

INSTITUTIONAL GOAL	INSTITUTIONAL OBJECTIVE	INSTITUTIONAL OUTCOMES
Goal 1		
<p><b>ADVANCE ACADEMIC EXCELLENCE AND ENGAGEMENT</b>            Ramapo College advances academic excellence and student engagement in the undergraduate experience through its General Education Program and major and minor programs; continued focus on interdisciplinary and experiential learning, and international and intercultural understanding. In addition, the College offers a small number of graduate programs in areas of existing undergraduate expertise and anticipated high demand. To these ends, the College supports a highly qualified, engaged and accessible faculty.</p>		
Goal 1. ADVANCE ACADEMIC EXCELLENCE AND ENGAGEMENT	<b>OBJECTIVE 1.1 The College will offer rigorous curricula that prepare all students for a lifetime of achievement. (Curriculum)</b>	OUTCOME 1.1.1 Through participation in the College's rigorous curriculum, our students demonstrate the skills and knowledge necessary for a lifetime of achievement.
Goal 1. ADVANCE ACADEMIC EXCELLENCE AND ENGAGEMENT	<b>OBJECTIVE 1.2 The College will offer experiential activities that prepare all students for a lifetime of achievement. (Curriculum)</b>	OUTCOME 1.2.1 Ramapo College students demonstrate the ability to learn by doing and to apply those skills and knowledge necessary for a lifetime of achievement.
Goal 1. ADVANCE ACADEMIC EXCELLENCE AND ENGAGEMENT	<b>OBJECTIVE 1.3 The College will ensure that students increase academic, personal, social, and civic engagement through enhanced curricular, co-curricular, and extra-curricular programming. (Student Engagement)</b>	OUTCOME 1.3.1 Ramapo College students demonstrate increased engagement.
Goal 1. ADVANCE ACADEMIC EXCELLENCE AND ENGAGEMENT	<b>OBJECTIVE 1.4 The College will continue to support and develop a diverse, highly qualified, engaged, and accessible faculty through activities centered on teaching, learning, and advising; scholarship and creative work; and service and college governance. (Faculty Development)</b>	OUTCOME 1.4.1 Ramapo College faculty are diverse, highly qualified, accessible, and engaged in teaching and learning, advising, scholarship and creative work, and service and college governance.
Goal 1. ADVANCE ACADEMIC EXCELLENCE AND ENGAGEMENT	<b>OBJECTIVE 1.5 The College will enroll students who contribute to the academic and social environment. (Enrollment Management)</b>	OUTCOME 1.5.1 The College strategically manages student enrollment in line with program capacities, budget projections, demographic projections, and the mission of the College.
Goal 2.		
<p><b>ENHANCE FINANCIAL STRENGTH AND INSTITUTIONAL SUSTAINABILITY</b>            Ramapo College manages its financial, human, and physical resources sustainably. Through revenue generation, reallocation, expense reduction, and fundraising the College seeks to become even more financially robust.</p>		

Goal 2. ENHANCE FINANCIAL STRENGTH AND INSTITUTIONAL SUSTAINABILITY:	<b>OBJECTIVE 2.1</b> The College will enhance its financial strength by managing its financial risk and improving its financial position while maintaining conservative utilization of future debt. <b>(Financial Sustainability)</b>	OUTCOME 2.1.1 The College's financial position is improved through revenue generation, reallocation of resources, conservative utilization of future debt, and expense reduction.
Goal 2. ENHANCE FINANCIAL STRENGTH AND INSTITUTIONAL SUSTAINABILITY:	<b>OBJECTIVE 2.1</b> The College will enhance its financial strength by managing its financial risk and improving its financial position while maintaining conservative utilization of future debt. <b>(Financial Sustainability)</b>	OUTCOME 2.1.2 The College's financial position is improved through careful enrollment management and program development.
Goal 2. ENHANCE FINANCIAL STRENGTH AND INSTITUTIONAL SUSTAINABILITY:	<b>OBJECTIVE 2.1</b> The College will enhance its financial strength by managing its financial risk and improving its financial position while maintaining conservative utilization of future debt. <b>(Financial Sustainability)</b>	OUTCOME 2.1.3 The College manages its human resources prudently while providing development and training opportunities to all employees.
Goal 2. ENHANCE FINANCIAL STRENGTH AND INSTITUTIONAL SUSTAINABILITY:	<b>OBJECTIVE 2.1</b> The College will enhance its financial strength by managing its financial risk and improving its financial position while maintaining conservative utilization of future debt. <b>(Financial Sustainability)</b>	OUTCOME 2.1.4 The College manages infrastructure and space prudently.
Goal 2. ENHANCE FINANCIAL STRENGTH AND INSTITUTIONAL SUSTAINABILITY:	<b>OBJECTIVE 2.2</b> The College will enhance its financial strength through increasing support from the Foundation. <b>(Financial Sustainability)</b>	OUTCOME 2.2.1 The Foundation works with all constituents of the College to enhance the College's financial strength.
Goal 2. ENHANCE FINANCIAL STRENGTH AND INSTITUTIONAL SUSTAINABILITY:	<b>OBJECTIVE 2.3</b> The College will be environmentally sustainable. <b>(Environmental Sustainability)</b>	OUTCOME 2.3.1 The College's sustainability initiatives continue to reduce its carbon footprint
Goal 2. ENHANCE FINANCIAL STRENGTH AND INSTITUTIONAL SUSTAINABILITY:	<b>OBJECTIVE 2.4</b> The College will ensure that its major institutional decisions are based on timely, accurate, and reliable data. <b>(Data Based Decision Making)</b>	OUTCOME 2.4.1 Institutional decisions are supported by timely, accurate, and reliable data.
<b>Goal 3.</b>		
<p><b>IMPROVE INTERNAL AND EXTERNAL RELATIONS AND COMMUNICATIONS</b></p> <p>Ramapo College recognizes the value of communication and consultation with and among constituents to further develop effective collegial planning and governance structures. To this end, the College seeks to enhance relationships with internal stakeholders in order to foster collaborative and transparent communication and with external stakeholders to strengthen mutually beneficial partnerships.</p>		
Goal 3. IMPROVE INTERNAL AND EXTERNAL RELATIONS AND COMMUNICATIONS	<b>OBJECTIVE 3.1</b> The College will improve communication among constituents. <b>(Communications)</b>	OUTCOME 3.1.1 Communication between and among internal constituents of the College is clear, timely, and accurate.

Goal 3. IMPROVE INTERNAL AND EXTERNAL RELATIONS AND COMMUNICATIONS	<b>OBJECTIVE 3.1 The College will improve communication among constituents. (Communications)</b>	OUTCOME 3.1.2 Communication with external constituents of the College is planned, coordinated, timely, and accurate.
Goal 3. IMPROVE INTERNAL AND EXTERNAL RELATIONS AND COMMUNICATIONS	<b>OBJECTIVE 3.2 The College will strengthen mutually beneficial partnerships with alumni, parents, friends, business, professional organizations, as well as community and government agencies. (Partnerships)</b>	OUTCOME 3.2.1 The College has increased and strengthen mutually beneficial partnerships with external constituents.
<b>Goal 4.</b> <b>CULTIVATE AND SUPPORT DIVERSITY AND INCLUSIVENESS</b> Diversity encourages the examination of perspectives and values, enriches the learning experience, and prepares people to be more effective members of their community. The College thus seeks to create an inclusive and supportive environment characterized by high rates of retention and continuation of a diverse student population; providing curricula and programming that encompass diversity in all its forms; and attracting, developing and retaining faculty and staff who reflect and are committed to diversity and inclusiveness.		
Goal 4. CULTIVATE AND SUPPORT DIVERSITY AND INCLUSIVENESS	<b>OBJECTIVE 4.1 The College will provide and sustain a safe and supportive environment for work, study, and social interaction. (Student and Employee Engagement)</b>	OUTCOME 4.1.1 Ramapo College employees are knowledgeable about issues of equity, diversity, inclusion and compliance and appropriate resolution actions.
Goal 4. CULTIVATE AND SUPPORT DIVERSITY AND INCLUSIVENESS	<b>OBJECTIVE 4.1 The College will provide and sustain a safe and supportive environment for work, study, and social interaction. (Student and Employee Engagement)</b>	OUTCOME 4.1.2 The social, classroom, and living environment is supportive.
Goal 4. CULTIVATE AND SUPPORT DIVERSITY AND INCLUSIVENESS	<b>Objective 4.2 The College will enroll, retain, and graduate a diverse student population. (Diversity)</b>	OUTCOME 4.2.1 The College demonstrates commitment to affordability.
Goal 4. CULTIVATE AND SUPPORT DIVERSITY AND INCLUSIVENESS	<b>Objective 4.2 The College will enroll, retain, and graduate a diverse student population. (Diversity)</b>	OUTCOME 4.2.2 The College enrolls a diverse student population and maintains and/or increases retention and graduation rates for these students.
Goal 4. CULTIVATE AND SUPPORT DIVERSITY AND INCLUSIVENESS	<b>Objective 4.3 The College will develop and promote curricular, co-curricular, extra-curricular, and personal development programs that demonstrate the value of diversity, self-awareness, examination of multiple perspectives, and respect for others. (Curricular and Co-Curricular Management)</b>	OUTCOME 4.3.1 Ramapo College students demonstrate self-awareness, respect for others, an understanding of the value of diversity, and can examine multiple perspectives.

Goal 4. CULTIVATE AND SUPPORT DIVERSITY AND INCLUSIVENESS	<b>Objective 4.4 The College will recruit and retain employees who reflect and are committed to diversity and inclusiveness. (Diversity)</b>	OUTCOME 4.4.1 The College is an inclusive and supportive environment with a diverse employee population.
<b>Goal 5</b>		
<p>ALL UNITS WILL OPERATE EFFICIENTLY AND EFFECTIVELY</p> <p>All units of the College will operate efficiently and effectively and within the Standards put forward by regulatory, accreditation, and/or compliance bodies or professional organizations.</p>		
Goal 5: ALL UNITS WILL OPERATE EFFICIENTLY AND EFFECTIVELY AND WITHIN THE STANDARDS PUT FORWARD BY REGULATORY, ACCREDITATION, AND/OR COMPLIANCE BODIES OR ORGANIZATIONS	<b>OBJECTIVE 5.1 The College will increase Efficiency and Effectiveness across all units. (Efficiency and Effectiveness)</b>	OUTCOME 5.1.1 Effective operations and mission fulfillment occur in all divisions, units, and/or schools.
Goal 5: ALL UNITS WILL OPERATE EFFICIENTLY AND EFFECTIVELY AND WITHIN THE STANDARDS PUT FORWARD BY REGULATORY, ACCREDITATION, AND/OR COMPLIANCE BODIES OR ORGANIZATIONS	<b>OBJECTIVE 5.1 The College will increase Efficiency and Effectiveness across all units.</b>	OUTCOME 5.1.2 Efficient operations and mission fulfillment occur in all divisions, units, and/or schools.
Goal 5: ALL UNITS WILL OPERATE EFFICIENTLY AND EFFECTIVELY AND WITHIN THE STANDARDS PUT FORWARD BY REGULATORY, ACCREDITATION, AND/OR COMPLIANCE BODIES OR ORGANIZATIONS	<b>OBJECTIVE 5.2 The College will seek and obtain compliance with all relevant accreditation standards and/or compliance bodies. (Compliance)</b>	OUTCOME 5.2.1 The College is in compliance with all relevant employment laws, contracts, regulations, and accreditation standards.

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