

## California State University Northridge (CSUN)

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

### College Goals for 2016/2017 with Achievements

**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.

**Outcomes:** The College's new assistant dean for program development started in the role on September 12, 2016. Time was devoted, particularly in the Fall Semester 2016 to onboard the new assistant dean. With the new hire in place, the College was able to use the Spring Semester 2017 to convene a number of program planning groups that allowed the College to re-engage faculty working on programs stuck in approvals since 2014/2015 as well as to convene new program planning groups. The programs for which faculty program development teams worked through the Spring Semester 2017 and, in some cases, into the Summer Term 2017 were:

Programs under development and/or redesign:

- MA Digital Education Innovation and Leadership ("Solution Design")
- Solution Design Certificate of Advanced Professional Development
- MA Urban Diversity and Community Development Leadership
- Masters in Knowledge Management

Programs launched with faculty reconvened to discuss curriculum, student achievement, etc.:

- MA Humanities
- Master of Public Health

Programs that have received all University and Chancellor's Office approvals and are preparing for online production and program launch include:

- MS. Engineering Management
- B.A. Liberal Studies Track G: Essential Knowledges for the Global Workplace

Programs that have been developed and approved at the University level and are now pending approval at the Chancellor's Office include the following:

- M.S. Assistive Technology Engineering

Programs that have been developed and approved by CSUN's Faculty Senate Standing Committee on Graduate Studies (GSC) and are pending submission to the Chancellor's Office include:

- M.A. Instructional Design

The new assistant dean for program development will be implementing the program narrative strategy outlined above in 2017/2018. Other components of the revised Basic

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Principles of Program Development were implemented in 2016/2017 with the new assistant dean for program development working collaboratively with the dean and associate dean.

The College made progress on the first of the programs in solution design and innovation leadership:

- MA Digital Education Innovation and Leadership (“Solution Design”) – Faculty program development meetings to discuss possible master’s degree curriculum took place during 2016-2017. Competitive Intelligence market research completed by Eduventures. Faculty crafted a rough draft of potential curriculum. Meetings to be continued to finalize development in 2017/2018.
- Solution Design CSUN Certificate of Advanced Professional Development – Faculty program development meetings to discuss incorporation of design thinking principles into a certificate for mid-career adults took place during 2016-2017. Faculty developed a draft curriculum. Meetings to be continued in 2017/2018 to finalize the program and move it through approvals by Spring Semester 2018.

With the hire of a new director of the CSUN Masters of Public Administration Program (MPA) by the College of Social and Behavioral Sciences, the development of the Water Policy Certificate to be embedded in the MPA program has been placed on hold as a review of the core is underway to satisfy the new requirements of Executive Order 1071.

The full baccalaureate degree to be offered in a year-round cohort format was discussed with various campus stakeholders. Given the launch of Graduation Initiative 2015, the campus stakeholders felt that it was not the correct time to move forward with the new program offering at this time. The College has also had recent conversations with the leadership of the Los Angeles Community College District about a collaborative seamless approach to developing such a cohorted year-round option for baccalaureate degree completion. The idea was of considerable interest and there will be follow up conversations early in 2017/2018

We have been expanding understanding of the new world of work in the contemporary urban context. We also have had conversations about these workforce issues with the Los Angeles Economic Development Corporation (LAEDC) and LA Coalition for Job and the Economy, as well as people on campus.

The College has had a number of discussion with campus stakeholders about developing badges/certificates/etc. to add to degrees to address some of the new world of work skills. The College has also been engaged in exploring the value of such additional credentials for regional employers in discussions with regional economic development groups. The College will be developing a model for at least one such program in 2017/2018.

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### **Approvals Outcomes 2016/2017:**

Chancellor's Office (CO) approvals received for CSUN self-support degree programs in 2016/2017:

- MS in Engineering Management was sent to CO for approval on May 16, 2016. Approval Received July 18, 2016.
- Original BA in Liberal Studies Degree Completion proposal sent to CO for a preview October 2016. Incorporated notes in November 2016. Anticipated a December 2016 submission. The CO updated template in end of October which required edits to the December submission. Updated proposal for BA in Liberal Studies Degree Completion sent to CO March 21, 2017. Approval Received June 13, 2017

Additional CSUN self-support degree programs for which Chancellor's Office approval was expected in 2016/2017 that are still awaiting Chancellor's Office approval:

- MS in Tourism, Hospitality, and Recreation Management new options proposal is at the CO waiting for approval. Approval is anticipated this summer 2017. MS in Tourism, Hospitality, and Recreation Management: Hospitality Management first offering in self-support will be presented a GSC Fall 2017 as an information item prior to submission to CO.
- MS in Assistive Technology Engineering (ATE) program modification approved by CSUN Faculty Senate Standing Committee on Graduate Studies (GSC) fall 2016. Incorporated feedback received on the CSUN BA in Liberal Studies Degree Completion. A new program proposal for ATE was sent to the Chancellor's Office April 5, 2017.

Campus-level approvals for CSUN self-support degree and certificate programs in 2016/2017:

- MA in Instructional Design curriculum was reviewed by GSC and tabled in fall 2015. Spring 2017 GSC approved the new program proposal. It is now being prepared to go to the Chancellor's Office for approval.

*NOTE: In Spring 2017, the vacancy in the CSUN position of Assistant Vice President for Graduate Studies was filled and CSUN created and filled a new position, Assistant Vice President for Undergraduate Studies. These two roles have become key in effectively moving new programs forward in the approval process on the CSUN campus and they should also be of help in moving programs through the Chancellor's Office approvals particularly with the support of the soon to be hired CSUN Vice Provost.*

**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 – to 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.

**Outcomes:** The dean of the College introduced the work and the aspirations of the College to those new to the campus and those in new senior leadership roles at CSUN through various communications and in-person meetings.

The search for a new associate director of External Relations for the College concluded successfully in September 2017. The dean of the College and the director of External Relations, along with others in the College, worked with the new associate director to build her knowledge of CSUN, of CSUN's external relations, and the duties of the role.

The College entered into an agreement with the Bixel Exchange to make CSUN the sponsor of three of the Bixel Exchange's Tech Salons in 2017. The sponsorship includes the opportunity to showcase some of the work of CSUN faculty. The first of these Tech Salons showcased CSUN's work in virtual and augmented reality technology with Dione Zell representing CSUN on a panel. The event also featured the achievements of CSUN students who participated in CSUN's VARJAM. The next of these Tech Salons will highlight CSUN faculty who study the relationship between

diversity and innovation. The College also arranged for CSUN to be a highly visible sponsor of many other regional events, such as the San Fernando Valley Business Journal Awards programs for women in business and chief financial officers.

Over the last eight months, the College's external relations team have represented CSUN and the College at approximately 50 different events, workshops, award ceremonies, civic initiatives, and summits including: Future Forums, Regional Economic Development talks, LAEDC's Chairman Series, L.A. Innovates, Board of Governors meetings and the 2017 Economic Forecast. The College also served as the point of contact to host two LAEDC meetings with campus leadership (including deans) for input into the development of the Los Angeles County Strategic Plan for Economic Development. The College's external relations effort works to ensure that CSUN is playing a more active and recognized role in shaping the economic future of Greater LA.

The College's new associate director of external relations was able to link CSUN faculty and administrative leadership to the One Water LA initiative. This is the City of Los Angeles' collaborative approach to managing the LA's watersheds, water resources, and water facilities in an environmentally, economically, and socially beneficial manner that aligns with Mayor Eric Garcetti's sustainability 2040 plan.

The College was also able to link CSUN to the work of the World Trade Center Los Angeles that provides business assistance to international companies seeking to locate or expand operations in Los Angeles. On behalf of CSUN, the College also joined the Valley International Trade Associations (Vita).

The College helped to increase the ability of CSUN, through the Office of the President, to engage in strategic partnerships and special initiatives by assigning 80% of the time of the College's director of External Relations to that role for two years to develop capacity and strategy for expanding and enhancing CSUN's regional engagement and influence. This includes CSUN's work with the CSU5. The College also supported a number of CSUN administrators and faculty attending key regional events and conferences including the City Age Conference held in LA in fall 2016.

The College invests in CSUN's membership in many professional organizations that provide the access for CSUN faculty, administrators and staff to the convening's that explore the larger issues surrounding workforce development, the future of work, the role and responsibility of higher education, and more. In addition, the College's director of External Relations was elected to the Board of the University Economic Development Association (UEDA) and is working with campus stakeholders and external relations associations to develop the content for the UEDA's Annual Summit hosted by the CSU5: "Delivering the Future: Higher Education's Role in an Ever-Changing World."

The College also joined the African American Chamber of Commerce, will soon be a member of the Asian Business Association and the Los Angeles Latino Chamber of Commerce, to further expand CSUN engagement with the region's economic and business/industry development efforts.

While there were no new contracted/custom designed/custom delivered programs emerging for the College's external relations work, two business relationships developed led to contracts for VISCOM (with LAEDC) and for CSUN's Center for Geographical Studies (with the World Trade Center Los Angeles).

**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.

**Outcomes:** The new assistant director for the College's Distance Learning unit was hired and provided mentorship and training by several instructional designers within the unit as well as the Director.

The senior leadership of the College's Distance Learning attended all the College's program development meetings for forthcoming online degree and certificate programs and provided an ongoing flow of information and an exploration of possibilities to the faculty teams for each program. The College also developed new approach to moving from program development to online production. This process (captured a guideline document) allows the program development work, of each program's faculty team, to flow seamlessly into the College's online production process for each course in each program.

The College's director of distance learning led a team of College instructional designers and technical specialists to design and implement a new distance learning model for

CSUN – a blended-synchronous hybrid model which will be implemented with the next cohort (beginning Fall Semester 2017) of the CSUN masters of taxation program. This College distance learning team has also been working with the CSUN faculty on the design of the physical space within which the synchronous sessions will be held, as well as the design of training modules and approaches for both students and faculty.

The College's instructional technology team has taken the lead in the evaluation and review of some potential educational technology resources for CSUN overall. In the past year, this College team has done comparative evaluations of proctoring software. The resulting evaluation report was shared CSU-wide and helped a number of CSU campuses make informed choices regarding proctoring solutions to adopt. The College's instructional technology team also worked in partnership with CSUN's Division of Student Affairs to pilot "Namecoach", an assistive technology that allows students and instructors to pronounce names correctly.

Additional initiatives in 2016/2017 in support of expanding CSUN's capacities to develop and support excellent and distinctive online programs:

New and Improve ADA Website: The College's Instructional Technology team redesigned and re-launched the accessibility website to be more in compliance with the CO's ATI initiative. The website was launched with all relevant information, easily retrievable, related to the College's distance learning ADA process. In addition, the ADA site was also revamped for instructional purposes so that users, seeking to make their instructional content accessible, will easily find easy-to-follow, how-to guides in making any and all sort of instructional content accessible.

ZOOM Migration: The College's distance learning team successfully migrated all Blackboard Collaborate users into using Zoom web-conferencing software for their synchronous sessions. This migration involved, (a) designing a process for saving and retrieving recorded synchronous class sessions; (b) training faculty transitioning to ZOOM on how to effectively use and implement ZOOM in their synchronous session; (c) training students in synchronous classes how to use ZOOM; and (d) provide live, just-in-time support to ensure that users transition into this platform smoothly.

CANVAS Transition: The College's distance learning team created and implemented the Moodle to Canvas migration plan. In an effort to seamlessly transition all users to Canvas, the College designed and launched Canvas training in the form of workshops and one-on-one trainings for faculty and students.

Tech Support Management System (TSMS): The College's distance learning team designed, created, and launched the web-based TSMS to track tech support calls and emails in an effort to serve our faculty and student-groups better. Using information gathered from the TSMS database, the College distance learning team routinely re-evaluates the College's tech support and training process.

**Faculty Satisfaction Survey (FSS):** The College's distance learning team launched the FSS that allows the College to ask questions regarding the quality of the College's instructional design and technology support services and seek feedback regarding ways in which the College can serve our faculty better. Using information gathered from the FSS, the College's distance learning team routinely re-evaluates its processes and approaches in the design and implementation of CSUN's fully online degree and certificate programs.

**Online Course Interaction:** The College's distance learning team launched processes this year to enable it to retrieve and evaluate faculty and student interaction data in online courses. This allows academic leads and others responsible for the academic quality of each program to assess the level and scope of responsiveness and the engagement of student experience.

**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.

**Outcomes:** A new director of the College's International Programs and Partnerships (IPP) unit was hired and the College supported the new director to ensure she became familiar with CSUN's and the College's strengths, programs, practices, and capacity relevant to international markets and expanding international partnerships. The College has also continued to expand its collaborations with well-regarded international institutions and signed 5 MOUs this past year with focus on our IPP programs such as South China Normal University, Paris School of Business, Shaanxi Normal University, Ningbo Dahongying University, and Meiji University. The College has also been providing assistance and support to all of CSUN's other academic colleges interested in developing international partnerships and/or to explore possibilities for academic collaborations across national lines.

The College started a search, a year ago, for a position focused on recruitment and relationship building. The search did not yield a successful candidate in 2016/2017. The College is making changes, in the position description for the vacant position, so that it reflects the current demands and changes in the international market place, as well as our IPP unit needs, in light of the capabilities brought to IPP by the new director and will open the search again early in 2017/2018.

The College has successfully implemented CSUN's expanded approach to paying commission to recruitment service providers (that have existing agreements with CSUN) for students who matriculate into CSUN degree programs. The College's IPP unit senior staff updated all CSUN agreements recruitment services providers to include this new commission structure. The IPP senior staff also made direct contact with CSUN's recruitment services providers to highlight CSUN's scope of international programs and provide training sessions (virtually and physically). Interaction with recruitment services providers to provide regular updates and training on the full range of CSUN programs is an ongoing process that will continue in 2017/2018.

The College's new IPP director (who has significant background in China and the higher education system/institutions in China) spent time in 2016/2017 reengaging with China and exploring tier 2 and tier 3 cities in China. The College has also strengthened its virtual recruitment strategies, working with the College Week Live platform that reaches many different regions in the world where CSUN did not have a regular "physical" presence (including, but not limited to, North Africa, Middle East, India, and some Latin America countries). The College also recently engaged in new virtual recruitment tools and platforms such as Hotcourses with a focus on recruitment for CSUN's Intensive English Program (with Conditional Admission) in markets such as Middle East, Thailand, Vietnam, Latin America, as well as WeChat in China.

The College began to explore the broader possibilities within the Greater LA region for partnerships with regional businesses, associations, and agencies with a strong interest in international business, international exchanges/trade, and international partnerships

by attending local events geared towards the international markets such as the World Trade Center Week Breakfast in both Los Angeles and Orange County. This led to a new relationship for CSUN with Canada and its Consulate in the Los Angeles area among others.

The College has made progress capturing and refining the academic curriculum and program details for all aspects of the CSUN Intensive English Program (IEP). This work will continue into 2017/2018. This refinement of the IEP curriculum and instructional strategies is focused on increasing student success/retention and further increasing the percentage of IEP students going on to matriculate into CSUN degree programs. This work has also included a focus on strengthening student support services and early attention to academic planning for students attending the IEP and Semester at CSUN programs. Work has also progressed on refining the process of IEP instructors' evaluation, performance reviews and feedback, and refinement of the IEP instructor pool database. This work will be completed in 2017/2018.

**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.

**Outcomes:** The search for a new University Access Programs manager was finalized and the College hired a new manager with a start date of November 2016. The new hire has worked with the various College units, the dean, and the associate dean to become familiar with each University Access Program.

The University Access Programs unit worked with the College's Information Systems and Services unit to review summer enrollment data and identify times when enrollment peaks. Using the results, the University Access Programs unit collaborated with the College's Integrated Marketing and Communications unit to identify which marketing channels produced the best lead conversion rates. This assessment allowed for an additional push for summer enrollment prior to the first enrollment deadline. Two more

marketing releases have been scheduled to test their impact for the remaining summer session. The University Access Programs unit will continue to refine the marketing strategy for both Summer Session and Winter Term.

With the campus focus on the Graduation Initiative 2025, the University Access Programs manager participated in the Data Champions program to analyze data and trends, specifically for Summer Sessions. Although the project was for 2016-2017, further data projects will be identified for future analysis including mapping student demographic trends for the Summer Session 2017.

Prior to the start date for the University Access Programs manager, the associate dean began visiting department chairs whose departments are most active in University Access Programs. The associate dean met with those chairs within the David Nazarian College of Business and Economics. Although other departments were not visited, the University Access Programs unit will continue to meet with the departments in the coming year. These meetings will be aided by providing the data findings as mentioned above.

**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.

**Outcomes:** The College reached its revenue goal of \$36,000,000. The College is projected to end the 2016-17 year with \$36.9M in revenue. In total, the College contributed \$20.9M to the CSUN and CSU economy: \$728K to the CSU Chancellor's Office, \$12.7M to CSUN for Cost Recovery and Program Reinvestment, \$7.5M for instructional compensation to CSUN full-time and part-time faculty, including benefits.

The College has been continually updating its three-year projections. The projections were included as part of the College's three-year plan that was prepared at the request of CSUN's provost. The College has also made this a standard component of the annual budget submission packet.

The College has maintained its collaboration with CSUN's Division of Administration and Finance regarding reserve balances.

**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.

**Outcomes:** In collaboration with the College's Information Systems and Services (ISS) unit, the College's Admissions, Registration, and Client Services unit (ARC) successfully implemented the electronic CSUN user ID account information communication. After thorough testing of the process late in the Fall Semester 2016, the College began sending out the communications in early January 2017. The first group to get the communication by email were the applicants to the CSUN's Intensive English Program (IEP) and the Semester at CSUN (SAC) program. By mid-January, the College extended the communication to all applicants to CSUN's self-support programs. To date, the College have sent roughly 2000 electronic communications, all of which were sent to the students within 24 hours of their submitting applications. In the past, it would take the College up to a week for domestic students and 3-4 weeks for international students to receive information about their CSUN application and account.

To ensure that the communication is being received by the applicants, the College monitors the communications that are being sent to make sure that the applicants are receiving the information in a timely manner. It should be noted that rather than using a Do Not Reply email account, the communications are sent out to students from an email account that is monitored daily, so that students can receive additional support if they experience any issues or difficulties while setting up their accounts.

**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.

**Outcomes:** In 2016-17, the College's Financial Aid unit was successful in completing its goal of packaging and awarding financial aid to students in CSUN's self-support degree programs in mid-July, three weeks earlier than in previous years. This was accomplished by the College's Financial Aid unit working in close collaboration with the College's Admissions, Registration, and Client Services (ARC) unit and the College's Information Systems and Services (ISS) unit. The College's director of ARC enrolled new students to their student groups (cohorts) by July 1, 2016. In addition, the ISS team helped the Financial Aid unit create and send out automated notifications to students in CSUN's self-support degree programs, informing them of the financial aid awards timeline.

Before the beginning of CSUN's summer term 2017, the College's Financial Aid unit assessed its current procedures to identify and implement better communications with students enrolled in CSUN's self-support cohorted degree programs that started in the Spring Semester of 2017 and that run year-round (through the summer term 2017) regarding remaining financial aid eligibility for the 2016-17 academic year. These communications provide students with relevant information on options for obtaining additional funds to pay for summer tuition charges and living expense costs. To date, nearly \$1M in financial aid has been processed for students continuing in CSUN's self-support degree programs during the summer term, a 60% increase from the prior year.

The CSUN Summer Session enrollment protection process was also revisited as part of the second College goal initiative. Summer Session enrollment protection allows a student expecting financial aid to delay payment without being dropped from the courses for which they register; without enrollment protection, students must pay within two hours of registering or their registration is dropped. Further, the notification

regarding the denial of summer enrollment protection was enhanced to include the reason for the denial decision. This change eliminated a large number of calls (approximately 60% reduction) from matriculated students requesting to speak to a financial aid representative for an explanation of the decision. Unfortunately, the enrollment protection process has not yet been completely automated. This will remain a College goal for 2017-2018.

**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.

**Outcomes:** The recruitment communication strategy was an important area of focus for the College's marketing team in 2016/2017. The College created customized messaging based on the prospective student's application status (application in process, submitted or not started) so that the prospective student receives relevant information to their individual journey. Additionally, the College redesigned the communication flow to include additional touch points and increased the potential duration of messaging to over four months so that prospective students continue to receive contact during the often lengthy consideration cycle. This optimized messaging strategy launched in October 2016 to coincide with the Fall Semester 2017 recruitment period. As a result of these enhancement the College saw a 44% increase in the number of leads, 28% increase in active applications, and 16% increase in admitted students in 2016/2017 compared to 2015/2016.

The College began working with a consulting firm in early Fall Semester 2016 to help the College develop the strategy and implementation plan to optimize our Salesforce system. The College completed data cleansing and removal of unnecessary fields, and have developed a multi-faceted scoring matrix. The matrix will identify those leads who are most likely to convert to students and help the recruitment team prioritize their efforts. The College is currently in the development stage of this project and anticipate to deploy the new system in Fall Semester 2017. The new system will be able to track multiple programs/cohorts and will be synchronized with the AAWS application system. Once the new system is released the College's marketing and Communications team will work with the College's Information Systems and Services team to integrate this data into the College's dashboards and/or create unit-specific dashboards within Salesforce.

The responsive design for the website was released at the end of Summer Session 2016. The site now provides a positive user experience regardless of how people visit the site – via phone, tablet or computer. As a result of this improvement the College has seen the bounce rate decrease by nearly 11%, the number of website sessions increase by 11% and number of page views increase by 8%. Additionally, the College has seen improvements in the search engine ranking of several of our programmatic keywords.

2016/2017 awards for the work of the College's marketing team:

## **2017**

### **Graphic Design USA**

- 2017 American Inhouse Graphic Design Award (May 2017)
- Assistive Technology Studies and Human Services video

### Educational Advertising Awards (March 2017)

Gold: Total Advertising – Advancing Your Career campaign

Silver: New Media – MS in Assistive Technology and Human Services

Bronze: Magazine Single – Master of Arts in Humanities ad

Bronze: Newspaper Single – Summer Session 2016 ad

### 2016

#### UPCEA (University Professional & Continuing Education Association) Marketing Awards (Nov 2016)

##### Print Publications

- Brochure/Booklet: Semester at CSUN Brochure, Silver
- Poster: Open University Spring 2016 Poster, Bronze

##### Print Advertising

- Single Ad: CFO of the Year Awards Ad, Silver

##### Most Improved

- Tseng College Website (responsive mobile design), Bronze

##### Interactive Media

- E-communication: Master in Public Administration: Nonprofit Sector Management Program E-brochure, Bronze

**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.

**Outcomes:** The search for a director of the College's Graduate and Professional Education Programs and Services unit (GPE) was finalized and the College hired a new director with a start date of January 2017. The new hire has worked with the various College units, the dean, and the associate dean to become familiar with the administration of the various CSUN self-support programs supported by the College through GPE.

The new director of GPE implemented a number of initiatives with the goal of creating a more comprehensive and proactive level of engaged student support services, as follows:

Departmental Organizational Structure: The College determined that application support is a large function of prospective student support—something that the College sees as the starting point for retention, in that it is the place at which the relationship with a small program management team at begins (the start of the College's philosophy of best assisting mid-career professional students in their academic endeavors by reducing the large and complex university system into a relationship with a core support team that will guide them through the process, from application to graduation). This determination led to more formally reviewing and defining this functional aspect of GPE. It also highlighted the need for additional attention and support for student recruitment and application support. To that end, the Unit commenced a pilot initiative involving the addition of emergency hires as application support assistants.

Program Management: The director of GPE convened a program management best practices retreat to begin the process of consensus on discovery, comparison, solidification and implementation of best practices in the program management group across all three program management teams. This initiative led to the creation of changes and refinements in practices including the following:

- A cohesive set of program/term-based student-facing touchpoints to be employed by all of the College's program management teams in GPE as a foundation of practice. These touchpoints are designed to proactively and preemptively support students in their programs with a focus on student success and retention. The College list of touchpoints was generated by bringing together existing practice and new practices drawn from national models including those presented at the 2017 UPCEA Annual Conference.
- A program management group-specific shared Outlook calendar that includes all recurring processes and events as well as upcoming events, planned communication follow up dates, and any planned student-facing touchpoints.
- The refinement and enhancement of student-facing communications in relation to student initiated withdrawal/change requests.
- The decision to "nest" project specific near-term hires to help develop a new application support pilot program within the existing GPE program management teams to ensure that the content and tone of student-facing conversations will be consistent and in keeping with existing service goals and practices in the GPE program management teams.

Data-Driven Decision Making: The director worked with the College's Information Systems and Services (ISS) unit to refine the program application dashboard to include longitudinal data. As a result, it will be possible for the GPE staff to monitor and proactively adjust efforts for specific cohorts based on the comparative longitudinal data from prior cohorts of the same program and other overall program trends data. These refinements are scheduled to be in place when applications are opened in Fall Semester 2017 for Fall Semester 2018 program launches. *NOTE: The broader student enrollment College data dashboard will be implemented in 2017-2018. The implementation of this new College dashboard will eliminate the need for GPE program managers and coordinators of using separate software to track and manage program and/or student data.*

Strategy: Working in concert with the associate dean, as well as the GPE staff developed a five-year strategic plan for recruitment, student support services, and program administration for on-campus, off-campus, hybrid and online CSUN self-support degree and certificate. These plans should enable College to better service students, geographic areas and their communities, partner organizations, and all CSUN partners.

**Process:** The College has begun to refine GPE operating procedures documents (SOPs) to provide a consistent and up-to-date approach to the full range of GPE support services particularly those requiring collaboration and cooperation among staff members and various support units in the College and in CSUN. The goal is to ensure that GPE processes and practices are smart, effective, and focused on student success and ensuring equitable application of process to all students.

The new manager of University Access Programs has been fully trained to support the management of State Authorization. The manager also has set up a system to monitor renewals.

The associate dean has worked with the CSUN associate vice president of Research and Graduate Studies as well as the assistant vice president of Graduate Studies to implement a process for reporting non-degree programs as associated with the new WASC requirements. The associate dean working with the assistant vice president of Graduate Studies reviewed and edited this new component with CSUN's annual report to WASC.

**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.

**Outcomes:** The College has occupied the Extended University Commons (EUC) building for about a year. Within that time, we have assessed our needs and made appropriate adjustments to our cleaning services, extended our building hours to better serve students taking evening classes, and identified additional projects that will be completed in 2017/2018.

One major need that the College has identified relates to the scheduling of lights and locks in EUC. For the past year, the CSUN Energy and Management team controlled the lighting and locking systems for EUC. Since EUC classroom and meeting schedules tend to be less routine/standard than the rest of the campus, the College realized that the College would benefit from having direct access to alter the scheduling and ensure that the latest space scheduling details have been considered. The College has since purchased a separate software license for to enable it to control the scheduling of lights and locks in EUC. The College's facilities manager and the College's events coordinator attended training on the system and the College is now having the software installed.

Through careful monitoring and planning, CSUN has officially received its GOLD LEED rating for EUC. Plaques and seals will be displayed in the lobby of the building.

From a safety perspective, the College worked closely with CSUN Police Services and the EUC designers to create and implement a building evacuation plan. The College conducted the first EUC fire drill in March 2017. With the help of Emergency Response and the College's dedicated building marshals, the College staff evacuated the building in less than 4 minutes, well under the suggested evacuation time of 5 minutes. In addition, with the help of the CSUN Police Department, the College was able to install five panic buttons in key locations in EUC.

In addition to the achievements related to the EUC, the College successfully completed its renovation in the Bookstore Complex. The renovation provided thirteen classrooms and two computer labs for our Intensive English Program. The lab space will also be used by the College's new blended synchronous Master in Taxation cohort that will begin in Fall 2017.

**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.

**Outcomes:** During 2016/2017, the College's Information Systems and Services Unit (ISS) published basic dashboards to analyze application and enrollment data. The Graduate and Professional Education (GPE) recruitment team is currently using the dashboards to track and analyze applicants. By the end of July 2017, the international recruitment team will have access to the new applications dashboards.

The ISS team met with the various units within the College to evaluate current business processes and related procedures documentation. As a result, the ISS team agreed to create a workflow document in a timeline format. This will be completed in the 2017/2018.

The College's ISS unit played a significant role in preparing and managing the equipment for the new CSUN Extended University Commons building and the newly renovated CSUN Bookstore Complex classrooms. The College's ISS unit completed the overhaul of computers and printers and worked with the College's other units and working group to migrate files to Box, secure data and systems, and develop procedures and training for equipment usage.