Innovation Agenda

Rider University
Lawrenceville and Princeton, New Jersey

October 2012
INTRODUCTION

Rider University

Rider University is a vibrant student-centered community of learners regionally recognized as an academically enriching institution. With campuses located in Lawrenceville and Princeton, New Jersey, Rider is an independent, residential university with 4,651 undergraduate and 985 graduate students offering 69 undergraduate programs in the fine and performing arts, humanities, sciences, social sciences, education and business, as well as 25 graduate programs principally in accounting, applied psychology, business, education, music and organizational leadership.

Rider is organized into four colleges – the College of Business Administration; the College of Liberal Arts, Education, and Sciences; the Westminster College of the Arts; and the College of Continuing Studies. Rider’s 248 full-time faculty, 96% of whom hold a doctorate or the highest degree in their field, and its highly qualified administrators and staff, create an environment that inspires intellectual and social engagement, stimulates innovation and service, and encourages personal and professional development.

Dedicated to the education of the whole student, Rider provides students the intellectual resources and breadth of student life opportunities of a comprehensive university with the personal attention and close student-faculty interactions of a medium-sized liberal arts college. Students are challenged to become active learners who can acquire, interpret, communicate and apply knowledge within and across disciplines to foster the integrative thinking required in a complex and rapidly changing world.

Rider aspires to be a leading regional university celebrated for educating talented and motivated students for citizenship, life and career success in a diverse and interdependent world. Rider’s distinctiveness is characterized by its focus on student learning and intellectual engagement, on a culture of academic excellence, on its cultivation of leadership skills, and the affirmation of teaching and learning that bridges the theoretical and the practical.

Institutional Values

The aspirations of the Rider University community reflect its values, which include a commitment to the following:

- Student-centeredness
- Academic freedom, ethical and intellectual integrity, and collegial governance
- Academic excellence, creativity, and innovation
- Diversity and community
- Collaboration and partnerships
- Continuous planning, assessment, and stewardship of institutional resources
VISION AND MISSION

Rider’s Vision

Rider University will be a leader in American higher education celebrated for educating talented students for citizenship, life and career success in a diverse and interdependent world. Rider will achieve distinctiveness by focusing on students first, by cultivating leadership skills, by affirming teaching and learning that bridges the theoretical and the practical and by fostering a culture of academic excellence.

Rider’s Mission

Rider attracts and graduates talented and motivated students with diverse backgrounds from across the nation and around the world and puts them at the center of our learning and living community.

As a learner-centered University dedicated to the education of the whole student, Rider provides students the intellectual resources and breadth of student life opportunities of a comprehensive university with the personal attention and close student-faculty interactions of a liberal arts college.

Through a commitment to high quality teaching, scholarship and experiential opportunities, faculty on both campuses provide undergraduate and graduate students rigorous and relevant programs of study to expand their intellectual, cultural and personal horizons and develop their leadership skills. Our highly regarded programs in the arts, social sciences, sciences, music, business and education challenge students to become active learners who can acquire, interpret, communicate and apply knowledge within and across disciplines to foster the integrative thinking required in a complex and rapidly changing world.

Rider attracts highly qualified faculty, staff and administrators with diverse backgrounds who create an environment which inspires intellectual and social engagement, stimulates innovation and service and encourages personal and professional development. As key members of our University community, it is their commitment to our values, vision and mission that will ensure Rider’s success.

The University’s institutional identity will continue to reflect the strengths of its people, history, location and shared values, among which are a commitment to diversity, social and ethical responsibility and community.

The success of our graduates will be demonstrated by their personal and career achievements and by their contributions to the cultural, social and economic life of their communities, the nation and the world.
STRATEGIC PLANNING OVERVIEW

Strategic Plan 2005 - 2010

In 2004, Rider embarked on a comprehensive strategic planning process that involved the efforts of many people from across the University community, including faculty, staff, students, alumni and Trustees. Approved by the Board of Trustees in June 2005, Strategic Plan 2005 – 2010 articulated five strategic directions or major areas of focus for the University which remain relevant today. Eighty action plans were established within these five areas, of which 95% have been either completely or significantly achieved through the end of the 2010-11 academic year. The five strategic directions are:

- Strengthening student-centeredness
- Advancing academic achievement and leadership skills
- Enhancing connections among the liberal arts, education for the professions, and community
- Fostering diverse perspectives and social responsibility
- Building resources for the future

Rider has achieved this solid progress through a focused implementation of the Strategic Plan, reflected in many of the key performance indicators that have served as tangible and measurable targets for assessment. These include increased enrollment and student diversity, greater selectivity and stronger retention and graduation rates.

Innovation Agenda

The Innovation Agenda is the successor stage and extension of the Strategic Plan. It was first conceptualized by President Rozanski and initially discussed with the Board of Trustees in June 2009 as Rider neared the end of Strategic Plan 2005 – 2010. It is an institutional planning response to the impact of the declining economy on higher education in general and on the University and its students in particular. As it evolved, the Innovation Agenda was further developed with the academic deans and senior management and approved where appropriate by relevant University governance bodies during the 2010-11 and 2011-12 academic years as Rider also prepared its Periodic Review Report to the Middle States Commission on Higher Education as part of the regional accreditation cycle.

The Innovation Agenda reaffirms the continued relevance of the Strategic Plan’s five strategic directions in the context of five major areas of institutional focus through the end of the 2014-15 academic year:

- Academic quality and vitality
- Proactive enrollment management
- Rigorous financial and resource management
- Facilities enhancement
- Robust fundraising
The Innovation Agenda, in essence, requires that Rider do things differently while simultaneously doing different things, as the University fosters vitality and growth in an environment of uncertainty. Among the challenges in the next several years are regional demographic declines, increased competition by public institutions, diminished state financial support and the effects of the lingering recession on families’ ability to afford a private college education. This latter issue of affordability is paramount and shapes the “value for price” perception for prospective and current students and families. Rider’s approach to managing it is comprehensive. This means dealing not only with financial factors such as tuition and discount rates, total cost, “sticker price vs. net price” and scholarships, but also with non-financial factors such as academic quality, new undergraduate and graduate programs responding to student interests and expectations, online programs, retention and graduation rates, personalized attention, experiential learning opportunities and facilities.

Implementation of the Innovation Agenda requires annual planning, implementation and assessment at the divisional and departmental levels, similar to the successful approach taken in support of the Strategic Plan.

The sections that follow outline goals and action plans within the Innovation Agenda’s five major areas of institutional focus for the next three academic years: 2012-13, 2013-14, 2014-15. The context for each section includes an overview of progress achieved primarily in the 2010-11 and 2011-12 academic years as Rider transitioned from the Strategic Plan to the Innovation Agenda. In some cases, a longer timeframe is included as further background.

GOALS AND ACTION PLANS

Academic Quality and Vitality

Context
As reflected in Strategic Directions 1, 2 and 3, Rider is a student-centered university committed to providing an academically challenging and supportive learning environment – one that motivates and supports students to be actively engaged in their own learning and personal and professional development. The University’s rising retention and graduation rates are important indicators of success in this regard.

Through the Innovation Agenda, Rider will continue to build on its rich history of offering high-quality curricula and effective leadership and experiential skill development as we celebrate and promote the academic achievement of our students and advance the academic stature of the institution.

The Innovation Agenda ensures that active and engaged learning continues to thrive throughout the curriculum. It calls for academic initiatives that build on existing strengths, enhance the quality and distinctiveness of our academic programs, ensure ongoing program vitality and attractiveness to students and generate additional revenue. This includes new and revitalized academic programs as well as alternate modalities such as shortened time to graduation, combined undergraduate/graduate studies and online offerings that afford students greater flexibility in meeting academic requirements.
Among the academic initiatives already completed are:

- revision of the undergraduate and graduate business curricula
- creation of specialized education certificates
- revival of the January term of course offerings
- expansion of online course sections from eight in 2005 to 185 through summer 2012 (with registrations increased from 88 in 2005 to 1,951 in summer 2012)
- conversion of six communication concentrations and theater and dance tracks to majors
- establishment of the BSBA in Global Supply Chain Management
- establishment of the MA in Applied Psychology
- establishment of Rider’s first fully online academic program – a bachelor completion program in Business Administration
- creation of the online graduate certificate in Critical Pedagogy for music education

In the approval process for fall 2012 are:

- an MA in Business Communication (to be offered as a combined BA/MA five-year program in the future)
- a BA in Popular Music Culture
- a new online Registered Nurse to Bachelor of Science in Nursing degree completion program
- conversion of the music track to a major in music studies
- by fall 2013, the Master in Accountancy will also be available online

A student-centered focus also supports students’ academic and developmental success through small group and other experiences that demonstrate Rider’s dedication to personal attention, intellectual engagement and active and engaged learning. It also recognizes that learning occurs not only in the classroom but also through a variety of life, work, leadership, community service and other experiential opportunities.

Several student-centered initiatives are well under way, representing the collaborative work of the Academic Affairs and Student Affairs divisions and supported, in part, by the Enrollment Management Council. They have contributed positively to student academic success as reflected in Rider’s rising retention and graduation rates and will continue to be important areas of focus in the years ahead. These include the Discovery Program and General Liberal Arts and Sciences Studies (GLASS and GLASS-STEM) in support of undeclared freshmen, supplemental instruction and other academic support services in support of historically difficult courses, and learning communities and theme housing to link students’ classroom and residential experiences.
Goals and Action Plans

1) Develop and revitalize academic initiatives that build on existing strengths, enhance the quality and distinctiveness of our academic programs and ensure program vitality and attractiveness to students.

Person/s Responsible: Provost, VP for Enrollment Management and Deans

a) Complete the phased rollout of the online Master of Accountancy for fall 2013.

b) Consider new academic programs in homeland security and criminal justice and online versions of the Master of Music Education and Master of Arts in Organizational Leadership.

c) Continue to expand J-term and online course offerings.

d) Foster an interdisciplinary approach in developing or revising courses and programs within and among departments and colleges.

e) Further integrate experiential learning across the curriculum, connecting it with course content, student-learning objectives and competencies and classroom instruction.

2) Continue to assess student-learning objectives, competencies and outcomes across the institution.

Person/s Responsible: Provost, Assistant Provost, Associate VP for Student Affairs, Deans, University Assessment and Student Affairs Assessment Committees

a) Continue to support the summer TFLO (Task Force on Learning Objectives and Competencies) assessment workshop.

b) Ensure robust ongoing student learning outcomes assessment in all academic curricula.

c) Embed program effectiveness assessment in all new academic initiatives.
3) **Further strengthen the freshman year experience.**

Person/s Responsible: Provost, Associate VP for Student Affairs, Associate Dean of Freshmen, Associate Dean of Residential Programs and Associate Dean of Liberal Arts

a) Build on the Discovery and GLASS (General Liberal Arts and Sciences Studies) pilot programs in support of undeclared freshmen. Implement GLASS-STEM in fall 2012.

b) Further strengthen RAP (Rider Achievement Program) through the supplemental instruction model of support and other enhancements.

c) Evaluate and enhance the College Reading Program.

d) Continue the development and assessment of residential learning communities and theme housing.

e) Continue to strengthen the freshman seminar, including use of the advising portfolio and other advising enhancements.

f) Further build supplemental instruction, tutoring (including online tutoring) and success coaching in support of students’ academic success.

g) Continue to assess the characteristics of first year students to more effectively target their specific needs and interests. Embed learning outcomes and program effectiveness assessment in initiatives that support the freshman year experience.

4) **Enrich students’ intellectual, personal, and social development.**

Person/s Responsible: Provost, Associate VP for Student Affairs and Director of Athletics

a) Foster programming and collaborations that support active and engaged student learning beyond the classroom.

b) Further strengthen academic advising, integrating it with career advising through use of the co-curricular transcript, e-portfolio, and/or other enhancements. Implement the career planning sequence in the business curriculum and GLASS programs.

c) Continue to foster leadership skill development across the institution.

d) Expand the Bonner Scholars Program.

e) Continue to support an intercollegiate athletics program that reflects gender equity and emphasizes both the academic and athletic success of student-athletes.
Proactive Enrollment Management

Context
Through Strategic Direction 5, Rider has established a highly effective enrollment management approach that has increased undergraduate enrollment, contributed to rising retention and graduation rates and strengthened the profile and diversity of the undergraduate student body. This progress was also achieved as a result of new academic programs and a variety of student life and facilities enhancements implemented in support of the Strategic Plan.

Full-time undergraduate enrollment grew from 3,523 in 2004 to 3,935 in fall 2011, surpassing in fall 2007 the original 2010 Strategic Plan goal of 3,850. The freshman acceptance rate for fall 2011 was 73%, a major improvement compared to 84% for fall 2004 and close to the Strategic Plan goal of 72%. Students of color represented 29% of the new class in fall 2011 compared to 17% in fall 2004, surpassing the Strategic Plan goal of 20%. International enrollment increased from 115 undergraduate and graduate students in 2004 to a high of 281 in 2010, representing about 6% of total enrollment with the goal of increasing to 8% (350) by 2014.

Academic quality indicators from 2007 to 2011 remained relatively steady but fell short of the Strategic Plan goals. The average SAT score for direct admit freshmen stood at 1072 in 2011, down from 1073 in 2004 and short of the 2010 goal of 1100. The mean high school GPA stood at 3.33 in 2011, up from 3.2 in 2004 but shy of the 2010 goal of 3.4.

Of particular note is the very positive progress achieved in retention and graduation rates. Retention as of fall 2011 stands at 83%, up from 78% in 2004 and surpassing the 2010 goal of 82%. Four and six-year graduation rates increased in 2011 to 55% and 64% respectively, resulting that year in the largest graduating class in the University’s history. These rates are up from 45% and 60% respectively in 2004 and are now well above national average graduation rates of 45% and 57% for comparable private non-profits and 24% and 44% for public institutions.

The Innovation Agenda builds on this progress as it emphasizes student success and addresses regional demographic declines and the effects of the lingering recession on families’ ability to afford a college education. As a consequence, Rider’s tuition and fees increase for 2012 at 4.6% will be the lowest in a decade and is in the lowest quartile among its peers. The University’s commitment to affordability is demonstrated by the 78% increase in institutional financial aid from $28 million in 2004 to more than $50 million in 2012, while maintaining a disciplined discount rate below the national average.

Rider has also built an effective marketing program that has helped enhance the institution’s visibility and stature. The University Marketing and Communications Council, established in 2009, has been instrumental in this regard. New branding elements were established in 2007 and include new university and athletics logos. The Council also played a role in the launch of a new website in fall 2010 with improved navigation and a new content management system and, in spring 2012, of Rider’s first mobile site.
Rider Connects, the University’s new branding campaign that was launched in late fall 2011, builds on Rider’s core distinctions in its marketing messages, including personal attention, student-centeredness, leadership skill development, international programs and experiential learning. The campaign will also highlight several college anniversary celebrations, culminating with the 150th anniversary of the University in 2015.

**Goals and Action Plans**

1) **Maintain stable undergraduate enrollment levels, increasing undergraduate enrollment 1% by 2014.**

   Person/s Responsible: VP for Enrollment Management, Enrollment Management Council

   a) Following appropriate governance approval, implement a test-optional policy for freshmen applying to the University for the fall 2013 recruitment cycle.

   b) Secure a larger market share in primary recruitment areas to ensure that New Jersey students comprise 70% of undergraduate enrollment.

   c) Expand secondary markets, including California, Virginia and Maryland, such that out-of-state students comprise 30% of undergraduate enrollment.

   d) Grow undergraduate and graduate international enrollment to 350 students by 2014.

   e) Continue the successful recruitment of minority students, maintaining that portion of the undergraduate enrollment at about 28%.

   f) Establish and support strategies that improve student satisfaction and further strengthen retention and graduation rates. Increase the retention rate to 84% and the four-year and six-year graduation rates to 60% and 67% respectively by 2014.

   g) Support the Westminster Conservatory in the development of additional high school summer camps on both campuses. Use this as a model for future pre-sell programs.

2) **Build graduate and non-traditional adult student enrollments, increasing graduate FTE to 750 and adult FTE to 353 by 2014.**

   Person/s Responsible: VP for Enrollment Management, Provost and Deans

   a) Expand enrollment in the online Bachelor completion program in Business Administration.

   b) Begin marketing for delivery of the online Master of Accountancy.
c) Support the establishment of the online versions of the Master of Music Education and Master of Arts in Organizational Leadership.

d) Establish new delivery models for the Graduate School of Education, focusing on Organizational Leadership, Special Education and Counseling.

3) Maintain a student-centered approach to financial aid while also achieving institutional net revenue goals.

Person/s Responsible: VP for Enrollment Management

a) Implement financial aid strategies that balance merit awards with need-based financial aid for new and continuing students.

b) Recommend tuition rates that support Rider’s competitiveness, increase enrollment and reach necessary revenue goals.

c) Create new pricing and scholarship strategies that increase retention and graduation rates.

d) Continue to educate prospective and current students about financial aid, payment plans, student loans and future debt.

4) Further strengthen Rider’s marketing, advertising and public relations efforts that contribute to new student recruitment and enhance the University’s visibility and stature.

Person/s Responsible: VP for Enrollment Management, VP for University Advancement, Assistant VP for Communications and Marketing, Marketing and Communications Council

a) Continue implementation of Rider Connects, building on Rider’s core distinctions.

b) Continue implementation of the University’s mobile site with additional channels that enhance the experience for the Rider community.

c) Continue to utilize video and social media to communicate more effectively and efficiently with prospective and continuing students and families.

d) Implement programming that highlights upcoming anniversary celebrations, culminating with the 150th anniversary of the University in 2015.

e) Strengthen ongoing management of website content and design.
Rigorous Financial and Resource Management

Context
Rider’s ability to successfully manage its resources during the challenging economy of the past several years has been the result of a strong senior team, a supportive and engaged university community, a talented and dedicated faculty, and a longer-term perspective that focuses on the five strategic directions that continue to be relevant today. Through the Innovation Agenda, Rider will continue its decade-long positive budget results, enhance and diversify revenues, build reserves, and invest strategically in its people, programs and facilities while also continuing its focus on students and providing a high quality education in the context of affordability.

Several important financial initiatives have been completed in recent years in support of the Strategic Plan and Innovation Agenda. As an example, major vendor contract negotiations have provided operating budget savings and generated capital investments across both campuses in support of several projects important to student recruitment and retention. These include the renovation of Rider’s three dining facilities in summer 2012. Savings were also achieved with competitive selections involving Rider’s commercial banking, investment advisory, insurance and utility contracts.

A faculty retirement incentive program, a collaborative effort involving Academic Affairs, Finance, Human Resources and the AAUP, resulted in the retirement of 17 faculty either in June 2011 or over a three-year phased retirement period ending in June 2014. This initiative will facilitate faculty renewal and generate significant wage savings over the next several years and beyond.

Favorable ratings from Standard &Poor’s and Moody’s helped the University refinace some $55 million in bonds, generating an additional $10 million to invest in energy savings and related deferred maintenance projects including a tri-generation facility. These are described in greater detail in the Facilities Enhancement section. In 2011, the University partnered with PSE&G to create a four-acre solar field.

Revenues from Rider’s Auxiliary Services operation, including the international student ESL programs and camps and conferences, have grown from $840,000 in 2005 to $7.2 million in 2012, contributing positively to the University’s bottom line in support of Strategic Direction 5.

Additionally, the University is close to completing a major systems implementation project, transitioning its administrative software applications to a consolidated Banner platform. This initiative has and will substantially improve the effectiveness and efficiency of the University’s administrative functions. It also makes possible a number of recruitment and student service enhancements.
Goals and Action Plans

1) **Build unrestricted net assets to meet capital and operating needs.**

   Person/s Responsible: VP for Finance and Senior Associate VP for Finance

   a) Perform a feasibility study and develop a refinancing plan for outstanding bond issues eligible for refinancing in 2013 and 2014.

   b) Develop an operating cash investment strategy that maximizes income earned on operating cash reserves and minimizes risk while also maintaining liquidity.

   c) Implement the series of Energy Savings Investment Program projects, as further described in the facilities goals, to effect energy cost savings that fund the related debt service.

   d) Continue to increase the scope and profitability of the Auxiliary Services operation including Study Tours, camps and conferences.

   e) Evaluate the endowment asset allocation and spending policy to balance the support of current and future students.

2) **Undertake a series of enterprise risk management projects to create institution-wide awareness of risk management goals and methods as well as divisional ownership for identifying and managing risks.**

   Person/s Responsible: VP for Finance, Senior Associate VP for Finance and Division heads

3) **Effect technology improvements to enhance system security, service quality and operational efficiency.**

   Person/s Responsible: Associate VP for Information Technologies, VP for Enrollment Management, Senior Associate VP for Finance and Director of Public Safety

   a) Implement and/or evaluate Banner system capabilities to enhance financial controls, reporting and efficiency.

   b) Upgrade and expand the technology enterprise for web and mobile devices.

   c) Strengthen information security, disaster recovery, emergency notification services and the use of surveillance cameras on both campuses.
d) Implement the Canvas Learning Management System.

e) Compile a service catalog detailing all of the software and services provided by the Office of Information Technologies and evaluate where cost reductions can be made.

4) **Negotiate collective bargaining agreements with the University’s two bargaining units in a manner that continues to strengthen the parties’ strong relationships while supporting broader institutional values and strategic directions.**

   Person/s Responsible: VP for Finance, Provost and Associate VP for Human Resources

   a) Complete negotiations with the AFSCME support staff union for a labor agreement that expires August 31, 2012.

   b) Prepare for and complete negotiations with the faculty AAUP bargaining unit during the 2013-14 academic year to reach agreement on a follow-on contract to be effective September 1, 2014.

5) **Continue to attract and retain a diverse pool of highly qualified faculty, staff and administrators.**

   Person/s Responsible: VP for Finance, Associate VP for Human Resources and Director of Compensation and Benefits

   a) Continue to enhance faculty and staff diversity, particularly in persistently underutilized employee categories, and continue to engage academic and administrative departments in the recruitment of minority candidates.

   b) Continue to optimize employee benefits to meet employee needs and market practices while also efficiently deploying institutional resources.

   c) Through the work of the Retirement Investment Committee, conduct regular reviews of retirement plan investments and establish annual goals for educating and communicating with plan participants.
Facilities Enhancement

Context
From 2004 through the end of 2014 with the completion of planned projects, Rider will have invested more than $120 million in a variety of facilities projects that have been key to maintaining the University’s competitiveness and further enhancing the Rider student experience. These investments have been funded by donor support, operating revenues, plant reserves and limited debt funding.

Since 2005, Rider completed construction of the Student Recreation Center, new residence hall, West Village residence halls, North Hall academic building, Bart Luedeke Center Theater addition, a turf field and the Distance Learning Center and Office of International Studies. A variety of facilities projects were completed in support of the Westminster College of the Arts as were other academic renovation projects that included HVAC and cosmetic upgrades, satellite career services offices, a new graduate psychology lab, science and computing lab renovations, and numerous instructional spaces, faculty offices and technology classroom upgrades. Nearly all residence halls on both campuses have been renovated or refurbished as part of the ongoing residence hall renovation program and significant landscaping improvements have been made. A variety of infrastructure and hardscape improvements have been made across both campuses including new parking lots. Additionally, a domino set of projects resulted in renovated space for the Department of Public Safety and Office of Information Technologies, allowing for the conversion of Centennial Hall back to its initial function as a residence hall.

In spring 2012, as mentioned earlier, Rider refinanced several outstanding bonds, saving the University several million dollars in debt service, and incorporated a $10 million new money issue to finance energy efficiency initiatives on the Lawrenceville campus. These include projects that meet several strategic facilities needs such as upgrades to the Fine Arts and General Services Building HVAC systems, upgrades to the Memorial Hall HVAC system and windows, new fume hoods in the Science and Technology Center, and a tri-generation plant for heat, cooling and electrical production.

Through the Innovation Agenda, Rider will continue to build on this progress, investing strategically in facilities on both campuses that will strengthen Rider’s competitiveness and contribute positively to the University’s academic and student life experience.
Goals and Action Plans

1) Update facilities planning documents to guide future facility enhancements.

   Person/s Responsible: VP for Finance and Associate VP for Facilities and Auxiliary Services

   a) Complete revision of the Lawrenceville campus master plan for Board approval in early 2013, supplementing the updated Princeton campus master plan approved in 2012.

   b) Create a unified and identifiable image for both campuses through the use of landscape and signage enhancements as reflected in the Landscape Master Plan.

   c) Support a safe, pedestrian-oriented core on both campuses and encourage the use of outdoor space as an integral part of the academic and student life experience.

   d) Update peer facilities benchmarking analysis on an annual basis and utilize it in the prioritization of facilities projects included in the Inventory of Facilities Needs.

   e) Integrate the newly developed Academic Space Condition Inventory into the facilities planning cycle with input from the Facilities Monitoring Committee.

   f) Maintain the commitment to a regular cycle of residence hall refurbishment.

   g) Benchmark peer sustainability initiatives to shape the priorities of the University’s Energy and Sustainability Steering Committee.

2) Complete construction and renovation of priority facilities projects.

   Person/s Responsible: VP for Finance, Associate VP for Facilities and Auxiliary Services and Assistant VP for Construction, Planning and Facilities Management

   a) Complete renovation of the three major dining facilities on both campuses for fall 2012.

   b) Complete construction of the new Princeton campus parking lot for fall 2012.

   c) Begin implementation of the Energy Savings Investment Program in summer 2012 with the replacement of fume hoods in the Science and Technology Center and the Fine Arts HVAC system upgrade. Complete the Memorial HVAC system upgrade and window replacement project in summer 2013 and the tri-generation plant in early 2014.
d) Establish a Veterans Center in the Bart Luedeke Center to supplement the support of veterans provided through the Yellow Ribbon Program.

e) Complete exterior upgrades to Moore Library.

f) Complete construction of the new Westminster academic building and athletics arena following successful completion of each mini-campaign.

3) **Enhance the accessibility of key campus facilities through renovations and infrastructure improvements governed by the Americans with Disabilities Act (ADA).**

Person/s Responsible: Associate VP for Facilities and Auxiliary Services and Assistant VP for Construction, Planning and Facilities Management

a) Renovate Bristol Chapel and Scheide Student Center restrooms to accommodate disabled individuals.

b) Complete an ADA Plan for the Lawrenceville campus to supplement the existing Princeton campus plan.

c) Construct a handicapped accessible ramp for access to Moore Library.

d) Open the new Jonas Penn Adaptive Technology Classroom to assist students with learning disabilities.

**Robust Fundraising**

**Context**

Through Strategic Direction 5, Rider has strengthened institutional fundraising and advancement efforts. The University had a banner fundraising year in FY2009, during which a total of $9.8 million was raised in gifts and pledges, up from $6.7 million in FY2004. While the economic downturn put a significant damper on FY2010 results, with $3.6 million raised, Rider saw a rebound in donor support in FY2011 with a total of $6.2 million. Currently, in FY2012, gifts and pledges are running at record levels, exceeding $10.6 million before year end. The Annual Fund has steadily strengthened from $1.24 million in FY2004 to $1.5 million in FY2011 with significant increases in FY2011 in parent, faculty, staff and Senior Class giving.

Rider has also seen significant growth in the area of planned gifts. Since 2005, the number of bequest intentions on file has more than doubled from 124 to 314 in this current year. So far in 2011-12, some 34 new bequest intentions have been confirmed. To date, the combined value of bequest intentions, where the donor has notified the University of the size of the future bequest, about a third of total intentions, is approaching $32 million.
The Innovation Agenda calls for continued focus on several important fundraising priorities. A comprehensive initiative was begun in FY2012 to increase current scholarship support in response to state budget cuts in student aid and the impact of the lingering recession on families’ ability to afford a college education. In addition, many of the bequests described earlier will, when realized, create endowed scholarships to help underwrite University aid to students. Three mini-campaigns, each led by a volunteer committee comprising Trustees, alumni and friends, are currently under way in support of priority capital projects on both campuses: the Lawrenceville Academic and Arts Campaign, the Westminster Academic Building Campaign, and the Arena Campaign. Through April 30, 2012, philanthropic commitments to the mini-campaigns totaled $15.3 million.

Key to this success going forward is the continued emphasis on a culture of engagement and stewardship among alumni, faculty, deans, department chairs and advisory boards. The expansion of the prospect bases for each of these fundraising initiatives is crucial to the University’s long-term fundraising success.

**Goals and Action Plans**

1. **Complete capital and scholarship fundraising goals through 2014.**

   Person/s Responsible: VP for University Advancement, and Assistant VP for Development

   a) Raise a minimum of $8.5 million required for completion of the mini-campaigns and Moore Library exterior upgrades.

   b) Raise a minimum of $1.5 to $2 million per year in support of need and merit-based undergraduate scholarships, particularly for current use purposes.

2. **Increase major and planned gifts, annual giving and corporate and foundation support.**

   Person/s Responsible: VP for University Advancement and Assistant VP for Development

   a) Increase the yield from the Annual Fund by a minimum of 3% each year.

   b) Assign Development officers to serve as liaisons for each of the University’s major academic and divisional units.

   c) Confirm a minimum of 30 new bequest intentions each year.

3. **Continue to foster a culture of engagement among alumni, beginning while they are students, instilling in them a connection to and responsibility for the University throughout their lives and careers.**
Person/s Responsible: VP for University Advancement and Assistant VP for Development

a) Continue to partner with the Division of Student Affairs in planning a full schedule of activities for graduating students as part of the Senior Year Experience.

b) Use the robust response to the Senior Class Gift Campaign in recent years as a springboard to enhance young alumni participation.

c) Use volunteer opportunities with various boards and advisory groups to re-engage alumni with the University.

4. **Support upcoming anniversary celebrations for the School of Education and College of Business Administration as well as the University’s Sesquicentennial Celebration from July 1, 2014 through December 31, 2015.**

Person/s Responsible: VP for University Advancement, Assistant VP for Development and Deans

a) Work with the deans and volunteer committees on commemorative and celebratory events for the School of Education and College of Business Administration. Fully engage alumni, faculty, students, parents and friends in these activities.

b) Explore opportunities to secure funds for school-specific initiatives in line with institutional priorities.

c) Recruit a committee, plan and oversee all aspects of the University’s Sesquicentennial Celebration from July 1, 2014 through December 31, 2015.