NKU 50th Anniversary
Join NKU President Geoffrey Mearns for an exclusive, invite-only event to thank our advocates from across the region. We are excited to bring together our advisory boards, councils, foundations, and other supporters to celebrate where we are and where we’re going.
CELEBRATION PERIOD

February 2018 – November 2018
COMMITTEE CHARGE

The committee will plan and execute tactics that:
1. Generate public awareness and interest;
2. Strengthen the NKU brand;
3. Motivate NKU alumni to actively engage with NKU;
4. Prompt an increase in new student recruitment;
5. Inspire financial support for the University; and,
6. Encourage community engagement with NKU.

The committee’s success will be evaluated by the following:
1. Increase in awareness and perception (survey executed in 2019 – measured against 2015 and 2017 benchmarks);
2. Attendance at (to be agreed upon) signature events;
3. 50th Anniversary website traffic and statistics;
4. Social media engagement; and,
5. Number of new alumni engaged in either volunteer or donor activity.
# COMMITTEE ROSTER

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<th>LAST</th>
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<td>Figgins</td>
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<td>Gessner</td>
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<td>Moore</td>
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<td>Ramsey</td>
<td>Jamie</td>
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<td>Denise</td>
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<td>Will</td>
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<td>White</td>
<td>Matthew</td>
<td>NAACP President/APB/Student</td>
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<td>Nancy</td>
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<td>Wiseman-Moore</td>
<td>Krista</td>
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<tr>
<td>Wulfeck</td>
<td>Debbie</td>
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SUBCOMMITTEES

• Marketing & Communications
• Events
• Programming
• History
Program Breakdown – 145,000 ASF / 241,000 GSF

- **Faculty/Administrative Workplace**: 28%
- **Clinical Skills**: 18%
- **Simulations**: 18%
- **Radiologic Sciences**: 6%
- **Classrooms**: 4%
- **Community Life**: 4%
- **Building Support**: 4%
- **Teaching Labs**: 2%
- **Vivarium**: 6%
SCALABLE LEARNING STUDIO
LOBBY ENTRANCE VIEW
ATRIUM VIEW
FIFTH FLOOR

PHYSICAL & OCCUPATIONAL THERAPY SHELL

FACULTY OFFICES

TERRACE

CLASSROOMS
Academic Programs

2016-2017

- Graduate Certificate in Total Worker Health (CAS)
- Graduate Certificate in Emergency Management (CAS)
- Minor in Culture, Society and Health (CAS)
- MAED Track in Autism and Applied Behavior Analysis (COEHS)
- MAT Track in Urban Education (focused on trauma-informed pedagogy) (COEHS)
- Certified Registered Nurse Anesthetist (CRNA) Track in the DNP program (CHP)
Academic Programs

2017-2018

• Graduate Certificate in **Addiction** (COEHS/CAS)
• MS in **Respiratory Care** (CHP)
• MS in **Nutrition** (CHP)
• **Nutrition and Health Advocacy** Tracks in the BS in Health Sciences (CHP)
• BS in **Respiratory Care** (new completer program) (CHP)
• BS in **Health Informatics** (COI)
• BS in **Health Communications** (COI)
• Minor in **Healthcare Ethics** (CAS)
• BS in **Neuroscience** (CAS)
• BS in **Radiation Therapy** (CHP)
Academic Programs

2018-2020

• MS in *Exercise Science* (COEHS)
• BA/MA in *Education, Culture & Society* (focused on population health) (COEHS)
• Graduate Certificates in *Sports Performance Analytics* and *Marriage, Couples & Family Therapy* (COEHS)
• *Nurse Leadership* Track in MSN (CHP)
• MS in *Public Health* (CHP)
• MS in *Clinical Simulation* (CHP)
• MSN/MSHS Tracks in *Interprofessional Education, Palliative Care, and Healthy Aging* (CHP)
• MS in *Prosthetics and Orthotics* (CHP)

HEALTH INNOVATION CENTER
Academic Programs

Aspirational

• Doctorate of Physical Therapy (CHP)
• Occupational Therapy Doctorate (CHP)
• Creative Arts Therapy (CAS)
• Joint programming in:
  • Law and Neuroscience
  • Healthcare Law and Compliance
US 27 Mixed-Use Development and Student Housing RFP NKU-12-16
PROJECT GOALS

Plan, Design & Build:

- Quality Mixed-Use Development on US 27 Site 1A
- Construct 500-bed Residence Hall
- Increase # of beds from 2,004 to 3,000 by 2026
- Perform capital renewal of NKU’s existing student housing
COMMITTEE MEMBERS

Sue Hodges Moore
• Senior Vice President of Administration & Finance
  • Chair of Committee

Michael Hales
• Chief Financial Officer

Mary Paula Schuh
• Director of Campus & Space Planning

Kimberly Scranage
• Vice President for Enrollment and Degree Management

Amie Slaughter
• Director of University Housing, Interim Assistant Vice President for Student Engagement and Business Operations

Steve Crawford
• Representative, City of Highland Heights

Fred Macke
• Representative, NKU Foundation

Steve Pendery
• Judge/Executive, Campbell County

Consultant – Greg Strickler
Principal, Anderson Strickler – Gaithersburg, MD
Campus Housing and Real Estate Consultants

- Consultant Greg Strickler was retained to advise on the RFP, the selection process and post-RFP negotiations
- 20 years’ experience
  - Advisor to UK and over 250 other institutions from coast to coast
  - Mission is to help campuses maximize student housing investments
- Mr. Strickler attended all presentation interviews and will be a valuable advisor throughout the lease negotiation process
PROPOSALS RECEIVED

- Kingsley + Anchor + CIG – Cincinnati, OH
- EdR – Memphis, TN
- Strategic Capital Partners – Indianapolis, IN
- American Campus Communities – Austin, TX
Your development team.
Development Approach

**Defining the NKU project objectives.**

- Create a vibrant, mixed-use development which is supported by NKU and the broader Highland Heights community
- Bolster the on-campus housing experience for increased recruitment and retention benefits
- Maintain overall housing affordability for the NKU students
- Strategically create a housing product life cycle with a stratified rental rate structure
- Generate sufficient cash flow to support development of the new projects

Mixed-Use Approach

**Mixed-Use Development**

**Approach**
- Physical embodiment of a larger campus wide strategy for recruitment & retention
- Redefine the role of NKU within the region
- Opportunity to control your destiny!

**Process**
- Atypical within university context
- Collaboration and consensus
- Transparency

**Success Factors**
- Critical mass
- Campus connectivity
- Grow the economic pie
AMERICAN CAMPUS COMMUNITIES
MIXED-USE DEVELOPMENT EXPERIENCE

Mixed-Use Development Approach

**Downtown Kent**
- 200,000 SF mixed-use district & the cornerstone of a $125+ million P3
- University anchored "live-work-shop-dine-play" district
- 2012 NAICO Mixed-Use Project of the Year
- A true "town-gown" collaboration
- Includes hotel, office, retail, residential, transit & green space

**College Town Rochester**
- $100 million, 500,000 SF mixed-use development opened in 2014
- 14-acre site owned by the University of Rochester
- Located at the front door to the University & adjacent to its medical center
- Hilton Garden Inn, Barnes & Noble, gourmet market, Class A offices & 1,600-car parking deck
- Complex capital stack/$20 million HUD 108 loan & local, state, county & private funding
Mixed-Use Approach
AMERICAN CAMPUS COMMUNITIES
NKU MIXED-USE APPROACH
AMERICAN CAMPUS COMMUNITIES
NKU STUDENT HOUSING APPROACH

Student Housing Development Approach

North Village

Aerial view looking north.
Financial Structures

We do it all.

Collectively, Fairmount and ACC have structured more than $12 billion in mixed-use and student housing transactions using various structures & financing alternatives.

- Traditional bank loans
- Third-party equity
- Tax-exempt, project-based bonds
- Taxable, project-based debt
- General obligation bonds with university ownership
- P3 financing options

A developer-led approach provides the most financial flexibility.
Note: some overlap in these phases is anticipated. These timelines are estimates; the durations will depend on our ability to work through issues in a timely way.

- **Negotiate Interim Services Agreement** (8-12 weeks)
  - Project Definition
  - Activities/Schedule
  - General Provisions
  - Reimbursable Expenses
  - Termination Provisions

- **Pre-Development Phase** (4-6 months)
  - Market Analysis
  - Financial Analysis
  - Concept Development
  - Draft Final Agreements
    - Ground Lease & Development Agreement
    - Management Agreement
  - Community Outreach

- **Development Phase** (18-24 months)
  - Execute Final Agreements
  - Construction Documents
  - Construction
  - Marketing
New Budget Model Update

Fall Leadership Retreat

September 21, 2016
Status FY17

• Finalize FY16 parallel budget to review with Provost/Deans
  • Reviewed with Deans in June 2016
• Utilize hybrid approach for FY17
  • Expense/revenue budgets developed as in prior years
  • Allocable revenues (tuition/state appropriations) for FY17 will be tracked to show the amount of revenue that would be allocated under the model
• Educate and solidify budget governance committee roles and responsibilities
  • CUA Committee administrative unit presentations completed 8/31 & 9/1
• Review budget policies
• Use space committee to prioritize maintenance and renovation projects
Status FY18

• Budget model processes fully implemented including revenue and expense allocations to colleges
• Budget governance committees will make recommendations on budget requests
• Refine budget policies
• Training on new budget model for college business coordinators and administrative unit budget coordinators planned for Fall 2016
## FY18 Budget Process Overview and Timeline

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Collect Data &amp; Develop Assumptions</th>
<th>Develop Cost Allocations</th>
<th>Develop Budget Requests</th>
<th>Finalize Funding Decisions</th>
<th>Update Throughout Fiscal Year</th>
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<tbody>
<tr>
<td>Purpose</td>
<td>Forecast and allocate University revenues; collect allocation variable data</td>
<td>Review administrative support budgets and allocate costs</td>
<td>Collect funding requests from academic and auxiliary units</td>
<td>Review funding requests and set University budget</td>
<td>Revise budget based on updated forecasts and data</td>
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<td>Participants</td>
<td>Budget Office, IR Office, Governance Committees (space)</td>
<td>Governance Committees (central units), Admin. Support Units</td>
<td>Deans and Auxiliary Units</td>
<td>Exec. Leadership, Governance Committees (Exec. Budget)</td>
<td>Budget Office, Executive Leadership</td>
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New Budget Software

• Engaged GNC Consultants to implement the new Oracle Planning and Budgeting Cloud Services (PBCS) budget software
• Implementation team consists of members of the budget office, comptroller’s office, IT, and academic affairs with input from college budget coordinators and administrative unit budget coordinators
• Completed the design phase in August 2016
• We are currently in the build phase of the project
• Implementation is expected to be completed in Fall 2016