

RISD
Strategic
Directions
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MISSION

The mission of Rhode Island School of Design, through its college and museum, is to educate its students and the public in the creation and appreciation of works of art and design, to discover and transmit knowledge and to make lasting contributions to a global society through critical thinking, scholarship and innovation.

VALUES

Creative Thinking and Making

Engaged Curiosity and Experimentation

Respect and Inclusion

Rigorous Immersion and Serious Practice

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The RISD seal is a circular emblem with a blue border containing the text 'RHODE ISLAND SCHOOL OF DESIGN' and '1871'. In the center, there is a stylized monogram of the letters 'RISD' in a blue, serif font.

INTRODUCTION

Since its origins, Rhode Island School of Design has championed a model of art and design education built on a commitment to rigorous studio-based and immersive departmental learning contextualized through a commitment to liberal arts studies.

Our aim in the final strategic plan is to increase our commitment to making new and important impact. Distinct disciplinary expertise allows us to credibly develop interdisciplinary research and collaborations that create new intersectional knowledge. These opportunities are particularly relevant to artists and designers, who by their nature think differently and work inventively.

We recognize that we stand at the intersection of rapidly changing global challenges. Higher education itself is under significant scrutiny, and its value and fiscal sustainability increasingly contested. Additionally, art and design students and faculty feel an increased sense of urgency to address societal, humanitarian, cultural and environmental changes that are redefining how we will live in and shape the future. Drawing from focused priorities, we will evolve methodologies that are humanist and ethical, that encourage experimentation and partnership and that utilize RISD's unique facilities and resources to make an impact locally and globally through art and design learning and practice.

Fundamental to our success in these efforts is our continued commitment to building a diverse, inclusive and equitable community within our own walls. You will see principles of the SEI Action Plan embedded throughout this draft, particularly around expanding the curricula and broadening access to a RISD education so that we continue to attract the best and brightest students regardless of socio-economics. In the course of the final Strategic Plan we hope to reduce our dependence on tuition by including new revenue streams that align with our commitment to educating degree-seeking students and the public.

We will also focus on fundraising to elevate student experience opportunities, build on our academic distinction, and further develop state-of-the-art facilities.

Our ambitions can only be achieved if we also incorporate the practical steps toward operational excellence by adopting enabling systems and breaking down siloed functional processes. As you will see, the priorities within this plan are specific enough to direct our activities, yet open enough to take advantage of the creativity and vitality of our faculty, staff and students. The draft is meant to be a guide for the next five years at RISD. It can—and most likely will—change as the world changes around us. We will be self-reflective, transparent, and open as we annually assess our progress and respond to new or emerging priorities.

This draft will require us to further prioritize. We want to commit to what we can achieve. As you review the goals within this draft, think hard about what is essential. Who will be responsible for ensuring the success of each goal? What will help us to build community? How can we make the most significant contributions to developing a learning and teaching environment that best educates future creative leaders and practitioners? We look forward to your feedback.

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STRATEGIC DIRECTION 1:

Evolve the arts of immersive learning, teaching and research at RISD to enable our students and faculty to shape creative, scholarly and cultural activity.

GOAL 1: Stimulate pedagogical and curricular innovation and catalyze new areas of art and design education.

1. Review and revise credit and distribution requirements to create more flexible and interdisciplinary learning opportunities that reflect changing dimensions of creative practice.
2. Implement new course structures (such as tutorials, labs, fieldwork, liberal arts studios, low-res, online and blended) to expand the range of pedagogical practices.
3. Reallocate or add resources to better support departmental and institutional missions, curricula and pedagogies.
4. Develop new courses relevant to social equity and inclusion by expanding and integrating a broad range of diverse cultural traditions and bodies of knowledge in pedagogical and curricular opportunities.
5. Provide incentives to support advancement of multimodal learning and teaching across divisions and departments using unique RISD collections, such as the RISD Museum, Nature Lab and libraries.

GOAL 2: Create a distinctive graduate experience rooted in advanced practice.

1. Increase scholarship aid to make graduate study more financially accessible.
2. Define distinct graduate program outcomes that address advanced practice and higher-order theoretical and methodological discourse.
3. Articulate the priorities of the common graduate pedagogical space and implement appropriate structures to strengthen the shared academic and co-curricular experience for graduate students.
4. Develop new graduate programs that foreground research and integrate new areas of practice.
5. Increase the number of graduate teaching and research assistantships and integrate required pedagogical training and mentorship to better prepare students for academic and professional careers.

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GOAL 3: In line with our principles of equity, inclusion, and diversity, embed community engagement, social practice and service learning, within teaching and learning at RISD.

1. Articulate our institutional priorities around community engagement and social practice.
2. Develop effective structures for promoting, coordinating and integrating community engagement activities and service-learning opportunities across Student Affairs, Museum, CE, Community Relations, IE and Global.
3. Establish a network of focused, mutually beneficial community relationships that are consistent with our pedagogical goals.

GOAL 4: Build an ecosystem for research at RISD that fosters experimental teaching, learning and collaborative insight.

1. Establish a series of co-located physical lab spaces with appropriate technical support that enable people to flexibly coalesce around areas of inquiry. [Initial labs being considered: PUBLICS: Global, Humanities, Publishing, Complexity, Teaching & Learning; MATERIALITY: Color, Textiles, Materials Resource Center, Casting, Co-Works; NATURE: Nature Lab, Living Systems, Water, Bio-Making.]
2. Provide incentives, such as compensation, workload measurement, promotion/review criteria and student research assistants to encourage faculty involvement in institutional research projects and partnerships.
3. Preserve, archive and disseminate faculty and student research internally and externally by connecting the libraries more explicitly to research activity and featuring research more prominently on the website.

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The RISD seal is a circular emblem with a blue border containing the text 'RISD' and '1871'. Inside the seal, there is a complex, intertwined design of lines and shapes, possibly representing a stylized figure or a network. The seal is positioned in the upper left corner of the page, partially overlapping the main text.

STRATEGIC DIRECTION 2:

Shape a diverse, inclusive and engaged community that supports students' readiness to succeed in a complex world.

GOAL 1: Develop a comprehensive, multi-year enrollment and financial aid strategy.

1. Increase scholarships to expand access for low- and middle-income students.
2. Increase diversity of entering students, tracking ethnicity, first-generation and geographic benchmarks.
3. Develop a long-term recruitment strategy to enroll students from a broader range of domestic and international locations.
4. Plan for strategic graduate and undergraduate enrollment growth through a combination of new graduate programs and modest increases to undergraduate and transfer enrollment.
5. Ensure that all RISD students have access to the same opportunities for travel, internships and materials through the Social Equity Fund.

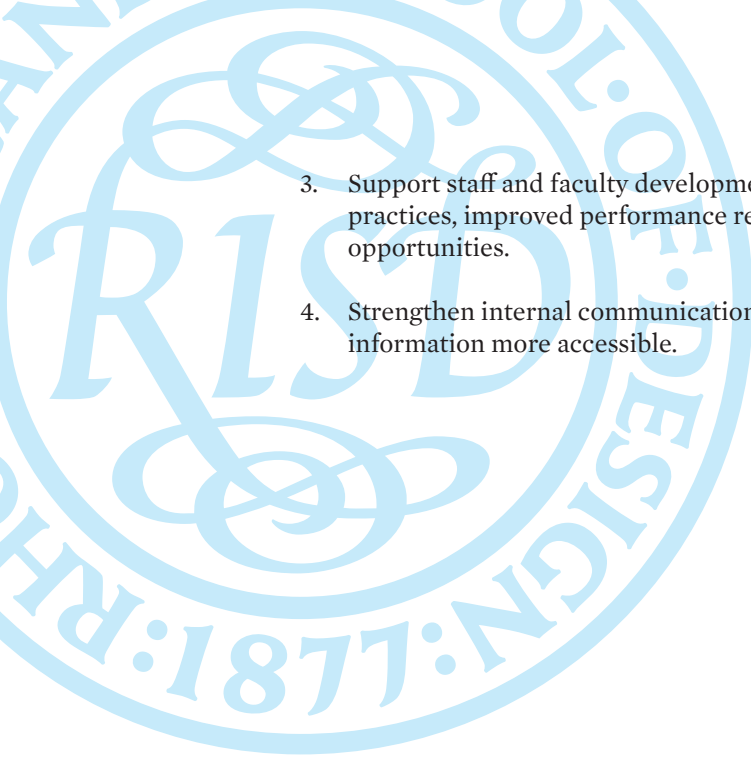
GOAL 2: Strengthen connections between curricular, experiential and co-curricular learning and enhance student support resources.

1. Develop a coherent, integrated network of advising practices.
2. Provide digital learning enhancement resources in studios and classrooms and upgrade the physical plant to increase accessibility.
3. Enhance resource allocations and reallocate or add resources to student services to support the needs of a changing student population.
4. Integrate experiential and co-curricular learning opportunities such as service learning, internships, study abroad, learning communities and capstone experiences with our studio and liberal arts curricula.

GOAL 3: Foster a community of talented faculty and staff who are diverse, inclusive and committed to RISD's mission and values.

1. Increase faculty and staff diversity through more focused recruitment and hiring programs.
2. Hire and retain faculty from underrepresented communities in line with our commitment to social equity and inclusion and in an effort to expand our curricular offerings.

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3. Support staff and faculty development and retention through inclusive practices, improved performance review processes, and ongoing learning opportunities.
 4. Strengthen internal communications and coordinate structures to make information more accessible.

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STRATEGIC DIRECTION 3:

Be the voice for the value and impact of art and design locally and globally through focused outreach and engagement activities.

GOAL 1: Expand the perception of “who is a RISD student?”

1. Establish a distinct entity that encompasses Continuing Education, Executive Education and Pre-College, to extend and promote lifelong learning opportunities to non-degree seeking students.
2. Increase the scale and outreach of such programs and create new non-degree granting opportunities to broaden the impact of our mission and generate new revenues.

GOAL 2: Grow and support the base of connected alumni by increasing ways for them to actively engage with each other and RISD.

1. Build a global network of alumni clubs and affinity groups by increasing active participation at all levels and building strong leadership with supporting committees.
2. Craft a broad and multi-tiered volunteer program in service to RISD that provides training, ongoing support and a recognition program honoring outstanding volunteers.
3. Create a comprehensive communications strategy that is responsive, age-specific and targeted towards shared and mutual interests.
4. Provide lifelong learning opportunities and activate alumni to become engaged in the day-to-day life of the campus through direct interaction with students.

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STRATEGIC DIRECTION 4:

Implement nimble and sustainable organizational, administrative and financial models to ensure responsible stewardship of the institution and its mission.

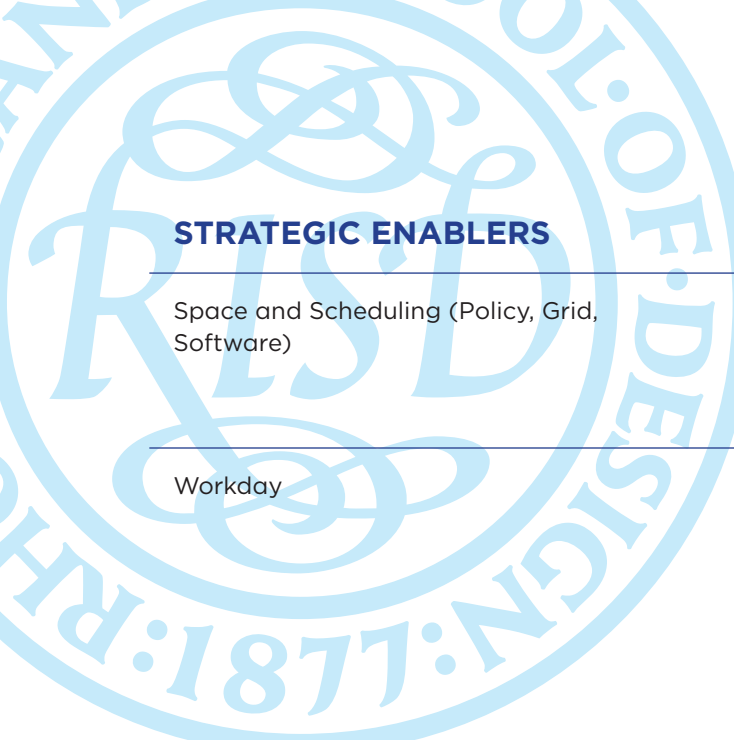
GOAL 1: Promote the best and most effective use of RISD's financial and human resources.

1. Improve RISD's administrative processes to enhance service delivery and contain costs.
2. Invest in enabling systems and technologies to build more efficient and resilient institutional operations.
3. Support the ongoing implementation and updates to the Campus Master Plan, with an emphasis on academic facilities, deferred maintenance and sustainability.
4. Develop a sustainability master plan and coordinate institutional sustainability efforts.

GOAL 2: Diversify and increase revenue sources to lower tuition dependence and create sustainable financial and fundraising enterprises.

1. Grow revenue from non-tuition based sources such as continuing and executive education, partnered projects, grant funding, facility rentals and non-academic services and events.
2. Expand fundraising capacity through significant investments in Institutional Engagement in anticipation of a comprehensive fundraising campaign.

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STRATEGIC ENABLERS

Definition

Space and Scheduling (Policy, Grid, Software)	Improve the student experience and increase space utilization by developing a space policy, a scheduling policy and a common grid that will be supported by scheduling software.
Workday	Implement Workday, a web-based enterprise resource system that will manage HR, payroll and finance business processes, and eventually student functions. It will replace Colleague and is designed to minimize reliance on paper and manual workarounds, while providing our community with real-time reporting, standardized business processes and optimized administrative functions.
Website and Digital Transformation	Transform RISD's currently siloed and inconsistent digital experiences into a strategically consistent, intentional and audience-focused digital ecosystem.
Institutional Learning Outcomes/General Education Outcomes	Articulate institutional learning outcomes in order to build a comprehensive approach to the assessment of student learning and demonstrate the value of a RISD education. Rearticulate general education objectives to better align with accreditation requirements.
Policies	Establish consistency and clarity of content, a framework, common format, roles and responsibilities, and process for adoption, review, revision and dissemination of all policies in order to promote accessibility and adherence to current policies.
Governance	Review governance model to ensure clarity about the respective roles and responsibilities of trustees, faculty and administration.
Workflow and Processes (Softdocs, etc.)	Facilitate efficiency and transparency by evaluating workflows and processes, investing in automation through digital forms, workflow products or digital archiving.

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