



# The College of New Jersey

## FACILITIES AND CONSTRUCTION PLANNING COUNCIL

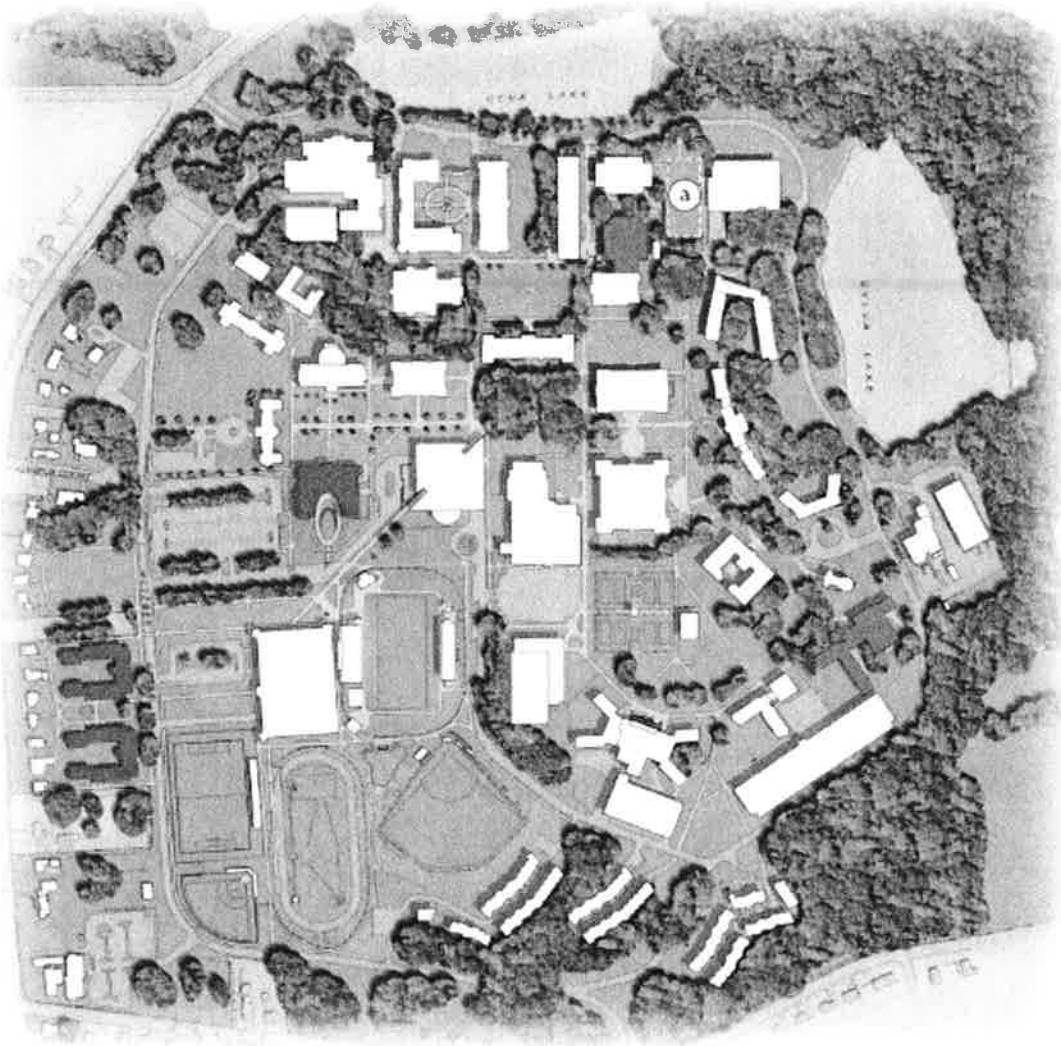
Location: Loser Hall Room 116  
Date: 19 October 2011  
Time: 1:30 p.m. – 2:50 p.m.  
Attendees: (☐-absent, ■-in attendance)

<u>Council</u>	
☐	Devon DiBella, Staff Senate Representative
■	Michael Horst, Faculty Senate Representative
■	Jeremy Hough, Student Government Association Representative
■	Suriza van der Sandt, Faculty Senate Representative
☐	Alexis Zahorsky, Staff Senate Representative
<u>Planning Officer</u>	
■	Curt Heuring, Vice President, Administration
<u>Ex officio</u>	
☐	R. Richards, Assistant to the Vice President for Administration
<u>Guest</u>	
■	Lynda Rothermel, Campus Architect and Director of Planning

<u>Meeting Minutes</u>		
1.	Review of meeting minutes from 10/5/11	All
1.1.	Minutes were approved and will be forwarded for posting on the Governance website.	
2.	Review of Facilities Master Plan Process	Rothermel
2.1.	Lynda Rothermel reviewed with the Committee the Facilities Master Plan Update process and how it will be dovetailed with the College's Strategic Planning Process.	
3.	Review of Strategic Plan Initiatives/Dashboard Indicators	Heuring
3.1.	The Committee reviewed page 1 of the Division's Strategic Initiatives as outlined in the Planning Framework and updated October 2011.	
4.	Review of issues of concern to the Council	
4.1.	Lynda Rothermel explained the upcoming renovation planned for Cromwell Hall. Council recommended that Facilities and Student Affairs do some early publicity including a Signal article on the rationale and steps being taken by the College.	
5.	Next Meeting	All
5.1.	The next meeting will be held on Wednesday, November 2, 2011 at 1:30pm in Loser 116.	



The College of New Jersey



## 2011 Facilities Master Plan Update

## PROJECT INFORMATION

The facilities master plan update will build upon the existing master plan, focusing on academics, student activities, student services and housing. The College has identified 7 Potential Paths that have space needs. While we have identified these as separate paths, they must also be considered as a whole, and they may overlap or change as we go through the master planning process. Paths 1 through 3 are included in the current Campus Master Plan but may need to be revised. Path 4 is partially in the current Campus Facilities Master Plan. Paths 5 through 7 are not included in the current Campus Facilities Master Plan. The 7 Potential Paths are as follows, with additional information in the appendices:

1. Housing
2. '34 Building / Loser Renovation / Nursing
3. '68 Building / Academic Side Student Support Services / Green Hall
4. Engineering / Science / New Academic Building
5. Brower Student Center (BSC)
6. Student Services / Dining Expansion / Student Activities
7. Athletics & Recreation

The facilities master plan will identify the physical structures and program spaces needed to meet the College's mission and strategic initiatives, as well as to meet the goals of the facilities master plan. The facilities master plan will look to the strategic plan update to prioritize the Paths.

## GENERAL SCOPE OF WORK

**Phase 1 – Investigation / Programming Criteria:** The Consultant will meet with the Steering Committee, the Working Group, and representatives from the 7 Potential Paths. The Consultant will review documentation provided by the College, including the current facilities master plan, feasibility studies, and building plans. The Consultant will review the College's right-size enrollment plan and determine the effects on the updated facilities master plan. In general, the Consultant shall determine how the enrollment plan affects the 7 Potential Paths. For academic schools, this includes not only the overall enrollment, but the enrollment by School.

The current master plan developed goals and tasks based on the College's Mission, Core Beliefs, and Strategic Initiatives. The goals and tasks were developed specifically to address housing and the academic and administrative groups included in the master plan, and were not prioritized. The goals and tasks are as follows:

1. **GOAL:** To reduce the effective age and increase the remaining useful life expectancy of the academic and residential facilities.  
**TASK:** Determine feasibility of renovating versus replacing buildings that are nearing functional obsolescence, which will help determine the need for new construction.
2. **GOAL:** To support the educational and residential needs of the optimal size for the entering first-year class.  
**TASK:** Determine the optimal size for the entering first-year class, which will help determine the physical facilities required.

3. **GOAL:** To increase the percentage of students living on campus and to enhance the residential experience.  
**TASK:** Determine the ideal and feasible number of on-campus beds for each cohort, as well as the appropriate residential configurations and amenities for each cohort.
4. **GOAL:** To maintain the spacious feel of the campus including green spaces, outdoor recreational areas, and open sight lines.  
**TASK:** Determine appropriate locations of new buildings with consideration to adjacencies, outdoor spaces, green quads, and sight lines.
5. **GOAL:** To develop a schedule that minimizes disruption of the teaching-learning environment that is feasible both financially and in terms of construction management.  
**TASK:** Determine funding sources and feasible expenditure, as well as the most appropriate schedule for design and construction.
6. **GOAL:** To enhance the academic transformation and continue development of a living-learning environment.  
**TASK:** Determine the facilities needed to provide the flexibility to allow interdisciplinary learning and research, encourage faculty/student engagement, and create multifunctional spaces.
7. **GOAL:** To support initiatives from the Presidents' Climate Commitment Committee by incorporating sustainability and energy efficiency into existing and new facilities.  
**TASK:** Determine the most appropriate way to incorporate environmental responsibility and energy efficiency into the design of capital projects.

The facilities master plan update shall review and update the goals and tasks to include the broader perspective of the 7 Potential Paths. The update shall prioritize the goals and add measures for the goals.

The Consultant shall develop program documents for each of the groups in the 7 Potential Paths, including approximate square foot, desired adjacencies within the group, desired adjacencies to other groups, and most appropriate location/ zone on campus.

**Phase 2 – Test Fitting Programs and Buildings:** The Consultant shall review floor plans of existing buildings, as well as the existing conditions section of the *Academic and Administrative Facilities Master Plan and Housing Master Plan Summary Report*.

The Consultant shall provide a summary of existing building stock and an analysis of how that stock meets the College's needs. The Consultant shall develop test fit options for the 7 Potential Paths. Each option shall include:

- Block diagram of program spaces in proposed building, as well as written program
- Written summary of recommendations for demolition, alterations additions needed to make building operational for proposed program, including MEP and IT upgrades, campus utility infrastructure upgrades, and square foot (or per bed) construction cost.
- Written description of all new buildings proposed, including approximate square footage, square foot (or per bed) construction cost, campus utility infrastructure requirements, and siting on campus.

- Temporary swing space may be needed to accommodate personnel during renovations and/or additions. Existing buildings may need to be demolished to provide a site for a new building, which also may require temporary swing space. All requirements for swing space must be included in the options.
- Advantages and disadvantages of each option

**Phase 3 – Cost, Schedule, and Summary:** Based on the information prepared in Phases 1 and 2, the College will select one or two of the test fit options to continue into this phase. A cost and schedule shall be developed for these options, and shall include the following information:

1. Costs shall include all costs associated with the project, including, but not limited to construction costs; escalation; professional design fees; permitting and reviewing costs; government agency fees; furniture, fixtures and equipment; moving costs, and infrastructure upgrade costs.
2. The schedule shall include time for programming, design, government agency review, bidding, and construction.
3. The schedule shall consider the academic schedule
4. The schedule shall identify swing space requirements. Students, faculty and staff shall be disrupted as little as possible.

A report shall be prepared by the Consultant, which summarizes the information gathered in each phase, the conclusions reached at each phase, and the final agreed upon recommendations of the Plan. A separate implementation plan shall be developed, including the final recommendation, costs, block diagrams, and schedules. The Consultant shall also prepare a presentation document to be published in print and on the College's web page.

### MILESTONE SCHEDULE

#### **Phase 1: Discovery & Opportunities**

October 2011	Kick-off Meeting: paperwork, introduction to strategic planning consultant and CPP
November 2011	Work Session #1: Site Investigation & Stakeholder Interviews <ul style="list-style-type: none"> <li>• stakeholder interviews</li> <li>• building and campus walk through</li> <li>• data and documentation reviews</li> </ul>
December 2011	Work Session #2: Working Committee Review <ul style="list-style-type: none"> <li>• Confirm understanding</li> <li>• Begin high level path alternatives – sustainability analysis, phasing and staging analysis, and rough cost estimates</li> </ul>

#### **Phase 2: Preferred Path**

January 2012	Work Session #3: Executive Committee / Council on Planning & Priorities <ul style="list-style-type: none"> <li>• Review &amp; assess preliminary high level path alternatives</li> <li>• Select and develop preferred path alternative</li> </ul>
February 2012	Work Sessions #4: Working Committee Review <ul style="list-style-type: none"> <li>• Review progress on preferred path alternative</li> <li>• Review progress on preferred path alternative</li> <li>• Begin preliminary framework vision plan</li> </ul>

### **Phase 3: Vision Plan Development**

March 2012

#### **Work Session #5: Executive Committee & Stakeholder Review**

- Review draft plan; finalize preferred path alternative, coordinate high level path alternatives into framework plan
- Review & assess draft implementation strategy; cost estimate; implementation schedule
- Review draft guidelines and recommendations for buildings
- Campus stakeholder presentation and feedback session

April 2012

#### **Work Session #6: Presentations of Final Framework Plan**

- Present Final Vision Plan & Preferred Path
- Prepare final report for print and internet publishing

**Open Forum - TBD**

THE COLLEGE OF NEW JERSEY  
**Planning Framework for the Administration (Facilities Management, Construction, Safety) Division**  
 January 2011, updated March 2011, June 2011, October 2011

**Mission:**






The College of New Jersey, founded in 1855 as the New Jersey State Normal School, is primarily an undergraduate and residential college with targeted graduate programs. TCNJ's exceptional students, teacher-scholars, staff, alumni, and board members constitute a diverse community of learners, dedicated to free inquiry and open exchange, to excellence in teaching, creativity, scholarship, and citizenship, and to the transformative power of education in a highly competitive institution. The College prepares students to excel in their chosen fields and to create, preserve and transmit knowledge, arts and wisdom. Proud of its public service mandate to educate leaders of New Jersey and the nation, The College will be a national exemplar in the education of those who seek to sustain and advance the communities in which they live.

**Integrated Transformation:**

"The two transformations are means to a greater end—the transformation of the college experience for our students and the transformation of a very fine public institution into a national exemplar of public residential undergraduate education." (excerpt from *An Exceptional Path: Five Strategies to Support The College of New Jersey in its Integrated Transformation* by President R. Barbara Gitenstein)

**Budget Principles:**

1. Preserve the health, safety, and security of our students, faculty, staff, and visitors 2. To preserve the integrity and excellence of our core educational programs and services as defined by the college mission 3. To preserve the institutional integrity of the college, including our obligations to staff, faculty, and students



STRATEGIC INITIATIVES	CPP AREAS OF FOCUS	PROJECTS	ACTION ITEMS	MEASUREMENT	TARGET/GOAL	INSTITUTIONAL FINANCIAL INVESTMENT	STATUS 10   2011	DASH BOARD INDICATOR
<b>Institutional Positioning</b>	▶ Impart institutional identity	• Project 2.A	2.A.1.C Analyze and recommend facilities changes to accommodate the enrollment plan and targets.	Master plan update reviewed by the College and approved by Board.	Spring 2012 -- complete master plan update for review by campus community and Board of Trustees	\$290,000	Project underway. Saaki Associates approved by BOT in April 2011. Facilities Master Plan process is being coordinated with the College's strategic planning process.	
	▶ Diversify and enhance revenue	• Project 4.D	4.D.1 Advance the TCNJ Campus Town project 4.D.2 Advance solar panel public private partnership 4.D.3 Advance energy performance contracting partnership	Complete project if financially viable and achieve stated goals Complete project and achieve financial savings Complete first round of project(s) and achieve financial savings	Construct Campus Town by Sept. 2014 Complete project by Sept. 2012. Save \$150K in fuel expenses annually. Complete first project by Sept. 2012.	Legal \$425,000 Other \$2,000,000 \$25,000 \$25,000	Project underway. Developer selection process complete. Board and other approvals in progress. Community engagement program being finalized. Project canceled. Cost of energy resultant from bid is greater than the cost of the college producing the energy via the Co-Gen plant. Project cancelled due to potential negative impact on TCNJ credit rating.	  
<b>Diversifying Revenue Streams</b>			4.D.4 Investigate other partnerships with Sypek, Kazzenbach, Carlton Avenue, Hopewell.	Opportunities explored for partnerships as they develop	None	TBD	Discussions occurred in March 2011 with owner of Sypek Center. Budget Initiative Form submitted to state for funding. Projects on hold temporarily.	

**THE COLLEGE OF NEW JERSEY**  
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**January 2011, updated March 2014, June 2011, October 2011**

STRATEGIC INITIATIVES	CPA AREAS OF FOCUS	PROJECTS	ACTION ITEMS	MEASUREMENT	TARGET/GOAL	INSTITUTIONAL FINANCIAL INVESTMENT	STATUS 10/2011	DASH BOARD INDICATOR
		<ul style="list-style-type: none"> <li>Project 4.H</li> </ul>	<p>4.H.1 Develop a plan for TYCC properties to ensure that value is added financially and is aligned with the mission of the College</p>	Proposals developed for review and approval of both TYCC and TCNJ Boards	New initiatives in place for FY 11 and for FY 12	None	New initiatives discussed with TYCC and TCNJ Board. Both Boards authorized alumni housing program and retiree housing program. Continuing to investigate other initiatives.	
		<ul style="list-style-type: none"> <li>Project 4.I</li> </ul>	<p>4.I.1 Examine rate structures and processes for the rental and use of campus facilities</p> <p>4.I.2 Review proposal for summer utilization - cost TBD</p>	Complete new rate structure model for facilities use. Provide facilities support to College Advancement as required	Complete model by fall 2011 See College Advancement	None	Underway. New rate structures established for summer housing for camps and conferences. Need to revisit after the summer 2011. Underway. New rate structures established for summer housing for camps and conferences. Need to revisit after the summer 2011.	
		<ul style="list-style-type: none"> <li>Project 4.J</li> </ul>	<p>4.J.1 Assess and improve facilities utilization and the operations of the Office of Conference and Meeting Services. Develop proposal for enhancement of summer school enrollment.</p>	Develop new structure, organization, staffing and financial plan. Provide facilities support to College Advancement as required	Complete model for fall 2011	None	New structure has been established and reporting lines changed. Investigating new facility software to replace or supplement R-25.	
		<ul style="list-style-type: none"> <li>Project 4.K</li> </ul>	<p>4.K.1 Assess capacity of Student Affairs facilities (e.g., residence halls, athletic facilities, and student center)</p>	See Project 2.A.I.c	See Project 2.A.I.c	See Project 2.A.I.c	See Project 2.A.I.c	
<b>Facilities Support for Transformation</b>	<ul style="list-style-type: none"> <li>Improve learning environment</li> <li>Diversify and enhance revenue</li> </ul>	<ul style="list-style-type: none"> <li>Project 1.D</li> </ul>	<p>1.D.1 Enhance student opportunities for global experience including on campus language living/learning communities</p>	Provide necessary facilities for living learning environment as required by the approved program.	Within 12 months of approval of program, complete facilities for occupancy.	TBD	Off Campus Japanese living learning community established for Fall 2011.	



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STRATEGIC INITIATIVES	CPI AREAS OF FOCUS	PROJECTS	ACTION ITEMS	MEASUREMENT	TARGET/GOAL	INSTITUTIONAL FINANCIAL INVESTMENT	STATUS 10/2011	DASH BOARD INDICATOR	
Accountability & Transparency	<ul style="list-style-type: none"> <li>▶ Plan and Assess for Continuous Improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Project 3.B</li> </ul>	<p>3.B.1 Enterprise Risk Management expands on internal control, providing a more robust risk management. ERM focuses on an institution's achievement of its objectives or missions in the following four areas: Strategic, Operational, Financial, Compliance, Reputational. Goal to enhance Institutional Effectiveness across divisions.</p>	College Risk Management provides necessary support for initiative.	See Treasurer's Framework	\$136,600 – operating \$100,000 strategic reserves	Internal audit consultant hired. Audits planned for Campus Construction and Information Technology		
		<ul style="list-style-type: none"> <li>• Project 3.C</li> </ul>	<p>3.C.1 Develop mechanisms to assess administrative services and offices.</p>	Develop continual assessment programs and tools for service departments in the division including Facilities, Grounds, Campus Police, Planning/Design/Construction	Favorable ratings in all assessed areas. Remediation plans for areas receiving negative assessments.			Assessments complete for Planning/Campus Construction, Campus Police Services, Building Services, and Grounds. Ratings achieved target goals	
		<ul style="list-style-type: none"> <li>• Project 1.A</li> </ul>	<p>1.A.3. Consultant - update the facilities master plan to enhance the overall student experience, including residence halls, dining venues, student center, and physical enhancement center and programming spaces.</p>	Master plan update reviewed by the College and approved by Board.	Spring 2012	See 2.A.1.c			
P-20+	<ul style="list-style-type: none"> <li>▶ Plan and Assess for Continuous Improvement</li> <li>▶ Improve learning environment</li> </ul>	<ul style="list-style-type: none"> <li>• Project 1.E</li> </ul>	<p>1.E.2 Facilities for new position - director of student leadership programs - office and furniture</p>	Completed office for the new staff person	As required once the position is advanced.	\$25,000 – strategic reserves	Position on hold temporarily.	