CAMPUS OBJECTIVES

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
- New grad programs & certificate programs (PaCE)

Internationalization
- International student recruitment
- Strengthened institutional goal of Global Awareness
- Increased options for International Experience
Student Academic Support and Spaces

**Academic student success w/ professional staff**
- Hire Academic Support Coordinator to liaise w/faculty, launch success center (Erika Nelson*)
- Streamline processes for identifying academically at-risk students (University advisors)
- Secure committed space for success center (Lori)

**Launch FYE that boosts academic & DEI success**
- Implement FYE that supports entire educational experience (Graham/Amy Skoll)
- Identify and develop programming for FYE (Graham/Amy)
- Develop assessment processes for FYE (Graham/Amy)

**Strengthened advising for new & transfer students**
- Create 3-year (and 2-year) Admissions roadmaps for transfer students (Dept. Chairs)
- Coordinate effective & engaging content for new/transfer students (Mayra E.)
- Solidify predictable academic calendar for 2+ years (Graham)

**Improved and varied study spaces**
- Build out academic student success center spaces as needed for writing, math, and research support (Erika/Library)
- Create/Designate spaces across campus for individual study and group study meetings (Erika, Library)

*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.

As of 11/15/2022
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)

As of 11/15/2022
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

As of 11/15/2022
**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

As of 11/15/2022
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)

As of 11/15/2022