

CAMPUS OBJECTIVES

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Student academic support/spaces

Academic student success w/ professional staff

Launch FYE that boosts academic & DEI success

Strengthened advising for new & transfer students

Improved and varied study spaces

Faculty and undergraduate research

Undergrad Research Program w/ staff support

Established Research & Innovation Office

Strong Faculty Research Opportunities & Output

Program relevancy & marketability

New grad programs & certificate programs (PaCE)

Undergrad programs updated for top relevancy

Cruise curricula adapted for arrival of NSMV 2025

Enhanced marketing for all academic programs

Faculty, staff, & student recruitment & retention

Strong academic alignment achieved during recruitment

Diverse student, faculty, and staff in all academic areas

Internationalization

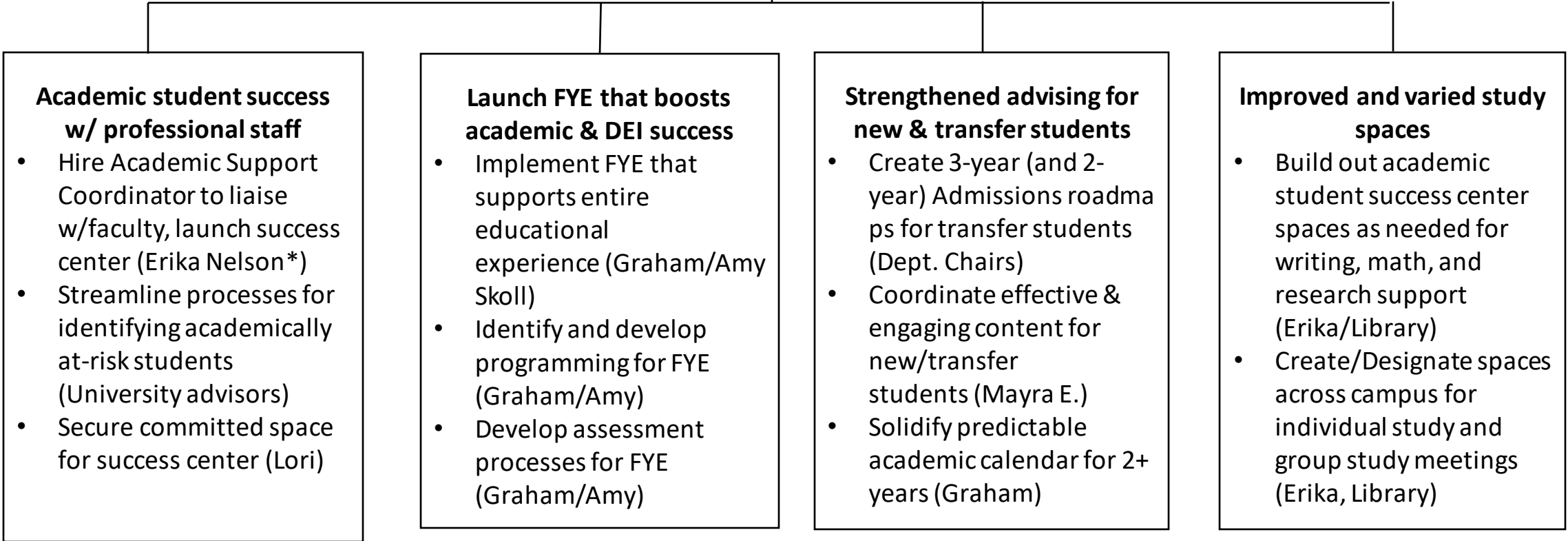
International student recruitment

Strengthened institutional goal of Global Awareness

Increased options for International Experience

*NOTE: Names appearing in parentheses have been identified by the Academic Excellence Group as the person or persons accountable for implementation, albeit with necessary support from many others.

Student Academic Support and Spaces



Faculty and Undergraduate Research

Undergrad research program w/ staff support

- Ask each program to identify their potential UGR opportunities and types (Chairs)
- Identify impediments to UGR and seek to eliminate them (Library Dean/Chris Brown)
- Drawing on above, develop mission, charge, benchmarks, & org structure for marketable UGR program (Chris B.)
- Offer faculty development and time to support UGR (Lori/Fac. Dev. Dir.)
- Determine library resource needs (databases, personnel) & establish plan to acquire (Library Dean)
- Foster student presentations / seminar series (Library Dean/Chris B.)

Established Research & Innovation Office

(Chris Brown for all)

- Develop mission, charge, & org structure for RIO
- Identify personnel needs
- Identify space needs
- Pursue hiring grants writer (CO-funded)
- Pursue industry-connected research internships

Strengthened Faculty Research Opportunities & Output

- Foster grant writing capability among faculty (Andrew Balmot/Chris B.)
- Strengthen RTP policy re scholarly / research expectations (Senate Exec, Lori)
- Explore possibility of creating Cal Maritime Conference (Chris B.)
- Relaunch Cal Maritime Scholar Series (stream it, record it) (Fac Dev, Chris B.)
- Determine library resource needs & establish plan to acquire them (Library Dean)

Program Relevancy and Marketing

New grad programs and certificate programs (PaCE) (Veronica Boe/Graham/Kathy Arnold)

- Develop proposal criteria
- Solicit proposals for new programs from campus, alums, advisory boards. with goal of exploring at least one new program per year
- Conduct market research to determine which proposals are viable

All undergraduate programs adapted for maximum relevancy

- Launch feasibility studies for new programs per Art & Science recommendation (Lori)
- Formulate program review policy and revise review process to assess for relevance & marketability (Graham)
- Establish and brand a coherent and uniquely Cal Maritime general education experience (Amy Parsons)
- Explore relevant & marketable 4+1 programs (3 school deans)

Cruise curricula adapted for arrival of NSMV 2026 (Dinesh P./Steve Browne)

- Collect all relevant information about new ship
- Explore best practices from other maritime academies
- Develop curricula to meet needs of both cadets & the institution

Enhanced marketing of all academic programs (Natalie H.)

- Review/Revise current program market plans to meet internal & external needs
- Develop marketing plans / materials for each program
- Dedicate resources to further development of marketing plans

Faculty/Staff/Student Recruitment and Retention

Strong academic alignment achieved during recruitment

(Lori/Natalie)

- Informed by Art & Science report, formulate a recruitment brand that accurately presents a unified identity with experiential academics at the core (implement toward end of 5-year strat. plan)
- Ensure that strategic enrollment plan (currently in development) supports Art & Science report findings

Diversify student, faculty, and staff in all academic areas

(all four academic deans)

- Task each academic program with creating five-year plan for achieving diversity and/or inclusive practices in terms of curriculum, pedagogy, academic support, learning outcomes
- Develop a plan for collecting, analyzing, and acting on information from exit reports (faculty, staff, students)
- Develop academic support and pedagogical support for all learning styles
- Implement practices for hiring and retaining all academic staff and faculty

Internationalization

International Student Recruitment

- Create academic pathways for international students (NB. Can't get USCG license) (chairs of GSMA, OCN, IBL)
- Explore/Create partnerships with international student recruiters (Natalie)
- Identify personnel needs (Natalie, Kathleen)

Strong Commitment to Institutional Goal of Global Awareness

- Participate in ACE Internationalization Lab (Lori)
- Develop shared vision and learning outcomes (with agreement at program level) (Dept. Chairs/Deans)
- Provide resources for departments to develop global learning initiatives (all four deans)
- Explore viability of creating office to support international study in various forms (ACE Lab Team to be formed early 2023)
- Explore exchange program opportunities for students and scholars (three school deans)

Increased Options for International Experiences

- Establish alternative options to current IE (e.g., CSU, other universities) (Chris Chiego / Julie Chisholm)
- Coordinate with CSU IP for support of programs (Chris Chiego)
- Identify personnel needs (Lori)