



June 26, 2014

Admiral Thomas Cropper  
President  
California Maritime Academy  
200 Maritime Academy Drive  
Vallejo, CA 94590-8181

Dear President Cropper:

At its meeting by conference call on May 29, 2014, a panel of the

Student achievement data was not readily available to the Interim Report review panel. It was unclear to the panel whether CMA's retention data reflects only first-time, full-time students or includes transfer students. CMA should clarify this with the comprehensive review team and, if the panel is correct that those data only focus on first-time, full-time students, include retention and graduation data for transfer students. The panel recommends that the comprehensive review team have access to all of CMA's student success data. The panel also recommends that CMA use more conventional methods of reporting degree completion data. Finally, CMA should provide the comprehensive review team with several years of student achievement data and not just the most recent year's results, to help reflect data trends. (CFRs 1.2, 2.6, 2.10)

CMA reported that all of the institution's programs had either been through a program review or were "in the pipeline" for review, though the data was not readily available to the panel. The panel noted that CMA's track record for professional accreditation is excellent. CMA is encouraged to coordinate the specialized program accreditation process with the institutional program review process to avoid duplication of labor. CMA should provide evidence to the comprehensive review team that the specialized accreditation reviews include assessment of student learning outcomes and/or other required elements of an institution's internal program review. CMA should also make evident to the comprehensive review team how annual

**Refinement of the leadership program.** It was clear to the review panel that CMA is taking the recommendation to refine the leadership program seriously. The panel commended CMA for clarifying the charge to the program and for instituting a taskforce that has developed clear goals and a timeline for action. The panel was impressed with the development of an effective program structure grounded in best practices. The panel was also impressed with CMA's openness to learn from your efforts including discontinuing strategies you find ineffective. CMA should not only share the three year program implementation plan with the comprehensive review team, but provide evidence of execution of the plan, assessment of results from your efforts, and changes made based on that assessment. (CFRs 2.11, 3.10, 4.7)

**Ongoing state funding challenges.** The panel commended CMA for working effectively with the CSU Chancellor's office to secure funding in the short run to address funding needs. It was clear to the panel that CMA is aware of the issues that come with enrollment increases, i.e. not just increased revenues, but increased costs that risk serving more students than funding can support. The panel recommends that CMA establish an optimum enrollment target that strikes the necessary balance between costs and revenue. (CFRs 3.4, 4.7)

After extensive discussion of the progress that has been made by California Maritime Academy thus far, the panel acted to:

1. Receive the Interim Report.
2. Recommend continuing with the Mid-Cycle Review in summer 2015.
3. Request that progress on the five topics addressed in this letter be included in the institutional report for the Offsite Review (OSR) in fall 2018 and Accreditation Visit in spring 2019.

The panel would like to affirm the hard work and important steps California Maritime Academy has taken to address these issues to this point. I wish you and California Maritime Academy every success.

Sincerely,



Maureen A. Maloney  
Vice President

cc: Graham Benton, ALO  
Members of the Interim Report Committee