

NEXT:

RISD

2020-

2027



Year Two
Progress Report

NEXT: RISD 2020–2027 presents an ambitious vision for addressing issues of social and environmental justice through pedagogic and institutional innovation. Among the core commitments outlined in the plan are actions and initiatives that will contribute to just societies, sustainability and new ways of making and knowing.

In May 2019, after the plan was unanimously approved by the Board of Trustees and fully endorsed by the faculty, implementation began. Since that time the world has changed dramatically. These past two years have been extraordinarily complex, challenging, traumatic for many, and yet at times, truly inspiring, as we have come together, witnessed awakened and meaningful activism across the globe and on campus, and learned a great deal about our own values and resilience. And even in the

midst of so much turmoil, we have continued to advance the strategic plan with record-breaking results.

As we reflect on our accomplishments during the first two years of the strategic plan, the RISD community should feel an enormous sense of pride—pride in our students who pushed us to make substantive change toward social equity and justice and did not bow in the face of fear as the world rapidly transformed; pride in our faculty and their unwavering commitments to not only rethink our model of education but our role as arbiters of knowledge and culture; and pride in the staff who worked around the clock to support our students, operations, services and strategic objectives.

The development of any successful plan requires community involvement. Thoughtful, engaged implementation always benefits from the collective wisdom of the organization, and I am so pleased that we have come together to adopt and support this plan over the past two years, laying the foundation for great future impact and advancement, which is the plan's first strategic pillar.

A handwritten signature in black ink, reading "Rosanne Somerson". The signature is fluid and cursive, with a long horizontal stroke at the end.

Rosanne Somerson, President

Strategic Pillars

JUST SOCIETIES

Diversify our community and expand access to RISD

Advance understanding of social equity and inclusion through research and curriculum

Embed anti-racist practices into institutional infrastructures

Empower each individual in our community to succeed

SUSTAINABILITY

Adopt renewable energy sources and green building practices on campus

Advance critical research at the nexus of art, design and living systems

NEW KNOWLEDGE

Develop innovative curricula and pedagogy that reflect our values

Increase our overall research capacity and output

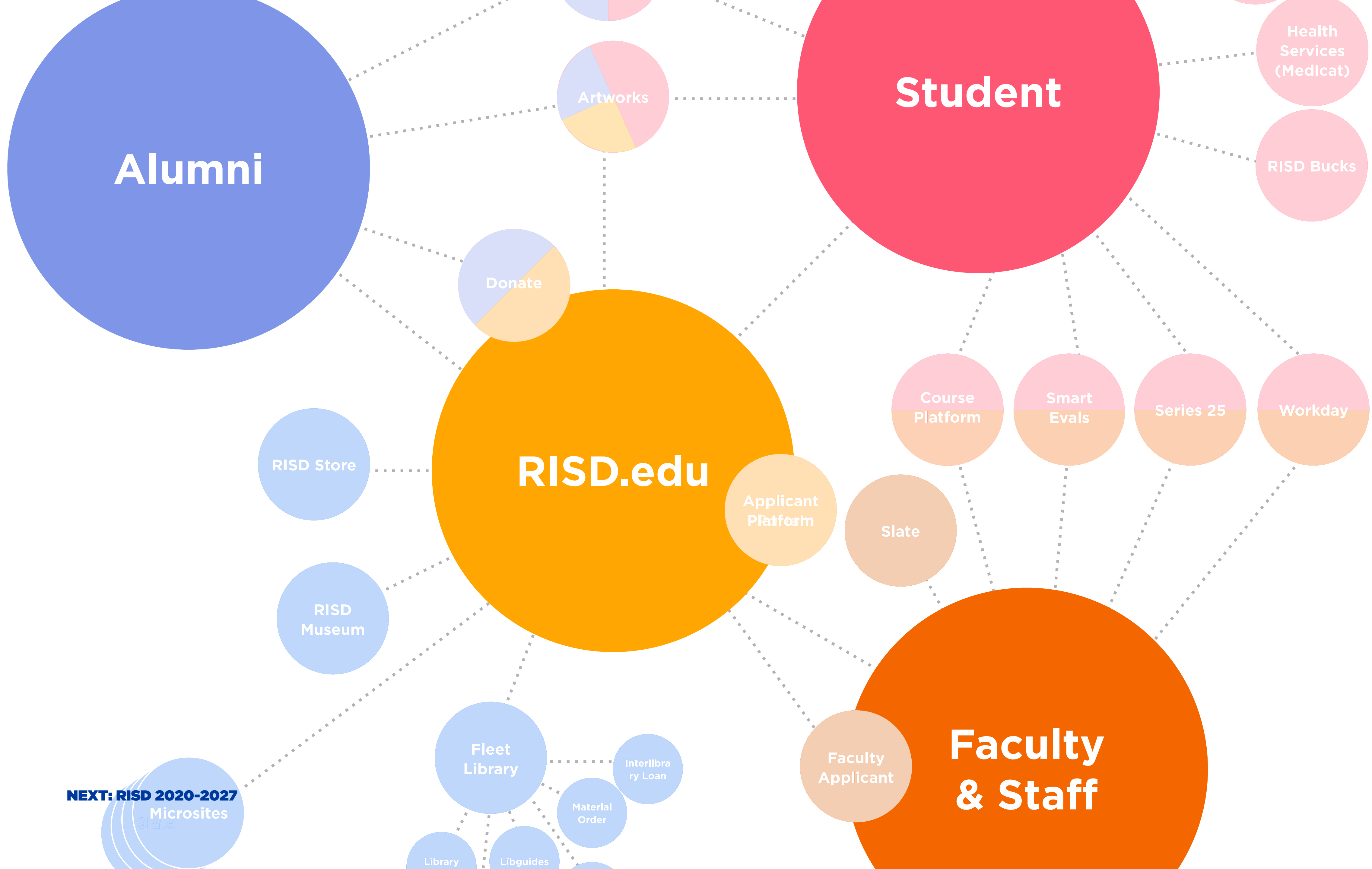
Establish an ecosystem of labs for interdisciplinary inquiry and exchange

LAYING THE FOUNDATION AND SECURING THE FUTURE

Creatively reimagine organizational, administrative and financial models to sustain us into the future

LAYING THE FOUNDATION AND SECURING THE FUTURE

We know that the inherent value and financial sustainability of higher education in the US is being questioned as both the cost of attendance and student debt continue to climb. By tapping into the ethos of experimentation and collaboration on which RISD was founded, we are creatively reimaging organizational, administrative and financial models to reduce our reliance on tuition, increase financial aid, improve our institutional operations, more effectively use our resources and ensure our long-term financial stability.



NEXT: RISD 2020-2027
Microsites
Slate

Leverage new technology to support smarter operations

Largest IT implementation in RISD's history modernizes finance and HR processes

Workday, an enterprise resource management system, has modernized and standardized the way RISD delivers key Human Resources and Financial services to our community and helped us work more efficiently. The next phase, beginning fall 2021, will involve replacing our existing student information system.

Scheduling software and a centralized events office enables more efficient space usage

Academic schedulers, event planners and staff can easily search RISD space availability using our new scheduling software, 25 Live. Features include the location's attributes, space planning reports and utilization analytics. It is expected that all RISD spaces will be maintained in 25 Live effective fall 2022.

New centralized system supports course management and virtual connection

RISD has adopted Canvas as its centralized learning management system (LMS), which promotes simplified course management, communication and student engagement. Canvas includes a variety of customizable course creation and management tools, course and user analytics and statistics, and internal communication tools, and it works with existing applications like Zoom.

Reimagined digital ecosystem prioritizes cohesion and user experience

RISD completed the mapping and architecture of a holistic, ADA-compliant web presence and implemented Drupal, a centralized content management system, to enable the transformation of its college and museum websites into a strategically consistent, intentional and audience-focused ecosystem. The RISD Museum also expanded the capability to deliver advanced digital content to internal us-

ers and to online audiences, upgrading its collection management system and implementing a new digital asset management system (DAMS) that enables public data to be published on the website. Other existing websites, like those managed by RISD Careers and Alumni Relations, will be added to the ecosystem over time.

Generate new non-tuition revenue

Investments in Institutional Engagement pay dividends with record-setting fundraising

By strategically growing our fundraising operation through staffing, technology and programming, RISD's Office of Institutional Engagement (led by Vice President O'Neil Outar) achieved the three best fundraising years in its history (2019, 2020 and 2021). In 2019 alone, RISD raised more money for student financial aid than ever before.

Research grants and strategic partnerships tap faculty expertise while bringing in non-tuition revenue

Multiple strategic partnerships with corporations such as Infosys and Hyundai Motor Group, in addition to individual faculty partnerships, have provided more than \$3 million dollars in revenue in FY21. These collaborative relationships will now be supported via the newly established Center for Community Partnerships and by the Office of Research.

Continuing Education breaks records and paves the way for Expanded Education

Continuing Education enrollment has skyrocketed and for the first time ever, the majority of students came from outside of the tri-state area. Built on the increasing success of CE, RISD will launch a new non-degree professional education program, RISD Expanded Education, offering a diverse menu of short courses, multi-day intensives and custom-designed immersive experiences.

Rethink the way we budget for radically improved efficiency

New financial governance model provides greater efficiency and transparency

Four new standing groups promote an inclusive and integrated process for managing our budget. The Budget Priorities Committee, composed of faculty, students and staff, develops strategies in line with RISD's values and makes recommendations to the Cabinet. The Financial Operations Group provides a forum for central offices and finance managers across RISD to share information and develop solutions. The Policy Advisory Group reviews all RISD policies, advises the Cabinet and provides greater transparency by posting all policies to the online Policy and Procedure Library. The Capital Planning Committee develops and executes strategies to address major capital needs including deferred maintenance, strategic plan initiatives and both physical and technological investments.

Stringent management of finances results in reduction of operating expenses

With increasing costs and a heavy reliance on tuition, RISD made a commitment to find efficiencies and cost savings in our operating budget. This became even more essential when the COVID-19 pandemic hit and the institution faced a \$50+ million revenue loss. Thanks to community participation, RISD has been able to balance its budget for FY22.

Next steps and priorities

1

Reduce undergraduate and graduate credit-hour requirements to allow for flexibility, review student work patterns and implement a common scheduling grid across divisions to create more fluid learning structures and encourage cross-disciplinary exploration and co-curricular participation.

2

Reconcile specific resource needs with the diversity of practices our model of immersive studio education requires by creating a more inclusive and integrated process for allocating and managing our budget in alignment with enrollment trends.

3

Review our governance model to clarify the decision-making roles and responsibilities of trustees, faculty and administrators in order to enhance communication and effectiveness. We will also examine key functions such as graduate studies, research and community engagement to strengthen their efficiency, operations and impact.

JUST SOCIETIES

We will engage in building more democratic and equitable societies by increasing access and diversity, decolonizing curricula, pioneering research on issues of social equity in art, supporting faculty and staff development, developing cohesive community engagement practices and engaging with alumni.

SCHOOL OF DESIGN



We're closing the store. Everyone's got to leave. #
— Manager

I am just so proud of you. My only regret is that you didn't do this ten or fifteen years ago. #
— Elderly Lady

That's really strange. She gave this white guy just before you came in the key to the bathroom. #
— Jeffrey's Colleague

... as a black police officer in uniform, to be held that I can't use the bathroom. It just brought back so many memories of the early years of civil rights. #
— Jeffrey Fletcher

I'm sorry, I don't have the key. The key is in the safe. #
— Starbucks Barista

**DON'T
YOU
SIT
DOWN**

Shades of Jim Crow 1960-

The Jim Crow laws were a collection of state and local statutes that legalized racial segregation. They originated in the post-Civil War era and lasted for about 100 years.

In October 2013, at a Starbucks in New Haven, CT, Jeffrey Fletcher, an African American police officer in uniform, had a collection of articles of African American history, which he had just been given by a public customer before him.

On February 1st, 1963, Coretta Scott King, Martin Luther King Jr., and other leaders of the Civil Rights Movement were not allowed to sit at the counter of the Woolworth store, getting out down on the stools of the lunch counter and asked to be served. This reminiscent act of protest for civil rights came to be known as the Greensboro Sit-In.

In 1964, President Lyndon Johnson signed the Civil Rights Act that prohibited discrimination based on race, color, religion, sex and national origin.

In October 2013, at a Starbucks in New Haven, CT, Jeffrey Fletcher, an African American police officer in uniform, had a collection of articles of African American history, which he had just been given by a public customer before him.

Jeffrey and members of the faculty from RISD's Department of Interior Architecture in February 2013. As a department with a graduate degree in Cultural and Narrative Architecture, we have the story of Jim Crow and felt compelled to use our discipline to share it with the RISD community and the world.

These are four of the stories from the 1960 Greensboro Sit-In that inspired Jeffrey. This is his story and the story of everyone who has experienced segregation, past, present and future.

#Don'tYouSitDown
@ShadesofJimCrow
www.DontYouSitDown.risd.edu

20 North Main Street

20

MUSEUM Entrance

Advance understanding of social equity and inclusion through research and curriculum

First-ever Center for Social Equity and Inclusion supports change in and out of the classroom

Founded in 2019, the Center for Social Equity and Inclusion supports faculty search committees; onboarding, mentoring and retention of faculty; the SEI action plans of RISD's academic departments; an ongoing series of workshops and public lectures; and several other forms of co-curricular engagement.

Under the leadership of Associate Provost Matthew Shenoda, the center has since expanded its research program with three SEI Research and Teaching Fellows; integrated student leadership programming with the Office of Intercultural Student Engagement; launched the Office of Institutional Discrimination and Title IX; and hired eight student workers as SEI advocates.

SEI Fellows pioneer research on issues of social equity in art and pedagogy

The SEI Research and Teaching Fellowship is a two-year program that invites scholars, artists and designers to teach courses across RISD's curriculum and conduct research in their field that advances issues of social equity and inclusion.

Since 2019, the program has expanded to include three fellows whose research spans topics from the history of Market Square and the historical context of the slave trade to the underrepresentation of Black people in historical art museums to the impact on humans of cultural production of images. During the September 2020 quarantine period, they led a valuable discussion about race and social justice for incoming first-year students.

Teaching and Learning Lab supports a decolonized and anti-racist education model

Founded in 2019, the Teaching and Learning Lab was purposefully embedded in the Center for Equity and Inclusion to support faculty learning in decolonized curricula and pedagogy. Since its launch, more than 500 faculty members, librarians, curators and administrators from across the institution have participated in numerous workshops and seminars. In addition, the Teaching and Learning Lab launched an intensive "Decolonial Teaching in Action" seminar. The semester-long program aims to form interdisciplinary cohorts from across the institution who can apply new pedagogical models in their classrooms and act as advisors and catalysts for change in their respective departments and divisions.

Faculty pave the way for SEI-focused requirement and concentration

The SEI Faculty Committee has worked throughout the 2020–21 academic year to establish a rubric for tagging SEI-related courses with the goal of building a multiyear curricular structure with required coursework in social equity and inclusion. The committee has also begun to develop a new interdisciplinary curriculum focused on decoloniality and race in art and design.

Museum deaccessions bronze “Head of a King (Oba)”

Confronting the histories of colonialism inherent to comprehensive museum collections, the RISD Museum has recognized the looted status of the bronze “Head of a King (Oba)” given to the museum in 1939. This work, which dates to the 1700s, was likely looted after British forces sacked the Benin Kingdom. Recognizing its dubious status, RISD’s Board of Governors deaccessioned this sculpture in fall 2020, in anticipation of its repatriation.

Museum pivots priorities to focus acquisitions and current collection on underrepresented artists

The RISD Museum advanced anti-racist and decolonization initiatives by committing 75 percent of its annual acquisition budget to acquiring works that increase the representation of BIPOC artists and cultures. In addition, the Americas Research Initiative (ARI) was launched, a partnered research program that supports areas of the collection that have historically received insufficient attention, with a particular focus on Native American and First Nations art and design. With a grant from the Henry Luce Foundation, the ARI works to uncover Native North American objects in the collection and amplify their meaning through collaborations with Indigenous knowledge keepers, new conservation, photography, display and educational programs.

Diversify our community and expand access to RISD

Record financial support provides access for incoming students

RISD has deepened total funding for student support to approximately \$33 million—the largest amount of financial aid in the institution’s history and an increase of 23 percent over two years—while simultaneously keeping tuition percentage increases in 2021–22 to the lowest level since the 1970s.

Since the launch of the strategic plan in 2019, RISD has raised a total of \$36 million for scholarships, fellowships and awards. Of the \$24.7 million donated in 2019–20 alone, \$15.8 million will go to student financial aid.

Launched in 2019, the Society of Presidential Fellows program provides full-tuition funding for the duration of the recipient’s graduate study. RISD will fully fund 16 Presidential Fellows for Academic Year 2021–22 and has raised funds to offer at least 18 full fellowships in 2022–23.

10 new experts on race and decolonization in art and design join RISD faculty

In fall 2020 RISD launched a search for 10 new full-time faculty members with expertise in the areas of race, colonization, decolonization, post-coloniality and cultural representation, as well as in material practices of resistance. The “Race and Decoloniality in Art & Design” cluster hire initiative was made possible through one of the largest (anonymous) gifts in the institution’s history. As of May 13, 10 excellent faculty members, distributed among all four academic divisions, have been successfully recruited to join RISD.

New hiring practices result in greatest number of diverse hires in RISD’s history

In 2020–21, 40 percent of new employees (faculty and staff) hired at RISD were racially diverse, an approximate increase of 13 percent from 2019–20.

Racially diverse staff hires constitute 47 percent of the whole and racially diverse faculty hires make up 35 percent of the total number. This is a result of direct engagement and commitment to increasing employee diversity as well as several updates to our job search and hiring policies.

Test-optional applications reduce benefits of social privilege

As of 2019, most prospective students can apply to RISD without submitting SAT or ACT scores. By eliminating standardized test requirements, the college's admissions process further emphasizes applicants' portfolios and responses to specific application assignments, thus reducing the impact of criteria that benefit privileged demographic groups. The percentage of prospective students who applied as test-optional dramatically increased from 20 percent in fall 2020 to 66 percent in fall 2021.

Experiential learning funds support all incoming students with high need

This fall, in addition to awarding the highest amount of undergraduate and graduate financial aid support in our history, we also awarded social equity funding to ensure that first-year students with the highest demonstrated financial need have the opportunity to experience the full breadth of a RISD ed-

ucation. This program supports materials funding (\$1,000 per year), the opportunity for one sponsored internship over the course of their studies (\$3,000) and funding for a global travel experience (up to \$5,000).

Empower each individual in our community to succeed

Alumni are engaging with RISD more than ever before

RISD made significant strides in its commitment to engaging global alumni through a new alumni website, alumni travel program, alumni insurance program, alumni collection in the Fleet Library and “Pulling on the Thread,” a RISD alumni podcast. In addition, the Alumni Association launched 10 alumni affinity groups, 26 domestic alumni group chapters and 12 global alumni club chapters.

Integrated health and counseling services reimagine student wellness

Under the leadership of inaugural Executive Director Bob Samuels, RISD integrated and enhanced its health and counseling services and education programs to fully support the wellness needs of students.

In addition to a new website and online scheduling system, RISD co-located Health Services and CAPS and expanded its staff-

ing, completely reconfigured its service model and instituted night and weekend appointments, resulting in significant increases in students seen, appointment availability and same-day access for both areas.

New Center for Community Partnerships centrally supports civic learning and action

As a result of two years of collaboration and analysis by the Community Engagement Advisory Committee and with input from across the institution, the newly launched Center for Community Partnerships will bring together a rich portfolio of community engagement work being undertaken by students, faculty and staff to provide additional support and capacity and create more cohesive community engagement practices.

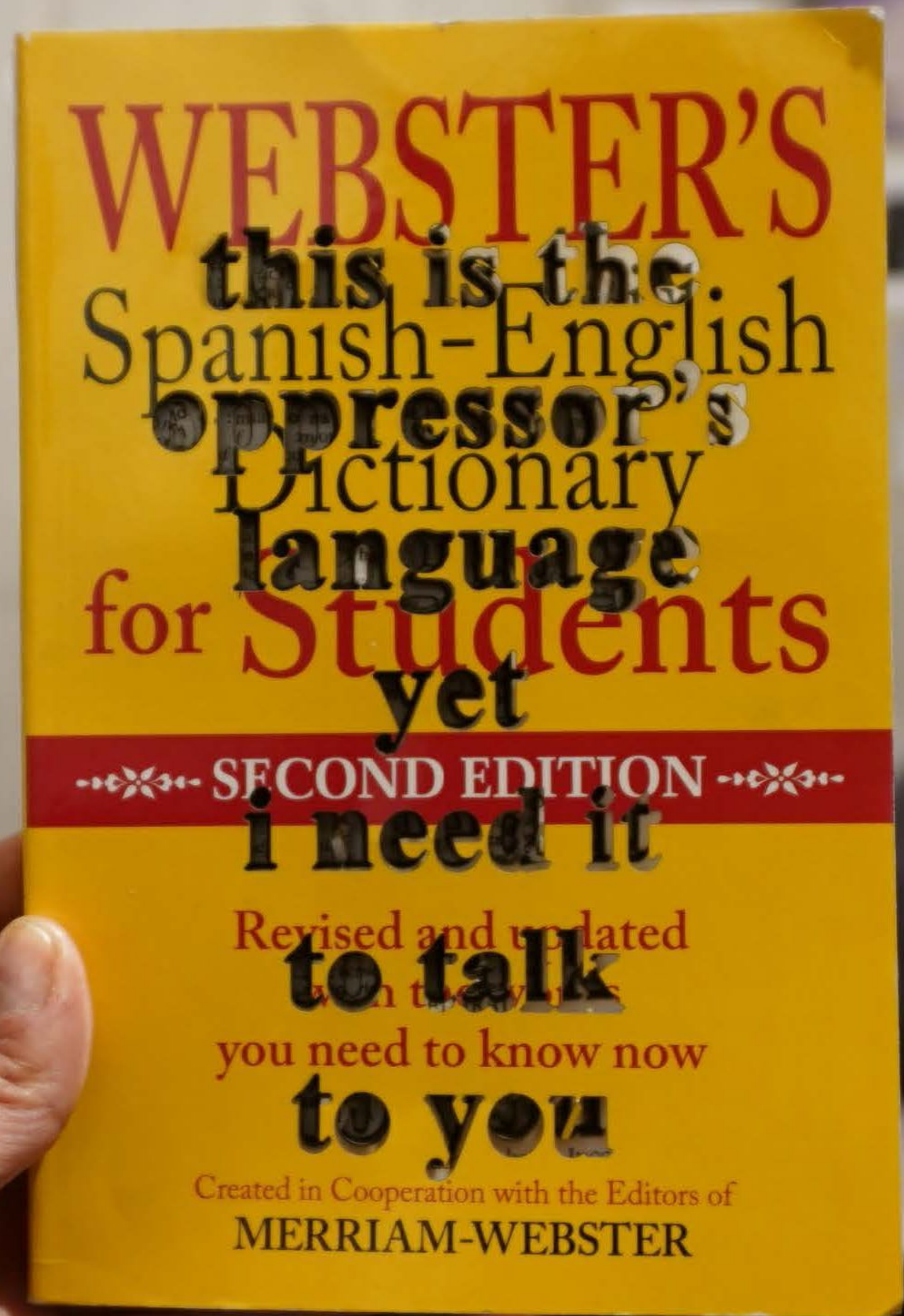
Alongside internal partners, the center will facilitate training, provide community grants to faculty and host a program that

supports faculty who bring in community partners and experts to participate in courses and projects.

New pre-orientation program prepares first-generation students for success

RISD First-Generation to College Pre-Orientation Program is a two-week on-campus experience designed to support undergraduate students whose parents did not attend or complete college. The program prepares incoming students for RISD’s critique-centered academic approach.

Students also receive financial literacy instruction and an introduction to on-campus resources that support health and wellness and build community with peers, students, faculty and staff. Participants receive free on-campus housing and meals for the pre-orientation as well as a stipend.



Next steps and priorities

1

Create an integrated network of professional advising and develop new strategies of mentoring and tutoring in studio and liberal arts courses.

2

Build the capacity of our learning support systems to meet existing and emerging needs, including multilingual learning, peer tutoring and professional support for writing practices across the curriculum.

3

Continue to train faculty on inclusive and innovative pedagogy that advances principles of social equity and inclusion, environmental and climate justice, experimentation and global perspectives in our curricula.

4

Develop an SEI course tagging system and require the completion of one SEI tagged course prior to graduation for all RISD undergraduates.

SUSTAINABILITY

We will steward sustainable practices and work toward environmental and climate justice by building and renovating facilities in line with sustainable principles; infusing sustainability into the curriculum; and bringing art and design to the challenge of climate change through research and inquiry.



Embed sustainability principles throughout our curriculum

New professorship in sustainability brings art and design to bear on climate change

Thanks to a generous gift, RISD is creating the Houghton P. Metcalf Professorship in Sustainability. The new fully funded faculty position will allow RISD to recruit an academic leader to develop institution-wide initiatives in sustainability. The professorship will further RISD's ambition of becoming a leading, world-class institution where science, research, making, expression and social and environmental justice collectively form the guiding principles of artistic and design practices.

Three fellowships fully fund graduate students interested in sustainability

Each year the Society of Presidential Fellows will fund three graduate students in Architecture or Industrial Design with an interest in sustainability, providing full tuition and professional development opportunities. These students will also connect with thought leaders in art and design through special events and with alumni through dedicated mentors.

Joint program on coastal sustainability addresses urgent climate problems

Responding to dramatic ecological, social, urban and climactic transformations occurring worldwide, RISD's Landscape Architecture department and URI's Marine Affairs department are addressing urgent problems through a joint graduate-level program. The initiative prepares students to understand issues affecting coastal environments from a range of vantage points and deepens their commitment to coastal stewardship.

Operate a greener campus

Upgraded central power plant results in significant energy savings

After decades of service, RISD replaced its central power equipment—which supplies steam and chilled water for heating and cooling to 12 buildings—with new and efficient equipment that will save considerable energy costs across the institution. By upgrading this equipment, we have greatly decreased the risk of heat loss within the buildings served and reduced energy consumption by 14 percent (a savings of \$70,000 per year).

Light bulb replacement initiative cuts annual kilowatt hours in half

In summer 2019, RISD Facilities undertook a massive project to replace every single fluorescent bulb with LED tubes in 31 buildings, resulting in a 50 percent reduction of annual kilowatt hours compared to the original bulbs and a savings of \$91,000 per year.

Investments in solar energy decrease consumption of fossil fuels

RISD has purchased solar renewable energy offsets equivalent to approximately 80 percent of its annual electricity usage—which allows individual customers to offset their energy use and transfer energy back to their electric companies—to directly support development of solar power in Rhode Island. These projects are scheduled to be online in 2023–24.

In summer 2021, RISD will install a 76 kilowatt solar panel array consisting of 668 solar shingles. This system will produce over 98,000 KWH, approximately 25 percent of the power needed for North Hall in one year. This is the equivalent of burning over 1 million pounds of coal over the 25-year projected life of the system.

Sustainability embedded in construction of first new residence hall in 30 years

With issues of sustainability and wellness at the forefront, North Hall, which opened in 2019, was designed to limit its environmental impact while supporting the specific needs of art and design students. RISD incorporated sustainable building products, green energy methods and biophilic design, allowing North Hall to save more than 3,200 gallons of water per day compared to a standard code-compliant building. This 46 percent reduction is equal to more than 5.6 billion 16-ounce water bottles. North Hall will also use 27 percent less energy than a typical code-compliant building, reducing greenhouse gas emissions the equivalent of removing 16 cars from the road or adding 87 acres of forest.



Next steps and priorities

1

Invite a future cohort of faculty fellows to focus on issues of sustainability, environmental and climate justice and the exploration of living systems.

2

Activate a comprehensive research program to catalyze methods, pedagogies and multiple modes of practice that allow RISD to enter the world of environmental research from art, design and culture perspectives.

3

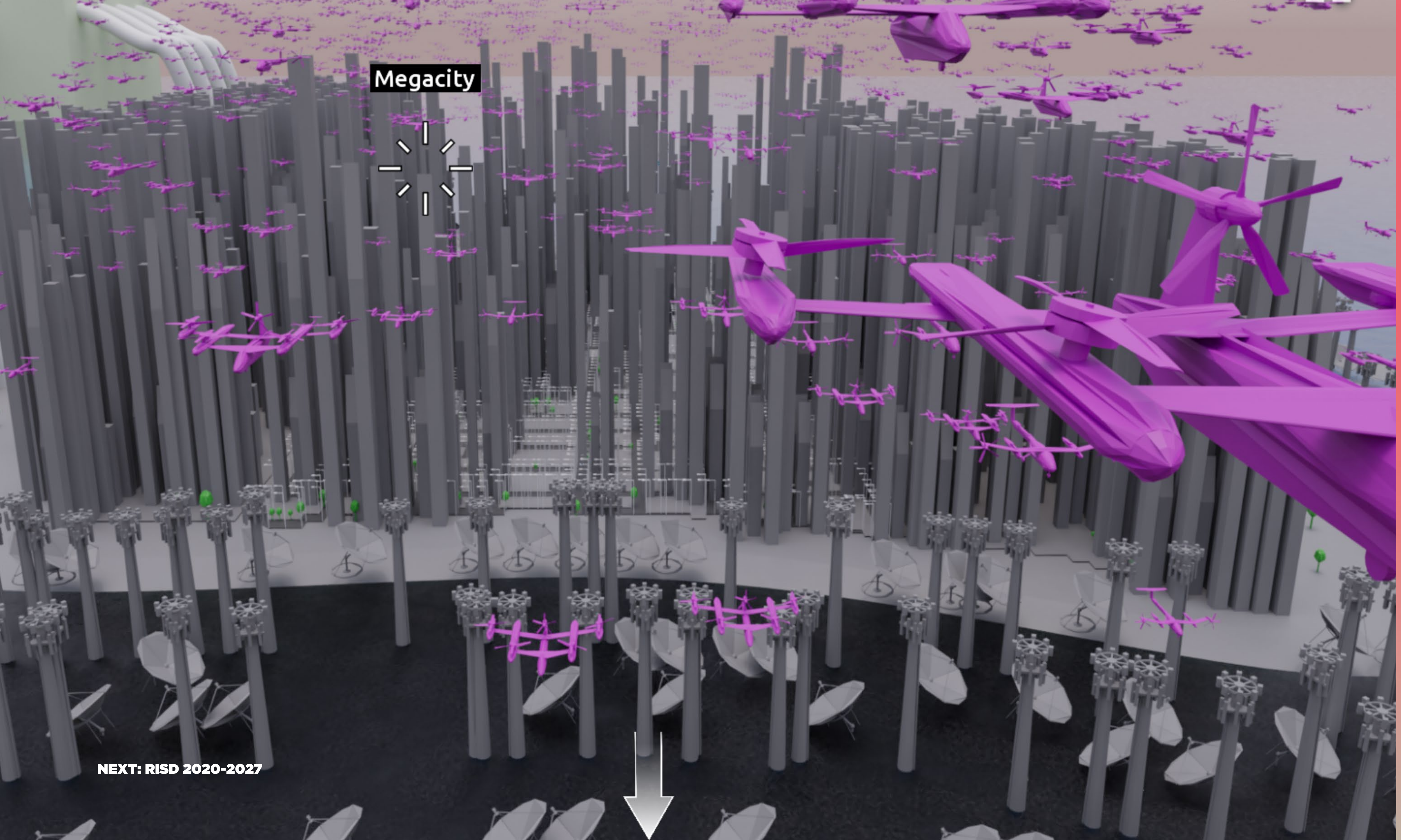
Create an advisory board to help interpret, inform and aggregate our sustainability efforts across campus, the curriculum and the community, and to coordinate a more comprehensive teaching program that prepares students for work at the nexus of art, design, the environmental humanities and the sciences.

4

Support the infusion of sustainability principles and explorations of material practices through the Teaching and Learning Lab and expand models for addressing the challenges of climate change through art and design.

NEW KNOWLEDGE

We will address complex issues, contribute new ideas and enhance human understanding by introducing innovative curricula and pedagogy; redefining graduate education at RISD; increasing institutional research output; enhancing academic facilities and equipment; and creating more flexibility for faculty inquiry.



Megacity

NEXT: RISD 2020-2027

Contribute to new ways of making and knowing

First-ever Teaching and Learning Lab supports pedagogical innovation

Launched in 2019, the Teaching and Learning Lab provides peer-to-peer learning opportunities to support faculty professional development. The workshop schedule provides regular opportunities for sharing and disseminating practices that create inclusive and engaged classroom environments.

Office of Research builds capacity and generates new levels of activity

Under the leadership of inaugural Associate Provost of Research and Strategic Partnerships Sarah Cunningham, the Office of Research overhauled structural and administrative processes, creating a comprehensive database for tracking and reporting, hiring a director of research to oversee both research and grant-supported faculty projects, reconvening the Research Advisory Committee and launching a monthly newsletter.

Concurrently, the Office of Research expanded and enhanced professional development training and programming to support faculty in their research activities, specifically focusing on social justice practices and innovation as well as sustainability issues related to climate change.

As a result RISD experienced a 58 percent increase in grants funding in FY21 and an expected increase in the National Science Foundation EPSCOR funding of 291 percent in FY22. In addition, faculty seed funding has increased through a revised overhead policy, and currently there are almost 140 research projects in various stages of development and implementation.

New Expanded Education brings RISD creativity to the world of work

RISD's singular opportunity to offer a professional education program has led to the launch of RISD Expanded Education (RISD EE), which will offer a diverse menu of short courses, multi-day intensives and

custom-crafted experiences to provide new ways to thrive in this new world.

RISD EE will not only bring the power of RISD's active inquiry, connected practice and creative response to the wide world of work but will also assist in offsetting our dependence on tuition while supporting the academic core.

Strategic partnerships promote collaborative innovation around the globe

RISD Partnered Projects has been integrated under the Office of Research and operations have been enhanced, with real-time documentation of activity to facilitate strong stewardship of projects and partners. As a result, RISD has seen an expansion of large global, multi-year partnerships with corporations such as Infosys, Hyundai Motor Group and IBM. Alongside individual faculty partnerships, RISD has generated over \$7 million in revenue from this work since 2019.

Redefine graduate education

First-ever fully funded graduate fellowships support 19 students

The Society of Presidential Fellows provides full tuition and professional development opportunities to selected graduate students for the duration of their study. Developed to recruit the most outstanding students worldwide and to support their efforts in pursuing an advanced degree at RISD, the program exemplifies RISD's focus on both enhancing advanced inquiry through its graduate programs and increasing access to these programs. RISD will fully fund 16 Presidential Fellows for Academic Year 2021–22 and has raised funds to support at least 19 full fellowships in 2022–23.

Two new graduate programs foster innovation and access

RISD launched a joint Master of Arts in Design Engineering (MADE) program with Brown University, which fosters innovation at the intersection of design and engineering. In Academic Year 2021–22, RISD will launch a new Master of Fine Arts in Illustration, a 60-credit advanced studio degree program, expanding the roster of graduate programs at RISD.

Enhance academic facilities and equipment

Planning study activates strategy for academic space improvements

In 2019, a space planning study was commissioned from the architectural firm KPF that identified concrete design strategies for addressing improvements in Bank and Metcalf buildings, aligning infrastructural upgrades with future-facing space programming for six academic departments (Sculpture, Glass, Ceramics, Furniture Design, Jewelry + Metalsmithing and Textiles). The study calls for a \$60 million-dollar phased investment, which will begin in 2021 with initial upgrades to the Metcalf Building.

Critical improvements to the Metcalf Building support a third of RISD's academic departments

Thanks to a generous \$4 million gift from an anonymous donor, RISD will begin critical improvements to the Metcalf Building, including upgrades to accessibility and ventilation systems, as well as improvements to plumbing, fire protection, lighting, power and communications—all of which impact the student experience. Included in this first phase of work are energy recovery ventilators.

Future stages of work, to be supported by the college's capital funds and additional philanthropy, will enhance accessibility, undertake a gut rehabilitation and complete a comprehensive interior renovation of the Metcalf Building to further support the next generation of artists and designers.

Renovated gallery space allows RISD Museum to reinterpret collection

The Helen and Jesse Metcalf Galleries were given new life via a \$4.5 million renovation, capping an eight-year fire safety mandate for the RISD Museum's historic galleries. This project presented the museum with an invaluable opportunity to reinterpret its collections and expand gallery space.

New technology and systems allow for digitally enhanced curricula

RISD has significantly enhanced its capacity to offer coursework digitally. Over the past year, we have created a laptop loaner program, outfitted classrooms and mobile carts for remote teaching and learning, and hired instructional designers with online expertise to support our faculty and students in digitally augmented course design.



Students at work inside the soon-to-be-renovated Metcalf Building

Next steps and priorities

1

Prioritize the continued implementation of the Campus Master Plan, focusing the next phase on improving academic spaces across divisions.

2

Experiment with new delivery models for graduate education and prepare graduate students for academic and professional careers by developing teaching and research assistantships that better integrate required pedagogical training and mentorship.

3

Commit to addressing the reduction of faculty teaching loads to create time and space for research and explore alternative models of academic appointments that allow for more participation in research, scholarship, creative practice and institutional service.