

AGENDA

ASSEMBLY BUDGET SUBCOMMITTEE NO. 2 ON EDUCATION FINANCE

Assemblymember Kevin McCarty, Chair

TUESDAY, FEBRUARY 21, 2023
9 AM, 1021 O STREET - ROOM 1100

We encourage the public to provide written testimony before the hearing. Please send your written testimony to: BudgetSub2@asm.ca.gov. Please note that any written testimony submitted to the committee is considered public comment and may be read into the record or reprinted. All are encouraged to watch the hearing from its live stream on the Assembly's website at <https://www.assembly.ca.gov/todaysevents>.

The hearing room will be open for attendance of this hearing. The public may also participate in this hearing by telephone. To provide comment, please call toll-free:

877-692-8957 / Access Code 1850 1100

2023-2024 HIGHER EDUCATION SEGMENT BUDGET PROPOSALS

I. OPENING REMARKS

- Assemblymember Kevin McCarty, Chair
- Committee Members

II. GOVERNOR'S 2022-23 BUDGET PROPOSALS

- Jack Zwald, Department of Finance
- Michelle Nguyen, Department of Finance
- Jennifer Pacella, Legislative Analyst's Office

III. SEGMENT PERSPECTIVES

- Michael Drake, President, University of California
- Jolene Koester, Interim Chancellor, California State University
- Daisy Gonzales, Interim Chancellor, California Community Colleges

IV. PUBLIC COMMENT

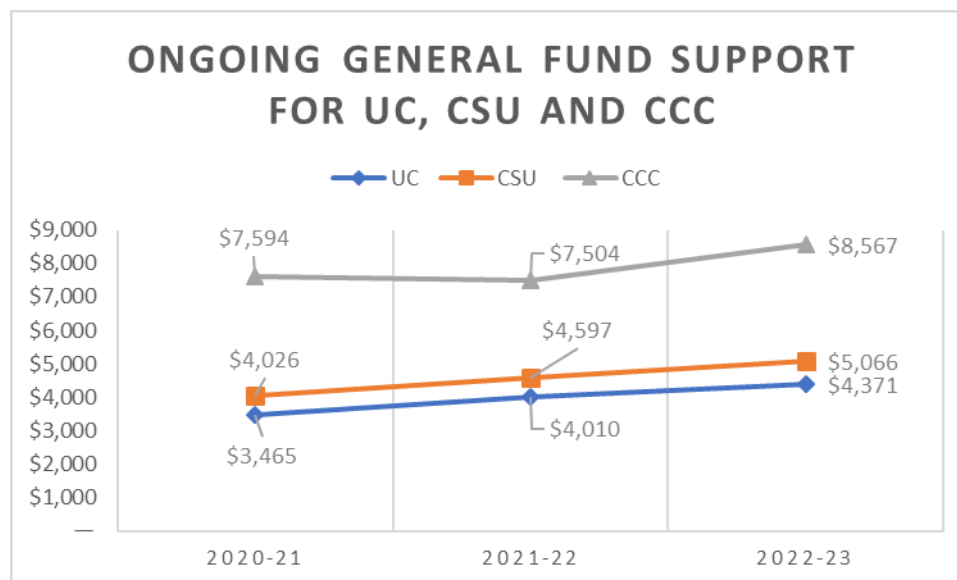
6440 UNIVERSITY OF CALIFORNIA
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GOVERNOR'S 2023-24 HIGHER EDUCATION SEGMENT BUDGET PROPOSALS

The Subcommittee will discuss the Governor's Budget proposals for the University of California (UC), California State University (CSU), and California Community Colleges (CCC), and hear perspectives from the segment leaders and the public.

BACKGROUND

2022 Budget Act provided significant investments in higher education. Due to a second year in a row of higher-than-expected revenue, the 2022 Budget Act dramatically increased support for higher education. Overall, ongoing General Fund spending on higher education in the current year is about 15% above the previous year, and all three segments have about \$1 billion more in ongoing support than they did two years ago. In addition, all three public higher education segments received large one-time investments.



Source: Legislative Analyst's Office, July 2022

Among the highlights of the 2022 Budget Act:

- Large base increases.** All three segments received large increases to base operational funding: both the University of California (UC) and California State University (CSU) received 5% increases to base funding, amounting to \$201 million for UC and \$211 million for CSU. This was the first year of the Administration's compact with both segments to provide 5% increases each year

for 5 years. Additionally, California Community Colleges received funding to support a 6.56% cost-of-living adjustment, or about \$493 million, and an additional \$600 million base increase.

- **Major enrollment growth.** Both UC and CSU received funding to support enrollment growth that built on expectations sets in the 2021 Budget Act and per the compacts with the Administration. UC received \$99 million to support more than 5,000 new California undergraduates by 2023-24, including the first year of a five-year plan to replace nonresident students with California students at the Berkeley, Los Angeles and San Diego campuses. CSU received \$81 million to grow resident undergraduate enrollment by 9,434 students from the 2021-22 level. Community colleges also received support to expand enrollment by 0.5%, or about 5,500 students.
- **First-ever student housing programs launched.** Nearly \$1.5 billion in one-time General Fund was provided to all three segments for student housing construction projects and planning grants. A chart compiled by the Legislative Analyst's Office (LAO) showing construction grants by campus is provided on the next page. In addition, the Student Housing Revolving Loan Fund was created, which will provide interest-free loans to campuses.
- **New, expanded financial aid programs created.** After years of discussion, Cal Grant reform was enacted in statute, although implementation of the reform will depend on a decision made in May 2024 that will trigger the program on if sufficient funding is available. The new Cal Grant program expands and changes eligibility requirements and could lead to a net increase of 150,000 more Cal Grant recipients. In addition, the 2022 Budget Act provided an increase of \$522 million ongoing General Fund to revamp the Middle Class Scholarship program. This augmentation brings total program funding to \$632 million in 2022-23. The new program seeks to assist CSU and UC students with their total cost of attendance, which includes housing, books, transportation and other costs. Current funding levels allow the program to cover about one-quarter of a student's total college costs, with the intent to someday increase funding to allow all eligible students enough aid to allow for a debt-free college bachelor's degree.
- **Support for projects intended to expand enrollment capacity and research programs.** One-time funding was provided for numerous capitol and other projects, including support for projects to expand enrollment capacity at UC Riverside, UC Merced, and the CSU San Bernardino Palm Desert campus; climate research programs at all three segments, and deferred maintenance projects at all three segments.

Affordable Student Housing Construction Grant Awards

2022-23 Awards Specified in Chapter 54 (In Thousands)

Campus	Funding		Beds	
	State	Nonstate	Affordable	Standard
California Community Colleges				
Sierra	\$80,497	—	354	—
Compton	80,389	—	250	—
Ventura	62,923	—	320	—
Canyons	61,858	—	100	—
Bakersfield	60,245	—	154	—
Cosumnes River	44,144	—	145	—
Lake Tahoe	39,369	—	100	—
Fresno City	34,080	—	360	—
Siskiyou	32,613	—	252	—
Napa Valley	31,000	\$97,000	124	404
Santa Rosa	15,000	63,288	70	282
Imperial Valley ^a	4,554	4,708	78	—
Subtotals	(\$546,672)	(\$160,288)	(2,229)	(686)
California State University				
San Francisco	\$116,300	\$62,691	750	—
San Marcos	91,000	49,023	390	210
Fullerton	88,900	47,997	390	210
Long Beach	53,300	28,700	403	—
Dominguez Hills	48,750	26,250	238	127
Northridge	37,500	20,248	200	—
Fresno	31,050	16,718	175	—
Humboldt	27,107	14,603	138	—
San Diego ^a	4,554	—	—	—
Subtotals	(\$498,461)	(\$266,230)	(2,684)	(547)
University of California				
San Diego	\$100,000	\$235,500	1,100	208
Berkeley	100,000	212,014	310	803
Santa Cruz	89,000	—	320	—
Irvine	65,000	700	300	—
Los Angeles	35,000	28,557	358	—
Subtotals	(\$389,000)	(\$476,771)	(2,388)	(1,011)
Totals	\$1,434,133	\$903,289	7,301	2,244

GOVERNOR'S 2023-24 BUDGET PROPOSALS

The Governor's Budget proposes total higher education funding of \$39.5 billion (\$26.6 billion General Fund and local property tax) for the 2023-24 fiscal year. This would be about a 2% decline in overall higher education funding when compared to the current fiscal year, although all three segments would receive an increase in ongoing General Fund support. The chart below was prepared by the Department of Finance and indicates past and proposed spending on the segments, student financial aid, and other higher education activities.

Higher Education Expenditures (Dollars in Millions)

	2021-22 ³	2022-23	2023-24	Change from 2022-23	
				Dollars	Percent
University of California					
Total Funds ^{1/}	\$10,418.6	\$10,455.7	\$10,352.9	-\$102.7	-1.0%
Ongoing General Fund	4,010.8	4,373.6	4,629.7	\$256.0	5.9%
One-Time General Fund	1,131.0	653.9	100.9	-	-
California State University					
Total Funds ^{1/}	\$9,186.9	\$8,523.4	\$8,476.8	-\$46.6	-0.5%
Ongoing General Fund	4,606.1	5,049.8	5,341.0	\$291.2	5.8%
One-Time General Fund	1,267.5	347.7	10.0	-	-
California Community Colleges					
Total Funds	\$17,481.9	\$17,962.7	\$17,431.6	-\$531.1	-3.0%
General Fund & Property Taxes	12,927.6	13,554.8	13,668.7	\$113.9	0.8%
California Student Aid Commission					
Total Funds	\$2,750.3	\$3,411.5	\$3,235.8	-\$175.7	-5.2%
General Fund ^{2/}	2,328.1	2,990.9	2,815.2	-\$175.7	-5.9%
Total Funds	\$39,837.7	\$40,353.3	\$39,497.2	-\$856.2	-2.1%
General Fund	\$26,271.1	\$26,970.7	\$26,565.5	-\$405.2	-1.5%

^{1/} These totals include tuition and fee revenues and other funds the universities report as discretionary.

^{2/} General Fund expenditures for the Cal Grant program are offset by reimbursements, including approximately \$400 million in federal Temporary Assistance for Needy Families (TANF) funds received through an agreement with the Department of Social Services.

^{3/} 2021-22 Total Funds may include federal American Rescue Plan Act of 2021 funding provided directly to colleges and universities.

The following provides a brief summary of the Governor's Budget proposals for UC, CSU and the CCC. Overall, the Governor provides significant base funding increases and supports enrollment growth at all three segments, despite an overall budget deficit. The Administration also calls for delays in a few spending actions approved in last year's budget agreement, and one fund shift. The chart on the following page indicates the major proposals from the Administration. Both the chart and summary of proposals were created by the LAO.

Governor Proposes to Increase Spending in a Few Areas

Major General Fund Changes, 2023-24 (In Millions)

Ongoing Spending	
CCC apportionments (8.13 percent)	\$653
CSU core operations (5 percent)	267 ^a
UC core operations (5 percent)	216
CCC categorical programs (8.13 percent)	92
UC nonresident enrollment reduction (902 students)	30
CCC enrollment growth (0.5 percent)	29
Subtotal	(\$1,286)
One-Time Initiatives	
CCC student enrollment and retention strategies	\$200
Total	\$1,486

^aIncludes funding for pensions and retiree health benefits.

Governor Proposes Second Year of CCC Roadmap and University Compacts.

Last year, the Governor proposed multiyear budget plans for each of the segments. Though the Legislature did not codify these multiyear plans, the Governor's 2023-24 higher education budget proposals are consistent with them. The largest component of these plans is annual unrestricted base increases. These base increases are loosely linked with performance expectations in certain areas, including student access, success, and equity; intersegmental coordination; and workforce alignment. Per the multiyear agreements, the segments are to report their performance in these areas each year through 2026. CSU and UC released their first progress reports in fall 2022, with CCC expected to release its first progress report in summer 2023.

Proposed Base Increase for Colleges Is Higher Than for Universities.

For CCC apportionments (unrestricted base funding), the Governor proposes a \$653 million increase to cover an 8.13 percent cost-of-living adjustment (COLA). This proposed rate increase is linked to a measure of inflation that will be updated in late April. (The Governor also proposes to grant an 8.13 percent COLA to certain CCC categorical programs as well as certain K-12 programs.) For CSU and UC, the Governor proposes \$227 million and \$216 million, respectively, to cover 5 percent base General Fund increases. In addition, the Governor's budget provides CSU with \$39 million ongoing General Fund to cover certain benefit cost increases (\$36.7 million for retiree health benefits and \$2.6 million for certain pension costs). The three segments can use base funding increases for any of their core operations, including employee salaries and benefits, utilities, supplies, and equipment.

Governor Proposes Enrollment Growth at All Three Segments. For CCC, the Governor’s budget includes \$29 million to cover 0.5 percent systemwide enrollment growth in 2023-24, equating to 5,496 additional full-time equivalent (FTE) students. The Governor also expects CSU and UC to increase resident undergraduate enrollment. For CSU, the Governor assumes growth of 3,434 additional FTE students (1.1 percent) from 2022-23 to 2023-24. For UC, the Governor assumes growth of 4,203 additional FTE students (2.1 percent). Although the Governor proposes budget bill language referring to the CCC enrollment funds and growth target, he proposes no such budget provisions for the universities. (The budget provisions for CSU and UC include much broader language specifying that the base funding increases are “to support operational costs.”)

Governor Takes Different Enrollment Funding Approach for Colleges and Universities. Whereas the Governor proposes a separate enrollment growth appropriation for CCC, he expects the universities to cover the cost of enrollment growth from within their 5 percent base increases. Though consistent with the approach specified in the Governor’s compacts, this approach differs from the one the state historically has used to fund CSU and UC enrollment growth. Typically, the state has provided CSU and UC with separate appropriations specifically for this purpose on top of the universities’ base increases for core operations.

Governor Proposes “Grace Period” for Segments to Reach Enrollment Targets. All three segments are expected to have soft enrollment levels in 2022-23. Though preliminary systemwide CCC data are not yet available, data from a sample of community colleges suggests systemwide enrollment could be either about flat or up somewhat in 2022-23 from a depressed 2021-22 level. At CSU, resident undergraduate enrollment is expected to fall by about 5 percent, whereas it is expected to remain about flat at UC (down 0.1 percent). The 2022-23 Budget Act included language requiring the administration to reduce enrollment growth funding proportionally to any enrollment shortfalls at the universities. Specifically, these budget provisions directed the administration to reduce funding for enrollment shortfalls at CSU in 2022-23 and at UC in 2023-24. The Governor, however, is not proposing to reduce any 2022-23 enrollment growth funding at any of the segments. Instead, the administration effectively is letting each of the segments retain their associated enrollment growth funding in 2022-23 (\$81 million at CSU, \$52 million at UC, and \$27 million at CCC) and use all or a portion of those funds for other purposes. Though the Governor proposes no fiscal repercussions for any of the segments missing their enrollment targets in 2022-23, he has certain expectations moving forward. For CCC, he signals community colleges that continue missing their targets should plan for associated funding reductions beginning in 2024-25. For UC and CSU, he expects cumulative enrollment growth targets to be reached by the final year of the compacts (2026-27).

Governor Has Only a Few Other Higher Education Spending Proposals. Beyond base increases and enrollment growth, the Governor has only a few other higher education spending proposals this year—a stark contrast to the number of higher

education spending proposals he has introduced in previous years. Of these remaining proposals, the two most notable ones are related to enrollment. One of these proposals has UC continuing to replace some nonresident students with resident students at its three most selective campuses (Berkeley, Los Angeles, and San Diego). The second of these proposals has the community colleges continuing efforts to regain enrollment.

Proposed Funding Delays and Shifts

Governor Proposes Actions in Response to Projected State Budget Deficit. The proposed actions, taken together, would enable the state to meet its constitutional requirement to adopt a balanced budget in 2023-24. As we discuss in *The 2023-24 Budget: Overview of the Governor's Budget*, the proposed actions, however, are insufficient to keep the state budget balanced in future years, with projected out-year deficits in the \$4 billion to \$9 billion range. Within higher education, the Governor proposes only non-Proposition 98 budget solutions, with no proposed Proposition 98 budget solutions. (The Governor proposes to reduce one-time Proposition 98 funding for community college facility maintenance projects, but he effectively repurposes that funding for another one-time community college initiative relating to student enrollment and retention strategies.) Though the Governor's package of budget solutions in 2023-24 contains no Proposition 98 components, the Proposition 98 side of the budget also is expected to face challenges in future years, as discussed in the nearby box.

Governor Proposes Various Higher Education Budget Solutions. Within the non-Proposition 98 side of the budget, the administration proposes three major types of budget solutions: (1) funding reductions (some of which are linked to certain trigger conditions), (2) funding delays, and (3) fund or cost shifts. Of the higher education budget solutions, none are funding reductions—the Governor classifies all of them as either funding delays or shifts. Figure 4 shows the proposed higher education budget solutions. The proposed solutions involve several specific CSU and UC capital outlay projects, two housing-related programs that affect all three segments, and one CSAC program. These proposed budget actions yield a total of \$2.3 billion in General Fund savings over the 2021-22 through 2023-24 period. Though the proposed funding delays and cost shifts generate immediate savings, they do so by pushing costs out to future years, with \$2 billion in associated General Fund costs emerging over the 2024-25 through 2026-27 period.

Figure 4

Governor Proposes Several Higher Education Budget SolutionsGeneral Fund Impact^a (In Millions)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Financing Changes^b						
CSU Bakersfield Energy Innovation Center	—	\$83	—	—	—	—
CSU San Diego Brawley Center	—	80	—	—	—	—
CSU San Bernardino Palm Desert Center	—	79	—	—	—	—
CSU University Farms	—	75	—	—	—	—
CSU Fullerton Engineering and Computer Science Innovation Hub	—	68	—	—	—	—
CSU San Luis Obispo Swanton Pacific Ranch	—	20	—	—	—	—
CSU new associated debt service	—	—	-\$27	-\$27	-\$27	-\$27
Subtotals	(—)	(\$405)	(\$-27)	(\$-27)	(\$-27)	(\$-27)
Funding Delays						
California Student Housing Revolving Loan Fund ^c	—	—	\$900	\$250	-\$1,150	—
Higher Education Student Housing Grant Program ^c	—	—	250	-250	—	—
CSAC Golden State Education and Training Grants	\$400	—	—	-200	-100	-\$100
UC Los Angeles Institute of Immunology and Immunotherapy	—	\$100	100	-200	—	—
UC Berkeley Clean Energy Project	—	—	83	-83	—	—
UC Riverside and UC Merced campus expansion projects	—	—	83	-83	—	—
Subtotals	(\$400)	(\$100)	(\$1,416)	(\$-566)	(\$-1,250)	(\$-100)
Totals	\$400	\$505	\$1,389	-\$593	-\$1,277	-\$127

^a Positive amounts indicate General Fund savings. Negative amounts indicate General Fund costs.

^b The administration proposes reducing CSU funding by \$405 million, having CSU sell systemwide revenue bonds of a like amount, and providing \$27 million ongoing to cover the associated debt service.

^c CCC, CSU, and UC campuses may apply to these programs for help financing their housing projects.

CSAC = California Student Aid Commission.

STAFF COMMENT / POTENTIAL QUESTIONS

The Governor's Budget can be reviewed by the Subcommittee through the lens of the Assembly's higher education goals, which include increased access, affordability and student support, and the landscape of post-pandemic California higher education, which is facing numerous challenges, including changing student demographics, behavior, and needs.

The previous two budget acts provided major new investments in enrollment growth, facilities, and programs to help students succeed and cover more of the high costs of college. The Subcommittee may wish to review previous actions in addition to considering the Governor's Budget and other proposals during Spring hearings. Below are key themes to consider during this and future Subcommittee hearings, and potential questions for the administration and segment leaders.

Both UC and CSU are not on track to hit enrollment targets, but both segments plan significant growth in next few years. Increased funding allowed the state to set aggressive enrollment targets for both segments in the last two years, but enrollment has been unpredictable and lower-than-expected at most campuses. UC has reported that fewer community college transfer applicants and students' course-taking behavior – including lower summer enrollment and slightly fewer units per semester – has lowered

their full-time equivalent enrollment numbers. CSU also reports fewer transfer students, and the system also lost more than 20,000 students who were enrolled but left during the pandemic. CSU has seven campuses – San Francisco, Channel Islands, Chico, East Bay, Humboldt, Maritime, and Sonoma – that are more than 10% below enrollment targets, and the system is beginning a multi-year process that could steer some state funding away from lower-enrollment campuses toward campuses with demand and the capacity to grow.

Both segments have plans in place to eventually hit state-funded targets. UC plans to grow by about 4,200 California students in 2023-24, and about that amount each through 2026-27. The charts below are taken from a Fall report to the Legislature. The first shows overall enrollment growth through 2026-27, while the second chart shows that overall growth, coupled with the increase in California enrollment at the Berkeley, Los Angeles and San Diego campuses due to the replacement of nonresident students. Overall, UC plans to add 17,570 new California undergraduates by 2026-27.

Display A-2: Proposed California Resident Enrollment Growth in Full-Time Equivalent (FTE) Students, 2022-23 to 2026-27

University of California CA Resident Undergraduate FTE								
	21-22 (act.)	22-23 (est.)	23-24	24-25	25-26	26-27	Growth from 22-23 to 26-27	% of total growth
	A	B	C	D	E	F		
UC system total	195,861	195,597	198,900	202,417	205,964	209,497	13,900	100%
Change over prior year:		(264)	3,303	3,517	3,547	3,533		
Change at B, LA, SD:			1,037	369	763	1,327	3,496	25%

Display A-3: Proposed Replacement of Nonresident Undergraduate Enrollment with California Resident Undergraduate Enrollment, 2023-24 to 2026-27

Campus	Additional CA Resident UG	
	Growth with Funded Nonresident Shift	Nonresident Reduction
	Change 2022-23 to 2026-27	
Berkeley	1,627	(1,627)
Los Angeles	967	(967)
San Diego	1,076	(1,076)
Total NR shift	3,670	(3,670)
Growth without shift	13,900	
Total CA UG growth with NR shift	17,570	

Source: University of California 2022 Multi-Year Compact Annual Report, November 2022

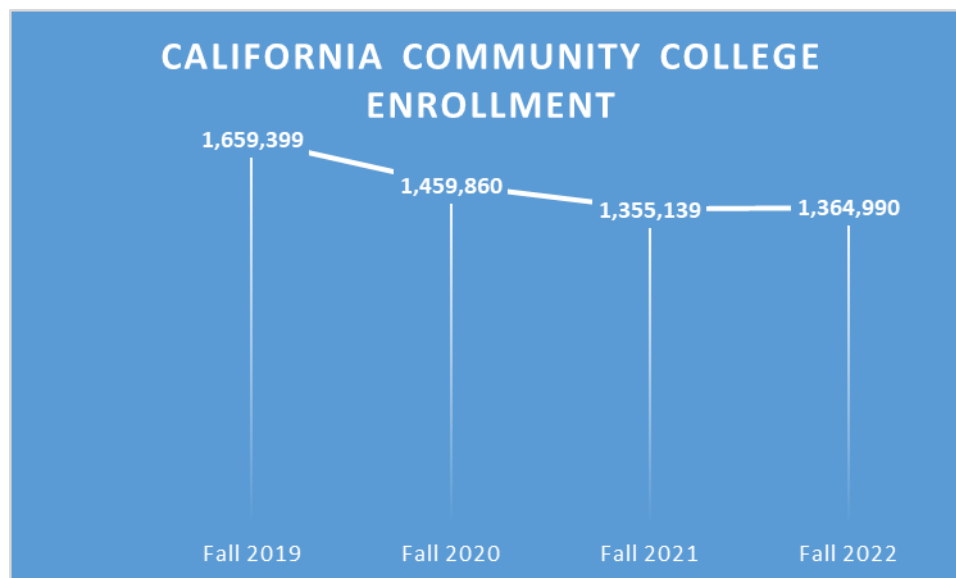
CSU has aggressive enrollment plans that project the system would grow by about 10,000 students per year, as the chart indicates.

	2021-22	2022-23*	2023-24*	2024-25*	2025-26*	2026-27*
CA Resident FTES Target	374,246	383,680	387,114	390,582	394,085	397,623
Planned FTES Target Increase (New Undergraduate Growth)		2.5%	1.0%	1.0%	1.0%	1.0%
CA Resident FTES Actual	374,972	357,000	364,140	375,064	386,316	397,906
Planned Annual FTES Change			2.0%	3.0%	3.0%	3.0%

*Projected

Source: CSU Multiyear Compact Progress Report December 1, 2022

Community college enrollment increased in Fall 2022, but remains far below pre-pandemic levels. As discussed in a November Subcommittee hearing, community college enrollment plunged during the pandemic, with almost all colleges experiencing double-digit percentage declines between 2019 and 2021. Fall 2022 numbers indicate most colleges increased enrollment when compared to Fall 2021, indicating the losses may have plateaued. Nonetheless, the system still has about 18% fewer students than just a few years ago, as the chart below indicates. The state has provided more than \$270 million to the system in the last two years to support student recruitment and retention activities, and colleges have adopted multiple strategies to increase enrollment, from aggressive and personalized outreach to former students, to waiving certain fees or even paying students to take more units. Longer-term strategies, such as developing shorter-term programs that are more attractive to students and valuable to employers, are also underway.



Source: California Community College Chancellor's Office Datamart

Demand for student housing is high. Housing is the highest cost students face, and many campus communities report housing shortages. The state has sought to address student housing by creating two programs, a grant program and a revolving loan fund. Due to overwhelming demand in the first year of the grant program, the 2022 Budget Act allocated about \$1.4 billion in housing grants, more than double what had been planned. A second round of housing grant applications were due to the Legislature on Feb. 1, and campus demand remains high. UC, for example, submitted requests for six projects totaling about \$500 million in state costs. The Community College Chancellor's Office has not yet submitted its request, but a preliminary list indicates more than \$1 billion in projects. The Administration's proposal to delay student housing funds would push \$250 million of the \$750 million in grant funding from the budget year to 2024-25, and delay the start of the revolving loan fund from the budget year to 2024-25. Instead of supporting \$1.65 billion in projects next year, the Administration proposal would spend \$500 million.

The Subcommittee may wish to consider whether these programs should be delayed, as waiting another year will increase costs and prolong housing problems in all three segments. The chart below compares the Governor's Budget proposal and what was agreed to in the 2022 Budget Act.

Program	2023-24 Governor's Budget (in millions)				2022 Budget Act (in millions)			
	2023-24	2024-25	2025-26	Total	2023-24	2024-25	2025-26	Total
Higher Education Student Housing Grant Program	500	250	0	750	750	0	0	750
Student Housing Revolving Loan Program	0	650	1,150	1,800	900	900	0	1,800

Source: Department of Finance

Both UC and CSU face operational cost pressures. Despite significant new state investments in the last two years, and steady increases in the years since the Great Recession, both UC and CSU are struggling to support collective bargaining agreements and other costs. The UC Board of Regents adopted a 2023-24 budget plan that includes a \$68 million deficit, and CSU's budget plan requests \$286.5 million ongoing General Fund above the Governor's proposed amount. An analysis conducted by the LAO that assumed normal growth in salaries, health care costs, and other operations found that both UC and CSU would have higher costs than revenue in 2023-24, and that CSU's imbalance would continue for the next several years.

UC recently signed an agreement with its union representing graduate student workers and other academic workers that will provide badly needed increases for those employees, but it is unclear how campuses will fund the contract. The Legislature has supported efforts by CSU staff to implement a step salary structure to allow staff access to more regular salary increases, but a budget request last year to support funding for this effort was not included in the Budget Act, and a bill on this issue was vetoed by the Governor.

The Subcommittee may wish to discuss these costs with each segment this Spring to ensure the segments have a plan to support its workforce.

Suggested Questions:

- What would the segments prioritize should the Governor's level of funding be the final level of state funding for 23-24?
- What short-term and longer-term efforts are universities and colleges undertaking to increase enrollment?
- What would be the impact on campus housing plans should the Administration's proposed funding delay be enacted?
- What would be the impact of the Administration's proposed funding shift for CSU capital outlay projects? Would projects be delayed?
- For UC, what is the total cost of the contract recently signed for academic workers, and how is UC planning to support those costs? Are some campuses planning to cut positions?
- For CSU, what is the cost of implementing a step salary structure for non-faculty staff, and how will CSU address this issue?
- How can the segments work together more on issues such as housing? Are there other collaborations between campuses that could help expand capacity and serve more students?
- Both UC and CSU have reported that students seem to be taking fewer units per semester. Why is that happening? Will that slow graduation rates? How are campuses working to ensure that students graduate in a timely manner?