

Division of Cadet Leadership and Development

Annual Report 2021-2022

California State University Maritime Academy



July 20, 2022

Message from the Vice President

Dear Colleagues,

It is with great pride that I present the inaugural Division of Cadet Leadership and Development Annual Impact Report for 2021-22.

This report illuminates the work done by a dedicated group of student affairs educators towards the common goal of supporting the wellbeing, leadership development, and safety of our cadets.

The CLD team partnered along the way with cadets, faculty, staff and administrators to accomplish our common goals of creating a vibrant, relevant, and inclusive maritime academy. In this report you will find highlights of efforts to support cadets in all aspects of their lives on campus.

This report is also about continuous improvement, as you will see new assessment measures and in sharing publicly our effort to be transparent and inclusive of our work. We appreciate the partnership of our community, as we could not do this work alone.

As the African Proverb states: “If you want to go fast, go alone, if you want to go far, go together.”

Kathleen McMahon

Kathleen N. McMahon
Vice President for Cadet Leadership and Development

Table of Contents

Message from the Vice President	2
Table of Contents	3
Executive Summary	4
Mission and Priorities	5
Points of Pride.....	6
Department Highlights.....	8
Accessibility and Disability Services.....	9
Associated Students & Student Activities	10
Counseling and Psychological Services.....	11
Career Services	12
Office of the Commandant.....	13
Community Engagement	14
Cadet Community Connection.....	14
Cadet Conduct.....	15
Equal Opportunity Program.....	16
First Year Experience	17
Keelhauler Family Program.....	18
Peer Health Education.....	19
Residential Life.....	20
Student Health Center	21
Women in Maritime Leadership	22

Executive Summary

We began fall 2021 focusing on Resilience to Renaissance, moving our campus from caring for our campus during the height of the COVID-19 pandemic to fully embracing being on campus in person together. While the challenges of COVID remained, we focused on engagement and having strong systems to support cadet wellbeing and safety.

Fall semester we encountered campus climate challenges, including responding to MidshipmanX and having dialogues about sexual assault and harassment on campus and at sea. We realized we needed to rebuild trust in the TIX program and brought on external experts (Grand River Solutions) to assist in a program evaluation. The work with Grand River Solutions continues and the feedback has been positive. The campus engaged in conversations about how to make our uniform and grooming standards more inclusive. In January, we revised the standards to be non-binary, being the first maritime academy to have non-binary standards. Inclusion was the theme of the year as we responded to voices from the community on what we needed to do to improve the campus climate. In April, we opened the first Inclusion Center at Cal Maritime.

Throughout the year each department worked hard at adapting their program to be engaging and supportive of cadets, while keeping them safe and well amongst the ever-changing pandemic. The mental health and wellbeing of our cadets was the primary focus, as the nation saw mental health concerns rising among college students. We partnered with the JED Foundation to assess our mental health efforts and then moved to a campus wide committee engaged in strategic planning work.

We ended the year with a highly successful commencement and sent summer cruise 2022 off for a sixty-five-day journey.

Mission and Priorities

Mission

The Division of Cadet Leadership and Development provides the Corps of Cadets an inclusive, developmental, and holistic academy experience through programs, services, and an environment that inspires leadership with a global perspective. In addition to institutional values of Dedication, Honesty, Integrity, Respect, Responsibility and Trust, the Division of Cadet Leadership and Development values creating an inclusive community, cadet wellbeing, and unwavering support for the Corps of Cadets.

Divisional Priorities 2021-2022

- Promote Belonging, Engagement and Development
 - Inclusion Center Opening
 - CommUnity Day 2022
- Improve Diversity, Equity, Inclusion and Access
 - Improve Title IX and Gender Equity Initiatives
 - Revision of Uniform and Grooming Standards
 - Work with MARAD and SMAs on EMBARC policy
- Strengthen Mental Health and Wellbeing
 - JED Foundation Assessment
 - Sustain support for cadets during second year of pandemic
- Develop New First Year Experience and First Year Cadet Orientation
- Revitalize the Corps of Cadets
 - Build common cadet leadership team, selection process, training, and expectations
 - Improve divisional morale

Points of Pride

Points of Pride

- Revised Uniform and Grooming Standards to be more inclusive, which involved campus community dialogue
- Created and implemented a new FYE pilot program to be improved and broadened in collaboration with Academic Affairs for fall 2022
- Equal Opportunity Program had largest incoming cohort to date and graduated largest class in history
- Career Services held a successful Career Fair spring 2022 with largest number of employers in recent years
- Created Title IX Road Map to Success with Grand River Solutions
 - Revised SASH trainings for commercial cruise
 - April 2022 trained over 280 cadets, faculty and staff in TIX
- Opened first Inclusion Center at the PEAC
- Partnered with campus stakeholders to deliver the first successful CommUnity Day- a day of campus wide dialogue and learning on issues of inclusivity and campus climate
- Collaborated with the Corporation to make improvements to residence halls with renovations and projects, such as new carpets, increased internet access and new furniture
- Worked closely with MARAD and State Maritime Academies to generate EMBARC policies for our commercial sailing cadets
- Held first Keelhauler Family Weekend in October 2021 with the theme, “How to be a Cadet”
- Expanded the Edwards Leadership Program and conducted the Leadership Indicator for Students © Assessment in collaboration with Center for Creative Leadership and IWAC
- Held first combined cadet leader training in August 2021, engaging 7 cadet leader groups. Spring 2022 created revised common cadet leader selection process with equitable practices and common cadet leader expectations. Summer 2022 we will train over 100 cadet leaders

- Held successful, in-person Women in Maritime Leadership conference with strong representation and sponsorship from the maritime industry and other maritime academies
- Cruise Task Force on Summer 2021 cruise created recommendations that were implemented for Cruise 2022
- Partnered with JED Foundation to assess campus efforts around mental health and wellbeing and began implementing strategic plan.
- Held a total of 53 service events with 207 volunteers for a total of 3,540 hours of community service
- Held over 900 points of contact supporting cadets with disabilities
- Created partnership with local Native American tribes to bring first Land Blessing and Acknowledgement to campus
- Supported students with free food pantry and weekly fresh fruit and vegetable stands
- Increased emergency grants for students who experienced emergencies or COVID related issues
- Commencement for over 220 cadets, and over 2,000 supporters

Divisional Challenges

- Keeping the campus safe, well and engaged during the second year of pandemic
- COVID Omicron surge in January 2023 - Patient volume increase: 160% in Jan – Feb 2022
- Responding to campus reactions to MidshipmanX, SASH in the maritime industry and on campus, and the need to build trust with campus Title IX effort

On the Horizon - Priorities for 2022-23

- Gender equity initiatives
- Partner with Academic Affairs to implement expanded FYE for most majors
- Continue implementation of TIX Road Map to Success
- Connect the Corps of Cadets with strategic direction, alignment of purpose, and commitment to the community
- Co-author campus wide vision for cadet leadership development as part of Cal Maritime mission and purpose

Department Highlights



Accessibility and Disability Services

Mission Statement

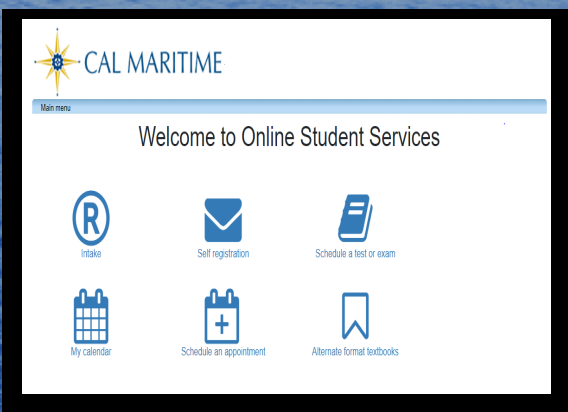
- The Office of Accessibility & Disability Services is committed to supporting cadets with disabilities. We provide support services and serve as an informational resource to individual cadets with disabilities and to the entire campus community.

Initiatives

- Increase access to services to support accommodations including academic, testing, housing, medical, and access accommodations
- Increase awareness of services
- Provide training to staff and faculty

Highlights

- Launched a secure online accommodation portal to increase access by 100% for students and faculty
- Over 900 Points of Contact with cadets
- Serving 17% of the Corps of Cadets
- Provided training in Neurodiversity to support faculty and cadets



*85% of students agree it is easy to meet or speak with ADSO

*85% of students feel welcome, respected, and understood

*95% of students feel ADSO referred them to appropriate resources

*90% of students feel ADSO follows up effectively with faculty when there is a problem

Associated Students & Student Activities

Mission Statement

- The Associated Students of the California Maritime Academy (ASCMA) is to provide for general welfare of the student body and to support the academic mission of the Academy. In so doing, responsibilities consist of acting as the official voice of the students, coordinating and funding student activities, allocating funds to student organizations, and serving as liaison between students, faculty, and administration.

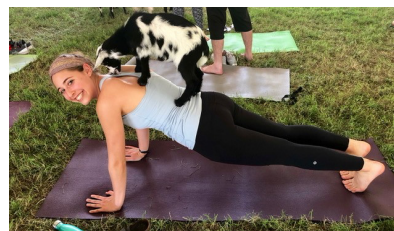
Initiatives

- To provide a wide breath of programming both during the week and on the weekends
- Provided additional funding for clubs to provide more activities for their club members and ASCMA partnered with clubs to do activities that would help more cadets become familiar with these clubs and possibly elevate club membership
- Collaborate more on campus with other areas of campus partners such as Corps Staff, Res Life, EOP, Community Engagement, and Peer Health



Highlights

- “Pop-Up Fresh Veggie & Fruit Food Pantry” on Thursday nights that provided free vegetables from a local farm along with fresh salad mixes, fruits, and bags of dry goods for all cadets.
- Worked with ASCMA cadet leaders, and non-leader cadets to put together an inclusive grooming standards resolution
- Established a community space/lower campus lounge where cadets can go to relax on lower campus
- Provided a robust ASCMA Club rush with 35 potential clubs on the quad with a participation of 200+ cadets who participated in the fair with an output of 22 active clubs this year.



Goat Yoga @
Lemos Farm in
Half Moon Bay

Counseling and Psychological Services

Mission Statement

- Counseling and Psychological Services (CAPS) believes that personal development and mental health are inherently connected to intellectual, academic, and professional success. CAPS is dedicated to supporting and uplifting the diverse experiences of Cal Maritime cadets. These efforts are guided by our shared community values of fairness and dignity, which we uphold through ongoing development of self-awareness, cultural humility, and professional expertise.

Initiatives

- Mental health service delivery that is accessible and high quality
- Meeting the needs of underrepresented and vulnerable cadets
- Leading the JED Campus Team and associated programs
- Additional outreach from a community mental health approach.
- Training for faculty and staff on supporting cadet safety & wellbeing.

Highlights

- Successful hire of new full time academic year counselor, Marie Ekmekjian, starting fall 2022.
- Ian participated in the Marine Board Spring Meeting DEI Panel with the National Academies of Science 4/22.
- CAPS Revamped and Updated: Policies and Procedures Manual, Web site, Community referrals,
- New self screening tools for students.
- Continued in person and virtual counseling options for students.
- PMAG award of \$5,000 (June, 2022) for Inclusion Center promotion.



Career Services

Mission Statement

Career Services seeks to complement the academic mission of Cal Maritime by educating and empowering students to take ownership of their professional development as lifelong learners; while functioning successfully in a global society.

- In partnership with **students and alumni**, career services will facilitate career exploration, career decision-making, and provide guidance towards career selections.
- In partnership with **faculty and university staff**, career services will provide information, programs, and consultations to help address the career-related needs of students.
- In partnership with **employers**, career services will maintain and develop new relationships that align with the employment/career needs of students and alumni.

Initiatives

- Launched the satellite communication device for cadets on commercial cruise
- Implemented Federal EMBARC policy with commercial partners
- Launched Alumni Mentoring Program to prevent SASH on commercial cruise



engineer Generator
 Engineering Intern Southland Industries Controls system Field engineer
 BAE Systems Inchcape Marine Corps
Military Sealift Engineer Stationary Engineer
 shipping services 3rd Mate Operations rep
 Sealift Commission States United Sealift Command
 Second Lieutenant Manufacturing Engineer

Top Job Titles and Companies

Highlights

- Keelhauler Career Connect job board attracted over 345 new users and 267 new employers
- Full-time Salary Range for Class of 2022 graduates:
 44% earn \$75,000 and above
 42% earn \$50,000 to \$75,000
 14% earn below \$50,000
- Over 700 cadets attended the career fairs with over 180 employers for fall and spring

Top 10 | Four-year California Universities with Best Short-term Net Present Value (NPV) (10 years)

Rank	University	NPV (10 years)
#1	California Institute of Technology (private nonprofit)	\$388,000
#2	Stanford University (private nonprofit)	\$367,000
#3	Harvey Mudd College (private nonprofit)	\$328,000
#4	Claremont McKenna College (private nonprofit)	\$267,000
#5	CSU Maritime Academy (public)	\$263,000



Office of the Commandant

Mission Statement

- The Office of the Commandant is responsible for combining each element of a cadet's experience with intentional leadership development in order to create graduates who are recognized as leaders in their industry.

Initiatives

- Co-create common leader expectations and training for all cadets serving in leadership roles
- Capture engagement efforts of the office through an assessment infrastructure
- Continue to align the Edwards Leadership Program with the Cadet Experience



Setting sail on TS Golden Bear with the cadets of Pirate's Cove



Corps Commanders – Craig Johnson and Alicia Porter at the Cal Maritime Gala

Highlights

- Led and coordinated the institutional response for COVID support throughout the academic year including the Spring surge and the TSGB cruise
- Co-authored a comprehensive leadership selection process for over 100 cadet leaders across all organizations
- Expanded and assessed cadet leadership through the Edwards Leadership Program in support of IWAC requirements

Community Engagement

Mission Statement

- The Office of Community Engagement's mission is to facilitate cadets' connection to and involvement in the community through civic and community engagement opportunities that create a positive community impact and provide opportunities for cadets to develop as leaders throughout their Cal Maritime experience.

Initiatives

- Formation of an Office of Community Engagement Cadet Leadership Team, consisting of 7 cadets to outreach to each Corps Company, Athletics plus ASCMA and Residence Life
- Creation of a strategic plan for the OCE, which aligns with the campus plan and CO Call to Service and assessment initiatives – in process with consultant from the Center for Community Engagement at the Chancellor's Office



Highlights

- 53 service events were created, 12 additional were supported
- 207 cadets participated – 35% increase from 2020/21
- 3,540 hours were given – 152% increase from 2020/21
- Special monthly “Weeks of Service” in the spring semester (including MLK, Valentines for Veterans, Keelhaulers ‘Spring’ into Service, and Earth)
- Unveiling new ‘Campus-Community Garden’ signage, honoring graduating senior, Thanaphorn ‘Tiara’ Supakit



Visit our Keelhaulers Care site to find out about upcoming events and JOIN US – ALL are welcome!
www.calmaritime.givepulse.com



Cadet-Community Connection (C³)

Mission Statement

- The Cadet-Community Connection offers cadets an opportunity to have a local "family connection." The Community Hosts are caring residents from the local community who will provide friendship, understanding, encouragement, plus a sense of family and the feeling of having a "home away from home" to incoming freshmen as they meet the challenges associated with a demanding first year.

Initiatives

- Creation of a C³ Liaison position to act as a peer mentor to cadets in the program
- Encourage C³ matches (Cadet & Host Family) to participate in service activities together
- Help create a sense of belonging for cadets as they transition to college, particularly in a post-covid/lockdown environment



Highlights

- 24 cadets matched w/ 24 Host participants
- 1 new Host onboarded
- 3 activities/programs organized
- Guest passes for Six Flags provided to each C³ cadet and 1 Host for usage together
- 3 Host Families still connected w/ graduating seniors attended Commencement
- New C³ Liaison (C³ cadet who stayed connected with Host Family during all 4 years at Cal Maritime) made individual connections with cadets in program
- Quote from C³ cadet: "I couldn't have managed this year without the support of my C³ Host Family – I love them!"



The goal of the Cadet-Community Connection program is to provide 360° of support for incoming freshman!

www.csum.edu/connection



Cadet Conduct

Mission Statement

- The Conduct Office ensures a fair and impartial administration of the disciplinary process while guiding cadets through it and educating them about their responsibilities as well as protecting the rights of all members of the community

Initiatives

- Re-establish in-service training for Discipline Review Hearing Officers
- Work with Academic Integrity Committee (AIC) to train students and staff who serve on the AIC Board
- Work to consistently enforce uniform, grooming, and attendance standards



Captain Muenzberg at formation



Highlights

- Processed 1438 cases for the 2021-22 academic year
- Reduced formation violations to 644 for the academic year
- 10 cadets were trained to do Conduct Review Boards and 3 new MPP hearing officers were trained for discipline review boards

Education Opportunity Program

Mission Statement

- The mission of EOP is to empower cadets from low-income and/or educationally disadvantaged backgrounds to meet their educational and personal goals by providing social, academic, and financial support from the point of admission to graduation. EOP services and resources include peer mentorship, academic advising, annual EOP grants, Summer Bridge transitional program, and workshops around academic and career skill development

Initiatives

- Improve the recruitment, outreach, and marketing strategies for EOP
- Reinvigorate in-person programming to cultivate community among new and continuing EOP cadets
- Develop academic success interventions and strategies to improve academic progress



Highlights

- Largest EOP Cohort in Fall 2021 with 25 new cadets
 - 20 male cadets
 - 5 female cadets
 - 8 transfers
 - 17 first-year cadets
- 15 EOP graduates in Spring 22
 - 78% 4-year graduation rate for Fall 2018 cohort
- 35 EOP events in 21-22 AY
 - 14 community events
 - 11 college success events
 - 5 retention-focused events
 - 5 staff development events

First Year Experience

Mission Statement

- The First Year Experience (FYE) program engages first year cadets a series of lectures and activities during their first semester that build the knowledge and skills necessary to succeed at Cal Maritime. The program is guided by best practices and connects cadets with academic and co-curricular resources, programs, and opportunities

Initiatives

- Watchstanding and Unpacking Orientation
- Financial Aid and Academic Advising
- Alcohol and Bystander Intervention
- Personal Identity and Values
- Leadership Development
- Title IX
- Diversity, Equity, and Inclusion
- “This I Believe” Assignment
- Wrap-Up and Feedback

“This I Believe” Assignment Assessment

Assignments were assessed on five variables using a 3-point scale (1 = undeveloped, 2 = developing, and 3 = skilled):

- Describing Experience;
- Describing Response;
- General Reflection;
- Directed Topic Reflection;
- Using Insights; and
- Connections to People.

Of those submitting the assignment (n=131), there was one category in which the majority of assignments (69.5%) were assessed as undeveloped: Connections to People, which was described as, “Student engages facilitators, mentors, family, and peers in conversations about reflection as appropriate.” Of particular note were the high assessments for Using Insights (“Student’s reflection leads to plans for the future.”) with a mean of 2.81 and Directed Topic Reflection (“Evidence that the student has questioned or evaluated their prior perceptions, action, or beliefs about their personal identity and values.”) with a mean of 2.87.

Highlights

- Creation and launch of a new FYE program for AY22
- Involvement of 24 cadet leaders and 12 staff members as Facilitators
- Public presentations of their “This I Believe” assignments by 7 first-year cadets
- A variety of submissions, including audio, video, and written reflections of cadets’ identities and values
- Robust feedback from cadets on highlights, benefits, and suggestions for the future of the FYE program

Keelhauler Family Program

Mission Statement

Provide families the tools necessary to support their cadet at Cal Maritime by partnering with Cadet Leadership & Development and promoting cadet engagement both within and outside the classroom

Initiatives

- Improve collection of parent data
- Produce and distribute 1 Keelhauler Family newsletter per semester
- Deliver a Keelhauler Family focused event in Fall



Highlights

- Newsletters sent out Fall and Spring
- 7-part virtual family orientation over Summer 2021
- First Family Weekend – Oct 2021
 - Theme: *How to be a Cadet*
 - Activities included Formation in the Quad; Boat rides operated by cadets, knot tying & Shanties; facilitated art project; and ship tours



370 attendees at
Family Weekend



Peer Health Education

Mission Statement

- Peer Health Educators (PHEs) are a diverse group of Cal Maritime cadets trained to educate their classmates about college lifestyle and wellness issues in a positive, interactive, fun, and non-judgmental manner

Initiatives

- Restructure Peer Health Program and develop a new training program for incoming PHE leaders
- Partner with Residential Life to create Health and Wellness workshop series for first year residents
- Create a mobile pantry to increase awareness and access



"Greens on the Cove" program, PHEs partner with ASCMA Food Pantry and Eatwell Farms to provide fresh veggies and fruits on campus



PHEs partner with our Confidential Advocate for Sexual Assault Awareness Month

Highlights

- Partnered with Eatwell Farms and ASCMA Food Pantry to provide FREE farm fresh fruits and veggies for our campus community
- Continued partnerships with Solano County Department of Health and Loving Animals Providing Smiles (LAPS) to provide campus with free programs (HIV Screening, Fluffy Therapy)
- Most popular PHE programs are Sex in the Dark, Sober October, and Mental Health Awareness Week

Residential Life

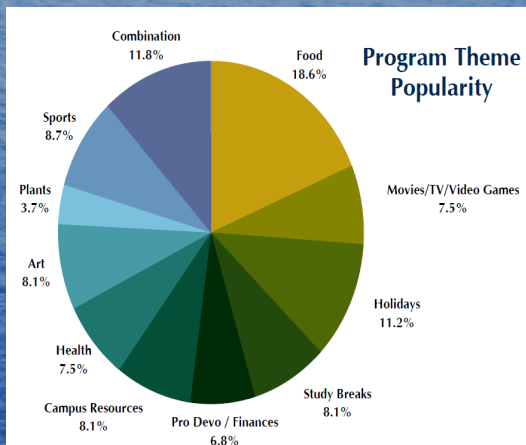
Mission Statement

- Housing & Residential Life is committed to creating inclusive communities and providing a residential living/learning environment that directly supports the educational, social, and personal development of each cadet
- Overview:
Residence Life has 4 residence halls, up to you 760 residents. Staffing of 4 professional staff with 23 Resident Hall Officers (RHOs)

Initiatives

Our main initiatives that guide our practice are to:

- Provide a safe and functional living environment
- Foster community and engage cadets in meaningful dialogues/experiences
- Advocate for the cadet experience and increase the quality of our Res Life program, along with physical quality of the residence halls.
- Be prepared and present to support cadets to challenges and crisis which may arise



Highlights

- **Programming:** While navigating challenges of COVID, Residence Life provided 134 programs led by RHOs, averaging 17 cadets per program
- **COVID Response:** Directly provided accommodations and resources for over 130 cadets requiring isolation or quarantine during the academic year



Student Health Center

Mission Statement

- Provide outpatient care consistent with the scope of service, and the skills and specialties of clinical staff.
- Support cadets' optimal health to promote academic achievement, retention, USCG licensure, and development of healthy lifestyles
- Committed to cadets by modifying or removing health-related barriers to learning.

Initiatives

- Maintain high-quality, accessible health care to all cadets during their tenure at Cal Maritime while on campus or on the TSGB.
- Increase utilization of CAPS from 41% (use over past 12 months) to address mental health needs.
- Hire/train new health services assistant, cross train all staff



Student Health Center Staff ready for Orientation Fall 2021



COVID-19 Vaccination Clinic in PEAC, Mar '21

Highlights

- Managed COVID-19 surge on campus in winter '22 with **6x** the usual patient volume (isolation/quarantine/contact tracing)
- Treated cadets with high acuity and high severity mental health issues
- Initiating JED assessment for campus (mental health)
- Patient satisfaction survey shows “satisfied or very satisfied”
 - SHS: 74.3%
 - CAPS: 66.7%

“Nurse Heather goes out of her way to help out with any health issues or injuries...”

Dr Grace Chou is the best part about this place! She went out of her way multiple times for me...”

Women in Maritime Leadership

Mission Statement

- To deliver an inspiring and actionable leadership development conference specific to the goals of cadets and professional women in the maritime industry

Initiatives

- Participants to engage in meaningful networking opportunities that will positively impact their future endeavors
- Participants to increase their knowledge and understanding of both industry-specific information and career development competencies
- Participants to gain insight into effective leadership practices and grow their own leadership toolkits



Highlights

- Strong representation and sponsorship from the maritime industry
 - Partners: Women Offshore & Inchcape
 - Sponsors: Port of Oakland, Pasha Group, Crowley, SF Bar Pilots, Hornblower, Matson & AMO
- Commitment from alumni and industry speakers (17 Speakers/Panelists for 10 sessions)
- Prominent (trans)woman, Kim Asher, presented virtually from Taiwan
- Continued participation from maritime academies (cadets from 4 in attendance)
- Participants pledged to *Break the Bias* in honor of Women's International Day

