Planning Report
AY 2021–22

R1SD
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1. Summary

This report provides a planning framework for most major institutional functions for the 2021–22 academic year, with a focus on the fall semester. It is informed by three institutional priorities: public health safety, academic integrity, and financial viability. In a rapidly evolving public health context, we modeled several scenarios for the coming year, based on input from internal and external sources. Two alternative visions for the coming year shape the recommendations in this report:

1. A Near Normal scenario, in which over 75% of the general community population is inoculated, the student population is almost entirely vaccinated, the effectiveness and the longevity of the vaccine are sufficiently established and widely accepted, and social distancing is no longer required.
2. A Vaccine Failure scenario, in which there is a new outbreak (new variant), vaccines are of questionable efficacy or distribution has been delayed, and RISD has to revert to a version of the AY 2020–21 operating conditions.

The report covers seven major areas (public health, enrollment, academics, housing and student life, space and facilities, the museum, and institutional finances) with the goal of defining the conditions under which RISD will operate in AY 2021–22. These recommendations are planning frameworks only, not detailed implementation directives. Clearly, uncertainty is one of the few certainties that must be part of any future planning effort, and this report attempts to present a spectrum of options bounded by best and worst case projections, recognizing that the state of knowledge regarding the pandemic is in constant flux.

This report is the product of four working groups and involved many members of the RISD community. It has profited enormously from the expertise of our external consultants Keeling and Associates, who have vetted the public health recommendations contained herein. Given the thoughtful and informed contributions by the working groups, we are convinced that the Near Normal scenario – with the Vaccine Failure scenario as a possible, if less likely, option – represents a responsible and effective blueprint for the 2021-22 academic year, and we recommend that it form the basis for the implementation phase of our collective efforts to reanimate the RISD campus.

Kent Kleinman, Provost
David Proulx, Senior Vice President, Finance and Administration
Planning
Process
2. Planning Process

2.1 Scenario Planning Method

Planning for AY 2021–22 was formally launched on March 8, 2021, but discussions regarding the course of the pandemic, and the likely variables that would shape the next academic year, have been the subject of research, speculation, and discussion since the beginning of this academic year. Planning efforts for AY 2021–22 were modeled on the scenario method used with general success to prepare the campus for the pandemic in AY 2020–21:

- Three scenarios were developed, representing the best, medium, and worst cases.
- All three scenarios assumed similar on-campus student housing parameters, namely the loss of The Edge and Charles Landing and the gain of Homer Hall.
- Enrollment parameters were based on AY 2020–21 enrollment outcomes.

2.2 Three Scenarios

1. Near Normal (best case scenario)
   In this scenario, RISD resumes near normal, pre-COVID operations. Over 75% of the community population is inoculated, the effectiveness and the longevity of the vaccine are sufficiently established and widely accepted, and herd immunity is achieved. International students have no challenges securing visas. RISD is at full enrollment in Providence. Social distancing is no longer required; face coverings are mandatory.

2. Continued Uncertainty (medium case scenario)
   In this scenario, RISD faculty, staff, and students are widely inoculated, but uncertainty regarding transmissibility, longevity, and efficacy of vaccines persists. International students face some challenges securing visas. Enrollment drops by 5%. Social distancing is required but reduced to three-feet; face coverings are mandatory.

3. Vaccine Failure (worst case scenario)
   In this scenario, there is a new outbreak (new variant). Vaccines are of questionable efficacy or distribution has been delayed. RISD has to revert to AY 2020–21 operating conditions. International travel and visas are restricted. Enrollment drops by 10%. Social distancing is required at three-feet or greater; face coverings are mandatory.
2.3 Selected Scenarios

The selection of the Near Normal scenario as the most likely framework for planning was based on multiple criteria, including the rapidly improving public health environment, in which vaccines are proving effective and inoculation durable; the increasing number of individuals receiving vaccinations, and the vaccination eligibility of all individuals in Rhode Island over the age of 16 as of April 19, 2021; improving conditions related to domestic and international travel for vaccinated individuals; and increasing confidence that the EUA vaccines will receive FDA approval before the beginning of the fall semester, providing RISD firm ground for including a COVID-19 vaccine among the current mandatory vaccines required of RISD students, and for strongly encouraging vaccines for all RISD employees.

The Vaccine Failure model was selected as the alternative model, should the public health environment deteriorate and render the Near Normal approach infeasible. The Vaccine Failure scenario, in its essential elements (such as concerns about transmission, enrollment declines, travel restrictions) is similar to current conditions. Given current trajectories, this scenario is very unlikely but not impossible, and the institution needs to be prepared to adapt to a deterioration of public health conditions.

Four working groups were charged with determining the planning implications of returning campus life to Near Normal in Fall 2021, while also outlining the actions that would be required if conditions approached those of the Vaccine Failure scenario. The four working groups are:

1. Public Health group (Chair: Jamie O’Hara)
2. Academics group (Chair: Kent Kleinman)
3. Residential and Student Life group (Chair: Barbara LoMonaco)
4. Space and Facilities group (Chair: Jack Silva)

2.4 Stakeholder Meetings

The working groups solicited input and expertise from across the institution, meeting regularly in committee and once (April 6) as a collective to compare findings and recommendations. Town-hall style meetings were held to introduce the scenario and related actions to the RISD community and solicit feedback:

- Faculty Town Hall, April 12, 2021
- Staff Town Hall, April 14, 2021
- Students and Parents Town Hall, April 15, 2021

Town hall meetings were recorded and freely accessible to all RISD-affiliated individuals.
Enrollment Projections
3. Enrollment Projections

3.1 Projection Methodology

Enrollment projections are based on the three scenarios. Near Normal envisions 2,500 students enrolled for Fall 2021. Vaccine Uncertainty envisions a 5% drop in enrollment, and Vaccine Failure envisions a 10% drop in enrollment.

Target enrollment for first-year students is 480; new graduate students are targeted at 240; target for transfer students is 50.

Significant complicating factors in projecting enrollment figures are the large number of students who deferred attendance from Fall 2020 to Fall 2021, and the large number of students who opted to take a leave of absence for part or all of AY 2020–21.

3.2 Exogenous Factors

Reduced opportunities for new students to secure visa appointments and their ability to travel could continue to have an impact on students’ ability to enroll.

3.3 Enrollment Projection Matrices

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<thead>
<tr>
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<th>Fall 2019</th>
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<td>Vaccine Failure 10% decrease</td>
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Public Health Protocols
4. Public Health Protocols

4.1 Process

The Public Health group was charged with setting conditions for protecting the safety of the RISD community in Fall 2021. The group consulted with internal experts, such as Legal Counsel, Human Resources, Student Health Services, etc., as well as Keeling & Associates, the external consultants retained to provide expertise on best practices in higher education settings. The group met five times over four weeks between March 9 and April 5, 2021. The Public Health group consisted of:

- Deanna Casanovas, Provost's Office
- Daniel Cavicchi, Provost's Office
- Dr. Jen Dickson, Keeling & Associates
- Josh Grubman, Legal Counsel
- Jennifer Howley, Risk and Emergency Management
- Dr. Richard Keeling, Keeling & Associates
- James O’Hara, Enrollment Management and Student Affairs
- Dr. Robert Samuels, Health and Wellness
- Taylor Scott, President’s Office

4.2 Vaccinations: Employees and Students

RISD currently has different vaccination requirements for students and employees. Rhode Island state law requires that all full-time students provide immunization documentation for five infectious diseases (Hepatitis B, Measles / Mumps / Rubella, Varicella, Meningitis, and Tetanus / Diphtheria / Pertussis). Three additional vaccines are highly recommended by RISD for students (Hepatitis A, HVP, and annual influenza). Employees are not required to be vaccinated, although they are strongly encouraged to do so by the institution.

Currently, several COVID-19 vaccines have been approved for use under the FDA’s Emergency Use Authorization (EUA) mechanism. EUA is “a mechanism intended to facilitate the availability and use of medical countermeasures, including vaccines, during public health emergencies.” For the purpose of these planning recommendations, RISD is assuming that, at minimum, the three vaccines currently being administered under an EUA (Pfizer-BioNTech, Moderna, and Johnson & Johnson vaccines) will receive full FDA approval prior to the start of the fall semester.
Employees

- RISD will strongly encourage vaccination and require vaccination disclosure, beginning at a date still to be determined.

Students

- RISD will require COVID-19 vaccination, in addition to the current required vaccinations.
- RISD will set a date by which all students, intending to be on campus for Fall 2021, will need to provide a COVID vaccination record.

RISD will establish medical or religious accommodations for students unable or unwilling to be vaccinated. Not yet determined is whether a single injection of a two-dose vaccine will suffice for on-campus activity; which vaccines will be acceptable to RISD; longevity of vaccinations and the possible need for boosters; and whether on-site, third-party, vaccination options will be available to unvaccinated students.

4.3 Social Distancing: Recommendations

Social distancing has been one of the most consequential COVID-19 public health measures in terms of campus life and academic affairs. For Fall 2021, the group recommends:

- Based on the assumed vaccination regime (see 4.2), the continued mandated use of face coverings (see 4.4), and a continued testing regime (see 4.5), RISD will assume that social distancing will not be required under the “Near Normal” scenario.
- However, RISD must also be prepared to pivot to three-foot social distancing for an undetermined time period, if needed, in response to unexpectedly worsened pandemic conditions or a specific outbreak, determined by the RI department of health.
- RISD will continue to follow CDC and Rhode Island guidelines and requirements regarding social distancing and gathering sizes.

A return to normal social proximities would be a very significant development and positively affect virtually all campus operations. However, as with all matters related to the pandemic, the campus must be prepared for the unexpected, and all units should prepare a specific plan for how to shift to three-foot distancing if needed. A three-foot distancing plan should use staggered scheduling, the rearrangement of workspaces, conversion to virtual interaction, and other appropriate distancing mechanisms used during the 2020-21 academic year.
4.4 Face Coverings and PPE

Face coverings and masks are used by the general public and health care personnel to prevent the spread of COVID-19. Scientists are still learning about vaccination and its effects. Given that those who have been vaccinated might be asymptomatic spreaders, and that the vaccinated still need to protect those who have not, or cannot, be vaccinated, continued mask-wearing is recommended by the CDC in most community social situations. Therefore, the guidance on face coverings and masks outlined for the past year will remain in place:

- All RISD community members must wear cloth face coverings in public places where social distancing is not possible, including both indoor and outdoor spaces.
  - Exceptions include children under the age of 2 and those unable to wear a face-covering due to a medical condition, per State of Rhode Island guidelines.
  - Custodial and dining staff must wear cloth face coverings and nitrile gloves or food service type gloves as required by CDC.
- Health Services and Public Safety EMTs will follow specific PPE guidelines for healthcare providers.
- Higher-level PPE will be provided to all employees required to wear it in order to safely perform the tasks of their job in accordance with CDC guidelines.
- All other areas must determine what personal protective equipment, beyond masks, may be required for each position, following CDC and OSHA guidelines.

4.5 Surveillance Testing and Arrival Quarantine

Testing for COVID-19 remains a critical means to quickly identify and treat cases and facilitate immediate isolation to prevent spread. In Fall 2021, RISD will continue to require surveillance testing.

- The tiers, frequency, and number of tests performed will be based on the percentage of our population that is vaccinated.
- The projected range of test volume is a high of 1,600 tests per week and a low of 400 tests per week. These figures will become more precise as vaccination rates among the RISD community are better known.
- At this time, RISD recommends that all community members be required to baseline test prior to the start of the semester.
- RISD anticipates the continued use of the Broad Institute to supply and process tests.
In AY 2021-22, RISD will not require a quarantine period before the start of the fall semester. Instead, RISD will offer flexibility for non-vaccinated students to arrive in Providence, receive a vaccination through a third-party clinic, and move into the residential halls two weeks prior to the start of the semester (August 20). Students being vaccinated on-site will be expected to quarantine for two weeks.

- Students will be encouraged to make every effort to receive a COVID vaccination in their home communities or in Rhode Island prior to the start of the semester.
- For students who do not have access to vaccinations from their home area, upon arrival to Providence an unvaccinated student will be expected to vaccinate with ample time to receive its full benefits before the start of classes. The hope is that, by Fall 2021, unvaccinated students will be able to receive a single-shot vaccine, but accommodations may need to be made for some students who require two shots.

### 4.6 Respiratory Clinic Recommendation

In AY 2020-21, RISD established a dedicated respiratory clinic in Thompson House to provide evaluation and testing for students with COVID-like symptoms. The continued use and staffing of this clinic in Fall 2021 will depend on the vaccine environment.

- A dedicated respiratory clinic would not be recommended for the Near Normal scenario in which student vaccination is required.
- A dedicated respiratory clinic is recommended for the Vaccine Failure scenario in which the vaccines available are deemed ineffective, and the risks of contagion are high.
- If conditions fall between these two scenarios, it is recommended that RISD retain the respiratory clinic and curtail the operating hours and staff to an appropriate level.

A final determination regarding the continuation of the respiratory clinic will be made when more precise information regarding vaccine rates and efficacy is available.

### 4.7 Isolation and Quarantine: Recommendations and Projection

Isolation separates sick people with a contagious disease from people who are not sick; quarantine separates and restricts the movement of people who were exposed to a contagious disease to see if they become sick (CDC). Under either scenario, RISD will continue to reserve appropriately equipped rooms for students to quarantine and isolate.
● One floor of 15 West (21 rooms) will be reserved for isolation and quarantine.
● RISD will continue to follow CDC and state guidelines regarding the isolation of positive Covid-19 cases and the quarantine of exposed individuals.

4.10 Campus Visitors and Other External Populations

RISD’s goal is to limit conditions in which transmission of the virus is likely. For Fall 2021, the following recommendations provide a high degree of protection for the RISD community.

● Based on vaccination availability for our community members and the achievement of herd immunity in the state and the region, RISD will allow guests in RISD buildings.
● Spaces that are specifically open to the general public, such as the RISD Museum, Fleet Library, and the RISD Store, will follow general business guidelines from the State of Rhode Island, adding any additional measures deemed appropriate to their specific staffing or conditions.
● As part of the implementation process, RISD will outline how spaces and locations begin to open during the summer months in preparation for the fall semester.

4.11 Public Health Triggers for Monitoring Purposes

RISD will continuously monitor key variables to determine if the Near Normal scenario needs to devolve towards, or into, the Vaccine Failure scenario. These variables include local and national case data, hospitalization rates and capacities, variant types and frequencies, availability of critical supplies, changes in vaccination availability and efficacy, changes in domestic and international travel conditions, and changes affecting visa issuance.

While increasingly unlikely, in the case of an outbreak on campus (10+ cases in one week), RISD will make every effort to contain spread through increased testing, contact tracing, and isolation of those affected, working with the Rhode Island Department of Health.

● Student Health Services will increase testing for asymptomatic people involved; contact tracing will be conducted to identify and quarantine close contacts in conjunction with testing
● RISD may need to tighten restrictions on a temporary basis to assess an imminent threat to public health, to conduct testing, or expand cleaning due to an outbreak.
● Tightening restrictions could include limiting gatherings, limiting student activities, or moving to remote learning for a specific length of time.
Academic Impact and Opportunities
5. Academic Impact and Opportunities

5.1 Process

The Academics group was charged with ensuring that RISD’s academic programs are optimally adapted to the public health safety conditions projected for Fall 2021 and that academic support facilities and services are well-positioned to enable academic excellence across all programs, departments, and divisions. The group assumed the possibility that some international students may still not be able to attend RISD in person, and that considerable numbers of students who opted for either deferred admissions or leaves of absences would need to be accounted for. The group was tasked to identify any pedagogical innovations that emerged from experiences made during the current year so that they might be continued in a more deliberative fashion in AY 2021–22. The Academics group met weekly and consisted of:

- Rilla Bieberbach, Provost’s Office
- Patricia Barbeito, Dean of Faculty
- Charlie Cannon, Faculty, Faculty Steering Committee
- Scheri Fultineer, Architecture and Design
- Richard Gann, Faculty, Part-time Faculty Association
- Brooks Hagan, Fine Arts
- Kent Kleinman, Provost’s Office
- Rick, Mickool, Information Technology Services
- Alison Sherman, Registrar’s Office
- Joanne Stryker, Experimental and Foundation Studies
- Damian White, Liberal Arts

5.2 Academic Calendar: AY 2021–22

Under the Near Normal scenario, a mandatory two-week quarantine period for all incoming students, as introduced in AY 2020-21, will not be necessary. (Baseline testing, however, is still recommended for all students, staff, and faculty). Therefore, the academic calendar will revert to a standard format, with no mandatory online course offerings during the first week of the fall semester.

- Fall semester starts on September 8, 2021, and ends on December 14, 2021.
- Thanksgiving holiday is Thursday, November 25, and Friday, November 26, 2021. Classes will not be held on Wednesday, November 24.
- Wintersession starts on January 6, 2022, and ends on February 9, 2022.
- Martin Luther King Jr. Day holiday is Monday, January 17, 2022.
- Spring Semester 2022 starts on February 17, 2022, and ends on May 27, 2022.
- Spring break is from March 28 to April 1, 2022.
- Commencement is on Saturday, June 4, 2022.
5.3 Course Modalities

Under the Near Normal scenario, social distancing will not be required, and the campus can return to typical use patterns and densities. Three course-delivery modes developed in response to the space constraints of a de-densified campus remain available to faculty and programs for courses whose learning goals and outcomes are well-suited to a given mode. RISD was granted authorization by its accreditor, as well as the state, to incorporate distance learning into its curricular options in AY 2020-21 and will apply to extend that status. The three available modes are:

- **Hybrid**: Hybrid courses incorporate a blend of both in-person and online forms of instruction. These courses may include synchronous and asynchronous modalities, with the potential for different pathways through the course. The ratio of in-person and online delivery will vary depending on multiple factors such as the role of three-dimensional material engagement, the use of specialized facilities and equipment, the centrality of group dialogue and critique, and the nature of the assignments and learning goals.

- **In-person**: In-person courses involve the physical presence of both the faculty member and the students during class hours. It is common practice for in-person classes to ask students to complete class-related activities/tasks online or remotely (e.g., stream films, do research, engage in chat forums, blogs, etc.).

- **Online**: Online courses will be delivered virtually. These courses may include synchronous and asynchronous modalities, with the potential for different pathways through the course. Course materials may take multiple forms, such as videos, discussions, lectures, and critiques, but instructional engagement occurs in an online environment.

All scenarios envision that at least some students will be unable to attend RISD in person, although the Near Normal scenario projects very few such cases. Departments will have discretion in determining their ability to offer an entirely online education for remote students during Fall 2021. Academic programs have been asked to determine the course modality for their respective courses by June 1, 2021, so that students can register for courses online starting June 14. Course modalities for all Fall 2021 courses will be finalized and posted publicly on June 7, 2021.

For all courses offered in Fall 2021, course syllabi should include a clear description of the course delivery structure so that students are well informed as to the nature of their academic experience during AY 2021–22.
While many of the imperatives forced on the academic community by the pandemic will be lifted under the Near Normal scenario, academic programs are encouraged to experiment with course modalities in the interest of exploring innovative pedagogies and novel ways of working.

5.4 Academic Support Units

The RISD Fleet Library and other academic support centers, including the Edna W. Lawrence Nature Lab, Center for Arts and Language, and Campus Exhibitions, anticipate a return to in-person services and support.

- Access will likely be open and not require an appointment in most instances (dependent on changes to college-wide protocols), but hours will be more limited than in years past to allow staff to continue to offer an expanded menu of remote services, including virtual class visits, reference help, research consultations, and peer-tutoring.
- Fleet Library will continue to augment its general online resources such as e-book and e-journal offerings and to expand the digitalization of RISD's unusual and unique collections in the archives, special collections, and the Nature Lab.
- Campus Exhibitions will continue to experiment with online platforms to complement on-campus gallery exhibitions.
- Access and reciprocity for partner institutions, including the CRIARL consortium, has not yet been determined.

5.5 Leaves of Absence and Deferrals

Fall 2021 will experience an unprecedented influx of students seeking reinstatement from leaves or attending RISD for the first time, after having deferred matriculation to AY 2021–22. As of mid-March, the return status of approximately 500 students (332 undergraduate and 161 graduate students) was still undetermined. While RISD's process for reinstatement is well established, the large volume of students returning from leaves poses a unique challenge in terms of academic planning. These challenges include reintegrating students who took only partial leaves, financial aid considerations if additional time-to-degree is required, reconnecting/reorienting to revised campus systems and processes, and potentially complex course-load advising. Support will have to be directed to affected programs if they are to successfully integrate returning students into their programs.

- First-year enrollment target for Fall 2021 is 480. It is projected that 107 students who deferred matriculation will be part of the Fall 2021 cohort, leaving 373 slots for newly admitted first-year students.
• Large departments with a high number of reinstatement petitions, fairly fixed curricula, and shop-intensive pedagogies will be particularly challenged in terms of accommodating returning students.

• To facilitate planning efforts, students on leaves must declare their reinstatement plans no later than April 23, 2021. Students will be notified of their reinstatement decision by the Office of the Registrar by May 17, 2021.

• Students will be pre-registered into departmental major-required courses by June 1, 2021. Web-registration for Fall 2021 opens the week of June 14th for returning students. Web-registration appointments will be emailed to students in advance.

• RISD is exploring the option of engaging faculty in select disciplines to serve as advisors during the first weeks of June.

Despite the large numbers of students seeking reinstatement, RISD does not anticipate the overall number of matriculated students in Fall 2021 to exceed its target of 2,500.

5.6 Pedagogical Experiments and Academic Support

Under duress, RISD’s faculty, technicians, and support staff executed a remarkable pivot to deliver a RISD-quality education under the most challenging conditions. The efforts invested over the past year have been momentous: faculty redesigned over 1,800 courses to accommodate pandemic restrictions; 27 tractor-trailers of RISD materials were removed from the buildings and placed in temporary storage to de-densify the shops and studios; new procurement systems were established to provide common software and hardware, centrally, to students and faculty across departments and divisions; computer labs were re-built to function virtually; a common LMS was instituted in record time to offer a common platform for courses and training modules; and entirely new ways of presenting, reviewing, and producing creative work were pioneered by faculty and students in virtually every discipline and practice.

RISD’s renowned educational model and the related support structures should not be transformed under duress, but this moment does present a unique opportunity to experiment by choice. In this spirit, divisions/departments have been invited to propose academic innovations that they might like to continue into next year. Recognizing that no division has had a chance for more than initial exploratory conversations among its faculty, the following outlines the scale and scope of innovations currently under consideration.

Architecture + Design

Although all departments are looking forward to a return to in-person instruction, all of the departments intend to utilize hybrid teaching for the majority of their courses and to continue to
offer a select set of courses online. This intent reflects observations that the hybrid modality, coupled with robust use of the LMS and supported by Zoom, Miro, and other digital tools, provides course content and resources that can be accessed and reviewed by students more effectively, allows access to a broader range of visiting lecturers and critics than we could bring to campus in person, and accelerates student learning of various software and multimedia modalities that will continue to be important tools in the development of their creative practices and presentation of their work. Multiple departments intend to incorporate demonstration videos of basic techniques or shop orientation into courses by loading them onto course LMS sites or onto the department LMS site. The shops that operated as service centers should continue as such, with advocacy for improved interfaces for students to submit files, the addition of self-service options for plotting and printing, increased output speeds, and some student access to the BEB model shop.

**Experimental and Foundation Studies**

Based on faculty discussions and surveys, the first-year faculty are developing possible alternatives to the traditional studio structure of three consecutive 12-week studios based on the current experience of running three sequential four-week studios. There is a high level of enthusiasm to test two consecutive six-week studios and one 12-week studio, wherein students would take one studio for the full 12 weeks, and the other two studios for six weeks each. Online tutorials and lectures, the use of online platforms such as Miro, and smaller section sizes are under discussion. The faculty in D+M are discussing the continued use of recorded tutorials, online advising, and virtual check-in meetings.

**Fine Arts**

Given the haptic nature of fine arts disciplines, having time to physically encounter work (one’s own and that of others) remains a key dimension of studio education that students and instructors are eager to see fully restored. Innovations in response to social distancing, such as recorded demos and the use of Miro boards and apps like SyncSketch, serve to increase accessibility and engagement with complex technical information. Other innovations, such as the print service centers, various sign-up systems, and remote computing resources, work well but require continued refinement and evaluation. Faculty are evaluating various opportunities for electives and interdisciplinary instruction. The increased frequency of digital meetings during the last year has drawn the division closer while making everyone in Fine Arts acutely aware of the missing physical dimension of our encounters.

**Liberal Arts**

All the Liberal Arts departments are excited to conduct courses in person, while potentially integrating some of the digital teaching technologies used extensively under pandemic conditions. The large required lecture, H101, will likely remain online in the fall semester, taking advantage of
online opportunities to host remote guest speakers in real-time. TLAD faculty report that the shift to online coursework created possibilities for focused individual attention beyond the classroom and facilitated bringing teaching practitioners into MAT seminars. Faculty in HPSS and LAS also valued access to online guests and the two graduate degree programs (NCSS and GAC) report that online video technologies provided desired flexibility and allowed for weekly meetings for graduate students with families and other external commitments.

Academic Affairs
The following institutional academic support efforts, in response to the pandemic in AY 2021-22, have proven successful and are under consideration for continued adoption.

- Canvas: the rollout of Canvas is substantially complete and has been widely adopted by RISD faculty and academic units. Academic affairs, together with ITS, has funded a position for an instructional designer to support faculty in their online course development. Canvas will be RISD’s LMS going forward.
- Software procurement: centralized procurement of commonly used software licenses across divisions was widely viewed as an efficient and effective mechanism for providing essential applications, with considerable cost savings for students.
- Laptop loaner program: RISD IT invested significantly in digital technologies, including the establishment of a laptop loaner program for students with need. Assuming that RISD will continue to innovate in the online learning space, this program will likely become essential from an equity perspective.
- Output centers: three shared output centers were established to respond to the pandemic. Hasan Askari, formerly of Concept Link, has provided on-site expertise at the Design Center site, and Canvas-based plotting and printing workshops for RISD faculty and students. The entire lower level of BEB has been transformed into a plot and CNC service site. Work is currently underway to assess the contributions of the output centers, and data is being gathered to inform decisions regarding a future role for output centers, including potential additional services and equipment that may be desired by users.
Housing and Student Life
6. Housing and Student Life

6.1 Process

The Housing and Student Life group examined housing, dining, and student life. While the health and safety of our community were the governing concern, the group prioritized how to make the student experience conducive to learning and creative work. All scenarios incorporated the loss of both Charles Landing and the Edge apartment complex. The group worked under the assumption of public health guidelines prescribing social distancing of zero feet (Near Normal scenario) and three-feet (Vaccine Failure scenario). Both scenarios assume the continued need for COVID testing, treatment availability for symptomatic students, and flexibility around move-in to allow unvaccinated students to receive one vaccine before attending on-campus classes. In consultation with the Public Health group, the group also estimated the resources needed to isolate or quarantine individuals. The Housing and Student Life group convened weekly and consisted of the following members:

- Anne Colasanto, Dining
- Kevin Forti, Residence Life
- Anu Meschisen, Student Affairs
- Barbara LoMonaco, Student Affairs
- Katryn Livingston, Provost’s Office

6.2 Housing Capacity

In either scenario under consideration for Fall 2021, the current arrangement of students residing largely in single-occupancy rooms will be discontinued. RISD will use double- and triple-room occupancy models, but no quadruple-bed suites. To accommodate the continued requirement for isolation and quarantine facilities, RISD will reserve one floor in 15 West – 21 rooms – for this purpose. As shown below, these parameters yield a total housing capacity of 1,380 beds.

<table>
<thead>
<tr>
<th>Room Type</th>
<th>First Year</th>
<th>Sophomore</th>
<th>Upper-class</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Bed</td>
<td>62</td>
<td>96</td>
<td>406</td>
<td>564</td>
</tr>
<tr>
<td>Double Bed</td>
<td>362</td>
<td>220</td>
<td>48</td>
<td>630</td>
</tr>
<tr>
<td>Triple Bed</td>
<td>93</td>
<td>81</td>
<td>12</td>
<td>186</td>
</tr>
<tr>
<td>Quad Bed</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Grand Total</td>
<td>517</td>
<td>397</td>
<td>466</td>
<td>1380</td>
</tr>
</tbody>
</table>
The Near Normal scenario projects up to 1,450 residential students, thus exceeding the capacity of 1,380 beds. Residential capacity and student demand will be further refined during the implementation phase.

The Vaccine Failure scenario projects up to 1,100 residential students, yielding adequate capacity to meet student demand for on-campus housing.

Lounges, workrooms, communal kitchens, and laundry rooms will be re-densified in keeping with changes in social distancing.

6.3 Move-in Logistics

Under the Near Normal scenario, the move-in process will closely follow RISD’s traditional pattern, with some modifications to accommodate students who may need vaccination.

- There will be no arrival quarantine, but flexible early move-in accommodations will be provided for students who arrange to receive their vaccinations upon arrival (see Section 4.5)
- RISD will not require pre-arrival negative COVID tests unless the state requires it.
- Students must participate in baseline testing within three days after move-in.

6.4 Dining

The proposed dining model under the Near Normal scenario envisions retaining some practices adopted during AY 2020–21 that met student satisfaction. Given normative behavior patterns and public health regulations in dining contexts, the following recommendations are generally valid for either zero-foot or three-foot social distancing.

- The general public will be permitted access to dining outlets under the Near Normal scenario only.
- A hybrid mobile pre-order option and “grab and go” items option will be implemented in Portfolio.
- Indoor seating will be reinstated, spaced according to state and/or CDC guidelines.
- Dining will transition to more boxed or bagged lunches and individually-portioned catering, due to the impact of continued remote work and the convenience and comfortability of virtual meetings.
● Self-serve options will be evaluated over the summer, including the potential purchase of alternative touchless options for some equipment (e.g. smoothie machines, ice cream dispensers, toaster conveyors, and self-serve coffee).

● Lockers for CoOp market contactless pick-up will be incorporated across campus in various locations (TBD).

● Microwaves and refrigerators in residential rooms will continue to provide students with in-room food options.

● Processes for quarantine meal pick-up will be refined.

● Isolation meals will continue through delivery service to 15 West.

● An evaluation of Carr Haus Cafe will be conducted to determine appropriate dining-related functions.

6.5 Health and Wellness Services

While providing regular care for students, Health and Wellness Services will continue to provide specific support for the contingencies of the pandemic, including testing and COVID symptomatic care.

● Health Services and CAPS will remain open for both in-person and telehealth appointments.

● Baseline testing and surveillance testing will continue.

● Thompson House will serve as the testing site after June 5, 2021, as well as continuing to be the site for symptomatic student care.

● Staffing models will include coverage for the testing site.

6.6 Student Engagement and Conduct

In-person activities will re-emerge, in conformity with Rhode Island state guidance on group gathering sizes and CDC guidance on social distancing. Under the Near Normal scenario, the following modifications are recommended.

● The COVID Addendum to the Code of Conduct will be revised to reflect changes in required social distancing and to enforce accountability around protocols for mandatory testing and/or vaccinations.

● The Fitness Center will reopen with an appointment system to manage use densities. Cleaning protocols will be established during the implementation phase.

● Orientation will be in-person but will have a virtual component to support any remote students.

● The resumption of intercollegiate athletics will be determined through mutual deliberation with other AICAD schools.
Museum and RISD Stores
7. RISD Museum and RISD Stores

7.1 Process

Interim Director Sarah Ganz Blythe worked with museum staff to develop plans for both Summer 2021 and Fall 2021, assuming the Near Normal scenario. Under the Vaccine Failure scenario, the museum would revert to current processes and protocols.

7.2 RISD Museum: Summer 2021 Plans

The RISD Museum will reopen to museum friends and supporters on June 9th and to the wider public on June 13th.

- Overall capacity will be limited to allow for social distancing, with signage throughout, advising visitors on capacity limits in each museum space. Face coverings will be required throughout the museum.
- Cafe Pearl will be open for take-out and outdoor seating with the ability to open indoor dining according to state and city guidelines.

7.3 RISD Museum: Fall 2021 Plans

Beginning September 1, the RISD Museum will be fully open to all. Social distancing will no longer be enforced, but mask-wearing will continue to be required. Museum curatorial staff will continue supporting student research with one-on-one appointments and academic programs staff will continue supporting faculty in developing curricular connections for courses, being taught in all modalities, that take advantage of in-person and digital resources.

- Cafe Pearl will be open according to the current state and city guidelines.
- Public programs will be either hybrid, in-person and virtual.
- Self-guided class visits will continue to be allowed in the galleries, now including the member and non-member universities in addition to RISD.
- Facilitated class visits will be hosted in the study centers, with safety restrictions being based on relevant RISD classroom/group size guidelines.
7.4 RISD Stores

Building on lessons learned during this year, the RISD stores will remain open, with certain restrictions.

- Public access will be allowed in both stores under the Near Normal scenario only.
- Sanitization practices will be continued. Customer service staff will wear face coverings.
- Both stores will continue to augment their online retail operations and extended pick-up services.
Space and Facilities
8. Space and Facilities

8.1 Process
The Space and Facilities group considered plans to accommodate major institutional functions under the Near Normal and the Vaccine Failure scenarios. The group worked closely with the Academics group to project schedule, logistics, and physical parameters that need to be considered prior to fall semester 2021. The group estimated the scale, scope, timing, and cost of capital work needed to re-densify the campus, in line with the health parameters and academic goals developed by the respective working groups. The Space and Facilities group consisted of:

- Jack Silva, Campus Services
- Kent Kleinman, Provost’s Office
- Annie Newman, Planning, Design and Construction
- Joe Realejo, Facilities Operations
- Ginnie Dunleavy, Auxiliary Services
- Lynne Jordan, Campus Services

8.2 Zoning Models
The Near Normal scenario, with no required social distancing, obviates the need for zoning templates; the Vaccine Failure scenario is significantly more challenging to model if entirely new zoning diagrams are required for three-foot social distancing. The group recommends that de-densification under the Vaccine Failure scenario be accomplished as much as possible by adjusting schedules, modifying programming, and using virtual technologies, and does not recommend developing campus-wide zoning models for three-feet of social distance.

- Existing taped zones in shops, studios, and classrooms can remain in place for Fall 2021 but will not govern layouts and occupancies densities.
- Zoning for lounges in residential halls—18 of which we converted to de-densified workspaces for AY 2020–21—is unresolved. If these spaces revert to lounge functions, lounge furniture will be retrieved from storage.
- Public lounge areas (e.g., lobby of 20 Washington Place, 161 South Main) will be reconstituted as lounges. An exception might be the graduate lounge in CIT, which was converted to a shared print center (see 5.6).
- Outdoor spaces can be used without zoning restrictions under the Near Normal scenario. RISD has purchased 11 picnic tables and 70 Adirondack chairs, all of which will remain on campus.
The desirability and practicality of maintaining long-term tent locations was discussed but not resolved.

8.3 Re-Densifying Logistics (Housing and Academic Spaces)

The Near Normal scenario would involve, exceptions notwithstanding, returning reassigned spaces to their previous assignee and function. However, in many cases, simply returning spaces to a pre-pandemic configuration may not be desired, and a degree of deliberation and planning should be exercised to re-densifying the campus, guided by the following schedule and considerations:

Academic Spaces:

- RISD anticipates that a minimum of eight weeks–July and August–will be required to return furniture and equipment from storage to campus.
- Departments will be requested to prepare furniture and equipment layouts to help guide the repopulation and/or reconfiguration of their spaces by external movers. Layouts will be needed by June 30, 2021.
- If departments only want select furniture and equipment returned, department heads, technicians, or their designees, will need to be present and actively involved when materials are brought to campus from storage.
- Materials in storage were labeled indicating the room of origin. Unless otherwise specified by relevant departments/programs, items will be returned to the room of origin. If departments want select items to be brought to a location different from that on the label, department heads, technicians, or their designees will need to be present and actively involved when materials are brought to campus from storage.

Housing and Public Spaces:

- Lounges and common areas that are discontinued as workspaces (see 8.2) will be returned to their original function and configuration.
- Some new furnishings will be purchased for recently completed projects (Nickerson and Homer Halls) and for replacement of items deemed too worn out to be stored.

In the Vaccine Failure scenario, RISD would not return stored items to campus, and departments and programs would adjust schedules and programming to accommodate the reduction of social distancing from the current six-feet to the proposed three-feet. In cooperation with departments, RISD will produce de-densified layouts for three-foot social distancing in general use classrooms, auditoria, and select divisional spaces.
8.4 Placards and Signage

In preparation for AY 2020-21, RISD posted nearly 2000 placards with room capacities, sanitation and masking reminders, directional instructions, and six-foot distancing. Some signs carry a combination of messages. Many of these placards are likely to become obsolete by the fall semester. In the Near Normal scenario:

- Signage regarding six-feet of distancing and room capacities will need to be removed.
- Signs that indicate both six-feet of distancing and masks will need to be replaced with new mask-wearing signs or modified. Approximately 1,400 signs would need to be removed or altered.
- Directional signage will be removed.

8.5 Thompson House

RISD will most likely retain the use of Thompson House as a respiratory clinic and testing site through Fall 2021.

8.6 PPE, Cleaning, and Filtration

While the medical science regarding viral transmission continues to evolve, particularly regarding the survival rate of the virus on porous and non-porous surfaces, RISD will continue an augmented cleaning regime throughout campus, emphasize frequent hand washing, and provide easy access to sanitizing supplies and stations.

- RISD has a deep inventory of basic PPE (for example 40,000 disposable masks and 6,800 sanitizing wipes containers) and is not experiencing delays or shortages with our vendors. Facilities Operations will continue to provide limited amounts of sanitizing supplies and personal protective supplies to academic and administrative departments working on campus. Requests can be filled via the work order system at workorders.risd.edu.
- Students, faculty, and staff members are expected to continue to clean their work areas before and after each use. Cleaning supplies will continue to be available in studios, classrooms, dining areas, study spaces, and other high-traffic areas to allow for self-cleaning.
- RISD will continue to prioritize high levels of air filtration in our buildings. Facilities Operations will maintain an increased frequency of regular maintenance, continue to set exterior air setting to the maximum permitted by the system design, adopt MERV 13 HVAC filters as the RISD standard in all fixed mechanical systems, and continue making
stand-alone HEPA ventilation units available until ASHRAE or CDC guidelines recommend otherwise.

- Custodial staff will continue to clean and disinfect all key areas of campus, including common areas in all buildings, including residence halls and dining facilities, multiple times per day. They will also clean high-touch areas, including door handles, railings, elevator buttons, and bathroom fixtures, multiple times per day.
Financial Impact
9. Financial Impacts

RISD will start Fiscal Year 2022 at a financial disadvantage due to restricted on-campus summer operations. Continuing education, housing, dining, conferences, events, and the RISD Store will all have significantly reduced summer revenue. It is critical that RISD make every effort to minimize additional negative financial impact during the upcoming academic year.

Under the Near Normal scenario, enrollment will meet, or be very close to meeting, full-enrollment targets, and auxiliary operations will be fully operational. Some minimal investment may need to occur to continue testing, cleaning, and procurement of items necessary to carry out RISD’s protocols.

Under the Continued Uncertainty or the Vaccine Failure scenarios, the negative financial impacts will be significant.

- **Continued Uncertainty**: 5% reduction in enrollment results in a possible loss of net tuition and fee revenue of $6.2 million, and auxiliary revenue of $1.75 million. Increased testing, continued operation of the respiratory clinic, and other costs are projected to be $850k. Overall impact on RISD under this scenario is estimated at $8.8 million.

- **Vaccine Failure**: 10% reduction in enrollment results in a possible loss of net tuition and fee revenue of $11.8 million and auxiliary revenue of $4.9 million. Increased testing, continued operation of the respiratory clinic and other costs are projected to be $1.5 million. Overall impact on RISD under this scenario is estimated at $18.2 million.

The financial impact of the Continued Uncertainty or Vaccine Failure scenarios can be mitigated to some extent, if:

- Impact is only for the fall semester, and the spring semester is operating under the Near Normal scenario;
- More students than anticipated enroll in a remote-only mode, increasing overall enrollment beyond current scenario projections;
- More students than anticipated are incentivized to take advantage of RISD housing.

If these mitigation efforts are insufficient, under Continued Uncertainty or Vaccine Failure scenarios, RISD will need to look at reducing expenses to mitigate the overall impact, emphasizing the protection of jobs and income of employees.