



RUTGERS UNIVERSITY PHYSICAL MASTER PLAN

RUTGERS 2030

VOLUME 3: CAMDEN

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 to 2030, and is comprehensive in its scope; taking into account buildings, the natural and constructed landscape, transportation, and infrastructure. The report consists of three 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 30 presentations and town hall meetings, and meetings with many administrators, 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 3: Rutgers University–Camden Table of Contents

- 1 **INTRODUCTION:
TAKING RUTGERS UNIVERSITY–CAMDEN FORWARD**
- 2 **THE PLANNING CONTEXT**
 - 2.1 LAND USE
 - 2.2 OPEN SPACES
 - 2.3 MOBILITY
 - 2.4 SPACE UTILIZATION
- 3 **MASTER PLANNING PRINCIPLES**
- 4 **RUTGERS–CAMDEN 2030**
- 5 **PHASING AND IMPLEMENTATION**

4 Rutgers–Camden 2030

The Rutgers University Strategic Plan, completed in February 2014, emphasized the following set of campus goals for Rutgers University–Camden:

- Retain “liberal arts” feel – maintain small class sizes, student-faculty ratios
- Build upon and strengthen interdisciplinary graduate programs
- Achieve greater impact through deeper engagement with communities beyond the campus
- Grow enrollment while balancing selectivity with access
- Advance research prominence in growth areas
- Improve student outcomes through excellence in teaching and student supports
- Grow number of residential students and increase campus vitality
- Partner with southern New Jersey health care and life science institutions to build a vibrant health science corridor

Building on these goals, Rutgers University–Camden, in its own planning, identified the following strategic directions:

- Provide a First-Rate Undergraduate Education Grounded in Research and Provide Experiential Learning
- Enhance High-quality and Interdisciplinary Graduate and Professional Programs
- Advance Faculty Research Excellence
- Play a Leadership Role in Revitalizing Camden and in the Greater Delaware Valley
- Increase Enrollment to Support Strategic Goals

This master plan incorporates key capital projects that support Rutgers–Camden’s strategic directions. This chapter describes individual projects, organized in relation to these five strategic directions. Some of these key capital projects respond specifically to

one strategic direction, while others embrace multiple directions.

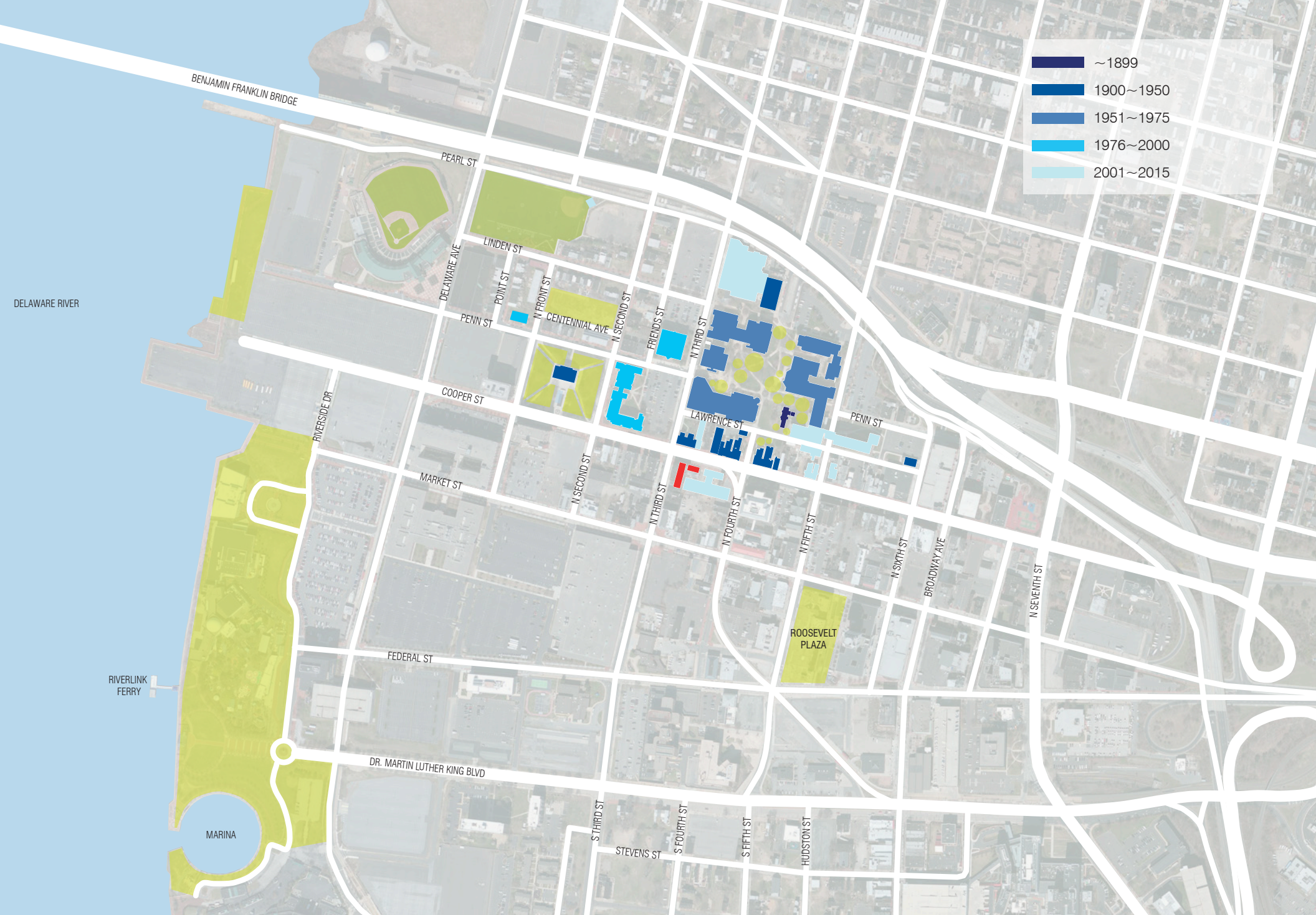
Key capital projects already underway concurrent with this planning effort include the following:

- Nursing and Science Building, starting construction in spring 2015 and with scheduled completion by the end of 2016
- Alumni House, scheduled for completion summer 2015
- Writers House renovation, slated for completion fall 2015

Projects in planning include the following:

- 250th Anniversary Plaza near The Gateway,
- Expansion of the Writers House
- Renovations on Cooper Street

These projects support goals in the strategic plan and provide the groundwork for further developments.



STRATEGIC DIRECTION #1: PROVIDE A FIRST-RATE UNDERGRADUATE EDUCATION GROUNDED IN RESEARCH AND PROVIDE EXPERIENTIAL LEARNING

Rutgers University–Camden has begun improvements and upgrades to the physical facilities and technology network on its campus. When most of Rutgers–Camden’s classrooms were built in the years following World War II, class sizes were relatively large and predominantly lecture-oriented, and the level of technology used in instruction was primitive. The buildings were built inexpensively with little concern for environmental quality. Times have changed. Class sizes are smaller as seminars and team-oriented classes have become more important than lecture format, and a wide range of computer and audio-visual devices augment traditional teaching methods. Better lighting and a connection to the outdoors have been shown to improve learning outcomes. Some existing classrooms have been adapted to the ever-evolving space needs of the campus, some being subdivided as class sizes changed. In 2014, Rutgers updated its technology infrastructure to incorporate new technology and learning experiences

into teaching spaces and curriculum, meeting faster network speeds, and providing seamless information sharing across the University network. A new Finance Lab and Center for Investment Management, which is an authentic trading room at the Rutgers School of Business–Camden completed in 2013, serves as an exemplary model of providing relevant real-world learning environments that prepare students for the work place.

Building upon the strategic initiative to improve learning environments, Rutgers 2030 recommends that the upgrading of teaching and learning spaces, together with technological infrastructure, be undertaken throughout the campus in order to promote student success. Renovation should be designed with knowledge of effective student learning models that promote interactive, team-based problem-solving and innovative thinking in the classrooms. Design must also preserve the personalized culture that is intrinsic to the Rutgers University–Camden experience.

Renovations of classrooms at **319 Cooper, 405-407 Cooper, the Science Building, and the Fine Arts Building** are identified as priorities in order to support

this initiative.

Renovation of Armitage Hall is planned upon the completion of three other planned building projects: the School of Business Building, the Science Research Building, and the Writers House expansion. Classroom spaces are to be renovated once a series of departmental relocations that are a consequence of the new construction have been completed.

The refurbishment of Armitage Hall is also intended to support the strategic initiative to provide enhancements to student orientation, engagement, and advising, to renew Rutgers University–Camden’s commitment to support individualized learning, guiding students through orientation to ensure a smooth transition and a strong start for all students. These renovations support campus-wide advising, and will help students structure their academic programs in preparation for post-graduate opportunities.

Rutgers–Camden has identified the need to co-locate and bolster some student services using a centralized location. Student services such as financial aid, the registrar’s office, student accounting, and financial



Finance Lab at the Rutgers School of Business-Camden



Immersive classroom at School of Law at Rutgers University-Camden

services now are located at Armitage Hall. Better signage is needed to ensure easy access. The University intends to bring other departments, including academic advising, career services, the Office of New Students, veterans services, and the Dean of Students to Armitage, promoting one-stop service.

The Business and Science Building also will undergo renovation of its spaces following the completion of a new business school, discussed later in this chapter. This renovation will open up needed additional space for academic units within the Faculty of Arts and Sciences.

STRATEGIC DIRECTION #2: ENHANCE HIGH-QUALITY AND INTERDISCIPLINARY GRADUATE AND PROFESSIONAL PROGRAMS

Rutgers University–Camden is responding to changes in workplace needs by developing graduate and professional programs that prepare students for today’s global economy, which demands problem-solving skills and innovative thinking. The courses available at Rutgers–Camden often have an interdisciplinary focus in recognition of this need. From its founding

in 1926 as the South Jersey Law School through the growth of Arts and Sciences and the establishment of the School of Business, the Graduate School, the School of Nursing, and the cross-disciplinary Honors College, Rutgers–Camden has offered transformative learning opportunities. Its programs have responded to the needs of southern New Jersey and beyond. Three Ph.D. programs recently were introduced in the fields of childhood studies, public affairs, and computational and integrative biology. As more graduate programs are added, Rutgers University–Camden recognizes the demand for facilities that are equipped with modern technology, laboratories, and patient- and client-based learning environments for practical applications of what is being taught.

A new building for the **Rutgers School of Business–Camden** will support the institutional goal to be recognized as the region’s premier business school, with strong graduate and professional offerings. Preliminary planning is underway for the building, providing academic and student spaces, with a planning total square footage of approximately 100,000 gsf. A potential site for the new business school building is at North Fifth and Penn Streets, directly north of the law school, anchoring the Rutgers–

Camden campus at its northeast corner.

Completion of the business school building, in addition to providing needed additional space for the School of Business, will trigger a series of departmental relocations within existing facilities. Preliminary discussions regarding space needs for the new business school building call for community activity space and/or a conference center that would benefit from being close to a newly established Welcome Center and admissions office. Ideally, the business school (and its students) could attract a corporate partner who could benefit from New Jersey tax credits and shared space in the new facility.

Renovations at Law School West Building also support this strategic directive. Included for the Law School West Building is the previously deferred installation of an elevator, and the renovation of restrooms and basement space in the building.

Expansion of the Department of English to provide space for its master of fine arts in creative writing program will be made possible by an **addition to the Writers House** that is currently undergoing design.

STRATEGIC DIRECTION #3: ADVANCE FACULTY RESEARCH EXCELLENCE

Rutgers University–Camden's strategic plan identifies the need to provide increased research support through, among other actions, the increased provision of laboratory and office space for its faculty. There is particular need for appropriate facilities for the computational biology, public affairs and psychology programs. In addition to space, these programs need access to appropriate technical and computational support.

A new Science Research Building, which will provide research space for faculty in the Center for Computational and Integrative Biology, is planned in support of this strategic initiative. This new building is proposed to be located at North Third and Linden Streets, directly north of the existing Business and Science Building.

With the completion of the Science Research Building and the business school building, existing programs on campus can be relocated. As the School of Business and physics department vacate their existing space in the Business and Science Building, and the Center for

Computational and Integrative Biology relocates to the proposed Science Research Building, their space can be renovated for other science program expansion.

While this master plan reflects Rutgers-specific projects, there will be opportunities for Rutgers to work with the Joint Board of Rowan University and Rutgers University–Camden on collaborative projects in the health sciences.

STRATEGIC DIRECTION #4: PLAY A LEADERSHIP ROLE IN REVITALIZING CAMDEN AND IN THE GREATER DELAWARE VALLEY

Rutgers University–Camden traces its commitment to service from its founding days and now has as a priority fostering civic engagement in Camden and the surrounding region. In 2010, Rutgers University–Camden launched the Office of Civic Engagement, with a charge to work with faculty, students, staff, and alumni to develop undergraduate and graduate curricula that incorporate meaningful community-driven activities and problem-solving experiences for students.

An associated capital project is the **expansion of facilities for the Office of Civic Engagement**, which currently has staff located in multiple buildings, on- and off-campus. The new office is to be housed at 421 Cooper Street, with the likelihood of expanding into a currently empty lot at 419 Cooper Street. This location will serve to give the office a central and high visibility location, while further strengthening the Cooper Street corridor.

STRATEGIC DIRECTION #5: INCREASE ENROLLMENT TO SUPPORT STRATEGIC GOALS

As Rutgers University–Camden looks to grow its student body to approximately 7,500 students over the next five years, the capital projects identified above should transform campus grounds and boundaries, and add to the vibrancy on campus and in surrounding neighborhoods. This master plan endeavors to accommodate growth without losing the sense of intimacy that is a distinctive feature of Rutgers University–Camden.

To signal both vitality and engagement right at the gateway, a new **Admissions and Welcome Center**

is proposed for Cooper Street. This facility will offer a positive first impression to prospective students and their families who visit the campus, and will expand space for admissions staff and related services. Key to the creation of this Admissions and Welcome Center is the convenient access from entry roads and rail lines, and proximity to parking. A Cooper Street location also could afford space for bus drop-offs that are not presently available to visitors.

In concert with a new Admissions and Welcome Center, complementary initiatives to enhance the visitor experience include additional landscaping and other improvements to the visual appearance of Cooper Street, North Third and North Fifth Streets. The City of Camden is currently conducting a feasibility study to improve car access to and from the Waterfront District and is considering the following improvements to the traffic pattern:

- Making Federal and Market Streets into two-way streets
- Removing a stretch of median at Cooper Street, along North Fourth and North Fifth Streets
- Adding a southbound bicycle lane on North Fifth

street which would connect to the bicycle path on the Benjamin Franklin Bridge

Other street enhancements are needed. **North Third Street** is one of a few streets extending from the north to the south side of the Benjamin Franklin Bridge, and is heavily used. Rutgers 2030 proposes to make North Third Street a curbsless street, repaving the street with brick, similar to North Fifth Street at the School of Law entrance. These improvements will serve to connect the east and west sides of campus along North Third Street and will make this street easier to cross for campus pedestrians.

As the University increases its residential student population, Rutgers 2030 proposes two additional **residential buildings** at North Third and Cooper Streets, adjacent to the existing student housing complex. These proposed buildings will have entrances on Cooper Street and on North Third.

Student support spaces will be upgraded and expanded in order to support increased demand, starting with the **renovation of the Campus Center**. Discussions at this planning stage have included relocating administrative offices currently housed

in the Campus Center and using the spaces for additional events and activities which foster student engagement.

If and, more likely, when the campus surface parking lots close to the heart of campus are displaced, and certainly as the student body grows, parking needs will increase. The master plan proposes new multi-function garages, located strategically to serve the University, surrounding communities, and corporate offices. **Parking Deck A** is proposed at the site at North Front and Pearl Streets. The site can accommodate approximately 1,200 cars. This structure also is planned to include space for the Rutgers University Police Department (RUPD) at its street level, and recreational playing fields on the roof.

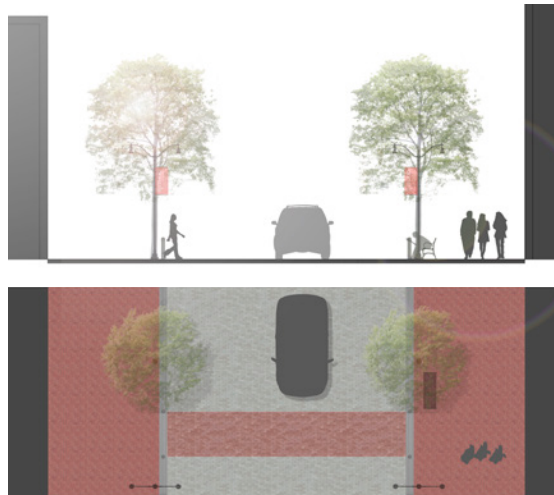
Parking Deck B is proposed for North Third and Pearl Streets, adjacent to the Athletic and Fitness Center, and will include space for 450 cars and additional playing fields on the roof. It is certainly a priority to find ways to support these kinds of parking options, including, perhaps, seeking county, city, or corporate partners with similar needs.

NORTH THIRD STREET

North Third Street is a major street running through Rutgers University–Camden, with campus buildings on both sides of the street. The master plan proposes to re-pave the street and make it curbless, with landscape and streetscape improvements that serve to connect the east and west sides of the street. Future residence halls are at left, accessible from Cooper Street and North Third Street, and the Campus Center is at right. The Benjamin Franklin Bridge is in the distance.



Existing: View of North Third Street looking north, with Campus Center at right and Business and Science Building at left.



Proposed section and plan diagrams of repaved curbless street at North Third Street.





RUTGERS

RUTGERS



Existing Conditions



SCALE 1" = 400'



1

2

1

1

2

2

7

8

2

3

9

10

13

14

3

4

6

11

15

16

3

4

5

4

12

17

21

27

16

17

19

20

22

23

25

26

28

29

30

31

24

7

18

32

RUTGERS UNIVERSITY–CAMDEN TODAY

- Existing Building
- Existing Neighbor Building

BUILDINGS

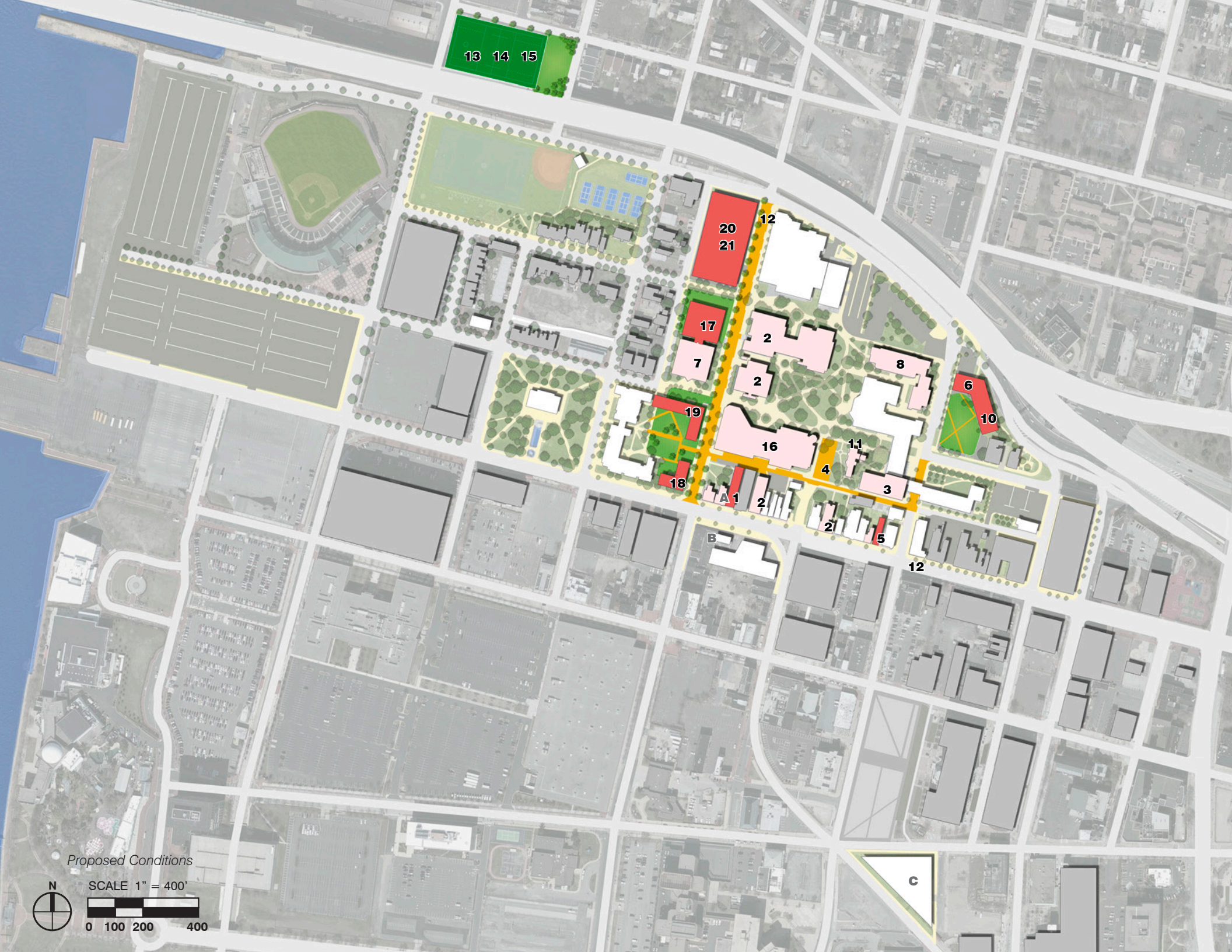
1. Rutgers Community Park Facilities Building
2. MLK Jr. Day Care Center
3. Cooper Library in Johnson Park
4. Camden Tower
5. Camden Apartments
6. Business and Science Building
7. Camden Athletic and Fitness Center
8. Camden Administrative Services Building
9. Fine Arts Building
10. Center for the Arts/Gordon Theater
11. Science Building
12. Camden Campus Center
13. Armitage Hall
14. Registrar/Student Accounting/Financial Aid
15. Paul Robeson Library
16. Admissions Office
17. Camden Law School
18. 217 North Sixth Street (Social Work)
19. 303 Cooper Street (Chancellor's Office)
20. 305 Cooper Street (Writers House)
21. 311 Cooper Street (Childhood Studies)
22. 319 Cooper Street (Classrooms and Honors College)
23. Alumni House
24. 330 Cooper Street (Graduate Student Housing)
25. 321, 323 and 325 Cooper Street
26. Artis Building
27. Mail Room
28. 401, 405/07, 411, 413, 415 and 417 Cooper Street
29. 419, 421, 427/29 Cooper Street
30. 211 North Fifth Street
31. Knight Early Learning Research Academy
32. Nursing and Science Building

MAJOR PARKING

1. City Lot 11
2. Lot C14
3. Lot C13 (Resident Parking)
4. Lot C12 (Resident Parking)
5. Lot C1
6. Lot C2
7. Lot C3

RECREATION FIELD + OPEN SPACE

1. Campbell's Field Baseball Stadium
2. Rutgers–Camden Community Park
3. Johnson Park



13 14 15

20
21

17
7

19
18

2

2

4

11

A 1

2

2

5

6

10

B

12

C

Proposed Conditions



SCALE 1" = 400'



RUTGERS UNIVERSITY–CAMDEN 2030

- Existing Building
 - Renovation
 - Proposed Buildings
 - Projects Under Construction or in Design
 - New Construction and Renovation
- Projects Under Construction or in Design/Planning**
- A** Writers House
 - B** Alumni House
 - C** Nursing and Science Building
- New Construction and Renovation**
- 1** English Department
 - 2** Renovation of Classrooms and Adjacent Spaces
 - 3** Renovation of School of Law-West Wing
 - 4** 250th Anniversary Plaza and Lawrence Street Improvement
 - 5** Center for Civic Engagement
 - 6** School of Business–Camden
 - 7** Renovation of Business and Science Building
 - 8** Renovation of Armitage Hall
 - 9** North Fifth Street Improvements
 - 10** Welcome Center and Admissions Office
 - 11** Renovation of Admissions Office
 - 12** Streetscape Improvement on Cooper Street and North Third Street

- 13** Public Safety Building (RUPD)
- 14** Lacrosse and Field Hockey Field
- 15** Parking Deck A (1,200 Spaces)
- 16** Renovation of Camden Campus Center
- 17** Science Research Building
- 18** Residence Building A (72 Beds)
- 19** Residence Building B (198 Beds)
- 20** Parking Deck B (500 Spaces)
- 21** Indoor Recreational Facility



SASAKI | RAMSA | VHB

