NORTHERN KENTUCKY UNIVERSITY

CAMPUS MASTER PLAN

Board of Regents Meeting
November 11, 2020
### Master Plan Schedule

#### Phase 1A: Observe & Analyze

- **February 5-6**
- **May 11-15**

**Workshop 1:**
- Public Meeting
- Tour
- Steering Committee

**Workshop 2:**
- Tour
- Interviews

**February 5-6**
- Analysis Summary
- Programmatic Drivers
- Planning Principles
- Highland Hts. Engagement Feb 5
- Steering Committee Feb 6

#### Phase 1B: Space Needs Assessment

- **March 18-19**
- **July 6-8**

**Workshop 3:**
- Programmatic Drivers
- Planning Principles
- Highland Hts. Engagement March 18
- Steering Committee March 19

#### Phase 2: Envision

- **March 18-19**

**Workshop 4:**
- Programmatic Drivers
- Planning Principles
- Highland Hts. Engagement March 18
- Steering Committee March 19

#### Phase 3: Test, Refine & Recommend

- **May 15-16**

**Workshop 5:**
- Programmatic Drivers
- Design Concepts
- Steering Committee

**July 4**
- Programmatic Drivers
- Design Concepts
- Steering Committee

#### Phase 4: Synthesize & Document

- **May 15-16**

**Workshop 6:**
- Programmatic Drivers
- Design Concepts
- Steering Committee

**July 4**
- Programmatic Drivers
- Design Concepts
- Steering Committee

**Workshop 7:**
- Final Plan Review
- Presentation
- Implementation
- Steering Committee TBD
November 2019

**Student & Faculty/Staff Open Sessions**
- Collected feedback on campus spaces, housing, dining, & transportation
- “One Big Change” dialogue

February 2020

**Community Open House**
*Welcoming Campus, Transportation & Connectivity, Community Partnerships*
- Better communication of events and activities on campus
- Availability of free parking for community events
- Traffic concerns particularly during events
- Opportunity for improved bike lanes and pedestrian connections

May 2020

**External Community Engagement**
- Opportunities for innovation, incubators, and other partnerships
- NKU as a regional leader in entrepreneurship & collaboration
- Welcoming campus to support alumni, community, region

June 2020

**Highland Heights Planning & Zoning**
*Staff Discussion/Town Center*
- Update of Master Plan Progress
- Vehicular circulation and development within town center area
- Long term campus vision

July 2020

**Edge of Campus Workshop**
- Alumni Center to serve campus as well as community
- NKU’s role in the future Town Center
- Opportunities for partnerships to support innovation
- Potential development of land south of Johns Hill Rd.

September 2020

**Highland Heights Planning & Zoning**
- Master Plan Drivers & Goals
- Review Priority Projects & Partnership Opportunities

September 2020

**Alumni Board Meeting**
- Master Plan Drivers & Goals
- Review Priority Projects & Partnership Opportunities

September 2020

**Campus Master Plan Open House**
- Master Plan Drivers & Goals
- Review Priority Projects & Partnership Opportunities

**Website:** [https://www.nku.edu/masterplan.html](https://www.nku.edu/masterplan.html)
- Schedule, Progress, Presentations
- Opportunity for questions & comments
Engagement

- Housing
- Transportation
- Campus Dining
- Campus Spaces
- Campus Experience
- Study Space
Align the campus plan with the university’s strategic framework

STUDENT SUCCESS PILLARS

ACCESS

COMPLETION

CAREER & COMMUNITY ENGAGEMENT
Support a more engaged university serving the Northern Kentucky region

- Catalyze a regional eco-system through economic development, talent development, and entrepreneurship
- Support the expansions of public-private partnerships to accelerate innovation and entrepreneurship
- Serve the local community by expanding educational outreach and partnerships
Create a place of academic excellence and innovation to support a diversity of learners

• Serve multiple student constituencies
• Support co-curricular learning
• Increase flexible, experiential and modular learning pathways environments
Design a welcoming and desirable NKU experience

- Create a sense of belonging
- Improve campus edge identity & arrival
- Enhance internal and perimeter open space
- Improve connectivity between campus districts and to surrounding community
Planning Principles

Do more with less, create value

- Reinvest in existing facilities through renewal and stewardship
- Capitalize on shared facilities and maximize utilization
- Prioritize projects at a variety of scales that have the greatest impact
- Create a more sustainable NKU to ensure growth and longevity
Concept Plan

- 5-MINUTE WALK
- OPEN SPACE CONNECTIONS
- PHASE 1 DEVELOPMENT
- PHASE 2 DEVELOPMENT
- SUPPORTING PROGRAM
- CAMPUS GATEWAY
- GREEN BUFFER
- CAMPUS HOUSING
Typical Pre-COVID Space Allocation

- **Instructional Spaces**: 25-30%
- **Wellness + Athletics**: 5-10%
- **Offices**: 10-20%
- **Co-Curricular**: 15-20%
- **Study + Collaboration**: 20-30%
- **Research**: 20-30%
- **Instructional Spaces**: 10-20%
Space Allocation Trends

Pre-COVID

- Instructional Spaces: 25-30%
- Research: 10-20%
- Co-Curricular: 10-20%
- Study + Collaboration: 5-10%
- Wellness + Athletics: 5-10%

Post-COVID

- Instructional Spaces: 15-25%
- Research: 15-20%
- Co-Curricular: 20-30%
- Study + Collaboration: 15-25%
- Wellness + Athletics: 10-15%
Master Plan Drivers – Space Assessment

- Approximately 120,000-150,000 nsf (200,000-250,000 gsf) of new space is identified to support the academic units.

- The location of new space should:
  - Help improve existing buildings
  - Consider infrastructure and location capacity
  - Best support campus space needs
  - Minimize impacts to parking

Future drivers:
- Changes in enrollment
- Changes in programs
- Course delivery methods
- Faculty/staff population and workplace strategy
- Research
- External partnerships
- Age and condition of facilities

<table>
<thead>
<tr>
<th>Existing NASF</th>
<th>Proposed</th>
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<tbody>
<tr>
<td>655,702</td>
<td>763,768</td>
</tr>
<tr>
<td>353,858</td>
<td>461,121</td>
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<tr>
<td>214,874</td>
<td>277,282</td>
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</table>

TOTAL = 1,224,434 NASF
TOTAL = 1,502,171 NASF
Scheduled Classroom Use by Day & Time

- 122 Total Classrooms
- Heaviest Use = 9am-3pm
- Primary Days of Use = M-Th
- Highest Hour = T/Th 10am
- Minimal Use after 4pm

(Darker colors indicate a large percentage of rooms are scheduled.)

*The average is calculated on Monday through Friday use.*
Key Takeaways

- Furniture style and seating density limit student-centered learning opportunities
- Courses are misaligned with room inventory resulting in low seat fill rates
- Sufficient square footage but capacities are misaligned

Metrics

- 32 weekly room hours
- 70% seat fill rate
- 25 NASF/seat
Class Laboratories

Key Takeaways

▪ Weekly seat hours and seat fill rate are low
▪ Labs are undersized and lack sufficient service space
▪ More lab space is needed to support growth in nursing and STEM
▪ Some disciplines (art) lack quality class laboratories

Metrics

12-24 weekly room hours
80% seat fill rate
40-120 NASF/seat

Proposed: 128,040
Existing NASF: 110,126
Open Laboratories

Metrics

7 NASF/STUDENT FTE

Key Takeaways

▪ Lack of maker space for students to produce their own material (Engineering Technology, Visual Arts, general student population)
▪ Lack of storage space for student projects (visual arts)
▪ Includes additional music practice rooms and animation lab
Research Laboratories

Metrics

320 NASF per flexible research module
3 modules in the Sciences
1 module in Psychology

Key Takeaways

▪ Needs developed based on current and desired research activity
▪ Lack of interdisciplinary research space
▪ No research space for Engineering Technology
▪ Did not build in additional growth in vivaria space
Office Space

Key Takeaways

- Includes offices, office service space, and conference rooms
- Some departments are split across buildings
- Shortage of conference rooms

Metrics

- **130** NASF PER OFFICE
- **25** NASF SERVICE SPACE
- **30** NASF CONFERENCE

<table>
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<tr>
<th>Metric</th>
<th>Proposed</th>
<th>Existing NASF</th>
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<tr>
<td>Academic Offices</td>
<td>238,695</td>
<td>204,634</td>
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<tr>
<td>Administrative Offices</td>
<td>87,525</td>
<td>84,522</td>
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Space Needs Outcomes by College

**College of Arts & Sciences**
- Current Space Allocation: 240,739 NASF
- Current Space Need: 348,710 NASF
- Increase: +31%

**College of Education**
- Current Space Allocation: 14,350 NASF
- Current Space Need: 12,321 NASF
- Decrease: -17%

**College of Law**
- Current Space Allocation: 37,466 NASF
- Current Space Need: 31,677 NASF
- Decrease: -18%

**College of Business**
- Current Space Allocation: 25,951 NASF
- Current Space Need: 30,110 NASF
- Increase: +14%

**College of Informatics**
- Current Space Allocation: 48,118 NASF
- Current Space Need: 58,557 NASF
- Increase: +18%

**College of Health & Human Services**
- Current Space Allocation: 54,729 NASF
- Current Space Need: 83,038 NASF
- Increase: +34%
<table>
<thead>
<tr>
<th>Unit</th>
<th>Current Space Allocation</th>
<th>Current Space Need</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic Affairs</strong></td>
<td>75,200 NASF</td>
<td>102,700 NASF</td>
<td>+ 27%</td>
</tr>
<tr>
<td><strong>Student Affairs</strong></td>
<td>183,100 NASF</td>
<td>234,500 NASF</td>
<td>+ 22%</td>
</tr>
<tr>
<td><strong>Steely Library</strong></td>
<td>89,300 NASF</td>
<td>79,700 NASF</td>
<td>- 12%</td>
</tr>
<tr>
<td><strong>Athletics</strong></td>
<td>136,200 NASF</td>
<td>200,000 NASF</td>
<td>+ 32%</td>
</tr>
<tr>
<td><strong>Administration + Finance</strong></td>
<td>170,000 NASF</td>
<td>189,100 NASF</td>
<td>+ 10%</td>
</tr>
</tbody>
</table>
Building Condition*

**CODE 1: SATISFACTORY**
Maintenance/Renewal Projects < $40,000

**CODE 2: REMODELING A**
Minor Renovations < 25% of building replacement cost

**CODE 3: REMODELING B**
Major renovations 25%-50% of building replacement cost

**CODE 4: REMODELING C**
Major renovations >50% of building replacement cost

**CODE 5: DEMOLITION**
Building is unsafe or structurally unsound

**CODE 6: TERMINATION**
Discontinuation of use for reasons other unsafe conditions or structural unsoundness
How did we evaluate the project options and determine direction?

Qualitatively

1. Project helps realize the vision of the strategic plan and planning principles
2. Project optimizes the locations and adjacencies of units and supports key initiatives
3. Ability to fund improvements

Quantitatively

1. Project leverages existing space through renovation and utilizes new construction for spaces not otherwise feasible in existing space
2. Project cost, size and distribution
3. Enabling projects and phasing of construction to meet near-term needs
Existing Campus
Priority Projects
Campus Master Plan

- Academic Projects
  A Science Center Addition
  B Bus. Acad. Ctr. Renovation/Addition
  C Nunn Renovation/Addition
  D Interdisciplinary Science Building
  E Major Academic Renovation

- NKU Student Experience
  A Library Knowledge Hub
  B Student Centered Space
  C Alumni Center

- Housing Projects
  A First Year Experience
  B Callahan Renovation

- Athletics + Rec Projects
  A Recreation Fields
  B Baseball Stadium Improvements
  C Tennis and Softball Improvements
  D Basketball Practice Facility

- Landscape Projects
  A Kenton Walk
  B Pedestrian Connections
  C Campus Gateway Improvements

- Partnership Projects
  A Town Center
  B Innovation Partnerships
Optimize the campus core for collaborative teaching and learning
Leverage the Existing Campus

- Co-locate disciplines to support collaboration and synergies
- Embrace the brutalist aesthetic and introduce transparency, new materials, and color
- Maximize funding available for renovation and maintenance of existing buildings
Prioritize Transformative Projects

- Renovate BC with an addition for Law and Business
- Science Center Addition and Interdisciplinary Health Science, Technology and Science Building
- Renew Landrum, Fine Arts and MP
- Renovate Nunn with an addition for Engineering and Art
Enhance the student experience
Student Centered Space

Drivers:
- Provide additional space to provide adequate space for student orgs and services
- Co-locate programs to foster collaboration and joint projects

Proposed Strategies:
- Free up space in University Center to accommodate student activity and organization space
- Create desired departmental synergies where possible
Steely Library

Drivers:
• Make the library an academic knowledge hub
• Create a variety of flexible, technology rich study spaces

Proposed Strategies:
• Consolidate stacks
• Redesign office and workspace
• Potential synergistic academic services
  o Young Scholars Academy
  o Learning Plus
  o Tutoring
  o Writing Center
  o Testing Center
First year residential experience and value for upper division students

691 beds aligned with First-Year Experience in North Neighborhood

Drivers:
- Enhance the first-year experience
- Enhance value proposition for upper division students
- Support the growth of Honors College
- Ensure long-term growth opportunities for housing
- Develop strategies to improve connectivity of existing housing neighborhoods to academic core
Dining - Key Findings

**Operating**

1. Reduce daytime operations and offerings at Callahan Bistro. Replace AYCTE breakfast and lunch options with a la carte and/or grab-and-go options.

2. Expand the hours of operation in the Student Union to match unmet demand for dinner.

**Facility**

1. Add a retail dining location in Zones 3 or 4 (either in the Mathematics, Education and Psychology Center or in the Business Academic Center).

2. Alter the service style in Zone 2 to offer more seated options for dinner.

3. Alter the breakfast offerings in Zone 1 to align with demand preferences as well alleviate the reduced operations in Callahan Bistro.
3

Goal

Define the campus perimeter
Create welcoming gateways and clarify pedestrian and vehicular circulation
Reserve near and long-term footprints for a cohesive recreation and athletics experience.
Conceptual Town Center Plan

Strategies

- Address Nunn Drive with Buildings & active uses
- Create a retail street
- Create a stronger connection to the university
- Allow for future development
Partnership Opportunity Sites

- Wellness Community
- Innovation District & Incubators
- P3 / Mixed-Use Development
- Town Center
Campbell site for innovation and partnerships
The Innovation Pipeline

**DISCOVER**
With teaching and research, universities foster the creation of new knowledge.

**INCUBATE**
An idea with broad potential impact is explored.

**ACCELERATE**
Completion of a focused program builds promising ideas into companies.

**GROW**
Early stage companies scale their vision, adding new employees and expanding impact.

**PARTNER**
Mature companies establish mutually-beneficial relationships with research universities.
Thriving, resilient innovation ecosystems require a critical mass and diversity of talent and ideas. Cities, universities, research institutions, and companies are realizing that in the global competition for human capital, place matters as much as ever.
• Cortex  
  St Louis, MO
• Providence Innovation District  
  Providence, RI
• uCity Square  
  Philadelphia, PA
• 16 Tech  
  Indianapolis, IN
• Discovery Park District  
  W. Lafayette, IN
• UMD Biopark  
  Baltimore, MD
• UMD Discovery District  
  College Park, MD
• OSU Innovation District  
  Columbus, OH
• Converge Miami  
  Miami, FL
• Wake Forest Innovation Quarter  
  Winston-Salem, NC
• Danforth Plant Sciences Campus  
  St Louis, MO
• Pittsburgh Knowledge Community  
  Pittsburgh, PA
• UNC Innovation Planning  
  Chapel Hill, NC
• USC Health Sciences Knowledge Community  
  Los Angeles, CA
• Columbia Gateway Innovation Vision Plan  
  Columbia, MD
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- Partnership Projects
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- New Construction
- Major Programmatic Renovation
Long Term Vision
Campus Master Plan

- Potential Long Term Development Site
- Wellness Community
- Academic Expansion
- Innovation and Partnerships
- Facilities Relocation
- Residential Expansion
- Residential Expansion
- Academic Expansion
- Innovation and Partnerships
- Athletics
- Athletics
- Athletics
- Wellness Community
2020 Acquisition Plan

- None of the near-term priority projects identified in the master plan require property acquisition.
- Some properties not required for the implementation of near-term or long-term projects were removed from the acquisition plan.
- Acquisition and partnerships support the long-term vision and the quality of development at the campus perimeter.
- Acquisition takes time and investment.
Building Systems & Efficiency

- Establish benchmarks and goals for building performance using metrics such as EUI
- Implement design standards for all new-construction and renovation projects that reduce utility usage
- Meter all energy use in each building (i.e.: steam, chilled water, electricity, natural gas, water)
- Improve heat transfer across building cooling coils to reduce chilled water flow rates

Central Plant

- Overhaul and repair existing chillers
- Reduce chilled water flow through existing piping
- Begin phasing out the central steam plant to achieve carbon neutrality 2050 Commitment
Drivers of Future Campus Investments

1. Prioritize projects that support academic success, enhance the student experience, and increase the sense of belonging.

2. Modernize & renovate poor condition space.

3. Advance NKU’s competitive advantage in STEM-H as well as the Arts.

Implementation Framework

**ACADEMIC**
- **Science Center Addition**
  - Includes swing space for Engineering + other disciplines
- **BC Renovation and Addition**
- **Nunn Renovation and Addition**
- **Incremental FA, MP and Landrum renovations based on funding**
- **Additional FA, MP and Landrum renovations**

**LIBRARY, STUDENT ADMIN. SPACE**
- **Library renovation**
- **Civic Center renovation**
  - Student Union, University Center Admin Center, renovations

**HOUSING**
- **First year Experience Callahan Renovation**

**ATHLETICS RECREATION**
- **Baseball**
- **Basketball**
- **Rec fields**

Notes:
- The timing of projects in the table references when they can logistically start and does not consider funding.
- During the final phase of the Master Plan the timing of each project will be adjusted according to priority and funding potential.