

**Institutional Effectiveness Report**  
**Executive Summary**  
**2012--2013**

The Institutional Effectiveness Report provides evidence that the College is making progress toward fulfilling its mission and reaching its goals. The full report can be found on the Institutional Effectiveness website. It provides detailed information about the four priorities (Meeting Middle States Expectations, Enhancing Student Engagement, Renovating Academic and Administrative Space, and Revenue Enhancement and Cost Containment) and eight indicators (graduation rate, first to second year retention rate, SAT scores, student/faculty ratio, class size, percent of operating funds dedicated to instruction, and the composite financial index) that measures progress made towards realizing institutional goals as set forth in the College's Strategic Plan approved in 2007. This Executive Summary is organized by the three goals and lists some of the tactics and outcomes used to achieve our goals. The report provides evidence that Ramapo has made substantial progress in achieving Strategic Plan goals of Enhancing Academic Excellence, Investing in the Future, and Enriching College Life and Community Presence.

**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.

In support of the goal, outcomes from priorities and indicators provide evidence that the College has enhanced academic excellence by creating a system and process that measures student learning, increased student success as measured by graduation rates, greater student engagement as measured by retention and graduation rates, improved teaching quality, and increased resources dedicated to instruction and infrastructure.

Progress toward the goal of "*Enhancing Academic Excellence*" was evident in the following:

- Graduate and degree completion programs that are natural links to current undergraduate programs, and continuing education programs were developed to support increased demand from international, adult, and graduate student populations.
- An organized and sustainable process to assess student learning goals at the course, program, general education, and the experiential learning components level provided assessment information that is used to improve teaching and learning.
- Continued improvement in student engagement and success is supported by small class size (23 students) and a student/faculty ratio of 18/1.
- Student success as measured by our graduation rate shows that the College has the third highest graduation rate among all public colleges in New Jersey, behind The College of New Jersey and Rutgers University, and the fourth highest graduation rate among all colleges in New Jersey, which includes Princeton University.
- The enhancement of student learning and teaching is evident by our priority to renovate academic and administrative space. The modernization of classrooms, laboratories and

other spaces is essential for enhancing academic excellence. The top three capital priorities were roof replacement, renovating the science wing, and renovating academic cores.

- Among the capital projects completed are: academic wing roof replacements, renovated spaces in the Library to house the Center for Reading and Writing, the “E” wing to house the Office of Teacher Education, and “A” wing (second floor) of the academic buildings which houses classrooms, Salameno School of Humanities and Global Studies (SSHGS) faculty offices, and administrative offices for Enrollment Management.
- The renovation and refurbishment of G-building which houses the Schools of Theoretical and Applied Sciences and Social Science and Human Services, and renovations in “B” wing of the academic buildings are in progress.
- The Comprehensive Campaign resulted in a lead gift which will partially fund the Adler Center for Nursing Excellence and will add 35,000 sq. ft. of space for classrooms, labs, and offices.

### **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.

Outcomes of various tactics provide evidence that the College has made significant progress on “*Investing in the Future*” by increasing and diversifying its revenues and managing its resources.

- The CFI (Composite Financial Index) --The CFI measures financial strength, specifically, whether the institution has sufficient and adequate resources to fulfill its mission and strategic objectives. Prudent fiscal management resulted in the four core ratios combining to achieve a CFI of 3.88 which indicates that the institution has sufficient and adequately managed resources to fulfill its mission and that resources are being directed to allow institutional transformation.
- Operating Budget Dedicated to Instruction--From 2008 to 2013, operating expenditures dedicated to instruction increased by more than \$13 million, or from 33% to 37%. Achieving this goal enabled the College to increase the number of faculty, increase funds for faculty development, among other instructional enhancements.
- A updated Campus Facilities Master Plan (approved by the Board in September 2013) will enable the College to align capital planning with the Strategic Plan
- Progress has been made in reducing deferred maintenance by renovating academic and administrative space and making needed infrastructure repairs, such as the Scott Student Center HVAC and the proposed central heating and cooling co-generation plant. These renovations will result in 80,700 sq. ft. of renovated space which will significantly reduce deferred maintenance.
- The State of New Jersey Capital Improvement Fund awarded close to \$20 million to the College for much needed capital renovations.
- The comprehensive campaign exceeded its \$40 million goal by close to \$8 million and increased the endowment by 11%.

## 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.

Outcomes of various tactics provide evidence that the College has made significant progress on *“Enriching College Life and Community Presence”*. Achievement of College priorities and indicators mentioned under the goal of “Enhancing Academic Excellence” provide evidence that the College is making progress on this goal.

- Enhancing Student Engagement was addressed through the Student Engagement Project which identified appropriate student outcomes for each of the four years of college across four areas of engagement (academic, social, personal, and campus and civic), directed the development of Key Points of Engagement (KPEs). KPEs are high impact activities associated with student success in college. The Student Engagement Project has been institutionalized through the creation of Student Engagement Boards that are responsible for overseeing KPEs and the assessment of student outcomes in each of the four years of college.
- Retention Rate--First to second year retention rate, a measure of student engagement, is the percentage of first-time full-time students entering from fall 2008 through fall 2012 who returned to the college the following fall. The first to second year average retention rate for Ramapo College for fall 2008 through fall 2012 was 88%, above the State average of 82%.

The full Institutional Effectiveness Report provides evidence that the College is making progress toward fulfilling its mission and reaching its goals. The report details progress made in fiscal year 2013 towards realizing institutional goals as set forth in the College’s Strategic Plan approved in 2007 and as measured through the College’s four priorities and eight key performance indicators (KPIs). Based on the evidence, Ramapo has made substantial progress in achieving the Strategic Plan goals of Enhancing Academic Excellence, Investing in the Future, and Enriching College Life and Community Presence.

Many of the achievement targets in the Strategic Plan approved by the Board in July 2013 will continue our efforts for improvement in the goals and indicators of the current plan. Annual reports will document progress.