





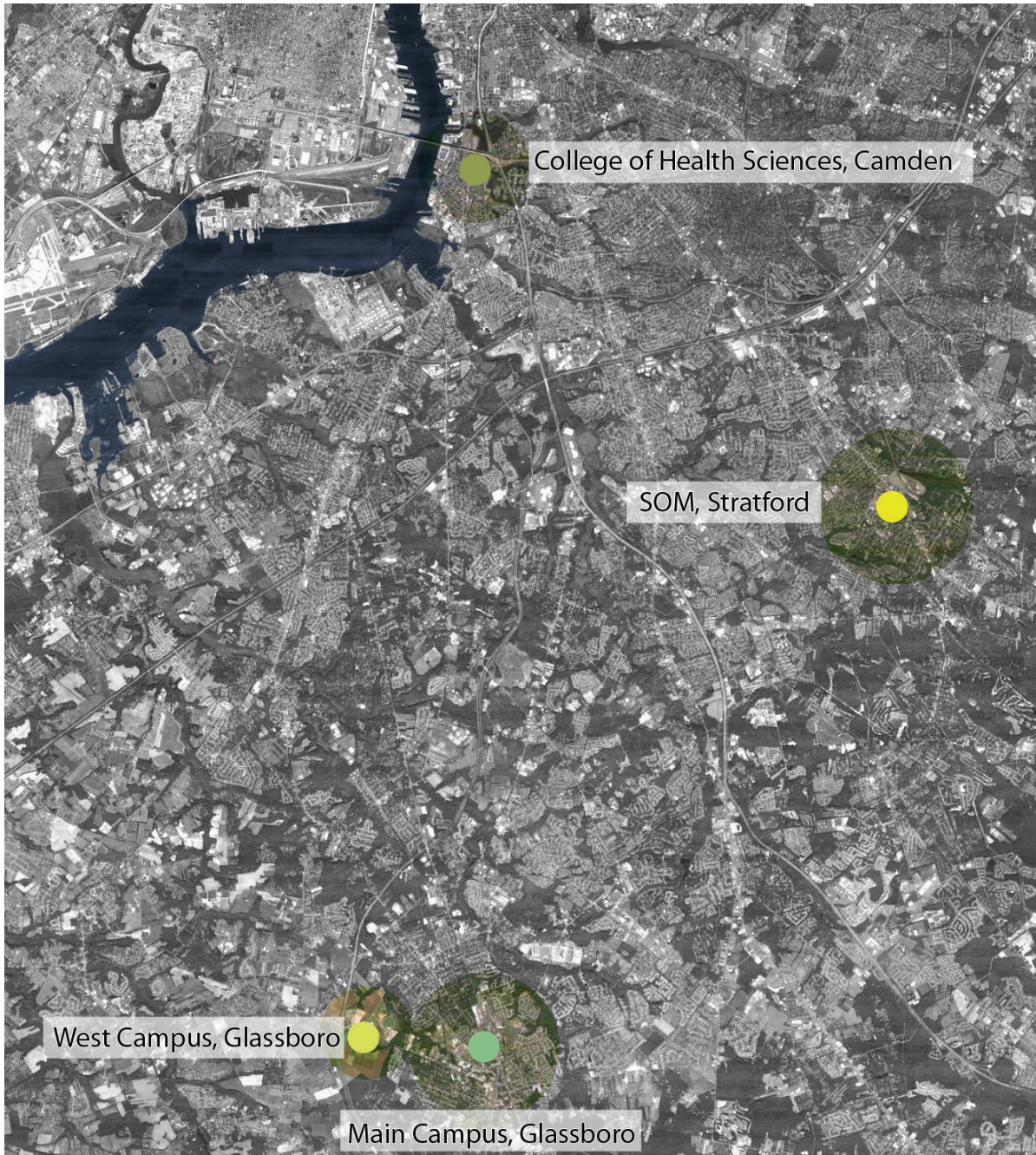
Because planning is an ongoing process, the master plan described in this report is a framework which will guide the administration as it continues to make decisions concerning the development of the campus. As issues arise, each decision must be weighed within the context of the master plan framework and the spirit of its recommendations. While specific priorities may evolve, the plan provides a solid foundation that will lead to the continued improvement of the campus.



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REGIONAL CONTEXT PLAN SHOWING ROWAN UNIVERSITY'S GLASSBORO CAMPUS, WEST CAMPUS, SOM STRATFORD AND CAMDEN CAMPUSES

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This Addendum to the 2007 Master Plan for Rowan University addresses significant recent changes in the University's status and priorities and responds to the University's new designation as a Public Research University, effective July 1, 2013.

The 2007 Master Plan for Rowan University reflected the rapid ascendancy of the institution since it obtained university status in 1997, and provided for continuing enrollment growth, improved accommodation of a growing range of academic offerings, and enhanced residential and student life investments to create a signature student experience. Expansion of student housing and the establishment of stronger connections to Glassboro with the development of Rowan Boulevard have proceeded rapidly with the benefit of strategic partnerships. However no funds have been available for new academic buildings identified in the Master Plan on the Glassboro campus since approval of the plan, while ongoing enrollment growth and steady success of academic programs have reflected the University's primary commitment to increasing access to qualified students and strengthening the economic vitality of the southern part of the state.

Since the Master Plan's completion in 2007, the University has expanded its scope and reach in southern New Jersey in ways not anticipated when the master planning process was initiated in 2005. While enrollment has expanded as predicted, the University has also been asked to take on an expanded role in supporting the economic redevelopment of southern New Jersey through multi-faceted involvement



## ADDENDUM FEBRUARY 2013

in health care education and research fields. The first of two major catalysts for this new direction was Governor Jon Corzine's decision to award the establishment of a new medical school, the first in New Jersey in 30 years, to Rowan University in June 2009. Rowan was identified as a key institution in the southern part of the state, and, with an existing presence in Camden, was appropriately located to serve the southern New Jersey population, while improving economic conditions for the region. Rowan accepted responsibility for planning and building the first Cooper Medical School building, assembling capital from multiple sources. The Cooper Medical School of Rowan University opened its doors in Camden to its first class of 50 students in 2012, and will enroll 340 students by 2017.

The second catalyst was the New Jersey Medical and Health Sciences Education Restructuring Act, initiated by Governor Chris Christie's administration and enacted in 2012, which reassigned responsibility for programs previously run by the University of Medicine and Dentistry of New Jersey. Effective July 1, 2013, the legislation transfers the entire Stratford campus of UMDNJ and the School of Osteopathic Medicine to Rowan. In addition, by mutual agreement with UMDNJ and Rutgers, UMDNJ will cease to offer the programs housed in the Graduate School of Biomedical Sciences at Stratford and Rowan will commence to offer the same programs, pending State approval. Another component of the Act assigned responsibility to Rowan for the development of programs in the health sciences in Camden, in association with Rutgers-

Camden. The same legislation elevated Rowan's status to a Public Research University, one of three in the state, the others being Rutgers and the New Jersey Institute of Technology, allowing Rowan to offer doctoral level degrees as of July 1, 2013. Until now, doctoral programs have required permission by the State to exceed programmatic mission.

These two events put Rowan in the position of being only the second university in the country to operate both an osteopathic and an allopathic medical school, and created the opportunity to develop programs in the health sciences in association with the two medical schools. They also strengthened Rowan's ties to southern New Jersey, and Camden in particular. Equally significant, these developments allowed Rowan to capitalize on its existing signature programs, particularly in Engineering, because of the increasingly strong connections between research in engineering and medicine, while rapidly building a range of related graduate and professional programs that reflect these new alliances. In totality, the new developments have effectively jump-started Rowan's position as the third public research university in the state and enhanced its ability to revitalize the regional economy through development of an educated workforce.

More detail on the vision for Rowan's College of Health Sciences is provided by extracts from the document "Health Sciences in Southern New Jersey", presented to the Trustees in 2012, and included in this addendum.

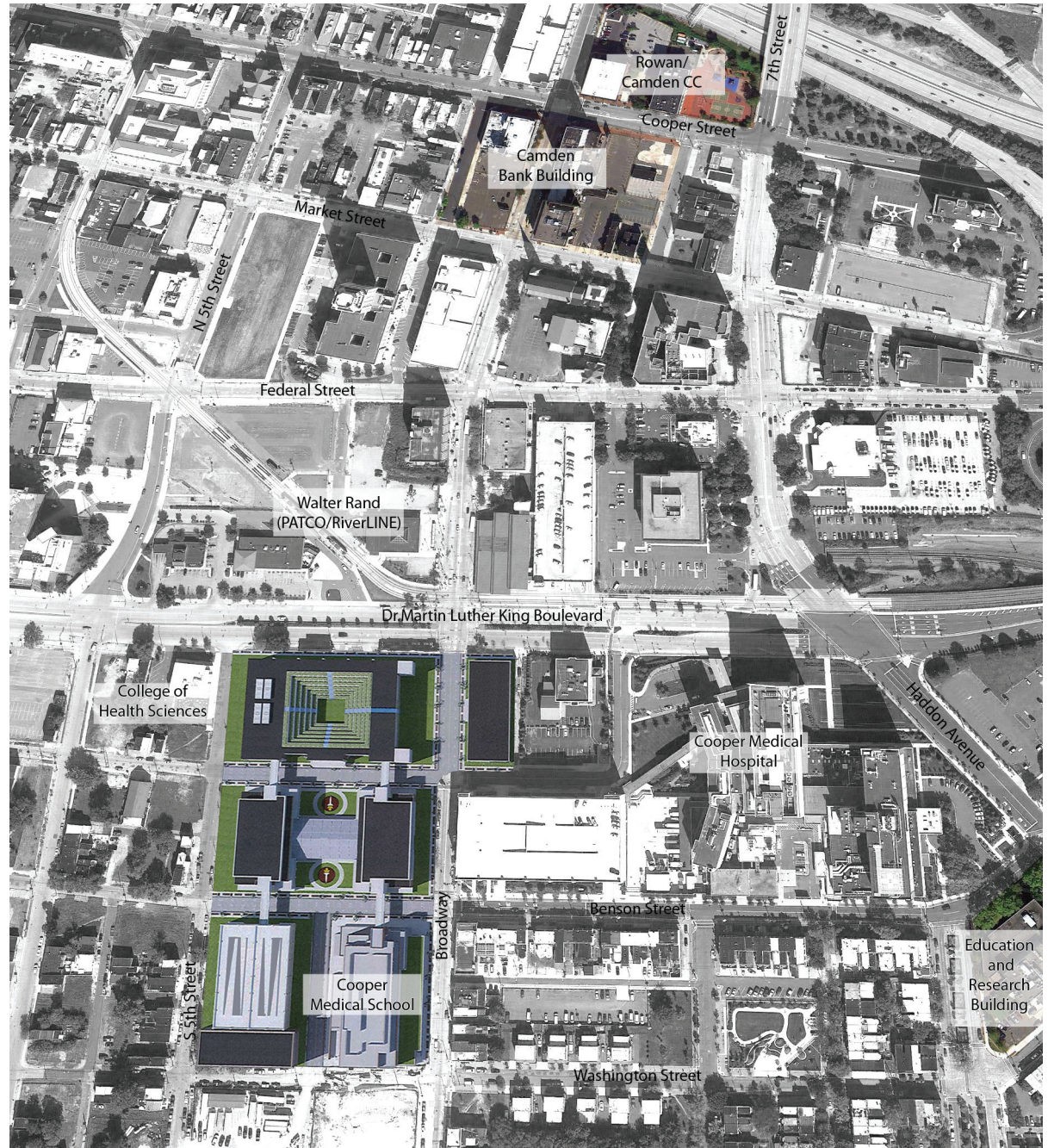
This Addendum to the 2007 Master Plan responds to these new developments to ensure a thoughtful process for providing the necessary physical facilities to support the University's new programs in medicine and the health sciences, as well as in science, technology, engineering and mathematics (STEM). The other purpose of the Addendum is to clarify and emphasize the significance of two major projects on the Glassboro campus: the completion of a new building for Rohrer College of Business programs and the completion of an additional building for the College of Engineering. While both of these projects are included in the first phase of campus development in the 2007 Plan and their construction is entirely consistent with the Plan, their significance and timeliness has been enhanced by recent trends at the University and in higher education in general. Because seven years have gone by since these projects were first proposed, thinking about them has evolved, and clarifying descriptions and a revised rationale are included in this Addendum.



## CAMDEN CAMPUS

Following the completion of the Cooper Medical School of Rowan University, Governor Christie, through the New Jersey Medical and Health Sciences Education Restructuring Act, assigned responsibility to Rowan University to develop programs in Camden in the Health Sciences, in association with Rutgers-Camden. A joint Board is being established with membership drawn from Rutgers, Rowan, and the Governor's Office. As the lead organization, Rowan has the opportunity to pursue funding and engage in land acquisition and planning. Programs initiated by Rowan are anticipated to include graduate level programs in Nursing, graduate level programs in Public Health, and graduate and professional programs in Allied Health (Occupational Therapy, Physical Therapy, and Physician's Assistant).

At this time, square footage for the building required is estimated at 100,000 gross square feet, with 50,000 gsf occupied by Rowan and the remainder by Rutgers-Camden. The site selected is the block bounded by Martin Luther King Boulevard, Broadway, Washington Street, and 5th Street, as shown on the accompanying diagram. The site has been selected for its strong adjacencies to related activity as well as its accessibility to public transportation. The first building of the Cooper Medical School is on the adjacent block. The Cooper University Hospital is a block away, as is the research and education building belonging to UMDNJ, currently used by Cooper University Hospital, Coriell Institute, and the Robert Wood Johnson School of Medicine. This building will also be transferred to Rowan as stipulated by the legislation. Rowan's existing college programs are four blocks north, in a facility shared with Camden Community College.



PLAN PROPOSAL SHOWING ROWAN UNIVERSITY'S CAMDEN CAMPUS AND CONTEXT





PLAN PROPOSAL SHOWING ROWAN UNIVERSITY'S STRATFORD SCHOOL OF OSTEOPATHIC MEDICINE AND CONTEXT

## STRATFORD CAMPUS

The Stratford campus, until now part of UMDNJ, will become the responsibility of Rowan University on July 1, 2013. The campus currently includes five Schools: Osteopathic Medicine, Nursing, Public Health, Health Related Professions, and the Graduate School of Biomedical Sciences, and thus forms a comprehensive medical campus, associated with three local hospitals. The School of Osteopathic Medicine and the programs offered by the Graduate School of Biomedical Sciences will become Rowan programs, while Nursing, Public Health, and Health Related Professions programs will be initially managed by Rutgers, which will lease their space from Rowan. While the future of the Rutgers programs is not known, it is anticipated that Rutgers will vacate the site in the relatively near future.

There is an existing master plan for the site, shown in the accompanying illustration. The plan identified the need for a 30,000 gsf addition to the School of Osteopathic Medicine, as identified in the illustration, and Rowan intends to proceed with this addition to ensure the ongoing viability of the programs on that campus, consistent with the existing master plan for the site. The School of Osteopathic Medicine currently enrolls 597 students, and is expected to grow to 654 students during the next year.

While the addition of the Stratford Campus and its programs was not anticipated in the 2007 Master Plan, there is a striking complementarity to initiatives at the Glassboro campus, particularly in Engineering. The Biomedical Research Center program at Stratford will be closely integrated with the recently initiated School of Biomedical Sciences at Glassboro, where undergraduate programs in Translational Biomedical Sciences and Biomedical Engineering are now in development. It will now be possible to offer a full range of graduate programs in this field, including doctorates. Because the majority of research activity in engineering today is typically medical related, this new development for Rowan is particularly fortunate.





PROPOSED NEW ROHRER COLLEGE OF BUSINESS SITE

## ROHRER COLLEGE OF BUSINESS

A new building for the College of Business was identified in the 2007 Master Plan as a high priority and a location was identified. With the change of the University's status to a public research university, offering enhanced opportunities for research and interdisciplinary collaboration, it was appropriate to reconsider this essential project. Pedagogy has changed, with an increased emphasis on collaborative project-based learning, and this development requires a different approach to the design of the building. The program is now estimated to require 60-90,000 gross square feet. In addition, interdisciplinary collaboration has become increasingly important, and the relationship of business to engineering in particular will facilitate the emphasis on entrepreneurship and innovation that characterizes today's best universities. A location close to the College of Engineering and adjacent to the future rail station is now being considered, to ensure cross-pollination of ideas not only across disciplines, but across the region. This location will position the building to be a showpiece and anchor for the main campus and place it in proximity to the engineering and science buildings.

The Rohrer College of Business is currently housed in Bunce Hall (circa 1922), the oldest building on campus and the oldest business building of any comprehensive research institution in New Jersey. The technological and physical limitations of Bunce Hall have inhibited the University's ability to serve the students and businesses within the region. Only about 30% of business classes are actually held in Bunce Hall. Conversion of classrooms into faculty offices has exacerbated classroom space constraints on the main campus.

A new building will allow for additional classrooms, faculty offices, computer labs, additional student meeting spaces, a student business hatchery, and a large meeting space suitable for hosting business-related events. These enhancements will accommodate collaborative e-learning models, community outreach, and engagement with area business leaders, and will support increased enrollments and expanded offerings, including new interdisciplinary programs with engineering, medicine, and biomedical sciences, additional graduate options, and executive education. The new facility will expose students to learning environments that emulate the business environment they will be asked to enter upon graduation. In addition to the existing Center for Innovation & Entrepreneurship, the new building will host two new centers for international engagement and business partnerships.



## COLLEGE OF ENGINEERING

The addition to the College of Engineering building included in the first phase of the Master Plan was focused on supporting research and was seen as a cornerstone of Rowan's future success. With the establishment of Rowan's new status as a public research institution, and with growing emphasis on interdisciplinary collaboration and the potential for future expansion of activity into biomedical engineering, the project has become even more critical.

At the time of the construction of the current facility, the space (approximately 110,000 gross square feet) was designed to house approximately 500 undergraduate students and 32 faculty. Over the past decade, the engineering programs have received national acclaim and are routinely ranked among the top ten undergraduate engineering programs among master's granting universities. As a direct result, engineering applications have increased radically and the existing facility now operates at more than 40% above its original design capacity. Engineering faculty must rent space for their research activities, educational laboratories are overcrowded, and every office in the building is filled. The University is forced to reject large numbers of quality students from New Jersey and elsewhere because of facilities limitations and these students often leave the state to pursue their engineering education and never return.

With the addition of the two medical school campuses and the legislatively mandated creation of the College of Health Sciences, the development of both undergraduate and graduate programs in biomedical engineering become an essential part of fulfilling the evolving mission of the university. The creation of such programs will require the addition of at least a dozen faculty and will increase engineering enrollments to approximately 1,000 undergraduates and 50 graduate students. The existing facilities are not capable of accommodating the additional growth.

Moreover, the reclassification of Rowan University to public research university status magnifies the importance of faculty research even beyond what was foreseen in the 2007 Master Plan. The current facilities are inadequate to accommodate the needs of the existing engineering faculty and will be completely unable to meet the requirements of new faculty being hired to support the larger programs. The College of Engineering cannot assume the leadership role it is expected to play in the evolution of the university and will be unable to thrive in its existing facilities.

The new engineering facility will include classrooms, a large group auditorium to support College and University events, student study and work space, faculty offices, and dedicated interdisciplinary laboratories to support graduate and undergraduate student projects and research as part of Rowan's transition to becoming a public research university. It will house the new faculty and facilities for biomedical engineering and allow for interdisciplinary collaboration with the existing programs. It will also enable the college to reach its enrollment goals.



RESEARCH EXPANSION NEXT TO ROWAN HALL FOR THE COLLEGE OF ENGINEERING



## CONTEXT FOR INVESTMENT

Four major projects have been identified in this Addendum as immediately critical to the new identity of the University as a comprehensive research institution. To put the new construction projects identified in this Addendum in context, the University has identified other projects associated with Renewal, Renovation, Improvement, Expansion, and Reconstruction, as well as other non-Education and General projects not normally funded with state appropriations.

The 2007 Master Plan report for Glassboro did not include a Comprehensive Facilities Capital Investment Plan. The University at that time planned ongoing investment in facilities renewal based on a rolling average of 2% annual depreciation calculated on the basis of replacement cost. The Master Plan focused improvements, additions, and new construction, and did not include renewal.

Additions and potential changes to the 2007 Master Plan are as follows:

### Linden Hall

The Master Plan identified Linden Hall as a target for eventual removal. The University is now considering renovation and adaptive reuse for this facility, with a possible addition, to provide needed administrative space.

### Bunce Hall

The Bunce Hall renovation and addition for administrative use, identified in the Master Plan, remains a high priority, and should be implemented on completion of the new building for Business.

### Cafeteria addition to Savitz

The Master Plan called for providing more distributed dining services in proposed new academic buildings, in particular Liberal Arts and Sciences. Since the removal of Robinson and construction of a new Liberal Arts and Sciences building is no longer considered financially feasible, an addition to Savitz will be explored as a more cost-effective alternative. Inclusion of dining facilities in the new Business and Engineering buildings may also be considered.

### Camden Bank – Phase II renovation

Adaptive reuse of the historic Camden Bank building will provide additional academic and administrative space for expanded Camden operations. This would complete the Phase II portion of the overall renovation where the previous Phase I included the renovation of the building annex, as well as the renovation approximately of three floors of interior space to the bank building itself.

Infrastructure projects include major HVAC upgrades in Westby Hall and Bozorth Hall, replacement of exterior windows and doors in Wilson Hall for energy efficiency, and replacement of the roof of Savitz Hall.



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# HEALTH SCIENCES IN SOUTHERN NEW JERSEY

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Extracts from the document “Health Sciences in Southern New Jersey”, presented to the Trustees in 2012. This document describes the vision that inspired the planning of Camden projects identified in this addendum.



# A *healthy* NEW VISION FOR SOUTHERN NEW JERSEY

At its core, a proposed College of Health Sciences (CHS) promises to offer students quality educational opportunities for in-demand careers, focusing on the areas of **Food Science**, **Medicine**, **Nursing**, **Pharmacy** and **Public Health**, as well as 16 unique disciplines within **Allied Health**. CHS is expected to effectively address the employment growth projections cited in this assessment. The curricula shall be characterized by a hands-on, immersive learning experience. Rowan University's most successful research programs to date will strongly support the College.

The College of Health Sciences could leverage the combined strengths of key southern New Jersey-based entities to create an extremely beneficial academic body rooted firmly in the health sciences. CHS is a natural evolution of the relationship between Rowan University and The Cooper Health System—as well as Rowan and Rutgers-Camden's budding collaboration. The College would be an organic expansion of the curricular offerings available today at Rowan University, Rutgers-Camden and the region's community colleges.

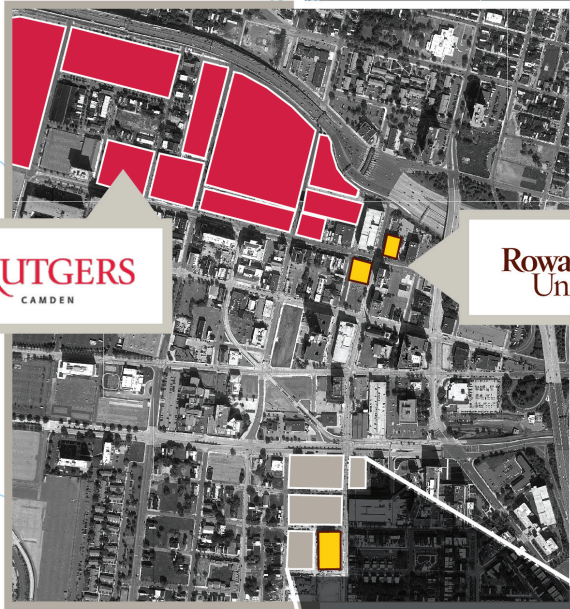
Rowan University, its Cooper Medical School of Rowan University, The Cooper Health System and Rutgers-Camden form a network of educators, researchers, practitioners and pacesetters. They will be the foundation of the College of Health Sciences—a comprehensive system of health care education for the region. Rowan's increased focus on health care-based curricula is well aligned with the current degree offerings of the institutions—as well as with estimates of population growth and the subsequent impact on the job market. Rowan's partnership with The Cooper Health System is a strong step toward offering a wider array of degree programs to meet the needs of the population. Opening new schools in the health sciences alongside the Cooper Medical School of Rowan University under a united College of Health Sciences will greatly strengthen the education-based enterprise throughout southern New Jersey.

Rowan University aims to stop and reverse the continued attrition of high school graduates leaving the state. Rowan is already developing programs that are capable of supporting a dramatic increase in accessibility for New Jersey residents. The founding of the College of Health Sciences in the heart of southern New Jersey would be another significant step toward that goal. In addition, streamlining current joint programs in partnership with the region's community colleges will have a profound impact on access to quality education. Making the transition from community college to CHS a simple, straightforward process promises to offer newfound freedom of choice for residents looking to take advantage of the resources of a major university.



## VIEW FROM ABOVE

AN AERIAL VIEW OF CAMDEN SHOWING THE CLOSE PROXIMITY OF ROWAN'S CAMDEN CAMPUS, RUTGERS-CAMDEN, COOPER MEDICAL SCHOOL OF ROWAN UNIVERSITY, AND THE PROPOSED COLLEGE OF HEALTH SCIENCES.



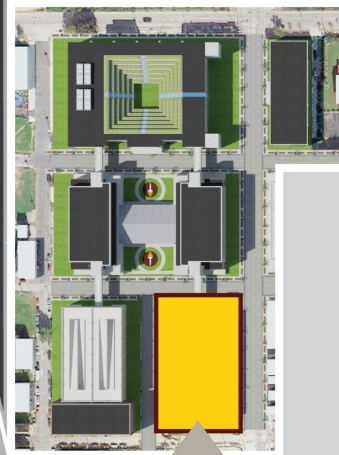
**RUTGERS**  
CAMDEN

**Rowan**  
University

Glassboro

Camden

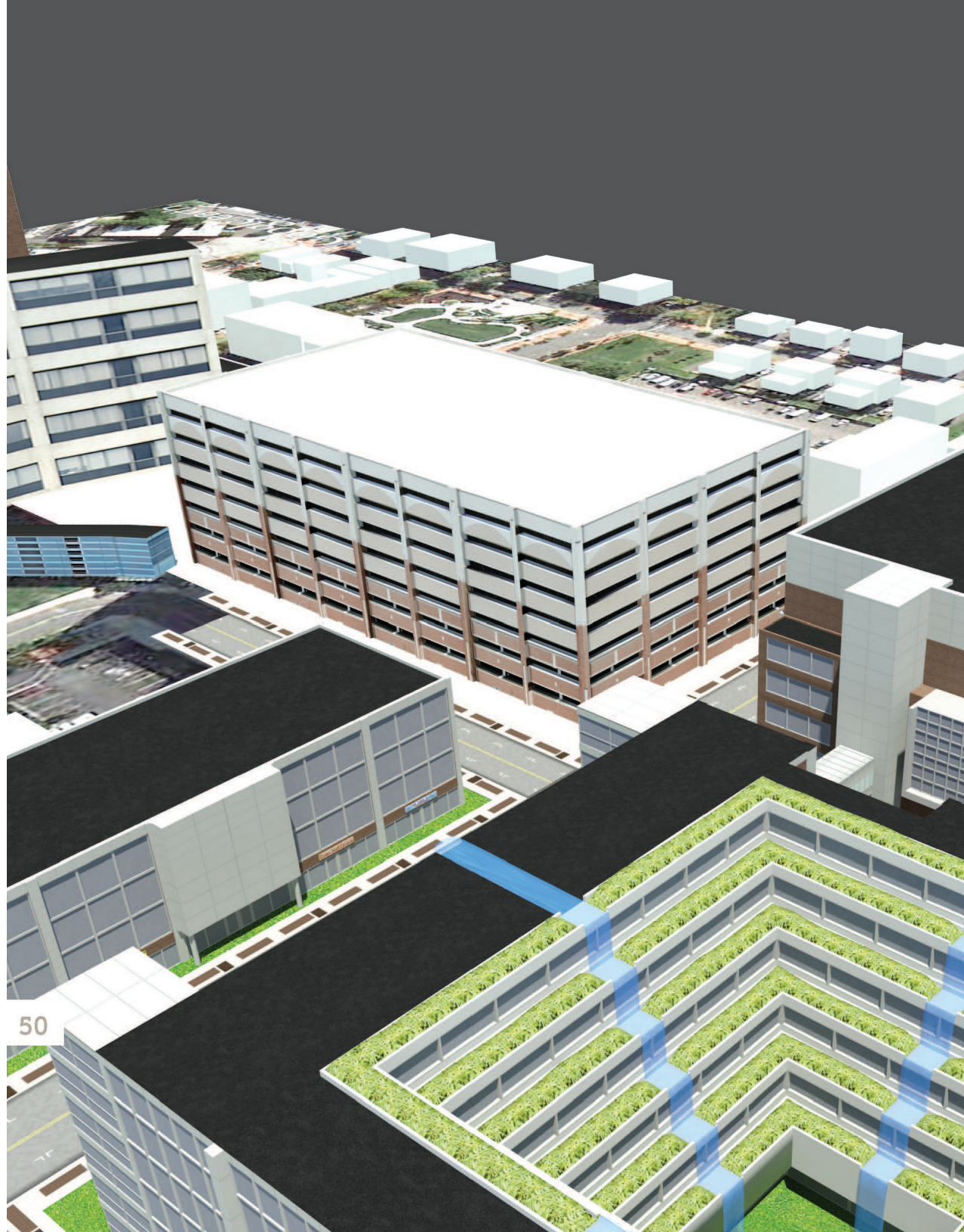
A CLOSER LOOK AT THE POTENTIAL SITE OF CHS:



**Cooper Medical School**  
of Rowan University

THE NEW COLLEGE WILL EXPERTLY  
PREPARE SOUTHERN NEW JERSEY'S  
MOST IN-DEMAND PROFESSIONALS  
for MANY HIGH-GROWTH  
INDUSTRIES **RIGHT HERE.**

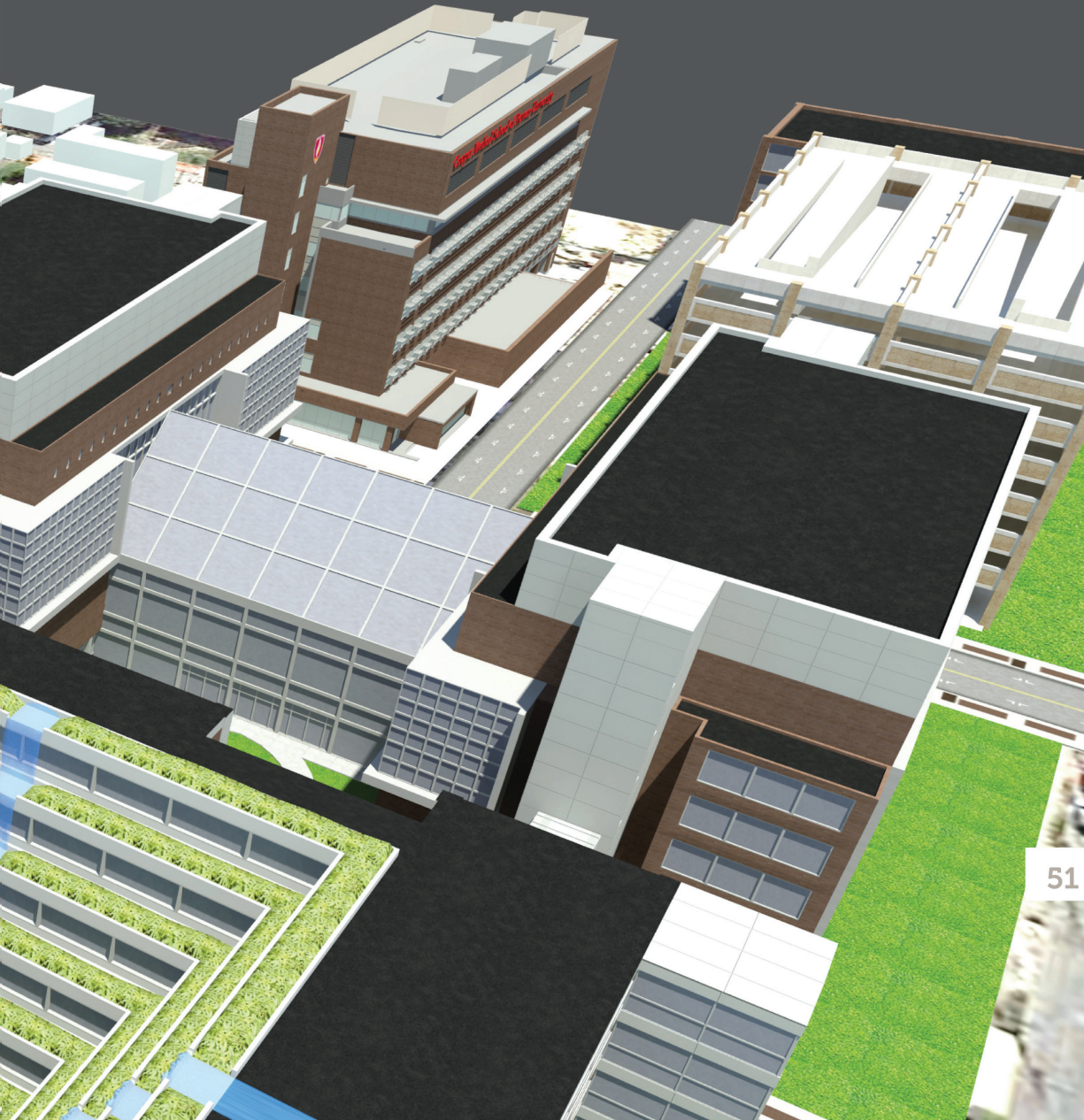






# WORDS INTO (VIRTUAL) REALITY

The construction of specially purposed structures could help solidify southern New Jersey as a center for health innovation and education, help meet anticipated workforce shortages in the health sciences, as well as create new job opportunities for highly qualified individuals.



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# NO PLACE LIKE HOME

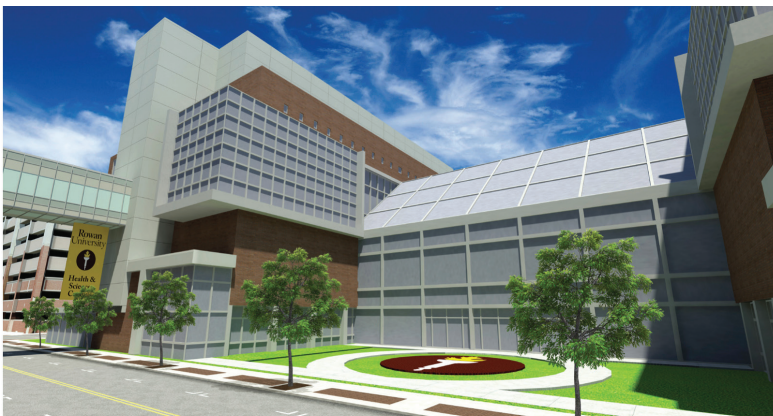
Images breathe life into ideas. Presented here is a conceptual vision of the physical campus of the College of Health Sciences (CHS). It is based upon the research presented in this document that focused exclusively on the academic underpinnings of each program. The campus aspires to be an inviting, easily accessible and environmentally sustainable resident of Camden, N.J.

Rowan University, Rutgers-Camden, and Cooper Medical School of Rowan University currently do not have the physical capacity or appropriately equipped facilities to house CHS in Camden. A separate study is warranted to determine the final physical configuration and total estimated costs associated with constructing adequate facilities to accommodate the College. That aside, the research presented in this document—conducted by Rowan University to assess, evaluate and model each of the academic programs of the five schools housed under CHS—has revealed common attributes pertaining to the requisite learning spaces for each program. This presents the opportunity to share a significant number of resources, thus helping to reduce non-academic/ administrative startup and operating costs without compromising superior academic quality.





VIEW FROM STEVENS STREET, NEAR S. BROADWAY,  
OF BUILDING THAT MIGHT HOUSE SHARED  
LABORATORY AND RESEARCH FACILITIES.



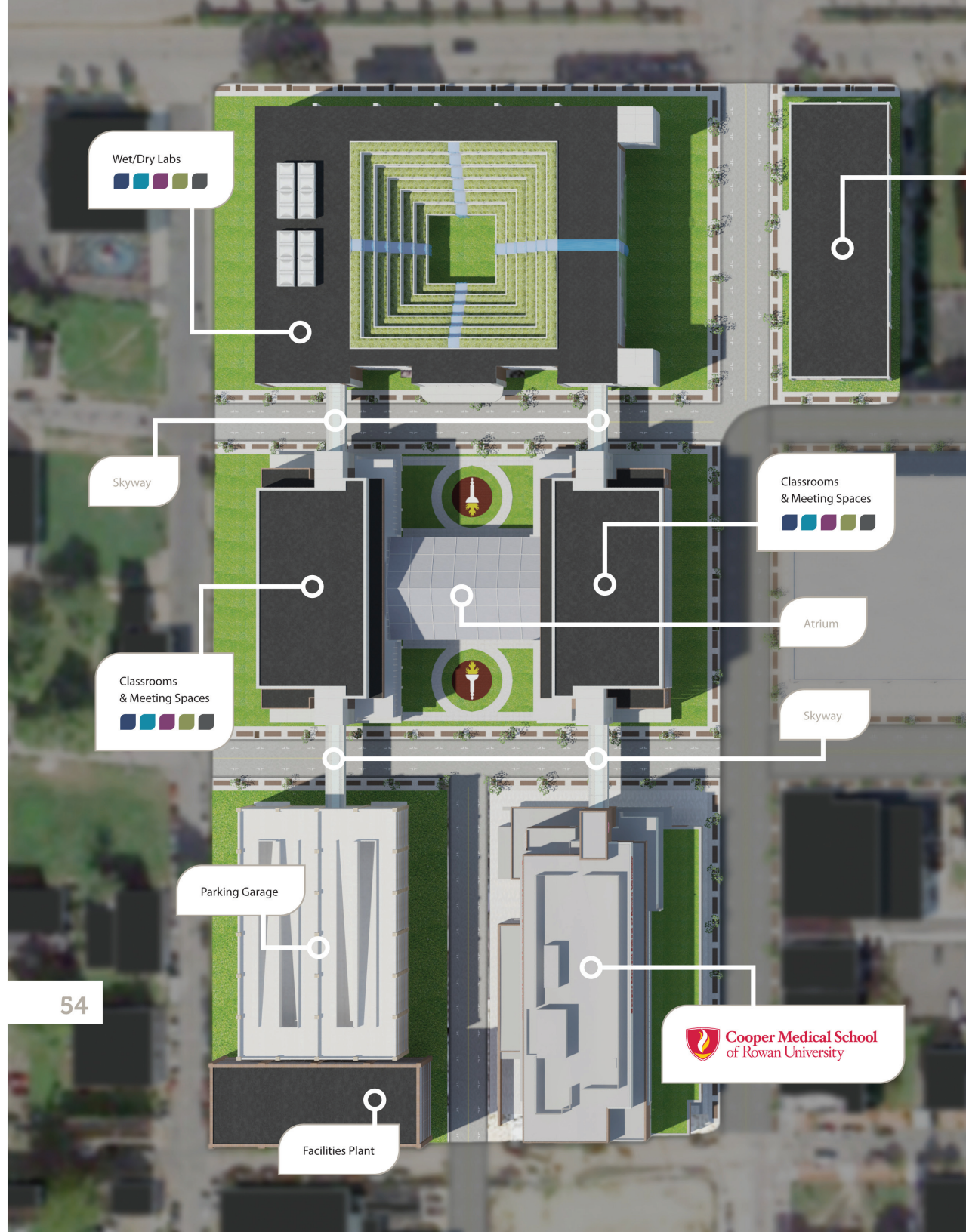
STREET-LEVEL VIEW FROM BENSON STREET LOOK-  
ING WEST TOWARD S. BROADWAY WITH SKYWAYS  
OVERHEAD AND COOPER MEDICAL SCHOOL OF  
ROWAN UNIVERSITY IN THE DISTANCE AT RIGHT.

The CHS campus would comprise two primary building structures: one slated for classroom, meeting and lecture spaces; the other slated for wet/dry lab spaces.

While the majority of the schools within the College are anticipated to coexist in these shared spaces, the School of Food Science's unique focus and requisite facilities would make it better suited to reside at a nearby location close to its sister schools as well as relevant potential partners in industry.

Adjacent to the primary academic structures would be a dual-purpose building with residences and retail space. Supporting these and the adjacent Cooper Medical School of Rowan University also will be a facilities plant and a dedicated parking structure.



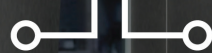




Eateries & Local Retail (ground floor)  
& Student Residences (upper floors)

# AERIAL OVERVIEW

 **Cooper**  
University Hospital

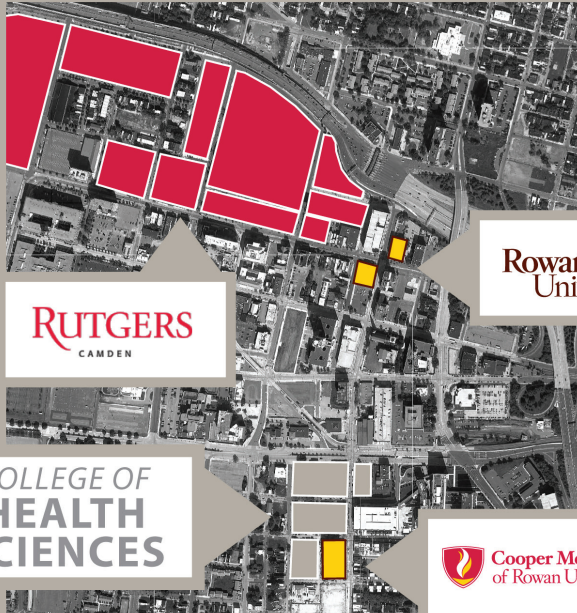


## College Legend

-  Allied Health
-  Food Science
-  Medicine
-  Nursing
-  Pharmacy
-  Public Health

## LAY OF THE LAND

The College of Health Sciences will be adjacent to Cooper Medical School of Rowan University and Cooper University Hospital, as well as within easy reach of Rutgers-Camden and Rowan University's Camden campus.



**RUTGERS**  
CAMDEN

**Rowan**  
University

**COLLEGE OF  
HEALTH  
SCIENCES**

 **Cooper Medical School**  
of Rowan University

55







## CAMPUS MASTER PLAN DECEMBER 2007



- NEW BUILDINGS
- EXISTING BUILDINGS
- NEW PARKING STRUCTURE
- EXISTING PARKING STRUCTURE
- DOWNTOWN REDEVELOPMENT





## EXECUTIVE SUMMARY

Rowan University's decision to embark on a comprehensive master planning process publicly declares its intent to look toward the future and create the spaces that will foster academic excellence. The master plan that is documented in this report articulates a comprehensive and long-term vision for Rowan's campus in Glassboro, New Jersey, that will serve as a guide for physical growth to match the enrollment increases expected from a booming Southern New Jersey economy.

The comprehensive and inclusive planning process through which the master plan was developed reflects the ideas, input and creativity of an inclusive group of dedicated campus committees. The six committees included faculty, staff and students from a broad cross-section of the campus community that were directly involved in the process of envisioning the future of Rowan University. At the end of each phase of the planning process a public forum allowed members of the university community as well as representatives from Glassboro and adjacent communities to view and comment on the plan and process to date. After each public forum the presentations were posted to the project's web site, [www.rowan.edu/masterplan](http://www.rowan.edu/masterplan), where a feedback form allowed people to provide comments or ask questions.

Recognizing that planning is an ongoing process, the master plan described in this report is a framework which will guide the administration as it continues to make decisions concerning the development of the campus. As issues arise, each decision must

be weighed within the context of the master plan framework and the spirit of its recommendations. While specific priorities may evolve, the plan provides a solid foundation that will lead to the continued improvement of the campus.

### CONTEXT

Rowan University is located just outside of downtown Glassboro, New Jersey, approximately forty minutes from downtown Philadelphia. Within this geographic and economic context, the master plan takes into account several critical external factors facing Rowan University. As the economy in South Jersey has shifted from agriculture to more service and high-tech sectors, the population has grown and now requires different skills in order to remain competitive. Attracting employers in high-paying sectors by providing a skilled employment base is a high priority for the state.

While higher education needs are growing, fiscal realities at the state level mean the University will increasingly have to rely on the private sector to accomplish its goals. The plan includes recommended phasing priorities and throughout the campus there are many discrete projects that could be sponsored by individual donors. The generous gift from Henry and Betty Rowan in 1992 helped to improve facilities and raised the University's academic profile. The goal is to continue to increase private sector funding for physical facilities, faculty and student research, and improvements to academic programs.



HOLLYBUSH MANSION IN THE SPRINGTIME



University representatives have worked hard to create a strong relationship with Borough of Glassboro leadership, recognizing the mutual benefits that collaboration can achieve. Examples of this include contributing to downtown beautification, and intensive cooperation on the development of Rowan Boulevard, with housing, retail and a new hotel, that will connect the campus directly with the center of downtown.

## GOALS

The goals for the Rowan University master plan are:

- Determine strategies to accommodate growth
- Support economic growth of Glassboro
- Develop and integrate the West Campus with the Main Campus
- Improve the quality of the physical environment
- Plan for sustainable development on campus
- Evaluate the use of existing facilities and potential long-term options
- Plan for continued transition to a residential campus

This master plan achieves these goals through a series of bold and transformative moves.

## PRINCIPLES

The master plan is intended to be a flexible guide to campus growth. Within this context, there are several important principles embodied in the plan, which are the foundation of the plan and will help guide its implementation. Each new project should be evaluated against these principles to determine how best it fits the general goals and spirit of the plan. The master planning principles are:

- **INTEGRATION:** Encourage academic collaboration and integration of research
- **COMPACT DEVELOPMENT:** Accommodate growth through compact development
- **WALKABILITY and VITALITY:** Support a pedestrian-oriented campus with a strong residential community
- **CONNECTIONS:** Enhance connections with the adjacent community
- **SUSTAINABILITY:** Design and develop the campus in a sustainable manner

## CAMPUS DESIGN AND ORGANIZATION

The master plan design for the campus will serve to create a physical environment that supports the University's goal of becoming a premier university that offers a high quality student life experience. The plan aims to balance competing demands for space with the goal of creating an inviting and accessible campus environment. New buildings are set within a framework of pedestrian pathways, open spaces and roads. Buildings designed to accommodate new programs and enrollment growth also function to better define existing spaces and to frame new ones. The siting and orientation of each new building will contribute to creating a sense of place on the campus, framing new quads and greens. New and improved pathways serve as strong connectors between the quads and greens.

Two strong north-south pedestrian axes formalize and clarify the connections between the North and South Campuses and balance the strong east-west elements of Meditation Walk, the Chestnut Branch of Mantua Creek and Route 322. Meditation Walk will be extended to the east to connect to new housing and to bring students downtown via the new Rowan Boulevard. To the west, it will extend to the edge of campus.

Vehicular circulation on campus is streamlined so that each district has a drop-off and an adjacent parking structure on the periphery. Roads through campus will be minimized to elevate and enhance the pedestrian experience. Improvements to Route 322 will consolidate pedestrian crossing with vehicular access and egress, and introduce a clear hierarchy and order.

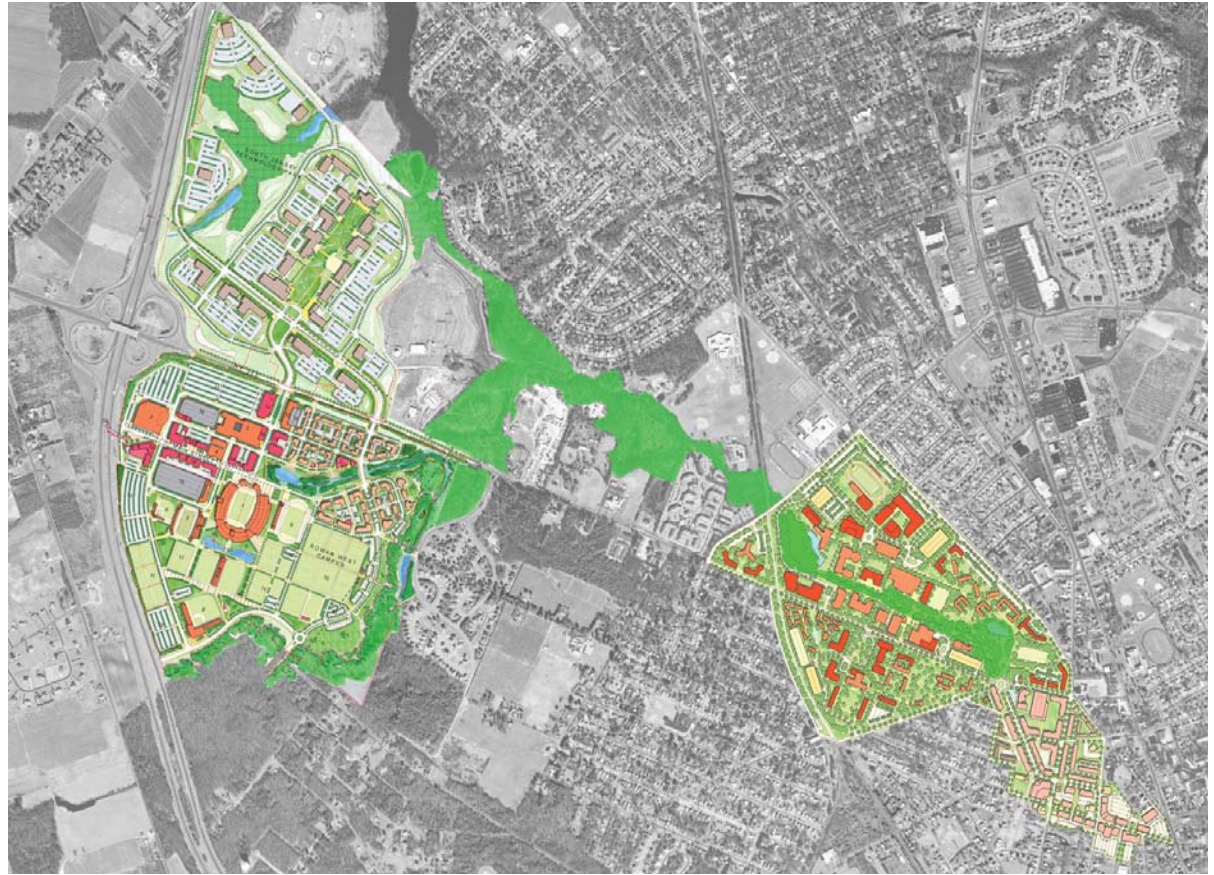
New academic uses are concentrated within a ten-minute walk of the center of the campus at the library. Research uses are designated on more peripheral sites and on the West Campus. The general strategy for new housing is to infill new buildings into existing residential areas on campus to create stronger identities and a village feel for each of the housing districts. In addition, new east campus housing will be built where the Mansion Park Apartments are currently located. This housing will be designed to relate directly to the urban context and the Rowan Boulevard development across the street. New student life and recreation uses will be integrated into new buildings wherever possible. Also, an addition to the Student Center and a new building on the north side of campus will accommodate significant growth in the area once University athletics programs move to the West Campus.



## WEST CAMPUS

The plan for the University's 600-acre West Campus is divided into north and south by Route 322 and connected by two major north-south connector roads. The northern area has been designated as the South Jersey Technology Park (SJTP), an incubator and research spin-off space designed to provide space for the University's research activities to mix with the southern New Jersey business community. The southern area, in addition to serving as a new home for Rowan's intercollegiate athletics programs, includes a major regional soccer venue and associated fields and community facilities. New housing will serve graduate students and young faculty. Community retail will serve these residents and the workers in the SJTP on a day-to-day basis, and the soccer stadium and community fields on game days and weekends. Stadium parking will serve as satellite parking for the campus with regular shuttle service to the campus and the SJTP.

The master plan outlines a phasing strategy that sets out the incremental steps that will lead to the vision embodied in the plan. The phasing reflects the integration of our understanding of the University's current priorities for academic, student life and housing needs, as well as the space moves that need to happen to make implementation possible at each step. The phasing consists of short-term projects to support immediate needs and financial feasibility, as well as mid-and long-term projects to support anticipated growth in enrollment.



PLAN PROPOSAL SHOWING ROWAN'S MAIN CAMPUS IN GLASSBORO AND THE WEST CAMPUS INCLUDING THE SOUTH JERSEY TECH PARK (SJTP)







# INTRODUCTION & PLANNING PROCESS

## UNIVERSITY HISTORY

The Glassboro Normal School was founded in 1923 on land purchased by a group of Glassboro residents in order to encourage the state to locate the school in their town. The Normal School was a two-year training school established by the state to address the lack of trained teachers in southern New Jersey. In addition to the free land, Glassboro also had excellent rail connections and thriving agricultural and industrial interests. The first class of 236 women met in what is now called Bunce Hall. By 1934 the program was expanded to four years, and in 1937 the name was changed to New Jersey State Teachers College at Glassboro.

As the institution gained a reputation for special education training, succeeding presidents continued to expand the curriculum and, with the purchase of 117 acres, the physical campus. In 1958 the College's name changed again to Glassboro State College, reflecting the diversity of programs offered and the changing mission.

The University received worldwide attention when it hosted the historic summit at Hollybush between President Lyndon Johnson and Soviet Premier Aleksei Kosygin in June 1967 at which the two leaders expressed their mutual desire for a thaw in the Cold War and to ease world tensions.

Enrollment doubled and the College became a multi-purpose institution during the 1960s. As new majors and a Business Administration Division were added,



BUNCE HALL WAS THE FIRST ACADEMIC BUILDING AT THE GLASSBORO NORMAL SCHOOL.

the divisions grew into schools and a board of trustees was formed. In 1969, a campus in Camden was opened to serve the needs of urban residents.

With a 1978 Division III National Championship in baseball—the first of 11 national championships in five different sports—the athletic program established itself as one of the premier Division III athletic programs in the country.

In 1992, industrialists Henry and Betty Rowan donated \$100 million to the institution. At the time, this was the largest gift given to a public institution. The University changed its name to Rowan College of New Jersey and founded the School of Engineering. Expansion continued with the establishment of the

first doctoral program among the state's public institutions and the addition of the School of Communication. The College achieved university status in 1997 and changed its name to Rowan University.

In 2006, the University expanded again, adding the College of Professional and Continuing Education.



## ROWAN UNIVERSITY TODAY

### Academics

In 2006 there were 9,578 headcount students (8,149 FTE) at Rowan, with almost 78 percent attending full-time. There were 458 full-time faculty members. Of those who were full time, 86 percent held doctorate degrees. The student-to-faculty ratio was 13:1.

Rowan University is comprised of a Graduate School and seven academic colleges, which are as follows:

- Business
- Communication
- Education
- Engineering
- Fine and Performing Arts
- Liberal Arts and Sciences
- Professional and Continuing Education

Rowan students select from among 42 undergraduate majors, seven teacher certification programs, 38 master's degrees and specializations, 19 graduate certification programs and a doctoral program in educational leadership.

Rowan is in the midst of an aggressive ten-year plan to develop a national reputation for excellence and innovation and make it the public university of choice in the region. The plan calls for a greater campus-wide focus on academic and student support initiatives, as well as more than \$536 million to be spent on campus construction and renovation projects. Several projects are already complete, including the \$45 million Science Hall (opened in 2003) and the new \$28.5 million Education Hall (opened in 2006). New athletic venues are also planned, and a new building is also projected for the Camden Campus.

The University intends to create a West Campus on 600 acres of land it recently purchased in nearby



GRADUATION SET-UP AT BUNCE HALL

Harrison and Mantua townships. The anchor of the new tract will be the South Jersey Technology Park at Rowan University, which will play a significant role in the economic development of the region.

### Buildings and Facilities

There are 59 buildings on the Rowan campus, containing a total of approximately 1.8 million gsf of space. Campus buildings were developed during three principal eras: Glassboro Normal School (Pre-1960s), Glassboro State College (1960s-1990s), and Rowan College/University (1990s to present). The table below

summarizes data concerning the University's existing building inventory.

### Student Housing and Parking

There are almost 3,000 student residence beds on campus, housing roughly 45% of the full-time undergraduate student population\*. Students living on campus are primarily freshman and sophomores. There are also 3,882 parking spaces in surface lots, plus another 564 spaces in a new garage built next to the new student townhouse complex.

\* Based on Fall 2004 full-time students



TABLE 1A. EXISTING CAMPUS BUILDING INVENTORY

PERIOD	BUILDING	DATE BUILT	GSF	TOTAL GSF	MAJOR RENOVATION
Historic	Hollybush & Carriage House	1849/50	8,210		2007, 2001
	Whitney House*	1850	5,000		
	Alvin Shpeen Hall (Academy Street School Building)*	1900	30,000		2004
Glassboro Normal School/	Bunce Hall	1922	64,468		1988
Glassboro State Teacher's	Greenhouse	1922	2,169		
College	Oak Hall	1927	7,607		1997
(Pre-1960s)	Laurel Hall	1929	8,379		1997
	R. Grace Bagg Alumni Center*	1940	3,475		
	Bozorth Hall	1945	26,272		1990
	Hawthorn Hall	1954	12,849		2001
	Linden Hall	1954	24,924		
	Memorial Hall	1954	48,855		2001
	Bole Hall	1955	19,391	218,389	
	Mansion Park Apartments*	1958	59,400		
Glassboro State College	Bosshart Hall	1961	44,453		
(1960s-1990s)	Hering Heating Plant	1961	8,379		
	Savitz Hall	1963	54,071		1996
	Evergreen Hall	1963	41,157		
	Mullica Hall	1963	22,699		
	Westby Hall	1965	46,924		
	Girard Hall*	1965	1,929		1992
	Esbjornson Gymnasium	1966	66,120		
	Triad Apartments*	1966	55,156		2003
	Mimosa Hall	1967	44,453		
	Winans Hall	1970	17,549		
	Green Team House	1970	6,219		
	Wilson Hall	1971	91,949		
	Bole Hall Annex	1971	10,609		
	Cassady Maintenance Building	1972	12,465		
	Edgewood Park Apartments	1973	112,572		
	Robinson Hall	1974	76,730		
	Student Center	1974	113,725		
	SEMS (Old Newman Center)*	1974	3,712		
	North Halls	1982	146,973	974,132	
Rowan College/University	Student Recreation Center	1994	74,700		
(1990s to Present)	Library	1995	117,600		
	Rowan Hall	1997	94,500		
	Science Hall	2003	148,000		
	Education Hall	2005	130,000		
	Townhouses	2005	162,257	727,057	

\* Building Acquired

### Athletics Programs

Rowan University is in the NCAA Division III/ New Jersey Athletic Conference, and has the following teams:

- Baseball/Softball (men/women)
- Basketball (men/women)
- Field hockey (women)
- Football (men)
- Lacrosse (women)
- Soccer (men/women)
- Swimming and Diving (men/women)
- Track & Field (Indoor/Outdoor/X-Country) (men/women)
- Volleyball (women)

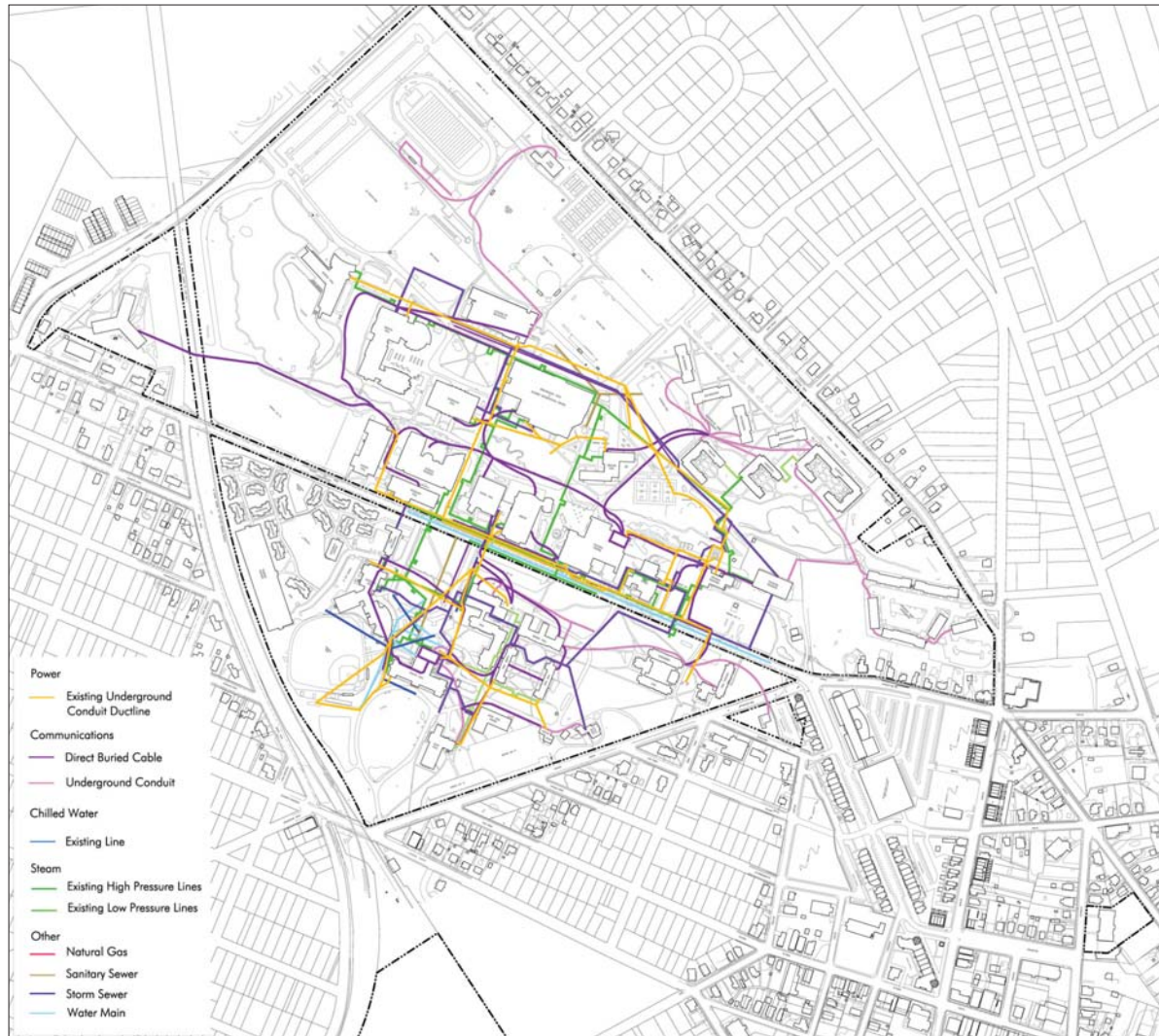
Rowan's athletic teams are generally competitive with several teams advancing to regional and national championship games in the past few years. The baseball team advanced to the final of the NCAA Division III Regional Tournament, and has made 17 appearances in the national tournament. The men's cross-county team finished in second place at the 2005 New Jersey Athletic Conference Championships. In 2002, the women's field hockey team won the national championship and finished the season undefeated with a 21-0 record. It was the first women's national team title at the University. In 2005, Rowan football won the New Jersey Athletic Conference Championship and advanced to the semifinals of the national tournament for the second straight season. Also, in 2005, the women's volleyball team—the Profs—finished the season with a 28-4 record. The Profs won the New Jersey Athletic Conference championship and advanced to the NCAA regional tournament for the second time in school history.





EXISTING CAMPUS





EXISTING UTILITIES

## Utilities

Existing conditions, including existing utility locations formed the basis for the capacity study described under Phase Two: Draft Alternatives.





GRADUATION SET-UP AT BUNCE HALL

## MASTER PLANNING PROCESS

In 2002, Rowan initiated a new master planning process and established a Campus Master Planning Committee comprised of representatives from all sectors of the University to lead the effort. The Master Planning Committee participated in the selection of the master plan consultant in the Fall of 2004.

The Campus Master Plan Committee consists of a series of subcommittees that evaluate and offer advice on planning issues facing the University and respond to proposals. A steering committee, comprised of the chairs of each of the subcommittees, met regularly to coordinate the ideas and opinions of the various subcommittees and advise the administration on planning issues. The consultant team met with each of the subcommittees at the beginning of the process and then regularly with the steering committee. Day-to-day questions and management were coordinated by a four-person executive committee. This system created an iterative and dynamic planning process that will continue to build on the work of the planning effort to guide campus growth.

The master plan was developed in three phases:

- Phase One: Inventory, Site Reconnaissance and Program Assessment
- Phase Two: Draft Alternatives
- Phase Three: Master Plan Documentation.

### *Phase One: Inventory, Site Reconnaissance and Program Assessment*

The first phase began in late November 2004 with a series of interviews with faculty, staff, students and other University stakeholders, including:

- Board of Trustees
- Board of Trustees Facilities Committee
- President Farish
- Master Plan Steering Committee and Subcommittees for:
  - › Academic Facilities
  - › Building Design Standards
  - › Land Use, Building Siting and Environmental Issues
  - › Landscape and Campus Image
  - › Pedestrian Safety, Transportation and Parking
  - › Student and Athletic Facilities
- Borough Representatives including Mayor Leo McCabe and Sam Leone, the Director of Economic Development
- University Vice Presidents (individually, and as part of the Presidents's Cabinet)
- Deans (individually and as part of the Academic Affairs Council)
- Union Leaders
- University Staff

- Student Government Association
- Representatives from the South Jersey Technology Park and Rowan Boulevard initiatives

Concurrent Studies included:

1. Space Inventory
2. Facility Condition Assessment



*Governing Authority*  
**PRESIDENT'S CABINET**

Receives reports and reviews/approves recommendation regarding master plan changes and implementation strategies

*Campus Master Plan Committee*

**EXECUTIVE, STEERING, AND SUBCOMMITTEES, PLUS GENERAL MEMBERSHIP**

Convenes to hear semi-annual reports from committees. Considers and comments on planning recommendations.  
Disseminates information to broader campus community.

*Executive Committee*

**COMMITTEE CO-CHAIRS, DIRECTOR OF FACILITIES PLANNING AND CONSTRUCTION, ACADEMIC AFFAIRS REPRESENTATIVE, PRESIDENT'S DESIGNEE**

Provides oversight to the integration of Master Plan concepts, elements, and schedules with institutional development and academic planning.  
Develops new agenda items and implementation needs for consideration by the Steering Committee.  
Presents master planning reports, recommendations, and changes for review and consideration by the President's Cabinet

*Steering Committee*

**EXECUTIVE COMMITTEE, SUBCOMMITTEE CHAIRS, SENATE PRESIDENT & PAST PRESIDENT, SGA PRESIDENT, DIRECTOR OF FACILITIES OPERATIONS, DIRECTOR OF GROUNDS, CHAIR & IMMEDIATE PAST CHAIR OF CAMPUS AESTHETICS AND ENVIRONMENTAL CONCERNS COMMITTEE**

Identifies major planning issues and strategies for master plan implementation, receives information/recommendations and prepares recommendations for Cabinet approval.  
Identifies committee structures and charges. Receives committee reports and recommendations, arranges for review work and special topic investigations. Prepares Master Planning Committee agenda and schedules meetings of larger group to review progress, changes, and modifications to plans and future capital construction

*Subcommittees*

Reviews and evaluates planning elements and initiatives divided into six primary areas of impact 1) Academic Facilities 2) Building Design Standards  
3) Land Use, Building Siting, and Environmental Issues 4) Landscape and Campus Image 5) Student and Athletic Facilities 6) Pedestrian Safety, Transportation and Parking

Develops broad guiding principles in each area. Coordinates with standing University Senate committees.



The following general themes and issues emerged from the initial stakeholder interviews in 2004:

### Academics

- Faculty and students appreciate small classes.
- Students recognize the value they are getting for their tuition.
- Many students like the big-school opportunities with the small-school feel.
- Faculty would like more spaces where interdisciplinary collaboration can occur.
- Financial constraints on the institution mean that academic and physical growth should be very strategic.

### Student Life

- Students feel there is a lack of indoor and outdoor places to gather informally.
- They also say that the existing Student Center is inadequate for meeting space and that dining options are limited.
- There is unmet demand for student housing.
- Greek life occurs mostly off-campus and the University would like to incorporate it more into their student life and housing programs

### Campus

- The campus lacks central outdoor or indoor spaces to draw students together.
- The campus image lacks coherence, with diverse architectural and landscape styles and treatments.
- Highway 322 divides the campus and creates a safety issue for students traveling from one side of the campus to the other.

- Signage is outdated and uninformative.
- The pedestrian network is not fully connected across campus and pedestrian circulation is difficult.
- Vehicular circulation around the campus is also difficult.
- The Chestnut Branch of Mantua Creek stream is an underutilized amenity.

### Buildings

- The Library, Rowan Hall and the Science Building are well designed and very popular buildings.
- Mechanical systems are failing in some of the buildings built in the 1960s and 1970s that have not been renovated.
- Lockers in older buildings detract from collegiate image.
- Classrooms in older buildings are not suitable for new team- and technology-oriented pedagogies.

### Community

- People are generally very excited about the Rowan Boulevard idea.
- Students generally avoid the downtown area because it does not offer the amenities they are looking for.
- There is a perception that downtown is dangerous.



PUBLIC FORUM AT ROWAN HALL IN MAY 2005





ALTERNATIVE 1: ACADEMIC IN THE NORTH

Several studies were also initiated during Phase I, including a detailed site analysis, an assessment of student housing needs, a review of current campus signage, and a campus capacity study which tested the capacity of the Main Campus to accommodate a potential long-term enrollment of 20,000.

The findings of the capacity study helped to inform a parallel strategic planning effort led by the University's Academic Affairs Council to create an academic master plan. The decisions in that plan established enrollment benchmarks of 12,500 for the medium term and 15,000 for the long term, with detailed objectives for existing and proposed academic programs and degrees. These detailed targets were subsequently used to project space and facility needs for the master plan.

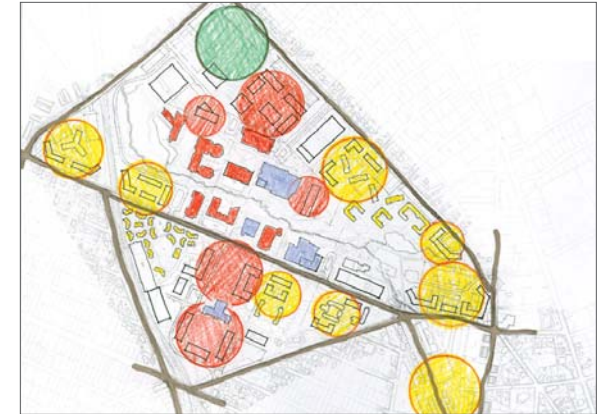


ALTERNATIVE 2: NORTH/SOUTH ACADEMIC CORE

### *Phase Two: Draft Alternatives*

The second phase of the master planning process focused on the development of alternative options for the development of the campus.

The team presented three alternatives in Phase Two. All alternatives assumed that athletics will move to the West Campus and that the future program for the Main Campus will include primarily academic and residential. The first alternative, "Academic in the North," recognized that Route 322 was a major campus barrier and recommended that all new academic uses be located on the north campus. This would shift the center of campus life from the Library and the Student Center towards Wilson and Education Halls. The second, "North/South Academic Core," focused on creating a strong academic axis that would link the north and south campuses across Route 322 with new residential on periphery, including the northwest corner where the football field and track are today.



ALTERNATIVE 3: MODIFIED NORTH/SOUTH SPINE

The third concept, "Modified North/South Spine", was also based on the axis concept, but included some additional academic uses on the north side and kept the football field and track as recreation amenities.

The options were presented to the Master Plan Committee and the campus community, and refined into a preferred option for the long-term development of the campus.

During Phase Two several additional studies were initiated in response to issues that emerged through the master planning effort. These studies were:

- Route 322 Corridor Study
- North Dorms Landscape Study
- Signage and Wayfinding Master Plan
- Strategic Academic Plan and Academic Master Plan
- Housing Study
- West Campus Study

A brief summary of each study follows. Copies of these studies can be obtained from the Rowan University Facilities Management Office.





322 CORRIDOR IMPROVEMENT STUDY

### 322 CORRIDOR STUDY

The 322 Corridor Study examined landscape and safety issues along the Highway 322 corridor through the campus. The study proposed a comprehensive design concept for the corridor, which included simplified pedestrian crossings with fences and hedges to limit jay-walking, walkways along the south side and an extended north side sidewalk, and landscape enhancements along both sides.



NORTH DORM LANDSCAPE

### NORTH DORMS LANDSCAPE STUDY

This study examined landscape options in the area around the North Dorms (Chestnut, Willow and Magnolia Halls) and proposed an improved walkway system, new informal recreation spaces, and an enhanced courtyard experience.



SIGNAGE AND WAYFINDING MASTER PLAN

### SIGNAGE AND WAYFINDING MASTER PLAN

The Signage and Wayfinding Master Plan reviewed all current locational and directional signage on campus and recommended new sign types and location recommendations for the entire campus.





VIEW OF SCIENCE HALL LOBBY STUDY SPACE

### STRATEGIC FINANCIAL ANALYSIS AND ACADEMIC MASTER PLAN

Working with the Deans of each of Rowan's colleges, Sasaki completed a strategic financial analysis of the consequences of increasing enrollment at Rowan to 15,000 students. The intent of this study was to determine the full financial burden of expansion, including capital improvements, given the plans for faculty and student growth developed by the various Colleges within the University. A model was generated to illustrate the financial consequences of enrollment growth under a variety of scenarios, including, at one extreme, absorption of all incremental costs by the State of New Jersey, and, at the other extreme, absorption of all incremental costs by University tuition increases and fundraising. Intermediate scenarios were also developed, in some cases examining the consequences of adjusting enrollment targets for the different Colleges. Based on this work, the University completed an academic master plan with detailed descriptions of new programs and enrollment projections for both new and existing programs. These projections were used in the development of the space needs analysis and the campus building program which are the basis for the physical master plan.



VIEW OF THE TOWNHOUSES

### HOUSING STUDY

The Housing Study involved a review of current campus housing types and demand. The study's recommendations included renovation and de-densification of existing residence halls, replacement of the Mansion Park apartments, the development of infill residence hall projects in various areas of the campus, and working with the community to create appropriate and accessible off-campus housing adjacent to the campus.



PROPOSED WEST CAMPUS PLAN

### WEST CAMPUS STUDY

This study involved the preparation of a concept for the University's West Campus to accommodate the University's sports and recreation facilities and fields. The concept included the accommodation of student housing and mixed-use retail, and was linked to potential use of the site for a major league soccer franchise.



### *Phase Three: Master Plan Documentation*

The third phase of the master planning process involved the documentation of the final plan. The documentation included reports for the master plan and each of the related studies, as well as a physical model of the campus that illustrates the long-term development of the campus within the context of adjacent redevelopment in downtown Glassboro.

The final master plan is intended to serve as a guide to decision-making and to the physical design of the campus for the next twenty years and beyond. The plan defines a structure for campus improvements and illustrates the long-term build out potential of the campus. It prioritizes immediate and long-term strategies, articulates phasing and identifies specific target projects for implementation. While the master plan makes specific program recommendations, it is intended to allow for flexibility as priorities evolve and new opportunities arise.

### *Consultation with the University Community*

The campus community as a whole was engaged at every stage of the master planning process. In addition to the interface with the Campus Master Plan Committee, the master plan consultation strategy involved a series of open forums with the campus community, as well as a master plan website. The forums were open to the entire campus community and invited guests from neighboring communities. The website was updated after each meeting to ensure that the University's process and current thinking was transparent to all.





### *Supporting Studies*

The work of the master planning team was supported by several parallel planning initiatives that were ongoing work in the areas around the campus. These studies included:

- Plan for South Jersey Research and Technology Park (WRT and Lincoln Properties)
- County and State DOT and other plans for Route 322
- Infrastructure Plan (based on H2L2 Plan)
- Rowan Boulevard Plans (Developer and Borough of Glassboro)
- “Getting Around Glassboro” transportation study (Urban Engineers)
- Borough of Glassboro Master Plan
- Facility Condition Assessment (by ISES)
- Existing Space Inventory (by ECS)

Copies of these studies can be obtained from the Rowan University Facilities Management Office.



GLASSBORO HAS SPONSORED MANY STUDIES USED FOR THIS PLAN







# GOALS

The master plan goals described below were generated from an initial set of guiding principles prepared by the Master Plan Committee (see Appendix A), as well as the planning team's discussions with the Committee and other University stakeholders. These six goals embody the spirit of the plan and combine Rowan's goals as an institution with good planning practice, including an awareness of the principles of smart growth and environmental sustainability.

## *Determine Strategies to Accommodate Growth*

- Place academic goals within the context of South Jersey's regional growth
- Develop a plan to accommodate potential growth
- Identify levels of undergraduate and graduate growth, program growth and location (e.g. Glassboro vs. Camden)

## *Support Economic Growth of Glassboro*

- Improve connections to Glassboro by creating a pedestrian-friendly community
- Integrate the proposed Rowan Boulevard redevelopment
- Review the University's role in transit-oriented growth for the region—including potential rail transit



THE MASTER PLAN AIMS TO SUPPORT THE ECONOMIC GROWTH OF THE BOROUGH



BOROUGH HALL IN DOWNTOWN GLASSBORO



### *Develop and Integrate the West Campus with the Main Campus*

- In conjunction with the strategic and academic planning, assess the program for the West Campus, including academic, residential, and athletic facilities
- Create pedestrian and non-vehicular connections to the South Jersey Technology Park and future West Campus
- Create a north-south connection between the Technology Park and the West Campus parcel south of Route 322
- Improve connections with surrounding communities including Harrison, Mantua, and Pitman

### *Improve the Quality of the Physical Environment*

- Improve physical connections – especially the north-south pedestrian connections across Route 322
- Enhance the “first impressions” of the campus by improving public entrances and access points to the campus
- Create more usable open space on campus
- Establish a hierarchy of open spaces on campus
- Identify ways the University can enhance the natural and built environment
- Make improvements to the stream corridor to transform it into a campus amenity



WEST CAMPUS SITE



STUDENT CENTER PLAZA



WALKWAY ON THE SOUTH SIDE OF CAMPUS



### *Plan for Sustainable Development on Campus*

- Consider the existing natural environment and resources in an open space framework
- Use building massing, siting and orientation to minimize energy use.
- Improve the campus environment to encourage pedestrians, bicyclists and transit users

### *Evaluate the Use of Existing Facilities and Potential Long-Term Options*

- Assess the utilization and efficiency of older buildings on campus
- Recommend strategic renovations, enhancements, and/or additions of existing buildings
- Recommend strategic demolition of existing buildings

### *Continue Transition to a Residential Campus*

- Assess the mix of housing types and how it meets the developmental progression of students
- Increase housing opportunities on or near campus



THE CHESTNUT BRANCH STREAM CORRIDOR SHOULD BE TREATED AS A FEATURE THAT WILL ENHANCE THE PHYSICAL ENVIRONMENT AND SUSTAINABILITY OF THE CAMPUS



THE TOWNHOUSES ARE A POPULAR MODEL OF ROWAN HOUSING



## CAMPUS CAPACITY STUDY

### EXISTING BUILDINGS

- EXISTING ACADEMIC
- EXISTING RECREATION/STUDENT LIFE
- EXISTING HOUSING
- EXISTING GARAGE

### FUTURE CAPACITY

- FUTURE ACADEMIC
- FUTURE RECREATION/STUDENT LIFE
- FUTURE HOUSING
- FUTURE PARKING STRUCTURE





## SPACE NEEDS ANALYSIS

The master plan defines a facilities program of new academic, support, student life and residential buildings that will support Rowan's growth to an enrollment of 15,000 students. The facilities program was developed based on an analysis of existing building conditions and a space needs analysis performed during Phase 2 of the planning process. The building conditions and space needs analysis are described below.

### EXISTING BUILDING CONDITIONS

Rowan has built a large amount of space over the past decade, allowing it to upgrade curricular offerings and housing and remain competitive with its peers. New construction has focused principally on academics—Rowan Hall, Science Hall, Education Hall, and Campbell Library—with great success. However, there are a number of areas where existing space no longer meets user needs or supports the University's pedagogical objectives:

- Office and classroom space in Robinson Hall does not meet current standards and the building is located adjacent to floodplain of the Chestnut Branch stream.
- The quality of space in Bosshart Hall is also deficient and the building is in poor repair.
- Wilson Hall, which houses the music programs and Law and Justice Studies, requires renovation. The performance space in particular does not meet current standards.



SCIENCE HALL, ONE OF ROWAN'S NEWER ACADEMIC BUILDINGS



- There are similar concerns about space in Westby Hall.
- The Student Center does not meet the need for student life space and lacks inviting student 'hang-out' spaces. The adjacent Winans Bookstore in particular is out of date and inadequate.
- Bole Hall and the Bole Hall Annex are low-rise buildings that do not make efficient use of sites on the South Campus. Similarly, while Hawthorn, Memorial and Linden Halls house a variety of academic and support functions, they occupy important sites on the South Campus, which could be redeveloped more intensively over the long term.
- Rowan's residence halls are generally in reasonable condition, with the exception of the Mansion Park Apartments. While new student housing construction has kept pace with enrollment growth, overcrowding continues to be a concern.

To assist the University in determining which buildings should be renovated and which should be replaced, a building assessment was performed as part of the master planning process. The building assessment, based on building walk-throughs and informed by a comprehensive building condition assessment performed by ISES Engineers, was a general evaluation that examined four key criteria:

- Efficiency of site use
- Program accommodation
- Adaptability
- Historic or cultural value or legacy



THE STUDENT CENTER IS WELL LOCATED BUT NOT BIG ENOUGH

The principal conclusions of this study were that Robinson and Bosshart Halls should be demolished. The demolition of Bosshart can occur at any time, and Robinson can be demolished once a planned new Liberal Arts and Science building is complete. The study also concluded that Westby and Wilson Halls, which are well-located for the programs they serve and are generally in better condition, should be renovated. In addition, replacing Wilson Hall's performance facilities would be much more expensive than even an extensive renovation. The study also concluded that, over the long term, Bole, the Bole Annex, Bozorth, Hawthorn, Linden and Memorial Halls could also be considered as sites for future buildings to make more efficient use of the important sites they occupy on the South Campus. The study's recommendations concerning the University's housing were to demolish the Mansion Park Apartments in the near-term and Mimosa Hall in the longer term.



JAZZMAN'S CAFÉ IN THE STUDENT CENTER



## SPACE NEEDS ANALYSIS

The space needs analysis was performed to establish Rowan's current space needs, as well as the future space required to support planned growth in enrollment. The State of New Jersey does not have space standards for higher education; therefore, the analysis applied Council for Higher Education Facilities Planners International (CEFPI) national space planning guidelines and Pennsylvania State space planning guidelines to estimate space needs. Currently, the Pennsylvania Guidelines are the most comprehensive and up-to-date space standards available. The analysis was further informed by discussions with University faculty, staff and students concerning needs and priorities.

The University's existing space inventory was updated by the ECS Group in consultation with Rowan's Facilities Department for the purposes of the analysis. Based on the findings of the building condition assessment, it was assumed that Bosshart Hall would be demolished following the completion of Education Hall and that Robinson Hall would be demolished once a planned new Liberal Arts (LAS) facility is built. Consequently, these buildings were excluded from the inventory for the purposes of the analysis. Note that the analysis does not otherwise consider the quality of space and that the findings reflect quantitative space needs.

The analysis established that overall, Rowan has a need for about ten percent more space to serve its current enrollment. This reflects small deficits in academic space, in particular teaching and research labs, and larger deficits in student life and athletics space. The analysis of current conditions showed a small surplus of office space, which did not correspond with what we heard in interviews. This is a direct result of quality issues and inefficiencies in current spaces that were not originally designated as



CAMPBELL LIBRARY: THE UNIVERSITY WILL NEED ADDITIONAL STUDY SPACE AS ENROLLMENT GROWS

office space. An example is Linden Hall, the former residence hall, where many of the offices are slightly larger than you would need for one person but clearly too small for two. This small surplus is eliminated in the next phase as enrollment growth triggers additional faculty and staff office needs.

The results of the space needs analysis are summarized in Table 2A, and illustrated graphically in Chart 1.

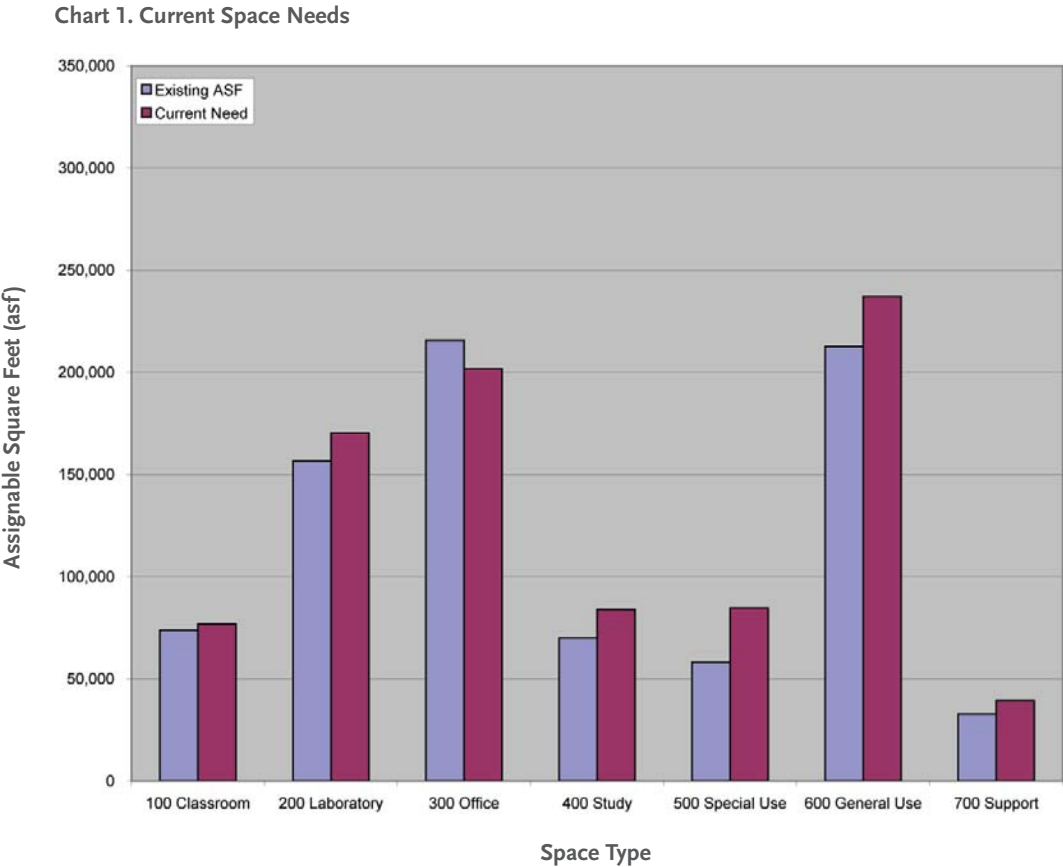


SCIENCE HALL: GENEROUS CIRCULATION SPACE ALLOWS FOR ACADEMIC INTERACTION



Table 2A. Current Space Needs

HEGIS	USE	EXISTING FLOOR AREA (ASF)	TOTAL SPACE NEEDS (ASF)	SURPLUS/ (DEFICIT) (ASF)
100	Classroom Facilities	73,716	76,836	(3,120)
200	Laboratory Facilities	156,618	170,436	(13,818)
300	Office Facilities	215,652	201,798	13,855
400	Study Facilities	69,947	83,919	(13,972)
500	Special (athletics, etc.)	58,153	84,588	(26,435)
600	General Use Facilities	212,721	237,118	(24,397)
700	Support Facilities	32,773	39,340	(6,567)
	<b>SUBTOTAL</b>	<b>819,580</b>	<b>894,035</b>	<b>(74,454)</b>



DESCRIPTION OF HEGIS CATEGORIES

CODE	CATEGORY	CEFPI DESCRIPTION
100	Classroom Facilities	Instructional space that does not require special purpose equipment.
200	Laboratory Facilities	Instructional space designed for and furnished with equipment to serve the needs of particular disciplines. It includes a subcategory for research laboratory space which is not scheduled.
300	Office Facilities	Office space includes conference rooms, reception and waiting rooms, and office support such as file rooms, fax/copier rooms and faculty lounge space.
400	Study Facilities	Library or other dedicated study space.
500	Special (athletics, etc.)	Recreation space, audio-visual space such as radio/tv production spaces,demonstration space such as test classrooms and special use spaces such as greenhouses and vivaria.
600	General Use Facilities	Assembly, exhibition, dining and other student life spaces
700	Support Facilities	Maintenance, storage and any space related to the general operation of the University.



Based on the findings of the buildings conditions assessment, additional buildings are recommended for removal in later phases. Factoring in the additional space needed to replace these buildings, Rowan will require roughly another 125,000 asf (193,000 gsf) of space (Table 2b).

Table 2B. Additional Building Demolitions

BUILDINGS REMOVED	GSF
Bole Hall	19,535
Bole Annex	10,880
Bozorth Hall	33,103
Cassady Maintenance Building	12,465
Hawthorn Hall	12,839
Memorial Hall	42,388
Winans Bookstore	26,701
Linden	35,340
GSF Removed	193,251



ROWAN HALL: ENGINEERING AND OTHER PROGRAMS ARE GROWING AND THE UNIVERSITY WILL NEED MORE ACADEMIC SPACE IN THE FUTURE



### Future Enrollment

Space needs for enrollments of 12,500 and 15,000 were also estimated. The analysis determined that current space deficits would increase to 350,000 asf for an enrollment of 12,500 students and 560,000 asf for an enrollment of 15,000 students. Projected space needs for future enrollment levels are summarized in Tables 3A and 3B, and illustrated in Charts 2 and 3.

Table 3A. Future Space Needs: 12,500 students

HEGIS	USE	EXISTING FLOOR AREA (ASF)	TOTAL SPACE NEEDS (ASF) FOR 12,500	SURPLUS/ (DEFICIT) (ASF)
100	Classroom Facilities	73,716	97,557	(23,841)
200	Laboratory Facilities	156,618	264,078	(107,460)
300	Office Facilities	215,652	268,535	(52,883)
400	Study Facilities	69,947	98,348	(28,401)
500	Special (athletics, etc.)	58,153	101,480	(43,327)
600	General Use Facilities	212,721	283,158	(70,437)
700	Support Facilities	32,773	55,658	(22,885)
	<b>SUBTOTAL</b>	<b>819,580</b>	<b>1,168,814</b>	<b>(349,234)</b>

Chart 2. Future Space Needs for 12,500 students

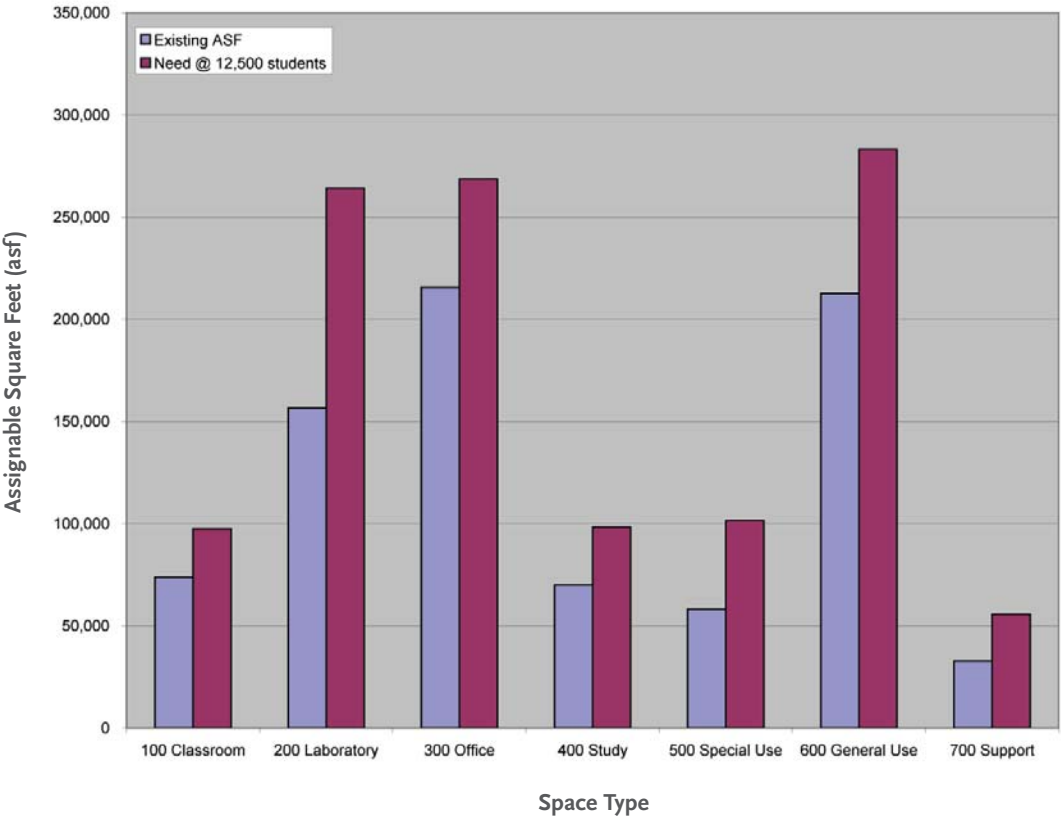
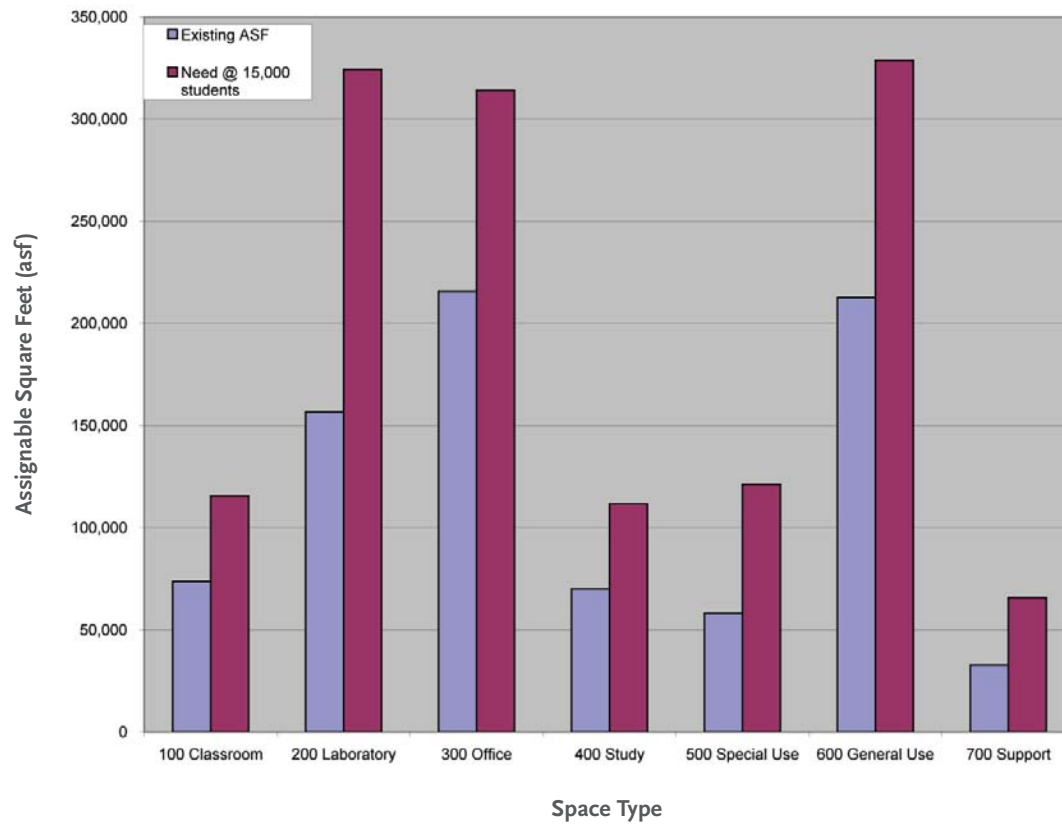




Table 3B. Future Space Needs: 15,000 students

HEGIS	USE	EXISTING FLOOR AREA (ASF)	TOTAL SPACE NEEDS (ASF) FOR 15,000	SURPLUS/(DEFICIT) (ASF)
100	Classroom Facilities	73,716	115,506	(41,790)
200	Laboratory Facilities	156,618	324,323	(167,705)
300	Office Facilities	215,652	314,167	(98,515)
400	Study Facilities	69,947	111,661	(41,714)
500	Special (athletics, etc.)	58,153	121,199	(63,046)
600	General Use Facilities	212,721	328,867	(116,146)
700	Support Facilities	32,773	65,786	(33,013)
	Subtotal	819,580	1,381,509	(561,929)
	GSF @ 0.65			(864,506)

Chart 3. Future Space Needs for 15,000 students





## Research Labs

Rowan's Academic Master Plan establishes new goals for faculty research and for practice-based learning for undergraduate students. The implementation of these goals will generate a need for significantly more research lab space than currently exists on campus, particularly for the Colleges of Engineering, Liberal Arts and Science, and Education. The specific need for such space will depend on such factors as station sizes for various lab types, the percentage of faculty and students doing research, and opportunities for undergraduates to share lab space.

The space needs analysis estimated lab needs using two different sets of assumptions concerning the percentage of faculty and students involved in research. The first approach assumed that from 15 - 30 percent of faculty in Business, Education, Engineering, and Liberal Arts and Sciences programs would be involved in research, together with ten percent of undergraduate students in Education, Engineering, and Sciences, and 15–35 percent of graduate students in Business, Education, Engineering and Sciences. The second approach, which reflects the goals outlined in Rowan's Strategic Financial Analysis, assumed that all faculty in Biological Science, Chemistry and Biochemistry, Computer Science, Geography and Anthropology, Physics and Astronomy, Psychology, and Engineering would conduct research, and that undergraduate students in Science and Engineering programs would have dedicated research space.

The two approaches generate a total space need at the 15,000 enrollment level ranging from 63,100 asf (97,000 gsf) beyond the current inventory of research lab space to 205,400 asf (315,900 gsf) beyond the current inventory.



DEMAND FOR FACULTY AND STUDENT RESEARCH SPACE ON CAMPUS IS GROWING

The analysis indicated a current need for approximately 27,000 asf of research space, mostly in the engineering and LAS science programs. The summary tables on the previous (Tables 2A, 3A, and 3B) assume the lower end of the range for research space, with the understanding that research space needs can fluctuate based on faculty, funding and institutional priorities. The range is given as an order of magnitude guideline to help guide the University as it sets priorities for all of its outstanding space needs.











# FACILITIES PROGRAM

The needs identified in the space needs analysis were used to develop a facilities program for the master plan. The program consists of both near- and long-term projects. The near-term projects reflect the accommodation of the space needs identified in the space needs analysis, the specific priorities outlined in the Strategic Financial Analysis, and the goals and issues articulated through discussions with the University community. The long-term projects consist of the additional space needed to support enrollment growth, and the replacement or renovation of obsolete facilities. It also includes the full range of potential research space required to support the research goals outlined in the Strategic Academic Plan. The facilities program also includes a number of buildings to accommodate academic and research space beyond identified needs. The specific use of these buildings will be defined in the very long term. The master plan facilities program is summarized in Tables 4A, 4B, and 4C.



SCIENCE HALL, COLLEGE OF LIBERAL ARTS AND SCIENCES

Table 4A. Near-Term Program Summary

SPACE TYPE	LAS PHASE I	COMMUNICATION & FINE ARTS	BUSINESS	LAS PHASE II	ENGINEERING RESEARCH
Classrooms	11,900	7,200	4,800	9,000	0
Teaching Labs	11,700	42,900	1,700	55,600	15,400
Research Labs	4,400	0	1,500	0	28,200
Offices	30,100	22,000	15,300	6,300	9,300
Study Space	16,600	9,100	4,500	7,300	0
Media Space	0	16,300	0	0	0
Student Life	19,500	0	2,200	0	0
TOTAL ASF	94,200	97,500	30,000	78,200	52,900
TOTAL GSF@ 0.65 EFFICIENCY	144,900	150,000	46,200	120,300	81,400
GRAND TOTAL (GSF)*					542,800
Buildings as Shown on Plan	153,300	147,600	48,000	112,500	87,300

\* The grand total does not equal the total need at 12,500 because it accommodates some of the long-term needs in order to ensure program adjacencies and plan for construction efficiencies.



Note that new student life uses are located in new buildings where they will be most centrally located and have the most impact on campus life. In addition, all buildings should be designed to accommodate generous circulation and “soft” spaces for informal student interaction.

**Table 4B. Long-Term Program Summary**

NEW BUILDING	INCLUDES:	TOTAL NEED		ON PLAN
		(ASF)	(GSF)	(GSF)
Student Center Addition	<ul style="list-style-type: none"> <li>• Future student union need</li> <li>• Winans (bookstore) replacement</li> <li>• Theater and Dance space from Memorial Hall</li> </ul>	42,200	64,800	60,300
Bunce Addition	<ul style="list-style-type: none"> <li>• Phase 1 (12,500) non-academic or student union office need</li> <li>• Administration and Finance offices from Linden Hall</li> </ul>	16,800	25,900	27,600
Bunce Renovation	<ul style="list-style-type: none"> <li>• Re-use of space vacated by Business</li> </ul>	5,000	7,700	n/a
New Admin Building	<ul style="list-style-type: none"> <li>• Phase 2 (15,000) non-academic or student union office need</li> <li>• Replacement for Bole &amp; Bole Annex</li> <li>• IT and other administrative offices from Memorial</li> </ul>	64,100	98,700	91,200
New Facilities Building	<ul style="list-style-type: none"> <li>• Replacement for Cassidy and Facilities space in Linden</li> <li>• Future support space needs</li> </ul>	55,000	84,700	74,000
Research Building	<ul style="list-style-type: none"> <li>• Phase 2 Liberal Arts all Science research lab needs</li> <li>• All future Science office needs</li> <li>• All future animal/greenhouse space need</li> </ul>	21,400	33,800	112,800
Future Student Life	<ul style="list-style-type: none"> <li>• Some Phase 1 and all Phase 2 student union need + Phase 2 general student life need</li> </ul>	58,100	89,400	90,300
Future Academic	<ul style="list-style-type: none"> <li>• 50% of Phase 2 (15,000) classroom need</li> <li>• All future Education teaching and research labs</li> <li>• All future demonstration space need</li> <li>• Replacement space for Memorial (Graduate School, Government Grants)</li> </ul>	43,700	67,300	91,000
<b>TOTAL</b>		306,300	472,300	547,200



### Future Program

These program elements, shown on the plan but not necessarily indicated in the space needs analysis, will accommodate academic and research space needs over the very long term. They are intended to provide overall flexibility to address unanticipated program needs, and could also be used for research purposes if funding becomes available.

**Table 4C: Future Facilities Program shown on Plan**

NEW BUILDING	SUITABILITY FOR USE	(GSF)
Future Academic	<ul style="list-style-type: none"> <li>• More efficient use of Memorial Hall site</li> <li>• Good adjacency with College of Business</li> <li>• High visibility on 322</li> </ul>	90,600
Future Research	<ul style="list-style-type: none"> <li>• Long-term Research or Academic Site</li> <li>• Could be a housing site if that need is higher</li> </ul>	231,700
Future Recreation	<ul style="list-style-type: none"> <li>• May not be necessary if all future recreation needs can be accommodated in the renovated Esby when athletics moves to the West Campus</li> </ul>	22,800
Future Academics	<ul style="list-style-type: none"> <li>• More efficient use of Mimosa Hall site in campus core</li> </ul>	67,200
Future Research or Performing Arts	<ul style="list-style-type: none"> <li>• Public Site-needs signature building</li> <li>• Potential performance space</li> <li>• Potential science or engineering research expansion</li> </ul>	100,000
TOTAL		512,300



HISTORIC BUNCE HALL WILL BE RENOVATED TO HOUSE ROWAN'S PRIMARY ADMINISTRATIVE FUNCTIONS







# MASTER PLAN

Campus building is an iterative and ongoing process. Recognizing that priorities and needs change over time, the master plan builds on existing conditions to create a flexible framework within which new growth can occur as funding allows and institutional priorities evolve. The plan balances competing demands for space on campus with the need to create a vital and engaging place that inspires the students, faculty and staff that use it.

## PLANNING PRINCIPLES

The master plan embodies five key principles to guide future campus development:

- Encourage academic collaboration and integration of research
- Accommodate growth through compact development
- Support a pedestrian-oriented campus with a strong residential community
- Enhance connections with the adjacent community
- Design and develop the campus in a sustainable manner

While most elements of the framework are flexible, these general principles embody the spirit of the design, and all future planning decisions should be weighed against them.

## URBAN DESIGN FRAMEWORK AND CAMPUS SYSTEMS PLANS

The master plan consists of an overall urban design framework and four principal “system” plans. The urban design framework addresses the overall organizational structure of the campus, land uses and adjacencies, gateways and connections. The four systems plans build on the urban design framework and address specific planning elements including:

- Land and building use and program accommodation
- Open space
- Vehicular circulation and parking
- Pedestrian circulation

Together these elements define the long-term framework for campus improvements. This framework is designed to provide guidance and structure for planning decisions, while allowing flexibility.

### *Urban Design Framework*

The plan organizes the campus into several land use districts. The plan concentrates the majority of academic uses in the **academic core** at the center of campus. Uses within the core are all within a **ten-minute walk** of each other, and future buildings needed to support planned growth in enrollment will also be located in the core area. The plan also establishes several **residential districts** around the academic core at the east and west edges of the



PATHWAY ON THE SOUTH CAMPUS

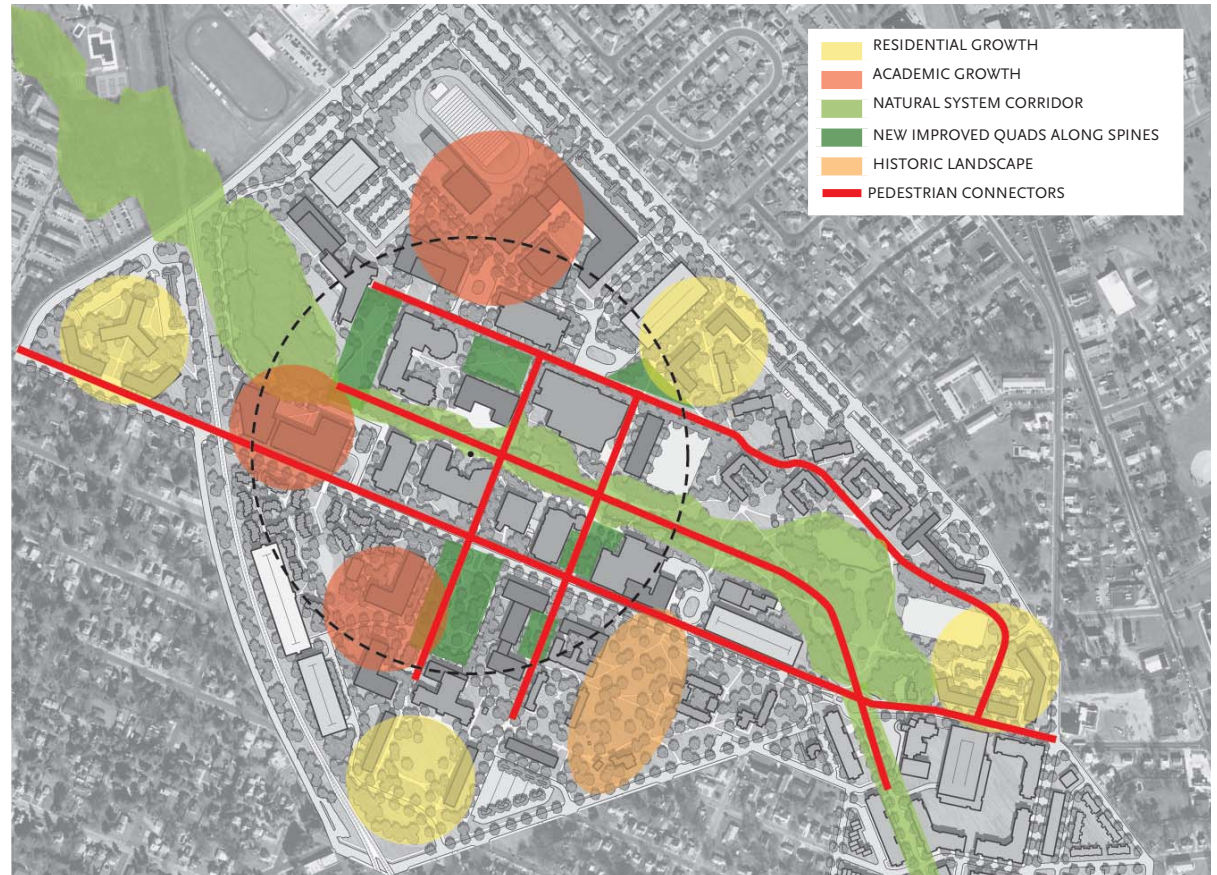


campus, and south of the Route 322 corridor. The residential districts reinforce the existing clusters of student housing and will contain new infill housing, as well as housing to replace residence halls and apartments that are at the end of their life cycle.

It is recommended that new academic and residential buildings maintain a maximum height of three-to-four stories. The rationale is that taller buildings require that more people use elevators, resulting in fewer opportunities for chance interactions that spark discussion and the exchange of ideas. The same is true in residence halls, where students tend to form community horizontally rather than vertically. Factors such as building location, prominence, use and relationship to surrounding landscape components are all important considerations for determining the appropriate building height, and each project should be evaluated appropriately.

The plan retains a **sports and recreation area** in the northwest portion of the campus, but anticipates the relocation of most athletics and recreation fields to the West Campus. This will allow the University to maintain critical academic adjacencies as the campus expands. It also establishes a **research area** along the north edge of the campus in an area that is outside the ten-minute walking circle. **Parking** in the plan is located at the campus periphery in order to preserve a pedestrian-oriented environment.

The plan identifies several **gateways** to mark the entrance to the University precinct in Glassboro. A major new gateway will occur at the planned intersection of Route 322, Whitney Avenue and future Rowan Boulevard. Another gateway will occur at the west entrance to the campus from Route 322 at the railway corridor, which may include a future transit station. Other vehicular entrances to the campus will be designed as minor gateways to create a sense of arrival.



URBAN DESIGN CONCEPTS EMBODIED IN THE MASTER PLAN

The plan enhances pedestrian and vehicular **connections** both within the campus and with the surrounding Glassboro community. Important connecting routes include a revitalized Chestnut Branch creek corridor that extends east-west through the campus core, improved north-south pedestrian pathways across the 322 corridor at several locations, and improved vehicular access to downtown Glassboro via future Rowan Boulevard.

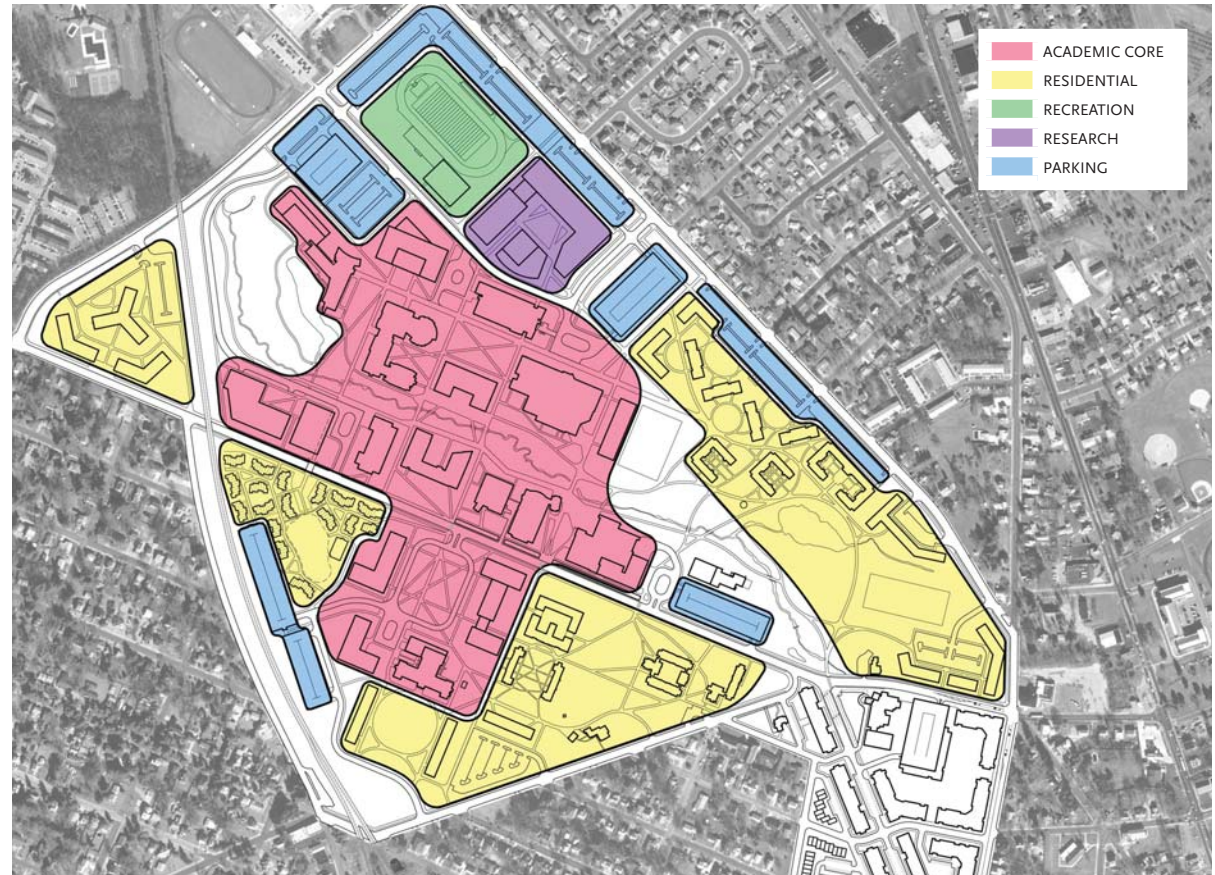
There are several buildings on the campus that serve as key **destinations** for the University community or

for Glassboro residents. The plan reinforces these destinations through the placement of future land uses and the organization of vehicular and pedestrian routes. The major destinations include the Library, the Student Center, Wilson Hall performance spaces, the football field, and a new pavilion, possibly for admissions or other public administrative function, which will form an addition to Bunce Hall on the south campus.



## LAND, BUILDING USE AND PROGRAM ACCOMMODATION

The **Land, Building Use and Program Accommodation Plan** establishes the locations of new buildings and facilities within the overall campus district structure. The plan places buildings to reinforce existing campus spaces or define new spaces (see Open Space Plan, below), and identifies appropriate building footprints and massing—the height and depth of a building—for each site. It also addresses the accommodation of the University's current and long-term space needs and building program based on current priorities, acknowledging that these priorities may evolve over time. The accommodation of the master plan is described below:



CAMPUS DISTRICTS



CAMPBELL LIBRARY





KEY	BUILDING/USE
1	LAS Phase I
2	Communication and Fine Arts - 3.5 stories
3	Business
4	LAS Phase II
5	Engineering Research
6	Student Center Addition
7	Bunce Addition/Renovation
8	New Administration Building
9	New Facilities Building
10	LAS Research Building
11	Future Student Life
12	Future Academic (Hawthorn Site)
13	Future Academic (Memorial Hall Site)
14	Future Research (North Campus Site)
15	Future Research/Performing Arts
16	Future Recreation
17	Future Academic (Mimosa Hall Site)

FUTURE NON-RESIDENTIAL BUILDING PROGRAM



## Academic and Research

### LIBERAL ARTS AND SCIENCES (PHASE 1 AND 2)

The Phase 1 Liberal Arts and Sciences (LAS) building will be developed on a site to the west of the new College of Education Building and to the north of Wilson Hall. This site was chosen because it has fewer constraints than other sites on campus, and because it has strong adjacencies with existing academic buildings. An alternative site considered for this project was on Parking Lot A. However, this site was rejected because it would result in significant parking displacement and a need for a new parking structure. In addition, the Lot A site was considered a better site for a future Arts and Communication building with its proximity to Westby and Wilson Halls.

The LAS building will contain approximately 145,000 gsf and will replace space for LAS departments that are currently scattered in Robinson, Bunce and Wilson Halls. When the building is complete, the University can demolish Robinson Hall, making the site available for LAS Phase 2. The LAS Phase 1 building will address the following program needs:

- Liberal Arts teaching and research labs
- Liberal Arts offices
- 50 percent of the incremental classroom space need for 12,500 students
- 55 percent of the incremental study space need for 12,500 students
- 90 percent of the incremental general student life space need for 12,500 students—including lounges, assembly and exhibition space, meeting rooms and some dining.



LIBERAL ARTS PHASE ONE LOCATED NEAR THE NEW EDUCATION HALL



LIBERAL ARTS PHASE TWO ON THE FORMER ROBINSON HALL SITE

The Phase 2 LAS building will be constructed on the Robinson Hall site, but will be set back from the Chestnut Branch stream. The building will accommodate LAS space needs as enrollment grows to 15,000 students. The program will address:

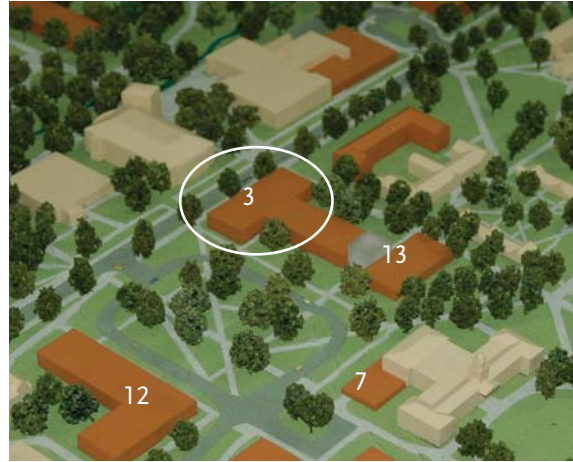
- Liberal Arts and Sciences teaching lab needs
- Liberal Arts and Sciences offices
- 50 percent of the incremental classroom space need for 15,000 students
- 100 percent of the incremental study space needs for 15,000 students



## COLLEGE OF BUSINESS

The College of Business is currently housed in Bunce Hall and requires a new, dedicated facility to meet academic needs and enhance its image and identity. The new building will be sited in a prominent location next to Route 322 anchoring the east side of the quadrangle north of Bunce. There is additional room on the site for the College of Business to grow or for long-term academic and research growth. The relocation of College of Business programs to a new building will free up space in Bunce Hall to accommodate administrative offices that will eventually move from Bole Hall and the Bole Hall Annex. The College of Business building program will address:

- Existing Business teaching lab needs
- Future Business research lab needs
- Existing and future Business office space needs
- 20 percent of the incremental classroom space need for 12,500 students
- 15 percent of the incremental study space needs for 12,500 students
- 10 percent of the incremental general student life space need for 12,500 students, including student lounge space, assembly space, and meeting rooms.



NEW COLLEGE OF BUSINESS

## COMMUNICATION/FINE AND PERFORMING ARTS

A new building to house the College of Communication and the Fine Arts programs of the College of Fine and Performing Arts will be developed immediately to the west of Westby Hall at the east edge of Parking Lot A. Given its prominent location at the westerly gateway to the campus, particular attention will need to be given to the building's siting and design. The program for the building will accommodate:

- All existing and future College of Communication space needs
- Future Fine Arts space needs such as individual work spaces for majors, new and improved gallery space, space for growing digital media technology needs, and possible space for a Glass Art program to build on Glassboro's legacy
- Future Fine Arts office space needs
- Future media space needs



NEW COLLEGE OF COMMUNICATIONS AND FINE ARTS EXPANSION BUILDING AND POTENTIAL PERFORMING ARTS SPACE ON LOT A

- 30 percent of the incremental classroom space need for 12,500 students
- 30 percent of the incremental study space needs for 12,500 students



## Performance Space

The College of Fine and Performing Arts has expressed a need for a more suitable theater performance space. While the space needs analysis suggests that sufficient performance space exists on campus, the quality of some spaces is not satisfactory. In particular, the College's Tohill Theater in Bunce Hall is out of date and in poor condition. In addition, Performing Arts programs are currently scattered across the campus with Music in Wilson Hall, Theater in Bunce, and Dance using the studios in Memorial Hall. In the long term, as Bunce Hall transitions to administration uses and Memorial Hall is phased out and replaced with a building that better utilizes that important site, these uses will need a new home.

The University is currently weighing options for new and renovated performance space, which will also help consolidate Performing Arts. Moving non-Performing Arts uses out of Wilson, will allow some consolidation but not accommodate all existing needs. Options for additional Theater and Dance space include renovating the existing Tohill theater and building a new facility on campus, or seeking a partner to build a new space on Rowan Boulevard or elsewhere downtown that could be shared with the Glassboro community. If built on campus, the best site for a new performance facility would be the Lot A parcel currently labeled "Future Academic." This site has a very public face, would accommodate convenient drop-off and parking underneath the building, and is relatively close to other performing arts facilities. Depending on the site that is selected and funding, new Theater and Dance Facilities could include:

- A new Mainstage Theater (250 Seats)
- A new black box laboratory theater
- A new Dance performance space
- Dance and Acting Studios and rehearsal spaces

- Support spaces such as dressing rooms, set construction, and costume and prop storage spaces

At the same time, the plan recommends that Wilson Hall be renovated to address deferred maintenance and to better meet the needs of the Music programs. Additional specific recommendations include:

- Renovation of Boyd Recital Hall
- Acoustic treatment for large rehearsal spaces
- Reconfiguration of Music Branch Library
- Upgraded climate control systems
- Conversion of several classrooms into small group rehearsal space
- Enhanced music recording and sound mixing facilities

### COLLEGE OF ENGINEERING RESEARCH

The new College of Engineering research building will be sited to the northwest of existing Rowan Hall. The program for the building will contain a significant amount of research space to address the need for faculty and undergraduate research space, as well as office space and some instructional space to be shared with Liberal Arts programs. Specifically, the program will accommodate:

- Future Engineering teaching and research lab needs
- Future Engineering office space needs
- Additional classrooms to be shared with Liberal Arts programs



RESEARCH EXPANSION NEXT TO ROWAN HALL FOR THE COLLEGE OF ENGINEERING



## OTHER RESEARCH BUILDINGS

New research buildings will be developed on the site of the athletic fields to the north of the new College of Education building. The buildings will accommodate sufficient office and research space to support the research objectives outlined in the University's Strategic Academic Plan for an enrollment of 15,000 students.

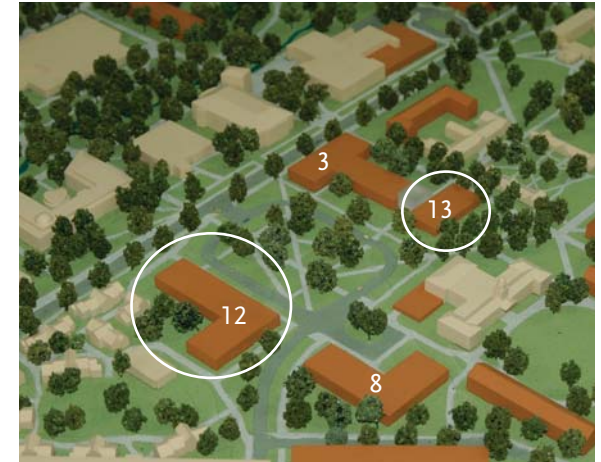
## FUTURE ACADEMIC

To support a long-term enrollment of 15,000 students, Rowan will need additional general classroom, teaching lab and office space. These program needs will be provided in several buildings:

- Mimosa Hall site
- West of the new Communication and Fine Arts building
- Hawthorn Hall site
- Memorial Hall site



FUTURE RESEARCH COMPLEX ON THE NORTH SIDE OF CAMPUS ALONG CARPENTER STREET

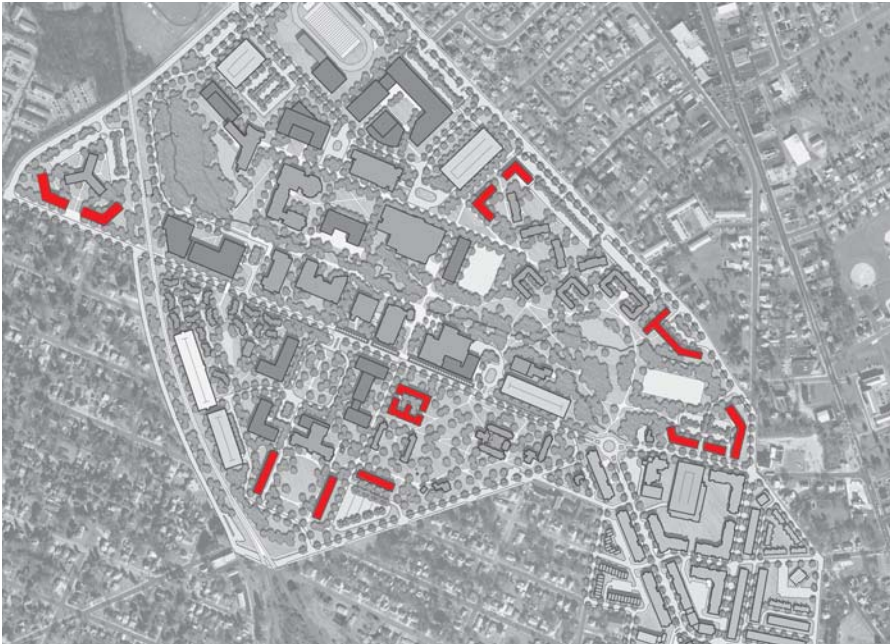


FUTURE ACADEMIC SITES ON THE SOUTH SIDE OF CAMPUS



STUDENT HOUSING

Rowan will need a total of 3,640 new beds of student housing to meet the goal of accommodating 50 percent of students on campus at an enrollment of 15,000 students, to reduce overcrowding, and to replace the Mansion Park apartments (Table 5). However, given competing demands for land on the campus, including research and parking, it appears the campus can only support up to approximately 1,650 new beds. It is anticipated that the balance of the housing need will be met in new private development on Rowan Boulevard.



NEW ON-CAMPUS STUDENT HOUSING SHOWN IN MASTER PLAN

Table 5: Housing Needs

PROJECTED POPULATION	CURRENT NEED	12,500 FTE		12,000 FTE	
On Campus Residential	50%	@44%	@50%	@44%	@50%
Fall 2004 Existing Beds	2,904	2,904	2,904	2,904	2,904
Total Need	3,356	4,330	5,004	5,196	6,004
New Beds	452	1,426	2,100	2,292	3,100
<b>REPLACEMENT:</b>					
Mansion Park	260	260	260	260	260
Overcrowding	280	280	280	280	280
Total New Beds Needed	992	1,966	2,640	2,832	3,640





MANSSION PARK REPLACEMENT

The housing program will be accommodated as follows:

#### MANSSION PARK REPLACEMENT

This project will replace the substandard housing in the existing Mansion Park Apartments. The project creates an upperclass housing village of townhouse apartments that directly links the campus edge to downtown Glassboro, while remaining connected with the campus environment.

Redevelopment of this site into a new residential village will enhance the town-gown relationship and exempify smart growth. New pathways will link directly back to the campus, and new informal recreation fields will enliven the area.

This site should be developed in close collaboration with Glassboro in a manner that is mutually beneficial and that maximizes the site's potential through appropriate building densities and innovative urban design.



LINDEN HALL INFILL

#### LINDEN HALL INFILL

A new suite-style residence hall will be built between Linden Hall and Route 322, creating a new quadrangle similar to that of Oak and Laurel Halls. The master plan considers the Linden Hall site as a future housing site, whether Linden is renovated or replaced with a new building.



BUNCE CIRCLE HOUSING

#### BUNCE CIRCLE HOUSING

Two new suite-style residence halls will replace Bole Hall and Bole Annex on the east side of Bunce Circle, and a third new residence hall will form the west edge of the oval. These buildings will frame and invigorate the circle.





EDGEWOOD PARK AND NORTH DORMS INFILL

#### EDGEWOOD PARK AND NORTH DORMS INFILL

The Edgewood Park apartments are popular with students because they offer a more independent experience and are close to the campus core. To capitalize on the location and create a stronger urban environment in that part of campus, several infill residence halls will be developed to the north and west of the existing buildings. A new residence hall will also be sited to the east of existing Chestnut Hall.



TRIAD INFILL

#### TRIAD INFILL

Like the Edgewood Park apartments, the Triad Building is very popular with students because it offers independent living in close proximity to the campus. Infill on this site will help create a more coherent campus edge along Route 322, as well as additional critical mass for student life in this area.

In addition, this area has the potential to become a student residential “transit village” with the prospect of commuter rail development on the existing Conrail tracks.



## Student Life and Recreation

An incremental student life space need of 21,700 asf was identified for an enrollment of 12,500 students. This need will be accommodated in academic buildings—primarily as new lounge, assembly, exhibition, and meeting space in the LAS Phase 1 building, with some additional space in the new College of Business building. This will provide some short-term relief for both the northwest and south sectors of the campus. Both new spaces should include some dining space. To support a long-term enrollment of 15,000 students, new student life space will be created in a 42,000 asf (65,000 gsf) addition to the student center containing a new bookstore and space for dining and student organizations, and in a 58,000 asf (85,000 gsf) new student life building. The new building will be sited in the northwest sector of campus next to the football field, providing an alternative student destination in this portion of the campus.

Recreation space needs will be accommodated through renovation of Esbjornson Gymnasium when the University's Athletics programs move to the West Campus. In addition, the existing football field will become a dedicated, on-campus recreation space.

## Support Space

### NEW FACILITIES BUILDING

A new building for the Facilities Planning, Construction, and Operations Department will be developed to the south of the existing campus entry onto Bunce Circle. This parcel is known as the Conrail Property, and the University is currently negotiating to acquire it. The building will serve two critical purposes. First, it will consolidate the dispersed departmental offices into one location. Second, it will free up valuable campus land for University functions that require closer proximity to the campus core. The new building will be 55,000 asf (84,700 gsf).



NEW NORTH CAMPUS STUDENT LIFE BUILDING ANCHORS THE FUTURE RESEARCH COMPLEX



NEW FACILITIES COMPLEX IS PLANNED FOR THE CONRAIL PARCEL SOUTH OF THE EXISTING CAMPUS



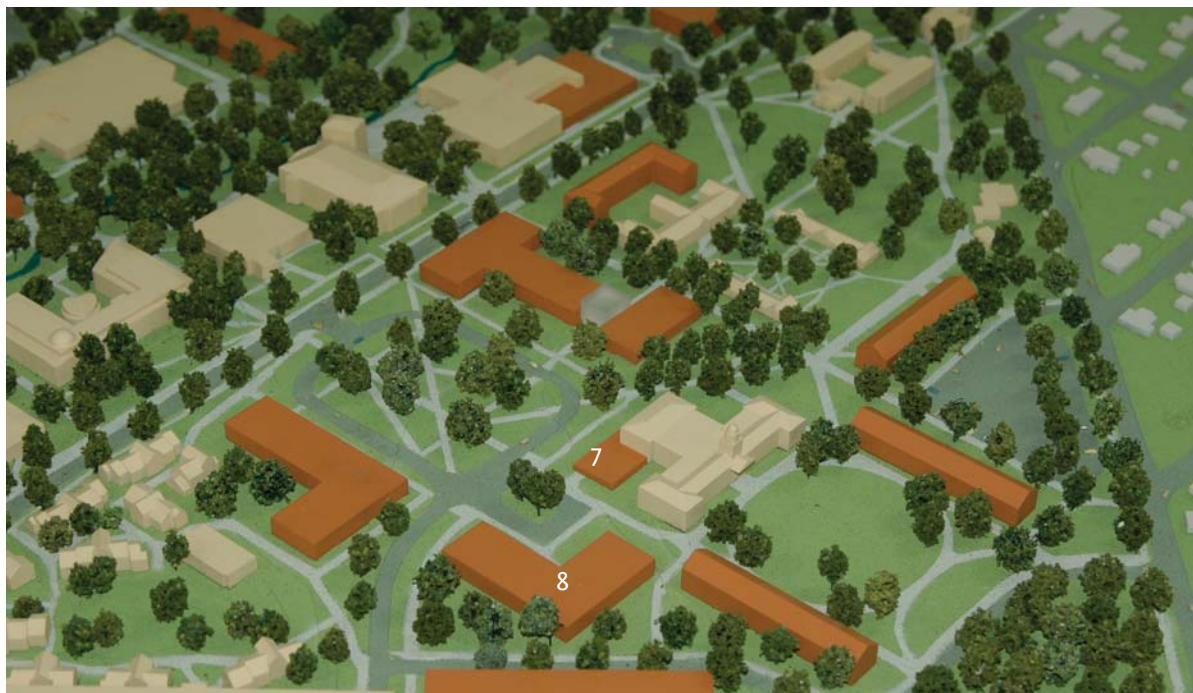
### *Bunce Addition and Renovation*

When the College of Business and LAS programs move to new buildings, the vacated space in Bunce Hall will be renovated for use by the University administration. A 16,800 asf (25,900 gsf) addition to the building will serve an important urban design function and facilitate the consolidation of administrative uses currently located in several buildings across campus. As the campus has grown and the front door has moved to Route 322, Bunce Hall now turns its back on the core campus. To remedy the blank façade and help activate Memorial Circle, this addition will serve as a visual and functional gateway for first-time visitors to the campus and to those who have business with the administration. The addition will include elevators to meet ADA requirements and will provide a new entry for Memorial Circle, as well as a lobby for Tohill Theater. The University should consider locating more publicly oriented administrative functions such as Admissions to this space. The addition and renovation will accommodate:

- 12,500 asf of student service office space need
- Office space for Administration and Finance offices currently located in Linden Hall.

### *New Administration Building*

In the long term, the University will need additional administrative office space to support growth in enrollment. To meet this need, a new 64,000 asf (98,000 gsf) facility will be built to the west of Bunce Hall on what is currently the baseball field. The building will accommodate the incremental administrative needs for an enrollment of 15,000, as well as replacement space for administrative functions currently located in Bole, Bole Annex, Memorial and Linden Halls.



ADMINISTRATIVE NEEDS WILL BE ACCOMMODATED IN THE BUNCE HALL ADDITION AND RENOVATION (7) AND IN THE NEW ADMINISTRATION BUILDING (8)





BOWLE BOULEVARD

NORTH CAMPUS DRIVE

CARPENTER STREET

STADIUM DRIVE

NORTHERN WALKWAY

MEDITATION WALKWAY

B-42 MULTICA HILL ROAD

EDUCATION WALK

SCIENCE WALK

MIMOSA WALK

MEMORIAL CIRCLE

BUNCE CIRCLE

CARRIAGE ROAD



# OPEN SPACE FRAMEWORK

## BACKGROUND AND EXISTING CONDITIONS

Rowan University's growth from a small teachers' college to a major state university has resulted in a highly varied campus landscape and open space framework. The original teachers' college campus south of Route 322 featured a signature open space fronting the formal façade of Bunce Hall with a surround of hardwood shade trees providing a continuous woodland canopy for the balance of the small campus. Ironically, the original front door of the campus was the south-facing façade of Bunce Hall with its lawn forecourt, with the Route 322 frontage forming the back of the campus. Despite the functional reversal of the campus front door to the Route 322 corridor, the portion of the campus south of Route 322 retains a highly valued landscape character with mature specimen trees and the dominant and tradition-linked open space south of Bunce Hall.

The relatively recent expansion of the University campus to the north of Route 322 has not benefited either from a strong open space idea or the element of time for landscape plantings to mature. The area's one natural landscape feature, the Chestnut Branch of Mantua Creek, provides a focus for the north part of the campus and lends structure for building locations and pedestrian circulation. Unfortunately, the condition of the stream and its associated wetlands varies considerably, with erosion and invasive vegetation detracting from its role as a campus open space amenity. More architecturally defined open



MEDITATION WALK IS A MAJOR MASTER PLAN ORGANIZING ELEMENT

spaces present within the north part of the campus reflect the higher density of this area, although their proportions as well as their overall structure leave room for significant improvement.

The public's image of the Glassboro campus is formed in part by the quality and variety of edge conditions that present themselves to the adjacent neighborhoods. While the southern part of the campus enjoys a relatively consistent image of a wooded perimeter, the northern perimeter of the campus is more eclectic, with a progression from open playfields and parking lots on the north to an urban edge along Route 322. The Route 322 corridor is perhaps the most conflicted image of the campus, with sharp contrasts in character between the north and south edges of the roadway, and unclear points of entry into the campus from both the east and west approaches.



## OPEN SPACE PLAN

The campus open space plan is complementary to and reinforces the land use and urban design concepts described earlier in this report. The primary goals of the open space plan include:

- The protection of significant existing natural and man-made landscapes on campus
- The reinforcement of a pedestrian-oriented campus through the creation of attractive walkways and defined landscape spaces and
- The heightening of the campus identity through the landscape treatment of campus edges and gateways.

### *Protection of Significant Existing Landscapes*

The landscape of mature shade trees and open lawns associated with the more historic campus south of Route 322 is a valuable resource worthy of protection. The open space plan preserves the historic oval south of Bunce Hall and reinforces its presence through the addition of new residence halls on its east and west borders. Similarly, the attractive wooded grove to the north of Bunce Hall is preserved in the plan, with its east and west borders strengthened through future replacement buildings of greater height and consistent frontage on the space. The landscape to the east of Bunce Hall extending to the Hollybush Mansion and the corner of Route 322 and Whitney Avenue remains predominantly in its existing condition with limited modifications resulting from carefully sited new buildings designed to increase residence halls capacity.

Preservation and enhancement of the Chestnut Branch stream and associated ponds and wetlands is a significant component of the open space plan north of Route 322. From a planning perspective, the stream corridor provides a remarkable natural environmental feature amidst one of the highest density areas of the



MEMORIAL CIRCLE



ABBOTT'S POND NEAR THE NORTH DORMS

campus. The open space plan preserves the relatively narrow natural corridor at the core of the campus, as well as the large wetland, pond, and wooded area to the west adjacent to Rowan Hall. To the east the plan calls for a major expansion of the stream-related open space by restoring natural areas currently occupied by the Facilities Operations and Maintenance Department complex, enhancing the existing pond through water quality and vegetation management, and capturing added natural drainage ways through the redevelopment of the Mansion Park Apartment complex.



### *Reinforcement of a Pedestrian-Oriented Campus*

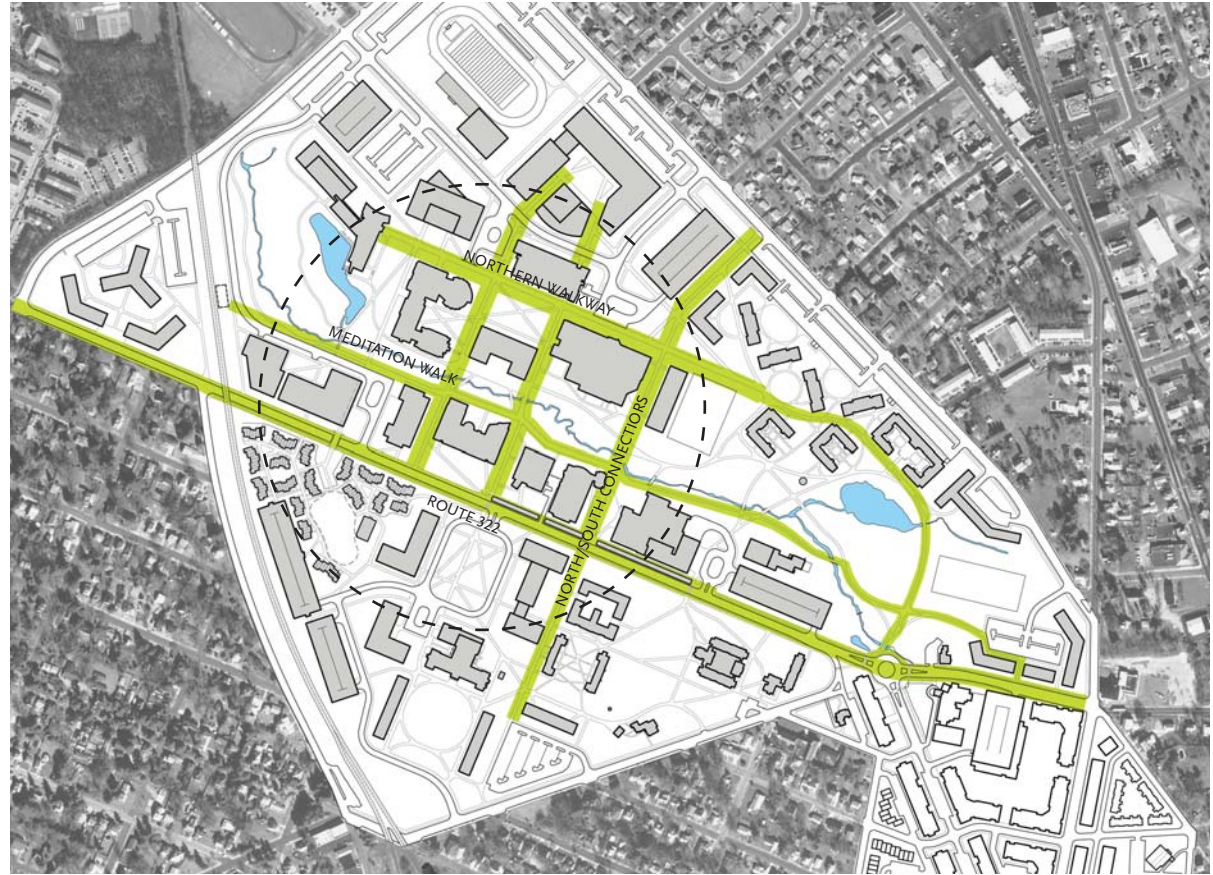
The open space plan establishes a network of landscape initiatives designed to provide an attractive and convenient network of pedestrian spaces and walkways. Three key initiatives of the plan include the provision of a series of **pedestrian “esplanades”** interconnecting all parts of the campus, **improvements to the Route 322 corridor** to provide safer pedestrian crossings, and **the reinforcement of existing and creation of new campus greens and quadrangles** as inviting places for students and faculty to meet and interact.

#### **PEDESTRIAN ESPLANADES**

A system of pedestrian “esplanades” interconnect the entire campus functionally and aesthetically. Wide enough to accommodate both major pedestrian flows as well as service and emergency traffic, the esplanades incorporate paving, lighting, and landscape features designed to enhance the overall campus image and pedestrian orientation. Major components of the esplanade system include a series of north/south walkways connecting the north and south campus areas, an extension of Meditation Walk along the creek corridor to the east to the new Rowan Boulevard, and the creation of a new east/west walkway linking Rowan Hall east to the existing North Dorms residence halls along Carpenter Street and ultimately to the future Rowan Boulevard.

#### **ROUTE 322 CORRIDOR OPEN SPACE IMPROVEMENTS**

Improvements to the Route 322 corridor focus on issues of both safety and visual quality. New sidewalks, pedestrian crosswalks, lighting, signage, landscape, and curbing serve to create a more campus-compatible quality to a roadway that carries heavy volumes of through traffic. Along the north side, the presence of significant underground utilities makes planting street trees impossible. As a result, a new trellis system, or pergola, between Savitz



PEDESTRIAN ESPLANADES

Hall and the campus entry at the Student Center is planned to create a more intimate pedestrian environment between the roadway and large-scale adjacent buildings, setting the scale and buffering pedestrians from the traffic on Route 322. In its role as the major entrance to the Glassboro Campus, Route 322 improvements at Bowe Boulevard on the west and Main Street on the east signify to the visitor a change in landscape and visual character consistent with the image of the rest of the campus.

The comprehensive planning and design recommendations for Route 322 are described in detail in the separate Route 322 report.



## CAMPUS GREENS AND QUADRANGLES

The recommended placement of new campus buildings facilitates the creation of new open spaces in some areas and the strengthening of existing open spaces in others. In the north campus area, the existing open space north of Robinson Hall is reduced in size both to improve its proportions and to allow a replacement academic building to be located further from the creek. The area between the creek and the replacement building will become a location for a south-facing plaza, which is anticipated to be highly utilized given its central location. To the west the existing Engineering Quad becomes a more clearly defined campus space by the addition of the future Liberal Arts classroom building on the north and the Communication Building on the south. New campus open spaces include a future quadrangle within the research complex north of Education Hall.

When Rowan's athletics programs move to the West Campus, there will still be a need for recreation spaces on the Main Campus to serve the residential population. Designated formal recreation spaces will include the existing track and field area, which will be renovated to serve for recreation use, the existing recreation field near the North Dorms, and a new recreation field to be built in association with new student housing at the east edge of campus. These fields should be lighted where possible and have synthetic fields to reduce maintenance and increase usability.

In the separate North Dorms Landscape study, opportunities to improve circulation and the general usefulness of the open spaces in the area around the North Dorms were examined. Recommendations include new plantings and layouts for the courtyards of each of the buildings, and a streamlined pathway system that creates more pleasant and usable open lawns to the south of the existing residence halls and around the Edgewood Park Apartments.



CAMPUS GREENS AND QUADRANGLES



## CAMPUS EDGES AND GATEWAYS

The character of the campus and its impression on first time visitors is in large part dependent upon the quality of buildings and landscape at the campus perimeter and points of arrival. The approaches to the campus from the east and west on Route 322 are redefined both by new residence halls paralleling the street on the north side and improved landscape on both sides of the street. Major entry points into the campus from Route 322 occur at defined plazas east of the Student Center and west of Westby Hall. On the south side of Route 322 a reconfigured entry and roadway alignment in the wooded quadrangle north of Bunce Hall provides for visitor access to academic and administrative buildings as well as parking structures. Arrival in the north part of the campus is organized around an internal road linking Bowe Boulevard and Carpenter Street. This internal roadway connects to arrival plazas located to the east and west of Education Hall and serves public destinations such as the Esbjornson Gymnasium and Wilson Hall.

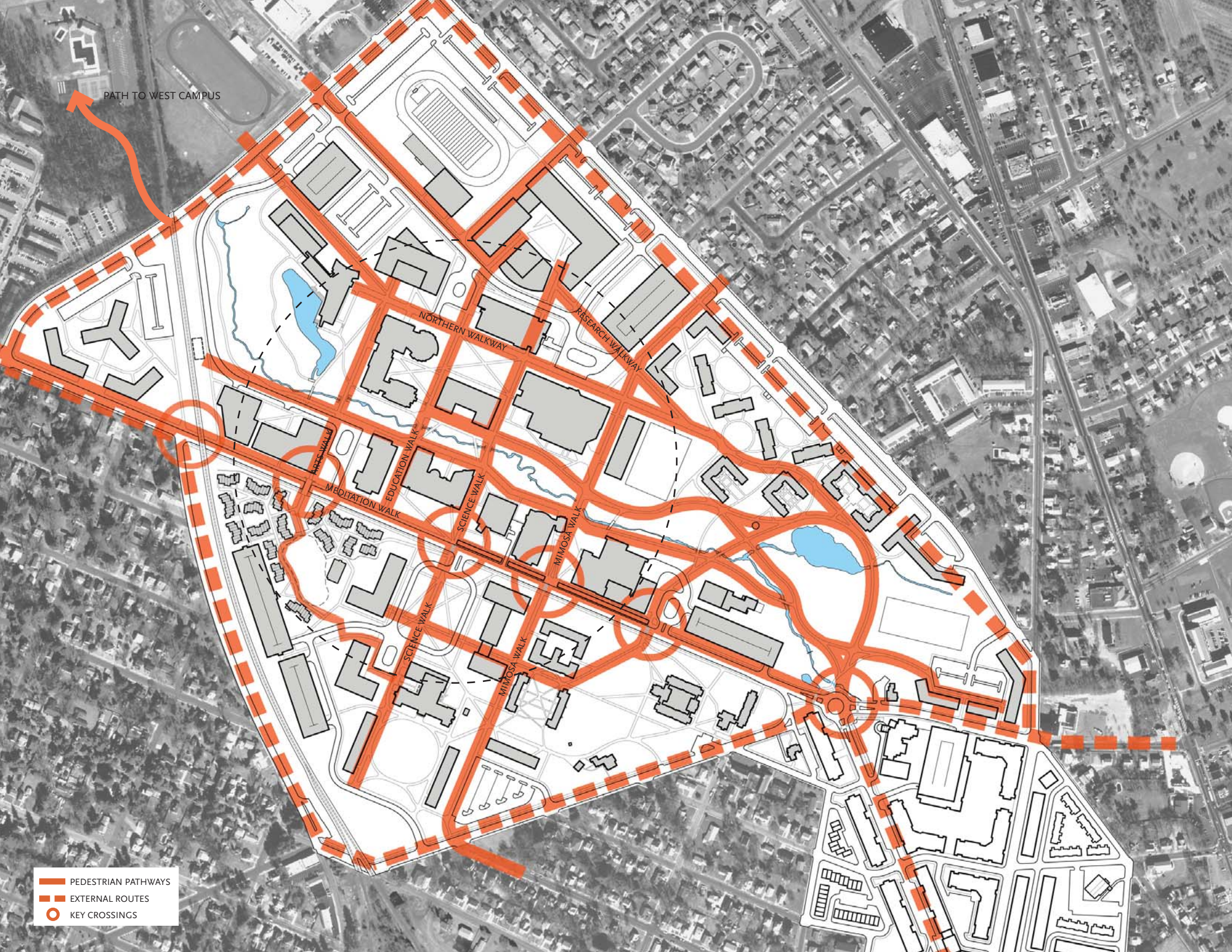


ROUTE 322 EASTBOUND EXISTING CONDITIONS



ROUTE 322 EASTBOUND VIEW IMPROVEMENTS





PATH TO WEST CAMPUS

NORTHERN WALKWAY

RESEARCH WALKWAY

ARTS WALK

MEDITATION WALK

EDUCATION WALK

SCIENCE WALK

MIMOSA WALK

SCIENCE WALK

MIMOSA WALK

- PEDESTRIAN PATHWAYS
- EXTERNAL ROUTES
- KEY CROSSINGS



# PEDESTRIAN CIRCULATION

## EXISTING CONDITIONS

Pedestrian safety along Route 322 is Rowan's primary pedestrian circulation issue. Key crossing points are not aligned with primary pedestrian routes or vehicular circulation. At present, there is no crosswalk at the most heavily used crossing point in front of Savitz Hall, and the signalized crossing just to the west does not align with principal pedestrian "desire lines." Access between the north campus, the new student townhouses and the neighborhood west of Girard Street is hindered by the Conrail tracks, the fencing along the north and west sides of the townhouses, and the lack of sidewalks on the south side of Route 322. This side of the highway is not well-suited to pedestrians. Pedestrian connections along the highway to the Triad, Beau Rivage and Campus Crossings apartments to the west, and the Mansion Park Apartments and the Borough of Glassboro to the east are poor.

Pedestrian circulation on campus needs to be better integrated into the larger open space system and more responsive to predominant pedestrian movement patterns. The pedestrian circulation system is strongest in the academic core on the north campus, where it is concentrated along Meditation Walk and the various bridges across the Chestnut Branch stream. The extension of Meditation walk to the west, connecting to the Triad and the Beau Rivage and Campus Crossings apartment complexes, would greatly improve the pedestrian accessibility of the campus. If a passenger railway station is developed at



STUDENT CROSSING ROUTE 322 MID-BLOCK

this location in the future, a pedestrian crossing could be incorporated as part of the station. In the short-term, access across the tracks should be controlled by a fence and pedestrian movement along Route 322 should be made more obvious and inviting.

In addition to these concerns, the University recognizes that as it improves pedestrian access across campus, it must ensure that the campus is as accessible as possible, both externally and internally, to people with disabilities. The University will address Americans with Disabilities Act (ADA) recommendations at the design phase of all new buildings, pathways, and open spaces, and will continue its program of accessibility improvements to the existing campus facilities and walkways.



## PLANNED CIRCULATION

The pedestrian circulation plan defines the network of pedestrian pathways that serve the campus. The plan links buildings and open spaces through the campus and the pedestrian network in the surrounding neighborhood. It also consolidates pedestrian connections across Route 322 at the new campus entrances to create safe pedestrian crossings over the highway. As part of the open space framework, the overall concept for the planned pedestrian network emphasizes connectivity, safety and pedestrian scale. It complements a study commissioned by the Borough of Glassboro called “Getting Around Glassboro,” which recommended ways to improve pedestrian, bike and transit circulation around the Borough.

### *Campus Connections*

Two new main north-south pedestrian connectors will link the campus from Carpenter Street through to new residence halls around Bunce Circle. Additional connections create a coherent grid on the north campus. Major east-west walkways parallel the Chestnut Branch stream and connect all of the north-south routes to the creek and the revitalized Route 322 corridor.



RE-ALIGNED PATHWAYS AND LANDSCAPE IMPROVEMENTS IN THE NORTH DORMS AREA





SECTION THROUGH ROUTE 322 SHOWING PROPOSED PERGOLA ON THE RIGHT AND THE NEW GATEWAY TO THE SOUTH CAMPUS AT MEMORIAL CIRCLE ON THE LEFT

### ROUTE 322 CORRIDOR PEDESTRIAN IMPROVEMENTS

The master plan examined the pedestrian/vehicular conflicts and general pedestrian environment along the stretch of Route 322 from the Triad Apartments to the Mansion Park area. The plan provides pedestrian paths and bicycle lanes along the entire length of this area, including the following:

- The north side improvements include a trellis system or “pergola” from Savitz Hall to the Student Center, creating a more inviting environment for pedestrians by mitigating the scale of large buildings like the library and buffering pedestrians from traffic on Route 322. Ultimately, this sidewalk should extend to the West Campus to provide opportunities for walking during mild weather.

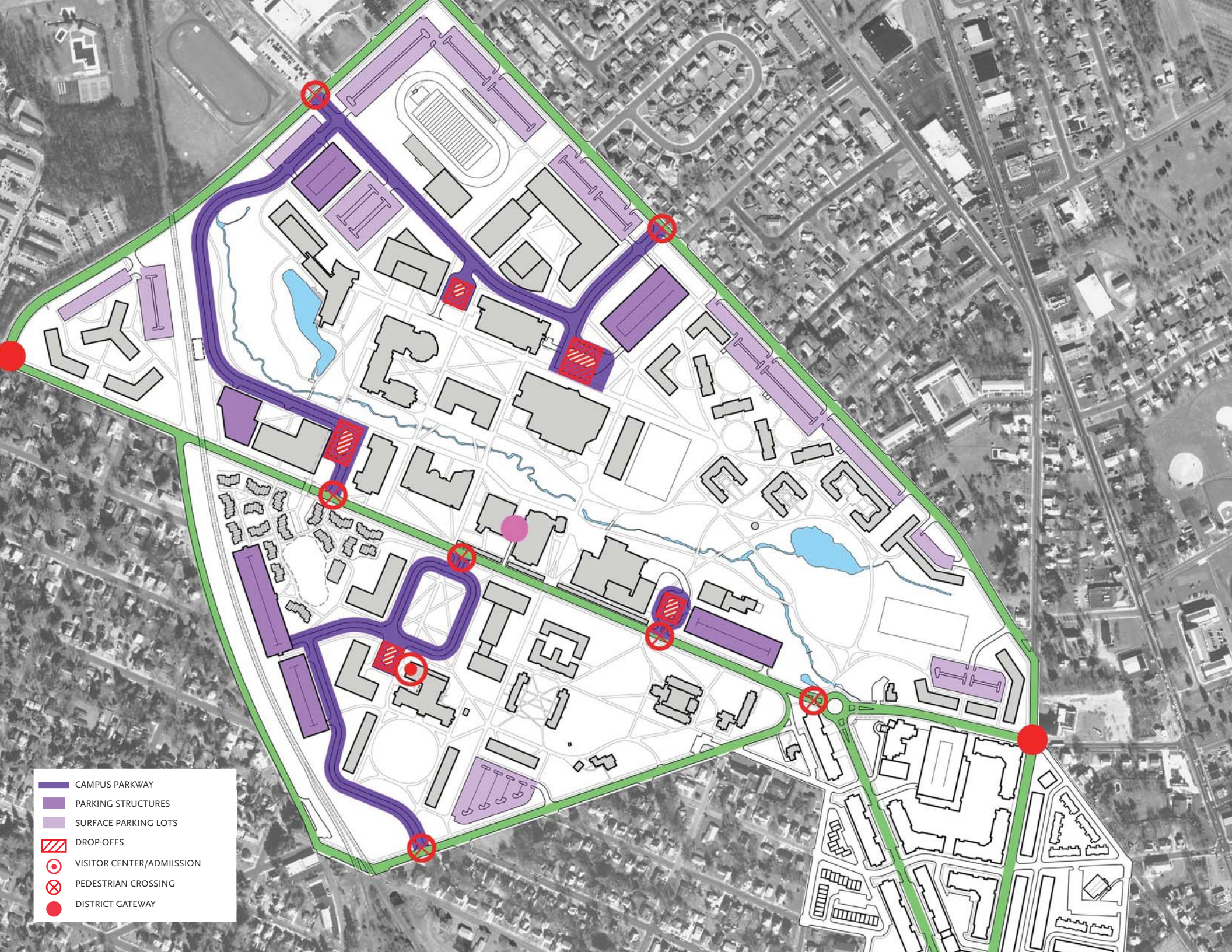
- On the south side of Route 322, a combination of street trees, pedestrian-scale lighting, and a new fence system will create a more coherent and safe environment.
- In the center of campus, the fence, pergola (on the north side) and street trees (on the southside) will open at strategic points marked with clear gateways, to channel pedestrian crossings.
- Over the long-term, the plan calls for a pedestrian bridge on the west side of the corridor, linking the Townhouses into a new Fine Arts and Communication building.

The comprehensive planning and design recommendations for Route 322 are described in detail in the separate Route 322 report.

### ACCESS TO DOWNTOWN GLASSBORO

A key objective of the Rowan Boulevard plan is to link the campus to downtown Glassboro to support the Borough’s overall economic development objectives. The current plan for Rowan Boulevard connects the boulevard with the campus at Parking Lot J in front of the central heating plant. New student housing in this area of the campus will be designed to create a strong urban edge to the street and will serve as a gateway to the campus. The existing Meditation Walk will extend to the new east campus housing and link the core of the campus directly with downtown Glassboro via Rowan Boulevard.





- CAMPUS PARKWAY
- PARKING STRUCTURES
- SURFACE PARKING LOTS
- DROP-OFFS
- VISITOR CENTER/ADMISSION
- PEDESTRIAN CROSSING
- DISTRICT GATEWAY



# VEHICULAR CIRCULATION AND PARKING

## EXISTING CONDITIONS

The following are the principal vehicular circulation and parking issues that have been considered and addressed in the master plan:

### *On-Campus Vehicular Circulation*

During the stakeholder interview process, some members of the campus community identified the need for new visitor parking spaces and for short-term parking for trips to major campus destinations such as the library and bookstore.

### *Internal Drives*

Currently, there are a number of relatively long driveways that connect campus entrances to several small parking lots in the campus interior. The driveway leading to Lot Z-1 behind Bozorth Hall provides an example. As a result of this condition, there is more paved area within the campus core than is desirable and a greater number of vehicles traveling through the campus to access parking.

### *Access to Parking Lot A*

The existing access to Parking Lot A from Route 322 poses sight distance hazards and conflicts with pedestrian movement on the sidewalk. This condition is dangerous for drivers accessing the lot and for pedestrians walking along Route 322.

### *Route 322*

The relationship between Route 322 and the Rowan campus is one of the most challenging issues to be addressed in the master plan. A state numbered route and major regional connector, Route 322 carries traffic volumes of approximately 17,000 vehicles per day at the western (Bowe Boulevard) edge of the campus and 22,000 at the eastern (Main Street) edge. Previous investigations at the municipal level have determined that schemes to divert a significant number of those vehicles around the campus are not feasible. Specific issues related to Route 322 include:

- Currently, the marked pedestrian crossings do not correspond well with the actual desire lines of pedestrians.
- Route 322 is a deterrent to bicycle use. Bicycle lanes are feasible, but problem areas must be addressed, such as the Conrail crossing where the right-of-way is restricted.
- There is the potential for congestion resulting from intersection and driveway turning movements. The Bowe Boulevard intersection currently experiences significant delays on the eastbound approach in the PM peak hour, related to left turns onto Bowe Boulevard.

Conditions along Route 322 have been the subject of studies both by the Borough of Glassboro, through its *Getting Around Glassboro* study, and by the New Jersey Department of Transportation (NJDOT), in its *Route 322 Corridor Deficiency Assessment*. Remedies

suggested include a truck ban, reducing the speed limit from 35 to 25 miles per hour, intersection signalization and traffic calming. The NJDOT study contains specific proposals for improvements along Route 322 through the Rowan campus, including:

- Increase capacity at Bowe Boulevard intersection—The capacity of the intersection could be enhanced through the addition of a lane on each approach to reduce delays during peak hours.
- Close Lot A entrance from Route 322—The feasibility of closing this driveway to eliminate cars turning onto Route 322 a short distance from the railroad crossing should be investigated.
- Raise Rowan University crosswalks—The signalized driveway and the crosswalk should be reconstructed as raised intersections to improve pedestrian visibility and safety.
- Create new Rowan Boulevard/Route 322/Whitney Avenue roundabout—Upon the completion of the Rowan Boulevard project, the intersection should be reconfigured as a roundabout. It should be noted that the Master Plan Committee has generally not supported this recommendation, and would prefer a more pedestrian-friendly intersection solution



### *West Campus Development*

The University's plans for the West Campus—including the South Jersey Technology Park, new athletics complex, new market-rate apartments and overflow parking—create the need for improved access between the campuses, and possibly a shuttle system. Connection between the main and West Campuses could be enhanced through the development of a new road connecting to Ellis Street. The West Campus development is fully described under West Campus Section on page 69.

### *Rowan Boulevard*

The Rowan Boulevard district, proposed by the Borough of Glassboro, will create a new gateway to the campus from downtown Glassboro. To facilitate pedestrian movement between the campus and downtown, it will be crucial that pedestrian connections across Route 322 at the Rowan Boulevard intersection be safe, attractive and convenient.

### *Regional Transit*

Current planning studies at the state and regional level are investigating the potential for light or heavy rail service to Trenton, Camden and Philadelphia, utilizing either the existing Conrail right-of-way that passes through the west end of the campus or the Route 55 corridor. The Conrail tracks separate the main campus from the Triad Apartment complex. At the west end of the Meditation Walk corridor, many people cross the tracks using an informal and dangerous pathway route.



STUDENTS CROSSING THE RAILROAD TRACKS NEAR THE CAMPUS



### Parking Inventory and Existing Conditions

As a general rule, parking lots should be designed with capacities exceeding peak parking demand by roughly ten percent in order to reduce the need for drivers to circle around lots in search of available spaces. Data collected by Rowan's Public Safety Department prior to the construction of the Townhouses garage revealed a campus-wide parking occupancy of 97% at the peak 11:30 time period, which far exceeds optimal conditions. While the garage has significantly improved the parking situation, parking conditions are likely to deteriorate again as the University population grows, and as surface lots in the core are replaced with buildings and open space more suitable to the pedestrian-friendly environment that the University wants to achieve. The existing campus parking inventory is summarized in Table 6A.

**Table 6A. Parking Space Inventory**

	NUMBER OF PARKING SPACES
Commuter	1,995
Resident	1,073
Employee	814
Sub Total Surface Lots	3,882
Townhouses Garage	562
Total	4,444



EXISTING LOT A FACING THE TRIAD APARTMENTS

Based on existing ratios of permits issued, spaces available and spaces occupied, projected future parking demand is estimated to be nearly 6,200 parking spaces with an enrollment of 12,500 students and 7,400 spaces with an enrollment of 15,000 students. This need assessment assumes that the University will achieve its goal to house up to 50 percent of students on or directly adjacent to campus, which would help to limit the number of cars that need to park on the Glassboro campus if the University is able to limit parking permits for residential students and rely on the West Campus for remote parking.

**Table 6B. Projected Parking Demand**

ENROLLMENT LEVEL WITH 50 PERCENT RESIDENTIAL					
		12,500		15,000	
	NEED BASED ON PEAK DEMAND	POPULATION	PARKING NEED	POPULATION	PARKING NEED
Commuter	0.43	6,250	2,662	7,500	3,195
Resident	0.35	6,250	2,193	7,500	2,631
Employee	0.62	2,090	1,293	2,509	1,551
Total		14,590	6,148	17,509	7,377

Table 6B shows general parking needs based on growth assumptions that account for 50% of students living on or near enough to campus to not need to drive on campus. This straight-line growth calculation differs from the residential need calculation on page 43 in that it assumes 50% of all students while the more fine-grained housing calculation assumed 50% of full-time students only. Both of these calculations are intended to show a general order-of magnitude need and to help guide the discussions with the University community about trade-offs when making land-use decisions.



## PLANNED VEHICULAR CIRCULATION

The master plan defines the system of vehicular entrances and drop-off points, internal roads and parking areas that serve the campus. The key goals of the system are to simplify vehicular access, to minimize pedestrian vehicular conflicts by establishing a clear hierarchy at each intersection, and to provide adequate parking at defined locations, while preserving a pedestrian-oriented campus core.

The master plan concentrates most parking within several new consolidated campus entrances, which are situated to provide convenient pedestrian access to all areas of the campus. The plan also introduces a new visitor parking area next to the proposed Bunce Hall addition, which is expected to contain visitor-oriented functions, possibly including a new Admissions Center. To preserve a pedestrian-oriented campus core, the plan otherwise minimizes parking within the campus core.

### *Entries and Drop-off Areas*

The master plan consolidates campus entrances at several locations to improve the overall clarity of access to the campus and the efficiency of the vehicular circulation system. The plan also introduces drop-off areas at each campus entrance and at major campus destinations. Each drop-off area leads directly to adjacent parking to minimize vehicular travel through the campus.

On the north campus, the master plan consolidates campus entrances from Route 322 at the Student Center to the east and next to Westby Hall to the west. The east Route 322 entrance will provide access to a new garage next to the Student Center, and to the residential areas at the North Dorms and the new east

campus housing. The new entrance next to Westby Hall will help to address current access problems at Parking Lot A as part of the overall development concept for this site. The relocated entrance will provide improved sight distance to the west and reduce current pedestrian/vehicular conflicts. A separate access to Lot A via Bowe Boulevard and Chestnut Branch Drive provides an alternative, secondary access to this area of the campus.

The master plan preserves another access to the north campus from Carpenter Street, to the west of the existing entrance. This entrance will connect with North Campus Drive and will serve primarily planned new development north of the campus core.

On the south campus, the master plan consolidates access from Route 322 to a single entry point to Memorial Circle opposite Savitz Hall. This entry will provide direct access to existing and planned new development fronting the circle, as well as a new drop-off and parking area serving administration functions and the Tohill Theater in Bunce Hall, including the possible new Admissions center in the Bunce addition. The plan provides another entrance to the south campus from Whitney Avenue at the current entrance to Parking Lot R. This entrance leads directly to parking in the existing Townhouse garage and an adjacent new parking structure.

## *Vehicular Circulation Network*

The master plan rationalizes the campus circulation system, eliminating meandering roads to small internal lots. The new vehicular circulation network provides drivers access to drop-off areas, garages and parking lots without having to return to the external road network. On the north campus, North Campus Drive will be re-aligned to allow academic growth to occur within the campus core pedestrian zone. This road will connect with Bowe Boulevard to the west, Carpenter Street to the north, and Route 322 to the south via the new entry next to Westby Hall.

On the south campus, a new road leading from the Whitney Avenue entrance will provide vehicular access to the existing and new parking garages, as well as the drop-off area serving the Tohill Theater in Bunce Hall, and the possible new Admissions center, where it will connect with Bunce Circle.

### *Route 322 Corridor Vehicular Circulations Improvements*

The master plan sets out a strategy for addressing the issues relating to Route 322 and the options identified in the various state planning studies. The master plan strategy consists of the following elements:

- Slow traffic, and promote driver alertness and courtesy, with new crosswalks highlighted by special pavement and signage
- Reconfigure crossings in connection with a restructuring of the open space on the south side of Route 322 and the new north-south spine.
- Promote use of crosswalks through channeling of pedestrian movements, and
- Improve the overall Route 322 streetscape to create a clearly defined Rowan precinct that provides visual cues to drivers that they are in a campus environment.



The separate Route 322 study that was prepared in parallel with the master plan contains detailed planning and design recommendations and solutions to implement these strategies.

### *Rowan Boulevard*

The master plan improves on-campus pedestrian routes to the Rowan Boulevard intersection to strengthen connections to downtown Glassboro. The roundabout that is proposed by the NJDOT for this intersection incorporates pedestrian crosswalks and islands to facilitate pedestrian crossings of the highway.

### *Regional Transit*

The Conrail routing option for the regional rail system with a station on the Rowan campus at Route 322 would be a tremendous opportunity for the University that would significantly improve connections between the campus and the surrounding region. It would also help to reinforce the Borough's Smart Growth planning initiatives by introducing rail service within a short walking distance of new development along Rowan Boulevard and downtown Glassboro. The development of a passenger railway station at this location would create the opportunity to improve pedestrian crossings of the tracks in the design of the station with a grade-separated pedestrian overpass or underpass. Given these opportunities, the University should continue to collaborate with the Borough to promote the development of passenger rail service at this location.

### *Parking Recommendations*

There are two principal dimensions to the parking strategy for Rowan: increasing parking capacity and parking demand management.

Over the long term, the master plan will displace nearly 2,500 surface spaces on campus to accommodate competing needs for campus land. To provide replacement parking and increased capacity, the plan consolidates parking into several new garages, while introducing remote parking on the West Campus for overflow and event parking, and for car storage for residential students.

On the north campus, the plan accommodates three new parking structures and a level of below-grade parking under a new Fine Arts and Communication Building at Parking Lot A. The plan preserves surface lots primarily along the Bowe Boulevard and Carpenter Street edges of the campus, where they mainly serve existing and planned new residence halls.

On the south campus, the master plan introduces a second garage immediately to the south of the Townhouse garage. Access to the garage will occur via the Whitney Avenue campus entrance.

While the new garages will offset to some extent the loss of surface parking spaces, the future parking supply on the Main Campus will not fully satisfy the University's projected long-term parking needs. The projected long-term parking demand and supply are summarized in Tables 7A and 7B.



SURFACE LOTS AT EDGEWOOD PARK APARTMENTS



Table 7A. Parking Displaced

PARKING DISPLACED	
LOT	SPACES
A + A-1	570 + 111
B (½ of lot)	284
D (½ of lot)	83
E (½ of lot)	40.5
G	31
H	111
J	181
M + ½ of M-1	70 + 123
P	170
R	50
U	73
Y	72
W	29
Z-1	58
Edgewood (½ of lot)	113
Mansion Park	186
Triad	101
<b>TOTAL</b>	<b>2,457</b>



FUTURE PARKING DIAGRAM



## DEMAND MANAGEMENT STRATEGIES

Given the anticipated gap between parking demand and supply, the University will be required to look to alternative parking solutions, including parking demand management. Recommended demand management measures include:

- Increased parking permit rates
- Remote parking
- Permit eligibility
- Schedule adjustments

### *Increased permit Rates*

The University should increase parking rates in order to off-set the costs of structured parking. Higher rates should be charged for more desirable lots. This will place a value on campus parking as a benefit. In addition, alternative options such as buses, trains, shuttles, bicycles, and walking should be promoted.

### *Remote Parking*

Some resident cars are used only occasionally during the week, so a portion of resident parking should be relocated to the West Campus

If the majority of resident student cars could be relocated to West Campus, the total parking program on the Main Campus could be reduced accordingly, freeing space for day-to-day users such as faculty, staff and visitors. To obtain main-campus permits, residents would have to show that they have a legitimate need to use their cars during the day. West Campus parking should be less expensive and accessible by regular shuttles. Additional planned uses on the West Campus, such as the South Jersey Technology Park, athletics and housing, might necessitate shorter shuttle headways—the time lapse between each shuttle—to encourage interaction between the campuses.

### *Permit Eligibility*

“Resimuters”—students living off-campus but within walking distance—should be made ineligible for parking permits. This has been done with success at comparable institutions, such as Bloomsburg University in Pennsylvania. This administrative measure would have consequences that would need to be explored (enforcement, loopholes, possibly even an effect on property values in the immediate vicinity of campus and resulting backlash from landlords, etc.). At Rowan, about half of the non-resident population lives within walking distance and most are eligible for commuter parking permits. This policy would significantly reduce student parking demand. In addition, the University should consider shuttle routes that would serve those adjacent neighborhoods with high concentrations of students.

### *Schedule Adjustments*

The efficiency and organization of the existing course schedule can have a significant impact on parking demand. The University should review and revise its course schedule to maximize classroom utilization and distribute parking demand across the day. The revised schedule should also take into account overlap times such as late afternoon evening when evening commuter students are arriving but staff and daytime commuters have not yet left, effectively doubling need for a short time and causing the perception of a parking shortage where there is none.

Table 7B. Planned New Parking

NEW PARKING	TYPE	LEVELS	SPACES
1	Garage	5	760
2	Garage	5	1,169
3	Garage	4	688
4	Garage	4	532
5 (Former LOT A)	One Level under Building	1	157
A	Surface Lot		176
B	Surface Lot		45
C	Surface Lot		112
D	Surface Lot		187
E	Surface Lot		80
Total New Parking Provided			3,906
Less Parking Displaced			2,457
Net New Parking Provided			1,449
New Parking Needed			2,010



- 1 SOCCER STADIUM (20,000 SEATS)
- 2 ARENA (7,500 SEATS)
- 3 FIELDHOUSE (2,500 SEATS)
- 4 NATATORIUM
- 5 FOOTBALL STADIUM (5,000 SEATS)
- 6 TRACK & FIELD COMPLEX (2,500 SEATS)
- 7 LACROSSE & FIELD HOCKEY STADIUM (2,000 SEATS)
- 8 BASEBALL STADIUM (1,200 SEATS)
- 9 SOFTBALL STADIUM (1,200 SEATS)
- 10 UNIVERSITY PRACTICE FIELDS (8 FIELD)
- 11 COMMUNITY PRACTICE FIELDS (10 FIELDS)
- 12 UNIVERSITY BUILDING
- 13 RESIDENTIAL VILLAGE (3,000 BEDS)
- 14 MIXED-USE/RETAIL
- 15 SURFACE PARKING
- 16 STRUCTURED PARKING
- 17 WETLAND/GREENWAY

Potential  
light rail  
station





## WEST CAMPUS

The University owns almost 600 acres of land to the west of the campus, adjacent to the intersection of Route 322 and Highway 55. The land is currently mostly farmland on both the north and south sides of Route 322. The topography is primarily flat, with a stream running through the south side and wetlands on the north side, linking to Lake Alcyon to the north of the site. This land is seen as a critical resource for University growth, and based on its location at the highway interchange, it will serve as an important gateway and front door for the University.

The northern parcel is designated for the South Jersey Technology Park. There is a plan for the development of a complex of research and development buildings that will serve as incubator space for technology development associated with the University. Design for the first building is currently underway and will be completed in Fall 2007.

The southern parcel is designated as reserve for University growth. There is general consensus that as the University grows in programs and population, the bulk of the athletics facilities should be moved to the West Campus to free valuable land on the Main Campus for academic growth which may have more critical adjacency needs. To capitalize on the development of its new athletic facilities on the site, the University is proposing a plan to create an athletic complex and related commercial and market-rate residential development.

The concept for this southern parcel is a mixed-use athletic, retail and residential complex, anchored by a possible professional-level soccer stadium. The main stadium would be flanked by athletic fields to the south and east and have ground floor retail extending along the north axis toward the Technology Park and along the west axis connecting to parking and a potential light rail station.

Rowan athletics offices would be located in a new University building at the gateway to the southern parcel of the West Campus. This will clearly communicate to visitors that they are entering a University district. Athletic facilities, especially outdoor venues, will be shared with the community, with University users given priority.

New apartments and townhouses will be built in the northwestern quadrant of the West Campus, abutting existing residential neighborhoods. This housing will serve graduate students, young faculty or others who may wish to live in proximity to the University and its new shuttle system.

Parking for the West Campus, concentrated along Highway 55, includes a garage and several surface parking lots. Lots along the highway will be well screened in order to create a strong public image for the University from the road. This parking will serve the athletic venues and when the University institutes regular shuttle service, it will serve as overflow parking and long-term storage for residents who do not need their cars often.

Respecting the existing natural environment, the plan preserves a wetland corridor running through the east side of the south parcel. It also allows for several critical connections to the adjacent communities. The internal West Campus road will connect to the existing Peace Lane at the southern end of the parcel. In the southwest corner of the parcel, a new highway interchange will relieve traffic pressure on Route 322 during major events. Also, roads on the south parcel will be aligned with roads planned for the Technology Park across Route 322. These roads will have sidewalks and crosswalks to accommodate pedestrian connections between the Technology Park and new residential and retail uses within the south parcel. In addition, new pedestrian pathways and trails will connect to the east and south to encourage non-vehicular circulation.

The ongoing challenge for this significant land resource is linking it functionally with the Main Campus a mile to the east. It is critical to ensure regular transit between the two campuses as soon as the majority of athletic facilities are re-located. In addition, housing on the West Campus should be considered a long-term solution and geared towards graduate students and faculty in order to maintain the proximity of undergraduates to campus.







## INTEGRATION WITH GLASSBORO & OTHER COMMUNITIES

The University is extremely conscious of its role in the region and the potential benefits of working collaboratively with its neighbors. Using funds from a grant from the New Jersey Office of Smart Growth, the planning team has been able to fully integrate the campus master plan with various planning and development initiatives in Glassboro and in surrounding communities. The nature of the integration focuses on programmatic relationships, vehicular and pedestrian connections, edge treatments to ensure urban design compatibility, and signage.

Throughout the planning process, the team has had regular interaction with local officials in the Borough of Glassboro. In addition, officials from nearby townships were invited to all of the campus open forums so that they were informed of all planning initiatives at each step of the process. These relationships are particularly relevant as Rowan embarks on partnerships for development of Rowan Boulevard and the South Jersey Technology Park and athletics complex on the West Campus.

### ROWAN BOULEVARD AND DOWNTOWN REDEVELOPMENT

The Rowan Boulevard project is a partnership between the Borough of Glassboro, the University and the private sector. The project will involve the creation of a new avenue and mixed-use development connecting Rowan's campus directly into the heart of downtown Glassboro at the intersection of High and Main Streets. This major revitalization initiative will bring

students into the downtown and provide a new mix of retail and residential uses, as well as a hotel that will serve as a catalyst for economic development for the entire area.

The Rowan Boulevard project is an excellent example of how the University and the Borough leadership are together building community based on mutually recognized goals. Both partners are also committed to such Smart Growth initiatives as walkability, density and mixed uses. This project will integrate the campus and downtown Glassboro to a degree that improves and encourages pedestrian accessibility between the campus and these areas.

The campus master plan integrates directly with the planned development to ensure a seamless connection between the campus and downtown. Meditation Walk—the existing east-west pedestrian spine on the campus—will be extended to the east and terminate at the Rowan Boulevard intersection. A vehicular rotary that incorporates pedestrian movement into the design is currently planned for the intersection of Rowan Boulevard and Route 322.

The Rowan Boulevard development includes a mix of program elements. A new hotel will serve as the anchor next to Route 322. New mixed-use buildings with ground floor retail and upper level apartments will extend the length of the Boulevard. Retail uses will include coffee shops, bookstores, restaurants and other uses oriented to both the campus population and the broader Glassboro community. A potential

performing arts facility could be located at the termination of Rowan Boulevard in downtown Glassboro.

The Rowan Boulevard developer, working with Borough officials, has created a set of Design Guidelines based on their shared image for downtown Glassboro revitalization. These guidelines establish key urban design concepts such as buildings that meet the street edge, transparent storefronts, human-scaled buildings, and other critical urban design elements. Based on this document, Borough planners will draft the ordinances that will give these concepts legal grounding. The University is also working with the developer to ensure a seamless transition from the campus to the community through a unified approach to lighting, landscaping, site furniture and wayfinding graphics.

The development of a future regional rail station on the Conrail tracks at Route 322 will further support the Smart Growth potential of the Rowan Boulevard project. The campus master plan reinforces pedestrian connections between the railway station and downtown Glassboro through the Rowan campus and along Route 322. The station would provide convenient pedestrian access to a possible new performing arts facility located downtown, while also serving residents living in the new Rowan Boulevard apartments.





GLASSBORO CENTRAL BUSINESS DISTRICT REVITALIZATION ZONE



MODEL DETAIL OF INTERSECTION OF MAIN AND HIGH STREETS IN DOWNTOWN GLASSBORO

A1	Mixed-use Residential Over Retail
A2	Mixed-use Residential Over Retail
A3	Mixed-use Residential Over Retail
B	Hotel Conference Center
C1	Mixed-use Student Housing Over Retail
C2	Student Housing
C3	Student Housing
C4	Mixed-use Student Housing Over Retail
C5	Student Housing
C6	Optional Student Housing
D	Parking Garage
E	Retail/Commercial Plaza
F	Townhomes



## MANTUA/HARRISON TOWNSHIPS

The West Campus property spans several political boundaries: Mantua and Harrison Townships with a small area in the Borough of Glassboro, and borders Pitman Borough. Development of this site on the scale proposed by Rowan requires coordination with all of these entities. Rowan sees this as an opportunity to bring economic development to the entire region and has actively sought feedback from its neighbors throughout the process

## ROWAN UNIVERSITY AND GLASSBORO MODELS

As part of the master plan process, the University commissioned two models to be built to show the close physical relationship of the campus to the Glassboro downtown and to highlight the cooperative planning that is going on between the two. Existing and future campus buildings are shown as well as the planned Rowan Boulevard and downtown redevelopment projects. This comprehensive three-dimensional view of the campus and downtown Glassboro allows a more realistic sense of the shared vision for the future of the entire community. The models are on display at both the University and in Borough Hall where the general public can view them anytime.



PHYSICAL MODEL OF ROWAN UNIVERSITY MASTER PLAN SHOWING ROWAN BOULEVARD AND DOWNTOWN REDEVELOPMENT PROJECTS.







# ENVIRONMENT AND SUSTAINABILITY

## OVERVIEW

Rowan's leaders have embraced sustainability as part of a systematic and comprehensive approach to the environment. New technologies make it more cost-effective to be "green" and allow the University to position itself as a sustainability model. There are numerous areas where the University can make a difference as it develops its campus.

## CAMPUS PLAN

Many planning level factors can influence the overall sustainability of the campus and of specific building and landscape projects. Factors to consider in the planning phases include:

- **Campus Density** – Concentrating academic and undergraduate residential on the Glassboro campus helps preserve land resources and reduces the energy needed to travel between dispersed sites.
- **Massing** – Thinner buildings and buildings with interior atria spaces and glazing allow better ventilation and daylighting
- **Orientation** – Buildings should be oriented on the site to make them accessible and to take advantage of daylighting and natural ventilation opportunities and create pleasant micro-climates in outdoor spaces.
- **Natural systems** – Existing topography, water features, wetlands, soils, native plants, and climate should all be considered in the planning process for preservation and enhancement.

## STORMWATER

Stormwater is a significant issue at Rowan as the Chestnut Branch of Mantua Creek bisects the campus just north of Route 322. As development continues to occur on the campus stormwater retention and treatment must be considered. Specific recommendations include:

- Develop a comprehensive stormwater management plan
- Introduce green roofs, with plantings for stormwater management
- Buffer the creek through landscape design
- Improve natural retention by reducing impermeable surfaces and by using permeable pavement.

## PARKING

Most parking on campus is currently in surface lots. This condition creates large impermeable surface areas for which stormwater runoff must be managed and treated. In addition, inefficient parking lots and lack of a clear, campus-wide pedestrian realm mean that there are many cars on campus making short trips. The following strategies are recommended to address these concerns:

- Minimize surface parking and replace with parking structures where possible
- Reduce the need for parking through transportation demand management

- Improve the pedestrian environment, including walkways, lighting, signage and Route 322 crossing to encourage people to park once and walk

## BUILDING SYSTEMS AND DESIGN

Buildings present many opportunities for improving sustainability. New, renovated and existing buildings are all eligible for Leadership in Energy and Environmental Design (LEED) certification. The LEED Green Building Rating System® provides criteria for sustainability that will improve building performance and save money in the long run. In accordance with the master plan recommendations, the University has adopted a policy that the design and construction of all new and renovated buildings aim for LEED certification. Building siting is also critical and the following should be considered when locating a new building:

- **Daylighting opportunities** – Buildings lit with natural light during the day time save energy and increase productivity
- **Natural ventilation** – Buildings that maximize natural ventilation save on heating and cooling costs, which are the highest use of energy in any structure
- **Micro-climates** – New buildings should be sited to help frame the open space structure of the campus. Designs should also consider utilizing south-facing spaces for plazas and gathering spaces providing appropriate shade—such as canopy trees—for the hottest days.







## PHASING AND SEQUENCING

The master plan is intended to provide a flexible framework for campus improvements in order to allow the University to respond to opportunities as they arise. The recommended phasing sequence outlined below is based on the overall goals of the master plan, the space needs study, and the priorities identified through discussions with faculty, staff, and administrators. Factors that were considered in preparing the phasing strategy include the need for new space, potential financing, urban design opportunities, and the availability of building sites. Each new building project should be considered in concert with the related site improvements that will contribute to the broader place-making goals reflected in the plan. In addition, the Americans with Disabilities Act (ADA) has specific requirements for accessibility on campus that should be addressed at the design level on a project-by-project basis.

The University's first step should be to implement the recommendations of the Route 322 study, including the raised and lighted crosswalks that will improve safety. In addition, the demolition of Bosshart Hall will communicate progress to the campus community and build on the momentum for change generated by the planning process. Additional short-term projects that have high visibility and are relatively low cost include:

- Route 322 corridor improvements including new crossings, bike lanes, sidewalks, street trees, fence and pergola, and first projects should focus on the campus core zone from Savitz Hall to the Student Center.

- Implementation of first phase of Signage and Wayfinding Plan
- Re-alignment of the vehicular entry to Memorial Circle
- Strategic clearing and improvements to the Chestnut Branch stream corridor
- The North Dorms courtyards and surrounding landscape improvements
- Demolition of Bosshart Hall

Following these initial moves, the University should move forward with the projects outlined in Phase I of the facilities program described in the facilities program section on page 33 of this report. The actual implementation sequence will depend on a combination of funding opportunities and current academic priorities.



The proposed phasing of master plan projects with related displacements, site improvements and program moves is summarized in the following tables.

**Table 8A. Phasing Schedule**

PHASE 1	DISPLACEMENTS AND OTHER PRIOR ACTIONS	RELATED SITE IMPROVEMENTS AND PROGRAM MOVES
LAS Phase 1	<ul style="list-style-type: none"> <li>Field hockey field displacement</li> <li>Portion of Parking Lot M-1 displacement</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> <li>New drop-off between LAS and Education Hall</li> </ul>
LAS Phase 2	<ul style="list-style-type: none"> <li>Robinson Hall demolition</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements, including south facing LAS Green</li> <li>Education Quad site improvements</li> </ul>
College of Business Building	<ul style="list-style-type: none"> <li>Parking Lot H displacement</li> <li>Demolish Bosshart to accommodate 322 improvements</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> <li>Implement central portion of 322 improvements, except pergola</li> <li>New entrance to Memorial Circle</li> <li>Extend north/south pedestrian path from Laurel across Route 322</li> </ul>
Communication and Fine Arts Building	<ul style="list-style-type: none"> <li>Parking Lot A-1 displacement</li> <li>Portion of Parking Lot A displacement</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> <li>Create new drop-off area</li> <li>Implement west portion of 322 improvements from central portion to Lot A/townhouse zone</li> <li>Implement west portion of Meditation Walk</li> </ul>
Bowe Boulevard Parking Structure	<ul style="list-style-type: none"> <li>Portion of Parking Lot M displacement</li> </ul>	<ul style="list-style-type: none"> <li>Reconfigure Parking Lots D and M</li> </ul>
Engineering Building	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> <li>Possible environmental mitigation of wetland area</li> </ul>
East Campus Housing	<ul style="list-style-type: none"> <li>Mansion Park apartments and parking demolition</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> <li>Implement new entry</li> <li>Implement recreation field</li> <li>Implement east portion of 322 improvements</li> </ul>
North Dorms Landscape	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Implement North Dorms landscape improvement plan</li> </ul>





PHASE 1 PROJECTS



PHASE 2	DISPLACEMENTS OR ACTIONS	RELATED SITE IMPROVEMENTS
New Facilities Complex	<ul style="list-style-type: none"> <li>• Acquire site</li> </ul>	<ul style="list-style-type: none"> <li>• Surrounding site improvements</li> <li>• Relocate administration staff from Linden to new building</li> </ul>
Student Center Addition and 322 Garage	<ul style="list-style-type: none"> <li>• Bookstore demolition</li> <li>• Demolish Cassady</li> </ul>	<ul style="list-style-type: none"> <li>• Surrounding site improvements</li> <li>• New entry court</li> <li>• Implement 322 pergola</li> <li>• Implement east portion of Meditation Walk</li> </ul>
Bunce Addition and Renovation	<ul style="list-style-type: none"> <li>• Parking lot E displacement</li> <li>• Temporary displacement of theater performance space during renovation</li> </ul>	<ul style="list-style-type: none"> <li>• Surrounding site improvements</li> <li>• New Bunce drop-off and parking</li> <li>• Relocate administration staff from Bole, Bole Annex, and Linden to Bunce</li> </ul>
Linden Hall Renovation/ Replacement and New Housing	<ul style="list-style-type: none"> <li>• Possible demolition of existing Linden Hall</li> </ul>	<ul style="list-style-type: none"> <li>• Related site improvements</li> </ul>
Bunce Circle East Housing	<ul style="list-style-type: none"> <li>• Bole Hall and Bole Annex demolition</li> <li>• Parking Lots R and P partial displacement and reconfiguration</li> </ul>	<ul style="list-style-type: none"> <li>• Surrounding site improvements</li> <li>• Bunce Circle improvements</li> <li>• Implement reconfigured South Campus entry</li> </ul>





PHASE 2 PROJECTS



PHASE 3	DISPLACEMENTS OR ACTIONS	RELATED SITE IMPROVEMENTS
Athletics Relocation to West Campus	<ul style="list-style-type: none"> <li>Creates development sites on North Campus and on South Campus baseball field</li> </ul>	<ul style="list-style-type: none"> <li>Clear sites for future development</li> <li>Implement shuttle service</li> </ul>
North Garage	<ul style="list-style-type: none"> <li>Edgewood Park Apartments parking lot displacement</li> </ul>	<ul style="list-style-type: none"> <li>Realign North Campus Drive</li> <li>Create new entrance from Carpenter Street</li> <li>Implement new east-west walkway</li> </ul>
Edgewood Park Apartments Infill	<ul style="list-style-type: none"> <li>Edgewood Park adjacent open space</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> </ul>
LAS Research	<ul style="list-style-type: none"> <li>Football practice field displaced with earlier move to West Campus</li> </ul>	<ul style="list-style-type: none"> <li>Extend pedestrian pathway north to new building</li> </ul>
North Campus Student Life and Recreation Expansion	<ul style="list-style-type: none"> <li>Softball practice field displaced with earlier move to West Campus</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> </ul>
South Garage	<ul style="list-style-type: none"> <li>Parking Lot Y displacement</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> <li>Implement new South Garage access drive</li> </ul>
New Administration Building	<ul style="list-style-type: none"> <li>Baseball field displaced with earlier move to West Campus</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> </ul>
Bunce Circle West Housing	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> <li>Implement Bunce Circle improvements</li> </ul>
New Performing Arts Facility	<ul style="list-style-type: none"> <li>Parking Lot A displacement</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> </ul>
Triad Housing Infill	<ul style="list-style-type: none"> <li>Parcel acquisition</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> <li>Implement Triad quad</li> <li>Implement Triad Zone 322 improvements</li> </ul>
East Campus Housing Phase 2	<ul style="list-style-type: none"> <li>Parcel acquisition</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> </ul>
Future Hawthorn Site Academic	<ul style="list-style-type: none"> <li>Demolish Hawthorn Hall</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> </ul>

FUTURE DEVELOPMENT	DISPLACEMENTS OR ACTIONS	RELATED SITE IMPROVEMENTS
North Campus Research	<ul style="list-style-type: none"> <li>Site cleared with earlier Athletics move to West Campus</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> </ul>
Future Recreation Building	<ul style="list-style-type: none"> <li>Former athletic fields displaced</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> </ul>
Future Memorial Site Academic	<ul style="list-style-type: none"> <li>Memorial Hall demolition</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements</li> </ul>
Future Mimosa Site Academic	<ul style="list-style-type: none"> <li>Mimosa Hall demolition</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding site improvements, including new recreation field</li> </ul>





PHASE 3 AND LONG TERM PROJECTS



## DEMOLITIONS

The master plan identifies several buildings to be demolished because of their condition, or in order to make more efficient use of campus land. Some of these are currently being used as swing space for future construction projects and can only be demolished once new buildings are complete. Recommended building demolitions are summarized in Table 8B.

Table 8B. Demolitions

PHASE 1	GSF
Bosshart	48,303
Robinson	86,030
Mansion Park (260 beds)	59,400
<b>Total Phase 1</b>	<b>193,733</b>
PHASE 2	GSF
Cassady Maintenance Building	12,465
Winans Bookstore	26,701
Linden (possible demolition)	35,340
Bole	19,535
Bole Annex	10,880
<b>Total Phase 2</b>	<b>104,921</b>
PHASE 3	GSF
Mimosa (340 beds)	44,453
<b>Total Phase 3</b>	<b>44,453</b>
LONG-TERM	GSF
Memorial	42,388
Bozorth	33,103
Hawthorn	12,839
<b>Total Long Term</b>	<b>88,330</b>
<b>GRAND TOTAL</b>	<b>431,437</b>

## HOUSING

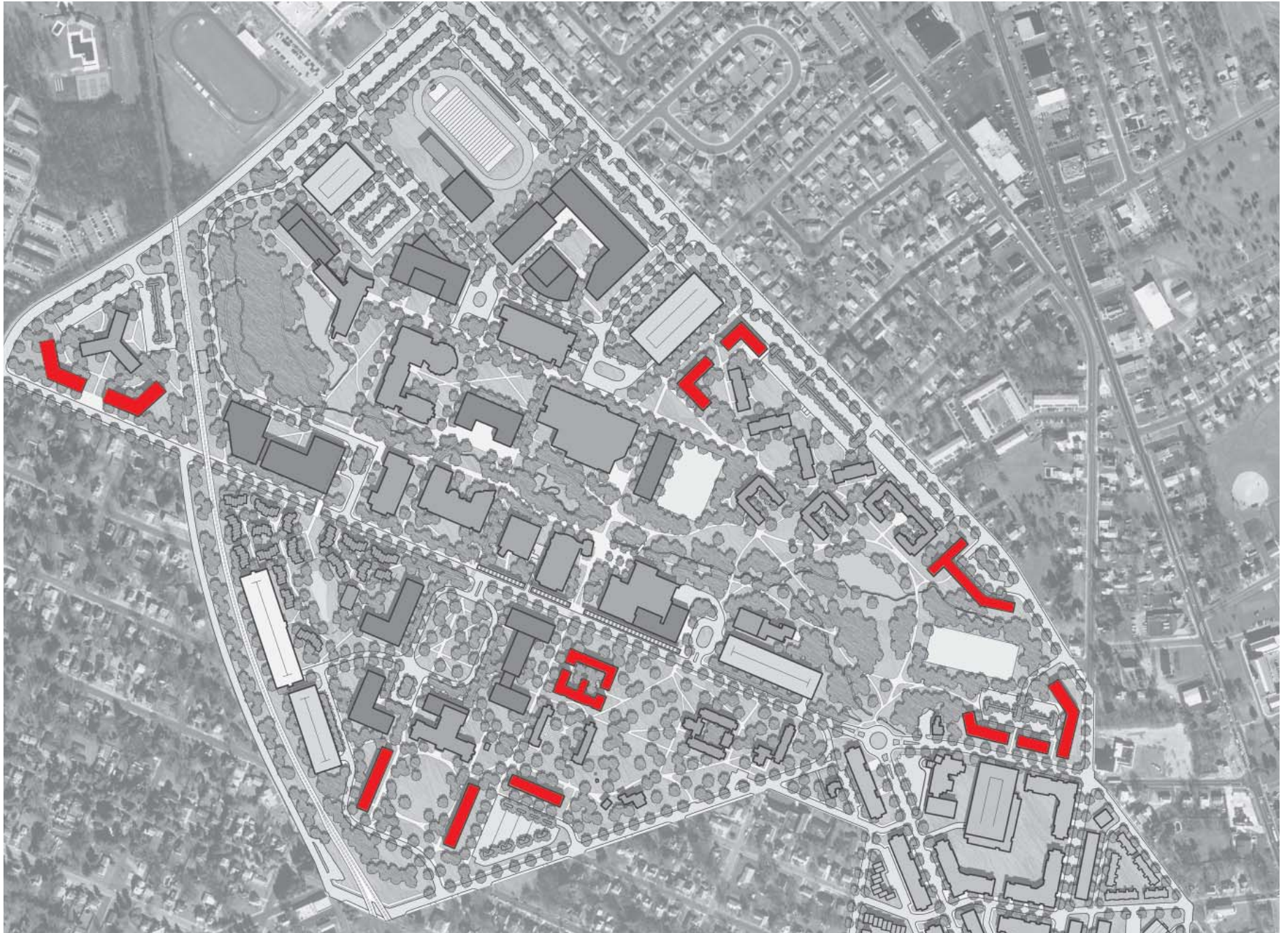
The development of student housing can occur independently of academic projects whenever funding and sites are available. The first residential project will be the new east campus housing, which will replace the Mansion Park apartments. Following this project, it is recommended that the University proceed with infill housing on the site north of Linden Hall. Once baseball moves to the West Campus, the new housing slated for the west side of the re-designed Bunce Circle can begin to transform that space. Infill housing at the Edgewood Park Apartments area to the north can be built as soon as the new north side entry is realigned to accommodate the new garage.

The next housing projects will be the two residence halls sited on the east side of Bunce Circle, where Bole Hall and Bole Annex currently sit. These projects can be developed after the construction of the new College of Business building and the renovation of Bunce Hall, which will allow the senior administration offices to move out of Bole and Bole Annex and into Bunce.

The final two housing projects are sited on land not currently owned by Rowan University but located within existing campus boundaries. These include the site located along Carpenter Street between the new east campus housing project and the existing Chestnut Hall. The second is the site located along Route 322 at the Triad Apartments.

Housing on the West Campus is a longer-term project. The University should maximize housing opportunities on or near campus before building farther away from the campus core.





FUTURE HOUSING LOCATIONS



# APPENDIX A

## GENERAL

This document provides a set of guiding principles that clearly articulate the values and needs of the campus community with respect to campus planning. The following overarching principles apply to all Rowan University campuses and provide a foundation for the remaining principles under each of the subheadings.

- All components of the Rowan University Campus Master Plan (“Campus Master Plan”) will support the accomplishment of the University’s mission and vision.
- Rowan’s Campus Master Plan will integrate with and complement other master plans related to the mission and vision of the University.
- Rowan’s Campus Master Plan will define a university environment that inspires and educates the campus, community, and region through architecture, landscaping, public art, sustainable design, and energy efficiency. Rowan’s campuses should become models to which others turn for information, education, and inspiration.
- New and renovated facilities will:
  - › Alleviate programmatic shortcomings of current facilities,
  - › Incorporate plans to meet the future needs of affected departments and programs,
  - › Consider the future technology requirements and potential future uses of facilities, and
  - › Address University-wide plans, such as the Five-Year Strategic Objectives, Long-term Staffing Plans and College Vision Statements.
- The Campus Master Plan will strive to create an integrated plan in which the individual components are interwoven and coordinated. Campus Master Plan decisions and activities will be coordinated through the following subcommittees: Academic Facilities; Building Design Standards; Landscaping and Campus Image; Land Use, Building Siting and Environment; Pedestrian Safety, Transportation and Parking; and Student and Athletic Facilities. The Campus Master Plan Steering Committee (“Steering Committee”) will establish a system of cross coordination among the individual elements of the overall plan.
- Whenever new facilities or changes to the Campus Master Plan are proposed, all affected constituencies of the campus community will be consulted. Appropriate feedback will be solicited through a variety of means, such as broadcast email, open forums and focus groups, with enough time provided for thoughtful response to proposals. Special efforts will be made to involve students at every level of planning and decision-making. The Master Plan Steering Committee, Senate Executive Committee, Facilities Planning, and President’s Cabinet will aid in identifying appropriate constituencies.
- The Campus Master Plan Committee will evaluate and recommend sequencing of projects in consultation with other campus constituencies. Project sequencing will be coordinated in a manner to optimize access and use of existing facilities, minimize disruption of the campus environment and achieve institutional goals.
- The Steering Committee will inform the University community on a regular basis of all changes and developments regarding the Campus Master Plan, using technology to support the dissemination of information when appropriate.
- The University will coordinate all relevant issues with municipal, county and state agencies.
- The Campus Master Plan Committee will review and update these Guiding Principles and the Campus Master Plan at least every five years. Details on the review process are included in the assessment of Master Plan Performance Section on page 89.
- These guidelines and principles will be applied through a collaborative process of review, discussion and resolution/recommendation. Acknowledging that these principles may at times need to be applied with flexibility, such resolutions will:
  - › Maintain the integrity of the subcommittee principles and guidelines,
  - › Be fiscally responsible, and
  - › Encourage creative design and problem solving.



The following guiding principles are specific to the areas outlined by the subcommittees. Areas of overlap are indicated in parentheses, using the following abbreviations:

AF - Academic Facilities  
 BD - Building Design Standards  
 LC - Landscaping and Campus Image  
 LU - Land Use, Building Siting and Environment  
 PS - Pedestrian Safety, Transportation and Parking  
 SF - Student and Athletic Facilities

## ACADEMIC FACILITIES

Academic facilities will maximize opportunities for the delivery of exceptional educational programs and for faculty/student interaction, research and creative activity.

- Academic programming will drive the planning and design of academic facilities.
- New academic buildings will consider and balance the academic, staffing and technology needs within the facilities.
- All facilities will consider programmatic proximity and intentional adjacencies. Facilities will also consider the need for and location of general-purpose classrooms, to enhance the University's mission for providing a collaborative, learning-centered environment. (LU)
- All facilities will consider the needs and comfort of faculty, staff and students. Examples include areas where collaborative learning can take place, informal gathering spaces and accessibility of food service.
- Office space for all faculty, including adjuncts and professional staff, will be part of this plan.
- All facilities (new and existing) will be adequately maintained and updated to allow programs to remain current.

- Any proposal to create or change an academic program that requires Board of Trustees' approval will identify the short-term impact on facilities requirements and project its impact on future needs.
- The West Campus, including the South Jersey Technology Park, will integrate with the Main Campus and support the mission of the University. (LU)

## PLANNING AND DESIGN STANDARDS

Planning and design standards are established and used to direct project planning, programming, and design activities. These standards will:

- Establish requirements and guidelines for new facilities, renovations, campus landscape, signage and furnishings. (LC)
- Provide for changes, additions and modifications to the standards in response to the continued interpretation, application or development of the Guiding Principles.
- Facilitate maintainability, sustainability and energy efficiency. (LU)
- Maximize the contribution that natural and built environments can make to the life and learning experience of the University community. (LU)
- Demonstrate a proactive approach to accessibility and use of facilities by Rowan's differently abled population.
- Enhance the prevailing character of the campus, promoting an attractive and visually appealing campus. (LC)
- Provide a sense of place and orientation while minimizing visual liabilities and unattractive areas. (LC)
- Promote the careful and deliberate evaluation of siting alternatives to ensure responsible land

- Use and placement within the fabric of the campus. (LU)
- Provide for and encourage pedestrian movement to and about buildings and promote outside gathering to enhance camaraderie and collaboration among the University community. (PS)
- Maximize building and space flexibility and long-term adaptable reusability.
- Provide a comfortable, secure and livable campus environment.
- Develop and maintain a coherent architectural character that promotes the attractiveness of the campus through continuity and consistency. This includes common visual and material elements (e.g., brick, mortar color, etc.) and landscaping following Rowan standards. (LC)
- Improve the visual organization of the campus, including its facilities, open spaces, circulation, site furnishings and parking areas. (LC)
- Minimize negative impact of individual projects on the natural environment, blending the natural environment with the built environment. (LU)
- Achieve an appropriate balance between aesthetic considerations, operation and maintenance costs, energy conservation measures and systems life.

## LANDSCAPING AND CAMPUS IMAGE

An attractive and visually appealing campus is critical to creating a learning environment and the ability to recruit students, faculty and staff. An inviting, pleasant environment can improve community relations, attract visitors and provide a welcoming environment for all members of the campus community.

- The landscape plan of any new building will seamlessly integrate and coordinate with the general landscape element of the university master plan. (LU, BD)



- The campus environment in general (and the Route 322 corridor in particular) will be designed and landscaped in a manner that presents an attractive and inviting campus image to visitors and the campus community. (PS)
- A formal main entrance or entrances for the campus will be designed and maintained to better define the University and foster a sense of place. (LC)
- Campus signage (interior and exterior) will be consistent and attractive and will reflect a “visual signature” for the University. (BD)
- Standard materials for landscaping and outdoor construction (e.g. benches, lamp posts) will be used to provide a consistent campus image. (BD)
- Landscape initiatives, including maintenance and repair, will be coordinated with new construction projects. (BD)
- Permanent landscaping will make use of attractive plantings that are suitable for this climate and soil conditions. An intentional effort will be made to include plants native to the region. (LU)
- Building and landscape projects will anticipate and address long-term maintenance and operation needs, including staffing, equipment and materials. Maintenance and upkeep of existing landscape and facilities will be conducted in a timely fashion. (BD)
- Campus Landscape Management Plan will be developed to address long-term sustainability of the campus grounds. This plan will address successional replacement of mature trees and plantings, as well as replacement of trees removed for other reasons. (LU)
- Facilities and areas of the campus with historic or cultural significance will be preserved, maintained, and enhanced where appropriate. (LU)
- The Arts Inclusion Act (AIA, also referred to as the “1% for Art”) requirement for a newly constructed buildings will consider integration with campus

landscaping and will enhance the overall campus image as well as the constructed building. The University will follow an institution-wide standard process for implementation of the AIA provision.

- Natural buffers around stream corridors and water bodies will be marked in an aesthetically pleasing manner and identified with educational signage. (LU)
- Appropriate infrastructure will be included in all campus development to allow proper care of the campus landscape (e.g., sprinkler systems for grassed areas, faucets for hose connection on all sides of buildings, etc.) (BD)

## BUILDING SITING, LAND USE, ENVIRONMENT

As the nation’s most densely populated state, New Jersey is under intense development pressure. The choices made for land use and location of buildings impact both the natural and built environment. These interrelated issues will be addressed through the following principles, grouped into three broad areas.

### *Environmental Protection:*

Preservation and protection of the natural environment is a priority. Because fiscal and environmental responsibilities are interconnected, both initial project costs and long-term operating costs will be considered.

- Elements of the Campus Master Plan will strive to minimize adverse impacts to the natural environment and to enhance environmental conditions whenever possible.
- Master planning decisions will be consistent with the University’s commitment to the New Jersey Higher Education Partnership for Sustainability (NJHEPS) to lower greenhouse gases and protect limited natural resources on college campuses.

The mission and goals of NJHEPS are shown in Environmental Objectives Detail on page 89.

- The Campus Master Plan will be an outstanding example of sustainable development and long-term sustainability. In this effort, future development will strive to meet the highest attainable green design, epitomized by the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) environmental performance standards. A description of LEED standards is shown in Environmental Objectives Detail on page 90. (BD)
- Environmental priority and special attention shall be given to the following goals. (Definitions of these environmental goals are found in Environmental Objectives Detail on page 90.)
  - › Watershed Protection – The Chestnut Branch and other impacted watersheds will be preserved and enhanced.
  - › Energy Conservation – All new buildings and renovations will be energy-efficient, striving for the goals and ideals prescribed by NJHEPS. (BD)
  - › Pollution Prevention – All projects will be constructed and will function with minimum generation of waste and maximum pollution prevention to waterways, soil and air. Noise and light pollution also will be taken into consideration, and minimized to the greatest practicable extent. (BD)
  - › Natural Resource Protection – The development of Rowan campuses will strive to protect, preserve and enhance wetland areas, natural wildlife habitats and existing trees as well as forest system integrity and diversity. To aid in this process, the University will conduct an environmental resource inventory.



### Land Use:

The Campus Master Plan will develop a pattern of land use that minimizes sprawl and follows the principles set forth by the Office of Smart Growth of the State of New Jersey Department of Community Affairs. Definitions of sprawl and strategies to avoid sprawl are shown in Environmental Objectives Detail on page 89.

- Integrated Planning – The Rowan University Campus Master Plan will integrate with plans for the West Campus (including the South Jersey Technology Park), the Borough of Glassboro Central Business District Redevelopment Plan and other relevant development plans in surrounding communities.
- Responsible and Integrated Community Design – The Campus Master Plan will follow New Jersey's principles of smart growth, such as mixed land uses; compact, clustered community design; distinctive, attractive communities offering a sense of place; future development directed to existing communities using existing infrastructure; and community and stakeholder collaboration in development decision-making.
- Anti-Sprawl – The Campus Master Plan will avoid or mitigate designs that embody the characteristics of urban sprawl suggested in The Assessment of Master Plan Performance section on page 90, such as explosive growth impacts, low density land use, leapfrog development and encroachment upon sensitive open space.
- Redevelopment of Existing Areas Before Development of Open Space – The Campus Master Plan will first thoroughly consider redevelopment and infill before developing open space and forest areas.
- Open Space Coordination – The Campus Master Plan will support and integrate with the network of open space within the region, including parks,

recreational fields, farmland, wildlife reserves, wildlife management areas, bike paths, rails-to-trails, stream corridor greenways, municipal open space plans, and other green infrastructure.

### Building Siting:

The Campus Master Plan will strive to create the highest quality human and built environments. Building siting and placement coordinated with landscape design and pedestrian pathways will create an integrated human-scale campus environment that accomplishes the following goals:

- Safety – Buildings, outdoor gathering areas and pedestrian corridors will be designed to provide a safe and secure environment for the campus community. (PS, BD, LC)
- Locational Context – Buildings will be placed in a manner to make best use of natural lighting, solar exposure and site-specific conditions. (BD)
- Pedestrian Scale – By integrating building densities, locations, uses and proximities, the Campus Master Plan will encourage walking, biking and use of public transportation. (PS)
- Balance Clustering of Functions While Also Encouraging Mix of Land Uses – Buildings will be sited to create intentional and appropriate groupings while maintaining accessibility to a variety of necessary and desirable services and facilities. (AF)
- Community Focus – Building siting and design will create a sense of place, foster community and relate to the surrounding local communities. (AF, BD, LC)
- Aesthetic/Inspirational – The Campus Master Plan will create a land use pattern and campus environment that is aesthetically pleasant and inspirational. Placement of individual buildings, artwork, outdoor features and pedestrian corridors will be carefully designed to consider the aesthetic effect of the campus at large. (LC)

- Social Gathering – Design and location of buildings, courtyards, indoor and outdoor gathering places, pedestrian corridors and open spaces will foster the development of social ties by creating an atmosphere in which the entire university community is encouraged to gather and socialize on campus and within the surrounding area. (AF, LC)
- Streetscape Design – Factors affecting building and street relationships such as sidewalk widths, on-street parking, street trees, benches and crosswalks will be designed to provide a safe, integrated and aesthetically pleasing presentation of Rowan University to the general public. (BD, LC)

## PEDESTRIAN SAFETY, TRANSPORTATION AND PARKING

The Campus Master Plan will include a coordinated, efficient and responsive transportation system. Designing pedestrian- and bicycle-friendly facilities, promoting the use of mass transit and reducing automobile use will result in a transportation system that unites the campus physically and responds to student, faculty, staff and visitor needs.

- Pedestrian movement will be given high priority in campus planning activities. Safe, attractive and logical pedestrian connections will be thoughtfully designed to integrate and connect buildings, activity centers, athletic facilities and the surrounding communities.
- Planning decisions will be made to minimize reliance on automobiles. Pedestrian connections, bike routes and racks and public transit accessibility will be considered priorities in all campus planning decisions. All capital building projects will strive to make it easy, safe and appealing to travel on campus with minimal use of an automobile.
- Pedestrian walkways, plazas, and parking areas will be adequately and appropriately illuminated at all times. (BD, LC, LU)



- Crime Prevention Through Environmental Design standards for the design of parking lots and buildings will be adopted where practical. (BD, LC, LU)
- Designs for new buildings will incorporate plans for how pedestrian and vehicular traffic, including service and emergency vehicles, interact with the buildings from all points on campus.
- During the planning and construction of new buildings, the impact on transportation and parking will be minimized.
- Landscaping will be used effectively to enhance safety and parking and to direct all types of traffic. (LC)
- The most efficient use of parking areas will be a consideration in scheduling class times and other activities. (AF)

## STUDENT AND ATHLETIC FACILITIES

Student and athletic facilities will in all ways keep the quality of student life as the primary focus. Addressing the students' needs and desires for facilities that are technically state of the art, comfortable, attractive and safe will drive the design process.

### *Student Facilities:*

Any student facilities (housing, dining, recreation, etc.) will adhere to the following guiding principles:

- Institutional goals regarding both total enrollment and residential/commuter student ratios will guide any building of new student facilities.
- Until such a time as projected enrollment figures and a desired residential/commuter student ratio is developed, any new student facilities will address:
  - › Current housing shortages,
  - › Current student needs in the area of food service,

- › Current student needs in the area of recreation, and
- › The needs for academic, cultural and social programming.
- All proposed student facilities will be designed with student development as a primary consideration. Both best practices in the field of student affairs and student development theory will be used as guidance.

### *Athletic Facilities:*

Any athletic facilities will adhere to the following guiding principles:

- While athletic facilities will be designed to provide a venue for Rowan University athletic programs as the first priority, their potential as a regional resource for southern New Jersey and the surrounding area also will be considered.
- Location and siting of athletic facilities will integrate with other aspects of the overall campus environment and land use. (LU)
- Institutional goals regarding overall campus enrollment will guide the planning and building of new athletic facilities.
- Any new athletic facilities will address the following:
  - › Current shortages of athletic or intramural facilities and
  - › Substandard or hazardous conditions of existing facilities.
- All athletic facilities will be designed with the development of the student athlete as a primary consideration. Best practices in the field of college athletics, NCAA standards and student development theory will be used as guidance.

## ASSESSMENT OF MASTER PLAN PERFORMANCE

The performance of the Campus Master Plan and individual campus development projects will be evaluated based upon adherence to these Guiding Principles. Evaluation will occur at three levels:

- Initial Master Plan Review: The current Campus Master Plan and Landscape Master Plan will be evaluated to determine how well the plans follow these Guiding Principles. This evaluation will inform the next revision of the Campus Master Plan, which will integrate both the facilities and landscape aspects of the campus into one unified plan. The Campus Master Plan Steering Committee, in conjunction with outside consultants, will conduct this review.
- Review of Individual Projects: Whenever new capital construction or major renovation projects are undertaken, the Guiding Principles will be provided to the design architects and planners. During the conceptual design and design development phases these projects, the Campus Master Plan Committee will review the project designs to evaluate whether or not the designers have followed the Guiding Principles.
- Periodic Campus Development Review: On an annual basis, the Campus Master Plan Steering Committee will reflect upon recently completed and ongoing campus development and renovation projects, to assess how well Rowan University has met these Guiding Principles.

## ENVIRONMENTAL OBJECTIVES DETAIL

- Sustainability – Sustainability is defined as the ability to provide for current needs without jeopardizing the ability of future stakeholders to provide for their needs. The Campus Master Plan will strive to be an outstanding example of long-term sustainable development in its plan and implementation. Our



measures of sustainability will be gauged by our participation in NJHEPS and LEED environmental performance standards.

- NJHEPS – The New Jersey Higher Education Partnership for Sustainability is a consortium of all 55 higher education institutions in New Jersey. The mission of NJHEPS is to:
- Transform the higher education community,
- To consistently practice sustainability,
- and to more effectively contribute to the world's emerging understanding of sustainability, through teaching, research, outreach, operations, and community life.

#### *The goals of NJHEPS are:*

- To advance sustainability through facilitating communication and disseminating knowledge and information from and to the various constituencies of NJHEPS.
- To develop the understanding of sustainability among the wide spectrum of NJHEPS constituencies as well as other individuals and groups of similar values and goals.
- To promote partnerships for advancing sustainability among the wide spectrum of NJHEPS constituencies as well as other individuals and groups of similar values and goals.
- To increase capacity for the practice of sustainability on campus and among NJHEPS constituencies, through building skills, transforming attitudes, and providing resources.

The LEED (Leadership in Energy and Environmental Design) Green Building Rating System™ is a voluntary, consensus-based national standard for developing high-performance, sustainable buildings. Members of the U.S. Green Building Council representing all segments of the building industry developed LEED and continue to contribute to its evolution. LEED

provides a complete framework for assessing building performance and meeting sustainability goals. Based on wellfounded scientific standards, LEED emphasizes state of the art strategies for sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. LEED recognizes achievements and promotes expertise in green building through a comprehensive system offering project certification, professional accreditation, training and practical resources.

**WATERSHED PROTECTION** – The Glassboro campus exists within the Chestnut Branch sub-watershed of the Mantua Creek. Land use activities have a widely documented direct and indirect link to water-quality issues. Every effort will be made to minimize the impact to water quality of the Mantua Creek watershed through environmentally sound planning initiatives, best management practices and minimization of impervious surface creation. Special attention and protection will be given to the two ponds on the Rowan campus, Chestnut Branch stream and the groundwater table when new buildings/projects/structures are constructed. The watershed should be preserved and enhanced as part of the Campus Master Plan execution.

**WETLAND AREAS** – Wetlands are a particularly important land resource, providing flood control, water quality enhancement, and habitat. Although they have a measure of protection from state and federal law, wetlands still are being widely impacted. The development of the Rowan campus will strive to protect the integrity and function of wetland areas potentially impacted by campus development activities.

**HABITAT PROTECTION** – Habitat includes areas and networks in which wildlife species are able to sustainably exist. The protection of wildlife habitat is essential for the long-term viability of New Jersey's wildlife species. Although habitat protection is not

the primary mission of the University, the campus will strive to develop in a manner that avoids the destruction and promotes the enhancement of natural wildlife habitats as educational and cultural resources

**TREE AND FOREST INTEGRITY/DIVERSITY** – Trees are an integral part of the Rowan University campus identity. They provide aesthetic, environmental, and cultural benefits. The University will strive to protect existing trees. However, sometimes the loss of significant trees is unavoidable. When trees are removed from campus, new trees will be planted in accordance with the Campus Landscape Master Plan to maintain the overall aesthetic and environmental integrity of the campus. Particular importance and priority will be given to mature forest areas, which must be understood as much more than a collection of individual trees. The Campus Master Plan will strive to preserve forest integrity and diversity.

#### *Definitions of Urban Sprawl and Strategies to Avoid Sprawl*

Urban sprawl is a dispersed, inefficient and problematic pattern of urbanization. While all urbanization embodies certain environmental and social cost, the identification of the following characteristics provided a means of gauging the degree of sprawl embodied by any given urban expansion. **By avoiding these characteristics, Rowan will be striving toward a development pattern of smart growth.**

**EXPLOSIVE GROWTH IMPACTS** – The development of the Rowan campus will consider its impact on the growth trajectory of the surrounding communities. Analysis will be conducted of the impact on traffic congestion, service demands and any potential impacts that a particular plan may impose on the region. Efforts will be made to minimize negative effects from Rowan's growth through integrated



community design and community outreach through efforts to keep abreast of local planning and governmental issues.

**IMPERVIOUS SURFACE IMPACT** – Impervious surface is one of the most significant landscape impacts of urbanization with serious implications for degradation of water quality, flooding and interference with ground water aquifer recharge. Every effort will be made to minimize the creation of and adverse impacts of impervious surface. This has important implications for building design, location, transportation and parking infrastructure and coordination of parking demand schedules. Furthermore, as the campus is redeveloped and landscaped, efforts will be made to remove already existing unnecessary impervious surfaces to be replaced with environmentally appropriate surfaces whenever feasible. (BD, LC, PS)

**LOW-DENSITY LAND USE** – Land will be developed at an appropriate density for a college campus to efficiently utilize land and to allow a critical mass of activity and accessibility among the various uses. Land will not be utilized in a wasteful or unplanned fashion. The appropriate densities will be determined by comparative analysis with other campuses that Rowan wishes to emulate.

**LEAPFROG DEVELOPMENT** – Leapfrog development jumps into the countryside, fragmenting rural lands. New campus development, including buildings, sports complexes and parking facilities, will progress in a contiguous manner out from the existing campus to maintain connection to the existing campus and to avoid the undesirable consequences of scattered growth. The leapfrog threshold will be considered to be reasonable walking distance.

**SEGREGATED LAND USE** – Campus planning will strive to allow a mix of land uses within walking distance of other land uses and activities. For example, residence halls should be located within walking

distance to academic buildings as well as social gathering places.

**Highway-strip development** – Campus development will avoid a highway-strip type of development that relies on automobile access along a highway corridor. Highway-strip development is aesthetically destructive and has implications for transportation efficiency and safety.

**REGIONAL PLANNING INCONSISTENCY** – Campus development will be consistent with the New Jersey State Development and Redevelopment Plan.

**ROAD INFRASTRUCTURE INEFFICIENCY** – Campus development will occur with the most efficient network of roads and pedestrian pathways, including internal roads and those connecting to the surrounding community. (PS)

**ALTERNATE TRANSIT INACCESSIBILITY** – Campus development will strive to connect with alternate modes of transportation such as pedestrian, rail, bike and bus routes. Special attention will be given to supporting a light-rail link of the university along the existing rail lines adjacent to campus that could link the Glassboro campus with the Camden campus and Philadelphia. (PS)

**COMMUNITY NODE INACCESSIBILITY**– Accessibility to important community nodes/destinations (e.g. on-campus destinations such as dining, recreation, and library facilities, and off-campus facilities such as retail shopping, restaurants, grocery stores, and transit stops) will be considered in building placement and design. Locations that have better access to community nodes will be promoted over locations with poor access to community nodes. (PS)

**LAND RESOURCES CONSUMPTION** – Development of the Rowan campus will strive to minimize consumption of important land resources such as

prime farmland, wetlands, aquifer recharge areas and wildlife habitats

**SENSITIVE OPEN SPACE ENCROACHMENT** – The development of the Rowan campus will strive to avoid encroachment on sensitive open space such as endangered wildlife habitats and farmland. If development does occur adjacent to these sensitive lands, efforts will be made to integrate design and landscaping to best coexist with the sensitive land features.







# ACKNOWLEDGEMENTS

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