



CALIFORNIA STATE UNIVERSITY

LONG BEACH

College of Health and
Human Services



BEACH2030

A ROADMAP FOR THE NEXT DECADE

2022-2023

Strategic Plan

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 (aligned with strategic priorities 1,2&3)
2. Expand Access	2. Develop and Implement Innovative Course and Program Delivery Methods (aligned with strategic priorities 1,2&3)
3. Promote Intellectual Achievement	3. Broaden Community Engagement and Advance Community Partnerships (aligned with strategic priorities 2,4&5)
4. Build Community	4. Facilitate and Support Interdisciplinarity (aligned with strategic priorities 3&4)
5. Cultivate Resilience	5. Designed Climate & Culture (aligned with strategic priority 4)
	6. Promote Financial Growth & Stability (aligned with strategic priority 5)

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 2022-2023 GOALS

Goal 1: Define and achieve student success

Action	Actor	Status
<ul style="list-style-type: none"> Determine existing data available to measure student success (attrition, Pell Grant Eligibility, first generation, gender, ethnicity, drop out, admit/enroll data, etc.); ID Data Priorities 	Nancy Espinosa, (plus Chrissy Franks-Sayed, Chairs and Directors, Tiffanye Vargas)	Status: Data books to chairs/directors; CPACE growth metrics created. Data spreadsheet created including data location.
<ul style="list-style-type: none"> Explore options for post-grad survey (ex: First Destination Survey) 	Nancy Espinosa	Status: Ongoing and SLP complete
<ul style="list-style-type: none"> Identify data priorities for the Fall Create strategic partnerships between CHHS advising and departments Develop plan and needed resources for a CHHS Undergraduate Orientation 	Tiffanye Vargas Chrissy Franks Vy Le (plus Chairs/Directors, Grad Assistants)	Status: see above ongoing Completed: Day at the Beach: Admitted Students Day

Goal 2: Increase staff satisfaction, retention and professional trajectory

Action	Actor	Status
Create survey for all staff to complete in order to measure what they consider is success. Create survey for all management to determine what staff success is for their team.	Michael Clements to engage Gallup or other vendor to help with survey; Wendy to assist	Status: Ongoing
Combine surveys and analyze them. Make recommendations to Dean to create the staff success definition.	Michael Clements, retreat group, staff committee, Dean	

AY 2022-2023 GOALS

Goal 2: (continued)

Action	Actor	Status
Create pilot model for specialization efficiency for staff	Michael Clements; volunteer department chairs; Staff HR	Status: Complete/ongoing: New training orientation implemented
Create CHHS on-boarding welcome video for all new employees; create on-boarding working group to increase on-boarding satisfaction	Jonathan, VY, Dean, Department Chairs, staff,	Status: In-progress; Ongoing
Create a staff recognition spotlight, nominated by department chairs and managers, on CHHS website/newsletter	Jonathan and Vy; department chairs	Status: Implemented and in-progress
Implement welcome package for new employees (welcome CSULB gift provided by CHHS and card signed by manager)	Nora, Michael, Sharon, Jessica, managers/department chairs	Status: Completed and ongoing.
One huddle meeting per year to discuss innovative ideas and it is staff led/ran	Michael Clements; Natalie and Jessica	Status: Huddles implemented and ongoing
Staff Appreciation Party	Michael, Dean, Sharon, Nora	Status: Implemented through departments – (including KIN)
Create Staff committee	Michael, Staff	Completed
Pay for and require staff to attend (in-person or online) job/leadership professional development training	Department chairs, Jessica, Michael Clements, Natalie, Staff, Dean	In-progress

Goal 3: Advance faculty career trajectory

A. Increase the percentage of TT faculty who obtain full professor within six years post-tenure and promotion to associate professor.

B. Increase the percentage of eligible lecturers who obtain IRP within the designated time frame

Action	Actor	Status
Create a matrix of CHHS department's RTP requirements to allow for comparison and review; Send CHHS RTP Committee report to FC RTP Committee	Faculty Council RTP Sub-Committee; Grace Reynolds-Fisher, Nilufer Medora and Mimi Kim	Status: In-progress
Create an information sheet for CHHS lecturers detailing the pathways for a 3-year contract and sabbatical	AD-FAR	Status: In-progress
Write up the process for departmental RTP document revisions	AD-FAR, FC RTP subcommittee	Status: In-progress (report for recommended standardization reqs for CHHS RTP sent to Dean Sp 22); SLP – in progress; HS completed

Goal 4: Develop and implement a plan for providing health and wellness support for students, staff and faculty

Action	Actor	Status
Rename advisory board to Health and Wellness Advisory Board, understanding of commitment to board responsibilities and ensure ongoing communication with all departments by selected champion	Dean's Office Advisory Board Department Chair or Designee	Status: Completed
Increase awareness/decrease stigma by including a message/reminder in the Dean's monthly newsletter (Ex. Tips for health and wellness and promote beach buddies in classes or syllabi, department faculty and staff meetings, M-F messaging Mindful Monday).	Dean's office communications team Advisory Board	Status: Completed; ongoing; Developing plan to reimplement CHHS specific Beach Buddies, planned new spring wellness event; added mental health resources on CHHS homepage; social media focus on mental health and student resources

Goal 4 Continued...

Action	Actor	Status
<p>Identify ways to assess engagement in the wellness activities by students, staff, and faculty:</p> <ul style="list-style-type: none"> Tracking how many faculty implement in class Walking to depts (business cards) <p>Mental health training for faculty, and staff (identify trainers, schedule trainings, promote through ambassadors and word of mouth and enroll this semester 20% of faculty and staff.</p>	Dean's communication staff	<p>Status: Completed; ongoing; tracked progress through spring wellness event,</p> <p>Status: Trainings given/need to gauge faculty, staff outcome numbers</p>

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 2022-2023 Goal

Goal 1: Ensure high quality instruction through faculty training, development and support

Action	Actor	Status
Renew Faculty Champions	Associate Dean of Faculty Affairs and Research, Dean	Status: Completed
Faculty Champions develop and submit workshop and semester plans	Associate Dean of Faculty Affairs and Research	Status: Ongoing

Goal 1 Continued...

Action	Actor	Status
IT offers in-person training for specified CHHS classrooms and champions attend all trainings	IT, Jonathan, Chairs	Status: In progress
Develop list of all classrooms that is clickable and shows room and technology	Esteban, IT	Status: In progress on SharePoint; updating to v. 2.0

Goal 2: Increase accessibility of course offerings

Action	Actor	Status
Collect and distribute department specific data regarding modalities, enrollment, trends, upper division, etc	Nancy Espinosa, AD SSAA (T. Vargas)	Status: Completed, ongoing
Departments and Schools submit goals for improving accessibility	Chairs, Faculty, Beach 2030 Dept Designees	Status: Completed; FCS – creating cohort pathway through RD and MS (will increase access, lower time to graduation, lower equity gaps and increase community connections)

Goal 3: Develop metrics-based college growth strategy

Action	Actor	Status
Develop list of metrics	Nancy Espinosa, AD SSAA (T. Vargas), Dean	Status: In-progress; standing item in Chairs/Dir. Mtgs (goal – end of Sp 2023)
Discuss and obtain feedback on metrics; seek input on metrics for QM progress (from Casey Goeller)	Dean, Ads, Chairs	Status: Ongoing
Distribute final metrics	Dean, AD SSAA	Status: Ongoing
Increase number of faculty trained in QM by 1 per department	Dean, AD FAR	Status: Ongoing

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 2022-2023 Goals

Goal 1: Foster mutually beneficial collaborations between college and community partners.

Action	Actor	Status
<p>Departments will foster existing or establish a community advisory board to advance collaborations through the development of a collaboration goals (research, applied project, student training).</p> <p>-Erlyana to share board structure</p> <p>-Alumni to be engaged with students/faculty (share networks, preceptors); purpose: to foster connectivity, advance partnerships, fundraising and support program improvement</p> <p>-Partner with CSULB Alumni Association and Enrollment Services to obtain alumni contact info and facilitate communication of events</p>	Dept. Chairs	<p>Status: Completed (SLP, HCA, PPA)</p> <p>PPA formed Alumni Network planning group to facilitate 50th anniversary event</p>
Disseminate list of existing partners to all CHHS faculty to raise awareness of community partnerships and facilitate connections (social network analysis)	Dean (through newsletter)	Status: Completed

Goal 2: Create/Develop a CHHS position "Community Engagement Specialist to facilitate internships, service learning and other community engagement"

Action	Actor	Status
Develop Position Description	Dean/Ads	Status: On hold; will examine feasibility in 2023-2024

Goal 3: Engage community members to inform meaningful initiatives to promote health and educational equity

Action	Actor	Status
Identify existing partnerships and initiatives to inform and identify areas of gaps.	Dept Chairs Council of Center Directors	Status: HCA collaborated with community colleges and high schools in multiple events; Health Science initiated regular meetings with Department of Health and Human Services; KIN – Engagement with multiple community outreach programs; Military Science instituted community service requirement for students; Nursing established new partnership with City of Hope; PT – American Goldstar Manor residence seen at campus orthopedic clinic; RLS – VR activity at Goldstar Manor
Identify current needs through an updated health needs assessment to be proposed to the LBDHHS.	Dean's Office Council of Center Directors	Status: Needs follow up
Identify ways to build a stronger pipeline of students coming in through the LB College Promise. (ADTs, Dual Credit, Peer Mentoring)	AD Student Success (T. Vargas)	Status: Ongoing
Re-promote economic impact and plan an updated study	Dean's Office	Status: In-progress
Identify best practices of other universities to establish a joint space for CHHS student training and programs (RLS, health, social, education)	Council of Center Directors	Status: Needs follow up
Improve outreach to funders and collaborators in college communications with faculty contact		Status: Needs follow up

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 2022-2023 GOALS

Goal 1: Create Interdisciplinary interactive database of research/teaching interests and working projects and community partnerships

Action	Actor	Status
Investigate existing resource at University level.	Associate Dean of Faculty Affairs	Status: Completed
Work with IT to create a form to collect data from faculty: <ul style="list-style-type: none"> • Research interests • Google Scholar Page • Place to upload current CV • Link to ORCID • Website 	Research Committee, CHHS IT AD FAR	Status: In-progress
Work with IT to create database that will be accessible to all and searchable by field, keyword, etc.	CHHS IT; AD Faculty Affairs; Research Committee	Status: Needs follow up; IT: need to revisit and identify end users and needs (re: form to collect data from faculty and re: database) Research Committee barrier: team does not feel equipped to create database
#tootyournhorn campaign	Research Committee, Communications	Status: Needs follow up

Goal 2: Pilot the creation of an interdisciplinary seminar comprised of 3-4 faculty from across the college

Action	Actor	Status
Gauge faculty interest and select topic	Dept Chairs + Retreat Team (Sam and Maria)	Status: multiple barriers identified; exploring feasibility
Recruit faculty to teach	Dept Chairs + Retreat Team (Sam and Maria)	Status: Unknown/Needs Follow Up
Get course on schedule + advertise for students	Dept Chairs + Retreat Team + Communications + Advising	Status: Unknown/Needs Follow Up
Explore possibility of Freshman Seminar co-teaching	Retreat Team + AD Faculty Affairs	Status: Unknown/Needs Follow Up
<i>Additional interdisciplinary activity</i>		FCS interdisciplinary class led by GERN; Health Science – creation of undergraduate interdisciplinary data science degree (with Computer Science and Linguistics); Nursing – MSW students to support nursing students as part of MSW internship hours

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 2022-2023 GOALS

Goal 1: Increase CHHS cultural competency and diversity to improve faculty, staff and student experience

Action	Actor	Status
Continue departmental DEI action plan work	Beach 2030 Fellow Dept. designees	Status: Ongoing; DEI Champion selected (Jason Plummer); FCS – DEI Day; HCA implemented Human Diversity Curriculum (Ukleja Ethics Award for AY 23-24); Military Science – implemented Sexual Harassment/Assault Response and Prevention (SHARP) Training; PPA – Hosted Race Consciousness and Social Equity event; SW – Ongoing DEI workshops; developed new land acknowledgment statement; Study Abroad in Germany on social justice and human rights, suppression and discrimination (32 MSW Students)
Encourage/provide implicit bias training for faculty (tenure track/search committee)	Dean's office, Chairs/Directors	Status: In-progress
DEI training for Search Committees	Grace R. has info (Alex Washington, Rudie Roy)	Status: Ongoing (including SW)
Explore strategies to increase staff diversity: start with assessment of current diversity data	Michael Clements	Status: In-progress (databook concept Sp 23); SW ongoing
Update FC Constitution with inclusive language and add DEI statement	Social Justice Committee (Amber Johnson, Elaine Ocampo, Sam Vickovic)	Status: In-progress

Goal 2: Advance inclusive experience for students, faculty, staff in CHHS

Action	Actor	Status
Increase sense of belonging and pride in CHHS	Dean, Chairs/Directors, Faculty	Status: Selected Champion for Student Engagement and Connection (Cheryl Rock); KIN -- Diversity in Sport Conference (SEP) in Sp 2023; CHHS-COE Holiday Party; Beach Pride Fridays
Develop mechanism to collect and promote CHHS successes	Jonathan Murrietta	Status: Completed
Develop CHHS specific welcome orientation for new faculty (TT-Faculty Development Committee, also surveying lecturers)	Grace, FDC, ASM	Status: Ongoing