

ACADEMIC SENATE
of
THE CALIFORNIA STATE UNIVERSITY

AS-2573-02/FGA

May 2-3, 2002

Priorities for Strategic Budget Planning

- RESOLVED: That the Academic Senate of the California State University (CSU) endorse the following budget priorities drawn from the report, *The California State University at the Beginning of the 21st Century*, adopted by the Academic Senate CSU in September 2001 to be used in the development of future CSU Trustee budgets:
- A. Seek full funding to adjust CSU faculty salaries to achieve parity with comparison institutions. Experience over the past decade strongly suggests that the only way to close the salary gap is to seek full funding for the established CPEC parity figure. Accordingly, we urge that the budget request funding for the full parity figure.
 - B. Seek specific funding to begin the process of reducing the current student-faculty ratio to the level typical before the state's fiscal crisis of the early 1990s. We recommend that this be done in the following ways:
 - Request supplemental funding to define a full-time equivalent graduate student as one carrying 12 units rather than 15 with no overall increase in the student-faculty ratio.
 - Request that the marginal cost formula be revised to specify a student-faculty ratio of 18.2:1 rather than the current level of 18.9:1; a student-faculty ratio of 18.2 represents the average student-faculty ratio during the 1980s.
 - Seek specific funding for the purpose of reducing class size, to be apportioned to all the campuses.
 - C. Seek funding to begin the process augmenting CSU library collections and restore library staffing. We suggest a specific budget supplement for this purpose, one designed, over time, to fully restore library staffing and to restore library budgets to at least their purchasing power of the early 1980s.
 - D. Seek specific funding to establish incentives to attract new faculty members of the highest quality; hire additional tenure-track faculty and improve funding for searches and reduce the current proportion of lecturers. Toward this end, we recommend that the budget:

- Request that the marginal cost formula be revised to specify an entry-level salary equal to the average entry-level salary in the most recent academic year plus whatever salary increase has been approved for the coming academic year. This will go far toward ensuring that funds for increased enrollment will permit the hiring of new tenure-track faculty members rather than forcing reliance on less expensive lecturers.
 - Seek specific funding for housing subsidies or subsidized housing for junior faculty members, including moving expenses for newly hired faculty members.
- E. Seek specific funding to remedy insufficiencies due to delayed maintenance and delayed purchasing during the early 1990s; bring state-of-the-art technology to more CSU classrooms; improve the current CSU physical plant to provide adequate facilities for existing programs and for growth.
- F. Seek specific funding to provide additional sabbaticals and other research support for CSU faculty and to reconfigure the CSU faculty workload so that a minimum of one-fifth may be devoted to faculty development (including research, scholarship, and creative activity). We recognize that this is potentially a costly project, but we urge that a beginning be made to address these needs in future budgets to address these needs, and that the CSU develop a long-term plan to accomplish this goal over the next five years.
- G. Seek specific funding to increase the number of secretarial/clerical staff and technical staff who provide services to faculty and students, and to improve staff wages and benefits to attract and retain the best quality staff in these positions: and be it further

RESOLVED: That copies of this resolution be forwarded to the Chancellor of the CSU, the Executive Vice Chancellor for Academic Affairs, CSU, and his staff and the CSU Board of Trustees; and be it further

RESOLVED: That the Executive Committee be directed to establish a process of advocating these priorities throughout both the summer and the traditional academic year.

RATIONALE: While the California State University (CSU) will be facing significant and immediate budget challenges as a result of constraints on state funding, it is nonetheless important that the CSU engage in broader strategic planning aimed at addressing the longer-term needs of the CSU. In September 2001, the Academic Senate of the California State University adopted The

California State University at the Beginning of the 21st Century, a survey of the experience of the CSU during the decade past and projections for the CSU in the decade to come. This report includes a series of budget recommendations that address the changes that will be necessary if the CSU is to meet the challenges of the next decade. The letter of transmittal for that document states, in part:

It was never our expectation that our recommendations for funding would be--or could be--immediately implemented, even in a period of budget surplus. It has always been our hope, however, that our analyses of the state of the CSU will inform future budget planning and that our recommendations for both policy and funding will define goals for the coming decade. We look forward to working cooperatively and collegially with the CSU faculty, administration, Trustees, and, as necessary, the legislature to develop these recommendations into concrete proposals that will permit the CSU not only to meet the challenges it now faces but also to serve better the people of California.

It was the intention of the Academic Senate CSU that the recommendations be implemented gradually, over the coming decade, as funding permits. Because these goals are intended to inform and guide long-term planning, it is, therefore, impossible to put a specific price either on a specific recommendation or on the entire set of recommendations. The cost will depend both on circumstances at the time when the recommendation is first implemented and on the length of time it takes to provide full funding for the recommendation. The Academic Senate CSU recognizes that the CSU is currently operating in a time of severe fiscal constraint. Nonetheless, it urges that, in preparing its budget proposals for fiscal year 2003-2004 and beyond, the CSU give priority to the recommendations in this resolution.

APPROVED UNANIMOUSLY - May 2-3, 2002