

Strategic Plan
2014-2018

	A	B	C
1	Strategic Plan 2014-18 Achievement Targets and Identified Lead Agents		
2	<u>Goal/Achievement Target</u>	<u>Target Lead</u>	<u>Supporting Units</u>
3			
4	GOAL 1: ADVANCE ACADEMIC EXCELLENCE AND ENGAGEMENT		
5	100% of major, free-standing minor, and graduate programs will make curricular adjustments when student proficiency falls below satisfactory benchmarks as set by the respective convening groups of those academic programs.	Deans of SSAIS, CA, SSHS, TAS, ASB	Vice Provost
6	100% of major, free-standing minor, and graduate programs will evaluate their requirement by using peer-normed data (NSSE, CLA, and/or other standardized assessment instruments) in order to assess and improve overall academic rigor.	Deans of SSAIS, CA, SSHS, TAS, ASB	Vice Provost
7	90% of undergraduate major programs will require students to successfully engage, by the time of graduation, in an extended experiential activity (study abroad, co-op, internship, training, clinical, service learning, and student/faculty research).	Deans of SSAIS, CA, SSHS, TAS, ASB	Cahill, RCIE, Provost, CSI
8	50% of undergraduate major programs will require successful engagement by graduation in a meaningful international experience (study abroad, service learning abroad, international internship/co-op, foreign language study, intensive specialized international course).	Deans of SSHGS, CA, SSHS, TAS, ASB	Cahill, RCIE, Provost, CSI
9	General Education Curriculum Committee (GECCo) will continue to assess student learning outcomes for the General Education Program (as scheduled within the current General Education assessment plan); based on assessment results, the General Education Program will be revised or refreshed and ready for implementation by FY2015.	Chair GECCO	Deans of SSAIS, CA, SSHS, TAS, ASB, Provost, Vice Provost

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10	Using the results of the National Survey of Student Engagement (NSSE) a 10% increase in the elements of Active and Collaborative Learning will be used as indication of increased academic engagement.	Chair Student Engagement Steering Committee (AVPEM, AVPSA, Provost, AVPSD)	Chair First Year Experience Board (FYE), Chair Second Year Experience Board (SYE), Chair Third Year Experience Board; Chair Senior Year Experience Board
11	Using the results of the National Survey of Student Engagement (NSSE) a 10% increase in the elements of Enriching Educational Experiences will be used as indication of increased personal engagement.	Chair Student Engagement Steering Committee (AVPEM, AVPSA, Provost, AVPSD)	Chair First Year Experience Board (FYE), Chair Second Year Experience Board (SYE), Chair Third Year Experience Board; Chair Senior Year Experience Board
12	Using the results of the National Survey of Student Engagement (NSSE) a 10% increase in the elements of Supportive Campus Environment will be used as indication of positive social engagement.	Chair Student Engagement Steering Committee (AVPEM, AVPSA, Provost, AVPSD)	Chair First Year Experience Board (FYE), Chair Second Year Experience Board (SYE), Chair Third Year Experience Board; Chair Senior Year Experience Board
13	The College will administer the Faculty Survey of Student Engagement (FSSE) starting in FY2014.	Director of IR	Provost, Chair Faculty Resource Center (FRC), Director IR
14	Faculty use of high impact practices for student success will increase 10% by the second administration of FSSE in FY2016.	Deans of SSHGS, CA, SSHS, TAS, ASB	Provost, Chair Faculty Resource Center (FRC), Director IR
15	The Civic and Community Engagement Center (CCEC) will facilitate a 50% increase in the number of students who participate in civic and/or community service.	CCEC Coordinator	Director Center Student Involvement (CSI), Deans, SGA President, Design Team
16	The College will assess the teaching and advising effectiveness of 100% of full time faculty through the reappointment and tenure processes, as well as the five-year Career Development process.	AVPAA ER	Deans of SSAIS, CA, SSHS, TAS, ASB, Provost, Conveners, Chairs of Units

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17	The College will support the participation of faculty in developmental activities on teaching and learning, advising, and integration of technology into teaching, learning, and advising so that by FY2015, 100% of pre-tenured faculty, at least 75% of tenured faculty, and at least 25% of adjunct faculty annually engage in activities to improve teaching and learning, and 100% of full-time faculty annually participate in workshops on advising students.	Deans of SSHGS, CA, SSHS, TAS, ASB	Advising, Instructional Design Center, FRC, Provost
18	The College will expect and support 100% of full-time faculty to be engaged in scholarly and creative work, unless receiving FLEX credit for convening or other service responsibilities.	Deans of SSHGS, CA, SSHS, TAS, ASB	Provost, AVPAA ER
19	With faculty initiative, the College will increase the total number of external grant submissions by 5% each year.	AVP Grants	Deans of SSAIS, CA, SSHS, TAS, ASB, VPIA
20	The College will facilitate the development and implementation of a system for assessing faculty service that is tied to personnel decisions in order to meet the need for broad engagement in governance and contribution to the College by all faculty members.	AVPAA ER	Provost, Deans of SSAIS, CA, SSHS, TAS, ASB
21	With the goals of maintaining traditional undergraduate enrollment at the current level and continuing to diversify the undergraduate student population, total headcount enrollment will reach 6,000.	AVPEM	Deans of SSAIS, CA, SSHS, TAS, ASB, Faculty
22	The College will increase the actual number of students from underrepresented racial and socioeconomic populations by 5%.	Director of Admissions	Deans of SSAIS, CA, SSHS, TAS, ASB, Faculty, EOF, DAC, AVPEM
23	Out of state students and international students will be 5% and 5% respectively of the first time, full time student population.	Director of Admissions	RCIE, Deans of SSAIS, CA, SSHS, TAS, ASB, AVPEM

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24	While current averages for undergraduate measures of academic quality (SAT and ACT) will remain stable or increase, four-year graduation rates will meet or exceed 65%; and six-year graduation rates will meet or exceed 75%, with all student types enrolled in the undergraduate programs at or within 10% of this target.	Director of Student Success	AVPEM, Deans of SSAIS, CA, SSHS, TAS, ASB, DAC, Unit Managers
25	Four year graduation rates for transfer students will increase to 70% and six year graduation rates for transfer students will increase to 75%.	Director of Student Success	AVPEM, Deans of SSAIS, CA, SSHS, TAS, ASB, DAC, Unit Managers
26	Graduate enrollment share of the overall headcount enrollment will increase to 8%.	AVPEM	Assoc. Dir. Grad. Admissions, Deans of SSAIS, CA, SSHS, TAS, ASB, Graduate Program Directors
27	Undergraduate enrollment share (as measured by student credit hour generation) in the arts and humanities will increase by 10%.	Director of Admissions	Deans of AIS, CA, SSHS, AVPEM
28			
29	GOAL 2: ENHANCE FINANCIAL STRENGTH AND INSTITUTIONAL SUSTAINABILITY		
30	The College will manage its revenues and expenses in order to increase its Composite Financial Index (which is comprised of the following ratios: Primary Reserve, Net Operating Revenue, Return on Net Assets and Viability) to or above a rating of 5 in order to allow for the financial flexibility to operate in a more competitive higher education environment and to fulfill the goals of the strategic plan.	VPAF	Board of Trustees, Unit Managers, Foundation, Dir of RL, AVPEM, Cabinet
31	The College and Foundation will increase secured revenues from competitive grants by 25% to reach \$4.1 million annually by 2018.	AVP Grants/Office	Board of Governors, Foundation, Deans of SSAIS, CA, SSHS, TAS, ASB

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32	The College will work with the Foundation to ensure that its operational support payments to the College and endowment corpus grow 25% by 2018. This cumulative increase and support for capital projects are expected to surpass \$9.7 million over the term of the Strategic Plan.	VPIA	Budget, Cabinet, Board of Governors
33	The College will administer an employee opinion survey to evaluate the following areas: work-life flexibility, internal employee communication, empowerment, and recognition, among other components of the work environment. 80% of employees surveyed will rate the overall work environment as favorable.	Director of HR	Director of IR, Special Assist to President, Planning, Cabinet
34	The College will complete an essential functions analysis and continually assess the optimal level, classification, and use of personnel for institutional effectiveness.	Director of HR	All Unit Managers
35	The College will repair and renovate at least one building identified in the Campus Facilities Master Plan as “poor” or with “significant condition issues” with particular focus on the academic core.	AVP Capital	Cabinet, Board, CPO
36	The College will reduce, from 26% to 20%, the amount of space identified in the Campus Facilities Master Plan as “inadequate.”	AVP Capital	Board, Cabinet, CPO
37	The College will demonstrably align space resources with current and future demands.	Chief Planning Officer	Cabinet, AVP Capital
38	The College will decrease its total waste by 20% and increase its recycling rate by 20%.	Director of Facilities	Residence Life, Residential Students, All employees

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39	The College will further its obligation to the American College and University Presidents' Climate Commitment (ACUPCC) by reducing its carbon footprint by 10%.	Assistant to the President	CPO, President, Dir of Facilities, Employees, Students, Residence Life, Convener/ Program Dir of Sustainability Program
40	The College will review, on a per project basis, the costs of incorporating New Jersey Higher Education Partnership for Sustainability and Leadership in Energy and Environmental Design standards, and will use this information when prioritizing elements of the Campus Facilities Master Plan.	AVP Capital Planning	Board of Trustees, Cabinet, CPO
41	The College will implement a "Freecycle" program for the campus.	Director of Purchasing	CPO
42	The College will develop and implement comprehensive processes for collecting data to enable accurate and timely decision making.	Director of IR	Managers of Finance, HR, Alumni, Student Banner Modules, Registrar, RL, EM, IE, IT
43	By FY2015, the College will develop and implement a more effective system of data analysis and utilization to enable accurate and timely decision making.	Cabinet	All managers, IT, Director of IR
44	Data regarding alumni will continue to be systematically and centrally collected. Of graduates for the last five years, contact information will be available for 80%, additional education information for 95%; and employment information for 30%.	Director of Alumni Development Information Services	VPIA, IR, Deans, Vice Provost, Director of Alumni
45			
46	GOAL 3: IMPROVE INTERNAL AND EXTERNAL RELATIONS AND COMMUNICATIONS		

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47	By FY2014, the College will have in place an institution-wide governance structure which will be the vehicle for communication, broad engagement, and collaboration between and among multiple campus constituencies.	President	Board of Trustees, Cabinet, Deans
48	By FY2014, the College will develop and implement, through a representative group, an ongoing process for assessing its communications which will include both quantitative and qualitative methods.	AVPIE	CPO, AVP Comm./Public Affairs, HR, AVP Marketing
49	By FY2014, the College's Website and social media tools will be evaluated through objective and normative measures.	AVPEM	AVPMW, AVPCPR, AVPIE, Director of Alumni Support, Director of IR
50	By FY2015, the College website and social media tools will be modified as needed to ensure they are effective communication and marketing resources.	AVP Marketing and Web	AVPEM, AVP Comm./Public Relations, Dir of Alumni, Dir of IT
51	Using data collected on alumni, by FY2018 the College will increase alumni engagement by 10% annually.	Director of Alumni	VPIA, Deans, Dir of Cahill
52	By FY2017, 250 additional partnerships with alumni, parents, friends, business partners, professional organizations, and community and government agencies, will enhance College initiatives such as co-op placements, advisory boards, and other student engagement opportunities.	Director of Prospect Research	VPIA, Director of Cahill, Deans, Director of CSI
53	The College will complete and act on a feasibility study on pedestrian, cycling, and transportation infrastructure access to the campus.	AVP Capital	Director of CSI, RL, AVP Gov't Rel, Public Safety
54	The College's government relations committee will support the President's advocacy initiatives at local, state, and federal levels.	AVP Gov't Relations	Board of Trustees, President, VPIA

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55			
56	GOAL 4: CULTIVATE AND SUPPORT DIVERSITY AND INCLUSIVENESS		
57	100% of administrators, faculty and staff will participate in workshops related to issues of diversity and inclusion.	Director of Affirmative Action	All managers, Dir of Training, OMBUDS
58	Following participation in workshops related to issues of diversity and inclusion, 100% of participating administrators, faculty and staff will demonstrate increased knowledge and competence for dealing with issues of diversity and inclusion.	Director of Affirmative Action	All managers, Dir of IR, IT, OMBUDS
59	100% of administrators, faculty, staff, and students will be informed of where to direct diversity concerns.	Director of Affirmative Action	All managers, Dir of HR, OMBUDS
60	The College will seek a 10% increase in overall participants in a campus climate survey.	DAC Chair	All managers, IR, Faculty Assembly
61	80% or more of the respondents of the National Survey of Student Engagement and Graduating Senior Survey will agree that the College provides a supportive social, classroom, and living environment.	AVP Student Affairs	Directors of CSI, IR, RL, Public Safety, Deans, Faculty
62	First- to second-year undergraduate retention rates will exceed 90%, with all student types enrolled in the undergraduate programs at or within 10% of this target.	Director of Student Success	Director of IR, AVPEM, Deans, DAC Chair
63	Third year retention rates will exceed 73%, with all student types enrolled in the undergraduate programs at or within 10% of this target.	Director of Student Success	Director of IR, AVPEM, Deans, DAC Chair

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64	Ramapo College average student indebtedness will remain less than or equal to the average student indebtedness of the State of New Jersey as reported in the annual Project on Student Debt.	President	Director of Financial Aid, AVPEM, Board of Trustees, Cabinet, Asst. to President
65	75% of academic major programs will have student learning outcomes that address the value of diversity, self-awareness, examination of multiple perspectives, and respect for others.	Deans	All College Assessment Comm., GECCO, Vice Provost, Faculty, DAC
66	The College will increase by 50% participation in co-curricular and extra-curricular programs that address the value of diversity, and that increase self-awareness, examination of multiple perspectives, and respect for others.	Director of CSI	DAC, Student Clubs, Faculty, CSI, Chair Minority Fac/Staff Assoc., DAC
67	By FY2015, the College will implement a process for publicizing diversity programming both internally and externally.	AVP Communications Public Relations	AVP Marketing, Student Clubs, Faculty, CSI, Chair Minority Fac/Staff Assoc., DAC
68	The College will increase employee recruitment activities aimed at underrepresented and marginalized groups by 25%.	Provost (Faculty), Director of HR	Deans, Unit Managers, DAC
69	The College will increase retention of employees from underrepresented and marginalized groups by 10%.	Provost (Faculty), Director of HR	Vice Pres., Deans, Unit Managers, IR, DAC
70	80% of respondents will agree that the College provides a supportive workplace environment as measured by a campus climate survey.	Director of HR	Vice Pres., Deans, Asst. to the President, Unit Managers, IR, DAC
71			