OPTIONAL RESPONSE
PREPARED BY
RHODE ISLAND SCHOOL OF DESIGN

In Response to the
JOINT VISITORS' REPORT
NASAD/NEASC TEAM VISIT
MARCH 12-15, 2006

Submitted by
ROGER MANDLE, PRESIDENT
JAY COOGAN, PROVOST

August 28, 2006
OPTIONAL RESPONSE TO NASAD TEAM REPORT

Prepared by Roger Mandle, President
Rhode Island School of Design
Dates of Accreditation Visit: March 12-15, 2006

The NASAD/NEASC Joint Visitor's Report provides RISD with a critical review of our goals and operations which mirror our own assessment, as reported in the Institutional Self-Study. This response outlines the significant activities we have undertaken in the area of institutional planning, both short and long range as well as strategic. While the Joint Visitor's Report reflected some of RISD's work in this area, the team may have not fully considered the extent of RISD's planning program.

Our self-study report provided considerable details about our planning program, not only at the institutional level, but also at the departmental and program level. During the past decade RISD has engaged in numerous planning efforts, from long and short range institutional planning to campus master planning, technology planning, diversity planning, and the development of an academic plan. Annual updates on goal achievement have served as a guide for decision making and priority setting. RISD has implemented many of the goals we created to build critical aspects of our educational program, facilities, staff and faculty support and financial underpinnings. We have dedicated significant time and financial resources to goals that were identified in our prior strategic plan, and RISD has been strengthened by these efforts.

Numerous materials were available to the team, including the RISD Plan documents spanning the period from 2000-2009, Quarterly Benchmark Reports for each quarter dating back to 2000, and Long-Range Plan materials, which are reviewed and modified by the Board and senior staff on a regular basis. Longer term planning goals and short-term objectives are widely disseminated and available on the President's homepage and on the Planning & Research page. Similarly, the Academic Plan, Campus Master Plan, Facilities Plan, Diversity Plan, and other ad hoc plans are available for community review and engagement. Furthermore, the Academic Plan has been reviewed and updated annually through a consultative process with the Deans Council, and it has been acknowledged campus-wide that the Plan will be revised in coordination with the current Strategic Planning process.
Annual and longer range budget planning is linked with institutional planning priorities. The work of the Operating and Capital Budget Committees ensures that mission and goals are reflected in budget allocations. Our goal has always been to involve as many members of the RISD community in plan development and achievement, and we realize that a continued focus on regular debate, discussion and celebration of goal achievement in all areas would inform new cycles of planning and priority setting.

Strategic planning is but one piece of our ongoing institutional planning process. Since 2005, RISD has been engaged in a renewed cycle of strategic planning, beginning with data-collection and self-assessment. Institutional self-study was an important part of that phase, as were an audit of our financial strategies and resources, SWOT analyses, and a re-examination of our mission statement. The 2006-2007 phase encompasses the formation of a representative planning committee, whose task is to develop strategic themes and questions to share with the RISD community. During the fall semester, these strategic issues will be debated and the community’s feedback will provide us with a basis for developing a strategic direction. A fully vetted strategic plan will be presented to the Board in May 2007.

The following documentation is included to support our description of RISD’s comprehensive planning process:

- RISD Plan documents from 2004-present
- Quarterly benchmark reports, 2004-present
- Academic Plan

We respectfully request the Commission’s consideration of this response in order to modify the Team’s impression that RISD does not promote an integrated, systematic or comprehensive planning program. We pride ourselves on the work and care we have made to constantly refine and improve our process and develop our plans. We believe that a second look at our self-study report and the supporting documentation will provide the Commission with a more comprehensive picture of planning at RI School of Design.
RISD PLANS: 2000-2007
THE PLAN FOR
RHODE ISLAND SCHOOL OF DESIGN
2006-2007

EXECUTIVE SUMMARY 2006-2007

RISD has recently engaged in significant planning efforts including the creation of an Academic Plan, an updated Campus Master Plan, Facilities and Technology plans, and the report of the Museum Task Force. These efforts have culminated most recently with the Institutional Self-Study for RISD's re-accreditation. One significant outcome of self-study is the transition to a strategic planning process, where long-term program objectives are matched with a strategic financial plan. The resulting blueprint will guide RISD for the next 5-10 years.

The entire RISD community will participate in this strategic planning effort over the next year. In addition, the College and Museum will continue to work collaboratively to implement annual goals and priorities, linking those efforts with annual budget planning.

The following outline highlights institutional planning priorities for 2006-2007:

- Work towards a structurally balanced budget
- Begin implementation of post-Campaign program for development, alumni/parent relations
- Develop a strategic plan, incorporating Academic and Museum plans, as well as Human Resource, Diversity, Instructional Technology, Enrollment Management, Institutional Advancement and facilities/deferred maintenance plans
- Successfully complete all union contract negotiations (Full-time and part-time faculty, Public Safety, Museum guards)
- Finalize plans for funding and construction of Chace Center

Current Conditions for Planning

- Full budgeting to maximum enrollment, then enrollment declined
- Higher energy costs
- High cost of personnel
- Conversion of campaign positions to operating budget
- Changing demographics and birthrates
- Lower to flat endowment draw
- New costs—library, public safety, Safe Ride
- Increasing health care costs

Attachments:
- 2006-2007 RISD Plan Tactics & Timetable
- RISD's charter, mission, long range goals
<table>
<thead>
<tr>
<th>Institutional</th>
<th>RM, AV, JC</th>
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<tbody>
<tr>
<td>Academic Programs</td>
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<tr>
<td>Successfully complete full and part time faculty negotiations</td>
<td>RM, TEAM</td>
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<tr>
<td>Review RISD Research Foundation and Center for Design-Business to align with academic goals</td>
<td>JC</td>
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<td>Review RISD educational objectives with focus on evaluation</td>
<td>JC</td>
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<td>Expand Continuing Education programs in consultation with DAC and department heads</td>
<td>JC, LS</td>
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<td>Introduce new certificate programs, collaborative programs, and new institutes</td>
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<td>Develop and expand outreach and orientation to new Library for RISD community and its RISD's art &amp; design community</td>
<td>CT</td>
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<td>Develop and monitor endowment and financial aid plans</td>
<td>JC</td>
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<td>Develop efforts to increase numbers of diverse students/faculty</td>
<td>EN</td>
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<td>Explore/new degree programs</td>
<td>JC</td>
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<td>Continuous meetings with Deans, Curators, Educators regarding Museum-College collaborations</td>
<td>JC, HA</td>
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<td>Museum Programs</td>
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<td>Develop programs, plans to keep Museum open during Chace Center construction</td>
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<td>Develop long-term exhibition schedule</td>
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<td>Begin to develop expanded fundraising opportunities for Museum programs</td>
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<td>Continuous meetings with Deans, Curators, Educators regarding Museum-College collaborations</td>
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<td>Campus Community, Facilities &amp; Technology</td>
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<tr>
<td>Successfully complete all union contract negotiations (Full and part-time faculty, Museum guards, Public Safety)</td>
<td>RM, TEAM</td>
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<td>Finalize plans for funding and construction of Chace Center</td>
<td>RM, TEAM</td>
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<td>Develop plan for 12th floor of 15 Westminster for programmable space for students</td>
<td>RM, TEAM</td>
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<td>Develop long-term communications strategy to facilitate relationships with faculty &amp; staff</td>
<td>RM, PT</td>
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<td>Continue to implement and monitor Diversity Initiatives</td>
<td>JH</td>
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<td>Finalize the completion of the Strategic Plan</td>
<td>JC, RF</td>
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<td>Institutional Advancement &amp;Visibility</td>
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<td>Begin implementation of post-campaign program</td>
<td>WML, CR</td>
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<td>Successfully meet College Annual Fund goal of $925,000</td>
<td>WML, CR</td>
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<tr>
<td>Successfully meet Museum Annual Fund goal of $545,000</td>
<td>WML, CR, MM</td>
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<td>Develop and execute a media relations strategy to position the RISD Library and the Chace Center</td>
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<td>Continue exposure in the national, regional, and trade media featuring RISD Initiatives, faculty, and programs</td>
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<td>Maintain a consistent presence in local media for the Museum promoting priority exhibitions and programming</td>
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<td>Strategically identify and cultivate key opinion leaders in art &amp; design that will enhance RISD's national/international reputation</td>
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<td>Redesign RISD intranet</td>
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<td>Finance &amp; Administration</td>
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<td>Work towards a structurally balanced budget</td>
<td>AV</td>
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THE PLAN FOR
RHODE ISLAND SCHOOL OF DESIGN
2006-2007

CHARTER, MISSION, GOALS

I. Historic Perspective From the RISD Charter-1877

• To instruct artisans in drawing, painting, modeling, designing so that they may apply the principles of Art to the requirements of trade and manufacture;
• To train students in the practice of Art that they may give instruction to others, or become artists themselves;
• To support the general advancement of public Art Education, by the exhibition of works of Art and of Art school studies, and by lectures on Art.

II. Contemporary Mission Statement (revisions currently underway)

RISD's mission is to provide the highest quality education in the visual arts, design, architecture, and art education in order to prepare its students and the broader community to be creative and responsive to the needs of a global society. This mission is fulfilled by ensuring a dynamic educational environment, maintaining financial viability, and by sustaining an international reputation.

RISD is committed to:

• Artistic and academic freedom and the highest professional, educational, and ethical standards for the education of artists and designers;
• Art and design that is socially responsible and that respects and responds to the needs of humankind and the environment in form, content, and means of production;
• A multi-culturally and philosophically diverse educational environment that is respectful of all members of its community: students, faculty, curators, and staff.

III. Long Range Goals

1. To maintain and enhance academic quality by involving the highest quality faculty, students, and staff in superlative instructional programs
2. To maintain and enhance outstanding interpretative programs for the Museum of Art by using the collections, exhibitions, and educational programs
3. To integrate the art and design curriculum with Museum programs for students and the public
4. To enhance the campus physical and social environment for living, working, and learning
5. To integrate and advance technology into campus teaching, public access, and administration
6. To increase financial resources in support of educational programs
7. To maintain institutional activities within the limits of a balanced budget and conservative fiscal policies
8. To achieve substantial visibility among its regional, national, and international audiences, while further developing global connections which enhance creativity and cultural understanding
THE PLAN FOR RISD
RHODE ISLAND SCHOOL OF DESIGN
2005-2006

EXECUTIVE SUMMARY

OVERVIEW

During the past few years, RISD has engaged in numerous planning efforts that include the Academic Plan, a Facilities plan, an updated Campus Master Plan, a Technology Plan, and the work of the Museum Task Force. These efforts have culminated most recently with the Institutional Self-Study for Accreditation. One significant outcome of Self-Study is the transition to a strategic planning process, where long-term program objectives are matched with a strategic financial plan.

The entire RISD community will participate in this strategic planning effort over the next 12-18 months, as the recommendations emerge from the Self-Study and other priorities are included from various program and facilities plans. The extensive cycle of recent planning and assessment suggests that it should be possible to develop a strategic vision based upon the work that has already been accomplished. In addition to commencing this important planning exercise, all areas of the College and Museum will continue work collectively to implement Academic Plan priorities, complete major capital projects and facility renovations, and successfully complete RISD’s first capital campaign. Achieving annual goals and tactics for each division and department are part of this collective effort. These efforts are necessarily linked with the operating and capital budgets.

The following outline highlights the annual planning priorities, which are pursued in addition to our ongoing commitment to excellence in academic and Museum programs and services. With the development of a strategic plan, RISD will soon have a strategic blueprint to guide its program and facility initiatives, matched with an analysis of financial resources, that will guide the institution for the next decade.
CHARTER, MISSION, GOALS

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6. To increase financial resources in support of educational programs
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8. To achieve substantial visibility among its regional, national, and international audiences, while further developing global connections which enhance creativity and cultural understanding
PRIORITIES FOR 2005-2006

Annual objectives are derived from long range goals and strategic priorities. Within the context of preparing to begin a strategic planning process, and with the conclusion of Self-Study, the following priorities have been established for 2005-2006, reflected in each major program area of RISD:

Academic Programs:
- Review and update Academic Plan, linked with Strategic Plan initiatives
- Complete Phase II of Institutional Self-Study
- Propose an Interdisciplinary Study option for teaching and research
- Convene an Advisory Council on Research & Creative Activity to define RISD’s research role in academic programs
- Monitor ongoing academic facilities renovations, upgrades, maintenance as part of the long term capital project plan

Museum Programs:
- Prepare for Chace Center construction, focus on collections, staff, programs that will transition from the Museum to the community
- With the appointment of a permanent Museum Director, commence a 5-year strategic planning process
- Continue to implement Museum Task Force recommendations, working with the Board of Governors

Campus Community, Facilities, & Technology:
- Develop long term communications strategy to facilitate relationships faculty & staff
- Successfully negotiate full-time faculty contract by June 2006
- Complete 15 Westminster project for housing, Library
- Complete review of plans/budget for Chace Center, with construction anticipated for summer 2006
- Continue to implement and monitor Strategic Diversity plan initiatives
- Implement new performance management process, moving towards pay-for-performance

Institutional Advancement:
- Achieve Campaign goal of $85M (by December 2006), with a facilities goal of $8M by December 2005, and an additional $8M by June 2006
- Implement first phase of planned growth in annual giving; achieve College Annual Fund FY06 goal of $880,650 and Museum goal of $479,637
- Expand work of Museum Advancement Group in Marketing/Membership efforts to accommodate closing of Museum Galleries

Finance & Administration:
- Refine long term financial plan as part of Strategic Planning process
- Continue to review and monitor balance of operating budget resources and priorities with capital projects planning/financing
CHALLENGES FOR COLLEGE RESPONSE

Advancing the institution’s goals requires sensitivity and flexibility to match our strategies with current and forthcoming conditions. As we attempt to provide the highest quality educational experience for our students and the public, we will remain adaptable to these potential realities:

1. Significant external CHANGES affect the College:
   - Current constraints in the global economy;
   - Continued advances in technology and connectivity; inspiring the continued creation of commercial and educational alliances;
   - Continued changes in the attitudes of students and parents toward higher education;
   - Changes in the demographics of emerging high school graduates;
   - New forms of art and media, and increased pressure and need for the engagement of artists and designers with society and the environment;
   - Changes in governmental regulations, affecting tax policies, healthcare costs and effectiveness, business development, education, and the environment.
   - Increasing difficulty for foreign students/faculty to obtain visas
   - A war overseas in a volatile region w/corresponding concerns about national security

2. There is increasing pressure to maintain a COMPETITIVE POSITION among RISD’s peers:
   - Other colleges and universities are constantly improving their art and design programs;
   - Perceptions of the value and cost of RISD’s educational program are changing;
   - Financial aid remains essential to attract and retain the best students to maintain RISD’s leading academic position;
   - Alumni are increasingly interested in developing closer ties to the college and to each other;
   - Parents are increasingly committed to the college, and are emerging as potential leaders for development, trusteeship and offering other means of assistance;
   - International visibility is increasingly necessary as a positive backdrop for student, faculty and staff recruitment and development purposes.
THE PLAN FOR
RHODE ISLAND SCHOOL OF DESIGN
2005-2006

3. The College needs to develop and manage RESOURCES effectively:
   • Provide fundraising leadership and program support for the Capital Campaign and other development initiatives;
   • Create a strong community and government relations program and presence in the region;
   • Develop and manage our physical plant, including new capital improvements;
   • Incorporate the effect of Capital Campaign contributions, federal funding and bond financing on operating and capital budget planning for the museum and academic programs and facilities;
   • Provide human resource leadership, recognizing employee and volunteer excellence, programs in faculty and staff training, and diversity.

4. RISD must continue its outstanding EDUCATION, ACCESS and SERVICE:
   • Maintain excellence in degree, continuing education and museum programs;
   • Collaborate among programs of the college and museum;
   • Amplify public service components of student, faculty and staff experience at RISD;
   • Recognize the value of diversity among world cultures to artists/designers and Museum's audiences by broadened representation of them in RISD’s students, faculty, staff, and trustees.
RHODE ISLAND SCHOOL OF DESIGN
2005-2006 RISD Plan Tactics

Institutional
- Convene Strategic Plan process, involve all campus constituents
  JC, BA  

Academic Programs
- Review and update Academic Plan, linked with Strategic Plan initiatives
  JC  
- Complete Phase II of Institutional Self Study, prepare for on-site visit
  JC, FB  
- Finalize proposal for Interdisciplinary Study option for teaching/research
  JC  
- Convene an Advisory Council on Research & Creative activity to define RISD's research role in academic programs
  JC  
- Monitor ongoing academic facilities renovations, upgrades, & maintenance as part of the long term capital project plan
  JC  
- Convene meetings with Deans, Curators & Educators re: Museum-Academic collaborations
  JC, BA  
- Monitor progress of Academic Advisory program, training of faculty
  JC  

Museum Programs
- Continue to implement Museum Task Force recommendations, working with BOG
  HA  
- Prepare for Chace Center construction, focus on collections, staff, programs that will transition from the Museum to the community
  HA  
- Convene meetings with Deans, Curators & Educators re: Museum-Academic collaborations
  HA, JC  

Campus Community, Facilities & Technology
- Develop long-term communications strategy to facilitate relationships with faculty & staff
  RM et al.  
- Successfully negotiate full-time faculty contract by June 2006
  JM, TEAM  
- Complete 15 Westminster project for housing, Library
  PG, PM  
- Complete preparations for move to new Library in June 2006
  PT  
- Complete first phase opening of new Caff dining facility at 13 West for July 2005
  EO  
- Complete review of plans/budget for Chace Center, with construction anticipated for Summer 2006
  PG  
- Continue to implement and monitor Strategic Diversity Initiatives
  JH  
- Implement new performance management process, moving towards pay-for-performance
  JH  
- Finalize decisions about sale/development of RISD properties, per GLC Report
  FG, AV  
- Develop plan to increase annual funding for deferred maintenance
  AV  

Institutional Advancement & Visibility
- Raise $30M for facilities by December 2005; complete the full $125M facility goal and the overall Campaign goal of $85M by December 2006
  WM, CB  
- Implement first phase of planned growth in annual giving; achieve College Annual Fund FY06 goal of $808,650 and Museum goal of $479,637
  WM  
- Continue regional Campaign events in key alumni centers around the country
  WM, SW  
- Expand work of Museum Advancement Group in Marketing/Membership efforts to accommodate closing of Museum galleries
  WM  
- Plan, coordinate phased implementation of campus-wide graphic identity and wayfinding initiative towards final phase in summer 2006; implementation for fall 2006
  EO  
- Implement site upgrade/update for www.risd.edu, reflecting new graphic identity system for fall 2006
  EO  
- Continue implementation of coordinated retail marketing initiatives to enhance retail revenues and extend RISD brand identity
  EO  
- Continue exposure in the national, regional, and trade media featuring RISD initiatives, faculty, programs
  AH  
- Maintain a consistent presence in the regional media for The RISD Museum, promoting priority exhibitions, programming, and initiatives
  AH  
- Continue media exposure and positioning of major building projects on campus (The RISD Library, 15 Westminster St, Chace Center)
  AH  

Finance & Administration
- Refine long term financial plan as part of Strategic Planning process
  AY  
- Continue to review and monitor balance of operating, budget resources and priorities with capital projects planning/financing
  AY  
- Continue to improve budget management model to improve communications
  AY  

Final 5/05  RISD Plan Tactics
EXECUTIVE SUMMARY

Priorities for 2004-2005
In addition to our ongoing commitment to excellence in academic and Museum programs and services, we have identified the following priorities for 2004-2005:

Academic Programs:
- Complete Phase 1 of Institutional Self-Study for accreditation
- Monitor ongoing academic facilities renovations, upgrades, maintenance as part of capital project plan
- Assess RISD Graduate Studies Program
- Develop strategy for greater interdisciplinary teaching & research/creative activity
- Develop diversity plan for academic programs and support areas
- Monitor progress of development/implementation of Student Affairs long range plan

Museum Programs:
- Implement Museum Task Force recommendations, assist with orientation, initiatives of new Museum Board of Governors
- Complete search for permanent Museum Director
- Finalize pre-construction plans for Chace Center/Radeke renovations, including potential closure of Museum

Campus Community, Facilities & Technology
- Oversee construction of 15 Westminster Street project, towards completion in August 2005
- Complete construction documents for Chace Center, work with contractors and consultants re: constructability and cost issues
- Continue work of Program Management Group to coordinate and monitor capital projects scheduling, financing, prioritization
- Work closely with new Staff Association group to improve communications & engagement
- Implement and monitor Diversity Committee initiatives
- Implement new performance management process and explore merit compensation program
- Complete long range technology plan, monitor work of subcommittees

Institutional Advancement:
- By June 2005, achieve Campaign goal of $76M, with a facilities goal of $28M

Financial Resources:
- Review and monitor balance of operating budget resources and priorities with capital projects planning and financing
Priorities Through 2009

**Academic Programs:**
- Successfully complete institutional self-study and assessment program in preparation for Spring 2006 on-site visit
- Update Academic Plan
- Monitor work of Enrollment Task Force to identify long term enrollment goals/student mix/international student enrollment/diversity of student body
- Increase external funds for financial aid by 50% to leverage scholarships in support of student quality & diversity
- Develop long term plan for financial aid needs
- Increase percentage of courses taught by full-time faculty

**Museum Programs:**
- Focus Museum planning & fundraising to maintain optimal visibility during construction period, minimize impact of transition on visitors/staff
- Successfully re-open Museum in new Chace Center and renovated Radeke
- Implement and evaluate Museum marketing plan
- Identify permanent location for Museum Education Department
- Achieve full compliment of 30 diverse individuals for Museum Board of Governors, meet fundraising and visibility goals

**Campus Community, Facilities & Technology**
- Implement Diversity Plan priorities, evaluate and update to support teaching & learning
- Develop long term labor relations strategy
- Develop new Campus Master Plan
- Implement and benchmark goals for long range technology plan
- Complete Chace Center project
- Complete 15 Westminster project for housing, Library

**Institutional Advancement:**
- Successfully achieve Capital Campaign goal of $85M, begin plans and establish funding priorities for next Campaign
- Develop comprehensive plan to enlarge RISD's donor/volunteer/opinion leader base
- Expand community relations program
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6. To increase financial resources in support of educational programs
7. To maintain institutional activities within the limits of a balanced budget and conservative fiscal policies
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Challenges for College Response

Advancing the institution’s goals requires sensitivity and flexibility to match our strategies with current and forthcoming conditions. As we attempt to provide the highest quality educational experience for our students and the public, we will remain adaptable to these potential realities:

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   - Maintain excellence in degree, continuing education and museum programs;
   - Collaborate among programs of the college and museum;
   - Amplify public service components of student, faculty and staff experience at RISD;
   - Recognize the value of diversity among world cultures to artists/designers and Museum's audiences by broadened representation of them in RISD's students, faculty, staff, and trustees.

RHODE ISLAND SCHOOL OF DESIGN
2004-2005 RISD Plan Tactics

ASSIGNED TO

SEPTEMBER
OCTOBER
NOVEMBER
DECEMBER
MARCH
MAY
JUNE

Academic Programs
- Complete Phase I of Institutional Self-Study and outcomes assessment program JC, FB
- Monitor ongoing academic facilities renovations, upgrades, maintenance as part of capital project plan JD, JC
- Assess RISD Graduate Studies Program JD
- Develop strategy for greater interdisciplinary teaching & research/creative activity JD
- Develop diversity plan for academic programs and support areas JD, ND
- Monitor progress of development/implementation of Student Affairs long range plan JD, LU
- Continue meetings with Deans, Curators, & Educators re: Museum-Academic collaborations JD, LU
- Begin negotiations with Part Time Faculty DH
- Revise Faculty recruitment & search procedures JD, IH
- Monitor progress of Academic Advising program, training of faculty JD, CB
- Address staffing issues, hire new recruiters for Admissions EN
- Continue to improve electronic recruitment methods EN
- Develop new programs & CE certificate offerings LS

Museum Programs
- Implement Museum Task Force recommendations, assist with new Museum Board of Governors' orientation, initiatives RM, LU
- Finalize pre-construction plans for Chase Center/Radcliffe renovations, including potential closure of Museum FG
- Complete search for permanent Museum Director RM
- Continue plan for re-installation of Museum collection LU
- Prioritize & begin implementation of Museum marketing plan LU, AH, CB
- Continue work on Museum collection handbook, including fundraising to support project LU
- Explore circulating RISD collection thru off-site exhibitions LU
- Continue meetings with Deans, Curators, & Educators re: Museum-Academic collaborations LU, JD

Campus, Community & Facilities
- Overseas construction of 15 West浣溪沙东 Street project, towards completion in August 2005 FG
- Complete construction documents for Chase Center, work with contractors and consultants re: constructability and cost issues FG
- Continue work of Program Management Group to coordinate and monitor capital projects scheduling, financing, privatization JD
- Work closely with new Staff ASSOC. group to improve communications & engagement DH
- Implement and monitor Diversity Committee initiatives DH
- Complete Affirmative Action plan DH
- Develop overall labor strategy for negotiations with RISD unions DH
- Implement new performance management process and explore merit compensation program DH
- Report on findings of Health Care Review Committee DH
- Complete long range technology plan, monitor work of subcommittees JC, EP

Institutional Advancement & Visibility
- By June 2005, achieve Campaign goal of $78M, with a feasibility goal of $85M WM, CR
- Prioritize & begin implementation of Museum marketing plan UA, AH, CB
- Plan coordinated Alumni/Parent/Friends regional club events WM
- Develop program for young alumni/current students re: successful art/design business & marketing practices WM
- Work with Alumni Association to design Phase I of donor incentives program to increase giving WM
- Continue government relations program on new federal funding sources WM, JA
- Continue implementation of national media cultivation AH
- Develop plan for coordinated retail marketing approach LO

Financial Resources
- Review and monitor balance of operating budget resources and priorities with capital projects planning and financing JA
- Review budget management model to improve communications JA

Footnotes:
- JA
- Tactics
THE PLAN FOR
RHODE ISLAND SCHOOL OF DESIGN
2003-2008

EXECUTIVE SUMMARY

Top Priorities for 2003-2004
In addition to our ongoing commitment to excellence in academic and Museum programs and services, we have identified the following priorities for 2003-2004:

**Academic Programs:**
Continue to implement academic plan priorities, with special emphasis on the following:
- Implement Academic Advising Task Force recommendations, in consultation with faculty, students, and staff
- Develop a strategy for greater interdisciplinary teaching & research/creative activity
- Monitor work of Enrollment Task Force, evaluate cost/benefits of growth, impact on community, plan for student mix to meet long term enrollment goals
- Successfully complete FT faculty negotiations
- Assess Graduate Studies mission & purpose, conduct search for new Dean

**Museum Programs:**
- Focus program planning and fundraising to maximize benefits of Museum expansion & renovation, minimize impact of transition on staff & visitors
- Complete plan for Benefit Street Extension project
- Develop, begin implementation of Museum marketing plan to increase Museum’s visibility locally and in the region
- Conduct search for new Museum Director

**Campus, Community & Facilities:**
- Finalize design development phase for RISD Center, begin construction documents and related transitional moves; develop promotional materials (printed, electronic displays)
- Complete plans for 15 Westminster facility (Library, student housing), with construction scheduled to begin in Spring 2004
- Complete Diversity Committee strategic plan, begin implementation of initiatives
- Continue to develop strong working relationship between Board of Trustees and administration

**Technology:**
- Review and begin implementation of Edutech Report recommendations
**Institutional Advancement:**

- Achieve significant progress in the Capital Campaign: overall goal of $75M, with a facilities goal of $25M, by June 2004

**Financial Resources:**

- Monitor implementation & risk assessment of all levels of capital projects planning & financing

**Visibility:**

- Develop a more sophisticated government relations program to reduce pressures related to non-profit taxation, including community panels
- Implementation of National media cultivation
THE PLAN FOR
RHODE ISLAND SCHOOL OF DESIGN
2003-2008

Priorities Through 2008

**Academic Programs:**
- Monitor, update, and implement the Academic Plan
- Successfully complete institutional self-study and assessment program in preparation for on-site visit in Spring 2006
- Increase external funds for financial aid by 50% to leverage scholarships that support student quality & diversity

**Museum Programs:**
- Focus Museum planning & fundraising to maximize benefits of Museum expansion, renovations for a diverse audience, minimize impact transition on visitors, staff
- Optimally position the RISD Museum relative to increased regional, national, international awareness
- Continued development of innovative programs for public, involving staff, faculty, students

**Campus, Community & Facilities:**
- Enhance the campus climate to further support diversity initiatives for teaching and learning
- Convene campus committee to review performance management and compensation system
- Re-design campus health care program
- Develop program for legal training of managers
- Complete update of Campus Master Plan
- Complete RISD Center project
- Complete 15 Westminster housing and library building project
- Implement Community Service Learning Task Force recommendations

**Technology:**
- Implement recommendations from campus technology plan
- Continue to shift from traditional paper-based, admissions application services to on-line admissions services
- Update RISD website

**Institutional Advancement:**
- Successfully achieve Capital Campaign goal of $85M

**Financial Resources:**
- Monitor progress of capital projects plan and financing

**Visibility & Identity:**
- Expand government relations program to increase awareness of RISD’s role in region
THE PLAN FOR
RHODE ISLAND SCHOOL OF DESIGN
2003-2008

I. Historic Perspective From the RISD Charter-1877

- To instruct artisans in drawing, painting, modeling, designing so that they may apply the principles of Art to the requirements of trade and manufacture;
- To train students in the practice of Art that they may give instruction to others, or become artists themselves;
- To support the general advancement of public Art Education, by the exhibition of works of Art and of Art school studies, and by lectures on Art.

II. Contemporary Mission Statement

RISD's mission is to provide the highest quality education in the visual arts, design, architecture, and art education in order to prepare its students and the broader community to be creative and responsive to the needs of a global society. This mission is fulfilled by ensuring a dynamic educational environment, maintaining financial viability, and by sustaining an international reputation.

RISD is committed to:

- Artistic and academic freedom and the highest professional, educational, and ethical standards for the education of artists and designers;
- Art and design that is socially responsible and that respects and responds to the needs of humankind and the environment in form, content, and means of production;
- A multi-culturally and philosophically diverse educational environment that is respectful of all members of its community: students, faculty, curators, and staff.

III. Long Range Goals

1. To maintain and enhance academic quality by involving the highest quality faculty, students, and staff in superlative instructional programs
2. To maintain and enhance outstanding interpretative programs for the Museum of Art by using the collections, exhibitions, and educational programs
3. To integrate the art and design curriculum with Museum programs for students and the public
4. To enhance the campus physical and social environment for living, working, and learning
5. To integrate and advance technology into campus teaching, public access, and administration
6. To increase financial resources in support of educational programs
7. To maintain institutional activities within the limits of a balanced budget and conservative fiscal policies
8. To achieve substantial visibility among its regional, national, and international audiences, while further developing global connections which enhance creativity and cultural understanding
III. Challenges for College Response in 2003-2004

Advancing the institution’s goals requires sensitivity and flexibility to match our strategies with current and forthcoming conditions. As we attempt to provide the highest quality educational experience for our students and the public, we will remain adaptable to these potential realities. We will respond with vigor to the following issues:

1. The rapid and significant external and internal CHANGES affecting the college:

   **External:**
   - The current constraints in the global economy;
   - Continued advances in technology and connectivity; inspiring the continued creation of commercial and educational alliances;
   - Continued changes in the attitudes of students and parents toward higher education;
   - Changes in the demographics of emerging high school graduates;
   - New forms of art and media, and increased pressure and need for the engagement of artists and designers with society and the environment;
   - Changes in governmental regulations, affecting tax policies, healthcare costs and effectiveness, business development, education, and the environment.

   **Internal:**
   - Changes in Trustee governance: continued evolution of board representation from local to national; from non-alumni to alumni leadership. Need for increased representation of minorities. Need to develop new pathways to trusteeship and leadership.
   - Changes in administrative governance: new pathways for participation, communication, training and advancement;
   - Changes in financial planning, management, and reporting including the impact of capital projects planning, new government regulations;
   - Increasing effect of the Capital Campaign and related projects on academic and museum programs and facilities.

2. The increasing pressure to maintain a COMPETITIVE POSITION among RISD’s peers:

   - Other colleges and universities are constantly improving their art and design programs;
   - Perceptions of the value and cost of RISD’s educational program are changing;
   - Financial aid remains essential to attract and retain the best students to maintain RISD’s leading academic position;
   - Alumni are increasingly interested in developing closer ties to the college and to each other;
   - Parents are increasingly committed to the college, and are emerging as potential leaders for development, trusteeship and offering other means of assistance;
   - International visibility is increasingly necessary as a positive backdrop for student, faculty and staff recruitment and development purposes.
3. The need to develop and manage our RESOURCES effectively:
   • Providing fundraising leadership and program support for the Capital Campaign and other development initiatives;
   • Creating a strong community and government relations program and presence in the region;
   • Developing and managing our physical plant, including new and existing capital improvements;
   • Incorporating the effect of Capital Campaign contributions, federal funding and bond financing on operating and capital budget planning for the museum and academic programs and facilities;
   • Providing human resource leadership, recognizing employee and volunteer excellence, programs in faculty and staff training, and diversity.

4. The need to continue RISD's outstanding EDUCATION, ACCESS and SERVICE:
   • Maintaining excellence in degree, continuing education and museum programs;
   • Collaborating among programs of the college;
   • Amplifying public service components of student, faculty and staff experience at RISD;
   • Collectively serving as an example and representing important issues of art, design and art education;
   • Recognizing the value of diversity among world cultures to artists/designers and Museum's audiences by broadened representation of them in RISD's students, faculty, staff, and trustees.
### RHODE ISLAND SCHOOL OF DESIGN
#### 2003-2004 Tactics

<table>
<thead>
<tr>
<th><strong>Academic Programs</strong></th>
<th><strong>Assigned To</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to implement academic plan priorities, with special emphasis on the following:</td>
<td>JD, JD, NJ, RD, RM</td>
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<tr>
<td>Implement Academic Advising Task Force recommendations, in consultation with faculty, students and staff</td>
<td>JD, JD, NJ, RD</td>
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<tr>
<td>Develop a strategy for greater interdisciplinary teaching &amp; research/creative activity</td>
<td>JD, JD, NJ</td>
</tr>
<tr>
<td>Monitor work of Enrollment Task Force, evaluate cost/benefits of growth, impact on community, plan for student mix to meet long term enrollment goals</td>
<td>JD, JD, NJ, RD, RM</td>
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<tr>
<td>Successfully complete FT faculty negotiations</td>
<td>JD, JD, NJ, RD, RM</td>
</tr>
<tr>
<td>Assess Graduate Studies mission &amp; purpose, conduct search for new Dean</td>
<td>JD, JD, NJ, RM</td>
</tr>
<tr>
<td>Establish policies, set guidelines for academic lab fees</td>
<td>JD, JD, NJ</td>
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<tr>
<td>Continue to develop enhanced recruitment strategies for target groups, as identified by ETF</td>
<td>JD, JD, NJ</td>
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<tr>
<td>Continue meetings between Dean, Curators, and Educators regarding Museum-Academic collaborations</td>
<td>JD, JD, NJ</td>
</tr>
<tr>
<td>Develop timetable, hold preliminary planning meetings to prepare for institutional self-study and assessment program</td>
<td>JD, JD, NJ</td>
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<tr>
<td>Re-structure student affairs, assess mission, strategic direction</td>
<td>JD, JD, NJ</td>
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<tr>
<th><strong>Museum Programs</strong></th>
<th><strong>Assigned To</strong></th>
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<tbody>
<tr>
<td>Focus program planning and fundraising to maximize benefits of Museum expansion &amp; renovation, minimize impact of transition on staff &amp; visitors</td>
<td>LU, LU, LU</td>
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<tr>
<td>Complete schematic design phase for Benefit Street Extension project</td>
<td>LU, LU, LU</td>
</tr>
<tr>
<td>Develop, begin implementation of Museum marketing plan to increase Museum's visibility locally and in the region</td>
<td>LU, LU, LU</td>
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<tr>
<td>Conduct search for new Museum Director</td>
<td>LU, LU, LU</td>
</tr>
<tr>
<td>Complete plan for reinstallation of Museum's collection</td>
<td>LU, LU, LU</td>
</tr>
<tr>
<td>Continue meetings between Dean, Curators, and Educators regarding Museum-Academic collaborations</td>
<td>LU, LU, LU</td>
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<tr>
<th><strong>Campus, Community &amp; Facilities</strong></th>
<th><strong>Assigned To</strong></th>
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<tbody>
<tr>
<td>Finalize design development phase for RISD Center, begin construction documents and related transitional moves, develop promotional materials (printed, electronic displays)</td>
<td>FG, FG, FG</td>
</tr>
<tr>
<td>Complete plans for 15 Westinexteter facility (library, student housing, with construction scheduled to begin in Spring '94</td>
<td>FG, FG, FG</td>
</tr>
<tr>
<td>Complete Diversity Committee strategic plan and begin implementation of initiatives</td>
<td>FG, FG, FG</td>
</tr>
<tr>
<td>Complete Affirmative Action plan, consult with departments to set goals</td>
<td>FG, FG, FG</td>
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<tr>
<td>Update Campus Master Plan</td>
<td>FG, FG, FG</td>
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<tr>
<td>Continue planned maintenance &amp; upgrades of instructional spaces - BSB ventilation, BSB electrical/lighting/network upgrades, Metcalf repairs</td>
<td>FG, FG, FG</td>
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<tr>
<th><strong>Technology</strong></th>
<th><strong>Assigned To</strong></th>
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<tbody>
<tr>
<td>Review and begin implementation of Edutech Report recommendations</td>
<td>EN, EN</td>
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<tr>
<td>Implement online admissions application</td>
<td>LU, LU, LU</td>
</tr>
<tr>
<td>Begin work on public web module for Museum collection</td>
<td>LU, LU, LU</td>
</tr>
<tr>
<td>Wire Museum galleries for laptop technology</td>
<td>WM, WM</td>
</tr>
<tr>
<td>Identify new ways to utilize technology to improve communications with internal and external audiences</td>
<td>WM, WM</td>
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<tr>
<th><strong>Institutional Advancement</strong></th>
<th><strong>Assigned To</strong></th>
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<tbody>
<tr>
<td>Achieve significant progress in the Capital Campaign: overall goal of $75M, with a facilities goal of $25M, by June 2004</td>
<td>WM, WM</td>
</tr>
<tr>
<td>Develop promotional materials (printed, electronic displays) for RISD Center and related facilities</td>
<td>WM, WM</td>
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<tr>
<td>Incorporate new policies for corporate partnerships to support College, Museum programs</td>
<td>WM, WM</td>
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<tr>
<td>Focus new alumni programs to alumni donor community</td>
<td>WM, WM</td>
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<tr>
<th><strong>Financial Resources</strong></th>
<th><strong>Assigned To</strong></th>
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<tbody>
<tr>
<td>Monitor implementation &amp; risk assessment of all levels of capital projects planning &amp; financing</td>
<td>IA, IA</td>
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<tr>
<td>Complete Resources Task Force report, present recommendations to Senior Staff regarding long term budget policies and implications</td>
<td>IA, IA</td>
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<tr>
<th><strong>Visibility &amp; Identity</strong></th>
<th><strong>Assigned To</strong></th>
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<tr>
<td>Develop a more sophisticated gov't relations program to reduce pressures related to non-profit taxation, including community panels</td>
<td>JA, JA, WM</td>
</tr>
<tr>
<td>Develop, begin implementation of Museum marketing plan to increase Museum's visibility locally and in the region</td>
<td>LU, LU, LU</td>
</tr>
<tr>
<td>Identify emerging artists from alumni constituency</td>
<td>AH, AH</td>
</tr>
<tr>
<td>Continue development of national media cultivation</td>
<td>AH, AH</td>
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<tr>
<td>Expand external visibility programs to include RISD Entrepreneurship Center, Urban Design Institute, retail ventures</td>
<td>WM, WM</td>
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EXECUTIVE SUMMARY

Top Priorities for 2002-2003

In addition to our ongoing commitment to excellence in academic and Museum programs and services, we have identified the following issues and priorities as our focus for 2002-2003.

**Academic Programs:**
- Continue to implement academic plan priorities (programs, facilities):
  - Improve academic advising in consultation with faculty task force, Student Affairs, and Student Alliance.
  - Complete Work on Mason Building to prepare for initial opening in Fall 2002.
  - Finalize Approval of MFA Digital Media curriculum, enroll first class of students.
  - Maintain necessary maintenance, upgrades of instructional spaces per Academic Plan schedule.

**Museum Programs:**
- Project Museum exhibition and education programs to accommodate transition during renovation and new construction

**Campus, Community, & Facilities:**
- Complete design development phase and begin construction documents for RISD Center (Museum, Student and academic spaces) and related transitional moves
- Complete plan leading to construction, financing of 200-300 bed undergraduate housing facility, for ground-breaking within 12-24 months; explore possibility of downtown graduate student housing
- Restructure Diversity Committee, convene Gender Task Force as separate group, work to further enhance campus climate to support diversity initiatives.
- Amplify government/community relations program to advance RISD's role and service to the community.

**Technology:**
- Begin development of campus technology plan

**Institutional Advancement:**
- Launch public phase of campaign, achieve $62.5 or 74% of goal by June 2003 (including $25.4M for facilities goal)

**Financial Resources:**
- Develop comprehensive capital projects plan linking financing, scheduling, fundraising with LKR assistance
- Complete implementation of budget planning process as recommended by Stillwater Group, and convene Resources Group to review/recommend long term budget policy.

**Visibility:**
- Finalize vision of RISD Website
III. Challenges for College Response

Advancing the institution's goals requires sensitivity and flexibility to match our strategies with current and forthcoming conditions. As we attempt to provide the highest quality educational experience for our students and the public, we will remain adaptable to these potential realities. We will respond with vigor to the following issues:

1. The rapid and significant external and internal CHANGES affecting the college:

**External:**
- Continued international uncertainties political & economic;
- The current downturn in the global economy, heralded by changes in the technology business arena;
- Continued advances in technology and connectivity; inspiring the continued creation of commercial and educational alliances;
- Continued changes in the attitudes of students and parents toward higher education;
- Changes in the demographics of emerging high school graduates;
- New forms of art and media, and increased pressure and need for the engagement of artists and designers with society and the environment;
- Changes in governmental regulations, affecting tax policies, healthcare costs and effectiveness, business development, education, and the environment.

**Internal:**
- Changes in Trustee governance: continued evolution of board representation from local to national; from non-alumni to alumni leadership. Need for increased representation of minorities. Need to develop new pathways to trusteeship and leadership;
- Changes in administrative governance: strengthened Senior Staff; new pathways for communication, training and advancement;
- Changes in financial planning, management, and reporting including the impact of bond financing on total financial resource planning;
- Increasing effect of the Capital Campaign and related projects on academic and museum programs and facilities;
- Increasing pressure to alleviate student life, academic, and museum space needs;
- Capital pressures on operating budget resources.

2. The increasing pressure to maintain a COMPETITIVE POSITION among RISD's peers:
- Other colleges and universities are constantly improving their art and design programs;
- Perceptions of the value and cost of RISD's educational program are changing;
- Financial aid remains essential to attract and retain the best students to maintain RISD's leading academic position;
- Alumni are increasingly interested in developing closer ties to the college and to each other;
- Parents are becoming organized to serve the college, and are emerging as potential leaders for development, trusteeship and offering other means of assistance;
- International visibility is increasingly necessary as a positive backdrop for student, faculty and staff recruitment and development purposes.
3. The need to develop and manage our RESOURCES effectively:
   - Providing fundraising leadership and program support for the Capital Campaign and other development initiatives;
   - Creating a strong community and government relations program and presence in the region;
   - Developing and managing our physical plant, including the RISD Center, Library, Museum, Mason Building, student housing, ISB project and other capital improvements;
   - Incorporating the effect of Capital Campaign contributions, federal funding and bond financing on operating and capital budget planning for the museum and academic programs and facilities;
   - Providing human resource leadership, recognizing employee and volunteer excellence, programs in faculty and staff training, and diversity
   - Improving management systems and working relationships.

4. The need to continue RISD’s outstanding EDUCATION, ACCESS and SERVICE:
   - Maintaining excellence in degree, continuing education and museum programs;
   - Collaborating among programs of the college;
   - Amplifying public service components of student, faculty and staff experience at RISD;
   - Collectively serving as an example and representing important issues of art, design and art education.
   - Recognizing the value of diversity among world cultures to artists/designers and Museum’s audiences by broadened representation of them in RISD’s students, faculty, staff, and trustees.
THE PLAN FOR
RHODE ISLAND SCHOOL OF DESIGN
2002-2003 Tactics

Academic Programs
- Continue to implement academic plan (provost, deans)
- Improve academic advising in consultation with faculty task force, student affairs, and student affairs
- Finalize approval for MFA Digital Media curriculum, enroll first class of students
- Enrollment Task Force and Administration Office to develop 5-year projection of the appropriate size and number of students to meet long-term enrollment goals
- Develop enhanced recruitment strategies for transfer students/student numbers to enhance quality and quantity of applicants
- Successfully complete negotiations for FT faculty negotiations
- Successfully complete PT faculty negotiations
- Develop faculty retirement program

Museum Programs
- Project Revisions and education programs to accommodate expansion during renovation and new construction
- Continue integration of contemporary art activities with Museum program (administration, exhibitions, outreach)
- Develop plan for revalidation of Museum's collection

College-Museum Collaboration
- Continue Mulfresh & study grants, Slag and Grad Show exhibitions
- Continue meetings between Denver, Carteuse, and Exeter regarding Museum-Collaboration revalidations

Campus, Community & Facilities
- Complete work on museum building to prepare for initial opening in Fall 2002
- Complete design development plans and budget construction documents for ISM Center (museum, student and community spaces) and related transitional moves
- Develop plan for library/reading room of spaces library and residence hall
- Complete new wing to construction, financing of 200-300 bed undergraduate housing facility for ground-breaking within 12-18 months
- Complete planning for future graduate student housing
- Coordinate Fonde and Van Dyke buildings plans to City Planning Commission for approval
- Develop community support for museum construction project
- Maintain necessary maintenance, upgrades of instructional spaces, per Academic Plan schedule
- Restructure Diversity Committee into two sub-committees, prepare recommendations on new initiatives and strategies
- Center Task Force to convene to separate committee, make recommendations for programming
- Simplify governance/community relations program
- Complete review of institutional HR policies, complete development of Affirmative Action plan
- Complete committee to review campus benefits program
- Complete national search process of Public Safety department to review campus police responsibilities, make recommendations based on best practices
- Negotiate with Public Safety officers for agreement on complete master utilities upgrades in Metallurgical Lab to provide for electrical services, air storage for power plants, etc.

Technology
- Begin development of campus technology plan
- Continue expansion of electronic technologies toward implementation of on-campus application and enhanced recruitment
- Review feasibility for video initiative, expand program to other departments, assess use of campus computer lab
- Complete implementation of campus network to support teaching, learning, communications, administration
- Complete implementation of Museum Collection Imaging project
- Identify ways to further utilize technology in institutional advancement

Institutional Advancement
- Launch public phase of campaign, achieve $625 or 75% goal by June 2003 (including $254.4 million for facilities goal)
- Develop campaign materials to support case statement (letters, media)
- Complete feasibility study of options to sustain ISM
- Expand campus partnerships to support College, Museum programs
- Complete ISM's 125th Anniversary celebrations
- Focus new alumni programs to sustain donor community

Financial Resources
- Develop comprehensive capital projects plan linking fundraising, scheduling, and budgeting
- Review process for operating budgets and resource management
- Complete implementation of budget planning process as recommended by Financial Group
- Complete development of financial management plan to integrate operating capital budget, retail operations, capital projects into set of recommendations

Visibility
- Complete review of ISM Website
- Develop and implement social media strategies for museums, communication
- Identify emerging markets for ISM
- Continue implementation of national media campaign
EXECUTIVE SUMMARY

Introduction
In addition to our ongoing commitment to excellence in academic and Museum programs and services, we have identified the following issues and priorities as our focus for 2001-2002.

Top Priorities for 2001-2002

Programs:
- Implement initial cycle of academic plan priorities (programs, facilities);
- Complete plans, conduct search for program head for new MFA Digital Media Program – to be housed in renovated Mason Building downtown

Campus Community & Facilities:
- Complete program for RISD Center (Museum, Library expansion, Student Center, academic spaces) and related transitional moves and proceed with schematic design/design development phases;
- Develop a plan leading to construction, financing of 300-400 bed housing facility for ground-breaking within 12-24 months

Museum:
- Project exhibition and educational programs to accommodate transition during renovation and new construction

Technology:
- Implement campus-wide intranet to support teaching, learning, communication, administration

Institutional Advancement:
- Accelerate solicitation of RISD's key donors, including expanded involvement of trustees, to launch public phase of Capital Campaign
Priorities Through 2005

Programs:
• Monitor, update, and implement the academic plan
• Increase external funds for financial aid by 50% to leverage scholarships that support student quality & diversity;
• Monitor current student & campus services to more adequately reflect changing priorities of new academic plan priorities

Campus Community & Facilities:
• Enhance the campus climate to further support diversity initiative, respect of different perspectives and paradigms for teaching, learning, community
• Monitor ongoing upgrades & renovations to academic facilities, continue implementation of campus health & safety program
• Develop mechanisms to ensure effective Board succession planning and leadership transitions for officers & committees

Museum:
• Focus Museum planning & fundraising to maximize benefits of Museum expansion & renovations for a diverse audience, and minimize impact of transition on visitors & staff
• Optimally position the RISD Museum relative to increased regional, national, international awareness

Technology:
• Develop long range campus-wide technology plan

Institutional Advancement:
• Successfully achieve Capital Campaign goal of $85M
• Expand alumni & current parent participation rates to reflect existing goodwill

Financial Resources:
• Revise capital budget process towards a multi-year capital planning program that varies the sources, uses of funds
Program introduced by Spring 2001
Calculation introduced by Fall 2000
Experiment promoted and successfully hosted
Agenda developed
Complete by Jan. 2001
RISD Website introduced for Fall 2000, monitored quarterly

Indicators of Success

Goal 9: Tactic for 2000-01

- Develop and implement effective promotion of RISD’s programs
- Introduce and highlight the relationship and identity
- Introduce an online, accessible catalog of all RISD’s events for Fall 2000
- Promote the RISD’s presence and identity a process for the year
- Complete RISD’s online website
- Introduce the new RISD Website and monitor its reception, including a

Strategies

- Develop specific strategies to address various audiences
- Develop effective local, regional, and national programs of the RISD
- Develop specific programs to address the needs of each audience
- Allocate resources and efforts to coordinate our belief to reach our varied audiences
- Develop a unique position that leverages the strengths of RISD, its brand

Issues

- Enhance RISD’s position regarding promotion
- Identify and leverage assets in RISD’s brand
- Identify areas where RISD can occupy a leadership position
- Enhance and enhance the cultural understanding

To achieve substantial visibility among its regional, national, and international audiences, while further developing global connections

Goal #8

IV. Long Range Goals and Tactics for 2000-2001 (continued)
Indicators of Success

- Complete all initiatives and plans by June 2001
- Plan developed and implemented

Strategies

- Improve revenue allocation process at both the academic and capital budget levels
- Increase the academic and museum plans into a financial plan
- The philosophy of the budget should reflect the priorities of the academic and museum plans
- Identify ways to increase net revenue through investment of tuition, auxiliary, and endowment sources

Issues

- Identify sources by which RISD's net revenues can be increased

GOAL #7: Long Range Goals and Tactics for 2000-2001 (continued)
Goal #6: Tactis for 2000-01

Indicators of Success

- Campaign infrastructure work completed, June 2001
- New trustee slate for 2001-02 to reflect campaign priorities
- Solicitations completed by November 2000
- Case statements developed
- Grants to a slate of campaign readiness
- Complete the work of building the Development office and fundraising pro-

Support

- Campaign in mind and in height of their capacity to give and get financial
- Continue to pay special attention to cultivating new trustees, keeping the
- Select all trustees to make their maximum financial commitment to the campaign.
- Translate the academic plan and the Museum plan into the priorities for a

Stategies

- Involve and inform members of the campus community in the campaign
- Accelerate efforts in order to develop a foundation for a successful fundraising program on an annual basis as well as for the campaign
- Academic and Museum plans must form the basis of the case for our campaign

Issues

To Increase Its Financial Resources in Support of Educational Programs

IV. Long Range Goals and Tactics for 2000-2001 (continued)
Indicators of Success

- Program to be completed by June 2001
- One new student by Fall 2000
- Program revised to reflect new technologies
- Internet system implemented, Spring 2001
- Proposals developed and reviewed by faculty by June 2001
- Plan approved and implementation scheduled

GOAL #5: TACTICS FOR 2000-01

Develop innovative curriculum and programs that reflect the changes evidenced in art and design professions.

- Support faculty members who wish to integrate technology into the curriculum.
- Expand access to technology for students.

Strategies

- RISD must focus on technology as a discipline.
- RISD must respond to the evolution of the field of art and design as a result of technologies.
- In order to remain on the leading edge of art and design education, RISD must explore the potential for technology as a discipline.

Issues

- To integrate and advance technology into campus teaching, public access, and administration.

IV. Long Range Goals and Tactics for 2000-2001 (continued)
Goal #4: Tactics for 2000-01

Indicators of Success

- Expand the program & neighborhood boundaries for the RISD Center in order to make it more student-centered and effective in teaching community.
- Improve necessary maintenance & upgraded instructional spaces.
- Develop new housing plan within the RISD Center.
- Capture data by these strategies.
- Recomendations included in capital budget for 2000-02.

Strategies

- The quality of facilities for learning, teaching, learning and exhibition must be appropriate to RISD aspirations.
- RISD needs to create a sense of community for students to strike a balance with the individual studio-based experience.
- To enhance the campus physical and social environment for living, working, and learning.
- Expand the sense of community to include a wider diversity of students.
- Create community spaces and opportunities for students to balance their studio-based education.
- Develop or improve classroom, lab, and workshop spaces, as well as the library and the museum, in order to enhance instruction and advance teaching.

Issues

- To enhance the campus physical and social environment for living, working, and learning.

IV. Long Range Goals and Tactics for 2000-2001 (continued)
Goal #3: Tacticas for 2000-01

Inicators of Success

- Two major exhibitions mounted in 2001
- Staff and Student exhibitions opened and evaluated in June 2001
- Student show held in Spring 2001
- Graduating show held in Spring 2001
- Graduating program continued through June 2001

Indicators of Success

- Increased attendance at events
- Increased membership in the museum
- Increased number of volunteers
- Increased number of donations

Goals

- Increase the number of visitors to the museum
- Increase the number of members
- Increase the number of volunteers
- Increase the number of donations

Strategies

- Develop partnerships with other institutions
- Develop partnerships with local businesses
- Develop partnerships with local schools
- Develop partnerships with local communities

Goals

- Increase the number of visitors to the museum
- Increase the number of members
- Increase the number of volunteers
- Increase the number of donations

Issues

- Funding for the museum
- Space for the museum
- Security for the museum
- Accessibility for the museum

GOAL #3

Long Range Goals and Tacticas for 2000-2001 (continued)

New Contemporary Art Program opens with special exhibition in Fall 2000.

Greater diversity in visitor population realized as measured in exit surveys.

- Exterior House re-opened by October 2000.

**Indicators of Success**

- Achieve annual goal of exhibitions, programs, and audience development.
- Increase visitor and donor support.
- Improve overall financial picture.
- Enhance the relevance of the museum's mission.
- Develop relationships with diverse communities.
- Provide a more comprehensive program for the community.

**Strategies**

- From ancient times to the present: The museum is dedicated to the acquisition, preservation, presentation, and interpretation of works of art and design representing diverse cultures and traditions.
- Access, education, and visitor experience: The museum's programs and exhibitions are designed to be a vital cultural resource for local and regional schools.
- Believing that art can make a significant difference in the human experience, the Museum strives to be a vital cultural resource for local and regional people.

**Issues**

- Total goals and tactics for 2000-2001 (continued)

IV. Long Range Goals and Tactics for 2000-2001 (continued)
Indicators of Success

- Develop in-school management strategies to review the way in which we recruit and retain the best students.
- Develop an academic plan that focuses on community, students, faculty, academic programs, facilities, and equipment.

Strategies

- RISD assumes an obligation to maintain high standards and diversity while striving to enhance academic and creative excellence.
- A commitment to innovation in an increasingly competitive environment.
- RISD is distinctive because of its comprehensive academic programs, its library and museum, and the quality and commitment of its faculty, students, and staff.

Issues

- To maintain and enhance academic quality by involving the highest quality faculty, students, and staff in superior instructional programs.

IV. Long Range Goals and Tactics for 2000-2001
III. Challenges for College Response in 2000-2001
Executive Summary

Challenges for College Response in 2000-2001

In addition to our ongoing commitment to excellence in academic and museum programs and services, we have identified the following issues and priorities as

Introduction

Priorities for 2000-2001

- Continue to meet RISD's outstanding Education, Access & Service
- Develop and manage our Resources effectively
- Maintain a leading Competitive Position among our Peers
- Adapt to the significant external and internal changes affecting RISD?

In the coming year, RISD faces exceptional opportunities and challenges. As the college seeks to advance its mission, it will respond to these issues:

- Develop a plan to renew leadership in the academic and museum programs and services.
- Complete the program for the RISD Center in collaboration with the arts and the building committee.
- Complete the work of building the infrastructure for the capital campaign and continue progress on fundraising goals during the campaign's first phase.
- Successfully complete faculty negotiations in order to retain and recruit the best faculty.
- Enhance and equip in order to maintain the quality and competitiveness of our programs.
- Secure the equipment and begin implementation of the priorities for the academic plan that focuses on community, student, faculty, academic programs.

Develop innovative curriculum and programs that reflect the technological changes evident in art and design professions.

Coordinate academic and museum plans to share resources and program collaboration.
- Develop specific strategies to address the needs of our varied audiences.
  - Develop a program that leverages RISD’s identity.

Strategies
- Strengthen promotion of college programs
  - Identify museums’ position regarding promotion
  - Identify underlying assets in RISD’s identity
  - Identify areas where RISD can occupy a leadership position

Issues

Connections which enhance creativity and cultural understanding
To achieve substantial visibility among regional, national, and international audiences, while further developing global

V. Long Range Goals and Tactics for 2001-2002: Goal #8-Visibility

RHODE ISLAND SCHOOL OF DESIGN
THE PLAN FOR 2001-2002
IV. Long Range Goals and Tactics for 2001-2002: Goal #7-Financial Resources
To maintain institutional activities within the limits of a balanced budget and conservative fiscal policies

- **Issues**
  - Identify sources by which RISD’s net revenues can be increased.

- **Strategies**
  - Investigate ways to increase net revenues through investigation of tuition, auxiliary, and external sources
  - The priorities of the budget should reflect the priorities of the academic and Museum plans.
  - Translate the Academic and Museum plans into a financial plan.
  - Improve revenue allocation processes at both the operational and capital budget levels.

**Goal #7: Tactics for 2001-02**
- Revise Capital Budget process towards a multi-year capital planning process
- Examine impact of additional enrollment to assess potential impact on facilities and net revenues
- Implement next phase of Stillwater Group recommendations for budgeting
- Further develop a financial pro forma that clarifies academic and Museum program priorities
IV. Long Range Goals and Tactics for 2001-2002: Goal #6-Institutional Advancement

To increase its financial resources in support of educational programs

• Issues
  - Identify the priorities that will guide the efforts to increase financial resources in support of our mission.
  - Assure institutional "readiness" for a campaign relative to clarifying those priorities.
  - Cultivate consensus across RISD’s various constituents

• Strategies
  - Academic and Museum plans must form the basis of the case for our Campaign.
  - Accelerate efforts in order to develop a foundation for a successful fundraising program, on an annual basis as well as for the Campaign.
  - Involve and inform members in the campus community of the Campaign.

Goal #6: Tactics for 2001-02

- Continue to translate academic & Museum plans priorities for mini-campaign case statements
- Expand solicitation of alumni, volunteer leaders during advanced phase of Campaign
- Expand major gifts program, staffing
- Expand corporate partnerships to support College programs
- Launch new initiatives to enlarge corporate & individual Museum memberships
- Launch RISD’s 125th Anniversary celebration, convene Planning Committee
IV. Long Range Goals and Tactics for 2001-2002: Goal #5-Technology
To integrate and advance technology into campus teaching, public access, and administration

• Issues
- RISD must respond to the evolution of the field of art and design as a result of technology.
- In order to remain on the leading edge of art and design education, RISD must explore the potential for technology, discipline by discipline.
- RISD must focus on technology as a discrete discipline.

• Strategies
- Expand student access to technology.
- Support faculty members who wish to integrate technology into the curriculum.
- Develop innovative curriculum and programs that reflect the changes evidenced in art and design professions.

Goal #5: Tactics for 2001-02
- Continue expansion of electronic technologies to implement online admissions application
- Implement the intranet to support teaching, learning, communication, administration
- Complete Phase II Museum collection imaging project
- Identify ways to utilize technology in fundraising, especially related to Annual Fund programs
IV. Long Range Goals and Tactics for 2001-2002: Goal #4-Community

To enhance the campus physical and social environment for living, working, and learning

- **Issues**
  - RISD needs to create a sense of community for students to strike a balance with the individual studio-based experience.
  - The quality of facilities for teaching, learning, and exhibition must be appropriate to RISD aspirations.

- **Strategies**
  - Renovate or upgrade classroom, lab, and workshop spaces, as well as the library and the Museum, in order to enhance instruction and advance teaching, learning and exhibition.
  - Create community spaces and opportunities for students to balance their studio-based education.
  - Expand sense of community to include a wider diversity of students.

**Goal #4: Tactics for 2001-02**

- Re-mobilize Diversity Committee to implement new initiatives & recommendations of Gender Task Force
- Review search policies to ensure the expansion of diverse candidate pools
- Complete review of institutional H.R. policies & affirmative action plan
- Define a process leading to construction & financing of 300-400 bed housing facility
- Maintain necessary maintenance, upgrades of instructional spaces, prioritized per academic plan
- Complete City Master Plan to support implementation of long term campus facility plans
IV. Long Range Goals and Tactics for 2001-2002: Goal #3-College & Museum Collaborations

To integrate the art and design curriculum with Museum programs for students and the public

• Issues
  - The Museum plays an essential role as a partner with the College, its curriculum, faculty, and students.
  - Collaborative programs between the College and Museum are essential to encouraging and supporting that partnership.

• Strategies
  - Devote resources in collections, programs, and staff to continue academic collaborations.
  - Coordinate Academic and Museum plans to strengthen program collaboration.

Goal #3: Tactics for 2001-02

- Continue Mellon internships & study grants, Sittings & Grad Show exhibitions, and final year of ArtContext program
- Continue meetings between Deans, Curators, Educators regarding Museum-College collaborations
IV. Long Range Goals and Tactics for 2001-2002: Goal #2-Museum

To maintain and enhance outstanding interpretative programs for the Museum of Art by using the collections, exhibitions, and educational programs

• **Issues**
  - Believing that art can make a significant difference in the human experience, the Museum strives to be a vital cultural resource for local and regional audiences, educating and inspiring artists, designers, and the general public.
  - The Museum is dedicated to the acquisition, preservation, presentation and interpretation of works of art and design representing diverse cultures and ranging from ancient times to the present.

• **Strategies**
  - Devote resources in collections and programs to the maximum benefit of the College and the region through providing and increasing access to diverse audiences.
  - Ensure the relevance of its resources to diverse audiences and expand those audiences.
  - Provide an environment which fosters respect for individuals - visitors and staff - and for their perspectives and accomplishments.

**Goal #2: Tactics for 2001-02**

- Project Museum exhibition and educational programs to accommodate transition during renovation and new construction
- Develop and integrate contemporary art activities with full Museum program
- Complete ArtContext’s final year, phase in Museum-Outside-Museum program
IV. Long Range Goals and Tactics for 2001-2002: Goal #1-Programs

To maintain and enhance academic quality by involving the highest quality faculty, students, and staff in superlative instructional programs

- **Issues**
  - RISD is distinctive because of its comprehensive academic programs, its library and Museum, and the quality and commitment of its faculty, students, and staff.
  - The depth and breadth of its programs make it resource-intensive, requiring substantial financial resources to maintain program excellence.
  - RISD is committed to innovation in an increasingly competitive environment.
  - RISD assumes an obligation to maintain that richness and diversity while striving to enhance academic and creative excellence.

- **Strategies**
  - Monitor, update, and implement the academic plan

**Goal #1: Tactics for 2001-02**

- Complete plans, conduct search for program head in MFA Digital Media-to be housed in renovated Mason Building downtown
- Establish Faculty Research office in Academic Affairs to support faculty in their creative and professional work
- Enrollment Task Force & Admissions Office to establish future enrollment goals, evaluate costs/benefits of growth and its impact on RISD’s sense of community and department facilities/curriculum
- Successfully complete part time faculty negotiations
- Increase applications for transfers and students of color
- Review and implement, as appropriate, recommendations from Student Affairs Task Force Report
- Augment staff support & resources for Office of Multicultural Affairs
- Create new staff advising position
- Review admission process for international/transfer students to enhance quality/quantity of applications
- Increase Wintersession offerings
3. The need to develop and manage our RESOURCES effectively:
   • Providing fundraising leadership and program support for the Capital Campaign and other development initiatives;
   • Creating a strong community and government relations program and presence in the region;
   • Developing and managing our physical plant, including the RISD Center, Library, Museum, Mason Building, student housing, ISB project and other capital improvements;
   • Incorporating the effect of Capital Campaign contributions, federal funding and bond financing on operating and capital budget planning for the museum and academic programs and facilities;
   • Providing human resource leadership, recognizing employee and volunteer excellence, programs in faculty and staff training, and diversity
   • Improving management systems and working relationships.

4. The need to continue RISD's outstanding EDUCATION, ACCESS and SERVICE:
   • Maintaining excellence in degree, continuing education and museum programs;
   • Collaborating among programs of the college;
   • Amplifying public service components of student, faculty and staff experience at RISD;
   • Collectively serving as an example and representing important issues of art, design and art education.
III. Challenges for College Response in 2001-2002

Advancing the institution's goals requires sensitivity and flexibility to match our strategies with current and forthcoming conditions. As we attempt to provide the highest quality educational experience for our students and the public, we will remain adaptable to these potential realities. We will respond with vigor to the following issues:

1. The rapid and significant external and internal CHANGES affecting the college:

   **External:**
   - The current downturn in the global economy, heralded by changes in the technology business arena;
   - Continued advances in technology and connectivity; inspiring the continued creation of commercial and educational alliances;
   - Continued changes in the attitudes of students and parents toward higher education;
   - Changes in the demographics of emerging high school graduates;
   - New forms of art and media, and increased pressure and need for the engagement of artists and designers with society and the environment;
   - Changes in governmental regulations, affecting tax policies, healthcare costs and effectiveness, business development, education, and the environment.

   **Internal:**
   - Changes in Trustee governance: continued evolution of board representation from local to national; from non-alumni to alumni leadership. Need for increased representation of minorities. Need to develop new pathways to trusteeship and leadership.
   - Changes in administrative governance: strengthened Senior Staff; new pathways for communication, training and advancement;
   - Changes in financial planning, management, and reporting including the impact of bond financing on total financial resource planning;
   - Increasing effect of the Capital Campaign and related projects on academic and museum programs and facilities.

2. The increasing pressure to maintain a COMPETITIVE POSITION among RISD's peers:

   - Other colleges and universities are constantly improving their art and design programs;
   - Perceptions of the value and cost of RISD's educational program are changing;
   - Financial aid remains essential to attract and retain the best students to maintain RISD's leading academic position;
   - Alumni are increasingly interested in developing closer ties to the college and to each other;
   - Parents are becoming organized to serve the college, and are emerging as potential leaders for development, trusteeship and offering other means of assistance;
   - International visibility is increasingly necessary as a positive backdrop for student, faculty and staff recruitment and development purposes.
I. Historic Perspective From the RISD Charter-1877

• To instruct artisans in drawing, painting, modeling, designing so that they may apply the principles of Art to the requirements of trade and manufacture;
• To train students in the practice of Art that they may give instruction to others, or become artists themselves;
• To support the general advancement of public Art Education, by the exhibition of works of Art and of Art school studies, and by lectures on Art.

II. Contemporary Mission Statement

RISD's mission is to provide the highest quality education in the visual arts, design, architecture, and art education in order to prepare its students and the broader community to be creative and responsive to the needs of a global society. This mission is fulfilled by ensuring a dynamic educational environment, maintaining financial viability, and by sustaining an international reputation.

RISD is committed to:

• Artistic and academic freedom and the highest professional, educational, and ethical standards for the education of artists and designers;
• Art and design that is socially responsible and that respects and responds to the needs of humankind and the environment in form, content, and means of production;
• A multi-culturally and philosophically diverse educational environment that is respectful of all members of its community: students, faculty, curators, and staff.
Priority Goal: Create and sustain a community that is respectful of all members and sustains an environment for learning, working and living.

Accomplished: Searches. A number of academic, Museum, and staff searches are currently underway. Five searches for Assistant Professors are at various stages, including positions in Architecture, Modern Architectural History, Ceramics, Furniture, and Art History.

Gatti Associates are working with RISD on the Associate VP for Human Resources search; Management Search, Inc. has been engaged to conduct the search for the Controller; Philanthropy Executive Search firm is coordinating the Director of Corporate Foundations & Government Relations search. All searches are expected to conclude by the end of May.

Museum searches include the Curator of Decorative Arts, Curator of Costumes & Textiles, and the Director of Education. These searches are in the final stages and should be completed by early May.

Performance Management. Implementation of a new performance management process is currently underway. Human Resources has conducted six training sessions on the performance management process. Approximately 300 staff, both employees and supervisors, have attended. Employees are being encouraged to complete their self-evaluations during April, and supervisors are asked to complete all performance reviews during May.

Priority Goal: Continue implementation of coordinated retail marketing initiatives to enhance retail revenues and extend RISD brand identity.

Accomplished: Remodeling plans for both the RISD Store and Art Supply are and risd works have been completed. Both venues will have remodeling of the interior spaces taking place this summer to achieve greater financial efficiencies. Planning for the new Museum Shop + Cafe within the Chace Center continues.

Priority Goal: Continue to review and monitor balance of operating budget resources and priorities

Accomplished: The budget management model will require additional work as we look to the next fiscal year. One layer of educational efforts began with presentations at faculty and town meetings, as well as at Finance and Board meetings. The next stage will coincide with the Strategic Planning process, ensuring that each group understands the financial parameters within which they are working. We will review the actual budgeting process between now and the fall.

This year's budget is estimated to be on target for a modest surplus after application of one-time funds, as planned.

Long term financial planning includes a seven year plan for structural balance, which will allow for more resources to support deferred maintenance and financial aid, as well as competitive compensation and a lower rate of student charge increases.
RISD PLAN UPDATE

The following summary reflects fall semester progress on the achievement of RISD's top priorities for 2005-2006. Progress towards goal achievement is noted in the following areas:

**Priority Goal:** Continue to implement academic plan priorities for programs & facilities.

*Accomplished:*

**Interdisciplinary Programming:** The Independent Study Option (ISO) has now been implemented. The ISO permits students with a g.p.a. of 3.5 or better to earn up to 12 credits in another department with the approval of their department head and of the department head for the department in which the credits are earned. ISO credits will not increase the total number required for graduation; they will count toward the total 54 credits required to fulfill the major. In order to be approved for ISO credit, a student will need to write a proposal stating how study in another discipline will enhance study in their major.

**Institutional Self-Study:** The Institutional Self-Study Report is now complete and has been published, including all appendices. The report is currently being distributed to the RISD community in hard-copy and electronic format. Team members and NEASC & NASAD Commission offices will receive the self-study report within the next few weeks. Plans for the March 12-15th visit are in the final stages.

**Academic Planning:** In anticipation of updating the Academic Plan, and working to prepare for Strategic Planning, the Deans and Department Heads have been evaluating RISD's academic programs and assessing RISD's values, strengths, and areas for improvement. The Academic Affairs Committee of the Board will be looking at the future direction of RISD's programs at the Board meeting.

**Priority Goal:** Museum preparations for Chace Center construction will focus on collections, staff, programs to accommodate transition, develop longer range plans.

*Accomplished:* Museum planning continues in anticipation of Chace Center construction; with the decision that the Museum will remain open during construction, plans for longer term multi-year exhibition planning have been renewed and the exhibition calendar will now go beyond 2006.

With the decision to remain open, the Museum can now re-focus on service to its many constituencies. Longer range planning for programs includes service to community and schools, continued programs for RISD students and classes in the Museum, and programs for the wider community (Langston Hughes, Free for All Saturdays, etc.).
Priority Goal: Complete and review plans and funding for Chace Center project.

Accomplished: Plans to re-configure the Chace Center are currently underway; a working committee of trustees, faculty, curators, and staff will consult with Moneo on design adjustments. The revised project will be in line with construction estimates recently received from Turner Construction Company. This program still contains museum and academic and student exhibition spaces according to the original concept.

Priority Goal: Complete Library construction at 15 Westminster.

Accomplished: Work continues on the Library project. Painting and finishes are underway on the 2nd floor; mechanical systems are being installed on 1st floor. Pavilions are under construction, and millwork is being delivered and will be installed over the next month. The second floor is expected to be complete by April 1, with first floor completed by May 1 and a certificate of occupancy is anticipated by May 1 so that the installation of shelving can begin. The Library move will begin in June 2006.


Accomplished: The Campaign is at 95.9% of goal as of December 2005, with an overall total of $81,511,610 (with the addition of government money, the Campaign total reaches $89,479,444). Total funds raised for the Chace Center comes to $30,128,572, with an additional $2M in potential funding anticipated from additional donors. Both annual fund campaigns are making steady progress: to date, the College Annual Fund has raised $613,668, and the Museum membership and annual giving total is at $2,528,139. The Campaign and Annual Fund programs are expected to meet their goals by June 2006, with the Campaign reaching its completion point.

Priority Goal: Continue media presence in national, regional, and trade markets to feature RISD’s initiatives, faculty, and programs

Accomplished: Many significant placements secured during the first half of this year, featuring some of RISD’s major programs, including the Museum’s Degas show, the opening of 15 Westminster Street housing, the DEZCO furniture project, the Silk Road Project, Collection ’05, and the collaboration between Textiles and DKNY. These placements included the NY Times, Wall Street Journal, Boston Globe, Christian Science Monitor, Travel & Leisure, Interior Design, Surface, Dwell, I.D. Magazine, Metropolis, and more. The focus for the second half of this year will include the Chace Center, opening of the RISD Library, and two new shows at the Museum.
Priority Goal: Develop long-term communications strategy to facilitate relationships with faculty & staff.

Accomplished: Routine internal communications are now in place to provide consistent delivery of information with opportunities for varied constituencies to discuss pertinent topics. Segmented audiences and best ways to reach them have been identified. The communications range from posting of announcements by those on campus who have email addresses to bimonthly President’s messages that focus on larger issues and decisions being made. Regular in-person meetings are held where appropriate administrative staff visit departments to convey complex content. Town Meetings convene each semester. A large audience of staff and faculty attend and discuss topics of interest. Semester luncheons with the President include a cross section of staff, and faculty. Forums are also posted on the intranet where ideas and information can be digitally expressed and exchanged. A Committee of the Staff Council is currently working with administrative staff to survey and assess the effectiveness of efforts as related to staff. Letters, newsletters, voice mails and emails are sent to keep the campus community up to date with all current goings on. Additionally there are formalized meetings of working groups on campus who meet on a regular basis.

Priority Goal: Continue to implement and monitor Strategic Diversity initiatives.

Accomplished: The campus community continues to make incremental progress towards achieving diversity goals and towards diversifying faculty and staff; the Office of Multicultural Affairs has developed additional programs to reach out to the entire community, with recent emphasis on programming for Civil Rights Week.

Priority Goal: Implement site upgrade for www.risd.edu, reflecting new graphic identity system.

Accomplished: The following upgrades have been completed and launched for RISD’s internet site: 1) addition of international area, with key information in 7 languages, 2) addition of on-line registration for CE, 3) creation of rich media student testimonials, with 14 accompanying videos, 4) creation of 3 rich media, audio-narrated exhibition features, 5) creation of video files for F/V department, and 7) completed departmental DVD for Jewelry + Metalsmithing.

Priority Goal: Continue implementation of coordinated retail marketing initiatives to enhance retail revenues and extend RISD brand identity.

Accomplished: Recent retail marketing initiatives include: 1) launched www.risdmuseumshop.org, 2) opening of the Portfolio Café at 15 West, 3) completed structural reorganization of risd/works, with new operations manager hired in fall 2005, and 4) planned remodel and revitalization of Art Supply area in RISD Store, with proposed funding from FY07 capital budget.

Priority Goal: Continue to review and monitor balance of operating budget resources and priorities

Accomplished: Proposal for balanced budget for FY07 will be made at February Board meeting; specific steps have been outlined to work towards a structurally balanced budget, including strategic changes in academic and administrative areas. Initiatives in academic areas include stabilizing enrollment, increasing foundation sections, reviewing student/faculty ratios, increasing enrollment in CE and summer programs, etc... Initiatives in administrative areas include further attrition of administrative positions, non-salary cuts, etc... Key assumptions for 07 and beyond include moderating tuition increases, increasing financial aid resources, increasing annual fund goals, etc.
### Programs
- Secure endorsement of the academic plan & begin implementing
- Successfully complete faculty negotiations
- Develop a specific enrollment management strategy that addresses key issues and leverages financial aid for additional competitive advantages
- Revise issues in Division of Student Affairs that were raised in the Visiting Committee Report of Fall 1999

### Museum
- Re-open Pension House, install or re-claim other galleries as scheduled
- Continue Free-For-All Families programming, extending geographical reach
- Introduce new Contemporary Art activities
- Accomplish special exhibitions program with accompanying publications as scheduled

### College-Museum Collaboration
- Continue Medals Rotation and summer internships
- Expand study abroad
- Continue Affordable exhibition programming
- Continue Graduate exhibition programming
- Inaugurate annual RISD student social event
- Expand co-curricular exhibition program with PTT
- Accomplish exhibition catalogues for contemporary jewelry

### Community
- Community Board/Committee will make recommendations per Academic and Museum Plan Priorities
- Improve necessary maintenance and upgrade instructional spaces
- Develop new housing plan with an ad hoc committee
- Expand the program & neighborhood boundaries for the RISD Center in order to make the Center an even more vital and attractive facility
- College-Museum partnerships

### Technology
- Design a plan for creating a hands-on computer lab
- Develop proposals for degree programs in interactive media, at the undergraduate and graduate levels
- Implement an academic system to support teaching, learning, and administration
- Review program for the new library in light of emerging technology
- Begin permanent staffing for Museum collection database
- Complete Museum upgrade/maintenance with continued on-going collection database management, including initiation of image project

### Institutional Advancement
- Translate the academic plan and the Museum plan into the priorities for a series of major campaign case statements
- Solicit all trustees to make their maximum financial commitment to the campaign as a platform for the community for financial support
- Continue to pay special attention to recruiting new trustees, keeping the campaign in mind and in light of their capacity to give and get financial support
- Complete the work of building the Development office and fundraising program to a state of campaign readiness

### Financial Resources
- Examine enrollment management revenue areas to determine their potential impact on net revenue
- Develop a financial plan for national academic & Museum plan priorities
- Implement recommendations from the Steltzer Group to derive new budget processes that support program priorities

### Visibility
- Introduce the new RISD Website and maintain its reception, including a system which promotes a current & comprehensive Museum segment
- Complete Museum's web site
- Develop a legislative agenda that identifies a process for the year
- Promote the NSM
- Introduce an on-line collection of all RISD's major events for the year to highlight the RISD coverage and identity
- Develop and implement effective promotion of Museum's programs, including marketing
RISD PLAN BENCHMARK REPORTS
2000-2007
Priority Goal: Review and monitor balance of operating budget resources and priorities; assess coordination between operating budget and capital project priorities

Accomplished: The Operating budget is complete and was approved by the Finance Committee at their April 11th meeting. This year's process was similar to the process of recent years, and included a small high level budget committee for decision-making, augmented by the consultation of a wide array groups from the RISD community. This year the process was supported by the early development of a budget presentation explaining the core assumptions and challenges in the budget. This culminated in a presentation to the Finance Committee in January and the full Board in February. A presentation on the final budget is planned for the May Board meeting.

The Capital budget is also complete and was approved by the Finance Committee at their April 11th meeting. On a parallel track with the operating budget, the capital budget process includes all the major stakeholders in a series of meetings that allocate a portion of the budget based on prior years' allocation through recognition of recurring capital items and major proposed projects. An initiative of recent years has been to recognize the extent of RISD's deferred maintenance issues and to increase RISD's commitment to deferred maintenance through capital funding. While the funding to support deferred needs was increased by 50% this year and constitutes progress, it remains well short of what is needed. The Capital budget is also expected to be presented to the full Board at the May meeting.

Priority Goal: Enhance campus community for working and learning.

Accomplished: The new RISD Staff Council has now met monthly since the first meeting in January 2005. A variety of issues have been discussed including improving communication among the RISD community, identifying cost-saving measures, and promoting wellness and fitness.

Public Safety and Part-time faculty negotiations are underway, with the contract scheduled to expire in June 2005. The full-time faculty contract expires in June 2006. Executive Officers have met with new counsel, Diane Patrick, to plan for successful negotiations, which are scheduled to begin next winter.

Through a planned series of Presidential lunches with staff, campus-wide Town Meetings for staff and faculty, a monthly intranet enews article and a monthly intranet President's Message, the President has launched a campaign of regular communication with the RISD community. Using a variety of vehicles to convey messages, the goal has been to be informative and timely regarding important activities on campus (such as the budget and library planning), and to invite discussion and feedback. The President's monthly message also develops broader philosophical topics that point to RISD's mission and future.
Priority Goal: Achieve significant progress in Capital Campaign and achieve goal of $28M towards facilities by June 2005

Accomplished: As of March 31, 2005 RISD has booked $22,998,000.00 in facility gifts. Additional pledges, not yet documented, total $4,871,000.00, bringing the total commitment to $27,869,000.00 towards facilities. Campaign totals projected for the end of June 2005 are $75M. June 30th projections for the College Annual Fund stand at $840,465; projections for the Museum Annual Fund stand at $515,000.

Accomplished: Working towards the goal of continuing national media cultivation, there has been ongoing development of the collaboration between RISD and I.D. Magazine and the National Arts Journalism Program, Columbia University on an initiative to help raise awareness of and elevate discourse around design criticism through a series of panel discussions slated for New York (May), London (September), and Miami (December). Interface Flooring funds the project.

In addition to placements that appeared in The New York Times and Interior Design Magazine, editorial meetings were secured with the Wall Street Journal, Newsweek, the New York Times Magazine, The Art Newspaper, Fast Company, and Metropolis. Creation of the Athena Emerging Design Award in partnership with Surface Magazine identifies and presents an emerging designer/artist with a cash prize at the annual Athena gala (potential funding for this award is Target).

The Silk Road residency began on April 1st, and the RISD community was invited to a performance of Yo-Yo Ma and the Silk Road Ensemble, followed by a panel discussion. In addition, a number of events were scheduled for both the internal and external community.
RISD PLAN UPDATE

The following summary reflects fall semester progress on the achievement of RISD's top priorities for 2004-2005. Progress towards goal achievement is noted in the following areas:

Priority Goal: Continue to implement academic plan priorities for programs & facilities

Accomplished:

Interdisciplinary Programming: The Instruction Committee approved a proposal for an Independent Study Option (ISO) that will permit students with a g.p.a. of 3.5 or better to earn up to 12 credits in another department with the approval of their department head and of the department head for the department in which the credits are earned. ISO credits will not increase the total number required for graduation; they will count toward the total 54 credits required to fulfill the major. In order to be approved for ISO credit, a student will need to write a proposal stating how study in another discipline will enhance study in their major. The Instruction Committee will present a motion for approval of the ISO proposal at the next Faculty Meeting.

Institutional Self-Study: The Self-Study Steering Committee and Subcommittees have prepared a first draft of the document, as of February 1. This draft will be debated at a winter retreat of the Steering Committee and the document will be edited and prepared for campus-wide circulation later in the spring semester. Plans for the on-site visit are also in the initial stages, and the composition of the visiting team will be finalized by the summer.

Graduate Studies: A new dean, Jessie Shefrin, began her appointment as Dean of Graduate Studies this month replacing Donna Bruton who served as interim Dean from September 2003 to December 2004.

Enrollment Task Force: The Enrollment Task Force met twice during fall semester. One meeting concentrated on the issues surrounding the enrollment of international students and of RISD exchange agreements with schools abroad. The second meeting concerned enrollment targets for next year in light of financial constraints. The ETF approved the following motion:

The enrollment goal for 2005-06 will be to meet or exceed 2275 students using the following: The freshmen enrollment cap will be 400, with the Admissions Office mandate to err on the side of fewer than 400 rather than more, and if freshmen enrollment is 400 students there will be 20 sections both semesters. The graduate student enrollment target will be to meet or exceed 411. The transfer enrollment target should exceed this year's 117 students by working more aggressively in targeted departments. Enrollment targets will be reviewed by the ETF each year with the intention of a freshmen target of 390 thereafter. The motion was approved with 2 abstentions.
Priority Goal: Implement Museum Task Force recommendations, assist with orientation and develop plan for BOG initiatives

Accomplished: The Board of Governors continues their meetings and organizational activities, as planned. A draft of By-Laws will be presented for Board approval in February and a Conflict of Interest statement is also being developed. The Nominating Committee has convened and has, as its goal, to identify and add several new members to the Board by the year’s end. The meeting schedule for the Board of Governors is now aligned with the meeting schedule for full Board meetings.

Priority Goal: Complete construction documents for Chace Center, develop projections for constructability, costs; plan for Museum closure

Accomplished: The drawings for the Chace Center are currently under review for corrections/adjustments. Preparation for construction is significant and the Museum Staff is discussing the need to hire a consultant to accomplish the pre-planning necessary for eventual construction. Transition planning for the Academic program is similarly underway. A summary of costs shows the budget at $48,443,000 as of January 2005; bidding is scheduled for late Winter 2006 and construction is scheduled to begin in June 2006.

Priority Goal: Conduct Searches for Museum Director, Executive Vice President for Finance & Administration

Accomplished: Both executive-level searches are reaching their final phase. The Museum Search process is now interviewing finalists, who will be on campus in February. The Executive VP Search process will bring candidates to campus on February 14-15 with the expectation that finalists will return to campus later in February for concluding interviews.

Priority Goal: Oversee construction of 15 Westminster Street, towards completion in August 2005

Accomplished: The Design Review Committee, as of January 6, has now approved the banking hall design; the millwork design is completed and bid packages are being prepared for competitive pricing. Shawmut has been selected as the CM for the project. Occupancy is still slated for June 2006, with construction to begin in earnest following the completion of the housing and café projects. Project costs are still on track and the total cost remains projected at $11.2M.

Priority Goal: Complete long-range technology plan, monitor work of subcommittees

Accomplished: The RISD Technology Council is moving ahead with a plan to develop a Strategic Technology Plan by early April, with a draft plan available for review in March. It is expected that a final plan will be presented to the Board at the May meeting. The Technology Advisory Groups are beginning to draft their assessment portions, which will be followed by projections and recommendations.
Priority Goal: Review and monitor balance of operating budget resources and priorities; assess coordination between operating budget and capital project priorities

Accomplished: The process of compiling the FY06 budget is well underway and ahead of schedule as compared with recent years. The academic areas are also ahead of schedule and will have completed planning for their courses by February. The Finance Committee has scheduled an extra meeting in January to consider the budget and a presentation on finance is scheduled for the February meeting of the full Board. A similar presentation is being shared with campus constituencies and those presentations will continue through March.

Priority Goal: Enhance campus community for working and learning.

Accomplished: Diversity Strategic Plan initiatives continue to be implemented. Since January 2004, efforts to recruit diverse candidates have been quite successful, resulting in a 32% increase in diverse hires on campus. It is also significant that there are many diverse candidates in the searches for the Museum Director and the Executive VP.

Public Safety and Part-time faculty negotiations begin in January 2005, with contracts scheduled to expire in June 2005. The full-time faculty contract expires in June 2006. We have changed our labor counsel and welcome Diane Patrick, from Ropes & Gray, as our new labor relations counsel. Direct negotiations with full-time faculty will not begin until January 2006, but Executive Officers will meet regularly with Diane Patrick to plan for successful negotiations.

The RISD Staff Council is now constituted with 32 representatives from the College and Museum. Elections were held on January 12. The Council has established a mission statement, which expresses their intent to enhance communications with the campus community and improve coordination with the President's Office and the Office of Human Resources.

Priority Goal: Achieve significant progress in Capital Campaign and achieve goal of $28M towards facilities by June 2005

Accomplished: The Campaign passed the 80% mark in December. The most immediate Campaign need is funding to ensure that the Library project moves forward, and significant progress was made this fall. The Campaign's central project, the Chace Center, remains the number one priority for solicitations. Progress on this project continues to lag with donors taking longer than hoped to reach gift decisions. As of 12/31/04, Museum membership revenues are even with last year, while efforts to keep the Annual Funds growing steadily are paying off. College Annual Fund gifts and pledges are up 9% over last year; the Museum Annual Fund is up an impressive 63%.
Benchmark Report
RISD Plan 2002-2003
Quarterly Update

The following summary reflects early winter progress report on the achievement of our top priorities for 2002-2003:

Priority Goal: Continue to implement academic plan priorities for programs & facilities

Accomplished:

- The Digital Media department in Graduate Studies has been unanimously endorsed by the Faculty Meeting and will be considered by the BOT's Academic Affairs Committee during the February meeting, soon to be followed by the full Board. The Curriculum Committee will review the curriculum during Wintersession and make its recommendations to the Instruction Committee early in the spring semester. The Dean of Graduate Studies and the Digital Media department head are prepared to implement the program for Fall 2003.

- Since the faculty created the Student Academic Advising Task Force, they have met several times during November/December and will soon meet with Joe to finalize a questionnaire to send to department heads. The Faculty Meeting has requested the Task Force's recommendations at its March 2003 meeting.

- The Architecture & Design Division is leading the laptop program at RISD. Five of the seven departments have already integrated laptops into the curriculum while a sixth plans to convert from labs to laptops in fall 2003.

- Academic facilities maintenance and upgrades are part of the capital budget plan and team is working to coordinate the schedule of planned facilities maintenance to best utilize resources. While this process will address many needs it will not address the larger problems with buildings like ISB, Bank, or BEB that require major renovations after many years of service.
RISD Plan Update
Page Two

Priority Goal: Project Museum exhibition and education programs to accommodate transition during renovation and new construction

Accomplished: Planning for the revised exhibition schedule continues, and key components for 2004 are now in place. Community programming is being developed to reach the growing Hispanic community. A very recent decision has been made to pursue expansion of Museum facilities separate from the RISD Center construction, which will facilitate the Museum’s continuity of programming and membership over the next few years. A draft schedule for construction is being finalized.

Priority Goal: Complete design development phase and begin construction documents for RISD Center (Museum, Student and academic spaces) and related transitional moves

Accomplished: The review of design development documents with users, cost estimates with two estimating groups, and a mock-up of the façade incorporate the latest activities in the RISD Center planning. Benefit Street extension planning is going forward and considerations about selecting a separate architect for that portion of the project are being confirmed.

Priority Goal: Complete plan leading to construction, financing of 200-300 bed undergraduate housing facility for groundbreaking within 12-24 months; explore possibility of downtown graduate student housing

Accomplished: 15 Westminster remains the most likely scenario for new housing, although the discussion is still an internal one and the specifics have not yet been finalized. Plans are still developing and should materialize by late spring.

Priority Goal: Restructure Diversity Committee, convene Gender Task Force as a separate group, work to further enhance campus climate to support diversity initiatives

Accomplished: The Diversity Committee has been working on a 3-year action plan and has sub-divided into working committees to begin implementation of their first-year goals. The Committee expects to complete review of the plan by the end of Wintersession.
RISD Plan Update
Page Three

Priority Goal: Amplify government/community relations program to advance RISD's role and service to the community

Accomplished: RISD has engaged a proactive approach to enhance its government relations activity on the federal (Congressman Kennedy-Small Business Administration and the Center for Integrative Technologies), regional (New England Council, Creative Economy Initiative), state and local level (HELP, Providence Foundation, RIPEC, Transition team for Acting Mayor Lombardi, and other individual meetings). Through meetings and representation within established organizations, and the implementation of specific, RISD-based projects, the institution continues to refine and develop a coordinated, strategic approach to government relations. As an active neighbor in the city of Providence, RISD has made a concerted effort to communicate its campus initiatives to area residents to keep them apprised, informed, and aware of RISD projects. In addition to an increased presence at neighborhood association meetings, RISD has invited their neighbors to gather in informal settings to better understand their concerns, issues, and opinions on RISD's expansion and construction plans.

Priority Goal: Begin development of campus technology plan

Accomplished: A firm, Edutech, has been hired to craft a technology plan for RISD and they are currently in the initial assessment phase of their work. It is anticipated that the entire project will be completed by the end of spring semester.

Priority Goal: Launch public phase of RISD campaign

Accomplished: While new pledges to the Campaign have slowed (due somewhat to the normal ebb after a public announcement and due also to a slow economy), the Annual Fund is having its best year ever with dollars and donors surpassing prior levels. This reflects both support for RISD's goals among parents and alumni, and increasing quality of execution of our fundraising efforts.
Priority Goal: Complete implementation of budget planning process as recommended by Stillwater Group, convene Resources Group to review/recommend long-term budget policy

Accomplished: Current budget projections for the next 3-year cycle and an assessment of endowment losses, combined with our emphasis on capital projects, will affect the discussion about operating and capital budget needs for 2003-2004. As part of the budget process the tuition rate discussion will be taking place within the next month.
Benchmark Report
RISD Plan 2002-2003
3rd Quarter Update

The following summary reflects early spring semester progress on the achievement of RISD’s top priorities for 2002-2003. Since the February Board meeting progress is noted in specific areas:

Priority Goal: Continue to implement academic plan priorities for programs & facilities

Accomplished:

- **Digital Media:** The applicant pool for the first year of the Digital Media program surpassed expectations with over 135 full applications for 15 places. Bill Seaman has created the core curriculum for the program and worked with other department heads to create “node” offerings for both digital media majors and other graduates from across disciplines. He is ordering equipment and will have the digital media floor of Mason ready for the arrival of students for Fall 2003.

- **Academic Advising:** The Faculty Meeting unanimously endorsed the Student Academic Advising Task Force recommendations on April 2, 2003. They include appointing a faculty member to serve as an advising coordinator to facilitate faculty advising, a school-wide meeting time for students and their advisors after convocation and before registration dates, and additional training and communication tools.

- **Academic Facilities:** Current academic facilities work includes furniture upgrade in Graphic Design, laptop infrastructure and new desks in BEB, moving the Photo Department offices to the 2nd floor of the Design Center, moving Liberal Arts offices from 9 Thomas Street into vacated photo space, improving ventilation in Illustration painting studios, computer lab renewals for Apparel and Architecture, outfitting Digital Media labs, and renovating spaces in Metcalf for Ceramics, Jewelry, Sculpture, and Glass.

Priority Goal: Complete design development phase and begin construction documents for RISD Center (Museum, Student and academic spaces) and related transitional moves

Accomplished: The architecture firm of Machado & Silvetti Associates has been selected for the Benefit Street Extension; in addition, since the budget target for the RISD Center has not yet been met, the Board Advisory Group will be discussing budget issues and the Center’s exterior design.
Priority Goal: Complete plan leading to construction, financing of 200-300 bed undergraduate housing facility for groundbreaking within 12-24 months; explore possibility of downtown graduate student housing

Accomplished: The 15 Westminster project is moving forward although some sizeable issues remain to be resolved; a memorandum of understanding has been signed with the approval of both the Finance and Executive Committees of the Board. The project will provide 498 new beds and include a dining area on the 12th floor, overlooking the city. Part of the agreement guarantees access to the Library space by July 2004, giving RISD time to complete library renovations.

Priority Goal: Begin development of campus technology plan

Accomplished: A firm, Edutech, has concluded its assessment and made its report on a strategic direction for technology at RISD. The administration is currently reviewing the recommendations and determining an implementation plan; a report will be made to the Board at a future meeting.

Priority Goal: Launch public phase of RISD campaign

Accomplished: After two record-breaking years, the number and size of campaign gifts and pledges have slowed. Donors seem less willing to make long-term gift decisions due to economic uncertainties and uneasiness over international tensions. Short-term gift decisions have been relatively unaffected, however, and budget goals for annual giving are on track. Increase staff travel and donor contacts have positioned RISD well for a future improvement of the economy. During her interim directorship Lora Urbanelli will actively participate in the cultivation and solicitation of donors to guard against losing momentum in the Museum portion of the Campaign.

Priority Goal: Complete implementation of budget planning process as recommended by Stillwater Group, convene Resources Group to review/recommend long-term budget policy

Accomplished: Deans and department heads have worked closely to build course tables that accurately reflect curriculum needs and have also reallocated operating budgets to better reflect current enrollment. There has been a general increase in budget awareness which has encouraged departments to monitor spending. This has resulted in a significant reduction in overspending despite the continuing tight economic times. Deans are also increasing their attention to fundraising in order to fund program initiatives rather than relying solely on the operating budget.
Benchmark Report
RISD Plan 2003-2004

The following summary reflects fall-early winter progress on the achievement of RISD's top priorities for 2003-2004. Progress towards goal achievement is noted in the following areas:

**Priority Goal:** Continue to implement academic plan priorities for programs & facilities

**Accomplished:**

- **Interdisciplinary Programming:** Primary focus is to develop a means to permit students to fulfill major requirements with courses taken outside the major, with department head approval based on a planned course of study. The intent is to share a proposal with the Instruction Committee during the spring semester.

- **Academic Advising:** Christina Bertoni, long-time faculty member and academic administrator, has been appointed to serve as RISD's new Academic Advising Coordinator, and her office is located on the first floor of 20 Washington Place. Chris is in the process of meeting with faculty and students and developing a program.

- **Graduate Studies:** Donna Bruton, Interim Dean of Graduate Studies, has been evaluating the Graduate Studies area and a committee has been appointed to work with her to clarify the role of the Dean in support of the search that is currently underway.

- **Enrollment Task Force:** Freshman enrollment met this year’s target of 390 students in 20 sections and the plan is to continue with those enrollment numbers. The ETF is directly its attention this year to the composition of student classes at RISD. The first review will focus on gender balance; future ETF meetings will focus on diversity and international student enrollment.

- **Lab Fees:** The Deans have agreed to a set of guidelines for lab fees and the Academic Affairs Office has evaluated existing lab fees against the criteria established by the Deans. The next step in the process is for the Deans to review their findings with their respective department heads, although adjustments in the lab fee structure are not anticipated for the coming budget year.
Priority Goal: Focus program planning and fundraising to maximize benefits of Museum expansion & renovation, minimize impact of transition on staff & visitors

Accomplished: Museum expansion, renovation planning, and scheduling continues. The Museum staff is currently preparing two parallel tracks - construction in 2005 and construction in 2006. Several teams within the Museum are working to further the plans in these areas. One group is coordinating collection moves, gallery closings, and preparation for construction impact on people, building, and collections. A specific Collections Care team is working on the details of inventorying, packing and moving the collection of Prints, Drawings, and Photographs. The Exhibitions and Programming team is preparing two scenarios: open in 2005 with business as usual and closed with programming offsite; and Department heads who are preparing parallel budgets.

Priority Goal: Finalize design development phase for RISD Center, begin construction documents and related transitional moves

Accomplished: The construction documents for the RISD Center are currently being completed and plans are underway for related moves affected by renovations or vacancies in College Building, Memorial Hall, and Bank Building.

Priority Goal: Complete plans for 15 Westminster facility for Library and student housing

Accomplished: Design details continue to develop for the housing portion of the facility. Construction is expected to be complete in August 2005. Discussions are underway regarding the multi-purpose use of the 12th floor space. The total project costs for the Library project are being finalized. Final direction regarding the boundaries of scope, cost and schedule must be determined shortly, based on evolving cost information.
Priority Goal: Review and begin implementation of Edutech Report recommendations

Accomplished: Following the delivery of the Edutech Report a Presidential Task Force on Technology was created, chaired by Jay Coogan. The Task Force has met regularly and is in the process of drafting an initial report, which will be shared shortly with the President, Trustees, and other members of the RISD community. The Task Force will attempt to articulate a set of guiding principles for technology at RISD.

Priority Goal: Achieve significant progress in Capital Campaign and achieve goal of $25M towards facilities by June 2004

Accomplished: In the first six months of the fiscal year, campaign totals increased by $5 million. During 2002-2003, the Campaign trend line lagged behind projections, but our results over the past 6 months are encouraging as markets improve. Annual Giving revenues, however, have tracked ahead of budget, both for 2002-2003 and for the first six months of the current year. Gifts for facilities have increased by $4.7 million during the first six months, close to our projections toward a $25 million goal by the end of 2003-2004. RISD Views featured a special Campaign facility segment mailed to all constituents. The animation “flythrough” of the RISD Center will be unveiled at the February board meeting. An extended video version of the flythrough is also in production for completion in March. It will include testimonials from donors, alumni, trustees, and staff. Finally, revenues from corporations and agencies for sponsored studios have accelerated significantly with ten sponsorships over the past 18 months. The average studio sponsorship has increased to $24,000. In the past, $5,000 was more the norm.

Priority Goal: Monitor implementation & risk assessment of all levels of capital projects planning & financing

Accomplished: Costs have continued to rise on RISD’s major capital projects, putting pressure on our upward limits for debt and capital spending. Senior management meets regularly to discuss different methods for prudently handling the financial pressures and is involved in ongoing dialogue with Finance Committee members towards evaluating various risks associated with construction and financing. A written progress report will be distributed shortly to Trustees.
BENCHMARK REPORT
RHODE ISLAND SCHOOL OF DESIGN
Plan 2005-2006

Priority Goal: Create and sustain a community that is respectful of all members and sustains an environment for learning, working and living.

Accomplished: Searches. A number of academic, Museum, and staff searches are currently underway. Five searches for Assistant Professors are at various stages, including positions in Architecture, Modern Architectural History, Ceramics, Furniture, and Art History.

Gatti Associates are working with RISD on the Associate VP for Human Resources search; Management Search, Inc. has been engaged to conduct the search for the Controller; Philanthropy Executive Search firm is coordinating the Director of Corporate Foundations & Government Relations search. All searches are expected to conclude by the end of May.

Museum searches include the Curator of Decorative Arts, Curator of Costumes & Textiles, and the Director of Education. These searches are in the final stages and should be completed by early May.

Performance Management. Implementation of a new performance management process is currently underway. Human Resources has conducted six training sessions on the performance management process. Approximately 300 staff, both employees and supervisors, have attended. Employees are being encouraged to complete their self-evaluations during April, and supervisors are asked to complete all performance reviews during May.

Priority Goal: Continue implementation of coordinated retail marketing initiatives to enhance retail revenues and extend RISD brand identity.

Accomplished: Remodeling plans for both the RISD Store Art Supply are and risd works have been completed. Both venues will have remodeling of the interior spaces taking place this summer to achieve greater financial efficiencies. Planning for the new Museum Shop + Cafe within the Chace Center continues.

Priority Goal: Continue to review and monitor balance of operating budget resources and priorities

Accomplished: The budget management model will require additional work as we look to the next fiscal year. One layer of educational efforts began with presentations at faculty and town meetings, as well as at Finance and Board meetings. The next stage will coincide with the Strategic Planning process, ensuring that each group understands the financial parameters within which they are working. We will review the actual budgeting process between now and the fall.

This year's budget is estimated to be on target for a modest surplus after application of one-time funds, as planned.

Long term financial planning includes a seven year plan for structural balance, which will allow for more resources to support deferred maintenance and financial aid, as well as competitive compensation and a lower rate of student charge increases.
RISD PLAN UPDATE

The following summary reflects fall semester progress on the achievement of RISD’s top priorities for 2005-2006. Progress towards goal achievement is noted in the following areas:

Priority Goal: Continue to implement academic plan priorities for programs & facilities.

Accomplished:

Interdisciplinary Programming: The Independent Study Option (ISO) has now been implemented. The ISO permits students with a g.p.a. of 3.5 or better to earn up to 12 credits in another department with the approval of their department head and of the department head for the department in which the credits are earned. ISO credits will not increase the total number required for graduation; they will count toward the total 54 credits required to fulfill the major. In order to be approved for ISO credit, a student will need to write a proposal stating how study in another discipline will enhance study in their major.

Institutional Self-Study: The Institutional Self-Study Report is now complete and has been published, including all appendices. The report is currently being distributed to the RISD community in hard-copy and electronic version. Team members and NEASC & NASAD Commission offices will receive the self-study report within the next few weeks. Plans for the March 12-15th visit are in the final stages.

Academic Planning: In anticipation of updating the Academic Plan, and working to prepare for Strategic Planning, the Deans and Department Heads have been evaluating RISD’s academic programs and assessing RISD’s values, strengths, and areas for improvement. The Academic Affairs Committee of the Board will be looking at the future direction of RISD’s programs at the Board meeting.

Priority Goal: Museum preparations for Chace Center construction will focus on collections, staff, programs to accommodate transition, develop longer range plans.

Accomplished: Museum planning continues in anticipation of Chace Center construction; with the decision that the Museum will remain open during construction, plans for longer term multi-year exhibition planning have been renewed and the exhibition calendar will now go beyond 2006.

With the decision to remain open, the Museum can now re-focus on service to its many constituencies. Longer range planning for programs includes service to community and schools, continued programs for RISD students and classes in the Museum, and programs for the wider community (Langston Hughes, Free for All Saturdays, etc.).
Priority Goal: Complete and review plans and funding for Chace Center project.

Accomplished: Plans to re-configure the Chace Center are currently underway; a working committee of trustees, faculty, curators, and staff will consult with Moneo on design adjustments. The revised project will be in line with construction estimates recently received from Turner Construction Company. This program still contains museum and academic and student exhibition spaces according to the original concept.

Priority Goal: Complete Library construction at 15 Westminster.

Accomplished: Work continues on the Library project. Painting and finishes are underway on the 2nd floor; mechanical systems are being installed on 1st floor. Pavilions are under construction, and millwork is being delivered and will be installed over the next month. The second floor is expected to be complete by April 1, with first floor completed by May 1 and a certificate of occupancy is anticipated by May 1 so that the installation of shelving can begin. The Library move will begin in June 2006.


Accomplished: The Campaign is at 95.9% of goal as of December 2005, with an overall total of $81,511,610 (with the addition of government money, the Campaign total reaches $89,479,444). Total funds raised for the Chace Center comes to $30,128,572, with an additional $2M in potential funding anticipated from additional donors. Both annual fund campaigns are making steady progress: to date, the College Annual Fund has raised $613,668, and the Museum membership and annual giving total is at $228,139. The Campaign and Annual Fund programs are expected to meet their goals by June 2006, with the Campaign reaching its completion point.

Priority Goal: Continue media presence in national, regional, and trade markets to feature RISD's initiatives, faculty, and programs

Accomplished: Many significant placements secured during the first half of this year, featuring some of RISD' major programs, including the Museum's Degas show, the opening of 15 Westminster Street housing, the DEZCO furniture project, the Silk Road Project, Collection '05, and the collaboration between Textiles and DKNY. These placements included the NY Times, Wall Street Journal, Boston Globe, Christian Science Monitor, Travel & Leisure, Interior Design, Surface, Dwell, I.D. Magazine, Metropolis, and more. The focus for the second half of this year will include the Chace Center, opening of the RISD Library, and two new shows at the Museum.
Priority Goal: Develop long-term communications strategy to facilitate relationships with faculty & staff.

Accomplished: Routine internal communications are now in place to provide consistent delivery of information with opportunities for varied constituencies to discuss pertinent topics. Segmented audiences and best ways to reach them have been identified. The communications range from posting of announcements by those on campus who have email addresses to bimonthly President’s messages that focus on larger issues and decisions being made. Regular in-person meetings are held where appropriate administrative staff visit departments to convey complex content. Town Meetings convene each semester. A large audience of staff and faculty attend and discuss topics of interest. Semester luncheons with the President include a cross section of staff, and faculty. Forums are also posted on the intranet where ideas and information can be digitally expressed and exchanged. A Committee of the Staff Council is currently working with administrative staff to survey and assess the effectiveness of efforts as related to staff. Letters, newsletters, voice mails and emails are sent to keep the campus community up to date with all current goings on. Additionally there are formalized meetings of working groups on campus who meet on a regular basis.

Priority Goal: Continue to implement and monitor Strategic Diversity initiatives.

Accomplished: The campus community continues to make incremental progress towards achieving diversity goals and towards diversifying faculty and staff; the Office of Multicultural Affairs has developed additional programs to reach out to the entire community, with recent emphasis on programming for Civil Rights Week.

Priority Goal: Implement site upgrade for www.risd.edu, reflecting new graphic identity system.

Accomplished: The following upgrades have been completed and launched for RISD’s internet site: 1) addition of international area, with key information in 7 languages, 2) addition of on-line registration for CE, 3) creation of rich media student testimonials, with 14 accompanying videos, 4) creation of 3 rich media, audio-narrated exhibition features, 5) creation of video files for F/V department, and 7) completed departmental DVD for Jewelry + Metalsmithing.

Priority Goal: Continue implementation of coordinated retail marketing initiatives to enhance retail revenues and extend RISD brand identity.

Accomplished: Recent retail marketing initiatives include: 1) launched www.risdmuseumshop.org, 2) opening of the Portfolio Café at 15 West, 3) completed structural reorganization of risd/works, with new operations manager hired in fall 2005, and 4) planned remodel and revitalization of Art Supply area in RISD Store, with proposed funding from FY07 capital budget.

Priority Goal: Continue to review and monitor balance of operating budget resources and priorities

Accomplished: Proposal for balanced budget for FY07 will be made at February Board meeting; specific steps have been outlined to work towards a structurally balanced budget, including strategic changes in academic and administrative areas. Initiatives in academic areas include stabilizing enrollment, increasing foundation sections, reviewing student/faculty ratios, increasing enrollment in CE and summer programs, etc... Initiatives in administrative areas include further attrition of administrative positions, non-salary cuts, etc... Key assumptions for 07 and beyond include moderating tuition increases, increasing financial aid resources, increasing annual fund goals, etc.
Programs
- Secure endorsement of the academic plan & begin implementing priorities
- Successfully complete faculty negotiations
- Leverage financial aid for additional competitive advantages
- Develop a specific enrollment management strategy that addresses the issues of strengthened recruitment and marketing, improving retention rates in specific student cohorts
- Review issues in Division of Student Affairs that were raised in the Visiting Committee Report of Fall 1999.

Museum
- Re-open Pedestrian House, install or re-open other galleries as scheduled.
- Continue Free-For-All Families programming, extending geographical reach.
- Introduce new Contemporary Art activities.
- Accomplish special exhibitions program with accompanying publications as scheduled.

College-Museum Collaboration
- Continue Mellon Waterman and summer internships, faculty study grants.
- Continue seating exhibition programming.
- Continue Grad show exhibition programming.
- Inaugurate annual RiSD student social event.
- Continue Art Context program with PPL.
- Accomplish exhibition/catalogue for contemporary jewelry co-curated by L. Madier & S. Seidemann.
- Present and Museum Director will devise ways to further College-Museum partnerships.

Community
- Capital Budget Committee will make their recommendations per Academic and Museums Plan Priorities.
- Improve necessary maintenance and upgrade instructional spaces.
- Develop new housing plan with an ad hoc committee.
- Expand the program & neighborhood boundaries for the RiSD Center in order to make it more student-centered and attentive to community needs.

Technology
- Develop a plan for creating a hands-on computer lab.
- Develop proposals for degree programs in interactive media, at the undergraduate and/or graduate levels.
- Implement an internet system to support teaching, learning, and administration.
- Develop the program for the new library in light of emerging technology.
- Begin permanent staffing for Museum collection database.
- Complete museum program upgrade; create and institute ongoing collection database management, including initiation of images project.

Institutional Advancement
- Translate the academic plan and the museum plan into the priorities for a series of major campaign case statements.
- Select all trustees to make their maximim financial commitment to the campaign as a platform for going to the community for financial support.
- Continue to pay special attention to recruiting new trustees, keeping the campaign in mind and in light of their capacity to give and get financial support.
- Complete the work of building the Development Office and fundraising program to a state of campaign readiness.

Financial Resources
- Examine enrollment management revenue areas to determine their potential impact on net revenue.
- Develop a financial pro forma to rationalize academic & Museum plan priorities.
- Implement recommendations from the Steelcase Group to derive new budget processes that support program priorities.

Visibility
- Introduce the new RiSD Website and maintain its reception, including a system which promotes a current & comprehensive museum segment.
- Complete Museum's Twitter website.
- Develop a legislative or, if identify a process for the year.
- Promote the NYC/enviroment of RiSD's visibility.
- Introduce an on-line tool, profile of all RiSD's major events for the year to highlight the RiSD coverage and identity.
- Develop and implement effective promotion of Museum's programs, including mailing, marketing.
RISD PLAN BENCHMARK REPORTS
2000-2007
Priority Goal: Review and monitor balance of operating budget resources and priorities; assess coordination between operating budget and capital project priorities

Accomplished: The Operating budget is complete and was approved by the Finance Committee at their April 11th meeting. This year’s process was similar to the process of recent years, and included a small high level budget committee for decision-making, augmented by the consultation of a wide array groups from the RISD community. This year the process was supported by the early development of a budget presentation explaining the core assumptions and challenges in the budget. This culminated in a presentation to the Finance Committee in January and the full Board in February. A presentation on the final budget is planned for the May Board meeting.

The Capital budget is also complete and was approved by the Finance Committee at their April 11th meeting. On a parallel track with the operating budget, the capital budget process includes all the major stakeholders in a series of meetings that allocate a portion of the budget based on prior years’ allocation through recognition of recurring capital items and major proposed projects. An initiative of recent years has been to recognize the extent of RISD’s deferred maintenance issues and to increase RISD’s commitment to deferred maintenance through capital funding. While the funding to support deferred needs was increased by 50% this year and constitutes progress, it remains well short of what is needed. The Capital budget is also expected to be presented to the full Board at the May meeting.

Priority Goal: Enhance campus community for working and learning.

Accomplished: The new RISD Staff Council has now met monthly since the first meeting in January 2005. A variety of issues have been discussed including improving communication among the RISD community, identifying cost-saving measures, and promoting wellness and fitness.

Public Safety and Part-time faculty negotiations are underway, with the contract scheduled to expire in June 2005. The full-time faculty contract expires in June 2006. Executive Officers have met with new counsel, Diane Patrick, to plan for successful negotiations, which are scheduled to begin next winter.

Through a planned series of Presidential lunches with staff, campus-wide Town Meetings for staff and faculty, a monthly intranet enews article and a monthly intranet President’s Message, the President has launched a campaign of regular communication with the RISD community. Using a variety of vehicles to convey messages, the goal has been to be informative and timely regarding important activities on campus (such as the budget and library planning), and to invite discussion and feedback. The President’s monthly message also develops broader philosophical topics that point to RISD’s mission and future.
Priority Goal: Achieve significant progress in Capital Campaign and achieve goal of $28M towards facilities by June 2005

Accomplished: As of March 31, 2005 RISD has booked $22,998,000.00 in facility gifts. Additional pledges, not yet documented, total $4,871,000.00, bringing the total commitment to $27,869,000.00 towards facilities. Campaign totals projected for the end of June 2005 are $75M. June 30th projections for the College Annual Fund stand at $840,465; projections for the Museum Annual Fund stand at $515,000.

Accomplished: Working towards the goal of continuing national media cultivation, there has been ongoing development of the collaboration between RISD and I.D. Magazine and the National Arts Journalism Program, Columbia University on an initiative to help raise awareness of and elevate discourse around design criticism through a series of panel discussions slated for New York (May), London (September), and Miami (December). Interface Flooring funds the project.

In addition to placements that appeared in The New York Times and Interior Design Magazine, editorial meetings were secured with the Wall Street Journal, Newsweek, the New York Times Magazine, The Art Newspaper, Fast Company, and Metropolis. Creation of the Athena Emerging Design Award in partnership with Surface Magazine identifies and presents an emerging designer/artist with a cash prize at the annual Athena gala (potential funding for this award is Target).

The Silk Road residency began on April 1st, and the RISD community was invited to a performance of Yo-Yo Ma and the Silk Road Ensemble, followed by a panel discussion. In addition, a number of events were scheduled for both the internal and external community.
RISD PLAN UPDATE

The following summary reflects fall semester progress on the achievement of RISD's top priorities for 2004-2005. Progress towards goal achievement is noted in the following areas:

Priority Goal: Continue to implement academic plan priorities for programs & facilities

Accomplished:

Interdisciplinary Programming: The Instruction Committee approved a proposal for an Independent Study Option (ISO) that will permit students with a g.p.a. of 3.5 or better to earn up to 12 credits in another department with the approval of their department head and of the department head for the department in which the credits are earned. ISO credits will not increase the total number required for graduation; they will count toward the total 54 credits required to fulfill the major. In order to be approved for ISO credit, a student will need to write a proposal stating how study in another discipline will enhance study in their major. The Instruction Committee will present a motion for approval of the ISO proposal at the next Faculty Meeting.

Institutional Self-Study: The Self-Study Steering Committee and Subcommittees have prepared a first draft of the document, as of February 1. This draft will be debated at a winter retreat of the Steering Committee and the document will be edited and prepared for campus-wide circulation later in the spring semester. Plans for the on-site visit are also in the initial stages, and the composition of the visiting team will be finalized by the summer.

Graduate Studies: A new dean, Jessie Shefrin, began her appointment as Dean of Graduate Studies this month replacing Donna Bruton who served as interim Dean from September 2003 to December 2004.

Enrollment Task Force: The Enrollment Task Force met twice during fall semester. One meeting concentrated on the issues surrounding the enrollment of international students and of RISD exchange agreements with schools abroad. The second meeting concerned enrollment targets for next year in light of financial constraints. The ETF approved the following motion:

The enrollment goal for 2005-06 will be to meet or exceed 2275 students using the following: The freshmen enrollment cap will be 400, with the Admissions Office mandate to err on the side of fewer than 400 rather than more, and if freshmen enrollment is 400 students there will be 20 sections both semesters. The graduate student enrollment target will be to meet or exceed 411. The transfer enrollment target should exceed this year's 117 students by working more aggressively in targeted departments. Enrollment targets will be reviewed by the ETF each year with the intention of a freshmen target of 390 thereafter. The motion was approved with 2 abstentions.
**Priority Goal:** Implement Museum Task Force recommendations, assist with orientation and develop plan for BOG initiatives

*Accomplished:* The Board of Governors continues their meetings and organizational activities, as planned. A draft of By-Laws will be presented for Board approval in February and a Conflict of Interest statement is also being developed. The Nominating Committee has convened and has, as its goal, to identify and add several new members to the Board by the year’s end. The meeting schedule for the Board of Governors is now aligned with the meeting schedule for full Board meetings.

**Priority Goal:** Complete construction documents for Chace Center, develop projections for constructability, costs; plan for Museum closure

*Accomplished:* The drawings for the Chace Center are currently under review for corrections/adjustments. Preparation for construction is significant and the Museum Staff is discussing the need to hire a consultant to accomplish the pre-planning necessary for eventual construction. Transition planning for the Academic program is similarly underway. A summary of costs shows the budget at $48,443,000 as of January 2005; bidding is scheduled for late Winter 2006 and construction is scheduled to begin in June 2006.

**Priority Goal:** Conduct Searches for Museum Director, Executive Vice President for Finance & Administration

*Accomplished:* Both executive-level searches are reaching their final phase. The Museum Search process is now interviewing finalists, who will be on campus in February. The Executive VP Search process will bring candidates to campus on February 14-15 with the expectation that finalists will return to campus later in February for concluding interviews.

**Priority Goal:** Oversee construction of 15 Westminster Street, towards completion in August 2005

*Accomplished:* The Design Review Committee, as of January 6, has now approved the banking hall design; the millwork design is completed and bid packages are being prepared for competitive pricing. Shawmut has been selected as the CM for the project. Occupancy is still slated for June 2006, with construction to begin in earnest following the completion of the housing and café projects. Project costs are still on track and the total cost remains projected at $11.2M.

**Priority Goal:** Complete long-range technology plan, monitor work of subcommittees

*Accomplished:* The RISD Technology Council is moving ahead with a plan to develop a Strategic Technology Plan by early April, with a draft plan available for review in March. It is expected that a final plan will be presented to the Board at the May meeting. The Technology Advisory Groups are beginning to draft their assessment portions, which will be followed by projections and recommendations.
**Priority Goal:** Review and monitor balance of operating budget resources and priorities; assess coordination between operating budget and capital project priorities

**Accomplished:** The process of compiling the FY06 budget is well underway and ahead of schedule as compared with recent years. The academic areas are also ahead of schedule and will have completed planning for their courses by February. The Finance Committee has scheduled an extra meeting in January to consider the budget and a presentation on finance is scheduled for the February meeting of the full Board. A similar presentation is being shared with campus constituencies and those presentations will continue through March.

**Priority Goal:** Enhance campus community for working and learning.

**Accomplished:** Diversity Strategic Plan initiatives continue to be implemented. Since January 2004, efforts to recruit diverse candidates have been quite successful, resulting in a 32% increase in diverse hires on campus. It is also significant that there are many diverse candidates in the searches for the Museum Director and the Executive VP.

Public Safety and Part-time faculty negotiations begin in January 2005, with contracts scheduled to expire in June 2005. The full-time faculty contract expires in June 2006. We have changed our labor counsel and welcome Diane Patrick, from Ropes & Gray, as our new labor relations counsel. Direct negotiations with full-time faculty will not begin until January 2006, but Executive Officers will meet regularly with Diane Patrick to plan for successful negotiations.

The RISD Staff Council is now constituted with 32 representatives from the College and Museum. Elections were held on January 12. The Council has established a mission statement, which expresses their intent to enhance communications with the campus community and improve coordination with the President's Office and the Office of Human Resources.

**Priority Goal:** Achieve significant progress in Capital Campaign and achieve goal of $28M towards facilities by June 2005

**Accomplished:** The Campaign passed the 80% mark in December. The most immediate Campaign need is funding to ensure that the Library project moves forward, and significant progress was made this fall. The Campaign's central project, the Chace Center, remains the number one priority for solicitations. Progress on this project continues to lag with donors taking longer than hoped to reach gift decisions. As of 12/31/04, Museum membership revenues are even with last year, while efforts to keep the Annual Funds growing steadily are paying off. College Annual Fund gifts and pledges are up 9% over last year, the Museum Annual Fund is up an impressive 63%.
Benchmark Report  
RISD Plan 2002-2003  
Quarterly Update

The following summary reflects early winter progress report on the achievement of our top priorities for 2002-2003:

**Priority Goal:** Continue to implement academic plan priorities for programs & facilities

**Accomplished:**
- The **Digital Media** department in Graduate Studies has been unanimously endorsed by the Faculty Meeting and will be considered by the BOT's Academic Affairs Committee during the February meeting, soon to be followed by the full Board. The Curriculum Committee will review the curriculum during Wintersession and make its recommendations to the Instruction Committee early in the spring semester. The Dean of Graduate Studies and the Digital Media department head are prepared to implement the program for Fall 2003.
- Since the faculty created the **Student Academic Advising Task Force**, they have met several times during November/December and will soon meet with Joe to finalize a questionnaire to send to department heads. The Faculty Meeting has requested the Task Force's recommendations at its March 2003 meeting.
- The Architecture & Design Division is leading the **laptop program** at RISD. Five of the seven departments have already integrated laptops into the curriculum while a sixth plans to convert from labs to laptops in Fall 2003.
- **Academic facilities maintenance and upgrades** are part of the capital budget plan and team is working to coordinate the schedule of planned facilities maintenance to best utilize resources. While this process will address many needs it will not address the larger problems with buildings like ISB, Bank, or BEB that require major renovations after many years of service.
RISD Plan Update
Page Two

Priority Goal: Project Museum exhibition and education programs to accommodate transition during renovation and new construction

Accomplished: Planning for the revised exhibition schedule continues, and key components for 2004 are now in place. Community programming is being developed to reach the growing Hispanic community. A very recent decision has been made to pursue expansion of Museum facilities separate from the RISD Center construction, which will facilitate the Museum's continuity of programming and membership over the next few years. A draft schedule for construction is being finalized.

Priority Goal: Complete design development phase and begin construction documents for RISD Center (Museum, Student and academic spaces) and related transitional moves

Accomplished: The review of design development documents with users, cost estimates with two estimating groups, and a mock-up of the façade incorporate the latest activities in the RISD Center planning. Benefit Street extension planning is going forward and considerations about selecting a separate architect for that portion of the project are being confirmed.

Priority Goal: Complete plan leading to construction, financing of 200-300 bed undergraduate housing facility for groundbreaking within 12-24 months; explore possibility of downtown graduate student housing

Accomplished: 15 Westminster remains the most likely scenario for new housing, although the discussion is still an internal one and the specifics have not yet been finalized. Plans are still developing and should materialize by late spring.

Priority Goal: Restructure Diversity Committee, convene Gender Task Force as a separate group, work to further enhance campus climate to support diversity initiatives

Accomplished: The Diversity Committee has been working on a 3-year action plan and has sub-divided into working committees to begin implementation of their first-year goals. The Committee expects to complete review of the plan by the end of Wintersession.
RISD Plan Update
Page Three

Priority Goal: Amplify government/community relations program to advance RISD's role and service to the community

Accomplished: RISD has engaged a proactive approach to enhance its government relations activity on the federal (Congressman Kennedy-Small Business Administration and the Center for Integrative Technologies), regional (New England Council, Creative Economy Initiative), stateand local level (HELP, Providence Foundation, RIPEC, Transition team for Acting Mayor Lombardi, and other individual meetings). Through meetings and representation within established organizations, and the implementation of specific, RISD-based projects, the institution continues to refine and develop a coordinated, strategic approach to government relations. As an active neighbor in the city of Providence, RISD has made a concerted effort to communicate its campus initiatives to area residents to keep them apprised, informed, and aware of RISD projects. In addition to an increased presence at neighborhood association meetings, RISD has invited their neighbors to gather in informal settings to better understand their concerns, issues, and opinions on RISD's expansion and construction plans.

Priority Goal: Begin development of campus technology plan

Accomplished: A firm, Edutech, has been hired to craft a technology plan for RISD and they are currently in the initial assessment phase of their work. It is anticipated that the entire project will be completed by the end of spring semester.

Priority Goal: Launch public phase of RISD campaign

Accomplished: While new pledges to the Campaign have slowed (due somewhat to the normal ebb after a public announcement and due also to a slow economy), the Annual Fund is having its best year ever with dollars and donors surpassing prior levels. This reflects both support for RISD's goals among parents and alumni, and increasing quality of execution of our fundraising efforts.
RISD Plan Update
Page Four

Priority Goal: Complete implementation of budget planning process as recommended by Stillwater Group, convene Resources Group to review/recommend long-term budget policy

Accomplished: Current budget projections for the next 3-year cycle and an assessment of endowment losses, combined with our emphasis on capital projects, will affect the discussion about operating and capital budget needs for 2003-2004. As part of the budget process the tuition rate discussion will be taking place within the next month.
Benchmark Report
RISD Plan 2002-2003
3rd Quarter Update

The following summary reflects early spring semester progress on the achievement of RISD's top priorities for 2002-2003. Since the February Board meeting progress is noted in specific areas:

Priority Goal: Continue to implement academic plan priorities for programs & facilities

Accomplished:
- **Digital Media**: The applicant pool for the first year of the Digital Media program surpassed expectations with over 135 full applications for 15 places. Bill Seaman has created the core curriculum for the program and worked with other department heads to create "node" offerings for both digital media majors and other graduates from across disciplines. He is ordering equipment and will have the digital media floor of Mason ready for the arrival of students for Fall 2003.
- **Academic Advising**: The faculty meeting unanimously endorsed the Student Academic Advising Task Force recommendations on April 2, 2003. They include appointing a faculty member to serve as an advising coordinator to facilitate faculty advising, a school-wide meeting time for students and their advisors after convocation and before registration dates, and additional training and communication tools.
- **Academic Facilities**: Current academic facilities work includes furniture upgrade in Graphic Design, laptop infrastructure and new desks in BEB, moving the Photo Department offices to the 2nd floor of the Design Center, moving Liberal Arts offices from 9 Thomas Street into vacated photo space, improving ventilation in Illustration painting studios, computer lab renewals for Apparel and Architecture, outfitting Digital Media labs, and renovating spaces in Metcalf for Ceramics, Jewelry, Sculpture, and Glass.

Priority Goal: Complete design development phase and begin construction documents for RISD Center (Museum, Student and academic spaces) and related transitional moves

Accomplished: The architecture firm of Machado & Silvetti Associates has been selected for the Benefit Street Extension; in addition, since the budget target for the RISD Center has not yet been met, the Board Advisory Group will be discussing budget issues and the Center's exterior design.
Priority Goal: Complete plan leading to construction, financing of 200-300 bed undergraduate housing facility for groundbreaking within 12-24 months; explore possibility of downtown graduate student housing

Accomplished: The 15 Westminster project is moving forward although some sizeable issues remain to be resolved; a memorandum of understanding has been signed with the approval of both the Finance and Executive Committees of the Board. The project will provide 498 new beds and include a dining area on the 12th floor, overlooking the city. Part of the agreement guarantees access to the Library space by July 2004, giving RISD time to complete library renovations.

Priority Goal: Begin development of campus technology plan

Accomplished: A firm, Edutech, has concluded its assessment and made its report on a strategic direction for technology at RISD. The administration is currently reviewing the recommendations and determining an implementation plan; a report will be made to the Board at a future meeting.

Priority Goal: Launch public phase of RISD campaign

Accomplished: After two record-breaking years, the number and size of campaign gifts and pledges have slowed. Donors seem less willing to make long-term gift decisions due to economic uncertainties and uneasiness over international tensions. Short-term gift decisions have been relatively unaffected, however, and budget goals for annual giving are on track. Increase staff travel and donor contacts have positioned RISD well for a future improvement of the economy. During her interim directorship Lora Urbanelli will actively participate in the cultivation and solicitation of donors to guard against losing momentum in the Museum portion of the Campaign.

Priority Goal: Complete implementation of budget planning process as recommended by Stillwater Group, convene Resources Group to review/recommend long-term budget policy

Accomplished: Deans and department heads have worked closely to build course tables that accurately reflect curriculum needs and have also reallocated operating budgets to better reflect current enrollment. There has been a general increase in budget awareness which has encouraged departments to monitor spending. This has resulted in a significant reduction in overspending despite the continuing tight economic times. Deans are also increasing their attention to fundraising in order to fund program initiatives rather than relying solely on the operating budget.
Benchmark Report
RISD Plan 2003-2004

The following summary reflects fall-early winter progress on the achievement of RISD’s top priorities for 2003-2004. Progress towards goal achievement is noted in the following areas:

Priority Goal: Continue to implement academic plan priorities for programs & facilities

Accomplished:

- **Interdisciplinary Programming:** Primary focus is to develop a means to permit students to fulfill major requirements with courses taken outside the major, with department head approval based on a planned course of study. The intent is to share a proposal with the Instruction Committee during the spring semester.

- **Academic Advising:** Christina Bertoni, long-time faculty member and academic administrator, has been appointed to serve as RISD’s new Academic Advising Coordinator, and her office is located on the first floor of 20 Washington Place. Chris is in the process of meeting with faculty and students and developing a program.

- **Graduate Studies:** Donna Bruton, Interim Dean of Graduate Studies, has been evaluating the Graduate Studies area and a committee has been appointed to work with her to clarify the role of the Dean in support of the search that is currently underway.

- **Enrollment Task Force:** Freshman enrollment met this year’s target of 390 students in 20 sections and the plan is to continue with those enrollment numbers. The ETF is directly its attention this year to the composition of student classes at RISD. The first review will focus on gender balance; future ETF meetings will focus on diversity and international student enrollment.

- **Lab Fees:** The Deans have agreed to a set of guidelines for lab fees and the Academic Affairs Office has evaluated existing lab fees against the criteria established by the Deans. The next step in the process is for the Deans to review their findings with their respective department heads, although adjustments in the lab fee structure are not anticipated for the coming budget year.
Priority Goal: Focus program planning and fundraising to maximize benefits of Museum expansion & renovation, minimize impact of transition on staff & visitors

Accomplished: Museum expansion, renovation planning, and scheduling continues. The Museum staff is currently preparing two parallel tracks – construction in 2005 and construction in 2006. Several teams within the Museum are working to further the plans in these areas. One group is coordinating collection moves, gallery closings, and preparation for construction impact on people, building, and collections. A specific Collections Care team is working on the details of inventorying, packing and moving the collection of Prints, Drawings, and Photographs. The Exhibitions and Programming team is preparing two scenarios: open in 2005 with business as usual and closed with programming onsite; and Department heads who are preparing parallel budgets.

Priority Goal: Finalize design development phase for RISD Center, begin construction documents and related transitional moves

Accomplished: The construction documents for the RISD Center are currently being completed and plans are underway for related moves affected by renovations or vacancies in College Building, Memorial Hall, and Bank Building.

Priority Goal: Complete plans for 15 Westminster facility for Library and student housing

Accomplished: Design details continue to develop for the housing portion of the facility. Construction is expected to be complete in August 2005. Discussions are underway regarding the multi-purpose use of the 12th floor space. The total project costs for the Library project are being finalized. Final direction regarding the boundaries of scope, cost and schedule must be determined shortly, based on evolving cost information.
Priority Goal: Review and begin implementation of Edutech Report recommendations

Accomplished: Following the delivery of the Edutech Report a Presidential Task Force on Technology was created, chaired by Jay Coogan. The Task Force has met regularly and is in the process of drafting an initial report, which will be shared shortly with the President, Trustees, and other members of the RISD community. The Task Force will attempt to articulate a set of guiding principles for technology at RISD.

Priority Goal: Achieve significant progress in Capital Campaign and achieve goal of $25M towards facilities by June 2004

Accomplished: In the first six months of the fiscal year, campaign totals increased by $5 million. During 2002-2003, the Campaign trend line lagged behind projections, but our results over the past 6 months are encouraging as markets improve. Annual Giving revenues, however, have tracked ahead of budget, both for 2002-2003 and for the first six months of the current year. Gifts for facilities have increased by $4.7 million during the first six months, close to our projections toward a $25 million goal by the end of 2003-2004. RISD Views featured a special Campaign facility segment mailed to all constituents. The animation “flythrough” of the RISD Center will be unveiled at the February board meeting. An extended video version of the flythrough is also in production for completion in March. It will include testimonials from donors, alumni, trustees, and staff. Finally, revenues from corporations and agencies for sponsored studios have accelerated significantly with ten sponsorships over the past 18 months. The average studio sponsorship has increased to $24,000. In the past, $5,000 was more the norm.

Priority Goal: Monitor implementation & risk assessment of all levels of capital projects planning & financing

Accomplished: Costs have continued to rise on RISD’s major capital projects, putting pressure on our upward limits for debt and capital spending. Senior management meets regularly to discuss different methods for prudently handling the financial pressures and is involved in ongoing dialogue with Finance Committee members towards evaluating various risks associated with construction and financing. A written progress report will be distributed shortly to Trustees.
RISD Plan Update
Page Three

Priority Goal #5: Restructure Diversity Committee, convene Gender Task Force as a separate group, work to further enhance campus climate to support diversity initiatives

Accomplished: The Diversity Committee is in the process of developing a 3-year plan and timeline to identify the substance and calendar for campus initiatives, with a goal of submitting that plan to the President by January 2003. The Gender Task Force is now transformed into the Gender Issues Council, with a designated coordinator. Several programs are being developed, sponsored by that group, and will be developed and implemented with the assistance of an external facilitator. One program is tentatively scheduled for later this fall and two programs are planned for the spring semester.

Priority Goal #6: Amplify government/community relations program to advance RISD’s role and service to the community

Accomplished: A Community Service Learning Task Force has presented its interim report to the President that outlines a series of steps to further enfranchise these opportunities in the curriculum and into Student Life programs. Additionally, the College has been asked by the Acting Mayor of Providence to provide advice and support during his transitional term.

Priority Goal #7: Begin development of campus technology plan

Accomplished: A technology “review” group has been interviewing possible firms to help RISD develop a technology plan and one firm has been identified as the potential partner. This decision will be finalized shortly and a “needs-assessment” of campus technology current and future uses will be the next step in the process.

Priority Goal #8: Launch public phase of RISD campaign

Accomplished: The public phase of the campaign was successfully launched during RISD by Design weekend with over $50M realized in cash/pledges. Campaign publications have been developed to supplement the case statement, including press briefings and a newsletter; the advance phase of campaign solicitations has been completed. Press conferences on the RISD Center are underway for local and national media.
RISD Plan Update
Page Four

Priority Goal #9: Develop comprehensive capital projects plan linking financing, scheduling, fundraising with LKR assistance

Accomplished: The financial plan and schedule are nearing completion and will be shared with Board at November meeting. A proposed schedule of capital projects that link with anticipated resources, including contingencies, will be presented.

Priority Goal #10: Complete implementation of budget planning process as recommended by Stillwater Group, convene Resources Group to review/recommend long-term budget policy

Accomplished: Stillwater recommendations are being implemented for academic budgeting, including new forms and processes for departmental budgeting and tracking. The Resources Group has convened, is in the “data gathering” stage currently and will likely proceed to making recommendations by the winter. These procedures and recommendations are now informing the entire institution’s budget process.

Priority Goal #11: Finalize revision of RISD website

Accomplished: The new RISD website has just been launched after considerable work and review by the campus community. The RISD Intranet is also up and running.
Benchmark Report
RISD Plan 2001-2002
Third/Fourth Quarter Update

The following summary reflects third and early fourth quarter achievement of our top priorities for 2001-2002:

Priority Goal #1: Implement initial cycle of academic plan priorities for programs, facilities

**Accomplished:**

- A Task Force on Community Service Learning is preparing a report on their findings and recommendations regarding community service projects, volunteer work and related current course offerings; year-end recommendations will be made to the President concerning needed support for expanding community service learning as part of the educational experience at RISD.

- A Print Facility Study group has been formed to review current computer printing facilities, project future use and academic expectations, and make recommendations regarding the advisability and structural organization of a shared “high-end output” campus facility.

- Architecture and Design continues to expand the laptop initiative with Graphic Design and the Architecture department expects to be participating within the next two years.

- Scheduled for a Fall 2002 opening, the Mason Building will add 56,000 sf of new academic space with a high tech emphasis. Detailed plans for floor-by-floor use are nearly complete and “domino effect” moves for other academic programs are currently discussed by the Provost and Deans.

- In the Metcalf Building there will be three significant upgrades, including the addition of a slumping and annealing facility in Glass, renovation of the fourth floor to allow for shared home space for Glass & Sculpture seniors, and renovation of the Ceramics elective facilities.
RISD Plan Update
Page Two

Priority Goal #2: Complete plans, conduct search for program head for new MFA Digital Media program - to be housed in renovated Mason Building

Accomplished: The interviewing process has been completed for the search for a head of the Digital Media program and an announcement of an appointment is expected very shortly.

Priority Goal #3: Complete program for RISD Center (Museum, Library expansion, Student Center, academic spaces) and related transitional moves and proceed with schematic design/design development phases

Accomplished: The academic program for the Center now includes the acquisition of two floors of the 15 Westminster Street building to be used for the RISD library. Fleet/Boston Financial is donating to RISD a portion of this building as a gift and it will be available to RISD in 2005. Also, two floors of classroom and studios in the new building for Foundation Studies and Liberal Arts and student gallery space are still included in the Center, and renovations to Memorial Hall are slated for the Painting Department and the Mall Room. Rafael Moneo recently presented a schematic design on the project (floor plan and square footage).

Priority Goal #4: Develop a plan leading to construction, financing of 300-400 bed housing facility for groundbreaking within 12-24 months

Accomplished: A lot has been accomplished with the housing project, to include the continued efforts of the task force, the selection of an architect, and significant fiscal planning. The task force has received student input and plans are advancing and being shared with near neighbors and the neighborhood association regarding RISD's responsibility to retain architectural integrity and quality of the surrounding neighborhood.

Priority Goal #5: Project exhibition and educational programs to accommodate transition during renovation and new construction

Accomplished: Planning for exhibition and educational programs during the construction is still underway but efforts have more recently been diverted to program planning relative to the Benefit/Waterman Street (Carr Haus) expansion and renovation. Plans are underway to finalize a schematic design and cost-estimates of the architectural plan completed by May.
Priority Goal #6: Implement campus-wide intranet to support teaching, learning, communication, administration

Accomplished: Implementing the campus-wide intranet is a process that continues to unfold. With the hiring of an individual who manages the process, the campus cruiser student portal is already up and running and the intranet is now scheduled for a phased-in introduction starting this spring (www.risdnet.cc)

Priority Goal #7: Accelerate solicitation of RISD’s key donors, including expanded involvement of trustees, to launch public phase of Capital Campaign

Accomplished: The Campaign continues to make steady progress towards the goal of $85M. With more than 50% of our goal committed, we expect to publicly launch the Campaign in October at the RISD by Design celebration. The opening event of RISD’s 125th anniversary was very successful and has set the stage for a broadly based celebration of RISD’s founding and history. The Advancement Team is working together to accelerate travel and solicitation efforts, work with Alumni leadership, increase RISD’s visibility in the press, and building support from members of the Trustee Committee on Institutional Advancement. The recent acquisition of two floors of the Hospital Trust Building for the library, as well as other significant gifts over the past few months, have brought the Campaign well on its way to meeting its goal at $43,795,371.
Other significant accomplishments during this period include:

- RISDWorks store successfully opened and running ahead of budget in terms of sales and margin.
- The capital planning exercise, which was initially focused on general capital concerns, has expanded to include large projects and the consideration of hiring consultants to help RISD manage its varied and complex capital program.
- The Committee on Trustees recommended, and received full board approval, of a statement of trustee qualifications, a self-evaluation form, and trustee evaluation procedures. All board members were sent the trustee self-evaluation form in March and the COT will review the findings in April and report at the May Board meeting. Also, the Orientation program was expanded to include a re-orientation component for existing trustees.
- The Richard Brown Baker bequest to the Museum has led to the naming of the position of the “Richard Brown Baker Curator of Contemporary Art”, which is a significant milestone for the Museum. Additionally, the Mellon Foundation has approved the Museum’s request for $850,000 towards a $1M goal to establish an endowed fund for academic collaborations, and the NEA has provided a grant in support of a project to create learning spaces in the renovated Museum, which will be developed by staff working with artist Alan and Ellen Wexler.

Prepared by Office of Planning & Research
Benchmark Report
RISD Plan 2001-2002
First & Second Quarter Update

The following summary reflects first & second quarter achievement of our top priorities for 2001-2002:

**Priority Goal #1:** Implement initial cycle of academic plan priorities for programs, facilities

**Accomplished:**
- A new Faculty Research Office has been created, in conjunction with Academic Affairs, to support faculty participation in sponsored research.
- A three-year graduate enrollment plan has been developed; taking into account the Graduate Student Center that will open in the Mason Building in September ’02.
- The RISD Reach Program that provides an opportunity for incoming students to assist non-profit arts organizations in the Providence community supports community outreach.
- A Presidential task force has been appointed to examine RISD’s current community outreach and service learning programs and to recommend ways to expand and strengthen those efforts.
- Fifteen additional Wintersession courses were developed and offered for Wintersession 2002, with an emphasis on courses designed for freshmen or to support interdisciplinary goals.
- The RISD Diversity Committee has been re-mobilized and will begin meeting regularly after the first of the year – all members have agreed to continue service on the Committee.
- RISD Center planning is resulting in numerous improvements for community space, studios, and classrooms. Mason Building planning will also result in improved instructional and community spaces both downtown and in current facilities on campus. Moves to Mason Building will create some much-needed space for some departments. The Dean’s Advisory Council is working with the departments to determine its best use.
- Continuing Education is developing new programs in cooperation with academic programs in several areas and will be expanding its program offerings in new space at Mason Building.
RISD Plan Update
Page Two

Priority Goal #2: Complete plans, conduct search for program head for new MFA Digital Media program – to be housed in renovated Mason Building

Accomplished: Two committees have been appointed to 1) continue to develop the curriculum and program for the Mason Building, and 2) to conduct a national search for a director of the MFA in Digital Media. The Curriculum Committee is reviewing curricular and resource needs for the program. A committee is finalizing the plans for the Mason with the participation of the Dean of Graduate Studies and the Chair of the Curriculum Committee. The search is reviewing applications and expects to begin the interviewing process after the first of the year.

Priority Goal #3: Complete program for RISD Center (Museum, Library expansion, Student Center, academic spaces) and related transitional moves and proceed with schematic design/design development phases

Accomplished: Various RISD Center Committees have met regularly to facilitate the completion of a program and a final design for the RISD Center; Schematic documents on Main St. portion of the building should be ready for review by cost estimators by January 2002, and the concept design for the Carr/Waterman building portion is moving forward.

Priority Goal #4: Develop a plan leading to construction, financing of 300-400 bed housing facility for groundbreaking within 12-24 months

Accomplished: The process is well underway and has been defined. An architect has been selected and work now proceeds on the scope and the financing. Consideration is now being given to how best to involve the community in the process.

Priority Goal #5: Project exhibition and educational programs to accommodate transition during renovation and new construction

Accomplished: Planning for exhibition and educational programs during the construction is underway. Planning for the 2003 schedule is receiving particular attention due to the shifts in the construction schedule. A major exhibition for Fall 2003 will be devoted to the work of Aaron Siskind, and other exhibitions are being considered to include Ancient Greek coins as art and an exhibition where artists would be invited to create wallpaper and gallery installations. Planning will continue to ensure smooth transitions for all programming.
Benchmark Report
RISD Plan 2002-2003
Quarterly Update

The following summary reflects early fall quarter achievement of our top priorities for 2002-2003:

Priority Goal #1: Continue to implement academic plan priorities for programs, facilities

Accomplished:

- The sixth, fifth, and third floors of the Mason Building are operational and work continues on the remaining floors and façade for completion before the end of fall semester. Undergraduate and graduate Interior Architecture studios occupy the sixth floor; graduate students in Textiles and Graphic Design have studios and classrooms on the fifth floor; Continuing Education has established classrooms and computer labs on the third floor. The Center for Design & Business will occupy the entire second floor and has begun advertising its incubator space. Digital Media is making plans for fourth floor configuration. The first floor Sol Koffler gallery will entail more space than previously for graduate students and will be adjacent to the Graduate Studies Dean’s office.
- The new head of Digital Media, Bill Seaman, gave an update of the program at the October Faculty Meeting. The curriculum will be discussed at the first Instruction Committee meeting, also in October and pending approval of the curriculum, the Committee will submit a motion to the Faculty Meeting to endorse it based on review of course descriptions by the Curriculum Committee.
- The full-time faculty has created a Student Academic Advising Task Force to explore the ways academic advising can be improved and to review student and faculty concerns about advising at RISD. The faculty is expected to make recommendations at the first Faculty Meeting of the spring semester 2003.
RISD Plan Update
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Priority Goal #2: Project Museum exhibition and education programs to accommodate transition during renovation and new construction

Accomplished: The process for planning during the transition period involves regularly scheduled meetings with educators and curators to schedule exhibitions and programming for a diverse audience. Given the shift of schedule plans, the staff is examining alternative exhibition possibilities for the newly opened times.

Priority Goal #3: Complete design development phase and begin construction documents for RISD Center (Museum, Student and academic spaces) and related transitional moves

Accomplished: Design development is 50% completed; a new estimate of project costs based on those documents is expected by early November. Design phase should be completed by December and construction documents are projected for completion in July/August. The academic and student life programming for the Center is nearly completed – the only piece to be finalized is the second floor. In addition to gallery space, a conference room for 30 (with kitchen facilities), for use by Student Life, International Programs, and Multicultural Affairs, will be added. The fifth and sixth floors will house Liberal Arts and Foundation Studies studios and classrooms and Memorial Hall will incorporate the consolidation of the Painting Department and mailroom.

Priority Goal #4: Complete plan leading to construction, financing of 200-300 bed undergraduate housing facility for groundbreaking within 12-24 months; explore possibility of downtown graduate student housing

Accomplished: The College Hill concept is well advanced in terms of planning and could proceed with provisions for up to 300 beds by fall of 2005, but a few significant obstacles remain. Financing is still to be resolved and the master plan change that is required to permit is still on hold due to complications with the City Plan Commission and local community concerns. In terms of graduate student housing, one site has been reviewed with a possible developer but there are several issues to still consider. Discussions will continue this fall regarding both housing projects.
RISD Plan Update
Page Three

Priority Goal #6: Implement campus-wide intranet to support teaching, learning, communication, administration

Accomplished: Implementing the campus-wide intranet is a process that is unfolding in stages. An individual has been hired to manage the process, with the first phase involving the Campus Cruiser portal (now in the test phase). It is expected that the Cruiser (www.risdnet.cc) will go live shortly. Within several months, outlines of the basic structure of the broader intranet will take place, followed by deeper applications enabled by the Web Advisor function of Datatel.

Priority Goal #7: Accelerate solicitation of RISD’s key donors, including expanded involvement of trustees, to launch public phase of Capital Campaign

Accomplished: Numerous activities have been underway towards the goal of launching the public phase of RISD’s capital campaign. Mini-campaign case statements for academic and museum priorities are being developed, solicitations of advance prospects are accelerating, and major gifts staff has been expanded and fully staffed. Moderate progress has been made in developing plans to enlarge corporate and individual memberships in the Museum. A Corporate partnership plan has been drafted and is under review, with the anticipation of the appointment of a new Corporate & Foundation Relations Director. Additionally, RISD’s launch of the 125th anniversary is well advanced and the planning committee is meeting regularly.

Prepared by the Office of Planning & Research
I offer the following summary regarding achievement of our 2000-01 planning goals:

**Priority Goal #1:** Secure the endorsement and begin implementation of the priorities for an academic plan that focuses on: community, students, faculty, academic programs, facilities, and equipment in order to maintain the quality and comprehensiveness of our programs.

**Accomplished:** One of our most successful endeavors includes the completion of the Academic Plan, supported by significant debate at the Board, faculty, student, and staff levels:

- **Community**
  - Director of Multicultural Affairs hired
  - Student Disciplinary Code approved by Board
  - Student Affairs Task Force report to be completed by summer
- **Students**
  - Significant increase in number of financial aid offers made
  - Diversity of Fall 2001 entering class greater than in prior years
- **Academic Programs**
  - Digital Media MFA program approved “in principle” by Instruction Committee and Faculty; search to begin Fall 2001 for Program Head
  - Service Learning: RI Foundation Grant to Fine Arts project with Bradley Hospital
- **Academic Facilities**
  - Planning for use of Mason Building as a Graduate Center
  - Library expansion plans in progress
  - RISD Center improvements to academic facilities, including renovation of Memorial Hall and Bank Building, already in progress

**Priority Goal #2:** Successfully complete faculty negotiations in order to retain and recruit the best faculty

**Accomplished:** Full-time negotiations were successfully completed in the Fall of 2000 and accomplished in a spirit of mutual respect.
Priority Goal #3: Complete the work of building the infrastructure for the Capital Campaign and continue progress on fundraising goals during the Campaign's quiet phase

Accomplished: Capital Campaign fundraising has realized significant success during the past year, despite many staff transitions:
- Campaign Giving was at 37.3% as of its goal
- Overall giving to the College & Museum is up 40% over prior year
- Solicitation of trustees for campaign commitments completed
- VPIA hired, search committee comprised of faculty, staff, trustees

Priority Goal #4: Complete the program for the RISD Center, in conjunction with the architects and the Building Committee

Accomplished/ongoing: Closely connected to the successful completion of academic & Museum plans is the resolution of a program for the RISD Center:
- Architect Rafael Moneo hired
- Initial cost estimates developed, revised program reflects assumptions
- Concept plans created, reviewed, endorsed
- Program development proceeding to next stage of review toward schematic plan

Priority Goal #5: Coordinate Academic and Museum plans to strengthen program collaboration

Accomplished/ongoing: Collaborations between the Museum and College have produced several new initiatives:
- Inaugural annual RISD student event in the Museum
- Continuation of the Sitings Exhibition program
- Graduate Show exhibition
- Art Context continued in conjunction with PPL, with involvement of RISD students, faculty
- Mellon internships continued for Wintersession, summer
- A plan to create a curatorial assistant for Works on Paper that will ensure longer "drop-in" study hours for faculty and students
Priority Goal #6: Develop innovative curriculum and Museum programs that reflect the technological changes evidenced in art and design professions.

Accomplished: Many new technological initiatives are underway for this academic year and beyond:

- Proposed graduate program in Digital Media underway
- Museum’s database management program completed
- Laptop initiative begun AY00-01 in ID, to be extended to 2 other departments in AY01-02
- Shift begun from department-based computer labs to more centralized facilities
- New RISD Website introduced, receives numerous awards
- RISD Intranet approved for FY02 Capital Budget

Priority Goal #7: Develop a financial pro forma to rationalize academic and Museum plan priorities.

Accomplished: Significant work has been achieved in the development of a financial plan to support the new academic plan, as well as refinements to existing institutional budget programs:

- Preliminary financial plan, developed, presented to Board
- Operating and Capital Budget processes revised
- Recommendations from Stillwater Consultants endorsed by faculty and academic administration
- Museum long range development plan presented

These highlights indicate the depth and breadth of the considerable work we have accomplished, collectively, during the past year. Many of these initiatives will continue into the coming year, joined by a new set of objectives. As we emphasize in the Plan’s Executive Summary, these accomplishments supplement our ongoing commitment to excellence in academic and Museum programs and services, and linkage with long-range plans. As always, we remain committed to our mission and values.

Prepared by Office of Planning & Research
TO: Roger Mandle  
FROM: Felice Billups  
DATE: 4/27/01  

I offer the following summary regarding achievement of our 2000-01 planning goals:

1) As noted on the attached Executive Summary, we have met or exceeded all of our major objectives for the year;
2) One of our most successful endeavors includes the completion of the Academic Plan, supported by significant debate at the Board, faculty, student, and staff levels;
3) Closely connected to the successful completion of an academic plan is the resolution of a program for the RISD Center;
4) Capital Campaign fundraising has realized significant success during the past year, despite many staff transitions;
5) The development of a financial plan, coordinated to support academic and Museum priorities, and linked to revised budgeting processes (i.e. Stillwater recommendations, longer term planning for the Capital Budget process) is a major accomplishment;
6) Aside from the development of innovative curriculum (a proposed graduate program in Digital Media) other programs that reflect new technologies include the Museum's database management program, laptop initiatives in several undergraduate majors, and the shift from department-based computer labs to more centralized facilities;
7) Collaborations between the Museum and College have produced several new initiatives, to include the inauguration of a RISD student event in the Museum (hopefully to become an annual event), the continuation of the Sitings Exhibition program, Art Context, the Graduate Show, and a plan to create a curatorial assistant for Works on Paper to ensure longer “drop-in” study hours for faculty and students;
8) Faculty negotiations were successfully completed in the fall semester;
9) We continue to make progress towards our own goals for the diversity of the campus community (a full report was included in the February Board book), including the upgrade and hiring of a new Director of Multicultural Affairs and the continued financial aid increases to diversify the student body;
10) Submission and approval of our NEASC Fifth Year Report (materials included in the cover of the May Board book), confirming our continued institutional accreditation and identifying our goals for the next ten-year accreditation visit in 2006.
These highlights indicate the depth and breadth of the considerable work we have accomplished, collectively, during the past year. Many of these initiatives will continue into the coming year, joined by a new set of objectives. As we emphasize in the Plan’s Executive Summary, these accomplishments supplement our ongoing commitment to excellence in academic and Museum programs and services. As always, we remain committed to our mission and values.

Priorities for 2000-2001

- Secure the endorsement and begin implementation of the priorities for an academic plan that focuses on: community, students, faculty, academic programs, facilities, and equipment in order to maintain the quality and comprehensiveness of our programs;

- Successfully complete faculty negotiations in order to retain and recruit the best faculty;

- Complete the work of building the infrastructure for the Capital Campaign and continue progress on fundraising goals during the Campaign’s quiet phase;

- Complete the program for the RISD Center, in conjunction with the architects and the Building Committee;

- Coordinate Academic and Museum plans to strengthen program collaboration;

- Develop innovative curriculum and Museum programs that reflect the technological changes evidenced in art and design professions;

- Develop a financial pro forma to rationalize academic and Museum plan priorities.
ACADEMIC PLAN
RHODE ISLAND SCHOOL OF DESIGN
Introduction

The following academic plan for the Rhode Island School of Design is intended to improve RISD’s academic excellence by identifying major objectives and priorities covering a period of time of approximately five years. This plan should be viewed as the culmination of a planning process but as a set of recommendations that will help to guide planning and decision making during this period. Specific strategies will, in many cases, need to be further developed and refined by the appropriate levels of governance of the Institution.

The planning process was initiated in August 1999 when the deans were asked to work with the faculty in developing a plan for their divisions during the Fall Semester. Final plans for the divisions, including separate plans for each department within a division, were submitted to the Office of Academic Affairs in January 2000. These plans were summarized in a series of reports to the Education and Student Life Committee of the Board of Trustees at their February 2000 meeting.

During the Spring 2000 semester, the plans of departments and divisions were reviewed in the Academic Affairs Office. During this time other groups were convened and consulted, and various standing committees and their reports were also carefully reviewed toward a goal of developing a much broader perspective, one that spanned divisions. These included the Enrollment Task Force and a Student Advisory Council appointed and chaired by the Provost, the Instruction Committee, the Deans’ Advisory Committee, the Diversity Steering Committee, the Technology Task Force, a subcommittee of the Education and Student Life Committee of the Board of Trustees, as well as a specially appointed group of Department Heads and faculty members convened by the Provost that also had the responsibility of reviewing digital technologies as part of the overall curriculum. The Office of Institutional Research and Planning also provided additional data, information, and insights that helped to place RISD in an even broader context that includes other schools of art and design. This final report draws from the academic plans submitted by each Division and takes into consideration the input and advice from various individuals, reports, task forces, and committees.

Joe Deal
Provost

I. History and Current Status

As presently constituted, RISD’s organization, facilities, and educational programs reflect a past that has seen the institution evolve from one that began as a small, locally based, conservatory-type institution with a strong vocational mission (the “principles of art” applied to the “requirements of trade and manufacture”) to one that has become a much larger, international institution with an educational mission that is an expanded version of its original charter. RISD retains the studio, or atelier-a context of its past in an array of buildings that house relatively autonomous, discipline-based departments. However, it has greatly expanded upon the foundation of “drawing, painting, modelling, and designing” of its original mission. Its programs include instruction in seventeen different undergraduate majors offered through two divisions, Fine Arts and Architecture and Design, that are preceded by one year of course work in Foundation Studies, and augmented and enriched by courses in Liberal Arts. More recently, graduate programs in sixteen majors offered through the division of Graduate Studies have been added. RISD continues in its commitment to the important and varying roles that art and design can and should play in the larger culture, whether they are applied to trade and manufacture or to visual communication and expression or to urban and landscape design.

While the unique qualities and circumstances that created RISD are still clearly recognizable in its current organization, faciliti-
and educational mission, the institution's growth also mirrors in important respects the development of other institutions of higher learning in this country during this same period. As other schools established in the 19th century developed from single purpose instructional programs to ones with the broader educational mission of a liberal arts college then to even more comprehensive and complex research oriented institutions, so has RISD evolved from a school with a more limited curriculum and mission ("the systematic training of students in the practice of Art") to an undergraduate college with a broader educational mission enriched by the Library, the Nature Lab, and courses in the liberal arts and finally to one that offers advanced degrees and embraces teaching, research and service as integral components of its overall mission. And, as has been true since the school and museum were originally founded, RISD's academic programs continue to be enriched by the exhibitions and the extraordinary collections of the RISD Museum of Art.

If RISD's current make-up mirrors the manner in which other colleges and universities have evolved, it is also clearly distinguishable not only from other institutions of higher learning that encompass a wider array of academic disciplines but from other schools of art as well. The comprehensiveness of its academic programs and the collections of the Library, Nature Lab, and Museum surpass most if not all other independent colleges of art and design, and the multiple levels on which these programs are mounted make it unique in the world of art and design education, from its courses and certificate programs in Continuing Education to its undergraduate and graduate degree programs and RISD's Research Foundation. While other colleges of art offer undergraduate education in a wide variety of disciplines, none matches RISD's commitment to professional degree programs and advanced research. SEE CHART

The richness and diversity of RISD's degree programs, which are the result of the quality and commitment of its faculty, are a reason that RISD is able to attract and retain both an outstanding and an increasingly international faculty and student body. As the number of disciplines and degree programs offered at RISD has grown, so have the diversity and qualifications of the faculty increased. RISD's combined undergraduate and graduate enrollments place it among a handful of independent colleges of art and design in the United States with enrollments of full-time students above 2,000. Thanks to the reputation of its faculty and programs, a large and well-qualified pool of applicants makes it possible for RISD to be one of the most selective colleges of art and design in the country. RISD admits only those students with the highest academic qualifications and demonstrated creative abilities -- not only from the United States but from more than 60 other countries around the globe as well.

The qualities that distinguish RISD among other colleges of art and design -- the breadth, richness, and depth of its academic programs and the quality and diversity of its people -- also make it resource-intensive and costly to maintain at such high standards of excellence. Students and their families pay higher tuition to RISD than is charged by almost any other college of art and design, and a lower percentage of RISD's tuition income is returned to deserving students in the form of scholarships. Financial aid is at similar types of institutions. However, like other colleges of comparable quality and comprehensiveness, financial resources required to maintain the excellence of its academic programs in an increasingly technological and competitive environment have driven the cost of operations up in recent years at a rate higher than the rate of growth of tuition. And, as result, increasing costs are putting the same pressures on RISD that other top-tier educational institutions around the country are experiencing: to either raise tuition to even higher levels, admit more students, identify other sources of income, or to reduce the number and diversity of its programs, the very qualities that make us distinctive.

The comprehensiveness and depth of its academic programs in art and design make RISD an important educational and cultural resource and clearly set it apart from other institutions of higher learning. These are the qualities that must be sustained and enriched in the future if RISD is to continue to be a leader in the education of new generations of students and in the advancement of the fields of art and design.

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II. Core Values and Planning Assumptions

- Overarching assumptions:
  - Art and design are fundamental to culture and that education in art and design is critically important to the preservation and advancement of society.
  - As one of the few colleges in the nation able to cover such a broad spectrum of disciplines in art and design at undergraduate and graduate levels, RISD accepts an obligation to maintain the richness and diversity of its curricular offerings while striving to enhance their creative and academic excellence.
  - Furthering RISD's creative and academic excellence will require both preserving and strengthening its core activities and identifying and undertaking new programmatic initiatives.

- RISD is committed to:
  - Artistic and academic freedom and the highest professional, educational, and ethical standards for the education of artists and designers,
  - Continual assessment and renewal of its academic programs in order that they will continue to incorporate new tools and knowledge in each of their creative and scholarly disciplines,
- The development and support of a faculty composed of highly capable and innovative thinkers, practitioners, and educators,
- The attraction and retention of the most highly qualified and talented students,
- Art and design that respects and responds to the needs of humankind and the environment in form, content, and means of production,
- A culturally and philosophically diverse educational environment that is respectful of all members of its community: students, faculty, and staff,
- An international outlook in the appointment of faculty, the recruitment of students, and in the breadth, quality, and impact of its educational programs.

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RISD makes these pages available for the RISD community to express a variety of viewpoints. The views expressed are not necessarily those of RISD, and their appearance here does not necessarily imply approval or endorsement by RISD.
RISD ACADEMIC PLAN (page 2 of 10)
10.18.00 Draft

[ Introduction | History and Current Status | Core Values and Planning Assumptions | Division and Department Plans | Appraisal and Recommendations | Conclusions and Priorities ]

III. Division and Department Plans

The left toolbar links to the academic plans of individual departments and divisions that were developed during Fall 1999. Each of these plans provides greater detail concerning the curricular and pedagogic objectives of each department and division and lays out the needs and priorities specific to each component of the college. Taken together, these plans form the underlying framework for the RISD Academic Plan.

The stated goal at the outset of the planning process was to maintain academic programs at RISD of the highest quality and to create new opportunities for excellence in each division. Deans were asked to take a global view of the make-up and overall direction of their division with emphasis on the academic mission of the college and how the division contributes toward the fulfillment of that mission. Department heads, together with the students and faculty in their respective departments, focused more narrowly on their own discipline. In the interests of consistency, an outline was suggested for use by deans and department heads that included:

* Overview/Mission/Statement of Purpose
  * History and Current Status (enrollment trends; size; history and discipline coverage; other highlights such as student, alumni, and faculty accomplishments, etc.)
  * Strengths and Weaknesses (departments; facilities and equipment; diversity, size, depth and/or breadth of students, faculty/staff and programs, etc.)
  * External Conditions (changes in professional fields; student and parent expectations; professional opportunities for graduates; level of preparation of incoming students; competition with other schools, etc.)

Each plan also includes a set of goals with strategies keyed to each goal. As with any planning process, it was understood that successful implementation would depend on broad participation by the various constituents and the credibility of goals and strategies for a five-year period. These plans remain in effect and are being pursued at various levels of the college.

Summary

An institution as complex as RISD cannot easily be summarized. Needs and objectives vary from department to department and division to division. Despite their many differences, these plans have some shared themes. These are summarized in bullet points below.

Mission

Although it found expression in different ways, there was general concurrence regarding RISD’s education mission as paraphrased below.

RISD’s academic programs should provide the following:

- a broad historical and social overview so that students can engage in a search for individual meaning;
- focused instruction in the techniques, concepts, and theory of art and design practices in order to prepare students to become resourceful and responsible artists;
- an academically rigorous environment that encourages excellence;
• an opportunity for students to examine intellectual and artistic production throughout history and across cultures;
• instruction in reading, writing, and analytical and critical thinking skills;
• a supportive environment for personal and creative growth and development.

External Conditions

Similarly, there were many common themes that appeared in these plans under the general heading of "external conditions":

• significant changes in technology (computer hardware/software or other types of equipment);
• considerable change in disciplines/professional fields and the expectations of employers and/or clients;
• changing demographics of incoming students and a significant increase in the number of international students;
• the public demand for accountability and the demand for value in return for the cost of a RISD education;
• diminishing government support for the arts.

Strengths and Weaknesses

Under "strengths and weaknesses" there was perhaps the greatest variety, which, not surprisingly, was especially true of the weaknesses that were singled out. Some departments feel crowded, others feel their goals for improvement imply a growing number of students. One department may feel that the condition and amount of space it is allotted are its greatest weaknesses while another that the number and/or diversity of faculty are inadequate to support its curricular goals. Although they are not common to all departments and divisions, the following list summarized those that appear with the greatest force or frequency in the plans.

Strengths:

• quality and dedication of faculty and students
• breadth of course offerings
• diversity of programs
• academic reputation of institution, departments/programs
• commitment to diversity
• focus on teaching
• student advocacy by faculty
• increasing interest in interdisciplinary/multidisciplinary studies
• strong work ethic
• in-depth professional focus
• low average class size
• low faculty/student ratios

Weaknesses:

• curriculum often slow to respond to outside change
• need for more computers, computer technicians
• many spaces not only overcrowded, but of poor quality, unsafe, poor ventilation
• inadequate teaching resources to meet student needs or to expand, further develop curriculum
• not yet enough crossover into other departments for teaching, sharing resources
• inadequate staff support in many departments
• inadequate financial aid

Goals and Priorities:

The goals and strategies outlined in each plan are directly related to the particular circumstances of each department or division. However, there are some overarching priorities that emerge from a reading of these plans that will be elaborated on in the following section. These include but are not limited to:

• attract and retain outstanding students
• attract and retain the best faculty
• increase the diversity of students and faculty
• foster greater collaboration across departments and disciplines
• address space needs through construction and/or renovation of existing facilities
• improve student access to non-major studio elective and liberal arts courses
• improve, refine advising process
• improve access and training in computer and digital technologies
It is clear from these plans that RISD has much to accomplish in the coming years. Some of the goals outlined in these plans - be accomplished without significant increases in resources or the intervention or involvement of the next level of administrative authority, while others will require an infusion of resources and leadership at the levels of dean, provost, president and/or trustees. Deciding which of these can and should be pursued most vigorously will require the establishment of clear institution priorities. The following section in an appraisal of the needs and priorities that have been identified through the planning process and by the work of numerous student and faculty committees.
IV. Appraisal and Recommendations

Many things combine to affect the quality of academic programs and the learning experience of the individual student. They can be roughly divided into the broad categories of community, students, faculty, programs and resources, and facilities and equipment. Each of these is examined in this section with recommendations given that should positively impact the overall quality of the academic program.

A. Community

RISD's community has tremendous vitality and energy. Compared with other colleges and universities, it is small in size. It is made up of creative and highly individualistic people who share a passion for the visual world and their own and each other's personal and creative development. But, as is true of most colleges, RISD's community is also composed of many smaller groups that can be divided in many ways: student/faculty/staff; undergraduate/graduate; by graduating class, gender, race, sexual orientation, religion, ethnicity, etc.

Although students at RISD, as elsewhere, have multiple identities, the primary identification beyond the freshman year for most of them is with the major department and, secondarily, either with their graduating class or cultural group. The reason for this strong identification with the studio is the tremendous amount of time and energy invested there. The rigorous of the studio and the focus on the individual can even isolate students within the shared space of the studio. And, the lack of a common social spaces at RISD once a student has left the dorm discourages a larger sense of community outside of the studio. For those whose cultural, language, or personal differences may make participation in a group difficult to begin with, the isolation can become stressful.

Several factors influence or have a direct impact on a sense of community: size, diversity, indoor and outdoor gathering space, communication, and organized activities and support services, to name a few.

RISD should examine these and other factors that affect community and take steps to provide more opportunities for interaction and engagement outside of the studio.

1. Size

RISD is the 4th largest independent college of art and design in both undergraduate and graduate enrollment behind Pratt, the School of Visual Arts, and Parsons. It has seen modest growth over a ten-year period in overall enrollment (10%), most of which has been in its graduate programs.

Undergraduate enrollment: RISD's undergraduate enrollment increased from 1,815 in Fall 1995 to 1,861 in Fall 1999 (2.5%). Typical entering freshman class at RISD is less than 400. Average course enrollment across the college, however, is quite small. In most cases, when students enter a major they develop close relationships with their classmates and their immediate world shrinks to fit their major studio and/or home space. From the vantage point of the studio, a large enough group to allow for diversity and an interesting exchange of ideas without crowding are generally what determine a critical mass. Optimum size of the college could then be considered the number of freshmen who can be easily scheduled and comfortably accommodated in Foundation Studies and Liberal Arts courses plus the sum of the ideal number of students in each major department. Within these constraints, RISD's overall enrollment number is flexible, and, from a financial perspective, growth is desirable only if it is net financial gain to support the growing needs of the academic program.
Graduate enrollment: RISD's graduate enrollment increased from 172 in Fall 1995 to 251 in Fall 1999 (46%). Despite having a greater percentage increase in graduate enrollment during a five-year period and a larger number of graduate degree programs than other schools of art and design, RISD's graduate enrollment is significantly smaller than the three largest (737 at Pratt, 821 at Chicago, and 281 at School of Visual Arts in 1998) and is a smaller percentage of total (undergraduate and graduate) enrollment. Because graduate students only occasionally take foundation level courses, their numbers do not have an impact on the fully enrolled sections in Foundation Studies.

Conclusions:
Although a student's identification with the major studio is not without its problems in creating a larger sense of community, the influence size has on RISD's sense of community is determined more by the scale of classes and major studios than by total enrollment. Therefore, it is difficult to speak of an "ideal enrollment" for the institution without talking about the size and number of departments and divisions. Viewed from this perspective, it is clear that RISD has nearly reached an enrollment capacity beyond which the feeling of community generated by the departments will begin to erode. Under current conditions (physical plant, library, support services, and the size of its faculty) space to grow is now limited to only a few major departments.

Recommendations:
- Due to the limited space in Foundation Studies and the need to keep sections as close to 20 students as possible, an increase above 380 freshmen is currently ill-advised. Space needs and staffing should be reviewed by the Divisions of Foundation Studies and Liberal Arts as well as by the Enrollment Task Force to determine whether or not growth from 20 sections is advisable for the future.
- Growth in major departments is also subject to equipment and space constraints. Enrollment growth should be deliberate and planned by deans and department heads and limited to those departments with the capacity and resources to support additional students.
- Departments that are below critical mass and have historically had difficulty in reaching their capacity by enrolling students from the freshman class should focus their recruitment efforts on transfer students and/or increasing their graduate enrollment.
- Obstacles to transfer enrollment should be examined and, where possible, alleviated.
- The Enrollment Task Force should continue to evaluate the cost/benefits of future growth and its impact on RISD's sense of community.

- The smaller number of graduate students enrolled in a comparatively larger number of degree programs at RISD than other schools should be reviewed by Graduate Studies and the Enrollment Task Force. A five-year graduate enrollment plan should be developed.

2. Diversity

RISD's culture is one that values both the individual and the group: the individual by the value placed on individual communication and expression, and the group by the value placed on a studio experience enriched by the presence of individuals who represent a variety of backgrounds and perspectives. In this setting the richness, or diversity of the community - especi its cultural diversity - has a direct correlation to the richness of the conversation that takes place around what are essentially cultural matters. However, despite an environment that encourages a variety of values and aspirations in the studio and a community that grows increasingly multicultural, feelings of exclusion or lack of respect are still experienced by some members of our community. These are most often felt by members of groups that have been historically under-represented at RISD on the faculty, in the student population, or both: women, people of color, and international students. The consequences, particularly for students, can vary from frustration and disenfranchisement to social and academic difficulties to withdrawal from the community. Although RISD enjoys a very high retention rate, its lowest rate of retention is for students of color. Nonnative English speakers can also feel isolated or intimidated because of difficulties with the language. These and other cultural differences that make some students uncomfortable in the studio can and often do make life outside of the studio even more difficult and alienating.

Conclusions:
A community that values diversity is one in which all of its members can participate freely and openly and in which the words "majority" and "minority" lose relevance. RISD has made a commitment to increase its cultural diversity in its recruitment of students and faculty. This commitment must be matched by efforts to create a more inclusive and supportive environment for individuals who are members of groups that have been historically underrepresented and/or who simply feel a sense of isolation within the community. In its April 1999 report, the Diversity Steering Committee proposed a set of "Broad Action Steps" intended to enhance multiculturalism in the RISD community. Some of these have already been accomplished, but others will require ongoing efforts. The following recommendations add to or underline those already outlined in the report of the committee.

Recommendations:
The Coordinator of Multicultural Affairs position, recently opened with the retirement of Dot Ford, should be upgraded to Direc
t of Multicultural Affairs and the responsibilities currently assigned to that position that deal directly with visas and other techni
cal matters for International students should be reassigned to the International Programs office. The new Office of Multicultural
Affairs should be located at Carr House.
   • Working cooperatively with the Director of Student Life, the Director of Multicultural Affairs should help to mentor students
   color, provide encouragement and support for multicultural student organizations and activities, and promote a greater
   awareness and appreciation of the contributions to the community made by students of all racial, ethnic, and cultural
   backgrounds.
   • The Office of International Programs should provide advice and counsel for international students, assisting them upon their
   arrival and throughout their time at RISD with the special nature of the problems they encounter in and out of the classroom
   in becoming fully integrated into the RISD community.
   • More effective means need to be developed to assist international students and other nonnative English speakers who need
   help with their language skills.
   • More communication needs to take place around the issue of gender and the treatment of women through individual and
   small group meetings and through larger town hall meetings.
   • RISD's Student Disciplinary Code should be reviewed and revised to include language and disciplinary procedures that refer
directly to incidents of sexual misconduct.

3. Community Spaces

RISD has added buildings and properties opportunistically over time as they become available to house the growing numbers
of students and departments. Despite the variety of settings it enjoys and its enviable location along the recently redeveloped rh
front, the "campus" that has resulted from this process is not easily recognizable as such, spread out as it is between other
commercial and civic properties and lacking any consistency, in architectural style or other easy means of identification. Most
the effort to provide non-academic, or community space has focused on dormitories, housing and food service located on
"residential hill." Although the buildings and adjacent residence halls do house many of the activities necessary to creating a
sense of community outside of the classroom, they are used first and foremost by the freshmen and other students who occupy
them. Once a student leaves the residence halls and lives off campus there is very little community space with which to identify
outside of Carr House, the mall room, and, in Clement weather, "the beach."

Conclusions:
The lack of sufficient social, or gathering spaces reinforces the silo effect major studios tend to have on RISD's sense of
community. RISD lacks both a student center, which could provide a locus of activity, and the connecting tissue between
academic facilities normally associated with campus quads, which would provide common spaces for socializing and other
activities. Even the broad outlines of its community are not identifiable due to a lack of signage or other visible indications of
boundaries or of what is or is not a part of the campus.

Recommendations:
   • RISD's plans to develop the Metcalf lot for the RISD Center should have as one of its major priorities the need to provide
   community space for students. This space should include a lecture hall, informal seating, food service, and exhibition
   space for student work.
   • RISD's river front campus should be taken advantage of and should lend a greater identity to the north-south axis of its
campus. The River Walk between Washington Place and College Streets should be further developed for galleries, shops,
food service or other uses that invite informal gatherings.
   • As future additions or expansion of RISD facilities are planned, the need for community spaces or connections to other
   RISD properties should be considered.

4. Communication

One means of overcoming challenges to a stronger sense of community is communication, whether via the grapevine or the
Ethernet. One of the most common student complaints at RISD is not that there is not enough for them to see and do, but th
events pass without their having learned about them in advance ("Did you know James Turrell lectured last night at the
auditorium?"). RISD's student newspaper, Mixed Media, is an important communication vehicle for its news and editorial
content; however it cannot collect and disseminate timely material that would inform students in advance of these activities.
Without published calendars, electronic bulletin boards, or other community-wide communication vehicles, many of the
numerous openings, lectures, and other events that take place on a regular basis go unannounced.

Conclusions:
The loosely-defined and spread out nature of RISD's geography combined with the more clustered atmosphere of its major
studios make communication which would help to create a larger sense of community difficult. RISD needs to develop
communication vehicles that will help to better inform the community.
Recommendations:

- The Office of Student Life and academic departments should work cooperatively to develop better means of community-wide communications. These might include: printed listings of events, telephone communications (call-in events calendar), email, or a web-site or via an intranet (see Changing Technologies, p. IV-24).

5. Student Activities and Support Services

The Student Affairs Division includes some of RISD’s most effective means of community building. Under the leadership of the Dean and the offices of Student Life, Residential Life, Student Development, and Health Services the Student Affairs offices have knit together RISD’s student community from Orientation through Commencement. A recent external evaluation of Student Affairs, however, also suggested areas for improvement. As stated in the self-study written in preparation for the evaluation, confirmed in the visiting committee report, the Student Affairs division is not as fully integrated into the overall academic mission of the institution as it might be. As presently organized, Student Affairs is a separate division of the Academic Affairs Office, the former attending to the extracurricular and quality-of-life aspects of the student experience while the latter attends more to the academic, the curricular. The experience can be disjointed to students who may not always make such distinctions in their own lives. What is the difference between advising and counseling; what connects their lives in the studio with their social and personal lives?

Conclusions:
The Student Affairs division helps to coordinate activities and support services that strengthen the sense of community for students regardless of their year of graduation, major, ethnic or cultural group. Although in the recent visiting committee report the dedication of the staff of Student Affairs was praised, it also pointed out the need for more cohesiveness and a better understanding of its mission, both internally as well as by the institution as a whole. Student life issues need to be better integrated into the academic program. The proper role of the faculty in academic advising and its relationship to the general advice and support given by the Student Affairs area need to be better understood and articulated.

Recommendations:

- The role and organization of the Division of Student Affairs need to be reevaluated and better integrated into the overall mission of the Academic Affairs Office.
- The Student Advisory Committee should become a standing committee of the college, ensuring that a student voice is heard in both the Student Affairs and the Academic Affairs Offices.
- Academic advising and student support services should be better coordinated, respecting the proper role of the faculty while providing a safety net for students in need of general advising and counseling.
V. Conclusion and Priorities

[Summary of findings and determination of priorities. This section will be written following faculty, staff, and trustee review of the previous sections. It is anticipated that priorities will fall roughly under the goals for the campaign: scholarships, faculty support, technology, academic facilities, and the RISD Center.]

Academic Plan

Priorities and Financial Assessment

The goal of the Academic Plan is to enhance and secure RISD’s academic excellence and competitiveness in a changing world. What follows is a set of objectives that will help in achieving that goal and in prioritizing the recommendations contained in this plan, followed by a first effort to begin to define the costs and identify funding sources for those recommendations.

I. Priorities

Recommendations contained in the Academic Plan fall generally into three categories: people (faculty and students), programs (departments and programs), and facilities (buildings and equipment). The following set of objectives are tied to those categories and to themes that run throughout the Academic Plan of the college and in the plans of the departments and the divisions. The process of assigning priorities to the recommendations in the plan should be driven by these objectives.

- Professional learning environment. Improving RISD’s physical facilities by improving their safety, accessibility, design, and comfort.
- Diversity. Greater ethnic, socio-economic, and gender diversity among RISD’s students and faculty.
- New Technology. Advancement of RISD’s capability as a leader in the use of digital and information technologies in fields of design.
- Interdisciplinary Teaching and Learning. Greater opportunities for students and faculty to interact and study across departmental and divisional lines.
- Community. A greater sense of community for RISD’s students, faculty, and staff and a greater identity and visibility for RISD within the local and regional community.

Prioritization of the recommendations in the plan will also need to be done in a way that assures RISD’s continued financial security. Although cost is one way to measure a recommendation’s financial impact, we should also view cost as an investment in the quality of RISD’s academic program and in its overall competitive strength.

II. Financial Assessment

The following outline follows the section letters and numbers in Section IV of the Academic Plan, “Appraisal and Recommendations” (p. IV-1-37). Only those recommendations with financial implications are assessed (other recommendations that have little or no financial impact are already being pursued).

A. Community

1. Size

http://intranet.risd.edu/faculty/meetings/risdplan8.asp
Recommendations:
Planned, deliberate growth is recommended on a department-by-department basis, primarily of transfer and graduate students. An additional section of 20 students in Foundation Studies is recommended for consideration. These students would not only need to be accommodated in Foundation Studies studios; they would also need to be accommodated in Liberal Arts courses and, beyond, in major departments.

Financial Impact:
Enrolling more students will also mean an increase in financial aid costs and, depending on the number enrolled, increases in housing, student services, faculty and staff, and facilities and equipment. Small numbers of graduate and transfer students added to departments with capacity would not add significantly to the cost of the overall program. The gross tuition income that would be generated by adding a section of freshmen each year, after four years, would be approximately $2 million. The amount of net new tuition income after expenses is currently being studied.

2. Diversity

Recommendations:
Upgrading of the Multicultural Affairs position from Coordinator to Director is recommended with additional support for programming. Additional language training for international students is also recommended.

Financial Impact:
Both recommendations have been adopted and are budgeted for FY01-02.

Source:
Operating budget and additional tuition income from Summer Language Program.

3. Community Spaces

Recommendations:
Community spaces are recommended in the form of an auditorium/lecture hall, student exhibition space, food service, and other spaces for informal gatherings.

Financial Impact:
To be determined (RISD Center project).

4. Communication

Recommendations:
Several means of improved communication are recommended.

Financial Impact:
Communication via Intranet is the means of communication recommended with the greatest cost. See section D.4. Changing Technologies.

5. Student Activities and Support Services

Recommendations:
Improvement in academic advising is recommended. Advising is one of the contractual responsibilities of all full-time faculty members. However, additional advising on degree requirements, scheduling of courses, and other day-to-day matters is needed that may not require making an appointment with a faculty advisor. An additional staff position in the Registrar's Office is required.

Financial Impact:
The cost of a student advisor is estimated at approximately $75,000.

Source:
Operating budget.

B. Students

1. Application Numbers
Recommendations:
New recruitment strategies, online application capability, and budget review of the Admission Office are recommended.

Financial Impact:
Costs as yet to be determined. Likely result after completion of a budget review is an increase in operating costs (non-salary) for Admission Office.

Source:
Operating budget.

2. Diversity in Admissions

Recommendations:
Endowed scholarship funds and new recruitment efforts (special weekends, fly-ins of admitted students, etc.) are recommended.

Financial Impact:
For increased scholarship support, see section B.3. Financial Aid (below). The costs for additional recruitment efforts would be included in any increases to the operating budget for Admission Office (see above).

3. Financial Aid

Recommendations:
Other funding sources of financial aid strategies for the improvement of quality and diversity of enrolled students, the recommendations are increasing endowed and endowed gifts for scholarships and establishing a five-year goal for increasing financial aid.

Financial Impact:
If new funding sources are used, the impact of additional financial aid will be budget neutral, assuming all new money raised is additive to existing financial aid sources. If, at some point in the future, new annual or endowed scholarship giving is used to replace money already coming from tuition income, it would have a positive impact on budget.

Source:
Capital campaign.

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Priorities Through 2007

Academic Programs:
- Monitor, update and implement the Academic Plan
- Increase external funds for financial aid by 50% to leverage scholarships that support student quality, diversity
- Prepare for NEASC, NASAD institutional accreditation visits and self-study.

Museum Programs:
- Focus Museum planning and fundraising to maximize benefits of Museum expansion, renovations for a diverse audience, minimize impact transition on visitors, staff
- Optimally position the RISD Museum relative to increased regional, national, international awareness

Campus, Community, & Facilities:
- Enhance campus climate to further support diversity initiatives for teaching & learning
- LKR consultants to assist with defining library project/programs and technical and mechanical requirements, selection of an architect
- Complete Mason Building project, and related moves
- Convene campus committee to review performance management & compensation system
- Develop a campus reward-recognition program
- Complete RISD Center project.

Technology:
- Finalize and implement long range campus-wide technology plan

Institutional Advancement:
- Successfully achieve Capital Campaign goal of $85M

Financial Resources:
- Monitor progress of capital projects plan, budget, and schedule with LKR assistance.

Visibility:
- Create task force to explore ways to promote RISD
III. Long Range Goals

1. To maintain and enhance academic quality by involving the highest quality faculty, staff, and students, and by supporting all members of the community: students, faculty, curators, and staff.

2. To maintain and enhance educational environment that is responsive to the needs of students, faculty, and staff.

3. To increase financial resources in support of educational programs.

IV. Rhode Island School of Design

A. Rhode Island School of Design (RISD) is committed to:

- Enhancing the educational environment by integrating technology into the curriculum.
- Enhancing the educational environment by integrating technology into the library.
- Enhancing the educational environment by integrating technology into the classroom.

RISD's mission is to provide the highest quality education in the visual arts, design, architecture, and art education in order to prepare its students for the broadest range of artistic endeavors.

II. Contemporary Mission Statement

1. To support the general advancement of public art education by the exhibition of works of art and of art school students, and by lectures on art.

2. To service the needs of art history, art history, and the arts through research and teaching.

3. To maintain an active in drawing, painting, and sculpture, as well as in the broader field of the arts and humanities.