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PROCESS

PLANNING + ENGAGEMENT PROCESS

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

SCHEDULE

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

Phase 1

In the first phase, the process focused on conducting a comprehensive analysis and assessment of existing campus conditions, needs, and challenges. This involved gathering data, conducting surveys and interviews, and facilitating meetings with a broad cross-section of students, faculty, and staff from all entities within the University. The planning team also analyzed various factors such as enrollment trends, infrastructure, transportation, housing, and athletics.

Phase 2

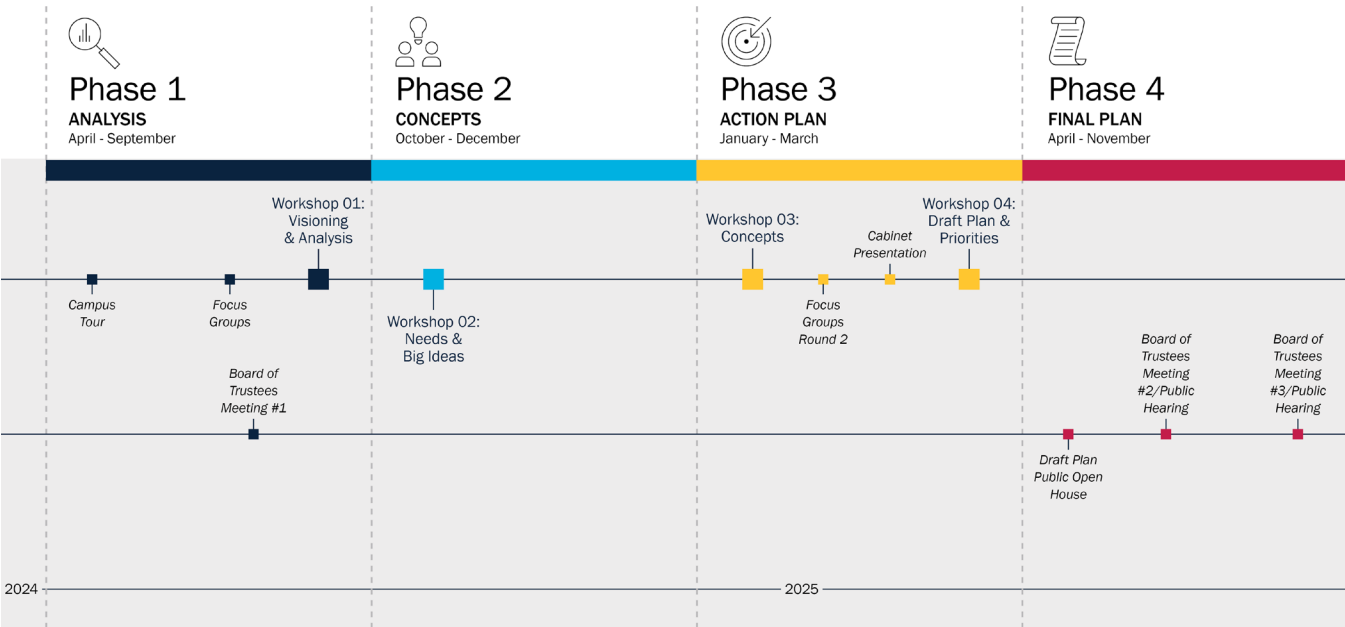
The second phase focused on generating a vision, thinking about inspiration, and identifying a vision and guiding principles to shape decision-making around the draft plans. Phase 2 also included brainstorming to explore innovative and creative possibilities.

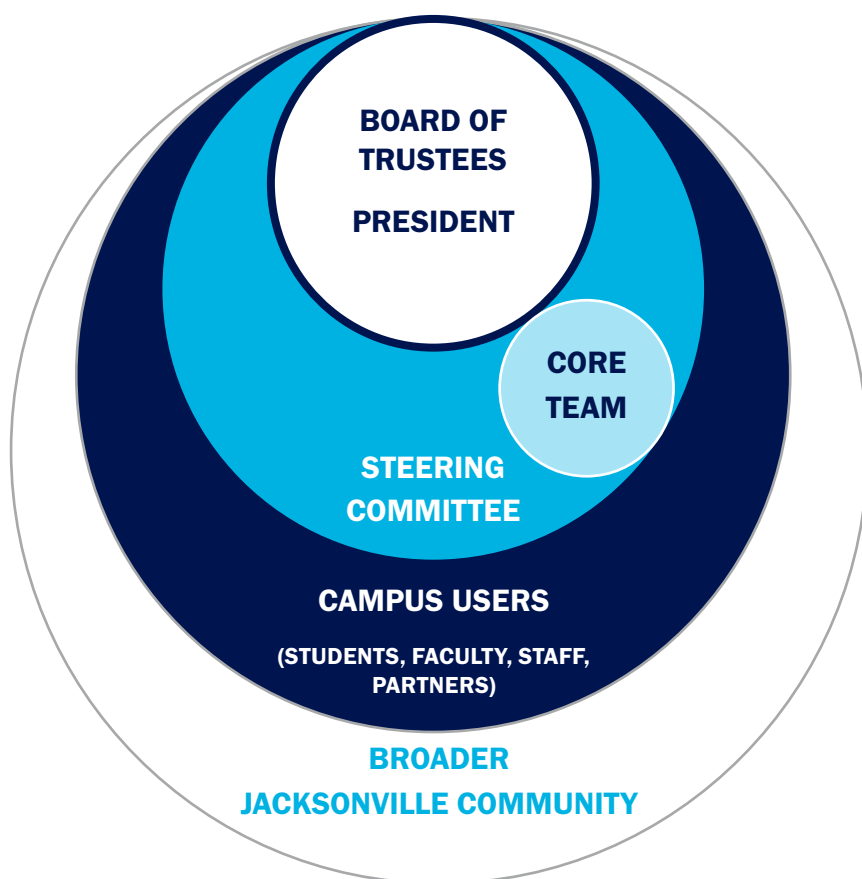
Phase 3

This phase involved the creation and evaluation of multiple scenarios for the development of the campus, including new building and athletic facility locations, and improvements to transportation and the campus environment. Detailed conversations with many units allowed the plan to be tweaked to incorporate specific stakeholder needs.

Phase 4

The final phase involved creating the final plan for campus, developing a detailed list of prioritized implementation projects, creating an implementation timeline, and estimating rough project costs. The final plan was presented to the President and the Board of Trustees, and shared with government agencies for comment.





ENGAGEMENT + DECISION MAKING

A wide variety of stakeholders were invited to participate in shaping the plan. This structure was developed to ensure that the final result addressed the diverse needs of UNF and the broader community.

Campus users provided context and specific needs that were evaluated by workshop participants and the Steering Committee. Final decisions about the plan content were made by the Core Team and approved by the President and Board of Trustees. The roles of each group are outlined below.

ENGAGEMENT GROUPS + RESPONSIBILITIES

GROUP	RESPONSIBILITIES
Board of Trustees + President	Provide initial direction for plan, make final decision about final content of the plan, approve final plan
Core Team	Participate in frequent coordination meetings with the consultant team, make decisions about plan content
Steering Committee	Represent all entities across the University; assist with promoting the plan and workshops; provide input on analysis, draft plan report, and draft workshop materials
Campus Users	Participate in workshops, focus groups, and the campus-wide survey; provide initial data and context; comment on draft plans
Broader Community	Review the final draft plan at the open house; ensure that plan is coordinated with other plans

STEERING COMMITTEE

A Steering Committee was assembled to represent all units within the University. For a full list of Steering Committee members, refer to the Acknowledgments page at the beginning of this report.

Meeting 1

This in-person meeting was held on April 23, 2024. It started with an overview of the Campus Master Plan process and a proposed list of focus groups for comment and approval. The Committee then participated in an activity to share their thoughts on two open-ended questions about the future of the campus.

Meeting 2

This online meeting was held on September 4, 2024. It began with a summary of the input received at the previous meeting, and a summary of themes emerging from the focus group conversations. The Steering Committee then reviewed a draft of the space utilization calculations and enrollment projections, as well as an overview of the content for the first workshop.

Meeting 3

This online meeting took place on October 17, 2024. It included a summary of the previous workshop and resulting edits made to the Campus Master Plan

vision and guiding principles. A detailed presentation was made of the campus-wide online survey findings, and space metrics to be used for the space needs calculations were confirmed.

Meeting 4

This online meeting occurred on February 20, 2025. It included a review of the draft plan prior to the final workshop. A number of comments and modifications were provided on the draft plan.

FACULTY TOWN HALL

This online meeting occurred on October 23, 2024 and allowed faculty to learn more about the planning process. Participants provided their thoughts on learning spaces, offices, interdisciplinary spaces, research, and the campus as a whole.

CABINET PRESENTATION

On May 13, 2025, the final draft plan was presented to the President and his Cabinet. They had only minor questions and expressed approval of the plan.

BOARD OF TRUSTEES MEETINGS

The UNF Board of Trustees approved this final plan and was also kept up to date throughout the process in order to provide their feedback to shape the plan.

Intro Presentation

On June 13, 2024, the planning process was kicked off with the Board, along with an explanation of the planning process and timeline. Board members also provided a few initial items for consideration.

Listening Session

At the request of the Board, a listening session was held on campus on September 11, 2024 to allow Board members to ask additional questions about and provide additional context for the planning process.

Draft Plan Presentation

On July 24, 2025, the complete draft plan was presented for comments. After this meeting, the plan was

transmitted to government agencies for their review and comment.

Final Plan Adoption

On November 17, 2025, the final plan was presented, and the Board voted to approve.

COMMUNITY MEETINGS

The broader Jacksonville community was also invited to provide input on the plan at three meetings.

Open House

This meeting on April 29, 2025 allowed members of the public to review and comment on the draft plan.

Public Hearings

The draft plan and final plan presentations to the Board of Trustees served as the two required public hearings and allowed the public to comment.

STUDENT ENGAGEMENT

On September 11-12, 2024, the consultant team conducted informal student engagement at multiple locations across campus to learn what they would change about the campus to improve their experience. Students were asked to indicate their experiences of campus on a map to identify feelings in different areas. Students provided more than 100 points of input.

These interactions provided valuable information in addition to the feedback that students provided in the Student Organizations/Student Government focus group, and through the online survey, and allowed the consultant team to shape the plan to better meet students' needs.



FOCUS GROUPS

The following 15 groups were identified to reflect the interests of various units across campus. These groups were part of an initial round of meetings in June 2024 that allowed each group to share context, history, and data relevant to their unit's work and needs to make sure the consultant team had a full understanding of their function and perspective.

A second round of meetings in February 2025 allowed the same participants to reconvene and share their input on the draft plan through the lens of their unit's needs. A number of edits were made to the plan based on this input. Additional conversations also occurred with focus group participants and other unit contacts throughout the process.

- Physical Facilities, Sustainability, Landscape & Grounds, Student Accessibility Center
- Safety & Security, Parking & Transportation Services
- Athletics
- Student Affairs & Student Life
- Recreation & Wellness, Student Health, Counseling
- Academic Affairs, College or Faculty Senate Representatives
- Student Services
- Information Technology Services
- Office of Research
- Library, Advising, Tutoring
- Student Organizations, Student Government
- Housing & Residence Life
- Local/Regional Leaders & Partners, UNF Community Engagement
- Foundation, Development, Advancement
- Downtown Campus, FSCJ Deerwood Campus

An online survey was distributed to all UNF students, faculty, and staff from September 11-October 2, 2024. The survey received 1,571 responses, including a wide variety of majors and departments, and a mix of resident and commuter students.



- Renovations of all older buildings, inside and out
- Additional housing
- Quiet study space, chill space
- More (comfortable) indoor and outdoor seating
- Additional covered walkways and shade/covered areas
- More nature, greenspace, plants/trees
- Art, murals, color
- School spirit
- More events/activities/engagement, especially in evenings/weekends
- Gathering/hangout/meeting spaces
- Shuttle stops, scooters/skateboards/bikes, off-campus transportation

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HIGHEST RATED SURVEY IMAGES

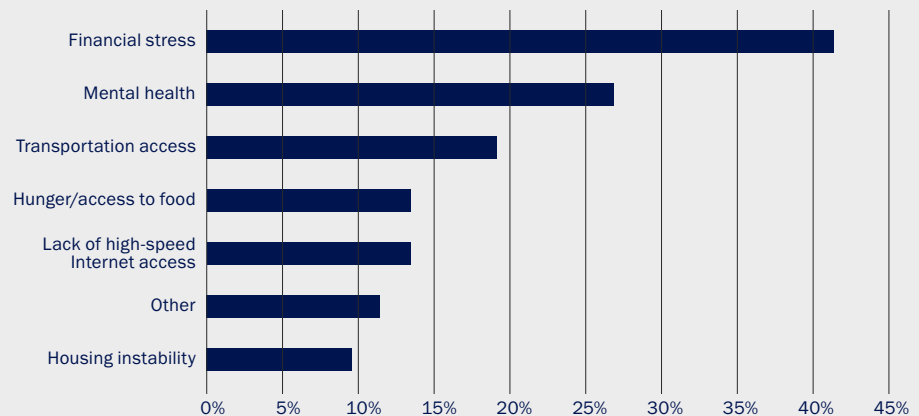
Survey participants were asked to rate images based on whether they were appropriate for UNF. These were the most popular images for classrooms, indoor study/social space, and outdoor study/social space.

Both faculty and students indicated that they prefer classes to be in a **mix of in-person and online** formats, with a preference for in-person learning.

Students indicated that they prefer to take classes in a **mix of in-person and online** formats.

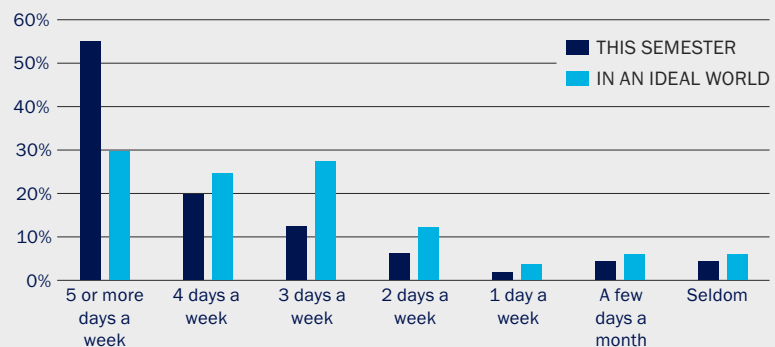
WHICH OF THE FOLLOWING ISSUES NEGATIVELY AFFECT YOUR EDUCATION OR TIME SPENT ON CAMPUS?

Students indicated that a number of issues beyond academics have a negative affect on their education.



HOW OFTEN DO YOU GO TO CAMPUS?

Faculty and staff were asked how often they go to campus today, and how often they would like to go to campus in an ideal world. The results showed a preference for hybrid work.



WORKSHOP 01: VISIONING + ANALYSIS

SEPTEMBER 11-12, 2024

79 PARTICIPANTS

A series of workshops was hosted to provide an opportunity for the UNF community to shape the plan together. The workshops allowed for an iterative approach to plan development, beginning with data collection and findings and later ensuring that the plan incorporated everyone's needs and aspirations. These workshops were open to all University faculty and staff, and a select group of students.

The first workshop began with an introduction to DLR Group and the consulting team, as well as an overview of the planning process. This was followed by a presentation of existing space utilization and an analysis of different elements of the campus. Then, participants were asked to give their input through a series of activities.

Draft Vision + Guiding Principles

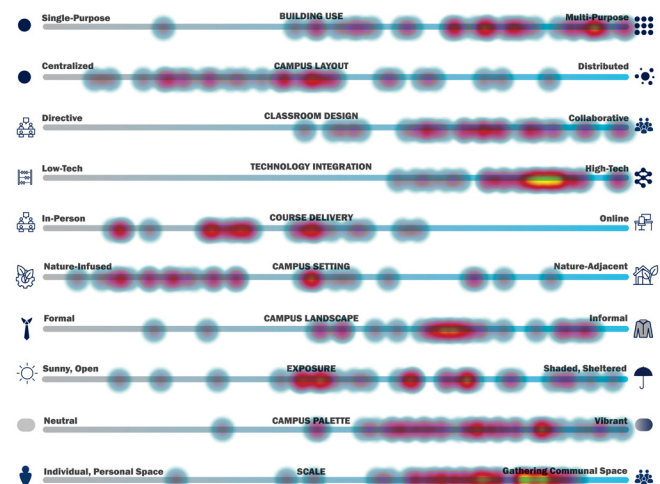
Each workshop attendee received a handout with a draft vision statement for the plan, as well as draft guiding principles. Many comments were received that allowed these to be updated for the next workshop.

Analysis Maps

Draft analysis maps of campus were posted around the room, and participants provided suggested edits to the map, as well as their proposed ideas for the future, which were considered for inclusion in the plan.

Campus Experience Continuum

Participants completed an activity to help understand UNF's campus experience on a variety of scales. This allowed the consultant team to understand the institution and participants' aspirations. The diagram at the right shows where participants thought UNF should be in the future.



WORKSHOP 02: BIG IDEAS

OCTOBER 30, 2024

84 PARTICIPANTS

The second workshop began with an update on implementation of the previous Master Plan and a summary of the first workshop, including the edits made to the Campus Master Plan vision and guiding principles. Presenters then summarized input received from students during engagement and high-level results of the online survey. A summary of current and future space needs for each type of space was also presented.

Participants then worked at their tables to place future buildings in desired locations on campus (based on the calculated space needs), determine where amenities and other desired features should be located, and brainstorm other general improvements for the future of campus. The result was multiple versions of a future campus map based on the unique brainstorming at each table. Two identical sessions of this workshop were hosted to accommodate different schedules, and the results for both sessions were compiled together.



WORKSHOP 03: CONCEPTS

JANUARY 13-14, 2025
69 PARTICIPANTS

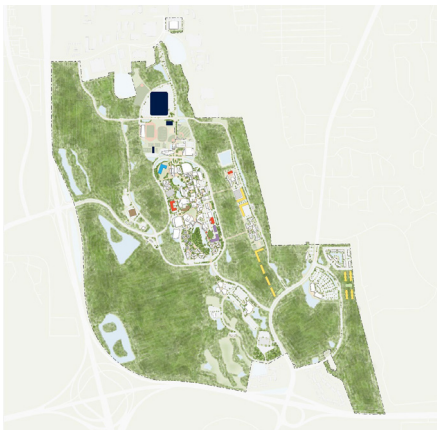
This third workshop began with a summary of the results of the previous workshop and general themes heard in campus engagement to date. Presenters framed the Campus Master Plan guiding principles as a series of challenges that the plan needed to solve for, and shared context and potential future ideas for each principle.

Based on the results of the previous workshop, the consultant team developed three alternative concepts for campus development, each of which incorporated the ideas shared, but all of which provided the necessary new facilities to meet the needs of future enrollment growth. Participants received an overview handout that compared the three concepts, and were asked to mark up maps of each concept to indicate which best met

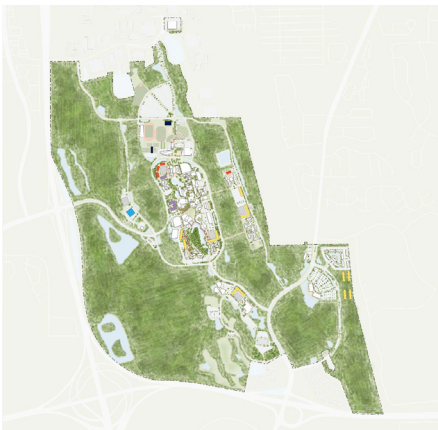


UNF’s future needs. Two identical sessions of this workshop were hosted to accommodate different schedules, and the results were combined.

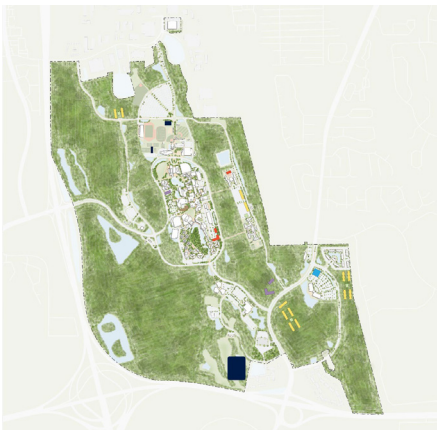
Concept A



Concept B



Concept C



Summary of Three Concept Plans

	Proposed Locations					Plan Characteristics					
	Academic	Research	Housing	Football Stadium	Recreation Center	Environmental Impact	New Campus Green	Parking	Infrastructure	Demolition	Transportation
Concept A: Develop the Ridge	Near library and Honors Housing	Near Osprey Hall	East Ridge and south of The Flats	On current Parking Lot 18	Two new larger facilities as part of new housing development	Some new natural areas disturbed	On Candy Cane Lake (current site of Osprey Hall)	Two new parking decks	Expansion required on East Ridge	Osprey Hall	Shuttle modifications and some additional bike/walking paths
Concept B: Densify the Core	Current amphitheater site and Honors Housing	Near library	Core, East Ridge, and south of The Flats	Off campus	Expand existing Wellness Complex	No new natural areas disturbed	None	Five new parking decks	No major expansions needed	Osprey Hall and Osprey Village	No significant improvements needed
Concept C: Disperse the Campus	Near Osprey Hall and Honors Housing	Current amphitheater and by Petway Hall	North campus, South of Kernan, and south of The Flats	On current Golf Complex	Four new smaller facilities as part of each new housing development	Significant new natural areas disturbed	Smaller green areas dispersed with new developments	No new parking decks	Significant expansions needed	No demolition	Additional shuttle route and bike/walking paths needed

WORKSHOP 04: DRAFT PLAN

MARCH 4, 2025

87 PARTICIPANTS



This final workshop in the planning process began with a summary of all engagement conducted to date and a review of the input provided at the previous workshop. Participants were updated on space needs calculations, since the previous numbers were being substituted for Educational Plant Survey numbers.

Presenters provided a detailed explanation of the proposed draft plan, including future building uses and locations, proposed major renovations, transportation and open space improvements, and additional details related to each element of the plan. Draft plans showing each element, along with draft goals and objectives, were posted around the room for participants to provide input on. Subsequent to this workshop, a number of changes were made to the plan to create the final version.

