# California State University Northridge
## The Tseng College: *Graduate, International and Midcareer Education*

## College Goals for 2015/2016

**Program Development and Program Evolution:** The College will refine and enhance its principles of program development to ensure a greater seamlessness between the development of each program and its ongoing review and evolution. A search for a new assistant dean for program development will take place this year, and the individual in that role will need training and mentoring to become a co-creative member of the College's senior staff. The College has put together a larger program development team including the dean, associate dean, the assistant dean for program development, the director of distance learning, and the director of external relations. This group will continue working as a team throughout the year to ensure that program development and ongoing review and enhancement have the full attention needed as the number and range of CSUN's self-support programs increase.

The College will engage senior marketing staff earlier in the program development process so they can think broadly about marketing possibilities for new programs. The College will also link the assistant dean for program development's role to the evolution of a program during the development process. This role includes the creation of a comprehensive program narrative (case/story) that ensures everyone working on the program understands the program, its purpose and strategies, and its structure and features, so that the excellence and distinction of the program becomes the foundation for marketing it.

Five programs will be in the development process in 2015/2016. Others are in discussion, and others may be added as new opportunities emerge (particularly custom-designed/contracted programs).

**Internal and External Relations:** The College will need to spend time (particularly the time of the dean) developing working relationships with the new CSUN provost and two new deans (HHD and MCCAMC). The dean, with the help of the associate dean and other senior staff, will also need to spend time helping new senior hires in the roles of assistant dean for program development and director of international programs and partnerships learn to build a network of working relationships within CSUN that enhances the College's capabilities. Also, each year there are a number of new department chairs, and the College will introduce new chairs to how self-support works in the CSU and in CSUN, and to the current status of any ongoing (or in development) self-support programs linked to their department (including their department's participating in programs such as Semester at CSUN for international students, Open University, Winter Term and Summer Session). The College will also refine its approach to keeping chairs up-to-date – there are regular ways in which deans, associate deans

and MARS (Managers of Academic Resources in each college) meet and can discuss self-support programs and strategies.

Looking externally, for the third year the College will fully support the work of the Elevate campaign (a direct in-person contact and relationship building strategy focused on positioning CSUN as a recognized resource and thought leader in Greater Los Angeles for innovation and co-creative engagement in research and higher education. This includes professional development and graduate education - so that CSUN is increasingly "at the table" when larger initiatives are discussed among regional leaders, when regional multi-institution/organization initiatives seek large grants, when economic development and planning occurs, and when major industry clusters in Southern California convene to envision and shape the future. This effort engages the time of the director of external relations and also requires the time and attention of the dean. In the year ahead, the College will also seek to engage additional senior staff in this effort, including the associate dean, the assistant dean for program development, the director and associate director of international programs and partnerships, and the director of marketing and communication.

This is an effort on behalf of the University overall, so as opportunities and relationships take root, the College reaches out and engages others on campus (and often coordinates and/or hosts formative meetings) appropriate for the opportunity (the president, the provost, other VPs, academic deans and faculty, chairs and others the deans identify as having the most relevant expertise for the opportunity at hand). The online brochure that supports the introductory stages of Elevate provides examples of applied and basic research and graduate programs at CSUN and will be refreshed with new examples of current research, and updated lists of program offerings. Among the targeted events and organizations as promising venues for expanding CSUN's visibility and influence are CSUN sponsorship for the LACI International Global Showcase (GloSho); active collaboration with the Los Angeles County Economic Development Corporation (LAEDC); hosting exhibit tables at higher profile regional business expos and conferences; expanding working relationships with LA n Sync for new larger funded initiatives; finding ways to build on a strong new relationship with important regional organizations, including Los Angeles Coalition for the Economy and Jobs, the Los Angeles Community College District, the Los Angeles Area Chamber of Commerce and its Bixel Exchange, and the Valley Economic Alliance. The director of external relations will also identify and open relationships with additional regional industry and/or economic and community development groups and expand links to relevant national groups such as the University Economic Development Association (UEDA).

The College will also continue to support and sponsor the University's activities related to the **CSU5** alliance (which grew out of the expanded external relations in the College in support of the work of CSUN). The director of external relations serves as the CSUN Guide for the **CSU5.** Since CSUN is the lead campus for **CSU5** through 2017, the new provost at CSUN will play a key role building the network of **CSU5** provosts (many of whom at the five CSU campuses in the **CSU5** are new in the role and essential to the success of the **CSU5**).  The College will support the work of CSUN's new provost as he

moves into this role in the **CSU5** and works to build a robust network among the provost.

The College is planning to explore hiring an associate director of external relations given the returns to CSUN from expanded outreach over the last three years and, in turn, the growing number of agencies, organizations, associations, communities and industry groups now seeking CSUN's regular presence.

**International Programs and Services:** The College is now interviewing for a new director of self-support International Programs and Partnerships. This is a significant growth area for CSUN. Mentoring this new hire will require the time and attention of the dean and a number of other senior staff members in the College. In light of growth and emerging opportunities, the College has restructured the International Programs and Partnerships unit for 2015/2016 and is creating an associate director position for the unit to ensure consistent external and internal oversight of programs and responsiveness to clients when any member of the team is traveling to recruit and expand international partnerships. The rapidly growing Semester at CSUN (SAC) program for international students will have a dedicated program manager and added support staff to ensure that the service quality and academic focus of the program that has prompted its growth continues to be strong. The College has a robust international recruitment effort, and College staff are currently the only CSUN staff traveling internationally to recruit. They regularly recruit for CSUN overall as well as for CSUN self-support programs. In the year ahead, the College plans to enhance the coordination between its recruitment efforts and other marketing and regional recruitment (through in-person recruitment at regional community colleges and the like).

**Distance Learning** *(provides production, instructional design and technical support for all fully online programs for CSUN – state-funded or self-support.  All such programs are currently offered by CSUN using self-support funding)***:**  The College will engage distance learning senior staff earlier in the program development process for fully online programs so that faculty can think creatively about the possibilities for course design and instructional strategies offered by the online teaching and learning context, and by current and emerging tools and technologies. The College is in the process of interviews for two senior instructional design and faculty development positions that will report to the director of distance learning and oversee the instructional design team.

The director was new in the role in 2014/2015, so the year ahead will build and expand capabilities and redefine approaches to ensure CSUN stays excellent and distinctive in online teaching and learning. This is a rapidly changing field in higher education, and ongoing engagement in the field nationally (and internationally) is essential, but so is determining how to define an approach to online teaching and learning. CSUN is often in front within the CSU in this area, but remaining so will require consideration in the year ahead. The College's distance learning unit will expand joint projects with the academic technology and faculty support unit in CSUN's IT Division. There has been

increased collaboration over the past two years, but in the year ahead the College will explore options for creating on-demand introductory modules for students.

The CSU has reintroduced the Cal State Online effort (significantly redesigned and differently managed). The CSUN president is on the CSU Commission for Online Education, and the dean of the College is the CSUN representative. Each campus has a representative who works directly with the Cal State Online leads at the Chancellor's Office. In the year ahead the College will help CSUN navigate this changing Chancellor's Office initiative to find the best ways to enhance CSUN's online programs and services.

In 2015/2016, seven new fully online CSUN degree programs will be in the production process with the Distance Learning unit in the College.

**University Access Programs** *(Open University, Summer Session, and Winter Term)*: The College has a search underway with the goal of hiring a manager for University Access Programs. The College will devote the time and attention needed to orient this new hire and provide the mentoring and guidance needed for the new hire. The College will also expand the marketing of online courses that are a growing component of University Access Programs, with particular attention to reaching employers (for whom access to CSUN courses can provide a professional development option, particularly for post-baccalaureate staff members) and to international students, institutions and organizations. The associate dean will work with the new manager to develop more comprehensive data and trends analysis that can help the College provide other colleges and their departments with useful information that can help to guide scheduling of offerings in Winter Term and Summer Session, and also inform marketing efforts.

**Financial Goals and Financial Management:** The goal for total revenue for 2015/2016 is $39,000,000 (revenue without Summer Session is expected to be $26,900,000). The College plans to contribute to the CSUN/CSU economy (without instructional compensation) $14,700,000 ($13,900,000 to CSUN and $800,000 to the CSU Chancellor's Office). The instructional compensation to CSUN full time and part-time faculty (including benefits) is projected to be $5,800,000. The planned total contribution to the CSUN economy with faculty compensation is $19,700,000.

The College will develop a four year budget projection and working with the University to develop a strategy for the use/investment of self-support net revenue each year that might exceed the six months of the College's prior year's expenditures (not including the net revenue transfers to the partner colleges) that the CSU currently allows each campus to retain in reserves. (*Note: For CSUN, that is about $12,500,000 million for 2014/2015, which must include the College's operating reserve (currently about $8,000,000) and the 444 subaccounts that hold the revenue shares passed on to partner academic colleges -- currently $4,500,000 available limit for the 444 accounts*). These planning conversations with the president, the VP for administration and finance, and the provost will be important for CSUN overall. These conversations come about at

this time because for the past six or more years, CSUN put net revenue exceeding allowable reserves into a building fund, but the financial requirements of that building project and a related space renovation project will soon be met. A new approach for the use of any funds year-to-year over allowable reserves will need to be identified.

The College will also look at changes in staffing and responsibilities in College business operations and finance that will demand time and attention from the dean and other College senior staff (including the new facilities staff mentioned below and changes in the information systems and services unit mentioned below).

**Marketing and Communications:**  As the College continues to expand the number and reach of its programs, it is critical that marketing efforts be effective, efficient and innovative. The use of digital marketing tactics was greatly increased in 2014/2015, and this provided visibility into the effectiveness of various strategies and media partners. In the next year the Marketing department will use that data to craft integrated marketing strategies that include the best performing outlets from the prior year and new, innovative tactics. Given the reach and cost-efficiency of these advertisers, we will expand the use of paid search (such as, Google) and social media (such as, Facebook) advertising in order to attract new prospective students. We will also evaluate how mobile and new technologies such as IP targeting (using the computer IP addresses of those responding to different marketing efforts) may help expand our reach.

As we gain more prospective student interest, it is crucial to have a comprehensive messaging strategy integrated with our Customer Relationship Management (CRM) software system to nurture people through the journey from prospect to student. One of the key areas of emphasis for Marketing in the next year will be defining, implementing and refining this messaging strategy, with the ultimate goal of qualified applicants and enrolled students. In order to gain visibility of the prospect/student journey, it is crucial to incorporate student data from AAWS (CSUNs application system for self-support programs) with CRM prospect data. As a result, Marketing will work closely with Systems and other departments across the University to accomplish this goal.

**Program Management and Student Support Services:**  The College has dedicated program managers and coordinators assigned to each degree and certificate program who work with students in each cohort from the start to the finish of the cohort to help students navigate the University and move forward to complete their degrees on time. While CSUN's self-support programs offered through the College have a high on-time graduation rate (occasionally reaching 100%), in the year ahead the College will work on creating teams among the program managers and coordinators with cross training and the ability of one to support the work of the other so there is no gap in support service when a manager or coordinator is away from the office (vacation, conference, illness, parental leave, etc.)  While the bond between students in a cohort and one program manager/coordinator is an important component of the educational experience, as the number and disciplinary range of the degrees and certificate programs offered has grown, it becomes harder for one staff member to know other programs well enough to take over support.  Cross-trained smaller teams provide a promising path to

balancing individual and consistent support with seamless support throughout the year. The College will also develop more detailed data on the patterns of retention in each program so that senior staff overseeing the work of program managers and coordinators can begin to identify best practices in the CSUN context and ensure that those are shared and implemented to keep pushing retention and graduation rates up.

The College hired one recruitment manager in 2014/2015 and plans to hire a recruitment coordinator in 2015/2016. The core work of these positions is the active support/cultivation of prospective students from inquiry through successful completion of the application for a given program. In the year ahead the College will refine and expand this effort and link it to the overall marketing and communication plan for each program, and will gather data to guide the further evolution of this process.

**Admissions and Registration:** The College's Admissions, Registration and Client Services (ARC) unit strives for a paperless working environment. In this coming year, ARC will work to implement the paperless 1295 evaluation document by using the online workflow created in the OnBase software for CSUN's self-support graduate degree programs. ARC will also work toward decreasing the need for paper files and records for international program applicants while ensuring that all documents and records are kept accurately and securely and yet remain accessible. To achieve these "paperless" goals, ARC with work collaboratively with other units in the College and with CSUN's IT Division and the Admissions and Records unit in CSUN's Division of Academic Affairs. In addition, ARC will research the possibility of having students in current cohorts of CSUN self-support degree and credit certificate programs enroll and pay tuition online with the support of the ARC staff. The goal would be to streamline and increase operational efficiency and accuracy.

**Financial Aid:** Prompted by the changes in the CSU/CSUN interpretation of Federal Financial Aid policies and the need to adhere consistently to Department of Education (DOE) guidelines, the College's financial aid manager will ensure smooth transition of program schedules from non-standard term to schedules that work within the standard term model, working with the College's associate dean and the director of Graduate and Professional Education Programs and Services unit.

In the upcoming year, an assessment for current College financial aid procedures will be undertaken to eliminate unnecessary administrative processes – for example, in some instances procedures that may be useful in other university contexts could get in the way of timely packaging, awarding and disbursing financial aid funds to CSUN self-support students. This planned assessment will be designed to identify those processes that either need adjustment or are unnecessary for CSUN self-support students and programs in question and, therefore, can be discontinued. The completion of these practices and procedures review will improve the timely delivery of financial aid funds to CSUN self-support students, while maintaining DOE compliance, and reduce what we ask of students seeking financial aid.

**Facilities:** During the 2015/2016, CSUN's new extended university building should be complete, and the College will move from current facilities to this new facility. The College plans to hire a facilities manager in the Fall Semester 2015. The new facilities manager will be oriented to the building project and will be supported by senior College staff as he/she takes the lead (working in collaboration with the dean, the associate dean, and the executive director for business operations and finance) to ensure that the furnishing and equipment stages of the building go smoothly and that the move is planned and executed with a minimum of disruption to the work of the College. The College will work with CSUN's Physical Plant Management unit to create a plan for providing custodial and other building services, which will be overseen by the newly hired facilities manager.

As the College moves into the new building, work will begin on the renovation of designated spaces in the Matador Bookstore Complex to create classrooms for the Intensive English Programs. Working with Facilities Planning Design & Construction on campus and The University Corporation, the College will engage a design and consulting firm, develop a budget for the Bookstore renovation project and submit the necessary forms for the Chancellor's office to establish the project. An estimate of $6,000,000 will be set-aside during the fiscal year 2015-16 for this purpose. Facilities initiative will take time and attention throughout the College during this fiscal year. This renovation project will also be overseen for the College by the newly hired facilities manager.

**Information Systems and Services, Technology, and Organizational Data:** There is a newly hired director in this unit. It is a new senior position created in response to the College's need for information systems and services support focused on increasing CSUN's agility and ability to be excellent and distinctive in support of advanced professional education for working adults/midcareer professionals and their employers, and of international education. Searches also are underway to fill two vacancies in this unit, and the new director will restructure and refocus the work of the team with these two new hires to move forward with priority initiatives and look ahead to the changing needs of the College. In that light, Information Systems and Services priority projects for the year will include: working with CSUN's IT Division to automate the "special pay" function at CSUN; refining the structure and function of the customer relationship management (CRM) software to make it more responsive to the College's priority uses of it; and restarting and pushing forward the data dashboard project with CSUN's IT Division that will gather and graphically present key data and analytics about CSUN self-support programs. Each of these initiatives will add significantly to the core capacities of the College.

The technical capacities and equipment set up in the new CSUN extended university building and in the renovated classrooms will require time and attention of the College Information Systems and Services unit staff.

# California State University Northridge

## *The Office of the Senior International Officer*

## Goals for 2015/2016

**Enhancing CSUN's International Recruitment:** During the year ahead both the Student Affairs and the Tseng College will be adding to their respective international recruitment staff. As these new hires are completed in the Fall Semester, there will be a series of meetings to look at current international recruitment efforts so both current and new staff will gain a more comprehensive understanding of CSUN's current international recruitment practices and will have then explored options for enhancing the international recruitment efforts for both CSUN's state-supported and self-supported international programs. The goal will be to create greater synergy among the current recruitment efforts and to look for ways to leverage those capacities through collaboration and innovation. The SIO will also explore with the provost the possibility of leveraging the yearly international travel of faculty and administrators to further add to CSUN's recruitment and relationship building opportunities.

**Website Update:** Goals for the Office of the SIO include an update and upgrade of the CSUN All Things International website to ensure accurate information about significantly changed policies (at the CSU level in particular), procedures and practices regarding all things international. The goal is to make the website less a collection of PDFs and more interactive, with digital forms and material. Over the last two years, the SIO has shifted CSUN's international effort from individual faculty projects to projects initiated at the college (or Division) level. For international initiatives to have a broader impact on CSUN faculty and students, those in which CSUN invests time, effort and resources should be recognized as an important enhancement to the research and educational priorities at the department and at the academic college levels

**Expanding College and Department Initiated International Relationships:** For most of its history, CSUN seems to have been more likely to respond to international institutions choosing to approach CSUN for a possible relationship than to take the initiative to identify international universities that would be particularly valuable partners for CSUN in a given field and then approaching those institutions to seek a collaborative relationship. During the year ahead, the Office of the SIO will explore approaches that can help colleges and departments take the next steps in becoming more proactive in seeking the most promising international relationships – planning and seeking to build relationships with international institutions that CSUN colleges and departments believe will offer important research and/or exchange opportunities for CSUN faculty and students in a given field.

**International Student Support Services**: New processes provide better service and support to CSUN matriculated students outbound for an international experience (CSU Study Abroad, CSUN student exchange arrangements, travel/study) and inbound students. The University's International Group convened by the SIO several times a year will collaboratively review and refine these processes (that also include new approaches to how CSUN matriculated students learn about international study opportunities in one place) and further enhance them.

The International Group will also explore where this international advising office should be located to make it easily accessible.

**International Education Council:** The Deputy SIO will chair the CSUN faculty International Education Council looking at international administrative issues as they impact faculty and their students. The focus will be on how CSUN can make its curriculum global in different fields/disciplines and ensure graduates have international understanding and, to the extent possible, an international study experience as part of their CSUN degree program.

**Information Access:** The University's international MOU's have been gathered into one place and reviewed. Similarly, information of CSUN travel/study (for both individual and small group travel instances and more formal travel/study courses) has been gathered into one place and organized to give CSUN a consistent way to track student international travel linked to CSUN academic programs and research as required by CSUN policies and practices. This year both the MOU log and the travel/study records will be put into a format that makes them easily accessible and able to be organized by different key categories (international region, Tseng College, etc.) so that this information can be broadly and regularly shared within CSUN.