

GOVERNANCE APPENDIX

Table 1. Major governing bodies of the P-16 system

Education Level	Organizing body	Active dates	Role	Link
Early Childhood Education	CA Department of Social Services	1903 - present	Per the Early Childhood Development Act of 2020, administers many childcare programs that were previously under the purview of the CDE	https://www.cdss.ca.gov/
	California Department of Education (CDE)	1921 - present	Operates the California State Preschool Program	https://www.cde.ca.gov/
	California Department of Public Health		Establishes immunization requirements for preschools and child care facilities	https://www.cdph.ca.gov/
	California Department of Developmental Services		Oversees the coordination and delivery of services (such as Early Start) for children with developmental disabilities	https://www.dds.ca.gov/
	First 5 California	1998 - present	Distributes funds through local county commissions	https://www.ccfc.ca.gov/
K-12	California Commission on Teacher Credentialing	1970 - present	Serves as a standards board to license, credential, and hold state educators accountable	https://www.ctc.ca.gov/
	California Department of Education (CDE)	1921 - present	Operates programs that provide funding to schools, establish standards for student	https://www.cde/ca/gov
	State Board of Education (SBE)		Part of the governor's office as of 2011.	https://www.cde.ca.gov/be/
	State Superintendent's Office		Part of the CDE	https://www.cde.ca.gov/re/di/or/osspi.asp
	Office of Public School Construction		Implements and administers the School Facility Program	https://www.dgs.ca.gov/OPSC
Higher education	Coordinating Council for Higher Education	1960-1973	Advised Governor and Legislature on resource allocation; engaged in long-term planning; consisted of representatives from higher ed segments	
	California Postsecondary Education Commission	1973-2011	Planning and advising functions for the Legislature and Governor.	

Education Level	Organizing body	Active dates	Role	Link
	California Student Aid Commission	1955 - present	Manages CalGrant and other financial aid programs	https://www.csac.ca.gov/
	California State University Board of Trustees	1961- present	Adopts rules, regulations, and policies governing the CSU	https://www2.calstate.edu/csu-system/board-of-trustees/Pages/default.aspx
	University of California Regents	1961- present	Oversees the University of California	https://regents.universityofcalifornia.edu/
	California Community College Board of Governors	1961- present	Sets policy and provides guidance for the California Community College system	https://www.cccco.edu/About-Us/Board-of-Governors
	Governor’s Council for Postsecondary Education	2018- present	The Newsom Administration created this advisory group with the purpose to create an integrated system for postsecondary education and to provide the governor with consultation regarding the economic and social impact of higher education in the state. The Council includes members spanning both the K-12 and higher education sectors.	https://postsecondarycouncil.ca.gov/about/purpose/

Table 2. Major types of student financial aid available in higher education

Name	Level	Description	More info
Cal Grants	State aid	Cal Grant A assists with tuition and fees towards a two or four-year degree. Cal Grant B provides low-income students with a living allowance and also helps with tuition and fees. Cal Grant C assists with the costs of a technical or career education.	https://www.csac.ca.gov/cal-grants
Pell grants	Federal Aid	Awarded to undergraduates who display exceptional financial need	https://studentaid.gov/understand-aid/types/grants/pell

Name	Level	Description	More info
Middle Class Scholarship Program	State Aid	Provides undergraduate students (up to \$191k income and \$191k assets) with scholarships to attend UC or CSU campuses	https://www.csac.ca.gov/middle-class-scholarship
Blue & Gold Opportunity Plan	Institutional - UC Berkeley	Full tuition for students with family incomes up to \$80k	https://admission.universityofcalifornia.edu/tuition-financial-aid/types-of-aid/blue-and-gold-opportunity-plan.html
Board of Governor (BOG) fee waiver	California Community Colleges	Covers about 60 percent of units taken; available to any student who demonstrates financial need, maintains satisfactory academic progress, and meets residency requirements	
California College Promise Grant	State aid	Permits enrollment fees (\$46/unit) to be waived for eligible California residents	https://icangotocollege.com/financial-aid/california-college-promise-grant
Perkins Loan	Federal	Low-interest federal student loans for undergraduate and graduate students with exceptional financial need	https://studentaid.gov/understand-aid/types/loans/perkins
Subsidized Loans	Federal	Available to undergraduate students with financial need	https://studentaid.gov/understand-aid/types/loans/subsidized-unsubsidized
Unsubsidized Loans	Federal	Available to undergraduate and graduate students; no requirement to demonstrate financial need	https://studentaid.gov/understand-aid/types/loans/subsidized-unsubsidized
Federal Work Study	Federal	Provides part-time jobs for undergraduate and graduate students with financial need	https://studentaid.gov/understand-aid/types/work-study
California Community Colleges Scholarship Endowment (CCCSE)	Institutional aid	Provides more than 3,000 student scholarships annually	https://foundationccc.org/What-We-Do/System-Support-and-Services/Student-Scholarships
NextUp	State aid	Offers support and services including help with books and supplies, transportation, tutoring, food, and emergency housing	https://nextup.cccco.edu/
Educational Opportunity Program	Institutional aid	Operates at CSU and provides admission, academic and financial support services to historically underserved students	https://www.calstate.edu/attend/student-services/eop

Table 3. Ideas for system-wide reform

Author (year)	Type of reform	Description	Citation	Link
Bay Area Council Economic Institute (2014)	Higher education governance	Recommends that the state give more flexible governance to the UC, CSU, and community colleges systems to innovatively respond to fiscal challenges and reduce administrative and operating mandates. The report also proposes the development of new, outcome-oriented goals, and the establishment of a new statewide coordinating mechanism to improve alignment between the UC, CSU and Community College systems. In addition, the state should designate “charter” Community Colleges campuses to experiment with service delivery without current administrative restrictions. The state should support the development of regional consortia of community colleges and regional consortia of UC, CSU, and community colleges in conjunction with K-12 partners to better align educational resources. The 72 community college districts should also be consolidated or better integrated.	Bay Area Council Economic Institute. (2014). Reforming California Public Higher Education for the 21st Century.	http://www.bayareaconomy.org/files/pdf/ReformingCAPublicHigherEdWhitePaperDec2014.pdf
Berner (2017)	K-12 governance	Explores the school inspection model in a United States context, which can offer multiple measures of school quality and culture beyond just student test scores and can help the public make informed enrollment decisions.	Berner, A. (2017). Would School Inspections Work in the United States? Institute for Education Policy, Johns Hopkins School of Education.	https://jscholarship.library.jhu.edu/bitstream/handle/1774.2/62992/inspectorate2.pdf?sequence=1
Buenrostro & Machado (2018)	K-12 governance	Recommends establishing charter board commitments, sound and transparent fiscal practice commitments, governance commitments, and LCAP commitments. The CSBA also recommends establishing goals for student enrollment and non-discriminatory enrollment, inclusive decision-making processes involving the community, and district and county office of education policies. Legislatively, the CSBA also recommends that charter governing boards be required to comply with the Brown Act, Public Records Act, Political Reform Act, and the state conflict-of-interest statutes. The CSBA also recommends that the state prohibit changes to the charter petition on appeal, and provide districts with more time to act on a petition. The state should also seek flexibility for school districts to innovate, strengthen requirements for charter resource centers, and limit out-of-district charters, and fully fund oversight activities.	Buenrostro, M., & Machado, C. (2018). Uncharted Waters: Recommendations for Prioritizing Student Achievement and Effective Governance in California’s Charters Schools. California School Boards Association.	https://www.csba.org/-/media/CSBA/Files/GovernanceResources/Reports/201809CharterSchoolTFReport.ashx?la=en&rev=1c67d2c92b694007bac5a7ec50128aae

Author (year)	Type of reform	Description	Citation	Link
California Competes (2012)	Higher education governance	Recommends the establishment of a California Higher Education Investment Board, to assist the Governor, state and local policymakers, and California consumers in making investments and policies in postsecondary education, and arrange for the efficient administration of student financial aid programs. Recommends the development of a system office for community colleges that is independent of the Governor’s administration, allowing it to establish policy priorities and hold colleges accountable for meeting goals. Also calls for the Board of Governors to amend its regulations for the purposes of clear accountability to local boards of trustees and administrators.	California Competes. (2012). The Road Ahead: Higher education, California’s promise, and our future economy.	https://californiacompetes.org/assets/general-files/The-Road-Ahead.pdf
California Governor’s Council on Higher Education (2021)	Higher education governance	The Recovery with Equity Taskforce recommends California streamline admissions and transfer processes, facilitate student transitions into postsecondary pathways from high school, and support the basic needs of students through a simplified integrated state system and by improving college affordability.	California Governor’s Council on Higher Education. (2021). Recovering with Equity: A Roadmap for Higher Education After the Pandemic.	https://postsecondarycouncil.ca.gov/wp-content/uploads/sites/18/2021/03/Recovery-with-Equity_2021Mar25-12pm.pdf
California P-16 Council (2008)	K-12 governance	Recommends that the state align the K–12 system and higher education systems to promote better articulation and collaboration. The report also highlights the need to offer flexible use of education funds, particularly categorical funds, for schools and districts. The state should also expand the accountability system by developing an Achievement Gap Intervention Index and clearly defining what constitutes a rigorous program for students.	The California P-16 Council. (2008). Closing the Achievement Gap: Report of Superintendent Jack O’Connell’s California P–16 Council. California Department of Education.	http://www.mikemcmahon.info/CAAchievementGap2008.pdf
California Student Aid Commission (2020)	Higher education - financial aid reform	The Cal Grant Reform Work Group proposes Cal Grant/2 and Cal Grant/4 to provide greater access and choice to two- and four-year institutions for low and middle-income families. Cal Grant/2 guarantees grants of up to \$6,000 for low income students entering community college. Cal Grant/4 guarantees financial aid for tuition and fees for students attending a qualifying four-year college or university. This program is also meant to encourage institutions to target resources to fund non-tuition awards for low-income students.	California Student Aid Commission. (2020). Cal Grant Modernization: A Vision for the Future.	https://www.csac.ca.gov/sites/main/files/file-attachments/cal_grant_modernization_report_legislature.pdf?1583522224

Author (year)	Type of reform	Description	Citation	Link
Campaign for College Opportunity	Higher education governance	Recommends the creation of a transfer implementation and oversight body (an intersegmental committee) to enable more seamless coordination between the UC, CSU, California Community Colleges, and private nonprofit institutions.	The Campaign for College Opportunity. (2021). Chutes or Ladders? Strengthening California Community College Transfer So More Students Earn the Degrees They Seek. The Campaign for College Opportunity.	https://collegecampaign.org/wp-content/uploads/2021/06/Chutes-or-Ladders-final-web.pdf
Committee for Economic Development (2013)	Higher education governance	Emphasizes the collective, collaborative action of California's postsecondary institutions and sectors with regard to development, delivery, evaluation, and credentialing, rather than independent activities. Recommends greater linkages with K-12 education, and suggests learning outcomes and competences should not be determined by seat time in awarding degrees.	Committee for Economic Development. (2013). Boosting California's Postsecondary Education.	https://www.ced.org/pdf/Boosting_Californias_Postsecondary_Education_Nov_2013.pdf
Council for Post-secondary Education (2021)	Higher education governance	Report provides a roadmap for higher education to recover after the pandemic	Council for post-secondary education (2021). Recover with equity: A roadmap for higher education after the pandemic. Sacramento, CA.	https://postsecondarycouncil.ca.gov/wp-content/uploads/sites/18/2021/03/Recovery-with-Equity_2021Mar25-12pm.pdf
Douglass (2010)	Higher education governance	Argues that growth in California's higher education system requires clear goals (such as degree attainment rates), restructuring of higher education, and a revised funding model. The paper also mentions that the higher education systems should prioritize access and coordination across the segments over quality and autonomy, so as to not disproportionately impact lower income and disadvantaged students.	Douglass, J. A. (2010). FROM CHAOS TO ORDER AND BACK? A Revisionist Reflection on the California Master Plan for Higher Education@50 and Thoughts About its Future. Center for Studies in Higher Education, University of California, Berkeley.	https://escholarship.org/uc/item/6q49t0hj

Author (year)	Type of reform	Description	Citation	Link
Douglass (2010)	Higher education governance	Recommends that the state’s political leadership set access and degree production goals. A potential structural reform to shift more students to four-year institutions is to designate a key number of Community Colleges as four-year degree granting institutions that remain part of the larger community college system but are pulled from local district control, and instead be guided by a separate “council.” Douglass also proposes the establishment of a new polytechnic sector and a California Open University offering on-line courses that are independent of the UC and CSU systems, to increase degree attainment.	Douglass, J. A. (2010). Re-Imagining California Higher Education. Center for Studies in Higher Education, University of California, Berkeley.	https://cshe.berkeley.edu/sites/default/files/publications/rops.douglass.reimaginingcalhe.10.25.10.pdf
Finney et al. (2014)	Higher education governance	Argues that the lack of a statewide coordinating and policymaking agency for higher education, and the siloed efforts of the higher education segments from the state government, create missed opportunities for a unified agenda and for long-term higher education goals and policies across California, while allowing it to remain independent from the higher education segments. This will also inform a coordinated statewide finance policy, and facilitate greater statewide coordination of two-year to four-year transfers.	Finney, J. E., Riso, C., Orosz, K., & Boland, W. C. (2014). From Master Plan to Mediocrity: Higher Education Performance and Policy in California. Graduate School of Education, University of Pennsylvania.	https://www.gse.upenn.edu/pdf/irhe/California_Report.pdf
Governor’s Committee on Education Excellence (2007)	K-12 governance	Recommends that California adopt a system of local control and return primary decision-making authority to local entities (counties, districts, and schools), while strengthening essential state functions. The state also should create a commission, appointed by the Governor and the Legislature, that conducts a comprehensive review of the Education Code, which could be periodically re-evaluated and reauthorized, and recommends a statutory streamlining of the multiple mandates. For the purposes of accountability, the Committee also recommends that the state agency funding and supporting districts should be separate from the agency that holds them accountable, with the Secretary of Education, the Superintendent of Public Instruction, and the State Board of Education holding separate functions. In addition, the Committee proposes the establishment of a regional support system to provide oversight for all districts and interventions for struggling districts. California should also implement a school inspection system and intervention process.	Governor’s Committee on Education Excellence. (2007). Student’s First: Renewing Hope for California’s Future.	https://hanushek.stanford.edu/sites/default/files/GovCommEducExcellence%202007%20California.pdf

Author (year)	Type of reform	Description	Citation	Link
Hanna (2014)	K-12 education governance	Recommends that the federal government and the U.S. Department of Education strategically reduce compliance and reporting requirements for state education agencies and highlight existing federal compliance flexibilities. The paper also suggests that state education agencies assess their regulatory environment and identify improved organizational structures and methods for the agency.	Hanna, R. (2014). Seeing Beyond Silos: How State Education Agencies Spend Federal Education Dollars and Why. Center for American Progress.	https://www.americanprogress.org/issues/education-k-12/reports/2014/06/13/91216/seeing-beyond-silos/?_ga=2.166387517.261588716.163355253-682894501.163355253
Hassel et al. (2011)	K-12 education governance	Considers several elements for re-designing (or eliminating) tenure to support a highly effective K-12 teacher workforce.	Hassel, E. A., Kowal, J., Ableidinger, J., & Hassel, B. C. (2011). Teacher Tenure Reform: Applying Lessons from the Civil Service and Higher Education. Public Impact.	https://opportunityculture.org/images/stories/teacher_tenure_reform-public_impact.pdf
Hillman, Nicholas (2016)	Higher education finance	Argues for a need-based funding model for higher education over a performance-based one, to focus on building the resource capacity of the lowest-performing colleges and then allocate funds according to performance-oriented needs.	Hillman, N. (2016). Why Performance-Based College Funding Doesn't Work. The Century Foundation.	https://tcf.org/content/report/why-performance-based-college-funding-doesnt-work/?session=1&gclid=1
Institute for Higher Education Policy (2013)	Higher education governance	Recommends that federal and state policies incentivize changes in institutional behavior regarding student attrition and degree attainment, particularly equity policies that target underserved populations. Also proposes that higher education institutions be held accountable for the workforce readiness of their graduates.	Institute for Higher Education Policy. (2013). The Investment Payoff: Reassessing and Supporting Efforts to Maximize the Benefits of Higher Education for Underserved Populations.	https://www.ihep.org/wp-content/uploads/2014/05/uploads_docs_pubs_the-investment-payoff-final-april-2013.pdf

Author (year)	Type of reform	Description	Citation	Link
Johnson (2010)	Higher education governance	Recommends that the state set clear and specific higher education goals, particularly with regard to efficiency and eligibility, and measure progress towards these goals.	Johnson, H. (2010). Higher Education in California: New Goals for the Master Plan. Public Policy Institute of California.	https://www.ppic.org/publication/higher-education-in-california-new-goals-for-the-master-plan/
Johnson & Cuellar Mejila (2020)	Higher education governance and financial aid reform	Strategies for improving access to higher education, including reimagining the college admission process to be inclusive and prioritize low-income and underrepresented students, such as through affirmative action. Also proposes that UC and CSU admit all low-income high school seniors who meet minimum eligibility criteria. To increase transfers, the authors recommend building on the Associate Degree for Transfer (ADT) program, by admitting students to the CSU and UC system when they start at a community college. Low-income students should also receive more financial aid by establishing a funding formula that provides additional funding to colleges enrolling low-income students.	Johnson, H., & Cuellar Mejia, M. (2020). Higher education and economic opportunity in California. Public Policy Institute of California.	https://www.ppic.org/wp-content/uploads/higher-education-and-economic-opportunity-in-california-november-2020.pdf
Maricle (2014)	K-12 governance	Recommends that school boards develop a comprehensive accountability framework and use the regulations under Local Control Accountability Plans as floors, and not a ceiling. School boards should also determine what data will aid in effective governance and build district partnerships.	Maricle, C. (2014). Governing to Achieve: A Synthesis of Research on School Governance to Support Student Achievement. California School Boards Association.	https://www.csba.org/-/media/CSBA/Files/GovernanceResources/GovernanceBriefs/201408GoverningToAchieve.ashx?la=en&rev=8e5d8dd4852f4653b19158e4ce2e43a7
Mehta (2011)	K-12 governance	Five strategies for transforming the education system in the 21st century: (1) transform the system by changing who is doing the teaching and what they know; (2) replace the institutions that currently comprise the system with new institutions filling the same functions but performing them better; (3) reassemble the system by changing its roles, structures, elements, and incentives; (4) expand the system by integrating school and nonschool factors; or (5) dissolve the system by providing students with more direct access to the ever-growing universe of knowledge.	Mehta, J. (2011). The futures of school reform: five pathways to fundamentally reshaping American schooling. American Enterprise Institute for Public Policy Research.	https://www.aei.org/research-products/report/the-futures-of-school-reform-five-pathways-to-fundamentally-reshaping-american-schooling/

Author (year)	Type of reform	Description	Citation	Link
Melnick et al. (2018)	Early care and education governance reform	Recommends that the state: 1) establish a coherent system of early care and education administration, by identifying and investing in a state-level governing body with the authority and expertise to coordinate all ECE programs, and 2) fund and grant decision-making authority to a coordinating body at the county or regional level.	Melnick, H., Meloy, B., Gardner, M., Wechsler, M., & Maier, A. (2018) Building an Early Learning System That Works: Next Steps for California. Learning Policy Institute.	https://learningpolicyinstitute.org/sites/default/files/product-files/Building_Early_Learning_System_Works_CA_BRIEF.pdf
Murphy, Cook, Johnson, & Weston (2014)	Higher education finance	Suggests that a performance-based funding model linked to goals and outcomes would institutionalize a focus on student performance. It should articulate clear goals and be built into a substantial portion of base funding. This linking of funding and outcomes should be based in the individual systems—UC, CSU, and the community colleges—with required regular reporting to the governor and legislature.	Murphy, P., Cook, K., Johnson, H., Weston, M. (2014). Higher Education in California: Performance Budgeting. Public Policy Institute of California.	https://www.ppic.org/wp-content/uploads/R_1114PMR.pdf
Nietzel (2020)	Higher education governance	Offers three options to reform college faculty tenure, including reinstating mandatory retirement at age 70, limiting the total length of tenure, and offering renewable multiyear contracts.	Nietzel, M. T. (2020, December 6). Three Options For Reforming College Faculty Tenure. Forbes.	https://www.forbes.com/sites/michaelt Nietzel/2020/12/06/three-alternatives-to-faculty-tenure/?sh=6fca7206e292
Policy Analysis for California Education (2020)	K-12 governance	Recommends that California strengthen and streamline accountability by establishing a consistent set of achievement indicators tied to students, schools and districts.	Policy Analysis for California Education. (2020). Reforming Education in California: A Guide for Candidates and Citizens.	https://edpolicyinca.org/sites/default/files/2010_REFORMING_ED_IN_CA_WEB.pdf
Public Policy Institute of California (2019)	Higher education governance	Suggests that the lack of a higher education coordinating body requires the state to set new, long-term goals for the higher education system, and that the system works closely with the K-12 system.	Public Policy Institute of California. (2019). Higher Education in California: California's Higher Education System. Public Policy Institute of California.	https://www.ppic.org/wp-content/uploads/higher-education-in-california-october-2019.pdf

Author (year)	Type of reform	Description	Citation	Link
Scott, Kirst, and colleagues (2017)	Higher education governance	W. Richard Scott, Michael W. Kirst, and colleagues focus on the changing relations between colleges and companies in one vibrant economic region: the San Francisco Bay Area. Colleges and tech companies, they argue, have a common interest in knowledge generation and human capital, but they operate in social worlds that substantially differ, making them uneasy partners.	Scott, R. S., Kirst, M. W. (2017). Higher education and Silicon Valley: Connected but conflicted. Baltimore, MD: John Hopkins University Press.	https://www.amazon.com/Higher-Education-Silicon-Valley-Conflicted/dp/1421423081
Shireman, Baum, & Mishory (2018)	Higher education - financial aid reform	Recommends consolidating the major California Student Aid Commission programs into one Cal Grant entitlement that is available to students regardless of their age, time out of high school, high school GPA, or other barring factors, while working to improve affordability broadly for low-income and middle-income students. Also recommends scaling and improving CSAC's communication and outreach efforts to provide early and clear information about student aid.	Shireman, R., Mishory, J., & Baum, S. (2018). Expanding opportunity, reducing debt: Reforming California student aid. The Century Foundation.	https://tcf.org/content/report/expanding-opportunity-reducing-debt/?agreed=1
Shulock & Moore (2002)	Higher education governance	Proposes the development of a state-level accountability framework through a higher education coordinating agency that starts with setting policy goals and performance indicators. Each higher education segment would implement an internal accountability system with separate priorities and performance indicators that align with the state's overall priorities, to be reported annually to the Legislature and Governor. The statewide framework would monitor not only the individual segments, but also the outcomes of the whole higher education system and evaluate opportunities for state policy reform.	Shulock, N., & Moore, C. (2002). An Accountability Framework for California Higher Education: Informing Public Policy and Improving Outcomes. Institute for Higher Education Leadership & Policy, California State University, Sacramento.	https://sor.senate.ca.gov/sites/sor.senate.ca.gov/files/ctool/%7B662C8398-637C-4E71-A494-288534EAA8AC%7D.PDF
Sonstelie, Brunner, & Ardon (2000)	K-12 governance	Outlines a model for state governance that eliminates school districts and replaces legislative rulemaking with bureaucratic control, allowing the state to allocate resources according to need. On the other hand, under local control, school districts could raise their own revenue, with the state distributing aid so that similar tax rates would produce the same revenue per pupil.	Sonstelie, J., Brunner, E., & Ardon, K. (2000). For Better or For Worse? School Finance Reform in California. Public Policy Institute of California.	https://www.ppic.org/wp-content/uploads/rs_archive/pubs/report/R_200JSR.pdf
Tucker (2013)	K-12 education governance	Recommends that the United States convene a national summit on American education governance, strengthen state education	Tucker, M. (2013). Governing American	https://www.americanprogress.org/wp-

Author (year)	Type of reform	Description	Citation	Link
		agencies, elevate the role of education agencies at the state level, redefine and limit the role of school boards and school districts in education governance, redefine and limit the federal role in education, and establish a National Governing Council on elementary and secondary education.	Education: Why This Dry Subject May Hold the Key to Advances in American Education. Center for American Progress.	content/uploads/2013/05/TuckerGoverningReport.pdf
U.S. Department of Health and Human Services (2011)		Suggests that qualities of governance in early learning and development systems can include coordinated state leadership, by linking early care and education, early intervention and special education, health, and family support systems, creating a policy and practice framework for a prenatal through age 8 continuum, and integrate Early Childhood Advisory Councils (ECACs) across agencies.	U.S. Department of Health and Human Services. (2011). State Issues and Innovations in Creating Integrated Early Learning and Development Systems: A Follow Up to Early Childhood 2010: Innovations for the Next Generation.	https://ascend.aspeninstitute.org/wp-content/uploads/2017/10/State20Issues202620Innovations20Report.pdf?_ga=2.98694878.1157030108.1633558283-1918125565.1633558283
Venezia et al. (2005)	Education governance	Finds that K-16 governance reform must involve strong leadership directed toward collaborative work across elected officials, those in agencies, and those across state systems of higher education. A governance model should also create incentives for systems to work together through finance structures and accountability mechanisms that allow for alignment in assessment and curricula, data systems, and accountability along the K-16 continuum.	Venezia, A., Callan, P. M., Finney, J. E., Kirst, M. W., & Usdan, M. D. (2005). The Governance Divide: A Report on a Four-State Study on Improving College Readiness and Success. The National Center for Public Policy and Higher Education.	https://files.eric.ed.gov/fulltext/ED508097.pdf
Warren (2019)	Higher education governance	Proposes a new higher education coordinating body that is part of the state government, but operates independently and advises the governor and legislature, with a role in fiscal policy making, planning, and information gathering through data.	Warren, P. (2019). Coordinating California's Higher Education System. Public Policy Institute of California.	https://www.ppic.org/wp-content/uploads/coordinating-californias-higher-education-system-march-2019.pdf
Weisberg et al. (2009)	Education governance	Recommends the adoption of a comprehensive performance evaluation and development system to fairly and accurately	Weisberg, D., Sexton, S., Mulhern, J., & Keeling,	https://tntp.org/assets/documents/The

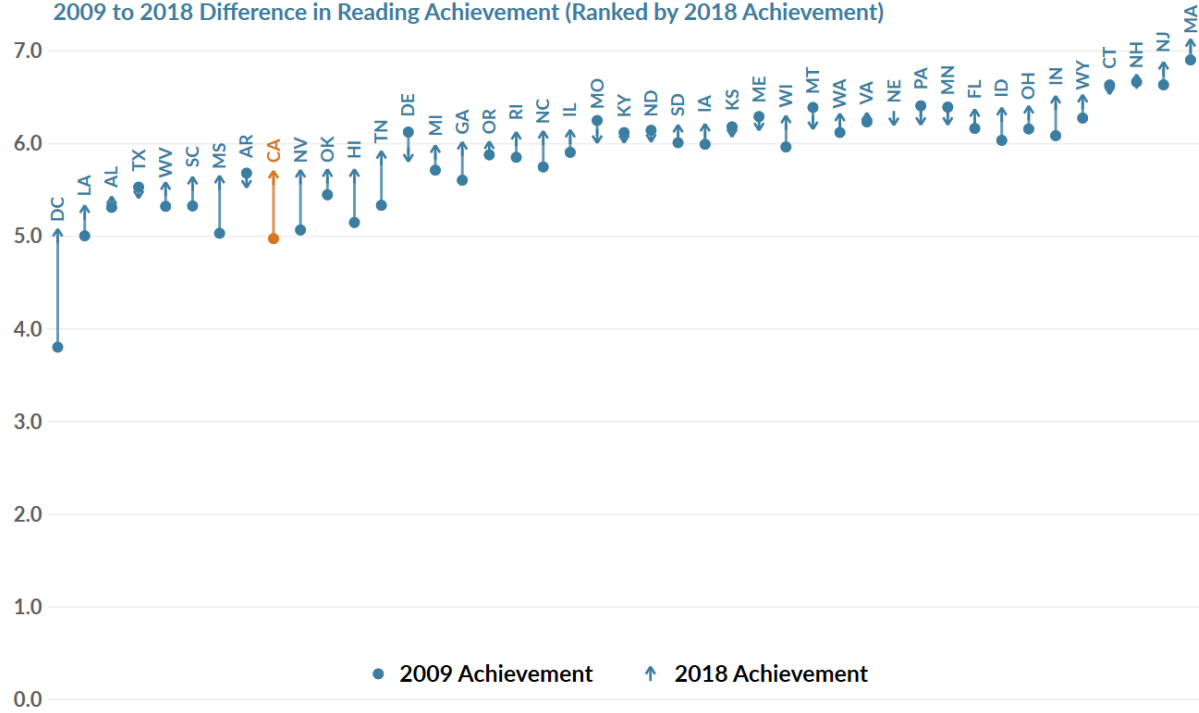
Author (year)	Type of reform	Description	Citation	Link
		differentiate and assess teachers on their effectiveness, and use these evaluations to inform key decisions.	D. (2009). The Widget Effect: Our National Failure to Acknowledge and Act on Differences in Teacher Effectiveness. The New Teacher Project.	WidgetEffect_2nd ed.pdf
WestEd (2020)	ECE governance	In November 2019, the California Health and Human Services Agency engaged a team of researchers led by WestEd3 to develop a Master Plan for Early Learning and Care (Master Plan) to create a roadmap that put into action past recommendations and research about the benefits of quality early learning and care. The team was tasked with addressing five interrelated substantive issue areas within California’s early learning and care system: access, quality, universal preschool, facilities, and financing.	WestEd (2020). Master Plan for Early Learning and Care: Making California for all kids.	https://cdn-west-prod-chhs-01.dsh.ca.gov/chhs/uploads/2020/12/01104743/Master-Plan-for-Early-Learning-and-Care-Making-California-For-All-Kids-FINAL.pdf
William & Rodriguez (2014)	Higher education governance	Proposes that the stage merge the California Community College and California State University systems to facilitate transfer processes, as well as create a statewide coordinating council between the UC, CSU, and CCC systems to foster cross-sector communication. The report also recommends the development of a common data system.	William, G. T., & Rodriguez, B. A. (2014). The Future of Higher Education in California: Problems and Solutions for Getting In and Getting Through. Rossier School of Education, University of Southern California.	https://pullias.usc.edu/wp-content/uploads/2014/06/The-Future-of-Higher-Education-in-CA-Monograph.pdf
Williamson (2013)	Education governance	Presents the idea of a shift in governance from hierarchy to fluid and decentralized networks, featuring new cross-sectoral hybridizations of public, private, and crossover organizations and actors involved in the design and deployment of new education programs, particularly curriculum design. The government would retain its role in coordinating and steering policy, monitoring delivery and contracts, but not necessarily manage services directly.	Williamson, B. (2013). The Future of the Curriculum: School Knowledge in the Digital Age. The MIT Press.	https://mitpress.mit.edu/books/future-curriculum

Governance Appendix: Figures

Figure A1

National Rankings for State Reading Achievement for 6th Grade

2009 to 2018 Difference in Reading Achievement (Ranked by 2018 Achievement)



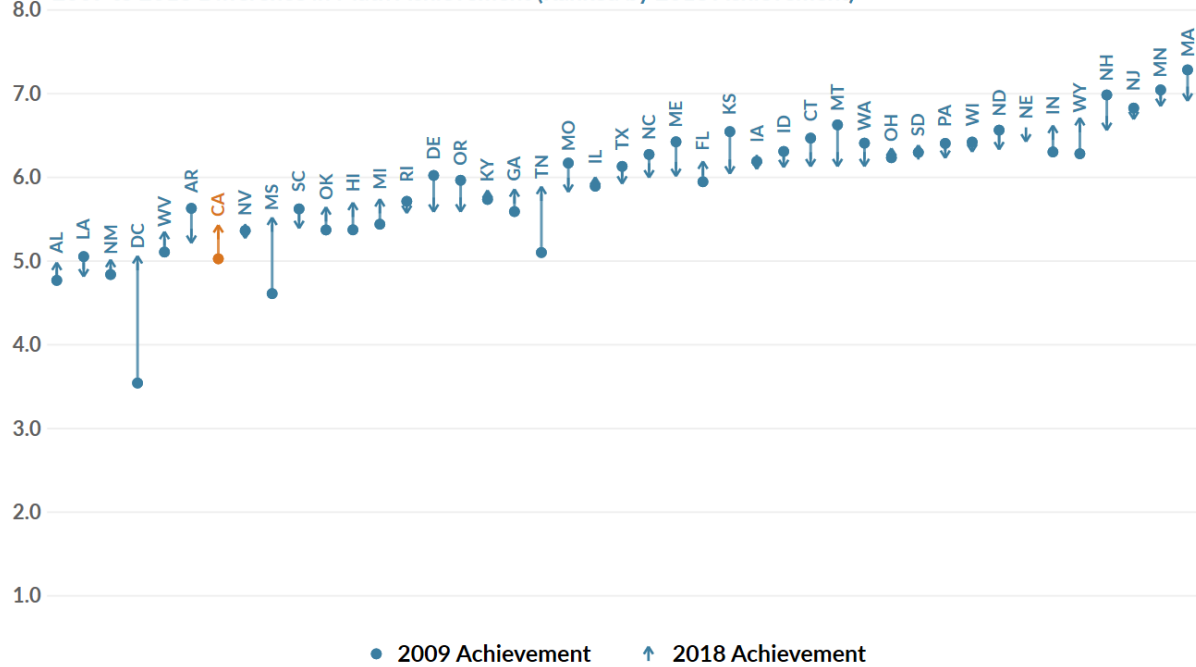
Source: Stanford Education Data Archive (Version 4.1).

Notes: An achievement score of 6.0 is equal to the national NAEP average for 6th grade. A one unit increase in the achievement metric is equivalent to the mean per-grade increase in achievement between 4th and 8th grade.

Figure A2

National Rankings for State Math Achievement for 6th Grade

2009 to 2018 Difference in Math Achievement (Ranked by 2018 Achievement)



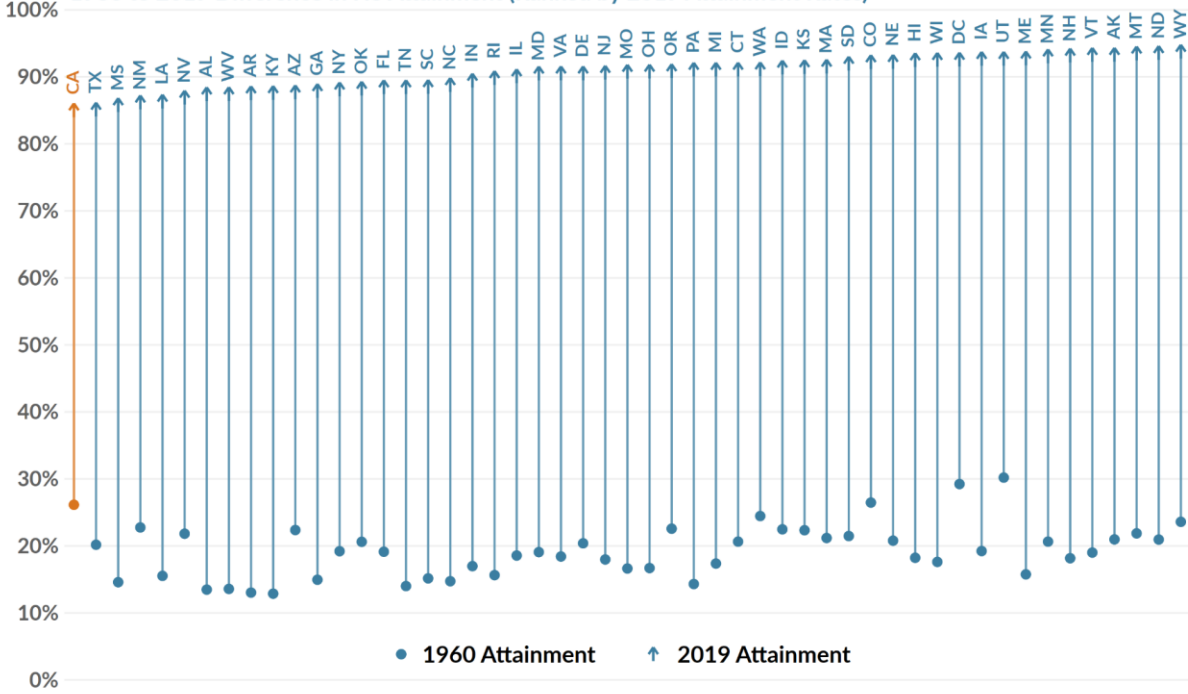
Source: Stanford Education Data Archive (Version 4.1).

Notes: An achievement score of 6.0 is equal to the national NAEP average for 6th grade. A one unit increase in the achievement metric is equivalent to the mean per-grade increase in achievement between 4th and 8th grade.

Figure A3

Trends in Rates of High School Attainment

1960 to 2019 Difference in HS Attainment (Ranked by 2019 Attainment Rates)



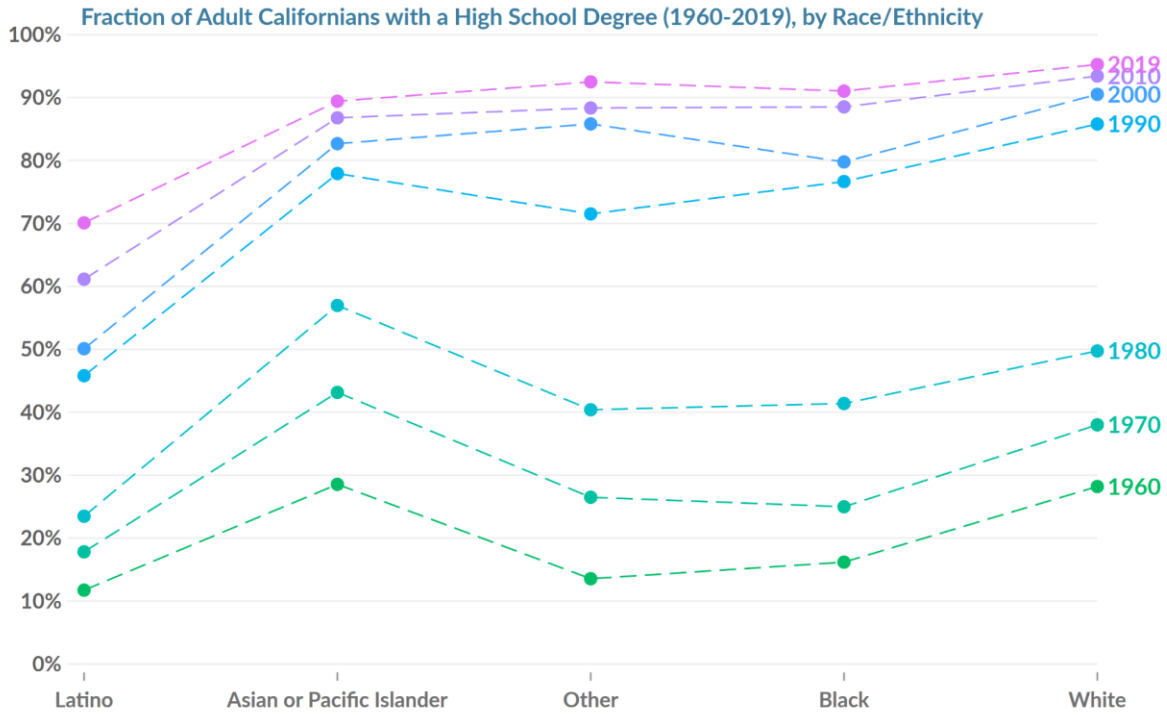
Source: IPUMS-USA.

Sample: Adult non-institutionalized population.

Notes: This figure plots the fraction of the adult population of each state with a high school degree.

Figure A4

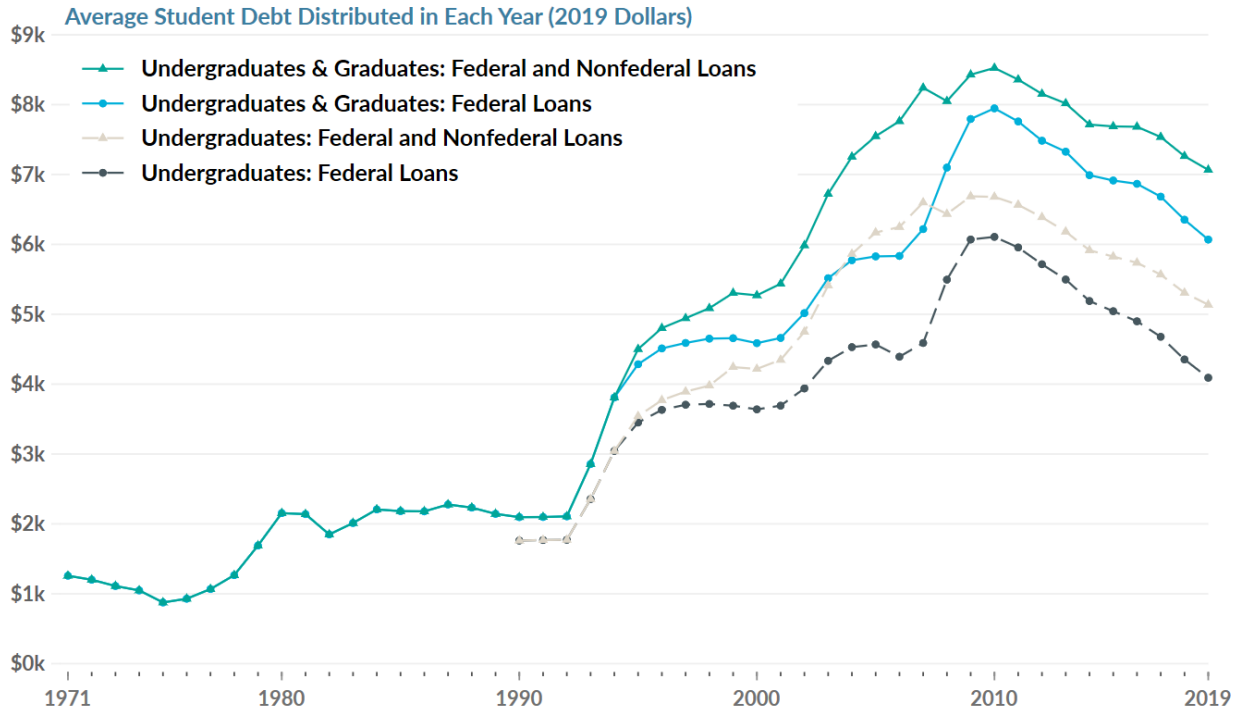
Trends in Rates of High School Attainment



Source: IPUMS-USA.
Sample: Adult non-institutionalized population in California.
Notes: This figure plots the fraction of each race/ethnicity group in California with a HS degree.

Figure A5

Historic Trends in Student Debt in the U.S.

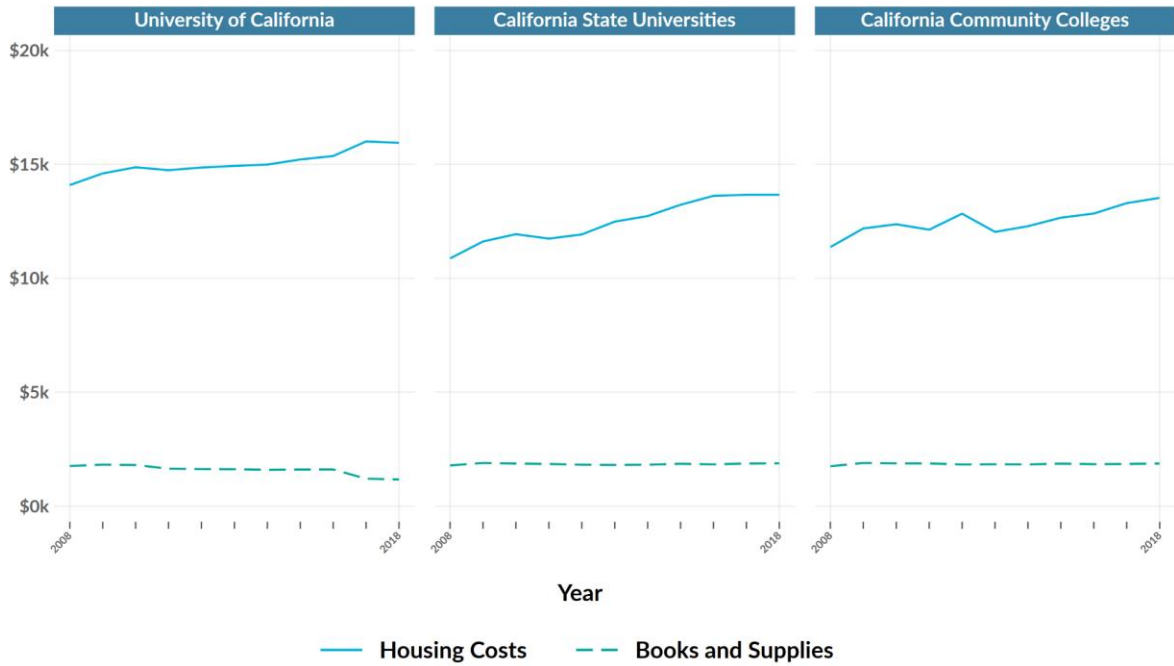


Source: The College Board.

Notes: This figure plots total student loans in each academic year divided by total FTE enrollment (including students that do not receive loans). Years represent the start of the academic year. Values for the 2019 academic year are estimates.

Figure A6
Costs at Public Colleges in California

Mean of Costs and Fees (2018 Dollars)

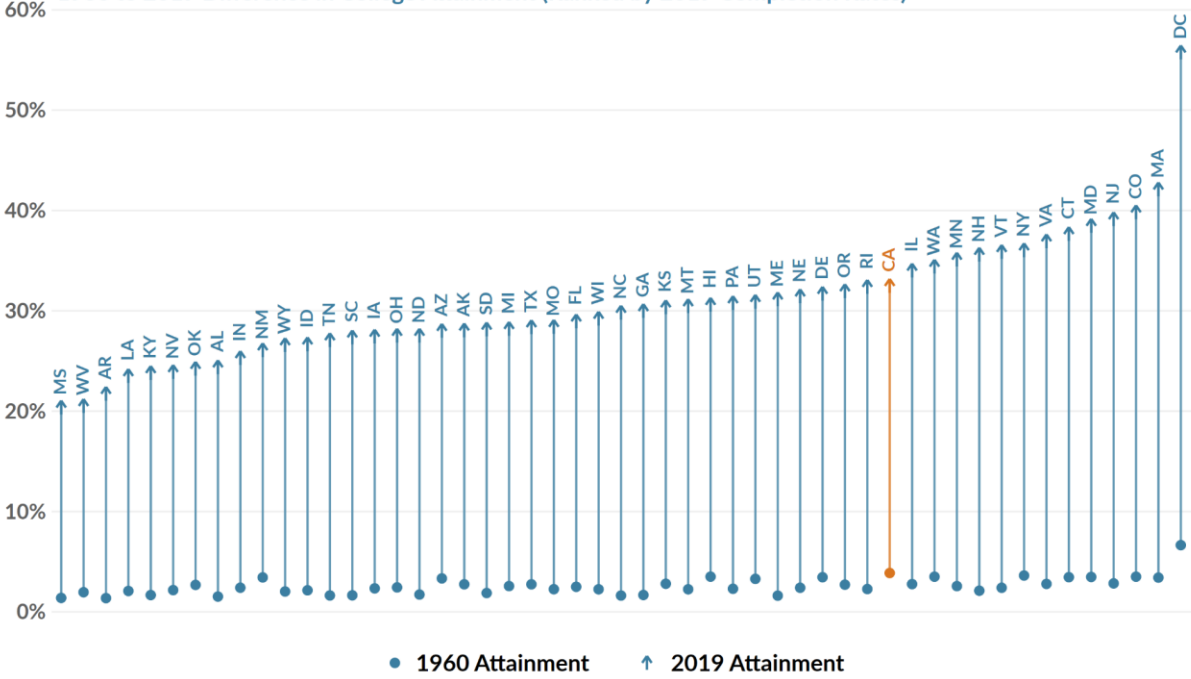


Source: IPEDS, via Education Data Portal v. 0.14.0, Urban Institute, under ODC Attribution License.
 Sample: Public colleges in California.
 Notes: We calculate the (unweighted) mean of each cost/fee category in each year across all schools in each system.

Figure A7

Trends in Rates of College Attainment

1960 to 2019 Difference in College Attainment (Ranked by 2019 Completion Rates)

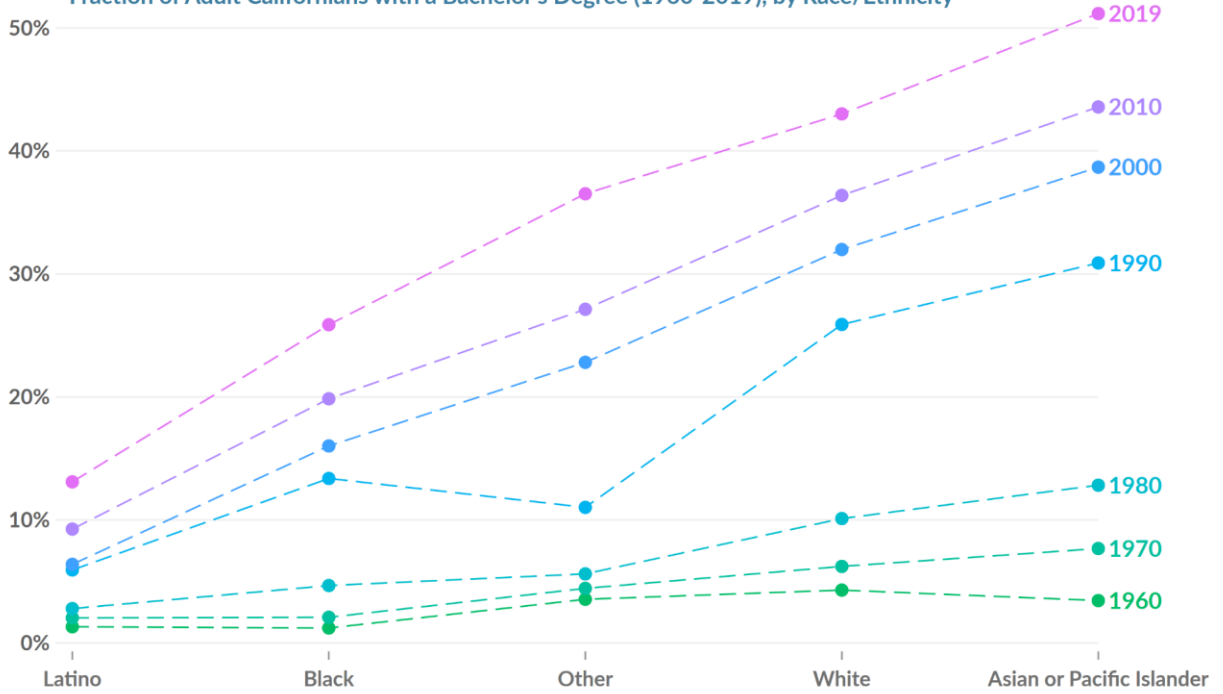


Source: IPUMS-USA.
Sample: Adult non-institutionalized population.
Notes: This figure plots the fraction of the adult population of each state with a college degree.

Figure A8

Trends in Rates of College Attainment

Fraction of Adult Californians with a Bachelor's Degree (1960-2019), by Race/Ethnicity



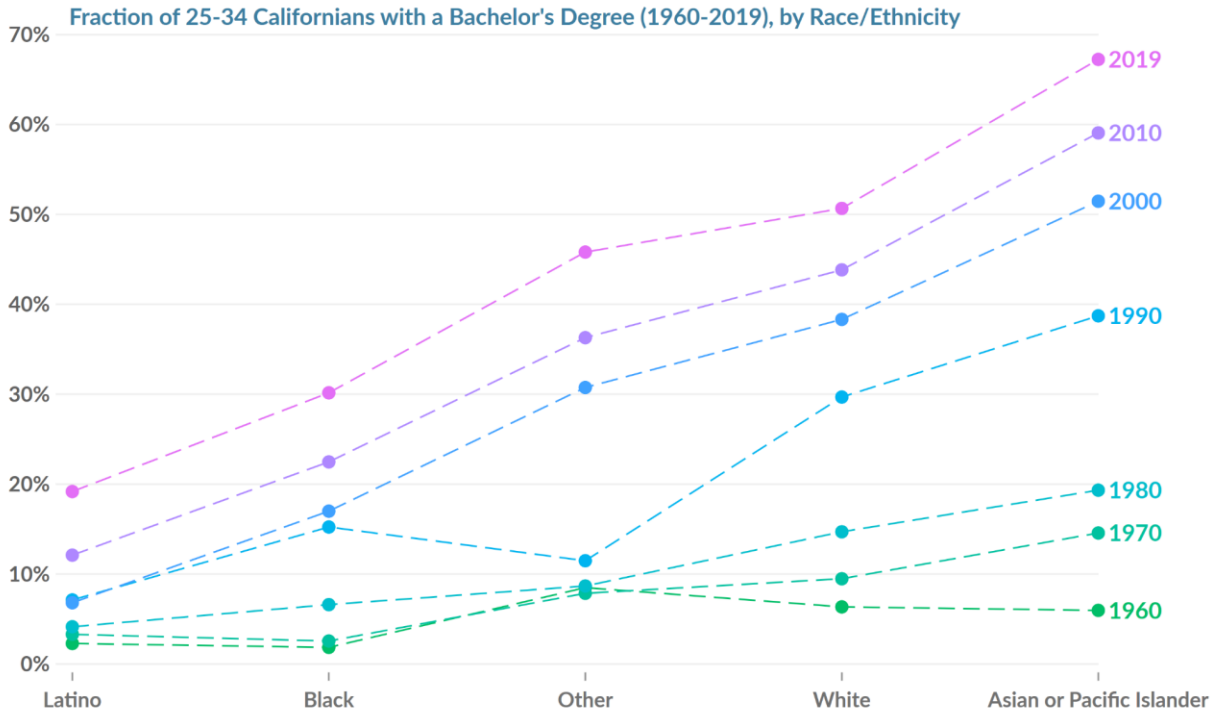
Source: IPUMS-USA

Sample: Adult non-institutionalized population in California.

Notes: This figure plots the fraction of each race/ethnicity group in California with a college degree.

Figure A9

Trends in Rates of College Attainment



Source: IPUMS-USA

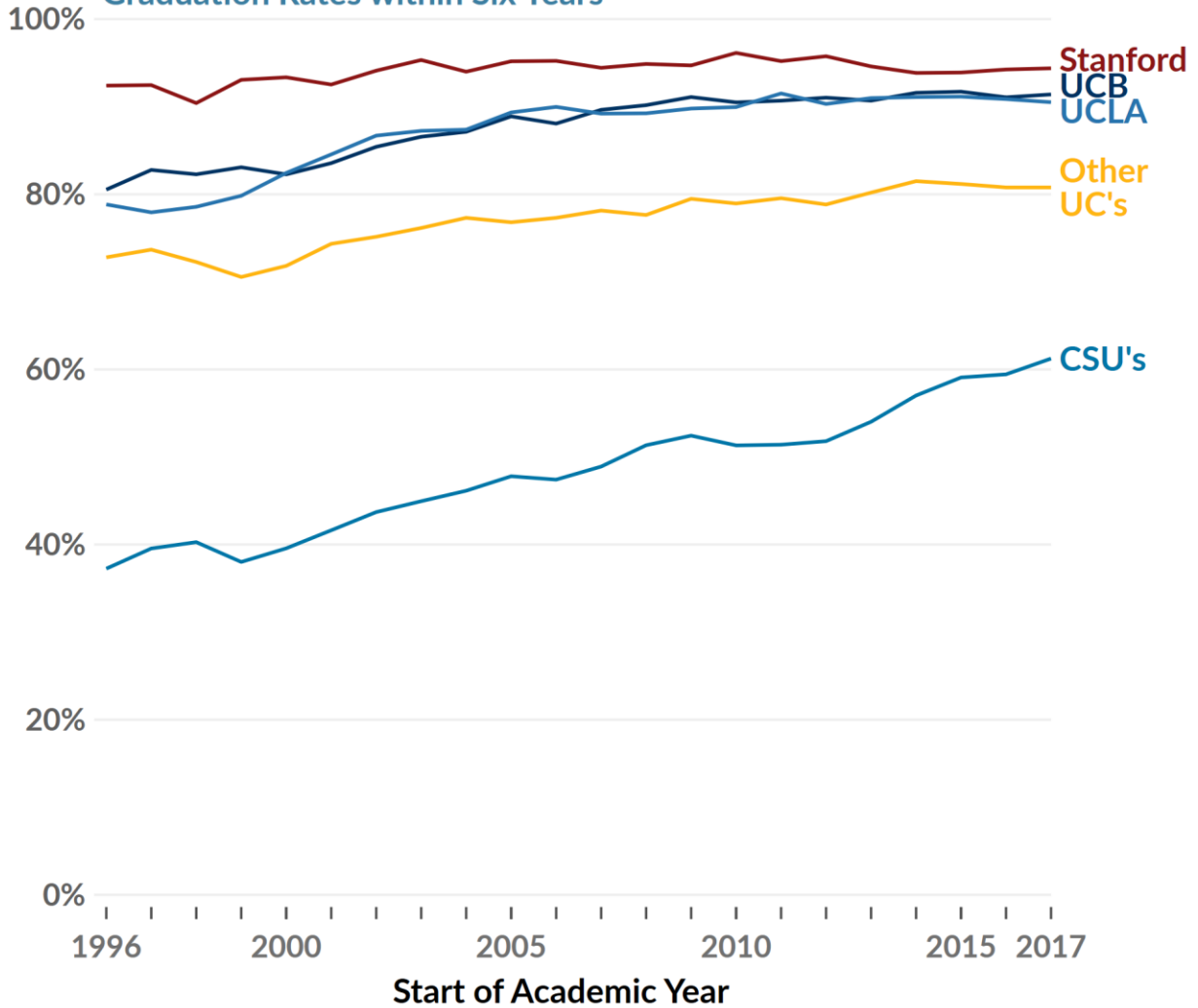
Sample: 25-34 non-institutionalized population in California.

Notes: This figure plots the fraction of each race/ethnicity group among 25-34-year-olds in California with a college degree.

Figure A10

Delivering that Cap and Gown?

Graduation Rates within Six Years



Source: IPEDS, via Education Data Portal v. 0.14.0, Urban Institute, under ODC Attribution License.

Notes: The figure shows the fraction of full-time, first-time bachelor's degree-seeking undergraduates who graduated in 150% of normal time (six years).