

RAMAPO COLLEGE OF NEW JERSEY

STRATEGIC PLAN
2007-2012

September 28, 2007

STRATEGIC PLANNING TASK FORCE (SPTF) MEMBERS

Robert Amon	Vice-President, Student Government Association
Beth Barnett	Provost and Vice-President for Academic Affairs
Henry Vance Davis	Dean, School of Social Science & Human Services (to June, 2007)
Mark W. Grannon	Member, Ramapo College Foundation Board of Governors
Elizabeth Jocham	Unit Secretary, Specialized Services
Stephen Klein	Professor, Anisfield School of Business
Missy Long	Independent Living Counselor, Specialized Services
Peter P. Mercer (Chair)	President
Emma Rainforth	Assistant Professor, School of Theoretical & Applied Science
Dorothy Echols Tobe	Chief Planning Officer
Babette Varano	Director, Institutional Research and Planning
Vernon C. Walton	Chair, Ramapo College Board of Trustees

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NOTE: The goals are equally important. The order in which they appear is arbitrary.

INTRODUCTION BY THE PRESIDENT

The Strategic Planning Task Force (SPTF) began meeting in mid-November 2006. There have also been several meetings of smaller SPTF working groups. This is the second draft report to be released for public discussion and reflects many of the comments that were received at open meetings in March.

The decision to “refresh” the existing Strategic Plan (*Enhancing Institutional Excellence 2002-2012*) came about largely because of two factors. First, it listed 22 long-range goals in no order of priority and it has proven difficult to monitor and assess progress towards such a large number. Second, although the Plan was originally to run from 2002-2012, it actually called not only for annual review but “complete revisions at five year intervals.” This planning exercise is therefore in keeping with that exhortation. It has produced a much different document in a much different time – one which will enable the College to focus its efforts in a planned, integrated way over the next five years.

The SPTF therefore began its work by reviewing *Enhancing Institutional Excellence* but with a definite bias to creating a shorter document that would be distinctive of Ramapo College’s traditions while providing clear strategic direction. The building blocks of this new version are principles, goals and objectives:

- The five principles listed at the beginning of this draft report are basic assumptions that underlie the goals that follow. Two of those principles, inclusive excellence and sustainability, are amplified in an Addendum to the Draft Report. These amplified statements, produced by some of our own faculty, are not officially part of the Draft Report but have been provided to inform and stimulate discussion. To describe the principles as “basic underlying assumptions” is to recognize that whereas the goals of future strategic plans may vary, the principles are likely to be retained.
- The goals themselves – now consolidated from six into three in this second draft – are general statements of strategic direction.
- The objectives enumerated under each goal are sufficiently specific that progress toward reaching them can be assessed but not so detailed that they effectively dictate the way each unit will approach its pursuit of the strategic goals.
- This version of the Strategic Plan also contains a proposed Vision Statement that might be considered the foundation for the strategic plan.

If the Board approves this final draft of the Strategic Plan, the next step will be to put it in to action. All units, academic and administrative, will be asked to develop their own rolling three year plans in light of the College's strategic plan. These will be presented to a Cabinet committee and ultimately approved by the Cabinet. Each unit will thereafter make an annual budgeting and operational submission identifying progress made under its rolling three year plan and setting out its specific agenda for the forthcoming year. A schematic setting out this planning matrix is also included as an addendum to the report.

All strategic objectives must be realistically attainable within the context of funding. It is envisioned that while all strategic goals will remain the same, the objectives (range of outcomes to achieve the goals) will be greatly affected by the availability of funds. Since "extra" funds from traditional sources do not seem likely to come our way any time soon, we will not only have to seek additional sources but we must also look at freeing up dollars by reallocating portions of our current operating budget. Any such proposals by the Cabinet will be presented to the College for discussion.

It is of course the case that units themselves will consider reallocation of these budgets to enable achievement of their strategic priorities. So, for example, continuing to increase the net number of full-time faculty positions may be expected to continue as an institutional College priority, but the schools themselves will be expected to develop their own three year plans identifying and justifying where new faculty lines are required.

Having acknowledged the obvious – that funding is an issue – I want to emphasize our need to be creative. All strategic planning proposals must be financially sound but that requirement should not constrain us from thinking expansively as we consider how we can best fulfill our mission as a public college. For example, and this is only one example, imagine that we decided to model a School of Health Sciences that would be the home for our nursing program but which would also be the location for a new Bachelor's degree in Health Sciences where the courses could include components on health promotion, healthy ageing, the ethics of health care, health policy development and the like.

Imagine further that we consider offering courses in health care administration and that we look further down the road and envision making that an emphasis in a reinvigorated M.B.A. program. Might we consider establishing satellite operations close to state hospitals where we could educate additional numbers of nursing students and offer part-time programs in health care administration for hospital personnel? Could we think of doing the same for teachers by developing a new graduate program that could be also offered off-site? The College has talked for some time about establishing some new programs. Now is the time to have that conversation in earnest, again, so long as it is tempered by an appreciation of fiscal reality.

**VISION STATEMENT OF RAMAPO COLLEGE: NEW
JERSEY'S PUBLIC LIBERAL ARTS COLLEGE**

Ramapo College aspires to be the premier public college in the greater New Jersey/New York metropolitan area providing a high quality education across programs whose curricula are founded on a commitment to the liberal arts.

RAMAPO COLLEGE MISSION STATEMENT

Ramapo College of New Jersey is a comprehensive institution of higher education dedicated to the promotion of teaching and learning within a strong liberal arts based curriculum, thus earning the designation “New Jersey’s Public Liberal Arts College.” Its curricular emphasis includes the liberal arts and sciences, social sciences, fine and performing arts, and the professional programs within a residential and sustainable living and learning environment.

Organized into thematic learning communities, Ramapo College provides academic excellence through its interdisciplinary curriculum, international education, intercultural understanding and experiential learning opportunities. These four pillars, supported by global partnerships established in Europe, Africa, Asia, South America, the Caribbean, and several Native American tribal communities, have become central themes in Ramapo College’s excellence in the teaching and learning continuum.

Ramapo College provides students with individual academic attention and social support within a caring, sensitive and intellectually vigorous community. The College provides service and leadership opportunities for students and faculty through a combination of internships, field placements, community service, study abroad, and cooperative education. These opportunities allow students, faculty and staff to encounter the world beyond the campus.

Ramapo College is committed to maintaining strength and opportunity through diversity of age, race, gender, sexual orientation, ethnicity, and economic background among faculty, staff, and students. Ramapo College is a selective institution committed to providing equal access to under-represented populations. Barrier-free, the College maintains a continuing commitment to persons with disabilities.

Ramapo College provides a rich living and learning environment through almost one hundred student organizations, intramural sports, and intercollegiate athletics. The College maintains a strong positive and economic impact on the surrounding communities by partnering with area communities, corporations, schools, service organizations, and governmental entities, while sharing its intellectual and cultural resources and its facilities. Ramapo College of New Jersey is committed to providing service and ethical leadership through international understanding and the creation of 21st century partnerships.

GUIDING PRINCIPLES

- All strategic goals and objectives must be consistent with the role of providing a high quality comprehensive education based on the liberal arts with particular emphasis on international education; intercultural understanding; interdisciplinary curricula, perspectives and analysis; and experiential learning.
- All strategic goals and objectives must be consistent with the College mission and vision and the primacy of facilitating student learning while also taking into account the needs and interests of faculty, staff, alumni, and the local, state, and global communities.
- All strategic goals and objectives must be consistent with infusing inclusive excellence into the campus environment, fostering diversity, encouraging the dignified and respectful treatment of others, adherence to high ethical standards and promoting engaged citizenship.
- All strategic goals and objectives must be consistent with the commitment to environmental, social, and economic sustainability by the College.
- All strategic goals and objectives must be defined in such a way that progress and fiscal soundness can be assessed.
- All strategic goals and objectives must be defined and pursued with transparency, collegiality, and open communication.

GOAL # 1: ENHANCING ACADEMIC EXCELLENCE

Ramapo College will provide nationally recognized academic programs that support the mission of the College and provide high quality student learning opportunities. Further, the administrative structure within academic affairs will be designed to support excellence in student learning, teaching, scholarship, and service.

- 1.1 The College will ensure that student learning emphasizes international education, intercultural understanding, interdisciplinary and experiential learning.*
- 1.2 The College will continue to graduate students who are life-long learners and who possess the necessary skills, knowledge, and ethics to seek enriching experiences and to develop new ways of thinking, acting, and engaging.*
- 1.3 The College will implement a sustainable program of faculty development designed to enhance the quality of teaching and learning, and increase opportunities for faculty scholarship.*
- 1.4 The College will provide high quality academic experiences at the undergraduate and graduate levels.*
- 1.5 The College will increase access and support for underrepresented students.*
- 1.6 The College will place high priority on the provision and modernization of classrooms, laboratories, and other space consistent with academic plans.*

GOAL #2: INVESTING IN THE FUTURE

The College will strive to increase and diversify its revenues to provide the human and material resources needed to deliver high quality programs and services.

- 2.1 The College will operate all units efficiently and effectively in administration, communication, practices, and use and provision of human and material resources.*
- 2.2 The College will actively seek initiatives, consistent with the College mission, that generate revenue.*
- 2.3 The College will identify the strategic initiatives for which funding support will be sought from the College Foundation.*
- 2.4 The College will develop financial decision making models to address management of assets and debts.*
- 2.5 The College will enhance effectiveness and efficiency by integrating institutional planning, budget development, management, and assessment.*
- 2.6 The College will reduce expenditures on non-renewable resources.*
- 2.7 The College will promote inclusive excellence in all aspects of institutional planning.*

GOAL #3: ENRICHING COLLEGE LIFE AND COMMUNITY PRESENCE

Academic life must be complemented by a vibrant campus life that provides students, faculty, staff, alumni, their families, members of the surrounding communities, and prospective students the opportunity to realize their full potential. Stronger relations within the College community, among the College and local, regional and statewide communities, and between the College and alumni will be actively pursued.

- 3.1 *The College will provide a wide range of activities and programs to meet the needs of resident and commuting students and to engage community members.*
- 3.2 *The College will increase the number of activities that raise the level of intellectual discussion.*
- 3.3 *The College will seek improvement to the transportation links to the surrounding community and to other transportation hubs.*
- 3.4 *The College will increase opportunities for alumni, members of the local community and current/prospective students and their families to participate in campus activities.*
- 3.5 *The College will promote campus safety and security and lifestyle practices that focus on safety, health and avoiding the abuse and illicit use of alcohol and other drugs.*
- 3.6 *The College will develop learning communities to bridge a student's formal academic experience and other components of college life.*
- 3.7 *The College will foster a hospitable and equitable environment for students, faculty and staff.*
- 3.8 *The College will enhance internal and external communication.*