



RUTGERS UNIVERSITY PHYSICAL MASTER PLAN

# RUTGERS 2030

VOLUME 3: CAMDEN

JUNE 18, 2015

# PREFACE

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

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

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

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

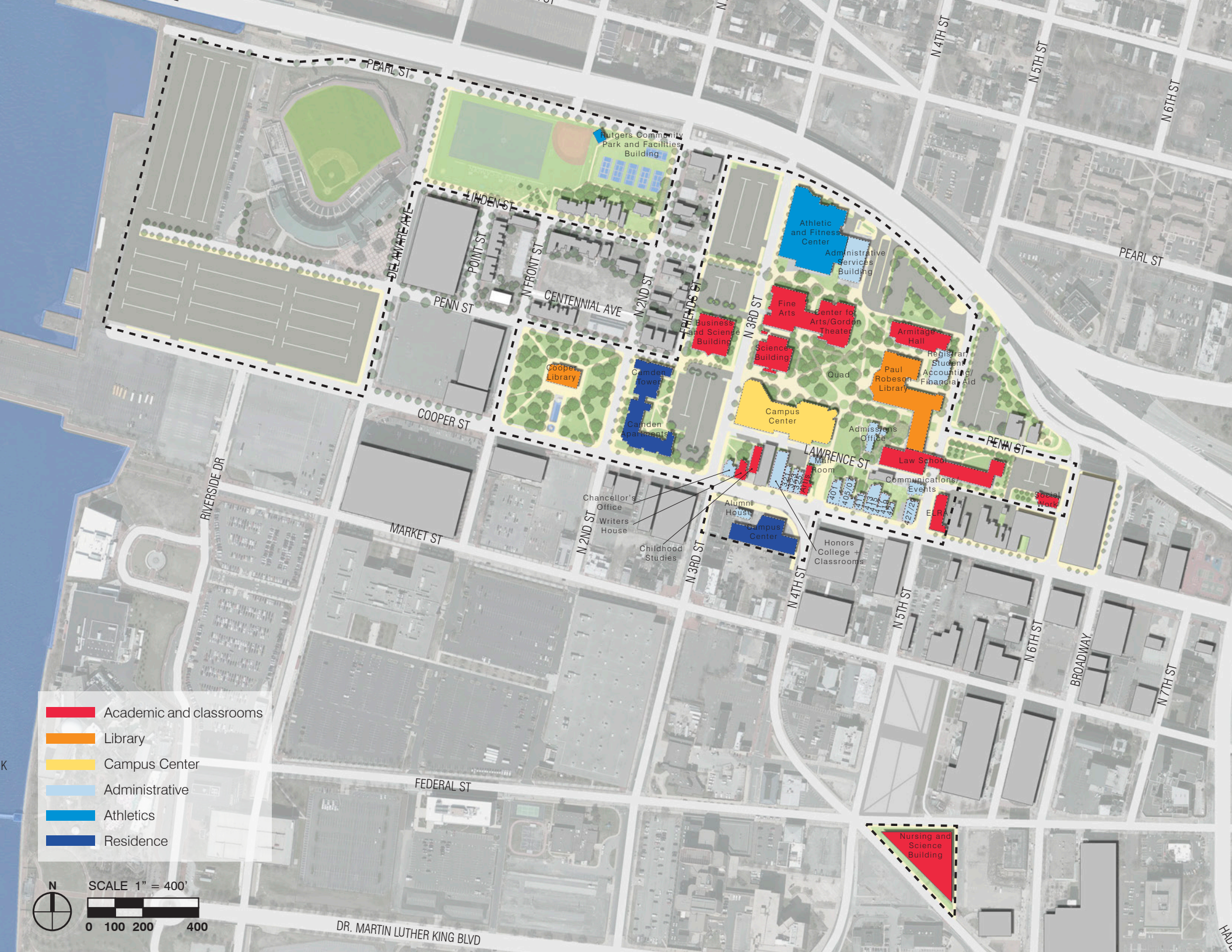
The scope of input was broad, involving survey responses from approximately 8,000 members of the community, over 30 presentations and town hall meetings, and meetings with many administrators, faculty, and student groups.

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

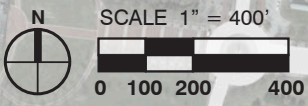
The master plan consulting team included Robert A.M. Stern Architects, Sasaki Associates, VHB, Buro Happold, and Toscano Clements Taylor.

# Volume 3: Rutgers University–Camden Table of Contents

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



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



DR. MARTIN LUTHER KING BLVD

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PEARL ST

PENN ST

BROADWAY

HAL...

Chancellor's Office

Writers House

Childhood Studies

Alumni House

Campus Center

Room 401

Room 405

Room 427/28

Honors College + Classrooms

Law School

Communications/Events

ELR

Social Work

Admissions Office

Registrar

Student Accounting/Financial Aid Library

Armitage Hall

Paul Robeson

Center for Arts/Gordon Theater

Fine Arts

Science Building

Business and Science Building

Athletic and Fitness Center

Administrative Services Building

Quad

Camden Tower

Camden Apartments

Cooper Library

Rutgers Community Park and Facilities Building

Nursing and Science Building

## 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.



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

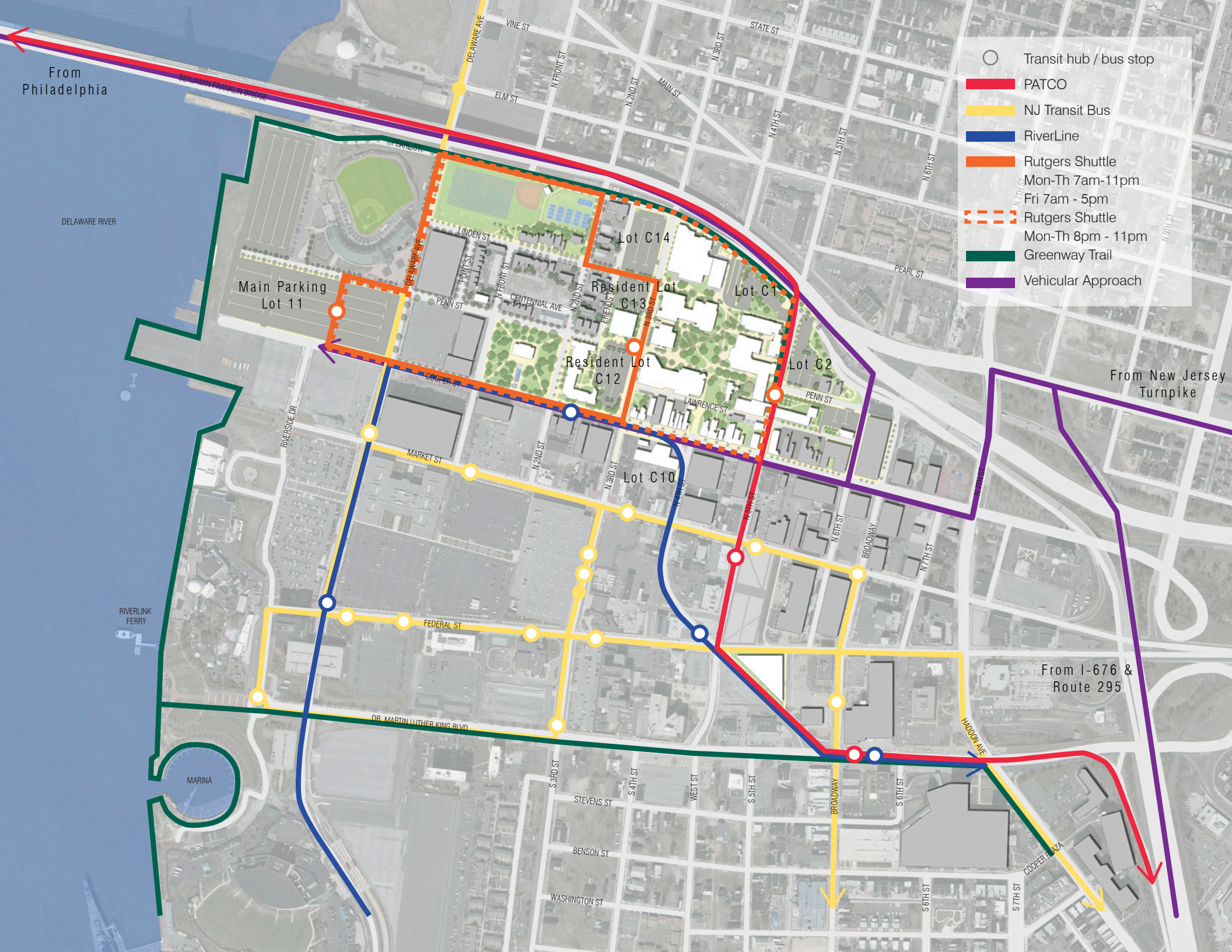
The Waterfront District already has developed into a center for recreational and entertainment activities. Starting with the Susquehanna Bank Center, to Adventure Aquarium, and onward to Campbell's Field, the Waterfront District is ideally located along the Delaware River with a magnificent view of Philadelphia's

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

BENJAMIN FRANKLIN BRIDGE

DELAWARE RIVER

RIVERLINK FERRY

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

Main Parking Lot 11

Lot C14

Resident Lot C13

Lot C1

Resident Lot C12

Lot C2

Lot C10

DELAWARE AVE

VINE ST

ELM ST

N FROIT ST

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PEARL ST

LINDEN ST

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STEVENS ST

BENSON ST

WASHINGTON ST

BROADWAY

S 6TH ST

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S 9TH ST

COOPER PLAZA

## 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**

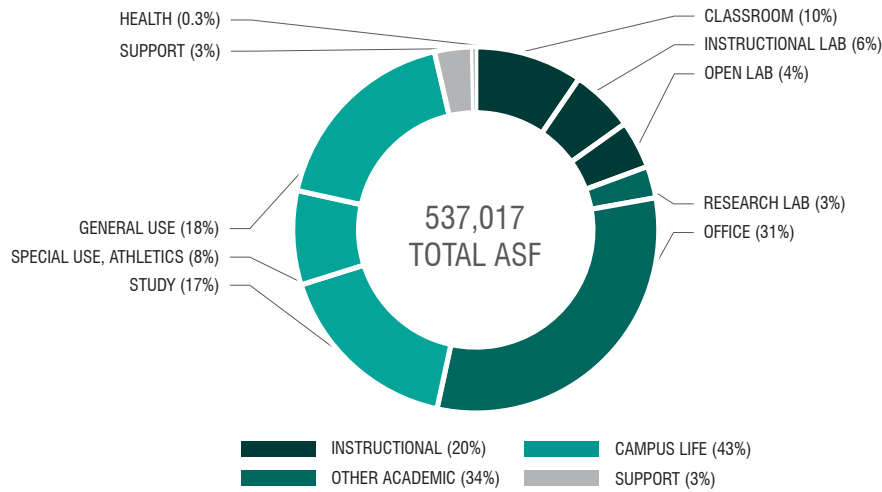
The Quad provides a welcoming and pleasant pedestrian-oriented environment for the center of campus. However, the adjacent streets surrounding the quad have not been designed or outfitted as pedestrian-welcome areas. Lawrence Street is essentially an alley where there is access for truck deliveries to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

SASAKI | RAMSA | VHB

