



CALIFORNIA STATE UNIVERSITY  
**LONG BEACH**

College of Health and  
Human Services

BEACH2030

# A ROADMAP FOR THE NEXT DECADE

**AY 2024-2025**

**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
<b>1. Engage All Students</b>	1. Define, Support & Assess Student, Faculty, and Staff Success ( <b>aligned with strategic priorities 1,2&amp;3</b> )
<b>2. Expand Access</b>	2. Develop and Implement Innovative Course and Program Delivery Methods ( <b>aligned with strategic priorities 1,2&amp;3</b> )
<b>3. Promote Intellectual Achievement</b>	3. Broaden Community Engagement and Advance Community Partnerships ( <b>aligned with strategic priorities 2,4&amp;5</b> )
<b>4. Build Community</b>	4. Facilitate and Support Interdisciplinarity ( <b>aligned with strategic priorities 3&amp;4</b> )
<b>5. Cultivate Resilience</b>	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 2023-2024 GOALS

**Goal 1: Goal #1 (Student success): Increase one and two year persistence rates for CHHS students (>80%) through engagement and connection to the college and campus community**

Action	Actor	Status/Timeline
<ul style="list-style-type: none"> <li>Create toolkit for instructors with easy to implement teambuilding and connection activities for use within classes</li> </ul>	Jason Plummer and Cheryl Rock; Tiffanye Vargas	Working on it
<ul style="list-style-type: none"> <li>Host 1-2 CHHS sponsored events for students</li> </ul>	Tiffanye Vargas	Done
<ul style="list-style-type: none"> <li>Develop strategy to assess students' sense of connection and retention</li> </ul>	Tiffanye Vargas	Stuck; feedback from Beach XP; backburner
<ul style="list-style-type: none"> <li>Launch 6 Beach XP cohorts</li> </ul>	Tiffanye Vargas	Done; Data for Beach XP 95 % retention rate (~145 students); increase to 11 cohorts in Fall

**Goal #2 (Student success): Increase by 50% the numbers of under-represented minorities FTY students within CHHS by Fall 2025.**

Action	Actor	Status/Timeline
<ul style="list-style-type: none"> <li>Implement strategies in partnership with LBUSD to reach middle and high school students.</li> </ul>	Tiffanye Vargas	Hired two Co-Directors for DEIA starting Fall 2024; hired grant manager for the Unite LA Grant
<ul style="list-style-type: none"> <li>Develop plan for intentional recruitment of URM at the 2024 Admitted Students Day</li> </ul>	Tiffanye Vargas; Jason Plummer	2 workshops – led by Jason Plummer
		*Spring 2024 update: LBUSD middle and high school outreach launched in February (lab tours) Workshops for URM students at Day at the Beach (admitted students day)

**Goal #3 (Student success): Support departmental efforts to recruit and retain students**

Action	Actor	Status/Timeline
Create/distribute spreadsheet of available data/databases to each department	Tiffanye Vargas	Doc sent to chairs; in progress and needs to be updated; spring/summer: follow up with chairs
Order recruitment materials for departments	Tiffanye Vargas; Nancy Espinosa	Canopies, tablecloth, signs ordered for each department; department specific postcards created for outreach

**Goal #4 (Student success): Finalize CPaCE growth strategy**

Action	Actor	Status/Timeline
Review/adopt CPaCE growth mechanism	Tiffanye Vargas	Status: CPaCE growth plan developed between Dean of CHHS and Dean of CPaCE; discussion and planning for implementation in Fall 2024 underway
Share mechanism with all faculty	Tiffanye Vargas; Dean's Office communications team	<b>Spring 2024 Update</b> Mechanism is being revised due to new plan for CPaCE growth

### Goal #5 (Faculty success): Reduce Faculty Instructional Workload

Action	Actor	Status/Timeline
<p>Develop a plan to adopt 9 units of instruction; 3 units of research; and 3 units of service as the standard TT faculty workload</p> <ul style="list-style-type: none"> <li>Develop an FTL differential instructional workload plan that provides 40 % of CHHS FTLs 12 units of instruction and 3 units of service</li> </ul>	Dean	Done - Standard and Differential Workload Proposal has been developed
Prepare and disseminate a 'roadshow' to share the draft plan to CHHS Faculty	Dean	<p>Done - CHHS Stakeholders have been briefed and offered preliminary feedback</p> <p>Some faculty have expressed needs for exceptions or differential unit allocations</p>
Work with chairs and directors to examine the feasibility of the draft plan	Dean	Done - Plan is deemed feasible
Mobilize FC to revise CHHS RTP Guidelines	Dean	Working on it; FC is aware of the need to revise RTP documents
Create FTL committee to draft application and review processes for differential workload	Dean	Done - Committee is formed; Need to check-in to see what needs the committee has
Work with Grad Council to survey CHHS Faculty to understand scope and volume of graduate student advisement workload	Dean	Working on it -Committee has been briefed and agreed to slate survey as a spring priority; Need to check in with the committee to see what supports are needed
Work with FTL committee to draft guidelines for promotion in title	Dean	Working on it; Committee is formed; Need to check in with the committee to see what supports are needed

**Goal #5 (Faculty success): Reduce Faculty Instructional Workload *continued...***

Action	Actor	Status/Timeline
Draft and Adopt CHHS T/TT Faculty Minimum Instructional Workload	Dean	Working on it; Policy is drafted and has been vetted; Need to check with chairs/directors and FC about adopting the policy draft
Create video to assist lecturers with submission of files for required periodic reviews	AD FAR & Faculty Development Committee	Done – FDC created video during the fall 2023 semester and it was deployed to lecturers in December 2023 for the Feb. 5 2024 deadline.
Create video to assist lecturers with submission of range elevations	AD FAR & Faculty Development Committee; Dean	Working on it

**Goal #6 (Staff success): Advance Staff Culture, Cohesion and Professional Development**

Action	Actor	Status/Timeline
Reconstitute remaining Huddles <ul style="list-style-type: none"> <li>• Tech/Facilities</li> <li>• Advising</li> <li>• All-Staff Huddle</li> </ul>	Michael Clements – Staff groups	Working on it/In progress; Reconstituted facilities and IT huddle; ASC is in place

**Goal #6 (Staff success): Advance Staff Culture, Cohesion and Professional Development**

Action	Actor	Status/Timeline
Add general admin skills training component to either Admin Huddle or supplemental training meeting	Michael Clements – Staff groups	Working on it; Some skills training has taken place in Admin huddles but haven't been able to launch full training program either in scope or frequency
One huddle mtg/semester to discuss innovative ideas (staff led)	Michael Clements – staff groups	Working on it
Create and send staff satisfaction survey	Michael Clements	Working on it
Revamp Staff Annual Awards to account for the variety of work areas (Admin, Advising, Tech, etc) and add metrics <ul style="list-style-type: none"> <li>Consider possible monthly awards as well</li> </ul>	Michael Clements	Working on it
Implement new employee welcome package (incl. SW)	Michael Clements	Working on it
Revise and streamline onboarding procedures so staff are more ready to be successful on day one	Michael Clements	Working on it

## 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 2023-2024 Goal

**Goal 1: Increase number of course sections using digital delivery platforms and immersive technologies (e.g. AR, VR, AI, YouTube by 25 percent by fall 2026)**

Action	Actor	Status/Timeline
Develop survey to assess faculty interest/current use of technology in classroom <ul style="list-style-type: none"><li>Distribute survey to Department Chairs</li><li>Collect survey results</li></ul>	Tiffanye Vargas + Table Committee – Alex Washington, Christine Scott-Hayward, Wendy Reiboldt, Jonathan Murrietta, Jason Aurand	Done; completed fall 2023
Develop CHHS Instructional Champion(s) Lecturer Service positions to ensure high quality instruction through faculty training development and support <ul style="list-style-type: none"><li>Gather information to draft position description (done)</li><li>Finalize PD (working on it)</li><li>Create interview questions</li><li>Determine interview panel</li><li>Create scope of work and deliverables for champions (Grace)</li></ul>	Tiffanye (plus table committee)	Working on it; In-progress



## 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 2023-2024 Goals

**Goal 1: Establish CHHS Position “Community Engagement Specialist” to facilitate internships, service learning, and other community engagement**

Action	Actor	Status/Timeline
Develop PD to hire a specialist with a background in community engagement, internship placements, MOUs, collaboration across depth, etc. <ul style="list-style-type: none"> <li>• Form search committee</li> <li>• Advertise and promote position</li> <li>• Interview candidates</li> <li>• Hire top candidate with specialized title</li> </ul>	Dean’s Office; Chairs	(Jan 2024) Working on it; The position has been drafted. Dean is reviewing it.

**Goal 2: Enhance 11 partnerships (new and existing) across different depts. through mutually beneficial external partnerships in different forms of engagement (e.g. internships, collaborations, advisory boards, etc.; 1 per dept.)**

Action	Actor	Status/Timeline
Define forms of engagement for partners	Chairs	<p>Done – Dean placed on agenda for the first chairs meeting in Spring 2024 for chair change/approval</p> <p><b>Forms of Community Engagement</b></p> <ol style="list-style-type: none"> <li>1. Provide service consultation in the area of expertise</li> <li>2. Representation on external committee/board</li> <li>3. Engagement for educational purposes such as MOUs for clinicals and field experience</li> <li>4. Partnerships that advance the university mission and has mutual level of benefit for entity and CSULB</li> </ol> <p><b>External partnerships in CHHS are defined by the following characteristics:</b></p> <ol style="list-style-type: none"> <li>1. An agreement between one or more CHHS entities and one or more external entities</li> <li>2. Commitment to shared common goals/outcomes</li> <li>3. Meaningful contributions that are mutually agreed upon</li> <li>4. Mutual benefits received for all entities</li> </ol>
<p>Create Excel database of existing partners across all CHHS departments</p> <ul style="list-style-type: none"> <li>• Nancy E. to send Excel of current MOUs for educational purposes</li> <li>• Faculty survey of who is serving on external boards – committee to meet in February/March 2023 to construct survey</li> <li>• Nancy to send poll to committee members for meeting date</li> <li>• Nancy to send survey to faculty once complete – end of March 2023</li> </ul>	Chairs/Nancy Espinosa	Working on it

**Goal 2: Enhance 11 partnerships (new and existing) across different depts. through mutually beneficial external partnerships in different forms of engagement (e.g. internships, collaborations, advisory boards, etc.; 1 per dept.) *continued...***

Action	Actor	Status/Timeline
Identify and define mutually beneficial partnership with existing and new partners (11) <ul style="list-style-type: none"> <li>Identify which departments are interested in partnership</li> <li>Schedule meeting among chairs</li> <li>Create database to share notes and minutes</li> </ul>	Chairs/internship coordinators	Working on it; Will continue to build upon list once survey and excel has been distributed

## 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 2023-2024 GOALS

**Goal 1: Develop interdisciplinary interactive platform of faculty RSCA interests, current projects and community partnerships (*action items on next page*)**

Action	Actor	Status/Timeline
Identify mechanism for updating faculty RSCA on Faculty Research Experience Expertise (FREE)	AD FAR Grace Reynolds-Fisher and Michael Williams	(Fall 2024) Working on it/in-progress; Overall Priority Sponsor: Michael Williams Flyer created and sent out. Some confusion as there are 3 sites--Chiclet to update, FREE site to search and additional site for problems. Will 1) work with Gwen to update flyer, 2) Jose to send out announcement and post on SharePoint, 3) Research committee to consider a "new" platform versus FREE (or improve FREE) with Simon Kim/Ed Lara, 4) Michael Wms to re-distribute to Chairs for push toward dept/school faculty.
Work with dept. chairs to increase number of faculty RSCA info on FREE	AD FAR and Michael Williams	Working on it/in-progress; Information on FREE sent to all faculty via email. Research Committee members have all updated their information on FREE. Michael Wms to remind Chairs/Director to encourage faculty update to FREE app

**Goal 2: Create Interdisciplinary depot with information about CHHS core labs, equipment, and assessment capabilities.**

Action	Actor	Status/Timeline
Identify currently active/complete core labs • Create an information sheet for faculty users for each active/complete lab	Steve Irby/FSG/C. Deckers, Michael Williams Nancy Espinosa	Working on it; CHHS Sharepoint has electronic lab membership application active for two shared labs, the Biophysiology Lab in KIN and the Social and Behavioral Sciences Lab in SSPA 007. Several faculty have now been trained on both labs.
Create a video tour of at least one core lab	Jonathan Murrietta	Done – SSPA Lab video

**Goal 3: Develop a College IPE/Simulation lab task force by Jan 1, 2024**

Action	Actor	Status/Timeline
Identify the charge/scope of the task force	Dean, Michael Williams, Cathy Deckers, Faculty Council	Done; Charge and suggested membership has been created and shared with chairs/directors.
Recruit members with expertise and interest in IPE/Sim Lab	Steve Irby/FSG/Cathy Deckers and Michael Williams	Working on it; Call for 1-2 volunteers from each dept/school sent out late December. There is an IPE/SIM charge and some action steps. Hope to get the Taskforce to meet at least once by end of semester and elect Chair, etc.

**Goal 4: Pilot growth in interdisciplinary, education, research, teaching affiliations within the new School of Population and Public Health and Executive Health Program (LB Memorial)**

Action	Actor	Status/Timeline
Work with CHHS ADs to contact dept. chairs across the campus to promote new school and to identify programs interested in being a part of the new school.	Dean's office/ADs, Henry O'Lawrence, Kamiar Alaei	Working on it - Some challenges between HS and HCA in terms of merging and losing identity. School of Public Health has great interest across campus. So Health Sciences may move to retitle as "School of Public Health."
Need to define affiliation and process, barriers, etc.; Consider Task Force for Affiliation	Dean's office/ADs, Henry O'Lawrence, Kamiar Alaei	Working on it; See above. Melawhy and Kamiar to work on establishing "School of Public Health"
Include exec. health/MemorialCare clinic (per Monica); biophysiology lab <ul style="list-style-type: none"><li>Visit with LBMCC scheduled for Feb. 23 to review patient protocol for Exec. Health</li></ul>	Dean and AD FAR	Working on it; Grace and Dean working with LBMCC to create the visit for Executive Health; Draft protocols have been developed and will be piloted in Feb.

# Strategic Priority 5 - Designed climate & culture

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 2023-2024 GOALS

**Goal 1: Increase cultural humility and connectedness through experiential and reflective learning opps.**

Action	Actor	Status/Timeline
Develop and implement cultural humility resources <ul style="list-style-type: none"><li>• Survey chairs/designees</li><li>• Connect with experts</li><li>• Gather resources/materials and develop rubric</li><li>• Disseminate reflection activity</li><li>• Consider having faculty training by faculty experienced with reflective teaching strategies (e.g. SW)</li></ul>	Jason Plummer and Jonathan Murrietta	Working on it; Spring 2024
Faculty Development and training on cultural humility <ul style="list-style-type: none"><li>• Research Symposium (CHHS faculty with DEIA expertise) - Stuck</li><li>• Establish common language (what do we mean by DEIA?)</li><li>• Consider Teams or Canvas as a means to share info/resources for faculty/staff (working on it)</li></ul>	Jason Plummer	Working on it; Spring 2024

## SP 5 Goal 2: Develop cultural norms that prioritize health, wellness, and belonging

Action	Actor	Status/Timeline
<p>Determine strategy for assessing belonging</p> <ul style="list-style-type: none"> <li>Follow up with Leilani re: how belonging is being assessed in Learning Communities</li> <li>Identify practices that facilitate belonging to share with fac/staff</li> </ul>	<p>Cheryl Rock/Melissa Dyo</p>	<p>Spring 2024; ongoing</p>
<p>Revive Wellness Campaign</p> <ul style="list-style-type: none"> <li>Friendly competition; Adding bonus points for interdisciplinary team</li> <li>Consider: Volunteer Day, Dog Days, monthly play dates, weekly events; social media blasts</li> </ul>	<p>Ayla Donlin; Jonathan Murrietta; Wellness Advisory Board; Michelle Taylor</p>	<p>Spring 2024; ongoing</p>
<p>Promote adoption of cultural norms</p> <ul style="list-style-type: none"> <li>Identify all areas and ways they can be implemented</li> <li>College wide event</li> <li>Lauda Lecture (Spring): M. Taylor to f/u with G. Reynolds re: attending Faculty Council to be involved with discussion about the Lecture.</li> <li>Coordinate with Ayla re: wellness week (consider University calendar and existing plans for wellness week/events)</li> </ul>	<p>Faculty Council/ADs</p>	<p>Spring 2024; ongoing</p>
		<p>*Spring 2024 update –</p> <ul style="list-style-type: none"> <li>Completed: 5 CHHS events to promote engagement</li> <li>Completed annual Lauda Lecture Wellness Series</li> <li>Additional suggestions from Jan. Check-In: Opportunities to engage OLLI/Senior recruitment (e.g. week of welcome for seniors)</li> </ul>