

# Making a Choice to Move Ahead

**Funding the entire P-20 system**

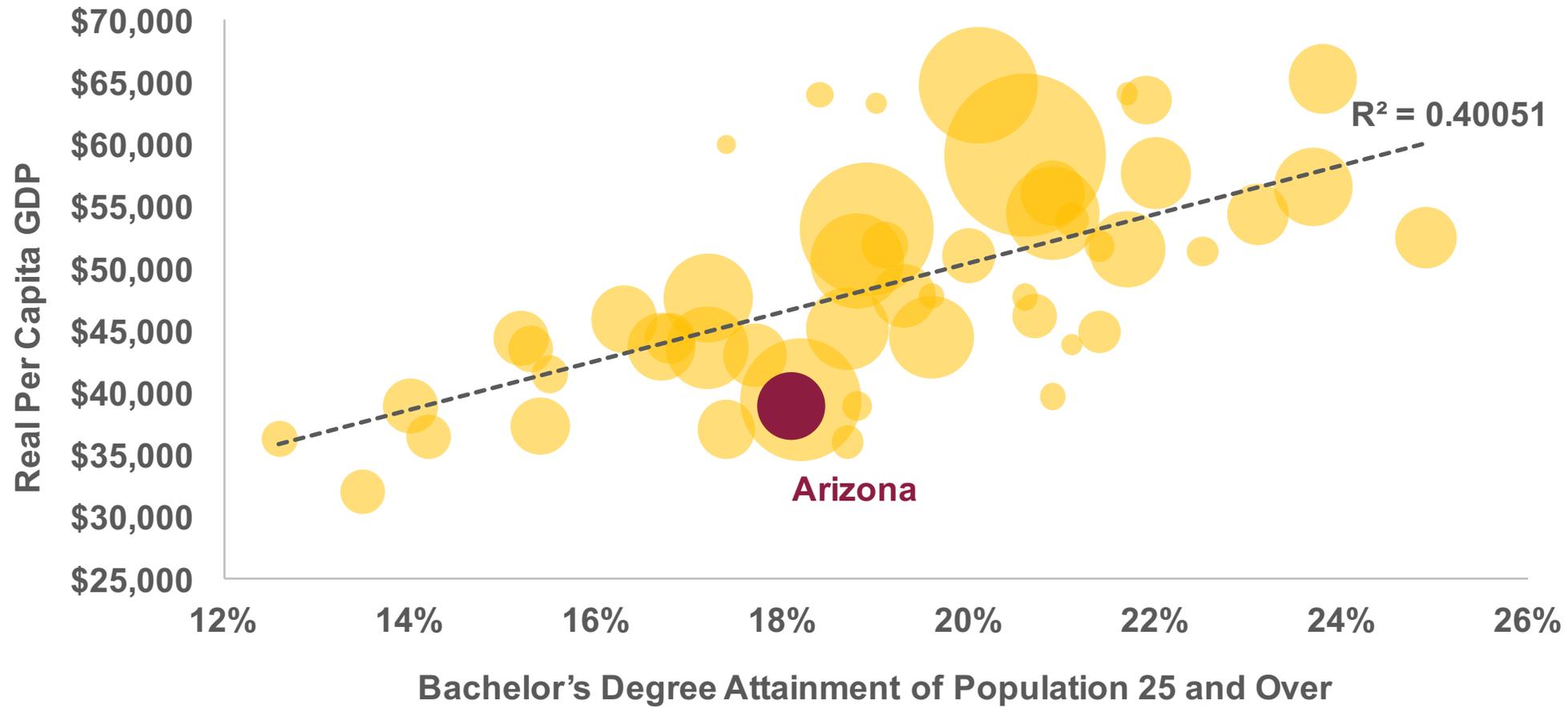
Arizona's Future of Education Vision Breakfast

**Michael M. Crow**

President, Arizona State University

December 12, 2017

# Bachelor's Degree Attainment and Real Per Capita GDP by State, 2016

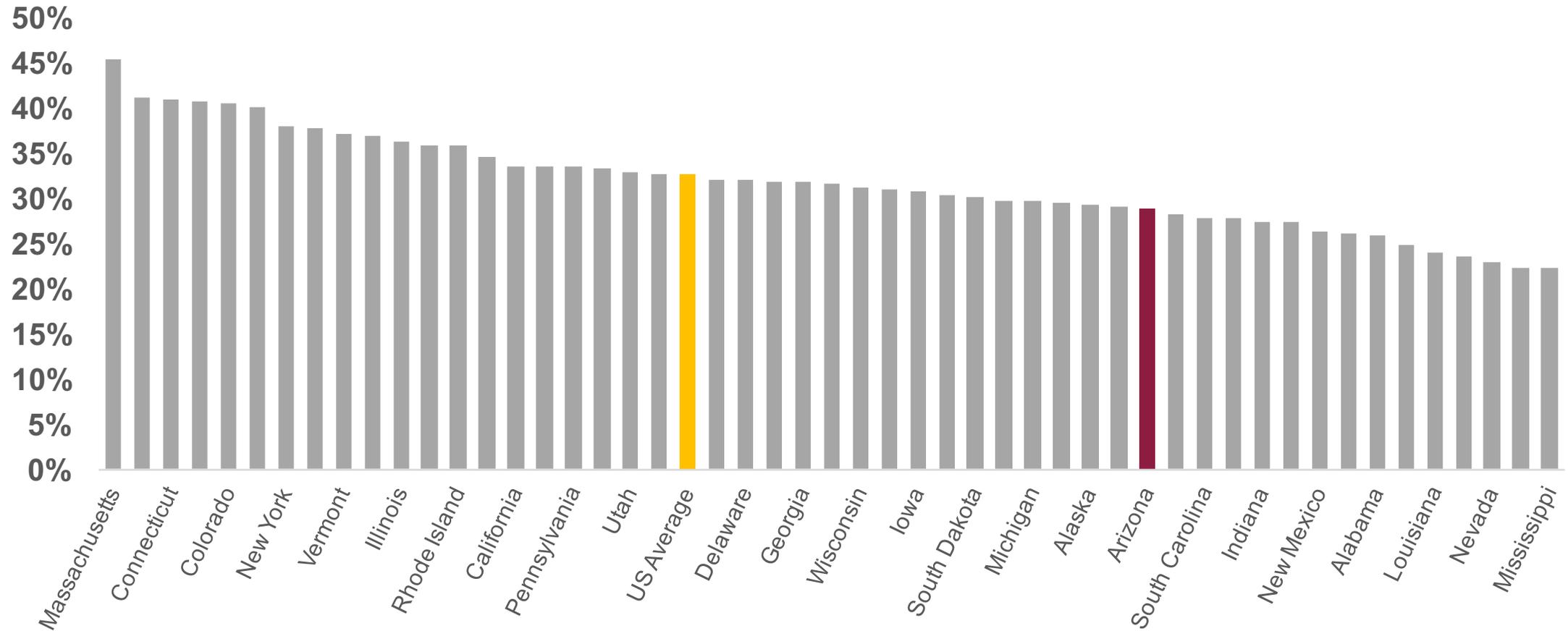


## Postsecondary Educational Attainment Goals by State

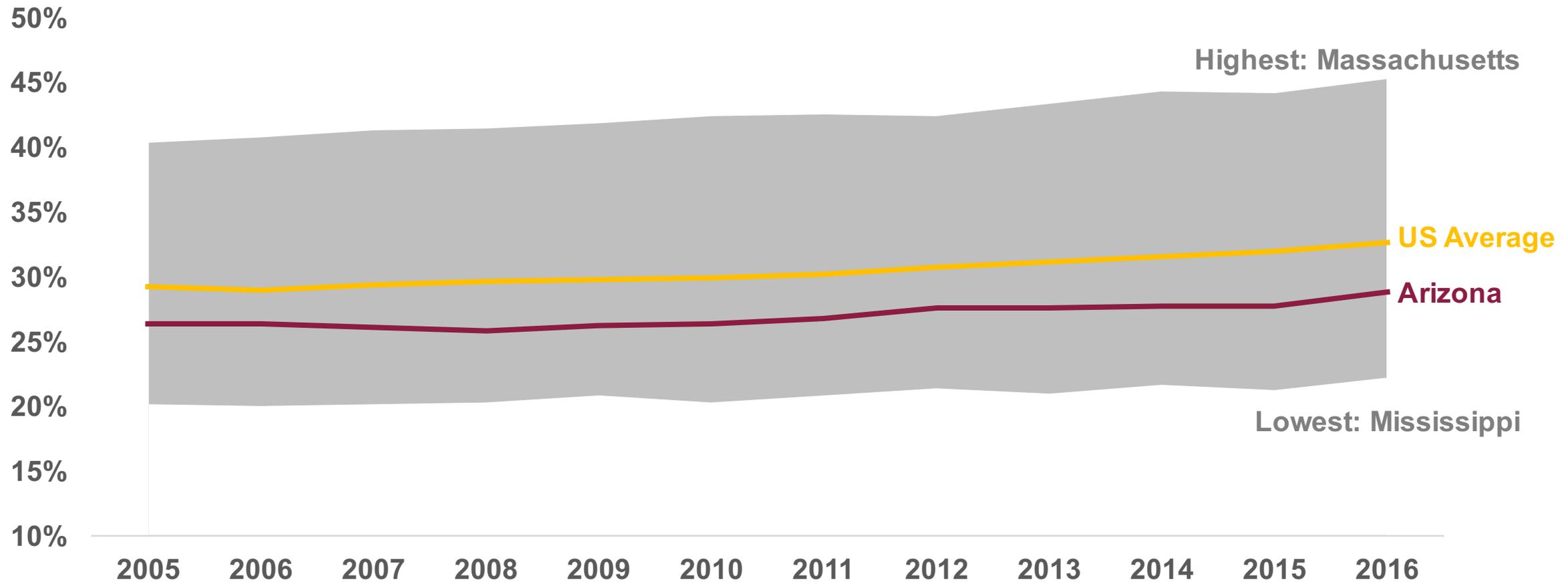
<b>Arizona</b>	<b>60% by 2030</b>	<b>Mass.</b>	<b>60% by 2020</b>
<b>Colorado</b>	<b>66% by 2025</b>	<b>Minnesota</b>	<b>70% by 2025</b>
<b>Connecticut</b>	<b>70% by 2025</b>	<b>Missouri</b>	<b>60% by 2025</b>
<b>Georgia</b>	<b>60% by 2020</b>	<b>Montana</b>	<b>60% by 2020</b>
<b>Idaho</b>	<b>60% by 2020</b>	<b>Oregon</b>	<b>80% by 2025</b>
<b>Illinois</b>	<b>60% by 2025</b>	<b>Tennessee</b>	<b>55% by 2025</b>
<b>Indiana</b>	<b>60% by 2025</b>	<b>Texas</b>	<b>60% by 2030</b>
<b>Kansas</b>	<b>60% by 2020</b>	<b>Utah</b>	<b>66% by 2020</b>
<b>Louisiana</b>	<b>42% by 2025</b>	<b>Virginia</b>	<b>55% by 2025</b>
<b>Maryland</b>	<b>55% by 2025</b>	<b>Washington</b>	<b>70% by 2023</b>

Data Source: Arizona Board of Regents

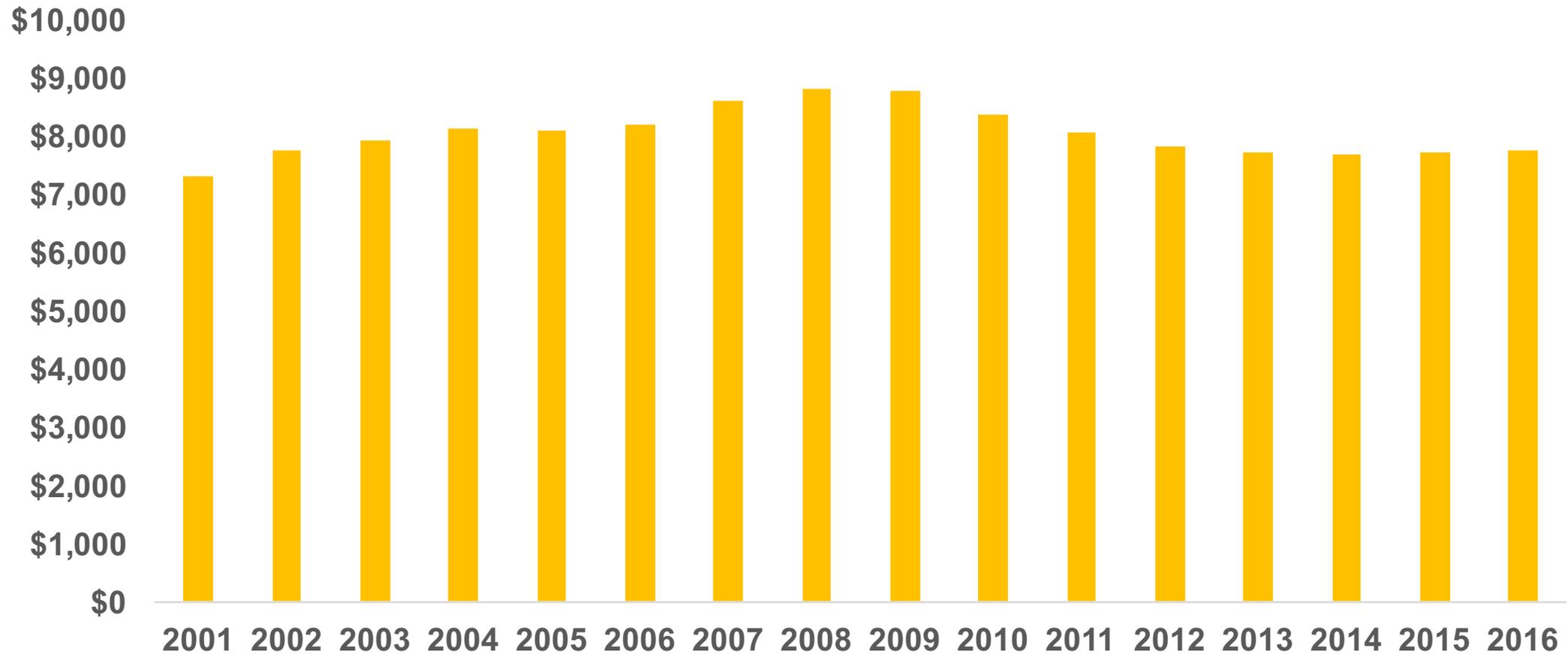
# Bachelor's Degree Attainment of Working-Age Population, 2016



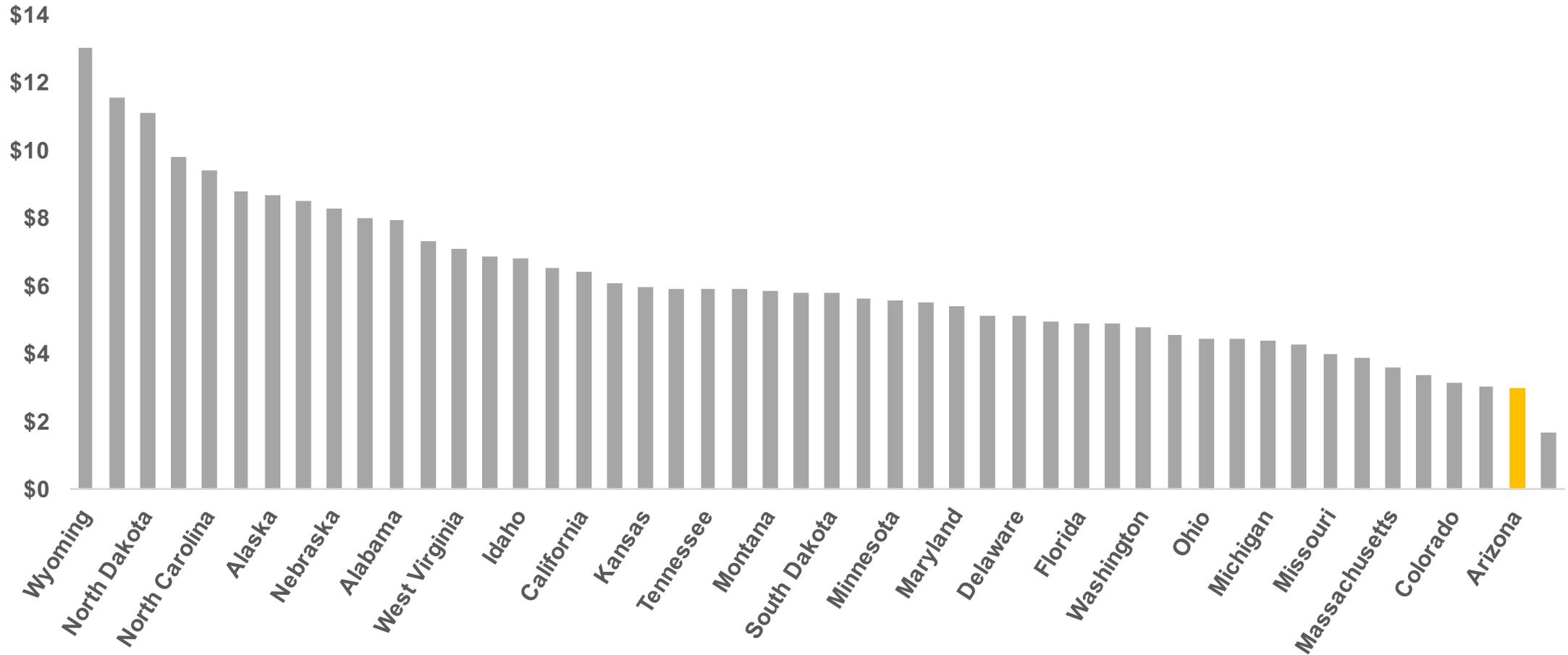
# Bachelor's Degree Attainment of Working-Age Population, 2005-2016



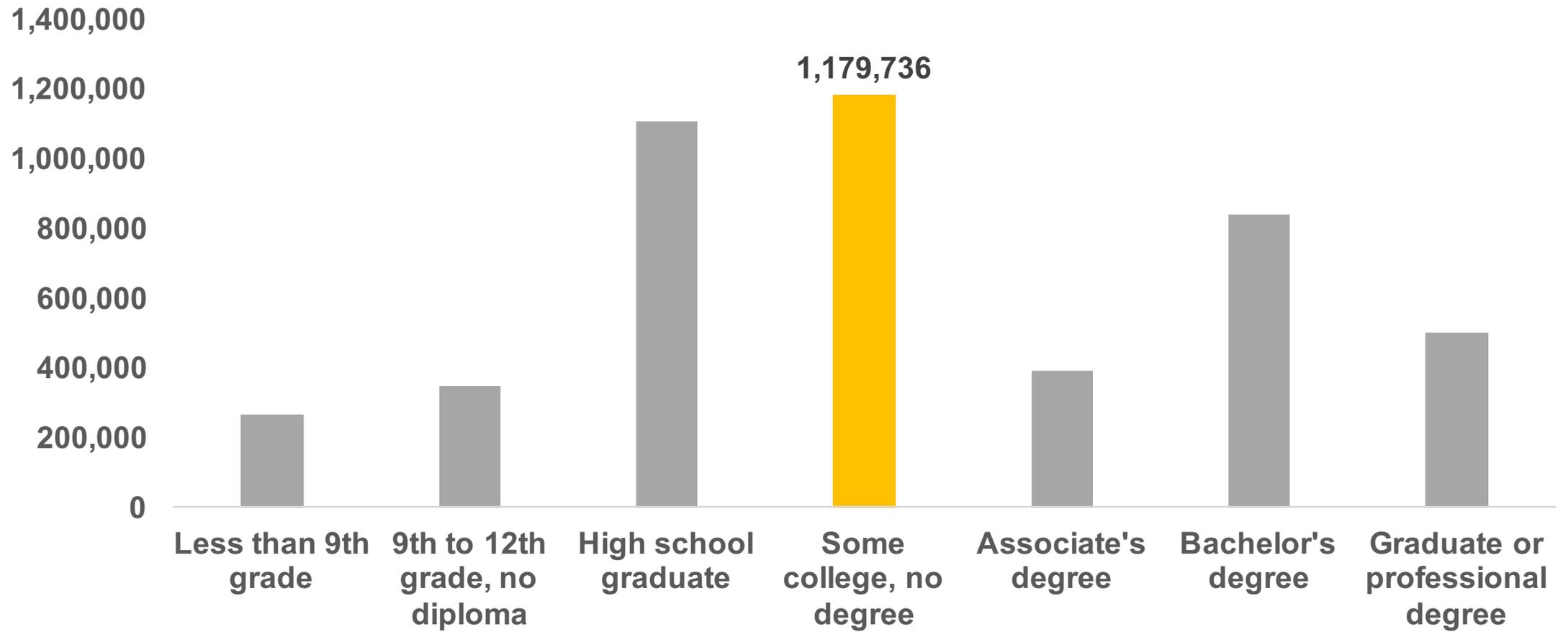
# Arizona's Operational K-12 Spending per Pupil, FY2001-FY2016



# Higher Education Spending per \$1,000 in Personal Income, FY2016

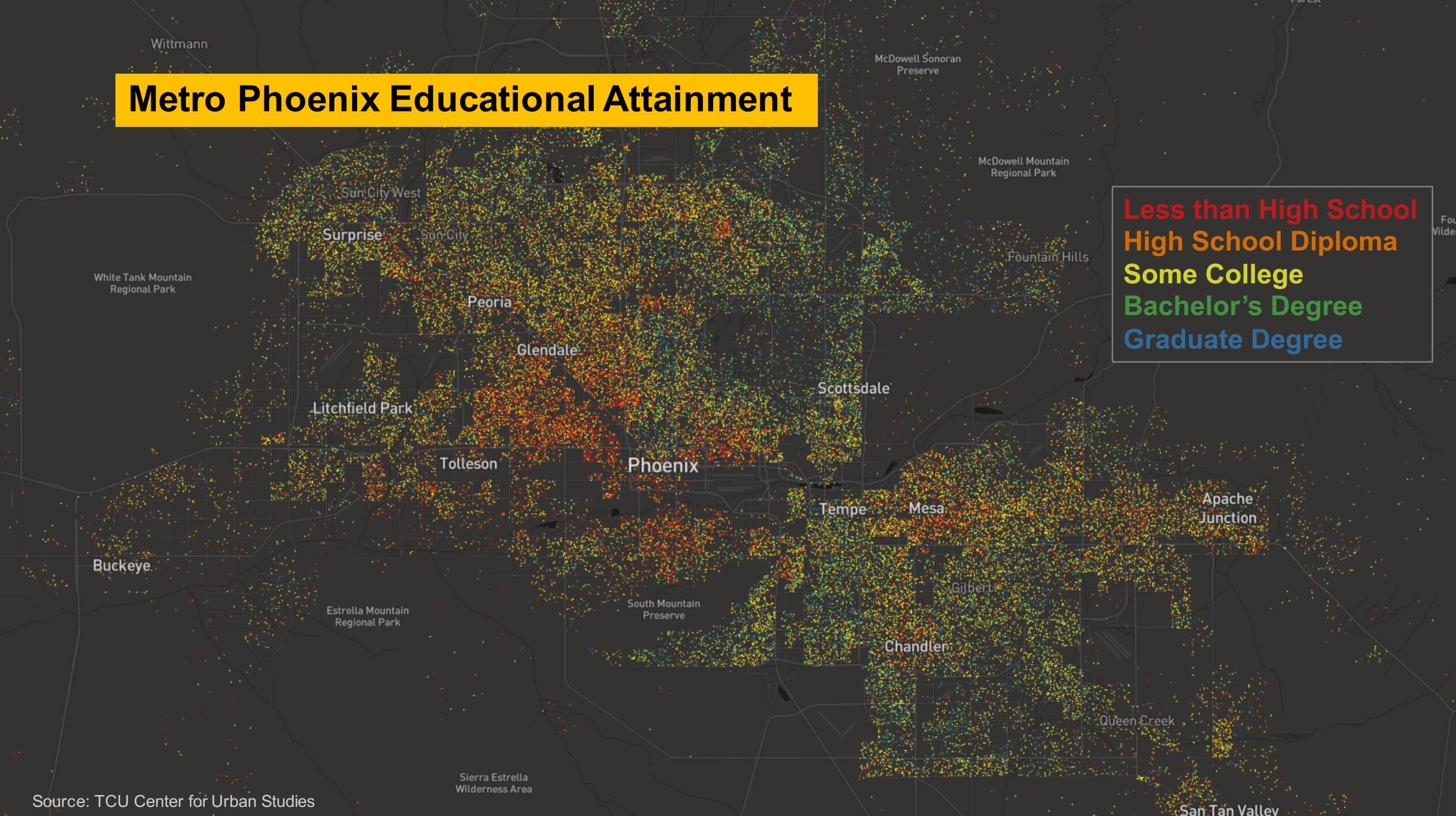


# Arizona Population over 25 Years by Educational Attainment, 2016



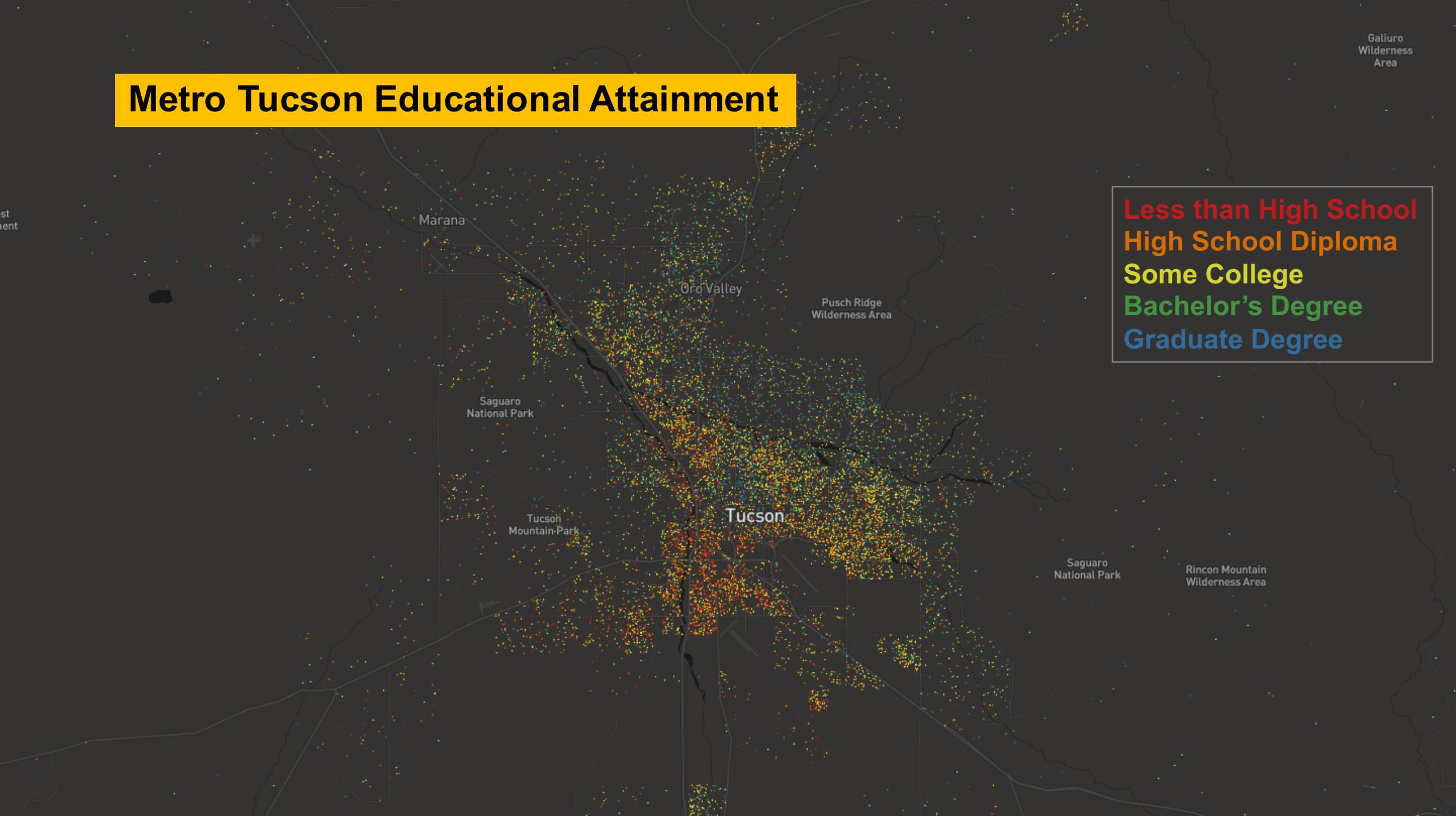
# Metro Phoenix Educational Attainment

Less than High School  
High School Diploma  
Some College  
Bachelor's Degree  
Graduate Degree

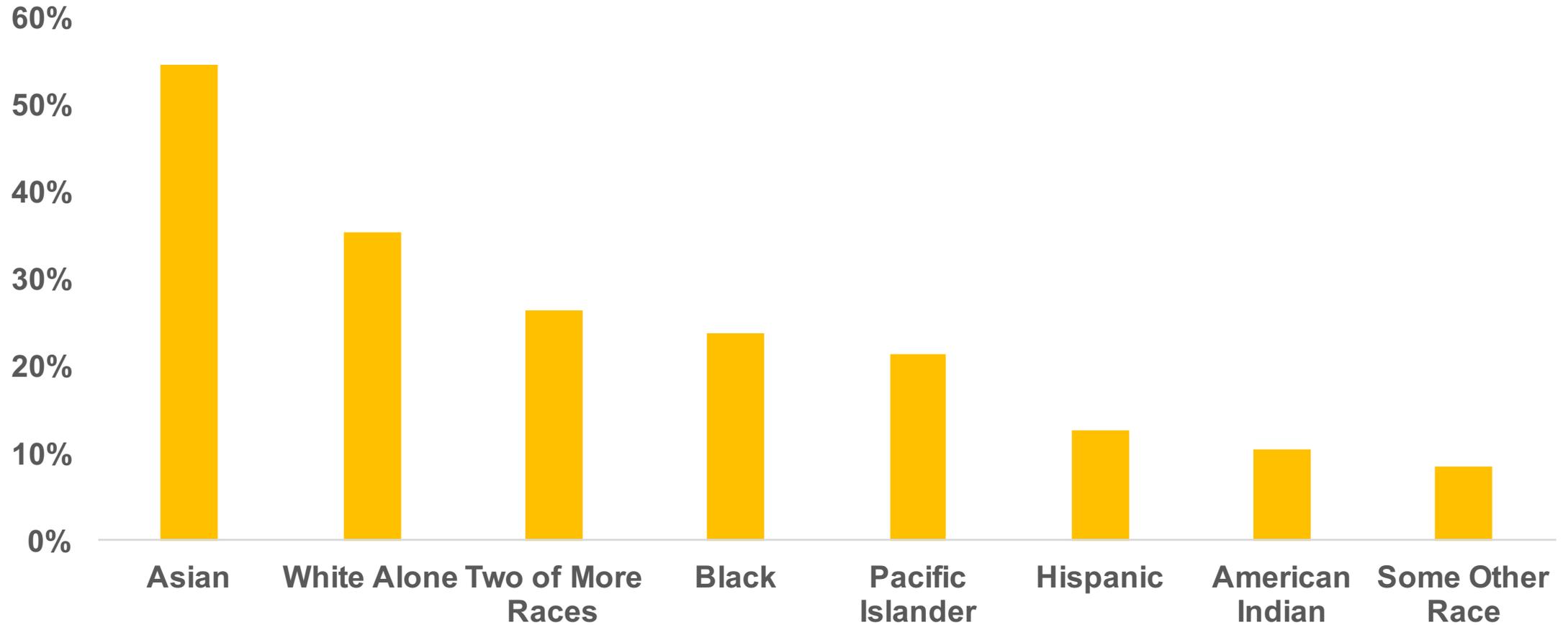


# Metro Tucson Educational Attainment

Less than High School  
High School Diploma  
Some College  
Bachelor's Degree  
Graduate Degree



# Arizona Educational Attainment by Race and Ethnicity, 2016



## P-20 Governance and Funding Logics

	Academy Model	State Control Model	Market Model
Organizational Ideal	Autonomous, self-governing school	Public bureau	Corporation
Dominant Values	Excellence	Rules, compliance	Competition
Output Focus	Individual development	Politically determined by state	Commodified education, efficiency
Role of the State	Supporter of school autonomy	Principal/controller	Facilitator of market competition through incentives
Funding Mechanisms	Enrollment funding	Enrollment funding	Vouchers, performance-based funding
Accountability Mechanisms	Professionalism	Audits, public reporting, standardized testing	Student choice, standardizing testing
Assumptions of Teachers and Organizations	Professionals with desire to serve public good	Bureaucrats responding to rules	Commodity labor

## Needed Consensus for P-20 Progress

- Arizona's future economic success is directly linked to the educational attainment of residents
- Funding levels are too low and too dependent on the economic cycle
- Existing public assets are underutilized for revenue generation
- Lacking creative financing options for capital projects
- Current organization designs in education ecosystem are not diverse enough to support multiple degrees, majors, skills, and competencies
- Personalized learning and digital education technologies hold promise to close disparities in racial, geographic, age attainment rates
- Increasing attainment rates will require focused engagement with Latino learners and adult college non-completers
- Schools can rapidly and meaningfully change with political support and public will

