

Subject: Commencing a Framework for Fiscal Health
Date: Friday, December 15, 2023 at 2:37:03 PM Pacific Standard Time
From: President of CSU Maritime Academy
To: President of CSU Maritime Academy
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CAL MARITIME

MESSAGE FROM THE PRESIDENT

December 15, 2023

Dear Campus Community,

Since my arrival to campus in July, it has become clear to me that we are not as effectively optimized as we could be for carrying out our educational mission, especially while addressing our significant fiscal and enrollment challenges.

Immediately after the holiday break, we will convene several small, rapid action working groups of interested stakeholders to examine our organizational structure and quickly make recommendations to me for realigning internal functions and reorganizing our divisions where it makes sense. Please understand we have significant decisions to make over the next few months.

We will do this examination of our campus in line with the budget realities we face, and the enrollment declines we have been experiencing since 2016. Absent the need for me to direct immediate changes, we will strive to iteratively realign mission areas and reorganize ourselves as necessary to achieve fiscal health, increase enrollment, and reduce unnecessary expenses.

Our objective is to put Cal Maritime on a pathway to fiscal health and long-term sustainability. This will require all of us working together in a collaborative spirit. It will also require us to do some serious reflection and determine what is in the best interest of Cal Maritime and our students. The options we develop will shape our Framework for Fiscal Health and that framework will guide us in decision making.

The following Rapid Action Working Groups will begin in January:

- The Provost will convene a rapid action working group to examine our Academic Affairs enterprise.
- The Vice President for Administration & Finance will convene a rapid action working group to examine our fiscal enterprise.

- The Vice President for Student Affairs and the Director of Athletics & Physical Education will convene a rapid action working group to examine programs, services, and facilities that foster academic success, student development, and our campus community.
- The Chief of Staff will convene a rapid action working group to examine our administrative and support functions.
- The Director of Marine Programs will convene a rapid action working group to examine marine programs, waterfront activities, and Training Ship operations.
- The Associate Vice President of Facilities will convene a rapid action working group to assess campus infrastructure.

In the meantime, the following organizational changes will be effective on January 1, 2024:

- The Department of Human Resources will report to the president.
- The Division of University Advancement will report to the president.

Once the working groups have put together the recommendations, we will review the various options as a campus community. I realize this will be a demand on everyone's time. Let me thank you in advance for your efforts as we move forward.

Michael J. Dumont, J.D.

Interim President



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