

California State University Northridge

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

Basic Principles of International Programs, Partnerships and Services Focused on Student Success

California State University Northridge (CSUN) and the Tseng College: *Graduate, International and Midcareer Education* (Tseng College) are committed to excellence in academic programs and to high levels of student success and achievement. In that light, the Tseng College's International Programs and Partnerships (IPP) unit works collaboratively with other CSUN colleges and departments and other Tseng College units to develop and offer excellent and distinctive programs and support services for international students, international groups and international partners. The Tseng College and IPP are committed to ensuring achievement of education goals for those enrolled in CSUN's Intensive English Program (IEP), Semester at CSUN (SAC), Custom-Designed Programs (CDP) for international groups, and other programs that the Tseng College develops and offers for international students/groups/partners.

IPP Staff Responsibilities and Performance Expectations in Support of Program Excellence and Student Success

Each member of the IPP staff is expected to:

- Have a full, accurate and current working knowledge about the curricula, distinctions and path to enrolling in each self-support program offered through the Tseng College that can benefit international students, international groups and/or international partner institutions and their students. This includes IEP, SAC, CDP, University Access Programs, self-support degree and certificate programs, and CSUN's fully online degree and certificate programs.
- Have a complete understanding of his/her responsibilities within the IPP team for the successful management of each program and for the ongoing support of students, with a focus on student success. Each IPP staff member should also understand the roles and special expertise of other IPP staff members and other Tseng College units and staff members. This will enable them to quickly and appropriately engage others in solving student problems, answer questions and facilitate student success.

- Develop and maintain a solid working knowledge of CSUN policies and Tseng College principles and processes applicable to programs and services offered by CSUN and IPP, to ensure accurate information about programs, requirements and support services.
- Work collaboratively with the IPP team to deliver and support programs and marketing for international students, groups and partners.
- Make a proactive and positive contribution to the management and coordination of each program; help students enrolled in those programs to understand and appreciate the distinctive and valuable features of each program in which they participate.
- Be at all times professional, proactive, clear, accurate and responsive in communicating with internal (CSUN and the Tseng College) and external stakeholders, international partners and students enrolled in IPP programs.
- Build and sustain strong cross-cultural competencies and, in turn, be capable of interacting thoughtfully and effectively with international students from many nations and from diverse cultural groups; communicate with care and a focus on facilitating the success of all international students supported by IPP.
- Work openly and collaboratively with the IPP director and/or associate director to develop/design effective solutions to student problems.
- Work with the IPP director and other team members to build a transparent, open, collaborative and mutually supportive team and, in turn, a positive and productive work environment; bring a positive influence to the workplace; respect and support all other team members; work collaboratively to ensure the success of IPP and the Tseng College; and cover the responsibilities of other IPP staff members as needed.
- Encourage and support collaboration with colleagues across departmental/unit lines in the Tseng College and CSUN, with the goal of fostering and supporting student success.
- Remain current in the fields relevant to the work of IPP, including international higher education, curriculum design focused on learning outcomes, new models for programs and services, innovative and effective instructional strategies, emerging models for effective student support services and student coaching/mentoring, and effective use of educational technologies and online teaching and learning options. The goal is to enhance the excellence and distinction of CSUN and Tseng

College programs and services offered for international students/groups/partners.

The Role of Each IPP Staff Member in Providing Proactive Student Support Services

Each IPP staff member is responsible for working with students enrolled in their programs, and to proactively provide student support services focused on student retention, success, and a positive and impactful educational experience at CSUN.

IPP staff members are also responsible for facilitating the transition of international students into academic and social/co-curricular life on campus. Staff are expected to work openly and collaboratively (as a team) to achieve the shared goal of student success. This mutual support should not be interrupted by the absence of any given staff from the office.

The quality of student support services is essential to both student success and program excellence. International students enrolled in CSUN programs offered through IPP should be very satisfied with the quality, responsiveness and effectiveness of the level and scope of support services they receive during their academic experience at CSUN.

Examples of Foundational Responsibilities of IPP staff members:

- During orientation and academic/cohort sessions, providing accurate and clear instructions and information about housing and practical information related to immigration; working collaboratively with the Tseng College's Admissions, Registration and Client Services unit (ARC); providing information about academic offering(s), schedules, health insurance, cultural adjustment, student activities options, and safety and security. It is recommended that IPP staff make effective use of international student assistants at orientation as "ask me" resources who can share their own experiences as international students at CSUN.
- Conducting mandatory check-ins for international students with a CSUN student advisor and/or a College program manager every semester to identify and respond to academic, social/cultural and other transition concerns early.
- Providing semester schedules that provide both pre-arranged and walk-in appointment options for advising, mentoring and reflection conversations; giving international students the opportunity to meet with an IPP advisor and/or program leads as needed during each semester.

- Keeping students engaged with ongoing and effective communication: sending weekly emails to inform international students of activities at CSUN; encouraging IPP students to engage with CSUN's student community; providing deadline program and service updates; and calling attention to interesting events and places of interest in Los Angeles.
- Working with international students individually (mentoring) and in groups to ensure that they understand expectations for student success in U.S. higher education and at CSUN.
- Working with ARC to ensure smooth enrollment and registration of international students and to minimize operational glitches.
- Helping international students become familiar with IPP staff and services offered by CSUN and IPP, ARC and other support services; ensuring that IPP students are familiar with CSUN campus resources and services and feel comfortable approaching staff.
- Ensuring that all interactions between IPP staff (including IPP student assistants) and international student are welcoming, kind, caring and focused on student success. Each IPP staff member is expected to be prepared to help international students successfully interact with international students from other nationals and cultures. IPP staff members are expected to pay attention to student needs and educational goals and, in turn, to provide clear, accurate and accessible information so that international students can get the information they need for success in a timely manner.
- IPP senior staff will work with the director of IPP (who, in turn, engages other Tseng College senior staff as warranted – dean, associate dean, assistant dean) to develop programs that enhance the positive interaction between degree-seeking students and international students in IPP programs; and to develop experiences and guidance strategies that foster understanding of cultural differences and international student needs.
- Encouraging international students to take advantage of free tutoring services when they need help with study and homework assignments; promoting the CSUN homework lab and other CSUN resources that support student success.
- Developing and implementing innovative services -- working openly and collaboratively with Tseng College staff across unit lines to develop new ways to serve international students in programs offered through IPP.

The Role of IPP Senior Staff in Building Relationships with International Student/Groups/Partners and Faculty/Instructors through Effective Communication and Team Leadership

Building and maintaining relationships with international students, groups and partners on behalf of CSUN and the Tseng College are foundational to the responsibilities of each IPP staff member. In that light, advanced and strategic communications skills (written and oral, formal and informal, individual and group, digital and traditional) are essential capabilities for the entire IPP staff team. Each IPP staff member is expected to build and maintain strong international relationships on behalf of CSUN and the Tseng College. Senior staff members in IPP (the director, associate director, SAC program manager and IEP academic director) have and/or are assigned lead roles for CSUN programs offered through IPP. In these roles, each senior staff member is expected to:

- Establish relationships between individual students and other members of that student's cohort/entry international student group. The relationship between students (individually and as a group) and IPP staff is essential. The IPP senior staff member assigned to each program has lead responsibility for this important relationship-building work. Each student should feel he/she knows the assigned IPP senior staff member well enough to feel that contact/communication with that senior staff member is easy and natural. Developing and maintaining an open, engaged, proactive relationship with each student in the assigned entry/cohort group and the group as a whole is essential for supporting student success. The assigned senior staff member has primary responsibility in the IPP team for helping each student navigate the university, feel comfortable asking questions, and be aware someone representing CSUN knows his/her educational aspirations and cares about that individual's success at CSUN.
- Establish relationships between faculty/instructors and the assigned IPP program manager or coordinator. The assigned senior staff member has lead responsibility for developing and ensuring the support for the relationship between students and each faculty member and/or instructor teaching in that program. This positive educational relationship between instructors and students is very important for ensuring solid ground for easy communication and collaboration focused on the shared goal of student success. The IPP senior staff member ensures that administrative and logistical support is provided to the program's faculty/instructors as well as to students. The staff member uses effective communication skills to help each faculty member and instructor to engage successfully with international students, individually and collectively. The focus is on student success, in keeping with CSUN policies and values.

- As appropriate, the IPP senior staff member also helps faculty and/or instructors to understand the Tseng College and the excellence and distinction of CSUN self-support programs offered through the Tseng College.
- Establish relationship between colleagues within the Tseng College and CSUN. IPP senior staff members are expected to work easily, openly and regularly with Tseng College colleagues across unit lines, particularly those who play a role in how the Tseng College provides overall support services for international students enrolled in IPP programs. Building and maintaining an open, collaborative and effective relationship with Tseng College colleagues is essential for the effective performance of each IPP senior staff member. They will work to ensure excellence in student support services and to provide responsive and timely resolutions of the issues/programs facing IPP students.
- The levels of international student success (measured by student retention, program completion, and the student's ability to achieve his/her educational goals at CSUN) in IPP programs provide valuable information about the effectiveness of the assigned IPP senior staff member. Student success levels also help identify best practices that can be shared and refined to guide the continuous improvement of programs and support. Surveys of students in programs offered through IPP are conducted once during each program term, and once at the end of the program. The results of these surveys and the analysis of student success will provide the IPP director, associate director and other College leadership (dean, associate dean, and executive director of business operations and finance) information about the quality and effectiveness of the program. Surveys will also reveal the effectiveness of IPP, the Tseng College and each IPP senior staff member in developing a relationship with each student and the group/cohort, providing students with proactive student support services and problem-solving, and enhancing regular individual and group communication that builds relationships essential for student success.