

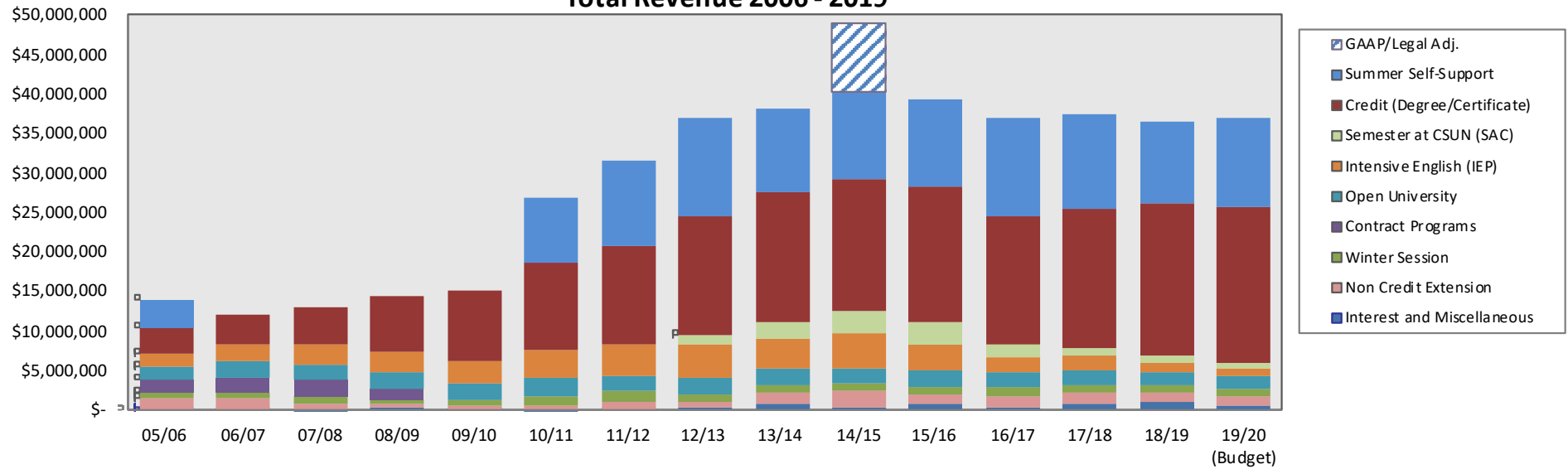
California State University, Northridge
The Tseng College
Graduate, International and Midcareer Education

Outcomes Overview
2018-2019

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California State University, Northridge The Tseng College 2018/2019

Total Revenue 2006 - 2019



Note : Beginning in 2010/11, CSUN Summer Session was moved from state-support to self-support by CSU. Instructional Support Revenue was not included in Summer Session 2010/11 but was included in 2011/12 and each year after.

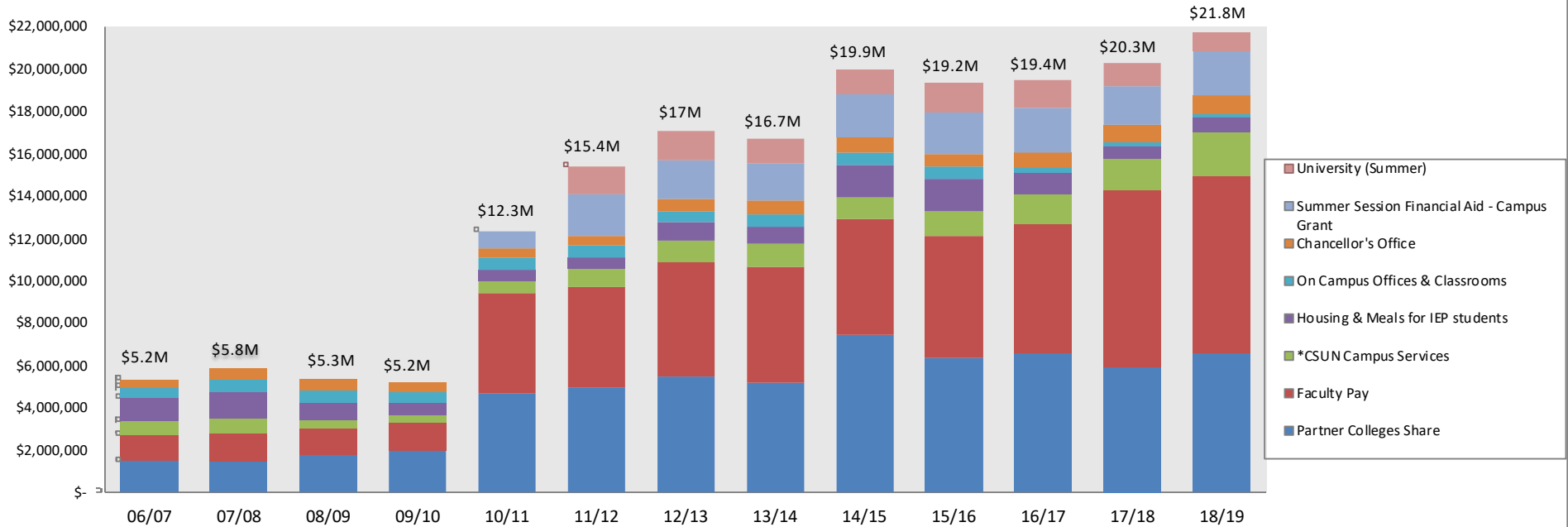
CSUN fiscal year starts on July 1 and ends on June 30 covering the Summer, Fall, Winter Intersession and Spring Terms. CSUN Summer Session typically starts late May and ends mid-August which means that a portion of the summer revenue; i.e. revenue generated during the month of May and June should be recognized as part of the previous fiscal year. In the past this revenue recognition adjustment was recorded at the overall University level. As per the Chancellor's Office requirement, this revenue adjustment of \$8,588,801 was recorded on the College's level for FY 2014-15.

California State University, Northridge
The Tseng College
2018/2019

Analysis of Cost as a Percentage of Revenue
Revenue \$36,554,741 (incl. Summer Session 2018)

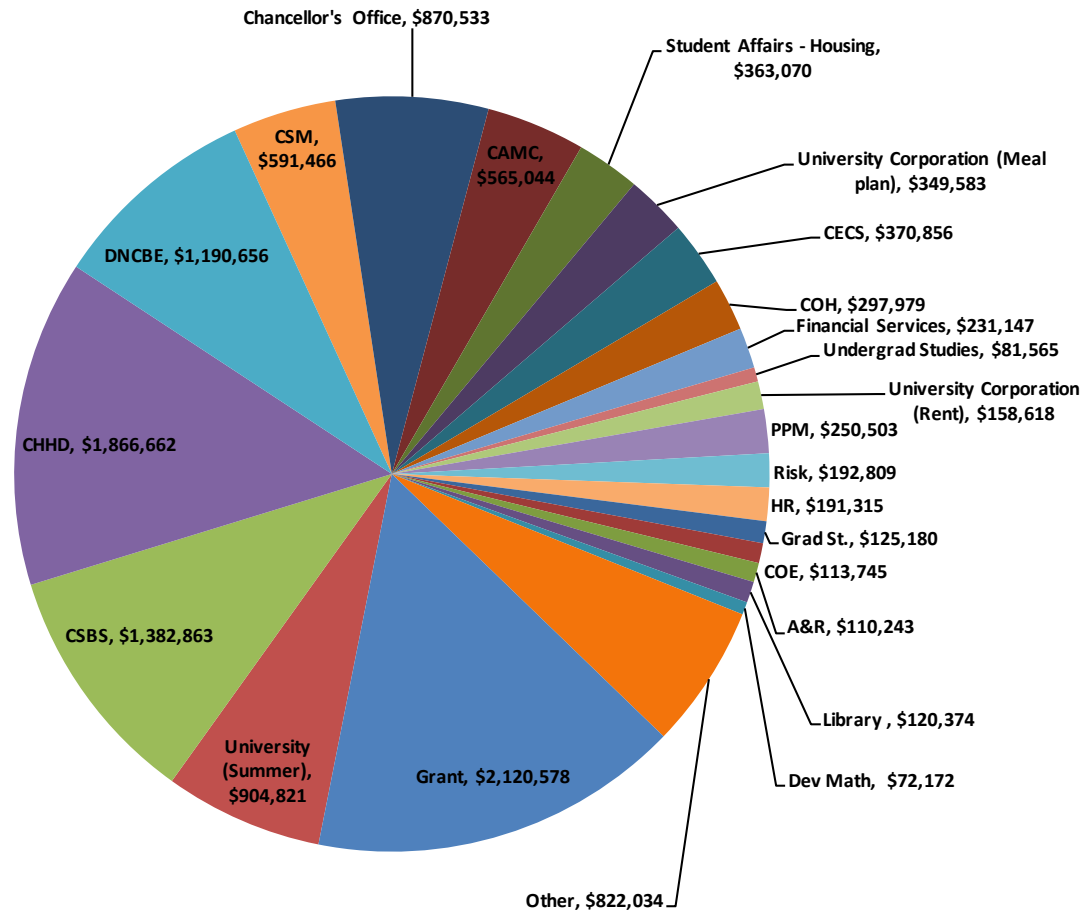
Cost Items	% of Revenue
Cost Reimbursement & Revenue share to partner Academic Colleges/Departments	26.2%
Tseng College Staff Salaries & Benefits	25.9%
Instructional Salaries & Benefits	23.0%
Direct Marketing (non-people costs)	7.0%
CSUN Capital Project	6.8%
Campus Services	5.6%
CSU Chancellor's Office	2.4%
Contribution to Operating Fund Balance/Reserves	1.0%
External Relations and Partnerships (including CSU5) for CSUN Overall	1.0%
General Operating expenses	0.8%
Campus-wide International Support	0.5%
TOTAL	<hr/> 100%

California State University, Northridge
The Tseng College
2018/2019
Overall Financial Return to CSU/CSUN
2007 - 2019



Note: The overall financial return to CSU/CSUN without Summer were \$5.8M (2010/11), \$6.4M (2011/12), \$7.5M (2012/13), \$7.7M (2013/14), \$10.6M (2014/15) \$8.9M (2015/16) \$9.2M (2016-17), \$10.4M (2017-18), and \$12.3M (2018-19)

California State University, Northridge
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Total Transfer to CSUN/CSU = \$13,348,850
(excluding faculty pay)



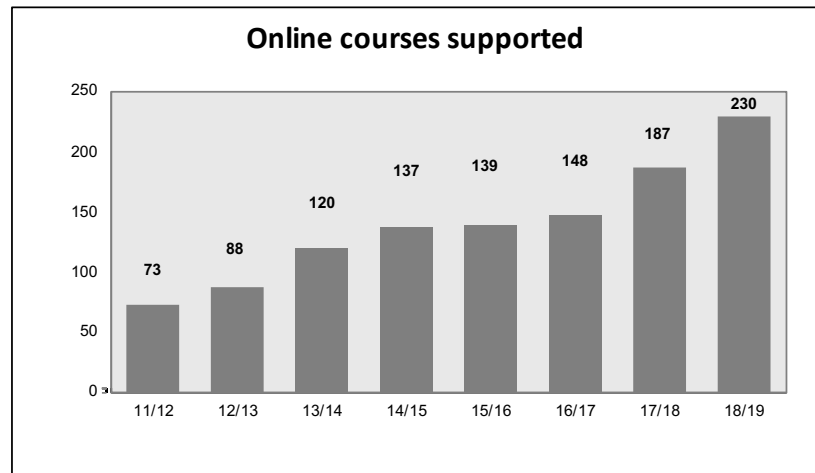
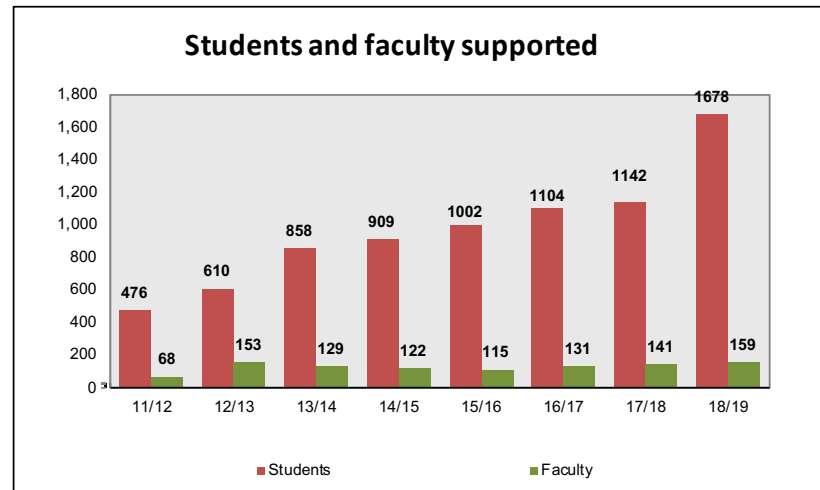
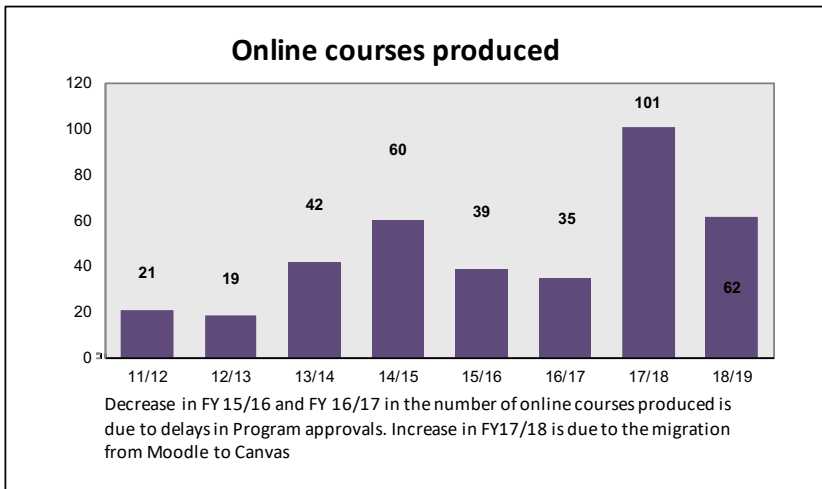
California State University, Northridge
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2018/2019

Total Payment to Partner Colleges and Departments
Including Summer Session 2018

	College Transfer	Faculty Pay	Total Amount
College of Education	\$ 113,745	\$ 265,004	\$ 378,749
College of Engineering and Computer Science	\$ 370,856	\$ 700,633	\$ 1,071,489
College of Arts, Media and Communcations	\$ 565,044	\$ 321,800	\$ 886,844
College of Humanities	\$ 297,979	\$ 637,328	\$ 935,307
College of Social and Behavioral Sciences	\$ 1,382,863	\$ 2,871,770	\$ 4,254,633
College of Science and Mathematics	\$ 591,466	\$ 517,103	\$ 1,108,569
College of Health and Human Development	\$ 1,866,662	\$ 1,803,931	\$ 3,670,593
College of Business and Economics	\$ 1,190,656	\$ 1,154,633	\$ 2,345,289
Developmental Math	\$ 72,172	\$ -	\$ 72,172
University (Undergraduate Studies)	\$ 86,599	\$ 133,392	\$ 219,991
TOTAL	\$ 6,538,042	\$ 8,405,594	\$ 14,943,636

California State University, Northridge
The Tseng College
2018/2019
Distance Learning Services

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

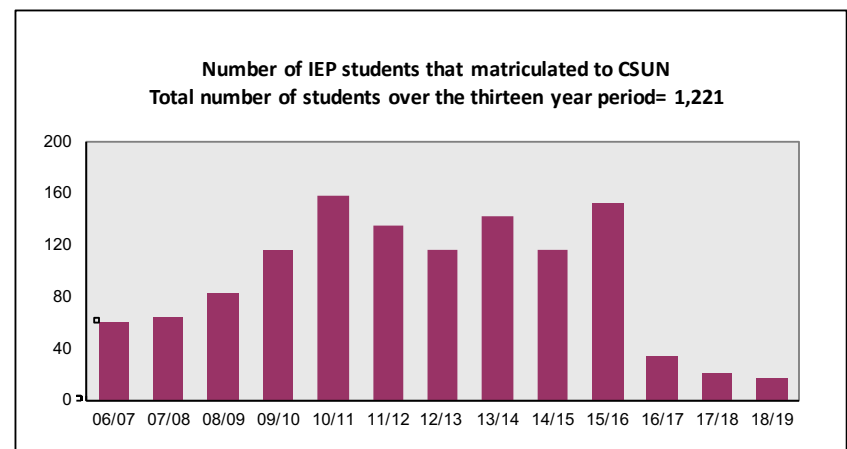
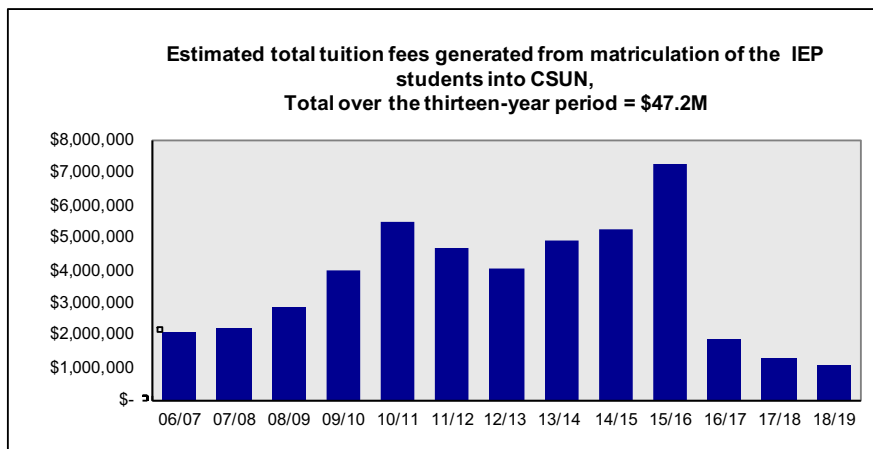
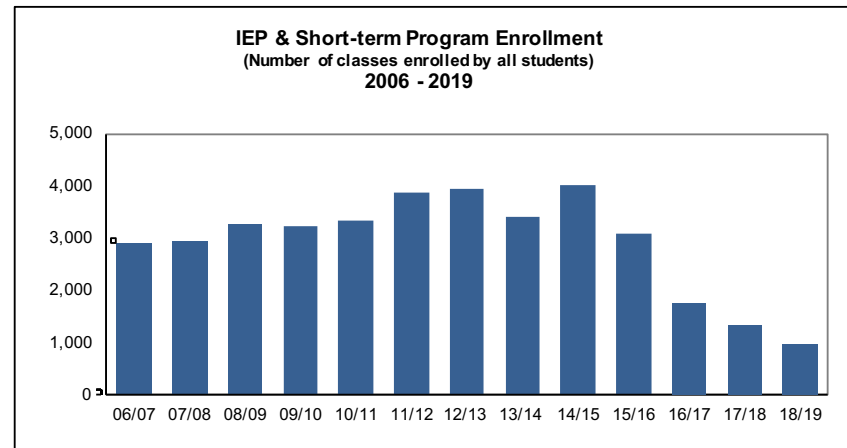
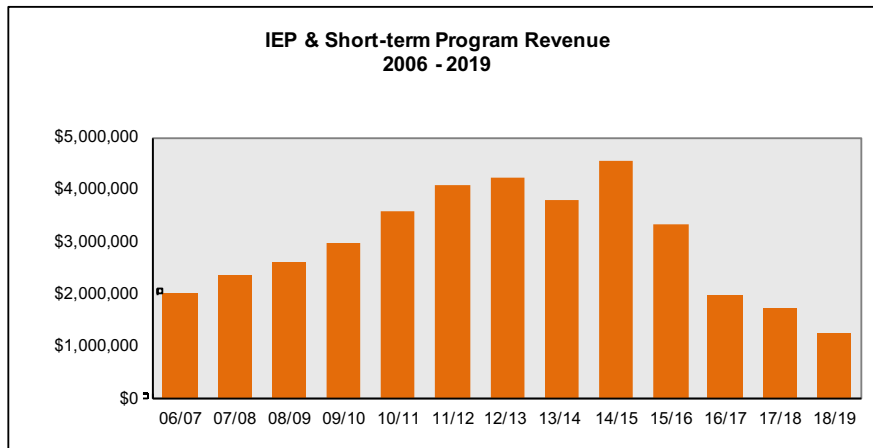


California State University, Northridge
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Intensive English and University Pathways Program

The CSUN Intensive English and University Pathways Programs brings international students to CSUN to study English, focusing on written and spoken language skills needed for success in American higher education. By recruiting international students and refining their experience on the CSUN campus, the Tseng College has increased the number of international students who become degree-seeking students at CSUN. Those programs bring an international presence to the mix of students on campus and bring in additional revenue from out-of-state fees.

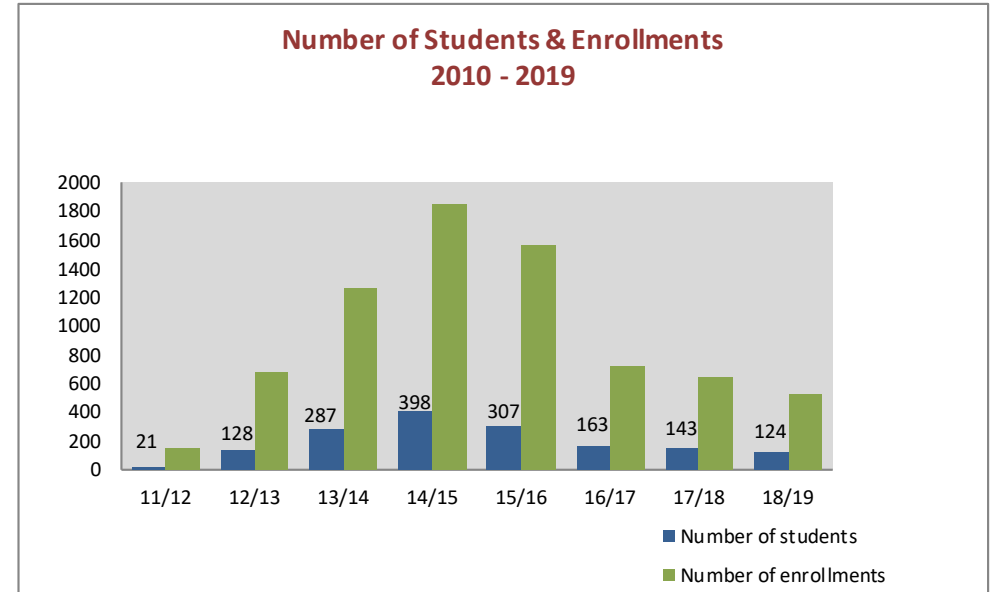
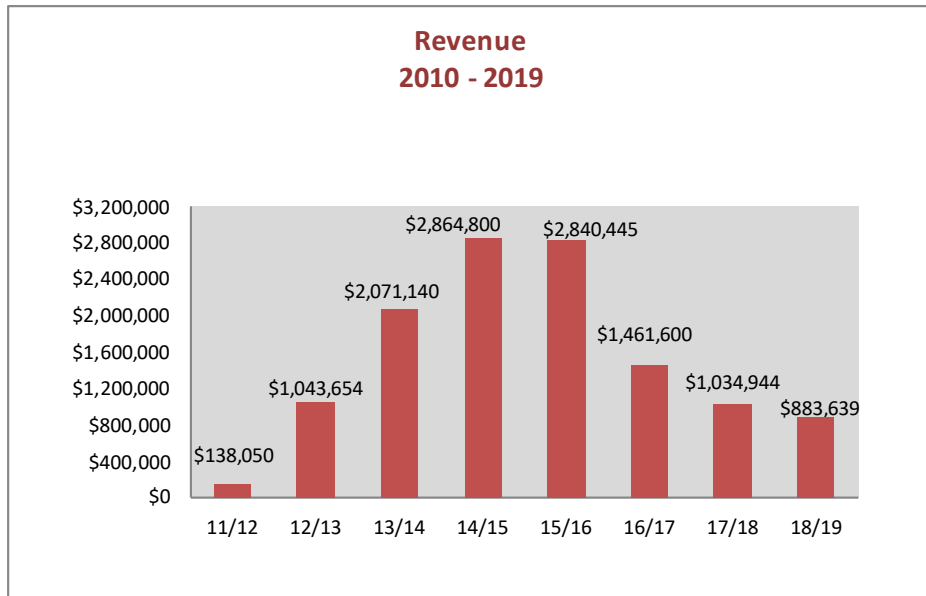
Below is an analysis of this pattern from 2006 through 2018/2019



California State University, Northridge The Tseng College 2018/2019

SEMESTER AT CSUN (SAC)

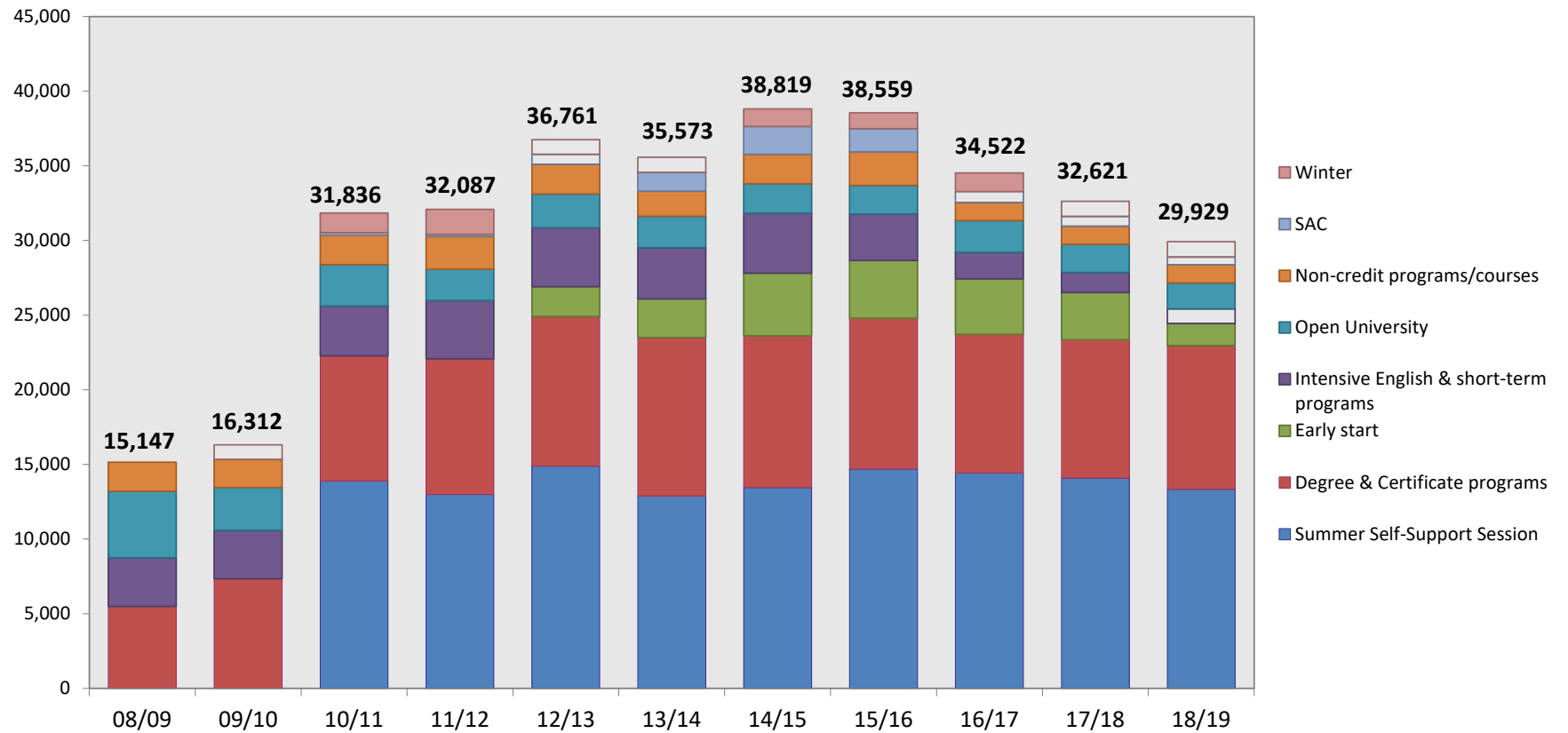
Semester at CSUN is a program that allows qualified international students seeking their baccalaureate or master's degree at an international college or university to study for one or two semesters at CSUN. The vast majority of students stay for only one semester. This semester-abroad opportunity is increasingly recommended or required for graduation from many international colleges and universities seeking to have their graduates prepared for work and life in an interconnected world. CSUN restructured its semester at CSUN program (which has existed for decades) in the spring of 2012, and this change in approach was implemented in the 2012/2013 academic years.



Various world economy factors have created a decrease in the College's International Programs. Semester At CSUN was directly impacted with the freeze of the Brazilian Science Mobility Program due to political uncertainty in Brazil.

California State University, Northridge The Tseng College 2018/2019

Total Enrollments
(Number of classes enrolled by all students)

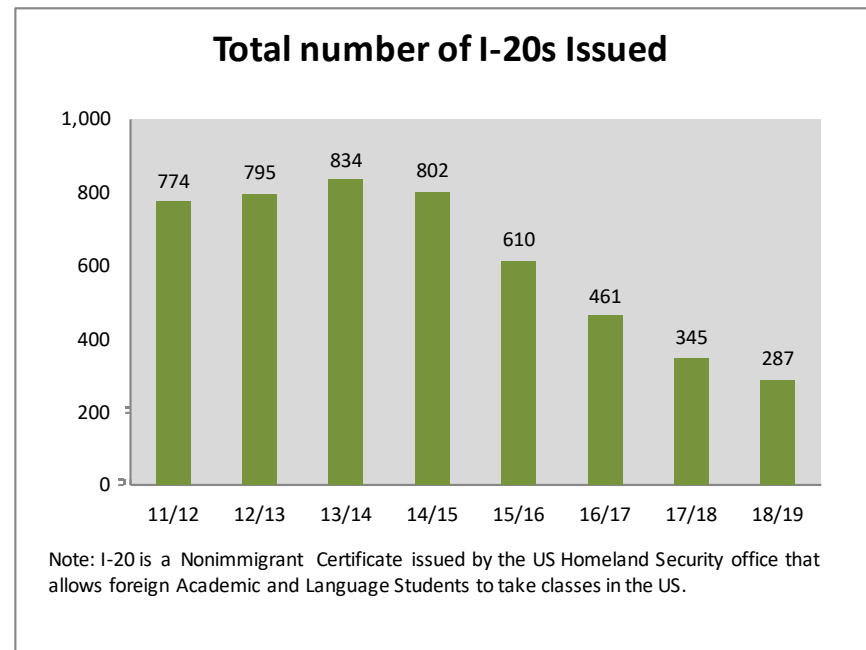
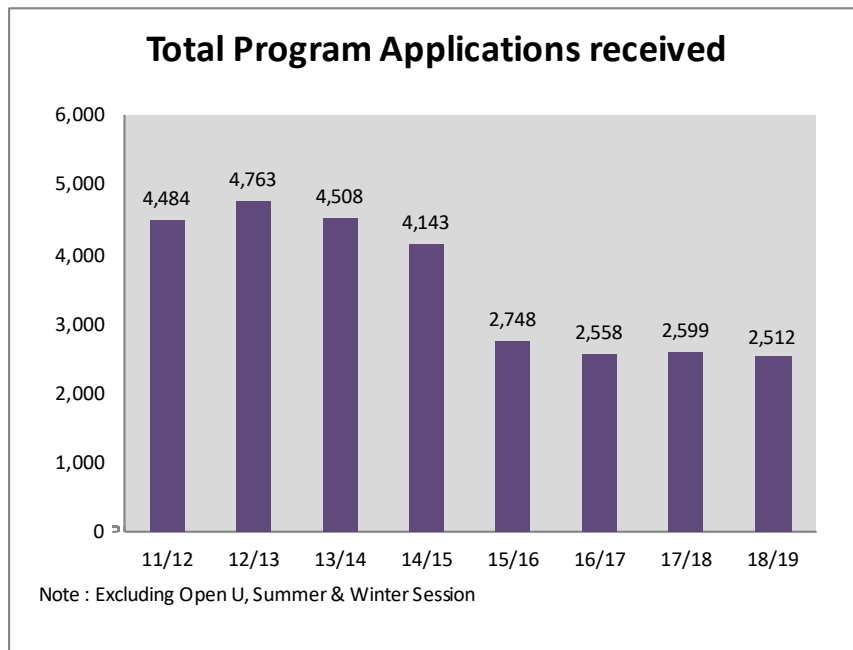


In FY 17-18 and FY 18-19 enrollments were down due primarily to lower enrollments in Summer, Winter, IEP, SAC and Open University programs.

California State University, Northridge The Tseng College 2018/2019

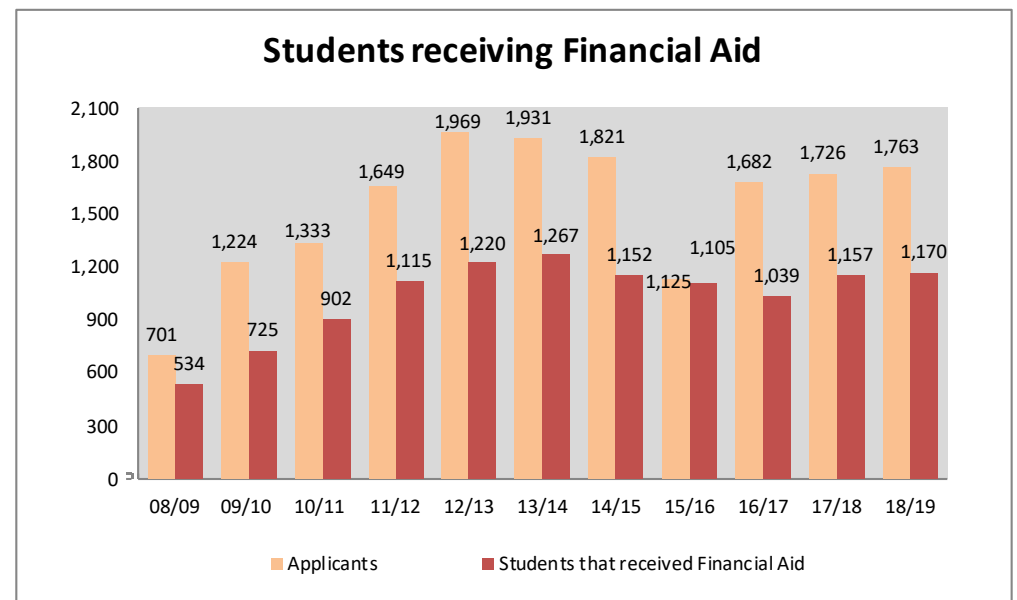
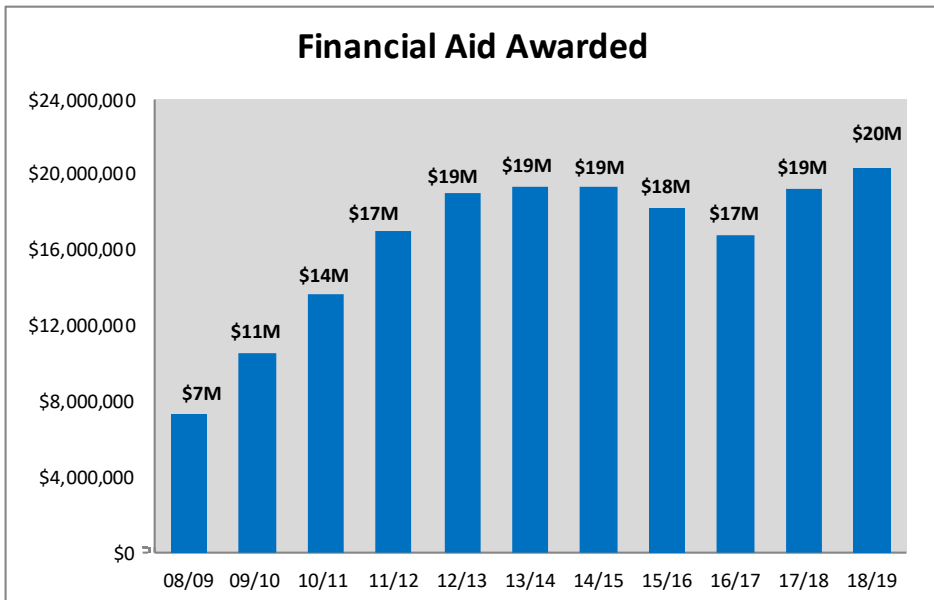
Admissions, Registration and Client Services and International Student Support

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



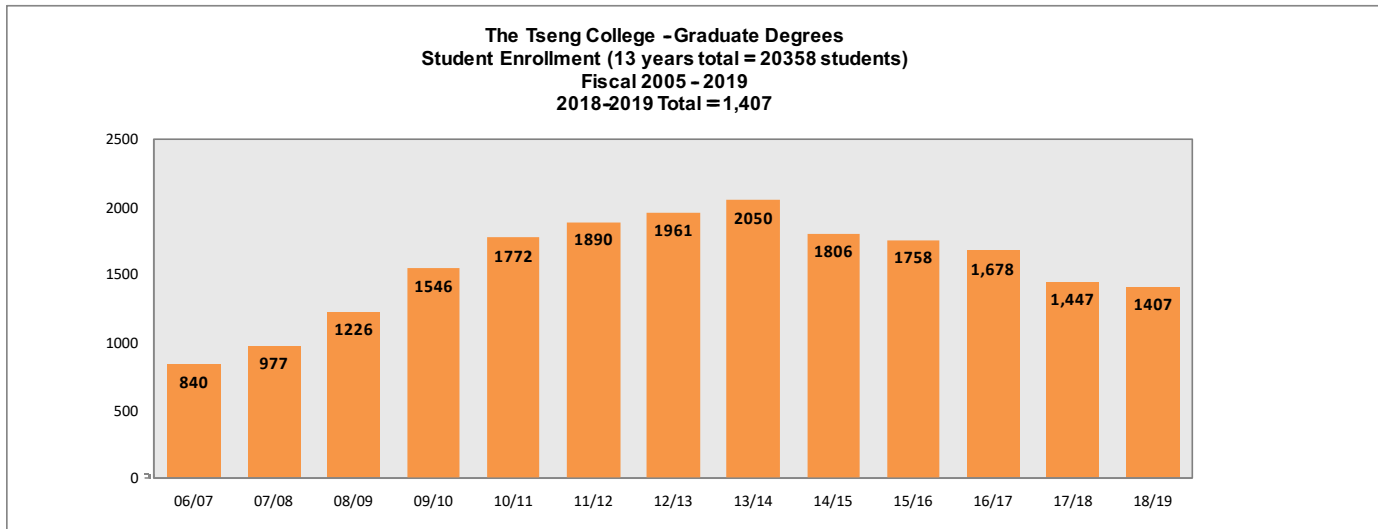
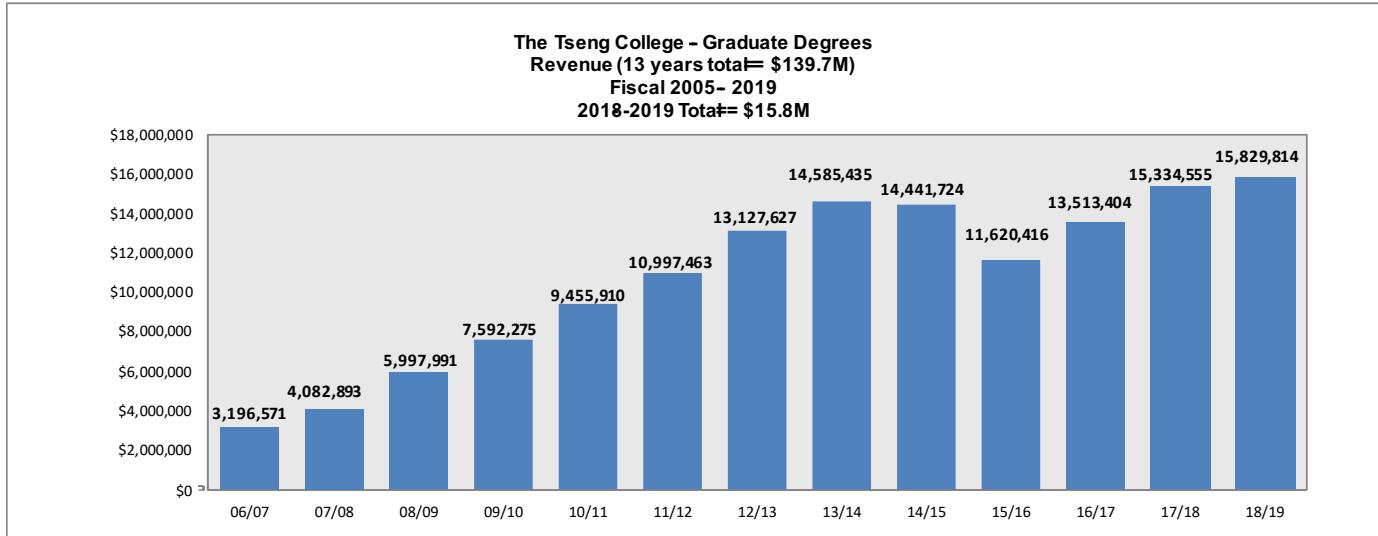
California State University, Northridge
The Tseng College
2018/2019
Financial Aid

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



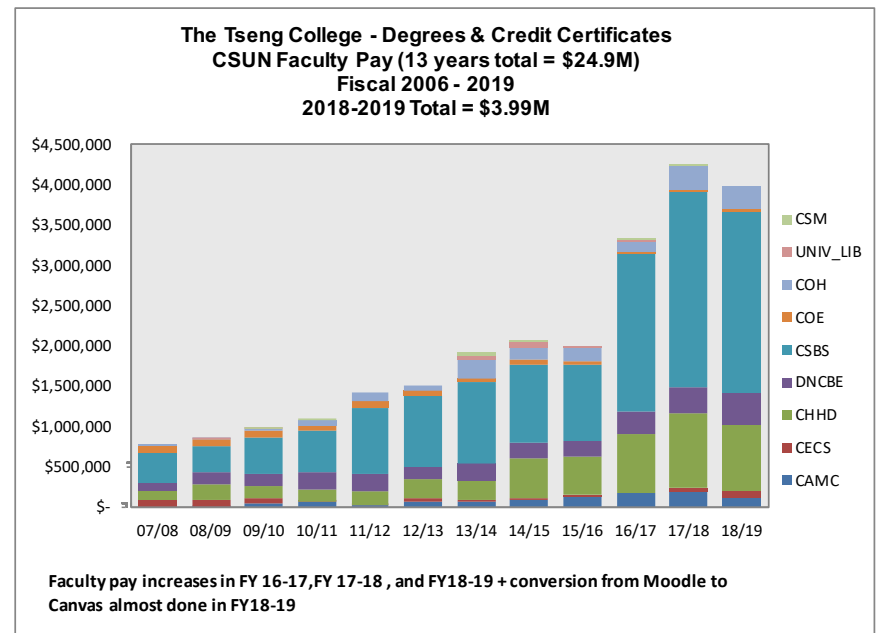
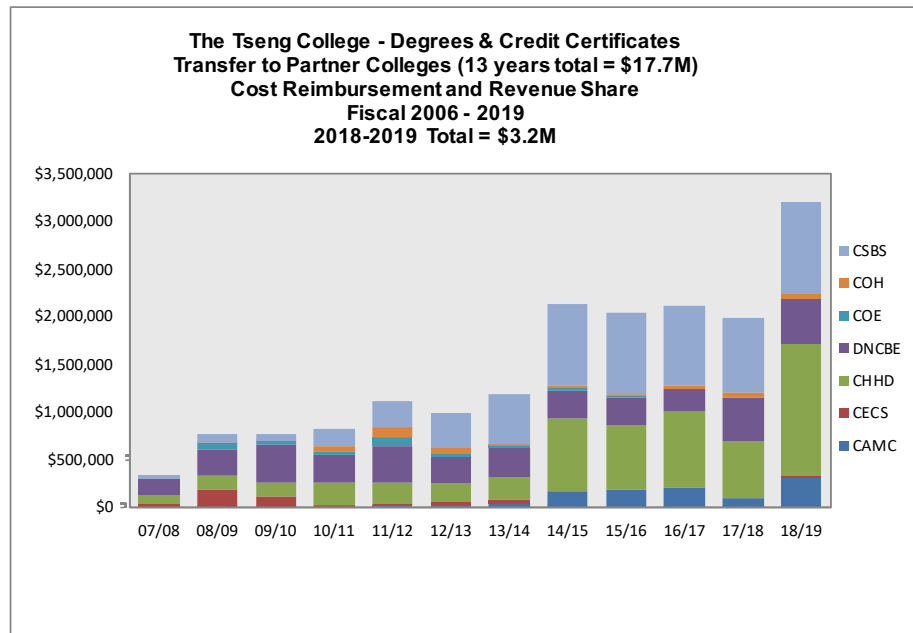
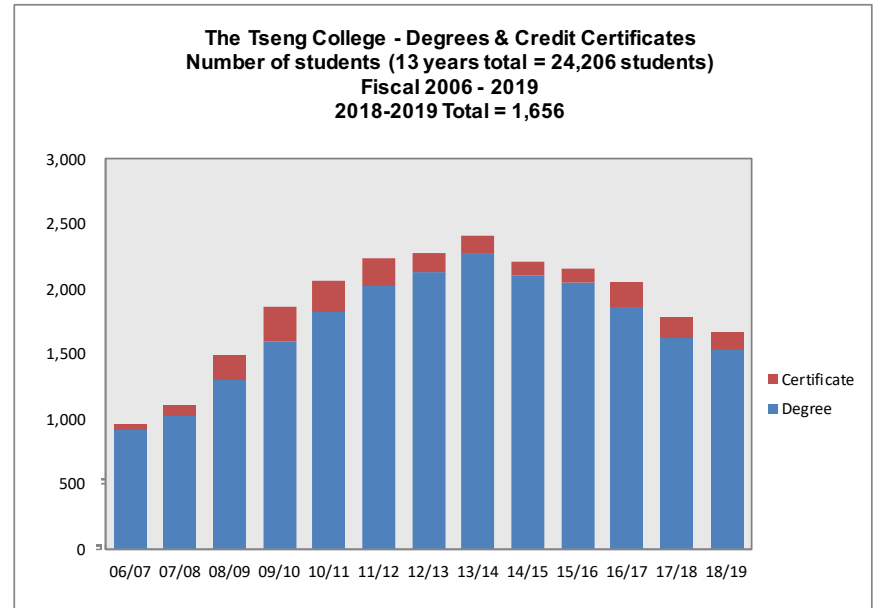
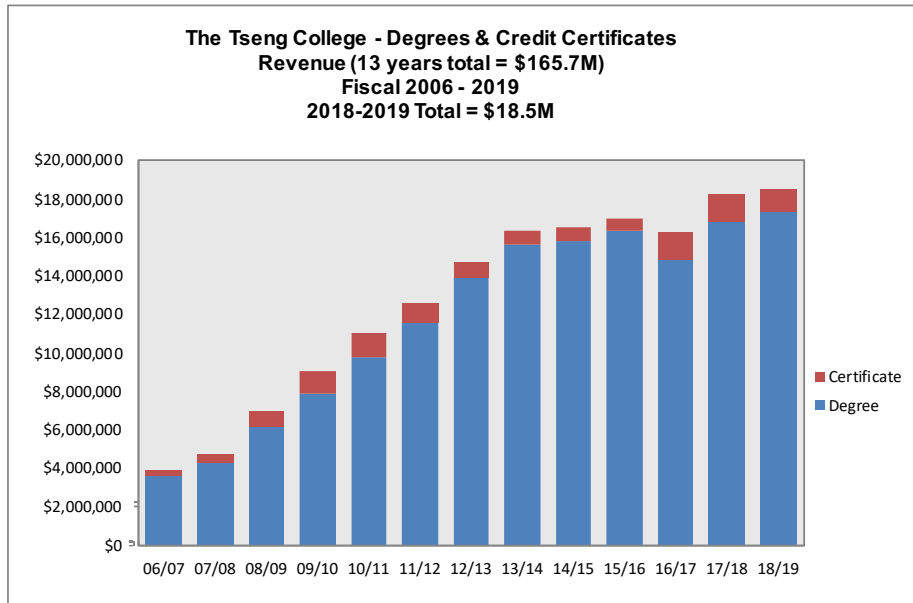
**California State University, Northridge
The Tseng College**

Self-Support Graduate Degree Programs



Decrease in 14/15, 15/16, 16/17, and 17/18 linked to the downsizing of the MPA Program as entrance requirements were raised from 2.5 undergraduate GPA to 3.0 preferred.

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



California State University, Northridge
The Tseng College
2018/2019

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 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. The national average for marketing expenditures for college and university extended learning units is 10% of total revenue if web and digital marketing is not included and 12% if web and digital marketing is included. It should be noted that some of the more well-known private and for-profit institutions serving working adults spend as much as 25% of total revenue on marketing.

For the Tseng College 2018/2019 marketing costs including staffing and direct expenditures was **7%** of total revenue (including web-based and digital marketing).

California State University, Northridge The Tseng College

Comparative Productivity: Earned Revenue per Full-Time Staff Member

*Nine CSU campuses with a range of extended learning serving areas were selected for a comparative study with CSUN ExL. The findings was a comparative look at the relationship between the size of the full-time staff and the level of the earned revenue for FY **2017/2018** as of 6/30/2018. 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.*

	<i>Self-Support Unit Revenue</i>	<i>Number of Full-Time Staff</i>	<i>Revenue/Staff</i>
Campus A	\$26,937,318	52	\$518,025
Campus B	\$26,927,774	90	\$299,197
Campus C	\$27,319,832	78	\$350,254
Campus D	\$19,077,154	43	\$443,654
Campus E	\$18,714,534	12	\$1,559,544
Campus F	\$34,202,066	61	\$560,689
Campus G	\$33,121,722	107	\$309,548
Campus H	\$17,698,967	60	\$294,982
CSU, Northridge*	\$36,344,458	80	\$454,305

* Actual Revenue

California State University, Northridge

2018–2019 Programs Offered

CSUN Self-Support Degree and University Certificate Program

Predominately Face-to-Face and/or Regional

- B.A. Public Sector Management – Baccalaureate Degree Completion
- B.S., Nursing – Accelerated Program
- M.A. Music Industry Administration
- M.P.A. Master of Public Administration: Public Sector Management and Leadership
- M.S. Applied Behavior Analysis
- M.S. Taxation*
- M.S.W. Master of Social Work
- University Certificate in Business Administration**

Online

- B.A. Public Sector Management – Baccalaureate Degree Completion
- M.A. Humanities
- M.P.A. Master of Public Administration: Health 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.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
- University Certificate of Preparation for Advanced Studies in Speech-Language Pathology**
- University Certificate in Health Administration (linked to MPA)
- University Certificate in Nonprofit Sector Management (linked to MPA)

CSUN Self-Support Certificates of Advanced Professional Development

- 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

* A "blended-synchronous program in which the majority of courses can be undertaken in any combination of face-to-face/online

**A pre-requisite program to admission into a CSUN Master's degree program.

*** These Certificates of Advanced Professional Development offer Continuing Education Units)

CSUN University Access Programs

- Open University (Fall Semester and Spring Semester)
- Winter Term
- Summer Session

CSUN 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

CSUN Self-Support Degree, University Certificate, and Certificates of Advanced Professional Development Launch Timeline

Additional Programs Starting in 2019-2020

- M.K.M Master of Knowledge Management (online)
- M.S. Assistive Technology Engineering (online)
- M.S.W. (3 year format, online)

- Cert APD – Solution Design Certificate (online)
- Cert APD – Leadership in the Age of Disruption (Online)

Additional Programs Starting in 2020-2021

- B.A. Liberal Studies – Baccalaureate Degree Completion (online)

- M.A. Diverse Community Development Leadership
- M.A. Instructional Design (online)
- M.A. Digital Education Innovation and Leadership (online)
- M.S. Information Systems Management
- M.S. Tourism, Hospitality, and Recreation Management: Hospitality Management (online)

- UCert – Instructional Games and Simulations Certificate; Graduate Credit Certificate (linked to M.A. Instructional Design) (online)
- UCert – Hospitality Management Certificate; Graduate Credit Certificate (linked to M.S. Tourism, Hospitality, and Recreation Management) (online)

California State University, Northridge
The Tseng College: Graduate, International, and Midcareer Education

CSUN Self-Support Programs Summary of Completion Rates for 2018/2019

- M.S., Applied Behavior Analysis (face-to-face) **79%** (37 units, 2 year cohort duration)
- M.S., Assistive Technology Studies and Human Services (fully online) **73%** (30 units, 2 year cohort duration)
- M.S., Communicative Disorders (fully online) **88%** (63 units, 3 year cohort)
- M.A., Music Industry Administration (face-to-face) **97%** (33 units, 2 year cohort)
- MPA, Master of Public Administration (fully online) **75%** (36 units, 2 year cohort or open-enrollment on-campus program)
- Master of Social Work **95%** (60 units, 2 year on-line or 3 Years face-to-face)
- Master of Public Health (fully online) **88%** (42 units, 2 year cohort duration)
- M.S., Taxation (face-to-face) **78%** (30 units, 1.5 year cohort duration)
- B.A., Public Sector Management (off site) **71%** (60 units, 2.5 year cohort duration)
- Graduate Credit Certificate in Business Administration (face-to-face) **74%** (18 units, 1 year cohort duration)
- Credit Certificate of Preparation for Advanced Studies and Communication Disorders and Sciences (fully online) **73%** (30 units, 2 year cohort duration)
- Certificate of Advanced Professional Development in Radiologic Technology: CT/MRI (fully online) **100%** (83 units: 12 units online coursework and 71 credits or 710 hours of on-site clinical education)
- Certificate of Advanced Professional Development in Speech-Language Pathology Assistant Fieldwork (online and clinical setting) **100%** (13 units, 16 week cohort duration)

CSUN Self-Support Program Graduates
National Licensure Exams Pass Rates for 2018/2019

In addition to the coursework completed for the degree, two professional fields (speech/language pathologist and behavior analyst) in which CSUN offers self-support masters degree programs also require both the successful completion of the master's degree and successfully passing the national licensure exam for the field in question in order for a program graduate to become licensed to practice as a professional in the field in question. The most recent data available on pass rates for these two national licensure exams is from the 2018/2019 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) -- **100%** first attempt pass rate (National average is 82.4%).
- BCBA Examination for M.S., Applied Behavior Analysis (CSUN's face-to-face on the CSUN campus self-support master's program) **100%** first attempt pass rate (National average is 65%).

- Students graduation from CSUN's fully online self-support master's degree in Public Health (MPH) have a **100%** pass rate on the National Commission for Health Education Credentialing's Certified Health Education Specialist (CHES) exam (*National average is 66%*), and a **100%** pass rate on the National Board of Public Health Examiners Certified in Public Health (CPH) exam (*National average is 70+%*).

**NOTE: CSUN's first-time pass rates are considerably higher than the national average which includes graduates of all such masters programs from a wide range of universities nationwide who attempt the exam.*

CSU and CSUN Policies and Procedures for Staff Reference

<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.

Mission, Purpose, and Values Statement

MISSION OF CALIFORNIA STATE UNIVERSITY, NORTHRIDGE

California State University, Northridge 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

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

- ❖ The purpose of the College is to create, support and continuously improve programs, services and partnerships that expand the access to, and enhance the influence of, CSUN faculty's teaching, research/scholarship and creative activities, and to broaden the understanding and appreciation of humankind's shared intellectual heritage across time and culture, in which the CSUN learning community is deeply rooted.
- ❖ Guided by CSUN's academic mission, current and emerging academic strengths, and planning priorities, the College is dedicated to working with faculty – who have full responsibility for the curricula in all CSUN degree and certificate programs – from all CSUN academic colleges and departments to find highly effective educational responses to the challenges and opportunities facing those CSUN serves regionally, nationally and internationally.
- ❖ The College provides important versatility and creative capacity that allows CSUN and its faculty to respond effectively to the changing educational needs of midcareer professional/working adults, their employers, professional associations, economic and community development organizations, and the university's international students and partners. Working collaboratively with CSUN's faculty and leading practitioners, the College shapes responses to educational needs through the creation and delivery of innovative degree and non-degree programs that are carefully crafted to allow students to achieve significant educational outcomes.
- ❖ 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 making a positive and engaged impact on the following: higher education; economic development; community development and the evolution of urban communities in regional and global contexts; innovation across all fields and disciplines; social justice and social entrepreneurship; thoughtful approaches to environmental sustainability across fields of professional practice; the role of the arts in individual

and community life; the role of respected scholarship on regional, national, and international decision making in public life; reflective and ethical professional practice across fields and disciplines; the future of equitable access to education; health and wellness; peace and a caring human community in a diverse and interconnected world, and shaping the future of Greater Los Angeles; and the ability of all individuals to realize their full potential. ↔

- ❖ The College develops and supports agile administrative systems and strategies and thoughtfully develops and implements support services focused on the success of those the College serves.
- ❖ 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 responsibilities 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 CSUN'S TSENG COLLEGE

The College and those who are part of it are dedicated to the following values and commitments:

- ❖ Education has the power to transform lives. It plays a central role in creating and sustaining free, open and caring societies. It is also an essential component of creating and sustaining the viable economies needed to provide a better life for those in Greater Los Angeles and those in our interconnected and interdependent world.
- ❖ Those who seek additional education move closer to realizing their full potential and, in so doing, are better able to enhance their lives and careers, enrich and refine their organizations and communities, and make a meaningful and positive difference in our shared world.
- ❖ Because education has such life-transforming power, those who come to CSUN and the College are entrusting us with their future. They trust CSUN to provide the best educational opportunities in each field from the perspectives of scholarship in the field and expectations of professional practice in a contemporary context. They trust that CSUN does all it can to ensure that programs foster the highest possible levels of student learning/achievement. The College and all its staff and faculty are dedicated to honoring that trust placed in CSUN by ensuring that all aspects of our work are focused on making choices and investing resources to develop and offer the best possible educational opportunities and to support student success.

HOW CSUN'S TSENG COLLEGE IMPLEMENTS ITS PURPOSE AND VALUES IN ITS WORK

- ❖ The College offers a rich and changing portfolio of CSUN programs and services for midcareer adults and their employers, as well as for international students and international partners – credit and noncredit, degree and non-degree. All CSUN programs offered through the College are designed to meet the changing educational needs of the regional, national and international

constituencies served by CSUN. Working with CSUN faculty and leading practitioners in the field, the College's emphasis is on excellence in program design and instructional strategy; student achievement, and ensuring the educational effectiveness of all programs.

- ❖ The College engages CSUN faculty members, faculty from other well-respected institutions, noted national and international scholars and accomplished practitioners to develop new programs that 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 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 respond to the educational needs of those called upon to address current and emerging challenges and opportunities that will shape the future of Greater Los Angeles.
- ❖ The College expands access to CSUN by working with CSUN faculty and leading professionals to develop CSUN programs and services and offer/deliver those programs in cohort formats with integrated curricula that foster engaged learning communities. We provide accessible schedules (evenings, weekends, asynchronous), in innovative modes (online, off-site), and provide specialized and responsive support services for midcareer/working adults and organizations that otherwise may not have access to CSUN.
- ❖ The College develops productive partnerships with key regional, national and international organizations and institutions that expand the sustained educational impact and influence of CSUN programs and provide 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 relationships with CSUN's academic colleges, departments, centers and institutes and support/administrative units. These relationships increase the number and quality of self-support programs offered by CSUN through the College and provide a sustained financial return to internal partners, allowing them to increase full-time faculty in fields related to current and planned self-support programs. It allows them to invest in the professional development of faculty who are teaching in current or planned self-support programs; to enhance support services for students in CSUN self-support programs; and to build additional capacity relevant to the continuous improvement of ongoing self-support programs and 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/student support services for working adults, organizations and international students; on-site and online program support services management; transparent financial management; innovative instructional design; information systems/services and data reporting and analysis; assessment of program

effectiveness; instructor support and professional development; creative and sophisticated data-driven marketing and public relations; financial aid services; external relations and partnerships development; online program production and technical support; applications, admissions and registration services; international student application and registration services and forward-thinking and collaborative College leadership with a CSUN perspective. ➡

- ❖ The College ensures its ability to do its work in keeping with the highest CSUN standards through responsible and innovative management of the organization in keeping with CSUN principles and values; through the development of a co-creative and agile College working culture focused on the College's purpose and values; through compliance with all relevant CSU, CSUN, state and federal policies, and through achieving key fiscal goals.
- ❖ The College creates innovative and influential models that inform the future of advanced professional preparation in the context of a global economy for lifelong higher education, enhancing CSUN's reputation as a preferred educational resource regionally, nationally and internationally. ➡

College Goals for 2019/2020

1. *The Foundation of the Work of the College:* The College is committed to its Mission, Purpose and Values Statement. The College is focused on saying “yes” to ideas and emerging possibilities that keep with its purpose and values, and that would benefit CSUN and those it serves. This ability to be positive and responsive requires that everyone in the College act as creative problem solvers, look at a new project that may emerge suddenly or over a long period of time, and focus on how they can make that project a success. It requires openness to new ideas, collaboration (working in groups across unit lines), innovation, mutual support and transparency, since trust is a strong component of co-creation and expanding the possible. The College makes the full university increasingly innovative, agile and responsive, and makes a significant positive difference for those it serves – individuals, organizations, regions and nations.
2. In keeping with the College’s Three-Year Plan (2017-2020), the College will continue to expand its range of offerings, including degree and non-degree programs at the graduate, undergraduate, post-baccalaureate and post-master’s levels. Increasing the number of programs across a wide range of fields and disciplines will make the College resilient in withstanding market variances, and less financially dependent on any one program. These new programs expand CSUN’s market reach and address regional and national needs for a university-prepared workforce in a changing urban economy. The College will continue to create excellent and distinctive programs rooted in CSUN’s current and emerging academic strengths and the changing needs of the university-prepared workforce in the urban L.A. region and beyond.

The College will:

3. Use the Los Angeles Economic Development Corp. study of the region’s employment patterns for the university-prepared workforce. The study, commissioned by the College, will be completed in September 2019 and serve as a foundation for planning an educational response over the next few years.
4. Expand its offering for post-degree working adults to develop a distinctive approach in developing and marketing targeted, rigorous and innovative programs for the post-baccalaureate and post-master’s market. The College will develop programs in a number of different formats to test which is most effective for different target markets. It will refine its processes for competitive and flexible pricing based on client needs.
5. Refine and expand marketing and communication plans to promote the College’s ability to develop custom education and also to promote the benefits of individual programs and/or portfolios of industry-specific training programs.

6. Develop a strategy and process around the creation and promotion of advanced professional development programs for a university-prepared workforce in the L.A. urban region and beyond. The College will continue to support and improve marketing and recruitment efforts for all College programs (domestic and international).
7. Create a closer and productive link between program development and external relations, and expand conversations with regional economic and community development leaders and associations, as well as with major public and private sector organizations in the region.
8. Use its external relations capabilities – the primary work of some on the College team and a component of the work of others – to keep the College actively engaged with the contemporary urban world, the realities of work and practice, and the educational needs to which the College and CSUN can respond. It will ensure that external relations efforts make the College and CSUN a well known, respected and preferred provider and partner. It will use the College links to the external urban region to increase connections between faculty and contemporary work and professional practice, to enhance the impact and value of programs developed for midcareer professionals.
9. Refine, refocus and expand international programs and partnership development using strategies and connections with U.S. government agencies, international education associations and the like to increase CSUN's brand recognition globally for recruitment and relationship building. The College will use its capabilities to respond to opportunities for new programs and extensive international partnerships, including a possible project in Egypt.
10. Develop excellence and distinction in online programs and courses that are on the forefront of contemporary practice in online/digital education. The focus will be on enhancing student engagement and the educational impact of CSUN's self-support online programs and online courses. The College will implement data-driven solutions to improve student support and meet learning needs. It will also provide strong support rooted in best practices and new possibilities in instructional design for faculty. This will enable them to respond to changing educational technologies and to augment best practices in online pedagogies.
11. Ensure the accuracy and the availability of data to improve processes and enable data-informed decision making. The College will increase its ability to capture relevant data and use that data throughout the College to develop effective plans for serving students, from first contact to graduation. It will support long-term relationship with alumni and client organizations; and will develop analytical capabilities to ensure that insights are gained from the data for the College and academic partners.
12. Develop forefront approaches to the use of data to develop innovative and effective communications strategies, relationship-building practices, student success support services, program excellence, and making the College and CSUN preferred providers regionally, nationally and internationally.
13. Further streamline business processes and tools to maintain and enhance agility, effectiveness and the capacity to innovate and respond positively to new and changing opportunities.
14. Enhance communication about financial aid services for CSUN self-support programs. The College will update CSUN web pages for financial aid self-support programs. The updates will include financial aid information and videos customized for each self-support program.

15. Remain financially stable as per the three-year budget plan. The College will exceed CSU standards for the planning and budgeting of self-support programs and colleges. The College will continue to invest in the development of excellent and distinctive self-support degrees, certificate programs, and additional levels and formats of programs for the university-prepared workforce. The College will continue to invest in enhancing CSUN's visibility, reputation and influence in the L.A. urban region, California and beyond. The College will also provide significant ongoing financial returns to CSUN and its academic colleges and faculty.
16. Leverage University Access programs as a campus-wide resource in supporting CSUN student success.
17. Build significant new capacities though investing in the professional development of current staff and the orientation and integration of new staff into the larger College team to prepare them to apply their talents to the College and those it serves.
18. Work in close collaboration across units in the College and with CSU5 and external stakeholders to help the ReLAY Institute and the important and transformative work it can do if successfully established and funded.
19. Support all efforts around the CSU Counterparts 2020 conference in order to facilitate communication and idea-sharing across all 23 CSU campuses. The intended outcome is to facilitate reimagining the role that Professional and Continuing Education (PaCE) in the CSU can play in improving access to education and enhancing the agility and innovative capacities of the CSU.