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# *Five-Year Vision Statement*

## 2016 to 2021

In keeping with the mission of California State University Northridge (CSUN) and the Purpose and Values of CSUN's Tseng College: Graduate, International, and Midcareer Education (College), the College envisions dedicating its capacities, talents and resources over the next five years to moving forward with a focus on the areas of endeavor described below

- ❖ CSUN's Tseng College will build on the innovative educational pathways and programs to give CSUN a distinctive and excellent portfolio of advanced professional education, workforce development and international programs available at all levels of university education. To achieve this objective, the College will work with CSUN partner colleges and their faculty to leverage CSUN's achievements in self-support programs over the past five years, with special attention to the following:
  - 1) finding and reviewing the forefront models for structuring and delivering outcomes-based educational programs;
  - 2) developing new curriculum and instructional strategies that link strong professional preparation in a given field to the components of liberal education that foster sophisticated and versatile habits of mind vital in the contemporary working world;
  - 3) integrating various program types to provide comprehensive educational experiences focused on excellence in professional practice in the field in question;
  - 4) tracking the changing demands for post-degree professional licensure and the need for advanced degrees in changing and/or emerging fields of professional practice;
  - 5) developing a more comprehensive understanding of the changing dynamics of work and community life in urban Los Angeles and interconnected urban hubs worldwide, and ensuring this understanding informs the development and/or refinement of programs;
  - 6) expanding and enhancing the College's ability to identify and bring together CSUN teaching and research across CSUN disciplines that are important for understand the changing nature of professional practice in any given field and, in turn, developing forefront advance professional education programs that effectively prepare graduates for success and leadership in the field in question;
  - 7) engaging actively in regional and state conversations about workforce education and helping to ensure that such conversations give appropriate consideration to the college/university-educated workforce essential to the economic future of the region and the state; ➡

- 8) finding and sharing (with faculty developing and teaching in CSUN self-support programs) information and examples of effective instructional strategies to foster increasing instructional excellence in CSUN self-support programs; and
- 9) playing an active/lead role in state and national conversations about new approaches to educational credentials across the career span; and developing models within CSUN's self-support programs for such new credentials.

Overall, the College plans to increase (by more than 100%) the number of programs offered (degree, certificate/credential and executive education programs) during the five-year period from June 2016 to June 2021.

- ❖ CSUN's Tseng College will increase CSUN's recognition as a preferred provider of excellent and distinctive professionally focused post-baccalaureate education, and as a hub of innovative applied/engaged research across the disciplines. This will have a significant impact on the future of the economy and community life in Greater Los Angeles and beyond. This goal is linked to the expansion of the College's external relations work, its expanding external partnerships and its engagement of economic and community development leaders collaborating with CSUN faculty to develop and/or refine programs.
- ❖ CSUN's Tseng College will increase CSUN's international programs and partnerships. The College will work to develop new long term, curriculum-based collaborations between CSUN's academic colleges and departments and appropriate international partner institutions worldwide. The College will expand the number of specialized programs and custom-designed programs to international groups. The College will refine the approach taken to providing English language preparation designed to help participants develop the range of language skills needed for success in degree study at an American university (with an emphasis on degree study at CSUN), as the modes and methods of English language preparation continue to change worldwide.
- ❖ CSUN's Tseng College will expand its work with CSUN's academic colleges and departments to support/foster the development and/or expansion of areas of academic and research excellence and distinction at CSUN by:
  - 1) developing self-support degrees and/or for-credit certificate programs that foster innovation and collaboration within and across disciplinary lines in emerging areas of CSUN strength;
  - 2) increasing the visibility of CSUN's work in the field(s) in question through the effective marketing of the program(s) created;
  - 3) supporting an increase in faculty expertise (additional full-time tenure track faculty hires in partner college as well as supporting faculty development travel) in the field(s);
  - 4) expanding external partnerships for CSUN among organizations, associations, agencies and/or leading practitioners in the field(s) in question; and ➡

- 5) providing strong evidence of CSUN's growing strength in the field(s) in question that can provide a solid foundation for increased opportunities for successful grants, contracts and/or other support.

The College will also explore how these efforts/capabilities might link to and support CSUN plans for cluster hires.

- ❖ CSUN's Tseng College staff, working in support and collaboration with the CSUN faculty, will bring to the program development, production and review processes their expertise and experience in fields that include, but are not limited to, instructional design, learning theory overall and adult learning theory in particular, theories and educational practices related to cultivating advanced conceptual abilities, the integration of liberal learning and professional education, assignment design, the use of case studies, effective approaches for linking theory to practice in advanced professional education, online teaching and learning best practices and national models, outcomes focused instructional strategies, and creative and purposeful use of educational technologies. With student achievement as the primary goal and focus, the College will invest in the ongoing cultivation and currency of these skills and abilities in the College's academically focused staff to ensure that CSUN has the advantage of those professional capabilities working with faculty in support of excellence and distinction of CSUN's self-support programs.

Further, the College will enhance the co-creative and supportive environment which allows those developing and teaching in CSUN's self-support programs, particularly degree and certificate programs, to develop instructional design and teaching strategies to their fullest potential. The College will expand its efforts to ensure that the faculty can implement the most effective course design and instructional strategies for each of CSUN self-support programs. To help achieve this goal, the College will invest in linking CSUN faculty to national conversations about instructional excellence, and support faculty exploration of promising new options – which may include a reconsidered/refined application of traditional models, or in-depth case analysis that takes into account the challenges of contemporary world of work.

- ❖ CSUN's Tseng College will streamline and enhance its wide range of responsive support services and capabilities by:
  - 1) initiating conversation and collaboration with other CSUN academic colleges and administrative units, as well as other CSU campuses and/or the Chancellor's Office as warranted by new initiatives and/or solutions design challenges that impact multiple units/colleges and/or multiple CSU campuses;
  - 2) reviewing annually the College's approach to administrative and support processes in light of the College's changing array of programs and services to ensure that the College makes regular process changes and refinements to ensure the most efficient processes possible using technology to manage those evolving administrative processes; and
  - 3) providing early and ongoing training and mentoring for students in CSUN programs offered through the College to ensure that student have access to the full range of available CSUN services and resources, whether in person or online ➡

- ❖ CSUN's Tseng College will take its approach to gathering meaningful data to the next level of refinement and functionality. The College will make the data readily available in an interactive dashboard environment for ease of analysis and identification of trends. The College will shape how data is structured, analyzed and made accessible to inform and enhance the College's capabilities for successful recruitment and marketing, international growth, program development, operational efficiencies and improved and expanded student support services.

As always, CSUN's Tseng College's processes and practices will remain focused on the longer-term and the broader view, reflective, creative, agile, data-driven, internally collaborative, global in perspective, and focused on using its full capabilities to realize this five-year vision. By using its core capabilities in concert with the educational and research strengths of the University's colleges and departments, the College will be able to leverage and expand the agility and innovative potential of the University as a whole. Through these efforts, which should enhance the University's ability to address the wide array of challenges facing higher education today (including the decline of state funding and increased demand for education across the career span), the Tseng College expects to be a major contributor to the University's excellence, distinction and competitive advantage over the next five years and beyond. 🍀