

"THE BEST WAY TO PREDICT  
THE FUTURE IS TO INVENT IT."  
—ALAN KAY



## Outcomes Overview 2024-2025

For questions, contact Joyce Feucht-Haviar, dean  
[joyce.feucht-haviar@csun.edu](mailto:joyce.feucht-haviar@csun.edu)  
(818) 677-5005

**CSUN**

## An Introduction: Sharing the CSUN Approach

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

CSU policy and recommended practice assume that decisions about a CSU university's self-support operations that affect the overall focus of the work, operational capacity, or financial stability of self-support operations are made at the university level where responsibility lies. This approach assumes that a longer-term institutional view will be applied to decisions about significant changes in the capacity of the self-support operation and/or its financial stability.

CSUN finds that having a well-established process for formal consideration, review, and university-level decision making about any significant changes in CSUN's self-support capacity or financial stability without a university-level and longer-term institutional view disadvantages CSUN. That is, without such a university-level approach individual choices and changes made over time by parts of a university (often to solve or defer near-term issues quickly) can push the university's self-support operation into a combination of financial crisis and, in turn, a significant decrease in the university's capacity to do new work important to the university. It can impede a university's self-support operation from investing in new programs/partnerships/initiatives that serve the university and its ability to achieve its priority goal. Over time, short-term and narrow decisions that have longer-term and systemic impacts can become a significant and difficult-to-solve problem for CSUN – a problem that no one knowingly created.

In that light, CSUN established a more formal university-level process for reviewing proposed actions that might adversely impact and/or significantly change the capacity of the university's self-support operations. At the presidential and cabinet/VP level, self-support operations are most closely linked to three key areas:

- **Academic Affairs:** Core educational work is the foundation of self-support operations.
- **Administration and Finance:** From a financial perspective, self-support operations contribute to the university's overall financial value.
- **The President:** Responsible for setting institutional priorities and guiding the university's capacities in the directions aligned with those priorities.

At CSUN, issues with broader implications for preserving the capacity and financial stability of self-support operations can be brought forward to the cabinet (VPs and president) by any of these divisions. Typically, the **provost** plays a key role in this process. Additionally:

- The **senior administrator (dean)** of self-support operations serves as a resource for identifying potential impacts on capacity or financial stability that should be considered by the cabinet.
- The **dean of CSUN's self-support college** provides the cabinet with an analysis of the implications of proposed changes, helping inform the cabinet's longer-term, university-level decisions.

The foundation of CSUN's approach:

## **Preserving the University'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.

## **Preserving Financial Stability of the University's Self-Support College**

A CSU university's self-support operations should have a viable operational reserve for ensuring operational continuity in the case of significant operational disruption. This reserve should be about six months of the prior year's operating expenses.

Among CSU universities, some of the most regular sources of financial disruptions of self-support operations are either:

- 1) failure to evolve the self-support operation's offerings and services with changing needs (remaining current, competitive, and tightly linked to university strengths and purpose)

*or*

- 2) unexpected changes in program and revenue (moving programs out of self-support into state support or near-term decisions to discontinue a program for broader university reasons). Staff in CSU self-support operations are part of CSU staff unions and must be retained and paid accordingly regardless of disruption. Replacing or changing a

significant source of revenue with the development and launch of new programs while paying staff costs can require three to five years and, in turn, require using a significant amount of operating reserves, both for the development and marketing of new programs and paying staff during that period.

Working at the university level with the full cabinet (VPs and president) to regularly review (at least every two to three years) the overall financial stability of the university's self-support operation should allow for guidance when issues first appear before they are of a scope that is more difficult to redirect effectively.

Other significant impacts on operating reserves come from natural disasters, pandemics, recessions, and more. Since there are no state funds available to address such issues, a self-support operating reserve that would cover six months or more of operations is important for ensuring longer-term financial stability and for protecting the university from significant financial risk.

CSU universities with facilities supported by self-support funding also need to maintain a building/facilities reserve determined from a longer-term perspective at the university level for addressing all the near and long-term needs of building upkeep, major projects as the building ages, and the like. The size of a facility's reserve should be a university-level and longer-term decision.

As designated in CSU policy, the president has the ability (in consultation with the CSU Chancellor's Office, as appropriate) to use self-support reserves to address a significant university fiscal emergency as warranted from a longer-term, university-level perspective. If this happens, a strategy should be developed at the university level for rebuilding the self-support reserves in the subsequent few years to maintain financial stability in the university's self-support operations.

Keeping self-support reserves at appropriate levels for the longer term, and deciding what to do with additional operating reserves when those reserves are over six months of the prior year's expenditures for several years in a row, and when they are also predicted to be so for two to three years into the future, should be a university-level, longer-term decision. Similarly, if a university wishes to create a new self-support reserve fund (beyond an operating reserve and any needed building maintenance reserves) in keeping with CSU policy, that would appropriately be a university-level, longer-term decision.

The CSU has very firm lines between self-support funding and state-support funding (General Fund), so a CSU university's choices about the use of self-support funds need to be compliant with all such CSU policies. Ensuring that such university-level, long-term choices for self-support operations are fully compliant with CSU policies and audit standards is also a university-level responsibility. In that light, when self-support financial changes are considered (particularly those that involve the movement of funds out of self-support accounts), a review of compliance with CSU policies is often warranted before such changes are made. Consultation with CSU Chancellor's Office audit advisers is prudent.

For more details on CSUN financials and reserves, please visit the following link:  
<https://csun.openbook.questica.com/>.

**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
<b>Total Revenue</b>	<b>30,193,162</b>	<b>30,809,788</b>	<b>33,062,551</b>	<b>35,967,712</b>	<b>38,100,763</b>

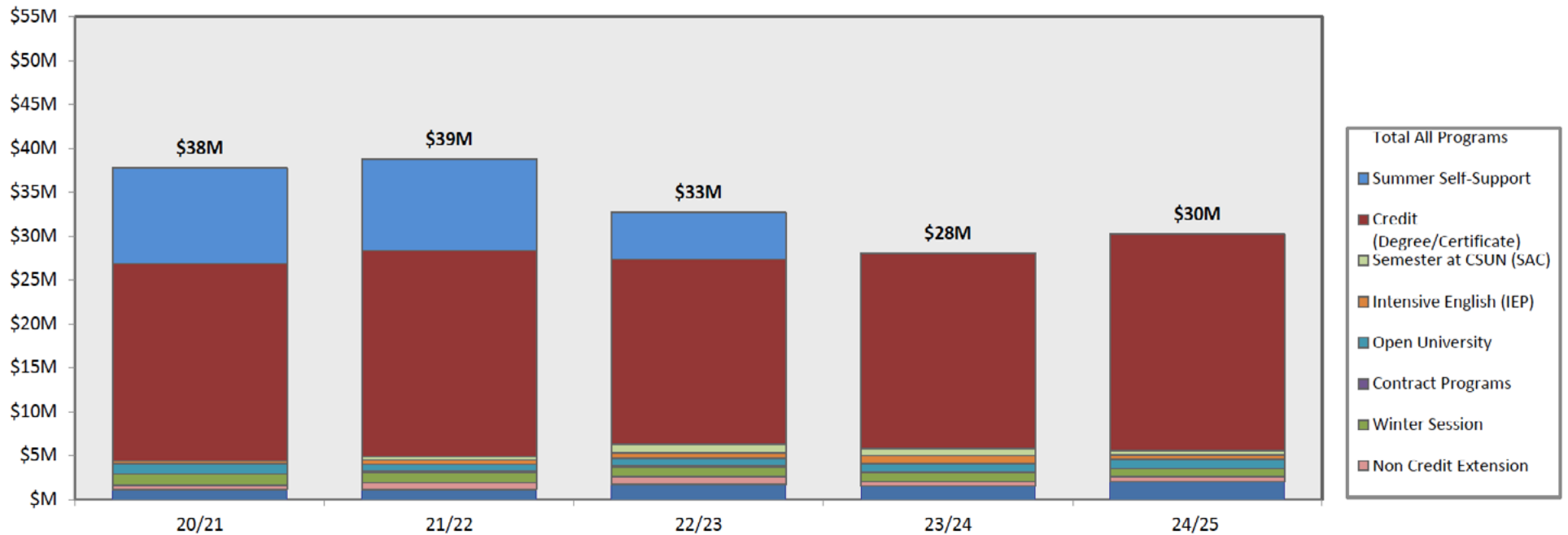
Expenses					
Compensation & Benefits	18,158,917	18,248,996	19,393,856	20,472,048	21,610,701
Other Operating Costs	12,366,266	13,448,388	13,664,520	14,138,686	14,729,467
<b>Total Expenses</b>	<b>30,525,183</b>	<b>31,697,384</b>	<b>33,058,376</b>	<b>34,610,734</b>	<b>36,340,168</b>

<b>Net Contribution</b>	<b>(332,021)</b>	<b>(887,596)</b>	<b>4,175</b>	<b>1,356,978</b>	<b>1,760,595</b>
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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
<b>Total Reserves</b>	<b>46,936,264</b>	<b>46,523,668</b>	<b>46,927,843</b>	<b>48,684,821</b>	<b>50,820,416</b>

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 were from the Accelerated Bachelors 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**

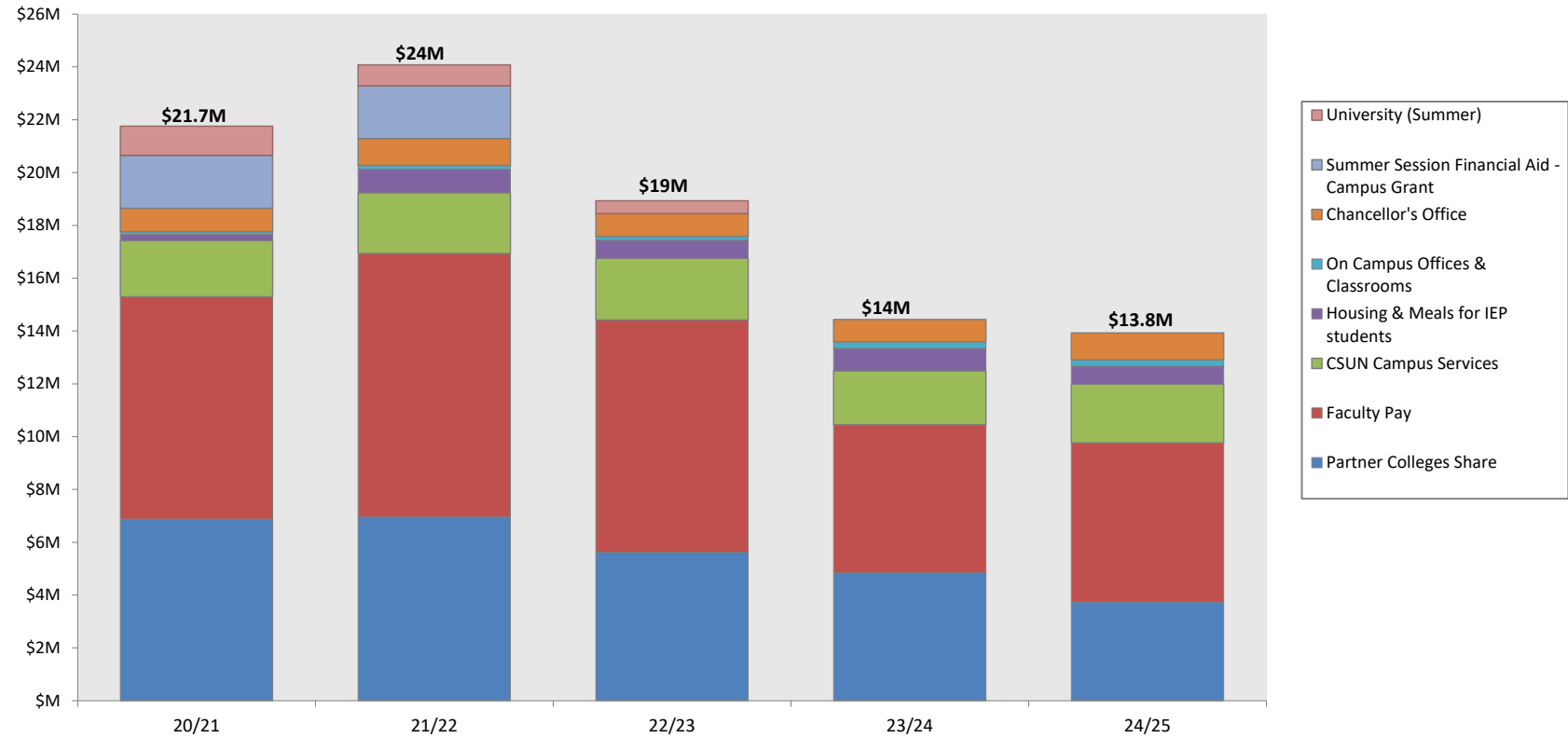
**Analysis of Expense as a Percentage of Total Expense**

**Total Expense \$30,525,184**

<b>Expense</b>	<b>% of Total Expense</b>
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-personnel 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%
<b>TOTAL EXPENSE</b>	<b>100%</b>



California State University, Northridge  
The Tseng College  
2024/2025  
Overall Financial Return to CSU/CSUN  
2020/2021 - 2024/2025

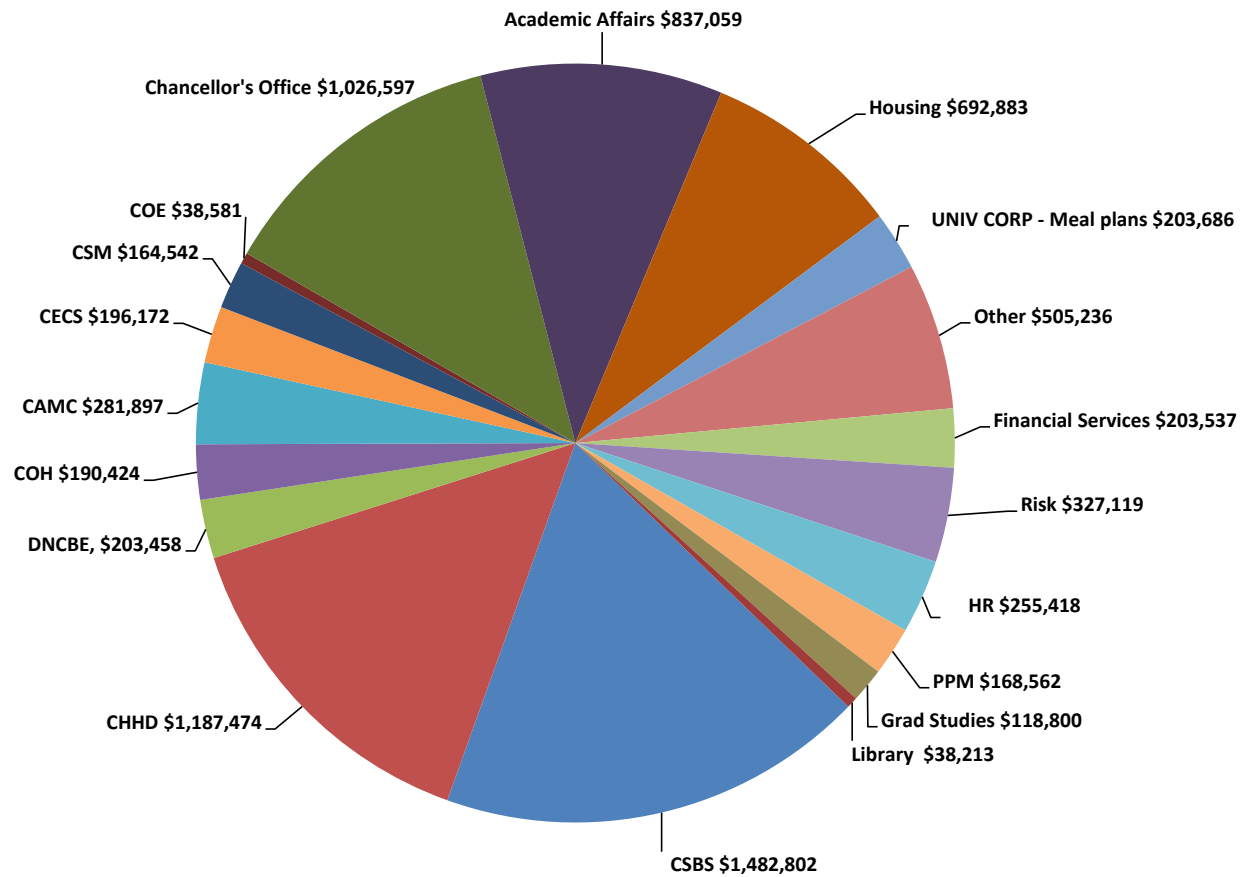


Note: The overall financial return to CSU/CSUN without Summer were \$21.7M (2020-21), \$24M (2021-2022), \$19M (2022-2023), \$14 (2023-2024), and \$13.8 (2024-2025) Note: Starting in 2023/24, CSUN Summer Session moved from Self-Support to State-Support. As a result, faculty Pay and Partner Colleges Share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

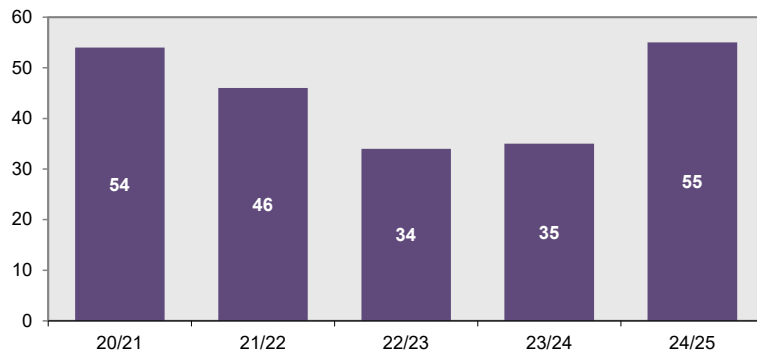
**Total Payment to Partner Colleges and Departments**

	<b>College Transfer Cost Recovery to Fund 485xx</b>	<b>College Transfer Program Reinvestment to Fund 441xx</b>	<b>Faculty Pay</b>	<b>Total Amount</b>
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
<b>TOTAL</b>	<b>\$ 2,051,245</b>	<b>\$ 1,694,386</b>	<b>\$ 6,341,135</b>	<b>\$ 10,086,766</b>

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

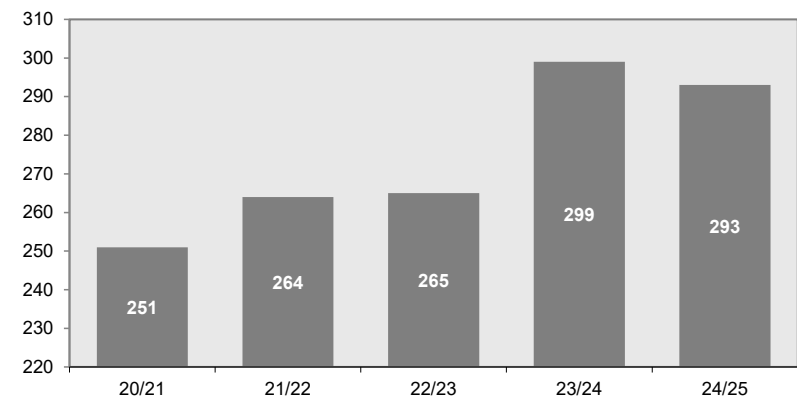
The Distance Learning (DL) team in the Tseng College is responsible for the production and support of all fully online degree, hybrid, and credit certificate programs offered through self-support. DL works in close collaboration with the IT academic technology team that provides training and support 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.

**Online Courses Produced**

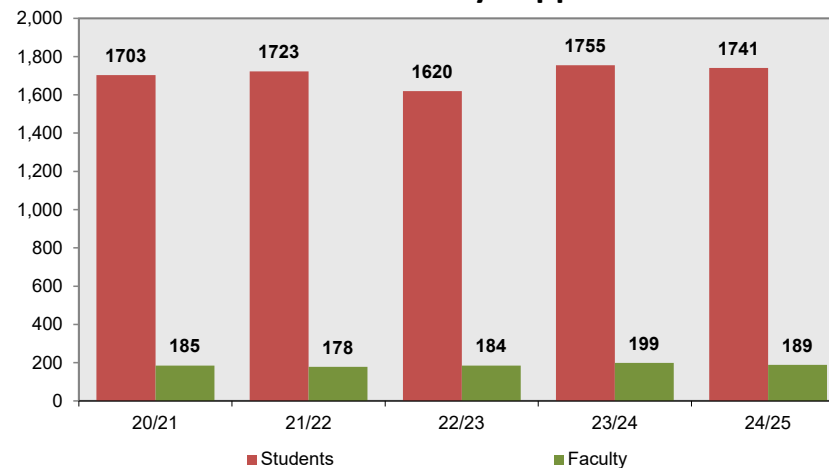


Increases in FY20/21 for virtual format courses due to Covid-19.

**Online Courses Supported**



**Students and Faculty Supported**



## California State University, Northridge

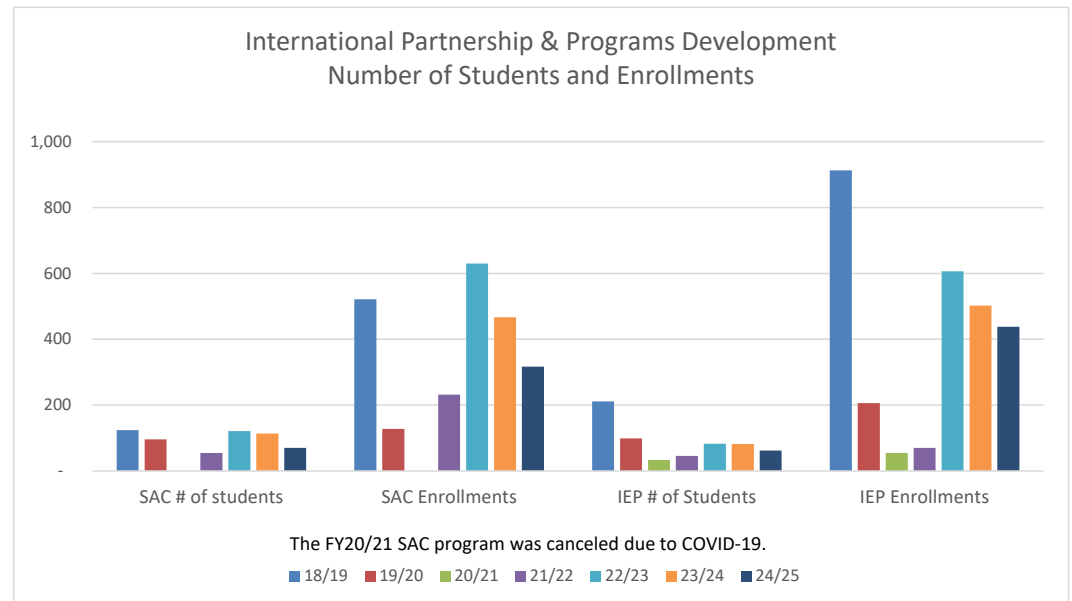
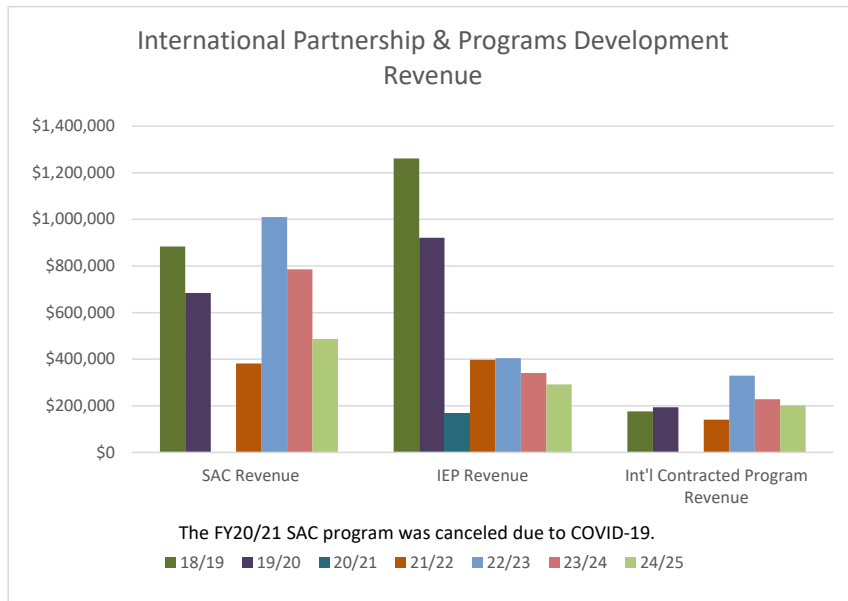
### The Tseng College

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:

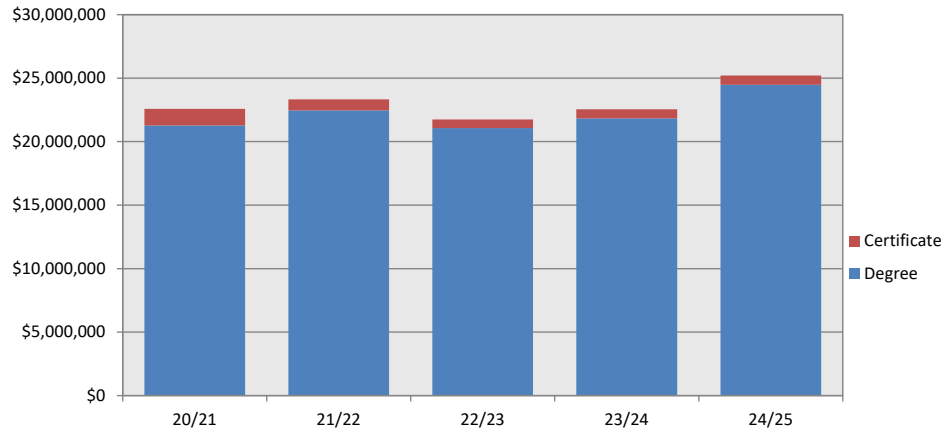


CSUN Intensive English, Semester at CSUN, and International Contracted Programs are all unique entry points and pathway programs into CSUN. They serve a target student audience that would like to experience CSUN for a shorter period of time and/or are not yet fully qualified for direct entry in one of 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 was 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.

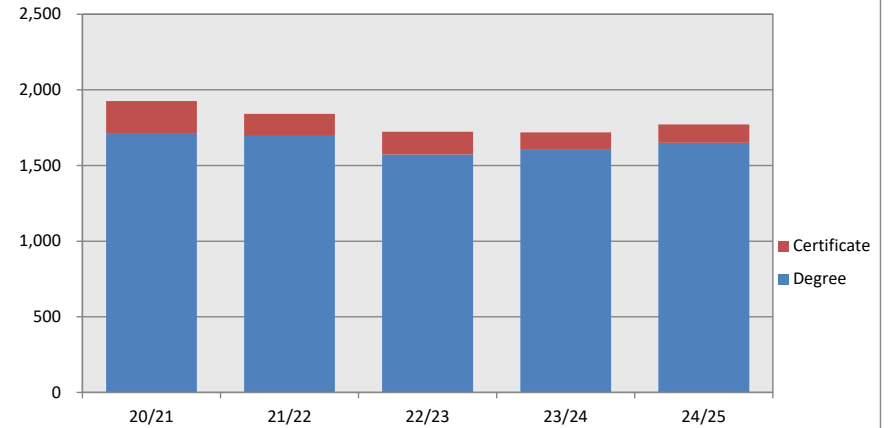
# California State University, Northridge The Tseng College

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

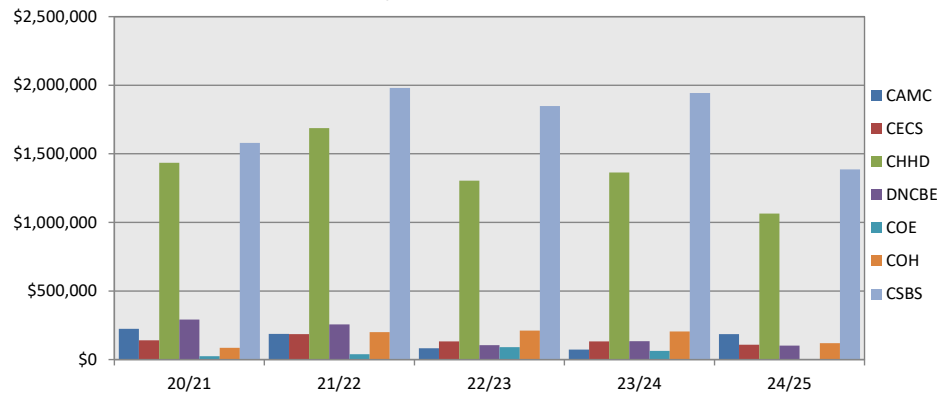
**The Tseng College - Degrees & Credit Certificates**  
Revenue (5-Year Total = \$115M)  
Fiscal 2020/2021 - 2024/2025  
2024/2025 Total = \$25M



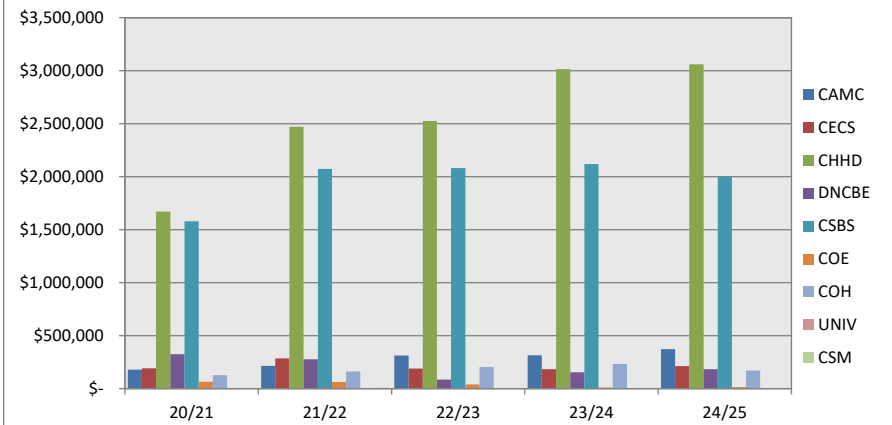
**The Tseng College - Degrees & Credit Certificates**  
Number of students (5-Year Total = 9,079 students)  
Fiscal 2020/2021 - 2024/2025  
2024/2025 Total = 1,772



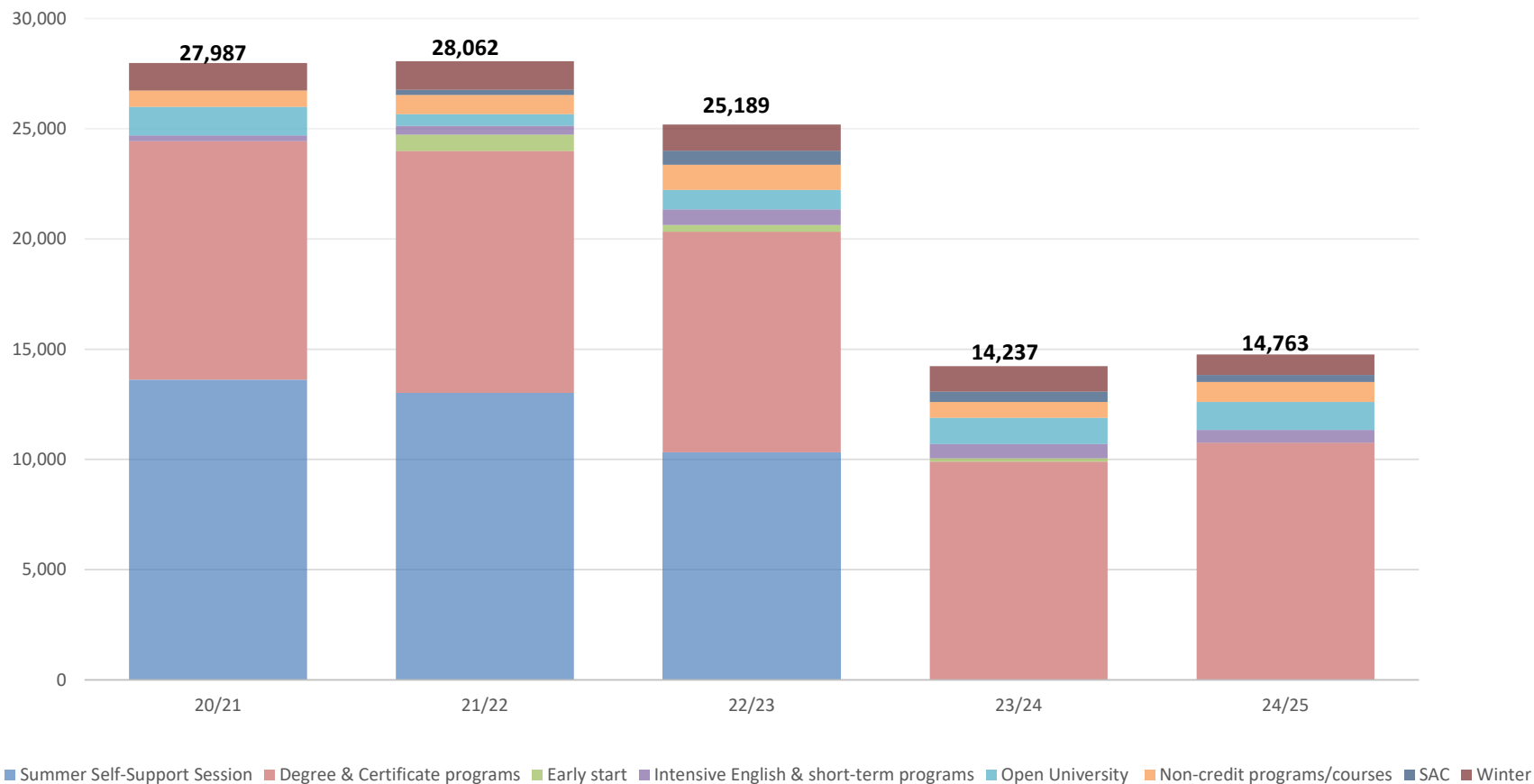
**The Tseng College - Degrees & Credit Certificates**  
Transfer to Partner Colleges (5-Year Total = \$19M)  
Cost Reimbursement and Revenue Share  
Fiscal 2020/2021 - 2024/2025  
2024/2025 Total = \$2.8M



**The Tseng College - Degrees & Credit Certificates**  
CSUN Faculty Pay (5-Year Total = \$27M)  
Fiscal 2020/2021 - 2024/2025  
2024/2025 Total = \$6.1M



# 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.

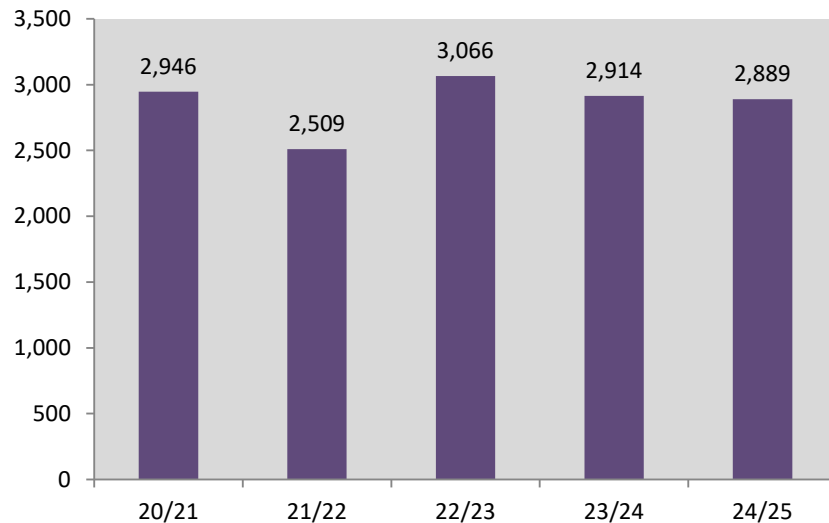
**California State University, Northridge**  
**The Tseng College**  
**2024/2025**

**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.

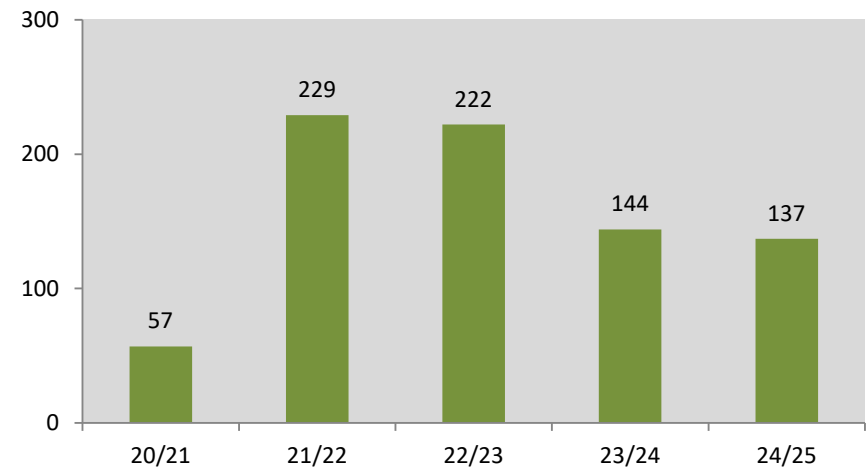
The Tseng College also has a transcript evaluation staff, provides I-20s and SEVIS (Student and Exchange Visitor Program Services) to international students, offers registration and student account services and systems support. The volume and scope of services grow and change to keep up with the needs of non-traditional students.

**Total Program Applications Received**



Note : Excluding Open U, Summer & Winter Session

**Total Number of I-20s Issued**



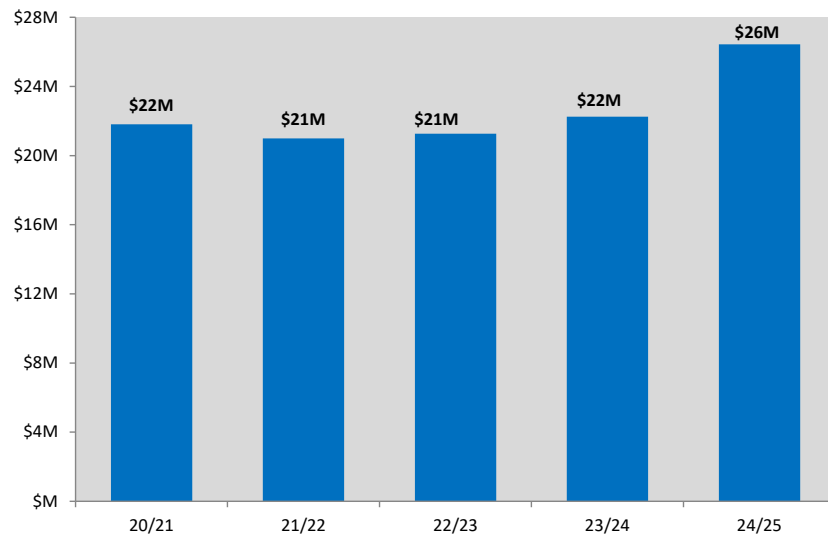
Note: I-20 is a Non-immigrant Certificate issued by the US Homeland Security office that allows foreign academic and language students to take classes in the US. Most I-20s issued were for SAC, IEP, and Short-term programs. However, there are a few issued to on campus degree programs.



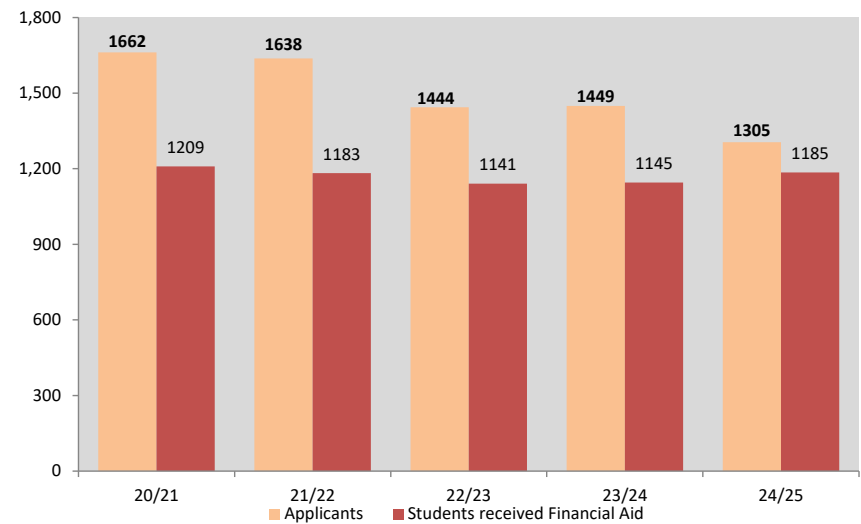
**California State University, Northridge**  
**The Tseng College**  
**2024/2025**  
**Financial Aid**

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.

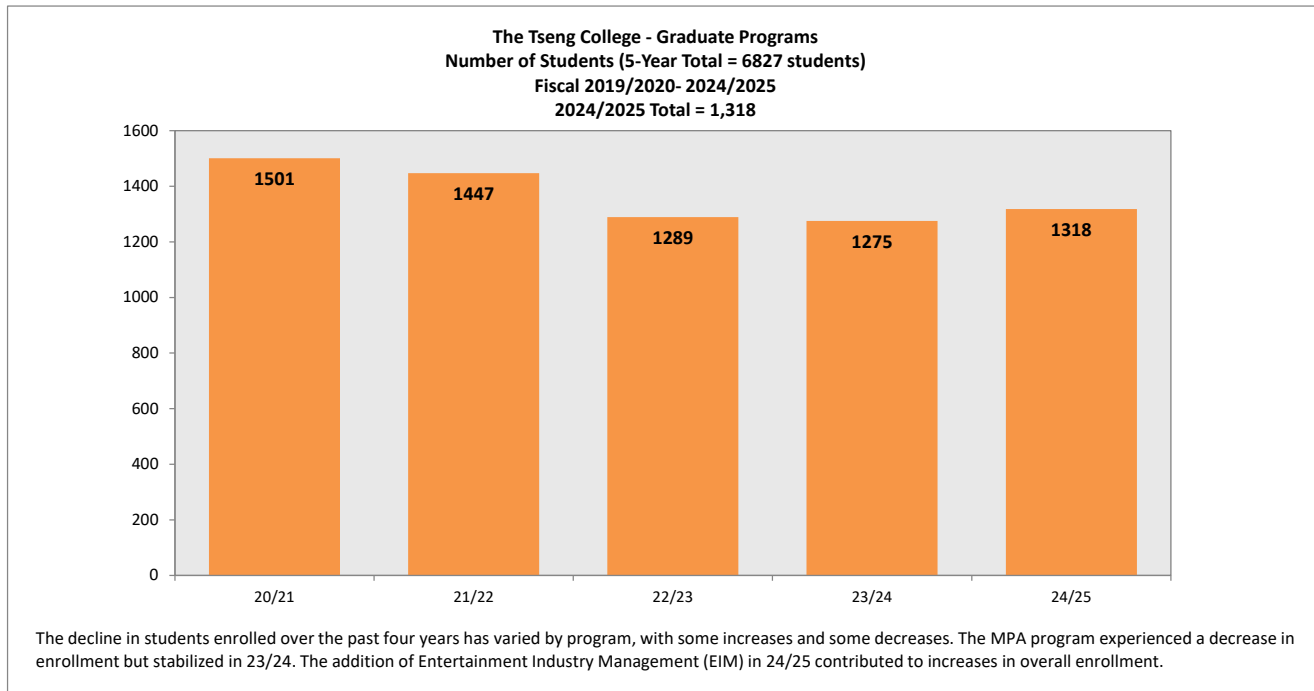
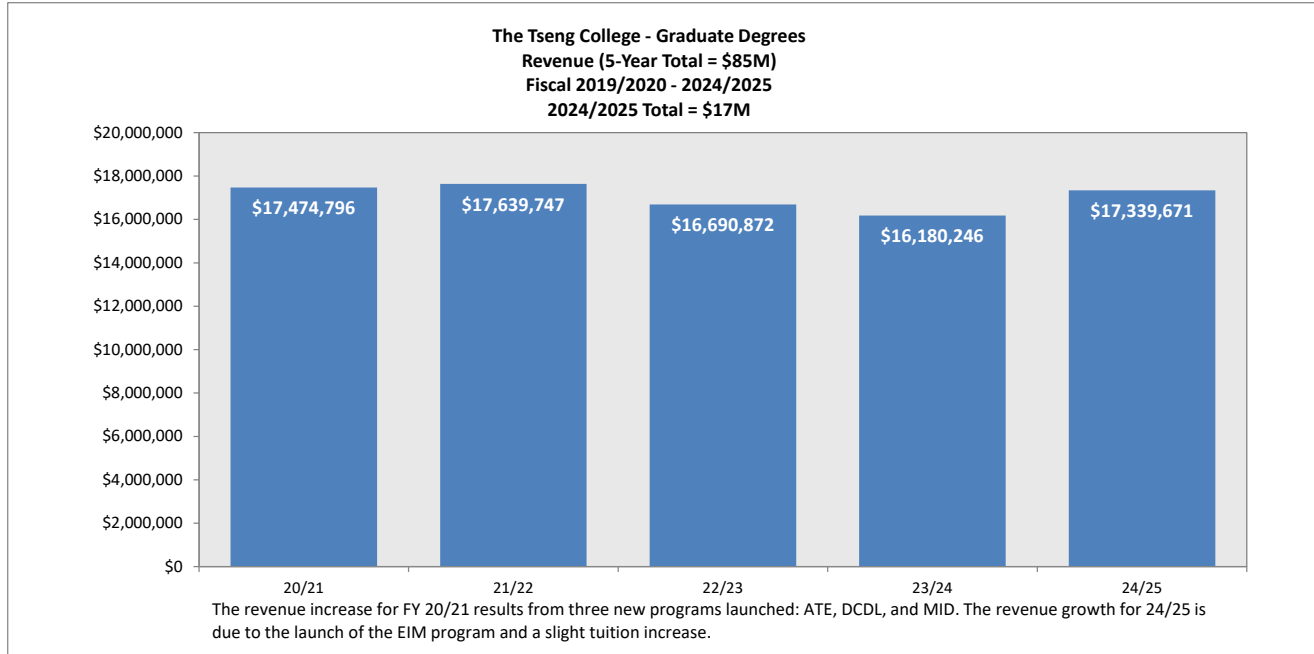
**Financial Aid Awarded**



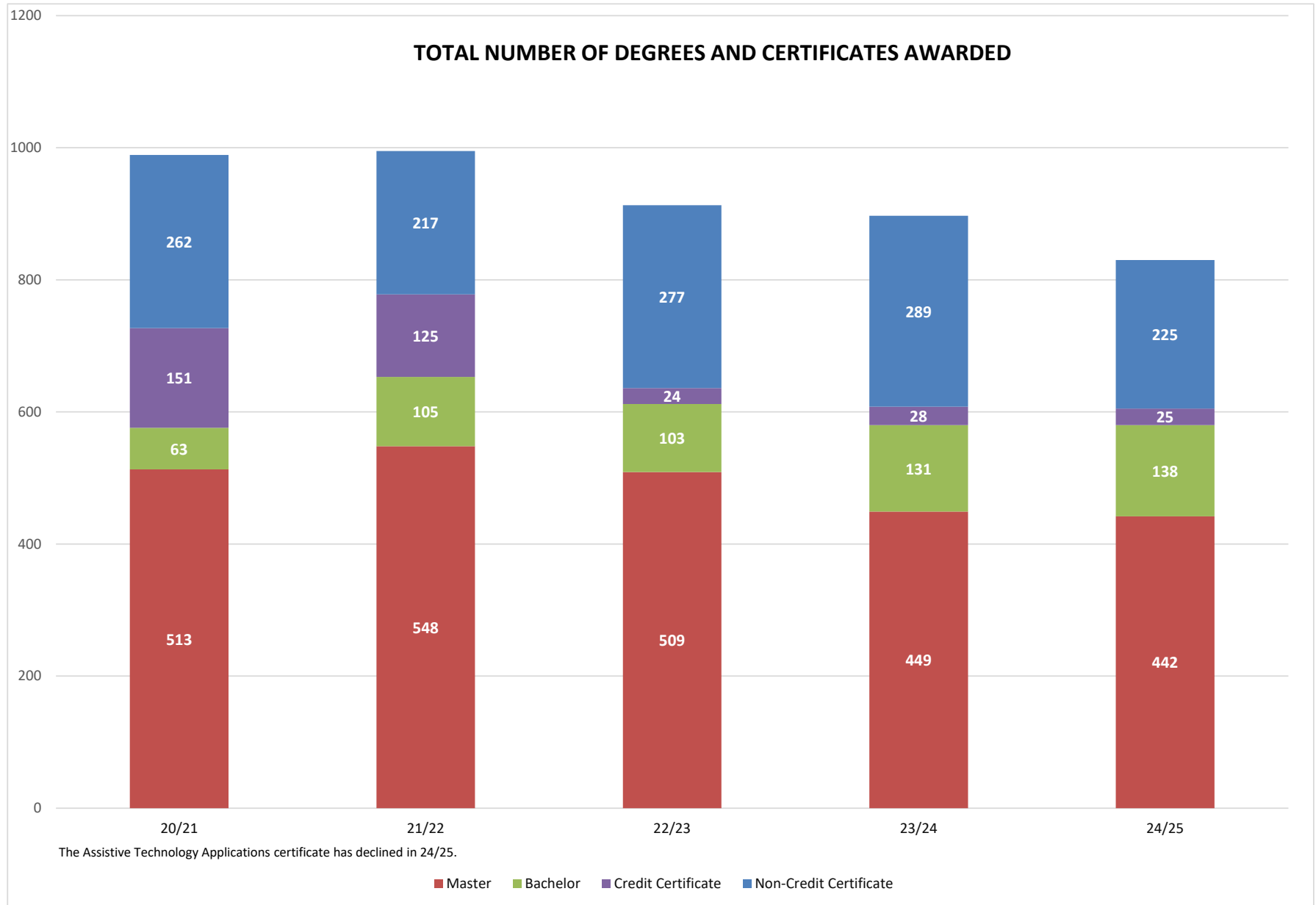
**Students Receiving Financial Aid**



**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%<sup>1</sup> <sup>2</sup>, with the six-year rate essentially unchanged in 2024 at 61%<sup>3</sup>. 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.

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

### 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

<sup>1</sup> Source: [Best Colleges, "College Graduation Rates: Full Statistics," 2025, Welding, L.](#)

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

<sup>3</sup> Source: [National Student Clearing House Research Center, "Completing College National and State Reports," 2022.](#)

students and those studying part-time. The national average for graduation from master's degrees in four years ranges between 61% to 66%<sup>4</sup>. 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).

<b>CSUN Self-Support Degree Program</b>	<b>On-Time Graduation Rate</b> (Internal Goal: 80%)	<b>Four-Year Completion Rate</b> (National Avg. 63.5%)
<i>Master's Degree Programs</i>		
<b>Master of Social Work (MSW)</b> Online, 60 units, 4-term/ <b>1.6-year program</b> duration	<b>98%</b>	<b>98%</b>
<b>M.S. Engineering Management (EM)</b> Online, 33 units, 5-term/ <b>2-year program</b> duration	<b>89%*</b>	<b>89%*</b>
<b>M.S. Applied Behavior Analysis (ABA)</b> Face-to-face, 37 units, 6-term/ <b>2-year program</b> duration	<b>67%*</b>	<b>67%*</b>
<b>M.A. Assistive Technology Studies and Human Services (ATHS)</b> Online, 30 units, 6-term/ <b>2-year program</b> duration	<b>72%</b>	<b>72%</b>
<b>Master of Public Health (MPH)</b> Online, 42 units, 7-term/ <b>2.3-year program</b> duration	<b>56%</b>	<b>72%</b>
<b>M.S. Communicative Disorders and Sciences (CDS)</b> Online, 63 units, 10-term/ <b>3.3-year program</b> duration	<b>84%</b>	<b>86%</b>
<b>M.A. Music Industry Administration (MIA)</b> Face-to-face, 33 units, 6-term/ <b>1.6-year program</b> duration	<b>92%</b>	<b>92%</b>
<b>M.A. Humanities (HUMA)</b> Online, 33 units, 5-term/ <b>1.6-year program</b> duration	<b>81%</b>	<b>81%</b>
<b>M.S. Taxation (MTX)</b> HyFlex, 30 units, 5-term/ <b>1.6-year program</b> duration	<b>72%</b>	<b>80%</b>
<b>M.A. Diverse Community Development Leadership (DCDL)</b> Online, 30 units, 5-term/ <b>1.6-year program</b> duration	<b>63%</b>	<b>63%</b>
<b>Master of Public Administration (MPA): Aggregate of all Options in all Modalities</b> Face-to-face/online, 36 units, 6-term/ <b>2-year program</b> duration	<b>63%*</b>	<b>79%*</b>

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

<b>CSUN Self-Support Degree Program</b>	<b>On-Time Graduation Rate</b> (Internal Goal: 80%)	<b>Four-Year Completion Rate</b> (National Avg. 63.5%)
<ul style="list-style-type: none"> <li>• <b>Master of Public Administration (MPA): Aggregate of all Face-To-Face Options</b> Face-to-face/36 units, 6-term/<b>2-year program</b> duration</li> </ul>	<b>62%*</b>	<b>82%*</b>
<ul style="list-style-type: none"> <li>• <b>Master of Public Administration (MPA): Aggregate of all Online Options</b> Face-to-face/online, 36 units, 6-term/<b>2-year program</b> duration</li> </ul>	<b>66%*</b>	<b>76%*</b>
<ul style="list-style-type: none"> <li>• <b>Master of Public Administration - Public Sector Management &amp; Leadership Option (MPA-PSML): Aggregate of all Modalities</b> Face-to-face/online, 36 units, 6-term/<b>2-year program</b> duration</li> </ul>	<b>66%*</b>	<b>82%*</b>
<ul style="list-style-type: none"> <li>○ <b>Master of Public Administration - Public Sector Management &amp; Leadership Option, Online (MPA-PSML-OL)</b> Online, 36 units, 6-term/<b>2-year program</b> duration</li> </ul>	<b>74%*</b>	<b>83%*</b>
<ul style="list-style-type: none"> <li>○ <b>Master of Public Administration - Non-Profit Management Option (MPA-NA)</b> Online, 36 units, 6-term/<b>2-year program</b> duration</li> </ul>	<b>55%*</b>	<b>70%*</b>

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:

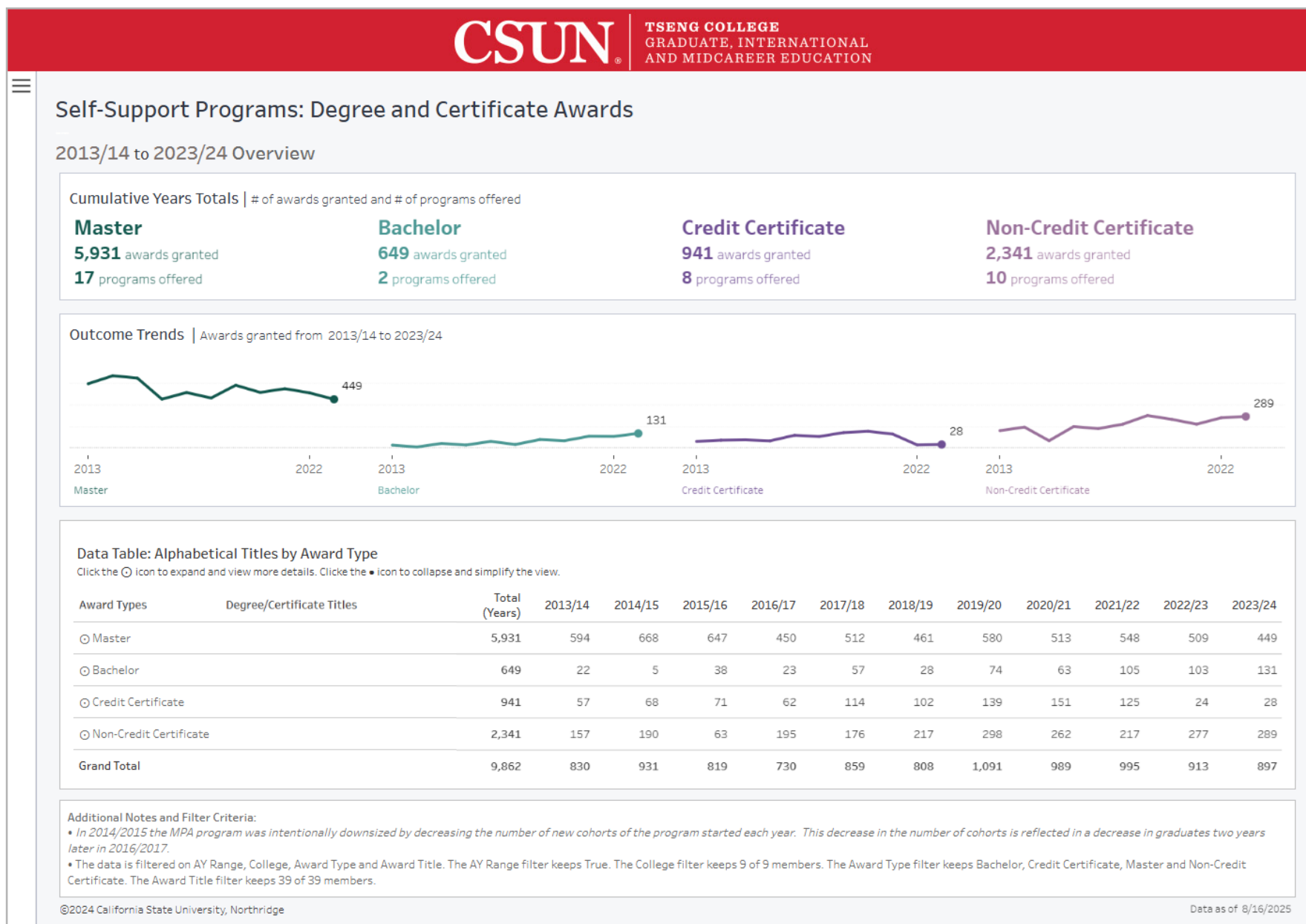
- **PRAXIS Examination** for M.S., Communication Disorders (CSUN's fully online self-support master's program) **91.7% (2023-2024)** first attempt pass rate *(National average in 2023-2024 was 81.1%)*.
- **BCBA Examination** for M.S., Applied Behavior Analysis (CSUN's hybrid self-support master's program) **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.



## **CSU and CSUN Policies and Procedures for Staff Reference**

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<http://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.