



**To: Graham Benton, Associate Provost
David Taliaferro, Commandant
Kristen Tener, Associate Dean of Student Engagement**

**From: Susan Opp, Provost and Vice President of Academic Affairs
Stan Hebert, Vice President of Student Affairs**

Re: Charge to the Cadet Success Initiative Team (CSI Team)

Date: October 4, 2019

Purpose & Goals

The purpose behind the development of this team is to support the success of Cal Maritime cadets, with success defined as equitable access and matriculation into college, persistence through the educational program, timely graduation, and successful transition into a career. Each division of Cal Maritime has a significant role to play in ensuring that these facets of cadet success are integrated, well-functioning, and supported. Any measures of success must be data-informed and supported by a culture of assessment.

As many scholars of higher education have noted, the landscape of higher education is evolving. Along with declining numbers of high school graduates in many parts of the US, there is more competition among institutions, decreased state funding, uneven demand for different academic programs, and greater demand from accreditors, parents and students for more accountability and return on investment from higher education. In addition, students in Gen Z are seeking more welcoming and inclusive campus cultures that provide more effective academic and career support services (Sigler, W. 2017. SEM Core Concepts: Building Blocks for Institutional and Student Success. American Association of Collegiate Registrars and Admissions Officers). Cal Maritime must remain cognizant of the changing ecology of higher education in order to remain relevant, true to our mission, and on track to improving our retention and graduation rates.

The CSU has undertaken an ambitious initiative called Graduation Initiative 2025 (GI2025) to increase graduation rates for all CSU students and to eliminate opportunity and achievement gaps. The goals of the CSI Team are designed to be closely aligned with the six priority areas identified by the CSU as areas of focus necessary to achieve GI2025 goals. These priority areas are:

- Academic Preparation - providing all students, including those who arrive academically underprepared, the opportunity and support needed to complete a successful first year of college.
- Enrollment Management – ensuring students are able to enroll in the courses they need, when they need them.

- Student Engagement and Well-being – addressing the well-being of all students while fostering a strong sense of belongingness on campus.
- Financial Aid – ensuring that financial aid is awarded and distributed in a fair and consistent manner that does not impede student success.
- Data-Driven Decision Making – using evidence and data to identify and advance the most successful academic support programs.
- Administrative Barriers – identifying and removing unnecessary administrative barriers.

The leaders of the Cal Maritime CSI Team, representing the Divisions of Academic Affairs and Student Affairs and the Office of the Commandant, are tasked with developing and implementing the necessary mechanisms by which to ensure the focus of the Academy on these six priority areas as it seeks to improve cadet success.

Charge to the CSI Team

The CSI Team will meet at least one per month as an ongoing committee and will provide progress reports to the Cabinet, as well as to other campus groups as requested, such as the Campus Leadership Council and the Academic Senate. The Team will be tri-chaired by the Associate Provost, Associate Dean of Student Engagement, and the Commandant. The other members of the Team will include one faculty member selected by the Academic Senate Executive Committee and one cadet selected by the Triad. Depending on the topics being addressed, the Team may wish to set up task forces or subcommittees with additional membership. Any changes to the chair, faculty or cadet membership must be approved by the Provost and the VPSA.

The CSI Team is to hold meetings that are transparent and open to all Academy faculty, staff and cadets to attend. In order to facilitate transparency, the Team is charged with developing a set time, day, and location for regular meetings. These meeting times and locations shall be posted to the web on a web page dedicated to the Team. This web page shall list the membership of the team and the agendas and notes for all meetings.

The CSI Team may undertake to examine, research and/or investigate any topics that may affect cadet success, and will make recommendations to the Provost and/or the VPSA regarding revisions to policies or processes that may be impeding cadet success. Each summer, the Team shall produce for the Provost and the VPSA a brief report of activities of the previous year.

Initial working priorities for the CSI Team to consider may include:

- Admitted and incoming cadet communications (the who, what, when, where, and why of communications sent from Cal Maritime) to improve clarity, tone, and response rate;

- Assessment of cross-divisional programming such as FYE, cruise, international experience and/or community service to improve program clarity, effectiveness, support and communication;
- Assessment and development of a communication plan surrounding NSSE, BCSSE, and FSSE results;
- Mechanisms to increase campus faculty and staff involvement in cadet activities such as athletics and class projects.
- Policies, practices, and culture surrounding transfer and non-traditional students.

Timeline and Deliverables

October 2019:	CSI Team established and tri-chairs request faculty and student member appointees. CSI Team establishes regular meeting days/times and locations, and posts information to Cal Maritime web.
Fall annually:	CSI Team develops list of candidate issues and working priorities for year.
Academic year:	CSI Team works on first-year priorities.
Summer annually:	CSI Team report due to Cabinet no later than July 1 each year.