



BEACH2030

# A ROADMAP FOR THE NEXT DECADE



CALIFORNIA STATE UNIVERSITY  
**LONG BEACH**

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## PRESIDENT'S MESSAGE

Dear Beach Community,

In 2018, CSULB embarked on Beach 2030, an ambitious planning project that would unite our university to face the unprecedented challenges of an onrushing future. Just two years later, rampant social injustice, economic disruption, and viral contagion have upended operations at institutions around the world. We could not have imagined how prescient our early preparations for Beach 2030 would prove.

The coronavirus pandemic has been called "our time in history." It is clear that our time will be defined by disruption from all sides, by pressures foreseen and crises unknown. I am inspired by how we have already leveraged our strengths and our history to rise to these challenges. We look to the future to fortify ourselves and to imagine how our incredible institution will evolve and continue to lead the nation in an era of transformation.

Our Beach 2030 vision embodies our commitment to intellectual achievement, equity, and service for the public good. It is a movement which includes our entire campus — students, staff, faculty, alumni — and our community partners. Through it, we position ourselves to be creators of the University's future rather than victims of relentless change.

Please join me in reaffirming our collective Mission, Vision, and Values, in embracing our ambitious 10-year 2030 Strategic Priorities, and helping our campus implement our near-term University Action Plans. Together we chart a bold new path that will unite our university, make us more resilient and empower us to shape an equitable future for our community and the world.

Go Beach!

President Jane Close Conoley

# Building on a Legacy

**In 1949, California State University, Long Beach began with a bold vision: a high-quality educational institution to serve a diverse population in a rapidly growing industrial region.**

The new California State College provided accessible higher education for many nontraditional and underserved learners, as these groups sought intellectual growth and skills to meet the demands of a modernizing workforce. By providing equitable access to highly valued degrees, the Long Beach campus soon became a destination for learners seeking to rise to their full potential.

Forward-thinking founders prioritized workforce-readiness through public-private partnerships which have enriched our curricula, enhanced our labs and facilities, elevated the learning experience, and empowered students and alumni to rise to leadership roles in virtually every industry in the region.

Seven decades later, The Beach has evolved not only to produce leaders of industry, but to become a site of discovery and a beacon of academic empowerment — a future-focused, egalitarian university where people of all backgrounds can become their best selves.

# Our Strengths

**Our mission and our history have prepared us for the challenges of the current moment and of the impending future. In the unprecedented era of the COVID-19 pandemic, we rely on the values which serve as our foundation; our strong network of institutional and industrial partnerships, our pervasive culture of compassion and commonality, our impetus to serve our community, and our investment in the creativity and ingenuity of the students who will lead us forward.**

## Strength in Reputation

Long regarded as a flagship institution of the California State University system, CSULB is a stalwart driver of the Southern California workforce and economy. Our reputation for in-demand educational programs, timely degree completion and upward social mobility among graduates has made our campus a destination for students from Southern California and around the world, with qualified freshmen and transfer applications exceeding the capacity of our campus facilities nearly four times over. As we work to extend our capacity to meet this extraordinary demand, our enduring strengths place us in a position not only to accommodate a greater number of learners from all backgrounds, but to evolve every aspect of our operation to meet the challenges of the coming decade.

## Strength in Diversity

As an institution driven by an understanding that our diversity is our strength, we are committed to the principle that action for racial justice must be an inherent component of all university-level strategic planning. We are committed to making our campus a model for institutional anti-racism at all levels of operation. These actions are informed by dozens of community listening sessions, campus conversations, and a thorough and inclusive process to shape a collective perspective that is as much a part of our animus for 2030 as it is our work and our culture.

## Strength in Responsibility

CSULB's mantle of responsibility for the public good is more than a slogan; our campus is a partner of industry, a pillar of community and a hub of empowerment for learners of all backgrounds. Each research project we complete, each workforce pipeline we introduce, each institutional partnership we forge, and each community project our faculty launches is an investment in the prosperity of our region and the ability of our students and alumni to rise to the great challenges of our time. By developing highly valued degree programs that confer upward social mobility, we help remove systemic barriers that stifle the inimitable talents of historically marginalized communities. By approaching societal challenges with the energy, intellect and actions of our faculty, staff, and students, we lead our community in addressing the urgent issues of our day.



# Drivers Shaping the Next Decade

**Like universities around the world, our institution is riding the tides of change.**

After decades of sustained growth, the number of high school students entering college nationally is in decline. The students who do arrive have greater social, financial, and academic support needs than at any time in recent memory. Public investment in colleges and universities is constrained by other priorities, causing political leaders to search for more focused and cost-effective educational approaches.

For all the forces of disruption an organization can anticipate, we know that others will come from unanticipated directions. That is why the work we do today must be open-minded, future focused and inclusive of all the richness of experience and expertise our campus cultivates.

In Spring 2020, a season defined by the impact of the COVID-19 pandemic, CSULB's investments in future-focused planning provided a framework on which to build a rapid response to unprecedented shifts in operational need. Though the timeline was accelerated, many resiliency goals for 2030 were already underway when the brunt of the pandemic became clear, and our campus nimbly scaled technology-mediated learning for students, implemented telecommuting solutions for faculty and staff, and reimagined digital infrastructure for the future of our university.

We know that change does not come when we are ready; we must always be ready for change. Dramatic shifts in operations that would normally require years of deliberation, consultation and review are possible on a swift timescale — we need only a clear vision for success and the will to move forward.



# Imagine

Imagine the world of 2030, the culmination of a decade characterized by leaps of technological acceleration, rising automation, civil rights challenges, economic uncertainty and climate instability. Imagine the impacts on higher education this confluence of sea changes will bring. How may our university be changed by these tidal forces, and how may it evolve to emerge a stronger and more robust servant of public good?

## **BY 2030, what if...**

CSULB's capacity could grow to match the abounding demand of local, regional, virtual, industrial and non-traditional students?

## **BY 2030, what if...**

all students could benefit from agile, interdisciplinary curricula developed around high-impact educational, professional and civic experiences?

## **BY 2030, what if...**

collaborative and interdisciplinary research and scholarship could expand to have global impact?

## **BY 2030, what if...**

CSULB's diverse population became a model for a multi-racial community and a destination for career-long employment and lifelong learning?

## **BY 2030, what if...**

proactive sustainability practices addressed climate change, economic volatility, technological change and community needs?

Today, the height of our imagining is not a moonshot, but an extension of the lofty ambitions of our university's founders, and a continued realization of the Mission, Vision, and Values that have guided our campus through seven decades of evolution.

# BEACH2030

A place where imagination and learning have no barriers.

Beach 2030 is much more than a strategic plan; it is a cultural movement. It is the collective voice of our campus community, the product of our storied history, the natural progression of our mission to lead and serve. As we open our minds to the possibilities of a new era, we free ourselves to leave antiquated paradigms behind. As we identify drivers of change and opportunities for growth, we position ourselves deliberately at the forefront of progress.

In practice, Beach 2030 is the roadmap for orienting, one and all, toward a shared vision of the future; the synchronization of efforts across campus, and the exploration of nontraditional and innovative modes of operation. It is a conversation that values and integrates the expertise of all members of the Beach family. It takes a bold new approach to break down barriers and rebuild with fresh new ideas.

Imagine the heights of possibility that careful planning and bold action can bring. Imagine how academics could be thoroughly integrated with the future of work; how access to higher education could be made available to all who seek it; how sustainable practices could enhance all areas of operation. Think beyond the ordinary structures of colleges and departments and funding. With the best expertise of an entire university and its alumni, faculty, staff, students and supporters, cast your mind to 2030, follow the unfolding signals of technology, politics and social science, and imagine how CSULB will continue to deliver on its promise to uplift students of all backgrounds in a rapidly changing world.

# Our Journey to BEACH2030

## What are Value Statements?

These are statements that focus our energy, passion and purpose to:

- Establish conventions
- Develop mutual respect
- Have similar tolerances
- Share appreciations

In November of 2018, the Beach community came together to imagine the world of 2030, and the myriad technological, economic, sociopolitical and environmental changes that will impact higher education in the intervening decade.

The Imagine Beach 2030 event invited thousands of stakeholders — students, faculty, staff, and community members — to participate in a unique two-day forum designed to elevate our collective voice on an unprecedented scale. The goal was to catalyze CSULB's legacy of inclusivity and impetus for the public good into a grassroots movement, a future-focused zeitgeist that would unite and fortify our institution as a national leader at the dawn of a tempestuous era. Participants from all social strata and academic and professional disciplines contributed their expertise, identifying known drivers of change and imagining the consequences of different courses of action.

The Imagine Beach 2030 platform enabled real-time conversation tracking, using algorithmic analysis to elevate vibrant discussions among tens of thousands of submissions. The immense data was synthesized into summaries of key themes and their relationships to university outcomes, creating a synopsis of the best foresight and wisdom of our constituents.

In the two years following the Imagine Beach 2030 event, dozens of planning committees representing stakeholders from every area of operation convened to continue the discussion. Students, faculty, staff and community members considered both the challenges and the opportunities illuminated by the Imagine event and translated this wealth of data into recommendations for comprehensive and transformative action.

The result was five **Strategic Priorities** which will align all planning efforts with CSULB's **Mission, Vision, and Values**, and a framework for seven ambitious **University Action Plans** which will guide our work for the next 10 years.

The necessity for bold action has never been clearer. Though our recommendations were developed through a three-year planning process, the events of the spring of 2020 have done as much or more to galvanize the need for transformative action as the preceding work. Our response to the COVID-19 pandemic and the ongoing struggle for racial equality are exemplary of the swift action for the public good that is the spirit of Beach 2030, and the lessons learned have made us stronger, more united, and better prepared for challenges to come.

## Mission

Having adapted to myriad external and internal forces in the past and knowing the pressures of the coming years will be no less, our mission remains our bedrock.

***CSULB enriches the lives of its students and its surrounding community through globally informed, high impact educational experiences with superior teaching, research, creative activity and action for the public good.***

## Vision

Our vision for Cal State Long Beach embraces our mission but articulates a broader sense of what we can become. Our university sits at the epicenter of the forces shaping higher education. This unique position presents a simple yet compelling vision for our future.

***California State University, Long Beach will be a force for good at the forefront of public education in California and the world.***

## Values

Our values serve as the fuel that will power our journey forward. They are at the center of our work, they represent our character, and they inform our decision-making and how we relate to one another.

***Teaching and Learning*** are at the center of who we are and all we do.

***Compassion, Creativity and Innovation*** characterize our culture.

***Diversity*** is our strength.

***The Public Good*** is our responsibility.

no barriers

# Strategic Priorities

## 1 Engage All Students

Prepare students for their journeys to success in a fast-changing world with a rapidly shifting economy and labor market.

### What are Strategic Priorities?

These are statements that have the following functions:

- Respond to the forces shaping the next decade of challenges and opportunities
- Catalyze and inspire action across the University and among its stakeholders
- Focus resources (e.g., energy, time, and attention) on what is important
- Guide individual and collective action toward long-term goals (under conditions of uncertainty)
- Amplify institutional values

The emergent themes of the Beach 2030 planning process reflect the impetus to responsibility on which our legacy is built – responsibility to equitable access, community advancement and student success. We exist to create and share knowledge.

Our success will depend on the culture we create. The best learning occurs in environments that are caring and respectful of differences, that promote the free expression of new ideas, and that ignite a strong sense of belonging.

The following five strategic priorities represent the immutable ambitions that will guide our **University Action Plans** in the decade to come.

**Leverage faculty, staff and student expertise,** together with industry partnerships, in developing affordable, high-impact educational experiences that are responsive to students' strengths, needs and aspirations.

**Prepare students to think critically and problem-solve** creatively through responsive, flexible, disciplinary and interdisciplinary curriculum.

**Engage students in robust professional internships,** international and service learning, faculty-mentored research experiences and hands-on learning experiences in and out of the classroom.

Offer curricula and co-curricular activities that encompass life skills, analytical thinking and technical proficiencies that **prepare students to become engaged citizens and professional leaders.**

Create incentives to build academic, research and student life programs that expand knowledge and prepare our students for the **workplaces of today and tomorrow.**

engage

expand

## 2 Expand Access

Commit to students' socioeconomic mobility by removing barriers to higher education.

Expand opportunities for learning and research experiences, and career support for traditional and non-traditional student audiences.

Adapt all teaching and learning resources to address the unique needs and strengths of our students to ensure their personal and professional success.

Diversify our portfolio of curricular offerings to address the needs and strengths of our extended community of non-traditional learners while being cognizant of the innovation/work force needs of our region.

Use a rich array of teaching approaches and technology-enhanced solutions, and explore new scheduling patterns and locations to grow our student body.

## 3 Promote Intellectual Achievement

Rigor, relevance and data-informed decision making are hallmarks of our campus community and enrich our development of knowledge and talent for California and beyond.

Be a living laboratory of values-based, collaborative and interdisciplinary research, scholarship and creative activities establishing our leadership in a knowledge-based economy and society.

Build knowledge across a variety of disciplines to advance the university's regional and global engagement and its role in the broader economic, civic, workforce, and cultural priorities of our region.

Use sponsored research, creative activities and industry and business partnerships as a means to create knowledge and amplify student learning.

Lead research, innovation and problem-solving in response to the grand challenges threatening the pillars of society such as racism, water and air quality, climate change, displaced populations, poverty and homelessness, violence, and civil unrest.

promote



## 4 Build Community

Support a compassionate community that is characterized by a strong sense of belonging and shared governance with shared responsibility.

Be a model of a diverse, equitable and respectful community of students, faculty, staff, alumni and administrators.

Foster a community of belonging where everyone's voice and well-being are valued.

Create an intentional environment where all members of the campus community experience the joy of intellectual pursuits, purposeful work and meaningful opportunities for self and professional development.

Open the university campus to collaborative partnerships, especially with the City of Long Beach, that create new cultural, intellectual and economic value for the region and beyond.

build

In pursuit of these **Strategic Priorities** and the **University Action Plans** to follow, we will assess available resources and infrastructure, recommend leadership, find opportunities for and challenges to development in specific areas, and increase our capacity for resilience for the coming decade. We are consolidating efforts, centralizing operations, realigning resources wherever possible, and creating new structures when necessary.

### What is a University Action Plan?

University-wide transformative action is made possible by the thoughtful development of fixed goals with detailed plans for implementation, assessment, and recalibration.

## 5 Cultivate Resilience

Implement innovative, entrepreneurial, and forward-looking actions to strengthen the institution and support the aspirations of community members.

Prioritize our campus community's health and well-being.

Build infrastructure and adopt practices to promote sustainability and withstand climate uncertainty.

Increase financial capacity through mechanisms such as legislative advocacy, philanthropy, and community and industry partnerships to withstand economic volatility and further contribute to the economic development of the City of Long Beach and our region.

Be nimble and proactive in an ever-changing technological landscape to support transformations in access, engagement, resilience, teaching, learning and research.

cultivate

# University Action Plans

Our seven University Action Plans are the result of a unique grassroots planning process of unprecedented scale. They are representative of the imaginings and expertise of the Beach community.

Guided by our university's Strategic Priorities, these actions will structure efforts to fortify our institution, reimagine our operations, and lead our region boldly into the new decade.

As we implement our Action Plans throughout campus, we will continue to assess their progress at regular intervals, recalibrate strategies as milestones are achieved, and remain responsive to the evolving needs of tomorrow.

Thus, what follows is an essential overview of our initial set of dynamic University Action Plans. These actions are the first of many steps to building a better future for our students and our region, and to ensuring that CSULB reaches the height of our collective imagining for 2030.

## Build an Equitable and Empowering Culture

To be a truly equitable and diverse institution, we must build a compassionate community that is characterized by a strong sense of belonging and the joy of intellectual pursuits, purposeful work and meaningful opportunities.

**We will...**

**Become a model** for anti-racist action.

**Promote actions** that embed equity and diversity into every aspect of university life.

**Remove barriers** to success for all members of the campus community.

## Be a Student-Ready University

As teaching and learning modalities evolve and our non-traditional learners population increases, we must ensure that our campus is ready for students, not the other way around.

**We will...**

**Align the services** of Student Affairs, Academic Affairs, and Associated Students, Inc. to eliminate student attrition.

**Eliminate opportunity gaps** for historically underrepresented students.

**Prioritize** the campus community's health and well-being by reimagining holistic services in mentorship, wellness, self-care and civic engagement.

**Create alternate credentialing pathways** and high-impact practices to connect learning to the future of work.

## Reimagine Faculty

By aligning faculty work, evaluation, and rewards, we allow faculty greater career autonomy, create incentives for interdisciplinary collaboration, and create opportunities to solve grand societal challenges.

**We will...**

**Expand categories** of faculty to strengthen the talent pool and to diversify the portfolio of curricular offerings.

**Design promotion and tenure** criteria that are customizable to individual faculty strengths in teaching, research, creative activity, and service.

**Reward intellectual achievement** in response to grand challenges in the communities we serve.

**Reimagine** college and department structures necessary to lead in collaborative and interdisciplinary teaching and learning.



## Reimagine Staff

By refining policies and infrastructure for alternative work formats and professional development, we will positively influence staff morale, improve work/life balance, improve cost efficiency and productivity and attract talented, diverse candidates.

### We will...

#### **Develop an infrastructure**

to support the future of work for staff through alternate modalities and schedules.

#### **Design and support**

a staff culture of collaboration and community.

**Promote pathways** for staff to share intellectual pursuits and meaningful opportunities for self and professional development.

## Build a Growth Strategy

As student needs evolve, we must grow our capacity to offer new programs in new modalities and new locations to ensure that CSULB is relevant, competitive and serving the public good.

### We will...

#### **Diversify and expand**

our portfolio of curricular offerings to address the needs and strengths of our extended community of learners and the workforce needs of our region.

**Expand** alternative instructional delivery infrastructure.

**Establish** off-campus programs via satellite campuses and corporate partnerships.

## Advanced Partnerships for a Public Good

CSULB's robust portfolio of public, private, government and non-profit partnerships is one of our greatest assets, and a strategic partnership structure will advance our public mission while strengthening our institutional priorities.

### We will...

#### **Promote our intellectual capital**

to benefit our community by linking education and industry in L.A. County and Orange County.

#### **Leverage the expertise**

of our community partners to advance CSULB's institutional mission and Strategic Priorities to address campus challenges in housing, transportation, land use, sustainability, and others.

## Be a Future-Ready University

In preparation for BEACH 2030, thousands of staff, faculty, students, and community members were introduced to "futures thinking." The enthusiasm generated from this collective process is the fuel that will maintain momentum into the decade.

### We will...

#### **Institutionalize futures thinking**

in organizational culture by embedding futurist practices at all levels of the university.

**Become a regional asset** for futures thinking in collaboration with other CSUs and external partners.

# Our Path Ahead

Futures thinking is fast becoming an intrinsic aspect of our campus culture. As we forge ahead in implementing our ambitious **University Action Plans**, the continued feedback, support, and energy of all departments will be essential to our success. These actions were born of the expertise of thousands of constituents, and their execution will be no less an inclusive and unified endeavor.

A website featuring each of the detailed Action Plans and fully transparent analyses of their progress will be available to all Beach supporters, and regular content updates and communications will maintain our energy for growth. From the presidential-level University Action Plans to the plans of our eight outstanding colleges, the expertise of our constituents will begin reshaping our campus for a prosperous and influential future - not from the top down, but from within.

Though the early months of 2020 were dominated by our response to the COVID-19 pandemic, this decade of change is no less underway, and many of the actions prescribed have already made significant, if silent, progress. Intercampus action teams are now laying the groundwork for myriad audits, assessments, reviews of policy and surveys of constituents that will support the transformative work that is to come. At frequent junctures and with full transparency these leaders and committees will review progress and recalibrate our goals.

Among our president and leadership team, our deans and faculty, staff, students, parents, local community members, partners and supporters, the focus on the future is already taking hold. As we launch this strategic plan, we launch a movement, and we know that our bold action today will ensure our brightest tomorrow.

## SUPPORT FOR BEACH 2030



"As a proud alum of Long Beach State, I'm excited to see Beach 2030 present a bold vision for the future of our university. This new strategic plan outlines how CSULB students, alumni, faculty and staff can be fully integrated with both our local and global community. I strongly support the new initiative's focus on equity and access, and applaud the great efforts taken to incorporate voices from throughout the city. Go Beach!"

*Robert Garcia '02, '10  
Mayor, City of Long Beach*



"As a proud alumna of CSU Long Beach, I endorse the Beach 2030 campaign. I can proudly endorse the campaign because it promotes access for all students, creating a harmonious and inclusive learning environment."

*Naomi Rainey Pierson '72, '80, '81  
President, Long Beach Branch, National Association for the Advancement of Colored People (NAACP)*



"I'm thrilled to learn that one of CSU Long Beach's strategic priorities is to Build Community. As the executive director for the Assistance League, and proud CSULB alumna, I appreciate the collaborative partnerships which CSULB has developed in our city."

*Annette Kashiwabara '82  
Executive Director, Assistance League of Long Beach*



"On behalf of the Long Beach Area Chamber of Commerce, I endorse the Beach 2030 Initiative. CSULB is a major partner in our collaborative efforts to ensure the readiness of the future workforce for our employers. As a proud alum, I am even more committed to advancing the initiative and exploring all possible opportunities for this ambitious undertaking."

*Jeremy Harris '04  
President/CEO, Long Beach Area Chamber of Commerce*



# BEACH2030

[WWW.CSULB.EDU/BEACH2030](http://WWW.CSULB.EDU/BEACH2030)

**CSULB Equity and Diversity Statement:**

In addition to meeting fully its obligations of nondiscrimination under federal and state law, CSULB is committed to creating a community in which a diverse population can live, learn and work in an atmosphere of tolerance, civility and respect for the rights and sensibilities of each individual, without regard to economic status, ethnic background, veteran status, political views, sexual orientation or other personal characteristics or beliefs. An EEO/AA/Title IX Employer.

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