

**Facilities and University Operations
Divisional Plan
2020 - 2021**

**Strategic Theme 1: Focusing on Students First
Our unwavering focus on student growth and development**

SP GOAL 1.5: Continue to revitalize curricular offerings and delivery methods to attract and retain students and non-traditional learners, strengthen the best of what Rider has to offer, and reflect advances in higher education, industries and the professions.

Action Plans and Steps

1.5C Strengthen programmatic offerings in the College of Business Administration (CBA) with a focus on the impact of big data in the business world. Implement targeted renovations in Sweigart Hall to include, among other renovations, the planned 1,000 square-foot Business Data & Analytics Center, which will serve as a hands-on learning environment to strengthen students' preparedness for an array of business careers by equipping them with the skills, knowledge, and real-world experiences they will need to become leaders in a competitive global environment. The Center will help make CBA students more literate in analytics, technology, and financial problem-solving across all Business majors.

2017-18: Completed a collaborative renovation planning exercise and work involving the CBA dean and faculty, architects, engineers and OIT. Renovation of Sweigart Hall began in May.

2018-19: Completed building renovations, the final phase in November. They included classroom upgrades, a new data analytics center, Dean's suite upgrades, expanded lobby with better-defined entrances and an enhanced dining option and the outside patio with additional seating.

2019-20: The building was rebranded with the naming of the Brodsky College of Business. All building signage both interior and exterior was updated to reflect this change.

1.5D Strengthen theater and musical theater opportunities with the renovation of the BLC and Yvonne Theaters.

2017-18: Completed the new BLC dance studio. Began planning for the BLC Theater renovations with the dean, faculty, theater and sound consultants and architectural professionals. This is a bond funded project.

- 2018-19: Completed the BLC Theater renovation over the summer and winter break to allow for use of the theater during the academic year. Renovations included enhanced lighting and sound controls, new fixtures, a manual and motorized fly system for sets, handicapped seating reconfiguration and back stage improvements for the actors to access the stage. Completed planning during the spring semester for Yvonne Theater enhancements.
- 2019-20: The renovations to the Yvonne Theater we completed for the fall of 2019. The enhancements focused on new flooring, lighting, handrails and seating to improve audience amenities as well as safety.

SP GOAL 1.6: Build a vibrant living and learning community that enhances the university experience for students, faculty, staff, administrators and alumni, strengthens learning and campus spirit and further builds a sense of community, place and belonging.

Action Plans and Steps

Vibrant Living

1.6B: Promote and enhance on-campus living – improved dining services.

- 2017-18: Successfully secured a new dining partner, Gourmet Dining, beginning in July 2018, following a competitive RFP process and in collaboration with Student Affairs.
- 2018-19: Implemented a strategic partnership with Gourmet Dining to energize the dining experience, strengthen student satisfaction and increase revenue (i.e. meal equivalency in retail locations, campus events, use of the teaching kitchen, G8 Allergen awareness station and food truck).
- 2019-20: Completed an extensive renovation for fall 2019 to the Cranberry Café as well as the pub and faculty dining room. These spaces include a center island server with expanded menu, a Wendy's fast food restaurant, a virtual Jersey Mike's Sub Shop, online and kiosk ordering, food lockers, a sports bar with an enhanced menu, upgraded faculty dining room with versatile seating and menu options and an extended outdoor seating area.
- 2020-2021: Transform Daly Dining Hall into an order ahead, To-Go meal pick up and contactless dining option for students on the go. This student enhancement will be implemented by utilizing the Grubhub platform and transforming the front area of Daly Dining Hall. A new entrance, exterior shelter, order pick up lanes and added use of point of sale technology will be implemented.

Implement an on-campus food delivery program out of Cranberry’s dining venue. Create zoned delivery locations and specific delivery times. This will be accomplished via the Grubhub application and work in conjunction with student meal plans, Bronc Bucks and credit or debit cards.

Implement a reservation system in partnership with Grubhub for students to reserve a timeslot to dine inside of Daly Dining Hall.

Implement a new Stored Value Tender to be used on campus at a variety of locations such as vending and the University Bookstore. This would enhance the student experience and increase revenues.

Create and implement a Faculty / Staff meal plan that can be used in retail venues, the faculty/staff dining room and Daly Dining Hall. If successful, it would foster student, faculty and staff interactions.

Evaluate the usage and preference of meal exchange or meal equivalency in conjunction with meal plans and solicit student feedback.

Collaborate with Student Affairs, Accounting and OIT to implement departmental “Bronc Buck” ID cards. This would eliminate the need for paper meal vouchers and be a contemporary solution while using existing technologies.

1.6B: Promote and enhance on-campus living. Renovate residence halls including air conditioning, common areas, bathrooms and ADA accessibility. Expand housing options for upperclassmen. Develop alternate residential pricing models.

2017-18: Developed conceptual designs for renovation of Wright and Ridge Halls in collaboration with Residence Life, OIT and external architectural and planning professionals.

2018-19: Completed renovation of Wright and Ridge Halls by fall 2018. Renovations included individual room air conditioning, furniture, lighting, flooring, expanded and enhanced bathrooms, and a defined entrance with ADA accessibility and common area improvements.

2019-20: Completed renovations to Lake House, Delta Phi Epsilon and Kroner. Lake and Delta Phi Epsilon will receive bathroom upgrades, new flooring and furniture, painting, lighting, air conditioning and electrical upgrades. Kroner will receive the same enhancement but will also have new lounges, private common bathrooms, a new roof as well as new heating and air conditioning.

Begin planning for renovation of Lincoln Hall. Construction slated to begin in late fall and be completed for summer 2020. This work will include a new HVAC system, suite rooms and bathroom improvements, common area upgrades as well as furniture and lounge enhancements.

2020-21 The Lincoln Hall renovation was completed which included a new HVAC system, new roof, renovated bathrooms, new carpet and paint along with two apartments on the lower level converted to ADA suites.

Continue the renovations of residence halls to improve recruitment and retention. This can be achieved through identified university funds, bond initiatives, donors or external developer sources. Pursue the design of a mixed use residential/commercial facility along Route 206. Develop specifications for the remaining residence halls for air conditioning, deferred maintenance and amenity upgrades

1.6D: Expand and promote opportunities for students, faculty and staff to interact and engage meaningfully with one another and with the surrounding community. This can be in the form of academic, cultural, social and athletic (intramural) events; community service opportunities; the proposed team advising approach and interdisciplinary committees and departmental showcases where best practices and services are shared across the institution while also promoting leadership opportunities. Encourage staff throughout the University, where appropriate, to serve as advisors to student clubs and organizations. Create informal faculty-student meetings spaces throughout the University.

2017-18: Identified a variety of opportunities across campus, both inside and outside, for formal and informal gatherings of students, faculty and staff in collaboration with SGA, Residence Life and faculty.

Completed several of these projects: hammocks and Adirondack chairs around the lake; a new Fine Arts patio with sitting walls, benches and charging stations; and expanded seating areas and charging stations in the SRC lobby.

2018-19: Completed the projects for the BLC entrance and plaza, a new deck in front of the SRC with seating, charging stations and pop up dining options, a new patio at the quad entrance of Sweigart Hall and expanded building lobby with an enhanced food server. The new Daly's café with sidewalk seating and an indoor/outdoor dining option was not pursued due to the popularity of the other spaces.

2019-20 The Cranberry's Café renovations were completed and provided additional faculty-staff meeting space in outdoor seating, general dining area as well as seating in the pub. The facilities were designed to foster interaction with the full campus community.

2020-21: As a result of the Pandemic, the campus is navigating through the options that will best address the current situation as well as the future. Areas around campus are being evaluated for capacity regarding events, social interactions, clubs, athletics, dining and daily campus activities. Campus spaces for each of these function are being augmented to meet current guidelines. However, it is anticipated that these measures are not permanent, and will be restored once the current situation has ended. Planning continues to be adaptive and flexible.

Currently, the Daly Dining hall will be altered to accommodate a more robust grab and go station, food delivery will be implemented and tents will be placed in strategic areas to create outdoor dining and interaction spaces for events and light hybrid classes.

Strategic Theme 4: Investing in our Future - The strategic cultivation, management and investment of our resources

2018-19: Through campus programming and the efficiency the trigen plant, the university experienced a decline in energy usage that resulted in cost savings. The total net CO2 emissions dropped significantly from 22,319 to 17,330 metric tons in 2017. Rider's total energy use was offset by 67% by Green e-certified renewable energy (wind energy).

In addition, these methods and resulted in the Princeton Review ranking Rider as one of the top 7% of US Green Campuses for the 9th year in a row. The US Environmental Protection Agency recognized Rider as the MAAC Conference Champion in the 2017-18 College and University Green Power Challenge.

2019-20: By increasing campus programs and installing more efficient campus systems, the decrease of CO2 emissions from 17,330 to 16,500 metric tons in 2020. The purchase energy offsets totaled 65% by Green e-certified renewable sources and was an additional asset in reducing the carbon footprint. Installed 10 Electric Vehicle charging stations for faculty and staff which will continue to reduce the university's carbon footprint

These efforts resulted in recognitions from The Princeton Review ranking of top 7% Green Campuses in the United States for the 10th year in a row as well as the US Environmental Protection Agency MAAC Conference Championship for the 3rd year in a row in the College and University Green Power Challenge.

2020-21: Through the Energy Master Plan, develop additional cost and energy reduction methods that will reduce our carbon footprint, produce energy directly for the university and create budgetary relief.

Implement programs that include additional electric vehicle chargers for students, pursue alternative energy producing initiatives for the campus that include expanded cogeneration operations, solar panels and micro grids. Continue to reduce our carbon footprint and energy efficiency programs by replacing older mechanical, heating and cooling systems and integrate digital management.

SP GOAL 4.1: Build tuition and other net revenue to meet capital and operating needs.

Action Plans and Steps

4.1B Evaluate proposals to acquire Westminster Choir College and retain the programs in Princeton, acquire the programs for relocation to the successor institution, or acquire the campus real estate. The proposals will be evaluated relative to a set of Guiding Principles designed to ensure the long-term success of Westminster Choir College and of Rider University as a whole. Invest proceeds in strategic program development and facility improvements.

NOTE: This action step was revised beginning July 1, 2019 to transition Westminster Choir College programs to the Lawrenceville campus by fall 2020 in support of a re-envisioned Westminster College of the Arts. This effort is led by a Campus Transition Team chaired by the Provost and Vice President for Academic Affairs. Working groups comprised of faculty, staff and students, where appropriate, are engaged in the process as well.

2019-20: Working with the appropriate working groups, design facilities spaces to accommodate Westminster Choir College programs on Lawrenceville campus. Begin initial construction and renovation of permanent and temporary spaces for fall 2020 instruction. There were many working groups who met on a regular weekly, biweekly or monthly basis regarding all facets of what it will take to move the Westminster Choir College campus to the Lawrenceville campus. In addition, the discussions were about what spaces would be needed for the teaching and programs and where they would be located.

Construction began in the below areas listed primarily in support of the Westminster Choir College and College of the Arts programs, and practice spaces. The buildings that have been designated for the transition are:

Omega House for faculty offices; Dalys Hall for 2 piano classrooms, two organ practice rooms and an organ faculty office; Fine Arts Building for 4 music classrooms, the bell choir room, instrument storage and the Presser Voice Lab; The Gill Chapel which will provide 13 practice rooms, the refurbished Scheide Organ, rehearsal and recital space, classroom area, a dance floor, worship and chaplain space and new furniture. In addition, a new roof, windows and HVAC will also be installed. The Moore Library will be renovated to accommodate the volumes, music scores and archive material from the Talbott Library. Kroner Hall and BLC will get additional practice rooms installed

2020-21: The final construction phase of the Westminster transition is nearly complete. Moore Library, Omega House, Gill Chapel, Fine Arts, Kroner, Daly's and BLC will support the current needs for Westminster Choir College and the College of the Arts.

The university intends to increase efforts to monetize the 23 acres of the Westminster Campus in Princeton through possible rental of space while seeking the appropriate buyer. The vacated property in Princeton will be maintained and kept in good working order and support the programs that remain.

4.1D: Monetize the Tri-generation plant through sale of the building and equipment to support capital needs. Enter into a ground lease and a power purchase agreement to purchase power at a competitive rate with operational costs that do not exceed the current budget.

2017-18: Secured DCO Energy, an energy partner, to manage the plant for efficiencies and begin developing an energy master plan. The plant current runs at peak efficiency with an annual estimated savings of about \$100,000.

2018-19: Continued the analysis for energy master planning with energy usage and systems with three goals in mind: identify energy efficiencies that translate to cost savings, become a self-sustaining campus that produces its own energy and become a carbon neutral campus by 2050.

2019-20: Developed and began the implementation the Energy Master Plan to identify the most efficient and effective energy use and production strategies for the University. Looked to partner with outside agencies such as the State of NJ or PSE&G for programs and funding.

2020-21: Through the completed university Energy Master Plan, continue to seek partnerships with agencies to enhance the university utility operations. Look to evaluate additional energy generating solutions with the long-term goal of becoming an independent self-provider. Identify programs that expand the plant, create more efficient usage of the utilities produced and

seek other energy generating opportunities that work in concert with the Trigen facility.

4.1F: Seek over \$40 million in bond financing to support renovations and expansion of academic buildings, residence halls and community common areas that focus on the areas with the greatest potential for enrollment growth.

2017-18: Successfully completed a \$42 million bond issue in November. Developed plans for the renovation and construction projects listed below as part of that bond issue.

2018-19: Project completion dates:
Wright and Ridge Hall renovation: fall 2018
Sweigart Hall instructional spaces and lobby: fall 2019

2019-20: Project completion dates:
Sweigart Hall instructional spaces and lobby: fall 2019
Science and Technology Center labs, instructional spaces:
summer 2019
Kroner Hall, Lake House, Delta Phi Epsilon: fall 2019
BLC and Yvonne Theaters: summer 2019

Planning for Science and Technology Center addition:
began summer 2019
Planning for Conover Hall: to begin spring 2020

2020-21: Complete the redesign on the Science addition and begin construction in late fall. This project will provide space for Health Science, Software Engineering and Computer Science. This 8,500 square foot facility is scheduled to be completed by the end of the calendar year 2021.

Continue planning of the Alumni Gym expansion, Route 206 housing/retail complex and the Welcome Center.

4.1G: Increase the scope and profitability of the camps and conferences program. Expand the Study Tours Program and International Auxiliary Operations.

2017-18: Established a new marketing and sales approach was established, resulting in several new camps and conferences. Completed an analysis of the Kings College contract in the administration of the English Language Program.

2018-19: Reconstituted Rider's own English Language Institute in collaboration with Enrollment Management and Study Abroad. Expanded Study Tours program to solicit new agents.

2019-20: Expand the current enrollment in the English Language Institute from the current enrollment of 5 students to 10 by summer 2020. Establish a new partnership with an international external agency to create additional revenues through the former Study Tours Program.

Develop programs that are not language based, but provide instruction for noncredit bearing programs that appeal to an international population.

Spring English Language Institute enrollment netted 5 enrollments for the spring term. Due to the pandemic and restrictions placed on international students through SEVP, there were no students enrolled for summer.

International Programming was paused due to the pandemic. Rider was in the midst of negotiations with a new partner when all travel was halted for international students.

2020-21: An online English as a Second Language Au Pair program was developed and will be implemented for 2020-2021. Work with Admissions to rekindle and further develop the business relationships to increase ELI enrollment.

Revisit the partnership for a junior language program that was suspended as a result of the pandemic. We will look to build a multiyear agreement with innovative programs that appeal to international high school aged students.

Identify new camps and conferences to utilize university down times to create an additional stream of revenue. Work with existing organizations to expand programs, seek new partnerships and reevaluate Rider coaches' camps to enhance opportunities for revenue.

4.1H: Pursue partnerships with area community colleges for use of existing residential and other facilities.

2017-18: Established a program with Mercer County Community College to house students enrolled there from areas well outside the county. This yielded 19 students who lived in our residence halls and generated additional housing and dining revenue.

2018-19: Continued to house Mercer County Community College students on Lawrenceville campus. Reach 27 residents toward goal 35.

Pursued other opportunities to utilize residential space in creative ways to increase revenue.

2019-20: Redeveloped the agreement with Mercer County Community College and expand housing offerings toward a goal of 45 students. Implemented an

online payment program in fall 2019 to facilitate housing registration for Mercer students through Nelnet.

Considered other opportunities with neighboring institutions to develop nonacademic programs that generate revenue.

2020-21: Renegotiate the Mercer County Community College agreement to for students to pay MCCC and MCCC pay Rider for the residential and meal services provided. MCCC enrollment was 13 for the spring term which will need to be increased for the future.

Due to the pandemic, Rider and MCCC have agreed to pause the program for the fall 2020 period to ensure the safety of the students and the Rider community.

SP GOAL 4.2: Continue to reduce operating and other costs and seek energy and other efficiencies, contributing to a culture of lean thinking that also emphasizes quality.

4.2C: Renegotiate food service contract and utility purchases.

2017-18: Successfully secured a new dining partner, Gourmet Dining, beginning in July 2018, following a competitive RFP process and in collaboration with Student Affairs.

2019-20: Renegotiated the 2019 Gourmet Dining agreement from a Profit & Loss structure to a Management Fee agreement. This successful negotiation secured \$5.2M from Gourmet toward the complete renovation of the Cranberry's dining center. Fall and partial spring sales exceeded forecasted goals.

2020-21: Collaborate with Greek Life and Student Affairs make a Greek Life meal plan mandatory for the four sorority houses. The Greek meal plan would be offered as the minimum mandatory meal plan, with the option of selecting one of the larger residential meal plans. Instituting the Greek meal plan would offer consistency of food offerings and a wide variety. By participating in the campus dining program, sorority members would have the ability of having a freshly prepared meal available all day, every day.

See also 4.2F below as it pertains to utility purchases/savings.

4.2D: Further expand energy production/purchasing opportunities that are more cost efficient and that provide the foundation for future energy related needs including air conditioning, heating and emergency power.

See 4.2F below.

4.2F: Reduce Rider's carbon footprint. Engage students, faculty and staff as good stewards of the environment. Increase recycling across the institution and find innovative ways of encouraging employee carpooling and staying on campus during their lunch hours. Pursue efficiencies with university sponsored travel where feasible.

2017-18: Secured DCO Energy, an energy partner, to manage the Tri-generation plant more efficiently and begin developing an energy master plan.

2018-19: As part of the energy master planning process, addressed internal and external lighting, heating and cooling systems and controls as well as overall energy generating programs. Identified grants and programs through our energy providers and the state to fund these initiatives. Implemented a more comprehensive recycling program in conjunction with Gourmet Dining and Waste Management to enhance programming and awareness for students, faculty and staff. Implemented a Cupanion Rewards Program to encourage and incentivize the use of reusable hot/cold cups across campus.

Funds were not available to address the lighting and equipment items outlined in 2018-19 and therefore will be carried forward to 2019-20.

2019-20: Completed the Energy Master Plan which is intended to identify and implement a lighting replacement program, identify and begin the planning for a mechanical equipment upgrade and building controls for more efficient energy use, install water savings equipment and bio digesters at all dining facilities.

2020-21: Install new and energy efficient Biodigester in Daly's with data tracking capabilities. Expand food waste collection and disposal from only back of the house at Daly's to front of the house as well as capturing the food waste from Cranberry's.

Through the completed university energy master plan, continue to seek partnerships with agencies to enhance the university utility operations. We look to evaluate additional energy generating solutions with the long-term goal of becoming an independent self-provider. Identify programs that expand the plant, create more efficient usage of the utilities produced and seek other energy generating opportunities that work in concert with the Trigen facility.

Track the impact of Covid19 as related to annual carbon emissions. Use this data to target opportunities for savings when under normal operations without compromising essential programs, energy use and university related travel.

SP GOAL 4.3: Update and implement the campus facilities master plan in support of strategic priorities with the greatest potential for enrollment growth.

Action Plans and Steps

4.3A: Include a phased residence hall renovation plan.

See 1.6 B.

4.3C: Include a variety of academic facilities projects as outlined in the Plan including renovation and expansion of the Science and Technology Center as well as renovation of Sweigart Hall, including construction of the Business and Data Analytics Center, and the BLC and Yvonne Theaters.

2019-20: Planning for the Science and Technology Center renovation and addition was completed. Design and construction approval anticipated by spring 2020. This building is intended to have significant renovations to the lab wing built in 1993 as well as an addition on the front of the building that will accommodate new programs such as software engineering, artificial intelligence, robotics and health sciences. There will be outdoor gathering spaces as well as a new green house and observatory.

2020-21: Complete the redesign on the Science addition and begin construction in late fall. This project will provide space for Health Science, Software Engineering and Computer Science. This 8,500 square foot facility is scheduled to be completed by the end of the calendar year 2021.

Continue planning of the Alumni Gym expansion, Route 206 housing/retail complex and Welcome Center

4.3D: Include renovation and expansion of Alumni Gym as outlined in the Plan as well as improved stadium style seating at Cohen Field and renovation of the tennis courts and Coppola Pool.

2017-18: Completed an analysis of the tennis courts and the Coppola Pool to create a cost baseline for athletic and general university program needs. Determined

costs for the expansion of Alumni Gym and construction of Ben Cohen field stadium seating. The total for all of these items is in the \$10 million range.

2018-19: Funded through donor support, renovations to the Coppola Pool began late spring 2019 and included: new pool and facility climate control systems, new filtration system, a gutter system to better displace and recycle water, sandblasting and painting the pool basin to protect it from erosion and improve aesthetics, replacing the pool deck, new lighting, wall painting, logos and improved fan amenities.

2019-20: The pool renovation was completed in the late fall with improvements to the filtration system, HVAC, a gutter system, new deck, lighting, diving board, scoreboard and record board.

Analysis has been completed for the turf and seating at Ben Cohen Field. Projects are awaiting funding. The tennis courts will be repaired again until funding is identified for their replacement.

Through a fund raising campaign, a new storage and press box building was built in the memory of former coach Mike Brady. The building is 2 story facility that has multiple viewing areas, ample storage space for track equipment and a pavilion as gather place for student athletes.

2020-21: Through a donor gift, the Alumni Gym bleachers were replaced for safety reasons. The new chair back side has a platform aisle as well as a tunnel that goes underneath the structure for seat access that removes disruption to the court. The bleacher side also features a tunnel and VIP padded court side seats for increased viewing options. There is also new safety had rails and an upgraded mechanical system that improves the ability to retract the bleachers for practice. This project was designed to meet the specifications of the future renovations to this facility.

Planning continues on the full renovation of Alumni Gym to expand seating, add bathroom facilities, improve concessions, ticketing, athletic training, athletic offices and fan amenities

A concept is being developed for the design of the new varsity strength and conditioning center which is intended to be built adjacent to the basketball practice facility. This would consolidate the location of the varsity strength and conditioning center to the middle of campus and provide easier access for all athletes. Discussion and design began on the new weight room which will be located adjacent to the basketball practice facility.

The Turf Field which was 11 years old was replaced with a new hybrid synthetic turf system with a cool play infill. This will be a more durable surface for the sports and intramurals that use the field. A new infill product

called “cool play” will keep the playing surface 15-20 degrees cooler than previous turf systems.

4.3G: Explore the realignment and/or consolidation of campus space to better support academic and student life programming, increase efficiencies, and generate revenue.

2017-18: Identified through the master planning process, various departments need to be in closer proximity to one another to improve service and efficiencies. Completed an analysis of administrative spaces in Moore Library, Fine Arts, Van Cleve House and the BLC as a first phase of this work.

2018-19: The following plans for 2018-19 were not ultimately implemented due to financial considerations and changing institutional needs:

Reconfigure administrative office space on the ground and top floors of Moore Library to facilitate functioning within and between divisions: Academic Affairs, Enrollment Management, University Advancement; Human Resources and Finance. Relocate the President’s Office to Van Cleve House. Address learning and gallery spaces in the library proper.

Evaluate space needs in Fine Arts for student services and academic programs as the next phase.

2019-20: Due to the need to create space for the establishment of the Student Navigation Office and the Center for Diversity and Inclusion on the BLC ground floor, the following set of projects were implemented: relocation of the Art Gallery to Fine Arts, the Dean of Liberal Arts and Sciences offices to Lynch Adler Hall, Finance offices to the Library ground floor, Continuing Studies to the former Art Gallery in the BLC and the Radio Station to Fine Arts former Dean’s suite.

2020-21: The “Domino Projects” which began in the spring of 2020 and have continued through the summer are anticipated to be completed for the upcoming fall semester despite the issues during the pandemic.

The Dean of Liberal Arts and Sciences offices was moved from Fine Arts to Lynch Adler Hall in January of 2020.

The Finance offices that were located on the ground floor of the BLC were relocated to the Library ground floor. Simultaneously, The Cashiers Office was relocated to a space that is adjacent to Financial Services in the BLC. The Registrar’s office was moved from first floor of Fine Arts to the top floor of the BLC. Subsequently, The College of Continuing Studies was relocated from the ground floor of the BLC to the former Art Gallery space in early June. The result of all of these moves was the creation of a true

OneStop service area for students. These functions, along with Career Services are all located on the top floor of the BLC and will better serve the students in a single location.

The Radio Station was moved from the ground floor of the BLC to a redesigned (former Deans space) in the Fine Arts Building adjacent to the TV Station and down the hall from the Digital Media Lab in June. The TV Station is now being expanded and enhanced in conjunction with other Fine Arts building projects. In completing these renovations an entire wing of over 8,000 square feet has been created with enhanced facilities for the academic programs

On the ground floor of BLC, in the old locations of Finance, CCS and the Radio Station, the Center for Diversity and Inclusion and the Student Navigation Offices are being constructed. This location is critical to serve the student population as it is in the hub of the BLC adjacent to the University Store and Cranberry's Cafe. These two important offices are designed to improve student support, performance, recruitment and retention.

Evaluation of future space consolidation will take place over the next year as a result of the campus transition, program needs and campus efficiency.

4.3H: Engage a cross-section of the University community in the master planning process. Regularly communicate facilities priorities and major projects in support of the master plans.

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| 2017-18: | The campus plan was approved by the Board of Trustees in February 2018 following a highly participatory and collaborative process involving faculty, staff, students, Trustees and alumni and the architectural firm of Ewing Cole throughout fall 2017. |
| 2018-19: | The approved Master Plan for the Lawrenceville campus was presented and accepted by the Lawrence Township Planning Board in spring 2019. |
| 2019-20: | The Master Plan has been used to inform all strategic facilities projects including residence hall renovations, academic projects and athletic projects. |
| 2020-21 | The Master Plan will need to be reviewed and updated. A team comprised of faculty, staff, students and trustees will be brought together in late spring/summer 2021 to analyze the document and provide the necessary information to enhance the document. |

Strategic Theme 5: Always Improving

Our commitment to planning, implementation and continuous improvement

ADDITIONAL GOAL NOT IN SP: **Establish a university-wide enterprise risk management (ERM) process to promote continuous, sustainable improvement across the institution, create value and competitive advantage and strengthen our work culture.**

- 2017-18: Established a university-wide ERM committee, led by the Vice Presidents for Legal Affairs and Facilities and University Operations, and comprised of representation across the institution. Identified and prioritized an initial set of university-wide risks for which mitigation plans will be developed. Provided training to the committee in ERM best practices. Led discussions with the Board of Trustees regarding its role in the ERM process.
- 2018-19: ERM Committee met monthly in the development of mitigation plans for presentation to the Board of Trustees in February 2019 and began the integration of ERM in day-to-day divisional operations.
- 2019-20: Reconstituted the ERM Committee based on divisional groups that will report up to the full committee. Full committee presented an updated and more comprehensive plan to the Board of Trustees in spring 2020.
- 2020-21: The ERM committee and all of its functions fully transitioned to the Finance Division in the spring. Facilities and University Operations will continue to play a pivotal role in supporting the university in this ongoing endeavor.