



HEDGEHOG

“The Hedgehog Concept calls on companies (organizations) to identify their core value proposition (or the primary thing that they do well) and focus on that...to produce the best long-term results.”

– Jim Collins

BACKGROUND

Informed by your participation in *The Future Series*, and the snapshots of our current context, let’s review Jim Collins’ Hedgehog Concept. An organization’s Hedgehog Concept is revealed by answering three questions:

- What can we be the best at?
- What are we passionate about?
- What is our resource engine?

As Collins suggests, understanding our Hedgehog Concept will help identify priorities going forward.

PROMPTS (1-4)

1. *What can Ramapo be the best at?*

Directions: Choose up to two of the questions below to help answer this question.

- Which academic, athletic, extracurricular programs attract talent to Ramapo?
- How does our ethic of small classes, student focus, and/or student success distinguish Ramapo?
- How do the liberal arts distinguish Ramapo?
- How does mentorship, leadership, service, sustainability, and/or talent management distinguish Ramapo?
- Which collaborations (internal and external) represent our strength?
- How do we define student success and alumni success?

2. What are we passionate about?

Directions: Choose up to two of the questions below to help answer this question.

- a. What marks a Ramapo student? What marks a future Ramapo student?
- b. What marks a Ramapo graduate? What marks a future Ramapo graduate?
- c. What marks a Ramapo employee? What marks a future Ramapo employee?
- d. How do we articulate the benefits of a Ramapo College education to prospects, families, employers, donors/grantors?
- e. How do we convey our passion for our mission in our surrounding community?
- f. How do we provide opportunities to our students to develop a worldview?
- g. How do we provide opportunities to our students to develop a service orientation?
- h. How do we provide opportunities to our students to develop leadership skills?

3. What is our resource engine?

Directions: Choose up to three of the questions below to help answer this question.

*Note: The resource engine has three components: **time/talent** (how well Ramapo attracts, retains, deploys, and develops talent); **service/money** (the extent to which Ramapo delivers on its promise and is financially able to sustain the promise); and **brand/culture** (how well Ramapo cultivates shared values, trust, and goodwill among its members and potential supporters).*

- a. (time/talent) How do we continue to cultivate or strengthen our ability to attract, retain, deploy, and develop diverse talent?
- b. (time/talent) How do we continue to cultivate or strengthen accountability?
- c. (service/money) How do we continue to cultivate or strengthen diversified revenue streams?
- d. (service/money) How do we equip and empower faculty and staff to be entrepreneurial and fund-raise?
- e. (service/money; brand/culture) With whom should we be seeking collaboration and partnerships?
- f. (brand/culture) How do we continue to cultivate or strengthen trust?
- g. (brand/culture) To what extent does empathy, ethics, innovation, inclusivity, kindness, and collaboration shape Ramapo's values? How do we strengthen these elements?

4. What is our Hedgehog Concept?

Directions: Consider your answers to questions 1-3 and now address the two questions below to help answer question 4.

- a. How do we describe the Ramapo community?
- b. What is Ramapo's core identity?