# NORTHERN KENTUCKY UNIVERSITY CAMPUS MASTER PLAN

Workshop 6 – Steering Committee July 8, 2020



# Workshop Goals

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



## Master Plan Schedule



## Align the campus plan with the university's strategic framework

## SUCCESS BY DESIGN

## **STUDENT SUCCESS PILLARS**



NKU





CAREER & COMMUNITY ENGAGEMENT

### Support a more engaged university serving the Northern Kentucky region

- Catalyze a regional eco-system through economic development and talent development
- Support the expansions of public-private and public-public partnerships to accelerate innovation and entrepreneurship
- Expand educational outreach and partnerships to serve NKU students and the community
- Collaborate with local governments, business, and citizens for a well-planned physical environment

### Create a place of academic excellence and innovation to support a diversity of learners

- Serve multiple student constituencies...
- Support co-curricular learning
- Increase flexible, experiential and modular learning pathways environments

### **Design a welcoming and desirable NKU experience**

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



### Leverage campus assets to 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



## **Planning Principles**





## **Concept Plan**





## Space Assessment

# Existing Distribution of Space (Fall 2019)



		NASF	% of Total
INSTRUCTIONAL + RESEARCH SPACE	Classrooms	110,942	9%
	Instructional Labs	167,812	14%
	Research Labs	34,262	3%
OFFICES	Academic Offices	204,634	17%
OFFICES	Administrative Offices	84,522	7%
LIBRARY + STUDY /	Formal Library + Study Space	80,539	7%
COLLABORATION SPACE	Informal Collaboration Space	14,469	1%
OTHER SPACE	Other Academic Space	43,044	3%
	Other Administrative Space	23,529	2%
	Operations + Maintenance	63,851	5%
	Assembly + Exhibit Space	45,776	4%
ATHLETIC SPACE	Intercollegiate Athletics	136,180	11%
STUDENT SPACE	Student-Centered Space	115,666	9%
	Student Health Care	3,887	0%
	Recreation + Kinesiology	95,321	8%
	TOTAL	1,224,434	

# Fall 2019 Student Enrollments

On-Campus Enrollment Only

- Excludes AOL Students and Online Students
- UK Medical Students included for studentcentered spaces (80 students total)



## Overall Space Needs Outcomes

### $\diamond$ **Overall Need**



Current need is 278K of additional space (150 NASF per Student FTE)

# Space Needs Outcomes by Unit

## **Academic Affairs**

Current Space 75,200 NASF Allocation Current Space Need

## **Student Affairs**

Current Spa Allocat Current Space Ne

1			
ace		+ 22%	
tion	183,100 NASF	+ 22 70	
leed	234,500 NASF		

+ 27%



Current Space Allocation

Current Space Need



**Current Space** Allocation

Current Space Need



Current Space

Allocation

Current Space Need





## Administration + Finance



# STUDENT AFFAIRS, STUDENT SERVICES IT/ADMIN OFFICES



# 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





# Student Centered Space

## **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 Affairs/Services, IT/Admin Offices - Existing

ASE BLVD

ACADEMIC AFFAIRS

ADMINISTRATION + FINANCE

STEELY LIBRARY

STUDENT AFFAIRS

UNIVERSITY ADVANCEMENT

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NIVERSITY

KENTON DR

tra-

JOHNS HILLS RD

## Student Affairs/Services, IT/Admin Offices

SE BLVD

62-2- a

DRIVE

ACADEMIC AFFAIRS

ADMINISTRATION + FINANCE

STEELY LIBRARY

STUDENT AFFAIRS

UNIVERSITY ADVANCEMENT

OPPORTUNITIES



## Existing

NASF			
100,000	 	 	



NASF

100,000



### STUDENT CENTERED ADMIN + FINANCE

LIBRARY SPACE

				OTHER IT OFFICE
	11,128	INACTIVE ADMIN	25,000	CLASSROOM
		OUTSIDE ORG		
	48,153	LAW		
	,		15,400	MATH
			8,000	PSYCH
ACAD. SPACE			14,000	EDUCATION
ACAD. OFFICE			14,000	
2,149 OTHER				

NUNN HALL 67,590 NASF M.E.P. 74,688 NASF

## Space Needs





NASF

100,000



### AVAILABLE

STUDENT CENTERED ADMIN + FINANCE

### LIBRARY SPACE

			13,100	AVAILABLE
	19,200	AVAILABLE	,	OTHER
	15,200		15,800	CLASSROOM
		CLASSROOM		
		LOUNGE		LOUNGE
		CENTERS		CENTERS
	31,700	LAW	8,000	MATH
			13,000	PSYCH
ACAD. SPACE				
ACAD. OFFICE			12,300	EDUCATION
2,200 OTHER				
	NUNN HALL		M.F.P.	

### 67,590 NASF

M.E.P. 74,688 NASF

### **Student Union, University Center, MEP** UPPER PLAZA LEVEL 1 – University Center/MEP Connection





NASF 100,000





# Steely Library



## Drivers:

- Library is one of three critical shared common spaces for commuter students need more seats
- Additional study areas
- Enhanced technology
- Make library the academic resource center for the University
- Potential Maker Space in Library
- Specialized space for target populations grad students, parents, special needs

Current Space Allocation	97,318 NASF	
Current Space Need	86,449 NASF	- <b>11%</b> (10,896 NASF



# Library + Study Space Campus Wide



**Current Space** Allocation Current Space Need

## Metric Considerations

Physical collection volume 35 NASF per Study Station 15% Service space factor 13% of non-law Students to generate number of study stations

# Key Takeaways

- Includes Steely Library and study spaces throughout campus
- Iack of informal collaboration space
- library is one of three critical shared common spaces for commuter students
- Iack of informal collaboration space



# Academic Services/Support



- Collocate academic services where possible to create synergies
- Free up space in the University Center and Student Union



# Level 1 – Building Program

Existing



- Public Services Desk
- Group Study Rooms
- Library Meeting Room SL 102
- Public PCs and Macs
- Special Collections and University Archives



# Level 2 – Building Program







# Level 3 – Building Program



## Level 4 – Building Program

Existing



- Teacher Resource Collection (TRC)
- Lab PCs
- Arts and Sciences offices



# Level 5 – Building Program





# A Variety of Study Spaces



# Academic Resource Hub / Knowledge Market Concept



**GVSU Library** 

### **University of Colorado Denver Library**

## Library Renewal Strategies



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

Young Scholars Academy Learning Plus Tutoring Writing Center Testing Center? Advising?





Food / Quick grab-n-go

### NORTHERN TERRACE

184 Beds

JOHNS HILLS RD

### CALLAHAN HALL

434 Beds

STUDENT UNION

UNIVERSITY DR
## Housing

# Existing Total Beds: 2004 (Existing) - 288 (Woodcrest) + 297(New Hall) Apartments : Norse Hall 308 Traditional : Commonwealth/Kentucky 394 Suites : Callaban Hall 434

		1,993
	New Hall	297
	Northern Terrace	184
	University Suites	396
Suites	: Callahan Hall	434
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### Housing

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### Drivers:

- Enhance the first-year experience
- Enhance value proposition for upper division students
- Support the growth of Honors College
- Support increase in living learning and affinity programs
- Insure long-term growth opportunities for housing
  - Become a more residential campus ad strengthen existing neighborhoods.
  - 2018 Market Analysis showed demand for 900 additional beds, additional 370 if rents are reduced 10%.
- 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



Northern Terrace 184 Beds





University Suites 396 Beds



Norse Hall 308 Beds



New Residence Hall 297 Beds

## Existing Housing: First-Year Experience





**Callahan Hall** 434 Beds



Commonwealth Hall Kentucky Hall 394 Beds



Northern Terrace 184 Beds Honors College First-Year Students





University Suites 396 Beds



Norse Hall 308 Beds



New Residence Hall 297 Beds

### **Existing Housing: First-Year Experience**



#### **SCENARIO 1**:

- 691 beds aligned with First-Year Experience in North Neighborhood
- First-Year Honors Students in Northern Terrace

		Total Freshmen	Total Upperclass	Total Occupancy	% Freshmen	% Upperclass
	Fall 2019	737	644	1,381	53.37%	46.63%
	Fall 2018	741	724	1,465	50.58%	49.42%
	Fall 2017	785	758	1,543	50.88%	49.12%

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#### NORTHERN TERRACE

184 Beds

JOHNS HILLS RD



Full-Service Dining

Food / Quick grab-n-go

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### Existing Housing: First-Year Experience

NORSE COMMON

NORSE BLVD

UNIVERSITY SUITES 396 Beds

> COMMONWEALTH/ KENTUCKY HALL 394 Beds

#### **SCENARIO 2**:

- 690 beds aligned with First-Year Experience in North Neighborhood
- 100 beds in University Suites assigned to upperclassmen
- First-Year Honors Students in Northern Terrace

	Total Freshmen	Total Upperclass	Total Occupancy	% Freshmen	% Upperclass
Fall 2019	737	644	1,381	53.37%	46.63%
Fall 2018	741	724	1,465	50.58%	49.42%
Fall 2017	785	758	1,543	50.88%	49.12%

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STUDENT UNION

#### NORTHERN TERRACE

184 Beds

JOHNS HILLS RD



Full-Service Dining

Food / Quick grab-n-go

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### First Year Experience Common Spaces



Social Space



Study Space





Multi-Purpose Space

Social Space

# Align Callahan for Upper Division or Affinity Housing



Social Space



Dining



Study Space

Multi-Purpose Space



# Callahan Ground Floor

- Create Upper Division or Affinity Housing
  - Create a larger, more welcoming entry lobby
  - Re-envision dining service to better serve students and align with population in east neighborhood
  - Create community living / kitchen space and study rooms



# Callahan Typical Floor

- Create Upper Division or Affinity Housing
  - Provide communal study space, living rooms and kitchens at select elevator cores
  - Provide accessible public bathroom to serve common areas
  - Create study rooms at ends of three wings



#### **Potential Strategies:** $\overline{\mathbf{r}}$

### North Housing Neighborhood

- Enhance the student experience with improvements to existing buildings and open spaces
- Improve the pedestrian walk between housing and academic core
- Provide access to facilities complex directly from Norse Blvd





#### LANDSCAPE SCREEN

UTILITY CORR

UNIVERSITY DR

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### Potential Strategies: North Housing Neighborhood

- Preserve development potential for athletic and/or academic use along Norse Blvd and adjacent to academic core
- Grow housing on sites contiguous to existing neighborhood
- Increase density within existing neighborhood with redevelopment of Woodcrest site and potential demolition of Commonwealth and Kentucky
- Add second dining venue



### Define Residential Open Space



Goucher College



University of Virginia





**Clemson University** 

Emory University

### Scenario 1

### North Housing Neighborhood

- Complete quad with construction south west of new hall
- Redevelop Woodcrest site
- Construct additional beds north and east of University Suites
- If new housing is added expand dining to supplement capacity of Norse Commons



Scenario 2

### North Housing Neighborhood

- Complete quad with construction south of new hall
- If new housing is added expand dining to supplement capacity of Norse Commons
- Replace Commonwealth and Kentucky with new quad
- Construct additional beds north and east of University Suites



### > Potential Strategies:

### East Neighborhood

- Enhance the student experience with improvements to existing buildings and open spaces
- Improve the pedestrian walk between east neighborhood housing and academic core
- Increase beds with new construction to make a larger more viable community
- Consider improved physical connections as well as dining / program options for students in Hampton Farms to better integrate students living in east neighborhood



### Scenario 3:

### East Neighborhood

- Renovate Callahan to provide affinity housing
- Construct new housing along
  Johns Hill Road
- Improve the pedestrian walk between east neighborhood housing and academic core



### Scenario 4:

### East Neighborhood

- Renovate Callahan to provide affinity housing
- Construct new housing along south of the Brown Building
- Improve the pedestrian walk between east neighborhood housing and academic core



**10-MINUTE WALK** 

# P3 Housing

#### **Potential Strategies** $\Theta$

• Explore opportunities for campus edge housing through P3 partnerships for both new and existing housing



University of Maryland – Terrapin Row



# College Town Center-P3 Development



University of Notre Dame – Eddy Street Commons



University of Cincinnati – Clifton Heights



Catholic University of America – Arts Walk District



Rowan University – Downtown Glassboro

# Key Question – Where should future housing be located?





Add housing to East Neighborhood



Add housing to North Neighborhood

# Dining

### Key Findings

- Callahan Bistro is underutilized during breakfast and lunch; however, food service is necessary for the residents of Northern Terrace or Callahan Hall.
- Distribution of retail is more proximate in the Northern portion of campus.
- NKU students are brand-centric.
- Students are satisfied with the quality of service offered through the dining program; however, they are dissatisfied with affordability.
- - Many students are eating / preparing meals in their residences, which limits community building.
- There is an opportunity to increase nutritional awareness.
- Demand exists for increased dining beyond the customers served in the fall of 2019. Survey projected demand exceeds the existing transaction amount in every zone for at least one meal period.



### Methodology

- Demand analysis is a combination of 0 qualitative and quantitative methods that are used to inform B&D's demand model.
- The model projects demand through the 0 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)



Survey Demand  $\rightarrow$  Weekly Campus Demand  $\rightarrow$  Daily Demand  $\rightarrow$  Hourly Demand

### Campus-wide Max Hourly Demand by Meal: Seated Vs. Grab-and-Go





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### Campus-wide Max Hourly Demand by Meal: Demand vs. Existing







### Recommendations

### Operating

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

#### Facility

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





### Existing – Recreation & Athletics

**Basketball** 

BB&T ARENA

Soccer Stadium

UNIVERSITY DR

Regents hall

KENTON DR

Student Union

at the

220

**Tennis Complex** 

NORSE BLVD



Baseball Complex

Albright Health Ctr

5

10H

Softball

Beach Volleyball

10

### Athletics



### Drivers:

- New Basketball Practice Facility
- New or renovated Baseball Stadium
- Reserve site for track & field/future football stadium
- Renovate existing Regents Hall for Volleyball
- Build athletics tennis facility
- Improved softball field
- Indoor multi-sport practice facility field house
- Indoor golf facility (hitting bays, simulator, putting green, short game area)
- Co-locate Athletics Department to the extent possible



### Recreation & Kinesiology



Drivers:

- Reallocate Albright space vacated by Athletics to Rec and Kinesiology
- Address Recreation needs meeting NIRSA standards

	NIRSA Metric	RSA Metric Need		Deficit
	Fields Per Thousand	Fall 2019 Undergraduate Headcount (9,245)		
basketball court	0.21	2	2	Ο
flag football fields	0.28	3	1	-2
soccer fields	0.33	3	1	-2
softball fields	0.26	2	0	-2
tennis courts	0.61	6	6	0
volleyball courts	0.22	2	3	0

### Program Elements





Other Elements Renovate softball in place Athletics campus support - 13,760 NASF Locker rooms - 17,640 NASF

INTRAMURAL FIELDS STRIPED FOR SOCCER, FOOTBALL AND SOFTBALL

INDOOR TENNIS FACILITY 300 X 125 FT

INDOOR GOLF FACILITY 7,000 GSF

BASKETBALL PRACTICE FACILITY 23,900 NASF

### Football Stadium Precedents



#### Moorhead State



Eastern Kentucky



Western Kentucky





#### Murray State

### Development Opportunities

- 1. Renovate existing facilities where possible and locate new facilities to best leverage existing campus infrastructure.
- 2. Create an interconnected athletic and recreation crescent from Albright to the Arena.
- 3. Create a new athletic and recreation village



Albright Rec Center

Topography limits developable sites for large athletics facilities.



Some sites require significant land

### acquisition.



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# Strategy 1

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



# Strategy 1a



# Strategy 1b



# Strategy 2

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



# Strategy 2



Southern Alberta Institute of Technology (SAIT)



## Strategy 3 a&b

Create a new athletic and recreation village





BBT Arena

# Strategy 3a



# Strategy 3b



Scenario Summary Steering Committee Results



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Which option best aligns with the University's vision and needs of Athletics and **Recreation?** 

Land Acquisition

Site preparation

Parking displacement





BB&T Arena.

**3B** 

Create a new athletic and recreation village south of Albright.



Scenario Summary Workshop Results







# CAMPUS EDGE REAL ESTATE



#### Existing Campus



#### Outward Campus Focus



#### Drivers:

- Create a dedicated facility to support the alumni community and a center for Advancement & the Foundation
- Accommodate more external partnerships on and around campus - research, industry, nonprofit, intergovernmental and educational.
- Support community engagement and entrepreneurship
- Make the campus more visible, welcoming, and communicate the story of Northern Kentucky



#### Successful front doors can transform a place.



University of Chicago



Drexel University



Temple University



Columbus College of Art and Design





#### University of Pennsylvania

Vanderbilt

#### Alumni, Advancement & Foundation

#### Potential Strategies

- 1. Renovate civic center for alumni community and advancement
- 2. Create new building on the edge of campus for alumni advancement
  - 1. Campbell hall with visibility from I-275
  - 2. Town center,
  - 3. Along Johns Hill Road



#### Civic Center









# Alumni Center

#### Potential Strategies

- Donor Funding
- Campus edge location with adjacent parking
- Event & administrative space
- Revenue generating





Western Kentucky University – Augenstein Alumni Center

Murray State University – Sid Easley Alumni Center

### Incubators



#### **Drivers**:

• Grow incubator space on campus and elevate its presence



#### **Potential Strategies**

- 1. Renovate Campbell Hall
- 2. Move to town center space create synergies with the community
- 3. Move to BAC create synergies with Business School's Center for Innovation and Entrepreneurship
- 4. Locate in the core of campus and create interdisciplinary research space





1-275

Locate in the campus core

KENTON DR

Locate in BAC create synergies with College of Business Center for Innovation and Entrepreneurship



Locate in town center space - create synergies with the community

al to the ANDY

#### External Partners - Space needs evolve as an idea matures





# Community Engagement Centers

Hubs of Activity, Collaboration and Innovation

Designed to combine great ideas and organizations with the boundless energy of the University of Nebraska Omaha (UNO) campus.



Uno Barbara Weitz community engagement center - University of Nebraska Omaha

# Partnership Opportunities

#### Potential Strategies

• Explore opportunities for campus edge development through public and private partnerships



**Providence Innovation District** 



#### New building on the Campbell site from I-275



#### **Point225 Providence Innovation Center**







#### **Comprehensive Plan**

#### **Highland Heights**



# Town Center

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



### Town Center



### Town Center

Potential to extend Town Center North



# Wellness Communities

- Mixed-use housing development with a focus on health, wellness and sustainability with amenities catering to both students and the regional community.
- Uses can include housing, dining, boutique retail, lodging, spas, trail networks, and agricultural uses including organic farming.
- complementary uses to academic programs, athletics, and partners such as healthcare.
- Often phased with a compelling initial phase that is a destination for both the campus and greater community and 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



Innovation District & Incubators

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- 1. Refine and synthesize workshop 5 and 6 outcomes
- 2. Assess and address impacts to infrastructure, mobility, and parking
- 3. Develop an implementation and prioritization strategy
- 4. Vet Draft Plan with Steering Committee, key stakeholders and the Campus Community
- 5. Finalize Master Plan recommendations based on feedback

#### Master Plan Schedule



Phase 4:														
SYNTHESIZE & DOCUMENT		6000000000			enanonanan		-			****				