

## California State University Northridge

The Tseng College: *Graduate, International and Midcareer Education*

### College Goals for 2016/2017

**Program Development and Program Evolution:** The College (particularly the dean, associate dean, and director of distance learning) will spend time early in the year helping the newly hired assistant dean for program development move into the role and learn the working context of CSUN and the College.

The College will implement the Basic Principles of Program Development that were revised in 2015/2016 which includes the assistant dean taking the lead in drafting a strong and comprehensive narrative as part of the program development process. This narrative will also become a part of a new approach to working with partner colleges and departments to develop more comprehensive cases for approval proposals/documents at the university and CSU levels. The narrative prepared will be written to communicate clearly and effectively to a wide range of general readers (on the CSUN campus and at the Chancellor's Office) who do not have specialized and/or current knowledge of the field/discipline that is the focus of the program being reviewed for approval and who may also not be familiar with the rational/approach CSUN takes to things like program development, online programs, student support services, and the like. The goal is to make a clear, compelling, and accurate case for the excellence and distinction of each program that represents a shared understanding among the faculty team planning the program, a clear communication of that excellence and distinction in approval proposals/documents, and a clear and accurate foundation for capturing the full features of each program in marketing so that prospective students have the information they need to make a sound educational choice.

For approvals, the associate dean working with his counterparts at CSUN (and with the help of the dean and the assistant dean of the College) will work to both facilitate a smoother and quicker approval process for any new programs and to move forward any programs that remain stalled in the approval process from prior years.

The College will complete the program development process for the first of the programs in solution design and innovation leadership, the water policy track in the MPA, and the community development in diverse urban contexts program.

The College will begin work on a full baccalaureate degree offered in a year-round cohort format with a curriculum that fully integrates liberal/general education and study in the major. This program, along with others being developed, will be informed by CSUN's expanding understanding of and engagement with the realities of the new world of work in contemporary urban context (with an emphasis on Greater LA).

The College will expand its non-degree professional development programs for post-baccalaureate professionals with attention to the national conversation about new approaches to transparent and credible credentials.

**Internal and External Relations:** The College will introduce those new to senior roles at CSUN (deans, AVPs, associate deans, and chairs of departments offering self-support programs in collaboration with the College) to the College and how self-support works in the CSU.

The College will train and mentor a new associate director of external relations early in the year. The focus of this position is introducing the educational and research excellence and distinction of CSUN to external organizations, agencies, associations, and employers to build awareness of CSUN and its importance as a resource for the region's future and a high value educational and research partner.

The College will also engage a broader range of senior staff involved in program development in external events/meetings to broaden contact and the shared understanding of the changing needs for a university prepared workforce in the current and emerging economy of Greater LA. The College will also work to influence regional conversations about workforce to include discussions of the university prepared workforce needed and the ongoing education of the university prepared workforce across the career span. This includes building relationships with and expanding understanding of the international components of the regional economy.

The College will work to expand CSUN's educational relationships with regional employers in the public and private sector – increase in custom designed and/or custom delivered programs.

The College will invest in a more comprehensive study of the changing nature of work and career (and, in turn, the essential skills needed for success) as they are influenced by and aligned to the changes in city/urban communities worldwide (with an emphasis on Greater LA). The College will also support more University and College senior staff and faculty in building their understanding of the changing world of work that will face CSUN graduates in the current and emerging urban context of Greater LA.

**International Programs and Services:** The College will spend time early in the year supporting the new director of its International Programs and Partnerships unit and ensuring she has a strong foundation within CSUN and the College that will be needed for the development of new international programs and partnerships. The College will begin expanded exploration of new international relationships based on programmatic/curricular collaborations with well-regarded international institutions.

The College will complete the hiring of a second staff member focused on international recruitment and devote the needed time to training and mentoring to ensure success once the new hire assumes the role. The College will implement a strategy for recruitment and relationship building that broadens the international reach and creates new options that will off-set the decline in international enrollment in CSUN self-support programs caused by economic down turns and/or changes in the exchange rates that have impacted nations like Brazil, China, and others. This effort in 2016/2017 is expected to have impact on the recovery of enrollments in the programs in question in 2017/2018.

The College will expand its working relationships with regional organizations that focus on the international components of the economy of Greater LA with the goal of expanding the programs and services the College offers for this constituency.

The associate dean will continue to work with the academic director of CSUN's Intensive English Program 1) to capture the details of the program; 2) to ensure that the program complies with current CSU, CSUN, and College policies and practices for program modification approvals and the development of any new programs or program components; and 3) to refine the process for selecting new instructors for the pool, evaluating instructor performance, and establishing and applying criteria for release from the approved instructor pool.

**Distance Learning:** The College and senior staff in the College's Distance Learning (DL) unit will devote time in the coming year to training and mentoring the new hire in the role of assistant director of DL. This will include introducing the new hire to the CSU and CSUN as needed, ensuring a strong working understanding of the basic principles of CSUN's approach to the development, production, and support of online programs, and supporting the new hire's integration with the overall College working team and the DL team with an emphasis on helping the new hire work successfully in the collaborative and innovative working culture of the College.

The College will expand the capacity of the overall DL Instructional design teams to participate as resources at the onset of each program development project. Working closely with the College's assistant dean for program development, the director of DL and the new assistant director will expand DL's ability to work prior to the start of production, based on an emerging early understanding of the program being developed, to explore options for designing learning solutions that echo the distinctive integrated curriculum model of each program in question.

The College will work with the faculty teaching in the CSUN self-support Master's in Taxation program to design and implement a new instructional design approach and process for the creation and support of an online synchronous model that allows students a choice of modes of participation. This will give CSUN another online program model for selected programs.

Working in close collaboration with CSUN's IT Division, the College will look for opportunities to offer the expertise of DL for testing the workability of educational

technologies other colleges/departments/units/divisions of CSUN are considering acquiring and implementing.

**University Access Programs:** *(Open University, Summer Session, and Winter Term):*

The College has a search underway with the goal of hiring a new 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. The associate dean and the new manager will begin making visits to department chairs beginning with those whose departments are most active in University Access Programs to discuss process improvements and expanded opportunities.

**Financial Goals and Financial Management:** The College's revenue goal for 2016-2017 is \$36,000,000 (revenue without Summer Session is projected to be \$23,400,000). The College plans to contribute \$12,900,000 to the CSUN/CSU economy, excluding instructional compensation (\$11,900,000 to CSUN and \$1,000,000 to the CSU Chancellor's Office). Instructional compensation to CSUN full time and part-time faculty, including benefits, is projected to be \$6,400,000. The planned total contribution to the CSUN economy with faculty compensation is \$19,300,000.

The College will update the five-year budget projection established in 2015 to reflect the latest information regarding faculty salaries, international revenue sources, costs associated with the new building, and other known factors.

The College will work with the CSUN Division of Administration and Finance to continue monitoring the reserve balances to ensure compliance with the latest reserve policies.

**Admissions and Registration:** The College's Admissions, Registration and Client Services (ARC) unit continues to implement a paperless business process in both admissions evaluations and registrations. While CSUN's creation of an electronic 1295 evaluation form is still a project in-progress, ARC will continue to find ways to reduce the amount of paper files that are used in processing an applicant to both our degree and non-degree programs. In support of this effort to rely less on paper forms and paper dependent processes, ARC and the College's Information Systems and Support unit are collaborating with CSUN's IT Division and CSUN's central Office of Admissions and Records to pilot an electronic CSUN user ID and password letter to our international

applicants. Currently, user ID and password letters are mailed out to students, but like other campuses, the College would like to move towards a faster, secure, electronic mode of delivery of this information to the student. Providing this information to the student electronically will allow them access the CSUN portal faster and be up to date on the status of their application and admission to the university. This is just one of many ways in which the College will strive to provide more efficient services to our students, both domestic and international.

**Financial Aid:** Last year, the College's Financial Aid unit conducted a planned assessment of its practices. The results showed that CSUN self-support students seeking financial aid were given very limited time to make decisions about financial aid awards and to provide the required information before the start of the Fall Semester. This created undue stress for students.

In response to this finding, in 2016/17 the College's Financial Aid manager will undertake the project of packaging and awarding CSUN self-support students earlier. The College will begin awarding financial aid and making the awards available to students in the CSUN portal three weeks earlier compared to prior years. This change will give students additional time to accept awards and provide necessary documentation, and therefore reduce student uncertainty. This change should also increase the conversion rates from admitted applicants to enrollments since it is hard for a student to make the final decision to start a program if financial aid seems to be not fully confirmed.

As a second goal, the College will work to complete the automation of summer enrollment protection for Summer Session 2017. This task will require collaboration from the College's Information Systems and Support unit, CSUN's central Financial Aid Systems Office, and CSUN's Information Technologies Division. The criteria in SOLAR will be evaluated. The automation will include developing system logic to determine student enrollment protection eligibility (currently a manual process done by the financial aid counselors), posting the service indicator to student records, and triggering automated email communications to students regarding whether their enrollment protection has been approved or denied. The automation will allow for a faster and better service to students, and provide more time for the financial aid counselors to work directly with students to address concerns.

**Marketing and Communications:** As part of the College marketing and communications effort, in 2015/2016 the College invested time and talent to create and implement a more robust recruitment and related communication strategy designed to encourage prospective students to complete their application. In 2016/2017 the College will build on this foundation and will use the metrics from 2015/2016 to refine the messaging and add new dimensions to create a more refined and robust communication for the wider range of College programs. The 2016/2017 primary goal for the communications component of the overall marketing effort will be to further

improve the percentage of prospective students who start the application process that go on to complete and submit an application. This, in turn, should increase the total number of applications per cohort per program for 2016/2017.

With the evolution of the College's communication and recruitment strategy, the College has identified aspects of its customer relationship management software (Salesforce) that are inefficient. In 2016/2017, the College will optimize its Salesforce system to address some critical issues such as, but not limited to:

- the system's ability to track multiple programs/cohorts in which each prospective student is interested;
- the system's ability to accurately capture the status of applications by synchronizing with the College's digital application system (AAWS);
- and the ability of Salesforce to link to the College's new dashboards.

These changes in Salesforce will provide significant benefit to the College's marketing team, program managers, and the executive team. These improvements will also enable the College to better communicate with prospective students, provide them with timely and important program information on multiple programs, and facilitate their application process.

In light of the continuous rise in popularity and use of mobile devices, the College has seen the makeup of the College website visitors change dramatically. In 2015/2016, there was a 123% increase in new users visiting the College website using mobile devices compared to the previous year. Mobile users now make up 60.1% of new visitors to the College website, while last year they made up less than 34.1%. In response to these significant changes, in 2016/2017 the College will be updating its website by redoing it with a responsive design strategy so that the College website displays optimally on mobile devices (phones, tablets and the like). These changes will be implemented in 2016/2017 to improve the user experience. These changes will also change how various search engines rank and list the College's website, which will further enhance visibility for the College and CSUN.

**Program Management and Student Support Services for CSUN Self-Support Degree and Certificate Programs:** The College will be hiring a new director of its Graduate and Professional Development Programs and Services Unit (GPE) in the fall of 2016. The College will then devote the time and attention needed to train and mentor this new hire in the role. The new GPE director will become an engaged member of the College's programming team which also includes the dean, associate dean, assistant dean for program development, and the director of distance learning.

At the close of 2015/2016 the College refocused the program manager roles and the program coordinator roles in GPE on a more comprehensive and proactive level of

engaged student support services. The College also created working teams in GPE. In 2016/2017, the College will focus on the implementation and support of this new approach and the collaboration among program managers and coordinators to identify, share, and cultivate best practices that lead to higher levels of student achievement (as measured by sustained and increased high levels of on-time graduation in each cohort of each program).

GPE will also expand its use of data and the new data dashboard being developed by the College to monitor student success and the effectiveness of the efforts of program managers and coordinators. The director of the College's Information Systems and Services will work with the director of GPE to confirm that all data needed for the program managers and coordinators is housed in SOLAR and Salesforce and that GPE unit level systems will be developed to make the data easily accessible from the source. As the College's Information Systems and Services unit complete the College's data systems this year, the director of GPE will ensure that GPE staff move to using SOLAR and related College data dashboards as the source of accurate and consistent information. This will eliminate the need for GPE program managers and coordinators of using separate software to track and manage program and/or student data. This will help the College ensure that all staff members are looking at the same information and working together to make SOLAR and the related College data dashboards effective tools for the College's data needs.

The associate dean will lead the College's academic compliance effort – compliance with ongoing and new WASC requirements (for non-degree programs), compliance with the requirements for state authorization for online programs, and the like – and will train the new director of GPE and/or the new manager of University Access Programs to contribute to the successful completion of compliance tasks and maintenance of compliance records.

**Facilities:** With the completion of CSUN's new Extended University Commons building (EUC), the College will follow a structured facilities management strategy which consists of effective planning, ongoing monitoring of building condition and functionality, and positive action to manage and maintain the building during its first year of operation. The College intends to maintain a comfortable environment for CSUN staff, faculty, and students that is suitable for the building's range of intended purposes for the benefit of CSUN and those it serves.

The College will make sure that EUC meets the health and safety needs of those who work, study, and gather within it and work to assure that the building is a safe physical structure by conducting regular preventive maintenance.

The College's executive director of business operations and finance and the facilities manager will work with the CSUN Office of Police Services to develop and implement an effective approach to emergency response for EUC using the university's approach of having an overall building Marshall and area Marshalls spread throughout the building. In the Fall Semester 2016, this group of Marshalls will be trained by CSUN and

the appropriate leads from the Office of Police Services. Following this training of the Marshalls, the full College staff will be trained on emergency procedures in the new building and how to work with the building Marshalls in case of emergency.

The College will work collaboratively with the campus plant management services to address service needs as they arise. EUC will be clean for all hours of operation, 5 days a week and on weekends as needed to support events and classes scheduled in the building.

All CSUN staff working in the building will be trained on emergency exits, fire hydrant locations, appropriate and timely reporting of maintenance issues, how equipment and furnishings are designed to work, and the basic operations of the building. During 2016/2017, the College's facilities manager will also have regular facility management meetings with the College's unit directors to make sure the facilities are working well for their unit's operational needs. If operational issues are identified, the College facilities manager will confer with the College's executive director about steps to address the issues in question.

With the goal of reducing energy costs for the operation of EUC, which is a GOLD LEED rated building, energy use and costs will be monitored monthly during 2016/2017. A key objective will be to set appropriate energy utilization goals for EUC over the course of a year. This energy analysis will include, but will not be limited to, setting and managing the temperature in various parts of EUC season to season and ensuring that the light harvesting features of EUC work correctly to save electricity costs. Utilities will be monitored to make sure that EUC remains GOLD LEED certified.

EUC security will be on an electronically managed system, where the main perimeter doors all open and lock at a set time. The College also had panic buttons installed as warranted throughout the departments to ensure the staff's safety particularly when staff are working after normal business hours. The College has committed time and resources to complete EUC, and the College is similarly committed to keeping it running exceptionally well for CSUN for the years to come.

The College is also renovating and expanding its classrooms in the Bookstore Complex primarily during the Fall Semester 2016. There will be 13 classrooms and 2 computer labs in total. The classrooms and labs will be built with new technology to meet the campus standards. The design of the new space will be consistent to that of the EUC.

**Information Systems and Services, Technology, and Organizational Data:** In 2015/2016, the College's Information Systems and Services unit (CISS) collaborated with other College units and other divisions and units across the university to assess the College's business processes, required resources, and ways to improve the efficiency of the existing technology.

With the “Special Pay” workflow automation being implemented in Fall Semester 2016 and the College’s customer relationship management software (Salesforce) reconfiguration contract in place, CISS will focus on two main priorities in 2016-17.

1) The first priority is to complete the development of the College’s Data Dashboards and Analytic Reporting development project. Developing and implementing these tools/capabilities will give the College’s senior staff the data and analytic tools and capacities to stay up-to-date on data about important indicators such as current applications and enrollments; the patterns of cohort starts and completions for different programs, monitoring indicators of student engagement/success; the changing enrollment demographic patterns in programs such as Open University, Winter Term, and Summer Session (for both face-to-face and online courses); evaluate the performance of recruitment service providers for international programs; monitor the effectiveness of marketing strategies to guide future marketing choices program to program; improve long-term program planning for growth trends; and a number of other important information that are essential for more effective program management, program planning, student support services, marketing, and managing financial stability. The new College Data Dashboards will also incorporate government-provided labor and academic data to validate the alignment of CSUN self-support programs with regional educational needs in light of the changes in regional economy and employment.

2) The second priority is to produce a detailed workflow document, incorporating all necessary steps and the technology used, of business processes within the Tseng College. Examples include applications, enrollments, withdrawals, changes, and graduation rates of students in cohort programs, International programs, Open University, Summer/Winter enrollments and special arrangements.

CISS will also work to ensure that the data within the dashboards is valid and that the data presentation and analysis processes are efficient.

In addition to working on the priorities outlined above, through CISS the College will also:

- complete the overhaul of computers and printers used in the College as the College moves into the Extended University Commons (EUC);
- ensure that the appropriate technology is purchased, correctly installed, and well maintained in the classrooms that result from the renovation of selected areas of the CSUN Bookstore Complex;
- manage the security of all data and systems for the College;
- help College staff and units migrate files to Box as appropriate;
- and, develop solid plans for the future use of computers and related technology in office and specialized work spaces in EUC in the next 12 to 24 months.