REVITALIZE, RENEW & RETOOL

Comprehensive Facilities Plan

RAMAPO COLLEGE
OF NEW JERSEY

JANUARY 2024

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Executive Summary

2024 Comprehensive Facilities Plan

The Comprehensive Facilities Plan is a critical tool in the strategic management of one of Ramapo College's most valuable assets: the built environment. This document serves to propel the institution's goals and objectives, aid in recruitment and retention, and inspire creativity in the campus community. The effort examined critical adjacencies to strengthen learning, discovery, and scholarship campus-wide.

The Plan provides a summary of proposed projects in the Comprehensive Facilities Plan. This document provides a vision for the physical environment that aligns with *Boldly Ascending: Ramapo College Strategic Plan 2023-2029* (published July 1, 2023), and Ramapo College *Comprehensive Academic Plan 2023-2029* (published October 2023). The plan emphasizes renewal and renovation, reinvestment in infrastructure, the student experience, and value-based growth.

Ramapo College finds itself at a critical juncture in the realm of higher education, where a multitude of forces are reshaping the educational landscape. Notably, the reduction of state financial support has emerged as a catalyst for change within state colleges and universities. Compounded by the escalating costs associated with maintaining campus infrastructure, institutions are confronted with a need to address deferred maintenance backlog while upgrading campus systems to be more sustainable. This challenge requires substantial financial resources to accommodate revitalization, renewal and retooling. Three general areas of focus include:

- Investments in the physical plant, which benefit safety, improve efficiency, increase accessibility, and reduce energy consumption.
- Investments in campus learning-specific and surrounding environments, which support learning and teaching, encourage community engagement, and attract students.
- Investment in new and redesigned spaces, particularly those that are public-facing and income-producing, which will address existing needs, expand recognition of Ramapo College, and bring new constituents, opportunities, and prestige to our campus.

The Landscape

Observations:

- Ramapo is situated in a spectacular natural setting with "The Grove" and Kameron Pond at its core.
- The Arching Ceremony and procession through the Arch stand as a celebrated tradition that harmoniously embraces the natural environment.
- The campus is segmented into three distinct regions, ranging from the highest elevation, "The Uplands," to the central academic hub, "The Core," and finally to the lower flat area with athletic fields, designated as "The Plain."
- The quality and safety of the pedestrian experience varies. Several pedestrian and vehicular conflicts exist. The campus road network is disjointed, and the guard gate is not effective for campus security. Furthermore, the organic development of pedestrian pathways over time has resulted in a lack of uniformity in paving materials.
- The current wayfinding and signage appear outdated and in need of rejuvenation. Signage is needed at campus entrances for navigation to provide a welcoming experience for visitors.
- Inadequate stormwater management in The Plain results in flooding of the athletic fields and tennis courts.

Recommendations:

The Comprehensive Facilities Plan addresses the distinct zones within the campus, offering recommendations for both infill and preservation initiatives, aimed at fortifying the academic core and integrating pedestrian access and safety measures.

- Within the campus landscape, the materials, structures, and textures present opportunities for enhancement through the implementation of a comprehensive landscape plan and guidelines infused with sustainable principles.

- There is a continuous need to upgrade fiber, wifi, HVAC systems, and electrical systems including distribution cables and transformers. A comprehensive infrastructure needs assessment is advised to integrate sustainable principles. Although select areas are identified for EV charging stations, campus infrastructure was not part of the Comprehensive Facilities Plan.

- To alleviate existing traffic conflicts, it is recommended to realign Cherry Lane with Poplar Avenue, ensuring a seamless flow of traffic following the relocation of the entry point. Additionally, enhancements at pedestrian crossings are advised to improve the safety and efficiency of movement throughout campus.

- Expansion of the stone wall along Ramapo Valley Road (Rte. 202), along with a walking path and lighting, is suggested to establish a defined campus boundary, supplemented by strategic placement of entry signage. This initiative combines pedestrian safety through traffic calming measures with a sense of arrival.

- The creation of a comprehensive management plan for each landscape zone is recommended, ensuring standardized and sustainable campus guidelines, given the potential impact of landscaping in shaping visitors' experiences.

- The Arch requires rehabilitation to uphold its significance within the campus landscape.

- A series of Alumni Terraces are proposed to expand gathering areas adjacent to Mansion Road in support of sustaining important traditions such as the Arching Ceremony.

Campus Buildings

Observations:

- A comprehensive study of H-wing should be undertaken. Its underutilized spaces and inefficient layout are impeding its use. An elevator is required to provide equitable access. Health and safety are concerns. H-wing has MEP deferred maintenance issues and functions poorly, with the exception of the new Les Paul Studio and Music Lab. The Auditorium in H-Wing was refurbished in 2003 but is described by the community as inadequate for the wide range of instructional needs, including student performances and outside rentals. Academic Building H requires comprehensive renovation. Potential considerations include an addition towards the pond and a second-floor connection to Academic Building C.

- The Academic Building Wings C, D, and E require renovation, as the mechanical, electrical, and plumbing systems are observed to be significantly deferred, resulting in increased operational costs. The existing spatial layout of the offices is suboptimal and disjointed, requiring upgrades. Academic Building C lacks quality collaboration spaces, compounded by an ineffective layout that hampers operational efficiency and departmental connectivity.

- The McBride House is inadequate for accommodating campus visitors. There is a lack of large meeting rooms and conferencing spaces.

- Across the campus, there is a lack of large and/or flexible multipurpose, meeting, performance, display, and collaboration spaces.

- The Auxiliary Gym is beyond its useful life. Alternate locations need to be explored.

- Although the quantity of instructional square footage appears adequate, select learning spaces are not meeting current pedagogical standards, warranting improvements in terms of furniture, lighting, and technology.

- The Havemeyer House requires renovation and restoration to preserve its historic character.

Recommendations:

- A study of Academic Building H is recommended to remediate its current condition. The site offers the potential to feature the natural setting of Kameron Pond. A renovation and/or addition could include a connection to Academic Building C and provide a student hub via an accessible bridge to the "Fish Bowl" on Level 2, which also requires renovation.

- A new Welcome Center adjacent to the McBride House is needed to welcome visitors and provide space for Admissions functions. The Center should include flexible and large meeting rooms, seminar spaces, performance space, and space to accommodate public-facing events such as music concerts and non-denominational gatherings.

- The Academic Building Wings C, D, and E require renovation which should be phased to minimize disruption to campus life.

- A new building site adjacent to Adler Center could serve the expansion of the Core.

- A classroom guideline could establish design standards to prioritize sight lines, furniture, acoustics, lighting quality, and accommodate diverse teaching pedagogies. Future classrooms could incorporate active learning within breakout spaces to support collaborative work.

- The Sharp Sustainability Education Center should undergo a transformation to enhance its aesthetic appeal and align with overarching standards.

- Additional facilities are required to provide safety and shelter at the athletic fields, including the construction of a storm shelter and restroom/changing facilities.

- The Auxiliary Gym should be replaced.

- Alternate land development opportunities could be explored, pending a market demand analysis. Potential options include an indoor sporting venue, housing, or other commercial/mixed-use development that could serve as a walkable amenity for the community.

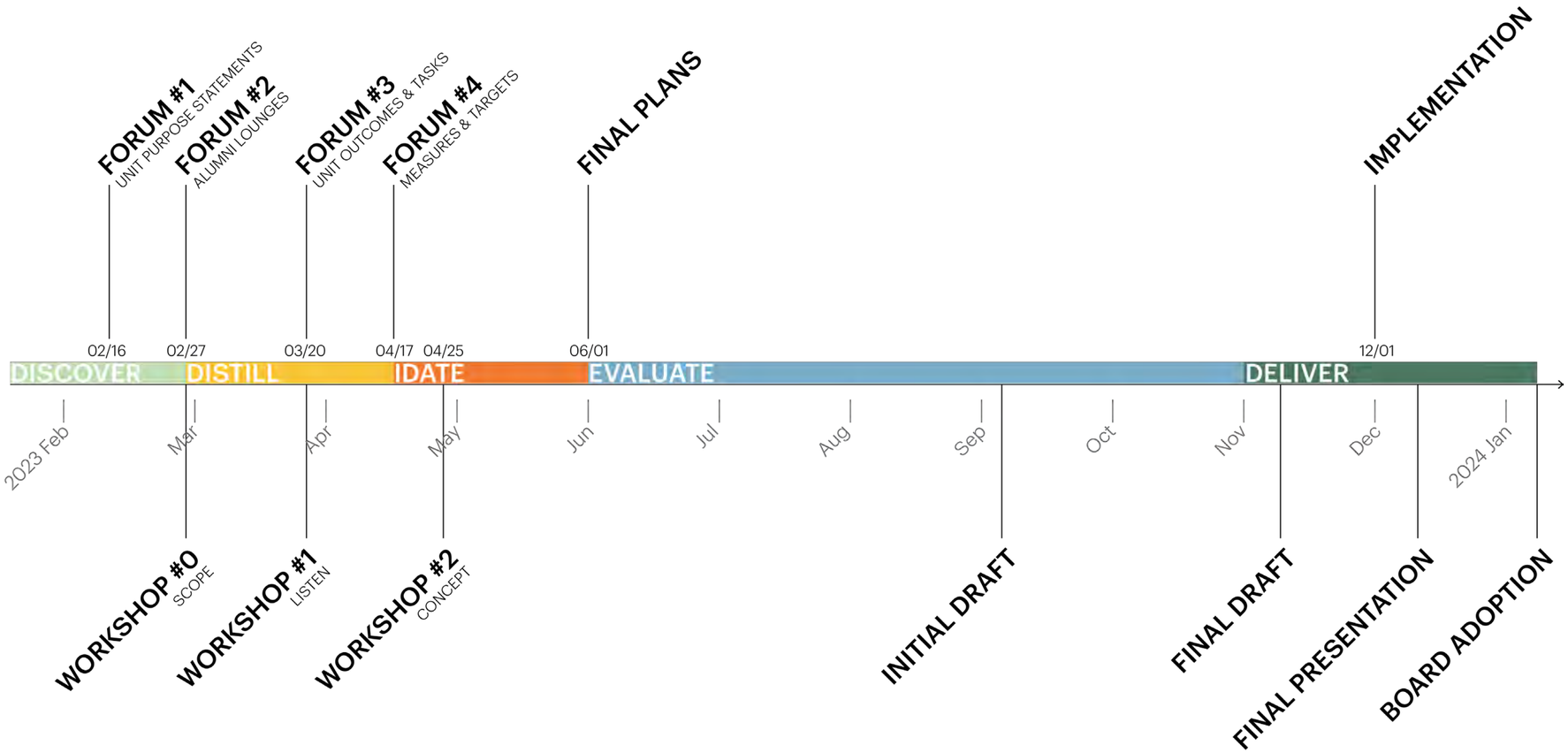
Existing Campus Condition

Proposed Plan

01

Process Overview

Timeline



Comprehensive Facilities Plan Process

A Task Force was created in 2022 and the process continued with a Scope-Defining Workshop held in late February 2023. During this crucial session, stakeholders convened to establish the guiding principles and central focus of the plan. This pivotal stage served to orient the scope and scale of design.

The Workshop #1 Listening Sessions took place on March 20th, 2023. Over 100 participants engaged in a series of structured interviews and in-depth discussions facilitated by Ramapo College through various individual, small group, and team dialogues. Acknowledging the necessity of an inclusive process, the team utilized a combination of face-to-face interactions and technology tools to enable meaningful engagement tailored to participants' communication styles.

In addition to interactive in-person sessions, the consultant team employed live survey polling tools such as Mentimeter and digital whiteboards to gather data and insights from leadership, faculty, staff, and students. Data analysis techniques were applied to process the feedback, with visual representations to effectively summarize and communicate insights.

Subsequently, Design Workshop #2, held on April 25th, centered on the conceptualization of the design. During this session, stakeholders reconvened to contribute input and provide strategic direction in response to the design concepts. The direction was shaped based on the wealth of feedback received, ensuring alignment with the established goals and vision.

Following the series of workshops and accompanying data analysis phases, an initial draft of the Comprehensive Facilities Plan was presented in mid-July. Concurrently, the institution organized a series of internal meetings to discuss strategies and implementation, collect additional feedback and input from internal stakeholders, and further refine the plan. The College also collected feedback and input from external stakeholders including local government agencies.

The insights gathered from the dialogue and subsequent refinements informed the plan. A final campus-wide presentation provided a comprehensive summary of the plan, outlining objectives and proposed strategies.

Mission and Values

Ramapo College is New Jersey's Public Liberal Arts College, dedicated to providing students with 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. The College promotes diversity, inclusiveness, sustainability, student engagement, and community involvement.

The work of the College and its members is conducted with integrity.

- **Teaching, learning, and mentoring**: We are actively engaged in and out of the classroom.
- **Developing the whole person**: We are scholars, we are creators, we are local and global citizens, and we are individuals.
- **Respecting each other and our environment**: We are an open, inclusive, supportive, and sustainable community.

Vision

- Ramapo College delivers a **transformative education** in a diverse community dedicated to welcoming and mentoring students who bring with them a range of lived experiences.
- We will achieve **national distinction** for developing empathetic problem solvers, ethical change agents, and responsible leaders who make a positive impact and thrive in a changing world.

What is a Comprehensive Facilities Plan?

- A vision for the physical environment that aligns with the Strategic Plan.
- Informs every capital decision.
- Includes an Inventory and Condition Assessment of all buildings and spaces.
- Addresses physical needs for the next 10 years.

Emphases:

- The student experience.
- Value-based growth.
- Maximize efficiencies with existing buildings, infrastructure, and operations.

Questions:

- What does a facilities plan mean to you?
- What are the primary goals of a facilities plan?
- What are your favorite spaces on campus?

Mentimeter word cloud

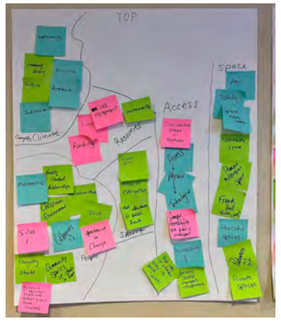
Results:

Employing various modalities for data collection, the task force and design team acquired insights into the current conditions, operations, and challenges encountered by both students and faculty. Through categorization, the team targeted crucial areas for impact, discovering inefficiencies and highlighting opportunities to create and enhance spaces that prioritize safety, health, wellness, and community. This invaluable dialogue was tabulated, forming a basis to identify key themes and establish guiding principles.

Top Five "Celebrate" Themes:

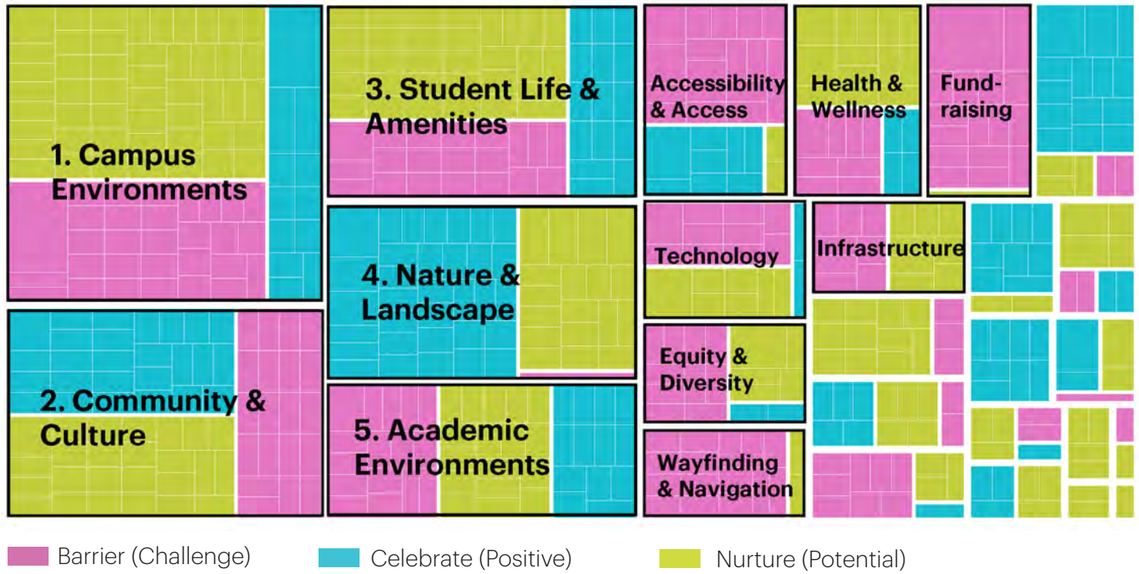
1. Campus Environments
2. Community and Culture
3. Student Life and Amenities
4. Nature and Landscape
5. Academic Environments

Engagement Workshops



Engagement Data Analysis Summary

Tree Map (sorted by Theme): n = 626



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Vision

Boldly Ascending Goals and Objectives

Purpose and Goals

This Comprehensive Facilities Plan aspires to conduct an evaluation of the campus buildings and grounds, with the overarching goal of identifying potential within the existing space and prioritizing investment opportunities. This document informs strategies aimed at optimizing space and addressing renovation requirements.

The study delves into new building locations and innovative solutions to enhance safety, health, and wellness, to increase access and to promote community. This update is envisioned as a guiding document for future development, firmly rooted in design principles and reflective of the collective input from faculty, students, staff, administration, alumni, and trustees.

The goal of this Comprehensive Facilities Plan is to prioritize needs, drawing insights from interviews conducted with faculty, staff, and administrators. The intent is to identify strategies to optimize the use of existing assets through revitalization, renewal, and retooling. Additionally, the study seeks to offer recommendations for augmentations to existing structures and future construction that align with the Strategic and Academic Plans.

Beyond mere information dissemination, the findings of this update are poised to illuminate administrators and other decision-makers, facilitating a strategic alignment of Ramapo's requisites with fiscal constraints and anticipated growth. These recommendations are presented as a spectrum of objectives, spanning short, intermediate, and long-term horizons, in the form of Required (Need to Do), Recommended (Should Do), and Requested (Want to Do), tailored to the evolving needs of Ramapo College.

The following is a summary of the goals of the Ramapo College Strategic Plan. All capital investment decisions and priorities should align with these goals.

Goal 1: Academic Excellence & Student Success

Achieve academic excellence and student success through the advancement of intercultural, global, and interdisciplinary education, experiential learning, and individualized student-centered resources.

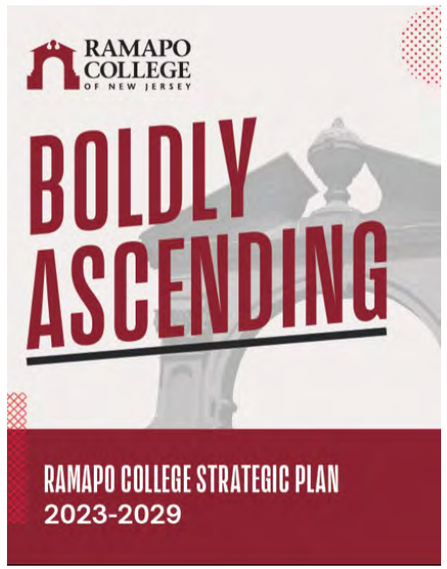
Objectives:

a. Provide learning environments and opportunities that encourage the development of deep content knowledge and skills that lead to discerning engagement in work and in the world.

b. Increase high-impact practices that promote creative expression, scholarly research, and applied learning.

c. Grow service opportunities and civic engagement to explore personal identities and diversity, and make a positive societal impact locally, regionally, and internationally.

d. Strengthen our culture of mentorship through integrated and individualized support systems and resources that help students succeed.



Goal 2: Inclusive Community

Foster a diverse, empathetic, and vibrant community that inspires a culture of inclusivity, accountability, and collaboration.

Objectives:

a. Prioritize personal well-being by promoting healthy practices and environments.

b. Advance a culture of belonging, equity, inclusion, and trust by embracing diversity, access, and accountability.

c. Promote an environment that elevates voices, examines structures of power and privilege, and creates justice-oriented actions and solutions.

d. Develop future leaders who gain self-awareness, mentor others, and emerge as change agents.

e. Foster school pride by building relationships and partnerships, amplifying creative collaboration, and enhancing community engagement.

Goal 3: Agile Stewardship

Drive institutional distinction, sustainability, and pride by galvanizing our community members and partners, and building organizational agility, accountability, and resilience.

Objectives:

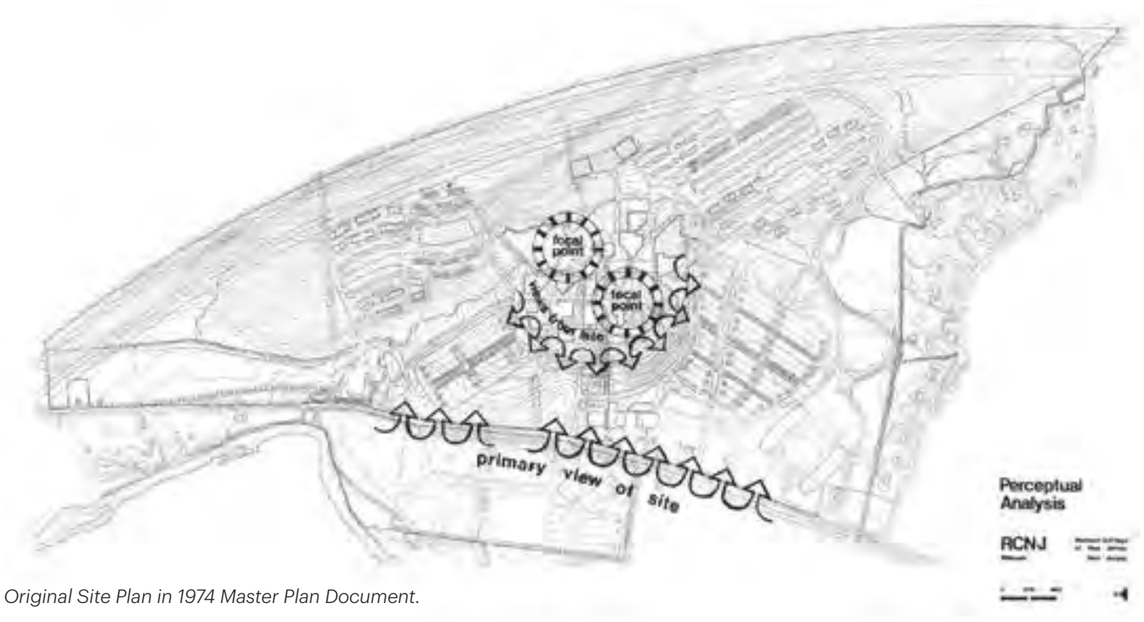
a. Drive institutional distinction through student and alumni satisfaction and success, faculty scholarship, thought leadership, national and international collaborations, and organizational expertise.

b. Bolster Ramapo's pride through serving as both a public college of choice and an employer of choice.

c. Secure long-term fiscal sustainability through the entrepreneurial management and development of resources at every level.

d. Strengthen organizational resilience and agility through sustainable practices and data-informed SMART choices (Specific, Measurable, Attainable, Realistic, and Time-bound).

Master Plan History



Original Site Plan in 1974 Master Plan Document.

2001 Master Plan Document.

2013 Master Plan Document.

Excellence in Liberal Arts Education

The 2024 Comprehensive Facilities Plan is grounded in the history of Ramapo College but shapes the future of liberal arts education. The College was established as a state-supported, co-educational, four-year College for liberal arts, sciences, and professional studies.

Ramapo College offers bachelor's degrees in the arts, business, the social and natural sciences, and the humanities, as well as in professional studies programs such as nursing and social work. The five interdisciplinary schools include the Anisfield School of Business, the School of Contemporary Arts, the School of Humanities and Global Studies, the School of Social Science and Human Services, and the School of Theoretical and Applied Science.

History

Ramapo College stands on ground that had been traversed by Native Americans for centuries. The College issued a Land Acknowledgement Statement in 2022 (see page 75). During the American Revolution, Valley Road was a major connecting route for Rebel forces between New England and the south. Washington and the Continental Army encamped on what are now the College's athletic fields on a number of occasions. General Rochambeau and allied French troops marched down Valley Road in 1781 on their way to the Battle of Yorktown.

Theodore Havemeyer, a wealthy sugar refiner, bought the Hagerman home on the north side of Ramapo Valley Road in 1878 and developed a large estate. He and his wife Emily had nine children. One of them, Lillie, married the overseer of the estate, John Mayer. The parents built the couple a villa on the other side of Ramapo Valley Road, a Queen Anne style mansion completed in 1890.

In 1917 the family sold the Mansion and 730 acres of the estate to Stephen Birch. A former tutor of the Havemeyer children, he was financed by the family in an exploratory trip to Alaska in 1899. There he developed a major copper find and with the help of Havemeyer, Guggenheim, and J.P. Morgan formed the Kennecott Mining Company. Stephen and his wife Mary had two children, and their daughter married a Mr. Patrick in the 1920's. When Stephen Birch, Sr. died in 1940, his son, Stephen, inherited the Mahwah property. He raised Holsteins and other animals. When he died in 1970, the estate became property of the Patrick family. Just at this time the founders of Ramapo College were looking for a site. After negotiations, the Mansion, other buildings, and 300 acres became the property of the people of New Jersey and the newly planned public college.

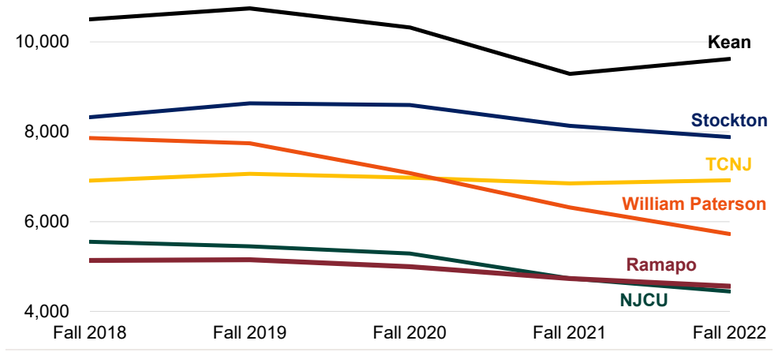
Landscape & Campus Life

Celebrated for its blend of contemporary architecture, accessibility and backdrop of natural beauty, Ramapo is nestled at the base of the Ramapo Mountains. Natural features of the campus include extensive forest tracts, two streams that feed into the Ramapo River, Kameron Pond, wildflower meadows, a vegetable garden, beehives, and thousands of planted trees. In 2020, it earned the distinction of being named one of the 50 Most Beautiful College Campuses in America by *CondeNast Traveler*. Encompassing nearly 300 acres, the campus comprises numerous academic and administrative buildings, dining halls, as well as athletic playing fields and gymnasiums. Additionally, it features an array of theaters and art galleries. Over the past two decades, Ramapo College has also seen the construction of several contemporary and highly regarded residence halls, further enhancing the student experience.

The Built Environment

The architecture of Ramapo is dominated by a contemporary building constructed in the 1970s, referred to as "the Academic Building". A two-story, 100,000 square foot L-shaped mirrored glass mid-century modern building that overlooks The Grove, the Academic Building serves as the backbone of the campus. The mirrored glass edifice reflects the beauty of the rolling hills and stately oaks of the campus. In mid-century architectural terms, the academic building is man-made juxtaposed with nature. In time, buildings were added as the campus grew around The Grove at the center of campus. The recent architecture does not have a standard vernacular or a singular palette of materials. The result is a collection of buildings with an architectural self-identity. The buildings, for the most part, respect a scale appropriate to the neighboring buildings and context amid the picturesque setting.

New Jersey Undergraduate Enrollment: Fall FTE



Enrollment

Facilities Planning is a comprehensive understanding of the institutional goals and strategies. The Comprehensive Facilities Plan builds on a foundation of the strategic plan which is supported by an academic plan. These plans together provide a direction for the institution and the requisite academic programs that support the strategic direction.

Ramapo's 2013 Master Plan projected a student growth of 500 students over a ten-year period. This projection has not been realized. Student enrollment declined as a result of the COVID Pandemic, and the state's demographic trends suggest future challenges with enrollment. However, the college is implementing several initiatives to reverse the recent decline in enrollment and counteract demographic trends. Early numbers show a higher enrollment in the freshman year class of 2023-2024. The goal is to restore enrollment to 6,000 within the next five years, and to have approximately 2,600 students reside on campus.

The Facilities Plan examines factors affecting student recruitment, understanding that the reasons students choose a college are varied. Student life spaces, learning environments, and the quality of the informal learning spaces impact first impressions. In focus groups, employees, administrators, faculty, and students commented on the need to upgrade instructional environments and student gathering spaces on campus. Feedback from constituent groups indicated the importance of right-sizing spaces, upgrading the quality of teaching areas for collaborative work, and creating spaces for students to display, present and perform.

Concentration at the Core

The 2024 Comprehensive Facilities Plan addresses the distinct zones within the campus, offering recommendations for both infill and preservation initiatives, aimed at fortifying the academic core, integrating pedestrian access, and implementing safety measures.

The feedback, data and observation of existing spaces found a need for rejuvenation and modest additions to existing buildings, such as the Academic Wings C, D, E, and Building H. A renovation of existing spaces and program relocation could yield efficiencies and increase effectiveness through programmatic synergy.

The siting of future buildings is positioned to reinforce the academic core and maintain a densely clustered central hub. This internal connectivity creates an inviting, open-campus ambiance, catering to the needs of both faculty and students.

The 2013 Master Plan depicted a configuration of newly proposed structures adjacent to the Peter P. Mercer Learning Commons, strategically occupying the spaces once designated as parking lots A-1, A-2, A-3, and A-4. However, the 2024 Plan has not discerned any compelling rationale to warrant additional square footage in this location. The focal point of this update is directed toward the rejuvenation of existing facilities in the central campus with a concerted effort to promote operational efficiency in and around The Grove.

Sustainability

Ramapo College is committed to pursue and strengthen a diverse array of practices and initiatives related to sustainable buildings, grounds and operations. The pursuit of sustainability can encompass a diverse array of objectives. While some goals are challenging to achieve, others may involve the establishment of performance benchmarks for systems or the integration of sustainability design principles as more attainable strategies. The Facilities Department and Capital Planning Department who manage buildings, construction, and operations are committed to implementing sustainable principles and practices with regard to design, construction, and procurement. Consistent with the college's pledge to pursue climate neutrality, the college seeks to reduce its carbon footprint though energy conservation and increase the use of renewable energy.

Ramapo plans a comprehensive assessment of infrastructure associated with heating and cooling services, including the possibility of decommissioning the aging centralized steam and chiller plant. Decentralization would enable the removal of the above ground steam line adjacent to the Student Center.

The College has implemented a building-to-building energy monitoring system. Metering the energy usage will provide data that will inform the College where energy is consumed so plans can be made to mitigate waste and improve efficiency. Other possible areas for further enhancements include transportation, food services, waste management and water use efficiency. Progress towards a more sustainable campus can often

start with staff who seek to use cost-effective, environmentally-friendly practices and products. Incorporating *sustainability* language into job announcements and descriptions for Facilities administrators and staff can help empower current employees and create the future workforce that can lead Ramapo towards being recognized as a model of sustainable buildings, grounds and operations.

The grounds offer opportunities for additional on-site renewable energy with photovoltaic arrays and opportunities to install rain gardens in parking lots and other areas of campus where runoff occurs.

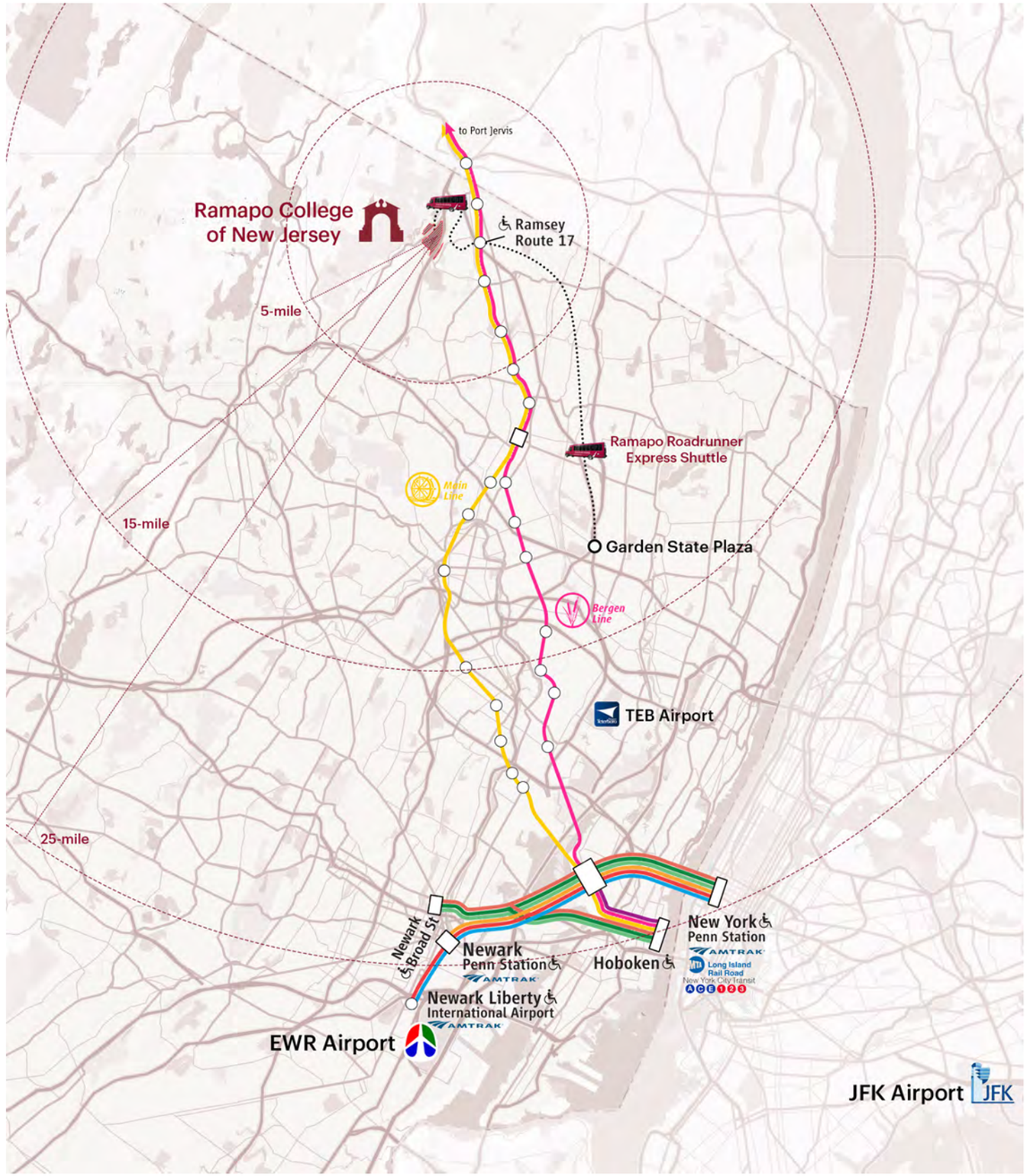
The five wildflower meadows on campus are great examples of sustainable landscaping practices that should be expanded where appropriate. More seating and educational signage could be incorporated to allow for more interaction between students and the landscape. Additional gardens, edible plantings, farming, and other alternative practices could be incorporated into the campus grounds.

The Sharp Sustainability Education Center enjoys a central position with natural learning spaces. This structure, along with its surrounding exterior environment, serves as a distinctive hallmark; however, it has succumbed to deterioration, necessitating remedial action due to a design flaw that causes water to accumulate and infiltrate. Notably, the building's external walls exhibit an inward slope from their base, a configuration that leads to the retention of rainwater by the wood sheathing, ultimately resulting in structural decay.

03

Analysis

Region & Transportation



Regional Location & Access

Ramapo College of New Jersey is situated in the northern part of the state of New Jersey, which is often characterized by its rolling hills, picturesque landscapes, and proximity to major metropolitan areas. This region is known for its natural beauty, with the Ramapo Mountains and the Ramapo Valley County Reservation providing a stunning backdrop to the college's campus. The campus itself is nestled within this pristine environment, offering students a serene and peaceful setting for their academic pursuits.

Ramapo College is approximately 30 miles (48 kilometers) northwest of Manhattan. The New York City metropolitan area is home to nearly 9 million people. This proximity allows students to easily access cultural, economic, and professional opportunities. Whether internships, cultural events, or simply exploring the vibrant city, students at Ramapo College can take advantage of this world-class metropolis.

The College is not currently served by the state's established public transit system despite its regional location. Securing this service should remain a priority. The College is accessible via major roadways: Interstate 287 (I-287) and U.S. Route 202 (Ramapo Valley Road), making it convenient for students commuting from various parts of New Jersey and New York. Additionally, the Mahwah train station, which provides access to the New Jersey Transit rail system to New York Penn Station, is accessible via shuttle bus, facilitating travel to the Northeast Corridor and other destinations.

The regional location within Bergen County places it within a dynamic and economically thriving region. Beyond New York City, students can also explore the nearby urban centers of Newark and Philadelphia, which offer their own set of career and cultural opportunities. The wider northeastern United States is known for its diverse industries, and students have access to a range of internships and job prospects in fields such as finance, technology, healthcare, and the arts.

Distance to Regional Centers

[New York City] 35 Miles

Car: 1 Hr

Bus/Train: 1 Hr 45 Min

[Newark] 30 Miles

Car: 45 Min

Bus/Train: 1 Hr 45 Min

[Philadelphia] 115 Miles

Car: 2 Hr

Bus/Train: 3 Hr 30 Min

[Boston] 200 Miles

Car: 3 Hr

Bus/Train: 6 Hr

Regional Career Opportunities

Private sector jobs in New York City rose by 182,000 over the year to 4,048,400 in February 2023.

Job gains occurred in private education and health services (+66,900), leisure and hospitality (+56,000), professional and business services (+27,000), financial activities (+18,000), other services (+9,800), and natural resources, mining, and construction (+6,600).

Manufacturing was flat in February while information and trade, transportation, and utilities sectors lost 1,200 and 1,100 jobs respectively.

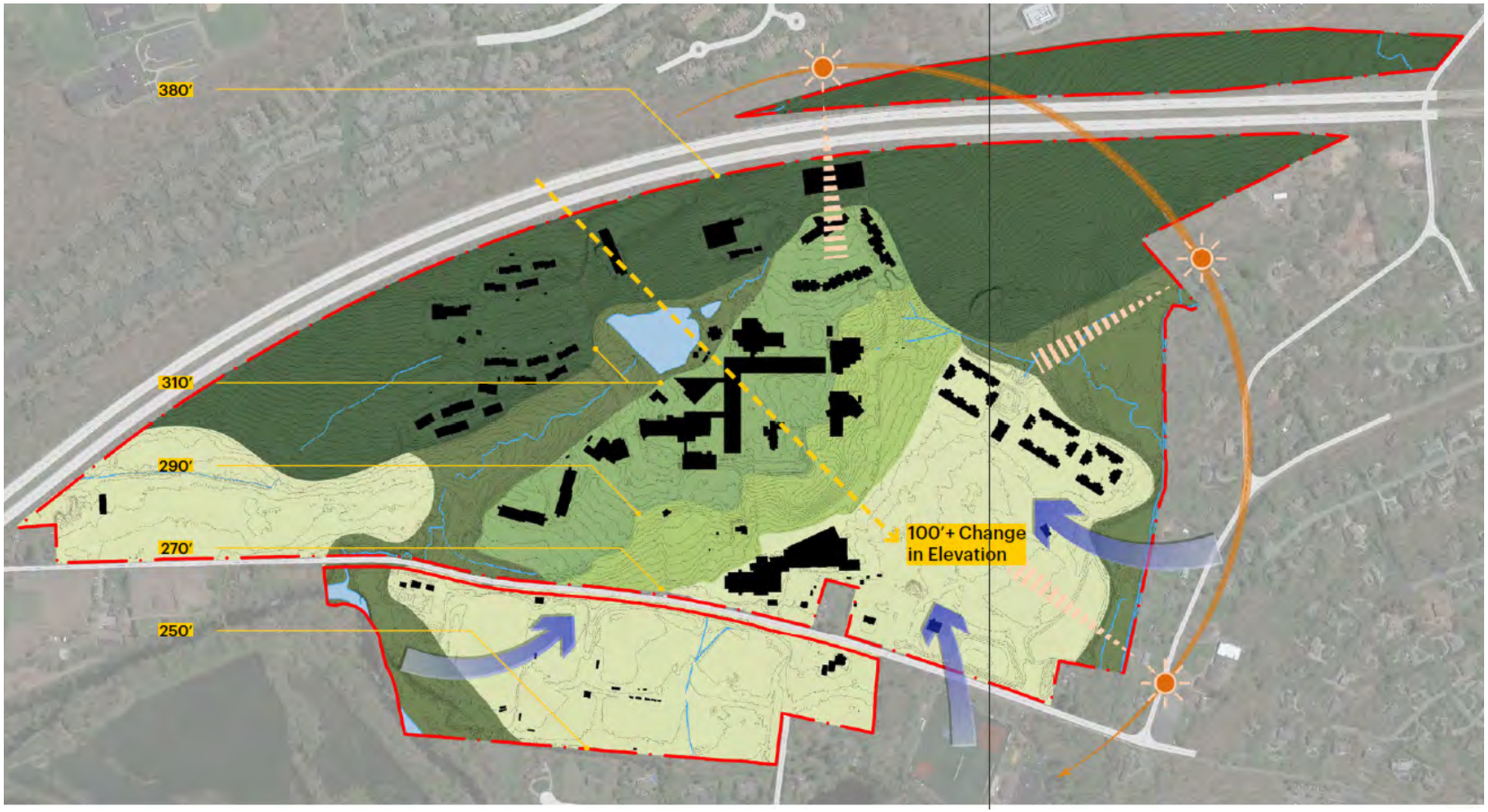
Existing Campus

Space Use

Building Use

The campus organization of building use is demarcated into zones. The academic buildings are clustered in the center or Core with residential buildings surrounding them. The Athletics fields are grouped at the base of the valley at the topographic low point or the Plain of the campus. Residence halls are situated in a forested/ natural environment or Uplands at the edges of campus.

Natural Environment



Natural Environment

The campus of Ramapo College is situated in a hilly and wooded area within the Ramapo Mountains region. The topography is characterized by rolling hills and valleys, which provide picturesque views and a serene environment. The campus itself is nestled among these hills, offering a blend of open spaces and forested areas.

Due to its location within a hilly terrain, the campus experiences variations in sunlight throughout the day and seasons. The positioning of buildings and outdoor spaces takes advantage of natural sunlight, with many areas providing excellent natural lighting. This can enhance the aesthetics of the campus and contribute to energy efficiency.

The college campus is enriched with several water features, including ponds and streams. These water resources not only add to the campus's aesthetic appeal but also support local wildlife and offer opportunities for outdoor recreation. They contribute to the overall environmental diversity and sustainability of the campus.

The natural environment of Ramapo College is abundant with trees and vegetation. The wooded areas of the campus provide a sense of seclusion and tranquility, creating a peaceful and picturesque atmosphere. The college has made efforts to preserve the natural landscape and maintain a balance between development and environmental conservation.

The orientation of the campus and its buildings takes into account prevailing wind patterns. This consideration can impact energy efficiency and comfort for students and staff. Proper wind orientation can help reduce heating and cooling costs, as well as enhance the overall comfort of outdoor spaces.

Campus standards are needed to address dying or diseased tree removal and identify native planting palettes.

Campus Movement

On-campus Traffic Conflicts

Off-campus Traffic Conflicts

N

Vehicular Circulation

Pedestrian Pathway

Parking

Campus Circulation

Walking on campus should be safe. The organization of vehicular circulation and pedestrian pathways is a crucial aspect of campus planning, directly impacting safety and the overall campus experience. There are challenges related to the interaction between vehicular and pedestrian traffic, as well as concerns about the lack of traffic calming or slowing down measures on Route 202 (Ramapo Valley Road).

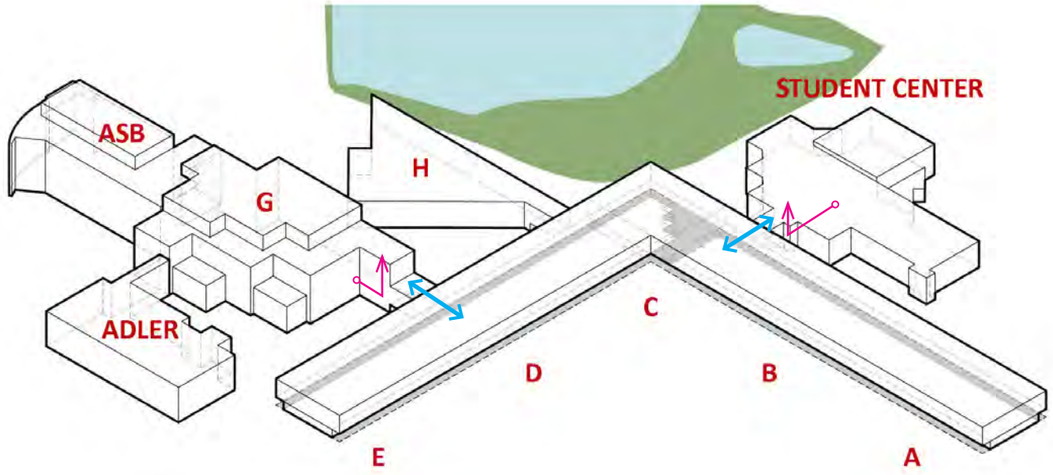
The presence of conflicts between vehicular and pedestrian traffic can pose significant safety issues within the campus. These conflicts may occur at intersections, crosswalks, and other areas where students, faculty, staff, and visitors must navigate vehicular traffic. Such conflicts can result in accidents, near-misses, and an overall sense of insecurity for pedestrians.

The lack of slowing down measures on Route 202, also known as Ramapo Valley Road, poses additional safety concerns. High-speed traffic on this road, especially if it passes through or near the campus, can be a significant hazard. The absence of speed-reduction measures or well-marked crosswalks can put pedestrians at risk when attempting to cross Ramapo Valley Road. There is a need to upgrade campus accessibility, especially through improved curb cutouts in addition to speed control measures along campus roads.

An organized and well-designed campus layout is essential to mitigate conflicts between vehicular and pedestrian traffic. This may involve redesigning intersections, adding crosswalks, installing traffic-calming measures, creating low traffic zones by re-routing parking traffic and improving signage to guide both drivers and pedestrians. Clear and visible pathways and crossings can enhance safety and the overall campus experience.

A walking/biking recreation path is proposed from the south entrance along Tupelo Road and Woods Road to Overlook.

Building Analysis - Academic Complex



Physical Setting and Internal Circulation

The Academic Complex consists of the original campus buildings: A, B, C, D, and E Wings. Students move through the Complex in interior corridors on the second floor. Vertical circulation and stairwells occur at the connections between each wing. The H Wing, G Wing, and Student Center connect to the main building by elevated bridges, while the Anisfield School of Business and Adler Center are connected to G Wing.

Multifunctional spaces are located in the main building, which can be categorized into five space types:

- Instructional Spaces (classrooms, labs)
- Faculty Spaces (faculty offices, dean's offices)
- Student Spaces (student union spaces and gathering spaces)
- Administrative Spaces (offices of administrative department)
- Support Spaces (IT department and security office)

Building Use

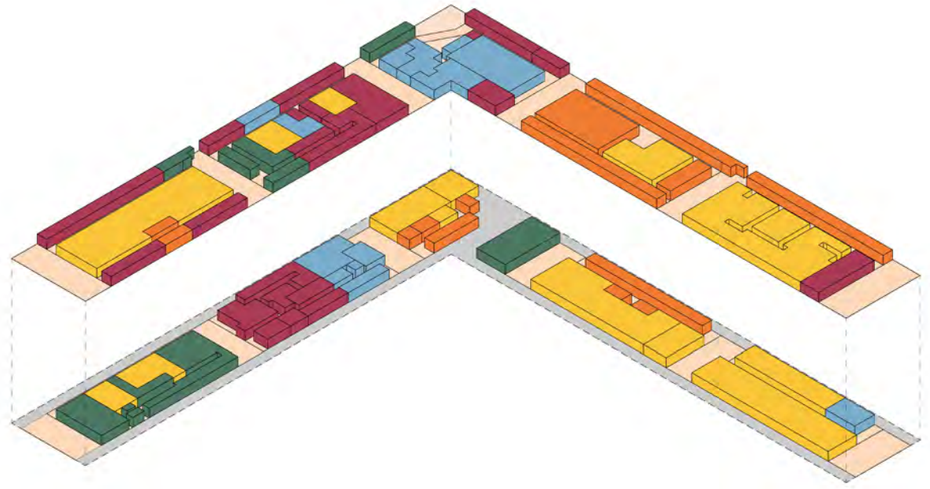
The programmatic use of the building requires "defragmentation" or relocation and consolidation to provide a more effective and efficient use of space. The current configuration evolved as space needs arose, but stronger adjacencies and operational efficiencies could be realized which could be more effective.

Vertical Circulation

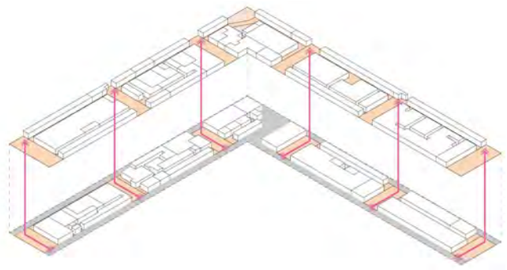
There are six staircases serving the vertical circulation in the main building. Elevators at each core allow for access to Level 2 connected corridors.

Access to Daylight and Views

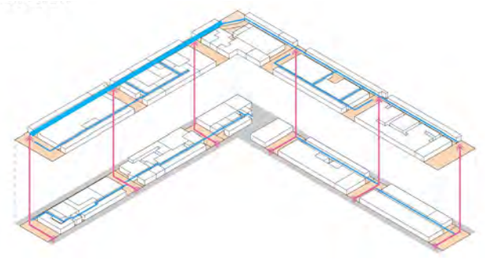
Because of the compartmentalization of the floor plan with the double-loaded corridor, few circulation areas and few classrooms have an exterior window for access to daylight and views.



Functions of Room



Vertical Access



Corridors

04

Comprehensive Facilities Plan

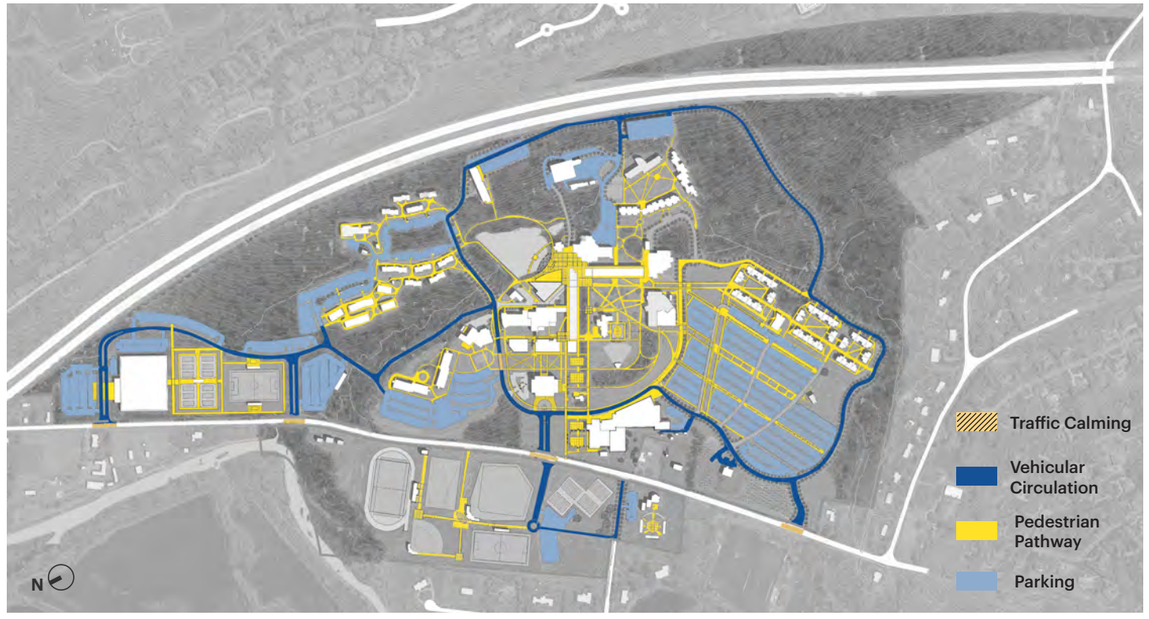
Enhancing Landscape Connectivity and Strengthening Campus Core

Ramapo College's dedication to fostering an environment that enriches academic pursuits is exemplified through the active engagement of its faculty, students, and staff in the preservation and enhancement of the campus and its surrounding areas. Student life upgrades are needed, including the renovation, expansion, and diversification of dining options to support student community and foster engagement.

The collaborative efforts between the campus staff, faculty and students underscore a shared commitment to cultivating an aesthetically appealing environment. Central to this approach is the recognition that design standards play a pivotal role in not only augmenting pedestrian safety and wayfinding but also in fostering a sense of belonging and identity through campus iconography. Landscape guidelines coould serve as an essential characteristic that defines the distinctive essence of the campus. By making these standards readily accessible to design professionals involved in campus projects, the aim is to optimize operational efficiency and streamline various aspects of the design process, ultimately fostering a greater sense of coherence and unity across the campus landscape. For example, guidelines will shape the renovation of the Birch Mansion Garden into a welcoming space for small gatherings, events and outdoor learning. Likewise, the design of the proposed relocated band shell into the base of the terraced hill, adjacent to the mansion will further unify the Academic Core and create an additional option for outdoor classroom space.

A robust framework of Site Campus Planning Principles and Standards would encompass a comprehensive array of vital topics, including but not limited to gateways and edges, site walls and seat walls, site furnishings, shelters, various types of paving, as well as detailed considerations for crosswalks, safety, security, stormwater management, fencing, and sustainable landscaping approaches such as xeriscaping which selects native plantings that require less irrigation. This holistic approach ensures a consistent vocabulary for the physical elements within the campus boundaries, establishing a coherent and enduring aesthetic that reflects the academic core of Ramapo College.

Accessibility and Pedestrian Safety



Ramapo College is committed to fostering an open, welcoming, and secure campus environment through thoughtful architectural design. Emphasizing accessibility and campus safety as key priorities, the institution continuously evaluates advancements in these areas, recognizing the dynamic nature of inclusive design and pedestrian security.

This document serves as a strategic guide for enhancing accessibility and pedestrian safety, outlining pathways for bolstering connectivity. Notably, specific attention has been dedicated to critical zones such as Ramapo Valley Road (State Route 202) where safety measures are recommended to mitigate risk. There is a desire to identify additional access that does not rely on Route 202. Additional entry and egress points should be provided to the east or south to diversify access for emergencies and safety.

Internal to the campus, efforts to reinforce pedestrian safety involve the implementation of traffic calming measures, strategic signage, and carefully curated road closures. A central tenet of the design scheme is the mitigation of vehicular-pedestrian conflicts, exemplified by initiatives such as the conversion of Cherry Lane into an exclusive service vehicle access point, thus ensuring the delineation of a distinct vehicular network and dedicated pedestrian walkways. Campus accessibility upgrades through improved curb cutouts are recommended in addition to speed control measures along campus roads.

Looking ahead, it is imperative for the College to embrace the outlined opportunities for heightening and integrating ADA standards into the fabric of campus infrastructure. Given the evolving nature of accessibility requirements, a proactive approach to incorporating these standards into ongoing projects is not only prudent but also instrumental in addressing the spectrum of considerations.

Proposed Design Strategies

This section provides a summary of each of the projects proposed in the Comprehensive Facilities Plan. The plan provides a vision for the physical environment that aligns with *Boldly Ascending: Ramapo College Strategic Plan 2023-2029*, and *Ramapo College Comprehensive Academic Plan 2023-2029*. The plan emphasizes renewal and renovation, reinvestment in infrastructure, the student experience, and value-based growth.

Guiding Principles

The guiding principles for the selection of projects included:

- Alignment with the Strategic Plan and the Comprehensive Academic Plan
- Being good stewards of existing campus assets
- Being a student-centered campus
- Enhancing campus character
- Improving campus sustainability, especially through renewal rather than new construction
- Integrating functions and adjacencies
- Designing flexible and inclusive spaces
- Identifying and preserving sites for future development
- Distinguishing between needs and wants, given resource constraints

Based on several engagements with the campus community (see Appendix A), a review of the Facility Condition Assessment report (see Appendix C), a close reading of the Strategic Plan and Comprehensive Academic Plan, an assessment of estimated resources, and consideration of the guiding principles listed above, the projects in the plan seek to do some of the following:

- Upgrade the infrastructure and conduct life cycle replacement of key systems
- Improve wayfinding, pathways, lighting, and the physical appearance of the grounds
- Fix adjacency problems
- Create more gathering spaces, nursing labs, classrooms, and performance spaces
- Modernize classroom furniture and technology
- Enhance safety at road crossings, particularly for Ramapo Valley Road
- Progress toward the construction of a new welcome center and upgraded admissions building
- Upgrade the athletic complex

Required, Recommended, and Requested

The plan groups projects into one of three categories. The first category, **Required**, encompasses projects that need to be done and are achievable given projected resources for deferred maintenance and capital renewal. The second category, **Recommended**, includes projects that should be done and are actionable but require additional resources through some combination of allocations from annual budgets, distributions from capital reserve accounts, receipt of new funds from state or federal grants, state or federal appropriations, private-public partnerships, or gifts from donors. The third category, **Requested**, includes projects that are largely aspirational in that the community wants and hopes to do them but additional resources from external sources are necessary.

On the following pages, there is a number associated with each project itemized within the plan. Please note that these numbers are not meant to reflect a prioritization of projects. Rather, the numbers are simply meant to assist the reader with connecting the name of the project with the approximate location of the project on the diagrammatic map of campus and with the description of each project in Section 5.

Proposed Landscape Improvement

Within the campus landscape, the materials, structure, and texture present opportunities for enhancement through the implementation of a comprehensive landscape plan and guidelines infused with sustainable principles.

A comprehensive infrastructure needs assessment is recommended. Although select areas are identified for EV charging stations, campus infrastructure was not part of the Comprehensive Facilities Plan.

To alleviate existing traffic conflicts, it is recommended to realign Cherry Lane with Poplar Avenue, ensuring a seamless flow of traffic following the realignment of the entry. Additionally, enhancements at pedestrian crossings are advised to improve the safety and efficiency of movement throughout the campus vicinity. Further, the campus is only accessible by Route 202. An additional access point via Darlington Road or Interstate 287 also has the potential to reduce traffic conflicts and provide an alternate entry and egress from campus during emergencies.

Expansion of the stone wall along Ramapo Valley Road is suggested to establish a campus boundary, supplemented by strategic placement of lighting, banners and entry signage. This initiative combines pedestrian safety through traffic calming with a sense of arrival.

The renovation of the Birch Mansion Garden aligns and reinforces the relocated band shell to unify the Core. This “expansion of the Grove” reinforces the center of campus and rejuvenates outdoor student-centric gathering spaces within the landscape.

Lastly, the Arch requires rehabilitation to uphold its significance within the campus landscape. A series of Alumni Terraces are proposed to expand gathering areas adjacent to the Arching ceremony along Mansion Road.

Proposed Renovations

A study of Academic Building H is recommended to remediate its current condition. The site offers the potential to feature the natural setting of Kameron Pond. A renovation and/or addition could include a connection to Academic Building C and provide a student hub via an accessible bridge to the “Fish Bowl” on Level 2, which also requires renovation and remediation.

The Academic Building Wings C, D, and E require renovation which should be phased to minimize disruption to campus life. The plan recommends relocation of the campus Public Safety office, currently located at the intersection of C Wing, to Linden Hall. The space vacated by Public Safety can be repurposed for student services functions such as residence life, club offices or food service.

The Sharp Sustainability Education Center should undergo a renovation to address deferred maintenance and enhance its aesthetic appeal.

Classrooms should be updated to prioritize sight lines, improve acoustics, enhance lighting and accommodate diverse teaching pedagogies. Furnishings should be upgraded to enable increased flexibility in seating arrangements, larger horizontal surfaces and more opportunities for collaboration. Classroom technology and media standards should be adopted to support portability of personal computing devices throughout campus.

Proposed New Construction

A new building site adjacent to Adler Center could serve the expansion of the Core.

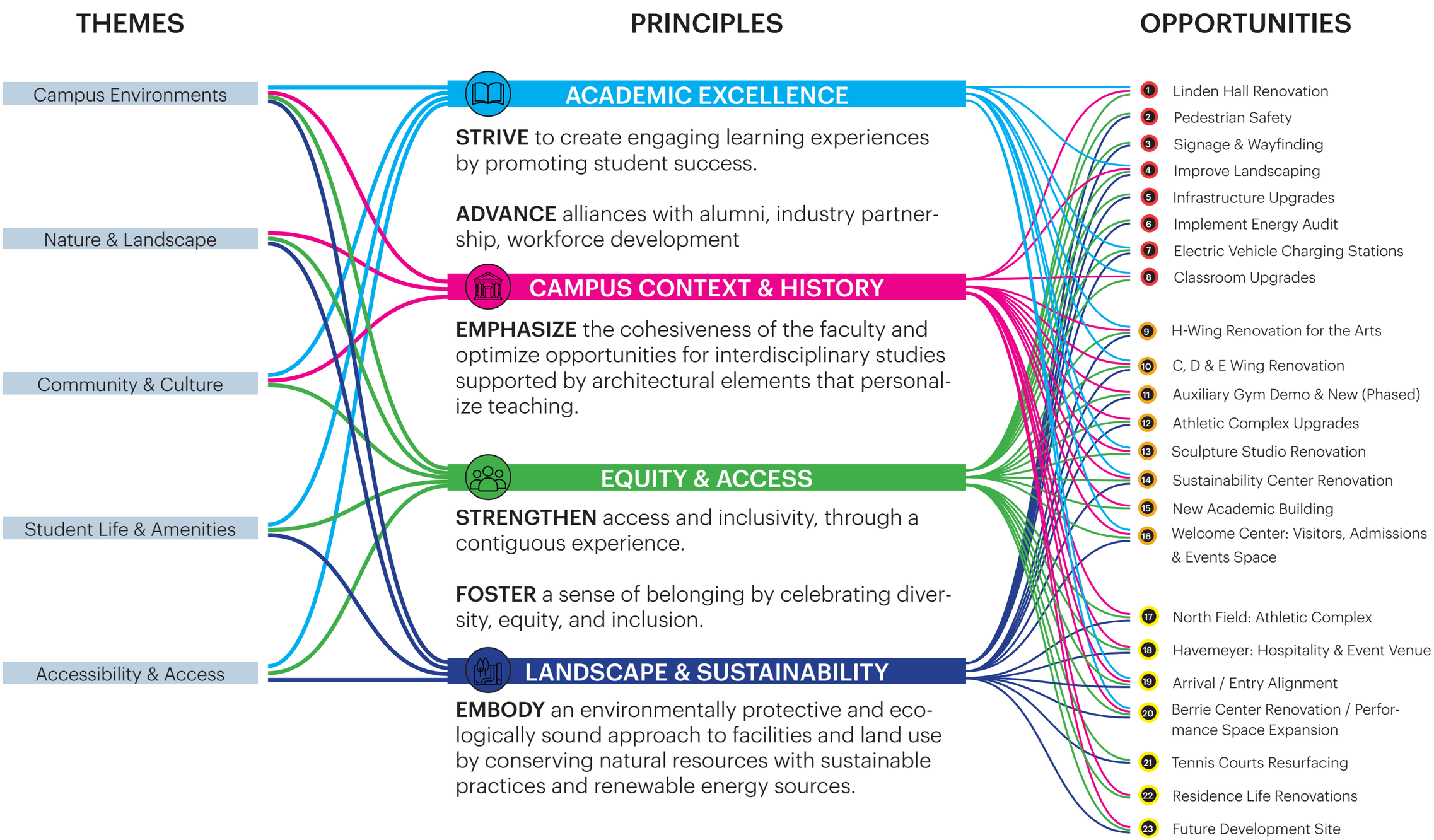
A new Welcome Center/Visitor Center adjacent to the McBride House is needed to provide meeting rooms, seminar spaces, and a multipurpose room or performance space for choral events and similar activities.

Additional facilities are required to provide safety and shelter at the athletic fields, including the construction of a storm shelter and restroom/changing facilities.

A new gym to the south is proposed to replace the Aux Gym. The partial demolition of the north face of the Bradley Athletics Center offers opportunities to rebrand the entry experience.

Proposed Plan

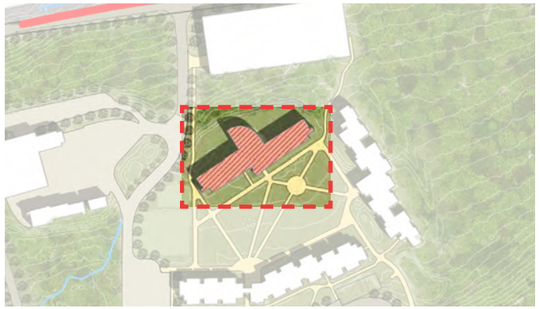
Guiding Principles



05

Strategy

Required (Need To Do)



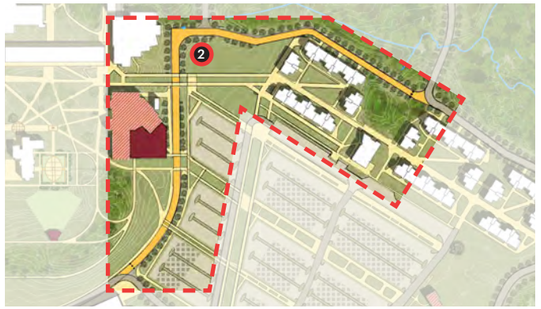
1. Linden Hall Renovation

Existing

Linden Hall is unoccupied.

Proposed

Linden Hall is scheduled for renovation to cater to the needs of student wellness services and administrative offices. As part of this transition, the relocation of certain operational staff members, whose roles have limited interaction with students, is being considered. This strategic move presents an exciting prospect for the re-purposing of the vacated area, paving the way for the establishment of dedicated spaces for student gatherings, classrooms and enhanced student services.



2. Pedestrian Safety

2.1 Closure of Cherry Lane

Existing

Cherry Lane separates the South Parking and central campus. Pedestrians need to cross the vehicular traffic to access the campus core.

Proposed

Cherry Lane will be closed to vehicular traffic and only available for service and emergency access. The pedestrian-only path will reinforce the walking paths connecting the residential community to the academic core. Removable bollards or rising roadblocks will be placed for access control.

GUIDING PRINCIPLES KEY

- ACADEMIC EXCELLENCE
- CAMPUS CONTEXT & HISTORY
- EQUITY & ACCESS
- LANDSCAPE & SUSTAINABILITY

Required (Need To Do)

2. Pedestrian Safety

2.2 Crossing Risk Mitigation Measures

Existing

Pedestrians cross heavy vehicular traffic on Ramapo Valley Road at the traffic light to access the Athletic Fields and at the old stone pillars near the Mackin and Bischoff parking lot to access the Sculpture Studio, posing safety challenges. The pedestrian crossing between the Trustees Pavilion and the Anisfield School of Business Building is a concern, as is the crossing between the south gate and the Trail Conference. There is no pedestrian-friendly path between the south gate and the Overlook along Tupelo and Woods Roads.

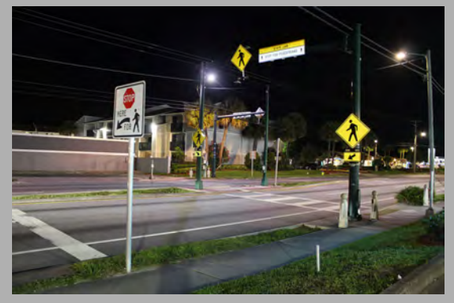
Proposed

A series of safety measures, such as illuminated crosswalks with specialized overhead lighting and signage are proposed to integrate with pedestrian routes across Ramapo Valley Road (Route 202) and other campus locations.

A walking/biking recreation path is proposed from the south entrance along Tupelo Road and Woods Road to Overlook.

Crossing Risk Mitigation Measures

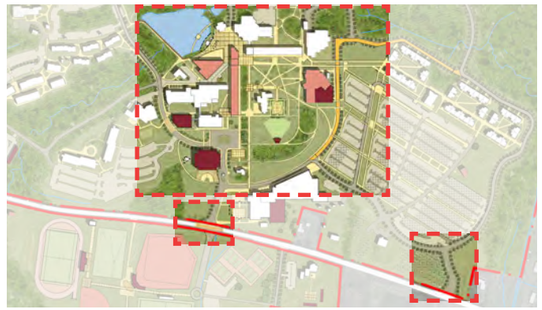
High-visibility Painting



Clear & Illuminated Signs

Overhead Directed Lighting

Required (Need To Do)



3. Signage & Wayfinding

3

Existing

Current signage is unclear at the approach and within the central campus. Several existing wayfinding signs are outdated and in poor condition.

Proposed

Enhancements for navigational signage and wayfinding across campus roadways and pedestrian pathways are proposed to optimize the user experience and streamline navigation. Recommendations include revamping the identity, branding, and graphics, including the modernization of entry signage and the introduction of the iconic stonewall along Ramapo Valley Road (Route 202), aimed at fortifying Ramapo College's distinct presence and identity along this significant thoroughfare.

Navigation & Wayfinding Environmental Graphic Signage

Informational wayfinding system

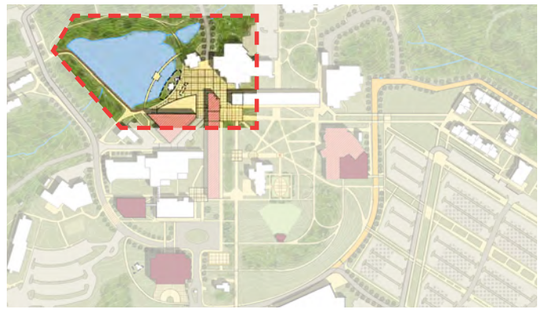
Symbolic stonewall

Ramapo Entry Signage

GUIDING PRINCIPLES KEY

- ACADEMIC EXCELLENCE
- CAMPUS CONTEXT & HISTORY
- EQUITY & ACCESS
- LANDSCAPE & SUSTAINABILITY

Required (Need To Do)



4. Improve Landscaping

4

4.1 Student-gathering Space at Kameron Pond

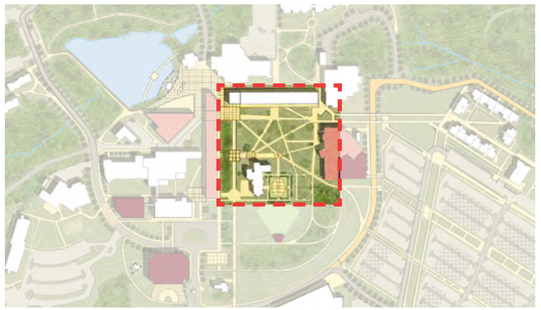
Existing

The current intersection of the Academic Building is underutilized. The Salameno Spiritual Center limits the connection between the central campus and the natural amenities of Kameron Pond. Invasive species pervade the pond and remediation is needed.

Proposed

Kameron Pond area will be renovated as an eco-friendly and safe space for gathering and reflection. An iconic stone wall is proposed on the north side of Kameron Pond along the path between H-Wing and College Park Apartments.

Outdoor Classroom



4. Improve Landscaping

4

4.2 Central Campus Landscaping

Existing

The historical Birch Mansion Garden is not in use and requires maintenance. The topography difference and surrounding overgrown bushes and trees make the garden unusable. The garden is not visible from the Grove pedestrian path.

Proposed

The transformation of the Birch Mansion Garden into a formal garden, integrating the natural landscape systems with the Grove at the heart of the campus, is a key proposed project. This revitalization opens up possibilities for various uses, including hosting alumni and donor events as well as facilitating small outdoor classroom activities. A comprehensive landscape standard is recommended.

A core aspect of this project involves the design of pedestrian paths and green spaces, fostering a seamless integration of materials between the landscape and hardscape. This deliberate approach not only promotes accessibility but also serves to reinforce the tradition of Arching, by enriching the procession and rehabilitating the Arch.

Required (Need To Do)

5. Infrastructure Upgrades 5

Existing

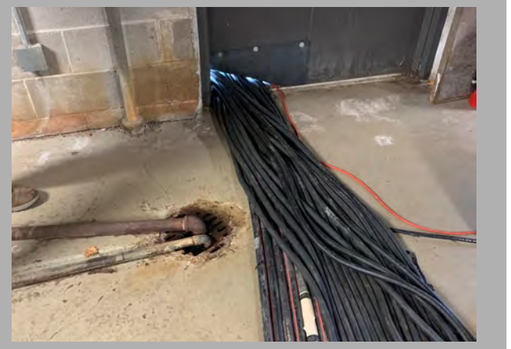
Current infrastructure is in poor condition, is inefficient and requires frequent repair. Priority items that need to be replaced, repaired or retooled include roofs, HVAC systems, high voltage electrical lines and transformers, water and sewer lines, paving, handicap curb cut-outs, access control, exterior door locks, CCTV, FM radio system, and Blue Lights.

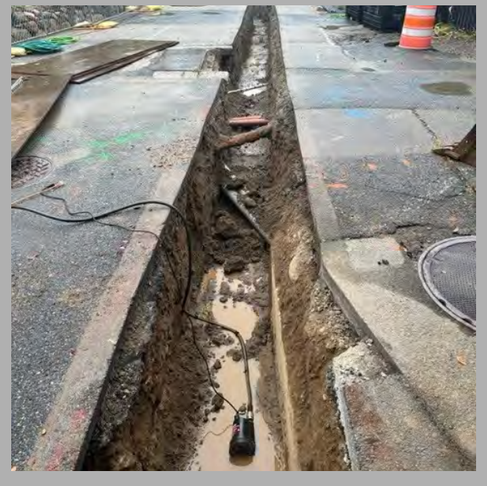
Proposed

Conduct a comprehensive assessment of infrastructure deferred maintenance needs and develop a ten year plan for rehabilitation. Priority efforts will focus on accessibility (upgrade curb cut-outs), improving reliability and redundancy of systems (electrical and fiber networks), and enhancing the efficiency of HVAC systems (including the potential decommissioning of the centralized steam plant).

Existing Infrastructure

The above ground steamline is visually unappealing, divides the campus experience, and obscures views of the pond.





GUIDING PRINCIPLES KEY

- ACADEMIC EXCELLENCE
- CAMPUS CONTEXT & HISTORY
- EQUITY & ACCESS
- LANDSCAPE & SUSTAINABILITY

Required (Need To Do)

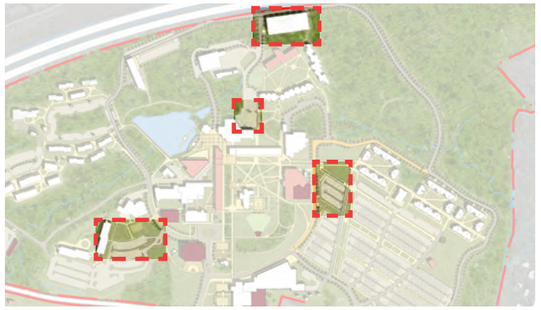
6. Implement Energy Audit Recommendations 6

Existing

An Energy Audit was conducted in 2023 and indicated several alternatives to reduce energy usage.

Proposed

Implement recommendations from the 2023 Energy Audit for on-campus systems (i.e., install LED lighting, automated & passive controls for lighting and HVAC, upgraded energy efficient boilers, etc.).



7. Electric Vehicle Charging Stations 7

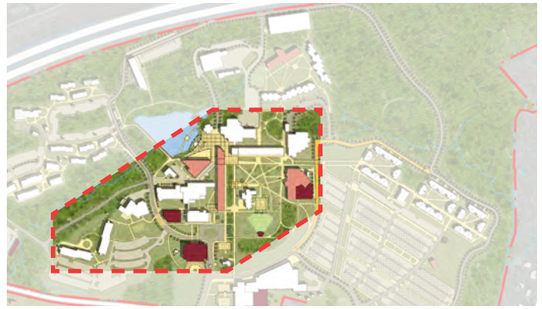
Existing

Currently, there are no electric vehicle charging stations on campus.

Proposed

Electric Vehicle Charging Stations will be installed to prepare the campus for the electrification of the campus fleet and the expected increase in the use of electric vehicles by members of the campus community. Proposed locations include the parking deck, the lot behind the student center, the lot near Mackin and Bischoff Halls, the commuter lot near the Bradley Center, the Sharp Sustainability Education Center, and the Facilities lot.

Required (Need To Do)



8. Classroom Upgrades

8

Existing

Existing classroom environments, furniture, and equipment do not meet the rapidly evolving demands of teaching and learning environments. There are several classrooms with single-seat tablet-arm chairs which do not accommodate flexible pedagogical practices nor provide sufficient horizontal surfaces for student use (i.e., simultaneous note-taking and laptop use). There are a variety of different media and technology A/V packages across campus, making portability difficult and life-cycle replacement more costly.

Proposed

Outdated existing classroom furniture should be replaced campus-wide with new furniture designed for flexible teaching. Lecture podiums should be updated with plug-and-play A/V and remote access controls for A/V systems. Additional white boards should be added to several classrooms to support collaborative learning techniques, particularly in rooms supporting math and science courses.

GUIDING PRINCIPLES KEY

- ACADEMIC EXCELLENCE
- CAMPUS CONTEXT & HISTORY
- EQUITY & ACCESS
- LANDSCAPE & SUSTAINABILITY

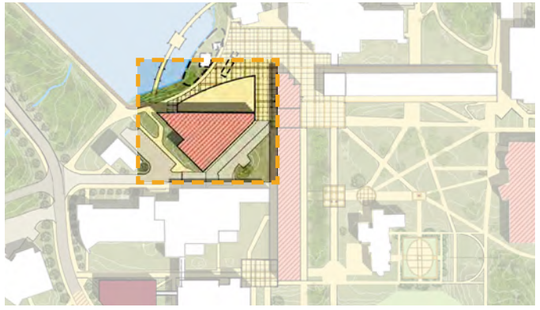
Flexible Classrooms Accommodate Mobility

A flexible classroom layout is a space that's dedicated to enabling choice. This means providing students with the opportunity to choose how they learn, how they demonstrate knowledge, and how they work with others.

Flexible & Collaborative Classroom Furniture

Successful flexible learning environments typically deploy a range of innovative seating arrangements and furniture options to facilitate both independent and collaborative learning. Offering flexible seating in your classroom design gives students greater autonomy over where and how they learn.

Recommended (Should Do)



9. H Wing Renovation / Expansion

9

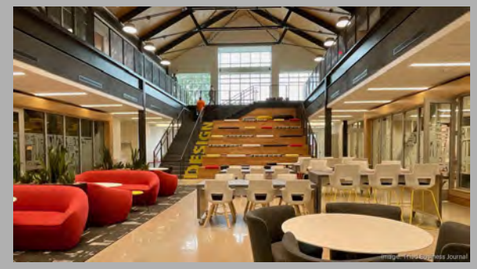
Existing

Academic Building H is in poor condition and needs comprehensive renovation. Its underutilized spaces and inefficient layout are impeding its use. Studios, learning spaces, and auditoriums are inadequate and in need of renewal. Health and safety are concerns.

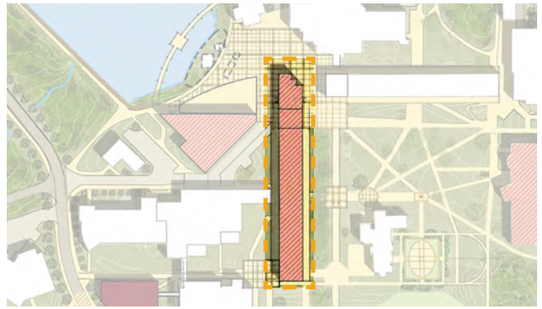
Proposed

H Wing is proposed to be renovated. A comprehensive study, inclusive of Communications and Music faculty and an acoustical engineer, will support a design that serves the diverse needs of this central campus space. Potential concepts include expansion toward Kamerон Pond with a connection to the second floor of Academic Building C. The extensive sound-bleed issues will be addressed by a full rebuild of H-Auditorium and construction of flexible adjoining spaces suited to both Communications and Music needs. An expanded lobby will provide a space for gathering and a audio-visual display of student and faculty work. The new auditorium will support a wide range of public-facing events and provide opportunity for rental income. Renovation and addition could include naming rights associated with a donor gift.

Arts Lab & Student Collaboration Spaces



Recommended (Should Do)



10. C, D & E Wing Renovation

Existing

The layout of offices, classrooms, and circulation of C, D & E Wing is deficient. The poor condition limits the building's use. Many systems such as lighting, HVAC, and the building envelope require upgrades.

Proposed

Student-facing programs will be reorganized and reassigned to the renovated Academic Complex. Non-student-facing programs in C, D & E Wing will be relocated to Linden Hall to allow space for defragmentation and reorganization. Requested uses include classrooms, collaboration, breakout, lounge for student gatherings and space for non-denominational services. Renovation could include naming rights associated with a donor gift.

Active Collaboration Space

Transparency and collaboration spaces along daylit corridors & views

Activate stair zones with informal collaboration

Access & Welcoming Environments Inspire Belonging

GUIDING PRINCIPLES KEY

- ACADEMIC EXCELLENCE
- CAMPUS CONTEXT & HISTORY
- EQUITY & ACCESS
- LANDSCAPE & SUSTAINABILITY

Recommended (Should Do)

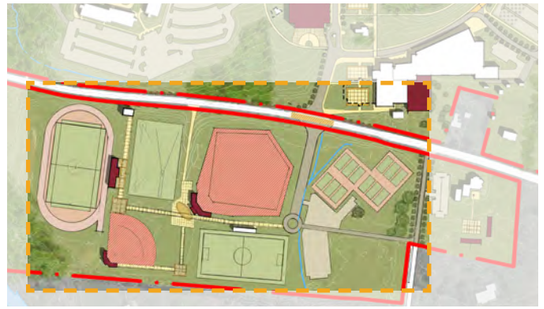
11. Auxiliary Gym Demo & New (Phased)

Existing

Auxiliary Gym is beyond its useful life, aging and in poor condition. The building envelope is deteriorating and the exterior facade is a lackluster image at the main entry to campus.

Proposed

The Auxiliary Gym should be demolished and become part of the campus entry landscaping design. A replacement Gym could be built as an addition to the Bradley Athletics Center. Renovation and addition could include naming rights associated with a donor gift.



12. Athletic Complex Upgrades

Existing

Current facilities are deficient and fail to meet the needs of athletics. Key concerns include a lack of shelter for safety in case of a lightning storm or medical emergency. The Athletic Fields require renovation, supporting facilities improvement and implementation of stormwater management measures.

Proposed

Facilities should be renovated and new construction are proposed to include event seating stands, press box, locker rooms, restrooms and storm shelter. Baseball and softball fields should be re-surfaced with artificial turf. Throwing events such as javelin, discus and weight throw could be relocated from North Field to the existing Athletic Fields.

Recommended (Should Do)

13. Sculpture Studio Renovation

Existing

The Sculpture Studio requires renovation. Lack of pedestrian access is a concern for students.

Proposed

The Sculpture Studio facility should be renovated and strategies should be explored to improve access and safety.

14. Sharp Sustainability Education Center Renovation

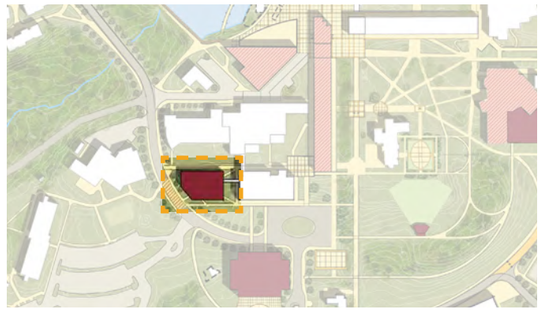
Existing

The Sharp Sustainability Education Center requires renovation and possible expansion.

Proposed

The Sharp Sustainability Education Center renovation and expansion will accommodate additional curricular programming and reinforce the mission in its natural setting. A possible urban farm can also be accommodated at the same location.

Recommended (Should Do)



15. New Academic Building

Existing

With enrollment growth, additional classrooms, laboratories, and office space may be necessary to meet the demand of various curricular programs.

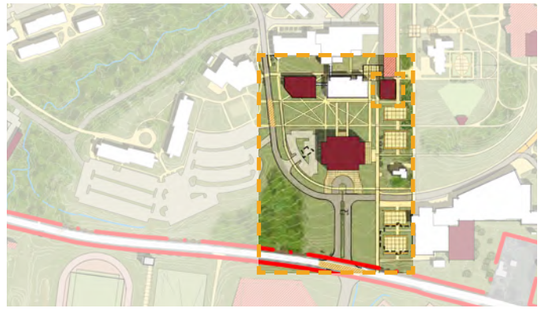
Proposed

This new academic building site could accommodate the construction of a new facility for Nursing, other health science related disciplines or other academic disciplines, depending on long-term enrollment trends.

GUIDING PRINCIPLES KEY

- ACADEMIC EXCELLENCE
- CAMPUS CONTEXT & HISTORY
- EQUITY & ACCESS
- LANDSCAPE & SUSTAINABILITY

Recommended (Should Do)



16. Welcome Center:

16

Visitor Center, Admissions & Events Space

Existing

The existing entry gate and entry threshold are inadequate for welcoming visitors and providing security. A Welcome Center is needed for functional use and an improved arrival sequence. The current road goes between G Wing and Welcome Center.

Proposed

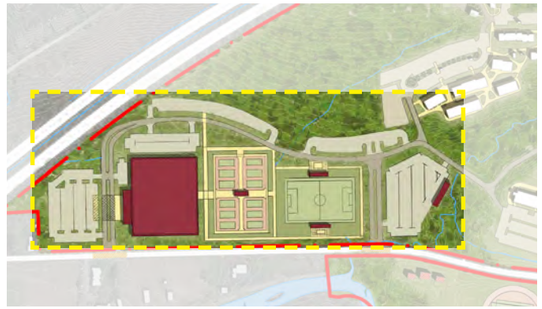
An enhanced Welcome Center with an Admissions & Visitor Center is essential to streamline functionality and refine the arrival experience. To meet the growing demand for versatile meeting spaces, a proposed integration of a Welcome Center and Events Space, including a large auditorium, at the entry point is in consideration. To cater to the evolving space requirements for Alumni facilities, an expansion of the Academic Complex is proposed. This concept proposes the addition of a new perimeter road, creating a central pedestrian green space, enhancing accessibility and optimizing traffic flow for improved visitor convenience.

GUIDING PRINCIPLES KEY

- ACADEMIC EXCELLENCE
- CAMPUS CONTEXT & HISTORY
- EQUITY & ACCESS
- LANDSCAPE & SUSTAINABILITY

Welcome Center

Requested (Want To Do)



17. North Field Development

17

Athletic Complex

Existing

Practice fields and parking at North Field are disconnected from campus and are underutilized.

Proposed

This concept will develop North Field into an Athletic Complex with indoor and outdoor sports facilities, concessions, supporting locker rooms and parking. A storage building, that could also include a fabrication & makerspace, with overflow campus parking and service access drive is proposed. Alternate land acquisition and development opportunities could be explored, pending a market demand analysis. Other potential options include housing or other mixed-use development that could serve as a walkable amenity for the community.

Indoor Athletic Facility

Multi-Sport Gym Flooring (103′ x 200′)

Artificial Turf Field (212′ x 200′)

Inline Hockey Rink (190′ x 90′)

Indoor Practice Facility

Requested (Want To Do)

18. Havemeyer House Redevelopment

18

Hospitality & Event Venue

Existing

The Historic Havemeyer House was formerly the president's residence and is not frequently utilized for College functions.

Proposed

The building as well as its backyard area is proposed to be renovated and transformed for hospitality and as an event venue. The upper floors could be developed as housing for short-term residential needs of the College (honors student housing, visiting faculty housing, special guest housing), or as a bed and breakfast.

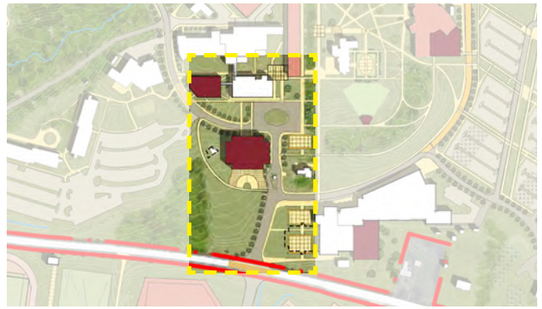
Event Venue

Event space at historical building site

GUIDING PRINCIPLES KEY

- ACADEMIC EXCELLENCE
- CAMPUS CONTEXT & HISTORY
- EQUITY & ACCESS
- LANDSCAPE & SUSTAINABILITY

Requested (Want To Do)



19 Arrival / Entry Alignment Phase 1

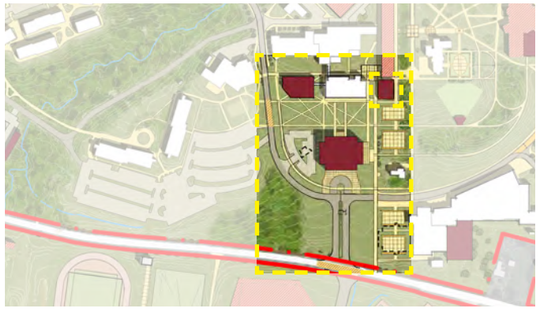
Existing

In Phase 1, the existing campus entry (Magnolia Road) remains.

Proposed

The New Academic Building (see item #15) is planned to remain at the same location for both phases of arrival/entry planning, so the construction of buildings will not be constrained by roadway alignment.

Furthermore, this proposes the relocation of the band shell / outdoor amphitheater, aligning it with the Mansion Birch Garden, and adjusting it to the natural topography to serve as both a band stage and an outdoor learning space.



19 Arrival / Entry Alignment Phase 2

19

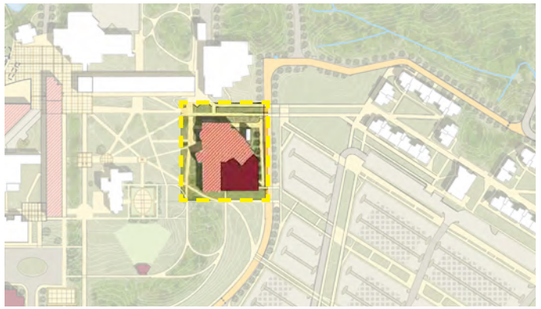
Existing

In Phase 2, the campus entrance is relocated to re-align and reorganize the entry experience along the axis of the proposed Welcome Center.

Proposed

Consider re-routing the main road to divert vehicular traffic away from the central campus area, while strategically aligning the main gate on the axis with the Welcome Center to enhance the campus's visual appeal, accessibility and security. A visitor parking area is proposed directly adjacent to the Welcome Center. Mansion Road is enhanced with a series of proposed Alumni Terraces.

Requested (Want To Do)



20. Berrie Center Renovation / Performance Space Expansion 20

Performance Space

Art Gallery

Performance Space with Natural View

Design and Makerspace

Existing

The School of Contemporary Arts is dispersed across multiple buildings throughout campus. The distribution of spaces such as main classrooms in the Berrie Center, faculty offices in C Wing & H Wing, labs in H Wing, and art storage in the B Wing, have led to adjacency challenges. Additionally, the current interior setup and small size of the Berrie Center fails to accommodate the needs of the School.

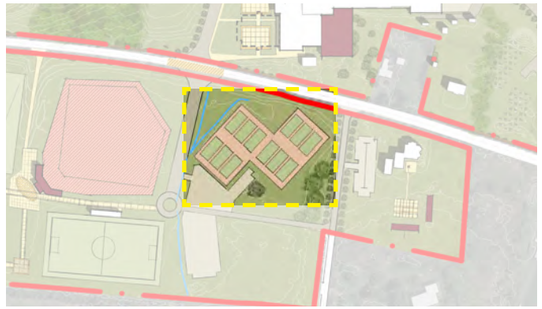
Proposed

The Berrie Center can be renovated or expanded to better serve the needs of the School of Contemporary Arts.

GUIDING PRINCIPLES KEY

- ACADEMIC EXCELLENCE
- CAMPUS CONTEXT & HISTORY
- EQUITY & ACCESS
- LANDSCAPE & SUSTAINABILITY

Requested (Want To Do)



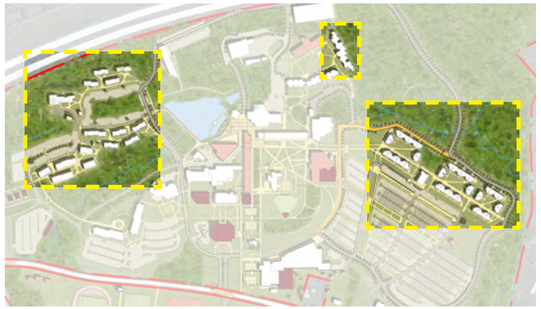
21. Tennis Courts Resurfacing 21

Existing

Current Tennis Courts are in poor condition.

Proposed

The Tennis Courts could be re-surfaced and the equipment could be upgraded. Some courts could possibly be overlaid with Pickleball Courts or converted into a space for Futsal.



22. Residence Life Renovations 22

Existing

Existing residential buildings will require renovation in the coming years.

Proposed

The residential buildings will be inspected and planned for renovation. Pine Hall will be considered for conversion to an apartment building or possibly additional classroom or administrative space, depending on enrollment trends.

Requested (Want To Do)

23. Future Development Site 23

Existing

Existing use of the White House (523 Ramapo Valley Road) and Student Health Services Center are to be evaluated and programming is to be reconsidered.

Proposed

The White House and Health Service building sites can be reprogrammed for future development after the relocation of existing programs. Potential uses could include child care, early education or health clinic (i.e., minute clinic, urgent care, etc.). Adjacent lands could be restored to natural meadows or used to install additional solar panels.

GUIDING PRINCIPLES KEY

- ACADEMIC EXCELLENCE
- CAMPUS CONTEXT & HISTORY
- EQUITY & ACCESS
- LANDSCAPE & SUSTAINABILITY

06

Acknowledgements

Land Acknowledgment

On behalf of Ramapo College of New Jersey, we hereby acknowledge our presence on the traditional and ancestral land of the Ramapo Munsee Lenape peoples. In addition, we honor and pay respect to the contributions, courage, and sacrifices of the Ramapo Munsee Lenape people and their Ancestors. Consistent with our values of an open, inclusive, and supportive community, it is our responsibility to acknowledge and honor Ramapo College's relationship with the Ramapo Munsee Lenape people.

Further, we recommit our energies toward strengthening our partnership with the Nation by:

- Empowering our Nursing students, faculty, and others to help bring health care to local members of the Ramapo Munsee Lenape Nation;
- Continuing to enroll Nation members in the College's Ramapo Munsee Lenape Nation Scholarship Program;
- Sharing campus resources with the Nation so that tribal members can more easily traverse the sacred ground located just off Halifax Road and so that relationships with members of the broader Bergen County community can be forged;
- Cultivating environmental and service-related projects to focus on the needs and the gifts of the Ramapo Pass and the Nation; and
- Engaging our students and scholars in research projects that serve to advance and preserve a digital history of the Nation and to heighten awareness and understanding of Native American sacrifices, experiences, and contributions across this country.

Leadership

President

Cindy R. Jebb, PhD

Provost

Michael Middleton, PhD

Board of Trustees

Chair

Susan A. Vallario

Vice Chair

A.J. Sabath '93

Treasurer

David G. Schlussel

Immediate Past Chair

William F. Dator

Trustees

Michael Ben-David

Chris Lopez

Albert C. Nieves

Bartholomew J. Talamini

George C. Ruotolo, Jr.

Student Trustee

Gloria Jeong

Comprehensive Facilities Plan Task Force

The Comprehensive Facilities Plan Task Force was charged with the responsibility of overseeing the preparation of a new Plan. This included an assessment of buildings, infrastructure, and natural and constructed landscape. The assessments considered many factors, including comparisons to competitor institutions, the future of learning and work, and various scenarios of enrollment over time. From this review, a new Comprehensive Facilities Plan was prepared, which will inform capital and infrastructure investment projects on campus over the next ten years.

Task Force Members

Director of Information Technology Client Services

Timothy Babasade

Director of People Operations

Jill Brown

Director of the Berrie Center

Lisa Campbell

Deputy CIO & Director of Critical Infrastructure

Michael Cunningham

Director of Admissions

Anthony Dovi

Director of Procurement

Heather Gallagher

Director of Facilities

Alan Kashian

Director of Residence Life

Lisa Gonsisko

Associate Professor of Vocal Music

Lisa Lutter

Assistant Athletics Director

Chuck McBreen

Director of Public Safety

Sharon McLaurin

Director of Capital Planning

Daniel Roche

Director of Special Events

Stephanie Scheeler

Student Representative

Andrew Taranta

Associate Professor of Environmental Science

Eric Wiener

VP for Operational & Administrative Integration

Michael Yankovich

Consulting Team

Anser

Dan Connelly

Daniel Sniff

HKS

Chris Rice

Kristen Ambrose

Jingyu Ru

Appendix A

Engagement Workshops

Stakeholder Workshops

HKS engaged with Ramapo College stakeholders through a variety of focused exercises to get an insider view of community needs. A Design Thinking workshop invited members of the community to share their thoughts on needs and goals for campus development. The workshop involved various stakeholders faculty, staff, administration, and students.

The workshop was held on campus and utilized the Design Thinking framework, a human-centered and collaborative process. Workshop facilitators provided a presentation designed to align participants with Ramapo College's guiding principles and inspire the community to think broadly about its campus growth. Following the presentation, participants engaged in a series of individual and small group activities designed to gain a better understanding of their experience as it stands today and to map the ideal experience for students and faculty specific to the topics under discussion.

Insights and Key Takeaways

The following pages are a summation of the data gathered during the workshops, including insights gained during the activities as stakeholders shared their thoughts, and discussed their diverse experiences. From the information gathered, we identified key takeaways, along with proposed actions that may potentially inform priorities and strategic focus areas for the Master Plan's development

Activity Overview
Celebrate | Nurture | Barrier

Purpose

To invite individual input from participants to identify things as positives, negatives, or having potential. The insights build consensus around what is or could be, successful and provide context for what may be needed to improve outcomes.

Intent

Using the provided post-its and color key, each participant generated as many data points as possible as they considered the potential to impact the campus and community. Stakeholders were asked:

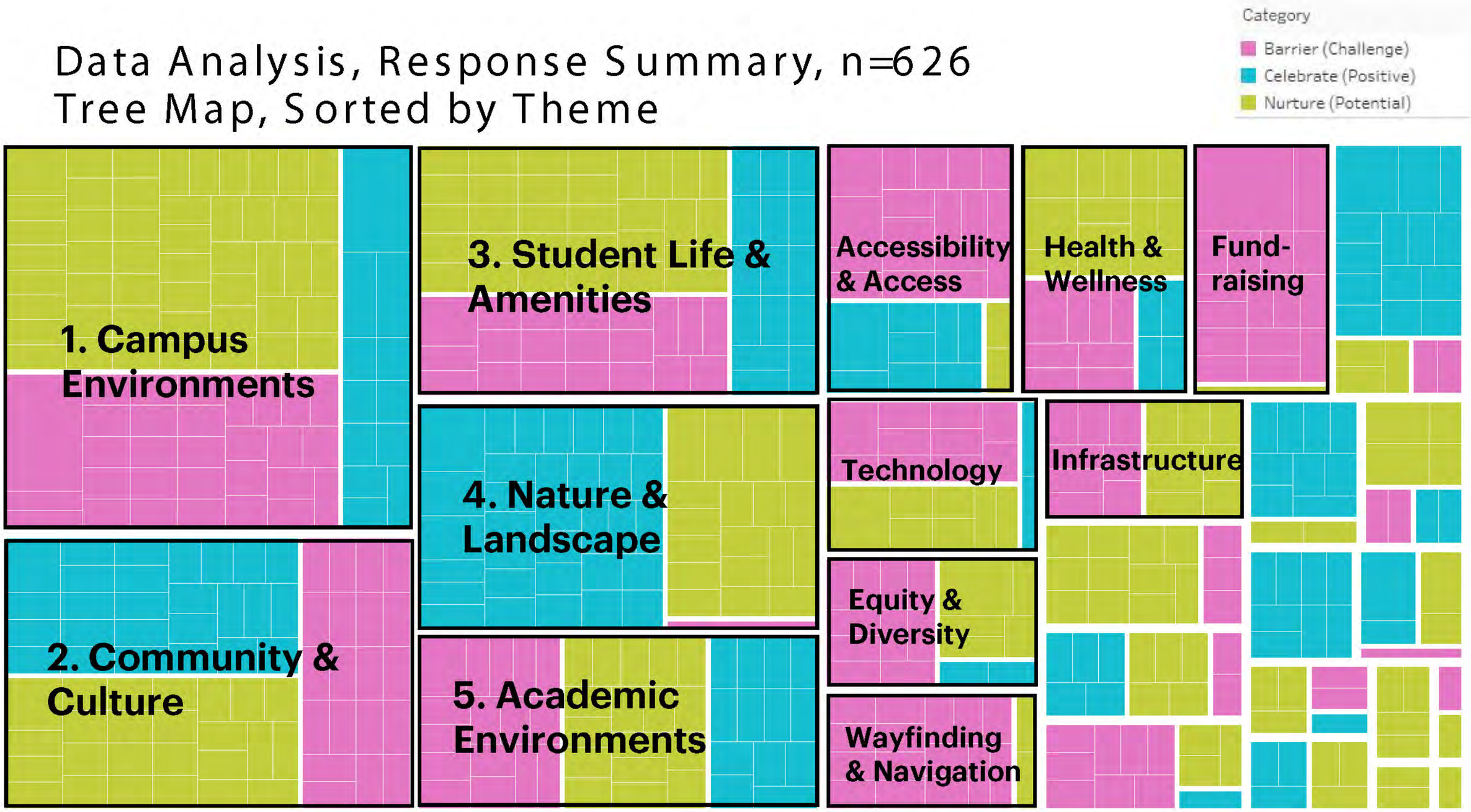
- What environment is critical for success?
- What needs to be nurtured and has the potential to impact the campus and community?
- What are the barriers to the success of the strategic mission and goals?

Share

Each post-it note contains one idea or insight. These are not solutions but rather what works, what does not, and what can be nurtured to work better in the future. Each participant is encouraged to review the ideas generated by peers.

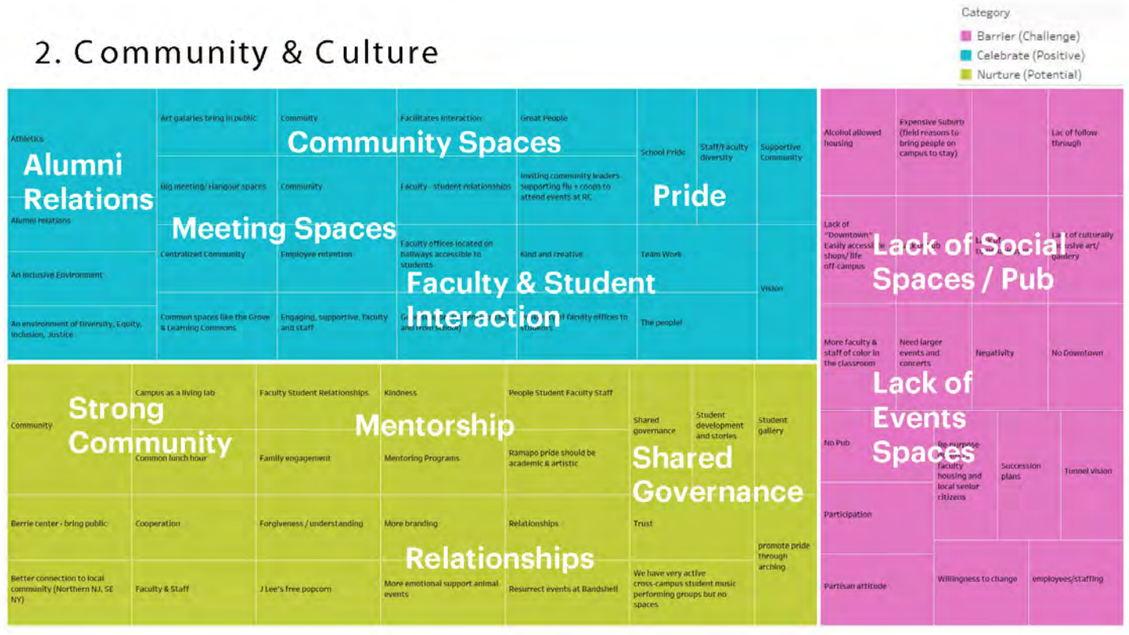
Barrier (Challenge) **Celebrate (Positive)** **Nurture (Potential)**

Data Analysis, Response Summary, n=626
Tree Map, Sorted by Theme

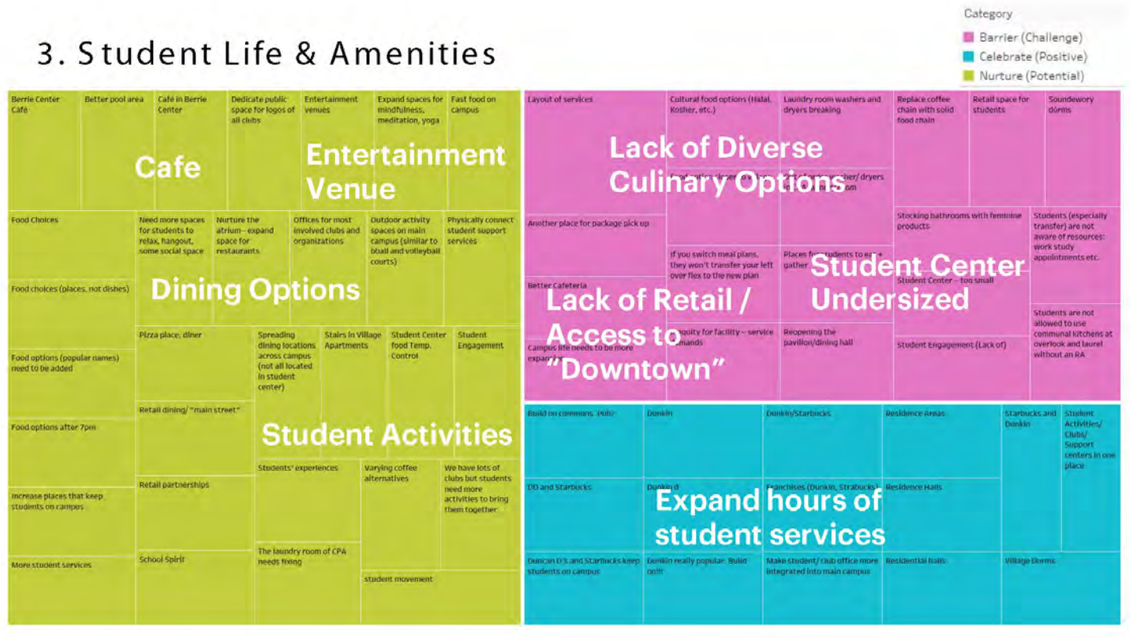


1. Campus Environments

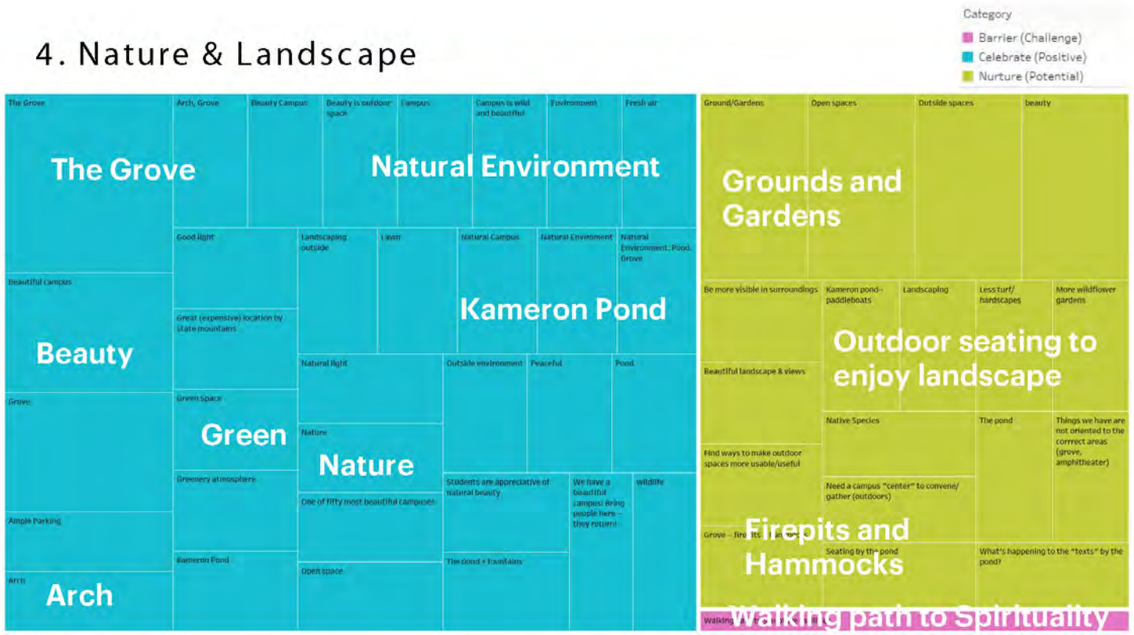
2. Community & Culture



3. Student Life & Amenities



4. Nature & Landscape



Listening Session Summary

CELEBRATE

- Nature/Landscape on campus and within campus
- Sustainability
- Welcoming Campus Culture
- Small class size
- Campus traditions: Arch
- Accessibility

NURTURE

- Multipurpose & flexible classrooms and study spaces
- Pedestrian and bike connectivity on campus
- Usable natural spaces: food gardens, outdoor teaching areas, bike paths
- Safety & Security

BARRIER

- Salameno Spiritual Center
- Campus Wayfinding & Navigation
- Campus connectivity via public transportation
- Dedicated alumni space
- Technology infrastructure
- Fundraising / Capital Campaign

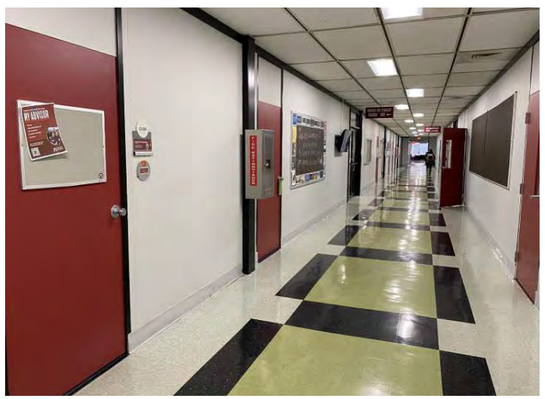
Facility Condition

Excellence in Learning Environments

- Learning Commons
- Adler Center
- Anisfield School of Business

Major Deficiencies / Ineffective

- H Wing
- Academic Building Wings C, D & E
- Aux Gym
- Salameno Spiritual Center
- Berrie Center - Performing Arts (Music)



Proposed or Requested Spaces

- Welcome Center / Admissions / Alumni Center
- Adaptable, Technology Enabled Classrooms
- Outdoor Learning Environments
- Accessible Health Center
- Flexible Furniture
- Student Collaboration / Social Gathering Space / “Pub”
- Large Events Space / Conference Venue
- Music Performance Space / Black Box Theater / Graphic Design Exhibition

Celebrate (Positive)

What works well?

Nurture (Potential)

What needs to be nurtured?

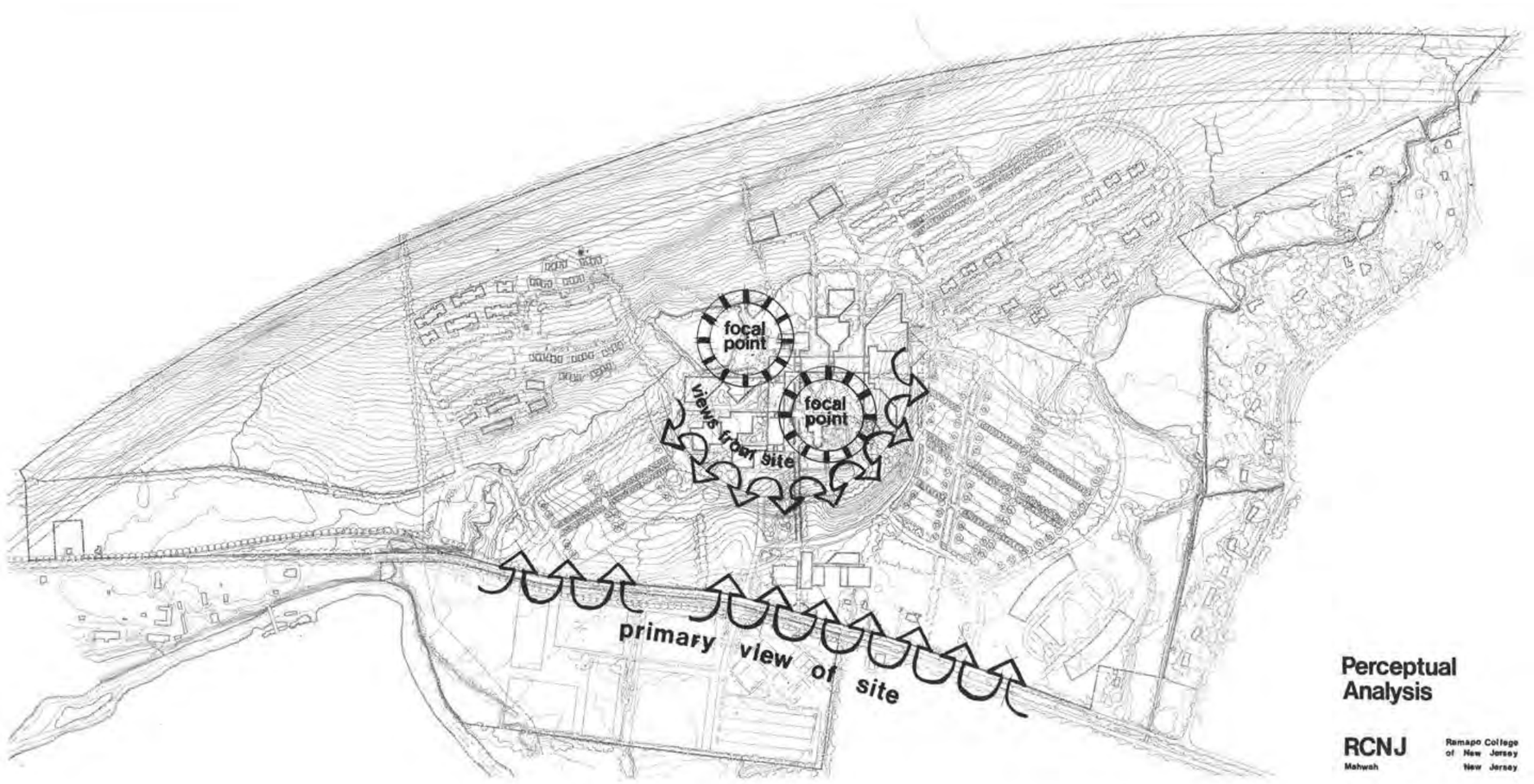
Barrier (Negative)

What does not work well?

Appendix B

Nature of Place

Ramapo Development



Ramapo Development Plans

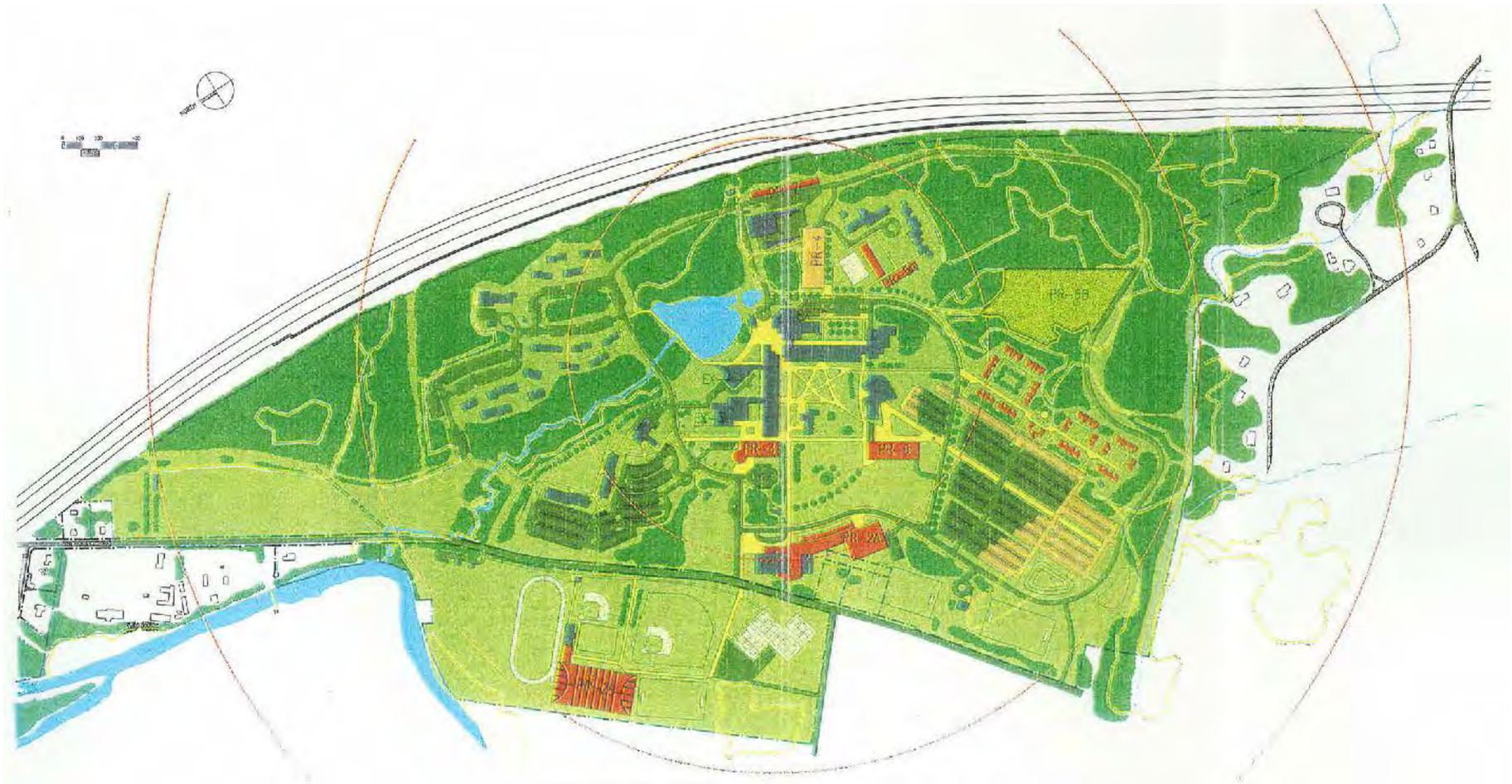
- Havemeyer Estate – 1970
- 1974 Master Plan
- 1989 Master Plan
- 2001 Master Plan
- 2013 Master Plan

The 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.

Ramapo Development



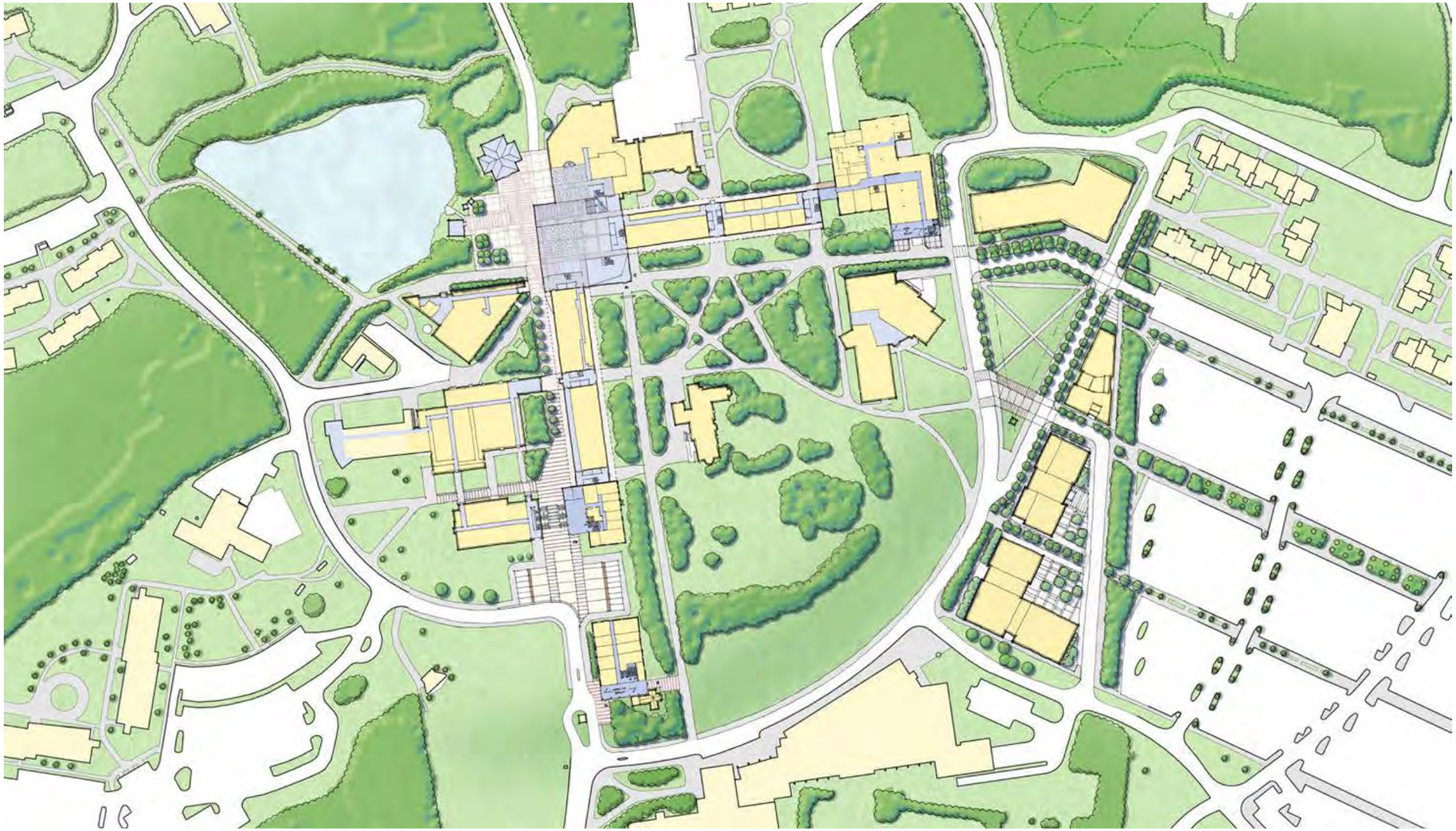
2001 Master Plan

In 2001, a new master plan critically assessed the previous plan, providing recommendations regarding uncompleted development objectives.

The plan identified several 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 a large performing arts facility.

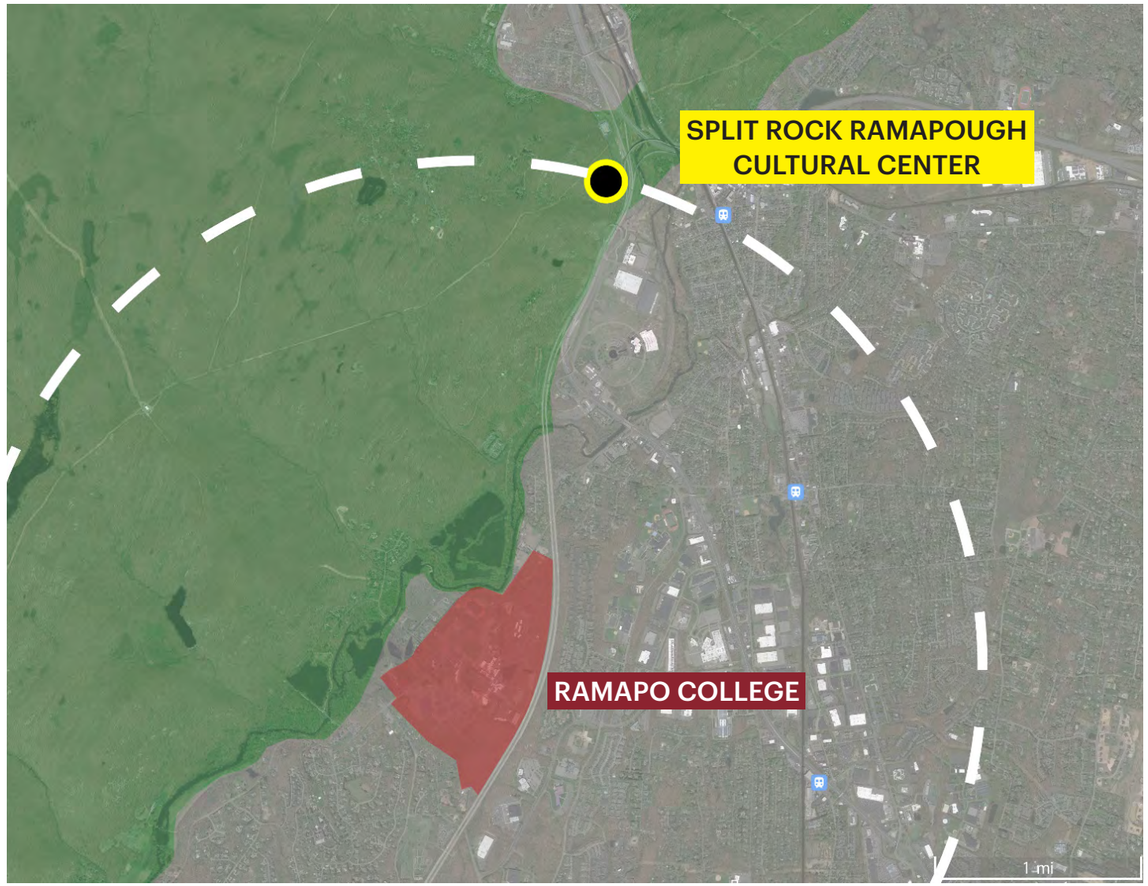
Ramapo Development



2013 Master Plan

- Restore and enhance the campus setting
- Strengthen the heart of campus
- Expand and connect the centers of campus life
- Enhance connectivity and movement patterns
- Renew facilities and plan for future development

Community



Ramapough Lenape Nation

Ramapough are the descendants of local Munsee-speaking Lenape (Delaware) Indians who fled to the mountains in the late seventeenth century to escape Dutch and English settlers. It is a well-known fact that the displacement of Indian tribes followed European Incursions in the region which resulted in the forced movement and resettlement of Indian peoples

The Munsee-speaking Lenape nation's territory once encompassed most of what is now the state of New Jersey (as far south as the Raritan River), the southern part of what is now called New York, and some eastern parts of Connecticut.

The majority of the Ramapough people currently reside in Rockland and Orange Counties, New York, and the counties of Bergen and Passaic in New Jersey. Today, the tribe estimates there are between 1,000 and 3,000 Ramapoughs in the area and as many as 4,000 nationally.

For the Ramapoughs, life has often been a series of excruciating struggles over rights and resources. The tribe has an embattled history marked by colonial occupation, environmental degradation, discrimination, and clashes with politicians and real estate developers. Over the years, they have been left greatly diminished, a proud tribe working to stave off eradication and invisibility.

Between 1967 and 1971, the Ford Motor Company dumped industrial waste from its nearby factory in the woods of Upper Ringwood, where many Ramapough families lived. Large swaths of the community had asthma, cancer, diabetes, miscarriages, and skin conditions. To this day, the Environmental Protection Agency is overseeing remediation of the site.

Public Transporation

Transportation Access Provided by Ramapo College

- A free shuttle runs between campus and Ramsey Route 17 Train Station each weekday
- A free shuttle to Garden State Plaza each weekday
- A free shuttle which provides access to various area locations each weekday
- The Ramapo Roadrunner Express Shuttle is equipped with a lift and is an accessible means of transportation
- A Coach USA/Shortline bus route operating from campus to Port Authority in NYC with discounted student and faculty/staff tickets
- Easy access to the NJ Transit system, 25% off monthly passes for students, and one free month for students
- Possible improvements could include working with the township of Mahwah on a bike lane along Route 202, providing weekend transportation options and working with the State of New Jersey to develop additional public transit options that serve campus

Appendix C

Summary of Facilities Condition Assessment

Summary of Facilities Condition Assessment

Ramapo College retained Mott MacDonald to perform professional services which included an assessment of campus academic and residential buildings. The assessment included an inspection of the existing conditions and recommendations for the building interiors, heating, air conditioning, and electrical systems, and exterior wall, window, and roofing systems of the referenced buildings. Mott MacDonald provided an executive summary and assessment report for academic buildings in July 2022, and an assessment report for residential buildings in October 2023. The report included an assessment of each building's existing conditions and recommendations as to what repairs and renovations would be necessary to make the buildings suitable for the College's future needs and to extend the buildings' useful life to ensure adequate return on investment. The report includes estimated life expectancies and anticipated replacement costs of the various building components. Excluded from the report are movable furnishings and equipment that are not part of a building system.

Scope of Work for Each Type of Building Component

- For building exteriors, the report identified conditions that do not allow the building façade and associated appurtenances to function as intended, corrective measures to be implemented over the next 10 years, detailed evaluations of the exterior envelopes of the buildings based on visual inspections using magnifying optical equipment, and surveying the interiors of buildings to identify the locations and sources of water penetrations.

- For roofing, the report identified the composition and condition of existing roofing systems and made recommendations for short and long-term corrective work.

- For interior architectural features, the report defined conditions and configurations that are not code-compliant, are detrimental to the use of the facility and require remedial work.

- For structural systems, the report determined the condition of observable structural systems including deficiencies and recommendations for corrective work.

- For electrical systems, the assessment included a visual inspection for adequacy and conformance with codes of existing panels, power and lighting systems, emergency lighting for places of assembly, communication and signal systems, electrical systems associated with other building systems like HVAC equipment, elevators, plumbing and fire protection systems, and all power panels, splices and electrical connections to major equipment.

- For HVAC and plumbing systems, the assessment included all major plumbing system components and a survey and check of the operational status of all major HVAC equipment and primary components thereof as well as all associated accessible piping and duct systems. Piping and ductwork were assessed based on a sampling of locations as opposed to a complete survey. The operational status of minor components was based on a sampling.

- For fire life safety systems, the assessment included an inspection in relation to the operation and code compliance of all systems including fire suppression, fire alarm, fire detection, emergency power, exit lighting, emergency lighting, fire-rated enclosures, exit doors, fire doors, paths of travel, and emergency communication and control systems.

Facilities Condition Index

The Facilities Condition Index (FCI) is a term used to describe the relative condition of campus buildings in relation to the estimated Current Replacement Value (CRV) of that building. It is calculated as the sum of the existing estimated Deferred Maintenance (DM) backlog of a building plus the building's estimated Capital Renewal (CR) backlog divided by the estimated CRV of the building.

DM is maintenance work that has been deferred on a planned or unplanned basis due to a lack of funds in the annual budget cycle, excluding normal maintenance that has already been scheduled, planned, or funded within the current budget cycle. CR is a future renewal requirement for building systems that reach the end of their expected useful life. CRV is the total amount of expenditure in current (2022) dollars required to replace the college's buildings to their optimal conditions, excluding auxiliary facilities. It includes the full replacement cost for all buildings, grounds, utility systems, and generating plants while meeting current acceptable standards of construction and complying with current regulatory requirements. Since this assessment does not include all of the facilities or utility systems on campus, replacement costs for the buildings are used to estimate CRVs.

$$FCI = \frac{(DM + CR)}{CRV}$$

The generally accepted range of FCI is shown below. This standard has been adopted by the Building Owners and Managers Association, the Council on Education Facilities, and the American University Planners Association.

Condition	FCI
Good	0.01 to 0.05
Fair	0.05 to 0.10
Poor	0.11 and above

Deficiency Cost per Square Foot

Deficiency Cost per Square Foot (DC) is another way to assess the relative condition of buildings. DC is calculated by dividing DM plus CR by the building's area. This value can then be used to compare the cost of repairing a building to the cost of replacing or renovating it.

$$DC = \frac{(DM + CR)}{Area\ in\ ft^2}$$

The approximate cost of major renovations, in the NY/NJ metropolitan region, for academic types of buildings ranges from $300 to $500 per square foot, and for residential types of buildings from $225 to $400 per square foot. When the building's DC is within these ranges a total renovation should be considered before implementing the individual DM or CR recommendations.

Summary of Findings for Academic Buildings

- Total Number of Buildings Surveyed: 28
- Total Gross Area Surveyed: 811,449 square feet
- CRV (total estimated replacement costs): $341,633,105
- DM + CR (total estimated maintenance & renewal costs): $28,491,629
- DC (average maintenance & renewal cost per square foot): $35.11
- Average FCI: 0.08

Facility	Year Built	Last Renovation	Area (sq-ft)	FCI	DC
A Wing	1974	2000	39,314	0.05	$23.25
B Wing	1974	2000	39,314	0.04	$19.27
C Wing	1974	n/a	39,314	0.20	$90.08
D Wing	1974	n/a	39,314	0.14	$63.02
E Wing	1974	n/a	39,314	0.16	$70.17
G Wing	1974	2016	94,333	n/a	n/a
H Wing	1974	2002	32,930	0.29	$121.35
ASB	2007	None	81,785	0.02	$11.07
Adler Center	2015	n/a	39,313	n/a	n/a
Student Center	1976	2004	59,419	0.03	$14.07
Learning Commons	2022	n/a	80,000	n/a	n/a
Bradley Center	1975	2005	116,235	0.06	$26.62
Berrie Center	1998	None	72,715	0.08	$35.05
Facilities	1998	None	43,647	0.04	$13.39
Lodge	1979	None	11,335	0.04	$16.47
Salameno Spiritual Center	2010	None	1,602	0.04	$41.25
Padovano Commons	1916	2018	3,330	0.05	$20.08
Bandshell	1987	n/a	1,367	0.08	$24.92
Field House	1984	n/a	1,007	0.14	$55.52
Dugouts	1987	n/a	200	0.33	$93.03
Stadium Bleachers & Press Box	1978	n/a	5,763	0.04	$8.92
Mansion	1916	1995	19,953	0.18	$73.92
Mcbride House	1916	n/a	3,688	1.22	$497.60
Guard Booth	1993	n/a	71	0.54	$214.44
Sustainability Center	2009	None	1,772	0.14	$62.93
Student Health Services	1990	n/a	2,863	0.09	$45.04
Havemeyer House	1920	1996	9,887	0.08	$33.40
Sculpture Studio	1989/91/96	n/a	4,175	0.19	$71.70
Parking Garage	2007	n/a	138,390	0.04	$9.17
Greenhouse	2009	n/a	2,742	0.09	$39.19
Observatory	2007	n/a	25	1.88	$546.00

For detailed results, see "Ramapo College of NJ Facility Condition Assessment 2022: Academic Buildings," July 2022, Mott MacDonald, available from the Ramapo College of New Jersey Capital Planning Department.

Summary of Findings for Residential Buildings

- Total Number of Buildings Surveyed: 30
- Total Gross Area Surveyed: 741,376 square feet
- CRV (total estimated replacement costs): $259,481,600*
- DM + CR (total estimated maintenance & renewal costs): $16,640,655
- DC (average maintenance & renewal cost per square foot): $22.45
- Average FCI: 0.06

Facility	Year Built	Last Renovation	Area (sq-ft)	FCI	DC
Sycamore	1972	None	11,991	0.05	$18.82
Tamarack	1972	n/a	22,566	0.07	$24.70
Mimosa	1972	2003	11,839	0.16	$54.87
Palm	1972	1989	7,060	0.18	$63.63
Redwood	1972	1989	7,275	0.23	$78.84
Holly	1972	1998	8,079	0.15	$51.05
CPA Laundry Room	1972	2009	418	2.32	$812.85
EMS Building	1984	n/a	1,016	0.25	$88.59
Laurel Hall	2006	None	159,963	0.03	$8.97
Pine Hall	1973	n/a	77,246	0.20	$68.82
Bischoff Hall	1998	None	60,851	0.06	$19.26
Mackin Hall	1998	None	62,400	0.05	$19.20
The Overlook	2004	None	99,967	0.00	$1.42
The Village, Building # 1	2001	None	8,808	0.05	$17.97
The Village, Bldgs # 2 & 3	2001	None	13,212	0.07	$23.23
The Village, Building # 4	2001	None	8,808	0.05	$17.41
The Village, Bldgs # 5, 6, & 7	2001	None	26,424	0.05	$17.42
The Village, Building # 8	2001	None	8,808	0.05	$17.41
The Village, Bldgs # 9, 10, & 11	2001	None	26,424	0.05	$17.42
The Village, Building # 12	2001	None	8,808	0.05	$17.37
The Village, Bldgs # 13, 14, & 15	2001	None	26.424	0.05	$17.42
The Village, Building # 16	2001	None	8,808	0.05	$17.41
The Village, Bldgs # 17 & 18	2001	None	17,616	0.05	$17.42
The Village, Building # 19	2001	None	8,808	0.05	$17.41
The Village, Building # 20	2001	None	8,808	0.05	$17.41
The Village, Building # 21	2001	None	8,808	0.05	$17.37
The Village, Building # 22	2001	None	8,808	0.05	$17.41
Thomases Commons	2001	None	5,935	0.06	$19.35
Visiting Scholar's Res. (523 RVR)	1966	n/a	4,063	0.31	$109.77
Trustees Pavilion	1998	None	11,335	0.04	$12.82

For detailed results, see "Ramapo College of NJ Facility Condition Assessment 2023: Residential Buildings," September 2023, Mott MacDonald, available from the Ramapo College of New Jersey Capital Planning Department.