

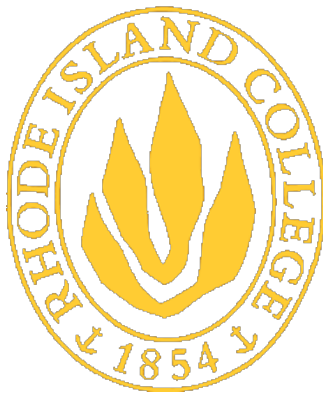
# Final Report Executive Summary

## Rhode Island College 2010-2020 Master Plan



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### **RHODE ISLAND COLLEGE VISION STATEMENT**

***“As Rhode Island College continues to fulfill its historic commitment to educational access for all academically qualified students, it will be widely recognized for:***

***Its excellence as a teaching institution where faculty-scholars, professional staff, and administrators continually inspire students to expand their minds, meet new levels of intellectual challenge, engage in a wide range of student development activities, and thoughtfully prepare for life after college;***

***Its importance as an intellectual, cultural, social, and economic resource for the State of Rhode Island and Providence Plantations;***

***its character as an open, caring community in which there is demonstrated value for diversity, civility, and the principles of American democracy and civic engagement; and***

***Its success in the identification, recruitment, enrollment, and degree completion of both traditional and non-traditional students.”***

Source: [www.ric.edu](http://www.ric.edu)

### **RHODE ISLAND COLLEGE STEERING COMMITTEE**

Nancy Carriuolo, President  
Kenneth Aurecchia, Board of Governors  
Ivy Locke, In Memorium, Vice President Administration & Finance  
Ed Brady, Director, Facilities & Operations/Capital Projects  
Paul Forte, Asst. Vice President, Finance/Controller  
Gary Penfield, Vice President, Student Affairs  
Ron Pitt, Vice President, Academic Affairs  
James Salmo, Executive Director, RIC Foundation  
Barry Schiller, Chair, Emeriti Faculty

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Saratoga Associates Landscape Architects, Architects, Engineers, and Planners, PC  
Rickes Associates, Inc.  
PARE Corporation  
Landscape Elements, LLC  
Engineering Design Services, Inc.



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## 1.1 Introduction

In the fall of 2009, Saratoga Associates was selected by Rhode Island College (RIC) to prepare a Comprehensive Facilities Master Plan that would serve as a “framework” for planning for the period from 2010 - 2020.

The college’s objective was to develop a comprehensive master plan that covers selective aspects of site and facility planning for the period of 2010 - 2020.

The plan supports the following:

- Board approval and fundraising
- A guide for future site development
- Facilities assessment, utilization, scheduling and priority setting

RIC is located on a 180-acre campus in the Mount Pleasant section of Providence. It is the oldest of the three public institutions of higher education that operate under the aegis of the Board of Governors for Higher Education.

The college serves a population of approximately 9,000 students. Academic offerings are provided in five schools: the Faculty of Arts and Sciences; the Feinstein School of Education and Human Development; the School of Management; the School of Nursing; and, the School of Social Work.

The college relocated to its current suburban location from downtown Providence in 1958. The college has grown in a clear land use pattern over the last fifty years.

Significant to RIC is the number of academic and support buildings that were built in the 1960s - 1970s time frame. A large number of these buildings are in “poor” condition and do not fulfill learning environment needs for 21st century higher education. The aging and outdated building inventory requires significant investment in order for RIC to remain competitive with peer institutions.

A second factor affecting the college is the aged and deteriorating infrastructure. This involves electrical, water, plumbing and mechanical systems. Replacement of failing infrastructure is critical to the day-to-day operations of the campus. PARE Engineering was selected to evaluate the infrastructure of the campus concurrent with the master plan. These studies will provide the college with a clear understanding of needs and priorities in this critical area of facility operations.

### ***Project Understanding***

The RIC Master Plan was developed to generate ideas and enthusiasm for the future based on the following:

- The plan was developed for a ten-year time frame for the period 2010 - 2020.
- The plan supports RIC's vision statement, core values, goals, objectives, mission statement and strategic plan.
- Energy and sustainability were a significant focus of the planning effort. State-of-the-art thinking on sustainability issues and concepts for the campus were developed.
- The plan provides a "vision" that clearly defines the identity of RIC and "sense of place."
- A comprehensive process for gathering and integrating information from the college community utilized an on-site master planning "charrette."
- Web-based information related to the master plan process played an important role in the communication of ideas to the college community.
- The plan recommendations and concepts were linked to the 2012 - 2016 Capital Improvements Plan (CIP).
- The master plan concepts for landscape and architecture create a harmonious campus environment.
- The facilities assessment involved 30 buildings. Information was developed at a master plan level to determine order of magnitude costs related to site infrastructure and building systems.
- The plan was coordinated with ongoing college projects for the Dining Center, Recreation Center and Art Center.

### ***Project Approach***

The primary goals of the planning approach were to develop a comprehensive master plan for RIC that would fulfill the needs for specific site and facility planning for the next ten years. The plan needed to be flexible to accommodate future needs, take full advantage of opportunities for change and be integrated with the college's vision and strategic plan.

Several key planning challenges were as follows:

- Recognize the uniqueness of the college
- Enhance the campus environment, open space, landscaping, and wayfinding
- Link enrollment profile goals to the planning of facilities and infrastructure
- Promote 21st century sustainability concepts
- Understand regional community growth and coordinate with local government planning and the surrounding neighborhoods.

**Planning Process**

The Saratoga Associates planning team worked collaboratively with the college to ensure that an inclusive planning process would produce a compelling vision, a clear road map of how to get there, and a flexible project implementation plan.

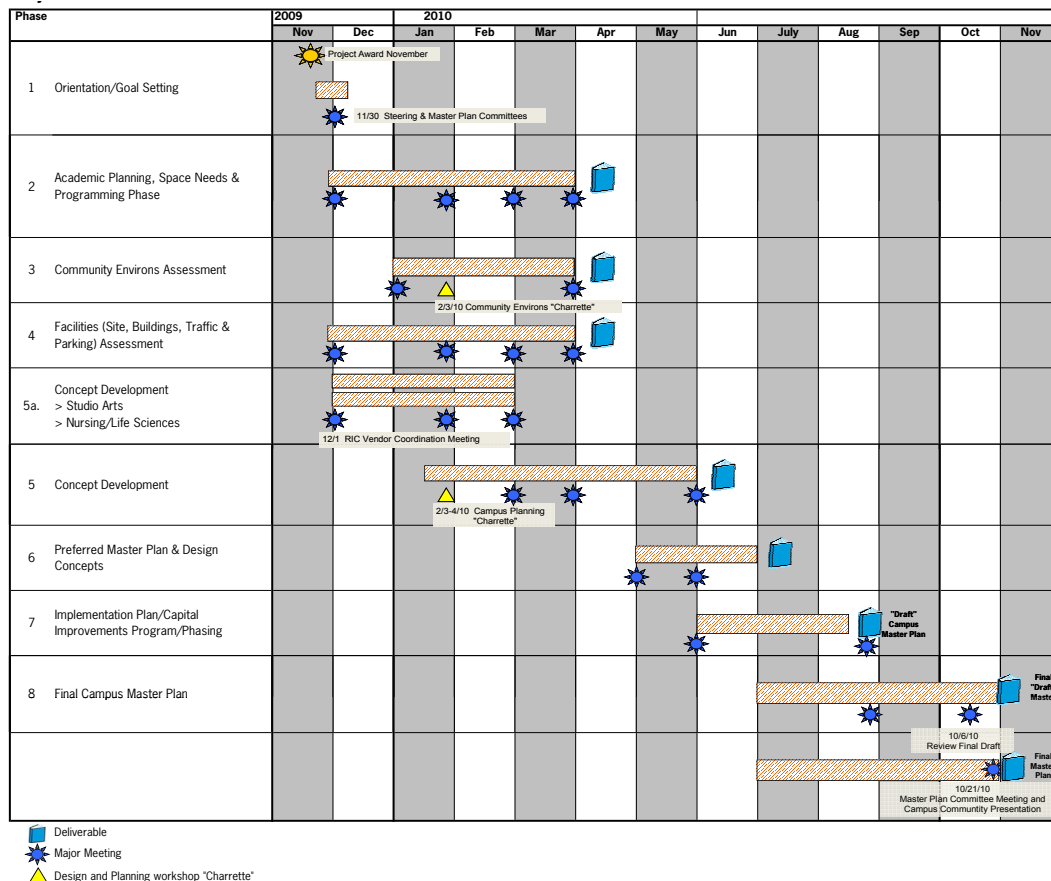
- Collaboration was gained through a variety of formats including committee meetings, focus meetings, campus-wide planning “charrette,” interviews, and questionnaires and suggestions sent via the President’s electronic suggestion box.
- Extensive use of the college’s website to post information and receive feedback ensured that stakeholders had input throughout the planning process.

The planning process involved the following eight phases:

- Phase 1: Orientation/Goal Setting
- Phase 2: Academic Planning, Space Needs & Programming Phase
- Phase 3: Community Environs Assessment
- Phase 4: Facilities Assessment
- Phase 5: Concept Development
- Phase 6: Preferred Master Plan & Design Concepts
- Phase 7: Implementation Plan/Capital Improvements Phasing
- Phase 8: Final Campus Master Plan

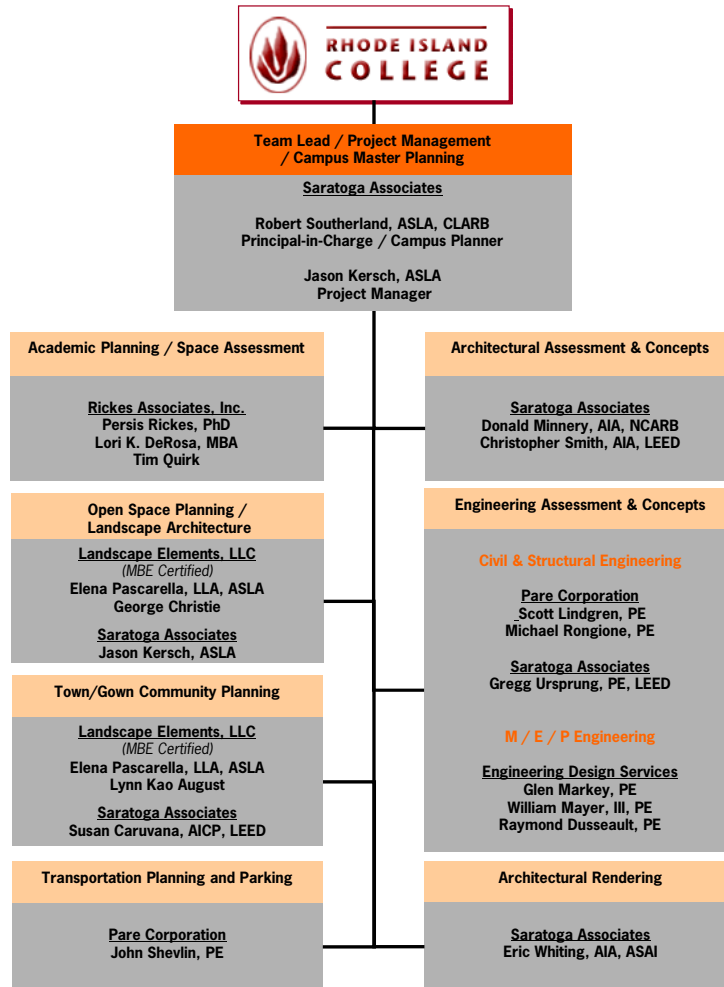
**Project Schedule**

The project was initiated in November of 2009 and the final plan was completed in November 2010.





**Project Organization**



**1.2 Key Findings**

The following findings represent the primary issues and needs resulting from Academic Space Planning and Program Analysis, Community Environs Assessment, Facilities Assessment and Implementation Planning.

**Academic Space Planning and Program Needs**

- There is a significant need to renovate academic space to improve the quality of space and the quantity of space to enhance learning opportunities. The buildings with the largest percentage of classrooms are in the buildings evaluated in “poor” condition.
- The campus should consider block scheduling concepts to improve utilization that will be necessary during renovation.
- RIC projects a need for 403 additional on-campus beds for student housing by the year 2018 and need of 1,750 in the long-term.
- New and renovated spaces at 21st century standards are needed for Nursing, Life Sciences, the Arts, and other academic/support spaces.
- There is a need for additional Student Life space and the renovation and expansion of the Student Union.

- The current calculated space need for year 2009 is 826,839 net assignable square feet (NASF). Projected space needs for 2019 are 855,086 NASF.

**Community Environs Assessment**

- The campus is surrounded by stable neighborhoods that are an asset to the college environment.
- Traffic and outdoor lighting are the primary concerns of the neighborhood residents.
- The college has worked successfully with the community to provide venues for public programs and activities such as the on-campus Farmer’s Market.
- Pedestrian and bicycle linkages should be coordinated between the college and neighborhoods as part of “green” initiatives.
- On-going dialogue between the college and the community should be promoted to create an awareness of planning activities.

**Facilities Assessment**

- A significant percentage (38%) of the existing building inventory has been evaluated to be in “poor” condition. This problem will require a significant investment in the 2010 - 2020 planning period to fulfill deferred maintenance needs and renovate facilities to 21st century higher education standards.
- The following is a summary of the condition of the buildings that were assessed:

Good Condition

- The Murray Center
- David E. Sweet Residence Hall
- Fred J. Donovan Dining Center
- John Nazarian Center for the Performing Arts
- Yellow Cottage

Fair Condition

- Roberts Hall - Administration
- Fogarty Life Science
- Horace Mann Hall
- Mary Tucker Thorp Residence Hall
- The Sylvan R. Forman Center - Undergraduate Admissions
- Adams Library
- President’s House

Poor Condition

- Craig-Lee Hall
- Gaige Hall
- Building #2 - Offices
- Outreach Programs
- Clarke Science
- Brown Residence Hall
- Willard Residence Hall
- Weber Residence Hall
- Barnard Laboratory School
- Whipple Hall
- Faculty Center
- Cooperative Preschool
- Fruit Hill Avenue Building
- RI Adult Education
- Professional Development Center
- Hennessey Building
- Student Athlete Learning Center

- The existing infrastructure system requires major repair and replacement in order to adequately maintain college operations. The infrastructure study prepared by PARE Engineering addresses infrastructure needs.
- The existing vehicular system is confusing, and it creates significant pedestrian/vehicular conflicts.
- There is sufficient parking capacity on campus, but a parking management plan is needed to improve parking utilization and enforcement.
- An upgrade of the campus signage system is needed to enhance RIC's image and improve wayfinding.

### **Implementation**

- The master plan has been integrated with the RIC CIP Plan for 2012 - 2016.
- Implementation of the master plan has been phased into short-term 2010 - 2016; mid-term 2017 - 2020; and long-term 2021+ planning periods.
- Short-term capital improvement needs for the master plan projects requires \$124,340,419.
- Mid-term capital improvement needs for the master plan requires \$163,236,668.
- Long-term needs are estimated to be \$28,640,565.

#### Notes:

1. Yearly totals are in 2010 dollars.
2. Additional long-term projects to be identified in the 2021-2031 planning period.

### **1.3 Academic Space Planning Summary**

#### **Overview & Process**

RIC engaged in a Master Plan to revisit and understand campus initiatives and direction in the ten years since the previous study was completed. The approach to RIC's Master Plan is to "build it from the inside of the institution outward." The master planning team conducted interviews with a cross section of faculty and staff to understand the needs of the campus and attended regularly-scheduled meetings with the Master Plan Committee in order to participate and engage in the process.

The components of the Master Plan study process included:

- Reviewing fall 2009 schedule data;
- Conducting interviews and focus group meetings with key personnel;
- Analyzing current use of general-purpose classrooms and specialized instructional spaces,
- Evaluating efficiency and sufficiency of the existing instructional space; and
- Providing quantitative and qualitative recommendations for the campus.

#### **Interviews**

Upwards of 80 interviews were conducted over four days in January 2010 by several members of the Master Plan team. Several common themes emerged during the interviews, including the need for student gathering space, maintenance issues, a perceived need for additional/improved classrooms, and parking and traffic flow concerns.

Academic department fragmentation across buildings was discussed, particularly related to Art and Education. A desire to physically connect Biology and Physical Sciences was expressed.

Specific space needs and requests were also captured, including improvements to the greenhouse, an additional dance studio, and a computer testing room to be shared by multiple departments.

#### **Classroom Utilization Analysis**

An analysis of the 108 general-purpose classrooms was conducted to understand the utilization of these spaces. The three standard guideline measures of a utilization analysis are:

- Seat or station size: the average square feet available per student seat or station in a given classroom.
- Room hour utilization: the number of hours a classroom is in use for regularly scheduled courses.
- Seat utilization: the average percentage of seats filled when a classroom is in use.

Additional analyses were performed to further understand the use of instructional spaces in relation to the conditions of the buildings on campus. Several buildings that house

a large portion of the classrooms on campus were categorized as “poor,” specifically Craig-Lee and Gaige.

In a separate analysis, a review of the existing 60 “scheduling patterns” revealed a myriad of possible day and time combinations, resulting in significant overlap and conflict throughout the week. “Standardized time blocks” with concrete day and time options were proposed in an effort to minimize conflict and maximize scheduling efficiency.

Transitioning to a more rigid block schedule with standardized time blocks involves changes in policy that affect students, faculty, and staff. The classroom utilization analysis was conducted under the assumption that RIC would adopt a more rigid block schedule to maximize scheduling efficiency. An “optimal” number of classrooms was proposed for the campus.

The optimal recommended number of classrooms is inherently linked to the implementation of a rigid block schedule. The results of the classroom utilization analysis are shown using “optimal” scheduling conditions. The reality is that RIC must plan for new scheduling policies, which will evolve over time. It should be noted that the optimal recommended number of classrooms may not be immediately attainable given the policy changes required to meet this target recommendation.

The following table summarizes the findings of the classroom utilization analysis, along with recommendations.

**Specialized Instructional Space Utilization Analysis**

*Figure 1.1  
Actual and Recommended Target Measures,  
Based on Current Enrollment*

<b>Target Measure</b>	<b>Fall 2009 Day Actual</b>	<b>“Optimal” Recommended</b>
Assignable square feet/Seat	23.5 asf	22.0 asf
Weekly Room Hour Utilization Rate	51%	67%
Seat Occupancy Rate	76%	67%

A similar analysis was conducted for specialized instructional (SI) spaces. SI spaces are a subset of the instructional spaces on campus that house special functions such as science laboratories, art studios, and computer labs. An overall increase in the number of SI spaces and stations is recommended, along with a significant increase in asf. In most cases, the number of labs in each discipline remained the same.

While a specific utilization analysis was conducted for SI spaces, RIC should use these recommendations as a guideline when planning space. Enrollment is anticipated to remain steady over the next decade, though academic initiatives may change and require new types of spaces. These recommendations serve as a guideline and starting point for more detailed programming.

While the overall Room Hour Utilization Rate for SI spaces is below the target 50%, specific rooms are above that goal. In particular, art studios, biology labs and nursing labs are all well above 50% utilization (as high as 114% in Nursing). In some cases, course offerings may be restricted because of physical space constraints.

The following table summarizes the findings of the SI space utilization analysis, along with recommendations.

*Figure 1.2  
Actual and Proposed Target Measures for SI Spaces  
Based on Current Enrollment*

Target Measure	Actual Fall 2009	Proposed Target
Weekly Room Hour Utilization Rate	32%	50%
Seat Occupancy Rate	69%	80%
Number of Stations	1,304	1,454
Number of SI Spaces	54	55
Assignable Square Footage (asf), Total	57,573 asf	81,320 asf

### ***Order-of-Magnitude Space Needs***

Order-of-magnitude space needs were calculated using information gathered at RIC throughout the master planning process, findings from the instructional space utilization analysis, and generally-accepted space planning multipliers.

A number of strategic drivers influence the current and future need for space. RIC anticipates steady enrollment and minimal change to personnel over the next decade. Currently, RIC enrolls 9,260 headcount students and 7,262 FTE.

During the spring of 2010, RIC engaged in discussions with the state of Rhode Island to develop a joint Nursing building in downtown Providence with University of Rhode Island (URI). This proposal is being moved forward by the Rhode Island Board of Governors for Higher Education.

The following table summarizes the proposed current and projected space needs for RIC.

*Figure 1.3  
Space Needs  
(Assignable Square Feet)*

Space Type	Current Space Needs: 2009	Projected Space Needs: 2019
Classroom	73,172	73,172
Laboratory	146,157	167,477
Office	137,440	138,120
Study	135,583	135,598
Special Use	65,976	65,976
General Use	201,513	201,513
Support	63,419	69,651
Health Care	3,579	3,579
<b>TOTAL</b>	<b>826,839</b>	<b>855,086</b>

The current space need is 826,839 assignable square feet for the campus. With stable enrollment over the next decade, space needs remain relatively stable as well. There is an anticipated need for additional space to accommodate very modest personnel growth and to support projected growth in the downtown Nursing program with labs and associated spaces.

This plan presents findings, conclusions, and recommendations that are meant to inform the ongoing planning process. It suggests and quantifies the space required to promote and support an interactive community of learners. With this information, as well as the campus commitment to strive continuously for excellence, RIC can move confidently toward the future.

#### **1.4 Community Environs Assessment Summary**

The Community Environs Assessment has evaluated the RIC campus from the perspective of Historical Context, Community Context and Environmental Context.

***The Historical Context addressed the development of the college and the campus through significant historical projects, site features, land acquisitions, construction development projects and other external factors.***

RIC is Rhode Island’s oldest institution of higher education. It was established in 1854 as the Rhode Island State Normal School providing a two and one-half year course of study towards a teaching certificate. In 1920 the name was changed to the Rhode Island College of Education (RICE). This change enabled the institution to expand to a four-year college degree program. At the time, RICE was located in downtown Providence. In 1958-59, the college moved to its current location to meet increasing enrollment demands. It was renamed Rhode Island College to reflect a broader purpose as a comprehensive institution of higher education.

RIC's current 180-acre campus has been a process of acquisition and design since 1953. The oldest part of the current campus is the East Campus which RIC assumed in 1978. The East Campus was originally the site of the 1800's Chapin Homestead which the state acquired in the late 1800's for the State Home and School for Children. The State Home and School's various buildings housed Rhode Island's state orphanage, one of the first such institutions in the nation. RIC's "Central Campus" is comprised of the original 1958-59 six core buildings that were designed in 1954 by Howe, Prout & Ekman Architects.

***The Community Context evaluated and analyzed the social and political factors that influence and affect RIC.***

RIC is situated in the communities of Providence and North Providence, Rhode Island. Providence is the Capital City of Rhode Island with a population of 626,000. North Providence is a small suburban town with a population of 32,400. Currently the surrounding neighborhoods are comprised of largely single-family homes on ¼-acre to ½-acre sized lots.

A campus and neighborhood "charrette" workshop was held to obtain insight about the RIC campus from college staff, faculty, students and surrounding neighborhood residents. Members of the design team were available on campus for two days and one evening to answer questions and assist in completing questionnaires and marking maps. The workshop information provided the design team with insights as to how the campus is used as well as providing information about campus challenges, assets and future improvements. Mapping exercises requested information on a variety of topics including the standard routes to and from campus, walking routes between classes and RIC's relationship as a neighbor to the surrounding communities.

***The Environmental Context evaluated and analyzed Land Use, Zoning and Environmental Conditions that influence and impact the campus.***

***Land Use and Zoning***

The City of Providence Land Use map for the Mount Pleasant Neighborhood shows the areas abutting RIC to be largely single-family residential. Institutional land use includes St. Augustine Catholic Church and School (designated as church land use) and Mount Pleasant High School (designated as municipal land use). The largest abutting land parcel is Triggs Memorial Golf Course to the southwest of the campus which is an 18-hole public golf course designated as municipal land. RIC leases a small piece of golf course property near the Residence Halls.

***Environmental Conditions***

RIC was built on former farmland acreage. The main portion of campus is set on a plateau that slopes dramatically to both the east and west. The eastern end of campus is largely forested with many of the oldest trees on campus dating back to the 1800's. There is a ridgeline along the East Campus for which field reconnaissance reveals a large expanse of bedrock outcropping. Aerial photographs of the campus reveal a wetland at the base of this rocky slope towards the northeast corner of the campus.



Rhode Island College of Education located in downtown Providence from 1898 to 1957



Existing campus 2010



Seeking Input from residents from the surrounding neighborhoods



The rock outcrops and wetlands in this area present constraints to future building and infrastructure development.

***Environmental Issues and Opportunities***

About 80% of RIC's current 180 acres have been developed. There are a minimal number of remaining open areas on campus that provide viable locations for the construction of new buildings, additional parking or new infrastructure and roadways. Because almost 50% of the college's students are commuters, parking and traffic circulation are key issues with respect to future campus initiatives. Because the land use surrounding the college is largely single-family residential, campus expansion and development must be mindful of maintaining adequate privacy buffers to abutting neighborhoods.

There is an existing arboretum on the RIC campus. A variety of tree species are identified with numbered tags. Additional campus landscaping could enhance the current number of tree species and also provide shade and aesthetic enhancements to parking areas and campus roadways. There is an arboretum guide available in printed format. Having this guide available online would be both a campus and neighborhood asset.



# COMMUNITY CONTEXT / NEIGHBORHOODS

RHODE ISLAND COLLEGE  
Facilities Master Plan 2010 - 2020

October 2010

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Landscape Architects, Architects,  
Engineers, and Planners, P.C.

New York City > Saratoga Springs > Syracuse



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## 1.5 Facilities Assessment Summary

### Process

The assessment team evaluated the existing condition of thirty-one buildings on the Rhode Island College (RIC) campus in January 2010. The Facilities Assessment section of the Master Plan reflects the findings during that evaluation period only. The college has continued to make improvements on various buildings throughout the campus since that time, principally during the 2010 summer break. Those improvements are not accounted for within this report. The buildings evaluated comprised approximately 80% of the total square feet of space on the campus. Data was gathered from a variety of sources, including:

- On-site building assessment
- Review of previous Master Plan
- Interviews with the campus personnel
- Historical records
- Review of past capital improvement projects

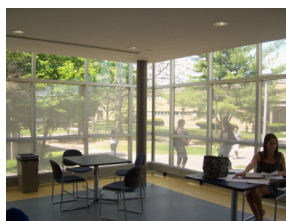
Once all of the data was compiled, the buildings were evaluated using the following criteria.

- Condition of the building envelope (roof, windows, structure and façade).
- Effect of past renovations that had occurred on the building.
- Identification of any persistent problems with the building.
- General condition of the interior finishes throughout the building (walls, floors and ceilings).
- The condition of the mechanical systems (heating, ventilation, cooling and controls).
- The condition of the plumbing systems (water, sanitary, fire suppression and storm water).
- The condition of the electrical systems (service/distribution, emergency power/lighting, fire alarm, lighting, telephone/data and specialty systems).

### Evaluation

- Using the evaluation criteria, Excellent, Good, Fair and Poor condition designations were assigned to the surveyed buildings.

Examples of the building condition designations



Excellent - Alger Hall



Good - Donovan Dining Center



Fair - Horace Mann Hall

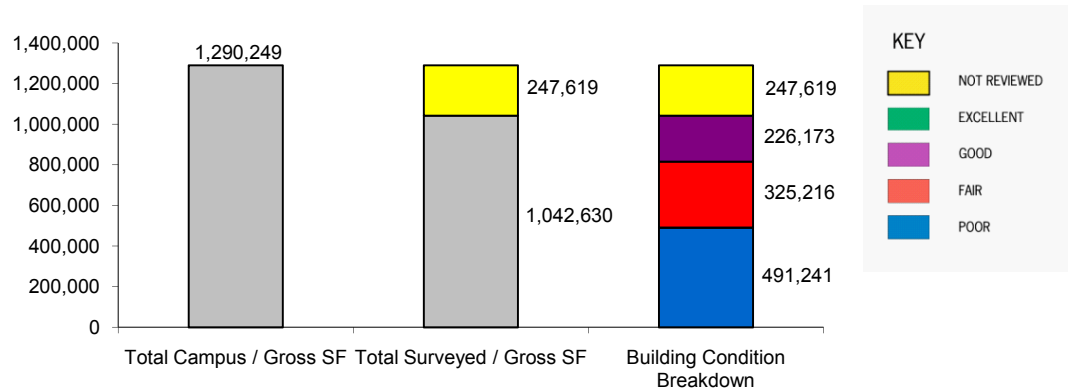


Poor - Craig-Lee Hall

**Building Conditions Survey Summary**

Approximately 1,042,630 sf of campus buildings was surveyed. Figure 1.4 illustrates the square footage by condition category.

Figure 1.4  
Building Conditions Survey



**Prioritization**

Four priority levels were utilized to provide a means by which decisions could be made for renovations. These were as follows:

Priority 1 – Life Safety and Code Compliance  
Highest priority need

Priority 2 – Asset Preservation  
Short-term need to preserve value of a larger system (1-3 years)

Priority 3 – Asset Preservation  
Mid-term need to preserve value of a larger system (3-7 years)

Priority 4 – Building Function or Quality of Life need (timed as budget allows)



Priority 1 Example  
Replace deteriorated handicap ramp



Priority 2 Example  
Repair retaining wall

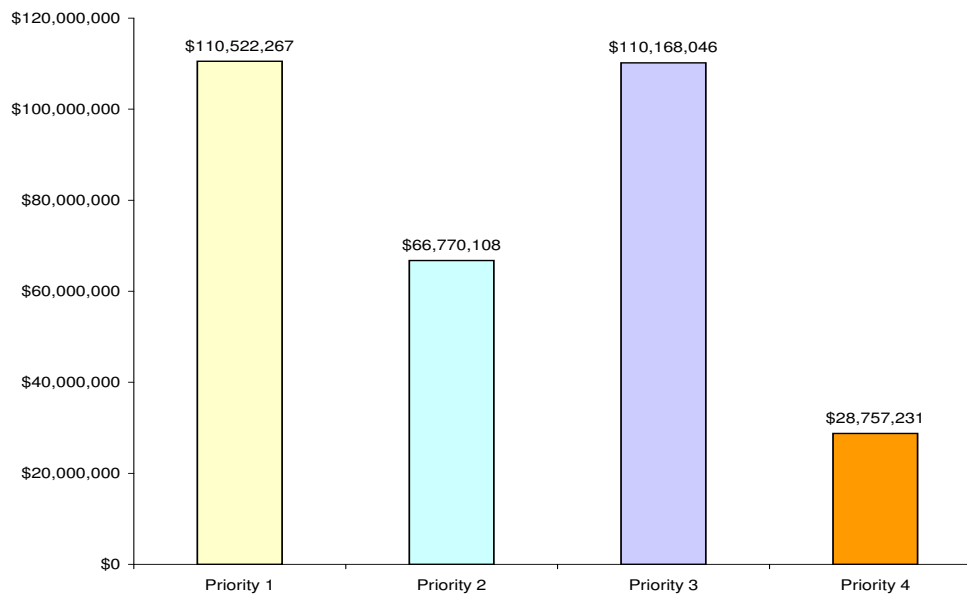


Priority 3 Example  
Correct ponding issues on roof



Priority 4 Example  
Replace worn interior finishes

Figure 1.5  
Building Renovations by Priority Level



#### Facility Evaluation

- Architectural category contains square foot cost for renovation (includes all other systems)
- Total estimated cost for all priority levels = \$316,217,652



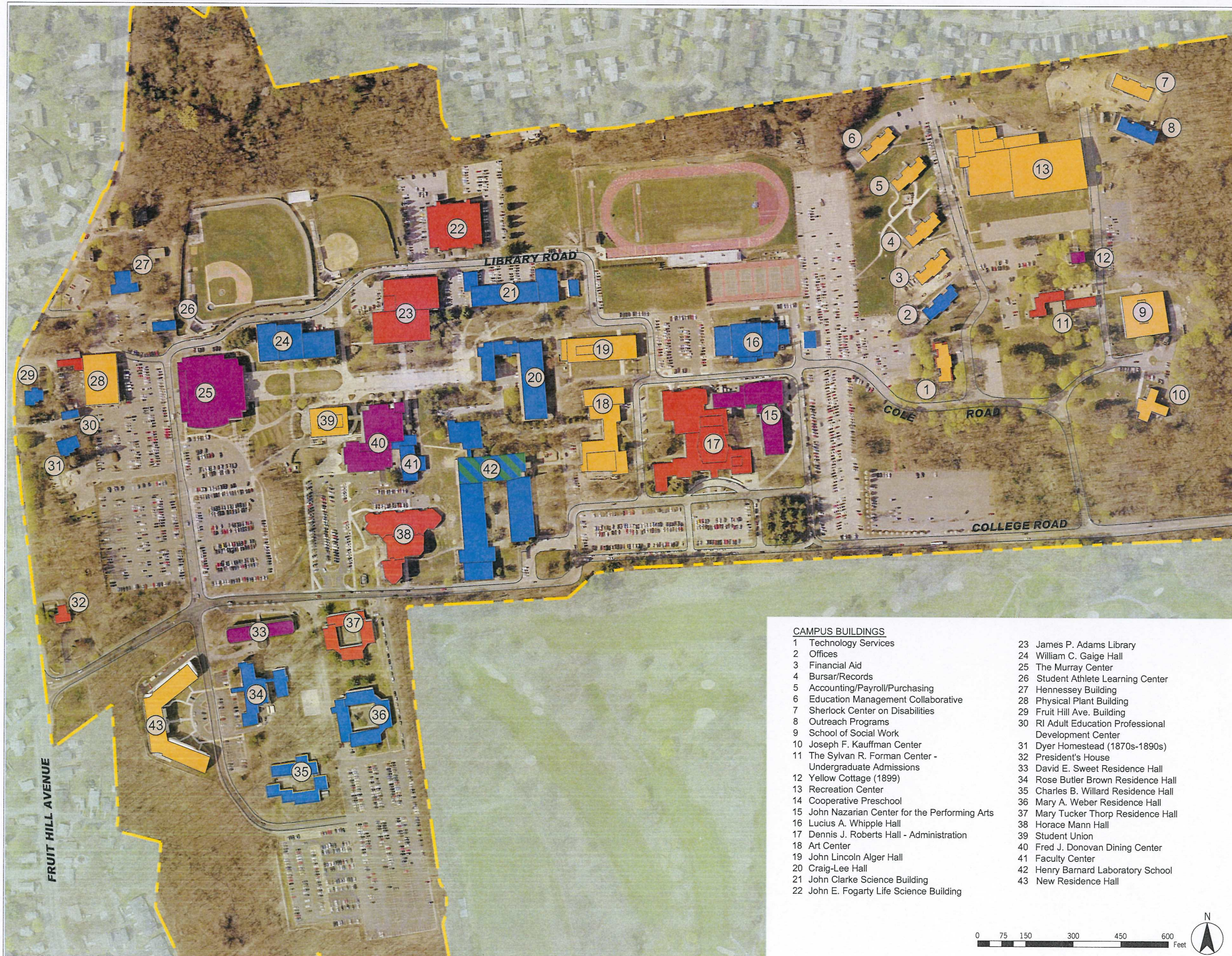
# EXISTING BUILDING CONDITIONS

RHODE ISLAND COLLEGE  
Facilities Master Plan 2010 - 2020

October 2010

## KEY

	NOT ASSESSED
	EXCELLENT
	GOOD
	FAIR
	POOR



### CAMPUS BUILDINGS

- |   |   |
|---|---|
| 1 Technology Services                                     | 23 James P. Adams Library                             |
| 2 Offices   | 24 William C. Gaige Hall                              |
| 3 Financial Aid   | 25 The Murray Center                                  |
| 4 Bursar/Records  | 26 Student Athlete Learning Center                    |
| 5 Accounting/Payroll/Purchasing                           | 27 Hennessey Building                                 |
| 6 Education Management Collaborative                      | 28 Physical Plant Building                            |
| 7 Sherlock Center on Disabilities                         | 29 Fruit Hill Ave. Building                           |
| 8 Outreach Programs                                       | 30 RI Adult Education Professional Development Center |
| 9 School of Social Work                                   | 31 Dyer Homestead (1870s-1890s)                       |
| 10 Joseph F. Kauffman Center                              | 32 President's House                                  |
| 11 The Sylvan R. Forman Center - Undergraduate Admissions | 33 David E. Sweet Residence Hall                      |
| 12 Yellow Cottage (1899)                                  | 34 Rose Butler Brown Residence Hall                   |
| 13 Recreation Center                                      | 35 Charles B. Willard Residence Hall                  |
| 14 Cooperative Preschool                                  | 36 Mary A. Weber Residence Hall                       |
| 15 John Nazarian Center for the Performing Arts           | 37 Mary Tucker Thorp Residence Hall                   |
| 16 Lucius A. Whipple Hall                                 | 38 Horace Mann Hall                                   |
| 17 Dennis J. Roberts Hall - Administration                | 39 Student Union                                      |
| 18 Art Center   | 40 Fred J. Donovan Dining Center                      |
| 19 John Lincoln Alger Hall                                | 41 Faculty Center                                     |
| 20 Craig-Lee Hall   | 42 Henry Barnard Laboratory School                    |
| 21 John Clarke Science Building                           | 43 New Residence Hall                                 |
| 22 John E. Fogarty Life Science Building                  |   |

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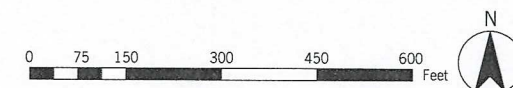
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## 1.6 Master Plan Concepts

### Short-Term 2011-2016

#### Major Building Renovation

- Craig Lee Hall
- Gaige Hall
- Athletic / Academic Support Center
- Yellow Cottage

#### New Building

- Art Center

#### Site Projects

- Relocate bus stop to 3rd Avenue
- Convert College Hill Road to two-way and relocate on-street parking. Incorporate traffic calming and realign College Hill Road to the south of the Barnard School turn around.
- Develop additional turning lane at the intersection of College Hill Road and Fruit Hill Avenue.
- Define Cole Road within Lot "B" and develop pedestrian walkways.
- Improve College Road pedestrian crossing zone to the north of Thorp Residence Hall.
- Remove through traffic connecting Lot "Y" to Library Road.
- Define roadway on the south side of the Recreation Center.
- Develop a pedestrian spine to connect Lots "A" and "B" to the campus core.
- Develop a pedestrian way to connect the east and central campus through Lot "B."
- Implement exterior signage and way-finding.

### Mid-Term 2017-2020

#### Major Building Renovation

- Clark Science
- Horace Mann
- Henry Barnard School
- Roberts Hall
- Mary Tucker Thorpe Residence Hall

#### Minor Building Renovation

- Adams Library
- Fogarty Life Science

#### New Building

- Life Sciences Building
- New Residence Hall



*Site Projects*

- Develop east campus loop road system.
- Develop defined road north/south in Lot "B."
- Convert all of Library Road to two-way traffic.
- Convert road to the east of Thorpe and Weber Residence Halls to service/emergency access only.
- Enhance campus mall.

**Long-Term 2021+**

*Major Building Renovation*

- David Sweet Residence Hall
- Rose Butler Brown Residence Hall
- Other - to be determined in the next master plan.

*Site Projects*

- Develop two-way traffic loop road to connect Lot "B" roadway with Library Road.
- Convert section of Library Road from Fogarty Life Science Building to Alger Hall to emergency/service traffic only.
- Analyze potential to extend campus loop road to the north of the baseball and softball fields.
- Enhance open space in the residential precinct.
- Enhance the open space between Clarke Science Building and Adams Library.
- Enhance the open space between Adams Library and Gaige Hall.

# FACILITIES MASTER PLAN SHORT-TERM 2010-2016

RHODE ISLAND COLLEGE  
Facilities Master Plan 2010 - 2020

October 2010

## KEY

-  EXISTING BUILDING
-  MAJOR BUILDING RENOVATION
-  NEW BUILDING
-  FEASIBILITY STUDY TO DETERMINE EXPANSION/RENOVATION
-  PRIMARY OPEN SPACE
-  PROPOSED OPEN SPACE/ PEDESTRIAN WALKWAY IMPROVEMENTS
-  PARKING EXPANSION
-  EXISTING VEHICULAR CIRCULATION
-  PROPOSED VEHICULAR CIRCULATION
-  POTENTIAL PROPERTY RE-USE
-  POTENTIAL PROPERTY ACQUISITION

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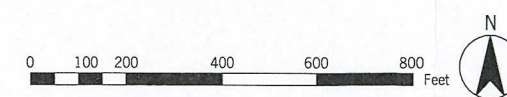
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### CAMPUS BUILDINGS

- |   |   |
|---|---|
| 1 Technology Services                                     | 23 James P. Adams Library                             |
| 2 Offices   | 24 William C. Gaige Hall                              |
| 3 Financial Aid   | 25 The Murray Center                                  |
| 4 Bursar/Records  | 26 Student Athlete Learning Center                    |
| 5 Accounting/Payroll/Purchasing                           | 27 Hennessey Building                                 |
| 6 Education Management Collaborative                      | 28 Physical Plant Building                            |
| 7 Sherlock Center on Disabilities                         | 29 Fruit Hill Ave. Building                           |
| 8 Outreach Programs                                       | 30 RI Adult Education Professional Development Center |
| 9 School of Social Work                                   | 31 Dyer Homestead (1870s-1890s)                       |
| 10 Joseph F. Kauffman Center                              | 32 President's House                                  |
| 11 The Sylvan R. Forman Center - Undergraduate Admissions | 33 David E. Sweet Residence Hall                      |
| 12 Yellow Cottage (1899)                                  | 34 Rose Butler Brown Residence Hall                   |
| 13 Recreation Center                                      | 35 Charles B. Willard Residence Hall                  |
| 14 Cooperative Preschool                                  | 36 Mary A. Weber Residence Hall                       |
| 15 John Nazarian Center for the Performing Arts           | 37 Mary Tucker Thorp Residence Hall                   |
| 16 Lucius A. Whipple Hall                                 | 38 Horace Mann Hall                                   |
| 17 Dennis J. Roberts Hall - Administration                | 39 Student Union                                      |
| 18 Art Center   | 40 Fred J. Donovan Dining Center                      |
| 19 John Lincoln Alger Hall                                | 41 Faculty Center                                     |
| 20 Craig-Lee Hall   | 42 Henry Barnard Laboratory School                    |
| 21 John Clarke Science Building                           | 43 New Residence Hall                                 |
| 22 John E. Fogarty Life Science Building                  |   |














# FACILITIES MASTER PLAN MID/LONG-TERM 2016-2020+

RHODE ISLAND COLLEGE  
Facilities Master Plan 2010 - 2020

October 2010

## KEY

-  EXISTING BUILDING
-  MINOR BUILDING RENOVATION
-  MAJOR BUILDING RENOVATION
-  NEW BUILDING
-  FEASIBILITY STUDY TO DETERMINE EXPANSION/RENOVATION
-  PRIMARY OPEN SPACE
-  PROPOSED OPEN SPACE/ PEDESTRIAN WALKWAY IMPROVEMENTS
-  EXISTING VEHICULAR CIRCULATION
-  PROPOSED VEHICULAR CIRCULATION
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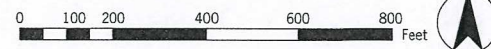


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### CAMPUS BUILDINGS

- |   |   |
|---|---|
| 1 Technology Services                                     | 23 James P. Adams Library                             |
| 2 Offices   | 24 William C. Gaige Hall                              |
| 3 Financial Aid   | 25 The Murray Center                                  |
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| 21 John Clarke Science Building                           | 43 New Residence Hall                                 |
| 22 John E. Fogarty Life Science Building                  |   |



## 1.7 Implementation Summary

The Implementation Plan divides individual projects into related 'Groups' and then schedules them in a sequential manner based on priorities, funding and dependency on previous projects. The Implementation Plan is divided into three phases. Short-term (2010-2016), Mid-term (2017-2010) and Long-term (2021+). Annual capital construction expenditures are needed to properly maintain the college's aging facilities and to make appropriate modifications to house new and changing instructional program requirements.

### **Project Budget Basis**

Project costs consist of 'hard' (probable construction costs) plus Contingency (Cont) at 25% of hard costs, Furniture, soft costs (approvals, surveys, testing & design) at 15%; plus Fixtures and Equipment (FF&E) at 10%. Project Budgets are estimated based on mid-year 2010 construction costs.

Figure 1.6  
Project Building Budgets Per Square Foot Basis

Level of Work	'Hard Cost' \$/GSF	Cont.	'Soft Cost' \$/GSF	FF&E \$/GSF	Project Budget \$/GSF
New Construction	\$300	\$75	\$56	\$37	\$468
High Intensity Renovation	\$195	\$49	\$37	\$24	\$305
Medium Intensity Renovation	\$165	\$41	\$31	\$21	\$258
Low Intensity Renovation	\$130	\$32	\$24	\$16	\$202

### **Capital Planning and Project Costs**

#### *Annual Inflation*

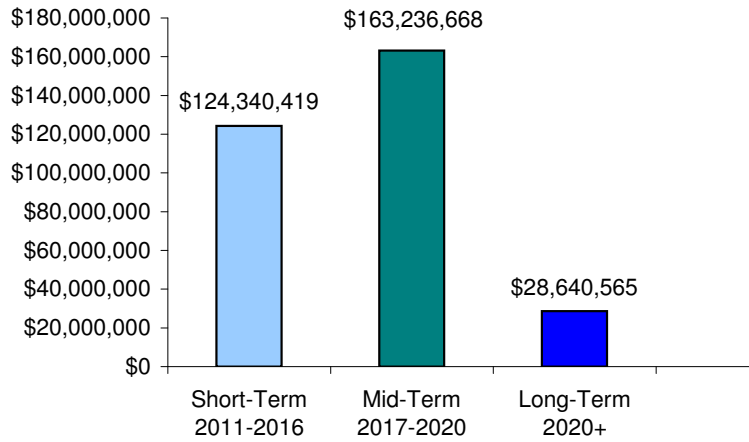
Annual inflation, which has been averaging 3% a year for the last three years, is not factored in the above numbers. Please refer to the Implementation Plan tables following this summary for projected escalation costs. The per square foot cost ranges used in the Implementation Plan for various levels of work are noted in the above table.

**Implementation Plan**

Annual capital construction expenditures are needed to properly maintain the college’s aging facilities and to make appropriate modifications to house new and changing instructional program requirements. The implementation plan identifies 22 projects spread over the three planning phases.

A detailed breakdown of the individual projects and related budgets are shown on the following pages. It is anticipated that these budgets will be updated on an annual basis.

Figure 1.7  
Project Summary by Phase



**Summary**

Short-term	2011 - 2016 . . . . .	\$ 124,340,419
Mid-term	2017-2020 . . . . .	\$ 163,236,668
Long-term	2020+ . . . . .	\$ 28,640,565 <sup>1</sup>
TOTAL		\$ 316,217,652 <sup>2</sup>

Notes:

- 1 - Additional Long-term projects to be identified in the 2021 - 2031 planning period.
- 2 - Yearly totals in 2010 \$.

Rhode Island College 2010-2020 Master Plan								
FINAL REPORT								
November 2010	GSF	2012-2016 CIP Plan						
PROJECT GROUP /NAME		2011	2012	2013	2014	2015	2016	2011-2016 TOTAL
<b>SHORT-TERM 2011-2016</b>								
FEDERAL STABILIZATION FUNDS-FIRE SAFETY	80,352							
A-1 Feasibility Study		\$150,000 <sup>1</sup>						
A-2 A&E/Professional Fee		\$404,290						
A-3 Renovation		\$7,365,228	\$1,748,807					
<b>BUILDING #20 CRAIG-LEE HALL</b>								
B-1 Feasibility Study	80,352	\$75,000 <sup>1</sup>						
B-2 A&E/Professional Fee			\$2,287,018					
B-3 Renovation				\$21,385,912				
<b>BUILDING #24 GAIGE HALL</b>								
C-1 Feasibility Study	62,952	\$75,000 <sup>1</sup>						
C-2 A&E/Professional Fee				\$1,791,713				
C-3 Renovation					\$16,785,357			
<b>RENOVATION/ADDITION LIFE SCIENCES BUILDING</b>								
D-1 Feasibility Study	55,924	\$75,000 <sup>1</sup>						
<b>MODERNIZATION/RENOVATION - RESIDENCE HALLS</b>								
E-1 Feasibility Study		\$175,000 <sup>1</sup>						
<b>BUILDING #16 WHIPPLE HALL</b>								
F-1 Feasibility Study/Building Assessment	37,960							\$75,000 <sup>1</sup>
<b>BUILDING #21 CLARKE SCIENCE BUILDING</b>								
G-1 Feasibility Study	43,126				\$75,000 <sup>1</sup>			
<b>STUDENT UNION <sup>6</sup></b>								
H-1 Feasibility Study		\$125,000 <sup>1</sup>						
H-2 A&E/Professional Fee			TBD <sup>6,7</sup>					
H-3 New Construction	TBD			TBD <sup>6,7</sup>				
<b>ART CENTER</b>								
I-1 A&E/Professional Fee		\$1,800,000						
I-2 New Construction & Renovation			\$17,000,000					
<b>DONOVAN DINING CENTER <sup>6</sup></b>								
J-1 Feasibility Study			\$75,000 <sup>1</sup>					
<b>RECREATION CENTER MODERNIZATION <sup>8</sup></b>								
K-1 A&E/Professional Fee	TBD	\$238,613						
K-2 Renovation	TBD	\$11,511,269						
<b>YELLOW COTTAGE <sup>8</sup></b>								
L-1 Renovation	TBD							
<b>SITE INFRASTRUCTURE <sup>3</sup></b>								
M-1 TBD				\$1,000,000	\$5,000,000	\$5,000,000	\$5,000,000	
<b>ALTERNATIVE ENTRANCE/MASTER PLAN IMPROVEMENTS <sup>4,9</sup></b>								
N-1 Feasibility Study		\$20,000						
N-2 Land Acquisition		\$600,000						
N-3 Vehicular Circulation & Parking Improvements					\$8,525,000 <sup>9</sup>			
<b>ASSET PROTECTION</b>								
O-1 Annual Allocation		\$2,337,800	\$2,561,160	\$2,625,000	\$2,693,250	\$2,763,548	\$2,846,454	
<b>NEW RESIDENCE HALL <sup>6</sup></b>								
P-1 Feasibility Study	TBD					\$75,000		
<b>BUILDING #38 HORACE MANN HALL</b>								
Q-1 Feasibility Study	46,023					\$75,000 <sup>1</sup>		
<b>YEARLY TOTALS IN 2010 \$<sup>5</sup></b>		\$24,952,200	\$23,671,985	\$26,802,625	\$33,078,607	\$7,913,548	\$7,921,454	\$124,340,419
<b>YEARLY TOTALS ESCALATED \$ @ 3% YEARLY</b>		103.00%	106.09%	109.27%	112.55%	115.93%	119.41%	
<b>TOTAL SHORT-TERM ESCALATED \$=</b>		\$25,700,766	\$25,113,609	\$29,287,952	\$37,230,264	\$9,173,971	\$9,458,630	\$135,965,192
NOTES:								
1. Fee for feasibility study, based on RIC's previous experience								
2. Cost of roof replacement (\$450,000) Not included								
3. Provided from Pare infrastructure study								
4. Vehicular circulation, parking, pedestrian circulation, landscape and signage								
5. Yearly totals include: 25% contingency, 15% soft costs, 10% FFE								
6. Auxiliary Services								
7. To be determined by Feasibility Study								
8. Not in 2012-2016 CIP Plan								
9. Site Improvements for Vehicular Circulation and Parking to be coordinated with Infrastructure Study Improvements.								

# IMPLEMENTATION PLAN SHORT-TERM 2010-2016

RHODE ISLAND COLLEGE  
Facilities Master Plan 2010 - 2020

October 2010

## NOTES:

1. FEE FOR FEASIBILITY STUDY, BASED ON RIC'S PREVIOUS EXPERIENCE.
2. COST OF ROOF REPLACEMENT (\$450,000) NOT INCLUDED.
3. PROVIDED FROM PARE INFRASTRUCTURE STUDY.
4. VEHICULAR CIRCULATION, PARKING, PEDESTRIAN CIRCULATION, LANDSCAPE AND SIGNAGE.
5. YEARLY TOTALS INCLUDE: 25% CONTINGENCY, 15% SOFT COSTS, 10% FFE.
6. AUXILIARY SERVICES.
7. TO BE DETERMINED BY FEASIBILITY STUDY.
8. NOT IN 2012-2016 CIP PLAN.
9. SITE IMPROVEMENTS FOR VEHICULAR CIRCULATION AND PARKING TO BE COORDINATED WITH INFRASTRUCTURE STUDY IMPROVEMENTS.

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Rhode Island 2010-2020 College Master Plan						
FINAL REPORT		MID-TERM				2017 - 2020 TOTAL
November 2010 PROJECT GROUP /NAME	GSF	2017	2018	2019	2020	
<b>MID-TERM 2017-2020</b>						
<b>BUILDING #21 CLARKE SCIENCE BUILDING</b>	43,126					
G-2 A&E/Professional Fee		\$1,332,234				
G-3 Renovation			\$11,990,113			
<b>BUILDING #38 HORACE MANN HALL</b>	46,023					
Q-2 A&E/Professional Fee		\$1,309,929				
Q-3 Renovation			\$11,789,367			
<b>BUILDING #16 WHIPPLE HALL</b>	37,960					
F-2 A&E/Professional Fee			\$1,035,436			
F-3 Renovation				\$9,318,929 <sup>2</sup>		
<b>BUILDING #42 HENRY BARNARD SCHOOL</b>	81,433					
R-1 Feasibility Study		\$75,000 <sup>1</sup>				
R-2 A&E/Professional Fee			\$2,314,375			
R-3 Renovation				\$20,829,375		
<b>BUILDING #23 ADAMS LIBRARY</b>	103,178					
S-1 Feasibility Study		\$75,000 <sup>1</sup>				
S-2 A&E/Professional Fee			\$2,284,102			
S-3 Renovation				\$20,556,927		
<b>RENOVATION/ADDITION LIFE SCIENCES BUILDING</b>	55,924					
D-2 A&E/Professional Fee		\$1,768,596				
D-3 Renovation			\$15,917,369			
<b>BUILDING #17 ROBERTS HALL</b>	61,845					
T-1 Feasibility Study		\$75,000 <sup>1</sup>				
T-2 A&E/Professional Fee				\$1,369,093		
T-3 Renovation					\$12,321,843	
<b>NEW RESIDENCE HALL <sup>6</sup></b>						
P-2 A&E/Professional Fee				\$3,000,000		
P-3 Construction					\$27,000,000	
<b>MARY TUCKER THORP RESIDENCE HALL <sup>6</sup></b>	32,491					
U-1 A&E/Professional Fee				\$950,463		
U-2 Renovation					\$8,554,169	
<b>SITE INFRASTRUCTURE</b>		\$6,437,500				
<b>SITE IMPROVEMENTS <sup>4</sup></b>						
<b>ASSET PROTECTION</b>		\$2,931,848				
<b>YEARLY TOTALS IN 2010 \$ <sup>5</sup></b>		\$14,005,107	\$45,330,762	\$56,024,787	\$47,876,012	\$163,236,668
<b>YEARLY TOTALS ESCALATED \$ @ 3% YEARLY</b>		122.99%	126.68%	130.48%	134.39%	
<b>TOTAL MID-TERM ESCALATED \$=</b>		\$17,224,515	\$57,423,653	\$73,099,640	\$64,341,357	\$212,089,165

# IMPLEMENTATION PLAN MID-TERM 2017-2020

RHODE ISLAND COLLEGE  
Facilities Master Plan 2010 - 2020

October 2010

## NOTES:

1. FEE FOR FEASIBILITY STUDY, BASED ON RIC'S PREVIOUS EXPERIENCE.
2. COST OF ROOF REPLACEMENT (\$450,000) NOT INCLUDED.
3. PROVIDED FROM PARE INFRASTRUCTURE STUDY.
4. VEHICULAR CIRCULATION, PARKING, PEDESTRIAN CIRCULATION, LANDSCAPE AND SIGNAGE.
5. YEARLY TOTALS INCLUDE:
6. 25% CONTINGENCY, 15% SOFT COSTS, 10% FFE.
7. AUXILIARY SERVICES.
8. TO BE DETERMINED BY FEASIBILITY STUDY.
9. NOT IN 2012-2016 CIP PLAN.
10. SITE IMPROVEMENTS FOR VEHICULAR CIRCULATION AND PARKING TO BE COORDINATED WITH INFRASTRUCTURE STUDY IMPROVEMENTS.

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Rhode Island College Master Plan			
FINAL REPORT		LONG-TERM	
November 2010 PROJECT GROUP /NAME	GSF	Post 2020	Post 2020 TOTAL
<b>LONG-TERM POST 2020</b>			
<b>DAVID SWEET RESIDENCE HALL <sup>6</sup></b>	45,553		
W-1 A&E/Professional Fee		\$1,332,567	
W-2 Renovation		\$11,993,109	
<b>ROSE BUTLER BROWNE RESIDENCE HALL <sup>6</sup></b>	52,353		
V-1 A&E/Professional Fee		\$1,531,488	
V-2 Renovation		\$13,783,401	
<b>SITE INFRASTRUCTURE <sup>3</sup></b>			
<b>SITE IMPROVEMENTS <sup>4</sup></b>			
<b>ASSET PROTECTION</b>			
		\$0	
<b>YEARLY TOTALS IN 2010 \$ <sup>5</sup></b>		<b>\$28,640,565</b>	<b>\$28,640,565</b>
<b>YEARLY TOTALS ESCALATED \$ @ 3% YEARLY</b>		138.42%	
<b>TOTAL LONG-TERM ESCALATED \$=</b>		<b>\$40,834,597</b>	<b>\$40,834,597</b>
NOTES:			
1. Fee for feasibility study, based on RIC's previous experience			
2. Cost of roof replacement (\$450,000) Not included			
3. Provided from Pare infrastructure study			
4. Vehicular circulation, parking, pedestrian circulation, landscape and signage			
5. Yearly totals include: 25% contingency, 15% soft costs, 10% FFE			
6. Auxiliary Services			
7. To be determined by Feasibility Study			
8. Not in 2012-2016 CIP Plan			
9. Site Improvements for Vehicular Circulation and Parking to be coordinated with Infrastructure Study Improvements.			

# IMPLEMENTATION PLAN LONG-TERM 2021 +

RHODE ISLAND COLLEGE  
Facilities Master Plan 2010 - 2020

October 2010

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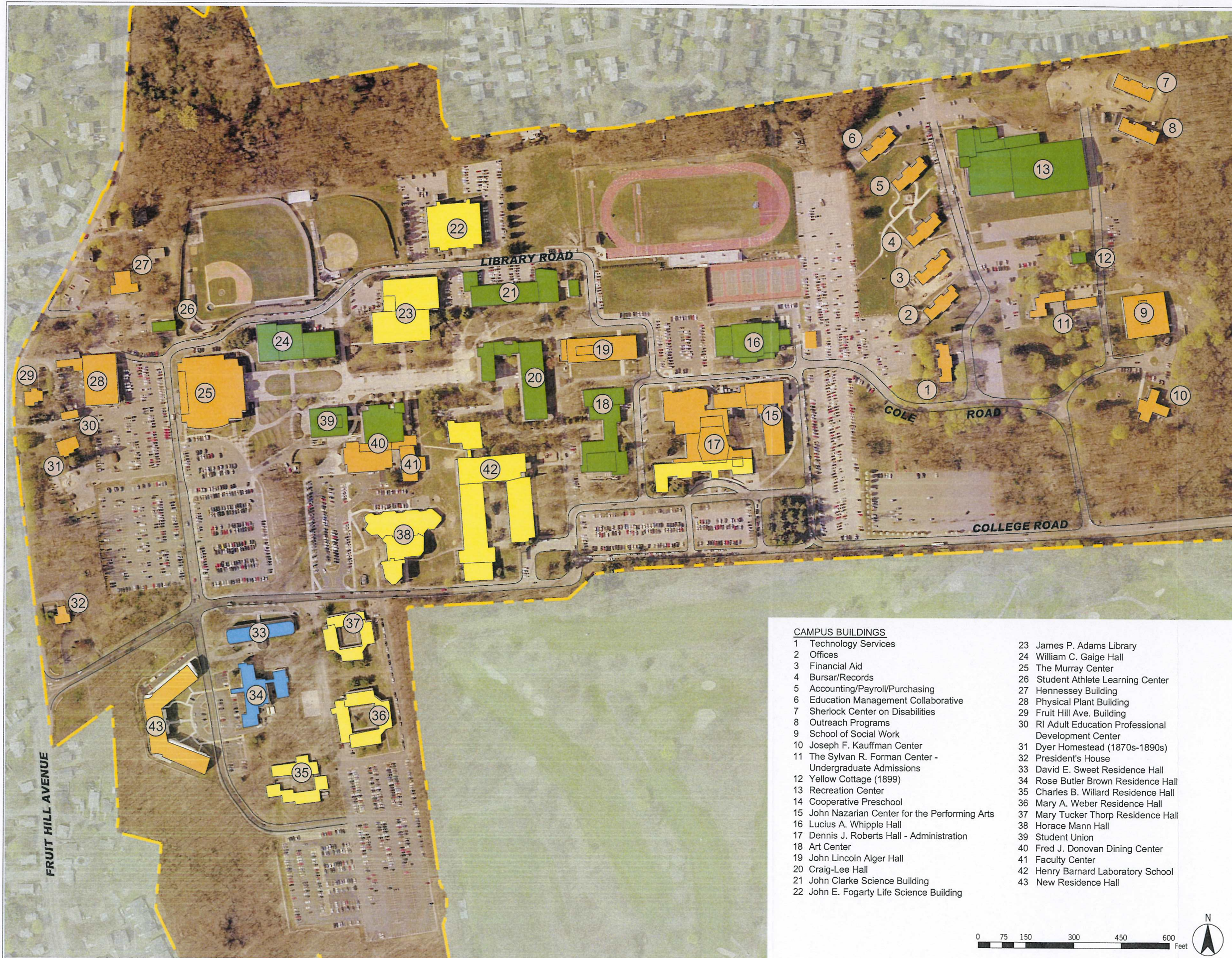
# BUILDING RENOVATION PHASING PLAN

RHODE ISLAND COLLEGE  
Facilities Master Plan 2010 - 2020

October 2010

## KEY

- NO MAJOR RENOVATIONS PLANNED
- SHORT TERM 2010 - 2016
- MID-TERM 2017 - 2020
- LONG-TERM 2020 +



### CAMPUS BUILDINGS

- |   |   |
|---|---|
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| 16 Lucius A. Whipple Hall                                 | 38 Horace Mann Hall                                   |
| 17 Dennis J. Roberts Hall - Administration                | 39 Student Union                                      |
| 18 Art Center   | 40 Fred J. Donovan Dining Center                      |
| 19 John Lincoln Alger Hall                                | 41 Faculty Center                                     |
| 20 Craig-Lee Hall   | 42 Henry Barnard Laboratory School                    |
| 21 John Clarke Science Building                           | 43 New Residence Hall                                 |

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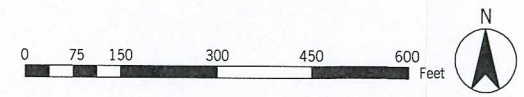
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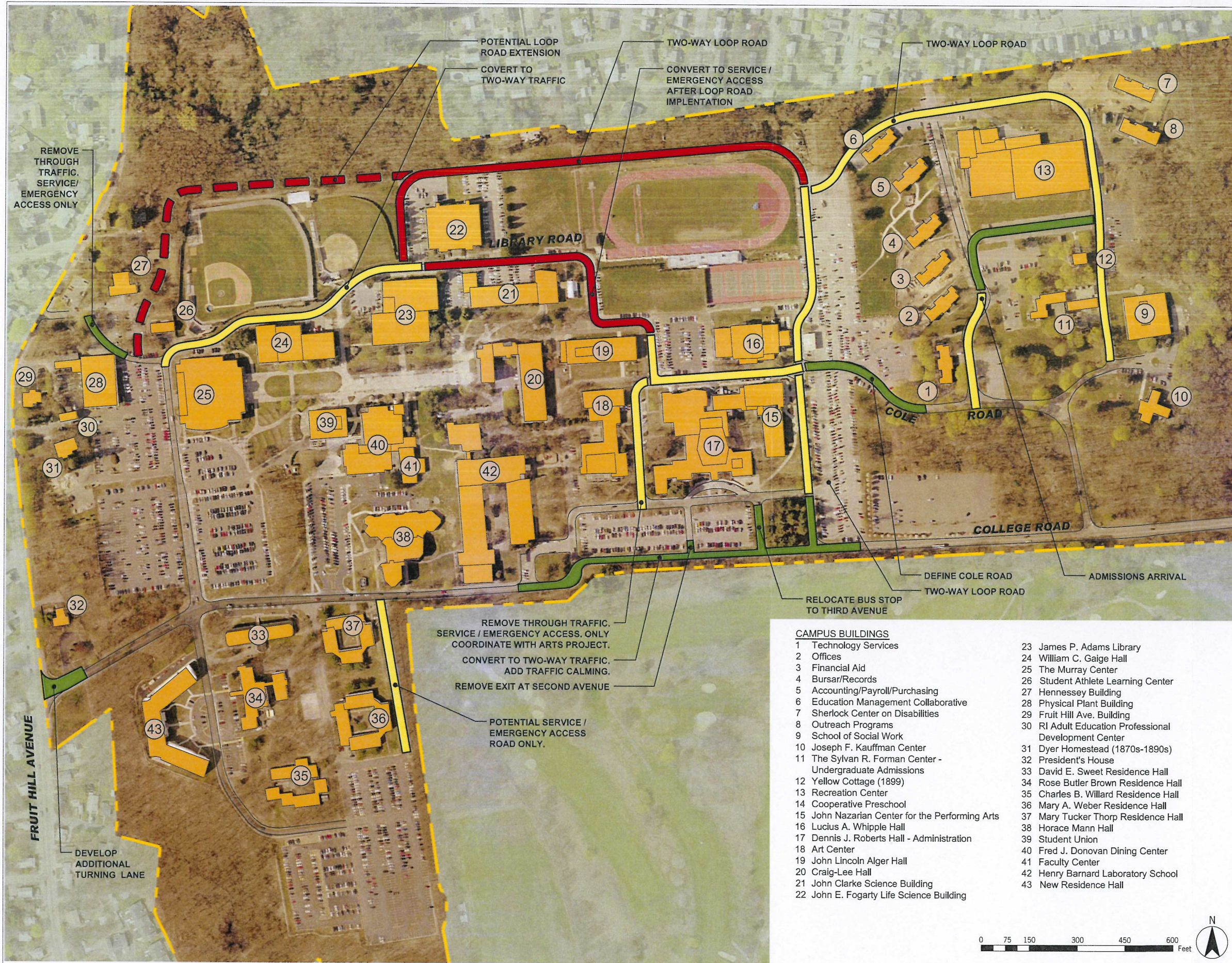
# VEHICULAR CIRCULATION PHASING PLAN

RHODE ISLAND COLLEGE  
Facilities Master Plan 2010 - 2020

October 2010

## KEY

- SHORT TERM 2010 - 2016
- MID-TERM 2017 - 2020
- LONG TERM 2021 +



### CAMPUS BUILDINGS

- |   |   |
|---|---|
| 1 Technology Services                                     | 23 James P. Adams Library                             |
| 2 Offices   | 24 William C. Gaige Hall                              |
| 3 Financial Aid   | 25 The Murray Center                                  |
| 4 Bursar/Records  | 26 Student Athlete Learning Center                    |
| 5 Accounting/Payroll/Purchasing                           | 27 Hennessey Building                                 |
| 6 Education Management Collaborative                      | 28 Physical Plant Building                            |
| 7 Sherlock Center on Disabilities                         | 29 Fruit Hill Ave. Building                           |
| 8 Outreach Programs                                       | 30 RI Adult Education Professional Development Center |
| 9 School of Social Work                                   | 31 Dyer Homestead (1870s-1890s)                       |
| 10 Joseph F. Kauffman Center                              | 32 President's House                                  |
| 11 The Sylvan R. Forman Center - Undergraduate Admissions | 33 David E. Sweet Residence Hall                      |
| 12 Yellow Cottage (1899)                                  | 34 Rose Butler Brown Residence Hall                   |
| 13 Recreation Center                                      | 35 Charles B. Willard Residence Hall                  |
| 14 Cooperative Preschool                                  | 36 Mary A. Weber Residence Hall                       |
| 15 John Nazarian Center for the Performing Arts           | 37 Mary Tucker Thorp Residence Hall                   |
| 16 Lucius A. Whipple Hall                                 | 38 Horace Mann Hall                                   |
| 17 Dennis J. Roberts Hall - Administration                | 39 Student Union                                      |
| 18 Art Center   | 40 Fred J. Donovan Dining Center                      |
| 19 John Lincoln Alger Hall                                | 41 Faculty Center                                     |
| 20 Craig-Lee Hall   | 42 Henry Barnard Laboratory School                    |
| 21 John Clarke Science Building                           | 43 New Residence Hall                                 |
| 22 John E. Fogarty Life Science Building                  |   |

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