

**Subject:** Rapid Action Working Groups  
**Date:** Monday, January 8, 2024 at 7:46:29 AM Pacific Standard Time  
**From:** President of CSU Maritime Academy  
**To:** President of CSU Maritime Academy  
**Attachments:** image001.png, image002.png



# CAL MARITIME

MESSAGE FROM THE PRESIDENT

Colleagues,

As we kick off the spring semester and work to finalize our FY24-25 budget, we need to activate the Rapid Action Working Group that I outlined in my campus message of December 15, 2023.

The Rapid Action Working Group effort is to generate viable options, that are capable of being implemented in short order, to address the fiscal constraints and enrollment challenges we face as a CSU campus. Options that would require major increases in state funding or other significant resources are not tenable until we increase enrollment and should not be recommended during this immediate working group effort. To be very forthcoming, please understand that the fiscal challenges we face in FY2024-25 are enormous.

While our effort is similar in nature to that of the previously envisioned “Way Forward Working Group,” this revised effort will instead take place in a very condensed timeframe to provide real time options that can be acted on in the near term. I understand long term suggestions and aspirational options will no doubt come up during your discussions. The Working Groups should capture those and review them as potential areas for future change. But our focus needs to be on realistic options that are capable of being factored into our FY 2024-25 budget planning effort and are capable of being implemented very soon.

The Rapid Action Working Groups will be led by the members outlined below and each working group must provide opportunities for faculty, staff, cadet & grad student, and alumni participation, including in-person, videoconference, and E-Mail submission.

- The Provost will convene a working group to examine the Academic Affairs enterprise and academic offerings.
- The Vice President for Administration & Finance will convene a working group to examine our fiscal enterprise and budget process.
- The Vice President for Student Affairs and the Director of Athletics & Physical Education will

jointly convene a working group to examine student affairs programs, services, and facilities that foster academic success, cadet / student development, and our campus community.

- The Chief of Staff will convene a working group to examine our administrative and support functions.
- The Director of Marine Programs will convene a working group to examine marine programs, waterfront activities, and Training Ship operations given the future NSMV.
- The Associate Vice President of Facilities will convene a working group to assess and prioritize campus infrastructure requirements.

Each Working Group should set and announce its own meeting schedule, and I encourage you to begin meeting as soon as practicable. Meetings must be focused on the immediate task at hand and should not be drawn out.

We will refine the timeline in the coming days, but I anticipate these working groups to be concluded by mid to late-February so we can review the ideas generated and begin making meaningful changes as early as this semester. Once the individual working groups have finalized their work, we will ask them to present their recommendations to the entire Working Group team (comprised of all the working groups) as well as others from across the campus community who are interested in attending.

Each Working Group will also prepare a short summary report of their findings and recommendations. The format will be disseminated by the chief of staff shortly. Those will be consolidated by the President's office into a written Rapid Action Working Group Report. That will be the document used to guide decision making and our implementation.

**To help guide the Working Group, the following is provided:**

The Rapid Action Working Group, comprised of subject matter-specific working groups, is tasked with providing recommendations which deliver administrative support with a higher level of service at a lower cost to the university. The Working Group will be given approximately four weeks to complete its work. Working Group participants are asked to "reimagine" Cal Maritime, creating a campus that is stronger, more competitive, fiscally sound, and sustainable. Working Group participants are asked to think big while also considering our fiscal realities.

There are two major tasks before the Working Group:

- (1) Develop an organizational framework which will support continuous improvement efforts as we go forward; and
- (2) Identify and prioritize critical improvement areas that could be restructured, consolidated, or eliminated. Recommendations should also consider the need to reduce the level of administrative bureaucracy so more resources can be utilized to support our strategic goals.

Thank you for participating and providing your important voice to this effort. Your contribution is critical to our success.

Respectfully,

**Michael J. Dumont, J.D.**

Interim President



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