Calvin College Heritage Class Reunion

Friday, June 15, 2018
The Current State of American Higher Education

Paul Bylsma, M.Ed., Calvin Alumni Association
Where we have been, where we are going

- 1636 – Founding of Harvard College (now University)
- 1876 – Founding of De Theologische School
- 2020 – Calvin College becomes Calvin University

Conceptual framework as:
- Who is the student?
- Who are the teachers?
- What is being taught?
- What is the purpose of education?
A Brief History of American Higher Education

- 1636 through ~1800
  - What events are going on?
A Brief History of American Higher Education

- 1636 through ~1800
  - Small groups of students – White, wealthy men
  - Volatile group of young tutors shepherding cohorts
  - Typically law, medicine, and theology are taught
  - Building a social order: Focus on developing a reliably upper class, and later developing a moral and informed democratic citizenry
A Brief History of American Higher Education

- ~1800 through ~1900
  - What events are happening?
A Brief History of American Higher Education

- ~1800 through ~1900
  - Students met as classes, still (mostly) White men
  - Specialized, *professional* professors
  - Taught more and more specialized classes
  - Enhancing a nation: Age of exploration and imperialism, manifest destiny, contributing to science and modernism.
A Brief History of American Higher Education

- ~1900 through ~1980
  - What events are happening?
BLACK TUESDAY

NEW YORK, TUESDAY, OCTOBER 29, 1929

THE STOCK MARKET CRASH OF 1929

BY BARBARA SILBERDICK FEINBERG

NEW YORK, OCTOBER 29 — Another hurricane of liquidation hit the stock market today, as financial uncertainty fed on rumors and turned to panic. Frightened investors ordered...
Big night... snapshot night!

Good friends never part... in the pictures they take. Now it's easy to get them when it's right... in gorgeous full color on kodak colored film.

Here are a doughnut, a cup of hot coffee. For full color, load with the new Kodak color film. Type C-40 or C-80. Slip inside the envelope. The snapshot you'll want tomorrow, too, may be today.

Kodak Ltd. Cameras. Eastman Kodak Co., Rochester, N.Y.

Only Eastman makes Kodak Cameras and Kodak Film

Everybody knows the sign of good coffee

Sunday special! That extra after-breakfast coffee you can linger over in suburban comfort. Make the most of it with Maxwell House. There's a hearty goodness, a full-bodied richness in this famous coffee that brings you complete coffee-drinking pleasure in every cup. Why is Maxwell House so satisfying?

It's the Maxwell House recipe... a recipe that calls for carefully chosen beans blended a particular way. The only recipe for "Good to the Last Drop" flavor... a flavor so fine that it has made Maxwell House America's favorite, bought and enjoyed by more people than any other brand of coffee!

Maxwell House... the one coffee with that "Good to the Last Drop" flavor!
A Brief History of American Higher Education

- ~1900 through ~1980
  - Increased access to higher education
  - Increasingly specialized faculty positions
  - Increasingly specific courses and degrees
  - Protecting democracy: Stalinism, Fascism, and benefiting “the public good”
A Brief History of American Higher Education

~1980 – Present Day
- What events are happening?
Bail out People
Not the Banks!
A Brief History of American Higher Education

~1980 – Present Day

- Increasingly diverse student population
- Broadening of faculty to include adjuncts
- Emphasis on STEM and pragmatic fields
- Building technology and the economy: go to school, enter workforce, create a comfortable life
Changes in the Student Body

Since 1636, who has primarily benefited from higher ed?
Changes in the Student Body

▪ Women in college:
  ▪ Began, with marginal popularity, in mid-19th century
  ▪ 1900 – Just over 5000 women earning Baccalaureate degrees
  ▪ 1940 – About 77,000 women earning Baccalaureate degrees
  ▪ 1961 – Men earned 62% of Bacc. degrees, women earned 38%
  ▪ 1982 – Men and women earned equal amounts of degrees
  ▪ 2017 – Women earned 58% of Bacc.s, men earned 42%
Changes in the Student Body

- Historically Black Colleges and Universities (HBCUs)
  - Founded as early as 1837, but took off after the Civil War
  - Intended to serve the needs of black students in a time of de jure segregation, extended through de facto segregation, and still exist today.

- Hispanic Serving Institutions (HSIs)
  - First recognized in the early 1980s as institutions that enroll a large number of Latin@ students
  - Not monolithic, but vary in type, size, location, etc.
Changes in the Student Body

▪ First-Generation Students
  ▪ “First in the family” to attend college

▪ Non-traditional Students
  ▪ Traditional student: middle-class, unemployed, single, non-parent, aged 18-24
Making Changes: For Students

- Women
- African-American
- Latin@
- First Generation
- Non-traditional
- Gender and sexual minority
Making Changes: For Faculty

- Professionalization
- Administration
- Departmentalization
- Academic freedom
- Research, teaching, service
- Academic affairs and student affairs
Making Changes: For Curriculum

- Sacred to secular (mostly)
- Detailed taxonomy
- More inclusive in scope and content
- Liberal arts and technical/professional training
- In-person to online
Making Changes: For the Purpose of Education

- Building democracy to enhancing a nation to contributing to science/modernism to protecting democracy to building the economy.

- How might "building the economy" be too narrow of a view? How is it helpful or harmful?
The Current State of Higher Education

- Diverse student body with diverse needs
- Professional faculty with privileges and responsibilities
- Increased pragmatism in the curriculum
- Goal of education is to prepare for a job
Issues Presented by the Current State of Higher Ed

- How can we best serve our student body?
- How can we draw sufficient numbers of students to our mission?
- How can we make Calvin affordable to students?
- How can we ensure our faculty are served well and serving?
- How do we shape a curriculum to meet our mission as well as social and cultural demands?
- What is our role as a Christian school?
# The National Landscape for Small College Operational Models

<table>
<thead>
<tr>
<th>Model</th>
<th>Description</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>New American College Model</td>
<td>Maintain liberal arts core and general education and residential experience. Professional programs and graduate programs added to strengthen student recruitment and expand market.</td>
<td>Vast majority of non-elite small private colleges in the country</td>
</tr>
<tr>
<td>Distinctive Program Model</td>
<td>Establish a common student educational experience or signature program to enhance quality, recruitment, and retention. Most maintain New American College model core programs.</td>
<td>Agnes Scott College, Carroll College, Connecticut College, Dominican University of California, Furman University</td>
</tr>
<tr>
<td>Traditional Model</td>
<td>Undergraduate, residential, liberal-arts based curriculum. Originally included faith-based and values-based institutions. Today, those that remain are wealthy, high reputation, with recruitment based on institutional quality and reputation.</td>
<td>Amherst College, Pomona College, Swarthmore College, Williams College</td>
</tr>
<tr>
<td>Expansion Model</td>
<td>Limited remaining liberal arts commitment, focus on additional professional and graduate programs and enrollment growth.</td>
<td>Chapman University, Drew University, Utica College</td>
</tr>
<tr>
<td>Expansion and Separation Model</td>
<td>Extensive enrollment in branch campuses and online programs to capture additional students. Modest or nonexistent liberal arts core and residential campus.</td>
<td>Antioch University, Goddard College, Southern New Hampshire University</td>
</tr>
</tbody>
</table>
## Adapting to a Changing Context

### Adapting to a Changing Environment for Small Colleges: From Survival to Transformation

<table>
<thead>
<tr>
<th>Stewardship</th>
<th>Short-Term Response</th>
<th>Strategic Vision for Long-Term Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assumptions about the fiscal reality</td>
<td>Condition stable</td>
<td>Short-term, very serious cyclical challenges</td>
</tr>
<tr>
<td>ACTIONS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Build endowment</td>
<td>- Significantly reduce non-personnel expenses</td>
<td>- Assess:</td>
</tr>
<tr>
<td>- Balance budgets</td>
<td>- Hire more part-time faculty</td>
<td>- Affirm essential elements of mission</td>
</tr>
<tr>
<td>- Clean audit</td>
<td>- Increase tuition</td>
<td>- Identify unique characteristics and strengths of institution</td>
</tr>
<tr>
<td>- Manage deferred maintenance</td>
<td>- Increase enrollment</td>
<td>- Evaluate likely student demographic profile</td>
</tr>
<tr>
<td>- Maintain low student:faculty ratio</td>
<td>- Contract out/collaborate with other institutions on select services</td>
<td>Select:</td>
</tr>
<tr>
<td>- Commit to tenure lines</td>
<td>- Ratchet up fundraising</td>
<td>- Most promising of small college models</td>
</tr>
<tr>
<td>- Successful accreditation(s)</td>
<td>- Refinance debt</td>
<td>- Strategic vision based on choice</td>
</tr>
<tr>
<td>- Meet enrollment targets</td>
<td>- Attend to deferred maintenance</td>
<td>Transformation:</td>
</tr>
<tr>
<td>- Fundraise for new projects</td>
<td></td>
<td>- Align programs and systems</td>
</tr>
<tr>
<td>- New projects are add-ons</td>
<td></td>
<td>- Develop multi-year sustainable budget models</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Align fundraising and marketing</td>
</tr>
</tbody>
</table>

**Calvin College**