

A photograph of a Northern Kentucky University campus. In the background, a large, modern, multi-story building with a series of vertical slats is visible. To the right, a tall, narrow tower stands. In the foreground, a large, open grassy area with stone steps is populated by many students sitting and walking. A yellow tree is prominent in the middle ground. The text "NORTHERN KENTUCKY UNIVERSITY" is overlaid in white, sans-serif font.

NORTHERN KENTUCKY UNIVERSITY

CAMPUS MASTER PLAN

Board of Regents

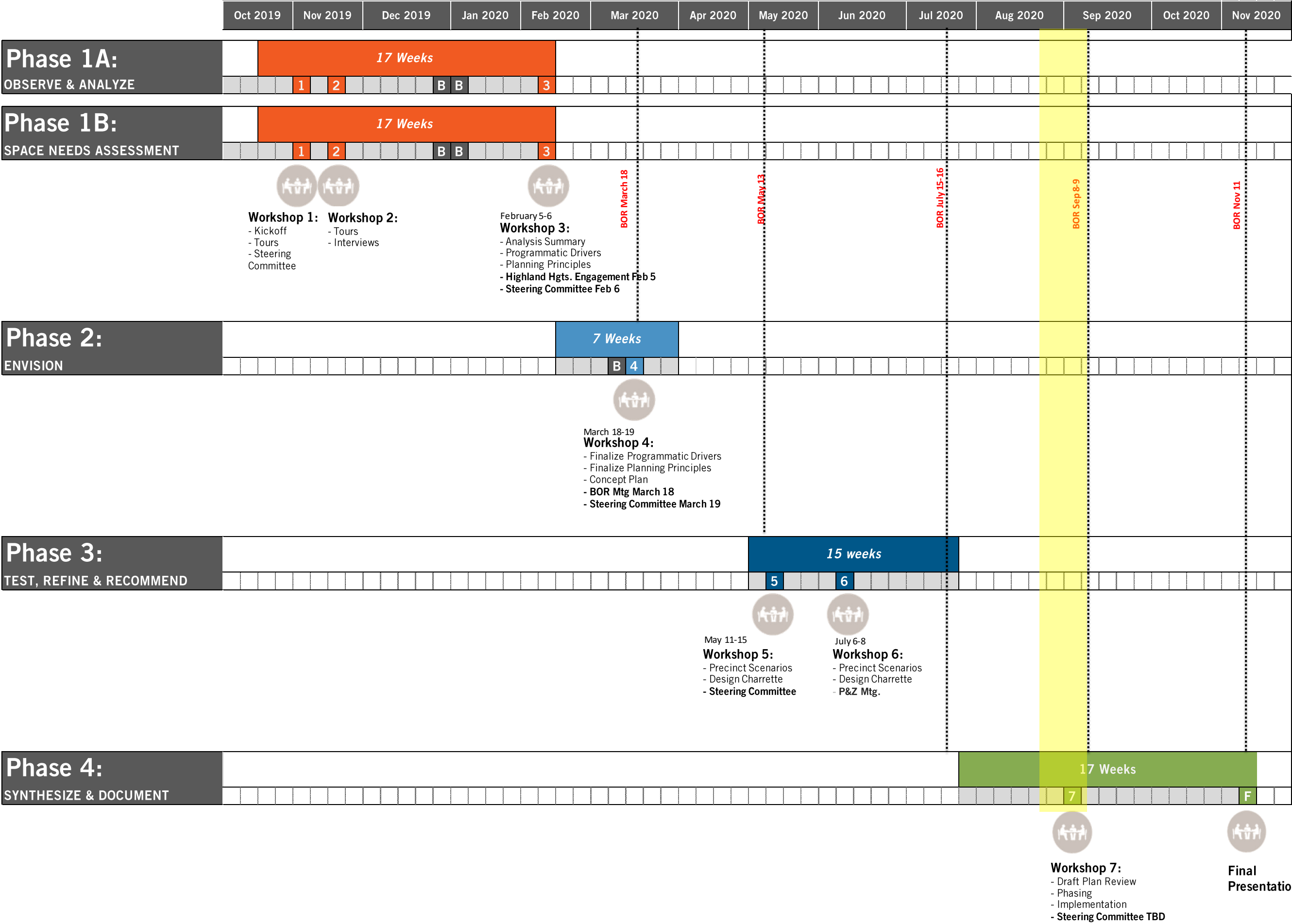
September 9, 2020

Agenda

- ① **Process & Schedule**
- ② **Master Plan Drivers**
 - Space Assessment
 - Planning Principles
 - Strategic Plan
- ③ **Master Plan Goals**
 - Optimize the Campus Core
 - Enhance the Student Experience
 - Define the Campus Perimeter
- ④ **Next Steps & Key Questions**



Master Plan Schedule



Workshops 5 and 6 – Design Scenarios

Workshop 5 session

- College of Business, Law and Education
- Humanities and Arts
- Sciences
- All colleges

Workshop 6 session

- Student Affairs, Student Services, and Admin
- Library and Academic Services
- Housing and Dining
- Athletics and Recreation
- Campus Edge Real Estate

Goals:

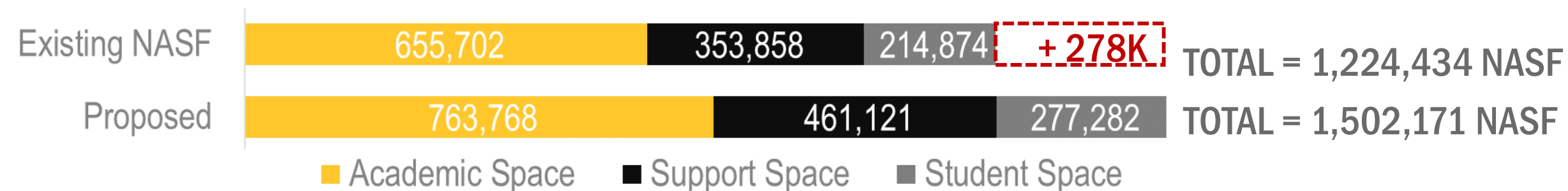
- ① **Provide feedback** on the Guiding Principles, Concept Plan and space drivers.
- ② **Evaluate development scenarios** to best address student needs and support the strategic vision of NKU.
- ③ **Identify the best ideas** to study in more detail as part of a comprehensive strategy to improve the campus.

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

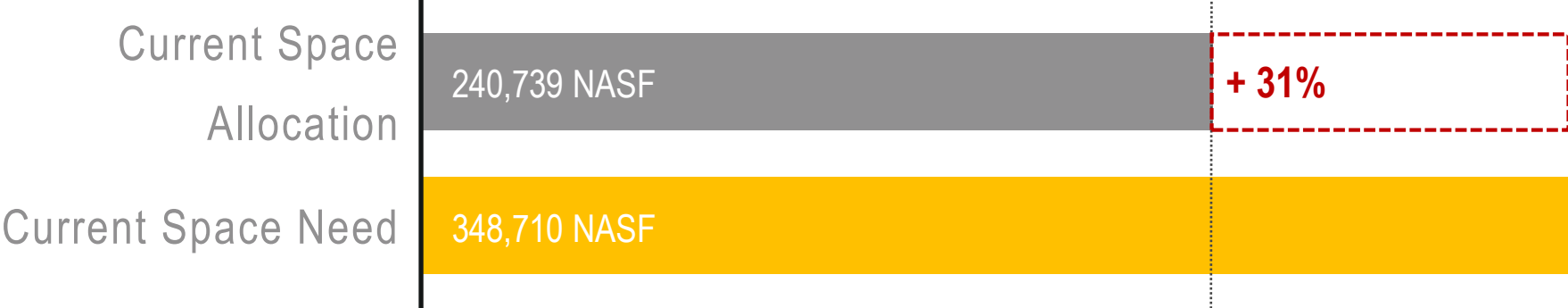
Future drivers:

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

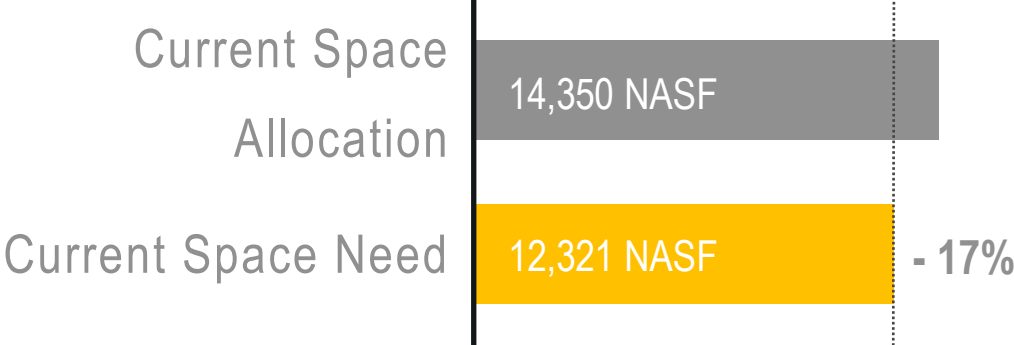


Space Needs Outcomes by College

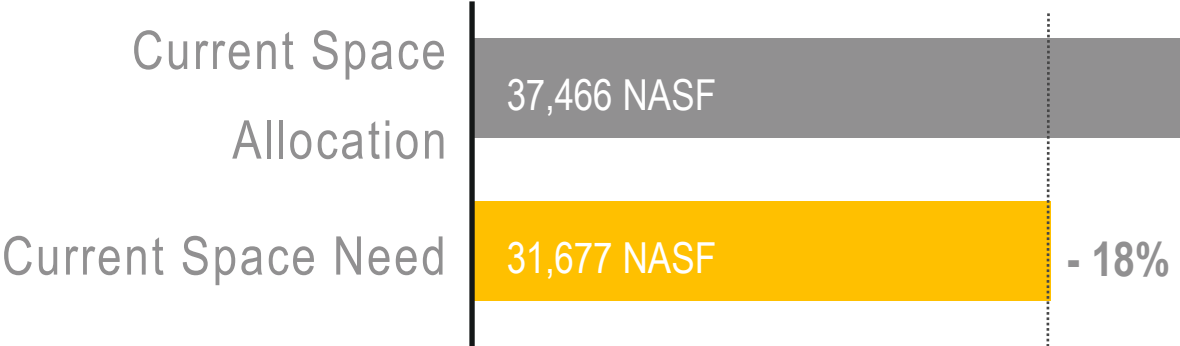
> College of Arts & Sciences



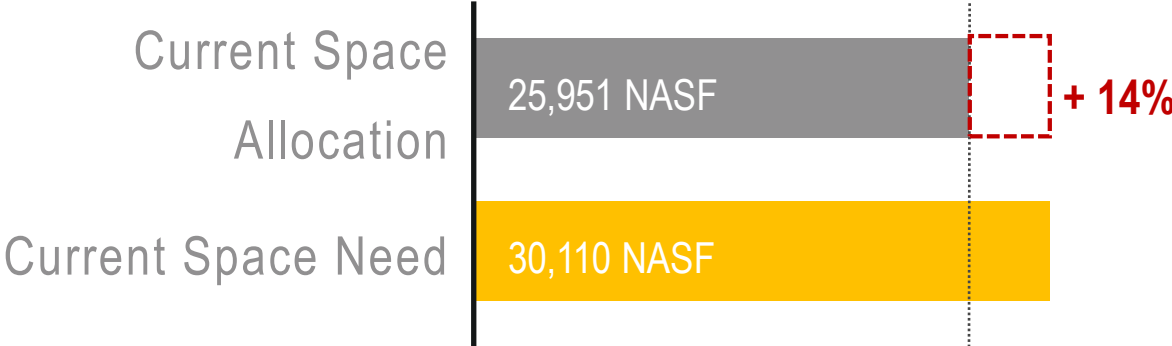
> College of Education



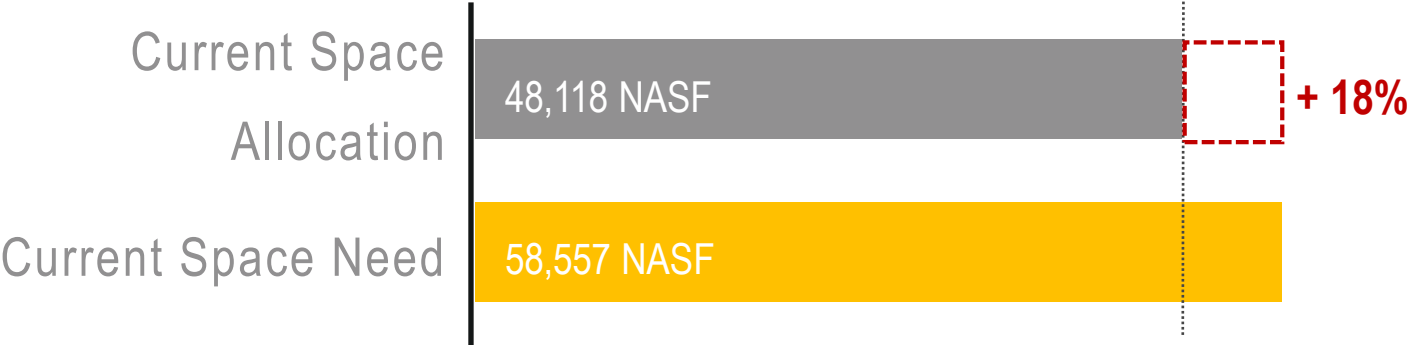
> College of Law



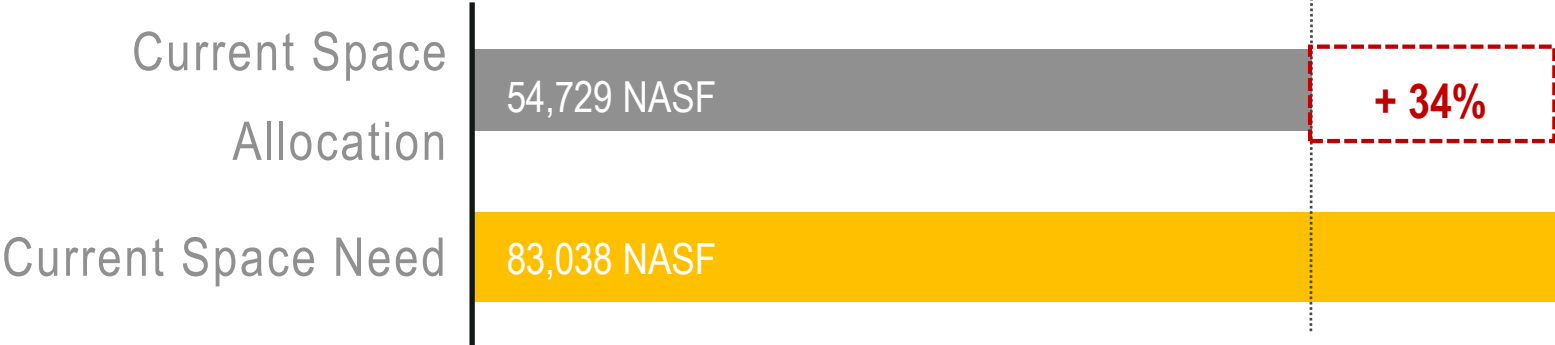
> College of Business



> College of Informatics

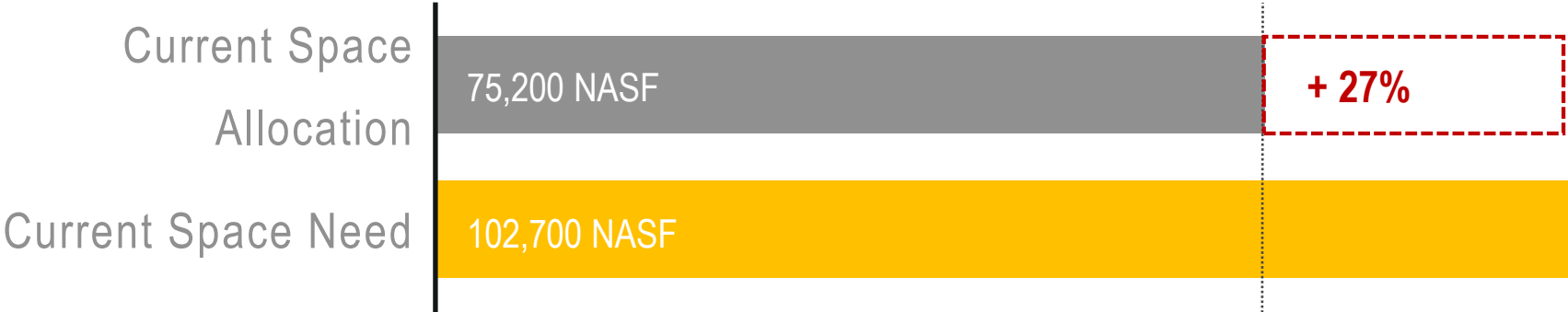


> College of Health & Human Services

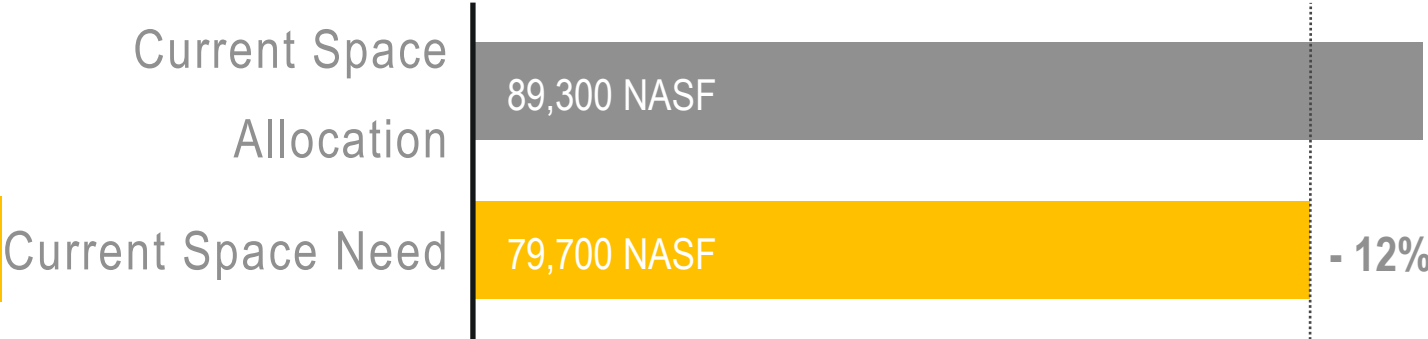


Space Needs Outcomes by Unit

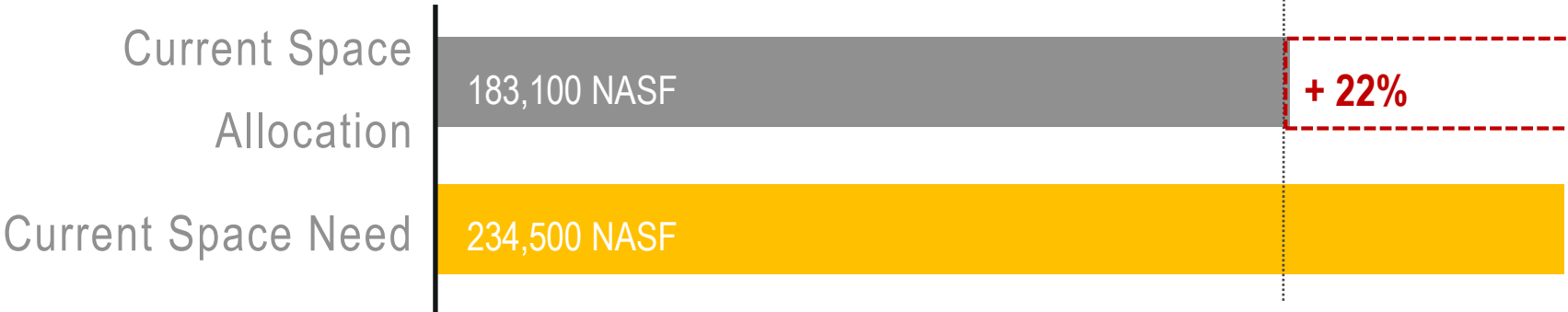
> Academic Affairs



> Steely Library



> Student Affairs



> Athletics



> Administration + Finance



Master Plan Drivers

Planning Principles

- 1 **Support a more engaged university serving the Northern Kentucky region**
- 2 **Create a place of academic excellence and innovation to support a diversity of learners**
- 3 **Design a welcoming and desirable NKU experience**
- 4 **Leverage campus assets to create value**

Aligning the campus plan with the university's strategic framework

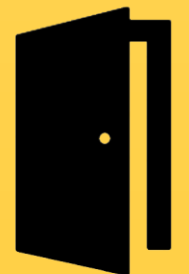
SUCCESS
BY **DESIGN**



**CAREER &
COMMUNITY
ENGAGEMENT**



COMPLETION

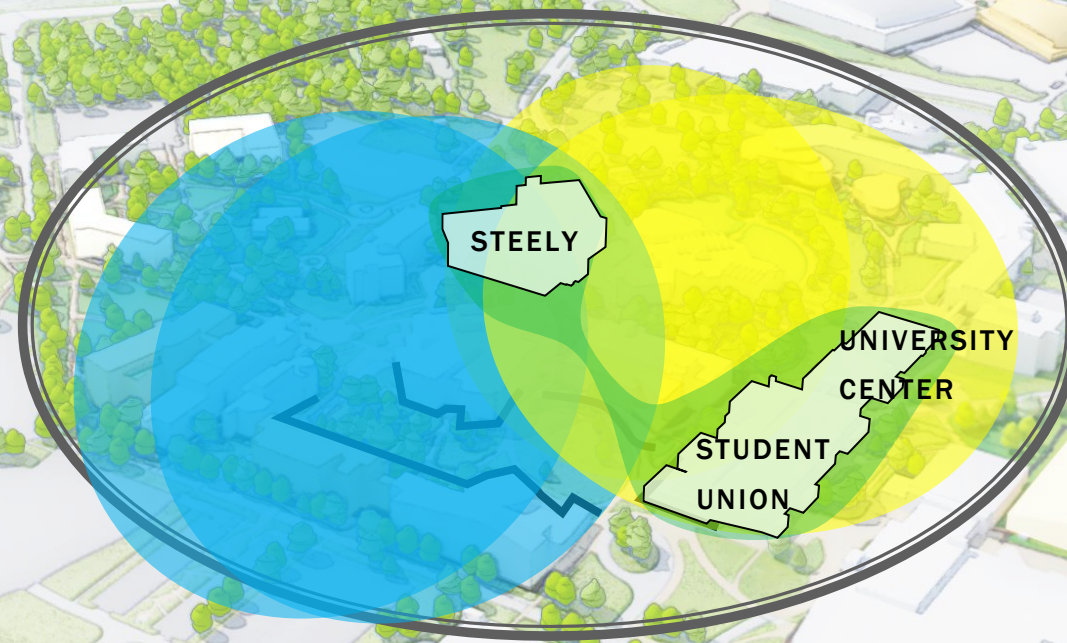


ACCESS

1

Goal

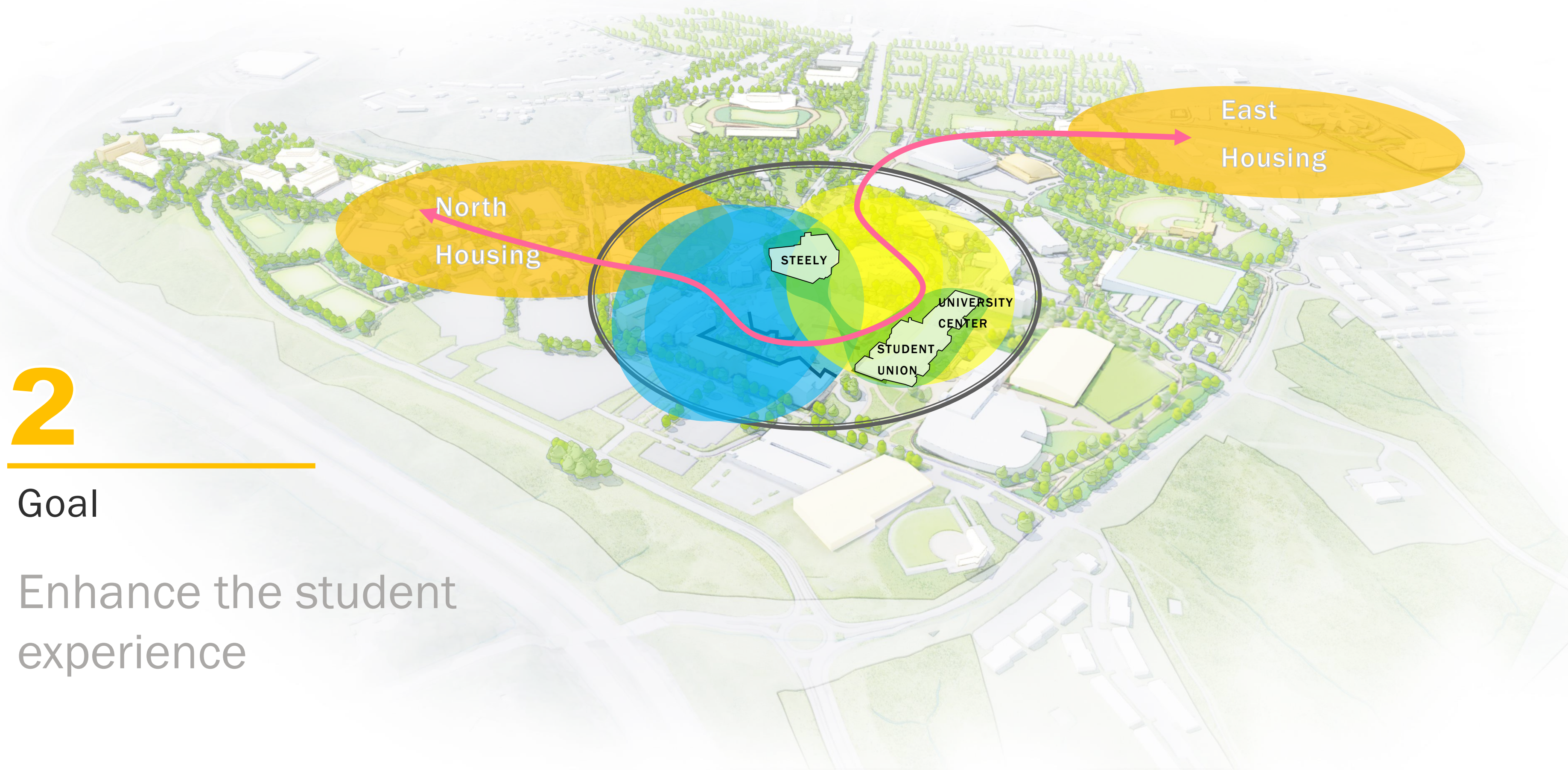
Optimize the campus core for collaborative teaching and learning



2

Goal

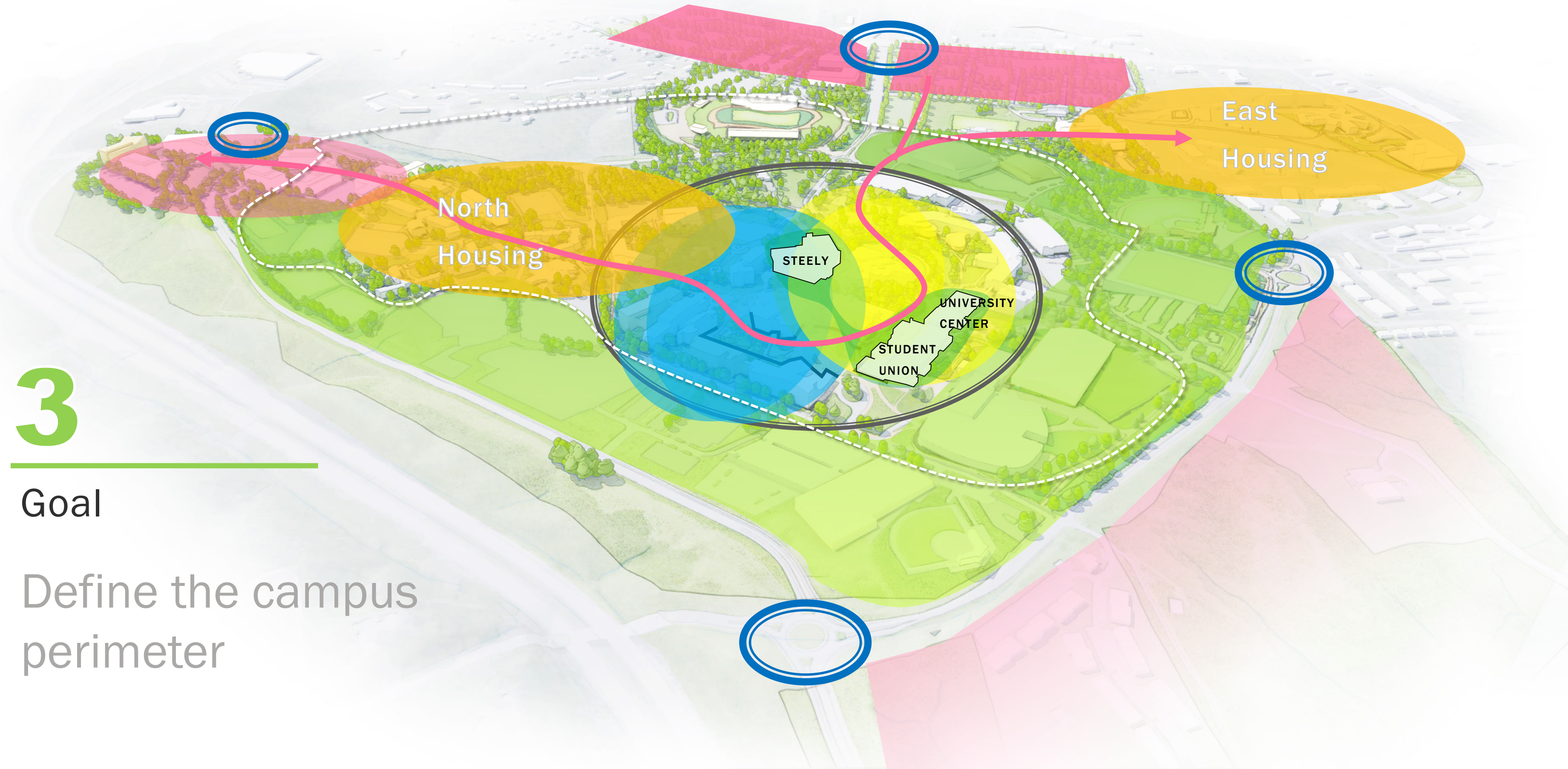
Enhance the student
experience



3

Goal

Define the campus
perimeter



Optimize the campus core for
collaborative teaching and
learning



How will we evaluate the project options and determine direction?

Qualitatively

1. Projects help realize the vision of the strategic plan and planning principles
2. Projects Optimize the locations and adjacencies of units and support key initiatives.
3. Ability to fund improvements

Quantitatively

1. Projects leverage existing space through renovation and utilize new construction for spaces not otherwise feasible in existing space
2. Project costs, size and distribution
3. Enabling projects and phasing of construction to meet near-term needs

Baseline Assumptions

> 5 Academic Buildings
require major renovations

Business Academic Center (BC)	110,700 GSF	\$17m
Math-Edu-Psy (MP)	128,500 GSF	\$19m
Fine Arts Center (FA)	159,600 GSF	\$24m
Nunn (NH)	113,500 GSF	\$17m
Landrum (LA)	100,500 GSF	\$15m
Total		\$92m

> The space needs
assessment identified
200-250k GSF of new
construction.

> Construction Cost assumptions

		<i>Example</i>
Renovation - Medium	\$150 / GSF	<i>MP, BC, Landrum, Nunn</i>
Renovation - Major	\$350 / GSF	<i>Conversion to STEM or Art</i>
New Academic	\$425 / GSF	<i>BC and Nunn additions</i>
New Science	\$500-600 / GSF	<i>Interdisciplinary Sciences</i>
Parking	\$25,000/SPACE	

New Construction Efficiency Net/Gross	58% - 62% RANGE
Centers and Collaborative	0.1 / UNIT NASF
Lounge Space	0.08 / UNIT NASF

- *Figures listed are construction costs and do not include soft costs*
- *Costs represent 2020 dollars*

Scenario 1a

> Do projects align with the Strategic Plan +Principles?

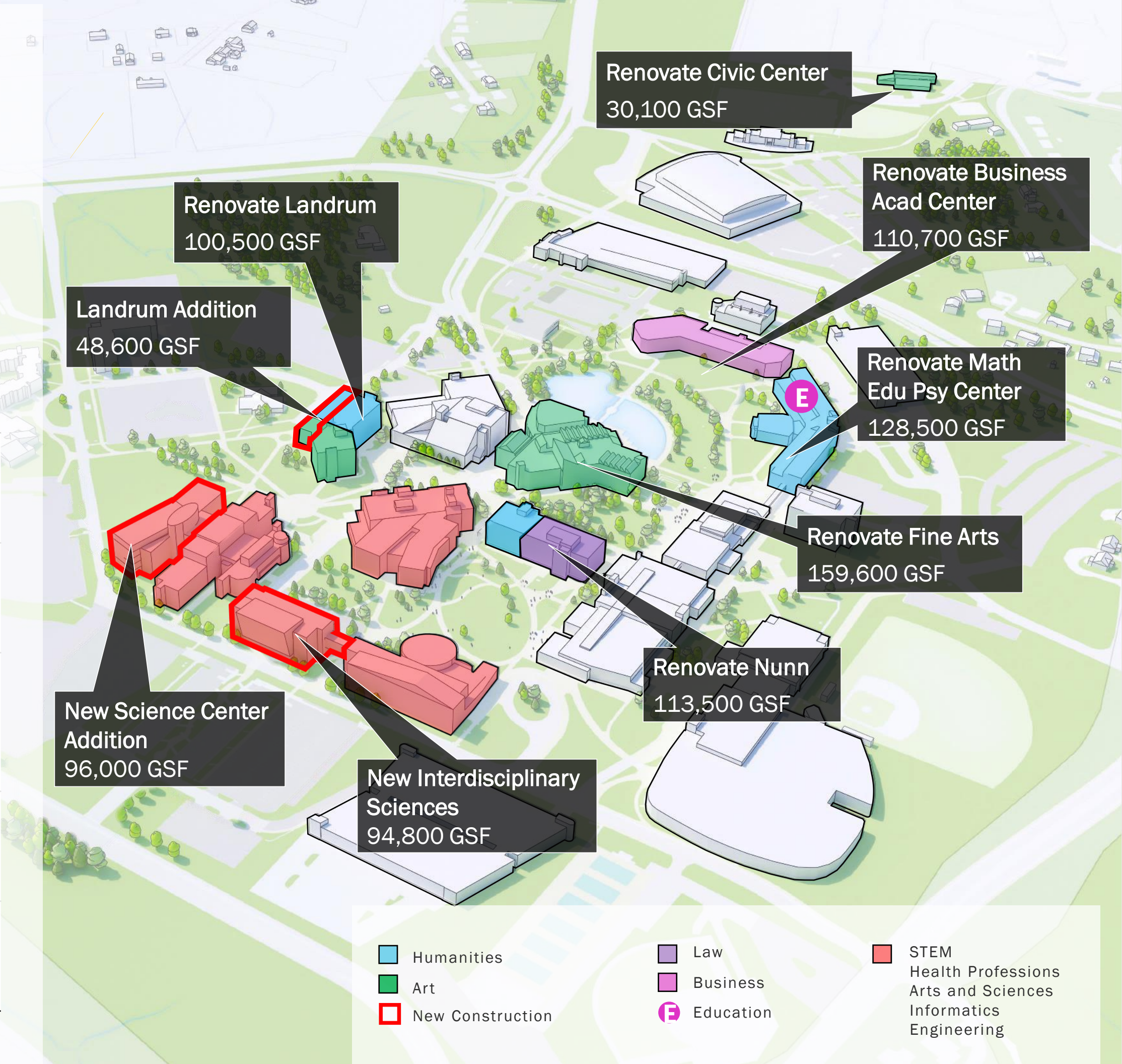
Minimal transformation of east side of academic core, realizes some key synergies between units, separation of arts is a key challenge.

Vision

Funding

Law	Access, hard to provide key needs	
Business	Must reconfigure engineering space	
Humanities	Increases opportunities for departmental synergy	
Art	Separating uses but in a proximate building	
Sciences	Realizes key adjacencies and needs	

NEGATIVE IMPACT NEUTRAL/SOMEWHAT NEGATIVE POSITIVE IMPACT

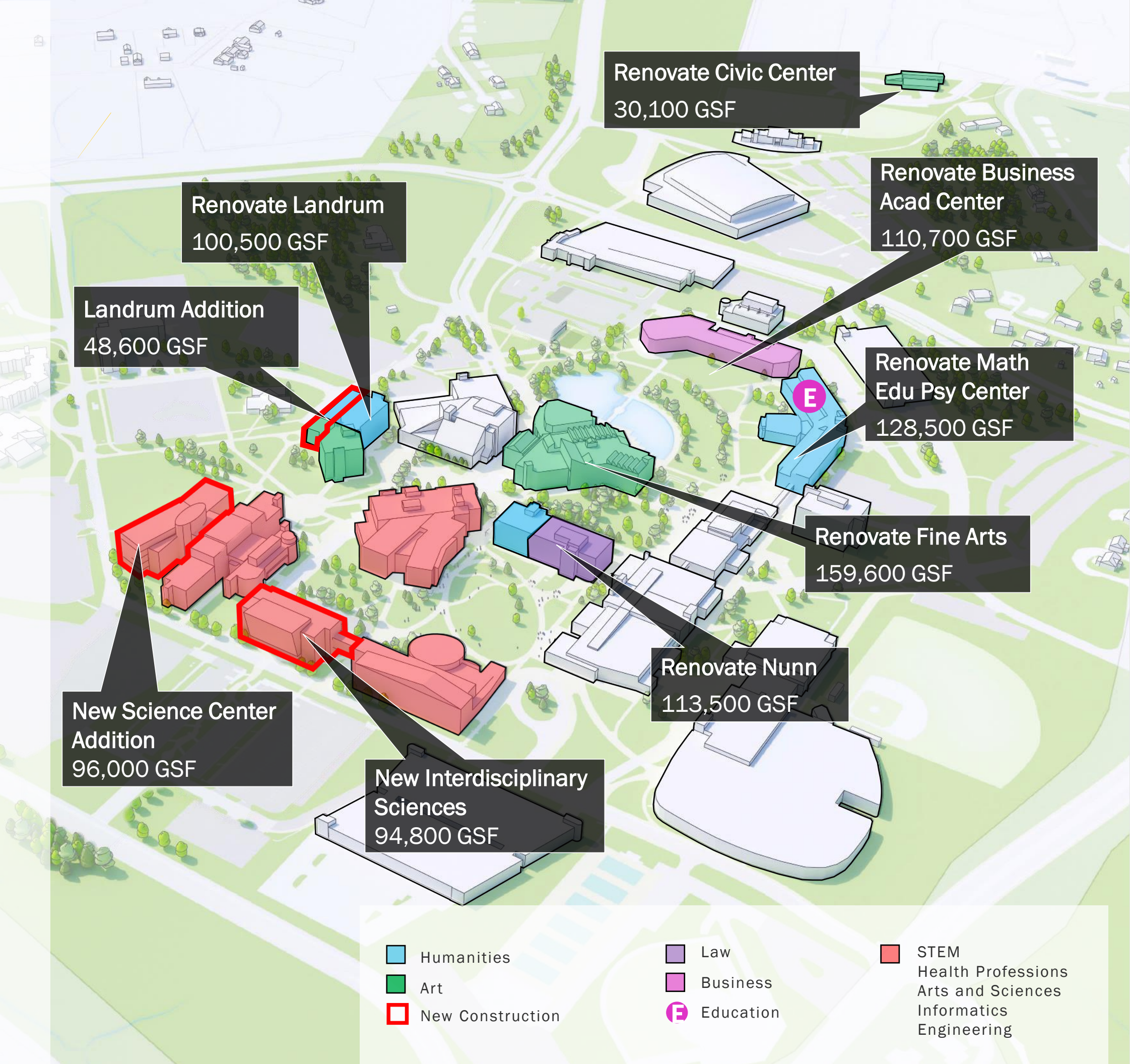


Scenario 1a

> Do projects leverage existing and new investments?

Swing space must be identified. Nunn could be better leveraged for other uses. New construction satisfies STEM need for space not possible through renovation.

Project	Enabling Project	Cost
BC	Swing Space	\$17m
MP	Swing Space	\$19m
Fine Arts	Swing Space	\$24m
Nunn	Swing Space	\$17m
Civic Center	None	\$11m
Landrum	Swing Space	\$15m
Renovation		\$103m
Sci. Ctr. Addition	None	\$48m
Interdisciplinary Sci.	Relocate Parking	\$48m
Landrum addition	None	\$21m
New construction		\$117m
Relocate 40 sp for interdisciplinary sci.		\$1m
Swing Space		TBD
Enabling projects		\$1M
Total		\$221m



Scenario 1b

> Alignment with strategic plan and planning principles

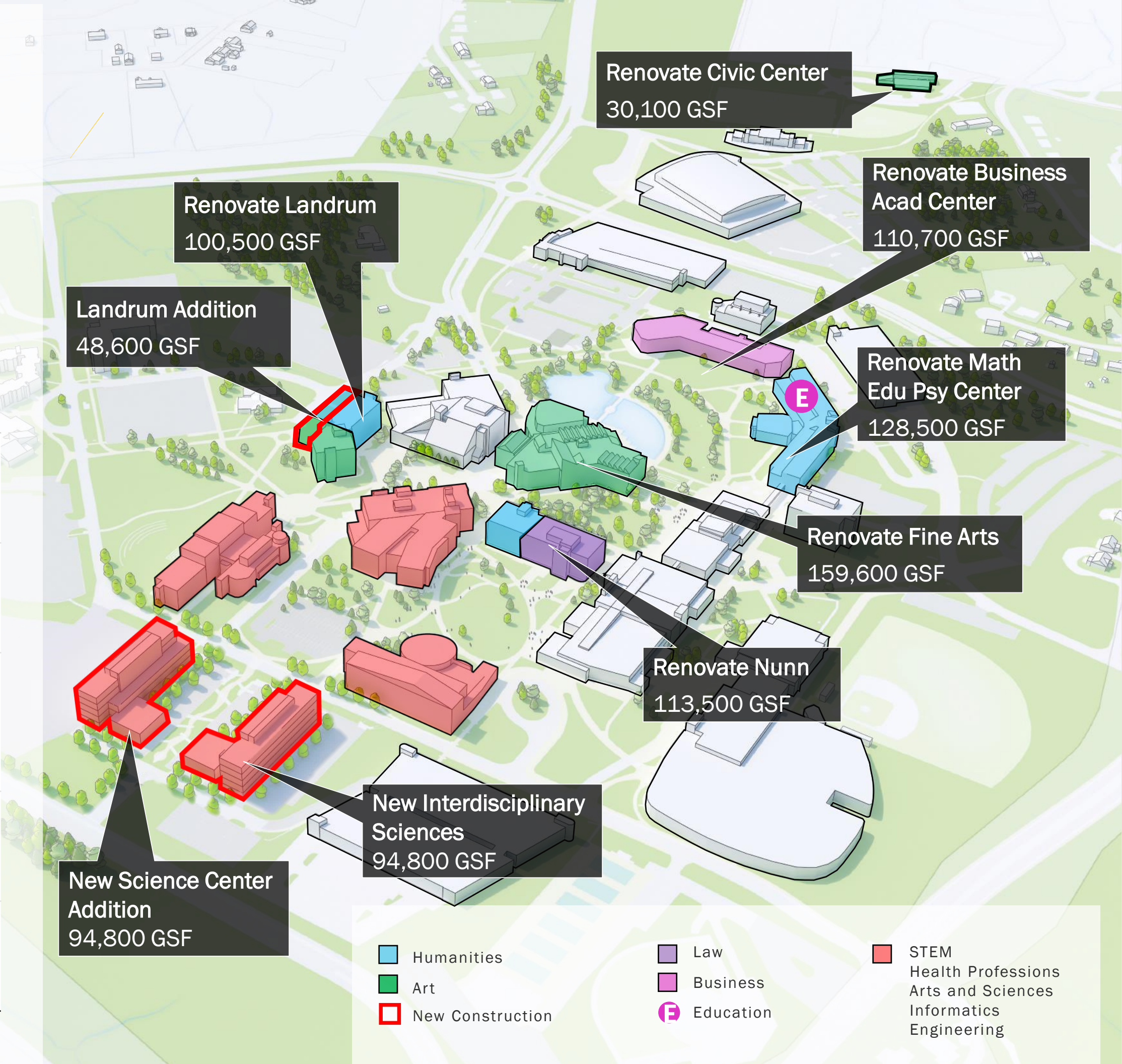
Stand-alone science buildings are an opportunity to define a science quad but do not offer the adjacencies of direct connection to existing buildings.

	Vision	Funding
Law	Access, hard to provide key needs	
Business	Must reconfigure engineering space	
Humanities	Increases opportunities for departmental synergy	
Art	Separating uses but in a proximate building	
Sciences	Separation, does not address natural sci. needs well	

NEGATIVE IMPACT

NEUTRAL/SOMEWHAT NEGATIVE

POSITIVE IMPACT

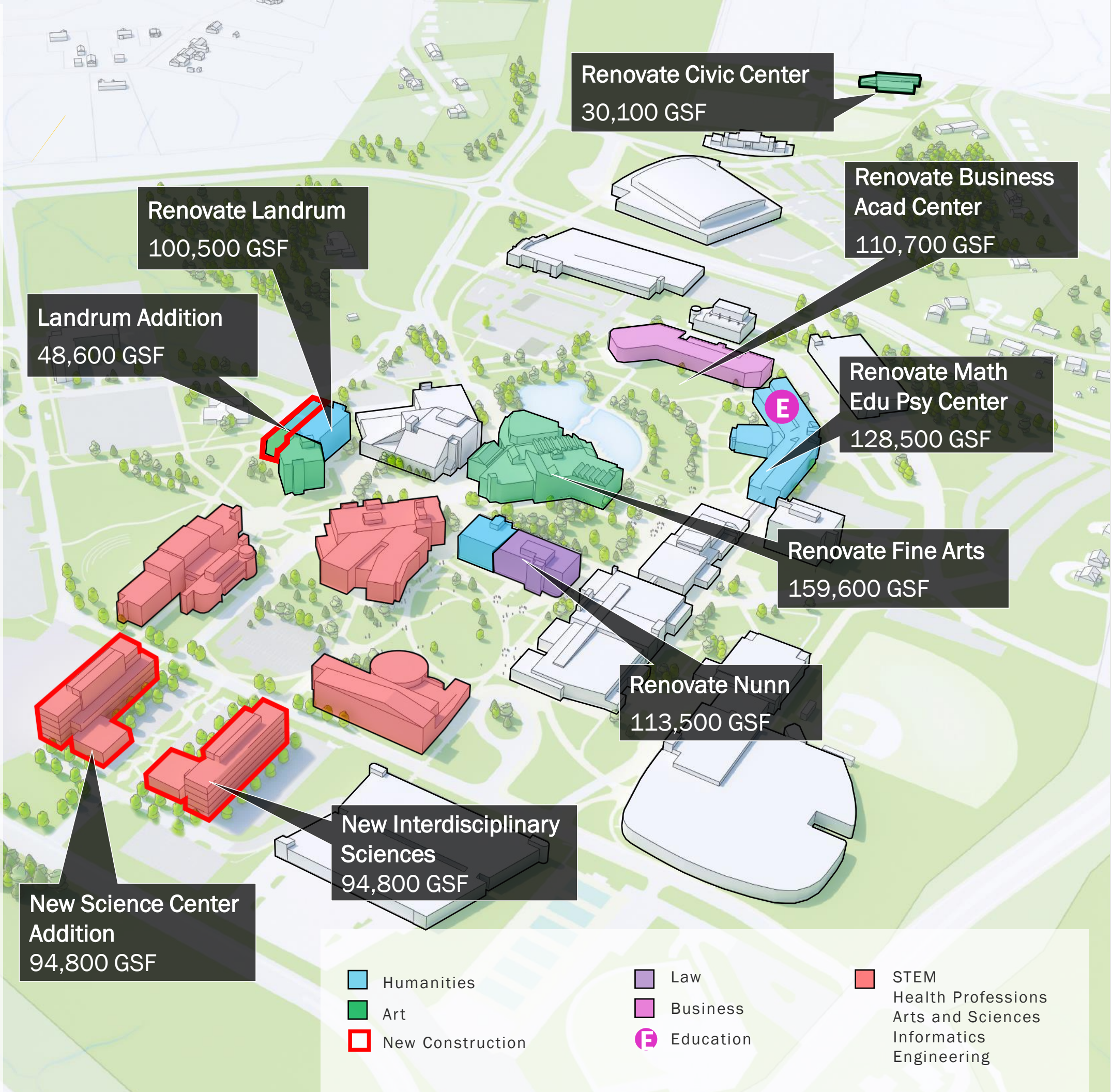


Scenario 1b

> Do projects leverage existing and new investments?

Increased costs for the sciences and replacing prime parking are key challenges over scenario 1a.

Project	Enabling Project	Cost
BC	Swing space	\$17m
MP	Swing Space	\$19m
Fine Arts	Swing Space	\$24m
Nunn	Swing space	\$17m
Civic Center	None	\$11m
Landrum	Swing Space	\$15m
Renovation		\$103m
Science Building	Relocate Parking	\$57m
Interdisciplinary Sci.	Relocate Parking	\$57m
Landrum addition	None	\$21m
New construction		\$135m
Relocate 320 spaces		\$8m
Enabling projects		\$8M
Total		\$246m



Scenario 2

> Alignment with strategic plan and planning principles

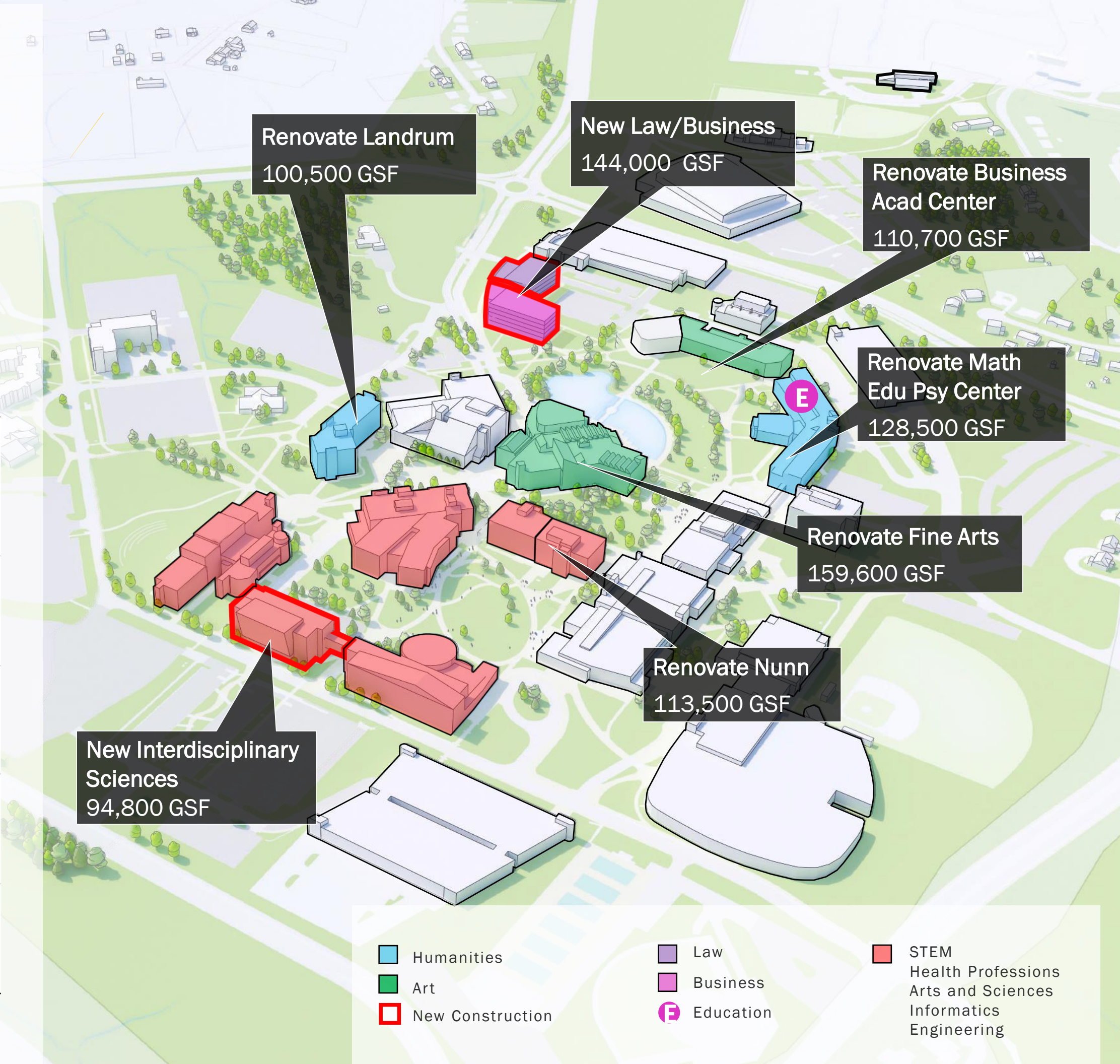
Opportunity to define frontage on Nunn Drive, realizes some key synergies between units, separation of arts is a key challenge.

Vision

Funding

Law	Synergy with business but stronger identity with stand-alone bldg	
Business	Strong identity and efficiencies sharing facilities with Law	
Humanities	Math and STEM reinforced but other units separated	
Art	Separating uses, slight preference over Landrum.	
Sciences	Separating uses in Nunn but still proximate	

NEGATIVE IMPACT NEUTRAL/SOMEWHAT NEGATIVE POSITIVE IMPACT

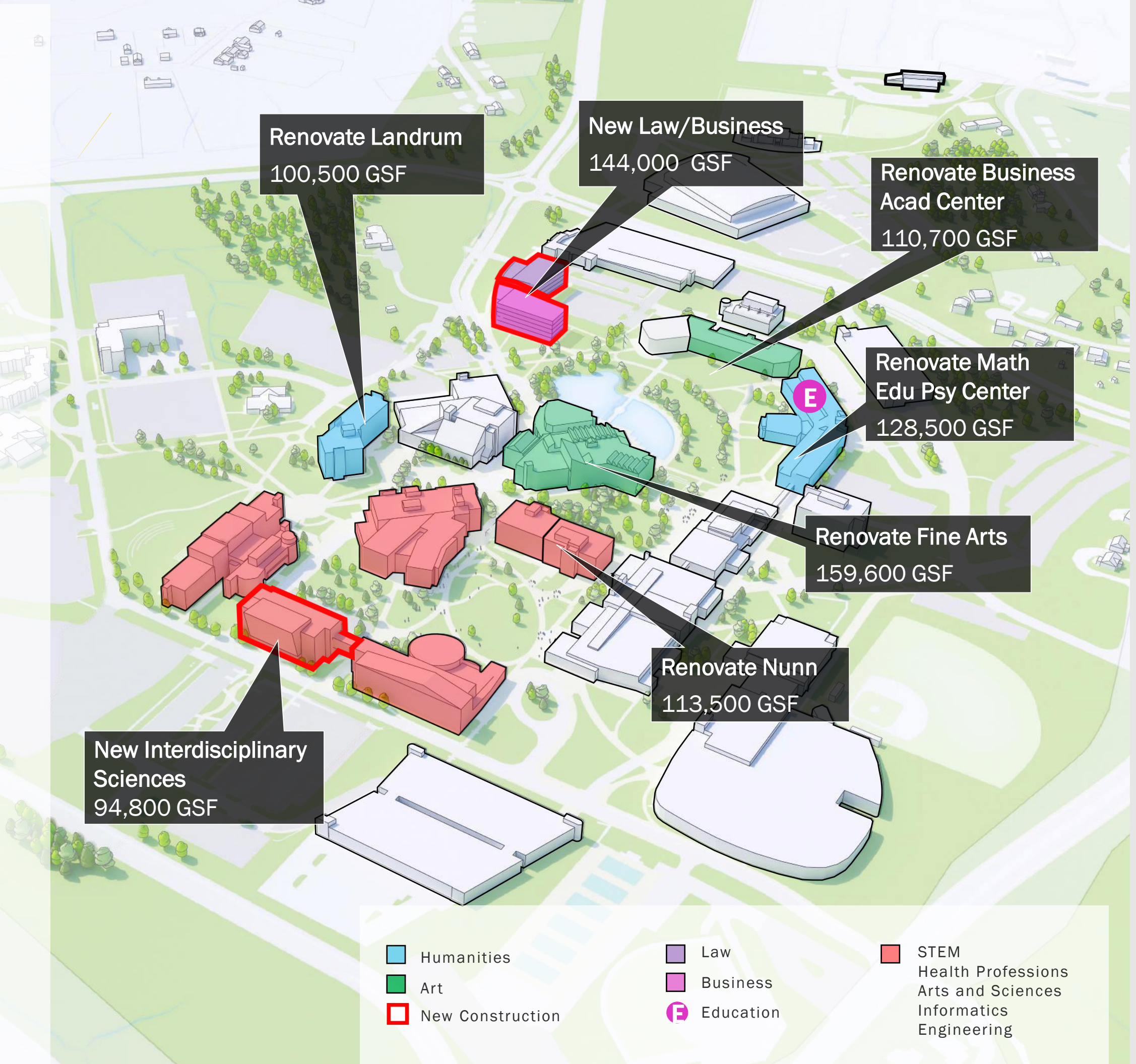


Scenario 2

> Do projects leverage existing and new investments?

New Law/Business building allows for swing space in BC and Nunn. New high intensity space consolidated in Interdisciplinary STEM building.

Project	Enabling Project	Cost
BC	Law / Business	\$39m
MP	Swing Space	\$19m
Fine Arts	Law/Business	\$24m
Nunn	Law/Business	\$40m
Landrum	Swing Space	\$15m
Renovation		\$137m
Interdisciplinary Sci.	Relocate Parking	\$48m
Law/Business	Relocate Parking	\$62m
New construction		\$110m
Relocate 40 sp for Interdisciplinary Sci.		\$1m
Relocate 90sp for Law/Business		\$2m
Enabling projects		\$3M
Total		\$250m



Scenario 3

> Alignment with strategic plan and planning principles

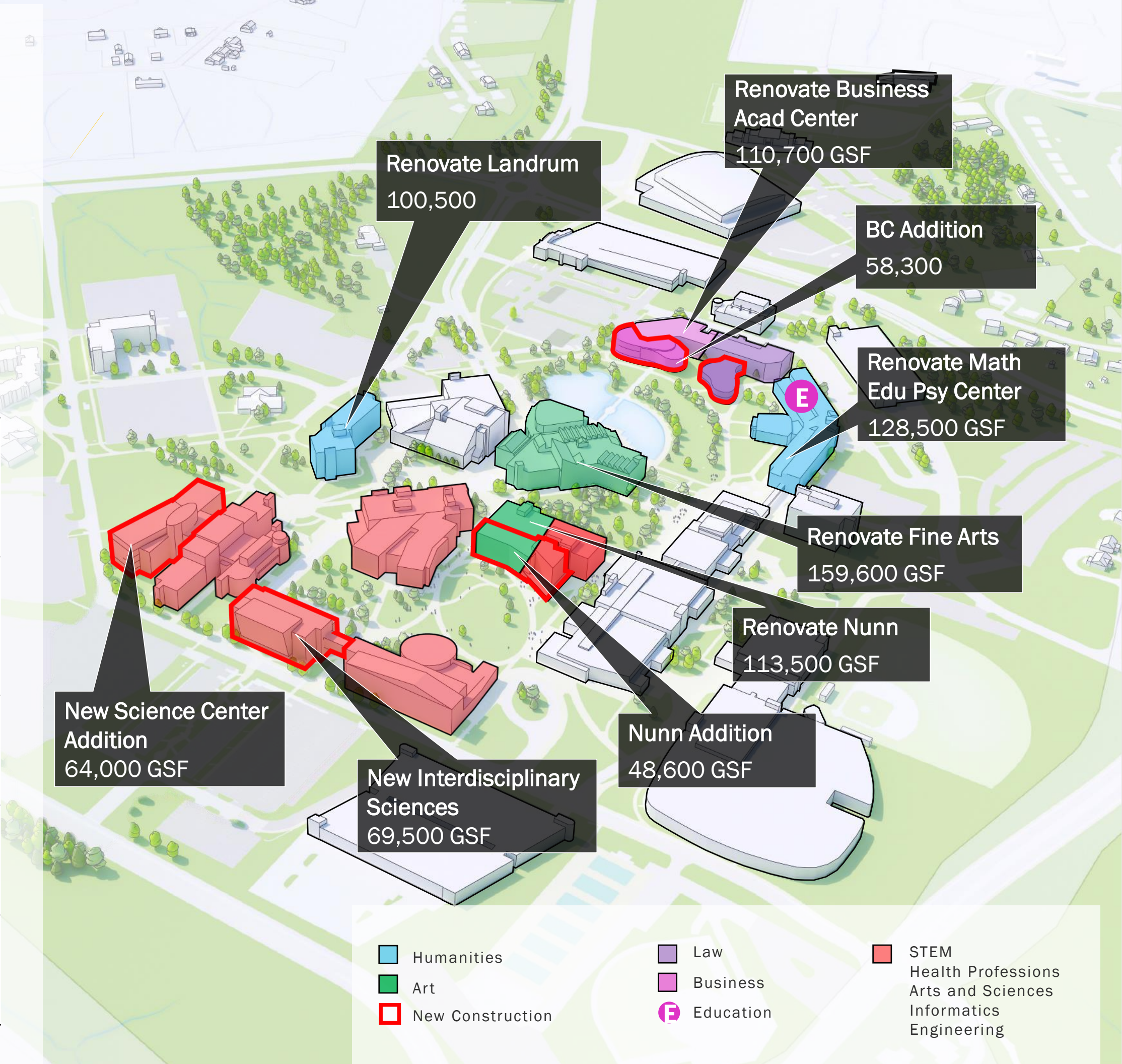
BC and Nunn additions are opportunities to transform campus open space. Realizes key adjacencies for art.

Vision

Funding

Law	Synergy with business but stronger identity with stand-alone bldg	
Business	Synergy with Law but stronger identity with stand-alone bldg	
Humanities	Separation between Landrum and MEPC	
Art	Addresses space needs in the most proximate location	
Sciences	Realizes key adjacencies and needs	

NEGATIVE IMPACT NEUTRAL/SOMEWHAT NEGATIVE POSITIVE IMPACT

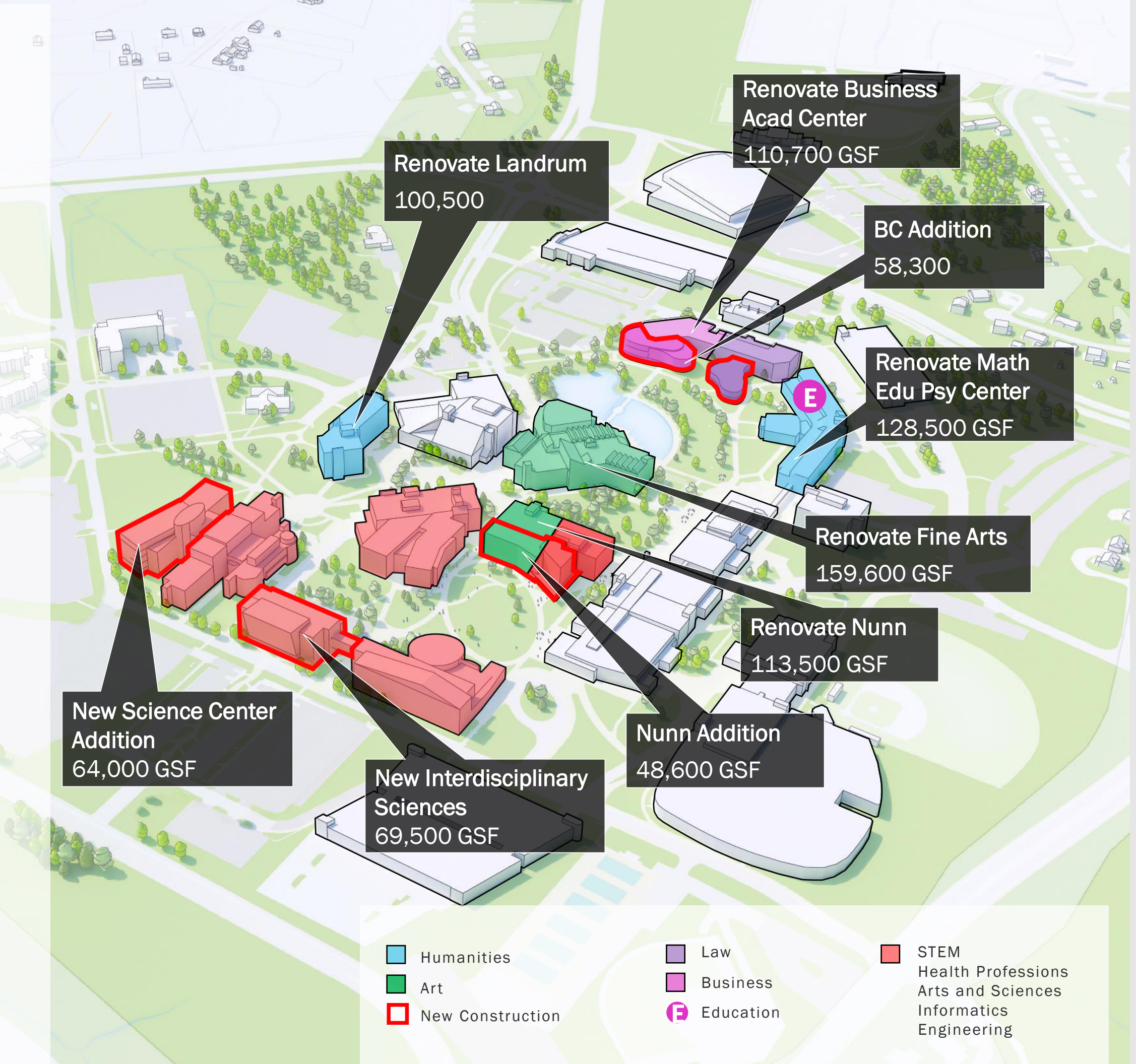


Scenario 3

> Do projects leverage existing and new investments?

Law/Business in BC leverages the existing building and realizes efficiencies through shared space between law and business. Art in Nunn utilizes higher floor heights on the first floor.

Project	Enabling Project	Cost
BC	Law/Business	\$17m
MP	Swing Space	\$19m
Fine Arts	Swing Space	\$24m
Nunn	Law/Business	\$40m
Landrum	Swing Space	\$15m
Renovation		\$115m
BC addition	None	\$25m
Nunn addition	None	\$21m
Interdisciplinary Sci.	Relocate Parking	\$35m
Sci. Ctr. Addition	None	\$32m
New construction		\$113m
Relocate parking		\$1m
Enabling projects		\$1M
Total		\$229m



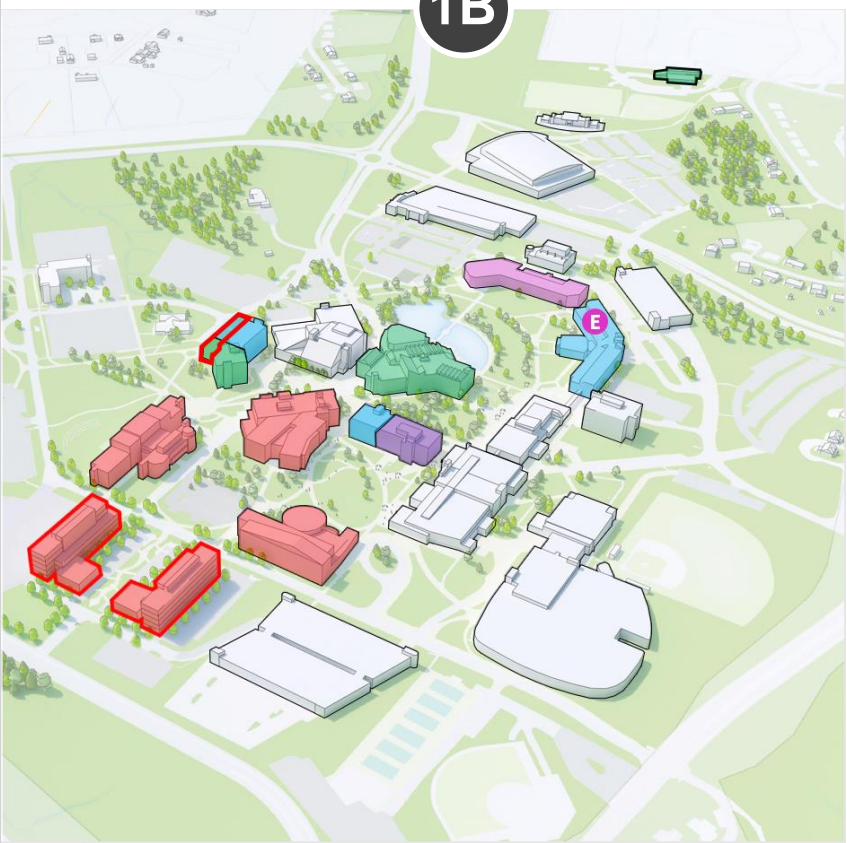
Scenario Comparison

NEGATIVE IMPACT NEUTRAL/SOMEWHAT NEGATIVE POSITIVE IMPACT

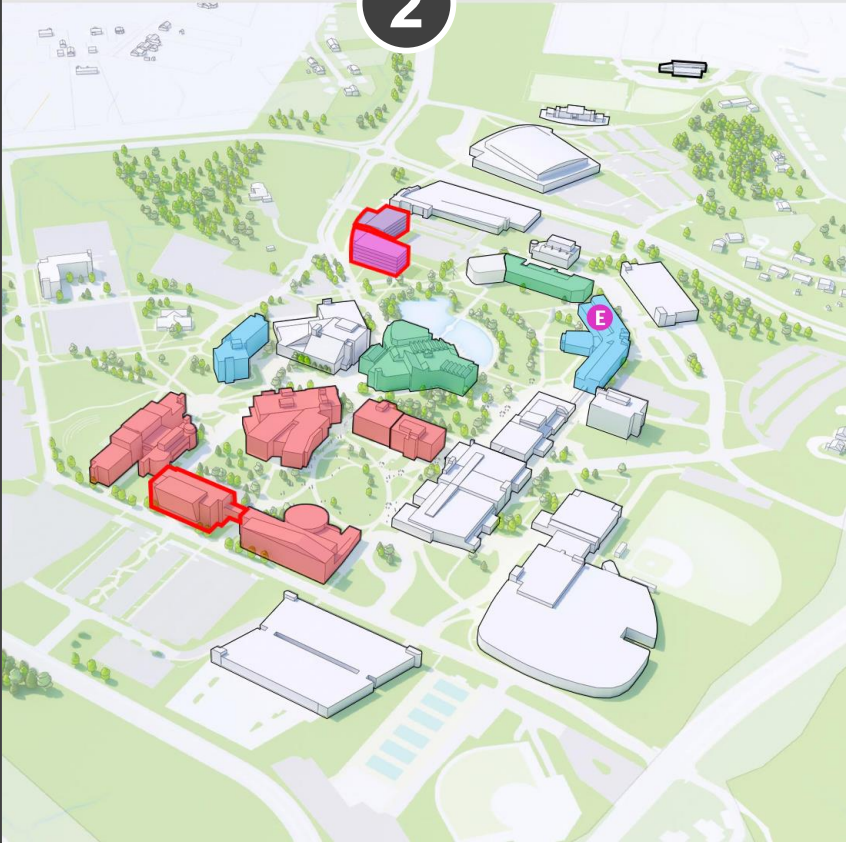
1A



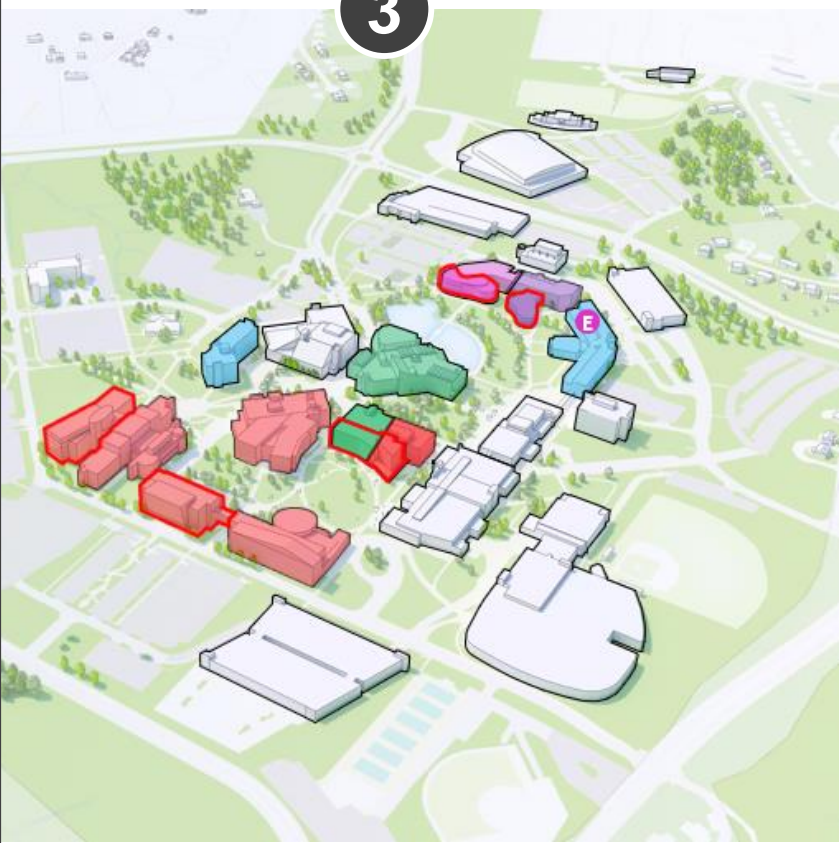
1B



2



3



cost

\$221m

\$246m

\$250m

\$229m

Key
Enabling
Projects

Swing space

swing space, parking replacement

Law/Business to new building

Law/Business to BAC

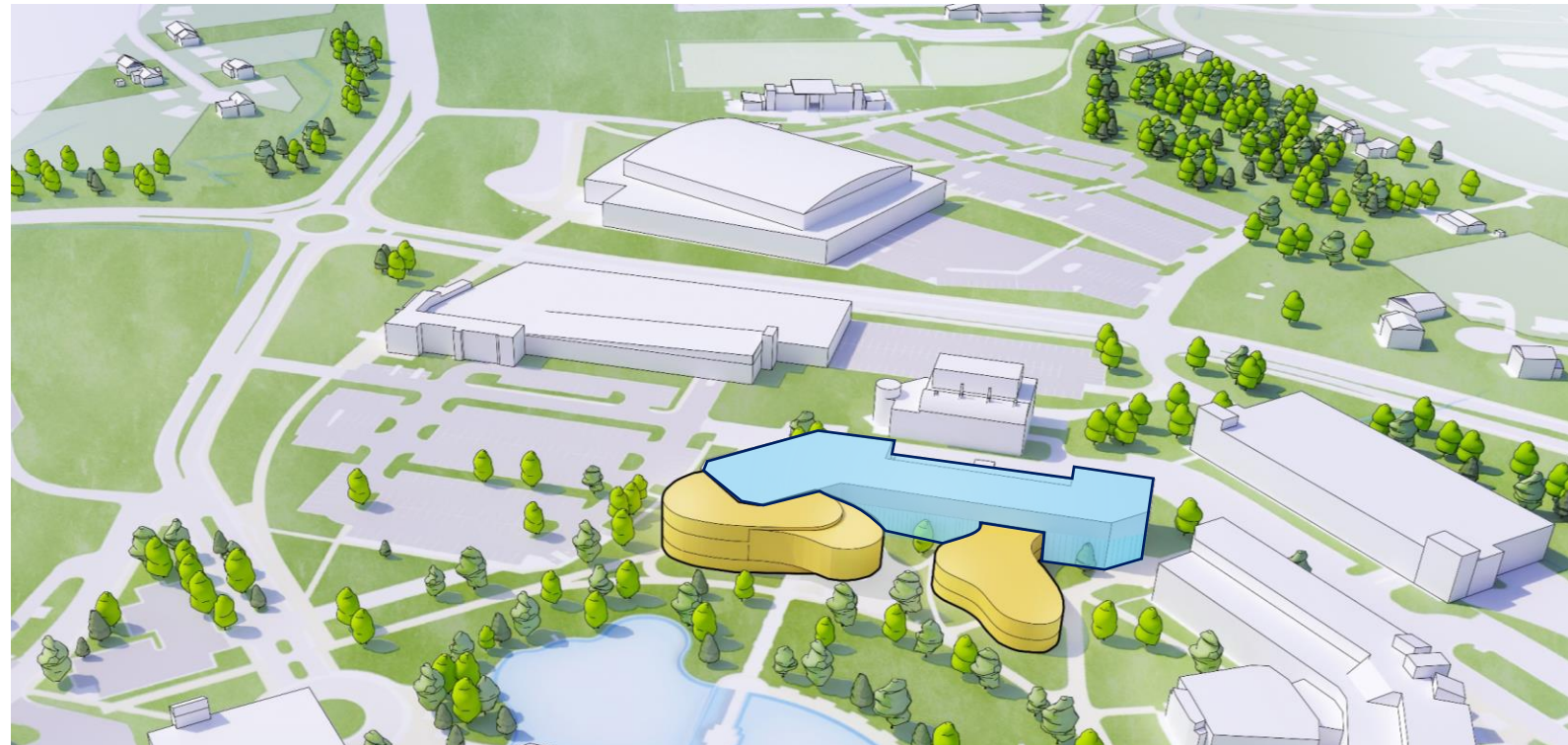
	Scenario 1A		Scenario 1B		Scenario 2		Scenario 3	
	Vision	Funding	Vision	Funding	Vision	Funding	Vision	Funding
Law	NEGATIVE IMPACT	NEUTRAL/SOMEWHAT NEGATIVE	NEGATIVE IMPACT	NEUTRAL/SOMEWHAT NEGATIVE	POSITIVE IMPACT	NEUTRAL/SOMEWHAT NEGATIVE	POSITIVE IMPACT	NEUTRAL/SOMEWHAT NEGATIVE
Business	POSITIVE IMPACT	POSITIVE IMPACT	POSITIVE IMPACT	POSITIVE IMPACT	POSITIVE IMPACT	NEUTRAL/SOMEWHAT NEGATIVE	POSITIVE IMPACT	NEUTRAL/SOMEWHAT NEGATIVE
Humanities	POSITIVE IMPACT	POSITIVE IMPACT	POSITIVE IMPACT	POSITIVE IMPACT	POSITIVE IMPACT	POSITIVE IMPACT	POSITIVE IMPACT	NEUTRAL/SOMEWHAT NEGATIVE
Art	NEUTRAL/SOMEWHAT NEGATIVE	NEUTRAL/SOMEWHAT NEGATIVE	NEUTRAL/SOMEWHAT NEGATIVE	NEUTRAL/SOMEWHAT NEGATIVE	NEUTRAL/SOMEWHAT NEGATIVE	NEUTRAL/SOMEWHAT NEGATIVE	POSITIVE IMPACT	POSITIVE IMPACT
Sciences	POSITIVE IMPACT	POSITIVE IMPACT	NEUTRAL/SOMEWHAT NEGATIVE	POSITIVE IMPACT	NEUTRAL/SOMEWHAT NEGATIVE	POSITIVE IMPACT	POSITIVE IMPACT	POSITIVE IMPACT

Leverage the Existing Campus

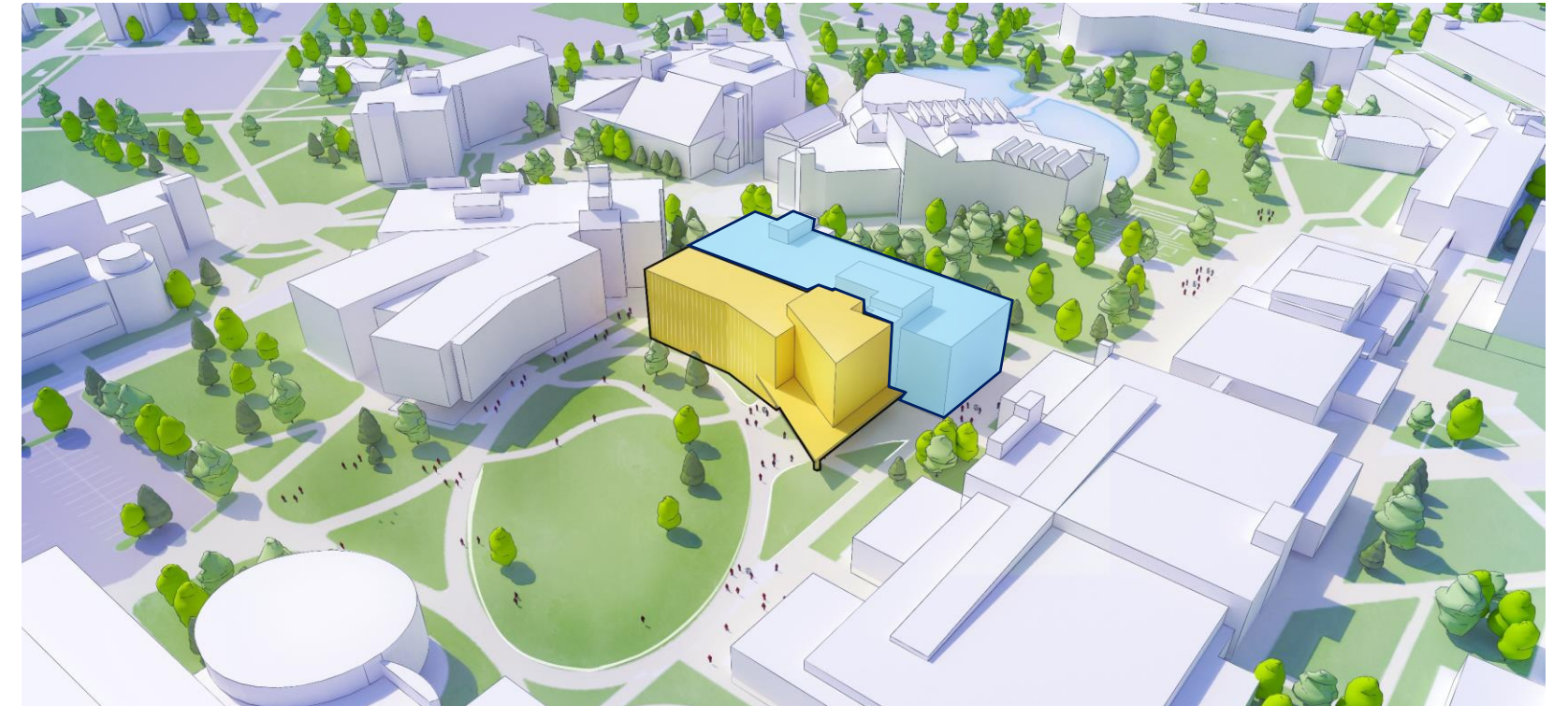
- Co-locate disciplines to support collaboration and synergies
- Embrace the brutalist aesthetic and introduce transparency, new materials, and color
- Maximize funding available for renovation and maintenance of existing buildings



Prioritize Transformative Projects



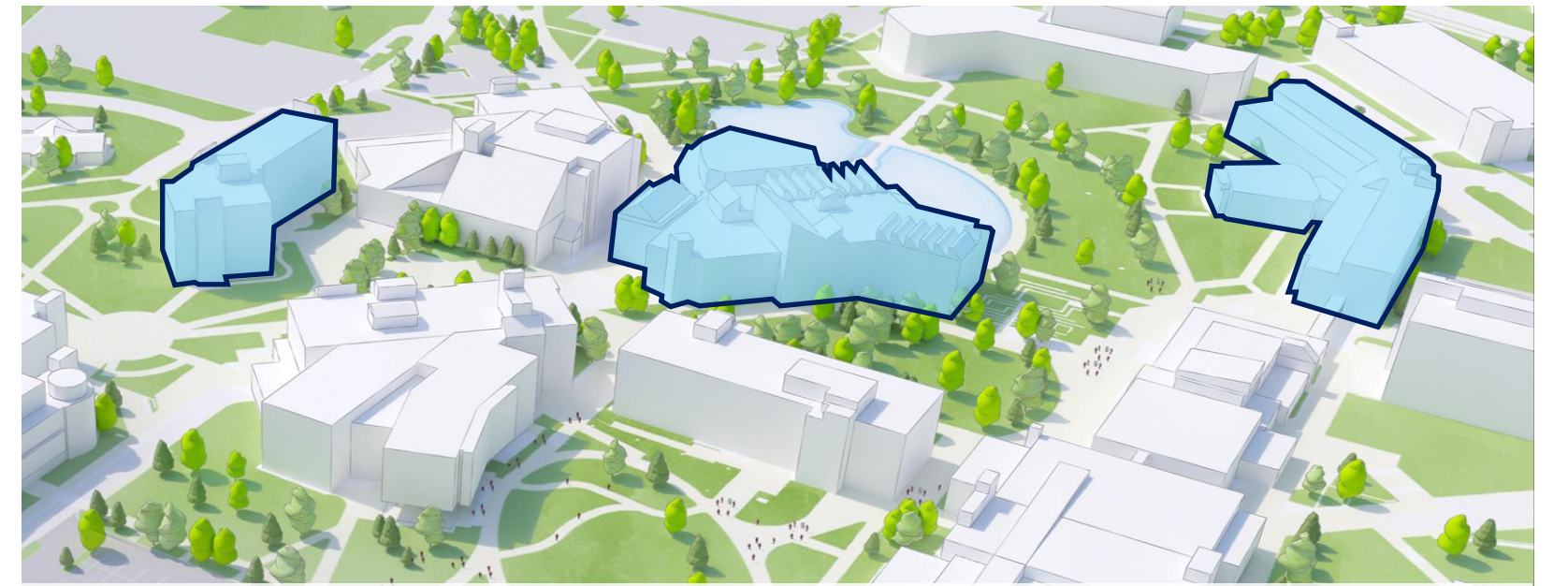
Renovate BC with an addition for Law and Business



Renovate Nunn with an addition for Engineering and Art



**Science Center Addition and Interdisciplinary Health
Science, Technology and Science Building**



Renew Landrum, Fine Arts and MP

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



Potential Strategies:

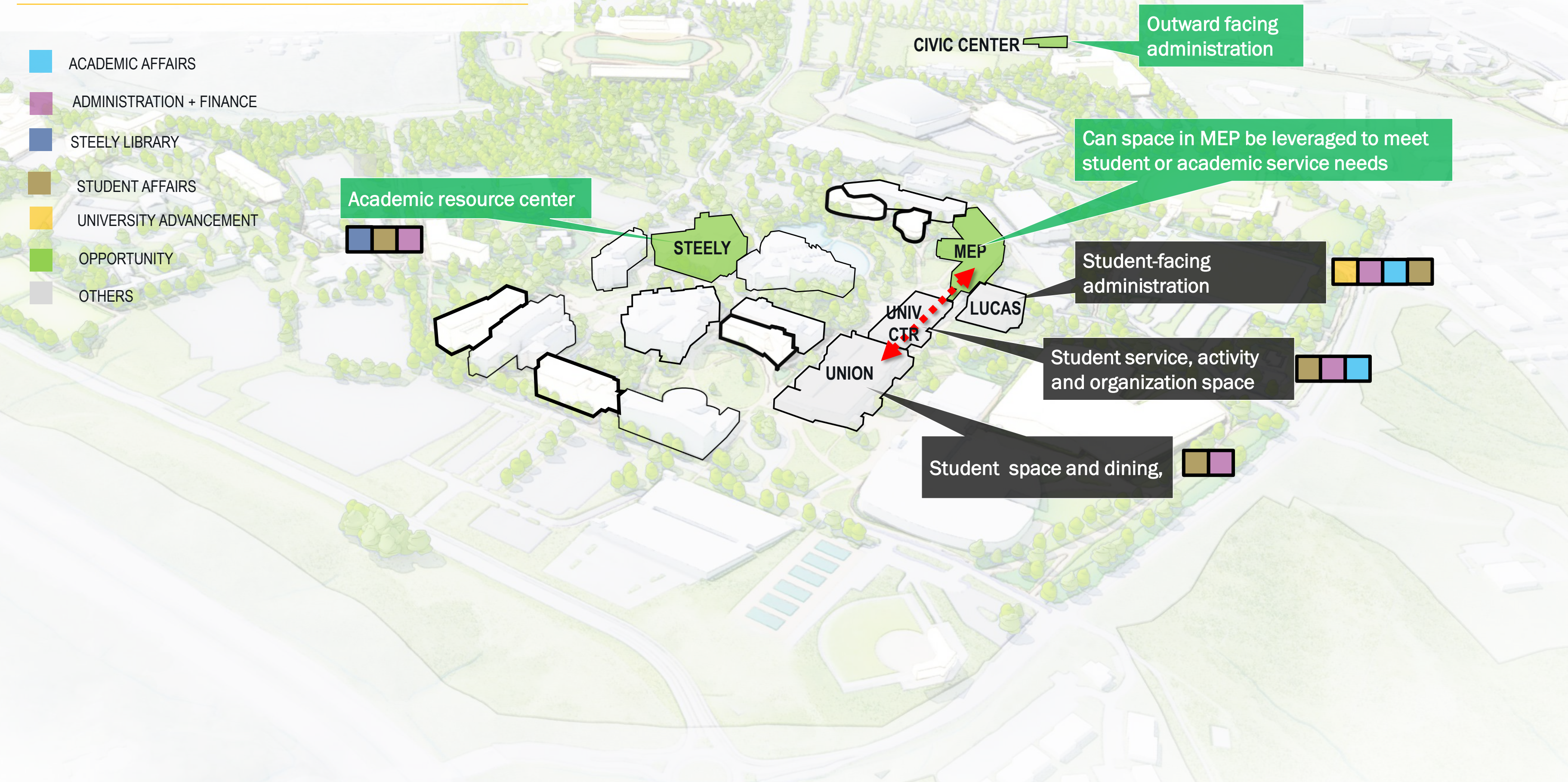
- Free up space in University Center to accommodate student activity and organization space
- Create desired departmental synergies where possible

Administrative Offices

Evaluate the best strategies for locations and synergies of administrative functions

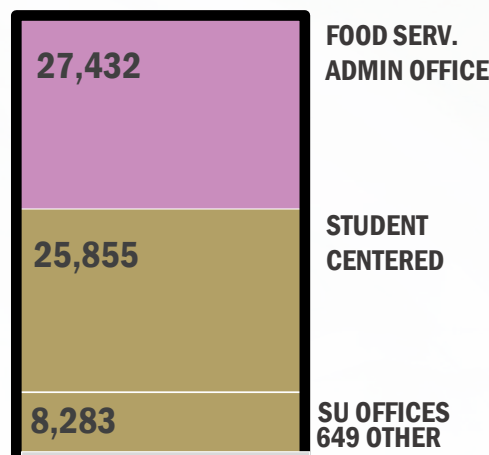
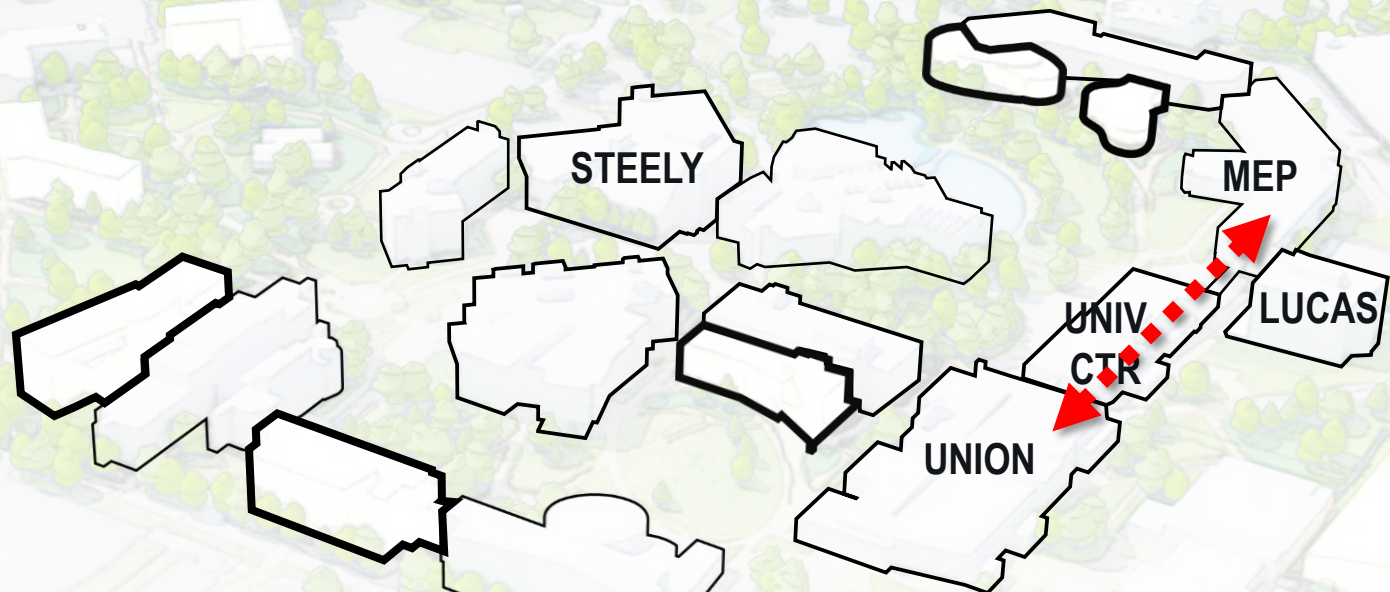


Student-centered space

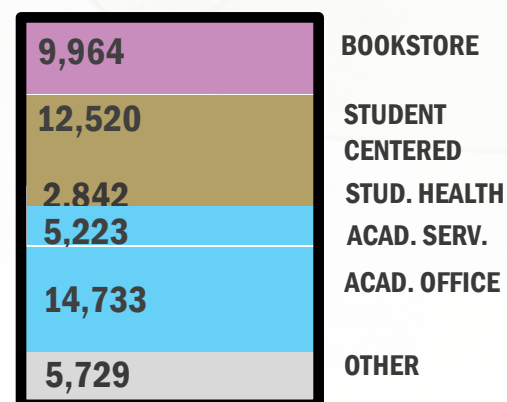


Student-centered space - Existing

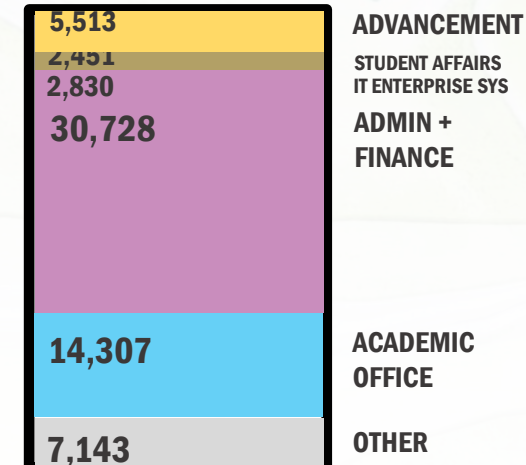
- ACADEMIC AFFAIRS
- ADMINISTRATION + FINANCE
- STEELY LIBRARY
- STUDENT AFFAIRS
- UNIVERSITY ADVANCEMENT
- OPPORTUNITY
- OTHERS



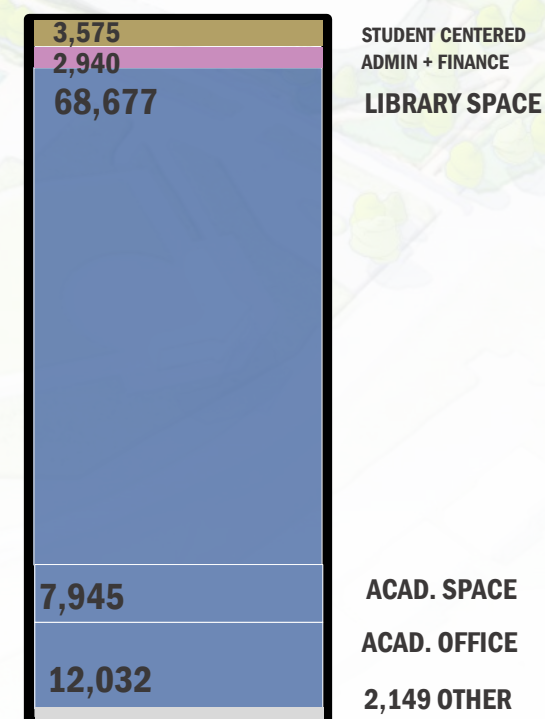
STUDENT UNION
62,219 NASF



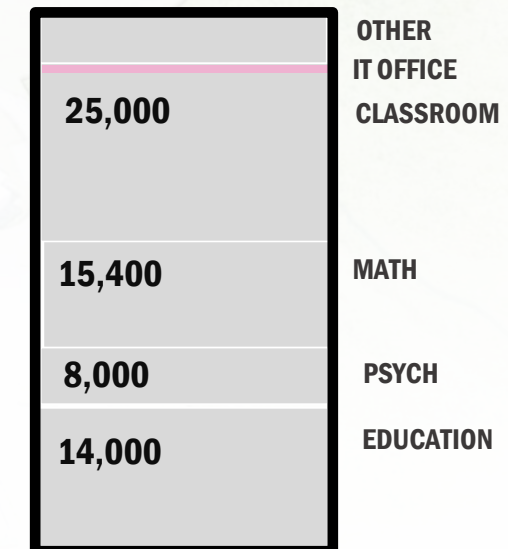
UNIVERSITY CENTER
51,011 NASF



LUCAS ADMIN CTR
63,456 NASF



STEELY LIBRARY
97,318 NASF



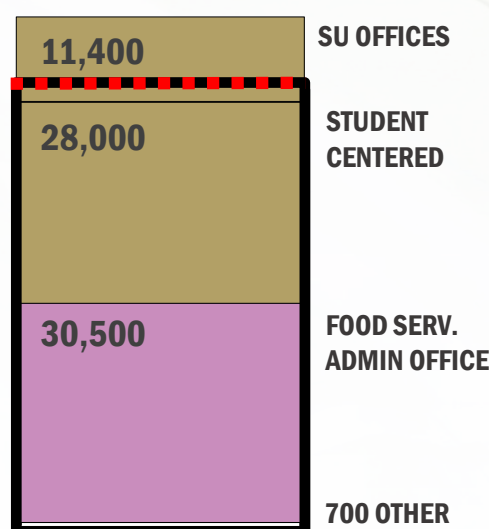
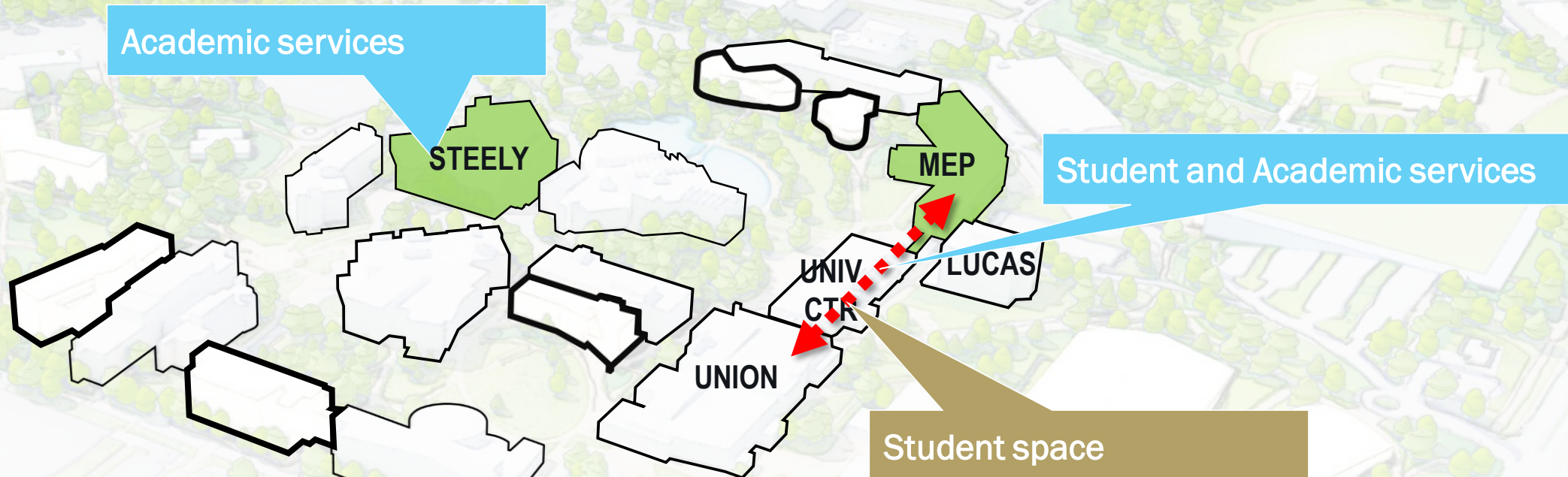
Math-Educ-Psy Center
74,688 NASF



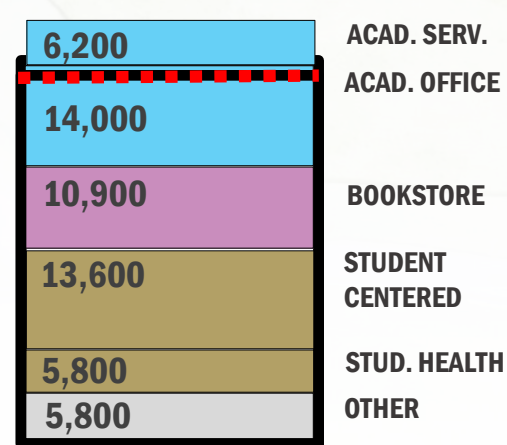
CIVIC CENTER
16,669 NASF

Student-centered space – proposed need

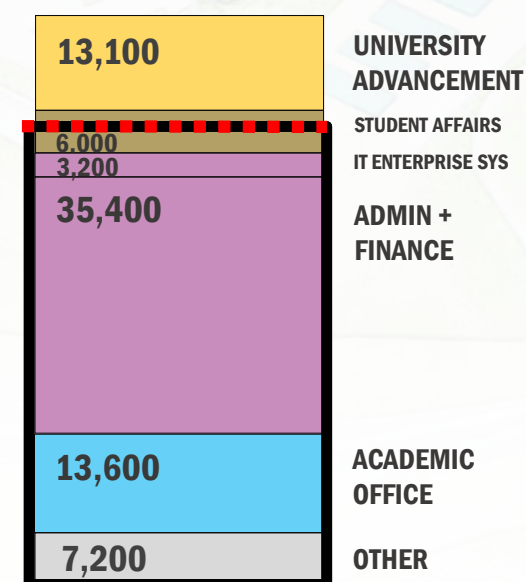
- ACADEMIC AFFAIRS
- ADMINISTRATION + FINANCE
- STEELY LIBRARY
- STUDENT AFFAIRS
- UNIVERSITY ADVANCEMENT
- OPPORTUNITY
- OTHERS



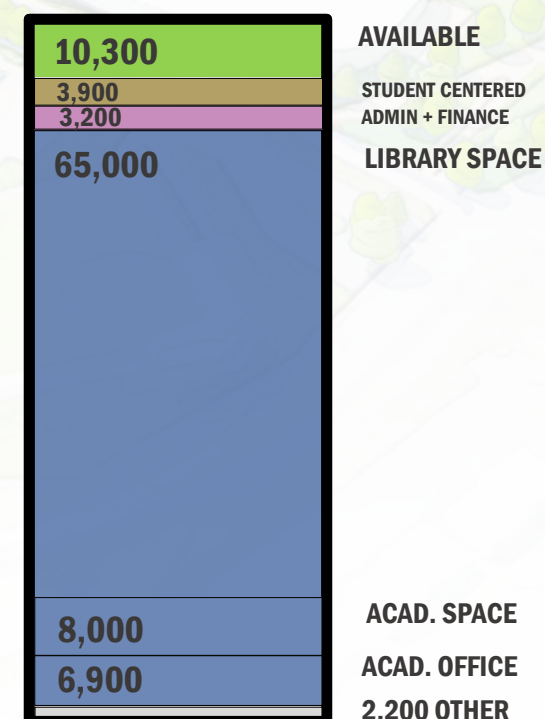
STUDENT UNION
62,219 NASF



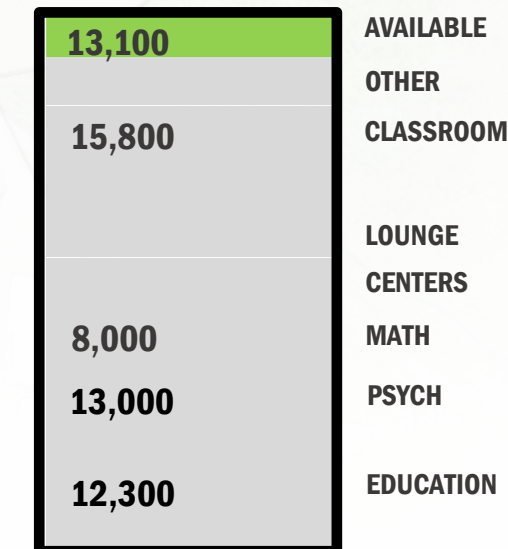
UNIVERSITY CENTER
51,011 NASF



LUCAS ADMIN CTR
63,456 NASF



STEELY LIBRARY
97,318 NASF



Math-Edu-Psy Center
74,688 NASF



CIVIC CENTER
16,669 NASF

Steely Library

Goals:

1. Make the library an academic knowledge hub
2. Create a variety of flexible, technology rich study spaces
3. Consolidate stacks
4. Redesign office and workspace
5. Potential synergistic academic services

Young Scholars Academy

Learning Plus

Tutoring

Writing Center

Testing Center



GVSU Library



University of Colorado Denver Library

Housing



Drivers:

- Enhance the first-year experience
- Enhance value proposition for upper division students
- Support the growth of Honors College
- Insure long-term growth opportunities for housing
- Develop strategies to improve connectivity of existing housing neighborhoods to academic core
- Explore opportunities for partnerships with adjacent private sector housing to support University student experience & programming



Existing Housing Unit Types



Callahan Hall
434 Beds



Commonwealth Hall
Kentucky Hall
394 Beds



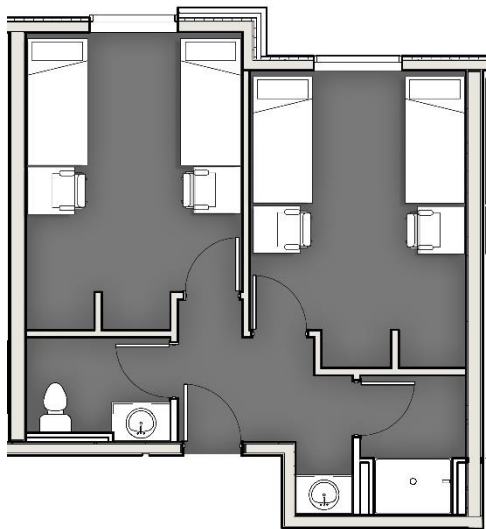
Norse Hall
308 Beds



Northern Terrace
184 Beds



University Suites
396 Beds



New Residence Hall
297 Beds

Existing Housing: First-Year Experience



Callahan Hall
434 Beds



Commonwealth Hall
Kentucky Hall
394 Beds



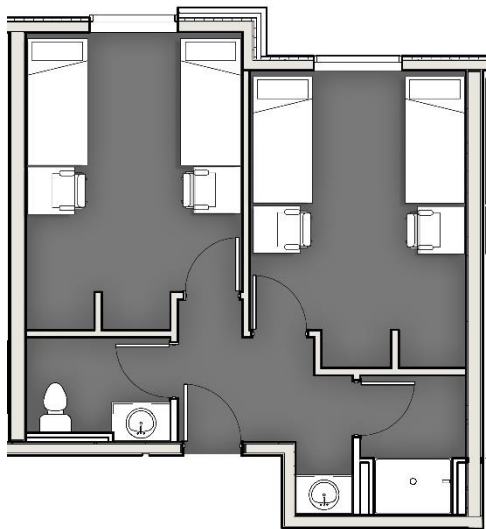
Norse Hall
308 Beds



Northern Terrace
184 Beds
Honors College
First-Year Students



University Suites
396 Beds



New Residence Hall
297 Beds

First Year Experience Common Spaces



Social Space



Study Space



Social Space



Multi-Purpose Space

First year residential experience and value for upper division students

NORTHERN TERRACE
Honors College Students (includes First-Year)
184 Beds

691 beds aligned with
First-Year Experience in
North Neighborhood

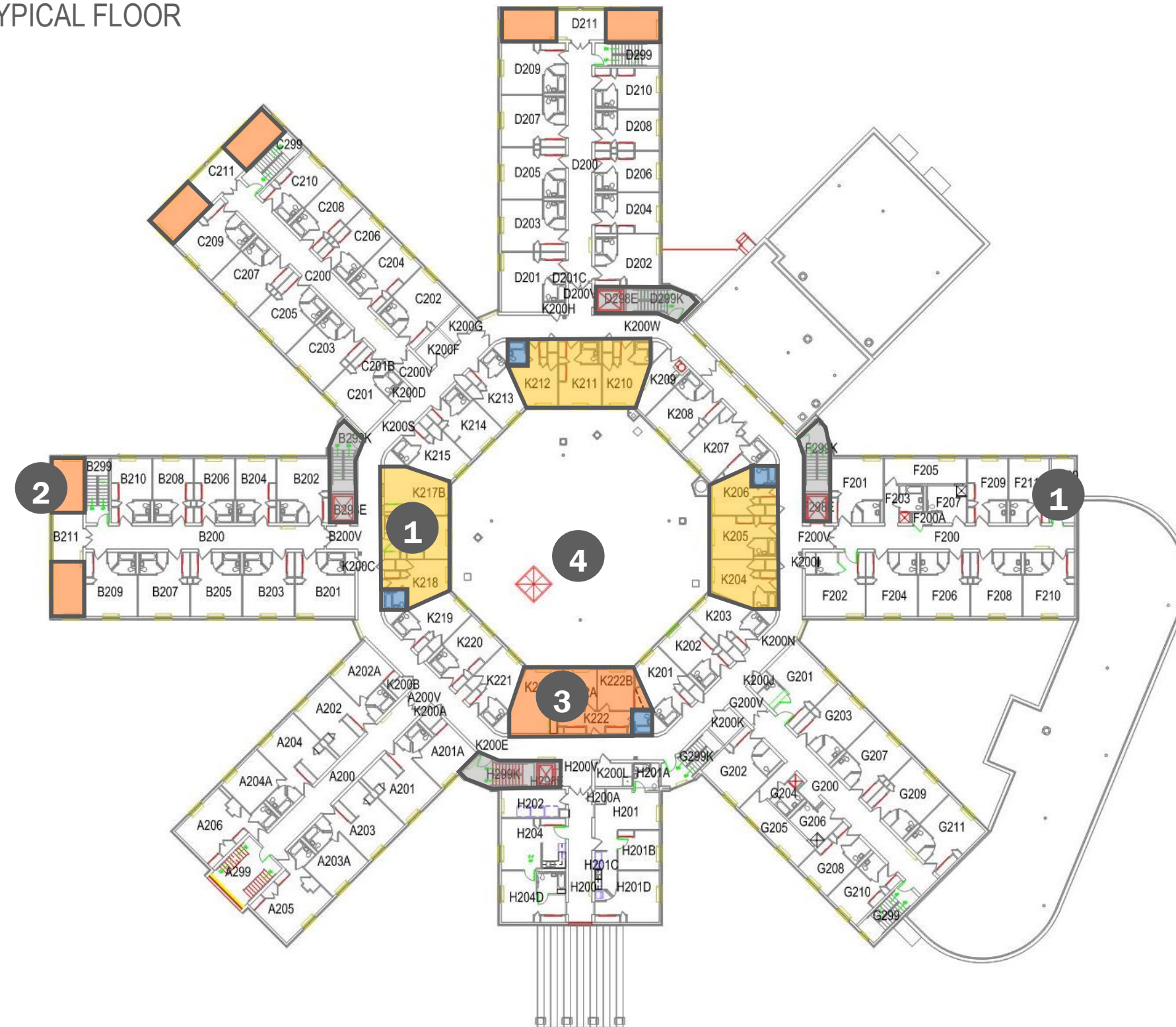
NEW HALL
297 Beds

COMMONWEALTH/
KENTUCKY HALL
394 Beds

- Residence Hall
- Full-Service Dining
- Food / Quick grab-n-go

Align Callahan for Upper Division or Affinity Housing

TYPICAL FLOOR



1



Create community living / kitchen space

2



Create study rooms at ends of three wings

€



Study spaces

4



(FIRST FLOOR) Re-envision dining service to better serve students and align with population in east neighborhood

 Community Kitchen / Living

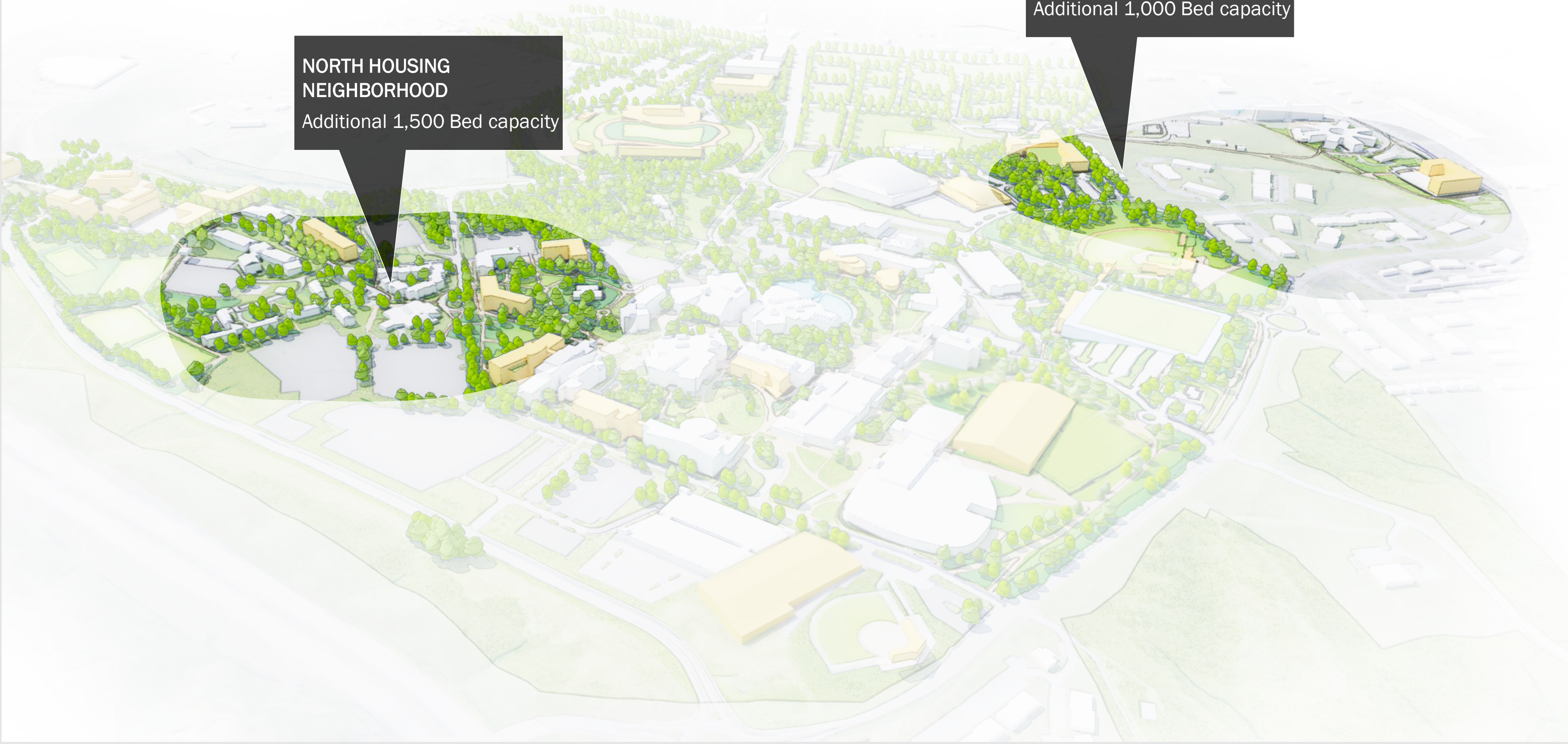
Study Space

 Public Bathroom

Long-term residential growth

NORTH HOUSING
NEIGHBORHOOD
Additional 1,500 Bed capacity

EAST HOUSING
NEIGHBORHOOD
Additional 1,000 Bed capacity



Dining - Key Findings

Operating

- ➊ Reduce daytime operations and offerings at Callahan Bistro. Replace AYCTE breakfast and lunch options with a la carte and/or grab-and-go options
- ➋ Expand the hours of operation in the Student Union to match unmet demand for dinner

Facility

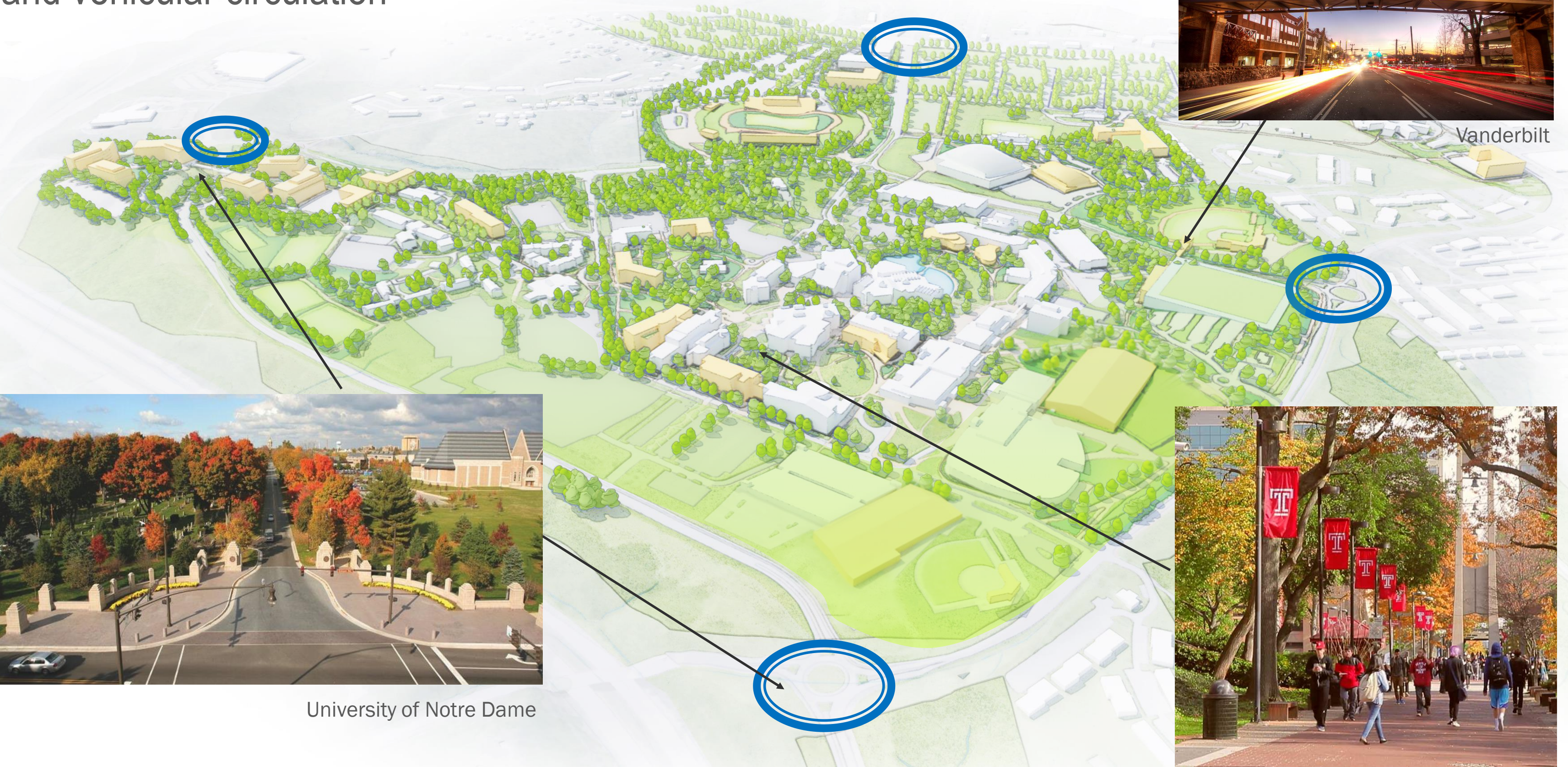
- ➊ Add a retail dining location in Zones 3 or 4 (either in the Mathematics, Education and Psychology Center or in the Business Academic Center)
- ➋ Alter the service style in Zone 2 to offer more seated options for dinner
- ➌ Alter the breakfast offerings in Zone 1 to align with demand preferences as well alleviate the reduced operations in Callahan Bistro



Define the campus perimeter



Create gateways and welcoming, clarify pedestrian and vehicular circulation



Vanderbilt



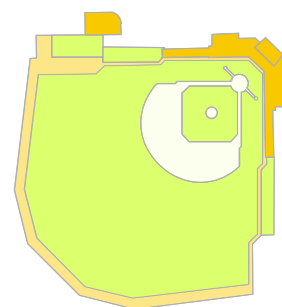
University of Notre Dame



Temple University

Athletics and Recreation Program Elements

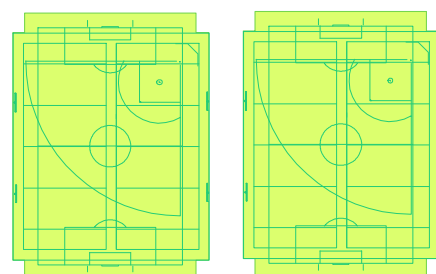
Near-term Elements



BASEBALL COMPLEX



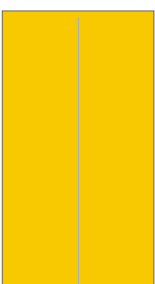
BASKETBALL PRACTICE FACILITY
23,900 NASF



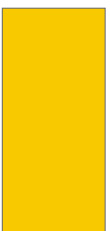
INTRAMURAL FIELDS STRIPED FOR
SOCCER, FOOTBALL AND SOFTBALL

ATHLETICS CAMPUS SUPPORT
13,760 NASF
LOCKER ROOMS
17,640 NASF
RENOVATE SOFTBALL IN PLACE

Long-term Elements



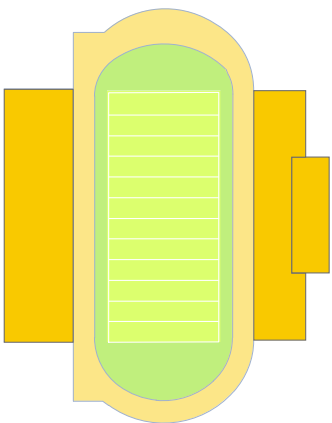
INDOOR MULTIPURPOSE
FACILITY
400 X 220 FT



INDOOR TENNIS FACILITY
300 X 125 FT

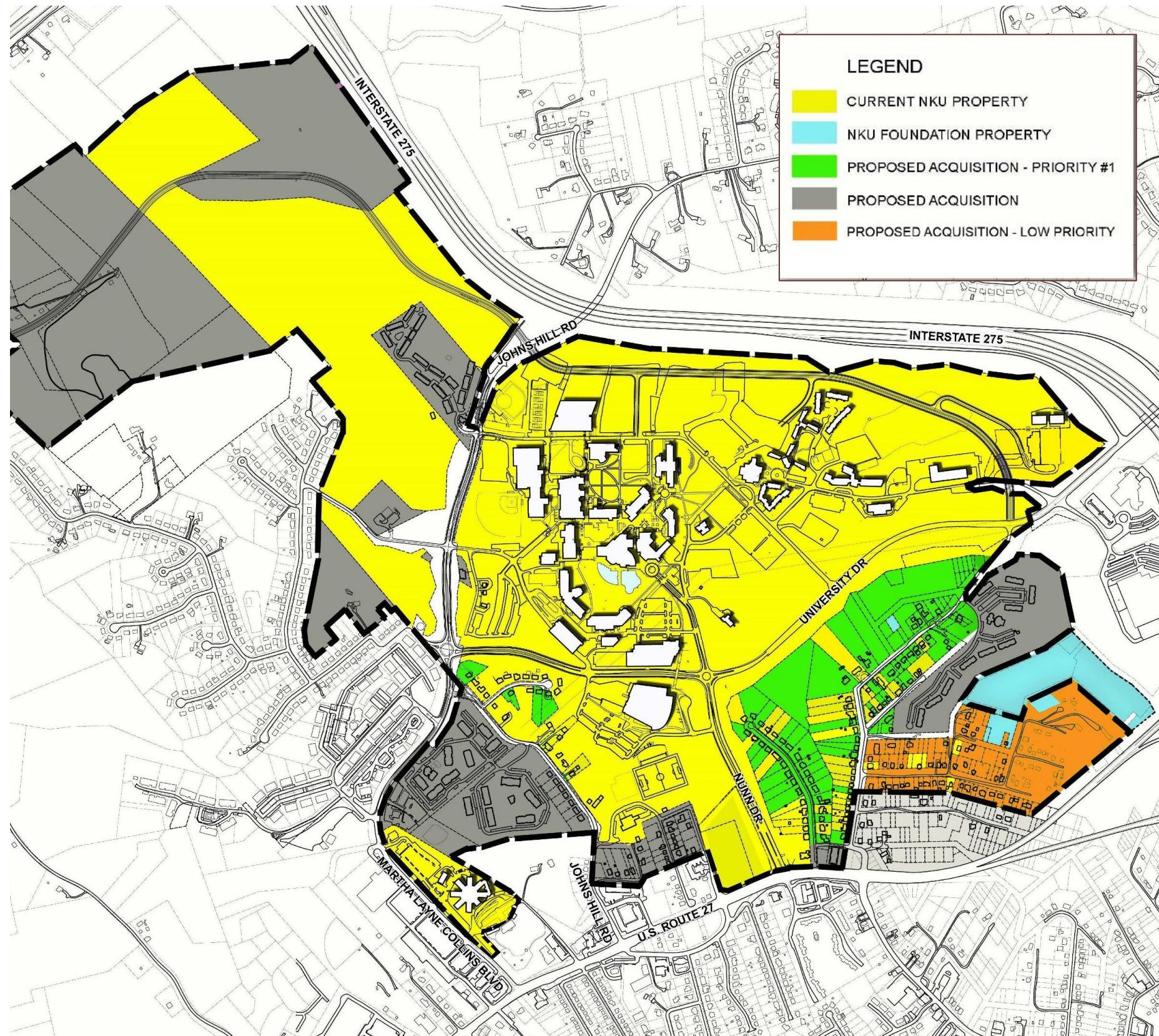


INDOOR GOLF FACILITY
7,000 GSF



TRACK AND FIELD
STADIUM

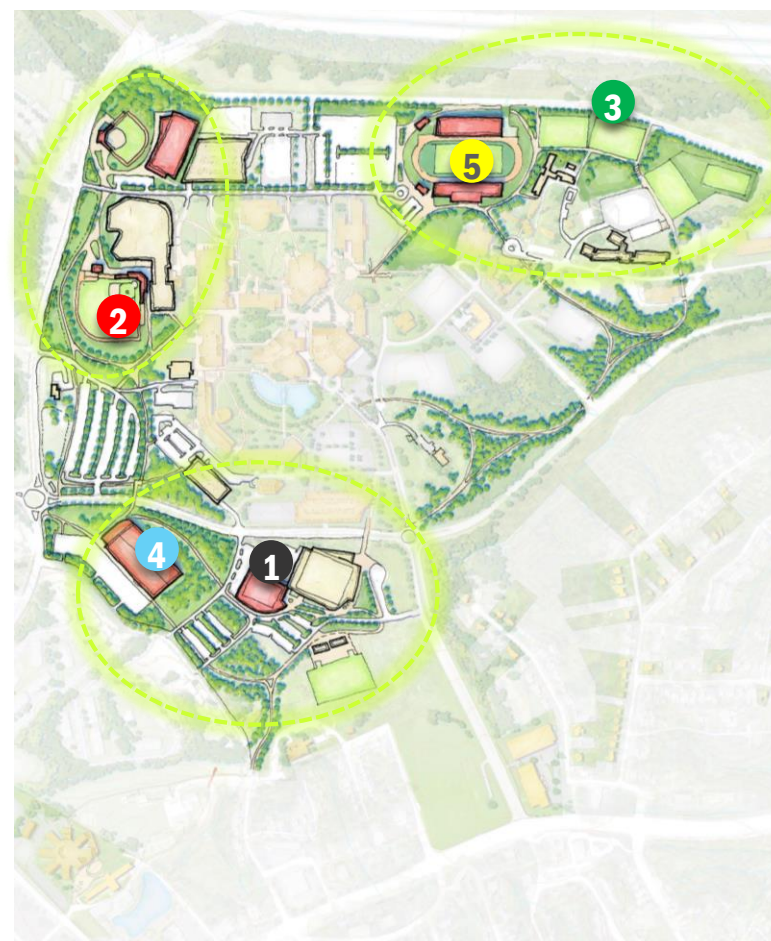
Some development may require land acquisition.



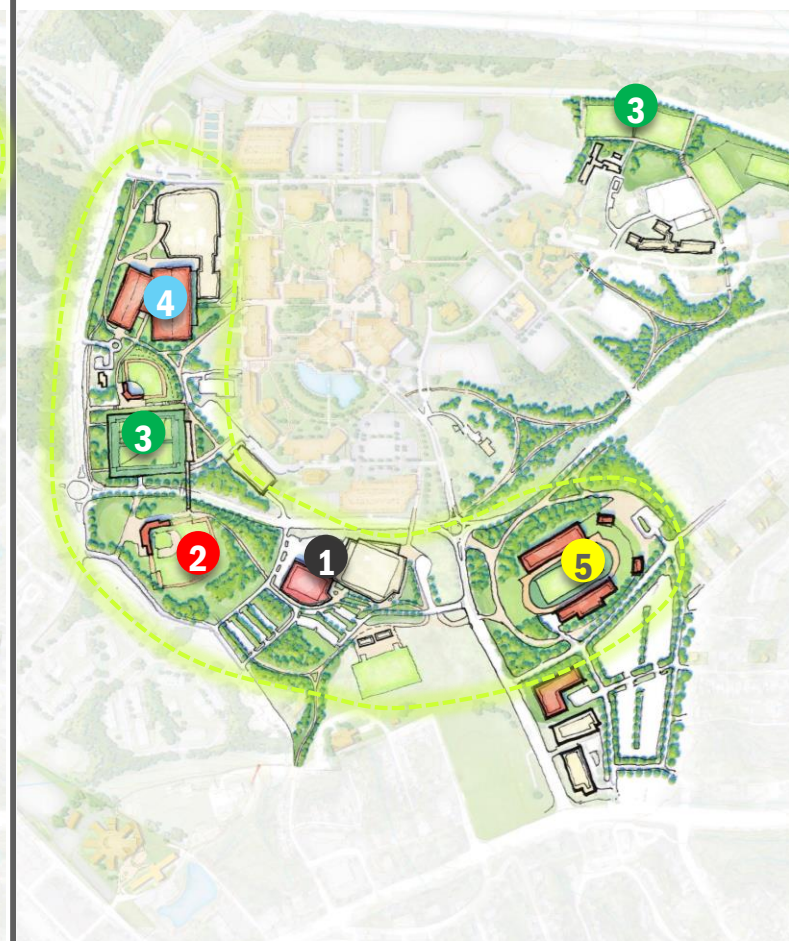
Topography limits developable sites for large athletics facilities.



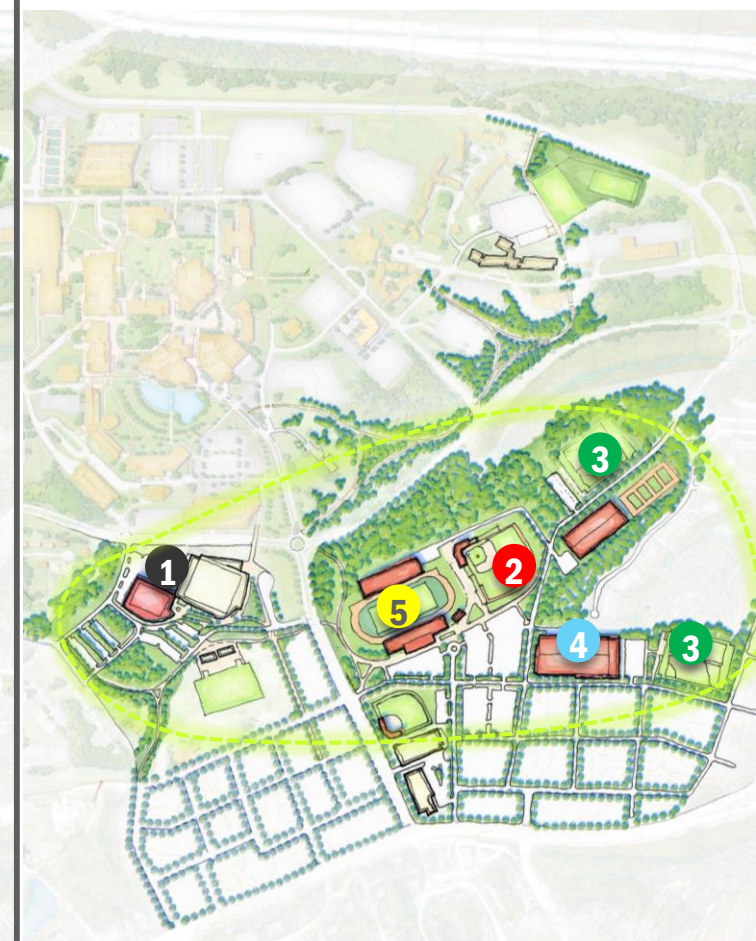
Renovate existing facilities where possible and locate new facilities to best leverage existing campus infrastructure.



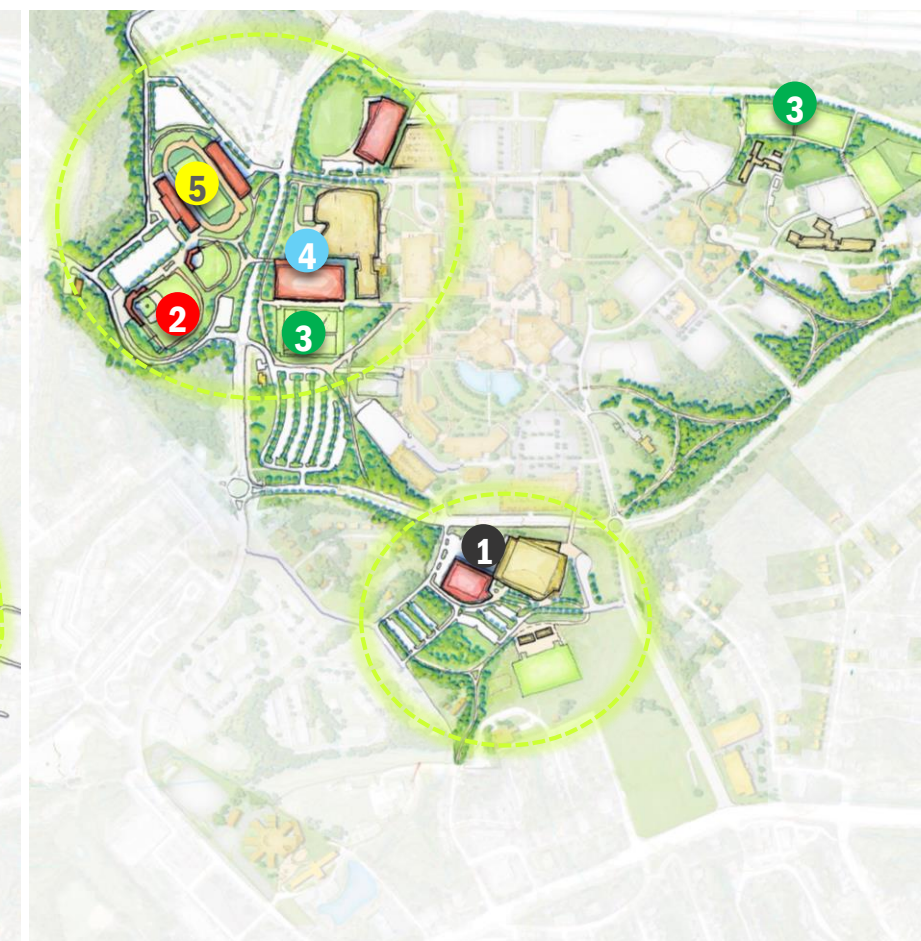
Create an interconnected athletic and recreation crescent from Albright to the Arena.



Create a new athletic and recreation village north of BB&T Arena.



Create a new athletic and recreation village south of Albright.



1 Basketball

Same location adjacent to Arena

2 Baseball

Renovate in place (\$5m)

3 Intramural Fields

Adjacent to existing

4 Fieldhouse

No adjacent facilities
Acquisition of 4 properties

5 Stadium

Low site preparation costs but removes premium surface parking spaces

New construction (\$15m)
Acquisition of 4 properties

Near-term adjacent to existing
additional long-term on parking structure

Benefits from adjacency to Albright and potential tennis center

Requires long-term acquisition of properties but no enabling projects, view from Nunn

New construction (\$15m-\$20m)
Acquisition of multiple properties

Integrated into long-term athletics village,
Evaluate near-term strategy addressing need

Integrated into long-term athletics village, far from some recreation facilities

Part of integrated long-term athletics village

New construction (\$15m-\$20m)
Acquisition of Spectrum Cable site, extreme regrading

Adjacent to existing

Benefits from adjacency to Albright

Part of baseball and softball complex, extreme regrading

Scenario
Summary
Workshop
Results

	<div></div> <div>1A&B</div> <div>Renovate existing facilities where possible and locate new facilities to best leverage existing campus infrastructure.</div>	<div></div> <div>2</div> <div>Create an interconnected athletic and recreation crescent from Albright to the Arena.</div>	<div></div> <div>3A</div> <div>Create a new athletic and recreation village north of BB&T Arena.</div>	<div></div> <div>3B</div> <div>Create a new athletic and recreation village south of Albright.</div>
Alignment with Vision	<div><div>A</div><div>R</div></div>	<div><div>A</div><div>R</div></div>	<div><div>A</div><div>R</div></div>	<div><div>A</div><div>R</div></div>
Adjacencies / Synergies	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
Potential Funding	\$	\$\$	\$\$\$	\$\$\$
Land Acquisition	\$	\$\$	\$\$\$	\$\$
Site preparation	\$	\$\$	\$\$\$	\$\$\$
Parking displacement	\$\$\$	\$\$	\$	\$

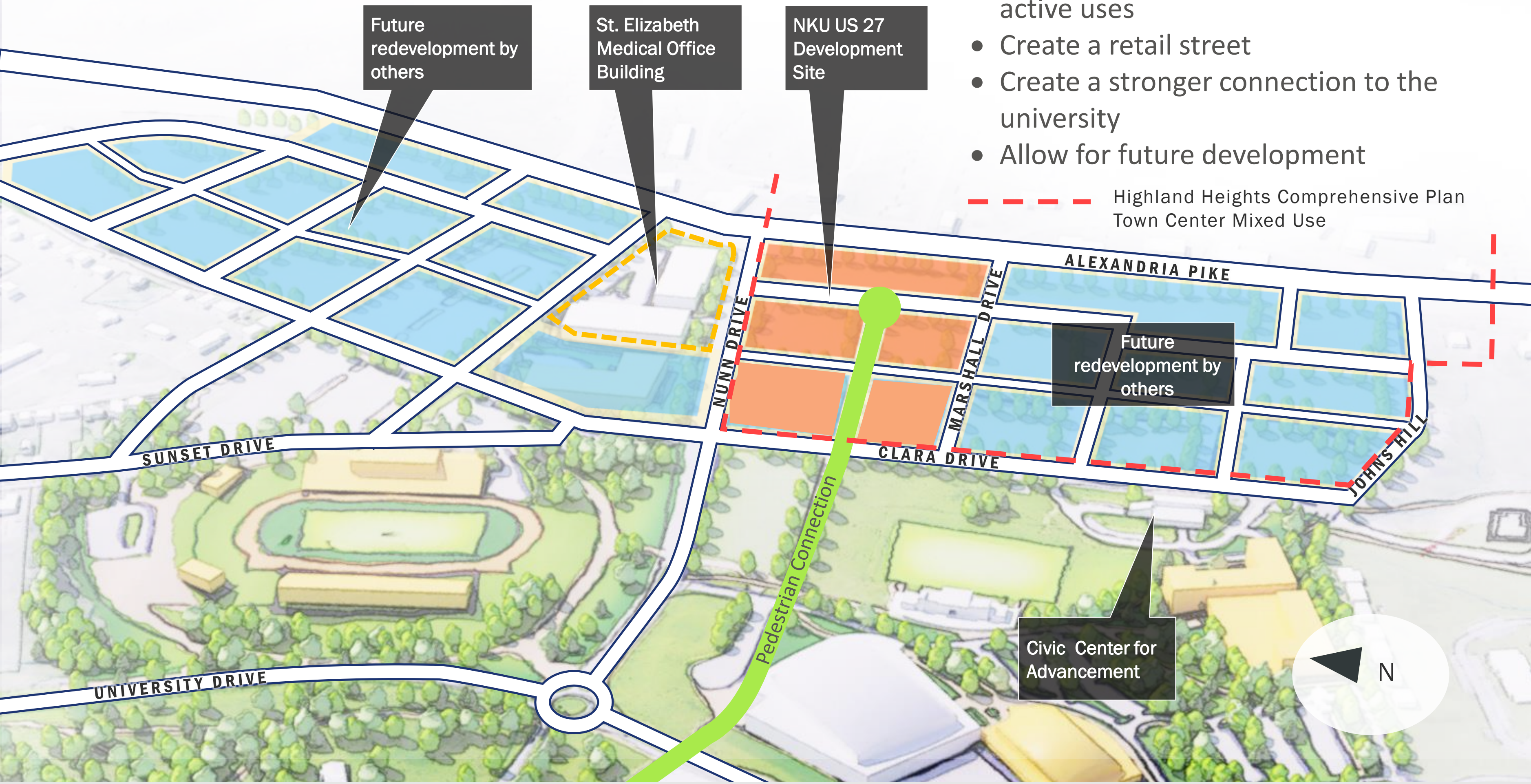
Reserve near and long-term footprints for a cohesive wellness recreation and athletics experience



Reserve near and long-term footprints
for a cohesive recreation and athletics
experience.



Conceptual Town Center Plan



Future redevelopment by others

St. Elizabeth Medical Office Building

NKU US 27 Development Site

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

--- Highland Heights Comprehensive Plan Town Center Mixed Use

Future redevelopment by others

Civic Center for Advancement

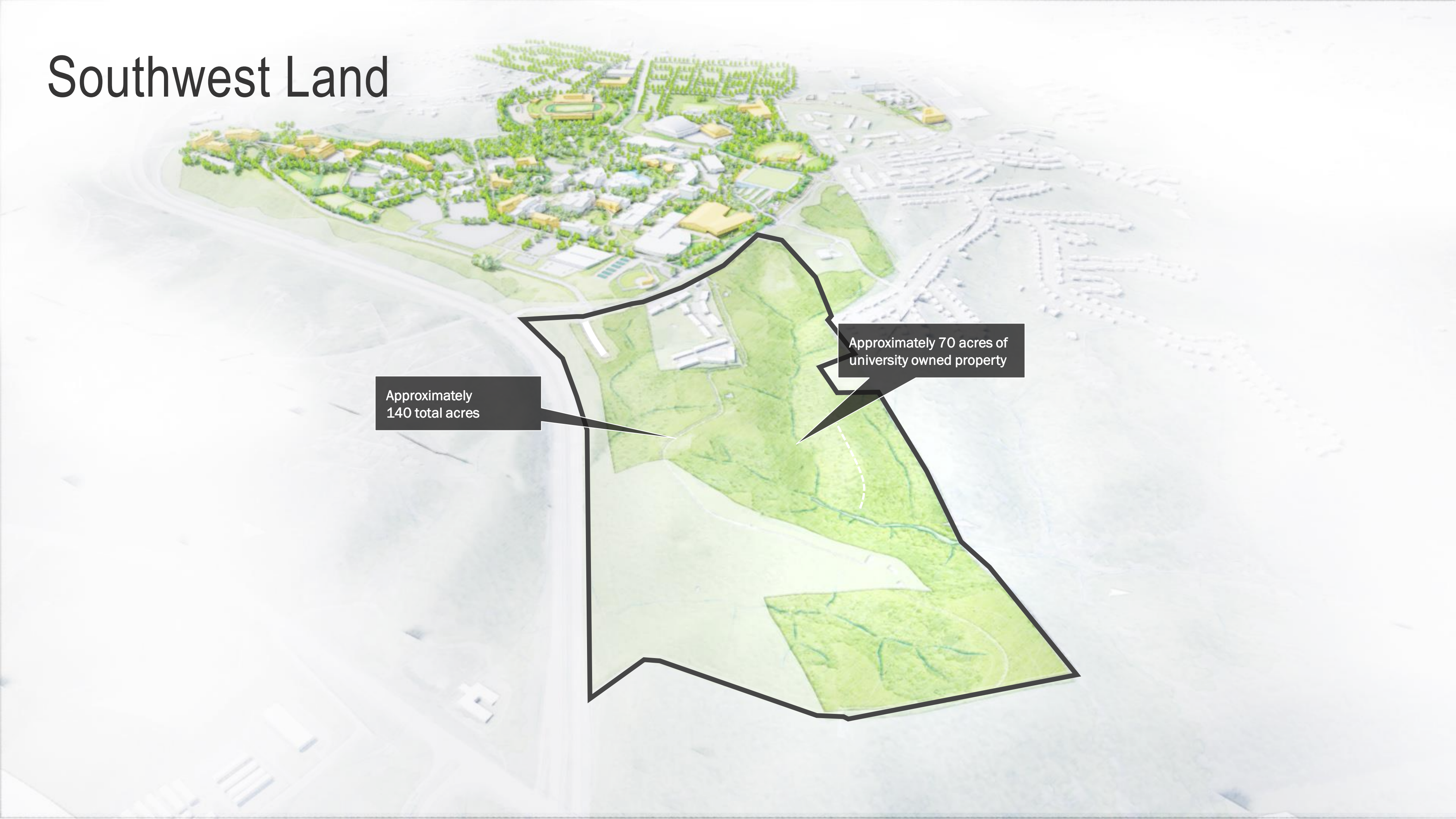


Campbell site for innovation and partnerships



New building on the Campbell site from I-275

Southwest Land



Approximately
140 total acres

Approximately 70 acres of
university owned property

Wellness and Sustainable Communities

- Mixed-use housing development with a focus on health, wellness and sustainability
- Amenities and uses catering to students and the regional community.
- Complementary uses to academic programs, athletics, and partners such as healthcare.
- Often phased with a compelling initial phase that drives future growth.
- Potential to deliver a significant price premium over typical housing subdivision developments



Relevant Models

Wellness Communities & Agrihoods:

- Serenbe, Chattahoochie Hills, GA
- Willowsford, Loudon Co, VA
- Grow, Bainbridge Island, WA
- Harvest, Hillwood, TX
- Prairie Crossing, IL

Retail & Wellness Villages:

- Fearrington Village, NC
- Pinehurst Village, NC
- Farmhouse Inn, Sonoma, CA

Planned Communities:

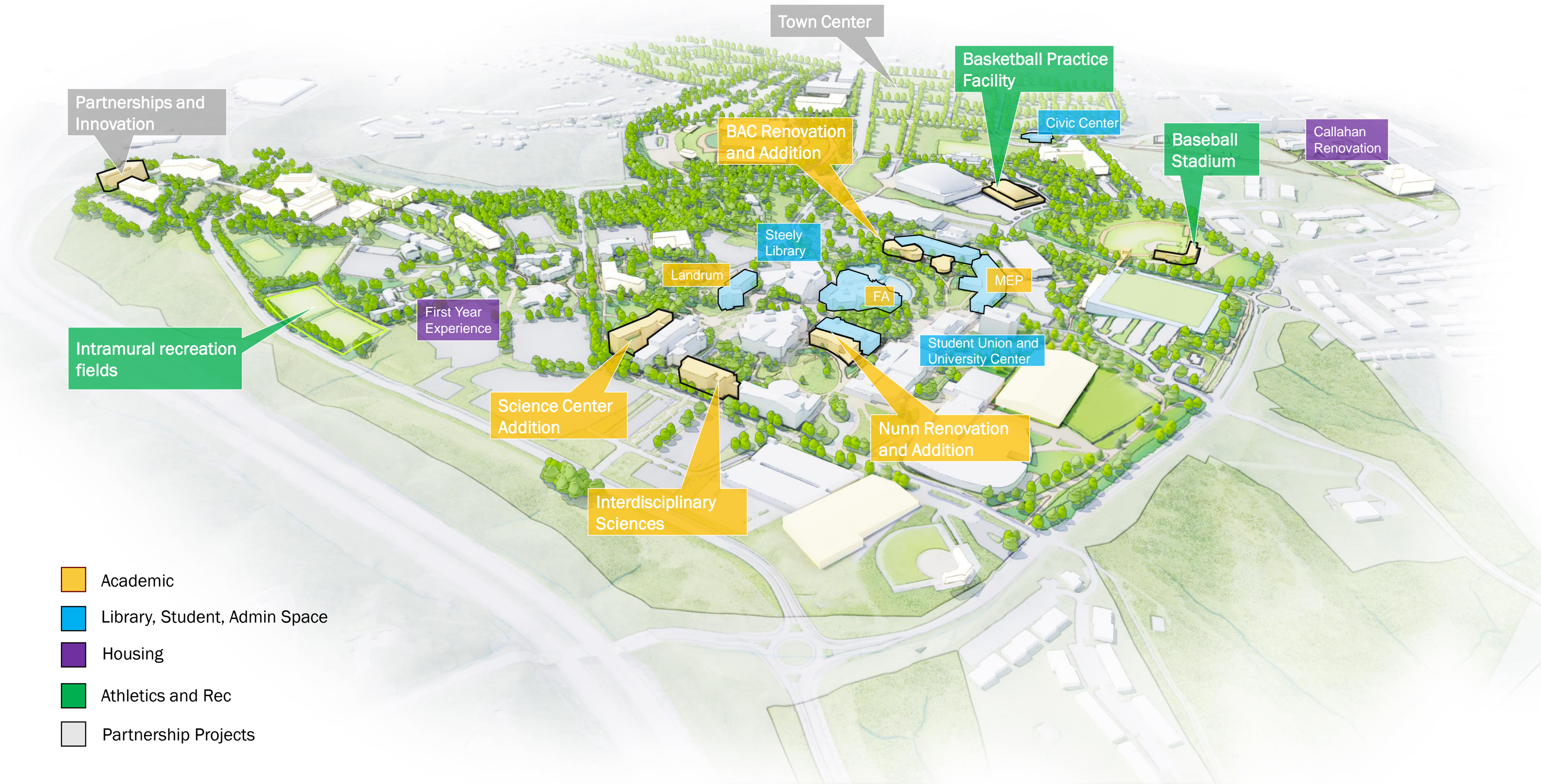
- Carlton Landing, OK
- Summers Corner, SC
- Jackson Meadow, MN



Partnership Opportunity Sites

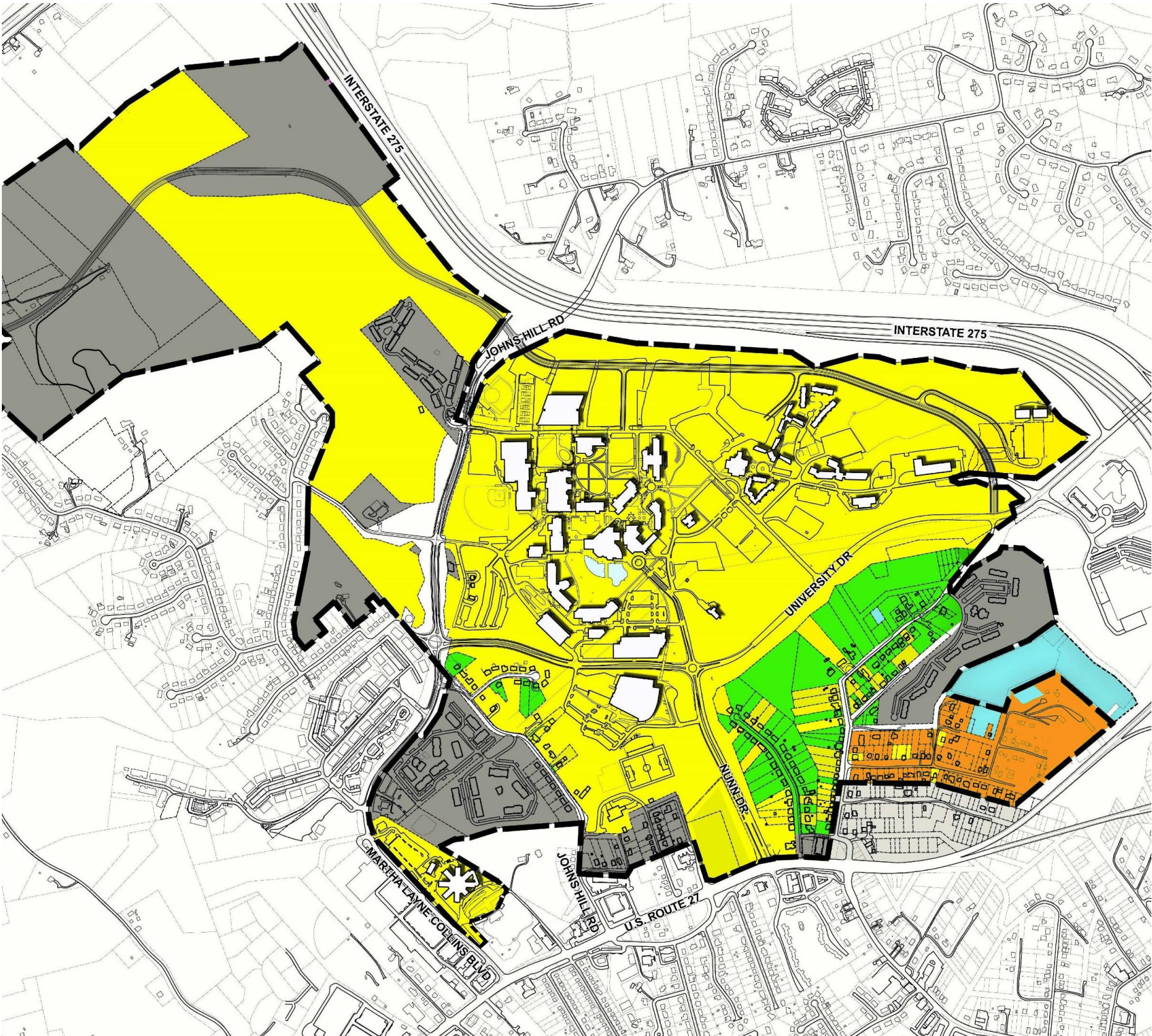


Priority Master Plan Projects



The Acquisition Plan will be updated
to reflect the 2020 Master Plan
recommendations

2009 Acquisition Plan



Next Steps

Next Steps

1. Develop an implementation and prioritization strategy
2. Address impacts to infrastructure, mobility, and parking
3. Develop and vet Draft Plan with Steering Committee, key stakeholders and the Campus Community
4. Finalize Master Plan recommendations based on feedback



Key questions

Optimizing the campus core

1. What are the highest priorities – New STEM space, BC, Nunn, Landrum, Fine Arts and MP?
2. Is moving Law a feasible project – can a BC renovation/addition to co-locate Law and Business be realized to enable other projects?

Enhancing the student experience

1. Is additional student-centered space in the campus core a priority?
2. How can Steely Library be better leveraged - as an academic resource center?

Define the campus perimeter

1. What is the most suitable location for baseball?
2. What is important to guide the edge strategies– town center, wellness-oriented community, and Campbell Hall?