

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 rises above the main building. In the foreground, a large, open grassy area with stone steps is populated by many students sitting and walking. A yellow tree stands out in the middle ground. The text "NORTHERN KENTUCKY UNIVERSITY" is overlaid in a sans-serif font.

NORTHERN KENTUCKY UNIVERSITY

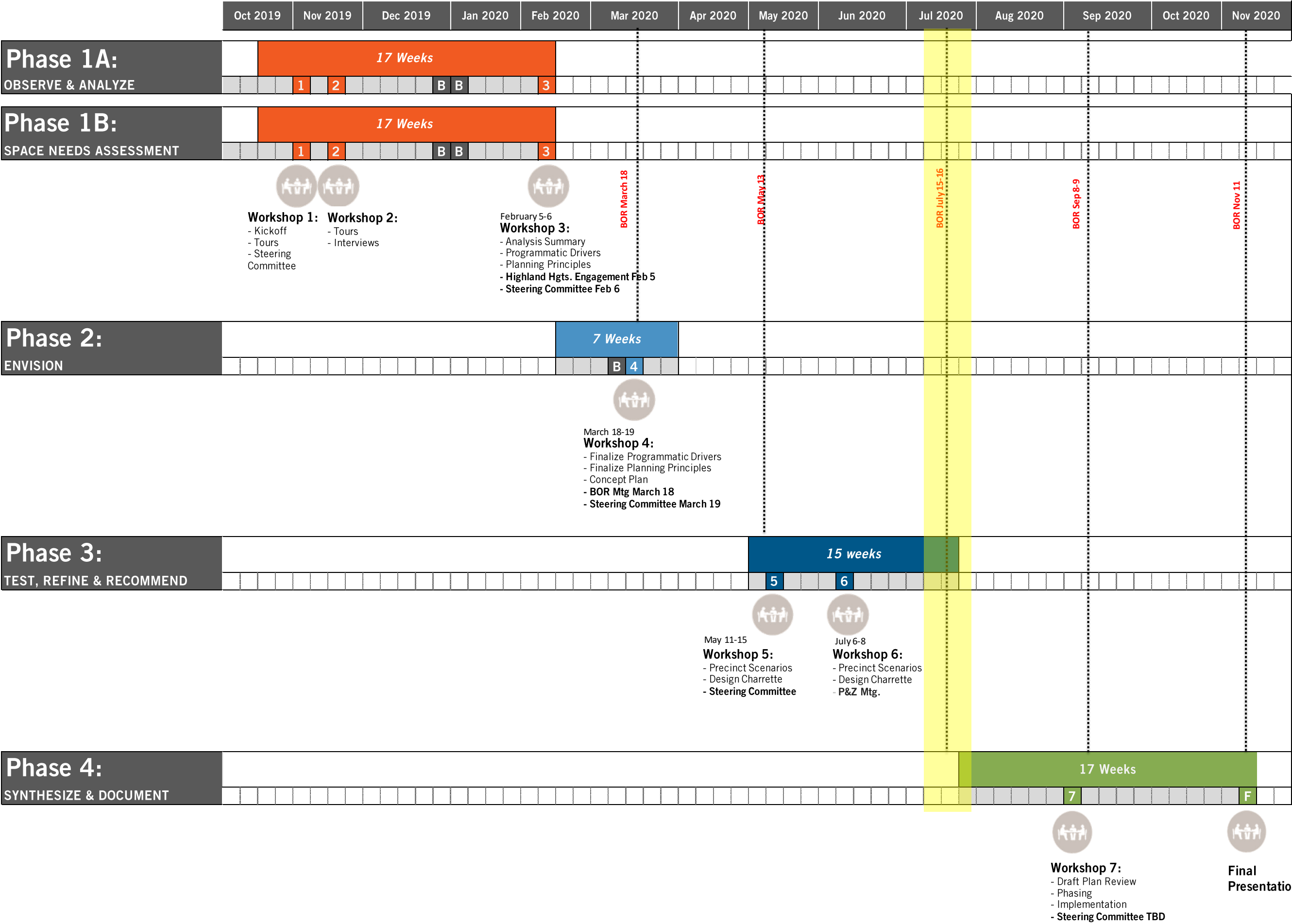
# CAMPUS MASTER PLAN

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Steering Committee Meeting  
August 24, 2020



# Master Plan Schedule



# Workshops 5 and 6

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## 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:

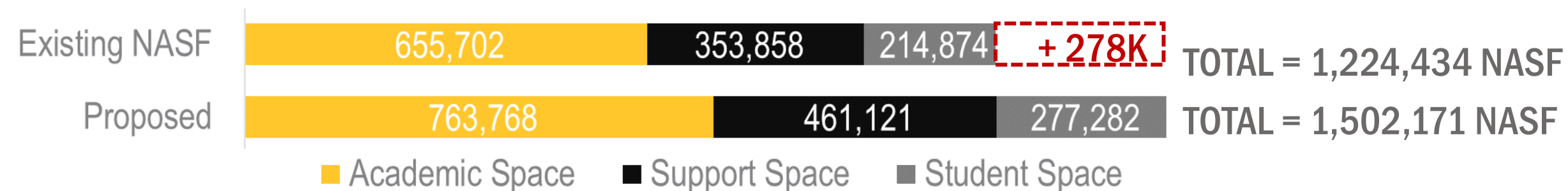
- ① **Provide feedback** on the Guiding Principles, Concept Plan and space drivers.
- ② **Evaluate development scenarios** to best address student needs and support the strategic vision of NKU.
- ③ **Identify the best ideas** to study in more detail as part of a comprehensive strategy to improve the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

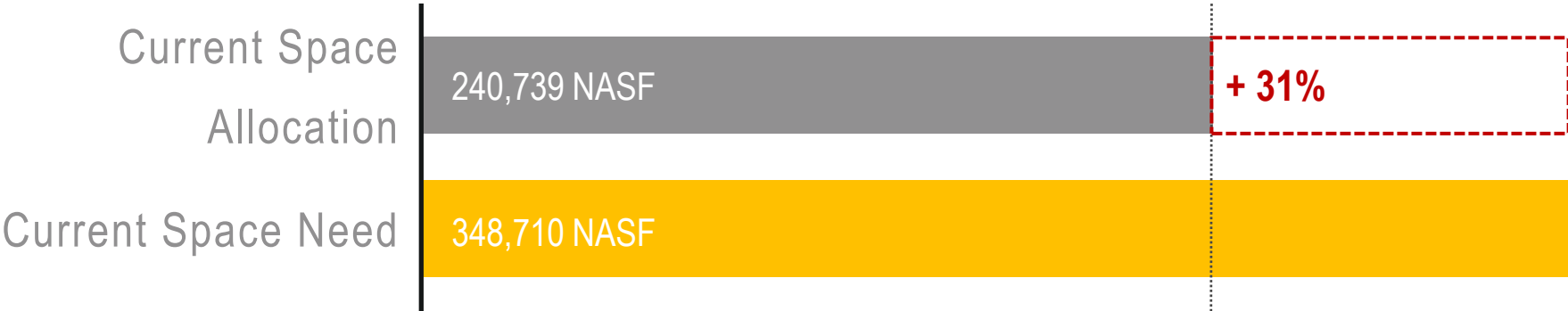
- Changes in enrollment
- Changes in programs
- Course delivery methods
- Faculty/staff population and workplace strategy
- Research
- External partnerships
- Age and condition of facilities



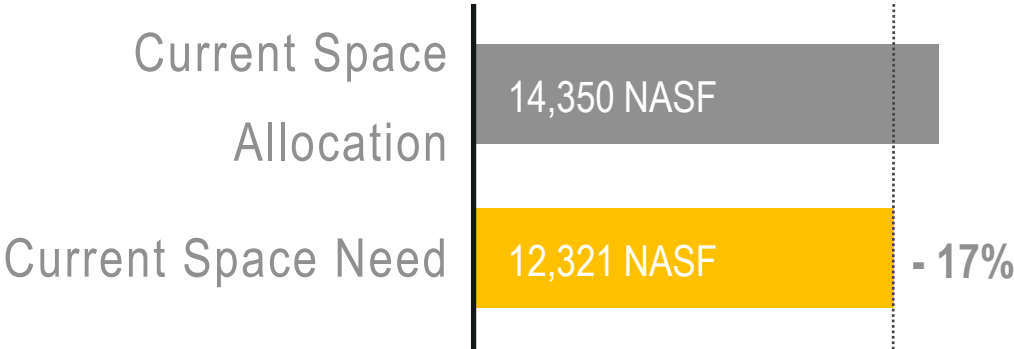


# Space Needs Outcomes by College

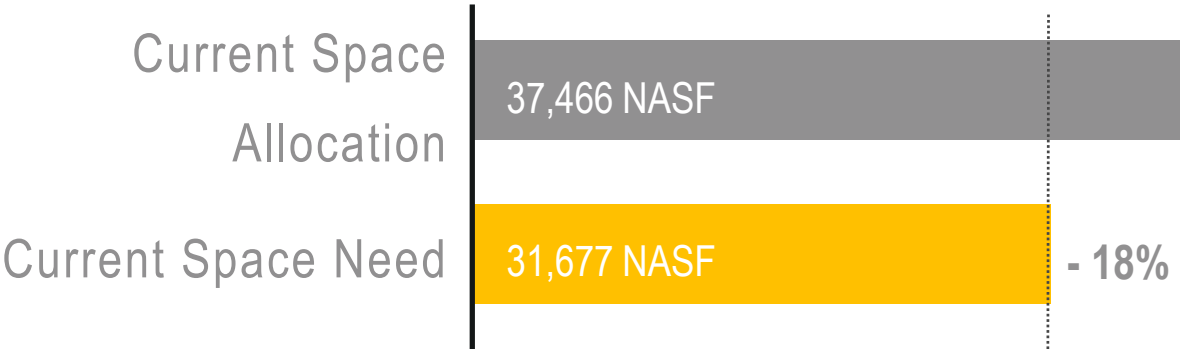
## > College of Arts & Sciences



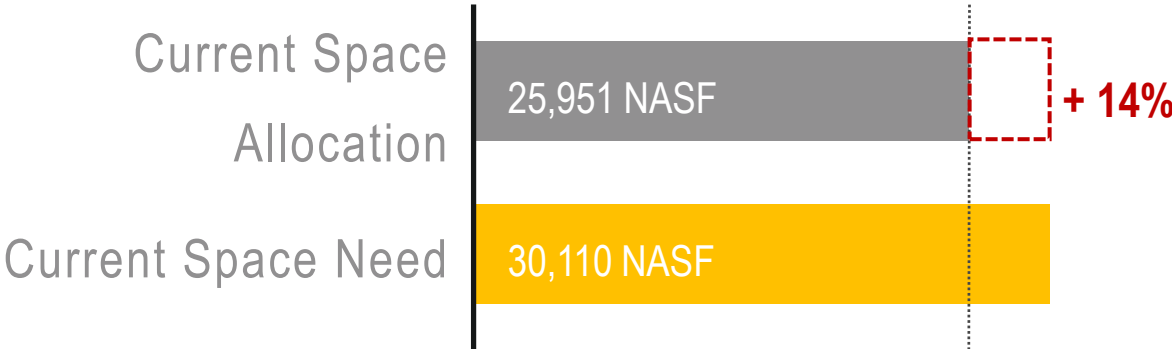
## > College of Education



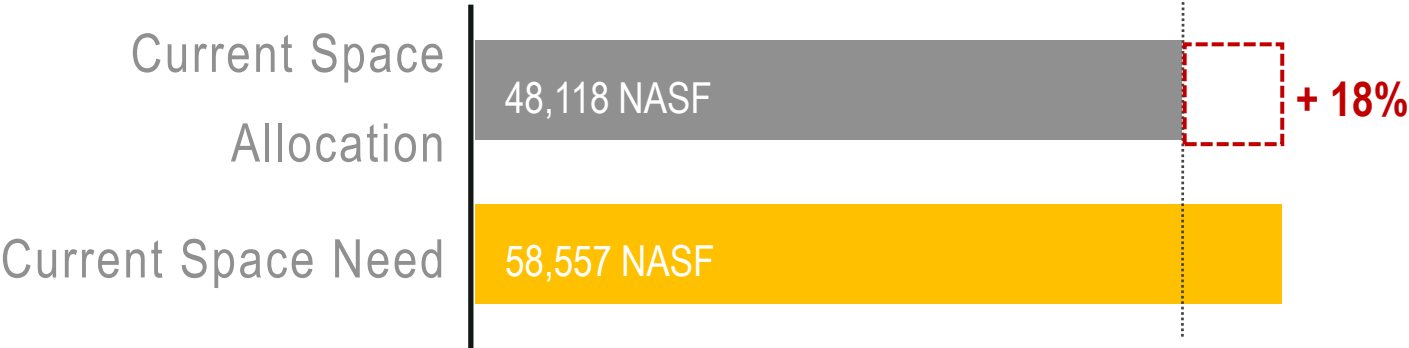
## > College of Law



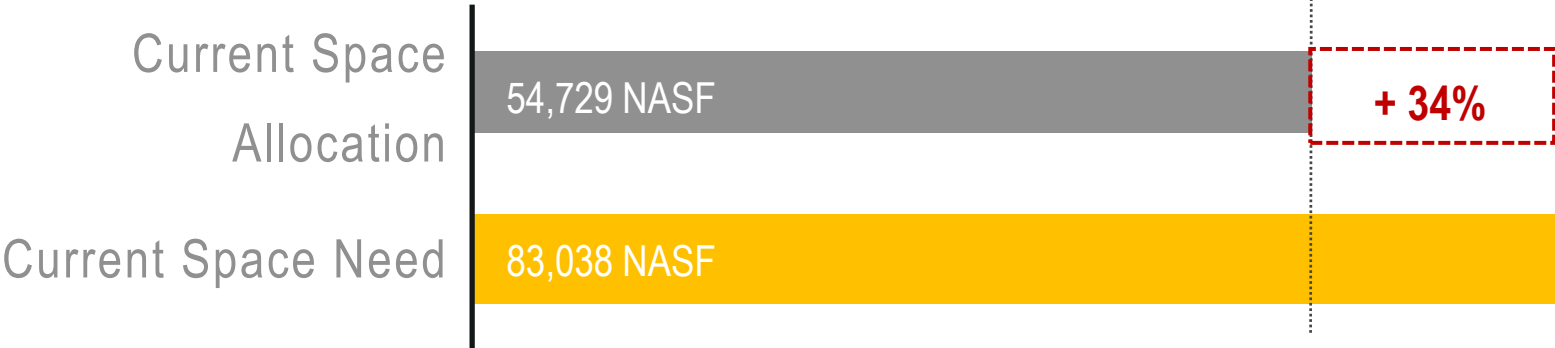
## > College of Business



## > College of Informatics

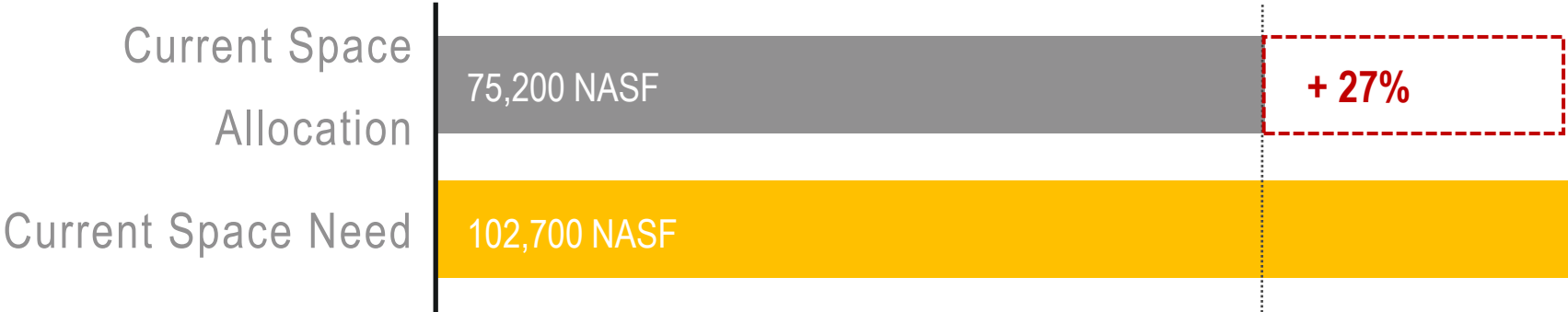


## > College of Health & Human Services

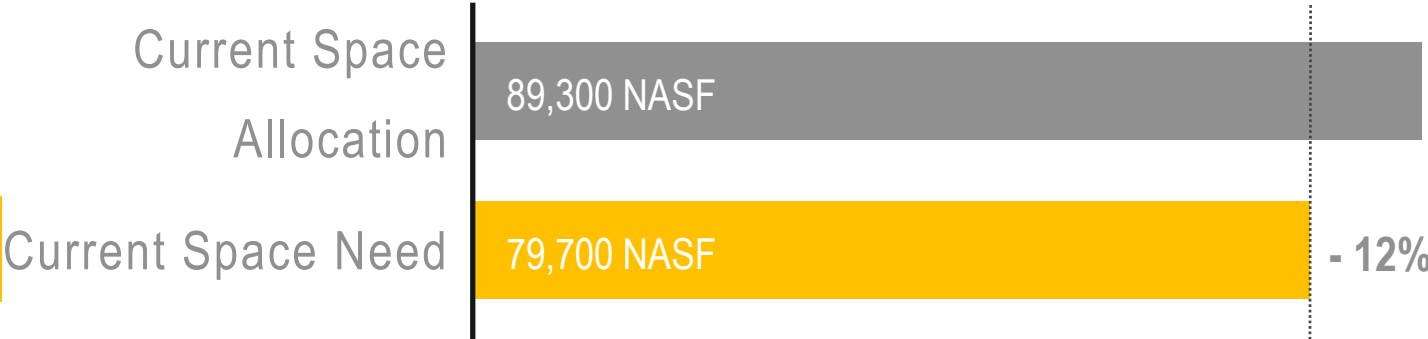


# Space Needs Outcomes by Unit

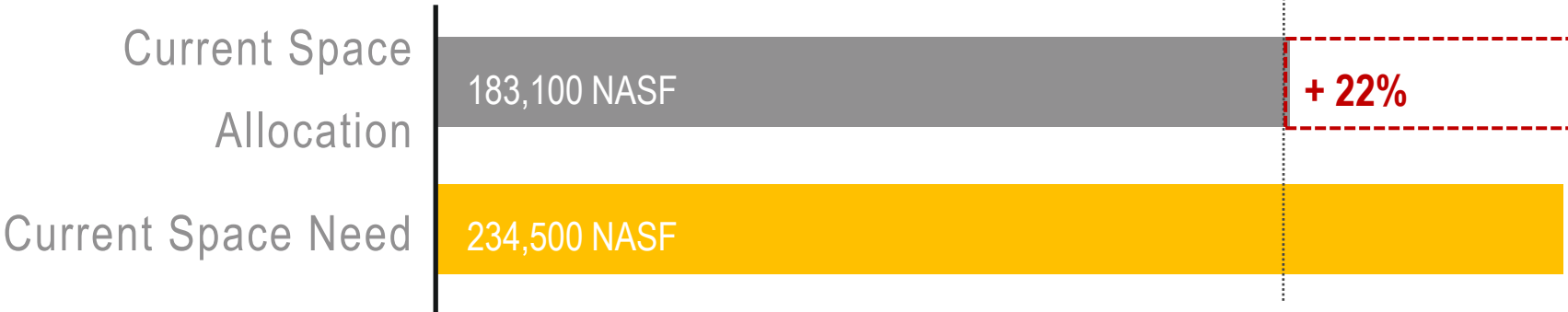
## > Academic Affairs



## > 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

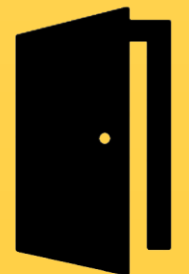
*SUCCESS*  
BY **DESIGN**



**CAREER &  
COMMUNITY  
ENGAGEMENT**



**COMPLETION**



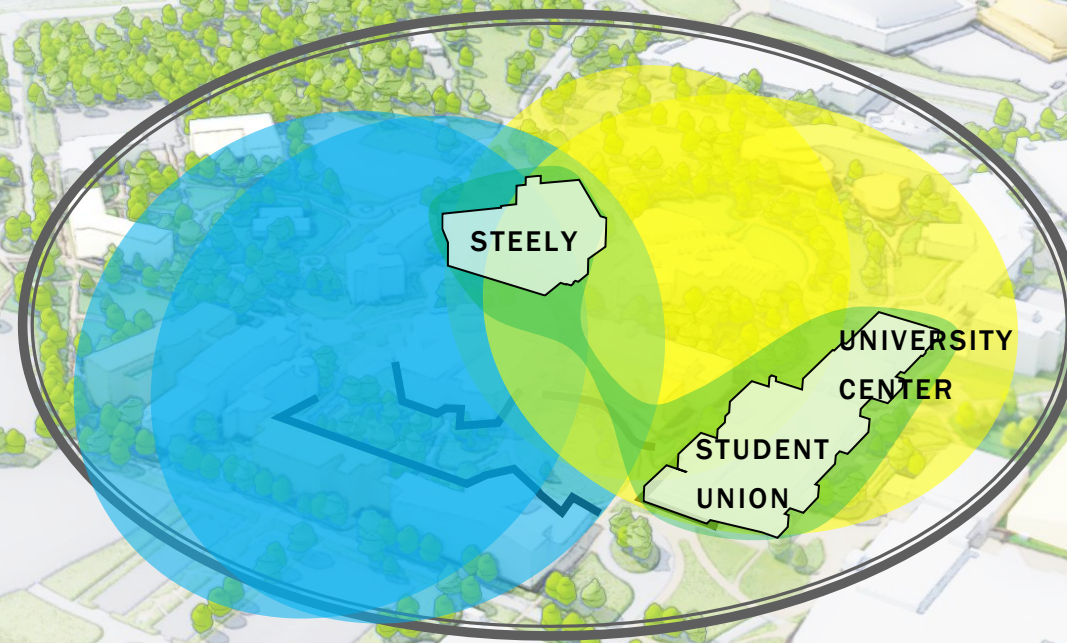
**ACCESS**



1

## Goal

Optimize the campus  
core for interdisciplinary  
teaching and learning

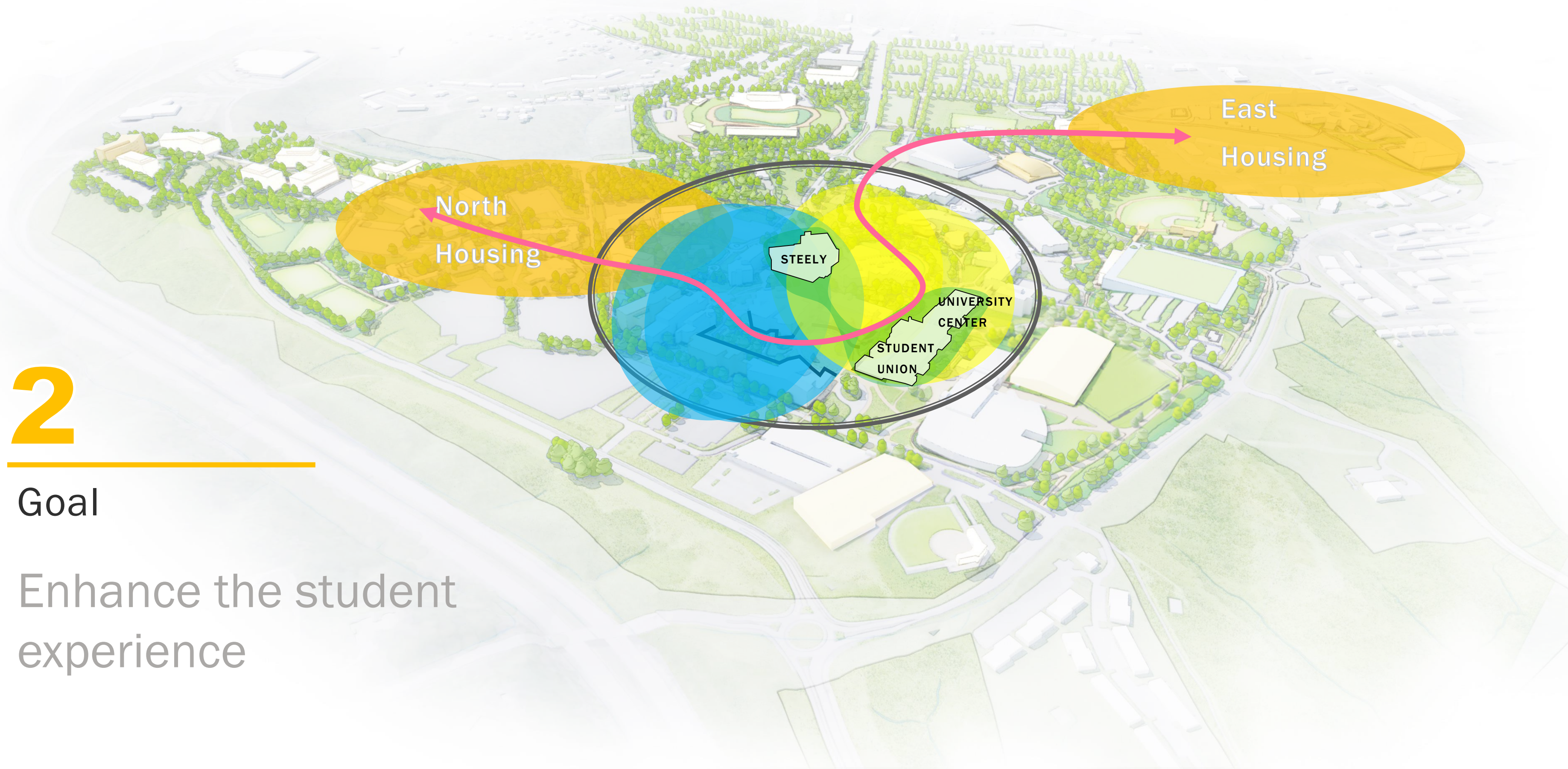




2

Goal

Enhance the student  
experience

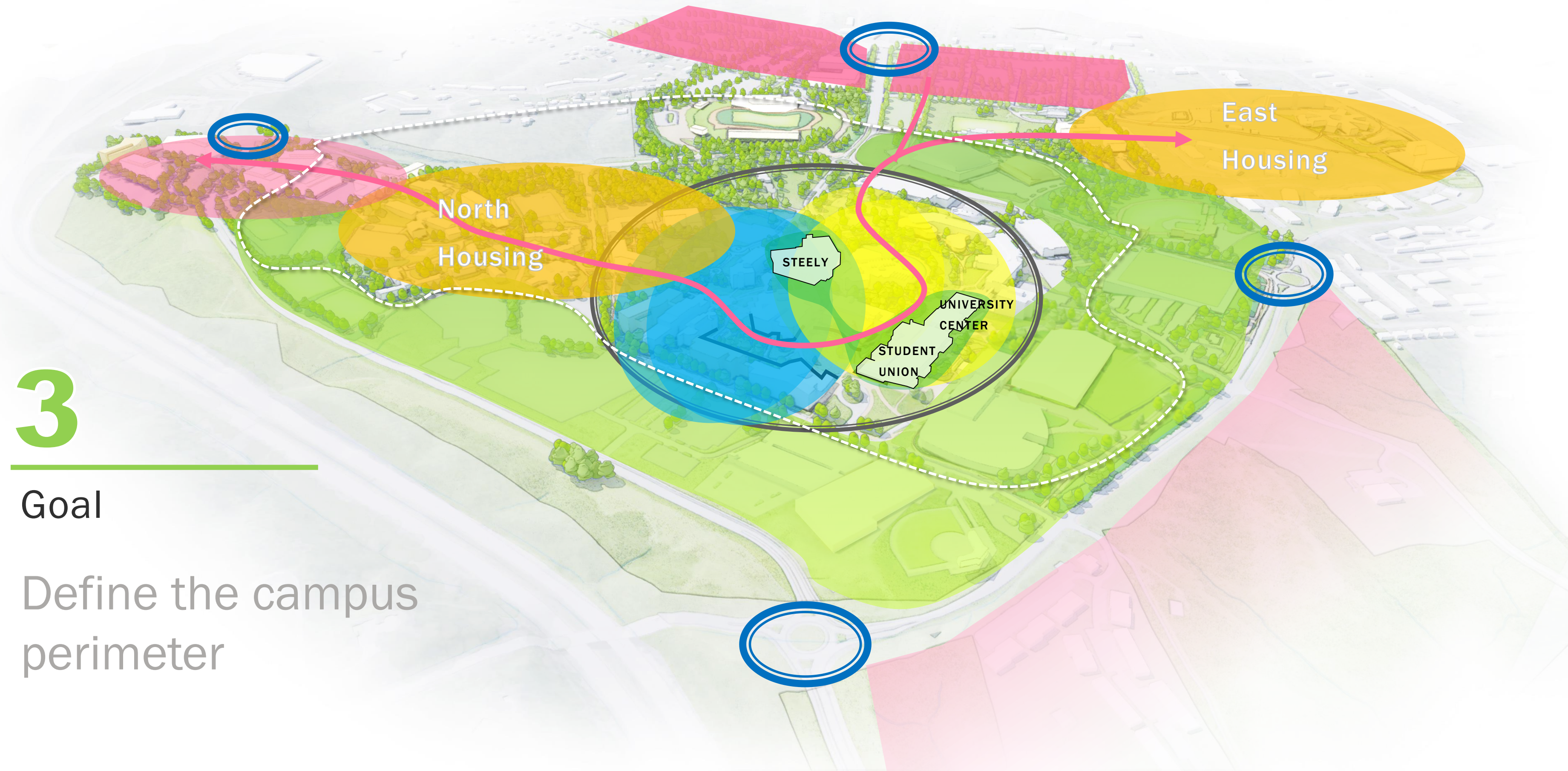




3

Goal

Define the campus  
perimeter





Optimize the campus core for  
interdisciplinary 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?

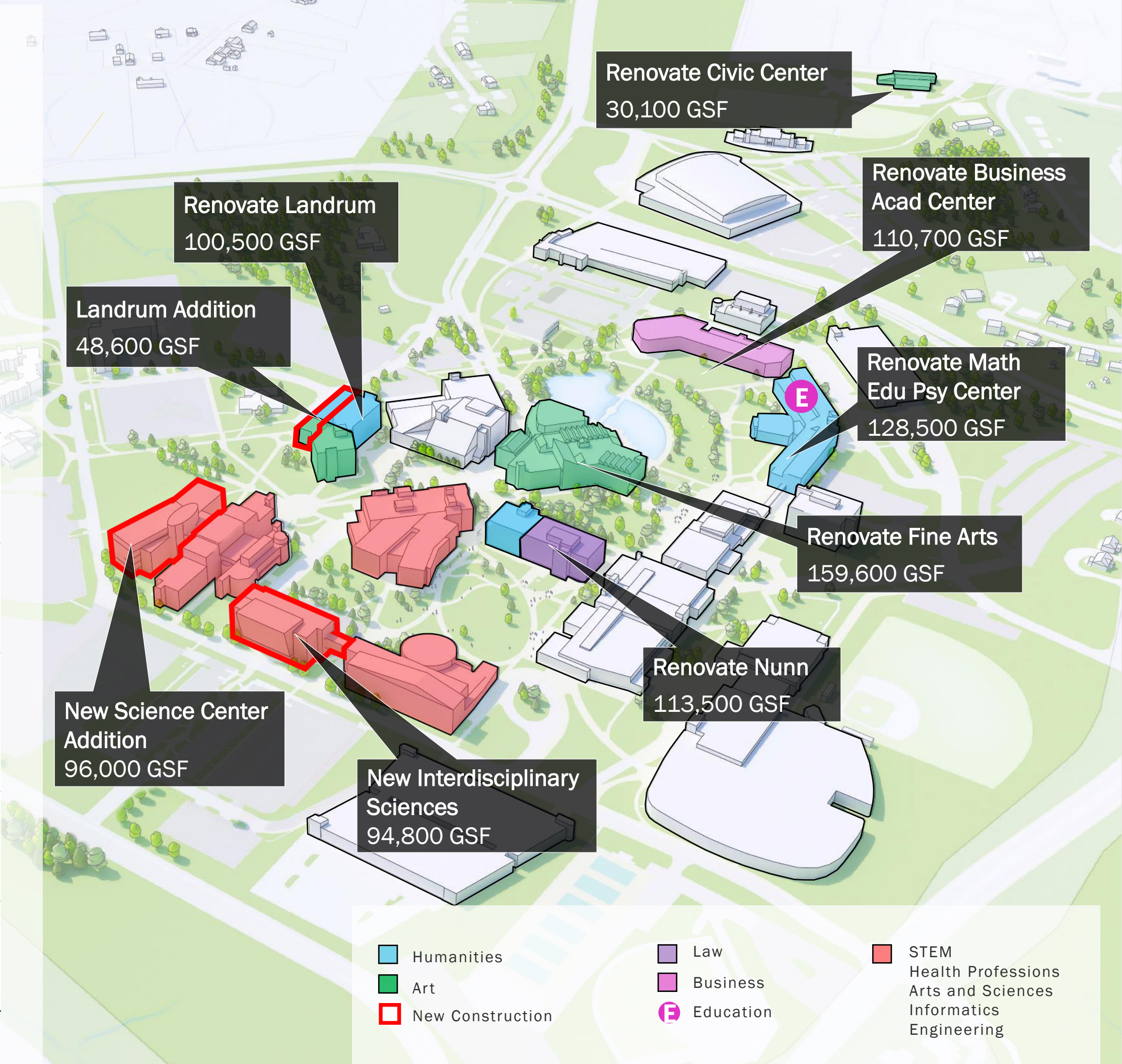
Minimal transformation of east side of academic core, realizes some key synergies between units, separation of arts is a key challenge.

## 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



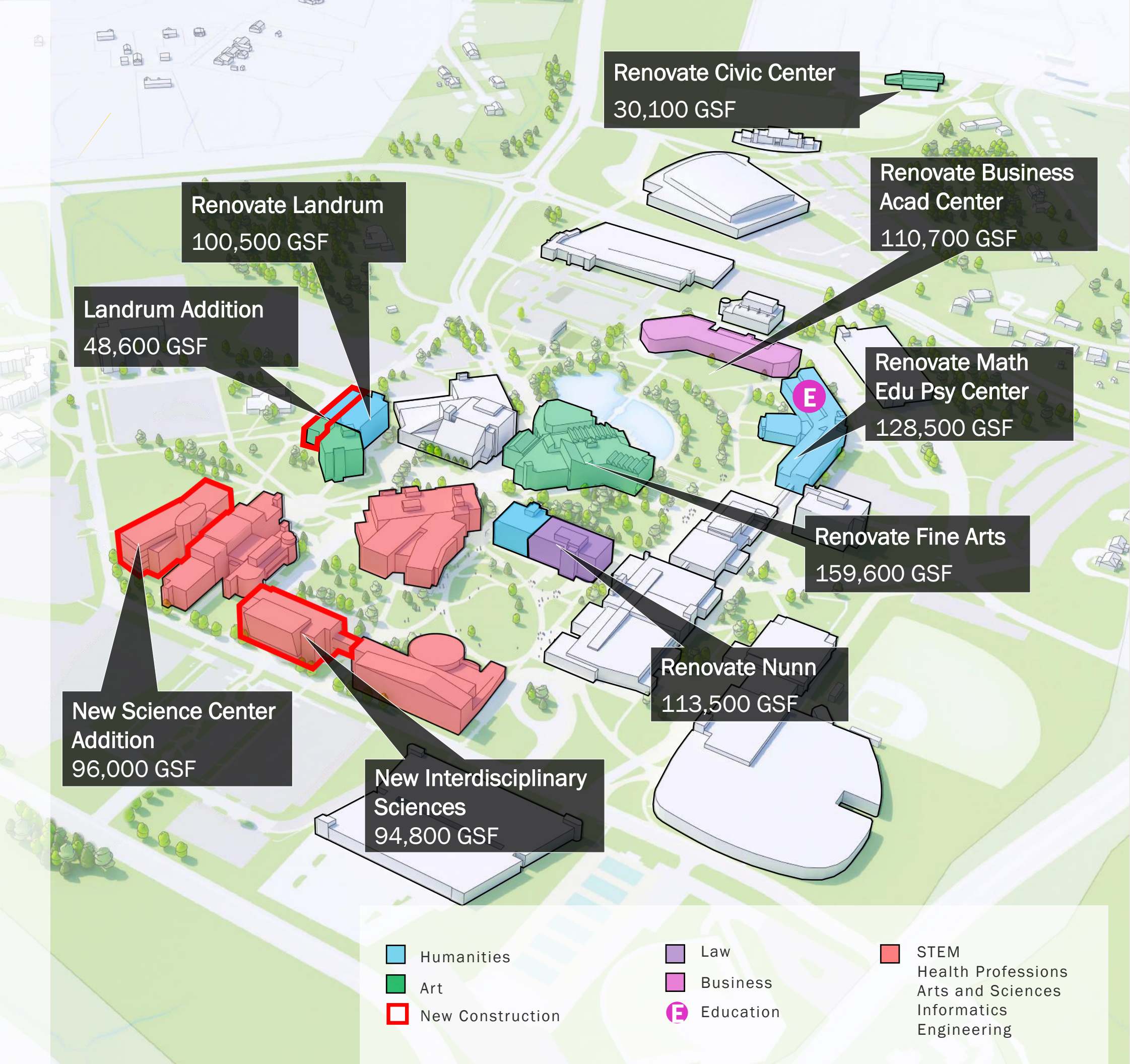


# Scenario 1a

> 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
BAC	Swing Space	\$17m
MEP	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

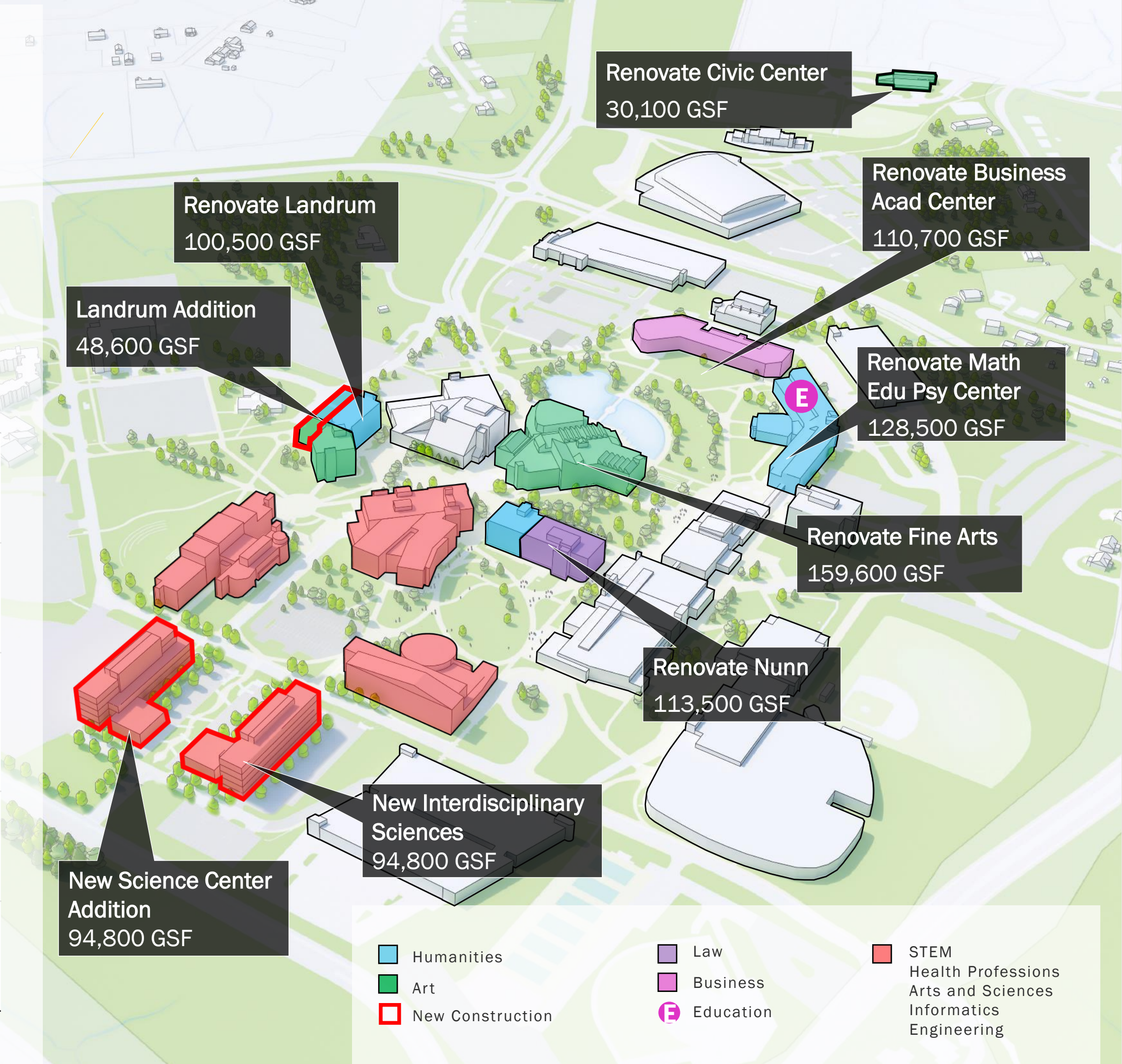
Stand-alone science buildings are an opportunity to define a science quad but do not offer the adjacencies of direct connection to existing buildings.

	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



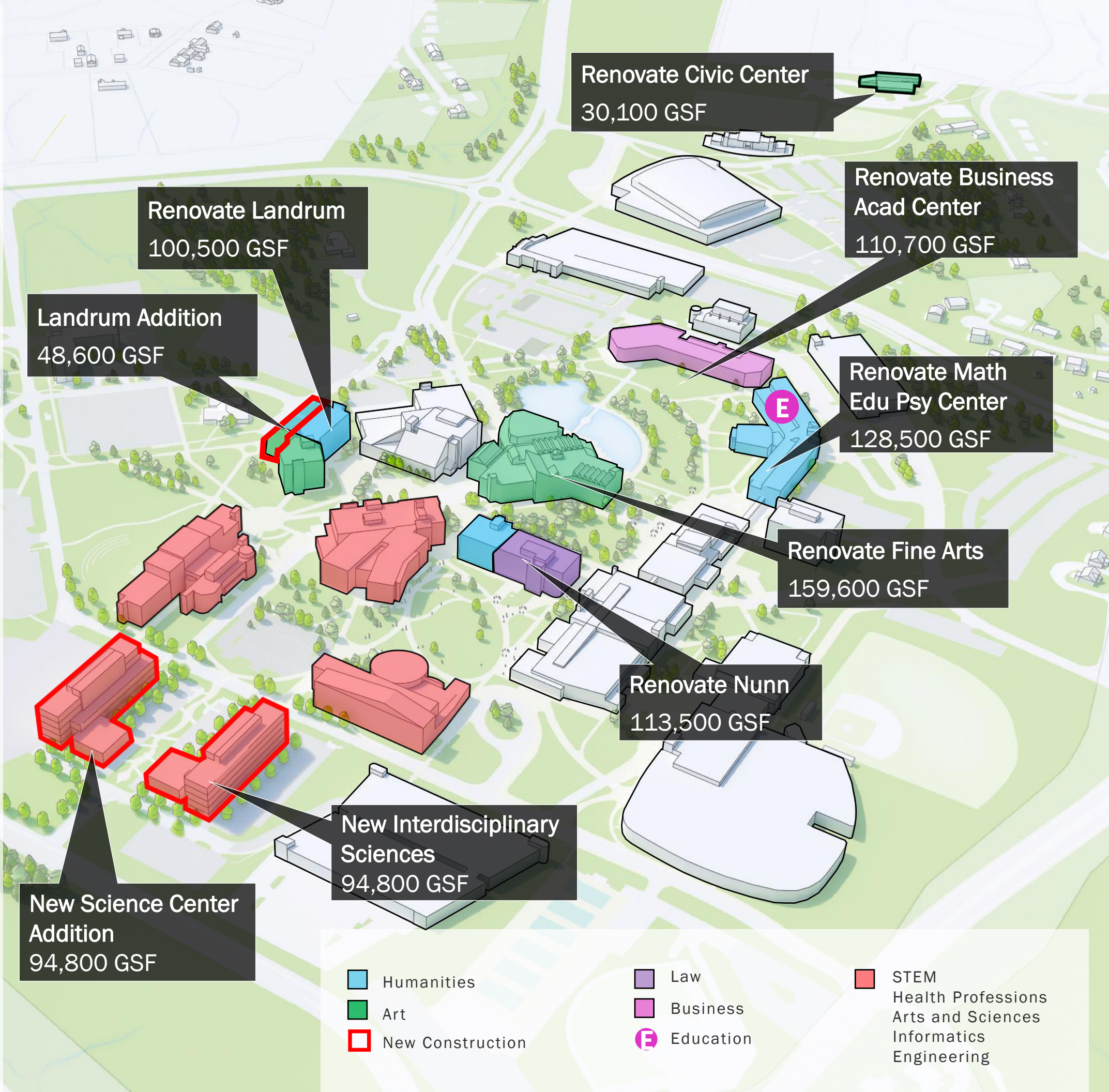


# Scenario 1b

> 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
BAC	Swing space	\$17m
MEP	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

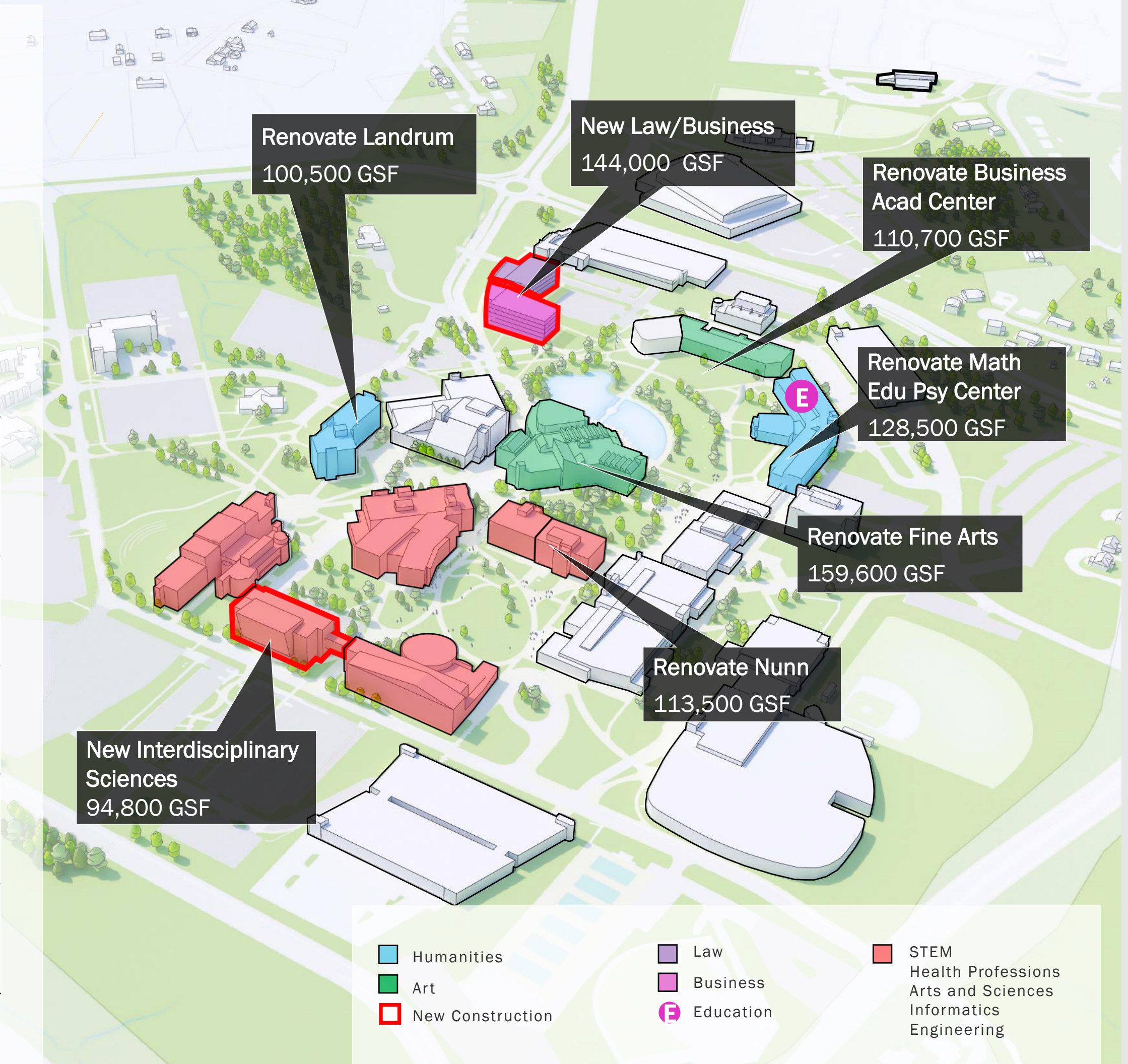
Opportunity to define frontage on Nunn Drive, realizes some key synergies between units, separation of arts is a key challenge.

### 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



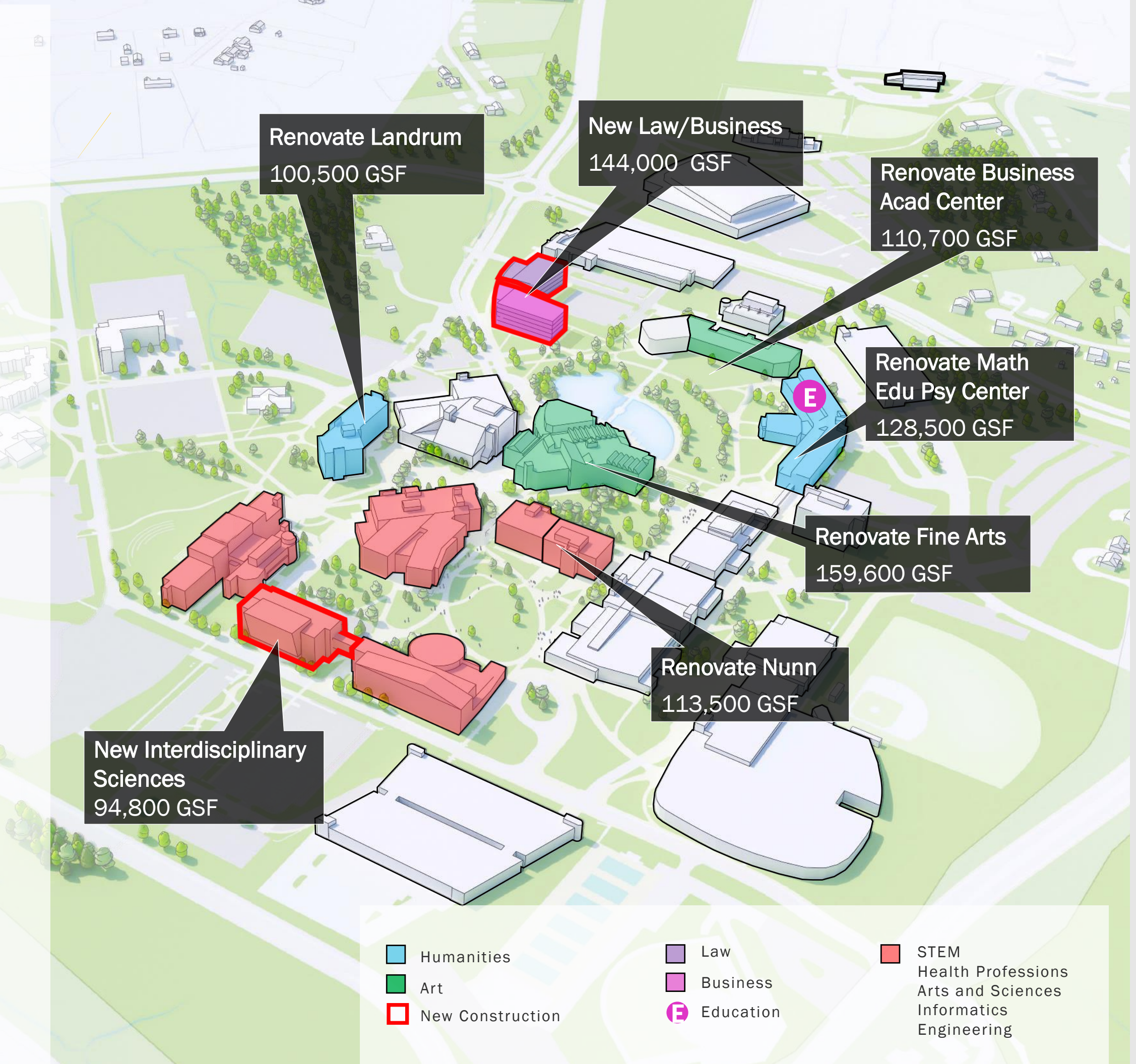


# Scenario 2

## > Do projects leverage existing and new investments?

New law/business building allows for swing space in BAC and Nunn. New high intensity space consolidated in Interdisciplinary STEM building.

Project	Enabling Project	Cost
BAC	Law / Business	\$39m
MEP	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/bus.		\$2m
Enabling projects		\$3M
Total		\$250m





# Scenario 3

> Alignment with strategic plan and planning principles

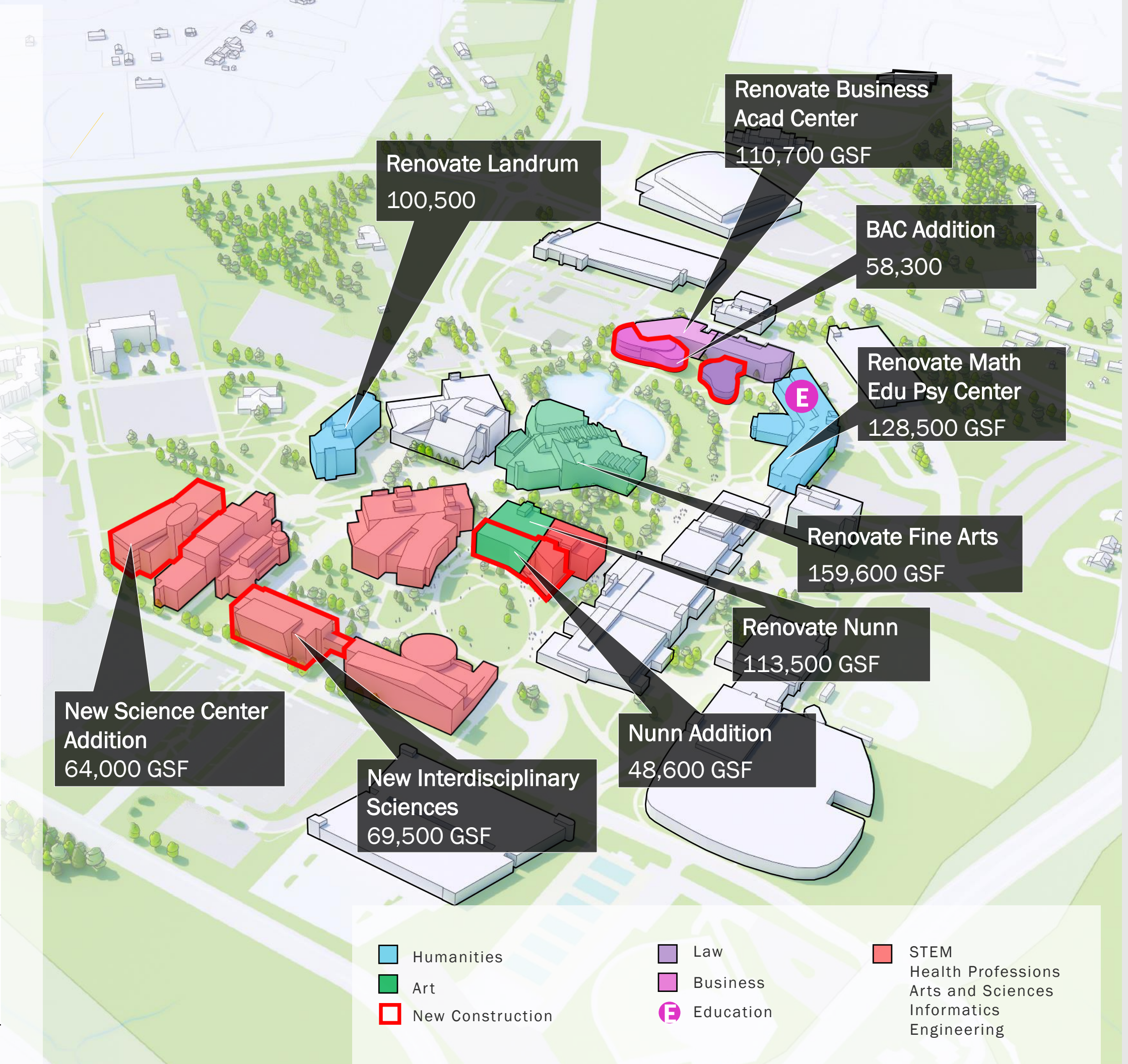
BAC and Nunn additions are opportunities to transform campus open space. Realizes key adjacencies for art.

## 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



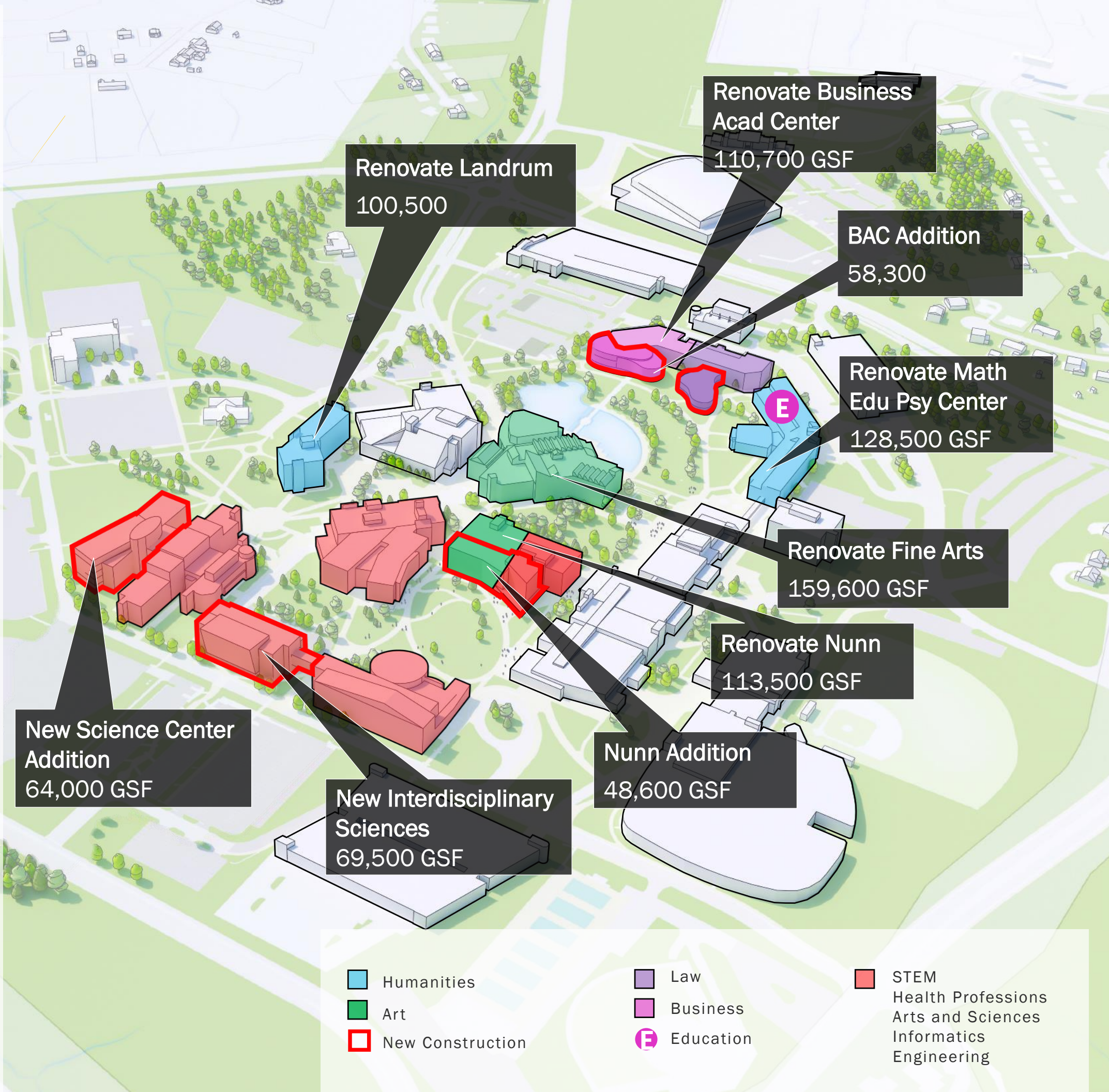


# Scenario 3

> Do projects leverage existing and new investments?

law/business in BAC 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
BAC	Law/Business	\$17m
MEP	Swing Space	\$19m
Fine Arts	Swing Space	\$24m
Nunn	Law/Business	\$40m
Landrum	Swing Space	\$15m
Renovation		\$115m
BAC 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





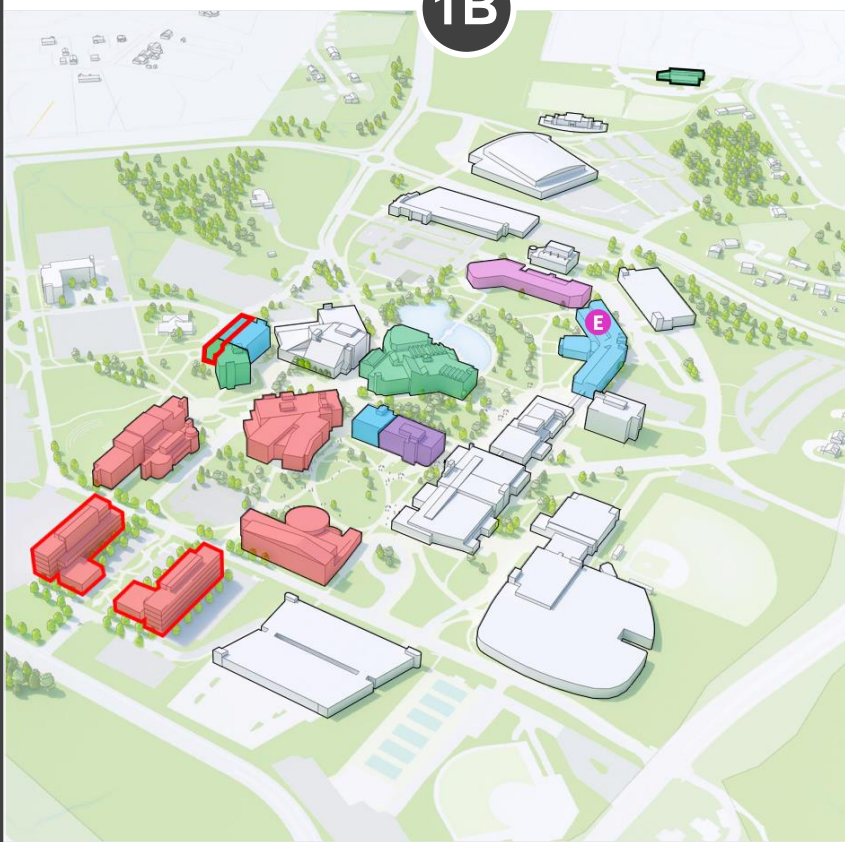
# Scenario Comparison

NEGATIVE IMPACT    NEUTRAL/SOMEWHAT NEGATIVE    POSITIVE IMPACT

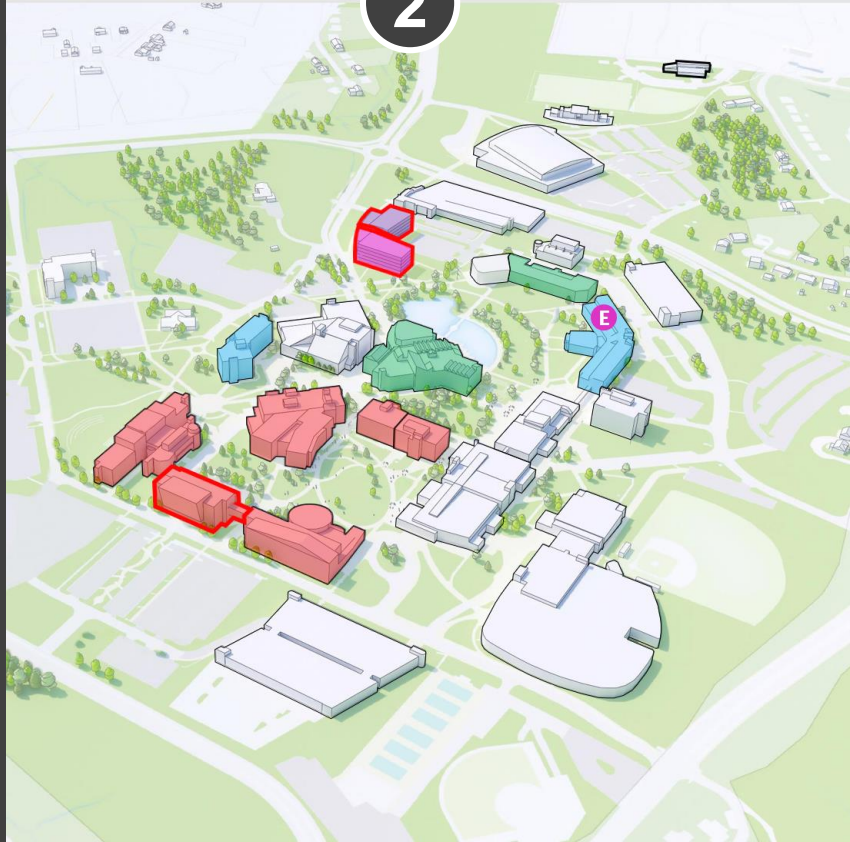
1A



1B



2



3



cost

\$221m

\$246m

\$250m

\$229m

Key  
Enabling  
Projects

Swing space

swing space, parking replacement

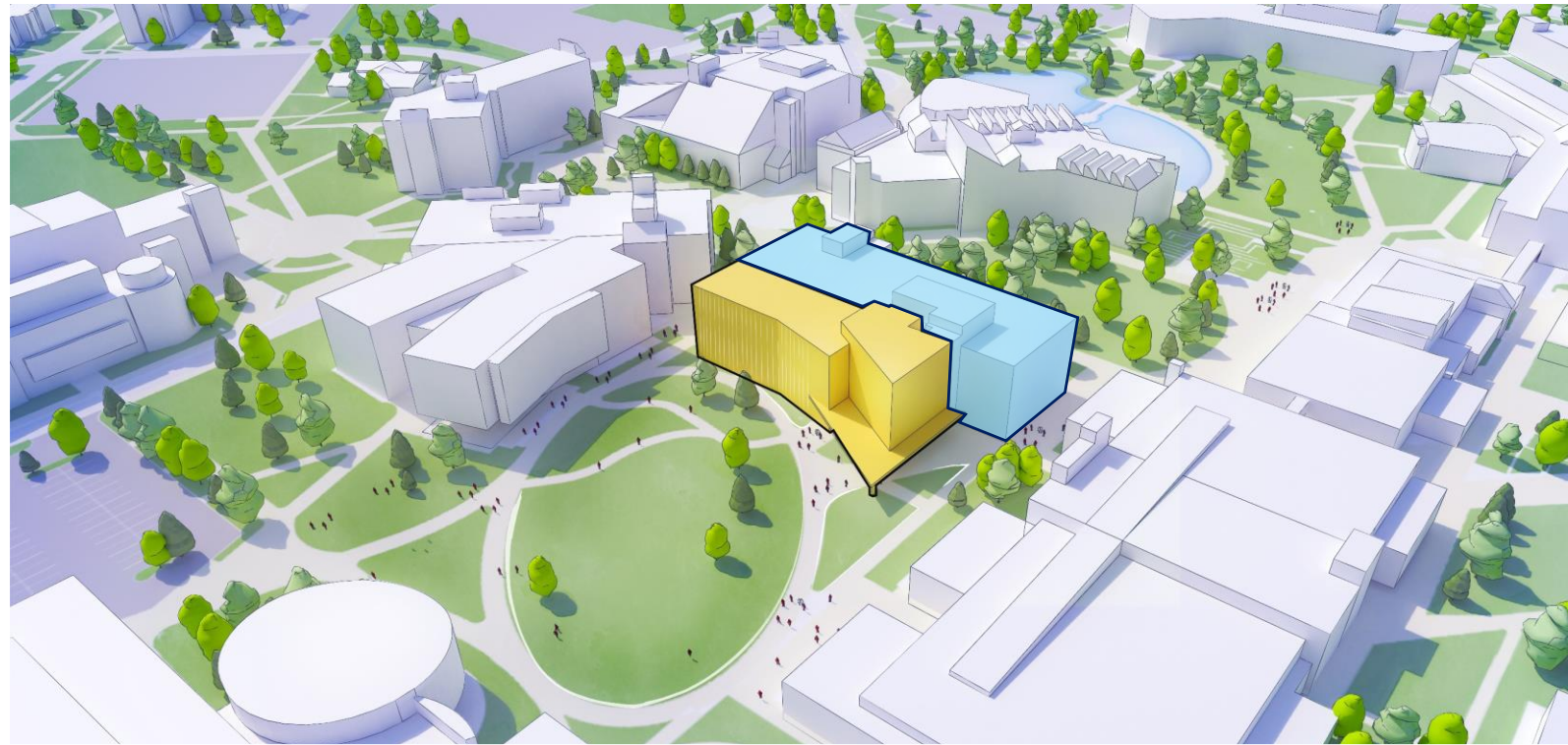
Law/Business to new building

Law/Business to BAC

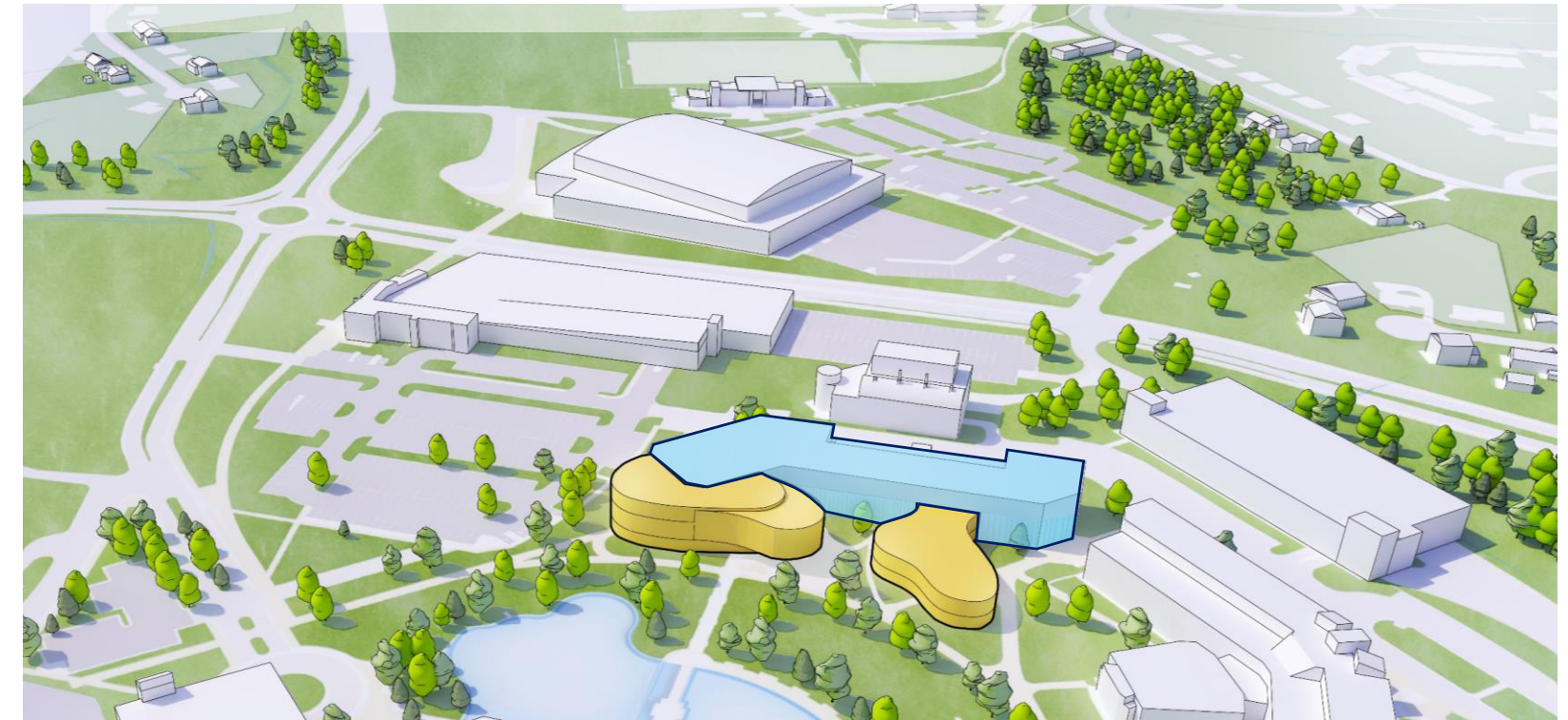
	Scenario 1A		Scenario 1B		Scenario 2		Scenario 3	
	Vision	Funding	Vision	Funding	Vision	Funding	Vision	Funding
Law	NEGATIVE IMPACT	NEUTRAL/SOMEWHAT NEGATIVE	NEGATIVE IMPACT	NEUTRAL/SOMEWHAT NEGATIVE	POSITIVE IMPACT	NEUTRAL/SOMEWHAT NEGATIVE	POSITIVE IMPACT	NEUTRAL/SOMEWHAT NEGATIVE
Business	POSITIVE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



# Transformative projects



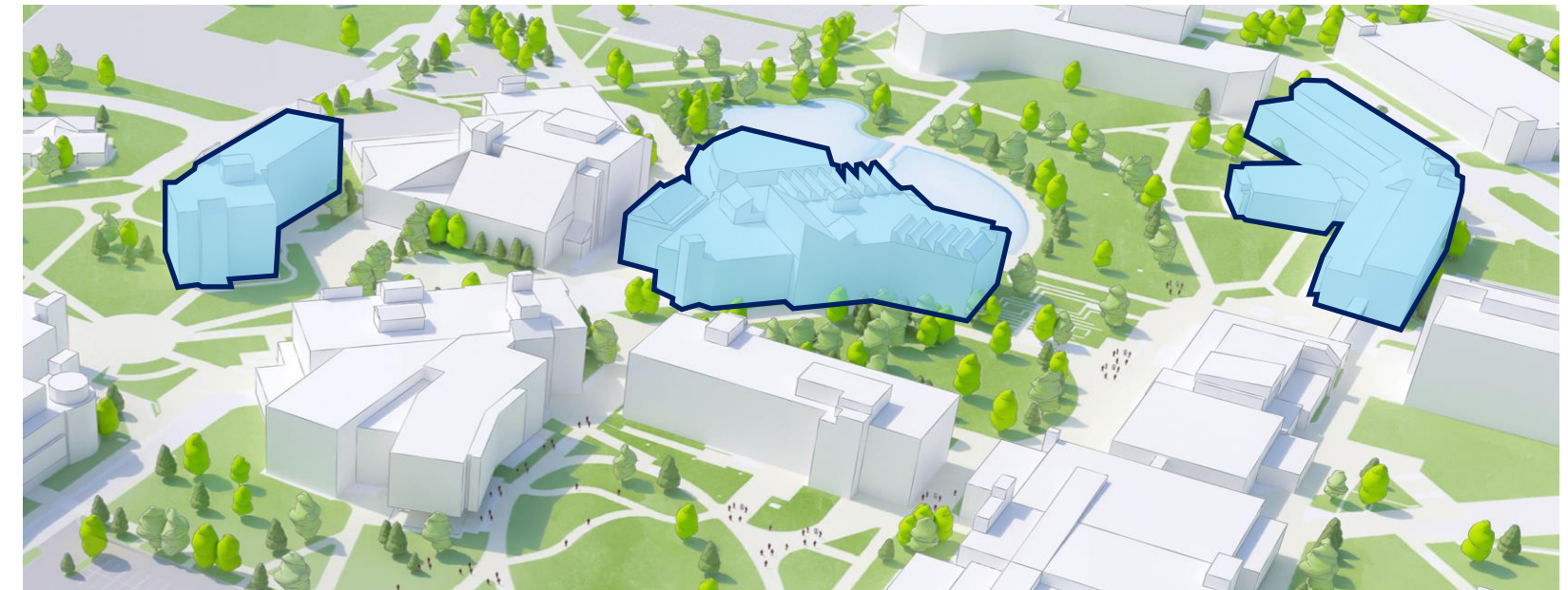
**Renovate Nunn with an addition for Engineering and Art**



**Renovate BAC with an addition for Law and Business**



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



**Renew Landrum, Fine Arts and MEP**



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

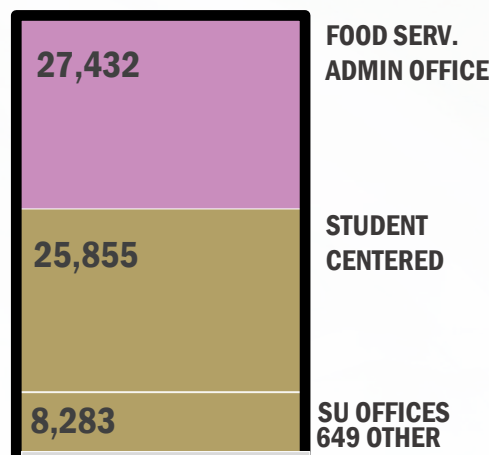
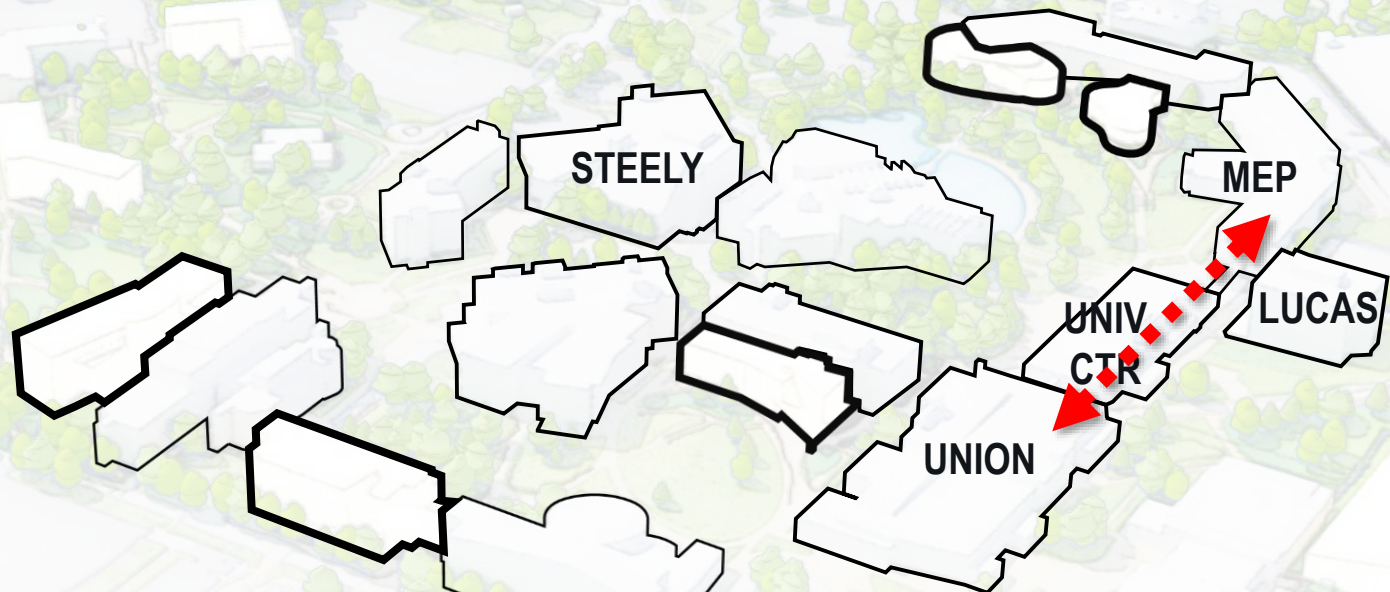
Evaluate the best strategies for locations and synergies of administrative functions



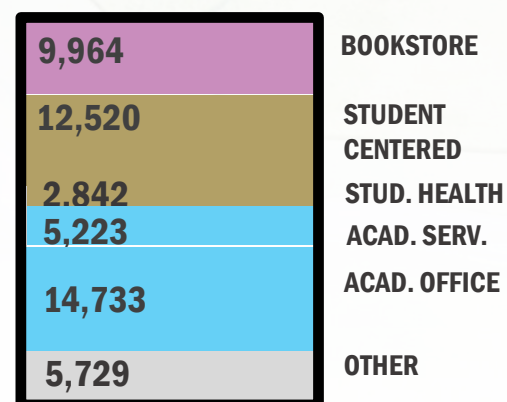


# Student-centered space - Existing

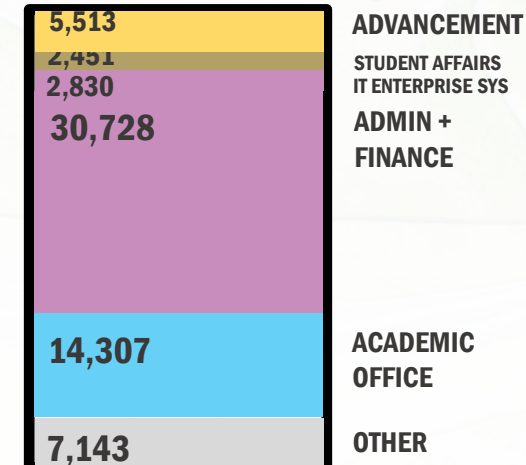
- ACADEMIC AFFAIRS
- ADMINISTRATION + FINANCE
- STEELY LIBRARY
- STUDENT AFFAIRS
- UNIVERSITY ADVANCEMENT
- OPPORTUNITY
- OTHERS



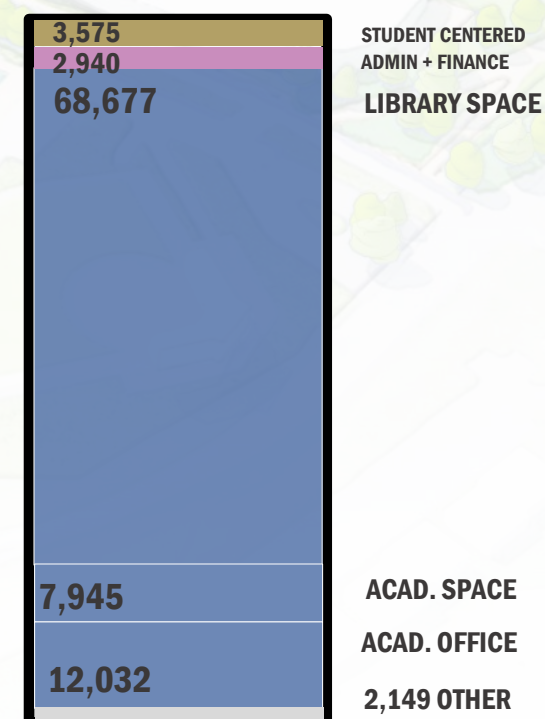
STUDENT UNION  
62,219 NASF



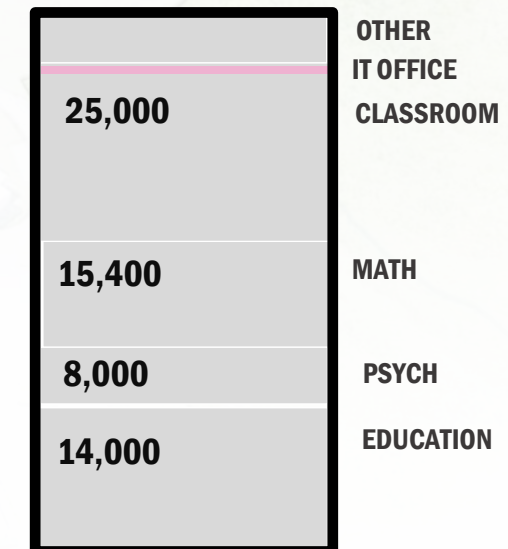
UNIVERSITY CENTER  
51,011 NASF



LUCAS ADMIN CTR  
63,456 NASF



STEELY LIBRARY  
97,318 NASF



Math-Educ-Psy Center  
74,688 NASF

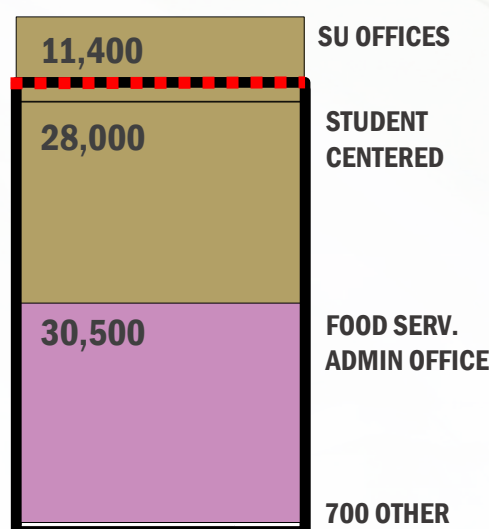
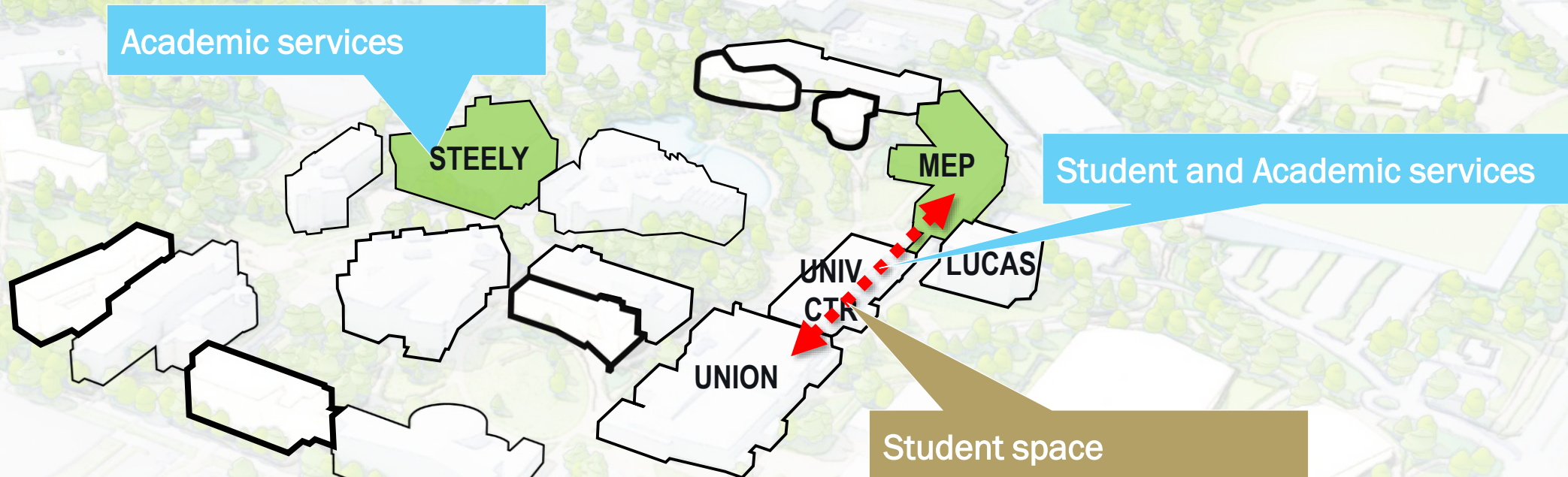


CIVIC CENTER  
16,669 NASF

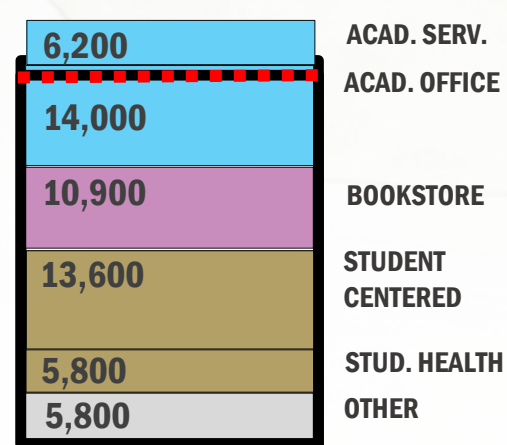


# Student-centered space – proposed need

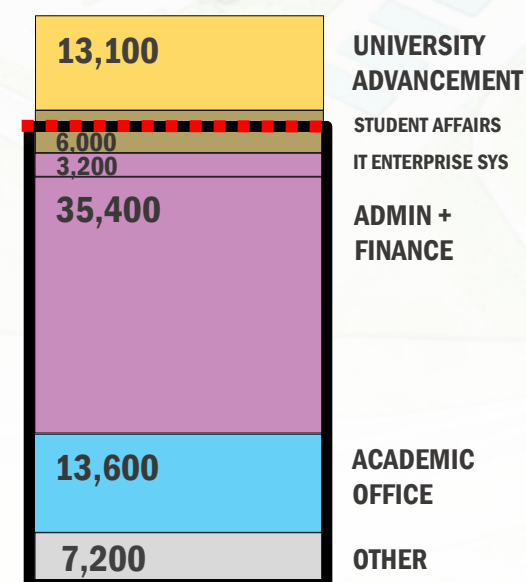
- ACADEMIC AFFAIRS
- ADMINISTRATION + FINANCE
- STEELY LIBRARY
- STUDENT AFFAIRS
- UNIVERSITY ADVANCEMENT
- OPPORTUNITY
- OTHERS



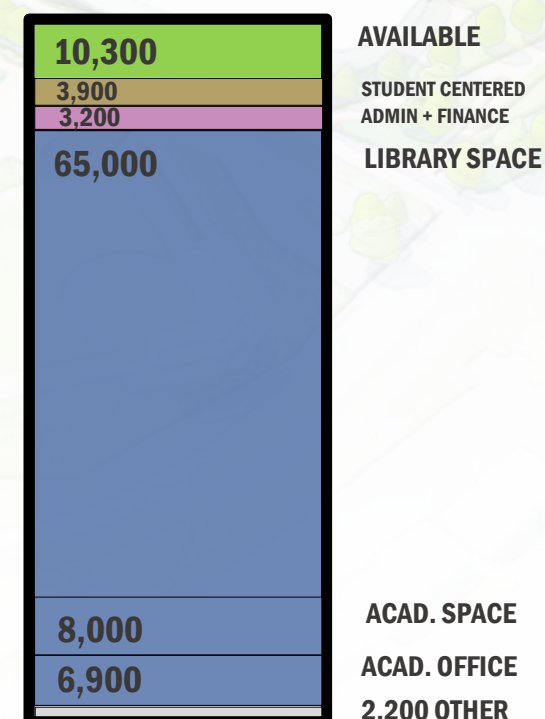
STUDENT UNION  
62,219 NASF



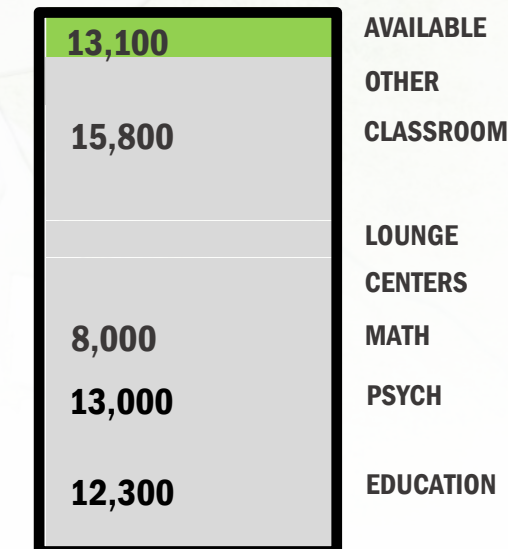
UNIVERSITY CENTER  
51,011 NASF



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

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## 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



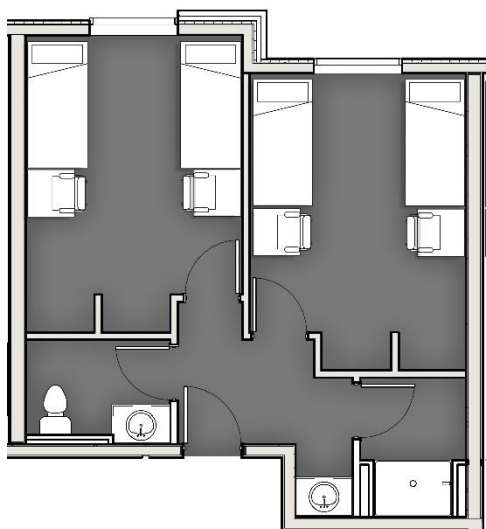
**Norse Hall**  
308 Beds



**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



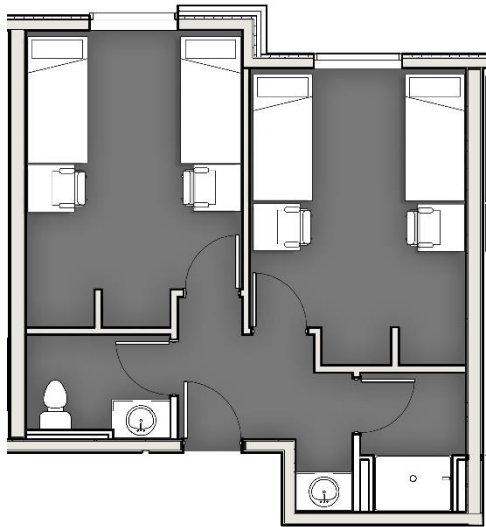
**Norse Hall**  
308 Beds



**Northern Terrace**  
184 Beds  
**Honors College**  
**First-Year Students**



**University Suites**  
396 Beds



**New Residence Hall**  
297 Beds



# First Year Experience Common Spaces

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**Social Space**



**Study Space**



**Social Space**



**Multi-Purpose Space**



# First year residential experience and value for upper division students

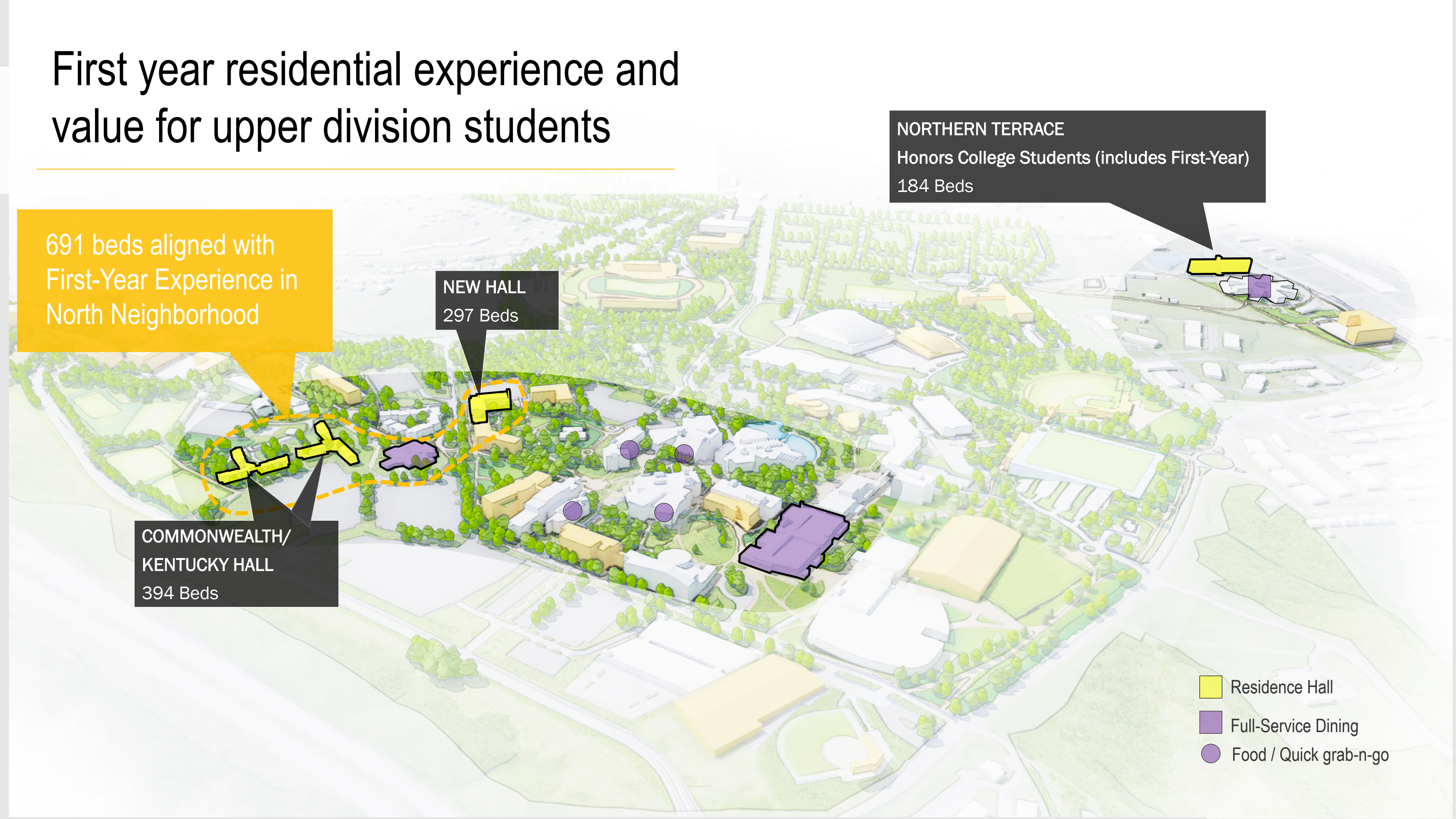
691 beds aligned with First-Year Experience in North Neighborhood

NEW HALL  
297 Beds

COMMONWEALTH/  
KENTUCKY HALL  
394 Beds

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

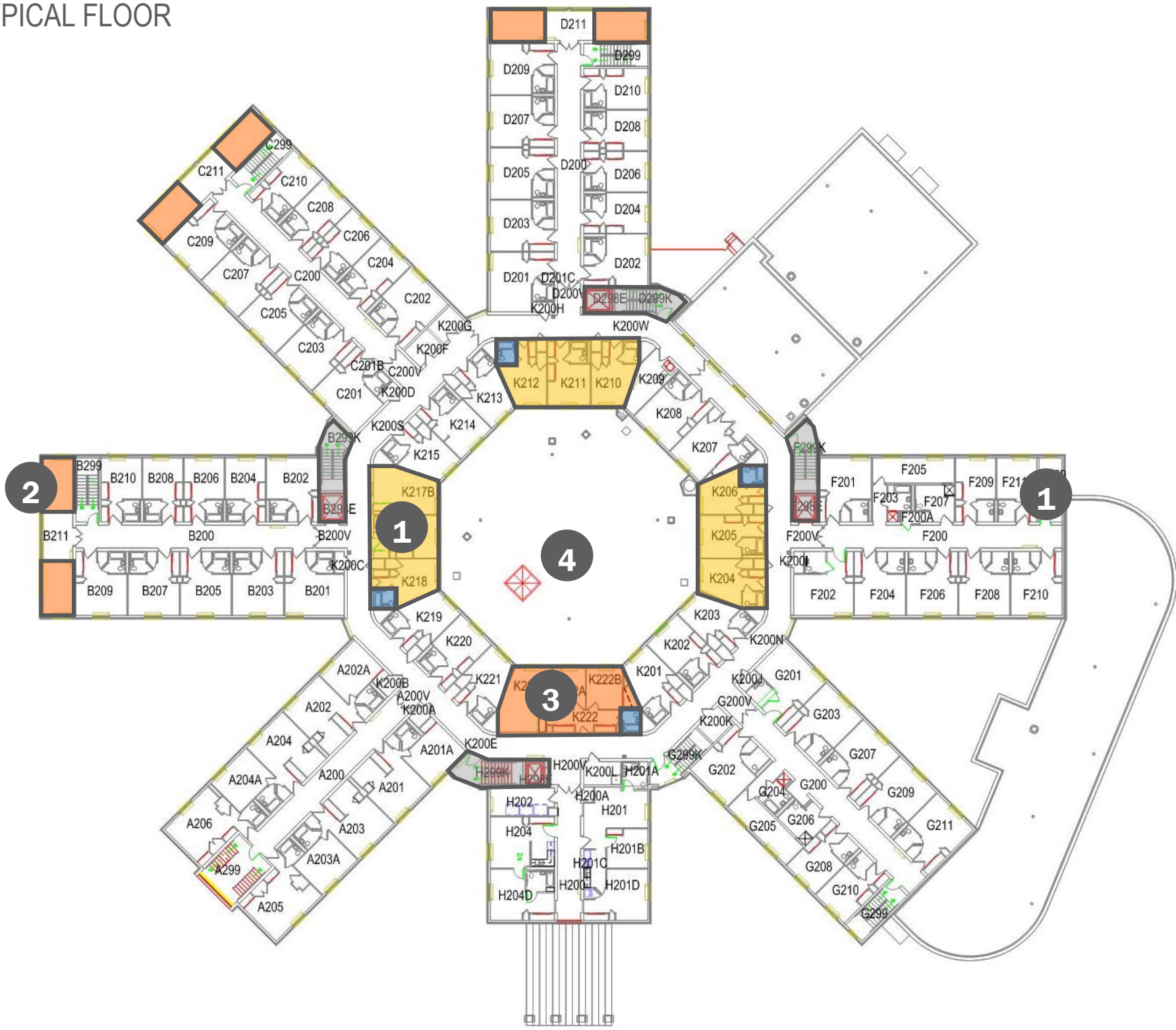
- Residence Hall
- Full-Service Dining
- Food / Quick grab-n-go





# 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

3



Study spaces

4



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

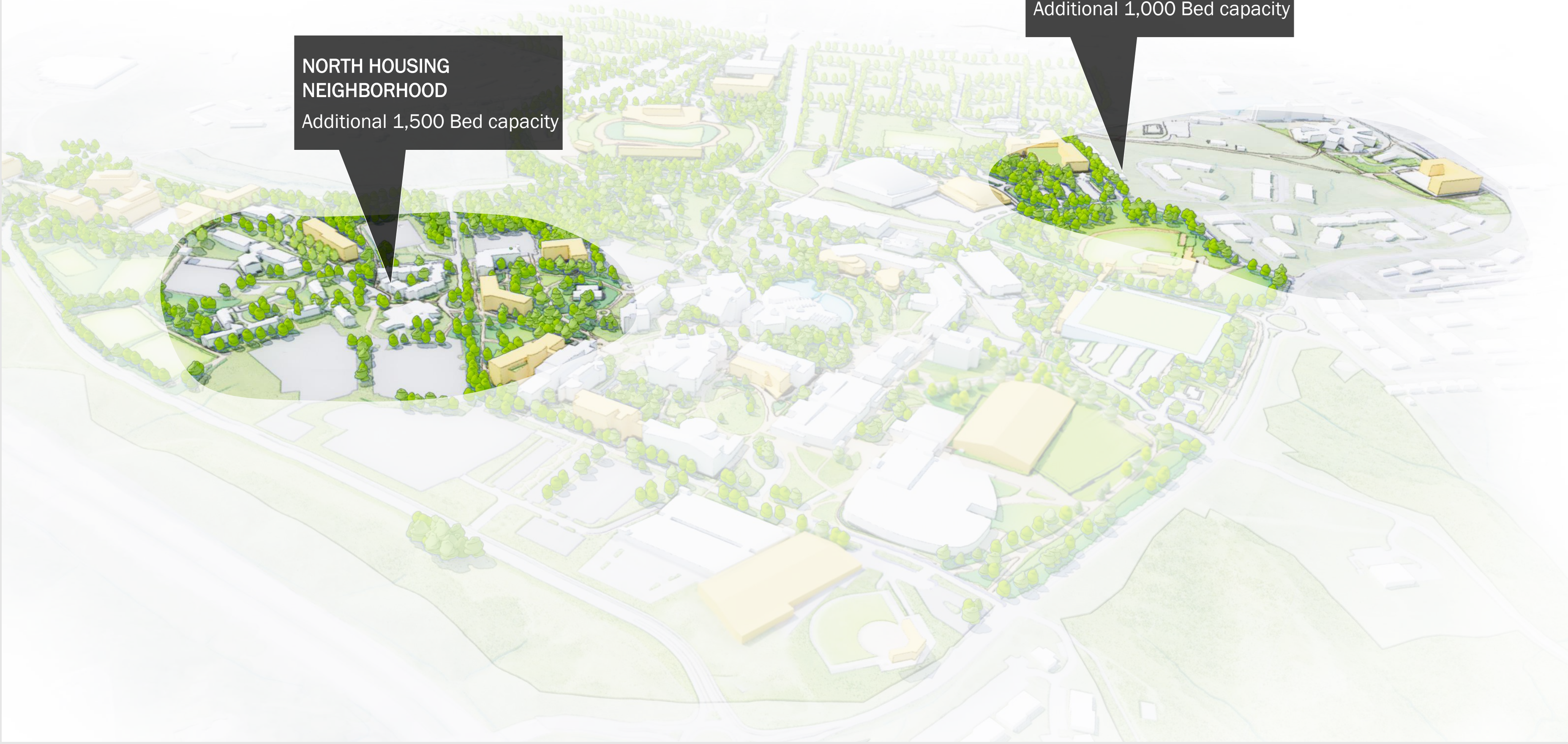
- Community Kitchen / Living
- Study Space
- Public Bathroom



# Long-term residential growth

NORTH HOUSING  
NEIGHBORHOOD  
Additional 1,500 Bed capacity

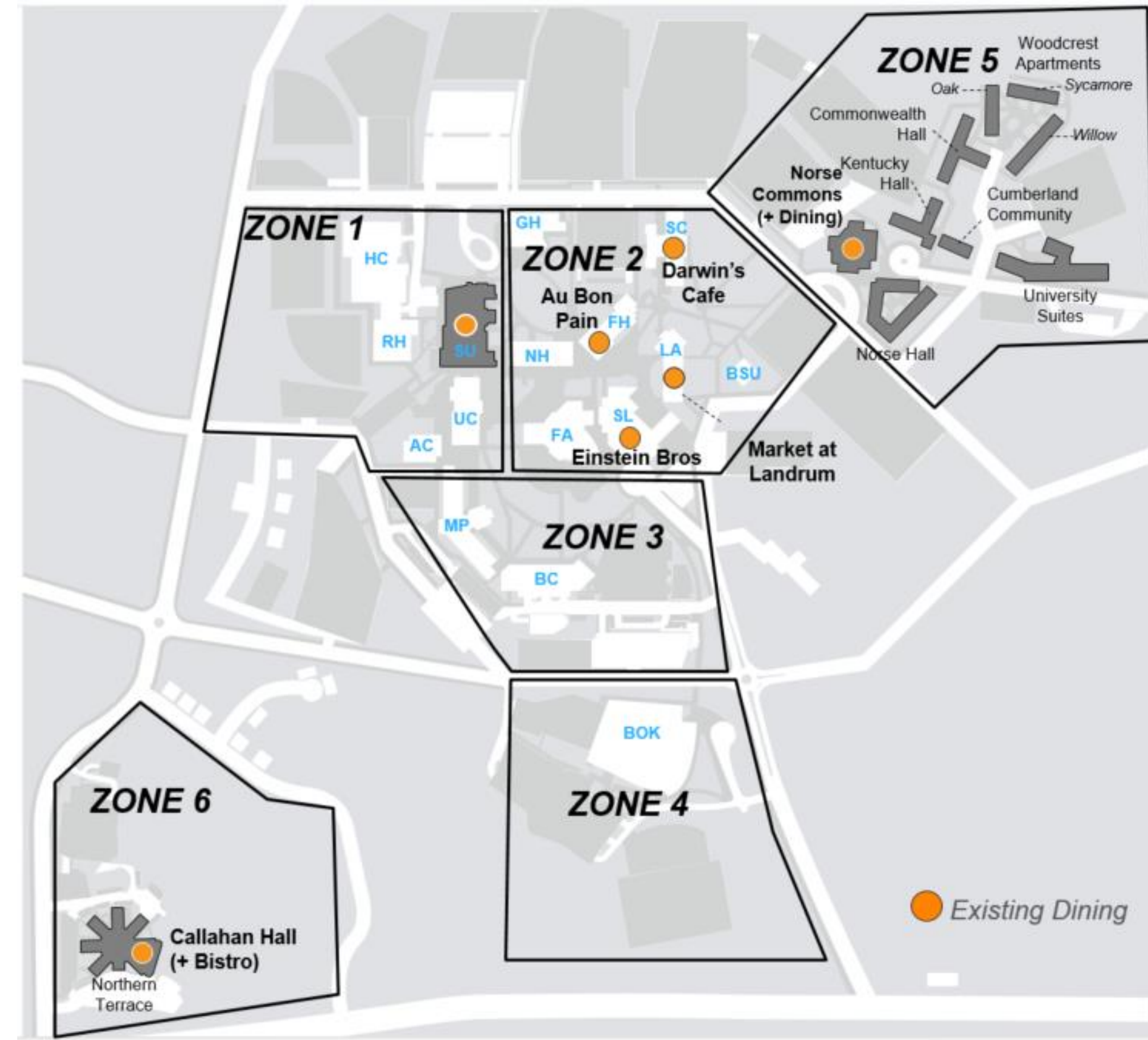
EAST HOUSING  
NEIGHBORHOOD  
Additional 1,000 Bed capacity





# Dining Demand

- Demand analysis is a combination of *qualitative and quantitative* methods
- The model projects demand through the extrapolation of preferences collected from the survey to NKU's entire population.  
***Overlays enrollment projections.***
  - Meal Time (Breakfast, lunch, dinner, late night)
  - Frequency (Day of the week, Monday – Sunday)
  - Type (Grab-and-go, fast casual, AYCTE, etc.)
  - Location (Campus zones 1 – 6)





# Dining - Key Findings

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## *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



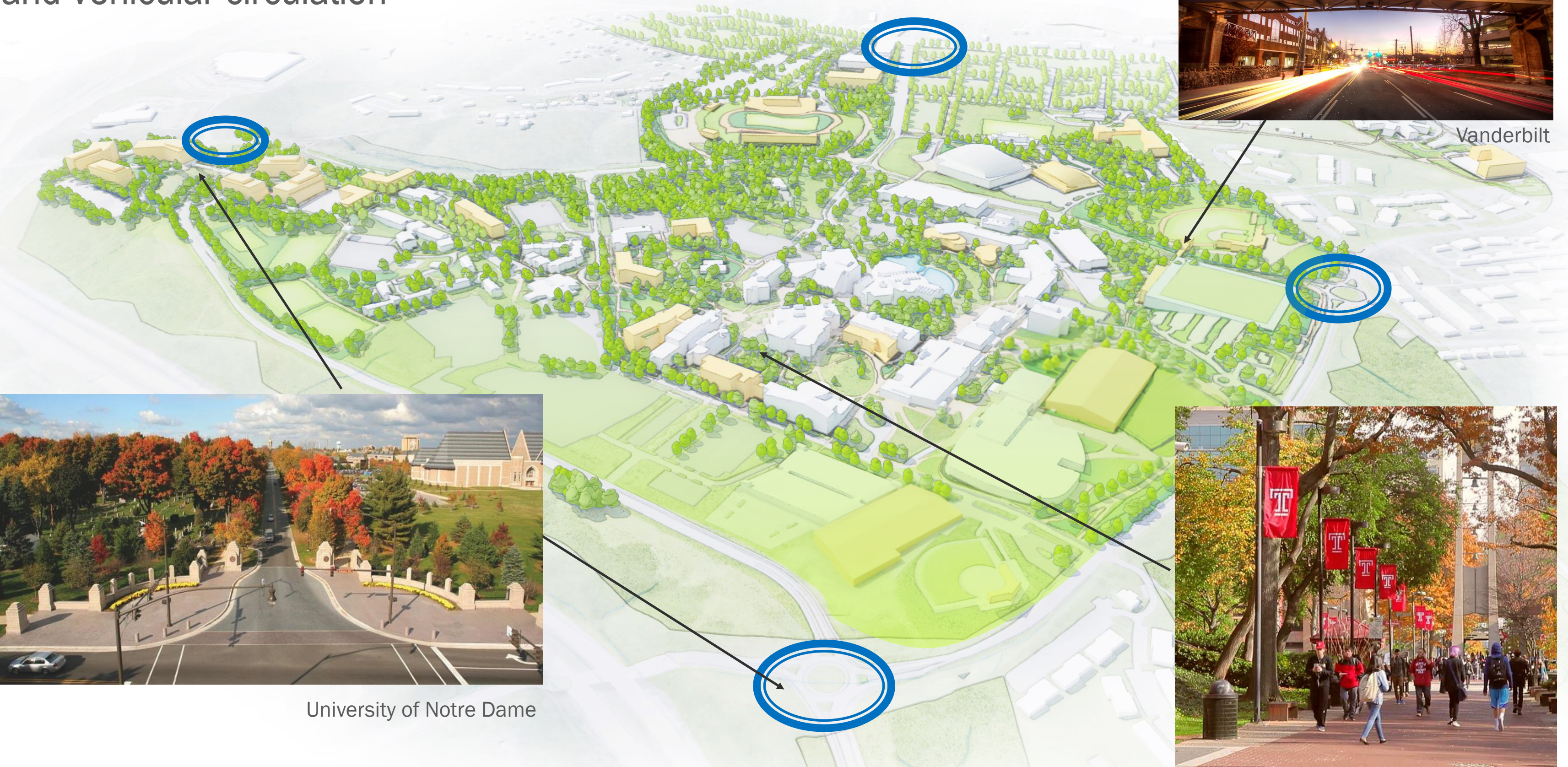


**Define the campus perimeter**





Create gateways and welcoming, clarify pedestrian and vehicular circulation



Vanderbilt



University of Notre Dame



Temple University



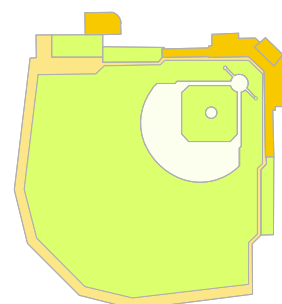
Reserve near and long-term footprints for a cohesive wellness recreation and athletics experience





# Athletics and Recreation Program Elements

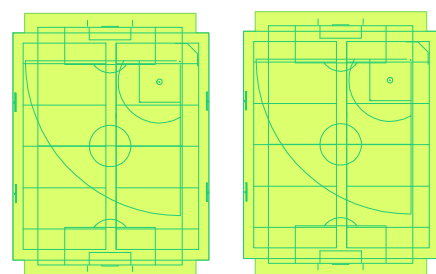
## Near-term Elements



BASEBALL COMPLEX



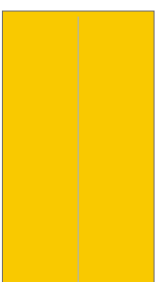
BASKETBALL PRACTICE FACILITY  
23,900 NASF



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



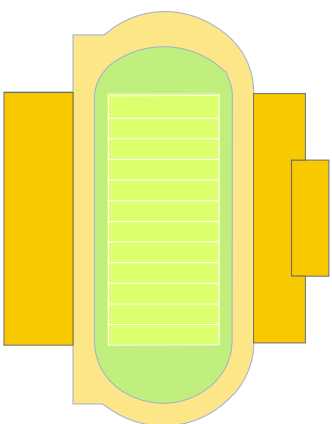
INDOOR MULTIPURPOSE  
FACILITY  
400 X 220 FT



INDOOR TENNIS FACILITY  
300 X 125 FT



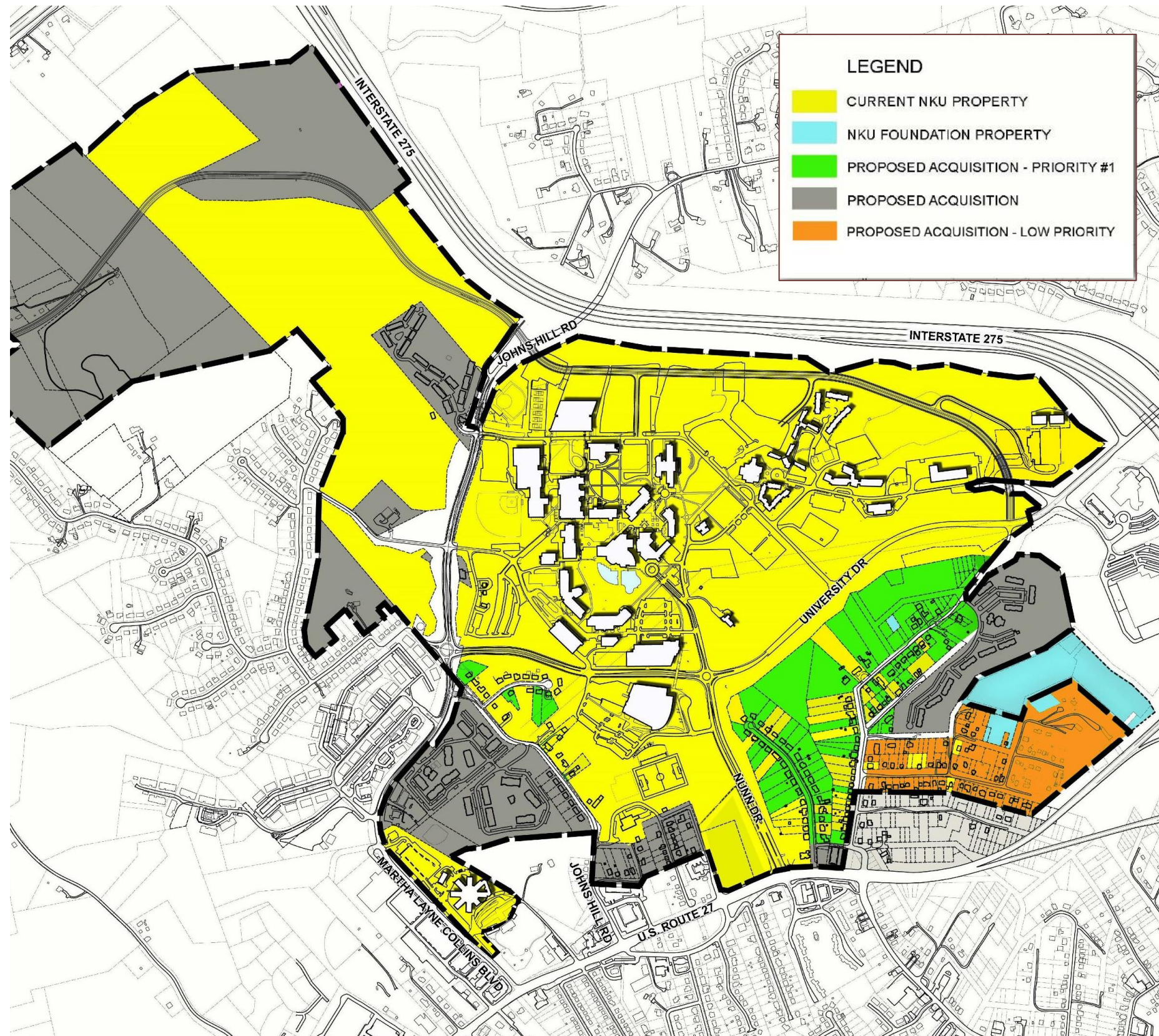
INDOOR GOLF FACILITY  
7,000 GSF



FOOTBALL AND/OR TRACK  
AND FIELD STADIUM



Some sites require significant land acquisition.

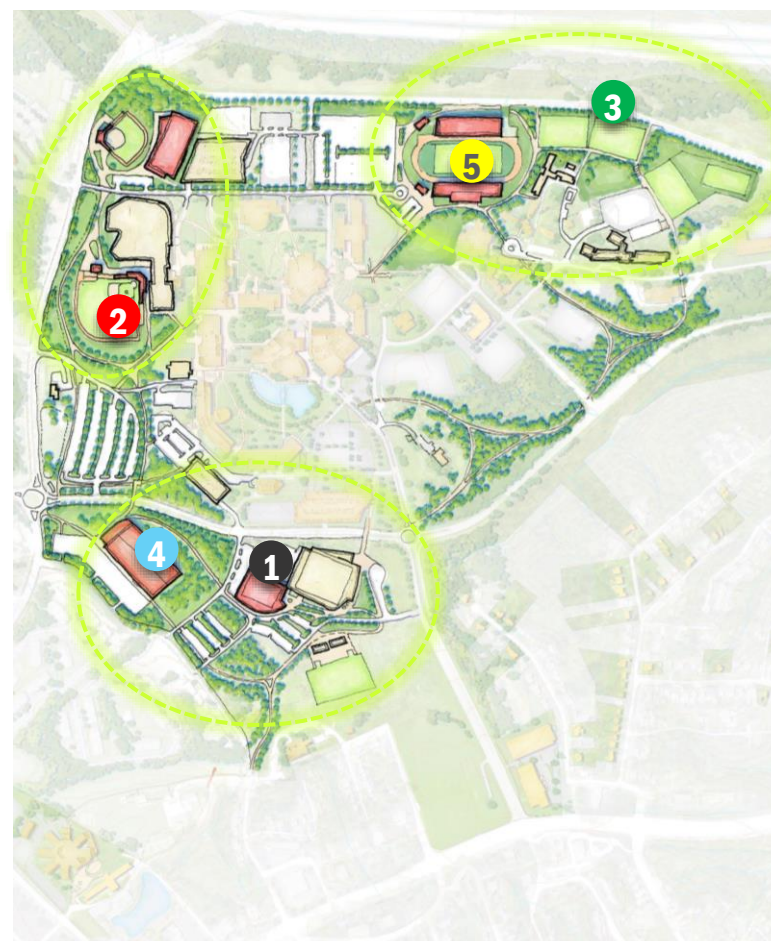


Topography limits developable sites for large athletics facilities.

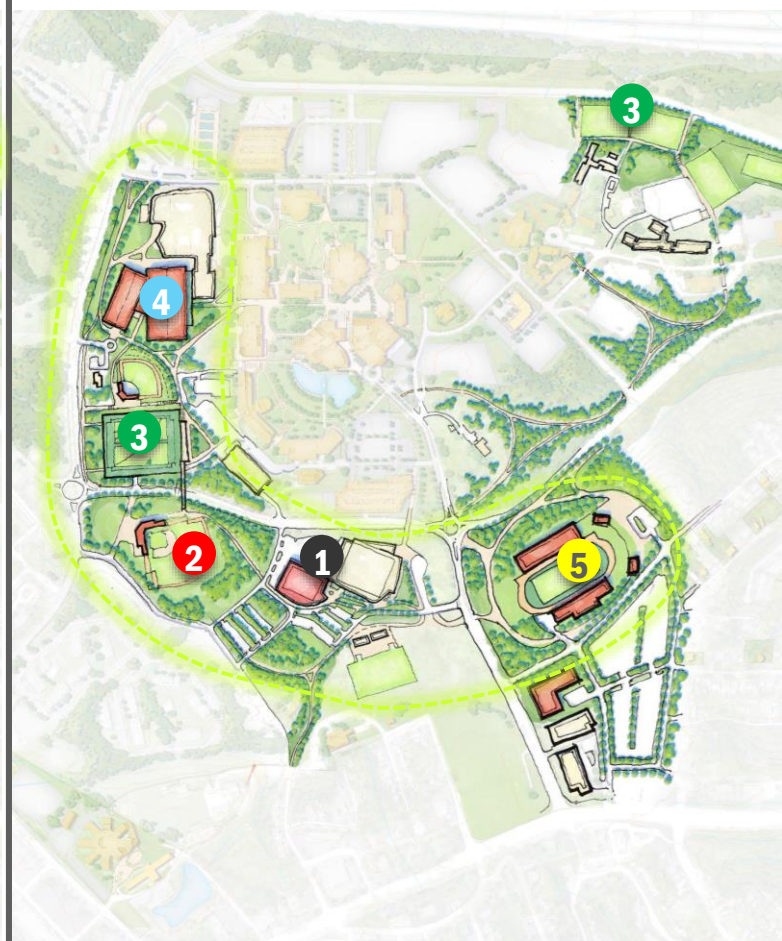




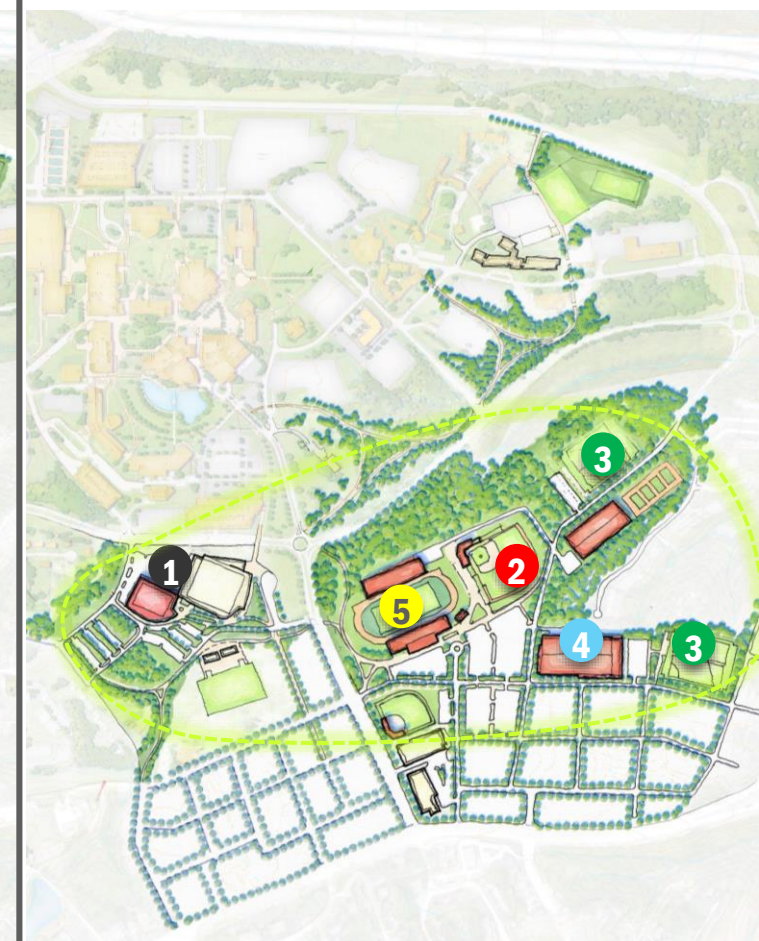
Renovate existing facilities where possible and locate new facilities to best leverage existing campus infrastructure.



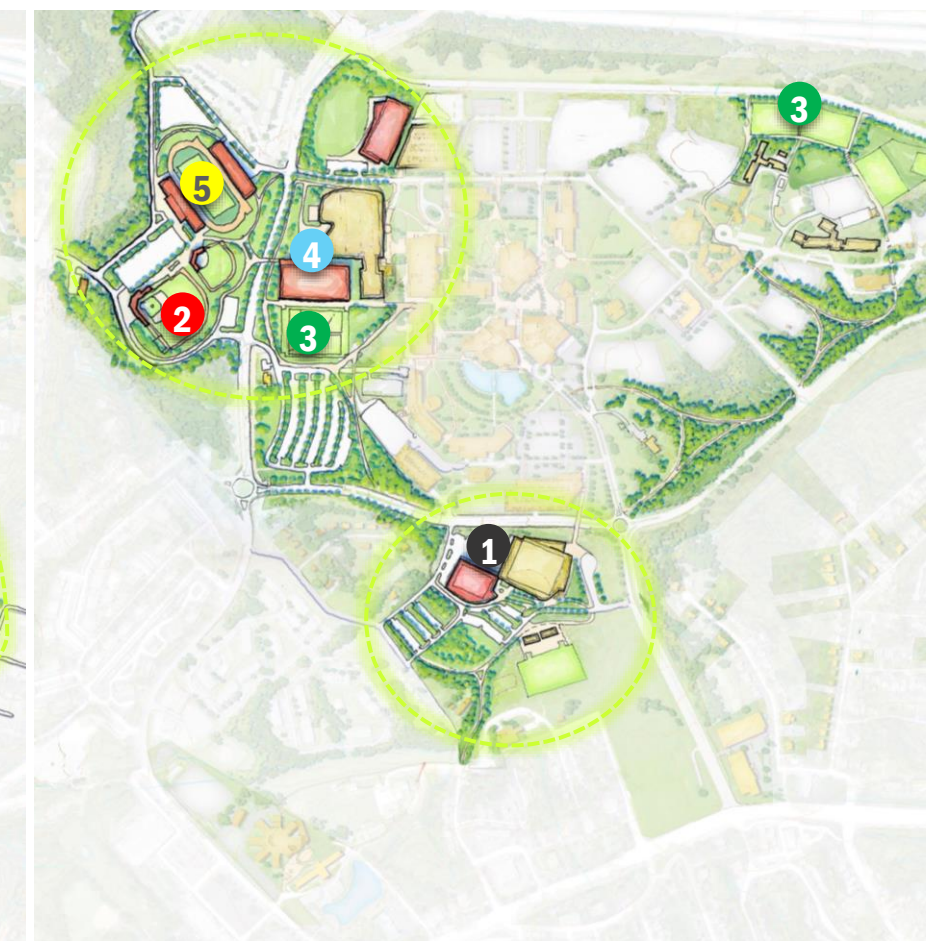
Create an interconnected athletic and recreation crescent from Albright to the Arena.



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



Create a new athletic and recreation village south of Albright.



1 Basketball

2 Baseball

3 Intramural Fields

4 Fieldhouse

5 Stadium

Same location adjacent to Arena

Renovate in place (\$5m)

Adjacent to existing

No adjacent facilities  
Acquisition of 4 properties

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 comcast 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><b>1A&amp;B</b></div> <div>Renovate existing facilities where possible and locate new facilities to best leverage existing campus infrastructure.</div>	<div></div> <div><b>2</b></div> <div>Create an interconnected athletic and recreation crescent from Albright to the Arena.</div>	<div></div> <div><b>3A</b></div> <div>Create a new athletic and recreation village north of BB&amp;T Arena.</div>	<div></div> <div><b>3B</b></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	<div>\$</div>	<div>\$\$</div>	<div>\$\$\$</div>	<div>\$\$\$</div>
Land Acquisition	<div>\$</div>	<div>\$\$</div>	<div>\$\$\$</div>	<div>\$\$</div>
Site preparation	<div>\$</div>	<div>\$\$</div>	<div>\$\$\$</div>	<div>\$\$\$</div>
Parking displacement	<div>\$\$\$</div>	<div>\$\$</div>	<div>\$</div>	<div>\$</div>



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

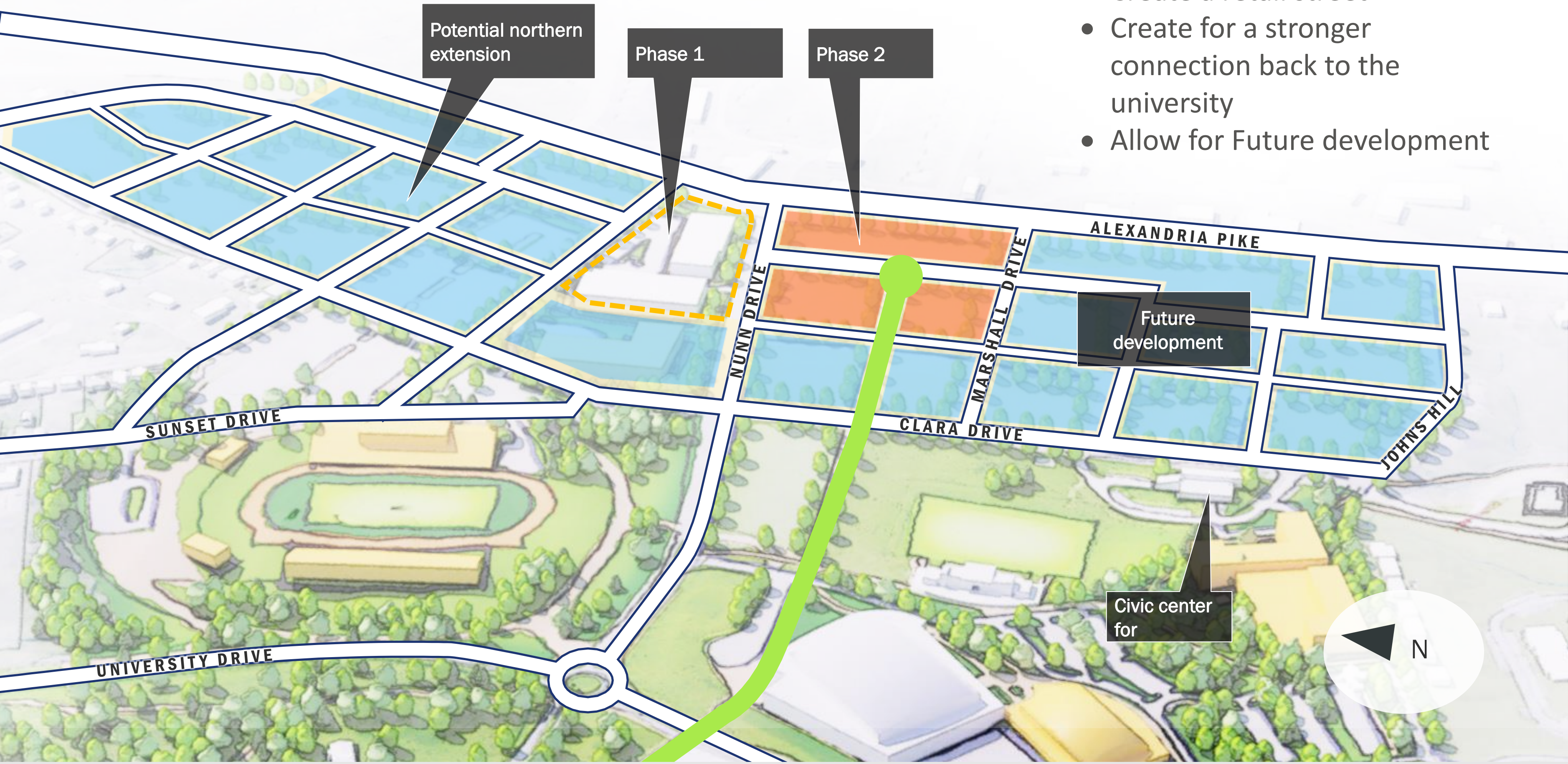




# Town Center

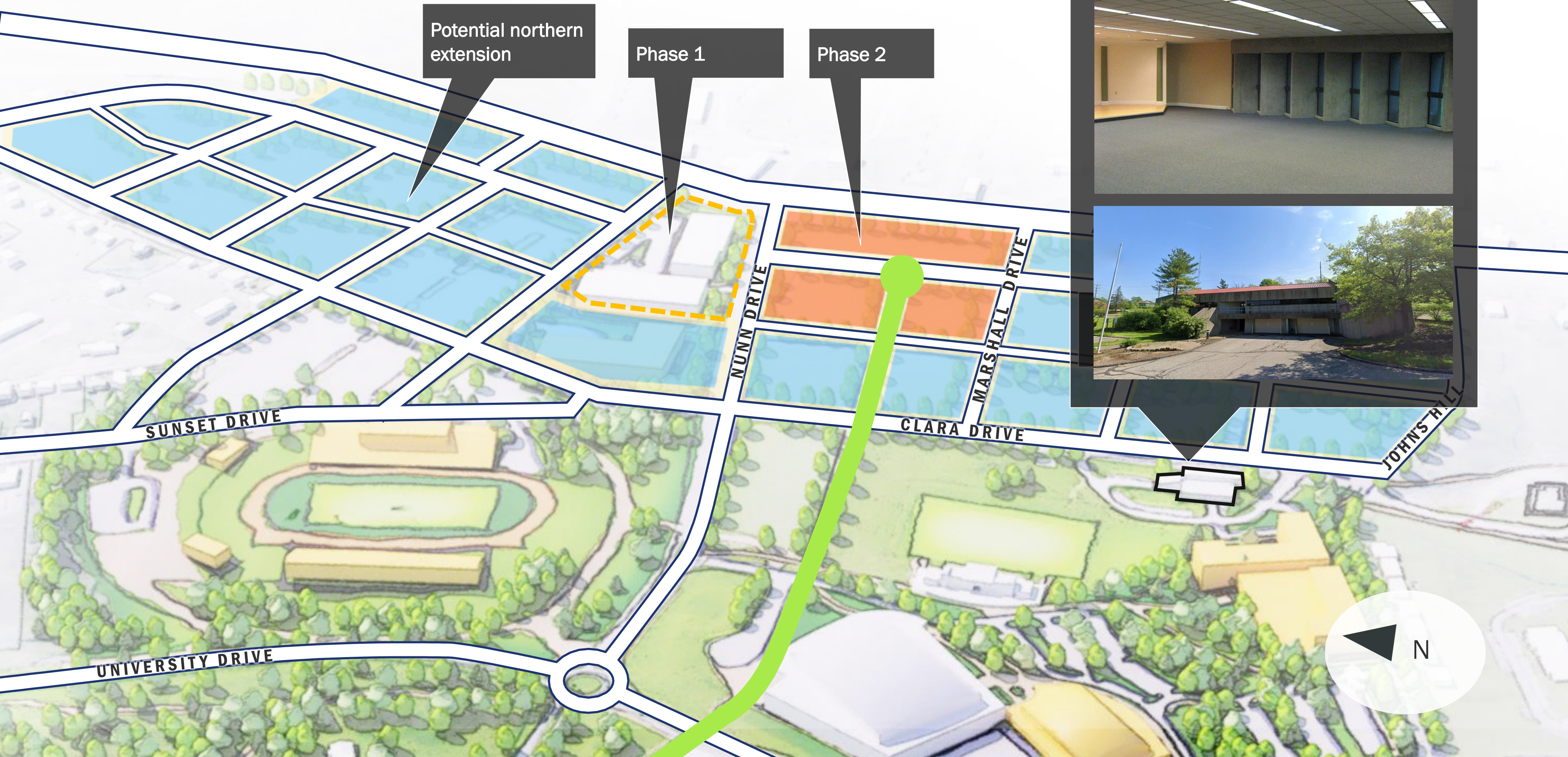
## Strategies

- Address Nunn with Buildings
- Create a retail street
- Create for a stronger connection back to the university
- Allow for Future development





# Town Center



## Civic Center for University Advancement





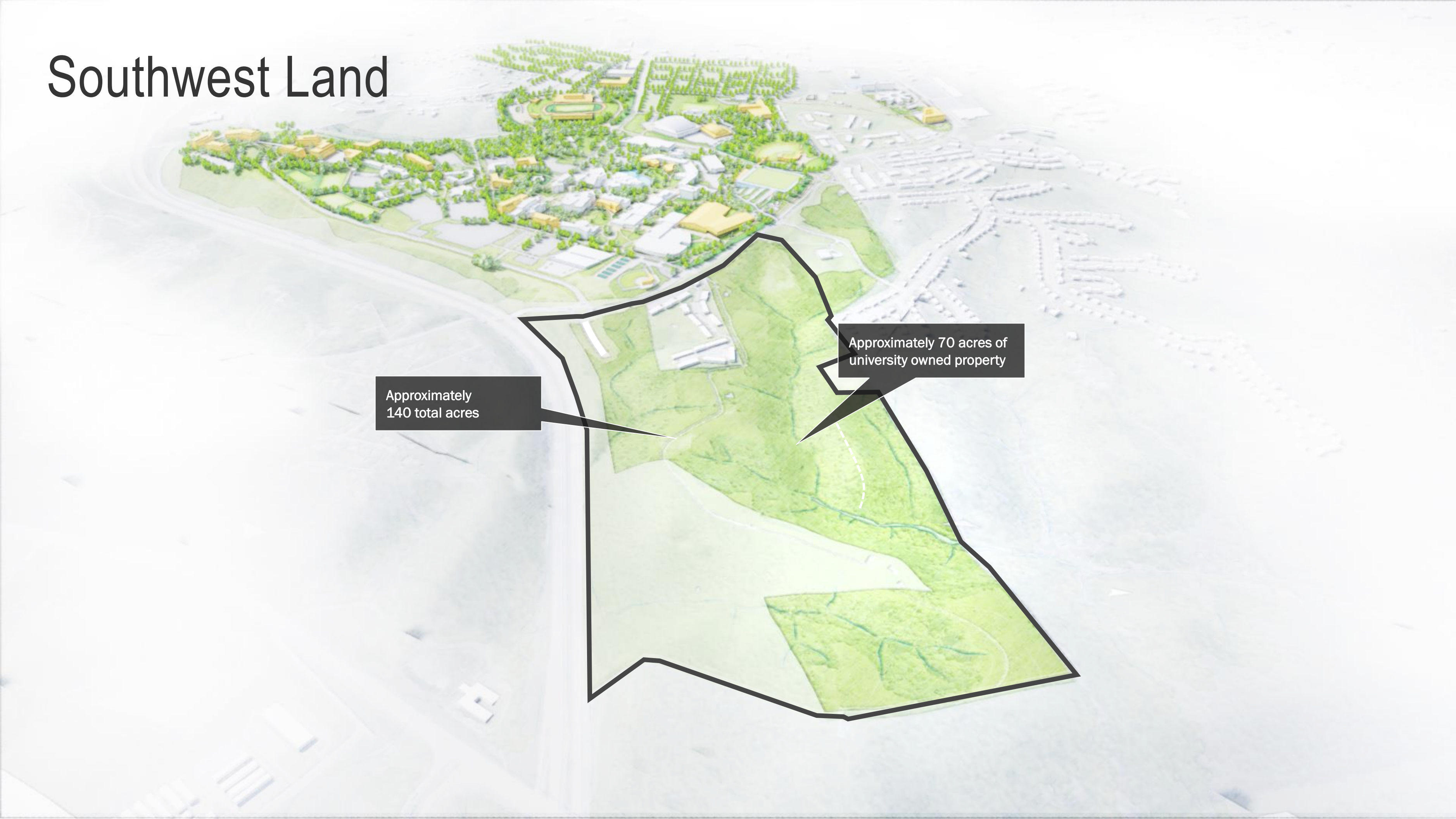
# Campbell site for innovation and partnerships



New building on the Campbell site from I-275



# Southwest Land



Approximately  
140 total acres

Approximately 70 acres of  
university owned property



# Southwest Land



Potential solar farm

Open space corridor

Potential solar farm



# 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





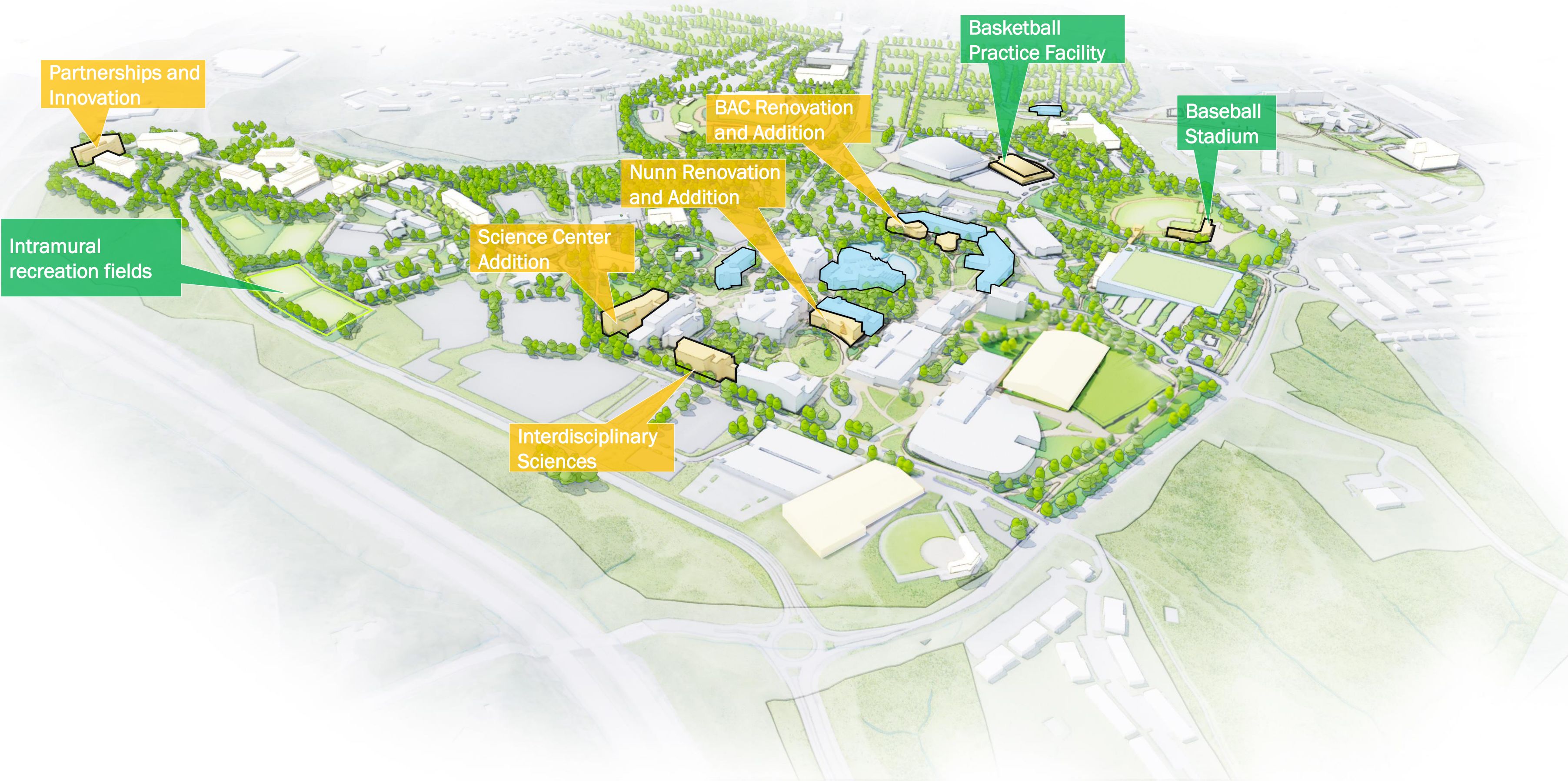
# Partnership Opportunity Sites

- University Property
- Potential Acquisition





# Priority Master Plan Projects





# Key questions and decision points

## **Optimizing the campus core**

1. What are the highest priorities – New STEM space, BAC, Nunn, Landrum, Fine Arts and MEP
2. Is moving Law a feasible project – could a BAC renovation/addition to co-locate Law and Business be a prioritized enabling project?

## **Enhancing the student experience**

1. Where to locate additional student centered space?
2. How to leverage the Library – academic resource hub?

## **Define the campus perimeter**

1. Location of baseball and long-term sites for large venues
2. What is important to guide the edge strategies– town center, wellness-oriented community and Campbell Hall

## **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