

California State University, Northridge
ACADEMIC AFFAIRS

College Planning Initiatives Request Form

INTRODUCTION

This form, which is one of two that Academic Affairs units will complete, consists of a series of questions that you complete for the whole college. It is not necessary to mention all that you are doing; rather, give an overview of major (or groups of) initiatives you propose to achieve during the next year. Indicate, too, partnerships with other colleges/divisions. ***Limit your responses on each page to ONE page; 10 pt. type is recommended.***

The second form that Academic Affairs units should complete asks you to specify the proposed costs of your initiative(s), with shared values (AQ, SE, SV) and priorities (high, middle, low) indicated for each cost category. In *Total Cost* include the complete cost of the item; under *College* put the costs that your unit will pick up. Your General Fund “guess-timated” allocations are at the very top. Be reasonable; and include under *Total Cost* and then *College* items that, individually or grouped, make up initiatives that the College is funding entirely. Use the *Comments* box sparingly; but, where relevant, use it to explain who is sharing the *Total Cost* of particular items/initiatives.

Both forms are due in the Provost’s Office by **Thursday, January 10, 2008.**

College Planning Initiatives Request Form

College:

Tseng College – Student Support Services and
Administrative Systems

Planning Coordinator:

Karen Bergamo/Beverly Palmberg

1. Briefly explain how your plans relate to your college's mission/vision.

Since your working group is focusing on service excellence and capacity building in that area, you would be filling in Item 1 on the form "Briefly explain how your plans relate to you colleges mission/vision" from the perspective of how your plan and strategy for the next 18 to 24 months supports and advances the Tseng College Vision Statement.

To refine and expand our core capabilities, position the Tseng College as nationally and internationally recognized leaders, expand the agility and innovative potential of the University, Student Services strategy is:

Intensive English Program (Service Excellence & Capacity Building)

- Business Procedure Process revamp/ Work Flow analysis
 - To achieve maximum work efficiency, reduce duplicate effort and errors
 - Reduce staff (both SA and full time) needed to process information
- Complete Policy and Procedure manual
 - Departmentally disseminate policy and procedure information

Easy Application (Easy App- EXL Mentor Application) (Service Excellence & Capacity Building)

- Cohort and Intensive English Programs
 - Automate for easy processing and access for students
 - Eliminates incomplete applications, real-time checking for errors
 - Increase yield rates between application and acceptance.

Application Processing/Admissions Processing (Service Excellence & Capacity Building)

- Process in-house, resulting in decrease of time delays by subcontracting services to A&R
- Readily accessible status reports
- Ability to process applications and increase enrollment via expedient admission notification

Business Analyst Position (Service Excellence & Capacity Building)

- Streamlining new, revamping existing business processes
- Training internal staff on new processes
- Information dissemination/college wide consulting
- Liaison between program developers and technical staff to increase solar information capacity
- Develop statistical reports for IEP and Cohort departments

Academic Structure (Capacity Building)

- Track and award new degrees and certificates
- Track Financial Aid eligibility for new degrees and certificates
- Financial Aid training for department coordinators
- Revamping University Academic Structure

Financials

- Continue to build process that make the tracking of financial information more automated and accurate
- Automate and audit EXL Refunds with University Cash Services

2. ACADEMIC QUALITY

a) Assessment

Explain how the college intends to assess the outcomes of the planning initiatives: setting benchmarks, assessing against them, using results, etc.

Under Section 2-A "Assessment", the focus probably will be on how you plan to assess the effectiveness of our various services and processes from the targeted client's perspective. As we do with programs, we should have a way to check to see if we are achieving the results we hope for and ways to get feedback (from clients and from other providers) that help us make continuous improvements in our services and business processes.

Intensive English Program Checklist

- Tracking of required application items (date received date completed)
- Yield Rate Analysis - Accurate application vs enrollment statistics
- Tracking students progress per session/term
- Track students entering CSUN via Intensive English Program
- Helping students meet their goals of becoming matriculated
- Achieve accurate, complete and timely reports by improving information analysis and availability

Graduation Rates

- Track graduation rates for Degree Programs

TEWS

- Participate in the TEWS (Expansion of the Early Warning System) now only limited to developmental math courses. Early in semester notification to advisors when a student is in jeopardy of failure in a course. First phase will include Intensive English Program students.

Client Services - Improve cohort business processes

- Improve Cohort Start-up procedures and processes and disseminate to department coordinators.
- Cohort Term Deactivation – Eliminate retroactive registrations.
- Cohort Completion Audits – Remove Student Groups, Service Indicators.

2. ACADEMIC QUALITY *(continued)*

b) **The Learning-Centered University**

CSUN faculty and staff have developed pedagogies and learning objectives that take into account the different ways and paces by which students learn, as well as the different media and formats that suit different disciplines and levels of instruction. Recently, we have especially encouraged the replacement of seat time—hours as a measure of learning—with indices and supplementary experiences which allow students to proceed faster, if they can. Record the major ways in which the college has implemented—and will implement—several principles of a learning-centered and/or innovative university. Indicate, too, the extent to which funds have been redeployed to these ends.

2-B "The Learning Centered University" probably will work best for your work group if you look at how you become a real learning organization (a working group that is innovative, creative, responsive, mutually supportive, etc) and how excellent services really support the educational success of Tseng College students.

New Admissions unit

- More timely assessment of qualifications for admissions
- Follow up on graduate admissions with departments (especially important for Foreign Students)
- Application Processing , more accurate entry of data, more timely processing, AND just around the corner more automated processing applications
- Working towards more automated communications to students, in a more timely manner

IEP Working group

- Academic and business units meet weekly to discuss current issues, and to plan ahead for the future
- Connecting Intensive English Program students with cohort programs
- Revamping marketing plan for international needs.

Client Services

- Continue to evolve into an organization that both serves to external client (students) and the internal client (program directors/coordinators)

Business Processes

- Revamping the refund process, participating in the campus revamping of the collections process
- GPA analysis for Intensive English Program
- Proactive in identifying problems and resolving prior to student involvement by improving audit reports

Web

- Student friendly interfaces geared to the student's need.
- Participating in the campus wide "Calendar of Events" project

2. **ACADEMIC QUALITY** *(continued)*

c) **Research and Creative Activity**

Colleges and other units should report initiatives that will: (1) “incentivize” research, (2) require matches, in-kind support, or enhancements to facilities, (3) respond to regional needs, (4) revamp the delivery of the curriculum and/or the involvement of students as research/creative apprentices, and (5) or require reforms in RPT that, for instance, clarify the standards for early promotion and specify how alternatives to publication will be appraised. (6) Pay special attention to opportunities, through grants and contracts, to enhance the General Fund support of units and the total compensation of faculty.

For 2-C "Research and Creative Activity" you may want to

focus on how you build the knowledge, skills, and abilities of staff and position them to make fresh and meaningful contributions to Tseng and CSUN -- who to we make ourselves truly masters of our respective areas of expertise and how to we, in turn apply and share that expertise? For your work group,

Human Resources – Hiring Process

- Hiring individuals with skill set that compliments the unit
- Matching new hires with a mentor
- Attending Subject Specific Conferences
 - Advisory Board Membership
 - Members of the Oracle Extended Learning advisory board, will present our findings at the conference in April 2008.

Campus Wide group membership

- SASC (SOLAR and Administrative Systems Committee) (all technology projects for the university flow through this committee)
- SOLAR Leads (Chair) reports to the SASC committee
- YRO committee plans the details for summer session
- HEUG (Higher Education Users Group) Conference – attend annual conference
- Chair of the Campus-wide security gatekeepers group

Financial Aid

- Staff member attends Financial Aid meetings held by state support side of campus.
- Attend conferences on Financial Aid issues

Admissions

- Staff member attends Admission and Records meetings held by state support side of campus.
- Attend conferences on admission issues- AACRO

Web

- Web Staff attends High EdWeb Development Conference

2. ACADEMIC QUALITY *(continued)*

d) **On-Going Programs**

What changes do you anticipate? In particular, how will change to existing programs support growth and quality improvement? How will the proposed change be supported: with new and/or repurposed resources? Will it entail experiential learning, reduce seat time, reinforce GE, and/or respond to regional needs or accreditation reviews? Will it reflect an entrepreneurial direction to enhance General Fund and total compensation?

2-D "On-Going Programs" probably will focus on the service and business process improvements (and additions -- with the whole new applications area and the like) in support of ongoing programs -- goals for improving effectiveness, efficiency, communications (with clients and with colleagues inside and outside of the work group), business processes, and the like.

Projects in Support of On-going Programs:

Demand Payment

Easy Application (EXL Mentor application)

Rewrite Academic Structure

Intensive English Program Business Process Revamp

Refunds/Collection Process Revamp

Automated Communication via email & alerts

Proactive problem solving

Fit/Gap Analysis for Business Processes

Admission and Application Department- in-house processing

Transcript Evaluation – improved timeliness and student notification

Financial Aid Budget Building Process

Financial Aid - improve satisfactory academic progress procedures.

Reduction of MOU for Cashiering Services provided to Client Services from University Cash Services

3. STUDENT ENGAGEMENT

Describe how your unit will contribute to the CSUN effort to engage, retain, stimulate, and graduate its students. Specifically, concentrate on plans to improve first to second year retention, reach out to K-12 pupils and teachers, make advising more consistent in practice and policy, and improve the support structures for students in courses with high failure rates. Finally, if pertinent, describe plans to mentor and channel undergraduates into post-baccalaureate study.

3 is "Student Engagement" and for your area that is likely to focus on a service and communication level that makes the midcareer adult feel at home with Tseng and CSUN -- how do we make these busy professionals always feel that when they call Tseng, they are talking to friends -- a place they belong -- their supportive academic home, etc.

Client Services

- Make Client Services available as the first line of contact during/after application
- Improve timeliness and accuracy of solar report
- Increase training on how to interpret information

Solar

- Disseminate information to students on Self-service center for students in solar
- Disseminate information to students on Financial Aid information, class schedules, financial information, unofficial transcripts, grade information
- Future projects: student invoicing and Accounts Receivable Aging Report, to improve communication to the student.

Web

- Supportive, accessible, concise and complete communication geared to the targeted student

4. SHARED VALUES

Discuss how proposed initiatives reflect the shared values of the university and your college's core values. What philosophy—what thread—ties together these efforts? Indicate how they respond to assessment reports.

Finally, 4 is call "Shared Values" it is really a look ahead at what we see on the horizon given the Tseng Vision statement and our values (I have attached our mission and values statement for your easy reference). Take a look at the Tseng overall five year plan and we see lots of new programs, new markets, new approaches on the horizon. How do we think ahead about the kind of client support services we will need. How do we look ahead to gain more innovative and forefront functionality and business applications from EasyApp, SOLAR, other in-house developed tools like EasyApp, etc.

- CSU Extended Education units sharing of information, ideas and technology across campus boundaries
- Continued knowledge base building using the team approach – tap all resources, campus, EXL, HUEG, CSU and business organizations to identify, resolve and implement corrections, improvements .
- Ability to add value to any project considered by other organizations (campus, CSU, EXL) and protect the EXL interest.