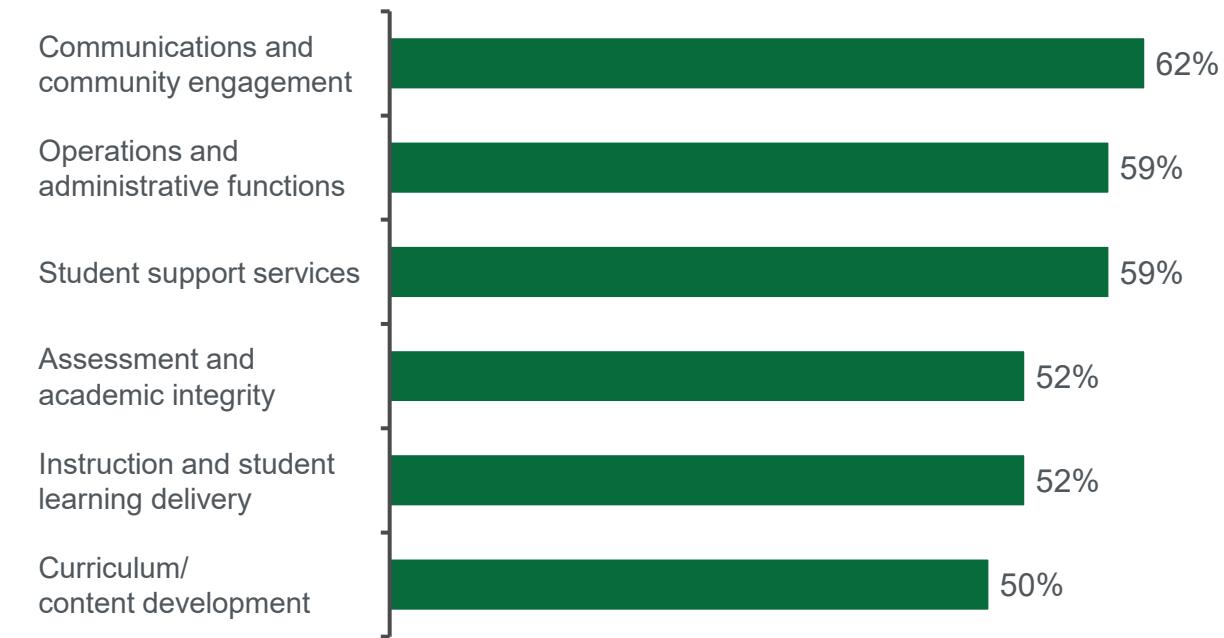
Survey: Q27. Thinking about this academic year (2025-2026), how important does your school district | university or college consider implementing AI (artificial intelligence) across instructional and operational capability sets to be? Please indicate the level of importance on a scale of 1 to 7 where '1 - not at all important' to '7 - very important'. Please select one; Q28. Thinking about this academic school year (2025-2026), which area(s) is your school district | university or college currently exploring, or planning to implement, AI (artificial intelligence) in, if any? Please select all that apply

Note: AI=artificial intelligence; AY=academic year

Source: L.E.K. survey and analysis

Areas where higher education institutions are exploring or implementing AI (AY 2025-26)

Percentage of respondents selecting each as a top 3 area (N=101)



Agenda

- Context and key takeaways
- K-12 district administrators
- Higher education institution administrators
- **Appendix**
 - **K-12**
 - Higher education

The following spend categories were tested with K-12 respondents

 Spend category	 Description
A Instructional programs, curriculum and teacher professional development	e.g., core curriculum and related tools, career and technical education curriculum/learning aids, additional academic student support (tutoring, after-school programs), professional development (PD) programs/workshops/certifications
B School operations, safety systems and infrastructure	e.g., facilities maintenance, technology/connectivity, HVAC/structural repairs
C Student behavioral, emotional and mental well-being	e.g., counseling programs, mental health and well-being curricula / tools, SEL, behavioral support initiatives, PBIS, peer mentoring
D Administration and district operations	e.g., district office, finance/HR/legal, central IT
E Teachers/staff salary, benefits and recruitment	e.g., salaries and benefits for teachers and staff, staff recruitment
F Noninstructional student services	e.g., school meal programs, transportation, career counseling, college readiness programs
G Other (please specify)	

Note: PD=professional development; HVAC=heating, ventilation and air conditioning; SEL=social-emotional learning; HR=human resources; IT=information technology

Unprompted, K-12 administrators highlight student safety, achievement, staffing, mental health and funding/budgets as the most critical priorities for AY 2025-26

Top keyword mentions by K-12 district administrators regarding current AY (2025-26) strategic priorities

Percentage of respondents selecting (N=99)



Student achievement remains a frequently cited priority, reflecting ongoing attention to academic performance and recovery

Safety and mental health are commonly mentioned, as districts continue to focus on student well-being alongside instructional needs

Staffing and retention appear as recurring concerns, with administrators noting challenges in maintaining adequate personnel

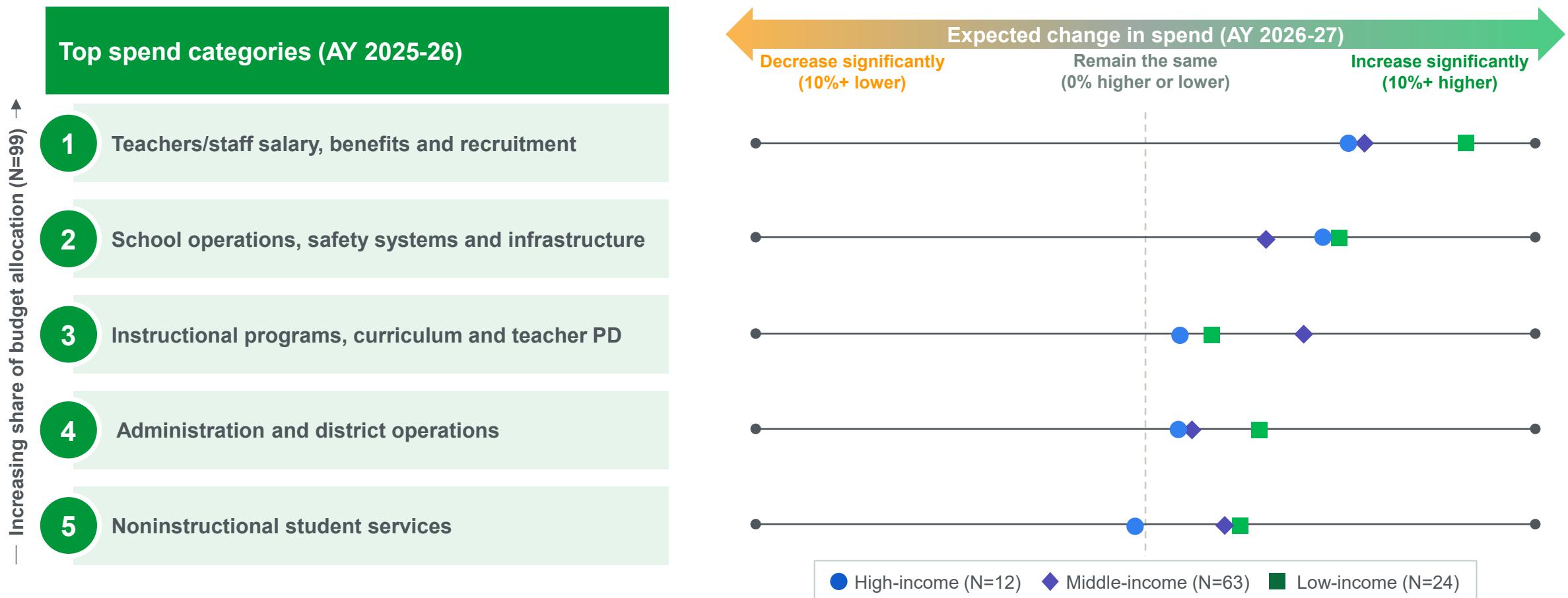
Funding and budget pressures are regularly referenced, indicating continued resource constraints across districts

Survey: Q11. What are the most critical areas your school district | university or college is focused on today? Please explain briefly in your own words

Note: AY=academic year

Source: L.E.K. survey and analysis

Districts report broadly stable allocation patterns across key spending areas, though some modest variation in future budget priorities is expected across income tiers



Survey: Q16. Thinking about the next academic year (2026-2027), how do you expect your school district | university or college's budget for each category to change, if at all? Your best estimate is fine; Q17. Please estimate what percent of your school district | university or college's budget is allocated to each of the following categories for the following academic periods. Your best estimate is fine.

Note: AY=academic year; PD=professional development

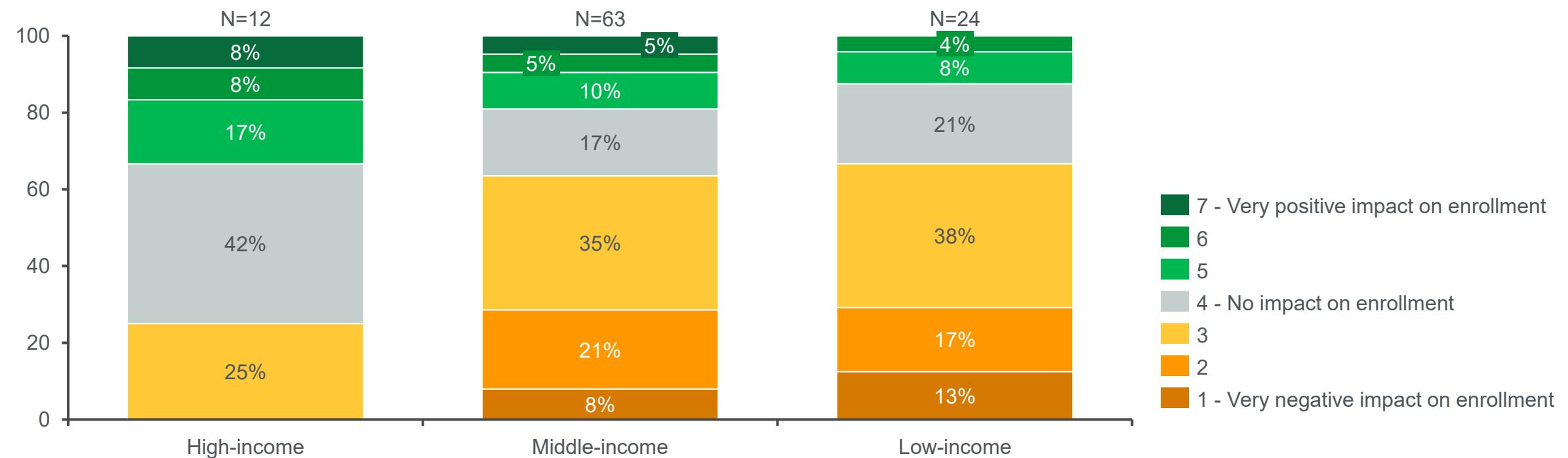
Source: L.E.K. survey and analysis

Expansion of school choice and vouchers is causing enrollment concerns particularly among middle- and low-income districts

Perceived impact of school vouchers/school choice on K-12 district enrollment, by district affluence level

(AY 2024-25)

Percentage of respondents selecting (N=99)



Survey: Q21. What impact, if any, do you expect increased focus on school vouchers/school choice will have on your district's enrollment? Use a scale from '1 - very negative impact to enrollment' to '7 - very positive impact to enrollment'.

Source: L.E.K. survey and analysis

Agenda

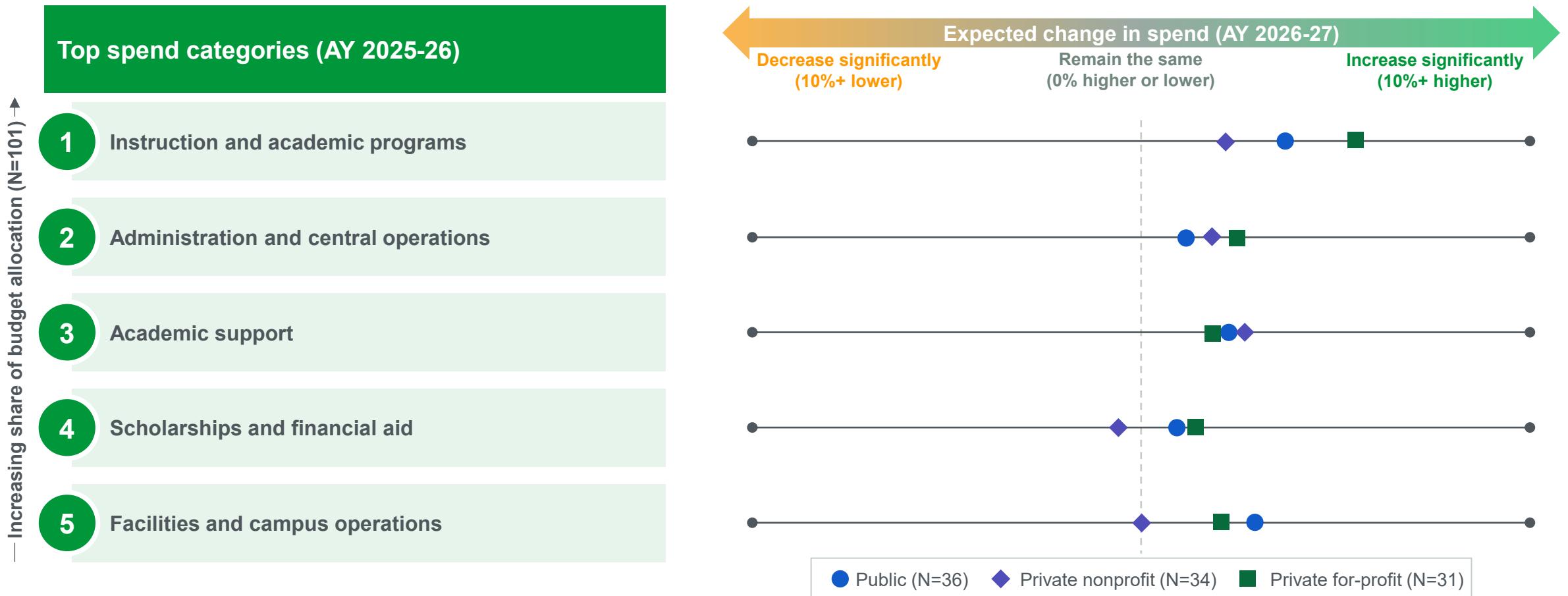
- Context and key takeaways
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 - K-12
 - **Higher education**

The following spend categories were tested with higher education respondents

 Spend category	 Description
A Instruction and academic programs	e.g., faculty salaries/benefits, departments, classroom delivery, program development
B Research	e.g., sponsored and institutional research, labs, compliance, ethics review, research admin
C Academic support	e.g., libraries, learning resources, academic IT
D Other student services	e.g., admissions, registrar, advising, counseling, career services
E Scholarships and financial aid	e.g., institutional grants/waivers, fellowships, etc. paid to students
F Administration and central operations	e.g., president/provost offices, finance/HR/legal, central IT, marketing/comms
G Facilities and campus operations	e.g., maintenance, supplies and equipment, custodial, campus safety, grounds, capacity expansion and infrastructure development
H Revenue-generating auxiliaries	e.g., housing/residential life, dining, parking/transportation, bookstore, retail, athletics, recreation, events/conferencing
I Other (please specify)	

Note: IT=information technology; HR=human resources

Higher education administrators report broadly stable allocation patterns across key spending areas, though some modest variation in future budget priorities is expected across institution types



Survey: Q16. Thinking about the next academic year (2026-2027), how do you expect your school district | university or college's budget for each category to change, if at all? Your best estimate is fine; Q17. Please estimate what percent of your school district | university or college's budget is allocated to each of the following categories for the following academic periods. Your best estimate is fine.

Note: AY=academic year

Source: L.E.K. survey and analysis

Unprompted, higher education administrators most frequently cite enrollment, learning quality, financial stability and technology needs as key priorities for AY 2025-26

Top keyword mentions by higher education administrators regarding current AY (2025-26) strategic priorities

Percentage of respondents selecting (N=101)



Enrollment remains a commonly referenced priority, as institutions focus on attracting and retaining students in a shifting demand environment

Learning quality and academic development appear frequently, indicating ongoing attention to instructional effectiveness and student outcomes

Financial and resource considerations are regularly mentioned, highlighting the role of budget constraints and revenue pressures in strategic planning

Technology and digital capabilities emerge as recurring themes, reflecting the need to support flexible learning models and institutional operations

Survey: Q11. What are the most critical areas your school district | university or college is focused on today? Please explain briefly in your own words

Note: AY=academic year

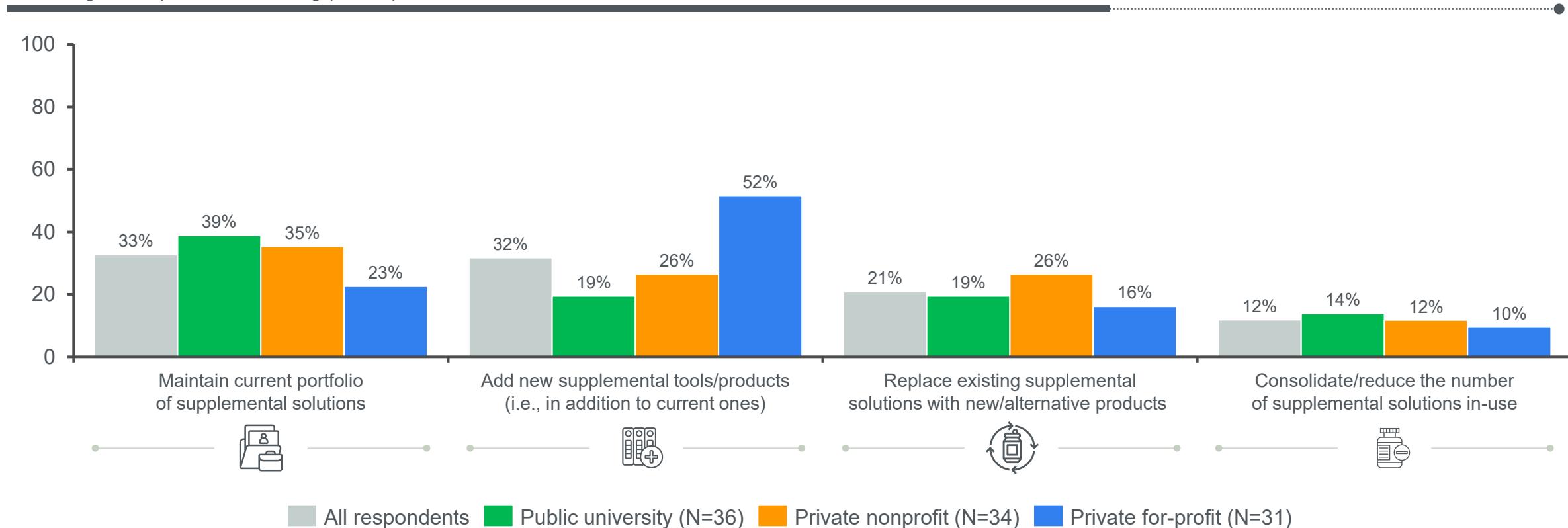
Source: L.E.K. survey and analysis

Despite many institutions maintaining their current mix of supplemental solutions, a significant share plans to refine portfolios by adding new products or by replacing old tools to support emerging priorities

Expected higher education institution approach to supplemental curriculum, materials and tools

(AY 2026-27)

Percentage of respondents selecting (N=101)



Survey: Q24. Thinking about the next academic school year (2026-2027), which of the following best describes your school district | university or college's expected approach to supplemental curriculum, materials, or tools? Select one.

Source: L.E.K. survey and analysis