

SAN FRANCISCO STATE UNIVERSITY

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2020-2021

ANNUAL  
REPORT

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COLLEGE OF EXTENDED LEARNING



SAN FRANCISCO  
STATE UNIVERSITY



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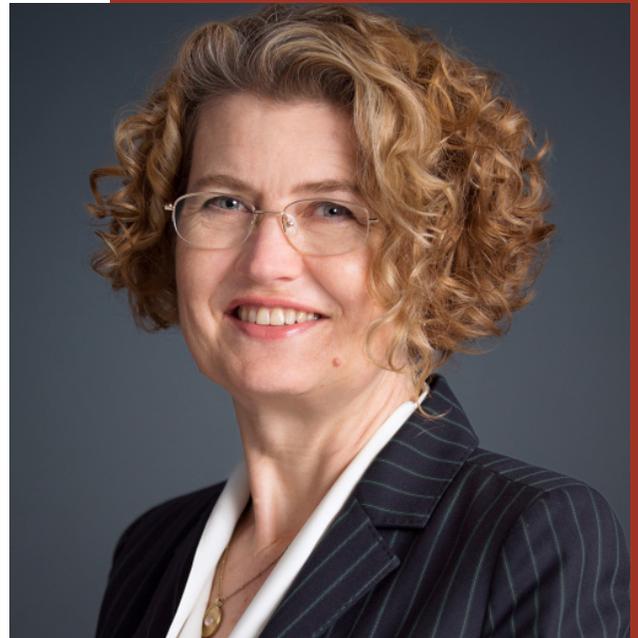
# MESSAGE FROM PROVOST JENNIFER SUMMIT

The College of Extended Learning's goal is to be San Francisco State's gateway for students who wish to turn (or return) to us at any point in their lives to earn a degree, grow their careers, or study in the United States. This past year CEL made tremendous strides toward this goal. They completed building the infrastructure for SF State's first fully online degree completion program with the College of Health and Social Sciences that will launch in Spring 2022. This is a huge achievement that showcases SF State's commitment to meeting California's workforce needs by helping our community to complete their education conveniently and in the context of their busy lives within the established and trusted CSU system.

In an increasing global higher education context, CEL also gained our Academic Senate's approval for the first program at the CSU that builds a pathway for international students to attain matriculated status at SF State. This will greatly internationalize our campus and highlight SF State's ability to innovate. And new academic certificates launched this past year in both liberal and creative arts and business administration further expanded CEL's reach with our global students.

Within a lean organization, Dean Hwu and his team have continued to win vital support throughout SF State with their dedication to student needs and providing staff and administrators alike with quality services within a context of strong fiscal control. I am thrilled to share that CEL is on track to eliminate its carry-over debt next year.

I congratulate Dean Hwu and his team on a year of tremendous success within a framework of constraint and adversity engendered by the effects of the pandemic. They have my gratitude and support.



**JENNIFER SUMMIT, PH.D.**  
PROVOST

# MESSAGE FROM DEAN ALEX HWU

In 2020-21, the College of Extended Learning kept a laser focus on stewarding our fiscal resources responsibly and transparently: we continued to hold down expenses as we grew our program offerings. As a result, for the first time in over 10 years, CEL became debt-free and we can now focus on building reserves.

## **TWO MAJOR SUCCESSES: DEGREE COMPLETION PROGRAMS AND THE CSU'S FIRST INTERNATIONAL PATHWAY PROGRAM**

In 2020-21, CEL completed all preparations to launch SF State's first fully online degree completion in Criminal Justice. The first cohort begins in Spring 2022. We also received WASC approval for the second online degree completion program in Ethnic Studies, also launching in Spring 2022. With many more job openings than degree holders in the marketplace, these programs have the potential to have a significant impact on San Francisco Bay Area and California workforce needs.

CEL also gained Academic Senate approval to launch the CSU's first International Year-One University Pathway Program in partnership with the Oxford International Education Group. This unique program provides students with the opportunity to take general education courses alongside English-language and academic skill building courses. This program will prepare students to matriculate as SF State undergraduates the following year with 18 to 24 units earned toward their degree. The program will launch in fall 2022 and is projected to enroll 100+ students in academic year 2022-23.



**ALEX HWU**  
DEAN

## OTHER 2020-21 HIGHLIGHTS

- Our ability to pivot quickly to online course delivery was reflected in significant growth in some of our professional development programs that helped workers to upgrade their skills during the pandemic.
- Our “bridge-building” project with partner colleges continued to show results: in May 2021 we gained full approval for a new Liberal and Creative Arts Certificate, developed with the College of Liberal and Creative Arts, and a Business Administration Certificate, a collaboration with the Lam Family College of Business. Both of these new programs were launched in the 2021-22 academic year.
- Our customized programs with the Jewish Vocational Services (JVS) expanded and the Service Employees International Union (SEIU) in allied health career training expanded significantly and enrolled over 269 students.
- CEL participated in the Courses for Causes project sponsored by the Chancellor’s Office and donated \$230,000 in free tuition to 195 first responders and essential workers.
- Located a new space for the College at 160 Spear Street which will reduce our rent by over 50% to begin in January 2022.
- Finalized an agreement to pay for administrative and classroom space in the new Science Building, slated for completion by the end of 2023.

CEL again achieved major program-related milestones this fiscal year to meet the needs of our adult learners and international students while maintaining a positive balance sheet. None of this could have happened without the dedication of our talented CEL staff who rose to the challenge of the COVID pandemic and continued to deliver a high level of service to students and university partners.



# OUR MISSION & VISION

## 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 partner program revenues are shared with the other six colleges at SF State.
- 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.

## MESSAGE FROM VP JEFF WILSON

Since his arrival in 2018, Dean Hwu has gone to great lengths to bring the College of Extended Learning to fiscal health. His intensive consultative efforts with Administration and Finance to provide full transparency and a clear plan forward is but one example. Even with the extreme challenges of COVID-19 on international student recruitment, Dean Hwu has eliminated CEL's carry-over debt and has begun building a five-year reserve. Dean Hwu achieved remarkable success by significantly reducing expenses, especially payroll, and creating new academic certificate programs with the support of the other College Deans. The University's first fully online degree completion program at SF State is a sign of his commitment to meeting students' needs within a larger frame of reference.

The College of Extended Learning has the opportunity to become a gateway at any point in life, for both domestic and international students, to SF State. With fiscal health in place, CEL currently offers a full panoply of options: pathways to degrees for domestic and international students, academic certificates, and professional development programs. The University needs, and now has, a strong self-support partner to help it meet 21st century student and workforce needs.

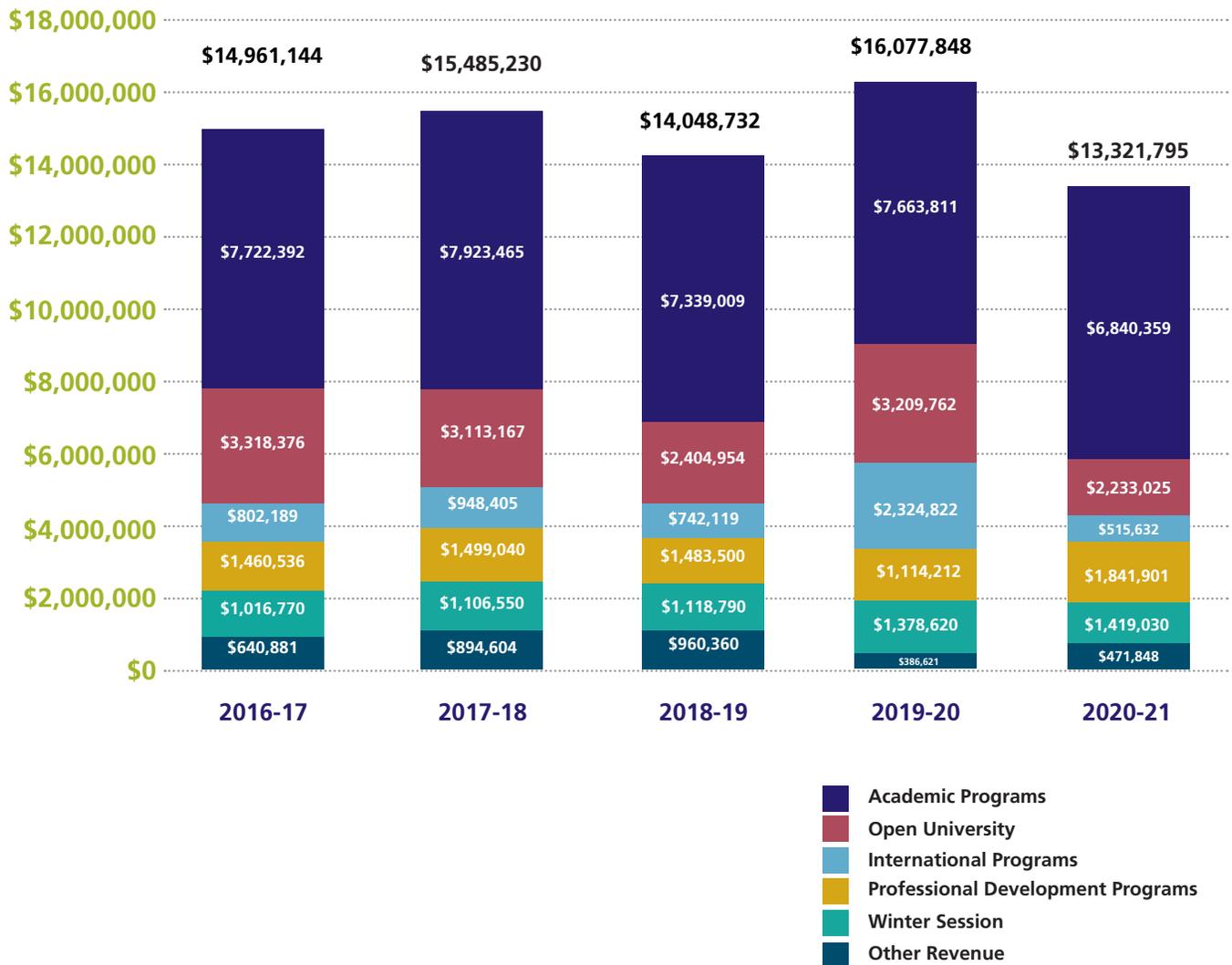


**JEFF WILSON**

VICE PRESIDENT OF  
ADMIN & FINANCE, CFO

# FINANCIAL GROWTH CHART

## 5-YEAR TREND ON REVENUES AND EXPENSES FOR CEL



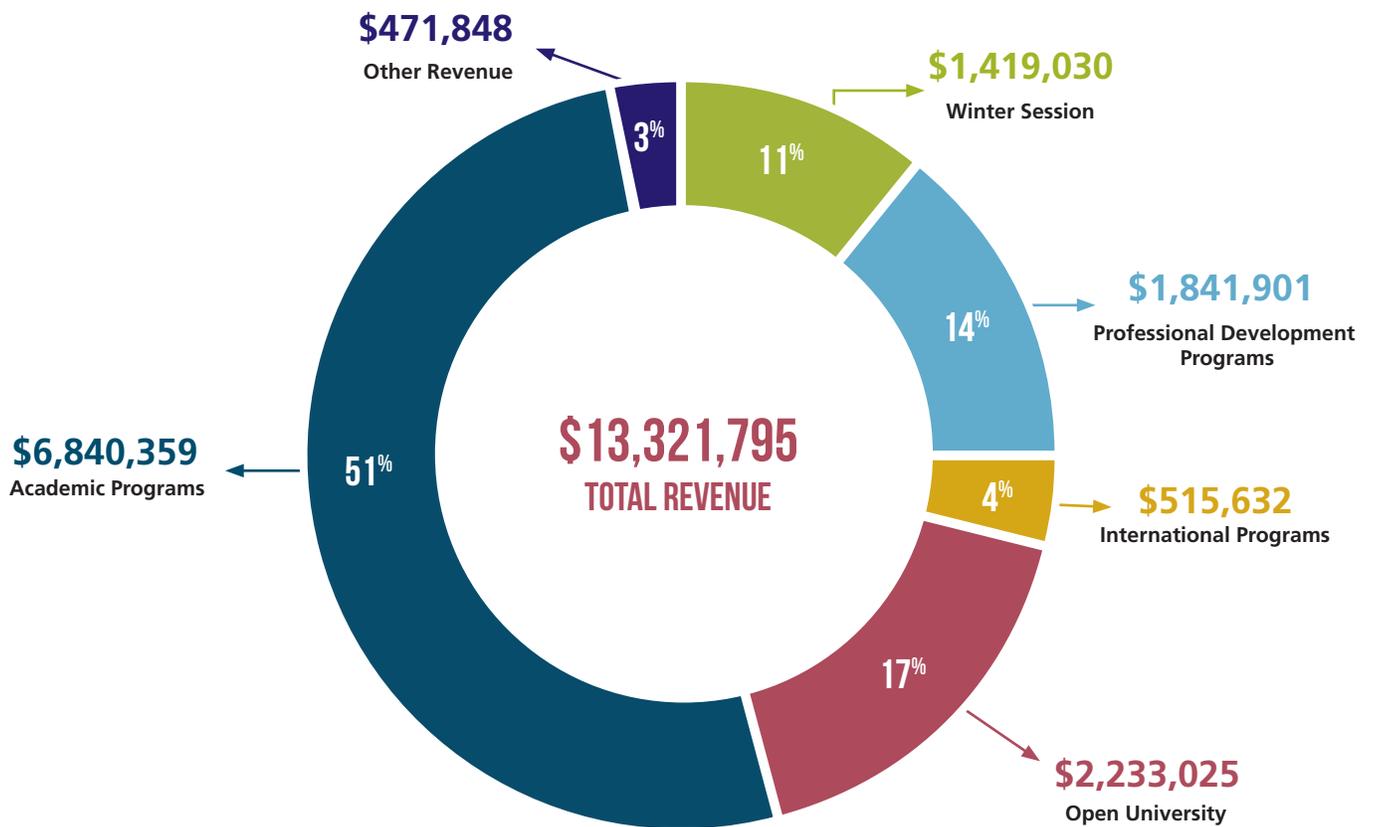
“Our College has built a stronger relationship with CEL with the full approval of our Certificate in Liberal and Creative Arts this past year. With well-designed programming that meets market needs, students have the flexibility and opportunity to expand their knowledge base and their opportunities for work in a variety of capacities.”

**-ANDREW HARRIS, PH.D.**  
DEAN, COLLEGE OF LIBERAL AND CREATIVE ARTS

# REVENUE BREAKDOWNS

Due to the Pandemic, there was a significant increase in the Professional Development Programs as they were offered online. The International and Academic programs were impacted because of the pandemic.

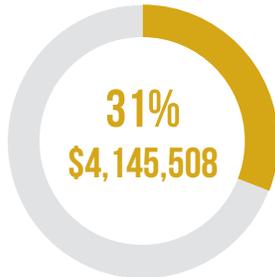
## CEL REVENUES FOR 2020-21



# EXPENSES

## EXPENSES 2020-21

CEL reduces expenses, without reducing services to students, by creating efficiencies in operations.



CEL Staff Salaries & Benefits



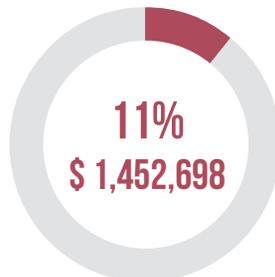
Operating Expenses



Rent



CEL Instructional Salaries & Benefits



Reimbursed Faculty Time & Benefits to Colleges



Transfer to Colleges (Revenue Share)



CSU Chancellor's Office



Cost Allocation Plan (Campus Overhead)



College Loan Repayment

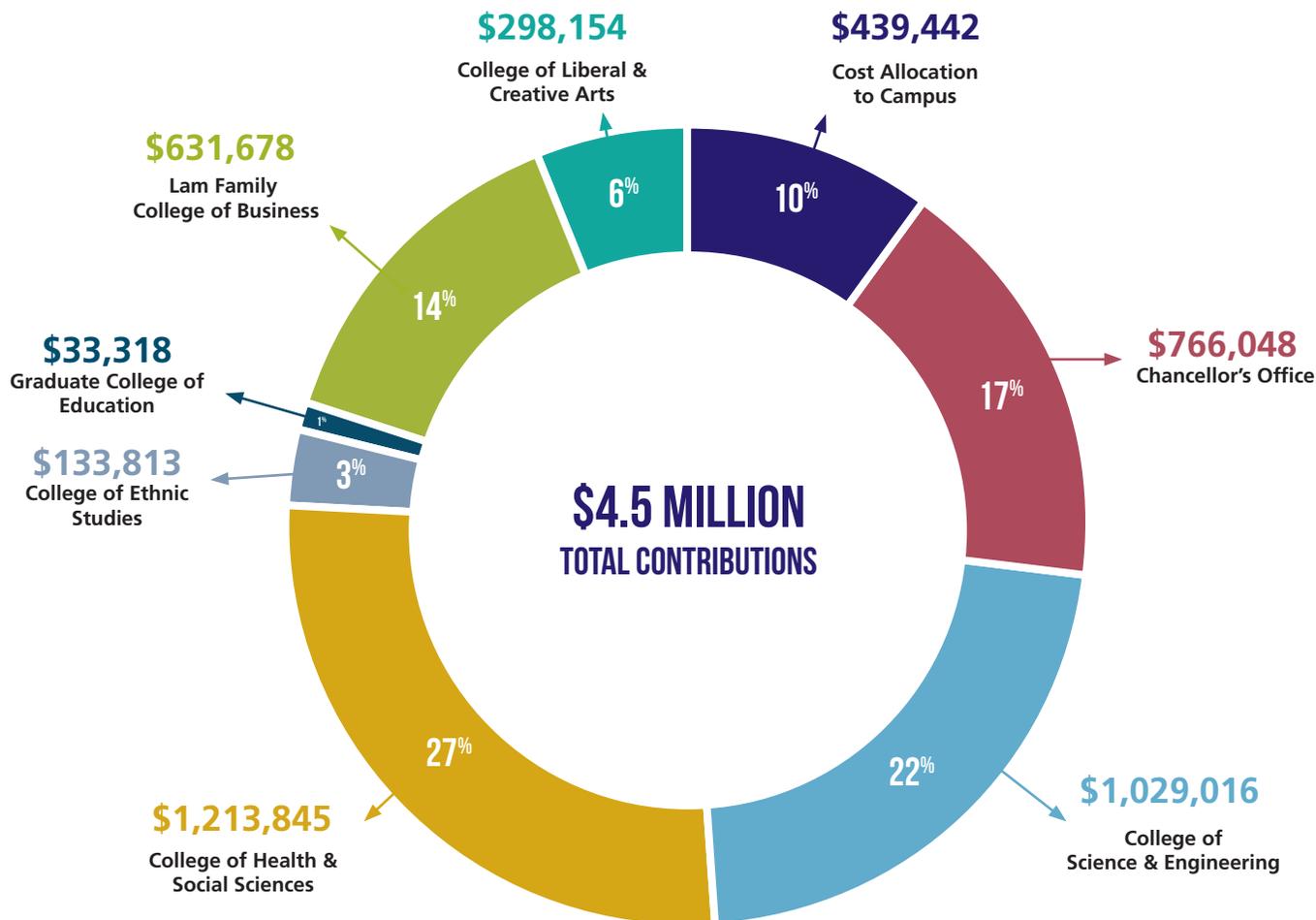


"The College of Science and Engineering is pleased to have a strong partnership with CEL in preparing students for the professional worlds of health sciences, technology and engineering. The certificate programs we offer in collaboration with CEL help to fulfill the needs of students and employers in the Bay Area and beyond. We are grateful to have this mutually advantageous partnership with the College of Extended Learning."

**-CARMEN DOMINGO, PH.D.**  
DEAN, COLLEGE OF SCIENCE AND ENGINEERING

# REVENUE CONTRIBUTIONS TO SFSU & CSU 2020-21

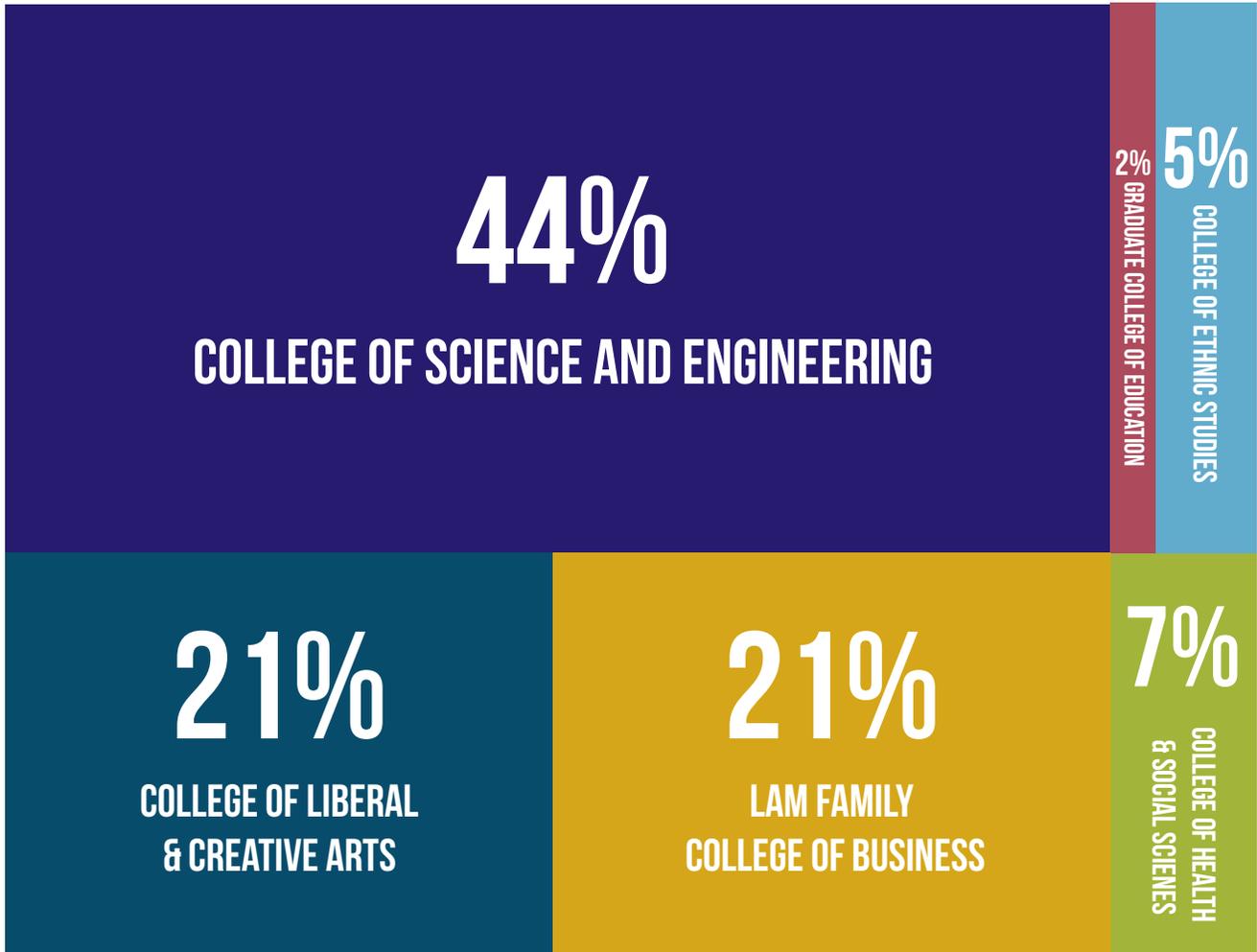
CEL's partnerships with colleges and other departments have been an integral part of our operations. Most of the partnership programs result in revenue contributions to these colleges as shown below. CEL also reimburses via a cost allocation to the campus for certain centralized services and is mandated to allocate a percentage of revenue to the Chancellor's office. Following is a breakdown of the shared contributions of \$4.5M.



"Our close collaboration with Dean Hwu and CEL allows the Graduate College of Education to explore new programming options that provide future and current teachers with certificates, degrees, and professional learning opportunities. Our college looks forward to maintaining this beneficial and significant connection."

**-CYNTHIA F. GRUTZIK, PH.D.**  
DEAN, GRADUATE COLLEGE OF EDUCATION

# ENROLLMENTS BY COLLEGE



“CEL has helped the College of Ethnic Studies launch the Online Bachelor’s Degree completion program in Ethnic Studies, a brand-new program to meet the growing needs of diversity and inclusion in the workforce today. We are very excited about the continuous growth and expansion opportunities available in collaboration with CEL.”

**-AMY SUEYOSHI, PH.D.**  
DEAN, COLLEGE OF ETHNIC STUDIES

# COVID-19 COURSES FOR CAUSES

**“They really are aware of what people are going through. I felt like it was a really great way to honor us.”**

**–Monica Ferry**

**Course: Online Teaching: From Surviving to Thriving Community Outreach Specialist, SF Recreation & Parks**

In response to the COVID-19 pandemic, CSU Professional and Continuing Education (PaCE) offered select free and discounted courses to support our first responders, healthcare workers, working adults, and community members. CEL participated in this initiative providing first responders and essential workers an opportunity to learn new skills and/or improve their knowledge. We launched this in Summer 2020 semester and had 58 students enrolled in professional and academic certificate courses. The program continued in the Fall 2020 and Spring 2021 semesters.

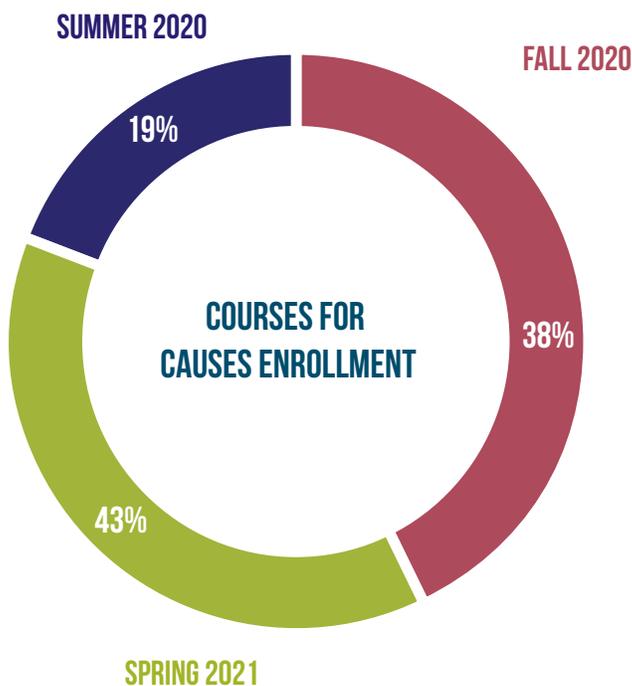
For the California State University system, San Francisco State and SF State’s College of Extended Learning Dean Alex Hwu, a “thank you” wasn’t enough. They wanted to do more. “What can we do to be a significant contributor to continue to help people progress their academic goals and careers?” Hwu said. “Through San Francisco State, we have a great program to offer.” That program is **Courses for Causes**. CEL offers free and discounted courses in subjects such as clinical trials, human resources and project management to first responders and essential workers.

See more at: [ABC 7 News Article](#)

**“I think this is a great way for essential workers to have self-reflection time and self-improvement time, I think it is a wonderful win-win for the community here in San Francisco.”**

**–Christine Randolph**

**Human Resources Management Behavioral Health Clinician, Zuckerberg General Hospital**





# COLLEGE OF EXTENDED LEARNING PROGRAMS

## Academic Programs

Accelerated BSN (BSN-A) at San Mateo  
Accelerated Entry Level Master of Science in Nursing -ELM-A  
B.A. Degree Completion Program in Criminal Justice  
B.A. Degree Completion Program in Ethnic Studies  
Certificate in Business Administration  
Certificate in Liberal and Creative Arts  
Clinical Laboratory Science certificate  
Computer Science Teacher Training  
Dietetics  
Early Start  
Ethnic Studies Empowerment  
Family Nurse Practitioner  
Hospitality and Tourism Management certificate  
Inclusion Pilot Program

International Business certificate  
MBA for Executives  
Paralegal Studies (PLS) certificate  
PPSC - Psychology  
Pre-Health Professions certificate  
Pre-Nursing certificate  
Sierra Nevada Field Campus  
Spanish/English Interpretation certificate  
Teacher Training in Ethnic Studies  
VESi - Teacher Education

## Professional Programs

Certified Ethical Hacker  
Certified Network Administrator  
Certified Video Game Designer  
Clinical Medical Assistant  
Clinical Trials  
CompTIA A+ Certification  
CompTIA Network+  
CompTIA Network+ & Security+  
CompTIA Security+  
Construction Estimating  
Construction Practices  
Construction Project Management  
Construction Supervision (Emphasis in Building)  
Dental Assistant  
EKG Technician  
E-Learning  
Ethical Hacker

Geographic Information Systems  
Human Resource Management  
Innovation and Critical Thinking  
Intervener Training: Deafblind Education  
Medical Administrative Assistant  
Medical Billing and Coding  
Pharmacy Technician  
Project Management  
Social Media Marketing  
Spanish/English Interpretation  
Video Game Designer  
Web & Mobile Application Design & Development  
Continuing Ed (Test Prep)



## **Foundation Programs**

Early Start  
Reading Development  
Test Preparation

## **Global Programs**

English for Academic Preparation  
Semester @ SF State  
San Francisco Discover  
Short-Term Study Abroad  
Summer in San Francisco  
University Pathway Program

## **Other Programs**

Contract Credit  
Elder College  
Open University  
Project Rebound  
Special Sessions  
Winter Session



# A LOOK AHEAD TO 2021-22

Hybrid and hi-flex classes are increasingly the norm due to the changes wrought by COVID. CEL was ahead of the curve in focusing on providing convenient online classes to our working adult and international student populations. We will be working on expanding these critical workforce programs, including a:

- Degree completion program in Psychology, with the College of Science and Engineering
- Business Administration Certificate, with the Lam Family College of Business

Despite the ongoing pandemic, the Center for Global Engagement expects enrollments and revenue to rebound in 2021-22. In fall 2021 alone, CGE welcomed 169 new students for fall 2021 for certificates, Semester @ SF State, English for Academic Preparation, and customized training with 115 studying in person in San Francisco.

We will be enjoying our new location at 160 Spear Street near the Salesforce Tower. CEL has been invested in rehiring the positions that were on hold during the pandemic budget cuts to ensure that we provide highest level of services to our student, faculty and staff. We look forward to welcoming students back to the downtown campus in Spring and Fall 2022.



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



**SAN FRANCISCO**  
**STATE UNIVERSITY**

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