

**CSUN**

CALIFORNIA  
STATE UNIVERSITY  
NORTHRIDGE

# CSUN IN THE DIGITAL WORLD





## CHANGES THAT REDEFINE THE FUTURE

At a time when there is almost daily news about changes that may redefine the future of higher education — such as education without institutions, free universities, massive open online courses (MOOCs) and education via smart phone — many institutions are struggling to find a way forward.

The evolving demands of professional practice in a global context also add increasing complexity to the mix. Factor in changing options in higher education, as well as the economic constraints California faces, and it is understandable that California State University, Northridge (CSUN) is reshaping the way it thinks about, develops and offers programs. This includes baccalaureate and graduate degrees, as well as credentials, certificates and continuing professional education.

CSUN recognizes that these are, indeed, challenging times. Agility is needed to thrive. As is smart and purposeful innovation. Institutions must be ready to pool talent to create something exceptional that evolves with emerging possibilities.

CSUN'S ONLINE  
MASTER OF SOCIAL WORK  
PROGRAM RANKED IN THE  
**"TOP ONLINE  
MASTER'S IN SOCIAL  
WORK"** PROGRAMS LIST  
FOR 2016.

[GoGrad.org](http://GoGrad.org)

For nearly 22 years, CSUN has invested in skilled technical and instructional design specialists who help faculty use educational technologies in teaching, learning and research. This work occurs across the academic spectrum, in face-to-face, hybrid and online courses. As a result, CSUN is looked to as a model institution for education in the digital age.

From the digital materials and services in CSUN's Library, to the collaborative faculty using educational technologies in new ways, CSUN combines the traditional strengths of higher education with emerging paradigms.

By doing so, the university creates an exceptional experience, one that offers educational advantages across all fields and levels. This applies to the entering student and goes all the way up to the doctoral candidate.

For more than 15 years, CSUN has also invested in its ability to develop and offer fully online degree programs. In 2016-2017 alone, CSUN's fully online degree and certificate programs have served more than 575 students. These students come from California and 28 other states.

The CSUN vision and distance learning philosophy encourages online programs to innovate technological and instructional practices. It also inspires students to ask hard questions, seek unconventional answers, and determine their role in a global society.



**CSUN'S ONLINE  
M.S. IN COMMUNICATIVE  
DISORDERS GIVEN  
"OUTSTANDING  
PROGRAM AWARD"**

University Professional  
Continuing Education  
Association (UPCEA)

"When I learned about the flexibility of the online program, and how you can work full time while going to school, that piqued my interest. The night before I would be studying a specific subject, and then I would go in and work with a client, and I would see that in action."

— Christine Rog, M.S.,  
Communicative Disorders

2016-2017

CSUN's fully online degree and certificate programs served

over **575** students from **California + 28 other states**



CSUN RANKED #17 IN THE  
“TOP 20 ONLINE  
MASTER IN  
HEALTH  
ADMINISTRATION  
AND HEALTHCARE  
MANAGEMENT”  
LIST FOR 2015.

Healthcare Management  
Degree Guide

“Many traditional universities are using online courses to meet demand from residential students, address classroom space shortages, provide for scheduling flexibility and/or provide extra sections.”

— Online Report Card  
– Tracking Online  
Education in the United  
States, Babson Survey  
Research Group and  
Quahog Research Group  
LLC, February 2016

## THE CSUN APPROACH TO ONLINE TEACHING AND LEARNING

From the CSUN perspective, the notion that faculty “hand off” their course materials to a team of instructional designers who then develop online programs is archaic. For online programs that work it is not appropriate to merely “put a course online.” Rather, CSUN crafts each online course in its fully online programs using the wider range of instructional possibilities and options offered by the changing array of digital technologies.

The university recognizes that today’s shifting educational landscape requires a co-creative approach when developing curricula — one that considers the learning goals and the online instructional options.

By leveraging campus-wide partnerships, the university ensures excellence in student-centered instruction. It also adds accessibility from many perspectives and provides student services that are as carefully designed and thoughtfully executed as the program itself.

CSUN’s excellent online programs are based on the same features that make face-to-face programs outstanding and distinctive. This includes high caliber faculty as well as carefully crafted curriculum, which continuously improve through assessment and adaptation.

These online degree and credit certificate programs are subject to all the same academic standards, policies and processes (including academic approvals and program assessment) as face-to-face programs. That means that online programs have the same responsibility for curriculum. CSUN fully online and hybrid programs are also subject to Western Association of Schools and Colleges (WASC) standards as well as those of special accreditors for specific programs. As one might expect, students in online programs must also adhere to CSUN policies governing academic honesty, conduct, grades, grade appeals and the like.

In CSUN’s online programs, faculty further deep student engagement in the educational experience and focus on fostering student success through their commitment to educational excellence and innovative instructional strategies. By forging purposeful educational relationships with students, faculty lay the groundwork for remarkably high on-time graduation rates and superior performance standards.

CSUN’s Tseng College created a Distance Learning unit (DL) for the university. DL works with faculty to produce, revise and support fully online degree and certificate programs. Educated at the masters and doctoral levels, DL’s professional staff of instructional designers have robust experience and expertise with educational technology, human factors, curriculum, instruction and more.

DL also has a staff of specialists with backgrounds in the computer sciences or related technical fields. All staff have experience (some more than 10 years) working with faculty in the development and support phases of CSUN’s online degree and certificate programs.

This team works with each faculty member teaching in CSUN’s fully online degree and certificate programs to explore the options and possibilities of the online educational environment. The goal is to both prepare faculty to teach online and to help them craft individual courses that are excellent and distinctive. That is, CSUN does not create online “templates” that various instructors are expected to teach. Rather, the university works through its Tseng College to ensure that all of its online degree and certificate programs provide those enrolled with an authentic CSUN educational experience.



## THE CRAFTING OF CURRICULUM

The university's online degree and certificate programs are designed primarily for midcareer professionals who need advanced degrees to further their career or, in some cases, to redirect their career into a new field. Most of CSUN's online degrees are offered at the graduate level (master's degree programs). CSUN also offers opportunities for working adults to complete their baccalaureate degree fully online.

CSUN faculty, leading practitioners, and CSUN's team of instructional designers and technical experts develop online programs that combine premier scholarship with an understanding of what professional practice in the field will demand in the decades ahead.

This process enables CSUN to achieve significant educational outcomes: solid field knowledge, advanced conceptual skills and refined professional abilities.

In addition, these fully online programs are offered in the cohort format, in which groups of students move through the program together from beginning to end, creating a strong learning community and allowing each course to build on the last in a purposeful way.

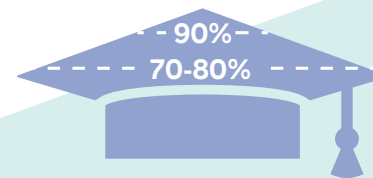
The university sees each cohort as a newly-formed learning community that is distinctive. With that in mind, CSUN faculty and the DL team leverage a range of options appropriate for the learning dynamics of each cohort. This team draws on emerging technologies and other digital resources to provide a wider range of responsive instructional options for the faculty in order to create adaptive learning environments that enhance student engagement and achievement.

CSUN's online programs are more than just a set of courses. Each program is a comprehensive learning experience. In this context, collaboration among faculty increases synergy among courses. For example, in some programs, faculty develop case studies and assignments built over several courses. This elevates the critical thinking skills and professional abilities of the program's students.

When CSUN develops online programs, the educational technologies and instructional strategies often find their way into the more conventional courses on campus.

Faculty who participate in fully online courses frequently take digital assignments, modules and instructional strategies back to their traditional classrooms in ways that enrich the learning experience.

Because CSUN provides online assistance and program development, faculty have ready access to digital materials and seamless technical support. Through this approach, CSUN has become increasingly innovative, responsive and engaged in the evolution of educational technologies in higher education worldwide.



### EXCEPTIONAL LEVELS OF STUDENT ACHIEVEMENT

CSUN's fully online programs have on-time graduation rates that average **70 to 80 percent**, with some reaching **upwards of 90 percent**, such as the M.S. Communicative Disorders, which attained a 95 percent on-time graduation rate in 2016.

Graduates of online programs often report **finding positions in their intended fields** or **getting meaningful promotions** soon after graduation.



CSUN RANKED #20  
IN THE TOP 25 LIST  
OF "BEST ONLINE  
COLLEGES IN  
CALIFORNIA"  
FOR 2016."

BestColleges.com

"We developed a camaraderie, a trust throughout the Assistive Technology Studies and Human Services (ATHS) course, so we could rely on each other for information, for networking. Upon graduation, I started receiving more job offers almost immediately."

— Mike Williamson, M.S., ATP;  
AT specialist and consultant



**CSUN RANKED IN THE  
TOP 25 BEST  
ONLINE SCHOOLS  
IN CALIFORNIA  
FOR 2015-2016  
(4-YEAR COLLEGES)**

AccreditedSchoolsOnline.org

“I work with a caseload of, at times, 60-80 students. You learn something, and at the same time solidify it and put it into practice the next day or that week. Working online was the best experience.”

— Alicia Ceja, M.S.,  
Communicative Disorders

## CSUN SERVICES IN SUPPORT OF FACULTY AND STUDENTS IN FULLY ONLINE PROGRAMS

When faculty teach in a CSUN fully online program, the DL instructional design and technology teams ensure they are supported along the way. DL staff provide collaborative and individual consultation based on best practices and options in instructional design, particularly for digital teaching and learning, effective instructional strategies and approaches to course facilitation.

They also provide faculty and students with ongoing technical training and support for program-related features and technologies, including the Learning Management System (LMS); synchronous and asynchronous web tools; and emerging technologies and digital learning resources. The latter of which include educational and instructional content through CSUN's University Library and Open Educational Resources (OERs) such as Merlot and Affordable Learning Solutions as those provided by CSU.

CSUN is agile in its ability to discover and use the most effective new tools and to continually link them to the learning environment.

The DL team regularly researches emerging technologies to use in both current and future CSUN programs.

Because online programs are designed to create a supportive and engaging educational environment, CSUN assigns an academic lead to each program to work with faculty. This ensures that the curriculum and instructional design go forward as planned.

Additionally, the university assigns a program support coordinator to work with each student from initial contact and application through to graduation. The coordinator serves as a source of guidance, encouragement and a single point of contact to access CSUN's wide range of support services.

Online students also receive an intensive two-week online orientation, including an

in-depth explanation of the program's digital technologies, as well as an overview of learning skills and study strategies specific to online programs. The orientation also introduces students to the program's Distance Learning staff members and to the personalized, 24/7 library resources available throughout their educational experience.

Students in online programs begin their journey by building networks in program-specific online learning communities, called “Hubs.” These encompass everything from resources and advisement to career opportunities and symposiums. The Student Hub is equivalent to an online student union, which provides the most comprehensive online experience a university can offer. In the Student Hub, communities are formed and college experiences are shared.

### DISTANCE LEARNING PROGRAMS CONTINUE TO EXPAND.

- Distance education enrollments grew by 7 percent; public institutions had a 9 percent growth rate.
- More than two-thirds of students taking at least one distance education class were enrolled at a public institution.

2011

2012

2013

2014

Source: Online Report Card – Tracking Online Education in the United States, Babson Survey Research Group and Quahog Research Group LLC, February 2016



## THE GROWTH OF CSUN ONLINE PROGRAMS

With a solid foundation in place, CSUN's online programs have grown at a steadily increasing pace, leading to the university's eight online degree programs, three online certificate programs and two online certificate programs with clinical settings. Additional online degree programs are in development.

In 2016-2017, 579 students were matriculated in these programs. This is a nearly 25 percent increase from 2014, and more than a 10 percent increase from 2015. In 2015-2016, CSUN graduated 227 students in online cohorts of five master's degrees and two certificate programs, administered by the Tseng College.

*CSUN expects enrollment growth in online classes to continue to increase at a rapid rate.*

The university also offers fully online programs for those changing careers, as well as those who need certificates or sets of courses to meet requirements in professional practice or to prepare for advanced study in a field.

CSUN online programs are designed to accommodate enrollment levels appropriate for the level of study and the field. Enrollment levels can also be limited by a program's special accreditation requirements. Additionally, a program's number of cohorts is influenced by the number of faculty CSUN has in the field. But whether a CSUN program is offered on campus or online, the parameters for enrollments remain the same.

Online programs provide a positive revenue stream that can support additional faculty hiring. For programs covering broader professional fields, the ability to add faculty helps the program grow. However, the availability of highly qualified faculty in more specialized fields can be limited.

CSUN also offers a wide range of fully online and hybrid courses as part of its state-funded programs. In 2016-2017, 533 fully online courses/sections and 784 hybrid courses/sections ran as state-funded programs. These courses had 41,250 enrollments.

## CSUN ONLINE PROGRAMS



CSUN online programs continue to produce high graduation rates and receive major national recognition. This success is attributable to CSUN's integration of excellence in classroom instruction, as well as its proactive student services and rigorous, personalized online learning communities.

### CURRENT FULLY ONLINE DEGREES

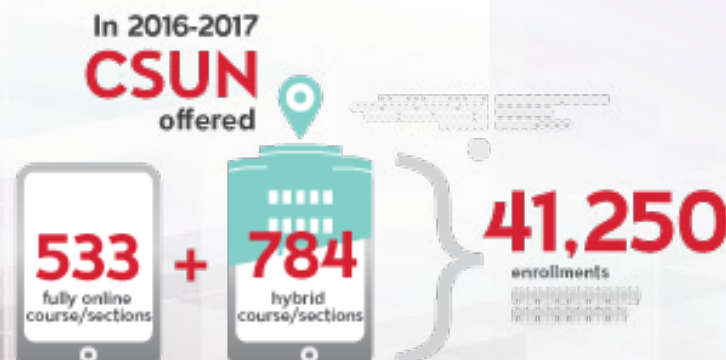
- Assistive Technology Studies and Human Services (M.S.)
- Communicative Disorders (M.S.)
- Engineering Management (M.S.)
- Humanities (M.A.)
- Public Administration (MPA)
  - › Health Administration option
  - › Nonprofit Sector Management option
  - › Public Sector Management and Leadership option
- Public Health: Community Health Education (MPH)
- Public Sector Management (B.A. Degree Completion)
- Social Work (MSW)

### FORTHCOMING FULLY ONLINE DEGREES

- Assistive Technology in Engineering (M.S.)
- Liberal Studies (B.A. Degree Completion)
- Instructional Design (M.A.)
- Knowledge Management (M.S.)
- Tourism, Hospitality, and Recreation Management (M.S.)

### CURRENT FULLY ONLINE CERTIFICATES

- Health Administration (University Certificate)
- Nonprofit Sector Management (University Certificate)
- Radiologic Technology: CT/MRI (Certificate of Advanced Professional Development)
- Speech-Language Pathology (Certificate of Preparation for Advanced Studies)
- Speech-Language Pathology Fieldwork Experience (Certificate of Advanced Professional Development)





CSUN RANKED #12 IN  
THE “BEST ONLINE  
MASTER’S IN SOCIAL  
WORK PROGRAMS”  
LIST FOR 2016.

BestColleges.com

“Because the program was online, it afforded me (the chance) to work for the majority of the program. Fast forward two years later, and I am now a full-fledged school-based Speech Language Pathologist. Every time I interact with Professor Sherry Foldvary and Professor Rosie Quezada, I thank them for helping change my life. I love every aspect of my job, and I have CSUN to thank for this.”

— Kristin Kleban, M.S.,  
Communicative Disorders

## CUSTOM DESIGNED AND CUSTOM DELIVERED PROGRAMS

California State University Northridge (CSUN) is committed to making a positive and significant impact on shaping the future of Greater Los Angeles, the State of California, and national and international organizations and communities that are essential to the future of contemporary urban economies. It accomplishes this through the creation and delivery of exceptional degree, certificate and professional development educational programs targeted to this goal. CSUN can custom design programs for organizational partners and/or custom deliver programs to provide a shared experience for an organization’s staff. This includes, for example, offering a cohort of a fully online master’s degree program for an organization to prepare its staff members at an advanced professional level to support the organization’s success and competitive advantage.

### Shaping your Organization’s Future with CSUN’S Digital Education Resources

CSUN can provide educational experiences to organizations and communities across the lines of time and place through exceptional digital education capabilities. With CSUN’s digital education options, an organization with staff and/or affiliates in multiple locations around the nation and/or the globe can engage staff in shared educational experiences that can change the capacity of the organization as well as build collaborative relationships throughout the organization.

CSUN’s research and educational resources and capabilities are extensive and growing. Over the past two decades, CSUN has steadily expanded its working partnerships with other universities, businesses and industries, public sector agencies, professional associations and community development organizations at the regional, national and international levels. CSUN also has extensive experience in workforce/talent development in response to changing industries, organizations and markets.

As you think about the future of your organization, association, agency or community and what you would like to achieve looking ahead, it may be time to talk with CSUN about an educational relationship. CSUN is prepared to discuss the changes, challenges and opportunities your organization faces, and can help you draw on the university’s resources and capabilities to build your capacities to move ahead successfully into the future.

To begin a conversation and explore how a relationship with CSUN can help your organization become global, visit [tsengcollege.csun.edu/programs/contractedprograms](http://tsengcollege.csun.edu/programs/contractedprograms) or contact Julia Potter, Director for Strategic Partnerships and Special Initiatives at [julia.potter@csun.edu](mailto:julia.potter@csun.edu). (818) 677-2965.





## THE CALIFORNIA STATE UNIVERSITY (CSU) OVERALL

The national demand for distance learning options is increasing at an unprecedented rate. In Fall 2014 alone, 5.75 million students enrolled in online courses at colleges and universities nationwide. That's more than one in every four students. And of the nation's many public colleges and universities, more than 25 percent now offer distance learning courses.

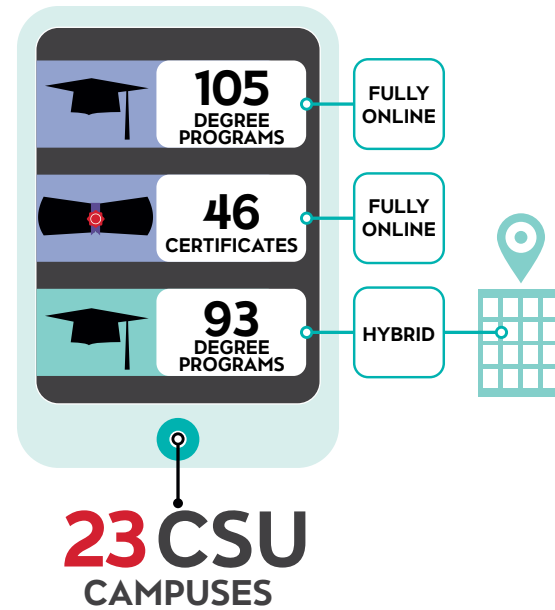
To meet these new needs, the CSU system continues to develop its already robust digital infrastructure. Which means, first and foremost, delivering online content of the same caliber as any on-campus program. This quality-based design ensures each degree's integrity, and gives students the peace of mind necessary to focus on achieving their individual learning objectives.

A CSU online degree is identical to those earned by on-campus students. That means the same curriculum, the same faculty and the same results — both in class and on paper. The only difference is the delivery method: one meets in person, one meets online.

In 2014-2015, nearly 7,500 CSU students enrolled in fully online degree programs. And those in year-round cohort formats — in which students proceed with the same classmates from start to finish — experienced an even more accelerated pace of degree completion.

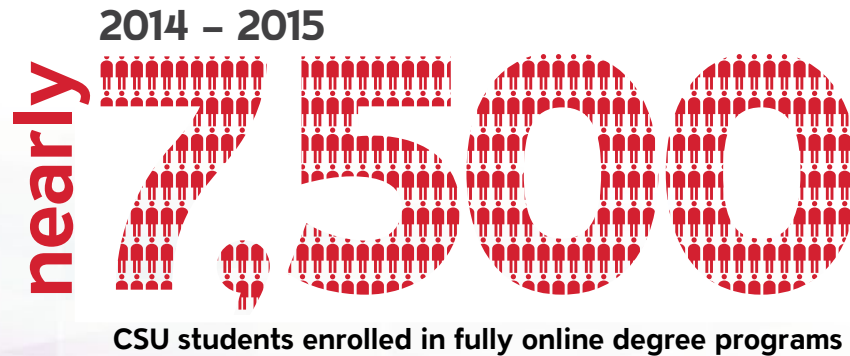
In addition, partnerships with ed2go make dozens more online training programs available to students located anywhere.

Taken together, these programs and options testify to the CSU's leadership position in distance learning education.



2017 calstateonline.net

FOR SUMMER 2017, ALL 23 CSU CAMPUSES COLLABORATED TO PROVIDE MORE THAN 1,000 FULLY ONLINE CLASSES. COURSES ARE FULLY TRANSFERABLE FOR CSU STUDENTS.





CSUN'S ONLINE MASTER OF PUBLIC HEALTH PROGRAM RANKED IN "THE 30 BEST ONLINE MASTER OF PUBLIC HEALTH DEGREES" LIST FOR 2017.

TheBestSchools.org

"The (ATHS) degree definitely helped secure my current position. I don't think that my resume before would have been quite as strong."

— Sarah Mak, M.S., ATP; AT specialist, AT facilitator

## WHAT'S NEXT?

### A LOOK INTO THE FUTURE OF DIGITAL TEACHING AND LEARNING AT CSUN...

As people and technology evolve, universities must as well. That means accommodating the increasingly digital, highly mobile population. CSUN's participation in the digital world — now and in the next few years — involves broad emerging teaching, learning, research and publication possibilities.



#### COURSE REDESIGN AND FACULTY DEVELOPMENT

CSUN developed its Course Redesign Institute (since renamed the eLearning Institute) to help faculty enhance their familiarity, comfort and expertise with educational technologies. Participation grew from an initial cohort of 12 faculty to 50 faculty per year. More than 20 Academic Technology Fellows work with faculty at CSUN to share best practices across campus and provide direct faculty-to-faculty assistance.

#### ANNUAL FACULTY ELEARING SHOWCASE

Every year, faculty share their innovative eLearning projects at the annual eLearning Showcase. Showcases typically cover 7-10 faculty presentations and videos. Every year brings a new set of projects, which change as they reflect the newest technologies and innovative teaching methods, such as flipped instruction, curriculum apps, and self-paced learning.



#### TABLETS IN TEACHING, MYCSUNTABLET

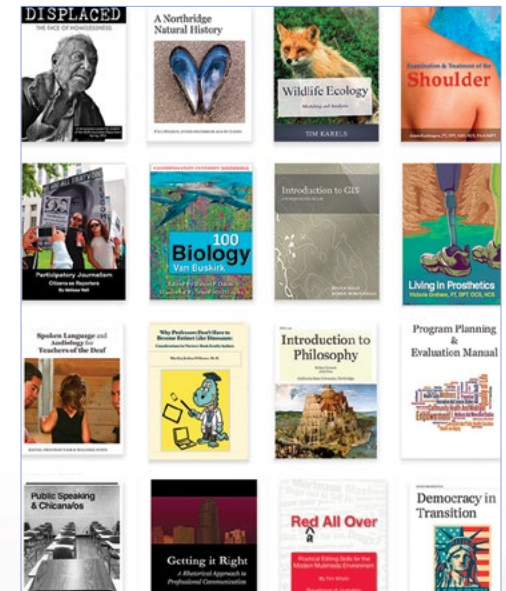
In 2013, CSUN launched myCSUNtablet, a 1-to-1 iPad program to increase student learning and engagement, improve the quality of teaching materials and decrease student costs. The initiative began with 70 faculty in seven programs; by Fall 2016, this had grown to more than 120 instructors and a cumulative total of 15,000 enrollments. CSUN also published an iBook on the myCSUNtablet initiative, which has twice received the Apple Distinguished Program Award. A number of videos have been produced to share elements of the program, including Introducing CSUNtablet and Active Learning with Tablets.

#### LMS TRANSITION

In 2016, CSUN shifted from Learning Management System Moodle to Canvas to bring a more modern, intuitive online environment to CSUN faculty and students.

#### FACULTY-AUTHORED ETEXTS

In 2013, CSUN launched the eText initiative, which helped faculty digitize content and author born-digital textbooks, rich with photos, videos and assessments that engage students and replace expensive textbooks. By 2015, more than 70 faculty had created digital eTexts for delivery to students at zero cost, saving students hundreds of thousands of dollars.



### CSUN STUDENT APPJAM COMPETITION

In 2015, CSUN established the student AppJam competition to bring mobile app development to student learning. All students were invited to create apps that could benefit other students. The 2015 competition produced 24 student teams with 133 students; six teams were awarded prizes at the CSUN AppJam Showcase Award event. The CSUN Police Department adopted an app designed to help students secure safety escorts. At the second annual AppJam 2016, winning students received start-up help from incubator firms Bixel Exchange and LACI@CSUN to bring their apps to fruition.

### FACULTY APP DEVELOPMENT

In 2015, talented students from AppJam were invited to join an internal app development team to work with faculty to author curriculum apps for students to use on their mobile devices. The first four apps, aimed at STEM, Elite Gene Team, Tree of Life: Explore, Nematode Classification and BioStats Buddy, are available in the App Store. The program's excellence and innovation was recognized by a 2016 WCET WOW Award. Apps are free and available for the entire higher education community.



### VIRTUAL AND AUGMENTED REALITY FOR TEACHING AND LEARNING

In 2016, CSUN brought virtual and augmented reality to faculty and students through VARx, a year-long exploration which included guest speakers and faculty learning communities. The year culminated in a student competition called VARJAM, for which students built virtual and augmented reality applications to add value to students' lives.



### SHARING AND DISSEMINATION

Best practices have been shared and disseminated in various ways, including Digital Stories, a compilation of short stories about faculty, technology and innovation at CSUN. These and dozens of other videos are available at the Academic Technology YouTube Channel.



### EPORTFOLIOS FOR STUDENT SUCCESS

In 2015, CSUN adopted Portfolium, an ePortfolio service for students to showcase their accomplishments and find jobs. Student Portfolium Ambassadors were hired to help their peers use ePortfolios. Portfolium Challenges were established to encourage students to participate in activities aligned with university goals, such as community engagement and student success. Winners are celebrated on the web where they can inspire and motivate their peers.

### ... AND BEYOND

Each leap in technology moves CSUN closer to its ideal educational outcomes. With deep technical experience, as well as a range of world-class services, like the Distance Learning team, the university is set to enter a golden age of online education.

Whether that means adapting existing technologies to meet emerging needs, or designing entirely new systems, CSUN has both the desire and the resources to make change in the digital world.



**CSUN'S PASS RATE  
ON THE PRAXIS  
EXAMINATION  
WAS 94% IN 2014-2015.**

**THIS COMPARES TO THE  
NATIONAL RATE OF 84.8%  
IN 2014-2015.**

This national examination is used by Communication Disorders and Sciences online students to qualify for professional certification by the American Speech-Language-Hearing Association (ASHA) and to qualify for licensure to practice.

*"This program allowed me to study and succeed. It also allowed me to get my clinical experience on my own schedule and get my master's degree."*

— Marie Barth, M.S.,  
Communicative Disorders



**CSUN**<sup>®</sup>

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STATE UNIVERSITY  
NORTHRIDGE

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