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Introduction

Northern Kentucky University, the newest of Kentucky's eight state universities, was founded in 1968 to provide a full range of postsecondary education opportunities to the placebound citizens of the region. However, the roots of NKU can be traced back another 20 years. In 1948, a two-year Extension Center of the University of Kentucky was located in the First District Elementary School in Covington. Then, as Northern Community College, the Center moved to the Park Hills area of Covington in 1962. Six years later the General Assembly of Kentucky authorized the creation of a four-year college, Northern Kentucky State College (NKSC). A board of regents and a consultant were appointed by the Governor to assist in planning the new school.

In September 1970, NKSC began offering courses for students pursuing a bachelor's degree. In 1971, the Salmon P. Chase College of Law merged with NKSC. On February 25, 1976, Governor Julian Carroll signed House Bill 180, making NKSC a university. Major construction of the Highland Heights campus began in 1971 and continues today, in an effort to accommodate a growing enrollment that now approaches 12,000 students representing 43 states and 64 countries.

Accommodating and managing explosive growth has been the major physical development focus since the first building was completed on NKSC's new Highland Heights campus in 1972. Enrollment at NKSC quickly increased from 1,662 students in the fall of 1970 to 6,041 in 1975. After gaining University status in 1976, student enrollment grew rapidly to slightly more than 12,000 in Fall 2000. With a projected growth to 14,900 students and the potential to grow even more, growth remains a major issue.

Deeply rooted in the community, Northern Kentucky University is in many ways a reflection of the growth of the Northern Kentucky region. Quest, a community led effort to articulate a vision for Northern Kentucky, states that the northern Kentucky area may well increase in population to 500,000 people by the year 2020. The Quest report envisions strategic initiatives for governance, education, growth and development, human services, culture, entertainment and recreation. The University is a key contributor to the Northern Kentucky region and the region's vision for the future.

Northern Kentucky University has a credible history of master planning. The first Master Plan was prepared in 1970 by the Taylor, Lieberfeld & Hellman firm of New York. A second facilities plan was developed in 1971, and a 1979 plan was designed to accommodate space needs of the early 1980's. These plans were coordinated by Fisk Rinehart Keitch Meyer. In 1986, a major master plan update was completed by Sasaki Associates of Watertown, Massachusetts, in association with Burgess and Niple, a Cincinnati firm. Throughout this period of intense physical growth, the University stressed adherence to master planning goals and recommendations.

This plan seeks to build upon the University's planning history; master planning at its best is an evolutionary process. This master plan provides a framework for all facilities related decisions while specifying a physical vision for realization at the University's mission and goals.

The University has maintained a capacity for expansion since acquisitions for the new Highland Heights campus were finalized in 1972. Since 1990, the University's land holdings have increased from 239 acres to 364 acres. The University owns 24 of the original 40 acres in Covington and the Northern Kentucky University Foundation owns the remaining 16 acres. The University's 1992 Land Acquisition Plan identified the need to purchase an additional 267 acres in Highland Heights; of this amount, 142 acres still need to be acquired. All parcels identified in the Plan are incorporated into this Master Plan. This targeted acquisition insures that the University has room to grow and change for a time period well beyond the scope of the Master Plan.

Including the 172,000 square foot science building which is under construction, the University has a total of 1,832,845 gross square feet. Generally, campus buildings have been placed in a compact form, true to the original design intent. This form creates a critical mass that provides an identity of place. The design of the campus engenders a certain pride throughout the community.

On the other hand, there is a belief within the campus community that the physical character of the buildings and grounds does not reflect the true character of the University, which is open, friendly and personable. The original architectural style of the University, now dated, has a visual
hardness. Also, the University's thirty-year priority on building a campus, both in the classroom and in a physical sense, has left little time or budget for long-term maintenance or physical amenities which would enhance the built environment. There is a critical need for landscaping and trees. This Master Plan establishes the focus on maintenance and enhancement projects as well as new building construction for the next thirty years by defining planning principles related to character, place, and future facilities needs.

More than 13,000 people—visitors, students, faculty and staff—commute to the campus on a weekly basis. It is expected that Northern Kentucky University will continue to serve a student body that will commute from home and work. The physical development of the University must realistically, albeit creatively, deal with service issues related to this kind of campus. Campus arrival and on-campus vehicular and pedestrian movement are critical to the overall success of the Master Plan. To address these issues, the University must work closely with the Commonwealth of Kentucky and local governments to address transportation needs of the campus and surrounding community. In addition, the ongoing coordination of bus service and planning for light rail and other mass transit options under consideration are critical to the future of the campus.

Fundamental to the success of this planning effort was the University's commitment to a rigorous planning process. The Master Plan Advisory Committee, a representative group which met with the planning team seven times, provided important guidance to plan development. Visual, spatial, and design features of the campus were thoroughly studied. The Committee evaluated numerous campus development alternatives before agreeing on a preferred alternative. The campus community, both internal and external, was invited to participate and comment on the plan and its priorities, at both the beginning and end of the process.

The plan fulfills goals related to:

- Campus and community
  - Distinctive edges
  - Land use compatibility
  - Potential synergy
  - Potential for connections

- Overall campus image
  - Inside view
  - Outside view

- Arrangement of land uses, building siting
  - Congruity to the learning community
  - Fusibility to the Academic Plan
  - Overall convenience

- Campus growth potential
  - Flexibility
  - Completeness along the way

- Quality of open space
- Ecological integrity
- Parking location/distribution/quantity
- Development feasibility/cost

The Northern Kentucky University 2030 Master Plan sets forth a very ambitious development program for the University. The implementation time period is 20-30 years and is dependent upon funding. The diminishing capacity of the existing campus to accommodate growth requires a longer look into the future than the ten-year time frame of a typical master plan. The comprehensiveness of the Master Plan is intended to clearly identify the development actions necessary to preserve the growth potential of the campus. The Master Plan outlines a design framework and guidelines to ensure changes to the campus will enhance and reinforce, rather than dilute, the harmonious essence of the campus. Adherence to these guidelines will increase the likelihood that individual development actions will contribute to a cohesive whole. The key recommendations of the Master Plan, including the completion of the core campus, the greening of the campus, the creation of community connection; and, enhancement of student life and campus quality are clearly articulated. These recommendations should be incorporated in all future development plans.
Brutalism and Architectural Design - How to Approach Future Development

The architectural character of the Northern Kentucky University campus has been a source of discussion and debate since the inception of the campus in 1968. Designed in the “Brutalist” style, the campus is seen by many as having a unified composition, a “unit,” but as well being cold and uninviting, unlike a more traditional campus. As part of defining future planning directions for the Master Plan, it is instructive to provide an overview of the origins of Brutalism and its architectural expression as a style. This overview will assist in outlining a planning expression for future construction on the NKU campus, adding to the sense of unity but at the same time providing a warmth and friendliness.

Origins of Brutalism

Brutalism is an outgrowth of an ideology that has its roots in the growth of modern architecture. At its height in the Post-War period, this ideology was a rejection of “picturesque” architecture, moving away from the veneer of decoration, to a more pure form of functionalism in line with the “machine age” of both the Pre-War and Post-War periods. The key theorists of this period, notably Le Corbusier, saw the Post-War period as a new time with opportunities to create a new urbanism, cities as “machines”, man in nature with clear expressions of technology and honesty in the use and expression of materials. Advances in building technology allowed for the creative exploitation of uses of concrete, a “brute” material, to create monumental buildings. Materials were to be used honestly; concrete was to be grey and hard; steel, inert and glass, hard and dark. The ruggedness of concrete was further enhanced by various methods of wood framing for concrete forms wherein the finished concrete could reflect both the pattern and the grain of the forming, as an expression of an architectural detail. The representation of this style as being “new community” or “new age” led to its use on a broad number of college and university campuses, and for many public buildings (for example, Boston City Hall). The NKU campus is one such example.

Architectural Expression of Brutalism

It is also instructive to briefly review a typology of architectural features typically found with the Brutalist style. By understanding this typology, we may obtain a clear understanding of how to relate future construction and architectural style to the existing built campus.

• Relationship to Site:
  This expression of “new urbanism” tends to dominate its landscape with forms extending out, on and into lawn space. Typically, the auto is brought under control underneath a cluster of buildings; pedestrians are grade-separated with vehicles underneath an urban plaza.

• Building Structure:
  The Modernist sense of functionalism is reflected in a clear expression of a building’s purpose, a “gravitas”, emanating in an imposing physical structure. This sense of solidity is further reinforced by a tendency for smaller rather than larger window openings.

• Building Form:
  This style typically reflects a repetitive, dominant geometry, rectilinear or cellular in form. The buildings are often seen as architectonic objects, bold or heavy against the sky, and are oftentimes aggressively placed within their physical setting.

• Building Surfaces:
  Surfaces are almost always simple and exposed, rugged in their form and untreated. The building color is an honest reflection of the material, e.g. the gray of concrete, “considered a natural color”.

• Building Circulation:
  The sense of “new urbanism” or “new community” tended to create elevated walkways rising above cars and the city grid, and connecting the buildings together in an almost machine-like “systems” manner. Entries to buildings were considered as punctures into the solid volume and are generally non-celebrated. To further reveal the functional aspects of the building, oftentimes vertical stair towers are external or exposed or clearly expressed as part of the Brutalism style.
Master Planning and Brutalism at NKU: Defining a Future Response

The Brutalist style has served NKU well. The adherence to its basic principles has created a unified, coherent campus. Future planning, design and construction must respect the style, must work with it, and yet at the same time develop a new vocabulary that speaks to today’s values while building on past values. Brutalism, in its original form, does not convey the true nature of the warmth and friendliness of NKU and its people. The Master Plan presents several key thoughts regarding the relationship of future design to the current campus:

• The Cloister as the Campus Building Block:
  Despite its harshness, the “interior spaces” (for example, the Central Plaza) formed by the NKU buildings define an important sense of place as well as purpose. Both the function and proportion of these spaces is a good model for using buildings to purposefully frame exterior spaces that provide opportunities to create community on the campus.

• Campus Geometry:
  The original core campus reflects repetitive geometry with several key campus axes; this geometry provides a discernible logic and order to the campus that should form the template for placement of future construction. The adherence to, and reinforcement of, this campus geometry is essential to achievement of overall campus unity.

• Building Color and Massing:
  In many respects the campus core is largely complete, appearing as a unified megastructure surrounded by the remaining campus areas. Major new academic buildings should be consistent in their massing and use of color to add further completion to the core.

• Building Fenestration:
  It is not recommended that future academic and other support buildings add to the core continue with the Brutalist style of small windows, demure building entries or heavy cantilevered fenestration. New buildings should clearly respect the cellular and rectilinear nature of Brutalist facades but at the same time provide a much higher degree of building transparency and warmth, most critically at the ground level for pedestrian entry.

• Scale and Adjacent Development:
  Neither the Brutalist style nor allegiance to compatible color and massing will work for buildings of all sizes. NKU has a variety of facility needs which are suited to smaller buildings, but if done in pure adherence to the suggested Brutalist rules, may actually detract from, rather than add to, the unity of the campus. The Master Plan suggests creating a special area “cloister”, the “village,” where many of these smaller buildings could house a variety of similar compatible uses. This new cloister can function as a transition in scale as well as building material, color and massing while juxtaposed against the dominant center of the Brutalist core campus. The village must be as well planned as the core. It is envisioned that village buildings have a simplicity of design, with comparatively uniform facades characterized by regular repetitive geometry. Residential rooftops and a palette of earth tone colors and materials are also recommended. Outdoor spaces should be an integral part of design. This reflection of differential and scale will reinforce the dominance of the core campus both in style as well as purpose, and not dilute its monumentality through a lack of conformance to Brutalism regardless of size or scale of buildings.

• Pedestrian Circulation:
  The Master Plan further emphasizes the importance of well planned pedestrian pathways moving outward from the core campus plaza; existing and future pedestrian walkways and other pedestrian spaces should first and foremost reinforce the importance of the center, both in its dominance of purpose as well as in the hierarchy of spaces.
Mission: Vision and Values

The success of the Master Plan depends upon its ability to accurately translate the mission and vision of the University into directives for physical growth and development. In early 1997, the Kentucky General Assembly passed the Postsecondary Education Improvement Act, which challenged higher education to play a central role in defining the future of the Commonwealth. In the fall of 1997, newly appointed NKU President James E. Votroub selected a panel of faculty, staff, students, and community members to lead an interactive strategic planning process, which was known as "Vision, Values and Voices." The panel's charge was to identify the institutional vision, values and strategic priorities that would define the University's future and a strategy for achieving it.

This planning effort, which resulted in a five-year strategic agenda, was finalized in January 1998. Entitled "Defining Our Future," this plan outlines eight core values to inform all university efforts and to bind the University together as an academic community: the University will be learner centered, committed to excellence in all that it does; to provision of lifelong access to education; to public engagement with its region; to intellectual and creative freedom; to multiculturalism; to innovation and creativity; and, to collegiality and collaboration.

"Improvement of Campus Facilities and Environment" was determined to be one of six strategic priorities; the need to update the University’s master plan was one of the strategic initiatives outlined for this important priority. The master planning process devoted considerable time to translating the mission, vision and values of the strategic plan into meaningful physical development concepts. This interactive process included interview sessions over a three-day period with many faculty, staff, regents and community members. In addition, the Master Plan Advisory Committee was a valuable resource to the planning team. The following summarizes the insightful directives the campus community used to ensure that the Master Plan embodies the University’s Mission Statement and core values.

Mission Statement:
Northern Kentucky University will become a pre-eminent, learner-centered, metropolitan university recognized for its contribution to the intellectual, social, economic, cultural, and civic vitality of its region and of the Commonwealth.

Northern Kentucky University as a Pre-eminent Metropolitan University
NKU serves the 8 counties in northern Kentucky and in addition, is an integral part of metropolitan life in the Greater Cincinnati area. Northern Kentucky University is a metropolitan university with an earned reputation for good teaching, a strong and caring faculty, and careful attention to the needs of students. With campuses in Highland Heights and Covington, NKU offers students a broad range of educational programs emphasizing traditional collegiate and liberal arts studies. Recognizing the needs of its region, the University’s primary mission is to provide instruction at the associate and bachelor’s degree levels. Northern’s affordability and accessibility open avenues of opportunity to both traditional and non-traditional students.

As a diverse metropolitan university, NKU strongly believes that quality and innovative academic programs developed in conjunction with scholarly excellence and good teaching form the central core of the University’s existence. In addition, NKU reaches out to the wider community it serves by offering an array of activities and programs that have a positive impact on the educational, cultural, and economic life in the region.

NKU is justifiably proud of its graduates; many are the first generation in their family to achieve this honor. Nearly 89 percent of NKU graduates, who now number nearly 28,000, reside in the Northern Kentucky/Greater Cincinnati area. Also telling of NKU’s impact upon its region is the fact that 67% of the students from the eight county service area who attend Kentucky’s public universities are enrolled at NKU.

The campus has the opportunity to be recognized as a unifying force within what is otherwise a fractured series of communities. Attendance at on-campus music, theater and sporting events; community use of the library; and, accommodation of community meetings and seminars in campus facilities will be visible signs of a thriving metropolitan university in the region.
Northern Kentucky University as a Regional and Local Resource

One of the University’s strategic goals is to enhance the cultural, social, and intellectual life of the region. Northern Kentucky University’s response to the challenges of the knowledge age will be framed by its relationship with the metropolitan region. While “metropolitan” connotes location, it also suggests a set of beliefs concerning the social role of the University in modern life. Those beliefs emphasize the instrumental role of Northern Kentucky University in fostering the intellectual, social, economic, and civic vitality of the metropolitan region.

Northern Kentucky University is not simply located in a metropolitan area; it is an integral part of metropolitan life. It sees the metropolitan region as representing not just learning needs to be served but also as a powerful source of knowledge and experience that can strengthen, enhance, and enrich every dimension of its mission to discover, transmit, apply, and preserve knowledge. In partnership with the metropolitan region, Northern Kentucky University has the opportunity to offer its students an array of advanced learning opportunities that are unique among Kentucky’s regional universities.

The University can establish the campus as a vital part of the region’s civic infrastructure by offering programs, services, and an environment which enhances life within the region. In this context, efforts to reduce the perceived physical isolation of the University, such as improved parking and greater visibility in the local region, are important.

Socially, the campus should focus upon those resources that promote pride and connection outside the classroom. There is a need to develop programs, activities, and places that will motivate students as well as alumni to spend time on campus. The campus needs to be seen as an inviting, desirable destination. Activity and resource areas that are more visible from surrounding roads will help achieve this goal.

Northern Kentucky University as a Learner-Centered Environment

A primary care value outlined in the five-year strategic plan is the University’s dedication to being learner-centered in all that it does. Teaching and learning are the University’s priorities. The academic mission focuses on the students in the learning enterprise to foster their intellectual, physical and personal development. This mission will be greatly enhanced by developing a campus environment that is personal, collaborative, welcoming, and efficient, and, by ensuring there is convenient access to multiple learning opportunities.

NKU has an undergraduate class size of 23 and a student/faculty ratio of 16.1. NKU uses no graduate students to teach courses; students learn directly from highly respected faculty and participate in research activities. 85% of students come from the region and 90% of students stay in the region upon graduation.

The learner-centered environment relies upon activity spaces that are both formal and informal. Learning spaces must be flexible, attractive and technologically competent. Activity spaces should be varied in configuration and amenities, but should be accessible and inviting. This environment will create opportunity for access to faculty on an informal and formal basis, enhancing the “community” atmosphere of the campus.

Northern Kentucky University as a Model Commuter Campus

Northern Kentucky University will remain a commuter campus. To enhance the educational experience and to make an effort to build community within the student body, the University seeks to close the gap between home, work, and school. This can be accomplished if component parts of the campus work collectively to make the best of the student’s “personal windows of time.” The campus must contain purposeful and useful spaces that permit students to focus on their academic pursuits; to conduct their personal business; and, to develop lasting social relationships. Special care must be taken to instill the feelings of student pride and belonging that are unique to the region.

The physical model of the campus must also consider the needs of nontraditional students such as single parents. Convenience will be a major concern and the car is likely to continue to be the primary mode of transportation. The campus must be conducive to day and evening activities throughout the week. New development must complement and enhance the existing campus to create a platform for tradition. Overall, the campus must be well planned, visually pleasing and comfortable.
The Need for a New Campus Master Plan

Goals and Planning Principles

1.0 Northern Kentucky University will grow and change to meet the educational needs of the growing metropolitan area.

1.1 The University will be planned to accommodate 14,000 students in the near term and be prepared to accommodate even more students over the long term.

1.2 A land acquisition policy will guide the physical growth of the University by reinforcing approved campus planning concepts.

1.3 Future building sites will be created and reserved consistent with approved campus planning concepts.

1.4 Northern Kentucky University will maintain its small campus feel as it grows and changes.

1.5 Greater numbers of students will be retained due to the University’s ongoing program of investment in student success and sense of community.

1.6 Capital renewal and maintenance programs will have increased priority within the overall budget.

1.7 Space needs will first be met through appropriate reuse and renovation of existing buildings and then through new construction.

1.8 A central steam and chilled water plant will serve existing campus facilities as well as all planned development.

1.9 As the University grows and develops, the need for student support space will be addressed in concert with academic program facility needs.

2.0 The physical development of the University fasters and supports a learner-centered environment.

2.1 Academic space will be flexible and adaptable to an active learning curriculum and team teaching.

2.2 Quality interior and exterior gathering spaces are a necessary component of the learning community.

2.3 The University will utilize small classrooms in order to enhance the learning experience.

2.4 Space guidelines established by the Kentucky Council on Postsecondary Education will guide development.

2.5 The proximity of buildings to campus activity areas will support the learning community by increasing opportunity for personal and community interaction.

2.6 There will be both formal and informal spaces to provide varied opportunities for student and faculty interaction.

3.0 The image and appearance of the campus is to be inspiring and inviting.

3.1 Campus facilities and grounds will provide students, faculty and staff with the opportunity to achieve maximum intellectual, cultural, physical and technological integration and connectedness on the campus.

3.2 Memorable places that contribute to a sense of belonging and campus identity will be located throughout the University.

3.3 New gateway features at the major entries will provide a welcoming and pleasing sense of arrival.
3.4 The campus outdoor environment will be enhanced with harmonious and compatible lighting fixtures, public art, furniture, landscaping and signage elements.

3.5 Architectural guidelines will be adopted to preserve a sense of history and tradition through the use of materials and designs sensitive to existing campus character.

3.6 Landscape guidelines will be adopted to establish standards for the provision of green space, to screen and buffer parking areas and to preserve natural areas.

3.7 Campus landscape standards will encourage the use of native landscape materials and will promote the use of the campus grounds as a learning tool.

3.8 New structures will be developed and arranged within a coherent long-term planning framework.

3.9 Future development will take advantage of the views on and surrounding the campus in order to develop an inspiring University environment.

4.0 Campus Life

A. The campus will seek to broaden the horizons of its students and occupy a unique position in their lives.

B. Students, faculty and staff will find it desirable to remain and linger on campus for longer periods of time.

C. Well-designed and conveniently located support functions will increase the vitality of campus life.

4.1 The core campus will be improved to stimulate multiple scales of activity, providing opportunities for intimate as well as communal gatherings.

4.2 Future campus development will reinforce the core campus as the activity center for campus life.

4.3 Student enrollment services will be consolidated in a convenient location.

4.4 Convenient community and personal spaces will be available to commuter students to support and encourage longer stays on the campus.

4.5 The quality of on-campus residential life will be heightened by the development of a greater mix of land uses including retail, recreation, and entertainment uses.

4.6 The Department of Public Safety will be housed in a new office that is convenient and accessible but not necessarily in a central location.

4.7 Necessary infrastructure needs will be integrated into the campus and will be part of campus patterns including lounge space, administrative functions, parking, utilities and technology.

4.8 A new student union will be the central focus of undergraduate campus life.

4.9 Existing deficits in classroom, lounge, support, and faculty office space will be addressed.

4.10 An alumni, faculty, and staff center will provide space for work, business, technology, and social activities in close connection to students.

4.11 The campus will be active and vibrant during the day, throughout the evening, and on weekends.
4.12 Outside gathering and event places will be attractive, inviting, and used for more than just circulation.

4.13 Outdoor student activity spaces will be developed for cookouts, recreation, and gatherings.

4.14 There will be a central office location for student organizations.

4.15 The University will strive to accommodate the special program and accessibility needs of a diverse campus community.

4.16 Public art initiatives, both exterior and interior, will be encouraged.

5.0 The University serves as a major resource for community activities and partnership.

5.1 The University and the business community will form innovative partnerships to further the academic endeavors of the student body.

5.2 The University will be a resource to the region with access provided to the community on a daily basis.

5.3 A regional Special Events Center will be planned and designed as a functional community facility that meets the University’s program needs and reflects both pride and affiliation with the University.

5.4 Seminar, conference and meeting spaces will be available to campus and community groups.

5.5 New and expanded university programs will continue to increase cultural opportunities within the community.

5.6 The University will be connected to the surrounding community.

5.7 Outdoor athletic and recreation facilities on the campus will be available for use by the surrounding community.

5.8 Steely Library will be an accessible community resource.

6.0 The campus will be an integrated, intensive mixed use setting that contains and supports a wide range of uses including academic, support, housing, athletic, recreational, cultural and retail uses.

6.1 The campus will be a high quality pedestrian environment.

6.1.1 Pedestrian trails and sidewalks will link the campus with the surrounding communities.

6.1.2 The campus will have an organized, safe and convenient pedestrian system that will encourage walking instead of driving.

6.1.3 Key indoor and outdoor pedestrian features will foster informal collaboration and learning.

6.1.4 Pedestrian safety and security will be enhanced with well-designed, lighted and landscaped pedestrian pathways.

6.2 The University will accommodate athletic and recreational needs within attractive “park-like” open spaces.

6.2.1 An appropriate number of well-located fields and courts will serve the athletic, intramural, instructional and residential recreation needs of students including soccer, flag football, basketball and sand volleyball.
6.2.2 Lighted athletic fields will increase the availability of outdoor fields.

6.2.3 Various athletic and recreation facilities such as indoor/outdoor tennis courts, an ice arena and a natatorium will be developed in collaboration with the community and private donors.

6.2.4 A combination soccer/track and field stadium will be linked to other athletic and recreational spaces on the campus.

6.3 Parking resources will be located and managed to meet the specific needs of both daytime and evening students.

6.3.1 Visitor parking areas will be of sufficient capacity and be readily accessible to people unfamiliar with the campus.

6.3.2 Parking structures, if required, will be carefully sited and designed to be in harmony with the overall character of the campus.

6.3.3 Parking lots will meet or exceed the requirements of the American Disability Act.

6.3.4 Parking areas will be well lighted, attractively landscaped and maintained for safe and secure use by the campus community and visitors.

6.4 Traffic circulation routes will maximize access to and from the University while discouraging traffic passing through the University.

6.4.1 The University, in conjunction with state, regional and local officials, will work to achieve upgraded highway access to the campus.

6.4.2 The University will be on the major transit routes including light rail lines.

6.4.3 The maximum walking and/or travel distance between major parking and the campus core will be ten minutes.

6.4.4 Campus streets will have defined streetscapes that enhance the spatial organization of adjacent structures.

6.4.5 Campus streets will be well lighted.

6.5 Northern Kentucky University will provide a sufficient number of on-campus housing opportunities.

6.5.1 On-campus housing will reinforce other campus activities such as dining, shopping, athletics and recreation as well as academic opportunity.

6.5.2 Student living areas will be linked to other on and off campus activity areas.
Major Recommendations of the Master Plan
Enhance the visual quality of the entire campus. As the leading institution of higher education within the northern Kentucky region, the University must be a source of visual inspiration within the community. The physical mass of the campus core, while being pleasing and inspiring, is surrounded by acres of anonymous parking lots. The core campus must be surrounded by campus development that is equally well planned and designed. It is this perimeter development that will establish the image of NKU to most people. All changes to the campus surrounding the core must be done in a manner that adheres to consistent design concepts. The long-term visual quality of the campus must supersede the need to instantly meet service and program needs.

Optimize the use of campus open spaces. Buildings, roads and landscaping are carefully placed in the Plan to create a series of outdoor places, each with a distinct character. These are not merely leftover fragments of space. These pedestrian ways, greens, streetscapes and natural areas are integral to the fabric of the campus. These open space areas are where student life actually occurs, perhaps even more than in the buildings. The variety, quality and character of these areas have a direct bearing on the perceived vitality of the campus and campus life.

The beautification of the campus must become a priority in terms of project implementation and ongoing maintenance. Large and small landscaping projects should be undertaken to accomplish a number of objectives, including the need to soften the campus with color and warmth, to showcase current technology, to provide clear pedestrian and vehicular orientation; and, to unify and organize the overall campus framework.

Create University Boulevard and a new campus loop road. To meet the future traffic demands of the growing campus, the surrounding roadways must be expanded and improved. The plan envisions creation of an University Boulevard, a connector that begins along the existing alignment of Three Mile Road at the I-75 interchange, and extends to John Hill Road, which would also be widened, realigned and designed as a boulevard. University Boulevard is a key element in the plan; it provides much greater traffic capacity while providing a scenic greenway for the enjoyment of both campus and community.

The Rosle Creek Connector, a proposed road that will eventually connect the AA Highway, would begin at John Hill Road and provide access to University development to the south. This road also provides another means of dispersing arriving and departing traffic from the south.

The plan also recommends the development of an outer loop road, roughly parallel to I-75, that would provide direct access to the large parking areas on the west and south sides of campus.

Plan for the ultimate closure of Kenton Drive. The proposed roadway framework presents the opportunity to link the core campus to the student residential complex. Kenton Drive may be vacated as a campus drive in front of the residences and redeveloped as an open space-pedestrian corridor that will connect to new campus development and the central plaza. This closure resolves a significant area of pedestrian/vehicular conflict.

Make the campus more inviting. A carefully planned and designed "village" between the core and the residential neighborhood addresses a number of objectives. The design and scale of the village will provide a transition from the large building mass of the core to that of the smaller residential buildings. Unlike the main plaza, campus life and activity in the Village will be visible from the perimeter of the campus. Smaller buildings will also present the opportunity to create visible "front doors" for special uses. The village also serves a need for sites that will accommodate smaller buildings. This will give the University an ability to take advantage of a range of academic or economic development opportunities as they are presented.

The Nunn Drive Gateway and Entry Garden will create a true front door to the campus. Visitors will arrive in an inviting, green garden. This garden must be recognized as an important element that clearly establishes the image of the University. This area must be considered "social," and not be given up incrementally to parking and other uses.

Complete the core campus. Interior and exterior activity/energy spaces must be incorporated around the campus to provide students with multiple opportunities for quiet lingering, socializing or academic interaction. The Plan recommends that the University increase the vitality of campus life by locating student support functions at entry level building spaces. These support areas may include lounge, retail, eating and cultural spaces.

Develop a new athletic and recreation precinct. Land areas on the existing campus are insufficient to support needed athletic and recreation fields. The University's ongoing acquisition plan presents the opportunity to relocate all athletic fields south of John Hill Road. This will serve to provide the University's athletic program with a very visible presence. The fields and facilities will have the added benefit of a location that allows use by the community without interrupting core campus schedules. The preferred site for the Regional Special Events Center was chosen in response to the desire for it to be the center of all campus athletic programs. The SEC is positioned in a prominent, accessible location which links existing and future campus athletic areas.

Establish a Student Life Center. The location of a new student union will provide convenient access to students as they move to and from the major parking lots on the west side of the campus. This facility will be proximate to the student recreation/activity areas located in the Albright Health Center. The new Student Union/Health Center complex should over time be surrounded by green space to provide students with easy access to outdoor spaces. The renovation of the existing University Center as a student services complex will provide a comprehensive center for student life.

Create linkages to the community. The development of University Boulevard will provide an inviting soft edge between the campus and the community. The land adjacent to the boulevard will likely create opportunities for development of housing for the campus and the community. Highland Heights may be further linked to the core campus with a green space connection that extends from the lake area, across Nunn and University Drive into the municipal green space surrounding the Highland Heights Civic Building. The University may work with the City of Highland Heights to redevelop the area from the Civic Building to US 27 in a manner suggested by the City's Comprehensive Plan. The Comprehensive Plan proposes a linkage of "Park Plaza redevelopment on US 27 and a potential civic center located on the fire station site. The Thriftway site may then be renoated as a conference center that supports both the campus and community."
The Village

The Village is one of the most important components of this master plan. It serves multiple purposes: creates a strong connection between the central plaza and the residential village; provides a logical opportunity to make a transition to smaller, multi-purpose buildings; creates a location to accommodate vibrant and diverse student activities; and, provides visible activity adjacent to the ceremonial campus entry.

The Village provides a transition—a transition of the scale and style of architecture, and a transition of uses. The smaller buildings, closer in scale to the Baptist Student Center than the core campus buildings, offer flexibility. The shift in scale makes possible a shift in architectural style and detailing. Being smaller, these buildings are less costly and may be easier to fund. These structures could house a variety of uses: a child development center, campus retail, the environmental resource center and student employment partnerships, among others. There is an opportunity for community use of this portion of the campus. This area will have high activity, making the residential village much less physically and functionally isolated. The access drive and the proximity to Nunn Drive provide an opportunity for visitors to actually see into the campus from the campus road system.

As in all other areas of the campus, it is critical to continue the geometry that has been established by the core campus. Buildings must be sited to create a coherent outdoor place: the East Green. The East Green provides a welcoming soft link to the premier building site to the northwest of Nunn Drive and University Boulevard. This Plan proposes the relocation of Chase College of Law to this site. This commanding site could accommodate any program that should be part of the campus while providing some opportunity for autonomy.

Parking lots are shown to the west of the proposed new Law School. A future parking garage is shown just east of Kenton Drive and an access drive is located between Nunn Drive and Kenton Drive. It is intended to be a narrow drive, downplayed with landscape cuttings across it, rather than lining and reinforcing it. The configuration of the drive is based on the 45-degree angle that has been established by the core campus.

A pedestrian link, the “Village Path”, is located immediately southwest of the Village. This pedestrian corridor is a very important component of the master plan. It establishes a critical link in the pedestrian system. The straight alignment, wide pavement and dual tree plantings reinforce it as a primary corridor.
The Student Commons

The Student Commons is a major entry point to the campus; potentially more visitors will first see the campus from this point than from the Nunn Drive entrance. This commons includes a number of facilities that greatly improve the quality of student life; it is the physical and symbolic center of the University. The Regional Special Events Center and the new Student Union are two new facilities which anchor the Student Commons. The siting of these two facilities was a major focus of the master planning process. Existing facilities adjacent to the Commons include the Lucas Administrative Center and the University Center. The latter facility will be renovated to accommodate student support functions. The Student Commons is a highly active student space serving as a strong link between the core campus and the athletic complex to the south. There are numerous opportunities in the Student Commons for installation of public art.

The design and construction of a larger, more modern Student Union has been a capital priority for years. The realization of this building is critical to achieve the University’s goal of being learner-centered, and to increase the sense of community among students, as well as faculty and staff. The Student Union will house many of the cultural, social and recreational activities found on campus. Norse Commons will serve a similar, albeit smaller function on the north side of campus. The existing University Center will be renovated to house additional student support functions, such as student meeting space.

The siting of the new Student Union was influenced by the potential adjacencies with the health and recreation functions in the Alling health Center and the student services that are housed in the Lucas Administrative Center as well as those that may remain in University Center. This site is also convenient to the largest area of student parking. In addition to anchoring the Student Commons, the new Student Union will help to establish the West Green.

The Regional Special Events Center is a high priority need for the University. In addition, there has been significant interest from the northern Kentucky community in the project. The Regional Special Events Center, anticipated to have approximately 6,500 seats, is an athletic facility that will accommodate many other activities such as concerts and cultural events. It will meet the assembly and spectator needs of the campus and the surrounding community, building a bridge between the University and the community. This will be the largest structure on campus and must be carefully designed to enhance the visual character of the campus. The Regional Special Events Center will be connected to the new Student Union with a glass atrium; this resolves potential circulation problems caused by grade changes in the area while creating an extensive area of interior activity that is visible to the outside.

The access drive leading to the cul-de-sac is planned to be heavily landscaped and will be designed as a major campus entry with plantings, signage and gateway features. The vehicular drop-off and the pedestrian plaza are sized to a grand scale to balance the scale of the buildings. The drop-off is intended as a vehicular court, similar in feeling to European car courts with simple, strong geometry and surfaced in pedestrian friendly materials such as pavers. It will be large enough to accommodate buses and temporary parking for events. The small parking lot east of the Administrative Center has been retained as visitor parking and access to the service area at the University Center is maintained. Future building sites to the east of the drop-off will complete the enclosure of the Student Commons.

The scale and simple form of a new pedestrian plaza provides a strong link between the Regional Special Events Center, Student Union and the Central Plaza. It is intended to be a welcoming landscape area with warm colors and textures of pavement, such as pavers and stone. Trees and planters will soften the plaza. A sculpture garden will be provided between the new Student Union and the existing University Center. Strong pedestrian corridors will link the pedestrian plaza to the parking areas to the west. These corridors will be heavily landscaped to break up the expanse of parking and to provide a pleasant walking experience.
Athletics and Recreation

There was extensive debate about the "best" location for athletic facilities on campus. Although everyone would like to see these facilities close to the core campus and residential areas, there is simply not enough space to accommodate all of the competing elements. Nearly all of the University's existing athletic and recreation facilities are located on the south side of campus. The land area south of Johns Hill Road can house needed facilities for baseball, soccer, track and field, tennis and practice fields. This location has sufficient space to create an athletic complex that can become a destination. The focus of this athletic complex will be the Regional Special Events Center and the ALL Albright Health Center; these facilities will house many athletic and recreation programs.

The athletic complex presents an opportunity to create a friendly, welcoming edge to the campus along Johns Hill Road. The complex should be designed as a high quality athletic park, with pleasant, accessible pedestrian paths, convenient parking and landscaping. It is important that the parking and athletic facilities are developed with a logical pedestrian system and landscaping. In this manner, the athletic complex will emerge as a destination that greatly contributes to the beauty of the campus, rather than become known as a collection of fields across the road.

The athletic complex will include facilities for baseball, track and field, soccer, indoor/outdoor tennis and a variety of intramural and practice fields. An addition to the Albright Health Center provides a venue for water polo in the event the region secures the 2012 Summer Olympics. It is envisioned that this addition would also house needed locker rooms and fitness areas. The plan also provides a site for an ice hockey facility in the event that the University is able to partner with local hockey enthusiasts interested in developing an ice facility near NKU. The soccer stadium, varsity baseball facility and the ice hockey arena would utilize a common plaza for support amenities such as entry, ticketing, concessions, restrooms and storage. These facilities should be planned and designed as one comprehensive unit to ensure a cohesive, high quality design. The facilities may then be pulled out as individual capital improvements and constructed sequentially.

The athletic complex may also serve some of the athletic and recreational needs of the surrounding community. The location permits public use without major disruption to daily operations of the University. Two public roads are routed through the athletic complex. Hilltop Avenue has been realigned to meet the curb out of the Regional Special Events Center campus entry. Beginning at Johns Hill Road and heading south, a new road connects the Campus Loop Road with Poelies Creek No. 1 Road. This road has been aligned at the top of the ridge to minimize earthwork. It has been tucked along the edge of the property to the extent possible, to minimize disruption to University activities, yet still provide convenient access for the community.

The topography of this site is both a challenge and an asset to the development of the athletic complex. Athletic fields and parking lots are more expensive to develop on sloping land due to site preparation costs. The athletic facilities and other improvements have been spaced to provide very generous buffers to accommodate grading without retaining walls. The gently rolling topography will provide a dramatic backdrop for the athletic fields and facilities while parking placed down slope from roads and buildings will minimize visual intrusion into the natural area. The steep ravines should be left as natural buffer zones.

Johns Hill Road is shown realigned and widened to better accommodate traffic. This transportation improvement project will have a significant positive impact on the image of the University. Creation of a green boulevard with a planted center median, sidewalks and well-designed pedestrian crossings will establish a clean edge to the campus providing strong connection to the area south of Johns Hill Road. Major pedestrian crossings are shown at the intersection of Kenton Drive and at the Regional Special Events Center entry point. These crossings will be well-located and will favor pedestrians over vehicles. Gateway features, special pavements, landscaping and traffic calming devices will be incorporated at each pedestrian crossing.
Housing

Current residential facilities accommodate a total of 996 students in residential accommodations ranging from traditional dormitories to apartment style. Norse Commons, a convenient student center type facility, provides residential students with a variety of amenities, including an attractive cafeteria.

The Master Plan identifies three options for provision of additional campus residential facilities. The exact number of additional beds needed, as well as the type of housing desired by students, must be supported by research/student surveys. It is anticipated that at least 1,000 additional beds will be needed by 2015. A site for a more traditional form of student housing is located just across Kenton Drive from the existing residential village. This location is convenient to Norse Commons and also serves to close the gap between the core campus and the residential village.

A second option is to purchase the Meadowview Apartments complex, which is located on Johns Hill Road south of the softball field. This acquisition will provide additional housing (118 two-bedroom units) as well as give the University more flexibility in planning the athletic and recreation zone.

The third option places housing in a strategic position between the campus and the business areas of Highland Heights. Adjacent areas have been developed with a number of multi-family housing projects that house many NKU students. The proposed development will be framed by Nunn Drive, the extension of University Drive, and the relocated Johns Hill Road. All property needed for this project is located in the University's current acquisition plan. The development may add to the green space surrounding the City Building.

Well-planned pedestrian connections to the campus and adjacent shopping areas will serve to provide alternatives to the automobile.
Open Space/Pedestrian Systems

Open space, both natural and created, was a very important component of the original design of the campus. The planned cluster was to be an urban center within the rural countryside. The buildings of the cluster were sited on the ridgeline of the farm property to permit the preservation of the ravines. The structures were purposely placed on the highest elevation to take advantage of the vistas of the surrounding area, which extends all the way to the Cincinnati skyline visible to the north. The placement of the buildings also created a large pedestrian-only zone, unimpeded by automobile traffic.

The initial campus design devoted approximately 220 of the nearly 300 original acres to recreation and natural space. An existing farm pond was incorporated into the design to provide a transition from the built academic spaces to the natural open space preserve that now extends along Three Mile Road and portions of University Drive. The natural area along I-75 was to remain as a permanent buffer.

The Master Plan of 1984 describes the campus as being organized as a series of concentric rings, each encompassing a series of land uses. At the center is the central plaza, which is surrounded by the academic buildings. Green space surrounds the buildings, which in turn are surrounded by parking and peripheral uses. Recreation, athletic fields and natural areas then surround the entire campus.

Although much of this design remains, the purity of the zones has been eroded over the years. The residential village was constructed some distance from the academic core, separated by expansive parking lots. There is no strong visual or physical link to the core campus. It appears that additional parking areas were rapidly added to meet demand. In many instances, lots were placed in areas that were intended for athletic or open space uses.

The preservation and provision of open (green) space remains a major physical development priority of the campus community. It is recognized that open space is critical to quality of student life and a positive campus image. Open space must be defined as a collection of distinct uses and objects, not merely leftover, remnant spaces. The open space should be planned as a system of interrelated and connected components.

Specific building siting recommendations are based on achieving overall campus open space goals. It is important that building placement on each site create exterior places, not merely fragments and side yards. The various types of open space including plazas, greens, tree rows, woodlands and gardens, as well as athletic, intramural and recreation fields must work together to create a soft, pedestrian oriented network that enhances the overall visual quality of the campus.

The woodlands along Three Mile Road and University Drive are to be preserved as strong natural campus edges. The existing hardwoods just south of the intersection of Three Mile Road and Kantor Drive are fairly high quality and have been specifically designated as a woodland preserve. The soft, natural quality will be bolstered by the development of University Boulevard. The woodland buffer along I-75 will remain as a backdrop to the proposed loop road around the campus. The construction of the loop road will require the removal of many trees; this area should be reforested as part of this road development.

The first step in the Plan to enhance the core campus involves developing a series of greens to surround the buildings. These green areas will contribute a softer, more inviting look to the exterior of the core. Eventually these green spaces will be framed by buildings that should be sited to preserve inviting views into the interior from the outside. The new science building will begin a North Green that will initiate the critical pedestrian connection from the core campus to the residential village. The semblance of a West Green already exists at the ground level entrances to Landrum, Natural Science, and Nuern Hall. With Nuern Drive closed due to new science construction, this area can be developed into a complete place rather than its current condition of unused, remnant yard. The Village Green will become part of the Nuern Drive entry experience, as it will provide views into the campus in a manner that complements the campus green on the south side of Nuern Drive. The South Green is a
long-term improvement that will be defined by the mass and scale of the Special Events Center and the future buildings shown on the master plan. The South Green will provide green views into the campus from surrounding roadways and buffer the back-of-house functions adjacent to the parking garages. The Campus Green provides an important natural open space adjacent to the core campus.

The athletic and recreation fields south of Johns Hill Drive must be designed to complement the natural character of the surrounding community while contributing to the image of the University. Thus, all athletic facilities will be adequately buffered with landscaping and/or grade changes from adjacent private residential areas. This athletic complex will provide a distinct, inviting edge to the University along Johns Hill Road.

Northern Kentucky University is encouraged to collaborate with the City of Highland Heights to connect the open spaces of both communities with pedestrian leisure trails. The beginning of this pedestrian system is shown in the future housing east of University Boulevard.

One of the more critical open space components is the tree rows and tree masses. Although the use of these components is primarily visual, they will make a major contribution to the overall image and perceived friendliness of the campus. The tree rows break up expanses of parking lots and strengthen the street hierarchy to provide a series of human-scale places. This is important to negate the anonymity of the current parking lots. The tree rows have been placed to continue the geometry and patterns that have been established by the architecture of the core campus. Pedestrian paths will coincide with many of the tree rows. A walk through a shady, landscaped bed will be perceived as less of a barrier, and shorter, than a walk through a hot, open asphalt parking lot.
Campus Image

- Important to enrollment goals, future growth, pride
- Landscaping and details contribute as much to image as major architectural features
- Planning and capital expenditures must focus on the interstitial spaces between the buildings. It is critical that each "building" project include sufficient area of adjacent site to create a complete place.
- Attention to detail and maintenance are necessary to establish positive first impressions of the University, impressions that are lasting.
- Identified need to establish postcard images, creating unique places where memories are made. Some feature areas that have great potential to become postcard images are described in greater detail.
Nunn Drive Entry Garden

Nunn Drive is the primary ceremonial entrance to the campus. The Nunn Drive Entry Garden will establish the first impression of the campus for most people. The natural topography of Nunn Drive sets up a memorable entry sequence. One turns the corner from US 27 at a high point and can barely see the campus, on another high point, just around the bend. One proceeds along Nunn Drive, down to the low point from where one looks up to see the campus more fully revealed. Finally, one completes the ascent up the hill and arrives at the core campus. The primary goal should be to capitalize on this sequence of experiences and views.

It is important to begin to establish the warm, friendly image of NKU beginning at the intersection of Nunn Drive and US 27. As visitors travel along Nunn Drive, the streetscape treatment must signify to visitors that they are approaching the University. Visitors must feel that they are arriving "somewhere." Currently, Nunn Drive bypasses the main drop-off circle. Once a visitor finds the drop-off circle, it is not clear where to go once one steps out of the car. There are no doors into the Library; the path to the central plaza is not clearly visible from the circle and most campus activity is not visible from this point.

The length of Nunn Drive, combined with the variations in the topography, make it impractical to provide an extensive, continuous
streetscape treatment. Resources should focus on the intersection of Nunn Drive and US 27, and the segment of streetscape closest to the core campus. Near the intersection, evergreens have been placed to create dense "walls". These provide a dramatic change from the surrounding community. To continue to establish the image of NKU and to continue the feeling of approach, groupings of evergreen trees and ornamental trees have been used to establish a rhythm and punctuate the natural streetscape along the majority of Nunn Drive.

The evergreens have been placed in groupings of four to achieve significant mass and an intentional appearance. Ornamental trees are placed in groups in the median to provide color and break up the expanse of pavement.

As one approaches the core campus, the plantings become denser. The view from Nunn Drive terminates with a water feature. This fountain is strategically placed to distract and screen less pleasant functions just beyond the area—parking and central receiving. The horizontal walls of the water feature, composed of concrete and stone, recall the lines of the campus buildings. These water jets and colorful plantings around the structure connote a sense of welcoming, friendly sparkle and movement.

Visitor parking has been provided in a convenient location that is easy to find for first time visitors. It is proposed that a welcome center be constructed in the library space currently assigned to Archives with doors leading directly from the drop-off circle. The parking areas are heavily landscaped to provide the sense of parking in a garden, rather than in a parking lot with trees. The village path is an important pedestrian connector in the Master Plan. This path should be held inviolate, with no parking beyond it. The strong visual and pedestrian connections to the campus green draw the visitor’s eye to the memorable image of the lake, fountains and casual student activity. Although central receiving will remain in its current location, it will be heavily screened and truck traffic will be diverted away from the drop-off circle.
Campus Green

Campus Green will be the major informal green space on campus. This is a relaxed area; the campus "play" place. The character is pastoral and park-like. This area is one of the most important components of the Master Plan because the university does not currently have an informal green space where students can feel comfortable relaxing, playing frisbee, etc.

Both the location and character of the Campus Green contribute greatly to a positive image for the University. It will be highly visible to visitors from Nunn Drive. The contrast of simple geometric forms and natural forms create a natural character that recalls a traditional collegiate setting. The existing pond is gently re-shaped to provide a clean form with access to the water's edge.

The amphitheater can be used for a wide variety of activities: casual "hang" space for students, theatre productions, outdoor classes, poetry readings, concerts, even events such as graduation. Two informal "stages" have been provided: the broad walk adjacent to the amphitheater and the walk extending over the water on the other side of the lake. The fountains serve multiple functions: backdrop to the stages; screening of cars at the entry drop-off; the white noise screens traffic noise from Nunn Drive; and, the fountains draw visitors' attention into the Campus Green.

There are many opportunities to continue placing sculpture and other artwork in the Campus Green. The natural setting offers a nice contrast to the more formal sculpture garden proposed for the Special Events Center Plaza or the hardscape of the Central Plaza.
Central Plaza

The Central Plaza is a nicely framed space but is perceived as cold and unfriendly by many people. It is an anonymous space in that its intended use for the most part is not obvious: circulation, gathering, etc. The Central Plaza is not an intentionally designed exterior space, it is nothing more than a series of landscapes constructed with each building project. The configuration of the buildings, combined with the grade change, creates a "pinch point" that effectively splits the plaza into two separate areas. The tall retaining walls perpendicular to the northeast corner of Nunn Hall further the break by blocking views between the two areas.

The design of Central Plaza is based on the following principles:
- Differentiate the various use zones of the plaza, i.e.: circulation, gathering, small seating areas, green relaxing areas, etc.
- New improvements must respect existing investments to the greatest extent possible.
- The elements of the plaza must be simplified to the greatest extent possible to add coherency to the space.
- The scale of landscape features must be sufficient to stand up to the scale of the buildings.
- Activity should be concentrated in a few key areas to provide areas of visible activity and energy.

The Central Plaza is the most urbanized exterior space on campus. Although one of the major goals is to soften and warm up the space, it will have more concentrated landscape than most areas of campus. To respect the character of the space, yet soften it, significant areas of tree canopy have been provided in a number of areas. The trees literally reduce the glare of reflected sunshine, provide a human-scale overhead canopy, soften the plaza with significant foliage and provide simple elements that stand up to the scale of the buildings.

A large rectangular boulder creates a green "room" between Landrum Hall and the Old Science Building. A portion of the pavement beneath the trees has been replaced with a turf panel; the remainder of the trees are in tree grates set in the pavement.

Another triangular boulder is placed in the transition area between Nunn Hall and the Old Science Building. This feature eliminates unnecessary pavement and softens the environment. Several "corridors" are identified by double rows of trees in planters and pots.

Where possible, plant beds have been placed along building facades to soften the predominance of building walls meeting concrete. The tunnels and below-grade structures preclude plant beds in many locations. In other locations, trees and plants in pots can be used judiciously to soften hard-scape areas, as the maintenance of potted plants is greater than beds. Umbrella tables are suggested for the area above the power plant.

The existing lawn area has been expanded and the form simplified. A seating area has been developed adjacent to the steps between Nunn Hall and the Fine Arts Building. The tall retaining walls in this area should be cut down to grade to permit views in both directions. The triangular plant bed has been expanded and one unnecessary ramp has been removed. Another seating area has been developed adjacent to the University Center. A small water fountain provides a focal point for the space. Benches surround the fountain; perhaps the fraternity benches could be incorporated into this area.

Corpus Plaza Sketch
Campus Gateways

Campus gateways are located at each public entrance to campus. These features provide a welcoming sense of arrival, introducing and reinforcing the image of the University. Simple, low walls have been used to achieve these goals. The horizontal lines, and concrete and stone accents recall the materials and lines of the core campus. The horizontal lines are calm and soothing, yet provide an interesting contrast with the surrounding topography. The main wall is smooth concrete with clean, simple detailing. Repeats align with the top and bottom of attached letters that spell out the name of the University. The accent wall beyond is faced with limestone, adding a subtle richness and elegance. The walls are set in a bed of colorful annuals and perennials. A low hedge provides a backdrop to the walls and flowering plants. The ornamental trees add seasonal color and create a portal through which visitors enter the campus.
Campus Streetscapes

Campus streetscapes should contribute to the visual cohesiveness and human scale of the campus. Landscape and pedestrian improvements must be provided on all campus roads. These features should be added to existing roads and installed as an integral component of all new campus roads.

This plan establishes a hierarchy of roads, differentiating between the various types of campus roads to improve orientation and improve the overall campus framework. There are four categories of roads on the NKU campus: approach drives, perimeter roads, campus drives and access drives. Each of these road types has a distinct function that should be reflected in its physical character. Some of the general characteristics of each type of road are listed below.

Approach Drive
- Sense of arrival and destination
- Image
- Welcome
- Grand scale
- Boulevard
- Color
- Landscape features
- Trees, shrubs and perennials

Perimeter Road
- Edge
- Sense of place
- Image
- Efficient
- Significant scale
- Boulevard
- Punctuate pedestrian crossings
- Consistent landscape
- Tree-lined

Campus Drive
- Safe
- Slow moving
- Framework
- Emphasize pedestrian crossings
- Pedestrian friendly
- Tree-lined
- Create campus "rooms"

Access Drive
- Utility and service
- Disrupt
- Slow traffic
- Functional
- Narrow
- Favor pedestrian over cars
- Landscape flows across
Wayfinding and Signage

Both on and off-campus signage must contribute to a thoughtful, comprehensive system of wayfinding. The objective is to successfully direct the visitor to and through the campus. Each major segment of a visitor’s travel sequence to the campus represents an opportunity to simplify and clarify key visitor decisions, as a driver and subsequently as a pedestrian.

Off-Campus Signage:
One of the more obscure visitor travel segments is the approach to the south side of US 27 and Martha Layne Collins Boulevard. Directional signage should be provided to guide a visitor to campus from this direction. Another confusing segment is the approach from I-75 and Three Mile Road. Three Mile Road gives little indication of the presence of the University and there is no signage currently at the intersections of Campbell Drive and Kenton Drive. The Campus Loop Road will further exacerbate the situation. Entry feature signs should be placed in a designed campus gateway at each intersection.

Campus Gateways:
Primary entries to the campus include Three Mile Road, Nunn Drive, Johns Hill Road and eventually Peace’s Creek Road No. 1. Entry feature signs should be sited in campus gateway features at each intersection of these roads with campus roads.

Campus Directories and Locator Maps:
Currently visitors find it confusing to determine where to park and where to find specific facilities once they arrive at the campus. The new road hierarchy that has been established will for the most part alleviate this problem. Directional signs are needed to guide visitors to the visitor parking that has been located adjacent to the major campus entries at Nunn Drive and the Student Commons. Visitor Locator Maps and Campus Directories should be placed at these two drop-offs. An additional Visitor Locator Map and Campus Directory should be located in the Central Plaza.

Other Informational Signs:
The Plan recommends the judicious placement and display of descriptive information regarding the campus, for example, artwork on the campus, and the unique attributes of the Brutalist architecture. Such information would enable visitors to more fully understand and appreciate the history and beauty of the campus.

Signage Guidelines:
The Plan recommends the installation of a unified signage system that is both adaptable and compatible with the campus architecture. Whenever possible, signage should be fully integrated with adjacent architecture and campus landscaping.

Signage placement should not block drivers’ views or pedestrian movement, and should avoid locations that would require removal of the tree canopy.

Design cohesiveness and a family appearance can be rendered across all signage categories. There is an opportunity for the design of a sculptural/expressive sign system. The following is a listing of criteria that should be considered when developing a signage system:

Sign Character: The most basic component of a sign program is the sign’s shape, size, and proportion. The character itself can convey an image. A consistent character should be adopted for all types of signage within the campus.

Materials: Careful selection of materials for sign construction is essential. Some materials connote tradition, others convey contemporary style. Materials and fabrication techniques go hand in hand, to produce economical, durable and aesthetically pleasing systems.

Typestyles: There are thousands of typestyles to choose from and each has its own unique character. A proper typestyle should be selected to match the overall character of the system and campus. The Society for Environmental Graphic Design (SEGD) has a list of approved ADA
compliant type faces. Once a typeface has been selected and approved, it
should be used consistently throughout the system to create a unified
image.

Graphic Layout: All elements that will be displayed on each sign type
must be carefully considered. The manner in which each of these elements
are arranged on the sign panel determines the look of the sign. Once the
relationship of the graphic elements is decided upon, the layout should be
employed for each sign type.

Color: Universities often use their school color system as a basis for the
signage system. The color system should be selected to provide proper
contrast between the background and the letters. When there is a
hierarchy of information to be conveyed, it may be useful to employ
additional colors for impact.

The purpose of the signage system is to provide the viewer/user with
efficient, concise building identification, directional and informational
assistance, and regulatory assistance. The system will create an easily
discriminable sequence from the campus entry to a final destination. The
signage elements for Northern Kentucky University separate into four
basic categories according to the function of the information they provide:

- **Directional:** These signs indicate directions for vehicular and/or
  pedestrian traffic. The signs will be placed at intersections, and follow
  a specific methodology throughout the campus. They will subscribe
  to a linear decision-making process that will provide information in a
  progressively more specific manner.

- **Identification:** These identify the "edge" of campus, a place,
  locality or structure.

- **Informational:** These provide campus-wide information through an
  overall map and facility directory. These will be positioned near main
  entries and all public parking areas to assist in an overall
  understanding of the campus to the first-time visitor.

- **Regulatory/Prohibitive:** These signs communicate regulations
  and restrictions as they pertain to vehicles and/or pedestrians.
Northern Kentucky University currently has a number of sculptures and art installations sited throughout the campus, primarily in the core campus and the residential village. The Plan recommends that this program be expanded upon. In many respects the campus can be viewed as an outdoor gallery. There are numerous locations to continue the informal placement of individual pieces. Many museums and galleries group artwork in separate rooms based on the time period, style or other qualities. College Green, Central Plaza, West Green, East Green and North Green could all contain artwork, and each area could have a distinct theme of art. This could enhance the distinct character of each of these places, for example: the Central Plaza is more urban and manifold in character, it could contain more conceptual pieces; College Green is more pastoral and traditional in character, it could contain more representational pieces, etc.

A sculpture garden is located adjacent to the new Student Union, on the pedestrian plaza. This location will be visible to many campus visitors and will serve as a great introduction to the outdoor art program at NKU. The glass atrium connecting the Special Events Center with the new Student Union could house permanent or changing displays of art not suitable for outdoor installation. The sculpture garden is intended to be a concentration of art, displayed on the pavement or in plant beds within the pedestrian plaza. Shade trees, seating and informational signage should make this a friendly, welcoming place for people to gather and spend time.

This art program provides many opportunities for strengthening ties with the surrounding communities. Monthly or quarterly "campus art crawls" could be held to introduce students and the public to the NKU collection. Every time a new piece is acquired or installed, a special opening could be held to celebrate the event. Temporary student displays could be included with the permanent collection. There are a few areas in the core campus that would be great locations for temporary displays: the seating area above central receiving, the seating area just east of Nunn Hall, the pavement bordering the lake and the seating area adjacent to the fountain north of the University Center.
Lighting

At present, the campus has a wide mix of light fixture styles. There are two types of streetlights: arm-mounted standard city fixtures on utility poles, and disk shaped lights. The various parking lots contain three different light fixtures: high mast lights with multiple fixtures, disk shaped lights and a few round shoebox fixtures near Norse Commons. The core campus includes the concrete brutalist light fixtures, rectangular shoebox fixtures, round shoebox fixtures, round area lights and bollard lights. In general the light fixtures are placed for efficiency and do not strengthen the geometry of the campus.

The Plan recommends establishing campus lighting standards that define one type of fixture for each category of light: street light, parking lot light, pedestrian area light and accent lights. A family of fixtures should be used on campus to contribute to the visual unity of the campus.

Street:
A fixture for roadway lighting should be selected and the same fixture should be used on all campus roads. The lowest pole height possible should be used. A modern fixture with clean, simple lines and a dark finish is recommended.

Parking Lot:
The parking lot lights should be in the same family as the streetlights, perhaps the same fixtures. These lights should be mounted at the lowest height possible to reduce glare and improve the pedestrian quality of the parking lots. The lights will need to be relocated to work with tree lines.

Pedestrian Area:
The pedestrian areas of the campus: Central Plaza, the various green, the residential village, etc. should utilize a pedestrian scale area light. The existing concrete, Brutalist style lights on the core campus should remain as historical features of the campus. The new light fixtures should replace the three types of area lights that are currently in place on the core campus. The new fixture should be a modern, clean, simple style that doesn't compete with the architecture or site elements. The pedestrian light should complement the architecture, but should be unobtrusive. A dark finish is recommended for this and all of the light fixtures to minimize their appearance.

Accent Lighting:
Accent lighting includes bollard lights, building accent lights and landscape accent lights. Low level pedestrian lights, known as bollard lights should be used in situations that require emphasis, such as pedestrian crossings at streets. Bollard lights may also be used in areas such as the Student Commons or the amphitheater to highlight these as special activity areas on campus. In addition to bollard lights, a variety of building accent lights and landscape accent lights may be utilized to highlight special building and landscape features. These will accentuate activity areas and special features that contribute to the distinctive image and charm of the campus.
Landscape Guidelines

The landscape guidelines for Northern Kentucky University must accomplish two major tasks to be effective. First, these guidelines must be principle-based in relation to the New Brutalism style of architecture on the existing campus. Secondly, these guidelines must support and strengthen the planning principles that have been established.

**New Brutalism Principles**

1. Rejection of tradition
2. Embraces technology
3. Repetitive geometry
4. Simple forms
5. Cellular
6. Large scale
7. Clear expression of purpose
8. Clear expression of interior circulation
9. Unexpected building entries
10. Monochromatic
11. Unified

**Concerns at NKU**

1. New Brutalism is the tradition here
2. The style currently portrays a dated technology
3. Beginning to lose this at campus edges
4. Newer buildings have less simple forms
5. Perceived as boring
6. Cloister organization of the campus reflects this
7. Perceived as imposing
8. Desire for a "small campus" feel
9. Buildings don’t differentiate between users
10. This is not evident in newer buildings
11. Confusing for visitors
12. Perceived as boring and unfriendly
13. Perceived as boring and unfriendly

**Suggested Landscape Response**

1. Landscape must provide a sense of timelessness
2. The landscape must soften the campus
3. The landscape features must showcase current technology
4. Technology set in a garden (nature)
5. Continue repetitive geometry in landscape
6. May want to contrast geometry in some locations
7. Use simple forms to provide clear orientation and organization
8. Use rich textures, lush plantings, color in landscape
9. New structures should contain cloister organization
10. Landscape must humanize the scale of the campus
11. Wayfinding and landscape must ease orientation
12. Landscape must clearly direct people to entries
13. Landscape must provide vibrant transition spaces at entries
14. Landscape must provide color and warmth
15. Landscape must provide variety
16. Landscape must be the fabric that unifies the whole

Northern Kentucky University
1. Northern Kentucky University will maintain its small campus feel as it grows and changes.
   - Human scale spaces
   - Warm, friendly materials
   - Easy orientation

2. The image and appearance of the campus is to be inspiring and inviting.
   Memorable places that contribute to a sense of belonging and identity will be found throughout the campus.
   A signature structure or other campus features will be designed and constructed to provide a "postcard" image for the campus.
   - Provide schematic level design of several key areas such as the central plaza, the lake, etc.
   - Use quality materials throughout the campus
   - Use landscape to create "places" throughout the campus instead of scattered "window dressing" landscaping

3. New gateway features at the major entries will provide a welcoming and pleasing sense of arrival.
   Campus streets will have defined streetscapes that enhance the spatial organization of the structures.
   - Visually define the edges of the "University District" with distinct landscaping and materials
   - Unique sculptural features and landscaping shall identify each major entry
   - Campus streets shall be landscaped in a manner that identifies a hierarchy and vertically breaks up the open expanses
   - Landscaping of campus streets shall support orientation and wayfinding

4. The campus outdoor environment will be enhanced with harmonious and compatible lighting features, furniture, landscaping and signage elements.
   - Select and/or design these elements to support the other principles and guidelines

5. Landscape guidelines for the campus will be adopted to establish standards for the provision of more green spaces, for the screening and buffering of parking areas and for the preservation of natural areas.
   Campus landscape standards will encourage the use of native landscape materials and will promote the use of the campus grounds as a learning tool.
   - Green space will be designed into the campus as valuable elements rather than remnant leftovers
   - Parking areas shall be landscaped with large trees to divide the expanses into smaller "rooms"
   - Native plants shall be utilized adjacent to all existing natural areas
   - Native plants shall be utilized where appropriate throughout the campus

6. Students, faculty and staff will find it desirable to remain and linger on campus for longer periods of time.
   The core campus will be improved to stimulate multiple scales of activity that provide opportunity for intimacy as well as communal gatherings.
   The campus will be active and vibrant throughout the day, in the evenings, and on weekends.
   Outside gatherings and event places will be attractive and inviting and be used for more than just circulation.
   Outdoor student activity spaces will be developed for cookouts, recreation and gatherings.
   - Create exterior "rooms" with landscaping and vertical features
   - Provide a variety of exterior spaces that range from small spaces for private conversations to a ceremonial space for large gatherings
   - Provide "living spaces" adjacent to the residence halls
   - Create exterior areas of viable activity at key locations, including the perimeter of campus

7. Make circulation paths adjacent to, but distinct from exterior rooms

8. Informal collaboration and learning will be fostered within key indoor and outdoor pedestrian features.
   The campus will be a high quality pedestrian environment.
   The campus will have an organized, safe and convenient pedestrian system that will encourage walking rather than driving.
   Pedestrian safety and security will be enhanced within well-designed, lighted and landscaped key pedestrian crossings.
   - Pedestrians shall be accommodated on a hierarchy of paths throughout the entire campus
   - Paths shall be designed and landscaped to make walking a pleasant experience
   - Pedestrian/vehicular intersections shall favor pedestrians over vehicles
   - Where possible, pedestrians shall be separated from vehicles

9. The University will accommodate athletic and recreational needs within attractive "park like" open spaces.
   An appropriate number of well-located fields and courts will serve the athletic, intramural, instructional and residential recreation needs of soccer, flag football, basketball and sand volleyball.
   - A component plan shall show location of desired athletic fields
   - Athletic fields shall be located and landscaped to enhance their "park like" aspect

9. Lighted athletic fields will increase the availability of outdoor fields.
   Parking areas will be well-lighted and maintained for safety and security and be attractively landscaped.
   - The master plan will include conceptual recommendations and costs for lighting for athletic fields, parking, streets, and pedestrian routes
   - Lighting throughout the campus will be selected to support the New Brutalist-style of architecture

10. The University will accommodate the needs of students with disabilities.
    - Appropriate access to buildings and pedestrian facilities shall be provided.
    - Appropriate barriers shall be removed from pedestrian facilities.

11. The University will provide areas for the integration of educational and research activities.
    - Education and research facilities shall be located on or near the campus.
    - The campus shall be designed to support educational and research activities.

12. The University will provide a variety of opportunities for leisure activities.
    - The campus shall provide opportunities for leisure activities.
    - The campus shall be designed to support leisure activities.
Circulation

Access to the University is from three primary locations. A slight majority of traffic enters the campus from 1-275 via Three Mile road. Slightly less traffic volume enters the campus on Nunn Drive, while Martha Layne Collins Boulevard accounts for much of the remaining traffic. There is some traffic that enters the University from the west via Johns Hill Road.

The major arterial streets framing the campus include 1-275, I-471 and US 27. This AA Highway, a major road which originates south of campus and heads toward northeastern Kentucky, feeds into I-275. Ongoing improvements of AA Highway and Poles Creek No. 1 will someday provide good access to the University from the south and the east. The Three Mile Road interchange at 1-275 still experiences some back-ups on the exit ramp. Improvements to this exit ramp should be discussed with the Kentucky Transportation Cabinet. Within the last five years, the Transportation Cabinet rehabbed a 1.6 mile section of US 27 from East Alexandria Pike to the I-471/US 27 intersection. The intersection of I-471/US 27 is the gateway to the City of Highland Heights and southern Campbell County. This intersection is experiencing recurring congestion and is currently being studied by the Transportation Cabinet. The growth of the University is a factor in this study, as is the City of Highland Heights’ plan to develop the northwest corner of the intersection with offices, restaurants and possibly a hotel.

Longer term, the City also envisions light industrial, office and retail development on the east side of the intersection. The preferred plan concentrates most of the needed roadway and intersection improvements at Sunset Drive and US 27. The alternative also recommends enlarging the intersection of Nunn Drive and US 27 and developing a connection from Nunn Drive to Marshall Drive to relieve left turn movements onto Nunn Drive from US 27. The Master Plan recommends an alternative to the Marshall Drive connection.

Five collector roads serve the University. Three Mile Road is a two-lane street that provides access to the University at Kenton Drive. Nunn Drive is a boulevard street that connected the original Nunn Drive loop with Johns Hill Road. University Drive is a campus road and was never planned to accommodate through traffic. The intersection of University Drive and Johns Hill Road is difficult to negotiate due to the sloping conditions on all three approaches to the intersection. Johns Hill Road along the south side of the University is a two lane road with difficult horizontal and vertical curves. The University and the City of Highland Heights must petition the Commonwealth to improve this section of roadway.

The Master Plan
As alternative models of growth and development were discussed and evaluated over the course of the planning process, a variety of circulation recommendations emerged. The primary factors shaping the circulation system of the preferred alternative include the following:

- The "Village" connection of the core campus with the existing residential village
- Siting of the Special Events Center on the south side of campus
- The development of future recreation and athletic facilities south of Johns Hill Road
- The continued concentration of large parking lots on the west side of the campus

Overtaking all of these factors was the objective to eliminate pedestrian/vehicular conflicts to the extent possible, but in particular in the area in front of the Residential Village. Consistent with the University's original planning concepts, traffic needs to be at the outer edge of the campus.

Alternatives were prepared to test whether it would be preferable to site the higher traffic generators (the SEC and major parking structures) on the east side of the campus near the primary campus access points or to improve the roadway frame around the campus thereby providing access to multiple locations. Proposals for a land bridge and pedestrian underpasses at Kenton Drive near the Residential Village were ruled out due to grade problems and the difficulty of relocating substantial underground utilities.

With the goal of eliminating vehicular traffic in the vicinity of the Residential Village and distributing much traffic to the south side of campus, the Master Plan recommends the following:

- Develop University Boulevard, a public arterial roadway from I-275 to Johns Hill Road and Martha Layne Collins Boulevard. This road will utilize the existing Three Mile Road and a relocated portion of University Drive to form a new intersection at Johns Hill Road and Martha Layne Collins Boulevard. This road, as planned, will become an important addition to the roadway system serving the entire community. Over the long term, it is likely to be a viable thoroughfare option to US 27. The greater traffic distribution will eliminate the need to connect Marshall Drive to Nunn Drive as recommended by previous studies. This entire roadway section is planned as a boulevard in order to enhance the green and scenic edge between the University and the community. This road will require acquisition of properties consistent with the University's approved acquisition plan.

- Construct a Loop Road along the I-275 frontage from Three Mile Road and Campbell Drive to Johns Hill Road. This ambitious proposal will serve to complete a campus circulation pattern that routes vehicular traffic around the perimeter of the campus rather than through it. This outer loop, with dedicated access from the I-275 ramp, will permit Kenton Drive to be interrupted at the Residential Village. Kenton Drive will be realigned to use as a campus service and parking for drive. The loop road is proposed to be three-lane to permit a center turn lane.

Over the long term, it is recommended that the University and the City of Highland Heights work with the Kentucky Transportation Cabinet to connect the campus Loop Road with the AA Highway via Poles Creek Road No. 1. This road may also be designed to serve the University's planned athletic and recreation facilities to be located in this area. A public road will also serve to invite joint campus and community use of these facilities.

- Improve Johns Hill Road from Martha Layne Collins Boulevard to I-275. This improvement will require purchase of additional right-of-way in order to soften the vertical and horizontal curves in the existing roadway. It is advised that engineering for the road improvement and the design of the Special Events Center be done at the same time to ensure that alignment, grading and design of each proposed project all work to the greatest effect. Johns Hill Road is also shown as a boulevard to accommodate turn lanes and to visually enhance the edge of the campus and community.
Parking

Parking as a component of the Master Plan must balance two conflicting goals. The commuter nature of the University requires that parking be convenient and readily available. This contrasts with the desire to soften and green the campus. Pedestrian conflicts are also a concern since the majority of student parkers must cross Kenton Drive to get to the core of the campus. The uncured lots and drives and the lack of orientation devices around the campus such as continuous street lights, street trees and signage all contribute to poor pedestrian movement in and around the campus parking lots.

Faculty and staff park around the core campus. Student parking is accessed primarily from Kenton Drive. The parking that was removed by the Science Building in the fall of 1999 was replaced by the parking garage and a tiered surface lot located between Johns Hill Road and University Drive. Visitor parking spaces are limited to a lot near Regents Hall and along Henn Drive by the Administrative Center. There is regular bus service to the campus via IANK. Routes 11, 24, 25, and 26 bring a total of 85 buses through the campus. Students, faculty and staff may receive a parking pass for a fee.

On-Campus Parking Supply

To evaluate the impact of the Master Plan recommendations, a parking study was conducted to quantify the number of spaces currently available and to estimate existing peak demand for spaces. The study relied on a parking utilization count conducted by the consultants and various counts, observations and studies conducted by the University.

Despite continued growth over the last few years, the Campus Planning Office has not detected an appreciable increase in peak demand for parking spaces. It is likely that a contributing factor to this constant rate is the University's ability to reduce peak number of students and faculty on campus by effectively spreading classes throughout the day and the week. General classroom utilization is also high in the evening. The University's reliance upon smaller class sizes may also serve to spread out the numbers of students on the campus. Based on classroom data, (subtracting some residents) current peak demand is estimated to be 2985 students. This peak demand occurs between the hours of 9 AM and 2 PM Monday through Thursday. There are 3939 spaces currently available to commuting students. This parking provides a ratio of 1.32 spaces per peak hour student. This ratio indicates that peak demand is more than satisfied and that there are sufficient empty spaces to make the search for a space not an unreasonable hardship. This assessment was confirmed by analysis of a parking lot survey conducted in 1997.

The survey revealed that 88% of the available spaces were utilized at the peak hours. This data suggests that the ratio of 0.32 spaces per student was sufficient to accommodate the parking demand of the 10,950 students who commuted to the campus. To make the search for a space tolerable, a ratio of 0.36 is recommended for planning purposes.

Student parking lots begin to fill along Kenton Drive and Three Mile Road where there is the greatest incoming traffic. The lots fill up moving east to west. Many of the lots between Kenton Drive and I-775 are only half paved with asphalt. The gravel and the remoteness of the lots make these the most undesirable spaces. The newest lot along Johns Hill Road near the BEP Building has become a well-utilized lot. The parking garage, which opened in late spring 2000, has been observed to not be full on most days.

In 1998 there were 1562 active faculty and staff permits. After subtracting the faculty and staff located at more remote locations as well as known shift differentials, it is estimated that the number of faculty and staff that require a parking space on the core campus is 1,327. Half of the faculty is part time. Over a third of the staff is part time. There are a total of 602 dedicated faculty/staff spaces. In addition, parking in the new parking garage and the new tiered lot, a total of 554 spaces, is open to both faculty/staff and students.

Potential Changes in the Parking Supply

Over the years, the rush to supply parking spaces for the growing enrollment utilized most of the available land around the core campus. As the University continues to grow there will be difficult decisions to make as to how the supply may be increased. The future development of new green spaces and pedestrian amenities will serve to diminish the land available for parking. The University must not compromise its principles relative to its future image, appearance, and its remaining open spaces. The University must recognize, as it has in the past, that additional parking structures will be inevitable.

The issues that the Master Plan must deal with include growth in the student body, the additional parking demands attendant to the proposed Special Events Center and the loss of spaces due to the siting of new buildings.

Campus Growth

Parking demand must be estimated for the 14,000 student population projected for the next 10 years. If the current peak parking demand ratio (1.32) is maintained the number of spaces required to meet a new 3,520 student peak demand is 4,646 spaces. Using a ratio of 0.36 students per space, the parking supply required for 12,500 commuting students is 4,500 spaces.

For planning purposes, the 1.32 peak ratio and the 0.36 student ratio may only prioritize the efficiencies of the existing lots in attracting more parkers. If the peak classroom projections are correct, the future peak parking demand may be accommodated by a ratio of 1.15 spaces per student at the peak hour. In this case, the projected student population may be accommodated within the existing lots. Parking for 100 additional employees/staff members may also be provided within the existing lots. Therefore, the projected growth of student enrollment as a lone factor will not require the development of additional parking. The University must monitor parking supply and demand to ensure this is the case.

Two issues must be addressed to make this work. First, the remote portions of the westernmost lots must be enhanced with dedicated walkways, lighting, and landscape to increase comfort and to lessen the perception that these spaces are undesirable. The second master planning issue to be addressed is the parking needs of the Special Events Center. This additional parking need as discussed below will also serve to increase the supply of parking spaces on campus.
Special Events Center
The Special Events Center poses special requirements for parking due to its future use as a regional sports, entertainment and assembly venue. Target capacities for the center are between 6,500 for basketball and 7,500 seats for concerts and public assemblies. For master planning purposes, the study will utilize a development standard of one (1) space per three (3) seats necessary to satisfy parking demand. The parking requirement for 7,500 seats will be 2,240 spaces. The number of spaces required for the facility will depend on availability of on-campus parking space during major events. The proximity of spaces to the Center will also be important. Optimally, there must be sufficient parking within a quarter mile or a five (5) minute walk of the facility.

The Master Plan identifies a tentative near term to mid-term phase and a long-term phase to meet the overall parking requirements. As the Special Events Center is planned for the near-term, the parking utilization counts revealed that 2,450 parking spaces will be available for special events parking for evening events. These spaces are likely to be scattered throughout the University unless SEC parking is designated on certain evenings. New spaces developed over the mid- to long-term must be considerate of the SEC both in terms of number of spaces as well as the proximity of those spaces.

Ongoing University growth, the potential for events to overlap, and the need for the Center to be competitive in the market place suggest that approximately 600 to 800 new spaces be provided to accommodate students, faculty/staff and SEC parking. Given the increasingly limited development options, these new spaces may be developed along with the re-located Johns Hill Road. The other option is to develop one of the parking structures identified in the Master Plan. The 800-car deck at the site of the existing soccer field would be ideal in serving both student and SEC parking needs.

Losses and Gains Due to the Master Plan Development
The losses and gains of parking spaces over the three phases of Master Plan development are shown on various figures. After developing new spaces for the SEC in the near term, the University must be vigilant in projecting the need for additional structured parking in the future. An additional structured parking facility must be integrated into the thoughtful design of new campus developments. The goals and planning principles established at the onset of the planning process envision a campus wherein parking as a land use is subordinate to the well planned and preserved open space and pedestrian system. New parking lots must be planned in light of open space and pedestrian enhancements. Green space must be reclaimed and purposely developed along with new buildings. In a manner consistent with the Master Planning principles, this eye toward enhancing the campus will sometimes look for reasons to eliminate spaces as much as it will be to supply new spaces or preserve spaces that detract from the visual quality of the campus.

The development of ample and convenient visitor parking is also a master plan priority. The Master Plan recommends that visitor parking be established in a very visible location at the Nunn Drive entrance to the University.
Near to Mid-Term Phase

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<tr>
<td>278</td>
<td>165</td>
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Existing Spaces: 5,587
Total Spaces: 6,042

Northen Kentucky University
Long Term Phase

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<th>Loss</th>
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</thead>
<tbody>
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<td>+397</td>
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</table>

Total Spaces 6,639
Building Use and Space

For master planning purposes, space issues must be addressed at two levels. The first priority is to align the University’s facility space program with the Kentucky Council on Postsecondary Education’s (CPE) 1999 Space Utilization Standards and Space Needs Model. The CPE is using these standards to evaluate capital planning priorities related to maintenance, renovation and new space needs. The second priority is oriented to issues related to the ongoing planning, operation and functional needs of the University.

Space Utilization Standards

In June of 1999, the Kentucky Council on Postsecondary Education established space utilization standards in order to assess the available space of each of the Commonwealth’s postsecondary institutions. The guidelines are based on assignable square feet of space per full time equivalent (FTE) student and full-time faculty/staff. According to the comparison study, NKU’s total assignable square feet of 910,193 was 5 percent greater than what the guidelines considered to be optimal. The University had surpluses in classroom space (14%), offices (22%) and teaching and research laboratories. The surplus in teaching and research laboratories was likely due to the new space to be brought on line with the completion of the new Natural Science Building. The surplus of classrooms and offices was surprising due to the fact that NKU has a pressing need for both types of space. It should be noted that at 107.83, NKU has the lowest ratio of assignable square feet to FTE students of all Kentucky regional institutions.

The opening of the new Natural Science Building, coupled with the renovation of the existing science building, may address some of the immediate concerns about office and classroom space that have existed over the last few years. The University would be wise, however, to monitor the impact of part-time students and faculty on space needs. The Commonwealth’s office guidelines may put the University at a disadvantage given NKU’s relatively high numbers of part-time faculty. Despite their part-time presence on campus, part-time faculty perform a valuable role and must have office hours with the ability to meet informally with students. This phenomenon may place a demand on space that is not readily perceptible by the guidelines.

The guideline comparisons do support the University’s building, renovation and maintenance priorities as developed within the Master Plan. The University was shown to have deficits in physical education and recreation space (-41%), special use and general use space (-24%) and student support space (-24%). Facilities and spaces dedicated to these needs will directly support and contribute to a learner-centered environment, making the campus more inspiring and inviting. In response to these special, general and support space needs, the Master Plan has carefully sized a new Student Union, a renovated University Center, and a Special Events Center. These facilities are all linked and connected to academic areas with new exterior campus community spaces. In addition, the Master Plan recommends that increased student support space (i.e., lounge and study space) be made available in all academic buildings.

The Master Plan also provides the University with the ability to seek, accommodate, and invite opportunities related to special support facilities such as employment centers, a child development center, visitor centers, museums. These facilities are important to the University’s mission and its desire to utilize the campus as a piece of civic infrastructure. However, these uses do not nearly fall within CPE’s space guidelines.

Operational and Functional Needs

Over the last few years, the University has become increasingly more sophisticated in scheduling classroom and other year-to-year space demands. This has made a difference in the utilization of existing resources. The next evolution in the utilization of existing facilities of the University’s physical development will require adherence to new policies and procedures in order to reach the desired level of campus quality, quantity and resource management.

First, the University must maintain its ability to accommodate its programmatic needs over the long term. The Master Plan does not make recommendations that supplant academic decision making, but it does create and preserve building sites necessary to meet the aesthetic and functional tests of campus growth, character and use. The Master Plan identifies a long-term capacity that likely will exceed the academic needs of the growing student population. This physical growth capacity is necessary to show the relationship of potential building sites within the framework of open spaces, circulation and pedestrian connections. It ensures that the University has the flexibility and opportunity to accommodate in a well-planned manner its mission-central goal of a learner-centered environment, all within the dynamic demographics of the northern Kentucky area.

Campus building use should be functionally organized for reasons related to convenience and efficiency. The Master Plan proposes a compact academic undergraduate quad set consisting of Landrum Hall, new Natural Science Building, old science building and two new academic buildings. This academic quadrennial is the site of the Library, new Student Union, significant student parking areas, and the busiest classrooms.

An athletics and recreation district, including the Health Center, is concentrated on the south side of campus. Housing is located in three areas. The Master Plan recommends that additional residences be added to the existing Residential Village only if it serves to better connect the housing to the core. A new residential village on the east side of campus will connect the University with the housing and commercial development in Highland Heights. In addition, acquisition of the Meadowview Apartment Complex is recommended. This development contains 118 two-bedroom units as well as community building and pool.

As the University continues to grow and change, there will be a need to accommodate departmental growth, to enhance affinity between programs, to create vital activity and support spaces and to provide for systematic renovation. The space created by the move of the sciences to the new Natural Science Building offers the University the opportunity to implement a space use policy that works toward accomplishing the overall goals of the Master Plan. These recommendations include:

- Preserve the Principle of Highest and Best Use: The compact nature of the campus should strengthen the intellectual capital of its faculty, staff, and students. The University shall ensure that important academic needs and contingencies are given special weight.
• **Implement a Domino Strategy:**
The new Natural Science Building frees up space in the existing science building. In addition to enhancing the functional zoning of the campus and developing program affinities, the renovation of the old science building should also be planned in light of the next major renovation project. The most likely renovation project would be Lardrum Hall. There may be some strategic moves that would gain lounge, study, and/or activity space for this heavily used building.

• **Develop Affinities Between Department and Colleges.**
The current academic model of the University places emphasis on the teaching and advising of students at the Department level. Consequently, most students identify with their departments. The renovation of the old science building and Lardrum Hall provides an opportunity to create visible departmental homes. Appropriate departmental adjacencies will promote faculty collaboration and provide opportunities for shared use of instruction space. The addition of lounge or activity spaces as described below will also provide many students with a home within the campus.

• **Develop Energy and Activity Spaces:**
As part of new construction and through the remodeling of existing buildings, seek every opportunity to create activity/gathering spaces at ground and first floor locations. These spaces should be an integral part of the pedestrian system as students move from parking to buildings as well as between buildings. Ideally, these spaces should be visible from the outside and be accessible without attracting a great deal of attention. Lounge and activity spaces may also be arranged or decorated over time so as to promote a departmental identity to instill an even greater sense of belonging among the students. In some cases, it may be necessary to add an entry structure to a building so that these priorities can be accomplished.
Phasing

The Northern Kentucky University Master Plan identifies a broad range of physical changes to the campus that are long-term and strategic in nature. Implementation of the Master Plan must be achievable over time through a series of individual building and campus enhancement projects. Academic and student support needs may change, priorities will be altered and not all recommendations will be implemented as planned. It is therefore important that each major project be self-supporting and not require a further future step in order to complete a logical planning concept or campus enhancement. The Master Plan must also provide flexibility in the manner and order in which recommendations are implemented.

The implementation strategy of the Northern Kentucky University Master Plan is best illustrated by two major phases: the near to mid-term phase and the mid-to-long term phase. As the near to mid-term phase requires many simultaneous planning, design and acquisition actions, it is difficult to convey the overall strategy in a more discrete manner. For capital budgeting purposes, it is recommended that the University take the options in a manner that best takes advantage of opportunities and constraints present in each budget cycle.

Near to Mid-Term Phase

In the near term, the University will design and construct two major building projects. A new Power Plant and the renovation of the old science building was approved by the 2000 General Assembly. The University also has funding for an important enhancement project, the Nunn Drive Entry Garden. Funding for the actual renovation of the old science building will be the top priority of the 2002-2004 Capital Budget Request.

The major physical development focus of the mid-term will be developing projects related to student support, general use, special use and athletics and recreation areas. A Special Events Center and a new Student Union are both high priorities for the 2002-2004 Biennium.

The Master Plan places the Student Union on an existing parking lot; thus it can be constructed with relative ease. The Special Events Center will require the relocation of the baseball field, which necessitates the continuing acquisition of property on which the new athletic and recreation campus will be developed. The University will also work with the Transportation Cabinet, Highland Heights and Campbell County to achieve funding for design and construction of the campus Loop Road, the widening of Johns Hill Road, and the extension of University Drive. Upon completion of the Campus Loop Road from Campbell Drive to Johns Hill Road, the section of Kenton Drive in front of the Residential Village will be closed to vehicular traffic, unifying the core campus with the Residential Village.

A number of enhancement projects are recommended in this phase. With Nunn Drive closed in the area of the new Natural Science Building, the University has the ability to begin development of a series of green spaces surrounding the core campus. A West Green may be developed along with the Student Union. An East Green may be developed by eliminating Lot E and expanding Lot F. A North Green, to be constructed as part of the new Science Building project, may be extended to the Residential Village when Kenton Drive is interrupted. Enhancements to the Central Plaza and the College Green should be implemented. Additional central green improvements may be designed and developed as funds are available.

Existing parking spaces will satisfy much of the demand created by growing student enrollment; however, new spaces must be provided for the Special Events Center. New spaces may be developed with the athletic facilities proposed for the south side of Johns Hill Road. It is also recommended that the University pursue the construction of a parking deck on the present site of the soccer field. A large deck built in this phase may delay the need for a parking garage in the foreseeable future.

The village development could be initiated with construction of several village buildings. These initial village buildings could house those functions the University deems most pressing, perhaps daycare, campus retail or student employment partnerships. The East Green should be developed in conjunction with these structures to ensure that this new portion of the campus contributes to the warm, friendly image that the University wishes to achieve. Temporary and permanent parking is to be located north of the green.

There are a number of campus enhancement projects that could be implemented incrementally by University staff, or accomplished as capital projects. These include the renovation and enhancement of the west parking lots, the Kenton Drive streetscape improvements, and the pedestrian system improvements. These projects will greatly improve the visual quality of the campus. They should be implemented as priority projects and not left to fall by the wayside.

Proposed enhancements to the parking lots west of Kenton Drive include reconfiguration to better fit the geometry of the campus; to increase efficiency, landscaping and lighting; and, to provide a comfortable pedestrian pathway system from the lots to the core campus. These improvements should make the experience of walking from the lots to the core campus much more enjoyable, thereby making the walk seem a shorter distance. In addition, the image of the campus to passers-by will be greatly improved.

The Kenton Drive streetscape improvements include installation of curbs, sidewalks, designated pedestrian crossings and significant tree plantings. These improvements will greatly reduce the perceived scale of the parking areas and provide a safer, much more inviting pedestrian system.

Pedestrian system improvements include sidewalks, designated road crossings and landscaping. This system reinforces the geometry of the core campus, while providing convenient pedestrian access throughout the campus. Landscaping should be included with the walks to provide a pleasant pedestrian experience.

Mid to Long-Term Phase

The recommendations of the previous phase will serve to create the building sites that are likely to be needed over the long term. The Plan identifies sites for four academic buildings. As a funding priority, the buildings are likely to wait for the later phases.

Note: The cost estimates which follow are preliminary and should be further evaluated prior to use for capital budgeting purposes. All costs are stated in 2000 dollars.
### Costing and Implementation

<table>
<thead>
<tr>
<th>Near Term Projects</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1 Outdoor Recreation Center</td>
<td>$300,000</td>
</tr>
<tr>
<td>Volleyball court</td>
<td></td>
</tr>
<tr>
<td>Basketball court</td>
<td></td>
</tr>
<tr>
<td>Shelter</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td></td>
</tr>
<tr>
<td>B1 New Power Plant (funded 2000)</td>
<td>$12,000,000</td>
</tr>
<tr>
<td>Design</td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td></td>
</tr>
<tr>
<td>B2 Old Science Building Renovation</td>
<td>$10,500,000</td>
</tr>
<tr>
<td>Design (funded 2000)</td>
<td></td>
</tr>
<tr>
<td>Renovation funding (2000)</td>
<td></td>
</tr>
<tr>
<td>Site &amp; Landscape (plaza or West Greens)</td>
<td></td>
</tr>
<tr>
<td>B3 Nunm Hall Improvements</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Design</td>
<td></td>
</tr>
<tr>
<td>Renovation</td>
<td></td>
</tr>
<tr>
<td>E1 Nunm Drive Entry Enhancement/Parking Demolition</td>
<td>$400,000</td>
</tr>
<tr>
<td>Parking</td>
<td></td>
</tr>
<tr>
<td>Landscape</td>
<td></td>
</tr>
<tr>
<td>E2 Campus Green Enhancement Lake</td>
<td>$750,000</td>
</tr>
<tr>
<td>Walkways</td>
<td></td>
</tr>
<tr>
<td>Amphitheater</td>
<td></td>
</tr>
<tr>
<td>E3 Plaza Enhancements</td>
<td>$700,000</td>
</tr>
<tr>
<td>Demolition</td>
<td></td>
</tr>
<tr>
<td>Various Improvements</td>
<td></td>
</tr>
<tr>
<td>Acq. Property Acquisition</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>22 properties - 39 acres</td>
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</tr>
<tr>
<td>Near to Mid-Term</td>
<td></td>
</tr>
<tr>
<td>A2 Special Events Center (160,000 gsf)</td>
<td>$45,000,000</td>
</tr>
<tr>
<td>Design (funded 2002)</td>
<td></td>
</tr>
<tr>
<td>Demolition</td>
<td></td>
</tr>
<tr>
<td>Special Events Center</td>
<td></td>
</tr>
<tr>
<td>Site/landscape/entry</td>
<td></td>
</tr>
<tr>
<td>Pedestrian Plaza</td>
<td></td>
</tr>
<tr>
<td>Johns Hill Road improvements</td>
<td></td>
</tr>
<tr>
<td>Parking Lot (420 spaces)</td>
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</tr>
<tr>
<td>Parking Lot (372 spaces) with walk along Johns Hill Road</td>
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</tr>
<tr>
<td>A3 Relocate Baseball Stadium (seating 1,000)</td>
<td>$1,000,000</td>
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<tr>
<td>Demolition</td>
<td></td>
</tr>
<tr>
<td>Stadium</td>
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</tr>
<tr>
<td>Baseball field</td>
<td></td>
</tr>
<tr>
<td>Site/Landscape</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td></td>
</tr>
<tr>
<td>A5 Soccer Stadium, (seating 1,000 with practice field)</td>
<td>$2,640,000</td>
</tr>
<tr>
<td>Stadium</td>
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</tr>
<tr>
<td>Field</td>
<td></td>
</tr>
<tr>
<td>Site/Landscape</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td></td>
</tr>
<tr>
<td>Parking, 590 spaces</td>
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</tr>
<tr>
<td>B4 New Student Union (120,000 gsf)</td>
<td>$24,000,000</td>
</tr>
<tr>
<td>Demolition</td>
<td></td>
</tr>
<tr>
<td>Student Union</td>
<td></td>
</tr>
<tr>
<td>Site/Landscape/Utilities</td>
<td></td>
</tr>
<tr>
<td>Parking, Lot Enhancement Pedestrian Ways</td>
<td></td>
</tr>
<tr>
<td>Alumni/Faculty/Staff Center (15,000 gsf)</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>B5 Greenhouse</td>
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</tr>
<tr>
<td>Greenhouse</td>
<td></td>
</tr>
<tr>
<td>Site/Landscape</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td></td>
</tr>
<tr>
<td>B6 Thruway Acquisition/Renovation Renovation Site/Landscape</td>
<td>$4,900,000</td>
</tr>
<tr>
<td>B7 Village Buildings (Environmental Center, daycare/childhood development center, private sector partnership)</td>
<td>$4,500,000</td>
</tr>
<tr>
<td>Demolition</td>
<td></td>
</tr>
<tr>
<td>Two Village Buildings</td>
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</tr>
<tr>
<td>B8 Student Services Building Renovation Renovation</td>
<td>$8,000,000</td>
</tr>
<tr>
<td>E4 Gateways</td>
<td></td>
</tr>
<tr>
<td>North Gateways (2)</td>
<td>$300,000</td>
</tr>
<tr>
<td>South Gateways (3)</td>
<td></td>
</tr>
<tr>
<td>E5 North Green Development Close Keto Drive Landscape</td>
<td>$250,000</td>
</tr>
<tr>
<td>E6 Electric Transmission Line Relocation</td>
<td></td>
</tr>
<tr>
<td>Relocation</td>
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</tr>
<tr>
<td>E7 East Green Development Demolition (Lot 1)</td>
<td>$1,000,000</td>
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<tr>
<td>Parking Lot Expansion (Lot F)</td>
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<tr>
<td>Carroll Drive Relocation Site and Landscape</td>
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</tr>
<tr>
<td>E8 West Green Development Pavement Demolition Sidewalks</td>
<td>$500,000</td>
</tr>
<tr>
<td>Landscape</td>
<td></td>
</tr>
<tr>
<td>P1 Parking Deck</td>
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</tr>
<tr>
<td>Demolition</td>
<td></td>
</tr>
<tr>
<td>Deck</td>
<td></td>
</tr>
</tbody>
</table>

Northern Kentucky University
<table>
<thead>
<tr>
<th>Project Description</th>
<th>Category</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loop Road Construction Design, Roadway, Lighting, Streetscape</td>
<td>Transportation</td>
<td></td>
</tr>
<tr>
<td>University Drive Relocation (Public) Design, Roadway, Lighting, Streetscape</td>
<td>Transportation</td>
<td></td>
</tr>
<tr>
<td>Johns Hill Phase II Design, Roadway Improvement, Streetscape</td>
<td>Transportation</td>
<td></td>
</tr>
<tr>
<td>Acq. Property Acquisition 13 properties - 160 acres</td>
<td>$ 2,600,000</td>
<td></td>
</tr>
<tr>
<td>Acq. Meadowview Acquisition Acquisition, Renovation</td>
<td>$ 5,000,000</td>
<td></td>
</tr>
<tr>
<td>Mid- to Long-Term</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A4 Athletic / Recreation Improvements Practice Soccer (80 yds x 120 yds)</td>
<td>$ 250,000</td>
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</tr>
<tr>
<td>Tennis Complex (52,000 gsf)</td>
<td>$ 5,500,000</td>
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</tr>
<tr>
<td>Intramural Soccer Fields (4 fields)</td>
<td>$ 250,000</td>
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</tr>
<tr>
<td>Intramural Softball (3 fields)</td>
<td>$ 250,000</td>
<td></td>
</tr>
<tr>
<td>Site/Landscape/Streetscape</td>
<td>$ 250,000</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>$ 250,000</td>
<td></td>
</tr>
<tr>
<td>B7 Village Building (visitor center, DPS, fine arts gallery, studio, day care, childhood development center, private sector partnership) Demolition Four Village Buildings Site/Landscape Utilities</td>
<td>$ 9,000,000</td>
<td></td>
</tr>
<tr>
<td>B89 Landrum Renovation and Addition Demolition Building Addition Site/Landscape</td>
<td>$ 9,000,000</td>
<td></td>
</tr>
<tr>
<td>B14 Law School Academic Building Site/Landscape Utilities</td>
<td>$19,000,000</td>
<td></td>
</tr>
<tr>
<td>B10 West Green Building (70,000 gsf, three-story) Demolition Academic Building Site/Landscape Utilities Parking Lot Enhancement</td>
<td>$11,740,000</td>
<td></td>
</tr>
<tr>
<td>B11 West Green Academic Building 2 (70,000 gsf) Demolition Academic Building Site/Landscape Utilities Parking Lot Enhancement</td>
<td>$11,740,000</td>
<td></td>
</tr>
<tr>
<td>B12 Science Plaza Building (100,000 gsf, four-story) Academic Building Site/Landscape Utilities</td>
<td>$16,800,000</td>
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</tr>
<tr>
<td>B13 South Green Academic Buildings (1 @ 100,000 &amp; 1 @ 50,000) Placeholder not costed</td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>H2 Village Housing Demolition Residences Site/Landscape Utilities</td>
<td>$ 8,000,000</td>
<td></td>
</tr>
<tr>
<td>H3 Eastside Housing (300 units) Residences Parking Site/Landscape Utilities</td>
<td>$15,000,000</td>
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</tr>
<tr>
<td>P2 Parking Garage (600 spaces) Demolition Sitework Garage</td>
<td>$ 9,600,000</td>
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</tr>
<tr>
<td>P2 Parking Garage (410 spaces) Demolition Sitework Garage</td>
<td>$ 5,000,000</td>
<td></td>
</tr>
<tr>
<td>T4 Three Mile Road Boulevard Design Improvement</td>
<td>Transportation</td>
<td></td>
</tr>
<tr>
<td>T5 Extension of Loop Road to Pook's Creek Road No. 1 Design Improvement</td>
<td>Transportation</td>
<td></td>
</tr>
</tbody>
</table>