

The background of the entire page is a solid red color. Overlaid on this is a large, semi-transparent, light red version of the Rutgers University seal. The seal features a sunburst design on the left, a laurel wreath on the right, and the text 'RUTGERS UNIVERSITY' and '1766' around the perimeter.

RUTGERS UNIVERSITY PHYSICAL MASTER PLAN

RUTGERS 2030

VOLUME 2: NEWARK

JUNE 18, 2015

PREFACE

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

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

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

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

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

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

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

Volume 2: Newark

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2

MASTER PLAN THEMES

CONNECTIONS

STUDENT GATHERING SPACES

CLASSROOM IMPROVEMENTS

TRANSPORTATION

TECHNOLOGY IMPROVEMENTS



CONNECTIONS

Engage Newark

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

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

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

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

The RU–N campus is enhanced and enriched by

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

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



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STUDENT GATHERING SPACES

Enhance the Campus Core

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

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

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

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

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

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



CLASSROOM IMPROVEMENTS

Support a Dynamic Learning Experience

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

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

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

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

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

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



TRANSPORTATION

Reinforce Regional Mobility

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

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

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

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

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

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

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



 RUTGERS

TECHNOLOGY IMPROVEMENTS

Implement Technology for the Modern Campus

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

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

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

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

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

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

