

**Rutgers University Senate**  
**Budget and Finance Committee**  
**Report and Recommendations on Charge S-0709: Inter Campus Shuttle Service**  
**March 2009**

**1. The Charge**

*S-0709 - InterCampus Shuttle Service: Consider and make recommendations on feasibility and usefulness of University-provided, free or low-cost, daily shuttle or bus service between the Camden, Newark, and New Brunswick campuses for any persons holding valid Rutgers student or employee identification. Begin discussions based on the "[Proposal to Implement Bus or Shuttle Transportation Between Camden, Newark and New Brunswick](#)" received from the Student Affairs Committee.*

This charge was originated by the Student Affairs Committee requesting that the Senate Executive Committee consider charging the Senate's Budget and Finance Committee to consider and to make recommendations regarding this issue.

**2. Acknowledgement**

This charge was dealt with extensively in several meetings of the Senate Budget and Finance Committee and in many other occasions by a designated subcommittee during the 2007/2008 academic year. Members of the Budget and Finance committee met with members of the Rutgers community for formal and informal discussions regarding this charge.

**3. Findings**

1. We do not recommend establishing a new daily shuttle bus service between New Brunswick and Newark. Given the availability and frequency of the currently existing public transportation (NJ Transit) and the bus and shuttle services provided by each campus, we do not believe a new shuttle would create significant improvement at this time.
2. The student organizations at Rutgers University, with the help of the university administration, should cooperate with the other colleges in New Jersey to negotiate reduced NJ Transit rates for students.
3. We feel that the lack of Camden campus access to an efficient mass-transportation mode to Trenton, where NJ Transit is available, is a problem. The currently available rail options for commuting between Camden to Trenton are the light train of Riverline; and SEPTA trains from Philadelphia. Both options take up a significant amount of travel time.
4. The partial evidence currently available to us does not support a recommendation to initiate a new shuttle service between Camden and Trenton. However, we do recommend that Rutgers launch a study of the costs, benefits, and feasibility of creating a new shuttle line or service. For example, such a study should determine the minimum number of student riders necessary to justify the additional shuttle service, and the likelihood of an ongoing sufficient demand in the future.
5. A key policy decision to be considered is whether students should move to the information location, or should the information be moved to the students' location. Rutgers University takes pride in the high-quality research and teaching centers on all three campuses. We recommend that Rutgers should facilitate information flow to its students' locations. This generates the following two recommendations:
  - A. If there is sufficient demand for a course on any campus, the respective department should offer it on that campus.

B. In the absence of sufficient demand, videoconferencing should be implemented for courses with low demand on more than one campus. Rutgers should also improve the infrastructure that will facilitate these arrangements.

6. We recommend that the university support a shuttle bus service for university-wide, special events when it is cost-justified. "University-wide, special events" would primarily be educational and/or professional events sponsored by Rutgers, and taking place on one campus, which Rutgers students, faculty and/or staff from the other campuses would be likely to attend. The shuttle service would be considered "cost justified" in instances where such Rutgers-community ridership could be projected to occupy at least 80 percent of the shuttle vehicle's seating capacity.

#### **4. Summary of Recommendations**

1. No new, daily shuttle bus service between New Brunswick and Newark should be established at this time.
2. Student organizations at Rutgers University, with the help of the university administration, should cooperate with the other colleges in New Jersey to negotiate reduced NJ Transit rates for students.
3. Rutgers should launch a study of the costs, benefits, and feasibility of creating a new shuttle line or service. For example, such a study should determine the minimum number of student riders necessary to justify the additional shuttle service, and the likelihood of an ongoing sufficient demand in the future.
4. Rutgers should facilitate information flow to its students' locations. If there is sufficient demand for a course on any campus, the respective department should offer it on that campus. In the absence of sufficient demand, videoconferencing should be implemented for courses with low demand on more than one campus. Rutgers should also improve the infrastructure that will facilitate these arrangements.
5. Rutgers should support a shuttle bus service for university-wide, special events when it is cost-justified.

#### **Budget and Finance Committee**

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