



**RMC Research & Education Foundation**  
**Three-Year Strategic Plan 2016-2018**  
Approved January 13, 2016

**Vision**

The RMC Research & Education Foundation is a Lasting Resource for Increasing Quality, Professionalism and Sustainability in the Ready Mixed Concrete Industry by Funding High Quality, High Value, Non-Proprietary Research and Education Programs.

**Goals**

- 1.0 Enhance Concrete Quality and Promote Sustainability, Safety and Environmental Stewardship Through Concrete Research**
  - 1.1 Conduct Research that Supports Concrete Quality and Performance
  - 1.2 Conduct Research that Promotes Safety in the Industry and for the General Public
  - 1.3 Conduct Research that Promotes Environmental Stewardship Within the Industry and Sustainable Development for the Good of the General Public
  - 1.4 Develop and Support a Strong Network of Qualified Entities, Capable of Doing Quality Research
  - 1.5 Identify Partners and Potential Sources of Matching Funds for Concrete Industry Research
  - 1.6 Understand Larger Industry Strategy and Envision Path for Research Implementation Prior to Funding Approval
  
- 2.0 Increase Availability, Professionalism, and Career Opportunities for the Concrete Industry Workforce Through Education and Development of Training Tools**
  - 2.1 Support and Develop Education Resources to Increase the Knowledge-Base and Professionalism of the Ready Mixed Concrete Industry Workforce
  - 2.2 Support Programs That Help Recruit, Develop and Retain a Highly Qualified Workforce for the Ready Mixed Concrete Industry
  - 2.3 Fill Gaps in Education that Support Best Practices for Methods of Placing Various Ready Mixed Concrete Applications
  - 2.4 Identify Partners and Potential Sources of Matching Funds for Concrete Industry Education
  
- 3.0 Promote Collaboration, Technology Transfer, and Educational Opportunities for Concrete Industry Organizations and Stakeholders**

- 3.1 Participate on Committees and Boards of Targeted National and International Allied Organizations to Share Information on Research and Education Priorities and Findings and Ensure Program Alignment with Larger Industry Goals
  - 3.2 Distribute Research Findings and Programs Expeditiously to Stakeholders Through Presentations, Press Releases, Mailing of Research Results to Donors, Allied Organizations and Other Stakeholders, and Through the Foundation's Website
  - 3.3 Ensure Active Participation on the RMC Research & Education Foundation's Board of Trustees, Committees and Advisory Council
- 4.0 Build a Lasting Endowment to Support Research and Education Goals of the Ready Mixed Concrete Industry
- 4.1 Conduct Fundraising Campaign on a Continuous Basis
    - 4.1.1 *Identify New Targets for Ongoing Fundraising Campaign to Ensure Growth of the Endowment*
    - 4.1.2 *Identify Companies and Individuals for Pledge Renewals*
    - 4.1.3 *Identify Individuals for Planned Giving Opportunities*
    - 4.1.4 *Identify Private or Family Foundations to Approach for Support*
    - 4.1.5 *Leverage Major Gift into Larger Industry Fundraising Campaign for Broader Industry Buy-in and Representation*
  - 4.2 Identify and Pursue Joint Funding Opportunities and/or Grants with Foundations, Associations, Government Agencies and Universities
  - 4.3 Continue Communications Activities to Demonstrate and Quantify the Value of the Foundation's Work to Current and Potential Donors
  - 4.4 Ensure That Funding Matches Program Investment for Long-Term Self-Sufficiency and Maintenance of the Endowment as a Lasting Resource
- 5.0 Operate the Foundation in a Manner Consistent with its Adopted Bylaws, Accounting Policies, Conflict of Interest and Investment Policies
- 5.1 Ensure the Proper Direction of the Foundation's Work and Fulfillment of Pledge Commitments by Engaging Industry Executive Participation in the Foundation's Board of Trustees and Advisory Council
  - 5.2 Review the Bylaws, Accounting Policies, Conflict of Interest and Investment Policies at Least Every Two Years
  - 5.3 Regularly Review the Performance of the Foundation's Investment Advisors Including Quantifiable Criteria
  - 5.4 Develop a Succession Plan to Ensure High-Level Management of the Foundation's Work and Financial Resources
    - 5.4.1 *Create a Succession Plan for Foundation Personnel*
    - 5.4.2 *Follow Succession Plan for Continued Operation of the Officer, Board, and Committee Structure as Outlined in the Bylaws*
  - 5.5 Maintain an Efficient, but Thorough, Process for Soliciting and Approving or Rejecting Project Proposals Received by the Foundation

- 5.5.1 Establish a Minimum of Semi-Annual Meeting Dates for the Program Committee and Advisory Council to Review Proposals and Make Recommendations to the Board of Trustees*
- 5.5.2 Develop a Formalized System for Avoiding Duplication and Maximizing Investment of Funds*
- 5.5.3 Communicate Approvals Process to Potential Grant Applicants*