

SPECIAL ISSUE: THE TSENG COLLEGE DIFFERENCE –

A “New Species” of Extended Learning Organization Takes Shape at CSUN

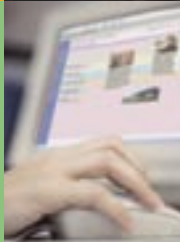
In August, we mailed 100,000 colorful postcards (see images below) to notify members of the community of the recent changes in our organization.

While these changes may appear to be sudden, they are the result of a change of mission that was decided upon more than five years ago. This special issue of the *ExL Report* provides information on the stories behind the story: namely, how the College has grown into its new mission, how the resulting changes benefit the University, and what kinds of programs now constitute our portfolio.

Some important changes have taken place in the California State University, Northridge College of Extended Learning.



- 1 First, we have a new name: The Roland Tseng College of Extended Learning.
- 2 Second, we've sharpened our educational focus to concentrate on a wide variety of degree and degree-completion and noncredit programs. These innovative programs have been created for midcareer professionals and for employers interested in having us custom-design programs for their employees.
- 3 Third, our extensive catalog is now being offered exclusively online at www.csun.edu/exl/schedule.htm.



“We’ve changed a great deal in the last five years. We’re not the University extension that existed before.”

Joyce Feucht-Haviar, dean, The Roland Tseng College of Extended Learning

“We’ve changed our stripes!”

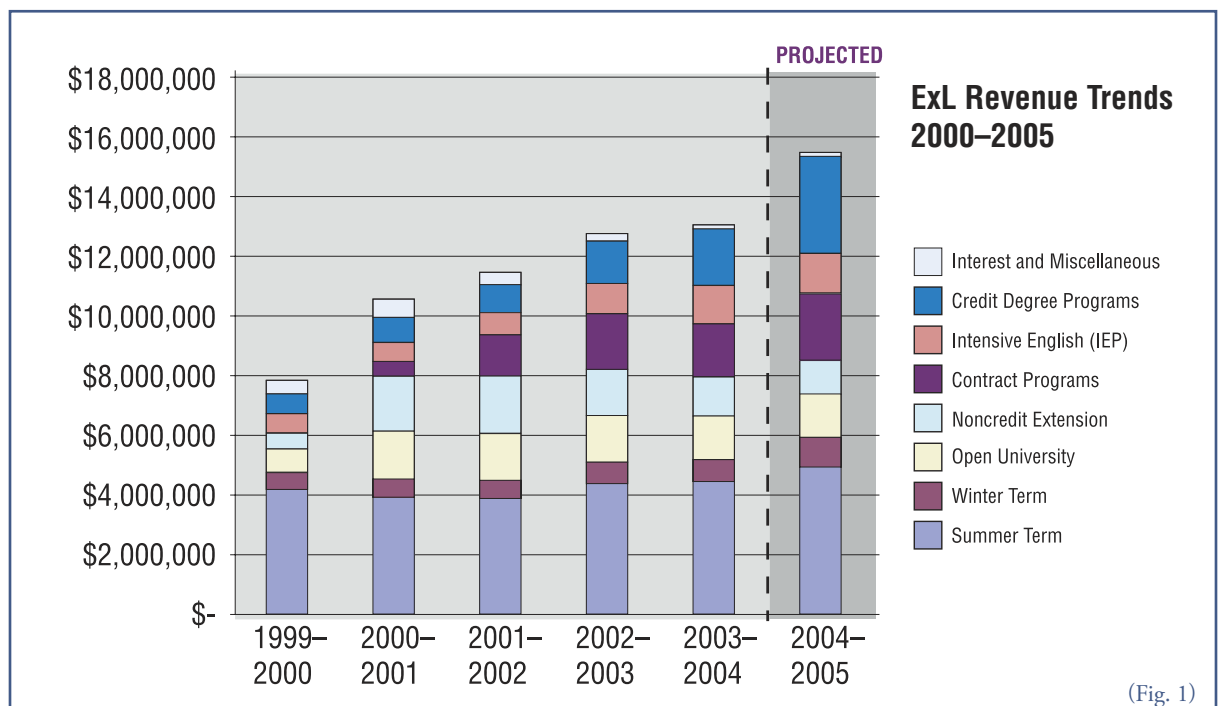
Marcella Tyler, executive director, public relations, marketing and communications

“We didn’t just change our stripes. We changed our species!”

Dean Feucht-Haviar

Fall 2004 *ExL Report* meeting, August 2004

Growth in ExL Revenue Reflects Increase in Innovative Collaborative Programs



(Fig. 1)

In the five-year period ended June 30, 2004, the revenue of The Roland Tseng College of Extended Learning (ExL) grew from \$7.8 million to just over \$13.0 million, an increase of approximately 66 percent. Revenue for the current 2004-2005 academic year is projected to reach \$15.4 million or nearly twice the amount generated in 1999-2000. This dramatic growth trend is the result of a decision made in 1999 to change the “mix” of ExL’s offerings to better fulfill the College’s mission of extending the University’s research and teaching strengths to those in the community who would best benefit from them: namely, midcareer professionals.

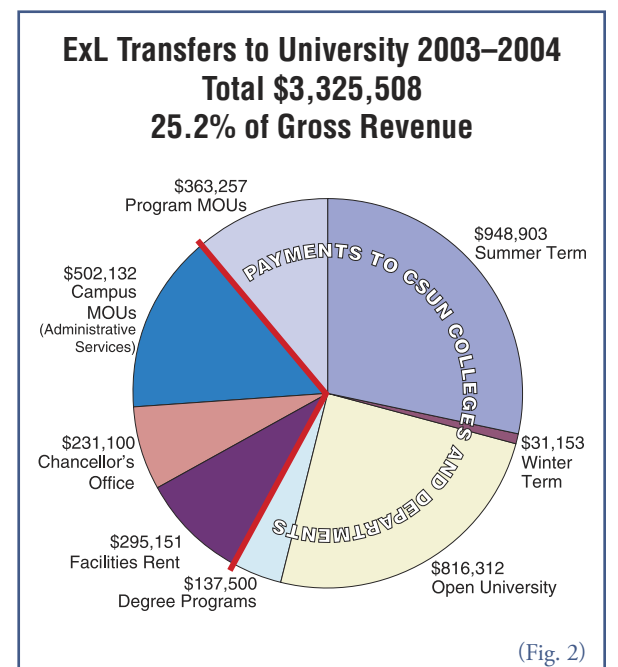
As indicated in Fig. 1 (“ExL Revenue Trends 2000-2005”), in the 1999-2000 academic year, Summer Term accounted for the largest share (\$4.18 million or 53.5 percent) of ExL’s revenue. Open University and credit degree programs were the next two largest contributors, accounting for \$786.3 thousand (10 percent) and \$688.6 thousand (8.8 percent), respectively.

In 2003-2004, Summer Term remained the largest contributor to revenue, but its share (\$4.5 million) represented only approximately one-third of the \$13 million total because of the substantial growth experienced in other program categories. Among the fastest growing were contract programs, whose share of revenue increased more than 45 times since 1999-2000 (from \$37,475 to \$1,752,074), and credit degree programs, up 169 percent in the same period.

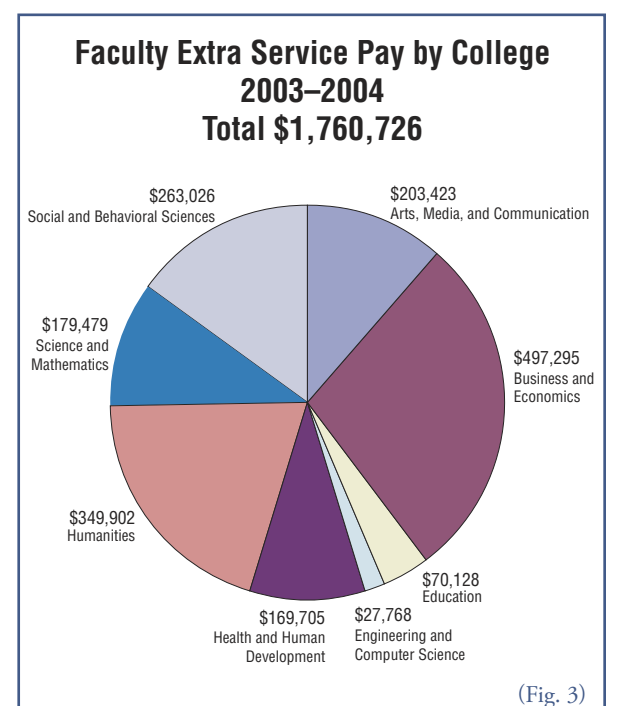
In the current academic year (2004-2005), credit degree programs – i.e., programs for midcareer professionals offered in collaboration with the University – are expected to grow even more rapidly and account for more than 20 percent of projected revenue by June 30, 2005. During the same period, revenue from contract programs – i.e., those developed for and delivered to outside organizations, often in collaboration with University colleges and departments – also is expected to increase and account for approximately 14 percent of the 2005 total.

As indicated in Fig. 2 (“ExL Transfers to University”), The Tseng College returns a substantial portion of its gross revenue to the University and the CSU. Moreover, ExL’s payments to CSUN faculty for instructional services in 2003-2004 totaled \$1.76 million or 13.5 percent of total revenue. Fig. 3 (“Faculty Extra Service Pay”) shows how these payments were apportioned among the University’s colleges and departments in the year ended June 30, 2004. Not shown on this chart is an additional \$137.5

thousand that was paid to faculty for noninstructional services provided in connection with cohort-based degree programs, which are developed by ExL in collaboration with University colleges and departments. As new degree programs are developed (see page 2 for current and upcoming programs), ExL payments to faculty for associated noninstructional services also are expected to increase.



(Fig. 2)



(Fig. 3)

The Tseng College's Collaborative Programs Encompass Wide Range of Offerings for Midcareer Professionals and Employers

Master's Degree and Bachelor's Degree-Completion Programs

Five years ago, the Master of Public Administration was the only degree program in ExL's portfolio. This fall, The Tseng College is offering three collaborative, self-support master's degree programs and four bachelor's degree-completion programs – all geared to meet the educational needs of midcareer or career-changing professionals. In addition, ExL has seven degree programs (five bachelor's degree-completion programs and two master's degree programs) available for custom design and contracted delivery to employers.

Current Master's Degree Programs

Master's Degree in Communications Disorders and Sciences – Speech Language Pathology (Launched Fall 2000; 41 students graduated as of May 2004.) In collaboration with the Department of Communication Disorders and Sciences and the College of Health and Human Development. Cohort format. *Available online only.* (<http://exlweb.csun.edu/cds>)

Master's Degree in Engineering Management (Launched Fall 2003.) In collaboration with the Department of Manufacturing Systems and Engineering Management and the College of Engineering and Computer Science. Cohort format. *Available online only.* (<http://exlweb.csun.edu/em>)

Master of Public Administration (MPA) (Launched 1976; 800 students graduated as of May 2004.) In collaboration with the Department of Political Science and the College of Social and Behavioral Sciences. Available in open-enrollment format on the CSUN campus (with instruction at sites in Burbank, Glendale and Thousand Oaks) and in cohort format (new in 2004) at regional sites, including Alhambra, Antelope Valley/Santa Clarita, City of Industry, and Santa Barbara. (<http://exlweb.csun.edu/mpa>)

Current Bachelor's Degree-Completion Programs

Bachelor's Degree-Completion Program in Construction Management Technology (New in 2004. Classes start Fall 2005.) In collaboration with the Department of Civil Engineering and Applied Mechanics and the College of Engineering and Computer Science. Available in cohort format at the Naval Base Ventura County. For information, call (818) 677-2465.

Bachelor's Degree-Completion Program in Nursing (RN to BSN) (New in 2004. Classes start Fall 2005.) In collaboration with the Department of Health Sciences and the College of Health and Human Development. Available in cohort format in Santa Clarita/Antelope Valley. For information, call (818) 677-2465.

Bachelor's Degree-Completion Program in Public Sector Management (Launched in 2003.) In collaboration with the Department of Management, College of Business and Economics; the Departments of Political Science, Sociology, and Urban Studies and Planning, College of Social and Behavioral Sciences; and the Department of Communication Studies, College of Arts, Media, and Communication. Available at regional sites in Antelope Valley/Santa Clarita, Santa

Barbara, and at a convenient in-town location close to the Los Angeles Civic Center (Alhambra). (<http://exlweb.csun.edu/psm>)

Bachelor's Degree-Completion Program in Sociology (New in 2004. Classes start Spring 2005.) In collaboration with the Department of Sociology and the College of Social and Behavioral Sciences. Available in cohort format in Santa Clarita/Antelope Valley. For information, call (818) 677-2465.

Upcoming Master's Degree Programs

- **Education, Educational Administration Option – Online program.** Coming Spring 2006.
- **Knowledge Management** – Coming Fall 2005.
- **Library Science** – Coming Spring 2006.
- **MBA for Executives** – Coming Fall 2006.
- **Social Work** – Coming Fall 2006.
- **Public Policy – Online program** with urban and international focus. Coming Fall 2007.

Custom-Designed Degree Programs Available for Contracted Delivery to Employers

- **Master's Degree in Business Administration**
- **Master of Public Administration**
- **Bachelor's Degree-Completion Program in Business**
- **Bachelor's Degree-Completion Program in Nursing**
- **Bachelor's Degree-Completion Program in Public Sector Management**
- **Bachelor's Degree-Completion Program in Psychology**
- **Bachelor's Degree-Completion Program in Sociology**

Distance Learning Programs

In the four years since its inception, The Tseng College's first online degree program – the master's in communications disorders and sciences (CDS) – has achieved an on-time graduation rate of 86 percent, a first-time passage rate of 89 percent on the national licensing exam, and a job placement rate of 100 percent. According to Tyler Blake, director of distance learning for The Tseng College, these figures are well above the national average for traditional master's degree programs in this field.

"When it comes to the question of whether a carefully designed and thoughtfully taught online master's program can be academically excellent, these figures speak for themselves," Blake said.

With the success of the online CDS program, CSUN's Tseng College has become a nationally recognized leader in distance education. Blake attributed this success to a focus on programs tailored to the needs of midcareer professionals and a "total systems approach" to every aspect of the distance learning experience.

Examples:

- Because of the instructional design team's expertise in human factors engineering, Tseng College online programs are not only sophisticated and educationally effective but also remarkably easy to use. Students who can operate ATMs or send e-mails have all the technical competence necessary to be successful in a Tseng College distance learning program.

- Tseng College online programs accommodate differences in students' backgrounds and learning styles, providing resources and study options that allow each learner to take best advantage of the course material.
- Tseng College online degree programs are developed and taught by the same faculty who teach them on the CSUN campus, often in collaboration with accomplished practitioners in the field. Students frequently report closer and more meaningful interactions with faculty in online courses compared with those experienced in traditional classroom situations.
- Tseng College online programs are highly interactive with online workshops, Web-based discussion groups and collaborative team projects. (To hear what program participants have been saying about their online learning experiences, visit <http://exlweb.csun.edu/dl>.)
- Tseng College online degree programs are true University educational experiences, meeting all relevant departmental and University standards, holding the same accreditations, and sharing the same faculty oversight and departmental ownership as their on-campus counterparts.
- Because online students seldom (if ever) visit the CSUN campus, The Tseng College offers exceptional support services, including a dedicated coordinator for each program who works with participants from initial inquiry and application through degree completion, graduation and beyond.

Blake also pointed out that The Tseng College has the capability to meet the workforce training needs of employers by delivering both existing online programs and custom-designed offerings to virtually any location, domestic or international.

Note: Current and upcoming online degree programs are listed above. In addition, The Tseng College – in collaboration with the Department of Communication Disorders and Sciences and the College of Health and Human Development – plans to begin offering an online Continuing Professional Education seminar for post-degree and licensed speech-language pathologists in fall 2005. For information, call (818) 677-2880.

Off-Campus Programs

In response to increased demand for educational programs and services from constituencies in the region that are unable to commit to study on campus, The Tseng College – in collaboration with other CSUN colleges and departments – has been bringing cohort-format, state-supported degree programs to regional sites. The University's regional strategy is made possible through the implementation of a supplemental fee to cover additional costs that was approved by the Office of the Chancellor of the California State University system in 2003. (For more information, see the Fall 2003 *ExL Report* at www.csun.edu/exl/newsletters/exlreport.)

Current regional sites:

- City of Industry (Master of Public Administration)
- Palmdale (B.S., Public Sector Management)
- Port Hueneme (B.S., Construction Management Technology)
- Santa Barbara (B.S., Public Sector Management; Master of Public Administration)
- Santa Clarita (B.S., Sociology; Master of Public Administration)

Future regional sites:

- Alhambra (B.S., Public Sector Management; Master of Public Administration)
- Glendale (various programs)
- Moorpark (various programs)

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www.csun.edu/tsengcollege

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Northridge

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Have you seen this billboard? It's one of several promoting The Tseng College at various San Fernando Valley locations through April 2005. See page 6 for more information about ExL's new marketing strategy and repositioning campaign.

Certificate Programs for Career Change and Advancement

In response to the diverse educational needs of regional professionals and employers, The Tseng College offers two types of certificate programs. Both types are available via “open enrollment” (for individuals) or for on-site delivery through contractual arrangements with employers:

- **Certificate in Advanced Professional Development** – These certificate programs offer continuing education units (CEUs) – nationally recognized units for noncredit, postsecondary study – for curricula of 100 hours or more of study. The curriculum for each Certificate in Advanced Professional Development is developed by a team of University faculty and accomplished practitioners in the field to help those who successfully complete the program to advance or change their careers.
- **Certificate of Participation** – Training programs of fewer than 100 hours of study earn a Certificate of Participation. Some programs in this category are offered with a grading system that indicates satisfactory or unsatisfactory completion of all requirements rather than a specific letter grade.

Open-Enrollment Certificate Programs

The Tseng College’s open-enrollment certificate programs are designed to meet the needs of midcareer professionals, with meeting times scheduled on evenings and/or weekends. Program details are accessible online and in descriptive brochures, which are available upon request.

NOTE: *Except where otherwise noted, the following programs are Certificates in Advanced Professional Development.*

- **Assistive Technology Applications**
(www.csun.edu/codtraining)
- **Crime and Intelligence Analysis**
(<http://exlweb.csun.edu/cia>)
- **Digital Media and Design**
(<http://exlweb.csun.edu/dmd>)
- **Fundamentals of Business Management**
(www.csun.edu/exl/program/01/certificate/bmgt_prgm.htm)
- **Fundraising and Institutional Advancement**
(<http://exlweb.csun.edu/fundraising>)
- **Human Resources Management**
(<http://exlweb.csun.edu/hr>)
- **Interpretation and Translation (preparation for court-certification examination)**
(<http://exlweb.csun.edu/interpreting>)
- **Landscape Design**
(<http://exlweb.csun.edu/landscape>)
- **Production and Inventory Control**
(<http://exlweb.csun.edu/apics>)
- **Real Estate Appraising (Certificate of Participation)**
(<http://exlweb.csun.edu/realestate>)

Upcoming Open-Enrollment Certificate Programs

- **Healthcare Interpretation and Translation** (In development.) Successful completion of courses in the existing healthcare interpretation and translation series will count toward satisfaction of the future Certificate in Advanced Professional Development in this specialization.
(<http://exlweb.csun.edu/healthcare>)

Certificate Programs Available for On-Site Delivery

The following programs are available for delivery to organizational sites through contractual arrangements. Most of these programs can be modified to meet the specific educational needs.

- **Advanced Study in Parent-Child Specialization/ Consultation**
- **Assistive Technology Applications**
- **Career Education and Counseling**
- **College Counseling and Student Services**
- **Computers in Instruction**
- **Contract Management**
- **Crime and Intelligence Analysis**
- **Digital Media and Design**

- **Early Intervention for Children with Special Needs**
- **Educational Therapy**
- **Fundamentals of Business Management**
- **Fundraising and Institutional Advancement**
- **Geographic Information Systems**
- **Gerontology**
- **Hazardous Materials and Waste Management**
- **Health and Human Services Administration**
- **Human Resources Management**
- **Interpretation and Translation – Court-Certification Preparation and Healthcare**
- **Instructional Design**
- **Landscape Design Production and Inventory Control**
- **Programming and Data Management**
- **Purchasing and Supply Management**
- **Real Estate Appraising**
- **Resource Specialist**
- **UNIX System and Network Administration**

Professional Development Courses and Training Programs

In addition to degree and certificate programs, The Tseng College offers a wealth of career advancement programs in a variety of formats to meet the needs of both employers and midcareer professionals. For employers, custom-designed and contracted programs available range from single sessions (e.g., a one-day professional update on the latest research in a field of special interest) to seminars scheduled over several months (e.g., a series supporting an organizational strategy change). For midcareer professionals – particularly those who already hold college degrees – The Tseng College provides targeted study opportunities that fulfill continuing professional education requirements or simply help participants stay abreast of new developments in their fields.

All professional development and training offerings are developed in collaboration with University faculty, accomplished practitioners and recognized experts in their fields. All aspects of these programs – from course content and instructional strategy to format and delivery mode – are carefully crafted to meet specified learning objectives.

Current Subject Areas

- **Communication – Written, Oral and Group**
- **Computer Applications and Software Training**
- **Continuing Professional Education for Speech and Language Pathologists (online)**
- **Diversity and Cultural Studies**
- **Financial Management and Accounting**
- **Information Systems and Information Systems Management**
- **International Issues**
- **Interpretation and Translation – Court-Certification Preparation and Healthcare**
- **Issues in K-12 Teaching and Management**
- **Knowledge Management**
- **Language Training – English and Foreign Languages**
- **Management and Leadership**
- **Marketing**
- **Organizational Development and Organizational Change – Public and Private Sector**
- **Public Sector Management, Public Policy and Public Services**
- **Staff Training to Meet the Challenges of Organizational and Marketplace Change**

Contracted and Custom-Designed Programs

Through The Tseng College, CSUN works with employers to custom design and deliver training, certificate and degree programs that equip employees to meet specific organizational goals. The Tseng College is exceptional in its ability to custom-design programs that not only offer a wide array of content options – including the full range of University fields and disciplines – but also provide great flexibility in terms of format and mode of delivery.

Principal Types of Contracted Programs

The Tseng College specializes in custom-designing and delivering the following types of programs to public- and private-sector organizations.

- **Master’s Degree and Bachelor’s Degree-Completion Programs** (See page 2.)
- **Certificate Programs** (See above.)
- **Professional Development and Training Programs** (See above.)

Special Types of Contracted Programs

As one of the nine academic colleges of the San Fernando Valley’s only public university, The Tseng College is ideally positioned to develop one-of-a-kind programs to meet special corporate needs.

Sponsored Community-Service Programs

If an organization has community interests that would benefit from an educational component, The Tseng College can facilitate the establishment of partnerships within the University that respond to both organizational interests and community needs. The Tseng College also can provide long-term program management, expert marketing, effectiveness evaluation and curriculum updates for these community-service programs.

Examples:

- Corporate sponsorship of math or science education programs to encourage community youth to plan for careers in engineering, technology or the sciences
- Corporate sponsorship of programs to help small business owners succeed and strengthen the community’s economic and employment base

Research Partnerships

Depending on an organization’s type of business, having a set of research relationships with CSUN could be an important complement to employee education and training programs. The Tseng College can help businesses identify areas in which productive research relationships might be formed and assist in the establishment of mutually beneficial connections with appropriate University department chairs and faculty members.

Selected Clients

American Chemical Society
 American Embassy School in New Delhi
 American School in Dubai, United Arab Emirates
 The Boeing Company
 Burbank Unified School District
 Buraimi College, Oman
 Casa San Juan/Casa Merced, Oxnard, Calif.
 Calabasas Inn
 City of Palmdale
 Consultants Interculturele Communicatie, Netherlands
 Countrywide Financial
 Department of Housing and Urban Development (Oxnard)
 East Asia Writing Project, Thailand
 Etta Israel Center, Los Angeles
 Exxon
 Harmon Speakers
 Hughes Aircraft
 Immaculate Heart Community
 ITT Industries
 JAFRA Cosmetics International
 Jet Propulsion Laboratory, NASA
 Korean Culture Center
 Los Angeles County
 Los Angeles Unified School District
 North East Valley Health Corporation
 Northrop Grumman
 PTI Technologies, Oxnard
 Santa Barbara County
 State of California
 U.S. Department of the Air Force
 U.S. Department of the Navy
 United Teachers of Los Angeles
 Yanbu International School, Kingdom of Saudi Arabia

(Continued on page 4.)

(Continued from page 3.)

University Access Programs

Through The Tseng College's University Access programs, individuals and organizations in the region enjoy direct access to a wide array of undergraduate- and graduate-level courses in the University's many fields and disciplines.

University Access programs enable participants to meet a wide range of educational goals, such as

- completion of a course or two for graduation
- satisfaction of a specific requirement for professional advancement
- the need to update knowledge in a particular field or practice
- the maintenance of license or a credential
- the desire for an academic introduction to CSUN
- the wish to broaden intellectual horizons

For employers, University Access programs – whether in the intensive formats of Winter Term, Spring Special Session and Summer Term or in the full-semester format of Open University – can serve as a versatile tool for addressing the specialized or advanced training needs of selected staff members.

The registration process for University Access programs is easy, since formal application and admission to CSUN is not required.

Winter Term

Winter Term offers more than 70 courses in intensive three- and four-week formats during the month of January. Winter Term offerings are often innovative and span the many disciplines represented at the University. Classes are small, so participants have the opportunity to interact often with University faculty.

Classes are open to anyone who has successfully completed high school and meets the prerequisites for the courses in which they wish to enroll. Enrollment in Winter Term courses is on a first-come, first-served basis. Registration for Winter Term opens in early December.

Spring Special Session

Spring Special Session offers a selection of University credit courses – primarily travel-study programs and fieldwork for selected areas of professional practice – in a short (four-to-six week) format. Spring Special Session begins in late May and ends in late June or early July. In recent years, travel-study programs have included travel to Greece and Italy for study of the ancient world, travel to Rome and Florence for study of the Renaissance, and travel to Paris for study of 20th-century European history.

Spring Special Session offerings are open to community members who meet course prerequisites (if any) as well as students in CSUN degree programs. Registration for Spring Special Session opens in mid-April.

Summer Term

With approximately 600 University credit courses each year – primarily in intensive five- and six-week formats that run between early June and late August – Summer Term offers a wide range of study opportunities. Most CSUN academic departments are represented in Summer Term. In addition to undergraduate and graduate-level courses, they offer specialized learning experiences, such as directed research, field study, independent study, internship and thesis preparation.

With its range of offerings and intensive format, Summer Term serves a variety of educational needs,

including those of university and upper-division high school students, elementary and secondary school teachers, business professionals and executives, public-sector administrators and lifelong learners from the community.

Registration for Summer Term opens in mid-April.

Open University

Open University offers access to hundreds of CSUN credit courses in the Fall and Spring semesters. Participants enjoy the same intellectual challenges and rewards as their degree-seeking classmates. Credits earned through Open University may be applied to degree work and transferred to other universities.

Most undergraduate- and graduate-level University fields and disciplines are open to individuals and employers through The Tseng College Open University program. Admission to the Open University program for those who meet applicable course prerequisites is on a space-available basis and requires the permission of the instructor. (A "permission number" may be requested from the instructor at or immediately following the first course meeting.)

Registration opens in late August for the Fall semester and early February for the Spring semester.

Community and Regional Lifelong Learning Programs

Regional Studies Programs

Each year, The Tseng College offers programs that introduce participants to the cultural treasures of Southern California. These offerings include food and wine events that focus on exceptional restaurants, chefs and vineyards, and regional arts and field study programs that focus on our area's rich and changing cultural heritage.

Recent Regional Studies courses:

- Gourmet Cooking and Wine Tasting at Grace Restaurant
- Component Tasting with Mondavi Wines
- Exploring California's Vineyards: The Santa Barbara Wine Country
- The L.A. Museum and Gallery Experience

Travel/Study Programs

Several University departments collaborate with The Tseng College to provide educational and life-enhancing travel/study experiences to community members. These programs, which are led and taught by University faculty, are offered primarily during the spring and summer months (see "Spring Special Session," above), but can occur at other times of the year as well.

Recent travel/study programs:

- The Ecosystems of Costa Rica
- Greece – Ancient and Classical Culture and Arts
- The Normandy Campaign (World War II)
- A Roman Adventure in Language and Culture

SAGE: A Learning-in-Retirement Program

SAGE – an acronym for study, activity, growth and enrichment – is a self-supporting group of retired and semi-retired people who share a passion for learning and meet to exchange knowledge and develop new interests.

Currently in its 16th year, SAGE has approximately 160 members, all of whom are committed to active learning. Every semester, SAGE's study-discussion committee plans a series of seminars based on suggestions from group members. Seminars are

conducted by SAGE members, who research the topics, make presentations and moderate the lively discussions that follow. SAGE also offers several forums each year in which a noted speaker makes a presentation on a topic of current interest.

International Programs

The Tseng College has been involved with international programs for more than 25 years – taking programs and services to clients around the world, bringing groups of foreign students to the United States for specialized training, and operating one of the nation's most highly regarded Intensive English Programs for visiting college students.

Taking Programs and Services Abroad

Since 1979, CSUN – through the Tseng College – has been offering courses to American teachers and administrators who are employed at American schools in other countries. Working with schools and colleges around the globe, The Tseng College is widely recognized for its expertise in both the export of existing programs and the creation of custom-designed offerings for delivery to international locations. Further, The Tseng College has forged a variety of collaborative international partnerships that can be used to help improve schools, start new educational institutions or even address large-scale regional healthcare and environmental issues. For larger projects, The Tseng College can assemble and manage project teams that draw on the resources and expertise of our many sister colleges and universities.

The Tseng College also has experience in working with foreign and domestic trade councils and industry associations to develop programs that are designed to foster conversation and collaboration among potential international partners.

Bringing the World to the U.S.

The Tseng College regularly custom-designs educational and training programs for visiting groups of foreign professionals. For example, in 2002, CSUN was among four U.S. universities chosen to host a delegation of female officials from the new government of Afghanistan. The Tseng College provided these visitors with two weeks of intensive training in how to write grant proposals as well as labs for improving their English-language and computer skills.

Most Tseng College programs for visiting foreign professionals are from one- to six-weeks long and afford opportunities for participants to observe American professionals at work at locations ranging from hospitals and clinics to biomedical and entertainment-industry facilities.



The Intensive English Program

The Tseng College's Intensive English Program (IEP) serves foreign students who wish to pursue a college education in an English-speaking country or institution. The program offers nine levels of English-language proficiency instruction and a full range of support services (including on-campus housing or "homestay" arrangements) and activities, such as city tours and field trips. Admission to the IEP also includes conditional admission to CSUN. Moreover, The Tseng College's collaborative arrangements with colleges and universities in the region make it easier for IEP graduates to go on to other Southern California institutions of higher learning.

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Changes in Core Capabilities Support University Expansion

Like any organization, The Tseng College (ExL) possesses “core capabilities” in various areas of expertise, which reflect the professional skills and abilities of its staff members. In order to achieve the recent and projected growth in revenue (see page 1), expand the number and types of programs offered (see pages 2-4), and create new opportunities for extending University strengths to meet the growing needs of midcareer professionals and their employers, ExL has been changing its core capabilities.

“Over the past five years, ExL has restructured entirely to be better able to undertake a variety of new programs in close collaboration with university faculty,” said Joyce Feucht-Haviar, dean of The Tseng College.

According to Feucht-Haviar, through much of its history the college was focused primarily on administration of the Intersession, Summer Session and Open University programs. These duties chiefly required capabilities in the areas of financial and registration management; marketing, public relations and communications (centered on the production of course catalogs and promotion of their content); and administrative support technologies.

As ExL has evolved, its core capabilities requirements also have shifted. “Success in developing, delivering and supporting a wide range of programs – including special session degree and certificate programs, noncredit professional development certificate and training programs, and contracted programs (online and on-site as well as on-campus) – requires strong and versatile capabilities in instructional design and program development, program coordination and student support, and educational technologies,” Feucht-Haviar said. “Further, the original financial, marketing and administrative support capabilities have also had to expand.” (See below.)

Feucht-Haviar pointed out that these changes and the resulting growth in the number of ExL’s collaborative programs were motivated by a rising demand for advanced degrees, degree-completion and noncredit continuing professional education among midcareer and career-changing adults.

“What we have been doing is combining the curricular and funding flexibility of ExL and its considerable experience in planning programs for midcareer adults with the teaching and research strengths of University departments to meet their needs,” Feucht-Haviar said.

In spite of the differences in the way ExL’s collaborative programs are formatted, delivered and financed, academic responsibility for all self-support programs rests with the appropriate academic department, and all self-support credit programs are subject to the same review and approval processes that apply to other University offerings.

According to Feucht-Haviar, the only program development-related process that is *not* formal is the one through which collaborations are initiated.

“Most of our collaborations have grown out of exploratory conversations between myself, the associate dean or one of the College’s senior program development directors and the dean or chair of the academic unit. Anyone who can see a potential match between external needs and the strengths and priorities of our respective organizations is invited to give us a call,” Feucht-Haviar said.

[Contact Dean Joyce at (818) 677-5005 or joyce.feucht-haviar@csun.edu.]

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*Dean, The Roland Tseng College
of Extended Learning*

Core Capabilities of the Tseng College

Instructional Design and Program Development

ExL professionals with advanced degrees and considerable experience in instructional design, adult learning theory, and program and curriculum development work with organizations and communities to assess learning needs and develop effective programs in collaboration with University faculty.

Client Support and Program Coordination Services

Client support services include responding to queries; assisting with application, registration and access to University services; and providing the continuity and encouragement essential to midcareer students whose issues and challenges often differ from those of traditional university students. ExL’s support services are a key contributor to the high retention and graduation rates of its online programs. Program coordination services include arranging for classroom space, materials, equipment, library access and transportation as well as problem solving and coordination of all aspects of online and on-site program delivery.

Educational Technology

ExL educational technology specialists work with instructional designers to create, revise and support online instruction. As experts in human factors engineering, these professionals excel at providing resources and study options that enable midcareer students with different learning styles to make the best use of course content.

Marketing, Public Relations and Communications

ExL’s marketing and public relations professionals develop and manage marketing and advertising campaigns (see page 6), produce numerous publications, conduct market research, track the results of marketing efforts, and manage the public relations and communications aspects of relationships with ongoing clients.

Financial Management

ExL’s versatile finance professionals not only track and manage revenues and expenditures and work with program development staffers to budget new programs but also are responsible for payroll, contracting, equipment and furnishings, and oversight of office space rental and maintenance.

Administrative Technology

ExL’s administrative technology professionals work in partnership with the University’s central administrative technology unit to ensure the functionality needed to support the work of extended learning and provide a high level of service to clients.

Registration

ExL’s registration specialists are seasoned professionals with the ability to manage registration for a wide and growing range of programs with different admissions and registration requirements, fee levels and refund schedules.

Our Mission

The mission of The Roland Tseng College of Extended Learning (The Tseng College) is to expand and enhance access by midcareer professionals, their employers and the community to the distinguished scholarship and teaching of the California State University, Northridge faculty as well as to the expertise of practitioners who are nationally and internationally recognized as leaders in their fields. Through excellent and distinctive programs and services, The Tseng College makes a positive impact on the personal and professional lives of participating individuals, the economy of the state and the success of the organizations and communities who work with the College.

The work of The Tseng College is guided by three core beliefs:

- Education has the power to transform lives.
- Education has a central role in creating and sustaining free, open and caring societies and the viable economies needed to provide a better life for all.
- The University has a responsibility to create and make accessible exceptional-quality educational programs that enable adults of any age to expand their potential to enhance their own lives and careers, their organizations and communities, and – ultimately – the world we share.

STUDY YOUR WAY TO THE TOP.

The Roland Tseng
College of
Extended Learning

California State University
Northridge

www.csun.edu/tsengcollege

1.866.TSENG.EXT



New Marketing Strategy Requires Distinctive Repositioning Campaign

Last spring, The Roland Tseng College of Extended Learning (ExL) changed not only its name but also its marketing strategy. The new strategy focuses on marketing to midcareer professionals and organizations in need of advanced professional development. “Given this shift, the traditional catalog has been replaced and The Tseng College’s Web site is now the primary marketing tool,” said Russ Paquette, director of advertising and marketing services. “This has required an intensive effort to communicate the new name and marketing direction to all our constituencies through a repositioning campaign,” Paquette said.

To support these two challenges, all advertising and marketing materials now feature the Web address prominently to induce students, prospects and decision-makers to visit the site. ExL’s Public Relations, Marketing and Communications Department (PRMC) is currently spearheading a major revision of the Web site’s design and content. According to Paquette, all marketing materials, both electronic and print-based, will be designed and written to create a new identity for The Tseng College in the minds of prospective students and organizational decision-makers throughout the San Fernando Valley.

To help meet these challenges – namely, implementing a radically different marketing paradigm, initiating a Web-based strategy, and creating a brand identity for the new Tseng College name – PRMC has been working closely with an outside advertising agency, Fourth Wall, to create an innovative, visually striking campaign. (See examples on pages 2 and 4–6.)

The advertising campaign started in September and will run through April 2005. Print media for campaign ads (example, right) include the *Los Angeles Times*, the *L.A. Weekly*, the *San Fernando Valley Business Journal*, and *PIHRAScope Magazine* (for human resources professionals). Online media include the popular Web sites *Monster.com*, *Salary.com*, *Careerbuilder.com* and *Yahoo.com*. Large billboards are being posted at strategic San Fernando Valley locations as well.



How to get a top-floor window office:

A. Cut out window along dotted line. Tape to cubicle wall.

B. Earn a degree or certificate at The Roland Tseng College of Extended Learning. Be promoted. Enjoy the view.

The Roland Tseng College of Extended Learning
California State University
Northridge

For more information, refer to the back of this page, call 1.866.TSENG.EXT. (1.866.873.6439) or visit www.csun.edu/tsengcollege

PR/Marketing Unit Receives Communications Awards

In the past five years, The Tseng College’s Public Relations/Marketing Group has won more than 30 national and regional marketing and communications awards. The most prestigious honors received in 2003-2004 include the following (in alphabetical order by conferring organization):

- *Admissions Marketing Report* Annual Admissions Advertising Awards – “Merit Winner” in three categories: Outdoor Transit/Billboard (“customized education campaign”), Brochure (public sector management) and Newsletter (*ExL Report*)
- *The Communicator Awards* Print Media Competition – “Awards of Distinction” in two categories: Special Event Marketing/Promotion (“Envisioning California” conference brochure) and Newsletter/Educational Institution (*ExL Report*)
- *Council for Advancement and Support of Education* (CASE) – Bronze award for “Outstanding Communications, internal audience newsletter” (*ExL Report*)
- *Graphic Design USA* American Graphic Design Awards – “Excellence in communication and graphic design” for CSUN Extension catalog (Spring 2003) and newspaper advertising campaign (“Admit It”)
- *League of American Communications Professionals* – Bronze “Magellan Award” for “customized education” publicity campaign
- *Public Relations Society of America* (PRSA), Los Angeles – PRISM award for newsletter (*ExL Report*); merit award for CSU Extended University Brochure
- *University and College Designers Association* (UCDA) – “Best Use of Color” in a printed publication (Contract programs folder and brochure)
- *University Continuing Education Association* (UCEA) – Gold award for newsletter (*ExL Report*); Bronze award for outdoor advertising (CSUN Extension branding campaign, Phase 2); and Silver award for “miscellaneous print pieces” (Holiday greeting card)

Statement of Nondiscrimination and Disability Services Information

Cal State Northridge does not discriminate on the basis of age, color, disability, gender, national origin, race, religion, sexual orientation or veteran status, as monitored by the Department of Labor (Office of Federal Contract Compliance) and the Department of Education, or in violation of section 504 of the Rehabilitation Act of 1973 and the regulations adopted thereunder.

For information concerning special services to accommodate a physical, perceptual or learning disability, please contact Students with Disabilities Resources on campus at (818) 677-2869 or (818) 677-2578 (VTTY/Message).

EXL REPORT

The *ExL Report* is published twice yearly for the faculty and constituents of The Roland Tseng College of Extended Learning, California State University, Northridge, by the ExL public relations, marketing and communications department.

Joyce Feucht-Haviar, dean

Marcella Tyler, executive director, public relations, marketing and communications

Victoria Branch, editor

Rika Toyama-Gaines, art director

Hildamerie Reyes, graphic designer

Editorial comments, suggestions and contributions are welcome.

Phone: (818) 677-3129

Fax: (818) 677-7639

Email: victoria.branch@csun.edu

Mailing address: The Roland Tseng College of Extended Learning, California State University, Northridge, 18111 Nordhoff Street, Northridge, California 91330-8383

The Roland Tseng College of Extended Learning
California State University
Northridge

18111 Nordhoff Street,
Northridge, California 91330-8343

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