



RMU 100:
Strategic Plan 2018-2021

December 15, 2017

We will:

1. Use predictive analytics and pipeline programs with schools and corporations to improve our 6 year graduation rate to 66%.
2. Increase RMU's net assets through a \$100MM comprehensive Capital campaign; grow the endowment by at least \$12.5MM; improve the alumni contribution rate to 8%; and focus on operating efficiencies.
3. Have an enrollment of at least 5,200 students with a 50/50 gender split and remain a nationally-ranked, doctoral-granting institution.
4. Make RMU a preferred strategic partner for corporations and other organizations and produce at least \$1MM per year in incremental new non-tuition revenue.
5. Improve RMU's brand equity and positioning through athletics, new and enhanced facilities, a brand campaign, and promotion of Gallup outcomes.
6. Improve RMU's inclusiveness and human capital development.



RMU will be big enough to matter, yet small enough to care. As a student-centered institution, Robert Morris University transforms lives by building knowledge and skills, and by providing the foundations of engagement and well-being.





To be the gateway to engaged, productive,
and successful careers and lives.



- Excellence
- Global
Perspective
- Inclusion
- Innovation
- Professional
Focus
- Responsiveness
- Transformation



Vision

Mission

Core Values

Strategic
Keystone &
Cornerstones

Financial
Viability

Educational
Vitality

Market
Distinctiveness

6 Strategic Lenses*

Objectives

1. Improve
RMU's
Financial
Stability
Through
Fundraising

2. Strengthen
RMU's
Financial
Position

3. Diversify
& Grow
Non-
Tuition
Revenue

4. Educational
Vitality will
Characterize
the RMU
Student
Experience

5.A. Boost
Enrollment
5.B. Enhance
Student Life,
Increase
Retention

6. Promote
RMU
Experiences
with Positive
Gallup
Outcomes

7. Raise
the Profile
of the RMU
Brand to the
Pittsburgh
Region and
Beyond

8. Leverage
Athletics to
Improve the
RMU Brand

9. Improve
Facilities to
Enhance the
Student, Employee
& Visitor
Experience

Goals

Strategies

Measures

*All planned initiatives should improve RMU's Foundations, financial viability and market distinctiveness in at least one of the following ways:

1. Help improve graduation rates to 66%
2. Increase RMU's net assets
3. Reinforce institutional values or help to perform RMU's mission
4. Help make RMU a preferred partner of corporations, organizations and professionals in the Pittsburgh region
5. Improve RMU's brand equity/positioning in a demonstrable way
6. Improve RMU's inclusiveness and human capital



RMU Objective #1: Improve Financial Stability Through Fundraising

Owners: Jay Carson and Matt Millet

- Highlights**

 - Complete \$100MM Comprehensive Campaign
 - Increase endowment by \$12.5MM
 - Increase alumni giving to at least 8%

1. Improve Financial Stability Through Fundraising

Goal 1.1 – Grow Alumni Participation To 8%

Goal 1.2 – Increase President’s Council Membership to 600+ (20% overall)

Goal 1.3 – Grow Annual Corporate Sponsorships To \$1MM

Goal 1.4 – Complete Capital Campaign of \$100MM+

Goal 1.5 – Grow Endowment Via Scholarship to Bring Unmet Financial Aid/Student Debt closer to PA State Average

Strategy 1.1.1 - Increase collaboration with Alumni Relations to drive participation

Strategy 1.1.2 - Revolutionize participation drivers: Phonathon, Direct Mail and Event Based Donations

Strategy 1.2.1 – Upgrade data analytics and fundraising database capabilities

Strategy 1.2.2 – Establish opportunities and stewardship that reward donors

Strategy 1.3.1 – Partner with VP Corporate Relations to build relationships and present RMU’s sponsorship offerings to potential corporate partners in the Pittsburgh region

Strategy 1.3.2 – Program UPMC Events Center to create additional sponsorship inventory

Strategy 1.4.1 – Deploy a robust and more specifically focused team of development officers to engage alumni, friends, corporations and foundations

Strategy 1.4.2 – Raise Capital Funds for Buildings via Naming Opportunities

Strategy 1.5.1 – Identify and continue to grow a pipeline for planned gifts

Strategy 1.5.2 – Refocus scholarship efforts to grow team and awareness

Strategy 1.1.3 - Develop Day of Giving Programs

Strategy 1.1.4 - Develop and Create Affinity groups to Capture Participation

Strategy 1.2.3 – Develop Website and Donation Seating focused on Athletic Development

Strategy 1.2.4 – Grow Levels of President’s Council

Strategy 1.3.3 – Improve Athletic Inventory to Include Digital and Media Based Offerings

Strategy 1.3.4 – Partner with Business Ops to Introduce Sponsorship During Initial Request For Proposal (RFP)

Strategy 1.4.3 –Solicit Foundations and Government Entities

Strategy 1.5.3 – Identify and create matching programs and incentives for endowment gifts

Measures
1.1.1 – % of US World News Alumni donors:
FY2018-19: 7%
FY2019-20: 7.5%
FY2020-21: 8%

Measures
1.2.1 – # of President’s Council Annual Donors:
FY2018-19: 545
FY2019-20: 573
FY2020-21: 602

Measures
1.3.1 – Annual Revenue from Sponsorships:
FY18-19: \$650,000
FY19-20: \$800,000
FY20-21: \$1,000,000

Strategy 1.4.4 – Create opportunities to endow chairs, positions and Centers of Excellence

Measures
1.4.1 – Gifts, Pledges and Deferred Gifts Total \$100MM for Campaign 2021
1.4.2 – Placeholder for measure regarding cost to raise \$1

Measures
1.5.1 – University Endowment growth by \$12.5MM (50% of \$25MM Needed to meet PA student debt average)
1.5.2 – Increase Financial Aid Annually Available by \$500,000 (\$12.5MM assuming 4% spending)



RMU Objective #2: Strengthen RMU's Financial Position

Owners: Dan Kiener and Jeff Listwak

- Highlights:**
- Maintain Baa3 credit rating
 - Focus on efficiency and the balance between administrative and instructional costs (ACTA .39)
 - Increase endowment by \$12.5MM (in conjunction with IA)

2. Strengthen RMU's Financial Position

Goal 2.1 – Grow Financial Reserves: endowment (by \$12.5MM) and cash position (\$1MM/year); maintain investment-grade credit rating

Strategy 2.1.1 – Budget for excess operating cash of at least \$1MM annually

Strategy 2.1.2 – Resume the practice of annually transferring excess operating cash into the endowment

Strategy 2.1.3 – Contribute to \$12.5 MM endowment increase Goal by meeting/exceeding the endowment return benchmarks within the endowment Investment Policy Statement (IPS); continue to execute alternative investment strategies to maximize returns and focus on long-term growth

Strategy 2.1.4 – Identify opportunities to enhance operating margin performance via reduction or elimination of certain costs across the organization using FRP, purchasing initiatives and other financial analysis

Strategy 2.1.5 – Support reallocation of resources and decision-making via FRP data and other financial analysis

Strategy 2.1.6 – Explore refinancing opportunities to reduce interest rate and future debt service. Limit borrowing for a period of time.

Strategy 2.1.7 – Promote a mindset of stewardship of the University's assets across RMU

- Measures
- 2.1.1.i – Generate \$1MM of operating cash vs. budget annually
 - 2.1.1.ii – Meet or exceed Moody's Baa3 median for operating margin %
 - 2.1.1.iii – Meet or exceed Moody's Baa3 median for cash flow margin %
 - 2.1.1.iv – Attain/maintain an ACTA administrative/instructional cost of .39 or lower
 - 2.1.1.v – Monitor degree of budget attainment by Cabinet member (revenues and/or expenses as applicable)
 - 2.1.3.i – Meet or exceed absolute return, global core, custom global passive, custom global active return benchmarks for endowment
 - 2.1.3.ii – Benchmark total return vs. annual NACUBO endowment return
 - 2.1.5.i – Make reports available showing financial results by unit
 - 2.1.6.i – Meet long-term debt to total capitalization and fixed charge coverage ratio debt covenants
 - 2.1.6.ii – Meet or exceed Moody's Baa median for debt to cash flow
 - 2.1.6.iii – Meet or exceed Moody's Baa median for annual debt service coverage

Veterans enrollment goal to be part of EM unit-level plan

RMU Objective #3: Diversify and Grow Non-Tuition Revenue

Owners: Derya Jacobs and Jeff Listwak

Highlights:
Generate at least \$1MM per year in incremental new revenue through corporate partnerships and other initiatives

3. Diversify and Grow Non-Tuition Revenue

Goal 3.1 – Establish RMU as a preferred corporate partner in building knowledge, skills, talent and leadership; produce \$1MM /year in incremental non-tuition revenue through partnerships and other diversification actions

Goal 3.2 – The Bayer Center for Nonprofit Management will become a preferred partner for the nonprofit and business community for organizational development and employee engagement and will operate at least at financial breakeven by 2021

Goal 3.3 – Establish RMU's Center for Veterans and Military Families as a place big enough to matter, yet always small enough to care for veterans and families. RMU will enroll 400 veterans by 2021.

Goal 3.4 – Advance RMU Online and Off-Campus Programs in its role of support service for students, faculty and staff in fulfillment of RMU's mission and vision. RMU will enroll 700 fully-online students by 2021.

Strategy 3.1.1 – Identify skill gaps with corporations and offer development programs

Strategy 3.1.2 – Establish corporate-specific workforce pipelines and offer credit or non-credit programs for high demand workforce needs

Strategy 3.2.1 – Provide high quality consulting services, educational programming, training programs, applied research and employee engagement activities in response to community need

Strategy 3.2.2 – Continue to expand and diversify the Center's contracted programs and fundraising activities while optimizing the Center's resources to provide financial sustainability without dependency on the University

Strategy 3.3.1 – Develop an improved and re-branded Center for Veterans and Military Families including student support programs and physical facilities

Strategy 3.3.2 – Develop and offer transitional support programs for Veterans and military families

Strategy 3.4.1 – Increase online student engagement at University and department sanctioned events

Strategy 3.4.2 – Offer training opportunities on emerging technologies for students and faculty

Strategy 3.1.3 – Offer corporate-specific employee professional and leadership development programs

Strategy 3.3.4 – Establish corporate partnerships for sponsorships, job placement and retention of employed Veterans

Strategy 3.4.3 – Integrate successful retention practices for online and off-campus

Strategy 3.4.4 – Develop and implement strategies in collaboration with Enrollment Management to steadily increase online student enrollment

Measures
3.1.__i – RMU will have established multiple strategic partnerships that provide a stable and continuous source of non-tuition revenue

Measures
3.2.__i – The Bayer Center will have established multiple strategic partnerships that provide a stable and continuous source of revenue and the Center will operate at at least break-even in four years

Strategy 3.3.3 – Develop and offer credit or non-credit certificate skills programs in collaboration with academic schools and Enrollment Management

Measures
3.3.__i – RMU will have increased support programs, enrollment and retention for Veteran and military families

Strategy 3.3.5 – Develop and implement strategies in collaboration with Enrollment Management to steadily increase Veteran and military family enrollment at RMU

Measures
3.4.__i – RMU will have increased support programs for online students and a steadily increasing online student enrollment and retention



RMU Objective #3:
Diversify and Grow Non-Tuition Revenue
Page Two
Owners: Derya Jacobs and Jeff Listwak

Highlights:
Generate at least \$1MM per year in incremental new revenue through corporate partnerships and other initiatives

3. Diversify and Grow Non-Tuition Revenue

Goal 3.5 – Identify opportunities to diversify and grow non-tuition revenues and operating margins

Strategy 3.5.1 – Evaluate and execute as feasible revenue growth opportunities with vendors as well as service tradeoffs

Strategy 3.5.2 – Support IA UPMC Event Center marketing plan

Strategy 3.5.3 – Support enhancement of utilization of University assets to drive increased usage, incremental revenue and net margin

Strategy 3.5.4 – Support Capital Campaign and annual unrestricted fundraising

Strategy 3.5.5 – Support Athletics with developing long-term plans to become a self-funded unit

Strategy 3.5.6 – Preserve as feasible current sources of non-tuition revenue from being displaced by internal events and activities at ISC, etc.

Measures

- 3.5.1.i – Commission revenues vs. 2017/18 baseline year
- 3.5.2.i - Maximize incremental revenue and margin vs. plan
- 3.5.3.i – Measure ROI of facilities assets
- 3.5.3.ii – Measure summer campus facilities utilization and associated incremental revenue and net margin
- 3.5.3.iii – Increase in summer auxiliary revenue vs. 2017-18 baseline year
- 3.5.4.i – Measure incremental growth from capital campaign and other fundraising
- 3.5.5.i – Monitor budget vs actual and measure reduction of University subsidy over time
- 3.5.6.i – Increase non-tuition revenues over baseline year (FY 2017-18)
- 3.5.6.i – RMU will generate at least \$1MM in incremental new revenue through corporate partnerships and other non-tuition initiatives



RMU Objective #4: Educational Vitality Will Characterize the RMU Student Experience

Owner: David Jamison

- Highlights:**
- Ensure at least 90% of all graduates are gainfully employed or in graduate school w.i. 1 year of graduation
 - Maintain all program accreditations
 - RMU will maintain its Doctoral category status
 - Ensure a total enrollment of at least 5,200 with a 50/50 gender mix

4. Educational Vitality Will Characterize the RMU Student Experience

Goal 4.1 – Curricula in all programs will demonstrate mission consistency and academic vitality, focused on preparing students for engaged, productive and successful careers

Strategy 4.1.1 – All existing program accreditations will be maintained.

Strategy 4.1.2 – RMU Core will be strengthened to assure appropriate general education outcomes consistent with the University's professional focus

Strategy 4.1.3 – New degrees and programs will be added where they contribute to academic vitality, financial viability and market distinctiveness

Strategy 4.1.4 – Work-based experiences will be available to all qualified students

Measures
See next page

Goal 4.2 – Academics will partner with Enrollment and Student Life to support student success and retention, including incorporating the Gallup "Big 6" experiences

Strategy 4.2.1 – Academics will support faculty participation in the Student Success Collaborative

Strategy 4.2.2 – Faculty academic advising will be significantly strengthened

Strategy 4.2.3 – Faculty mentoring will be significantly strengthened

Strategy 4.2.4 – Academics will support faculty participation in, and support for all specialized retention and success efforts (WLMP, etc.)

Strategy 4.2.5 – Academics will partner in creating "enrollment pipelines" for schools, businesses and professional organizations

Measures
See next page

Goal 4.3 – Appropriate facilities and technology will support the faculty's teaching and scholarship, and the University's outreach

Strategy 4.3.1 – SEMS' facility will be renovated to reflect the quality of its programs

Strategy 4.3.2 – Academic "Centers" in the Schools will be upgraded to maximize RMU Community-Industry Partnerships

Strategy 4.3.3 – Technology for teaching and research will be refreshed and updated on a continuing basis

Measures
See next page

Goal 4.4 – Faculty research and scholarship will enhance teaching, engage students, and connect RMU with relevant professional organizations

Strategy 4.4.1 – RMU will maintain its status as a national doctoral university

Strategy 4.4.2 – Expert, professional support for faculty research and grant proposals will characterize Academic Affairs

Strategy 4.4.4 – University Library physical and electronic resources will be redefined and transformed to meet expanding needs of faculty and students

Strategy 4.4.3 – Research-based industry partnerships will exist in each of the schools

Strategy 4.4.5 – Engaging undergraduate students in research and scholarship will be part of each School's mission

Measures
See next page



RMU Objective 4: Details

4. Educational Vitality Will Characterize the RMU Student Experience

- Highlights:**
- Ensure at least 90% of all graduates are gainfully employed or in graduate school w.i. 1 year of graduation
 - Maintain all program accreditations
 - RMU will maintain its Doctoral category status
 - Ensure a total enrollment of at least 5,200 with a 50/50 gender mix

Goal 4.1 – Curricula in all programs will demonstrate mission consistency and academic vitality, focused on preparing students for engaged, productive and successful careers

Goal 4.2 – Academics will partner with Enrollment and Student Life to support student success and retention, including incorporating the Gallup “Big 6” experiences

Goal 4.3 – Appropriate facilities and technology will support the faculty’s teaching and scholarship, and the University’s outreach

Goal 4.4 – Faculty research and scholarship will enhance teaching, engage students, and connect RMU with relevant professional organizations

Measures

4.1.1 – Each School’s Strategic Plan will include specific steps to assure continued program accreditations

4.1.2 – Revised general education learning outcomes will be approved and implemented by 1/31/18

4.1.3 – Schools and Deans Council will not proceed with curriculum revisions until new/changed programs demonstrate credible potential for academic vitality, enrollment potential, and financial viability

4.1.4 – Each School’s Strategic Plan will demonstrate how work-based experiences will be enhanced in the School

4.1.5 – At least 90% of all graduates will be gainfully employed or in graduate school w.i. 1 year of graduation

Measures

4.2.1 – Each School’s Strategic Plan will include specific steps to incorporate the Gallup “Big 6”

4.2.2 – CIT will develop faculty advising workshops by December 2018

4.2.3 – CIT will develop faculty mentoring workshops by December 2018

4.2.4 – Academics will partner with Student Life, Honors, WLMP, Veterans Center to identify at least one new success/retention initiative in each area.

4.2.5 – A comprehensive plan in partnership with Enrollment will be developed in 2018 to create student pipelines in all under-represented disciplines

4.2.6 - Ensure a total enrollment of at least 5,200 with a 50/50 gender mix

Measures

4.3.1 – Renovation of John Jay Center to be completed by May 2021

4.3.2 – Each School’s Strategic Plan will include upgrades of Academic Centers for effective partnerships: Center for Entrepreneurship, RISE Center, SEMS-ROC, Peirce Center, Academic Media Center, etc.

4.3.3 – By May 2018, the University Technology Plan will be reinstated, providing for regular and continuing replacement of out dated technology

Measures

4.4.1 – RMU will continue to produce at least 25 research doctoral graduates annually

4.4.2 – Office of Research and Grant Support will offer at least three workshops annually to encourage faculty research initiatives

4.4.2.1 – With encouragement from the deans and professional support from the Research & Grants Administration RMU faculty will submit at least 10 competitive research grant proposals annually

4.4.3 – Each School’s Strategic Plan will be required to include active RMU-industry partnerships

4.4.4 – Library collection management upgrade will be completed by 2019, including database review and re-focus

4.4.5 – Each School’s Strategic Plan will demonstrate at least two initiatives for engaging undergraduate students in research and promoting student scholar development



RMU Objective 5 A: Boost Enrollment

Owner: Wendy Beckemeyer

Highlights:
Ensure a total enrollment of at least 5,200 with a 50/50 gender mix

5.A. Boost Enrollment

Goal 5.A.1 – Bring enrollment and academic advising services together for a coordinated, individualized approach to customer service

Goal 5.A.2 – Add value and improve alumni satisfaction by reducing borrowing. Weave college affordability externally into higher education and internally into the student experience to expand our work with prospective students

Goal 5.A.3 – Build accessible paths that emphasize the strength and value of an RMU degree

Goal 5.A.4 – Identify programs prime for growth that complement RMU's brand and position

Strategy 5.A.1.1 – Create a Hub where students can receive assistance with registration, advising, gathering information and that will assist them with persisting through their degree

Strategy 5.A.1.2 – Provide students in the Hub with prompt, caring accurate assistance in solving problems

Strategy 5.A.1.4 – Implement use of EAB Campus tool in the Hub to assist others on campus with identifying students who may have propensity to stop out

Strategy 5.A.1.3 – Have all Undecided students assigned to a Hub advisor who will work with them their 1st year to assist with course selection, research majors or fields of interest

Measures
5.A.1.1.i – Open Hub by 8/28/17
5.A.1.1.ii – Monitor Hub traffic to chart "pain points" and barriers for resolution
5.A.1.2.i – Develop a survey for Hub users to rate service
5.A.1.3.i – Increase in UNDE student retention
5.A.1.3.ii – Increase in # of UNDE students who move into a major by term
5.A.1.4.i – Increase in student retention

Strategy 5.A.2.1 – Add a dedicated College Affordability tab to Net Partner to promote good borrowing habits

Strategy 5.A.2.2 – Push College Affordability videos and info via Guide

Strategy 5.A.2.3 – Initiate refund check intervention measures

Strategy 5.A.2.4 – Provide additional loan borrowing outreach and counseling to students with high debt

Strategy 5.A.2.5 – Hire a CAA Work Study to assist with outreach, education, and program administration

Strategy 5.A.2.6 – Review and update CAA presentation to assure effectiveness

Measures
See next slide

Strategy 5.A.3.1 – \$2,000 Pittsburgh Promise/RMU public school award

Strategy 5.A.3.2 – Beaver and Butler County-specific scholarships

Strategy 5.A.3.3 – Build more partnerships with CBOs to increase RMU brand awareness and co-brand with affinity organizations

Strategy 5.A.3.4 – Improve promotion and execution of existing college in high school partnerships

Strategy 5.A.3.5 – Invest in a robust and personalized transfer tool for RMU website that maps out degree, career, and ROI info for prospective transfer students

Strategy 5.A.3.6 – Seek more opportunity to engage with PTK students on their campuses through speakers, lunch & learn and other opportunities

Measures
See next slide

Strategy 5.A.3.7 – Continue to build corporate relationships and discount partnerships to help attract adult students for skill training and graduate programs

Strategy 5.A.3.8 – Build upon a group of trusted international agent partnerships to help gain exposure for RMU in new and existing countries

Strategy 5.A.3.9 – Foster mentorship via BMLDI

Strategy 5.A.3.10 – Foster mentorship via WLMP

Strategy 5.A.4.1 – Leverage ongoing research to identify programs where there is demand and lack of supply

Strategy 5.A.4.2 – Work with industry partners and academic Deans to identify RMU strengths and open capacity to add stackable and other credentials to RMU's menu of programs

Measures
5.A.4.1.i - # of new programs added
5.A.4.1.ii - # of students enrolled in new programs
5.A.4.1.iii – Profitability/net margin of newly created programs
5.A.4.2.i - # of new programs added
5.A.4.2.ii - # of students enrolled in new programs
5.A.4.2.iii – Profitability/net margin of newly created programs

Objective 5.A

RMU Objective 5.A.2.2, 5.A.2.3 and 5.A.5: Details

Veterans enrollment goal to be part of EM unit-level plan

5.A. Boost Enrollment

Highlights:
Ensure a total enrollment of at least 5,200 with a 50/50 gender mix

Goal 5.A.2 – Add value and improve alumni satisfaction by reducing borrowing. Weave college affordability externally into higher education and internally into the student experience to expand our work with prospective students

Goal 5.A.3 – Build accessible paths that emphasize the strength and value of an RMU degree

Goal 5.A.5 – Ensure a total enrollment of at least 5,200 with a 50/50 gender mix

Measures

- 5.A.2.1.i – Monitor Net Partner usage
- 5.A.2.1.ii – Determine if student borrowing is decreasing
- 5.A.2.2.i – Track usage and review presented options
- 5.A.2.2.ii – Use a Guide survey to gauge student interest and knowledge of CAA concepts
- 5.A.2.2.iii - Determine if student borrowing is decreasing
- 5.A.2.3.i – Review total refund amounts on a per term basis to measure effectiveness of strategy
- 5.A.2.3.ii – Track if loan reduction requests are increasing
- 5.A.2.3.ii - Determine if student borrowing is decreasing
- 5.A.2.4.i – Track if students are receptive to outreach and if loan reduction requests increase
- 5.A.2.4.ii - Determine if student borrowing is decreasing
- 5.A.2.5.i – Have Work Study in place by spring 2018
- 5.A.2.6.i – Parent satisfaction surveys should be used and reviewed on a per term basis
- 5.A.2.6.ii - Determine if student borrowing is decreasing

Measures

- 5.A.3.1.i – Increase # of enrolled students from Pittsburgh Public Schools
- 5.A.3.2.i – Increase # of enrolled students from Beaver and Butler County high schools
- 5.A.3.3.i – Increase in # of CBO partners and CBO events sponsored and participated in
- 5.A.3.3.ii – Increase in enrollment from populations served by CBO partners
- 5.A.3.4.i – Increase in # of students who participate in these programs
- 5.A.3.4.ii – Increase in # of students who enroll after participating in one of these programs
- 5.A.3.4.iii – Meet yearly with partner schools to identify future needs of their students
- 5.A.3.5.i – Increase in # of transfer students
- 5.A.3.6.i – Increase in # of PTK students
- 5.A.3.7.i – Increase in # of corporate partnerships
- 5.A.3.7.ii – Increase in # of students who enroll from partnership programs
- 5.A.3.8.i – Increase in # of international agent partnerships
- 5.A.3.8.ii – Increase in # of international students who enroll through partner agents

Enrollment Strategies and Measures shown on this page and preceding page

RMU Objective 5 B: Enhance Student Life and Increase Retention

Owner: John Michalenko

5.B. Enhance Student Life and Increase Retention

Goal 5.B.1 – Measures of student success will show improvement throughout the plan period, including attainment of an 85% retention rate and a 66% graduation rate

Strategy 5.B.1.1 – Leverage the Student Success Collaborative (SSC) Colonial Campus data analytics program to create persistence pathways and foster timely degree completion

Strategy 5.B.1.3 – Offer a comprehensive 1st year seminar program to provide new students with the tools and strategies to be successful

Strategy 5.B.1.6 – Increase the visibility of the Career and Professional Development Center for all undergraduate students

Strategy 5.B.1.2 – In cooperation with Academic Affairs, identify programs and services that will help students to identify career and professional goals

Strategy 5.B.1.4 – Use Colonial Guide to connect students to critical campus resources and services

Strategy 5.B.1.5 – Expand academic support services to include enhanced tutoring, supplemental instruction, study halls and online resources

Goal 5.B.2 – Place career and professional development at the center of the student engagement experience, and increase student participation in those activities

Strategy 5.B.2.1 – Increase students' confidence for career readiness so they will succeed as professionals in their career of choice

Strategy 5.B.2.3 – Increase the Professional Experience Program (PREP) to provide students with more career readiness skills and experiences

Strategy 5.B.2.5 – Offer programs that prepare students for career success and financial well-being

Strategy 5.B.2.7 – Integrate graduate and professional school resources into the undergraduate career plan

Strategy 5.B.2.2 – Expand the Student Employment Program to offer more on-campus jobs

Strategy 5.B.2.4 – Require all traditional undergraduates to complete at least one work-based, career-focused experience, research project, or study abroad experience, prior to graduation

Strategy 5.B.2.6 – Expand coordination and collaboration of the CPDC throughout RMU

Goal 5.B.3 – Increase linkage to Gallup "Big 6" experiences by building a best-practice student engagement program based on student leadership, mentorship and responsible citizenship

Strategy 5.B.3.1 – Establish mentorship programs for freshmen, sophomores, at-risk populations, transfer students, 1st generation and underrepresented students that is intentional and sufficiently supported

Strategy 5.B.3.3 – Leverage the SET to promote the value of being fully engaged on campus

Strategy 5.B.3.5 – Partner with Academic Affairs to create service learning courses

Strategy 5.B.3.2 – Increase student leadership opportunities in clubs and organizations by providing a comprehensive development curriculum based on higher ed and corporate best practices

Strategy 5.B.3.4 – Teach life skills "College to Career" course each spring semester

Strategy 5.B.3.6 – Offer high impact faculty-student engagement programs

Strategy 5.B.3.7 – Provide enrichment and co-curricular programs to connect students' fraternity and sorority experience with personal development and career engagement

Strategy 5.B.3.8 – Increase extracurricular opportunities that will help students to develop career, life planning and leadership skills

Goal 5.B.4 – Cultivate an environment of inclusivity and respect in which all students have access to opportunities that offer a holistic and complete RMU experience

Strategy 5.B.4.1 – Create vibrant and relevant engaged learning opportunities to prepare students to become moral, ethical and responsible participants in the larger global setting

Strategy 5.B.4.3 – Give voice to, and provide an avenue of support, for the needs and concerns of underrepresented students

Strategy 5.B.4.5 – Increase professional and personal development opportunities for underrepresented students

Measures See next slide

Strategy 5.B.4.2 – Foster a community where students are valued, supported, and receive the assistance they need to be successful

Strategy 5.B.4.4 – Provide educational experiences that expose students to inclusive, multicultural viewpoints, issues of social equity, and an understanding of privilege

Strategy 5.B.4.6 – Create a plan to grow the NPHC Greek community at RMU

Strategy 5.B.4.7 – Bring commuter students more fully into the life of the university community to increase their engagement and set them up for better outcomes

Measures See next slide

5.B

Measures See next slide

Measures See next slide



RMU Objective 5 B, Page Two: Enhance Student Life and Increase Retention

Owner: John Michalenko

5.B. Enhance Student Life and Increase Retention

Goal 5.B.5 – Promote personal, spiritual, social, financial, community, physical and mental well-being for all students

Strategy 5.B.5.1 – Increase the use of physical activity to promote a healthy lifestyle

Strategy 5.B.5.2 – Expand programs and services that encourage low-risk alcohol use

Strategy 5.B.5.3 – Create health and wellness programs that promote self-care, mindfulness, and emotional resilience

Strategy 5.B.4.4 – Implement comprehensive programs on sexual misconduct prevention

Strategy 5.B.5.5 – Communicate and encourage students to engage in health and wellness programs and services

Strategy 5.B.5.6 – Offer programs focusing on financial literacy

Goal 5.B.6 – Align the residential college experience with national best practices

Strategy 5.B.6.1 – Enhance the living-learning residential experience by providing opportunities for students to grow in a dynamic, diverse and inclusive community

Strategy 5.B.6.2 – Develop a five year deferred maintenance plan for all residence halls

Strategy 5.B.6.3 – Promote academic and social activities to engage student residents in meaningful and satisfying opportunities

Strategy 5.B.6.4 – Provide informal contact among students, staff and faculty to engage all residents in the academic life of the University

Goal 5.B.7 – Be responsible professionals and follow professionally established competencies and operational effectiveness throughout the Division of Student Life

Strategy 5.B.7.1 – Identify and employ administrative efficiencies and adapt to functioning within a leaner business model

Strategy 5.B.7.2 – Offer professional development opportunities for staff to increase their skill sets to meet the demands of an ever-changing student life landscape

Strategy 5.B.7.3 – Leverage membership with professional organizations to continually assess programmatic efforts and benchmark best practices to remain current in the industry

Strategy 5.B.7.4 – Establish a new employee on-boarding program that formally presents the mission, vision, value of RMU

Highlights:

- Increase six year graduation rate to at least 66%
- Increase 1st year retention rate to at least 85%
- Ensure African-American persistence rate exceeds national average for private universities like RMU
- Ensure a total enrollment of at least 5,200 with a 50/50 gender mix

Measures
See next two slides

Measures
See next two slides

Measures
See next two slides

Objective 5.B



RMU Objective 5.B: Details

5.B. Enhance Student Life and Increase Retention

Goal 5.B.1 – Measures of student success will show improvement throughout the plan period

Goal 5.B.2 – Place career and professional development at the center of the student engagement experience, and increase student participation in those activities

Goal 5.B.3 – Increase linkage to Gallup “Big 6” experiences by building a best-practice student engagement program based on student leadership, mentorship and responsible citizenship

Goal 5.B.4 – Cultivate an environment of inclusivity and respect in which all students have access to opportunities that offer a holistic and complete RMU experience

Measures
5.B.1.i – Freshman-to-sophomore retention rate of 85%
5.B.1.ii – Sophomore-to-junior retention rate of 95%
5.B.1.iii – Six year graduation rate of 66% for all traditional undergraduate students
5.B.1.iv – 100% of freshmen will pass the 1st year seminar program
5.B.1.v – African-American retention rate of 80% with a six year graduation rate of 60%
5.B.1.vi – 80% retention of Early Success Program students
5.B.1.vii – NSSE rating results will be equal to or greater than comparison schools
5.B.1.viii – SSI results will improve with overall satisfaction ratings being greater than or equal to comparison schools
5.B.1.ix – Students with 90+ credits will graduate within 3 semesters
5.B.1.x - Ensure a total enrollment of at least 5,200 with a 50/50 gender mix
5.B.1.xi – Four year graduation rate of 60%

Measures
5.B.2.i – Employ 850 students in on-campus jobs
5.B.2.ii – Employ 50 students in the Professional Experience Program (PREP)
5.B.2.iii – 100% of all traditional undergrads will have completed at least one work-based, career-focused experience, research project, or study abroad experience documented on their SET
5.B.2.iv – 15% increase in the number of students participating in work-based experiences – internships, co-ops, clinicals, practicum, engineering practice, teaching
5.B.2.v – Ten co-curricular career-related programs are embedded in the academic programs
5.B.2.vi – Achieve a 95% success/placement rate with a minimum of a 75% response rate
5.B.2.vii – 75% of all traditional undergrads will have used services in the CPDC with over 50% reporting on the GPI that Center was helpful
5.B.2.viii – A 5.5 or higher satisfaction rating on questions 49, 78 and 82 on the SSI
5.B.2.ix - <15% of all full-time traditional undergrads will be working off-campus >20 hours weekly

Measures
5.B.3.i – 100 students receive the Dell’Omo Renaissance award for completing all 7 categories of the SET
5.B.3.ii – 100% of all seniors will have met RMU’s two category requirement for the SET
5.B.3.iii – 50% of African-American freshmen will be enrolled in a mentorship program
5.B.3.iv. – 50% of all traditional undergrads will report on the GPI that they are “engaged” at RMU
5.B.3.v. – 30% of all traditional undergrad commuter students will report on the GPI that they are “engaged” at RMU
5.B.3.vi – 10% of undergraduate courses will have a service-learning designation
5.B.3.vii – Seniors who take the NSSE will report a higher level of reflective and integrative learning than all NSSE schools and RMU’s Carnegie Classification comparison group
5.B.3.viii – Seniors who take the NSSE will report that they completed a work-based, career-focused experience at a higher level than all NSSE schools and RMU’s Carnegie Classification comparison group

Measures
5.B.4.i – 50% of RMU students report on the GPI that they are thriving in community well-being
5.B.4.ii – Seniors and freshmen who take the NSSE will report that they have been in discussions with diverse others at higher levels than all NSSE schools and RMU’s Carnegie Classification comparison group
5.B.4.iii – 75% of students believe that RMU is a good place for underrepresented students as reported on the GPI
5.B.4.iv. – 50% of RMU students believe RMU is a good place for LGBT students as reported on the GPI
5.B.4.v. – A 5.5 or higher satisfaction rating on questions 1, 45, 59 and 72 on the SSI
5.B.4.vi – A minimum of 20 students as members of the NPHC Greek community
5.B.4.vii – 40% of commuter students will report on the GPI that they are engaged at RMU

Measures for 5.B.1, 5.B.2, 5.B.3 and 5.B.4

RMU Objective 5.B: Details

5.B. Enhance Student Life and Increase Retention

Goal 5.B.5 – Promote personal, spiritual, social, financial, community, physical and mental well-being for all students

Goal 5.B.6 – Align the residential college experience with national best practices

Goal 5.B.7 – Be responsible professionals and follow professionally established competencies and operational effectiveness throughout the Division of Student Life

Measures

5.B.5._i – 75% of RMU students are thriving as reported on the Gallup survey
5.B.5._ii – 25% of RMU students will report that they are thriving in at least 2 Gallup elements
5.B.5._iii – Student conduct cases and incidents will decrease by 10% annually
5.B.5._iv – 10% increase in the number of students participating in fitness programs, intramurals and club sports
5.B.5._v – 30% of RMU students believe RMU is preparing them well for life outside of college as reported on the Gallup survey

Measures

5.B.6._i – Increase housing capacity from 1,952 to 2,050
5.B.6._ii – Create 3-4 additional themed living-learning communities to include at least 2 faculty-in-residence programs
5.B.6._iii – Attract 2,050 traditional residential students to achieve a 55% residential population
5.B.6._iv – Retain 95% of residential students from fall to spring semesters
5.B.6._v – 100% of deferred maintenance completed and managed
5.B.6._vi – A 5.0 or higher satisfaction rating on questions 23, 30 and 40 on the SSI

Measures

5.B.7._i – 100% of professional staff will participate in at least one professional development opportunity annually
5.B.7._ii – The Counseling Center will obtain and retain accreditation from the International Association of Counseling Services (IACS)
5.B.7._iii – Conduct 2-3 functional areas/department assessments annually using the CAS Standards
5.B.7._iv – Retain 95% of employees division-wide
5.B.7._v – Provide a thorough onboarding orientation program to all new employees



RMU Objective #6: Promote RMU Experiences with Positive Gallup Outcomes

Owner: David Majka

Promote RMU Experiences with Positive Gallup Outcomes

Highlights:
At least 50% of graduating seniors will have partaken of at least 3 of the Gallup "Big 6" experiences

Goal 4.2 – Academics will partner with Enrollment and Student Life to support student success and retention, including incorporating the Gallup "Big 6" experiences

Goal 5.A.2 – Add value and improve alumni satisfaction by reducing borrowing. Weave college affordability externally into higher education and internally into the student experience to expand our work with prospective students

Strategy 5.B.2.4 – Require all traditional undergraduates to complete at least one work-based, career-focused experience, research project, or study abroad experience, prior to graduation

Goal 5.B.3 – Increase linkage to Gallup "Big 6" experiences by building a best-practice student engagement program based on student leadership, mentorship and responsible citizenship

Goal 6.1 – At least 50% of graduating seniors will have partaken of at least 3 of the Gallup "Big 6" experiences

Strategy 4.1.4 – Work-based experiences will be available to all qualified students

Strategy 4.2.3 – Faculty mentoring will be encouraged through training and focused incentives

Measures (All)–
5.B.5.__i – 75% of RMU students are thriving as reported on the Gallup survey
5.B.5.__ii – 25% of RMU students will report that they are thriving in at least 2 Gallup elements
5.B.5.__v – 30% of RMU students believe RMU is preparing them well for life outside of college as reported on the Gallup survey
6.__.i - Improvement throughout the plan period in alumni and student engagement and well-being indices
6.__.ii - Maintenance of superior performance to comparison institutions
6.__.iii - RMU achieves recognition and market advantage from its promotion of its Gallup-related outcomes
6.1.i – 50% of graduating seniors report having experienced at least 3 of the Gallup "Big 6" experiences
6.1.ii – The % of graduating seniors who report having had none of the "Big 6" experiences will be reduced from 16% to 5% by 2021

Strategy 5.B.3.1 – Establish mentorship programs for freshmen, sophomores, at-risk populations, transfer students, 1st generation and underrepresented students that is intentional and sufficiently supported

Strategy 5.B.3.2 – Increase student leadership opportunities in clubs and organizations by providing a comprehensive development curriculum based on higher ed and corporate best practices

Strategy 7.__.2 - Develop and deliver with broad reach and high frequency new brand advertising that clearly communicates RMU points of difference, including Gallup results, and positions RMU as a preferred partner of corporations, and individuals in the Pittsburgh region.

Strategy 5.B.3.6 – Offer high impact faculty-student engagement programs



Objective 6

RMU Objective #7:

Raise the Profile of the RMU Brand to the Pittsburgh Region and Beyond

Owners: Jay Carson and Jonathan Potts

7. Raise the Profile of the RMU Brand to the Pittsburgh Region and Beyond

Highlights:

- Maintain a US News ranking of at least 175 among National Universities
- Ensure an enrollment of at least 5,200 with a 50/50 gender mix
- Increase alumni giving to at least 8%

Goal 7.1 – Increase in unaided brand awareness of RMU in the Pittsburgh region

Goal 7.2 – Increase in number of respondents in the Pittsburgh region who report positive perception of RMU

Goal 7.3 – Ensure an enrollment of at least 5,200 with a 50/50 gender mix

Goal 7.4 – Grow alumni giving to at least 8%

Goal 7.5 – Increase President's Council membership

Goal 7.6 – Maintain a US News ranking of at least 175 among National Universities

Strategies

- 7._.1 – - Execute highly targeted digital advertising campaigns to drive traffic to redesigned RMU web properties. (Goals 1,2,3,4)
- 7._.2 - Develop and deliver with broad reach and high frequency new brand advertising that clearly communicates RMU points of difference, including Gallup results, and positions RMU as a preferred partner of corporations, organizations, and individuals in the Pittsburgh region. (Goals 1-6)
- 7._.3 - Deploy Dr. Howard and other RMU leaders and subject matter experts to events, interviews, and other opportunities to position RMU as a regional thought leader. (Goals 1-6)
- 7._.4 -- Identify opportunity markets outside of the Pittsburgh region and launch targeted, market-specific marketing plans to increase brand awareness and drive inquiries for RMU. (Goal 3)
- 7._.5 -- Build strategic plans in partnership with Development and the Deans of each of our five schools in order to share resources and maximize the impact of alumni and donor outreach. (Goals 4-5)
- 7._.6 - Develop new web site and other content for the College Affordability Academy. (Goals 3,6)
- 7._.7 - Identify research partners to develop sophisticated benchmarking and build out ongoing tracking and analytics methodologies that will yield reliable performance metrics and actionable insights. (Goals 1-5)
- 7._.8 – Program UPMC Events Center to create additional sponsorship inventory and raise the visibility of RMU in the community. (Goals 1-6)
- 7._.9 – Improve communication to the Moon Township community. (Goals 1-2)

Measures

- 7._.i - Traffic to RMU.edu (Strategies 1-9)
- 7._.ii - # of followers on key social media properties (Strategies 1-9)
- 7._.iii - # derived from likes, comments, follows, shares (engagement score) on key social media platforms (Strategies 1-4, 7-8)
- 7._.iv - Revenue from corporate partners (Strategy 2)
- 7._.v - # of Admissions inquiries overall (Strategies 1-2, 4, 7-8)
- 7._.vi - # of Admissions inquiries sourced from the web or social media (Strategies 1-2, 7)
- 7._.vii – Donor revenue (Strategies 2-3, 5, 6, 8)
- 7._.viii - # of inquiries originating from specific target markets outside of the Pittsburgh region (Strategies 1,3,6-7)

Measures

- 7._.ix - % increase in the Pittsburgh region in unaided brand awareness vs. benchmark (Strategies 1-3, 7, 9)
- 7._.x - % increase in the Pittsburgh region in positive perception of the brand (Strategies 1-3, 5-8, 9)
- 7._.xi - % increase in unaided awareness of the RMU brand in target markets outside of the Pittsburgh region (Strategy 4, 7)
- 7._.xii - # of earned media placements (Strategies 3,7,8)
- 7._.xiii - Attendance at Division I basketball, football, and hockey games (Strategies 1,8, 9)

RMU Objective #8: Leverage Athletics to Improve the RMU Brand Owner: Craig Coleman

- Highlights:**
- Win at least 3 conference championships a year with one coming in either Men's Basketball or Men's Hockey
 - Maintain an APR of at least 985
 - Advance to NCAA 2nd round in Men's Basketball

8. Leverage Athletics to Improve the RMU Brand

Goal 8.1 – Capitalize on high-profile sports (basketball and hockey) to elevate RMU's profile

Strategy 8.1.1 – Increase operating budgets for men and women's basketball and hockey

Strategy 8.1.2 – Utilize UPMC Event Center to full potential, to include enhanced marketing of events and to procure more attractive opponents

Strategy 8.1.3 – Reserved

Strategy 8.1.5 – Continue efforts to remain in rotation for NCAA men's ice hockey championship

Strategy 8.1.4 – Increase scholarships to NCAA cap where applicable in men's and women's hockey

Strategy 8.1.6 – Upgrade or build new ice hockey facility

Strategy 8.1.7 – Operate the RMU athletic program with economics similar to comparison schools (benchmarking)

Measures

8.1.__i – Win at least one conference championship a year in either Men's Basketball or Men's Hockey

8.1.__ii – Advance to NCAA 2nd round in Men's Basketball

8.1.1.i – Budgets set a minimum of 75th percentile in respective conferences

8.1.2.i – Increase in average RPI of non-conference home basketball opponents

8.1.2.ii – Doubling current attendance at home basketball games

8.1.3.i – Reserved

8.1.4.i – Men's and women's hockey will reach 18 scholarships

8.1.5.i – Host 2020-21 NCAA ice hockey championship

8.1.6.i – Feasibility study as with Event Center

8.1.6.ii – Completion of facility upgrades or new facility by end of 2022

Goal 8.2 – Improve the overall RMU student-athlete experience, including attainment of a 985 APR

Strategy 8.2.1 – Create administrative position to focus on student-athlete development and programming

Strategy 8.2.2 – Fund a mental health position dedicated to student-athletes in the RMU Counseling Center

Strategy 8.2.3 – Partner with Career Center to foster relationships with employers specifically seeking student-athletes

Strategy 8.2.4 – Increase academic support through increased use of tutors and academic support during team travel

Strategy 8.2.5 – Enhance student-athlete nutrition, through nutritionist services and refueling stations

Strategy 8.2.6 – Develop student-athlete mentorship program

Measures
See next slide

Goal 8.3 – Increase competitiveness in remaining sports

Strategy 8.3.1 – Increase operating budgets by 15%

Strategy 8.3.2 – Provide annual inflationary adjustments of 4% for travel, equipment, apparel, and officials within operation budget

Strategy 8.3.3 – Adjust coaching salaries utilizing comparative data provided by athletic conferences

Strategy 8.3.5 – Contract sports psychology professionals

Strategy 8.3.4 – Add one full-time strength and conditioning coach

Measures

8.3.__i – Win at least two conference championships a year in sports other than Men's Basketball or Men's Hockey

8.3.1.i – Achieve by 2nd year of plan

8.3.2.i – Achieve by 3rd year of plan

8.3.3.i – Adjustment of salaries to bring in line with 50th-75th percentile of conference peers

8.3.4.i – Achieve by 2nd year of plan

8.3.5.i – Achieve by 3rd year of plan

Object

RMU Objective #8: Leverage Athletics to Improve the RMU Brand Owner: Craig Coleman

8. Leverage Athletics to Improve the RMU Brand

Goal 8.2 – Improve the
overall RMU student-
athlete experience

Measures

- 8.2.1.i – Position created
- 8.2.1.ii – Full student-athlete programming curriculum established
- 8.2.1.iii – New student-athlete satisfaction survey
- 8.2.2.i – Position created with full caseload
- 8.2.2.ii – New student-athlete satisfaction survey
- 8.2.3.i – Protocol established for interaction with employers who specifically want to recruit student-athletes
- 8.2.3.ii – New student-athlete satisfaction survey
- 8.2.4.i – Increase in team GPA
- 8.2.4.ii – Increase in APR to 985
- 8.2.4.iii – New student-athlete satisfaction survey
- 8.2.5.i – Ability to restock refueling stations throughout the academic year
- 8.2.5.ii – New student-athlete satisfaction survey
- 8.2.6.i – Identification of mentors and implementation of program by second year of SP
- 8.2.6.ii – New student-athlete satisfaction survey



RMU Objective #9:

Improve Facilities to Enhance the Student, Employee and Visitor Experience

Owner: Perry Roofner

9. Improve Facilities to Enhance the Student, Employee and Visitor Experience

Goal 9.1 – Develop grounds master plan and implement one project per year after plan approval

Strategy 9.1.1 - Create an inclusive Grounds Committee

Strategy 9.1.2 Complete grounds master plan

Strategy 9.1.3 – Acquire senior management approval for grounds master plan

Strategy 9.1.4 – Implement one project per year

Goal 9.2 – Construct the UPMC Event Center on scope, budget and on schedule by 6/1/19

Strategy 9.2.1 – Identify amenities and purchase on budget

Strategy 9.2.2 – Move in logistics and occupy space

Strategy 9.2.3 – Building commissioning process

Goal 9.3 – Enhance current strategies for addressing deferred maintenance, ensure customer satisfaction and validate RMU's FCI performance (10% or less) by 6/1/20

Strategy 9.3.1 – Update Facilities Assessment Report

Strategy 9.3.2 – Publish report and target budgets

Strategy 9.3.3 – Develop customer satisfaction program and communication plan

Strategy 9.3.4 – Complete industry standards and benchmarking analysis

- Highlights:**
- Build UPMC Event Center
 - Evaluate opportunities to build:
 - Corporate partnering facility
 - Ridge Row student housing
 - Renovate SEMS building
 - Ensure deferred maintenance backlog Facilities Condition Index of no more than 10%

Goal 9.4 – Evaluate other opportunities to construct or renovate RMU facilities as strategic priorities or finances permit

Measures

- 9.1.1.i – Identify the purpose, goals and mission of the Grounds Committee by February 2018
- 9.1.1.ii – Identify Committee member candidates and seek out Board members or spouses who have a passion for landscape architecture by May 2018
- 9.1.1.iii – Grounds Committee will be recruited and operational by 9/1/18
- 9.1.2.i – Identify landscape architects and develop RFP by January 2019
- 9.1.2.ii – Grounds Committee to select and approve consultant by March 2019
- 9.1.2.iii – Engage key stakeholders by May 2019
- 9.1.2.iv – Grounds Master Plan will be completed by 9/1/19
- 9.1.3.i – Grounds Committee approves the Plan by 9/1/19
- 9.1.3.ii – Present Plan to the Facilities Committee by December 2019
- 9.1.4.i – Complete one project per year by summer 2020 and 2021
- Projects and priorities will result from Committee recommendations and the master plan

Measures See next slide

Measures See next slide

Objective 9

RMU Objective 9: Details

9. Improve Facilities to Enhance the Student, Employee and Visitor Experience

Goal 9.2 – Construct the UPMC Event Center on scope, budget and on schedule by 6/1/19

Goal 9.3 – Enhance current strategies for addressing deferred maintenance, ensure customer satisfaction and validate RMU's performance by 6/1/20

Measures

- 9.2.1.i – Finalize building occupant needs by completing the amenities budget plan by 6/1/18
- 9.2.1.ii – Ensure stakeholder review and approval by 7/1/18
- 9.2.1.iii – Validate all costs with approved budget by 1/1/19
- 9.2.1.iv – Execute all purchase order requests by 4/1/19
- 9.2.1.v – Track all costs throughout project via the budget management process by June 2019
- 9.2.1.vi – All of the above milestones will be completed by 6/1/19
- 9.2.2.i – Develop detailed move-in logistics plan for all building occupants by January 2019
- 9.2.2.ii – Develop communications plan for the stakeholders by February 2019
- 9.2.2.iii – Contractor to achieve substantial completion including all required life safety elements by May 7, 2019
- 9.2.2.iv – Obtain building occupancy permit through Moon Township by May 8, 2019
- 9.2.2.v – Execute move-in plan by May 15, 2019
- 9.2.3.i – Identify costs associated with building commissioning by January 2019
- 9.2.3.ii – Identify and contract a building commissioning agent by March 2019
- 9.2.3.iii – Execute the review process by April 2019
- 9.2.3.iv – Test and verify proper function of all major mechanical, electrical plumbing (MEP) and life safety systems by May 2019
- 9.2.3.v – Complete two year building commissioning process by 6/1/21

Measures

- 9.3.1.i – Phase I to be completed by December 2018, including RFP and selection process, hiring 3rd party consultant, and data mining/fact gathering
- 9.3.1.ii – Phase II to be completed by January 2020, including prioritization of assessment findings, development of implementation plan, and attaining approvals
- 9.3.2.iii – Implement plan year 1 for FY 2020-21
- 9.3.3.i – Achieve 50% survey contacts to RMU population with annual increases throughout the plan period Beginning fall 2018,
- 9.3.3.ii – Create student focus groups and convene them once each semester
- 9.3.3.iii – Partner with SGA and Residence Hall Association
- 9.3.3.iv – Attend CA floor meetings
- 9.3.3.v – Develop plan for review by VP of Facilities and direct reports by 12/1/17
- 9.3.3.vi – Complete the Customer Satisfaction Program and communication plan by 6/1/18
- 9.3.4.i – Identify 5 industry standard KPIs by June 2018; set up collection and tracking system with 2017-18 as baseline year
- 9.3.4.ii – Compare department KPIs in 2018-19, 2019-20 and 2020-21
- 9.3.4.iii – Identify 1 school each FY as comparison institutions (for a total of 4 schools); start with Duquesne University and add one additional comparison school each year thereafter for a total of 4 by 2020-21
- 9.3.4.iv – Ensure that the deferred maintenance backlog (FCI) does not exceed 10%.



| Date | Event/Milestone |
|------------------------|-----------------------------------|
| December 15 | RMU Board approved RMU 100 |
| January 1, 2018 | RMU 100 Begins |
| May 1, 2018 | Unit-level plans due |

