

Funding the Future of the CSU
SYMPOSIUM REPORT
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The California State University Mission is to enable students to realize their educational goals. The University's top priority is to promote the welfare and intellectual progress of students. The California State University System is undergoing rapid changes in funding. By necessity, we have moved from the preponderance of revenue coming from the state to the preponderance of revenue coming from the student. The rapid deterioration of state funding has thrown the CSU System into a crisis in priorities. All constituents of the CSU must come together to make purposeful change.

Objective of meeting: study and define a balance among competing priorities. CSU resource plans should be 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 financial 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 overarching task is to define an overall balance among these priorities that is consistent with CSU's mission, commitment to quality, and best serves our students.

The meeting consisted of three workshops, each addressing one of the following questions:

- 1. How do we align mission and funding?**
- 2. Where does the money come from?**
- 3. What is the policy for spending the money?**

Each workshop time period was divided into five parallel tracks to accommodate smaller group interactions. Each track had a moderator to help facilitate the discussion process and a Participant Observer who summarized the group's findings on the second day.

The attendees were delegations of interested faculty and administrators from California State University campuses, the Chancellor's Office, and the Legislative Analyst Office.