Why Planning is important

Strategic Vision
• Expresses the institution’s vision
• Aligns with university’s Strategic Plan

Orderly Development
• Guides growth and change
• Considers and coordinates key elements – land use, transportation, housing, infrastructure, etc.
• Allows the university to make smart investment decisions on future growth vs renovations

Community Engagement
• Involves stakeholders in development process
• Supports government growth plans
Regulations and Statutes

- Board of Governor’s Regulations – Chapter 21
- Florida Statute 1013.30

Jurisdiction

- Main Campus Only
Master Plan Elements

1. Future Land Use
2. Transportation
3. Housing
4. General Infrastructure
5. Conservation
6. Recreation and Open Space
7. Intergovernmental Coordination
8. Capital Improvements
# 2025-35 CMP STEERING COMMITTEE

**Chair:** Jon Vanelli, VP Admin Ops  
- Jon Bates, AVP Real Estate & Space Admin (RESA)  
- Ben Davis, AVP Planning, Design & Const. (PDC)  
- Jennifer Elliott, Director Arboretum & Sustainability  
- Bill Martin, University Architect, PDC  
- Duane Siemen, AVP UES  
- Kevin Sowers, AVP Auxiliary Services  
- Justin Wisor, AVP Facilities Operations (FO)  
- SGA Student Body President¹ (Brandon Greenaway 2023-24)  
- Susan Hutson, Mgr. of Campus Planning, PDC

## 1.0 FUTURE LAND USE  
**BOG 201.204**  
**Chair:** Bill Martin, PDC  
- Jon Bates, AVP RESA  
- Jen Elliott, Director Arboretum & Sustainability  
- Duane Siemen, AVP UES  
- Justin Wisor, AVP FO  
- Susan Hutson, PDC  
- UMPC Chair (Michelle Dusseau, COS, 2023-24)  
- SGA Student Body President (Brandon Greenaway 2023-24)

## 2.0 TRANSPORTATION  
**BOG 201.205**  
**Chair:** Kevin Sowers, AVP Aux. Services  
- Jon Bates, AVP RESA  
- Louis Hrynyn, Director Parking & Transportation  
- Amand Rampersad, Asst Dir Parking & Transportation  
- Terry Wheeler, Chair Parking & Transp. Committee  
- James Mangan, UCF PD  
- Susan Hutson, PDC  
- Hatem Abou-Senna, PE, CECS Faculty  
- RJ Mueller, UCFIT & Cycling Advocate  
- SGA Safety & Transportation Coord. (Christina Cabrera 2023-24)

## 3.0 HOUSING  
**BOG 201.206**  
**Chair:** Chris MacDonald, AVP Housing & Res Life  
- Jon Bates, AVP RESA  
- Peter Mitchell, Dir Housing Admin & Finance  
- Meredith Varner, HRL  
- Richard Bervanger, HRL  
- Susan Hutson, PDC  
- SGA Director of Student Affairs (Brianna Urea 2023-24)

## 4.0 GENERAL INFRASTRUCTURE  
**BOG 21.207**  
**Chair:** Duane Siemen, AVP UES  
- Alex Parlato, UES  
- Michael Serinaga, AVP UCF IT, Deputy CIO/CTO  
- Justin Wisor, AVP FO  
- Susan Hutson, PDC  
- Amanda Lindsay, UES

## 5.0 CONSERVATION  
**BOG 21-208**  
**Chair:** Jen Elliott, Director Arboretum & Sustainability  
- Alex Parlato, UES  
- Travis Simmons, Director LNR  
- Justin Wisor, AVP FO  
- Susan Hutson, PDC  
- Jack Stout, Emeritus Faculty, Biology  
- John Guzajko, LNR  
- Amanda Lindsay, UES
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<td>6.0 RECREATION &amp; OPEN SPACE</td>
<td>Gary Cahen, Rec &amp; Wellness Ctr</td>
<td>Jan Elliott, Dir. Arboretum &amp; Sustainability, David Hansen, Sr Exec Asst Athletics Dir &amp; COO</td>
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<td>7.0 INTERGOVERNMENTAL COORDINATION</td>
<td>Fred Kittenger, Sr AVP Govt &amp; Comm Relations</td>
<td>Jon Bates, AVP RESA, Bill Self, AD Undergraduate Affairs</td>
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<td>8.0 CAPITAL IMPROVEMENTS</td>
<td>Ben Davis, AVP PDC</td>
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<td>Ryan Chabot, Sustainability Coordinator, Alex Parlato, UES</td>
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<td>GAI Consultants <a href="http://gaiconsultants.com">gaiconsultants.com</a></td>
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**SUSTAINABILITY**

- **BOG 21.202 (1) 3**
  - Chair: Jen Elliot, Dir. Arboretum & Sustainability
  - Members: Ryan Chabot, Sustainability Coordinator, Alex Parlato, UES

**PRIMARY CONSULTANT**

- **CORGAN**
  - Team: Carissa Oyede, Benjamin Patterson, Others

**1.0 FUTURE LAND USE CONSULTANT**

- **GAI Consultants**
  - Team: A. Blake Drury, Peter Sechler, Others

**2.0 TRANSPORTATION CONSULTANT**

- **VHB**
  - Team: Joedel Zaballero, Ryan Wenger
Format – Goals, Objectives & Policies

GOALS, OBJECTIVES & POLICIES

GOAL 1: The long-term end toward which programs or activities are ultimately directed.

OBJECTIVE 1.1: A specific, measurable, intermediate end that is achievable and marks progress toward a goal.

POLICY 1.1.1: The way in which programs and activities are conducted to achieve an identified goal.

POLICY 1.1.2: More ways by which to achieve the goal.
UNLEASHING POTENTIAL

Amplifying the power of knowledge and discovery, the University of Central Florida unleashes the potential of our students, faculty, staff, and community. As a next-generation public research institute, we are an inclusive community of thinkers, doers, creators, innovators, healers, and leaders striving to shape the future and solve the world's most challenging problems.
Student Success and Well-Being

2027 GOALS AND METRICS

- Accelerate undergraduate progression and graduation; reduce interferences that cause hardship or delay.
  - FTIC Freshman Retention Rate: 93%
  - FTIC 4-year Graduation Rate: 83%
  - FTIC 6-year Graduation Rate: 28%
  - FTIC Pell Recipient 6-year Graduation Rate: 26%
  - AA PCC 2-year Graduation Rate: 80%

- Enhance the student learning experience for the development of career and cultural competencies.
  - Percentage of Undergraduate Students With at Least One High-Impact Practice (HIP) by Graduation: 100%
  - Undergraduate Class Size Index Rank: 775
  - Percent of Graduates Enrolled or Employed: 90%

- Provide financially accessible educational experiences.
  - Percentage of Students Who Graduate Without Federal Student Loan Debt: 80%

- Optimize student assistance to support progression and graduation, including transfer students enrolled part-time, by investing in programs to enhance the development and delivery of financial aid.

Priority Initiatives

- Optimize the use of predictive analytics to identify students in need of support, guide individual interventions by student advocates, highlight financial aid decisions, guide policy adjustments, and mitigate barriers to progression and graduation.
- Evaluate the structure of the GreatConnect to UCF program to emphasize major readiness and student success.
- Expand access to high-impact practices such as study abroad, learning communities, internships, experiential learning, and undergraduate research.
- Hire faculty, academic advisors, and success coaches; invest in instructional resources for campus-based, online, and blended courses to enrich the student experience and reduce undergraduate class sizes.
- Connect students to Experiential Learning and Career Services early in their progression, expand the use of skills badges, and strengthen career-integrated curriculum.
- Expand the development of quality digital learning experiences and the breadth of professional master’s degrees and graduate certificates to meet the specialized workforce needs of the region and state.

Note: *U.S. News & World Report.*

Discovery and Exploration

2027 GOALS AND METRICS

- Increase focus on research by supporting basic, applied, clinical, and translational research activities.
  - Research & Development Expenditures: $350M/year

- Extend the impact, application, and commercialization of knowledge.
  - Number of Patents Awarded Annually: 55
  - Licenses and Options Executed Annually: 36
  - Number of Start-up Companies Created Annually: 8

- Recruit and retain highly qualified faculty, post-doctoral appointees, and doctoral students to increase academic outcomes and support our research activity.
  - Faculty PTE*: 2,100
  - Post-doctoral Appointment: 225

Priority Initiatives

- Invest in infrastructure and personnel in areas of strategic focus, such as increasing research to perform secure work supporting national security.
- Optimize utilization of research facilities and infrastructure. Increase research reliability by investing in critical capital projects that reduce the risk for lost scholarship.
- Evaluate the development of an independent, applied, cooperative research institute as part of a regional innovation ecosystem.
- Encourage research as pedagogy and the integration of research knowledge into curriculum design and instruction.
- Recognize and reward research translation through targeted funding and criteria for promotion, tenure, and awards.
- Develop a comprehensive strategic marketing and recruitment plan designed to enhance the pipeline of graduates and post-doctoral candidates and appointees.

*Faculty PTE from the Common Data Set (CDS)*
## 3 Community and Culture

### 2027 Goals and Metrics

- **National Academy Members:** 10
- **Faculty, Staff, and Student Satisfaction:** 90%
- **Community Engagement:** Carnegie Classification

### Priority Initiatives

1. Identify pathways for professional and career development for all staff, strengthen job-fit and the collective capabilities of staff, recognize faculty and staff achievements.
2. Initiate a task force to evaluate campus culture, recruitment and hiring procedures, flexible work options, and compensation standards.
3. Establish the Ginsburg Center for Inclusion and Community Engagement to facilitate programming on civil discourse and engagement.
5. Increase programs and services offered to UCF alumni to provide more opportunities for engagement and participation.
6. Integrate community-facing functions to streamline connections between the university and its industry, community, and public partners.
7. Establish the criteria for "Pegasus Partnerships" to recognize comprehensive collaborations with industry, community, and public sector partners.

## 4 Innovation and Sustainability

### 2027 Goals and Metrics

- **Diversity:** Increase the university's revenue and resource base to reduce financial vulnerability and provide flexible funds for strategic investment.
  - **Annual Fundraising:** $100M
  - **Endowment Value:** $350M

### Priority Initiatives

1. Invest in programs and personnel to foster a culture of philanthropy and bolster the professional advancement function.
2. Evaluate options to grow UCF Online to generate revenue; extend access; enhance national and international exposure; and experiment with programs, credentials, and learning modalities.
3. Evaluate options to leverage the university's real estate holdings.
4. Institutionalize campus sustainability with a focus on service excellence.
   - **STARS® Rating:** Gold

### Enhance UCF's Brand and National Reputation

1. Provide dedicated funding and integrate STARS performance criteria into academics, operations, administration, and planning.
2. Upgrade IT infrastructure and facilities to enhance service excellence, minimize the impact of network outages, and reduce the risk of cyberattacks.
3. Conduct a comprehensive activity-based accounting of campus services to determine how much it costs to educate a Knight.
4. **US News & World Report** Peer Evaluation Rating:** 1.5

Note: *STARS = Sustainability Tracking, Assessment, and Rating System.** USNWR = U.S. News & World Report
Introduction

• President’s Message
• Describes the CMP process
• Provides a snapshot of the University Administration and organization at the time of adoption
• Recognizes CMP contributors
Future Land Use

• Designates future land uses
• Describes how future development will be coordinated with future land uses
Transportation

- Includes GOPs related to improving the student/faculty/staff parking experience using technology
- Examines campus scheduling to help mitigate peak-hour traffic
- Promotes alternative means of transportation
- Evaluates modes of travel (bicycle, micromobility, pedestrian, bus/transit, and motor vehicle) both on campus and in the off-campus planning study area
- UCF engages a professional Transportation Engineer to assist with the Data & Analysis for this element.
Housing

- Prepared by Housing & Residential Life (HRL), a division of Student Success and Well-Being (SSWB)
- Target “Total Beds Needed” for FTIC and 2nd Yr.
- Considers potential future housing sites and projects
General Infrastructure

• Prepared by Utilities & Engineering Services (UES), a division of Facilities & Business Operations (FBO)

• Addresses rising energy costs and initiatives to improve energy efficiency

• Addresses concurrency per state statute - the provision of adequate capacity for stormwater management, potable water, sanitary sewer and treatment, and solid waste facilities required to meet the future needs of the university

• Addresses concurrency per UCF guidelines – for chilled water, electrical power, natural gas, and telecommunications
Conservation

• This element ensures the conservation, protection and wise use of all natural ecosystems and natural resources on the university campus

• Includes objectives related to the Campus Landscape Master Plan, Healthy Tree Canopy, Bee Campus USA, and Campus as a Living Laboratory

• Includes objectives related to energy performance, building automation systems, recommissioning, and photovoltaics
Recreation & Open Space

• Describes the provision of adequate and accessible recreation facilities and open space to meet the future needs of the university

• Activity-based facilities are defined as those facilities designed, constructed, and designated for specific sports or recreation activities

• Resource-based refers to those facilities that are primarily used for general recreation or organized social functions.
Intergovernmental Coordination

• Promotes land use compatibility between UCF and our host local government, Orange County.

• Identifies and resolves goals, objectives, policies and development proposed in campus master plans that may be incompatible with adjacent local governments, and regional and state agency plans.
Capital Improvements

- Evaluates the need for public facilities as identified in other campus master plan elements
- Schedule of Capital Improvements lists projects over $4M anticipated within the next 10 years;
- Capital Improvements Map shows potential building locations
# Schedule of Capital Projects

## 3-YEAR COMMITTED MAIN CAMPUS FACILITIES

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<th>Design Firm</th>
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## 10-YEAR PROJECTED MAIN CAMPUS FACILITIES

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Statutory Review Agencies

• ORANGE COUNTY  *Host Local Government*
• SEMINOLE COUNTY  *Affected Local Government*
• CITY OF ORLANDO  *Affected Local Government*
• DEPARTMENT OF ECONOMIC OPPORTUNITY (DEO)  *The State Land Planning Agency*
• DEPARTMENT OF ENVIRONMENTAL PROTECTION (DEP)
• DEPARTMENT OF TRANSPORTATION (DOT)
• DEPARTMENT OF STATE
• FISH AND WILDLIFE CONSERVATION COMMISSION (FWC)
• ST. JOHNS RIVER WATER MANAGEMENT DISTRICT (SJRWMD)
• EAST CENTRAL FLORIDA REGIONAL PLANNING COUNCIL
Courtesy Review
• MetroPlan Orlando
• Commissioner District 5, Orange Co. Board of County Commissioners

Public Review - Public comments are welcomed!
• A paper copy of the CMP is placed in the John C. Hitt Library.
• An electronic copy of the CMP is published on UCF’s Planning, Design and Construction website.
• Notification of the 90-Day Review Period is published in the Orlando Sentinel.

ALL WRITTEN COMMENTS RECEIVE A WRITTEN RESPONSE FROM UCF.
Evaluation and Appraisal Report (EAR)

UCF prepares an EAR per BOG 21.2020 (7) for the previous CMP, to identify:

• Goals, Objectives, and Policies that have been successfully reached
• The need for new or modified goals, objectives, or policies to correct unanticipated and unforeseen problems, as well as opportunities, that have occurred since adoption of the campus master plan
• Proposed and anticipated plan amendments necessary to address identified problems and opportunities.
Proposed Schedule

KICKOFF MEETING WITH ELEMENT TEAMS
Workshops with the Element Teams
Jan 2024
Jan - Apr 2024

INFORMAL PUBLIC INFORMATION SESSION (Open House)
Updating the Master Plan (writing, editing, internal review)
May 2024
May - Jun 2024

FIRST PUBLIC HEARING (w/ Public Comment)
1st Draft Published, begin 90-Day Review Period
Aug - Nov 2024

UCF Responds to Written Comments
Aug - Nov 2024

SECOND PUBLIC HEARING (w/ Public Comment) and
CAMPUSS MASTER PLAN ADOPTION
Dec 2024
BOT Meeting

Notification of Adoption (within 45 days of adoption)
Challenge Period (within 30 days after Notification of Adoption)
Campus Development Agreement (within 270 days of CMP Adoption)