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CONTEXT



INSTITUTIONAL OVERVIEW

The University of North Florida (UNF) is a public University located in Jacksonville, Florida. Established in 1969 and opened in 1972, UNF has grown into a dynamic institution known for its commitment to academic excellence, student success, and community engagement. The University is part of the State University System of Florida and offers a broad range of undergraduate, graduate, and doctoral programs.

STRATEGIC GROWTH & RESEARCH

UNF is expanding its research capabilities, with a strategic plan aiming for Carnegie R1 classification (very high research activity). The University is increasing doctoral programs and investing in faculty-led research that addresses societal challenges.

The University of North Florida (UNF) is located in Jacksonville, Florida, the largest city by land area in the contiguous United States. Situated in Northeast Florida, UNF benefits from its strategic location along the Atlantic Coast, with proximity to major economic, cultural, and natural assets.

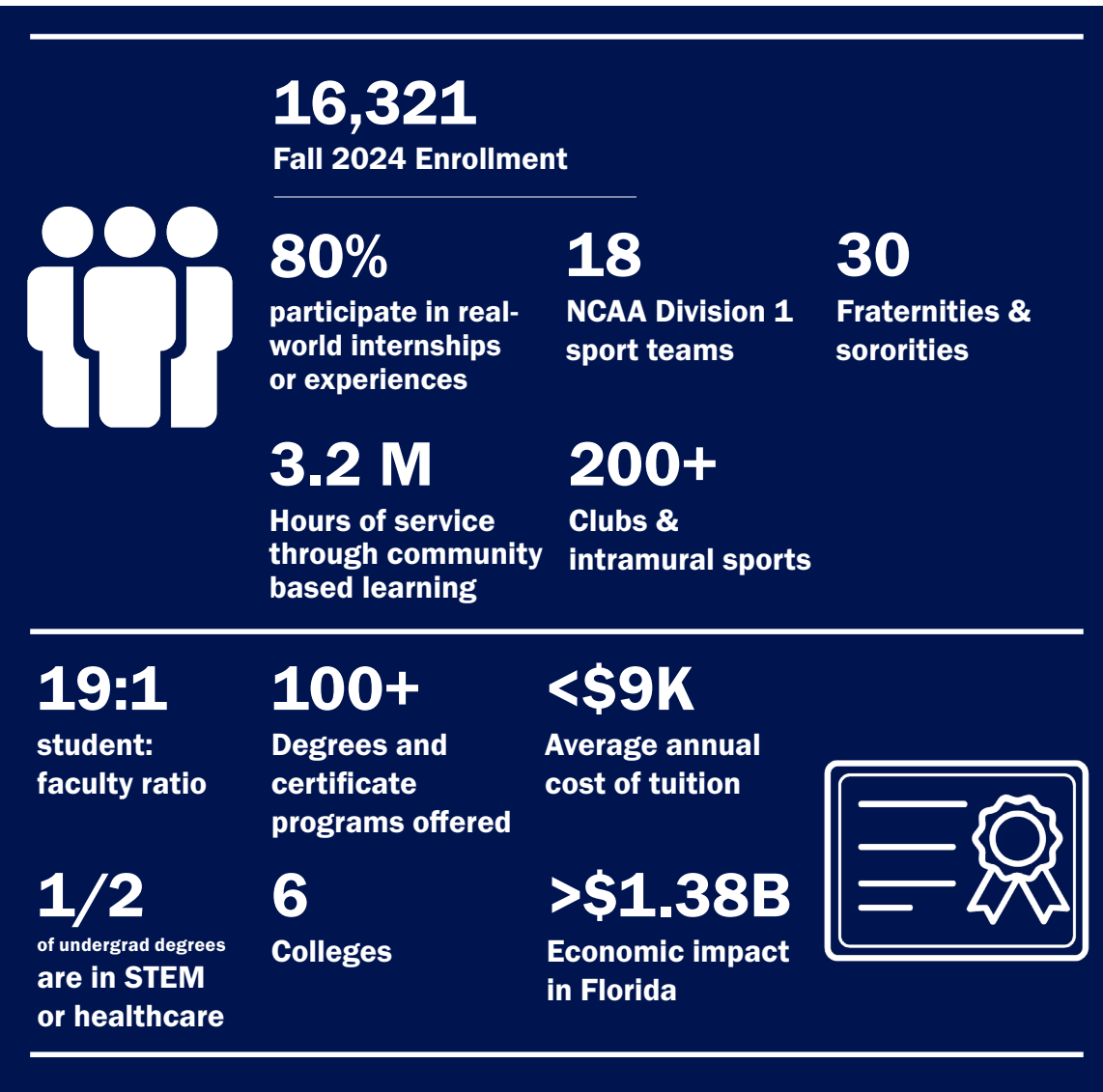
UNF is strategically located in Southeast Jacksonville, providing students with access to both urban amenities and natural attractions. The University sits approximately 12 miles east of Downtown Jacksonville and 8 miles west of the Atlantic Ocean, providing students and faculty access to both urban and coastal environments. UNF's 1,300-acre campus is characterized by preserved natural areas, including wetlands and woodlands, creating an environmentally rich setting within a rapidly developing metropolitan area.

COMMUNITY & PARTNERSHIPS

UNF maintains strong partnerships with the Duval County and the City of Jacksonville's business and healthcare communities, fostering internships, job placements, and collaborative research projects. The University also plays a role in regional economic development, sustainability initiatives, and civic engagement programs. Some of UNF contributions include the following:

- Regional Economic Development:
 - Center for Entrepreneurship and Innovation (CEI)
 - Small Business Development Center (SBDC)
 - Coggin College of Business Engagement
 - Partnerships with Local Governments and Industries
- Sustainability Initiatives
 - Environmental Center at UNF
 - Community Gardens and Eco-Adventure Programs
 - Sustainability Committee and Climate Action Plan
 - Green Fund and Green Fee
- Civic Engagement Programs
 - Center for Community-Based Learning (CCBL)
 - Community First Saturdays / UNF Days of Service
 - Public Opinion Research Lab (PORL)
 - Democracy Project

UNF BY THE NUMBERS



STRATEGIC PLAN

SOARING HIGHER TOGETHER

MISSION

At the University of North Florida, we ignite a passion for learning and discovery through *transformational education* in a supportive environment that leads students to rewarding careers and lifelong success. Our beautiful campus is a hub for talent development, relevant research and community engagement, where we enrich lives and fuel the economic and overall prosperity of Northeast Florida and beyond.

VISION

The University of North Florida will be the destination of choice for talent and for public and private investment.

A university's strategic plan is more than a document—it is a dynamic framework that guides decision-making, fosters institutional growth, and ensures long-term success. The strategic plan played a crucial role in informing and setting the tone for a physical campus plan and guiding future development. By defining a clear vision, the strategic plan ensures alignment across academic, operational, and infrastructural developments.

Moreover, the strategic plan helps prioritize guiding investments in new programs, facilities, student housing, and infrastructure that support enrollment growth and institutional goals, and provides a roadmap for how and where these developments should occur. By aligning the physical campus with the University's long-term goals, the campus plan not only supports the immediate needs of the community, but also ensures that the campus evolves in ways that reflect the institution's values and vision for the future. A well-integrated strategic plan and campus plan foster a cohesive, forward-looking environment that enhances both the student experience and the University's aspirations.



Approved by the UNF Board of Trustees in June 2023 and subsequently approved by the Florida Board of Governors on August 2023, the University of North Florida's Strategic Plan builds upon the foundation of academic excellence, research advancement, community engagement, and fostering an inclusive environment established since the University's establishment in 1965.

The University of North Florida's (UNF) strategic plan, "Soaring Higher Together," outlines ambitious goals to elevate the institution's stature and impact by 2028. UNF's mission emphasizes igniting a passion for learning and discovery through transformational education, leading students to rewarding careers and lifelong success.

The strategic plan focuses on several priority areas:

- **Ensure Student Success from Enrollment to Employment and Beyond:** Enhancing support systems and opportunities to guide students throughout their academic journey and into their professional careers.
- **Inspire Relevant Research and Impactful Innovation:** Promoting research initiatives that address contemporary challenges and contribute to societal advancement.
- **Expand Mutually Beneficial Partnerships with the Community:** Strengthening collaborations with local and global communities to enrich educational experiences and societal contributions.
- **Accelerate the Success of Diverse Faculty and Staff:** Fostering an inclusive environment that supports the growth and development of all faculty and staff members.

Per UNF's Strategic Plan, the one ambitious goal of aims to increase enrollment to 25,000 by 2028, enhance academic reputation, and expand research opportunities. It aligns with the University's mission of preparing students for meaningful careers and lifelong success while strengthening its role as a community and regional leader.

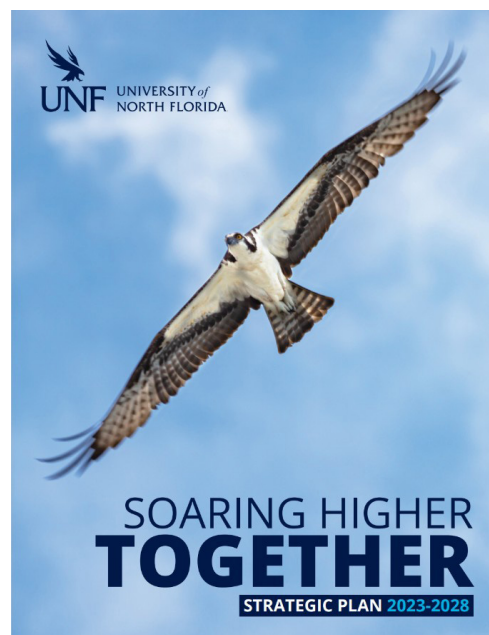
The University's Strategic Plan, amongst other initiatives and planning efforts, were used to guide this Campus Master Plan and serve as a physical blueprint aligning feasible building expansions and site improvements with institutional objectives. This plan is designed to accommodate the projected growth in student enrollment and enhance the overall campus experience, while incorporating past, present, and future planning efforts, bringing elements together into a single comprehensive document.

PRESIDENTIAL GOALS

University of North Florida President Moez Limayem outlined in his 2024 Convocation address how the University will achieve its strategic goals while maintaining the supportive and nurturing environment that helps empower success for students, faculty and staff.

“With our clear vision for the future, our talented faculty and staff, and our relationships with key industry partners, we look ahead to how we will continue to elevate everything we do at UNF.”

- Moez Limeyem, Ph.D, UNF President



UNF 2023-2028 Strategic Plan

UNF HISTORY

GRAPHIC TIMELINE

1965

The Florida Legislature authorized the establishment of a state university in Jacksonville.

1969

Thomas G. Carpenter is named UNF's first president.

The Board of Regents selects a 1,000-acre campus site midway between downtown Jacksonville and the beaches.



1971

The UNF Foundation is established.

Ground is officially broken for the University of North Florida, with Florida Governor Reubin Askew in attendance.

1972

On Monday, Oct. 2, UNF opens its doors for classes to 2,027 upper division and master's level students.

The campus consists of four major buildings and three colleges: Arts and Sciences, Education and Business Administration.

1973

Thirty-five students receive degrees at UNF's first graduation.

The UNF Nature Trails open, quickly becoming a treasured local amenity.

1981

UNF renames its new library opened in 1980, the Thomas G. Carpenter Library.



1982

Curtis L. McCray becomes UNF's second president.

1983

UNF begins intercollegiate athletics with the National Association of Intercollegiate Athletes or NAIA.

1984

UNF admits freshmen and sophomores for the first time.

1960s

1970s

1980s

1974

UNF graduates its charter class of 685 students.

1976

The University establishes the UNF Alumni Association.

1978

Classes begin in the UNF Downtown Center, open from 1978 to 1987 in the Galleria building, now the location of MOCA Jacksonville. Enrollment peaks at the Center in 1981 with 2,247 students.

Fire destroys UNF's original Boathouse.

1979

The Osprey becomes UNF's official mascot by write-in vote, beating out the armadillo, seagull, manatee and shark in a campuswide election.

1985

Osprey Village, UNF's first on-campus housing, opens with space for 435 students.

1988

University establishes the College of Health.

With a campus vote, UNF names its mascot Ozzie the Osprey.



1989

Adam W. Herbert becomes UNF's third president.

1990

UNF accepts degree candidates for its first doctoral program, the Doctor of Education.

1993

UNF joins NCAA Division II, competing in the Sunshine State Conference.

The UNF Arena opens with seating for 5,800 people.

1994

UNF unveils the landmark Osprey Fountain outside the Arena at spring graduation.

Enrollment tops 10,000 during fall registration.

2001

Governor Jeb Bush appoints members of the first UNF Board of Trustees.

2002

The College of Business Administration becomes the Coggin College of Business in honor of Luther and Blanche Coggin, following a generous gift to the college.



2003

Former Jacksonville Mayor John A. Delaney becomes UNF's fifth president.

2012

The 75,000 square foot state-of-the-art Student Wellness Complex opens.

OneJax, an interfaith organization working since 1970 to create an inclusive community where difference is celebrated, becomes an institute of the University.

2015

For the first time in UNF's history, the men's basketball team advances to the NCAA Men's Basketball Tournament.

UNF creates the Hicks Honors College, through the generosity of Ann and David Hicks.

1990s

1997

Ospreys move to the Peach Belt Athletic Conference.

1998

UNF President Adam W. Herbert leaves UNF to become chancellor of Florida's State University System.



1999

Anne H. Hopkins takes office as UNF's first female president and fourth overall.

1999

The University Center opens as a state-of-the-art conference and meeting facility.

2000s

2003

Nobel Peace Prize winner Archbishop Desmond Tutu teaches a spring course at UNF.

2005

UNF joins ASUN conference and transitions to Division I sports.

2006

The College of Health officially becomes Brooks College of Health named for Brooks Health System, following a generous gift to the college.

2009

MOCA Jacksonville becomes a cultural institute of UNF, connecting the University to one of the largest contemporary art collections in the Southeast.

UNF becomes eligible for Division I postseason play after the reclassification is complete.

2010s

2016

UNF adds the William C. Webb Coastal Research Station, a 1,050-acre plot of pristine wetlands donated by the Widan Investment Corporation used by students and faculty for exploration and research.



2018

David M. Szymanski becomes UNF's sixth president.

2019

The UNF Center for Entrepreneurship and Innovation opens to serve as a hub for creativity, business development and learning.

2020s

2021

With the Spring 2021 graduation, the number of UNF alumni surpasses 100,000.

Through the generosity of Crowley Maritime, the Crowley Center for Transportation and Logistics is created at UNF.

UNF received 190 acres of land valued at \$21.5 million from the Duval County Research and Development Authority.



2022

Dr. Moez Limayem is named the seventh president of the University of North Florida.



UNF HISTORY

FOUNDING AND EARLY DEVELOPMENT (1969–1980)

The University of North Florida (UNF) was established in 1969 as part of Florida's State University System, responding to the growing demand for higher education in Northeast Florida. Originally designed as an upper-division university, UNF primarily served junior, senior, and graduate students, offering a pathway for students transferring from community colleges and other institutions.

The University officially opened on October 2, 1972, with approximately 2,027 students, 150 faculty members, and 380 staff. The original campus spanned 1,000 acres of natural preserve, located between downtown Jacksonville and the city's beaches. At its inception, UNF consisted of three colleges:

- Arts and Sciences
- Education and Human Services
- Business Administration

UNF initially catered to commuter students, reflecting Jacksonville's workforce-oriented population. The first president, Dr. Thomas G. Carpenter (1970–1980), played a pivotal role in laying the foundation for academic programs, campus facilities, and institutional governance.

TRANSITION TO A FOUR-YEAR INSTITUTION AND EXPANSION (1980–1990)

Recognizing the evolving educational landscape, UNF expanded its mission and, in 1984, began admitting freshmen, officially transitioning into a four-year university. This shift led to a surge in enrollment and necessitated the expansion of academic programs and campus infrastructure.

Key milestones during this period included:

- The addition of on-campus student housing in 1987, transforming UNF from a commuter school into a more traditional residential campus.
- The introduction of graduate programs, strengthening the University's research capabilities and professional development offerings.
- The establishment of the Coggin College of Business, enhancing UNF's reputation in business education and regional economic development.

During this time, UNF developed a strong student-centered approach, emphasizing small class sizes, faculty engagement, and experiential learning opportunities.

INSTITUTIONAL GROWTH AND ACADEMIC PRESTIGE (2000–2010)

Entering the 21st century, UNF experienced significant growth in enrollment, research, and national recognition. The University expanded its academic divisions, ultimately forming six colleges:

- College of Arts and Sciences
- Coggin College of Business
- College of Computing, Engineering, and Construction
- College of Education and Human Services
- Brooks College of Health
- Hicks Honors College (established in 2015)

Campus Expansion and Initiatives

The 2000s saw substantial campus development, including:

- The construction of the Student Union, serving as a hub for student life.
- The Thomas G. Carpenter Library expansion, improving research and study facilities.
- The Student Wellness Complex, a state-of-the-art fitness and recreation facility.
- The Biological Sciences Building, reflecting UNF's investment in STEM education and research.

Additionally, UNF earned a reputation as a leader in environmental sustainability, incorporating eco-friendly campus practices such as LEED-certified buildings and preserving over 500 acres of natural wetlands and forests on campus.

UNF also received national recognition as a “Best Value University” from sources like U.S. News & World Report and Forbes, solidifying its standing among the top public institutions in the Southeast.

RECENT DEVELOPMENTS AND FUTURE OUTLOOK (2020–PRESENT)

In the past decade, UNF has continued to evolve as a regional and national leader in higher education, research, and student success. With an enrollment of approximately 17,000 students, the University remains dedicated to academic excellence, workforce development, and community impact.

Key Recent Developments

- **Research Growth:** UNF has expanded its research footprint, particularly in health sciences, logistics, artificial intelligence, and coastal biology.
- **Diversity and Inclusion Initiatives:** UNF has prioritized student success programs, scholarships, and diversity-focused initiatives to create a more inclusive academic environment.
- **Technology and Innovation:** Investments in online learning platforms, smart classrooms, and STEM facilities have enhanced the University's technological infrastructure.
- **Strategic Industry Partnerships:** Collaborations with Jacksonville's thriving industries, including healthcare, finance, and logistics, have strengthened career pathways for students.

Vision for the Future

Looking forward, UNF aimed to:

- Expand its graduate programs and research initiatives.
- Strengthen its role as a sustainability leader, continuing conservation efforts.
- Enhance student engagement and retention through mentorship and career readiness programs.
- Grow its national and international reputation as a premier public university.

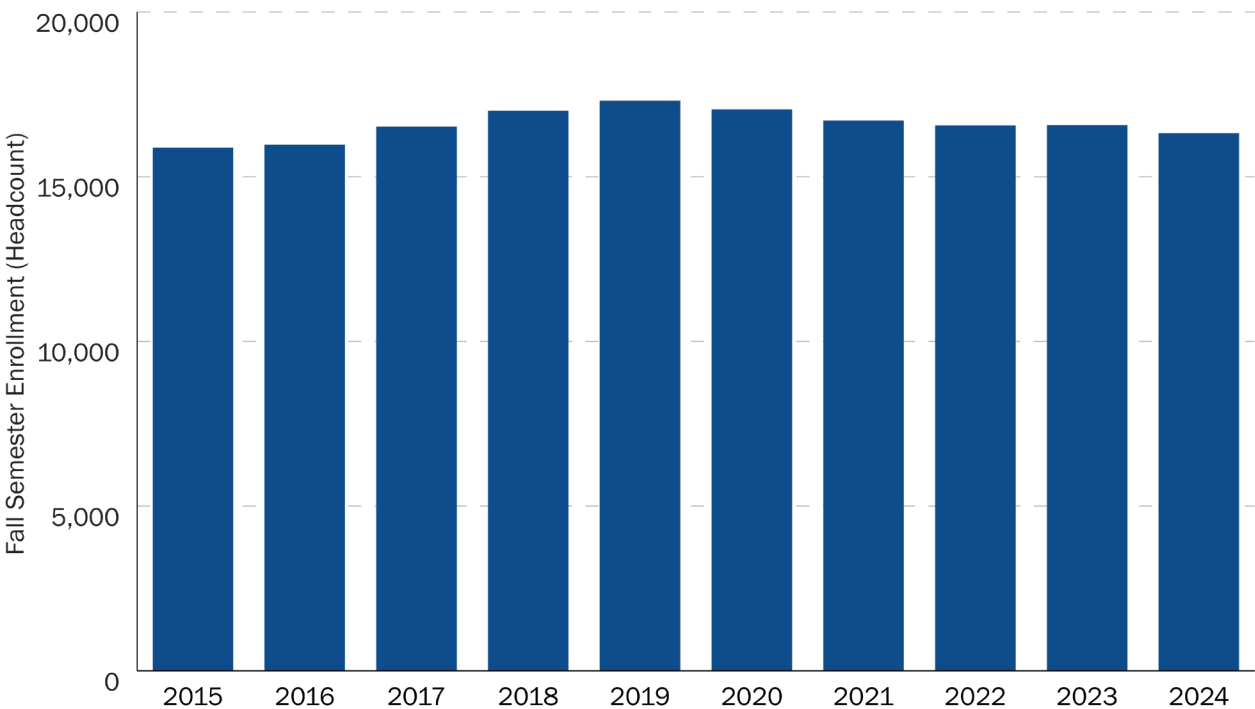
HISTORIC ENROLLMENT GROWTH

The University of North Florida (UNF) was chartered in 1965, opened in 1972, and has grown to a student body of nearly 17,000, focusing on student success, transformational learning, and community engagement. Initially an upper-division institution in 1972, UNF saw its student body grow significantly, starting with 2,027 students and later accepting first-year students in 1984, then adding on-campus housing in 1985, procuring with enrollment exceeding 10,000 by 1995.

During the COVID-19 pandemic, UNF, like many institutions, faced enrollment challenges. In December 2020, the University reported steady enrollment with a slight increase in first-time-in-college students. However, by early 2021, UNF observed small enrollment dips, mirroring trends across other universities nationwide. Despite these challenges, UNF's enrollment has since rebounded, reflecting a positive trajectory in student numbers.

UNF has experienced fluctuations in student enrollment over the past decade. In Fall 2022, UNF's total enrollment was 16,555 students, comprising 14,301 undergraduates and 2,254 postgraduates. Data for Fall 2024 indicates a total enrollment of 16,321 students, with 13,895 undergraduates and 2,426 graduates. These figures represent an increase compared to enrollment numbers from ten years prior.

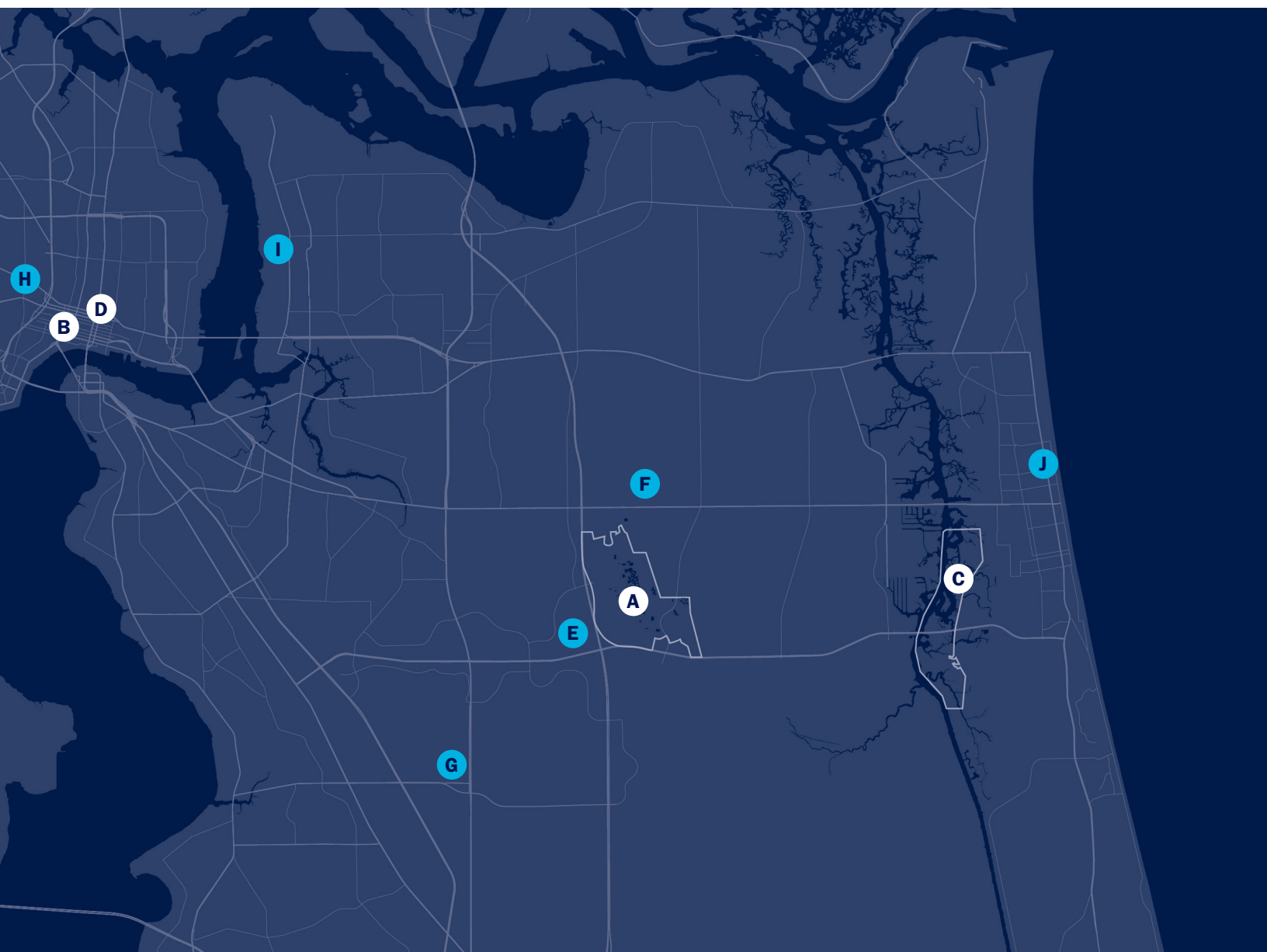
UNF FALL SEMESTER ENROLLMENT HEADCOUNT FROM 2015-2024



EXISTING COLLEGES & DEGREES

The University of North Florida (UNF) comprises six distinguished colleges, each offering a diverse array of undergraduate and graduate degree programs. Below is an overview of these colleges and their respective academic offerings:

1. **College of Arts and Sciences:** The College of Arts and Sciences provides exceptional general education, undergraduate majors, and graduate programs across various disciplines.
 - Department of Art, Art History, & Design
 - Department of Biology
 - Department of Chemistry
 - School of Communication
 - Department of Criminology & Criminal Justice
 - Department of English
 - Department of History
 - Department of Languages, Literatures, & Cultures
 - Department of Mathematics & Statistics
 - School of Music
 - Department of Philosophy & Religious Studies
 - Department of Physics
 - Department of Political Science & Public Administration
 - Department of Psychological & Brain Sciences
2. **Coggin College of Business:** The Coggin College of Business offers programs in areas such as accounting, finance, marketing, and management, preparing students for dynamic careers in the business world.
 - Department of Accounting & Finance
 - Department of Economics & Geography
 - Department of Management
 - Department of Marketing & Logistics
3. **Brooks College of Health:** Dedicated to health-related disciplines, the Brooks College of Health provides degrees in nursing, public health, health administration, and other health professions, aiming to develop skilled healthcare professionals.
 - Department of Clinical & Applied Movement Sciences
 - Department of Health Administration
 - School of Nursing
 - Department of Nutrition & Dietetics
 - Department of Physical Therapy
 - Department of Public Health
4. **Silverfield College of Education and Human Services:** This college focuses on preparing educators and human services professionals through programs in teaching, counseling, and educational leadership, emphasizing both theoretical knowledge and practical experience.
 - Department of Leadership, School Counseling, & Sport Management
 - Department of Teaching, Learning, & Curriculum
5. **College of Computing, Engineering, and Construction:** Offering degrees in computer science, information technology, engineering, and construction management, this college equips students with the technical skills necessary for success in these evolving fields.
 - School of Computing
 - Department of Construction Management
 - School of Engineering
6. **Hicks Honors College:** The Hicks Honors College provides an enriched educational experience for high-achieving students, offering interdisciplinary courses and opportunities for research, leadership, and community engagement.



LETTER	NAME	ADDRESS
UNF CAMPUS LOCATIONS		
A	UNF Main Campus	1 UNF Drive, Jacksonville, FL 32224
B	UNF Downtown Center	Barnett Building, 112 W Adams Street, Jacksonville, FL 32202
C	Webb Coastal Research Station	Eastern side of the Intracoastal Waterway, south of Beach Boulevard
D	MOCA Museum of Contemporary Art	333 N Laura St, Jacksonville, FL 32202
REGIONAL AMENITIES		
E	St. Johns Town Center	4663 River City Dr.
F	Florida State College at Jacksonville South Campus (FSCJ)	11901 Beach Blvd.
G	FSCJ/UNF Deerwood Campus	9911 Old Baymeadows Rd.
H	Edward Waters University	1658 Kings Rd.
I	Jacksonville University	2800 University Blvd. N
J	Jacksonville Beach	2 Ocean Front N

REGIONAL CONTEXT

The University of North Florida (UNF) is located in Jacksonville, Florida, the largest city by land area in the contiguous United States. Situated in Northeast Florida, UNF benefits from its strategic location along the Atlantic Coast, with proximity to major economic, cultural, and natural assets.

UNF Main Campus

UNF is strategically located in Southeast Jacksonville, providing students with access to both urban amenities and natural attractions. The University sits approximately 12 miles east of Downtown Jacksonville and 8 miles west of the Atlantic Ocean, providing students and faculty access to both urban and coastal environments. UNF's 1,300-acre campus is characterized by preserved natural areas, including wetlands and woodlands, creating an environmentally rich setting within a rapidly developing metropolitan area.

UNF Downtown Center

The Downtown Enterprise Hub is located in a 16,000-square-foot facility in the historic Barnett Building in downtown Jacksonville. This space accommodates the Small Business Development Center and serves as a collaborative space where small businesses can access resources, engage in innovative projects and participate in educational opportunities designed to help business thrive.

William C. Webb Coastal Research Station

At the end of 2017, the University of North Florida received a generous donation of a 1,050 acre salt marsh wetland property worth \$8.8 million. This property is mainly in Duval County, with the south end going into St. Johns county. It spans from just south of Beach Boulevard to Marsh Landing along the eastern side of the Intracoastal Waterway and is outlined in yellow in the map. The property was donated by Dan Webb, president of Widan Investment Corporation, in honor of his father William C. Webb. It will contain the William C. Webb Coastal Research Station, and the land itself is being nicknamed the "Webb Property" for now. With such close proximity to the University, the property will be used for students and faculty to conduct research and possibly be used for biology classes and labs.

Museum of Contemporary Art Jacksonville (MOCA)

Situated in the historic Western Union Telegraph Building in downtown Jacksonville, MOCA Jacksonville is adjacent to James Weldon Johnson Park and the Main Library. The museum is a prominent cultural institute of UNF, dedicated to presenting innovative exhibitions and educational programs and serves as a cornerstone of Jacksonville's cultural landscape, enriching the community through diverse exhibitions and programs that connect visitors with contemporary art and ideas.

FSCJ/UNF Deerwood Campus

Located in Jacksonville's Deerwood neighborhood along Southside Boulevard, this campus offers numerous degree programs through Florida State College at Jacksonville. The UNF MedNexus Simulation Center at this campus provides simulation education and learning space to support nursing education.

INTEGRATED PLANNING EFFORTS

The University of North Florida (UNF) has developed several planning documents over the years to guide its growth and development. Here's an overview of these planning documents:

PREVIOUS CAMPUS MASTER PLANS

Master Site Development Plan (1972): The original 1972 campus master plan for the UNF was instrumental in shaping the institution's identity, vision, and physical development. The planning document titled "Master Site Development Plan: University of North Florida" outlines the campus development strategy up to 1988. As a newly established University at the time, the plan strategically laid out the framework for a sustainable and student-centered campus. At its core, the 1972 plan was notable for its integration of the natural environment into the campus layout.

Being that the University was built within a nature preserve, the master plan deliberately embraced this, maintaining large tracts of protected woodlands and wetlands. It emphasized the natural environment with a compact academic core—principles that have not only set the stage for future growth but have been remarkably preserved and respected throughout subsequent decades. Those design principles became a foundational core value to the University and is still evident today, with trails, lakes, and boardwalks woven seamlessly into the campus fabric.

Campus Master Plan 2005-2015: The Plan marked a transformative chapter in the University's development. It was a pivotal shift from the original commuter campus model toward the vision of a traditional, residential, and experience-rich University environment. Building upon the original 1972 framework, this plan was both ambitious and strategic—laying the groundwork for many of the modern-day hallmarks of the UNF campus. Key projects included the Student Union (2009), new housing facilities including Osprey Fountains (2009), and expansions of academic buildings including the Science and Engineering Building (2010).

Campus Master Plan 2020-2030: The most recent comprehensive planning document is the "Campus Master Plan 2020-2030." This plan addressed contemporary challenges and advancing the University's academic and strategic initiatives. It emphasizes preserving UNF's unique natural setting and includes guidelines and policies for campus development, infrastructure alignment, and enhancing the student experience.

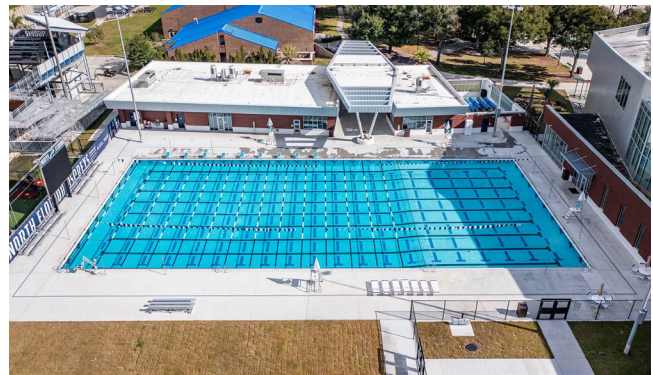
The 2020-2030 Plan presented proposed project footprints and building remodels categorized as CIP, near-term growth, future capacity, and remodel CIP projects.

- North Campus: Recreation and athletics expansions were proposed, including soccer and baseball fields, a soccer complex, an athletics administration building, and improvements to existing facilities.
- Central Campus: Long-term student housing and a student union expansion were proposed in creating a centralized hub for student life. Building remodels and additions were also planned, along with new research and academic spaces.
- East Campus: Multi-purpose fields, Honors College housing, structured parking, a central plant expansion, and affinity housing were proposed.

IMPLEMENTATION OF PREVIOUS PLANNING EFFORTS

The University of North Florida (UNF) has made significant strides in implementing its 2020-2030 Campus Master Plan. Several major projects have been completed or are underway, enhancing campus facilities and student life. Here's an overview of the progress:

- Competition Pool Complex: Opened in summer 2021, this \$8 million facility features a 50-meter Olympic-size pool with nine swim lanes, an LED scoreboard, and a competition timing system. It serves student recreation, programming, and athletic training needs.



UNF Competition Pool Complex

- Cooper Beach Volleyball Complex: Known as "The Coop," this complex hosts UNF's beach volleyball matches and has been instrumental in the team's recent successes.
- Osprey Ridge Road Entrance Signage: Enhancements to the Osprey Ridge Road entrance have improved campus visibility and branding, welcoming students and visitors alike.



UNF's Cooper Beach Volleyball Complex

- **Coggin College of Business Renovation:** Adding 21,660 square feet to connect Buildings 10 and 42, the project includes new classrooms, labs, faculty offices, and the Crowley Center for Transportation and Logistics.
- **Schultz Hall Renovation:** Frederick H. Schultz Hall, originally built in 1975, has undergone renovations to modernize its facilities and better serve the College of Education and Human Services.
- **Brooks Brown Renovation:** The Brooks College of Health has undergone renovations to enhance its facilities, supporting the college's growth and commitment to health education.
- **Honors Housing:** The new Honors Residence Hall will accommodate approximately 520 students. Set to open in Fall 2025, it is located on Osprey Ridge Road, it offers dedicated study spaces, lounges, and a central kitchenette on each floor, fostering a vibrant living-learning community.
- Additional projects include the upcoming Student Services and Academic Building, a 60,000-square-foot facility designed to centralize academic support services and foster student success.

EDUCATIONAL PLANT SURVEY (2025)

The State University System requires that, at a minimum of every five years, UNF report on existing campus improvements to accommodate educational activities and project its future facilities needs for the next five years. The data and outcomes includes the following:

- **Assess Existing Facilities:** Evaluate the adequacy of instructional, support, and student service spaces.
- **Forecast Future Needs:** Based on projected student enrollment, estimate necessary facility expansions and upgrades.
- **Inform State Funding and Capital Improvements:** Recommendations guide budget requests and long-term infrastructure investment.

The data collected supports and informs strategic alignment herein, including recommended remodeling, renovation, new construction, demolition, site, and utility infrastructure improvements. It ensures that growth is data-driven, strategic, and aligned with UNF's mission to provide high-quality education in a supportive environment.

ATHLETICS STRATEGIC PLAN 2022-2027

UNF's Athletics Department developed a comprehensive strategic plan covering the years 2022 to 2027. This document outlines the department's mission, vision, core values, and strategic priorities. Key focus areas include enhancing student-athlete experiences, improving athletic facilities, increasing community engagement, and achieving competitive excellence. The plan serves as a roadmap for the development and success of UNF's athletic programs.

CAMPUS DEVELOPMENT AGREEMENT

The Campus Development Agreement is a formal, state-mandated framework designed to coordinate UNF's campus growth with the City of Jacksonville's infrastructure and planning systems. The agreement ensures that University expansion aligns with local services and development goals.

The CDA fulfills the requirements of Chapter 1013.30, Florida Statutes, which mandates that public universities and their host local governments collaborate on planning efforts. The primary objectives include:

- **Assessing and mitigating impacts:** Evaluating how UNF's campus development affects public infrastructure such as roads, water supply, sewage, drainage, solid waste, parks, recreation, and public transportation.
- **Ensuring consistency:** Aligning the University's Campus Master Plan with the City of Jacksonville's 2045 Comprehensive Plan to maintain cohesive urban development.
- **Establishing a review process:** Creating a reciprocal system where both University and city officials can assess and address the impacts of proposed developments within and around the campus.
- **Facilitating intergovernmental coordination:** Promoting cooperation between UNF and local, regional, and state agencies to support infrastructure, utilities, and necessary services.