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