

Re Balancing Tuition and Enrollment, Projections into the Future

Faculty may want to take it upon themselves to launch an independent resource plan with projections into the future. Going through the usual committees means that we will not see the draft until it is much too late to influence management's resource plan (due December) . It would be very nice to work with the Faculty Senate and UPBG and ERC, but keep the group open to anyone who is willing to work even a few hours.

Management can benefit from the faculty assistance. For example, there does not appear to be a working definition of fixed and variable costs for the university. I suspect that Developmental Math brings in substantially more money than it costs. This is not the prevailing view.

We can set ourselves fairly specific tasks that do not overlap or interfere with management. We can work on growth models for tuition and enrollment based on overall budget requirements. There may be people in econ and business and math and as well as other departments that might find this an interesting project. We need new ideas.

This can be one of several task forces clarifying the faculty's choices for the future. (Described below.)

Carol

From: Shubin, Carol S

Sent: Tuesday, August 16, 2011 8:14 PM

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Cc: Chong, Sandra B; steven.stepank@csun.edu; Frehlich, Shane G; levy@csun.edu; Hellenbrand, Harold L; Matos, Jennifer A

Subject: RE: choices

Hi All,

I'd like to introduce a resolution to the faculty senate to undertake the writing of a "Choices Document" that will spell out the choices that CSU community would prefer to see in these budget cutting days. I hope that this document can go to the statewide senate and that we can get board participation from many other groups.

i'm not a member of the Faculty Exec Committee. It would be great to get it on the faculty exec for the next meeting on September 1, 2011 or October 13, 2011. [Note: This is different from the Forbidden Topics: the Brown Bag Series.]

The Choices Group is guided by principles of maintaining access, affordability and the highest levels of quality in instruction, research, and public service. These principles can be "competing goods:" One cannot be altered without affecting the value of others. In the past, many policy decisions at CSU were made one at a time, often without considering the impact of changing one variable upon the others. Going forward, we must take a competing goods approach: Each solution will affect others to follow. Any increase in support in one area inevitably has opportunity costs for other priorities.

The Choices Group and five working groups will identify multiple positive attributes worthy of promoting, but priorities must be established to balance the budget. The overarching task is to define an overall balance among these priorities that is consistent with CSU's mission, commitment to quality, and best serves California.

The working groups – which will focus on the size, shape, and autonomy of CSU, its education and curriculum, access and affordability, and funding and research strategies – are composed of a wide spectrum of members drawn from the CSU Board of Trustees, faculty, students, alumni, administration, staff and other experts not affiliated with CSU. Much of the expertise lies with our faculty. Close consultation with the Faculty Senate is essential for recommendations pertaining to curriculum and other core faculty responsibilities. For recommendations in all other areas, the Academic Senate will have full opportunity for consultation and review.