

Questions by Topics

1. Size, Shape and Campus Autonomy

- a. Increased campus autonomy for certain decisions; increased centralization for others.
- b. Differential Salaries for faculty – they already exist; why not consider regional concerns?
- c. Review of part-time vs. full-time faculty composition.
- d. Develop and follow optimal enrollment (FTE Targets) and SFR.
- d. Find optimum enrollment mix (freshman, transfer, undergraduate, graduate and professional, resident, non-resident, etc.) by campus and for the system as a whole.
- e. Evaluate the size and breadth of academic program offerings and the distribution of these offerings by campus, with a focus on areas of specialization.
- f. Should the size of undergraduate programs be reduced, especially for programs that are not cost effective?
- g. Should the size and cost of graduate programs be rationalized?
- h. Should there be a new model focusing CSU on graduate and professional education and undergraduate education that cannot be delivered by other public segments?

2. Funding Strategies

- a. How can we change funding rules so the campus-level allocations do not penalize the most efficient campuses? How can we change the rules to allow departments and colleges to retain more carry-over?
- b. How to run a university in a non-expanding economy; do not depend on uncertain revenue streams; steady state vs. growth model; debt, loans, equity; review finances and capital projects and investments. Review accounting; fixed costs vs. variable costs and marginal costs; health and welfare of the university system. How elastic are fees? Is the university system really being privatized? What our options re fees; FTE– cost led pricing or price led costing? Find new strategies to enhance and manage funding for core operations, instructional innovations, infrastructure and capital projects.
- c. Do we need to and how can we compete with for-profits, other colleges? Should we spend any time or money on better marketing/advertisement of our BS/BA degree programs? Do we need to be concerned about “market share” – are we losing students to for-profits? What are our possible actions?
- d. Online classes; compensation concerns between campuses; benefits are taking in additional students; online learning – it's not automation; explain why not. Does this change our future view?
- e. Review of university structure: consolidate or eliminate small majors.
- f. Consolidate Information Technology (IT)
- g. Encourage faculty to use or even develop online free or low cost texts.
- h. Consider modifying the Faculty Early Retirement Program (F.E.R.P.) which saves campuses money but drains the pension fund.
- i. Cross-campus course standardization (some progress made already?)
- j. State funding and graduation initiatives -- will they be more connected in the future?

3. Access and Affordability

- a. Structure tuition and fees; no state funding for repeat courses, excessive units (over 130 units?). Promise specified fees for 4 years on student's admission?
- b. Admission standards/access.
- c. Pros and cons of enrollment with a regional focus.
- d. Virtual Education; will it really save money?
- e. Occupational skills vs. higher education programs; options for students, offer two- or three-year degrees devoid of general education coursework.
- f. Can we really reduce to remediation?
- g. Undertake a comprehensive evaluation of current and alternative student body size, and fee and financial aid policies and structures, as well as the impact of these alternatives on student access and diversity.

4. Education and Curriculum

- a. Should the size of undergraduate programs be reduced, especially for programs that are not cost effective?
- b. Should the size of graduate programs be rationalized?
- c. Should there be a new model focusing CSU on graduate and professional education and undergraduate education that cannot be delivered by other public segments?
- d. Can we create some alternative educational delivery models will both maintain quality and lower educational delivery costs?
- e. Consider how the University works in collaboration with K-12, community colleges, and other partners to achieve the highest quality education possible.
- f. Consider and examine other models of higher education within the United States and elsewhere, paying particular attention to models that work in research universities, public universities, and land grant institutions.

5 Research Strategies

- a. Consider and develop recommendations for new models for various aspects of the research enterprise, including graduate student support, support services, research funding, indirect cost recovery, collaborations, policies and administration.
- b. Review and find models for collaborative research within campuses and across campuses, with industry partners, and the development of hybrid models were explored.
- c. Identify best practices in developing and delivering research experiences to undergraduate, graduate, post-doctoral fellows and professional students.