



CALIFORNIA STATE UNIVERSITY

**LONG BEACH**

College of Health and  
Human Services



BEACH2030

# A ROADMAP FOR THE NEXT DECADE

2021-2022

**Strategic Plan, Accomplishments and  
Points of Consideration for Future Goals**

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## CHHS Strategic Priorities Alignment with University Priorities

CHHS strategic priorities and their alignment with the university strategic priorities are reflected in Table 1 below.

CHHS strategic priorities were derived from AY 18-19 input from CHHS units, community partners, CHHS Faculty Council, and CHHS faculty, staff, and community partner input from the Imagine Beach 2030 event.

Each academic year, CHHS will evaluate the previous AY strategic action steps, evaluate goal achievement, and develop new AY goals and related action steps to advance each strategic priority.

**Table 1**

University Strategic Priorities	CHHS Strategic Priorities
1. Engage All Students	1. Define, Support & Assess Student, Faculty, and Staff Success ( <b>aligned with strategic priorities 1,2&amp;3</b> )
2. Expand Access	2. Develop and Implement Innovative Course and Program Delivery Methods ( <b>aligned with strategic priorities 1,2&amp;3</b> )
3. Promote Intellectual Achievement	3. Broaden Community Engagement and Advance Community Partnerships ( <b>aligned with strategic priorities 2,4&amp;5</b> )
4. Build Community	4. Facilitate and Support Interdisciplinarity ( <b>aligned with strategic priorities 3&amp;4</b> )
5. Cultivate Resilience	5. Designed Climate & Culture ( <b>aligned with strategic priority 4</b> )
	6. Promote Financial Growth & Stability ( <b>aligned with strategic priority 5</b> )

### Strategic Priority 1 - Define, Support & Assess Student, Faculty, & Staff Success

This strategic priority places student success as a primary focus for CHHS while simultaneously recognizes the relationship of student success to faculty and staff success. It is primarily aligned with the university's strategic priority [Promote Intellectual Achievement](#) and the university action plans of [Build an Equitable and Empowering Culture](#), [Be a Student-Ready University](#), [Reimagine Faculty](#), and [Reimagine Staff](#) as reflected in Table 1. This priority reflects our understanding of the need to be clear about how we define and measure the success of our students, faculty, and staff and places importance on setting annual goals and planning strategic action to meet goals.

## AY 2021-2022 GOALS

### Goal 1: Define students success

Action	Actors	Timeline
Conduct surveys to affirm a college-wide definition of student success. Faculty, staff, students and community stakeholders would be surveyed.	Associate Dean of Student Success & Academic Affairs  CHHS Student Council	<b>Spring 2022:</b> Dean's Office creates survey.  <b>Fall 2022:</b> Dean's Office and Student Council disseminate the survey and conduct student outreach.  <b>Spring 2023:</b> Analyze survey results.

#### Accomplishments:

(1) Survey to define student success drafted

### Goal 2: Assess and strengthen mental health support

Action	Actor	Timeline
Expand training for students, faculty, and staff (Mental Health First Aid).	Mental Health Advisory Board	<b>Fall 2021:</b> Complete MHAB training, slides, and video.  <b>Spring 2022:</b> Present the "pitch" to our respective departments.  <b>Fall 2022-Spring 2023:</b> Follow up with our department faculty and staff to continue to get individuals trained.

#### Accomplishments:

(1) Mental Health Advisory Board (MHAB) completed Mental Health 1<sup>st</sup> Aid Training

### Goal 3: Develop a strategic plan for growth and program design that promotes future employment

Action	Actor	Timeline
Create a roadmap for all CHHS undergraduate degree programs that connect students' career exploration and/or preparation resources offered by CHHS Career Services.	Career Advisor	<p><b>Ongoing:</b> Engage first-year students in career workshops.</p> <p><b>Spring 2022:</b></p> <ul style="list-style-type: none"> <li>• Develop CHHS Careers 100 class.</li> <li>• Formalize faculty integration of career workshops in orientation classes across undergraduate majors.</li> <li>• Explore options for college to implement the Strong Interests Inventory.</li> </ul>

#### Accomplishments:

1. Full-time Student Success Communications Specialist appointed
2. BEACH 2030 Fellow appointed to serve as liaison for departments and college goal to increase African American and black student enrollment
3. CHHS Advising Office re-staffed
4. Departments developed DEI action plans
5. CHHS sponsored a table and sent representatives to the LBUUSD Black Student Achievement Initiative and hosted a CHHS tour for low SES MS/HS students

### Goal 4: Promote department-level RTP policy discussion, review, and advocacy

Action	Actor	Timeline
Encourage annual contemplation and evaluation of college-level RTP policies.	Dean Faculty Council	<b>Fall 2021:</b> Faculty Council drafts a statement to request information regarding the current mechanisms in place for faculty to provide feedback regarding Department Chair/School Director performance.
Inform Faculty Council on the common inconsistencies between the college-level RTP document and departmental documents	RTP Committee	<b>Fall 2021:</b> Revise the departmental RTP policy.

#### Accomplishments:

1. Institutionalized annual report from chair of CHHS RTP committee to Chairs & Directors and Faculty Council; two departments successfully revised their RTP policy

**Points for Consideration in AY 2022-23 goals****Students**

1. Beach 2030 Fellow compiled DEI departmental action plans to increase number of African American and Black students
2. Sustained increased social media presence for advising and CHHS
3. Sustained promotion of student stories, resources, and reminders
4. Engaged in enrollment/re-enrollment campaigns
5. Strengthening Youth Resilience has potential to pilot grow SSW clinical placements
6. SLP Scottish Rite partnership has the potential to accelerate degree completion and grow admissions
7. CHHS Advising under iterative restructure to support students more efficiently, effectively and comprehensively

**Faculty**

1. CHHS IRB liaison appointed to reduce IRB submissions/problems and provide support and training to faculty and graduate students
2. Develop and disseminate written procedures and promote RTP guideline revision to address inconsistencies

**Staff**

1. Growth in understanding of the intersectionality of staff success to faculty and student success
2. Launched and provided ongoing training to administrative staff on financial procedures



**NO  
BARRIERS**

## Strategic Priority 2: Develop and Implement Innovative Course and Program Delivery Methods

This strategic priority reflects our commitment to advancing instruction and program delivery methods to engage all students, promote student success, and create greater access to our academic programs for current and future students. It is aligned with the three university strategic priorities of [Engage All Students, Expand Access, and Promote Intellectual Achievement](#) and the university action plan of [Build a Growth Strategy](#) as reflected in Table 1.

### AY 2021-2022 Goal

#### Goal 1: Continue to provide faculty development support for hybrid, HyFlex, and AR/VR instructional formats

Action	Actor	Timeline
Share best practices for hybrid, HyFlex, online AR/VR, or other innovative instructional formats.	Associate Dean of Faculty Affairs and Research  College Champions	<b>Fall 2021:</b> Share best practices for linking the motivational syllabus to tech tools.  <b>Spring 2022:</b> Share best practices around the use of cartoons for student engagement.
Facilitate faculty professional development to advance instruction (e.g. AR/VR, digital technologies, instructional platforms).	Associate Dean of Faculty Affairs and Research  College Champions	<b>Spring 2022:</b> Explore a collaboration with ATS on AR/VR training and funding for CHHS faculty to incorporate AR/VR into both research and teaching.

#### Accomplishments:

1. Institutionalized faculty champions in each department to serve as resources and mentors to faculty
2. Collected 5 rounds of data on faculty instructional needs assessment
3. Online Self-Support RN/BSN degree program, is completed and will launch Fall 2023
4. College grew online and hybrid course offerings
5. Some clinical programs gained experience and insight into virtual and telehealth care delivery models

#### Points for Consideration in AY 2022-23 goals

1. Consider continuing faculty champions with possible additional faculty for CHHS Canvas learning community
2. Discuss potential college/dept goals for class delivery modes of instruction
3. Work with campus to support training requirements for faculty who want to continue with on-line/AMI courses and teaching; get input from chairs around what required training for faculty they would support/like to see implemented; input from students?
4. AR/VR faculty interest group has been established
5. There is faculty interest in developing blended programs (e.g. blended UG GD programs)



## Strategic Priority 3 - Broaden Community Engagement and Advance Community Partnerships

This priority is aligned with the nature of the college. Nearly every degree program in the college requires or offers student opportunities for clinical, practice, or field experience and/or internships and a significant proportion of CHHS faculty are engaged with community agencies/organizations for research and service purposes. The priority reflects our understanding of opportunities for growth in existing partnerships and the development of new ones. It is aligned with the two university strategic priorities of [Promote Intellectual Achievement and Build Community](#) and university action plan of [Advance Partnerships for Public Good](#) as reflected in Table 1.

### AY 2021-2022 Goals

#### Goal 1: Connect community to university assets through high-impact research for immediate translation and uptake

Action	Actor	Timeline
Promote and support the advancement of the Black Health Equity Collaborative.	Faculty Council Subcommittee: Social Justice Committee  Communications	<b>Ongoing:</b> Plan and promote Long Beach Black Health Equity Town Halls to campus and long beach community.  <b>Fall 2021:</b> Vote to establish a Black Equity Promotion Award.
Work with campus constituencies to prioritize Lauda Lecture roundtable recommendations and pursue related partnerships to support the health and wellness of immigrants.	Dean  Faculty Council Subcommittee: Social Justice Committee	Ongoing  <b>Fall 2021:</b> Dean provides Lauda Lecture reports to the appropriate campus action zones.  <b>Spring 2022:</b> Social Justice Subcommittee works within the existing frameworks to determine how best we can align our college's practices.

#### Accomplishments:

1. CHHS participated in the inaugural LBUSD Black Student Achievement Initiative Symposium
2. Held a Lauda Lecture with Drs. Alaei in the Spring and it was well attended
3. Secured \$10M gift from LBMMC for new CHHS Building which will house a public health clinic
4. Solidified and extended the Scottish Rite partnership to expand SLP services to children



## Goal 2: Advance interdepartmental collaboration, interprofessional education, and identify opportunities for strengthening partnerships

Action	Actor	Timeline
Highlight successful partnerships on the website, social media, and at events to increase awareness.	Communications	<b>Spring 2021:</b> <ul style="list-style-type: none"> <li>Meet with the Development Director to identify key partnerships.</li> <li>Regularly feature successful partnerships on the website and social media.</li> </ul>

### Accomplishments:

1. Social Media accounts have been routinely updated with CHHS information, new partnerships, and faculty achievements.
2. Departments continued to identify new and foster existing clinical/ community partnerships

### Points for Consideration in AY 2022-23 goals

1. CHHS will work with LBMMC to collaboratively develop a clinical healthcare and education model
2. CHHS will work collaboratively with LBMMC to design clinic and simulation space in the new building
3. The pilot for strengthening youth resilience (SYR), with funding from the Miller and Munzer Foundations is a partnership between LBUUSD Mental Health America Los Angeles and Boys and Girls Club of Long Beach, CHHS, and SSW will launch in Fall 2022.
4. Work has begun to develop a K-16 pipeline to SYR and with possibility of including broader CHHS degree programs through the Long Beach College Promise
5. Partnership between Hospitality Management Program, key members of the HM Advisory board, and area culinary expertise in Long Beach to launch a wine education and best of Long Beach culinary food pairing program series for alumni, donors and members of the community.
6. CHHS programs in FCS and athletic programs will advance plans for Performance Eats at the Beach.
7. Explore broader CHHS participation in the Long Beach Black Collaborative
8. Explore partnerships with the PAHO and WHO in connection to the forming of the School of Public Health (SPH)
9. Connect CHHS to campus University Outreach Office efforts
10. Support HSC and HCA to advance community college and UC and CSU partnership to develop educational programming to create K-16 pipelines to health information technology career fields

## Strategic Priority 4 - Facilitate and Support Interdisciplinarity

In recognition of the need to support multiple disciplines working together to solve the most pressing health and human service problems of our time, the college has undertaken substantial efforts to encourage and support a culture of interdisciplinarity in our education and research enterprises. It is aligned with the two university strategic priorities of [Promote Intellectual Achievement and Build Community](#) and the university plan of [Advance Partnerships for Public Good](#) as reflected in Table 1.

### AY 2021-2022 GOALS

#### Goal 1: Facilitate interdisciplinary education pursuits

Action	Actor	Timeline
Identify interest among faculty for creating teams to apply for ORSP interdisciplinary grants that can provide seed funding for research aligned with large-scale grant programs.	Associate Dean of Faculty Affairs  Research Committee	<b>Spring 2022:</b> Associate Dean of Faculty Affairs will work with the Research Committee to identify faculty with common research interests.

#### Accomplishments:

1. Two CHHS teams won funding for interdisciplinary grants, both partnered with Computer Science faculty
2. There was a 174% increase in new grant and contract awards over the previous year (Some of this work was interdisciplinary)
3. College renovation of two interdisciplinary lab spaces one bio-physiology and social science research lab
4. Creation of College Council of Center Directors to advance interdisciplinary connectivity throughout the College
5. Creation of a College facility staff to facilitate access to shared spaces
6. Invested time and funding resources to pilot a scheduling and lock system
7. AdHoc committee on establishing a committee for International Research

#### Points for Consideration in AY 2022-23 goals

1. There is a proposal to launch the CHHS School of Public Health (SPH) which will house HSC and HCA and will provide a platform for other degree programs and faculty to affiliate. SPH will eventually offer the DrPH which will be the first interdisciplinary degree program within CHHS
2. Proposal to launch the Global Health Center which will link to the SPH and be housed in CHHS. Its primary purpose will be to facilitate international interdisciplinary public health education and interdisciplinary research.
3. There are ongoing efforts to facilitate and promote interdisciplinary education and research
4. Begin launching work to establish broad CHHS interdisciplinary research programs that will be sustained over time.
5. There have been faculty requests for the College to hold forums on common research interests
6. University-wide interest in interdisciplinary ventures in relation to data science, and grand challenges including homelessness, mental health and health disparities
7. Facilitate interdisciplinary connectivity between department degree programs and community outreach efforts to advance student success and high impact practices

# Strategic Priority 5 - Designed climate & culture

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This strategic priority reflects our acknowledgment of our agency in the design of CHHS climate and culture. The priority reflects CHHS commitment to devoting time and resources to the design and ongoing maintenance of CHHS climate and culture. It is aligned with the university strategic priority of [Build Community](#) and university action plan of [Build an Equitable and Empowering Culture](#), [Reimagine Faculty](#), and [Reimagine Staff](#) as reflected in Table 1.

## AY 2021-2022 GOALS

### Goal 1: Create and implement a plan to improve faculty diversity and diverse student access to and progression in CHHS degree programs

Action	Actor	Timeline
Disseminate the Data Fellows Team report from AY 20-21 and have departments create actionable goals from findings.	Dean  Chairs and Directors	Spring 2022
Faculty Equity Advocates (FEAs) actively participate in the search process and conduct a case study for identifying and recruiting an increased number of applicants from underrepresented groups for each open faculty position in CHHS.	Faculty Equity Advisors  Associate Dean of Faculty Affairs & Research	Spring 2022
Identify past and present barriers and challenges to recruiting, interviewing, and recommending a diverse applicant pool of new faculty who share CSULB values of equity, inclusion, diversity, and educating a diverse student body.	Faculty Equity Advisors  Associate Dean of Faculty Affairs & Research	Spring 2021
Develop a training module for CHHS Search Committee members to increase knowledge, skills, and ability for identifying and recruiting an increased number of applicants from underrepresented groups for open faculty positions.	Associate Dean of Faculty Affairs & Research	<b>Fall 2021:</b> Inventory what is available on campus from the FEAs and Faculty Development Center.  <b>Spring 2022:</b> Decide on training modality and develop content.  <b>Fall 2022:</b> Conduct training before the next round of tenure-track searches.

### Accomplishments:

1. Adopted a Tenure Track hiring request priority method using data based on strategic priorities and input
2. Established a Tenure Track Search Orientation that included FEAS and implicit bias training.
3. Take Your Turn Initiative launched and resulted in a greater responsiveness to fill Faculty Governance positions
4. Faculty Council is developing a DEI policy to be included in the constitution
5. Established Spring convening meetings that were largely dedicated to DEI conversations
6. Revised administrative staff PDs
7. CHHS Departments/Schools made department specific DEI goals with action plans
8. Took steps to revise RSCA evaluation and sabbatical peer review process to foster greater transparency and trust
9. Launched staff huddle groups to support designed climate and culture and advance effective and efficient procedures

### Goal 2: Create structures, processes, and comes that promote diversity and racial equity

Action	Actor	Timeline
Provide antiracist professional development for faculty and staff	Dean and ASM  Chairs, Directors, and Associate Dean of Faculty Affairs and Research  Faculty Development Committee	<b>Spring 2021-2022:</b> Faculty Development Committee book club  <b>Fall 2021-Spring 2023:</b> Ongoing Diversity, Equity, and Inclusion (DEI) training.

### Accomplishments:

1. Faculty Development Committee held book club over the two past years focused on anti-racism in the classroom.
2. Launched the Five Behaviors college wide
3. Several departments held DEI training or established standing DEI committees

<p>Systematically integrate inclusive language in all CHHS policies and official communication (people, functions, goals)</p>	<p>Associate Dean of Student Success and Academic Affairs</p> <p>Associate Dean of Faculty Affairs and Research</p> <p>Education Policy Committee</p>	<p><b>Fall 2021:</b> The college EPC should provide a revised SCO template at the end of the semester</p> <p><b>Spring 2022:</b> Associate Deans gathers all CHHS policies and communications</p> <p><b>Fall 2022:</b> Associate Deans systematically begin reviewing each policy and marking recommended changes.</p> <p><b>Spring 2023:</b> Associate Deans share recommended changes with the Faculty Council for approval.</p>
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### Accomplishments:

1. AY 21-22 the EPC Committee revised the CHHS SCO for AY 22-23
2. Tenure Track Faculty PD revision to adopt standardize inclusive language
3. Established the CHHS Academic Achievement Year End Event
4. Established Beach Pride Friday and opened a school apparel store. Purchased CHHS swag and distributed to faculty, staff and alumni

### Points for Consideration in AY 2022-23 goals

1. Communication protocol piloted with Chairs and Directors to improve CHHS communication along with Weekly Run-Down pilot
2. Strategic plan for CHHS Communication being developed
3. Developing a welcoming onboarding and orientation process for all faculty and staff
4. The College largely has the foundation of the Five Behaviors and consideration should be made for how this should be leverage to advance our climate and culture
5. Finalize DEI policy that will be included in the constitution
6. Need to continue to promote Take Your Turn initiative
7. There is a need to revise the CHHS mission and vision statement, and to work on an institutionalization of our core values
8. Reimagine and relaunch Staff Huddles and Staff Development Committee
9. Reinvigorate and promote Beach pride Fridays

## Strategic Priority 6: Promote Financial Growth and Stability

Promoting financial growth and stability has been a major focus for the college since 2016 and has been primarily motivated out of necessity to address a significant budget deficit in the general fund. Placing it as a strategic priority reflects our understanding that promoting financial growth and stability within our academic enterprise serves as a foundational element that supports our work and enables the pursuit of all other strategic priorities. It is aligned with the university strategic priority [Cultivate Resilience](#) and the university actions plans of [Build a Growth Strategy](#) and [Advance Partnerships for Public Good](#) as reflected in Table 1.

### AY 2021-2022 GOALS

#### Goal 1: Promote growth in Facilities and Administration (F&A) return

Action	Actor	Timeline
Update templates and tools to ease faculty burden in grant submission and grant management process.	Dean Associate Dean of Faculty Affairs and Research Communications	<b>Fall 2021:</b> Publicize templates available for NIH and NSF grants.  <b>Spring 2022:</b> Funded external grant faculty will attend a reception and provide insights into streamlining grant submission and processes within the university.
Continue rollout of the CHHS Faculty Grant Incentive Program.	Associate Dean of Faculty Affairs and Research	<b>Spring 2022:</b> Evaluate phase two grantees.  <b>Summer 2022:</b> Roll out phase three grants in the summer of 2022.

#### Accomplishments:

1. Instituted Grant Incentive Program (GIP) phase 1 & 2 to increase F&A return on grants/contracts
2. CHHS experienced a 174% growth in grant awards
3. Reduced general fund deficit

## Goal 2: Continue implementing budget tracking and execution

Action	Actor	Timeline
Continue department budget planning and make further improvements to the tracking system.	Administrative Service Manager	<p><b>Fall 2021:</b></p> <ul style="list-style-type: none"> <li>• Create a mechanism for chairs/directors to understand each budget resource and scope of use.</li> <li>• Continue to meet with each chair/director on the use of a mechanism to plan budget expenditures</li> </ul> <p><b>Ongoing:</b> Facilitate training for ASCs on budget-related skills</p>
Support and advocate for budget transparency at the college and department level.	Administrative Service Manager  Faculty Council	<p><b>Spring 2022:</b> “Budget Road Show” to educate Faculty Council, Department faculty, and staff on overall budget details and philosophies.</p>

### Accomplishments:

1. Overhauled the College budgeting and tracking system
2. Increased CPaCE returns
3. Created a Department budgeting empowerment process to promote planned budget execution and provided the budget at the beginning of the fiscal year
4. Established a bi-annual budget report to promote budget transparency among chairs/directors
5. Created a collaboratively developed formula to distribute College supported Assigned Time funding to the departments
6. Moved budget tracking, financial calendar, policies and procedures online to promote easy access and transparency
7. Cut six years off computer replacement time in the College refresh program



### Goal 3: Optimize Physical Space

Action	Actor	Timeline
Develop a resource page that lists equipment, has pictures of lab space, etc. so that it is easily accessible to all faculty and staff.	Information Technology	<p><b>Fall 2021:</b> Renovate KIN laboratory spaces to support core research functions.</p> <p><b>Spring 2022</b></p> <ul style="list-style-type: none"> <li>• Develop a digital passcode procedure for CHHS shared conference room, lab, and computer lab space.</li> <li>• Launch the CHHS social science research lab.</li> </ul>

#### Points for Consideration in AY 2022-23 goals

1. Grant Incentive Program (GIP) to continue to conduct assessments in order to determine what worked and did not work for faculty
2. Continue to monitor and report out CHHS trends in F&A return and total grants submitted and awarded
3. There is a need for faculty training on NIH templates for proposals
4. CHHS Pre-Award Specialist will be appointed in AY 22/23
5. Expand work on Assigned Time to broader workload
6. Develop policy on use of PI research stimulation (RS) funds
7. Revise assign time form to improve AT classification consistency and track faculty activity
8. Institutionalized procedure for monitoring and addressing low enrolled programs
9. There is a need to solidify a college strategic CPaCE program growth procedure through consultation with department chairs and directors