

Reimagining California Higher Education

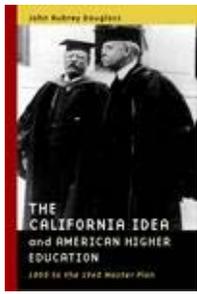
Little Hoover Commission - Public Hearing on Higher Education
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The California Idea

- First state to develop a coordinated and coherent approach to comprehensive mass higher education
- First state to establish the public junior college and to pioneer the AA degree - 1907
- First state to establish formal matriculation agreements between public HE institutions - 1910
- University of California is the nation's first multi-campus system with inclusion of UCLA - 1919
- Emergence of tripartite structure - 1920 (not 1960!)

The 1960 Master Plan:

What it did NOT do

- Not the single creation of one-man, but the result of a negotiation built on earlier innovations and planning studies - the Master Plan Survey Team.
- Did not create the Tripartite System or invent existing mission differentiation or seriously alter the transfer function.
- Did not expand California's commitment to mass higher education:
 - Shifted future enrollment demand to CCC, actually reducing access to UC and CSU
 - Why? Largely to save money and create a politically more palatable proposal for expanding enrollment capacity
 - Revised admissions pool never included in statute
- No guarantee of no-tuition system.
- What about Parking?

The 1960 Master Plan:

What it DID do

1. More important for what it **preserved** and **prevented** (a superboard) than what it invented.
2. Mission and governance of existing Tripartite System put into one statute.
3. Ended often bitter turf fight over the dissertation and research function of CSU - created a treaty.
4. Modified admissions and access paths to reduce future costs for the State of California - reducing access to UC and CSU.
5. Outlined a plan to complete new campus development.
6. Plan a product largely of the HE community, with pressure from lawmakers.



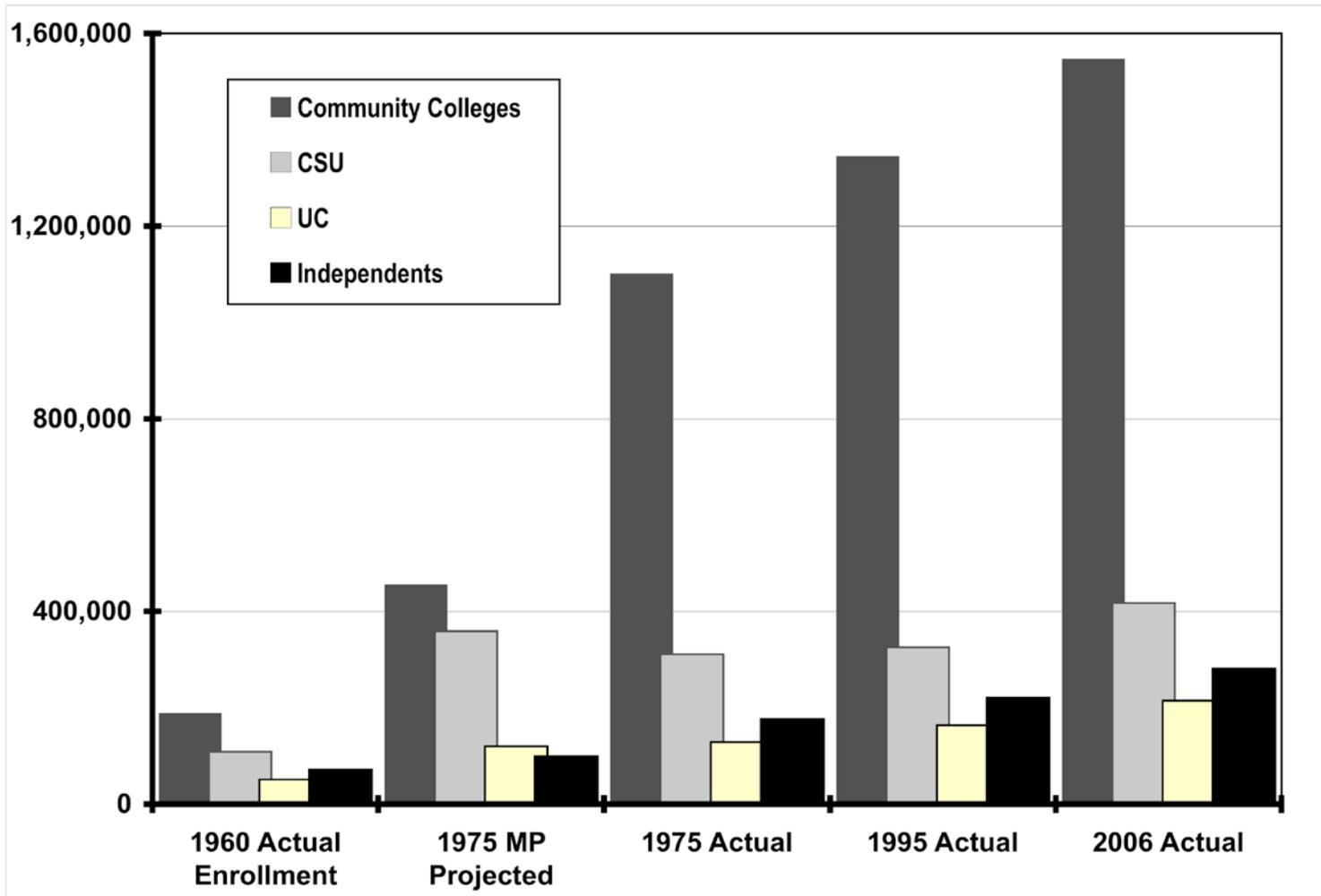
The Master Plan:

What the Master Plan Survey Team Did NOT Anticipate

- **SYMBIOTIC Design** - the health and vitality of one segments affects the functions of the system as a whole.
- Constant in California policymaking - **large population growth**; Demographic change - including large increase racial minorities, immigrant groups, and significant increase in poverty rates
- Significant **decline in state funding of HE** relative to costs; same with K-12.
- Dysfunctional funding for Community Colleges.
- Significant erosion in The Pipeline of HS graduates; Peaks and Valley's in the quality of secondary schools, and tertiary education
- The subsequent enrollment surge in the CCC system - MP anticipated about 55% of all public HE enrollment in CCC, but today closer to 70%



Ways of Evaluating Success: A Question of Balance?



Source: J.A. Douglass, *The California Idea and American Higher Education*, 2000; new enrollment data added.



Evaluating HE System Success: Conclusions for California

Mixed results with serious decline in the last three decades.

- **Moderate Access Rates**
 - **Low Degree Production - Among Bottom Ten States**
 - **Decline in Transfer Function - when compared to pre-1960 decades**
 - **Severely Underfinanced Community College system**
 - **UC good quality in teaching and research – although now under threat**
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- **Peak in System might have been 1970 or so in Access and Degree Production (maybe earlier)**

 - **California once number one in most categories (e.g., graduation rates) now ranked in bottom ten states.**



California Education Report Card: Sample Rankings

CALIFORNIA	US Rank
K-12 Spending Per Student	44
K-12 Spending Percentage of Personal Income	46
Number of K-12 Students Per Teacher	50
Number of K-12 Students Per Guidance Counselor	49
Adult Population with at Least a High School Degree	49
High School Seniors Who Enter Higher Education	49
Baccalaureate Attainment of 18-24 Year Olds	43
18-24 Year Olds Who Enter 4-Year Institutions	50
Underrepresented Minority Students in 4-Year Institutions	47
Underrepresented Minority Students with BA/BS	45
UNITED STATES	OECD Rank
High School Graduation Rate	10
25-34 Year Olds With Some HE Experience	12
HE Graduate Rates Among 18-24 Year-Olds	15

Sources: National Center for Ed Statistics; Geiser, "Beyond the Master Plan" CSHE 2010; Thomas G. Mortenson, "California at the Edge of a Cliff" 2009; OECD Education at a Glance 2010.



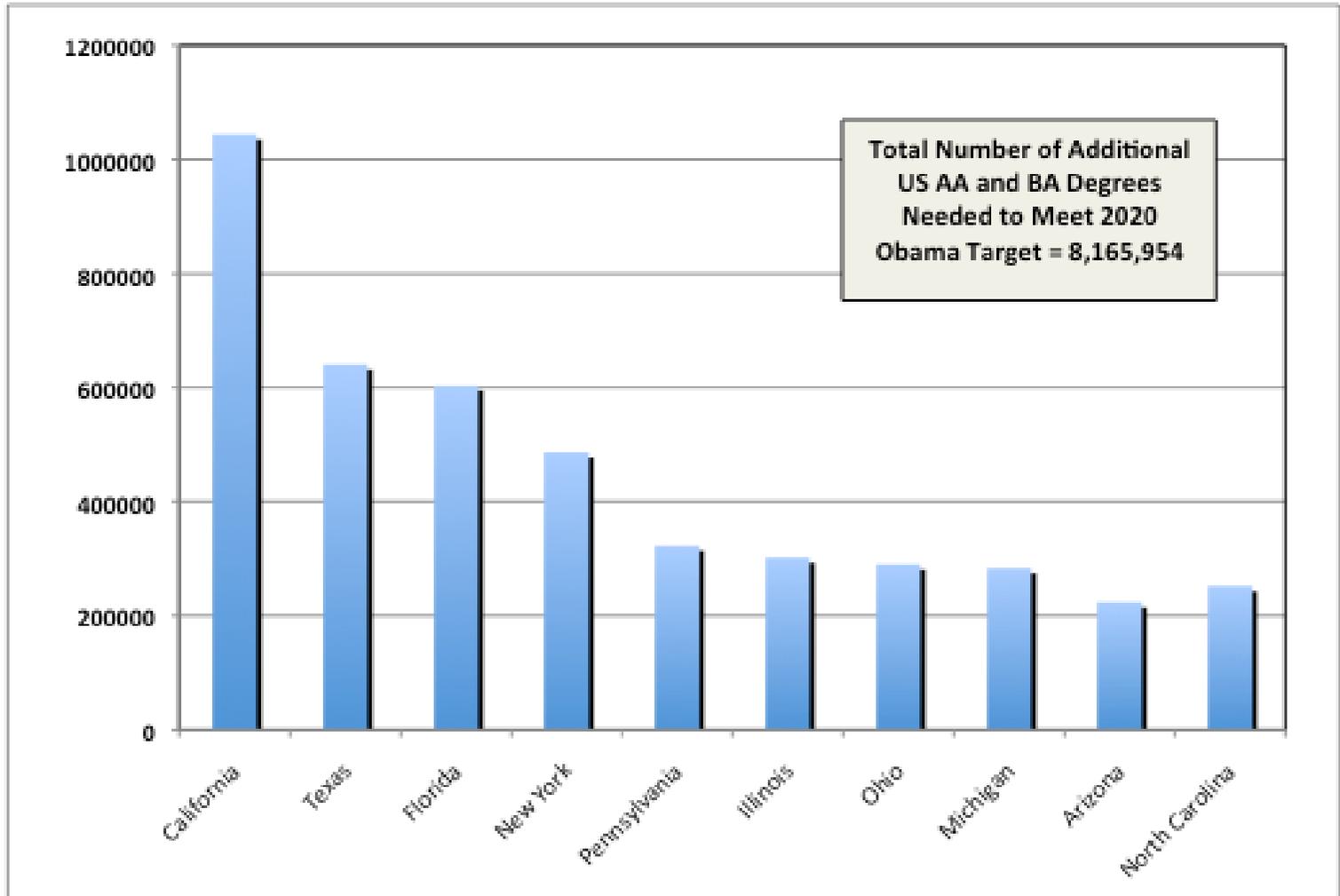
California HE Today:

What Parts of the Master Plan are Dead or Nearly So?

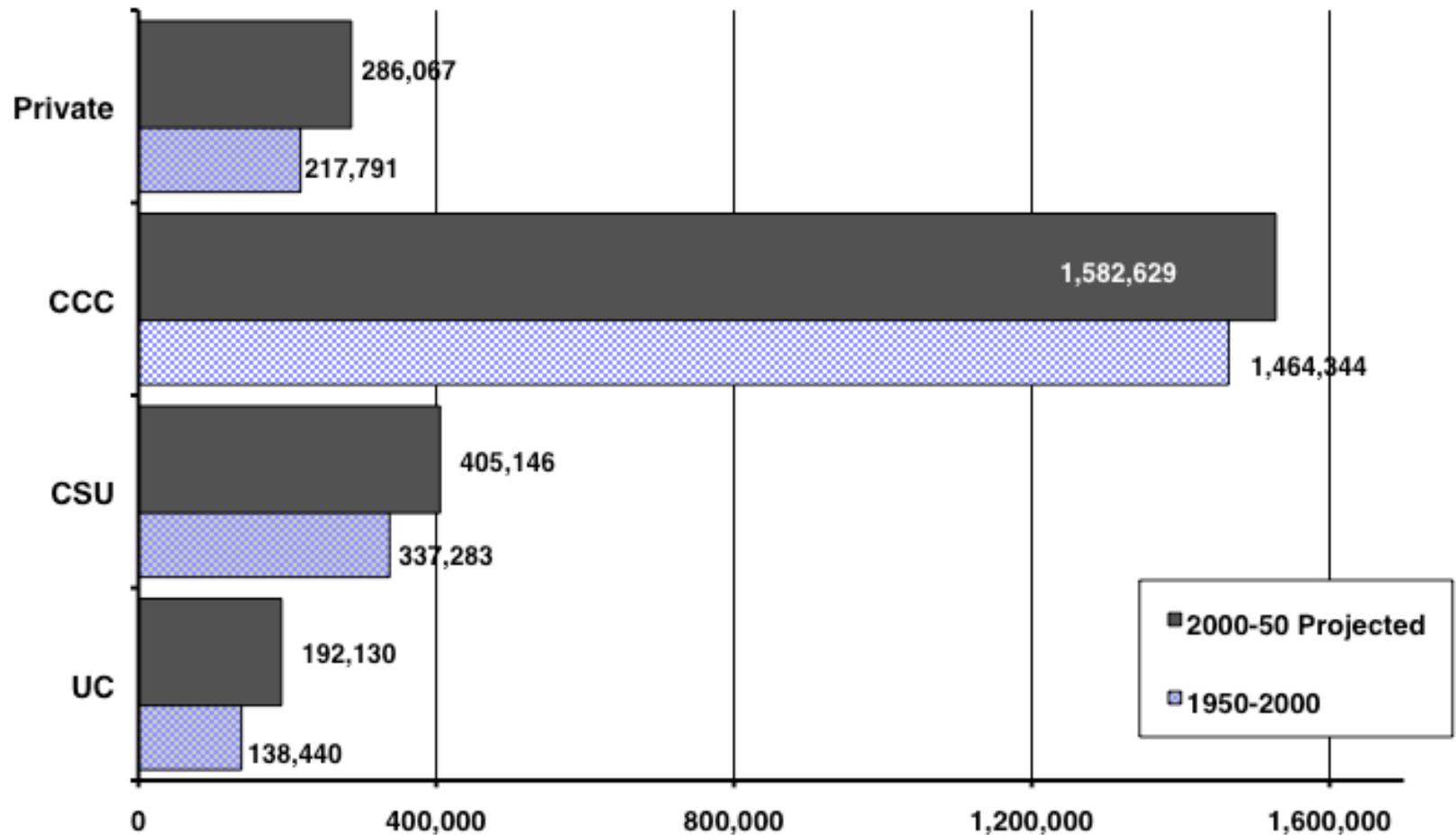
- Rapid decline in the State's commitment to subsidize public HE in California
- In turn, commitment to low fee/tuition system evaporating.
- Serious challenge to enrollment balance and commitment by HE Segments to admit and serve historical pool – UC, CSU and by default CCC.
- Inability to grow the enrollment capacity of public HE in the near and long term – California population continues to grow.
- Question: is California existing HE system “Fit for Purpose”?



California's Fair Share?



Net Increase in California Higher Education Enrollment: 1950-2000 Actual and 2000-2050 Projected



Source: Actual 2000-2005; Cal Dept Finance projections 2005-2013; conservative 1.2% for CCC, CSU, UC + 1% for grad, and 1.5% for Independent and for-profit of 1.5% 2014-2050.



Fit for Purpose?:

THINKING OUTSIDE OF THE BOX? Redefining the Problem

- Its About the Money - but not only?
- Too Many Part-Time students
- Too Many Students in 2-year Programs?
- Inadequate Institutional Structure in California (and US) HE to Produce more Degrees
- POLITICS - Need for State Leadership (engaged Governor) and Collaborative Agreed Strategy by UC, CSU and CCC
- Need for State/Federal Government partnership (like 1960s)



A Proposal for Smart Growth in California

- **Seeking a way build on the existing strengths of California's pioneering system that includes:**
 - **Build on the idea of mission differentiation**
 - **An affordable cost model**
 - **Rebalance where student go in the HE system**
 - **Increase educational attainment rates of Californians**
 - **Attract talent from throughout the world**
 - **Increases socioeconomic mobility and economic competitiveness**

- **A Tall Order!**



Out of the Box?

A Few Thoughts on What is Needed by 2020

GOALS: Set ambitious goals for access and AA and Bachelor's degree production rates mindful of global competitors; Reposition and tout California as the determined leader in mass higher education and quality of its tertiary HE system as part of global competitiveness initiatives.

ADMISSIONS and CAPACITY:

- Expand marginally access to UC and CSU - increase admissions pools.
- Start planning for public HE enrollment and program growth; recognize marginal ability of private sector (non- and for-profit) to fill immediate and long-term needs.

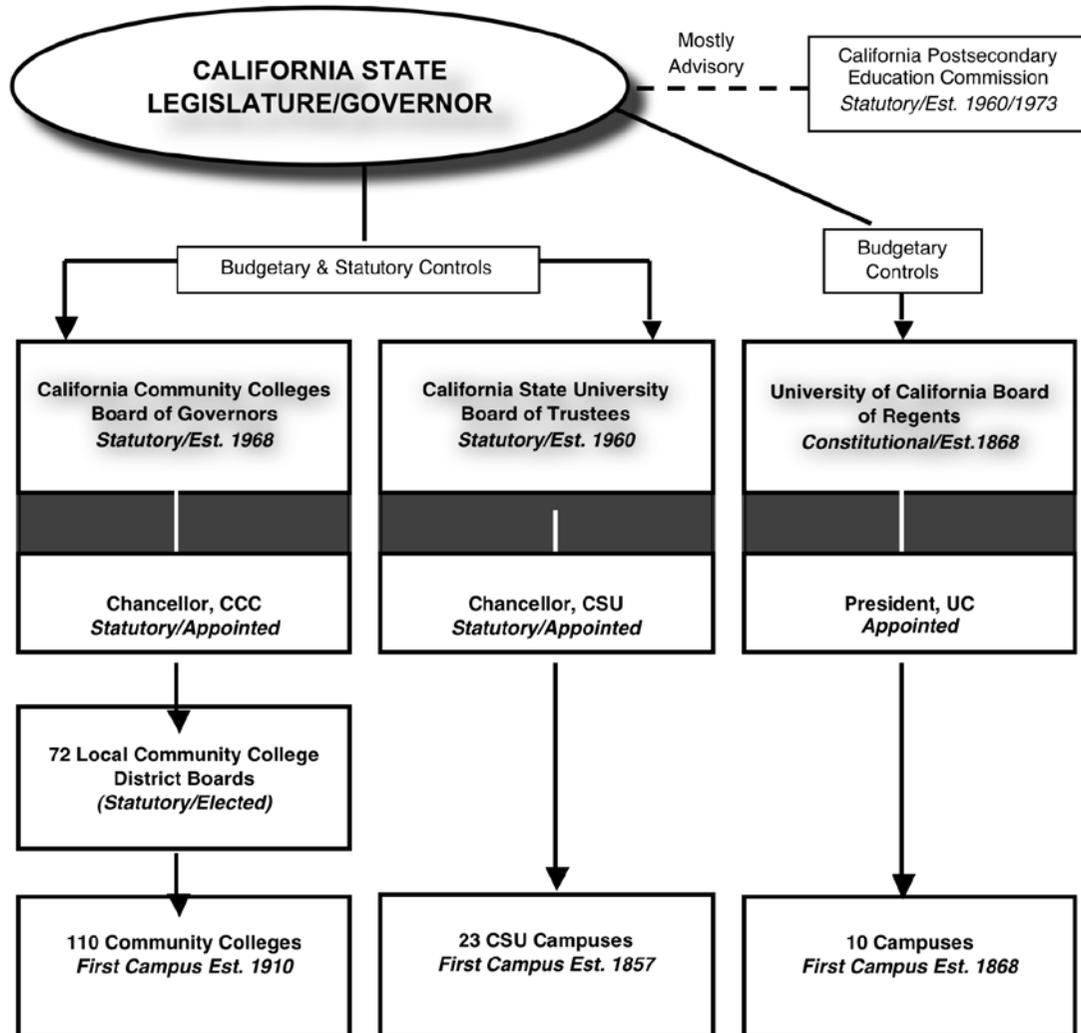
NEW INSTITUTIONS/Programs:

- Designate key group of CCC as transfer Colleges/Gap Year Programs.
- Consider strategic development of some CCC into 4-year institutions.
- Consider establishment of a new Polytechnic multi-campus public segment.

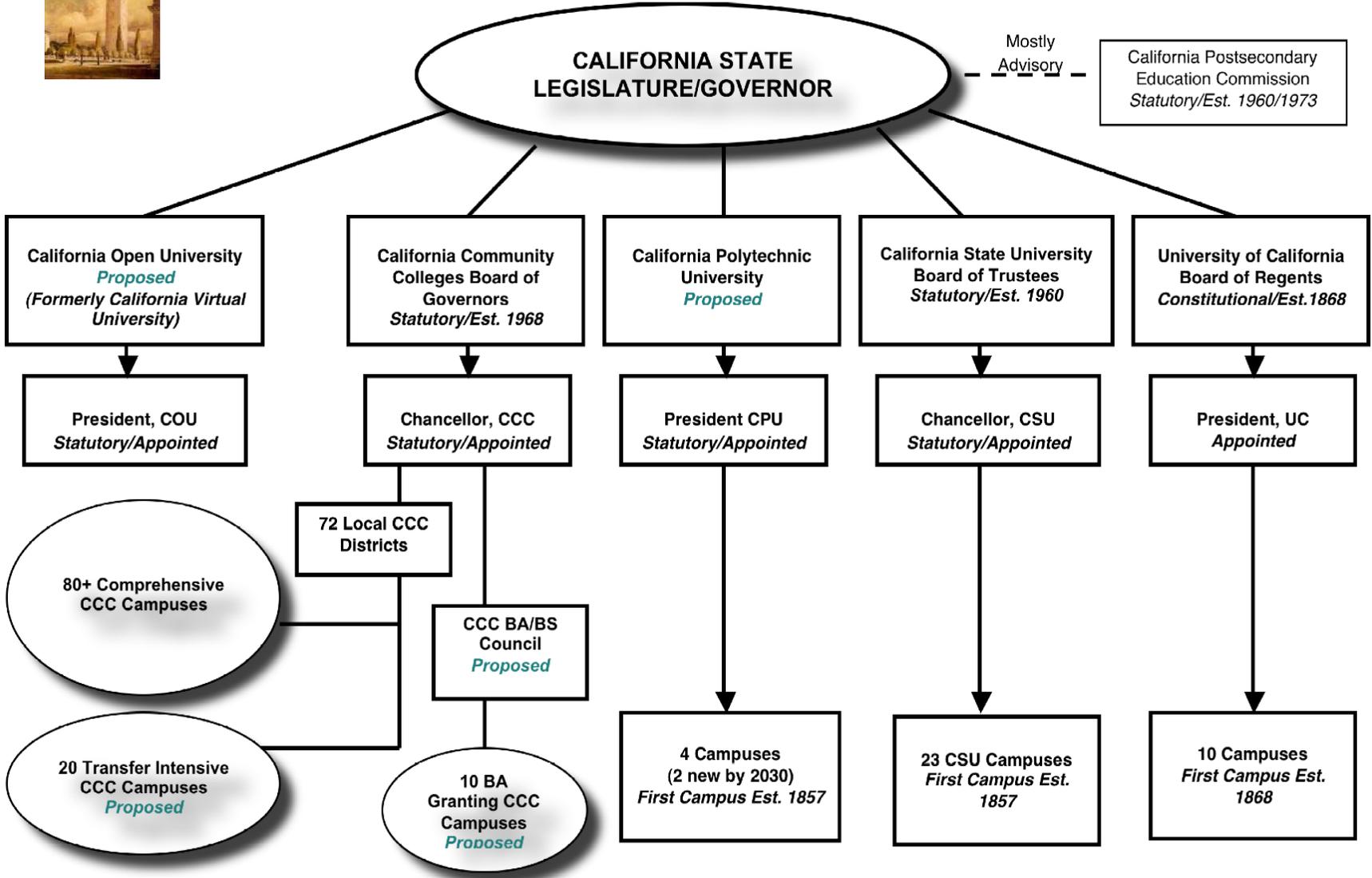
FUNDING:

- Plan for STATEWIDE strategic increase in foreign national and out-of-state students; Attract talent, help meet future labor needs, and as part of financing scheme.
- Fully embrace ***“Progressive Tuition” finance model.***
- Fee/Tuition model built on sliding scale of State Funding.

California Tripartite HE System - 2012



Reimagining





LH Questions Posed

- What are some solutions/ideas about rising tuition? How should we address that problem?
- How do we fund the systems in an era when funding is not going increase?
- Should the community colleges be under control of the state Board of Education (as they were prior to the Master Plan) to better integrate with K-12?
- Do we need separate UC and CSU?
- Is faculty workload too light (especially at UC) and would increasing it make a difference?

- Are there things we can do now that can create efficiencies and help the state and the university systems work in concert together for the good of California (and not the institutions)
- Is there an idea out there can radically alter things for the better? Are we ignoring big ideas that can make a difference?

