RMC Research & Education Foundation  
Three-Year Strategic Plan 2020-2022  
Approved October 6, 2019

Vision

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

Goals

1.0 Fund Research Projects That Help Achieve the Strategic Goals and Work Plans of NRMCA and Local Ready Mixed Concrete Organizations

1.1 Fund and Help Implement Concrete Research and Tools that Improve Concrete Quality and Performance
   1.1.1 Fund needed research to affect changes in industry standards, reports and guides in line with NRMCA’s Performance in Industry Standards goals
   1.1.2 Fund needed research and help provide networking opportunities to advance NRMCA’s P2P Awareness and Education goals
   1.1.3 Fund needed education and tools that support certification to assure concrete quality and performance in line with NRMCA’s Certification Programs goals

1.2 Fund and Help Implement Concrete Research and Tools that Promote Sustainable and Resilient Construction
   1.2.1 Fund needed research and tools to affect changes in codes, standards, legislation and design practices to advance more sustainable and resilient construction in line with the goals of Build With Strength and Pave Ahead
   1.2.2 Fund needed research and tools to support public awareness of the need for more sustainable and resilient construction
   1.2.3 Fund needed research and tools to support the design assistance programs for Build With Strength and Pave Ahead
1.3 Fund and Help Implement Concrete Research and Tools that Promote Safety and Environmental Stewardship Within the Industry
   1.3.1 Fund needed research and tools to support best practices and certifications in line with NRMCA’s Safety, Environmental & Operational Excellence goals
   1.3.2 Fund needed research to assist the industry in setting sustainability goals and benchmarks that are achievable and economically viable

1.4 Promote Collaboration and Investment in Concrete Research
   1.4.1 Collaborate with other funding organizations to maximize investments, avoid duplication, and promote a more strategic concrete research agenda
   1.4.2 Utilize the MIT CSHub as an effective center for coordinated concrete industry research and implementation, promoting collaboration among qualified concrete research entities

2.0 Fund Recruitment and Education Programs and Tools That Help Achieve the Strategic Goals and Work Plans of NRMCA and Local Ready Mixed Concrete Organizations

2.1 Fund and Help Implement Tools to Attract and Retain a Qualified Workforce
   2.1.1 Fund education programs and tools to support NRMCA’s Workforce Recruitment goals
   2.1.2 Provide in-kind support to advance the Concrete Industry Management (CIM) program

2.2 Fund and Promote Education Programs to Increase the Professionalism and State-of-the-Art Knowledge of the Ready Mixed Concrete Industry Workforce
   2.2.1 Fund education programs, tools and certifications in line with NRMCA’s Workforce Retention and Education and Training program goals

2.3 Fund and Help Implement Education Programs That Fill Gaps in Methods and Best Practices for Designing and Placing Ready Mixed Concrete Applications
   2.3.1 Fund education programs and tools that support the Specifier/External Stakeholder Education goals of Build With Strength and Pave Ahead
3.0 Build and Manage a Lasting Endowment to Fund the Research and Education Programs Needed to Achieve the Strategic Goals of the Ready Mixed Concrete Industry

3.1 Continue Fundraising from New Sources to Meet the Research and Education Needs of the Industry and Maintain the Endowment as a Lasting Resource
   3.1.1 Expand the donor base beyond the ready mixed concrete industry to allied industry and other vested stakeholders
   3.1.2 Hold at least two grassroots fundraising events per year to promote awareness of the Foundation and increase the number of contributions
   3.1.3 Ensure annual fundraising goals are in line with the budget and long-term financial projection to be self-sustaining

3.2 Ensure That Expense Management and Investment Strategy are in Line with Goal of Becoming Self-Sustaining
   3.2.1 Ensure annual budget of expenses does not exceed projected income for continued growth of the endowment
   3.2.2 Regularly review budget v. actual performance and adjust as needed toward goal of becoming self-sustaining; report to the Board on at least a semi-annual basis
   3.2.3 Regularly review investment policies and performance and report performance to the Board on at least a quarterly basis

3.3 Cultivate Partners and Sources of Matching Funds for Greater Investment in Ready Mixed Concrete Research and Education
   3.3.1 Engage potential partners for future investment in the MIT CSHub programs and implementation, both directly and in leveraging additional resources
   3.3.2 Identify and engage partners for other funded research and education programs in line with the goals of NRMCA and local ready mixed concrete organizations

4.0 Measure the Success and Implementation of Funded Research and Education Programs and Operate the Foundation in a Manner Consistent with its Strategic Plan and Policies

4.1 Measure the Success of All Funded Programs
   4.1.1 Measure success of all funded programs using NRMCA’s Vision 2030 goals, tactics and progress document
4.1.2 Identify and track other key indicators to demonstrate incremental progress of program implementation and work with NRMCA and local ready mixed concrete associations to promote successful implementation

4.1.3 Regularly report on progress and successes through presentations, meetings and communications vehicles

4.2 Ensure Proper Leadership and Direction in the Governance of the RMC Foundation and MIT CSHub

4.2.1 Create governance structures that allow for appropriate representation by key stakeholders

4.2.2 Ensure positions are filled with decision-makers and content experts that can guide, influence and communicate successful program identification and implementation

4.2.3 Maintain an efficient, but thorough, process for soliciting and considering project proposals and work plans in line with the strategic goals of NRMCA and local ready mixed concrete organizations

4.3 Regularly Review the Strategic Plan and Policies to Ensure Alignment with the Strategic and Work Plan Goals of NRMCA and Local Ready Mixed Concrete Organizations

4.3.1 The strategic plan and work plan goals should be reviewed regularly (at least annually) by staff and officers, and the plan should be updated by the Board every 3 years

4.3.2 The compensation committee should tie staff goals and compensation to the goals and measures of success as outlined in the strategic plan, and in line with NRMCA’s Vision 2030 goals, tactics and progress

4.3.3 All other policy documents of the Foundation shall be reviewed and updated every 3 years