



RISD

Rhode Island School of Design

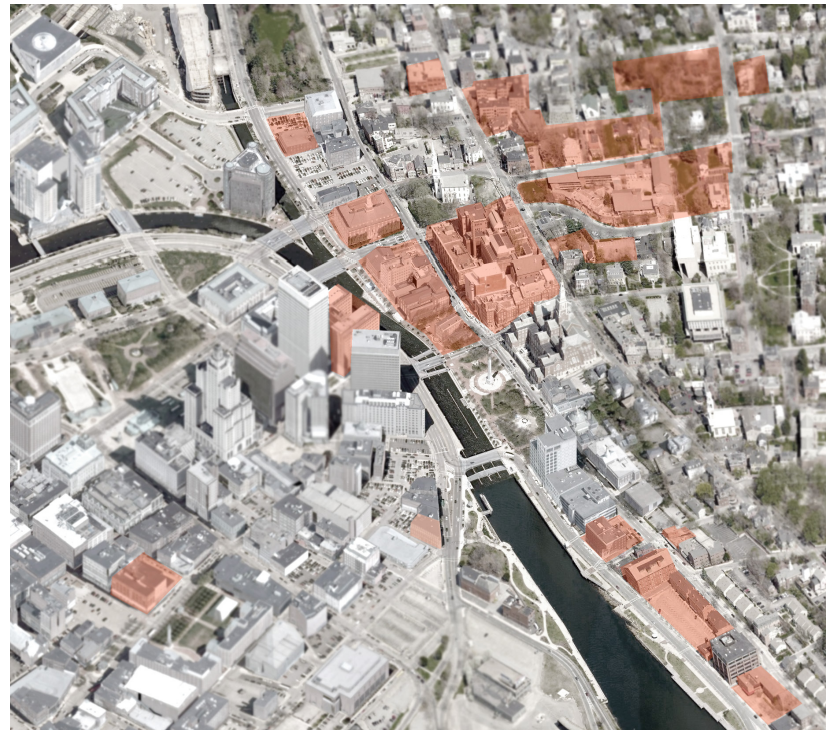
Campus Master Plan Summary

February 2015

FINAL DRAFT

critical making

making critical



DSK

Dewing Schmid Kearns
ARCHITECTS + PLANNERS



RISD

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Campus Master Plan Summary



FOREWORD

Rosanne Somerson, President

A distinctive and defining strength of a RISD education is the deep connection our rigorous programs and curricula develop between making and critical thinking. Importantly, making depends on high-quality facilities to provide the environments, tools and conditions to activate student learning, enabling the exploration, invention, and expression that are fundamental to an education in art and design. At RISD these facilities include specialized studios, workshops and classrooms, and also the community environments and living spaces that support a holistic college experience.

Our Strategic Plan, “Critical Making | Making Critical” guides our institutional vision for 2012–17, focusing on “how RISD can best educate and support artists and designers for a changing world in ways that respect our founding ideals and reflect who we are as an institution.” The strategic plan has helped us to focus on our core academic values at a time when higher education faces unprecedented challenges and new opportunities. Evolving technologies are one driver, but more important are changes in disciplines and forms of practice, and the emergence of new structures and systems in the context of significant social and economic change. These changes are influencing the content and delivery of teaching and learning and posing important questions about the structures, values and costs of higher education.

Many are calling for radical responses to these challenges, and RISD will, and must, change. But I contend that RISD’s commitment to immersive, hands-on teaching and learning, developed over 137 years, is more radical now than ever. Studio-based education, in partnership with a deep engagement in the liberal arts, is a highly effective model for addressing the challenges of the 21st century. Creativity and iterative thinking, and a capacity for risk taking, are critical skills for our students’ future success in industry, scholarship and culture; and for helping to solve the complex challenges of our times. This conviction underscores how important it is to build and maintain the high-quality facilities that will support and animate RISD’s form of education.



Rosanne Somerson, 76 ID, President, Professor of Furniture Design

Our campus is extremely complex, with over 50 historic buildings that have been adapted and repurposed over time. Maintaining their quality and historic character is important, but this built legacy has made it difficult for us to create meaningful adjacencies, adapt to changes in program and scale and create new kinds of space. Through the campus master planning process we came to realize that successful stewardship of our spaces and programs requires not just building and renovation projects, but a framework of planning principles and tools to help guide and inform current and future decision making.

To accomplish this I challenged our consultants, DSK | Dewing Schmid Kearns, along with the many participants in the campus master planning process, to develop not just project proposals, but the right systems and processes to carry our work forward, to further develop our capacity for ongoing, integrated planning. Higher education is confronting new, urgent challenges.

Pedagogy is evolving. New forms and methods of practice, inquiry and scholarship require new kinds of space for shared projects, research and advanced fabrication. Continuing to deliver academic excellence in an economically sustainable manner will require the flexible and efficient use of all our institutional resources and facilities. We need a plan that will create capacity and opportunities to respond to future demands and provide us with the data, tools and structures to allow us to make better-informed decisions and hard choices about how to strategically organize, distribute and focus our resources.

We also affirmed the principles and commitments fundamental to RISD's mission – academic excellence and a supportive student experience, equity, community and sustainability. This Campus Master Plan represents a commitment to those enduring values and to the integrated planning, sustainable operations and high-quality facilities that will allow us to be ambitious and responsible as we build RISD's future.



RISD's commitment to immersive, hands-on teaching and learning, developed over 137 years, is more radical now than ever.



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INTRODUCTION

RISD CMP

In this 2015 Campus Master Plan (CMP), RISD recommits to “the education of artists, designers and scholars” through active engagement on a physical campus. The CMP responds to the overarching question posed in “Critical Making | Making Critical,” RISD’s strategic plan: How do we educate creative agents for a changing world? Higher education is in a period of extraordinary transformation, and RISD must be both visionary and pragmatic. Dynamic programs, new pedagogies and non-traditional pathways put different kinds of demands on RISD’s Providence campus, which is filled with great potential as well as formidable challenges. RISD’s 2015 CMP responds to these challenges strategically through the development of new capabilities and key projects.

Campus master plans of the 20th century were often static project lists describing near-term priorities. Plans reflecting these priorities were created and projects launched as part of a predetermined timeline. Once the menu was implemented, over 10 or 15 years, it was time for a new plan. The problem with this approach was, and still is, the pressure on institutions to adeptly handle change. Many variables serve to paralyze a long-term plan, including transitions in leadership, economic variability and pedagogical and technological advances. For too many institutions, the commitment to static, long-term plans waned because they did not have the necessary tools to implement their planning vision.

Faced with the near-constant change of the 21st century, RISD and DSK have created a new kind of campus master plan, one that focuses on developing a set of dynamic and responsive tools calibrated to sustain long-term core values, principles and policies. The RISD CMP is an integrated, flexible, direction-setting system able to respond and adapt to the challenges higher education is facing.

This plan enables and empowers a community of “thinkers, makers and innovators” to advance teaching and research through a commitment to shared principles and common resources.

The RISD CMP reiterates and deepens a commitment to studio-based education, research and stewardship of the historic fabric of the Providence campus, while creating opportunities for new types of environments and sustained financial health. Importantly, this plan enables and empowers a community of thinkers, makers and innovators to advance teaching and research through a commitment to shared principles and common resources.

Asking the right questions is critical to this Campus Master Plan. What do students and faculty most need to achieve RISD’s mission of providing immersive, disciplinary learning and engagement in the practice of art and design? This question is essential to the CMP. This plan is as much about developing a process and building a framework for assessment as it is a plan for near-term initiatives and long-term land use. The RISD CMP has accomplished much in this regard; a comprehensive space inventory and facilities assessment provide new tools for understanding space utilization and deferred maintenance needs. When employed as an active set of metrics, this database will support ongoing iterative and integrated planning, providing a springboard for critical conversations that will drive campus planning decision making far into the future. This plan is a call to action, recognizing that the status quo is not operationally or financially sustainable. We can’t keep doing things the same way. RISD must plan differently, manage differently and operate differently.

Below: Image of RISD along the Providence River



RISD's physical campus enables the college's program and operational goals. Questions considered during the CMP process include:

- How will art and design pedagogy change and how will this impact space needs?
- How do we achieve institutional goals while maximizing the effectiveness of our facilities footprint and managing operating costs?
- How do we build new models of sharing and collaboration?
- How can we implement programmatic renewal while addressing deferred maintenance?
- How can facilities support the college's sustainability goals around culture, energy conservation and stewardship of historic facilities?
- How can we use well-designed policies and integrated planning structures to provide greater flexibility and more efficient utilization of space?

The CMP establishes a set of guiding principles and integrated planning structures that allow RISD to respond to changes in pedagogy, support new academic programs and new forms of interdisciplinary scholarship and making. It establishes new planning processes, leveraging the investments in facility data infrastructure and enabling transparent input and decision making, resulting in integrated direction-setting for the institution.

Necessarily pragmatic, the CMP focuses on ways to efficiently utilize existing campus assets and resources while carefully investing in new and revitalized spaces. The existing campus comprises nearly two million square feet in 61 buildings. Space enhancement and intentional program adjacencies, coordinated with efforts to address deferred maintenance, will allow nearly all of RISD's existing facilities to support the institutional mission, and contribute to strengthening the fabric of the campus and community.

The CMP is instrumental to the integration of all levels of planning at RISD, enabling decision making through linkages between academic planning, capital budgets, accreditation, deferred maintenance, near-term initiatives and long-term opportunities.

Guiding Principles

Guiding principles, developed by the CMP steering committee, informed the development of a planning agenda, an unprioritized list of campus initiatives and provide a set of tools to evaluate all facility-related initiatives. Guiding principles are designed to endure for the next 50–75 years, spanning generations of RISD leaders and community members.

Adaptable + Shared

RISD will support academic and research excellence through the development of adaptable, high-performance "long-life" spaces across the campus. New types of space and new ways of using and managing space will be created to encourage development of shared resources and interdisciplinary activities.



A Sense of Place

RISD will promote creative exchange internally and externally with high-visibility, open and shared environments. Spaces at street level will be occupied by public-facing dynamic programs as well as student and faculty work whenever possible.



Effective + Intentional

RISD will advance the campus, over time, in an intentional way. This will include identifying potential affinities leading to productive adjacencies and new models for collaboration and efficiency.



Communal + Socially Engaged

RISD will support a community of active and engaged artists, designers and scholars. The physical campus environment will support students and faculty coming together at a variety of scales, across a range of activities including academic work, co-curricular activities and student organizations.



Healthy, Safe + Accessible

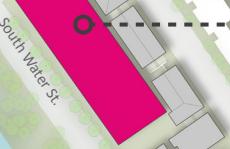
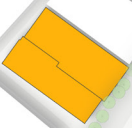
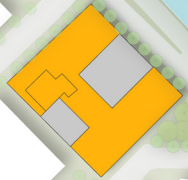
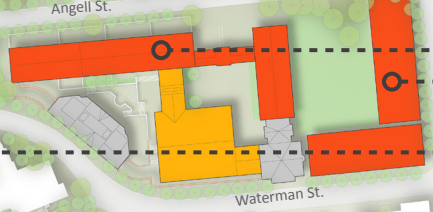
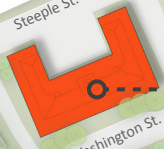
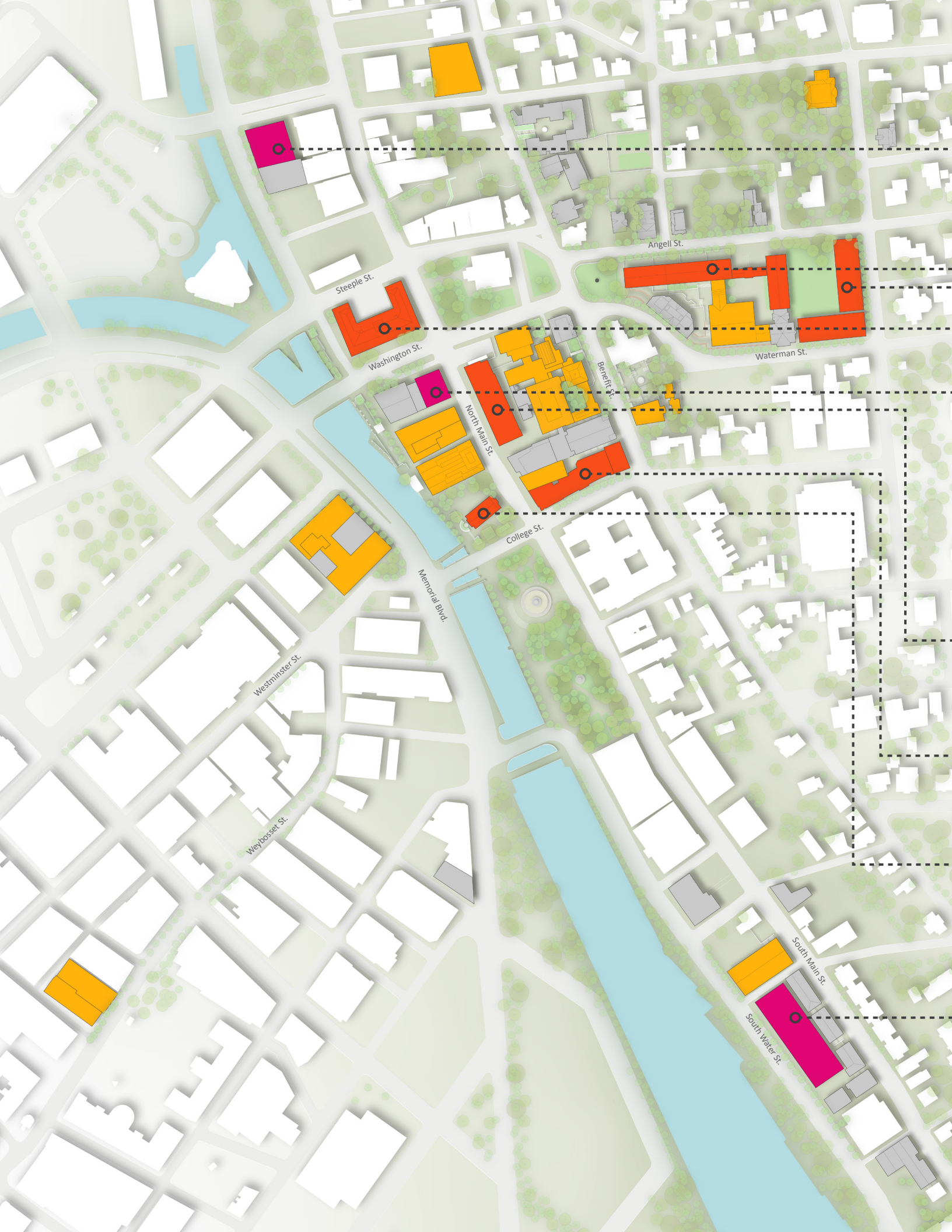
RISD will provide healthy, safe accessible environments for all community members, across all space types.



Sustainable + Historic

RISD will be a good steward of its historic fabric and carefully use its campus resources.





2015 CMP NEAR-TERM INITIATIVES + LONG-TERM OPPORTUNITIES

199 Canal Street

New Facility Opportunity
Up to 68,000 GSF
Completed by 2035

Student Housing

New Facility Opportunity
75,000 GSF +
Renovation of Existing Facility
81,750 GSF
Completed by 2022

20 Washington Place

Targeted Renovation of Facility
24,000 GSF
Completed by 2022

1 Washington Place

New Facility Opportunity
Up to 48,000 GSF
Completed by 2035

Metcalf Building

Renovation of Existing Facility/
Potential New Construction
69,000/80,000 GSF
Completed by 2022

College Building

Renovation of Existing Facility
79,000 GSF
Completed by 2022

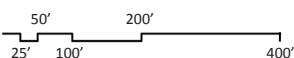
Market House

Renovation of Existing Facility
13,750 GSF
Completed by 2022

250 South Water Street

New Facility Opportunity
Up to 100,000 GSF
Completed by 2035

- Completed by 2022
- Completed by 2035
- Additional Investments
- Other RISD-owned buildings



NEAR-TERM INITIATIVES

The following prioritized initiatives, **to be completed by 2022**, have synthesized RISD’s needs, existing facilities, funding potential and campus identity. Near-term initiatives are designed to have the broadest possible positive impact on the institution.

Near-term initiatives are characterized by the following:

- Identified in the CMP process
- Vetted through guiding principles and integrated planning structures
- Recommended and prioritized by integrated direction-setting team
- Targeted for implementation over the next five to seven years

KEY TO GUIDING PRINCIPLES

- ADAPTABLE + SHARED
- A SENSE OF PLACE
- EFFECTIVE + INTENTIONAL
- COMMUNAL + SOCIALLY ENGAGED
- HEALTHY, SAFE + ACCESSIBLE
- SUSTAINABLE + HISTORIC

Swing Space

In order to successfully implement any of the identified near-term initiatives by 2022, RISD will require additional swing space to efficiently phase renovations of existing facilities. There are several options for swing space including:

- Short-term rental of existing space
- Partnerships with campus neighbors
- Re-allocation of existing campus space
- New facility construction
 1. 199 Canal Street
 2. 1 Washington Place
 3. 250 South Water Street

The CMP recommends that RISD continue to actively explore opportunities for favorable short-term leases for swing space, as well as opportunities to reduce operational demands by creatively collaborating with other institutional neighbors in Providence. Re-allocation of existing campus space may be an alternative, but further study will be required to understand impacts on existing services, programs and offerings. Several of the long-term opportunities are prime candidates to serve as swing space if the funding is available. Ultimately, each new facility option will provide long-term value for flexible academic space.

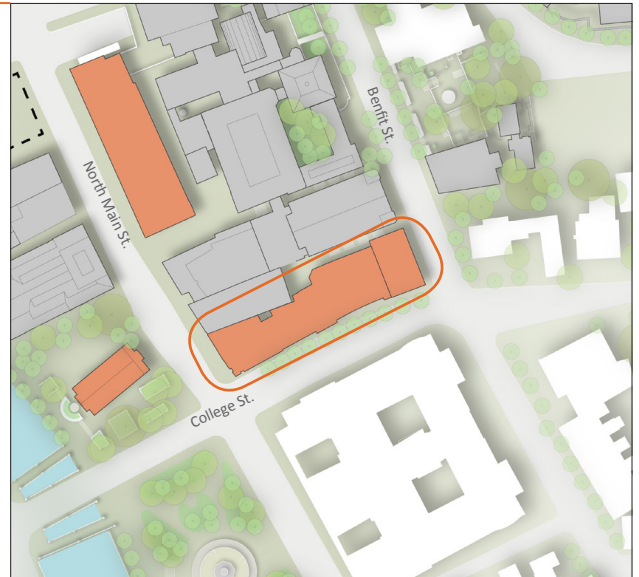


New Construction Opportunities for Swing Space

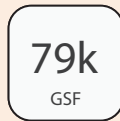
College Building

College Building houses all or parts of six different departments (Liberal Arts, Textiles, Painting and Apparel Design). This facility is a primary academic building with moderate utilization rates due to scheduling limitations and inefficiencies in the building layout. It requires a major renovation, systems replacement and comprehensive reprogramming. Swing space will be required to avoid the painful and inefficient process of major renovations in occupied buildings.

- Renovate learning environments to better serve academic advancement
- Create a stronger interface between academic support and programming at the Writing Center
- Provide an accessible route from North Main Street to Benefit Street



COLLEGE BUILDING PROJECT INFO



COLLEGE BUILDING GUIDING PRINCIPLES



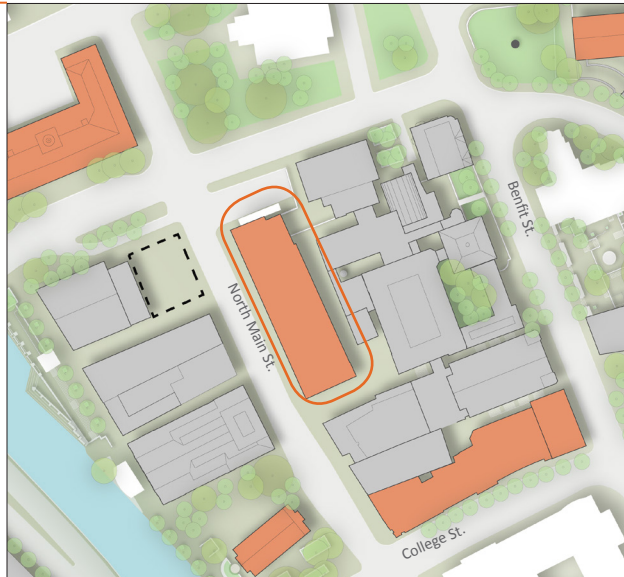
Below: Image of new technologies and furnishings in College Building room 401



Metcalf Building

Metcalf Building houses six different departments, including Glass, Ceramics, Furniture, Sculpture, Textiles and Jewelry + Metalsmithing, as well as retail storage. This facility is a primary academic building with supporting specialized equipment and processes limiting broader utilization. Importantly, it requires a major renovation, systems replacement and comprehensive reprogramming. The CMP recommended a structural evaluation to determine the potential for the addition of two floors. To renovate Metcalf, RISD needs to identify or create campus swing space to relocate programs while renovation (and potentially addition) projects are underway.

- Expand high-quality shops, homespace, critique space, and flexible studios supporting undergraduate and graduate students
- Install new windows to improve energy efficiency and promote transparency
- Reorganize the entrance for Museum, Metcalf, and Central Plant reducing the risk of pedestrian and vehicular conflicts



METCALF BUILDING GUIDING PRINCIPLES



METCALF BUILDING PROJECT INFO

GR
gut renovation

57
project months

69k
GSF

Below: Conceptual Rendering of Metcalf Building



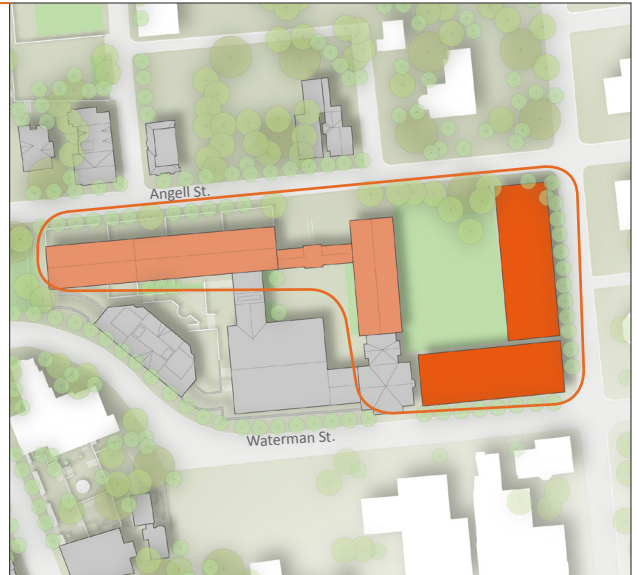
Student Housing

The CMP recommends that two housing initiatives be considered in the near term. First, RISD should commit to creating a first-year residential experience through enhanced and expanded student housing that allows all 460 freshman to live in the Quad. This includes consideration of a new residence hall project adjacent to Nickerson Green on Prospect Street and the continued renovations of the existing residence halls. Renovation to East Hall was completed last summer. Once fully realized, the Quad will accommodate all first-year students, with capacity for residential assistants, directors and student life programming.

- **New Construction/Renovation** – Add 100-150 beds and common student life resources enabling the renovation of Homer and Nickerson Halls

RISD is also committed to exploring third-party partnership models to provide housing options for upper class, graduate and low residency housing needs.

- **Private/Third-Party Housing** – Explore opportunities for innovative housing partnerships to provide high-quality student housing
- **Off-Campus Housing** – Establish an Office of Off-Campus Housing providing assistance to students seeking off-campus housing opportunities



STUDENT HOUSING GUIDING PRINCIPLES



Below: Image of new loft apartment space in 15 Westminster



STUDENT HOUSING PROJECT INFO

NC
new
construction

48
project
months

75k
GSF



Market House

The historic and iconic Market House contains a mix of space types, including homespace, studios and offices for the Film Animation and Video (FAV) department; general use computer labs; the Dean of Fine Arts office; and one of the few shared conference rooms on campus. This facility is a primary academic building with low suitability due to constant small-scale retrofitting of existing space types. Similar to College and Metcalf Buildings, it requires a major renovation, systems replacement and comprehensive reprogramming. To renovate Market House, RISD needs to identify and create campus swing space to relocate programs while renovation projects are underway. The following project goals were identified:

- Establish Market House identity as RISD’s Community Center with common program spaces and connections to Market Square
- Create meeting rooms, common critique space, galleries, and installation space to showcase the creative efforts of the RISD community



MARKET HOUSE GUIDING PRINCIPLES

MARKET HOUSE PROJECT INFO

GR gut renovation	36 project months	14k GSF
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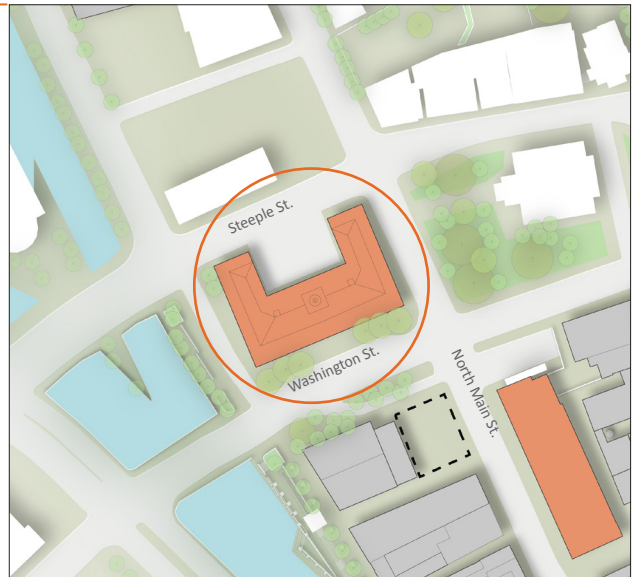
Below: Conceptual Rendering of Market Square



20 Washington Place (Providence Washington Building)

A RISD One-Stop Student Services Center will occupy part of the first floor of 20 Washington Place, improving student access to the Registrar, Student Financial Aid, and Student Accounts, with a multi-service help desk located off a newly designed lobby. The first phase of this project was implemented during summer 2014.

- Integrated RISD One-Stop for streamlined student support and enhanced academic business coordination
- Lobby improvements that enhance wayfinding and create opportunities to welcome visitors and express RISD’s unique identity



20 WASHINGTON PLACE PROJECT INFO

LR light renovation	21 project months	90k GSF
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20 WASHINGTON PLACE GUIDING PRINCIPLES

Below: Rendering of proposed RISD One-Stop academic business office



What do students and faculty most need to achieve RISD’s mission of providing “immersive, disciplinary learning and engagement in the practice of art and design?”

LONG-TERM OPPORTUNITIES

RISD must also maintain the potential to develop college-owned parcels in support of the CMP land use vision for a riverfront campus. The CMP recommends the identification of and investment in existing space prior to building new. If new space is developed, a reduction of existing square footage with high deferred maintenance and low program effectiveness is recommended.

Long-term opportunities are characterized by the following:

- Identified in the CMP process
- Support the vision for a riverfront campus
- Targeted for implementation over the next 20 years

KEY TO GUIDING PRINCIPLES

ADAPTABLE + SHARED



A SENSE OF PLACE



EFFECTIVE + INTENTIONAL



COMMUNAL + SOCIALLY ENGAGED



HEALTHY, SAFE + ACCESSIBLE



SUSTAINABLE + HISTORIC



250 South Water Street

The parking lot adjacent to the Bayard Ewing Building could yield a footprint of approximately 100,000 GSF.

250 SOUTH WATER STREET PROJECT INFO

NC
new
construction

54
project
months

~100k
GSF

250 SOUTH WATER STREET GUIDING PRINCIPLES



Below: Image of existing 250 South Water Street site



199 Canal Street

The parking lot adjacent to 189 Canal Street could yield a footprint of approximately 68,000 GSF.

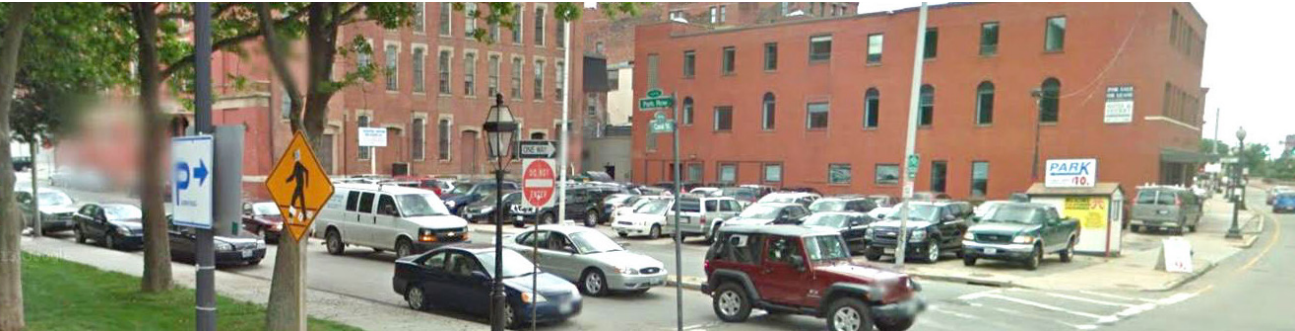
199 CANAL STREET PROJECT INFO

NC new construction	54 project months	~48k GSF
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199 CANAL STREET GUIDING PRINCIPLES



Below: Image of existing 199 Canal Street site



1 Washington Place

The parking lot adjacent to the Design Center could yield a footprint of approximately 48,000 GSF.

1 WASHINGTON PLACE PROJECT INFO

NC new construction	54 project months	~48k GSF
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1 WASHINGTON PLACE GUIDING PRINCIPLES



Below: Image of existing 1 Washington Place site



ADDITIONAL INVESTMENTS

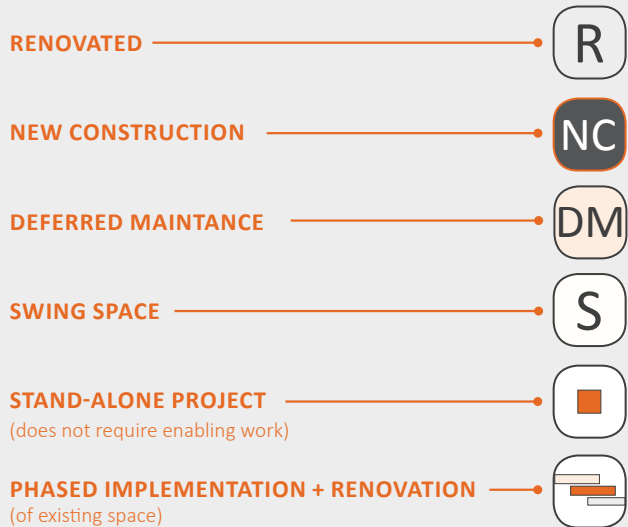
Beyond the near- and long-term initiatives identified through the RISD CMP process, there are additional investments required to ensure that existing facilities continue to support RISD's mission. Some of these initiatives represent pure deferred maintenance improvements while others link deferred maintenance to spatial reorganization. Many of the additional investments identified are stand-alone projects and may be implemented at any time, once funding is secured.

Additional Investments are characterized by the following:

- Identified in the CMP process
- Support the vision for a riverfront campus
- Targeted for implementation over the next 20+ years

Additional investments represent vision statements for baseline objectives associated with each project. During the project definition phase of each initiative specific program objectives and project parameters will be established.

KEY TO ADDITIONAL INVESTMENTS



A. Bank Building



B. Mason/ CIT



C. Bayard Ewing Building



D. Fletcher Building



E. Waterman Building



F. Design Center



G. Auditorium



H. Tillinghast Farm



I. 15 Westminster



J. Woods Gerry



K. What Cheer



L. Benson Hall



M. Ewing Center



N. Metcalf Refectory



O. RISD Museum





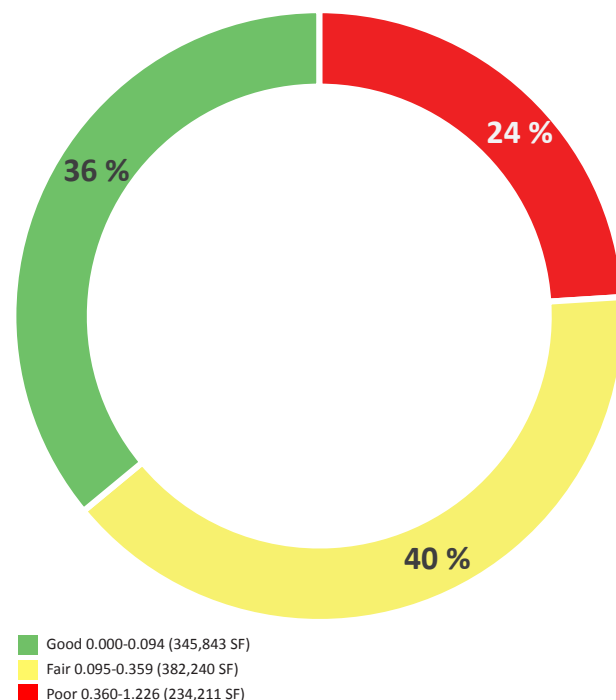
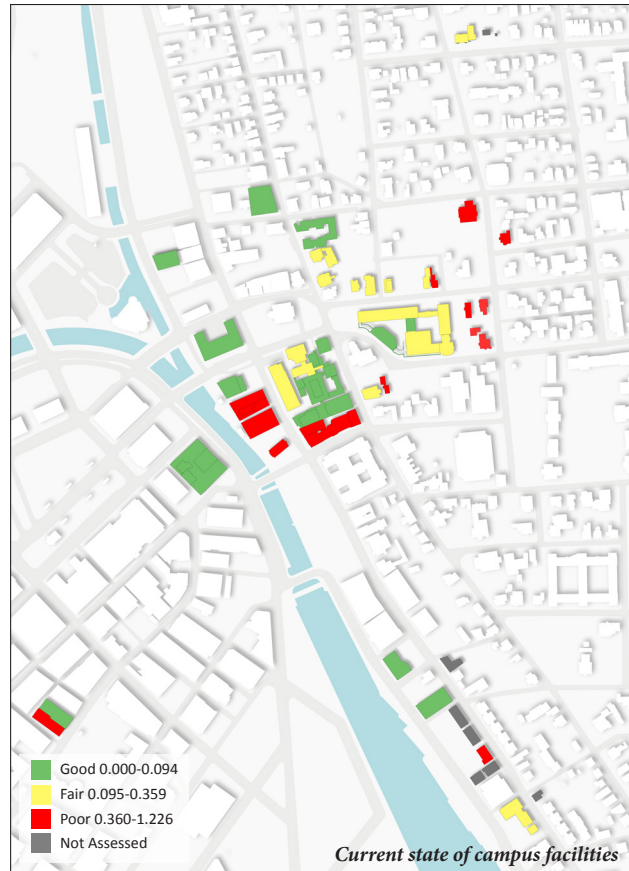
STATE OF THE COLLEGE

Throughout DSK’s engagement with RISD, there has been strong consensus within the college community that this moment in RISD’s history represents a time for thoughtful planning. Stakeholders recognize that there is a limit to “doing more with less,” and that the next stages of development for RISD, for both existing and new disciplines, require critical examination of space and a commitment to planning. Leaders should be credited with shepherding an open and inclusive process, with nearly 600 community members involved, that has revealed great potential in the physical campus as well as an understanding of the need for new operational resources and systems.

The State of the College (SOC) focused on the development of a shared foundation of understanding for institutional leaders, the campus community and the DSK planning team. This effort had two areas of focus: community outreach and facility assessment. Community outreach included a broad cross-section of RISD’s community. Major issues were identified, including:

- Overcrowding and inefficient use of space
- Need for new types of academic space
- Unintentional program adjacencies and fragmented departments
- Outdated student housing
- Lack of community and social learning space
- Deferred maintenance

RISD’s facility assessment revealed that its facilities are falling behind when compared to those of competitor and peer schools. Given these findings, capital renewal financial plans are being modeled to focus on deferred maintenance of existing facilities, while annual reinvestment cycles are being established to advance the College. Revitalization of existing facilities into 21st century, high-performance, flexible campus resources will yield new, flexible space types. New operational systems and integrated planning structures will ensure that these environments are utilized as effectively as possible, allowing RISD to continue to play a leading role in art and design teaching, learning and research.





DSK's State of the College report concluded that even with significant challenges in deferred maintenance and historic structures, RISD should commit to reinvesting in the Providence campus. While RISD is notably globally engaged, our core campus provides an immersive residential learning environment that should correspond to our reputation for excellence. The RISD campus' current location alongside the Providence River is distinctive. Situated between and knitting together College Hill and Downcity, its strong urban context contributes to a campus culture of inquiry and stewardship.

Three of the many significant insights from the State of the College report:



1. RISD's historic facilities combined with innovative, strategic reinvestment will create high-performance environments that will advance the critical making agenda of the institution
2. RISD's academic communities have grown organically and, in many cases, have occupied space opportunistically. The development of integrated planning structures, as well as new kinds of space, will focus on a rebalancing of dedicated and shared space
3. RISD's campus life experience is deeply immersed in the studio culture. Acknowledging the prominence of the studio in the student experience, RISD is creating intentional experiences that allow a natural convergence of academic and social encounters from first year through program completion. Campus life experiences will be designed to embrace all students including undergraduate, graduate, continuing education and students from emerging educational models



Left Top: Current state of campus facilities colored; Left Bottom: Quality ratings were calculated for each RISD building using the Facility Condition Index (FCI) [Deferred Maintenance Cost / Building Value]; Right: RISD community meetings.

VISION FOR A RIVERFRONT CAMPUS

RISD is woven into the urban fabric of Providence, providing opportunities and challenges in open space, circulation and campus identity systems.

The CMP recommends that RISD reinforce its riverfront campus identity with the Providence River serving as a central organizing spine for future growth and change. This 50-75-year land use vision organizes academic facilities with common resources along a north-south pedestrian way on the east and west banks of the river. Residential, co-curricular and campus life facilities will create a range of experiences for the RISD community throughout the campus. Within this land use framework, the CMP identifies opportunities for future campus development, renovation and new adjacencies, with enough flexibility to accommodate unforeseen changes.

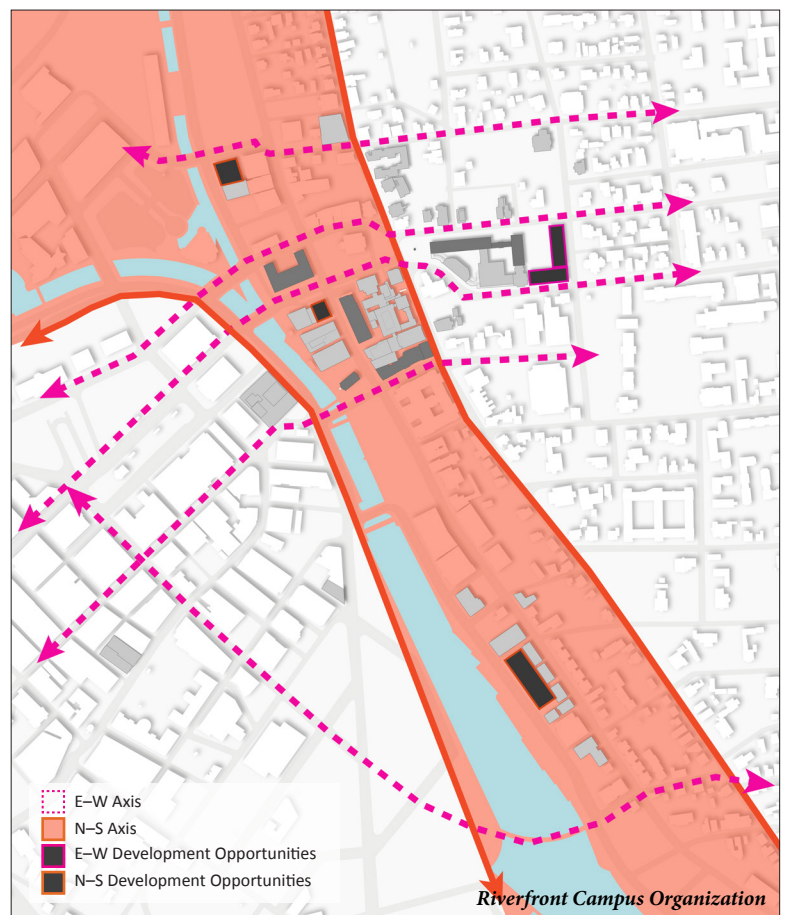
This interplay gives RISD a special quality and sense of place that should be exploited. Given the riverfront land use vision, RISD should develop an open space and circulation system plan that enhances the college's identity, improves wayfinding and emphasizes connectedness to the rich context of the city of Providence.

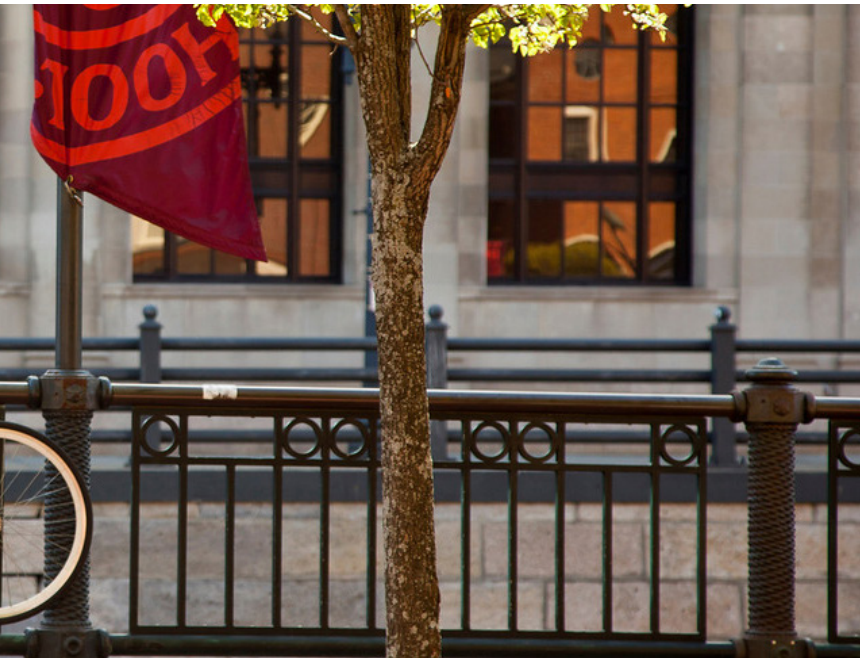
The CMP has defined four mixed-use campus zones: Central Campus, The Hill, South Campus and Downtown. Each zone will contain some common resources (shops, critique space, meeting space, etc.) and differentiated amenities (food options, gallery space, "hang-out" places, etc.) that provide "campus neighborhood" identities within RISD's overall institutional identity. The planning goal is to make the RISD community and its work visible through vibrant, diverse campus spaces, attracting broad cross-sections of students, faculty, staff and visitors.

Top: Image of RISD students in Market Square along the Providence River



RISD is a riverfront campus with a north-south academic spine and an east-west residential connection in the city of Providence.





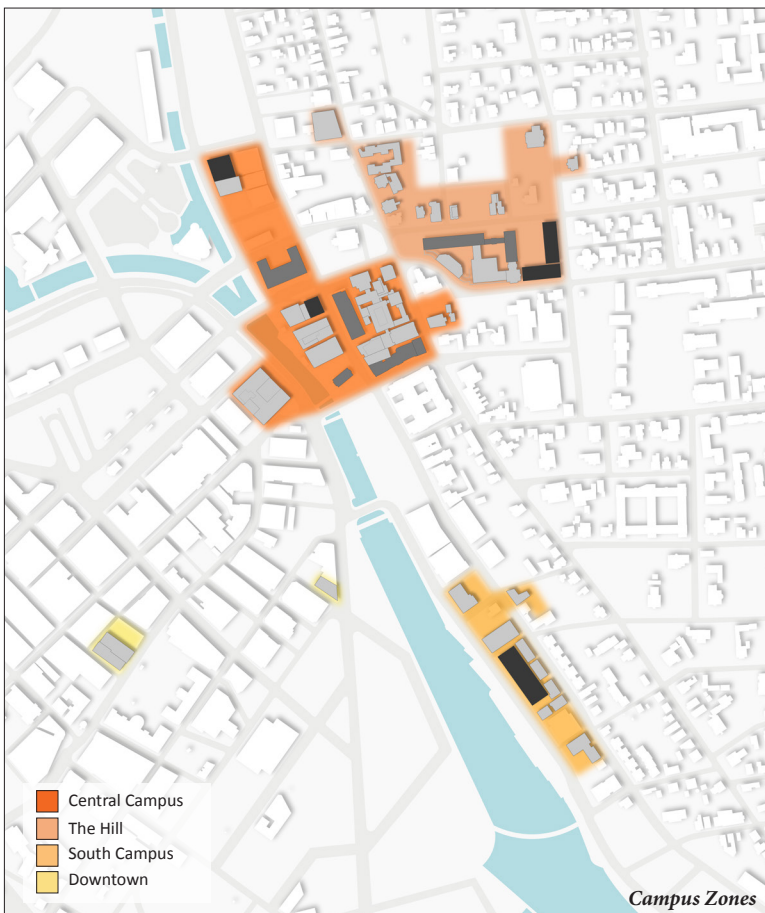
EARLY ACTION INITIATIVES

RISD 2015 Campus Master Plan

Outcomes of the Strategic Plan and the early stages of the CMP include renovations to the Illustration Studies Building (called for in the 2005 master plan update), RISD Co-Works (the center for critical making pilot project), 189 Canal Street purchase and renovation and 123 Dyer Street purchase and renovation.

Because of these early action initiatives and the subsequent backfill projects, the following programs are positively impacted by the CMP:

- Apparel Design – newly renovated efficient space including 1,825 NSF additional, at 189 Canal Street
- Career Center – accessible space with a 50-person capacity presentation room in the newly renovated 123 Dyer Street
- Continuing Education – access to additional air conditioned studios for summer programs
- FAV – additional space in the Auditorium Building for offices and studios
- Foundation Studies – new studios in Market House and Auditorium Building
- Fine Arts/Foundation Studies – a newly renovated and relocated computer lab in Auditorium Building
- Furniture Design – new homespace at 20 Washington Place for juniors
- Global Partners and Programs – a new office suite at 20 Washington Place
- Illustration – the fully renovated and air conditioned Illustration Studies Building (in fall 2015)
- Liberal Arts – development of a new seminar room and a completed advanced technology classroom in the College Building
- All programs – Co-Works, new general use classrooms located in 20 Washington Place



BEING EFFICIENT + EFFECTIVE

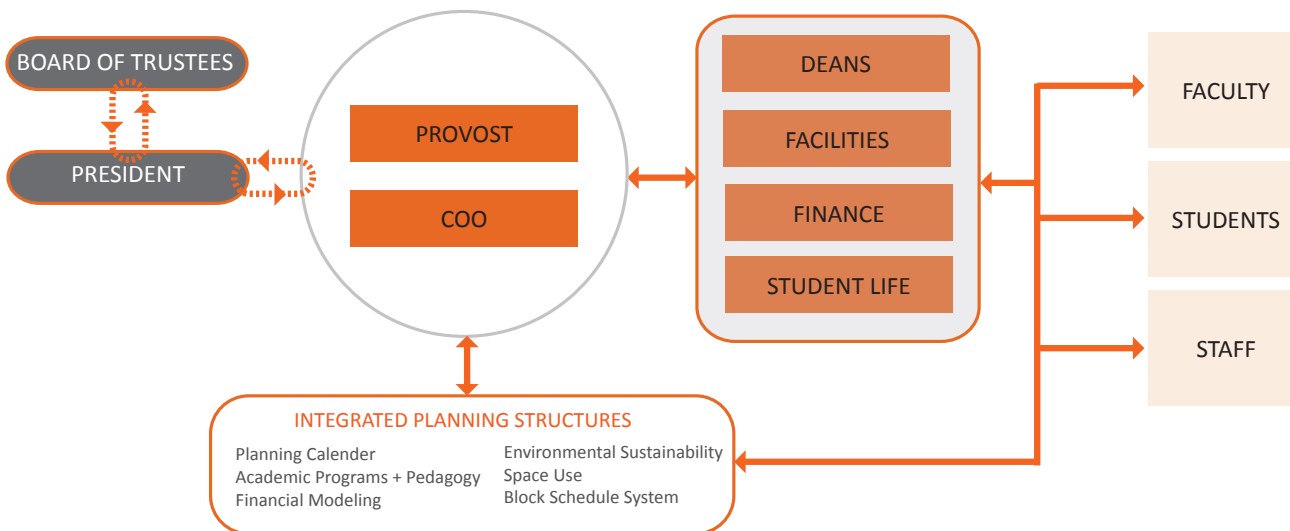
New Operational Systems

This Campus Master Plan represents a major multi-faceted initiative for RISD. It began at a critical moment when RISD needed to determine how to accommodate changing program needs, meet student housing goals, address deferred maintenance and preserve historic linkages to downtown Providence and the surrounding community.

The constraints of space, financial capacity and condition of infrastructure dictate an intense evaluation of each individual project. The smallest intervention has consequences that must contribute to a long-range vision for the institution. The RISD CMP strives to maintain RISD's distinct academic culture, while preserving the campus' historic fabric and enabling new models of teaching and learning.

New operational systems are recommended to effectively manage existing space use and evaluate requests for new space and space policies. The Provost and Chief Operating Officer will take responsibility for an integrated direction-setting system. They are ideally positioned to convene the RISD community. They will assess initiatives based on the input of planning structure teams with access to data, policies and financial models; make recommendations to the President and close the loop by communicating decisions back to all RISD stakeholders.

This new decision-making system requires coordination with current processes to avoid duplication and ensure clarity. Also, this system needs to be tailored to the rhythm of the college calendar so decisions and implementation strategies are synchronized with program needs, funding sources and implementation.



The RISD CMP strives to maintain the institution's distinct academic culture while preserving the campus' historic fabric and enabling new models of collaboration.

Above: Diagram illustrating proposed integrated direction-setting at RISD that includes rebalancing the decision-making process to review projects, policies and processes to ensure highest and best use of campus facilities and operational accountability; Right: August 2013 steering committee student life workshop.

Integrated Planning Structures

The CMP recommends that RISD develop a series of integrated planning structures – policies and procedures that will be used by the community to make data-informed decisions identifying, prioritizing and implementing campus planning initiatives. Several integrated planning structures are underway with early support of CMP recommendations, and several will be launched with the CMP's final presentation and approval. Several integrated planning processes are underway each requires additional definition of participation, schedule, charge and financial investment.

Academic Programs and Pedagogy

RISD will evaluate current and future academic programs and pedagogies and implications for facilities programming. Existing faculty committees will review proposals and academic goals and objectives.

Financial Modeling

RISD will develop financial models and phased implementation strategies to understand and effectively manage funding sources and uses. A group will convene to recommend financial goals and objectives and related space management requirements.

Environmental Sustainability

RISD will establish environmentally sustainable guidelines for operations, renovations, and new construction, ensuring appropriate implementation and oversight. The President will charge a group to recommend initiatives and action steps. Annual reports will monitor goals, objectives and achievements for environmental progress.

Planning Calendar

In order to coordinate dynamic planning, RISD will develop a comprehensive planning calendar that coordinates strategic, academic, financial, facilities and other institutional planning cycles to ensure an informed and transparent decision-making process.

Space Use

RISD will continually evaluate space utilization to ensure the highest and best use of all campus resources and facilities. A space use group charged with making recommendations for space use policies will be established. Policies should express RISD's philosophy toward space allocation, shared space, space standards, scheduling and prioritization, utilization and management.

Block Schedule System

RISD will review the current class schedule to improve access, efficiency and collaboration potential. Review of the current block schedule will lead to recommendations for adjustments to the scheduling system and a policy promoting adherence to RISD's block schedule.



CONCLUSION

The RISD Campus Master Plan provides long-term institutional value through the development of guiding principles, operational systems and planning structures that together will lead to integrated and strategic direction setting. RISD invested in powerful data analysis and broad community engagement, developing near-term initiatives that provide what students and faculty need most over the next 7–10 years, within the physical, programmatic and financial environments of the institution.

Ultimately, the CMP has been designed to build long-term planning capacity for RISD to navigate a dynamic landscape of art and design education, while remaining committed to a residential, studio-based model for academic achievement and student development.

The CMP riverfront campus land use vision enables the college to be intentional in responding to opportunities for property acquisition and influence. Over the next 50-75 years, the Providence campus will become more coherent and pedestrian focused and will enhance RISD's institutional identity.

The exciting next step is for the RISD community to make use of its newly developed capacity to plan the college's future together.



AFTERWORD

Pradeep Sharma, Interim Provost

Taking Experience Seriously

Since 1877 students have come to RISD for a dedicated, practical education in art and design, an education where they are expected to take their own practice seriously and to develop a deep understanding not only of their chosen area but also of themselves and their own creativity and values. We prepare them to make lasting contributions to a global society through creativity, critical thinking and innovation.

This commitment to practice and creative action is a key part of the student experience, but it all takes place in a broader context of a community of practitioners and inquirers. These conversations at RISD, both formal and informal, are an essential aspect of learning – our mission is to produce artists and designers who are aware of their traditions, of society, of culture and of their role in the world. In this hyper-connected world, students have access to a phenomenal amount of data. How do they contextualize this, how do they make sense of it, how do they bring it into their own creative practice?

In addition to the wealth of information available to us, we also see the changes occurring to professional practice, to the merging of disciplines through common technologies, and changing models of work. Students are coming in with different skill sets and with different expectations. Faculty are constantly exploring new techniques, new processes and new pedagogies. Curriculum is evolving, but the mission remains the same.

Our mission is to produce artists and designers who are aware of their traditions, of society, of culture and of their role in the world.

Making Space for Creativity

The campus forms an important conversation in the learning experience. It needs to be able to respond to changing needs, changing numbers, changing technologies and changing expectations. Over the years we have seen spaces reconfigured in response to these changes. New seminar and studio spaces are constantly being trialed – new configurations, new technologies, new furniture. We are also looking at new modes of delivery, global classrooms, online platforms – all with the aim of enhancing the learning experience while staying true to our mission.

Space is also a temporal issue and as we make space for creative practice we also need to make time for practice, for thinking, for conversations and for serendipity. Timetabling is an essential part of the discipline of creativity. It is also an essential part of being good stewards of the campus, how it is used and how we are also perhaps building in moments of unplanned meetings, those connections that may lead to new relationships and to new learning. We need to make sure that we are sensible and considered in adding new space; after all, it all comes at a cost and at an investment. Too lightly used and we are negligent, too heavily used and there is no time for recovery.

These conversations need to continue and to be integrated into our planning processes. We also need to be cognizant of changing student needs, changing professional settings as well as the changing needs of faculty and staff.

A key element of our mission includes the transmission of knowledge. The Museum plays an essential role but so do galleries, auditoriums and other venues for dissemination. Students are at the centre of the mission, but so is art and design and our role in educating the general public.

The mission of the 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 and art and design, to discover and transmit knowledge, and to make lasting contributions to a global society through critical thinking, scholarship and innovation.

RISD Mission

As leaders we have a responsibility to be constantly paying attention to teaching and learning. Our curriculum and spaces should not just be responsive to current needs but be looking ahead to where things are going. This requires us to have spaces that are of high quality, appropriate yet flexible, that have been thought about in an integrated way and with foresight. We know that we will continue to have a strong commitment to a residential experience for our undergraduate students. We know that this gives students the opportunity to be in a community that is the most diverse, the most intense, the most creative that they will perhaps ever be in again. It is a unique opportunity and we need to ensure that we have well-designed learning and living environments. We need to make sure there is space for focused work as well as for collaborative work. We need to make sure that we have space for research, for project-based learning. We need to make sure we have ways for the outside world to interact with us, and us with them. We have a great campus, but it needs work.

Together at the Same Time

These various pedagogies coexist. These conversations coexist. They can often be contradictory and hence we need better processes and forums for debate and decision making. Some practices have been around for thousands of years, others have not been imagined yet. One informs the other. Everything is an experiment. But we need to make sure we learn.

Dr. Pradeep Sharma, Interim Provost, Professor of Design and Innovation





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The CMP is the product of input from a large number of people from all parts of the college, the greater RISD community and the college's neighbors.

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