



RISD Campus Master Plan **UPDATE**

Chan Krieger & Associates
January 2005

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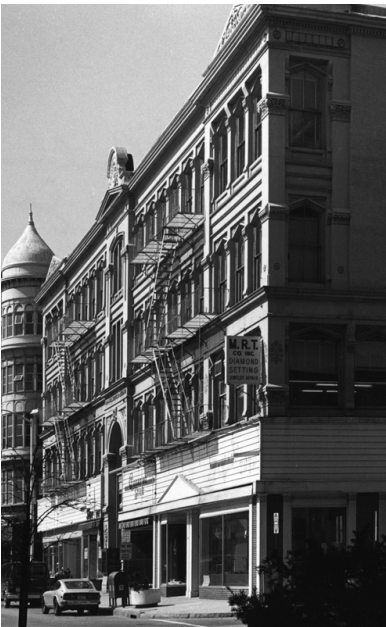
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Purpose of the Campus Master Plan Update

Since 1996, when RISD’s last — and first — comprehensive campus master plan was completed, RISD has experienced significant changes in its physical environment, campus layout, facilities and land ownership, and academic and museum leadership. Where the campus was once comprised of a core campus with a small southern outpost (Fig. 3a), RISD now has expanded landholdings along the riverfront to the south and established a major presence across the Providence River, in downtown Providence, that will grow significantly when the renovations at 15 Westminster Street are completed. (Fig. 3b)



*Campus beginnings, 1878 —
Hoppin Homestead Building*



*Campus vision, 1996 —
Campus center from Westminster Street*



*Future campus, 2008 —
Chace Center, designed by Rafael Moneo*

In Fall 2000, an academic plan — a conspicuous absence during the 1996 study — has established new goals and priorities for the evolution of the School. Objectives include:

- Improving physical facilities
- Increasing ethnic, socio-economic, & gender diversity
- Advancing digital & information technologies
- Expanding interdisciplinary teaching & learning
- Developing a greater sense of community

[Visit <http://intranet.risd.edu/faculty/meetings/> on the Internet to review the full text of the *Academic Plan* by Joe Deal, Provost.]

While some of the recent physical changes were anticipated and recommended in the *1996 Campus Master Plan*, others were added to the plan with occasional review by Chan Krieger & Associates, the primary consultant to RISD for the *1996 Plan*. With the anticipated completion of the highest priority projects identified in the *1996 Plan* within the next few years, this *2004 Campus Master Plan Update* was prepared to provide a status report of campus master planning issues, including: (1) documenting changes on the campus since the 1996 plan; (2) updating primary data in support of the campus database; and (3) identifying planning issues for the next comprehensive campus master plan.

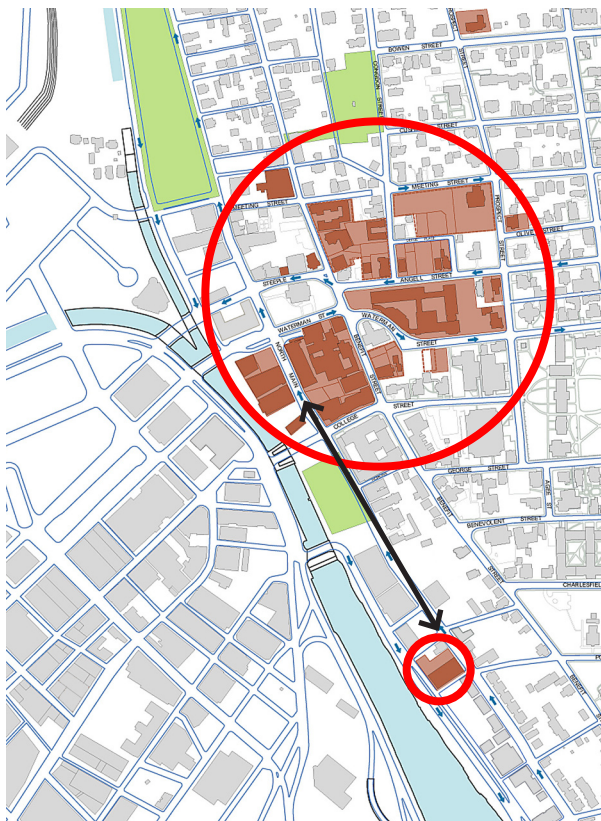


Fig. 3a Campus buildings and properties, 1996



Fig. 3b Campus buildings and properties, 2004

■ 1996 Priority Recommendations

Priorities Completed or Ongoing

The four highest priority recommendations identified in the 1996 *Campus Master Plan* were: (1) a new Library; (2) expand and rationalize studio and teaching spaces; (3) expand Museum facilities; and (4) expand student housing by 300 beds. By 2004, each recommendation has been initiated and all will be fulfilled when the planned RISD Center (Fig. 7b) is completed in 2008. A complex of three projects — Chace Center, renovation of Memorial Hall, and renovations to several areas of RISD Museum — RISD Center will include improvements for academic, museum, and student-oriented programs that will be discussed in various sections of this report.

PRIORITY #1 — A New library

The Library will be located in the first two floors and basement of 15 Westminister Street. Currently under renovation and scheduled for completion in 2006, the new space will provide 35,000 net square feet of space (an increase of 200 percent) for library functions, and an elegant and historic reading room in the former historic banking hall. (Fig. 4a) The long row of the Library's tall windows will offer visitors a panoramic view of the river-front and passersby an attractive and active edifice both day and night. (Fig. 4b) The upper floors of the building will provide housing to nearly 500 students (see Priority #4.) To complement the Library as a student hub and social space, a new café will be provided across the ground floor lobby. Vacated library spaces in College Building (fig. 4c) will provide space for various academic space, studios, classrooms, and office needs.

Summary of Library Space:

Existing Library	12,000 NSF
NEW LIBRARY (2006)	35,000 NSF
Net change	23,000 NSF

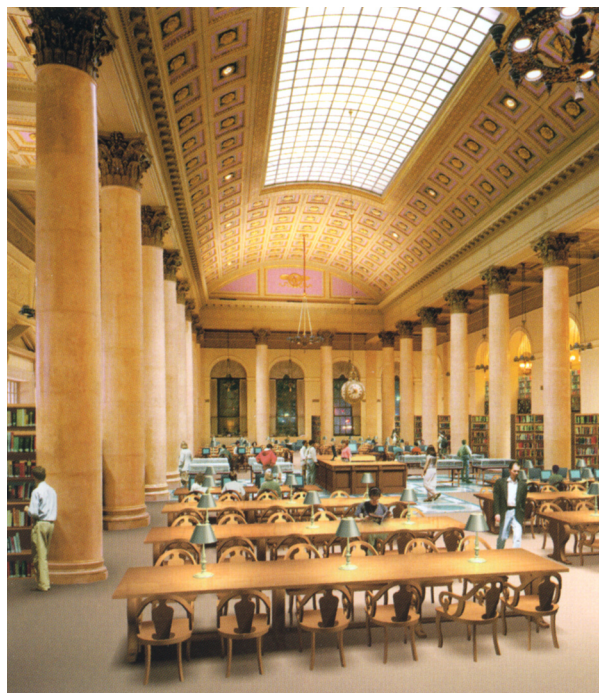


Fig. 4a Early concept of new reading room in former bank hall



Fig. 4b Night view of new Library



Fig. 4c Existing Reading Room in College Building

PRIORITY #2 — New & Reorganized Academic Space

Improvements to academic space began during the development of the *1996 Campus Master Plan*. Adaptive reuse of the former Roitman Furniture Building (Fig. 5a) located at 161 South Main Street facilitated the consolidation and expansion of the Industrial Design (ID) Department. The former ID spaces, in eight separate locations, provided modest expansion space for several departments, including the newly established Furniture Department.

By 1998, significant academic expansion and reorganization was provided through the adaptive reuse of the Providence-Washington Building (Fig. 5b) at 20 Washington Place. Departmental expansion included: Furniture, Art and Design Education, Continuing Education, Foundation Studies, Office of Information Technology, President's Office and other administrative offices, and a 'one-stop-shop' for student services.

By 2004, RISD has firmly reestablished its presence in downtown Providence, initially in the renovated Fletcher Building (Fig. 5c), at 212 Union Street, for graduate student studios in Glass, Painting, Photography, Printmaking, and Sculpture. Another purchase, the adjacent Mason Building at 169 Weybosset Street, established The Center for Integrative Technologies to greatly expand RISD's professional development programs, and provides space for: The Center for Design + Business Entrepreneurship Center for incubator businesses; Continuing Education classrooms; Graphic Design and Textiles graduate studios; new homes for Interior Architecture and the Division of Graduate Studies; the new Digital Media graduate program; the relocated Sol Koffler Graduate Gallery; and a graduate printshop, woodshop, and classrooms. Additional academic space in the future RISD Center (Fig. 5d) will increase total new academic space to nearly 124,000 net square feet — over 40 percent above 1996. (Table 6)



Fig. 5a 161 South Main Street from the riverfront



Fig. 5b 20 Washington Place from the riverfront



Fig. 5c Fletcher Building (left) and Mason Building (right)



Fig. 5d Proposed 2D studio in the Chace Center by 2008

In 2000, RISD purchased 8 buildings and 3 parking lots along South Main Street — known as SOMA. (Fig. 6b) The properties remain commercial and RISD is committed to maintaining commercial uses at the ground level facing Main Street. If the upper levels become available for reuse, up to 28,000 net square feet of existing space may be reassigned for RISD use. The (re)development potential of the properties is currently being studied.

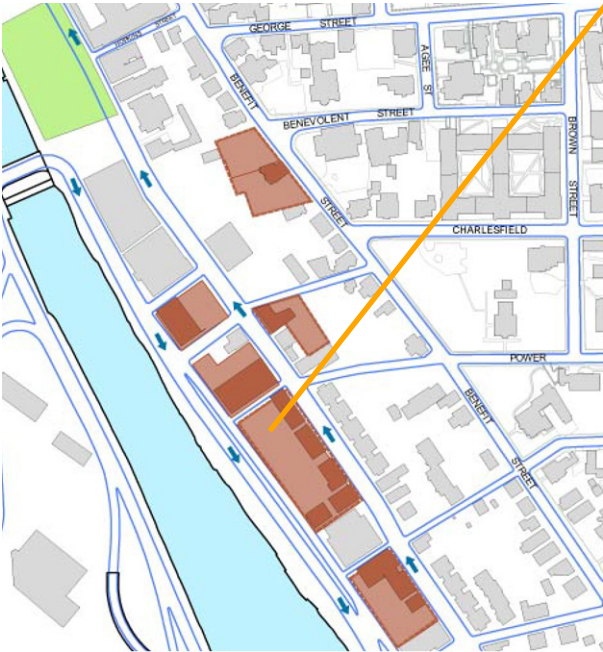


Fig. 6b South campus properties

PRIORITY #3 — Museum Expansion

The Museum is the largest facility within RISD’s core campus. (Fig. 6c) Finding sufficient space to expand the Museum beyond its current boundaries is a difficult challenge due to several circumstances, including:

- (1) The Museum is located on the densest block within RISD’s landholdings, competing for space with the most highly used and prized academic facilities, including: Metcalf, Waterman, and College Buildings; Carr House; and Memorial Hall — where academic programs also need additional space to fulfill pro-



Fig. 6a 245-305 South Main Street

Table 6 Summary of new & reorganized academic space

Existing Library	12,000 NSF
Roitman (ID, 1996)	35,000 NSF
Prov-Wash (1996-98)	13,700 NSF
College Bldg (2000)	3,100 NSF
Fletcher (CIT, 2000)	17,600 NSF
Mason (grad. studios, 2002-03)	28,700 NSF
RISD Center (Foundation & Liberal Arts, 2008)	8,000 NSF
Memorial Hall (Painting, 2008)	existing 10,455 NSF + new 5,700 NSF
TOTAL NEW ACADEMIC	123,800 NSF
TOTAL ACADEMIC	409,600 NSF
SOMA (future potential)	up to 28,000 NSF

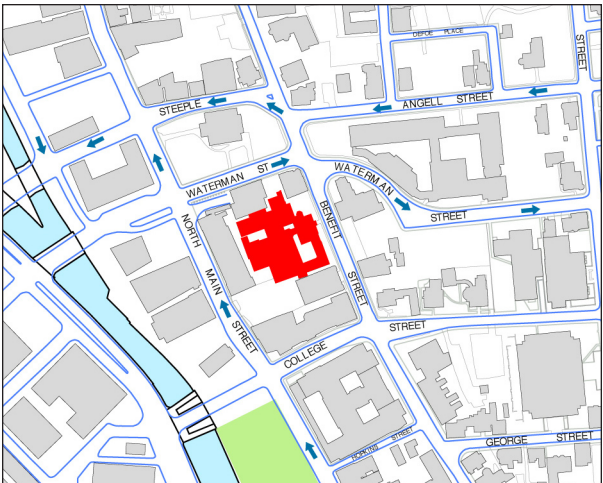


Fig. 6c Existing Museum footprint within the Core Campus

grammatic requirements.

- (2) The Museum is comprised of several historic wings, within an historic district, presenting unique design and zoning challenges when considering renovations, modifications, and/or additions.
- (3) The Museum is located on a hill (Fig. 7a) and over an underground transit tunnel that impose significant engineering and financial premiums on new additions to, and modifications of, the Museum.
- (4) The Museum is located next to the Central Power Plant, a difficult facility to build around and prohibitively expensive to relocate.

The Chace Center

The future Chace Center (Fig. 7b) will provide important new opportunities for the Museum to begin implementing its *2000 Museum Plan* completed by M. Goodwin Associates and expand upon its multiple roles:

- (a) as an integral part of RISD's academic mission
- (b) as Rhode Island's premier art museum
- (c) as a family museum sponsoring a variety of lectures, gallery talks and other events for adults, an array of programs for teachers, lively activities for families, and a full roster of community programs

The Chace Center, designed by Rafael Moneo, will offer new dedicated museum space to expand the RISD Museum by approximately 18 percent. (Table 7) The orientation of the Museum will be significantly transformed, particularly in new public spaces shared with the School, such as:

- (a) new outdoor pedestrian spaces, including: a plaza on Main Street (Fig. 7c.1), a covered archway linked to Memorial Hall and College Building (Fig. 7c.2), and two open-air public stairways between South Main and Benefit Streets (Fig. 7c.3)



Fig. 7a View towards Benefit Street during Radeke construction



Fig. 7b View of Chace Center from downtown Providence

Table 7 Summary of Chace Center spaces

<i>Summary of Chace Center:</i>	
Existing Museum	71,060 NSF
Museum Addition (2008)	13,245 NSF
TOTAL MUSEUM	84,305 NSF
Academic Space (2008)	8,000 NSF
Mid-sized Auditorium (2008)	250 seats

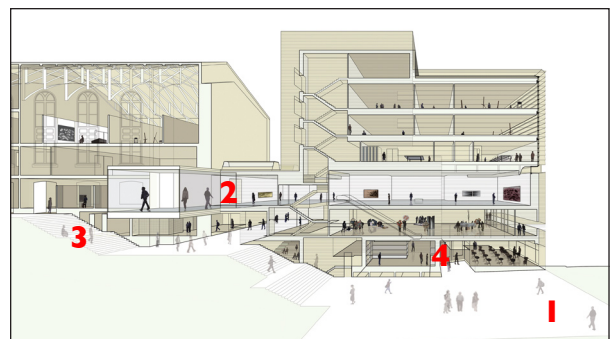


Fig. 7c Section through Mem Hall (l) and Chace Center (r)

- (b) a café (Fig. 7c.4), mid-size auditorium (Fig. 8a), and expanded museum store — all accessible from the lobby (Fig. 8b)
- (c) a prominent new entrance facing downtown Providence. (Fig. 8d)

Additional Chace Center Spaces

In addition to expanding the Museum, Chace Center will also fulfill other important goals established by the 1996 *Campus Plan*, especially in locating a new civic/community space in Metcalf Lot (Fig. 8c), the cultural and symbolic center of campus where generations of RISD students have congregated and socialized. Among the objectives that The Chace Center will accomplish when completed in 2008 are:

- Provide new studio and classroom space for Foundations and Liberal Arts
- Create a new communal front door in which to enter the Museum and the School
- Establish a gallery for student art
- Enhance the identity and visibility of the institution — locally, regionally, and internationally
- More effectively engage downtown Providence and visitors
- Provide a special venue for events and activities, including new exhibition spaces for works of art by students, faculty, alumni, and guests; the Museum's 80,000 works of art; and traveling exhibitions

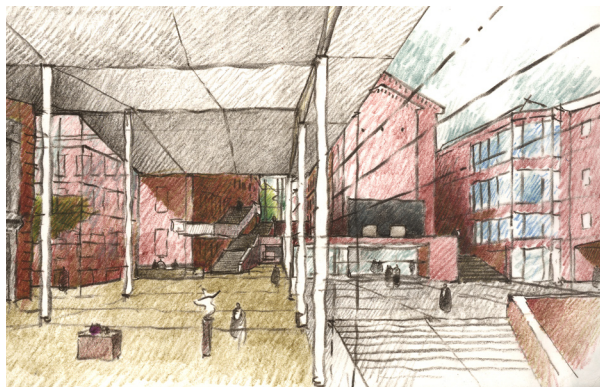


Fig. 8c 1996 concept for a new civic/community space



Fig. 8a Chace Center mid-sized auditorium



Fig. 8b Chace Center function space in the lobby



Fig. 8d Chace Center entrance

PRIORITY #4 — Additional Student Housing

The 1996 *Campus Master Plan* reaffirmed RISD's commitment to increase on-campus housing for its students. The advantages for this endeavor are many, including:

- (a) On-campus housing reduces the impact of students on market housing, parking demand, and surrounding neighborhoods; conversely, it reduces uncertainties and potential trauma that students may face in their search for housing — especially for foreign, transfer, and graduate students, a competitive source of talented students.
- (b) On-campus housing enables the school to improve student safety and enhance their collegiate experience and memories after they graduate.
- (c) The life of an institution of higher education, especially in association with a renowned museum, is often extended into evening and weekend special events, hosted lectures, and other extra-curricula activities that engage the larger academic environment, the general public, and visitors from nearby cities and states. On-campus housing provides RISD students greater access and opportunities to participate.

On-campus housing has made significant progress since 1996. Although **Dwight House** and **Colonial Apartments** (Fig. 9b) provided student housing before 1996, their renovations temporarily reduced the total housing pool when both were renovated after the 1996 *Campus Master Plan*. Upon their respective completions in 1997 and 1999, the number of beds increased from 567 to 790. With the purchase of **Thompson House** (Fig. 9c) at 63 Angell Street in 1999, RISD's ownership of the block bounded by Benefit, Waterman, Prospect, and Angell Streets is complete and the original plan to expand the student enclave of **Residential Hill** (Fig. 9d) and the master planning goal of building 300 new beds appeared possible.



Fig. 9a Existing RISD student housing

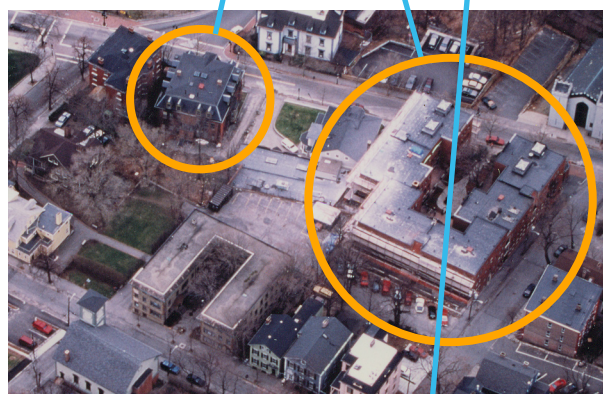


Fig. 9b Dwight House (l) and Colonial Apartments in 1996



Fig. 9c Thompson House on Nickerson Green in 1996



Fig. 9d Residential Hill in 1996

However, neighborhood resistance and the desire to preserve Nickerson Green as one of RISD’s few on-campus recreational open spaces helped to refocus the School’s attention when the tower above the future Library at **15 Westminster Street** (Fig. 10a) became available and viable for conversion to urban housing.

The potential for 490 beds in three different apartment configurations, including studio lofts, exceed the *1996 Campus Master Plan* housing goals endorsed and approved by the Board of Trustees. The additional beds will allow more than one-half of the student body to live on-campus by 2005 and provide some swing space to allow the renovation or sale of some “Outer Houses”, and demolition of **Farnum Hall** (Fig. 10b), whose repair significantly exceeds its replacement cost. Thompson House (Fig. 9c) may also be adapted for reuse as a replacement Outer House in the northeastern quadrant of the campus.

15 Westminster Street will also provide new opportunities for social space — for both resident and non-resident students — including a student lounge and food service on the first floor near the Library. Additional function spaces for large gatherings and activities, and student club spaces, are currently planned for a future renovation of the penthouse.



Fig. 10b Farnum Hall



Fig. 10a 15 Westminster Street as seen from Prov-Wash

<i>Summary of Student Housing:</i>	
Dwight House (1997)	25 beds
Colonial Apts (1999), 123 beds,	new 27 beds
15 Westminster (2005)	490 beds
TOTAL NEW HOUSING	542 beds
TOTAL HOUSING (2008)	1,280 beds
Thompson House (potential new)	16-20 beds
Farnum Hall (potential demo)	-58 beds
Nightingale House (possible sale)	-24 beds

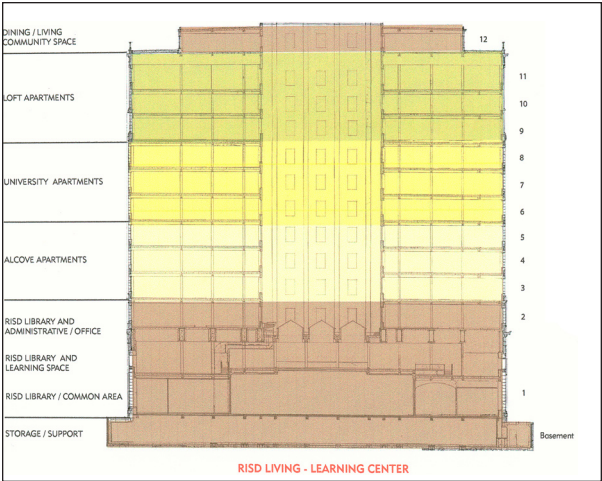


Fig. 10c 15 Westminster Street section

■ Other 1996 Goals

In addition to the aforementioned priorities, the *1996 Campus Master Plan* identified several goals, including: promote projects that support the vitality of the downtown; expand parking capacity; address facility upgrades and renovations; and improve the infrastructure. Many of these issues, and more, have been implemented or initiated.

Reinforcing The Downtown

The reopening of the Providence River and completion of the Riverwalk has allowed RISD to redefine its western boundary. Former backdoors and un(der)utilized entrances to ISB, Design Center, Auditorium, and Market House, have become prominent portals between campus and riverfront. New initiatives have helped to expand the image of the institution and enliven the city's new waterfront (Fig. 11b), including:

- 1 graduate art studios in **Fletcher Building** (2000)
- 2 **risd|works** (2001)
- 3 **risd|kids** (2003)
- 4 new academic programs in **Mason Building** (2003)
- 5 **RISD Store** and its new café (2004)
- 6 a 490-bed residence hall and street-level café in **15 Westminster Street** (2005)
- 7 a new **Library** (2006)
- 8 **Chace Center** (2008)

The extension of new activities and adaptive reuse projects along the riverfront and in the downtown demonstrate RISD's contribution and commitment to improving and enhancing downtown Providence. An emerging effect of these activities is a reorientation of the campus, refocusing the center of gravity from the quaint historic environment of Benefit Street to the dynamic and resurgent Providence River — a unique *de facto* campus quadrangle for RISD. (Fig. 23)



Fig. 11a Riverwalk with RISD Store & risd|kids (left) and risd|works and 15 Westminster Street across the river (right)

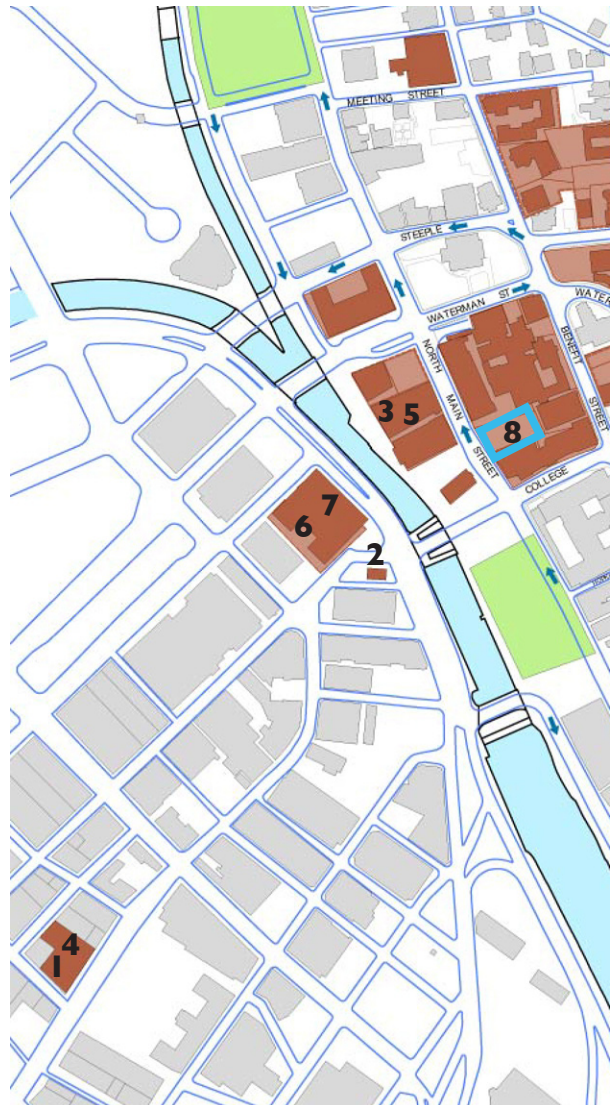


Fig. 11b Projects that reinforce the downtown

Additional Parking

Since parking spaces were tabulated in the *1996 Campus Master Plan*, RISD has successfully added 106 new parking spaces — a 50 percent increase — including:

- (a) spaces in RISD-owned alleys and incidental lots
- (b) purchase of 161 South Main and 296 Benefit Street
- (c) an arrangement with Metropark at Capital Center's Parcel 6 for RISD cars with valid stickers when RISD lots are full (*in the process of being revised towards the end of this study, and expires when redevelopment of the property commences*)

Although the number of total parking spaces remains relatively small — especially in comparison to other academic institutions — RISD's new orientation towards downtown offers greater proximity to available parking across the river. (Fig. 13) General opinion among those interviewed indicates that available commercial parking lots and garages near RISD tend to be full during the day, and that walking distance for some Museum visitors may not be appropriate or desirable.

Future opportunities to expand the parking capacity on campus include:

- (a) SOMA Lots, especially to provide spaces to replace the loss of Metcalf Lot due to the construction of Chace Center
- (b) expiration and/or cancellation of commercial leases in SOMA, providing potential academic space and accompanying parking spaces
- (c) potential development of structured parking by RISD or in collaboration with nearby partners
- (d) remote parking lots in combination with an expanded shuttle bus system

- (e) Public-sponsored garages

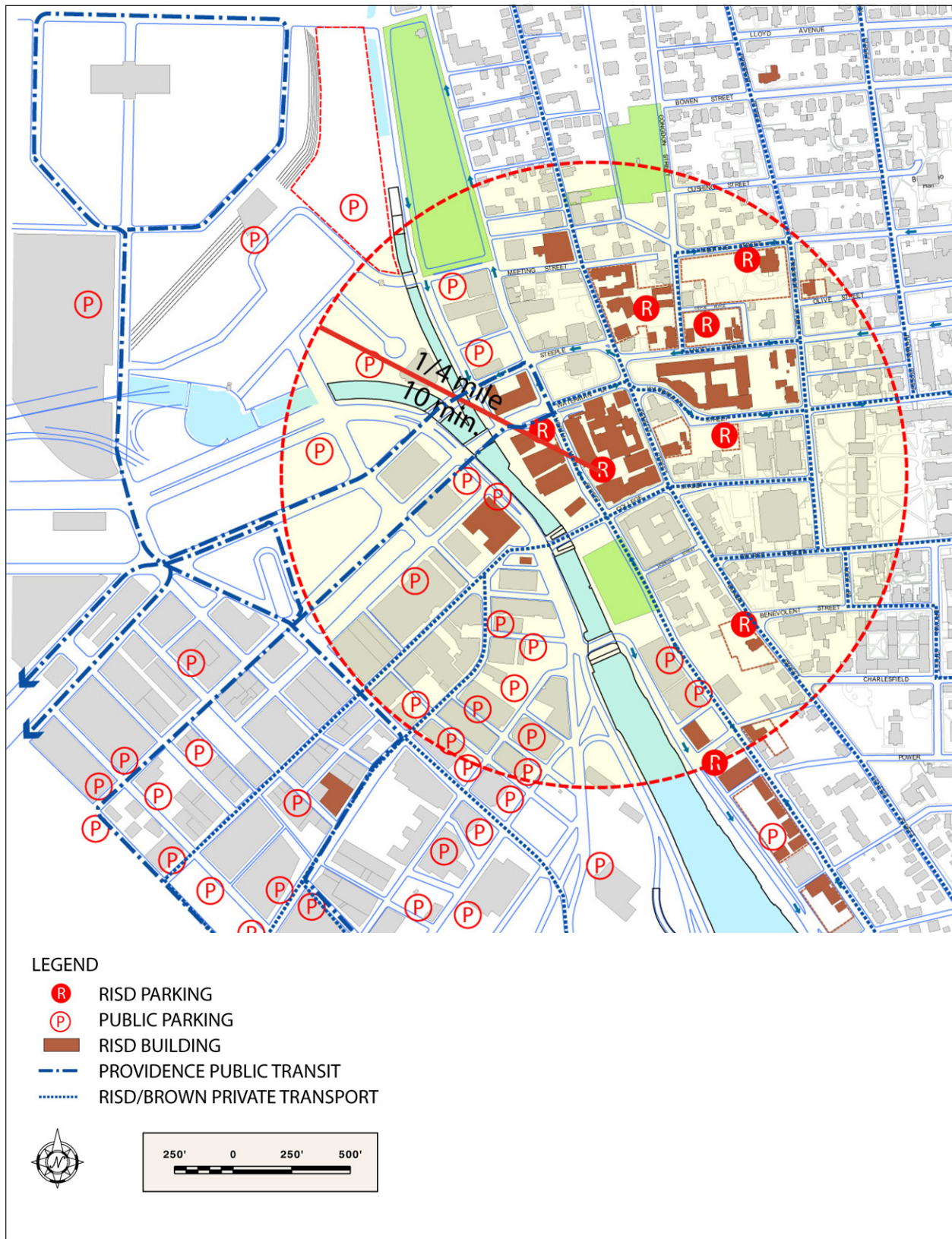
The feasibility of any alternative to increase the storage of cars present some fundamental challenges to physical and financial resources, and may require some adjustment to personal preferences and practices. Issues and/or alternatives that may be considered, include:

- (1) sacrificing precious properties for parking that may be needed in the future for academic purposes, or that can be put into higher, better, or more profitable use
- (2) allocating scarce financial resources towards garage construction or land purchases for parking lots
- (3) instituting fees for parking privileges that are closer to market rates (although RISD parking fees have increased significantly since 1996)
- (4) providing parking in less expensive/congested areas within a shuttle system whose costs of operation may be shared with other users
- (5) promoting initiatives that help infill un(der)utilized properties and provide street-level activities that would help diminish the visual and psychological impression of walking distances

Summary of Additional Parking

296 Benefit St.	41 spaces
161 S. Main St.	22 spaces
other found spaces	43 spaces
Total New Spaces	106 spaces
Total Parking Spaces	315 spaces
SOMA (future potential)	146 spaces

Fig. 13 RISD/Public Parking Areas & Walking Distances



Renovations

Several recommendations for renovations in the 1996 *Plan* have been initiated or completed in key buildings, including: RISD Museum, 20 Washington Place, and eight separate spaces that were occupied by the Industrial Design (ID) Department before their consolidation in 161 South Main Street. When the renovation of Memorial Hall and portions of the Radeke Building are completed in 2007 as part of the RISD Center complex, over 100,000 net square feet of renovated space would be completed since 1996.

The impact of renovations has not only provided additional space to address academic needs but also helped to improve staff functions and services. In particular, administrative offices and student services have been consolidated at 20 Washington Place (Fig. 14b), allowing them to operate more efficiently and making most of them more accessible than their previous locations in Woods Gerry and College Building.

Museum Upgrades

new, larger elevator (1999)	
Pendleton renovation (2002)	3,600 NSF
Radeke renovation (2008)	19,226 GSF
Chace Center Addition (2008)	
gallery, Main St entrance & lobby, new gift shop, café, mid-sized auditorium	13,245 NSF

Prov-Wash adaptive reuse

(Completed 1999-2000)	43,000 NSF
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Reuse former ID space

(Completed 1997)	29,000 NSF
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Memorial Hall

RISD Center (2006-07)	16,155 NSF
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TOTAL RENOVATIONS approx. 106,000 NSF



Fig. 14a The central gallery in Radeke Building



Fig. 14b 20 Washington Place renovated interiors



Fig. 14c Market House - 1 of 8 former ID locations



Fig. 14d A future Painting Studio in renovated Mem Hall

Infrastructure Improvements

Infrastructure improvements are often under-recognized and nearly invisible to the discerning eye, literally not unlike the electrical wires that travel throughout walls and connect all spaces and adjoining buildings. Included among the many infrastructure improvements that have or will be completed, include: chiller replacements; underground utilities; wiring for computers and communications; CodeBlue emergency phones; card access systems; mechanical ventilation; and campus lighting.

In addition to physical upgrades, improvements have included adding staffing and expanding programs, such as: a laptop program; the beginnings of wireless technology; One-Stop student services; enhanced recycling; a SafeRide shuttle bus system shared with Brown University; and a new Department of Environmental Health & Safety to monitor and initiate safeguards against unsafe conditions, such as eating alongside toxic art materials and hazardous machinery. Additional current initiatives include: a study of how materials — such as mail, supplies, and trash

— enter and leave the campus; and a signage and way-finding project to help guide visitors and improve campus identity and communication.

Summary of Infrastructure Improvements:

Utilities

- Resid. Quad chiller replacement (2004)

Master Utility Infrastructure Project

(to provide chiller loop and electrical capacity to Central Campus and Auditorium blocks)

- Chace Center (2008)

Technology

- laptop program
- some wireless
- wired student residences
- network upgrade (ongoing)

Services

- One-Stop student services (Prov-Wash)
- Facilities online work order system (2003)

Public Safety

- SafeRide Shuttle Program w/Brown U
- CodeBlue emergency phones
- card access program (ongoing)

Environmental

- recycling program
- new Department of Environmental Health & Safety
- additional ventilation
- campus-wide re-lamping program

Materials Delivery, Storage, & Disposal

- Material Management Study (2004)

Signage/wayfinding

- proposals for Chace Center/15 West (2004)



Fig. 15 SafeRide network shared with Brown University

Recommendations Not Implemented

Several recommendations from the *1996 Campus Master Plan* have not been implemented, including: (a) conceptual design studies of facility improvements and physical planning not based on specific programmatic needs; and (b) renovations that continue to appear in reports, studies, commentaries, and discussions, and have become more urgent.

Design Studies

- (a) a multi-level galleria behind Metcalf Building to replace the existing dark double-loaded corridor, allowing larger and improved daylighting of studios
- (b) a 2-level rooftop addition above Metcalf that is apparently and structurally allowable
- (c) an ISB addition in adjacent ISB parking lot
- (d) an addition to 161 South Main Street in its adjacent parking lot
- (e) a narrower roadway and wider, redesigned sidewalks along Washington Place between Prov-Wash and ISB to create a civic gateway to RISD and College Hill
- (f) a narrower Waterman Street to create a wider and safer sidewalk on the campus side of the street between South Main and Benefit Streets

Emerging Urgent Projects

Reinforced by the *Academic Plan* and *Facilities Needs Assessment Report*, major, critical renovation needs have been identified, including: **ISB** (Fig. 16a), **Auditorium** (namely, FAV and Apparel Departments, Fig. 16b), **Bank Building** (Fig. 16c), **College Building**, and **Carr House**. (Fig. 16d) While some cosmetic improvements have been completed in ISB and College Building, neither initiative has addressed larger systemic issues that require urgent attention and funding. An analysis of deferred maintenance and level of required capital improvement projects (Figs. 30 & 31) illustrates the severity of needs.



Fig. 16a Typical Illustration studio in ISB



Fig. 16b Apparel studio in Auditorium

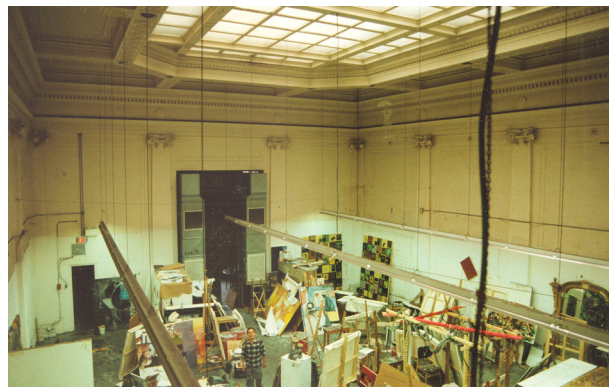


Fig. 16c Bank Building interior



Fig. 16d Carr House

■ New & Evolving Challenges

By 2008, RISD will complete the top recommendations identified in the *1996 Campus Master Plan* and showcase a transformed campus that will include new landholdings, new facilities, and new academic and professional programs. The changes since 1996 have been well-guided by the priorities identified in the *Strategic Plan* and core values/planning assumptions reiterated in the *Academic Plan* — in particular, to promote an institutional agenda that will sustain RISD as one of the best and most innovative art schools and museums in the world, and maintain RISD's competitive position among its peers.

The transformed campus and emerging new challenges suggest a need for new initiatives to help sustain and support the overall physical and social environment for teaching, learning, working, and living, and allocate resources appropriately and efficiently. In addition to unimplemented — but still relevant recommendations from the *1996 Plan* — new challenges that face RISD include:

- (a) identifying **instructional space standards** to more accurately determine and (re)calibrate space needs (See Table 33)
- (b) responding to **pedagogical changes** or new academic initiatives (e.g., new graduate programs or increased instructional use of technology)
- (c) addressing **unmet programmatic needs** (e.g., space for academic programs, Museum galleries, curatorial functions, educational space for children programs)
- (d) solving **intermittent space demands** (e.g., sponsored research projects, midterm and end of semester crits, special events)
- (e) meeting **technology pressures** (e.g., new equipment, services, infrastructure)
- (f) maximizing **flexible space** for multiuses and multi-

tasks, especially for contrasting purposes (e.g., 'clean' spaces for graphic design versus 'dirty' spaces for sculpture)

- (g) fulfilling a demand for **student spaces** (Table 18) to support a growing resident population, recreational needs, and social activities
- (h) providing **health-safety** breakout spaces (Fig. 18b) outside studios as safe havens away from toxic materials and hazardous equipment
- (i) upgrading **ventilation** and **electrical distribution** in studios
- (j) expanding **parking** to accommodate faculty/staff, and provide convenient access to the Museum and the college
- (k) increasing dedicated space for **Continuing Education** to enhance revenue growth
- (l) improving efficiency, management, and consolidation of **student housing**, particularly renovations of Outer Houses and Residential Quad facilities
- (m) continuing the reorientation of the campus towards the **riverfront & downtown** to enhance RISD's identity, connectivity, communication, and consolidation of 'public' functions, such as Admissions and other currently dispersed administrative offices
- (n) **disposing and/or replace facilities** that do not adequately serve current or long-term needs and goals

Enhancing Community

Until the construction of the RISD Center and renovation of 15 Westminster Street are complete, social and student spaces continue to lag behind recommendations identified in the *1996 Campus Master Plan*, especially as RISD spreads its campus away from its historic campus core. The endeavor to enhance the campus environment to attract and retain the best students suggests a need to provide additional social space to satisfy a unique student culture.

Student Social Space

A 1994 survey of student opinion found RISD students to be enamored with their work and workplace (Fig. 18a), and up to 98% indicated that they would spend their free time working on their projects in studio if given the opportunity. However, 77% of the students also felt a need for more extracurricular and social opportunities on campus. The latter deficiency was reinforced by that fact that 92% of students felt low satisfaction with their personal and social lives. By 2002, there was a more positive shift in student satisfaction with their personal and social lives but a continuing decreasing dissatisfaction with the amount of extracurricular programming.

When completed in 2008, Chace Center and 15 Westminster Street will provide significant new resources for student extracurricular activities, including meeting rooms, student exhibition space, a mid-sized auditorium, new dining facilities, and student lounges. Student representatives interviewed in 2004 reinforced 1996 student opinions that do not favor stereotypical student centers that are found on many college campuses. In contrast, RISD students favor social spaces that are informal and correspond to concentrations of student activity — such as popular circulation paths, studios, or galleries.

Despite the future addition of Chace Center and 15 Westminster Street, there may still be insufficient student social space, based on conventional space standards. (Table 18) Since 1996, the importance of social space has become more exigent for at least four reasons, including: (1) overall under- or unfulfilled needs; (2) health and safety concerns to separate eating and student lounges from potential toxic materials and hazardous equipment in the studios; (3) inadequate opportunities for comfortable respite spaces (Fig. 18b); and (4) changes in student social and recreational needs — partially supported by the



Fig. 18a A studio window in Metcalf Building in 2004

Table 18 Summary of Student Social Space

a	2003 Undergraduate + Graduate Students	2,294
	Space	Location NSF
	Food Service 'Other'	Mem Hall 1,799
	Food Service 'Other'	Refectory 11,930
	Lounge	BEB 275
	Lounge	What Cheer 249
	Student Life Office	Student Center 330
	Student Life 'Other'	Carr House 910
	Student Life 'Other'	Student Center 3,893
b	RISD Social Space (existing)	19,386
c	RISD Social Space NSF/student	(b / a) 8.5
	Exhibition	161 South Mair 1,132
	Exhibition	Bank Bldg 226
	Exhibition	BEB 1,250
	Exhibition	Benson Hall 579
	Exhibition	Design Center 440
	Exhibition	ISB 1,585
	Exhibition	Waterman Bldg 888
	Exhibition	Woods Gerry 3,139
d	RISD Exhibition Space	9,239
e	RISD Exhibition NSF/student	(d / a) 4.0
	Student Life food, exhibition & meeting spaces	RISD Center 6,800
	Street-level student dining/social space	15 Westminster 5,100
	Future penthouse lounge/exercise facility (est.)	15 Westminster 5,000
f	Future Student Social Space (2006-2008)	16,900
g	Future Social Space NSF/student	(f / a) 7.4
h	Total Student Social Space	(b + d + f) 45,525
j	Total NSF/student	(c + e + g) 19.8
k	Conventional Student Center NSF/student	25.0
l	Conventional Student Center	(k * a) 57,350
	Conventional Social Space Deficiency	(l - h) 11,825



Fig. 18b An elevator lobby/breakout space in Design Center

evidence of the current 31 student clubs and organizations — and greater interests in physical fitness. Although student recreational and interests tend to evolve over time, RISD students have had a creative history of using and enjoying social space wherever they can find or make them. (Fig. 19a)

Faculty and Staff Social Space

As it is for students, it is important for faculty and staff to have adequate social space. In addition to providing respite from the workplace, faculty and staff social spaces would allow opportunities to interact with students in a more private setting, and provide more convenient opportunities to interact with colleagues, both within and outside the institution. Currently, the Registrar's database reveals only one small space formally identified as a faculty and staff lounge. One can only conclude that the majority of social settings is provided by whatever unassigned space is available and by on-campus and local commercial cafés and restaurants. RISD's faculty and staff size suggests a need of approximately 10,000 square feet of space (Table 19), preferably distributed across the campus.

Special Event Social Space

Currently, there is no facility on campus to host a dinner for up to 200 participants attending special events, such as: parent and alumni receptions; holiday parties; Board meetings; conferences; and events that support partnership programs with corporations and donors. If located near the riverfront, such a space could further enhance RISD's image in the public realm, help expand its presence in the downtown, and increase its revenue opportunities. Defining the need, type, quality, and location of a special event space relative to other pressing needs of the campus would be a decision to be made for the next campus master plan.

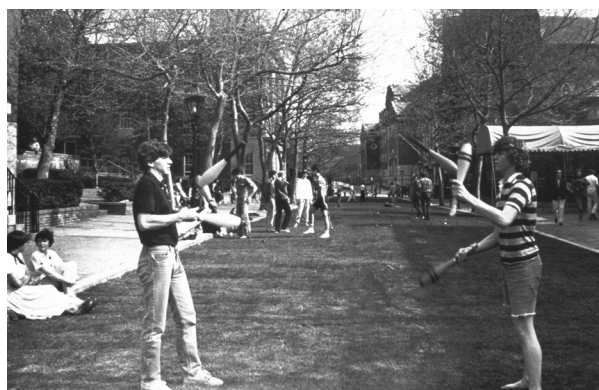


Fig. 19a A student project that sodded Benefit Street in 1982

Table 19 Summary of Faculty & Staff Social Space

A	Faculty & Staff	1,000
B	Staff Lounge	College Bldg 225
	Faculty & Staff Social Space NSF/member	(B / A) 0.23
C	Space Allowance Min. NSF/member	10.0
D	Estimated Staff Social Space Needed	(A * C) 10,000
	Staff Social Space Deficiency	(D - B) 9,775



Fig. 19b A typical museum gallery

RISD Museum As Resource

An institution in its own right, the RISD Museum serves a broad spectrum of Rhode Island, from art patrons to grade school children, as well as the college as a whole. As an *institution*, the Museum has been an educational resource that supports the college's degree programs. As a museum *building*, the facility can be an inspirational resource and place of respite (Fig. 19b) from academic life and urban stimuli that surrounds the School. Through limited interviews in 1996, and again in 2004, student representatives have indicated a need and a desire to improve and expand awareness of, and access to, the Museum's resources — both educational and social — especially with the additional improvements that are planned as part of the RISD Center.

Outdoor Spaces

Outdoor spaces represent the middle ground of social spaces that have multiple roles at RISD, including: (a) formal settings that identify or represent RISD the institution, such as Market Square (Fig. 20a); (b) formal settings that serve as entry points or processions to various RISD facilities, such as Farago courtyard (Fig. 20b); and (c) informal settings that are prominent but are largely venues for leisure and social activities, such as The Beach and Frazier Terrace. New outdoor spaces at the new RISD Center, including the entrance plaza, covered archway, and stairways, may also become popular since all will be situated along important pedestrian paths. Whether prominent in their own right or associated with key buildings or areas of the campus, outdoor spaces provide opportunities to promote a sense of identity and place for RISD and offer attractive venues for pedestrian and social activities. Appropriate programs for pedestrian enjoyment and safety — including comfortable seating, lighting, and planting — should be part of the ongoing improvements of these spaces where amenities may be deficient.

Accessibility & Wayfinding

As the campus evolves, access and wayfinding may be less clear and direct, especially for those with physical disabilities. Examples of inadequate handicapped entrances (Figs. 20c & 20d) indicate that an overall evaluation may be needed to improve access for the disabled. In general, the hilly terrain between the extremes of the campus — a traditional inconvenience at RISD — has become less of an encumbrance as academic functions migrate towards the riverfront. As the center of gravity of the campus shifts towards the river, RISD may consider compacting the campus by reevaluating some of the properties that lie on the outer fringes of the campus core (Fig. 23) in order to clarify and reorient key functions in relation to campus identity.



Fig. 20a Market Square with Auditorium (l), Market House (r)



Fig. 20b Farago entrance to RISD Museum



Fig. 20c Handicapped entrance chained off and blocked by car



Fig. 20d Handicapped sign located too high and above a step

■ Preparing for the Next Campus Master Plan



Upon completion of the RISD Center in 2008, each of the four top priority recommendations identified in the *1996 Campus Master Plan* would be completed. A new campus master plan would then be appropriate to guide the institution forward, identify new priorities, and address unresolved issues identified in the *1996 Plan* that still appear to be current, if not urgent, today.

MASTER PLANNING PRINCIPLES

Together with the *2000 Academic Plan* and *2003 Institutional Master Plan*, RISD is poised to preparing for a new campus master plan. Principles established for the *1996 Campus Master Plan* helped guide the mission of the work and merits reconsideration, if not reaffirmation, for the next campus development initiatives:

- Address academic space needs
- Strengthen the joint college/museum mission
- Increase housing for students
- Take advantage of the waterfront
- Make the campus understandable, 'friendly', and beautiful
- Promote community
- Promote flexibility in use
- Support technology
- Address deferred maintenance

- Expand and strengthen infrastructure (telecommunications, electrical, heat, air-conditioning, water)
- Promote non-tuition revenue (CE, retail. etc.)
- Affordable action (financial equilibrium)

URGENT ISSUES

Among the list of issues to be addressed, the next campus master plan should include several items that resurfaced during this *Campus Master Plan Update* as not having been adequately addressed or requires priority attention, including:

- Renovate ISB, Bank Building, College Building
- Find an appropriate solution or space to expand FAV and/or Apparel Design departments
- Find an appropriate location to consolidate and expand the Furniture Department
- Develop a strategy to allow the Museum to expand, especially its Education Department
- Consider disposing of high-maintenance or obsolete properties as a means of controlling expenses

ADDITIONAL ISSUES

Additional problems or issues that appear to be less urgent but may require additional attention or study include:

- Address student life needs, including the location(s) and amount of student social space (particularly in 15 Westminster Street)

- Understand and mitigate cultural issues between faculty/students of the School and faculty/students of Continuing Education
- Improve and strengthen student relationship with, and access to, the Museum
- Develop a strategy for swing space in order to address upcoming renovations and future academic needs

PREPARATORY CONSIDERATIONS OR STUDIES

Some supplemental work may be necessary in order to establish consensus and prepare criteria for the next campus master plan. Areas of study include:

Planning Agenda

- Determine and affirm strategic/academic priorities
- Determine and establish departmental standards for instructional space
- Define RISD/campus identity issues
 - sprawl vs. distinct centers
 - campus entrance(s) and/or gateways
 - signage and wayfinding
 - location of Admissions or a visitor's center
- Consider how the campus could or should be reorganized to allow greater flexibility for growth and change, including moving some departments to another location or sub-campus
- Develop a master plan for SOMA, including options to develop it for RISD use, for revenue income, or a combination of both
- Maintain/improve communication with RISD constituency to foster consensus and community
- Maintain cordial relationships with neighbors, citizen associations, and the City
- Develop goals for the next capital campaign

Programming Agenda

- Determine departmental programmatic needs
- Review subcampus formulation and character
 - divisions, departments, and majors

- undergraduate and graduate
 - student residences and services
 - strategy for efficient and economic distribution of uses & resources
- Consolidate administrative functions at riverfront
 - Expand shared facilities (*May require some cultural adjustment*)
 - Adjust the curriculum schedule to avoid classroom use conflicts, promoting a more efficient use of facilities and reduce the need for more space

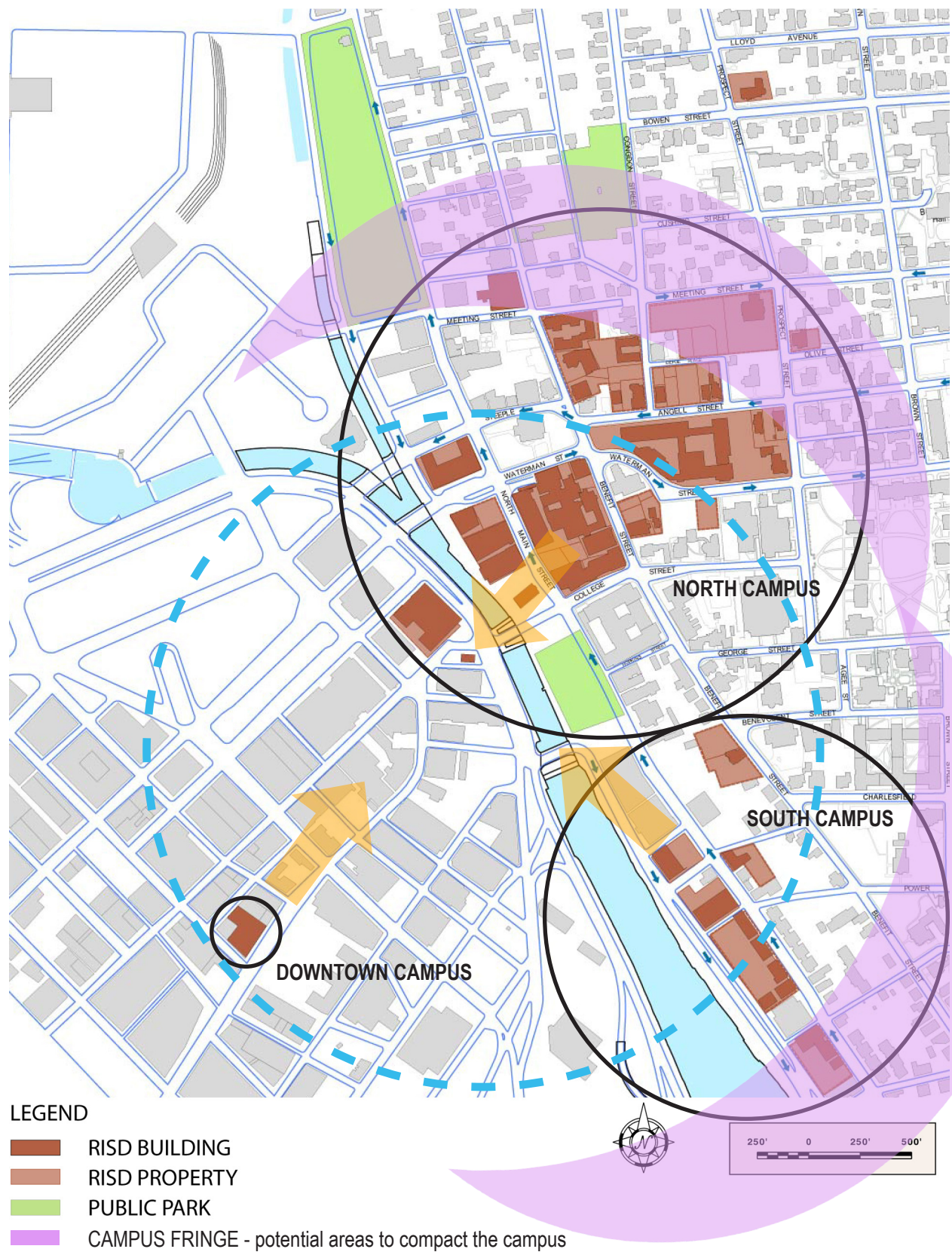
Property Management Agenda

- Renovate and upgrade deficient spaces to reduce the pool of undesirable and underutilized classrooms, diminishing the perception of inadequate space
- Investigate property trades with neighbors to better organize the campus
- Sell excess/underutilized/high-maintenance properties for revenue and reduce expenses
- Increase revenue enhancement activities (e.g., enrollment; professional/summer programs; corporate collaborations; conferences; commercial leases/development; Tillinghast Farm development)
- Add to low structures to maximize Floor Area Ratio (FAR) allowed by zoning
- Demolish inefficient properties to maximize FAR for redevelopment
- Build on available RISD lots (*Requires complementary replacement parking solution*)
- Acquire properties between campus hubs to improve identity, connectivity, and community between hubs

Facilities Maintenance & Upgrades Agenda

- Expand programs of sharing facilities, systems, and services on campus and with other institutions
- Utilize technology to reduce cost and increase efficient use of space and energy
- Implement/increase program for Green architecture, landscape, and sustainable standards

Fig. 23 Campus center of gravity in 2004 shifting towards the riverfront in relation to campus fringe areas



■ Appendix

Fig. 24 2004 Campus map of RISD buildings and properties

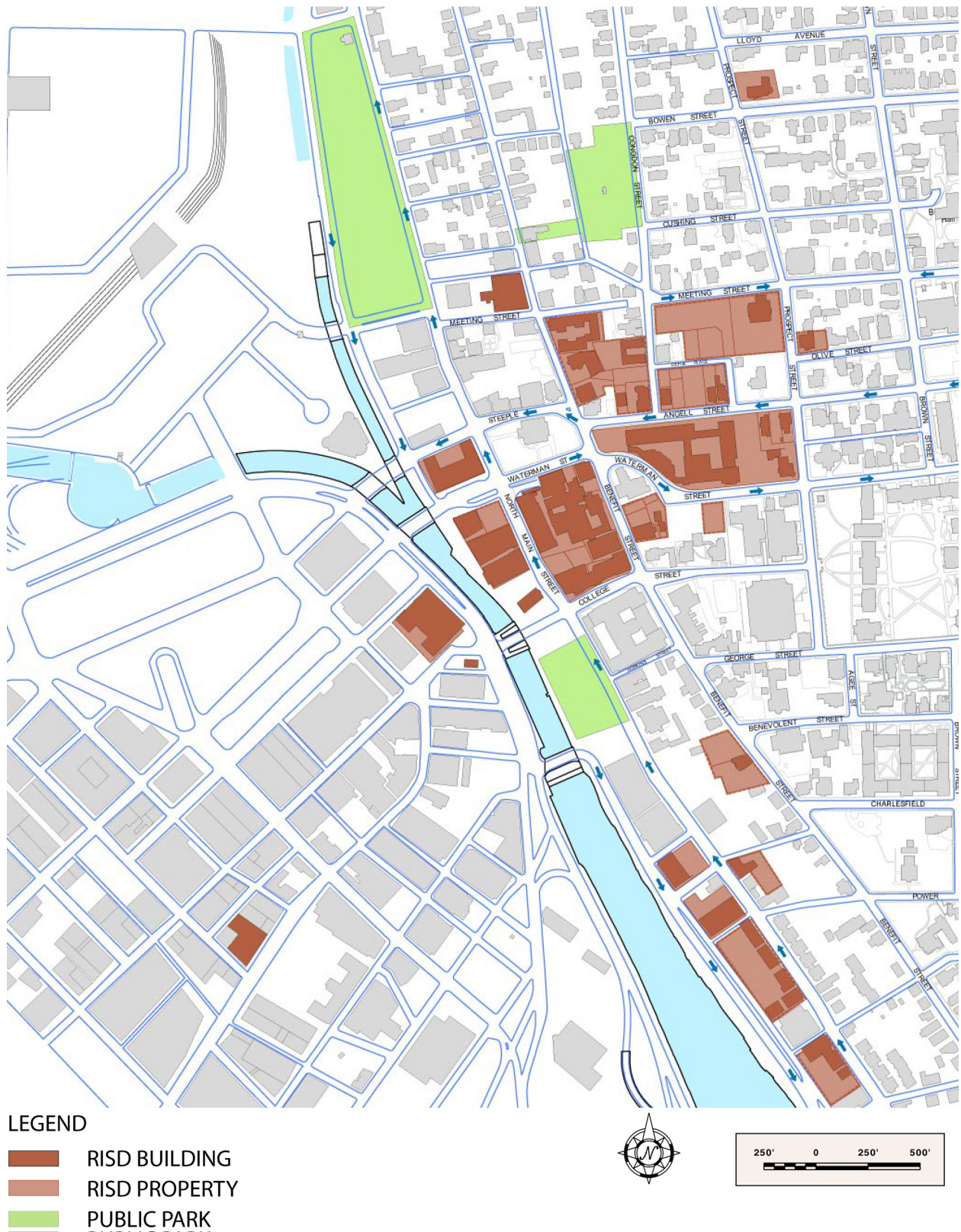


Table 25 RISD Chronology

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
	Year	Building	Bldg	Land	cumulative subtotals		Bldg		Bldg		Acad	NSF		%			Students		
	Acquired	Site	Built	Area	w/o Farm	w/Farm	GSF	cumul	NSF	cumul	NSF	cumul	/stdnt	Beds	cumul	Housed	day	other	all
1	1893	Waterman Building	1893	9,100			18,660		14,875		11,240						53	255	308
2	1896	Waterman Galleries	1896	6,100			9,400		7,400										
3	1903	Mem Hall	1853	12,152	27,352	27,352	25,385	53,445	13,785	36,060	10,455	21,695	126				172	374	546
4	1906	Pendleton House	1906	10,400			11,000		8,700								161	424	585
5	1916	Carr House	1887	8,000			13,290		7,038		2,830						237	685	922
6	1915/21	Mercalf Building	1921	23,531	69,283	69,283	65,000	142,735	48,605	100,403	45,992	70,517	298				237	685	922
7	1926	Radeke Building	1926	17,800			59,610		47,060								360	882	1,242
8	1936	College Building	1936	16,381			81,450		46,562		28,806						435	1,051	1,486
9	1937	Congdon House	1818	8,928			13,215							32					
10	1938	Nightingale House	1854	7,037			8,405							24			484	1,242	1,726
11	1941	Auditorium	1941	12,441	131,870	131,870	30,509	335,924	25,219	219,244	26,214	125,537	259		56	12%	484	1,550	2,034
12	1948	Bank Building	1913	5,034			16,990		8,890		8,105								
13	1948	Market House	1773	3,561			13,920		7,170		7,158								
14	1948	Tillinghast Farm	1900	1,553,039			7,780												
15	1953	President's House	1890	11,158			10,000												
16	1955	Barstow House	1857	5,425			8,720							18					
17	1955	Fones Cottage	1850	1,434			1,992												
18	1956	Benson Hall	1924	12,495			13,300		8,745		8,146								
19	1956	Larned House	1845	4,663			6,575										758		
20	1959	Homer/Resid Hill	1959	120,447			51,526		1,428					20					
21	1959	Nickerson Hall	1959	-			29,285							150					
22	1959	Refectory	1959	-	296,087	1,849,126	31,835	527,847	22,387	267,864	833	149,779	187		357	45%	801	760	1,561
23	1961	Farnum Hall	1935	18,109			21,790		6,786					58			789		
24	1964	187 Garage	1920	-			3,000		2,831		2,831								
25	1964	Alumni House	1822	5,025			4,140		2,170										
26	1964	Dexter House	1820	12,794			7,785							21					
27	1964	Dunnell House/Lot	1884	21,614			6,530							17					
28	1964	Pardon Miller House	1822	6,307			6,464							20					
29	1968	ISB	1880	15,635			30,163		23,657		21,866						957		
30	1969	What Cheer Garage	1920	14,857			56,995		48,078		9,583								
31	1975	BEB	1848	22,222			54,000		34,836		34,887								
32	1975	Woods-Gerry	1863	86,390	499,040	2,052,079	17,250	735,964	14,070	400,292		218,946	162		473	35%	1,350		
33	1984	Carpenter House	1857	5,897			7,380							22					
34	1986	South Hall	1987	-			26,180							72			1,862	2,498	4,360
35	1987	Design Center	1929	16,775			86,290		49,439		35,760								
36	1987	East Hall	1987	-			17,475		3,373		1,681			75					
37	1988	20 Wash	1949	26,071			90,297		43,021		14,874						1,918	2,611	4,529
38	1991-99	Colonial Apts	1931	23,446			59,104							123			1,960	2,556	4,516
39	1993	161 S Main	1900	17,403			50,264		43,500		38,214								
40	1993	Farago Wing	1993	-			10,000		7,900								1,993	2,420	4,413
41	1995	Ewing House	1780	7,999	596,631	2,149,670	3,935	1,086,889	2,050	549,575		309,475	154		765	38%	2,011	3,060	5,071
42	1997	Dwight House	1830	10,919			12,610							25					
43	2000	Fletcher Bldg	1940	3,718			33,000		17,937		17,937						2,086	3,880	5,966
44	2003	Mason Bldg		3,612	614,880	2,167,919	56,000	1,188,499	28,700	596,212	26,534	353,946	154		790	34%	2,294	4,767	7,061
45	TOTALS in 2004				614,880	2,167,919		1,188,499	596,212	353,946	154			790	34%		2,294	4,767	7,061
46	2006	15 Westminster	1917	33,045			323,394		35,000		35,000			490					
47	2008	Chace Center	2008	11,280	659,205	2,212,244	56,172	1,568,065	33,524	664,736	20,700	409,646	178		1,280	56%	2,300 (est)		
48	TOTALS in 2008				659,205	2,212,244		1,568,065	664,736	409,646	178			1,280	56%		2,300 (est)		
49	1999	Thompson House		4,663			4,663							16-20 (est)					
50	2000	200-208 S Main		13,368			5,250		1,800		1,800								
51	2000	247-305 S Main		49,017			40,962		19,890		19,890								
52	2000	345-355 S Main		26,040	752,293	2,305,332	16,478	1,635,418	6,357	692,783	6,357	437,693							
53	POTENTIAL				752,293	2,305,332		1,635,418	692,783	437,693	N/A								

Notes:

- D Land Areas sources: GLC Real Estate Summary (Draft 17 August 2004); and Facility CAD plans (as of 4/7/04)
- G Building Gross Square Feet source: ARAMARK Facilities Needs Assessment Final Report (May 2003)
- I Only non-residential facilities are identified in Column I
- I & K Building and Academic Net Square Feet source: Registrar Database Report (as of 4/20/04)
- N Student Beds source: Office of Residence Life (September 2004)
- Q-S Student Enrollment source: RISD Fact Book (2004) headcounts taken in October of each year

Summary of Growth 1996-2008	Land		Building Area		Academic NSF	Beds	Students
	w/o Farm	w/Farm	GSF	NSF			
1996 Campus Master Plan	596,600	2,149,700	1,086,900	549,600	309,500	765	2,011
Fall Semester 2004	614,900	2,167,900	1,188,500	596,200	353,900	790	2,294
Fall Semester 2008	659,200	2,212,200	1,568,000	664,700	409,600	1,280	N/A
Beyond 2008?	752,300	2,305,300	1,635,400	692,800	437,700	±1,300	N/A

Fig. 26 Vicinity Map & Landmarks

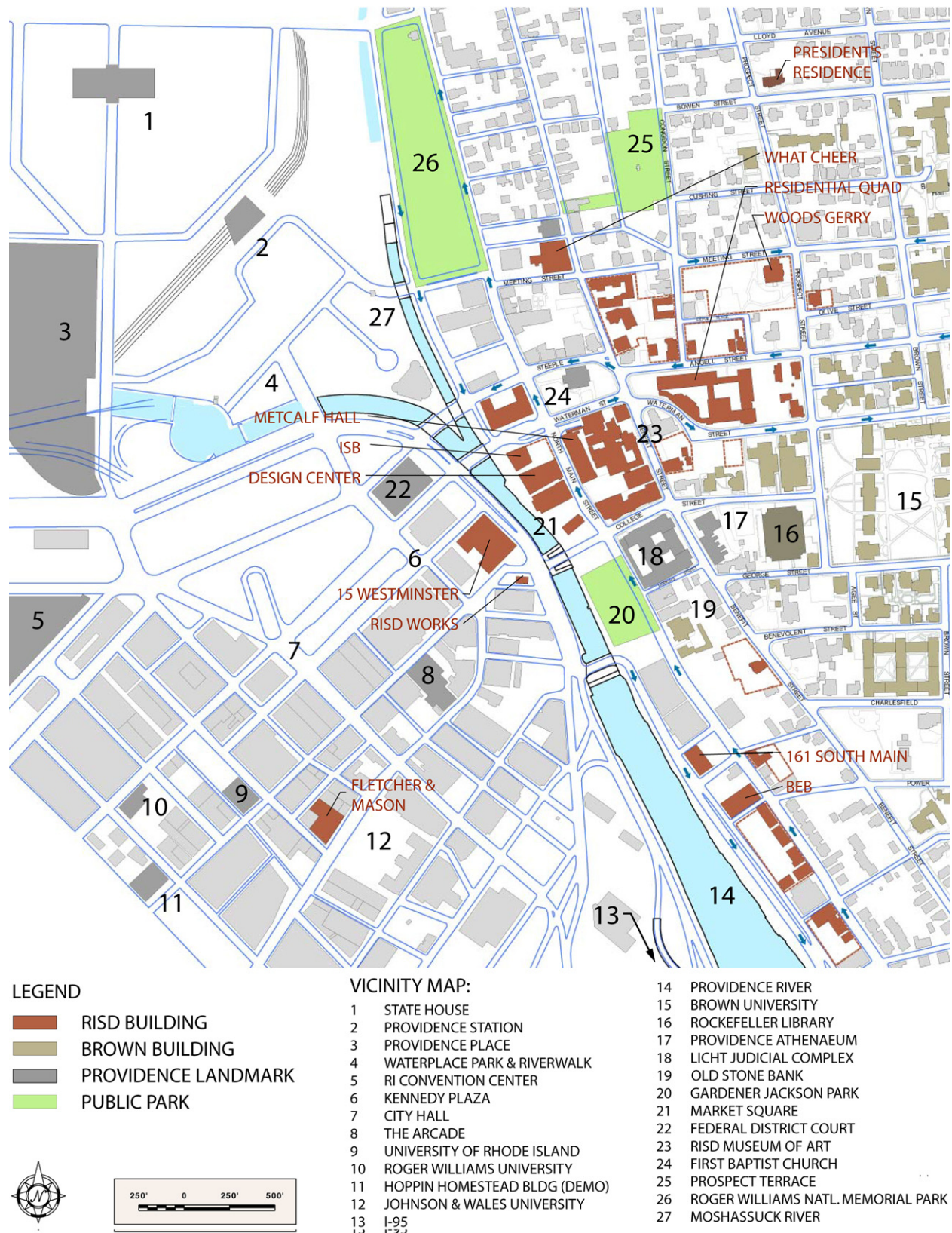


Fig. 27 RISD-owned parking and transit map

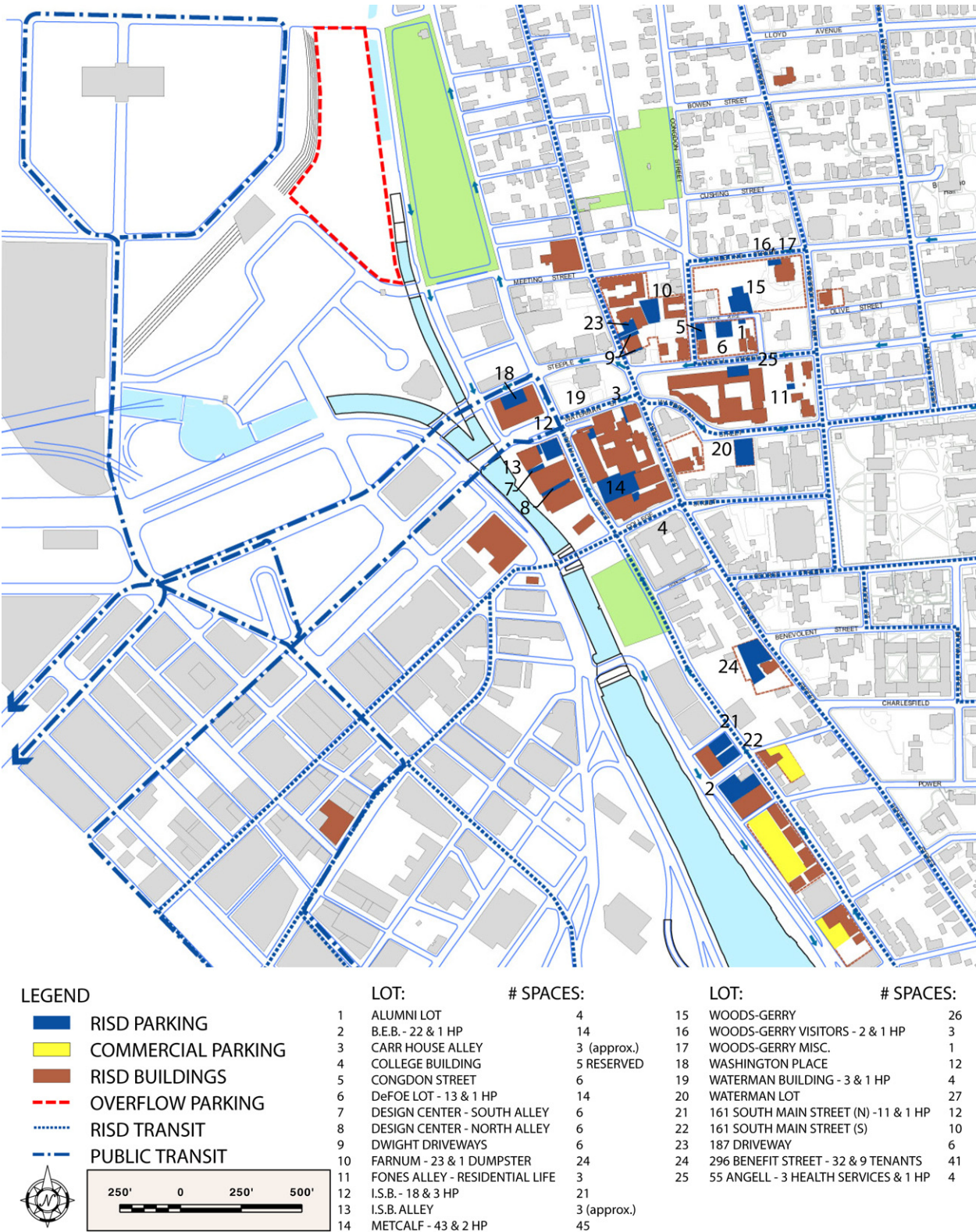
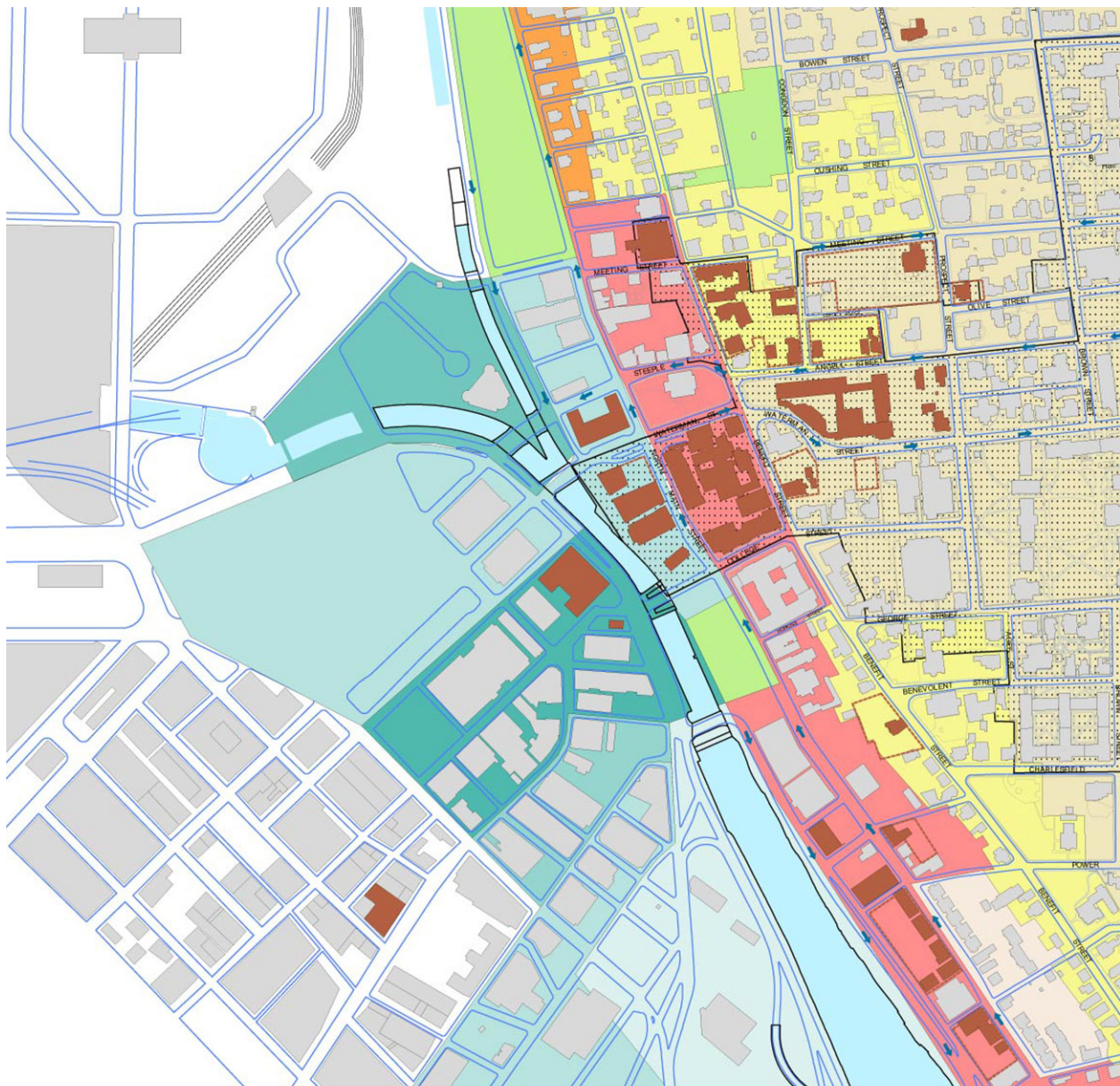


Fig. 28 Map of relevant zoning areas



LEGEND

- R-1** One Family District
- R-2** Two Family District
- R-3** Three Family District
- R-G** General Residence District
- R-M** Multi-Family Dwelling District
- R-P** Residential Professional District

- C-1** Limited Commercial District
- C-2** General Commercial District
- C-4** Heavy Commercial District

- W-1** Waterfront: Commercial/Residential District
- W-2** Waterfront: Commercial/Industrial District

- O.S.** Open Space District
- P.S.** Public Space District

- D-1** Downtown: Central Business District
 - D-1 300 (Max. Height 300')
 - D-1 200 (Max. Height 200')
 - D-1 150 (Max. Height 150')
 - D-1 100 (Max. Height 100')
 - D-1 75 (Max. Height 75')
 - D-1 45 (Max. Height 45')

- RISD Buildings**
- I-3: Institutional Zone**

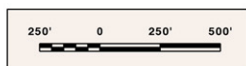


Fig. 29 Summary of relevant zoning regulations

R: RESIDENTIAL

Max. Height: 2 stories or 30 feet

- Height may be increased to 3 stories (but <40 feet if each side yard is increased 1 foot for each 3 feet in height above 2 stories (or 30 feet), whichever requires the greatest increase
- Rear yard may be reduced to less than or equal to 20% of lot depth if front & rear yards totals less than or equal to 40% of lot depth
- One side yard may be reduced to 4 feet if lot width is less than or equal to 45'
- Corner lot coverage may be increased by 5% of lot area

C-2: COMMERCIAL DISTRICT

Max. Height: 45 feet or 3 stories

D-1: DOWNTOWN CENTRAL BUSINESS DISTRICT

Max. Height: varies

- No setback at street level
- R Zone front yard requirement applies if site is across the street from an R Zone

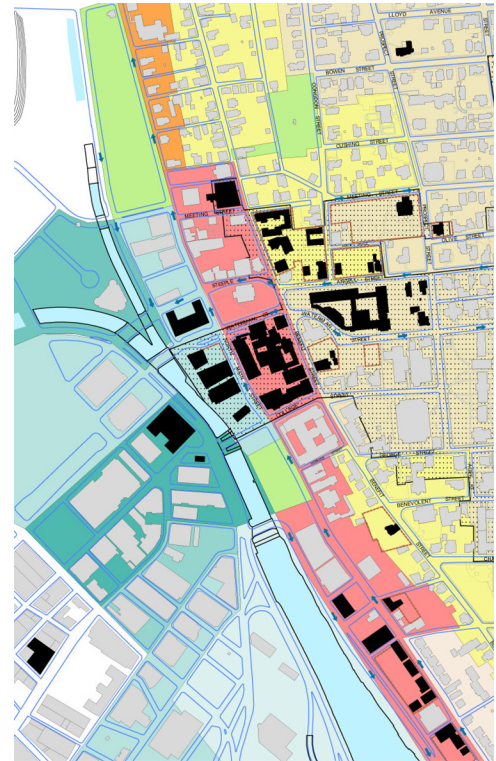
I-3: INSTITUTIONAL ZONE

Max. Height: 35 feet or 2 stories

- Max. height less than or equal to height of any R Zone not overlaid by an I-3 Zone within 150 feet of the structure
- Allowable height shall be determined by the most restrictive height according with the following requirements: 1) 30 feet when any part of the institutional building is on a street line and R Zone is across the street; 2) 40 feet whenever any part of the building is located 30 feet from any R Zone property line, but may be increased by 1 foot for every one-foot setback from the street line, up to a maximum height of 75 feet or 6 stories; 3) In all other cases, maximum height less than or equal to 75 feet or 6 stories; 4) setback distances in Items 1 and 2 are not required for lots in R Zones that are overlaid by an I Zone
- If the lot is used solely for residential purposes, maximum height is 6 stories or 75 feet
- When the block frontage is partly in an R Zone, but not overlaid by an I-3 Zone, the R Zone front yard requirements apply
- If across the street from an R Zone not overlaid by an I-3 Zone, the R Zone front yard requirements apply
- When a lot abuts an R Zone not overlaid by an I-3 Zone, min. yard is 30 feet
- When a side yard abuts an R Zone not overlaid by an I-3 Zone, it shall be less than or equal to 4 feet for each story or each 12 feet in height, but not less than 6 feet
- When a rear yard abuts an R Zone not overlaid by an I-3 Zone, it shall be greater than or equal to 20% of lot depth but less than or equal to 20 feet

O.S.: OPEN SPACE DISTRICT

- This zone is intended to insure the open space areas, conservation areas and outdoor recreation areas are preserved in the city. This district includes parks, wetlands, flood plains, conservation areas and areas that cannot be developed.



LEGEND

- R-1** One Family District
- R-2** Two Family District
- R-3** Three Family District
- R-G** General Residence District
- R-M** Multi-Family Dwelling District
- R-P** Residential Professional District

- C-1** Limited Commercial District
- C-2** General Commercial District
- C-4** Heavy Commercial District

- W-1** Waterfront: Commercial/Residential District
- W-2** Waterfront: Commercial/Industrial District

- O.S.** Open Space District
- P.S.** Public Space District

- D-1** Downtown: Central Business District
 - D-1 300 (Max. Height 300')
 - D-1 200 (Max. Height 200')
 - D-1 150 (Max. Height 150')
 - D-1 100 (Max. Height 100')
 - D-1 75 (Max. Height 75')
 - D-1 45 (Max. Height 45')

- RISD Buildings**
- I-3: Institutional Zone**



Table 30 Summary of Facility Needs Assessment & Capital Improvements

	A	B	C	D	E	F	G	H	I	J	K
	Building	Current Replacement Value	Program	Aramark Total System Need	FCI	Aramark Total w/o Modernization	RISD Plan	3-Year Need 1* + 1	Funded	Facilities Priority	Academic Priority
	Memorial Hall	\$4,609,415	A	\$6,090,592	1.32	\$6,090,592	\$6,090,592	\$6,090,592	Y	C	1
2	Woods-Gerry	\$3,132,260	A	\$3,378,878	1.08	\$2,696,878	\$3,194,942	\$2,838,462	P	C	2
	ISB	\$5,477,006	A	\$2,095,203	0.38	\$2,093,103	\$1,011,912	\$1,011,913	N	C	1
3	Bank	\$3,085,049	A	\$1,007,541	0.33	\$1,007,541	\$3,800,000	\$88,765	N	C	1
1	Auditorium	\$10,156,360	A	\$2,457,134	0.24	\$2,127,134	\$443,625	\$443,626	N	1	2
4	Carr House	\$2,413,202	A	\$417,682	0.17	\$408,203	\$4,000,000	\$312,203	N	1	2
5	Ewing House	\$1,071,778	A	\$106,081	0.10	\$83,387	\$23,821	\$59,321	N	1	3
11	College	\$22,184,569	A	\$7,389,488	0.33	\$7,389,488	\$2,000,000	\$1,962,925	N	2	1
9	Alumni House	\$751,742	A	\$217,286	0.29	\$140,946	\$15,195	\$15,195	N	2	
10	BEB	\$9,805,334	A	\$2,592,323	0.26	\$2,144,743	\$1,197,696	\$1,328,977	N	2	1
12	Design Center	\$33,948,549	A	\$3,390,298	0.10	\$574,209	\$979,045	\$979,046	N	2	1
8	20 Washington Place	\$30,057,284	A	\$2,963,711	0.10	\$1,235,309	\$1,336,372	\$1,315,211	N	2	2
13	Market House	\$2,527,597	A	\$450,829	0.18	\$274,629	\$376,706	\$376,706	N	2	3
15	Waterman	\$5,082,432	A	\$880,238	0.17	\$714,238	\$258,060	\$337,120	N	2	2
14	Metcalf	\$17,704,076	A	\$2,091,603	0.12	\$1,836,603	\$1,600,440	\$1,768,010	N	2	1
17	187 Garage	\$495,896	A	\$37,025	0.07	\$37,025	\$250	\$29,250	N	3	1
18	Benson	\$4,427,532	A	\$645,355	0.15	\$367,576	\$454,781	\$612,972	N	3	3
16	161 South Main	\$1,432,042	A	\$176,890	0.12	\$161,265	\$159,725	\$137,725	N	3	3
19	Fletcher Building	\$7,490,186	A								
20	TOTAL ACADEMIC	\$165,852,309		\$36,388,157		\$29,382,869	\$26,943,162	\$19,708,019			
21	Farnum Hall	\$3,956,634	H	\$350,000	0.09	\$350,000	\$500,000	\$350,000	N	C	1
22	Thompson House	\$1,053,360	H	\$78,650	0.07	\$78,650	\$1,158,000	\$78,650	N	C	2
23	Barstow House	\$1,583,380	H	\$305,604	0.19	\$305,604	\$2,376,000	\$123,193	N	1	2
26	Larned House	\$1,193,890	H	\$210,030	0.18	\$179,250	\$1,570,000	\$127,024	N	1	2
25	Dexter House	\$1,413,602	H	\$106,025	0.08	\$45,742	\$106,025	\$59,069	N	1	3
24	Cogdon House	\$2,399,583	H	\$109,605	0.05	\$96,605	\$1,460,257	\$74,096	N	1	1
28	Fones Cottage	\$361,708	H	\$58,080	0.16	\$58,080		\$58,080	N	2	2
29	Homer Hall	\$14,034,157	H	\$1,364,587	0.10	\$1,277,624	\$11,387,000	\$603,286	N	2	3
30	Nightingale House	\$1,526,182	H	\$141,747	0.09	\$62,355	\$1,857,505	\$133,782	N	2	3
31	Pardon Miller House	\$1,173,735	H	\$100,599	0.09	\$66,099	\$30,099	\$30,099	N	2	3
27	East Hall	\$4,759,673	H	\$198,893	0.04	\$195,293	\$174,640	\$174,641	N	2	2
36	Nickerson Hall	\$7,976,368	H	\$1,537,025	0.19	\$485,859	\$6,472,000	\$322,301	N	3	3
34	Dunnell House	\$1,185,719	H	\$155,165	0.13	\$94,165	\$1,443,130	\$113,768	N	3	1
32	Carpenter House	\$1,340,062	H	\$99,657	0.07	\$87,657	\$55,342	\$55,343	N	3	3
37	South Hall	\$8,715,248	H	\$393,037	0.05	\$108,269	\$68,212	\$68,213	N	3	3
35	Dwight House	\$2,289,727	H	\$16,325	0.01	\$16,325	\$16,325	\$16,325	N	3	3
33	Colonial Apts	\$10,732,120	H	\$33,529	0.00	\$33,529	\$30,650	\$30,650	N	3	3
38	TOTAL HOUSING	\$65,695,148		\$5,258,558		\$3,541,106	\$28,705,185	\$2,418,520			
39	TOTAL MUSEUM	\$49,032,120	M	\$894,396		\$619,396	\$894,396	\$894,396	N	3	
40	Tillinghast Farm		O	\$55,000		\$55,000	\$55,000	\$55,000	Y	C	
41	296 Carriage House	\$591,589	O						N	1	2
42	Campus-General		O	\$78,132		\$78,132		\$48,265	N	1	1
43	Grounds		O	\$35,142		\$20,922	\$113,000	\$18,945	N	1	3
45	Central Power Plant	\$668,215	O	\$118,784	0.18	\$118,784	\$113,821	\$113,821	N	2	1
44	132 Bowen	\$837,774	O	\$55,604	0.07	\$55,604	\$33,000	\$45,979	N	2	
46	What Cheer Garage	\$18,973,474	O	\$300,022	0.02	\$238,913	\$104,687	\$220,187	N	2	3
47	296 Benefit St		R				\$0		N	3	
48	TOTAL OTHER	\$21,071,052		\$642,684		\$567,355	\$419,508	\$502,197			
49	TOTALS	\$301,650,629		\$43,183,795		\$34,110,726	\$56,962,251	\$23,523,132		10,513,382	9,062,704 **
50	Current Facilities Inv							\$9,000,000		1,265,743	5,905,911
51	Funded							\$6,145,592		9,463,065	7,771,135
52	NEED							\$8,377,540		2,280,943	2,131,952
B	Replacement Value	Replacement Value is equal to the gross square footage of the building multiplied by the current replacement value as calculated by Sightlines replacement value database. The present replacement value is \$273 sq/ft. This includes both hard and soft costs.									
C	Program	A = Academic, H = Housing, M = Museum, O = Other									
D	Aramark Total System Need	The Aramark total is the total need identified by the Aramark Audit performed January – March 2003. This total includes modernization.									
E	FCI	Facilities Condition Index for Total System Need determined by the Aramark Audit.									
F	Aramark Total without Modernization	This column represents Aramark Audit findings without any modernization costs. The intent is to address deferred maintenance as one task and modernization expenses through renovations or program-specific capital requests.									
G	RISD Plan	RISD Plan includes Aramark findings and overall planning estimates, if any. In some cases, these numbers represent the possible total cost to renovate an entire building rather than deferred maintenance alone.									
H	3-Year Need 1* & 1	This column represents issues that the Aramark Audit determined to be the most important and to be resolved in a one- to three-year time period.									
I	Funded	Y = Yes, N = No, P = Partially									
J	Facilities Priority	Ranked C, 1, 2, or 3 by Facilities Department based on condition. C = Critical, 1 = highly important, behind any critical issues, 2 = moderately important, and 3 = important.									
K	Program Priority	Ranked 1, 2, and 3 by the Provost and Assistant Provost. 1 being the most important									
**		Critical Facility Priorities ranked lower than 1 by Provost/Asst Provost									
		Projects in which renovation costs exceed replacement value.									

Table 31 Priority Indicators

	A	B	D	E	F	G	H	J	K
	Building	Current Replacement Value	Aramark Total System Need	FCI	Aramark Total w/o Modernization	RISD Plan	3-Year Need 1* + 1	Facilities Priority	Academic Priority
(1)	3 Memorial Hall	4,609,415	6,090,592	1.32	6,090,592	6,090,592	6,090,592	C	1
	4 Woods-Gerry	3,132,260	3,378,878	1.08	2,696,878	3,194,942	2,838,462	C	2
	2 ISB	5,477,006	2,095,203	0.38	2,093,103	1,011,912	1,011,913	C	1
	1 Bank	3,085,049	1,007,541	0.33	1,007,541	3,800,000	88,765	C	1
	5 Auditorium	10,156,360	2,457,134	0.24	2,127,134	443,625	443,626	1	2
	6 Carr House	2,413,202	417,682	0.17	408,203	4,000,000	312,203	1	2
	7 College	22,184,569	7,389,488	0.33	7,389,488	2,000,000	1,962,925	2	2
	8 Key Academic	51,057,861	22,836,518		21,812,939	20,541,071	12,748,486		
(2)	9 Farnum Hall	3,956,634	350,000	0.09	350,000	500,000	350,000	C	1
	10 Thompson House	1,053,360	78,650	0.07	78,650	1,158,000	78,650	C	2
	11 Barstow House	1,583,380	305,604	0.19	305,604	2,376,000	123,193	1	2
(4)	12 Larned House	1,193,890	210,030	0.18	179,250	1,570,000	127,024	1	2
	13 Nightingale House	1,526,182	141,747	0.09	62,355	1,857,505	133,782	2	3
	14 Dunnell House	1,185,719	155,165	0.13	94,165	1,443,130	113,768	3	1
	15 Key Housing	10,499,165	1,241,196		1,070,024	8,904,635	926,417		
	16 Museum	49,032,120	894,396		619,396	894,396	894,396	3	
	17 TOTALS	110,589,146	24,972,110		23,502,359	30,340,102	14,569,298		
	(3)	Projects in which renovation costs exceed replacement value.							

Some key observations from the Summary of Facility Needs Assessment & Capital Improvements, include:

- (1) The ARAMARK Report and RISD Facilities Department agree that 4 projects rank highest in need of improvements: Mem Hall, Woods Gerry, ISB, and Bank Building. Of these, Bank Building and ISB are also rank highest by Academic Affairs. Other projects noted above also stand out although there is a mixed of ranking values between ARAMARK, Facilities, and Academic Affairs.
- (2) The cost of improvement for Farnum Hall is for its complete demolition, due primarily to structural problems. In lieu of demolition, the estimated cost of renovation is approximately \$4,800,000, 20% over its replacement cost. Upon demolition, 58 student beds would be lost.
- (3) Like Farnum, the renovation costs of several other projects (identified in blue) exceed their respective replacement value, a differential that would increase the longer that work is deferred. Of these, Bank Building, Mem Hall, and Carr House lie in the dense, historic core of the campus, and whose preservation may outweigh the comparison between renovation costs and replacement values. Most of the other ‘blue’ properties lie on the edge of the campus; namely, Woods Gerry and five Outer Houses.
- (4) The ‘blue’ Outer Houses represent 10% of the total housing replacement value but nearly 30% of the housing renovation costs (excluding Farnum.) There are currently 79 beds in four of these houses (no student beds in Thompson House), representing 10% of total student housing.

Fig. 32a Land & Building Ownership Changes in Past 25 Years

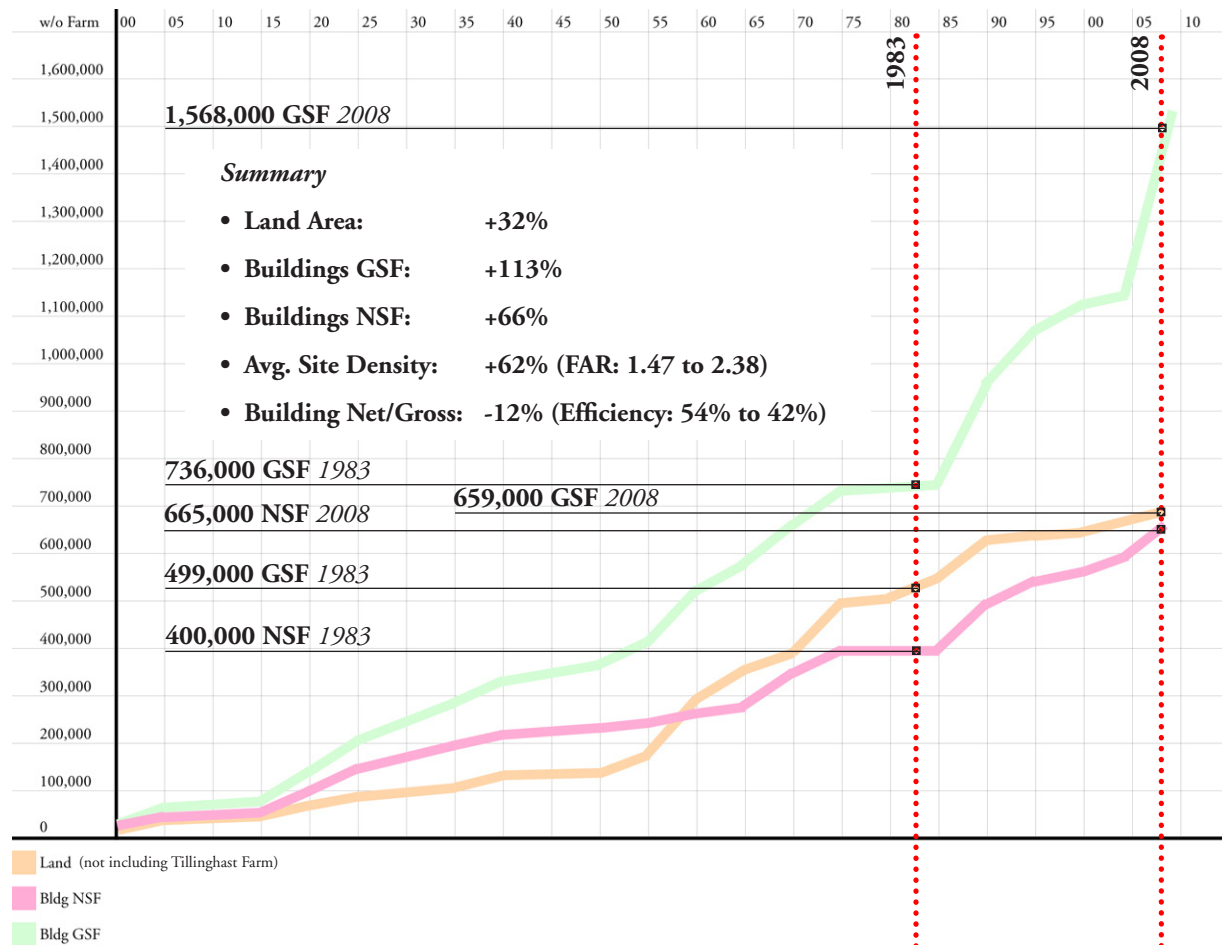


Fig. 32b Enrollment & Academic Space Changes

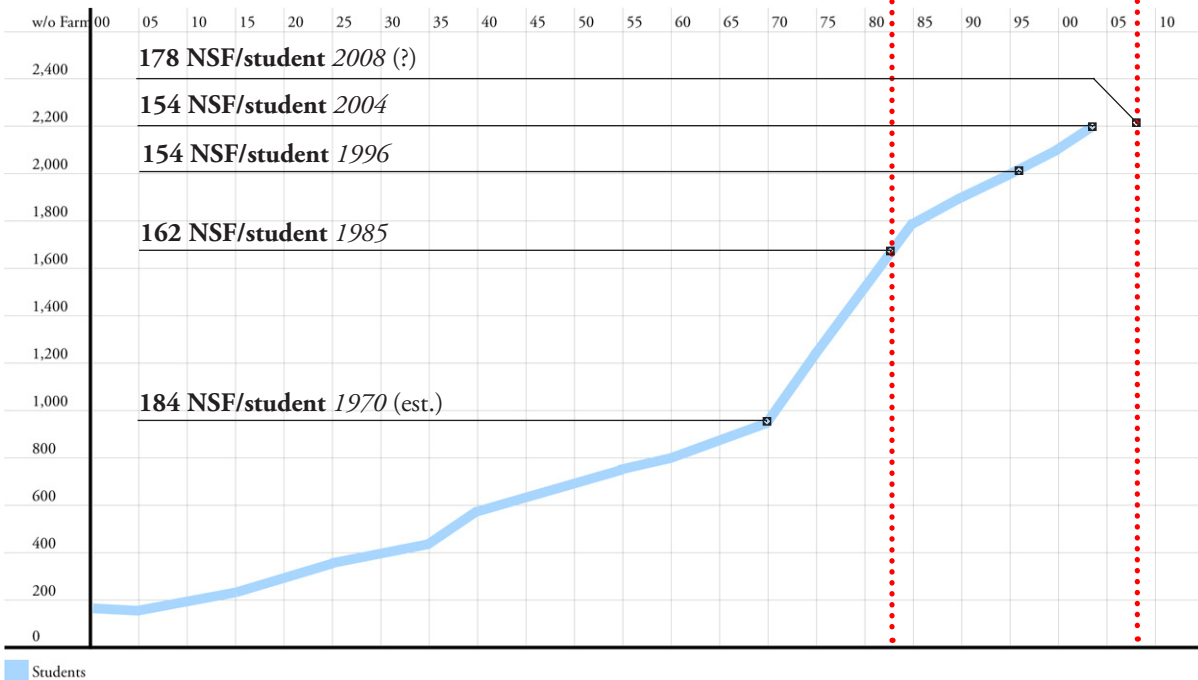


Table 33 Academic Department Summary & Comparison 1996 to 2004

	Department	1996			2004			2008
		Acad NSF	UG + G Students	NSF/ student	Acad NSF	UG + G Students	NSF/ student	RISD Center NSF
	A	B	C	D	E	F	G	H
1	Apparel Design	6,985	59	118	7,493	69	109	
2	Arch & Design	937			4,143			
3	Architecture	29,145	228	128	26,355	244	108	
4	Art Education	2,565	14	183	3,129	13	241	
5	Ceramics	8,880	20	444	10,165	18	565	
6	Digital Media				5,647	15	376	
7	FAV	13,371	106	126	14,641	125	117	
8	Fine Arts	1,968			3,638			
9	Foundation	25,474	381	67	27,648	391	71	3,990
10	Furniture	9,068	31	293	18,840	88	214	
11	Glass	5,845	22	266	7,203	24	300	
12	Grad Studies	1,601			2,501			
13	Graphic Design	21,465	203	106	25,528	233	110	
14	Illustration	21,613	251	86	21,866	245	89	
15	Industrial Design	34,088	169	202	36,210	204	178	
16	Interior Arch	1,675	43	39	5,918	93	64	
17	Jewelry & Metals	7,395	36	205	6,494	40	162	
18	Landscape Arch	2,821	31	91	2,542	49	52	
19	Liberal Arts	12,139			14,727			3,989
20	Painting	26,434	140	189	32,658	156	209	5,709
21	Photography	12,624	95	133	16,673	75	222	
22	Printmaking	7,995	41	195	11,651	62	188	
23	Sculpture	13,675	75	182	21,383	61	351	
24	Shared Space	5,468			10,539			12,300
25	Textiles	11,980	58	207	14,252	89	160	
26	Total Academic			avg			avg	
27		285,211	2,003	142	351,844	2,294	153	25,988
28	Museum	90,010						13,245

Notes:

1. Source: *RISD Fact Books 2004 & 2005*
2. Changes in space include additions of new facilities, such as Fletcher and Mason Buildings.
3. Changes in enrollment include new and expanded graduate degree programs.
4. Since art programs, enrollment sizes, and pedagogy vary significantly among top-ranked art schools, there does not appear to be a definitive space standard in which to compare RISD's space use. In order to more accurately determine space use and needs, a methodology to understand and determine space standards needs to be developed, whether by an independent consultant or through self-study by each department under the guidance of the Office of Academic Affairs.

Data-Gathering Process 2003-2004

DOCUMENTS REVIEWED

Academic Plan <i>Draft 18Oct00</i>	Institutional Master Plan Amendment <i>June 2003</i>
Brown University Strategic Framework Plan <i>October 2003</i>	Institutional Statistics 1983-2004 <i>Draft 23Mar04</i>
Campus Master Plan <i>August 1996</i>	RISD Views: Urban Context, <i>Winter/Spring 2004</i>
Chace Center Design Drawings & Model <i>Nov02-Jul04</i>	Strategic Plan 2003-2008 (The Plan for RISD) <i>1Jul03</i>
Deferred Maintenance-Academic Priorities <i>15Aug03</i>	Program Management Quarterly Meeting <i>13Jan04</i>
Facilities Capital Plan <i>Draft 5Sep03</i>	Proposed Facilities Capital Plan <i>5Sep03</i>
Facilities Needs Assessment Final Report <i>May 2003</i>	Proposed Long-Term Housing Renovation Plan <i>July 2003</i>
Facility Plans & Drawings <i>as of 7Apr04</i>	Registrar's Database Reports <i>as of 20Apr04</i>
Fact Book <i>2004, 2005</i>	RISD Schedule <i>9Apr04</i>
GLC Real Estate Summary <i>Draft 17Aug04</i>	Sightlines Reports <i>26Apr04</i>
Institutional Master Plan <i>February 2002, rev. March 2002</i>	SOMA Assigned Values <i>FMG 18Nov99</i>
	Student Life Clubs & Organizations <i>8Apr04</i>

INTERVIEWS & MEETINGS

Academic Advisory Council <i>4Apr04</i>	Director of Student Activities <i>7Apr04</i>
Board of Trustees Facilities Committee <i>7May04, 1Oct04</i>	Environmental Health & Safety Manager <i>1Apr04</i>
Board of Trustees Finance Committee <i>1Oct04</i>	Faculty Steering Committee <i>6Apr04</i>
Continuing Education Director & Staff <i>27Apr04</i>	Museum Interim Director & Staff <i>1Apr04</i>
Dean of Architecture & Design <i>4May04</i>	President <i>14Apr04, 15Jun04, 16Sep04</i>
Dean of Student Life <i>17Apr04</i>	Professor of Liberal Arts & Scheduling <i>9Apr04</i>
Deans Advisory Council <i>7Apr04</i>	Program Management Committee <i>15Dec03, 12Mar04, 27Apr04, 15Jun04, 16Sep04</i>
Director of Computer Network Services <i>7Apr04</i>	Provost & Assoc Provost-Academic Affairs <i>17Nov03</i>
Director of Construction Planning & Management <i>7Apr04</i>	Senior Staff <i>15Jun04, 16Sep04, 18Jan05</i>
Director of Public Safety <i>1Apr04</i>	Student Alliance Executive Committee <i>7Apr04</i>
Director of Residential Life <i>7Apr04</i>	Vice President for Institutional Advancement <i>1Apr04</i>

PROPERTIES VISITED

200-208 S. Main Street Lot	Mason Building
245-305 S. Main Street Lot	Memorial Hall alley
341-385 S. Main Street Lot	Metcalf Building/Metcalf Lot
296 Benefit Street Lot	Museum
Bank Building	Parcel 6
BEB/BEB Lot	Prov-Wash Building
Cable Car Café	RISD Museum
College Building	RISD Store
Design Center	risc works
Farnum Hall Lot	Riverwalk
Fletcher Building	Roitman Building/Roitman Lot
Frazier Terrace	Steeple Street Lot
ISB/ISB Lot	Waterman Building/Waterman Lot
Market House/Market Square	What Cheer Garage/What Cheer Studios
	Woods-Gerry House

■ Acknowledgements

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