



1.0 INTRODUCTION

2020-30 CAMPUS MASTER PLAN UPDATE

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A MESSAGE FROM THE PRESIDENT



*Dr. Thad Seymour, Jr.
Interim UCF President*

Dr Seymour said.

UCF MAIN CAMPUS

History of UCF

UCF was founded as “Florida Technological University” in 1963, and in keeping with its name, its mission was explicitly technological. However, over the ensuing fifty-plus years, the mission has broadened dramatically. Re-named in the late 1970s, the “University of Central Florida,” has become a rapidly-growing, leading research university, with a full complement of undergraduate and graduate programs. Cutting-edge research is performed in a wide variety of disciplines that span the academic spectrum.

UCF Now

Big for a Reason

The University of Central Florida is a thriving university located in metropolitan Orlando. With more than 68,000 students, UCF is one of the largest universities in the U.S. In addition to its impressive size, UCF is ranked as a best-value university by Kiplinger, and as one of the nation’s most affordable colleges by *Forbes*. The University benefits from a diverse faculty and staff who create a welcoming environment and provide opportunities for all students to grow, learn, and succeed.

A Foundation for Success

UCF and its 13 colleges offer more than 220 academic degrees. The Main Campus is 13 miles east of downtown Orlando and is adjacent to Central Florida Research Park, one of the top research parks in

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the nation. UCF's fully online programs include bachelor's degrees, master's degrees, PhDs, certificates, and more.

Top-Ranked College Education

UCF is a leader in many academic and research fields, including optics and lasers, modeling and simulation, engineering and computer science, business administration, education, hospitality management, health care, and video game design. As of May 2019, UCF has awarded more than 335,000 degrees since classes began in 1968.

Knight Life

Home to Spectrum Stadium and the Additions Arena, UCF hosts a variety of concerts and shows, plus NCAA sports and cultural events. Student housing is abundant, as are on-campus events and activities. UCF offers an array of student services and academic resources to help students succeed, and recognizes hundreds of student clubs and organizations.

Projected Enrollment

UCF has not yet developed its projected enrollment vision for the 10-year planning timeframe, 2020 to 2030.

In Spring 2019, UCF President Thad Seymour charged an Ad Hoc Committee to investigate and propose projected enrollment over the next decade. Their report is to be completed by September 2019.

- If the committee's report is adopted before the 2020-30 Campus Master Plan Update is adopted, that PROJECTED ENROLLMENT data will be included in the CMP.
- If the report is not available by the time the 2020-30 Campus Master Plan Update is adopted, projected enrollment data will be added to the Campus Master Plan by Minor Amendment.

Proposed Methodology for Projecting 2020-2030 Transportation Growth

Element 6.0 TRANSPORTATION analyzes UCF's impact on our Host Local Government's transportation infrastructure. In previous years, our consulting transportation engineers used student enrollment projections to determine future traffic volumes. This year, in the absence of projected enrollment data, VHB Engineering will use the following methodology:

- Comparing traffic counts entering/exiting the Main Campus – The traffic volumes decreased between 2014 (83,551) and 2019 (76,620). This represents a negative traffic growth rate of -0.81%
- Comparing anticipated population growth in Orange County – The Bureau of Economic and Business Research (BEBR)¹ projects population growth in Orange County, between 2018 and 2030, will be 0.83% per year.

¹ Source: [BEBR "Projections of Florida Population by County, 2020-2045, with Estimates for 2018"](#)

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Interim Methodology for Projecting Enrollment

Figure 1.0-1: Main Campus Projected Enrollment, capped at 1% growth

Actual FTE and HC ²	Year	Main Campus Live (Non-Web) Annual FTE	Fall Headcount (HC) Students Enrolled on the Main Campus in 1+ Live Course (non-Web)
	2018-19	37,057	54,324
	2019-20	37,427	54,867
	2020-21	37,801	55,416
	2021-22	38,180	55,970
	2022-23	38,561	56,530
	2023-24	38,946	57,095
	2024-25	39,336	57,666
	2025-26	39,729	58,243
	2026-27	40,127	58,225
	2027-28	40,528	59,413
	2028-29	40,933	60,007
	2029-30	41,342	60,608

Full Time Equivalent (FTE) vs. Headcount (HC)

Therefore, when a negative growth rate is anticipated, VHB will use a minimum traffic growth rate of 1% per year, as required by Orange County on similar traffic studies.

The following table will be replaced by the Ad Hoc Committee's 10-Year Projected Enrollment Report, when it becomes available.

Full Time Equivalent (FTE) is the preferred criterion for determining enrollment impact. FTE totals are based on 40 undergraduate annual student credit hours and 32 graduate student credit hours produced in live course sections (non-Web) on the UCF Main Campus, for fundable and non-fundable student credit hours.

Headcount (HC) is not a good indicator of impact, because it includes every student who comes to campus, even if only for a couple of hours a week. Headcounts represent the number of students taking one or more live course sections (non-Web) on the UCF Main Campus for fundable and non-fundable students.

UCF Colleges

UCF has more than 220 degree programs in thirteen (13) colleges.

Link: <https://www.ucf.edu/academics/>

1. College of Arts & Humanities (CAH)
2. College of Business Administration (CBA)
3. Burnett Honors College (BHC)
4. College of Community Innovation & Education (CCIE)
5. College of Engineering & Computer Science (CECS)
6. College of Health Professions and Sciences (CHPS)

²Source: UCF Institutional Knowledge Management

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	<ol style="list-style-type: none">7. College of Medicine (COM)8. College of Nursing (CON)9. College of Optics and Photonics (CREOL)10. Rosen College of Hospitality Management (RCHM)11. College of Sciences (COS)12. College of Graduate Studies (CGS)13. College of Undergraduate Studies (CUS)
New Colleges	During the 5-year interim since the adoption of the 2015-25 Campus Master Plan Update, four (4) new colleges were created:
<ul style="list-style-type: none">• College of Undergraduate Studies (CUS)	In 2015, the Office of Undergraduate Studies became the College of Undergraduate Studies, restructured within three areas: Interdisciplinary Studies, Academic Services, and the Division of Teaching and Learning.
<ul style="list-style-type: none">• College of Graduate Studies (CGS)	In 2016, the Office of Graduate Studies and the Office of Research and Commercialization were merged to amplify the impact in graduate education and research programs, grow graduate student enrollment, and increase research funding.
<ul style="list-style-type: none">• College of Health Professions and Sciences (CHPS)	In 2018, the new College of Health Professions and Sciences became part of the newly-created Academic Health Sciences Center, along with the College of Medicine and College of Nursing. It will unify UCF's health-related programs.
<ul style="list-style-type: none">• College of Community Innovation and Education (CCIE)	Also in 2018, the College of Community Innovation and Education was created to focus on the pillars of thriving, modern cities, such as civic engagement and governing, safety and justice, and health and well-being, all of which are grounded in transformative education.

CAMPUS MASTER PLANNING

Jurisdiction of the UCF Campus Master Plan	The UCF Campus Master Plan applies only to the UCF Main Campus. All satellite campuses are subject to the Comprehensive Plans of the governments in which they are located.
Statutes and Regulations	Campus Master Plans are required by Florida Statute and the State University System Board of Governors Regulations. <i>Florida Statute 1013.30 Campus Master Plans and Campus Development Agreements</i> recognizes a unique relationship between university campuses and their host governments. Campus master plans and associated campus development agreements are intended to address this relationship and foster communication between universities and their host local governments.

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While university campuses provide research and educational benefits of statewide and national importance, and further provide substantial educational, economic, and cultural benefits to their host local governments. They may also have an adverse impact on the public facilities, services, and natural resources of host governments.

Link: [Florida Statute 1013.30](#)

Florida Board of Governors (BOG) regulation *Chapter 21 Campus Master Plans* provides further clarification of the required elements and review process.

Link: [BOG Chapter 21](#)

By statute and regulation, each Campus Master Plan (CMP) shall cover a period of at least 10 years and not more than 20 years. UCF has always designated a planning timeframe of 10 years.

The CMP is updated every 5 years, and adopted by the UCF Board of Trustees in November of the year prior to the beginning of the planning period.

Statutory Review

Florida Statute 1013.30(6) requires that the draft master plan be sent for review to the host and any affected local governments, the state land planning agency, the Department of Environmental Protection, the Department of Transportation, the Department of State, the Fish and Wildlife Conservation Commission, and the applicable water management district and regional planning council.

- UCF submits the draft CMP to the following agencies:
 - Orange County (host local government)
 - Seminole County (affected local government)
 - City of Orlando (affected local government)
 - City of Oviedo (affected local government)
 - Department of Environmental Protection
 - Florida Department of Transportation
 - Department of State
 - Fish and Wildlife Conservation Commission
 - St. Johns River Water Management District (SJRWMD)
 - East Central Florida Regional Planning Council
 - Seminole County Planning and Development Division
 - Florida Department of Economic Opportunity
- A printed copy is placed in the John C. Hitt Library.
- An electronic copy is posted on the UCF Facilities Planning and Construction department's website: fp.ucf.edu

The agencies and the public must be given a statutory 90 days in which to conduct their review and provide comments to the University. Commencement of the review period is well-advertised to ensure full public participation in the planning process.

Public Review

To ensure full public participation in the campus planning process, UCF bases the public comment period on the time allotted to the

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Adoption

reviewing agencies. The public is also invited to speak at the meetings, and provide comments by email or US mail.

Following the first two statutory meetings, and receipt and consideration of all review comments, the Board of Trustees may adopt the CMP at the third statutory meeting.

History of the UCF Campus Master Plan

2020 is the 25th anniversary of the UCF Campus Master Plan!

The UCF 1995-2005 Campus Master Plan (CMP) was the first to be prepared by statutory requirement. Subsequent “Campus Master Plan Updates” were prepared for the planning periods 2000-10, 2005-15, 2010-20, and 2015-25. These “Updates” did not constitute a major departure from the CMP adopted in 1995.

Purpose and Intent of the UCF Campus Master Plan

The purpose and intent of the UCF Campus Master Plan (CMP) is threefold:

1. Growth Management – planning for future development and growth
2. Ensuring Compatibility with the surrounding community (context area)
3. Concurrency Management

Context Area

BOG Regulation 21.201 defines context area as the area surrounding the university within which on-campus development may impact local public facilities and services and natural resources, and within which off-campus development may impact university resources and facilities. See Figure 1.0-2 Context Area Map, at the end of this chapter.

The UCF context area extends:

- North of Campus (Seminole County) to just north of the Little Econlockhatchee River
- East of Campus (Orange County) to just east of Tanner Road
- South of Campus (Orange County) to just south of East Colonial Drive (SR 50)
- West of Campus (Orange County) to just west of Rouse Road

Concurrency

Concurrency requires that public facilities and services needed to support development be available concurrent with the impacts of that development.

• Statewide Concurrency Requirements

In accordance with Florida Statute 163.3180 Concurrency, the only public facilities and services subject to the statewide concurrency requirements are:

- Sanitary Sewer
- Solid Waste
- Drainage
- Potable Water

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- Local Government Concurrency Requirements

Per the concurrency statute, “additional public facilities and services may not be made subject to concurrency on a statewide basis without appropriate study and approval by the Legislature; however, any local government may extend the concurrency requirement so that it applies to additional public facilities within its jurisdiction.”

UCF extends the concurrency requirement to these facilities and services:

- Chilled Water
- Primary Electric Power
- Natural Gas
- Stormwater

Orange County facilities and services subject to concurrency requirements³:

- Roads and Mass Transit
- Utilities, including Water, Wastewater, and Stormwater
- Solid Waste
- Schools
- Parks

Master Plan Elements

Required CMP Elements

Florida Statute and Board of Governors Regulations require that the Campus Master Plan include eight (8) elements:

- Future Land Use
- Housing
- Recreation and Open Space
- Intergovernmental Coordination
- Conservation
- General Infrastructure
- Transportation
- Capital Improvements

Optional CMP Elements

Optional elements are permitted under BOG 21.212, but are not subject to review under Chapter 21.

In past CMP Updates, UCF included nine (9) optional elements to address academic mission, academic programs, urban design, utilities, academic facilities, support facilities, architectural design guidelines, landscape design guidelines, and facilities maintenance.

What’s New?

For this CMP update, UCF has:

- Retired four (4) elements: Academic Mission, Academic Programs Architectural Design Guidelines, and Landscape Design Guidelines.
- Added two new elements, Public Safety and Implementation

³ [Orange County, FL - Concurrency Management](#)

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The 2020-30 Elements

1.0 INTRODUCTION	<p>Combined related elements as permitted by BOG 21.202. When elements have been combined, UCF has provided an explanation as required by BOG 21.202(1)(b).</p> <p>The INTRODUCTION is not an element, but an over-arching view of the University, its planning process, changes and improvements to the 2020-30 Campus Master Plan Update, and a snapshot of the University administration at the time of adoption.</p>
2.0 FUTURE LAND USE & URBAN DESIGN	<p>The FUTURE LAND USE element is required by F.S. 1013.30 and BOG 21.204.</p> <ul style="list-style-type: none">• Combined Elements The University of Central Florida cannot consider future land uses in the absence of urban design principles, or vice versa, therefore FUTURE LAND USE has been combined with the optional element, URBAN DESIGN.
3.0 HOUSING	<p>The HOUSING element is required by F.S. 1013.30 and BOG 21.206.</p>
4.0 ATHLETICS, RECREATION & OPEN SPACE	<p>The RECREATION & OPEN SPACE element is required by F.S. 1013.30 and BOG 21.209. Athletics has always been a component of this element; and this year UCF has elected to add Athletics to the element name.⁴</p>
5.0 GENERAL INFRASTRUCTURE & UTILITIES	<p>The GENERAL INFRASTRUCTURE element (stormwater, sanitary sewer, potable water, solid waste) is required by F.S. 1013.30 and BOG 21.207.</p> <ul style="list-style-type: none">• Combined Elements As UCF must consider its complex infrastructure in its entirety, General Infrastructure has been combined with the optional element, Utilities (chilled water, electrical power, natural gas, and telecommunications).
6.0 TRANSPORTATION	<p>The TRANSPORTATION element is required by F.S. 1013.30 and BOG 21.205.</p>
7.0 INTERGOVERNMENTAL COORDINATION	<p>The INTERGOVERNMENTAL COORDINATION element is required by F.S. 1013.30 and BOG 21.210</p>
8.0 PUBLIC SAFETY	<p>UCF has introduced a new element, PUBLIC SAFETY.</p> <p>The purpose of this new element is to set goals to ensure the protection of students, faculty, staff, and visitors against threats and dangers to their well-being.</p>

⁴ Precedent: The Florida Gulf Coast University 2015-25 Campus Master Plan includes the element “Recreation, Athletics and Open Space.”

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9.0 CONSERVATION	The CONSERVATION element is required by F.S. 1013.30 and BOG 21.208.
	The element includes the conservation of both natural resources and energy.
10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION	The CAPITAL IMPROVEMENT ⁵ element is required by F.S. 1013.30 and BOG 21.211.
	<ul style="list-style-type: none">• Combined Elements UCF has combined Capital Improvement with a new element Implementation⁶; that documents the steps taken to carry a capital improvement project from “Ideation to Construction,” and clarify the roles of various departments and committees in campus and capital planning.
11.0 ACADEMIC & SUPPORT FACILITIES	The ACADEMIC & SUPPORT FACILITIES element is optional.
	<ul style="list-style-type: none">• Combined Elements UCF has combined Academic Facilities and Support Facilities, two optional elements from previous CMP updates.
12.0 FACILITIES MAINTENANCE	The FACILITIES MAINTENANCE element is optional.
EVALUATION & APPRAISAL REPORT (EAR)	Every 5 years, the University submits an Evaluation & Appraisal Report (EAR) to the Board of Trustees. The purpose of the EAR is to evaluate the previous master plan, to:
	<ul style="list-style-type: none">• List which goals, objectives and policies have been successfully reached;• Identify the need for new or modified goals, objectives, or policies to correct unanticipated and unforeseen problems and opportunities that have occurred since adoption of the campus master plan; and• Identify proposed and anticipated plan amendments necessary to address identified problems and opportunities.
	The EAR for the 2015-25 Campus Master Plan will be submitted with the 2020-30 Campus Master Plan Update.
SUSTAINABILITY	Sustainability was considered for inclusion as a new element in the 2020-30 CMP, but the UCF Sustainability Initiatives department determined that sustainability <i>touches every element</i> , and therefore sustainability has been addressed throughout the Campus Master Plan.

⁵ F.S 1013.30 refers to this element as Capital Improvements. BOG Chapter 21 refers to the element as the Capital Improvement Element. The singular and the plural of improvement are used in this element.

⁶ Precedent: The University of Florida 2015-25 Campus Master Plan includes the optional element “Implementation.”

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Goals, Objectives, and Policies (GOP)

Each element will contain Goals, Objectives, and Policies (GOP) as defined in BOG Regulation 21.201.

- GOALS are the long-term end toward which programs or activities are ultimately directed.
- OBJECTIVES are a specific, measurable, intermediate end that is achievable and marks progress toward a goal.
- POLICIES are the way in which programs and activities are conducted to achieve an identified goal.

Data & Analysis (D&A)

Each required element will contain Data & Analysis (D&A) that supports any conclusions or recommendations. Optional Elements may also include D&A.

- Goals, objectives, policies, standards, findings, and conclusions must be based on data.
- Data must originate from professionally-accepted sources (best available existing data).
- Tables, charts, graphs, maps, figures, sources, and their limitations must be clearly described.

Internal review

Prior to publication of the first draft, the CMP was submitted for internal review to the:

- University Leadership
- University Master Planning Committee
- UCF General Counsel
- Element Leaders and Advisory Resources

Next steps

Campus Development Agreement (CDA)

Upon adoption of the 2020-30 CMP by the UCF Board of Trustees, the University will negotiate a Campus Development Agreement (CDA) with Orange County, the host local government. The purpose of the CDA is to identify and help mitigate the University's impact on public services.

The CDA outlines specific Partnership Projects between Orange County and UCF to lessen or eliminate deficiencies identified in the Campus Master Plan; and identifies UCF's "fair share" of the cost of all necessary improvements.

The UCF Board of Trustees is responsible for paying UCF's fair share for the measures agreed upon in the CDA.

The last CDA, dated November 29, 2016, outlined the following projects and identified UCF's fair share and deadlines for completion:

- Partner with Orange County on Pedestrian Safety projects
- Develop and implement a Campus Wayfinding Plan
- Develop an on-campus bicycle pathway through the UCF Campus, linking existing trail systems of Orange and Seminole Counties
- Conduct a study regarding on-campus housing or additional online courses

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- Jointly evaluate the operability and compatibility of the County's and UCF's traffic control systems
- Work in partnership to secure state funds for concurrency
- Jointly perform annual traffic counts on specific backlogged roads

WHO'S WHO at UCF?

Board of Trustees

Robert A. Garvy, Chairman	Beverly J. Seay
Ken Bradley	William Self
Joseph Conte	John Sprouls
Danny Gaekwad	David Walsh
John Lord	William Yeargin
Alex Martins	Kyler Gray (SGA)

UCF Leadership



Thad Seymour, Jr., Interim President
 Elizabeth A. Dooley, Provost and VP Academic Affairs
 Misty Shepherd, Interim VP Administration & Finance
 Dennis Crudele, Interim Chief Financial Officer
 Maribeth Ehasz, VP Student Development & Enrollment Services
 Elizabeth Klonoff, VP Research; Dean, College of Graduate Studies
 Deborah C. German, VP Health Affairs; Dean, College of Medicine
 Joel Hartman, VP Information Technologies & Resources; CIO
 Mike Morsberger, VP Advancement; CEO, UCF Foundation, Inc.
 Janet D. Owen, VP Government Relations
 Daniel J. White, VP and Athletic Director, UCF Athletics
 Grant J. Heston, Chief of Staff; VP Communications & Marketing

Colleges and Deans

Arts & Humanities – Dean Jeffrey Moore
 Business Administration – Dean Paul Jarley
 Burnett Honors – Dean Sheila Gutiérrez de Piñeres
 Community Innovation & Education – Dean Pamela “Sissi” Carrol
 Engineering & Computer Science – Dean Michael Georgiopoulos
 Health Professions and Sciences – Dean Christopher D. Ingersoll
 Medicine – Dean Deborah C. German
 Nursing – Dean Mary Lou Sole
 Optics and Photonics – Dean Bahaa Saleh
 Rosen College of Hospitality Management – Dean Youcheng Wang
 Sciences – Dean Michael Johnson
 Graduate Studies – Dean Elizabeth “Liz” Klonoff
 Undergraduate Studies – Dean Melody Bowdon (Interim)

CMP Contributors

Contributors to the 2020-30 CMP are listed in alphabetical order without regard to role, title, or degree of contribution to the effort.

1.0 Introduction

Susan Hutson, Facilities Planning and Construction
 Bill Martin, Facilities Planning and Construction

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	Duane Siemen, Facilities and Safety
2.0 Future Land Use & Urban Design	Patrick Bohlen, Landscape and Natural Resources Susan Hutson, Facilities Planning and Construction Bill Martin, Facilities Planning & Construction
3.0 Housing	Sharon Ekern, Student Development and Enrollment Services Rick Falco, Student Development and Enrollment Services April Konvalinka, Housing and Residence Life Peter Mitchell, Housing and Residence Life
4.0 Athletics, Recreation & Open Space	Gary Cahen, Multipurpose Facilities RWC Jennifer Elliott, UCF Arboretum Sharon Ekern, Student Development and Enrollment Services Rick Falco, Student Development and Enrollment Services David Hansen, UCF Athletics Lisa Malloy, Multipurpose Facilities RWC James Wilkening, Multipurpose Facilities RWC
5.0 General Infrastructure & Utilities	Nate Boyd, Utilities and Energy Services Hannah Hollinger, Utilities and Energy Services Chris Kennedy, Landscape and Natural Resources Curt Wade, Utilities and Energy Services
6.0 Transportation	Louann Huynh, Parking and Transportation Services Anand Rampersad, Parking and Transportation Services Krishna Singh, Parking and Transportation Services Demond Hazley, VHB Consulting Engineers
7.0 Intergovernmental Coordination	Fred Kittinger, University Relations and Public Affairs
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CONTACT US	Thank you for your interest in the UCF 2020-30 Campus Master Plan Update. Written comments are encouraged U.S. Mail: UCF Campus Master Plan c/o Facilities Planning and Construction P.O. Box 163020 Orlando, FL 32816-3020 Email: CampusMasterPlan@ucf.edu

**1.0 INTRODUCTION
MAPS**

Figure 1.0-2: Context
Area Map



LEGEND

- CONTEXT AREA
- COUNTY LINE
- UCF CAMPUS BOUNDARY

UCF CONTEXT AREA

North of Campus (Seminole County) to just north of the Little Econlockhatchee River at Alafaya Trail.

East of Campus (Orange County) to just east of Tanner Road

South of Campus (Orange County) to just south of E. Colonial Drive (SR 50)

West of Campus (Orange County) to just west of Rouse Road

