

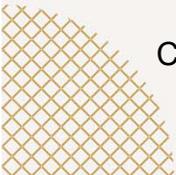
# What is a Strategic Posture Statement?



Fundamentally, posture defines the intent of a strategy relative to the current and future state of an organization. “A posture is not a complete strategy. It clarifies strategic intent but not the actions required to fulfill that intent.”

- For Ramapo College, the draft strategic posture statement has been largely informed by your contributions to the seven *Future Series* programs delivered this academic year.
- The posture statement seeks to identify what we have learned about ourselves— our story, strengths, context, opportunities, and trajectory.
- The statement shall serve as the foundation from which the Strategic Plan Writing Team will craft our next plan, as well as the fuel from which the Team and our eventual efforts shall move us boldly forward.

Courtney, H., Kirkland, J., & Viguerie, P. (1997). Strategy under uncertainty. *Harvard business review*, 75(6), 66–79.



# DRAFT STRATEGIC POSTURE STATEMENT



## ➤ *Our Story*

For over fifty years, Ramapo, which started as a state school for largely adult commuter students and has grown more residential, has been a tight-knit, innovative, and relatively homogenous community that has taken great pride in the accomplishments of our students and alumni.

Ramapo has long espoused the importance of intercultural and international understanding and experiential and interdisciplinary learning in the student experience, and has long identified the lasting power of the liberal arts and meaningful mentorship as essential to our purpose.

## ➤ *Our Strength*

Ramapo's essential strengths are its liberal arts education, student success, mentorship, and hands-on learning. Further, our professional and co-curricular programs embrace the liberal arts as foundational, bolstering their reach and enduring impact. Our strengths are made possible through the collaborative efforts of a talented faculty and staff who are committed to serving the public good through the delivery of a highly student-centered, academically rigorous, and inclusive collegiate experience.

## ➤ *Our Context*

As the world has become more complex, Ramapo has leaned into new programs, student services, and partnerships while exploring ways to become more competitive, affordable, inclusive, connected, and equitable.

Ramapo continues to learn and change as a result of external factors including the COVID-19 pandemic, demographic shifts, and economic, social, and political trends, and as such:

- we are growing even more attuned to the lived experiences of our community members,
- we are capitalizing on technology and multimodal collaboration, and
- we are reaffirming the power of in-person human engagement.

As we learn, we are beginning to more fully see ourselves as a nimble, distinctive, highly impactful, and empowering learning community.

- *Our Story*
- *Our Strength*
- *Our Context*
- *Our Opportunity*
- *Our Trajectory*

## ➤ *Our Opportunity*

The George Floyd murder, toxic political rhetoric, accelerated climate change, health crisis, educational deficits, and global conflict put our liberal arts mission in sharp focus.

Our democratic society has reached an inflection point, and it requires ethical, empathetic, inclusive and heterogeneous leaders who are equipped to model civil discourse, build and lead diverse teams across all sectors, and advance sustainable communities. These leaders must serve as the change agents necessary to innovate, problem solve, and elevate the human condition in NJ and beyond.



Ramapo College graduates are these change agents. Our alumni will be the confident, intellectually curious, self-aware, and humble people who will be highly sought after and who will make a positive difference at local, national, and global levels because they will:

- know how to think,
- have a world-view,
- ensure equity,
- thrive in a changing world, and
- lead with empathy, kindness, inclusivity, and humility.

## ➤ *Our Trajectory*

Even as Ramapo has built a reputation as among NJ's most selective state schools, it is still largely considered a "hidden gem." Uniquely bordering NY and PA with easy access to New York City, Ramapo has a geographic and mission-centric advantage to make a distinctive impact that can grow nationally and internationally.

Ramapo College of New Jersey can be the national exemplar for public liberal arts higher education, investing in the future of our democracy, our industries, and our communities one student at a time. To make this bold impact together, we must roll up our sleeves and commit unapologetically to an all-hands-on-deck strategy that will:

- further academic excellence and student success,
- secure fiscal sustainability,
- reinvigorate interdisciplinarity,
- grow a service-oriented ethos,
- foster a culture of trust and a sense of belonging,
- prioritize community wellness,
- elevate traditionally underrepresented voices,
- generate collaboration and innovation, and
- embrace accountability as a resource for growth.

We must ensure the transformative power of a Ramapo College education is as known as it is revered.