

# Campus Master Plan

UNIVERSITY OF NORTH FLORIDA

JULY 11, 2025

**DRAFT**

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# ACKNOWLEDGMENTS

*A special thank you to everyone who helped make this planning process a success, including the many administrators, staff, faculty, and students who contributed!*

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## MESSAGE FROM THE PRESIDENT

At the University of North Florida, we are charting a bold course for the future—one that honors our roots while embracing the opportunities ahead. This Campus Master Plan is a vital expression of our strategic vision: to make UNF a destination of choice for students, faculty, staff, and partners from across the region and around the world.

Guided by our Strategic Plan, this Campus Master Plan reflects our commitment to growing with purpose. As we look toward a future enrollment of 25,000 students and more, we remain steadfast in preserving the natural beauty and character that make our campus one of the most stunning in the world. Our growth will be intentional, sustainable, and aligned with our mission to provide transformative learning experiences in a supportive environment embedded in our “culture of care” mantra.

This plan is more than a roadmap for facilities—it is a blueprint for the future of our University community. It considers every aspect of campus life: academic spaces, student housing, transportation, sustainability, and the preservation of our unique natural environment. It is the product of thoughtful collaboration with students, faculty, staff, alumni, and community stakeholders, and it positions UNF to thrive in the decade to come.

I am deeply grateful to everyone who contributed to this effort. Together, we are building a campus that reflects our aspirations and supports the success of every Osprey.

Sincerely,

Dr. Moez Limayem  
President, University of North Florida



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# 1

## EXECUTIVE SUMMARY

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The vision and guiding principles for this Campus Master Plan were developed based on input from the Steering Committee, with edits suggested by workshop participants. They were intended to serve as a guide during the development of the plan, and can also help make decisions regarding plan implementation.

## **CAMPUS MASTER PLAN VISION**

*Provide a bold, flexible, and innovative roadmap for the next decade of physical improvements on campus that implements the vision of the Strategic Plan. This plan will align efforts campus-wide, optimize resources, elevate the campus experience for all, integrate with the natural environment, and engage the broader community.*

## **GUIDING PRINCIPLES**

- 1. Achieve the institutional aspirations and goals identified in the Strategic Plan*
- 2. Determine improvements needed to accommodate projected enrollment growth*
- 3. Optimize existing buildings and implement the recommendations of the Space Utilization Study*
- 4. Understand the facilities needed to allow the University to reach R1 status*
- 5. Use physical planning as a tool to strengthen wellness and social connections for all, improve student engagement and success, and keep students on campus*
- 6. Focus on placemaking and how to further enhance the sense of place and wayfinding on campus*
- 7. Promote a sustainable campus and leverage existing natural areas to enhance the student experience and preserve beauty*
- 8. Modernize the campus to align it with the University's desired image and prominence*
- 9. Identify the athletic facility improvements necessary to make UNF on par with its D-I peers*
- 10. Plan for additional and improved housing to improve student engagement*



# PLANNING PROCESS

This campus plan was developed as part of a process that engaged students, faculty, staff, and the broader Jacksonville community. This ensured that the plan reflected the needs of various stakeholders, and helped build support for the vision of the plan, which will help facilitate the plan’s implementation.

The Campus Master Plan process consisted of four phases that occurred over a year and a half, beginning with a campus walk-through and data request in April 2024, and concluding with the final Board of Trustees approval in November of 2025. Each phase included workshops that were open to all faculty and staff, and a select group of students.

## Workshop 1: Visioning + Analysis

Introduction to the planning team and process, draft vision and guiding principles activity, analysis maps review.

## Workshop 2: Big Ideas

Summary of engagement to date, brainstorming activity to look at future building and amenity locations on campus.

## Workshop 3: Concepts

Review and discuss pros of three potential future development concepts for campus that were based on previous workshop.

## Workshop 4: Draft Plan

Update on new space needs, review and comment on final draft plan, goals, and objectives.

## Student Engagement

Informal student engagement at several locations to ask what changes they would like to see on campus.

## Online Survey

Distributed to all UNF students, faculty, and staff, received 1,500+responses, including a wide variety of majors and departments, and a mix of resident and commuter students.

## Board of Trustees Presentations

Four meetings consisted of an introductory presentation, listening session, draft plan presentation, and final plan adoption. Final two meetings served as required public hearings.

## Steering Committee Meetings

Four meetings during the process to provide input and review draft plans and workshop agendas.

## Public Open House

Allowed members of the public to provide comments on draft plan.

## Focus Groups

Two rounds of meetings with 15 groups representing the campus and broader community. First round focused on needs and information gathering, and the second round on confirming the draft plan.

## Microsite

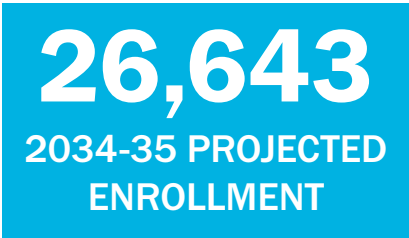
Website that was open for the duration of the project to share updates, milestone meetings, and draft plans.

## Faculty Town Hall

Allowed professors to provide input about their needs early in the planning process.

PROPOSED CAMPUS PLAN

The plan on the following page shows an overview of the proposed campus plan, which represents an ambitious vision for the long-term future of the Main Campus. It is based on a 2034-35 headcount enrollment target of 26,643 students.



The plan is based on the vision and guiding principles above and presents recommendations for various elements. Detailed recommendations can be found in Chapter 5: Goals, Objectives, + Policies. Key recommendations are as follows.

New Academic Buildings

Several new academic buildings are proposed to accommodate the additional classes and faculty that will be associated with projected enrollment growth.

New Research Buildings

A mixed-use research building is proposed on the edge of the existing Amphitheater, while a new innovation district at the southern edge of campus will include additional research and partnership space.

Student Housing

New residence halls will allow 25% of future students to live on campus with more dense new housing that provides in-demand amenities. A Greek housing village is also proposed.

MAP LEGEND: EXISTING FACILITIES

- 1. J. J. DANIEL HALL
- 2. FOUNDERS HALL
- 4. SKINNER-JONES HALL
- 5. PHYSICAL FACILITIES
- 6. UNF ANNEX
- 8. LASSITER HALL
- 9. SCHULTZ HALL
- 10. BUILDING 10
- 12. CARPENTER LIBRARY
- 14. ROBINSON BUILDING
- 15. MATHEWS COMPUTER SCIENCE BLDG.
- 16. OSPREY COMMONS
- 17. OSPREY CLUBHOUSE
- 26. FIELD HOUSE
- 27. HARMON BASEBALL STADIUM
- 34. UNF ARENA
- 38. ARENA PARKING GARAGE
- 39. BROOKS HALL
- 41. POLICE BUILDING
- 42. COGGIN COLLEGE OF BUSINESS
- 43. HERBERT UNIVERSITY CENTER
- 44. & 44A. FINE ARTS CTR. PARKING GARAGE
- 45. FINE ARTS CENTER
- 49. PRESCHOOL
- 50. SCIENCE & ENGINEERING BUILDING
- 51. SOCIAL SCIENCES BUILDING
- 52. PARKING SERVICES
- 53. HICKS HALL
- 55. OSPREY FOUNTAINS
- 57. PETWAY HALL
- 58. DELANEY STUDENT UNION
- 59. BIOLOGICAL SCIENCES BUILDING
- 60. ALUMNI HALL
- 61. STUDENT WELLNESS COMPLEX
- 62. HOUSING MAINTENANCE BUILDING
- 64. CAMPUS MAINTENANCE FACILITY
- 65. THE FLATS AT UNF
- 67. HONORS HOUSING

MAP LEGEND: PROPOSED FACILITIES

- A. RESEARCH BUILDING
- B. ACADEMIC BUILDING
- C. ACADEMIC BUILDING
- D. STUDENT SUPPORT BUILDING
- E. BEHAVIORAL SCIENCES BUILDING
- F. ADVANCED COMPUTING BUILDING
- G. STUDENT HOUSING
- H. HONORS ACADEMIC BUILDING
- I. DINING
- J. GREEK HOUSING VILLAGE
- K. RESEARCH LAB
- L. RENOVATION FOR RESEARCH
- M. RESEARCH FACILITY
- N. COMMUNITY ATTRACTION
- O. PRESIDENT RESIDENCE
- P. STORAGE FACILITY
- Q. PRESCHOOL EXPANSION
- R. ECO ADVENTURE FACILITY
- S. POLICE EXPANSION
- T. GREENHOUSE
- U. WELLNESS COMPLEX EXPANSION
- V. ARENA EXPANSION
- W. STADIUM EXPANSION
- X. STADIUM CONVERSION TO FOOTBALL
- Y. FOOTBALL PRACTICE FIELD
- Z. HIGH PERFORMANCE CENTER
- AA. BASEBALL STADIUM + SUPPORT FACILITY
- BB. SOCCER/TRACK + FIELD STADIUM
- CC. SOCCER FIELDS + STADIUM (ATHLETICS)
- DD. OGIER GARDENS EXPANSION
- EE. RECREATION FIELDS
- FF. ADDITIONAL FIELDS (ATHLETICS)
- GG. ATHLETICS SUPPORT FACILITY
- HH. MEETING SPACE ADDITION
- II. TRACK + FIELD PRACTICE AREA/ ROTC PARADE GROUNDS
- JJ. OUTDOOR LAB
- KK. SOFTBALL STADIUM ADDITION
- LL. HOTEL



FIGURE 1.1: PROPOSED CAMPUS PLAN





### Athletics Expansions

Significant renovations to existing facilities, combined with the construction of new facilities, will provide athletics spaces on par with UNF's peers and allow for the addition of a football program in the long term.

### Wellness Complex Expansion

A significant addition to this building will provide needed indoor recreation amenities as well as an expanded home for Student Health Services and the Counseling Center.

### Open Space Improvements

The natural areas that create UNF's unique campus identity will be preserved and enhanced with new amenities.

### Community Attractions

In order to strengthen relationships with the community and bring community members to campus, attractions should be provided in one or both of two potential locations.

### Building Renovations

A number of existing buildings, including academic and residential facilities, are in need of significant investment to continue to serve their functions.

### Pedestrian Improvements

New boardwalks, enhanced crosswalks, and better wayfinding will help ensure that the campus remains pedestrian focused as it densifies.

### Infrastructure Improvements

A number of infrastructure improvements will be needed to make sure that existing and future buildings are adequately served.

*Bird's eye view of proposed campus improvements, looking north*







**FIGURE 1.2: PROPOSED CAMPUS PLAN  
(CAMPUS CORE)**