



Office of Institutional Effectiveness and Accreditation

Newsletter

Fall 2024 Vol. 3

*Compiled and Edited by Timothy Aldred
Assessment and Evaluation Specialist*

From the Desk of AVP Malhotra



*Ashim Malhotra, PhD, FAPE
Assistant Vice President
Head of OIEA
California Northstate University*

Greetings, CNU Community!

California Northstate University's (CNU) Office of Institutional Effectiveness and Accreditation (OIEA) is delighted to bring you the fall 2024 edition of the CNU OIEA Newsletter.

The CNU OIEA newsletter is an important communication mechanism to share recent developments, updates, and the progress of ongoing and planned university initiatives in the areas of assessment, university accreditation (WSCUC reaffirmation), institutional research, strategic planning, DEI, and academic and non-academic policy development – portfolios overseen by the Assistant Vice President (AVP) and Head of the CNU OIEA.

AVP Malhotra is ably assisted in these tasks by the OIEA team comprised of Dr. Tuan Tran, Director of Institutional Research, Mr. Timothy Aldred, Assessment and Evaluation Specialist, and Mr. Andrew Choi, CNU's Data Analyst.

The OIEA's Office of Institutional Research systematically and regularly conducts several key surveys including the University Climate Survey, the university faculty, staff, and student satisfaction surveys, among others. The IR Office is also charged with the timely collection and analysis of data and the sharing of these reports with the university community.

Additionally, OIEA oversees the following university committees that form the backbone of collaborative shared governance facilitating work across these portfolios:

- 1. The University Strategic Planning Committee**
- 2. The University Assessment and Accreditation Committee (UAAC)**
- 3. The University Policy and Procedures Committee (UPP)**
- 4. The University Diversity, Equity, and Inclusion Committee (DEIC)**
- 5. The Data Integrity Group**
- 6. Program Review committees in CNU colleges**

The AVP's primary role is to oversee, coordinate, and facilitate the work conducted by these offices and committees and act as a conduit to streamline informational feedback between the committees, CNU college deans, members of the President's Executive Council, the CNU Board of Trustees, and all CNU faculty, students, staff, and other stakeholders.

To fulfill these roles, several communication strategies including the current OIEA Newsletter, regular CNU Town Hall meetings, Annual Retreat meetings of the committees, faculty and staff training resources, guides, manuals, and informational sessions are regularly employed for the wide dissemination of information and the collection of timely feedback.

In 2024, under the leadership of AVP Malhotra, OIEA launched its first comprehensive website with sections dedicated to each of the portfolios mentioned above. Additionally, CNU's Institutional Dashboard was added to the website in the summer of 2024. OIEA is planning to automate the Institutional Dashboard using PowerBI and other data acquisition and integrity mechanisms to empower data-based decision-making across CNU.

Other major accomplishments shared in this fall 2024 OIEA Newsletter summarize the progress made since the June 27, 2024 submission of CNU's Institutional Report to WSCUC for the ongoing university accreditation reaffirmation, the outcomes of the university-wide Strategic Planning Retreat, DEI Retreat, and UAAC Retreat, alongside progress of the CNU DEI Strategic Plan.

As you leaf through the pages of this fall edition of the CNU OIEA Newsletter, we hope that you share our excitement and pride concerning the high-quality initiatives, drive for excellence, and commitment to evidence-based decision-making in support of student, faculty, and staff success at CNU.

I wish you a wonderful fall semester and please do not hesitate to contact OIEA to share ideas and suggestions for further enhancement.

We are CNU proud!

Ashim Malhotra, PhD, FAPE
September 24, 2024

Updates Regarding WSCUC

As the Accreditation Liaison Officer for California Northstate University, Dr Malhotra is responsible for communicating important changes and updates WSCUC regularly communicates with its members. In the spring 2024 issue of the CNU OIEA Newsletter, information was shared regarding the WSCUC Public Hearing held on February 16, 2024.

On September 6, 2024, Dr Malhotra received the following communication from WSCUC updating its members regarding the ongoing search for a new President.

A note from the WSCUC Commission Chair

I'm writing to update you on the progress of WSCUC's presidential search. The presidential search committee has finalized the position profile, incorporating valuable input from the Executive Committee, Commissioners, WSCUC's staff, and our executive search partner, Academic Search. The position profile, available on [WSCUC's presidential search page](#), has been widely advertised in national higher education publications and targeted outlets.

The presidential search committee anticipates conducting initial candidate interviews in November, with finalist interviews scheduled with Commissioners in early December. As I shared previously, we anticipate identifying WSCUC's next visionary leader by the end of the year.

The search team is pleased with the progress of the search and looks forward to sharing additional updates as we move forward. If you have any questions, please don't hesitate to reach out.

Sincerely,

Tracy Poon Tambascia
WSCUC Commission Chair

Updates Regarding WSCUC



WSCUC is now soliciting session proposals for the 2025 annual meeting known as the Accreditation Resource Conference (ARC) which is slated to be held from April 2–5 in Orange County, CA. The theme for ARC 2025 is Vision and Fundamentals.

WSCUC invites proposals that highlight exemplary practices and fresh approaches and build on the conference theme. Special consideration will be given to proposals addressing the following tracks:

- Success for all students
- Postgraduation outcomes that matter
- Accreditation in action
- Higher education in the age of AI
- Value and practice of innovation

Proposals are due by October 15, 2024.

Kindly reach out to AVP Malhotra and OIEA to keep us looped in should you be interested in submitting a session proposal.

Know Your CNU OIEA Team!



**Ashim Malhotra,
PhD, FAPE**

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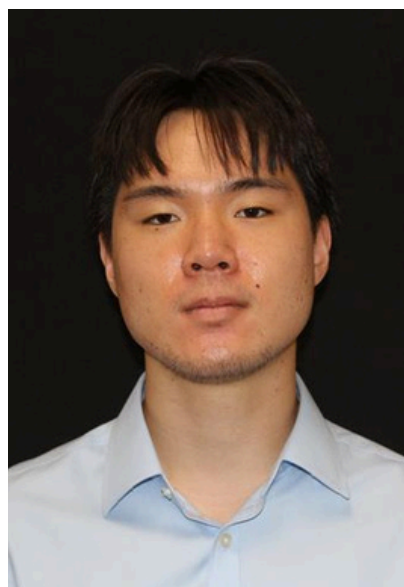
Tuan Tran, PhD

Director of Institutional
Research
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Tim Aldred, M.ED

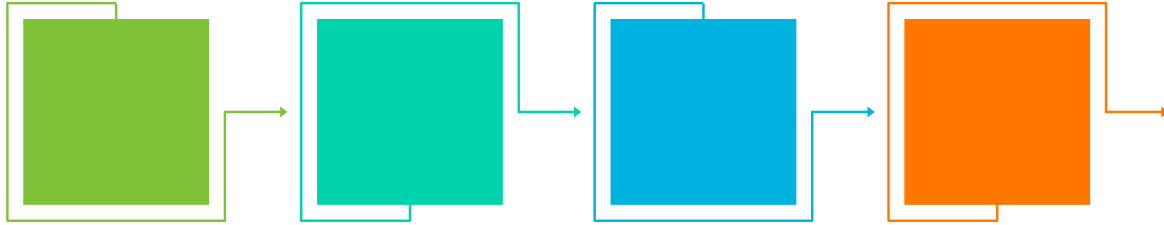
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timothy.albred@cnsu.edu



Andrew Choi, B.S.

Data Analyst
andrew.choi@cnsu.edu

WSCUC Reaffirmation Timeline



June 27th: Finished Report Due

**September 4th and 5th: WSCUC Meets
and Shares Lines of Inquiry**

January 29th - 31st: WSCUC Site Visit

Overview and Timeline of Major Initiatives of CNU's OIEA

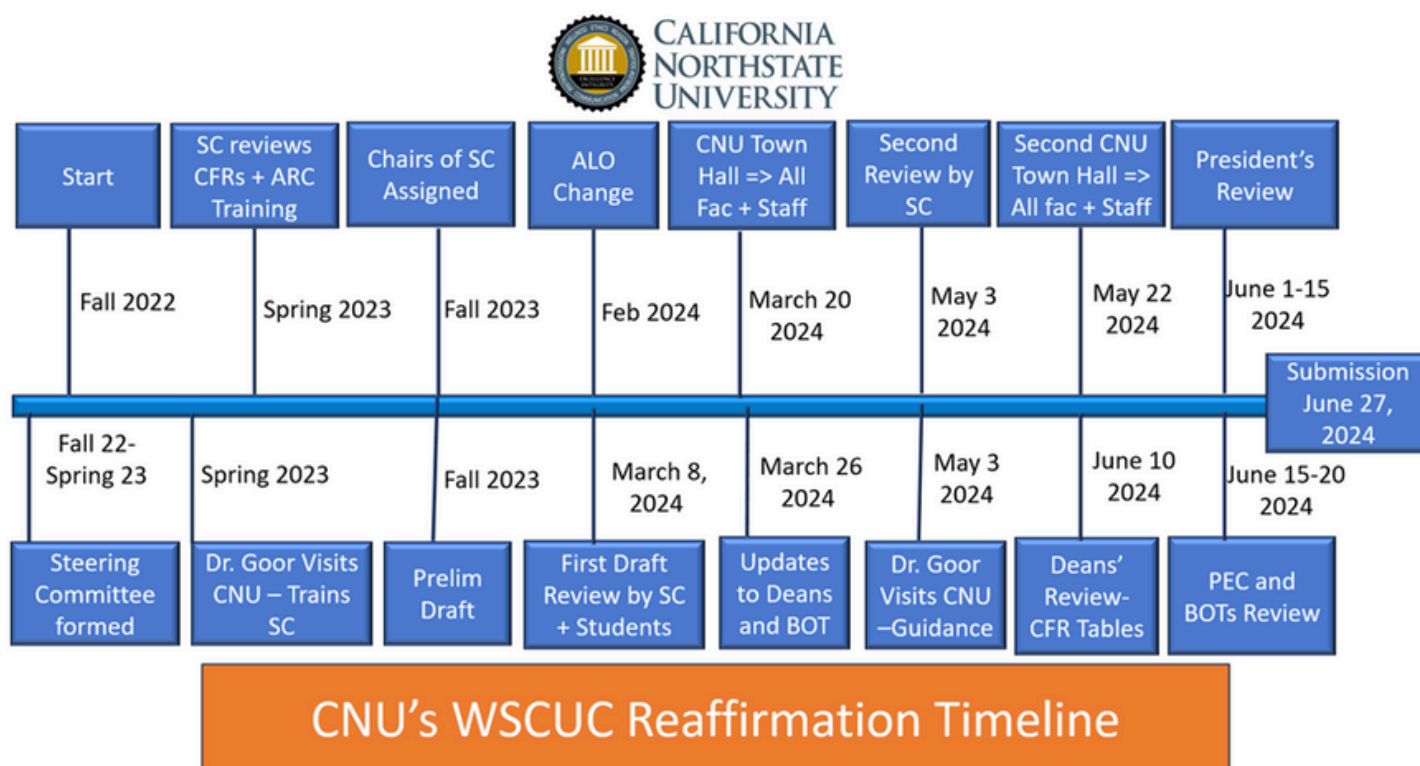
CNU's WSCUC Institutional Report submitted	June 27, 2024
WSCUC Off-Site Review (OSR)	Sep 4-5th 2024
WSCUC Site Review Team met with CNU to communicate commendations and Lines of Inquiry	Sep 5th 2024
OIEA Commences Strategic Plan 2025 - 2028 Draft Creation with Strategic Plan Chairs	June 2024
THE CNU Strategic Planning Retreat, Phase 1 in collaboration with the CNU President's Office	July 10, 2024
Presentation of the Developing CNU Strategic Plan to the Board of Trustees	Sep 27-29th 2024
CNU DEI Committee Retreat	Aug 20th 2024
CNU University Assessment and Accreditation Committee Retreat	Aug 14th 2024
CDM Additional Location Subchange	2024
OIEA Weekly Meetings	Began Aug 2024
CNU University Advancement, Rank, and Promotions Committee Retreat	Aug 2nd 2024
WSCUC Reaffirmation Informational Sessions	Begin October 2024

CNU's WSCUC Reaffirmation Update

A Collaborative Approach to Preparing the 2024 CNU WSCUC Reaffirmation Institutional Report.

In 2023, CNU OIEA formed the CNU WSCUC Institutional Report Draft Committee, appointing 27 faculty, staff, and administrators from across CNU's six colleges and other offices to this committee. The Steering Committee held its first comprehensive draft review meeting in March 2023, which was attended by all the Steering Committee members, and other faculty, staff, and students.

The developing Institutional Report was shared by AVP Malhotra with all CNU Deans in several meetings such as deans' meetings and meetings of the President's Executive Council and with all CNU Stakeholders through several Town Hall meetings.



CNU Students



Special meetings of the senior executive leadership including CNU deans were invited to seek continual feedback through all the stages of draft development. For example, a CNU Deans meeting was convened to seek feedback regarding the agenda for the Steering Committee on May 3, 2024, to which WSCUC's Vice President Dr. Mark Goor was also invited to provide feedback regarding the IR draft.

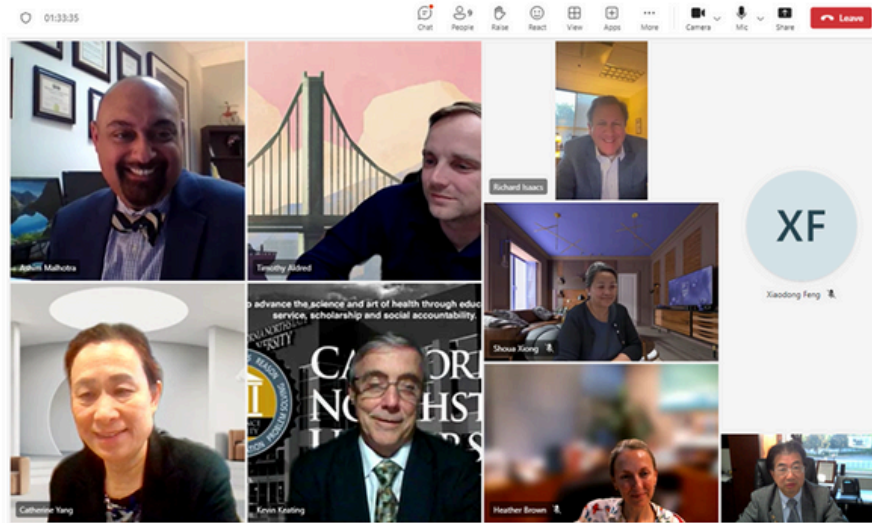
**May 3rd, Draft Review => SC, Deans, Faculty, Staff,
Students, WSCUC Representative**



In April 2024, the entire IR draft was shared with ALL CNU faculty and staff, and feedback was invited regarding draft sections. Additionally, special meetings were convened with CNU Deans and the Steering Committee chairs to seek input and evidence related to the required CFR table and appendices accompanying the WSCUC report.



Deans' Input on Milestone Checkpoint



Office of Institutional Effectiveness and Accreditation

Friday: May 3rd, 2024 Room 101

Open Forum for WSCUC IR Discussion

The CNU Office of Institutional Effectiveness and Accreditation invites all CNU faculty, students, and staff to join the WSCUC Steering Committee for a discussion of the developing institutional report.

Breakfast and Overview: 8:30 - 9:00 AM

Revised Draft Report: 9:10 - 11:30 AM

Section A: 9:10 - 9:20 AM

Standard 1: 9:20 - 9:30 AM

Standard 2: 9:30 - 9:50 AM

Break 9:50-10:15 AM

Standard 3: 10:15 - 10:35 AM

Standard 4: 10:35 - 11 AM

Self-Reflection and Gallery Walk: 11-11:30 AM

Lunch and Closing: 11:30 AM

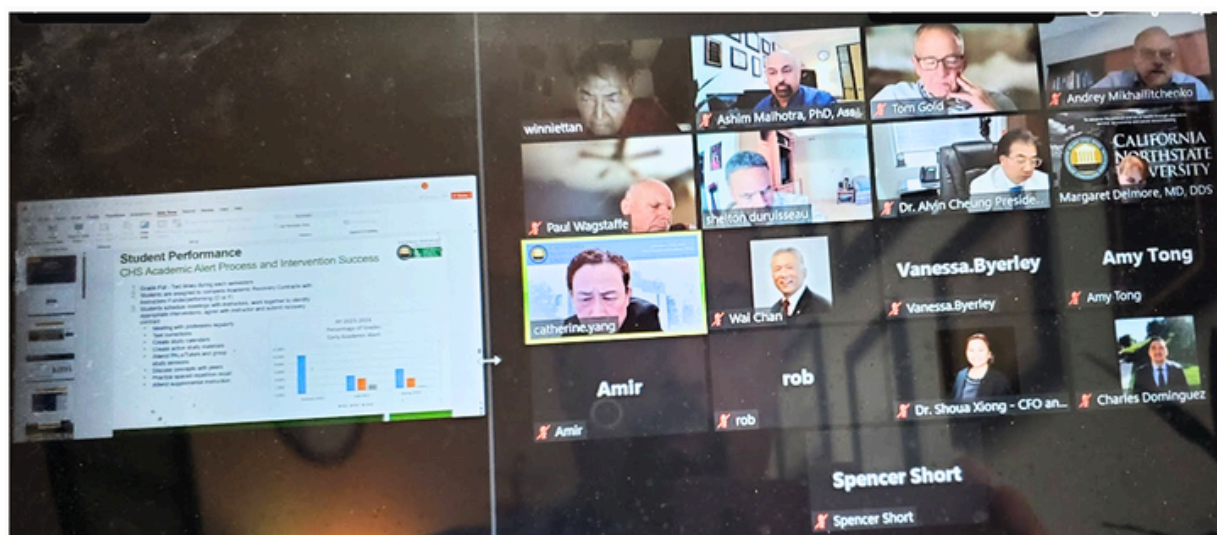
Flyer for May 3rd University Open Forum

OIEA presented the finalized Institutional Report to the CNU Board of Trustees on June 18, 2024. The Board unanimously approved the Institutional Report.

On June 27, 2024, OIEA successfully and proudly submitted CNU's comprehensive 8,000-page WSCUC reaffirmation Institutional Report, CFR tables, and appendices documenting the progress made at CNU in achieving our lived mission and our values of WECARE.



June 18th, 2024
Report Unanimously Approved by the CNU Board of Trustees



The WSCUC site visit team met on September 5-6, 2024 to review the submitted CNU Institutional Report. CNU was invited to meet virtually with the Site Visit team on the afternoon of September 5, 2024. On behalf of CNU, the following team met with the site visit team: President and CEO Dr. Alvin Cheung, AVP and ALO Dr. Ashim Malhotra, CFO Dr. Shoua Xiong, CNU Faculty Staff Chair Dr. Kevin Keating, and COM LCME Faculty Accreditation Liaison Dr. Rajendra Ramsamooj. We received WSCUC's commendations and Lines of Inquiry. The university is currently waiting for an official communication following which this will be shared by the university president.

CNU's Team Meets WSCUC Site Visit Team During the Off Site Review, September 5, 2024



From left to right: Dr. Kristopher Keane, Chair of CNU's Faculty Senate, Dr. Shoua Xiong, CFO, Dr. Alvin Cheung, CEO and President, Dr. Ashim Malhotra, AVP and Head and ALO, and Dr. Rajendra Ramsamooj, LCME Accreditation Faculty Liaison.



College of Medicine students in the Family Medicine student interest group working a booth at a community health fair

CNU's Program Accreditation Updates

CNU College of Health Sciences, Nursing Program

OIEA congratulates the CNU College of Health Sciences, Dean Heather Brown and her team for receiving WSCUC and CA BRN approval to operate as a bachelor's degree-granting pre-licensure education program in nursing.

California Board of Registered Nursing (CA BRN)

Approval to operate as a bachelor's degree-granting pre-licensure education program in California was obtained from the California Board of Registered Nursing (CA BRN) on May 23, 2024.

Approval to operate means compliance with state standards as set forth in the California Nursing Practice Act.

The California Board of Registered Nursing is a state regulatory agency within the California Department of Consumer Affairs (DCA). The CA BRN protects the health, safety, and well-being of the public through the fair and consistent application of the statutes and regulations governing nursing practice and education in California. For more information regarding the CA BRN, its website can be reached at <https://www.rn.ca.gov/>.

CNU College of Psychology

After an initial self-study report submitted in April 2024 to the American Psychological Association (APA), follow-up revisions were due in October 2024. CoPSY has submitted its program self-study to APA. APA is scheduled to visit on-site from November 21st to November 22nd.

Formulating CNU's Strategic Plan 2025 - 2028

The CNU 2025-2028 Strategic Plan

CNU's strategic plan is a living document that articulates our collective aspirations for high-quality healthcare education, our commitment to a learner-focused and supportive academic environment, and our drive to serve our communities for the greater public good in healthcare and higher education. CNU's strategic plan is a blueprint for achieving the mission of the university which is to advance the art and science of healthcare through education, service, scholarship, social accountability, and personal wellness. The strategic plan has had a tradition of 6 main themes ("the 6 pillars"), with each divided into SMART goals and initiatives, anchored by Key Performance Indicators (KPIs) that help form the basis of its continual evaluation and CQI.



Update Regarding the 2020-2025 Strategic Plan

CNU is proud to share that we completed our organizational strategic plan ahead of schedule based on tracking the listed initiatives, and as a consequence, in the fall of 2024, CNU embarked on creating its 2025-2028 Strategic Plan.

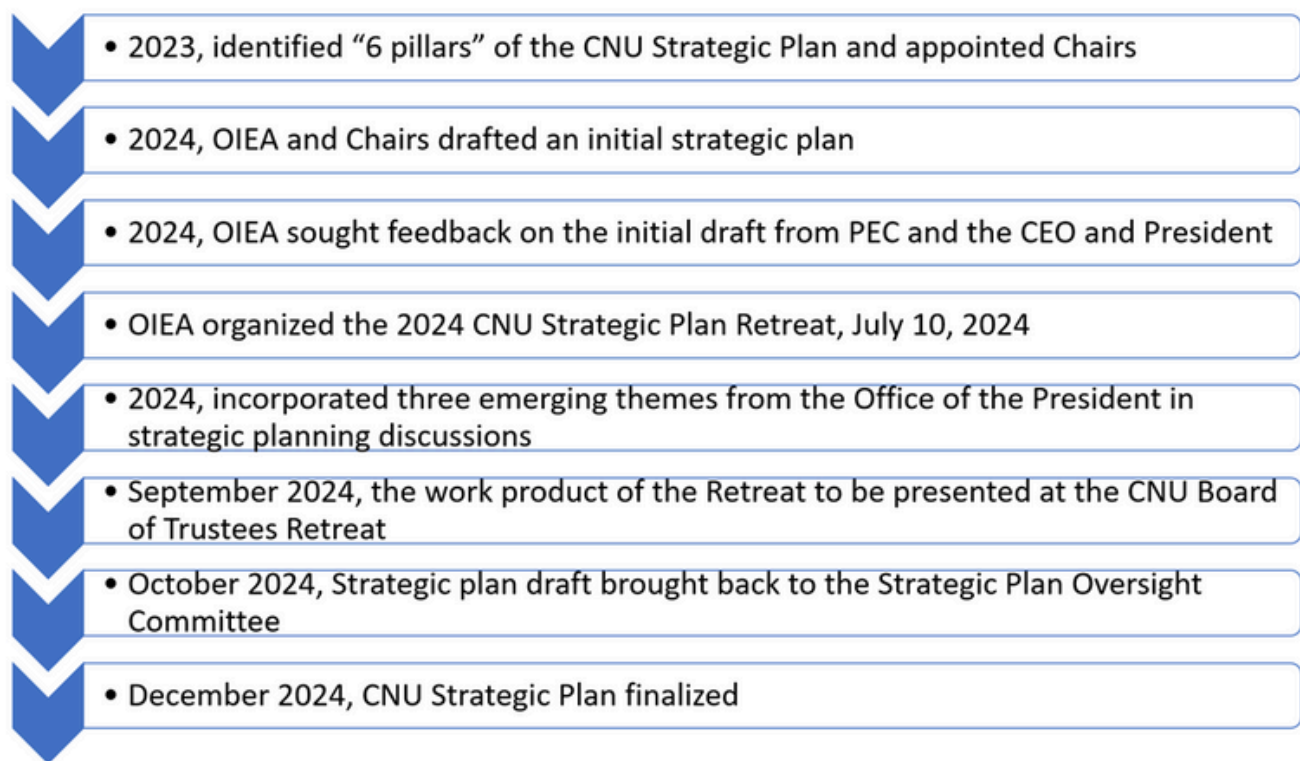
OIEA's Collaborative Approach for CNU's 2025-2028 Strategic Plan.

The creation of a new strategic plan is an ambitious goal, slated to be achieved by a collective and collaborative effort through the positive engagement of several university and external stakeholders.

In 2024, the initial planning process for CNU's 2025-2028 Strategic Plan commenced with a collaboration between the President's Office and OIEA, the latter of which oversees the creation, implementation, and assessment of CNU's Strategic Plan.

Based on several sources of information, external surveys, and leading thought articles regarding changes, challenges, and opportunities in higher education, and in particular, in healthcare education, practice settings, and workforce needs and readiness, the President of CNU consulted with several stakeholders to identify emerging trends in the intramural and external environments. This SWOT analysis led to an exploration of three themes.

These themes are premised on the advancements in artificial intelligence and education technology, new expectations from the next generations of learners including generational differences in learning styles, and changes in the workforce readiness and expectations are all challenging California Northstate University to adapt and innovate to meet the demands of the moment. The themes were presented at the Summer 2024 CNU Strategic Plan Retreat, the work product of which will be presented at the 2024 CNU Board of Trustees Retreat in September. Insight and feedback from all the stakeholders will be integrated into the finalized Strategic Plan.



The Developing CNU Strategic Plan

A skeleton draft of the new strategic plan has been created, and overseen by the OIEA and AVP Malhotra. In keeping with the previous overall approach, it was decided to continue the six traditional pillars that have been the foundations of CNU's strategic plan since its inception. Subsequently, OIEA collaborated with the CNU's CEO to appoint chairs to lead each of the six strategic priorities (the "pillars"), and team members were further appointed in the summer of 2024 to each strategic priority, thereby establishing the CNU Strategic Planning Committee (SPC).

The SPC is comprised of faculty, staff, deans (and assistant and associate deans), vice presidents, members of the President's Executive Council, and members of the CNU Board of Trustees. Each strategic priority area is led by either a CNU faculty member or a representative of the respective office at CNU concerning the specific strategic priority. The SPC roster is provided later in this newsletter to enhance your familiarity with SPC members. We strongly encourage you to feel free to reach out to any SPC member, including AVP Malhotra at any time to share your thoughts, feedback, and ideas regarding the university's strategic direction and plan.



From left to right: Seated—Dr. Rosemary Wu (CDM), Dean Heather Brown (CHS), Dr. Kristopher Kean (CNU Faculty Senate Chair), Dr. Wai Chan (Board of Trustees member), President and CEO Dr Alvin Cheung, Dr. Ashim Malhotra (AVP and Head of Institutional Effectiveness and Accreditation), Dr. Rikki Corniola (CHS).

Standing—Dr. Michael Wong (COM, and Associate Dean of Academic and Career Advising), Dr. Peter Tenerelli (Chair of CNU Strategic Plan priority on Infrastructure), Dr. Justin Lenhard (COP), Dean Richard Isaacs (COM), Mr. Eric Tam (CNU Controller and Chair of CNU Strategic Plan priority on Growth and Financial Sustainability), Dr. Charles Ware (COM, and Chair of CNU DEI Committee), Mr. Timothy Aldred (OIEA, Assessment and Evaluation Specialist), Mr. John Su (CHS), Dr. Ahmed ElShamy (CGS), Dr. Paul Glassman (CDM), and Dean Xiaodong Feng (COP, and VP of Operations and Student Affairs).

Also present (but not pictured): Dr. Catherine Yang (VP of Academic Affairs and VP of Research), Ms. Amy Tong (Board Of Trustees member), Dean Bret McLaughlin (CoPsy), Dr. Islam Mohamed (COM, and Chair of CNU Strategic Plan Priority on Student Success), Dr. James Chan (Chair of CNU Strategic Priority on Research), Dr. Christine Deere (Chair of CNU Strategic Plan Priority on Patient-Centered Care), and Dr. Tiffany Kreys (COP).



Dean Brown (CHS) collecting notes from university members on strategic planning themes.

Phase I

Based on these discussions, the CNU Office of the President and the Office of Institutional Effectiveness and Accreditation collaboratively hosted an initial “think tank” event on July 10th, 2024, to engage and learn from facilitated discussions from faculty, staff, students, college deans, members of the Board of Trustees, university strategic planning committee members, deans, board of trustee members and other members of university and college-level leadership. met to participate in the strategic planning retreat organized in conjunction between OIEA and the Office of the President. The deans of CNU’s six colleges nominated faculty and administrators from their respective colleges to contribute to an exploration of the following three themes and the developing strategic plan.

The themes of this retreat were set collaboratively by faculty, staff, and administrators, in recognition of the ongoing changes to the landscape of higher ed. Advancements in artificial intelligence and education technology, new expectations from the next generations of learners, and changes in the workforce are all challenging California Northstate University to adapt and innovate to meet the demands of the moment.

The three themes of the retreat were:

1. *Teaching and learning readiness; Preparing for the future generations of learners (Gen Z and Gen Alpha)*
2. *Strategies How to Recruit and retain Integrate Gen Y and Gen Z into the healthcare workforce and in higher education, including CNU into CNU*
3. *Strategies to integrate emerging technologies such as artificial intelligence in teaching and learning*

The event was headed by President Cheung who provided a sweeping overview of the themes and invited the participants to think outside the box while remaining relevant to CNU's mission and our values of WECARE. Led by AVP Malhotra and members of the OIEA, the event hosted the dean of the CNU College of Medicine, Dr. Richard Isaacs, the dean of the CNU College of Graduate Studies, Dr. Catherine Yang, and the California State Secretary of Government Operations and Board of Trustees member Amy Tong.

Dr. Isaacs challenged the participants to be imaginatively bold and gave several instances of disruptive innovation leading to impactful changes, with AI as the emerging theme. Dr. Yang shared important examples of the application of AI to healthcare technology, practice, and education. Ms. Tong provided valuable insights into the governmental and regulatory aspects and trends in emerging technology applications and usage across the State of California, including for AI. These presentations set the tone for discussions and over the next several hours, participants explored several strategies related to these themes. The event concluded with a small group effort to integrate newly identified strategies and initiatives into the developing draft of the university strategic plan.



Dr Isaacs, Dr Yang, and Ms Amy Tong delivering presentations during CNU's University Strategic Planning Retreat

Phase II

The OIEA has collected all the suggestions and discussions emerging from this event and these themes and examples will be presented at the fall 2024 CNU Board of Trustees Retreat slated to occur from September 27-29, 2024. BOTs suggestions and thoughts will be integrated into the developing strategic plan and the plan will subsequently be brought back to the SPC for finalization. The Use of A.I. to Advance and Facilitate Teaching and Enhance and Support Learning

Strategic Plan Subcommittee Membership

Goal 1: Student Success and Educational Effectiveness

Dr Islam Mohamed, Dean of Faculty Affairs COM (Chair)

Dean Xiaodong Feng, COP

Dean Heather Brown, CHS

Dr Tiffany-Jade Kreys, Asst. Dean of Student Affairs and Admissions COP

Dr Veronica Dobson, Asst. Dean of Student Affairs and Admissions, CPSY

Goal 2: Research and Scholarly Activity

Dr James Chan, Director of Sponsored Programs (Chair)

Dr Ruth Vinall, Asst. Dean of Research, COP

Dean Catherine Yang, VP of Academic Affairs & Research

Dr Fakhrul Ahsan, Chief Scientific Officer

Dr Ahmed El-Shamy, Director of MPS

Dr Eslam Mohamed, COM

Goal 3: Patient Care and Services

Dr Christine Deere, Asst. Dean of Student Affairs and Admissions COM (Co- Chair)

Dr Welly Mente, Vice Chair Clinical and Administrative Sciences COP (Co-Chair)

Dr Paul Glassman, CDM

Dr Michael Wong, Vice President of Clinical Practice COM

Dean Bret McLaughlin, CPSY

Dean Richard Isaacs, COM

Dean Kevin Keating, CDM

Goal 4: Campus Excellence

Dr Damon Meyer, Asst Dean of Faculty Affairs and Pedagogy, CHS (Chair)

Kelsy Harris, Director of Admissions, CPSY

Dr Kit Keane, Faculty Senate Chair, CHS

Dr Pinelopi Xenoudi, Associate Dean of Admissions, Student Affairs, and DEI, CDM

Dr Uyen Le, Chair of PBS, COP

Dr Shoua Xiong, CFO

Dr Allan Ancheta, Asst. Dean of Admissions, CHS

Goal 5: Infrastructure

Dr Peter Tenerelli, Director Center for the Advancement of Pharmacy Practice (Chair)

Dr Tuan Tran, Director of Institutional Research

Dean Xiaodong Feng, COP

Mark Salcedo, IT Technician II

Scott Minor, Head Librarian

Ryan Rocha, Facilities Manager

Amy Tong, Board of Trustees Member

Goal 6: Financial and Sustainable Growth

Eric Tam, Controller (Chair)

Dr Shoua Xiong, CFO

Dean Xiadong Feng, COP

Dean Catherine Yang, CGS

Dean Richard Isaacs, COM

Dean Heather Brown, CHS

Dean Bret McLaughlin, CPSY

Dean Kevin Keating, CDM

Dr Andrey Mikhailitchenko, Board of Trustees Member

CNU's DEI Strategic Plan (2025-2028)



The 2024 Diversity, Equity and Inclusion Retreat August 20, 2024



From left to right, Seated: Mr. Timothy Aldred (OIEA), Dr. Ashim Malhotra (AVP OIEA), Dr. Charles Ware (Chair, CNU DEI Committee), Dr. Alvin Cheung (President and CEO), Dr. Christine Deere (COM), Dean Kevin Keating (CDM).

Standing: Dr. Peter Tenerelli (COP member of the CNU DEIC), Dr. Tuan Tran (OIEA Director of IR), Dr. Ashraf Mohieldin (MPS), Dr. Catherine Yang (VP of Academic Affairs and Research), Dr. Ahmed ElShamy (CGS), Ms. Joanna Jullien (Sr. Director of CE), Dean Richard Isaacs (COM), Dr. Rosemary Effiong (CHS member of the CNU DEIC), Dr. Pinelopi Xenoudi (CDM member of the CNU DEIC).

The Purpose of the CNU DEI Committee. The purpose of the CNU Diversity, Equity, and Inclusion Committee (DEI Committee) is the continued integration of DEI principles for enhancing CNU's learning, academic, and work environments for all stakeholders including students, faculty, staff, and administrators. Previous work conducted by the university DEI Committee has helped define diversity at CNU, develop DEI-related policy, and create initiatives to support learning and growth at CNU.

Composition of the CNU Diversity Committee. The CNU DEI Committee has continually existed since the university's inception. Since 2022, the Committee has been chaired by Dr. Charles Ware, a faculty member at the CNU College of Medicine. The Committee's composition was expanded in 2022, along with revising Committee bylaws. CNU's DEI Committee is composed of faculty and staff representatives from each of the six CNU colleges, with students attending committee meetings as well. The DEI Committee meets at least bimonthly and progress is reported, along with other sources, in the biannual CNU OIEA Newsletter. The DEI Committee reports to AVP Malhotra and is supported by the OIEA.

DEI Committee Membership:

- Dr Charles Ware (COM, Chair)
- Asli Ciftci (CNU)
- Rosemary Effiong (CHS)
- Dr Xiadong Feng (COP)
- Dr Erin Freed (CHS)
- Dr Maya Heinert (MHA)
- Joanna Jullien (CNU)
- Dr Ashim Malhotra (CNU)
- Dr Islam Mohamed (COM)
- Dr Ashraf Mohieldin (MPS)
- Dr Peter Tenerelli (COP)
- Dr Tuan Tran (COP)
- Dr Pinelopi Xenoudi (CDM)
- Dr Mironda Frankenburger (CDM)
- Tim Aldred (CNU)

Student Members:

- Kishore Bharadwaj
- Dikran Diarian
- Malaysia Goss
- Daniel Razick
- Aleaa Rana

Recent Accomplishments Over the past two years, the DEI Committee has conducted important work by:

- Collaboratively articulating an aspirational DEI preamble which has been to the CNU DEI Policy which articulates CNU's aspirations and commitment to DEI
- Aiding the OIEA and the CNU Office of Institutional Research in creating, implementing, and assessing the 2023 University Climate Survey
- Creating and hosting several university-wide DEI events to foster and enhance a sense of community and positive workplace culture at CNU.
- Initiating multi-party discussions with CNU stakeholders regarding creating DEI-based Strategic Goals
- Developing a plan for enhancing communication regarding DEI efforts, policy, and initiatives across CNU campuses.

Formulating a CNU DEI Strategic Plan.

As CNU continues to grow and evolve as an educational institution committed to supporting and enhancing student learning, faculty and staff productivity, and work experience, OIEA started a discussion with the DEI chair to collaboratively formulate a university-wide DEI Strategic Plan.

Phase I

The Collaborative Explorations Stage – The Process Adopted for Initiating A Discussion with all CNU Stakeholders.

In 2023, the CNU DEI Committee Chair, Dr. Ware, created 4 subcommittees charged with exploring the creation of the DEI Strategic Plan.

WSCUC CFRs, internal DEI needs and aspirations, and emerging themes were discussed over the year.

To facilitate this task, in 2023, the following 4 subcommittees were formed within the CNU DEI Committee :

DEI Subcommittee 1. Charged with collecting baseline DEI metrics and KPIs and communicating these to the university. Members: Dr. Erin Freed (CHS), Dr. Ashim Malhotra (COP), Dr. Pinelopi Xenoudi (CDM), and Dr. Tuan Tran (COP and OIEA).

DEI Subcommittee 2. Charged with developing communication strategies regarding CNU's DEI initiatives. Members: Dr. Charles Ware (COM), Ms. Asli Cifti (HR Manager).

DEI Subcommittee 3. Charged with creating a communication plan and an overarching aspirational statement encapsulating CNU's unequivocal commitment to DEI for all its stakeholders.

Members: Ms. Joanna Jullien (Sr. Director of Continuing Education, CNU Office of the VP Academic Affairs), Dr. Erin Freed (CHS), Ms. Asli Cifti (HR Manager), and Dr. Rosemary Effiong (CHS).

DEI Subcommittee 4. Charged with integrating university DEI initiatives across CNU colleges. Members: Dr Charles Ware (COM), Dr. Ashim Malhotra (COP).



Participants during the DEI Strategic Planning Retreat

AVP Malhotra and the OIEA staff, in particular, Mr. Timothy Aldred, CNU's Assessment and Evaluation Specialist, worked alongside the CNU DEI Chair, Dr. Charles Ware to host several discussions both within the DEI Committee and with CNU faculty, staff, students, and with CNU Deans and executive leadership to explore themes for inclusion in the CNU DEI Strategic Plan.

AVP Malhotra regularly updated members of the senior executive leadership team at Deans' meetings and meetings of the President's Executive Council (PEC) regarding ongoing conversations and shared this feedback and advice with the Committee. Special emphasis was placed from the beginning to ensure that the developing DEI Strategic Plan was aligned with the university-wide Strategic Plan for ease of planning, implementation, and resource allocation.



Phase II The 2024 Summer DEI Retreat

Based on the initial insights gathered in the DEI Committee discussions over a year and through the mechanisms described above, in 2024, Dr. Ware identified six overall emerging themes for CNU's DEI Strategic Plan. These themes were:

1. Enhancement of recruitment and retention strategies for diverse faculty and staff
2. Integration of DEI principles to enhance teaching and learning at CNU
3. Creating regular community-building events and establishment of data collection systems
4. Promotion of a culture of inclusion
5. Creation of student support programs
6. Initiating DEI-focused research

Following further planning and discussions with AVP Malhotra, OIEA and the CNU DEI Committee proudly hosted a university-wide DEI Strategic Planning Retreat on Tuesday, August 20, 2024. The agenda covered the status of CNU's current DEI initiatives and was led by presentations by members of the CNU DEI Strategic Planning Committee. These presentations were based on Dr. Ware's delegation of specific DEI development charges to subcommittees and helped update the attendees about the progress and achievements of these charges.



Breakout Group during the DEI Strategic Planning Retreat

Collaborative Design. To ensure optimal outcomes from this important university-wide DEI retreat, OIEA invited CNU's CEO and President, Dr. Alvin Cheung, Deans of CNU's six colleges, Vice Presidents, members of the President's Executive Council, all members of the CNU DEI Committee, and members of the OIEA. An open call for attendance was also sent to all CNU faculty and students. The day-long retreat was well attended by a broad section of all of CNU's stakeholders resulting in a community of scholars approach to the workshops for a collaborative exploration of DEI needs, services, aspirations, and outcomes at CNU, informing the developing DEI Strategic Plan.

DEI Retreat Workshops. During the CNU DEI Retreat, Dr. Charles Ware spearheaded workshop sessions to explore the six emerging DEI themes that were previously identified to identify DEI strategic goals for the next 3 years. The participants were divided into teams to workshop the DEI themes into subsections that would eventually be added to specific strategic goals. AVP Malhotra continually provided guidance to ensure alignment of the developing DEI Strategic Goals with the University's Strategic Plan.



Outcomes. The 2024 CNU DEI Summer Retreat resulted in multiple action items, ideas, thoughts, and strategies. Following the Retreat, the DEI committee started to finalize the DEI strategic plan beginning with a meeting on September 18, 2024. The six themes were consolidated into three prominent DEI strategic goals based on "workplace excellence," "student success," and "infrastructure," which are three of the six pillars of the CNU Strategic Plan. This created harmony and alignment between the DEI and the university's strategic plans. The developing DEI Strategic Plan will be presented to the PEC, followed by a presentation at the Board of Trustees retreat. The Committee has identified SMART goals, objectives, and initiatives, alongside KPIs, as well as creating a glossary of DEI terms increasing common understanding across the university.

University Assessment and Accreditation Committee Retreat



UAAC is comprised of the assessment chairs across CNU's colleges. Current serving members are Dr Ashim Malhotra (Chair, OIEA), Dr Rikki Corniola (CHS), Dr Eugene Kreys (COP), Dr Gwen Essex (CDM), Melissa Sheldon (MHA), Dr Ahmed El-Shamy (MPS), and Dr Islam Mohamed (COM),

The Purpose of the University Assessment and Accreditation Committee (UAAC). CNU's UAAC offers a platform for the exchange of ideas and strategies regarding assessment best practices across the university. It is also the place for thoughtful deliberations regarding college annual assessment reports, Master Assessment Plans, and for enhancing and fostering evidence-based decision-making approaches across all six CNU colleges. UAAC is composed of the assessment heads [AM1] (directors and/or deans) of each of the six CNU colleges. AVP Malhotra oversees the work of UAAC and OIEA provides support through embedding institutional research and data analytics concerning a holistic university-wide approach.



CALIFORNIA
NORTHSTATE
UNIVERSITY

University Accreditation and Assessment Committee Retreat

August 14, 2024

The Office of Institutional Effectiveness and Accreditation (OIEA)
Ashim Malhotra, AVP

CORNIA
HSTATE
ERSITY

Topics for Review Today

The CNU
Assessment
Handbook

Annual
Assessment
Reports

Updating College-
Level Master
Assessment Plans

The 2024 CNU UAAC Retreat. OIEA held a UAAC Retreat on August 14, 2024. AVP Malhotra commenced the retreat with goal and expectation setting, with a session focused on reviewing CNU's philosophy and approach for assessment.

CNU's SLO, CLO, PLO Approach to Assessment, and the CNU Assessment Handbook. During the 2024 UAAC Retreat, AVP Malhotra expounded on CNU's culture of assessment through the adoption of a progressive and escalating assessment strategy starting from Student Learning Outcomes (SLOs) such as Bloom's Taxonomy-based Learning Objectives to Course Learning Outcomes (CLOs) and Program Learning Outcomes (PLOs). Several years previously CNU had adopted a multidimensional assessment approach encompassing SLO, CLO, and PLOs, leading colleges from individual student learning to programmatic outcomes. These PLOs help to define what a "CNU graduate" looks like in the context of demonstrating the meaning, quality, and integrity of CNU's degree programs.

Roles and Responsibilities of the Members of the UAAC. AVP Malhotra emphasized that members of the UAAC serve as ambassadors for the creation of a culture of assessment at CNU and must work collaboratively with their colleges to enhance familiarity with the CNU Assessment Handbook. Developed by the CNU OIEA, the CNU Assessment Handbook is a vital tool that not only articulates and explains the SLO, CLO, and PLO assessment philosophy, it also provides a step-by-step guide for CNU colleges to achieve programmatic assessment in the evaluation of their degree programs. Furthermore, Dr. Malhotra facilitated a discussion regarding familiarity with WSCUC program review process developed by the CNU OIEA. This process is described in the Program Review Handbook also developed by the CNU OIEA.

Goals of the CNU UAAC Retreat. The main goals of the UAAC Retreat were to:

1. Review college-level Annual Assessment Reports, creating a standardized presentation format that includes an action plan.
2. Review and enhance the college-level Master Assessment Plans through incorporation of an accreditation standards cross walk including both WSCUC standards and the standards for individual professional accreditation.
3. Ensure that all programs at CNU follow the SLO, CLO, and PLO assessment approach.
4. Enhance familiarity with OIEA-developed resources such as the CNU Assessment Handbook and the CNU Program Review Manual.

The UAAC Retreat included three workshops focused on creating course and program learning outcomes and enhancing college-level Master Assessment Plans as described above. Chairs of the assessment committee were tasked with bringing their knowledge about assessment reports to their colleges. Dr. Eugene Kreys, Director of Assessment of the CNU College of Pharmacy shared the COP's approach to creating annual CLO, PLO reports and a how-to guide for the creation of Annual Assessment reports.

The committee identified opportunities to improve procedural steps within college level assessment and curriculum committees. OIEA will continue coordinating the collection and management of agendas and minutes from assessment and curriculum committee meetings.



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OIEA's Informational Sessions Regarding WSCUC Reaffirmation

OIEA convened a meeting of CNU Deans as the first of a series of informational sessions regarding CNU's WSCUC reaffirmation. Hosted by AVP Malhotra on Thursday, August 29, 2024, the meeting commenced a planning discussion with CNU's executive leadership members regarding several facets related to assessment and accreditation updates.



This informational session was held with deans and leaders of the university. Clockwise from top left, Dr Ashim Malhotra (CNU), Dr Kristopher 'Kit' Keane (CHS, Chair of the Faculty Senate), Timothy Aldred (CNU), Dean Bret McLaughlin (CoPSY), Dean Xiaodong Feng, Dr Alvin Cheung (President and CEO of CNU), Dean Heather Brown (CHS), Dr Catherine Yang (CP of Academic Affairs and VP of Research), and Center: Dean Richard Issacs (COM)

University Policy and Procedure Committee

On August 20, 2024 the Policy and Procedure committee approved the MPS Transfer Credit Policy.

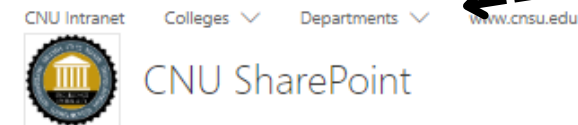
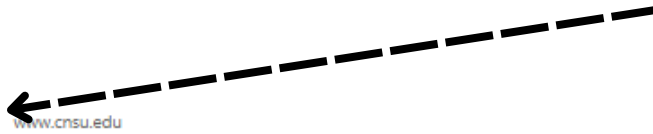
OIEA keeps an updated index of policies on its section on Sharepoint.
Notice an error? Submit a correction to Tim Aldred at timothy.aldred@cnsu.edu



Institutional Effectiveness & Accreditation



Policies



+ New Discard changes Send by email Promote

Policies and Procedures - Index

University Bylaws, Handbooks, and Forms

- [CNU Bylaws](#)
- [Employee Handbook](#)
- [Faculty Handbook](#)

University Administration (1000-1999)

- **[Accreditation](#)**
 - 1101: [WSCUC Annual Report Policy](#)
 - 1102: [Accreditation Liaison Officer Policy](#)
 - 1103: [Accreditation Records Retention Policy](#)
- **[Business and Financial Services](#)**
 - 1201: [Budget Process Policy](#)
 - 1202: [Purchase Order \(PO\) Policy and Procedure](#)
 - 1203: [Check Request Policy](#)
 - 1204: [Tuition and Fees Policy](#)

Active Link:
Policies and Procedures –
Index (cnsu.edu)

OIEA - Office of Institutional Research



Supporting and Enhancing Evidence Based Decision Making Across CNU

In Spring 2024, CNU OIEA's Office of Institutional Research (IR) headed by its Director, Dr. Tuan Tran, completed all three of our Annual Satisfaction Surveys for evaluating CNU students, faculty, and staff overall satisfaction.

IR is pleased to report that we achieved high response rates across all groups: **37% responses from student respondents across CNU, 52% from CNU faculty, and an impressive 54% from CNU staff!** These response rates reflect a high level of engagement, and the collected data will provide a robust analysis for assessing the current state of satisfaction within our community.

Currently, the IR team is working on analyses of the data gathered from these surveys. The insights derived from this analysis will help in identifying areas of strength and opportunities for improvement across the university. The comprehensive reports, which will detail the survey findings and recommendations, are currently in progress. We anticipate that these reports will be finalized and ready for publication during the Fall semester.

The responses from these surveys are important in guiding our efforts to enhance the educational environment, support services, and overall campus experience for all members of our community. We thank everyone who participated for their valuable input and look forward to sharing the findings and our action plans in the coming months. Stay tuned for more updates as we continuously make improvements based on your feedback.

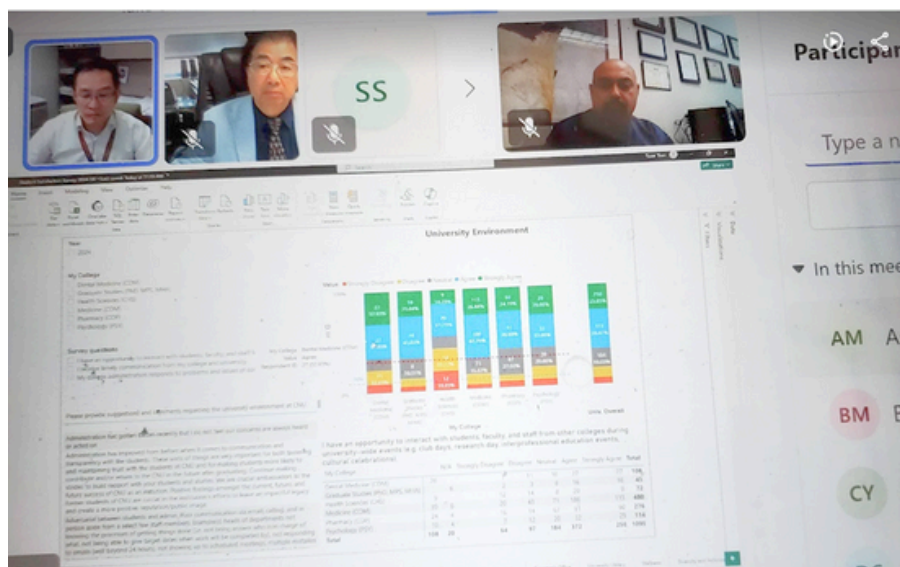
A Brief Summary of the 2024 CNU Student Satisfaction Survey and Results Dissemination

The CNU Student Satisfaction Survey is a multidimensional survey developed by OIEA and administered to all students at CNU. This CNU-wide Student Satisfaction Survey intends to create a temporal snapshot of the collective student perceptions across ten broad areas as listed below:

1. University Environment
2. Student Learning
3. Student Support Services
4. CNU Facilities and Infrastructure
5. Information Technology
6. Financial Aid and Business Office Support
7. Registrar's Office
8. University Library
9. Wellness
10. Diversity and Inclusion

Each section contains up to 7-10 questions, with responses measured using a Likert Scale (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree). This survey is administered by the OIEA every two years with the immediate previous survey conducted in 2022.

On Monday, August 29, 2024, OIEA and IR shared the results of the 2024 Student Satisfaction Survey with all CNU Deans during the President's Executive Council (PEC) meeting from 1-3 PM.

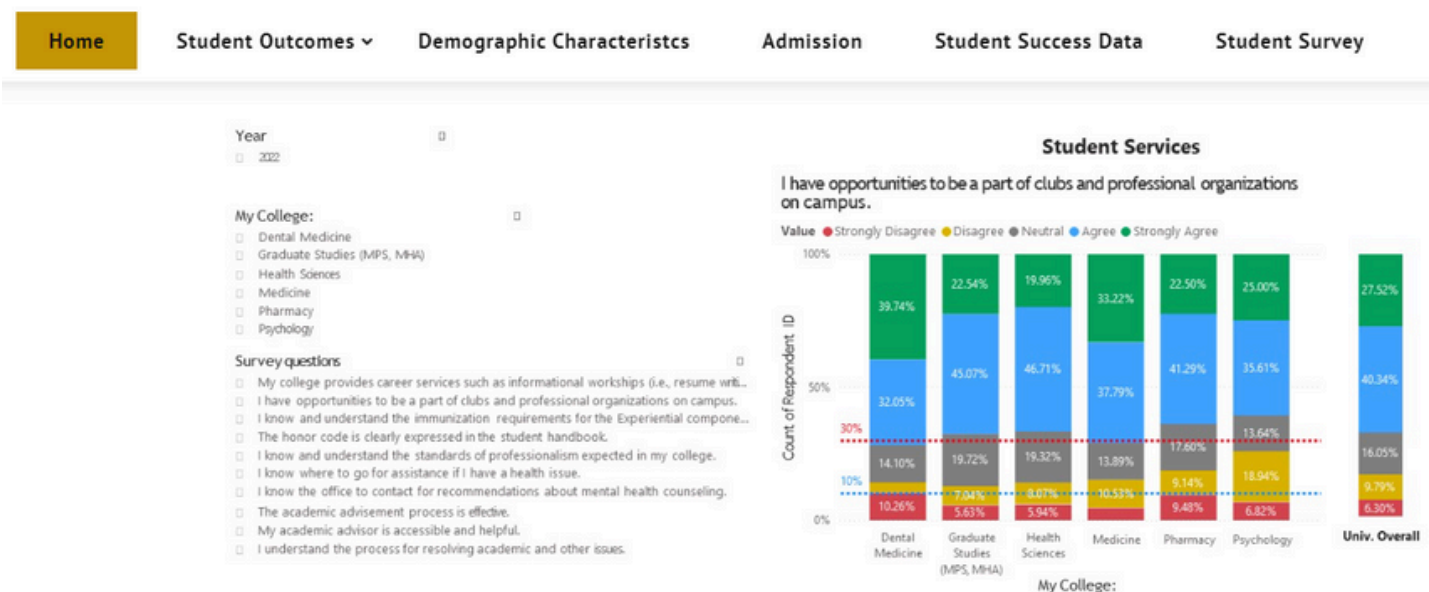


OIEAs Institutional Research Director, Dr. Tuan Tran, presenting the results of the 2024 Student Satisfaction Survey to the President's Executive Council on August 29, 2024. The PEC comprises of CNU Deans and members of CNU's senior executive leadership including Vice Presidents.

The full report was also shared via email with CNU Deans. IR received feedback from OIEA and is working to finalize the report, especially by coding and identifying the themes emergent from the qualitative comments as captured by the survey. The complete survey results report will be posted to the CNU OIEA website and will be further shared with the University Assessment and Accreditation Committee.

Summary of the 2024 Student Satisfaction Survey Results and Comparison with the 2022 Survey. Overall, the report shows significant improvement in student perceptions across almost all the categories measured by the survey. Furthermore, when compared with a similar survey conducted in 2022, the CNU 2024 survey demonstrates significant increases in each measured category indicating considerable achievements and accomplishments.

Enhancing CNU's Institutional Dashboard: Calculating Persistence Data Through The Creation of A Data Dictionary



Data available on the Institutional Research Website: ir.oiea.cnsu

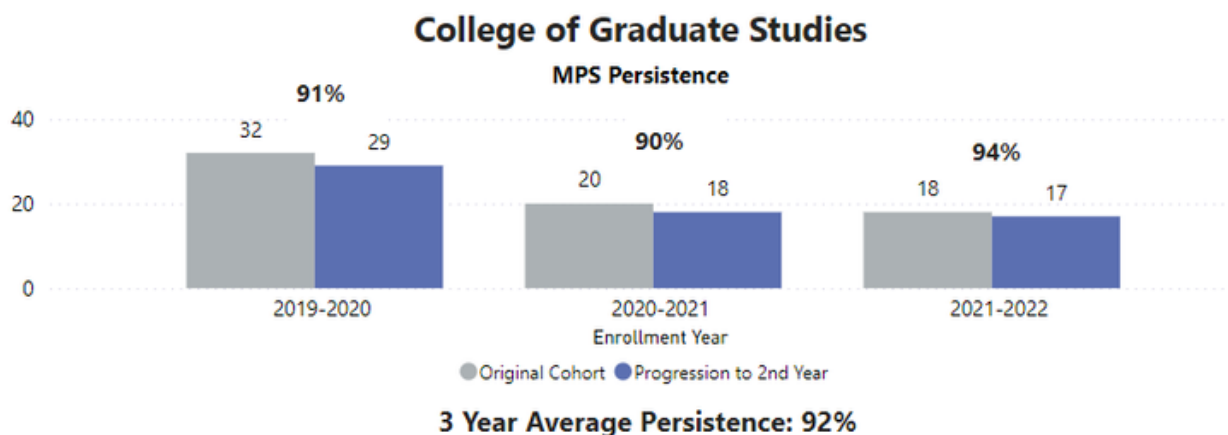
In the spring of 2024, President Cheung and OIEA expanded OIEA's institutional research capacity by creating a position for a Data Analyst adept at SQL, PowerBI, and computer models for extracting and analyzing university-wide data to enhance evidence-based and data-driven decision-making across the university.

Following a search, Mr. Andrew Choi joined CNU's OIEA as a Data Analyst. His initial charge was to construct a module for a seamless interface with CNU's Student Information System called CAMS for data extraction, verification, and analysis.

A common concern at many higher education institutions with undergraduate and graduate programs is the differing usage of terminology pertaining to admissions and student-related data entry and analysis. This complex and complicated problem requires collective and collaborative efforts. The OIEA under the leadership of AVP Malhotra has developed a systematic approach in conducting a pilot experiment in collaboration with CNU colleges. Andrew has been working with several admissions and academic affairs teams across CNU, especially CGS's MPS and MHA programs, CHS, and the CDM to evaluate persistence of students in these respective educational programs.

OIEA has commenced the work by creating a data dictionary with sample definitions of terms such as matriculation, enrolment, withdrawal, leave of absence, returning student, persistence, among others. These definitions were used to initiate persistence calculations using data extracted from CNU's SIS. Andrew's current project focuses on calculating student persistence, or the percentage of students who decide to continue their education at CNU year by year for all colleges between 2019 and 2024.

In this pilot, AVP Malhotra and Andrew worked collaboratively with CHS and MPS admissions and academic affairs teams, including the deans and directors, to validate our findings and identify potential sources of data entry or data-definition-based discrepancies. Mr. Choi has included the CNU IT team for technical assistance regarding the extraction and manipulation of CNSU's SQL data. The goal of this project is to collaboratively define and statistically analyze student persistence/attrition. It is expected that these types of statistical analyses will facilitate evidence-based decision-making across all aspects of the university.



University Advancement, Rank and Promotion Committee Retreat

The University Advancement Rank and Promotion committee held a meeting on April 5, 2024, and a retreat on August 2, 2024.

During this retreat, the agenda was to begin developing dossiers training faculty on preparing dossiers, developing sessions to train department chairs in preparing faculty members for promotions, address the promotion rules for part-time and clinical faculty, develop ranking guidelines for new candidates, and begin a task force for addressing updates to the faculty handbook.

In August, Dr Ruth Vinall (COP) was appointed the new chair of the UARP Committee.



April 5th Meeting of UARP. Clockwise, top left: Dr Han-Rong Weng (COM), Dr Paul Glassman (CDM), Dr James Jin (COP), Dr Olivia Phung (COP), Dr Francisco Leite (CHS), Dr Damon Meyer (CHS), Dr Ashim Malhotra (CNU)

Event Photos



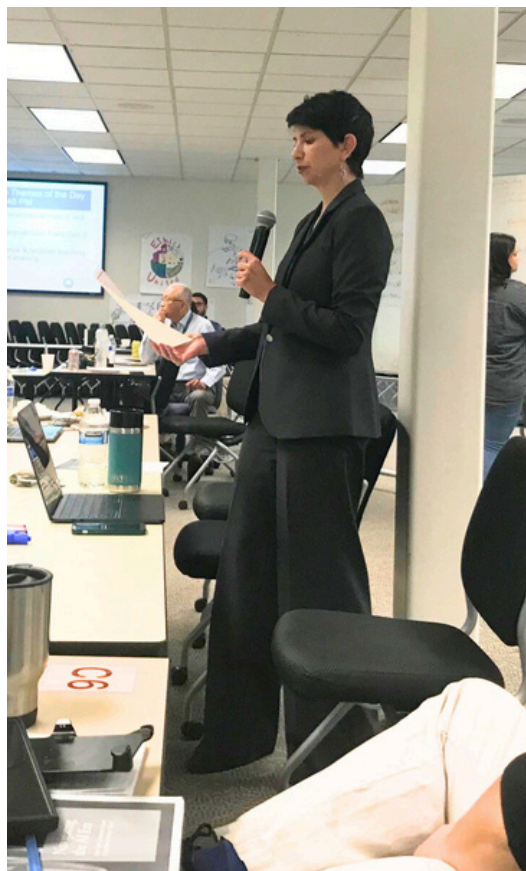
May 10th University Strategic Retreat Planning Breakout Group: Clockwise from top center Dr Peter Tenerelli (COP), Dean Richard Isaacs (COM), Andrew Choi (CNU), Dr Christine Deere (COM), Dean Xiaodong Feng (COP), Tim Aldred (CNU), Vice President Catherine Yang (CNU)



May 10th University Strategic Retreat Planning Breakout Group: Left to right, Kelsy Harris (CoPsy) Kira Garvey (CoPsy), Dean Bret McLaughlin, Kia Thao (CNU), Dr Charles Ware (COM)



May 10th University Strategic Retreat: Dr Kit Keane (CHS) and Dr Ashim Malhotra (CNU)



May 10th University Strategic Retreat: Dr Christine Deere (COM)



May 10th University Strategic Retreat: Dr Kit Keane (CHS), Dr Ahmed El-Shamy (MPS), Dr Rosemary Wu (CDM), John Su (CHS) Dr Paul Glassman (CDM), Dr Wai Chan (BOT), Dean Heather Brown (CHS), Dr Rikki Corniola (CHS)



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