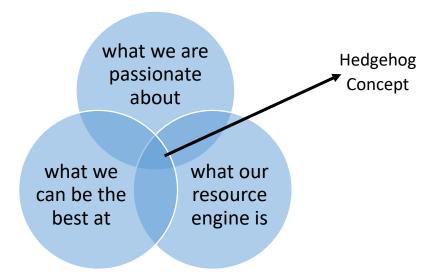


The Future of Ramapo: Readiness & Resolve

April 7, 2022



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.

- a. Which academic, athletic, extracurricular programs attract talent to Ramapo?
- b. How does our ethic of small classes, student focus, and/or student success distinguish Ramapo?
- c. How do the liberal arts distinguish Ramapo?
- d. How does mentorship, leadership, service, sustainability, and/or talent management distinguish Ramapo?
- e. Which collaborations (internal and external) represent our strength?
- f. 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 fundraise?
- 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?

