



UNIVERSITY
OF

RHODE ISLAND
COLLEGE
OF
PROVIDENCE
RHODE ISLAND



Dear Students, Colleagues, and Friends,

Ramapo's Strategic Plan, *Boldly Ascending 2023-2029*, will provide us with direction and priorities; however, the real power of the plan has been the community engagement throughout the planning process; it has been an engagement marked by deliberation and intentionality that only comes about within a culture of trust cultivated through practices of inclusivity and respect. I encourage everyone to review the addenda, which tells the story of how we took a critical look at Ramapo's past, present, and future; and how, by learning together and from one another, we reaffirmed our mission and values, and revised our vision statement. Thank you to the Strategic Plan Writing Team to include its co-chairs: Joseph Connell, Naseem Choudhury, and Brittany Williams-Goldstein.

Ramapo's roots are its liberal arts education, student-focus, inter-cultural and global understanding, and experiential learning. For over fifty years, Ramapo, which started as a commuter school, has been a tight-knit, innovative, and relatively uniform community that took pride in its students' accomplishments and meaningful mentor-mentee relationships. As the world has become more complex, connected, and modern, Ramapo leaned into new programs and new opportunities, while exploring ways to become more affordable, accessible, diverse, and equitable.

As we look to the future, it is important to acknowledge that Ramapo has changed as a result of the pandemic, becoming even more attuned to the needs and well-being of its community members, capitalizing on technology in terms of pedagogy and administrative tasks, learning new ways of accomplishing our mission, and valuing the power of human engagement. By embracing the liberal arts as foundational, we launch students who are equipped and empowered to thrive in a changing world, no matter their field, bolstering their reach and impact. The liberal arts primarily teach how to think, rather than what to think, and students of the liberal arts learn to think critically, posit a worldview, ensure equity, thrive in a changing world, serve with inclusivity and humility, and lead with empathy and kindness. Our complex world with its increasing pace of change, from a divisive political culture to accelerated climate change, to health crises to educational deficits, and global conflict, puts our liberal arts mission in sharp focus. Our democratic society requires ethical, empathetic, inclusive, and responsible leaders who can build and lead diverse teams across all sectors and be the change agents necessary to innovatively elevate the human condition in NJ and beyond.

This plan's success will only be achievable if we use it. In that spirit, we approach implementing this plan with the same all-hands-on-deck mindset we used when developing it. Everyone must see themselves in this plan. As we continue to assess our goals, context, and risks, we must be open to adapting and adjusting our strategy, that is seeing how best to integrate the means to achieve our ends. Our proximate ends are the plan's goals: **Academic Excellence and Student Success; Inclusive Community**



Cindy R. Abbott

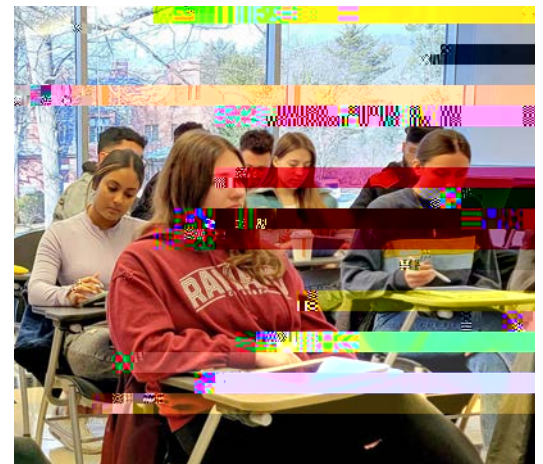
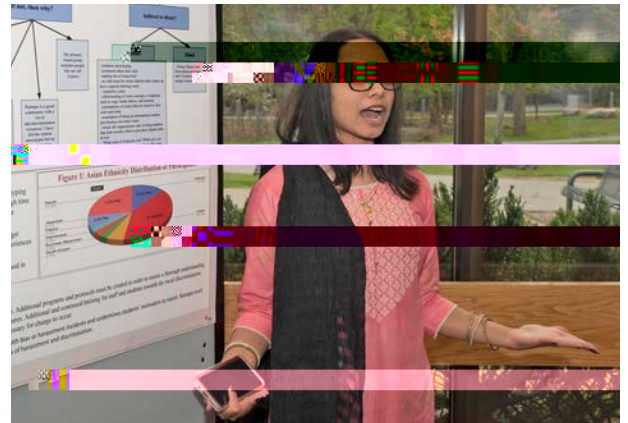
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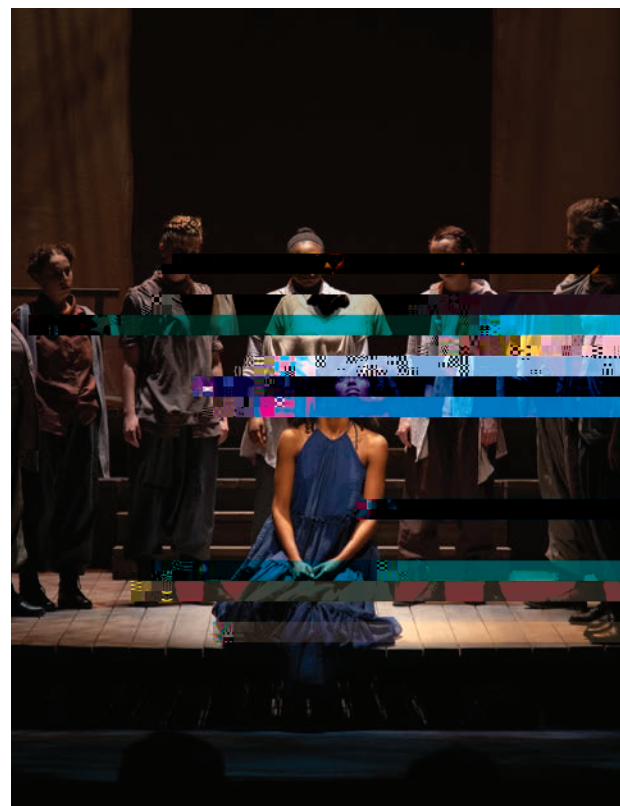
OUR CONTEXT



OUR COMMITMENT TO CONTINUOUS LEARNING

As Ramapo College moves through the coming years guided by this plan, our shared commitments to advancing academic excellence and student success, fostering culture and community, and driving sound stewardship and service will be informed by meaningful and periodic academic and administrative assessment. Through our all-hands-on-deck approach to delivering on our promise to our students and our state, Ramapo College's capacity to learn, adjust, take calculated risks, and boldly ascend is sure to grow.

ADDENDA



Component 2. Igniting our Passion: The Needs Statement Process

Shaped, in part, by what was being learned from *The Future Series*, running parallel was the College's new Needs

WITH GRATITUDE

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