



2025-2026 Strategic Plan

The Center for Excellence in Aging & Longevity (CEAL) spearheads efforts to meet the current and emerging challenges of healthy aging across the lifespan.

According to the U.S. Census, the population of older adults is projected to double, reaching 80 million people by the year 2040.

California is at the forefront of this demographic shift, with an estimated one in four residents projected to be over the age of 60 by the year 2030. Nationally, by 2035, the population over 65 is expected to outnumber those under 5.

This demographic shift is characterized by a significant diversity in race, ethnicity, sexual orientation, language spoken and socioeconomic status. As our society ages, there will be challenges and opportunities to the health and wellbeing of older adults, their caregivers, our economy, the communities where we live, and how society will finance these changes.

CEAL is identifying and developing solutions to meet the challenges so that everyone has a long life of health, equity, and opportunity. Our mission is to bridge academia with government, business, and the community to meet the current and emerging challenges of healthy aging across the lifespan.

Through strategic foresight and purposeful action, our goals are to:

- 1. Enhance Community Impact**
- 2. Promote Access, Equity, and Opportunity**
- 3. Optimize Workforce Development Programs and Caregiver Support**
- 4. Establish Organizational Processes for Monitoring Impact and Effectiveness**
- 5. Cultivate Innovation and Excellence Across All CEAL Programs and Initiatives**

Structured around five pivotal focus areas — Longevity, Age-Friendly Initiatives, Workforce Development, Research, and Policy — this plan outlines a comprehensive approach to making an impact at local, state, and national levels. Each focus area represents a crucial aspect of our mission, guiding our efforts to address the diverse challenges of aging.

Focus Areas

> Longevity

CEAL promotes the opportunity for long healthy lives with purpose, meaning and equity, adopting a holistic outlook on longevity, extending the number of years (lifespan) and overall quality of life (healthspan). Longevity initiatives are centered on fostering vitality, equitable opportunity, resilience, and well-being. Our approach emphasizes shared learning, collaboration and partnering with diverse stakeholders including government, community-based organizations, business, and older adults and their families/caregivers across the following key areas for health and wellbeing:

Social Drivers of Health

Influences in the communities we live in and the environments we are exposed to including housing, nutrition, transportation, and healthcare access.

Lifelong Learning

Continued exploration of knowledge and skills throughout the lifespan to fuel intellectual enrichment, embrace new challenges, and contribute wisdom and experience.

Physical Health

It is vital to address critical aspects of physical health including preventative care, chronic disease management, cardiovascular health, and mobility.

Economic Opportunities

Pathways to continued engagement in later stages of life to increase financial stability, contribute to communities, and improve quality of life.

Financial Security

Savings and investment strategies to create the stability needed to cover essential expenses, live comfortably in retirement, and afford long-term care in later life.

Social Equity

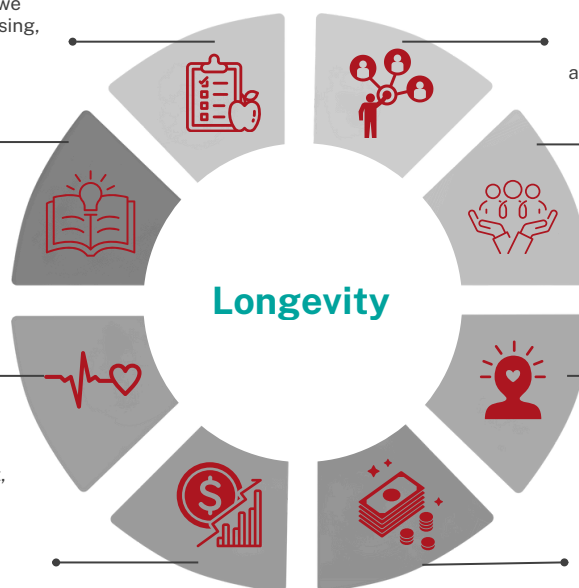
Promoting equitable access to resources, opportunities, and healthcare, regardless of age, gender, race, or socioeconomic status.

Mental Health

Engaging in cognitive activities, seeking emotional support, and addressing mental health issues can enhance overall well-being.

Social Connections

Fostering and preserving social networks creates a sense of purpose, diminishes feelings of isolation, cultivates a sense of belonging, and correlates with an extended and healthier lifespan.



> Age-Friendly

As an Age-Friendly University, SDSU aligns with a global network of higher education institutions dedicated to championing age-friendly policies and programs. Our commitment spans education, innovation, career pathways and internships, research, and an inclusive approach to promoting health and aging across the lifespan. CEAL focuses on creating environments that cater to the needs and preferences of diverse older adults. From accessible infrastructure to community engagement programs, we build supportive ecosystems where individuals can age with dignity and autonomy. This includes developing Age-Friendly Communities and Age-Friendly Health Systems in collaboration with local, state, and national stakeholders.

> Workforce Development

CEAL creates comprehensive training programs, career advancement opportunities, and strategic partnerships to address the challenges posed by a diverse and aging population. Collaborating with government, business, and community stakeholders, CEAL is developing sustainable solutions in policy, program, and practice. These efforts include recognizing family caregivers as integral parts of the caregiving infrastructure, understanding peer support is crucial in fostering emotional well-being and resilience, and providing training that meets the competencies and capacities necessary for providing quality care.

> Research

Recognizing the rapid evolution of aging research driven by demographic shifts and a deeper understanding of the complexities surrounding aging populations, CEAL established the Regional Aging Research Network (RARN). RARN is co-chaired by faculty members from SDSU and UCSD, along with the CEO of a local community-based organization, to ensure its activities are community-driven and meet the current and emerging needs of communities. By collaborating with local researchers, CEAL aims to better understand and address community-centered issues affecting the health and well-being of individuals as they age. By fostering collaboration between academia, industry, and healthcare providers, CEAL accelerates the pace of discovery and translates findings into real-world applications.

> Policy

CEAL advocates for evidence-based policies that promote healthy aging, ensure equitable access to resources, and safeguard the rights of older adults. Through active engagement with policymakers and community stakeholders, we aim to shape a policy landscape that enhances the well-being of aging populations. Our advocacy efforts include participation on local, state, and national boards, collaboration with the San Diego Senior Alliance, and involvement in conferences and other key events.

Goal 1: Enhance Community Impact

Initiatives	Activities
A. Engage community members and stakeholders to foster discussion on key focus areas	• Host Healthy Longevity Webinars that address different key topics in aging • Organize the Annual SDSU Spring Aging Symposium and/or other events related to social innovations in aging featuring thought leaders, an aging resource fair, and networking opportunities for attendees to connect and collaborate • Create opportunities for community discussion around key focus areas
B. Advancing Age-Friendly Initiatives	• Facilitate intergenerational connections between students and older adults • Host events on the SDSU campus for students, faculty, and staff • Partner with municipalities to develop Age-Friendly Action Plans
C. Grow Strategic Partnerships	• Establish opportunities to create new partnerships and raise awareness about CEAL focus areas and initiatives • Ongoing active participation in committees, coalitions, boards, panels, and community events
D. CEAL Advisory Boards	• Establish structure on all CEAL Advisory Boards including evaluating impact, redefining objectives and responsibilities, and ensuring diverse membership including those with lived experience

Goal 2: Promote Access, Equity, and Opportunity

Initiatives	Activities
A. Expand Outreach Efforts	• Develop targeted outreach campaigns to reach underserved populations, including rural communities, ethnic minorities, and low-income groups for CEAL programs and events
B. Identify and Engage with Diverse Stakeholders	• Prioritize collaborations with organizations that serve diverse populations and actively involve individuals with lived experience
C. Enhance Capacity and Resource Sharing	• Facilitate knowledge exchange opportunities that promote how organizations serve diverse populations effectively
D. Create Resources for Diverse Audiences	• Develop resources that cater to diverse communities within the aging population with accessibility through multiple formats such as printed materials, social media/website, and events • Share resources on the CEAL website

Goal 3: Optimize Workforce Development Programs and Caregiver Support

Initiatives	Activities
A. Invest resources into building culturally appropriate programs that specialize in caregiver training and personal and professional development	• Develop unique and comprehensive training programs and explore certification and continuing education opportunities • Provide career advancement pathways, expand peer support programs, mentorship opportunities, and continuous learning • Evaluate and adapt training based on feedback and evolving best practices to continuously improve cultural competence in caregiver training
B. Develop and Launch the Certificate Program in Aging Leadership	• Collaborate with the Vision Centre and SDSU Global Campus to establish a certificate program in aging leadership, integrating curriculum and paid internship opportunities

Goal 4: Establish Organizational Processes for Monitoring Programmatic Impact and Effectiveness

Initiatives	Activities
A. Establish clear metrics and Key Performance Indicators (KPIs) to assess impact and iterate to improve our performance where indicated	• Conduct regular evaluations and assessments on all CEAL initiatives including San Diego Caregiver Connections, Intergenerational CallHub, Age-Friendly programs, and Advisory Boards
B. Communicate Program Results and Outcomes to Stakeholders	• Utilize social media, issue briefs, blog posts, and webinars to highlight program success stories, share key findings, and engage stakeholders in discussions about the impact of our initiatives on aging services
C. Create Effective Organizational Systems	• Streamline internal processes to enhance efficiency, track outcomes, and foster a culture of continuous improvement

Goal 5: Cultivate Innovation and Excellence Across All CEAL Programs and Initiatives

Initiatives	Activities
A. Support a Culture of Innovation	• Cultivate an environment where staff are encouraged to think creatively and propose solutions to address emerging challenges in aging including research, collaborations, and pilot projects
B. Advance Research Initiatives	• Continue collaborating with local researchers and community partners to conduct studies and gather data on innovative practices that could benefit aging populations
C. Identify and Pursue Diverse Funding Opportunities to Maintain Fiscal Sustainability	• Proactively seek out grants, sponsorships, and partnerships that align with CEAL focus areas

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