Social justice is the engine of SF State’s commitment to, and passion for, lifelong education. The ability to gain knowledge and skills at any point in one’s life is key to promoting equity at home and at work, within our communities and throughout the nation and the world. The COVID pandemic and current political upheaval highlight the need for higher education to re-think how we define and deliver education as a social good. Our College of Extended Learning (CEL) has shown this past year that it plays a crucial role in helping SF State deliver essential and innovative links to education to our larger Bay Area community, bringing us a significant step closer to fulfilling our role as the City’s university.

Dean Alex Hwu’s remarkable leadership throughout the 2019-20 fiscal year has placed CEL in a position to thrive, even with the immense difficulties posed by the COVID-19 pandemic. With partners across the University, CEL is developing innovative solutions for student learning within a framework of ongoing assessment and sound fiscal management—solutions that broker new pathways for students at a time of profound need.

Two prime examples are SF State’s first fully-online degree completion programs launching in 2021-22, which will meet student and workforce needs through collaborative efforts with the College of Ethnic Studies and the College of Health and Social Sciences. These groundbreaking programs will mark a defining moment for SF State in its commitment to meeting the educational needs of working adults.

CEL is also providing critically important entryways for domestic and international students seeking certificates that are increasingly in demand by employers. Internationally, CEL’s successful recruitment efforts and its partnership with our Office of International Programs has significantly augmented the opportunity for the SF Sate community to learn alongside students from around the world.

CEL’s expertise in creating programs to meet the needs of our increasingly complex and diverse student population is a vital and growing piece of SF State’s contribution to the health and well-being of the Bay Area as a whole. The need for CEL’s innovative solutions to regional and global workforce and educational challenges has never been greater: Dean Hwu and the CEL faculty, staff, and administrators have my gratitude and support.

Jennifer Summit, Ph.D.
Provost
THE COLLEGE OF EXTENDED LEARNING achieved a significant milestone in FY 2019-20: for the first time in six years, our revenues exceeded expenses. We reduced costs by over $3.5M and raised our revenues by $2M.

I am proud to be a part of an amazing and dedicated group of staff who support CEL and its mission of creating accessible education pathways. We are poised to be a key player in the President’s goal to be the City’s University. This is especially true within the context of current economic distress. We provide a two-way street for the community to meet its lifelong career and educational needs and for SF State to build new partnerships with workers and leaders in local business, government and non-profits.

Programmatically, our college made good progress this past year.

- As a result of the CSU Innovation Grant we were awarded in fiscal year 2018-19, we implemented the curriculum review of one of our oldest and largest programs, Paralegal Studies. The revised courses will reflect best and current practice in the field. We are also moving the majority of them online to reach students who increasingly live beyond commuting distance from SF State.

- In 2019-20 CEL also gained WASC approval for SF State’s first fully online degree completion program in Criminal Justice, scheduled to launch in the academic year 2021-22. This signals a renewed focus on meeting the needs of working adults. Gaining a college degree will confer significant gains in wages to these students over time. Developed in partnership with the College of Health and Social Sciences, the Criminal Justice degree completion program will have the capacity to enroll a cohort of 25-35 students each year.

- CEL has also applied for WASC accreditation for another degree completion program in partnership with the College of Ethnic Studies that we plan to inaugurate in the academic year 2021-22.

- The catalyst for growth at CGE was a result of the cultivation of new partnerships with universities, government agencies, agents and nonprofits from around the world.

- CGE saw an increase in student diversity in fall and spring semesters as well as newly launched winter and summer programs.

- This past year CGE also took responsibility for administering the Faculty Led Short-Term Study Abroad Program and oversaw faculty immigration support.

2019-20 was a remarkable year. CEL accomplished a balanced budget and a clear future direction working closely with the Office of the Provost, University administrators, and College Deans. I especially thank the staff and leadership at CEL that managed all of these challenges with great skill.

Alex Hwu, Ph.D.
Our Mission

To mobilize the resources and expertise of San Francisco State university and its partners to meet the educational and professional needs of diverse communities and industries.

Our Vision

To be a leading education model in expanding access to innovative programs that prepare and inspire individuals to transform local and global communities and industries.

What does Self-Support mean?

- CEL is the only fully self-support college on the SF State campus and receives no monies from the State of California General Fund.
- All direct and indirect costs are completely covered by revenues generated from program fees.
- CEL is governed by various Chancellor’s Office Executive Orders regarding fiscal management, special sessions, international education and others.
- CEL reimburses funds each year to SF State to cover centralized services such as information technology, human resources, and student affairs.

CEL has worked diligently towards reducing costs and overhead and improving efficiencies within college operations. This has resulted in a positive year-end result for the first time in 6 years. In addition to reducing expenses, we also paid down our carry forward debt by $1.5M. This helped us gain $0.5M in revenues for our cash reserves.

“...The college benefits so much from our collaborative partnerships with CEL. From faculty development to future student access to our educational opportunities, CEL has been a creative and effective partner for LCA.”

Andrew Harris, Ph.D.
Dean of the College of Liberal and Creative Arts
### Revenue Breakdown by Programs 2019-20

- **Total CEL Revenue**: $16,077,848
  - **Academic Programs**: $7,663,811 (48%)
  - **Open University**: $3,209,762
  - **International Programs**: $2,324,822
  - **Professional Development Programs**: $1,114,212
  - **Winter Session**: $1,378,620

- **Other Revenue**: $386,621 (2%)

### Expenses 2019-20

- **Total CEL Expenses**: $14,018,274
  - **CEL Staff Salaries & Benefits**: $4,610,228 (33%)
  - **College Allocations**: $1,076,421
  - **Instructional Salaries & Benefits**: $1,889,619
  - **General Operating Expenses**: $1,638,864
  - **DTC Rent (including HVAC)**: $1,666,520
  - **Reimbursed Faculty Time & Benefits**: $1,584,575

CEL reduced expenses, without reducing services to students, by creating efficiencies in operations.
College of Extended Learning

REVENUE CONTRIBUTIONS TO SFSU & CSU 2019-20

CEL’s partnerships with colleges and other departments have been an integral part of our operations. Most of the partnership programs result in revenue contributions to these colleges as shown below. CEL also reimburses via a cost allocation to the campus for certain centralized services and is mandated to allocate a percentage of revenue to the Chancellor’s office. Following is a breakdown of the shared contributions of $4.8M.

- **Cost Allocation to Campus**: $890,072
- **Lam Family College of Business**: $521,814
- **College of Ethnic Studies**: $33,048
- **College of Liberal & Creative Arts**: $136,724

Total Shared Contributions: $4,800,072

- **Chancellor’s Office**: $861,974
- **College of Science & Engineering**: $829,056
- **College of Liberal & Creative Arts**: $320,756
- **College of Health & Social Sciences**: $1,402,232
- **Graduate College of Education**: $33,048

**Lam Family College of Business**: 18%

**Graduate College of Education**: 7%

**College of Ethnic Studies**: 2%

**College of Health & Social Sciences**: 14%

**College of Liberal & Creative Arts**: 17%

**College of Science & Engineering**: 3%

**College of Extended Learning**: 29%

**Total Students**: 11,715

- **College of Extended Learning**: 7296
- **College of Science & Engineering**: 1747
- **College of Health & Social Sciences**: 914

"We are pleased to be able to work with CEL to provide a long-standing program that helps individuals enter competitive graduate health profession programs. CEL also provides opportunities for individuals to take advantage of a range of classes from computer science to psychology through open university. We are looking forward to working with CEL to develop more training programs that can help individuals fine tune their skillset for entry to the STEM workforce."

Carmen Domingo, Ph.D.
Dean of the College of Science and Engineering

"The Lam Family College of Business collaborates with the College of Extended Learning on both graduate and undergraduate program. Our partnership allows us to deliver innovative, inclusive educational opportunities to both domestic and international students for long-term career success."

Yim-Yu Wong, Ph.D.
Associate Dean of the Lam Family College of Business
In response to the COVID-19 pandemic, CEL participated in the California State University (CSU) Initiative Courses for Causes that provided educational support to first responders and essential workers. We launched this in Summer 2020 semester and had 58 students enrolled in professional and academic certificate courses. The program continues in the Fall 2020 and Spring 2021 Semesters.

2019-20 furthered our strategic goal to refresh CEL’s portfolio. We saw the launch of several new online non-credit certificate programs in information technology as well as programs in:

- Video Game Designer
- Certified Video Game Designer
- Web and Mobile Application Design and Development
- Certificate in Innovation and Critical Thinking
- CompTIA Security+
- CompTIA Network+
- CompTIA: Network+ & Security+
- CompTIA A+ Certification
- Certified Network Administrator
- Certified Ethical Hacker

In 2019-20, we hired CEL’s first instructional designers. They are developing courses for our degree completion programs but also provided support to SF State’s Center for Equity and Excellent in Teaching and Learning as the University moved face-to-face classes to remote modalities in March 2020. The pandemic hastened the University’s adoption of remote modalities that CEL was already spearheading. COVID-19 brings intense challenges but also opportunities for CEL to assist more students where they live and work.

“I meet monthly with Dean Hwu to discuss current and planned projects. Department Chairs in the Graduate College of Education have reached out to CEL to set up programs such as the Intervener Training for Deafblind Education, a two-course certificate for special education paraeducators. We appreciate the collaboration and CEL’s interest in supporting our college.”

Cynthia F. Grutzik, Ph.D.,
Dean of the Graduate College of Education
Through its Center for Global Engagement, CEL offers English language and short-term professional programs to students from around the world to succeed in the global economy.

Enrollments included students from the following countries:
A LOOK AHEAD TO 2020-21

In Summer 2020 we began to feel the impact of the COVID-19 pandemic on enrollments and we are monitoring this carefully. CEL is working towards launching two degree completion programs in the academic year 2021-22 in Criminal Justice Studies and Ethnic Studies through an entirely online modality. These programs will serve individuals who left an undergraduate institution without earning a degree. Applicants will have a high level of credit accumulation and will benefit from the convenience of online classes.

As the outreach arm of SF State, we are building bridges to SF State for domestic and international students as the only public four-year institution in San Francisco. CEL continues to collaborate with our partner colleges and has the following projects in the pipeline that will be available to students over the next year or two. These programs reflect the multi-disciplinary approach in curriculum development that SF State is adopting.

• Oxford International Education Group, a pathway program for international students to SF State’s undergraduate degree programs
• Biotechnology in Data Science Certificate, with the College of Science and Engineering
• Liberal and Creative Arts Certificate, with the College of Liberal and Creative Arts
• Advancing College Education, an online academic certificate in Ethnic Studies for incarcerated youth, with the College of Ethnic Studies
• Business Administration Certificate, with the Lam Family College of Business

Our future plans include moving to a temporary location and then to the main campus in the next three to four years. We will continue to offer classes and support at a downtown location to meet the needs of working students.

CEL is committed to delivering excellence in terms of content and customer service. We have the capacity to develop innovative delivery and custom-tailored training to our community in partnership with the academic colleges at SF State.

Leadership Team

Alex Hwu, Ph.D.
Dean

Angie Lipschuetz, Ph.D.
Associate Dean

Julie Briden
Chief Administrative Officer

Alexander Chang
Director of Recruitment and Partner Relations

Elaine Feng
Director of Finance

Saroj Quinn
Director of the Center for Global Engagement
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