



RUTGERS UNIVERSITY PHYSICAL MASTER PLAN

# RUTGERS 2030

VOLUME 2: NEWARK

JUNE 18, 2015



# PREFACE

Rutgers University embarked on Rutgers 2030 in May 2013, the first comprehensive master plan in over a decade, and the first to incorporate Rutgers Biomedical and Health Sciences (RBHS), created from the integration of the University of Medicine and Dentistry of New Jersey (UMDNJ) with Rutgers University in July 2013. The physical master plan complements the Rutgers University Strategic Plan, prepared in conjunction with the Boston Consulting Group, and approved by the Board of Governors in February 2014, and the strategic plans of each of Rutgers' component institutions.

Rutgers 2030 envisions development at Rutgers over a 15 year time frame, 2015–2030, and is comprehensive in its scope; taking into account buildings, the natural and constructed landscape, transportation, and infrastructure. The report consists of 3 volumes:

- Volume 1: Rutgers University – New Brunswick
- Volume 2: Rutgers University – Newark
- Volume 3: Rutgers University – Camden

RBHS is considered primarily within Volume 1 although constituent elements are found across Rutgers.

The scope of input was broad, involving survey responses from approximately 8,000 members of the community, over thirty presentations and town hall meetings, and meetings with many administrative faculty, and student groups.

This study would not have been possible without the leadership of Rutgers University President Robert L. Barchi and support of Chancellors Nancy Cantor, Richard Edwards, Phoebe Haddon and Brian Strom. In addition, the Physical Master Plan Executive Steering Committee, Rutgers University Facilities and Capital Planning members, Deans, staff, faculty and students contributed invaluable insight to the development of the project.

The master plan consulting team included Robert A.M. Stern Architects, Sasaki Associates, VHB, Buro Happold, and Toscano Clements Taylor.





# Volume 2: Newark

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# RUTGERS

## NEWARK

★ Washington St & Warren St



### NEWARK BUILDING LIST

- 1- Ackerson Hall
- 2- Audekman Hall
- 3- Blumenthal Hall
- 4- Boyden Hall
- 5- Bradley Hall
- 6- Center For Law & Justice
- 7- Center For Urban & Public Service
- 8- Conklin Hall
- 9- Dana Library
- 10- Engelhard Hall
- 11- Green House
- 12- Golden Dome Athletic Center
- 13- Hill Hall
- 14- Life Sciences Building
- 15- Olson Hall
- 16- Parking Deck I
- 17- Parking Deck II
- 18- Parking Deck III
- 19- Robeson Campus Center
- 20- Physical Plant
- 21- Smith Hall
- 22- Talbott Residence
- 23- University Police Headquarters
- 24- University Square Housing
- 25- Woodward Residence
- 26-25 James St.
- 27- 29 James St.
- 28- 43 Bleeker St.
- 29- 47 Bleeker St.
- 30- 49 Bleeker St.
- 31- 75 77 Halsey St.
- 32- 77 Bleeker St.
- 33- 1 Washington Park
- 34- 15 Washington St.



# 1.1 All Roads Lead to Newark

Rutgers University–Newark (RU–N) is a remarkably diverse urban, public research university that is not just in Newark but of Newark—an anchor institution. Its location is a distinctive strength, especially as it is a magnet for an inclusive and diverse student body and faculty, catalyzes high-impact scholarship, and presents extraordinary opportunities to collaborate with partners on metropolitan America’s greatest challenges. The RU–N anchor mission is the foundation for its strategic priorities:

- Invest in collaborative academic and research programs
- Invest in our students
- Invest in our faculty, and graduate and professional students
- Value our professional and support staff as key to our success

- Invest in the spaces and places where we live, learn, create, and engage the world
- Invest in our anchor institution collaboration
- Leverage our diversity and build civic dialogue
- Tell the Rutgers-University Newark story more effectively

Educational opportunity, as noted in the Strategic Plan, is a disproportionately scarce resource in many cities, even while 80% of the US population lives in cities today. This disparity is particularly true for first-generation, minority, and poor Americans in urban school districts with fewer resources to work with. It is RU–N’s intention to increase access to education for these underserved constituents in the community, and harness their latent talent. RU–N has long had a legacy of diversity and scholarship, and the Strategic Plan aims to extend that legacy, making the University

an engine of innovation, social mobility, and both individual and collective prosperity. RU–N also seeks to engage the talent and diversity of its host city’s community as partners in tackling local challenges that resonate globally.

Collaboration is another theme of the Strategic Plan – collaboration across RU–N, as well as with outside partners including other institutions, public-private partnerships, and community members. Collaboration has the potential to bring the community together and facilitate innovation. The University’s commitment to this principle is evident in its existing partnerships, and it plans to take additional steps in this direction, with programs like Express Newark, an arts incubator that will engage RU–N and the community as equal partners. The Strategic Plan identifies five anchor areas in which its community collaboration-based initiatives will focus:

- Building Strong Educational Pathways (pre-K-16) for Increased Postsecondary Attainment;
- Strong, Healthy, and Safe Neighborhoods;
- Promoting and Leveraging the Arts and Culture;

- Science and the Urban Environment; and
- Entrepreneurship and Economic Development

The Strategic Plan identifies cross-sector, collaborative problem solving as a strategy to improve scholarship and provide invaluable experience in navigating difference from working in teams – habits of mind and action that will better prepare for the workforce. Stronger connections are also needed across educational pathways and for the responsibilities of citizenship in an increasingly diverse world, from pre-K through graduate school.

The Strategic Plan also renews RU–N’s commitment to its students: providing better access to education and investing in students. This means ensuring support for students along all of the steps by broadening and multiplying pathways to college, investing in student retention and success by supporting students while they are on campus, preparing students for their future careers, and bringing alumni back into the educational cycle to identify experiential and community-based learning opportunities.

The master plan supports this commitment and the University’s strategic goals, enhancing the academic environment with physical improvements to create a better student experience. Equally important is the need to invest in the faculty and staff: aiding in their development, and recognizing them for the many roles they take on in educating students and preparing them for their future careers. In order to achieve the University’s vision, the Strategic Plan recommends investing “in the spaces and places where we live, learn, and create,” including the following components:

- A new Honors Living Learning Community and Residential Facility (HLLC) with 500 beds, including dining, social, and academic amenities
- “Third Spaces” where the University and the community can come together to collaborate and exchange knowledge as equal partners
- The library as an essential public space, supporting scholarship and public access to learning
- A focus on public space as a way to connect to the community with the University

The master plan proposes a framework to support the Strategic Plan vision and complement its stated physical initiatives, governed by the following five themes:

### ENGAGE NEWARK

- Establish places – “third spaces” – where Rutgers can come together with the community and collaborate
- Facilitate programs with K-12 schools and other partners, targeted towards supporting access to education
- Revitalize major corridors of movement through campus and the city

### ENHANCE THE CAMPUS CORE

- Embrace the community through public space
- Enhance campus gateways and the approach into the campus core
- Strengthen the campus center and the library as open environments for collaboration and exchange

- Use landscape to connect buildings and places, improve the public space, opening up the campus to the community

### **SUPPORT A DYNAMIC LEARNING ENVIRONMENT**

- Align classroom inventory with scheduled class sizes, while creating flexible classroom spaces that can adapt to future trends
- Use technology to enhance the learning experience in the classroom and facilitate collaboration with other anchor institutions
- Support out-of-classroom learning with centrally located out-of-classroom collaboration spaces

### **REINFORCE REGIONAL MOBILITY**

- Integrate amenities and social spaces with campus transit nodes
- Increase the resident population at RU–N to build community and stimulate supporting private development

- Work with the City, NJ Transit, and other partners to improve transit connections to the University

### **IMPLEMENT TECHNOLOGY FOR THE MODERN CAMPUS**

- Maintain an up-to-date, effective technology infrastructure across campus
- Revitalize the library as an information commons and a hub for intellectual interaction
- Enhance access to information through seamless wi-fi, extending east to west from Dr Martin Luther King Jr Boulevard to Military Park; and north to south from Raymond Boulevard to Orange Street



# 2

## MASTER PLAN THEMES

CONNECTIONS

STUDENT GATHERING SPACES

CLASSROOM IMPROVEMENTS

TRANSPORTATION

TECHNOLOGY IMPROVEMENTS







## CONNECTIONS

# Engage Newark

- Establish places – “third spaces” – where Rutgers can come together with the community and collaborate
- Facilitate programs with K-12 schools and other partners, targeted towards supporting access to education
- Revitalize major corridors of movement through campus and the city

One of the key themes of the Strategic Plan is the retention and expansion of intellectual capital and economic growth in the City of Newark: being *of* Newark, not just *in* Newark. The City of Newark is home to a wealth of talent and social capital – communities of experts. RU–N seeks to engage the Newark community and RU–N students, faculty, and staff as equal partners in an ongoing democratic dialogue. In doing so, the University and the City of Newark can

learn from each other towards a collective goal of academic achievement, social mobility, and economic growth. However, the physical spaces to support this mission – where RU–N and community partners can engage on equal footing to collaborate, exchange knowledge, and maximize learning – are not currently existing on campus. The University has already begun this process with Express Newark, which will house arts incubator and collaboration space in the Hahne’s Building development. Creating additional flexible spaces to incubate innovative programs, termed “third spaces” in the Strategic Plan, supports the University’s mission of public scholarship.

RU–N long has been defined by its breathtaking diversity and remains an institution dedicated to social mobility; it is this mission that drives the University to continue investing in students, faculty, and the community. RU–N maintains strong ties with K-12 schools, Essex County College, and NJIT. These ties facilitate its role in helping to build momentum behind the City of Newark, and could be developed further through “third space” collaborations.

The RU–N campus is enhanced and enriched by

major corridors of movement: pedestrian, transit, and vehicular. The Washington, University, and Halsey corridors provide north-south routes, while the Warren and New Street corridors provide east-west routes. Both sets of corridors have significant potential, enhanced by recent development at Prudential, Hahne’s, and Military Park, in addition to planned RU–N investment along Washington Street. Improving these corridors, through land use, programmatic use, and streetscape strategies, will transform them into robust corridors that better connect RU–N to the city.

The master plan proposes to transform the New Street corridor into a public, pedestrian link from Dr MLK Jr Boulevard to Military Park, connecting students, faculty and staff with the community, retail amenities, and the recently improved Military Park. Additional RU–N investment in its property along Washington Street – including 15 Washington Street and the Honors Living Learning Community and Residential Facility, as well as continued investment at 1 Washington Park – will give the corridor and RU–N more presence. Through coordination with private developers, RU–N can stimulate the development of supporting retail along Washington and Halsey Streets.



WE ARE  
**RUTGER**  
**NEWARK**  
HOMECOMING

WE ARE  
**RUTGER**  
**NEWARK**  
HOMECOMING

GILDAN  
MADE IN THE USA



## STUDENT GATHERING SPACES

# Enhance the Campus Core

- Embrace the community through public space
- Enhance campus gateways and the approach into the campus core
- Strengthen the campus center and the library as open environments for collaboration and exchange
- Use landscape to connect buildings and places, improve the public space, opening up the campus to the community

The development of a fully interconnected campus core is of equal importance to the University's efforts to engage the community. While the RU–N campus is largely contiguous and contained within a compact, walkable area, the primary campus gathering spaces,

both indoor and outdoor, offer a social environment that also serve as hubs for informal, out-of-classroom learning. A more cohesive campus core can enhance the RU–N sense of place and create a seamless, walkable experience inside and outside of campus buildings. The master plan addresses this opportunity through improvements to campus gateways, key campus buildings, and open space.

The Dana Library and the Robeson Campus Center are hubs of activity and represent some of the key milestones in RU–N's diverse history. Named for John Cotton Dana, the Progressive-Era director of the Newark Public Library who championed public access, the Dana Library continues the tradition of acting as an institution of culture and scholarship in Newark. The Robeson Campus Center is named for Paul Robeson, an All-American and valedictorian alumnus who was an advocate for equality, distinguished actor and singer, and active member of the Harlem Renaissance. The master plan re-envisioned the campus core, proposing a more visible and inviting environment that will facilitate interaction and collaboration and supporting the University's mission of openness and exchange within the RU–N and greater Newark community.

The approach towards the RU–N campus defines first impressions for visitors, as well as the daily routines of students, faculty, and staff traversing the extents of the campus. Major gateways to campus are a key to creating a high-impact visual and programmatic entrance to RU–N and enhancing campus landmarks. These gateways anchor the network of pedestrian and vehicular flows, establishing recognizable landmarks that aid in navigating the campus and potential locations for community exchange and interaction. The master plan proposes to strengthen campus connections through renovation, new development, and landscape.

Beyond buildings, landscape can be a transformative strategy for creating cohesive, active campuses. The creation of active outdoor spaces extends the academic and social life of the entire RU–N community across the extents of the campus, acting as a connective element between buildings, as well as an outdoor laboratory, as emphasized by programming like BioBlitz, which encourages awareness of biodiversity in urban environments. The master plan supports ongoing sustainability and safety-related initiatives through landscape and streetscape improvements.



## CLASSROOM IMPROVEMENTS

# Support a Dynamic Learning Experience

- Align classroom inventory with scheduled class sizes, while creating flexible classroom spaces that can adapt to future trends
- Use technology to enhance the learning experience in the classroom and facilitate collaboration with other anchor institutions
- Support out-of-classroom learning with centrally located out-of-classroom collaboration spaces

Students, faculty, and staff spend much of their academic life learning in classrooms; accordingly, it is imperative that classrooms facilitate collaborative learning, in order to maximize their impact. While RU-N has made great strides in updating many of its

classrooms, older classrooms remain in the inventory and have low utilization rates. Updating older classrooms will help the University offer a high-quality learning experience inside the classroom, while also improving utilization and operational efficiency.

Classroom facilities at RU-N vary in age and condition; new classrooms in 1 Washington Park and the Life Sciences Center were well-reviewed by students who responded to the MyCampus survey. Older classrooms were most frequently described as being overcrowded, particularly classrooms in Conklin Hall. With respect to classroom amenities, students are looking for an adequate supply of power outlets, enough space to store their backpacks, and easy viewing of the professor and chalkboards or projector screen. Classroom modernization improvements are recommended in the campus core. The classroom analysis completed as part of the master plan study also identified a need for smaller classrooms; this need could be combined with other classroom modernization projects.

In addition to the cycle of classroom upgrades, changes in classroom technology should be

considered. Technology has become an increasingly important factor in classroom learning environments as a way to encourage collaboration and interaction – for example, wi-fi immersive classrooms that RU-N is implementing at Express Newark and 15 Washington Street. Flexibility of space is another physical aspect that helps classrooms to facilitate collaborative problem-solving – for example, furniture that can be reconfigured easily during class to allow for periods of lecture and group discussion – and should be integrated with technology. The standard for classroom technology and configuration should be assessed across the University's inventory, with updates implemented as needed.







## TRANSPORTATION

# Reinforce Regional Mobility

- Integrate amenities and social spaces with campus transit nodes
- Increase the resident population at RU–N to build community and stimulate supporting private development
- Work with the City, NJ Transit, and other partners to improve transit connections to the University

Accessible by multiple modes of transportation in all directions, RU–N is defined by the vibrant exchange that is enhanced by students, faculty, staff, visitors, and the community coming to the campus. For the University, this high degree of mobility is an asset: all roads lead to Newark. Its unparalleled reach connects students, faculty, and staff, as well as the community, other institutions of learning, downtown Newark, and

New York City. The master plan seeks to help the University capitalize on its high level of accessibility, which reinforces its place as an intellectual crossroads for exchange and collaboration – experiencing the world through RU–N.

The master plan proposes specific enhancements to serve those on the move who are coming to the RU–N campus, by integrating transit routes with spaces for informal, out-of-classroom learning. One such space is a transit hub on the ground floor of Conklin Hall, with highly visible frontage on Washington Street. The hub will be a place where students, faculty, and staff can interact while waiting for buses or spending time between classes and activities. The transit hub adds a visual and programmatic amenity and destination to the primary campus gateway at University and New Streets, especially for commuters arriving on campus from Penn Station or from the parking decks. It also provides shelter to those waiting to make their transit connection, in inclement weather.

The University’s vision also includes growth of the resident student population. Towards this end, the University is prioritizing the construction of the

Honors Living Learning Community and Residential Facility (HLLC), which will increase the current resident population by 500 undergraduate beds; it will focus on recruiting students from the greater Newark region. In addition to the HLLC, 340 beds are currently under construction at 15 Washington Street. Growth in the resident population is also intended to attract supporting development to the area adjacent to campus, including restaurants and retail along Washington and Halsey Streets.

The campus is well-served by multiple modes of transit, including regional rail, light rail, and city buses, in addition to the campus shuttle routes. Some modes of transit can experience delays, especially along routes that stop at Newark Penn Station; the University can work with the City and NJ Transit to identify strategies to reduce these delays. In addition to delays, the approach to campus from transit stops – the “last mile” – is not always clear or convenient. The master plan proposes two strategies to address the approach: improve campus gateways with new development and streetscape enhancements; and use landscape to strengthen pedestrian connections into the campus core from transit and parking decks.



RUTGERS



## TECHNOLOGY IMPROVEMENTS

# Implement Technology for the Modern Campus

- Maintain an up-to-date, effective technology infrastructure across campus
- Revitalize the library as an information commons and a hub for intellectual interaction
- Enhance access to information through seamless wi-fi, extending east to west from Dr Martin Luther King Jr Boulevard to Military Park; and north to south from Raymond Boulevard to Orange Street

Modern college campuses are defined by access to technology, both in and out of the classroom. Technology facilitates the extension of interaction from the classroom to social spaces, by linking these formal and informal learning spaces, thus enhancing

the comprehensive campus learning experience. The Strategic Plan acknowledges the need to ensure that the University has an “up-to-date and effective” technology infrastructure to support research and teaching activities. The master plan proposes to support this initiative through physical, technology-based improvements to learning environments, both in and out of the classroom. For example, a renovation to the first floor of the Dana Library as a modern information commons is proposed, to create a more permeable and open facade that broadcasts the academic activity it houses. Technology improvements – wi-fi, the ability to charge laptops, and access resources, etc – will complement physical improvements such as group study rooms and open collaboration areas. Additionally, the library, in its entirety, will undergo a comprehensive study to determine the best and highest uses of the entire building.

RU–N is aggressively expanding its wireless service. Within our buildings, we are installing equipment to enhance wi-fi access. This project will more than double wireless access in buildings, allow for video conferences as well as web conferencing such

as webinars, Skype sessions, Google Hangouts, Blackboard Collaborate sessions, and GoTo meetings.

In partnership with the City of Newark and the Military Park Partnership, RU–N will offer a free outdoor wifi system that will be the fastest free internet in the United States. It will deliver up to 100mbps. The network is part of the city’s major thrust to create a tech culture in Newark and capitalize on the substantial telecommunications infrastructure in Newark. The network will also bridge the area from RU–N’s western edge to Military Park and from the Golden Dome Athletic facility to the Rutgers School of Business building at 1 Washington Park. The network is operated by the Military Park Partnership (MPP). Major sponsors are Audible and Prudential, with additional support from Rutgers and NJIT.



# 3

## THE PLANNING CONTEXT

3.1 RUTGERS UNIVERSITY–NEWARK AND THE CITY

3.2 CLASSROOMS

3.3 OPEN SPACE AND NATURAL SYSTEMS

3.4 MOBILITY





RUTGERS

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DR. HILDA HIDALGO WAY

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RUTGERS

Central

WALKING TO COLLEGE



# Introduction

In the late 19th and 20th centuries, four educational institutions were founded in Newark: New Jersey College of Pharmacy, New Jersey Law School, Newark Institute of Arts and Sciences, and Mercer Beasley School of Law. New Jersey Law School gave rise to Dana College and the Seth Boyden School of Business shortly thereafter. Alliances and partnerships between these schools resulted in their eventual incorporation into the Rutgers system in 1946. In the 1960s, the school's various locations were consolidated onto its current campus in the University Heights neighborhood of the city.

One of RU–N's defining legacies is one of diversity. The origins of this legacy date to 1969, when the Black Organization of Students (BOS) held a peaceful takeover of Conklin Hall to protest Rutgers' policies for people of color, regarding admissions, hiring, and the academic experience. The protest led to negotiations between BOS and Rutgers administrators, aimed at improving diversity at RU–N, which was 95% white despite a predominantly African-American population throughout the city. Though the agreement was negated by the faculty one week later, Rutgers' Board of Governors responded by establishing a new program

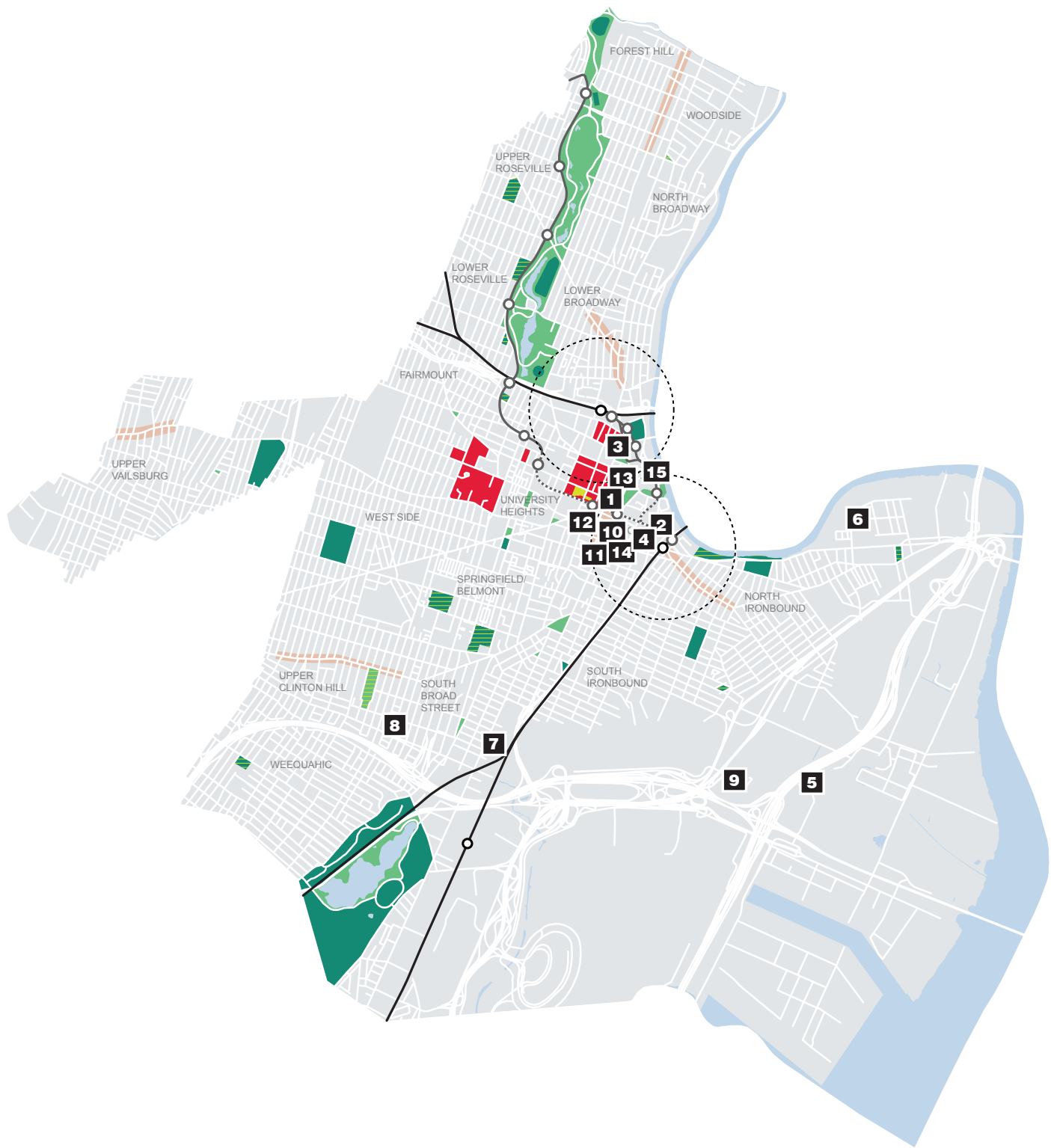
to encourage the enrollment of unrepresented groups. The enduring commitment to diversity has defined Rutgers, which has been ranked by U.S. News & World Report as one of the most diverse universities in the country.

Academics have expanded at RU–N as the school has grown, with enrollment today of more than 12,000 students. The University offers signature programs in six colleges, with an emphasis on cross-cutting, multi-disciplinary scholarship.

Because RU–N is embedded in the City of Newark, its planning context is intertwined with new development in the Central Business District, and with its institutional neighbors, NJIT and Essex County College. This section summarizes key elements of the campus planning context, including city development projects, planned projects at RU–N, student life, classrooms, open space, topography, and mobility. The planning context, in combination with the University's strategic vision, identify opportunities and challenges to be addressed in the master plan framework.

**RECENT DEVELOPMENT**

- 1. Prudential
- 2. Panasonic US
- 3. Audible.com
- 4. Standard Chartered Bank
- 5. Manischewitz
- 6. Wakefern Food Corporation
- 7. Evertile Flooring Company
- 8. Bartlett Dairy & Food Service
- 9. Ironbound Film Studios
- 10. Hotel Indigo
- 11. Courtyard Newark
- 12. Teachers Village
- 13. Hahne's Building
- 14. Four Corners Millennium Project
- 15. One Rector Street



## 3.1 Rutgers University–Newark and the City

### AREA DEVELOPMENT + DRIVERS

The City of Newark is currently experiencing a period of renaissance, with new development ranging from corporate headquarters and distribution operations to housing and hotels. Newark’s population is also growing, reversing decades of population decline; it remains New Jersey’s largest employment center, with 150,000 jobs.<sup>1</sup>

A significant amount of recent and ongoing development is currently transforming the city, triggered by corporate headquarter projects facilitated by Urban Transit Hub tax credits. Urban Transit Hub tax credits have attracted a significant level of commitment from corporations, taking advantage of Newark’s unique location as the East Coast’s largest container port, with proximity to New York and Newark Liberty International Airport. Corporations that have recently built major facilities in Newark include financial services and electronics companies like Panasonic US, Prudential, Standard Chartered Bank, and Audible.com, while the City’s shipping capabilities have attracted companies like Manischewitz, Wakefern Food Corporation, Evertile Flooring Company, and Bartlett Dairy & Food Service.



Three major corporations – Audible.com, Prudential, and Panasonic US – have currently established their main office in Newark. Several other corporations have established offices or distribution centers in Newark: Standard Chartered Bank, Wakefern Food

Corporation, Evertile Flooring Company, and Bartlett Dairy & Food Service.

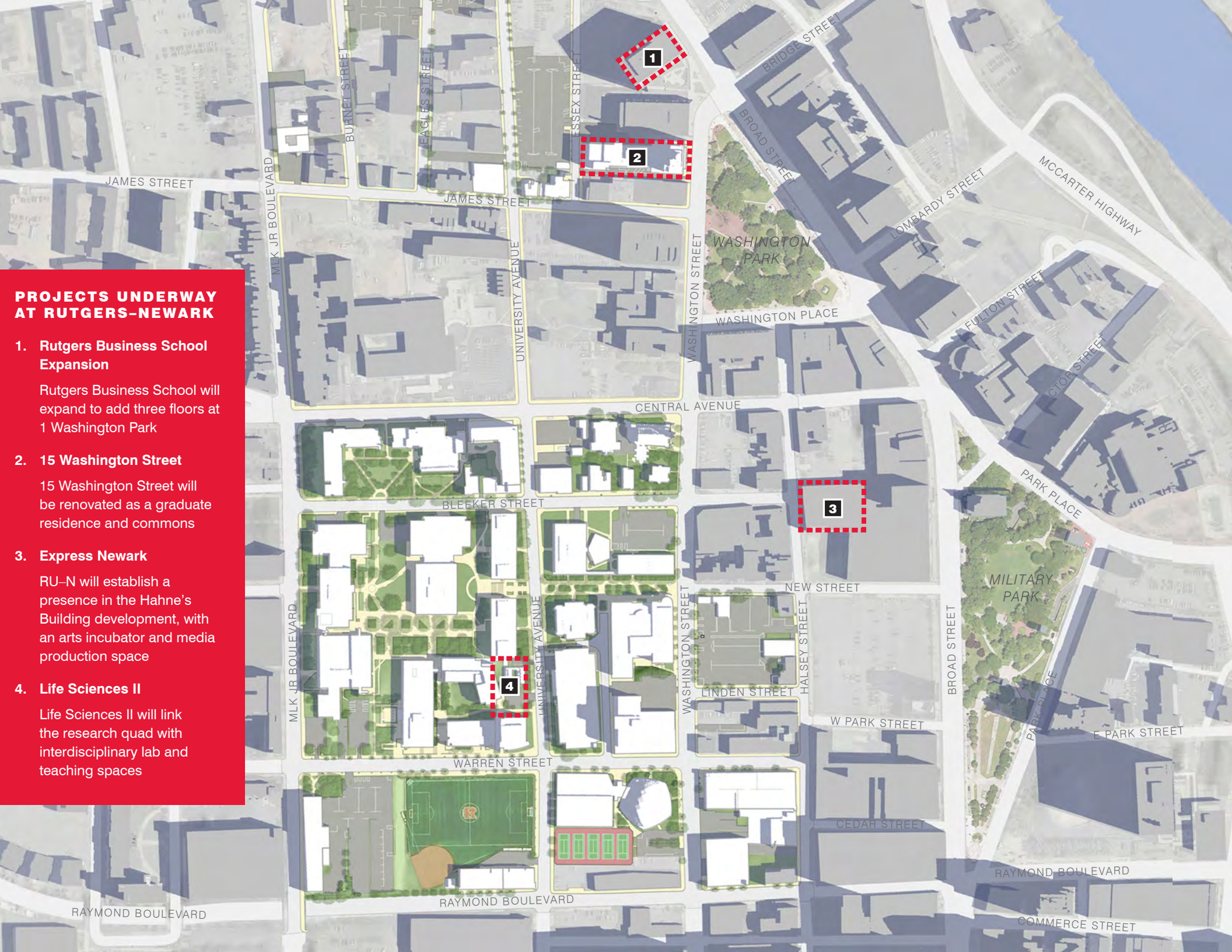
This development has impacted Rutgers University–Newark (RU–N), not only in its proximity to campus,

1. *Newark’s Master Plan: Our City, Our Future*, City of Newark, 2012: p 19.



**PROJECTS UNDERWAY AT RUTGERS-NEWARK**

- Rutgers Business School Expansion**  
Rutgers Business School will expand to add three floors at 1 Washington Park
- 15 Washington Street**  
15 Washington Street will be renovated as a graduate residence and commons
- Express Newark**  
RU-N will establish a presence in the Hahn's Building development, with an arts incubator and media production space
- Life Sciences II**  
Life Sciences II will link the research quad with interdisciplinary lab and teaching spaces





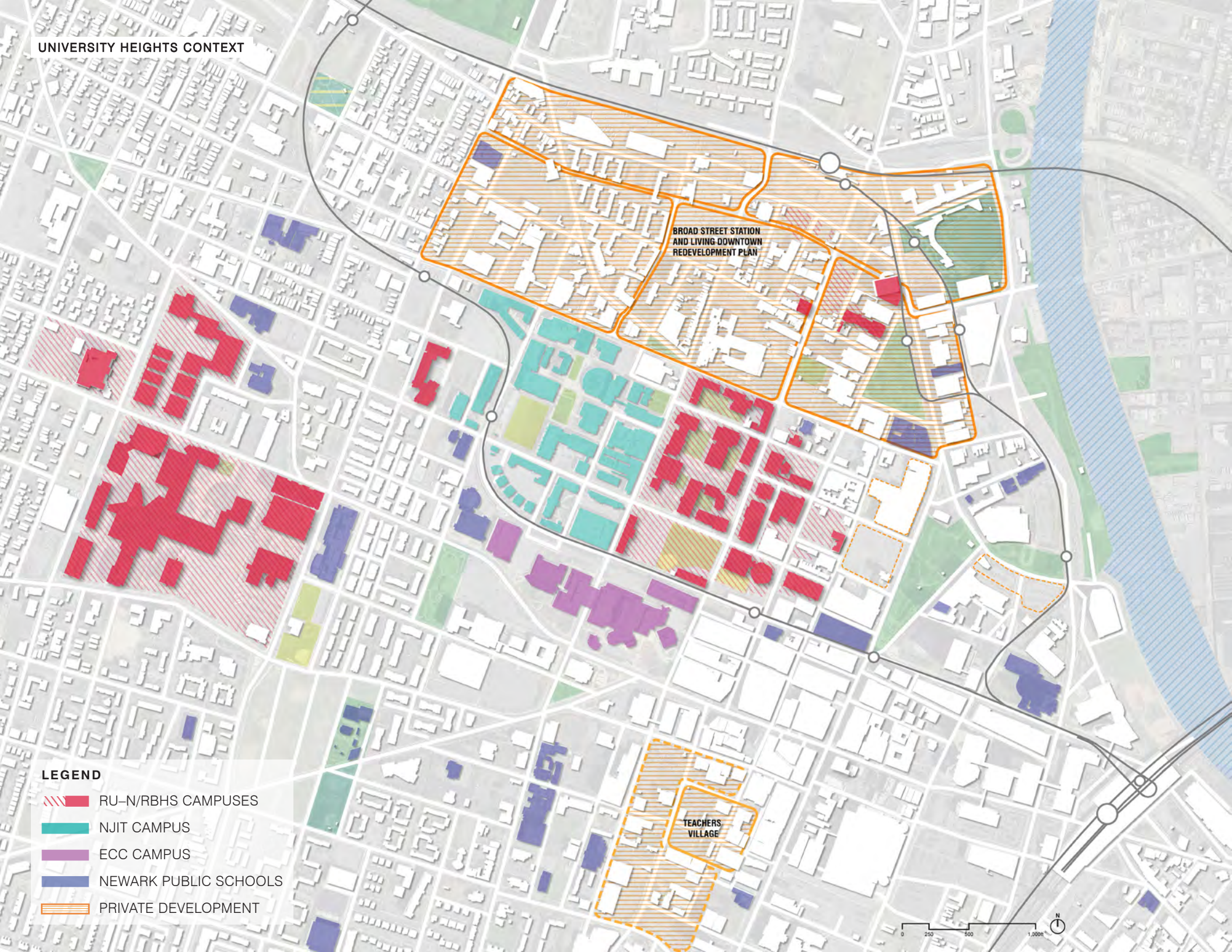
but also in terms of supporting development (retail, restaurants, etc). The influx of new development has brought additional development to the city, including market-rate housing, affordable housing, and new hotels, primarily located in the Central Business District (CBD). Recent and future development in the CBD includes affordable housing such as Teachers Village, as well as market-rate housing at the Hahne's Building and at a new residential high-rise to be built adjacent to NJPAC on Rector Street. Two hotels have also recently opened in the Central Business District – the first new hotels in almost a decade.

This corporate development activity has attracted a secondary wave of development: affordable housing, condos, hotels, and some retail and entertainment, largely located in the Central Business District. Of particular significance for RU-N is the new Prudential HQ development. The new complex, located adjacent to the renewed Military Park, will relocate approximately 2,400 employees who currently work in the Gateway office complex adjacent to Newark Penn Station. The new building brings the Gateway employees within a few blocks' walking distance from the Prudential office complex at Prudential Plaza on





UNIVERSITY HEIGHTS CONTEXT



BROAD STREET STATION  
AND LIVING DOWNTOWN  
REDEVELOPMENT PLAN

TEACHERS  
VILLAGE

LEGEND

- RU-N/RBHS CAMPUSES
- NJIT CAMPUS
- ECC CAMPUS
- NEWARK PUBLIC SCHOOLS
- PRIVATE DEVELOPMENT



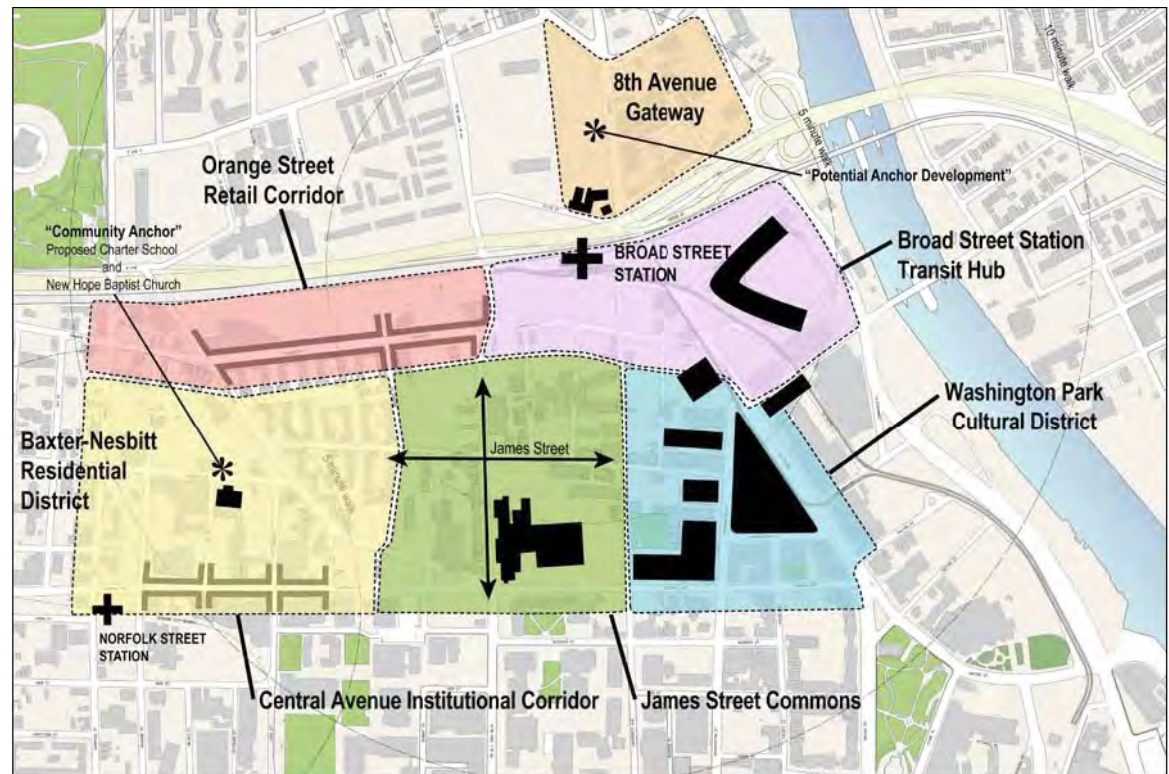


Broad Street. Construction is almost complete on the new headquarters, and will include ground floor retail in addition to offices and structured parking; the building is expected to open in 2015.

Prudential has been an active partner in other development projects in the area – notably, the Hahne’s Building redevelopment adjacent to Prudential. This mixed-use development includes a Whole Foods on the ground floor and residential units on the upper floors, in addition to Express Newark, an arts incubator. Prudential was also involved in the revitalization of Military Park, and is advocating for a robust retail presence along New Street. Though structured parking will be built on the north side of the Prudential development, the corporation is fully invested in developing active streetscapes, with ground-floor retail planned for the structured parking.

### GROWTH AT RUTGERS

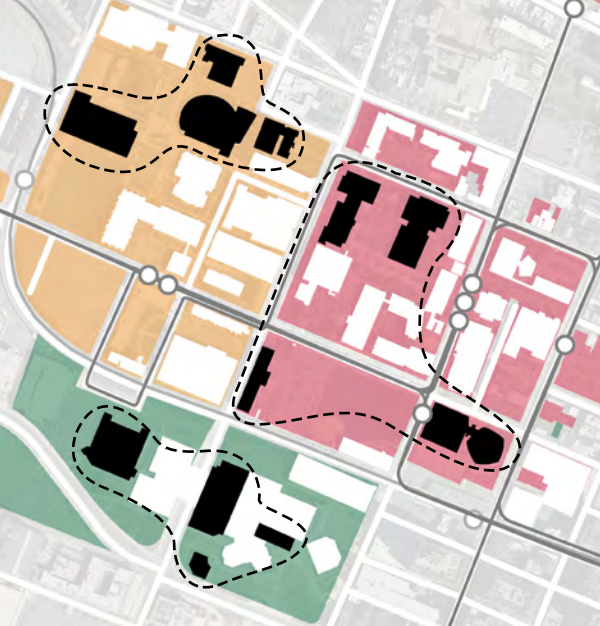
Rutgers is strategically poised to effect a regional impact with the development of its campus and its partnerships throughout the city. It has already begun to engage the community with Express Newark, the



*The Broad Street Redevelopment Plan envisions a residential district, anchored by retail, and supported by the light rail station and nearby educational institutions. NJIT’s 2008 Gateway Master Plan covers the James Street Commons area of the plan, and also includes a combination of residential, retail, and some office space.*



**STUDENT LIFE CLUSTERS**



**LEGEND**

-  RU-N/RBHS CAMPUSES
-  NJIT CAMPUS
-  ECC CAMPUS
-  NEWARK PUBLIC SCHOOLS
-  STUDENT LIFE FACILITY

arts incubator located in the Hahne's Building. This space will include classrooms, a film-making studio, exhibits from the Jazz Institute, art studios, a print studio, common spaces, and a community media studio and gallery space.

On campus, multiple capital projects are currently underway. Design is underway on the Life Sciences II building, funded by the 2012 higher education bond. At 1 Washington Park, Rutgers Business School is renovating and expanding on four floors of the building, with Audible.com expanding into an additional floor. A few doors down, 340 beds of graduate and undergraduate housing with common areas will be added at 15 Washington Street. The cumulative activity in Newark – a combination of private and public development – has put the city on an upward trend – one that the University has contributed to, and will continue to support as part of its master plan.

### **LONG-TERM DEVELOPMENT POTENTIAL**

RU–N is neighbored by Essex County College to the immediate south, and NJIT to the immediate west. The University maintains open communication with these

institutions, as well as programmatic relationships including transfer students and joint degrees. The University Heights neighborhood is also home to a wide array of public and private primary and secondary schools, including Science Park High School, which moved into a new building adjacent to the Rutgers Biomedical and Health Sciences campus in 2009.

In addition to the Prudential and Hahne's developments, the area between Central Avenue and the Broad Street light rail station has long-term development potential as a partnership between private developers and, to varying degrees, Rutgers, NJIT, and ECC. All three institutions stand to benefit from investment in this area, and can help guide its development to ensure success. The City created a redevelopment plan for this area in 2008, as a residential district supported by significant retail.

### **UNIVERSITY HEIGHTS AND STUDENT LIFE**

RU–N remained a commuter school until the 1970s, when the Talbott Apartments became its first residence hall. Today, the University's residential population has grown to approximately 1,300 students, out of a total

of 12,000 students. Bringing the residential population to a critical mass is one of the University's strategic goals, while acknowledging that the university will remain primarily a commuter school. Both resident and commuter students currently support retail located in proximity to campus, and additional retail development will provide the Rutgers community with more options, as well as contribute to the economic health of the neighborhood. On campus, core student life facilities – campus center, library, bookstore, and athletics and recreation – are spread out across the campus, rather than clustered as is the case at NJIT and ECC.







## 3.2 Classrooms

Classrooms are rooms used for scheduled classes that are not limited in their use to a specific subject or discipline, by instructional aids or equipment, or room configuration. They are the primary learning environment for students; the master plan team studied this space in detail to assess whether the classroom inventory is serving the University's needs.

The table to the right summarizes the existing classroom space and utilization. Rutgers University–Newark has a portfolio of 138 classrooms, of which 132 were scheduled for use in Fall 2012. Fifteen classrooms are located in the Center for Law and Justice, under the School of Law, of which fourteen were scheduled for use in Fall 2012. These classrooms are used exclusively by the School of Law, and comprise 10% of the number of classrooms, but 15% of total classroom space. Aside from the School of Law, classroom seats are concentrated in four major buildings: Conklin, Hill, and Smith Halls; and One Washington Park.

Overall, classrooms at RU–N have below-average utilization ratios—the measure of Weekly Student Contact Hours (WSCH) generated versus the existing capacity. Some classrooms, such as those in the

**TABLE 3.1** Summary of Scheduled Classroom Space and Utilization by Building

Building	Classroom Area (asf)	Classroom Count	Seat Count	Avg ASF/ Station	WSCH Generated	WSCH Capacity	Utilization Ratio
Ackerson Hall	5,550	2	340	17	3,260	13,600	0.240
Aidekman Research Center	858	2	40	21	12	1,600	0.008
Boyden Hall	4,597	2	393	12	4,410	15,720	0.281
Bradley Hall	5,338	7	314	18	3,314	12,560	0.264
Center for Law and Justice	19,103	14	838	26	8,690	33,520	0.259
Center for Urban and Public Service	3,699	4	204	19	3,473	8,160	0.426
Conklin Hall	18,146	28	1,217	17	16,980	48,680	0.349
Engelhard Hall	8,142	9	410	19	4,174	16,400	0.285
Hill Hall	13,916	19	943	16	14,266	37,720	0.378
Life Sciences Center	623	1	40	16	641	1,600	0.400
One Washington Park	31,482	26	1,223	27	28,291	48,920	0.578
Smith Hall	12,715	18	937	15	13,856	37,480	0.370
<b>TOTAL</b>	<b>124,169</b>	<b>132</b>	<b>6,899</b>		<b>101,367</b>	<b>275,960</b>	<b>0.367</b>

*Note: Weekly Student Contact Hours (WSCH) are a measure of classroom usage and weights weekly room hours by enrollment in a given course.*

Aidekman Research Center, may be underutilized because of location or specialization. Of the major classroom buildings, only 1 Washington Park has a utilization ratio close to the CEFPI target of 0.650.

RU–N has a high proportion of commuter students, which is reflected in the extended class schedule beyond the traditional window of 8am–5pm. As indicated by the overall utilization histograms, the

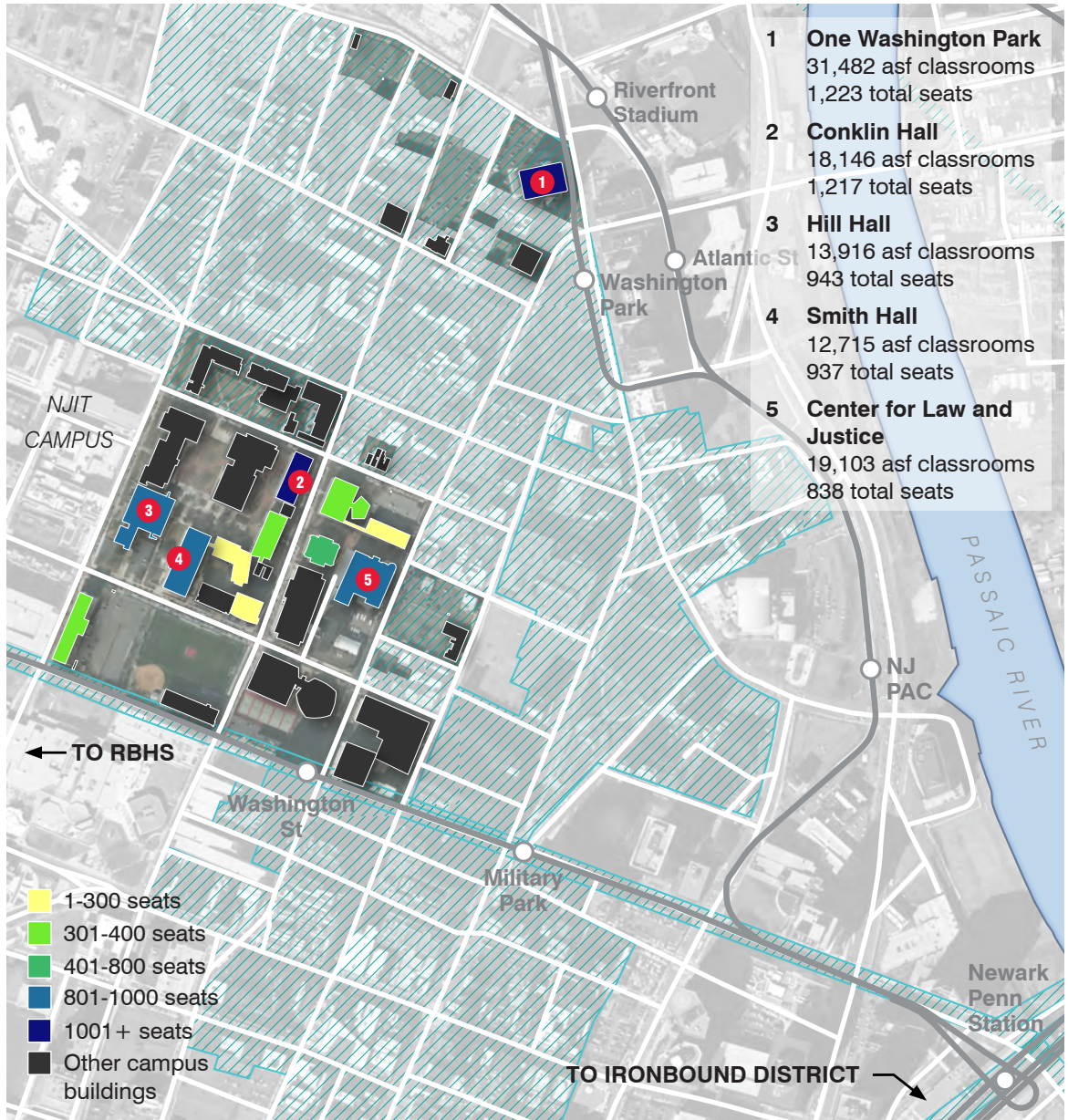
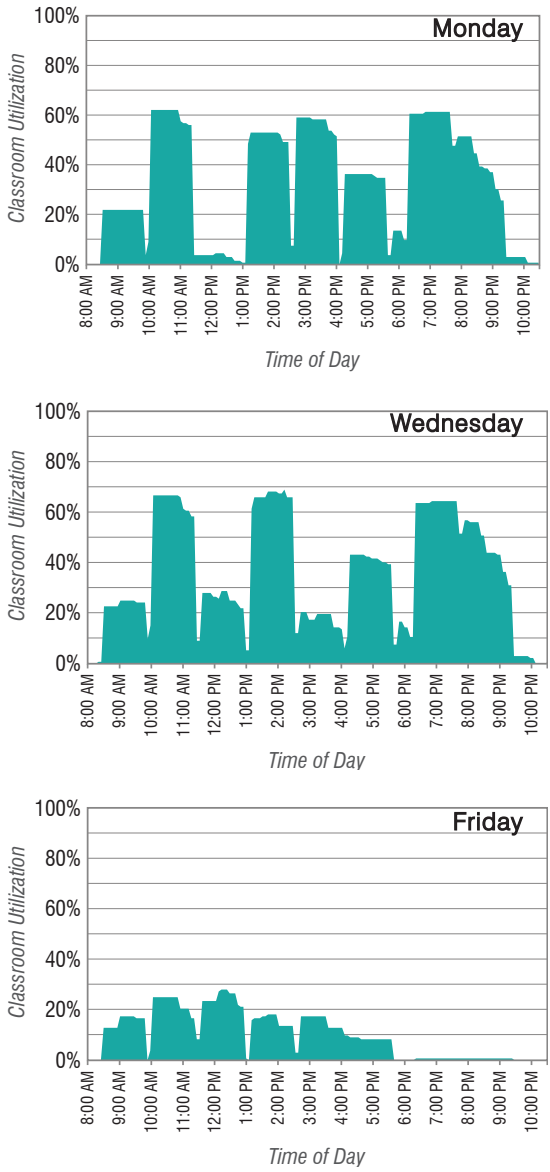
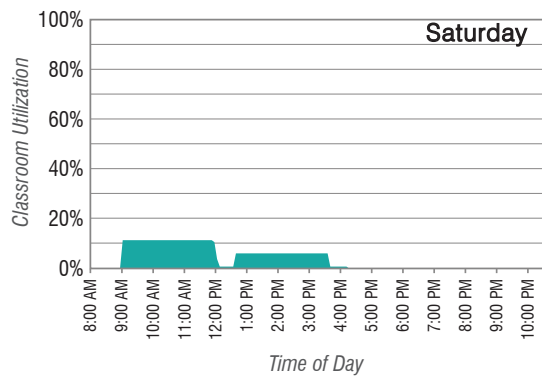
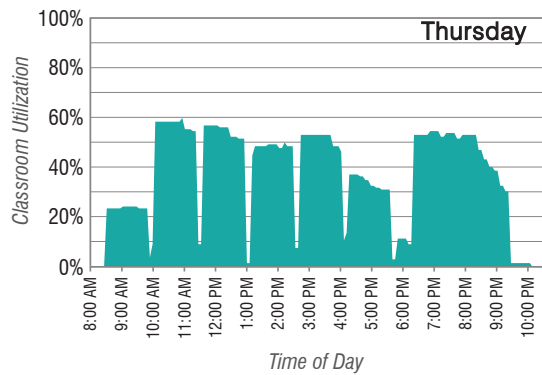
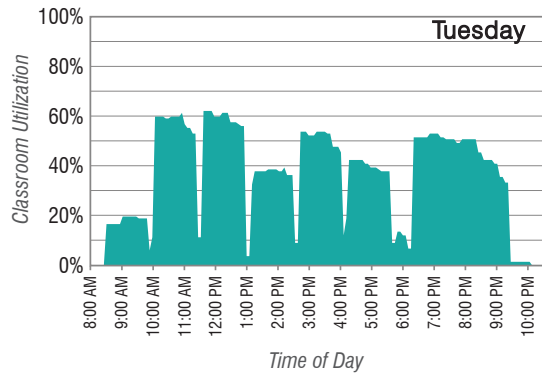


FIGURE 3.1 Classroom Utilization Histograms







RU–N campus schedules a significant proportion of classes in the mid to late evening between 6:30pm and 9:30pm, in part to accommodate evening students. Evening classes also tend to have longer blocks than day classes. Classroom utilization strongest on Tuesdays and Thursdays, which are consistently within range of the target of 65% utilization. Mondays and Wednesdays have pronounced peaks of high utilization between 10am-11am and 1pm-2pm, in addition to the evening. As is typical for institutions with many commuter students, utilization drops off on Fridays, throughout the entire potential scheduling window. A small number of classes are scheduled on Saturdays. Opportunities for additional classroom capacity include the early morning from 8am to 10am and the late afternoon from 2pm to 5pm, and Fridays. Given that there is significant capacity Monday through Friday, added utilization on Saturdays is likely unnecessary. The ability to capture the available classroom capacity will depend partially on the schedules of commuter students and adjunct faculty.

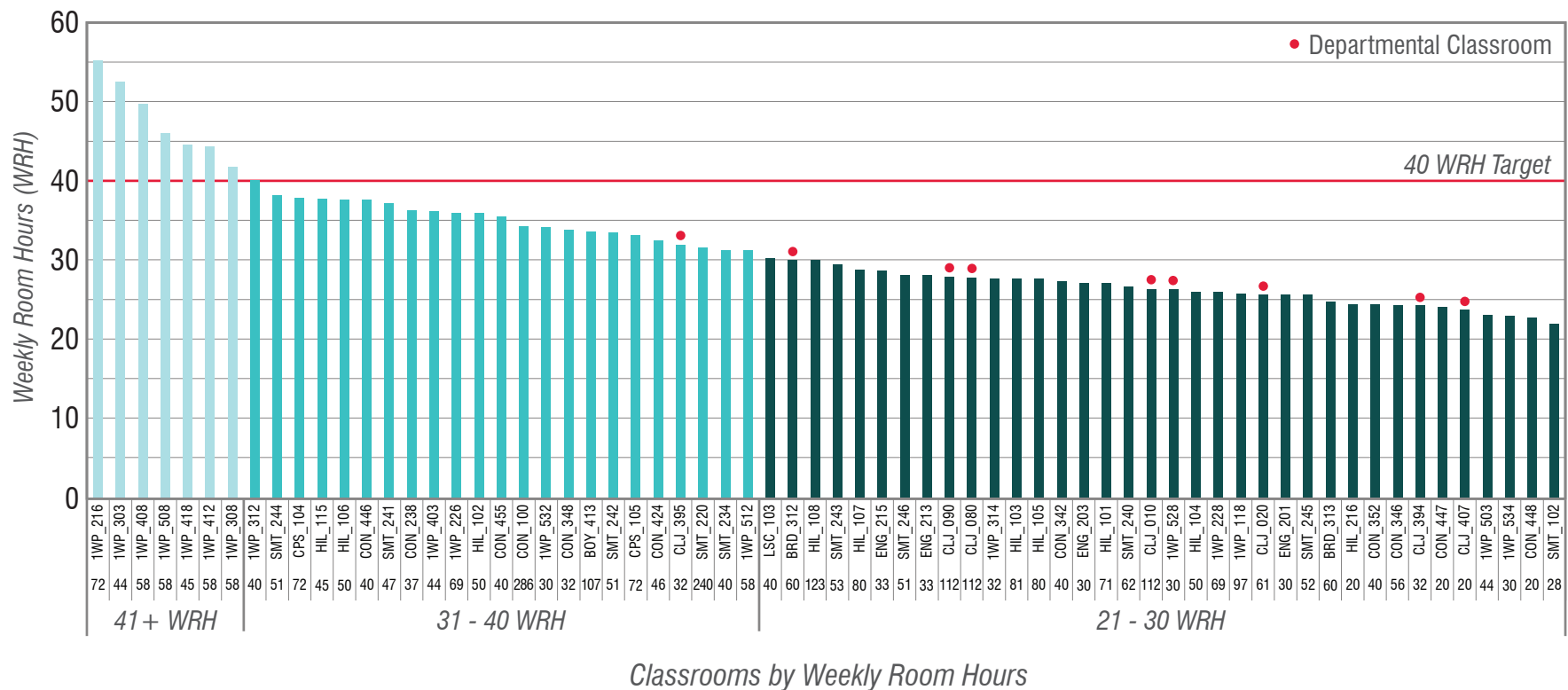
The University currently appears to have enough classroom capacity, overall. The distribution of classroom types indicates a majority of classrooms in

the medium range (26-75 seats) - slightly more than three quarters of the classroom inventory is comprised of this type of classroom. Slightly less than half of medium-sized classrooms are located in Conklin Hall and 1 Washington Park. Looking more closely at what classes are taught in medium-sized classrooms, the majority of classes at One Washington Park in medium sized classrooms are in the School of Business; at Conklin Hall, more than 90% of classes are in the College of Arts and Sciences.

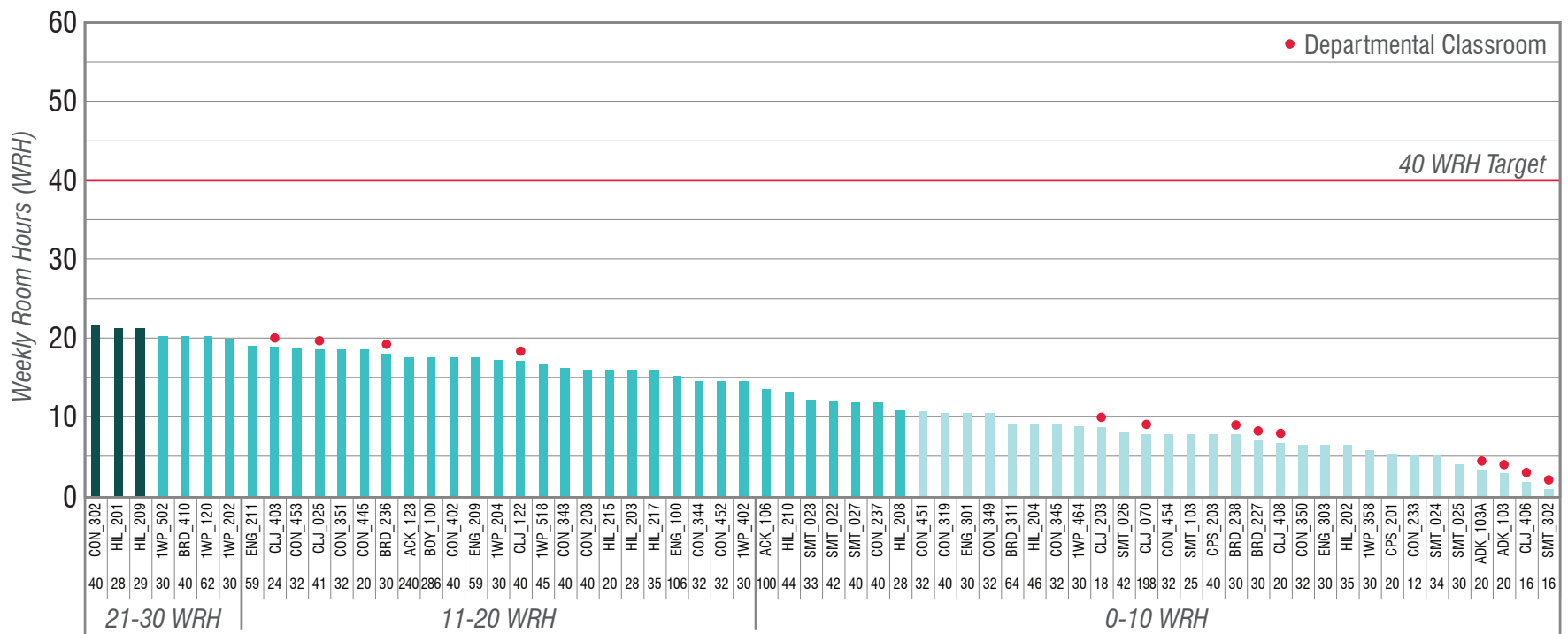
The average utilization ratio varies between room types; larger classrooms (76+ seats) are well utilized, while seminar classrooms are least well utilized. Classes taught in all of the larger classrooms are generally in the College of Arts and Sciences, especially in the largest rooms (201-300 seats), where Arts and Sciences accounts for nearly 90% of all weekly student contact hours (WSCH). The primary users of 76-100 seat classrooms are Arts and Sciences and Business; and Arts and Sciences and Law for 101-200 seat classrooms.

Looking at classroom utilization, a chart of Weekly Room Hours (WRH) sorted from high to low reveals

FIGURE 3.2 Newark Weekly Room Hours



Most classrooms at Rutgers University–Newark do not reach the 40 weekly room hour (WRH) target. This is partially due to the overall class schedule, which accommodates commuters and adjunct faculty. Still,



Classrooms by Weekly Room Hours



that almost half of the classroom supply achieves 30 hours or more, with the busiest rooms exceeding 40 hours per week. The top eight rooms in classroom utilization are located in One Washington Park, with capacities ranging from 40 to 72 seats. Classrooms in Conklin Hall also tend to be highly utilized. The other half are technically underutilized; the most underused rooms see fewer than 10 hours of activity per week. In some instances, departmental control over scheduling may be a factor in lower utilization - for example, classrooms dedicated to the Law School account for several classrooms with utilization below 10 WRH, including a large lecture hall (CLJ 070 at 198 seats).

### QUALITATIVE FINDINGS

RU–N has a compact urban campus; still, most classrooms are concentrated in campus core, close to the Robeson Campus Center and the Dana Library. One major exception is One Washington Park, which is located a 10-minute walk from the campus core. However, nearly all Rutgers Business School classes are located at One Washington Park. The sole Fall 2012 class taught in the campus core was the Business Forum class in Administrative Studies, whose

six sections ranged 67 students to 271 students and required the use of Conklin 100 (286 seats). Bradley Hall was also noted for its relatively far distance from other classroom buildings.

Classroom facilities vary in age and condition; new classrooms in One Washington Park and the Life Sciences Center were well-reviewed by students who responded to the MyCampus survey. Older classrooms were most frequently described as being overcrowded, most frequently classrooms in Conklin Hall. In general, students are looking for an adequate supply of power outlets, enough space to store their backpacks, and easy viewing of the professor and chalkboards or projector screen.

While seat counts were not available for unscheduled rooms, they may contain capacity that would alleviate the need for small classrooms. In particular, two unused classrooms located in the Dana Library are 529 asf and 706 asf, and would accommodate seminar style rooms with up to 20 or 25 seats; these classrooms are dedicated to the Dana Library.

Capacity data were only available for classrooms in the

Registrar's data; the eight unscheduled classrooms were not included in the capacity and supply/demand analyses. These classrooms comprise 5,976 asf, and most are dedicated; only two classrooms, in Hill Hall and One Washington Park, are in the general inventory.

The primary needs for RU–N are the modernization of the classroom inventory, and potential strategies for improving classroom utilization. As the MyCampus survey findings indicated, the classrooms at One Washington Park are popular due to their modern configuration and amenities. However, they are generally scheduled with School of Business classes, so improvements are potentially needed in the campus core. The low utilization in some classrooms indicates that it would be possible to take some classrooms offline for renovation, while still accommodating the class schedule.

### INSTRUCTIONAL LABS

Instructional laboratories are instructional spaces that require specialized equipment or specific room configurations for student participation, experimentation, observation, or practice. Wet labs

designed for chemistry or biology instruction are typical teaching labs, but a variety of arts studies also require labs. For example, sculpture, painting and dance studios are considered labs. Other types of labs include stages used for the performing arts or simulated trading rooms used in business instruction. Instructional labs may also serve as open labs during unscheduled hours when students work on special projects or access study materials. Computer labs capable of hosting instruction in multiple disciplines are best classified as classrooms and scheduled with the rest of the classroom pool.

Instructional labs at RU–N are dominated by labs in physical sciences, and in arts. Biology, chemistry, and physics labs are located in Boyden, Olson, and Smith Halls, as well as the Life Sciences Center; they range in size from 16 to 36 seats. Arts, Culture & Media labs are located in Bradley Hall, and range in size from 20 to 63 seats.

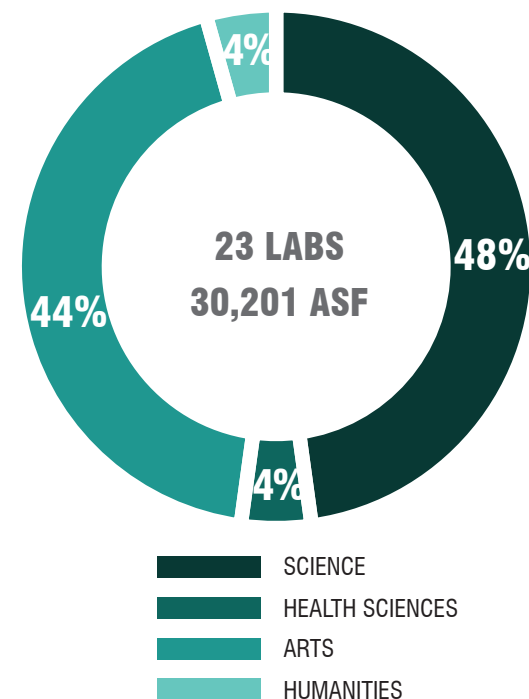
Overall, most labs do not reach the CEFPI target utilization of 25 WRH. Low utilization is typical for arts instructional labs, as they are generally studio space that has a significant proportion of open use. Lower

utilization can also be affected by qualitative issues, which are not fully captured by utilization metrics. The newer biology lab in the Life Sciences Center, built in 2006, significantly exceeds the target WRH, indicating that its facilities may be more modern and preferred to those of older biology labs in Boyden Hall, which have lower utilization in comparison. Utilization of the Anatomy and Physiology lab also exceeds the target WRH, and additional instructional lab capacity may be needed.

Arts labs in Bradley Hall typically have very low utilization, although this is typical of studio classes in which instructional space is open for use outside of scheduled class time. Other factors that affect lab utilization include location and whether desired class sizes match up with available classroom capacities. Labs that did not appear in the course schedule were not included in the analysis.

The analysis underscores the variability of utilization for instructional labs, and the importance of assessing them individually; opportunities may exist to relieve pressure on the busiest labs. The quality and fit-out of all labs should also be assessed on an individual

**FIGURE 3.3** Number of Teaching Labs by Type

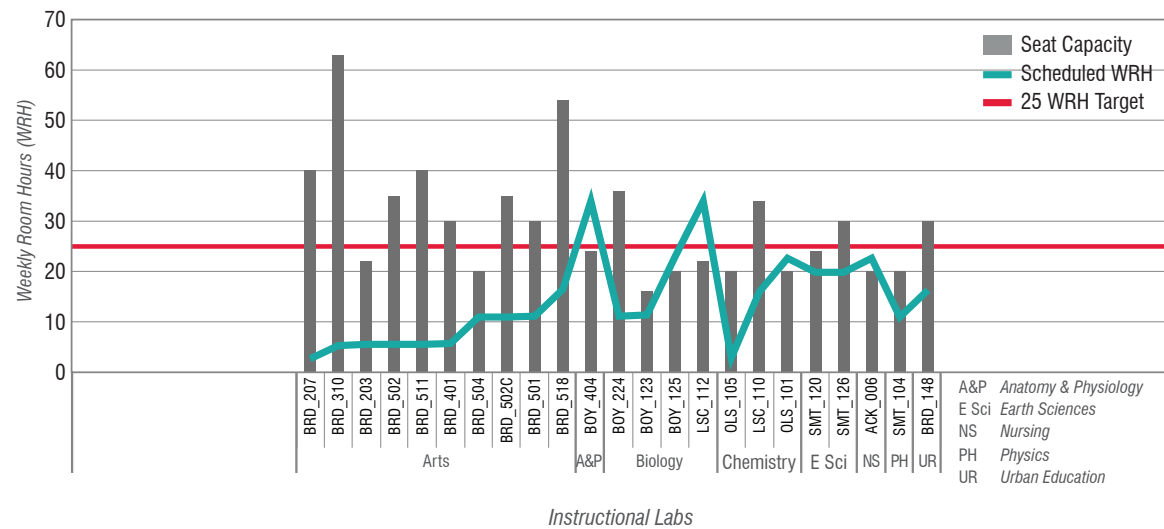


basis, given the variation between specialized needs from lab to lab. This facilities assessment can be informed by the individual schools' strategic planning processes.

New instructional labs for chemistry are slated for inclusion in Life Sciences II, which was included in the November 2012 Higher Education bond issue. The building will also create a new life sciences complex on campus, by connecting Life Sciences I and Olson Hall to Boyden Hall and the Aidekman Research Center. New instructional labs in chemistry will help improve the quality of instructional space. Future space needs for instructional space in life sciences can be reassessed after Life Sciences II is completed, with the exception of additional capacity in anatomy and physiology labs. A key finding of this analysis is that a strategy for anatomy and physiology instructional space is needed.

Current and complete data is paramount to managing space efficiently; in particular, the correct coding of unused instructional lab space should be addressed.

FIGURE 3.4 Newark Instructional Lab Utilization

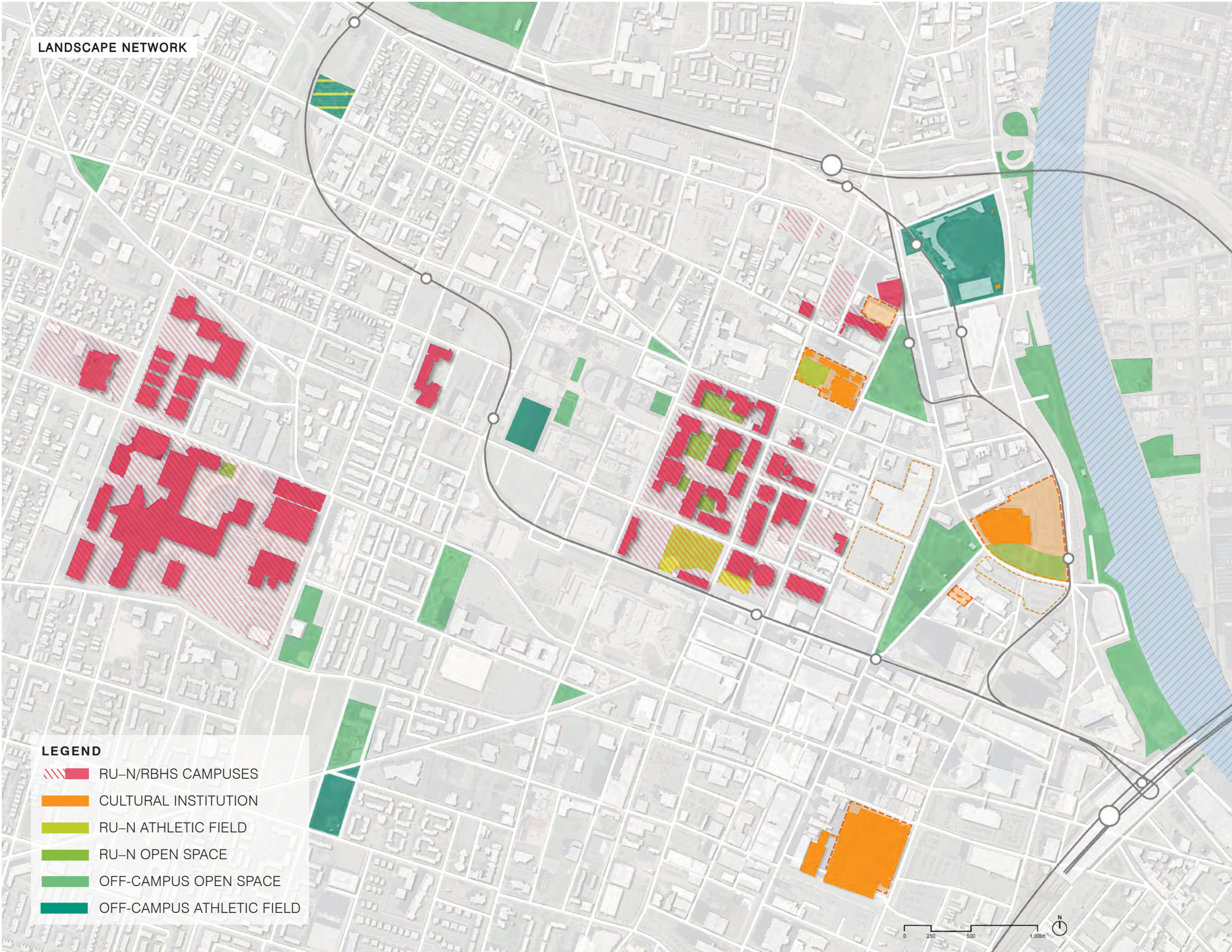








LANDSCAPE NETWORK



LEGEND

- RU-N/RBHS CAMPUSES
- CULTURAL INSTITUTION
- RU-N ATHLETIC FIELD
- RU-N OPEN SPACE
- OFF-CAMPUS OPEN SPACE
- OFF-CAMPUS ATHLETIC FIELD





## 3.3 Open Space and Natural Systems

### TOPOGRAPHY + URBAN FABRIC

The City of Newark is an urban environment, with its highest density concentrated in the Central Business District and topography that slopes downwards from the western edge of the city to the Passaic River at the east. The majority of recent new development in Newark is located in the Central Business District, which has easy access to both New York City and Newark Liberty International Airport.

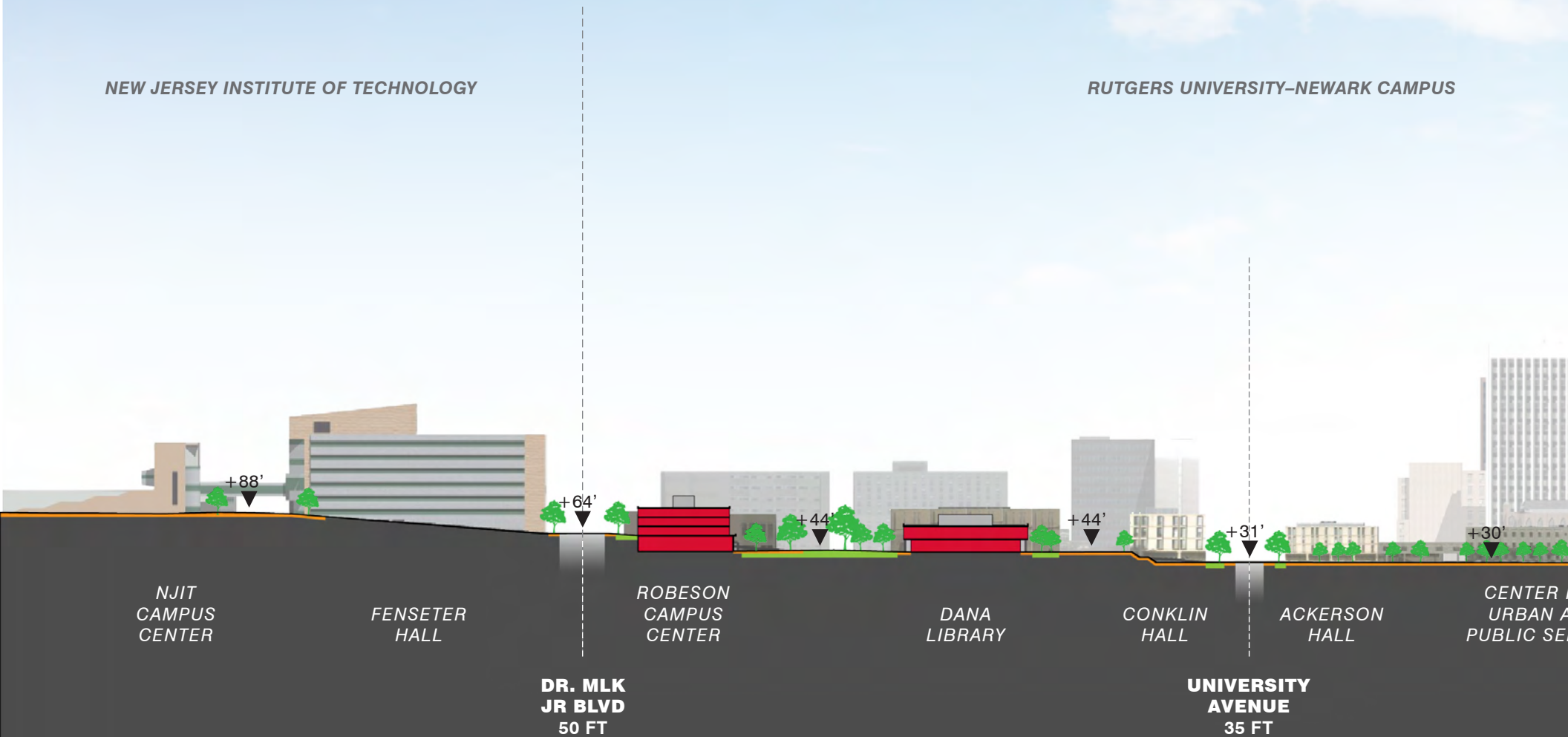
RU-N is located in the University Heights neighborhood, in between the Fairmount and Central Business District neighborhoods; its campus generally continues the high-density, compact urban environment of the adjacent CBD. There is significant grade change at the edges of the campus, particularly along Dr. Martin Luther King Jr. Boulevard (Dr MLK Jr Boulevard) and Bleeker Street, which help form the sunken courtyard at Norman Samuels Plaza. This grade change is navigated within the Robeson Campus Center with a central enclosed staircase. At the southwestern edge of campus, a retaining wall forms a barrier between RU-N and Essex County College as Raymond Boulevard passes underneath Dr MLK Jr Boulevard.



TOPOGRAPHY AT RUTGERS UNIVERSITY-NEWARK

NEW JERSEY INSTITUTE OF TECHNOLOGY

RUTGERS UNIVERSITY-NEWARK CAMPUS



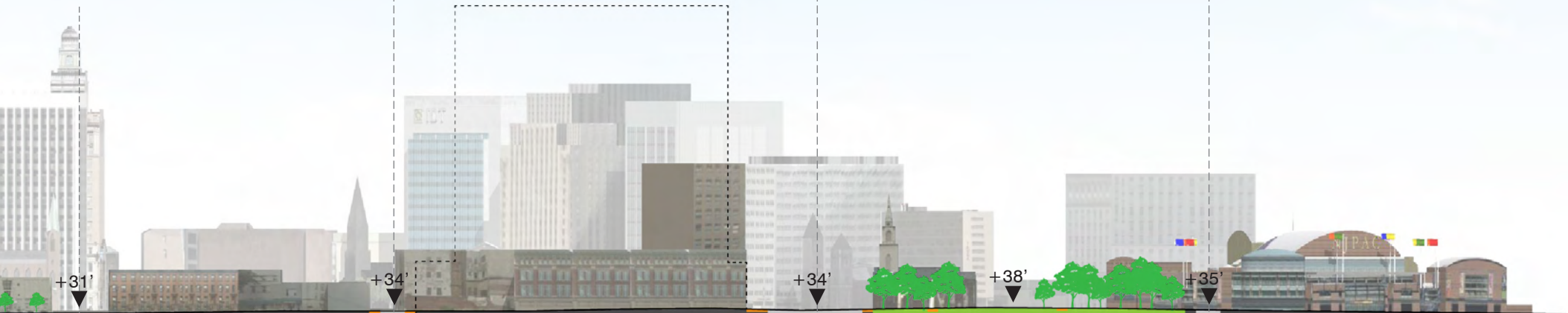




*PRUDENTIAL DEVELOPMENT  
+  
HAHNE'S BUILDING*

*MILITARY PARK*

*NEW JERSEY PERFORMING  
ARTS CENTER*



*FOR  
AND  
SERVICE*

*ACKERSON  
HALL*

**WASHINGTON  
STREET**  
50 FT

**HALSEY  
STREET**  
30 FT

**BROAD  
STREET**  
80 FT

**PARK  
PLACE**  
25 FT





*View of Norman Samuels Plaza looking south, with the Dana Library to the left*

### LANDSCAPE NETWORK

For an urban campus, RU–N has a significant amount of tree cover and open space. The network of campus open spaces is dominated by Norman Samuels Plaza, which connects the Robeson Campus Center and the Dana Library to form the heart of the campus. Norman Samuels Plaza was, at one time, completely paved; it was planted Secondary open spaces, including the New Street Plaza and the quad inside the life sciences complex, all connect to Norman Samuels Plaza. All three open spaces are populated by mature trees that provide shade in warmer weather, and are home to several species of birds. Landscaped areas on campus are planted with additional species of plants. RU–N’s annual BioBlitz event showcases the level of biodiversity present on campus.

Although the campus is limited in open space due to its urban location, it is adjacent to two city parks – Washington Park to the north, and Military Park to the east. These two parks extend the landscape network into the city, and more robust connections between the campus and these parks would be beneficial to all.

## CULTURAL DESTINATIONS

RU-N is in proximity to several area cultural destinations, including the Newark Museum, the Newark Public Library, and the New Jersey Performing Arts Center (NJPAC). The University currently maintains programmatic ties with many different and diverse organizations, with plans to expand programs with more partners in the future. Students also have access to retail along Broad Street, as well as recreational space in Military and Washington Parks.

Military Park is a 6-acre, triangular open space that was originally used as a training ground for soldiers from 1667 until 1869, at which time it became the town commons. In the city's post-industrial phase, the park became a hotspot for crime. However, the park was transformed through a \$3 million project to improve the park in 2014 by Biederman Redevelopment Ventures, adding new plantings, lighting, and streetscape improvements. The revitalized park is intended as a gathering space for the city, with free classes and events to help activate the new open space. The park is operated and maintained by the Military Park Partnership, a nonprofit that includes the



*The Newark Museum is in close proximity to both Washington Park and Rutgers Business School*



City of Newark, Prudential Insurance, MCJ Amelior Foundation, and the Theater Square Development Corporation as members. Military Park is connected to the city through NJ Transit buses, as well as through its own light rail stop, and has three levels of underground parking. This area is within close walking distance of the planned development at the Hahne's Building.

Washington Park is also a historical landmark in Newark; it is the site of the city's original colonial market. The park is an amenity to the businesses and institutions along its border, anchoring the northern end of Washington Street. This stretch of Washington Street is home to Rutgers Business School and the future RU-N residence hall at 15 Washington Street, as well as Wachovia, DHL, and Veterans Administration offices. The park is also served by the city's light rail system, and is connected to the main RU-N quad by the University's shuttle system.



*Current and planned development adjacent to Military Park, within walking distance of the RU-N campus*





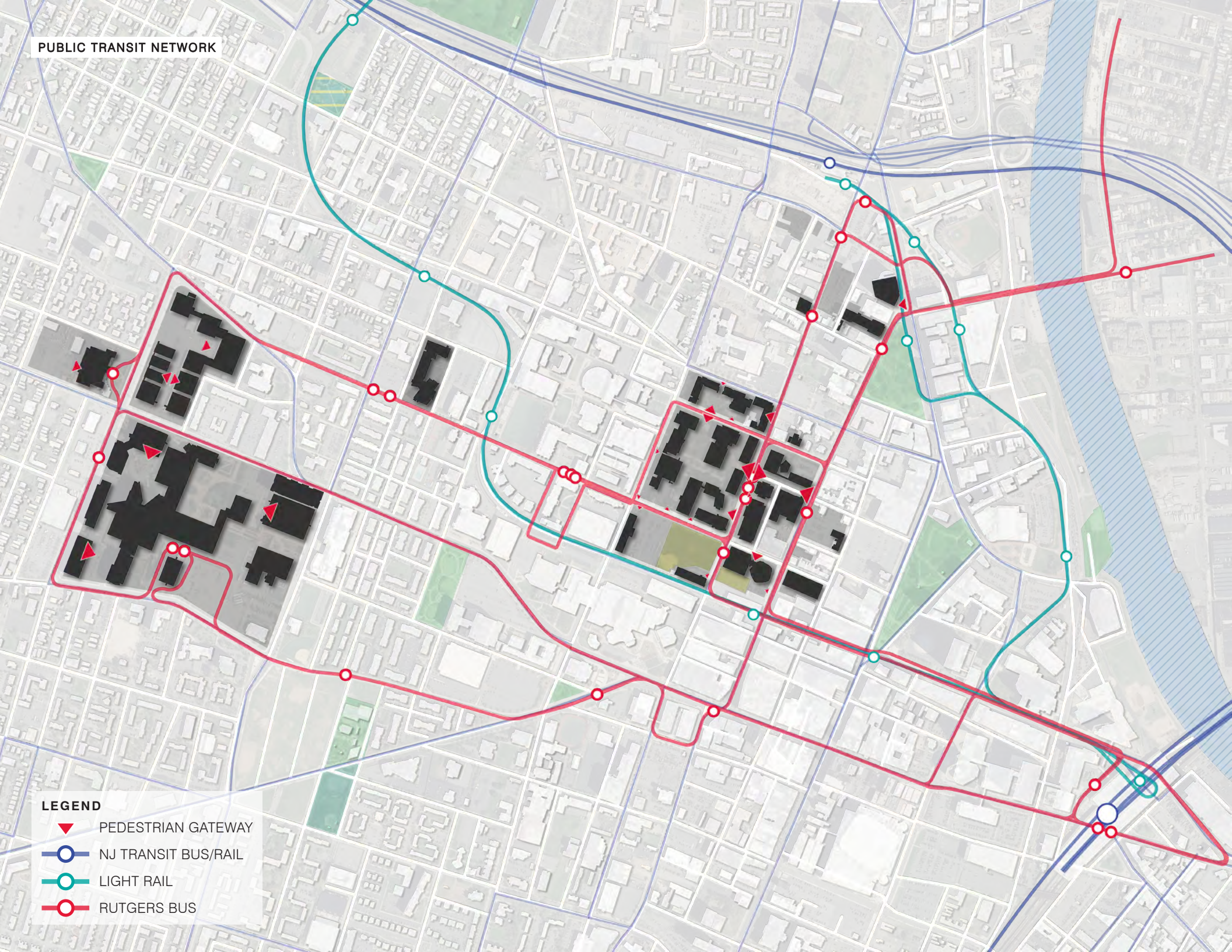
*Rutgers University–Newark students in the original Norman Samuels Plaza*



**PUBLIC TRANSIT NETWORK**

**LEGEND**

- ▼ PEDESTRIAN GATEWAY
- NJ TRANSIT BUS/RAIL
- LIGHT RAIL
- RUTGERS BUS





## 3.4 Mobility

### TRANSPORTATION NETWORK

Rutgers University–Newark, like the City of Newark, sits at the heart of the regional transportation network. The University is directly served by light rail and bus, and is also a short distance from both Penn Station (rail connections to New York and New Jersey) and the Broad Street station (commuter rail and light rail). In addition to transit options, the campus is accessible via a number of interstate highways.

At the same time, many of these connections can be challenging for students and employees alike. The campus draws students and employees from across the region. While the buses can provide a convenient connection for some, many come to campus from outside the service area, or from locations that are not well-served. Most others interested in transit will connect via Penn Station or Broad Street Station. While it is a short walk from the Broad Street Station to 1 Washington Park, it is a half mile to the rest of the campus, stretches of which are seen by many as unpleasant, making a barrier of what is otherwise a relatively easy walk. Similarly, the walk from Penn Station is no more than three quarters of a mile to

most of RU–N, but there is little evidence that any RU–N faculty, staff, or students regularly walk to campus along that route. Most will take the Rutgers shuttles, even though they are regularly caught up in the congestion between Penn Station and downtown Newark. Although the light rail system provides an easy, high quality connection to campus, few use it.

RU–N operates a number of shuttle routes to enhance connectivity to the campus, particularly after dark. Much of the service includes Penn Station, offering multiple routes that connect the station and campus. Additionally, Rutgers University Department of Transportation Services (RUDOTS) operates a connector shuttle, servicing NJIT, RBHS, ECC, Teachers Village and the Broad Street Station. In the afternoons, the University offers a shuttle to Kearny and Harrison, east of the Passaic River, where many students reside.

Most commuters arrive at campus via car. The car fits the land use patterns of the region and often better suits the lifestyle needs of the students, many of whom may have part-time jobs or live at a distance from campus. The University offers a number of parking

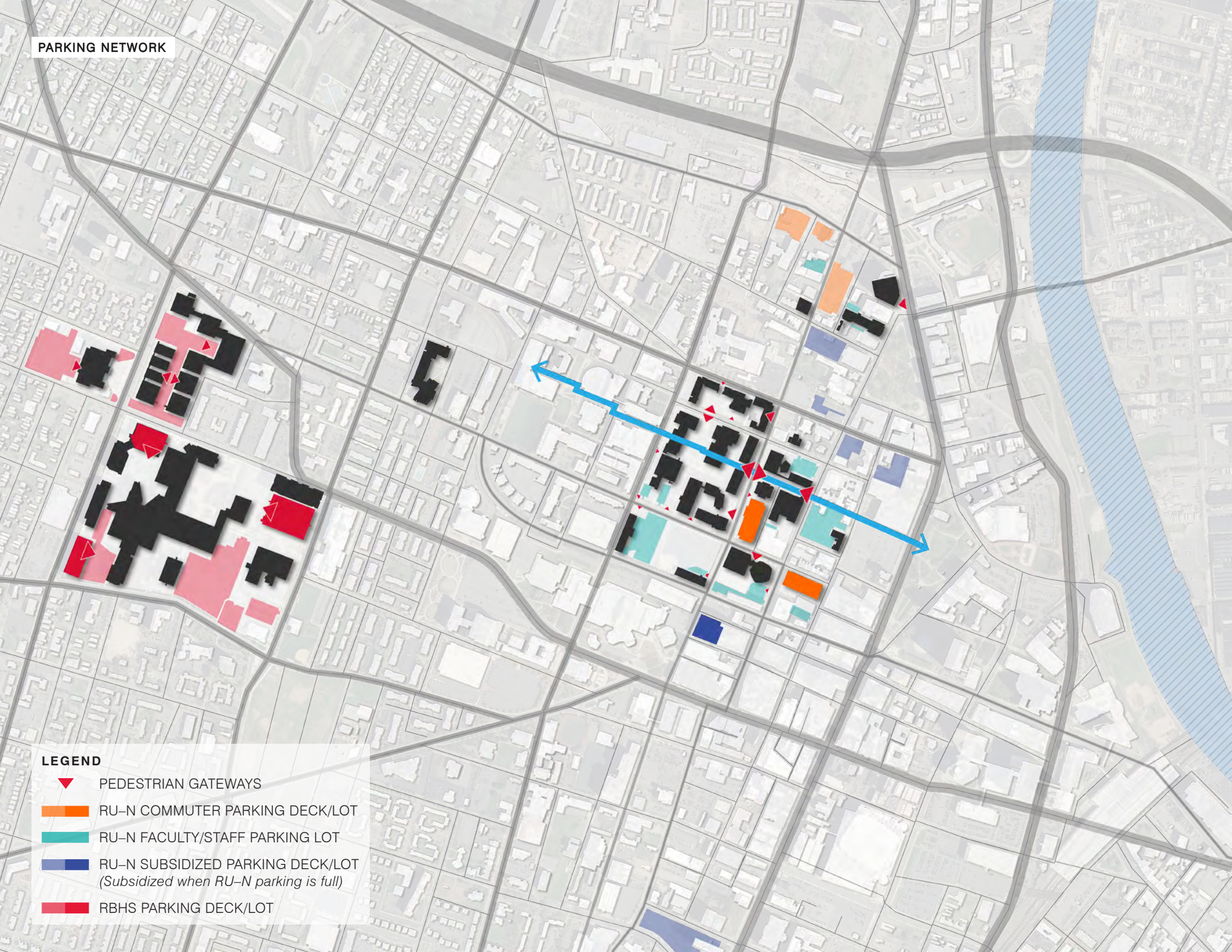
options for employees and students, though students are frequently required to park far from classes. Parking is at best challenging at the RU–N campus, and an in-depth study should be commissioned in order to implement strategies and solutions to alleviate any issues related to parking.

### PEDESTRIAN AND BICYCLE NETWORK

Rutgers benefits from the historic street grid, which provides pedestrians with plentiful paths to navigate the campus and connect to destinations beyond the campus. The City of Newark has worked to improve bicycle infrastructure in recent years. The City collaborated with the University to install one of its first urban bicycle lanes along Washington Street. The goal is to establish a broader network of bicycle lanes, paths, and off-street facilities though most of the current activity lies away from the campus. While Newark has some topography, it is reasonably flat, so bicycles could provide a high-quality alternative commuting mode as they would allow access to a wider range of housing stock than is available on foot. Additionally, most of the bus service radiates in and out of Penn Station such that traveling north to south



**PARKING NETWORK**

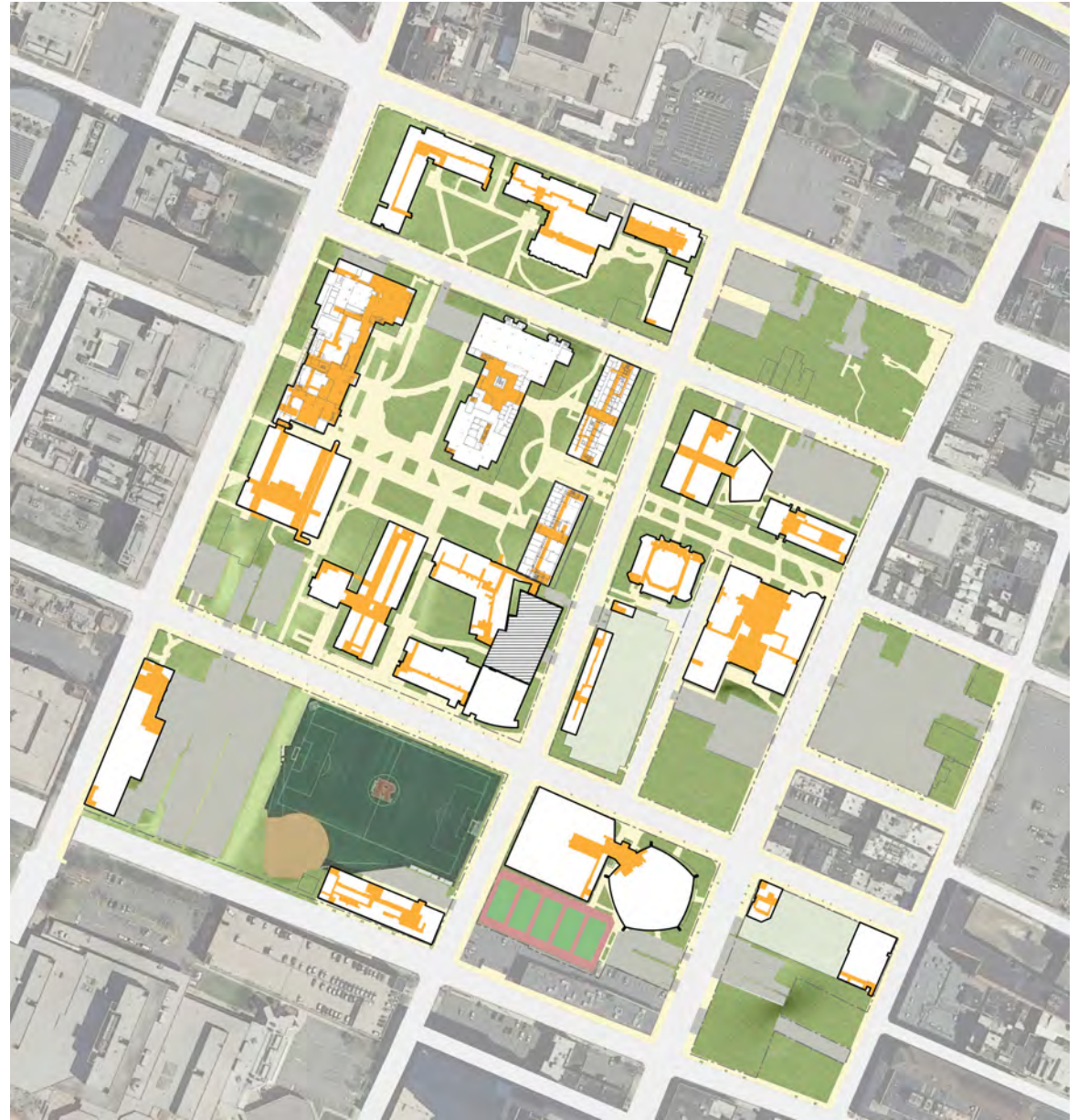


**LEGEND**

- ▼ PEDESTRIAN GATEWAYS
- RU-N COMMUTER PARKING DECK/LOT
- RU-N FACULTY/STAFF PARKING LOT
- RU-N SUBSIDIZED PARKING DECK/LOT  
(Subsidized when RU-N parking is full)
- RBHS PARKING DECK/LOT



can be challenging – bicycles offer an alternative that could be faster for many. While there are relatively few bicyclists on campus today – or in Newark in general – bicycle use is growing substantially in urban areas, in particular New York City, and that trend is likely to spread to Newark in the long term, fueled by its expanding bicycle infrastructure.



*The Noll plan diagram (right) shows the pattern of movement on the ground level of the campus, in both interior and exterior spaces. It reveals where interior circulation connects to exterior circulation, and where there are opportunities to improve the pedestrian circulation network across the campus.*





# 4

## MASTER PLAN FRAMEWORK

4.1 MASTER PLAN VISION AND THEMES

4.2 LAND USE

4.3 OPEN SPACE

4.4 MOBILITY





## 4.1 Master Plan Vision and Themes

Rutgers University–Newark (RU–N) is an institution on the move, with multiple capital projects underway and a Strategic Plan with comprehensive initiatives that impact all areas of academic and student life. The planning framework for RU–N provides a set of flexible strategies to guide the development of the campus in support of those strategic goals. The framework has three primary elements: land use; open space and natural systems; and mobility, which comprise an integrated framework that identifies key initiatives, development sites, and principles. The framework can accommodate changes in mission, areas of growth, and the development climate, and proposed initiatives are governed by five strategic themes:

### CONNECTIONS

#### *Engage Newark*

- **Express Newark:** This “third space” project is already underway at the Hahne’s Building development, and features an arts incubator
- **College Walk:** A new mixed-use pedestrian corridor is proposed to connect RU–N to Military Park, creating a vibrant environment from buildings to open spaces
- **Blumenthal Hall Re-Use:** The relocation of student services functions to a more central location creates potential for the reuse of Blumenthal Hall for a third space, in addition to back-of-house administrative units
- **15 Washington Street:** A renovated graduate and undergraduate residence hall, housing 350 students with modern conveniences, as well as community performance space and a faculty lounge
- **Dana Library Information Commons:** The ground floor of the library is re-envisioned as an open learning commons, integrated into College Walk, and comprising a variety of out-of-classroom learning spaces
- **Honors Living Learning Community and Residential Facility (HLLC):** Proposed in RU–N’s Strategic Plan, the HLLC will provide an immersive, on-campus learning experience, and is also tied into the College Walk initiative
- **Norman Samuels Plaza Renovation:** Renovations to the main campus quad are proposed, to align the open space with the College Walk initiative
- **Smith Hall Quad:** The renovation of Smith Hall will facilitate improvements to the quad bounded by life sciences buildings, as well as pedestrian connections from the Campus Center to Bradley Hall and Alumni Field
- **Golden Dome Expansion:** In the long term, the master plan proposes an expansion of the Golden Dome to accommodate growth

### STUDENT GATHERING SPACES

#### *Enhance the Campus Core*

- **Robeson Campus Center Renovation:** RU–N 2030 proposes to transform the core of the campus center into an open social space that connects seamlessly along College Walk, from Dr. MLK Jr Boulevard to Norman Samuels Quad, the Dana Library, and to the east, Military Park. It will also add much-needed lounge space to the campus core.

## CLASSROOM IMPROVEMENTS

### *Support a Dynamic Learning Experience*

- **Classroom Improvement Project:** The master plan incorporates the continued implementation of the University's cycle of classroom modernization, incorporating new models of learning and technology that facilitate collaboration
- **Classroom Building:** Expand the classroom inventory in the long term, and define the gateway at Warren Street and Dr MLK Jr Boulevard
- **Smith Hall Renovation:** Renovate the existing Smith Hall, which is nearing the end of its life, with modern research facilities that can offer new academic opportunities to both faculty and students
- **Academic Building:** A new building, proposed at Bleeker and Washington Streets, will define the northern gateway to the main quad along Washington Street

## TRANSPORTATION

### *Reinforce Regional Mobility*

- **Transit Hub at Conklin Hall:** Transit, study

space, technology, and amenities are integrated at this hub for out-of-classroom learning

- **HLLC:** The HLLC also supports regional mobility by strengthening ties between RU–N and Greater Newark
- **Parking Decks:** Structured parking is proposed to help alleviate pressures on existing surface parking, providing a more efficient connection from transportation to the campus core

## TECHNOLOGY IMPROVEMENTS

### *Implement Technology for the Modern Campus*

- **Dana Library Renovation and Transit Hub:** Technology enhancements will facilitate learning and access to information at the Dana Library information commons and transit hub
- **RU–N Wi-Fi enhancements:** RU–N continues to expand wireless service within campus buildings, including increased access that will support video conferences, webinars, and other collaborative technologies
- **City of Newark Outdoor Wi-Fi:** In partnership with the City of Newark and the Military Park

Partnership, RU–N will offer a free outdoor wifi system as part of the city's major thrust to create a tech culture in Newark and capitalize on the substantial telecommunications infrastructure in Newark





**RUTGERS UNIVERSITY-NEWARK TODAY**



JAMES STREET

MLK JR BOULEVARD

BURNET STREET

EAGLES STREET

JAMES STREET

UNIVERSITY AVENUE

WASHINGTON STREET

WASHINGTON PLACE

BRIDGE STREET

BROAD STREET

LOMBARDY STREET

MCCARTER HIGHWAY

SUSSEX STREET

CENTRAL AVENUE

CENTRAL AVENUE

FULTON STREET

FLCTOR STREET

BLEEKER STREET

BLEEKER STREET

PARK PLACE

MLK JR BOULEVARD

UNIVERSITY AVENUE

WASHINGTON STREET

HALSEY STREET

NEW STREET

BROAD STREET

MILITARY PARK

PARK PLACE

WARREN STREET

WARREN STREET

LINDEN STREET

W PARK STREET

E PARK STREET

RAYMOND BOULEVARD

RAYMOND BOULEVARD

CEDAR STREET

RAYMOND BOULEVARD

COMMERCE STREET



RUTGERS UNIVERSITY-NEWARK 2030



JAMES STREET

MILK JR BOULEVARD

BURNET STREET

EAGLES STREET

JAMES STREET

UNIVERSITY AVENUE

WASHINGTON STREET

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LOMBARDY STREET

MCCARTER HIGHWAY

SUSSEX STREET

CENTRAL AVENUE

CENTRAL AVENUE

WASHINGTON PARK

WASHINGTON PLACE

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WARREN STREET

RAYMOND BOULEVARD

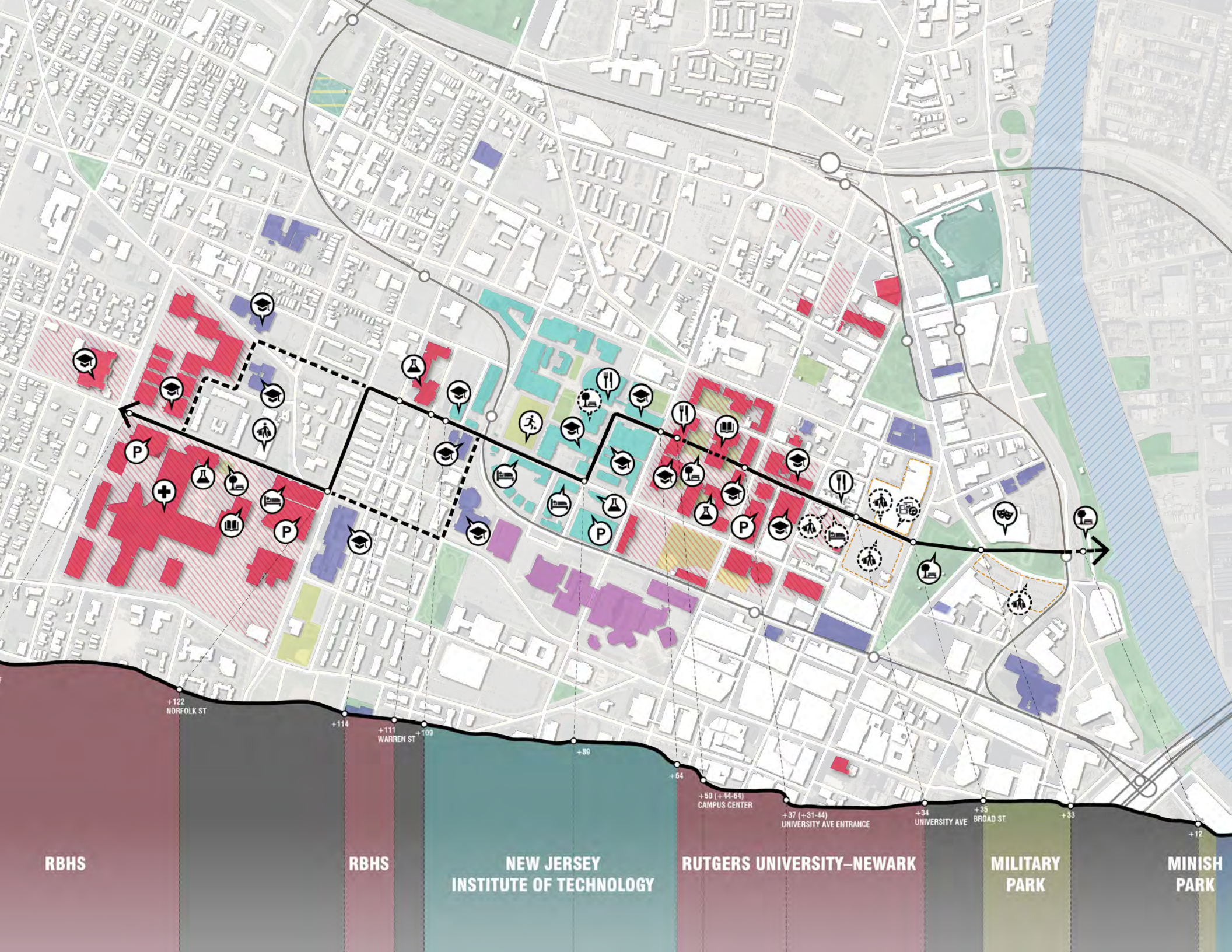
RAYMOND BOULEVARD

CEDAR STREET

RAYMOND BOULEVARD

COMMERCE STREET





+122 NORFOLK ST

+114

+111 WARREN ST

+109

+89

+64

+50 (+44-64) CAMPUS CENTER

+37 (+31-44) UNIVERSITY AVE ENTRANCE

+34 UNIVERSITY AVE

+35 BROAD ST

+33

+12

RBHS

RBHS

NEW JERSEY INSTITUTE OF TECHNOLOGY

RUTGERS UNIVERSITY-NEWARK

MILITARY PARK

MINISH PARK



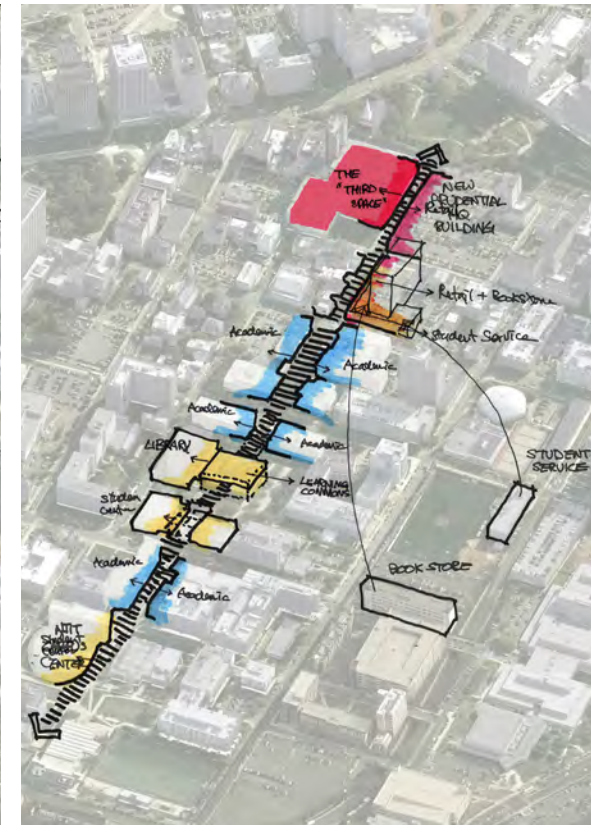
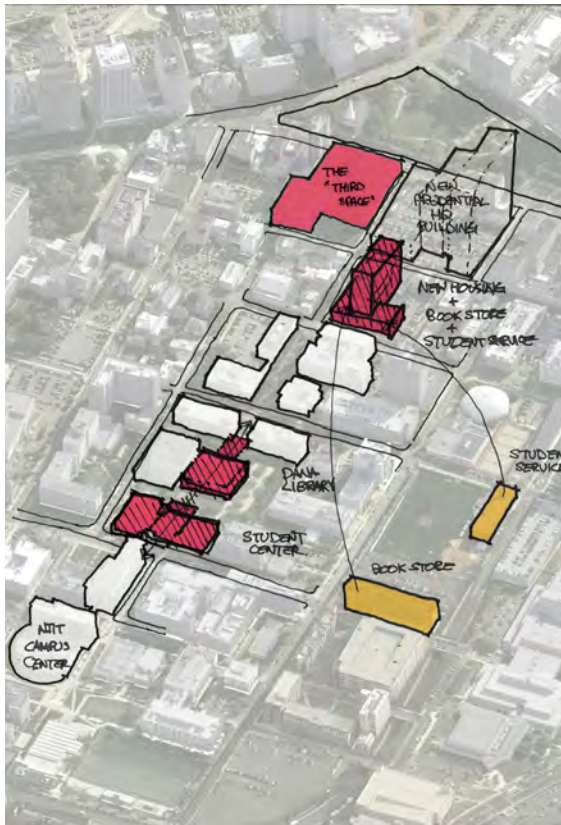
## 4.2 Land Use

The master plan focuses on increasing connectivity within the campus, as well as outwards into the city and emerging development. Improvements to four major corridors are proposed: New Street, Washington Street, University Avenue, and Halsey Street, in addition to the long-term development of the southwest corner of campus at Warren Street and Dr MLK Jr Boulevard.

### COLLEGE WALK

The proposed pedestrian corridor along New Street will connect RBHS, NJIT, Rutgers, the Hahne's Building development, the new Prudential HQ, and the recently rejuvenated Military Park. College Walk is the primary east-west connection on the RU-N campus, harnessing the critical mass of students, faculty, and staff at RU-N to activate uses along the corridor. The master plan proposes key improvements to the RU-N campus along College Walk, including a strategic combination of renovation and new construction:

**Robeson Campus Center renovation:** The master plan proposes to open up the core of the student center, creating a social stair that navigates the topography



*Originally proposed in NJIT's 2008 master plan, Rutgers University–Newark 2030 illustrates how College Walk could be implemented at RU–N, through renovation to the Robeson Campus Center and the Dana Library.*

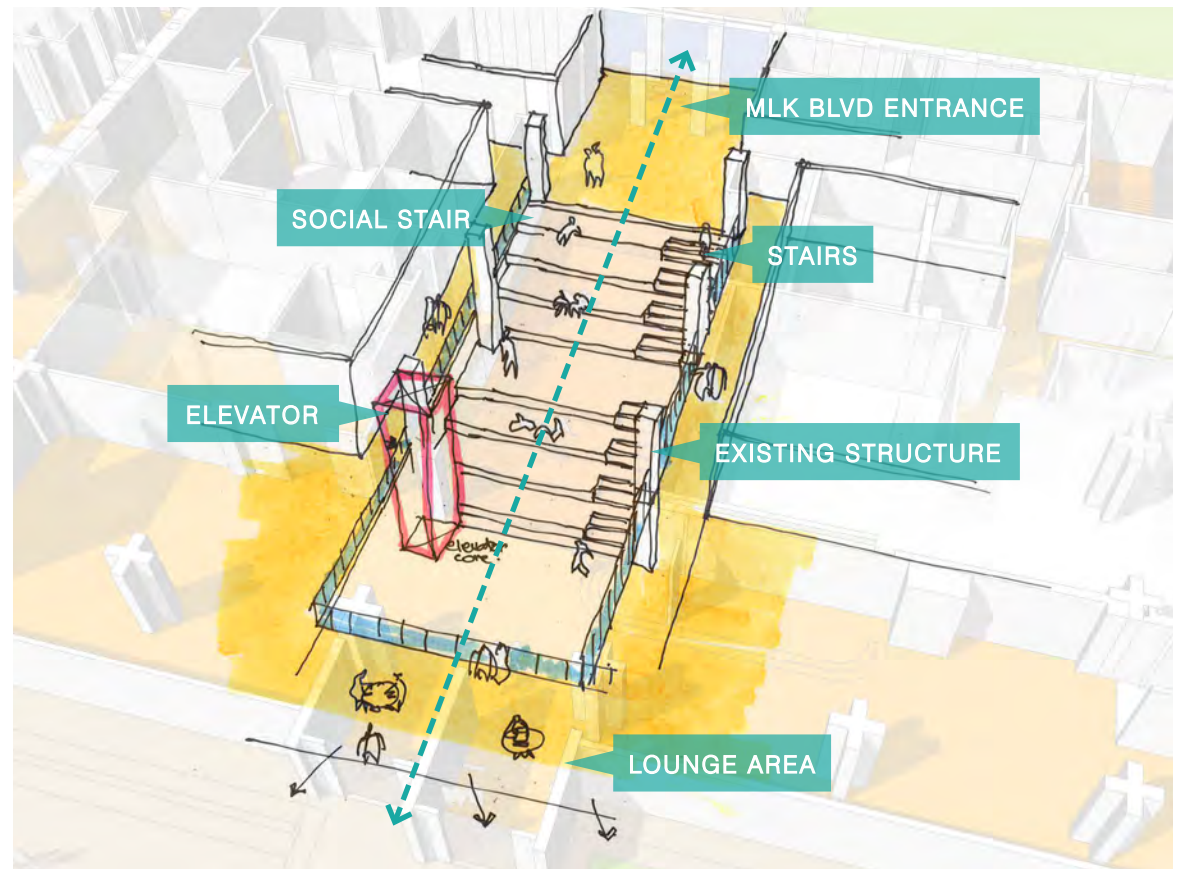


*Conceptual view of the proposed Robeson Campus Center atrium and social stair*



of the campus and creates an uninterrupted visual connection through the building towards the library. Currently, an enclosed stair occupies the central core of the campus center, obstructing views and circulation through the building. The proposed renovation also includes the expansion of lounge space towards the quad between the campus center and the library, which will alleviate a shortage of informal lounge space and provide a more inviting façade to the campus center.

**Dana Library Information Commons:** As a companion project to the campus center renovation, the ground floor of the library is re-envisioned as a highly permeable information commons, open to both Rutgers and the public. Currently, the ground floor of the library appears closed and uninviting, with tinted glass that obscures views into the building from the campus center and from the campus entrance at Washington and New Streets. A more direct pedestrian connection links the student center and the library along the New Street corridor, as a way to enhance the natural synergy between the two major campus buildings. Additionally, this provides an opportunity to further develop the entire building to meet the needs of the RU-N community



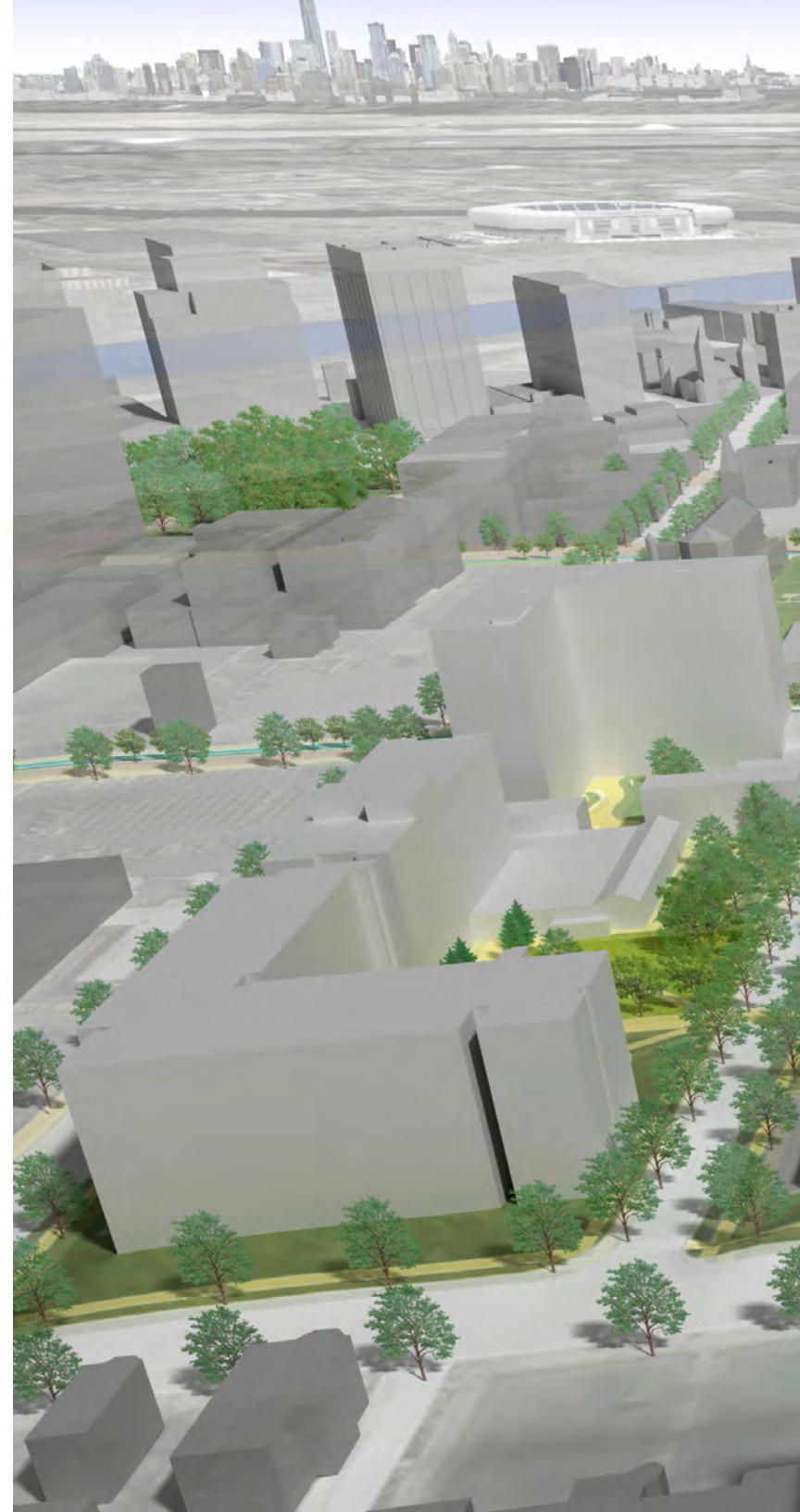
*Diagram of the proposed atrium and social stair at the Robeson Campus Center*

## COLLEGE WALK

*College Walk is an initiative to enhance the New Street corridor through the RU–N campus, and include both building projects and open space improvements. The proposed corridor provides a direct connection to Military Park, integrating the RU–N campus into the City of Newark. It is anchored by several proposed projects, including improvements to the Robeson Campus Center and the Dana Library, and the creation of a transit hub and the HLLC. College Walk aims to create a more permeable, connective link through the campus, with visually and physically open ground-floor environments that showcase continuous learning and interaction between faculty, staff, students at RU–N.*



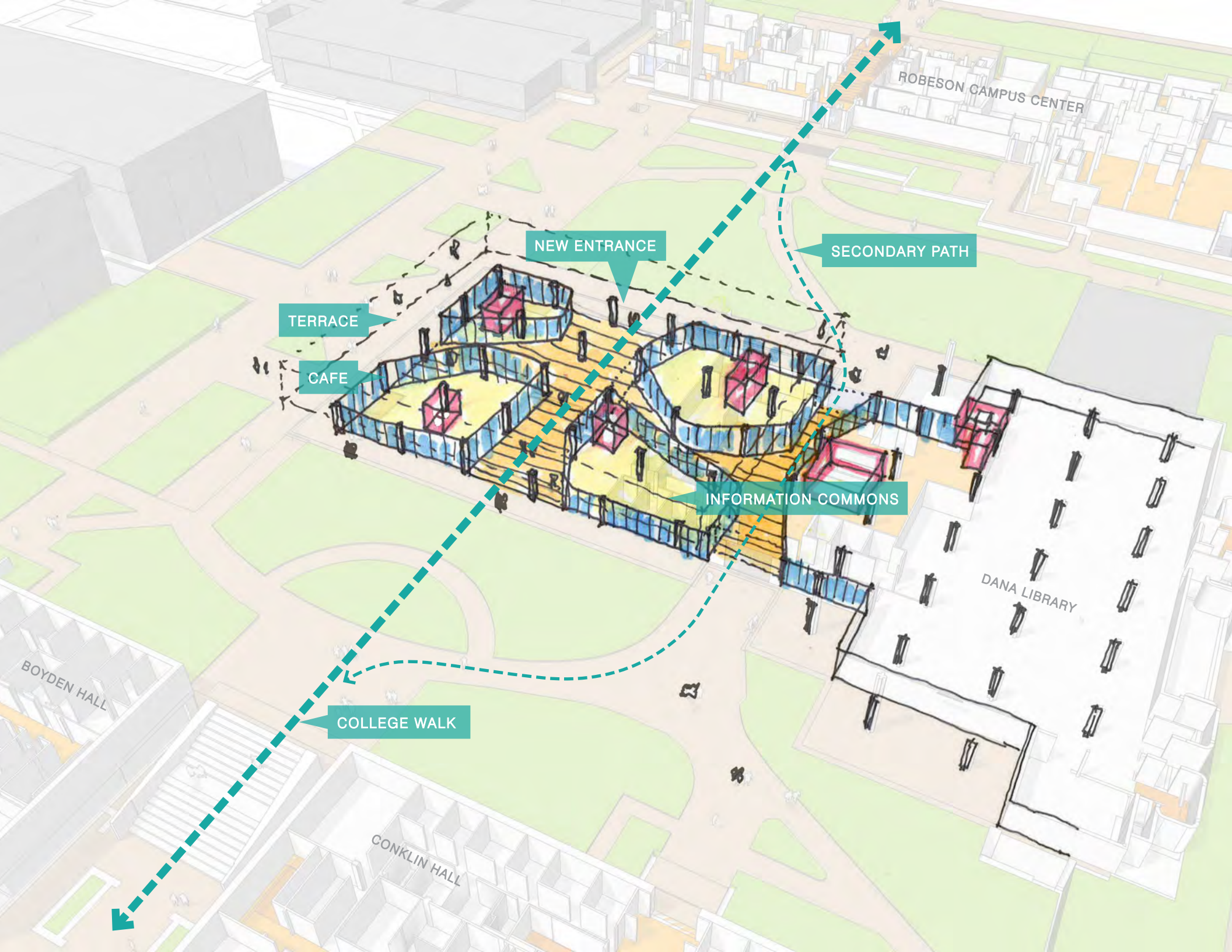
*Plan view of College Walk*











ROBESON CAMPUS CENTER

NEW ENTRANCE

SECONDARY PATH

TERRACE

CAFE

INFORMATION COMMONS

DANA LIBRARY

BOYDEN HALL

COLLEGE WALK

CONKLIN HALL



**Commuter Hub:** The campus gateway at University Avenue and New Street is enhanced with the creation of a transit hub at Conklin Hall, along College Walk. Located on the building's ground floor, the hub is envisioned as a place for students to wait for the bus or their next class, in proximity to amenities that could include a café and grab-and-go food options. The hub also serves to better welcome students and visitors to the campus, and helps define the pedestrian gateway at Washington and New Streets.

**Honors Living Learning Community and Residential Facility (HLLC):** Identified in the Strategic Plan as a priority, the HLLC will further expand the residential population on campus by 500 beds. Located at New and Washington Streets, the HLLC is an anchor along both College Walk and Washington Street. High-activity ground-floor uses are envisioned for the building, in order to contribute to the highly engaged environment along College Walk. These uses will tie into the improvements to the campus center and library, the proposed transit hub, and planned ground floor retail in the Hahne's and Prudential developments.



*Rutgers University–Newark students in Norman Samuels Plaza, with the Dana Library to the right*



## DANA LIBRARY INFORMATION COMMONS

*Rutgers 2030 proposes to reinvigorate the ground floor of the Dana Library, transforming it into a permeable, visible hub of activity that anchors the campus core. A new exterior pass-through will allow pedestrians to easily traverse College Walk, while the interior of the ground floor space will be divided into segments that correspond to different learning areas and potentially a cafe. Secondary pedestrian access to the library stacks and offices will be clarified through the landscape. The glass facade at the ground level is also proposed to be replaced, in order to allow activity within the building to be visible both during the day and the evening. At the same time, it is proposed that the third floor shell space be retrofitted and activated.*



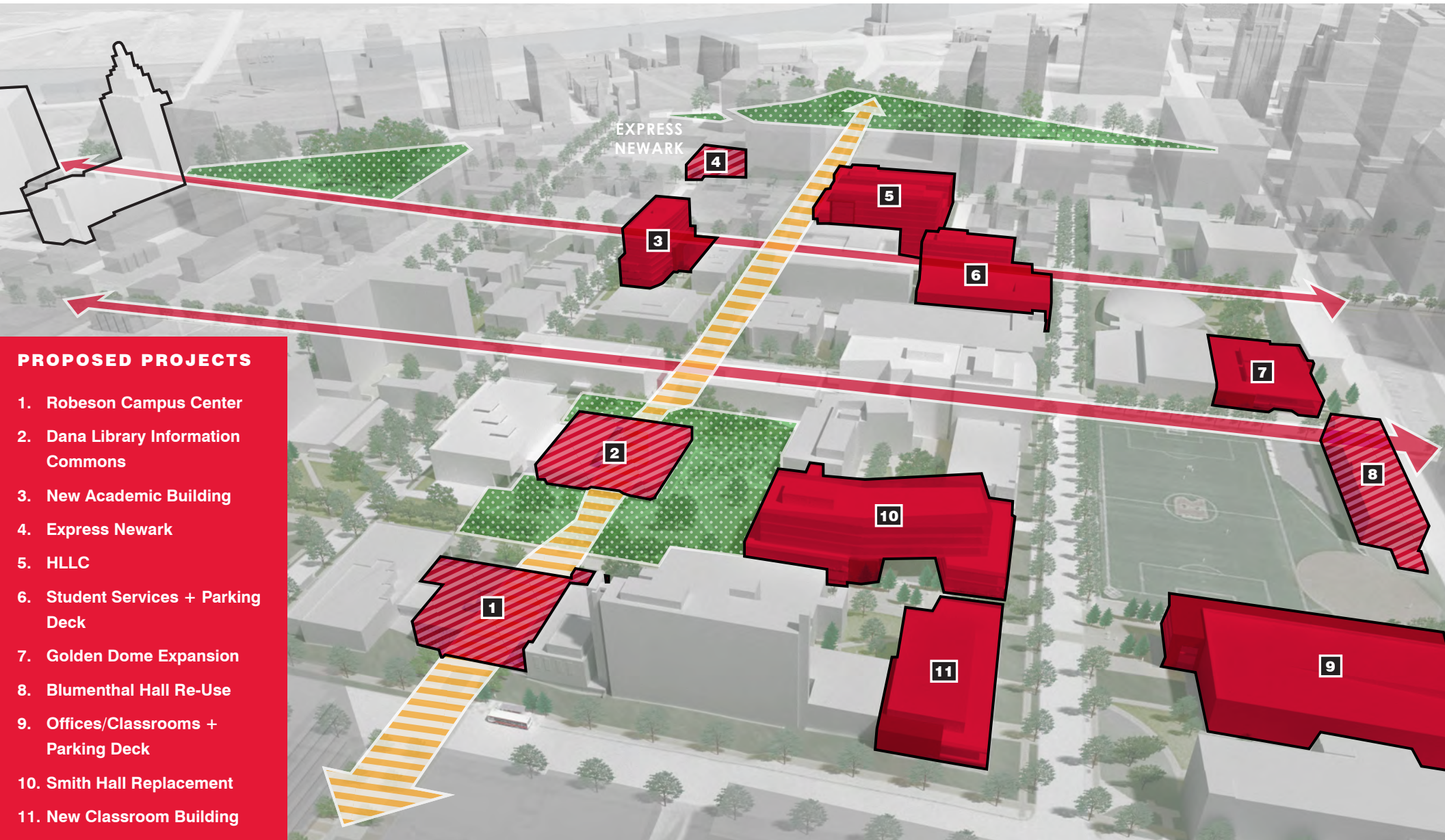
*Plan view of the campus core*













## WASHINGTON STREET CORRIDOR

Washington Street is a major vehicular thoroughfare on campus, and is a primary pedestrian and vehicular route between Rutgers Business School and the main campus. The expansion of Rutgers Business School (RBS) at 1 Washington Park, combined with 340 beds of housing currently under construction at 15 Washington and an increasing number of non-RBS majors taking RBS classes, makes a well-defined connection between RBS and the main campus a priority.

The northern gateway to campus at RBS is already defined by 1 Washington Park, 15 Washington Street, and Washington Park. However, the connection back to the main campus can be improved through the transformation of the streetscape and the addition of strategic anchors along the length of the street to campus. The proposed anchors along Washington Street are intended to activate the street with diverse uses, and stimulate supporting private development such as retail dining locations, shopping, and other amenities. The three anchors include the following proposed initiatives:

**Bleeker and Washington Streets:** A new academic building east of Ackerson Hall will better establish the gateway to the main campus from RBS and increase RU–N presence on Washington Street. This building is a long-term development option, and its use is flexible depending on University needs when it is funded and built.

**Washington and New Streets:** The ground floor of the new HLLC is an opportunity to activate the building's Washington Street frontage, making out-of-classroom learning and interaction visible along the street.

**Washington and Warren Streets:** A potential use for this property would be a new administrative building that could house offices and student services functions. The building is attached to a parking deck on its west side, intended to provide much-needed flexibility to the campus parking network, as well as short-term parking for student services visitors.

The existing streetscape along Washington is pedestrian-friendly in stretches, but is inconsistent in paving, vegetation, lighting, and signage. The master

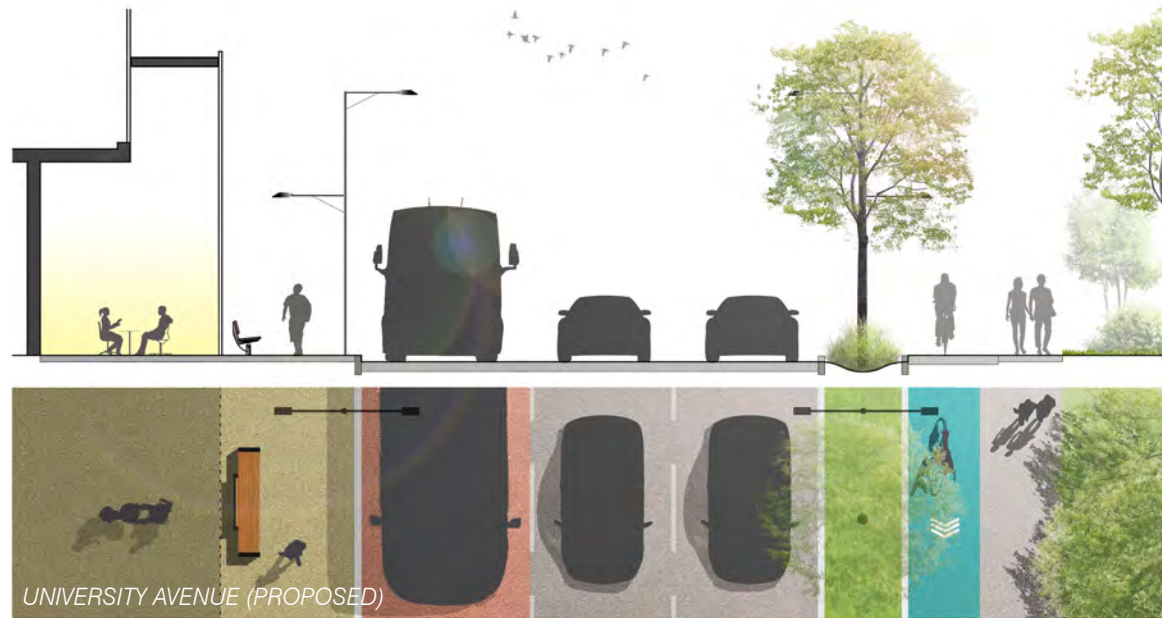
plan proposes to implement a consistent streetscape aimed at improving the pedestrian experience, and the visual RU–N experience for vehicular traffic. Because property ownership varies along Washington Street, the implementation of a consistent streetscape will require collaboration between Rutgers, the community, and other Washington Street property owners.

The University also has the opportunity to spur new development in vacant and underutilized properties along Washington Street. With the critical mass of students, faculty, and staff traveling between 1 Washington Park and the main campus, as well as the proposed projects anchoring the southern stretch of Washington Street, there is great potential for development to support the University community. This development can help breathe new life into Washington Street by creating a more dynamic and active connection between the main campus and 1 Washington Park, and could also provide options to NJIT and ECC students, faculty, and staff. The proximity of Washington Street to the Hahne's development and the new Prudential headquarters could provide further volume to the market.

### UNIVERSITY AVENUE CORRIDOR

Within the main quad, RU–N owns the frontage along both sides of University Avenue, making it an important internal street along the stretch through campus. The master plan proposes to transform University Avenue into a more pedestrian-oriented corridor through streetscape improvements and the introduction of a bike lane. The improvements are targeted at creating a cohesive and consistent streetscape that is branded with the Rutgers identity, to enhance wayfinding and visually link the campus across both sides of the street.

Beyond streetscape improvements, the master plan proposes interventions at key points along University Avenue. The intersection of University Avenue and New Street is a major campus gateway for pedestrians, especially for commuters heading to the campus core from Deck 1. The master plan proposes to enhance this gateway, through landscape improvements as well as the addition of a transit hub and lounge in Conklin Hall. A potential collaboration space with the community and Essex County College could be located at Blumenthal Hall after student services functions move to their new location anchoring the gateway at Raymond Blvd and University Avenue.



*Central to the support of pedestrian, bicycle, and transit on the campus, Rutgers 2030 establishes as a tenet that as many streets on campus as possible should be Complete Streets. This design philosophy states, simply, that streets should accommodate all users in all modes. Some streets may give priority to the automobile and others to bicycles or transit, but the mobility of all modes is important.*

*The street sections above and to the right illustrate potential reconfigurations of University Avenue and Halsey Streets, both of which are proposed to be improved in Rutgers 2030. A one-way bicycle lane is proposed on University Avenue, while adjustments are proposed on Halsey Street to make it more pedestrian-focused.*





Where roads are owned by the University, roads should accommodate bicycles and pedestrians. Existing roads should be reviewed to determine how non-auto modes are accommodated and whether low-cost improvements can provide bicycle and pedestrian accommodation.

While Rutgers does not have direct control of roads off-campus – and some through campus – it will be important to continue to work cooperatively with local jurisdictions to enhance bicycle and pedestrian accommodations. In some cases, it may be preferable to provide parallel facilities where modifications to existing roadways are too complicated or too costly.

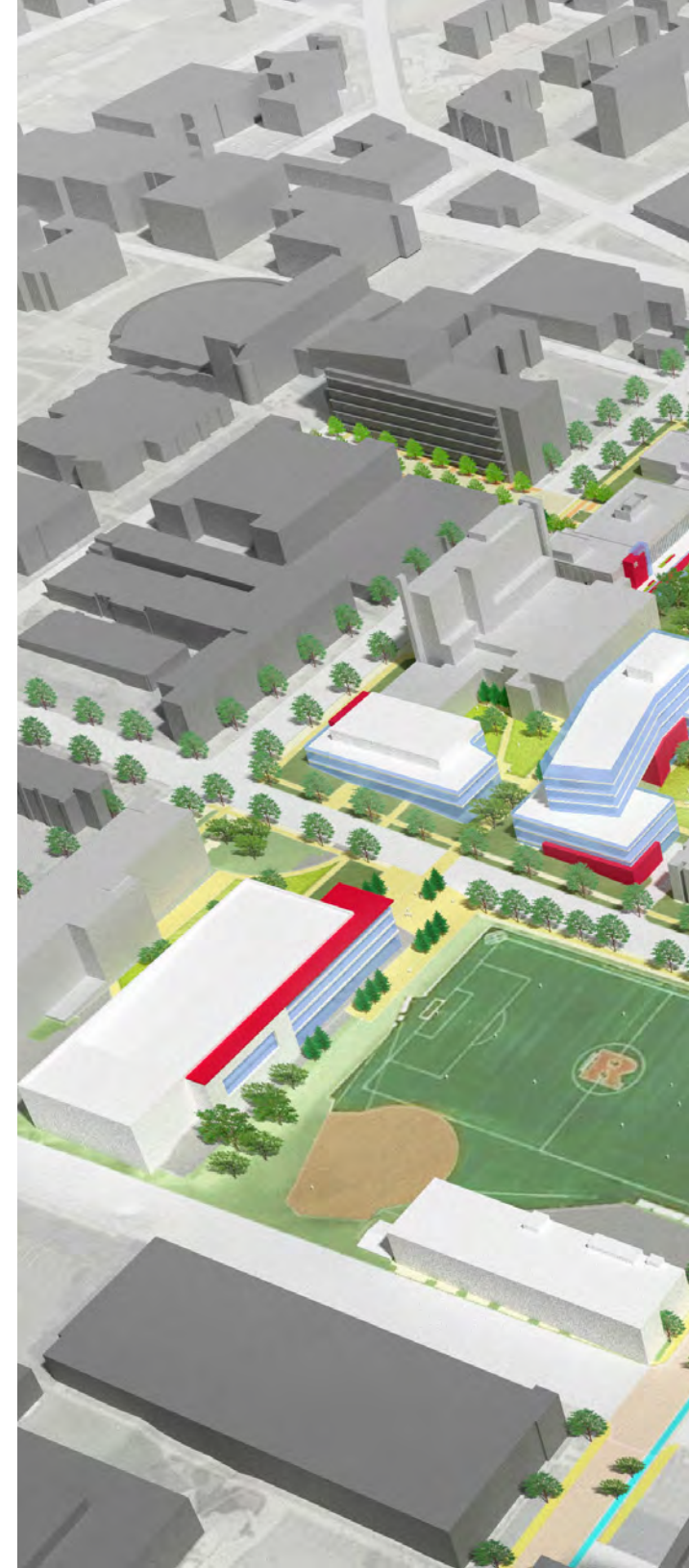
## HALSEY STREET CORRIDOR

Anchored by the Hahne’s Building development, Express Newark, the new Prudential HQ, and the HLLC, there is significant potential to revitalize Halsey Street as a retail corridor. The master plan proposes streetscape improvements to enhance pedestrian access to Halsey Street, as a starting point for collaboration with other developers and owners along Halsey Street. Urban open spaces can be discussed with other stakeholders, potentially including the HLLC quad. The University, Prudential, and Hahne’s developers, as the anchor tenants along Halsey Street, have the opportunity to collaborate on a vision for this new retail corridor.

## WARREN STREET CORRIDOR

In the long term, the southwest area of the main campus represents additional expansion opportunity as other development sites are built out. There are multiple options for developing this area. The development of this area will redefine the Warren Street corridor, as well as the campus gateway at Warren Street and MLK Blvd. Depending on the University’s needs, this corner of campus can be developed with more of a focus on

academic expansion including classrooms, offices, and research space, or a combination of academic and support functions, including classrooms, offices, structured parking, and possibly additional fitness space. The master plan also proposes landscape improvements that connect this area into the campus core, and integrate it into the open space network. Bradley Hall represents a long-term development opportunity, as the rest of the gateway sites are filled.




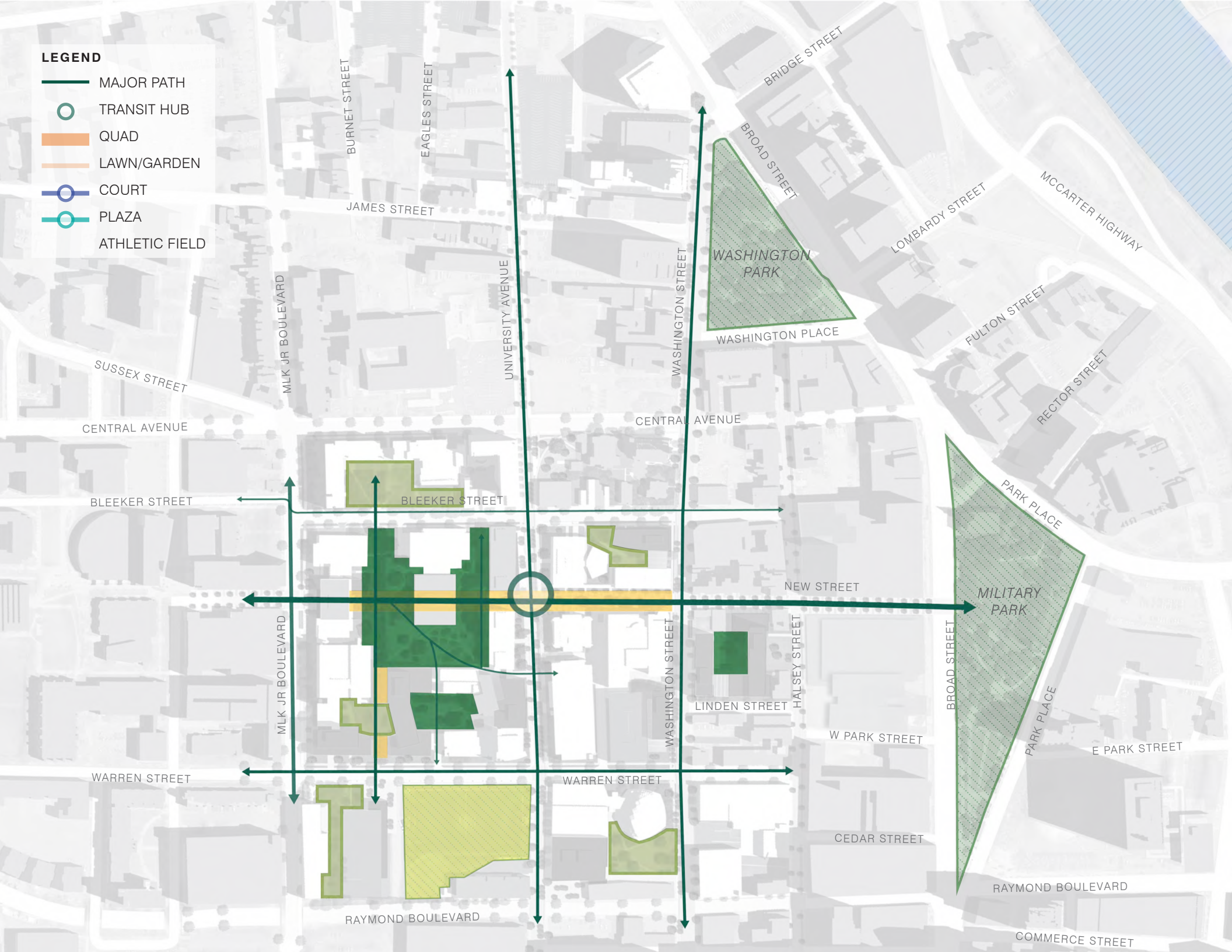






**LEGEND**

-  MAJOR PATH
-  TRANSIT HUB
-  QUAD
-  LAWN/GARDEN
-  COURT
-  PLAZA
-  ATHLETIC FIELD





## 4.3 Open Space and Natural Systems

In urban locations such as the City of Newark, open space is at a premium. Rutgers University–Newark 2030 proposes primary, supporting, and infrastructural landscape interventions that improve connectivity on campus and integrate campus buildings into a cohesive whole, as well as further integrate the campus into Newark’s urban fabric. Landscape also aids wayfinding by providing students, faculty, staff and visitors with unique visual cues to orient themselves on campus.

### PRIMARY INTERVENTIONS

**Norman Samuels Plaza** – Formerly a paved plaza, RU–N’s central quad has since been transformed into its current urban green, with mature trees, lawns, and outdoor seating areas. The master plan proposes to revitalize the quad by integrating it into the College Walk initiative, providing a more direct physical connection between the Robeson Campus Center, the Dana Library, and the transit hub at Conklin Hall.

**Life Sciences Quad** – The renovation of Smith Hall is also an opportunity to reinvigorate the quad enclosed by the life sciences academic buildings. The proposed

building will enlarge the quad, and include a ground-level pass-through that will increase its accessibility.

### SUPPORTING LANDSCAPES

Supporting landscapes include smaller quads that provide open spaces for smaller portions of the campus, allowing faculty, staff, and students in the adjacent buildings to gather outside in good weather. These include quads of varying sizes at Ackerson Hall, HLLC, north residence hall, Hill Hall, Golden Dome, and Bradley Hall. Many of these landscapes replace surface lots that will be accommodated in proposed parking decks, and extend the landscape network throughout the campus. They also enhance the attractiveness of the campus for visitors, especially at gateways to campus, and represent opportunities to create additional unique open spaces to the campus.

### LANDSCAPE INFRASTRUCTURE

Landscape infrastructure includes elements that reinforce and supplement major pedestrian corridors campus edges, connections from parking lots and decks to campus, and connections into the

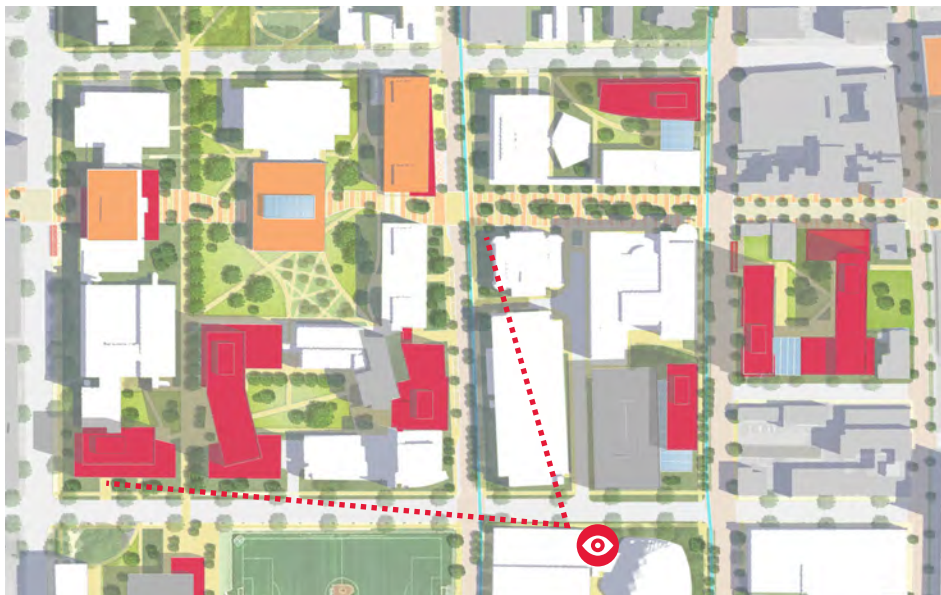
urban fabric from campus. Improving landscape infrastructure helps to provide visual continuity for the campus fabric, in addition to providing shade, vegetation, and a pleasant pedestrian experience. Proposed streetscape improvements will improve visual continuity along University Avenue, Washington Street, Dr MLK Jr Boulevard, and Warren Street. Interior campus connectivity will be improved by the proposed College Walk and a north-south corridor extending from the Talbott Apartments and Woodward Hall to Bradley Hall and the proposed parking deck.

### OFF-CAMPUS LANDSCAPE NETWORK

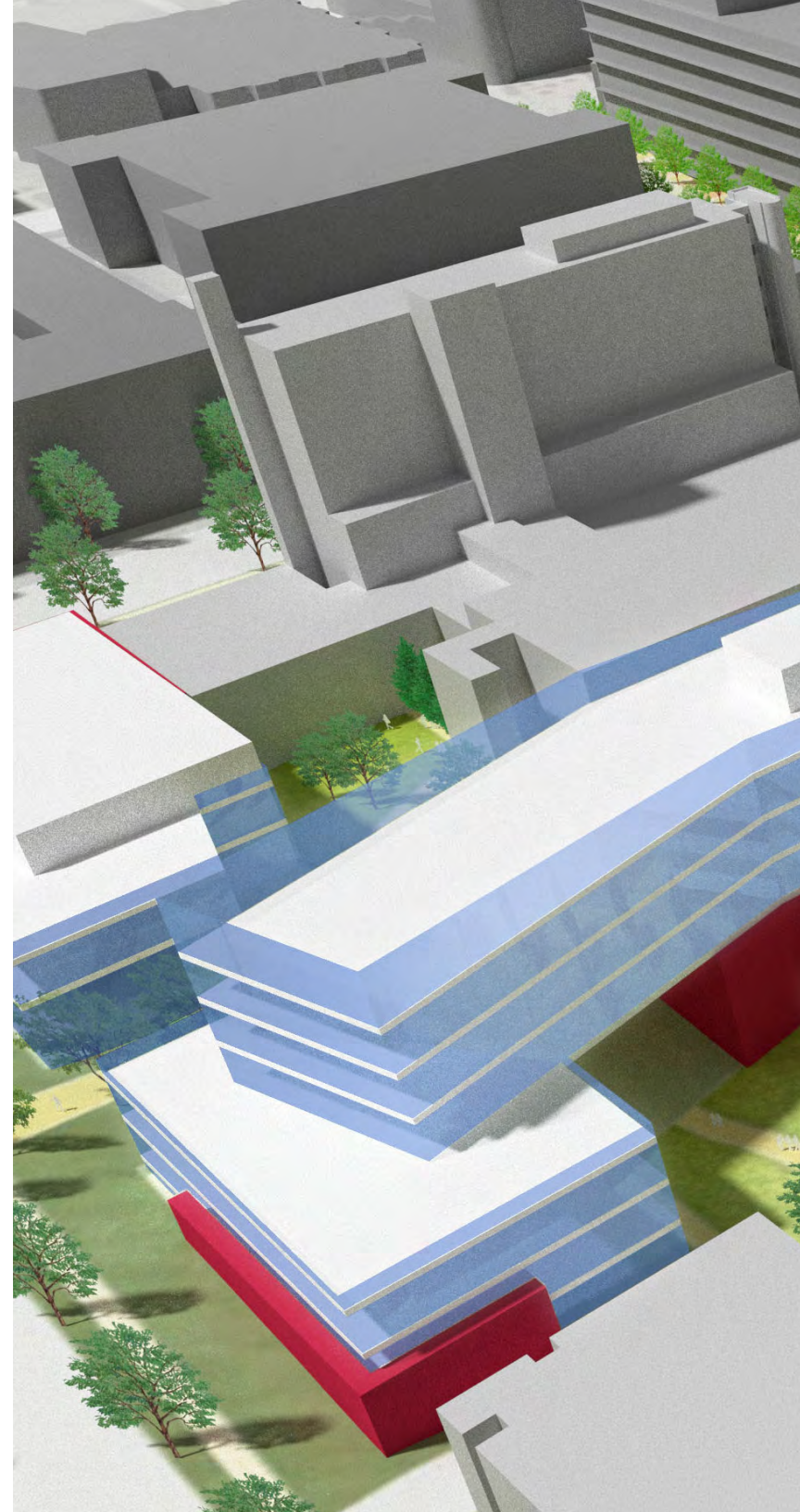
Integration into off-campus landscape network is essential for RU–N, given its urban location. While campus open spaces are constrained by limited land, the city park system provides an additional amenity to RU–N students, faculty, and staff, especially at 1 Washington Park, where campus properties do not include open spaces. Initiatives including College Walk and the new housing under construction at 15 Washington Street will increase connectivity to Washington and Military Parks.

## NORMAN SAMUELS PLAZA

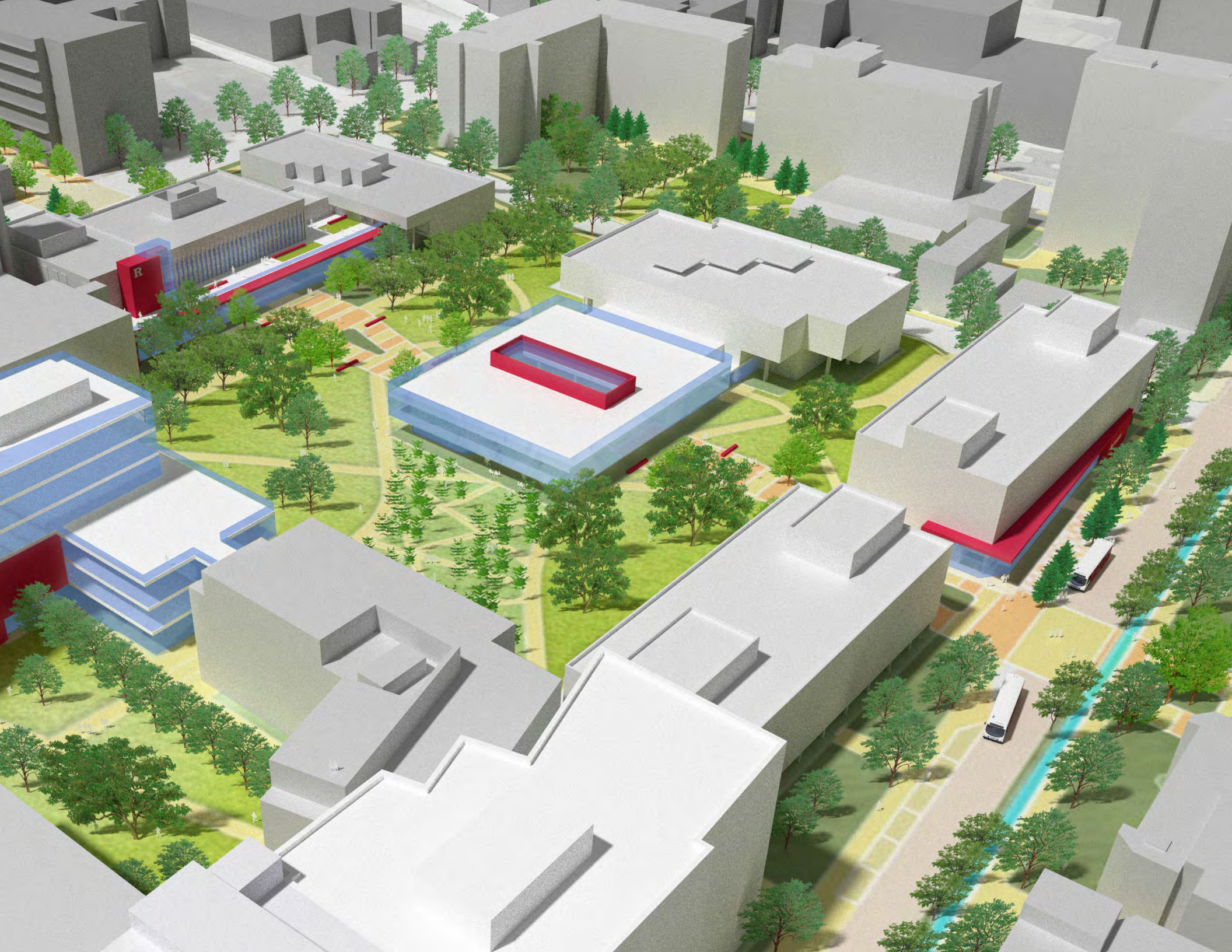
*Norman Samuels Plaza is the connective element between the two hubs of the campus core: the Robeson Campus Center and the Dana Library. The proposed College Walk initiative includes improvements to the plaza, including a wide paved path between the two buildings that serves both as a pedestrian connection and a staging area for events like homecoming or temporary student group tables. The tree cover in the plaza has been redistributed to provide a balance of open lawn and wooded areas, maintaining existing levels of biodiversity, and reducing the paved, impervious area on campus. The intent of the improvements is to provide a seamless campus environment from indoors to outdoors.*



Plan view of Central Quadrangle



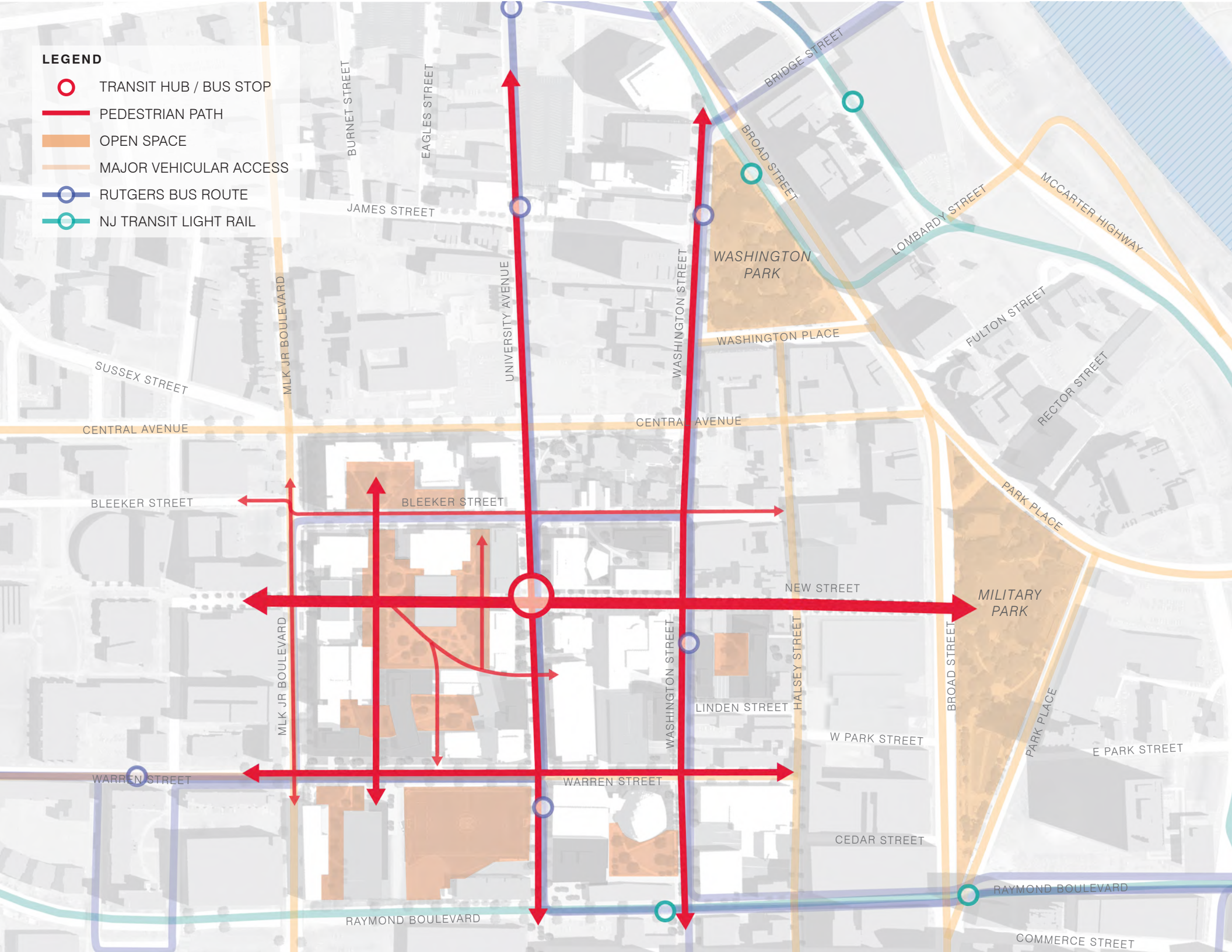






**LEGEND**

- TRANSIT HUB / BUS STOP
- PEDESTRIAN PATH
- OPEN SPACE
- MAJOR VEHICULAR ACCESS
- RUTGERS BUS ROUTE
- NJ TRANSIT LIGHT RAIL





## 4.3 Mobility

Corridor improvements form the basis for the mobility framework of the master plan. These enhancements will serve to enliven these corridors and reinforce them as the primary axes for movement within the campus and into Newark. The master plan also recognizes that there is a wide array of movement within and to the campus that must be accommodated, much of which can be enhanced.

### PARKING AND THE CAMPUS CORE

The plan envisions that as part of the campus-wide enhancements to streetscape and landscape, special attention will be paid to the connections between key parking locations, particularly garages, and the campus core. Most existing RU–N parking facilities, and the paths that lead from them, are indistinguishable from any other urban parking facility. Enhanced connections will serve to reinforce the University’s presence in these locations. Enhancements not only improve the quality of the pedestrian experience, they can enhance the perceived safety and increase activity.

Connections between parking and the RU–N campus are also important to visitors. Those who park in

visitor spaces may not immediately know how to find the center of campus or other key destinations. The proposed streetscape enhancements will reinforce the identification of the correct path and improve the overall experience for visitors. Such improvements will be increasingly important as the success of the “third spaces” encourages a wider cross-section of visitors comes to campus. For many, this walk is their first experience of the campus and of RU–N.

### OFF-CAMPUS LOCATIONS

The master plan recommends that the University work continue to work collaboratively with the City of Newark and downtown improvement districts to enhance pedestrian connections to key off-campus locations. Destinations such as Military Park, Penn Station and other city locations all represent key linkages to the City and reinforce the Strategic Plan’s goal that the University be *of* Newark. Efforts would include enhanced streetscape, landscape, and overall maintenance. As noted above, some of these connections may need nominal improvements while others are envisioned to be completely reimaged as pedestrian spines.

### CAMPUS BICYCLE LOOP

As part of the University’s commitment to enhancing bicycle usage, the plan recommends the creation of a bicycle loop within the campus that provides connections to City routes and more distant destinations. The primary component of this loop would be the construction of a southbound bicycle lane along University Avenue. Coupled with the existing lane on Washington Street, the two would provide easy circulation of the campus.

### ON-CAMPUS PARKING

The master plan recognizes that the campus is growing; that growth will come with increased demand for parking. RU–N is committed to sustainability and encourages the use of public transportation. The majority of commuters arrive at the campus today by car, and while the plan envisions that a smaller proportion will do so in the future, it also recognizes that such change will take time. Moreover, as most new buildings will occur on existing surface lots, it will be important to accommodate replacement of those lost spaces.

The plan identifies locations for additional parking garages to accommodate growth in enrollment and employment. At the same time, it recognizes that to the extent that RU–N is successful in decreasing student and employee demand for commuter parking through changes to the parking permit system, it may not need to build all of the identified parking.

Overall, current enrollment projections would necessitate approximately 300 additional spaces in the coming decade at current demand rates. Additionally, the proposed development, including both new parking decks, would eliminate nearly 600 surface spaces, bringing the total spaces needed within the ten year period to nearly 900. The two proposed garages would accommodate approximately 1,000 spaces, thus allowing for some modest future growth.

While the current plan focuses growth around the main block, if the emphasis shifts to the north at 1 Washington Park, for example, it will be important to reevaluate placement of any new supply. The northern lots are often full today and would likely not accommodate additional programming; the Eagle and Essex lots are candidate sites for a parking deck.

Similarly, if adjacent areas are redeveloped by a third party, RU–N may be able to partner with them to share supply, rather than building a new standalone deck.

### PARKING DEMAND

While changes in demand for parking are unlikely in the short term, the University can work to reduce parking demand in the coming years. The campus is urban and well-connected to the transit network, with good accessibility on-foot and improving bicycle conditions. RU–N has an opportunity to embrace its urban setting and actively promote and market these alternatives to driving to campus. Programs to support these choices and provide education on the alternatives, often collectively referred to as Transportation Demand Management (TDM) are well-proven, cost-effective ways to reduce the demand for parking.

One of the complications facing Rutgers University is that parking across all of its campuses is treated uniformly, even though the context and costs are vastly different between Newark and New Brunswick. Moreover, because there is just one permit type, and its price is salary-based, there is no ability to

use a market-driven approach, letting parking price influence commute decisions. In all, without change to the parking permitting system, it will be difficult to reduce future parking demand (and may also be difficult to pay for the new parking needed to satisfy this demand). It is recommended that a comprehensive study be commissioned, in order to identify and implement strategies addressing this issue.

### TRANSIT CONNECTIONS

The plan recognizes that while the campus is physically connected to the region's transit network, many are unaware of or are unwilling to use transit to commute to RU–N. In order not to rely solely on the automobile as the campus enrollment grows, it is important that RU–N embrace regional transit – identified as a strength of the RU–N campus in the Strategic Plan. The plan envisions several enhancements:

**Transit Hub in Conklin Hall.** This space would provide enhanced waiting area for those taking the Rutgers Shuttles or NJ Transit buses, possibly co-located with a coffee shop and other amenities. The space would provide a hub for students, faculty, and



staff, not just while waiting for the bus.

**Embrace Light Rail:** The Washington Street Light Rail station, though essentially on-campus, is ignored by many. The master plan calls for an enhanced pedestrian connection to better integrate the stop into campus. The improved streetscape, sightlines, and lighting should also help address any concerns of personal security while entering or existing the station. The campus is also within walking distance of the Military Park and Washington Park light rail stations.

**Enhance Pedestrian Connections to Rail Stations:** Although many may take the Rutgers shuttles, and some the light rail, between campus and the Penn and Broad Street Stations, both stations are just a short walk from campus. The master plan proposes that RU–N work cooperatively with the City and improvement district to enhance the pedestrian environment along Raymond Boulevard and University Avenue between campus and each station.

**Improve Shuttle Reliability along Raymond Boulevard:** Penn Station is an important commuter nexus for Rutgers; many employees and students

access the campus via commuter rail and Path trains. The majority of these commuters will continue to use the Rutgers shuttle to reach campus. Unfortunately, traffic along Raymond Boulevard can make travel unpredictable and, at times, quite slow. The master plan suggests that RU–N work with the City to study traffic operations and determine if transit signal priority or similar improvements would be feasible.

## TRANSIT HUB

*Rutgers University–Newark 2030 proposes a transit hub at the ground floor of Conklin Hall, along College Walk, with a cafe, seating, and technology for studying and tracking shuttle locations. The transit hub is integrated into the University’s shuttle system, offering a sheltered space for students, faculty, and staff to wait for shuttles and classes. The hub also acts as a gateway to the main quad, for the RU–N community as well as visitors to the campus. In addition to the hub, the connecting plaza and staircase is re-envisioned to frame the view towards the Dana Library. Streetscape improvements along Washington Street include lighting, paving, and a new bus lay-by, which will allow for safer boarding of University shuttles.*



Plan view of Transit Hub









RUTGERS UNIVERSITY-NEWARK TODAY





## RUTGERS UNIVERSITY–NEWARK CAMPUS TODAY

### **BUILDINGS**

1. 1 Washington Park
2. Physical Plant
3. Family Housing
4. 15 Washington Street
5. Talbott Apartments
6. Woodward Hall and Stonsby Commons
7. Graduate Housing
8. University Square
9. IECME, Cornwall Center, and MFA Program
10. Robeson Campus Center
11. Dana Library
12. Conklin Hall
13. Ackerson Hall
14. Center for Urban and Public Service
15. Hill Hall
16. Smith Hall
17. Aidekman Research Center
18. Boyden Hall
19. Engelhard Hall
20. Center for Law and Justice
21. Greenhouses
22. Child Care Center
23. Olson Hall
24. Life Sciences Center I
25. Bradley Hall
26. Alumni Field
27. Blumenthal Student Services Building
28. Golden Dome

### **STRUCTURED PARKING**

1. Deck 1
2. Deck 2
3. Deck 3
4. Parking Deck (not currently in use)

**RUTGERS UNIVERSITY-NEWARK 2030**

- █ PROPOSED NEW CONSTRUCTION
- █ PROPOSED PARKING DECK
- █ PROPOSED RENOVATION
- █ EXISTING BUILDING





# RUTGERS UNIVERSITY-NEWARK CAMPUS 2030

- Projects Under Construction or in Design
- New Construction + Renovation
- Infrastructure + Parking
- Landscape + Stormwater

## Projects Under Construction or in Design/Planning

- A** Rutgers Business School expansion
- B** 15 Washington Street
- C** Express Newark
- D** Life Sciences Center II

## New Construction + Renovation

- 1** Robeson Campus Center renovation + addition
- 2** Dana Library renovation
- 3** Conklin Hall Commuter Hub renovation + addition
- 4** New Academic Building
- 5** Honors Living Learning Community and Residential Facility
- 6** New Academic Building
- 7** New Academic/Research Building
- 8** Student Services or Office Building
- 9** Athletics Offices or Classrooms
- 10** University Avenue South Gateway
- 11** Golden Dome expansion
- 12** Washington Street South Gateway

## Infrastructure + Parking

- 1** New Parking Deck
- 2** New Parking Deck
- 3** Streetscape Improvements

## Landscape + Stormwater

- 1** Norman Samuels Plaza
- 2** College Walk streetscape
- 3** HLLC Quad
- 4** Life Sciences Quad
- 5** Warren Street West Gateway
- 6** Golden Dome Quad





# 5

## PHASING AND IMPLEMENTATION

### 5.1 PHASING AND IMPLEMENTATION





RUGGERS NEWARK

newarkathletics.com

NEWARK



# 5.1 Phasing and Implementation

Rutgers 2030 builds upon all known initiatives that are currently being planned or are in the design process, and introduces new initiatives for enhancing the campus according to five master plan themes that support RU–N’s Strategic Plan. The long range plan outlined in Rutgers 2030 requires thoughtful planning and assessment aligned with funding resources, in order to ensure the success of the plan. The master plan provides a roadmap for supporting growth on campus; each subsequently identified building, landscape and infrastructure initiative will require an in-depth site and feasibility assessment in order to validate the initial assumptions made in the master plan.

Each of the master plan’s proposed initiatives have been organized into three five-year phases, plus a long-term phase for projects further than 15 years in the future. The suggested project phasing corresponds to reasonable funding availability, prioritization of the University’s most pressing needs, and the limitations of supporting logistical needs (ie, parking required to support increased academic space). Each 5-year period also assumes a certain level of funding to allow for unanticipated projects and maintenance of existing

buildings, landscape and infrastructure. The proposed phasing and implementation strategy is a guideline and serves to provide a starting point for evaluating each initiative against other priorities.

Adjustments and reprioritizations are expected as the University evolves in the next 10 years and beyond. Effective implementation will depend on a strong integrated planning approach at the University, which may include the formalization of requests for new projects, establishment of an advisory committee to the Chancellor on matters of campus growth, and the periodic monitoring of campus initiatives against current needs, priorities and resources.

## PROPOSED PHASING

The following phasing is proposed for Rutgers 2030:

### **Phase 1: 0-5 Years**

- Three-year classroom upgrade program
- Life Sciences II
- Third Space - Hahne’s Development
- 15 Washington Street undergraduate and graduate housing, and community space

- Transit Hub at Conklin Hall
- Honors Living Learning Community
- Street and Landscape overlay
- Information Technology Infrastructure, including the public wi-fi project with the Military Park Partnership
- Transportation & Parking Study
- College Walk Development, including renovations to the Robeson Campus Center and the Dana Library

### **Phase 2: 6-10 Years**

- Central Quad Improvements
- Develop Student Services Building
- Redevelop Blumenthal Hall
- Smith Hall Renovation

### **Phase 3: 11-15 Years**

- Develop Classroom Building at Washington and Bleeker Streets

### **Phase 4: 16+ Years**

- Golden Dome Expansion

**NEXT STEPS**

RU–N is in the process of implementing its Strategic Plan initiatives, which will transform the University and strengthen its past and future legacy as one of Newark’s anchor institutions. The master plan supports the Strategic Plan and is intended to reflect its mission of collaboration and engagement; its framework is flexible enough to accommodate new opportunities that may arise. In implementing the Strategic Plan, the University has already engaged the City, Newark cultural institutions, developers, and corporations in partnership initiatives, including Express Newark and the Military Park Wi-Fi project. While RU–N is an anchor institution, clearly all of these partners will be needed to further continued economic and social growth in Newark. Continued conversation with existing and new partners will help identify additional collaborative opportunities to support the Strategic Plan and the master plan.

The University should continue to assess its campus relative to deferred maintenance, in addition to funding capital projects identified in the master plan.





# Acknowledgments

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