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An Introduction: Sharing the CSUN Approach

A University-Level Approach for Maintaining Capacity and Financial Stability in Self-Support Operations

CSUN's Self-Support Capacity

Each CSU university has a self-support academic operation (most often a self-support college). This is a capacity of the university rather than a particular set of programs and/or administrative services that the self-support operation provides at any given time. The capacity does and should evolve over time in tune with the educational needs of the region and the academic strengths of the university. This capacity allows each CSU university to innovate and be more agile and responsive to changing educational needs and emerging fields that might otherwise be possible. It allows a CSU university to develop new degree and nondegree programs; to open doors for enhanced university engagement in the region; to work across disciplines; to support the university's role in economic and community development; to add to the university's educational relationships at the state/national/international levels; to link the university's academic strengths to employers, communities, working adults, and professional practitioners in a wide range of fields of importance to the university; and to invest in developing self-support programs in emerging fields significant to the university's future. This capacity can be used to expand access, develop new program formats and delivery modes, and provide a proving ground for changing instructional strategies (with or without technologies).

A CSU university can guide this self-support capacity in different directions to serve the changing university academic priorities, build a broader influence/impact based on university strengths and plans for moving a given CSU university forward, and/or respond to changing regional/state educational needs over time.

Keeping this capacity robust requires attention to the interconnected financial strength of the university's self-support operation so it can preserve the capacities outlined above for the university. Without significantly drawing down on operational reserves, there should be enough net funds in a self-support operation year-to-year to invest in new programs, capabilities, services, or the like (to take risks while protecting the university from those risks) that are in keeping with the university expectations that the self-support operation will contribute to the university's mission, purpose and educational values as well as to its financial flexibility.

[Click Here to View Additional Information](#)

The graphic report below provides an overview of the financial and outcomes aspects of how CSUN used its self-support capacities during 2024/2025.

California State University, Northridge The Tseng College

Financial Summary

Nine new degree programs are to be introduced between FY2025-26 and FY2028-29. Due to shifting market demand, commencing Fall 2025 the Intensive English Program (IEP) will no longer be offered. The American University of Bahrain (AUBH) agreement will end in FY2027-28. Net Contributions are projected to be positive in FY2026-27 as new marketing strategies and new programs take effect.

	2024-25	2025-26	2026-27	2027-28	2028-29
Revenue	Actual	Projected	Projected	Projected	Projected
CSUN Self-Support Degree, Certificate and Professional Education Programs	25,154,814	26,589,030	28,736,291	31,465,156	33,593,627
Open University	1,155,619	1,215,285	1,276,049	1,339,852	1,406,844
Winter Term	878,114	904,457	949,680	997,164	1,047,022
Workshops	32,669	34,526	36,253	38,064	39,969
Programs for International Students & Groups	985,879	1,055,670	1,053,458	1,090,081	948,535
ReLAY Institute	150,000	125,000	125,000	125,000	125,000
Other Revenue	1,836,067	885,820	885,820	912,395	939,766
Total Revenue	30,193,162	30,809,788	33,062,551	35,967,712	38,100,763

OUTCOMES OVERVIEW 2024-2025

Financial Summary Continued

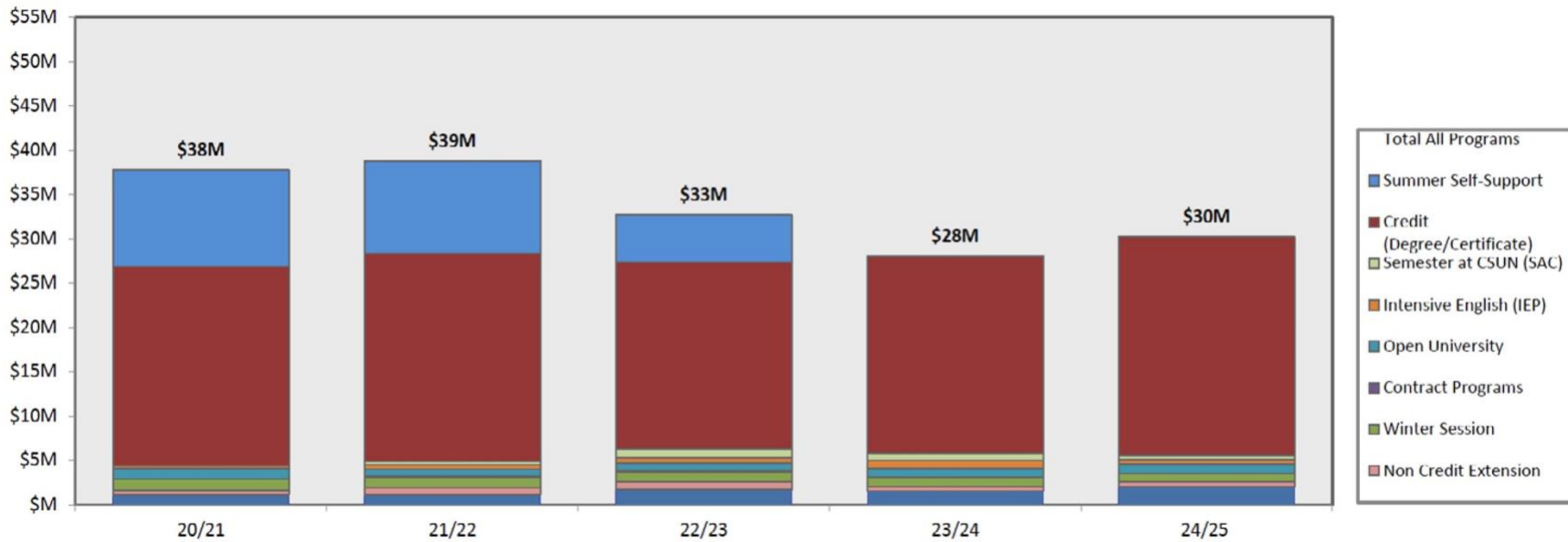
	2024-25	2025-26	2026-27	2027-28	2028-29
Expenses	Actual	Projected	Projected	Projected	Projected
Compensation & Benefits	18,158,917	18,248,996	19,393,856	20,472,048	21,610,701
Other Operating Costs	12,366,266	13,448,388	13,664,520	14,138,686	14,729,467
Total Expenses	30,525,183	31,697,384	33,058,376	34,610,734	36,340,168

Net Contribution	(332,021)	(887,596)	4,175	1,356,978	1,760,595
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Reserves					
Operating Fund (including Early Start & ReLAY Institute)	25,764,932	24,877,336	24,881,511	26,238,489	27,999,084
Construction/Capital Renewal Fund	21,171,332	21,646,332	22,046,332	22,446,332	22,821,332
Total Reserves	46,936,264	46,523,668	46,927,843	48,684,821	50,820,416

California State University, Northridge The Tseng College 2024/2025

Total Revenue



Note: CSUN fiscal year starts on July 1 and ends on June 30 covering the Summer, Fall, Winter Intersession, and Spring Terms. Starting July 1, 2023, CSUN Summer Session moved from Self-Support to State-Support. Typically, CSUN Summer Session starts late May and ends mid – August meaning that revenue generated in May and June should be recognized as part of the previous fiscal year. For FY 22-23 the partial summer revenue was approximately \$5M. Beginning in FY 23/24, the move of CSUN Summer Session from Self-Support to State-Support resulted in the reduction of about \$10M of revenues not included in Tseng College's FY23-24 budget. FY 24-25, Tseng college's revenue from the Degree and Certificate programs increased by 10.5%. The main driver of the revenue increase was from the Accelerated Bachelor of Science in Nursing (ABSN) and Entertainment Industry Management (EIM) programs. ABSN had a tuition increase and higher enrollment, while EIM is a new program offered commencing in Fall 2024.

**California State University, Northridge
The Tseng College
2024/2025**

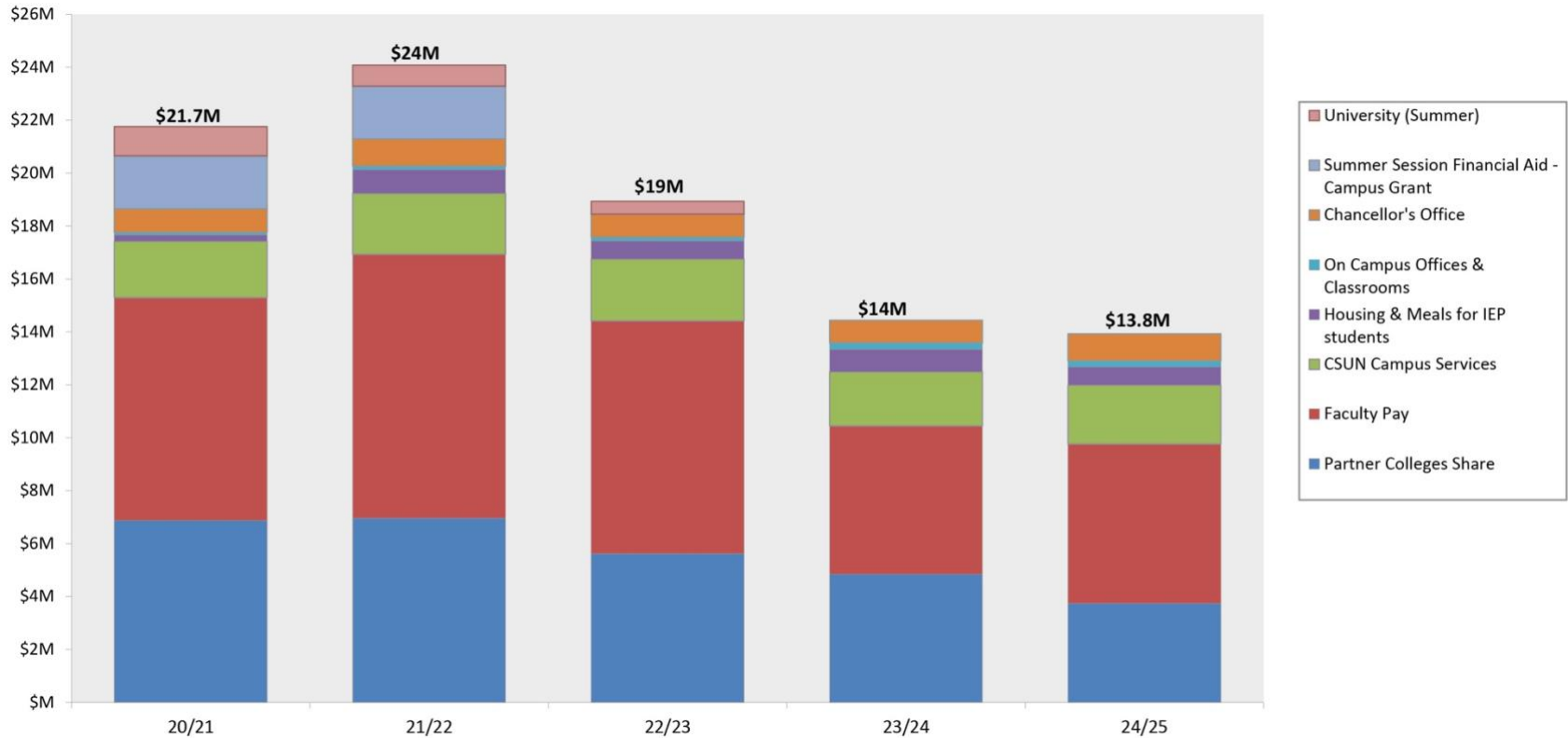
Analysis of Expense as a Percentage of Total Expense

Total Expense \$30,525,184

Expense	% of Total Expense
Tseng College Staff Salaries & Benefits	34.9%
Instructional Salaries & Benefits	24.6%
Cost Reimbursement & Revenue share to partner Academic Colleges/Departments	12.3%
Direct Marketing (non-people costs)	10.8%
Campus Services	7.5%
General Operating Expenses	3.6%
CSU Chancellor's Office	3.4%
External Relations and Partnerships (including CSU5) for CSUN Overall	2.0%
Campus-wide International Support	1.0%
TOTAL EXPENSE	100.0%

California State University, Northridge The Tseng College 2024/2025

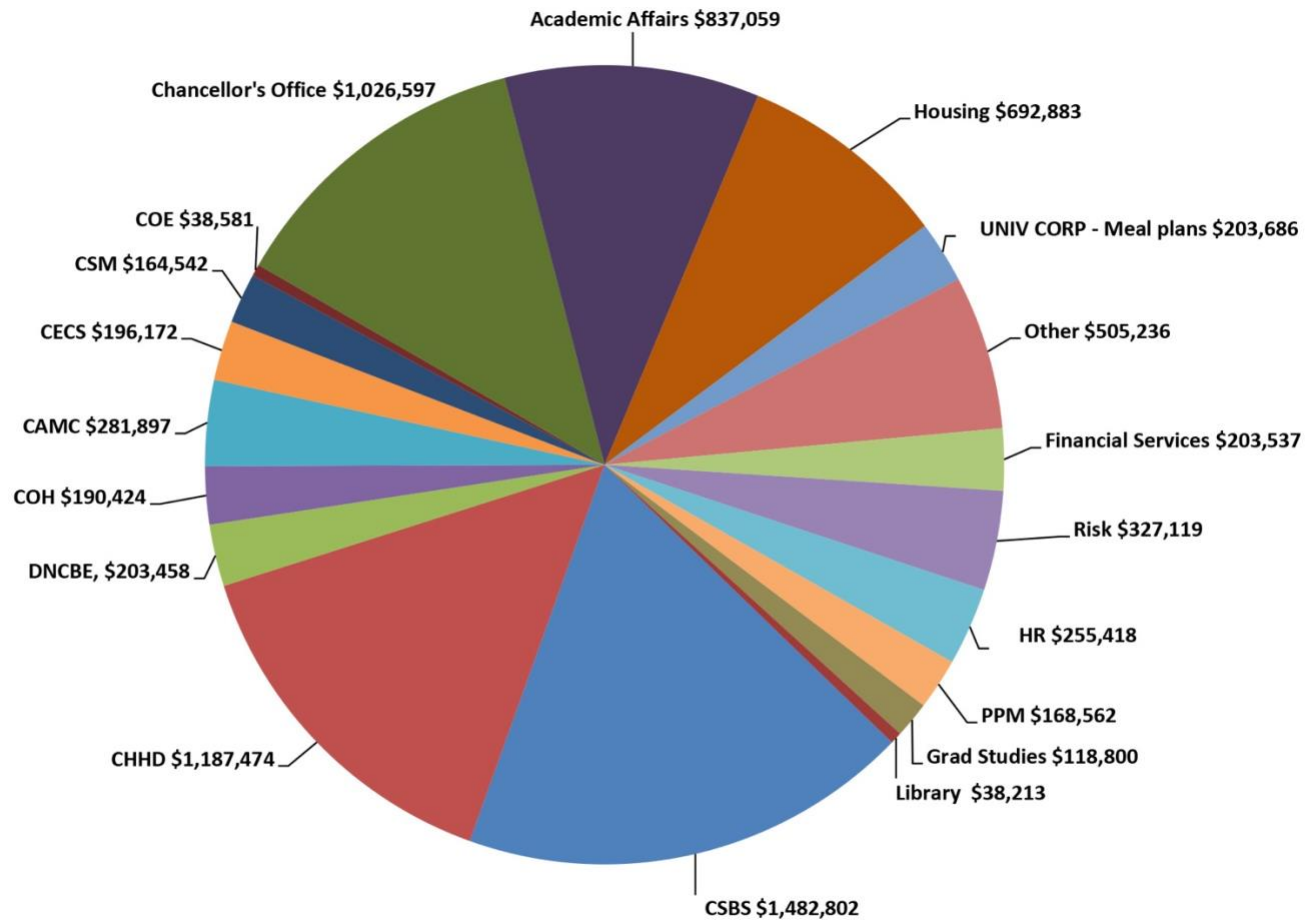
Overall Financial Return to CSU/CSUN 2020/2021-2024/2025



Note: The overall financial return to CSU/CSUN without Summer were \$21.7M (2020-21), \$24M (2021-2022), \$19M (2022-2023), \$14 (2023-2024), and \$13.8 (2024-2025) Note: Starting in 2023/24, CSUN Summer Session moved from Self-Support to State-Support. As a result, faculty Pay and Partner Colleges Share decreased with the shift of Summer Session to State-Support.

California State University, Northridge The Tseng College 2024/2025

Total Transfer to CSUN/CSU = \$8,122,406
(excluding faculty pay)



California State University, Northridge
The Tseng College
2024/2025

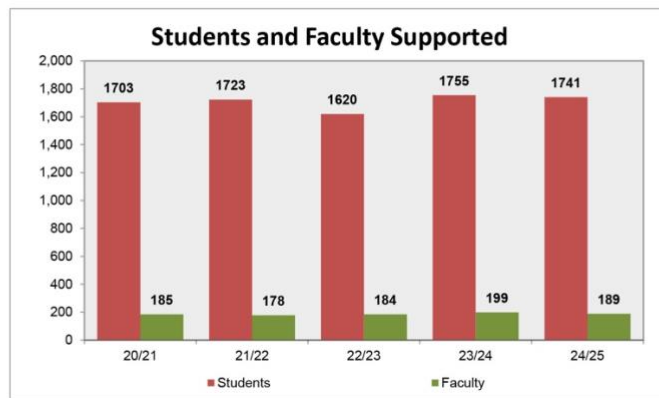
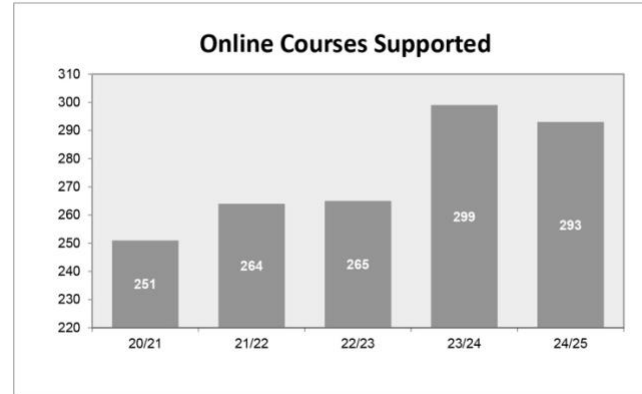
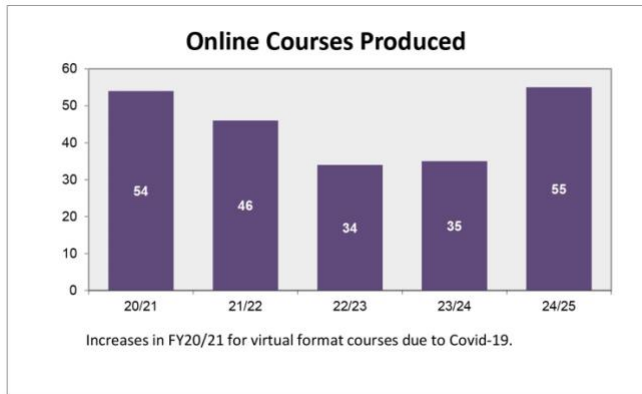
Total Payment to Partner Colleges and Departments

	College Transfer Cost Recovery to Fund 485xx	College Transfer Program Reinvestment to Fund 441xx	Faculty Pay	Total Amount
College of Health and Human Development	\$ 597,492	\$ 589,982	\$ 3,128,621	\$ 4,316,095
College of Social and Behavioral Sciences	\$ 912,492	\$ 570,310	\$ 2,128,856	\$ 3,611,658
College of Business and Economics	\$ 112,842	\$ 90,616	\$ 196,661	\$ 400,119
College of Engineering and Computer Science	\$ 120,258	\$ 75,914	\$ 212,020	\$ 408,192
College of Science and Mathematics	\$ 27,231	\$ 137,311	\$ -	\$ 164,542
College of Humanities	\$ 132,158	\$ 58,266	\$ 227,973	\$ 418,397
College of Arts, Media and Communications	\$ 136,959	\$ 144,938	\$ 431,404	\$ 713,301
College of Education	\$ 11,532	\$ 27,049	\$ 15,600	\$ 54,181
Academic First Year Experience	\$ 281	\$ -	\$ -	\$ 281
TOTAL	\$ 2,051,245	\$ 1,694,386	\$ 6,341,135	\$ 10,086,766

California State University, Northridge The Tseng College 2024/2025

Distance Learning Services

The Distance Learning (DL) team in the Tseng College is responsible for the production and support of all fully online degree, hybrid, and credit certificate programs offered through self-support. DL works in close collaboration with the IT academic technology team that provides training and support services and practices to allow for a faster and more responsive approach to online production and faculty and student support for fully online degree and certificate programs.

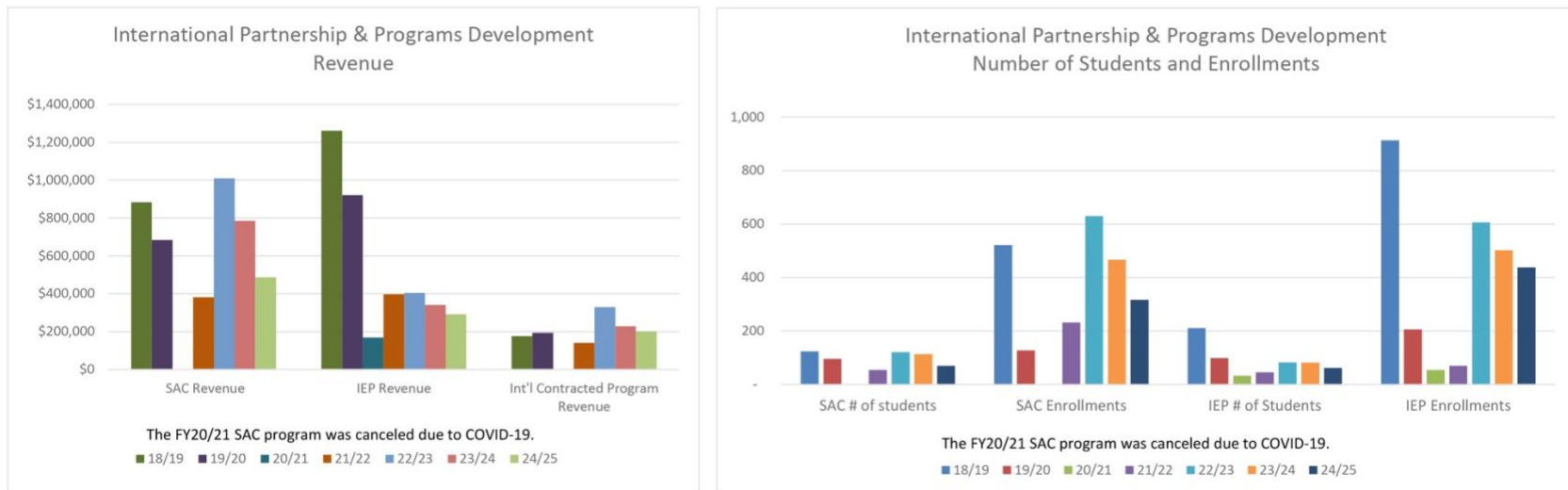


California State University, Northridge The Tseng College 2024/2025

International Partnership and Programs Development

The CSUN University Pathways Programs bring international students to CSUN to study English, focusing on written and spoken language skills needed for success in American higher education institutions. By recruiting international students and refining their experience on the CSUN campus, IPP showcases CSUN's program offerings to international students, to CSUN students who want to study abroad, and to faculty who want to internationalize their curriculum.

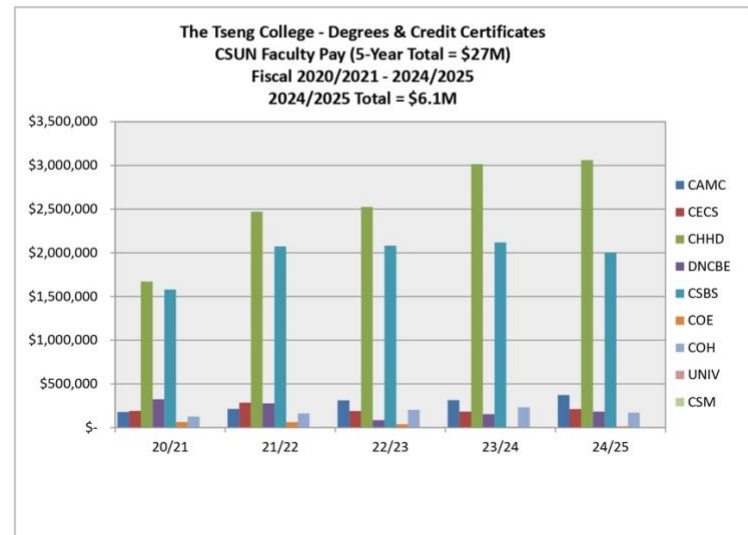
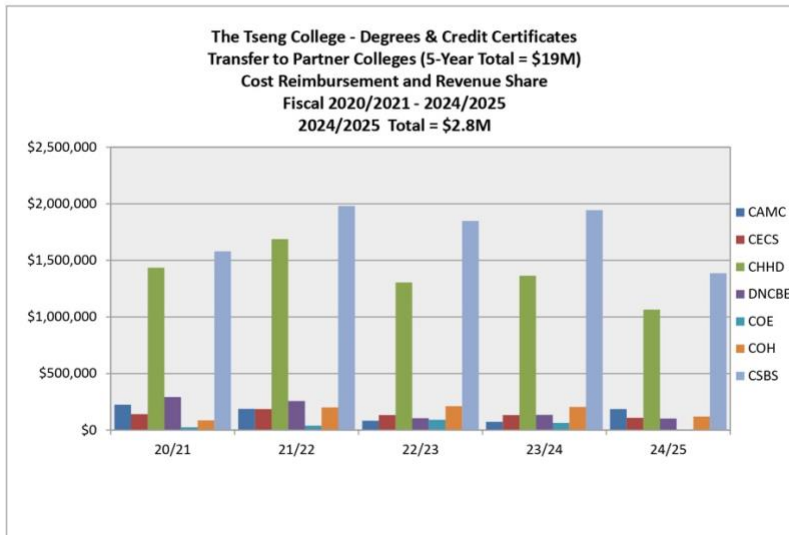
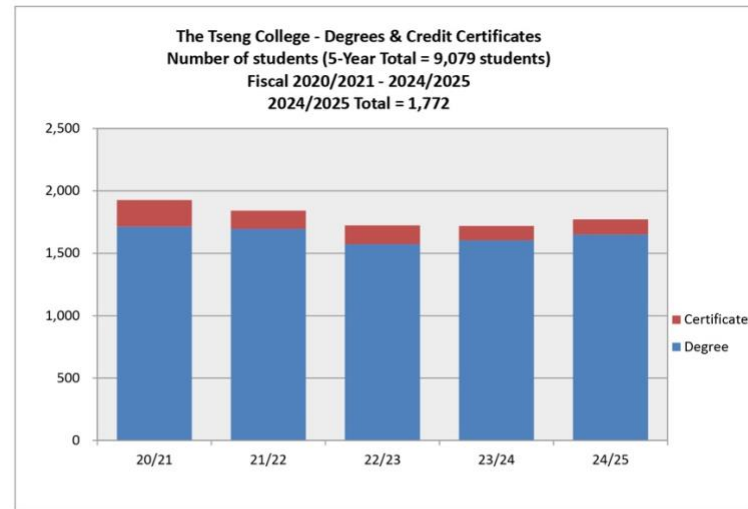
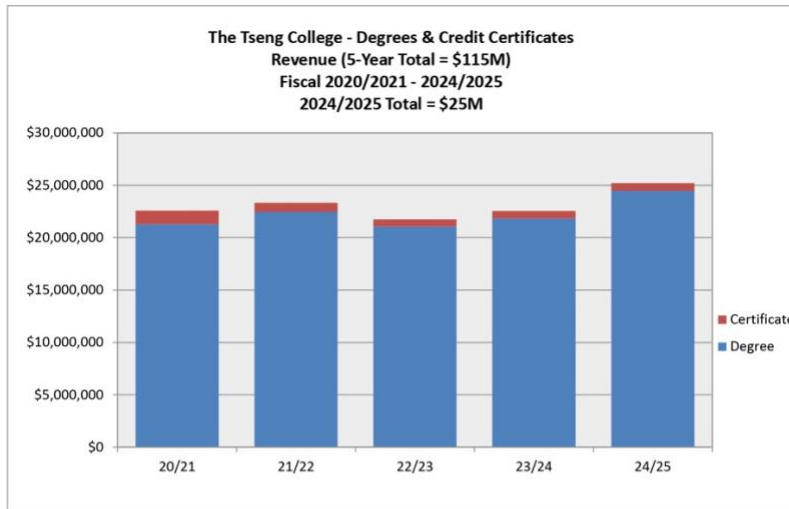
Below is an analysis of this pattern from 2018/2019 through 2024/2025:



CSUN Intensive English, Semester at CSUN, and International Contracted Programs are all unique entry points and pathway programs into CSUN. They serve a target student audience that would like to experience CSUN for a shorter period of time and/or are not yet fully qualified for direct entry in one of our degree programs. These programs also expand CSUN's presence in the global markets as they showcase the university's full range of programs targeting the international student population and their interests in a very positive and engaging way. These programs function as another branding positioning of CSUN globally, as well as indirect international student recruitment into CSUN's degree programs. Our global university partnerships provide CSUN brand exposure and recognition in certain regions of the world. All international enrollment and revenue were down for 24/25 due to current global uncertainties. Due to shifting market demand, commencing Fall 2025 the Intensive English Program (IEP) will no longer be offered.

California State University, Northridge The Tseng College

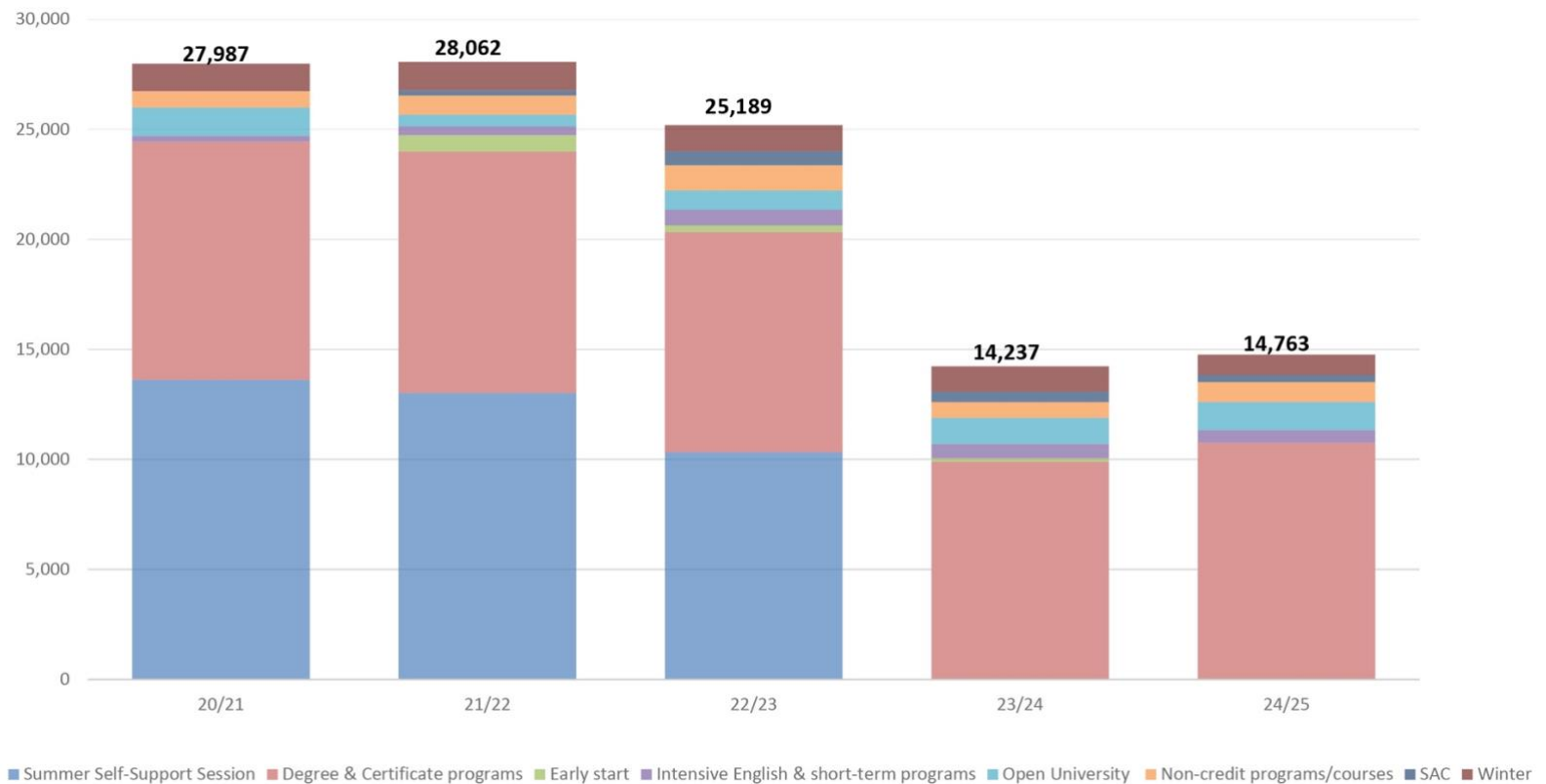
The Distinctive Advanced Professional Education Strategy of CSUN's Tseng College



California State University, Northridge The Tseng College

2024/2025 Total Enrollments (Number of Classes Enrolled by Students)

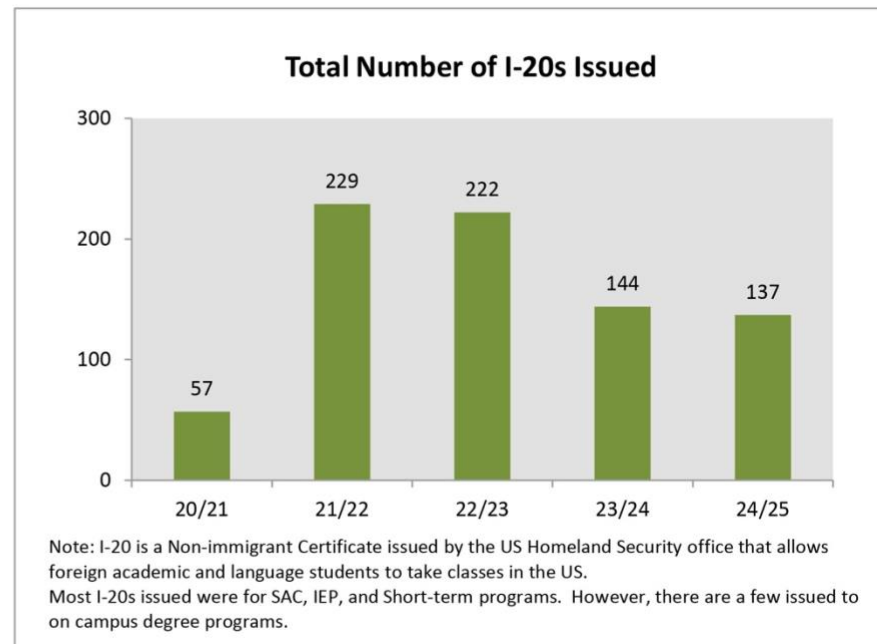
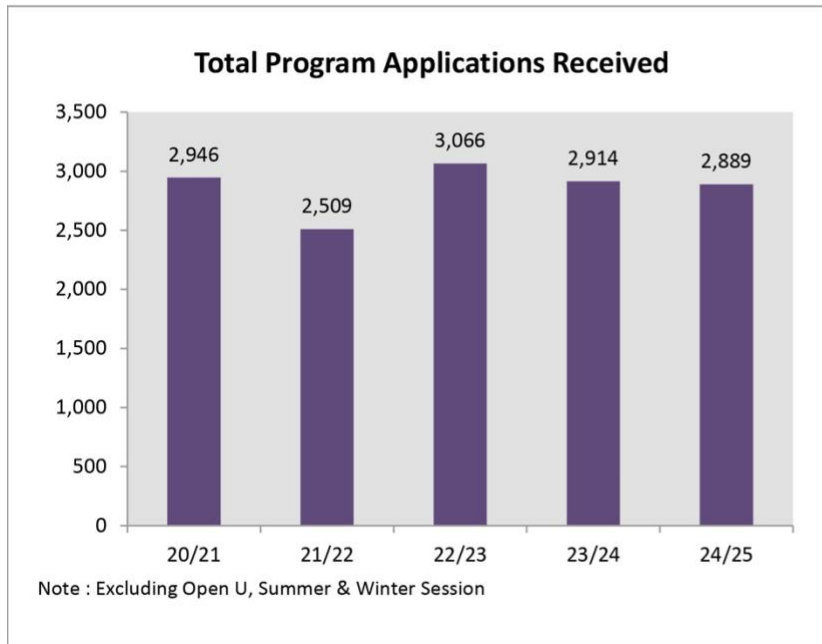
The University moved summer sessions from Tseng College to State-support starting with the Summer 2023 terms, which resulted in lower Summer enrollments. In 2020-2021 decrease in enrollments were due to the cancellation of the IEP and SAC programs during the Covid-19 pandemic. The Early Start program was not offered in 20/21. Enrollments for FY2023-2024 declined mainly because of lower number in Non-credit, IEP, and SAC programs. For FY2024-2025, all international programs were negatively affected by the current global uncertainties. Starting July 1, 2024 the Early Start program moved to State-support.



California State University, Northridge The Tseng College 2024/2025

Admissions, Registration and Client Services and International Student Support

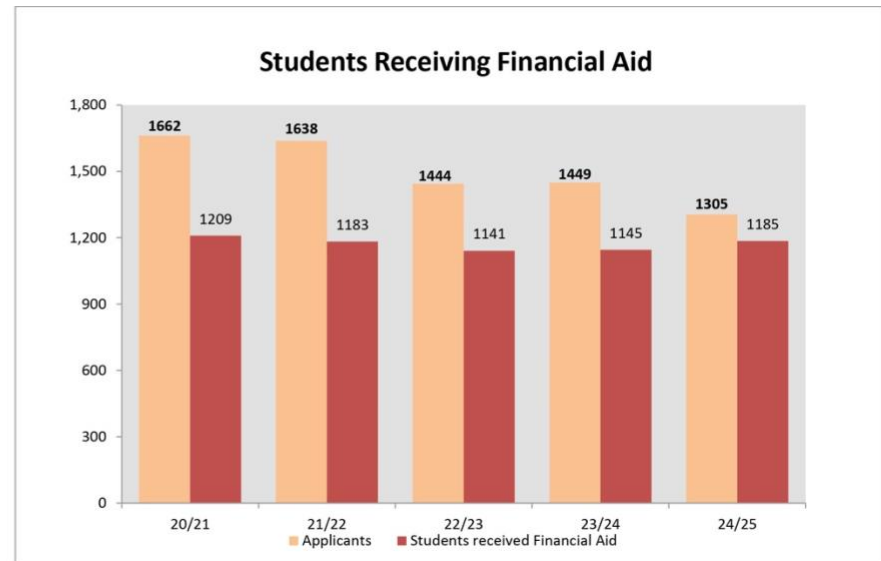
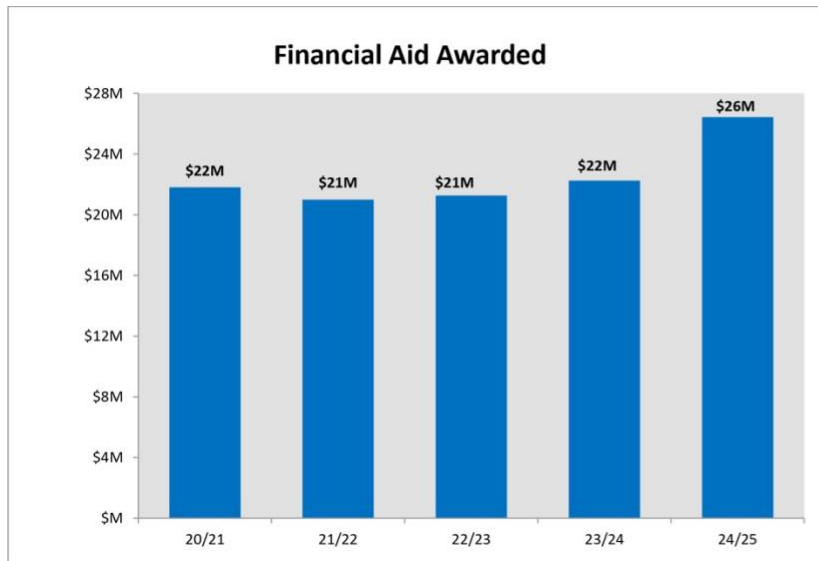
The Tseng College provides the majority of support services for CSUN self-support programs. These include the admission process using the custom-designed CY2 application. CY2 is tailored to non-traditional and self-support programs. The Tseng College also has a transcript evaluation staff, provides I-20s and SEVIS (Student and Exchange Visitor Program Services) to international students, offers registration and student account services and systems support. The volume and scope of services grow and change to keep up with the needs of non-traditional students.



California State University, Northridge The Tseng College 2024/2025

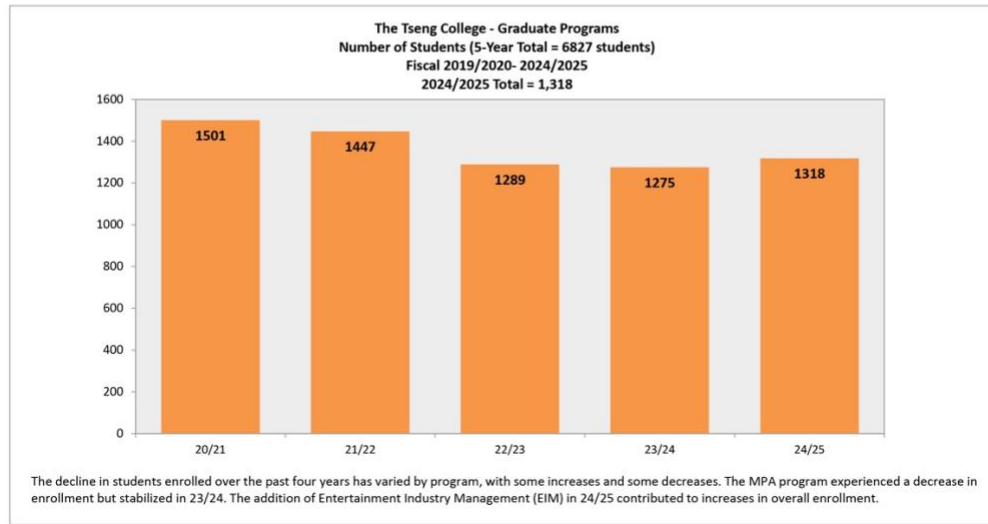
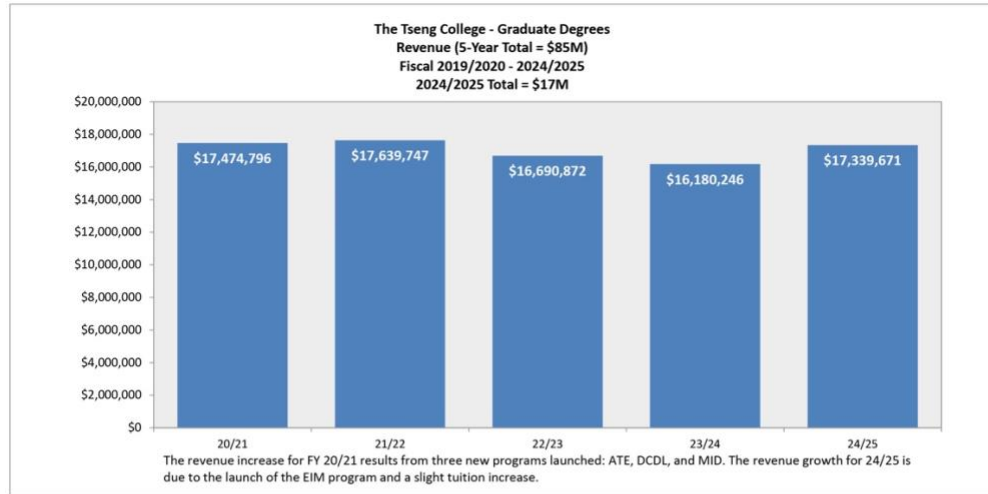
Financial Aid

The Tseng College has its own Financial Aid Unit, responsible for evaluating and packaging financial aid for the CSUN self-support programs. The Financial Aid Unit provides financial aid guidance to the students and works closely with the CSUN Financial Aid and Scholarships Department to ensure compliance with federal regulations, state law, CSU Executive Orders, and institutional policies. The Financial Aid Unit specializes in working with programs containing modules as opposed to traditional standard terms. The College's modules consist of 8-week, 12-week, and/or 16-week blocks.



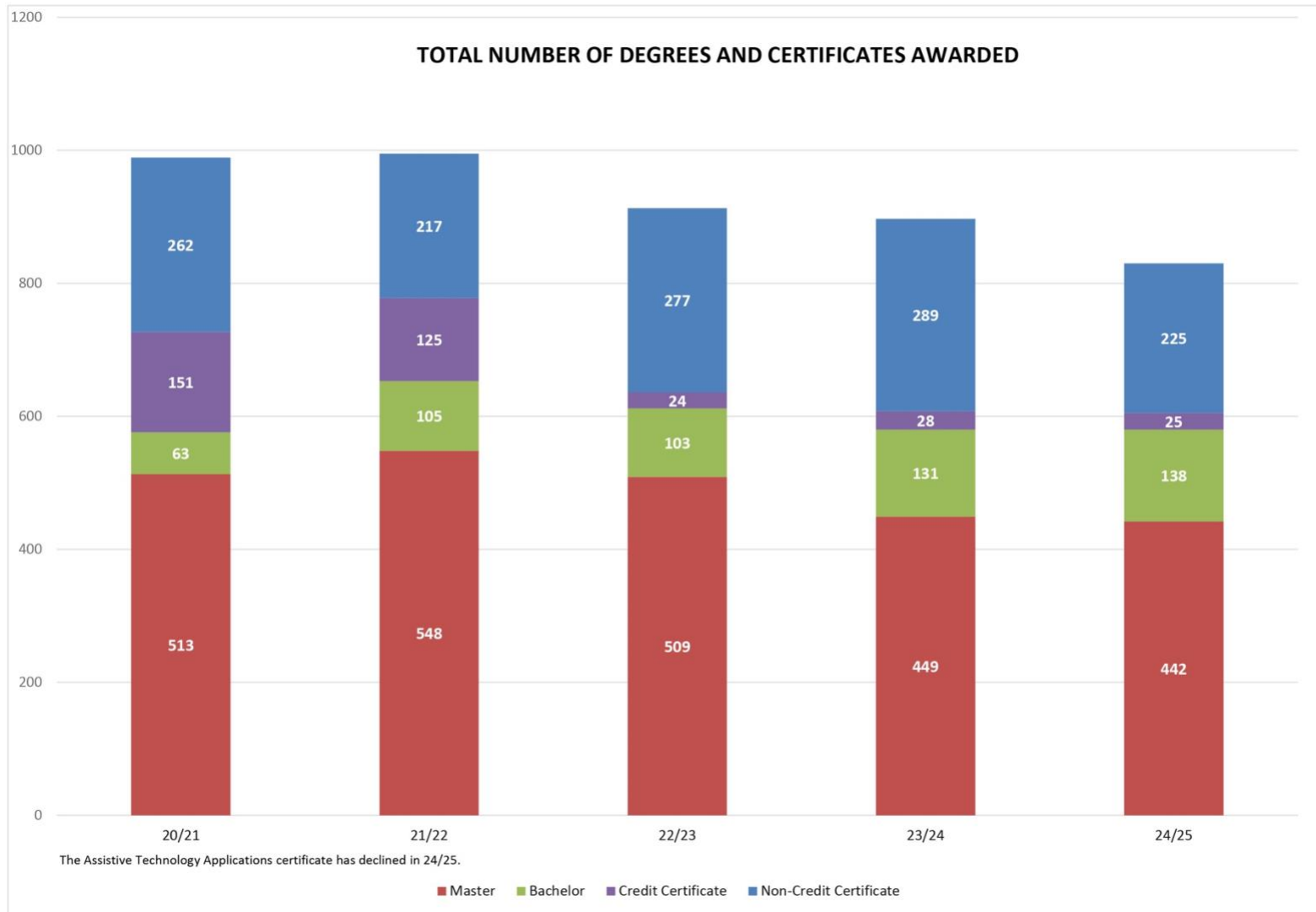
California State University, Northridge The Tseng College

Self-Support Graduate Degree Programs



California State University, Northridge The Tseng College

Self-Support Programs: Degree and Certificate Awards



California State University, Northridge
The Tseng College
2024/2025

Marketing Comparison

Marketing at different campuses (within the CSU and nationally) is done with a mix of in-house staff and external services. The mix varies from campus to campus along a spectrum between doing everything in-house and doing all or nearly all with external service providers. In this light, the most useful comparative measure is how much in total is spent on marketing, whatever the combination of staff costs and external service provider charges. The national approach to judging whether the marketing expenses are on track is looking at how much in total is spent on marketing expressed as a percentage of yearly revenue. According to the 2024 UPCEA Survey, the national average for the education sector is 11.9% of total revenue. It should be noted that some of the more well-known private and for-profit institutions serving working adults spend as much as 40.5% of total revenue on marketing.

For the Tseng College, in fiscal year 2024/2025, direct marketing costs were **10.3%** of total revenue.

California State University, Northridge The Tseng College

Comparative Productivity: Earned Revenue per Full-Time Staff Member

Seven CSU campuses with a range of extended learning serving areas were selected for a comparative study with CSUN ExL. The findings were a comparative look at the relationship between the size of the full-time staff and the level of the earned revenue for FY 2024/2025 as of 6/30/2023*. Revenue data is based on the Centrally Paid Cost and Debt Service report that is published and distributed by the Chancellor’s Office each year which features revenue from the previous fiscal year.

	Self-Support Unit Projected Revenue	Number of Full-Time Staff	Revenue/Staff
Campus A	\$10,380,202	18	\$576,678
Campus B	\$27,626,505	43	\$642,476
Campus C	\$30,098,264	38	\$792,059
Campus D	\$17,375,667	38	\$457,254
Campus E	\$36,591,749	56	\$653,424
Campus F	\$43,235,297	109	\$396,654
CSU, Northridge*	\$32,586,012	67	\$486,358

* This data was pulled from page 3 of the CSU [FY 2024/2025 Centrally Paid Direct & Indirect Costs Schedules](#).

California State University, Northridge

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

CSUN Self-Support Degree, University Certificate, and Pathway Sequence Program Offerings

Predominately Face-to-Face and/or Regional

- B.S., Nursing – Accelerated Program
- M.P.A., Master of Public Administration: Public Sector Management and Leadership (On-Campus & Off-Site Locations)
- M.S., Applied Behavior Analysis

Online

- B.A., Public Sector Management – Baccalaureate Degree Completion
- M.A., Diverse Community Development Leadership
- M.A., Humanities
- M.A. Entertainment Industry Management
- M.A., Music Industry Administration
- M.P.A., Master of Public Administration: Nonprofit Sector Management
- M.P.A., Master of Public Administration: Public Sector Management and Leadership
- M.P.A., Master of Public Administration: Data-Driven Governance and Organizational Change
- M.P.H., Master of Public Health: Community Health Education
- M.S., Assistive Technology Studies and Human Services
- M.S., Communicative Disorders
- M.S., Engineering Management
- M.S.W., Master of Social Work
- M.S.W. (3 Year Format, Online)
- M.S.W. (Accelerated Program)
- M.S., Data Science
- M.A., Design & Innovation

- Graduate Certificate in Design Strategy & Systems (linked to MDI)
- Graduate Certificate in Design Experiences & Interactions (linked to MDI)
- Graduate Certificate in Design Leadership & Impact (linked to MDI)
- Graduate Certificate of Preparation for Advanced Studies in Speech-Language Pathology**
- Graduate Certificate in Health Administration (linked to MPA)
- Graduate Certificate in Nonprofit Sector Management (linked to MPA)
- Graduate Certificate in Data-Driven Governance and Organizational Change (linked to MPA)

Hyflex

- M.S., Taxation

Non-Credit Certificates

- Certificate of Advanced Professional Development in Assistive Technology Applications (Online) ***
- Certificate of Advanced Professional Development in Radiologic Technology: Computed Tomography (Online) ***
- Certificate of Advanced Professional Development in Radiologic Technology: Magnetic Resonance Imaging (Online) ***
- Certificate of Advanced Professional Development in Speech-Language Pathology Assistant Fieldwork Experience

*** These certificates of advanced professional development offer continuing education units

University Access Programs

- Open University (Fall Semester and Spring Semester)
- CSUN Advancing Student Achievement Program (ASAP)
- Winter Term
- Continuing Education Unit/Non-credit Workshops

Self-Support International Programs

- Intensive English Program (IEP)
- Intensive English Program with Conditional Admission (IEPCA) to CSUN
- Semester at CSUN for International Students
- Custom Designed and Contracted Programs for International Groups

Program Launch Timeline

2026-27

- M.S. Data Science
- M.S. Engineering Management – Data Analytics option (*also a new model of offering 2 options simultaneously within one program*)
- M.A Design and Innovation (*with stackable curriculum*)
 - Certificate in Design Strategy and Systems
 - Certificate in Design Experiences and Interactions
 - Certificate in Leadership and Impact
- Master's in Public Administration – New Option in Data Driven Governance and Organizational Change

2027-28

- Master's in Healthcare Data Analytics (*also a new model of stackable curriculum*)
 - Certificate in Healthcare Data Management
 - Certificate in Healthcare systems and operations
 - Certificate in Leadership and Strategy in Healthcare Analytics
- M.S. Medical Device Engineering

California State University, Northridge

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

CSUN Self-Support Degree & Select Certificate Programs On-Time Completion Rates: AY2024/25

Bachelor Degree Programs

For programs at the baccalaureate level, the national average four-year graduation rate is approximately 49%^{1 2}, with the six-year rate essentially unchanged in 2024 at 61%³. For CSUN self-support programs, the “on-time” completion rate is measured by the number of students completing the program with the cohort in which they began their studies.

CSUN Self-Support Degree Program	On-Time Graduation Rate (Internal Goal: 80%)	Four-Year Completion Rate (National Avg. 63.5%)
<i>Baccalaureate Programs</i>		
B.S. (Accelerated) Nursing (ABSN) Face-to-face, 58 units, 4-term/ 1.3-year program duration	96%	99%
B.A. (Completion), Public Sector Management (PSM) Face-to-face, online, 60 units, 8-term/ 2.6-year program duration	56%	56%
<i>Certificate Programs</i>		
Certificate of Preparation for Advanced Studies in Speech-Language Pathology (PSLP) Face-to-face/online, 32 units, 5-term/ 2-year program duration	73%	73%

¹ Source: [Best Colleges, “College Graduation Rates: Full Statistics,” 2025, Welding, L.](#)

² Source: [U.S. Department of Education, National Center for Education Statistics](#)

³ Source: [National Student Clearing House Research Center, “Completing College National and State Reports,” 2022.](#)

Master’s Degree Programs

At the national level, the scholarship surrounding master’s degree program completion centers around four-year statistics. This measure includes all full-time master’s degree students and those studying part-time. The national average for graduation from master’s degrees in four years ranges between 61% to 66%⁴. The on-time graduation rates of CSUN’s self-support programs are generally higher than this national average, even though those enrolled are primarily working adults studying part-time. Further, the on-time graduation rates listed below are achieved much more quickly than in four years. The on-time graduation rates listed below are measured in terms of those who graduate with the cohort in which they began. In that light, the pace for on-time graduation is measured by the duration of the cohort (i.e., 1.3 to 3.3 years for master’s degree programs, depending on the discipline as listed below).

CSUN Self-Support Degree Program	On-Time Graduation Rate (Internal Goal: 80%)	Four-Year Completion Rate (National Avg. 63.5%)
<i>Master’s Degree Programs</i>		
Master of Social Work (MSW) Online, 60 units, 4-term/ 1.6-year program duration	98%	98%
M.S. Engineering Management (EM) Online, 33 units, 5-term/ 2-year program duration	89%*	89%*
M.S. Applied Behavior Analysis (ABA) Face-to-face, 37 units, 6-term/ 2-year program duration	67%*	67%*
M.A. Assistive Technology Studies and Human Services (ATHS) Online, 30 units, 6-term/ 2-year program duration	72%	72%
Master of Public Health (MPH) Online, 42 units, 7-term/ 2.3-year program duration	56%	72%
M.S. Communicative Disorders and Sciences (CDS) Online, 63 units, 10-term/ 3.3-year program duration	84%	86%

⁴ Source: [Council of Graduate Schools Masters Completion Project article, Kent, L.](#)

OUTCOMES OVERVIEW 2024-2025

CSUN Self-Support Degree Program	On-Time Graduation Rate (Internal Goal: 80%)	Four-Year Completion Rate (National Avg. 63.5%)
M.A. Music Industry Administration (MIA) Face-to-face, 33 units, 6-term/ 1.6-year program duration	92%	92%
M.A. Humanities (HUMA) Online, 33 units, 5-term/ 1.6-year program duration	81%	81%
M.S. Taxation (MTX) HyFlex, 30 units, 5-term/ 1.6-year program duration	72%	80%
M.A. Diverse Community Development Leadership (DCDL) Online, 30 units, 5-term/ 1.6-year program duration	63%	63%
Master of Public Administration (MPA): Aggregate of all Options in all Modalities Face-to-face/online, 36 units, 6-term/ 2-year program duration	63%*	79%*
<ul style="list-style-type: none"> • Master of Public Administration (MPA): Aggregate of all Face-To-Face Options Face-to-face/36 units, 6-term/2-year program duration 	62%*	82%*
<ul style="list-style-type: none"> • Master of Public Administration (MPA): Aggregate of all Online Options Face-to-face/online, 36 units, 6-term/2-year program duration 	66%*	76%*
<ul style="list-style-type: none"> • Master of Public Administration - Public Sector Management & Leadership Option (MPA-PSML): Aggregate of all Modalities Face-to-face/online, 36 units, 6-term/2-year program duration 	66%*	82%*
<ul style="list-style-type: none"> ○ Master of Public Administration - Public Sector Management & Leadership Option, Online (MPA-PSML-OL) Online, 36 units, 6-term/2-year program duration 	74%*	83%*
<ul style="list-style-type: none"> ○ Master of Public Administration - Non-Profit Management Option (MPA-NA) Online, 36 units, 6-term/2-year program duration 	55%*	70%*

Notes:

- Latest graduation/completion data utilized in each instance (this data is updated after Grad Studies posts new graduate data annually in Oct). Asterisk denotes AY2023/24 data.
- On-time graduation rates may be identical if the program is new/no additional students graduated after the standard program duration.
- Green/red cell color denotes above/below the College internal goal for on-time graduation (80%) and national median four-year completion rate (63.5%) respectively.
- Internal data source (pull date: 08/11/2025): [CSUN Counts Tableau dashboard](#)

For Graduates of CSUN Self-Support Programs: National Licensure Exams First-Attempt Pass Rates for 2024/2025

In addition to the coursework completed for the degree, three professional fields (speech/language pathologist, applied behavior analyst, and registered nursing) also require both the successful completion of the master's degree and successfully passing the national licensure exam for the field for a graduate to become licensed to practice as a professional in the field. The most recent data available on pass rates for these national licensure exams is from the 2024/2025 Academic Year*. The data for graduates of CSUN's self-support master's degree programs in these fields who passed their respective national licensure exams on the first attempt** are:

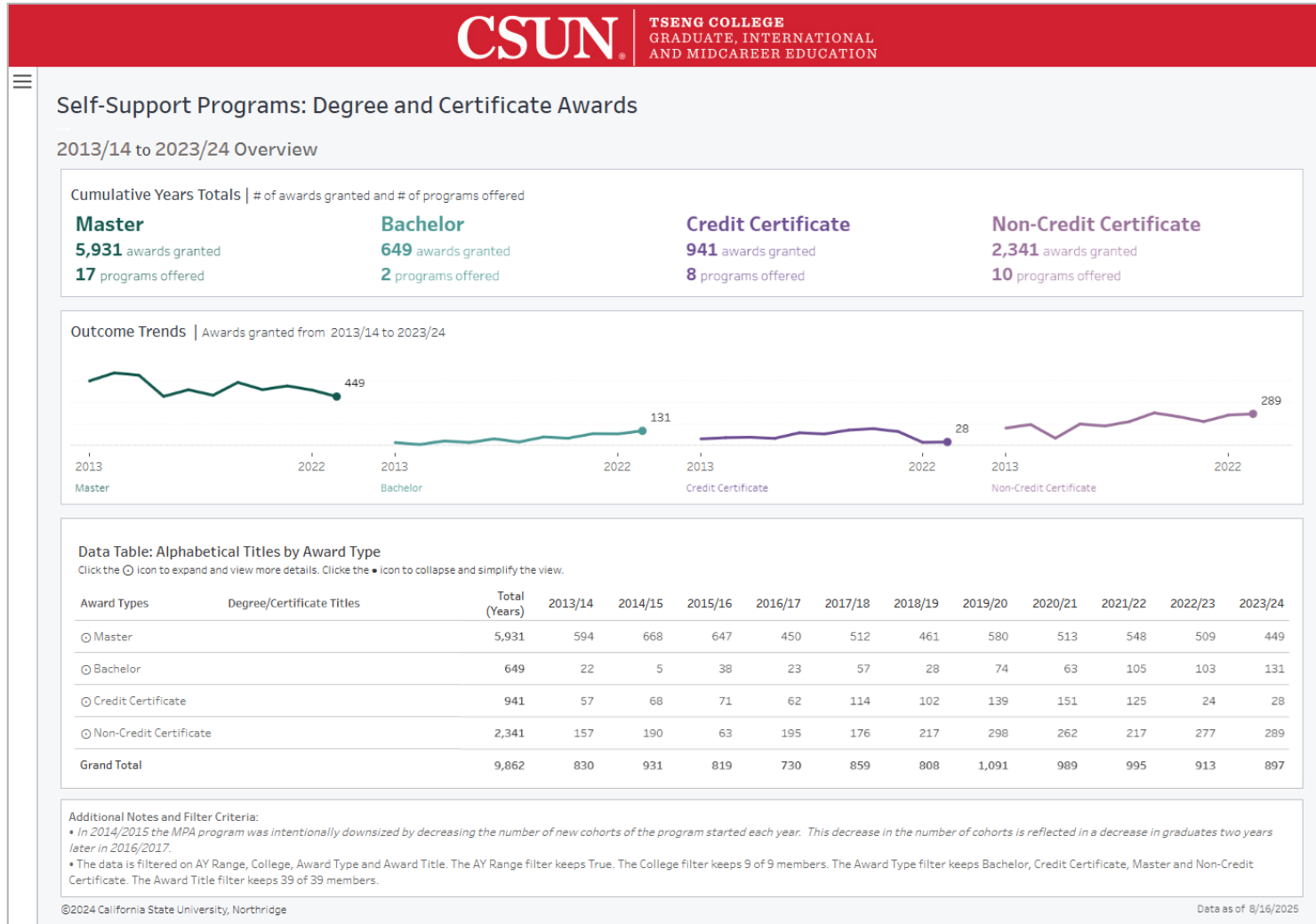
- **PRAXIS Examination** for M.S., Communication Disorders (CSUN's fully online self-support master's program) **88.2% (2024-2025)** first attempt pass rate (*National average in 2023-2024 was 81.1%*).
- **BCBA Examination** for M.S., Applied Behavior Analysis (CSUN's hybrid self-support master's program) **100% (2024-2025)** first attempt pass rate (*National average in 2024 was 54%*).
- **National Council Licensing Examination (NCLEX)** for Accelerated Bachelor of Science Nursing (CSUN's hybrid self-support bachelor's program) **89.87% (2024-2025)** first attempt pass rate (*National average in 2025 was 88.6%*).

**National average percentages and individual institution rates for 2024/2025 are based on data and information available as of August 2025. Where 2024/2025 data is not available, the most recent data is provided as noted.*

***NOTE: For graduates of CSUN's self-support programs, the first-time pass rates on national credentialing and licensure exams are considerably higher than the national average, which includes graduates of all such master's programs from a wide range of universities nationwide who attempt the exam.*

Self-Support Programs: Degree and Certificate Awards Dashboard

This dashboard tracks awards by degree and certificate types, offering summary information, a line chart depicting award trends over time by type, and a detailed data table for further analysis. This dashboard can be filtered by College using the ☰ tab and by program using the 🔍 expandable Award Types button.



Reference Link: <https://counts.csun.edu/#/site/Tseng/views/Self-SupportProgramsDegreeandCertificateAwards/AwardDashboard>

CSU and CSUN Policies and Procedures for Staff Reference

<https://tsengcollege.csun.edu/aboutus/internal-policies>

This web site has links to the CSU Executive Orders and the CSUN policies that most directly inform CSU and CSUN practices for self-support programs of various types as well as services provided and business practices. The page also has links to the Tseng College Basic Principles that guide practice and processed in the college.