RAMAPO COLLEGE OF NEW JERSEY

# Campus Facilities Master Plan

September 30, 2013

The future Ramapo campus will reflect the best features of the campus of today. Embedded in the forests and fields overlooking the Ramapo Mountains, the campus will continue to be defined by its remarkable setting. It will reaffirm and renew the Ramapo experience that is recognized and valued by all past, present and future members of the College community.

The Campus Facilities Master Plan will preserve and enhance Ramapo's unique characteristics and setting; focus on providing facilities of appropriate character and quality to support Ramapo's reputation as a welcoming, intimate and student-centered learning environment; and prioritize all forms of sustainability. To this end, the Plan focuses on making best possible use of existing facilities before constructing new ones. The intention of the campus vision is captured in the following Design Directions: restore and enhance the campus setting, strengthen the heart of campus, expand and connect the centers of campus life, enhance connectivity and movement patterns and connectivity, and renew facilities and plan for future development.

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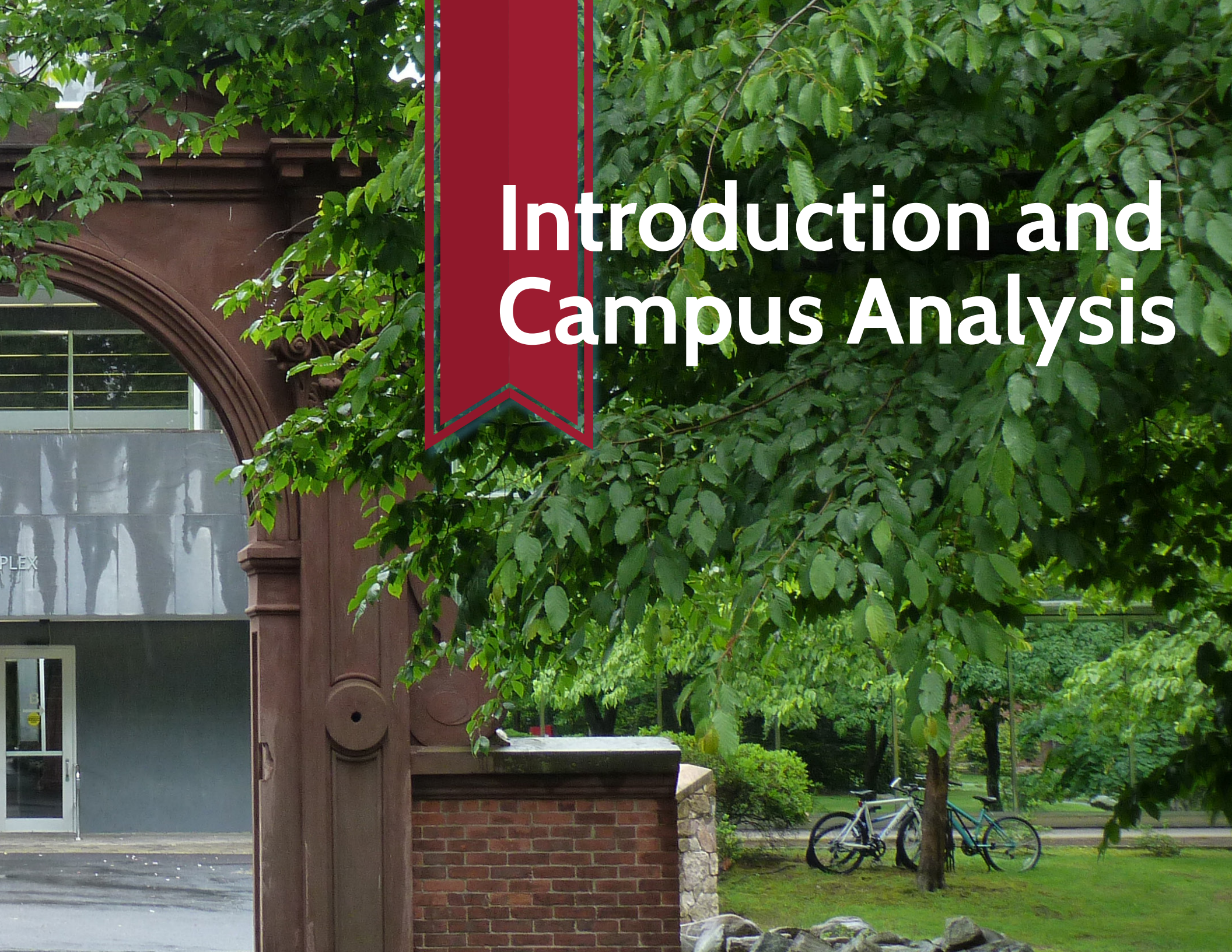


# Introduction and Campus Analysis

# 1.1 Project Overview

To build on its reputation for academic excellence, the College wishes to plan its facilities comprehensively, innovatively and sustainably. This Campus Facilities Master Plan will be an important tool to guide Ramapo College's ongoing evolution. Considered together with the Strategic Plan and Capital Plan, the Campus Facilities Master Plan will provide an integrated road map for effective College decision-making. The planning process re-examined the framework and directions for physical change in order to support Ramapo's far-reaching academic goals while enhancing the campus experience for students, staff, faculty and the College's neighbors.

## Project Team

Managed by the Associate Vice President for Administration and Finance, the project was guided by the Campus Facilities Master Plan Steering Committee. The steering committee included administrative, academic and student leadership representatives. The team of consultants appointed to this project provided a variety of skills and expertise. The team was led by Urban Strategies, which was responsible for campus planning and design. They were supported by Rickes Associates, responsible for space planning and programming, and Stantec, responsible for transportation and utilities planning.

## Study Process

The Campus Facilities Master Plan was completed in June 2013 following a 16-month master planning process. Under the continued guidance of the Campus Facilities Master Plan Steering Committee, the planning process involved a wide variety of opportunities for input from College and community stakeholders. These included stakeholder interviews, two visioning workshops, public open houses in the fall of 2012 and spring of 2013, and presentations to the Board of Trustees and other leadership groups.

## Coordination with the Strategic Plan

The College's Strategic Plan update was underway at the same time as this Plan. To ensure effective coordination, some members of the Campus Master Plan Steering Committee were also members of the Strategic Planning Task Force. The consultant team regularly liaised with the Task Force.

## 2013 Strategic Plan: Draft Mission Statement and Planning Goals

"Ramapo College is New Jersey's Public Liberal Arts College, dedicated to providing st udents a strong foundation for a lifetime of achievement. The College is committed to academic excellence through interdisciplinary and experiential learning, and international and intercultural understanding. Ramapo College emphasizes teaching and individual attention to all students. We promote diversity, inclusiveness, sustainability, student engagement, and community involvement."

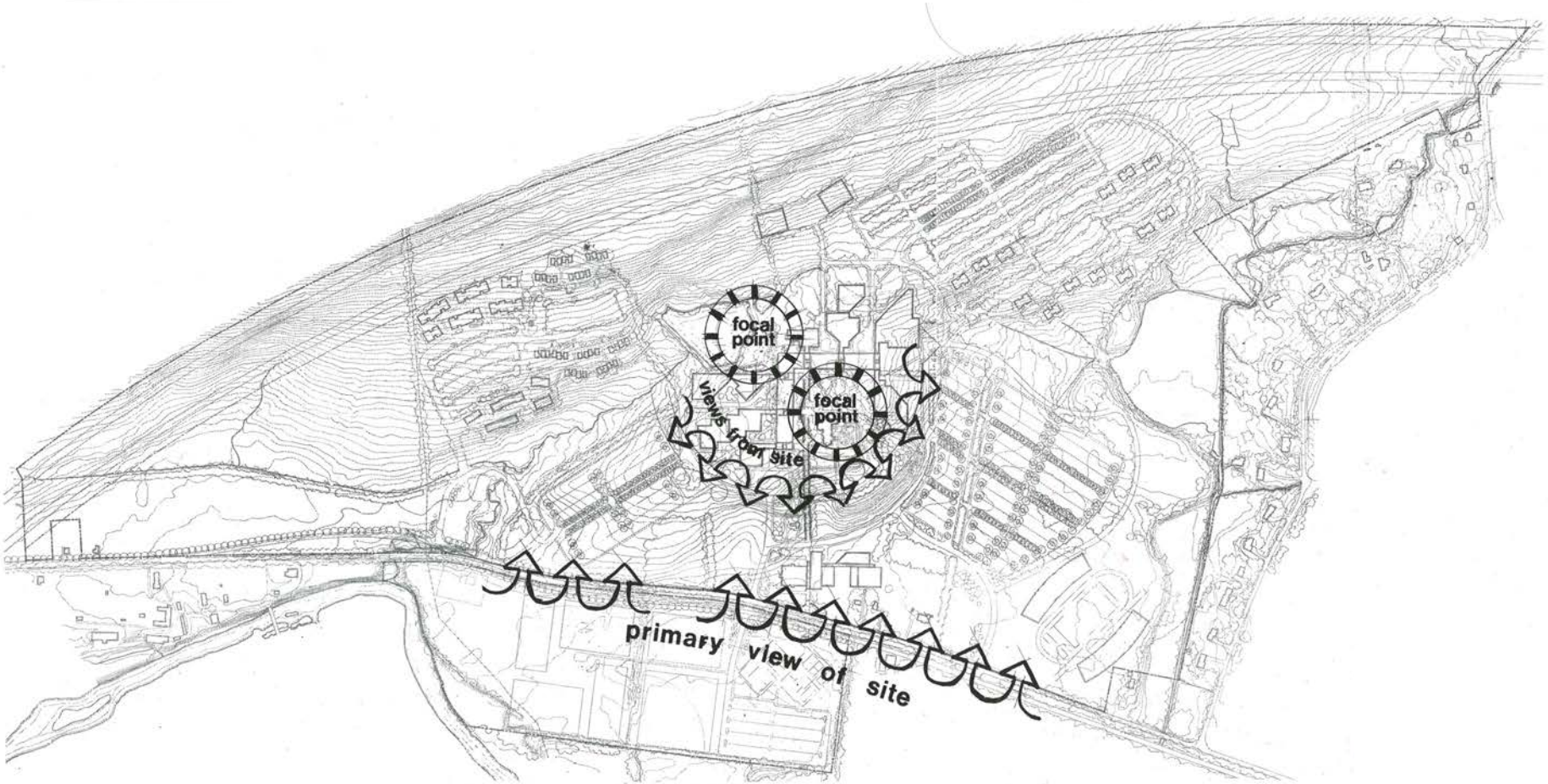
### Strategic Plan Draft Planning Goals:

- **Goal 1** Advance Academic Excellence and Engagement
- **Goal 2** Enhance Financial Strength and Institutional Sustainability
- **Goal 3** Improve Internal and External Relations and Communications
- **Goal 4** Cultivate and Support Diversity and Inclusiveness

# 1.2 The Campus: Past and Present

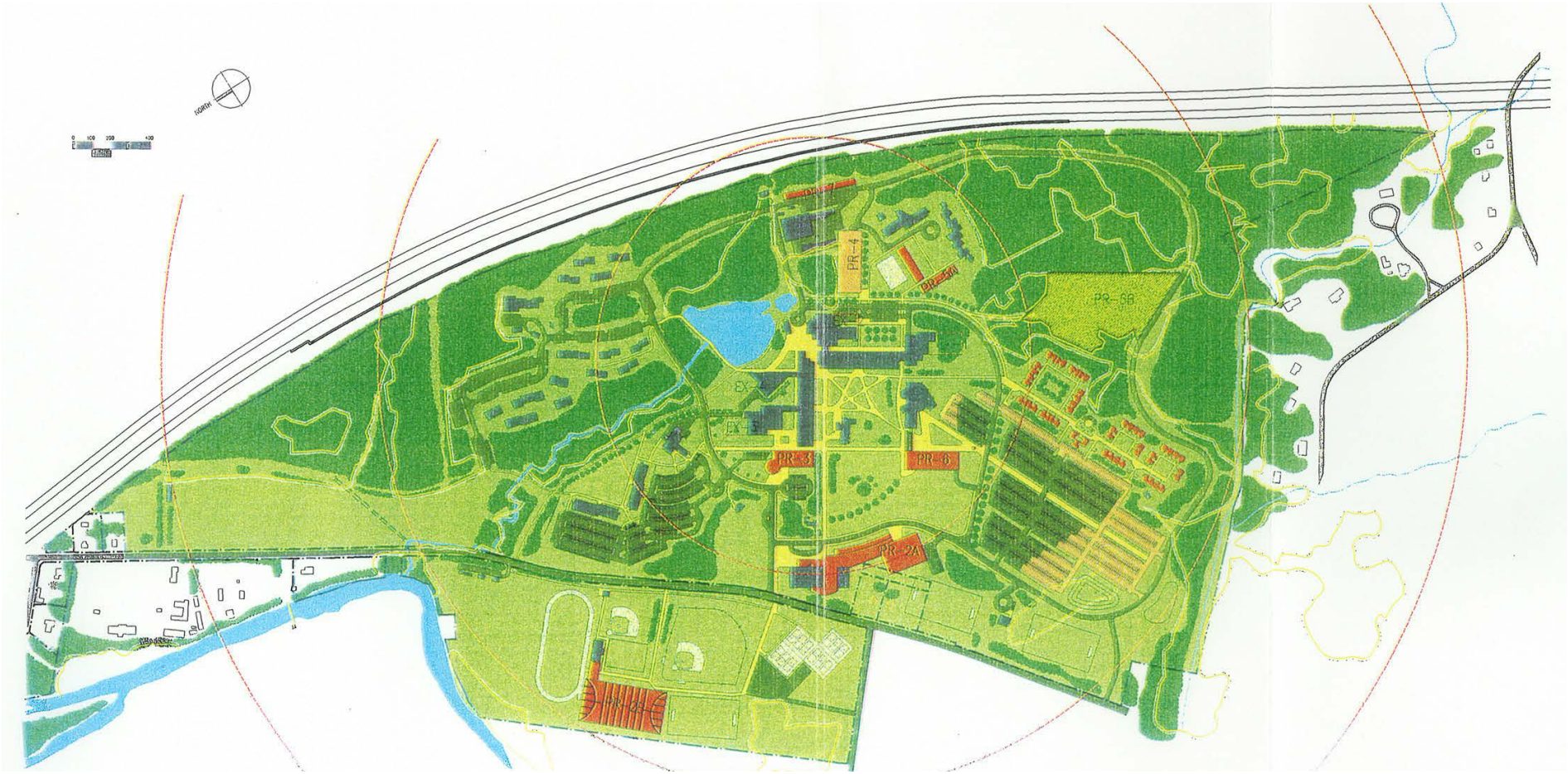
Ramapo College was established in 1969, and the campus was constructed on the historic Havemeyer Estate in the early 1970's. Purchased from the Birch family, the estate offered substantial room for campus growth within an exceptional setting. Today Ramapo College has matured into a comprehensive liberal arts institution, widely-recognized for its small class sizes, intimate campus environment and academic excellence. Previous campus master plans illustrate this evolutionary process.

The campus today (image: Bing Maps)




## 1974 Master Plan

The Phase 1 Academic Building was the primary structuring element of the original campus master plans. The building was originally designed for flexibility to accommodate growth. This structure allowed growing schools to move into connected, stand-alone buildings once fully established. The 1974 Master Plan established the pattern of academic development that remains in place today and identified opportunities for significant campus growth. Many of the principles from this Plan also remain relevant today.




## 2001 Master Plan

Though the enrollment and physical growth anticipated in the 1974 plan were not realized, a new master plan in 1989 continued the established pattern of development through a series of directions for capital improvement, which included the construction of the Berrie Center and Mackin and Bischoff Halls. In 2001, a new master plan critically assessed the previous plan, providing recommendations regarding uncompleted development objectives. The plan identified a number of proposed developments that have been built, including the Village and Laurel Hall residences and the Bill Bradley Center. Some planned projects are still under consideration today, including a consolidated administration building and large performing arts facility.

## The Campus Today

Today's campus retains many of its original iconic places and features. Located within the Greater New York City area but at the foothills of the Ramapo Mountains, the College's beautiful and unique setting provides for an exceptional campus experience. The campus is defined in large part by its forested and natural surroundings. Residence areas have been carved out of the forests, while the academic complex retains its prominent position on the plateau of the former Birch Estate. Parking and athletic uses lie in the fields and floodplains of the Ramapo River.

The natural and well-manicured nature of the campus setting marries the bold, modern architecture with prominent historic buildings. Investment in intimate and high quality landscapes has led to the creation of a diversity of places that reveal themselves throughout the campus environment. Even the large surface parking lots are well landscaped and pedestrian-oriented. Some landscapes, however, lack clarity in their intended role and character, and some buildings do not engage well with the campus setting.

Recent capital investments have dramatically increased campus space resources. New buildings include the Anisfield School of Business, the Bill Bradley Sports and Recreation Center, Overlook and Laurel Residence Halls, the Village apartment complex, the Sharp Sustainability Education Center and the Salameno Spiritual Center. Many existing campus resources, especially the Phase 1 Academic Building, continue to need improvement. Figure 1 shows the existing campus and immediate surroundings.


## Map Key

1 Phase 1 Academic Building
2 Student Center
3 Library
4 Anisfield School of Business
5 Berrie Center
6 Bill Bradley Athletics Center
7 Trustees Pavillion
8 The Village
9 The Overlook
10 College Park Apartments
11 Nancy Mackin Hall
12 Pamela M. Bischoff Hall
13 Laurel Hall
14 Pine Hall
15 Linden Hall
16 Facilities Complex
17 Sustainability Education Center
18 Student Health Services
19 Sculpture Studios

Figure 1: The Ramapo campus today (Image: Google Maps)

# 1.3 Campus Analysis

Ramapo is at an important juncture. Over the past decade, the College has invested significantly in new buildings to meet the needs of a rapidly growing population. Investments in the larger campus setting have not kept pace with new growth, and the quality of the campus experience has been impacted. This Plan provides the framework to fully align movement and open space infrastructure with existing and new patterns of development, ensuring the campus continues to support and nurture the experience Ramapo College is committed to provide.

## Campus Setting and Experience

The College's campus setting is truly remarkable. Set at the top of hill overlooking the fields and Ramapo Mountains and marrying bold, modern architecture with the historic buildings and manicured landscapes, the campus has the potential to create a diversity of special and unique places within which College life can flourish.

Campus development has not always responded appropriately to the larger campus setting. Rather than engage with the Kameron Pond and Mansion Garden, the Phase 1 Academic Building's windows literally reflect the landscape, creating a disconnect between buildings and place. Other buildings follow this pattern by distancing themselves from activity on the outside and limiting the relationship to the campus environment.

For both vehicles and pedestrians, campus arrival and movement sequences are not intuitive. This becomes apparent upon arrival at Ramapo, where rather than leading into the heart of campus, the main campus entrance drive and dramatic stairs lead to nowhere. Similarly, open space investments have not been aligned with movement patterns. This creates wayfinding issues and limits opportunities to use campus places and open spaces to their full potential. Some of Ramapo's landscapes, though beautiful, do not get appropriate use due to access and design issues.

Within the Phase 1 Academic Building and other connected buildings, interior spaces do not reflect the quality of the campus setting. Interior spaces are often monotonous and disorienting, with limited larger common spaces and disconnected destinations. Many facilities are in need of improvement, both to upgrade building systems and to modernize space. Significant growth in common spaces is also required to meet the needs of a large and diversifying campus population and support the Ramapo experience.

# Campus Community Observations

A series of interviews with campus leaders and community representatives were undertaken at the outset of the master planning process. The following themes and trends emerged from these interviews.

## Campus Setting and Experience

The campus environment is beautiful, safe and well-loved by the entire campus population. The intimate environment created by smaller scale buildings within a landscape setting promotes a unique "Ramapo experience". Small class sizes, a small campus population and a focus on residence life further contribute to this experience. However, the structure and role of the campus landscape is not always clear, and it could better contribute to and support campus life. With a growing commuter population, increased diversity is a priority, and student engagement must continue to evolve to meet a changing population.

## Access and Movement

The campus is difficult to access without a car. Ramapo Valley Road is the only road providing access to the campus, and it does not have pedestrian or bicycle infrastructure. Campus access and egress points are limited and entirely reliant on Ramapo Valley Road. Located in the Ramapo River floodplain, this poses a challenge for potential emergencies.

Pedestrian infrastructure needs improvement, particularly at the edges of the campus and into the surroundings. Internally, the interconnected pattern of buildings pose challenges for wayfinding, profile and identity.

## Campus Facilities

Administrative and student service activities are fragmented, and there is a dramatic shortage in social and study spaces, many of which are out of date. Improvements to the Phase 1 Academic Building and Library have been slow, and they remain out of step with contemporary pedagogy and Ramapo's unique strengths and reputation. The provision of residences has met need, but there remains demand for large, flexible event space and conference facilities. Due to recent capital projects, campus resources are constrained because of recent capital investments, and revenue generation is a priority.

## Local and Regional Context

The campus enjoys a secluded and natural setting while benefiting from proximity to New York City and a large urban region. Despite proximity to local amenities and regional transit, the campus is challenged to be better connected to its context and the population it serves. Municipal relationships are of growing importance and continue to be fostered, and efforts to coordinate planning, including local and regional connectivity, are a priority.

# Facilities and Space Analysis

## Campus Population

Since its opening in Fall of 1971, Ramapo's enrollment has grown from just over 1,500 students to 5,930 by Fall 2011, or 5,370 full time equivalent (FTE) students. The most rapid growth occurred in the first ten years of operation. Enrollment in the 1980's and early 1990's remained relatively flat, but the past 15 years have seen continued enrollment growth. Full-time graduate enrollment has increased slightly in recent years while the number of part-time graduate students has decreased significantly. As of Fall 2011, 1,020 personnel were employed at Ramapo, excluding student workers. This includes a total of over 460 full and part-time faculty. Figure 2 illustrates historic enrollment and the associated campus floor area growth.

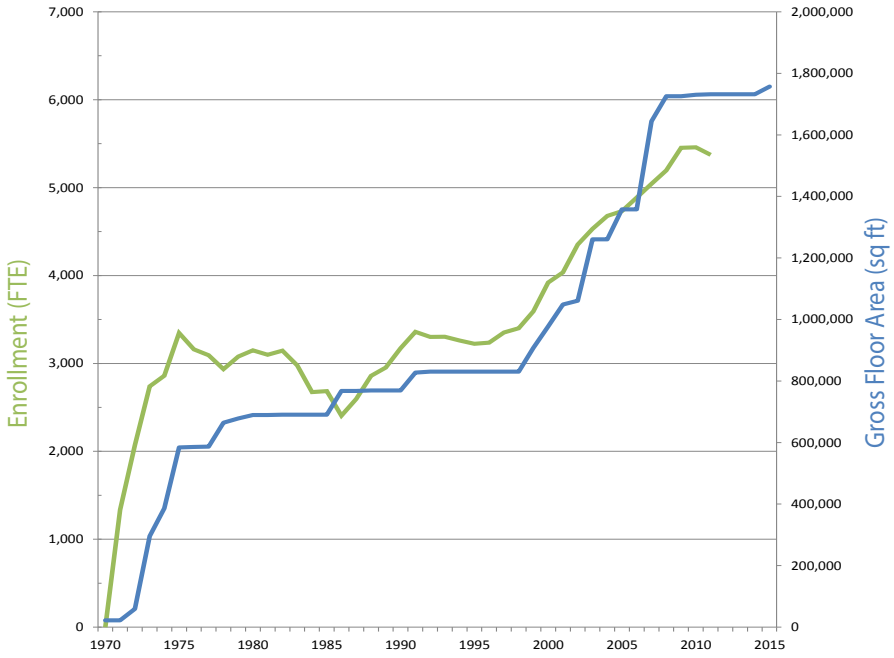



Figure 2: Historic enrollment and campus floor area growth

## Building Condition

In 2009, Hatch Mott MacDonald undertook an assessment of the conditions of 43 campus buildings. It included an inspection of the existing conditions and recommendations for the building interiors, heating, air conditioning and electrical systems, exterior wall, window and roofing systems of the referenced buildings.

The findings and recommendations identified what repairs and renovations would be necessary to make the buildings suitable for the College's future needs and to extend the buildings' useful lives. The commonly-used Facilities Condition Index (FCI) was used to describe the relative condition of a campus building in relation to its current replacement value. For example, an FCI rating of 0.10 means that the cost of repairs is equal to 10% of the replacement value of the building. Buildings with significant condition issues are a focus for this Plan, potentially in coordination with space reconfiguration and renewal. Figure 3 illustrates the findings of the 2009 building condition assessment.

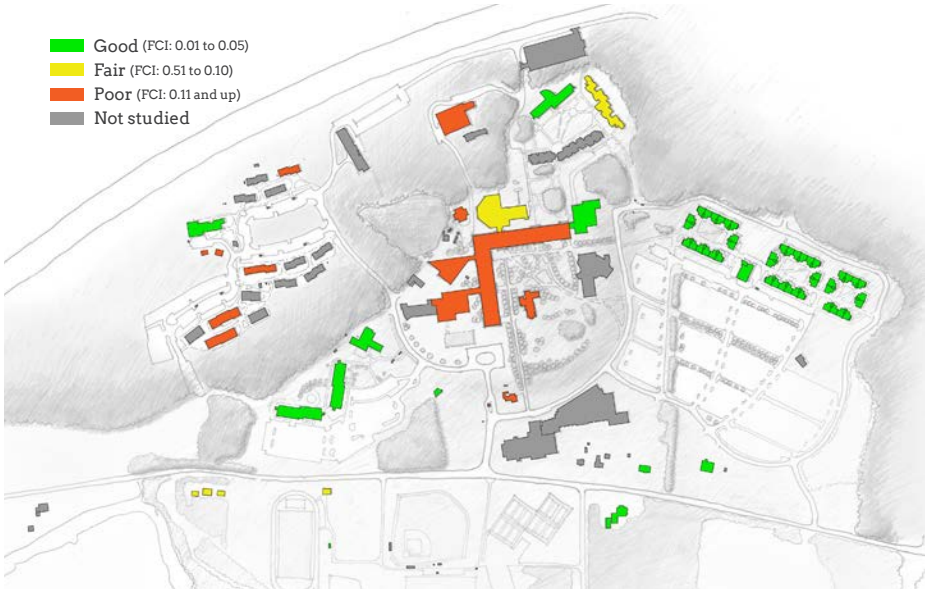



Figure 3: Building condition assessment

## Space Quality

As part of the master planning process, Rickes Associates undertook a qualitative analysis of space conditions, contents, and configuration for 28 main campus buildings. The analysis looked at the appropriateness of space for its current use by assessing the ability of a building to accommodate current uses, the extent of space fragmentation, and general aesthetic and comfort conditions. It was not a comprehensive analysis, but more of an observationally-oriented examination to help inform future planning and policy directions.

Each of the buildings was assigned an "adequate", "challenged" or "inadequate" rating. Approximately 17% of assessed space had an "adequate" rating, and 26% had an "inadequate" rating. The remaining 57 percent of campus space had a "challenged" rating. Some of the challenged buildings are slated for renovation in the near future. Remaining inadequate and challenged buildings were further examined through the master planning process to identify more appropriate uses or means to better align spaces with their current use. Figure 4 illustrates the findings of the space quality assessment.


Figure 4: Space quality assessment

## Space Inventory Analysis

An intensive analysis of assignable campus space was undertaken to understand the space inventory, which included confirming and refining the existing space inventory. Residential space was excluded from the analysis. Space 'ownership' was assessed to better understand how schools and administrative uses occupy and use space across the campus, including issues around fragmented locations. Current and projected campus space requirements were assessed in relation to the space inventory to identify the quantum of space need and potential for re-configuration. These in turn informed specific opportunities in this Plan, including the need for both facility renewal and new development.

The College's assignable space inventory is just under 450,000 assignable square feet (ASF), or 83 ASF per FTE student (excluding residential uses and current projects). This inventory was compared to a selection of peer institutions that share a combination of geographic, administrative, or programmatic similarities with Ramapo. While this comparison is not intended to be prescriptive, nor suggest that Ramapo must align with its peers, the results suggest that Ramapo may have significant space deficiencies. To reach the average of the peer group, the College would require approximately 300,000 ASF of additional space to serve today's population of students, staff and faculty. Figure 5 shows Ramapo's floor area per student in relation to other peer institutions.

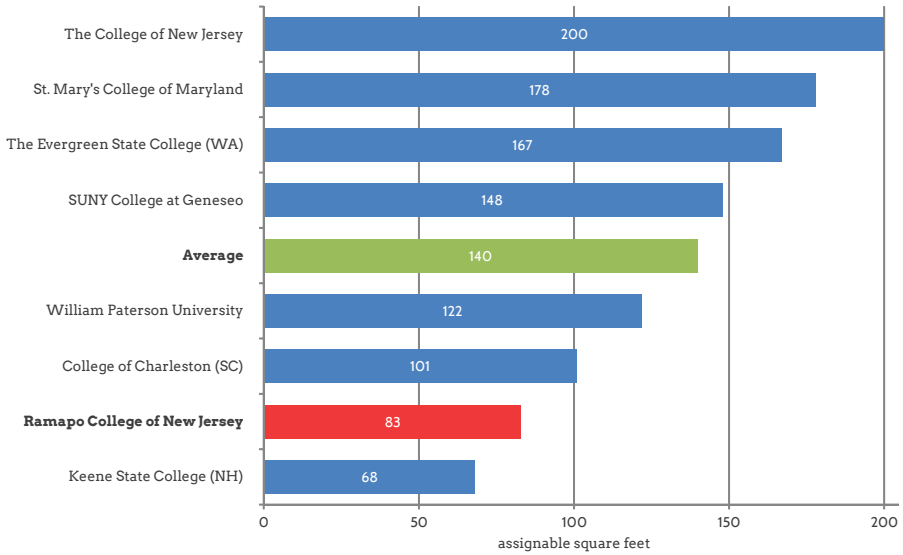
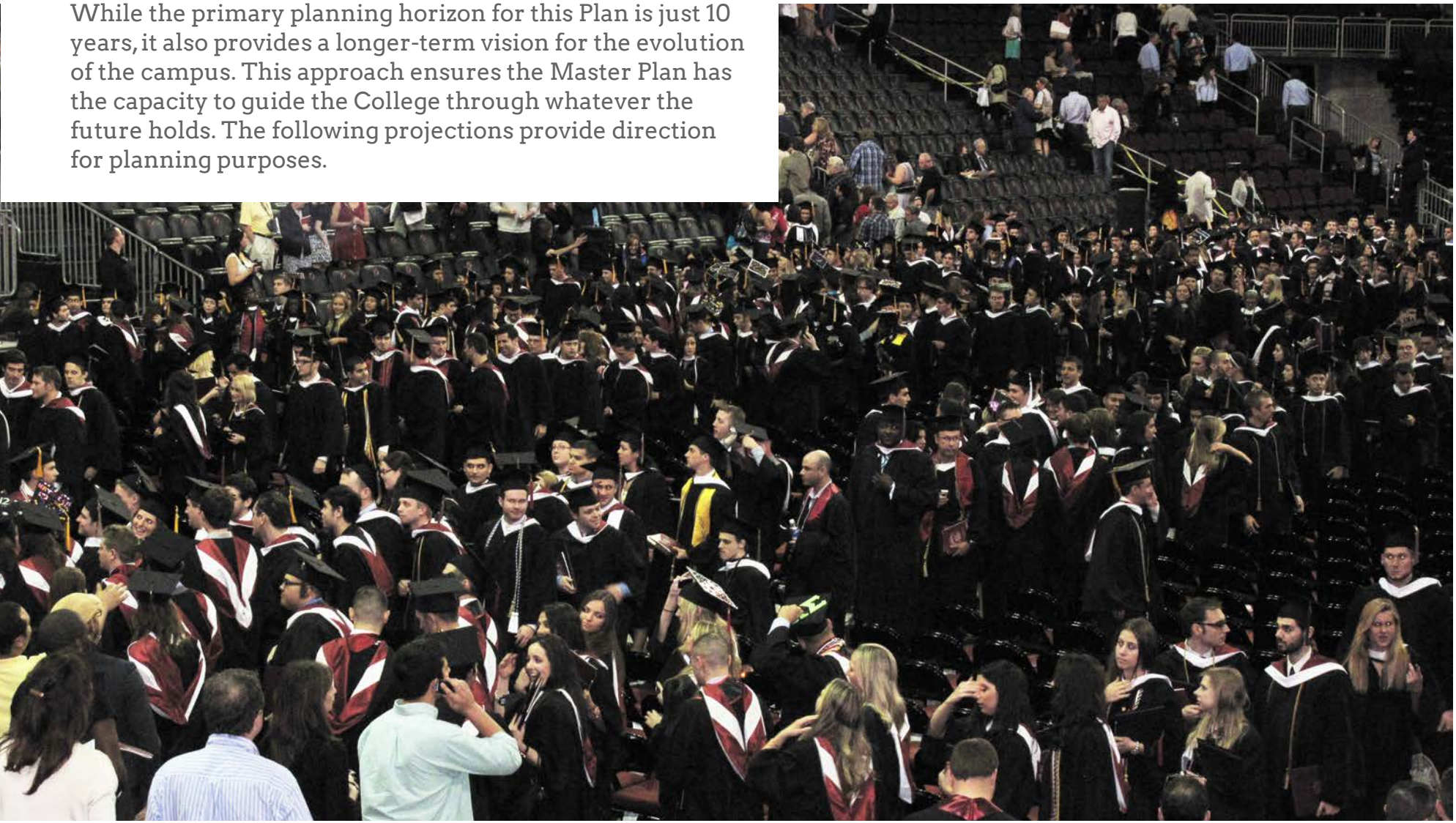



Figure 5: The College's assignable space per student compared to peer institutions

# 1.4 Planning Projections

While the primary planning horizon for this Plan is just 10 years, it also provides a longer-term vision for the evolution of the campus. This approach ensures the Master Plan has the capacity to guide the College through whatever the future holds. The following projections provide direction for planning purposes.



Ramapo College Graduating Class of 2012 (Flickr - SassyKnits)

## Enrollment and Personnel

The nearly constant enrollment growth of the past 15 years is not expected to continue. Through the Strategic Plan, the College identified general guidelines for enrollment to support the master planning process. In keeping with institutional desires to increase selectivity, undergraduate enrollment is expected to remain flat for the 10-year planning period. Graduate enrollment is expected to see modest increases. These increases will be mostly limited to additional enrollment in the Anisfield School of Business's graduate programs, as well as several new graduate programs elsewhere in the College currently in development and/or pending approval. The majority of these programs are adult learning or part-time and the majority are offered as night courses.

Two enrollment "milestones" were developed in response to this direction: a moderate-growth scenario of+250 graduate FTE and a high-growth scenario of +500 graduate FTE over Fall 2011 FTE enrollment. This results in respective overall enrollment figures of 5,620 FTE and 5,870 FTE over the Fall 2011 total of 5,370 FTE. These figures provide a quantitative framework for the determination of future space needs.

Initial personnel targets were collected from all of Ramapo's administrative areas. These targets suggest an approximately 25% increase in personnel, including faculty, staff and student workers. This includes a potential increase of nearly 200 full-time faculty and staff and approximately 70 adjunct positions. In lieu of detailed targets for student workers, the target increase of 170 new student workers is an estimation based on escalations in proportion with personnel growth. The personnel figures are optimistic targets for growth, not exact projections, and should be reviewed and refined as time progresses.

While this Plan responds specifically to the current projections summarized above, historic trends suggest that the campus may continue to experience demand for physical growth and potentially increased enrollment. This plan provides sufficient flexibility to accommodate a wide range of opportunities regardless of potential changes to Ramapo's enrollment and personnel trajectories. Further details regarding enrollment and personnel projections are provided in Rickes Associates' full report: Campus Facilities Master Plan: Space Planning and Programming (2013).

## Facility Renewal

The building condition and space quality assessments highlight buildings that may be in need of investment or change. This is a particularly pressing issue for buildings within the academic complex, many of which are in need of significant investment. These issues result in rapidly expanding deferred maintenance costs and negatively impact the Ramapo experience. Addressing building condition and space quality issues is a priority for this Plan, and will be a particular focus for the academic complex. Figure 6 consolidates the findings of the building condition and space quality assessments (Figures 3 and 4) and indicates the location of current capital projects.

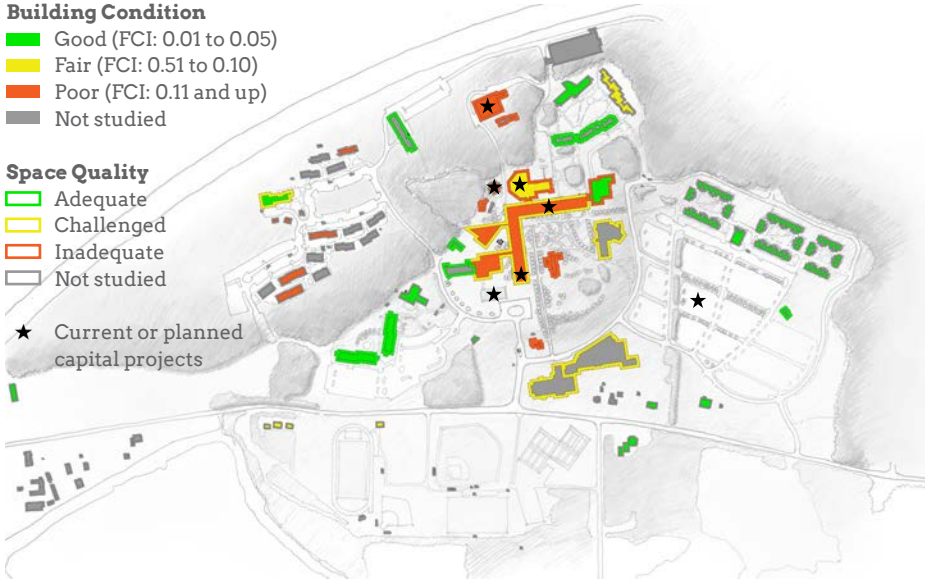



Figure 6: Consolidated building condition and space quality assessment

## Space Planning Projections

The space planning projections are intended to serve as broad planning guidelines. The existing space totals used in developing the projections represent a snapshot in time. The space inventory will continue to experience significant changes with renovations and new construction planned for the campus. For example, the space projections incorporate the approximately 26,000 ASF of additional space that is currently planned or under construction (e.g. G-Wing renovations, Adler Center for Nursing). The space projections exclude housing and unassigned space.

Space projections were developed for three scenarios, driven by Ramapo's current and potential future enrollment targets. The enrollment targets were chosen with the understanding that while no enrollment growth is anticipated over the planning period, this Plan should anticipate potential modest increases in enrollment limited to graduate students. The three planning scenarios are:

- Current Enrollment (5,373 FTE as of Fall 2011)
- Moderate-Growth (increase of 250 FTE)
- High-Growth (increase of 500 FTE)

With the exception of Classroom Facilities, Ramapo requires additional space in every category in order to accommodate its current enrollment and any potential enrollment growth while better meeting accepted space standards. The Current Enrollment Scenario identifies a current need for 24% more space, or a total of 111,966 ASF. This increases to 34% (160,732 ASF) in the Moderate-Growth Scenario and 39% (182,929 ASF) in the High-Growth Scenario. These space projections result in a target range of approximately 109 to 113 ASF per student compared to the current 83 ASF per student. Table 1 and Figure 6 (ne identify the space projections by space type for the three planning scenarios.

The greatest space needs in the Current Enrollment Scenario are in office, general use (e.g. assembly, food service, retail, Art Gallery, etc.) and special use (e.g. athletics, media, etc.) facilities. The deficit in these three space types together is approximately 92,531 ASF, or 83% of the total need. The office facilities deficit is the single highest at 40,140 ASF, a 38% increase over existing facilities. Increases are also required in study facilities (11,130 ASF, or 30% increase) and in Laboratory facilities (11,406, or 16% increase).

Ramapo currently has enough assignable square footage devoted to general-purpose instructional space, though the distribution of room capacities differs slightly from current demand. If classroom utilization targets are met, Ramapo could transition toward a slightly lower number of classrooms that are generally smaller in size. Potential elimination of the Common Hour and an associated increase in the available scheduling window could further reduce the total number of required general-purpose classrooms. Reductions in the number of classrooms should only be implemented with associated improvements to remaining classrooms. Remaining classrooms can see a reduction in seat count, but should be designed to meet the needs of current models in teaching and learning, and to incorporate the latest classroom technologies. Despite the surplus in general-purpose classrooms, Ramapo currently experiences a shortage in specialized instructional spaces. This will be partly addressed through planned renovations and capital projects, but is reflected in the significant need for additional laboratory space. Further detail is provided in Rickes Associates' full report.

| Space Type | Actual* | Scenario 1: Current Enrollment | Scenario 2: Moderate-Growth (+250 FTE) | Scenario 3: High-Growth (+500 FTE) |
|---|---|---|---|---|
| Classroom | 61,094 | 49,072 | 49,072 | 49,072 |
| Laboratory | 72,695 | 84,101 | 88,807 | 90,514 |
| Research | 8,557 | 11,474 | 11,474 | 11,474 |
| Office | 106,765 | 146,905 | 172,678 | 183,778 |
| Study | 37,620 | 48,754 | 51,589 | 54,424 |
| Special Use | 68,106 | 93,566 | 93,566 | 93,566 |
| General Use | 91,098 | 118,029 | 124,299 | 128,069 |
| Support | 26,878 | 29,866 | 39,048 | 41,833 |
| Health Care | 1,279 | 4,291 | 4,291 | 4,291 |
| **Total** | **474,092** | **586,058** | **634,824** | **657,021** |

Table 1: Space projections by building type (*includes current projects)

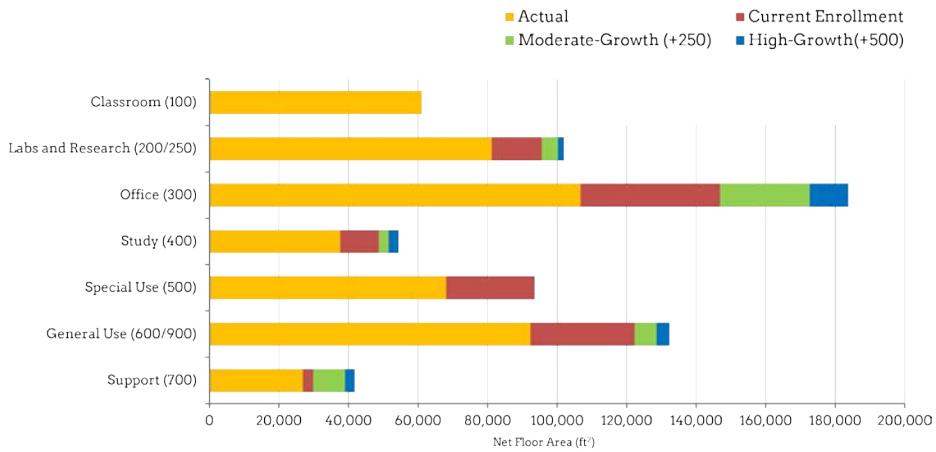



Figure 7: Summary chart illustrating space projections by broad space categories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# Campus Vision

# 2.1 Planning Principles

The planning principles provide comprehensive direction for the Campus Facilities Master Plan and provide a means for evaluating future updates and potential amendments to the plan. These principles define the primary assumptions underpinning the Campus Facilities Master Plan, specifically, that Ramapo's unique characteristics and setting will be preserved and enhanced; that the Plan will focus on providing facilities of appropriate character and quality to support Ramapo's reputation as a welcoming, intimate and student-centered learning environment; and that all forms of sustainability will be prioritized. To this end, the Plan focuses on making best possible use of existing facilities before constructing new ones.

### Principle 1:

### Support the Academic Mission

- Align campus planning with the College's academic mission and Strategic Plan.
- Continue to support a compact and connected academic complex.
- Ensure high quality and contemporary facilities that respond to changing pedagogy and trends.
- Enhance and create open, collaborative and adaptable learning environments.
- Align space resources with enrollment targets and need.

### Principle 2:

### Enhance the Image & Experience of the Campus

- Nurture and reinforce the unique Ramapo experience.
- Maintain the character and scale of the campus environment.
- Grow and enhance social and cultural infrastructure necessary to ensure vibrant campus life for the entire College community.
- Protect natural heritage resources and enhance, diversify and grow the open space network.
- Protect, enhance and extend the quality of campus settings and landscapes.
- Strengthen the clarity and ease of navigating buildings and the larger campus setting.
- Strengthen local and regional connectivity and relationships.

### Principle 3:

### Achieve a Sustainable Campus

- Align campus building decisions within a long-term and sustainable campus planning framework.
- Prioritize the renewal and maintenance of existing facilities, and invest in buildings of enduring quality.
- Reduce reliance on cars by enhancing pedestrian, cycling and transit infrastructure and opportunities.
- Create a unified and pedestrian-oriented campus environment to support movement and access, eliminate barriers and connect to the surrounding context.
- Minimize energy use and emissions and pursue a commitment to climate neutrality.
- Reduce the environmental impacts of campus operations and emphasize green infrastructure strategies, including sustainable landscape management.

# 2.2 Campus Vision

The future Ramapo campus will reflect the best features of the campus of today. Embedded in the forests and fields overlooking the Ramapo Mountains, the campus will continue to be defined by its remarkable setting.

It will reaffirm and renew the Ramapo experience that is recognized and valued by all past, present and future members of the College community. The following Design Directions capture the intention of the campus vision.


## 1. Restore and Enhance the Campus Setting

The landscape pattern of the forest, garden and fields has and will continue to define the structure and future of the campus. Academic activities will continue to evolve around the original garden landscape, athletics and parking will continue to be located in the fields, and residences will maintain a relationship with the forest. New development, landscape initiatives and campus activities will be located and designed to reflect the campus setting and ecology. The qualities of the most treasured places will be extended to the edges of the campus, providing a consistent and high quality campus experience. Open space investments will create new campus landscapes to support campus culture as well as future development opportunities, and existing open spaces will be clarified and improved.

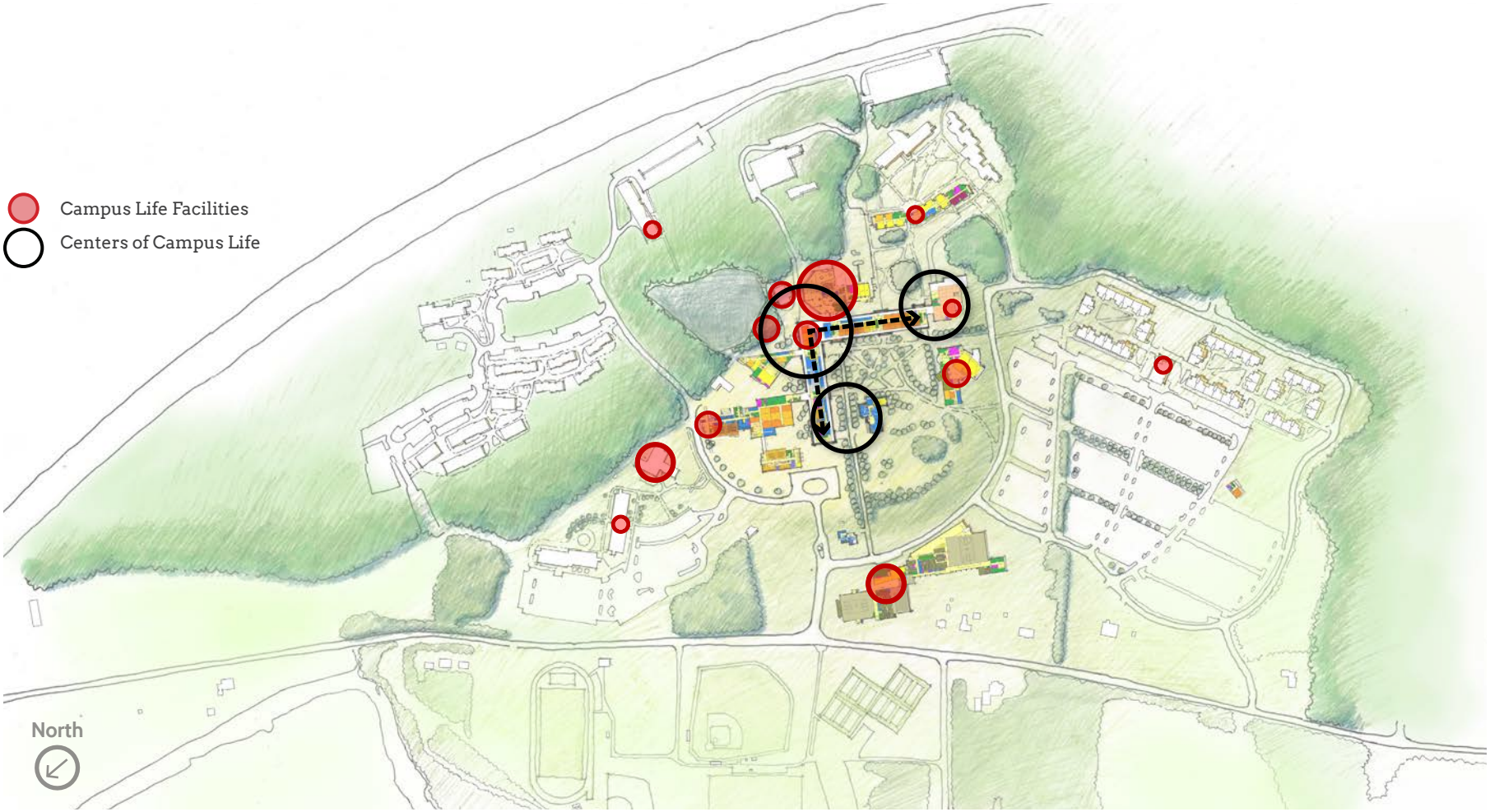
## 2. Strengthen the Heart of Campus

Consistent with the original campus master plan, Kameron Pond and the Mansion Garden will continue to be focal areas of campus. The experience of these areas and connectivity between them will be heightened and improved, primarily through improvements to the 'knuckle' of the Phase 1 Academic Building and surrounding landscapes. Increased permeability, including improved physical connections and better visibility through the Phase 1 Academic Building, will reunite the pond and garden landscapes. Many campus landscapes and important pedestrian walks will be oriented toward this campus focal point.

## 3. Expand and Connect the Centers of Campus Life

Expanded campus life facilities will improve the Ramapo campus experience and better connect the campus community. The existing campus structure provides an opportunity to consolidate, reorganize, connect and expand social, study and amenity spaces along the natural axes of the Phase 1 Academic Building while continuing to support and connect small-scale campus places. This will create new opportunities to support campus life, reinforce the sense of community and reinforce the Phase 1 Academic Building's preeminent role within the campus.

The Heart of Campus provides an opportunity to reinforce and expand campus life functions. An addition to the Phase 1 Academic Building and Student Center will create a new Campus Center, providing new space for student services, social and study space. A proposed Administrative Hub and Welcome Center will create a new front door for the campus. The new facility will accommodate a range of public, administrative and academic uses and support placemaking investments to create a ceremonial campus arrival point. The library will be renewed and expanded as a Learning Commons, and serve as a new and high profile main entrance to the Phase 1 Academic Building.



## 4. Enhance Connectivity and Movement Patterns

Movement network improvements will enhance connectivity and accessibility within the campus setting and to the surrounding region. The main entrance will continue to serve as the ceremonial front door to the campus, supported by the existing southern entrance to the main parking lots and a new north campus entrance and parking area. Pedestrian improvements will support direct, convenient and accessible connections. Improvements will be supported by landscape investments along primary pedestrian walks that ensure a high quality and consistent experience throughout the campus, including the areas west of Ramapo Valley Road. Campus building projects, such as the Adler Center project, will enhance connectivity, improve wayfinding and reinforce the campus setting. Beyond the edges of the campus, support for pedestrian and bicycle activity, including access to regional transit, will better establish Ramapo's role within the Greater New York City region.

## 5. Renew Facilities and Plan for Future Development

The College will continue to align its physical resources with the academic mission. The renewal of existing building assets over new development will be a priority, ensuring efficient use of existing space and resources. The majority of renewal investment will be directed to the Phase 1 Academic Building and the other connected buildings. These will be updated and improved to reinforce their role as the focal point for academic activity, to better align existing facilities with the academic mission and to support sustainability. In the long-term, the compact academic complex will provide the setting for continued academic growth. The southern edge of the academic complex will be protected for long-term development. This area will benefit from new placemaking initiatives, including new campus open spaces and improved circulation networks, to ensure development opportunities fit seamlessly within the existing campus setting. Figure 8 illustrates the campus vision.

# The Campus Vision

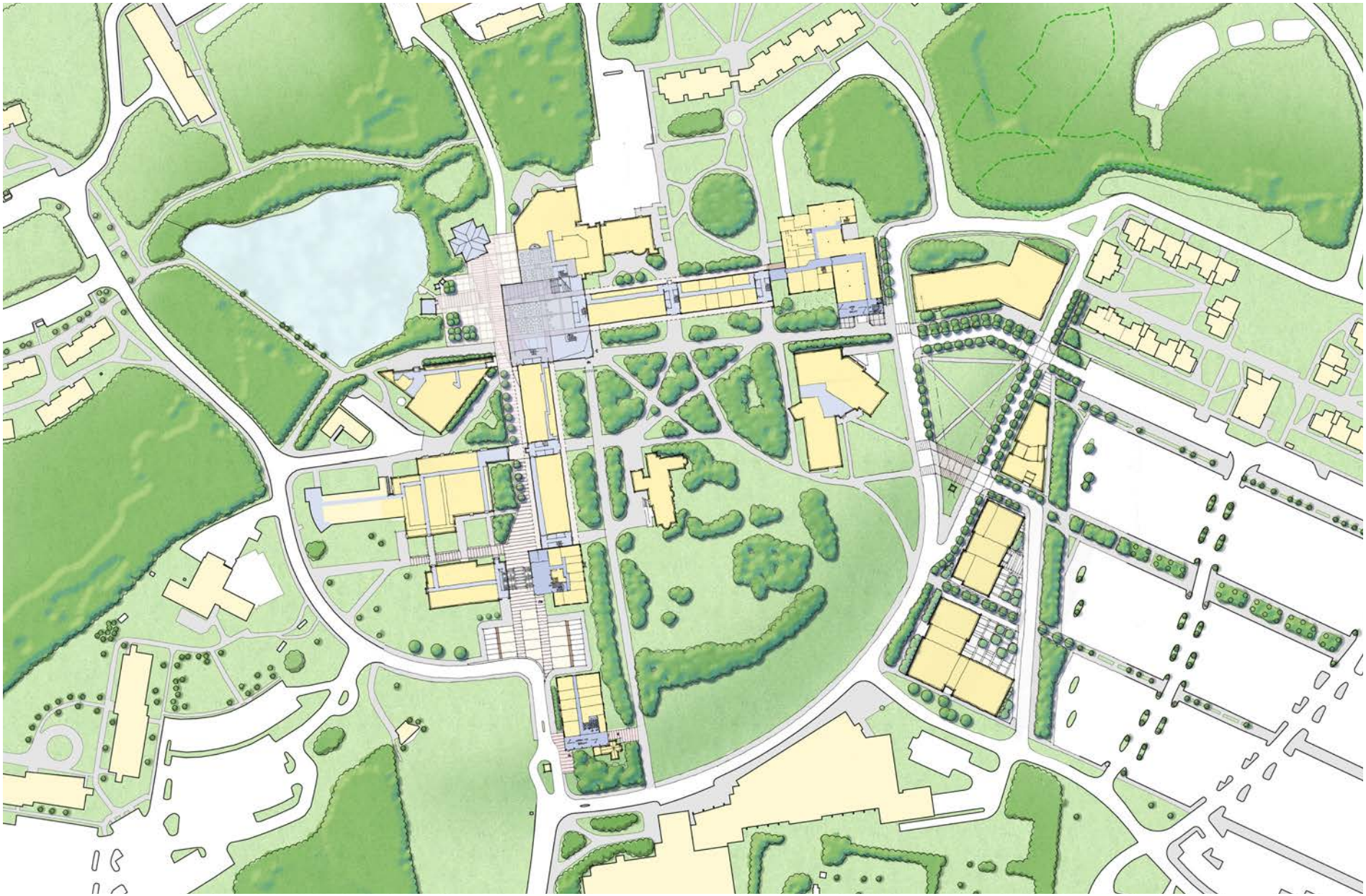


Figure 8A: Artist's rendering of the campus vision and potential evolution of the academic complex. Actual building design and footprints may vary.

Figure 8B: Artist's rendering of the campus vision and potential evolution of the academic complex. Actual building design and footprints may vary.

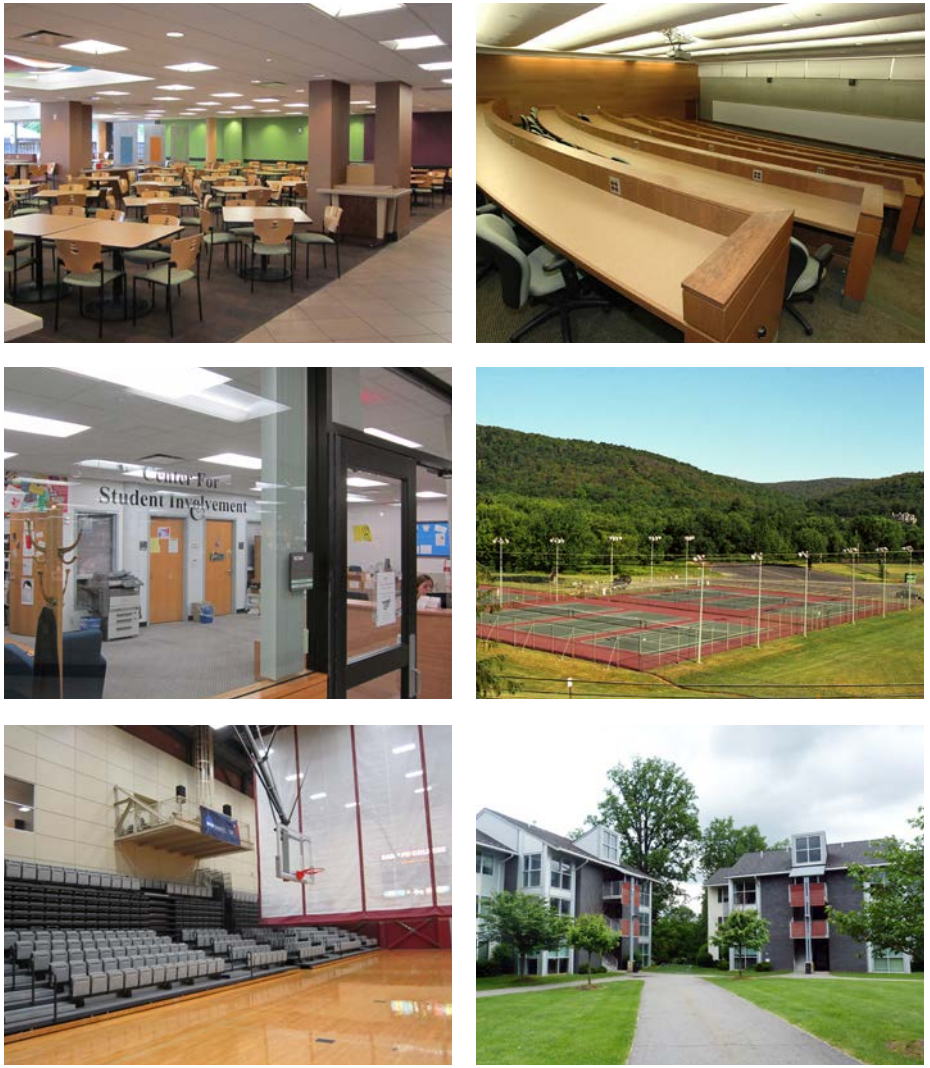
# Campus Facilities Master Plan

# 3.1 Land Use

The future campus structure and functions will be much like those of the campus today. The academic complex will continue to be the focal point for academic activity, centered around the Phase 1 Academic Building, to ensure a compact and walkable core. Academic uses, and specifically instructional activity, will be prioritized in the Phase 1 Academic Building. Renewal of existing facilities in the academic complex will continue to be the highest priority.

Three centers of campus life have been identified as the focal areas for student service, library, and administrative functions. These centers will accommodate much of the near-term campus expansion to address space shortage issues. They will also create new opportunities to improve the Ramapo experience for all members of the campus population.

Residential uses will be located in the residential 'villages' at the periphery of the academic complex. The current residential surplus may allow conversion of residences to other compatible uses, and some residential areas may support intensified development if required in the long-term. Athletic uses will continue to evolve west of Ramapo Valley Road and in the north campus, and will be enhanced through a series of landscape and movement-related initiatives. The campus land use structure is illustrated in Figure 9.




Buildings and land uses on the Ramapo Campus today


Figure 9: Campus land uses and centers of campus life

# 3.1.1 Academic Complex

## Compact Academic complex

The Ramapo experience is defined in part by the compact nature of the academic complex. The small-scale and well-connected academic buildings that sit within a lush and inviting landscape provide an optimal setting for interaction, learning and campus life.

A compact and walkable campus promotes vibrant campus life by encouraging personal and academic interaction, supporting multi-disciplinary activity and allowing proximity between uses. A compact and walkable campus is also sustainable. It relies on active transportation, optimizes infrastructure investments, relies on existing built resources and frees up peripheral campus lands for other functions. Academic disciplines and activities will continue to intermingle throughout the academic complex, providing flexibility for space programming and encouraging optimal use of buildings.

The academic complex will remain the focal point for future academic activity, supporting the academic mission by providing spaces and environments that promote and encourage multi-disciplinary activity and interaction. Renewal of academic resources in the academic complex will optimize facilities to better align with academic need. The character and successful qualities of the existing built environment will be extended to new areas of academic development as the academic complex grows.

The Phase 1 Academic Building will continue to serve as the nucleus of the academic complex. It will be a focal point for placemaking investments, including new landscapes and movement patterns. The Phase 1 Academic Building will also support the planned 'centers of campus life', which will see the renewal and growth of three focal areas for campus life activities.

## Centers of Campus Life

Three centers of campus life will be realized along the axes of the Phase 1 Academic Building. These centers will consolidate campus life activities through investments in facility renewal and new development. The centers of campus life are deliberately aligned with the axes of the Phase 1 Academic Building, reinforcing current movement and activity patterns. The renewal and capital projects related to the three centers of campus life are further described in Section 3.5.

### Campus Center

Located in the heart of campus, the Campus Center will see extensive expansion of the Student Center and student life activities in a large and consolidated hub. Building on the existing Student Center and C-Wing, the Campus Center will create a transparent and permeable link between the Mansion and Kameron Pond. It will also strengthen physical and visual connectivity to surrounding academic resources and places, reinforcing its role as the heart of the campus.

### Administrative/Welcome Center

Located at the western end of the Phase 1 Academic Building, the Administrative/Welcome Center initiative will consolidate central and front-of-house administrative functions in one location. Building on the existing administrative and admission functions that are found in the Mansion, McBride House, and D and E-Wing, the new center will allow for consolidation and expansion of these uses. Strategically located at the main campus entrance, the center also provides an opportunity to welcome visitors to the campus. The welcome center and admissions functions may also be supplemented by other public-oriented uses. Existing facilities will be renewed and could see repurposing to support the evolution of this hub of activity.

### Learning Commons

Located at the southern end of the Phase 1 Academic Building, the existing Library is in need of significant renewal. A Library Master Plan is currently underway to address building condition and space programming issues. Through reprogramming, renewal and physical expansion, the Library will grow into a larger role as a Learning Commons for the entire campus. In addition to supporting library and learning functions, the Learning Commons can be home to a consolidated campus Art Gallery.

## Future Academic Development

With limited opportunities for new stand-alone buildings in the existing academic complex, the south parking area and surroundings will support long-term academic growth. The combined conference center and academic building will see the creation of a new multi-purpose event space adjacent to the Learning Commons. In addition to expanding Ramapo's opportunities to host large conferences, the venue will support a large performance space. This will accommodate the many concerts and events that exceed the capacity of the Berrie Center, and will reduce reliance on the field house for non-athletic events. Proximity to the large south parking area will facilitate access for visitors. This location may support academic uses that have a relationship to the performance space, such as performing arts.

The three remaining parcels that line Willow Way and the new South Quad can accommodate a variety of academic uses and activities. With science activities anchored by the labs in G-Wing, this area may accommodate arts and humanities functions expanded or displaced from other parts of the campus. Significant campus life facilities and centralized services are not anticipated in this area. However, small-scale study, food service and other active functions are encouraged at grade along Willow Way and South Quad. Implementation of the South Quad initiative and related street network improvements should precede any development on these three sites.

# 3.1.2 Other Campus Uses

## Residences

On-campus residences play an essential role in the Ramapo experience. The last 15 years have seen extensive residential construction across the campus, with the addition of over 1,800 beds in Bischoff and Mackin Halls, the Overlook tower, the Village townhouses and Laurel Hall. For planning purposes, the residences can be clustered into four residential 'communities'. These include the west village (Bischoff and Mackin Halls), the north village (College Park Apartments and the Overlook), the east village (Linden, Laurel and Pine Halls) and the south village (The Village).

The College does not anticipate constructing any new residences in the next decade. There are currently more than enough residential beds to meet current demand. Residential investments will focus on ongoing building maintenance and upgrades, along with improvements to the open space and movement networks identified in this Plan.

Should the College continue to experience reduced demand for residences, some residence buildings may be temporarily converted to other uses. Such uses could include residence life amenities and administration, back-of-house administrative functions and staff/faculty housing. Any potential conversion of uses should be further studied to determine feasibility and appropriateness, including considerations such as supporting amenities, compatibility with student residence uses and connectivity to the surrounding campus environment.

Should the College experience increased long-term demand for residences beyond the current inventory, some of the existing residential areas have capacity to support further growth. The west village could support additional residential development on the parking lot west of Mackin Hall. Displaced parking would be accommodated on the planned north campus parking lot or in another location. The north village could accommodate sensitive intensification, where existing residences would be redeveloped to support a larger mid-rise residence building. Any new residential development in the east and north villages should minimize impacts to the pedestrian and vehicular networks, and further intrusions into the surrounding forested areas are not recommended. The east and south villages should not be considered for residential expansion.

## Peripheral Academic and Administrative Uses

Several academic and administrative uses are located outside of the academic complex. With the exception of health services, these uses will continue to evolve in their current locations. In many cases, connectivity to the academic complex will be improved through movement initiatives.

### Sculpture Studios

Located on the west side of Ramapo Valley Road, the Sculpture Studios occupy a series of industrial-like buildings. These uses will continue to remain in their current location. Access to these uses is a concern, and Section 3.3 identifies a series of movement initiatives to improve safety and connectivity.

### Health Services Building

The Health Services Building has a remote location within the south parking area. Implementation of the Campus Center initiative will see these uses relocated into the academic complex. This site could be repurposed or even intensified for other uses, including back-of-house administration.

### Sustainability Center

The Sustainability Center was intentionally located at the periphery of the campus to ensure sufficient area for programmatic expansion. The facility itself could be expanded to meet additional needs, and the surrounding open space can serve as an organic farm and garden.

### Back-of-House Administration

Back-of-house administrative uses can be relocated from the academic complex into peripheral areas on the campus. This may include a new office building in the Facilities Complex, shared with facilities staff, or the Health Services Building site. Public Safety functions may be relocated to the Lodge in the north village, and the copy center will likely be relocated to a peripheral area in the long-term.

## Facilities and Services

The existing Facilities Complex is carved out of the forest east of the Student Center. The complex features a large utility building facing onto a works yard/parking area that is lined by a number of connected modular office buildings. This location will continue to support facilities and services uses, though further expansion into forested areas is not recommended. Renewal and expansion of the Facilites Complex should be implemented as required. Ultimately, the College should divest of temporary modular facilities in favor of a more permanent and appropriately sized home. This location could also provide a home for back-of-house administrative uses within a new and expanded facilities complex. New development should protect for potential utility expansion, such as combined heat and power facilities or other uses. Further detail regarding campus utilities and infrastructure is provided in Section 3.4.

## Lands East of Interstate 287

This remnant parcel of land was cut-off from the rest of the campus with the construction of Interstate 287 in the 1990's. The 18-acre parcel is very narrow and can only be accessed from two locations: the narrow frontage along Darlington Avenue and an unimproved public right-of-way through to MacArthur Boulevard to the east. A recent survey of the property has identified wetlands and other environmental constraints throughout much of the site. Significant development of the remaining portions of the site would be costly and involve extensive environmental review. Development of the site for College purposes is not recommended, and opportunities for divestment should be considered.

## Athletics and Recreation

The Bradley Center is the focal point for athletic and recreation uses, supported by the athletic fields, courts and resources west of Ramapo Valley Road. The west campus fields will continue to evolve to support ongoing needs. A more robust pattern of walks and related landscaping will provide the framework within which this evolution can occur. Improvements may include a more efficient and formalized parking area, increased outdoor lighting for playing fields and pedestrian walks, refinements to the layout and number of tennis courts. Small-scale recreational facilities will continue to be supported throughout the campus and especially in the residential villages.

The north campus fields will continue to support intramural and more casual athletic and recreational uses. Supporting resources, such as restrooms and change facilities, may be considered if feasible. Relocation of the javelin pitch will be required with the construction of the north campus entrance and parking lot. The planned north entrance will serve as the northern limit to any further non-athletic incursions into the north fields.

# 3.2 Open Space Network

Ramapo is set within a distinctive and enduring pattern of landscapes established with the original Havemeyer Estate. The early estate was situated at the edge of the sloped forest above the Ramapo River. The Mansion and Garden were built on a prominent plateau extending out from the edge of the forest and overlooking the level fields below. This landscape pattern was largely protected in the construction of the campus in the 1970's and the pattern of the forest, garden and fields will continue to define the campus structure and landscapes. Each landscape zone has its own character and qualities, contributing to a distinct and authentic sense of place. Each also requires a specific approach to design and management to ensure sustainability. Landscape maintenance, enhancement and investments will ensure the unique Ramapo character and experience extends to all areas of the campus. Figure 10 shows the three landscape zones and a series of existing landscape areas and new initiatives.

There are a variety of landscapes and experiences on campus today.





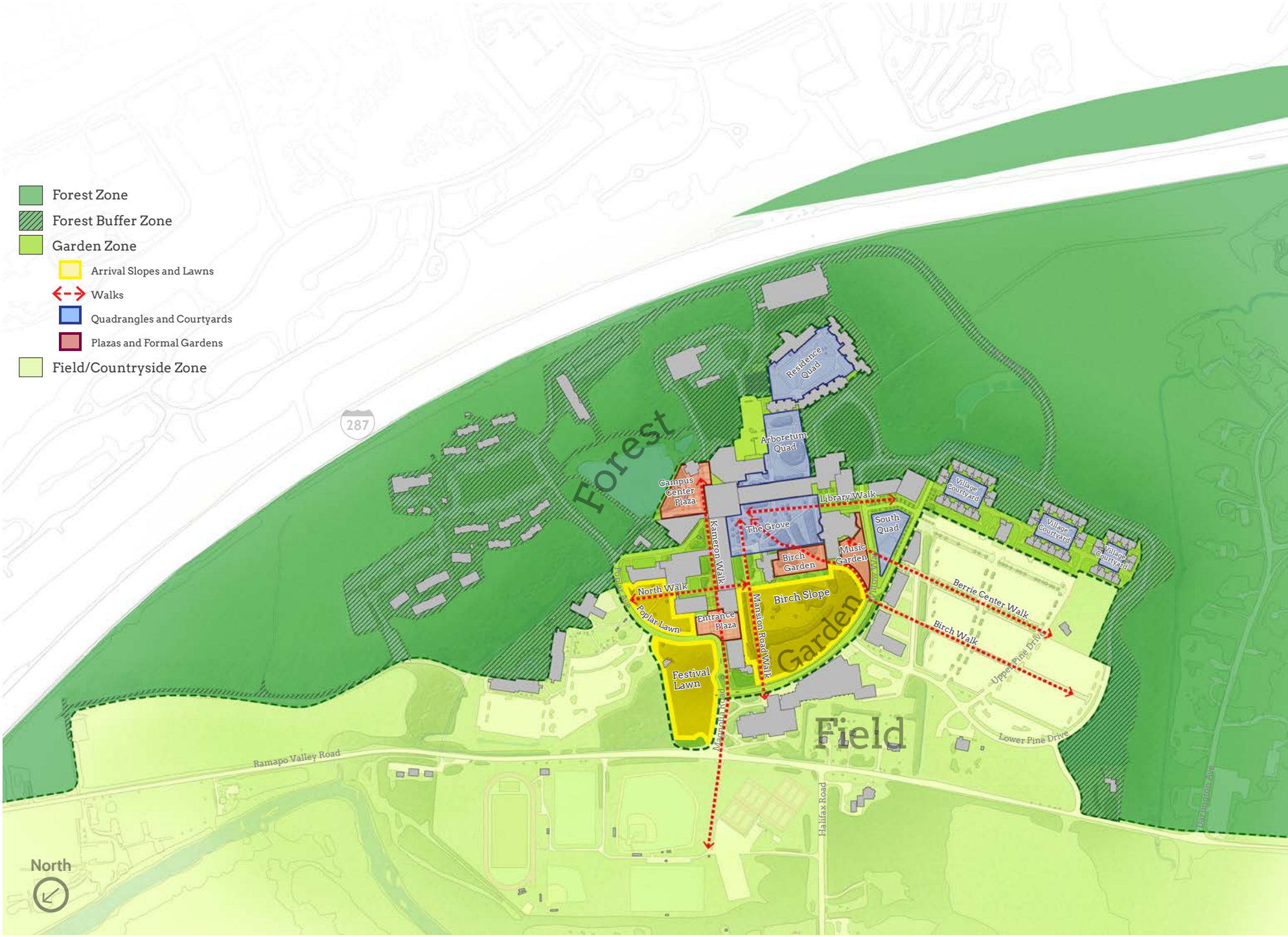




Figure 10: The open space network

# 3.2.1 Landscape Zones

## Forest Zone

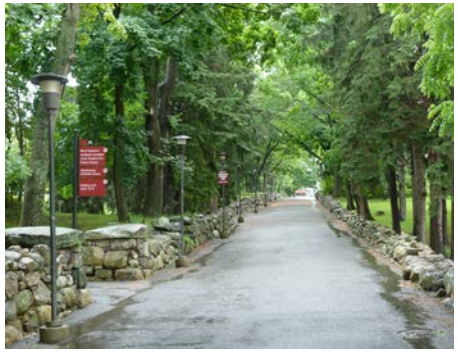
The Forest Zone captures the natural and ecological qualities of the campus. This naturalized zone will protect and expand habitat and enhance biodiversity. Forest edges will be naturalized and extended to create a stronger buffer for inner forest species and reinforce the sense that Ramapo is "nestled" within a natural landscape. New development is discouraged, but trails, meadows and interpretive structures that support ecology and education are recommended where appropriate. Renaturalization areas can be a focus for more controlled ecosystem planning and management, such as the planned introduction of a marsh forest in the detention basin near the Sustainability Center.

The Forest Zone today

## Garden Zone

Managed nature is evident and celebrated in the Garden Zone. This zone offers opportunities for landscape design that are integrated with but distinct from the larger setting, ranging from traditional quadrangles to modern plazas. This zone is intended to allow landscape designers a great deal of freedom of expression. Given the intensity of use and the proximity of development, sustainable best practices may be achieved through more engineered approaches to water and energy systems, such as storm-water and grey-water retention.

The Garden Zone today



## Field/Countryside Zone

The Field/Countryside Zone recalls the agricultural and rural quality of the area at the base of the Ramapo Mountains. Planting patterns and activities in this zone resemble the geometric patterns of orchards and hedgerows. This zone is well suited to linear rows of trees and plantings that align with the formal geometries of sports fields, patterns that can be utilized to strengthen campus wayfinding. Plantings should be consistent with the field landscape, and may include fruit trees or other food/crop-type plants. Lawns should be minimized. The agricultural landscape planned for the Sustainability Center should demonstrate the character and best management practices of this zone.

The Field/Countryside Zone today

## Sustainable Landscape Management

The three distinct landscape zones require different approaches to ensure sustainable landscape management. As a general rule, the characteristics of the original landscape character or ecosystem should be targeted, such as planting appropriate species. Sustainable landscaping techniques should be prioritized to minimize water consumption for irrigation and reduce chemical use through integrated pest management and other means. The unique natural qualities of the Ramapo campus also provide an opportunity to engage the Ramapo community in a broader discussion about environmental stewardship. This may be supported by building educational opportunities into the open space network (e.g. outdoor classrooms, themed gardens). The following detailed directions will support a program of sustainable landscape management.

### Forest Zone

The Forest Zone should be protected to ensure cohesiveness and support ecological connectivity. Campus activities, development and infrastructure investment should minimize adverse impact on inner forest habitat. Impacts from existing incursions and development in the forest zone should be mitigated where possible. Where appropriate, the forest ecosystem should be restored in landscape design and maintenance. Forest edges should be expanded and naturalized to create a wide buffer to protect inner forest species.

### Garden

Landscape design and management in the Garden Zone should aim to minimize water consumption, chemical use and maintenance costs. Native, hardy and drought-tolerant plants should be prioritized, provided they are consistent with the landscaped setting. Where required, "smart" irrigation systems should be utilized to minimize water consumption. Maximizing permeable surfaces will reduce requirements for engineered stormwater management. Outside of the naturalized forest buffers, the understory should be cleared to support the garden character and improve visual and physical connectivity. Access and views to Kameron Pond are encouraged, but edges and buffer areas should be naturalized to ensure aquatic health.

### Field/Countryside

To enhance bio-diversity and lower energy, water and maintenance cost, turf surfaces should be minimized and alternative plant materials used in their place. Tree rows and planting areas can enhance biodiversity while contributing to placemaking. Best practices in stormwater management should reduce quality and quantity impacts on the Ramapo River.

# 3.2.2 Places in the Landscape

Within the Garden Zone, a number of distinct places will be enhanced to support a range of uses and movement patterns. These places also provide the setting and address for buildings and future development. Existing landscape places will be maintained, though many will see improvements to reinforce their intended role in the open space network. New landscape initiatives will provide campus focal points and an opportunity to improve the structure, function and appreciation of the campus.
For descriptive purposes, these landscapes have been organized into four distinct types.

## Arrival Slopes and Lawns

These landscapes fall to the western side of the academic buildings between the center of campus and Poplar Avenue and Willow Way. Their form and elevation provide panoramic views to the Ramapo Mountains from the academic buildings. When arriving to the campus, broad views up these slopes establish Ramapo's image and provide visitors with a striking first impression of the campus. The design and planting of these landscapes should frame these views, not block them.

### Existing Arrival Slopes and Lawns

**1. Festival Lawn** – This grand open space is part of the experience of arriving at Ramapo, but also supports large and often public gatherings and performances. The lawn can be improved with plantings at the edges, but the openness of the place should be maintained. A second, more informal stage could be established at the western side of the lawn to allow the hill to serve as a natural amphitheater.

**2. Poplar Lawn** – This lawn serves as a "front-door" to the Anisfield School of Business and has a modern character. It could support additional activity at the base of the stairs leading up to the rooftop patio, and should be integrated with the proposed North Walk.

**3. Birch Slope** – With a picturesque character and significant long views, this historic landscape provides a setting for the Mansion. Understory vegetation and invasive species should be cleared out to reestablish the open views and support formal plantings. The recent memorial oak grove will continue to extend along the edge of Willow Way.

Precedent images of arrival slopes and lawns

## Walks

The Walks are linear landscapes aligned with pedestrian routes that help structure the campus, improve wayfinding and provide address for campus development. Walks should have a consistent, high quality character along their entire length and should be integrated with the larger patterns of campus movement.

### Existing Walks

**4. Mansion Walk –** This path is an iconic place and key structuring element on the campus. Its historic and rural character should be preserved, including the terminus at the Arch. Maintenance and delivery vehicles should be discouraged from using this route.

**5. Library Walk –** This walk provides an important pedestrian connection between the Village and the Phase 1 Academic Building. The profile and use of this walk will increase with new development and investment in the South Quad and drop-off area.

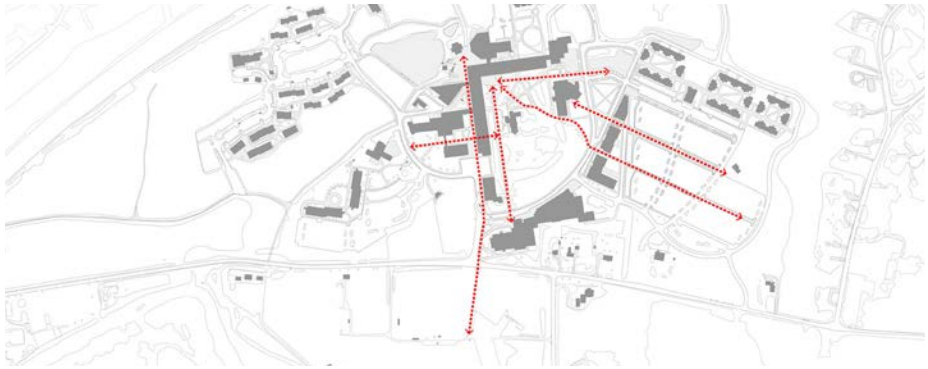
**6. Berrie Center Walk –** This walk extends from the Berrie Center to the Sustainability Center, connecting these places and facilitating movement to and from parking. Already well landscaped with a double row of trees, this walk should be protected from new development and activities in and around the parking area.

**7. Birch Walk –** Parallel to the Berrie Center Walk, this walk also facilitates movement to and from parking. Further investment in the single row of trees is required to ensure a consistent character, and protection from new development and activities is a priority.

### Walk Initiatives

**8. Kameron Walk –** A modern, urban equivalent of Mansion Walk, Kameron Walk is a direct and intuitive connection from across Ramapo Valley Road, through the main campus entrance and into the heart of campus. Consistent landscape design, including consistency in materials, seating and plant species, will reinforce the important role of this campus axis.

**9. North Walk –** This walk will provide a long north-south connection from the Anisfield School of Business to the Mansion and beyond into the south parking area. Landscape improvements may be coordinated with the Adler Center project, and construction of the southern portion of this walk may be coordinated with investments in the Birch Garden or Birch Slope landscapes.



Precedent images of walks

## Quadrangles and Courtyards

Quadrangles and courtyards are the outdoor "rooms" that support the activities within the surrounding buildings. As some of the most enduring spaces associated with campus life, they are informal gathering places for the larger campus community.

### Existing Quadrangles and Courtyards

**10. The Grove** – This is the much loved space between the Mansion and the Phase 1 Academic Building. As a mature landscape, its existing character and qualities should be protected. The quad will continue to serve as an outdoor gallery for sculpture and public art, and a location for outdoor classes in good weather.

**11. Arboretum Quad** – This space connects the Phase 1 Academic Building with Laurel Hall and the residences to the east. Existing trees should be carefully managed and the understory should be cleared out to provide more opportunities for increased views and open space for active and passive recreation.

**12. Residence Quad** – This quad is defined by residence buildings and has not yet reached maturity. Further improvements will allow the quad to support greater residence life programming through new hardscaped areas, plantings and other means. Existing seating areas may be relocated to the edges of pedestrian paths or hardscaped areas. Existing trees should be carefully managed to ensure they reach maturity.

**13. Village Courtyards** – These courtyards will continue to provide a number of "outdoor living rooms" for the Village complex. Similar to the Residence Quad, further improvements, such as improved hardscaping, seating and planting areas, will support increased utilization for residence life and other activities.

### Quadrangle and Courtyard Initiatives

**14. South Quad** – This new open space will provide a focal point and address for future academic development. It also serves as a point of arrival for enhanced pedestrian drop-off and pick-up facilities. Landscape investments should be coordinated with planned uses in the adjacent buildings and adjacent landscapes, such as the Music Garden.

Precedent images of quadrangles and courtyards

## Plazas and Formal Gardens

Within the larger pattern of landscapes and open spaces, plazas and formal gardens are focal areas that play important programmatic and iconic roles. These smaller-scale landscapes incorporate places of arrival or highlight symbolic buildings, places and destinations. They can also support academic activities through the creation of informal outdoor classrooms and educational gardens (e.g. bird, butterfly, sensory or rock gardens).

### Existing Plazas and Formal Gardens

**15. Birch Garden** – The formal garden on the site of the former estate swimming pool will be protected and enhanced. It can provide opportunities for outdoor teaching and other informal uses.

### Plaza and Formal Garden Initiatives

**16. Entry Plaza** – With the development of the Administrative/Welcome Center, this place will be redesigned to improve pedestrian drop-off while providing a ceremonial front door and access point into the campus. Some surface parking can be retained within the plaza, but the character of the plaza should prioritize pedestrian activity.

**17. Campus Center Plaza** – This initiative will integrate a number of existing open spaces and surrounding uses into the plaza in keeping with the scale and significance that the heart of campus demands. The plaza will better connect the Carriage House and new Campus Center, and views and access to Kameron Pond will be improved. The Salameno Spiritual Center will be sensitively integrated into the plaza to ensure it remains a place of quiet reflection. The plaza will be designed and constructed in coordination with the implementation of the Campus Center initiative.

**18. Music Garden** – This garden will be created to reflect and support performing arts programming and activities in the Berrie Center. It will reinforce the entrance and setting of the Berrie Center and provide spatial definition for the northern edge of the South Quad.

Precedent images of plazas and formal gardens

# 3.3 Movement Network

Home to a large and complex institution, the campus accommodates thousands of students, staff and faculty on a daily basis. Complex movement systems, ranging from busy streets to small pedestrian walks, together provide a network that ensures people can move around and connect efficiently. The movement network will build on the historic campus structure and function to support the realization of the campus vision.

A connected, welcoming and walkable campus contributes to vibrant campus life and directly supports the academic mission. While connecting the many destinations on the campus, the pedestrian network is also a means for connecting people with people. Active pedestrian routes serve as some of the most important venues for meeting friends and colleagues throughout the day, and play an important role as part of the campus open space and landscape network.

Arrival at the campus occurs through a variety of means, including cars, buses, bicycles and on foot. Though Ramapo's setting is stunning, access to it is challenging, resulting in a wide-spread reliance on private automobiles. The College will continue to support sustainable means of transportation and access, especially with a growing commuter population. Arrival at the campus can be challenging for first-time visitors, as the gatehouse experience is confusing and pedestrian access into the heart of campus is not intuitive. Targeted improvements to the arrival sequence will ensure a consistent and pleasurable arrival experience.

The original campus plan attempted to create a fully pedestrian academic complex, with cars and streets left to the periphery. Since then, significant campus growth has made this pattern increasingly difficult to achieve, and has led to issues in the experience and function of the campus. Issues are most prevalent where the academic complex meets the street network, including the overloaded drop-off/pick-up areas and the large numbers of service and delivery vehicles on pedestrian walks. Creating address and identify for new development is much more challenging without street frontage, as experienced by the Student Center and H-Wing. In some peripheral areas of the campus, vehicles are prioritized over pedestrian movement. This creates an unwelcoming environment and leads to unsafe conditions for pedestrians. This has also led to gaps in pedestrian infrastructure, which limits connectivity and accessibility (e.g. access to the Sculpture Studios).

This Plan proposes an integrated and better-connected movement network that is aligned with patterns of land use and places. Figure 11 illustrates the planned campus movement network, which is further illustrated in Figures 12 and 13.

Elements of Ramapo's movement network today







Figure 11: The movement network

# 3.3.1 Street Network

The street network provides the framework for all types of movement, including pedestrians, cyclists and motorized vehicles. The Ramapo campus is intended to be a pedestrian-focused environment, hence campus streets will be designed as 'complete streets' that equitably accommodate all types of movement and prioritizes pedestrian activity and safety.

In addition to supporting movement, the street network is also an important element of the public realm, providing many of the connections and open spaces that hold the campus together and connect it to the surrounding community. Simple enhancements, such as the existing continuous tree plantings along Ramapo Valley Road, demarcate College territory and enhance the quality of place. Campus streets and adjacent city streets will be designed and landscaped to reinforce the character of the campus and contribute to place-making and the open space network. Figure 12 illustrates the street network within the larger movement network.

## Street Network Initiatives

A number of strategic improvements to the street network will create more efficient and effective circulation patterns and support place-making opportunities. The following improvements will be implemented as related landscape initiatives and development projects are undertaken.

### Main Entrance & Gatehouse

The main entrance and gatehouse configuration is confusing for visitors and can cause traffic to backup to Ramapo Valley Road. Several options may be considered to address these concerns.

- Remove the gatehouse and access controls. Visitor information could be provided by an electronic kiosk in a dedicated lay-by or in the planned Administrative/Welcome Center;
- Remove the gatehouse, but relocate electronic access controls further east on Poplar Avenue beyond the Bischoff/Mackin parking lot entrance; or
- Reconstruct the gatehouse. The design should support a more direct interface between the gatehouse operator and drivers, and should aim to reduce vehicle stacking. The entrance street should be re-striped to include a right turn lane for direct access to the south parking lots. Visitors should be directed to the Bischoff/Mackin parking lot to reduce u-turns around the gatehouse.

### New Streets

A new pattern of streets will be implemented in the south parking area to accommodate long-term campus growth. The new street network is based on existing circulation patterns in the parking lot, and will introduce efficient drop-off and pick-up opportunities in close proximity to the academic complex and public uses. Implementation of this initiative will be triggered by development in the south parking area, including either the new South Quad open space or new buildings. The proposed conceptual design requires further study at the implementation stage to optimize circulation and ensure appropriate service access for existing and planned buildings.

Precedent images of street improvements


Figure 12: The street network

## North Entrance

A new entrance to the campus at the north fields will serve as a secondary and emergency access to the campus while supporting the proposed north parking lot. The north entrance will serve as a fixed boundary between athletic/recreation field uses and the parking area. Appropriate landscaping, including extensive tree plantings in the parking area, will enhance the entrance while maintaining the openness of the north fields.

## Ramapo Valley Road Improvements

In partnership with Bergen County, the College should implement the following improvements to Ramapo Valley Road to enhance safety for pedestrians and enhance pedestrian connectivity.

- The existing stone walls on both sides of many parts of Ramapo Valley Road limit the potential for full pedestrian sidewalks or similar improvements, but it may be possible to implement a sidewalk or multi-use path on just the east side of the street. Should this not prove feasible, a sidewalk or multi-use trail could be constructed on the inside of the stone wall.
- Similar to speed restrictions around elementary and secondary schools, the College should pursue speed limit reductions along the entire length of the campus. The current 45 mph speed limit would be reduced to 35 mph or lower.
- A new pedestrian crossing may be pursued at the Sculpture Studios west of Ramapo Valley Road. This would align with the existing stone gate entrance to the campus in this location, and would provide more direct access to the west campus sports fields for residents in the northern part of the campus.
- The College should advocate for the extension of pedestrian and bicycle supportive infrastructure on Ramapo Valley Road beyond the campus environment, including with the eventual replacement of the bridge over Darlington Brook.

## Emergency Evacuation Route

Ramapo Valley Road provides the only vehicular access to the campus, and only in two locations that are both near the Ramapo River. A major storm and related flooding could fully restrict access to and from the campus. Two optional emergency evacuation routes could address these concerns:

- A controlled-access roll-up door could provide emergency access to Interstate 287. This option would only be put to use in major emergencies and with the direct assistance and oversight of police.
- An emergency access road could be provided from Lower Pine Drive at the south end of the Village through to Darlington Avenue. This would require acquisition of one or more properties on Darlington Avenue and a bridge across Darlington Brook. This option could also support convenient pedestrian and bicycle access to Darlington Road, but would accommodate motorized vehicles only in emergencies.

Neither of the conceptual options identified here are free from significant constraints and/or expense. More detailed review is required before recommending any one option. Though still relying on Ramapo Valley Road in a location near the Ramapo River, the planned north campus entrance will provide a third campus entrance.

## Facilities Service Road

The service road extending west from the Facilities Complex into the heart of campus is not compatible with the planned Campus Center Plaza. Access through the Plaza should be eliminated. The route may continue to support service vehicles for the Carriage House, but not to provide through access from the Facilities Complex to buildings west of the planned Plaza.

## Campus Shuttle and Transit Access

Proximity to the regional commuter rail system is an underutilized asset. Transit access can be enhanced through pedestrian and bicycle improvements, but should be supported by a frequent and reliable campus shuttle. The existing shuttle service should be reviewed and optimized to ensure appropriate coordination with appropriate transit services and facilities.

# 3.3.2 Pedestrians, Bicycles and Accessibility

Pedestrian walks are the backbone of the campus movement network and the basic structure for navigating the campus. The entire campus community relies on the interior and exterior connections that link the many campus destinations. These connections also play an important role in community building, supporting the daily interactions and exchanges that make the Ramapo campus special.

Designing the campus for pedestrians, cyclists and those with mobility-related disabilities is a priority. The academic complex is intended to be a pedestrian priority zone, with minimal streets extending into this area. Where the pedestrian priority zone extends out to the campus street network, mediation is required to ensure safety and maintain pedestrian priority. This means frequent and safer street crossings, enhanced landscape treatment, improvements to Ramapo Valley Road and other means. Figure 13A and 13B illustrate the pedestrian network.

The campus was originally designed to be a fully accessible institution. This commitment has been an ongoing priority, supported in large part by the system of interior pedestrian connections that connect many buildings in the academic complex. The sloped terrain poses challenges for accessibility, but the College will continue to pursue a commitment to universal accessibility in the design of buildings, landscapes and movement infrastructure.

Despite being an economical and sustainable means of travel, bicycle use is limited at Ramapo. Campus access is restricted to Ramapo Valley Road, which does not support safe cycling connectivity. On the campus, bicycle infrastructure, including bicycle parking areas, is limited. In other areas and campuses, bicycle use is growing rapidly, especially the use of electric bicycles. Improvements to bicycle infrastructure on and off the campus will begin to support a transition to a bicycle-friendly campus.

## Pedestrian, Bicycle and Accessibility Initiatives

The following initiatives can be addressed as single major projects or through a series of small-scale improvements that align with the long-term vision. A number of pedestrian improvements are linked to open space initiatives, such as the planned Kameron Walk that extends from the west campus athletic fields through to the Heart of Campus. These enhancements are discussed in further detail in Section 3.2.

### West Campus Improvements

The west campus is a major activity hub, attracting students, staff, faculty and visitors to its sports fields, Sculpture Studios and the Havemeyer House. These activities are not supported by effective pedestrian infrastructure and connectivity. A new pedestrian axis will parallel Ramapo Valley Road from the Havemeyer House to the Sculpture Studios, completing the pedestrian network with connections to existing paths and access roads for all of the sports fields. Pedestrian connectivity will be further supported by the new pedestrian crossing at the Sculpture Studios. The intersection of this axis with the new Kameron Walk can be a focal point for wayfinding investments and other amenities. Should the main campus entrance intersection be reconstructed, the intersection area should be reduced to support shorter and more direct pedestrian crossings, with crosswalks on both sides of the main entrance. A new sidewalk should follow the edge of Bandshell Lawn to Ramapo Valley Road.

### Through-Campus Connection

A through-campus pedestrian route would support north-south movement through the campus as an alternative to traveling along Ramapo Valley Road. From the north, the route would begin at the proposed crosswalk at the Sculpture Studios, extending into the campus and around the Bandshell. From there it would follow Willow Way past the Bradley Center and out toward the south entrance to the campus. In addition to providing a safe pedestrian route for the College and surrounding community, it would provide important pedestrian links to the north fields and the Health Services building.


Figure 13A: The pedestrian network

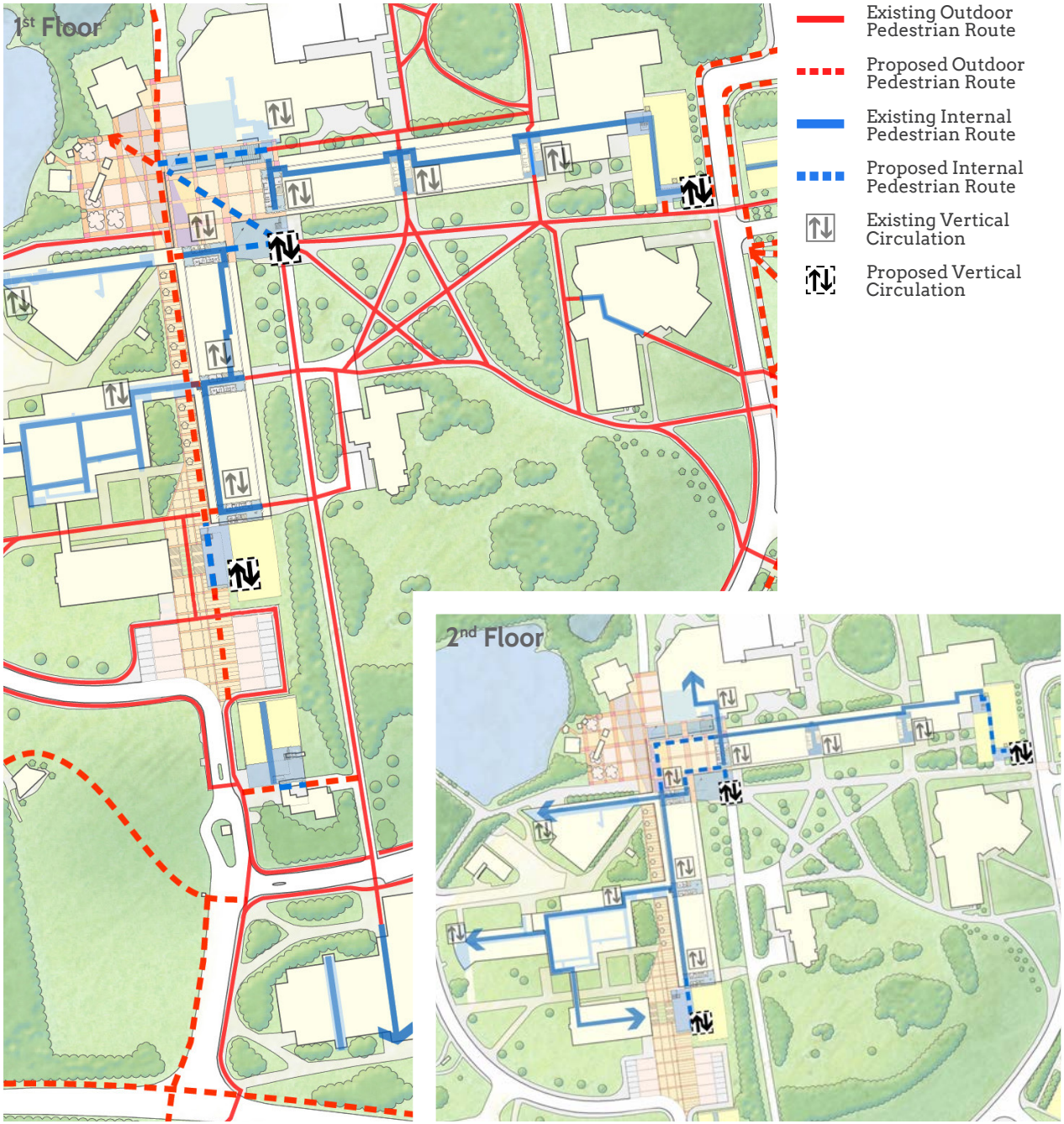



Figure 13B: The exterior and interior pedestrian network in the academic complex

## Internal Circulation

Ramapo's many interconnected academic buildings provide convenient and climate-controlled access throughout the academic complex. This represents more than just a movement pattern; it is a structuring element of the campus that contributes to the Ramapo experience. The second-floor circulation corridors are the most convenient means for moving between buildings, and have evolved into the primary level for many campus functions and activities. Figure 13B illustrates interior and exterior routes in the academic complex.

Though convenient for members of the campus community, second-floor circulation is not intuitive for visitors to the campus. Discontinuous routes and disconnected buildings on the first floor can impede wayfinding. To ensure better integration of the outdoor pedestrian network and internal circulation networks, improvement is required where these intersect. Further transparency and clarity is required at areas of vertical circulation (stairs and elevators) to make the transition from grade to second floor more intuitive and to improve the relationship between the building and setting. This is particularly necessary in the Phase 1 Academic Building, where the improvements to the stair and elevator towers in cores 1-6 should more clearly support vertical movement and porosity through the building. As hubs for movement and activity, these places can also provide a focal point for active campus uses.

## Various Pedestrian Improvements

A series of strategic pedestrian improvements will address small-scale gaps in the pedestrian network to support connectivity and accessibility. Improvements include:

- Removal of the guard rail along the north side of Kameron Pond and naturalization of the path (e.g. permeable materials, increased plantings, etc.).
- New pedestrian connections between the Bischoff/Mackin parking lot and the academic complex.
- New sidewalk connection between the Bradley Center and the Health Services Building (see Through-Campus Connection).
- New sidewalk along the south side of Bandshell Lawn (see West Campus Improvements).
- New sidewalk between the Sustainability Center and the Village.
- Increased pedestrian crosswalks at important street crossings within the campus.
- Improved building transparency at the 'joints' of the Phase 1 Academic Building and connected buildings will improve vertical circulation and connectivity through buildings.

## Accessibility Improvements

Applicable accessibility design guidelines should be proactively implemented throughout the campus to ensure a universally accessible environment. Buildings that have accessibility issues, such as the Mansion, should be upgraded to support accessibility through the renewal process. Alternatively, public-oriented uses within such buildings should be relocated to more accessible locations. To target accessibility compliance, the College has recently initiated an Accessibility Audit of exterior routes and destinations to determine areas for improvement. The audit should identify any new accessible paths, parking areas or other investments required to maintain Ramapo's commitment to a fully accessible campus. Implementation of accessibility improvements will be a high priority.

## Bicycle Improvements

Increased bicycle activity will be realized through infrastructure investments and a shift toward a bicycle-friendly campus environment. New and enhanced bicycle parking should be provided in convenient locations throughout the campus, and especially at peripheral locations (e.g. Sculpture Studios, north campus fields, Sustainability Center, etc.). At important destinations and areas of significant activity, weather-protected bicycle parking structures are recommended, as illustrated on Figure 13A. Some parking areas can be coordinated with existing shower and change rooms, such as those facilities in the Bradley Center. Bicycle parking should continue to grow and respond to campus bicycle usage.

All on-campus streets should support bicycle use. At minimum, this should be reflected by occasional signage to encourage cars to share the road. Should the campus experience significant growth in bicycle activity, increased measures, such as dedicated bicycle lanes in important streets, can be investigated. The College should also work with local municipalities and Bergen County to pursue bicycle safety and enhanced connectivity. Specifically, improvements to Ramapo Valley Road, Darlington Avenue and Ramapo Avenue would support better bicycle connectivity to the Ramsey and Mahwah regional rail stations.

Covered bicycle parking encourages cycling (University of Guelph, Ontario)

# 3.3.3 Parking

Ramapo's remote campus setting generates a reliance on car access to the campus and related demand for on-campus parking. This demand is met by Ramapo's many surface and structured parking resources. Ramapo will continue to provide safe and convenient parking resources to support campus activities.

Though important to campus functions, parking plays a secondary role to academic activities and development. The A-lot will eventually be displaced by long-term academic development, with parking displaced to other new and expanded parking areas. Generally, parking areas close in to the academic complex serve as placeholders for future development. Surface parking lots will continue to migrate to the periphery of the campus to make way for higher-order land uses.

Reflecting the campus setting, the large south parking area has been extensively landscaped and is bisected by safe pedestrian walks. This rigorous approach to parking lot design should be implemented in new and existing parking areas around the campus, such as the planned north campus lot and the Bischoff/Mackin lot. Surface lots should see enhanced landscape treatment (e.g. landscaped pedestrian paths, increased tree cover, pedestrian-scale lighting, smaller parking modules) to better reflect the quality of the campus and ensure a safe pedestrian experience.

## Parking Initiatives

Changes to the campus population and patterns of activity will impact parking demand. Many of the following initiatives identify a series of options to address parking issues as they arise. The parking supply should be continuously reviewed to effectively manage parking supply and implement parking improvements, expansion and management tools where necessary.

### Bischoff/Mackin Lot

This parking area can play a more prominent role for users in the northern part of the academic complex as well as campus visitors. Small-scale expansion and strategic design improvements could increase the capacity of the lot and improve access controls. Local pedestrian infrastructure improvements would ensure more direct access to the academic complex while increasing safety.

### North Campus Lot

The planned north campus lot can accommodate displaced parking or long-term future parking demands. The lot would provide more remote parking for on-campus residents, freeing up capacity in more central parking areas (e.g. Bischoff/Mackin lot) for daytime users. This would also provide convenient parking for athletes and spectators using the north campus fields.

### New Parking Structure

The south parking lots include the highest concentration of parking on the campus and benefit from close proximity to the academic complex. With the long-term redevelopment of portions of this lot, a parking structure may be required to meet parking demand. A parking structure could be accommodated in a variety of locations within the south lots, but lot B-3, in the northeast corner, would provide the most convenient access to the academic complex.

### Parking Management

New parking management tools may be required to ensure parking resources are effectively utilized. Better defined parking zones can ensure parking lots are appropriately allocated and utilized. Tiered parking permits provide a means to generate additional parking revenue by offering premium parking locations at premium prices. Tiered permits make remote lots for the on-campus population more amenable through decreased permit prices. Access controls are an effective means for managing parking, and are currently installed throughout the campus but not operational.

## Visitor, Short-Term and Accessible Parking

Visitor, short-term and accessible parking will be strategically provided throughout the campus, including in the academic complex, to ensure convenient access to the campus, create a welcoming environment, and support public activities and amenities. These parking areas should be highly visible and accessible, and visitor and short-term parking may be metered to provide a revenue source.


Structured parking can provide a variety of additional benefits, such as including landscape and open space improvements, stormwater management and recreational facilities (Image: Pomona College, California)

# 3.3.4 Service and Loading

The pedestrian-oriented nature of the campus extends to service/loading infrastructure and patterns. Loading areas are primarily located at the periphery of the academic complex, reducing conflicts with pedestrian routes. Service routes provide direct connectivity to most buildings, though many of the important pedestrian routes through the campus are often occupied by service and delivery vehicles.

To minimize conflict with pedestrians and maintain the campus setting, service and loading activity should be avoided in primary pedestrian routes and important campus open spaces. Delivery vehicles, including parcel delivery services, should be directed to loading areas. Service vehicles should use campus streets as much as possible and avoid primary pedestrian routes. In locations where sharing between pedestrians and service vehicles cannot be avoided, service routes should be designed to ensure a high quality pedestrian environment and pedestrian activity should be the priority.

Loading for renewal projects and the expansion of the campus centers will continue to be provided by existing loading areas. The planned Administrative/Welcome Center option that is attached to E-Wing would ideally be serviced through Phase 1 Academic Building. Service and loading access for the long-term development sites and the stand-alone Administrative Welcome Center option require new loading areas. These sites will be designed to support convenient service and loading areas that minimize conflicts with pedestrians. Building service areas should be oriented to service routes, screened from view and, where possible, integrated into buildings. Service access to multiple buildings should be consolidated to minimize impacts on the campus. Figure 16, the street network, illustrates the existing and proposed location of building loading areas.

Where required, service routes that are shared with pedestrian users should be designed and prioritized for pedestrian use. (Image: Service route, Northeastern University, Boston)

# 3.4 Utilities and Infrastructure

The complex and extensive network of underground utilities and infrastructure are what keep the campus functioning. Mostly invisible to the campus community, these networks include steam, chilled water, natural gas, water, sanitary, stormwater, electrical and communications (low voltage) infrastructure. The College will continue systematically reduce the impact of campus operations and emphasize green infrastructure strategies.

Ramapo benefits from a district energy system that provides a very efficient and cost-effective means of heating and cooling campus buildings. With heating and cooling supplied by a single central plant, upgrades and efficiency improvements can be implemented more easily and with greater impact. Where feasible, new campus development will connect to the central plant to ensure long-term efficiency and sustainability.

Utilities and infrastructure will continue to support campus functions without impacting the quality of the campus. Energy and water efficiency will be a priority for new and existing buildings. Planned energy improvements include investments in on-site solar energy capture, new central plant boilers and a natural gas-fueled combined heat and power plant that would provide both steam and electricity. Investments in utilities and infrastructure, including potential expansion of the district energy system, will support new development opportunities. New underground utilities should be located in defined streets and pedestrian walks to minimize potential future conflict with development projects or open space investments.

Best management practices in stormwater management should be a continued priority. The New Jersey Highlands regional planning initiative will likely introduce stricter controls on discharges to the Ramapo River and Darlington Brook. Efforts should be made to proactively decrease peak stormwater flows and improve stormwater quality.

Service demand must be considered for each new development and expansion project. The following utilities and infrastructure considerations should also be investigated with the implementation of new development projects:

- **Campus Center:** This initiative requires that the above-grade steam and chilled water pipeline be buried and relocated to the north. The existing sanitary line may be incorporated into the basement of a new development, if applicable.
- **Administrative/Welcome Center:** This site is located on or near communications and high voltage electricity lines, though a more detailed survey will determine the exact location. Relocation may be required. The existing steam line may be incorporated into basement and could serve the building. Generally, the eastern option will likely have fewer utilities and infrastructure concerns.
- **Learning Commons:** This site is not located on any existing utilities or infrastructure. The nearby water main and communications line should be further investigated to determine their exact location. Depending on capacity, servicing could occur through the existing library.
- **Academic/Conference Center:** A portion of this site is traversed by a new communications line, and the southwest corner is occupied by a gas line and water main. Further investigation is required to determine the exact location of these services, and concerns will be addressed through either building siting or utility relocation.
- **Long-Term Academic Development Sites:** These sites are not located on any existing utilities or infrastructure. Existing utilities may require extension to service the site. The density of future development in this area suggests that an extension of the district energy network to this site may be feasible.

## Utility Initiatives

A series of above-grade steam and chilled water pipes extend west from the central plan to the heart of campus. The portions of this pipeline adjacent to the Student Center should be buried to support the Campus Center and Plaza development. Burial can proceed in stages, beginning at the western extremity and moving eastward.

Investments should be made to modernize Ramapo's communications infrastructure, including fiber-optic connectivity. Infrastructure should be sized and located to support future campus growth and, to the extent possible, anticipate future bandwith needs.

Solar panels will be installed throughout the south parking area, which will generate electricity for the College while providing weather protection for cars. The planned solar panels should not be unsightly and should be designed to positively contribute to the campus experience. Rooftop solar energy is also encouraged as a means to provide for campus energy needs in a way that does not constrain the utilization of campus lands.

Facilities should prioritize consideration of a combined heat and power (cogen) plant. This investment could potentially increase the overall efficiency of campus operations and support the College's commitment to climate neutrality.

A campus-wide Utility Audit should be undertaken to identify the surpluses or deficiencies in electrical, gas, steam, chilled water, water and sanitary services. The audit should confirm the capacity to support planned capital projects, including and any new infrastructure required to service planned buildings.

A district energy assessment should be undertaken to better understand the condition and capacity of the steam and chilled water system. The assessment should indicate where network expansion is recommended or provide the means to assess and determine the feasibility of connecting future projects to the district energy system. The assessment should also consider potential capacity increases to the central plant. This initiative could be undertaken in conjunction with the campus-wide utility audit.

A campus-wide stormwater management strategy should be continually updated and refined to reduce peak stormwater discharge and improve discharge water quality.

The College should investigate opportunities to develop a more sustainable waste management strategy. The strategy would aim to minimize waste generation by maximizing diversion to recycling or composting, and should be data-driven and transparent to ensure success.

Solar energy can serve as sustainable source of energy, but should be designed to positively contribute to the campus experience. (Image: Rutgers University, New Jersey)

# 3.5 Space Distribution Strategy and Capital Projects

## Space Projections and Distribution

One of the primary intentions of this Plan is to ensure that academic and related facilities align with and support the College's academic mission and Strategic Plan. Space projections were developed to determine the quantum of space required to optimize the provision of facilities.

Ramapo does not currently anticipate any enrollment growth within the 10-year planning horizon. However, enrollment targets are subject to change, and this plan ensures flexibility to accommodate possible future growth. Space projections were developed in response to three scenarios: Current Enrollment, Moderate-Growth and High Growth (See Section 1.4). The Moderate-Growth and High-Growth Scenarios reflect increases in part-time and night course graduate enrollment, where scheduling capacity currently exists.

The space projections, which are further detailed in the Rickes Associates space planning report, serve as optimal targets and represent a perfect allocation of space across the campus. The alignment of institutional space resources with target space needs is always subject to shifting academic objectives, changes in pedagogy, personnel changes, budget constraints, implementation lag and other considerations. Ramapo should continue to strive for these optimal targets while recognizing that the space need and allocation will never be perfectly aligned.

## Scenario 1: Current Enrollment

This scenario reflects the College's intention to cap enrollment at current levels. It identifies a demand for 25% more space, or a total of 111,966 ASF over the actual inventory (including current projects). Table 2 identifies areas of need for this scenario, which indicates that the majority of this demand is generated by existing deficits in office, general and special use, laboratory/specialized instructional space, and library/study facilities.

Table 2: Space needs generated by the Current Enrollment Scenario

| Space Type | Additional Demand (ASF) |
|---|---|
| Office | 40,140 |
| General Use (e.g. assembly, food service, retail, Art Gallery, etc.) | 26,931 |
| Special Use (e.g. athletics, media, etc.) | 25,460 |
| Laboratory/Specialized Instructional Space | 11,406 |
| Library/Study | 11,134 |
| Health Care | 3,012 |
| Support | 2,988 |
| Research | 2,917 |
| Classroom | -12,022 |
| **Total** | **111,966** |

## Scenario 2: Moderate-Growth (+250 FTE)

This scenario allows for a modest enrollment growth of 250 FTE graduate students. It generates a total demand of 48,766 ASF above and beyond the Current Enrollment Scenario. Table 3 identifies areas of need for this scenario and includes significant demand for office, support and general use facilities.

Table 3: Space needs generated by the Moderate-Growth Scenario

| Space Type | Additional Demand (ASF) |
|---|---|
| Office | 25,773 |
| General Use (e.g. assembly, food service, retail, Art Gallery, etc.) | 6,270 |
| Support | 9,182 |
| Laboratory/Specialized Instructional Space | 4,706 |
| Library/Study | 2,835 |
| **Total** | **48,766** |

## Scenario 3: High-Growth (+500 FTE)

This scenario allows for a high enrollment growth of 500 FTE graduate students. It generates a total demand of 22,197 ASF above and beyond the Moderate-Growth Scenario. Table 4 identifies areas of need for this scenario and includes significant demand for office facilities.

Table 4: Space needs generated by the High-Growth Scenario

| Space Type | Additional Demand (ASF) |
|---|---|
| Office | 11,100 |
| General Use (e.g. assembly, food service, retail, Art Gallery, etc.) | 3,770 |
| Support | 2,785 |
| Laboratory/Specialized Instructional Space | 1,707 |
| Library/Study | 2,835 |
| **Total** | **22,197** |

## Space Distribution Strategy

The space projections provide broad space planning guidelines for the evolution and growth of academic facilities while directly informing a more place and project-specific space distribution strategy. The space distribution strategy for the academic complex seeks to address existing space deficiencies and realign space need with allocation. It consolidates dispersed activities and services in order to improve functional relationships and efficiency and promote synergy. It better aligns academic uses, student services and administrative functions within the physical structure of the campus. Organized around existing space anchors, campus space distribution patterns will be realized through investment in both renewal and new construction.

The space distribution strategy responds to the detailed space projections. The most aggressive space projections for the Scenario 3: High-Growth Scenario identify an accumulated campus-wide space need of 182,929 ASF. This represents much more development than Ramapo can expect to achieve within the 10-year timeframe of this Plan. However, this Plan outlines a master planning framework that can accommodate long-term growth on this scale.

The development sites illustrated on Figures 14-18 of this Plan provide an approximate capacity of over 200,000 ASF, which is more than enough to accommodate space needs under all scenarios. Further, additional capacity can be achieved by increasing the development density in identified development sites (e.g. 4 story buildings rather than 3-story buildings) and by utilizing the development potential of peripheral sites (e.g. Facilities Complex, Health Services Building), which are not counted toward the total Master Plan development capacity. It is important to note the target space projection represents the optimal space allocation for the highest theoretical growth scenario. Achievement of this target will not be impeded by the capacity of the campus to absorb development but by the realities of funding, implementation and other concerns.

The following pages outline the space distribution strategy and related renewal and new building projects. More detailed space programming studies should be carried out for each initiative to determine the intended users, confirm the distribution of users between each of the three initiatives, confirm the target growth scenario, refine the space need for each initiative and, if required, identify a relocation strategy for displaced users.

# 3.5.1 Facility Renewal

The renewal of existing buildings will be prioritized over new development, ensuring efficient use of existing space and resources while establishing a pattern for future growth. The majority of renewal investment will be directed to the Phase 1 Academic Building and connected buildings, which will be updated and improved to reinforce their role as the focal point for teaching and academic activity. This pattern will be enhanced through future growth, where new development opportunities will be positioned to emphasize the continued importance of the Phase 1 Academic Building. Renewed facilities also provide opportunities to engage in placemaking by supporting enhancements to campus movement patterns and existing open spaces.



## A-Wing and B-Wing

In A-Wing and B-Wing, recent ground floor renovations will be expanded to address space deficiencies and building condition issues on the second floor. Classroom renovations will modernize facilities, increase environmental and comfort conditions and improve energy efficiency. Improved office layouts will improve working conditions and increase space utilization.


## D-Wing, E-Wing and the Mansion

D-Wing, E-Wing and the Mansion will be renovated to address building condition and space quality issues. Administrative uses will be located here as the first phase in the development of a larger hub. In the long-term, the adjacent development of a new Administrative/Welcome Center will see the evolution of a full administrative hub.

3

## G-Wing

Recent interior renovations to the upper levels of G-Wing have seen significant improvements in terms of usability and efficiency, and similar renovations should be undertaken in the remainder of the building. Major investment in labs and classrooms will provide state-of-the-art facilities and improve space utilization.

4

## H-Wing

Built in the same era as the surrounding academic buildings, H-Wing requires reinvestment to ensure it meets contemporary teaching and research standards. Renewal will see the upgrade of building systems to ensure energy efficiency, and the modernization of facilities will ensure relevancy in the 21st Century.

5

## Library

The Library is in need of significant renewal to meet contemporary learning needs. New study areas would support group learning, new furniture and improved technology would improve comfort and usability, and acoustical improvements will reduce user conflict. Building envelope and systems should be repaired and/or replaced to improve efficiency and protect library holdings.

6

## Heart of Campus

The C-Wing and portions of the Student Center will be renovated and expanded as a new Campus Center. A phased approach to renewal will see the early implementation of priority projects. Planned initiatives include the Student Center food court project and the conversion of the Carriage House from a copy center to a new Faculty Commons.

# 3.5.2 New Capital Projects

In the near-term, the space distribution strategy will be supported by a capital improvement program involving facility renewal in conjunction with expansion. Capital investment will focus on the three centers of campus life. In the long-term, investment in new stand-alone facilities will be required to address emerging space needs, including needs beyond the current enrollment targets of this Plan. The space distribution strategy should be understood and implemented within the context of the Strategic Plan and Rickes Associates' full report.

The following initiatives provide an opportunity to begin to address space demands generated in the three growth scenarios and to improve campus life through significant investments in the primary centers for campus life. This section provides specific details to support programming and implementation primarily for the three initiatives within the centers for campus life, but also provides direction for other initiatives to support long-term academic growth needs.

For each of the three initiatives in the centers for campus life, a detailed description is provided. Core and ancillary users have been identified for each building initiative, along with their respective overall space requirements under each growth scenario. The core and ancillary users were identified through a high level analysis and should be confirmed through further study. Many of these uses would be appropriate in another initiative, and some would comfortably fit within any of the three initiatives. Within each user group, there may be further distinction between front-of-house uses and back-of-house functions that could be located in more peripheral areas of campus. For example, the College is currently investigating the potential to relocate Public Safety to the Lodge.

The drawings illustrate conceptual floor plans for the initiatives. The floor plans are intended to illustrate how the initiative fits within and relates to the larger campus setting. They are not intended to serve as the actual design for a future building. Precedent images are also used to illustrate some of the design intentions for the initiatives.

A series of Master Plan projects are identified under each capital initiative and must be further considered in the design and construction stages. Enabling Projects must be completed prior to development to allow the capital initiative to proceed. Coordinated Projects should be considered and addressed in project design to ensure that the capital initiative supports and reinforces the related master plan project.

## Campus Center Initiative

The 'Heart of Campus' at the knuckle of the Phase 1 Academic Building provides an opportunity to reinforce and expand campus life functions. Student amenities and services will be concentrated in a comprehensively designed Campus Center, which will consolidate existing dining, bookstore and student service functions with a variety of new student service, social and study uses.

This initiative will see the construction of a 3-story "transparent" box over the C-Wing, directly connecting the building to an expanded and renewed Student Center. A new main entrance on the Grove will open up this important corner of the Phase 1 Academic Building, improving visual and physical links between the Kameron Pond and Mansion Garden focal areas of the campus. Extensive unprogrammed space will provide opportunities for social activity and casual use of space for a variety of functions. Figure 14A and 14B provide further detail.

As Table 5 indicates, the total space need for Scenario 1: Current Enrollment is 96,824 ASF, which represents an additional 39,312 ASF in new space just to meet current needs and address existing shortfalls. Under the most intensive growth scenario, Scenario 3: High-Growth, the total space need is 107,719 ASF, which is 50,207 ASF more than the actual space currently provided for these uses. The new proposed building has an approximate capacity of 20,280 ASF, the proposed building must be supported by enhancements to existing surrounding facilities to meet future space needs.

With limited opportunities to expand the footprint of existing building, design of the Campus Center should investigate means to maximize the density of new construction. This may include adding a 4th floor to the proposed Campus Center building. It may also require an addition to the Student Center either through additional floors or by expanding the southeast corner of the building. Uses may also extend out into D and E-Wing, and some uses may be located in other appropriate areas of campus. A detailed development capacity study should be undertaken to identify the total development potential of the larger site (including options for the existing Student Center) and development phasing considerations. A detailed space program should be developed to identify the appropriate users and space allocation based on the feasible development envelope and identify strategies to locate displaced users in other areas of campus. Implementation of this initiative can occur in phases, with the first phase being the currently planned improvements to the Student Center dining facilities.

**Core Uses:**

Bookstore

Dining Services

Student Center

**Ancillary Uses:**

Center for Academic Advisement and First-Year Experience

Cahill Center

Career Services

Center for Innovative and Professional Learning

Counseling Services

Educational Opportunity Fund

Health Services

Honors Program

International Education

Specialized Services

Student Affairs

Upward Bound

Table 5: Optimal space needs in the Campus Center (in ASF)

| | Actual | Scenario 1: Current Enrollment | Scenario 2: Moderate-Growth | Scenario 3: High-Growth |
|---|---|---|---|---|
| Core Uses | 37,342 | 76,926 | 81,381 | 84,216 |
| Ancillary Uses | 20,170 | 19,898 | 23,701 | 23,503 |
| **Total** | **57,512** | **96,824** | **105,081** | **107,719** |

**Enabling Projects:**

Relocate and bury steam and chilled water pipes

**Coordinated Projects:**

Campus Center Plaza landscape initiative

Arboretum Quad landscape initiative

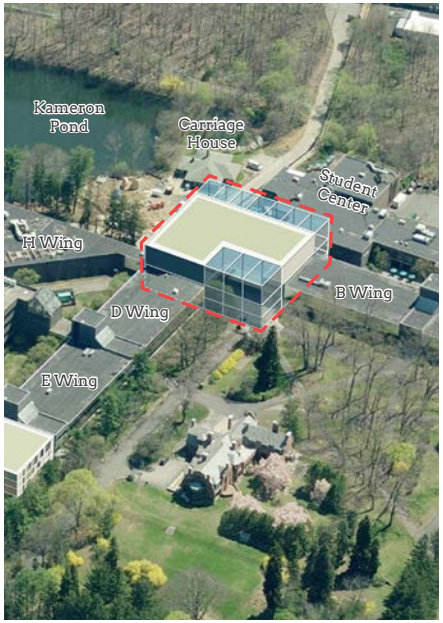
Kameron Walk landscape initiative

The Grove

Mansion Road Walk

Library Walk

1st and 2nd Floor Visual Connection
(Smith College Campus Center,
Northampton, Massachusetts)



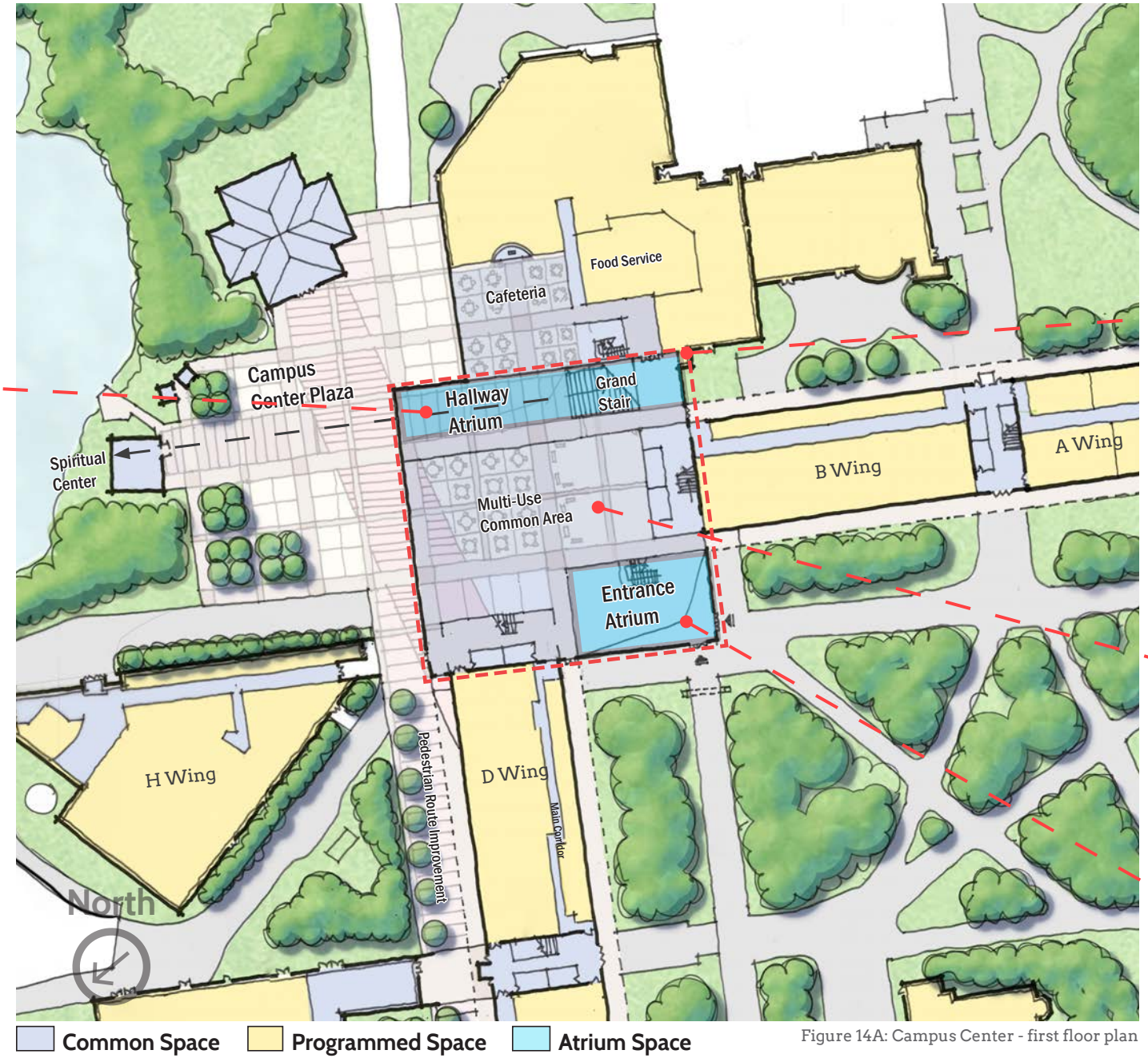
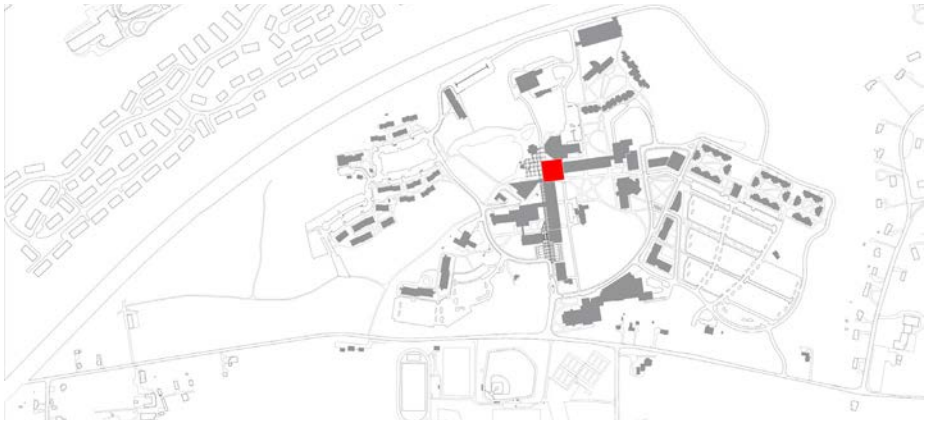




Figure 14A: Campus Center - first floor plan

Building Envelop Transparency (CIGI Campus, Waterloo, Canada)



Multi-Use Common Area (Valparaiso University Harre Student Union, Indiana)


Figure 14B: Campus Center - second floor plan

Entrance Atrium
(CIGI Campus, Waterloo, Canada)

Multi-Use Grand Stair

## Administrative/Welcome Center Initiative

The Administrative/Welcome Center will fill an important void at the main entrance to the campus, providing a ceremonial front door for future students and visitors. Building on the existing cluster of administrative uses in the Mansion, D-Wing and E-Wing, this initiative will further concentrate front-of-house administrative functions in a new facility. The new building is well located to support a Welcome Center and potentially other public-oriented uses.

This initiative will see the construction of a three story building west of E-Wing. The area supports two potential development options. Option 1 would see the construction of a building directly connected to E-Wing and immediately across the entrance stairs from the Adler Center. Depending on space needs and building height, the floorplate of the Option 1 site could be reduced to align its frontage with that of the Adler Center, allowing for a symetrical Entrance Plaza and gateway into the heart of campus. Option 2 would see the construction of a stand-alone building adjacent to the historic McBride House, which currently houses admissions. Placemaking investments will see the reconfiguration of the drop-off loop and enhancement to the arrival stairs. Figure 15A and 15B provide further detail.

The Mansion and second floor of D-Wing and E-Wing will continue to support administrative uses, benefiting from direct connectivity to the new building. Facility renewal will address accessibility issues in the Mansion, and may consider relocation of public-oriented uses to a more accessible location. To the extent possible, administrative uses should be concentrated in the new building to free up the Phase 1 Academic Building for intended academic purposes. As further discussed in Section 3.1, some back-of-house administrative functions may find a new home in the Facilities Complex area or in another peripheral area of campus.

As Table 6 indicates, the total space need for Scenario 1: Current Enrollment is 45,179 ASF, which represents an additional 12,303 ASF in new space just to meet current needs and address existing space shortfalls. Under the most intensive growth scenario, Scenario 3: High-Growth, the total space increases to 52,632 ASF, which is 19,756 ASF more than the actual space currently provided for these uses. With approximately 23,400 ASF in development capacity, this site has more than enough capacity to accommodate the additional space needs under all three scenarios, and could potentially accommodate uses displaced from other locations, including the Campus Center initiative.

**Core Uses:**

- Administration and Finance
- Admissions
- Institutional Advancement
- Office of the Provost
- President's Office

**Ancillary Uses:**

- Affirmative Action
- Budget and Fiscal Planning
- Business Continuity
- Business Services
- Communications and Public Affairs
- Effectiveness, Research and Planning
- Employee Relations
- Enrollment Management
- Events and Conferences
- Financial Aid
- Environmental Health and Safety
- Human Resources
- Information Technology Services
- Public Safety
- Registrar

Table 6: Optimal space needs in the Administrative/Welcome Center (in ASF)

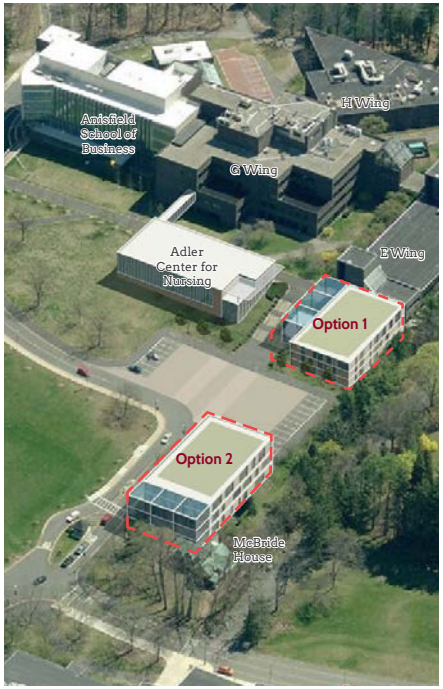
| | Actual | Scenario 1: Current Enrollment | Scenario 2: Moderate-Growth | Scenario 3: High-Growth |
|---|---|---|---|---|
| Core Uses | 11,174 | 12,209 | 13,897 | 14,177 |
| Ancillary Uses | 21,702 | 32,970 | 37,357 | 38,456 |
| **Total** | **32,876** | **45,179** | **51,254** | **52,632** |

**Enabling Projects:**

- Reconfigure entry road and parking
- Relocate communications and high voltage electricity lines
- Reconfigure main entrance and gatehouse

**Coordinated Projects:**

- Entrance Plaza landscape initiative
- Kameron Walk landscape initiative
- North Walk landscape initiative
- Birch Slope



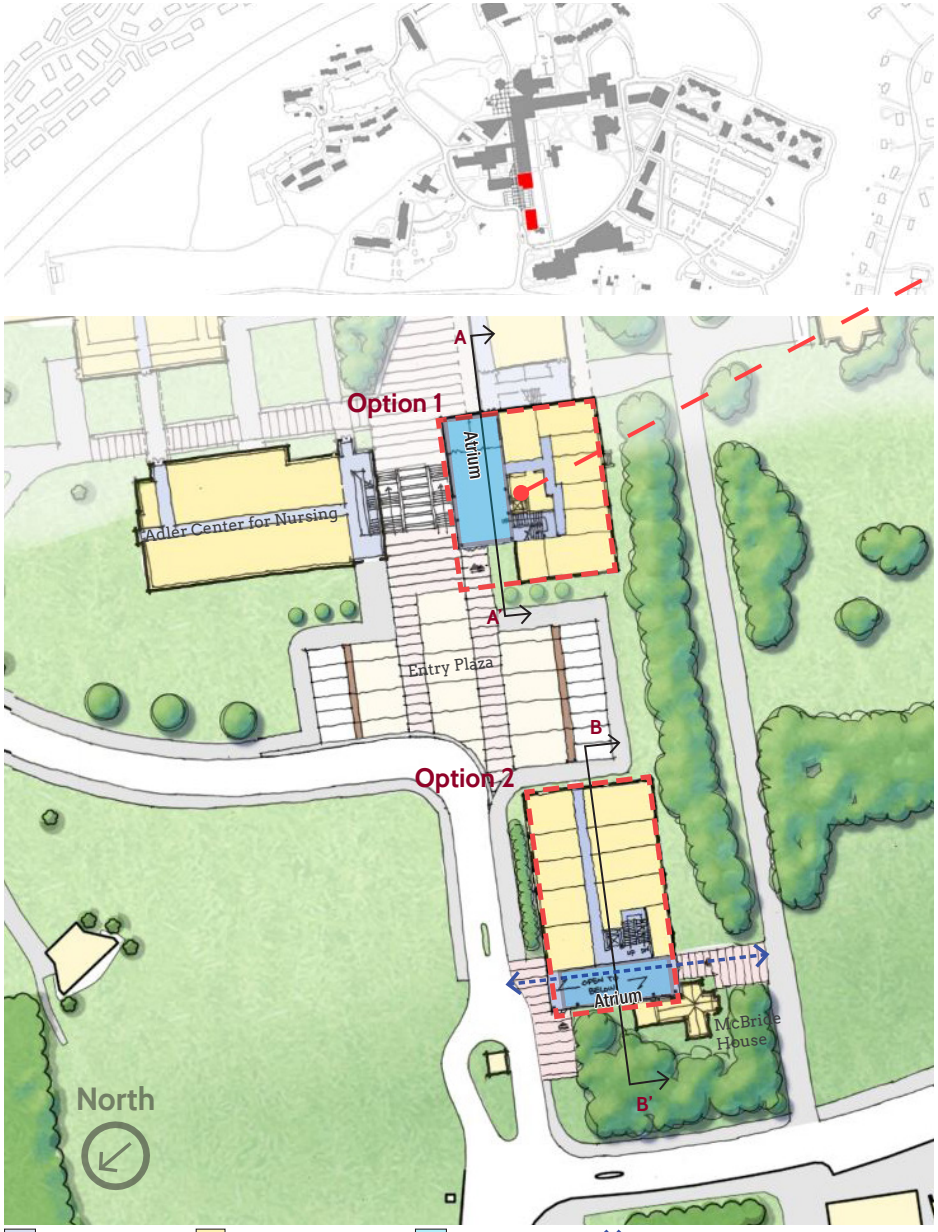
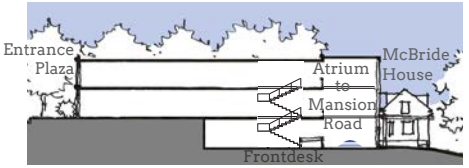




Figure 15A: Administrative/Welcome Center - first floor plan


One-Stop Shop Student Service (Student Services Building, University of California, Riverside)


Section A-A'




Section B-B'


Figure 15B: Administrative/Welcome Center - second floor plan (Option 1)

## Learning Commons Initiative

The existing library faces significant building condition and space utilization issues. Localized improvements have recently been implemented, including the Center for Reading and Writing. The Learning Commons initiative will see the renewal and expansion of the Library as a contemporary Learning Commons for the entire campus community.

This initiative will support the implementation of the Library Master Plan alongside an expansion of library facilities through an addition to the southwest corner of the building. A second main entrance will face directly onto Library Walk, creating a more public and accessible face for the Library. The Learning Commons may also be home to a consolidated Art Gallery, ensuring proximity to the current art storage in the basement of the Library. Located at the southern edge of the campus where long-term campus growth is expected to occur, the Learning Commons will ultimately become a central place within the academic complex. Figure 16A and 16B provide further detail.

With a large footprint that can accommodate significantly more development, the Learning Commons initiative would house compatible ancillary uses already existing in the Library, providing appropriate space for meeting, support, and research, while also potentially acting as a home for other secondary functions that may benefit from this location. Improved study spaces will also be pursued in other areas throughout campus. Implementation of the Learning Commons initiative can occur in phases, with the first phase being renewal of the existing Library, which is currently under consideration.

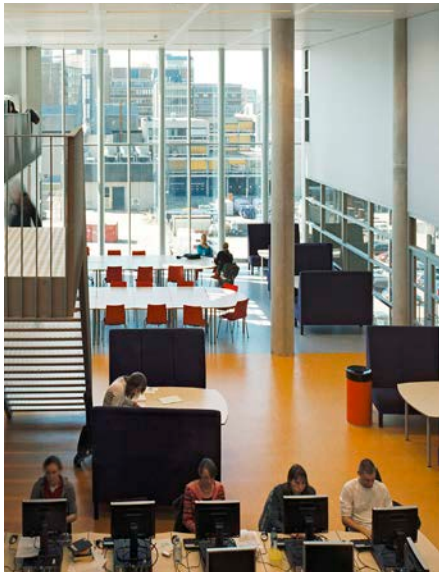
As Table 7 indicates, the total space need for Scenario 1: Current Enrollment is 66,445 ASF, which represents an additional 19,585 ASF in new space just to meet current needs. Under the most intensive growth scenario, Scenario 3: High-Growth, the total space need is 74,517 ASF, which is 27,657 ASF more than the actual space currently provided for these uses. With approximately 24,180 ASF in development capacity, this site has nearly enough capacity to accommodate the additional space needs under all three scenarios. The difference could be accommodated by increasing the intensity of development (e.g. increasing the floor plate of the new building), locating some ancillary uses elsewhere (e.g. the Welcome/Administrative Center), or a combination of the two.

| **Core Uses:** | **Ancillary Uses:** |
|---|---|
| Library/Study | Center for Reading and Writing |
| | Holocaust Center |
| | Testing and Placement |
| | Art Gallery |

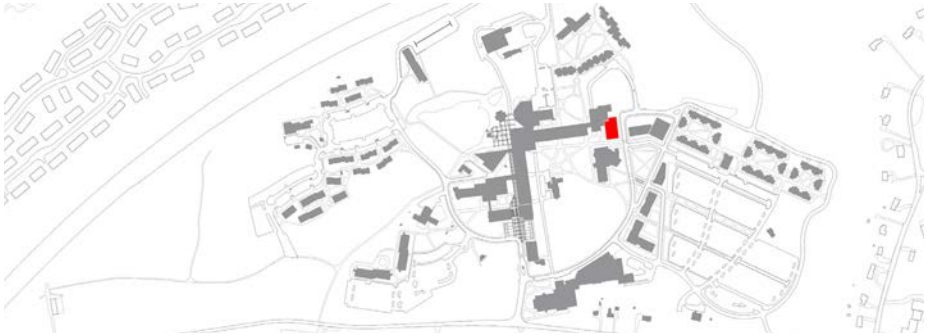
Table 7: Potential space need in the Library (in ASF)

| | **Actual** | **Scenario 1: Current Enrollment** | **Scenario 2: Moderate-Growth** | **Scenario 3: High-Growth** |
|---|---|---|---|---|
| Core Uses | 43,574 | 60,663 | 64,068 | 67,915 |
| Ancillary Uses | 3,286 | 5,782 | 6,192 | 6,602 |
| **Total** | **46,860** | **66,445** | **70,260** | **74,517** |

| **Enabling Projects:** | **Coordinated Projects:** |
|---|---|
| Pedestrian enhancements (south side) | South Quad landscape initiative |
| | Library Walk |
| | The Grove |
| | Arboretum Quad |



Learning Common Atrium
(Health Care and Wellness Training Institute, Amsterdam)

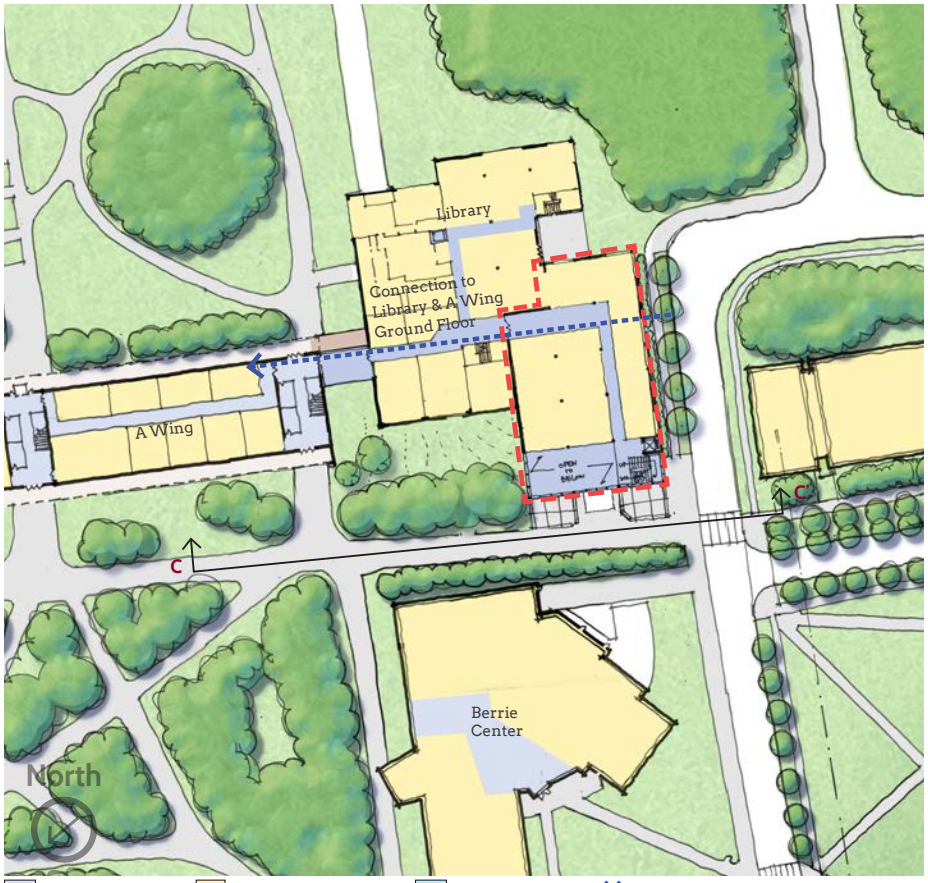
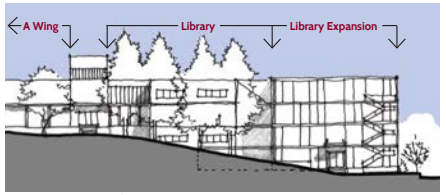



Figure 16A: Learning Commons - third floor plan

Group Study Area
(Mercy College Library, Dobbs Ferry, NY)




Section C-C'

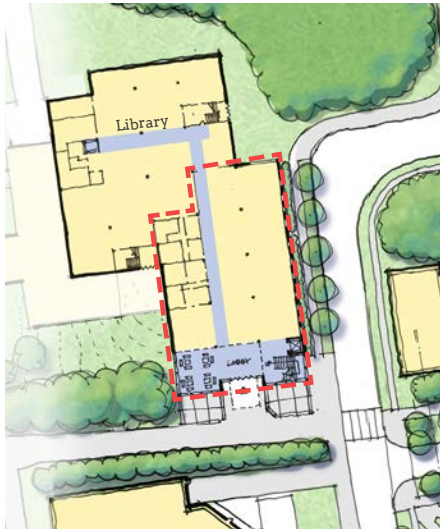



Figure 16B: Learning Commons - first floor plan

## Conference Center Initiative

This initiative will see the construction of a new academic building south of the Learning Commons. With close proximity to the Berrie Center and south parking area, the large development site could be designed to accommodate conference center, assembly, or performance space, and could be an alternate home to the Art Gallery. Figure 17 illustrates a potential development scenario for the site.

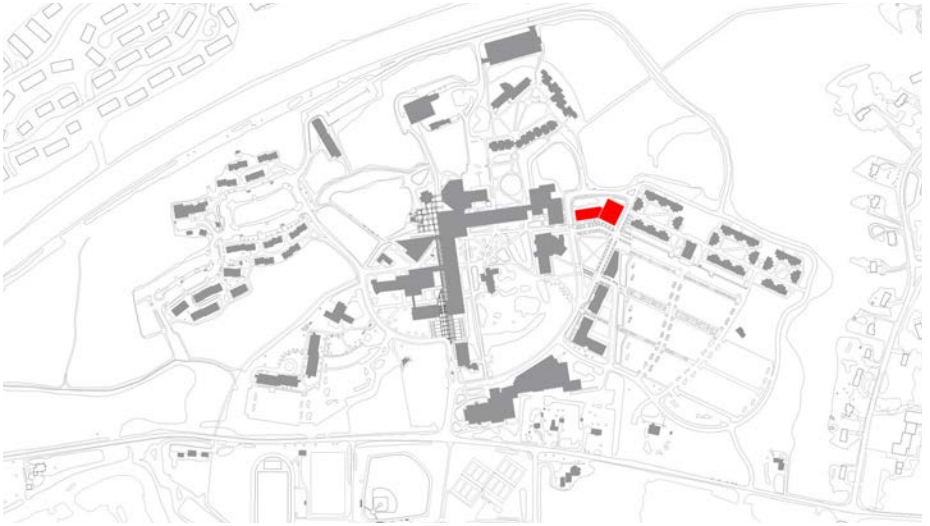
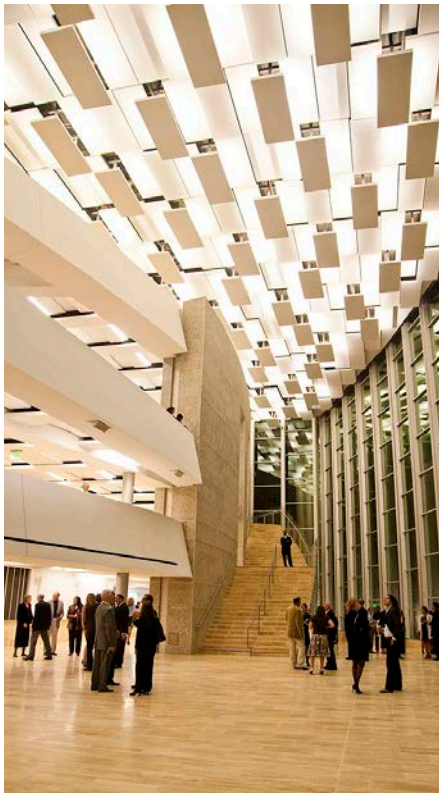




Figure 17: Conference Center initiative - first floor plan



Performance Venue
(Valley Performing Arts Center, California State University)

## Other Academic Development Initiatives

New placemaking investments at the southern edge of the academic complex will provide the framework for a series of long-term academic building sites. Investment in a new street network will reconfigure the existing south parking area and define a new campus open space. Parking displaced by new buildings will be accommodated in a new parking structure or dispersed to other enlarged surface lots. Figure 18 illustrates one potential development scenario for this larger development site.

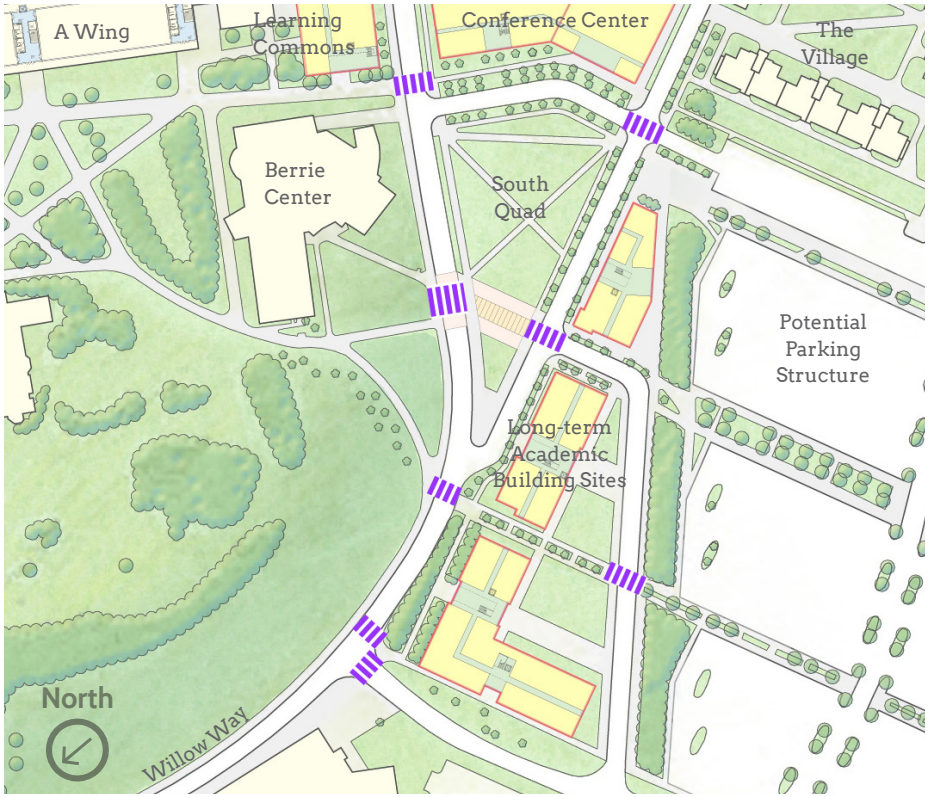
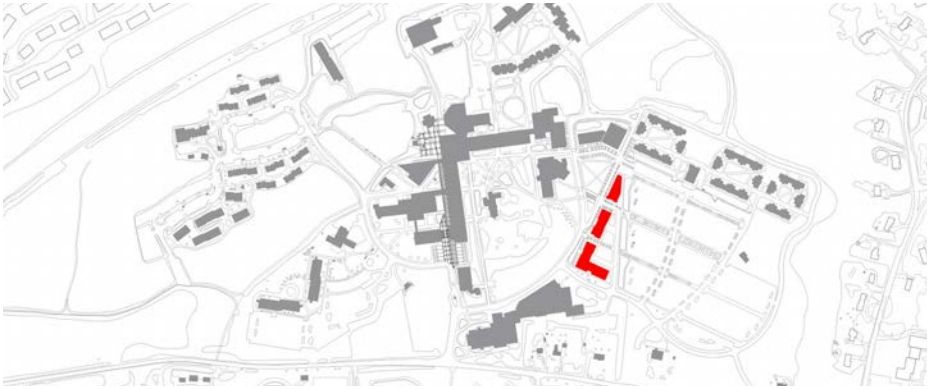
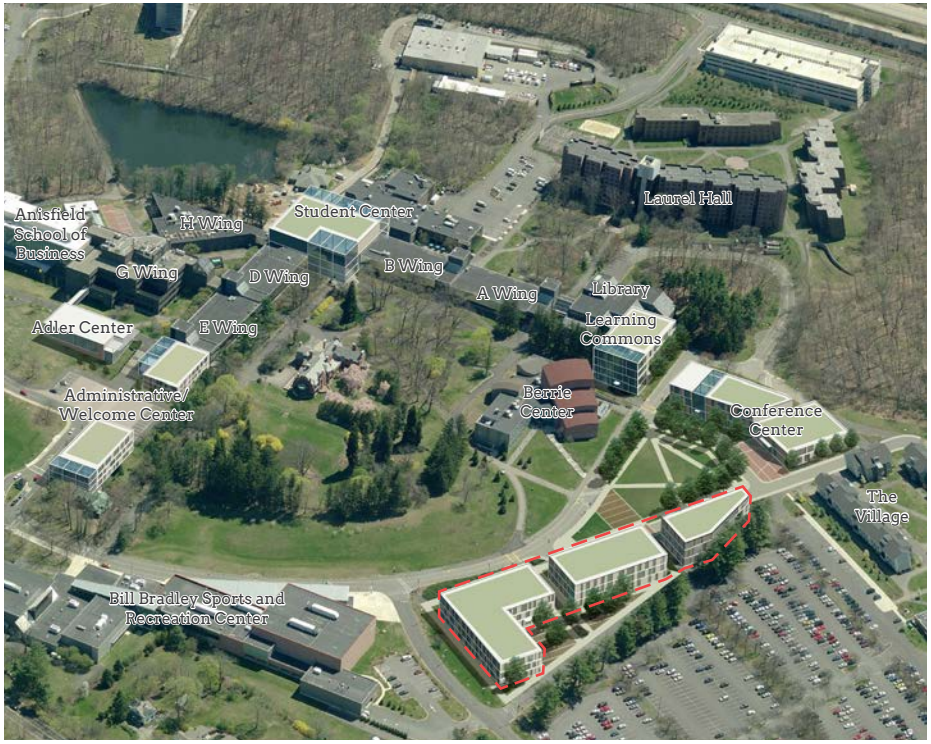



Figure 18: Long-term development site - first floor plan






Academic Building
(Sault College, Sault Ste. Marie, Canada)

# 3.6 Implementation

The Campus Facilities Master Plan plays an essential role in defining the future of Ramapo College. This role is shared with the Strategic Plan and Capital Plan, with all three documents together providing a road map for effective College decision-making. The success and relevancy of the Campus Facilities Master Plan will be determined by its ability to shape and respond to evolving College priorities.

## Campus Planning Processes

The Campus Facilities Master Plan will be embedded within institutional decision-making processes regarding planning and development. It is intended that future construction will adhere to this Plan, subject in every case to the ultimate determination of the Board of Trustees, after receiving input from faculty, staff, and students as part of the usual data gathering exercise. A transparent and understandable planning approval process should be articulated to clearly identify the steps Ramapo College will follow in reviewing proposals for appropriate fit within the framework of the Plan. This will ensure the continued applicability of this Plan in campus decision-making and provide certainty for the campus community. Projects will be reviewed against this Plan at various stages of project development to ensure consistency and alignment, and opportunities to engage the campus community will be embedded in this process.

## Campus Community Engagement

The Campus Facilities Master Plan is an important tool that should be shared with the campus community. The College should promote awareness of this Plan, and should achieve transparency in all campus planning and decision-making. Opportunities to engage the College community should be identified at appropriate stages of project development. Public reporting and updates on the status of all projects, including those in preliminary planning phases, is encouraged.

## Capital Project Implementation

Implementation of the capital projects identified in this Plan will be guided by the Strategic Plan and based on funding opportunities. The highest priority for this Plan is the renewal and renovation of existing academic resources (pages 50-51). Coordinated with this program of renewal, the three highest priorities for new development are the Campus Center, Learning Commons and Administrative/Welcome Center initiatives (pages 52-56). All new buildings will be designed to ensure sustainability in construction and operations.

All three major capital projects represent important and necessary investments in the campus. However, funding and operational limitations will likely see the implementation of each project sequentially. The College must determine which projects are the highest priority and the resulting order of development based on a series of factors, including academic and campus life priorities, funding opportunities, operational considerations (e.g. availability of swing space), phasing and implementation considerations, and other factors. Figure 19 illustrates a conceptual schedule for realizing the three projects. It also identifies ongoing investments in renewal initiatives and other initiatives identified in this Plan. Table 8 outlines the floor areas associated with the three capital projects and associated cost estimates.

Where appropriate, projects may be developed in phases. Phased implementation requires that comprehensive planning and programming be completed for the entire project prior to capital investment. For example, renewal of the existing Library may be implemented as phase 1 of the Learning Commons initiative. However, schematic design for the expansion portion of the initiative (phase 2) should be completed prior to phase 1 implementation to ensure seamless integration with renewal investments.

Table 8: Capital project floor areas (as illustrated in this Plan) and related project costs (based on approximate 2013 construction cost estimates)

| Master Plan Project | Existing Floor Area (gross ft2) | New Area (gross ft2) | Estimated Project Cost |
|---|---|---|---|
| Administrative/ Welcome Center | 0 | 36,000 | $18,000,000 |
| Campus Center | 0 | 31,200 | $15,600,000 |
| Learning Common | 78,000 | 37,200 | $38,100,000 |
| **Total** | **78,000** | **104,400** | **$71,700,000** |

* The actual floor area may vary depending on building footprint or number of stories, but should be generally consistent with the intentions of this Plan.

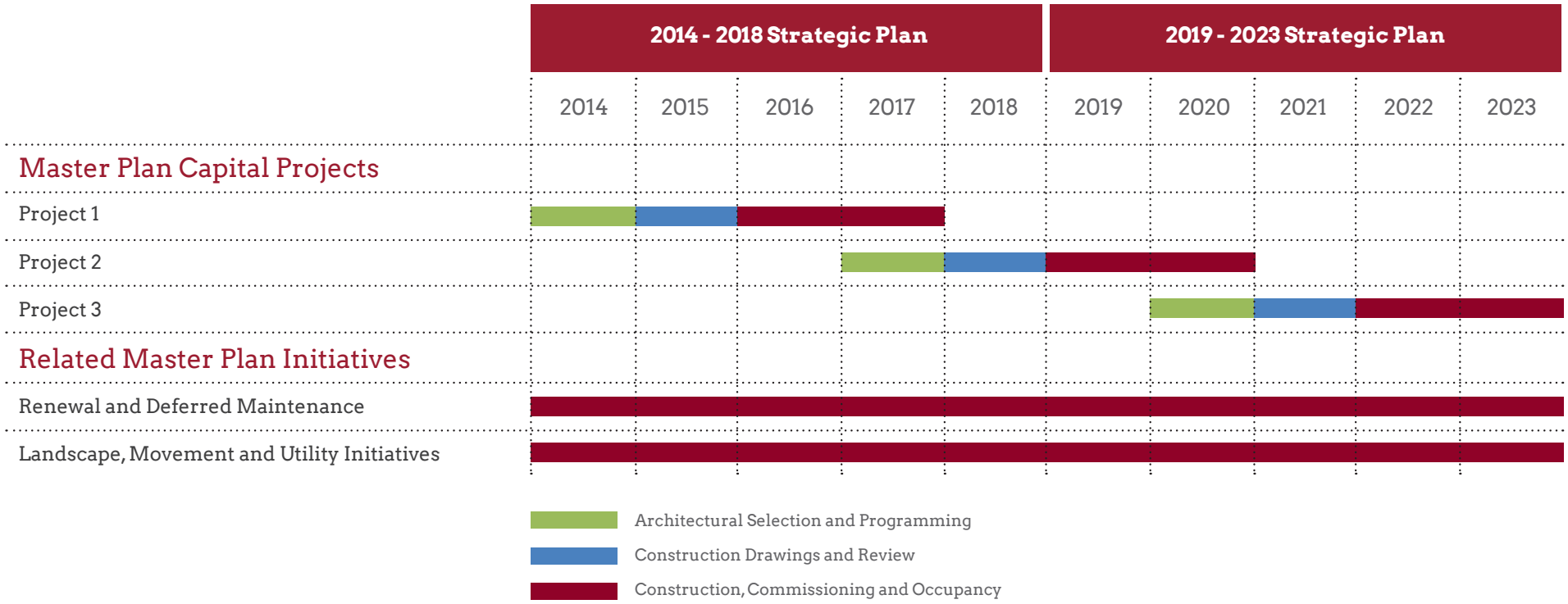
## Master Plan Approval, Review and Updates

The Campus Facilities Master Plan has been adopted by the Ramapo College Board of Trustees. As official Ramapo College Policy, it will guide campus and facility planning and projects.

A review of campus development projects and other master plan initiatives will be undertaken annually by the Office of the Vice-President, Administration and Finance. The report should identify key projects accomplished during the past year and priorities for the upcoming year. The report should be submitted to the Board of Trustees for review, and should be made publicly available to the campus community. The Campus Facilities Master Plan should be comprehensively reviewed and updated every ten years.

This Plan is not intended to be a static document. Amendments and updates may be considered where such changes would be beneficial to the College and campus and are consistent with the established planning principles. Campus projects that require minor amendments to this Plan may be approved by the Office of the Vice-President, Administration and Finance. Where campus projects require major amendments to this Plan, Board of Trustee approval will be required. Decisions resulting in amendments to this Plan will be publicly reported.

Figure 19: Implementation Schedule for Master Plan Capital Projects and Initiatives



# Appendix 1 Campus Facilities Master Plan Steering Committee Membership

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Project Executive, Cambridge Construction Management

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Chief Planning Officer

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Student

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Landscape Designer, Steven Tilly Architects

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Director of Facilities

Richard M. Roberts
Associate VP for Administration and Finance, Contracting Officer (Chair)

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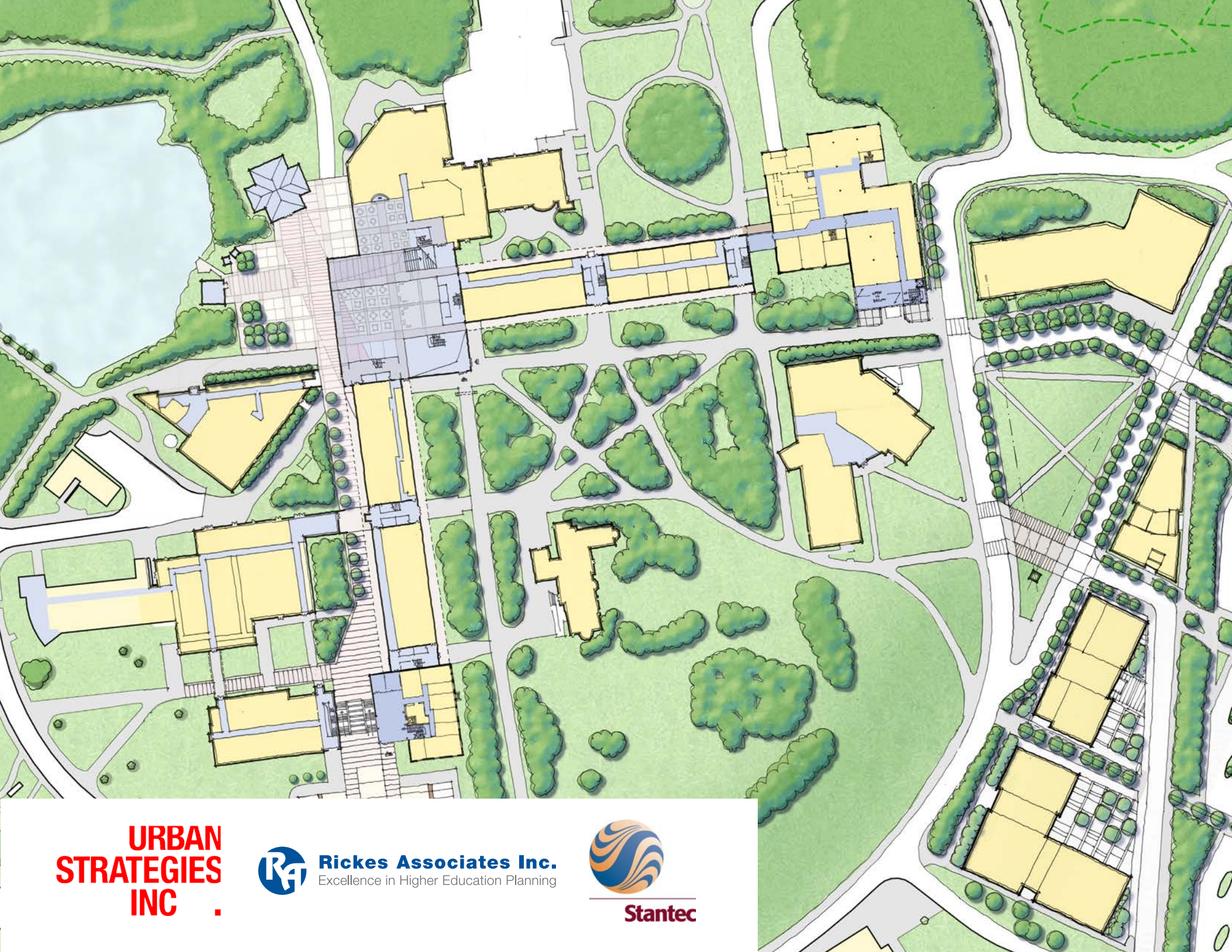
Dennis R. Wyckoff
Architect Emeritus



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