



College of Health & Human Services
Center for Successful Aging

Strategic Plan 2023 – 2028

Updated March 2024



LONG BEACH

STATE UNIVERSITY

College of Health & Human Services

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I. Executive Summary



To encourage healthy and productive aging, the Center for Successful Aging (CSA) at the College of Health and Human Services at California State University Long Beach engages with community partners, researchers, and students. The center's goals are to increase our knowledge on aging and to support healthy aging throughout all stages of life. Four major strategic areas serve as the

Center's foundation:

- **Research:** By boosting research funding and broadening research cooperation with outside partners, the center will give priority to the development of workforce training opportunities based on scientific knowledge. This will entail the creation of cutting-edge research techniques and strategies that cater to the various requirements of the diverse aging population.
- **Education:** The center's focus will be on creating and delivering programs that support healthy aging across the lifespan. This will involve providing opportunities for students, healthcare workers, and community members to grow professionally.
- **Community Engagement:** To further the center's goal and vision, the center will work with the local community to form alliances and partnerships with regional agencies, decision-makers, and stakeholders. This will involve creating neighborhood-based programs and projects that cater to the needs and worries of older adults and their families.
- **Organizational Sustainability:** The center will prioritize sustainability by creating and putting into practice initiatives to increase stakeholder engagement, diversify financing sources, and operate more efficiently. This will entail the creation of an extensive plan for fundraising and development, the adoption of best practices in financial management, and the building of a powerful and active stakeholder network.

The Center's mission is to bring together faculty, students, and community partners to find creative solutions for diverse aging populations through education and research. Our vision is to be a leader in community engagement, workforce development, and applied research to address disparities and promote quality of life in aging.

II. Introduction

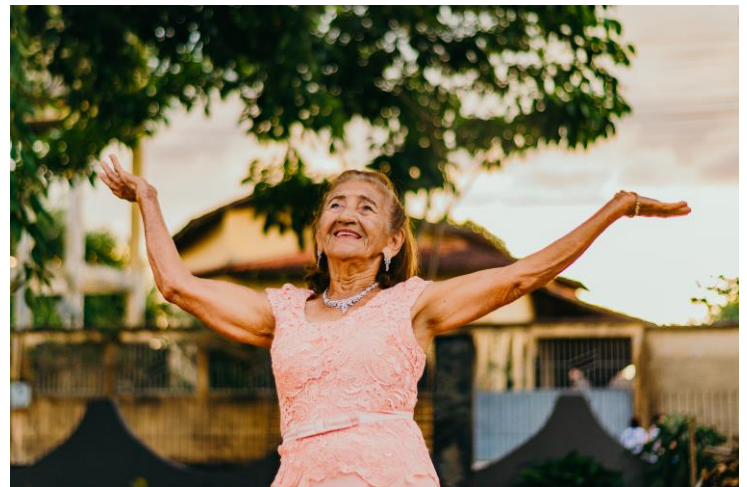
The Strategic Plan presented here is the result of a multi-step process of engaging community members and experts in the field of education, research, and aging. In February 2023 we established our Advisory Board. Below are the members of the Center for Successful Aging's Advisory Board:

As we engage in strategic planning for the Center for the next 5 years, we are pleased to present our newly established Advisory Board. The purpose of the Advisory Board is to:

- Review annual reports and advise on potential future directions
- Help connect the Center to philanthropic support
- Advise on student engagement strategies
- Further the impact of the Center beyond Long Beach
- Meet annually to review progress

We are honored to have the following esteemed individuals as members of our Advisory Board:

- Ms. Karen Reside, President, Long Beach Gray Panthers
- Ms. Cindy Skovgard, Executive Director, Pathways Hospice
- Dr. Michael Tehrani, Founder, and CEO of MedWell Medical
- Dr. Michael Williams, Director of CSULB School of Nursing
- Ms. Viviana Criado, Program Manager, LA Health Department
- Dr. Jay Sokolovsky, Professor Emeritus, University of South Florida
- Dr. Kyriakos Markides, Distinguished Professor, UTexas - Medical Branch, University of Texas Medical Branch Galveston
- Dr. Maria Chandler, Chief Medical Officer, TCC Family Health
- Ms. Mercedes Perezchica, Director of Community Giving, SCAN Health Plan
- Dr. Elaine Acosta Gonzalez, Executive Director, CUIDO60
- Dr. Tanya Dansky, Senior Medical Director, MemorialCare Medical Group



The board has been engaged in each step of the strategic planning process.

1. Conducting a SWOT Analysis: After the first meeting, the advisory board members are sent a survey requesting them to conduct a SWOT analysis. SWOT stands for strengths, weaknesses, opportunities, and threats. Board members are asked to identify the organization's internal strengths and weaknesses, as well as external opportunities and threats. This analysis helps in understanding the current state of the organization and its external environment.
2. Setting Strategic Goals and Objectives: Following the SWOT analysis, another survey is sent to the board members. This survey asks them to set strategic goals and objectives for the organization based on the findings of the SWOT analysis. Strategic goals are broad statements that outline the desired outcomes, while objectives are specific, measurable targets that support the achievement of those goals.
3. Determining metrics to evaluate progress towards goals and objectives.

The CSA has created a strategic plan that concentrates on many important areas to carry out its goal. Enhancing research and scholarship, advancing education and training, offering community outreach and involvement, and fortifying relationships with important stakeholders are a few of these. The CSULB Center for Successful Aging's overall strategic plan is centered on encouraging healthy and successful aging through research, instruction, and community involvement. The CSA looks to enhance knowledge of aging and foster a positive attitude about aging by fostering research and scholarship, advancing education and training, offering community outreach and involvement, and establishing collaborations with important stakeholders.

III. Progress and Achievements: A Review of Accomplishments Since the Last Strategic Plan



The Center for Successful Aging achieved several milestones over the past five years. In 2018-2019, the Center received a grant from the National Institute on Aging to research the experience of care and support for Latino caregivers to persons with dementia. We also participated in the Long Beach Age-Friendly Planning Steering Committee and completed our first strategic plan. The launch of the Center's website in January 2019 garnered 3,753 page views. Additionally, \$132,000 in grants were given to faculty to run four projects, and Systemic Innovations at American Gold Star Manor served 110 older adults. The Center also hosted “Successful Aging in Long Beach: Building Collaborative Solutions” in May 2019 to build connections between community-based organizations, faculty, students, and older adults in Long Beach. The Center initiated a Colloquium Speaker Series to highlight innovative research and other programs on aging being carried out at CSULB and in the local community. In our first year, we hosted five speakers.

In 2019-2020, the Center received 8,716 website visits and provided \$50,000 worth of scholarships to ten College of Health and Human Services (CHHS) students. During this period, over 150 older adults were served through Systemic Innovations at American Gold Star Manor. The Center also launched an Internship Program and co-founded the Long Beach Aging Services Collaborative (LBASC), which continued to meet virtually during the COVID-19 pandemic. A Facebook group was also sponsored by the Center to facilitate communication between meetings. We transitioned to virtual Colloquium presentations and were able to host five speakers which received excellent ratings.

During the 2020-2021 academic year, the Center achieved several accomplishments. The center hosted 11 interns from 5 different disciplines in CHHS, as well as 2 student volunteers. Additionally, we received \$4,000 in funding for LBASC from Archstone Foundation in April 2021 and provided infrastructure support for LBASC (website, scheduling, leadership). Dr. Martinez was elected to be the Chair of LBASC. We were able to provide \$50,000 worth of scholarships to 10 CHHS students through

SCAN for AY 2021-2022. We were able to continue our Colloquium speaker series and organized three speakers during COVID-19.

In 2021-2022, the Center received 4,613 website visits, completed the CSA Spanish website, and provided \$50,000 worth of scholarships to CHHS students. The Center also initiated a departmental collaboration with the College of Engineering to improve the older adult interface with technology for NSF funding. Dr. Martinez started teaching Leadership & Management graduate seminars and taught in the CUIDO60 training certificate.

Currently, in 2022-2023, the Center continues to provide scholarships to CHHS students, host interns, and collaborate with the College of Engineering. Additionally, the Center is co-hosting several events, including Social Technology & Global Aging; Colloquium, LAACHA (Los Angeles Aging and Community Health Alliance) General Quarterly Meeting, and MPT Social Isolation Summit this Spring. We restarted our Colloquium speaker series presentations with three speakers.



IV. Situation Analysis

Below is a summary of the SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) conducted as part of the strategic planning process.

I N T E R N A L	STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> ● Variety of skills and experience in the workforce ● Flexibility, adaptability, and leadership of Dr. Martinez ● Commitment of leader and students, networks, and outreach efforts ● Support and training for healthcare and aging service workforce ● 100% focus on older adults in Long Beach with University and Archstone's backing ● Strong partnerships and networks with healthcare organizations and community groups ● Physical hub for supporting and training healthcare professionals 	<ul style="list-style-type: none"> ● Lack of clarity in purpose and government tie-ins for lobbying for older adult needs ● Need for ongoing internal support and unsure about internal factors that limit success. ● Limited funding, no external funding or sustainable funding, and no permanent staff ● Bandwidth for more community projects, lack of dedicated fund development staff time and/or developing funder relationships ● Not enough financial resources from the university, might need to hire a specific grants person ● Small permanent work team, little support staff, need for georeferencing technologies and audiovisual products
E X T E R N A L	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> ● Leadership role in service delivery by continuing networking and growth of aging population, potential for interdisciplinary collaboration ● Increasing demand for healthcare and aging services, opportunity to graduate more students in the field ● Connecting with federal groups to help shape careers in gerontology, exploring public-private partnerships ● Integrating family care with emerging technologies to meet increasing demand and needs ● Possibility of acquiring significant funding and more resources due to the Master Plan for Aging and emphasis on aging at the federal level, connecting with growing Latino older adult population 	<ul style="list-style-type: none"> ● Fragmentation of resources for older adults ● Lack of visibility on campus and perceived local focus ● Insufficient support from the university, limited resources and funding, impact of budget cuts on operations ● Competition in the field of aging and challenges in securing research funds, emergence of new organizations filling gaps in leadership ● Uncertainty regarding external factors, including county and state policies and technological advances. ● Impact of global pandemic on staffing.

V. Goals and Objectives

To achieve our strategic goals and prioritize our efforts, we have identified three key areas as top priorities: funding, workforce development, and partnerships. Through these priorities, we aim to drive sustainable growth and success for our center. In this section, we will outline our goals and objectives for each priority area, providing a roadmap for our strategic initiatives. By focusing on developing sustainable funding sources and grants, enhancing workforce development, and training, and establishing strong partnerships, we are confident in our ability to advance the mission and impact of our center. Let's dive into the specifics of each strategic goal and the corresponding objectives we have set to achieve them.



Strategic Objective 1: Develop Sustainable Funding Sources and Grants

Goal	Execution	Metric
Secure renewable funding source(s)	<p>Work with CHHS Director of Development to implement endowment funding plan</p> <p>Reach out to Provost for support and ideas to support center</p> <p>Follow-up with CHHS if they are hiring a grant writer</p>	<p>Number of meetings held to discuss and implement the endowment funding plan</p> <p>Percentage increase in the allocation of funds towards the renewal funding source compared to the previous year</p>
Seek workforce grants and funding to support goals and objectives	<p>Contact Department of Labor</p> <p>Actively search Grants.gov</p> <p>Explore funding opportunities through Foundations</p> <p>Submit grants to federal agencies (HRSA, NIH, USDA)</p>	<p>Number of contacts with other foundations and potential funders</p> <p>Number of grants applied for and secured</p> <p>Amount of grant funding received</p>

<p>Increase visibility of the center on and off campus to attract funding opportunities</p>	<p>Work with CHHS Public Relations to create video highlighting internships and partnerships with focus on orientation for future jobs</p> <p>Publish in campus news at least once a semester</p> <p>Establish social media presence</p>	<p>Number of media features or mentions in campus news publications per semester</p> <p>Number of followers and engagement on social media platforms (e.g., Facebook, LinkedIn)</p>
<p>Establish collaborative agreements and partnerships with community-based organizations and other disciplines within the CHHS for potential funding and joint initiatives</p>	<p>Partner with Gray Panthers on specific projects, including community forums</p> <p>Outreach to CHHS departments</p> <p>Expand clinical partnerships</p> <p>Partner with Health Sciences on Dementia training grant initiatives</p>	<p>Number of collaborative partnerships formed with community-based organizations and disciplines within CHHS</p> <p>Percentage increase in funding received through collaborative initiatives compared to the previous year</p>



Strategic Objective 2: Enhance Workforce Development and Training

Goal	Execution	Metric
Support the development of students as leaders in aging through field work placements and opportunities	<p>Expand internship program</p> <p>Secure stipends for interns</p> <p>Appoint director of internship, either through faculty buyout or staff position</p> <p>Evaluate internship experiences</p>	<p>Number of students participating in field work placements related to aging</p> <p>Percentage of students reporting increased leadership skills and knowledge through their field work experiences</p> <p>Number of partnerships established with organizations providing field work opportunities for students</p>
Increase faculty input and engagement in training and development programs.	<p>Establish regular research group meetings via Zoom</p> <p>Bring in outside experts to stimulate engagement</p>	<p>Number of faculty members actively involved in designing and delivering training and development programs related to aging</p> <p>Percentage increase in faculty participation in relevant workshops, conferences, or seminars</p> <p>Number of research collaborations between faculty and students in the field of aging</p>

VI. Conclusion

The strategic plan for the Center for Successful Aging at the College of Health and Human Services at California State University Long Beach encompasses four major strategic areas: research, education, community engagement, and organizational sustainability. Research will focus on securing funding, expanding research cooperation, and developing new ways to enhance the lives of the aging population. Education will focus on creating programs that promote healthy aging across all stages of life, while community engagement will involve forming alliances and partnerships with regional agencies. Organizational sustainability will involve diversifying funding sources, implementing best practices in financial management, and building a strong local network. With the support of our esteemed Advisory Board, we are confident in the successful execution of our strategic plan. As we move forward, our strategic goals and objectives focus on developing sustainable funding sources, enhancing workforce development and training, and establishing strong partnerships. By aligning our efforts in these areas, we are confident that the Center for Successful Aging will continue to make a positive impact in encouraging healthy and successful aging.

