



California State University Maritime Academy Faculty Senate

Resolution 21-22/08

April 21, 2022

Vote (For/Against/Abstain): 16/0/0

MORE WORK REMAINS: A CALL FOR EXPANDING THE PRESIDENT’S GOALS IN RESPONSE TO HIS TRIENNIAL PERFORMANCE REVIEW

RESOLVED: That the Faculty Senate of California State University Maritime Academy (Cal Maritime) endorses the goals and timeline agreed upon by President Cropper and the Chancellor and Board of Trustees following President Cropper’s Triennial Performance Review and communicated in Acting Chancellor Steve Relyea’s March 30, 2022 memorandum¹. However, the faculty believes that those goals do not address the entirety of the immediate challenges facing our University, and be it further

RESOLVED: That the Faculty Senate of Cal Maritime urges the President and his administration to immediately implement the following actions, with the direct involvement of faculty, students, and staff, to “resolve tensions around emerging campus identity issues” and the “improvement of campus culture” as laid out in Goal 1. **Culture:**

- a) Demonstrate accountability by publicly and immediately acknowledging past failures in adequately responding to problems of gender inequity, sexual harassment, and sexual assault,
- b) Conduct an immediate, open, and thorough evaluation of the purpose, practices, and policies of the Corps of Cadets, including the relevance of quasi-military elements to a 21st century public professional maritime university,
- c) Conduct an immediate, open, and thorough examination of alternate models for the Corps of Cadets, including opt-in models (for those students not pursuing US Coast Guard licensure), and
- d) Ensure the public and prompt release of all reports and action plans as an effective shared governance practice, including those called for in this resolution, the Arts & Science Report on student recruitment, the Jed Foundation Assessment & Strategic Plan on student mental health and well-being, and the audit of the Safety Management System on the Training Ship Golden Bear, and be it further

RESOLVED: That the Faculty Senate of Cal Maritime urges the President and his administration to implement the following actions, with the direct involvement of faculty, students,

¹ This memorandum was written by Acting Chancellor Steve Relyea on March 30 2022, and summarizes the results of the President’s Triennial Performance Review. The memorandum was distributed to this campus on April 4 2022, and is appended to this resolution for reference.

and staff, toward restoring the campus student headcount to 1,100 by Fall 2024 and meeting the targets for student body diversification as laid out in Goal 2.
Enrollment:

- a) Create and implement a data-driven plan to reverse the decline in new student enrollment no later than Spring 2023,
- b) Improve collection of data from students on retention no later than Fall 2022, and
- c) Create and implement a data-driven plan for providing resources and services to improve student retention no later than Spring 2023, and be it further

RESOLVED: That the Faculty Senate of Cal Maritime believes that ensuring safety aboard the Training Ship Golden Bear is a campus priority and, although not stated in the review, urges the President and his administration to commission an independent audit of the safety practices and safety culture aboard the ship (with professional auditors who are well versed in maritime industry best practices) no later than Spring 2023; and be it further

RESOLVED: That the Faculty Senate of Cal Maritime distribute this resolution to President Thomas Cropper, President's Cabinet, Office of the Provost, School Deans, Dean of the Library, Department Chairs, The Compass (i.e., student leadership), ASCSU Executive Committee, and Chancellor of the California State University.

RATIONALE: *This resolution was written based on the feedback of a Sense of the Senate survey carried out in January 2022. The rationale below strives to represent the full findings from the survey and subsequent discussions to capture a complete picture.*

Academics

The faculty of CSUMA ("Cal Maritime") have been forced to conclude that despite statements to the contrary, the core educational mission of the university is not recognized as such by its administration and elements of the campus community. We recognize the urgent need for change and so we call on the President and cabinet to lead the development of a new comprehensive strategic plan, including an open audit of every aspect of education, training, and student life at Cal Maritime. Conditions in higher education and the maritime professions are constantly changing, and so we must develop an open and fearless "assessment, reporting, and reassessment" culture, rather than clinging to any aspects of our operation that got us into this situation through prejudice or tradition. Sources of data and detailed statistics, including enrollment, retention, accurate details of employment, and salaries of graduates in each major, must be collected and openly and honestly shared with the campus community. The need for immediate action becomes more urgent when considering the 31% drop in first-time students and 20% drop in returning students between 2016 and 2022 projected enrollments for Cal Maritime.

A new demonstration of the understanding of and respect for purely educational institutional goals must be articulated consistently and clearly by the President and the leadership of this institution. To accomplish this, the campus leadership must accept and actively model the conviction that intellectual curiosity, excellence in learning, and academic achievement are key

goals in themselves, and not only in service to vocational ends. To meet this urgent need, the administration must lead by taking serious measures to promote and model the maritime university as a cooperative community consisting of students, teacher-scholar/practitioners, qualified and competent support staff, and engaged leadership in which each member has a clear, well-understood, and respected role in our collective success as an institution of higher education.

The new comprehensive strategic plan must look towards developing and encouraging a student body that is diverse and welcoming to all intellectual ambitions as well as vocational aspirations (including GSMA, IBL, OCN, and new programs) and demonstrate that Cal Maritime equally values students from all backgrounds, experiences, and abilities. Incidents that occurred in the summer and fall of 2021, particularly those in which Corps of Cadets student leaders were implicated, indicate a cultural problem within the Corps that must be thoroughly addressed by a transparent and comprehensive audit of both the Commandant's Office and student Corps leadership. This audit must define and/or clarify the present-day role of the Corps and how it correlates with the modern values and learning objectives of a 21st-century public university. This audit must also examine and articulate the purpose and value of overlaying specifically military-like elements on the CSU's existing structure for public university student governance and discipline such as: imposing a hierarchical authority structure parallel to the elected representatives of students themselves; requiring quasi-military activities and uniform standards in excess of Federal requirements for maritime cadets; a regime of punitive discipline – particularly when student-imposed – and how each of these elements is a necessary and effective value-added means of educating students or developing student leadership in a 21st-century public university.

Finally, senior administration must lead and facilitate an authentic and unconstrained conversation about the future of Cal Maritime, including specifically but not exclusively how to fully integrate new and newer academic programs with traditional vocational, e.g., USCG license preparatory, programs into the fabric of the campus community, including appropriate references in policy and documentation, as well as equity in promotional imagery and representation in marketing, public affairs, etc. In short, we must decide – together – what it will mean to be and what it will take to become a leading 21st-century public maritime university.

Campus Culture

The institutional identity of Cal Maritime should be primarily welcoming, inclusive, and supportive of all. The student body of Cal Maritime should reflect the demographic composition and values of the CSU and the State of California. Students' individuality and right to self-expression must be protected and valued equally with vocational aspiration or institutional identity. An effective campaign is needed to identify and address areas where attending Cal Maritime compromises mental health or causes concern for student safety. Hate crime, incidents of harassment, discrimination, and both individual and campus property damage must be taken seriously as symptoms of a fundamental cultural problem endemic to Cal Maritime. A significant effort must be made to root out, challenge, and eliminate the beliefs and behaviors that encourage, aid, and abet such acts beginning with openly acknowledging past failures. Evidence from NSSE reports (2017, 2021) and any other sources must be seriously considered. The university must craft and fund an effective long-term strategy for improvement while immediately providing more student and faculty resources in this area. The administration must expand on the Inclusion Initiatives by developing and implementing a comprehensive, multi-year Institutional Strategic Plan toward addressing and preventing sexual assault and sexual harassment and providing

equitable working and learning environments for all genders, including a thorough review, update, and revision of student discipline policies and procedures to ensure equity for all. The plan must include recognition of those students and alumni who have spoken up about the discrimination, sexual harassment, sexual assault, and the Title IX process but, in the end, felt unheard or betrayed by the institution. Any Strategic Plan designed to foster trust going forward must acknowledge its past.

The faculty of Cal Maritime reject what we see as the recent doubling down on the military-style “Academy” as the primary value in student development prima facie at the expense of years of work and progress toward building an innovative maritime university primed to serve the people of the Western United States and the State of California and provide pathways to success in the maritime professions. Instead, we seek a plan to fully embrace our identity as a small and focused, student-centered public university, built on true respect, care, and well-being as essential precursors to education, regardless of nomenclature. Furthermore, we find that a bifurcated and siloed campus culture now allows tradition and prejudice to cast students pursuing USCG-licenses as mates and engineers as the “most legitimate” Cal Maritime students, causing those in other majors and the majors themselves to be marginalized while similarly opposing categories of “licensed” and “non-licensed” faculty divide our community. Faculty evaluation at every level must be relevant to the disciplinary standards for achievement in each faculty role: there is no “one size fits all” metric for assessing performance. These aspects of Cal Maritime’s campus culture must be strenuously and formally denounced by leadership and quashed regardless of any rationalization or excuse.

Safety Aboard the Training Ship Golden Bear

The President and senior leadership must address licensed faculty concerns that the Training Ship Golden Bear (TSGB) operations lack adequate safety. Several recent safety incidents such as a student injury during maintenance work this academic year, multiple incidents cited in the “Feedback and Perspectives on 2021 Training Cruises,” and several ‘near-misses’ demonstrate the need for a more robust safety culture in line with current maritime industry standards. The President should exercise strong oversight to address the high attrition of deck officers, understaffing of both deck and engine USCG licensed faculty, as well as reports of persistent, ongoing maintenance and seaworthiness issues on the ship. The President and senior leadership must ensure the licensed faculty’s concerns will be addressed by the next Captain. The hiring process for the new Captain must be open, inclusive, and transparent as the first step of establishing a new culture aboard the TSGB and does not allow this situation does not arise again.

Investigating Employee Retention

Cal Maritime must not become an academic employer of last resort. We must develop a robust, confidential, and clear faculty exit interview process and share collected data with the campus community. The President must take employee attrition seriously and address the difficulty in filling current positions. The administration must provide the campus with all data on the trends in employment and attrition so that faculty, staff, and other stakeholders can use that data to drive changes in campus practices.

Academic Governance

To achieve these goals, the President and Cabinet must immediately address the strong perception among the faculty that he is surrounded by advisors who are not empowered or who

are discouraged from providing honest critique and feedback. The President should guard against the actuality or appearance of groupthink in an administrative echo chamber. The President must demonstrate trust in skilled and experienced staff and administrators and empowering with them with the ability to make decisions while embracing the best practices of shared governance. Those involved in making the decisions should also be held accountable, and willing to acknowledge and take ownership of mistakes. In addition, steps must be taken to seriously address concerns of fear and retaliation on campus, with respect and due regard for the importance of perceptions in forming opinions.

SOURCES:

- CSUMA Inclusion Initiatives <https://www.csum.edu/inclusion-initiatives/index.html>
- Feedback and Perspectives on 2021 Training Cruises <https://www.csum.edu/inclusion-initiatives/media/feedback-perspectives-cruise-2021.pdf>
- California State University Maritime Academy, TNG Consulting, LLC External Review
- Resolution 21-22/03, “Mari-TimesUp: Changing the Toxic Culture and Indifference at Cal Maritime,” passed by the Faculty Senate <https://www.csum.edu/faculty-senate/media/maritimes-up-resolution-final.pdf>
- Resolution 19-20, “Resolution on Campus Gender Equity” passed by the CSUMA Faculty Senate <https://www.csum.edu/faculty-senate/media/gender-equity-com-resolution.pdf>
- California State University Maritime Academy Enrollment Challenges and Recommendations (Volkert Report)
- Cal Maritime Shared Governance Final Report <https://www.csum.edu/faculty-senate/cal-maritime-shared-governance-draft-report.html>

THE CALIFORNIA STATE UNIVERSITY
OFFICE OF THE CHANCELLOR



BAKERSFIELD

March 30, 2022

CHANNEL ISLANDS

MEMORANDUM

CHICO

DOMINGUEZ HILLS

TO: Faculty, Staff, Students and Community
California State University Maritime Academy

EAST BAY

FROM: Steve Relyea 
Acting Chancellor

FRESNO

FULLERTON

SUBJECT: President Thomas A. Cropper – Completion of Triennial Performance Review

HUMBOLDT

LONG BEACH

The California State University Board of Trustees formally evaluate CSU presidents and the state of campus affairs on a three-year cycle, in addition to annual summer conferences held by the chancellor with each president. I write today to inform you that the regularly scheduled review process for President Thomas A. Cropper has been completed, and the Board and I are confident in the promising future that awaits California State University Maritime Academy under his leadership.

LOS ANGELES

MARITIME ACADEMY

MONTEREY BAY

The horizon for public higher education is comprised of opportunities and challenges, and we believe that with the extended Cal Maritime community working together, the campus will continue as a beacon of opportunity as it advances its unique, necessary and consequential educational mission.

NORTHRIDGE

POMONA

The litany of tasks and responsibilities expected by the Board of President Cropper is quite significant. In addition to providing leadership and management for academic, student-support and administrative issues in a collaborative environment that honors principles of shared governance, the president also has responsibility for engaging with the broader community, systemwide duties, contributing to state and national higher education policy, and cultivating philanthropic support and stewardship – all of which benefit and advance Cal Maritime and its cadets. And, of course, the COVID pandemic has required nimble and thoughtful decision-making and fast action to maintain cadets' progress to degree while protecting their health, safety and well-being, as well as that of faculty and staff.

SACRAMENTO

SAN BERNARDINO

SAN DIEGO

SAN FRANCISCO

SAN JOSÉ

The purpose of presidential evaluations and summer conferences is to keep the CSU Board of Trustees properly informed of campus successes and challenges, to develop and maintain alignment regarding strategic goals, and for the Board and chancellor to demonstrate our commitment to and support of the campus and its cadets, faculty, staff and leadership.

SAN LUIS OBISPO

SAN MARCOS

SONOMA

STANISLAUS

As you may know, during fall term 2021 we initiated the regular three-year review process for President Cropper – his third comprehensive evaluation since his appointment as president in 2012. All campus constituents and stakeholders were invited and encouraged to participate.

We received letters regarding all aspects of the president's performance from faculty, staff, students and community members. The board and I appreciate the candid, insightful and confidential feedback from the extended campus community, and offer our heartfelt thanks to those who took the time to provide such thoughtful input into this review.

The points of view expressed in each letter were read and carefully considered, and a comprehensive summary of the input was prepared for the Board's review, maintaining the confidence and anonymity of every participant. In addition, the CSU Office of the Chancellor prepared its own evaluation of the president, informed by the campus and community input, visits to campus and interactions in the normal course of business with leadership, faculty, cadets, alumni and staff at Cal Maritime.

These documents, plus comprehensive operational, fiscal and student-success data were reviewed, discussed and deliberated in closed session with the Board and President Cropper on January 26, 2022. That meeting led to a deeper understanding of the campus, the relationship of Cal Maritime to the larger community, and of the campus's opportunities and challenges moving forward. (While it is understandable that there is public interest in the details of this discussion, performance evaluations for any faculty or staff member within the CSU, including our presidents, are confidential [Government Code Sec. 6254(c) and 6255].)

As a result of this process, certain goals were agreed upon by President Copper and the board. They are, in no rank order:

1. Culture

To lead the next phase of transformation from maritime trade school to professional maritime university, critical steps will include: 1) engaging in small-group personal interactions with the campus community through 2023 to resolve tensions around emerging campus identity issues and 2) continuing ongoing efforts to strengthen the effectiveness of the academic senate and shared governance. Additional measures will include:

- Faculty and staff surveys conducted mid-2023 to better understand campus climate.
- The evaluation and improvement of campus culture with attention to sexual assault/harassment, bias and discrimination within the maritime industry.
- Substantial revision of the first-year experience no later than fall 2022.
- The full implementation of initiatives identified in fall 2021 to improve support for cadets' well-being and mental health no later than the summer 2022 sea training terms.

2. Enrollment

Completion of an enrollment study in spring 2022 will inform a new five-year campus strategic plan (2022-27) to improve recruitment, retention and progress toward completion of GI 2025 goals. Additional measures will include:

- Restoration of campus enrollment to a headcount of 1,100 no later than fall 2024.

- Seeking funding from the Chancellor's Office for a community college transfer staff position in fall 2022 to support the fall 2023 recruitment cycle.
- Continued student body diversification in gender and ethnicity enrollments to include: females (30 percent), Latinx (25 percent) and AANAPISI (15 percent) no later than fall 2025, capitalizing on Title V funding to the greatest extent possible.

3. **Physical Master Plan**

Focused efforts will advance the priorities of the physical master plan for the campus. Additional measures will include:

- Securing federal funding for the new National Security Multi-Mission Vessel (NSMV), Cal Maritime's new training ship, no later than spring 2022.
- Aligning waterfront master plan improvements with NSMV requirements to have the waterfront infrastructure in place for the new vessel's arrival, projected by summer 2026.
- The complete renovation and commencement of operations of a campus inclusion center no later than May 2022.
- Continuing facilities and classroom modernization, completing Mayo Hall modernization by spring 2023 and initiating construction of a new academic building no later than fall 2025.
- Continuing campus renewable energy transformation toward 100-percent renewables by 2029.
- The initiation of construction of an academic solar/battery microgrid no later than spring 2023, and complete campuswide LED lighting replacement by fall 2023.

4. **Affordability**

Cal Maritime is undertaking a fundraising campaign unprecedented in the university's history. Sustained progress in fundraising has resulted in \$30 million of its \$40 million goal being met to date. Progress evaluation and a decision whether there will be an amended comprehensive campaign goal will be identified no later than summer 2022. Additional measures will include:

- Conferring with the Chancellor's Office regarding waivers of financial aid practices in application of Pell/CalGrant/SUG to decrease student net price at Cal Maritime; initiation of approved changes no later than fall 2023.
- Engaging the Executive Vice Chancellor and Chief Financial Officer no later than fall 2022 to elicit state financial underwriting for future campus housing projects to decrease housing costs for Cal Maritime, which houses 90 percent of students on campus due to curricular demands.

5. Community

The campus will continue developing expansion options for the Cal Maritime Anchor Center in downtown Vallejo. Additional measures will include:

- Reaching a decision with the city's economic development office no later than fall 2024 to develop a foundation-owned building and property.
- Proceeding with a newly signed memorandum of understanding to determine Cal Maritime's requirements for urban renewal of Sperry Point in Vallejo.
- Providing the Chancellor's Office with a long-range plan and expected funding needs no later than December 2023.

In order to remain attentive to the current and future state of affairs at Cal Maritime, the chancellor will continue to hold an annual summer conference with President Cropper, as is standard practice with all 23 CSU presidents. President Cropper's next formal three-year review with the Board of Trustees and the chancellor will be initiated under current policy in 2025.

Again, thank you for participation in this important process. The feedback received made clear that there is a strong community-wide commitment to the success of California State University Maritime Academy. Please know that the CSU Board of Trustees and I share in that commitment, as does President Cropper.