

California State University Northridge (CSUN)

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

College Guidelines: Moving Forward with Ideas/Opportunities for New CSUN Self-Support Programs that Respond to the Changing Educational Needs of the University-Prepared Workforce in Contemporary Urban Context

All CSUN self-support program offered through the College have to be developed by the College overall to engage the College's full capabilities. The College has considerable talent and expertise in its individual staff members, in the College's unit teams, and through the combination of talent across unit lines to work on a given program. The College works collaboratively and comprehensively to engage that talent to best advantage starting with engagement of the dean and associate dean as new educational needs are identified and/or new program ideas emerge to ensure that the College makes best use of its full capabilities to make everything CSUN self-support program offered through the College truly excellent and distinctive so that they provide significant educational advantage for those enrolled in each such CSUN self-support program. **Note:** *A CSUN self-support program can be a degree program, an individual credit course, a certificate program (credit or noncredit), an individual noncredit course/seminar/workshop, a multi-week offering, a single day offering, executive education, and more.*

The world of work is changing in urban LA and like urban regions worldwide. There are also significant changes occurring in industries and field of professional practice. Some are declining while other emerge. In light of these major and ongoing changes, there is increasing need for talent development – the ongoing education and professional development of the university-prepared workforce. There is a growing need for to provide opportunities for baccalaureate degree completion, for degree programs that enable a career redirection, for graduate degrees (master's and professionally focused doctorates), post-baccalaureate and post-graduate programs that expand areas of expertise at advanced level, leadership and executive education that include building capabilities to lead organizational change and innovative teams, to work effectively and lead in a diverse and increasingly global context, and much more. Moving forward, the College needs to use its considerable capabilities to find innovative ways for CSUN to respond to these changing educational needs. To do that, the College needs to engage the full range of its staff talent in many ways. One of which is building our understanding of the changing educational needs and shaping programs that respond to those needs. Given that:

- The College will be forming working groups to explore in more detail changing industries in the urban LA region and to look at forefront programs being

developed at the national and international levels. This exploration will include, but is not limited to, external relations and external engagement, attending important conferences and events focused on talent development and the like, conversations within CSUN with those closest to changing fields and working with them to explore models and possibilities, and enhancing the College's capabilities as needed for the creation and support of a growing array of programs.

- To engage the College's fuller capabilities and insights to help us better understand the changes emerging and respond to them, any staff member in the College that is in conversation with someone or some group (organization) inside CSUN or outside of CSUN that either directly raises a program possibility (or a possible and/or emerging educational need within a field/industry/profession) or causes the College staff member in question to identify a possible emerging educational need. Some ideas for new programs may come to any staff member's attention in less direct ways – conversations with friends working in a changing industry, reading articles, attending meetings/conferences, and more. All such insights/ideas/possibilities are important for the College and can help to guide the College's exploration the educational needs in the region and beyond. In that light, all such ideas/insights should be shared quickly with the dean and associate dean of the College (via email or in-person as you prefer) who will then work together to craft an approach to following up and/or further investigating the possibility as warranted.
- When new educational needs and/or program ideas are shared, the dean and associate dean of the College work together to develop a next phase strategy for each program idea that proves to have enough promise to warrant further investment of College talent and resources. This might include but is not limited to: exploration of other available programs in the field in question from other providers, market and/or industry preliminary research, identification of a College team to work on the development of the program in question, work with CSUN academic college(s) to identify best CSUN faculty expertise most relevant to the program in question, and outline a program development process appropriate for the type of program in question.
- Any staff member in the College that is in conversation with someone or some group/organization/agency outside of CSUN that more directly raises questions about CSUN's ability to work with a given organization/agency/industry should try to arrange for a follow up conversation if warranted that might include the dean and or associate dean or their designee(s) joining the conversation with the individual/organization in question to explore the educational need in more detail. The dean should be informed (via email is fine) about any such possibilities as soon as they emerge.

- While it can take considerable time to develop and gain approval for a new CSUN self-support degree program, the College can move very quickly to develop a wide range of professional development programs for client organizations, agencies, or groups (regional, national, or international). The College can also contract, custom-design, and/or custom deliver with considerable agility. The dean of the College is the approver of noncredit programs that are not certificate programs so there is not long approval process for such programs which allows the College to move quickly to develop and offer such programs. This allows CSUN through the College to respond to a changing array of educational needs emerging from the changing world of work for the university-prepared workforce in urban LA, California, and beyond.
- Even if the College has offered a give program before (or a similar one – for example, a contracted multi-week program for an international group), associate dean needs to know right away if there is a plan to (or a request to) offer it again prior to the start of any program planning. This will allow the College to fully support the program in question at all stages of planning and offering.
- The College needs to work collaboratively from concept forward so that if the new program in question will require collaboration with other CSUN departments or college to identify necessary faculty expertise or the like, the dean and associate dean can work to make sure that those contacts are done in keeping with other ongoing conversations which the College maybe having with those CSUN department(s)/college(s) in question. The College is committed to maintaining transparent and open collaboration and communication in all of its work with other CSUN colleges/departments. For example, the College's dean always let other deans know if the College is considering and/or planning any sort of program that will draw on the faculty of the college partner in question and/or brining to campus a group that may be of interest to a given partner CSUN college/department. The dean also keeps the chair of the CSUN Faculty Senate Standing Committee on Extended Learning informed as new programs move forward. The dean also keeps the provost and vice-provost informed about new program, clients, and emerging relationships as well as others in CSUN Academic Affairs senior roles as appropriate. The dean also keeps the CSUN senior leadership across divisional lines informed as new programs, innovations, and new partnerships begin to take shape. The College's associate dean does the same with the associate deans from partner CSUN colleges. The College dean and associate dean also keep chairs informed as appropriate in light of the focus of the program/course in question.
- Working at the College level starting with the dean and associate dean, the College can also more effectively engage the College's overall network of contacts and working relationships outside of CSUN to identify and engage additional needed expertise for a particular program/course. The College has ongoing working relationships with a number of regional community colleges, other CSUs, and that the College can approach in keeping with CSUN's and the

College's ongoing working relationships with such external partners. When working with external partners, the College is also committed to transparent and open communications and also co-creative engagement as appropriate for the program/course in question. The College and CSUN also have significant ongoing relationships with other regional/national/international groups/associations that may be of high value to a given CSUN self-support program/course and/or clients. Our CSUN, the College, and or partners in other CSUN colleges/departments also have contacts with the LA arts community, engineering and technical firms and associations, and more. All of which can be considered to appropriately enrich a program for the students/group/client in question.

- Each new (or program being offered again) must be correctly established within the College (as a CSUN self-support course or program offering or a CSUN self-support noncredit course or program offering) with a record of what that offering entails (content, learning goals, intended audience, etc. as mentioned above) so that program/course in question can be set up appropriately to accept registration in a way that will give those attending the program an appropriate (transcribed) CSUN record of their participating in the program in question. **Note:** *CSUN has both a credit and a non-credit section of the official CSUN transcript. This is distinctive to CSUN among CSU campus (and most other universities nationwide) and offers those taking CSUN course/programs an important record of their ongoing education across the careerspan.*
- The College must develop and keep detailed records (through the College associate dean's office) of each program offered and its curriculum in full detail. It is also important to keep a record with the associate dean's office of when the program in question is offered, to whom it was offered (particularly if it is contracted and/or custom delivered), and who taught each component of the program, enrollment numbers for the program and related demographics, contracting organization as appropriate, pricing and financial records, and the like.