



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.



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# 1 Taking Rutgers University–Camden Forward

An integral part of Rutgers, The State University of New Jersey, Rutgers University–Camden has a well-established role as an anchor institution for the southern part of the state. Rutgers–Camden is currently home to more than 6,500 students and in recent years has undergone significant enrollment growth which is expected to continue.

As stated in its recently completed Strategic Plan, Rutgers–Camden is committed to core values of:

- **Prestige:** being part of Rutgers University and its 250-year history of world-class quality education at a research university
- **Access:** building upon a record of diversity and access for many first generation college families from a wide spectrum of geographic and economic backgrounds
- **Innovation:** providing opportunities for creative approaches to research, teaching, curricular development, and all other aspects of institutional life
- **Impact:** implementing strategies leading to mea-

**asurable successful outcomes and connections with the community and region**

To guide Rutgers–Camden in these core values, the Strategic Plan endorses the following strategic goals:

- **Providing a first rate-undergraduate education grounded in research and providing experiential learning**
- **Enhancing high-quality and interdisciplinary graduate and professional programs**
- **Advancing faculty research excellence**
- **Playing a leadership role in revitalizing Camden and in the greater Delaware Valley**
- **Increasing enrollment to support strategic goals**

To support the Strategic Plan in the area of facilities, Rutgers University set out in 2013 to update its University-wide Physical Master Plan, last completed in 2003. While many of the recommendations of the previous plans have either been accomplished or are incorporated in the current update, there are also new ideas and projects growing out of the evolution of the

campus and of higher education generally.

The updated Physical Master Plan, Rutgers 2030, addresses the University's current and future needs for a 15-year time frame from 2015 to 2030. The plan provides a framework to enhance the campus' current ability to provide a first-rate educational environment for its current and growing student population while maintaining the positive attributes of an intimate campus quality with a "liberal arts feel".

By reaching beyond the current physical boundaries of the current campus, this master plan also enables Rutgers University to be an agent of positive change in the region. The master plan's vision and goals align closely with those of the University and will support the implementation of its strategic plan.



330 Cooper, new residence hall

## WHAT SETS RUTGERS–CAMDEN APART

### Strong center of campus

The Quad offers an iconic place at Rutgers–Camden like none other in the Rutgers University system, providing a quiet but vibrant center for the campus, surrounded by academic and student services – a respite in an urban environment.

### Intimate scale that promotes “liberal arts feel”

Aligned with the structure of class sizes and student-faculty ratios that Rutgers–Camden has maintained, the majority of the campus buildings range between two to four stories in height, promoting an intimate, personal, and accessible campus environment.

### Recently renovated classrooms and teaching spaces offer opportunities for academic achievement

Renovated classrooms in the Business and Science Building and the Law School, the relocation of the Honors College to a more expansive space, renovated study space in the Paul Robeson Library, and a new



Law School facility create an environment where students are active participants in learning, and can develop themselves independently and collaborate in ways that support the learning efforts of others. The renovated classrooms aim to utilize technology to support cutting-edge learning in the classroom and foster experimentation with technology-enhanced pedagogy.

### **New housing supports near-term growth**

In 2012, a new 12-story residence hall was completed. The new living space can accommodate up to 350 students and is currently 80% occupied. With retail spaces on the ground floor, this new residence hall includes student gathering spaces, a fitness center, a mail room, a business center, and a roof deck. Combined with existing residence halls, which accommodate 470 undergraduate students, Rutgers–Camden will be able to support some degree of growth in its resident population in line with its five-year strategic plan as Rutgers University–Camden determines the appropriate numbers of full-time students and transfer students, and mix of commuter and residential students.



*Renovated Athletic and Fitness Center*

### **A renovated Athletic and Fitness Center serves the Rutgers community well**

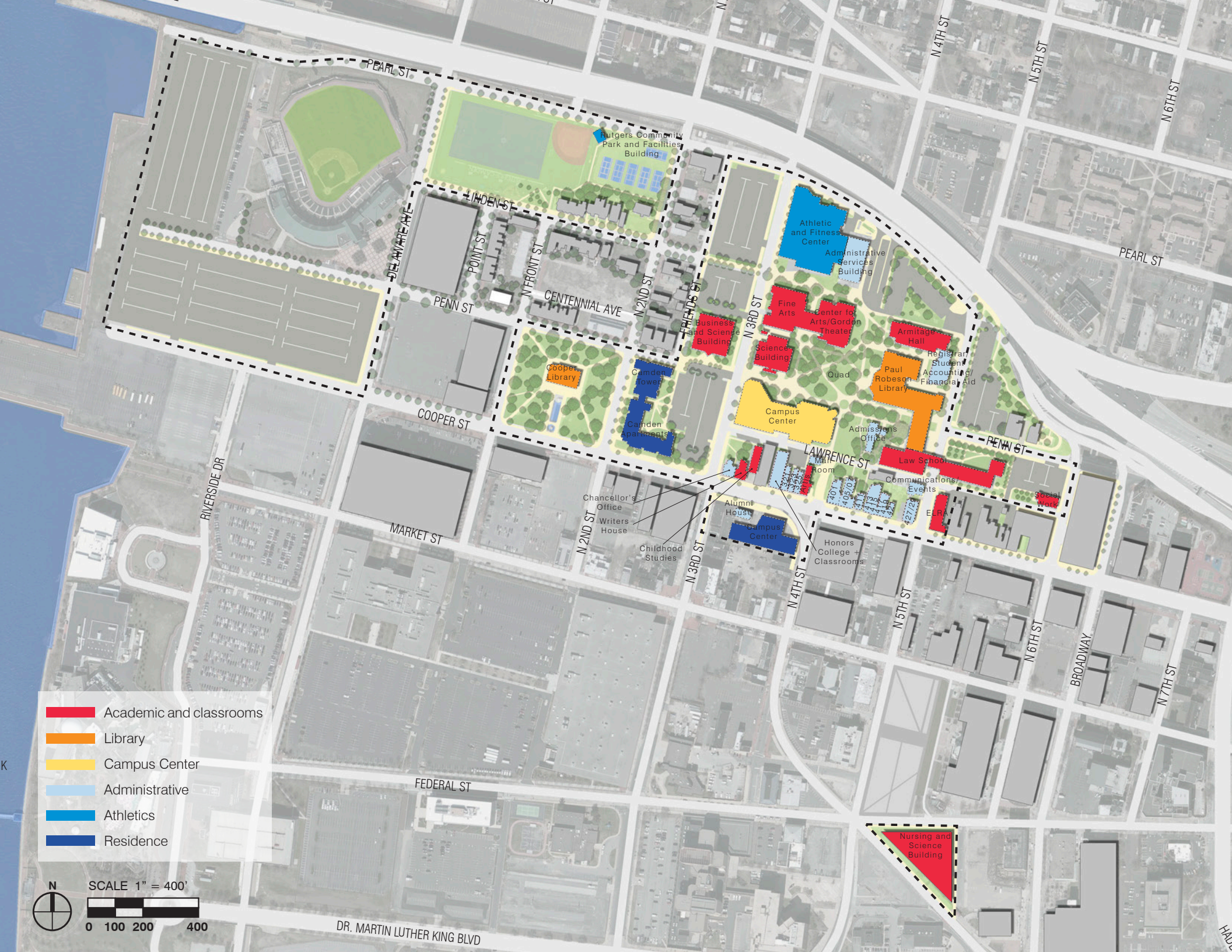
Originally built in 1973, the Athletic and Fitness Center was renovated in 2009 to provide new cardio machines and circuit strength training equipment. The renovation project also included a resistance pool, new locker rooms, offices for coaches and administrators, a training room, and courts for basketball and volleyball programs. The facility is well-used and positively viewed by students, faculty and staff. Plans for growth must take into account the need for a schedule of equipment upgrades and replacement due to advances in equipment technology and the normal wear-and-tear that comes from frequent use. This is

true across all usage areas where students require and expect state-of-the-art, functional equipment as part of their Rutgers experience.

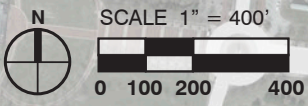
### **Cooper Street redevelopment is starting to transform the street**

In addition to the new residence hall, an ongoing effort to reduce vacancies and refurbish properties owned by Rutgers–Camden along Cooper Street is a priority. Previously housed in the Paul Robeson Library, the Honors College was relocated to 319 Cooper Street. The Early Learning Research Academy also moved to 501 Cooper Street in 2011. The Writers House at 305 Cooper and Alumni House at 312 Cooper are under renovation.

Cooper Street is one of the major thoroughfares of Camden since it connects Rutgers–Camden with Camden County College, Rowan University and the rest of the city. Efforts to transform Cooper Street into a gateway serve to provide good first impressions for those visiting the campus and for those considering investment in the campus' neighborhood, and must continue.



- Academic and classrooms
- Library
- Campus Center
- Administrative
- Athletics
- Residence



DR. MARTIN LUTHER KING BLVD

## 2 The Planning Context

Rutgers' legacy in Camden and in southern New Jersey began with the founding of the South Jersey Law School in 1926. A year later, the College of South Jersey launched as an undergraduate companion to the law school. The independent law school and its junior college continued to grow through the 1930s despite an enrollment slump caused by World War II. In July 1950, these two schools became part of Rutgers; the resultant institution was known as the Rutgers College of South Jersey.

Sixty-five years later, Rutgers University–Camden is home to more than 6,500 undergraduate and graduate students. Stretched over 40 acres of land, Rutgers–Camden sits in the heart of Delaware Valley and offers 39 undergraduate programs and 28 graduate programs, including seven terminal degree programs.

### 2.1 LAND USE

#### Campus

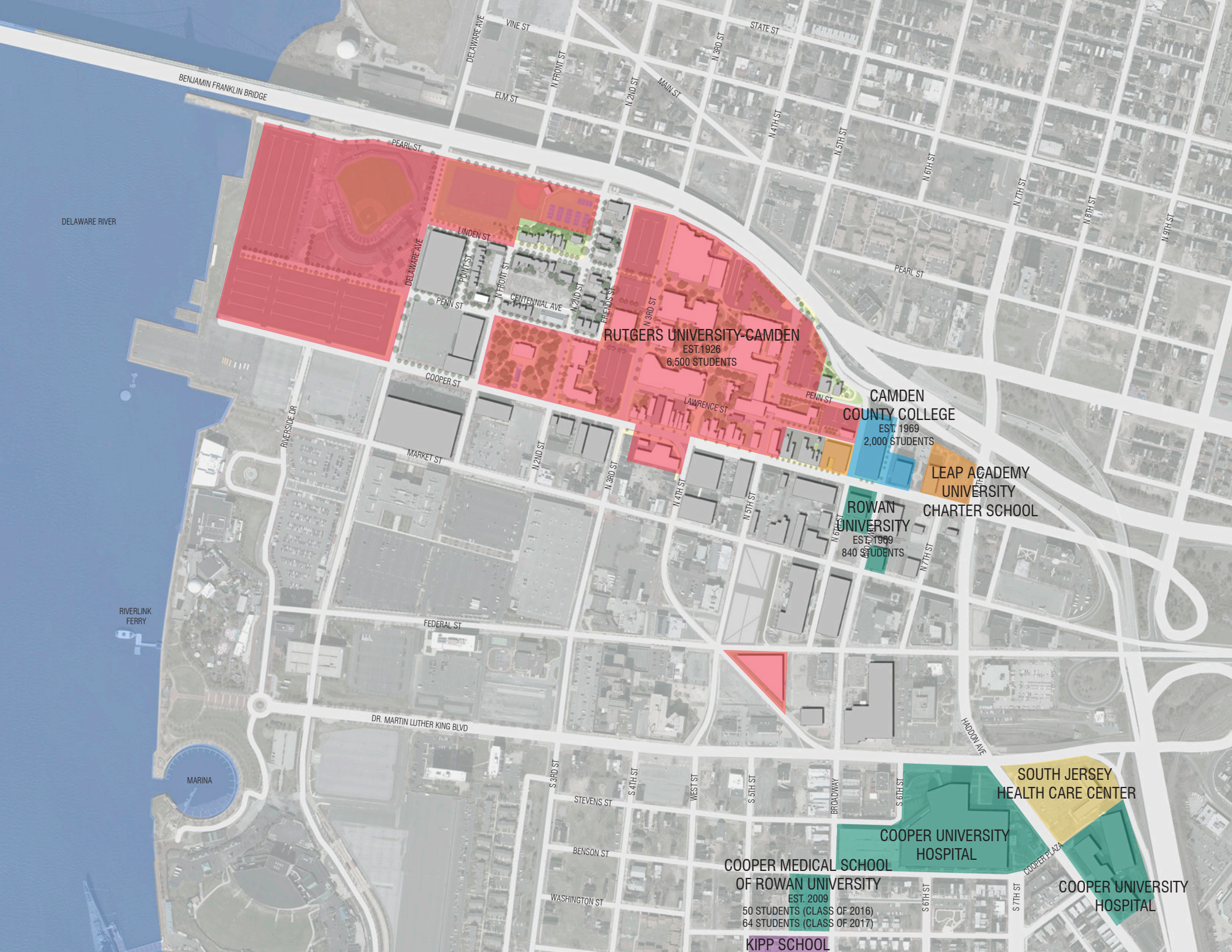
Rutgers University–Camden is an urban campus, mainly concentrated in the area defined by Cooper Street at its south end, North Third and North Fifth Streets at its west and east edges, respectively, and

by Pearl Street to the north. With the exception of the Business and Science building and the Law School East building, campus facilities emanating from this core to the east and west predominantly are student housing and recreational facilities. The most recent construction of student housing at 330 Cooper is a departure from this defined boundary, extending the campus to the south of Cooper Street. Upon completion, the Nursing and Science Building will expand the campus even farther south, to Federal and Fifth Streets.

At the heart of the campus, one building stands out among the rest because of its historical significance – 406 Penn Street, which houses the admissions offices. This beautiful flagstone mansion dates back to 1869, and was deeded to the University in 1946. The Paul Robeson Library dates back to 1958 and the Campus Center and Science Building to 1964. Over the next five decades, Rutgers–Camden embarked on an expansion of the campus with a major capital project approximately every five years, including the addition of Armitage Hall (1968), the Law School West building (1971) and the Fine Arts Building (1975). These buildings form the edges to the central green space now known as the Quad.

Beyond the core, Rutgers University–Camden expanded west across North Third Street with a Residential Tower (1986) and the Business and Science building (1989). The School of Law expanded east of the core across North Fifth Street in 2009. Prior to the completion of the School of Law, the campus underwent a period of renewal and renovation of its existing facilities, improving the Campus Center, recreational spaces, and campus landscape enhancements. In 2014, Rutgers–Camden undertook a series of upgrades to its aging classrooms, which included comprehensive and significant upgrades to its technological capacities for teaching and research; supported by ELF funds, these upgrades represent a signature characteristic of Rutgers–Camden as a campus that, in many respects, is more digitally enhanced and equipped than many others of its size.

This master plan builds upon this inventory, and strategically identifies areas where enhancement and new construction are required for the anticipated growth of the campus, as well as to accommodate changes in the learning styles of students in the 21<sup>st</sup> century.



DELAWARE RIVER

BENJAMIN FRANKLIN BRIDGE

RIVERLINK FERRY

MARINA

VINE ST

ELM ST

PEARL ST

DELAWARE AVE

LINDEN ST

POINT ST

PENN ST

COOPER ST

MARKET ST

FEDERAL ST

DR. MARTIN LUTHER KING BLVD

STEVENS ST

BENSON ST

WASHINGTON ST

S 3RD ST

S 4TH ST

WEST ST

S 5TH ST

BROADWAY

S 6TH ST

S 6TH ST

S 7TH ST

COOPER PLAZA

HADDON AVE

DELAWARE AVE

N FRONT ST

N 2ND ST

N 3RD ST

N 2ND ST

MAIN ST

N 4TH ST

N 5TH ST

N 6TH ST

N 7TH ST

N 8TH ST

N 9TH ST

PEARL ST

**RUTGERS UNIVERSITY-CAMDEN**  
EST. 1926  
6,500 STUDENTS

**CAMDEN COUNTY COLLEGE**  
EST. 1969  
2,000 STUDENTS

**LEAP ACADEMY UNIVERSITY CHARTER SCHOOL**

**ROWAN UNIVERSITY**  
EST. 1969  
840 STUDENTS

**SOUTH JERSEY HEALTH CARE CENTER**

**COOPER UNIVERSITY HOSPITAL**

**COOPER MEDICAL SCHOOL OF ROWAN UNIVERSITY**  
EST. 2009  
50 STUDENTS (CLASS OF 2016)  
64 STUDENTS (CLASS OF 2017)

**COOPER UNIVERSITY HOSPITAL**

**KIPP SCHOOL**

At the south edge of the campus core, Cooper Street in many ways acts as a 'front door' to Rutgers–Camden. Most visitors arrive downtown on this street, making this corridor an important first impression to the campus. Along the north side of Cooper Street between North Third Street and North Fifth Street, Rutgers–Camden owns and occupies a majority of the former townhouses and other historic buildings. It has been renovating them one at a time, retooling the buildings as classroom and office space. However, the continued presence of vacant lots and set-backs interrupt the cohesiveness of the streetscape. The significance of Cooper Street to first impressions about the campus makes it imperative for the streetscape to be a high priority for completion.

Along the north edge of the campus, the campus is separated from the North Camden neighborhood by the Benjamin Franklin Bridge. This master plan considers ways to engage this community through expansion north. The current southern edge of the campus will expand with the construction of the Nursing and Science Building at the city's Central Business District, proximate to Cooper University Hospital and the Cooper Medical School of Rowan

University which, upon completion, will represent a critical step to augment a corridor emphasizing the growth of Camden's educational and medical institutions, and related services.

### **Neighbors**

The City of Camden is made up of 20 neighborhoods. The majority of the Rutgers–Camden campus lies in one of the city's most historic districts, Cooper Grant.

Since the last master plan was published, there have been positive developments in the city. In 2005, Adventure Aquarium reopened, featuring 200,000 square feet of sea life and wildlife. Cooper University Hospital, L-3 Communications, the Delaware River Port Authority, and Susquehanna Bank have continued to invest in the city. In 2009, Campbell Soup Company completed construction of its headquarters in the Gateway district, east of the Central Business District. Most recently, the Philadelphia 76ers have chosen to build a major training facility and administrative headquarters for 250 employees at Delaware Avenue and Martin Luther King Boulevard, which will help to revitalize the Central Waterfront District along the

Delaware River. Subaru has announced plans to relocate its North American headquarters to Camden, as will Holtec International. Additional private development already is being planned.

Once a thriving center of manufacturing, the City of Camden continues to face challenges and a decline of population since the 1950s. Rutgers–Camden and surrounding educational and governmental institutions are now core elements in and around the downtown area, contributing greatly to the revitalization of the city.

Other educational institutions in Camden are Cooper Medical School of Rowan University, both located southeast of Rutgers–Camden, and Camden County College and Rowan University, located due east along Cooper Street. The LEAP (Leadership, Education, and Partnership) Academy University Charter School, working closely with Rutgers, offers opportunities for community service, internships for Rutgers students, and employment; some LEAP students are enrolled in undergraduate courses. Together, these institutions create a University District within Camden.



In Lanning Square, a neighborhood to the south of the campus, a KIPP Charter School is planned to open for fall 2015. That same neighborhood, which is south of Dr. Martin Luther King Boulevard, includes Cooper University Hospital, which is a leading provider of health services for southern New Jersey. Adjacent to Cooper University Hospital are the Cooper Medical School of Rowan University and the South Jersey Health Care Center.

## 2.2 OPEN SPACES

### The Rutgers–Camden Quad

The quadrangle is truly the heart of the Rutgers University–Camden campus, integral to the daily activities of the Rutgers community. It is a combination of an urban plaza with pockets of mature trees creating a canopy around the plaza, and light filtering through to seating areas that are sprinkled around the quad. The quad pulls together a variety of student activity functions and facilities like the newly renovated Paul Robeson Library, the Campus Center and major classroom buildings. It serves such a centering function that it can be likened to an outdoor

room connecting all of these buildings. Extending from this quad is a pedestrian entry at North Third Street and Cooper Street called The Gateway, a public artwork that serves to mark the formal entry into the Camden campus. Plans for the 250<sup>th</sup> anniversary of the University augment this outdoor sequence with the introduction of a traditional college square in the area between The Gateway and the Quad.

Just beyond the boundaries of the campus, there have been recent investments in the city's open space infrastructure that is visible and inviting. More development is planned and some is being negotiated to take advantage of tax credits and other forms of public assistance to encourage development leading to the revitalization of Camden.

### The Delaware River Waterfront

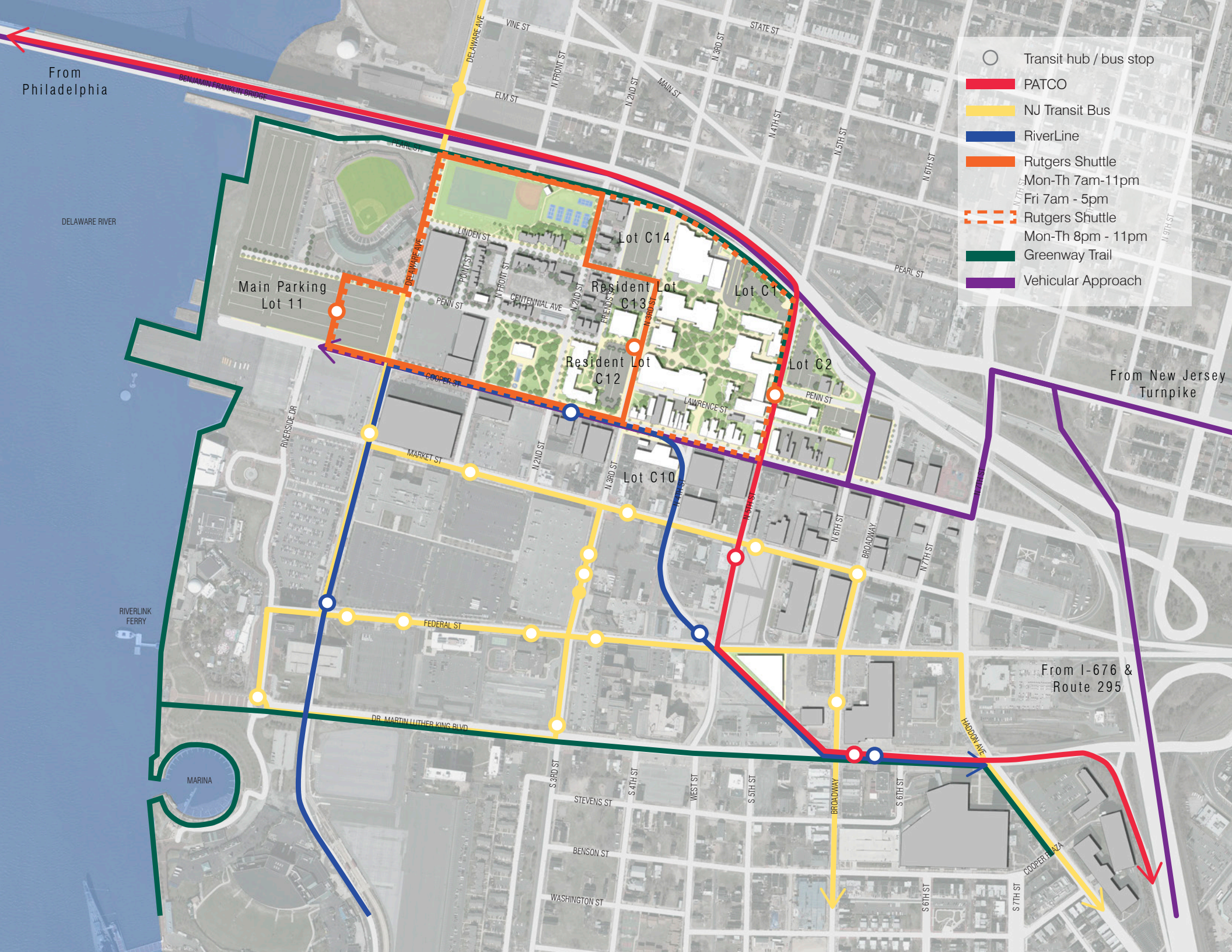
The Waterfront District already has developed into a center for recreational and entertainment activities. Starting with the Susquehanna Bank Center, to Adventure Aquarium, and onward to Campbell's Field, the Waterfront District is ideally located along the Delaware River with a magnificent view of Philadelphia's

skyline. Campbell's Field is the home of the Rutgers–Camden's NCAA Division III baseball team, the Scarlet Raptors, as well as to the professional minor-league baseball team, the Camden Riversharks.

### Roosevelt Plaza

Roosevelt Plaza, fronting City Hall, was rededicated in June 2014 with new art, seating, bright lighting, and landscaping, transforming the park into a safe and enjoyable gathering place for students, residents and workers. Yoga classes and other community-engaging activities have been introduced at the park, expanding the vitality of the site. Located along North Fifth Street, just slightly north of the construction site of the Rutgers Nursing and Science Building, this park flanks a major corridor that will link Rutgers–Camden's main campus to the Camden Business District and the Nursing and Science Building. Roosevelt Plaza will be a significant asset in the development of a corridor that will emphasize Camden's burgeoning strength in the areas of health care, education, and research, and that will feature Rutgers University–Camden as a key anchor.

*At left: The Quad, looking west towards North Third Street*



From Philadelphia

DELAWARE RIVER

Main Parking Lot 11

Main Parking Lot 11

Lot C14

Resident Lot C13

Resident Lot C12

Lot C10

Lot C1

Lot C2

MARINA

From New Jersey Turnpike

From I-676 & Route 295

- Transit hub / bus stop
- █ PATCO
- █ NJ Transit Bus
- █ RiverLine
- █ Rutgers Shuttle  
Mon-Th 7am-11pm  
Fri 7am - 5pm
- █ Rutgers Shuttle  
Mon-Th 8pm - 11pm
- █ Greenway Trail
- █ Vehicular Approach

BENJAMIN FRANKLIN BRIDGE

DELAWARE AVE

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## 2.3 MOBILITY

### Public Transportation

Located across the Delaware River from Philadelphia, Camden is a major transportation hub for southern New Jersey and the Delaware Valley. As an institution with a majority of students who commute, and faculty and staff drawn from across the wide geographic expanse of the Delaware Valley, the need for mobility and regional connectivity are critical to a successful functioning of Rutgers University–Camden. An important contributor to the growth of Camden and southern New Jersey, Rutgers–Camden is a magnet that attracts people into the city and the region; appropriately, it is vital that Rutgers–Camden’s traffic and parking needs are addressed to encourage continued development and growth of the University and the region.

The campus is connected by public transportation lines of PATCO and NJ Transit which, in turn, provide ready access to Amtrak, SEPTA and the Philadelphia International Airport.

The PATCO Speedline connects southern New Jersey with Philadelphia. The closest Speedline stop to the campus is at City Hall at North Fifth and Market Streets, which is approximately a five-minute walk from the core of the campus. One stop further south from City Hall, the Broadway stop, is located at the Walter Rand Transportation Center and offers direct connections to NJ Transit and regional bus routes. The NJ Transit River Line light rail serves the corridor between Camden and Trenton with connections to Amtrak, SEPTA and NJ Transit regional rail and bus lines at the Trenton Transit Center. The River Line has stops directly on and immediately proximate to the campus. Both the Speedline and the River Line are utilized heavily by Rutgers–Camden students, staff and faculty.

From the waterfront district, west of campus, the RiverLink Ferry crosses the Delaware River, connecting Philadelphia and the Camden Waterfront.

### Vehicular Connections

Even though there is a wide range of public transportation options for students and others

coming to campus, most Rutgers–Camden students travel to campus by car. With easy access to the Benjamin Franklin Bridge, the Walt Whitman Bridge, the New Jersey Turnpike, I-676, Route 295, and Route 95, Rutgers–Camden is approachable from all directions. As discussed in the Land Use section, Cooper Street represents a major vehicular gateway for Rutgers–Camden. With the location of the Nursing and Science Building at Federal and North Fifth Streets, North Fifth Street also will become a major corridor connecting Rutgers–Camden to the new building and downtown center. The Rutgers University Police Department stationed on campus or along the corridors where classroom buildings and other offices are in use enhances the safety of the campus. It is critically important that all corridors not only reflect the reality but also the appearance of security and vibrant campus activity.

### Benjamin Franklin Bridge

The Benjamin Franklin Bridge connects Camden with downtown Philadelphia, providing the Camden community with easy access to the many historic areas and social and educational amenities in Philadelphia.



*Pedestrian gateway to the heart of Rutgers University–Camden, at North Fourth and Cooper Streets*

It presently marks the north edge of the Rutgers–Camden campus and, in 2013, was upgraded with a pedestrian and bicycle pathway. It currently lacks a ramp at the end of the bicycle pathway down to the street level on Pearl Street, an improvement that would enhance access to the Rutgers–Camden campus.

## **Parking**

There are 11 parking lots scattered throughout campus containing approximately 1,600 parking spaces used by faculty, staff, residential and commuter students, and visitors. Over half of the available parking spaces are located in Lot 11 which is at the farthest edge from the campus quad and is located near the waterfront. A Rutgers shuttle provides access between the campus and Lot 11.

Visitor parking close to campus presently is almost nonexistent. This poses a profound challenge for student recruitment efforts and other activities intended to attract external audiences. Any growth of the campus will place additional pressure on what little existing parking is now available. Additionally, some non-Rutgers growth in the neighborhood likely will displace existing parking options, thereby

exacerbating the situation. Given Rutgers–Camden’s continued development in the area, the Rutgers master plan must address current and projected constraints upon parking and access to campus. While a complete parking assessment is beyond the scope of this study, it is clear that the existing pressures for additional parking are high and the increases in enrollment projected for the next five years will pose critical demands.

Because limited parking can depress greater opportunities, Rutgers–Camden is exploring possibilities for working with existing parking garage owners or negotiating partnerships with businesses and other entities experiencing similar parking space pressures to develop a solution to this problem.

## **Pedestrian Connections**

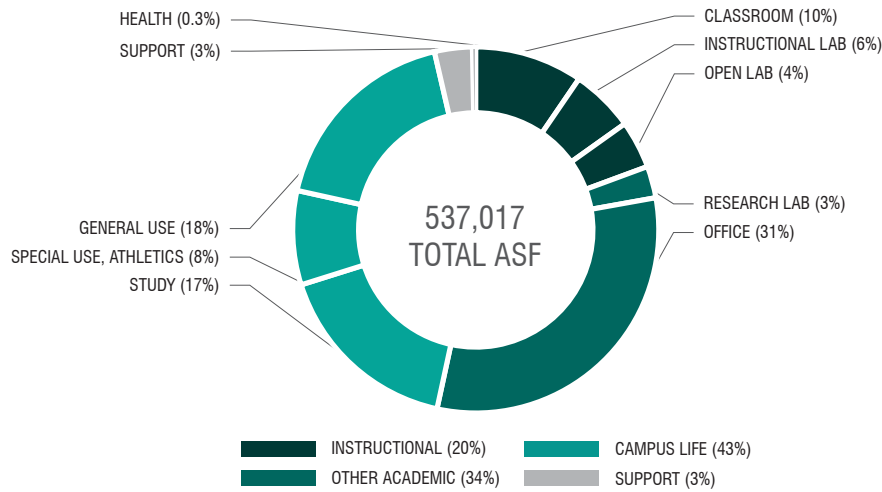
The Quad provides a welcoming and pleasant pedestrian-oriented environment for the center of campus. However, the adjacent streets surrounding the quad have not been designed or outfitted as pedestrian-welcome areas. Lawrence Street is essentially an alley where there is access for truck deliveries to the Campus Center; limited parking also

is located there. Lawrence Street is proposed to be closed from North Fourth Street (while maintaining service access to the Campus Center from North Third Street) so that renovations can extend The Gateway walkway from Cooper Street into the Quad and the core of campus. North Third Street and North Fifth Street should be landscaped and designed to extend the campus “feel” of the Quad. More trees and gardens should be added to the walkway between the Quad and surrounding streets.

## **Bicycle Connections**

Currently, a bicycle path is available around the perimeter of the Waterfront District and the Cooper-Grant neighborhood adjacent to the campus, but it lacks internal connections. Rutgers–Camden should create an integrated bicycle route system on campus, and encourage the use of bicycle and pedestrian walkways. Where possible, the bicycle path should be segregated from both walkways and roads. Beyond the boundaries of the campus, Rutgers should work with the city to improve connections to the rest of the Camden community, which will both enhance the “eds and meds” corridor and vibrancy of the downtown area.

FIGURE 1.2 ASF by Space Type (SuperFICM)



The chart above shows the distribution of space between major types (SuperFICM - ie, 100, 200, 300, etc). The data excludes residential space, consistent with CEFPI-based space analyses.

TABLE 1.1 Space Need Summary

Space Type	Existing Space (asf)	Current Need (asf)	Future Need (asf)
<b>Library + Study</b>	<b>139,767</b>	<b>78,305</b>	<b>88,696</b>
Study	59,554	46,321	56,040
Stack	68,159	26,165	26,165
Service	12,054	5,819	6,491
<b>Athletic + Physical Education</b>	<b>40,929</b>	<b>78,137</b>	<b>78,137</b>
<b>Campus Life</b>	<b>83,243</b>	<b>95,720</b>	<b>109,624</b>
Assembly + Exhibition	18,299	35,441	38,786
Dining	16,571	18,397	22,266
Student Life	48,373	41,882	48,572
Lounge	20,908	13,284	16,072
Merchandising	11,355	10,627	12,857
Recreation	3,659	7,971	9,643
Meeting	12,451	10,000	10,000
Health Care	1,553	2,694	3,029
<b>Support</b>	<b>17,935</b>	<b>31,156</b>	<b>31,184</b>
<b>TOTAL ASF</b>	<b>281,874</b>	<b>283,318</b>	<b>307,641</b>

Note: Classrooms, instructional labs, and office space are not included in this table. Projections of current and future need were not possible for these space types due to insufficient data. Projections of space needs should be completed at the departmental level.

Space Utilization Study

2.4 SPACE UTILIZATION

A space utilization study was undertaken. The study provides a quantitative assessment of the University’s physical space, including current and future space needs based on the University’s enrollment plans and projections. The study was intended to help identify planning-level space needs and provide a baseline for decision-making and further action.

The study was based on fall 2011 enrollment data, the most recent year that data was available at the time of the study draft, of 6,428 students with a projected enrollment of 7,500 students during the next five years. Based on the provided enrollment data, a combination of benchmarking and CEFPI space guidelines were used to assess space needs compared with a group of Rutgers–Camden’s peer institutions.

This study categorizes space needs according to the Postsecondary Education Facilities Inventory and Classification Manual, which includes the following major categories:

- Classroom facilities
- Teaching laboratory facilities
- Office facilities for faculty and staff, including

conference rooms

- Library and study facilities
- Special use spaces including athletics fields and recreation facilities
- General use spaces including assembly and exhibition spaces, dining, student life space, and meeting rooms
- Support facilities
- Healthcare facilities

Student housing is not analyzed.

Overall, while it can be said that Rutgers University–Camden has adequate total square footage relative to its peer institutions, surpluses in some categories of space mask critical shortfalls in others. For example, there is an excess of library stack space but deficiencies in student life space, an offset that Rutgers began to address in its recent library renovations; the Robeson Library now provides students with opportunities to engage in teamwork and collaborative learning opportunities supported by movable furniture configurations, and rooms with cutting-edge technological access to resource materials. Actual and projected enrollment growth

and deferred upgrades already have put pressure on Rutgers–Camden’s physical plant. In order to ensure a robust and attractive campus community and student life experience, the University must address these concerns. Major findings from the study are summarized below:

- Rutgers University–Camden has experienced significant enrollment growth over the past several years, without corresponding increases in its usable spaces. Projected enrollment growth forecasts further increase of almost 20% in the next five years. Planning for growth and remodeling to accommodate changing student needs are of key importance to the Rutgers University–Camden Strategic Plan and the campus’ success as an institution.
- At Rutgers–Camden, classroom space has been modernized on a case-by-case basis. Teaching methods are evolving and, with this evolution, classrooms must accommodate new learning and engagement technologies and practices. Technology has become much more prevalent, as has group-work and smaller class sizes. Traditional lecture formats have

become less attractive. Rutgers must develop a timeframe for aligning all outdated classroom facilities with next-generation practices to ensure that student learning outcomes and Rutgers–Camden’s competitive edge among its peer institutions are best served.

- Student life space is fundamental to building community, enhancing out-of-classroom learning opportunities, and increasing student satisfaction and engagement. This analysis identified critical needs in dining, recreation, lounge, and assembly space, which currently are operating at or above capacity.
- Enrollment growth will require additional faculty and staff input about the composition of that increase and its correlating impact on appropriate program space. How to use additional space should be assessed at the departmental and school level.

The Space Utilization Study findings were discussed with Rutgers–Camden and aligned with actual space needs and priorities established in the Strategic Plan. The physical master plan incorporates these aligned space needs.



*East/west pedestrian axis adjacent to Admissions Office (left) and Campus Center (center) leading to Penn Street*

### 3 Planning Principles

Closely aligned with the Rutgers University–Camden Strategic Plan, the Rutgers University–Camden Physical Master Plan is guided by the following planning principles. These principles provide a framework for the campus, flexible enough to accommodate changes in priorities for the campus.

- Provide modern classrooms and research and faculty space through new construction or renovation to support evolving styles of teaching and learning
- Promote a focused, enriching and fulfilling experience for undergraduate and graduate students by providing a nurturing campus environment, supportive student-centered services and a comprehensive array of campus amenities
- Improve the first impression of visitors to Rutgers University–Camden by creating campus gateways and defining campus boundaries, including the critically needed creation of an Admissions and Welcome Center
- Extend the Rutgers brand outward into the City of Camden, its surrounding communities, and beyond through corridors occupied by partners

including schools and institutions, and industries and agencies, both public and private.

Rutgers–Camden 2030 examines currently identified areas of important improvements and focus in order to provide a vision for the Camden campus as it evolves in the next 15 years and beyond.

#### **PROVIDE MODERN CLASSROOMS AND RESEARCH AND FACULTY SPACE THROUGH NEW CONSTRUCTION OR RENOVATION TO SUPPORT EVOLVING STYLES OF TEACHING AND LEARNING**

Student success and engagement rely on having the right kinds and sizes of classrooms, laboratories, and study spaces, incorporating appropriate instructional technology. Rutgers University–Camden is dedicated through its strategic plan and through this master plan to identify areas of opportunity to provide improvements in all of these areas.

Classroom renovation work is critical to ensure student success and although it has been occurring incrementally, its scope should be broadened. Outdated classrooms should be brought up to meet

modern standards and the expectations of students entering in the 21<sup>st</sup> century. Strategic technology upgrades supported by ELF funding in 2014 have been helpful; classrooms, research spaces, and technologies should continuously be updated for Rutgers–Camden to remain competitive with other institutions, including those within Rutgers. New classrooms and research spaces are also introduced as part of this plan, aligning with the proposed construction of several new buildings.

#### **PROVIDE A FOCUSED, ENRICHING AND FULFILLING EXPERIENCE FOR UNDERGRADUATE AND GRADUATE STUDENTS BY PROVIDING A NURTURING CAMPUS ENVIRONMENT, SUPPORTIVE STUDENT-CENTERED SERVICES AND A COMPREHENSIVE ARRAY OF CAMPUS AMENITIES**

College life extends beyond the classroom. Hand-in-hand with development of academic spaces comes the commitment to provide a high level of student support. Starting from their first moments as prospective Rutgers students, care must be taken to ensure and secure the perception and the reality of a safe and welcoming



*Proposed signage at North Second and Cooper Streets  
Concept and rendering by ex;it.*



*Proposed signage at The Gateway  
Concept and rendering by ex;it.*



place where students can thrive socially and pursue their cocurricular and extracurricular interests. The plan reflects the University's commitment to develop a pathway to graduation and a plan for post-graduation success supported by career counseling and advising. There must be places to meet and engage with other students, faculty, staff, and visitors, places for clubs to meet, and clean, well-lighted spaces for recreation and fitness. Rutgers–Camden 2030 therefore proposes several key projects that would enhance student life in all its aspects.

### **IMPROVE THE FIRST IMPRESSION OF VISITORS TO RUTGERS–CAMDEN BY CREATING CAMPUS GATEWAYS AND DEFINING CAMPUS BOUNDARIES, INCLUDING THE CRITICALLY NEEDED CREATION OF AN ADMISSIONS AND WELCOME CENTER**

#### **Transform the vehicular approaches towards Rutgers–Camden**

For most visitors, Cooper Street is the first impression Camden offers whether approaching from Philadelphia

or New Jersey. It represents and reflects on Rutgers' presence in and commitment to South Jersey. The perception of pleasant passageways along Cooper Street therefore must be a planning focus and priority. Although there has been an effort to renovate, recreate and upgrade Cooper Street, more work needs to be done. Not only does Cooper Street anchor the campus, it connects Rutgers–Camden to further revitalization in the city's Waterfront District.

#### **Improve access to campus**

As critical as it is to enhance Cooper Street as a visual corridor for vehicles, it is just as critical to enhance it for pedestrians. With existing surface parking lots stretched to the west toward the waterfront, secure and pleasant passage along Cooper Street needs to be assured. In addition, with the imminent construction of the new Nursing and Science Building extending the campus boundary south, North Fifth Street should be improved to allow students to travel from the inner campus to the new building and to other buildings that are, or will be, located on this emerging education and health care corridor through efficient pedestrian and vehicular traffic flows.

#### **Address campus edge conditions**

There has been a significant effort to enhance Pearl Street with streetscape improvements and the addition of bike pathway. Beyond the campus edge, there is much work to be done to improve appearances. If the area beneath the Benjamin Franklin Bridge were better maintained and lit, it would connect Rutgers University–Camden with the neighborhoods to the north. These communities already have become the focus of attention for improvement by the Cooper's Ferry Partnership, a redevelopment agency focused on revitalization projects in the city. There is a distinct and immediate need for signage and visual identifiers to help visitors to the city and the campus recognize that they have arrived at Rutgers University–Camden. Such signage must guide vehicular and pedestrian traffic toward the campus and must define a vibrant institution for all to see. Identifying signage could include wayfinding signs, street banners and prominent building signs and banners.

The creation of an Admissions and Welcome Center will provide prospective students and their families with a landmark facility to introduce them



to Rutgers–Camden. Combined with renovations to the admissions building, these actions will attract greater numbers of visitors to the campus and the neighborhood, with the goal of increasing enrollments.

### **Enhance on-campus streets and pedestrian connections**

While the buildings and landscaping around the Quad are aesthetically pleasing and intact, the rest of the campus needs attention. Lawrence Street functions as an access road for deliveries and presently serves to bisect the campus. North Third Street is perceived as a campus edge despite the fact that there are residence halls, parking lots and the Business and Science building which lie to its west. This study recommends that street and walkway improvements be among the top priorities of steps to enhance the campus experience for pedestrians and to create a more vibrant and engaging campus environment.

### **Reposition entry to the residence halls to create a new gateway**

The residential student complex on North Third Street currently faces toward the center of the campus,

losing an important opportunity to signal activity and vibrancy for visitors to Rutgers and to the city. This study recommends that changes to this complex be implemented to allow the entrance to the complex to serve as an additional gateway and face Cooper Street.

### **EXTEND THE RUTGERS BRAND OUTWARD INTO THE CITY OF CAMDEN, ITS SURROUNDING COMMUNITIES AND BEYOND THROUGH CORRIDORS OCCUPIED BY PARTNERS, INCLUDING SCHOOLS AND INSTITUTIONS AND INDUSTRIES AND AGENCIES, BOTH PUBLIC AND PRIVATE**

Rutgers University–Camden has a large stake in the improvement of the City of Camden that surrounds it. Perceptions of a vibrant and safe community can enhance the full experience of college and city life. Rutgers–Camden should foster for students the full measure of college life, offering 24/7 engagement. Great strides are being taken in this direction; for example, a wide array of diverse activities – ranging from NCAA Division III sports to an increasingly lively Greek life to a student-initiated commitment to civic

engagement and other forms of experiential learning – are already in place, and will continue to grow with increases in enrollment. Other examples include Rutgers–Camden’s use of Campbell’s Field for its baseball team, and the commitment by its Honors College (among other units) to nurture a service orientation to its students in on-campus activities (such as serving as admissions ambassadors) and for efforts undertaken in concert with community partners. The initiatives outlined in the master plan have the potential to promote engagement and foster collaboration with partners outside of Rutgers–Camden, solidifying its mission-driven work and building its standing as a key community partner and anchor institution in the City of Camden.

*At left: Nursing and Science Building at Federal Street and North Fifth Street, currently under construction*



## 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.

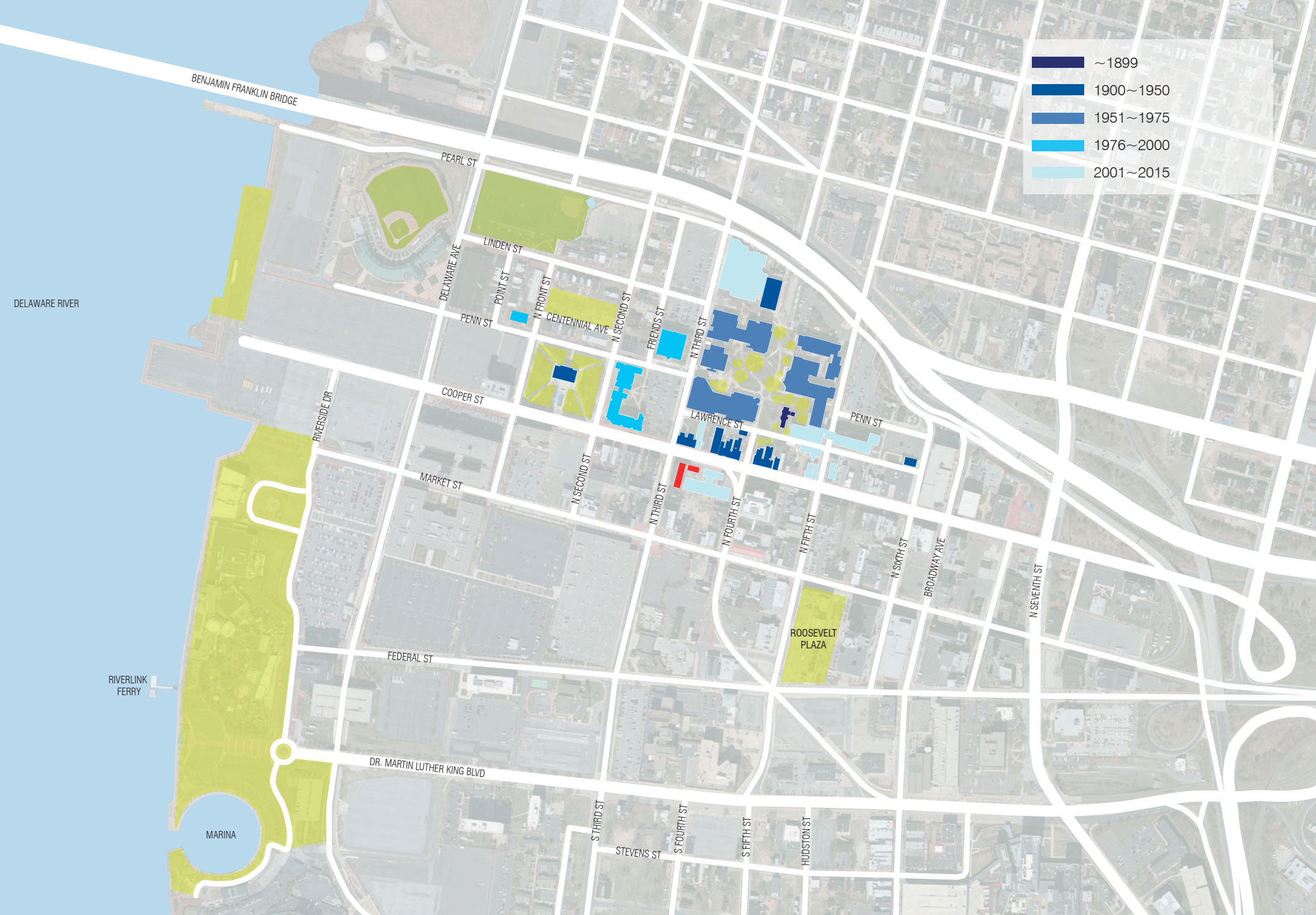
Key capital projects already underway concurrent with this planning effort include the following:

- 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:

- 250<sup>th</sup> 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.

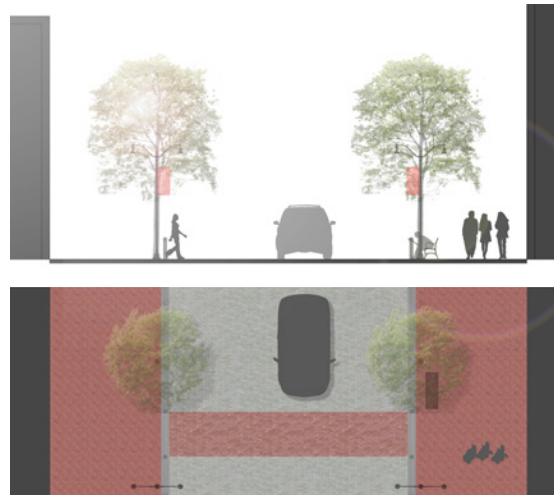
**Parking Deck B** is proposed for North Third and Pearl Streets, adjacent to the Athletic and Fitness Center, and will include space for 450 cars and additional playing fields on the roof. It is certainly a priority to find ways to support these kinds of parking options, including, perhaps, seeking 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'  
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## RUTGERS UNIVERSITY–CAMDEN TODAY

- Existing Building
- Existing Neighbor Building

### BUILDINGS

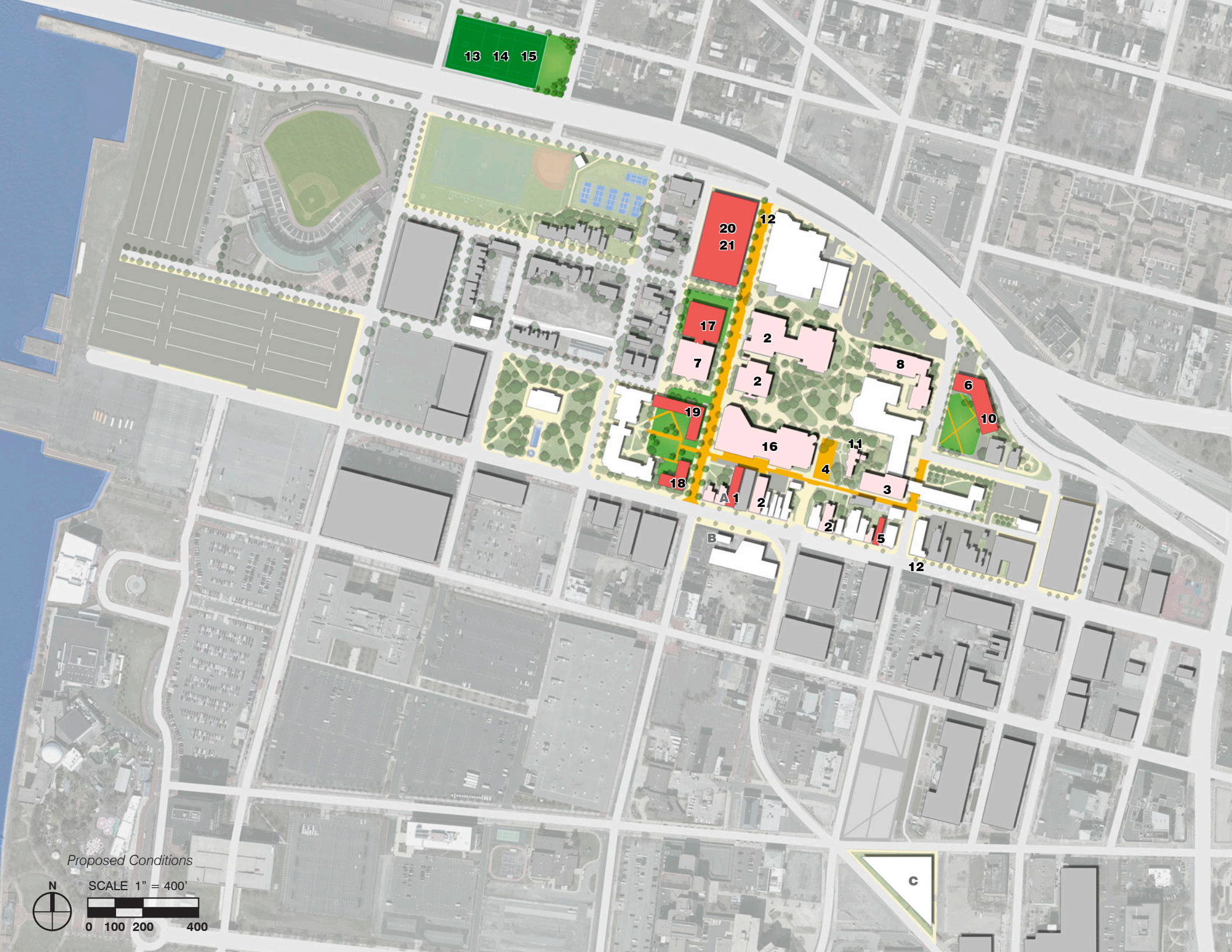
1. Rutgers Community Park Facilities Building
2. MLK Jr. Day Care Center
3. Cooper Library in Johnson Park
4. Camden Tower
5. Camden Apartments
6. Business and Science Building
7. Camden Athletic and Fitness Center
8. Camden Administrative Services Building
9. Fine Arts Building
10. Center for the Arts/Gordon 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



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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



## 5 Phasing and Implementation

Rutgers–Camden 2030 offers a long-range vision for Rutgers University–Camden to align physical facilities and campus grounds with strategic academic and growth directives in order to support the aspirations of the University. This plan is guided by the principles described in Chapter 3. It is proposed to be implemented in the following phases, extending to 2030 and beyond, and providing a framework for growth as the University evolves. Each proposed capital project that has been offered is identified as critical to the University’s mission and goals, and is shown here to occur in one of four phases of work, beginning from 2015 and extending beyond 2030.

The proposed phasing and implementation strategy is intended as a guide that provides a starting point for evaluating each capital project against other priorities. A number of projects – such as the Science Research Building and the School of Business Building – are opportunities for public-private partnerships, while others will rely on public funding and/or private philanthropy. Priorities may be readjusted as funding becomes available. This plan provides a flexible framework for implementation. The following is a summary of how key projects can be phased and built

in stages. All projects are listed in the following pages.

### Phase 1 (2015 - 2018)

Phase 1 is a four-year period beginning in 2015 and takes into consideration current capital projects underway, specifically the construction of the Nursing and Science Building and the renovations of the Alumni House and the Writers House. Proposed projects in this phase are directly related or are complementary to these ongoing projects. Key capital projects include the renovation of classrooms to align them with current class sizes and ways of learning. Renovations of properties on Cooper Street and of the admission building, landscaping and the development of athletic fields to support enrollment growth, and additional parking to accommodate the increase in student population also are required during this phase. Initial planning and fundraising for major projects coming up in Phase 2 also will take place.

### Phase 2 (2019 - 2023)

Phase 2 is a five-year period beginning in 2019, and flows from another major building campaign once the

Nursing and Science Building is completed. This phase includes the new building for the Rutgers School of Business–Camden and the Admissions and Welcome Center, and a series of capital projects that allow for renovations and reorganization of departments and classrooms that will be consequences of the business school’s relocation. Along with the School of Business, additional streetscape and landscape improvements during this phase are proposed.

### Phases 3 and 4 (2024 and beyond)

Beginning in 2023, Phase 3 is a second five-year period planned to include the Science Research building. During this phase, the master plan anticipates that key projects supporting growth also will be necessary and are contemplated for Phase 4. These projects include increasing residential beds, and constructing additional parking and recreational facilities.

A timeline for all anticipated projects follows.

## PHASE 1 (2014-2018)

Description	
1	New English Department
2	Renovation of Classrooms and Adjacent Spaces <ul style="list-style-type: none"> <li>• 319 Cooper Street</li> <li>• 405/407 Cooper Street</li> <li>• Fine Arts Building</li> <li>• Science Building</li> </ul>
3	Renovation of School of Law-West
4	250th Anniversary Plaza and Lawrence Street Improvement
5	Center for Civic Engagement
6	Renovation of Admissions Building
7	Renovation of Cooper Street Properties
8	Development of Athletic Fields <ul style="list-style-type: none"> <li>• Field Hockey</li> <li>• Lacrosse</li> </ul>
9	Development of Additional Parking <ul style="list-style-type: none"> <li>• Parking Deck (1,200 spaces)</li> </ul>
10	Landscaping and Streetscaping

## PHASE 2 (2019-2023)

Description	
1	Rutgers School of Business–Camden
2	Renovation of Business and Science Building
3	Renovation of Armitage Hall
4	North Fifth Street Improvements
5	Welcome Center and Admissions Office
6	Public Safety Building/RUPD
7	Renovation of Camden Campus Center

### PHASE 3 (2024-2028)

Description	
1	Science Research Building
2	Residence Building A (72 Beds)

### PHASE 4 (2029 AND BEYOND)

Description	
1	Residence Building B (198 Beds)
2	Parking Deck (500 Spaces)
3	Indoor Recreational Facility



# Next Steps

At the time of the drafting of this master plan, Rutgers University–Camden was in the process of implementing its Strategic Plan, with several upgrades and improvements to its physical facilities underway. Key capital projects that support the campus' mission have been clearly identified and preparations for these projects are in progress or in the initial discussion phase. Additional studies are required and may include the following:

- **Detailed classroom and research space assessment** - A detailed assessment of classroom and research space usage and needs will determine a strategy for the right kinds of spaces, the quantity and technological needs of these classrooms, to provide a strategy for renovating and upgrading teaching and learning spaces at Rutgers–Camden, with supporting technological advancements.
- **Site Selection and Feasibility Studies** - Capital projects identified in this master plan will need a process for evaluating the best location for these projects, giving consideration to academic program, partnership and any outreach or

community engagement requirements, as well as philanthropic and public support.

This master plan was developed in close collaboration with Rutgers University–Camden and the Rutgers University Master Plan Executive Steering Committee, and is a focused and achievable vision for the Rutgers–Camden campus, supportive of its missions and goals. The plan upholds and strengthens the distinguishing characteristics of the campus and provides a framework for expansion. As the campus evolves and priorities are confirmed or adjusted, the plan allows for flexibility in its implementation. A periodic assessment of this master plan, as individual projects develop, is recommended in order to ensure that the development of campus facilities continue to be aligned with the goals of the campus and University.

# Acknowledgments

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