



5

GOALS,  
OBJECTIVES, +  
POLICIES

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# ENROLLMENT PROJECTIONS

UNF’s Soaring Higher Together Strategic Plan projects that the institution will reach 25,000 headcount students by the Fall 2028 semester, which reflects a 91% growth in enrollment from Fall 2024 numbers. The ten-year timeline for this plan (which was adopted in Fall 2025 but shows existing enrollment from Fall 2024, since Fall 2025 numbers were not yet available) assumes that enrollment grows at the same estimated rate of Duval County from 2028 to 2035. This was calculated at 1.3% annually, based on the “medium” population projection scenario from the Bureau of Economic and Business Research at the University of Florida. This yields a target headcount for this plan of 26,643 students.

Based on UNF’s approved 2025 Accountability Plan, the undergraduate enrollment in online courses is projected to decrease from 42% in the 2023-24 academic year to 28%. This means that in-person enrollment would grow at a rate faster than overall enrollment, and would result in additional space needs.

UNF also aims to increase the percentage of graduate students and increase the number of transfer students. These will have a positive impact on enrollment growth.

As UNF seeks to be more selective in terms of enrollment of applicants, this will support the Strategic Plan goals of becoming a more prestigious institution and improving retention and graduation. This may also present challenges with regard to enrollment growth.

## RECENT ENROLLMENT

ENROLLMENT	FTE (2023-24)	HEADCOUNT (FALL 2024)
Undergraduate	13,320	13,338
Graduate	1,748	2,394
<b>Total</b>	<b>15,068</b>	<b>15,732</b>

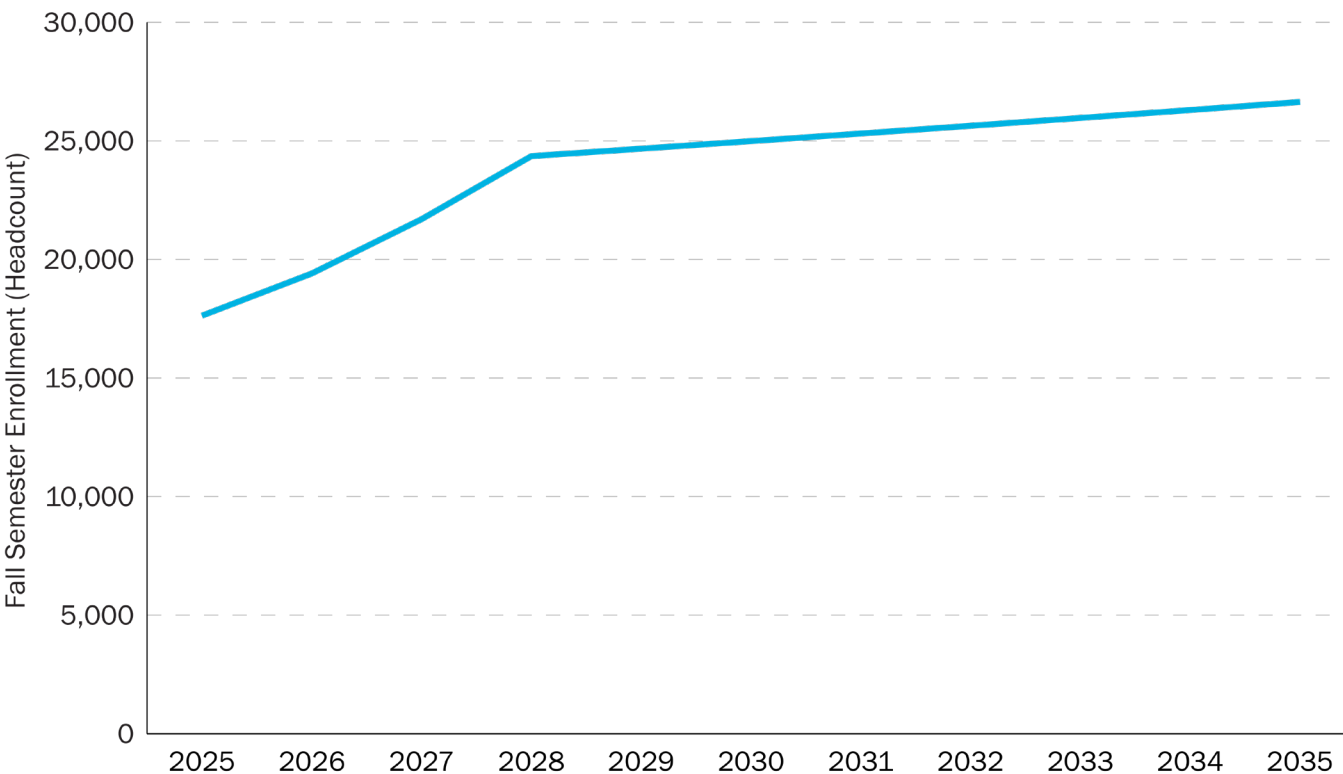
source: UNF 2025 Accountability Plan

## PROJECTED ENROLLMENT (2034-2035)

ENROLLMENT	FTE (ONLINE)	FTE (TRADITIONAL)	HEAD-COUNT
<b>Total</b>	<b>7,221</b>	<b>17,161</b>	<b>26,643</b>

source: baseline of Fall 2028 Educational Plant Survey (FTE numbers), 2029-30 UNF Accountability Plan (headcount number), then incorporating projections described at left

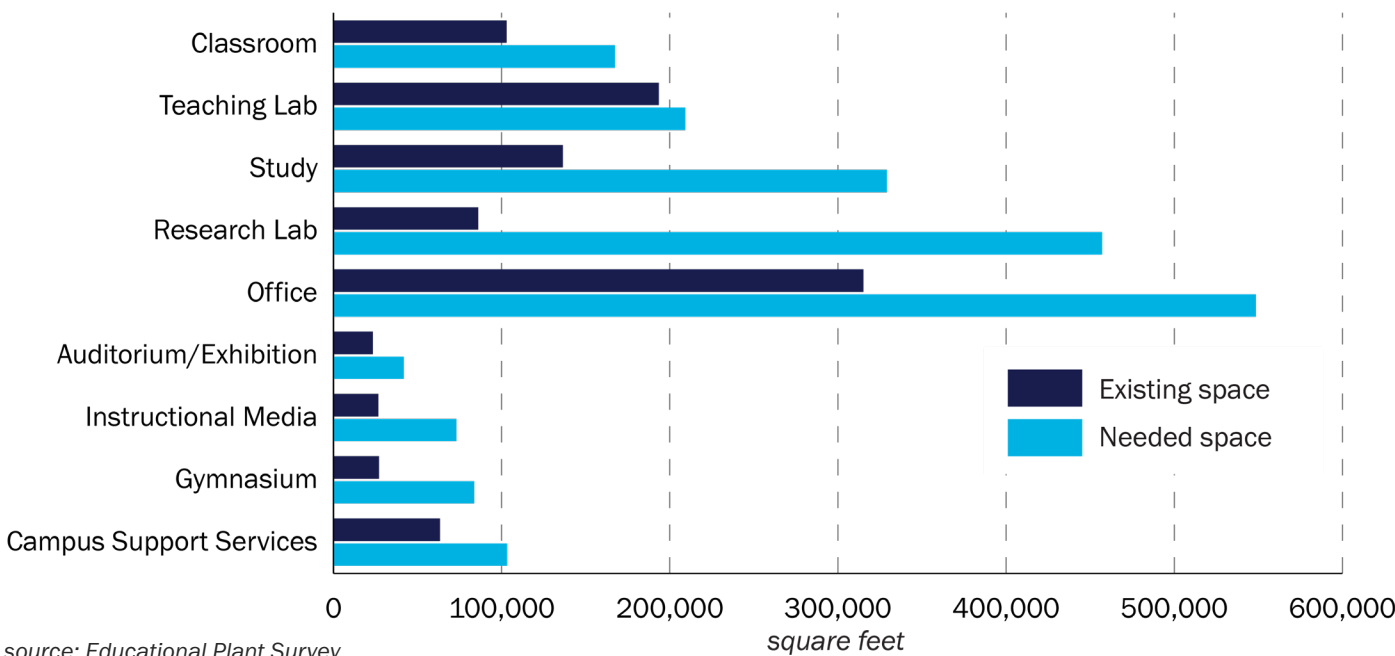
note: FTE numbers are based on the academic year, while headcount number is for the fall semester



# SPACE NEEDS

Florida’s Educational Plant Survey includes space needs calculations based on projected enrollment and other factors. These numbers were extrapolated to the 2034-35 academic year and served as the basis for planning new facilities, with some modifications to meet the needs of the University.

## FUTURE SPACE NEEDS (FALL 2035)



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 help make decisions regarding plan implementation.

## VISION STATEMENT

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



**ACHIEVE THE INSTITUTIONAL  
ASPIRATIONS AND GOALS  
IDENTIFIED IN THE STRATEGIC PLAN**



**FOCUS ON PLACEMAKING AND HOW  
TO FURTHER ENHANCE THE SENSE  
OF PLACE AND WAYFINDING ON  
CAMPUS**



**DETERMINE IMPROVEMENTS  
NEEDED TO ACCOMMODATE  
PROJECTED ENROLLMENT GROWTH**



**PROMOTE A SUSTAINABLE CAMPUS  
AND LEVERAGE EXISTING NATURAL  
AREAS TO ENHANCE THE STUDENT  
EXPERIENCE AND PRESERVE  
BEAUTY**



**OPTIMIZE EXISTING BUILDINGS  
AND IMPLEMENT THE  
RECOMMENDATIONS OF THE  
SPACE UTILIZATION STUDY**



**MODERNIZE THE CAMPUS TO ALIGN  
IT WITH THE UNIVERSITY'S DESIRED  
IMAGE AND PROMINENCE**



**UNDERSTAND THE FACILITIES  
NEEDED TO ALLOW THE UNIVERSITY  
TO REACH R1 STATUS**



**IDENTIFY THE ATHLETIC FACILITY  
IMPROVEMENTS NECESSARY TO  
MAKE UNF ON PAR WITH ITS D-I  
PEERS**



**USE PHYSICAL PLANNING AS A TOOL  
TO STRENGTHEN WELLNESS AND  
SOCIAL CONNECTIONS FOR ALL,  
IMPROVE STUDENT ENGAGEMENT  
AND SUCCESS, AND KEEP  
STUDENTS ON CAMPUS**



**PLAN FOR ADDITIONAL AND  
IMPROVED HOUSING TO IMPROVE  
STUDENT ENGAGEMENT**

# LAND USE

As shown in Figure 5.1, the future campus has been divided into four land use districts as follows.

## Academic Core

The heart of the campus should continue to have the highest level of activities and broadest mix of uses, including learning and gathering places and a wide variety of services. All buildings should be mixed use, with elements such as offices, classrooms, teaching labs, study areas, dining, and other functions. Research spaces should be focused on activities that include significant involvement from undergraduate students, or faculty with a significant course load.

## Athletics + Recreation

While Athletics facilities will continue to remain separate from Recreation functions, most of these will continue to be located in a consolidated district at the north end of campus. There are also other smaller recreation areas near residence halls that will serve as additional amenities to students.

## Student Life

Student life districts are the primary residential areas, but also include study space, gathering areas, dining, and other amenities to support a robust student life experience.

## Innovation + Engagement

This district at the south end of campus is more public-facing and is anchored by a series of research buildings that include space for local partners, UNF community engagement functions, and research. Community attractions could include a museum, hotel, retail or restaurant space, local businesses, and other things to draw the broader community to campus.

### MAP LEGEND: EXISTING FACILITIES

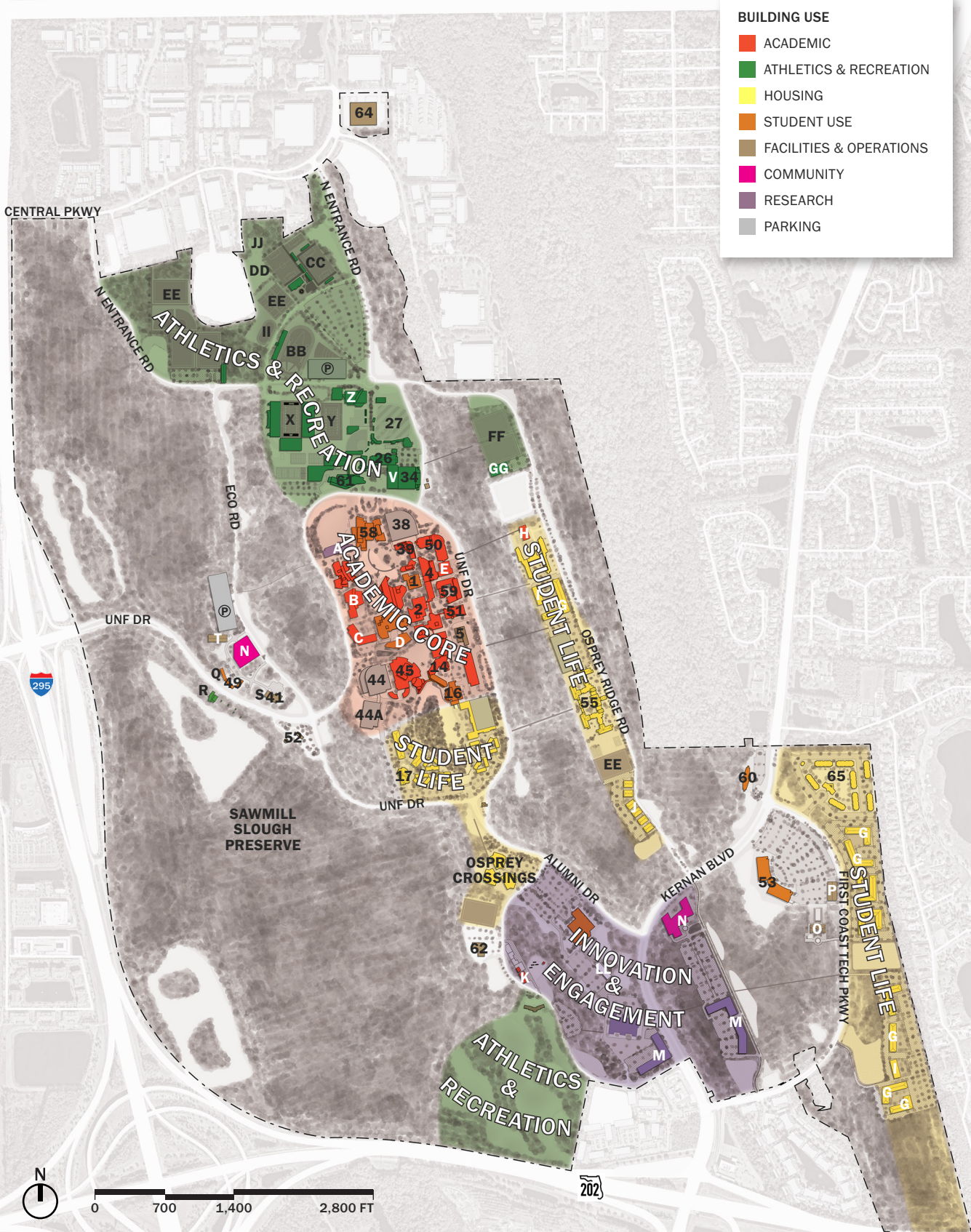
- 1. J. J. DANIEL HALL
- 2. FOUNDERS HALL
- 4. SKINNER-JONES HALL
- 5. PHYSICAL FACILITIES
- 6. UNF ANNEX
- 8. LASSITER HALL
- 9. SCHULTZ HALL
- 10. BUILDING 10
- 12. CARPENTER LIBRARY
- 14. ROBINSON BUILDING
- 15. MATHEWS COMPUTER SCIENCE BLDG.
- 16. OSPREY COMMONS
- 17. OSPREY CLUBHOUSE
- 26. FIELD 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 5.1: PROPOSED BUILDING USES + LAND USE DISTRICTS





## **GOAL 1: ORIENT FUTURE LAND USES TO MEET LONG-TERM STRATEGIC GOALS AND LEVERAGE EXISTING LAND.**

Objective 1.1: Arrange campus land uses to support the University's mission, strategic goals, and priority areas from the Strategic Plan.

*Policy 1.1.1: Build on the past land use planning outlined in the 2020 Campus Master Plan, including the preservation of environmentally sensitive areas first introduced in the 1972 Master Site Development Plan.*

*Policy 1.1.2: Prioritize existing parking lots and other areas of impervious surface as primary developable land.*

*Policy 1.1.3: Use buildings to define a variety of open spaces.*

*Policy 1.1.4: Design building facades to have an appropriate and welcoming presence along streets, particularly UNF Drive.*

*Policy 1.1.5: Consider the street, shuttle, and walkway improvements necessary to serve development farther from the core, and coordinate land use and transportation planning to ensure a cohesive campus.*

Objective 1.2: Focus growth in the core of campus (inside the UNF Drive loop) to reinforce and enhance the vibrancy of a dense core.

*Policy 1.2.1: Construct new buildings of 3-5 stories to maximize the use of land but avoid towering over existing buildings and open spaces. New residence halls may reach 6 stories in appropriate locations. Buildings used exclusively for storage, maintenance, or similar uses may have fewer stories.*

*Policy 1.2.2: Accommodate growth on infill sites while respecting the responsible capacity of the core and retaining the quality of the campus.*

*Policy 1.2.3: Explore alternate uses for low density sites within the core for redevelopment.*

*Policy 1.2.4: Include active uses on the ground floor of buildings located adjacent to high traffic pedestrian paths to activate public spaces and make services such as dining, retail, study and meeting spaces, and student-facing offices more convenient.*

Objective 1.3: As new development happens on the edges of campus, ensure a continuous campus experience between the core and those areas.

*Policy 1.3.1: Extend and improve signage, branding, landscaping, walkways, amenities, programming, and other elements to ensure safe, walkable connections that provide an on-campus feel.*

## **GOAL 2: CELEBRATE THE UNIQUE CAMPUS EXPERIENCE AND WELCOME THE COMMUNITY.**

Objective 2.1: Create strong campus gateways and improve visibility to the greater Jacksonville community.

*Policy 2.1.1: Construct gateway improvements at the locations shown on the plan (see page 5-109).*

Objective 2.2: Locate key uses that are more community focused beyond the core of campus.

Objective 2.3: Improve signage and wayfinding to make it easier for students, visitors, and members of the UNF community to navigate campus while also promoting the UNF brand.

*Policy 2.3.1: Adopt signage standards for vehicular, pedestrian, and on-building signage, as well as interior signs.*

## RECOMMENDED ADDITIONAL PLANNING EFFORTS

In order to make the best use of University resources, several additional plans and studies are recommended to determine more detailed needs for different functions that were not evaluated or explored in detail during this planning effort. These should be updated regularly and coordinated with the Campus Master Plan.

- **Athletics Master Plan.** The existing plan should be updated to reflect new priorities and develop an implementation plan that considers timing and funding for new facilities.
- **Housing Master Plan.** This plan should look at financial projections, funding options, delivery methods, enrollment trends, facility conditions, housing demand, and occupancy management policies.
- **Landscape Master Plan.** This plan should include vegetative and natural area policies as well as strategies for maintenance and operation.
- **Transportation Master Plan.** This plan should evaluate safety, access, and mobility for all modes of transportation.

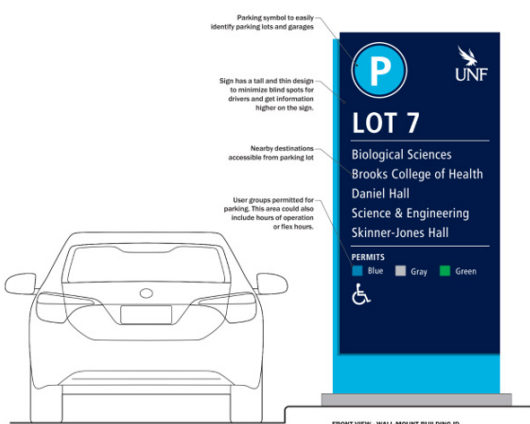
*Policy 2.3.2: Develop signage standards for vehicular and pedestrian navigation, building identification, donor recognition, and interior code and wayfinding systems that reinforce the UNF brand and ensure consistency.*

Objective 2.4: Enhance natural areas to emphasize the unique aspects of a campus in harmony with nature.

*Policy 2.4.1: Continue to improve boardwalks and pedestrian paths to emphasize the unique campus experience they create.*

Objective 2.5: Provide attractions and amenities that draw people from across the region to the core of UNF's campus.

*Policy 2.5.1: Work with partners to construct community attractions in the locations shown on the plan.*



Signage standards will improve wayfinding and make sure all signs are consistently branded



The ground floor of buildings in high traffic areas should include active uses



### **GOAL 3: IMPROVE THE UTILIZATION OF EXISTING FACILITIES.**

Objective 3.1: Centrally schedule all classrooms to avoid the inefficiencies associated with department-scheduled classrooms.

Objective 3.2: Align classroom and teaching lab capacities with section sizes to ensure that spaces are being fully utilized. There is currently a surplus of large and medium capacity classrooms, but this may change if section sizes increase with enrollment growth.

Objective 3.3: Identify appropriate uses for vacant office space.

Objective 3.4: Develop collaborative and flexible workspaces that align with current hybrid and part-time work schedules for faculty and staff and improve interdisciplinary interactions and connections with students.

Objective 3.5: Conduct an annual space audit to document the use and assignment of existing spaces.

### **GOAL 4: FOSTER LEARNING ENVIRONMENTS THAT PROMOTE HIGH-QUALITY EDUCATION.**

Objective 4.1: Renovate aging academic spaces.

*Policy 4.1.1: Provide additional active learning classrooms and a variety of classroom types that support various pedagogies.*

*Policy 4.1.2: Update technology in learning spaces to provide a variety of 21st-century classroom environments and labs that are state-of-the-art for that field. (Refer to the Infrastructure Element for additional technology recommendations.)*

Objective 4.2: Expand the amount of classroom and lab space in order to meet projected enrollment growth and accommodate new courses and academic programs.

*Policy 4.2.1: Use new buildings and major renovations as an opportunity to improve academic department adjacencies.*

*Policy 4.2.2: Locate new labs and classrooms within a short walk of the core of campus to ensure convenient access for students and easy course scheduling.*

### **GOAL 5: CONTINUE TO EXPAND RESEARCH AND PROVIDE OPPORTUNITIES TO ENGAGE STUDENTS IN RESEARCH.**

Objective 5.1: Expand interdisciplinary research opportunities and spaces.

*Policy 5.1.1: Use partnerships to develop a research park with spaces for collaboration with private and public sector entities to enhance the research portfolio and create spaces that promote economic development.*

Objective 5.2: Continue to incorporate indoor and outdoor research into the undergraduate experience.

*Policy 5.2.1: Expand undergraduate research space and shared learning/research environments.*

*Policy 5.2.2: Make sure that research is visible from public areas of buildings.*

Objective 5.3: Provide the necessary facilities to reach R1 status and serve graduate students.

*Policy 5.3.1: Provide the modern office, research, teaching, and other spaces necessary to accommodate additional doctorate programs and graduate students.*

*Policy 5.3.2: Expand research lab space to make sure there is adequate space for existing and future grants and researchers to accommodate their work.*

*Policy 5.3.3: Ensure that an appropriate diversity of research lab space is provided to accommodate all kinds of research, including wet labs, human subjects research spaces, computational research, and more.*

*Policy 5.3.4: Locate new and renovated research spaces in the appropriate part of campus based on adjacency to existing department spaces, proximity to undergraduate courses (for research that engages undergraduate students), convenience (for faculty, researchers, and community members as applicable), and other factors.*

Objective 5.4: Ensure that new research support spaces can be shared by multiple disciplines to make the best use of resources.

*Policy 5.4.1: Provide a centralized vivarium as well as centralized locations for other specialized or high-cost research spaces or equipment.*

#### **GOAL 6: PROMOTE SATELLITE FACILITIES AS OPPORTUNITIES FOR ENGAGEMENT WITH THE PUBLIC AND EXPERIENTIAL LEARNING.**

Objective 6.1: Continue to utilize leased space at Florida State College at Jacksonville's Deerwood Campus for appropriate health science programs.

Objective 6.2: Continue support for the Museum of Contemporary Art as a key cultural institution and resource for students.

Objective 6.3: Activate the Downtown Center with additional courses and events.

Objective 6.4: Build connections with the Jacksonville entrepreneurial ecosystem through the Center for Entrepreneurship and Innovation.

Objective 6.5: Continue to leverage the Webb Coastal Research Station for experiential learning and research.

Objective 6.6: Determine appropriate programming for the Coastal Sciences Laboratory property near St. Augustine.

#### **GOAL 7: ACQUIRE LAND AS OPPORTUNITIES ARISE IN THE APPROPRIATE LOCATIONS TO IMPLEMENT THIS PLAN.**

Objective 7.1: Consider opportunities to acquire housing developments near campus to meet the growing needs for student housing.

# CONSERVATION

## GOAL 1: PRESERVE, ENHANCE, AND MANAGE WETLANDS, FORESTS, WATER BODIES, AND OTHER NATURAL RESOURCES.

Objective 1.1: Prioritize wetland conservation and preservation over mitigation.

- Policy 1.1.1: Prioritize infill development in the core to avoid the need for disturbing wetland areas.*
- Policy 1.1.2: Locate future development in upland areas that have relatively less value as natural resources.*
- Policy 1.1.3: Conduct a survey to delineate all wetlands and conservation easements.*
- Policy 1.1.4: Avoid encroaching into wetlands.*
- Policy 1.1.5: Before any encroachment into a wetland is authorized, review all available options (considering the costs of mitigation). If this review indicates that encroachment is the only viable option, then pursue all reasonable efforts to minimize and mitigate any unavoidable impacts.*
- Policy 1.1.6: Establish design guidelines that include buffers around wetlands and conservation areas.*
- Policy 1.1.7: Maintain a minimum buffer of 25 feet adjacent to wetlands.*
- Policy 1.1.8: Locate and design new facilities adjacent to wetlands or conservation areas so that they integrate with the existing landscape and have a minimal visual impact.*
- Policy 1.1.9: Protect the existing natural communities present within designated conservation areas.*
- Policy 1.1.10: Restrict vehicular access to all conservation and wetland areas with the exception of authorized University staff and contract employees for maintenance or scientific research purposes.*

Objective 1.2: Preserve and protect habitat, wildlife, and vegetation.

- Policy 1.2.1: Design new landscape treatments to preserve significant existing native vegetation.*
- Policy 1.2.2: Remove invasive plants and develop revegetation plans to reduce the possibility of reinvasion.*
- Policy 1.2.3: Avoid, to the maximum extent possible, development of existing areas with documented populations of endangered or threatened species.*
- Policy 1.2.4: Foster diverse plant and animal communities through conservation and restoration initiatives.*
- Policy 1.2.5: If feasible, relocate all rare or listed species from proposed development zones to conservation areas.*
- Policy 1.2.6: Use the GIS tree inventory to continue to monitor the location, health, and diversity of trees, as well as plan for future plantings.*
- Policy 1.2.7: Continue to coordinate with the Florida Fish and Wildlife Conservation Commission and other appropriate governmental entities to prepare an appropriate strategy to manage of gopher tortoises and related organisms.*

## FIGURE 5.2: EXISTING NATURAL RESOURCES



*Note: This map was compiled from a variety of digital and non-digital sources and represents only a generalized picture of where environmental constraints may exist.*



Objective 1.3: Continue to protect the Sawmill Slough Preserve.

*Policy 1.3.1:*

*Policy 1.3.2: Limit access to the Preserve so that only specific paths and trails are utilized to minimize habitat disturbance.*

*Policy 1.3.3: Partner with conservation organizations to help fund and implement improvements, educational programs, maintenance, and promotion of the Preserve.*

*Policy 1.3.4: Work with faculty to manage the Preserve to support environmental learning and research.*

Objective 1.4: Improve the ecological functions of stormwater ponds and promote them as a natural resource.

*Policy 1.4.1: Inventory all existing ponds and water bodies to determine which have a stormwater function and which have capacity to support additional development.*

*Policy 1.4.2: Implement upland stormwater management and treatment systems that will filter sediment and nutrients from stormwater before it enters the ponds, with an emphasis on green infrastructure techniques.*

*Policy 1.4.3: For ponds beyond the core of campus, maintain non-mowed vegetative buffer zones around stormwater ponds to help filter pollutants, reduce runoff, and provide wildlife habitat.*

*Policy 1.4.4: Implement integrated pest management practices to reduce the need for pesticides that can harm aquatic life.*

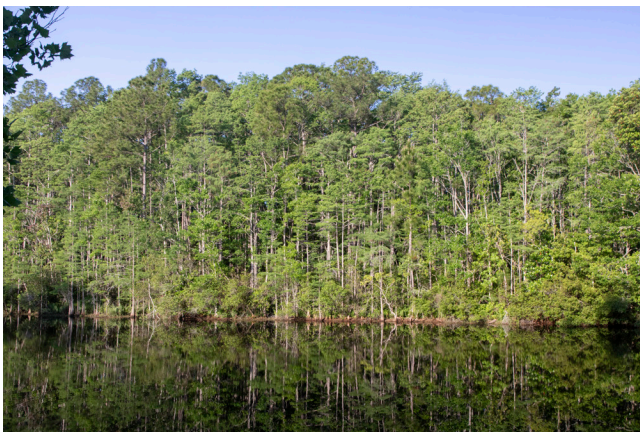
*Policy 1.4.5: Install erosion control measures such as silt fences, riprap, and vegetative cover to prevent sedimentation in stormwater ponds.*

*Policy 1.4.6: Coordinate with the requirements of the MS4 permit.*

Objective 1.5: Restrict campus activities known to threaten the habitat and survival of threatened or endangered plant and animal species.

*Policy 1.5.1: Establish a habitat management standard that considers the survival of threatened or endangered species and suggests mitigation strategies if and when habitats need to be disturbed.*

Objective 1.6: Preserve existing water bodies and use them as biophilic amenities for new development.



*Wetlands should continue to be protected and leveraged for their aesthetic, natural, and educational value*



*The Sawmill Slough Preserve should continue to be protected and serve as an amenity for the community*



Natural areas should continue to serve as a living laboratory for student learning as well as research



All major future buildings should continue to be designed to a LEED Silver equivalent level

Objective 1.7: Avoid development in designated floodplains.

*Policy 1.7.1: The base floor elevation of all new buildings must be at least two feet above the base 100-year flood elevation.*

## **GOAL 2: EXPAND PROMOTION OF AND ENGAGEMENT WITH NATURAL RESOURCES.**

Objective 2.1: Promote the community's engagement with natural resources.

*Policy 2.1.1: Establish and maintain a public outreach program specifically programmed to engage the community with the University's natural resources.*

*Policy 2.1.2: Update public facing campus maps to show trail system, preserve area, and other natural features.*

*Policy 2.1.3: Increase ecological signage within the trail system, boardwalks, and around campus to directly inform the community about local habitats, plants, and animals.*

Objective 2.2: Coordinate and connect existing environmental initiatives and areas across campus.

*Policy 2.2.1: Research entities through all colleges, botanical gardens and other public spaces, the Ogier Gardens, Eco Adventure, and more should coordinate and have better pedestrian connections with each other to maximize their impact.*

Objective 2.3: Continue to pursue national designations that recognize UNF's unique ecology and landscape, and that provide benchmarks for improvements.

*Policy 2.3.1: Continue to maintain status as a certified Botanical Garden through the American Public Gardens Association.*

*Policy 2.3.2: Pursue status as a Tree Campus USA.*

*Policy 2.3.3: Pursue status as a Nature Positive University.*

*Policy 2.3.4: Continue to maintain status as a Bee Campus USA.*

*Policy 2.3.5: Continue to maintain status through the Florida-Friendly Landscaping Program.*

Objective 2.4: Integrate vegetation and natural areas into future development to continue the precedent of a campus that embraces nature.

*Policy 2.4.1: Create a Landscape Master Plan that includes vegetative and natural area policies as well as strategies for maintenance and operation.*

*Policy 2.4.2: Preserve significant existing native vegetation (e.g. listed species and heritage trees) with new development, in order to allow a transition to natural areas. Existing vegetation can buffer new development in order to maintain the natural and undeveloped feel of the campus.*

*Policy 2.4.3: Orient future buildings to take advantage of views of nature.*

Objective 2.5: Integrate plants into interior building spaces to promote biophilia.

Objective 2.6: Promote research programs that support the understanding and protection of sensitive environmental areas.

Objective 2.7: Integrate natural areas on campus into coursework to allow the campus to become a living-learning laboratory.

### **GOAL 3: CONTINUE TO BUILD AN ENERGY EFFICIENT AND “GREEN” CAMPUS WITH ENVIRONMENTALLY-FRIENDLY BUILDINGS AND CAMPUS DESIGN.**

Objective 3.1: Ensure that all existing and future buildings and building systems are designed and maintained for maximum energy efficiency to make the best use of University resources.

*Policy 3.1.1: Continue to design all major future buildings to a LEED certified equivalent level.*

*Policy 3.1.2: Use white or reflective material on flat roofs and consider opportunities for vegetated roofs to improve stormwater capture, particularly where roofs are visible.*

Objective 3.2: Explore opportunities to generate additional energy on campus.

Objective 3.3: Install solar panels on prime parking spaces to generate energy and provide shade.



*Aerial view of proposed long-term  
improvements in core of campus  
(looking north)*





## OPEN SPACE + RECREATION

The campus has a rich system of natural areas, plazas, quads, corridors, and botanical gardens that offer a variety of experiences ranging from seating opportunities and group collaboration to individual contemplation. Considering this, locations have been identified as key areas to encourage collaborative, flexible, and multi-use spaces, building upon the successful campus framework. The figure on the following page shows locations for new and enhanced open spaces. Generally, these spaces are arranged as follows:

**Proposed New Collaborative Outdoor Spaces.** These areas show potential new open space construction in tandem with new capital projects. They could include flexible lawns and collaborative spaces.

- Flexible lawns offer the opportunity to gather and host events within a clearly defined open space. They play a crucial role in framing buildings, connecting with the natural landscape, and promoting interaction.
- Collaborative spaces offer a variety of flexible seating to promote formal and informal collaboration and interaction.

It is also crucial to rejuvenate existing open spaces and their surrounding context to promote active use, since some spaces are underutilized and lack amenities that encourage engagement.

**Collaborative Spaces.** These areas consist of a variety of seating, workstations, and shaded areas for students to use when collaborating to promote the outdoors as a learning or study space.

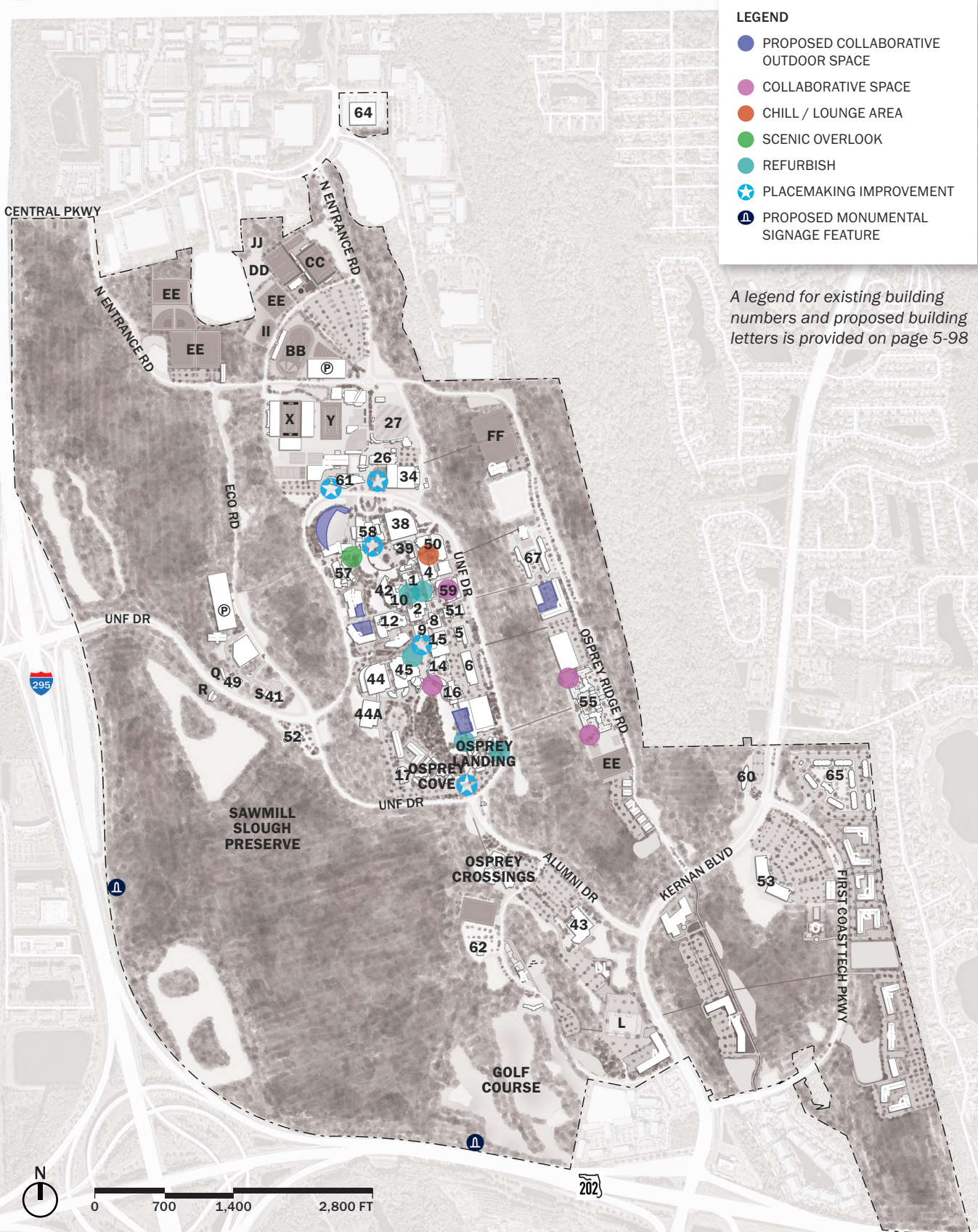
**Chill / Lounge Areas.** These spaces allow users to relax and recharge as they embrace open space environments. These transitional spaces encourage individual use or group gatherings, promoting the opportunity to break away from the classroom for individual reflection or social interaction.

**Scenic Overlook / Educational Space.** These areas promote engagement with the landscape and the concept of outdoor learning through educational and interpretive features. They connect surrounding buildings and people with natural features that may serve as places for learning or research.

**Refurbished Areas.** These areas propose enhancing existing open spaces that may be dated or underutilized with updated hardscape materials such as pavers, furniture, and shade to promote use.



FIGURE 5.3: PROPOSED OPEN SPACE + PLACEMAKING IMPROVEMENTS

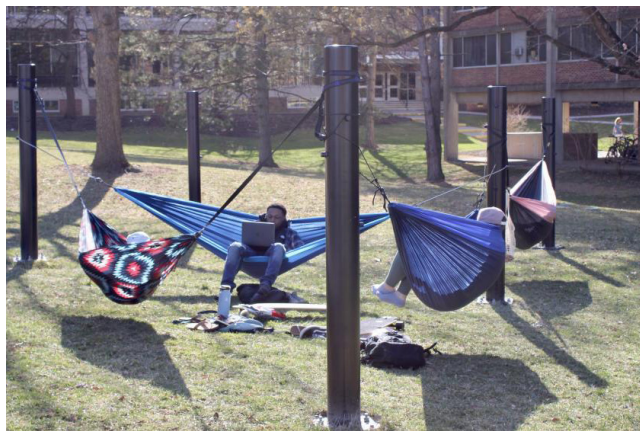




The **Scenic Overlook / Educational Open Space** located by the Butterfly Garden and Petway Hall has existing seating that engages users and overlooks Boathouse Lake. Seating in this area is limited and not always accessible to all users.



*Existing conditions*



*Proposed improvements*

The **Chill / Lounge Area** located by the Cycad Garden and between Skinner-Jones Hall and the Science and Engineering Building currently features an opportunity for more seating and engagement opportunities for passersby



*Existing conditions*



*Proposed improvements*

**Refurbished Areas** within Peace Plaza, in front of the Fine Arts Center facing the Green, and by Osprey Cove have existing features that could be rejuvenated to reinforce campus character and engage users with existing sculpture.



*Existing conditions*



**Collaborative Spaces** along the boardwalk along Candy Cane Lake present an opportunity to claim an underutilized space for users to gather and engage. The walking paths outside of Osprey Fountains provide existing site furnishings to enable collaboration, but should have accessible features to increase students use.



*Existing conditions*



*Proposed improvements*



*Existing conditions*



*Proposed improvements*

### Informal Opens Space / Placemaking

UNF's relationship with the Museum of Contemporary Art (MOCA) can further connect the University with Jacksonville's vibrant arts and music community by hosting pop-up art installations on campus driven by students in collaboration with MOCA to create a unique sense of place. Additionally, an informal student-driven initiative could include designing and painting areas like crosswalks or street light banners to strengthen a sense of arrival, unite transitional areas between parking lots and the core of campus, and improve the pedestrian experience.

UNF's traditions present another opportunity for creative expression through self-envisioned and curated activities that may be celebrated throughout the year to promote student organizations and clubs. These activities encourage a greater sense of community involvement and foster a sense of belonging among students, faculty, and staff.

## **GOAL 1: INCREASE WELLBEING THROUGH INDOOR AND OUTDOOR AMENITIES AND PROGRAMS.**

Objective 1.1: Provide indoor and outdoor facilities that meet the active and passive recreational needs of the UNF community.

*Policy 1.1.1: Provide outdoor facilities that serve existing and future enrollment and are equal or better than national comparative examples.*

*Policy 1.1.2: Design and locate outdoor facilities to take advantage of access to bicycle and pedestrian facilities.*

*Policy 1.1.3: Expand the Recreation and Wellness Complex with a major addition to house a small gymnasium, flexible group fitness rooms, and any pool equipment that might be displaced.*

*Policy 1.1.4: Convert additional recreational tennis courts to pickleball courts.*

*Policy 1.1.5: Construct a new Eco Adventure building to provide space for students and community members to engage with nature through classes, research, and other activities.*

*Policy 1.1.6: Construct new multi-purpose and softball fields in the locations shown on the plan to serve future enrollment growth.*

*Policy 1.1.7: Provide space for a Parade Ground for the ROTC program in an existing or proposed recreation or athletic field in a visible location.*

*Policy 1.1.8: Ensure that all outdoor recreation areas have adequate lighting.*

*Policy 1.1.9: Ensure that all outdoor recreation areas are designed to avoid frequent flooding.*

*Policy 1.1.10: Establish level of service standards for recreational facilities using a benchmark comparison of peer institutions and assess this level of service every five years.*

*Policy 1.1.11: Continue to evaluate national trends in recreation to ensure that facilities are being provided to meet students' preferences.*

Objective 1.2: Support recreation amenities and programs that engage with the unique natural setting of campus.

*Policy 1.2.1: Preserve the Robert W. Loftin nature trail network.*

*Policy 1.2.2: Continue to provide youth summer camps and community outreach through environmental education school programs and Eco Adventure.*

Objective 1.3: Continue to support recreation amenities and programs that fully serve the UNF community.

*Policy 1.3.1: Increase the availability of recreational resources to faculty and staff.*

*Policy 1.3.2: Encourage and educate faculty, staff, and students about healthy lifestyles, including physical activity.*

*Policy 1.3.3: Share management of recreation amenities between the Department of Housing & Residence Life and the Department of Recreation & Wellness. This will improve utilization and reduce burdens on staff.*

*Policy 1.3.4: Track outdoor recreation amenity usage to determine which locations, fields, and amenities are most popular and might need to be expanded.*

## **GOAL 2: PROVIDE A VARIETY OF NEW AND IMPROVED OPEN SPACES.**

Objective 2.1: Use new building construction projects as opportunities to create or enhance open spaces.

Objective 2.2: Create features that enhance the recreational and aesthetic value of open spaces.

Objective 2.3: Evaluate existing open and recreation spaces to ensure utilization throughout the campus. Enhance amenities and experiences as appropriate.

Objective 2.4: Improve the Ogier Gardens to provide accessible, enhanced spaces for learning, research, enjoyment, and food.

*Policy 2.4.1: Create an operational and maintenance plan to ensure the Gardens' innovative environmental and public health programming remains sustainable and active.*

*Policy 2.4.2: Explore amenity options to enhance the experience at the Gardens.*

Objective 2.5: Inspire school spirit and sense of place through the placemaking improvements at the locations shown on the plan.

*Policy 2.5.1: Implement on-brand placemaking opportunities that foster a sense of tradition and connection among students, visitors, and staff.*

Objective 2.6: Celebrate the unique Northern Florida campus experience.

*Policy 2.6.1: Highlight the proximity of campus to the Atlantic coast through art and other open space elements.*

*Policy 2.6.2: Enhance and provide additional water features at existing lakes, wetlands, and plazas.*

*Policy 2.6.3: Use UNF Osprey blue and branding in buildings, signage, and landscape elements.*

Objective 2.7: Install gateway monuments at the entrance to campus from I-295 and at the interchange between I-295 and J. Turner Butler Boulevard to better advertise the presence of the campus to passing drivers.

Objective 2.8: Add vibrancy by encouraging activity.

*Policy 2.8.1: Incorporate a variety of movable seating including café seating, lounge, and high-top tables in areas with high pedestrian traffic.*

*Policy 2.8.2: Continue to provide sculpture and interactive art opportunities.*

*Policy 2.8.3: Add functional and interesting lighting to activate open spaces after dark.*

Objective 2.9: Develop design guidelines for landscapes and open spaces that further the uniqueness of the different spaces on campuses but provide continuity and a guide for future improvements.

# ATHLETICS

## GOAL 1: PROVIDE A HIGH LEVEL, BROAD-BASED PROGRAM OF INTERCOLLEGIATE ATHLETICS FOR STUDENT-ATHLETES.

Objective 1.1: Reinvest in existing facilities to address immediate needs and strive for high-quality facilities consistent with D-I peers.

*Policy 1.1.1: Complete and occupy new facilities before any old facilities are phased out.*

*Policy 1.1.2: Continue to identify and correct facility deficiencies by assessing their conditions annually and incorporating findings into the corrective maintenance plan.*

*Policy 1.1.3: Use capital projects as opportunities to support both men's and women's NCAA Athletics requirements consistent with the requirements of Title IX.*

*Policy 1.1.4: Leverage existing facilities to establish additional men's and women's sports teams.*

*Policy 1.1.5: Improve the appearance of facilities facing the pedestrian pathway to parking lot 18.*

*Policy 1.1.6: Engage in ongoing assessments and benchmarking to determine the level of satisfaction with each facility.*

*Policy 1.1.7: Look for operational efficiencies that balance cost and quality of facilities, while maintaining a commitment to high-quality maintenance.*

*Policy 1.1.8: Co-locate ancillary athletics facilities such as weight rooms.*

Objective 1.2: Engage with the campus community and the broader Jacksonville region.

*Policy 1.2.1: Promote athletic games to the broader community to increase awareness of UNF and grow revenue.*

*Policy 1.2.2: Increase school spirit among current students and alumni through athletics events.*

*Policy 1.2.3: Continue to host outside events that engage the community and provide revenue.*

Objective 1.3: Maintain the long-term aspirations of the 2013-2025 Athletic Facility Master Plan and update the plan to reflect new priorities.

*Policy 1.3.1: Maintain financial stability in order to allow new construction and reinvestment to occur.*

*Policy 1.3.2: Develop an implementation plan for new athletic facilities that considers timing and funding for new facilities.*

*Policy 1.3.3: Periodically update the Athletic Facility Master Plan when new opportunities are presented that are not fully consistent with the existing Campus Master Plan or Athletic Facility Master Plan.*



**FIGURE 5.4: PROPOSED ATHLETICS IMPROVEMENTS**





**GOAL 2: IMPROVE AND EXPAND INTERCOLLEGIATE ATHLETICS FACILITIES TO CORRECT EXISTING DEFICIENCIES AND MEET FUTURE NEEDS.**

Objective 2.1: Renovate or construct support facilities to meet needs.

*Policy 2.1.1: Upgrade Hodges Stadium to improve the spectator experience and provide modern amenities for student athletes.*

*Policy 2.1.2: Construct a High Performance Center to provide shared strength training, treatment, social, and study areas, as well as locker rooms for the beach volleyball program.*

*Policy 2.1.3: Expand the spectator seating in the softball stadium and provide locker rooms immediately adjacent to the softball stadium complex.*

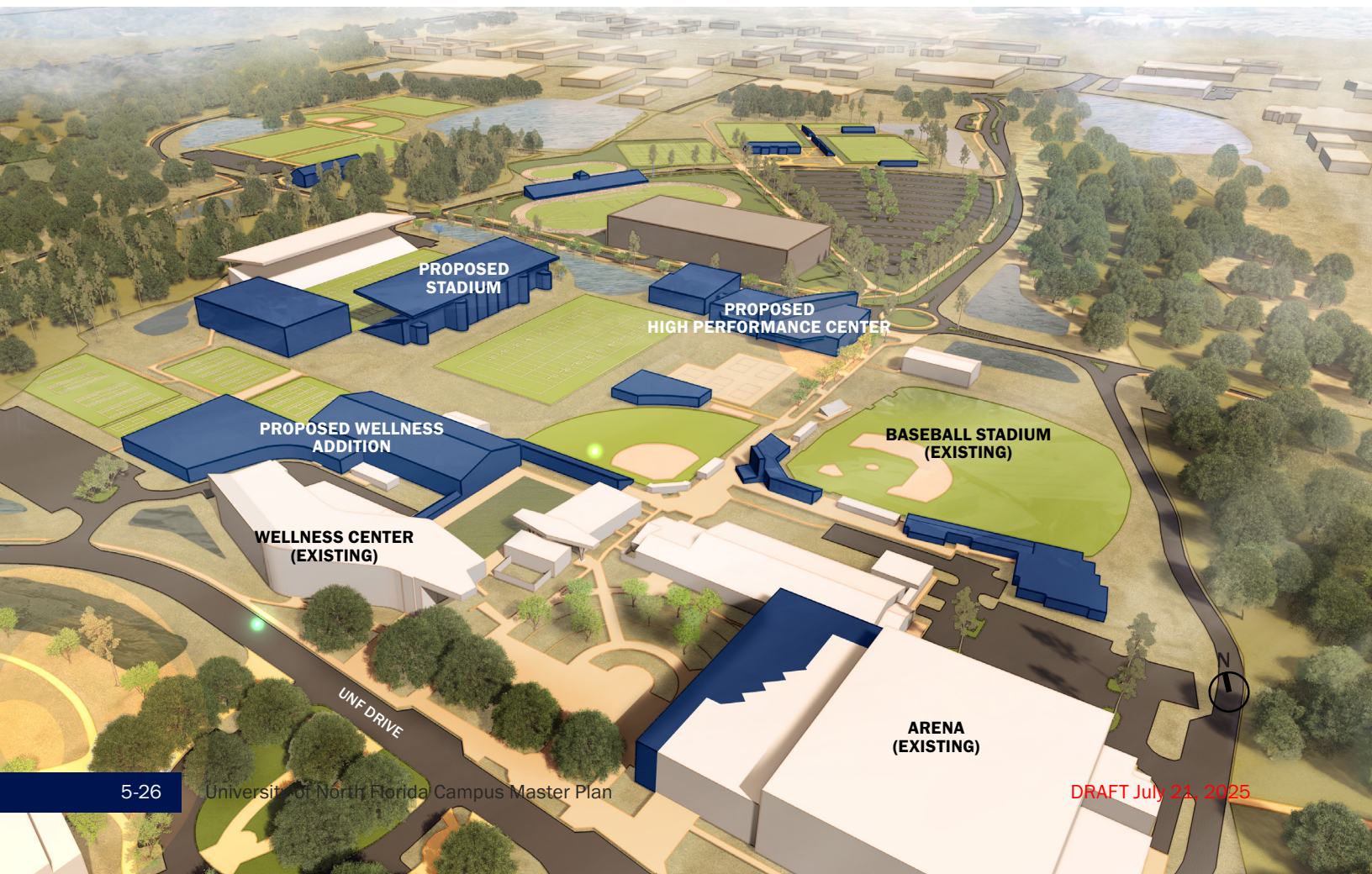
*Policy 2.1.4: Upgrade the baseball stadium and create a new spectator seating area. In the long term, replace the stadium with a new stadium, locker rooms, and support spaces.*

*Policy 2.1.5: Create a spectator viewing area for the volleyball program.*

*Policy 2.1.6: Construct an addition onto the UNF Arena to include an expanded lobby, spectator amenities, offices, and a Hall of Fame area.*

Objective 2.2: Identify underutilized spaces that could be repurposed to meet current or future needs for programs or new sports.

*Proposed athletic improvements (looking north with UNF Arena in foreground)*







*Proposed athletic improvements (looking west with baseball field in foreground)*

**Objective 2.3:** Plan for future athletic facilities in such a way that allows for the addition of a football program, even if the creation of necessary facilities is beyond the timeline of this plan.

*Policy 2.3.1: Upgrade Hodges Stadium to accommodate a football program.*

*Policy 2.3.2: Construct a football practice field adjacent to the*

*Policy 2.3.3: Construct a separate track + field stadium and smaller practice track where shown on the plan.*

*Policy 2.3.4: Provide competition venues and support facilities for women's lacrosse and flag football to create balance from a Title IX perspective as a football program is implemented.*

**Objective 2.4:** Implement a soccer complex where shown on the plan, to include a practice field, game field, and field house.

**Objective 2.5:** Ensure that all future facilities meet modern Division I needs by providing adequate coaching spaces, technology infrastructure, training facilities, academic support spaces, and team spaces that are compliant and accessible.

*Policy 2.5.1: Program support spaces that meet modern and evolving space needs when implementing new athletic facilities and consider how the new facilities can supplement deficiencies in older, existing facilities.*

*Policy 2.5.2: Engage with peer and aspirational athletic programs to provide benchmarks for men's and women's program and support spaces.*

# STUDENT SERVICES + AMENITIES

## GOAL 1: CONTINUE TO INTEGRATE STUDENT SERVICES INTO THE CORE OF CAMPUS.

- Objective 1.1: Locate administrative functions that serve students within the UNF Drive loop road to be more easily accessible for students.
- Objective 1.2: Co-locate student services functions with active student social, study, or dining areas to ensure that services are visible and integrated into campus life.
- Objective 1.3: Improve the adjacency of student service departments to ensure that they can collaborate with each other and best serve students.
- Objective 1.4: Modernize spaces to reflect contemporary student services delivery methods, including hybrid services.

## GOAL 2: PROVIDE EXPANDED SPACES TO MEET STUDENTS' NEEDS, SUPPORT THEIR WELLBEING, AND PROVIDE SERVICES CONSISTENT WITH A LARGE RESIDENTIAL CAMPUS.

- Objective 2.1: Expand the existing UNF Preschool to allow it to serve additional children as UNF grows, as an amenity for employees and students with children.
- Objective 2.2: Expand space for the UNF Police Department to better serve growing enrollment.
- Objective 2.3: Create an expanded and consolidated testing center, potentially within the proposed library expansion, to serve students and the community.
- Objective 2.4: Relocate ROTC space to a visible location on campus that provides additional needed student and storage space.



*Student services functions should be co-located with active areas, and should reflect modern service delivery methods*



*Additional group study space should be provided in the Library*

**GOAL 3: CONTINUE TO ENHANCE THE LIBRARY TO MAKE SURE IT REMAINS THE PRIMARY SCHOLARLY HUB ON CAMPUS AS PART OF A NETWORK OF SUPPORTING SPACES.**

Objective 3.1: Provide study space in new buildings throughout campus.

Objective 3.2: Create an interdisciplinary maker space within the library.

Objective 3.3: Ensure that collaborative spaces are designed to encourage interaction between students and between faculty from multiple disciplines.

Objective 3.4: Continue to evaluate the collection for consolidation or relocation off-campus in order to provide additional active study spaces, but continue to locate frequently used materials within the library.

Objective 3.5: Integrate technology throughout library and study spaces.

Objective 3.6: Provide additional group study spaces and private study spaces for graduate students.

Objective 3.7: Design the library's interiors to feel comfortable, welcoming, and collaborative rather than institutional.

Objective 3.8: Determine which academic support or complementary uses should be candidates for relocation to the library or future expansions.

**GOAL 4: ENHANCE STUDENT SUCCESS BY PROVIDING COMPREHENSIVE ACADEMIC, CAREER, AND PERSONAL SUPPORT SERVICES THAT PROMOTE RETENTION, GRADUATION, AND OVERALL WELL-BEING.**

Objective 4.1: Create a consolidated and expanded space for the Student Health Services and Counseling Center on the ground floor. The space should be accessible, confidential, and include convenient parking and space for a pharmacy and other amenities.

Objective 4.2: Create a consolidated and expanded space for academic support services and tutoring in a highly visible location to make it easier for students to locate these services.

Objective 4.3: Create a consolidated and expanded hub for career services that incorporates space for job fairs, mock interviews, and spaces to learn about personal development.

Objective 4.4: Continue to provide a space to support and educate students around public safety, relationships, crisis prevention, and sexual assault prevention. This space should be appropriately branded and visible yet discrete.

Objective 4.5: Create space within the core of campus for alumni engagement, student/alumni networking, and alumni/student mentoring.

Objective 4.6: Continue to provide space within the Student Union and elsewhere on campus for student government activities as well as student clubs and cultural organizations.

Objective 4.7: Provide space within the Student Union for e-sports.

Objective 4.8: Ensure adequate student meeting space by opening existing underutilized spaces for student use.



# HOUSING

## GOAL 1: CREATE A POSITIVE LIVING AND LEARNING COMMUNITY WITH THE BEST FACILITIES, SERVICES, PROGRAMS, AND CUSTOMER SERVICE FOR STUDENT RESIDENTS.

Objective 1.1: Grow the on-campus resident population to meet the goal of 25 percent of students living on campus.

*Policy 1.1.1: Locate future on-campus housing in areas that are convenient to student services, recreation, and academic buildings.*

*Policy 1.1.2: Increase the number of undergraduate beds on campus and renovate existing campus housing to provide equity in the housing experience, optimize the sense of community, and contribute to a vibrant campus life.*

*Policy 1.1.3: Provide higher density new housing developments to ensure adequate concentrations of students to support dining and other services, create 24-hour activity on campus, and reduce walking times.*

*Policy 1.1.4: Maintain financial stability in order to allow new construction and reinvestment to occur that ensures equity in the student housing experience.*

*Policy 1.1.5: In the short term, designate space within existing residence halls for fraternity and sorority housing.*

*Policy 1.1.6: In the long term, establish a housing authority to oversee long-term land leases for construction of on-campus dedicated fraternity and sorority housing.*

*Policy 1.1.7: Continue to monitor housing demand and enrollment trends to provide an appropriate amount of housing supply.*

*Policy 1.1.8: Partner with private developers to construct new housing developments.*

Objective 1.2: Develop and maintain a Housing Master Plan coinciding with the update of the Campus Master Plan to evaluate financial projections, funding options, delivery methods, enrollment trends, facility condition, housing demand, and occupancy management policies.

Objective 1.3: Improve the quality of existing housing.



New housing should be higher density to make better use of limited developable land



Some existing housing that is proposed for demolition may still need to be renovated in the short-term



### FIGURE 5.5: PROPOSED HOUSING IMPROVEMENTS







Community space and amenities should continue to be incorporated into all new housing developments



Collaboration with off-campus developments could help meet students' needs for housing

*Policy 1.3.1: Integrate academic initiatives into the residential experience through faculty partnerships, academic space in residence halls, and the expansion of Living Learning Communities.*

*Policy 1.3.2: Continue to conduct assessments and benchmarking to determine the levels of satisfaction with facilities and programs.*

*Policy 1.3.3: Seek operational efficiencies to balance financial accessibility with quality facilities while maintaining a commitment to high-quality service and maintenance.*

*Policy 1.3.4: Continue to provide accessible housing to meet the demand for housing for students with disabilities. Continue to assess facilities to determine necessary adaptations in accordance with the Florida Building Code.*

*Policy 1.3.5: Establish a level of service requirement for support, ancillary, recreation, study, and student success services for all renovated and new housing.*

Objective 1.4: Provide housing that promotes student success.

*Policy 1.4.1: Continue to improve communications and involve students, staff, and faculty in decisions about housing through active involvement in housing-related committees.*

*Policy 1.4.2: Incorporate community space into all renovated and new housing developments.*

*Policy 1.4.3: Incorporate ancillary support spaces such as study lounges, fitness areas, and social spaces in all renovated and new housing.*

*Policy 1.4.4: Continue to provide on-campus housing for first-time students so that all timely housing requests by these students can be accommodated.*

## **GOAL 2: SUPPORT COMMUNITY EFFORTS TO PROVIDE SAFE AND EQUITABLE OFF-CAMPUS HOUSING NEAR CAMPUS.**

Objective 2.1: Work with nearby private housing developers and owners to provide safe and equitable housing.

*Policy 2.1.1: Work with the private development community to maintain and enhance the conditions (quality, variety, location, density, intensity, safety, access, etc.) that can encourage provision of sufficient housing for students, faculty and staff near campus.*

Objective 2.2: Monitor off-campus housing trends and collaborate with new development and redevelopment projects.

*Policy 2.2.1: Work with the City of Jacksonville to maintain and enhance the conditions (zoning, infrastructure, approval process, etc.) that encourage adequate housing for students, faculty, and staff near campus.*

*Policy 2.2.2: The University Police Department, Academic and Student Affairs, and the Dean of Students Office should continue to coordinate with the appropriate City and County offices and neighborhood associations to address off-campus housing issues including the impact of the university on the quality of life in single-family neighborhoods near campus.*

Objective 2.3: Work with transportation entities to minimize the impact of commuter students on local roads.

*Policy 2.3.1: Provide information to incoming students, parents, and on-campus residents about the responsibilities of off-campus living.*

*Policy 2.3.2: Collaborate with the Jacksonville Transit Authority to ensure convenient transit access to campus from off-campus student housing concentrations.*



## TRANSPORTATION

With the goal of reducing conflicts between vehicles, pedestrians, and bicyclists, this transportation element focuses on improvements to pedestrian and bicyclist mobility. The plans on the following pages highlight areas for enhanced pedestrian connections through the campus core, specifically emphasizing the main route from the Student Union in the north to the housing areas in the south. Since the core is currently served by a series of covered walkways, several new covered walkways are proposed between existing and proposed buildings and parking areas.

Beyond the core, the plan builds upon the network of existing boardwalks to establish new connections to new housing and recreational areas on the east side of campus. Additionally, it integrates the City of Jacksonville's planned Core-2-Coast Trail alignment, which follows UNF Drive and Alumni Drive before linking to Kernan Boulevard. This plan proposes an extension of the multi-use path around the UNF Drive loop.



*The proposed multi-use trail through campus will connect to Town Center and allow students to safely bike or ride a scooter*

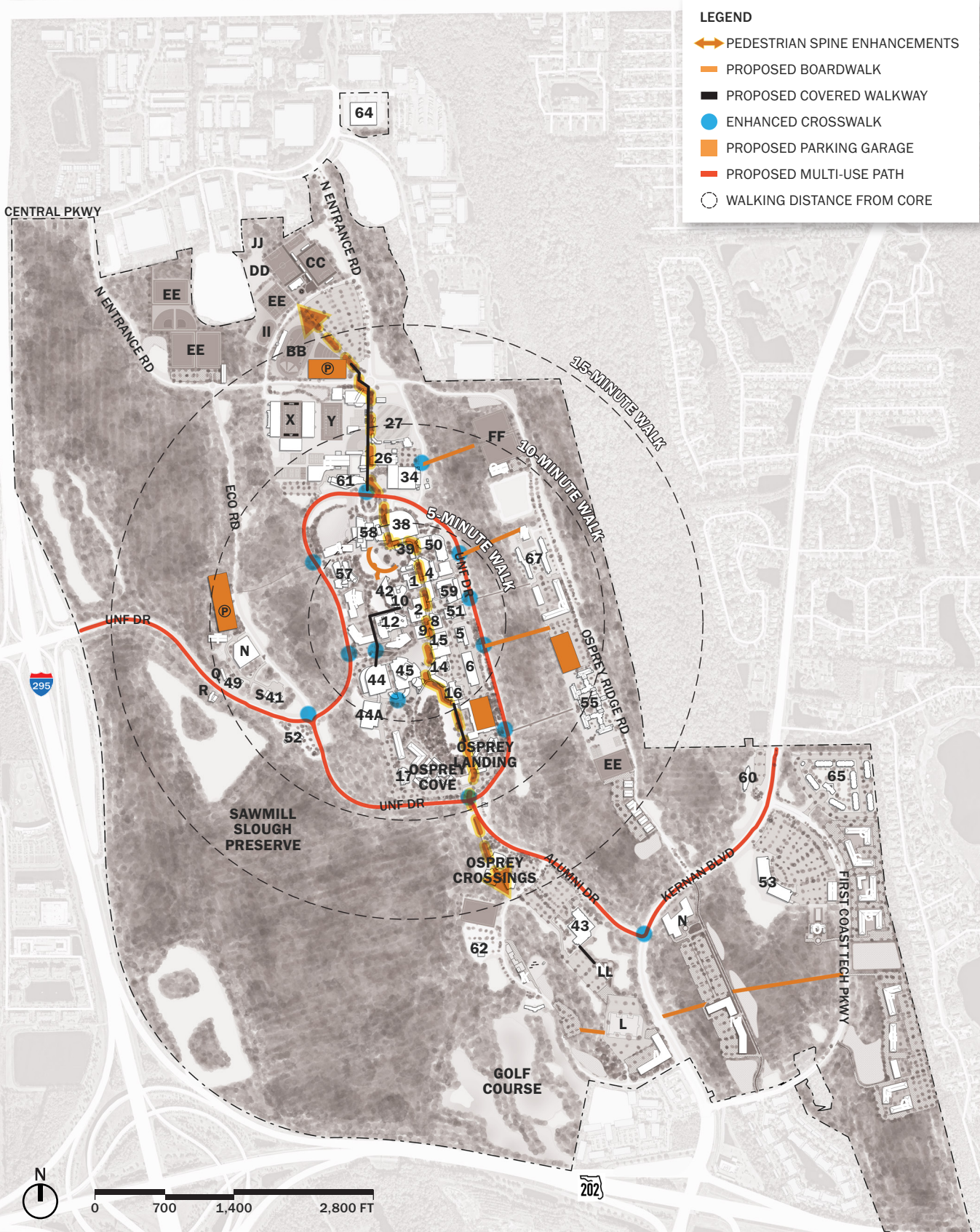
### PROPOSED TRANSPORTATION IMPROVEMENTS

The improvements shown on the map on the following page include a variety of types of transportation improvements, described as follows.

- **Multi-Use Path.** A paved 10-foot-wide path for pedestrians, bicyclists, skateboarders, and scooters (see section diagrams on the following page) is proposed along UNF Drive. Bicycle and scooter/skateboard parking areas should be provided at key locations within the core of campus where people transition from the multi-use path to walkways in the core of campus where only pedestrians are allowed.
- **Pedestrian Spine Enhancements.** Key pedestrian improvements are included within the primary north-south route. This should feature unique paving, pedestrian amenities such as shade and seating, and distinct wayfinding to help students and visitors follow this route.
- **Covered Walkways.** The proposed extension of the covered walkway network to provide protection from the rain, sun, and weather will provide additional connections to key buildings within the campus core.
- **Enhanced Crosswalks.** Improvements at these key locations where pedestrian paths cross streets could include pedestrian signals, raised crosswalks, and/or high-visibility crosswalks.
- **Electric Vehicle Charging Station.** Additional EV charging stations should be installed in existing and proposed parking lots and decks, primarily in heavily used areas.
- **Boardwalk.** The proposed extension of the boardwalk network to provide direct pedestrian routes through wetlands and natural areas with minimal to no harm to the natural environment. Boardwalks should be designed as straight lines to improve visibility for safety, and include blue emergency phones. Seating and informational signage could help pedestrians engage with nature and enjoy the unique UNF campus experience.



FIGURE 5.6: PROPOSED TRANSPORTATION IMPROVEMENTS





**GOAL 1: IMPROVE THE TRANSPORTATION SYSTEM TO MEET NEEDS AND PROVIDE ENHANCED OPTIONS CHOICES IN A COST-EFFECTIVE MANNER.**

Objective 1.1: Reduce conflicts between vehicles and pedestrians or bicyclists.

*Policy 1.1.1: Improve pedestrian crossings with pedestrian signals, raised crosswalks, and high visibility crosswalks at the locations shown on the plan.*

*Policy 1.1.2: Reallocate the right-of-way for UNF Drive to provide a multi-use path around the core of campus.*

*Policy 1.1.3: Establish a lower design speed for all road improvements and evaluate speed limits.*

*Policy 1.1.4: Redesign the pedestrian crossing of UNF Drive between the Student Union and the Wellness Complex/UNF Arena to include a raised plaza with patterned pavers and traffic signals in order to prioritize pedestrian access and safety, and evaluate the potential for temporary closures during large events.*

Objective 1.2: Establish design guidelines that address campus standards for crosswalks, bicycle routes, and paths.

Objective 1.3: Develop and maintain a Transportation Master Plan coinciding with the update of the Campus Master Plan to evaluate safety, access, and mobility for all modes of transportation.

Objective 1.4: Prioritize transportation improvements that enhance mobility between the edges and core of campus to reduce the need for costly additional parking infrastructure.

Objective 1.5: Implement transportation and parking demand management strategies to better manage parking demand and decrease single-occupant vehicle trips.

*Policy 1.5.1: Include clear and easy access between proposed parking decks and the core via walking/biking routes and the shuttle system.*

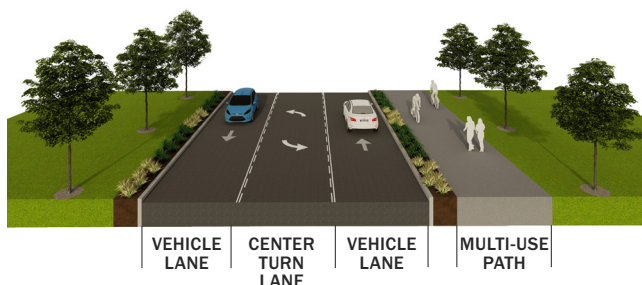
*Policy 1.5.2: Conduct regular parking surveys to document parking demand by students, employees, and visitors. This will provide feedback for adjustments to parking management strategies and evaluate the need for future parking.*

*Policy 1.5.3: Evaluate parking needs for proposed buildings to consider the parking needs for the campus as a whole in addition to that building.*

*Policy 1.5.4: Install additional bicycle racks at strategic locations in the core of campus at the perimeter of building clusters to discourage biking in heavy pedestrian areas.*

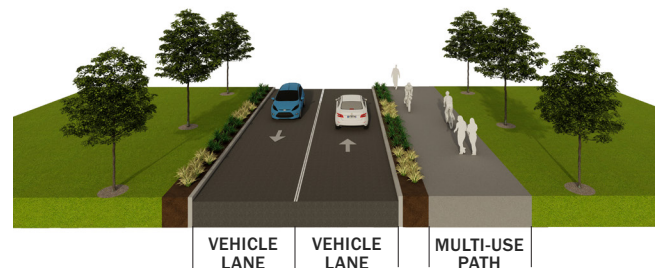
**UNF Drive Section A**

Existing center turn lane is preserved, multi-use path is constructed outside of existing street pavement.



**UNF Drive Section B**

Multi-use path is constructed within existing street pavement area, removing the center turn lane where it is not necessary.







*Extensions of walkway coverings could allow students to reach key destinations such as the library without being exposed to the elements*



*Pedestrian crossing signals and clearly marked crosswalks could help improve pedestrian safety and comfort*

*Policy 1.5.5: Provide adequate motorcycle parking facilities in strategic locations at the perimeter of the core of campus.*

*Policy 1.5.6: Consider alternate parking policies or costs to maximize the use of spaces in the core and reduce the need for new parking structures.*

*Policy 1.5.7: Located active uses in the ground floor of the proposed northern parking deck (on Lot 18) to provide amenities for student-athletes and spectators.*

Objective 1.6: Improve public safety and the perception of public safety on isolated walkways through improved lighting, cellular service, cameras, and designing for activity near these areas to provide informal supervision.

*Policy 1.6.1: Annually review exterior lighting standards and level of service.*

Objective 1.7: Increase accessibility for people with disabilities by upgrading infrastructure to comply with ADA and improve access to transit.

*Policy 1.7.1: Ensure that all bus and shuttle stops are ADA accessible from sidewalks and at the bus loading point. Evaluate them for upgrades including shelters, lighting, benches, bicycle parking, and trash/recycling receptacles.*

*Policy 1.7.2: Maintain sidewalks and shared-use paths that meet ADA standards with a smooth, debris-free surface and minimal vertical separation or cracking.*

Objective 1.8: Assign an address to each individual building to improve navigation for emergency vehicles, deliveries, visitors, and students.

Objective 1.9: Coordinate with a commonly-used smartphone mapping app to incorporate walking directions between destinations using AR imagery.

**GOAL 2: COLLABORATE WITH EXISTING TRANSPORTATION PROVIDERS (CITY, JTA, FDOT, ETC.) TO IMPLEMENT REGIONAL TRANSPORTATION INITIATIVES.**

Objective 2.1: Collaborate with regional partners to ensure that transportation improvements are coordinated with campus improvements to maximize their overall benefit.

*Policy 2.1.1: Coordinate with the City of Jacksonville, Duval County, the Florida Department of Transportation (FDOT) and the North Florida TPO in the planning, implementation and updating of multi-modal strategies and projects outlined in the currently adopted Long Range Transportation Plan, both on campus and within the context area defined in the Campus Development Agreement.*

*Policy 2.1.2: Coordinate with the City of Jacksonville, Duval County, FDOT, and North Florida TPO during any scheduled multi-modal transportation studies of major arterial roads, transportation facilities, or transit services near campus.*

*Policy 2.1.3: Renew and update the Campus Development Agreement with the City of Jacksonville and Duval County for the adequate mitigation of impacts on the transportation system, including roads and transit, caused by future on-campus development.*

*Policy 2.1.4: Initiate a routine traffic counting program to count vehicles, bicycles, scooters, and pedestrians in coordination with traffic counting programs conducted by other entities. Data should be gathered at least every five years.*

**GOAL 3: REDUCE DEPENDENCE ON SINGLE-OCCUPANT VEHICLES AS THE PRIMARY MEANS OF TRAVEL.**

Objective 3.1: Coordinate with the City of Jacksonville, Duval County, FDOT, and the MTPO to identify and implement improvements to bicycle facilities near campus.

Objective 3.2: Work with the City of Jacksonville, Duval County, the MTPO, and FDOT to improve bicycle and pedestrian safety through educational programs, safety awareness campaigns, and transportation facility improvements.

Objective 3.3: Ensure safe bicycle, scooter, pedestrian, and transit access to privately owned housing near campus, for students or employees who live off campus.

Objective 3.4: Collaborate with the City of Jacksonville on bike-share, car-share, and other mobility option programs.

Objective 3.5: Improve air quality on campus by promoting alternatives to driving.



**GOAL 4: IMPROVE ALL TRANSPORTATION NETWORKS TO ENSURE EFFICIENT AND SAFE MOVEMENT FOR ALL CAMPUS USERS WHILE SUPPORTING FUTURE CAMPUS GROWTH AND DEVELOPMENT.**

Objective 4.1: Align transportation planning with UNF's long-term development plans.

*Policy 4.1.1: Construct new sidewalk connections in the locations shown on the plan.*

*Policy 4.1.2: Improve lighting on paths and roads. Continue to review lighting standards.*

Objective 4.2: Monitor and adjust transportation services to accommodate increasing enrollment and evolving campus needs.

*Policy 4.2.1: Maintain adequate transportation services without exceeding the limits set in the Campus Development Agreement.*

*Policy 4.2.2: Strengthen pedestrian and bicycle connections between areas of development.*

*Policy 4.2.3: Construct new accessible multi-use paths, boardwalks, and covered walkways where shown on the plan.*

*Policy 4.2.4: Enhance wayfinding to prioritize pedestrians and cyclists.*

*Policy 4.2.5: Evaluate potential changes to shuttle stop locations as future development occurs.*

*Policy 4.2.6: Continue to evaluate shuttle routes, frequency, and stop locations as future development occurs. Make adjustments as needed to increase ridership.*

*Policy 4.2.7: Allow bicycles and scooters outside the core of campus to provide transportation options for those who live or work farther from the core beyond driving or riding the shuttle.*

*Policy 4.2.8: Install Level 2 electric vehicle charging stations in all parking decks and major parking lots.*



*Osprey Connector shuttle service should be evaluated as future development occurs*



*The transportation network should appropriate multiple modes of travel besides driving*

FUTURE PARKING DEMAND

Future parking demand estimates are based on ratios of how many parking spaces will be needed per person in Fall 2035. These were based on existing enrollment and employee numbers compared with recent parking utilization, and extrapolating out based on enrollment projections, with other assumptions made based on best practices.

The number of future spaces provided incorporates all proposed changes from removed parking lots and new parking decks. The following lots are assumed to serve special facilities and are not included in the campus-wide counts: University Police Department (Lot 41), University Center (Lot 16), Golf Complex (Lot 48), and proposed Greek Housing parking.

The assumptions are described as follows, with the results shown in the table below.

**Blue Parking.** Demand calculations assume that existing parking utilization ratios remain constant. Future demand is based on projected total enrollment growth. An 11% factor is added to demand numbers to ensure that adequate parking is available.

**Gray Parking.** Demand calculations assume that existing parking utilization ratios remain constant. Future demand is based on projected growth in in-person FTE enrollment, to account for part-time students and those with online courses. An 11% factor is added to demand numbers to ensure that adequate parking is available.

ESTIMATED FALL 2035 PARKING DEMAND

PARKING TYPE	DEMAND	SPACES PROVIDED	DEFICIT
Residential	4,802	4,653	149
Gray	6,129		
Blue	4,006	10,564	369
Faculty/Staff	798		
Total	15,735	15,217	518

**Faculty/Staff Parking.** Demand calculations assume that existing parking utilization ratios remain constant. Future demand is based on projected faculty and staff counts provided by UNF. An 11% factor is added to demand numbers to ensure that adequate parking is available.

**Residential Parking.** Demand calculations assume that existing parking utilization ratios remain constant for existing student housing. For proposed residence halls, one parking space is assumed to be needed per bed outside the core of campus, assuming that all residents would drive. For residence halls in the core, where students can use other transportation modes and might not all have cars, calculations assume that 0.6 spaces are needed per bed.

These numbers assume that there are no major changes in parking policy or cost, transportation demand management, or transportation modes. If any of these change (for instance a different parking fee structure, increased carpooling, or more people biking or riding the bus to campus), then the demand for parking would decrease.

PROPOSED PARKING DECKS

DECK LOCATION	APPROX. NUMBER OF SPACES
North (existing Lot 18)	1,400
West (existing Lot 14)	2,100
Core (existing Lot 10)	960
East Ridge (existing Lot 55)	1,400
Total	5,860



*Aerial view of proposed long-term improvements at southern end of campus (looking north)*





# INFRASTRUCTURE

The figure on the following page shows the proposed utility infrastructure improvements that will be required to serve the proposed development. There is currently additional cooling capacity in the central plant, but the four existing 1,000-ton chillers will need to be replaced with four 1,400-ton chillers to meet future capacity. A proposed loop connector will provide redundancy in the central heating/cooling pipe network and accommodate pumping capacity issues. The long-term central plant buildout accommodates 6 chillers at 1,400 tons each, which equates to a peak flow of 16,800 GPM. New pumps would be required for each of the chiller replacements.

The utility plant just east of the UNF Arena should also have additional gas-fired boilers installed to increase capacity. Long-term needs will need to be evaluated based on the facilities that connect to this plant.

Many proposed buildings on campus are not feasible to connect to the central heating/cooling loop due to their distance from the existing plant in the core of campus. These should have standalone heating/cooling systems, which is also appropriate for those facilities that may be privately developed (some housing, community attraction, etc.).

Strategic replacement planning, phased capacity additions, and evaluation of decentralization versus centralization approaches will be key to maintaining operational efficiency and accommodating future growth.

The chilled and hot water distribution systems are 20+ years old and have failures and issues commensurate with the age of the system. Currently, piping failures are dealt with on a case by case basis and should be considered status quo for the period of the master plan effort. The distribution systems are located in appropriate areas that support the near and long term master plan without significant modifications. Runouts to proposed facilities will be required, but main lines are adequate and can be tapped as needed.

The proposed loop connector shown on on the following page (between proposed buildings D and F) will allow the distribution systems to operate at a lower pressure and effectively double the distribution system flow capacity without adding pumps or increasing pipe sizes. This connector will allow the maximum buildout of boilers and chillers to be connected to the existing system and still operate efficiently without major upgrades, upsizes, or re-routes.



Chiller capacity at the central plant will need to be expanded to serve proposed new buildings in the core of campus

## PROPOSED FUTURE CENTRAL HEATING/COOLING CAPACITY

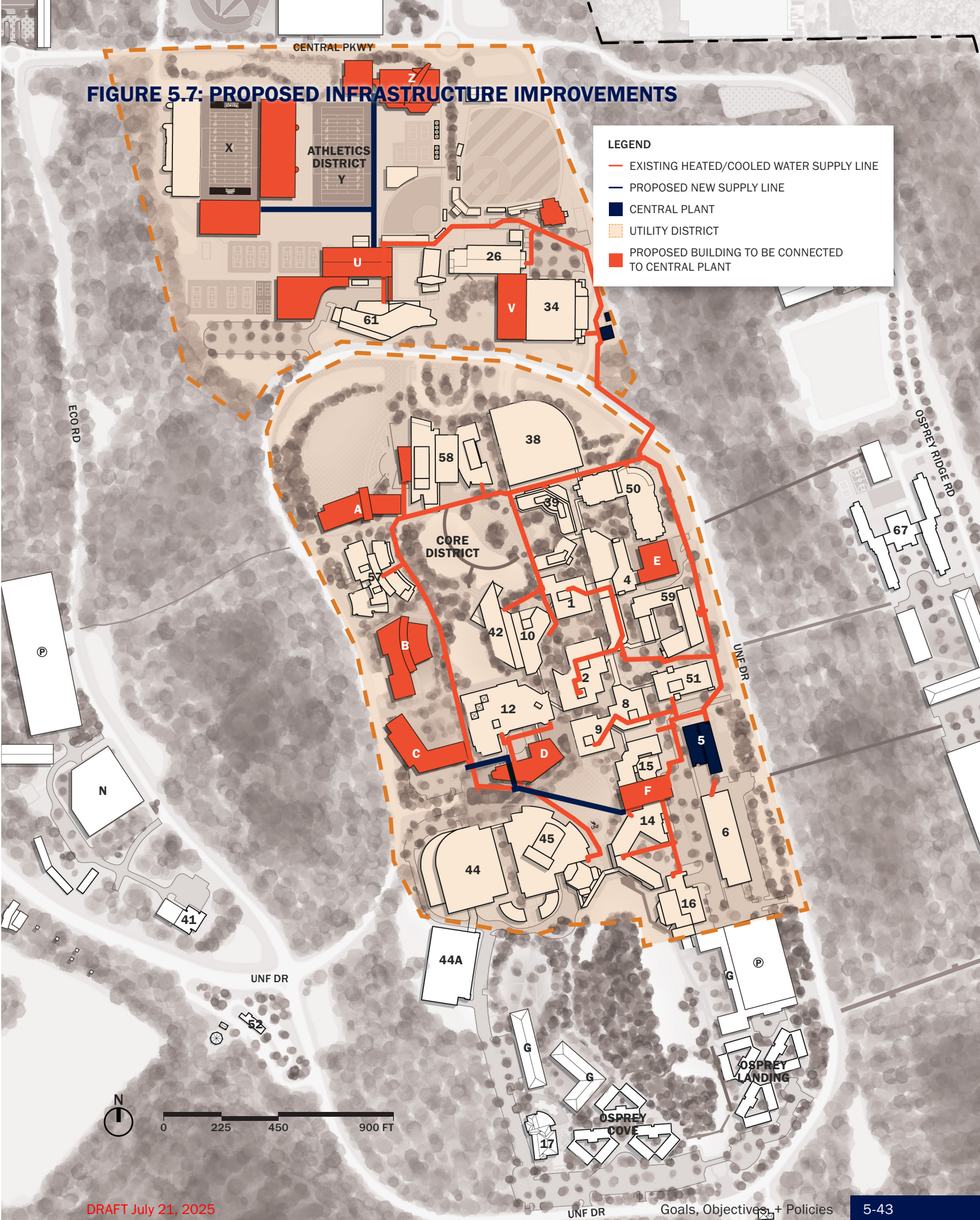
CAMPUS DISTRICT	FUTURE NEEDED CAPACITY
Athletics (Short-Term)	650 tons (cooling)
Core (Short-Term)	350 tons (cooling)
	10 MMBtu (heating)
Core (Long-Term)	1,700 tons (cooling)
	60 MBtu (heating)

With this connector in place, each branch would theoretically see a peak flow of 8,400 GPM, which is in line with industry standards for velocity. The connector will also allow for diversion of flow, and free up capacity in the northern portion of the main heating loop. There is currently 12 MMBtu being added to the north plant which will be connected to the main loop and provide additional capacity.

A second connector is proposed to link to the proposed High Performance Center and to Hodges Stadium. This link would only be for chilled water, since heating would be provided within each building.



## FIGURE 5.7: PROPOSED INFRASTRUCTURE IMPROVEMENTS



**GOAL 1: CONTINUE TO MAINTAIN, STRENGTHEN, AND EXPAND A ROBUST NETWORK OF ON-CAMPUS INFRASTRUCTURE.**

Objective 1.1: Plan, design, and implement a sustainable and environmentally friendly stormwater management system that protects natural assets, enhances the campus environment, and protects water quality.

*Policy 1.1.1: Evaluate existing stormwater capacity and water quality treatment capacity including preparation of stormwater capacity accounting documentation.*

*Policy 1.1.2: Minimize stormwater-borne pollutants through the Environmental Resource Permit (ERP) process, Municipal Separate Storm Sewer System (MS4) Permit, and Best Management Practices.*

*Policy 1.1.3: Complete the proposed student housing south of the Flats before the mitigation permit expires in May 2029. (Impacts have already been mitigated for.)*

Objective 1.2: Accommodate current and future potable water requirements.

*Policy 1.2.1: Evaluate potential existing potable water deficiencies.*

*Policy 1.2.2: Coordinate the provision of increased facility capacity to meet future needs.*

*Policy 1.2.3: Protect and conserve potable water sources.*

*Policy 1.2.4: Provide water pumps to ensure adequate pressure for new facilities.*

Objective 1.3: Accommodate current and future sanitary sewer requirements.

*Policy 1.3.1: Evaluate potential existing sanitary sewer facility deficiencies.*

*Policy 1.3.2: Coordinate the provision of increased facility capacity to meet future needs of the University.*

Objective 1.4: Ensure safe, sanitary, efficient, and sustainable solid waste management.

*Policy 1.4.1: Promote existing recycling programs and sustainable initiatives to reduce the generation of solid waste.*

*Policy 1.4.2: Maintain solid waste level of service.*

Objective 1.5: Provide resilient chilled and hot water capacity to existing and future facilities.

*Policy 1.5.1: Provide adequate capacity at peak efficiency.*

*Policy 1.5.2: Provide interconnectivity of satellite plants to main energy plant at the end of the planning time frame.*

*Policy 1.5.3: Provide future capacity of the heating and chilled water systems to meet needs at the end of the planning time frame for each of the independent districts: athletics, housing, and research.*



*Policy 1.5.4: Provide sustainable heating hot water and chilled water systems in new and existing facilities.*

Objective 1.6: Provide adequate capacity to meet present and future needs, while identifying opportunities to reduce university energy consumption.

*Policy 1.6.1: Quantify provider resiliency and ability to provide continued service to new construction and renovation projects.*

Objective 1.7: Provide robust and resilient data infrastructure.

*Policy 1.7.1: Identify a location in a proposed facility for a new data center that will be safe during natural disasters.*

*Policy 1.7.2: Continue to expand the broadband network on campus.*

*Policy 1.7.3: Build redundancy into data systems to ensure resiliency in natural disasters, cyber attacks, and daily use.*

*Policy 1.7.4: Continue to expand wifi coverage and improve wifi speeds throughout campus.*

*Policy 1.7.5: Work with local cellular service providers to eliminate dead spots on campus that do not currently have cell coverage.*



# INTERGOVERNMENTAL COORDINATION

## **GOAL 1: EFFECTIVELY COORDINATE PLANNING AND PROCEDURES WITH AFFECTED LOCAL GOVERNMENTS, ORGANIZATIONS, AND AGENCIES.**

- Objective 1.1: Continue to coordinate campus development with state, regional, and local government agencies, applicable regulators, and infrastructure and transportation providers.
- Objective 1.2: Implement procedures for community coordination on issues concerning economic development, emergency services, infrastructure, transportation, and other community goals.
- Objective 1.3: Maintain an updated Campus Development Agreement with the City of Jacksonville.
- Objective 1.4: Support the community development goals of the City of Jacksonville and Duval County.
- Objective 1.5: Develop procedures for effective intergovernmental coordination.
- Objective 1.6: Ensure proper support of infrastructure, utilities and necessary services.
- Objective 1.7: Identify and monitor the UNF departments that are responsible for coordinating with government agencies.
- Objective 1.8: Proposed facilities that will require expansions of infrastructure or infrastructure capacity should be approved only if the needed infrastructure can be provided concurrently with the facility construction.

*Aerial view of proposed long-term  
improvements in core of campus  
(looking southwest)*





# CAPITAL IMPROVEMENTS

The tables on the following pages list all of the projects proposed in this Campus Plan. Details on each project are shown in the maps and narrative earlier in this chapter. Together, these proposed improvements represent a combined set of recommendations for UNF that will preserve natural areas, improve existing buildings, invest in new facilities, enhance outdoor spaces, and provide amenities that will promote student engagement and retention.

Many other smaller projects are already incorporated into UNF's Capital Improvement Plan and other smaller

efforts. These include small renovations, deferred maintenance projects, infrastructure upgrades, minor site improvements, and more. Only major projects are included in the tables in this plan.

All projects were conceived at a planning level, so square footage numbers are estimates and the details of many projects will need to be determined through deeper engineering and feasibility studies. Flexibility will be key as the plan is implemented over the next decade and beyond, since projects will need to be adjusted to respond to emerging needs.

## **GOAL 1: PROVIDE FACILITIES THAT ADDRESS SPACE NEEDS, LEVERAGE EXISTING FACILITIES, AND ADVANCE THE UNIVERSITY'S MISSION THROUGH A COORDINATED APPROACH TO CAMPUS DEVELOPMENT AND CONTINUED STEWARDSHIP OF RESOURCES.**

Objective 1.1: Provide capital improvements that adequately address current space needs, anticipated campus growth, deferred maintenance and obsolete facilities.

Objective 1.2: Adhere to sound fiscal policies in providing the capital improvements and proceed with new capital improvements, expansions or replacements only when adequate funding sources have been identified and committed.

Objective 1.3: Ensure that all capital improvement projects at UNF incorporate and improve accessible design principles, enhancing accessibility and inclusivity for individuals with disabilities.

*Policy 1.3.1: Incorporate accessibility upgrades based on ADA standards to include existing facilities, construction of new buildings with barrier-free access, and improving campus infrastructure such as walkways, parking areas, and recreational spaces.*

Objective 1.4: For new buildings and major renovations, use a palette of materials and colors that complement the character of campus.

*Policy 1.4.1: Use brick with limestone or precast trim compatible with the existing materials palette. Variation in brick colors and patterns should be subtle. Stacked bond is discouraged.*

*Policy 1.4.2: Use limestone, architectural precast concrete, and true hard-coat stucco.*

*Policy 1.4.3: Curtain walls may be used at special locations where a more modern, transparent, or dramatic façade is desirable.*

*Policy 1.4.4: For trim elements, prioritize the use of granite, slate, limestone, precast concrete, and metal.*

*Policy 1.4.5: Implement details such as chimneys, light fixtures, downspouts, signage, etc. that are consistent with other elements present on the campus.*

*Policy 1.4.6: Use insulated clear glass in clear aluminum or painted frames.*

*Policy 1.4.7: Use zinc or painted metal only for mechanical equipment screens, louvers, or other minor applications.*

## PHASING

Some of the projects are already being implemented, while others will extend across the next decade and beyond. Each project was assigned to one of the following phases based on input from UNF leadership, although phasing for some projects may need to be adjusted based on design lead time, funding availability, and priorities at the time of implementation.

- Current Projects: Immediate-term implementation projects already in the approved Capital Improvements Plan (2025+)
- Phase 1: Short-term implementation projects (2028-2032)
- Phase 2: Larger projects needing more design lead time or funding, or which are less of an immediate priority (2032-2035)
- Long-Term: Projects with a longer timeline (2035+), but which could be implemented sooner, subject to accelerating conditions



## IMMEDIATE-TERM PROJECTS

MAP REF.	PROJECT	TYPE
L	ADT Building Remodel	Building - Renovation
15	Mathews Remodel	Building - Renovation
Z	Sports Performance Center (Phase 2)	Building - New Construction
E	Behavioral Sciences Building	Building - New Construction
F	Mathews Addition	Building - New Construction
-	GTM-NERR Research Facility (Off Campus)	Building - New Construction
-	CIP Utility Improvements and Expansions	Utilities



**FIGURE 5.8: PROJECTS IN CAPITAL IMPROVEMENT PLAN**





## PHASE 1 PROPOSED PROJECTS

MAP REF.	PROJECT	TYPE
H	Hicks Honors College Academic Building	Building - New Construction
-	Branding and Wayfinding	Open Space - Wayfinding
-	Monumental Signage	Open Space - Wayfinding
-	Covered Walkways	Open Space - Wayfinding
-	Sawmill Slough Preserve Trail Maintenance	Open Space - Recreation
-	Shared Use Path UNF Extension	Open Space - Recreation
-	New Boardwalks (For all phases)	Open Space - Recreation
-	Student Union E-Sports Space	Building - Renovation
-	Deerwood Campus Improvements - Health Focus	Building - New Construction
-	Tennis Building Demolition	Demolition
-	Outdoor Lab	Building - Renovation
U	Health Services / Wellness Center Phase II	Building - New Construction
-	Osprey Landing Renovation	Building - Renovation
-	Osprey Cove Renovation	Building - Renovation
-	Existing Greenhouse Demolition	Demolition
T	UNF Dr. Greenhouse Expansion	Building - New Construction
CC	Soccer Practice Fields	Open Space - Recreation
46	Hodges Stadium Renovation	Building - Renovation
27	Baseball Field Replacement	Open Space - Athletics
27	Baseball Outfield Wall Replacement	Open Space - Athletics
27	Baseball Left Field Seating	Building - New Construction
27	Baseball Hospitality / Outdoor Seating Expansion	Building - Renovation
AA	Baseball Stadium Clubhouse	Building - New Construction
LL	Campus Hotel	Building - New Construction
-	Phase 1 Utility Improvements and Expansions	Utilities



### FIGURE 5.9: PROPOSED PHASE 1 PROJECTS





## PHASE 2 PROPOSED PROJECTS

MAP REF.	PROJECT	TYPE
O	President's Residence	Building - New Construction
P	Hicks Storage Building	Building - New Construction
K	Golf-adjacent Research Building	Building - New Construction
-	Golf-adjacent Research Building Parking Lot (North)	Transportation - Parking
-	Golf-adjacent Research Building Parking Lot (South)	Transportation - Parking
M	ADT-adjacent Research Building	Building - New Construction
-	ADT Parking Lot Connector	Transportation - Parking
-	ADT Parking Lot Expansion	Transportation - Parking
-	East Ridge Research District Parking Lot	Transportation - Parking
M	East Ridge Research Bldg. 1	Building - New Construction
M	East Ridge Research Bldg. 2	Building - New Construction
N	Community Attraction - Art Museum	Building - New Construction
DD	Ogier Gardens Expansion	Open Space - Recreation
EE	North Rec Fields Expansion	Open Space - Recreation
P	North Rec Fields Storage Building	Building - New Construction
-	North Rec Fields Parking Lot	Transportation - Parking
-	Osprey Hall Demolition	Demolition
-	Osprey Village Demolition	Demolition
G	Osprey Hall Replacement	Building - New Construction
-	Osprey Hall Parking Garage	Building - New Construction
X	Hodges Stadium East Addition	Building - New Construction
AA	Baseball New Stadium	Building - New Construction
B	New Academic Bldg. south of Petway Hall	Building - New Construction
S	Police Expansion	Building - New Construction
Q	Preschool Expansion	Building - New Construction
R	Eco Adventure Building	Building - New Construction
G	Osprey Village Replacement Building 1	Building - New Construction
G	Osprey Village Replacement Building 2	Building - New Construction
G	Flats Ridge Building 1	Building - New Construction
G	Flats Ridge Building 2	Building - New Construction
G	Flats Ridge Building 3	Building - New Construction
G	Flats Ridge Building 4	Building - New Construction
I	Flats Ridge Dining Hall	Building - New Construction
31	Softball Stadium Renovation	Building - Renovation
31	Softball Stadium Left Field Seating Expansion	Building - New Construction
31	Softball Stadium Outfield Seating Area	Building - New Construction
CC	Soccer Stadium Seating Area	Building - New Construction
CC	Soccer Facility	Building - New Construction
V	Arena Addition	Building - New Construction
-	Phase 2 Utility Improvements and Expansions	Utilities



**FIGURE 5.10: PROPOSED PHASE 2 PROJECTS**





### PHASE 3 PROPOSED PROJECTS

MAP REF.	PROJECT	TYPE
HH	Ballroom Addition to Student Union	Building - New Construction
A	Amphitheater Research Building	Building - New Construction
-	Track and Field Stadium Parking Garage	Transportation - Parking
W	Hodges Stadium South Addition	Building - New Construction
C	New Academic Bldg. by Library	Building - New Construction
G	East Ridge Housing	Building - New Construction
-	East Ridge Parking Garage	Transportation - Parking
J	Greek Housing Village	Building - New Construction
-	Greek Housing Parking Lot	Transportation - Parking
FF	East Ridge Rec Fields	Open Space - Recreation
GG	East Ridge Rec Fields Storage Building	Building - New Construction
-	East Ridge Rec Fields Parking Lot	Transportation - Parking
EE	Greek Housing Rec Fields	Open Space - Recreation
-	West Edge Parking Garage	Transportation - Parking
N	Community Attraction - TBD	Building - New Construction
48	Golf Complex Renovation	Building - Renovation
-	Phase 3 Utility Improvements and Expansions	Utilities



### FIGURE 5.11: PROPOSED PHASE 3 PROJECTS

