



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 21st-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 21st 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 Central Florida Research Park, one of the top research parks in the

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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.

[See 1.0 FUTURE LAND USE, Data & Analysis, Page 19 for a detailed chart of Projected Enrollment Growth from the 2024 Benchmark year to the Horizon Year 2034 for this CMP.](#)

The DEP Land Document System 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.

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)¹

Growth-based CMP Elements

- [UCF Projected Enrollment](#)

How big is the UCF Main Campus?

UCF Colleges

¹ 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.

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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)²

CAMPUS MASTER PLANNING

History 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.

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, including those at Satellite Campuses and Sites, are included in the Schedule of Capital Projects (SCP) under 8.0 CAPITAL IMPROVEMENTS.

Context Area

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

The extent of the UCF Context Area is considered to be:

- 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 the 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

² RCHM is located in the City of Orlando, not on the Main Campus.

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- Solid Waste
 - Drainage (stormwater management)
 - Potable Water
- 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 Concurrency
The University has made additional infrastructure facilities and services subject to concurrency for years:
 - Chilled Water
 - Electrical Power
 - Natural Gas
 - Telecommunications Systems
 - Other Concurrency Considerations
Like its Host Local Government, Orange County³, UCF also considers the concurrency of other facilities and services when planning the campus:
 - Roads
 - Transit
 - Parking
 - Recreation Space

Statutes and Regulations

Campus Master Plans are required by Florida Statute and the State University System Board of Governors Regulations.

Florida Statute 1013.30 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.

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.

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

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Statutory Review

- Statutory Review Agencies

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.”

Host Local Government	Orange County
Affected Local Governments	Seminole County City of Orlando City of Oviedo
State Land Planning Agency	FloridaCommerce, aka Florida Department of Commerce ⁴
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

- 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.⁵
- 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.”

⁴ 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.

⁵ The 2nd Public Hearing and Adoption by the Board of Trustees will be advertised again before these meetings.

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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)⁶ to ensure full public participation in this planning process.

Affected Persons⁷ are invited to provide comments on the Draft CMP by email or US mail, and invited to speak at the statutory meetings:

- Informal Information Session (Open House) - May 2024
- 1st Public Hearing - July 2024
- 2nd 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

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.

⁶ 163.3184 - Process for adoption of comprehensive plan or plan amendment.

⁷ Per 1013.30(2) (b) “Affected person” means a host local government; an affected local government; any state, regional, or federal agency; or a person who resides, owns property, or owns or operates a business within the boundaries of a host local government or affected local government. In order to qualify under this definition, each person, other than a host or affected local government, must have submitted oral or written comments, recommendations, or objections to the university during the period of time beginning with the advertisement of the first public hearing under subsection (6) and ending with the adoption of the campus master plan or plan amendment.

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- Maps & Tables

- 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.

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 Maps⁸, 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.
4.0 General Infrastructure	<p>The GENERAL INFRASTRUCTURE element is required by f.s.1013.30 and BOG 21.207.</p> <ul style="list-style-type: none"> • 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.
5.0 Conservation	<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"> • Conservation of Natural Resources • Conservation of Energy
6.0 Recreation and Open Space	<p>The RECREATION & OPEN SPACE element is required by f.s.1013.30 and BOG 21.209.</p> <ul style="list-style-type: none"> • Intercollegiate Athletics is a component of this element.

⁸ Some GENERAL INFRASTRUCTURE Maps are withheld for security reasons.

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7.0 Intergovernmental Coordination

The INTERGOVERNMENTAL COORDINATION element is required by f.s.1013.30 and BOG 21.210.

8.0 Capital Improvements

The CAPITAL IMPROVEMENTS element is required by f.s.1013.30 and BOG 21.211.

Evaluation & Appraisal Report (EAR)

The EVALUATION & 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:

- 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 2020-30 Campus Master Plan Update will be submitted with the 2025-35 Campus Master Plan Update.

Sustainability Review

The UCF 2022-27 Strategic Plan [UNLEASHING POTENTIAL – Becoming the University for the Future](#), addresses sustainability with the goal of reaching STARS Gold by 2027.

- UCF is currently rated STARS Silver, under STARS v.2.2, with 56.79 credits - see [UCF STARS Report 4/23/24](#)

The [Sustainability Tracking, Assessment & Rating System™](#) (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).

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 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.

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(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)
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)

Vacant BOG-appointed seat

- Ex-Officio Trustees (term of office)

Faculty Senate Chair, Stephen King	2022-23, 2023-24, 2024-25
Student Body President, Bryce Lister	2024-25

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UCF Leadership

- President
- Cabinet

Alexander N. Cartwright

Sheila Amin, Interim VP Information Technology, CIO, Dean BHC

Rhonda Bishop, VP for Compliance and Risk

Paige Borden, Chief Analytics Officer

Youndy C. Cook, J.D., VP and General Counsel

Paul Dosal, Sr. VP for Student Services

Adrienne Frame, VP for Student Success and Well-Being

Deborah C. German, VP for Health Affairs

Rodney Grabowski, Sr. VP for Advancement and Partnerships

Andrea Guzmán, VP for Access and Community Engagement

Gerald L. Hector, Sr., VP for Administration and Finance

Michael Johnson, Provost and Exec. VP Academic Affairs

Mike Kilbride, Executive Chief of Staff

Terry Mohajir, VP and Director of Athletics

Janet D. Owen, VP for Government and Community Relations

Winston Schoenfeld, VP for Research and Innovation

Robert Taft, Chief Audit Officer

Jonathan Varnell, VP for Administrative Operations

- 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), Matthew Theriot (Interim)

Medicine (COM) - Deborah German

Nursing (CON) - Mary Lou Sole⁹

Sciences (COS) - Maggie Tomova

Optics and Photonics (CREOL) - David Hagan

Undergraduate Studies (CUS) - Wayne H. Bowen (Interim)

UCF Libraries - Beau Case

Rosen College of Hospitality Management (RCHM) - Cynthia Mejia

⁹ In November 2024, Dean Sole announced her pending retirement. Her replacement will require a nation-wide search.

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CMP Contributors

1.0 Future Land Use

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

Leader: Bill Martin, Planning, Design and Construction (PDC)
Team: Jon Bates, Michelle Dusseau (UMPC), Jennifer Elliott, Brandon Greenaway (2023-24 SG), Duane Siemen, Justin Wisor

2.0 Transportation

Leader: Kevin Sowers, Auxiliary Services
Team: Hatem Abou-Senna, Jon Bates, Christina Cabrera (2023-24 SG), Louann Huynh, James Mangan, RJ Mueller, Terry Wheeler

3.0 Housing

Leader: Chris MacDonald, Housing & Residence Life (HRL)
Team: Jon Bates, Richard Berwanger, Peter Mitchell, Brianna Urea (2023-24 SG), Meredith Varner

4.0 General Infrastructure

Leader: Duane Siemen, Utilities & Engineering Services (UES)
Team: Amanda Lindsey, Alex Parlato, Michael Scruggs, Justin Wisor

5.0 Conservation

Leader: Jennifer Elliott, Arboretum & Sustainability Initiatives (ASI)
Team: Ryan Chabot, John Guziejka, Amanda Lindsey, Alex Parlato, Travis Simmons, Jack Stout, Justin Wisor

6.0 Recreation & Open Space

Leader: Gary Cahen, Recreation & Wellness Center
Team: Jennifer Elliott, David Hansen, Chris MacDonald, Heather Marshall, James Wilkening, Justin Wisor

7.0 Intergovernmental Coordination

Leader: Fred Kittinger, Government & Community Relations
Team: Jon Bates, Janet Owen, Brooke Martin (2023-24 SG), Bill Self, Austin Wilson

8.0 Capital Improvements

Leader: Ben Davis, Planning, Design and Construction (PDC)
Team: Jon Bates, Adrienne Frame, Bill Martin, Chuck Reilly, Winston Schoenfeld, Duane Siemen, Justin Wisor

Introduction and

Susan Hutson, Bill Martin

Evaluation & Appraisal Report (EAR)

Susan Hutson, Bill Martin

Sustainability Review

Ryan Chabot, Jennifer Elliott, Alex Parlato

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Transportation: VHB Engineers and Corgan
Future Land Use: GAI Consultants and Corgan
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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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