



## Mission, Purpose, and Values Statement

### MISSION OF CALIFORNIA STATE UNIVERSITY, NORTHRIDGE

California State University, Northridge (CSUN) exists to enable students to realize their educational goals. The University's first priority is to promote the welfare and intellectual progress of students. To fulfill this mission, we design programs and activities to help students develop the academic competencies, professional skills, critical and creative abilities, and ethical values of learned persons who live in a democratic society, an interdependent world, and a technological age; we seek to foster a rigorous and contemporary understanding of the liberal arts, sciences, and professional disciplines, and we believe in the following values.

[www.csun.edu/president/mission](http://www.csun.edu/president/mission)

### THE PURPOSE OF CSUN'S TSENG COLLEGE WITHIN THE CSUN MISSION

- ❖ The purpose of the Tseng College: Graduate, International and Midcareer Education (College) is to create new CSUN self-support programs, to continuously review and improve ongoing programs, and to increase the inclusive academic excellence and the equity-minded forefront focus of CSUN's self-support programs. In the development and refinement of CSUN's self-support programs, the College also seeks to enhance equity, engage and highlight the influence of CSUN faculty teaching, research/scholarship, and creative activities across disciplines and fields of professional practice; and broaden the understanding and appreciation of humankind's full and shared intellectual heritage across time and culture in which the CSUN learning community is deeply rooted and to which the College is deeply committed.
- ❖ Guided by CSUN's academic mission, current and emerging academic strengths, leadership principles, and planning priorities, the College is dedicated to working with CSUN faculty from all CSUN academic colleges, departments, and CSUN's extended regional, national, and international networks of relationships and the links within and across disciplines and fields of practice to find highly effective educational responses to the professional practice, equity challenges, and opportunities facing those CSUN serves regionally, nationally, and internationally. The College is a significant component of CSUN's overall educational capacities that allow it to reach a wider range of learners across the career span, enhance its innovative capabilities, and expand its educational reach regionally and globally. The College is committed to working as a fully engaged member of the CSUN community to the advantage of CSUN and those it serves.
- ❖ Fulfilling the purpose of the College requires a commitment to engaging the essential diversity of minds, modes of thinking and ways of seeing, spirits, hearts, experiences, backgrounds, cultures, abilities, and innovative insights that the College comprises to develop, sustain, and deploy important versatile and creative capacities that allow CSUN and its faculty to respond effectively to the changing educational needs of midcareer professionals/working adults, employers, communities, professional associations,

economic and community development organizations, and international students and partners.

- ❖ Working collaboratively with CSUN's faculty, their colleagues across institutional and national lines, forefront scholars, creative professionals, and leading practitioners, the College's staff shape responses to educational needs through data-informed new approaches to what higher education can and should be in a contemporary context in ways that allow CSUN and its faculty to explore a wider range of possibilities in the more agile context of self-support in the CSU and, in turn, to deliver innovative degree and non-degree programs that are carefully and equitably crafted to allow students to achieve significant educational outcomes in programs for which inclusive excellence is a defining feature.
- ❖ CSUN created and structured the College to work collaboratively within and outside of the University to help fulfill CSUN's broader educational mission. This includes, but is not limited to, making a significant, positive, and engaged impact on the following:
  - the educational transformation of lives—of students and through them, the transformation of the lives of those close to them, their communities, their professions, and more;
  - the future of higher education and economic development;
  - community development and the evolution of urban communities in regional and global contexts;
  - the power of the full educational experience as reflected in the careful choices in relation to the crafting of each program, as well as the place and mode of its offering, and the structured engagement of students with the education/learning experience offered;
  - the changing connections between fields and disciplines, and the shifts in educational needs and opportunities that those changes allow;
  - the advances in technologies (including AI) and the shifts in their application to life, learning, community, and professional practice;
  - social justice, social innovation, equity, and inclusion, including striving to ensure the future of equitable and inclusive access to education;
  - thoughtful approaches to environmental sustainability across disciplines and fields of professional practice;
  - the role of the arts and the humanities in the economy, as well as individual and community life;
  - the role of academically rigorous and truth-seeking research on regional, national, and international decision-making in public life;
  - reflective, ethical, and equitable professional practice across fields and disciplines;
  - the role of the sciences in informing today's choices and in shaping our shared future;
  - health and wellness;

- peace and a caring human community in a diverse and interconnected world;
  - shaping the future of the Los Angeles urban region and surrounding area;
  - and protecting and expanding the ability of all individuals to realize their full potential.
- ❖ The College develops, continuously improves, and supports agile administrative systems and strategies, and thoughtfully develops and implements support services focused on the success of those that the College serves, making it possible for CSUN's college partners working with the Tseng College to have a larger creative space in which to craft programs and expand the educational options that CSUN offers. The College's staffing structure is intentionally designed to attract, support, and enhance the high talent needed to explore and embrace the positive possibilities in new technologies and systems. The College openly shares its innovative progress and ideas with the CSUN community as a means to enhance CSUN's overall capabilities.
- ❖ The College is self-supporting and responsible for remaining financially sound, so that CSUN can offer educational opportunities in ways that might not otherwise be possible within the limits of state funding, thus allowing CSUN to use state funding to provide programs and services for its more traditional California undergraduate and graduate students. The College also contributes to CSUN's overall financial stability, and, in turn, its ability to plan for the future.

### THE VALUES AND COMMITMENTS THAT GUIDE THE COLLEGE

*The College comprises a significant and indispensable diversity of minds, spirits, hearts, backgrounds, cultures, experiences, abilities, and innovative insights. The College is a co-creative and mutually supportive professional community that works in teams, units, changing project groups, and other configurations, but always with the understanding that the College is an undivided whole in which each staff member plays an essential and changing role in the College's ability to be excellent, innovative, agile, and future-focused. The College is an explorer of ideas and possibilities that is willing to try, risk, and ask the essential questions that are the foundation of the ability to facilitate ongoing innovation. The College and its staff are dedicated to helping CSUN develop, deliver, and support a wide and changing array of excellent and distinctive educational opportunities; supporting other CSUN colleges, departments, and units to achieve their goals whenever possible; being an open and engaged gateway linking CSUN to the broader world close to the campus and far away; and being a broad, open, and supportive canvas that allows CSUN to explore new possibilities on the horizon of its aspirations. The College is guided by the values of CSUN and by these essential values and commitments.*

- ❖ The College is guided by a shared understanding that each individual is distinctive and brings unique abilities and insights to the broader human community which needs each such singular individual to be supported and cared for equitably so that each can realize their full potential. The College is dedicated to helping each individual student realize their full potential, and, in turn, make the broadest possible positive contributions to our shared future. This commitment begins when a prospective student first reaches out to CSUN through the College and can continue beyond graduation in support of the long-term

educational journey of those we serve.

- ❖ The College has strong foundational values rooted in openness, transparency, and honesty in all matters, including what the College says and does at the individual, unit, and College levels. The College's choices—even in what systems it uses to record and share information with others at CSUN, the reports, and documents about its work that it shares (broadly)—are all informed by the College's sense of integrity and the values that grow from it.
- ❖ The College believes that education has the power to transform lives and that an inclusive educational experience plays a central role in creating and sustaining free, just, equitable, open, and caring societies. Further, the College believes that graduates from this kind of inclusive educational experience are an essential component of creating and sustaining the just and equitable communities and economies needed to provide a better life for those that CSUN serves in our interconnected and interdependent world.
- ❖ The College's overall ability to innovate, co-create solutions, and realize the College's purpose rests on the high talent and dedication of those individuals who hold each and every position/role in the College. The College is committed to using the talent of each staff member to the fullest, investing in the ongoing development of those who seek to grow and learn, sustaining a working culture that supports innovation, risk-taking, and the sharing of ideas and possibilities that emerge from our mission, purpose, and values. What the College does today may not be what it does in the years ahead—the world will change or capacities will evolve and we will find ways to do what is most promising going forward, given our significant abilities to collectively figure out how to do that which is worth doing in light of the educational needs of those that we serve.
- ❖ The College understands that because education has such life-transforming power, those who come to the College are entrusting us with their future. They trust CSUN, through the College, to provide the best educational opportunities currently possible in each field from the perspectives of scholarship and expectations of professional practice in a contemporary context. They trust that CSUN, through the College, does all that it can to ensure that programs are equitable, inclusive, and foster the highest possible levels of student learning and achievement. The College is dedicated to honoring the trust placed in CSUN and the College by ensuring that all aspects of our work are focused on making data-informed choices and investing resources purposefully to develop and offer the best possible educational opportunities while supporting the success of each unique student.
- ❖ The College, and the dedicated staff members it comprises, understand that, at every turn, the world as we encounter it each day needs far more kindness, understanding, forgiveness, and mutual support of the best and full potential of others. The College works each day to add those important factors to our working world, and to the lives we touch. The College is dedicated to expanding the possible and contributing to an increase in hope.

## HOW THE COLLEGE IMPLEMENTS ITS PURPOSE AND VALUE IN ITS WORK

- ❖ The College engages CSUN partner colleges, CSUN faculty members, faculty from other well-respected institutions, noted national and international scholars, and accomplished practitioners to develop new programs that explore and respond to the changing nature of practice in a given field, as well as the evolution of the related discipline and their cross-disciplinary connections, collaboratively considered—in light of the educational focus and learning goals of a program—the best use innovative and effective instructional strategies and assignment design, as well as educational technology applications to expand the reach and influence of CSUN's programs, and research designed to advance professional education and post-degree workforce education.
- ❖ The College encourages, supports, and brings together scholarship and teaching across the disciplines to develop and deliver programs that address the educational needs of those called upon to address current and emerging challenges and opportunities that will shape the future of the Greater Los Angeles Area, surrounding counties, and beyond.
- ❖ The College expands access to CSUN by working with CSUN faculty and leading professionals to develop CSUN programs and services and to offer/deliver those programs in cohort formats with integrated curricula that foster engaged learning communities. The College offers accessible schedules (e.g. evenings, weekends, and semi-asynchronous), in innovative modalities (such as online, hybrid, on-campus, and off-campus), and provides specialized and responsive support services for midcareer/working adults and organizations that otherwise may not have access to CSUN in its more traditional context.
- ❖ The College develops productive and highly collaborative partnerships with key regional, national, and international organizations, communities, and institutions designed to expand the sustained educational impact and influence of CSUN programs while providing mutually beneficial links between CSUN and organizations with complementary educational and/or research missions and values.
- ❖ The College develops long-term, mutually beneficial, and supportive internal partner relationships with CSUN's academic colleges, departments, centers, institutes, and support/administrative units. These relationships increase the number and quality of programs offered by CSUN through the College and provide a sustained financial return to internal partners—a return that helps to facilitate increases in full-time faculty in fields related to current and planned self-support programs. It allows them to invest in the professional development of faculty teaching in current or planned self-support programs, enhance support services for students in CSUN self-support programs, and build additional capacity relevant to the continuous improvement of ongoing self-support programs, as well as the development of new programs.
- ❖ The College has developed the organizational capacities and abilities needed by CSUN to create and sustain excellent, distinctive, and successful (in terms of student achievement and financial stability) international, career-long, and lifelong learning programs and services in a competitive marketplace. These capacities and abilities include but are not limited to: excellent client and student support services for working adults (from application to



graduation), organizations and international students; on-site, hybrid, modular, and online program support services management; transparent financial management; innovative instructional design; information systems/services and data reporting and analysis; predictive analytics; market research; assessment of program effectiveness; instructor support and professional development; creative and sophisticated data-informed outreach, marketing and public relations; financial aid services; external and alumni relations, and partnerships development; online program production and technical support; applications, admissions, and registration services; international student application, registration services, and forward-thinking; international educational partnership; and collaborative College leadership with a CSUN perspective.

- ❖ The College, in keeping with CSUN principles and values and those of the broader world of higher education, ensures its ability to do its work through responsible, inclusive, and innovative management of the organization. This is achieved through the development of a co-creative and agile College working culture with a focus on innovation and creative responses to educational needs, guided by the College's established purpose and values.
- ❖ The College works in compliance with all relevant CSU, CSUN, State, and Federal policies to achieve key financial goals that allow the College and its partners within CSUN to reinvest in expanding CSUN's self-support programs and services, and enhance their educational impact.
- ❖ The College creates innovative and influential models that inform the future of higher education overall, whilst providing advanced professional preparation in the context of a global economy for lifelong higher education, the enhancement of CSUN's reputation as a preferred academically excellent and co-creative educational partner—one that is committed to excellence, and purposeful and high levels of student success regionally, nationally, and internationally.