BEACH 2030 Workshops: Big Ideas & Opportunities

This document is a summary of the fifty ideas and opportunities that were generated by faculty, staff, students, administrators, and others during the five BEACH 2030 workshops. The workshops were designed to engage stakeholders to consider the draft strategic priorities and to imagine new possibilities for the university by 2030. During group exercises, participants had the opportunity to draw out insights to shape CSULB’s Strategic Plan for 2030. All of the ideas generated overlap with the draft university values and with one or more draft strategic priorities.

Moving forward, we will review these ideas and opportunities with the following goals. First, we will evaluate and strengthen the validity of the strategic priority statements. This is to ensure that the draft priorities articulate the key actions proposed. Second, we will look for ways to further develop some of the ideas, by combining one or more ideas and by including more experts, to become hallmark action themes for BEACH 2030.
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Opportunity #1: A Community Internship and Engagement Initiative that mutually benefits students, local businesses, and the campus

Description: The Community Internship and Engagement Initiative would create a mandatory 3-year internship program for students in the local community. The program will help students learn practical job skills, improve job readiness, and launch their careers. Businesses will benefit from the increased workforce availability and the energy and enthusiasm of students. The initiative would also create programs to invite the local business community onto the campus to take skills-based courses. These would be existing courses with our students or industry-specific courses taught by campus experts. The perceived “public good” provided by the university will increase, and the goodwill of the community could eventually lead to local financial support.

Value(s) Addressed:
- Advancing the Public Good
- Leading a culture of innovation

Strategic Priorities Addressed:
- Expand Access to Learning
- Connect Learning to Impact
- Become financially resilient

Possible 2030 Headline: President Garcia Announces Economic Impact of CSULB Reaches $10B

Opportunity #2: A work-to-learn program that focuses on professional development to promote a student’s readiness to work

Description: The program would match students to a menu of opportunities on and off campus to practice their skills and learn workplace competencies to make them more marketable. This would occur through on- and off-campus internships, soft skills courses to teach professionalism, and mentor relationships.

The short-term goals are to inventory current internship opportunities both on and off campus and establish partnerships. Mid-term goals are to train intern providers and engage with private/public companies. Long-term goal is to connect internships to full-time employment.

Value(s) Addressed:
- Empowering students for success

Strategic Priorities Addressed:
- Be a leader for learning, working and playing
- Connect learning to impact
- Amplify research and creative activities
- Embrace diversity as an asset
Possible 2030 Headline: CSULB’s Work to Learn Program is Considered Best Practice for Universities Globally.

Opportunity #3: A centralized hub to connect students with community and business partners
Description: The world of work is so rapidly changing that our students may not be fully prepared for the jobs of the future. Businesses also complain that students do not have the soft skills they need to be successful in the jobs of today or tomorrow (critical thinking, leadership, emotional intelligence). It can also be challenging for students to articulate the value of their degrees in a language employers can relate to. One way to bridge these gaps is to connect our students to the community and business partners through a centralized hub on campus. This hub would serve as an entry point to leverage relationships, emphasize the importance of student-community partnerships, and build a bridge to help students develop the soft skills they need for the world of work. This effort would be a win-win for both students and the community.

Short-term goals of would be to establish an inclusive body of people working together to create the hub and to reimagine current campus structures through creating an inventory of internal and external practices, streamlining procedures, and cultivating community partnerships. Mid-term goals would be to diversify activities of the hub to different types of community partnerships such as student-community projects and gig-work. Long-term goals would be to serve as a national model that is replicated by other institutions.

Value(s) Addressed:
- Empowering students for success

Strategic Priorities Addressed:
- Connect learning to impact, design a culture of campus collaboration

Possible 2030 Headline: CSULB Win-Win Campaign Recognized as a National Model for Connecting Students to the Community

Opportunity #4: CSULB Workforce Promise ensures all students obtain apprenticeships
Description: Currently, there is a disconnect between theoretical learning and workplace skills. Many college graduates are displaced workers with emotional needs and rising student debt. There is also a divide between technological advancements in delivering education and measuring its outcomes and links to useable skills in the workforce. CSULB could create a center and implement practices that help to better connect students to the workforce through apprenticeships. Specifically, the center could establish partnerships that ensure all students who enter CSULB as part of the LB College Promise are also guaranteed apprenticeships in local businesses.

Value(s) Addressed:
- Empowering students for success
- Advancing the public good
Strategic Priorities Addressed:
- Connect learning to impact

Possible 2030 Headline: Workforce Promise Emerges as New Model after the Burst of the Student Debt Bubble

Opportunity #5: Connect students with workplace mentors
**Description:** CSULB can partner with employers and alumni to provide students with a workplace mentor. CSULB can also offer professional development to employers and alumni to update skills in this global ever-changing world. Currently, employers who take international students for internships have to write reports to show connection to student work with learning. This practice can be extended to all students. This would connect students to the community (businesses, government agencies, health industry, etc.) and provide real-life applications that keep students engaged in their fields.

Value(s) Addressed:
- Empowering students for success

Strategic Priorities Addressed:
- Connect learning to impact

Possible 2030 Headline: 95% of CSULB graduates have integrated work experiences related to their fields

Opportunity #6: A rotating global internship program that sends students abroad and brings exchange students to campus
**Description:** Develop a rotating internship program where students spend three separate semesters abroad (counting Summers and Winters as semesters), with each of these in a different country. The university can develop sister campus relationships with 3 to 5 universities across the globe and host internship exchanges. While at the foreign universities, students can work part-time in local businesses. Upon graduation, students would have a strong resume, a better understanding of foreign cultures, and connections around the world. On the other hand, local students would also benefit by being exposed to the perspectives incoming exchange students bring with them from their home countries. With the International Ports of Long Beach and Los Angeles being major regional employers, exposure to foreign cultures and business models will be a major asset to graduates.

Value(s) Addressed:
- Advancing the Public Good

Strategic Priorities Addressed:
- Embrace Diversity as an Asset
Possible 2030 Headline: New Graduates Bring Broad International Perspective to Local Employers

Opportunity #7: CS(YO)ULB: High-Impact 3rd Year for all CSULB Students
Description: The idea is to develop a 3rd year experience for all CSULB students. Students may choose from a menu of high-impact practices such as internships, community service, study abroad, student government, research with faculty, alternative Spring break, and/or a professional practicum. This 3rd year experience would be a signature feature of what it means to attend CSULB.

The Short-term goals are to develop the menu of options, many of which already exist, and to expand the offerings. Mid-term goals would include a publicity campaign to all high school and community college feeders to let them know about the signature Long Beach State 3rd-year experience. Long-term goal would be to create a one-stop shop where all information can be gathered and the various placements for students are coordinated.

Value(s) Addressed:

- Advancing the public good
- Empowering students for success
- Upholding social justice and equity

Strategic Priorities Addressed:

- Connect Learning to Impact

Possible 2030 Headline: HIPS (High-Impact Practices) are HIP!

Opportunity #8: Offer flexible degree programs to expand access to professionals and groups in the community
Description: We should explore ways to offer flexible degree and certificate programs to employers and local community groups. By doing so, we could build connections to the community and provide access to learning for currently excluded groups.

The idea here is to explore means by which to offer flexible degree and certificate programs to employers and local community groups. In doing so, we build connections to the community and provide access to learning for currently excluded groups.

The Short-term goals are to establish connections with the community to see what the needs are in terms of skill development and also the interested in what kind of certifications and degrees are desired. Mid-term goals would be to establish an office and director positions to serve as the one-stop shop for employers and groups looking to link themselves with the university. Long-term goals are represented by the idea of how great it would be to graduate hundreds, if not more, port workers in programs that develop their skills, enhance their opportunities at work, and create a meaningful presence for the campus in the community.

Value(s) Addressed:

- Advancing the public good
Empowering students for success
Upholding social justice and equity

Strategic Priorities Addressed:
- Connect Learning to Impact
- Expand Access to Learning

Possible 2030 Headline: 1000th Port Worker Completes BA through CSULB’s Flex-to-Degree Program

Opportunity #9: Expand access to more students by converting the campus to two schedules or developing a satellite campus

Description: The goal of this program is to expand access to 15,000 additional students by offering alternative scheduling programs, such as nights and weekends, or to convert the campus into two schedules: a Monday through Wednesday campus and a Thursday through Saturday campus. Additional suggestions include developing more online programming and developing a satellite campus in downtown LB.

The Short-term goals are to assess our capacity for expanding our online offerings and for our campus facilities. How well-situated are we for expansion in these areas? Mid-term goals include exploring the demand for dual-enrollment programs with the local high schools. Is this a direction for the campus, given that it will require additional administrative resources? Long-term goals would be to serve at least 15,000 additional students. This would help our financial resiliency and serve the public good.

Value(s) Addressed:
- Advancing the public good
- Upholding social justice and equity

Strategic Priorities Addressed:
- Become Financially Resilient
- Connect Learning to Impact
- Expand Access to Learning

Possible 2030 Headline: CSULB opens doors to 15,000 additional online and remote students.

Opportunity #10: Create a new Beach College that offers competency-based, flexible, self-designed degree pathways.

Description: The idea is to create a new college that is competency-based, flexible, engaged in the community, focused on learning (not just degrees) and features self-designed degree pathways that emphasize the practical and intellectual development of each individual student. Give credit for real-life experiences and help shape individualized programs. This will open up the university to underserved groups like veterans, business professionals, and those who have taken some college, but have not completed their degrees. At Beach College, they can complete their degrees in meaningful ways.

The Short-term goals are address the various non-traditional constituencies. Mid-term goals include identifying space, perhaps a new building, to house the college. Long-term goals include training staff
and faculty to serve these unique populations. Faculty will assist in the development of curriculum and assessment of credit to be given for life/work experiences.

**Value(s) Addressed:**
- Advancing the public good
- Empowering students for success
- Upholding social justice and equity
- Leading a culture of innovation

**Strategic Priorities Addressed:**
- Become Financially Resilient
- Connect Learning to Impact
- Expand Access to Learning

**Possible 2030 Headline:** No pomp. Just circumstance: Beach College returns CSULB to its roots.

**Opportunity #11: Open a satellite campus in downtown LB**

**Description:** CSULB should open a downtown campus that offers professional programs with 24-hour tutoring and advising for first-time freshmen.

The **Short-term goals** are to identify a location downtown and develop funding solutions. In addition, we will begin soliciting vendors for online tutoring and advising programs and begin test-piloting. **Mid-term goals** are to break ground and gather community groups and employers to assess the kinds of programs that are desired. **Long-term goals** include an advisement program where 50% of advising is done online. In addition, we will open several two-year professional and certification programs that address the needs of the downtown community.

**Value(s) Addressed:**
- Advancing the public good
- Leading a culture of innovation

**Strategic Priorities Addressed:**
- Become Financially Resilient
- Connect Learning to Impact
- Expand Access to Learning

**Possible 2030 Headline:** CSULB opens downtown satellite campus.

**Opportunity #12: Develop a formalized Gap Year to improve student retention and degree completion**

**Description:** Students who are underprepared at CSULB could benefit from an exploration year to help them catch up with missing deficiencies. During the gap year, students could take courses at a community college (CC) and explore career options. If during the gap year, students plan to remain at CC, they could earn an Associate Degree with reverse articulation; hence, the credits taken at CSULB would count toward the Associate Degree. This gap year could be accommodated within the CSULB
Education Leave policy. The key strategy in this effort is to create an office at CSULB and a partner CC that is charged with developing pathways for taking courses at CC, connecting to Linked Learning Opportunities, pursuing Community Service activities, etc. to formalize placement and tracking of students.

The **short-term goals** are to seed fund offices both at CSULB and CC, develop policies, and create partnership agreements. **Mid-term goals** are to seek external funding in partnership with CC and develop a pilot program. **Long-term goal** is to seek permanent funding from CO or though legislature to support the idea of increasing credential achievement via formalized Gap Year.

**Value(s) Addressed:**
- Empowering students for success

**Strategic Priorities Addressed:**
- Expand access to learning

**Possible 2030 Headline:** CSULB graduates close to 90% of students with a bachelor degree or associate degree.

**Opportunity #13: College Your Way: Customized learning programs for a student’s interests, goals, lifestyle and pace through micro-degrees, certificates, badges, and alternative tracks**

**Description:** CSULB would develop programs with varying content, length, and modality from which students can choose to fulfill their goals in all stages of life. For example, programs may be 4 weeks and result in a certificate, may be 8 weeks delivered online, may be introductory classes not requiring formal admissions, may mix and match programs/disciplines/courses to create their own degrees. Some programs could be exploratory or some hyper-focused. Customized student learning will result in higher completion rates because students are able to decide the type and method of learning and complete their program of choice. Additionally we will attract more diverse learners because they will find programs that suit their needs in modalities that make learning more accessible.

**Short term** we need to challenge traditional content and methods of awarding degrees and identify where we can offer customized program. **Mid-term** we need to develop the content of these programs. In **2030** students will be able to customized their educational content, length, and modality to suit their needs and completion rates will be at 100%.

**Value(s) Addressed:**
- Empowering students for success

**Strategic Priorities Addressed:**
- Expand access to learning
- Be a leader for learning, working, and playing
Possible 2030 Headline: CSULB ‘College Your Way’ Graduates 100% of Students!

Opportunity #14: Encore Careers: CSULB consciously creates programmatic ways to connect to Baby Boomer populations

Description: Engage baby boomers to generate additional sources of income, improve mental health of the surrounding population, mentor other students and influence education policy. Offer programs of varying length and content that support encore careers. Engage alumni in teaching and mentoring opportunities that bring them back to campus and facilitate interactions with students and administration for inter-generational experiences. Grow advocates by connecting to hearts and minds of aging population, who is also an active voting group.

Short term CSULB should create programs targeted for encore careers and ways to bring multigenerational experiences to the classroom. Mid-term we can launch a campaign to attract the aging population, both as new students and returning teachers and mentors. In 2030, CSULB will have a high % of students (and tuition) coming from non traditional, aging learners.

Value(s) Addressed:
- Advancing the public good

Strategic Priorities Addressed:
- Become financially resilient
- Expand access to learning

Possible 2030 Headline: Baby Boomers Return to CSULB with a Mission – Lifelong Learning!

Opportunity #15: Allow students to build their own degrees

Description: There would be no colleges or departments at CSULB. Instead, students would pick thematic areas they would like to study and build their own degrees. It would be a natural evolution of common core, which is taught in K-12 schools today. All programs will be converted into just-in-time, interdisciplinary learning communities that students can opt to take part in. Degrees would adapt to evolving market conditions and be flexible to meet student and workforce needs.

Short term, infrastructure created to engage faculty, gauge enrollment, and increase financial support through fundraising. Thematic programs built in collaboration with community partners and piloted. Mid term, more programs are piloted, more students enrolled, and corporate partnerships established. Long term, all program are converted into just-in-time inter-disciplinary opportunities.

Value(s) Addressed:
- Leading a culture of innovation
- Empowering students for success

Strategic Priorities Addressed:
- Expand access to learning
Opportunity #16: Enroll 500,000 students for fall 2030 through online learning
**Description:** Online learning enables remote instruction, freeing up physical resources and parking. CSULB could expand LMS to allow for significant increases in online instruction. Campus faculty and students expect remote learning in 2030 and 5G network availability enables that. CSULB student population can go international because students can participate from anywhere in the world.

**Short term,** the campus establishes aggressive online learning initiative and technology resources and courses increase to accommodate students. **Mid-term,** CSULB engages with corporate sponsors to provide 5G enabled devices with acceptance to university. **Long term,** CSULB spearheads common LMS university system.

**Value(s) Addressed:**
- Leading a culture of innovation

**Strategic Priorities Addressed:**
- Expand access to learning

Opportunity #17: Create modular badges that allow for more customized learning to earn a certificate or degree
**Description:** CSULB would restructure our degrees using modular badges, which reflect deep learning in a particular skill set. This new system would be content and time flexible, allowing and promoting students to return if they experience a career change. Students and alumni would be able to count on CSULB for their lifelong learning to gain new badges that lead to a certification and/or degree.

The **short-term goal** is to begin to engage all stakeholders in the process including accreditation organizations, state legislators and our campus community to change the curricular process to be leaner, faster and more nimble. This would include the process of how to dissemble the old traditional model. **Mid-term goals** are to write modules while we also train faculty and educate stakeholders to begin the process of assembling the new and dissembling the old. We would reach out to employers to engage and educate them on our new model. During this period we would also begin to change what re-admissions looks like at CSULB. **Long-term goal** is to have created and defined the badges, certifications and/or degrees and continue to educate and evaluate our programs.

**Value(s) Addressed:**
- Empowering students for success
- Promoting intellectual achievement

**Strategic Priorities Addressed:**
- Expand access to learning
- Amplify research & creative activities
- Embrace diversity as an asset
- Connect learning to impact
Possible 2030 Headline: CSULB Modular Programs Empower Students to Reach their Dreams.

Opportunity #18: Tackle grand challenges collaboratively as a campus
Description: Grand challenges can include income inequality, ethical implications of robotics, and disaster recovery & preparedness. We should have more campus collaboration with students, staff, and faculty to address matters that impact the public good. This would empower people to think in real-world terms and in a forward-looking solution focus. There can be sub-themes and new majors developed, but this would be more than just academics, and projects may go beyond the campus to collaborate with external partners. We should look for ways to transform the first-year experience and possibly change general education to incorporate grand challenges.

Value(s) Addressed:
- Empowering students for success
- Advancing the public good
- Promoting intellectual achievement

Strategic Priorities Addressed:
- Design a culture of campus collaboration
- Connect learning to impact

Possible 2030 Headline: CSULB Tackles Tech Inequality.

Opportunity #19: Create a BEACH 2030 Challenge Course
Description: Students desire practical experience that links their degree to their future. The campus has many underutilized opportunities on-campus for turning the “work” of the campus into practical learning experiences for its students. For example, why not have students take part in helping to build new buildings on-campus, or tackle cultural and social issues that impact CSULB, or serve in media and advertising roles for the Beach. The opportunities are endless. A BEACH 2030 Challenge Course could offer internships in these and many other exciting areas so that students could enroll and work with staff, faculty, and industry experts to innovate on behalf of CSULB. GE credit could be given as part of this course.

An example of how this course could work is in planning to build a hotel on campus. Short-term goals of a Beach2030 Challenge Course would be to engage student interns in identifying project needs and industry partners. Mid-term goals would be having student interns design the hotel and preparing RFPs. Long-term goals would be to involve student interns in supporting marketing and event planning for the hotel.

Value(s) Addressed:
- Leading a culture of innovation
Empowering students for success
Advancing the public good

Strategic Priorities Addressed:
- Connect learning to impact

Possible 2030 Headline: CSULB Turns Learning into Action with Beach2030 Challenge Course

Opportunity #20: An innovation lab specifically focused on student success
Description: Students, staff, and faculty are able to use the lab to develop their own ideas related to solving student success issues to fruition. Student Success Innovation Lab incorporates advanced tools to allow students to develop technologies and innovative practices. Students get hands on experience and real-world skills. Opportunities will exist for faculty mentorship and local industry partnerships. Annual competitions encouraging and recognizing high-potential ideas will be held.

Short term, infrastructure of the lab built, including staffing, space, technology and publicity for the lab will launch. Mid term students, staff, and faculty will be using the lab to develop ideas related to student success. Long term CSULB has a full scale innovation lab, partnering with the community to solve student success issues.

Value(s) Addressed:
- Leading a culture of innovation
- Empowering students for success

Strategic Priorities Addressed:
- Connect learning to impact

Opportunity #21: Develop an “Idea Farm” to bridge theoretical, applied, and transactional research
Description: The research, scholarship, and creative activities at CSULB tend to constrain the ways in which scholars engage their fields and community. The “Idea Farm” would be a concept to build an ecosystem for theoretical, applied, and transactional research to come together in new framework that is fed by academic freedom and scholarly passions.

The short-term goal is to create an organization to coordinate this new ecosystem and serve as the infrastructure. In this phase we should review existing efforts at CSULB and among our partners. Develop a 501c3 organization outside the constraints of the CSU policies, if appropriate. Mid-term goals are to create an infrastructure for the “Idea Farm.” This might include Urban Farm involving Health Science, Life Science, Engineering, and Public Policy; Zero-Emission Smart City Labs involving Computer Science, Planning, Social Science; or other emerging trans-disciplinary areas. Long-term goal is to promote interdisciplinary scholarly work and grant opportunities.

Value(s) Addressed:
- Empowering students for success
Promoting intellectual achievement

**Strategic Priorities Addressed:**
- Amplify research & creative activities
- Design a culture of campus collaboration
- Leading a culture of innovation

**Possible 2030 Headline:** CSULB Idea Farm inspires next generation to think big.

**Opportunity #22:** Develop a “Global Issues Initiative” to incentivize interdisciplinary research with international partners on large global challenges.

**Description:** Global Issues Initiative will bring faculty researchers together on large global challenges, such as homelessness, water, environment, mental health, etc. This would create an opportunity to attract external funding. This initiative will connect CSULB faculty and students with the local community, as well as international researchers.

The **short-term goal** is to create an organization to coordinate this initiative. Develop a steering committee, identify current research leaders, and establish partners. Identify a leading priority area, such as homelessness or other significant area. **Mid-term goals** are to explore opportunities beyond academic units in government and non-profit partners. Establish partnership with City of Long Beach, and other international cities, such as San Paolo, Brazil if the focus is on homelessness. **Long-term goal** is to establish strong position on a few leading areas.

**Value(s) Addressed:**
- Empowering students for success
- Advancing the public good
- Promoting intellectual achievement

**Strategic Priorities Addressed:**
- Amplify research & creative activities

**Possible 2030 Headline:** Tackling homelessness is the leading focus for Global Issues Initiative at CSULB.

**Opportunity #23:** Implement a Collaboration Hour to encourage cross-division discourse and collaboration

**Description:** Collaboration hour would be a programmed hour, consistent and open to all, intentionally programmed to allow for cross division collaboration. It would provide an opportunity to break siloes and a communication line to become knowledgeable across divisions. This also allows for cross promotion of involvement. The collaboration hour would be scheduled weekly or monthly to prohibit classes, meetings, and assignments from being scheduled. This effort would encourage students, faculty, staff, and administrators to step outside of their focus.
The **short-term** is to begin campus-wide programmed hour with involvement that would include input from the campus community. **Mid-term** is to identify campus-wide common hour in our class scheduling. **Long-term** is to have all five divisions adopting the common hour.

**Value(s) Addressed:**
- Leading a culture of innovation

**Strategic Priorities Addressed:**
- Design a culture of campus collaboration

**Possible 2030 Headline:** LBSU Finds Success in Integration of Common Hour Across Campus.

**Opportunity #24: Reorganize existing offices that support staff development into a centralized Office of Institutional Innovation**

**Description:** To promote a culture of innovation, this idea involves reorganizing existing professional development activities for staff under the framework of personal innovation, which would extend to workplace innovation. To support this vision, we would need an office dedicated to promoting and supporting staff-led innovation. Staff Council in collaboration with Human Resources Management could develop programs and incentives to support staff-led initiatives that promote institutional priorities and values. If successful, this office would create a space for all constituents to come together and solve challenges that matter most to make CSULB a desirable place to work.

The **short-term goal** would be to develop opportunities for staff within units to devote time to innovation and personal development. This could be Dean/AVP/VP or other leadership supported initiatives within specific units. This would be an initial step for promoting a culture of innovation in the context of personal development at the unit level. **Mid-term goal** would be to develop an office dedicated to Institutional Innovation. This could be a reorganization of the existing office for Staff Training and Professional Development within Human Resource Management. This would also be an opportunity to reconsider the description of employee development in the Position Description (PD) template and in the Employee Review template to include workplace innovation. **Long-term goal** would be develop and support an infrastructure to promote a culture of innovation among staff. This could be an endowed office dedicated to empowering staff innovation and personal development.

**Value(s) Addressed:**
- Leading a Culture of Innovation

**Strategic Priorities Addressed:**
- Design a culture of campus collaboration

**Possible 2030 Headline:** CSULB become the most desirable place to work.
Opportunity #25: Create an app that connects need with supply

**Description:** CSULB develops an app, called Pyramid Power, in which CSULB students, staff, and faculty are part of a closed network in which individuals can contribute to a need of the CSULB community. Students, staff, or faculty post a need, such as ‘Need dinner for tonight’, and anyone in the CSULB community can volunteer to meet the need. Needs can include food, shelter, tutoring, transportation, etc.

**Short term,** the app is developed and publicized, ensuring it is secure only to the CSULB immediate community. Tasks and ownership are developed and existing resources, such as food pantry, counseling services, etc inventoried. Infrastructure established, such as space, team, and financial support. **Mid term,** Pyramid Power needs met reach 10,000 a week with over a million users. Pyramid Power is recognized by Governor of CA. **Long term,** Pyramid Power is solving food insecurity and homelessness at CSULB and other campuses are using it across the country. Google wants to buy Pyramid Power for a lot of $$$!

**Value(s) Addressed:**

- Advancing the public good

**Strategic Priorities Addressed:**

- Design a culture of campus collaboration

Opportunity #26: Create a community pairing program to solve housing insecurity

**Description:** A program is developed to match students who are housing insecure or who are getting priced out of the local housing market with those in the community who have a room in their house they would be willing to provide for free (with tax deduction), at below-market rates, or in exchange for services. A central office on campus for “housing alternatives” could seek housing providers, then filter student applicants for those that would be a suitable match. Filtering for matches could be aided through the use of applicant and provider videos. The benefits of such a program could go beyond housing and financial incentives. The housing providers could be elderly and in need of a young person to help with chores or meals and they in turn could provide a source of guidance and stability for young people whose lives may need this. The housing providers could be Alumni who want to stay in touch with the younger generation or to give back to a school that helped them succeed.

**Value(s) Addressed:**

- Advancing the Public Good

**Strategic Priorities Addressed:**

- Expand Access to Learning, Become Financially Resilient

**Possible 2030 Headline:** Home is where the (CSULB) Heart Is
Opportunity #27: Use technology to match students with peer mentors to foster a sense of belonging

**Description:** CSULB would develop a gamified peer mentor app to match new first-year and transfer students with peer mentors with similar interests to create a sense of belonging. The matching would occur through the app but there would be opportunities for face-to-face connections.

**Short term goal** we need to develop the app. **Mid-term goal** ensure students are utilizing the tool and benefiting from the experience. **Long-term goals** modify the app to remain relevant to student needs.

**Value(s) Addressed:**
- Empowering students for success

**Strategic Priorities Addressed:**
- Embrace diversity as an asset
- Expand access to learning
- Design a Culture of Campus Collaboration
- Be a leader for learning, working, and playing

**Possible 2030 Headline:** CSULB’s Gamified Peer Mentor App, Beach Bot, Works to Expand Access and Make California’s Diverse Student Population Realize How Much They Bring to the Beach.

Opportunity #28: Family and Community Center that provides services to students, faculty, and staff on campus

**Description:** This is an opportunity to reorganize the existing activities or centers to bring greater resources to support families in the region, and earn the recognition as a leader for family-centric activities. The support services could include childcare, cultural activities, expanded recreational activities, after school tutoring, and others. These opportunities will expand employment opportunities for CSULB students, faculty, and staff, and leverage campus facilities during evenings and weekends. The ultimate goal is to transform the campus into a learning and playing space for the families in the region in partnership with regional entities, such as YMCA, VA, and the City.

The **short-term goal** is to reorganize existing offices into one institutional-level office and pool existing resources to support this initiative. Seek partnerships with external agencies, College units, Athletics, and others. **Mid-term goals** are to develop and pilot programs to serve the community, identify niche programs, and leverage our incredible talent on campus. **Long-term goal** is to seek endowment to fund a named center.

**Value(s) Addressed:**
- Advancing the public good

**Strategic Priorities Addressed:**
- Be a leader for learning, working, and playing
Possible 2030 Headline: With Jane Doe Center for Family & Community, CSULB becomes a model for family centric campus.

Opportunity #29: A centralized Center for Community & Cultural Affairs that houses all cultural events on campus and builds community relationships

Description: Create a center that facilitates all cultural activities on campus, which includes coordinating and promoting all cultural events through one place, building community cultural relationships, and educating university constituents on all things cultural. This would encompass recruiting and training diverse faculty, as well as providing training and learning activities for campus staff/faculty/students and community members. Also encompasses building cultural awareness and knowledge into curriculum and creating student cultural experiences, such as workshops and internship opportunities.

Short term, CSULB would establish a center and take an inventory of existing cultural experiences and learning opportunities. Mid-term, the Center would act as the hub for all cultural activity, including promoting, educating, and fostering cultural awareness. In 2030, the Center for Community & Cultural Affairs will be preparing students for life after college, both professional and personal, by enabling a rich cultural experience through their college career and beyond.

Value(s) Addressed:
- Empowering students for success

Strategic Priorities Addressed:
- Embrace diversity as an asset

Possible 2030 Headline: A Beacon of Diversity Shines in Long Beach

Opportunity #30: Center for Inclusive Excellence to attract cultural events to campus

Description: CSULB hosts several cultural events throughout the year, such as Special Olympics, Native American Dance Celebrations, and others. However, none of these are organized with a unified vision to maximize visitor engagement or to consider these as revenue generating opportunities. A new vision would be to expand and coordinate similar cultural and diversity events throughout the year to maximize participation, develop opportunities to generate revenue and sponsorship, and become a regional center celebrating diversity. The new programs could engage faculty, students, and community. These programs should offer more inclusive views of what it means to be diverse. Students could earn a minor in Diversity Studies by engaging in these activities. Besides cultural events the programs could target issues such as aging, poverty, disability, single parent support, etc.

The short-term goals are to seed fund an office of Inclusive Excellence in an off-campus location to maximize partnerships with the community and the region. Mid-term goals are to seek external funding in partnership with Long Beach City and regional partners to host diversity and cultural events on campus and in the community. Long-term goal is to become self-sustaining.
Value(s) Addressed:
- Upholding social justice and equity

Strategic Priorities Addressed:
- Embrace diversity as an asset

Possible 2030 Headline: CSULB graduates 500th Diversity Studies Minor – The Center for Inclusive Excellence is recognized for regional events.

Opportunity #31: Develop a series for students, faculty, staff, and community members to get to know CSULB

Description: Design a series of means by which employees, students, and community members better understand how the university works while creating a shared sense of belonging and community. Features would include onboarding videos for employees and students explaining all aspects of how the university functions, a renewed emphasis on establishing cross-divisional project teams to address campus needs, shadow days where students and employees learn about each other’s lives, and centralized 24-hour advising services with Bots.

The Short-term goals are to begin the process of centralizing campus advising and to identify areas of need for cross-divisional teams. Mid-term goals include an onboarding series of videos for students, faculty, staff, and community members. Long-term goals include developing a campus and city-wide communication campaign about all of the services that are available to learn about how the university operates and the opportunities it offers.

Value(s) Addressed:
- Advancing the public good
- Empowering students for success
- Leading a culture of innovation

Strategic Priorities Addressed:
- Design a Culture of Campus Collaboration

Possible 2030 Headline: CSULB President Unveils, “BEACH 2030 Know Your University Campaign”

Opportunity #32: Provide activities and learning opportunities for the Long Beach community at CSULB

Description: The idea is to explore means for making the LBSU campus a destination for members of the community. This would be done by expanding access to low-cost learning, such as the OLLI Program, offering low-cost events in sports, music, and entertainment, making parking free on weekends, creating apps with guided tours of the campus featuring art walks and campus sustainability efforts, and hosting more events of interest to the members of the community.

The Short-term goals are to establish a CITY DAY on campus where city organizations and related campus organizations host public events (with food trucks and activities for children) thereby maximizing facility usage. Mid-term goals would be to create more weekend programs with certificates
in a variety of areas where faculty have expertise. **Long-term goals** would be the establishment of regular traditions that celebrate the diversity of the city and campus and bring people together, and to do so in a way that pays for itself through public private partnerships.

**Value(s) Addressed:**
- Advancing the public good
- Leading a culture of innovation

**Strategic Priorities Addressed:**
- Be the Regional Hub for Learning, Working, and Playing
- Embrace Diversity as an Asset
- Connect Learning to Impact
- Expand Access to Learning
- Design a Culture of Campus Collaboration

**Possible 2030 Headline:** CITY DAY at Long Beach State!

**Opportunity #33:** Make CSULB a local destination point for community members and travelers by hosting activities in arts, sciences, sports, etc.

**Description:** The campus has potential in many areas that can be developed to increase its value to the community. The community will want to support the campus in return. We have unique concentrations of talent in the Arts, Sports, Sciences, etc. We need to make use of these by developing events and activities that would draw the public to our campus. Science education and developing the shark lab is one example. Developing a hotel and also an event center on campus are others. Events and activities need to be developed that will draw the community in (market research) and they need to be promoted and advertised more. When the community sees us as an asset they will want to support us more.

Transportation, and in particular the perceived shortage of parking spaces, needs to be addressed. This can be done with the use of temporary parking during peak periods and a system (app) to locate where vacant parking spaces exist. Free parking for events should be considered. Classes need to be spread out to utilize Fridays and Saturdays. Food options need to be improved. This can be done utilizing food trucks. We need to develop what the community wants and needs and eliminate the barriers that keep them out. Student involvement and employment opportunities need to be a part of every event.

**Value(s) Addressed:**
- Be a leader for learning, working, and playing
- Become financially resilient

**Strategic Priorities Addressed:**
- Be a destination for learning, working and playing
- Become Financially Resilient

**Possible 2030 Headline:** CSULB Rated #1 Destination in Long Beach for Travelers and Locals Alike
Opportunity #34: Establish “Enlightening Evenings” that bring community members to CSULB for intellectual conversations  

Description: The idea is to establish a regular series of intellectual conversations/presentations by academic celebrities – individuals widely known in their fields – to enhance the intellectual cashé of the campus.

The Short-term goals are to establish Enlightening Evenings once per semester with kick-off events. Survey students and staff about who they would love to see come to campus. Mid-term goals include increasing frequency to once per month during the school year and making it a fun event with music, food trucks, activities for kids, etc. Long-term goals are to make our faculty and students the intellectual stars by featuring them as the stars of the evenings where they teach a lesson or present on their research. CSULB becomes the place for a night out to experience intellectual stimulation.

Value(s) Addressed:
- Advancing the public good
- Empowering students for success
- Promoting intellectual achievement

Strategic Priorities Addressed:
- Amplify Research & Creative Activities
- Be the Regional Hub for Learning, Working, and Playing
- Expand Access to Learning

Possible 2030 Headline: Enlightening Evenings Bring Stars to CSULB

Opportunity #35: Develop a single University Corporate Partnership Office in downtown  

Description: CSULB lacks a university-level corporate office to seek strategic partnerships. There are corporate partnerships at the college-level and within some of the units. However, these do not leverage the institutional vision or the larger institutional assets. Developing a single office targeting large corporate partnership is essential for long-term financial resilience.

The short-term goal is to establish an office downtown with either seed funding or with support from the City or the region. Mid-term goals are to develop partnerships to attract resources and support for campus priorities. These could include cultural centers, hotel, restaurants, and others that could leverage our strategic location between LA and Orange County, and our assets including student popularity, real estate, and reserve funds. Long-term goal is to become a revenue-generating unit for the campus.

Value(s) Addressed:
- Advancing the public good

Strategic Priorities Addressed:
Possible 2030 Headline: CSULB celebrates the opening of a student-run hotel and conference center focused on whole food and sustainable living in partnership with SpaceX and Long Beach Port Authority.

Opportunity #36: A centralized Center for Partnerships to build strategic relationships with public and private partners

Description: Build strategic relationships with public and private entities through a Center for Partnerships. Currently there is not a central location to refer, build, foster, and leverage partnerships. A centralized approach to building partnerships will allow the university to leverage existing and future partnerships by understanding the scope of current activities and the potential of future activity. For example, the Navy sold CSULB land at the Long Beach Port very, very cheap. What other opportunities are there for the university to gain from the Navy? How can we build that partnership into a mutually beneficial relationship to acquire more goodwill, assets, and capital in the future? It could be that several departments on campus are working with an entity from different angles, such as fundraising, curriculum, and internships. A central partnership hub would allow us to bring together disparate efforts for bigger gain.

Short term, CSULB can develop infrastructure and staffing for a center and take an inventory of the current relationships and partnerships. Mid-term we can expand partnerships to bring in more funding, improve curriculum and create applied learning opportunities for students. In 2030, CSULB will self-sustaining from funding sources resulting from strong, thriving private and public partnerships.

Value(s) Addressed:
- Leading a culture of innovation

Strategic Priorities Addressed:
- Become financially resilient
- Design culture of campus collaboration

Possible 2030 Headline: CSULB No Longer Relies on State Support!

Opportunity #37: Create a University Taskforce on Financial Resiliency

Description: Presently, there are many barriers (both internal and external) to generating revenue and cutting costs at the Beach. This includes internal process barriers, costs of doing business (both internal and external), and a culture of “living within what we are given” (versus seeking independent revenue). The campus would benefit from a taskforce charged with breaking down these barriers in order to generate more revenue and decrease costs. This taskforce would seek to:

1) Streamline paperwork, procedures, and bureaucracy around revenue generation and cost cutting
2) Educate faculty and staff on how to think in an entrepreneurial way about decreasing costs and generating funds
3) Identify new models of partnerships outside of CPIE for generating revenue, and
4) Establish incentives and recognition across campus for ideas that bring more financial resiliency to CSULB.

Value(s) Addressed:
☐ Leading a culture of innovation

Strategic Priorities Addressed:
☐ Become financially resilient

Possible 2030 Headline: CSULB Leads CSUs as a Model of Financial Stability

Opportunity #38: Turn in-house expertise into revenue to solve problems for CSULB and the community
Description: The University should provide expert consulting and innovation for local industrial challenges. Students earn real world experience solving problems while companies pay for answers. By adopting a start-up mindset, CSULB can create funding out of solving problems and capitalizing on opportunities in the community. An office of interdisciplinary solutions will connect local industries with faculty experts who can help them address current challenges. This central office acts like a general contractor to assemble interdisciplinary teams of faculty and students who take on contracts to solve challenges for local businesses. Students obtain more employable experience, faculty gain knowledge and public cache, the community gets problems resolved, and CSULB makes money, all while fulfilling our educational mission.

Short term CSULB will establish an office of Interdisciplinary Solutions, including staffing and charter. 
Mid-Term the office of Interdisciplinary Solutions is building relationships in the community with public and private entities, as well as familiarity with faculty expertise. In 2030, entities will be funding teams through CSULB to solve real problem.

Value(s) Addressed:
☐ Advancing the public good
☐ Empowering students for success

Strategic Priorities Addressed:
☐ Become financially resilient
☐ Connect learning to impact

Possible 2030 Headline: Startup Mindset leads to Financial Resilience at The Beach.
Opportunity #39: Establish public private partnerships to advance intellectual achievement

Description: Using faculty, staff, and student expertise to help community solve problems, address needs, and explain contexts. The university would develop a template for Public Private Partnerships where our campus would send faculty put into the community and local businesses to lend their expertise.

The Short-term goals are to establish an Office for PPP and a template for such agreements. Mid-term goals would be to establish ten PPPs in the first five years and develop a communication and publicity plan to get the word out. Long-term goals would be to roll out what is essentially a university rolodex campus and community wide. This would include partnerships with major corporations, the city of LB, and small local non-profits.

Value(s) Addressed:
- Advancing the public good
- Empowering students for success
- Promoting intellectual achievement
- Leading a culture of innovation

Strategic Priorities Addressed:
- Become Financially Resilient
- Amplify Research & Creative Activities
- Be the Regional Hub for Learning, Working, and Playing
- Connect Learning to Impact
- Expand Access to Learning
- Design a Culture of Campus Collaboration

Possible 2030 Headline: Long Beach State Announces 100th PPP for Intellectual Achievement

Opportunity #40: Host an international delegation at CSULB for Olympics 2028 led by CPIE and Athletics

Description: This is an opportunity to attract international delegation and sponsorship funding to CSULB campus in preparation for LA Olympics in 2028. The goal would offer CSULB facilities (dorms, meeting spaces, and athletics facilities) to international delegations as training spaces and living quarters over the summers leading up to and during Olympics. The partnerships could also include cultural exchange and intellectual events in partnership with Colleges and communities in the region. The ideal delegation would be one that already has partnership with CSULB and with communities around Long Beach.

The short-term goal is to organize an office or unit within CPIE dedicated to this initiative. Form partnerships with selected international delegations. Develop regional and international sponsorship opportunities. Mid-term goals are to host the delegation at CSULB leading up to Olympics. Develop partnerships in the areas of athletics, intellectual achievements, cultural activities, and community engagements. Seek corporate and alumni support to institutionalize financial support for these activities, including funds to renovate dorms and other critical infrastructure. These funding opportunities could also come from the international agencies. Long-term goal is to formalize and strengthen international partnership and funding.
Value(s) Addressed:
- Advancing the public good

Strategic Priorities Addressed:
- Become financially resilient

Possible 2030 Headline: CSULB hosts Japanese delegation for 2028 Olympics.

Opportunity #41: “I belong at the Beach because” Campaign
Description: Launch a campaign about belonging that fosters community and inclusivity at the Beach. Students, faculty, and staff voices all expressing why they belong at the Beach. The goal is to increase sensitivity to the campus community’s diverse population and needs. Create mentoring programs with peer-to-peer programs and credit earning activities related to stamping out implicit bias and attracting all kinds of learners, staff, and faculty to CSULB. Build diversity education into course curriculum.

Short term CSULB can introduce this mindset to the campus community through campaign visuals and publicity and survey the campus community to assess gaps and areas of needed improvement. Mid-term faculty, staff, and students can participate in diversity training and mentor programs (both as mentors and mentees), courses will encompass diversity training, and campaign/programs are extended to alumni and community. In 2030 the campus culture will be one of inclusivity and EVERYONE will see themselves as belonging at the BEACH.

Value(s) Addressed:
- Upholding social justice and equity

Strategic Priorities Addressed:
- Embrace diversity as an asset

Possible 2030 Headline: Everyone Belongs at the Beach!

Opportunity #42: Provide more opportunities for research/intellectual development to students and faculty
Description: Create ways for people to share talents and expertise. Create a culture of trust and non-competition to support interdisciplinary efforts and cross training. Develop tool for individuals to identify others with similar RSCA areas for collaboration. Maximizing collaboration cannot happen in an environment without trust and where there is competition for limited resources. Where there is trust and lack of competition, students would have more opportunities, advances on research/intellectual development, and build culture of innovation. Longer staff retention which would lead to reduction of loss of institutional knowledge.
The **short-term** is to develop and administer a campus climate survey. **Mid-term** is to refine the first survey and administer a second survey. **Long-term** is to administer third survey and develop longer plan for ongoing assessment.

**Value(s) Addressed:**
- Promoting intellectual achievement

**Strategic Priorities Addressed:**
- Design a culture of campus collaboration
- Amplify research & creative activities

**Possible 2030 Headline:** 2030 Campus Climate Survey Shows Highest Ever Levels of Trust and Collaboration.

**Opportunity #43: Build sustainable infrastructure**
**Description:** Build sustainable infrastructure that supports, encourages, and facilitates collaboration between faculty, staff, administration, and students. Technology integration. Resource & knowledge sharing. Interdisciplinary. Long-term goal is a culture of collaboration. Empower students. Improved services. Enabling & supporting culture of innovation.

**Value(s) Addressed:**
- Leading a culture of innovation

**Strategic Priorities Addressed:**
- Design a culture of campus collaboration

**Possible 2030 Headline:** CSULB Pioneers Integrated Data Management Platform.

**Opportunity #44: Redesign communication**
**Description:** Redesign communication to develop professional development and priorities. Faculty & staff group develop ideas on where department places priorities for next academic year. Create mechanism for ideas to filter up. Pave the way for inter-departmental collaboration to promote intellectual growth among faculty & staff. Create institute as Center Street and provide learning for all stakeholders. Everyone’s expertise is valued and shared and events reflect larger campus community. Enhance partnerships; break down silos (department & employee).

The **short-term** is to identify models of “shared governance within departments and present “Roadshows” around the campus. **Mid-term** is to create ambassadors to outreach on the success of the initiatives and solicit more groups for collaboration. **Long-term** is to develop a campus level collaboration framework and Academic Senate Committee on Collaboration.

**Value(s) Addressed:**
Leading a culture of innovation

Strategic Priorities Addressed:

- Design a culture of campus collaboration


Opportunity #45: Set benchmarks for faculty diversity

Description: CSULB students are diverse and Long Beach is one of the most diverse cities in the nation. CSULB has tremendous potential to attract and retain faculty that mirror this diversity through strategic efforts and benchmarks around faculty hiring and support. This key strategy is to address implicit bias at all levels of faculty engagement, from recruitment, to hiring, to professional development in order to build a campus community of faculty, staff, and administrators that are as diverse as our student population.

The short-term goals are campus-wide assessment and evaluation of faculty, administration, and staff demographics to assess for gaps in diversity, concluding with benchmarks and equity targets set in each of these areas. Also within the short term there should be mandatory implicit bias training. Mid-term goals would be to overhaul the faculty RTP processes to ensure they are meeting benchmarks and equity targets. Long-term goals would be to continue to assess impact, refine equity targets, and offer on-going implicit bias training.

Value(s) Addressed:

- Upholding social justice and equity

Strategic Priorities Addressed:

- Diversity as an asset

Possible 2030 Headline: CSULB President announces CSULB’s most diverse new faculty cohort yet.

Opportunity #46: Make CSULB a destination for first-generation students

Description: Increasingly the public and our students are questioning the value of higher education and the return on investment. The goals of this innovation are to have all 1st generation students graduate in 4-years and be gainfully employed upon exiting CSULB. This will have a dramatic social and economic impact for the region, and state. Thereby enhancing the value promise for our students and the state of California.

The short-term goals are campus-wide are to review of hiring practices, pilot cohort programs of diverse learning communities, revise mentoring and advising structures to include more PhD faculty, build business partnerships to create major to careers access for all students, and achieve 90% retention of first generation college students. Mid-term goals would be to enact 100% tuition waiver, have a robust program of paid internships through alumni and community partnerships, and provide students with work-based educational credit. Long-term goals are implementation and success in each of these areas.
Value(s) Addressed:

- Upholding, Promoting social justice and equity

Strategic Priorities Addressed:

- Embrace diversity as an asset
- Connect learning to impact
- Amplify research & creative activities
- Expand access to learning

Possible 2030 Headline: CSULB’s Employment Promise Helps Make CSULB a Premier Institution for 1st Generation College Students.

Opportunity #47: Establish a National Center for Innovations in Respectful Public Discourse
Description: We live in a pluralistic society and public discourse is fundamental to reaching consensus and allowing the democratic process to unfold. Americans are becoming more polarized and discourse is being viewed in a more and more negative light.

Value(s) Addressed:

- Advancing the Public Good

Strategic Priorities Addressed:

- Embrace Diversity as an Asset
- Create a Culture of Campus Collaboration

Possible 2030 Headline: Look Who’s Talking: National Figures Head to Colloquium on Respectful Public Discourse at LBSU

Opportunity #48: Provide a variety of assessments and pathways that match students with majors that would lead to greater satisfaction when students are in their careers
Description: Use assessment tools and pathways to help students identify the majors and minors that strongly match their interests, values and goals. With better alignment between strengths and interests to the majors, it’s projected that students would be more satisfied with their careers 5 years after graduating.

The short-term goals are to pilot matching tools and build partnerships with schools, the community and business. Mid-term goals are to launch the program based on data, refine partnerships and assess the tools. Long-term goal is to meaningfully assess the student trajectories and alumni career happiness.

Value(s) Addressed:

- Empowering students for success

Strategic Priorities Addressed:
Connect learning to impact
Be a leader for learning, working, and playing

**Possible 2030 Headline:** 100% of CSULB graduates are satisfied with their careers 5-years after graduating.

**Opportunity #49: Create a universal design for diversity**

**Description:** The idea is to establish a culture on campus that appreciates the power that all students, staff and faculty bring to campus. Students will engage in various courses and experiences to learn from others to identify the superpower/asset that they bring based on their strengths, identity, background, experiences and disciplines. This would include redesign of classrooms, growth mindset training for all members of campus, and competence development in understanding how to promote diversity.

The **Short-term goals** are to host a mini-conference with the theme of the “fluidity of the concept of diversity.” One panel could feature history’s greatest mistakes. **Mid-term goals** would include establishing a Student Affairs Director of Diversity who would be tasked with the **Long-term goal** of developing a diversity competency certification program. This would be available to all members of the campus and community.

**Value(s) Addressed:**
- Advancing the public good
- Empowering students for success
- Promoting intellectual achievement
- Upholding social justice and equity

**Strategic Priorities Addressed:**
- Embrace Diversity as an Asset
- Design a Culture of Campus Collaboration

**Possible 2030 Headline:** Students find their Superpower at the Beach!

**Opportunity #50: Develop a #BeachOne campaign to close the opportunity achievement gap**

**Description:** The university would align multiple units on campus to focus on the singular mission of closing the opportunity gap. This program would involve mentorship by alumni.

**Value(s) Addressed:**
- Upholding Social Justice and Equity

**Strategic Priorities Addressed:**
- Embrace Diversity as an Asset

**Possible 2030 Headline:** Beacon of social justice and equity shines in Long Beach.