

RUTGERS

Institutional Planning
and Operations



ANNUAL REPORT

— FY 2018 —

03 Our Core Purpose
How IP&O provides the backbone of Rutgers University

04 The Year in Review
Technology defining how IP&O delivers its services to Rutgers

05 Capturing Data in a Data-Driven World
Over 200 mechanics trained in the use of iPads

06 Unifying Our ID System
New card system offers enhanced safety and convenience features

07 GIS Mapping: Clearly the Way to Go
Planning, Development, and Design unveiled a new mapping and wayfinding system

08 Technology to Enhance Safety
University Public Safety adds new array of technologies to its operations

10 Parking & Transportatin Made More Efficient
License plate recognition technology now employed at Rutgers

11 Providing Additional Service Across the University
Communications and Marketing providing new services

13 Advancing 2030 – The Physical Master Plan
FY '18 saw a host of demolitions and new constructions

14 University-Wide Initiatives
Service Initiatives and Capital Projects

18 University-Wide Services
Statistics for university services

22 IP&O At a Glance
IP&O facts broken out by campus

26 Significant Accomplishments
IP&O accomplishments for FY '18

27 Accreditations, Certifications, and Licenses
Partial list of IP&O accreditations, certifications, and licenses

Our Core Purpose

To create an evolving, safe, inviting environment to advance the institutional mission.

Core Values:

- Results Oriented
- Service Focused
- Open and Honest

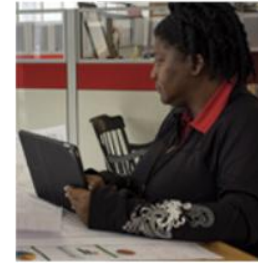
Our six functional areas are strategically woven into the fabric of our Division, and we approach each project with the university community decisively threaded into our team.



The Year in Review

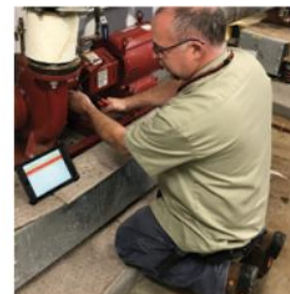
The impact and availability of technology in our lives and work continues to define everything we do, and in FY '18 it was technology that defined and led how Institutional Planning and Operations (IP&O) delivered its services to Rutgers University.

In FY '18, almost every one of our main business groups improved an internal practice and provided services to the university using enhanced technology. From equipping and training our maintenance and utilities crews with iPads, to reimagined online campus mapping and wayfinding, to license plate recognition technology, real time transit info, ID card systems upgrades, and Public Safety's enhanced CAD/Mobile Client system, IP&O is using technology more than ever to develop better business practices within our own division, and bring better services to the university. The data derived from technological tools provides us with yet another tool as we shape Rutgers' immediate and long-term needs.



Capturing Data in a Data-Driven World

What used to be referred to as "going paperless" is now so much more. Training our field personnel on iPads clearly cuts back on paper, but even more, adds to productivity and efficiency. Access to information is the single biggest advantage to equipping mechanics with iPads. Over 200 mechanics on all campuses have been professionally and thoroughly trained in the use of iPads. Whether receiving work orders, managing emails and calendars, taking photos to document a problem, or retrieving operator manuals and equipment specifications, the use of iPads in the field has become as invaluable a tool as a hammer, wrench, or screwdriver.





Parking & Transportation Made More Efficient

Paperless and convenient, the Virtual Parking Pass system eliminates the need for hangtags and paper tickets, aligns with our commitment to the environment, and provides a self-managed parking pass system. This new tool will also provide valuable data to help us assess the parking needs of our students, faculty, and staff, as well as event and visitor parking. With transportation closely tied into the Rutgers 2030 Physical Master Plan, the collection of data will aid us greatly as we advance the master plan.

While we know our buses will continue to be a part of our landscape, we are employing technology to make the ride more accommodating. Our buses now have WiFi and a new app, TransLoc Rider, which provides real-time bus tracking, arrival predictions, and proximity alerts.

IP&O continually assesses Rutgers transportation and parking needs. From our sprawling New Brunswick Campuses, which require timely bus transportation, to our tightly knit urban campuses, which often face parking challenges, these new tools will provide more data and ultimately more solutions.



Providing Additional Service Across the University

IP&O's Communications and Marketing group is also using more technology and by extension providing another level of service to the university. Our two Federal Aviation Administration certified drone pilots are not only able to get valuable overhead construction pictures and videos, but they receive frequent requests for drone photography / videography services from around the university.

In addition, Communications and Marketing has incorporated a Facebook live stream into a monthly presentation, Strategic Conversations. This allows anyone to log in and follow the stream and learn more about our division's services.

These technological advances are all borne of the need to be and act smarter in a world increasingly driven by technology. In addition, the data that comes from employing technology will have a major impact on advancing the university Master Plan.





University-Wide Initiatives
Capital Projects

Hale Center Renovations

Schematic design began to renovate portions of Hale Center for Football Game Day Locker Room, hydrotherapy, and other sports medicine and athletics support functions.

HighPoint Solutions Stadium Visiting Team Locker Room

Schematic design is underway to build out an unfinished area of the south end zone of High Point Solutions Stadium to accommodate a multisport visiting teams locker suite and support functions.

Livingston RAC Renovations

Design development is underway to renovate select areas of the Rutgers Athletic Center to address locker rooms and team areas that will support continued compliance with Title IX requirements.

College Avenue Quad

The heart of the College Avenue campus, which includes many obsolete and inefficient buildings, including Records Hall, Brower Commons, and the Central Heating Plant, is identified as a major redevelopment zone in the Rutgers 2030 Physical Master Plan. The university seeks to make progress in advancing the vision to remake this part of campus to include a new student center, dining hall, transportation hub, and cultural center, which frame a new open space that is a focal point for the Rutgers University – New Brunswick community. An architectural/engineering firm was engaged and planning was completed in FY '18.

College Avenue School of Communication and Information

Undertook a study to develop program and review potential sites to relocate an expanded School of Communication and Information. An architectural/engineering firm was engaged, and planning work was substantially completed, and options are being reviewed with the Chancellor's office.

Douglass Rutgers Center for Adult Autism Services (RCAAS)

Develop physical facilities for an adult autism residential complex, to include space for clinical services supporting the program.

An architectural/engineering firm has been engaged, and construction documents are substantially complete. Gradual School of Applied and Professional Psychology (GSAPP) continues to raise the required capital and operational funds.

Cook Institute for Child and Adolescent Social Emotional Wellness

Planning efforts are underway to assist the Rutgers Foundation, University Behavioral HealthCare, and Graduate School of Applied and Professional Psychology with materials that are being used for discussion with a potential donor to develop physical facilities, site location, and clinical/research program for a residential treatment and day program complex, to include space for clinical services supporting the program.

Land Transactions

Camden County Prosecutors Office Building

Due diligence is being conducted on obtaining a building and land immediately adjacent to the future site of the Camden Business School. The building would likely house Public Safety and administrative/campus support functions, and the land would permit easy access to the future building.

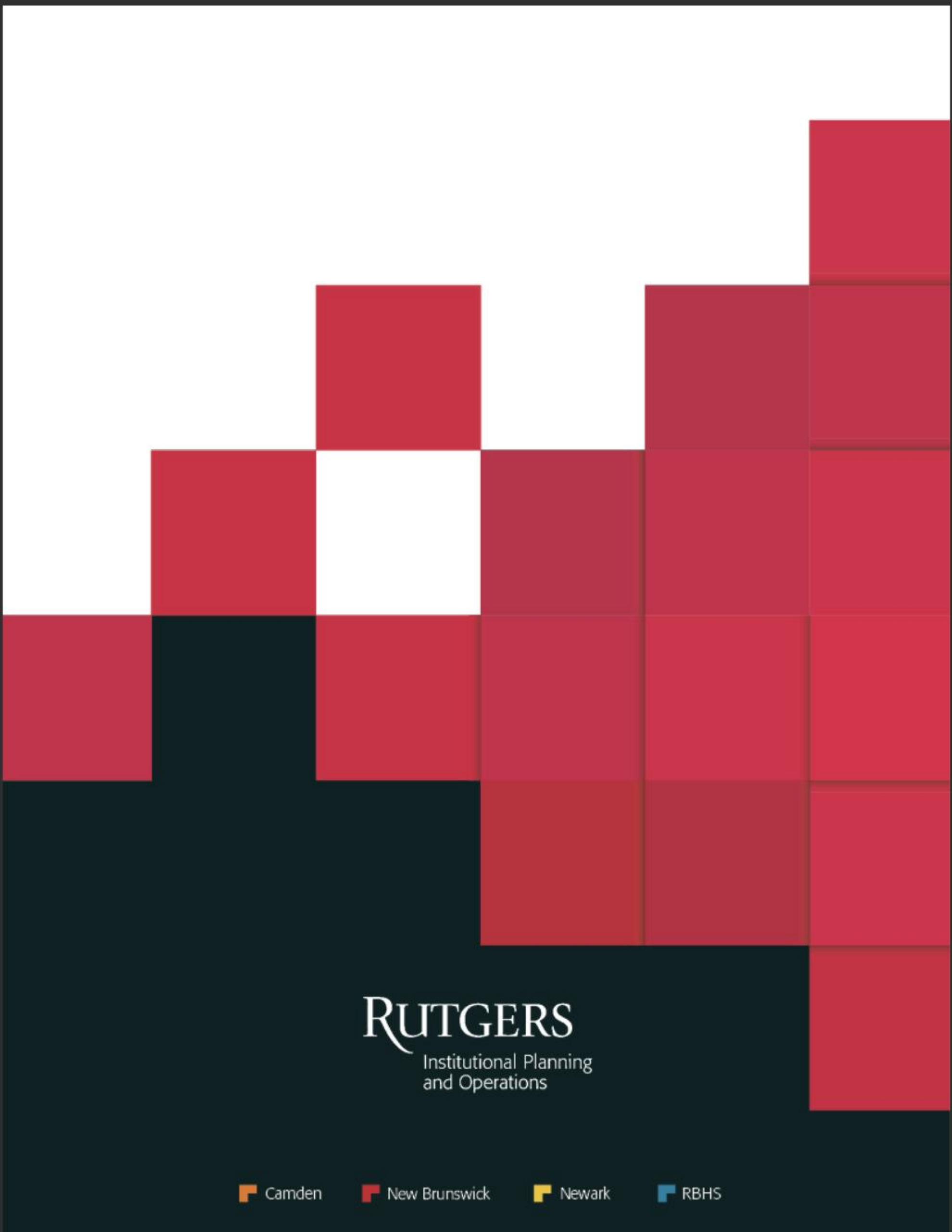


Significant Accomplishments

- University ID Card System, Phase I
- Parking and Transportation System, Phase I
- Campus Maps Initiatives, Phase I
- CAC Quad Precinct Plan
- Scheduling System Plan
- Chemistry and Chemical Biology Building
- Richard Weeks Hall of Engineering
- Artis Building Renovation
- Clinical Academic Building (CAB) 7th Floor Renovation
- Camden One-Stop
- Bus Shelter at the Yard
- Alumni House at Van Nest Hall
- School of Dental Medicine
- Alumni Center at RU-N
- Reaccreditation of the Rutgers Police by CALEA, IACLEA & NJSACOP

Partial List of Accreditations, Certifications, and Licenses of IP&O Members


- 9-1-1 Instructor
- A+ - PC Repairs and Maintenance
- Accident Investigation Dynamic
- Accident Investigation I, II, III
- Accreditation Assessor
- Advanced Cardiac Life Support (ACLS)
- Advanced Course on The Reid Technique
- Advanced Engineering for Police Traffic Officers
- Advanced Instructional Designer
- American Inst. of Cert. Planners
- ASME-IX- Cert. Pipe Welders
- Asbestos Hazard Inspector
- Backflow Device Tester
- Backflow Preventer Lic.
- Basic Drug Recognition Expert
- Black, Blue, Red and Gold Boiler Operators Lic.
- Bleeding Control for the Injured
- Blue Seal Stationary Engineer's Lic.
- Building Insp.- Highrise-Hazardous Specialist
- Building Insp.- Industrial and Comm Specialist
- Building Insp.- Residential and Small Comm Specialist
- Building Subcode Lic.
- CALEA
- CPR, AED
- Certified Energy Manager
- Certified Financial Planner
- Certified Information Technology Professional
- Certified Public Accountant
- Civil Disturbance Riot Planning
- Commercial Driver Lic.
- Commercial Driver's Lic. with Hazardous Materials
- Confined Space Cert.
- Construction Mgt and Building Construction Cert.
- Construction Official
- Educational Facility Manager Cert.
- Environmental Field Sampling & Data Collection
- Environmental, Safety & Health Trainer
- Project Mgt. in Building Design and Construction
- Electrical Contractors Lic.
- Electrical Inspector- Highrise-Hazardous Specialist
- Electrical Journeyman Lic.
- Emergency Mgt.
- Emergency Medical Dispatch
- Emergency Response
- EMT
- EPA/HUD Lead Paint Renovation Cert.
- FAA Certified Drone Pilot
- Field Training Officer
- Fire Inspector
- Fire Sub Code Official
- Firearms Instructor
- First Aid Instructor
- Haz Mat
- Health Physicist (CHP)
- Historic Preservation Architect
- IACLEA
- IATA Shipping of Dangerous Goods Cert.
- Incident Command System – 100, 200, 300, 400
- Industrial Hygienist
- Journey Level Pipefitters Cert.
- LEED Accredited Professional
- Lic. Landscape Architect
- Lic. NJ Real Estate Salesperson
- Lic. Professional Engineer
- Lift and Forklift Cert.
- NAEMT Tactical Casualty Care
- NJ Accredited Asbestos Safety Tech.
- N J Accredited Lead Insp.
- NJ Licensed Sewer Operator
- NICET Lvl II Insp & Testing Water-Based Systems
- NJ Code Enforcement Inspector
- NJSACOP
- NJ DFS Incident Management 1, 2, 3
- NJ DFS Live Burn Instructor
- NJ DFS SCBA Instructor
- NJ Mobile Intensive Care Paramedic
- Nonviolent Crisis Intervention
- Instructor Cert. Program
- OSHA 10 Hour Construction Cert.
- OSHA 24 Hour Hazardous Materials Technician
- OSHA 40 Hour Hazardous Waste Operations and Emergency Response
- OSHA 40 Hour HAZMAT Cert.
- Prehospital Trauma Life Support Prof Engineer
- Professional Planner
- Radar Instructor
- Radar Operator
- Rape Aggression Defense (RAD) Instructor
- RCI Registered Roof Observer (RRO)
- Real Estate Professional
- Registered Architect
- Registered Biological Safety Professional
- Response to Radiological Threats Cert.
- Risk Assessment
- Safety Management Specialist
- Soil Erosion and Sediment Control Cert.
- Spill Prevention Control Containment
- State of New Jersey DCA Fire Insp.
- State of New Jersey Locksmith Lic.
- Stormwater Management and Low Impact Dev.
- WMD Radiological/Nuclear Haz/Mat Tech.
- Zoning Official Cert.




RUTGERS

Institutional Planning
and Operations

 Camden

 New Brunswick

 Newark

 RBHS



IP&O
At a Glance

Newark

Housing

Number of Beds	1,593
Occupancy %	97%

Police

Calls for Service	10,893
Incidents Assigned for Investigation	194
Custodial Arrests	160
Police Incident Reports	1,204

Buildings and Maintenance

Total Number of Buildings	39
< 10,000 GSF	11
10,001 – 25,000 GSF	3
25,001 – 50,000 GSF	1
> 50,000 GSF	24
Total Gross Square Footage	3,276,552
Total Acreage	40
Current Replacement Value	\$2,926,627,809
Current Defined Maintenance Liability	\$476,404,275

Work Orders

Work Orders	11,320
Service Calls	4,817
Total	16,137

Utility Infrastructure

Current Replacement Value	\$136,020,669
Current Deferred Maintenance Liability	\$31,793,511
Total Waste (tons)	1,512
Municipal Solid Waste (tons)	600
Recycling (tons)	552

Codes and Standards

Number of Permits	78
Number of Inspections	350
Elevators, Escalators and Chair Lifts	59
Elevator Inspection Cost	\$33,217
Project Cost	\$79,571,598
Construction Permit Fees	\$630,239
Plan Review Fees	\$130,587

RBHS

Housing

Number of Beds	459
Occupancy %	96%

Police

Calls for Service	21,787
Incidents Assigned for Investigation	245
Custodial Arrests	163
Police Incident Reports	1,269

Buildings and Maintenance

Total Number of Buildings	45
< 10,000 GSF	11
10,001 – 25,000 GSF	4
25,001 – 50,000 GSF	2
> 50,000 GSF	28
Total Gross Square Footage	6,465,564
Total Acreage	137
Current Replacement Value	\$7,066,597,251
Current Defined Maintenance Liability	\$1,096,067,658

Work Orders

Work Orders	25,144
Service Calls	14,612
Total	39,756

Utility Infrastructure

Current Replacement Value	\$536,792,904
Current Deferred Maintenance Liability	\$83,054,310
Total Waste (tons)	3,146
Municipal Solid Waste (tons)	2,408
Recycling (tons)	938

Codes and Standards

Number of Permits	24
Number of Inspections	144
Elevators, Escalators and Chair Lifts	68
Elevator Inspection Cost	\$38,284
Project Cost	\$2,704,587
Construction Permit Fees	\$11,839
Plan Review Fees	\$29,700



University-Wide Initiatives
Capital Projects

Synchronous Classrooms

Develop a network of advanced technology lecture halls to give a single lecturer the ability to present to a live audience and a distant audience simultaneously. This cuts down on student travel and will ultimately allow inter-campus education on a larger scale. Phase 1 and 2 of this project are complete. Lecture Halls are now in use on Cook/Douglass and Busch, as well as Camden. Phases 3 and 4 began in FY '18 with renovations underway in Newark and RBHS.

Cancer Institute of New Jersey Expansion

Feasibility studies began to construct a new facility to allow for significant expansion of Cancer Institute of New Jersey clinical and research operations. Programming and planning efforts, and a business plan and site location, are being developed in coordination with the director of the institute, the city, and RWJBarnabas Health.

RBHS Interprofessional Education Building

Feasibility studies began to construct a new facility to allow for significant expansion of first and second year allopathic education and nursing program in New Brunswick. Programming, and preliminary architectural planning are underway, and site locations are being examined.

RBHS Medical Science Building Renovations

Feasibility studies began on providing significant infrastructure upgrades and substantial renovations to allow for significant improvement in New Jersey Medical School research and teaching space. An architectural/engineering firm has been engaged, planning work is substantially complete, and options for a path forward are being reviewed with the Chancellor's office.

Camden Business School

The university is studying the feasibility of constructing a business school facility in Camden collocated with a number of business initiatives and programs within the city and region. An architectural/engineering firm has been engaged for preliminary design services, and planning continues.

Camden Enrollment Expansion Planning

Assessed and planned space needs associated with enrollment growth. Renovations of existing buildings, acquiring an existing building, and reimagining the Campus Center are included in the planning efforts.

Newark Student Services One-Stop and Commuter Lounge at Boyden and Conklin Halls

Feasibility studies began to develop a transportation hub to support commuter students. The hub might include enhanced waiting area, lounge, food vending, and other amenities, including a number of student experience enhancements such as commuter lounge, one-stop student services shop, and computer labs. An architectural/engineering firm has been engaged.

Newark John Cotton Dana Library Renovation

Feasibility was completed to undertake significant interior renovations that would support the student academic life on campus, as described in the Physical Master Plan. This project would complement and be coordinated with the Robeson Student Center renovation and University Libraries Master Plan. An architectural/engineering firm has been engaged, and planning has been completed.

The project has been divided into two phases. Construction documents are underway for Phase 1, the renovation of the third floor for the P3 Collaboratory, a collaboratory for Pedagogy, Professional Development and Publicly-Engaged Scholarship. Schematic design is underway for Phase 2, which is a renovation of a number of areas within the building.

Newark Paul Robeson Campus Center Renovation and Addition

Design phase began for significant interior renovations and addition that would support the student academic life on campus, as described in the Physical Master Plan and previously completed Vision Document. This project would complement and be coordinated with the John Cotton Dana Library Renovation.

Busch Administrative Services Building I Repurposing

Planning was completed to repurpose this building to create a student-centric services center, where students can address all business functions in one location. An architectural/engineering firm has been engaged, and planning has been completed. Design development has begun.

Busch Lacrosse and Soccer Training Complex

A \$15 million donation in FY '18 changed the scope of the original project, and design has begun to house an academic success center intended to support student athletes, and it will house athletic offices.

(cont.)

Technology to Enhance Safety

Technology allows University Public Safety to deliver their services more effectively in and around our campuses. Notably, its CAD/Mobile Client System upgrade has improved operation efficiency of the 911 Dispatch and Communications Center, providing better response and a higher level of safety for our students, staff, and faculty.

The system upgrade allows 911 telecommunicators to easily view and understand the status of all public safety units in the field so that calls for service are handled more efficiently. 911 telecommunicators are now able to share, with the responding officer, all information they view on their screen about a person or a location.

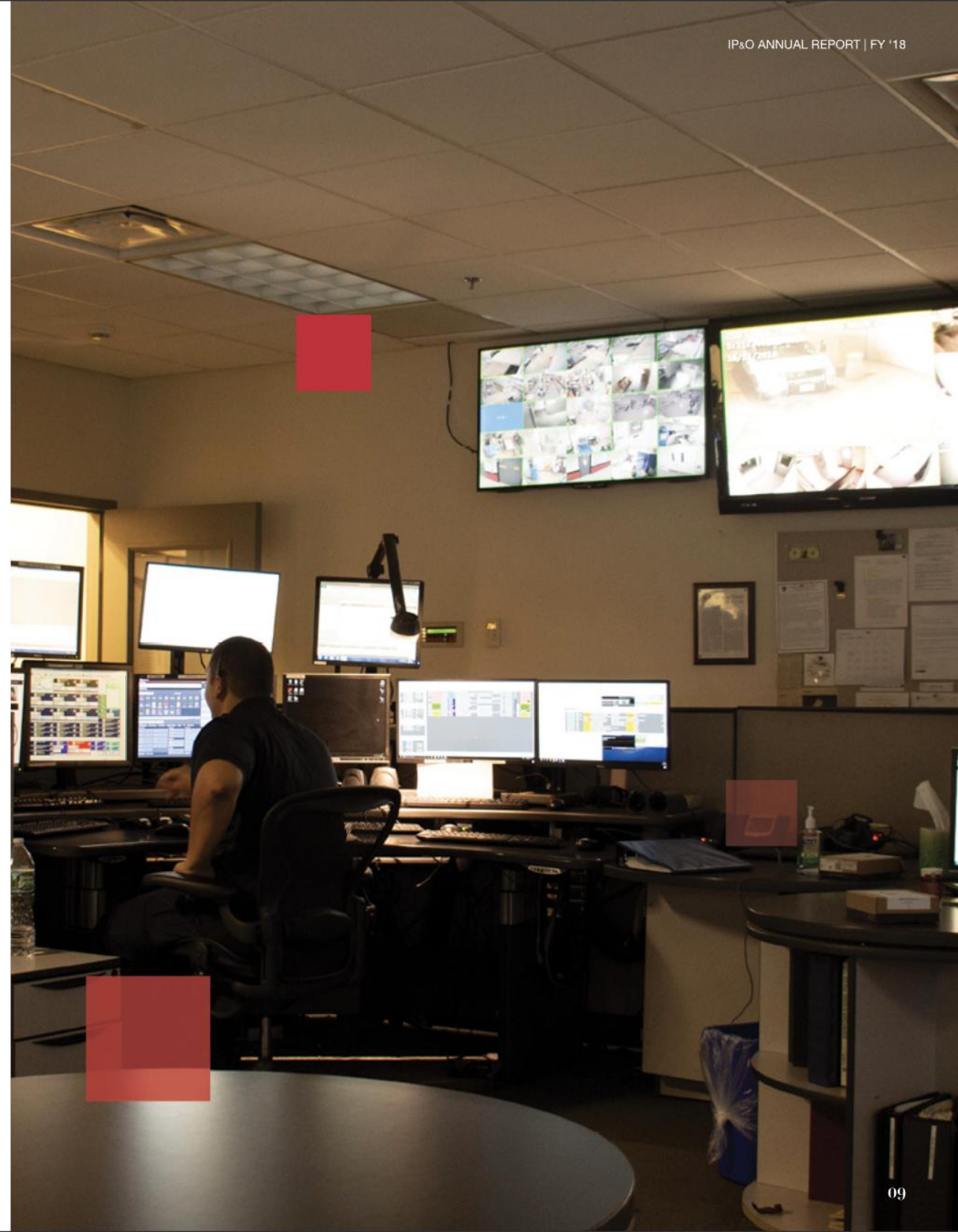
This greatly increases officer safety. The system allows for enhanced reporting, and sends out real time messages to command personnel when significant life safety issues are put into the CAD system. In addition, in the event of loss of network connectivity, CAD is not impacted because it is backed up and lives in a virtual environment.

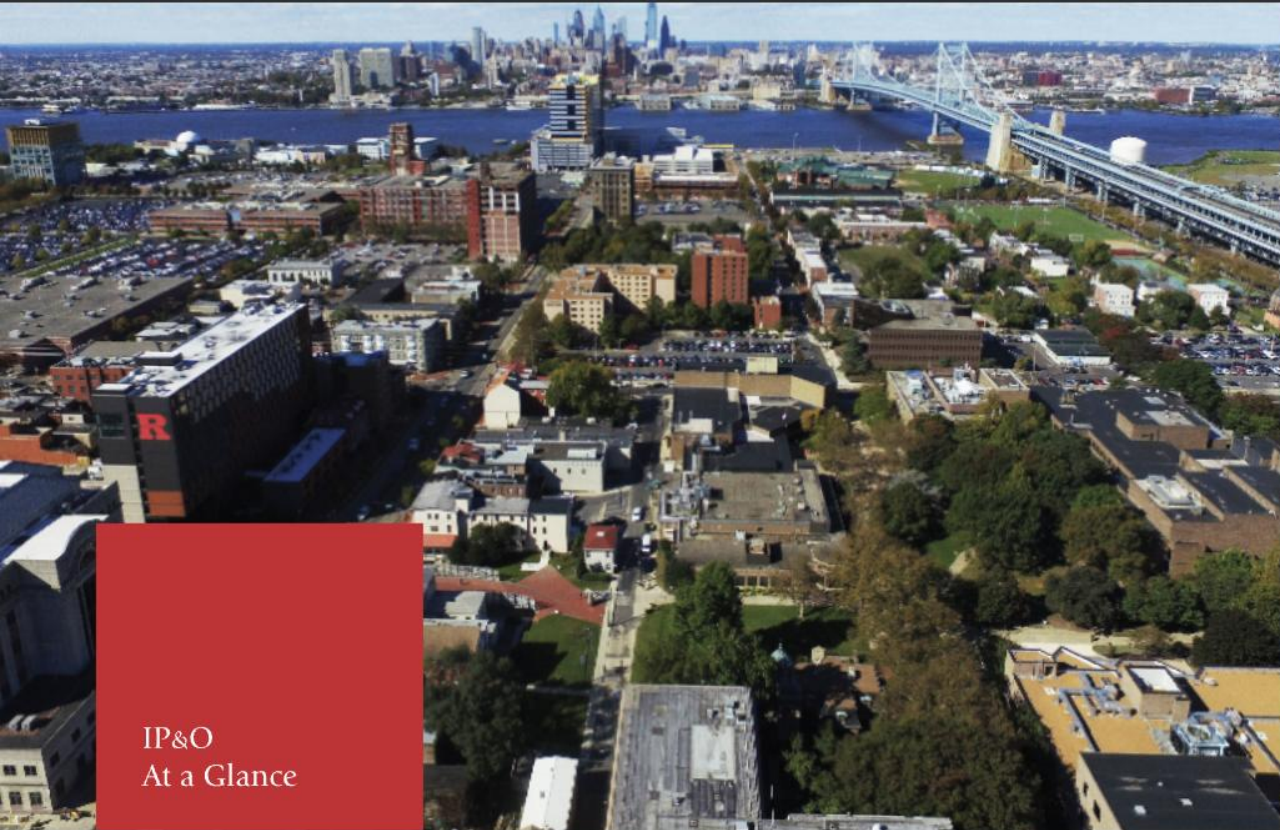
Additional Public Safety technology enhancements during FY '18 included the deployment of security cameras in the 5th and 6th wards of New Brunswick through a partnership among the Rutgers University Police Department, the Rutgers–New Brunswick chancellor’s office, Rutgers University Student Assembly, and the City of New Brunswick.

The cameras bolster the safety of the off-campus community and enhance RUPD’s partnership with the City of New Brunswick. Cameras have proved to be a valuable tool in policing and public safety in our neighborhoods. The off-campus cameras will deter crime and allow the RUPD and NBPD to share information, which helps solve crimes and stops repeat offenders.

Another town/gown collaboration was planned during FY '18 and launched at the very end of the fiscal year. Rutgers University Police Department now provides 911 dispatch services to the City of New Brunswick. Rutgers transitioned all 911 and emergency dispatch services for the City’s Police and Fire Departments on July 1. The plan is expected to result in savings to New Brunswick taxpayers while creating a more efficient and comprehensive emergency communications center for both the city and the university.

In addition, University Public Safety is now using Conducted Energy Devices (Tasers) statewide. Tasers were deployed to all sworn personnel of the RUPD as a less-lethal weapon alternative. All officers were trained and certified in the use of Tasers in FY18.





IP&O
At a Glance

Camden

Housing

Number of Beds	766
Occupancy %	96%

Police

Calls for Service	11,479
Incidents Assigned for Investigation	14
Custodial Arrests	85
Police Incident Reports	1,283

Buildings and Maintenance

Total Number of Buildings	49
< 10,000 GSF	30
10,001 – 25,000 GSF	6
25,001 – 50,000 GSF	1
> 50,000 GSF	12
Total Gross Square Footage	1,466,458
Total Acreage	29
Current Replacement Value	\$1,420,102,806
Current Defined Maintenance Liability	\$296,502,207

Work Orders

Work Orders	6,890
Service Calls	1,240
Total	8,130

Utility Infrastructure

Current Replacement Value	\$118,478,952
Current Deferred Maintenance Liability	\$23,551,107
Total Waste (tons)	870
Municipal Solid Waste (tons)	572
Recycling (tons)	298

Codes and Standards

Number of Permits	25
Number of Inspections	133
Elevators, Escalators and Chair Lifts	34
Elevator Inspection Cost	\$19,142
Project Cost	\$33,442,371
Construction Permit Fees	\$145,551
Plan Review Fees	\$42,487

New Brunswick

Housing

Number of Beds	15,924
Occupancy %	95%

Police

Calls for Service	28,233
Incidents Assigned for Investigation	779
Custodial Arrests	886
Police Incident Reports	4,324

Buildings and Maintenance

Total Number of Buildings	612
< 10,000 GSF	331
10,001 – 25,000 GSF	117
25,001 – 50,000 GSF	80
> 50,000 GSF	84
Total Gross Square Footage	17,274,958
Total Acreage	5,967
Current Replacement Value	\$17,236,253,745
Current Defined Maintenance Liability	\$2,844,982,479

Work Orders

Work Orders	65,221
Service Calls	32,705
Total	97,926

Utility Infrastructure

Current Replacement Value	\$1,840,385,970
Current Deferred Maintenance Liability	\$484,264,941
Total Waste (tons)	18,967
Municipal Solid Waste (tons)	6,501
Recycling (tons)	12,466

Codes and Standards

Number of Permits	382
Number of Inspections	1,458
Elevators, Escalators and Chair Lifts	219
Elevator Inspection Cost	\$123,297
Project Cost	\$42,331,588
Construction Permit Fees	\$938,805
Plan Review Fees	\$492,032



University-Wide Initiatives

Service Initiatives

Parking and Transportation System Upgrades

New technology and a paperless parking system was implemented and is now in place on all campuses. Enhancements made to transportation include: free WiFi on all busses, fleet makeup, user technology, routes, and communications.

Plant Size Reduction Campaign

IP&O began a targeted reduction in the number of buildings and footprint of the university to increase efficiency, and taking small and/or poor-condition buildings off-line. This supports RCM budgeting, reduces deferred maintenance totals, and supports cost-avoidance.

kite+key—The Rutgers Tech Store

IP&O developed and manages a second kite+key location for technology sales and repair. It is located in the historic and refurbished Hahne and Co. building in Newark. These facilities serve students, faculty, staff, alumni, and are open to the public, as well. After being cited by Apple as one of the best-run university Apple store in the country, IP&O is seeking to expand to Camden and RBHS. Camden location renovations are underway and planning with RBHS Newark continues.

Classroom Safety and Security Assessment

An assessment and inventory of classroom access points was undertaken to identify security risks, physical conditions, and risk mitigation strategies with potential improvement implementation.

Campus Maps Initiative, Phase II

Developed a reimagined online campus mapping and virtual wayfinding system that is user-friendly, visually engaging, and provides a range of pertinent information for the university community and visitors to the university. Phase 1, the public-facing system, is complete, and work on Phase 2 began in FY '18. It will include accessibility information, additional transportation information, utilities data, and a mobile-friendly app.

University's ID Card System, Phase I

A committee that included a cross-section of the university assessed the existing ID Card system and established a recommended list of actionable tasks which included new upgraded software with enhanced capability, redesigned ID Cards, and a streamlined application process for Faculty, Staff and Students.

Improve the University's Safety Profile

In FY '18, University Public Safety solicited the services of an outside consultant to conduct a comprehensive review of existing security technologies at Rutgers University. The review is currently underway and the goal is to evaluate and prioritize recommendations and develop an implementation strategy to install a robust unified system architecture that will consolidate existing platforms to improve efficiency.

Scheduling and Transportation Efficiencies

The Scheduling, Registration, Transportation, and Housing Efficiencies Task Force was formed in 2014 to enhance coordination among these key student centric administrative areas through the overhaul of their business processes. The goal is to reduce the number of unnecessary course-related trips, thereby improving the overall student experience. In FY '18 the university entered a testing phase with Infosilem software that provides students with scheduling options to minimize the amount of course related travel. The software incorporates timetabling of course days, times, and locations to ensure key courses are offered at multiple campus locations to address student degree requirements, as well as efficiently maximizing the use of existing classrooms. The testing phase has yielded vast improvements in scheduling and the reduction of transit trips to classes. This has prompted enhancements to the current scheduling software employed by the university, with students now being shown class options that reduce their need for travel. This change has reduced the number of transit trips for students.

Unifying Our ID Card System

Having to carry two or more ID cards and cards lacking in modern security features was less than ideal for our students and staff. Our Business Services group updated the RUID card system in FY 18 and rolled out a new proprietary chip system, eliminating the need to carry multiple ID cards and cards with less than optimal security features.



The new system went live in March 2018. Over 30,000 new cards have been distributed. In addition to its enhanced security features, card holders may now upload their own photos, thereby eliminating the need to have a photo taken at a designated campus location.

Prior to the rollout of the new ID cards, there were still about 4,200 card holders with the holders' social security numbers encoded on the card's magnetic stripe. At the end of FY '18, there were under 2,000 of these particular cards left to replace. The remaining cards are scheduled to be decommissioned by January 2019.

The ID card project had been put off for many years. It was a challenging and time-consuming project, but under IP&O, our Business Services group not only took on this project with great success, but guided this critical change through the university.



GIS Mapping: Clearly the Way to Go!

Our Planning, Development, and Design group unveiled a reimagined online campus mapping and wayfinding system, greatly enhancing the student experience. With information on buildings, eateries, bike paths, and parking, the new interactive map system, based on geographic information systems (GIS) technology, provides a public facing portal to comprehensive campus information that is user friendly, visually engaging, and contains a range of information for the university community and its visitors.

Additionally, there is secure, "behind-the-scenes" data supporting the needs of the university for utilities, real estate, and other operational essentials. Through Google Analytics, the online campus map system tracks and analyzes user data. Knowing when, where, and how users access the map will help determine future mapping initiatives.

With the Year One public portal now complete, preliminary work started in FY 19 for Year Two initiatives which will include adding extension facilities, updating the transit information interface, collecting ADA physical features, and Rutgers University web compliance.



Advancing 2030 – The Physical Master Plan

As we continue to provide our students with the most modern and technologically advanced learning centers, identifying and demolishing structures that have surpassed their useful lives was a priority in FY 18. A series of demolition projects brought down structures that did not meet accessibility needs, featured outdated materials and energy use inefficiencies. These older sites were unsuitable for effective organizational collaboration, a hallmark of today's modern facilities.

The demolition campaign reflects an institutional change in how Rutgers is managing its physical environment and at the same time advances the implementation of Rutgers 2030.

The demolition effort will pay big dividends to the university: Rather than invest significant amounts of money in these dilapidated buildings, the university will decrease its deferred maintenance backlog and garner savings which could be directed to advancing the vision proposed in Rutgers 2030.

Much of the data we collect now through our newer technology will aid us in our design and construction plans for each of our campuses.

The facilities that debuted or were almost complete in FY '18 reflect the modern, sleek and technologically advanced learning centers that will define Rutgers 2030. These buildings are forever changing the landscape of our campuses. The Nursing and Science building has transformed the Camden neighborhood in which it sits. On Busch, the Richard Weeks Hall of Engineering and the Chemical and Chemical Biology building are striking symbols of a campus that is fully engaged in today's high tech tools and tomorrow's untapped horizons.

University-Wide
Services



Mail Services

Packages Delivered	417,634
Processed Regular Incoming Mail	1,818,594
Walk-Up Customers/Window Services	124,699
Outgoing Metered Mail	1,269,249
UPS Packages Sent Out for Students	7,215
Staff	46,321
Students	371,313
Emails Answered	6,719

Identity and Access Management

Card Readers	4,561
Total ID Card Print Activity	10,312
Photo Approvals	9,308
Add Access Requests	24,521
Remove Access Requests	20,967
Scheduling Requests	4,856
Add Users to Database Requests	544

Emergency Services

Emergency Response Calls for Service	13,418
Emergency Medical Services Calls for Service	2,258
Psychiatric/Medical Related Incidents	526
Fire System Bureau	12,420
Fire Inspections	15,228
Defensive Driving and CPR Training	314
ESO Life Safety Inspections	4,175
Emergency Response Major Incidents	459

Shredding Services

Boxes Shredded from 7 Kilmer	7,373
Boxes Shredded from University Offices	2,536
Project Shredding Barrels Serviced	940
Scheduled Shredding Service	15,803
Total Amount of Paper Shredded (lbs.)	1,380,000

Records Management

New Boxes Received	11,404
Records Requests	5,101
File Returns	2,090
Flat Box/Barcode Label Requests	32
Total Boxes Stored in 7 Kilmer	166,709

Environmental Health and Safety

Grant Reviews and Approvals	383
IBC Protocol Approvals	407
IACUC Protocol Reviews	710
Respirator Fit Tests	1,719
Fume Hoods Surveyed	1,569
Laboratory Audits	2,883
Radiation Inspections	1,043
Medical Waste Disposal (tons)	362
Solid Waste Collected for Reuse (lbs)	119,580
Lead Batteries Recycled (lbs)	4,693
Hazardous and Radioactive Materials Pickups	2,596

Transportation Services

Parking Stalls	35,000
Annual Parking Permissions	45,000
Bus Budget	\$11,200,000
Annual Parking Tickets	100,000

University Police Department

9-1-1 Emergency Line Group	3,804
Non-Emergency Line Group	123,713
Alarm Signals Logged	155,116
Text-to-9-1-1	276
Non-Emergency Text	839
Protection of Minors Programs	332
Training Completions	7,062
Background Checks Processed	2,622

Material and Logistical Services

Moves (Variety of Sizes)	533
Shipping and Receiving Transactions	76,793
Collected Boxes for Records Box Collections	8,293
Consoles/Barrel Shredding Swaps	14,502
Total Vehicles Maintained	304
Total Uniform Orders Placed	1,657
GovDeal Auction Sales Count	659
GovDeal Auction Sales Total	\$363,181

