



## Program

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## Highlights

The Needs Assessment confirmed that RSCNJ falls far short of space required to support its mission and programs at its current student population of 5,800 FTE. The shortfall, almost 50% in the critical academic and support space categories, compromises the College's ability to fulfill its program goals, support students with services, adequately provide for faculty office and research space, and deliver the arts and cultural programming it is committed to providing to the College and larger community.

There is a shortage of centralized student union, activity and large event space integral to the College's goal of creating a more traditional college environment and attracting more residential students.

The model for growth used in the program scenarios was developed by the President's Office with the Offices of Institutional Research, Student Affairs, etc. The College's Board of Trustees recognized the model as a basis for Master Plan assumptions in the summer of 2004.

### Current Situation

- 5,800 FTE
- Existing Facilities total 1.3 million Gross Square Feet on campus (includes housing)

### Baseline

- 6,200 FTE or 2% growth per year for 4 years *plus*
- Facilities to satisfy present shortfall plus space required to support Baseline FTE *plus*
- Residential Life space to house 50% of FTE (3,100 residents)

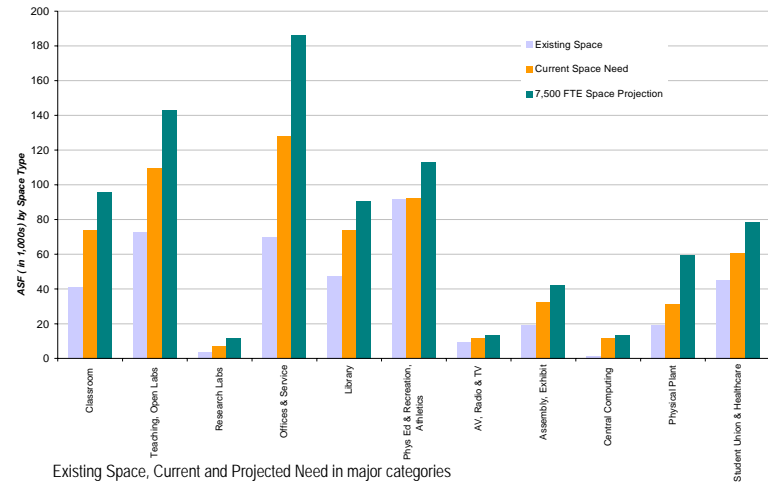
### Growth

- 7,500 FTE *plus*
- Facilities to support growth over Baseline
- Residential Life space to house between 50% & 60% of FTE (3,750 - 4,500 residents)

The ratio of FTE to student headcount is currently 85%; there are 6,800 students and 800 faculty and staff. The projections for 7,500 FTE is 8,800 students and 1,160 faculty and staff. This assumes the College will gradually decrease its student faculty ratio and that staff will grow at about half the faculty rate of increase.

The chart on the right illustrates the rough order of magnitude current and projected shortfall in the various categories most critical to the programs and functions on the core campus:

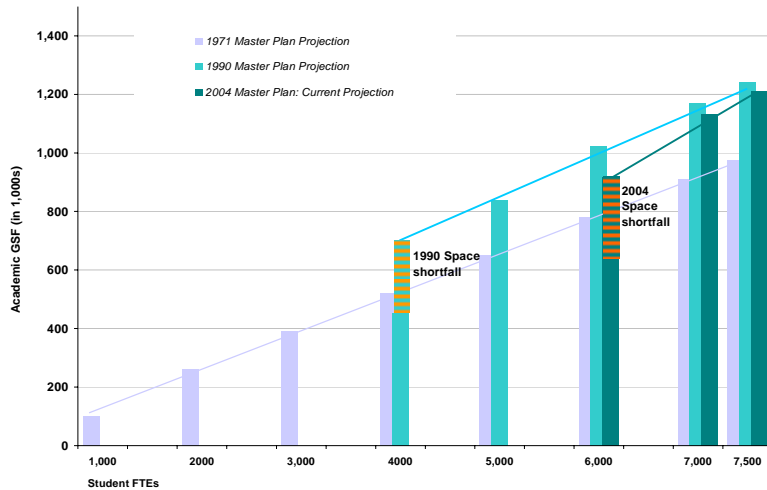
- **Academic and Academic Support** is the broad category related to instructional programs. It represents the majority of space on campus and includes classrooms, labs, studios, the library, art gallery, media and athletic facilities as well as support (faculty offices, conference, administrative space, etc.).
- **Auxiliary Space** includes student union, student and health services space, etc.



Existing Space, Current and Projected Need in major categories (in Assignable SF)



Smart classroom



Actual and projected space over time



Food Court Dining venue in G-Wing

**Residential Life:** Since its founding, RSCNJ's target for the residential student population has been 50% of FTE. Today, the College houses only 37% of FTE. The goal is to increase this to 50% in the near term and as much as 60% in the future. This will impact the student union space category if the College is to provide activities that attract student to campus after class hours.

**Physical Plant** space, typically estimated using a percentage of overall campus space is also in shortfall; the current need is approximately 16,000 GSF more than is currently in place. Carrying that forward, space for storage, lockers, shops, etc. will need to double in size to support a proportionate increase in campus functional areas.

#### Historical Perspective and Benchmarks

It is informative to compare the College's growth in student FTE to its program space (both actual and projected need) over the three decades since the original master plan was completed. The graph to the left illustrates a pattern of significant space shortage that was evident 15 years ago when the plan was updated in 1990.

The original master plan projected space needs (light blue) over time for increments of 1,000 FTEs with 7,500 student FTE as the estimated maximum population. In 1990 when the master plan was updated and the College had about 4,000 FTEs, the College was an estimated 200,000 Gross SF short in the category of academic and academic support space. The turquoise line reflects space needs project out again to 7,500 FTE. The hatched line reflects the shortfall.

Almost fifteen years later, at approximately 5,800 FTE, RSCNJ has fallen further behind and now has an estimated shortfall of 300,000 GSF based on recognized planning guidelines. It is interesting to note that space required to support a college population of 7,500 FTE is now estimated (in teal) to be higher than it was in 1970 and slightly less than it was projected to be in 1990 when the State of New Jersey's Department of Higher Education set the space standards.

The current need for more space per FTE is further validated by a comparison to other institutions that RSCNJ considers its peers, competitors or benchmark schools in one category or another. While perfect comparisons are difficult to obtain, the findings suggest that for its size and mission, the College falls far short in facility capacity compared to public and private four year colleges. In the pool of eight colleges and universities surveyed, RSCNJ compares most closely to the ranked community college in total campus space (excluding housing). New Jersey institutions have 24% more space per student than RSCNJ; out of state institutions have more than 60% additional space.

## Space Projections

While space is inadequate in almost every category, the shortfall is most severe in classrooms, teaching and research labs, faculty offices, assembly / exhibit and central computing. The College provided a list of every space in its inventory, course data, student enrollment, date and time of section and class location. In addition to student FTE and breakdown by undergraduate and graduate, full and part-time, the planners had information on faculty, staff and student workers to factor into the model for projecting space.

The planners built into calculations the College's goal to decrease the student to faculty ratio from the current 20.5:1 to between 16:1 and 18:1. In addition to increasing the number of faculty offices, there is an increase in space per faculty, consistent with current planning practices to give full time faculty his / her own office and provide for administrative support and conference room space.

The chart on the next page illustrates the proposed program for academic, athletic/ recreation and student center space. It reflects the rough order of magnitude GSF for planning purposes.

### Current Shortfall

The chart reflects existing space of approximately 620,000 Gross Square Feet (GSF) in Academic and Student Union (Auxiliary) space. The current shortfall is estimated at more than 300,000 GSF, close to 50% of current space in the functional areas. This severe need was validated in discussions with many campus representatives during the programming process is consistent with planning metrics and state guidelines for a College of 5,800 FTE.

### Future Needs

As enrollment increases to the baseline planning number of 6,200 FTE, the first planning horizon, the space needs in the two categories is projected to increase to almost 360,000 GSF, 60% over the current gross SF area on campus. Note that the chart reflects that two projects, the faculty bridge just completed and the F-Wing Expansion will offset the shortfall by 31,500 GSF. The resulting need is approximately 326,000 GSF.

An additional 232,000 GSF will be needed to support an increase from 6,200 to 7,500 FTE. The projected need for the larger population represents the addition of 90% more space than is currently on campus in academic and student service space. Added to this area in both time horizons will be some physical plant space to provide for storage and on site maintenance and shops.

As discreet projects are advanced, approved, funded and designed, it will be necessary to test the program for each proposed project, and consider the specifics that will ensure the there is appropriate efficiency, flexibility and the technical requirements to ensure every project contributes the maximum usable space to the campus pool.

The complete Needs Assessment report is available under separate cover.



Art Gallery (H-Wing) between installations



Gallery with café and seating

Summary of Academic and Academic Support Space Needs for two planning horizons

	Baseline: 6,200 FTE				Future Growth: 7,500 FTE		
	Current	Baseline	Deficit	% Deficit	Future Growth	Incremental Increase	% Increase
<b>Space</b>							
Classrooms & Service	62,915	122,301	59,386	49%	147,828	25,527	17%
Lab Workshop & Studio	128,257	209,849	81,592	39%	259,607	49,758	19%
Offices & Service	107,977	210,630	102,653	49%	286,479	75,849	26%
Library	68,105	113,336	45,231	40%	129,565	16,229	13%
Athletics and Recreation	131,291	141,133	9,842	7%	161,430	20,297	13%
Student Union	65,749	94,315	28,566	30%	114,000	19,685	17%
Other: computing, assembly & exhibit, etc.	57,622	88,185	30,563	35%	112,988	24,803	22%
<b>Total</b>	<b>621,916</b>	<b>979,749</b>	<b>357,833</b>	<b>37%</b>	<b>1,211,897</b>	<b>232,148</b>	<b>19%</b>
Incremental GSF Increase required			<b>357,833</b>			<b>232,148</b>	
<b>Current Projects</b>							
Faculty Office Bridge (completed fall 2004)		2,500					
F-Wing Addition (in progress)		<u>29,000</u>					
<b>Phase 1A GSF</b>		<b>31,500</b>					
<b>Required after Phase IA Completion</b>			<b>326,333</b>			<b>558,481</b>	
<b>Required after Phase IB Completion</b>						<b>232,148</b>	

\* excludes residential and physical plant space

**Physical Plant Space**

The Physical Plant category includes non-equipment plant space such as shops, service areas, equipment and materiel storage, staff lockers, etc. It is typically a percentage of other gross campus building area, and is calculated after other space is projected.

Stockton has a significant shortage of physical plant space. There is approximately 26,000 GSF of support space; based on typical planning guidelines, the College should have 42,000 GSF. This shortfall is evident from the numerous trailers currently used for storage in areas proximate to and remote from the core academic center.

The program suggests that the College will need to triple its physical plant space to 80,000 GSF in order to maintain and service the facilities for a campus with 7,500 FTE. Physical Plant space will need to be developed on campus as a part of new projects although some component can and should be remote.

## Residential Space

Residential space is located in four housing groups to the north and south of the core academic zone. RSCNJ currently provides housing for 2,080 students, 37% of its student FTE. The College would like to increase the percentage housed and have a critical mass of residential students and activity space to create an inviting and sustainable residential environment. The goal is to increase students in residence to between 50% and 60% of FTE. The chart below illustrates housing requirements for the planning horizons for the two percentage goals.

- In the near term, increasing the percentage of student housed will require additional 1,000 beds.
- A goal of 50% and 60% for an FTE population of 7,500, will require an additional 1,670–2,420 beds (Option A which assumes the target 7,500 FTE population will be resident on the Pomona campus.

Another scenario for 7,500 FTE (Future Option B) assumes that a component of future academic space will be in off campus or in satellite facilities, thereby reducing the student FTE on which the housing percentages would be based. 6,700 FTE on campus is the basis for this calculation.

Since developable land is so limited and the College can provide housing equally or more efficiently through a third party, future housing will likely be developed off campus. New residential space will need to include amenities such as dining, fitness, gathering space, etc. A percentage of this space should be developed on campus to enhance the feeling of residential college and attract students to campus after class and on weekends.

	<i>Current</i>	<i>Baseline- Growth Scenario</i>	<i>Future Option A</i>	<i>Future Option B</i>
<b>FTE</b>	<b>5,800 (+/-)</b>	<b>6,200</b>	<b>7,500</b>	<b>7,500 (6,700)</b>
Actual 37%	2,080	2,294	2,775	2,479
<i>shortfall</i>		(214)	(695)	(399)
<b>Target 50%</b>		<b>3,100</b>	<b>3,750</b>	<b>3,350</b>
<i>shortfall</i>	--	(1,020)	(1,670)	(1,270)
Target 60%		3,720	4,500	4,020
<i>shortfall</i>	--	(1,640)	(2,420)	(1,940)



Approach to Housing I & IV with the Lakeside Center on the left



Approach to Housing II and III



Field # 4 between College Drive and Big Blue



Barlow Site

## Site & Parking

### Site

The programmatic issues and development guidelines for the site were addressed with the Dean of Athletics and Recreational Programs & Services, the Planning Committee, biodiversity interest group and Campus Police and THE Galloway Township and Pinelands Commission staffs.

- Improve overall visual impact and first impressions of the site
- Introduce visual cues so the site will feel more like a traditional college campus
- Promote sustainable design in treatment of the site and use of materials and landscaping and
- Enhance opportunities for enjoyment of site and passive recreation, such as new trails
- Improve wayfinding and signage
- Improve pedestrian circulation and parking and traffic safety

There are a number of initiatives currently in the planning stages that will have positive impact on the campus: improved pedestrian paths, better lighting and more bike paths.

### Outdoor Recreation & Athletic Program Requirements

Currently, the College has a deficit of one playing field. When Field #4 on the main campus goes offline, there will be a shortfall of two fields for intercollegiate and intramural recreational play. Plans to further develop the Barlow site, on Route 575 / Pomona-Mays Landing Road, where baseball and softball fields are located is under consideration. The site is approximately 60 acres; 11 acres are used for ball fields. While there are obstacles to development on this site, it should be explored before any core campus outdoor facilities are taken out of service. The following is the proposed program for the Barlow site.

- Artificial turf field: 150 yards by 150 yards, Mondo or Field Turf
- Natural turf field: 120 by 75 yards
- Lighting adequate for night play for women's field hockey, men's lacrosse, softball, baseball as well as intramurals and recreation events
- Field house with bathrooms, showers, change facilities and storage to support site activity
- Parking sufficient to accommodate cars, vans and buses for as many as five separate and simultaneous activities

It is anticipated that the installation of synthetic turf fields will generate an increased demand from the community for field usage. The calculation is based on the addition of no new sports. However, there is a likelihood that women's lacrosse may be added based upon interest, funding and adherence to the NCAA gender equity guidelines.

## Parking

Parking will continue to be one of the biggest competitors for the limited developable space in the core campus zone. Surface parking is provided for a total of 3,557 cars; 55% of the spaces are located in the academic zone and the balance is divided between the two housing areas. Many resident students drive to class, effectively taking two spaces at peak class times, leaving drivers searching for space and parking in gravel areas or on shoulders. The existing parking configuration does not serve visitors well and there is a shortage of well-located accessible spaces for handicapped students, staff and visitors.

Estimates for future parking can be based on student FTE, total students, faculty and staff headcount and number and location of resident students. The consultants estimate an additional 300-325 spaces would mitigate the current parking shortfall during high demand periods Monday through Thursday.

The College's initial recommendation for calculating parking was the sum of parking spaces for:

- 50% of the student headcount (versus student FTE)
- 60% of the faculty and staff headcount, plus
- 100% of residential students

This would result in a doubling of the current parking spaces on campus to support 7,500 FTE, approaching nine cars for every ten people, an unsustainable amount of parking even in garages. Parking statistics and proposed demand calculations vary widely across college and university campuses and are highly dependent on the local context, public services and the number of student, faculty and staff who can walk to campus. In addition to visitor and accessible spaces, parking for athletic and cultural events that attract large public audiences as well as the college community is required.

The College administration and master planners concur on the need for parking garages to provide space proximate to academic and public use spaces. The planners tested additional parking in relation to core facilities that is in scale with development and does not decrease the current ratio of .6 spaces per FTE. Further study to verify demand, alternatives to on-campus parking and the cost benefit of garages versus a campus transit system is needed.



Typical parking aisle on the core campus and below at parking at Housing I & IV

