NORTHERN KENTUCKY UNIVERSITY

CAMPUS MASTER PLAN

Board of Regents Meeting

November 11, 2020

Master Plan Schedule

	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020

Phase 1A:
OBSERVE & ANALYZE — *17 Weeks* — 1 2 B B 3

Phase 1B:
SPACE NEEDS ASSESSMENT — *17 Weeks* — 1 2 B B 3

Workshop 1:
- Kickoff
- Tours
- Steering Committee

Workshop 2:
- Tours
- Interviews

February 5-6
Workshop 3:
- Analysis Summary
- Programmatic Drivers
- Planning Principles
- **Highland Hgts. Engagement Feb 5**
- **Steering Committee Feb 6**

BOR March 18

BOR May 13

BOR July 15-16

BOR Sep 8-9

BOR Nov 11

Phase 2:
ENVISION — *7 Weeks* — B 4

March 18-19
Workshop 4:
- Finalize Programmatic Drivers
- Finalize Planning Principles
- Concept Plan
- **BOR Mtg March 18**
- **Steering Committee March 19**

Phase 3:
TEST, REFINE & RECOMMEND — *15 weeks* — 5 6

May 11-15
Workshop 5:
- Precinct Scenarios
- Design Charrette
- **Steering Committee**

July 6-8
Workshop 6:
- Precinct Scenarios
- Design Charrette
- **P&Z Mtg.**

Phase 4:
SYNTHESIZE & DOCUMENT — *17 Weeks* — 7 F

Workshop 7:
- Draft Plan Review
- Phasing
- Implementation
- **Steering Committee TBD**

Final Presentation

Engagement

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
- 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

SUCCESS BY DESIGN

NKU

STUDENT SUCCESS PILLARS

ACCESS

COMPLETION

CAREER & COMMUNITY ENGAGEMENT

1

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

2

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

3

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

4

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
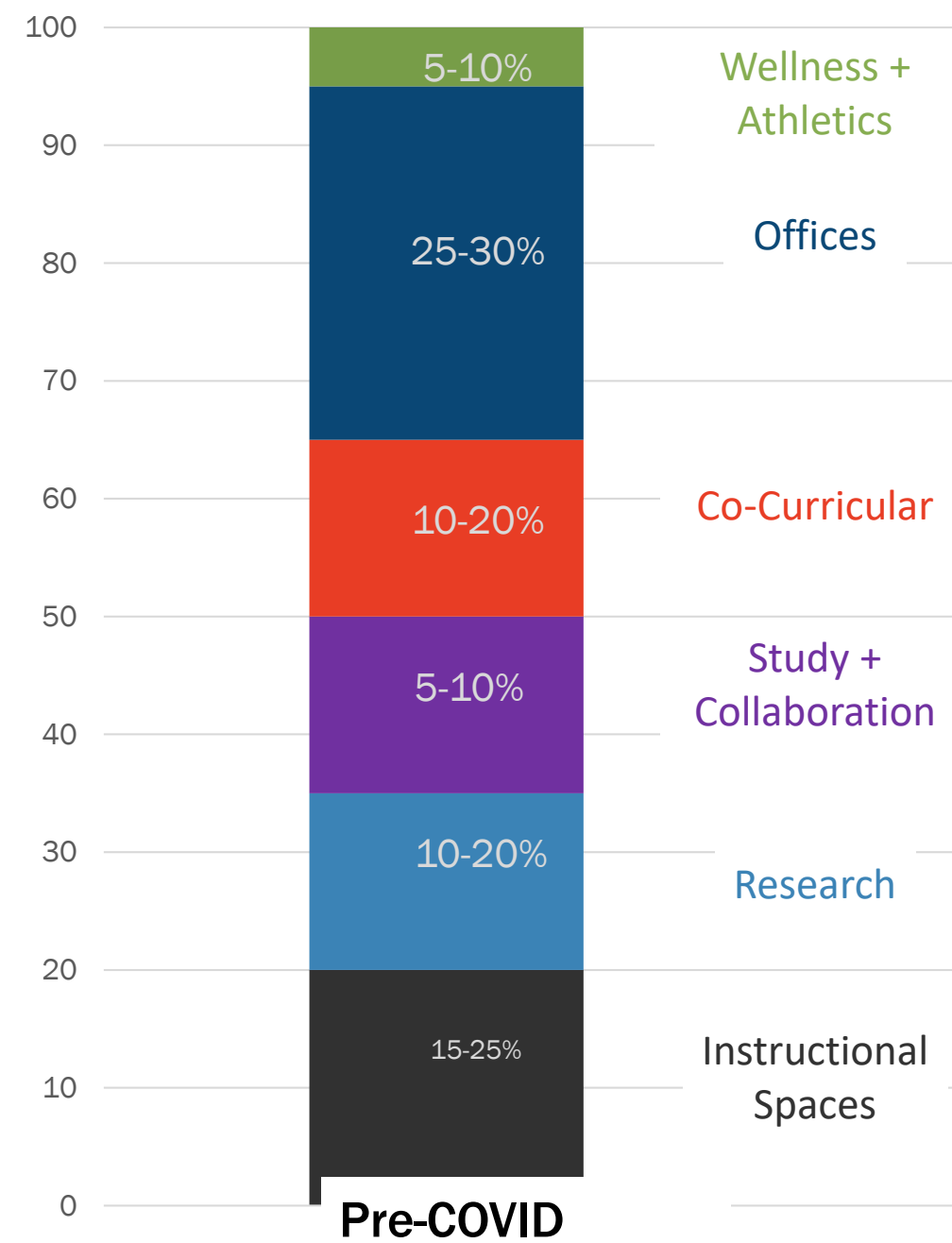- Create a more sustainable NKU to ensure growth and longevity
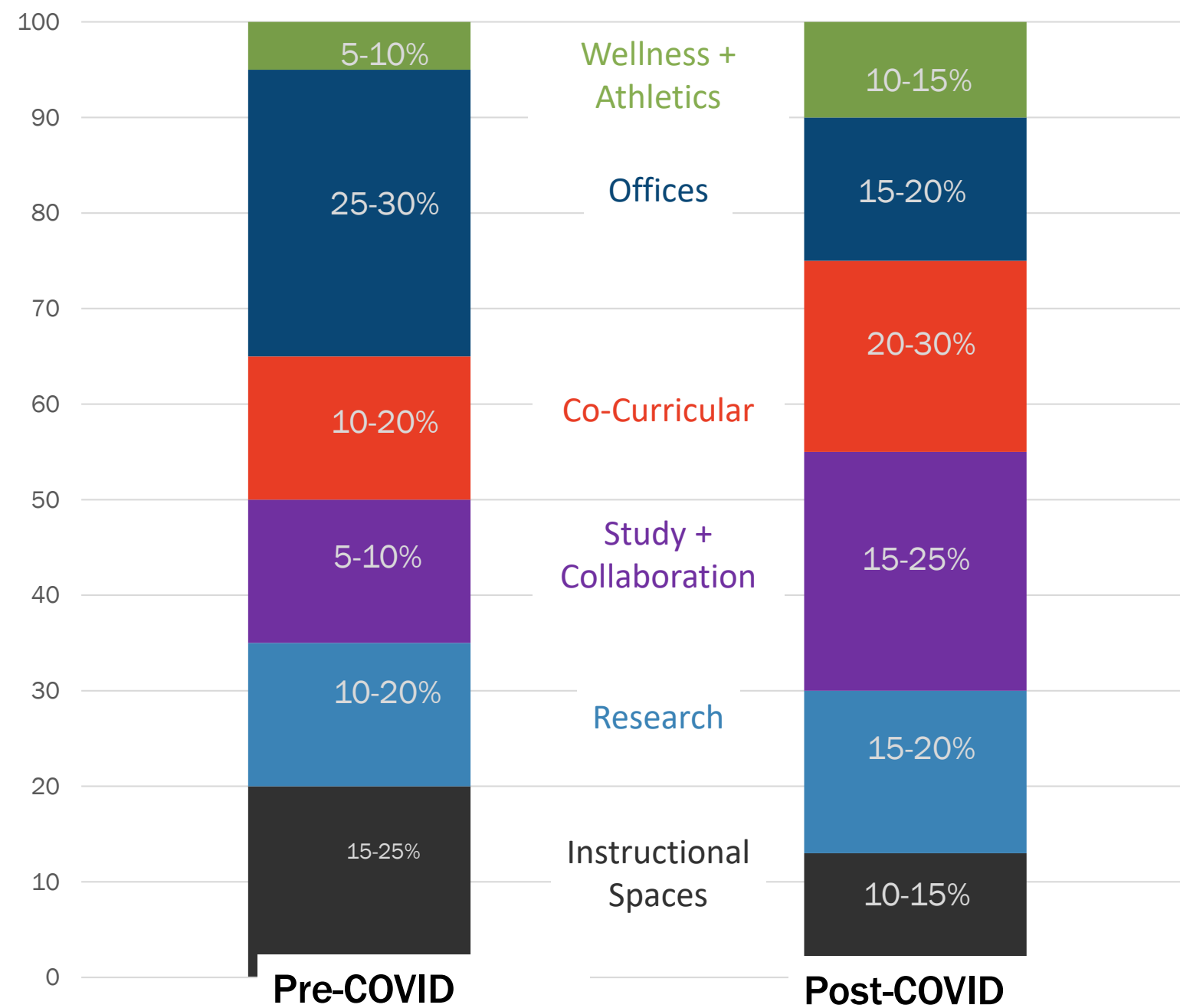
Concept Plan

Legend:

- – – – 5-MINUTE WALK
- OPEN SPACE CONNECTIONS
- PHASE 1 DEVELOPMENT
- PHASE 2 DEVELOPMENT
- SUPPORTING PROGRAM
- CAMPUS GATEWAY
- GREEN BUFFER
- CAMPUS HOUSING

I-275

NORSE BLVD

KENTON DR

CAMPBELL DR

JOHNS HILL RD

KENTON DR

SUNSET DR

LOUIE NUNN

Typical Pre-COVID Space Allocation

Wellness + Athletics — 5-10%

Offices — 25-30%

Co-Curricular — 10-20%

Study + Collaboration — 5-10%

Research — 10-20%

Instructional Spaces — 15-25%

Pre-COVID

Space Allocation Trends

	Pre-COVID	Post-COVID
Wellness + Athletics	5-10%	10-15%
Offices	25-30%	15-20%
Co-Curricular	10-20%	20-30%
Study + Collaboration	5-10%	15-25%
Research	10-20%	15-20%
Instructional Spaces	15-25%	10-15%

COLLABORATIVE FACULTY SPACE

STUDENT TEAMING SPACE
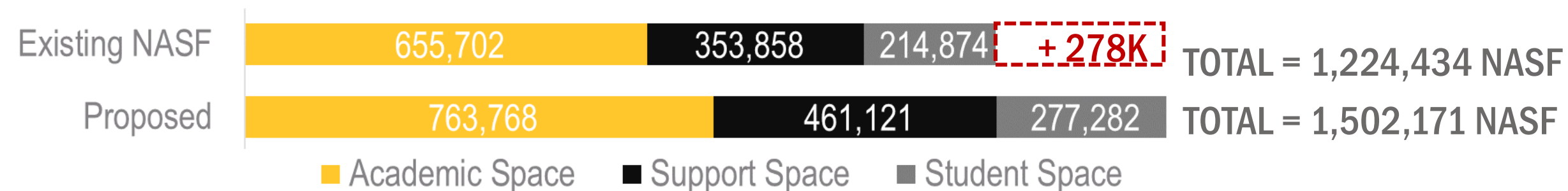

MODULAR MULTI-DISCIPLINARY LABORATORY

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

Existing NASF	655,702	353,858	214,874	+ 278K	TOTAL = 1,224,434 NASF
Proposed	763,768	461,121	277,282	TOTAL = 1,502,171 NASF

■ Academic Space　■ Support Space　■ Student Space

Scheduled Classroom Use by Day & Time

- 122 Total Classrooms

- Heaviest Use = 9am-3pm

- Primary Days of Use = M-Th

- Highest Hour = T/Th 10am
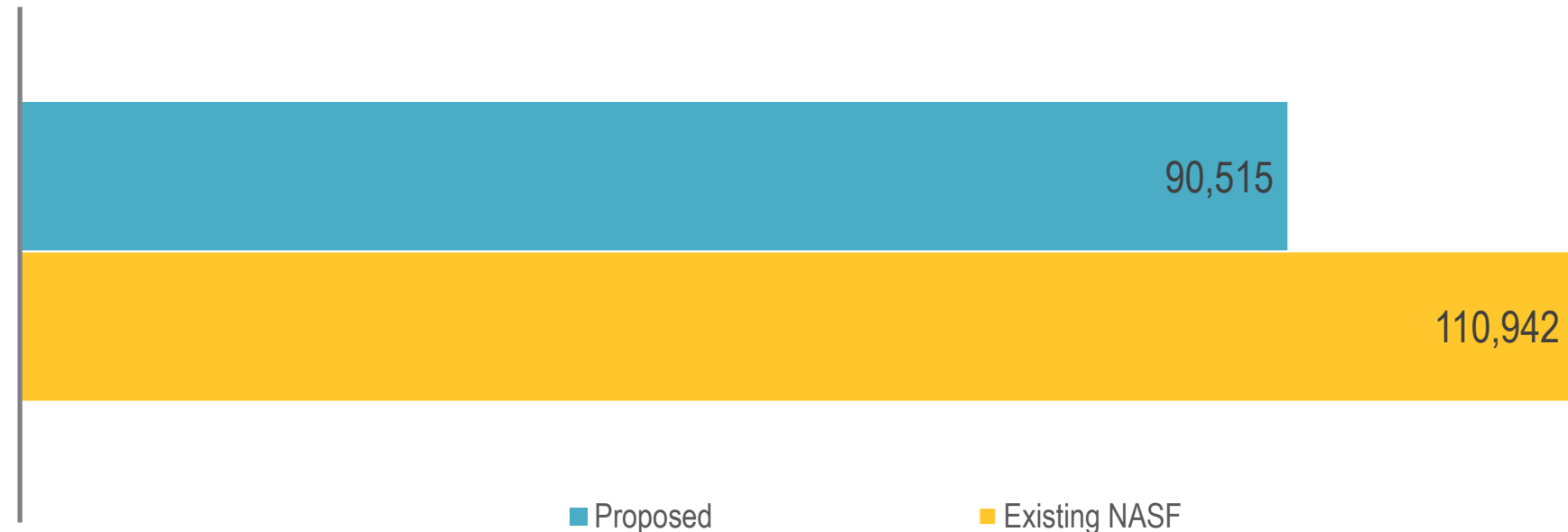
- Minimal Use after 4pm
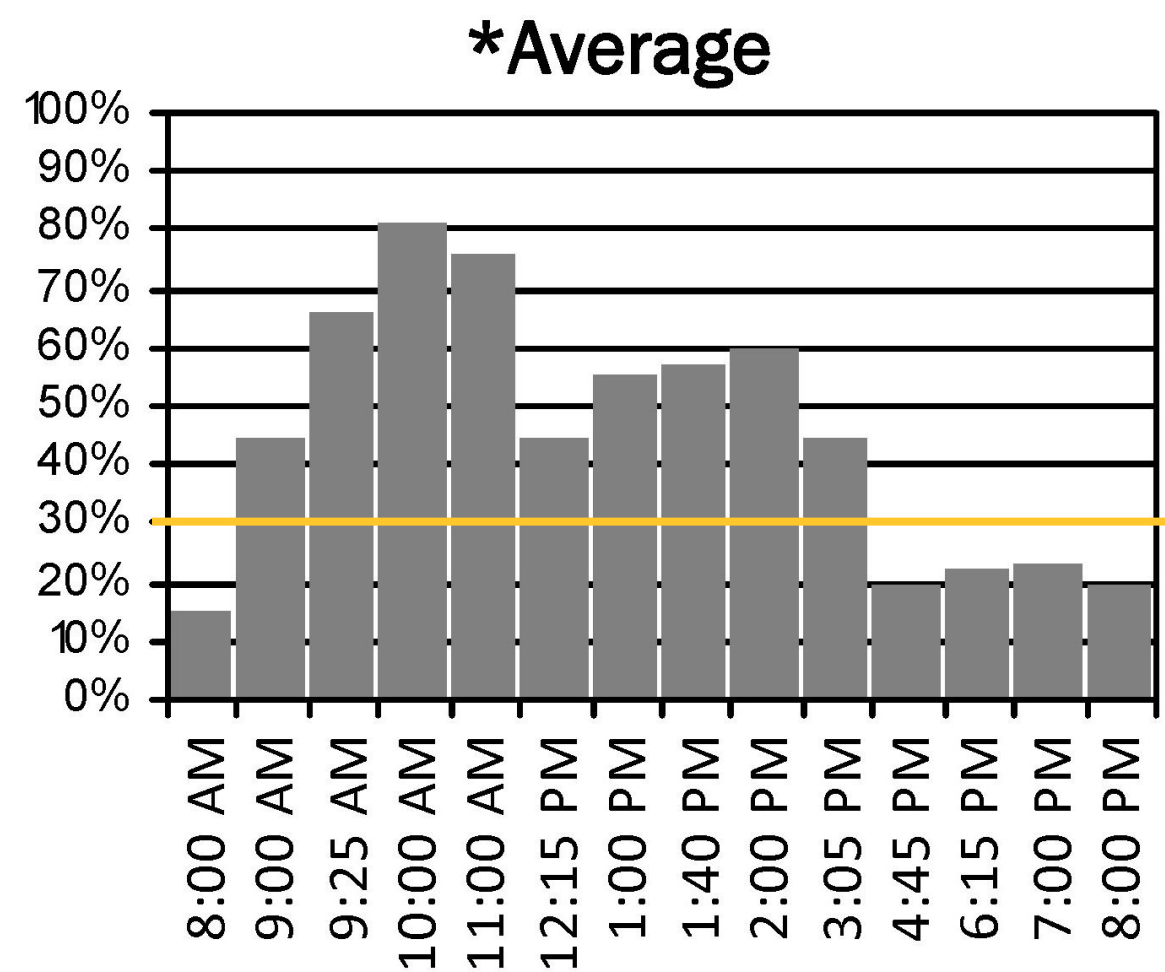
(Darker colors indicate a large percentage of rooms are scheduled.)

	Monday	Tuesday	Wednesday	Thursday	Friday	*Average
8:00 AM	12% 15 Rooms	20% 25 Rooms	13% 16 Rooms	21% 26 Rooms	12% 15 Rooms	16% 19 Rooms
9:00 AM	57% 70 Rooms	24% 29 Rooms	62% 76 Rooms	24% 29 Rooms	54% 66 Rooms	44% 54 Rooms
9:25 AM	58% 71 Rooms	81% 99 Rooms	61% 75 Rooms	80% 98 Rooms	52% 64 Rooms	66% 81 Rooms
10:00 AM	74% 90 Rooms	95% 116 Rooms	73% 89 Rooms	97% 118 Rooms	66% 80 Rooms	81% 99 Rooms
11:00 AM	67% 82 Rooms	91% 111 Rooms	70% 86 Rooms	89% 109 Rooms	63% 77 Rooms	76% 93 Rooms
12:15 PM	34% 42 Rooms	61% 75 Rooms	33% 40 Rooms	62% 76 Rooms	31% 38 Rooms	44% 54 Rooms
1:00 PM	54% 66 Rooms	61% 74 Rooms	53% 65 Rooms	63% 77 Rooms	44% 54 Rooms	55% 67 Rooms
1:40 PM	52% 64 Rooms	70% 85 Rooms	52% 63 Rooms	69% 84 Rooms	44% 54 Rooms	57% 70 Rooms
2:00 PM	67% 82 Rooms	76% 93 Rooms	70% 86 Rooms	69% 84 Rooms	15% 18 Rooms	60% 73 Rooms
3:05 PM	64% 78 Rooms	51% 62 Rooms	63% 77 Rooms	40% 49 Rooms	7% 8 Rooms	45% 55 Rooms
4:45 PM	22% 27 Rooms	29% 35 Rooms	23% 28 Rooms	24% 29 Rooms	2% 2 Rooms	20% 24 Rooms
6:15 PM	33% 40 Rooms	26% 32 Rooms	29% 35 Rooms	24% 29 Rooms	0% 0 Rooms	22% 27 Rooms
7:00 PM	33% 40 Rooms	27% 33 Rooms	29% 35 Rooms	25% 30 Rooms	0% 0 Rooms	23% 28 Rooms
8:00 PM	30% 36 Rooms	22% 27 Rooms	25% 30 Rooms	21% 26 Rooms	0% 0 Rooms	20% 24 Rooms

Total classrooms = 122

* The average is calculated on Monday through Friday use.

*Average

Classrooms

Landrum Academic Center

Fine Arts Center

90,515

110,942

■ Proposed   ■ Existing NASF

Metrics

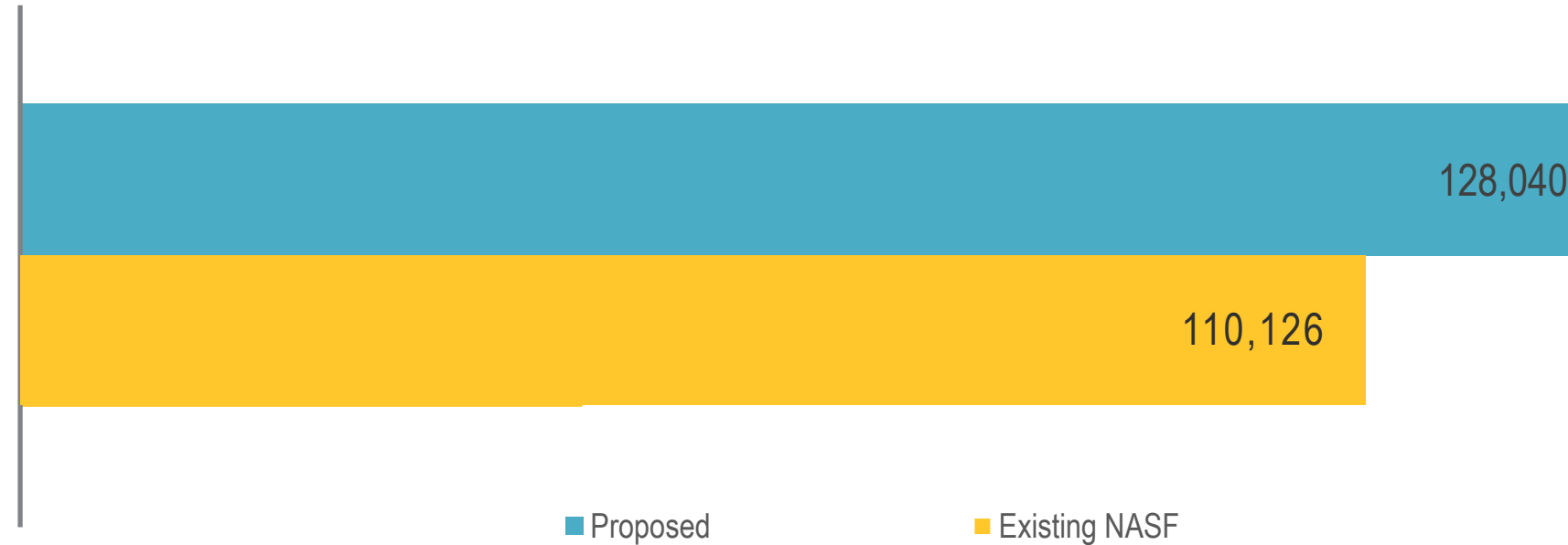**32** weekly room hours

70% seat fill rate

25 NASF/seat

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

Class Laboratories

Fine Arts Center

Science Center

128,040

110,126

■ Proposed ■ Existing NASF
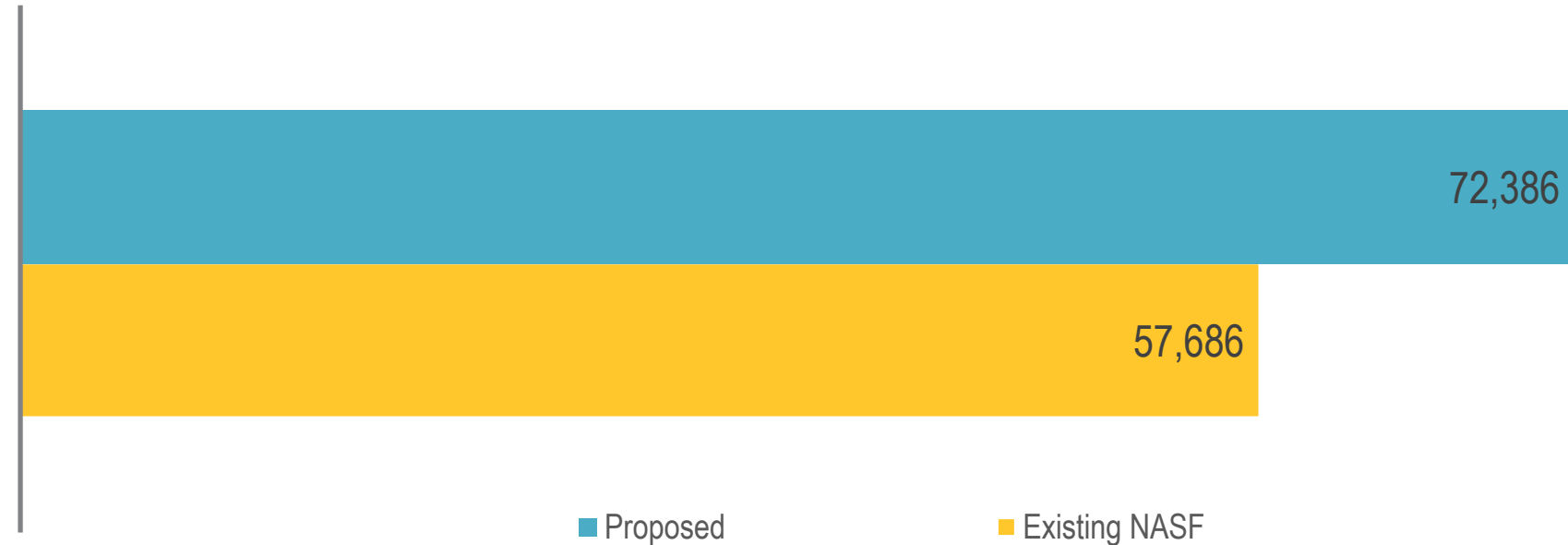
Metrics

12-24 weekly room hours

80% seat fill rate

40-120 NASF/seat

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

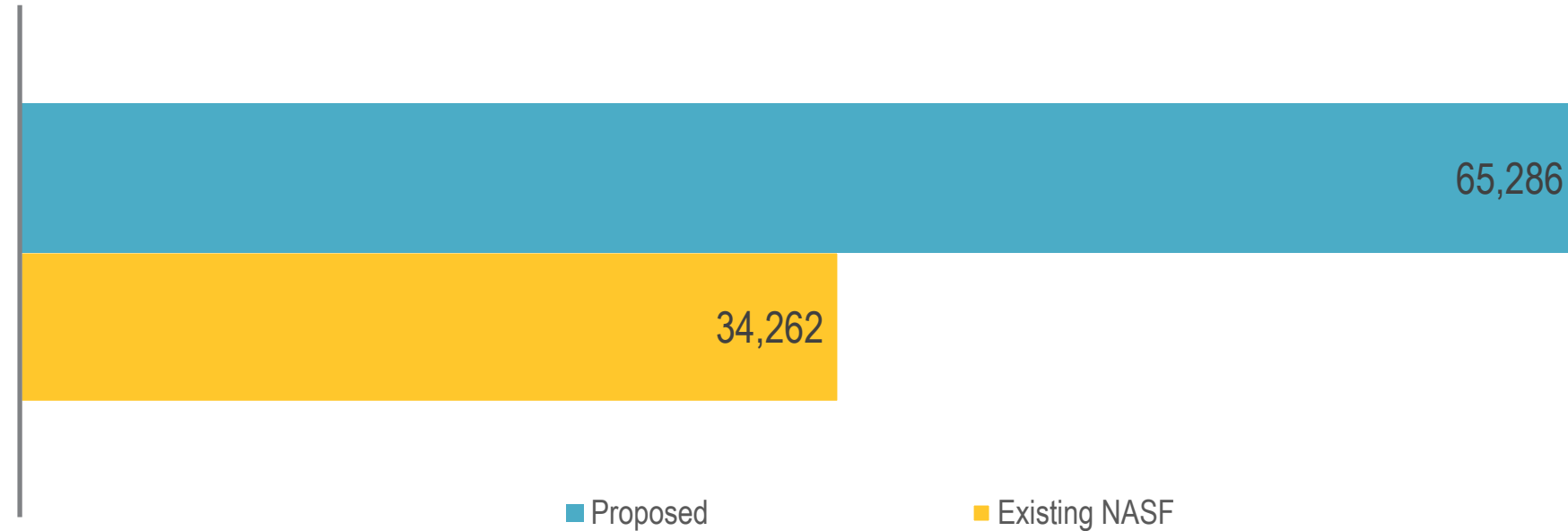- Some disciplines (art) lack quality class laboratories

Open Laboratories

Griffin Hall

Health Innovation Center

Proposed: 72,386
Existing NASF: 57,686

■ Proposed	■ Existing NASF

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

Founders Hall

Science Center

Proposed: 65,286
Existing NASF: 34,262

■ Proposed   ■ Existing NASF

Metrics

320 NASF

per flexible research module

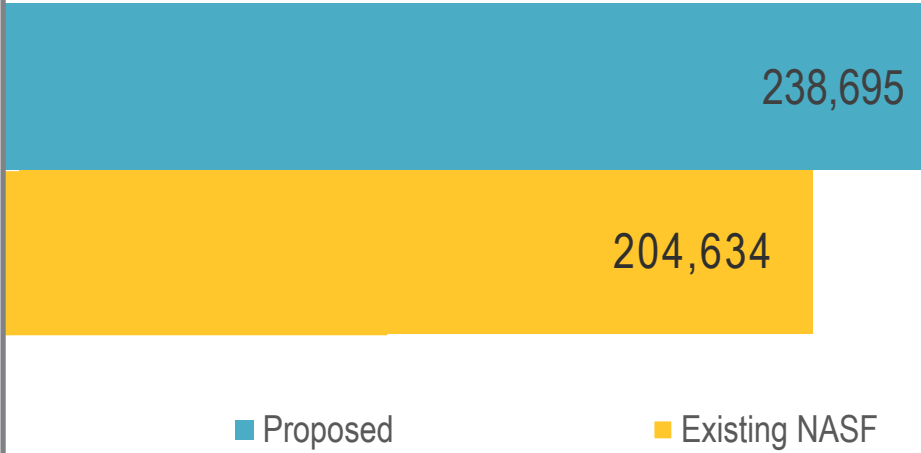3 modules in the Sciences

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
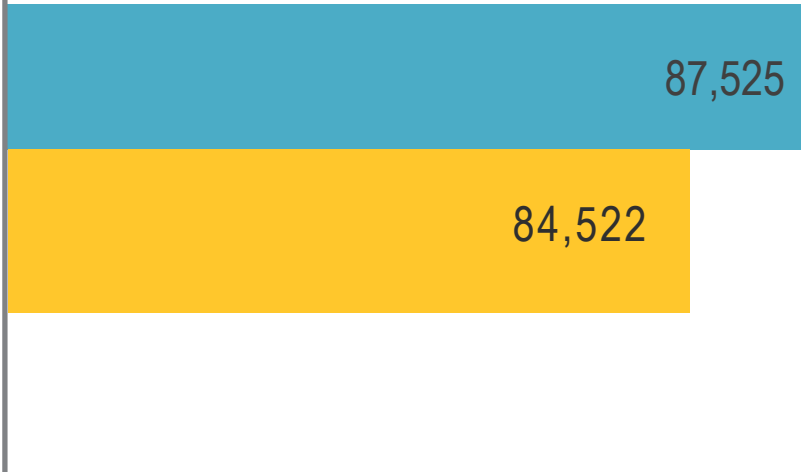- Did not build in additional growth in vivaria space

Office Space

Lucas Administrative Center

Founders Hall

Academic Offices

238,695 (Proposed)
204,634 (Existing NASF)

■ Proposed   ■ Existing NASF

Administrative Offices

87,525 (Proposed)
84,522 (Existing NASF)

Metrics

130 NASF PER OFFICE
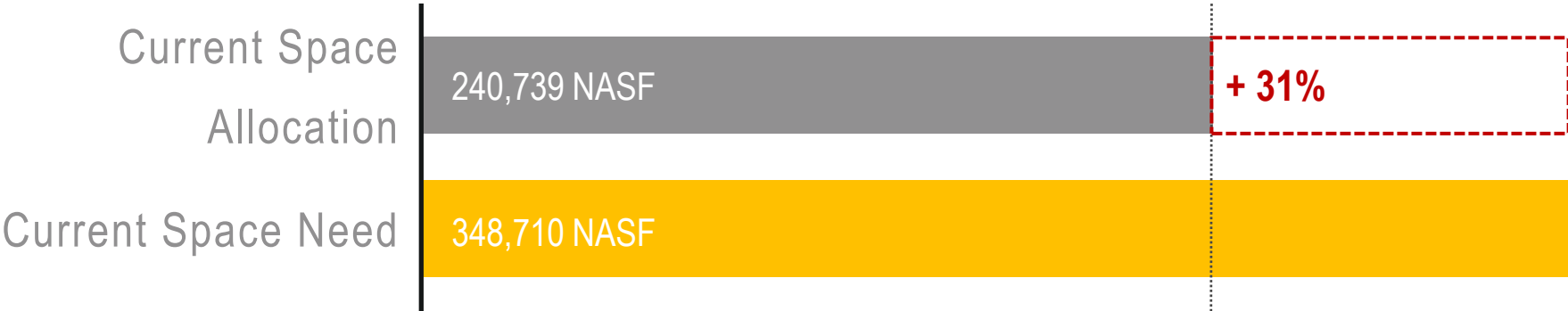
25 NASF SERVICE SPACE
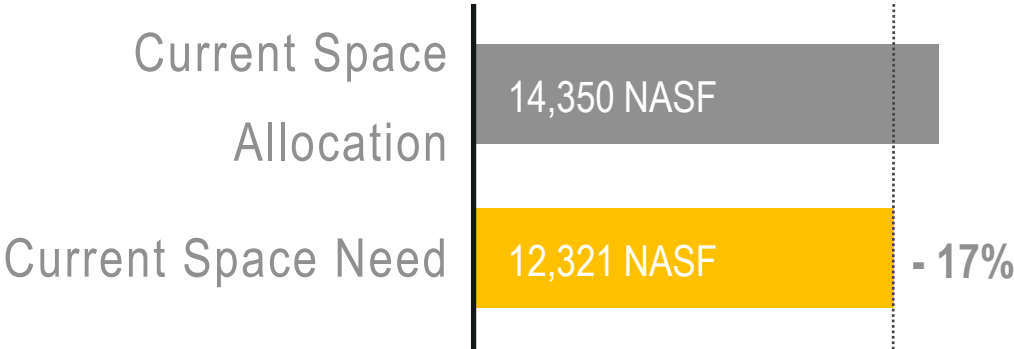
30 NASF CONFERENCE

Key Takeaways

- Includes offices, office service space, and conference rooms
- Some departments are split across buildings
- Shortage of conference rooms
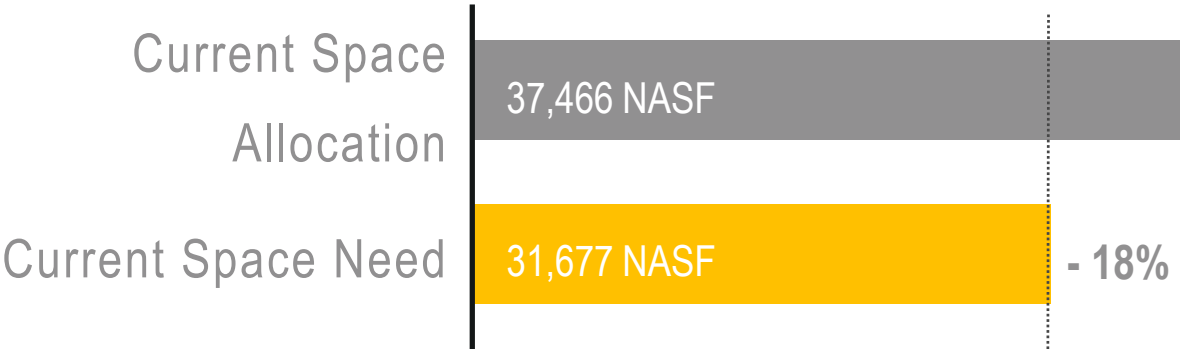
Space Needs Outcomes by College
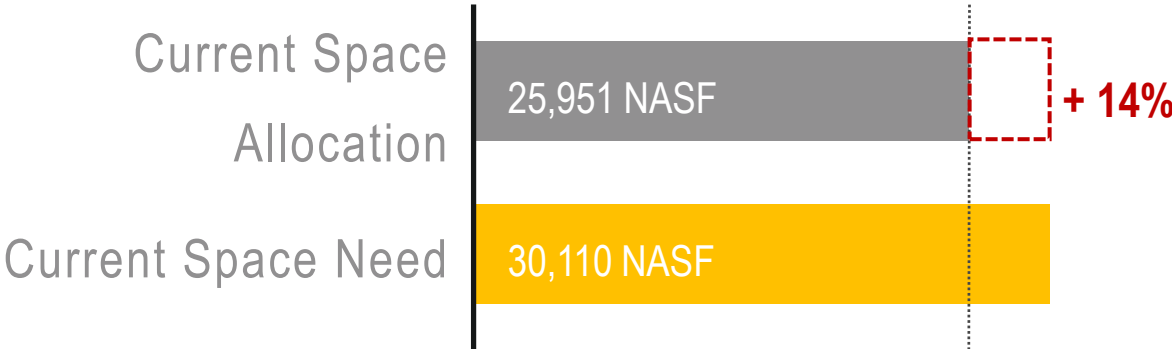
> College of Arts & Sciences

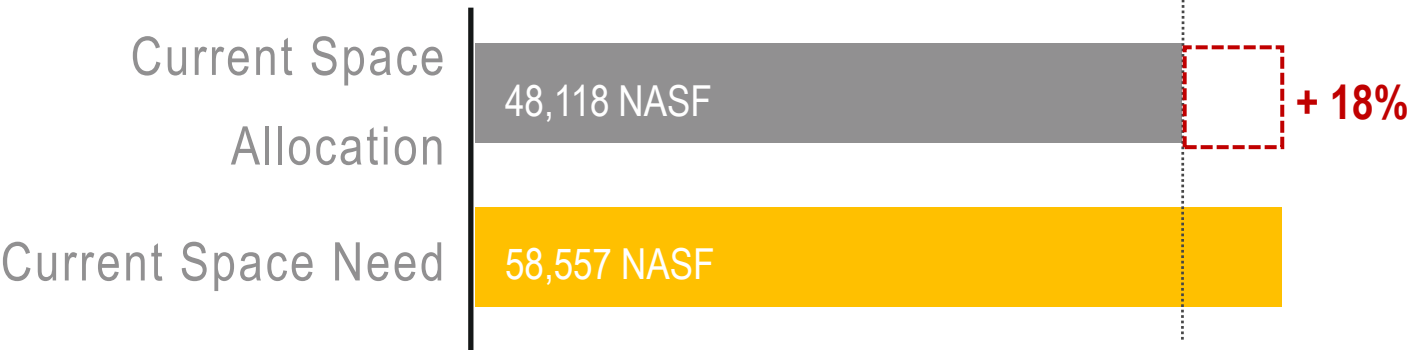Current Space Allocation: 240,739 NASF **+ 31%**

Current Space Need: 348,710 NASF

> College of Education

Current Space Allocation: 14,350 NASF

Current Space Need: 12,321 NASF **- 17%**

> College of Law

Current Space Allocation: 37,466 NASF

Current Space Need: 31,677 NASF **- 18%**

> College of Business

Current Space Allocation: 25,951 NASF **+ 14%**

Current Space Need: 30,110 NASF

> College of Informatics

Current Space Allocation: 48,118 NASF **+ 18%**

Current Space Need: 58,557 NASF

> College of Health & Human Services

Current Space Allocation: 54,729 NASF **+ 34%**

Current Space Need: 83,038 NASF
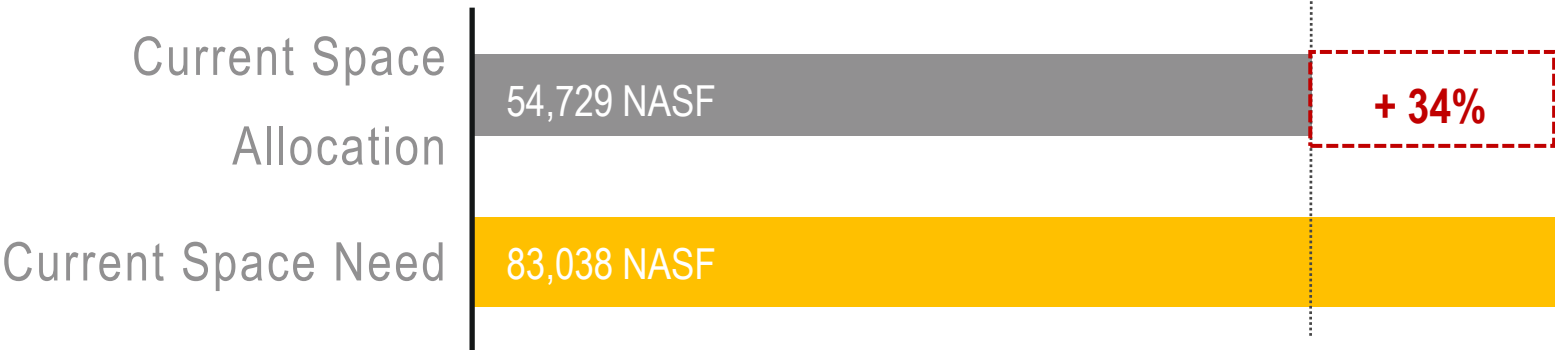
Space Needs Outcomes by Unit

> Academic Affairs

Current Space Allocation: 75,200 NASF **+ 27%**

Current Space Need: 102,700 NASF

> Steely Library

Current Space Allocation: 89,300 NASF

Current Space Need: 79,700 NASF - 12%

> Student Affairs

Current Space Allocation: 183,100 NASF **+ 22%**

Current Space Need: 234,500 NASF

> Athletics

Current Space Allocation: 136,200 NASF **+ 32%**

Current Space Need: 200,000 NASF
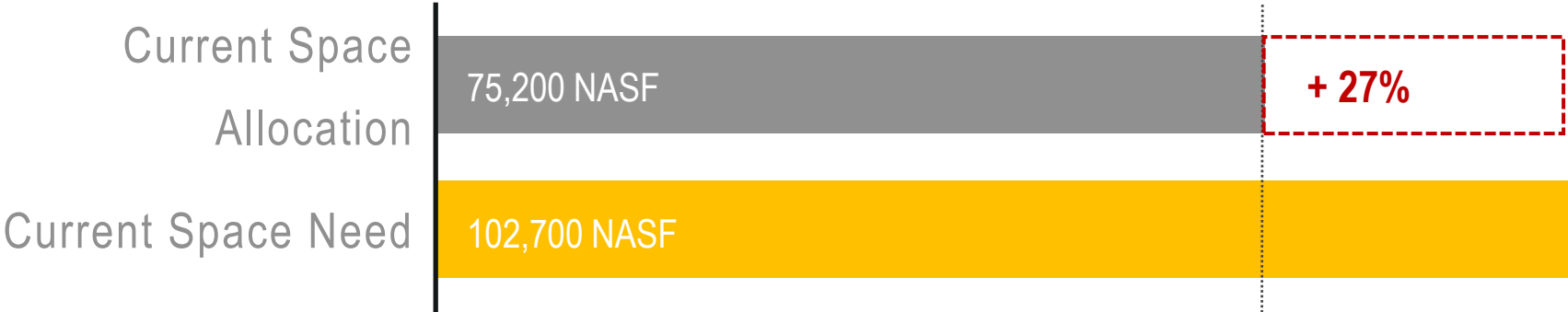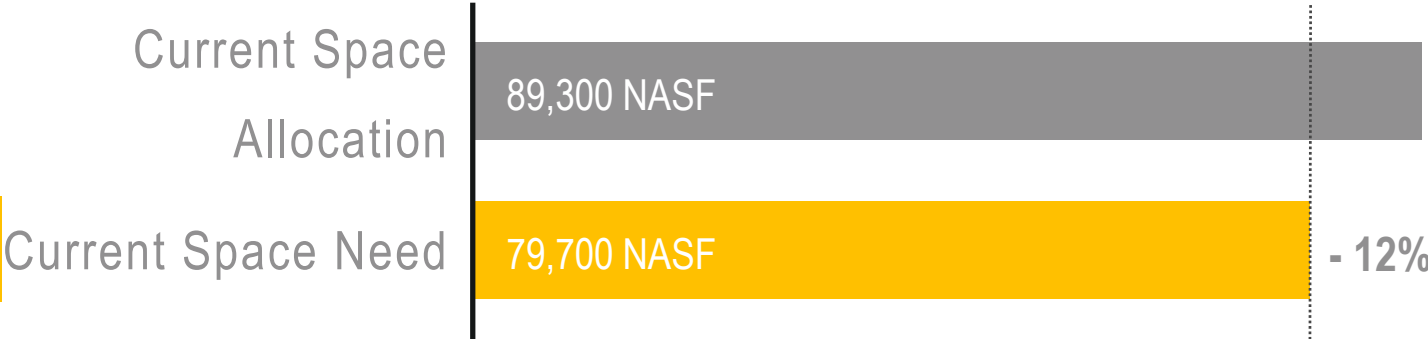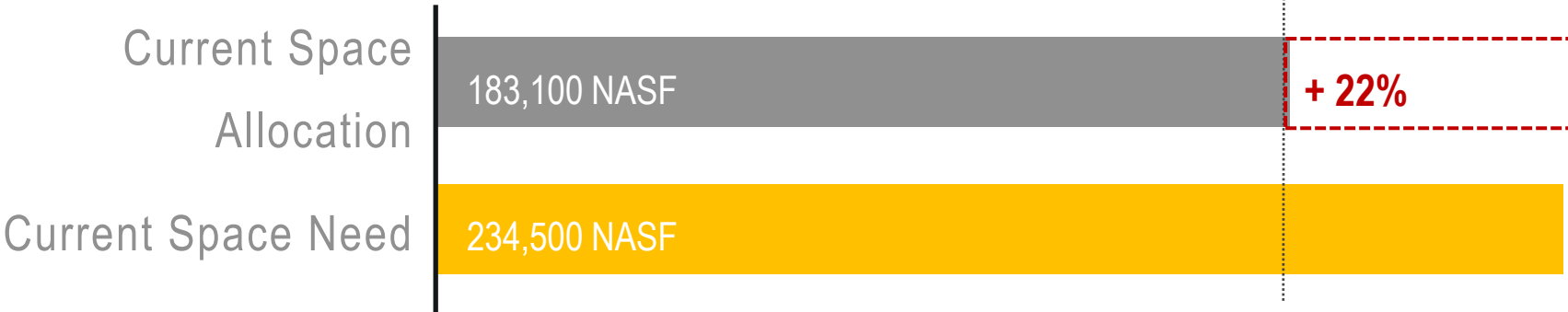
> Administration + Finance

Current Space Allocation: 170,000 NASF **+ 10%**

Current Space Need: 189,100 NASF

# 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

0   200   500   1,000 FEET
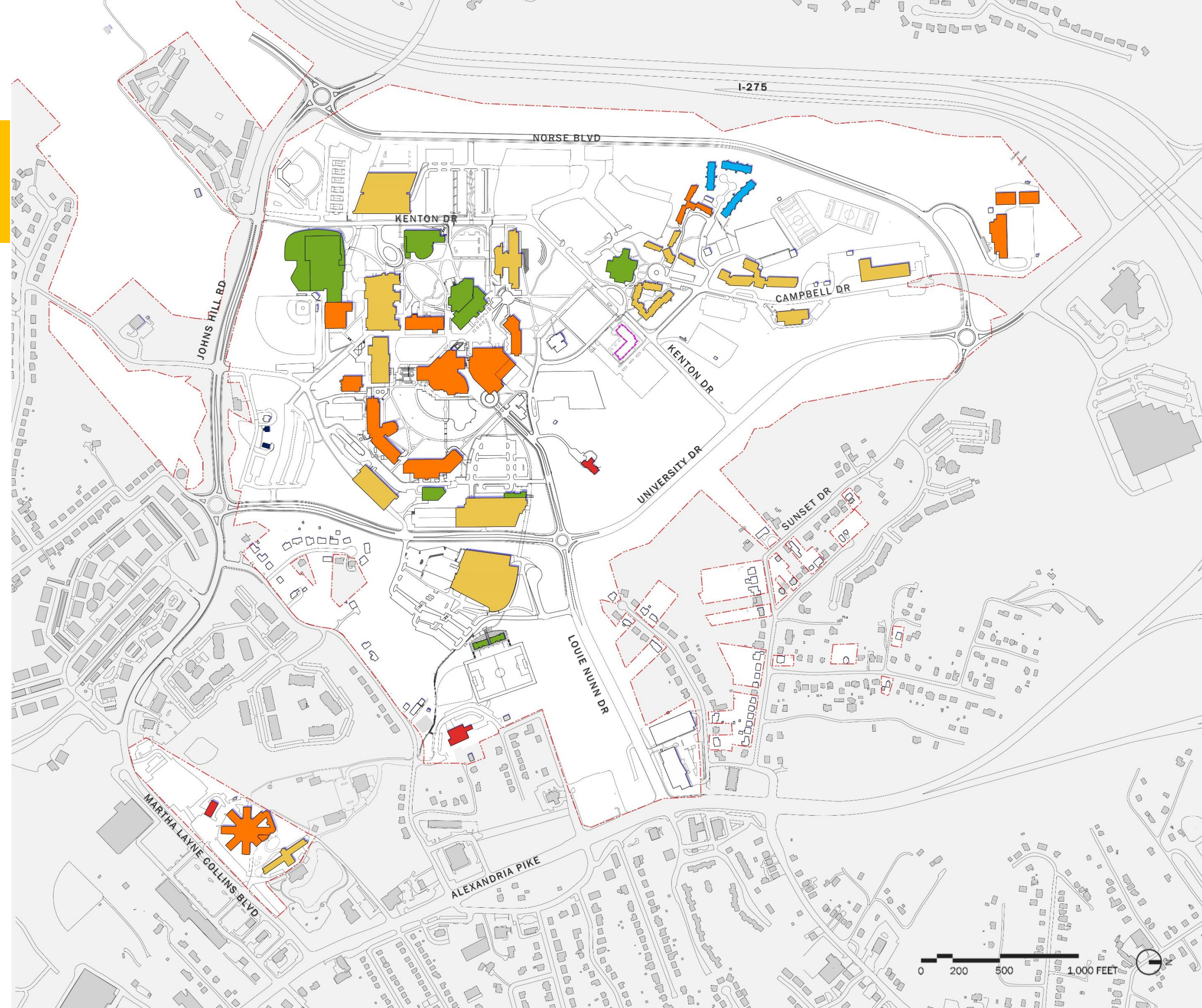
How did we evaluate the project options and determine direction?

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
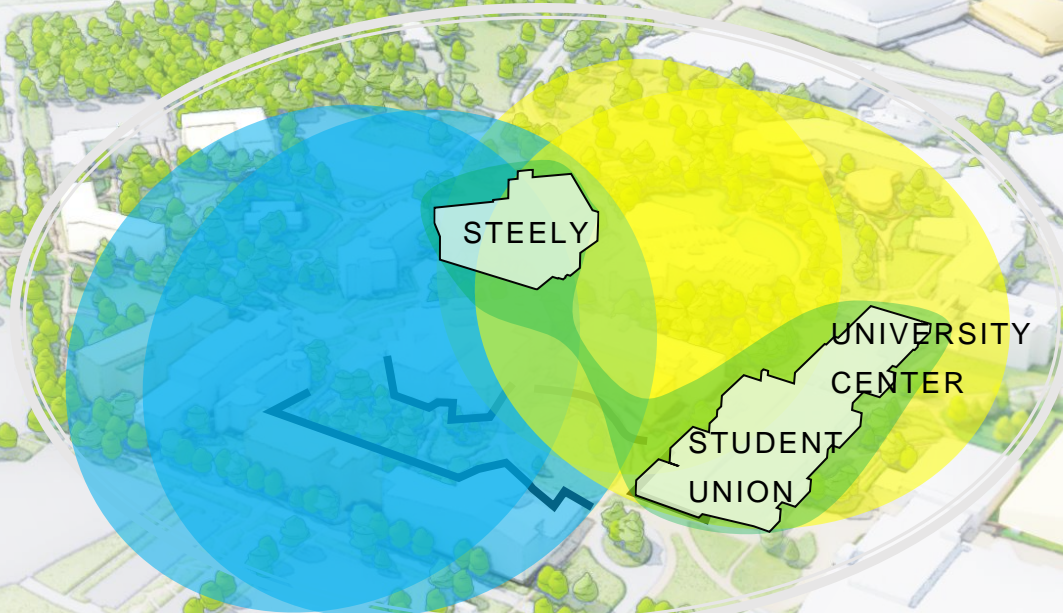
N ▶

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

New Construction
Major Programmatic Renovation

N ►

STEELY

UNIVERSITY CENTER

STUDENT UNION

1

Goal

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
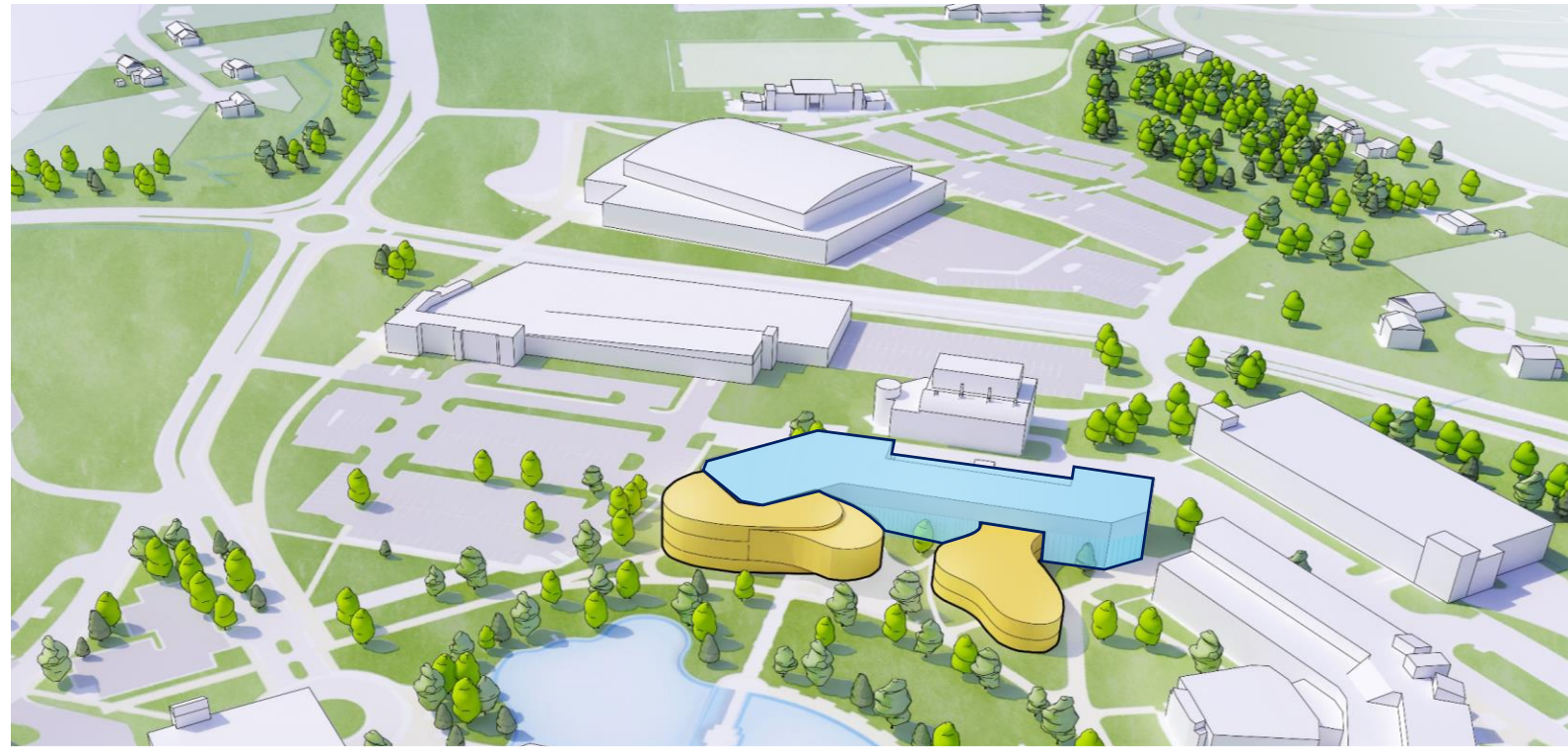
Renovate BC with an addition for Law and Business
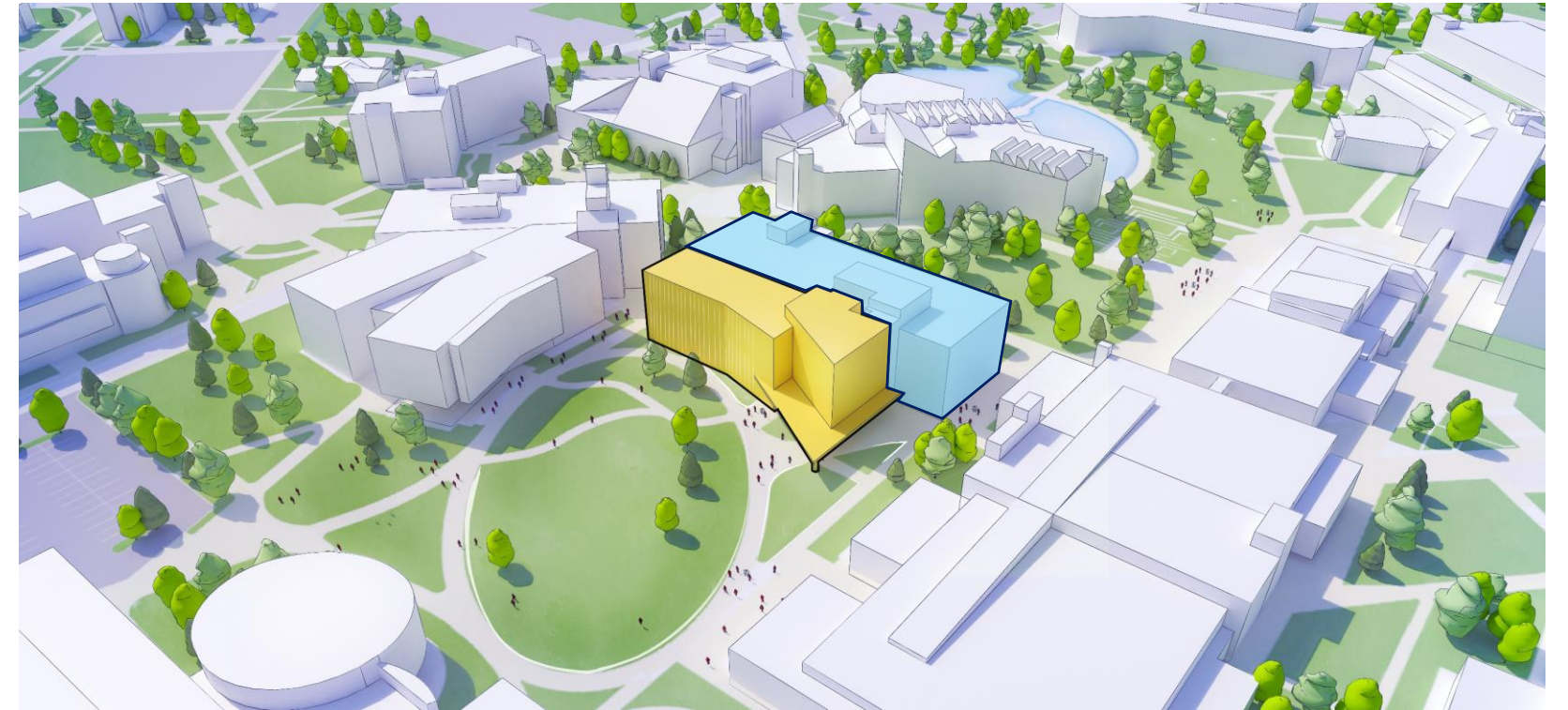
Renovate Nunn with an addition for Engineering and Art

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

Renew Landrum, Fine Arts and MP

East Housing

North Housing

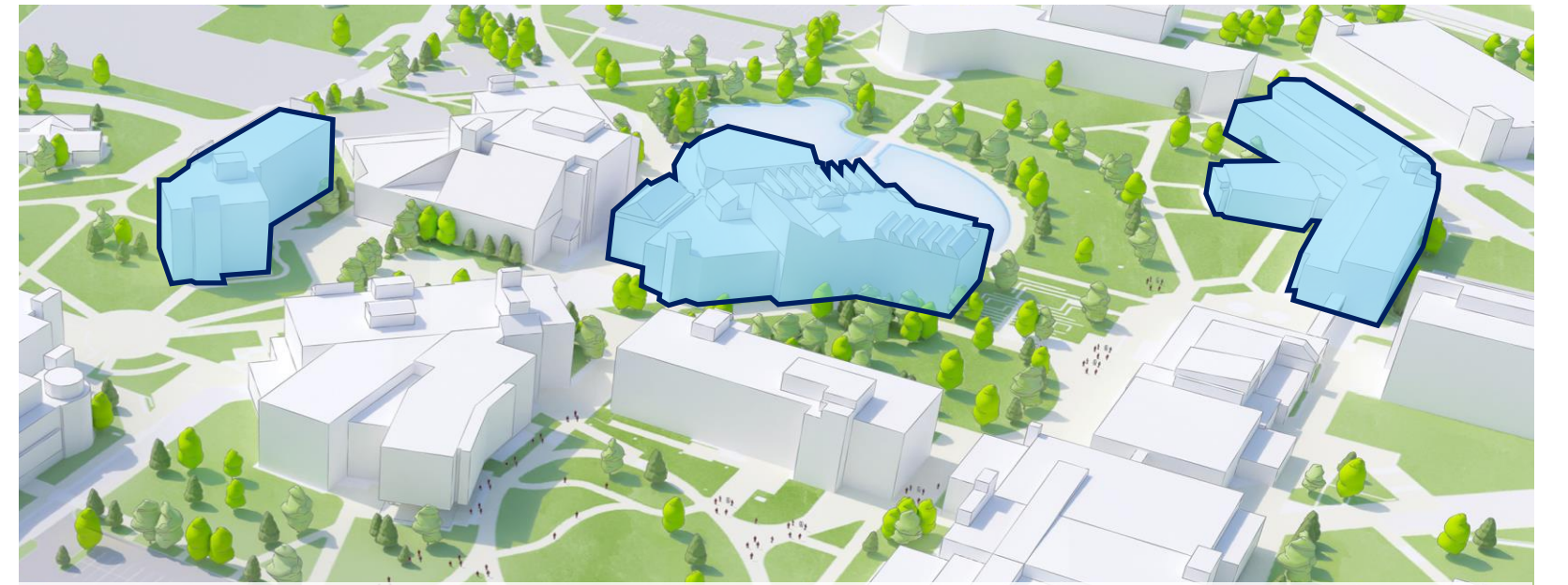STEELY

UNIVERSITY CENTER

STUDENT UNION

2

Goal

Enhance the student experience
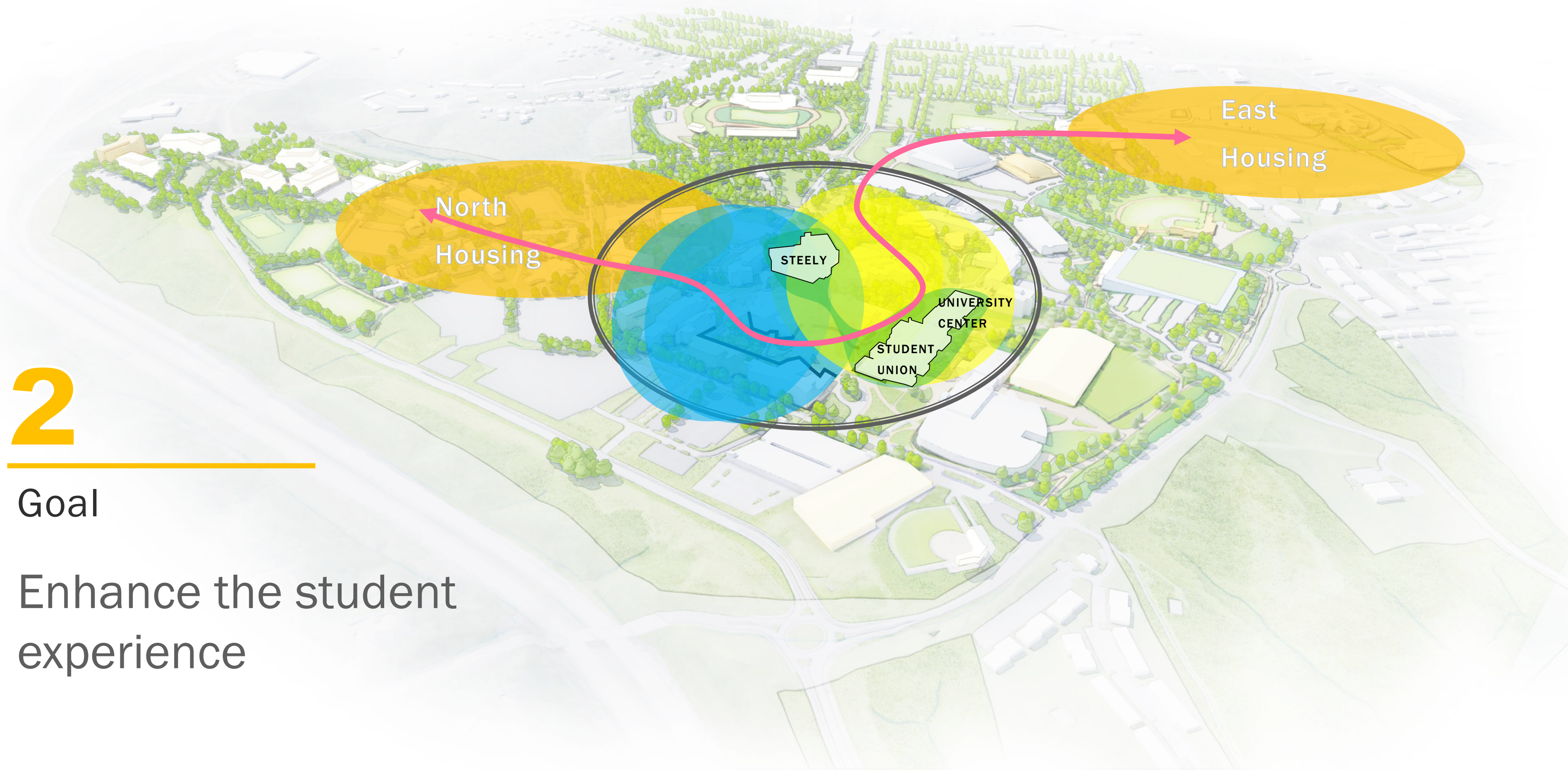
Student Centered Space

> **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
  - Young Scholars Academy
  - Learning Plus
  - Tutoring
  - Writing Center
  - Testing Center

GVSU Library

University of Colorado Denver Library

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

Frist Year Experience Residence Hall

Full-Service Dining

Food / Quick grab-n-go

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

North Housing

East Housing

STEELY

UNIVERSITY CENTER

STUDENT UNION

Create welcoming gateways and clarify pedestrian and vehicular circulation
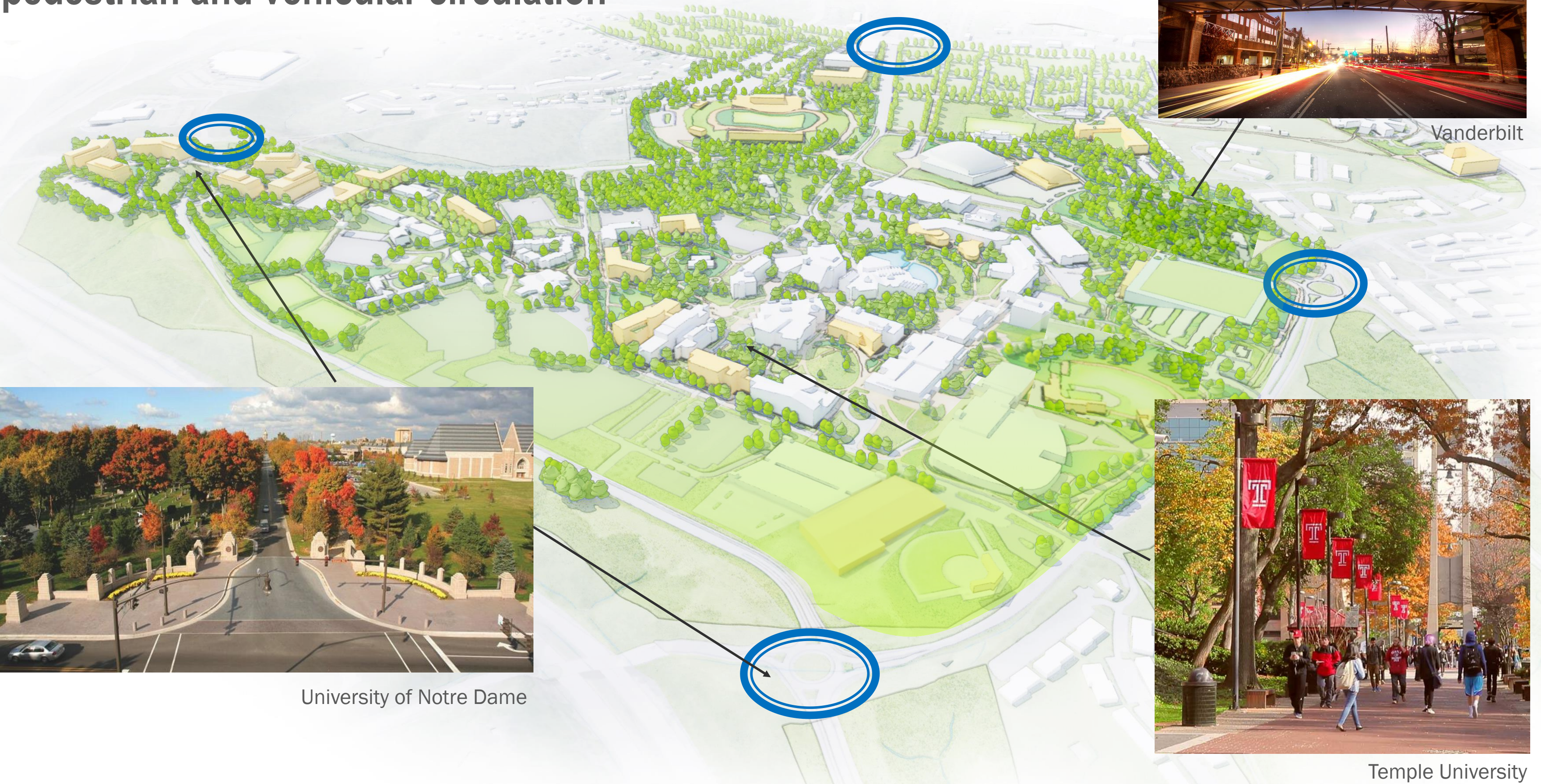
Vanderbilt

University of Notre Dame

Temple University

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

Stadium

Basketball practice facility

Future Athletics

Parking deck and intramural / practice fields

Intramural recreation fields

Baseball Stadium Improvements

Renovated softball and tennis

Priority Near-Term Projects: 5-10 Years

Mid-Term Projects: 10-25 Years

Long-Term Projects: Beyond 25 Years
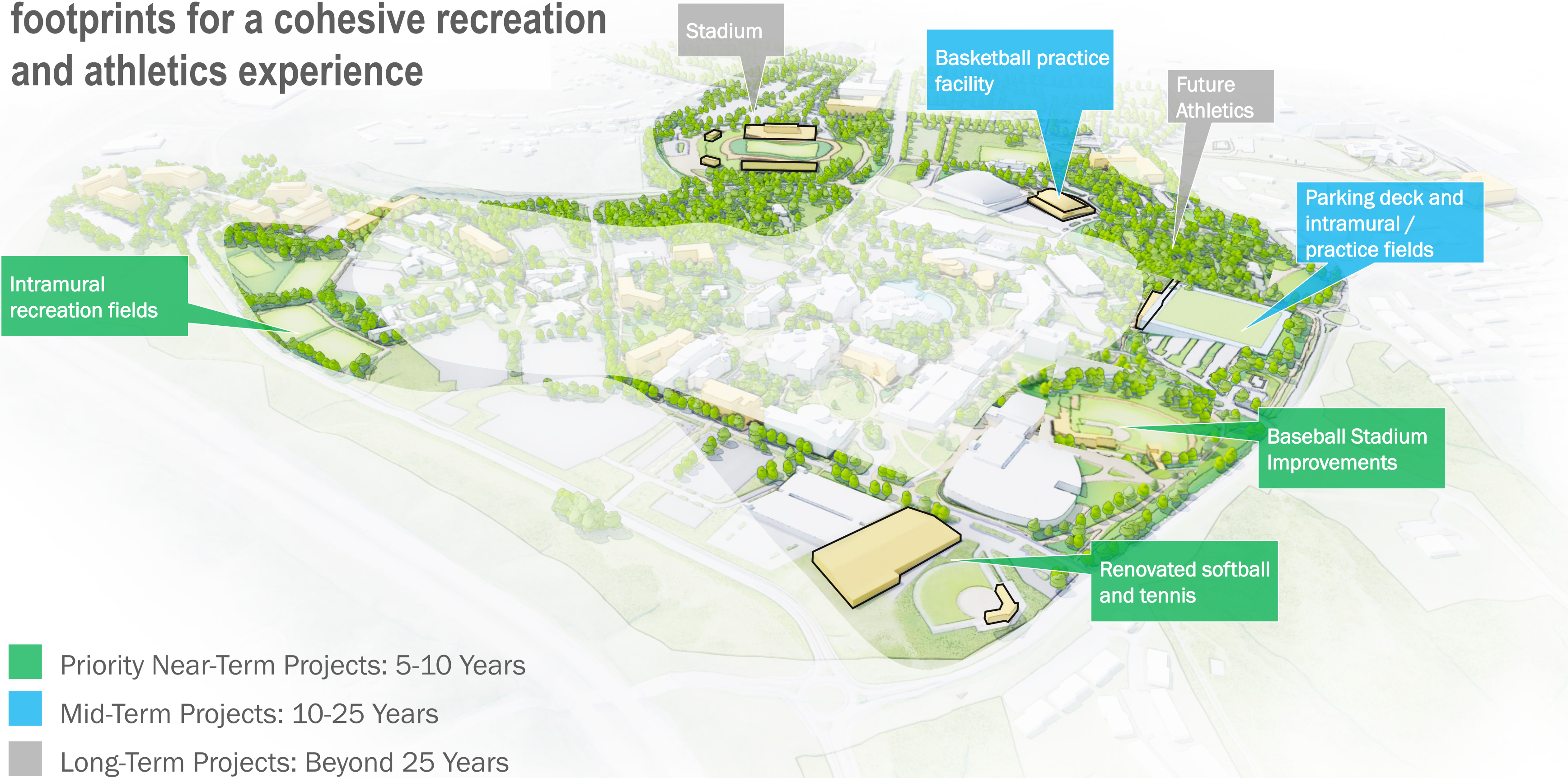
Conceptual Town Center Plan

Future redevelopment by others

St. Elizabeth Medical Office Building

NKU US 27 Development Site
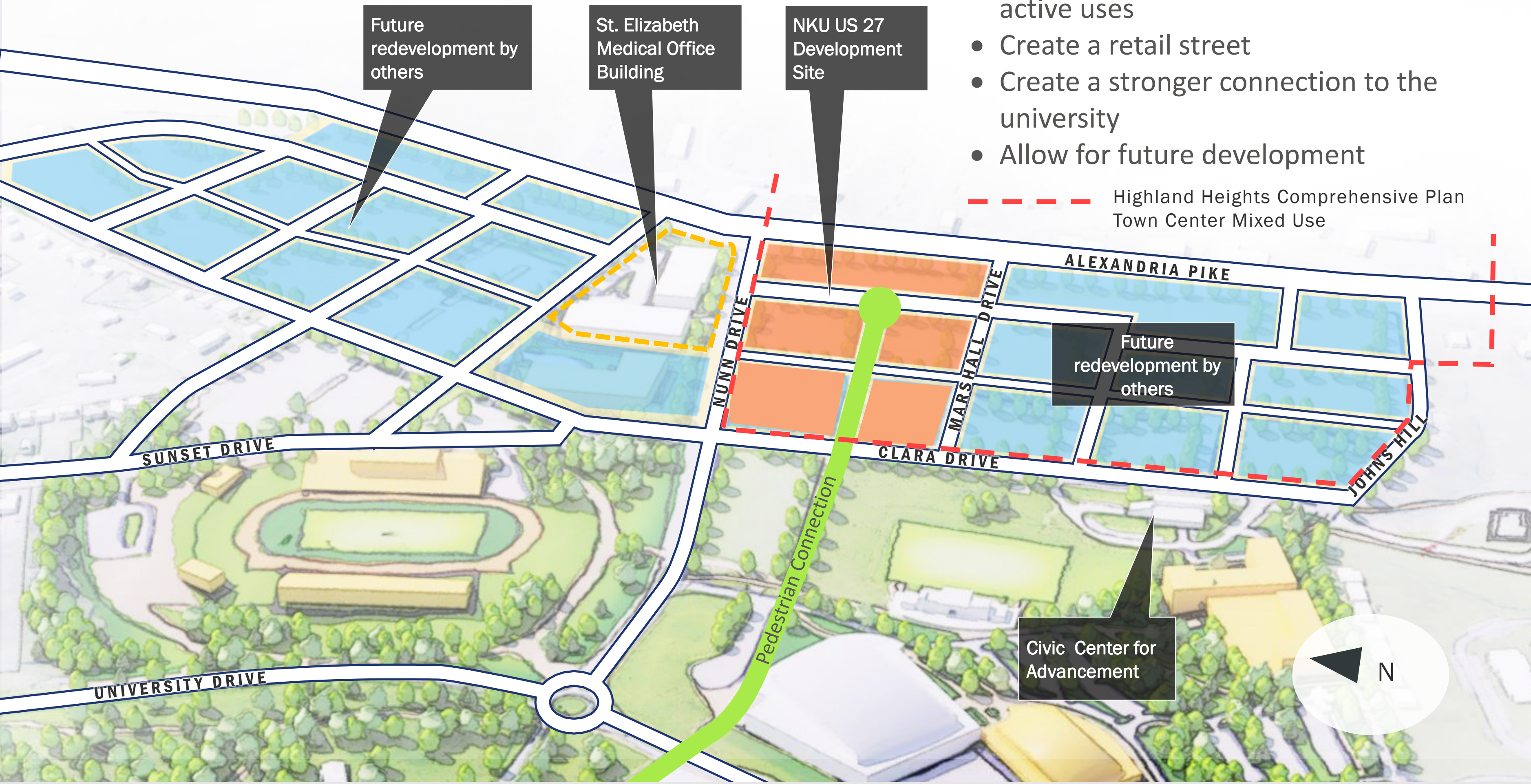
Strategies

- 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

ALEXANDRIA PIKE

Future redevelopment by others

SUNSET DRIVE

NUNN DRIVE

MARSHALL DRIVE

CLARA DRIVE

JOHNS HILL

Pedestrian Connection

Civic Center for Advancement

UNIVERSITY DRIVE

N

Partnership Opportunity Sites

Wellness Community

Innovation District & Incubators

10-MINUTE WALK

5-MINUTE WALK

P3 / Mixed-Use Development

Town Center

Campbell site for innovation and partnerships

New building on the Campbell site from I-275

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

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

New Construction

Major Programmatic Renovation

N

Long Term Vision
Campus Master Plan

Potential Long Term Development Site

Wellness Community

Academic Expansion

Innovation and Partnerships

Residential Expansion

Facilities Relocation

Academic Expansion

Athletics

Athletics

Residential Expansion

Innovation and Partnerships

N

2009 Acquisition Plan

LEGEND

- **CURRENT NKU PROPERTY** (yellow)
- **NKU FOUNDATION PROPERTY** (cyan)
- **PROPOSED ACQUISITION - PRIORITY #1** (green)
- **PROPOSED ACQUISITION** (gray)
- **PROPOSED ACQUISITION - LOW PRIORITY** (orange)
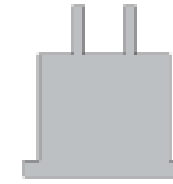
2020 Acquisition Plan

- 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

CURRENT NKU PROPERTY

NKU FOUNDATION PROPERTY

PRIORITY ACQUISITION

POTENTIAL ACQUISITION OR AREA OF INFLUENCE
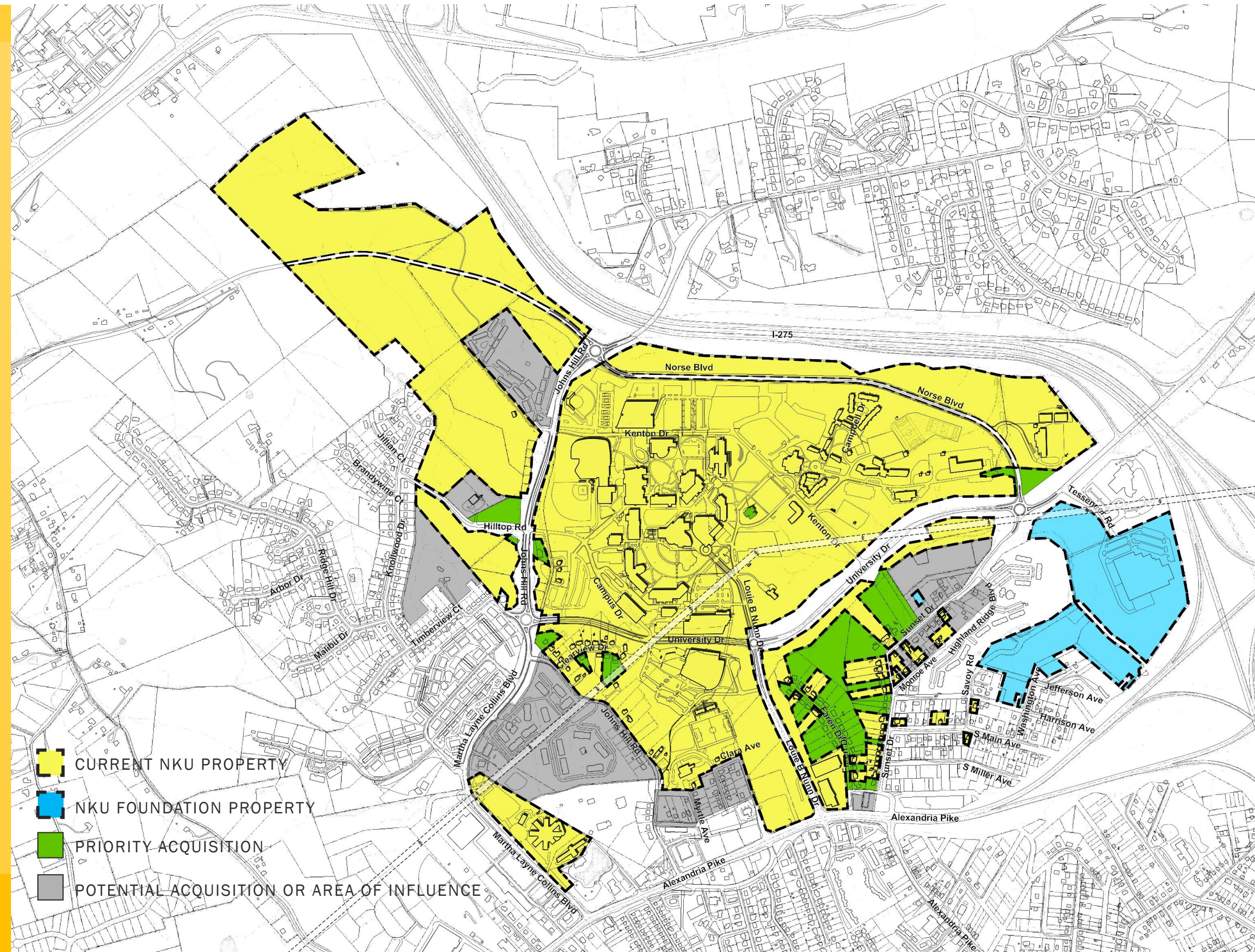
Campus Infrastructure

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 (ie: 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
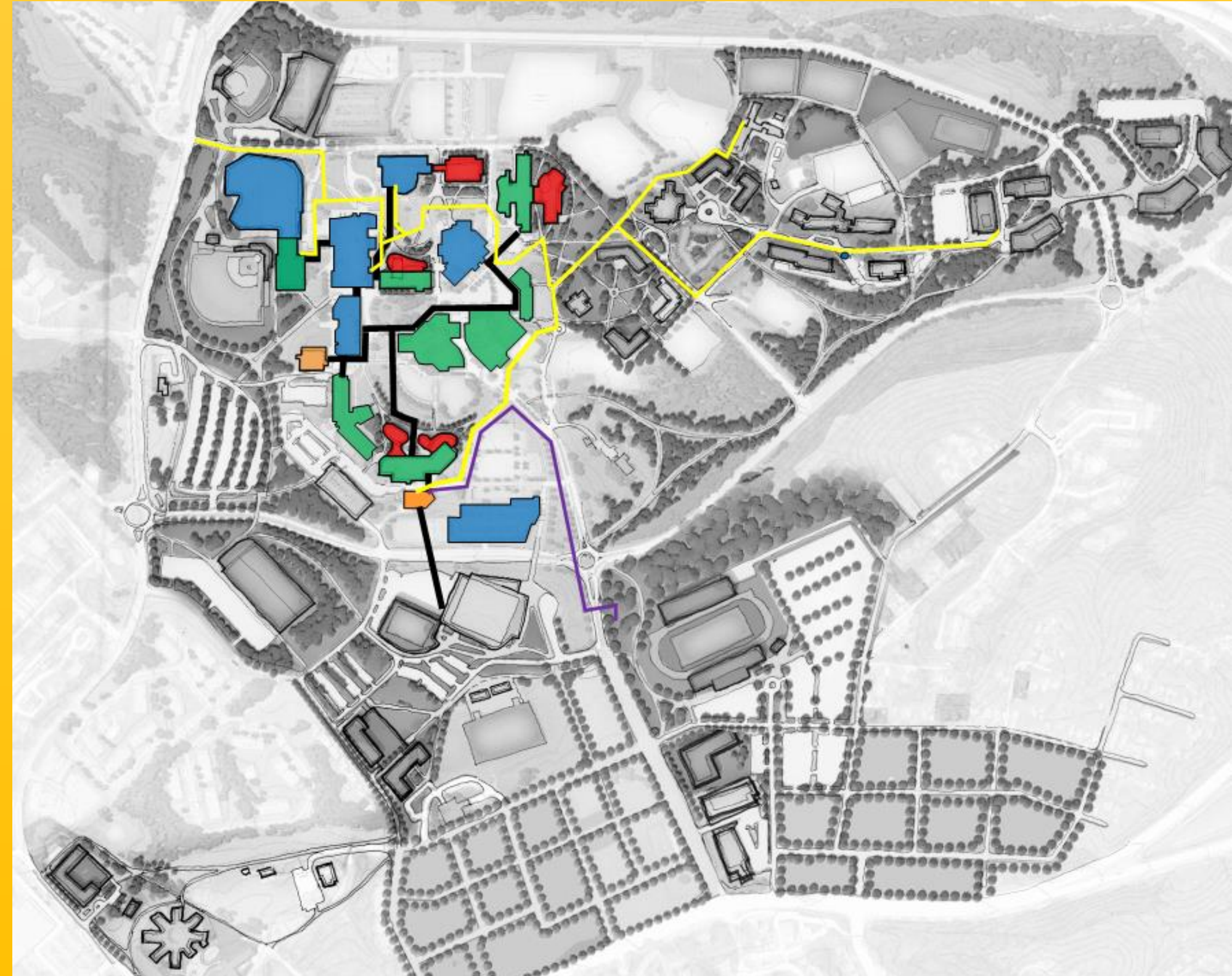
Drivers of Future Campus Investments

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

4 | Support future digital transformation and strategic partnership development

Implementation Framework

Legend: Project planning and design phase

ACADEMIC

- **Science Center** — Addition
  - Vacate Engineering from BAC
  - Includes swing space for Engineering + other disciplines
- **BC** — Renovation and Addition
  - Vacate Law from Nunn
- **Nunn** — Renovation and Addition
  - Vacate Fine Arts
  - Additional FA, MP and Landrum renovations
  - Timing based funding and need
- Incremental FA, MP and Landrum renovations based on funding
- **Integrated Science Building**

LIBRARY, STUDENT ADMIN. SPACE.

- **Library** renovation
- Student Union, University Center Admin Center, renovations
- **Civic Center** renovation

HOUSING

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

ATHLETICS RECREATION

- **Baseball**
- **Basketball**
- **Rec fields**

Timeline: Y0 — Y5 — Y10 — Y15

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.