



**INTRODUCTION**

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# CAMPUS MASTER PLAN - INTRODUCTION

*2025-35 CAMPUS MASTER PLAN UPDATE*

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# CMP 2025-35 INTRODUCTION

## A MESSAGE FROM THE PRESIDENT



Alexander N. Cartwright  
UCF President

The University of Central Florida's new Campus Master Plan is a roadmap for our future and a showcase of our commitment to student, faculty, and staff success.

This plan outlines our bold vision as an institution dedicated to education, research, innovation, and operational excellence. By optimizing our facilities and infrastructure, we are investing in the success of our students, faculty, and staff through an environment that fosters learning, connection, and discovery.

The enhancements outlined in this plan are integral for UCF's continued excellence, ensuring that we can make an even greater impact in the future as Florida's Premier Engineering and Technology University. I look forward to our continued work together as we create a 21<sup>st</sup>-century campus that best serves our community, region, and state.

Charge On!

*Alexander Cartwright*

## UCF MAIN CAMPUS

### History of UCF

UCF was founded as "Florida Technological University" in 1963. It was created to support the growing technological industries in Central Florida, primarily those related to engineering and space. When it opened, the school provided other academic programs to give the students a broad-based education.

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

#### **A 21<sup>st</sup> Century University**

The University of Central Florida is a thriving university located in metropolitan Orlando. With more than 69,000 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*. UCF 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 240 academic degrees. The Main Campus is 13 miles east of downtown Orlando and is adjacent to

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Central Florida Research Park, one of the top research parks in 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 August 2023, UCF has awarded 419,318 degrees since classes began in 1968.

## Knight Life

Home to FBC Mortgage Stadium and the Addition Financial 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.

The Future Land Use, Housing, and Transportation elements rely on enrollment growth projections to meet the Data & Analysis requirements of Board of Governors Chapter 21.

The table below indicates the total number of students taking courses in a given location.<sup>1</sup> Students are counted once in each location where they were enrolled.

Semester	All Sites	Main Campus	Online
Fall 2019	69,523	53,017	41,411
Fall 2020 <sup>2</sup>	71,913	20,496	69,131
Fall 2021	70,386	51,768	43,313
Fall 2022	68,405	50,836	43,654
Fall 2023	69,316	51,761	45,883

## Growth-based CMP Elements

- UCF Enrollment - Headcount by Location - Fall 2019 through Fall 2023

## How big is the UCF Main Campus?

The DEP Land Document System ([BTLDS](#)) shows that the UCF Main Campus is made up of two large parcels of land, totaling ~1,420 acres. See element 1.0 FUTURE LAND USE for more information on the parcels that make up the Main Campus.

**Parcel 1:** The historic Main Campus is ~1203 acres. This property is bounded by:

- McCulloch Road
- South: Central Florida Research Park
- East: University Estates, Regency Park, the "Eastern Parcel"
- West: Alafaya Trail

**Parcel 2:** The "Eastern Parcel" (2912 Percival Road) is ~217 acres.

<sup>1</sup> Source: UCF Analytics and Integrated Planning <https://analytics.ucf.edu/>

<sup>2</sup> UCF's robust online programs drove University-wide enrollment to an all-time high during the pandemic.

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## UCF Colleges

UCF has thirteen (13) colleges.

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)
7. College of Medicine (COM)
8. College of Nursing (CON)<sup>3</sup>
9. College of Optics and Photonics (CREOL)
10. College of Sciences (COS)
11. College of Graduate Studies (CGS)
12. College of Undergraduate Studies (CUS)
13. Rosen College of Hospitality Management (RCHM)<sup>4</sup>

## CAMPUS MASTER PLANNING

### History of the UCF Campus Master Plan

***2025 is the 30th 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, 2015-25, and 2020-2030. 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 campus development and growth
2. Ensuring Compatibility with the surrounding community (context area)
3. Concurrency Management

### 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.

- Exception: All future capital projects are included in the Schedule of Capital Projects (SCP) under 8.0 CAPITAL IMPROVEMENTS, including those at Satellite Campuses and Sites.

<sup>3</sup> In 2025, the UCF College of Nursing will move from the Central Florida Research Park to its new home in the Dr. Phillips Nursing Pavilion on the Academic Health Sciences Campus at Lake Nona.

<sup>4</sup> RCHM is located in the City of Orlando, not on the Main Campus.

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<b>Context Area</b>	<p>BOG Regulation 21.201 defines Context Area as the area surrounding a 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</p> <p>The extent of the UCF Context Area is considered to be:</p> <ul style="list-style-type: none"><li>• North of Campus (Seminole County) to just north of the Little Econlockhatchee River</li><li>• East of Campus (Orange County) to just east of Tanner Road</li><li>• South of Campus (Orange County) to just south of East Colonial Drive (SR 50)</li><li>• West of Campus (Orange County) to just west of Rouse Road</li></ul>
<b>Concurrency</b>	<p>Concurrency requires that the facilities and services needed to support development be available concurrent with the impacts of that development.</p>
<ul style="list-style-type: none"><li>• Statewide Concurrency Requirements</li></ul>	<p>In accordance with Florida Statute 163.3180 Concurrency, the only public facilities and services subject to the statewide concurrency requirements are:</p> <ul style="list-style-type: none"><li>• Sanitary Sewer</li><li>• Solid Waste</li><li>• Drainage (stormwater management)</li><li>• Potable Water</li></ul>
<ul style="list-style-type: none"><li>• Local Government Concurrency Requirements</li></ul>	<p>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.”</p>
<ul style="list-style-type: none"><li>• UCF Concurrency</li></ul>	<p>The University has made additional infrastructure facilities and services subject to concurrency for years:</p> <ul style="list-style-type: none"><li>• Chilled Water</li><li>• Electrical Power</li><li>• Natural Gas</li><li>• Telecommunications Systems</li></ul>
<ul style="list-style-type: none"><li>• Other Concurrency Considerations</li></ul>	<p>Like its Host Local Government, Orange County<sup>5</sup>, UCF also considers the concurrency of other facilities and services when planning the campus:</p> <ul style="list-style-type: none"><li>• Roads</li><li>• Transit</li><li>• Parking</li><li>• Recreation Space</li></ul>
<b>Statutes and Regulations</b>	<p>Campus Master Plans are required by Florida Statute and the State University System Board of Governors Regulations.</p> <p>Florida Statute 1013.30 recognizes a unique relationship between university campuses and their host governments.</p>

<sup>5</sup> [Orange County, FL - Concurrency Management](#)



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Campus master plans and associated campus development agreements are intended to address this relationship and foster communication between universities and their host local governments.

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. But, 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 interval of 10 years.

The CMP is updated every five (5) years, and adopted by the UCF Board of Trustees the year prior to the beginning of the planning interval.

## Statutory Review

1013.30 (6) “Before a campus master plan is adopted, a copy of the draft master plan must be sent for review or made available electronically 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.”

- Statutory Review Agencies

Host Local Government	Orange County
Affected Local Governments	Seminole County City of Orlando City of Oviedo
State Land Planning Agency	Florida Department of Commerce <sup>6</sup> , aka FloridaCommerce
Other Agencies named in f.s.1013.30 (6)	Florida Department of Environmental Protection (DEP) Florida Department of Transportation (DOT) Florida Department of State (DOS) Fish and Wildlife Conservation Commission (FWC)
Water Management District	St. Johns River Water Management District (SJRWMD)
Regional Planning Council	East Central Florida Regional Planning Council (ECFRPC)

- Courtesy Review

An invitation to review the draft CMP will also be sent electronically to:

- MetroPlan Orlando - the metropolitan planning organization for Orange, Osceola, and Seminole counties
- District 5 Orange County Commissioner

<sup>6</sup> The 2023 Legislature enacted Ch. 2023-173, Laws of Florida, which, among other provisions, renamed the Department of Economic Opportunity (the State Land Planning Agency) to the Department of Commerce.

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- Notification of the Review Period

“The commencement of the review period must be advertised in newspapers of general circulation within the host local government and any affected local government to allow for public comment.” [f.s. 1013.30 (6)]

- An electronic copy of the draft CMP will be posted on the UCF Planning, Design and Construction website:  
<https://www.fp.ucf.edu/>
- Orlando Sentinel (newspaper) - UCF will advertise 90-day review and the locations where the draft CMP is available for review. This ad will also include preliminary details regarding the 2nd Public Hearing & Adoption.<sup>7</sup>
- John C. Hitt Library - A printed copy of the draft CMP will be made available in the UCF library.
- Email Announcements will be sent to Campus constituents and to the UCF “Community Council and Neighbors.”

- Statutory Review Period

Florida Statute 1013.30 (6) states that the “agencies must be given 90 days in which to conduct their review and provide comments to the university board of trustees.”

It is the intent of the Legislature that the university board of trustees comply with the notice requirements set forth in s. 163.3184(11)<sup>8</sup> to ensure full public participation in this planning process.

UCF allots the general public the same comment period as the statutory reviewing agencies. The public is invited to provide comments on the Draft CMP by email or US mail

The public is also invited to speak at three statutory meetings:

- Informal Information Session (Open House) - May 2024
- 1<sup>st</sup> Public Hearing - July 2024
- 2<sup>nd</sup> Public Hearing & Adoption - December 2024

## CMP Adoption

“Following receipt and consideration of all comments and the holding of an informal information session and at least two public hearings within the host jurisdiction, the university board of trustees shall adopt the campus master plan.” [f.s. 1013.30 (6)]

## Campus Master Plan Elements

### Required Elements

Florida Statutes and the State University System Board of Governors require that the Campus Master Plan include eight (8) elements:

- 1.0 Future Land Use
- 2.0 Transportation
- 3.0 Housing
- 4.0 General Infrastructure
- 5.0 Conservation
- 6.0 Recreation and Open Space
- 7.0 Intergovernmental Coordination
- 8.0 Capital Improvements

<sup>7</sup> The 2nd Public Hearing and Adoption by the Board of Trustees will be advertised again before these meetings.

<sup>8</sup> 163.3184 -Process for adoption of comprehensive plan or plan amendment.

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## Optional Elements

Although Optional elements are permitted under BOG 21.212, the UCF 2025-35 Campus master Plan has no optional elements.

## CMP Format

- Goals, Objectives, and Policies (GOP)

Each element will contain Goals, Objectives, and Policies (GOP) as defined in Board of Governors 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.

- Maps & Tables

The following maps and tables are required by the BOG:

- Future Land Use Maps, per BOG 21.204
- Transportation Element Maps/Tables per BOG 21.205
- Housing Element Map, per BOG 21.206
- General Infrastructure Maps<sup>9</sup>, per BOG 21.207
- Conservation Element Map, per BOG 21.208
- Recreation & Open Space Map, per BOG 21.209
- A capital improvements schedule, per BOG 21.211, aka the UCF 10-Year Schedule of Capital Projects (SCP)

## The UCF 2025-35 Elements

### Introduction

The INTRODUCTION is an over-arching view of the University, its planning process, changes and improvements to the 2025-35 Campus Master Plan Update, and a snapshot of the University administration at the time of adoption.

### 1.0 Future Land Use

The FUTURE LAND USE element is required by f.s.1013.30 and BOG 21.204.

### 2.0 Transportation

The TRANSPORTATION element is required by f.s.1013.30 and BOG 21.205.

### 3.0 Housing

The HOUSING element is required by f.s.1013.30 and BOG 21.206.

<sup>9</sup> Some GENERAL INFRASTRUCTURE Maps are withheld for security reasons.

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<b>4.0 General Infrastructure</b>	<p>The GENERAL INFRASTRUCTURE element is required by f.s.1013.30 and BOG 21.207.</p> <ul style="list-style-type: none"><li>• It includes the required sub-elements for Stormwater, Sanitary Sewer, Potable Water, and Solid Waste. UCF also adds sub-elements for Chilled Water, Electrical Power, Natural Gas, and Telecommunications.</li></ul>
<b>5.0 Conservation</b>	<p>The CONSERVATION element is required by f.s.1013.30 and BOG 21.208. The element includes:</p> <ul style="list-style-type: none"><li>• Conservation of Natural Resources</li><li>• Conservation of Energy</li></ul>
<b>6.0 Recreation and Open Space</b>	<p>The RECREATION &amp; OPEN SPACE element is required by f.s.1013.30 and BOG 21.209.</p> <ul style="list-style-type: none"><li>• Intercollegiate Athletics is a component of this element.</li></ul>
<b>7.0 Intergovernmental Coordination</b>	<p>The INTERGOVERNMENTAL COORDINATION element is required by f.s.1013.30 and BOG 21.210.</p>
<b>8.0 Capital Improvements</b>	<p>The CAPITAL IMPROVEMENTS element is required by f.s.1013.30 and BOG 21.211.</p>
<b>Evaluation &amp; Appraisal Report (EAR)</b>	<p>The EVALUATION &amp; APPRAISAL REPORT (EAR) is a component of the Campus Master Plan that is required by BOG 21.202. Every 5 years, the University submits an EAR to the Board of Trustees. The purpose of the EAR is to evaluate the previous master plan to:</p> <ul style="list-style-type: none"><li>• List which goals, objectives and policies have been successfully reached;</li><li>• 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</li><li>• Identify proposed and anticipated plan amendments necessary to address identified problems and opportunities.</li></ul>
<b>Sustainability Review</b>	<p>The EAR for the 2020-30 Campus Master Plan Update will be submitted with the 2025-35 Campus Master Plan Update.</p> <p>The UCF 2022-27 Strategic Plan <a href="#"><u>UNLEASHING POTENTIAL – Becoming the University for the Future</u></a>, addresses sustainability with the goal of reaching STARS Gold by 2027.</p> <ul style="list-style-type: none"><li>• UCF is currently rated STARS Silver, under STARS v.2.2, with 56.79 credits - see <a href="#"><u>UCF STARS Report 4/23/24</u></a></li></ul> <p>The <u>Sustainability Tracking, Assessment &amp; Rating System</u><sup>TM</sup> (STARS) is “a transparent, self-reporting framework for colleges and universities to measure their sustainability performance;” developed by the Association for the Advancement of Sustainability in Higher Education (AASHE).</p> <p>The STARS platform provides quantifiable and comparable metrics to identify how well institutions of higher education have incorporated sustainability across broad swaths of university business, including Academics (AC), Engagement (EN), Operations (OP), Planning and</p>

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Administration (PA), and Innovation and Leadership (IL). Institutions can earn points within a number of credits in each of these sections.

UCF reviewed each element of the CMP under [STARS v.3.0](#). Sustainability is integrated throughout the 2025-35 Campus Master Plan Update.

Sustainable Goals, Objectives and Policies are highlighted in **green** text. Where applicable, the specific “*Category and Impact Area*” is listed, along with the specific “*STARS credit*” in parentheses.

### BOG 21.201 Definitions

(23) “Sustainable Development” means development that uses methods, systems, and materials that do not deplete resources or interfere with natural cycles, and considers natural land, water, and energy resources as integral aspects of development.

(24) “Sustainability” means a dynamic state in which global ecological and social systems are not systematically undermined, so as to ensure that the ability of future generations to meet their needs is not compromised.

BOG 21.202(c) 3. “The campus master plan shall consist of...  
Implementation of sustainability initiatives in campus planning.

## Next steps

### Campus Development Agreement (CDA)

Upon adoption of the 2025-35 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.

## WHO’S WHO at UCF?

### Board of Trustees

Under the Florida Constitution, each state university is administered by a board of trustees consisting of thirteen members.

Six board members are citizens appointed by the Governor and five are citizens appointed by the Board of Governors. The appointed members are confirmed by the Florida Senate and serve staggered terms of five years. The chair of the Faculty Senate and the President of the Student Body (sg) serve for the term of their elected offices.

- Gubernatorial Appointments (term expires)

Alex Martins, Board Chair	(1/6/2026)
Jeff Condello	(1/6/2026)
William J. “Bill” Christy	(1/6/2025)
Joseph D. Conte	(1/6/2025)

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- |  |                                      |              |
|--|--------------------------------------|--------------|
|  | Digvijay “Danny” Gaekwad             | (1/6/2028)   |
|  | John Miklos                          | (1/6/2025)   |
| • Board of Governors Appointments (term expires) | Michael A. Okaty, Board Vice Chair   | (1/6/2025)   |
|  | Tiffany A. Altizer                   | (1/6/2026)   |
|  | Rick Cardenas                        | (1/6/2028)   |
|  | Caryl C. McAlpin                     | (1/6/2025)   |
|  | BOG appointed member #13             | (TBD)        |
| • Ex-Officio Trustees (term expires)             | Faculty Senate Chair, Stephen King   | (April 2024) |
|  | Student Body President, Bryce Lister | (May 2025)   |

### UCF Leadership

- |  |   |
|--|---|
| • President  | Alexander N. Cartwright   |
| • President’s Cabinet                              | Sheila Amin, Interim VP for Information Technology, and CIO       |
|  | Ronda Bishop, VP for Compliance and Risk                          |
|  | Paige Borden, Chief Analytics Officer                             |
|  | Youndy Cook, J.D., VP and General Counsel                         |
|  | Paul Dosal, Sr. VP for Student Services                           |
|  | Adrienne Frame, VP for Student Success and Well-Being             |
|  | Deborah German, VP for Health Affairs                             |
|  | Rodney Grabowski, Sr. VP for Advancement and Partnerships         |
|  | Andrea Guzmán VP for Diversity, Equity and Inclusion              |
|  | Gerald Hector, Sr. VP for Administration and Finance              |
|  | Michael Johnson, Provost and Exec. VP Academic Affairs            |
|  | Mike Kilbride, Chief of Staff                                     |
|  | Terry Mohajir, VP and Director of Athletics                       |
|  | Janet Owen, VP for Govt. and Community Relations                  |
|  | Winston Schoenfeld, Interim VP for Research and Innovation        |
| Robert Taft, Chief Audit Officer                   |   |
| Jonathan Varnell, VP for Administrative Operations |   |
| • UCF Deans  | Burnett Honors College (BHC) - Sheila Amin                        |
|  | Arts & Humanities (CAH) - Jeffrey Moore                           |
|  | Business Administration (CBA) - Paul Jarley                       |
|  | Community Innovation & Education (CCIE) - Grant Hayes             |
|  | Engineering & Computer Science (CECS) - Michael Georgiopoulos     |
|  | Graduate Studies (CGS) - Elizabeth “Liz” Klonoff                  |
|  | Health Professions and Sciences (CHPS), Interim – Matthew Theriot |
| Medicine (COM) - Deborah German                    |   |
| Nursing (CON) - Mary Lou Sole                      |   |

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Sciences (COS) - Maggie Tomova  
 Optics and Photonics (CREOL) - David Hagan  
 Undergraduate Studies (CUS) - TBD  
 Rosen College of Hospitality Management (RCHM) - Cynthia Mejia  
 UCF Libraries - Beau Case

## CMP Contributors

**Many Thanks to those who contributed their time and energy to develop the UCF 2025-35 Campus Master Plan Update.**

Except for Element Leaders, contributors are listed alphabetically.

1.0 Future Land Use	Element Leader: Bill Martin, Planning, Design & Construction Others: Jon Bates, Michelle Dusseau (UMPC), Jen Elliott, Brandon Greenaway (2023-24 SG), Duane Siemen, Justin Wisor
2.0 Transportation	Element Leader: Kevin Sowers, Auxiliary Services Others: Hatem Abou-Senna, Jon Bates, Christina Cabrera (2023-24 SG), Louann Huynh, James Mangan, RJ Mueller, Terry Wheeler
3.0 Housing	Element Leader: Chris MacDonald, Housing & Residence Life Others: Jon Bates, Richard Berwanger, Peter Mitchell, Brianna Urea (2023-24 SG), Meredith Varner
4.0 General Infrastructure	Element Leader: Duane Siemen, Utilities & Engineering Services Others: Amanda Lindsey, Alex Parlato, Michael Scruggs, Justin Wisor
5.0 Conservation	Element Leader: Jennifer Elliott, Arboretum & Sustainability Initiatives Others: Ryan Chabot, John Guziejka, Amanda Lindsey, Alex Parlato, Travis Simmons, Jack Stout, Justin Wisor
6.0 Recreation & Open Space	Element Leader: Gary Cahen, Recreation & Wellness Center Others: Jennifer Elliott, David Hansen, Chris MacDonald, Heather Marshall, James Wilkening, Justin Wisor
7.0 Intergovernmental Coordination	Element Leader: Fred Kittinger, Government & Community Relations Others: Jon Bates, Janet Owen, Brooke Martin (2023-24 SG), Bill Self, Austin Wilson
8.0 Capital Improvements	Element Leader: Ben Davis, Planning, Design & Construction Others: Jon Bates, Adrienne Frame, Bill Martin, Chuck Reilly, Winston Schoenfeld, Duane Siemen, Justin Wisor
Introduction	Susan Hutson, PDC Bill Martin, PDC
Evaluation & Appraisal Report (EAR)	Susan Hutson, PDC Bill Martin, PDC
Sustainability Review	Ryan Chabot, AIS Jennifer Elliott, AIS Alex Parlato, UES
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**CONTACT US**

**Thank you for your interest in the UCF 2025-35 Campus Master Plan Update.**

**Written comments are encouraged!**

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