

AGENDA

JOINT COMMITTEE ON EDUCATIONAL POLICY AND FINANCE

Meeting: 11:30 a.m., Wednesday, January 31, 2024
Glenn S. Dumke Auditorium

Committee on Educational Policy

Diego Arambula, Chair
Christopher Steinhauser, Vice Chair
Diana Aguilar-Cruz
Raji Kaur Brar
Jack Clarke, Jr.
Mark Ghilarducci
Leslie Gilbert-Lurie
Jonathan Molina Mancio
Jose Antonio Vargas
Darlene Yee-Melichar

Committee on Finance

Julia I. Lopez, Chair
Jack McGrory, Vice Chair
Larry L. Adamson
Douglas Faigin
Mark Ghilarducci
Leslie Gilbert-Lurie
Anna Ortiz-Morfit
Jose Antonio Vargas
Darlene Yee-Melichar

- Consent** 1. Approval of Minutes of the Meeting of November 7, 2023, *Action*
Discussion 2. Chancellor's Strategic Workgroup on Financial Aid, *Action*

**MINUTES OF THE MEETING OF THE
JOINT COMMITTEE ON EDUCATIONAL POLICY AND FINANCE**

**Trustees of The California State University
Office of the Chancellor
Glenn S. Dumke Auditorium
401 Golden Shore
Long Beach, California**

November 7, 2023

Members Present

Committee on Educational Policy

Diego Arambula, Chair
Christopher Steinhauser, Vice Chair
Diana Aguilar-Cruz
Raji Kaur Brar
Jack Clarke, Jr.
Mark Ghilarducci
Leslie Gilbert-Lurie
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Wenda Fong, Chair of the Board
Mildred García, Chancellor

Chair Arambula called the meeting to order.

Public Comment

Public comment took place at the beginning of the meeting's opening session, prior to all committees. There were several comments addressed to the board regarding topics under review with the Chancellor's Strategic Workgroup on Financial Aid such as including provisions for undocumented students and increasing funding to accommodate rising cost of living.

Approval of Minutes

The minutes of the meeting on September 13, 2023, were approved as submitted.

Chancellor's Strategic Workgroup on Financial Aid

Deputy Vice Chancellor of Academic and Student Affairs Nathan S. Evans began the presentation by updating the board on the workgroup's membership, specifically thanking Trustee Rodriguez for her contributions and acknowledging her departure while welcoming Trustee Gilbert-Lurie as a new member. Dr. Evans reiterated the workgroup's key principles and outlined the financial aid data that informs the workgroup's focus. He provided an update on the group's progress in preparing for the upcoming change to the Cal Grant program in 2024-25. Trustee Lopez continued with the presentation by sharing her reflections on work-to-date and the importance of considering all available resources in weighing certain policy provisions. In addition, she expressed support for reinvigorating the CSU's approach to advocacy in observance of the changing landscape of financial aid funding and availability.

Dr. Evans and Trustee Lopez addressed trustees' questions and recommendations, including to strengthen financial aid advocacy, review cost of attendance needs based on geographic location and increase awareness of how to navigate the financial aid process, particularly for students who receive scholarship funds in addition to financial aid.

The meeting adjourned.

JOINT COMMITTEE ON EDUCATIONAL POLICY AND FINANCE

Chancellor's Strategic Workgroup on Financial Aid

Presentation By

Nathan Evans
Deputy Vice Chancellor, Academic and Student Affairs
Chief Academic Officer

Julia Lopez
Trustee

Summary

This is an action item requesting the board's endorsement of a set of fundamental principles and a policy framework that will guide financial aid disbursement across the CSU. These principles and framework will provide the basis for a detailed financial aid policy.

Background

The Chancellor's Strategic Workgroup for Financial Aid was established in June 2023 by Interim Chancellor Jolene Koester, charged with: (1) recommending a comprehensive financial aid strategy and policy for the CSU; (2) developing an implementation plan to ensure that universities are equipped with the procedural requirements, infrastructure and flexibility to make student-by-student adjustments (within a set of consistent parameters); and (3) linking the policy to a clear message to Californians about CSU affordability.

In September 2023, the Board of Trustees approved a tuition policy that allocates not less than one-third of incremental tuition revenues to institutional aid (i.e., at least one-third of year-over-year increases in tuition revenue due to increased enrollment and higher tuition rates will be added to the CSU's institutional aid budget). The board also approved a multi-year tuition proposal that translates to a commitment of an additional \$280 million for student financial aid over five years in the form of the State University Grant (SUG). This will bring the total amount of SUG investment to \$981 million by 2028-29.

The financial aid workgroup's ultimate aim is to advance the CSU mission by maximizing federal and state financial aid while effectively distributing available SUG funds in a way that expands

access and assures affordability for any student who aspires to achieve a CSU degree. To this end, the workgroup continues its process of data analysis, financial modeling and deliberations on the CSU's core values and fiscal tradeoffs as it develops a detailed financial aid policy. Key considerations include student eligibility criteria, whether and how to acknowledge a student's "self-help" (work income or borrowing) component as part of financial aid packages, how to align the distribution of SUG with the CSU's student success and enrollment goals, and how and where to establish limits for SUG support.

The group must also project impacts from the upcoming Free Application for Federal Student Aid (FAFSA) simplification, which takes effect in 2024-25, and possible implementation of the Cal Grant Reform Act, slated to begin in 2024-25 provided the state determines in spring 2024 that it has the funding to support the program over a multi-year forecast. At the same time, the workgroup is incorporating key principles and standards recommended by the College Cost Transparency Initiative, a group of more than 400 colleges and universities nationwide – including the CSU – that have committed to ensuring greater transparency, clarity and understanding around communicating student financial aid offers. Past progress reports to the board, in July, September and November, have detailed these considerations.

A Policy Framework

Against this evolving landscape and as the workgroup continues its deliberations, several points of agreement have emerged for the board's consideration. At the end of this written item, please find a resolution supporting fundamental principles and a policy framework that will guide development of the financial aid policy.

Defining Affordability in Terms of Total Cost of Attendance

In September 2023, the Board adopted a tuition policy and approved a tuition increase over five years, beginning in 2024-25. Because a student cannot enroll in a CSU without paying tuition, tuition levels are viewed as the price of admission. A historical concern about tuition as the main driver of affordability made increases controversial, so the policy included specific requirements that the CSU regularly assess the impact of tuition increases on student outcomes, including financial burdens of tuition increases. These very real concerns led to the workgroup making a concerted effort to obtain data on the financial burden of tuition. The data shows that the CSU's financial aid support for tuition is already expansive, and points to other costs as the greater barrier to access and completion.

As has been reported before, the vast majority of CSU students receive tuition grants. Data from 2021-22 shows that 87% of students who applied for financial aid received a grant to fully pay their tuition (68%) or pay partial tuition (19%). Significantly, over three fourths (79%) of

students who received grants were from households with incomes under \$75,000. In fact, almost all students from these households had their tuition paid either fully (86%) or partially (9%) by grants.

The tuition policy, therefore, declared that affordability of a CSU education is no longer to be framed as the cost of tuition, but instead as the *total* cost of attendance, including cost of living factors such as housing, food, transportation, books and childcare. Whereas *total* cost of attendance is the starting point, affordability is best viewed as the *net* cost of attendance – total cost less grants and expected family and student contributions.

In 2023-24 the average CSU cost of attendance ranged from a low of \$22,056 for students living at home to a high of \$32,763 for students living off campus. Costs vary by geographic region, primarily driven by housing costs. The lowest income students with household incomes under \$30,000, who are eligible for Pell and Cal Grants, can receive up to \$14,785 in grants to offset these costs. Using the average low and high costs as examples, if a student lives at home the *net* cost of attendance (before considering family and student contributions) would be \$7,271 and if they live off campus, the *net* cost would be \$17,978.

These sample net costs show that, despite expansive tuition grant coverage, lower-income families still face formidable affordability challenges. For a student from a family in the lowest income brackets, these net costs represent one-fourth to more than one-half of their household income. Paying attention to the net cost of attendance as central to affordability shifts the debate from marginal increases in tuition prices to what a student or their family would have to pay to attend the CSU. It recognizes that the financial burden is not distributed equally; that is, for a low-income person, every dollar paid involves a larger financial effort than for a student from a family with a six-figure income. Most CSU students cover these net costs through work and/or family or personal contributions, and limited borrowing. In 2022, 38% of CSU graduates had student loans. Making reducing the net cost of attendance the affordability goal is not only more equitable and more consistent with the CSU's mission and values, but also measurable.

Recommendations and Rationale

1. Continue to provide the high levels of tuition grants for undergraduates similar to grants provided in 2021-22:
 - Virtually all students with household income up to \$75,000 would receive full tuition grants.
 - Tuition grants would be provided to students up to household incomes of \$125,000, who meet income eligibility for Pell Grants and/or Cal Grants but who, for various reasons, do

not receive federal or state grants.

- Tuition grants would also be provided to Cal Grant-eligible community college transfer students who exhaust their Cal Grant eligibility while enrolled in the CSU.

It is board policy that making the CSU affordable requires attention to the total cost of education – which is far higher than tuition. Nevertheless, tuition is the most recognized cost and provides a means to communicate clearly about the financial assistance available to students. Moreover, the workgroup believes that it would be prudent to continue to provide the scope of tuition support that students and families have come to expect.

Currently SUG makes awards to students who may meet Cal Grant eligibility requirements but do not receive Cal Grants. Cal Grants are available for only four years and carry age and deadline requirements that many students do not satisfy. SUG has covered tuition for those students, and it is recommended that that practice continue. The one recommended change (to be discussed below) is that students with financial need who have household incomes between \$125,000 and \$175,000 no longer receive the full tuition grant but would instead receive a stipend of up to \$5,000.

2. Expand SUG to allow payment of stipends to help reduce the net cost of attendance for students.
 - Funds in excess of those needed to continue prior levels of tuition grants would be awarded as stipends of up to \$5,000; priority would be given to students with the greatest financial need.
 - If additional funds become available, grants of up to \$5,000 could be made to support the CSU's enrollment management goals.
 - SUG awards would be limited to eligible students from household incomes up to \$175,000.

The tuition policy requires that one-third of new tuition revenues, from increased tuition and enrollment growth, be added to the SUG base. Increasing revenues should incrementally allow for the expanded use of SUG to provide stipends to students with the most financial need to lower their cost of attendance. Financial modeling has shown that in the immediate future revenues will not be sufficient to provide substantial stipends to many students, but growing revenues should allow more students to receive stipends in future years. Over time, the goal is to reduce the net cost of attendance for all students with financial need, beginning with those from the lowest income households.

Maximizing Revenues Available to Reduce Cost of Attendance

One of the complexities of administering financial aid is that it is governed by different federal, state and private scholarship requirements that are beyond the direct control of the CSU. Each year the CSU receives approximately \$2 billion in federal and state funds, with Pell and Cal Grants alone totaling approximately two-thirds of all grants, scholarships and tuition waivers granted in the CSU. The Pell grant is the largest source of financial aid, providing over \$1 billion in grants. Cal Grants, which total almost \$800 million, pay the full cost of tuition at CSU for eligible California residents.

During its deliberations the workgroup has been mindful of the uncertainty surrounding potential changes for federal and state financial aid. For example, implementation of changes in the FAFSA have been effectively delayed until January 2024, making it difficult to predict how these changes will affect CSU students. A decision whether to implement Cal Grant reform, a major effort to simplify and expand the program, is scheduled to be made no later than May 2024. Given this uncertainty, the workgroup recommendations to this point reflect current state and federal policy and address changes in SUG policies and financial aid practices that are solely under the purview of the Board of Trustees.

The SUG budget has been a constant \$701 million for several years. With the approved increases in tuition and anticipated enrollment growth, the policy to set aside one-third of additional tuition revenues should add to that base SUG budget. Estimated SUG funding is \$749 million for the coming year, 2024-25. Financial modeling has shown that the anticipated five-year growth in SUG from tuition and enrollment gains is insufficient to provide substantial stipends to students with the most financial need. The workgroup examined current uses of SUG and identified opportunities to redirect some SUG funding with the goal of maximizing the amount of SUG available to reduce the cost of attendance for students with the greatest financial need.

Recommendations and Rationale to Reallocate SUG Funds

3. Maximize available federal and state financial aid.

The CSU will make every effort to capture the maximum financial aid possible from Pell and, particularly, Cal Grants. The workgroup recommends that:

- All eligible students who begin as freshmen receive a Cal Grant A for their tuition costs.
- Students who are also eligible for Cal Grant B will receive a SUG award, the equivalent of the “access” grant.

Under the existing Cal Grant program, the majority of students who are eligible for Cal Grant are eligible for tuition grants from Cal Grant A or B. The principal difference between these two programs is income limits, which trigger an additional “access” grant of currently \$1,648 for Cal Grant B, for students who are lower income. Cal Grant B does not pay tuition for the first year of college; instead, the CSU pays it with a SUG grant and Cal Grant pays it for an additional three years. This has benefited students, since they receive both access and tuition grants.

Modeling showed that it makes more financial sense for all eligible students who enter the CSU as first-time freshmen to be treated as Cal Grant A, so that Cal Grant students would receive the four-year grant from state Cal Grant funds with SUG paying four years of the lower access grant to cover other costs of attendance. This change effectively holds students harmless and frees up some SUG funds to supplement, not supplant, Cal Grant dollars. These funds become available to lower the cost of attendance for students with the greatest financial need. It also cements the practice of awarding SUG dollars to pay for costs of attendance, not only tuition, to lower income students.

4. Incorporate allocation of SUG for campus-based fees into the new stipend model.

Current practice allows campuses to allocate a portion of SUG funds to cover Category II campus-based fees. The workgroup recommends the end of the direct allocation of SUG for campus-based fees. As fees vary greatly among campuses, the workgroup finds it more equitable to account for fees within the total cost of attendance, and limit SUG to tuition and stipends based on systemwide criteria aimed to equitably reduce the cost of education for students with the most financial need. Individual campuses, however, could use other operating funds to defray student fees directly.

5. Limit the use of SUG dollars for graduate students to the share of revenues collected from graduate tuition.

Currently, 16% of SUG funds are used for awards to graduate students. The workgroup acknowledges the importance of supporting graduate students but found that the proportion of SUG devoted to graduate students is higher than the proportion of SUG generated from graduate student tuition (13%). This means that undergraduate tuition is subsidizing graduate education.

6. Align SUG policy with the CSU goal of reducing time to degree.

Reducing time to degree is a major goal for the CSU and is also the most effective way for students to save on college costs. Every additional year in college costs up to \$30,000 and

involves foregone wages. While progress has been made on improving four-year graduation rates, six-year rates are largely unchanged and equity gaps have not improved. National data indicates that most students who do not graduate after six years do not finish their degree.

The workgroup has debated whether providing a time limit for SUG awards could provide incentives for students to graduate earlier and whether the absence of time limits is at cross purposes with efforts to reduce time to degree. Cal Grants are limited to four years while Pell has a six-year time limit. Models show that placing a five-year time limit on SUG awards for first-time freshmen and three years for transfer students would allow for the redirection of substantial dollars for stipends to reduce the cost of attendance for the lowest income students. At this juncture, the prudent course is to delay any final recommendation, pending continued work on student success. Therefore, the workgroup recommends that the CSU “may” set such limits to provide closer coordination between student success and affordability initiatives.

7. Limit full tuition grants to students with household incomes up to \$125,000.

Data presented to the workgroup showed that, using current estimated family contribution calculations, or EFC, a very limited number of SUG tuition grants are allocated to students with a low EFC but with household incomes well above \$125,000. Given the goal to lower the cost of attendance for the lowest-income students and the newly proposed use of stipends, the workgroup recommends limiting *full* SUG tuition grants to up to \$125,000 in household income and providing stipends of up to \$5,000 to financially eligible students with incomes between \$125,000 and \$175,000 who have a qualifying federal Student Aid Index. This will free up some SUG funding to provide stipends to the lowest-income students.

8. Recognize a student contribution of \$2,500 in determining unmet need.

A student’s unmet need is determined by computing the student’s cost of attendance and subtracting state and federal grant aid and a family contribution per federal guidelines. The workgroup discussed whether to also deduct an assumed student contribution as is done by the University of California (UC) and the state’s Middle Class Scholarship program.

Data on student employment systemwide is not available, but it is well understood that most students work many hours to contribute to the cost of their CSU education. The workgroup discussed the importance of recognizing students’ work effort, while not underestimating the toll that excessive work can take on their prospects for academic success. In contrast to the \$8,000 student contribution used by the UC, the workgroup suggests a student contribution of \$2,500, which is the equivalent of working five hours per week at minimum wage during the academic year. In addition to formally recognizing students’ work effort, by setting a floor of \$2,500 for

unmet need, this assumption will slightly reduce student award amounts across the board and allow SUG funds to be more broadly available to students with financial need.

Administrative Alignment to Support Affordability Mission and Goals

There is wide variation across the 23 universities in how they package financial aid awards and communicate to students and families about financial aid opportunities and awards. Given the variation in cost of living and demographics of the student body, differences in the cost of attendance and in student awards are expected. But the workgroup identified unfounded differences in the way that costs and financial aid opportunities are computed and reported to families. Anecdotal information about the serious difficulties that students and families face in comparing costs and financial aid offers across campuses convinced the workgroup that much more consistency and systemization is warranted. Campuses were also found to use very different forms and terms to communicate costs and financial aid availability to prospective and current students.

Additionally, the workgroup heard from campus representatives that there are major staffing and infrastructure challenges facing CSU financial aid offices and that the magnitude of those challenges differ widely across the campuses.

Finally, it became apparent to the workgroup that there is a lack of integrated planning and thinking throughout the system, with financial aid and affordability too often being seen as separate from other system efforts related to student success. For all of these reasons, the final set of workgroup recommendations, consistent with its charge, is for administrative actions that are necessary to implement the recommended policy on financial aid.

Recommendations and Rationale

9. Develop a consistent method to determine total cost of attendance, to calculate unmet need, and to communicate about financial aid opportunities and the affordability of a CSU education.

The workgroup recommends that the chancellor appoint a standing financial aid advisory council to develop systemwide criteria and methodology for computing total cost of attendance. Use of consistent criteria will result in different costs by region and campus, but such differences will clearly be attributable to identifiable regional differences, unlike the mystifying numbers that are found today. For example, the cost of food and housing for students living off campus in San Diego is calculated as being only \$105 higher per year than in San Bernardino. Two of the three universities around the San Francisco Bay have the same off-campus costs for food and housing,

but the third one is almost \$2,000 higher.

It became apparent to the workgroup that the system and its campuses are not communicating strategically and consistently about the affordability of a CSU education, given how much grant aid, relative to other state university systems, is available to students. The proposed new policies and practices will make the CSU even more affordable, but without a strategic communication effort these changes will be far less effective. To this end, the workgroup's final recommendations on implementation will incorporate key principles and standards recommended by the College Cost Transparency Initiative, a group of more than 400 colleges and universities nationwide – including the CSU – that have committed to ensuring greater transparency, clarity and understanding around communicating student financial aid offers.

10. Revise management of SUG at the Chancellor's Office.

SUG funds are currently allocated to campuses and included in their operating budgets. While allocations are revised to account for changes in student demographics, the fundamental allocation methodology has not substantially addressed the changes in the student body during the last two decades. Some campuses have more need for aid than they can meet, and others end the year with unspent SUG funds.

As an initial step to better align SUG allocations to student populations and to address campus changes in student enrollment and financial aid demand, each campus should anticipate a SUG allocation slightly less than their prior year allocation. As student populations grow and change at campuses it may be necessary for the Chancellor's Office to hold back or reallocate funds to ensure that students with the most need across the system are receiving CSU institutional aid.

11. Systematize and streamline other aspects of financial aid administration.

The workgroup discussed the possibility that other steps could be taken to help over-stretched financial aid offices carry out their responsibilities. One such idea was to centralize administration of the wide variety of small and "boutique" grant programs that take a disproportionate amount of staff time, given the resources they provide students. Other options, including technology and infrastructure, should be studied because the workgroup is convinced that financial aid offices are severely under-resourced for the work that they are increasingly expected to do. The Chancellor's Office is securing the support of a consulting partner to examine possible operational changes to centralize some of these processes.

12. Integrate system efforts on affordability with system efforts on enrollment and student success.

The principal task of the workgroup is to recommend financial aid policies and practices that can increase affordability. Inevitably, the discussions on what contributes to making the CSU affordable went beyond financial aid. Therefore, the final recommendation for the Chancellor's Office is that it incorporate a much greater focus on affordability within system initiatives on student success and enrollment management. All policies and practices should be reviewed with a focus on their impact on affordability. Similarly, assessments of various initiatives should examine inter-relationships among financial aid, affordability, enrollment and student success. Specifically, assessment measures should be developed and approved that account for the mutual impact across various initiatives. Discussions of financial aid and affordability should become periodic agenda items for presidents' and Board of Trustees meetings.

Next Steps

Upon board approval of this resolution and framework, the workgroup will continue its work through June 2024 in finalizing a detailed financial aid policy that aligns with the CSU's emerging student success initiative and strategic enrollment management efforts. This timeline will also allow more time to assess the effect of changes in federal and state financial aid programs, and whether additional changes to policy recommendations are necessary.

The workgroup will also develop an implementation plan that provides for the flexibility, tools, resources, administrative capacity and infrastructure required by our campuses to meet the unique financial needs of their students. The workgroup will also delineate a communication strategy to highlight to potential students and their families the affordability and value of a CSU education, as well as clear, timely and easy-to-understand information on available financial support. The workgroup will once again report its progress to the Board of Trustees in March.

Recommendation

The following resolution, incorporating fundamental principles and a policy framework that will guide development of the CSU's financial aid policy, is recommended for approval:

RESOLVED, that the Board of Trustees establish the following guiding principles regarding student financial aid:

- CSU's mission is to provide a quality, accessible and affordable education. Therefore, students should not be precluded from attending or succeeding at CSU because of cost.
- Affordability is determined by total cost of attendance (COA), not only tuition and fees; accordingly, policies to increase affordability must focus on reducing the net COA (after accounting for grant aid and scholarships) for low-income students and limiting student debt.

- State and federal grant aid should be maximized so that CSU funds can go further toward reducing COA and limiting student debt.
- Priorities for the use of the State University Grant (SUG) should be consistent with, and supportive of, CSU efforts to increase graduation rates, reduce equity gaps, and reduce time to degree.
- Students are expected to contribute toward their CSU education, through work, work-study, scholarships, savings and/or borrowing, to an extent appropriate to their economic and family circumstances and consistent with sound educational and financial practices.
- Greater consistency across campuses in financial aid administration, brought about by stronger collaboration and increased coordination from the Chancellor's Office, tempered by appropriate flexibility to recognize distinctive campus characteristics, will better serve students.
- Financial aid considerations are not just the purview of financial aid offices but must be incorporated into campus-level programs, initiatives and efforts aimed at improving student success and enrollment management.

BE IT FURTHER RESOLVED that the Board of Trustees adopt the following policy framework governing administration of student financial aid:

Defining Affordability in Terms of Total Cost of Attendance

- It shall be the policy of the Board of Trustees that the State University Grant (SUG) or its successor may be used both for full tuition grants and for dollar grants (i.e., stipends) in order to increase affordability for students attending the CSU. In the five years following adoption of this policy framework, the priorities for reducing the cost of attendance shall be:
 - Covering tuition costs for students at historical levels
 - Awarding stipends as additional SUG funds become available, first to reduce the net cost of attendance for students with the greatest need and, as resources permit, to help meet enrollment and retention goals.

Maximizing Revenues Available to Reduce Cost of Attendance (COA)

- As provided for in the tuition policy, an amount equal to no less than one-third of *year-to-year increased* tuition revenues (from tuition and enrollment increases) will be added to the established budgetary base for SUG.
- Campuses may provide additional grant aid to students by using revenue from Category II campus-based mandatory fees (to the extent allowed under current policies) and other campus funds, including General Funds.

- **Universities** ~~University financial aid offices~~ shall make every effort to ensure that students eligible for state and/or federal financial aid apply for it and receive the maximum grant aid for which they qualify.
- The following limits on the use of SUG funds will help maximize funds available to reduce COA for students with the greatest need:
 - SUG may not be awarded to pay directly for campus-based fees, but fees contribute to the COA that is used by campus financial aid offices to package financial aid.
 - The total amount of SUG allocated to graduate and post-baccalaureate students may not exceed the combined graduate and postbaccalaureate shares of campus or systemwide tuition revenues, whichever is greater.
 - The chancellor may set limits on the number of years or units for which students can receive SUG grants, in order to reinforce CSU efforts to reduce time-to-degree and to free up SUG funds for stipends for students with the greatest financial need.
 - Full tuition grants from SUG will be limited to students with household incomes up to \$125,000.
- A student contribution will be assumed in the computation of “unmet need” that CSU financial aid policy seeks to minimize, in the effort to increase affordability.

Aligning CSU Administrative Practices to Support Affordability Mission and Goals

- There shall be a consistent systemwide method to (1) determine cost of attendance, (2) calculate unmet need across the 23 universities, and (3) communicate financial aid opportunities and awards to students and families.
 - Each university will determine its COA within a systemwide set of parameters, which will be developed by a financial aid advisory council, to be appointed by the chancellor. These parameters should be reviewed every three years and adjusted as needed.
- The CSU will work to identify and execute aspects of financial aid administration that may be systemized and streamlined to the extent possible, so that students receive all financial aid for which they are eligible and in a timely manner.
- The financial aid advisory council will make recommendations for budget, staffing and infrastructure requirements in financial aid offices, using federal guidelines and national best practices. This will allow campuses to fulfill their obligations to provide timely and accurate services to students.

- CSU Trustees shall provide broad oversight of this policy, in ways that integrate affordability goals into the fabric of systemwide efforts to improve student success and ensure healthy enrollments:
 - The total funds available for institutional aid, including the State University Grant, shall be presented annually to the Board of Trustees as part of CSU's budget cycle.
 - The SUG budget, allocations and spending by campus will be published annually.
 - Reports on financial aid will become an annual standing agenda item at Board of Trustees meetings.
 - Reports to the presidents and the Board of Trustees on student success and enrollment management will address the relationship of these efforts to financial aid and affordability.
 - As part of the CSU's student success and equity initiatives subsequent to Graduation Initiative 2025, assessment measures will be developed and approved that account for the interaction and mutual impact among financial aid, student success and enrollment management policies and practices. Results of these assessments will be reported to the Board of Trustees as part of annual student success reports.