

2015-2025  
USF System  
Campus Master Plan Updates

**Goals, Objectives and Policies**

Tampa





# Goals, Objectives, and Policies

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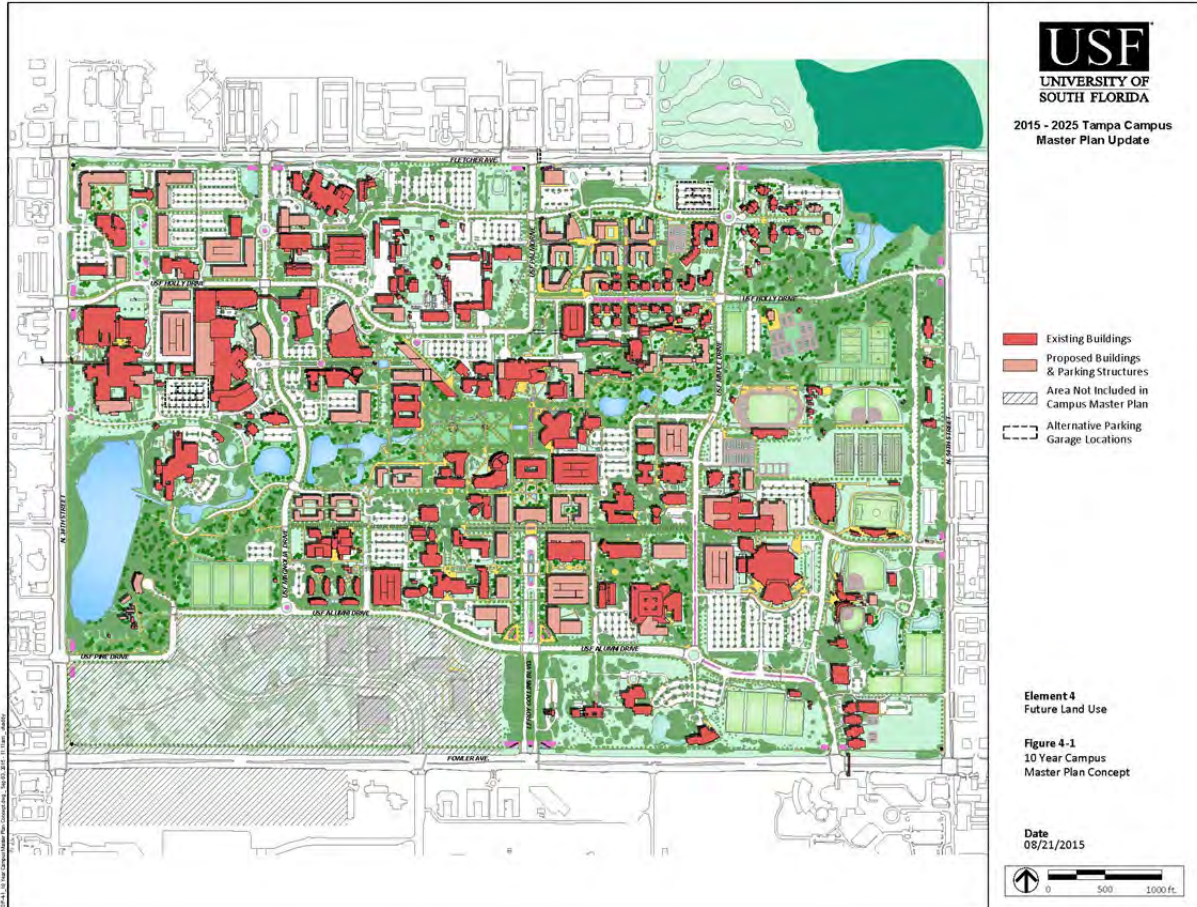


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## Executive Summary

### 2015-2025 Tampa Campus Master Plan Update



#### Introduction to the University of South Florida

The University of South Florida is a high-impact, global research university located in beautiful Tampa Bay on Florida's spectacular west coast. It is one of the largest public universities in the nation, and among the top 50 universities, public or private, for federal research expenditures. The University is one of only four Florida public universities classified by the Carnegie Foundation for the Advancement of Teaching in the top tier of research universities, a distinction attained by only 2.3 percent of all universities.

At the heart of USF is a vibrant, diverse and engaged student body. Serving nearly 48,000 students, the University has an annual budget of \$1.7 billion and an annual economic impact of \$4.4 billion. The University includes three separately accredited institutions by the Commission on Colleges of the Southern Association of Colleges and Schools: USF; USF St. Petersburg; and USF Sarasota-Manatee. The University's main Tampa location is also home to USF Health, including the Colleges of Medicine, Nursing, Public Health and Pharmacy.

With over 240 degree programs at the undergraduate, graduate, specialty and doctoral levels, including the doctor of medicine, there's something for everyone at USF. The University offers a dynamic learning

environment that inspires innovation, creativity and collaboration and is focused on student success. More than 2,000 distinguished scholars, researchers and expert teachers, nearly all holding PhDs or the highest degrees in their fields, make up the USF faculty – including the 2012 U.S. Professor of the Year.

USF is a member of the American Athletic Conference, with 17 men's and women's varsity teams competing at the NCAA Division I level. New facilities for practice and competition, along with a completely renovated USF Sun Dome, put the University's athletic facilities on par with virtually every top program in the country.

Additional information about the University is available at <http://www.usf.edu/about-usf/index.aspx>.

**Element 1 University of South Florida Strategic Plan**

The 2013-2018 Strategic Plan builds on the success of previous plans and advances the institution as a global research university. The vision is to extend USF’s reach in the U.S. and around the world, provide further educational opportunities for students and improve their employability, increase faculty and staff prospects, and foster richer local, national, and international relationships. By these steps, we also look to advance the university’s case for membership within the Association of American Universities (AAU).

The new plan adopts a laser-like focus on USF’s academic investment and performance, refining institutional priorities and measuring outcomes as depicted in the updated planning and performance matrix and online dashboard. The plan underscores the pressing need to provide broad access to higher education while maintaining affordability and high quality within a changing economic reality brought on by significantly reduced state support.

While honoring the accomplishments produced from previous plans and recommitting the institution to the hallmarks of student success and top-tier research and innovation, the new plan also differs from its predecessors by way of its fresh emphasis on developing active public-private partnerships designed to increase economic and employment opportunities within a global context that recognizes the significance of international relations in an interconnected world.

USF’s priorities have been set:

- USF will, through a continued commitment to student success, produce well educated global citizens
- USF will, through its high-impact research and innovation, change lives for the better, improve health, and foster sustainable development and positive societal change
- USF will, as a highly effective major economic engine, create new partnerships to build a strong and sustainable future for Florida in the global economy
- USF will pursue a more secure economic base, greater operational and resource efficiencies, and increased transparency in its business practices

**Element 2 Introduction to the Campus Master Plan**

University Campus Master Plans must be updated every five years. The minimum requirements of the Master Plans for Florida Universities are contained in two documents: The Florida Statute (FS) 1013.30 and Chapter 21. The first Campus Master Plans for the USF campuses prepared under these minimum requirements were completed with the 1995-2005 USF Campus Master Plans and have been updated every five years since. The updates have generally followed and improved upon each previous plan. The Update process includes an Evaluation and Appraisal Report, Data Collection and Analysis, and revisions to the Goals, Objectives, and Policies. Development capacity is governed by the current Campus Development Agreement with the host municipality, the City of Tampa.

**Element 3 Academic Overview**

The University of South Florida (USF) is a global research university dedicated to student success and positioning itself for membership in the Association of American Universities (AAU). The University’s Tampa campus is the research institution among the three separately accredited institutions in the USF System. USF-Tampa has 14 Colleges and Schools with the Marine Science College located on the St. Petersburg campus. The faculty in the 14 Colleges are dedicated to research in many disciplines, including healthcare, water resources management, urban sustainability, practices to improve the quality of life for people with disabilities and being a leading university on Veterans research and integration. USF research and innovation are directed, therefore, toward creating local, national and global solutions to societies’ difficult problems.

The University takes pride in being young but innovative and creative, dedicated to providing a globally competitive education to students from diverse cultures, nationalities and economic backgrounds. Thus, USF values cultural diversity and enhanced understanding and appreciation of the global experience.

The Academic Overview Element includes information on the 14 Colleges, Research and the other Academic Resources responsible for the dynamic research, teaching and learning going on at USF. This section provides, also, links to Sustainability Education and Research Information, as well as information regarding campus Public Art installations.

**Element 4 Future Land Use**

The Future Land Use goal of the Tampa Campus Master Plan is to clarify and strengthen the established campus land use pattern and improve the relationship between land uses on and off the campus. The 2015-2025 Campus Master Plan Update continues to implement and carry forward the basic planning goals, objectives, and policies of previous Campus Master Plans in the development of the campus. These include infill development and increased density by minimizing building footprints, maximizing height, and replacement of inefficient one and two story buildings in order to optimize land use and conserve open space. The existing surface parking lots in the Academic core will largely become future sites for Academic, Research, and Support facilities. The completion of the cross campus Greenway system also remains a priority.

Two major projects which have received partial funding, until recently planned for campus property, are now planned to be built on donated land in Downtown Tampa; these projects are the USF Health Heart Institute and the Morsani College of Medicine. This location will be much closer to the USF South Clinic at Tampa General Hospital and the USF Center for Advanced Medical learning and Simulation (CAMLS), further contributing to the revitalization of the area.

**Element 5 Transportation**

The Transit, Circulation, and Parking goal of the Tampa Campus Master Plan is to encourage options for sustainable transit and vehicular access to the campus that reduce reliance on single-occupant vehicles, reduce overall parking demand, and minimize emissions and fossil fuel consumption, while maintaining essential delivery and service access.

Transit: The USF campus and nearby off campus student apartment neighborhoods to the north and south are served by six routes of the USF Bull Runner Transit Service, free for student riders. A recent service improvement is the Bull Tracker, a real-time mobile device information system. USF students also ride free of charge regionally by HART, the Hillsborough Area Regional Transit service, the nearby transfer center on 131st Street, and a bus rapid transit route on Fletcher Avenue to Downtown Tampa.

Roads: Generally the existing traffic patterns remain the same in the campus roadway system with the exception of the relocation of daily traffic on a segment of USF Holly Dr. to a new road north of the new Residence Halls, Dining, and Recreation project. This will alleviate ongoing pedestrian crossing conflicts

and unite the Student Residence Halls north of USF Holly Dr better with the Halls to the south and the Academic core of the campus. USF Holly Dr. will remain open to transit, service, and emergency vehicles, as well as resident move-in and move-out. Two new campus access connections are proposed: 1) at the existing traffic signal at Fletcher/46<sup>th</sup> St and 2) at Bruce B Downs north of Lake Behnke where a new traffic signal will be installed.

Pedestrians, bicycles, and non-motorized circulation: Pedestrian and bicycle traffic has steadily increased over time due to many factors, including increased density in the campus core, use of transit with the growth of nearby off campus student housing, and student awareness of the health, ecological, and economical benefits. USF students funded a new bike-share program, bringing 100 new bikes to the campus for general use. USF continues to strive to improve safety and necessary facilities including sidewalks, bike lanes, bike racks, and roadway crossings.

Parking: Replacement of surface parking lots displaced due to facilities infill construction will continue to occur in parking structures near the main campus roads. Efforts continue to reduce use of single occupant vehicles, their environmental impacts, and their parking loads through promoting walking, biking, carpools, van share, car rental, Red Coach, Zimride, and other alternative modes of travel and services.

**Element 6 Housing and Student Support Services**

The Housing and Student Support Services goal of the Tampa Campus Master Plan is to encourage the availability of diverse, safe, affordable housing and support services opportunities for students in support of the educational success, personal development, and social experience of all University students.

Currently the University is planning for the demolition of the aging Andros area housing and replacing and increasing the bed count with state of the art residence halls, including dining, and recreation facilities, on the north side of campus. The plan also includes a small grocery store at the campus edge to support the growing student residential community both on-campus and the adjacent off-campus area of apartments to the north, thereby reducing the need to travel to more distant stores for everyday needed items.

**Element 7 Infrastructure and Utilities**

The overarching goal of the General Infrastructure and Utilities Element is to implement systems that adequately meet the present and future needs of the University, and providing for anticipated long-term growth. By increasing the efficiency of utility infrastructure and reducing consumption and any wasted resources, the campus can better ensure these systems are adequate to support campus growth.

The Infrastructure element addresses the existing and future proposed utilities and infrastructure needed to support the continued growth of campus facilities. These include: storm water, potable water, sanitary sewer, solid waste, hot water, chilled water, electrical power, and telecommunications systems

**Element 8 Conservation**

The Conservation goal of the 2015-2025 Campus Master Plan is to be an institutional model for conservation policies, to meet the American College and University Presidents Climate Commitment goals, to minimize negative environmental impacts, and better the environment through improved air, water, and open space quality in the vicinity of the campus. Completion of the cross-campus Greenway for the purposes of open space conservation, stormwater retention ponds, and student recreation remains a priority.

**Element 9 Recreation and Open Space**

The Recreation and Open Space goal of the Tampa Campus Master Plan is to provide enhanced recreational and athletic options for the campus community in a diverse open space environment that links the campus and the larger host community.



The Recreation and Open Space element includes USF Campus Recreation and USF Athletics facilities. USF is a member of the American Athletic Conference, with 17 men's and women's varsity teams competing at the NCAA Division I level. New facilities for practice and competition, along with a completely renovated USF Sun Dome, put the University's athletic facilities on par with virtually every top program in the country.

**Element 10 Intergovernmental Coordination**

The Intergovernmental Coordination goal of the Tampa Campus Master Plan is to achieve the goals, objectives and policies of the campus master plan through the use of joint processes for collaborative planning, decision making, and coordinating growth and development with local agencies and governmental entities.

**Element 11 Capital Improvements**

The goal of the Capital Improvements Element is to provide educational, research and support facilities to all enrolled students, faculty staff and community partnerships, in a manner that protects the investment and maximizes the use of existing facilities and promotes orderly, planned sustainable campus development. This element includes the USF Capital Improvement Plan.

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## **Introduction to the University of South Florida**

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Additional information about the University is available at <http://www.usf.edu/about-usf/index.aspx>.

## USF Rankings

In the region, in the state, in the nation and across the globe, the University of South Florida is making an impact. Here are just a few of the distinctive attributes that make our young, vibrant and dynamic university a leading institution of higher education.

## Research

- USF is one of the nation’s top 73 very high public research universities, and is one of 40 public research universities nationwide that is designated as both very high research activity and as community engaged by the Carnegie Foundation for the Advancement of Teaching.
- USF is one of only four Florida public universities classified by the Carnegie Foundation for the Advancement of Teaching in the top tier of research universities (RU/VH), a distinction attained by only 2.3 percent of all universities.
- USF is ranked 43rd in the nation for research expenditures, among all U.S. universities, public or private, by the National Science Foundation for fiscal year 2012.
- USF is ranked 34rd in total research expenditures and 27th in federal research expenditures for public universities by the National Science Foundation for fiscal year 2012.
- The University of South Florida ranks 10th nationally and 13th among universities worldwide for U.S. patents granted in 2014, according to a new report released by the National Academy of Inventors (NAI) and the Intellectual Property Owners Association (IPO). The report, based on data obtained from the U.S. Patent and Trademark Office, recognizes the important role patents play in university research. USF, with 104 patents for 2014, has ranked among the top 15 universities worldwide for the past five years in generating new inventions.
- The *Chronicle of Higher Education* ranked USF as the fifth fastest growing research university in the U.S. from 2000-2010.
- USF was awarded \$411.1 million in research contracts and grants in fiscal year 2012.
- USF’s College of Marine Science successfully competed for one of eight research centers worldwide, funded at \$11 million by BP.
- USF’s College of Nursing ranks #1 in Florida and 24th among nursing schools nationwide to receive research funding from National Institutes of Health (NIH) in FY2012.
- USF was in the top 15 for the number of startup companies and in the top 25 for the number of licenses and options, when compared to other U.S. universities in the most recent survey by the Association of University Technology Managers (2012).
- USF’s Tampa Bay Technology Incubator is currently home to 42 resident and affiliate companies and growing.

- USF is the founder and home of the National Academy of Inventors (NAI), a non-profit member organization with over 2,000 individual inventor members and Fellows spanning more than 100 U.S. universities, and governmental and non-profit research institutions. The USF Chapter of the NAI has 270 USF faculty, staff, students and alumni members, who collectively hold more than 1,400 U.S. patents.

### Academic Value

- USF ranks 40th on *Forbes’* Top 100 Best Buy Colleges. (2012)
- USF is recognized by Princeton Review as one of the top 75 Best College Values (2014).
- Many of USF’s Social Science programs rank as top programs in the country: Overall Social Science (#85), Anthropology (#78), Economics (#29), Political Science (#61), Psychology (#88), Sociology (#80) (Center for Public Anthropology, 2013).
- USF’s part-time MBA is the top program among Florida’s 12 state universities, and No. 16 among public schools in the nation (Bloomberg BusinessWeek, 2013).
- USF is named in *Princeton Review’s* Best 378 Colleges: 2014 Edition.
- USF ranks among the top tier of colleges listed in the *USNWR Best Colleges 2014*, ranking in the top 100 of best public schools.
- According to the Times Higher Education (THE) World University Ranking (2013), USF ranks among the top 350 of the best colleges and universities in the world.
- According to the Quacquarelli Symonds (QS) World University Rankings, USF ranks as one of the top universities in the world (2013).
- Quacquarelli Symonds Stars (QS Stars) rated USF with 4 stars (2013), indicating that USF is “highly international, demonstrating excellence in both research and teaching.”
- In the 2014 edition of the *U.S. News & World Report’s* Best Colleges, USF is ranked 14th as an ‘up and coming’ university among the country’s national universities.
- *The Princeton Review* and *Entrepreneur Magazine* once again rank USF’s interdisciplinary graduate entrepreneurship program among the top 25 programs in the nation (#11), the only Florida program included. (November 2012)
- USF was named one of the Top 100 Best Values in Public Colleges by *Kiplinger’s Personal Finance* for 2014.
- *USNWR* Names USF College of Education as one of America’s best graduate schools for the 10th consecutive year.
- Many USF graduate level programs continue to be ranked among the best according to the 2014 *USNWR Graduate School Rankings*. Newly ranked USF graduate programs in the top 50 include Industrial and Organizational Psychology (#4), Public Health (#21), Library and Information Studies (#24), and Industrial/Manufacturing Engineering (#42). Previously ranked USF graduate programs that continue to

hold a ranking in the top 50 include Audiology (#12), Criminology (#22), Rehabilitation Counseling (#30), and Speech-Language Pathology (#45).

- USF is ranked among the best in *USNWR's Online Education Program* rankings (2014) for the engineering (#26) and education (#36) programs.
- USF ranks as a national leader in online education, according to the *Guide to Online Schools*, ranking 25th on its 'best overall' list of top nonprofit and for-profit schools (2013).
- USF School of Accountancy is ranked 1st in the nation in accounting information systems research, as well as top 30 in other areas of research (audit #21 and tax #29), according to the 2012 rankings released by Brigham Young University (BYU).
- USF ranks among the top 250 world-class colleges and universities according to the *Times Higher Education World University Rankings* (2012-2013) which measures universities across their core missions of teaching, research, knowledge transfer and international outlook.
- According to the Academic Ranking of World Universities (ARWU) (2013), USF ranks among the top 300 of the best colleges and universities in the world.
- BusinessWeek ranks many of USF's undergraduate business programs in their Best Undergraduate Business School rankings, including 25th for Information Systems (2013).

### Awards and Recognition

- Popular Science magazine has named Mya Breitbart, USF Associate Professor of biological oceanography, as one of its "Brilliant Ten," on its annual list of some of the country's brightest young scientific minds (2013).
- USF is ranked 110th among all of the world's universities in a ranking of faculty publications, according to *High Impact Universities*. (2010)
- USF was recognized as one of the nation's top producers of Fulbright Scholars in 2012 by the Institute of International Education and by the U.S. Department of State's Bureau of Educational and Cultural Affairs.
- In November 2011, the first USF student in the institutions' history was awarded the prestigious postgraduate Marshall Scholarship.
- USF is home to 46 national scholarship and fellowship student awardees for 2012-13 academic year.
- In the 2012-13 academic year, USF faculty were awarded several prestigious awards, to include Carnegie Foundation/CASE U.S. Professor of the Year, a record 15 AAAS fellowships, the only 2 Sloan research fellowships awarded in Florida, 3 NSF CAREER awards, 5 NAI fellowships, and 4 Core Fulbright's.
- USF was acknowledged as an honor roll recipient of the 2013 President's Higher Education Community Service Honor Roll by the Corporation for National and Community Service. The Honor Roll recognizes higher education institutions that reflect the values of community service and achieve meaningful outcomes in their communities.

- USF was one of only five institutions to receive NAFSA’s 2013 Senator Paul Simon Award for Comprehensive Internationalization.
- USF’s Ghana Scholars Program selected by the Institute of International Education (IIE) as the Honorable Mention for the 2013 Andrew Heiskell Award for International Partnerships, which recognizes strategic, comprehensive, and innovative international partnership efforts.

**Diversity**

- USF has been named one of the top 50 Colleges Advancing Women in Science, Technology, Engineering, and Math (STEM) (The College Database, 2013).
- The USF College of Engineering ranked in the top five nationally in conferring engineering doctorates to both African American and Hispanic/Latino students (Diverse Issues in Higher Education, 2013).
- With a student body representing over 130 different countries, USF is one of the 40 most diverse public universities in the country and the second most diverse public university in the state of Florida, according to *U.S. News & World Report’s* recent Diversity Index ratings.
- USF ranks among the *Hispanic Outlook in Higher Education* Top 25 Graduate Schools enrolling Hispanics. (2011)
- USF consistently ranks in the top 25 or 50 in Top 100 Colleges Awarding Degrees to Hispanic according to *Diverse Issues in Higher Education Top Degree Producers*.

**Veteran Friendly**

- USF was ranked 5th among the country’s most veteran-friendly schools by *Military Times’* Best for Vets: *Colleges 2014* rankings (November 2013).
- USF’s College of Business was ranked 9th by *Military Times’* Best for Vets: Business Schools 2014 rankings (March 2014).
- USF ranks in the top 15 percent of all colleges, universities and trade schools nation-wide as a Military Friendly School®, as named by *G.I. Jobs* magazine.
- USF is one of only 16 universities in the nation selected as a Tillman Partnership University of the Pat Tillman Foundation, a selection based on innovative veteran-specific support services and proven culture of community for military families.
- U.S. News and World Report ranked USF as a Best College for Veterans (2013).

**Social Responsibility**

- The University of South Florida has earned the 2015 Community Engagement Classification by the Carnegie Foundation for the Advancement of Teaching.
- USF is ranked 78th nationally, out of more than 1,500 institutions of higher education, for social mobility, research and civic engagement, according to Washington Monthly.

- USF is one of only 22 institutions on the 2014 Green Rating Honor Roll list by *Princeton Review*.
- USF is featured in *Princeton Review's Guide to 322 Green Colleges: 2013 Edition* as one of 322 institutions of higher education that demonstrate a strong commitment to sustainability in their academic offerings, campus infrastructure, activities and career preparation.
- USF vaulted up *Sierra* magazine's annual "America's Coolest Schools" list in 2014 in the top 10 among American universities and colleges for advances in sustainability in research and education.
- USF is one of a small number of universities nationwide to receive a GOLD RATING for building an environmentally-conscious campus. (Association for the Advancement of Sustainability in Higher Education, 2014)

# **Element 1:**

# **Strategic Plan**

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A GLOBAL RESEARCH UNIVERSITY DEDICATED TO STUDENT SUCCESS

• 2013-2018 •

# STRATEGIC PLAN







# EXECUTIVE SUMMARY

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## WELCOME

The University of South Florida System includes three institutions: USF, USF St. Petersburg, and USF Sarasota-Manatee, each separately accredited by the Southern Association of Colleges and Schools (SACS) Commission on Colleges. All institutions have distinct missions and their own detailed strategic plans. Serving more than 47,000 students, the USF System has an annual budget of \$1.5 billion and an annual economic impact of \$11.5 billion.

USF is comprised of the main campus in Tampa, its College of Marine Science in St. Petersburg, and USF Health. As a global research university dedicated to student success, USF is classified by the Carnegie Foundation for the Advancement of Teaching as a research university with very high research activity (RU/VU), and as a community engaged campus.

USF is accredited by SACS to award baccalaureate, master's, doctoral, and professional degrees, including the Doctor of Medicine. The university offers more than 230 degree programs at these levels.

USF values cultural and ethnic diversity and access along with an enhanced understanding and appreciation of the global experience. From developing sources of clean energy to improving the quality of life for people with disabilities and leading the way on veterans research and reintegration, USF research and innovation is directed toward creating local, national, and global solutions to society's most difficult problems.

In addition to being an important part of the Tampa Bay economy, USF undertakes ambitious community-engaged research and participates in mutually beneficial partnerships that enhance student access to academic programs, research, and employment opportunities.

And at the heart of the university is a fundamental commitment to student success.

A GLOBAL RESEARCH UNIVERSITY DEDICATED TO STUDENT SUCCESS



## A MESSAGE FROM THE PRESIDENT

The University of South Florida's 2013-2018 Strategic Plan builds on a tremendous era of achievement for our young institution, during which USF greatly expanded its national and international reputation as a creative, innovative, and successful center of higher learning and research. While the previous strategic plan guided the university through unprecedented financial challenges, this plan is designed to build on our defining strengths and core mission: providing a globally-competitive education to our students; creating partnerships that leverage our assets with other public institutions and the private sector; and advancing research, innovation, and sustainability.

This plan comes at a time when our nation and our world have come to accept a "new normal" for higher education, even as colleges and universities play an ever-increasing role in the world's economic future. More people will need advanced education to be successful, but America's higher education sector holds no illusion that the public resources lost during the Great Recession will recover to previous levels. The onus is now on institutions – especially those such as the University of South Florida, a public research university which serves a diverse population – to create new opportunities wherever the potential exists. The nation looks to its public research universities to reignite the economy and provide a workforce that is adaptable, entrepreneurial, and resilient.

In this document, you will see clearly that the University of South Florida envisions itself as a premier public research university with state, national, and global impact. We continue to measure our progress against the best institutions and position the university for membership in the Association of American Universities. We will distinguish USF as an inclusive environment that expands access for students from all walks of life, creating a learner-centered environment where every aspect of the university is committed to student success. Our dedicated faculty and staff have put USF on the leading edge of research in many disciplines that are critical to the future



prosperity of our region, state, and nation, including health care, marine science, water resource management, veterans reintegration, and urban sustainability.

USF stands shoulder to shoulder with the best public and private institutions as a Top 50 research university, as a global leader in new U.S. patents, and as a leading producer of Fulbright Scholars.

As you review this document, bear in mind this is not a plan that exists on paper only. It is infused into our university's budgeting, hiring, and work production processes. As a university, we have come to respect the value of careful and deliberate planning as essential to moving forward in an era when setbacks and roadblocks are numerous and unpredictable. With a clear sense of our priorities, we look forward to meeting the challenges ahead and continuing to build a great university of the future.

A handwritten signature in black ink that reads "Judy L. Genshaft". The signature is fluid and cursive.

**Judy Genshaft**  
PRESIDENT

## STRATEGIC PLANNING CHALLENGES

Preparation of the 2013-2018 Strategic Plan began in spring 2011 and continued into fall 2012. Directed by Vice Provost Graham A. Tobin, the 39-member Strategic Planning Committee included representatives from major constituent groups: students, faculty, staff, and alumni. Stakeholders from the broader campus and Tampa Bay communities also contributed to the process.

USF's plan aligns with the State University System of Florida Strategic Plan for 2012-2025, the Florida Board of Governors' annual work plan, and legislative/gubernatorial priorities. Careful attention was paid to (i) maintaining USF's position as a top-tier (RU/VH) research university and a community engaged university as designated by the Carnegie Foundation for the Advancement of Teaching; (ii) improving performance relative to the Association of American Universities' indices; (iii) increasing USF's national ranking based upon the National Science Foundation's assessment of total and federal research expenditures; (iv) improving the number and quality of graduate programs ranked by the National Research Council; and (v) enhancing USF's position in the Top American Research Universities annual report.

USF's bold vision requires strategic investment and predictable funding. However, the dramatic shift in public higher education funding in Florida makes specific budget projections difficult. Consequently, the planning process assumed that: (i) state appropriations would either decline or remain stable; (ii) USF would have authority to increase tuition rates to meet requirements; (iii) state legislation would allow pledging of tuition to support capital needs; (iv) the USF Foundation would meet its goals for increased giving; (v) USF's Direct Service Organizations and auxiliary operations would generate incremental margins for reinvestment; and (vi) USF would achieve savings through budget re-engineering.

In addition, the landscape of higher education in Florida is changing as state colleges and private institutions now compete with for-profit providers for students. Thus, risks remain high. There persists considerable economic uncertainty regarding support for higher education at both federal and statewide levels. This plan helps position the university to manage effectively these challenges.



**John B. Ramil**  
CHAIR, BOARD OF TRUSTEES



**Judy Genshaft**  
PRESIDENT



**Brian D. Lamb**  
BOARD OF TRUSTEES  
*Strategic Planning Committee Member*

## RESEARCH

### \$11 Million Grant

awarded to USF to fund a three-year project in the Gulf of Mexico

### 252% Increase

in federal research investment to USF between 2000 and 2009

### 50th in Nation

among all universities, public and private, for federal and total external research expenditures as determined by the National Science Foundation

### One of the Top 5

fastest-growing research universities in the country

### \$400 Million +

total research support awarded by National Institutes of Health for programs in diabetes

### \$9.3 Million

2010-11 funding for preclinical and translational studies of Alzheimer's disease

## STRATEGIC PLAN 2007-2012 SUCCESSES

The vision, values, and goals expressed in the 2007-2012 Strategic Plan set USF on a sound course for realization of its bold objectives; it was a plan that challenged us to our best thinking and actions. **It succeeded.**

## STUDENT SUCCESS

### Ranked #8

in *U.S. News & World Report's* 2011 national Top 20 "Up-and-Coming Universities"

### 80-Point Gain

in median SAT scores for incoming, full-time freshmen from 2006-07 to 2011-12

### Top Producer

of Fulbright U.S. Scholarship recipients for the 2011-12 academic year

### First Goldwater Scholars

In April, 2010, Juan Baso and Amber Schmidt became the university's first Goldwater Scholars

### A Record 48

national scholarship and fellowship winners in 2011-12 (including Marshall, Goldwater, Udall, Fulbright, Boren, Hollings, Gilman and other prestigious scholarships)

## NATIONAL RANKINGS

### Very High Research

USF was classified by the Carnegie Foundation for the Advancement of Teaching as a Research University with Very High Research Activity in 2006; it has remained in this elite category of 73 public universities ever since

### 2012 Honor Roll

*U.S. News & World Report* names USF's graduate programs in education and engineering to its 2012 Honor Roll of the nation's best online programs

### 9 Programs in the Top 50

*U.S. News & World Report's* 2012 rankings of America's Best Graduate Schools

### Nation's Top 100

USF was named one of the Nation's Top 100 public universities by *U.S. News & World Report* in 2012

### #9 Nationally

2012 Princeton Review and *Entrepreneur* magazine ranking of USF's Graduate Entrepreneurship Program

### Top 10 Nationally

*The Chronicle of Higher Education* reports three USF doctoral programs, in criminology, communication sciences, and aging studies, in the Top 10 nationally

### Six Years in a Row

USF earns a place among *The Princeton Review's* Best 376 Colleges six years in a row, 2007-2012

## ENVIRONMENT & SUSTAINABILITY

### #12 "Coolest School"

as ranked by *Sierra* magazine in 2012

### Gold Certification

Patel Center for Global Solutions and Interdisciplinary Sciences Building receive Gold Certification for Leadership in Engineering and Environmental Design (LEED)

### Climate Leadership Award

USF receives the 2012 Second Nature Climate Leadership Award for "unparalleled campus innovation and climate leadership"

### Sustainability Research

38 of 54 academic departments at USF have faculty members actively engaged in some manner of sustainability research

### Patel College of Global Sustainability

In 2012, USF announced the creation of the nation's first College of Global Sustainability, giving the next generation the tools it needs to build a healthier and more sustainable future for our planet and its people, while developing a global network of leaders to put the most effective new sustainability practices to work

## GLOBAL

### Education Abroad

35 programs in 28 countries

### More than 140

international agreements in effect in locations around the world

### A Record 18

USF students awarded competitive Gilman Scholarships for education abroad in 2012

### 1,600+

degree seeking international students and 200 international research scholars representing 157 countries on campus in 2011-12

### 1,600 Patients in 4 Days

were treated in the small Haitian village of Dilaire by a team of USF and Tampa Bay medical professionals following a major earthquake in 2011

## ENGAGEMENT & PARTNERSHIPS

### Record 2,600

Stamper of Service volunteers in 2012

### Community Engagement

USF's Office of Community Engagement and Partnerships established in 2009

### A First-Of-Its-Kind Study

aimed at creating "America's Healthiest Hometown" initiated by USF Health in 2011 at The Villages, the world's largest retirement community, located in Sumter County

### Tampa Bay Educational Partnership

USF joins with Hillsborough County Public Schools to develop the Tampa Bay Educational Partnership (TBEP) promoting exemplary programming for area K-12 schools

### CAMLS

Opened in 2012 and packed with learning tools found nowhere else in the world, USF's Center for Advanced Medical Learning and Simulation (CAMLS) in downtown Tampa is leading the way toward better and safer patient care across the U.S. and beyond

### New MBA Program

In fall 2012, USF teamed up with the Tampa Bay Lightning to launch a new two-year MBA in Sport and Entertainment Management within the College of Business

## ATHLETICS

### 775

student-athletes named to BIG EAST All-Academic teams

### Scholar-Athletes of the Year

2 Male BIG EAST Scholar-Athletes of the Year

### BIG EAST Championships

4 BIG EAST Championships

### All-America

13 All-America selections



# THE FUTURE

## Mission

The University of South Florida's mission is to deliver competitive undergraduate, graduate, and professional programs, to generate knowledge, foster intellectual development, and ensure student success in a global environment.

## Vision

The University of South Florida is a global research university dedicated to student success and positioned for membership in the Association of American Universities (AAU).

As Florida's leading metropolitan research university, USF is dedicated to:

- Student access, learning, and success through a vibrant, interdisciplinary, and learner-centered research environment incorporating a global curriculum
- Research and scientific discovery to strengthen the economy, promote civic culture and the arts, and design and build sustainable communities through the generation, dissemination, and translation of new knowledge across all academic and health-related disciplines
- Partnerships to build significant locally- and globally-integrated university-community collaborations through sound scholarly and artistic activities and technological innovation
- A sustainable economic base to support USF's continued academic advancement

## Values

The University of South Florida values:

- High-quality education and excellence in teaching and learning
- High-impact scholarship, research, and creative activities
- Diversity of students, faculty, and staff
- Affordable and accessible education
- Global research, community engagement, and public service
- Social, economic, and environmental sustainability
- Focus and discipline in aligning the budget with institutional priorities
- A campus life with broad academic, cultural, and athletic opportunities
- Success and achievement of its students, faculty, staff, and alumni
- Shared governance within all components of the institution
- Collegiality, academic freedom, and professional responsibility
- Entrepreneurial spirit, partnerships, and innovation
- Efficiency and transparent accountability
- First-class physical infrastructure and a safe campus environment





# OBJECTIVES

During the next five years, the University of South Florida aspires to become (i) one of the top 25 public universities in the nation for high quality undergraduate, graduate, and professional education; (ii) one of the top 100 global research universities in developing community and world-changing discoveries, technological inventions, and medical advances; (iii) a leader in improving the quality of community enrichment and increasing employment opportunities in Florida, the United States, and the global economy to ensure student success; and (iv) an organization with an even stronger sustainable economic base, built through continued sound financial management.

# LINKED GOALS

## Goal One

Well-educated and highly skilled **global** citizens through our continuing commitment to **student success**

## Goal Two

High-impact **research** and **innovation** to change lives, improve health, and foster sustainable development and positive societal change



## Goal Four

Sound financial management to establish a strong and sustainable **economic base** in support of USF's continued academic advancement

## Goal Three

A highly effective, major economic engine, creating new **partnerships** to build a strong and sustainable future for Florida in the global economy





The university is committed to delivering high-quality **globally informed** academic programs that prepare our graduates for **leadership** roles both at home and abroad.

# GOAL 01

Well-educated and highly skilled global citizens through our continuing commitment to student success:

- Provide the highest quality, comprehensive, interdisciplinary educational programs and student research opportunities to foster critical thinking and intellectual inquiry through a variety of pedagogical and delivery methods
- Develop diverse, dynamic global citizens and leaders to strengthen communities and improve quality of life
- Enhance opportunities for all students by providing transformational learning — including an increased commitment to science, technology, engineering, and mathematics (STEM) and health fields — that is intellectually, scientifically, and technologically sound and produces relevant applied skills and engaged outcomes
- Educate competitive, highly skilled students prepared to excel in the global job market and to make meaningful and lasting contributions to society
- Deliver a globalized curriculum utilizing emerging technologies to increase accessibility and cultural understanding

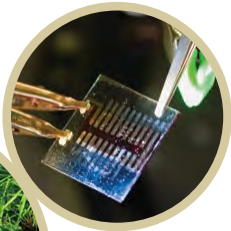




# GOAL 02

## High-impact research and innovation to change lives, improve health, and foster sustainable development and positive societal change:

- Engage in high-impact research, scholarship, and creative activities that generate new knowledge
- Increase global research opportunities and partnerships at all levels within the university
- Develop strategic interdisciplinary research initiatives that solve critical problems
- Promote community-engaged scholarship and creative activities to benefit all members of society



The university prizes the responsibility of placing the academic experience of our students, the productivity of our faculty, and the creativity of our staff in the **global** context. The university will remain **relevant and engaged**, and will fulfill a leadership role in addressing critical global issues with technologies that have yet to be imagined.



The university seeks to build robust, innovative **partnerships** bridging our local and international communities to strengthen the Tampa Bay region as part of the global landscape.



# GOAL 03

**A highly effective, major economic engine, creating new partnerships to build a strong and sustainable future for Florida in the global economy:**

- Pursue entrepreneurial endeavors and partnerships that augment revenue and maximize institutional effectiveness
- Establish mutually beneficial partnerships (internal and external) that enhance student access to academic programs, research, and employment opportunities
- Provide university stewardship that represents the cornerstone of economic and cultural significance for Florida, the nation, and beyond
- Promote a stimulating campus life through diverse academic, economic, cultural, and athletic opportunities





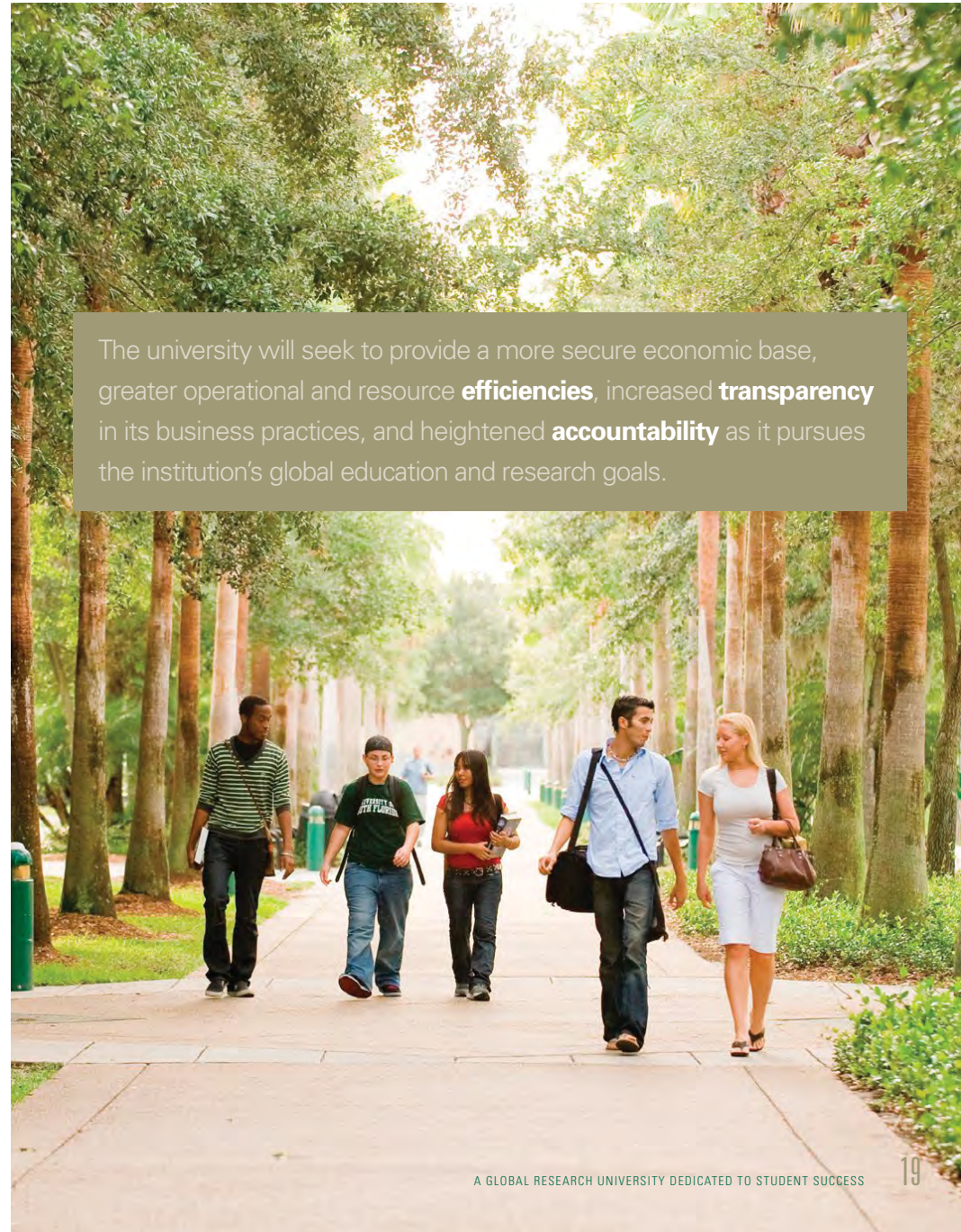
# GOAL 04

## Sound financial management to establish a strong and sustainable economic base in support of USF's continued academic advancement:

- Align budget and fiscal resources with academic priorities that support the recruitment and retention of intellectual talent at USF
- Refine business practices to ensure a strong and sustainable economic foundation for the university
- Promote and sustain a positive working environment, high service quality, and strong staff support through competitive salary structures and professional development opportunities
- Build USF's fundraising enterprise and endowment by completing a comprehensive campaign to support capital projects, endowed professorships and scholarships, and ongoing operating needs
- Expand USF's international identity through design and implementation of a comprehensive, powerful branding campaign
- Expand the commercialization of emerging technologies to enhance regional and state economic development
- Enhance the physical infrastructure of campus through fiscally responsible investments



The university will seek to provide a more secure economic base, greater operational and resource **efficiencies**, increased **transparency** in its business practices, and heightened **accountability** as it pursues the institution's global education and research goals.



# MEASURING SUCCESS

USF's strategic priorities are fully aligned with those of the Florida State University System Board of Governors and those of the federal government. USF measures its progress by setting clear annual targets for a series of metrics and compares itself to its peer and aspirational peer institutions. These data are available at several Web sites (see links) and show trends and comparisons for many of these metrics during the last ten years.

- **Annual AAU Performance Assessment Report**  
<http://www.ods.usf.edu/Plans/Strategic/docs/Performance-Update-AAU.pdf>
- **Planning, Performance, and Accountability Matrix**  
<http://www.ods.usf.edu/Plans/PPA/matrix.htm>
- **Performance Dashboard**  
<http://www.ods.usf.edu/Plans/PPA/dashboard.htm>

## The University of South Florida tracks prioritized institutional placements in:

- Integrated Postsecondary Education Data System's broad measures of academic institutions
- Carnegie Foundation for the Advancement of Teaching position in the top tier of American research universities, along with its designation as a community engaged university
- Association of American Universities' performance indices
- National Science Foundation's ranking of research universities
- National Research Council's ranking of the scope and quality of graduate programs
- Top American Research Universities' annual report ranking
- *US News and World Report's* annual ranking of national universities
- Association of University Technology Managers' ranking for technology transfers, start-ups and patents
- National Association of Colleges and University Business Officers' endowment standings
- Institute of International Education's Open Doors statistics on international education and study abroad
- Moody's credit rating
- Voluntary Support of Education's data on annual giving



## USF's National Peer Institutions

- North Carolina State University
- Rutgers, The State University of New Jersey\*
- The State University of New York, Buffalo\*
- The State University of New York, Stony Brook\*
- University of Alabama, Birmingham
- University of California, Irvine\*
- University of Cincinnati
- University of Illinois, Chicago

## USF's Aspirational Peer Institutions

- Georgia Institute of Technology\*
- University of Pittsburgh\*
- University of California, San Diego\*

\* AAU Institutions



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## Committee Members

<b>Name</b>	<b>Representative Unit</b>
Graham A. Tobin (Co-Chair)	Academic Affairs, Office of the Provost
Michael Hoad (Co-Chair)	University Communications & Marketing
Christopher Akin	Staff
Sandra Cooper	University College
Roger Brindley	USF World
Robert Sullins	Undergraduate Studies
Paula Coble Rhodes	College of Marine Science
Theresa Drye	Human Resources
Eric Eisenberg	College of Arts and Sciences
Tom Frontera	College of Medicine
Patsy Feliciano	Office of Diversity and Equal Opportunity
Mark Greenberg	USF Library
Khalid Hassouneh	Undergraduate students
Richard Heruska	Alumni
Cathy Hicks	USF Foundation
Peter Howard	University Communications & Marketing
Gregory Knollman	Graduate students
Brian Lamb	Board of Trustees
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Tom Massey	College of Behavioral and Community Science
Robert McDermott	College of Public Health
Valerie McDevitt	Research and Innovation
Pritish Mukherjee	College of Arts and Sciences
Jenny Paulsen	Information Technology
Amy Perkins	Athletics
Richard Pollenz	Graduate School
Jianping Qi	College of Business
Barbara Redding	College of Nursing
Laura Runge	College of Arts and Sciences
Paul Sanberg	Distinguished University Professor
John Schueler	University Advancement
Amy H. Schwartz	College of Pharmacy
Nicholas Setteducato	Academic Affairs
Jim Shimberg	Community Representative
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Sylvia Thomas	College of Engineering
Nick Trivunovich	Business and Finance
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Vice President, Business & Finance

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Director, Intercollegiate Athletics

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## **Element 2:**

# **Introduction**

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## Element 2 Introduction to the Campus Master Plan

The 2015-2025 Campus Master Plan development supports the University objective in the USF 2013-2018 Strategic Plan:

During the next five years, the University of South Florida aspires to become (i) one of the top 25 public universities in the nation for high quality undergraduate, graduate, and professional education; (ii) one of the top 100 global research universities in developing community and world-changing discoveries, technological inventions, and medical advances; (iii) a leader in improving the quality of community enrichment and increasing employment opportunities in Florida, the United States, and the global economy to ensure student success; and (iv) an organization with an even stronger sustainable economic base, built through continued sound financial management.

- Goal One: Well-educated and highly skilled global citizens through our continuing commitment to student success
- Goal Two: High-impact research and innovation to change lives, improve health, and foster sustainable development and positive societal change
- Goal Three: A highly effective, major economic engine, creating new partnerships to build a strong and sustainable future for Florida in the global economy
- Goal Four: Sound financial management to establish a strong and sustainable economic base in support of USF's continued academic advancement

University Campus Master Plans must be updated every five years. The minimum requirements of the Master Plans for Florida universities are contained in two documents: The Florida Statute (FS) 1013.30 and Chapter 21. In addition to these requirements, each university may add additional information and sections.

Both documents are available on the web at the following addresses:

FS 1013.30:

[http://www.flsenate.gov/statutes/index.cfm?App\\_mode=Display\\_Statute&Search\\_String=&URL=Ch1013/SEC30.HTM&Title=->2009->Ch1013->Section%2030#1013.30](http://www.flsenate.gov/statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=Ch1013/SEC30.HTM&Title=->2009->Ch1013->Section%2030#1013.30)

Florida Board of Governors Regulations Chapter 21:

<http://www.flbog.edu/about/regulations/regulations.php>

University Campus Master Plans are composed of three parts containing, at a minimum:

1. The Evaluation and Appraisal Report (EAR) is a self-assessment by the University of the previously adopted Goals, Objectives, and Policies and how well it succeeded in implementing them.
2. The Data Collection and Analysis Report is an update to the required and discretionary information upon which the Campus Master Plan Update is based. The minimum requirements are specified to be based on best existing available information and do not require the University to conduct original data collection.
3. The Campus Master Plan Update Goals, Objectives and Policies. This document describes, in narrative, table, and graphic form, the intended development criteria and parameters for the next 10 years and beyond.

The 2015-2025 Campus Master Plan Update Data Collection and Analysis Report and Evaluation and Appraisal Report are included in the Appendixes, as well as additional pertinent information.

These documents are presented to the Campus Development Committee (CDC) and Academic Campus and Environment Advisory Committee (ACEAC) for review and recommendation to the Academic and Campus Environment (ACE) Workgroup. The ACE reviews and recommends adoption to the University Board of Trustees.

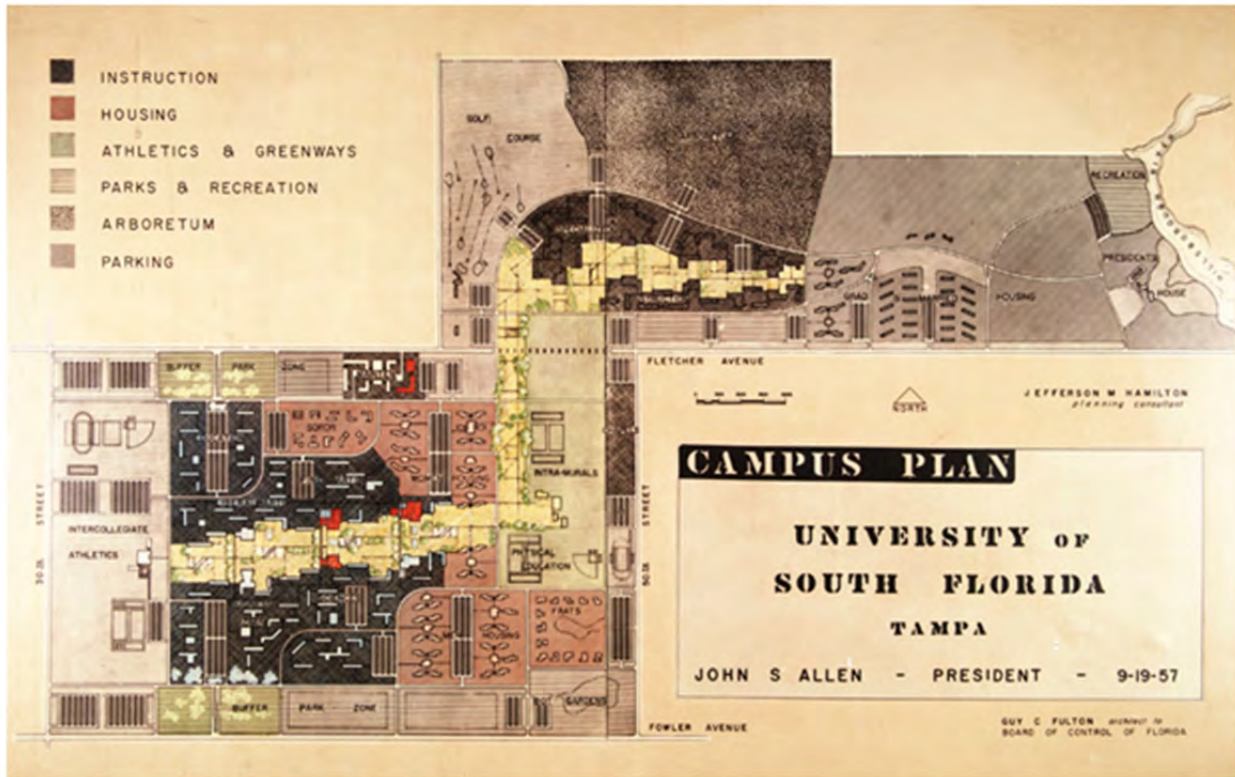
This is the five-year update to the 2010-2020 USF Campus Master Plan. The Campus Development Agreement with the City of Tampa, dated April 2, 2007, remains in effect until December 31, 2015. It is in the process of an amendment extension to 2025.

The current Campus Development Agreement is available on this website:

<http://www.usf.edu/administrative-services/facilities-planning/documents/master-dev-agreement.pdf>

**Evolution of the Campus Master Plan**

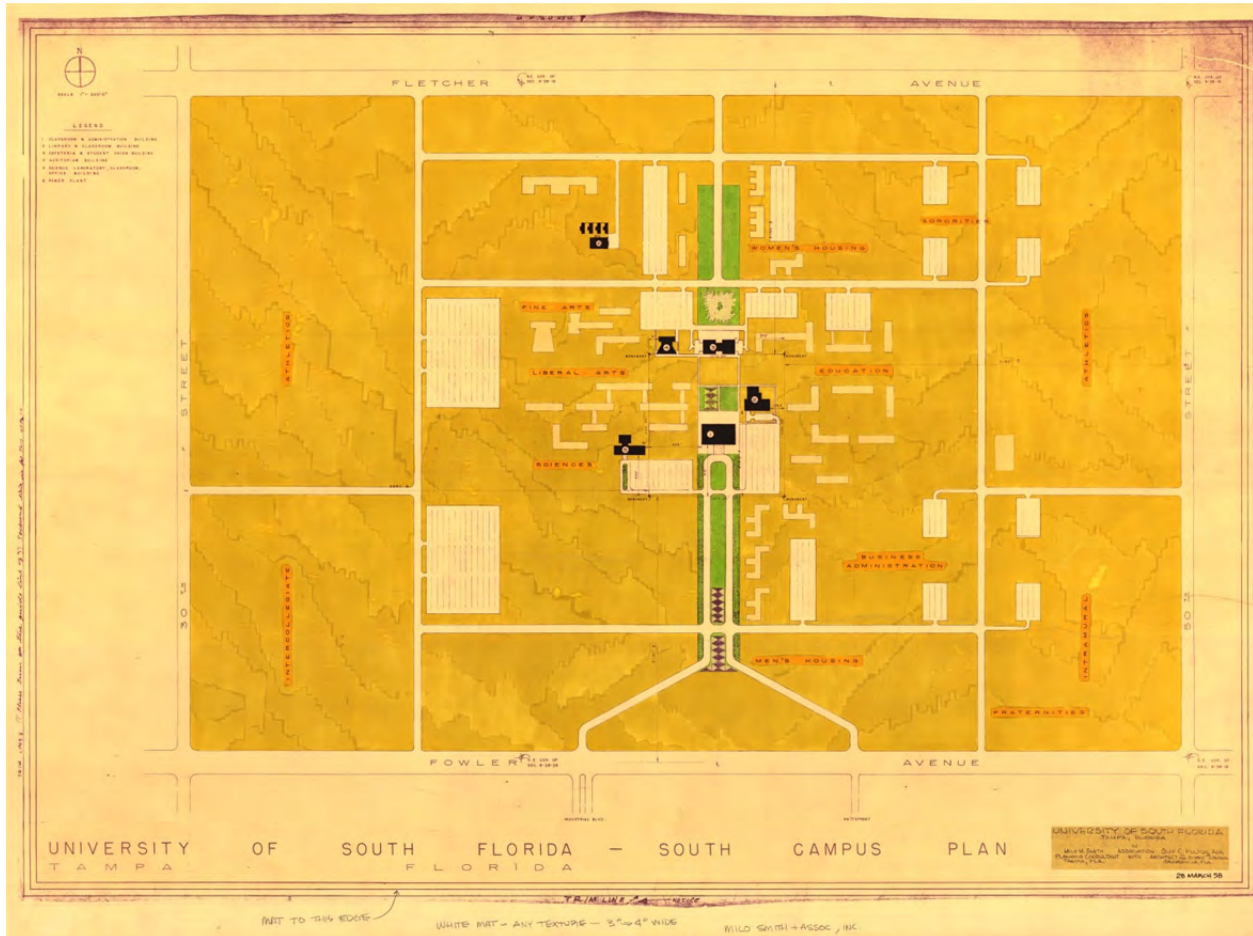
**1957 Campus Master Plan**



The first USF Campus Master Plan was dated 1957. It was a vision for the future of an entirely new campus on pasture land on the outskirts of Tampa, at the time a rural area accessed by sandy dirt roads. The first plan included a continuous series of plazas and courtyards that connected across the very large campus acreage. The property area to the north of Fletcher Avenue was to have been connected to the southern property area under an overpass for the safe access of pedestrians and bicyclists. The plan is attributed to John S. Allen, first USF President, Guy C. Fulton, Architect Board of Control, and Jefferson M. Hamilton, Planning Consultant.

For more information regarding the early evolution of the new University please refer to *The Vision of a Contemporary University* by Russell M. Cooper and Margaret B. Fisher and *The University of South Florida The First Fifty Years* by Mark I. Greenberg.

1958 Plan

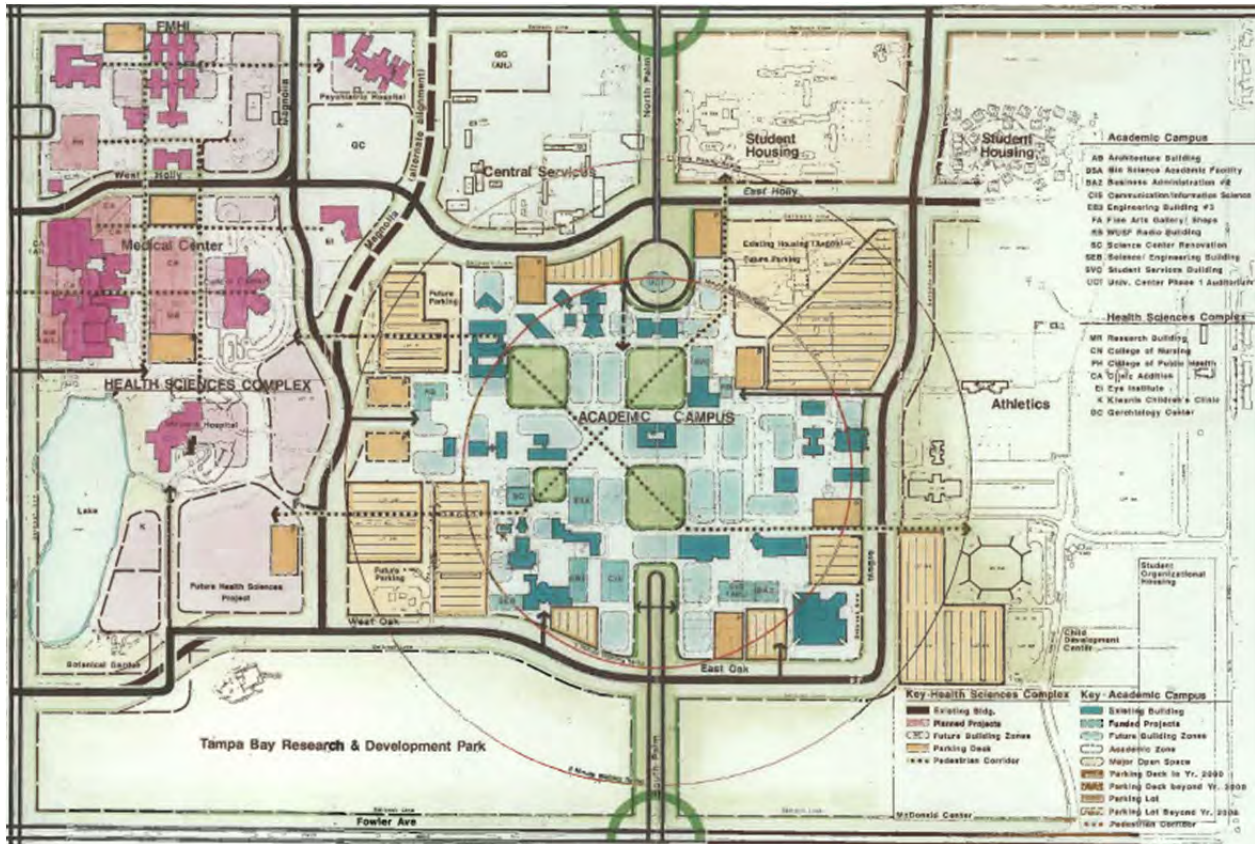


The plan above is dated 1958 for the first campus buildings, completed in 1960 and 1961. The Leroy Collins Boulevard main entrance drive was envisioned and constructed with a wide landscaped median separating the two directions of traffic, although when built it met Fowler Avenue at 90 degrees. The roadway system was laid out in more of a grid than the 1957 plan, however as the roads were built there were modifications made to the alignments. Large parking lots were planned for the internal edges of the loop road to preserve land for infill by later buildings. The first six buildings are shown in black above. These first buildings were Administration (later named the John and Grace Allen Building), Chemistry, Library, Theater, Student Center (later named the Phyllis P Marshall Center), and the Physical Plant. For the first few years until dormitories were built, women students were housed on the top floor of the Student Center.



**1987 Campus Master Plan**

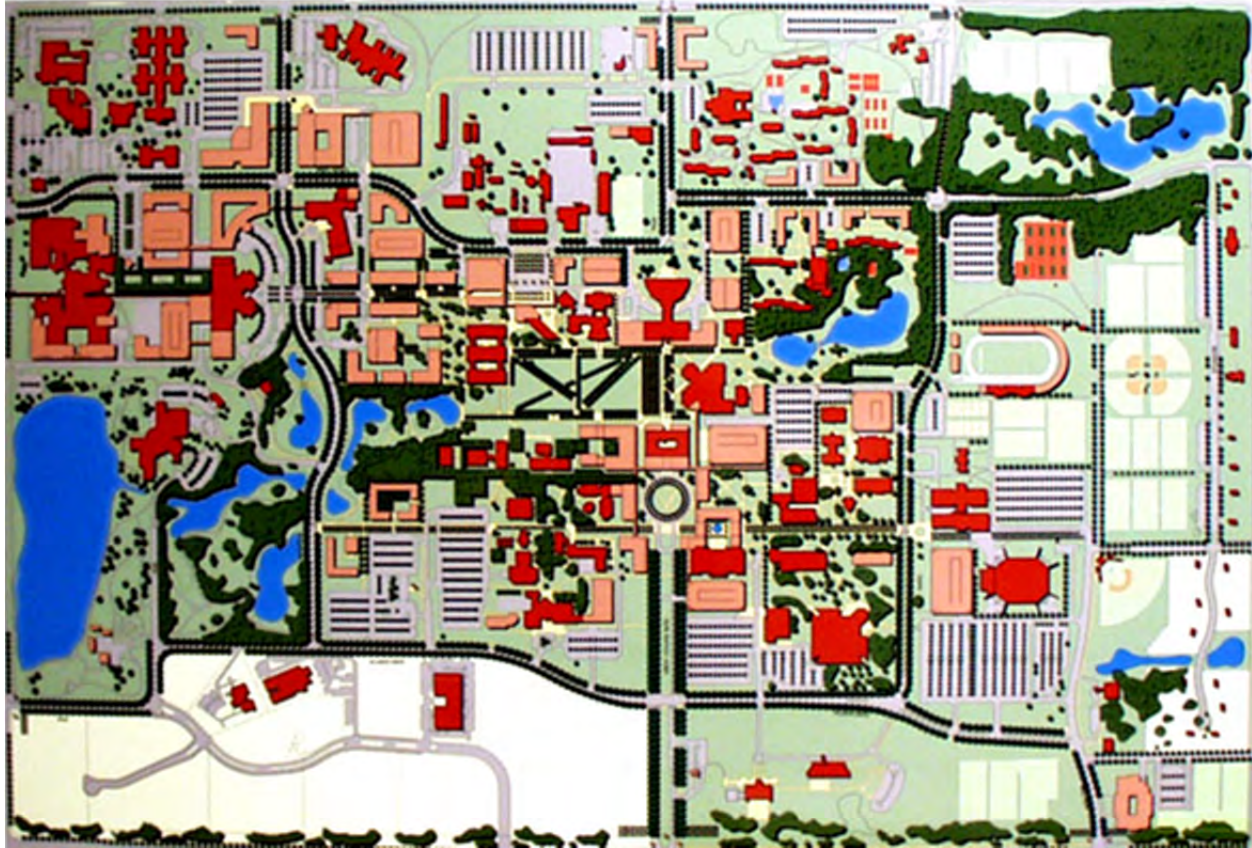
Existing buildings are in dark blue and pink, proposed future buildings in light blue and pink.



There are no known Campus Master Plans between 1958 and 1987, although much changed in that timeframe. The Medical Center facilities grew on the west side of the campus and Athletic facilities were developed on the east side. The Academic facilities remained in the central campus area and student housing was built to the northeast. Campus access roads were built to connect to an inner loop road. By 1987 the concept of the cross campus connected courtyard system had ceased to exist and the Fletcher overpass was not built. As the University primarily served commuter students, vast parking lots were constructed adjacent to the loop road. Other than the Golf Course, and the small Riverfront Park, no further development occurred north of Fletcher as the importance of wetlands become recognized. This unique undeveloped Sandhill and Wetland area, originally known as the Ecological Research Area and recently renamed the USF Forest Preserve, has continued to be a valuable environmental resource for research and teaching. (See the Conservation Element for more information)

**1995-2005 Campus Master Plan**

Existing buildings in red color, proposed building locations in peach color.



In the early 1990's the State of Florida legislature passed statutes with the requirements for comprehensive Campus Master Plans for all the state universities and for the plans to be updated every 5 years. There were extensive implementation requirements prepared by the Board of Regents for the Data Collection and Analysis as well as the Goals, Objectives, and Policies. Based on the projected off campus impacts, each university was required to enter into a Development Agreement with the municipality in which they were located. The USF Agreement included compensation to the municipality for traffic impacts and was paid with funds from the State Concurrency Trust Fund.

The 1995-2005 Campus Master Plan was the first to be prepared in response to the new Statutes. One of the first conceptual ideas for the 1995 plan was for a permanent protected greenway that would connect the campus from the lake at the southwest corner through the center of campus to the wetlands in the northeast corner. The center of the Greenway, an area of high pedestrian and special event activity, would become an urban shaded plaza, named in honor of Dr. Martin Luther King Jr. The first phase of the plaza was prioritized for funding by the students with their CITF funds. The project included a vine covered trellis, seating, shaded walks to the student center, a sunken court for small events, and a pool with fountains with the I Have A Dream speech wall at the west end and the re-cast bust of Dr. King at the east end. The greenway was to become less formal and more park-like to the east and west, including aggregated storm water ponds as amenities and for passive recreation.

Other major concepts were to:

- Densify the academic core area in order to reduce walking distances
- Improve shaded north-south and east-west pedestrian movements
- Build parking structures for displacement and growth located inboard of the loop road where possible to reduce vehicular-pedestrian conflicts
- Establish a shuttle bus circulator on-campus and to the dense off-campus student apartments to the north
- Infill housing on USF Holly Drive to be built on the large parking lots that separated the two existing housing areas
- Line the streets with trees for pedestrian and bicyclist shade and to reduce the vehicular speed
- Build a new housing area on the west side of campus to
  - enliven the west side of campus
  - increase pedestrian/bicycle traffic across the campus,
  - serve the engineering, science, and art students

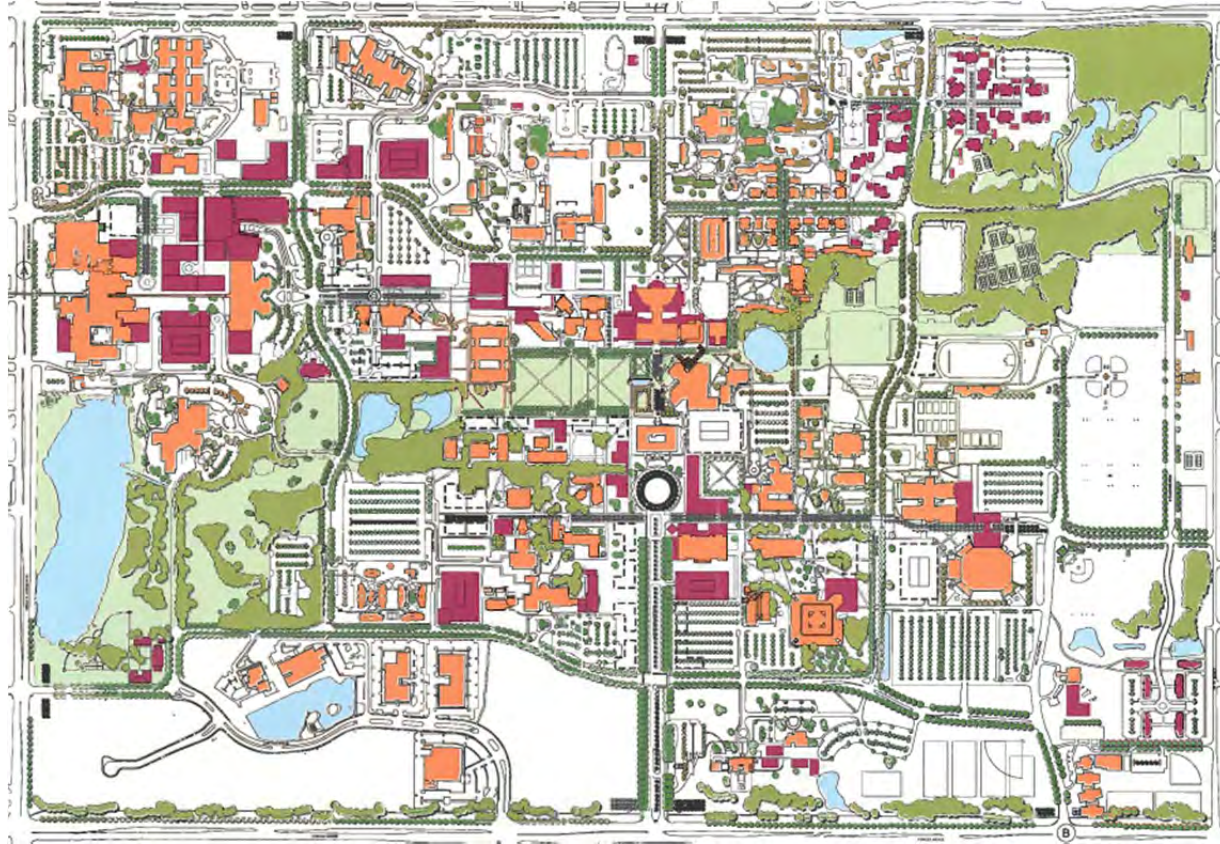
From 1995 to 2000, many improvements were accomplished:

- Psychology/CSD
- Center for Urban Transportation Research (CUTR)
- major expansion to the College of Education
- WUSF Television Building
- Magnolia Apartments, Phase I of the new west housing district
- Holly Residence Halls, the infill housing project on both sides of USF Holly Dr.
- a new centrally located Campus Bookstore
- Crescent Hill Parking Garage, the first parking structure
- Sam and Martha Gibbons Alumni Center
- Dr. Martin Luther King Jr. (MLK) Plaza
- Pizzo Elementary School
- Campus Information Center at the Collins main entrance
- East and west storm water ponds replaced parking lots, beginning to establish the greenway system.
- Implemented the USF Bullrunner transit system, both on and off-campus.



**2000-2010 Campus Master Plan:**

Existing buildings are in peach color, proposed building locations in red color



The 2000-2010 Campus Master Plan continued the proposed development concepts initiated in the 1995 Plan described above. The location of the Natural and Environmental Sciences building began the intended definition of the MLK Plaza edge. The Stable Research Building further contributed to the urbanization of the northwest Health district.

The major changes for student life were the proposed further expansions to residential life on campus on the northeast side of campus, in the form of suites, apartments, and a new Greek Village. In lieu of the previously planned Greek Row, the Greek Village was a new concept based on fostering a sense of community. It was also more feasible for the University to build duplex type houses (with individuality) and all at once, then rent to the organizations.

From 2000-2005 the completed projects included:

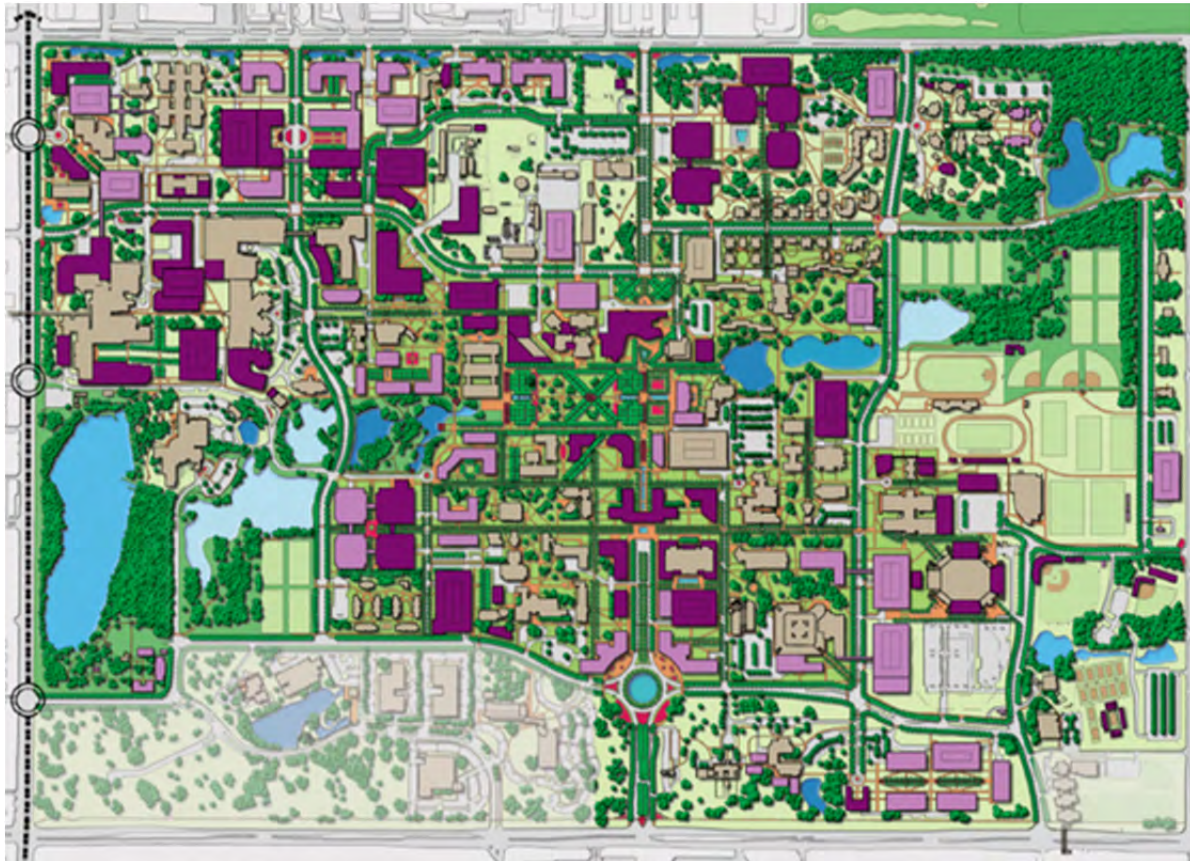
- Engineering Building III
- Chiles Center for Healthy Mothers and Babies
- Natural and Environmental Sciences building
- WUSF Television Building
- Expansion of the College of Business building
- Nanotechnology Building
- Maple and Cypress Student Residence Halls



- Greek Village
- Stabile Research Center and the American Cancer Society Hope Lodge were built on the Moffitt Cancer Center subleased property.
- Le Roy Selmon Athletic Center
- Dr. Kiran Patel Charter School
- Athletics and Campus Recreation field facilities reconfigured
- Collins Blvd Parking Garage, the second parking structure for enrollment growth and displacement.

**2005-2015 and Long Range Campus Master Plan**

Existing buildings in tan color, 2005-2015 proposed building locations in dark purple color, proposed long range building locations in light purple color



The 2005 Plan combined the 10 year and long range plan illustrative diagrams. Campus Master Plan Goals, Objectives, and Policies continued to support sustainable concepts and practices. The Plan proposed increased infill density of the Academic, Health, and housing areas on the west side, as well as rebuilding the older housing with greater density on the north side of USF Holly Drive. Additional storm water ponds were shown to be needed for the long range development.

A new Academic building was proposed at the north end of Leroy Collins Blvd to 1) shorten its length, 2) provide a focal terminus of a more appropriate scale than the existing two story building and 3) eliminate pedestrian/vehicle conflicts in the campus east-west pedestrian spine.

After a study of options, and due to the cost and limitations of renovation, the existing Special Events Center and the Phyllis P. Marshall Student Center were demolished to build a larger new multi-purpose, state of the art student center. The project was soon in need of expansion after it opened. The facility presents an improved inviting image to those arriving from the north on USF Palm Avenue. The south side the facility is connected to the MLK Plaza by three running mascot USF Bulls statues in a recirculating fountain river. The make-up fountain water is provided by the condensate from the building. The facility quickly became the hub of student activities and a model for other universities.

As the original Development Agreement with the City of Tampa was going to expire, in 2007 a new agreement was negotiated and paid from the State Concurrency Trust Fund (this Fund no longer exists). The agreement will expire in December 2015.

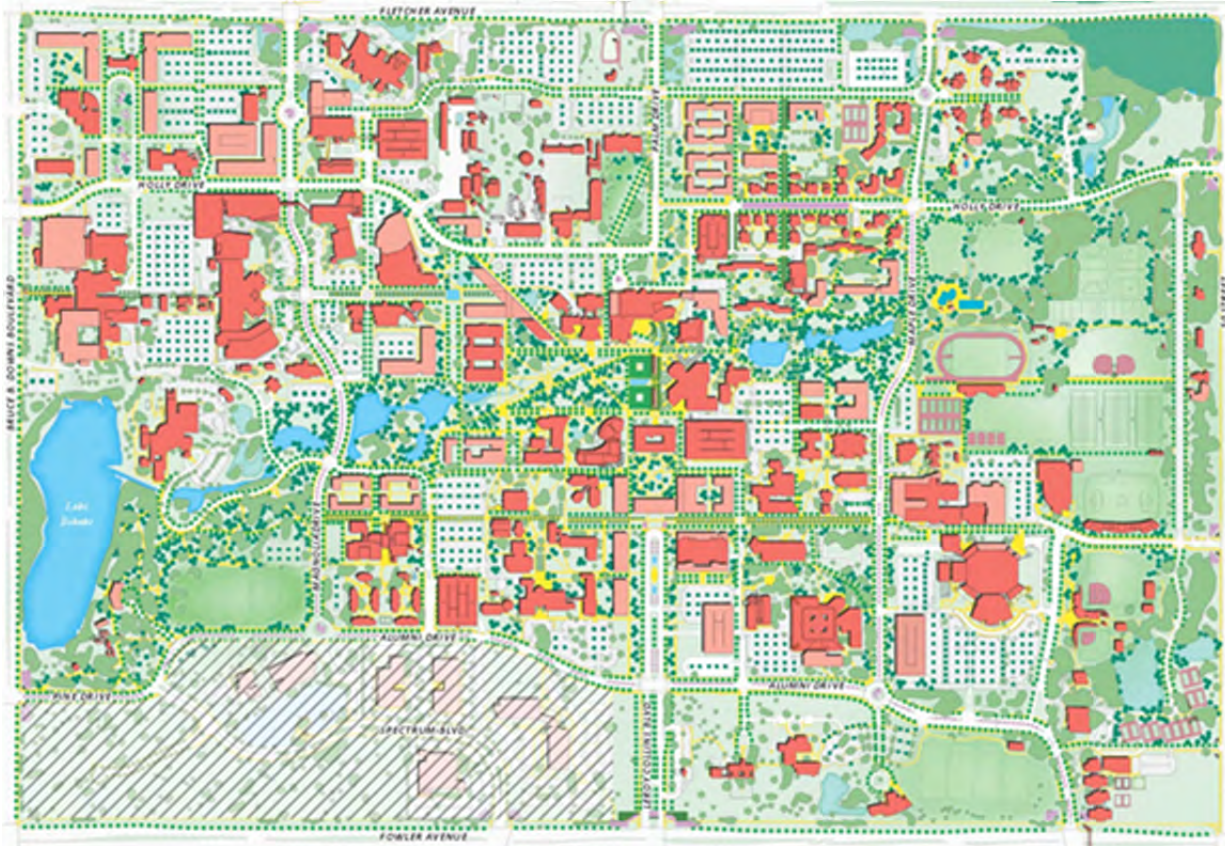
Between 2005 and 2010 the following had been accomplished:

- Morsani Center for Advanced Health Care clinic building
- USF Health Medical Offices
- Kiran Patel Center for Global Solutions
- Children’s Medical Services
- Phyllis P Marshall Student Center
- Testbed for Rehabilitative Robotics
- Johnnie Byrd Alzheimer’s Center
- School of Music Building
- C W Bill Young Hall
- Juniper-Poplar Hall, another 1,000 beds on the west side
- Laurel Dr. and Beard Dr. Parking Garages
- Southeast Chiller Plant
- Expanded the USF Bullrunner transit service to the south of campus.
- President Genshaft signed the American College and University Presidents Climate Commitment (ACUPCC)



**2010-2020 Campus Master Plan**

Existing buildings in red color, proposed building locations in peach color



The 10 year Plan continued to promote infill density, the replacement of aging housing with greater density, and protection and completion of the Greenway. The Master Plan further increased the previous emphasis on reducing the USF carbon footprint in response to:

- >increasing student sustainability awareness and expectations
- >the American College and University Presidents Climate Commitment
- >USF Student Green Energy Fee to fund campus sustainability projects
- >the creation of the Office of Sustainability
- >the founding of the College of Global Sustainability
- >increasing USF recognitions in national research and sustainability rankings

These efforts include Leadership through Energy and Environmental Design (LEED) Certifications, reducing utility consumption, increasing conservation and recycling, planting shade trees, improving facilities for pedestrian, bicycle, and transit, among many other efforts. The 2010 plan proposed that USF Holly, between USF Palm and USF Maple be closed to daily vehicular traffic and that traffic should be moved north of the housing district in order to eliminate daily pedestrian and vehicle conflicts and to encourage walking and biking for the students living on the north side of USF Holly.

Projects completed between 2010 and 2015 include:

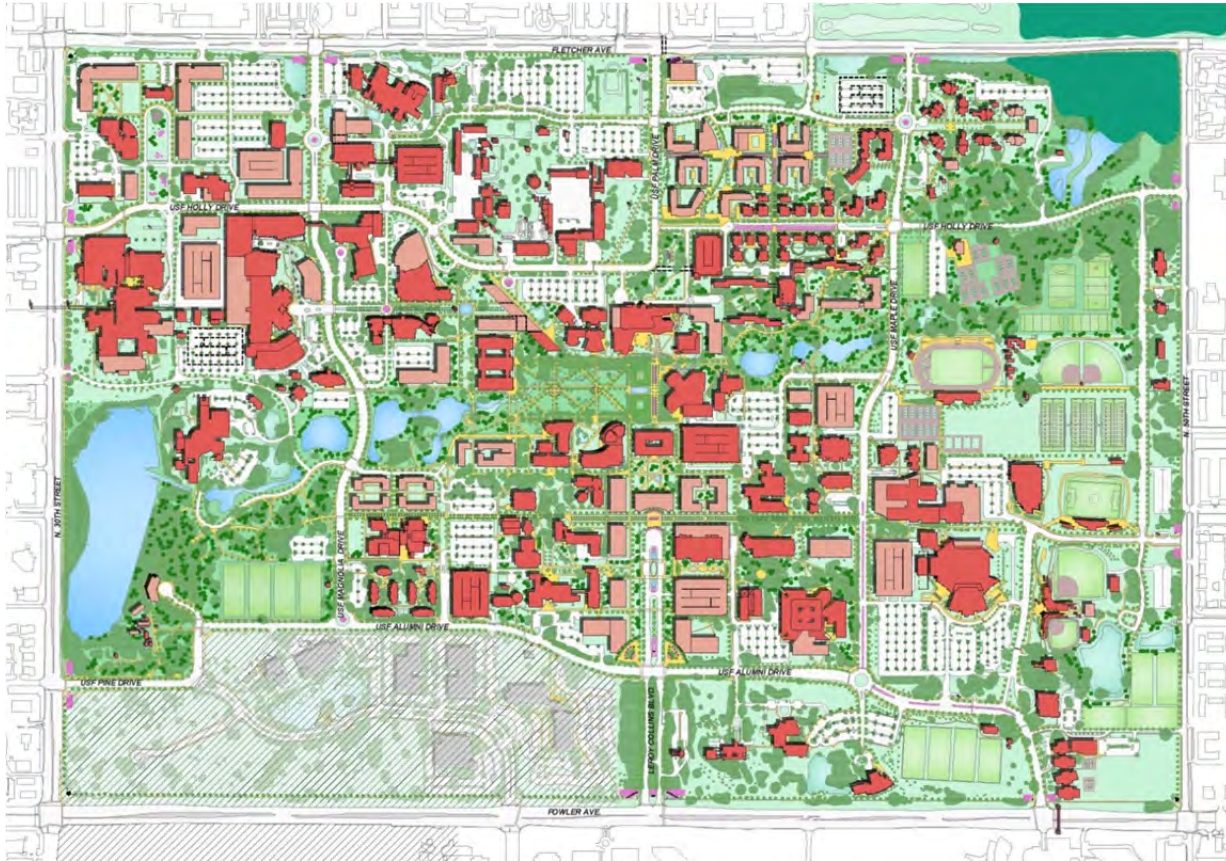
- Interdisciplinary Science Building
- Pam & Les Muma Basketball Center expansion to the SunDome and
- Campus Recreation Center Expansion
- New baseball and softball fields and stands with shared facilities and Gonzmart Plaza
- Corbett Soccer Park Stadium
- Champions Choice Dining
- New parks on the south side of the Library and at the West Pond
- Collins Blvd. landscape and fountains
- Chowdhari Golf Training Facility.
- Extensive shade tree plantings along existing and future pedestrian walkways and bike lanes

<http://www.usf.edu/administrative-services/facilities-planning/divisions/master-plan.aspx>



2015-2025 Campus Master Plan

Existing buildings in red color, proposed building locations in peach color



2015-2025 Campus Master Plan continues to implement and carry forward the basic planning principles of previous Campus Master Plans in the development of the campus. These include infill development and increased density by minimizing building footprints, maximizing height, and replacement of inefficient one and 2 story buildings. The existing vast acreage of surface parking lots in the Academic core will continue to become sites for future Academic, Research, Health, and Support facilities. Replacement will occur in parking structures near the main campus roads. The completion of the cross campus Greenway system also remains a priority.

Currently the University is planning for the demolition of the aging Andros area housing and replacing and increasing the bed count with state of the art residence halls, including dining, and recreation facilities, on the north side of campus. The plan also includes a small grocery store at the campus edge to support the growing student residential community both on-campus and the adjacent off-campus area of apartments to the north, thereby reducing the need to travel to more distant stores for everyday needed items. The relocation of daily traffic to a new road north of this housing area will provide a new connection to Fletcher Avenue and alleviate ongoing pedestrian crossing conflicts and unite the Student Residence Halls north of USF Holly Dr. with the Halls to the south and the Academic core of the campus. USF Holly Dr. will remain open to transit, service, and emergency vehicles, as well as resident move-in and move-out. A new connection to Bruce B Downs north of Lake Behnke is also proposed.

Two major projects which have received partial funding, until recently planned for campus property, are now planned to be built on donated land in Downtown Tampa; these projects are the USF Health Heart Institute and

the Morsani College of Medicine. This location will be much closer to the USF South Clinic at Tampa General Hospital and the USF Center for Advanced Medical learning and Simulation (CAMLs), further contributing to the revitalization of the downtown area.

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## **Element 3:**

# **Academic Overview**

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## Element 3 Academic Overview & Program

USF is committed to promoting globally-competitive undergraduate, graduate and professional programs that support interdisciplinary inquiry, intellectual development and skill acquisition. Every department and administrative unit at the University – from the cashier's office and physical plant, to academic departments and residence life – is committed to student success. Through a series of programs and initiatives, the University strives to create a positive teaching and learning environment designed to engage students and enrich all aspects of the student experience.

USF's academic programs are designed to meet the needs of all learners, including traditional learners, special needs learners, adults interested in advancing their careers, veterans and distance learners. The University offers more than 80 undergraduate majors and over 130 degree programs at the graduate, specialist and doctoral levels, including the doctor of medicine. Undergraduates are strongly encouraged to take advantage of a wide range of undergraduate research opportunities and study abroad programs.

The University has 14 colleges falling under the Office of the Provost and Executive Vice President for Academic Affairs. From Medicine and The Arts to Marine Science and Business, each of the colleges offers an extensive range of degree and specialty programs, many allowing students to focus on a particular discipline while exploring other areas of interest across the University.

Honors College at USF offers high-achieving, academically motivated students extraordinary opportunities to develop their thinking, reasoning, and analytic skills, regardless of major. The program encourages interaction among students and top faculty through small classes and unique on-campus opportunities.

Innovative Education extends the reach of USF's academic programs through continuing education programs, graduate certificates, distance and online learning, workforce development, noncredit education, pre-college programs and the Osher Lifelong Learning Institute.

### **USF Colleges**

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**Arts and Sciences:** The College of Arts and Sciences is the largest college at USF and is home to the School of Humanities, the School of Social Sciences and the School of Natural Sciences and Mathematics. [College of Arts and Sciences](#)

**Behavioral and Community Sciences:** The College of Behavioral and Community Sciences prepares students to improve the quality of life, health and safety of diverse populations. It is home to one of the country's largest behavioral health research and training institutes. [College of Behavioral and Community Sciences](#)

**Business:** The Muma College of Business prepares students to take leadership positions in business and society. Since 2008, the college's graduate entrepreneurship program has been ranked among the top 25 in the nation by the Princeton Review. [College of Business](#)

**Education:** The College of Education is a leader in regional, national and international education. Over the past 10 years, the college has graduated the largest or second-largest number of educators in the state of Florida. [College of Education](#)

**Engineering:** The College of Engineering provides a high-quality educational experience for students and practicing professionals and is a leader in innovative research in the areas of sustainability, renewable energy and biomedical engineering. [College of Engineering](#)

**Global Sustainability:** The Patel College of Global Sustainability prepares students to address complex regional, national and global challenges in sustainability and the ability to innovate in diverse cultural, geographic and demographic contexts. [College of Global Sustainability](#)

**Graduate Studies:** The College of Graduate Studies is housed in the Graduate School and provides a home for interdisciplinary programs so graduate students may experience a truly multidisciplinary experience. [College of Graduate Studies](#)

**Honors College:** The Honors College provides motivated students an exciting experience and productive learning environment that combines the advantages of a small, highly personalized college with the resources of a major research institution. [Honors College](#)

**Marine Science:** The College of Marine Science is a global leader in applying science to society’s needs through research, service and training of future scientists. The college is recognized among the nation's top oceanographic institutions. The facilities for the College of Marine Science are located on the USF ST. Petersburg campus and are included in the Master Plan for that campus. [College of Marine Science](#)

**Medicine:** The Morsani College of Medicine is a major academic medical center known nationally for its innovative curriculum with an emphasis on improving health through interprofessional education, high-impact research and clinical activities. [Morsani College of Medicine](#)

**Nursing:** The College of Nursing is transforming healthcare, transforming lives: creating the nursing leaders of tomorrow and the research that improves health. [College of Nursing](#)

**Pharmacy:** The College of Pharmacy is a pacesetter in pharmacy curriculum and experience. Through interprofessional and simulation resources, students are prepared to deliver technologically-advanced pharmaceutical care based on genetic profile and individualized responses to medications. [College of Pharmacy](#)

**Public Health:** The College of Public Health offers masters and doctoral degrees as well as Florida's first bachelor's degree in public health. The curriculum features cooperative learning, research, problem-solving and field experience to advance and improve public health. [College of Public Health](#)

**The Arts:** The College of The Arts provides an immersive scholarly, artistic and technical environment for tomorrow’s leaders in architecture, community design, art, art history, music, theatre and dance. It is also home to the Institute for Research in Art, comprised of the Contemporary Art Museum and Graphicstudio. <http://www.arts.usf.edu/>

**Academic Resources**

**USF Tampa Library:** USF’s largest and most comprehensive library provides access to over two million academic journals, databases, and books, and research assistance for students and faculty. The Library’s Learning Commons offers high-tech study space, the SMART Lab, the Office For Undergraduate Research, tutoring, and the Writing Center. [USF Tampa Library](#)

**FMHI Research Library:** The FMHI Research Library provides services and resources directly supporting the Louis de la Parte Florida Mental Health Institute and related academic and research programs at the University of South Florida. [FMHI Research Library](#)

**Shimberg Health Sciences Library:** Shimberg Health Sciences Library is located on the USF Tampa campus and serves USF Health students and faculty. [Shimberg Health Sciences Library](#)

**Academic Advising:** Contact an academic advisor in your college, learn how to declare or change your major, find out about counseling services available to students, view a registration tutorial and more. [Academic Advising](#)

**Tutoring and Learning Services:** Take advantage of academic support services including tutoring, workshops, test prep, a Writing Center and more to enhance learning. Find out about services and opportunities available through the tutoring center located in the USF Library Learning Commons. [Tutoring and Learning Services](#), [Writing Center](#), [SMART Lab](#)

**Innovative Education:** Innovative Education meets the needs of learners any time and any place through innovative distance learning, continuing education, degree completion, certificate, workforce development, lifelong learning and pre-college programs. [Innovative Education](#)

**Testing Services:** Testing Services administers comprehensive testing including the ACT, SAT, CLEP, GRE, LSAT, Six Sigma, Florida Teacher Certification and more. Find out about test schedules and programs. [Testing Services](#)

**USF Scholar Commons:** The University of South Florida Scholar Commons, a service of the USF Tampa Library, is a showcase for the University’s research and creative output. Members of the USF academic community contribute completed scholarship for long-term preservation and worldwide electronic accessibility. [USF Scholar Commons](#)

**USF Research Overview**

Over the past 10 years, USF has transitioned into a major research institution. Today, USF is one of only 40 public research universities nationwide with very high research activity that is designated as community engaged by the Carnegie Foundation for the Advancement of Teaching.

Researchers at the university are advancing the frontiers of medicine, science, engineering and the arts. The university is a leader in the treatment of brain disease, veterans reintegration, sustainability, infectious disease and photovoltaic technologies – using cells to transfer energy from sunlight. The USF Pediatric Epidemiology Center, the data and technology coordinating hub for nearly every major Type 1 diabetes clinical trial worldwide, has become the epicenter for global juvenile diabetes research.

In the 2011-2012 fiscal year, USF broke the \$400 million mark for research awards, earning more than \$411 million in total awards and contracts. The university ranks tenth worldwide among universities granted U.S. utility patents and is ranked among the top 50 universities in the nation, public or private, for research expenditures.

Undergraduates at the university are encouraged to take advantage of a wide range of research opportunities. The Office for Undergraduate Research provides support to students engaged in undergraduate research and teaches students about the expectations and privileges associated with undergraduate research.

Graduate students have the opportunity to work alongside internationally renowned faculty and researchers in a variety of settings. Together they work to create solutions to society's most pressing problems.

The USF Research Park, located on the Tampa campus, links researchers to businesses in need of research partnerships. The park is home to a network of innovation-based companies, research, government resources and business development tools.

At USF, research is a creative and ongoing collaboration between faculty and student researchers, administrative staff, business and academic partners, and the community. The result is an ever-stronger national research university that opens minds, creates knowledge, brings innovation into the marketplace and changes lives.

<http://www.usf.edu/research/index.aspx>

**USF Research & Innovation**

USF Research & Innovation promotes and supports the research and scholarship activities of faculty, staff and students, and strives to make USF a leading national research university. Learn about discovery at USF.

- [Research & Innovation](#)
- [Research Administration Education](#)

**Sponsored Research**

For USF researchers, the Division of Sponsored Research provides resources and information for grant and contract proposal development and project management, proposal submission, training, and assistance with identifying research collaborators.

- [Sponsored Research](#)

**Technology Transfer / Patents & Licensing**

The Technology Transfer Office (TTO) works with companies interested in licensing or starting a new business around USF patents and intellectual property, and with USF researchers and students to ready new inventions for the patenting process and potential licensing opportunities.

- [TTO / Patents & Licensing](#)

**Research Integrity & Compliance**

Research Integrity & Compliance partners with researchers to promote safe and ethical research practices at USF, and ensure the university is compliant with federal regulations, state statutes, and university policies.

- [Research Integrity & Compliance](#)

**USF CONNECT**

USF CONNECT focuses on the needs of Tampa Bay's technology and bio/life sciences entrepreneurs, providing the facilities, partners and resources for successful business development, including access to technologies, workforce programs, technology commercialization, critical research equipment, incubator facilities, faculty researchers, student interns, and a matching grants program.

- [USF CONNECT](#)

**USF Research Park**



The USF Research Park of Tampa Bay, located on the USF Tampa campus, offers space and equipment, and links USF researchers to businesses in need of research partners, primarily in the areas of biotechnology and life sciences research and entrepreneurship.

- [USF Research Park](#)

### **Student Research**

#### **Undergraduate Research**

As early as their freshman year, students are encouraged to engage with faculty and get involved in research. Learn about the resources available to students in the Office of Undergraduate Research to promote and support real-world discovery.

- [Undergraduate Research](#)

#### **Graduate Research**

As one of the nation's top 50 public research universities, USF provides graduate students outstanding opportunities to work alongside internationally renowned faculty and researchers in a variety of settings. Explore research at USF.

- [Graduate Research](#)

[For Enrollment and enrollment projections please see Element 4 Future Land Use.](#)

#### **[Degrees Awarded 2013/14:](#)**

**[Bachelors 8,253](#)**

**[Masters 2,622](#)**

**[Ed Specialists \(EdS\) 2](#)**

**[Research Doctoral 330](#)**

**[Professional Doctoral 216](#)**

**[TOTAL 11,423 Degrees](#)**

[Education and Research in Sustainability](#)

Links to Sustainability Tracking, Assessment & Rating System (STARS) full report:  
<https://stars.aashe.org/institutions/university-of-south-florida-fl/report/2014-01-14/>

For the Academic sections of the report, See:  
[Education & Research](#)

[Co-Curricular Education](#)

- [ER-1: Student Sustainability Educators Program](#)
- [ER-2: Student Sustainability Outreach Campaign](#)
- [ER-3: Sustainability in New Student Orientation](#)
- [ER-4: Sustainability Outreach and Publications](#)
- [Tier 2 Credits](#)
  - [ER-T2-1: Student Group](#)
  - [ER-T2-2: Organic Garden](#)
  - [ER-T2-3: Model Room in a Residence Hall](#)
  - [ER-T2-4: Themed Housing](#)
  - [ER-T2-5: Sustainable Enterprise](#)
  - [ER-T2-6: Sustainability Events](#)
  - [ER-T2-7: Outdoors Program](#)
  - [ER-T2-8: Themed Semester or Year](#)

[Curriculum](#)

- [ER-5: Sustainability Course Identification](#)
- [ER-6: Sustainability-Focused Courses](#)
- [ER-7: Sustainability-Related Courses](#)
- [ER-8: Sustainability Courses by Department](#)
- [ER-9: Sustainability Learning Outcomes](#)
- [ER-10: Undergraduate Program in Sustainability](#)
- [ER-11: Graduate Program in Sustainability](#)
- [ER-12: Sustainability Immersive Experience](#)
- [ER-13: Sustainability Literacy Assessment](#)
- [ER-14: Incentives for Developing Sustainability Courses](#)

[Research](#)

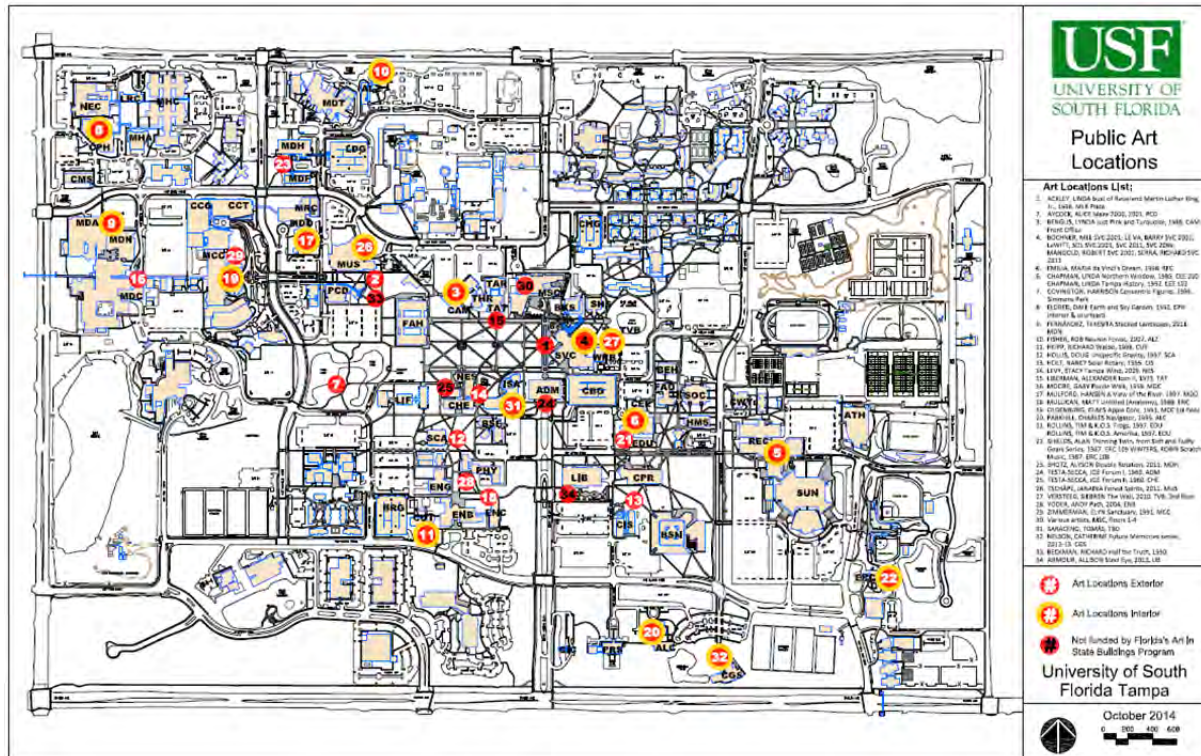
- [ER-15: Sustainability Research Identification](#)
- [ER-16: Faculty Engaged in Sustainability Research](#)
- [ER-17: Departments Engaged in Sustainability Research](#)
- [ER-18: Sustainability Research Incentives](#)
- [ER-19: Interdisciplinary Research in Tenure and Promotion](#)

Public Art

The Public Art program at USF focuses on site responsive works, typically resulting in the creation of places, as opposed to objects. Most projects have been developed for the spaces between buildings, with footprints that result in plazas, gardens and courtyards. These projects serve as informal gathering spaces for the various academic neighborhoods of the campus.

The USF Institute for Research in Art is recognized by the State of Florida as a major cultural institution and receives funding through the Florida Department of State, the Florida Arts Council and the Division of Cultural Affairs. Florida's Art in State Buildings Program was created legislatively in 1979; setting aside one half of one percent of any new state construction funds for the acquisition of artwork to be placed in and around our new facilities. At the University of South Florida, this program has allowed us to work with many of the nation's most prominent public artists to develop projects which enhance the aesthetics of our campus, and enrich the cultural life of our students, faculty and staff. Major projects have been completed by such premier artists as Alice Aycock, Dale Eldred, Richard Fleischner, Doug Hollis, Nancy Holt, Tim Rollins and K.O.S., James Rosenquist, Ned Smyth, Elyn Zimmerman, Richard Beckman, Maria Castagliola, Robert Calvo, Jack Casey, Harrison Covington, Gary Moore and Andy Yoder.

Complementing the major projects, the USF Public Art program has offered opportunities to emerging artists from the State of Florida and beyond; oftentimes providing these artists with their first opportunity to work in the public realm. Significant projects amplify the collection and provide the viewer the opportunity to experience a broad spectrum of contemporary public art.



For more information, please visit: [http://www.usfcam.usf.edu/PA/pa\\_projects.html](http://www.usfcam.usf.edu/PA/pa_projects.html)

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## **Element 4:**

# **Future Land Use**

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## Element 4 Future Land Use

The established land use pattern of the campus is generally maintained in this Campus Master Plan Update, with the exception of limited strategic boundary adjustments that better reflect new programmatic and functional directions set for the ten-year plan horizon. The land use element continues to reinforce the functional integrity of the academic, housing, and health core areas, and the importance of memorable, legible, and functional public setting, open space and circulation corridors that establish the connection between land use areas that strengthen academic vitality and the richness of campus life. Allowances for secondary uses in the academic and health districts provide flexibility for the research, clinical and community-oriented functions that may arise through unforeseen program expansion and/or funding opportunities.

The 2015 Plan continues to emphasize the basic urban design framework set forth in the 1995 plan and continued through the 2002, 2005, and 2010 plan updates. The plan is structured around an interconnected system of public spaces, quadrangles, courtyards and pedestrian ways that are reinforced by coherent building edges. Progressive increases in campus density are encouraged to enhance campus vitality, conserve limited land resources for facilities growth, and animate the functional connections between areas of the campus. The texture of the developed areas of campus is complemented and reinforced by the “Greenway,” a continuous system of formal and natural open spaces that traverses the campus and connects naturalized areas on the southwest - Lake Behnke, and northeast - the USF Forest Preserve into a larger contiguous regional open space system including the Hillsborough River and Lake Lettuce Park. This urban design framework celebrates Tampa’s semi-tropical heritage by advocating the use of arcades, breezeways, places of intimate courtyards and natural shading to make the outdoor setting a welcome, integral part of the campus experience.

The 2015 Plan, building on this basic urban design framework and land use pattern, promotes the increased emphasis on land use and phased building development decisions made in support of establishing a vibrant pedestrian dominated core campus through:

- Reorganization of the campus loop road,
- Concentration of parking at the campus perimeter,
- Prioritizing phased building placement in support of defining pedestrian open space before street edges.

Please note that Fig 4.1 and the other 10 Year Plan Figures include a number of building footprints beyond the anticipated projects in order to provide USF with siting flexibility. For the Moffitt Cancer Center, a Master Plan was not available; illustrative building footprints are shown to indicate potential future growth conceptually within the MCC Sublease area.

The 2015 Plan continues to advocate the Greenway:

- Activating the Greenway with “highest and best use” building program placed at its edges—in particular, housing and student activities, arts, and classroom facilities with high social/interdisciplinary connection;

- Encouraging campus community engagement with a living dynamic Greenway through incorporation of education, research, and pilot project sites, passive and active informal recreation opportunities, and outdoor gathering and performance sites.
- Expansion of the Botanical Garden to a campus wide program, centered at the Lake Behnke site, and focused along the Greenway.

**Land Use Districts**

The following Districts have been identified and are shown on Figure 4-4, 10 Year Campus Land Use Districts:

1. Academic – South
2. Academic – North
3. Health Sciences
4. Student Housing – East
5. Student Housing – West
6. Facilities Services
7. Athletics and Recreation
8. Greenway

**Density and Build-out Capacity**

The proposed future development capacity for all land use zones, based on the 10 Year Plan and comparison of density (FAR) proposed in previous plans is summarized in the four tables included in this element:

Table 4.1, Potential Building Development Capacity – 10 Year Plan summarizes the existing and proposed new building by land use district, including proposed demolition and related replacement. Table 4.2, Potential Structured Parking Capacity – 10 Year Plan indicates the potential 10 year parking capacity projected within each land use zone, based on the building footprints shown in the 10 Year Master Plan. Additional structured parking sites are indicated on the plan as alternative options. These have not been included in the table calculations as it is assumed selection of one of these locations would be instead of, rather than in addition to, the included structures. The 10-year total building and parking gsf capacities are 12.2 million gsf and 4.9 million gsf, respectively.



**Table 4.1: Potential Building Development Capacity – 10 Year Plan**

Land Use District	Land Area (Acres)	Existing Building Area (GSF)	Replacement Building (GSF) Due to Potential Demolition	New Proposed Building (GSF) <sup>3</sup>	10-Year Plan Potential Total Building (GSF)	Percent Increase (GSF)
1 Academic – South	170	2,737,498	0	1,600,000	4,337,498	0.58
2 Academic – North	55	912,621	13,766	687,785	1,600,406	0.75
3 Health	145	3,066,481	325,826	1,502,000	4,568,481	0.49
4 Student Housing – East	92	1,352,752	327,376	675,850	2,028,602	0.50
5 Student Housing – West	20	527,916	0	350,000	877,916	0.66
6 Facilities Services	50	238,297	0	82,000	320,297	0.34
7 Athletics and Recreation	158	939,970	0	305,000	1,244,970	0.32
8 Greenway	125	3,516	0	19,200 <sup>4</sup>	22,716	5.46
<b>Total</b>	<b>815</b>	<b>9,779,051</b>	<b>666,968</b>	<b>5,221,835</b>	<b>15,000,886</b>	<b>0.53</b>

- 1 Land use totals include adjacent roadways to centerline, and include roadways. USF Research and Development land is not included in the Campus Master Plan.
- 2 For 2015 Campus Master Plan Update Transportation, General Infrastructure and Utilities Modeling the following assumptions were used and form the basis for projected GSF.
  - For buildings currently programmed and under design, actual design GSF has been used.
  - Average height assumed for proposed structured parking is eight levels.
3. Includes replacement building GSF when accommodated in the same district.
4. Potential Botanical Garden Education, Research and Community Facility.

**Table 4.2: Potential Structured Parking Facility Capacity – 10 Year Plan**

Land Use District	Existing Structured Parking (GSF)	Potential Structured Parking Footprint GSF	Potential Structured Parking at 8 Levels GSF	10 Year Plan Total GSF
1 Academic – South	1,110,955	155,000	1,240,000	2,350,955
2 Academic – North	297,303	0	0	289,037
3 Health	1,012,951*	77,500	620,000	1,632,951
4 Student Housing – East	0	0	0	0
5 Student Housing – West	0	0	0	0
6 Facilities Services	0	0	0	0

7 Athletics and Recreation	0	77,500	620,000	620,000
8 Greenway	0		0	0
<b>Subtotal GSF</b>	<b>2,421,209</b>	<b>310,000</b>	<b>2,480,000</b>	<b>4,892,943</b>
<b>Spaces in Structured Parking</b>	<b>6,840</b>		<b>8,000</b>	<b>14,840</b>

\*includes Moffitt Structured Parking CCG and MGS.

Table 4.3, Potential Land Use Development Density – Existing, 10 Year, and Long-Range (see end of this element), summarizes the projected changes in density as measured by the ratio of floor area relative to land use area (FAR) and also by the average building height indicated by number of floors.

Table 4.4, Existing vs. Future Development Capacity (see end of this element), compares the existing and future development capacity proposed in this Master Plan Update with those of the four previous plans..

Following completion of the 1995 plan, the USF Research Foundation acquired the leasehold of the 87.79-acre Tampa Bay Research and Development Park—now known as the USF Research and Development Park of Tampa Bay (R&D Park). The development of this land is governed under the University Center Research and Development Park, City of Tampa Development of Regional Impact (DRI No. 161) and is approved for 1,205,000 GSF of development and 350 hotel rooms. An additional 28-acre undeveloped property located south of Fowler Avenue was purchased by USF Research Foundation November 18, 2005. At this time, the property does not have a DRI in place. Planning for these R and D properties is not included in the scope of this Master Plan. However, the Plan recognizes land use and development of the R&D Park has the potential to influence future development strategy and patterns of land use, programmatic requirements and opportunities for mutual support structures, such as research laboratories, and services such as transportation, and the synergy of activity between the R and D Park and USF.

Additional information regarding existing and future land use is provided in the 2010 Data Collection and Analysis Report, Element 4, *Future Land Use*.

**Goal**

The Future Land Use goal of the Tampa Campus Master Plan is to clarify and strengthen the established campus land use pattern and improve the relationship between land uses on and off the campus.

See Figure 4-1, 10 Year Campus Master Plan Concept)

**Summary of Objectives and Policies**

**Objective 4.1:** Ensure more effective use of land and containment of walking distances in the academic/residential core through higher density development and infill. Concentrate program expansion in existing land use districts. Abide by the recommended minimum, and where indicated maximum, build out and FAR limits for each land use district as described and illustrated in this plan element and the USF Design and Construction Guidelines.

(See Figure 4-4, 10 Year Campus Land Use Districts.)

**Policy 4.1.1:** The University shall abide by the land use districts as described and illustrated in this plan element in locating facilities, to maintain compatibility of uses, to maintain efficient use of the land resource, and to reduce distance and improve quality of connections between functions so as to reduce vehicle use on campus by encouraging non-vehicular circulation – walking and bicycling – and shared shuttle and potential tram access. Further, the adoption of land use/density districts as described herein will guide the concentration of academic and residential expansion within existing use districts. The maximum allowable intensity of development for each respective district shall be the "recommended maximum build out" for the eight land use districts as indicated in this element. The "mix" of allowable land uses for each respective district shall be as specified for the districts in this element. It is expressly clear and understood that district densities are recommendations. Any calculations for determining threshold changes per s. 1013.30(9), F.S., will be based on total campus density or impact.

**Policy 4.1.2:** The University shall abide by land management procedures to ensure careful use of the University's existing land resources. Those procedures shall consist of the application of policy actions as described in Element 4, *Future Land Use* policies, and will be administered by the Office of Facilities Planning and Construction.

**Policy 4.1.3:** Minimum new campus building heights are 3 stories or more unless granted exception from the University President. New buildings shall be designed to a maximum practical height in order to meet program requirements in order to preserve campus land for potential future expansion and to reduce pedestrian walking distances.

**Policy 4.1.4:** Edge of buildings should be setback from roadway center line no less than seventy-five feet. The policy extends to all new construction on sub-leased lands.

**Policy 4.1.5:** Building setbacks from USF property lines and sublease lines shall be no less than 30 feet unless granted exception from the University President.

**Policy 4.1.6:** One-story temporary structures are inefficient in terms of land use, energy consumption, and maintenance funds, and create potential risks in the event of a hurricane or other natural disaster. The University shall remove one-story occupied and unoccupied temporary buildings as soon as practical. Installation of additional units shall be prohibited, except on an emergency basis with removal dates and costs prescribed and monitored.

**Policy 4.1.7:** The University shall assess the appropriate location for unforeseen functions or land uses that may arise from grant awards or other unanticipated circumstances by comparing those unforeseen uses with the uses and 10-year density guidelines set forth for land use districts in this plan element. Upon the determination of appropriate location and consistency with adjacent programs, open space and circulation functions, and density guidelines, the University will undertake pre-planning and site planning studies. In the event that the appropriateness is in question, the subject use will be submitted for review under the procedures of Policy 4.9.2 below.

**Policy 4.1.8:** The University shall concentrate academic and residential program expansion in their respective Land Use districts as shown in Figure 4-4, 10 Year Campus Land Use Districts.

**Policy 4.1.9:** The University shall, through its monitoring and management of future development, ensure that the amount of future development within each land use district will meet or exceed the capacities identified in Table 4.1 in this element.

**Objective 4.2:** Preserve and protect existing natural resource areas including Lake Behnke, located along Bruce B. Downs Boulevard, the wetland area at the corner of Fletcher Avenue and 50th Street and the 735-acre USF Forest Preserve north of Fletcher Avenue.

**Policy 4.2.1:** The University shall protect natural resources in three ways:

- The USF Forest Preserve shall not be developed.
- Open spaces within land use districts shall be preserved in accordance with provisions in Element 9, *Recreation and Open Space*.
- The University shall adhere to Element 8, *Conservation* policies regarding environmental management, and shall require adherence to these standards by all parties performing design and construction of facilities on University property.

**Objective 4.3:** Identify, evaluate, and protect historically significant cultural, architectural, and archaeological resources that are known or may be discovered on the Tampa campus.

**Policy 4.3.1:** The University shall maintain an inventory and evaluation of all archaeological and historic properties under University ownership that have been determined by professional architectural historian or preservation planner to qualify for the National Register of Historic Places. Buildings that have not yet been reviewed, but appear to the University Office of Facilities Planning and Construction to qualify for the National Register of Historic Places shall be identified for potential evaluation.

**Policy 4.3.2:** The University shall identify campus buildings which will reach the 50-year threshold for “historical resource” during the 10 year planning timeframe of the Campus Master Plan. In respect of the possibility that such a building may come under consideration for demolition, renovation, or addition, the University will endeavor to assess such building for its historical and architectural significance prior to a building’s reaching 50 years of age for consideration in the decision of the University to demolish.

**Policy 4.3.3:** The University shall consult and coordinate with the Department of State's Division of Historical Resources prior to any land clearing, ground disturbing, or rehabilitation activities which may disturb or otherwise affect any property which is included, or eligible for inclusion, in the National Register of Historic Places.

**Policy 4.3.4:** The University shall consider the effects of such an undertaking identified in Policy 4.3.2 above on any historic property that is included on the National Register for Historic Places. The University shall afford the State Division of Historical Resources a reasonable opportunity to comment on such an undertaking.

**Policy 4.3.5:** Prior to a historic property or site that is on the Historic Registry being demolished or substantially altered in a way that adversely affects its character, form integrity or archaeological or historical value, the University shall consult with the Department of State's Division of Historical



Resources to avoid or mitigate any adverse impacts, or to undertake any appropriate archaeological salvage excavation or recovery action.

**Policy 4.3.6:** In cases where avoidance or mitigation strategies are not feasible, the University shall submit for permit through the State Division of Historical Resources to undertake Phase III recovery prior to disturbing any site identified as significant in the State File.

**Objective 4.4: Objective 4.4: Continue to implement, enhance and maintain the Greenway as a natural and cultural resource on the campus.**

**Policy 4.4.1:** The University shall protect existing natural resources by designating the Greenway area (which contains most of the significant natural resources of the main campus) as a separate and distinct land use district, within which:

- No new buildings will be constructed except those which support recreational activities, i.e., restrooms, natural and cultural resource interpretive activities, such as the Botanical Garden and Arboretum facilities, or those which serve sound stormwater management practices.
- Existing paved parking and vehicular circulation functions, except those that traverse the Greenway as part of the campus loop road system, will be removed as replacement facilities are developed. Emergency and maintenance vehicular access will be provided through pedestrian facilities designed to accommodate vehicular weight and movement.
- Planting and reclamation of native plant communities will be undertaken, and
- The creation of wet and dry retention/detention facilities will be undertaken to provide for the stormwater management needs as generated by the projected land use development.

**Policy 4.4.2:** The University shall abide by the delineation of the Greenway Corridor as identified in Figure 4-6, Encumbrances, Leases, Subleases, and Easements to:

- Establish a primarily permeable landscape corridor;
- Reduce heat island effect;
- Maintain a strong complement to the developed sectors of the campus; and
- Ensure the capacity to provide for and make visible stormwater management treatment. A definitive stormwater management plan will continue to be maintained to accommodate campus stormwater needs within the Greenway area and throughout campus lands.

**Policy 4.4.3:** The University shall undertake phased implementation of a campus wide Botanical Garden/Arboretum, administered through expanded facilities located near the current site at Lake Behnke. Initial expansion shall focus on Greenway implementation, but shall also include localized quadrangles and courtyards as opportunities arise.

**Policy 4.4.4:** The University shall encourage student and community engagement with the Greenway through implementation of educational, research, and informal recreational opportunities within the Greenway and activation of the edges through priority siting of building facilities such as housing, arts, recreation, student life, and dining at its edges.

**Policy 4.4.5:** The University shall seek to maximize the benefits of “identity” and “wayfinding” gained through implementation of the Greenway as a visually strong and distinct element in the campus framework.

**Objective 4.5:** Preserve and amend existing street and major utility corridors to ensure adequate utility access compatible with implementation of planned development, open space framework, and non-vehicular circulation.

**Policy 4.5.1:** The face of all future buildings shall be set back at least seventy-five (75) feet from the adjacent roadway center line. This policy shall extend to new construction on sub-leased lands shown in Figure 4-5.

**Policy 4.5.2:** The University shall preserve existing street corridors for circulation and open space use. In support of sustainable planning principles a more pedestrian dominated core, improved campus wayfinding, and increased pedestrian, bicycle and vehicular safety, roadway modifications are recommended, as follows:

- The campus loop road system shall be modified to establish stronger visual and physical connections, with greater pedestrian safety, between housing areas north of Holly and campus areas south of USF East Holly by closing the section of USF East Holly extending east of the Crescent Garage to west of Maple Hall B to regular vehicular traffic and limiting this section of the corridor to pedestrian, bicycle, Bull Runner, emergency, and service access (special allowances lifting restrictions during move-in, move-out periods shall be permitted).
- The modified primary internal campus loop road shall divert vehicular traffic from USF East Holly to a proposed extended USF Dogwood Drive to USF Maple. This new road is expected to be developed as part of the Andros redevelopment project and include a connection to Fletcher Ave. and 46<sup>th</sup> St..
- Leroy Collins shall be modified to reduce vehicular-pedestrian conflict and become primarily ceremonial drive north of Alumni Drive. Primary modifications include: termination of roadway just south of Sessums Mall to allow free pedestrian flow east to west on Sessums; and reduction in traffic accessing parking areas including surface lots and rerouting Collins Garage traffic to USF Willow.
- USF Apple Drive on the north side of the Library will be discontinued for vehicular access to complete the east-west Sessums pedestrian mall but will continue to be used for service and emergency access. .
- Various access driveways to parking and other destinations on the campus may be altered or realigned in conjunction with development projects.

(See Element 5, *Transportation*, for additional policy regarding roadways, vehicular and non-vehicular circulation.)

**Objective 4.6: Ensure that future land uses are compatible with and appropriate to topographic and soil conditions on campus.**

**Policy 4.6.1:** The University shall, through the Office of Facilities Planning and Construction, maintain its regular procedure of assessing the suitability of development sites relative to topography, soil condition (including the presence of sink holes), drainage, utility and infrastructure connections, and vehicular and service access and program affinities as part of the initial pre-planning and siting studies for individual projects as those projects are brought into implementation. USF shall require the integration of natural topographic and other features in project designs in order to develop the campus in harmony with its natural environment.

**Policy 4.6.2:** The University, through the Office of Facilities Planning and Construction, shall maintain existing soil data and topographic conditions, which shall be updated as additional data developed for future construction projects becomes available.

**Policy 4.6.3:** As part of the design process for any programmed improvement (major project) and prior to approval and acceptance of the design by the University, USF shall require that geotechnical testing be conducted to determine relevant soil characteristics of the site and to ensure that the design reflects consideration of these conditions.

**Policy 4.6.4:** The University shall ensure that appropriate methods of controlling soil erosion and sedimentation intended to minimize the destruction of soil resources and reduce impact on adjacent watersheds and storm management facilities shall be used throughout site development and shall ensure protection in final state following implementation. Such methods shall include, but not be limited to:

- Phasing and limiting the removal of vegetation;
  - Minimizing the amount of land area that is cleared;
  - Limiting the amount of time bare soil is exposed to rainfall;
  - Use of temporary ground cover on cleared areas if construction is not imminent;
  - Protection of drains, watersheds, and stormwater facilities during construction; and
  - Special consideration given to maintaining vegetative cover on areas of high soil erosion potential (i.e., steep or long slopes, banks of streams, stormwater conveyances, etc.).
- For any land disturbance considered for Lot 32 or the land immediately north of Lot 32 including certain areas of the Moffitt Sub-lease, see **Appendix D, Moffitt Oil Spill** for Petroleum Discharge Resolution of Petroleum Discharge at the H. Lee Moffitt Cancer Center restrictions.

**Objective 4.7:** Ensure that the development of future land uses takes place in a way that is coordinated with the availability of adequate facilities and services to support the uses. This includes establishing appropriate location and adequate area set asides to accommodate utility requirements necessary for serving the estimated 10-year development, and implementing utility extensions in cost-effective increments.

**Policy 4.7.1:** Each development project representing a change in the amount of impervious surface will be measured to assess the effect it will have on stormwater detention capacity on an east and west basin approach.

**Policy 4.7.2:** The University shall, preserve the existing physical plant/maintenance area north of Holly Drive for future physical plant operation expansion adequate to serve utility needs of future land use development.

**Policy 4.7.3:** The University shall, through the Office of Facilities Planning and Construction, coordinate future land uses with the availability of facilities and services to ensure that utilities and infrastructure needed to support future development are available at adopted levels of service, consistent with the concurrency provisions contained in s. 1013.30, F.S. The Office of Facilities Planning and Construction shall review and evaluate all future construction projects to ensure that adequate provisions for infrastructure and utilities have been incorporated into the design by documenting:

- The provision and maintenance of necessary utility easements, corridors, and points of connection.
- The provision of adequate supply lines to accommodate future development and facility expansion.
- The provision of open space, safe convenient pedestrian and bicycle circulation, vehicular traffic flow, and parking at established levels of service consistent with the 10 year Master Plan.

**Objective 4.8:** Ensure that measures can be undertaken to minimize or avoid off-campus constraints to campus development and to minimize or avoid conflicts of campus development within the context area. Accordingly, the density and scale of development on the campus properties should be compatible with the adjacent off-campus uses.

**Policy 4.8.1:** Through inter-local agreements and memoranda of understanding, the University shall work with the host community to minimize both campus conflicts with the host community land uses within the context area and off-campus constraints that may limit future development on the campus.

**Policy 4.8.2:** The University shall maintain and refine the existing procedural model for review and monitoring of growth and change in land use, and continue to use such model as a monitoring and coordinating measure with the host communities (see also Element 10, *Intergovernmental Coordination*).

**Policy 4.8.3:** The University shall, through the Office of Facilities Planning and Construction, include in its project and site suitability assessments an evaluation of the relationship of the project to on-campus and off-campus development constraints, conflicts, or limits vis-à-vis multimodal circulation, infrastructure, open space, and stormwater management.

**Policy 4.8.4:** Where the acquisition of additional land is necessary for continued growth and expansion, the University shall coordinate with the appropriate local government on any required amendment to the local government's Comprehensive Plan.

**Policy 4.8.5:** Proposed amendments to the adopted campus master plan which do not exceed the thresholds established in s.1013.30, F.S., and which have the effect of changing land use designations or classifications, or impacting off-campus facilities, services or resources, shall be submitted to the host local government for a courtesy review.

**Policy 4.8.6:** The University shall participate with the City of Tampa in the reciprocal review of plans and development proposals, consistent with provisions established in Element 10, *Intergovernmental Coordination*.

**Policy 4.8.7:** The University shall ensure that uses at the edges of the campus are compatible with off-campus uses by:

- Maintaining the use and density levels for the land use districts described and illustrated in this element to the degree that they define use patterns that are compatible with the off-campus medical, residential and commercial uses on the west side of Bruce B. Downs Boulevard and the north side of Fletcher Avenue.
- Accommodating uses of compatible density and compatible building heights adjacent to the 50th Street residential units.
- Providing park-like open space with views of the campus from Fowler Avenue, and landscaped street edge enhancements on all sides of the campus.

Building setbacks from campus property lines will be a minimum of 30 feet.

**Policy 4.8.8:** The University shall coordinate through the Office of Facilities Planning and Construction with the City of Tampa, City of Temple Terrace, Hillsborough County and FDOT to construct pedestrian/bicycle linkages between USF and adjacent neighborhoods and edge conditions.

**Policy 4.8.9:** Storage and non-vehicle trip generating support space shall be allowed at the Golf Course and Riverfront Park.

**Objective 4.9:** Ensure that incompatible use relationships are eliminated or mitigated in the event that such incompatibilities exist or arise.

**Policy 4.9.1:** The University shall, through the Office of Facilities Planning and Construction, undertake an annual review of the schedule of capital improvements to ensure that the capital improvements are consistent with the land use and development factors as described in this plan element and that such improvements are acknowledged in the periodic review set forth in Policy 4.9.2.

**Policy 4.9.2:** The University's Campus Development Committee (CDC), Academic and Campus Environment Advisory Committee (ACEAC), and Academics and Campus Environment (ACE) Work Group shall periodically review the status of land use and facilities program development on the campus, including projects and grant award opportunities that are currently unforeseen. The Work



Group shall identify trends or needs for change in use patterns, density, program affinities and relationships to open space, circulation and utility patterns that might affect the land use plan, and determine whether such circumstances should be corrected to maintain the integrity of the land use plan and constraining factors, or cause the plan to be altered or amended to reflect valid needs. The group will report its periodic findings to the president and recommend circumstances when and by which amendment of the adopted Campus Master Plan may be merited, or where projects should be limited or amended.

**Policy 4.9.3:** In the pursuit of Policy 4.9.2 above, the University shall identify any circumstance whereby future land acquisition may be necessary or appropriate to accommodate currently unforeseen development projects or strategies (such as remote parking, grant opportunities, utility corridors, etc.), and shall determine the appropriate timetable, funding, and development coordination measures associated with the prospective acquisition. Similar measures will be applied in the event of any circumstance calling for the sublease of University land to others.

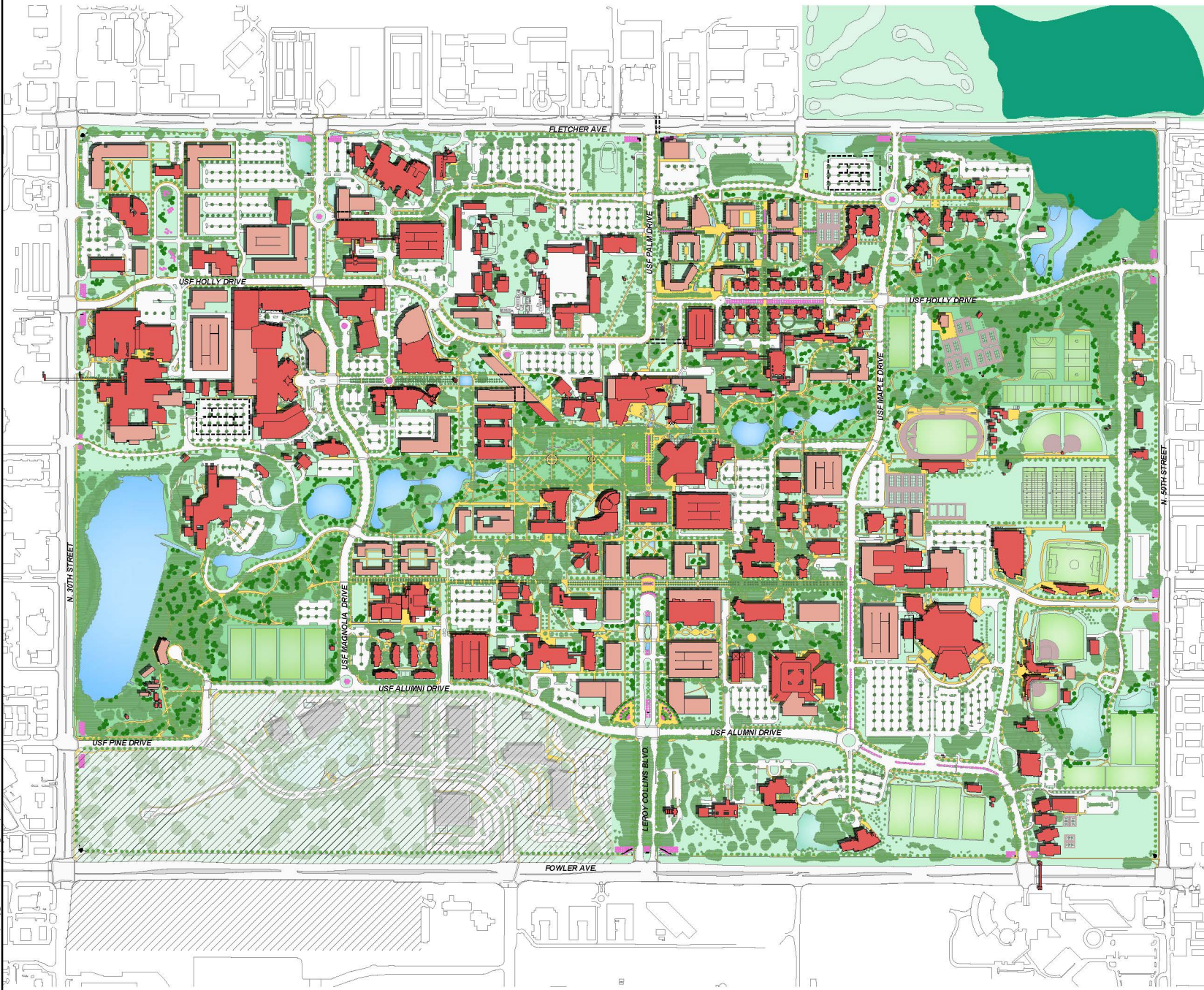
**Policy 4.9.4:** Campus Master Plan amendments that, alone or in conjunction with other amendments, exceed thresholds established in s. 1013.30(9), F.S., shall be reviewed and adopted under the provisions of s. 1013.30(6), F.S.

**Table 4.3: Potential Land Use Development Density – Existing & 10-Year**

Land Use District	Land Area (Acres)	Existing Building Area (Total GSF) (including Structured Parking)	Existing FAR (including Structured Parking)	Existing Average Building Height By Number of Floors	10-Year Plan	10 Year Plan
					Potential Building (Total GSF) (including Structured Parking)	FAR (including Structured Parking)
1 Academic – South	170	3,848,453	0.52	4	6,688,453	0.90
2 Academic – North	55	1,209,924	0.51	3.2	1,897,709	0.79
3 Health	145	4,079,432	0.65	2.38	6,201,432	0.98
4 Student Housing – East	92	1,352,752	0.34	2.71	2,028,602	0.51
5 Student Housing – West	20	527,916	0.61	5.67	877,916	1.01
6 Facilities Services	50	238,297	0.11	1.36	320,297	0.15
7 Athletics and Recreation	158	939,970	0.14	1.91	1,864,970	0.27
8 Greenway	125	3,516	0.00	1	22,716	0.00
<b>Total</b>	<b>815</b>	<b>12,200,260</b>	<b>0.34</b>	<b>3</b>	<b>19,902,095</b>	<b>0.56</b>

Table 4.4: Existing vs. Future Long-range Development Capacity

	1995 Plan (Amended 1999)	2002 Master Plan Update	2005 Master Plan Update	2010 Master Plan Update	2015 Master Plan Update
<b>Existing Space at the Time of Plan Documentation (Tampa Campus)</b>	5.0 million GSF (no parking structures existing in 1995)	6.7 million GSF (includes 527,000 GSF in parking structures)	7.0 million GSF (includes ±825,000 GSF in parking structures)	10.0 million GSF (includes ±1,879,240 GSF in parking structures)	12.2 million GSF (includes ±2,421,209 GSF in parking structures)
<b>Future Development Program/Potential</b>	6.5 million GSF (includes 2.7 million GSF in parking structures)	5.3 million GSF (includes 1.7 million GSF in parking structures)	12.8 million GSF (includes 3.9 million GSF in parking structures)*	10.2 million GSF (includes 2.8 million GSF in parking structures)*	20 million GSF (includes 4.8 million GSF in parking structures)*

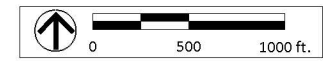


- Existing Buildings
- Proposed Buildings & Parking Structures
- Alternative Parking Garage Locations
- Area Not Included in Campus Master Plan

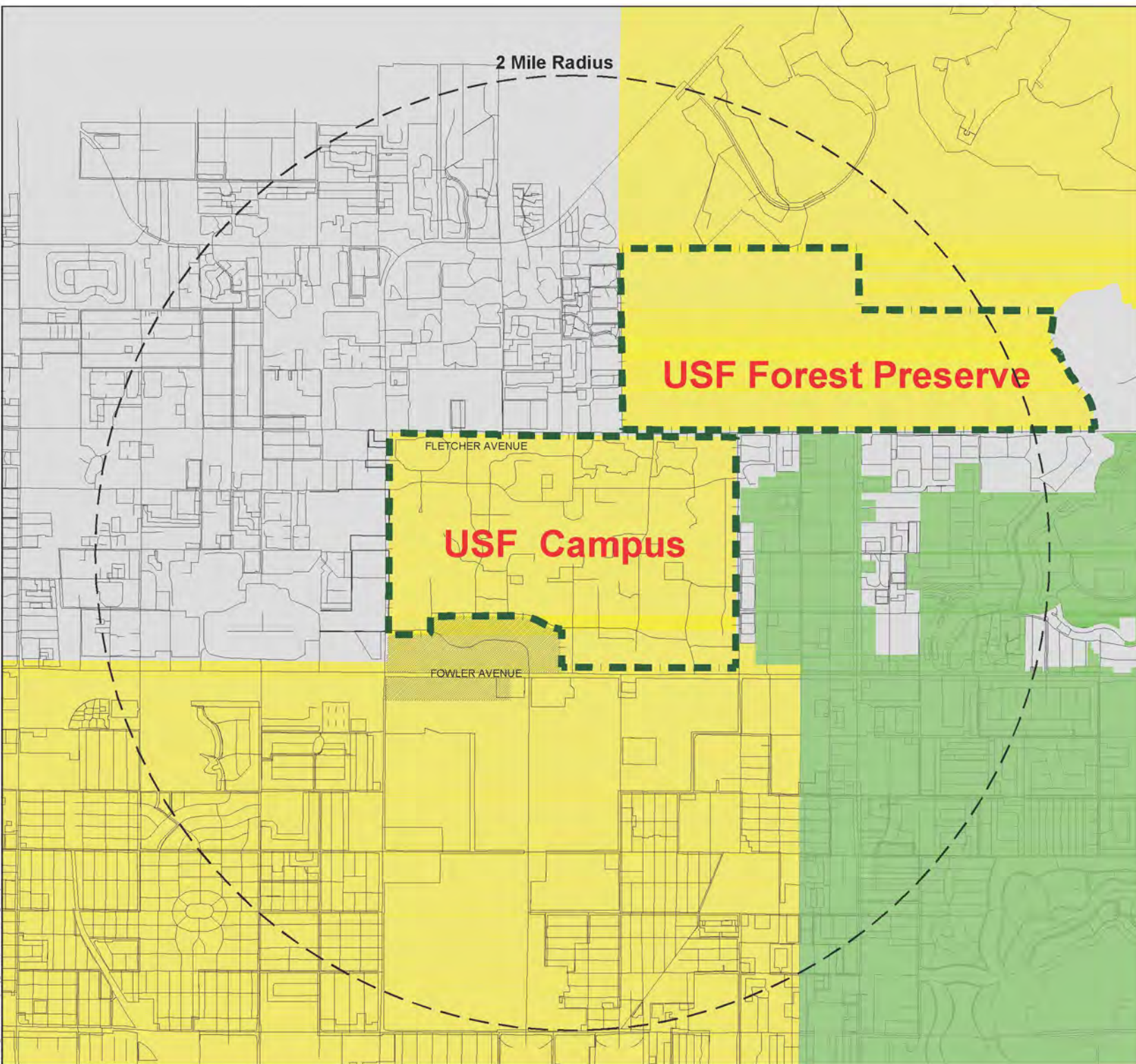
**Element 4**  
Future Land Use

**Figure 4-1**  
10 Year Campus  
Master Plan Concept

Date  
12/03/2015







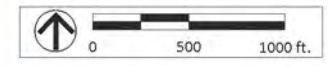
- 2 Mile Radius
- USF Property
- City of Tampa
- City of Temple Terrace
- Hillsborough County

Area Not Included in  
Campus Master Plan

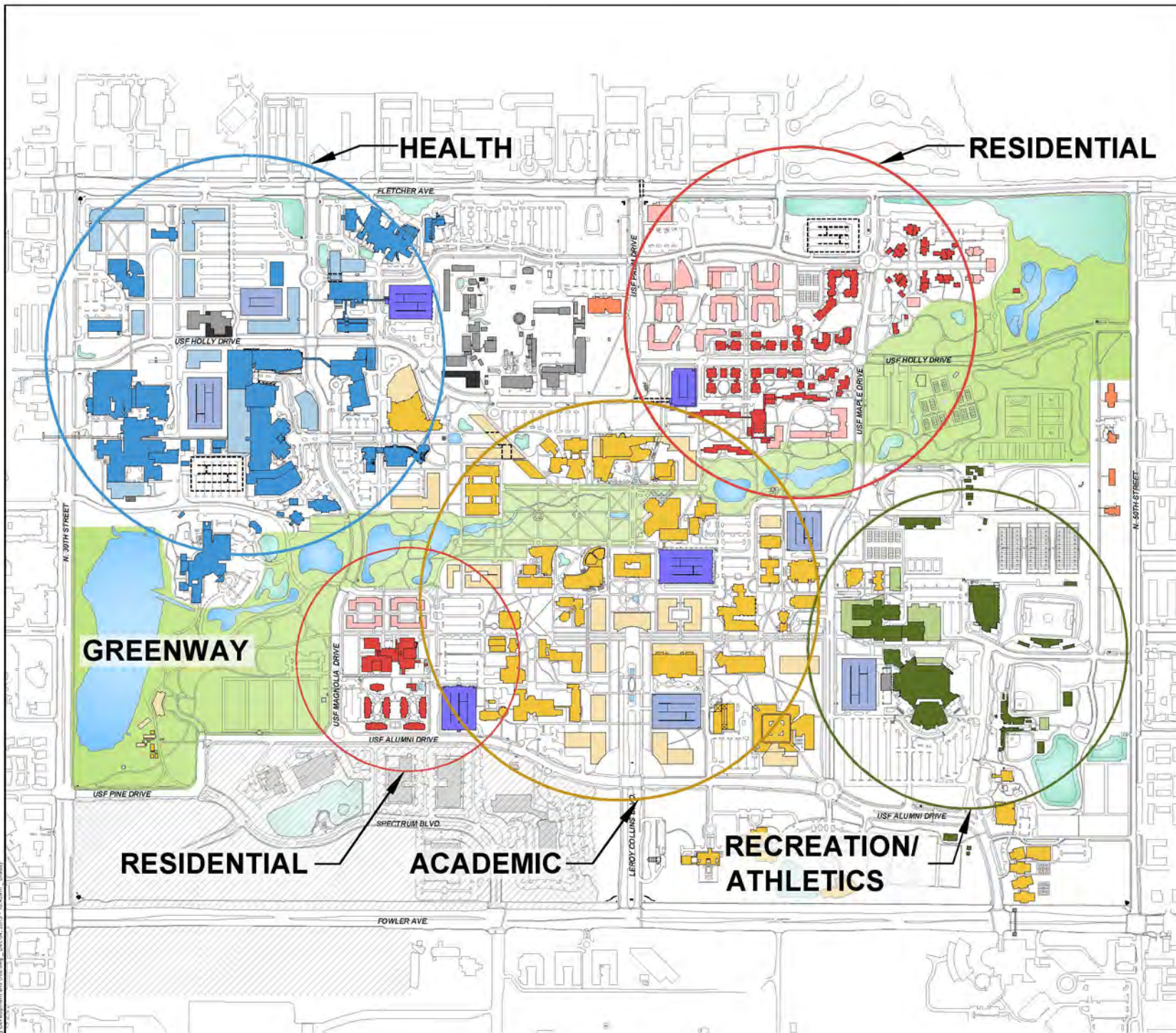
Element 4  
Future Land Use

Figure 4-2  
Context Area

Date  
12/03/2015







- Academic Support - Existing
- Academic Support - Proposed
- Recreation/Athletics - Existing
- Recreation/Athletics - Proposed
- Facilities - Existing
- Facilities - Proposed
- Health - Existing
- Health - Proposed
- Parking - Existing
- Parking - Proposed
- Residential - Existing
- Residential - Proposed
- Support (Non USF) - Existing
- Area Not Included in Campus Master Plan

**Element 4**  
Future Land Use

**Figure 4-3**  
10 Year Building  
Development and Use

**Date**  
12/03/2015





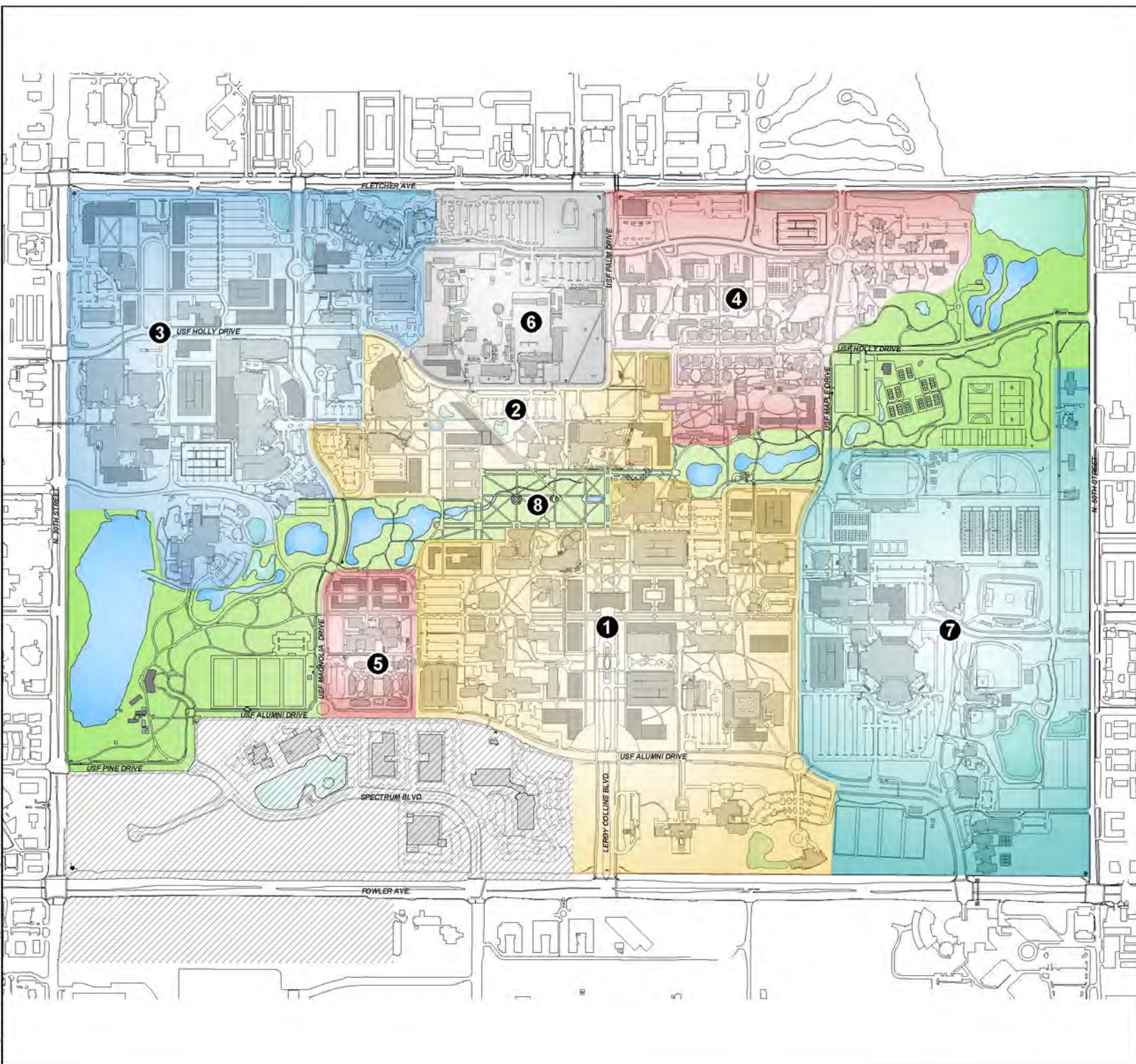
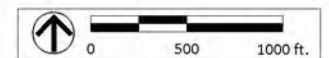
- 1 Academic - South
- 2 Academic - North
- 3 Health Sciences
- 4 Residential - East
- 5 Residential - West
- 6 Facilities Services
- 7 Athletics & Recreation
- 8 Greenway

Area Not Included in Campus Master Plan

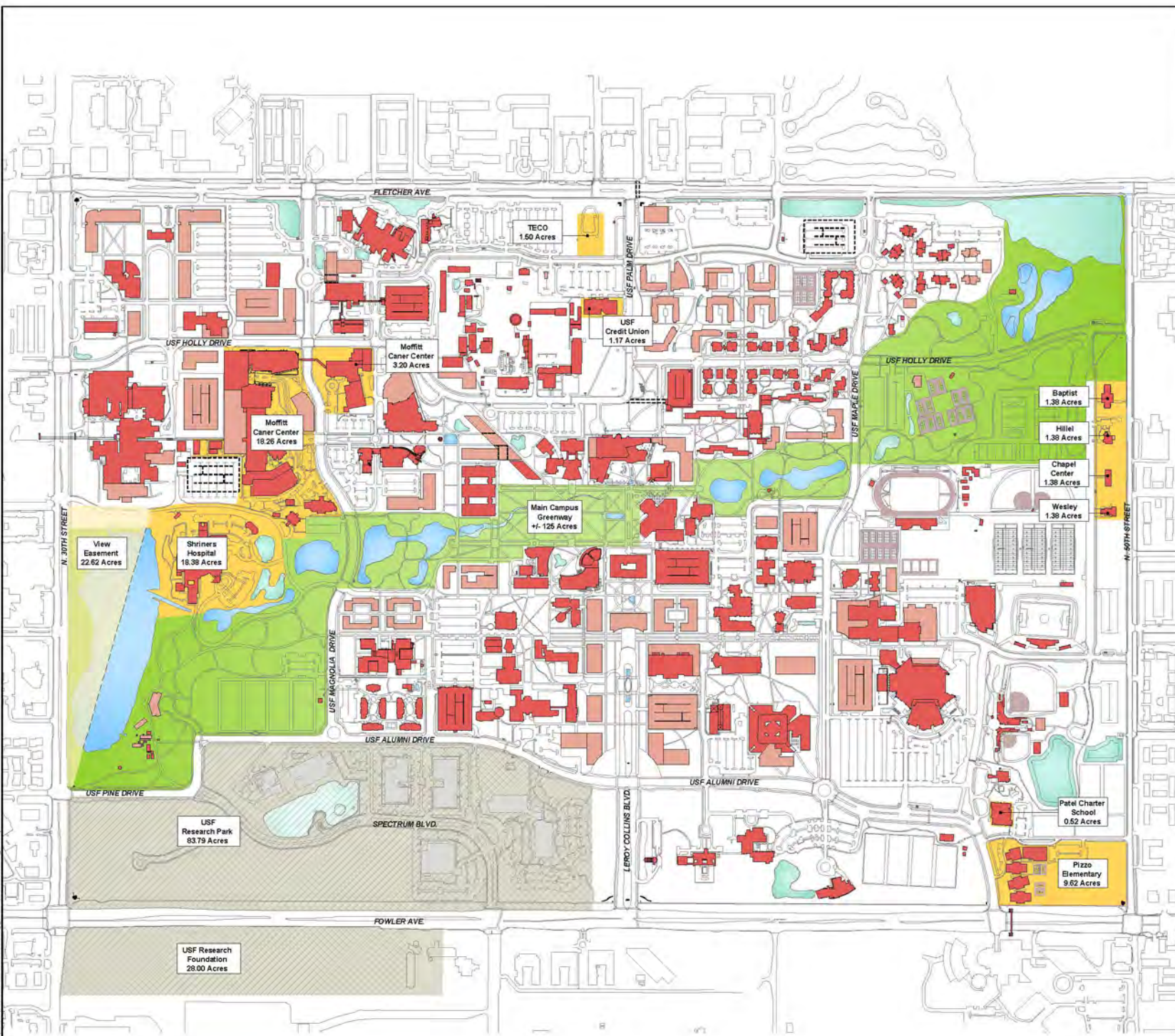
**Element 4**  
Future Land Use

**Figure 4-4**  
10 Year Campus  
Land Use Districts

Date  
12/03/2015







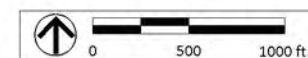
- Sub-lease  
(Total = 58.17 Acres)
- Research Park
- Protected View
- Greenway

Area Not Included in Campus Master Plan



**Element 4**  
Future Land Use

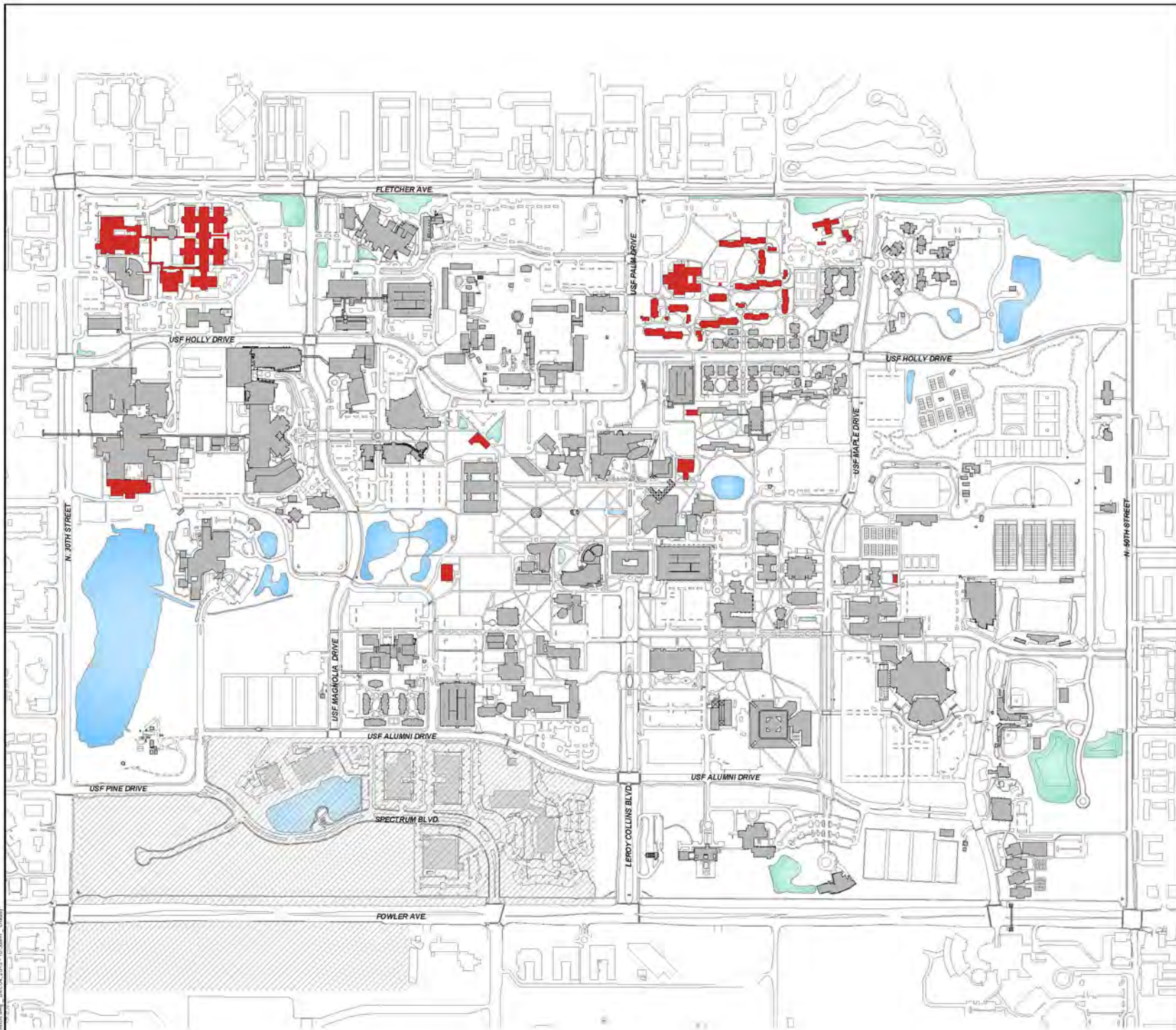
**Figure 4-5**  
10 Year Encumbrances,  
Leases, Subleases, and  
Easements

Date  
12/03/2015





-  Potential Demolition
-  Area Not Included in Campus Master Plan



**Element 4**  
Future Land Use

**Figure 4-6**  
10 Year  
Potential Demolition

Date  
12/03/2015





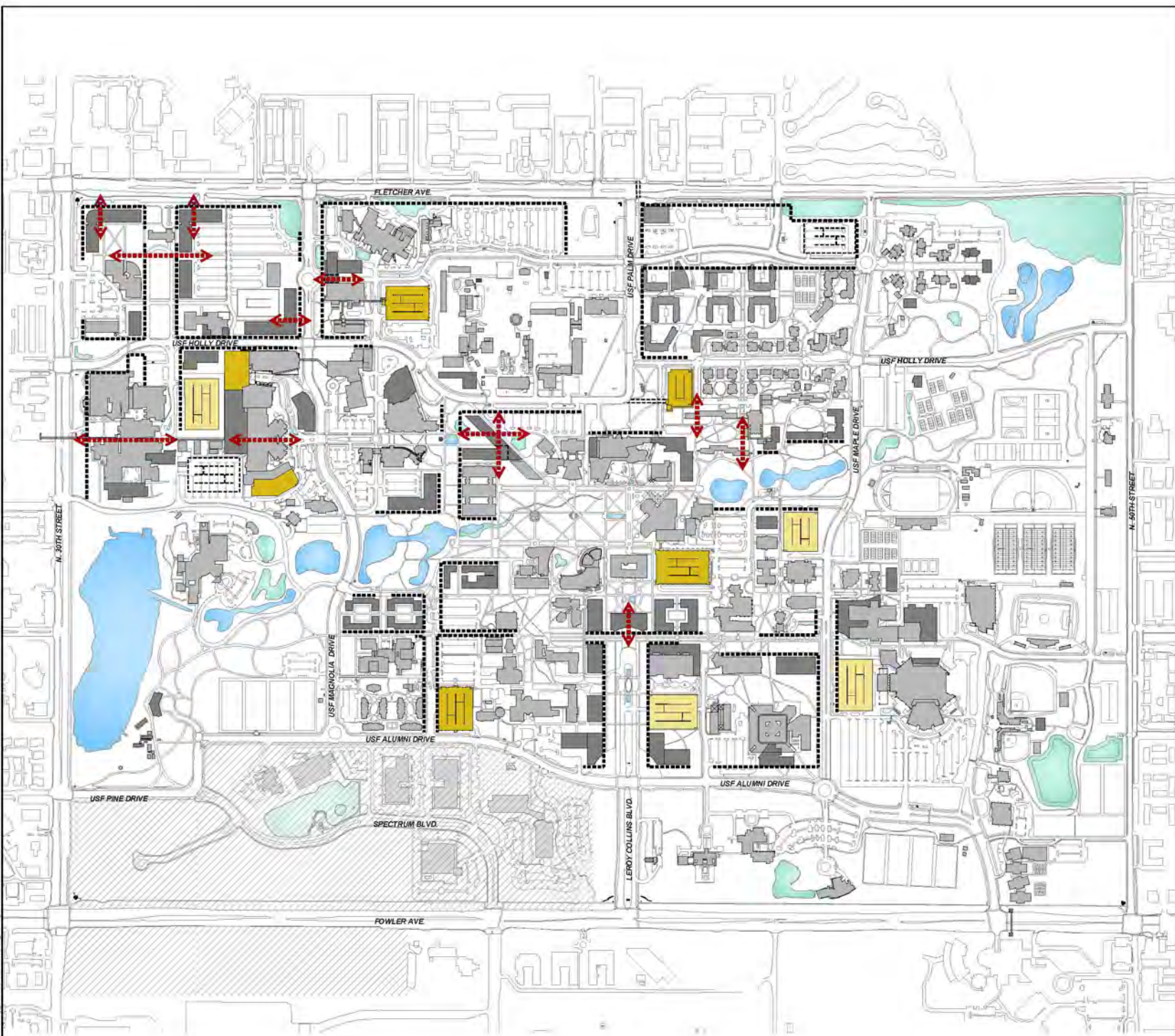
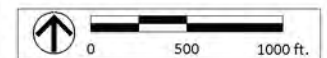
- Build-to-line
- ↔ Pedestrian Passage
- Parking - Existing
- Parking - Proposed

▨ Area Not included in  
Campus Master Plan

**Element 4**  
Future Land Use

**Figure 4-7**  
10 Year Build-to Framework

Date  
12/03/2015











**Element 4**  
Future Land Use


**Figure 4-8**  
Existing Campus Aerial

**Date**  
12/03/2015





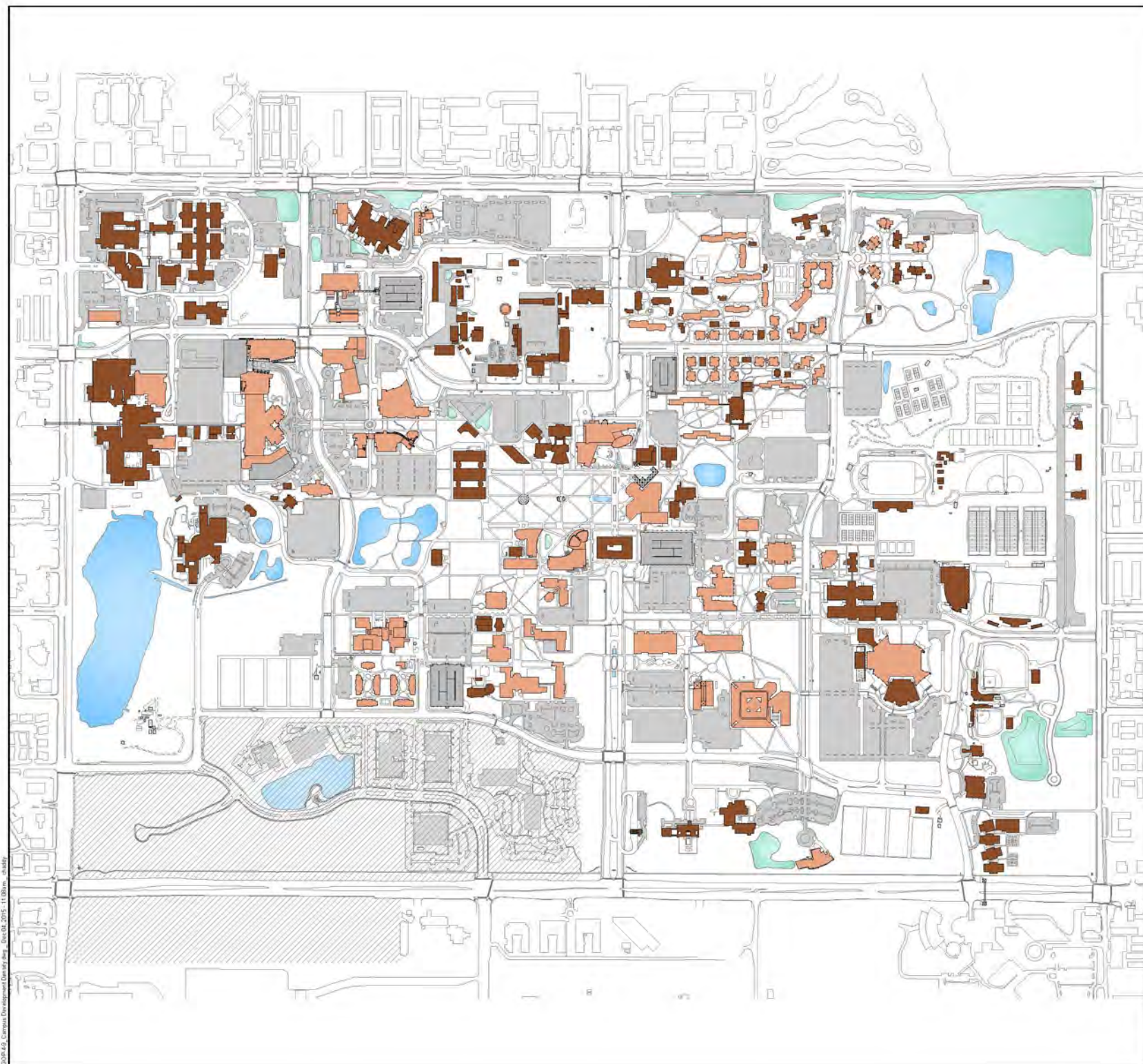
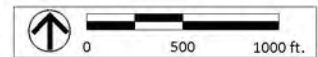
-  1-2 Story Building
-  > 2 Story Building
-  Parking Structure
-  Surface Parking

 Area Not Included in  
Campus Master Plan

**Element 4**  
Future Land Use

**Figure 4-9**  
Campus Development  
Density

Date  
12/03/2015





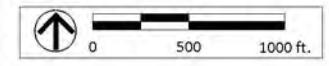
- 1956 - 1960
- 1961 - 1970
- 1971 - 1980
- 1981 - 1990
- 1991 - 2000
- 2001 - 2015

Area Not Included in  
Campus Master Plan

Element 4  
Future Land Use

Figure 4-10  
Building Development

Date  
12/03/2015





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# **Element 5:**

# **Transportation**



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## Element 5 Transportation

### Transit System Improvements

Provision of the Bull Runner transit service has helped alleviate parking demand and traffic congestion on and off campus as increasing ridership takes cars off the road and out of parking lots. The University has constructed a logical and comprehensive system of bus stops on the campus road network. Historical data shows that ridership demand for the Bull Runner shuttle service has remained steady with approximately an average of 14 million riders annually.

Based on the strength of ridership on Bull Runner Route C, which serves an off-campus residential neighborhood to the north of campus, the University expanded the Bull Runner shuttle service to off-campus destinations to the south. Starting in fall 2011, the Bull Runner linked on-campus destinations including the Marshall Student Center and academic buildings along Leroy Collins Boulevard with off-campus service to the southern neighborhoods, via 40th Street and 50th Street. The expanded Bull Runner shuttle system is depicted in Figure 5-4.

The University continues to coordinate with Hillsborough Area Regional Transit (HART), Tampa Bay Area Regional Transportation Authority (TBARTA), Metropolitan Planning Organization (MPO) and the other host communities to explore opportunities for improved transit to the University area. The University may consider proposals for an on-campus tram system to serve as a new inner circulator for the core campus, connect the core campus with any future light rail stations, and/or connect peripheral parking structures with central campus destinations. A new tram system, in combination with the strong ridership of the existing Bull Runner shuttle services will result in a continual reduction of vehicle trips to the campus as well as reduced traffic and conflicts with other modes within the campus.

### Vehicular Circulation

The majority of the campus street and road network remains the basis for the master plan update, including several recommendations for roadway and circulation improvements to regulate safe and consistent vehicle speeds, minimize vehicle conflicts with pedestrians and bicyclists, and support the migration of parking toward the campus edges. These roadway and circulation improvements include the following (see Fig 5-1):

- Extend USF Dogwood Drive easterly, generally along an east-west alignment, to connect to USF Magnolia Drive via USF Laurel Drive to the west and USF Maple Drive to the east and serve as the primary access route for residences and parking in the proposed new Andros housing area. This road should also connect to 46<sup>th</sup> St and Fletcher Avenue at the existing traffic signal.
- Close USF East Holly Drive to vehicle traffic for the majority of its alignment between USF Palm Drive and USF Maple Drive, to reduce vehicle-pedestrian conflicts in one of the most active pedestrian zones on the campus while maintaining access for emergency vehicles, transit, and move-in/move-out.

- Construct four new roundabouts at the following intersections, which will replace traffic signals, serve as traffic-calming devices on the major gateways entering the USF-Tampa campus, and reinforce campus wayfinding cues:
  - USF Magnolia Drive at USF Laurel Drive
  - USF Maple Drive at USF Dogwood Drive
  - USF Magnolia Drive at USF Alumni Drive
  - USF Maple Drive at Alumni Drive
- Provide primary access to the Collins Boulevard Garage and surrounding surface lots via USF Willow Dr., to reduce pedestrian conflict issues at Collins. Eliminate the unsignalized T-intersection at Alumni Drive/Pine Drive through roadway realignment of Shriners access road to the north.
- Consider conversion of many four-lane campus roadways to two-lane roadways with bicycle lanes and/or on-street parking, which will support alternative mode choice, reduce vehicle speeds, bolster the parking supply, and enhance user experience and safety.

The concept reduces pedestrian/vehicular conflicts by shifting some vehicle circulation out of the campus core to roadways along the campus periphery and implementing roadway improvements that reduce vehicle speeds and enhance alternative mode travel. Intersection and roadway improvements have been made in conjunction with project construction. However, several on and off campus intersections continue to experience undesirable delays and will require further study and funding for intersection-focused capacity improvements.

To provide adequate service, emergency and disabled access to facilities that are remote from the loop road around the core, the current plan identifies critical service corridors in Figure 5.3. Corridors are comprised of a combination of dedicated vehicular routes and pedestrian/bicycle ways designed and constructed to accommodate service and emergency vehicles.

**Non-Motorized Circulation**

The basic framework for major and secondary pedestrian walks continue to apply. The primary pedestrian-related update areas are the strengthened pathway connections along the northeast-southwest axis of the campus Greenway and diagonal pathways in the campus core. Hillsborough County has recently completed roadway redesign and reconstruction involving sidewalk, crossing, and other pedestrian and bicycle safety upgrades on Fletcher Avenue, between Nebraska Avenue and 50<sup>th</sup> Street, including the entire north campus edge. Other safety projects in planning include 42<sup>nd</sup> Street, 46<sup>th</sup> Street and 56<sup>th</sup> Street.

The proposed strategy for designated bicycle circulation remains one that a) provides bicycle lanes along the loop road and the radial campus roads that connect with the bicycle lanes on surrounding arterial highways, and b) designates selected major pathway corridors on the campus for joint pedestrian/bicycle use. The University has installed bicycle lanes on many improved roadways within the campus; however, many bike lane segments are incomplete and remain a source of inconsistency or confusion for bicyclists on the campus. USF will work to complete these segments and continue to



install bicycle lanes to complete the entire bicycle lane network, as shown in Figure 5 8, over the 10-year horizon of the plan as funding allows.

## Parking

The Plan projected the need to provide for new campus parking in the amount of 5,000 spaces in structures in subsequent years for a total of approximately 22,000 campus parking spaces including structured and surface, for three reasons:

- To conserve land for projected growth of academic, medical, residential and support facilities;
- To reduce the area of surface parking as an environmental and stormwater management measure;
- To serve the anticipated population with a restored pedestrian/open space environment.

The Plan Update recognizes the need for additional growth in the overall parking supply for the University; however, significant recent parking expansion on the campus has highlighted the disadvantages of maintaining significant parking supply within the campus core, which contributes to access and circulation challenges, vehicle-pedestrian conflicts, and occupies space better allocated to programmatic or open space uses. Additionally, the cost to construct additional structured parking represents a significant incentive to pursue less expensive parking and transportation demand management strategies that may slow or stabilize the rate of growth in parking demand.

Among the major priorities of the Plan is the conversion of most surface parking within the campus core to academic buildings or open space within the campus Greenway. These changes will transform the campus core into a more inviting, community-oriented, and pedestrian-friendly place. To support this transformation, the Plan recommends a migration of the major parking facilities toward the campus edges. New and improved parking facilities on the campus periphery will reduce the need for vehicle circulation within the campus core, which will reduce the potential for vehicle-pedestrian conflicts on campus roadways like Holly Drive and Maple Drive where major pedestrian corridors intersect the campus loop roads.

The campus currently provides 20,840 parking spaces for use by faculty, staff, students, and visitors, with utilization ranging from a low daily average of 57% on Fridays to the high on Tuesdays of approximately 81%. Taking into account USF population growth and transportation demand management (TDM) program effectiveness, demands for parking from students (including parking for on-campus housing), faculty, staff, and visitors (including medical center patients) is anticipated to grow. The 10-Year plan for campus facilities and infrastructure development will displace approximately 3,350 surface parking spaces on the main campus. In light of projected demand growth and significant parking supply reductions for future development, additional parking spaces are needed to serve the parking needs generated by development and displacement contemplated in the future.

To sustainably and affordably accommodate displacement and future growth in parking demand on the campus, the University will both accept a higher parking utilization ratio and construct new parking facilities. The parking facilities plan, shown on Figures 5-6 and 5-7, eliminates a significant amount of surface parking within the academic core and locates new parking facilities along the loop roadways or campus edges. To offset the planned parking supply reductions, the Plan can accommodate construction of up to 8,000 net new parking spaces in parking structures, as

remains in the Campus Development Agreement, as well as potentially installing 483 on-street parking spaces within existing roadways at relatively low cost. As a result of the projected growth, the USF parking supply is planned to increase and parking utilization will be elevated to 88 percent.

Modifications to parking management strategies will be required to appropriately allocate existing and planned parking spaces to USF drivers in a logical and equitable fashion. All major parking facilities will continue to be served by the Bull Runner shuttle system, providing robust connections to the entire campus. For the visitors, clinical patients, commuting staff and students whose access to core area venues will be time-sensitive, the potential on-street parking could fill an important niche. Among the recommended strategies to manage overall transportation and parking demand within the campus are the following TDM program options:

- Alternative transportation options:
  - Increase the range of services and marketing for commuter options (i.e., vanpool, carpool, car-sharing, telework, cycling, walking, compressed work week, emergency ride home, and transit),
  - Expand Bull Runner shuttle service to additional off-campus residential areas,
  - Improve pedestrian and bicycle facilities;
- Construct additional student housing on or near the USF-Tampa campus;
- Parking permit price tiers and/or increases; and
- Parking permit buyback program.
- Pre-tax deduction for employee alternative commute expenses.

**Goal**

The Transit, Circulation, and Parking goal of the Tampa Campus Master Plan is to encourage options for sustainable transit and vehicular access to the campus that reduce reliance on single-occupant vehicles, reduce overall parking demand, and minimize emissions and fossil fuel consumption, while maintaining essential delivery and service access.

**5.1 Vehicular Traffic and Transit Sub-Element**

**Summary of Objectives and Policies**

**Objective 5.1.1 Reduce the impacts on-campus of future vehicular traffic generated by the 10-year master plan, especially at peak hours.**

**Policy 5.1.1.1:** (on-campus): The University shall continue to construct additional on-campus housing as marketing and financial opportunities are available. This housing will reduce both internal and external traffic generation, especially at peak hours.

**Policy 5.1.1.2:** (off-campus): The University should continue to pursue off-campus park/ride programs and an off-campus shared use parking lots to meet future parking needs without constructing new parking facilities.

**Policy 5.1.1.3:** (off-campus): The University shall continue to provide, promote, and evaluate the use of distance learning, telecommuting, and compressed work week to reduce the need to travel to the University.

**Policy 5.1.1.4:** (on-campus): The University shall evaluate and implement, as appropriate, opportunities of incorporating secure, covered bicycle parking within the proposed parking structures to encourage the use of transit, carpooling, and bicycling.

**Policy 5.1.1.5:** The University shall construct new parking facilities at the periphery of the campus core and manage the parking permit system to encourage the use of remote lots in conjunction with Bull Runner shuttle service to peripheral parking facilities, to decrease the volume of traffic on the interior and loop roads of the campus.

**Policy 5.1.1.6:** The University shall analyze and implement as appropriate, techniques such as computerized technology to govern parking spaces and better utilize existing and future resources. Such techniques may include revenue access control systems and transportable variable message signs to facilitate traffic flow.

**Policy 5.1.1.7:** The University shall continue to review and revise class scheduling policies to achieve greater balance in daily and weekly class schedules and reduce peak demands on the campus transportation systems associated with student arrival and dismissal.

**Objective 5.1.2 Reduce the impacts off-campus of future traffic generated by the 10-year master plan.**

**Policy 5.1.2.1:** (off-campus): The University shall continue to jointly plan with the host communities, City of Temple Terrace, Metropolitan Planning Organization (MPO), Hillsborough Area Regional Transit (HART), the Hillsborough County City/County Planning Commission (HCCCPC), Pasco County, Pinellas County, New North Transportation Alliance (NNTA), and the Center for Urban Transportation Research (CUTR) to develop programs and incentives to enhance transit service in the campus context area. A few of the examples are:

- Continuation of the U-pass system, giving privileges to University users of the local transit system.
- Additional on-campus housing and proximate off-campus housing to help further reduce the on-campus demands of traffic and parking.
- The University will coordinate with the MPO and HART to establish a Plan for a rail stop to support the USF area if the Rail Project goes forward in the future.



**Policy 5.1.2.2:** (on-campus): The University shall coordinate on-campus traffic signalization and its connectivity to the surrounding transportation network with the City of Tampa.

**Policy 5.1.2.3:** The University shall continue to participate in the New North Transportation Alliance (NNTA), a public/private transportation demand management advocacy organization for the North Tampa area, as well as USF’s CUTR.

**Policy 5.1.2.4:** The University shall continue to work with the CUTR to identify and implement specific best practices for transportation planning.

**Objective 5.1.3 Provide a safe, efficient transportation system considering vehicle circulation, transit facilities, and the needs of motorized and non-motorized vehicle parking.**

**Policy 5.1.3.1:** (on-campus): The University shall implement traffic circulation and transit improvements as described in this element and shown in the Master Plan Update figures as funding allows.

**Policy 5.1.3.2:** (on-campus): The University shall continue to evaluate and upgrade, as appropriate, the Bull Runner shuttle service along the internal loop of the campus to supplement the regional and neighborhood circulators.

**Policy 5.1.3.3:** (on-campus): The University shall explore various routing and technology alternatives associated with implementing an internal tram, or other circulator conveyance system(s) to improve personal mobility in the campus core, connect the campus core with any future planned light rail station on Bruce B. Downs Boulevard, and/or connect major parking facilities with the academic core.

**Policy 5.1.3.4:** (on-campus): The University shall continue to evaluate designs/improvements for intersections as idle times and accident reports warrant. If changes prove to be feasible, practical, and promote transportation safety, the University shall amend the adopted campus master plan to incorporate these strategies into the overall transportation plan.

**Policy 5.1.3.5:** Following the Bull Runner system’s use of biofuels as an example, the University shall consider providing additional alternative fuel vehicles for its campus fleet with biofuels and electric vehicles as potential options to reduce the University’s carbon footprint and reduce reliance on non-renewable energy including fossil fuels.

**Objective 5.1.4 Provide for convenient pedestrian and bicycle ways within the transportation program.**

**Policy 5.1.4.1:** (on-campus): The University shall enhance the pedestrian corridors with provision of shade and weather protection, including shade trees, trellises, shade structures and/or arcades, seating, and implementation of design standards as established in USF Design and Construction Guidelines..

**Policy 5.1.4.2:** (on-campus);The University shall incorporate pedestrian safety features , including high-visibility crosswalks, warning signage, countdown pedestrian signals, and generous pedestrian landings, at new or improved mid-block, intersection, and roundabout crossings, as well as countdown pedestrian signals at all new or improved signalized intersections.

**Policy 5.1.4.3:** (on-campus) The University shall provide convenient bike racks, or covered bicycle storage if possible, at all new and renovated facilities and endeavor to complete the installation of continuous bike lanes.

**Policy 5.1.4.4:** (on-campus)The University shall consider installing bike lanes on all new or improved roadways, assuming that the planned bike lanes will fully extend between intersections, rather than ending abruptly at unanticipated locations.

**Objective 5.1.5 Enhance and encourage the utilization of alternative modes of transportation (including mass transit, bicycle and pedestrian modes) that reduce dependence on single-occupant vehicles as the primary mode of travel.**

**Policy 5.1.5.1:** (off-campus): The University shall continue to evaluate opportunities to incorporate bus locations at high activity commuter nodes, and provide facilities to assist in attracting riders to the mass transit system.

**Policy 5.1.5.2:** (on-campus): The University shall continue to provide convenient routes for the Bull Runner shuttle service and explore opportunities for expanding on-campus transit with the addition of a tram, or similar people-mover system, supplement other alternative modes in the campus core, connect major parking facilities with the campus core, and which could eventually link the campus to future light rail in the University area.

**Policy 5.1.5.3:** (off-campus): The University shall adhere to guidelines established for the Bull Runner shuttle stops. The University shall continue to explore opportunities for mass transit rail to the University area in cooperation with HART, TBARTA, MPO, CUTR, and the host communities. Opportunities for creating stations near the campus shall be encouraged with the implementation of mass transit rail.

**Policy 5.1.5.4:** (on-campus): The University shall endeavor to provide covered and/or partially enclosed shelters and seating at on-campus transit stops, whenever possible.

**Policy 5.1.5.5:** At Orientation, the University shall provide to all enrolling students information regarding the availability and scheduling of the HART bus system and Bull Runner transit systems well as other options such as the car-sharing, van-pooling, ride-matching, bike-loan, and Bicycle Club options.

**Policy 5.1.5.6:** The University shall continue to work with HART to provide the U-pass or other reduced public transit pass prices and van-pooling (offered by TBARTA) for students, faculty, and staff to promote the use of mass transit.

**Policy 5.1.5.7:** (off-campus): The University shall continue to implement transportation demand management (TDM) strategies designed to encourage the use of alternative modes of transportation and reduce the dependence on the single-occupant automobile as the primary mode of travel. The University shall consider:

- Expanding Bull Runner shuttle service to additional off-campus residential areas
- Improvement of pedestrian and non-vehicular facilities;
- Increasing the number of students living on campus;
- Tracking the development of diverse new off-campus student and faculty oriented housing within walking, bicycling, and transit distance to the campus;
- Academic scheduling modifications, including scheduling more classes during non-peak hours;
- Parking pricing strategies designed to make other modes of travel more economical and to provide revenue for improved TDM services and facilities;
- Parking permit buyback program ;
- Provide qualified transportation fringe benefits, including pre-tax or employer-provided transit, vanpool, and/or bicycle benefits;
- Traffic System Management approaches;
- Further promotion of ridematching services (i.e., HART, TBARTA Commuter Services, Zimride, etc.) and designating preferential parking locations for carpoolers; and
- Distance learning programs for students and telework or staggered work hours for faculty and staff.

**Policy 5.1.5.8:** (off-campus): The University shall coordinate with the Cities of Tampa and Temple Terrace and Hillsborough County to evaluate other options and strategies for reducing the dependence on the personal automobile.

**Policy 5.1.5.9:** (on-campus): The University shall continue to evaluate and implement enhanced mass transit opportunities with Hillsborough Area Regional Transit Authority (HART), the Metropolitan Planning Organization (MPO) and the host communities in accordance with procedures described in Element 10, *Intergovernmental Coordination*.

**Policy 5.1.5.10:** (on-campus): The University shall continue to provide, enhance and coordinate the Bull Runner shuttle routes with HART service. In particular, the University shall maintain and consider new providing transit connections to major regional transit facilities, such as the University Area Transit Center and planned light rail stations, and major destinations to reduce the demand for external vehicle trips. With an increasing number of bus stops, and reduced head times, regional access and circulation will become more convenient.

**Policy 5.1.5.11:** (on-campus): The University shall encourage increased pedestrian and bicycle mobility through the provision of shaded sidewalk/pathway connections and continuous on-road

bike lanes to reduce vehicle trips and inter-modal conflicts. The University shall also provide secure bicycle storage and consider providing changing and shower facilities for bicycle commuters.

**Objective 5.1.6 Ensure that transportation system improvements shall be coordinated and phased with the University's future land uses.**

**Policy 5.1.6.1:** The face of all future buildings shall be set back at least seventy-five (75) feet from the adjacent roadway center line and 30 feet from property lines, see Element 4, *Future Land Use*. This policy shall extend to new construction on sub-leased lands.

**Policy 5.1.6.2:** The University shall adopt a transportation funding strategy to ensure adequate revenue to finance parking improvements and other transportation alternatives consistent with the Master Plan. This may include increased parking rates, new parking revenue (i.e. daily or metered parking), and/or the transportation access fee.

**Policy 5.1.6.3:** The University shall plan on performing identified transportation improvements in conjunction with future projects. The timing and phasing requirements and priorities for these improvements are established in Element 11, *Capital Improvements*, and as opportunities arise through future development projects that are currently unforeseen.

**Objective 5.1.7 Coordinate required transportation improvements within the context area with the host communities.**

**Policy 5.1.7.1:** (off-campus): The University shall continue regular coordination with the host and affected local governments and the FDOT to ensure that transportation facility improvements are available when needed to support the growth of the University. The University shall pursue memoranda of understanding or interlocal agreements necessary to ensure that transportation facilities are available to meet the future needs of the University.

**Objective 5.1.8 Coordinate resolution of issues associated with projected impacts in level of service with the host community.**

**Policy 5.1.8.1:** (on-campus): The University shall monitor all on-campus intersections along the loop roads and campus access points onto Fletcher Avenue, Bruce B. Downs Boulevard, Fowler Avenue and 50th Street. On-campus intersections and campus access points shall be evaluated concurrent with future projects and be consistent with the recommendations presented in this Element 5, *Transportation*.

**Policy 5.1.8.2:** Level-of-Service (LOS) E conditions will be tolerated on the main campus loop roadways to minimize impacts on pedestrian safety associated with capacity improvements intended to reduce vehicle delays.

**Policy 5.1.8.3:** (off-campus): The University shall continue to coordinate with the City, County, MPO and FDOT to assure planned public roadway projects along the periphery of the campus are scheduled and funded and include lighting, transit, pedestrian, and bicycle improvements.



**Objective 5.1.9 Provide emergency travel routes and a building identification system to all new and renovated campus buildings.**

**Policy 5.1.9.1:** All new and renovated buildings shall be designed in accordance with NFPA1. The University shall remediate access and building justification as soon as practical. Following the street addressing system in place, future lanes and streets shall be named after native trees. The designation “USF” shall be added to all street names. Numbering shall match the City of Tampa’s grid.

**5.2 Parking Sub-Element**

**Summary of Objectives and Policies**

**Objective 5.2.1 Provide adequate parking capacity for the University’s needs while reclaiming existing surface parking sites in the campus core for programmatic uses or open space.**

**Policy 5.2.1.1:** The University shall program new multi-level parking facilities as needed, taking into consideration multi-modal use, for during the planning 10 year planning time frame as shown in Figures 5-6 and 5-7. The recommended locations for new parking structures are south of the Library (Zone 1), adjacent to the Sun Dome (Zone 3), and in Health (Zone 6). Alternative locations are identified for consideration if specific conditions restrict development of recommended sites or parking demand conditions indicate these as earlier priority development. The schedule for parking facility completion will be based on continued review of campus parking demands, development, and funding.

**Policy 5.2.1.2:** The University shall strongly encourage the use of periphery parking areas for students and staff through permit pricing incentives. On campus shuttle service shall continue to be routed to support this parking strategy.

**Policy 5.2.1.3:** The University shall evaluate on-street parking and completion of bicycle lanes on some campus roadways, as recommended in Figure 5-8, to affordably maintain or expand parking capacity on the campus as needed.

**Policy 5.2.1.4:** The University shall review existing parking facilities for opportunities to expand capacity through lower-cost measures such as re-stripping or surface lot expansion.

**Policy 5.2.1.5:** The University shall coordinate with host communities regarding opportunities to provide off-campus Park and Ride parking for University use, if such parking facilities are deemed beneficial to overall campus parking operations.

**Objective 5.2.2 Provide methods to reduce the impacts and demands of future on-campus parking.**

**Policy 5.2.2.1:** The University shall continue to monitor parking needs as development progresses and evaluate and implement, as appropriate, mitigation techniques. These programs may include the following:

- Explore the possibility of establishing remote Park and Ride parking lots off campus and shuttle systems to these lots;
- Encourage the utilization of peripheral parking facilities and mass transit with the establishment of commuter centers, shuttle service, and utilization of bicycles;
- Consider parking lot and/or permit designation modifications to discourage visitors, faculty, and students from moving vehicles between different parking locations on campus;
- Continue to evaluate academic classroom schedules encouraging more classes to be scheduled in off-peak hours, thus reducing parking demands by increasing utilization throughout the day – "reusing" the same parking space;
- Provide preferential parking locations for those who carpool and vanpool regularly;
- Evaluate preferred parking for alternative fuel vehicles and consider electric vehicle charging facilities during design of new or improved parking facilities, and;
- Consider restrictions in the use and parking of personal vehicles on campus by freshmen.

**Policy 5.2.2.2:** The University shall continue to evaluate and refine the parking permit fee structures to adequately incentivize parking in more remote parking lots, while maximizing revenue.

**Objective 5.2.3 Locate program and design on-campus parking facilities to be accessible to the various land uses and circulation systems while minimizing pedestrian vehicle conflicts.**

**Policy 5.2.3.1:** The University shall adhere to its design guidelines that ensure proper signage and traffic circulation to the parking structures and lots to avoid potential confusion and conflicts with pedestrians. The University shall, during the design of parking lots and garages, address concerns regarding landscaping, lighting, signage, security and pedestrian circulation issues.

**Policy 5.2.3.2:** The University shall implement parking improvements as described in this element and on Figures 5-6 and 5-7. The timing and phasing requirements and priorities for these improvements are established in Element 11, *Capital Improvements*.

### 5.3 Pedestrian and Non-Motorized Circulation Sub-Element

#### Goal

The Pedestrian and Non-Motorized Circulation goal of the Tampa Campus Master Plan is to shift the primary transportation focus within the campus from vehicles to pedestrians, bicycles, and transit modes through improvement and implementation of functional and inviting pedestrian, bicycle, and transit facilities in order to reduce personal vehicular traffic, improve safety, and support sustainable University operations.

#### Summary of Objectives and Policies

**Objective 5.3.1 Provide convenient, safe and direct on-campus pedestrian and bicycle way connections, as shown in Figures 5-8 and 5-9, to off-campus pedestrian and bicycle ways where the campus interfaces with the public roadway network and neighboring communities.**

**Policy 5.3.1.1:** The University shall coordinate with the City of Tampa, City of Temple Terrace and Hillsborough County in the systematic implementation of on-campus pedestrian and bicycle facilities to ensure continuity of such facilities within the larger regional system of pedestrian/bicycle facilities in accordance with procedures described in Element 10, *Intergovernmental Coordination*.

**Policy 5.3.1.2:** The University shall continue to work with the host community through coordinated efforts of University Police and local police departments, community action groups, and planning entities to improve the safety of off-campus routes connecting to the campus in accordance with procedures established in Element 10, *Intergovernmental Coordination*.

**Policy 5.3.1.3:** Coordinate with Hillsborough County to provide and maintain appropriate street lighting on roadways, surrounding the campus and along major pedestrian routes to/from campus.

**Policy 5.3.1.4:** Coordinate with Center for Urban Transportation Research (CUTR), New North Transportation Alliance, Hillsborough County, FDOT and other transportation planners and providers to implement educational programs for students, employees, and surrounding community members regarding transportation and public safety in proximity to USF.

**Objective 5.3.2 Coordinate locations for future pedestrian and non-vehicular circulation facilities to be developed on and off the campus with recommendations made by the University Police Department, Facilities Planning and Construction, and Parking and Transportation Services.**

**Policy 5.3.2.1:** Record may be made of actual observed pedestrian flow. Such campus wide observations should be scheduled as needed to assess any changes in pedestrian and non-vehicular movement patterns which may merit changes in prioritizing implementation of new pedestrian and non-vehicular facilities. Additional observations should be scheduled during periods of new campus development which may affect patterns of pedestrian and non-vehicular movement.

**Objective 5.3.3 Coordinate locations for additional lighting and improvements in lighting delivery with recommendations made by the University Police Department and Student Night-Walks.**

**Policy 5.3.3.1:** The University shall consult the University Police Department in determining locations for additional lighting along pedestrian and non-vehicular circulation routes, recognizing that the most effective lighting safety response may be to light the edges of the open space rather than the actual walk. University Police acting as Crime Prevention Through Environmental Design (CPTED) consultant to Facilities Planning and Construction shall provide input to identify areas in which they feel a risk factor exists. Their input will be based on on-site observation and crime data.

**Policy 5.3.3.2:** The University shall continue the campus-wide blue light emergency telephone plan to complement existing University Police escort and "Safe Team" services.

**Objective 5.3.4 Provide pedestrian and non-motorized circulation facilities to meet both the aesthetic and functional needs of the users and to encourage increased pedestrian and bicycle movement on campus.**

**Policy 5.3.4.1:** The University shall give priority to mitigation of existing pedestrian/vehicle conflicts on campus through the following actions:

- Prohibit vehicular access to USF East Holly Drive, for most of the section between USF Palm Drive and USF Maple Drive, to eliminate vehicle-pedestrian conflicts with residents of the housing areas and strengthen the connection between housing areas north and south of USF East Holly.
- Review pedestrian safety treatment options for intersections experiencing pedestrian collisions, including crosswalk treatment upgrades (i.e., high-visibility materials, raised crosswalks, etc.), relocating crosswalks to align with pedestrian desire lines, median refuges, curb extensions, pedestrian signal improvements, signal cycle length reductions, warning signage, and speed/safety enforcement.
- Largely relocate central campus parking toward the edges of the campus and construct new pedestrian and multi-use pathways providing logical and continuous connections between uses along the campus Greenway.
- Converge pathway alignments within the Greenway at intersections with campus collector roadways and install high-visibility crossings and traffic-calming treatments at mid-block crossing locations.
- Consider using Sharrow markings on roadway sections that do not yet have dedicated bikelanes. Sharrows assist bicyclists with lateral positioning in lanes that are too narrow for a motor vehicle and a bicycle to travel side by side within the same traffic lane; alert road users of the lateral location bicyclists are likely to occupy within the traveled way; encourage safe passing of bicyclists by motorists; and reduce the incidence of wrong-way bicycling. Sharrows are typically (but not exclusively) utilized on roads that are popular with bicyclists but lack right of way for conventional bike lanes. <http://bike.emory.edu/2010/08/18/sharrows-coming-soon-to-clifton-road>
- Continue to support the development and funding of the "Open Trip Planner" developed by CUTR. This is a web-based tool for creating point to point campus pedestrian route planner



which will help students, especially physically challenged, plan the best route to navigate the campus.

**Policy 5.3.4.2:** The University shall continue to work with partners to review personal and shared bicycle parking quality and availability at all on-campus facilities and install bicycle parking equipment in beneficial locations.

**Policy 5.3.4.3:** The University shall encourage utilization of pedestrian and non-motorized facilities and improve the safety of persons using the facilities through implementation of pathway and roadway improvements, including increasing shade along walks and pathways and converting some four-lane roadways to two-lane roadways with bike lanes and on-street parking, as identified in this element. The timing and phasing requirements and priorities for these improvements are included in Element 11, *Capital Improvements* under Infrastructure.

**Objective 5.3.5 Establish a series of strong pedestrian corridors to link campus precincts, as shown in Figure 5-9.**


**Policy 5.3.5.1:** The University shall continue the maintenance and development of primary east-west and north-south pedestrian corridors as follows:

- Sessums Pedestrian Mall between athletics/recreation and business/education/social science precincts on the east and the engineering/natural sciences, housing precincts on the west;
- Interdisciplinary Pedestrian Mall extending from the north edge of the Central Lawn northwest to the interdisciplinary /proposed arts precinct and west to Moffitt/Health extending to Bruce B. Downs Boulevard;
- Proposed USF East Holly Pedestrian Mall extending between USF Maple Drive on the east and USF Palm Drive on the west; and
- Proposed North-South Pedestrian corridor extending from redeveloped Andros housing area south, crossing the Greenway to the business/education/social science precinct.

**Policy 5.3.5.2:** The University shall establish strong diagonal northwest to southeast and northeast to southwest pedestrian and multi use (pedestrian/bicycle) corridors as follows:

- Cross-campus Greenway Corridor extending from the northeast Greek Village and Fletcher Avenue southwest to the Botanical Garden continuing to Pine Drive and Bruce B. Downs, and including a proposed diagonal crossing of the Central Quadrangle.
- Cross-campus southeast to northwest corridor extending from Alumni/Bull Run Drive and Fowler Avenue, through the academic precinct, to proposed connection to Administration crossing Central Quad, extending northwest and continuing to the redeveloped Health area via USF West Holly Drive walks and bicycle lanes.

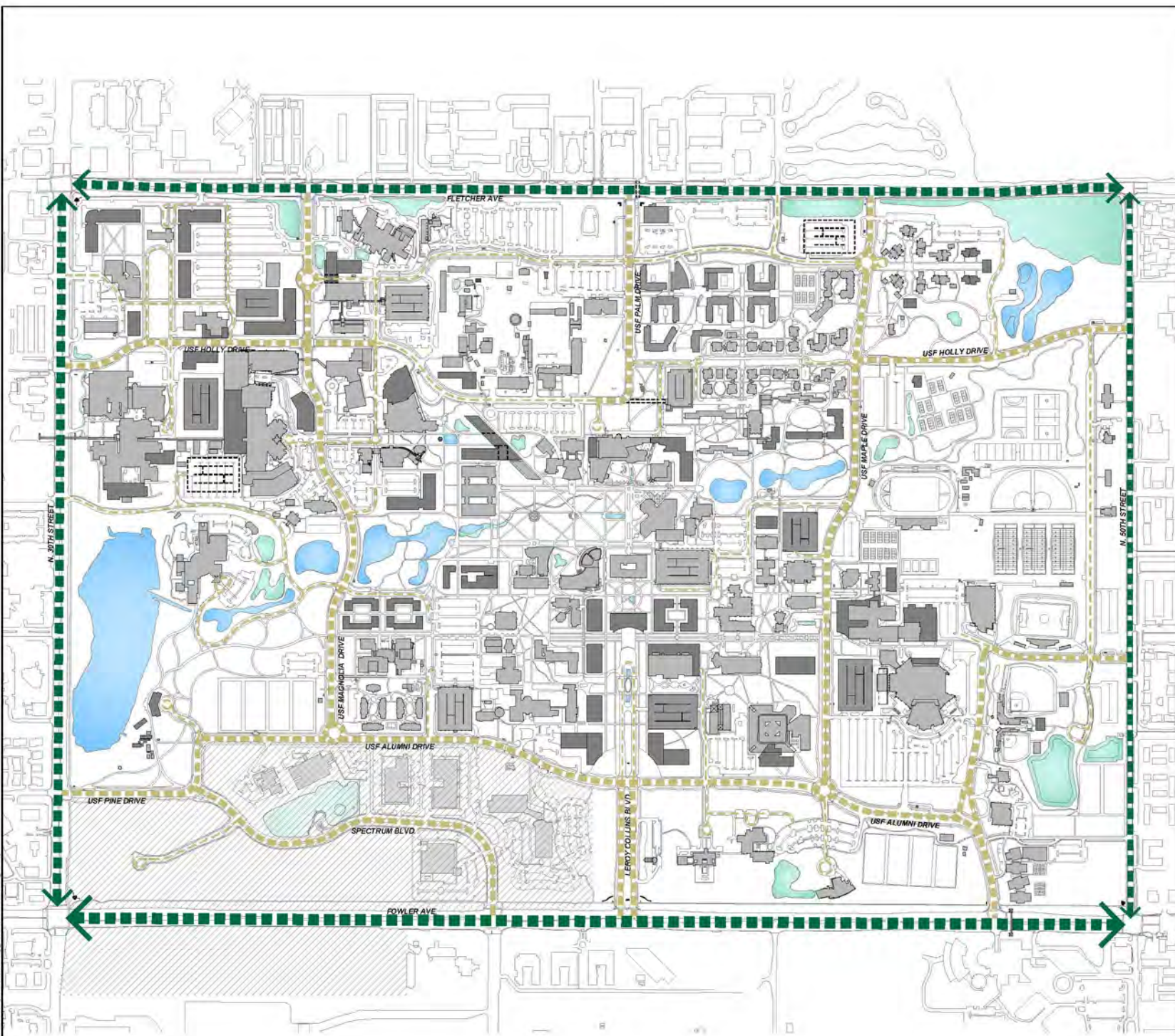
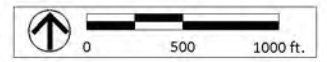
-  Principal Arterial
-  Minor Arterial
-  Collector Roadway
-  Collector Roadway (USF)
-  Drive (USF)

 Area Not Included in Campus Master Plan

**Element 5**  
Transportation

**Figure 5-1**  
10 Year Functional  
Roadway Classification

**Date**  
12/03/2015



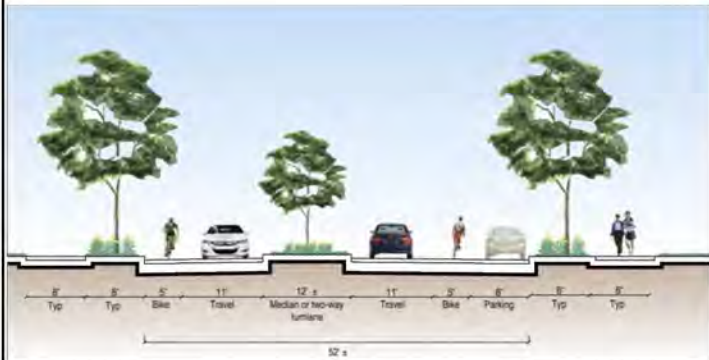




32' Roadway with Bike Lanes



42' Roadway with Bike Lanes and On Street Parking



52' Roadway with Planted Median, Bike Lanes and On Street Parking



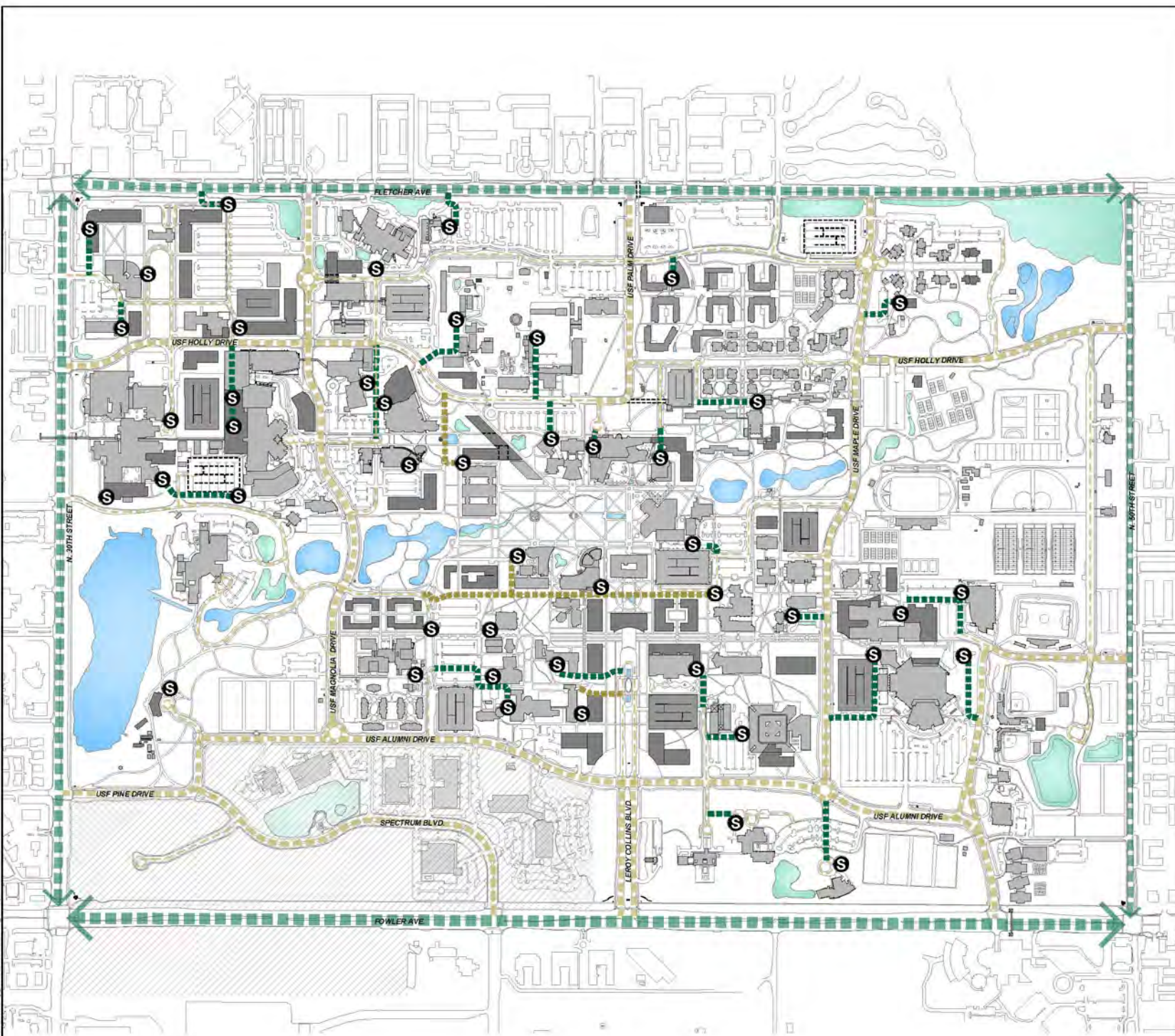
Holly Green Pedestrian Corridor

**Element 5**  
Transportation

**Figure 5-2**  
10 Year Conceptual  
Roadway Sections

**Date**  
12/03/2015





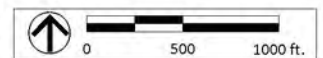
- Principal Arterial
- Minor Arterial
- Collector Roadway
- Collector Roadway (USF)
- Drive (USF)
- Service Shared Vehicle
- Service Shared Pedestrian
- Service

Area Not Included in Campus Master Plan

**Element 5**  
Transportation

**Figure 5-3**  
10 Year Service Access

Date  
12/03/2015

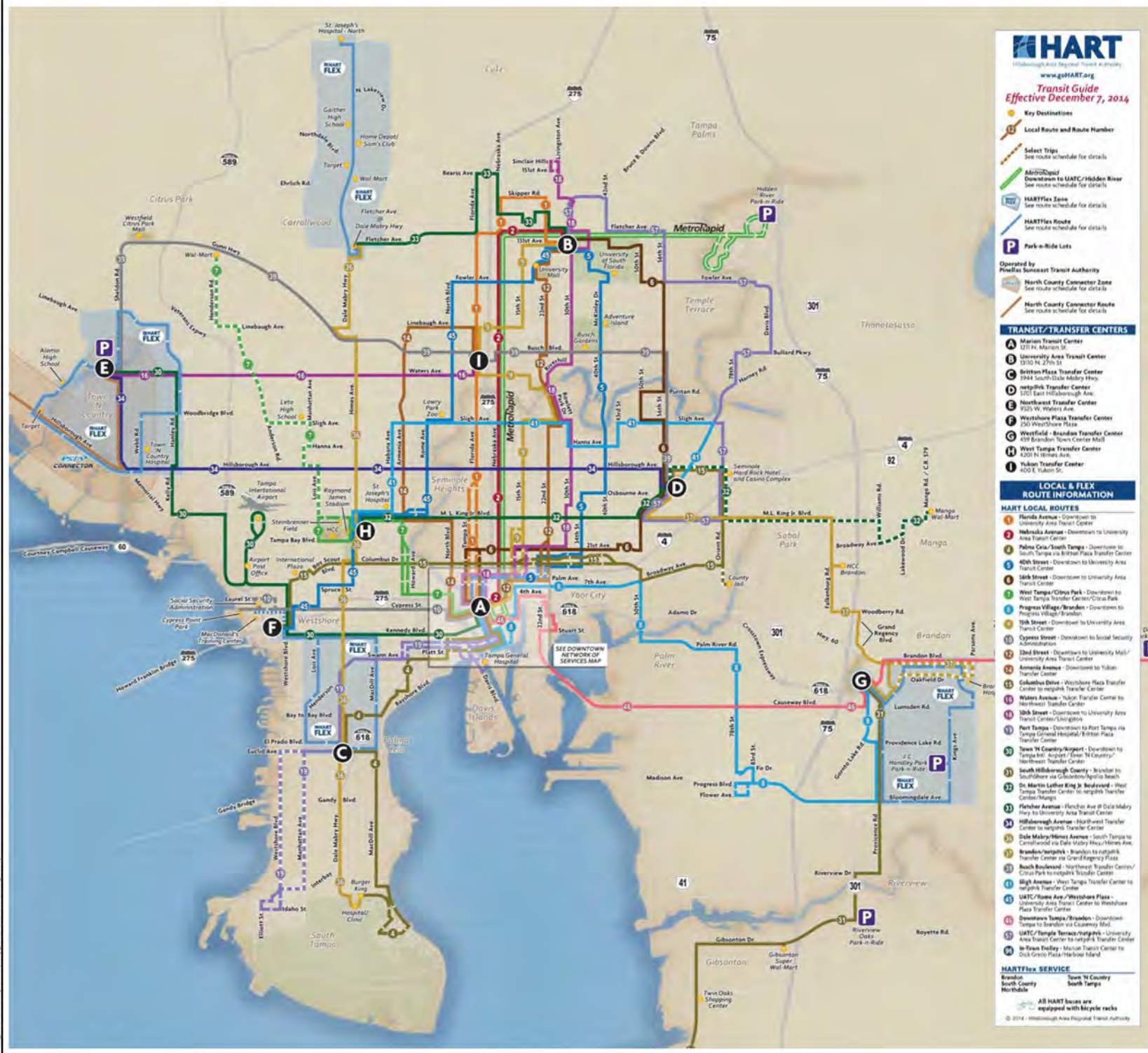








0005-544, 10 Year HART System Map, July - Dec 01, 2015 - 11:31 am - cshdby



**HART**  
Hillsborough Area Regional Transit Authority  
www.getHART.org  
*Transit Guide*  
Effective December 7, 2014

- Key Destination**
  - Local Route and Route Number**
  - Select Trips**  
See route schedule for details
  - Advanced**  
Downtown to UATC/Hidden River  
See route schedule for details
  - HARTflex Zone**  
See route schedule for details
  - HARTflex Route**  
See route schedule for details
  - P** Park-n-Ride Lots
- Operated by  
**Pinellas Suncoast Transit Authority**
- North County Connector Zone**  
See route schedule for details
  - North County Connector Route**  
See route schedule for details

- TRANSIT/TRANSFER CENTERS**
- A** Marion Transit Center  
321 N. Marion St.
  - B** University Area Transit Center  
1310 N. 27th St.
  - C** Britton Plaza Transfer Center  
1944 South Dale Mabry Hwy
  - D** netpark Transfer Center  
523 East Hillsborough Ave.
  - E** Northwest Transfer Center  
935 W. Waters Ave.
  - F** Westshore Plaza Transfer Center  
250 Westshore Plaza
  - G** Westfield - Brandon Transfer Center  
459 Brandon Town Center Mall
  - H** West Tampa Transfer Center Mall  
4201 N. Himes Ave.
  - I** Ybor Transfer Center  
400 E. Ybor St.

- LOCAL & FLEX ROUTE INFORMATION**
- HART LOCAL ROUTES**
- 1** Florida Avenue - Downtown to University Area Transit Center
  - 2** Nebraska Avenue - Downtown to University Area Transit Center
  - 3** Palm Csw/South Tampa - Downtown to South Tampa via Britton Plaza Transfer Center
  - 4** 40th Street - Downtown to University Area Transit Center
  - 5** 14th Street - Downtown to University Area Transit Center
  - 6** West Tampa/Citrus Park - Downtown to West Tampa Transfer Center/Citrus Park
  - 7** Progress Village/Brandon - Downtown to Progress Village/Brandon
  - 8** 10th Street - Downtown to University Area Transit Center
  - 9** Cypress Street - Downtown to Social Security Administration
  - 10** 12nd Street - Downtown to University Mall/University Area Transit Center
  - 11** Armenia Avenue - Downtown to Ybor Transfer Center
  - 12** Colubiana Drive - Westshore Plaza Transfer Center to netpark Transfer Center
  - 13** Waters Avenue - Ybor Transfer Center to Northwest Transfer Center
  - 14** 10th Street - Downtown to University Area Transit Center/University
  - 15** Hart Tampa - Downtown to Hart Tampa via Tampa General Hospital/Britton Plaza Transfer Center
  - 16** Town 'N' Country/Airport - Downtown to Tampa Int'l Airport/ Town 'N' Country/ Northwest Transfer Center
  - 17** South Hillsborough County - Union to Southshore via Gibsonton/Agria Beach Dr. Martin Luther King Jr. Boulevard - West Tampa Transfer Center to netpark Transfer Center/Mango
  - 18** Fletcher Avenue - Fletcher Ave @ Dale Mabry Hwy to University Area Transit Center
  - 19** Hillsborough Avenue - Downtown Transfer Center to netpark Transfer Center
  - 20** Dale Mabry/Himes Avenue - South Tampa to Carrollwood via Dale Mabry Hwy/Himes Ave.
  - 21** Brandon/Westshore - Brandon to netpark Transfer Center via Grand Regency Plaza
  - 22** Beach Boulevard - Northwest Transfer Center/ Citrus Park to netpark Transfer Center
  - 23** Sligh Avenue - West Tampa Transfer Center to netpark Transfer Center
  - 24** UATC/Himes Area - Westshore Plaza - University Area Transit Center to Westshore Plaza Transfer Center
  - 25** Downtown Tampa/Brandon - Downtown Tampa to Brandon via Causeway Blvd.
  - 26** UATC/Tampa Terrace/Ybor - University Area Transit Center to netpark Transfer Center
  - 27** In-Town Trolley - Marion Transit Center to Dick Grove Plaza/Harbour Island
- HARTflex SERVICE**
- Brandon - Town 'N' Country
  - South County
  - Northshore
- All HART buses are equipped with bicycle racks
- © 2014 - Hillsborough Area Regional Transit Authority

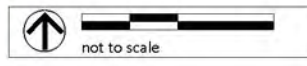


2015 - 2025 Tampa Campus Master Plan Update







Element 5  
Transportation


Figure 5-4a  
HART System Map

Date  
12/03/2015





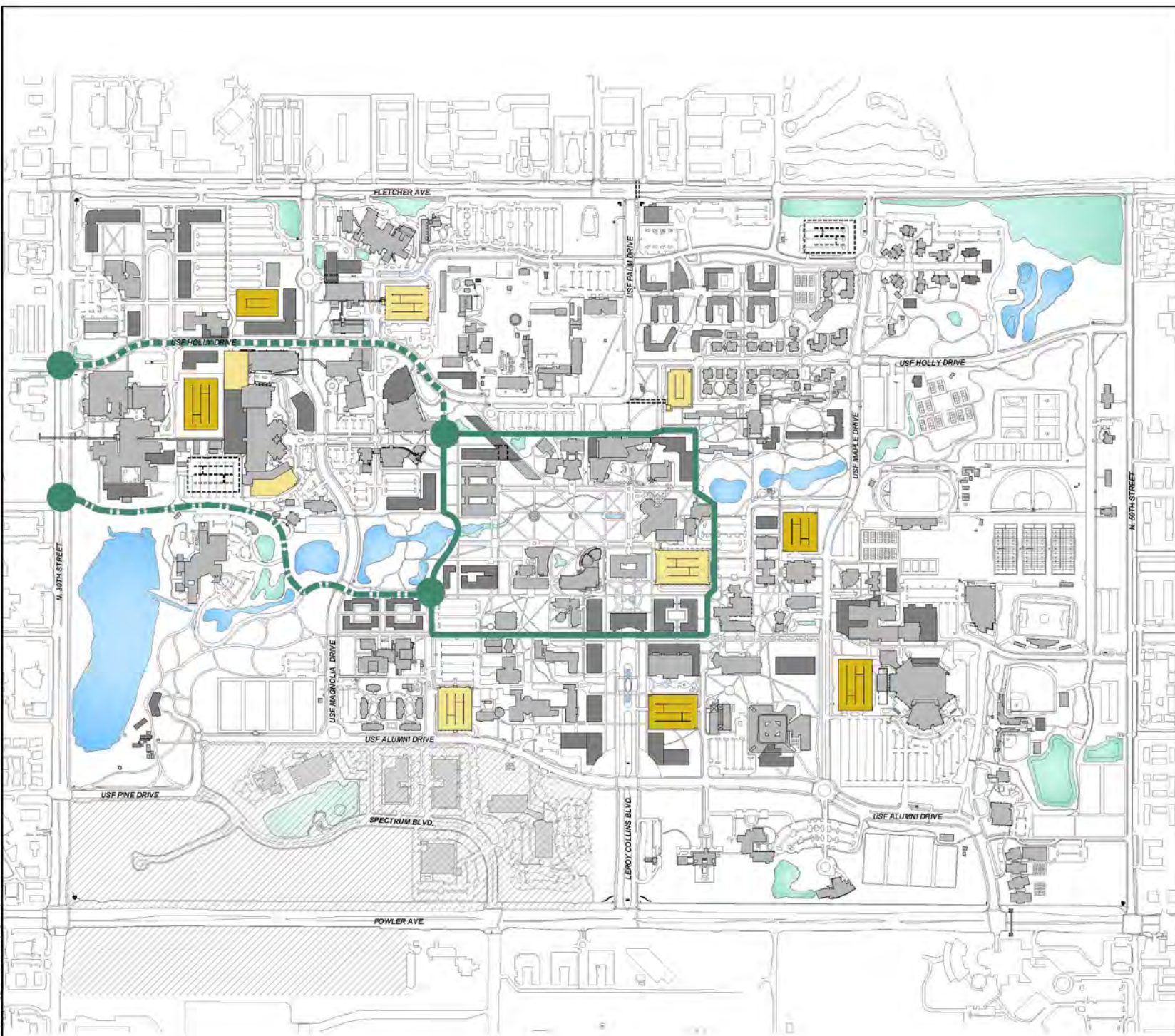
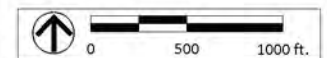
-  Phase 1
-  Phase 2
-  Phase 3
-  Structured Parking - Existing
-  Structured Parking - Proposed
-  Structured Parking - Alternate Locations

 Area Not Included in Campus Master Plan

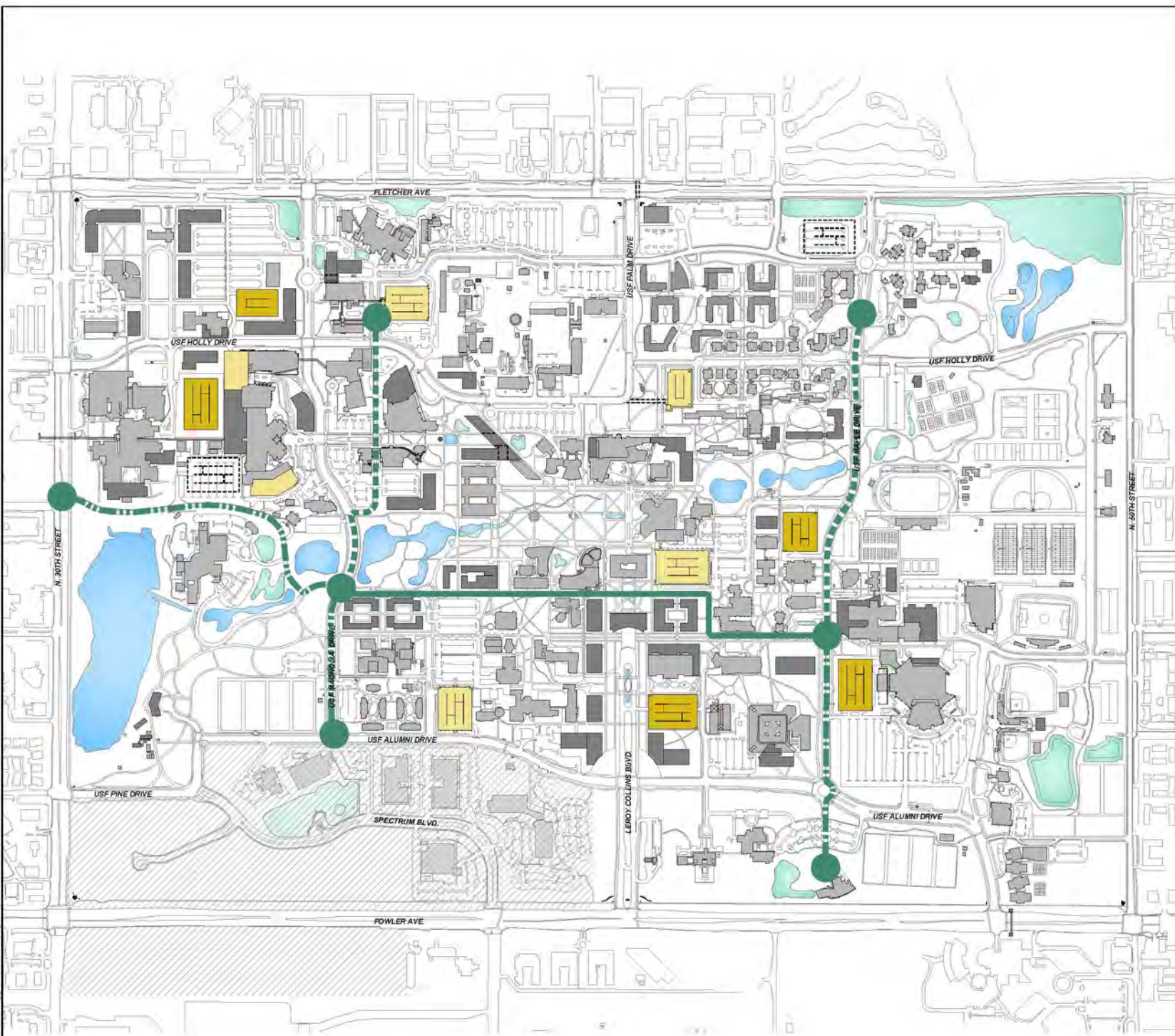
**Element 5**  
Transportation

**Figure 5-5.1**  
10Year Tram: "Circulator"

Date  
12/03/2015







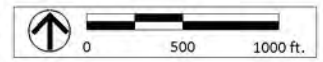
- Phase 1
- Phase 2
- Phase 3
- Phase 4
- Structured Parking - Existing
- Structured Parking - Proposed
- Structured Parking - Alternate Locations

Area Not Included in Campus Master Plan

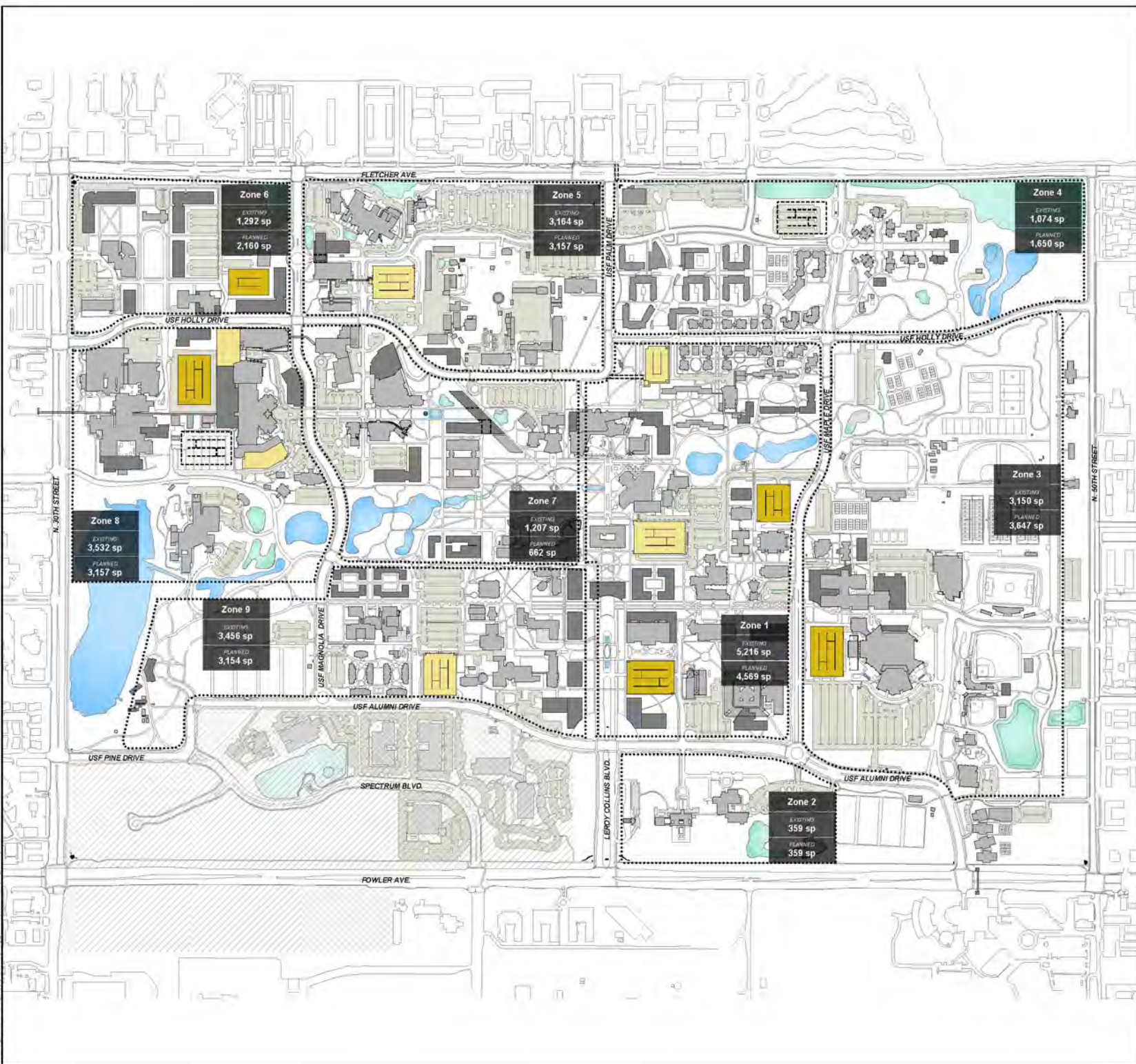
**Element 5**  
Transportation

**Figure 5-5.2**  
10 Year Tram:  
"Spine/Branching"

Date  
12/03/2015







- Surface Parking
- Structured Parking - Existing
- Structured Parking - Proposed
- Structured Parking - Alternate Locations

Area Not Included in Campus Master Plan

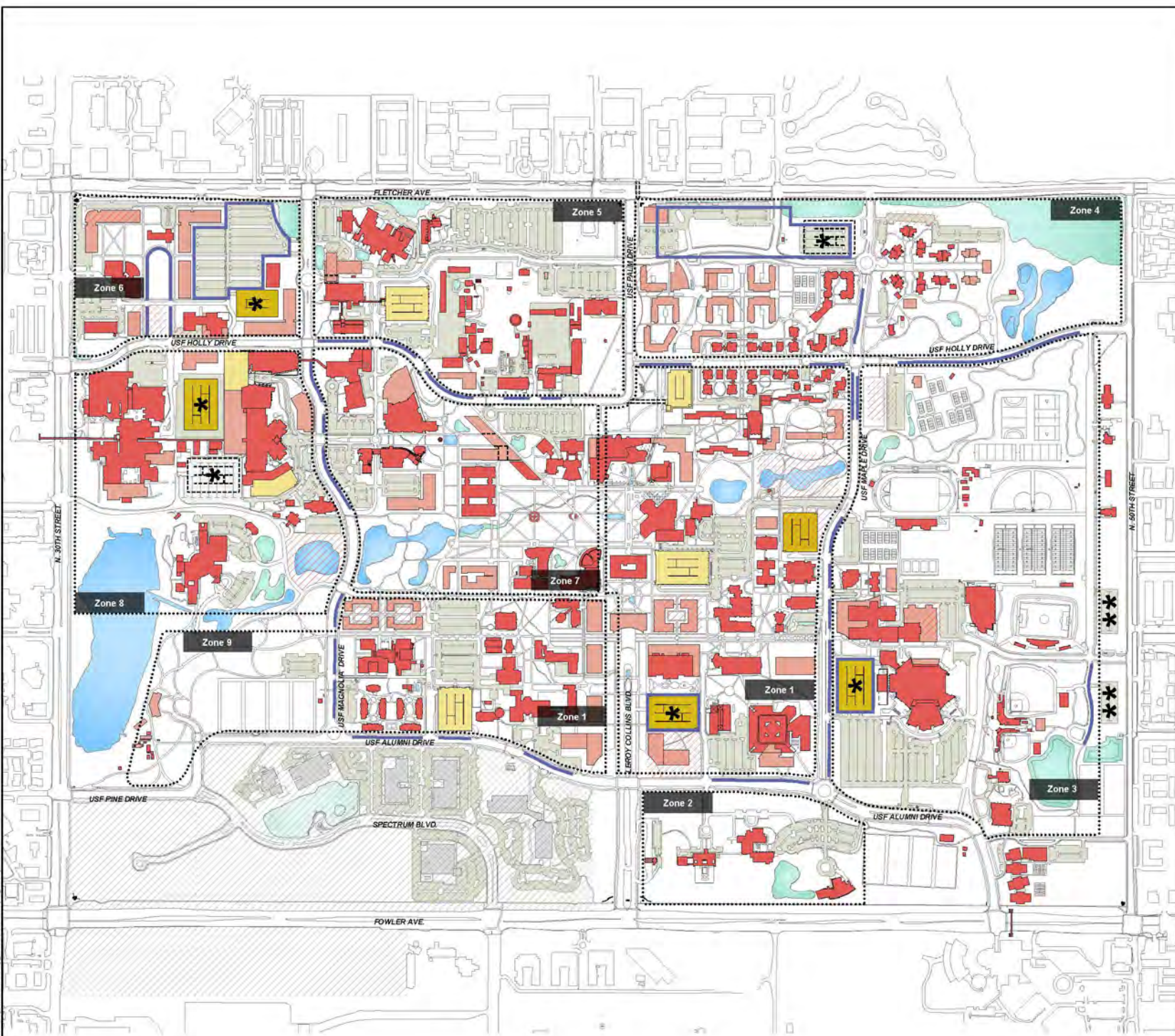
**Element 5**  
Transportation

**Figure 5-6**  
10 Year Parking  
Supply Summary

Date  
12/03/2015





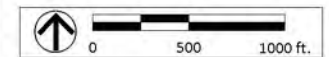


- Surface Parking
- Structured Parking - Existing
- Structured Parking - Proposed
- Structured Parking - Alternate Locations
- Existing Parking Lots Eliminated in Campus Master Plan
- Planned New or Expanded Parking (Including On-Street)
- Structured Parking - Proposed
- Temporary Event Parking - Proposed
- Area Not Included in Campus Master Plan

Element 5  
Transportation

Figure 5-7  
10 Year Planned  
Parking Modifications

Date  
12/03/2015





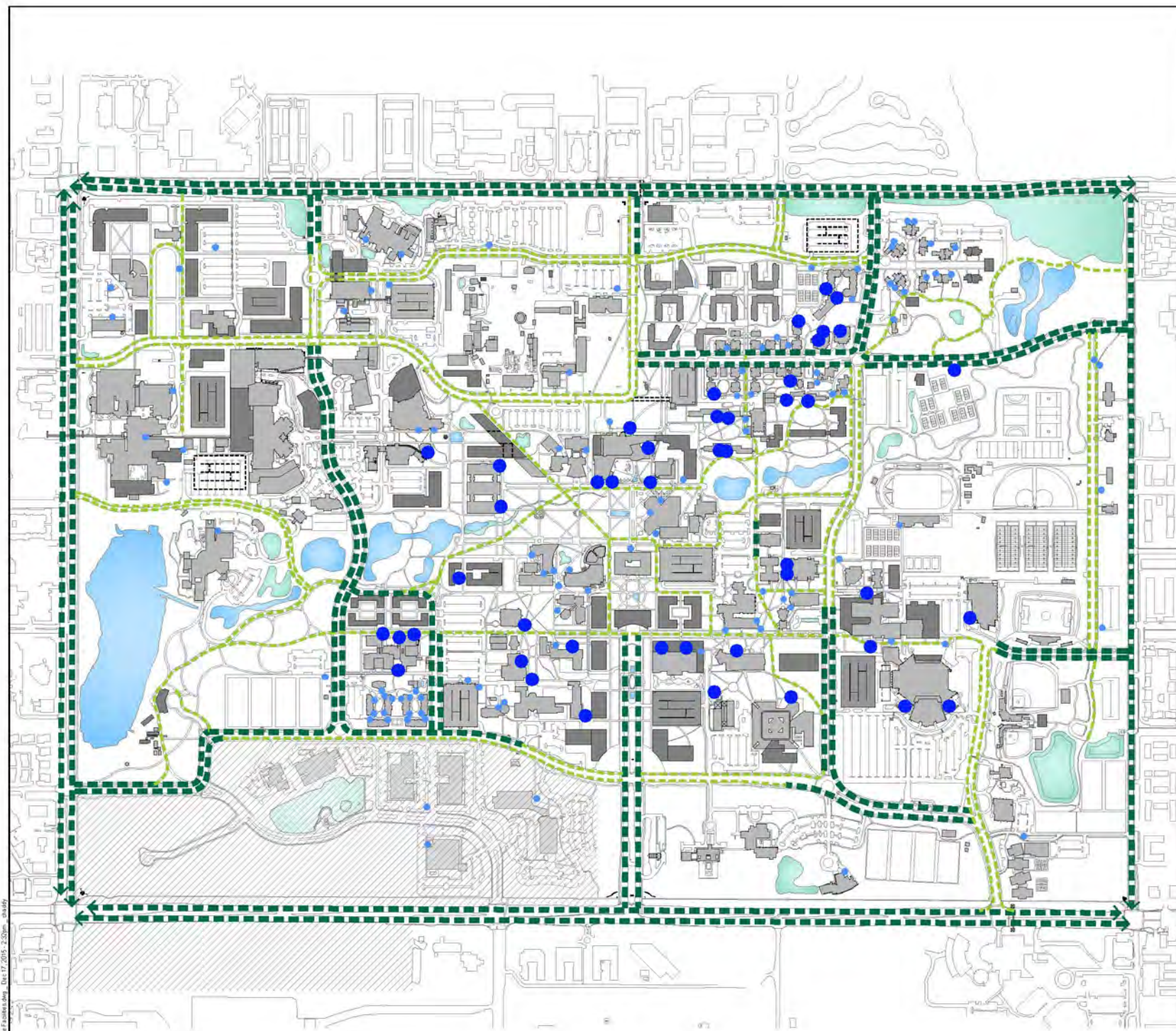
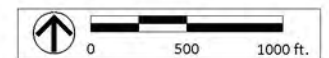
- Existing Bicycle Lanes
- - - Proposed Bicycle Lanes
- Bicycle Racks
- >20 Bicycle Racks

▨ Area Not Included in  
Campus Master Plan

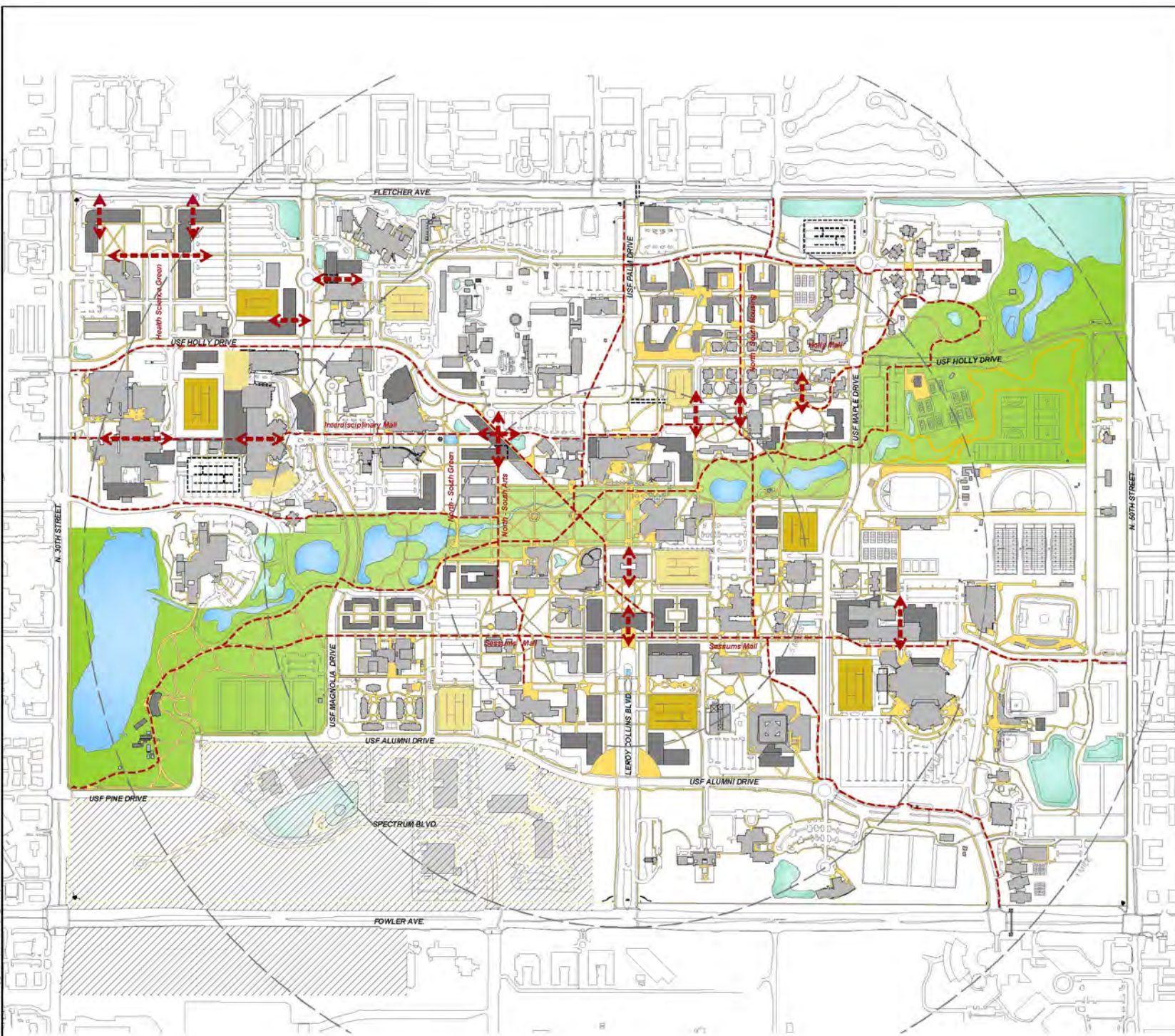
Element 5  
Transportation

Figure 5-8  
10 Year Bicycle Facilities

Date  
12/03/2015







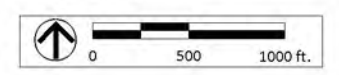
- Pedestrian Walkway
- Major Pedestrian Corridors
- Pedestrian Connection
- Greenway
- Structured Parking - Existing
- Structured Parking - Proposed
- Structured Parking - Alternate Location

Area Not included in Campus Master Plan

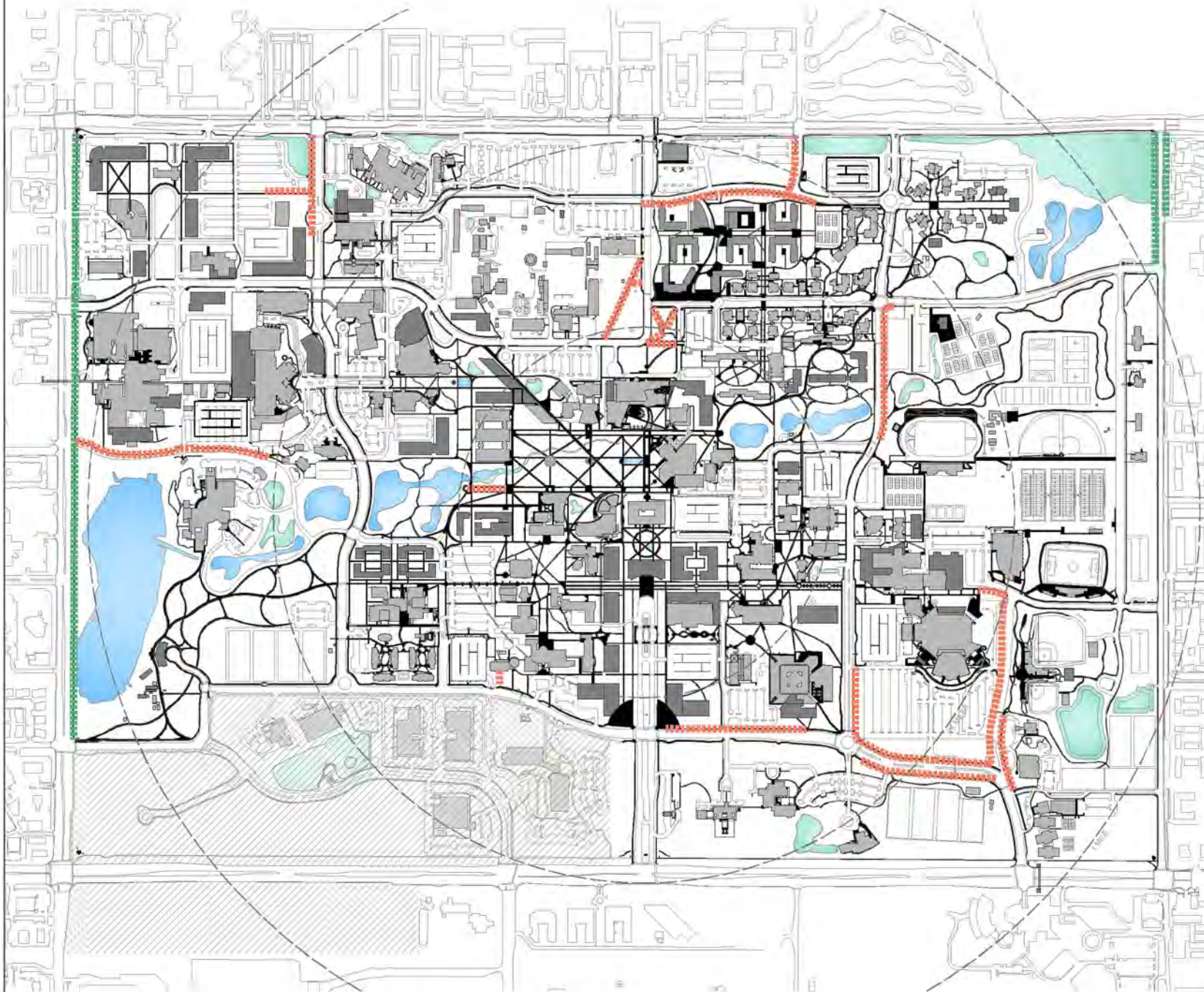
**Element 5**  
Transportation

**Figure 5-9**  
10 Year Pedestrian Circulation

Date  
12/03/2015







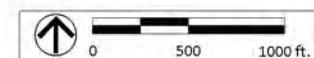
- Existing Walks
- Planned Campus Walk Development
- Proposed Public Walk Development

Area Not included in  
Campus Master Plan

**Element 5**  
Transportation

**Figure 5-10**  
10 Year Existing & Planned  
Pedestrian Facilities

Date  
12/03/2015



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## **Element 6:**

# **Housing and Student Support Services**





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## Element 6 Housing and Student Support Services

The 2009 initiative requiring First Time in College students (FTIC) to live on campus and the related increase in on-campus student housing – more than doubling since 1995 – has made a significant impact on the University and increased vitality of campus life. Housing, both on-campus and near off-campus, plays a critical role in establishing a more sustainable campus; supporting the learning experience by more fully engaging students and providing support, influencing transportation demands and strengthening pedestrian and bicycle circulation as desirable options, and providing the critical mass necessary to support a more diverse 24 hour campus community with increased demand for a greater range and supply of services and opportunities including food service options, retail, recreation, and entertainment.

The Plan reinforces the role of housing as a component of the sustainable campus community by expanding presence in both the east and west housing areas, and strengthening visual and physical (pedestrian/bicycle) connections within housing areas, to the campus core, and, significantly, to the Greenway. Proposed new housing frames and invigorates varied open space –larger quadrangles, semi-private “house” courtyards, and dining plazas, as well as the Greenway. The Plan envisions housing as distinct in character and scale from the larger academic facilities – narrower width and average height of four stories with strong response to indoor/outdoor connections and incorporation of community space.

The 10-year housing program provides for the construction of 3,526 new student beds. This includes replacement of 1,000 beds demolished in the Andros Housing Complex, refer to Fig 4-7 for demolition. (Architectural assessment, January 2010, determined removal and replacement of Andros to be both more cost effective and sustainable long term than renovation of existing structures.) The planned 10 year construction will result in a **net gain** of approximately **2,526 additional** student beds, thereby potentially making some 7,800 student beds plus supporting staff apartments available on the Tampa campus at the end of the ten-year period.

During the ten-year program period, there will be phased reductions in the number of existing student beds due to anticipated removal of facilities in the Andros residential complex. In the meantime, Housing and Residential Education will continue to secure affiliation partnerships with local property owners to meet Carnegie classification goals of 25% of undergraduate FTE and build a strong educational experience.

As part of the effort to provide safe and engaging connections between all campus housing and academic and social centers of the campus, the Plan recommends conversion of Holly Drive between the Crescent Garage and USF Maple Dr. to a primarily pedestrian/bicycle corridor. This strategic, multi-faceted move – contributing to improved qualities and function in transportation, housing, and open space – is also described in Element 5, *Transportation*, and Element 9, *Recreation and Open Space*.

Figure 6-1 indicates currently proposed locations for housing facilities based on program, land use relationships and site suitability factors. The University has undertaken a Housing Master Plan which included a study of off-campus, as well as on campus student housing options and the residential market. Specific locations and site layouts for some projects may change during the 10 year plan period due to changing conditions, modifications in building programs and contingencies

in site availability driven by sequencing of projects. The locations are important in underscoring that each future building must be sited so as to:

- Reinforce the civic structure of the campus;
- Frame meaningful, vibrant open spaces, and activate these spaces with social and recreational activity; and
- Recognize housing as a “highest and best use” of land adjacent to an implemented Greenway.

**Goals**

The Housing and Student Support Services goal of the Tampa Campus Master Plan is to encourage the availability of diverse, safe, affordable housing and support services for students on and in the vicinity of the campus in support of the educational success, personal development, and social experience of all University students.

**Summary of Objectives and Policies**

**Objective 6.1:** Provide up to approximately 2,526 net new undergraduate and graduate student beds in on-campus residence facilities over the next 10 years. In addition, replace 1,036 beds lost to proposed demolition and redevelopment of Andros Complex site. Endeavor to achieve and maintain The Carnegie Foundation for Advancement of Teaching classification as a “L4/R/Large Four Year, Primarily Residential” school.

**Policy 6.1.1:** The University shall locate such new housing as is determined to be financially feasible in Land Use Districts 4 and 5 (Student Housing East and West) as delineated in Figure 4-4, 10-Year Campus Land Use Districts, Element 4, *Future Land Use*.

**Policy 6.1.2:** Building locations indicated in Figure 4-1. Any location changes shall be effected by approval of the USF Board of Trustees without a Campus Master Plan amendment, provided that the project supports the primary land use function and is consistent with Figure 4-4, 10 Year Campus Land Use Districts, and Tables 4.1 and 4-3 included in Element 4, *Future Land Use*, as well as with the Campus Development Agreement with the City of Tampa.

**Policy 6.1.3:** The University shall, through this 2015 Master Plan Update and USF Design and Construction Guidelines (<http://www.usf.edu/administrative-services/facilities-planning/guidelines-standards/index.aspx>), specify that new construction or renovation of housing and support facilities be designed to reinforce and enhance the spatial order and coherence of the campus, thus lending to a sense of continuity and unity in the development of the campus. Additionally, housing and support facilities shall be located – and entries, views, public spaces oriented – in a way that engages and activates adjacent spaces such as the Greenway, framed residential quadrangles and courtyards, and circulation routes such as Sessums Mall to encourage more vibrant community engagement in these spaces.

**Objective 6.2** Provide the land area and infrastructure to accommodate development of a student organization community facility in support of student organization housing over the next 10 years.



**Policy 6.2.1:** During the next 10 years, the University shall seek to enable development of a student organization residential community facility available to student organizations in the area of the Greek Village. Such construction will be subject to USF Design and Construction Guidelines.

**Objective 6.3** Continue to improve the environment and coherence of the existing Andros and Magnolia residential areas by continued infill of new residence facilities forming residential courtyards; by taking advantage of existing and planned open space amenities such as the Greenway edge, by minimizing vehicular circulation and surface parking obstructions in the housing environment, and by improvements to existing housing facilities.

**Policy 6.3.1:** The University shall study the feasibility and proforma for providing additional new student beds with the first two phases proposed for construction in the five year planning time frame in the former Andros area, the area north of Holly and between USF North Palm and USF Maple Dr. Support areas for Dining, Campus Recreation, and a small grocery facility may be included with the project.

**Policy 6.3.2:** The University shall vacate the section of USF East Holly Drive located between Myrtle Drive (east of Crescent Garage) and the existing small parking area just west of Maple Hall 'B' and reconfigure this roadway cross section as a pedestrian/bicycle corridor to strengthen connection between housing area north of Holly Drive and housing to the south as well as the campus at large, improve safety, and establish greater open space amenity value for existing housing along Holly Drive. (See also Element 5, *Transportation*.)

**Objective 6.4** Monitor and track improved and expanded off-campus housing opportunities in close proximity to the University in order to create an integrated community.

**Policy 6.4.1.**The University shall:

- Monitor the supply, costs, and amenities of off-campus housing;
- Monitor factors pertaining to safety, transit utilization, pedestrian and bicycle access;
- Track the development of diverse new off-campus student and faculty oriented housing within walking, bicycling, and transit distance to the campus; and
- Promote the location of convenient service, transit, and shopping opportunities for students near campus.

**Objective 6.5** Provide residential and support services commensurate with any increase in the on-campus housing stock.

**Policy 6.5.1:** The University shall provide enhanced support facilities for campus Housing and Student Support Service, including expansion of programs to accommodate student activities, food service, cultural events, recreation facilities, adequate residential parking, improved bicycle and pedestrian connections, large group interior and exterior gathering space, and dining in existing and/or new complexes as determined to best serve the expanded residential program.

**Policy 6.5.2:** The University shall endeavor to create socially active residential environments that are compatible with the campus context. Housing and Student Support Service shall be sited to maximize opportunities for visual connection and physical access to attractive campus amenities. This includes the creation of usable, pleasant outdoor spaces that are regionally appropriate in design, including frontage and views to an implemented and/or planned Greenway and campus open space system, as well as quality pedestrian and bicycle connections to campus areas.

**Objective 6.6 Eliminate substandard student housing and provide necessary structural, mechanical, aesthetic and safety improvements.**

**Policy 6.6.1:** The University shall continue to monitor the existing housing stock on-campus and continue the capital upgrading plan to eliminate or upgrade substandard units. Improvements shall be made to overcome structural, mechanical, accessibility, aesthetic and safety deficiencies. Plumbing and HVAC systems shall be inspected on a periodic basis and kept in good repair. Routine maintenance shall be conducted on campus housing facilities exterior walls, roofs, windows and doors, and interiors.

**Policy 6.6.2:** The University’s Offices of Facilities Planning and Construction, Physical Plant, and Purchasing shall work with the Department of Housing and Residential Education and Student Support Service to develop operations and maintenance metrics for use in establishing a baseline means of determining life-cycle costing, and to provide greater efficiency in energy use, expanded recycling, and up to date green product purchasing data base.

**Policy 6.6.3:** The University's Office of Facilities Planning and Construction shall review all programmed Housing and Student Support Service improvements to ensure that adequate stormwater management, potable water, sanitary sewer, and solid waste facilities are in place and operational at established levels of service prior to occupancy.

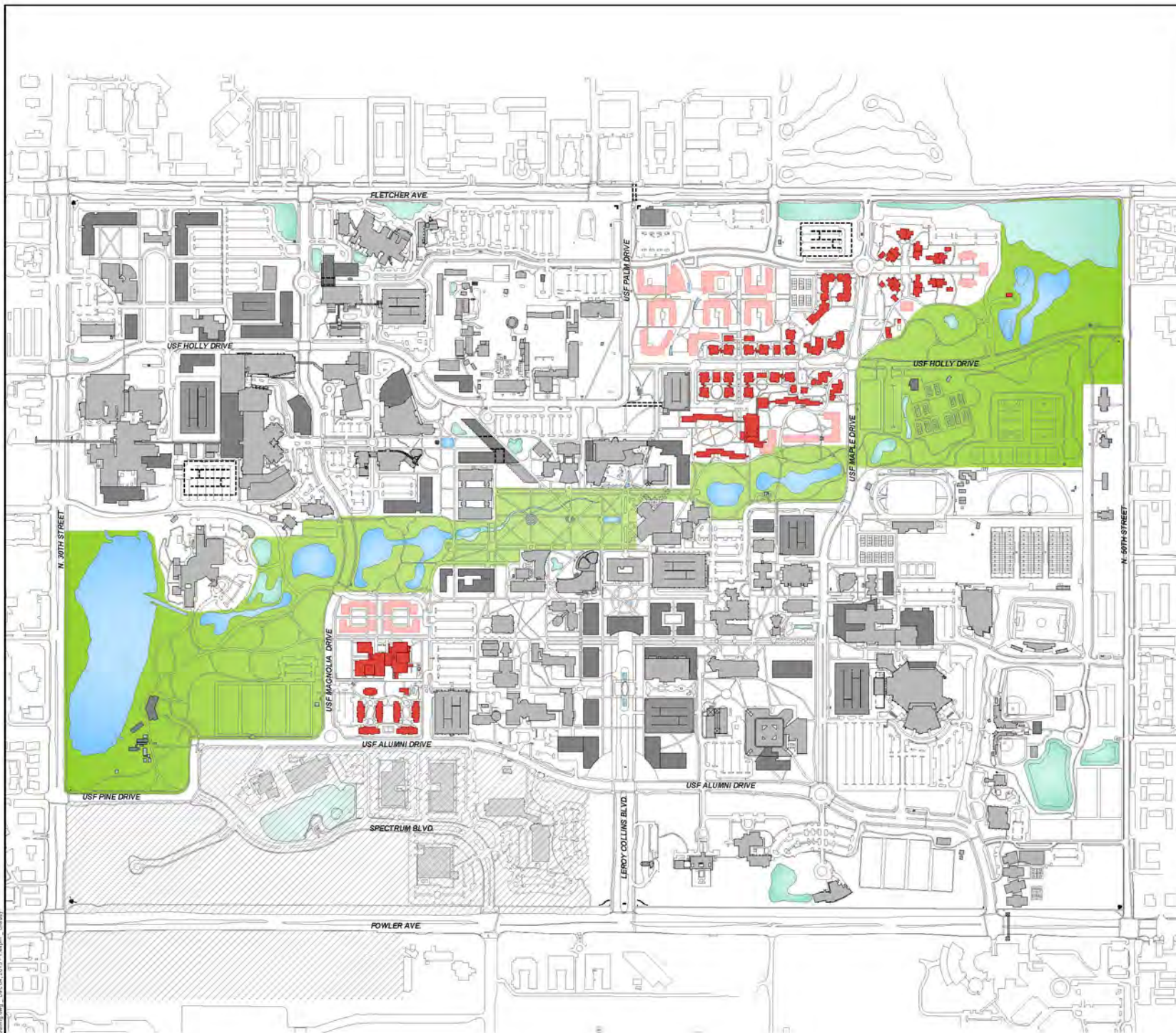
- Housing - Existing
- Housing - Proposed
- Greenway

Area Not included in Campus Master Plan

**Element 6**  
Housing

**Figure 6-1**  
10 Year Plan  
Housing

**Date**  
12/03/2015





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## **Element 7:**

# **Infrastructure and Utilities**



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## Element 7 General Infrastructure and Utilities

The overarching goal of the General Infrastructure and Utilities Element is to implement systems that adequately meet the present and future needs of the University, without limiting long-term University growth. By increasing the efficiency of utility infrastructure and reducing the consumption and wasting of resources, the campus can better ensure these systems are adequate to support campus growth.

Proper management of campus resources yields specific benefits to the University. The University can create usable open space and protect natural areas by requiring new utilities to be placed within designated utility corridors, shown in Figure 7-1, Infrastructure and Utility Corridor. Stormwater systems can be modified to not only improve water quality, but also enhance the campus landscape. Reductions to energy consumption, wastewater, and solid waste generation directly reinforce the University’s commitment to greenhouse gas reduction, support sustainability for the University and reduce costs. The sub-elements define specific goals, objectives, and policies that will be utilized by the University in fulfilling the 2015 Master Plan.

### 7.1 Stormwater Management Sub-Element

The 10-year plan for stormwater management focuses on increasing pervious area throughout the campus. In addition, the 10-year plan implements stormwater management Best Management Practices (BMPs) to improve water quality on campus and beyond in downstream waters off-campus.

Within the campus’ West Basin, construction of pond 204B serves to provide additional water quality treatment prior to runoff entering Lake Behnke and serves to lower the peak stage elevation in Lake Behnke, the ditch south/east of Shriners (204C) and its future expansion. This will help reduce localized roadway flooding, currently occurring during certain storm events for areas draining to pond 204C.

In addition, a riparian way is proposed to the Central Quadrangle from MLK Plaza and the Marshall Center to a new pond southwest of Fine Arts Building, which will receive roof runoff and condensate from adjacent buildings. This feature will serve to divert runoff from entering pipe networks, lower the peak stage of Lake Behnke, improve water quality, and provide a resource for subsequent reuse while contributing aesthetic value to the Central Quad in a way that gives visibility to stormwater management and the hydrologic cycle.

Within the campus’ East Basin, additional stormwater system components are to be added to address the changes in the land use. To complete the Greenway system, impervious pavement is proposed to be removed from within the Greenway and replaced with stormwater ponds and open space. Wet pond 104A-1 and future pond 104A will serve to provide the needed stormwater treatment, attenuation and flood prevention.

#### *Goal*

The Stormwater Management goal for the Tampa Campus Master Plan is to provide an adequate stormwater management system that accommodates current and future University stormwater needs.

**Summary of Objectives and Policies**

**Objective 7.1.1: Provide a sufficient stormwater management system in a design that is consistent and enhances the overall Master Plan scheme, and strives to reduce stormwater outfall volumes.**

**Policy 7.1.1.1:** The University shall identify the stormwater detention and greenway systems as a "no build" zone, except for recreation support facilities.

**Policy 7.1.1.2:** Stormwater facility improvements shall be constructed as identified on Figure 7.1-1.

**Policy 7.1.1.3:** The University shall coordinate through its capital improvement projects and building program to ensure that stormwater storage and conveyance pipes are located and constructed to avoid conflicts with future building programs.

**Policy 7.1.1.4:** The University, prior to the design and construction of any ponds within the stormwater system, shall thoroughly investigate issues including geotechnical information, regulations, and existing utilities.

**Policy 7.1.1.5:** The University shall continue to maintain a capacity tracking system to ensure capacity is available for the impacts of new construction.

**Objective 7.1.2: Recognizing that natural drainage flows east and west from the central ridge line, appropriate considerations will be given for maintaining and protecting the natural drainage patterns and hydrological conditions.**

**Policy 7.1.2.1:** The University shall enhance the stormwater facilities and greenway system with the following appropriate design features:

- Gradual and varied side slopes,
- Natural aquatic plant material as appropriate for the stormwater system utilized,
- Walkways/boardwalks,
- Seasonal hardwoods and native-understory plant materials, and
- Properly designed "feature" ponds that include retention liners and sufficient water volumes and aeration to maintain a healthy environment and habitat for wildlife.

**Policy 7.1.2.2:** Recognizing that increasing the tree canopy reduces the amount of runoff entering stormwater ponds, the University shall continue to implement an active tree planting program, making it a priority to plant areas adjacent to roadways, surface parking lots, and other paved

surface areas. To preserve the health of the University tree inventory, a Certified Arborist should be on staff for continued oversight monitoring and directives.

**Objective 7.1.3: Prevent any further degradation and improve the quality of receiving waters.**

**Policy 7.1.3.1:** The University shall implement an ongoing, regularly scheduled stormwater facility maintenance program to ensure adequate water quality and design capacity of the facilities.

**Policy 7.1.3.2:** The University shall continue to comply with the State’s implementation of the EPA’s National Pollutant Discharge Elimination System (NPDES) programs.

**Policy 7.1.3.3:** USF shall continue to construct on-site stormwater treatment systems that remove suspended solids and nutrients per Southwest Florida Water Management District standards.

**Policy 7.1.3.4:** The University shall mitigate University-generated stormwater impacts by minimizing or eliminating stormwater-borne pollutants through the implementation of a system of Best Management Practices (BMPs), which includes, but is not limited to:

- Incorporate stormwater management retention and detention features into the design of parks, trails, commons, and open spaces, where such features do not detract from the recreational or aesthetic value of a site.
- Use of slow release fertilizers and/or carefully managed fertilizer applications timed to ensure maximum root uptake and minimal surface water runoff or leaching to groundwater.
- Educate maintenance personnel about the need to maintain motor vehicles to prevent the accumulation of grease, oil and other fluids on impervious surfaces, where they might be conveyed to surface and ground waters by runoff.
- Regularly collect and dispose of yard debris to prevent the clogging of stormwater inlets and pipes.
- Avoid the widespread application of broad spectrum pesticides by involving only purposeful and minimal application of pesticides, aimed at identified target species.
- Coordinate pesticide application with irrigation practices to reduce runoff and leaching into groundwater.
- Use turf blocks and other pervious surface treatments to minimize impervious surface area and reduce the flow of runoff pollutants.
- Incorporate features into the design of fertilizer and pesticide storage, mixing and loading areas that are designed to prevent or minimize spillage.
- Pursue licensing for grounds superintendents and staff (or use of outside licensed contractors) to ensure proper handling and administering of restricted pesticides and to ensure that fertilizers will be selected and applied to minimize surface water runoff and leaching to ground water.



**Policy 7.1.3.5:** It shall be the policy of the University that increases in stormwater runoff shall not cause or contribute to a violation of water quality standards in waters of the State.

**Objective 7.1.4: Coordinate and phase the increased stormwater facility capacity to meet the future needs of the University.**

**Policy 7.1.4.1:** The University shall ensure that the detailed Stormwater Management Sub-Element will comply with the SWFWMD regulations for quantity and quality requirements established in Chapters 40D-4, 40D-40 and 40D-400 FAC.


**Policy 7.1.4.2:** Stormwater management facilities shall comply with the design criteria established in the USF Design and Construction Guidelines and shall be in place and operational, at established levels of service, prior to the construction of any new University improvement.

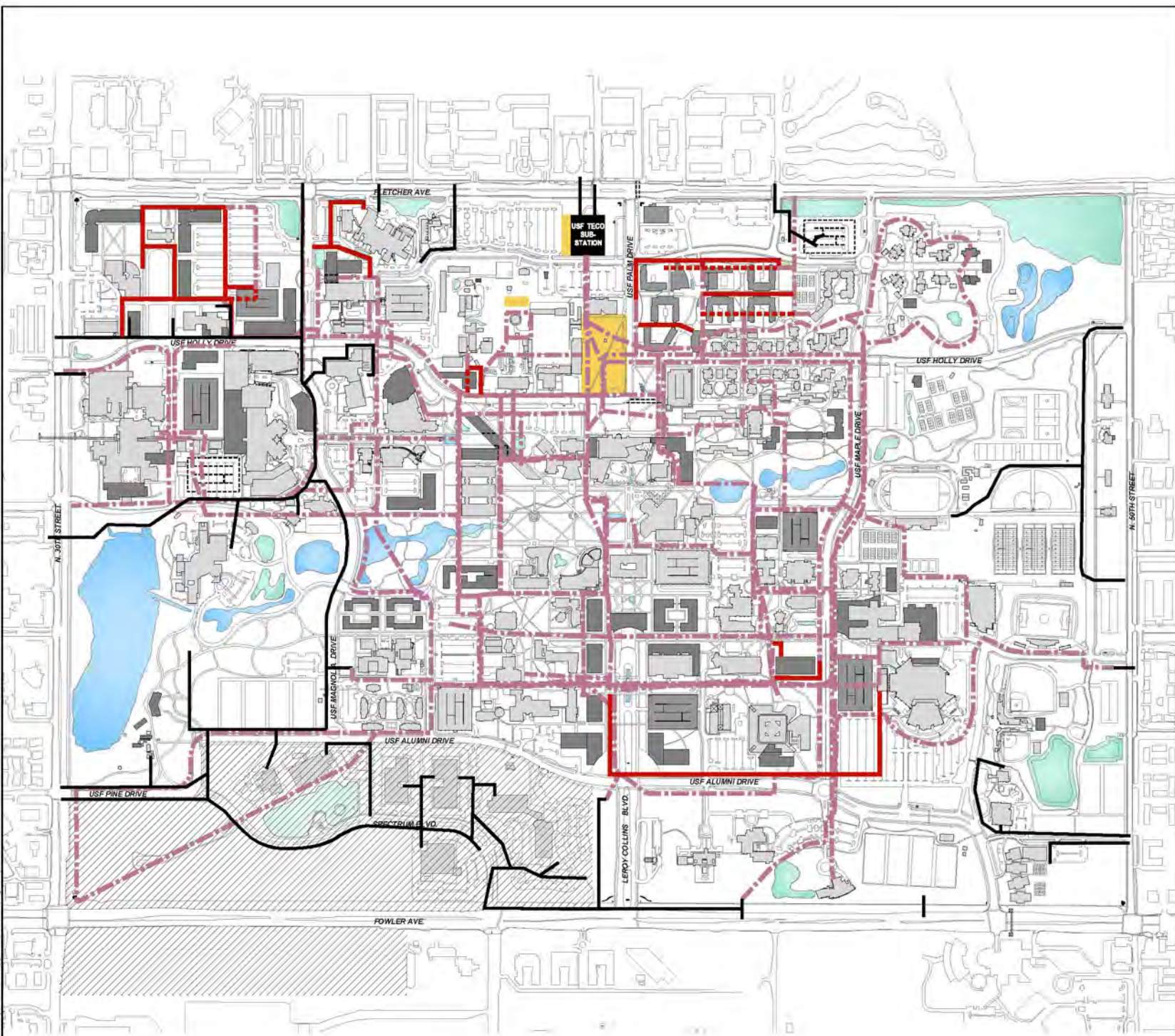
**Policy 7.1.4.3:** The University shall continue to evaluate and assess the existing and future system needs, as a result of proposed land redevelopment, transportation system improvements, reconfiguration of existing drainage conveyances, and improvements within the drainage basins. These engineering study efforts shall address the data and analysis requirements contained in Rules 6C-21.207(1) and (2) F.A.C., and shall also:

- Maintain that post-development rates of discharge shall not exceed pre-development rates.
- Establish priorities for replacement, correcting stormwater management facility deficiencies, and providing for future facility needs.
- Establish the timing and phasing requirements and identify the projected funding sources for stormwater management facility improvements to meet future USF needs.
- Classify existing utility corridors as no build zones. In the event the utility cannot be avoided, the Director of Facilities shall be notified.
- The University shall prioritize and correct identified stormwater system deficiencies. The University Stormwater Master Plan will be amended as needed.

**Policy 7.1.4.4:** The University shall annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures to ensure capacity and capital improvements required to meet future University needs are provided when required, based on needs identified in other master plan elements.

-  Utility Corridor
-  Proposed/Relocated Utility Corridor
-  Existing Utility Corridor To Be Removed
-  Existing Portable Wellfield
-  TECO Easement

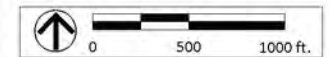
 Area Not Included in Campus Master Plan



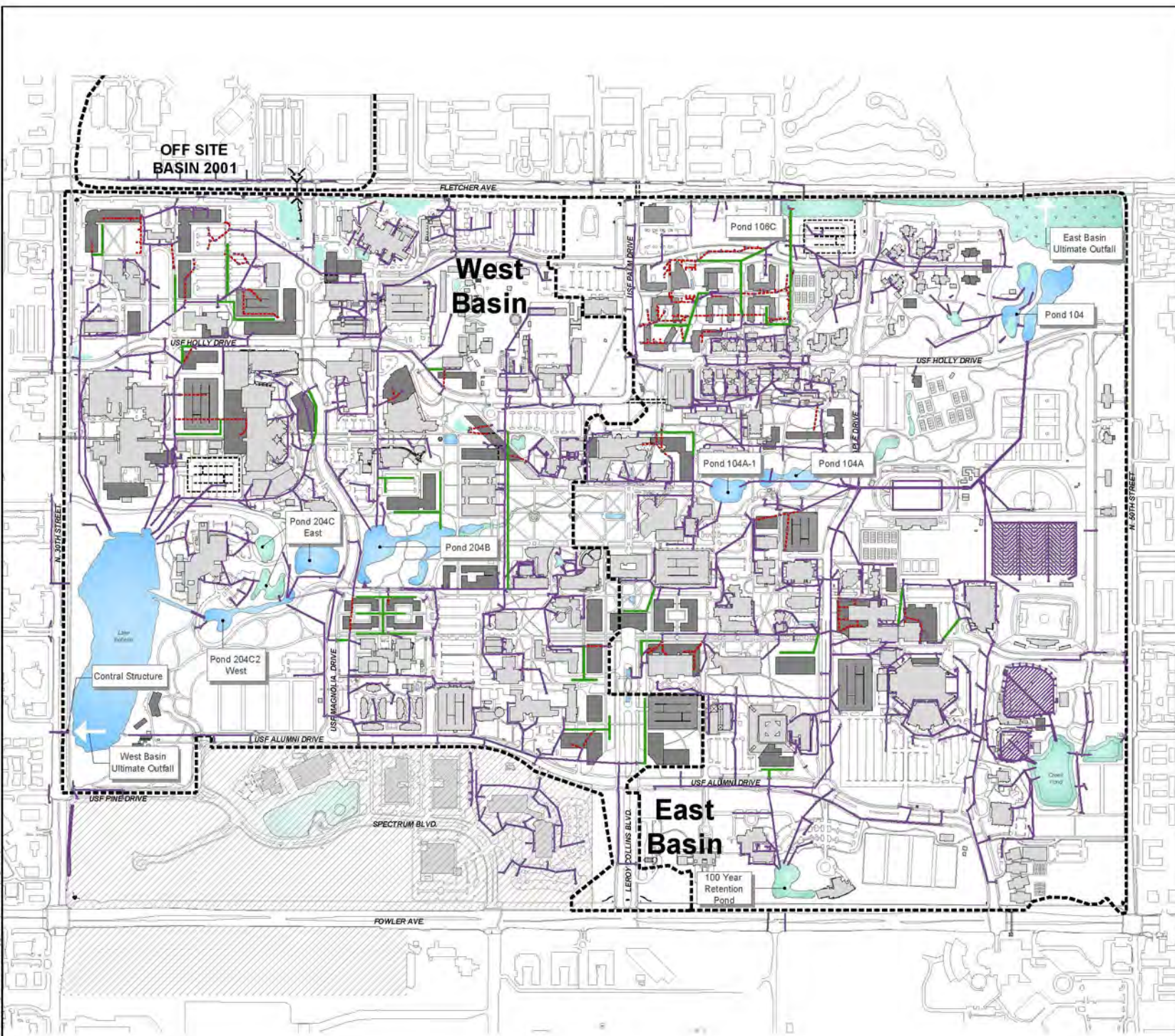
**Element 7**  
General Infrastructure  
and Utilities

**Figure 7-1**  
10 Year Infrastructure  
and Utility Corridor Plan

Date  
12/03/2015





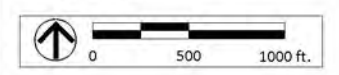


-  Stormwater Pipes
-  Stormwater Pipes to be Removed
-  New Stormwater Pipes
-  Stormwater Collection Areas
-  Wetland Area
-  Stormbasin
-  Existing Buildings
-  10 Yr Proposed Buildings
  
-  Area Not Included in Campus Master Plan



Element 7  
General Infrastructure

Figure 7.1-1  
10 Year Stormwater  
Management Plan

Date  
12/03/2015






-  Permeable Area
-  Greenway

**Notes**

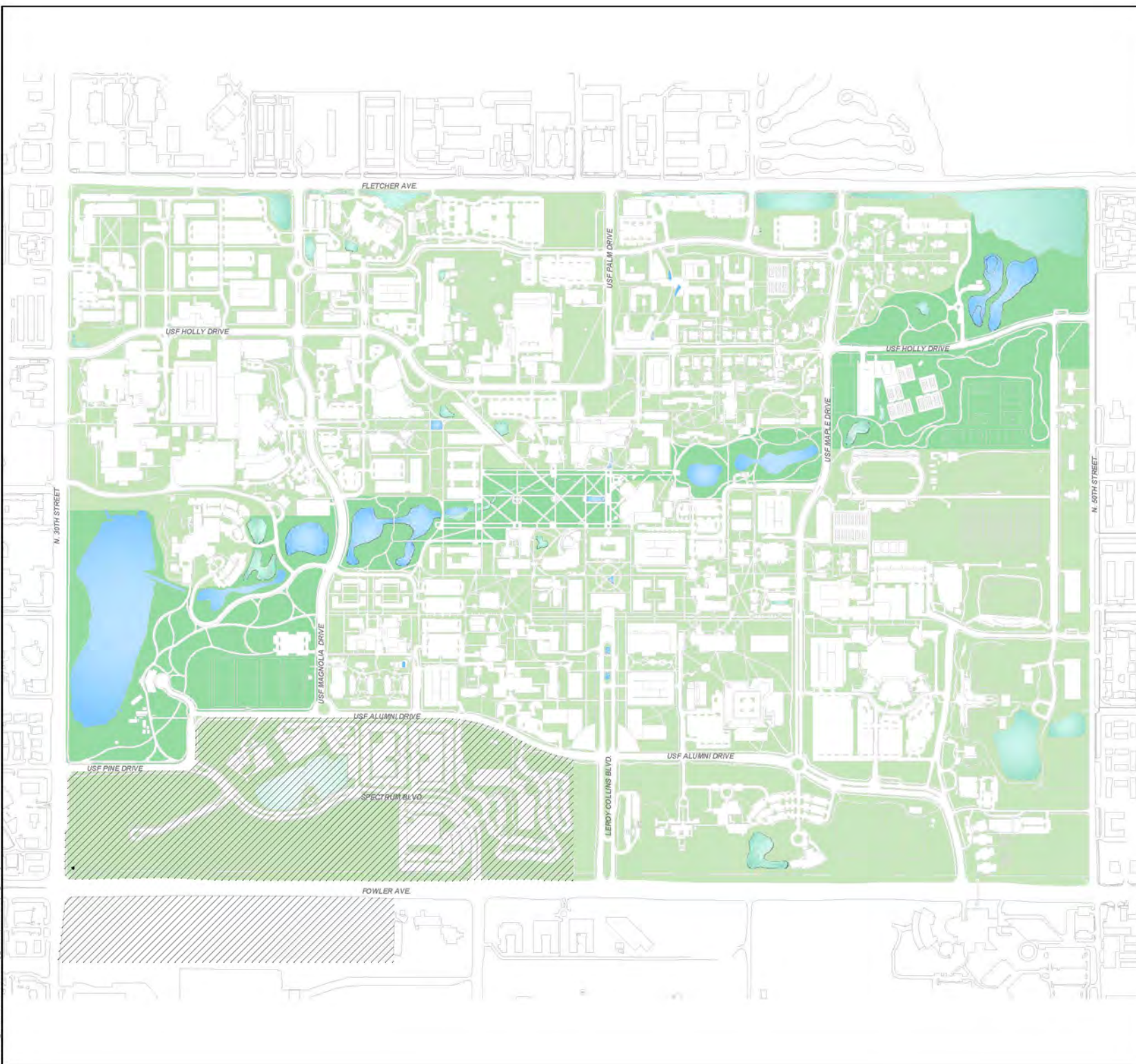
The USF Campus contains approximately 60% pervious surface, to 40% impervious surface.

-  Area Not Included in Campus Master Plan

**Element 7**  
General Infrastructure

**Figure 7.1-2**  
10 Year Permeable Areas

Date  
12/03/2015



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**7.2 Potable Water Sub-Element**

The City of Tampa and the University agree that the University will plan to expand its service area to include the northwest corner of campus that is currently served by the City of Tampa to improve water pressure to the upper floors of existing and future buildings and improve fire flow.

**Goal**

The Potable Water goal for the Tampa campus plan is to provide adequate potable water and firefighting capacities and pressure that accommodates current operations and future University growth.

**Summary of Objectives and Policies**

**Objective 7.2.1: Provide at a minimum a level of service as defined in Policy 7.2.1.1 and provide distribution and building plumbing systems to maintain these operational provisions.**

**Policy 7.2.1.1:** The University shall establish and adopt the following level of service standards for potable water and fire flow:

- Provide a minimum a level of domestic service to the buildings of 0.16 GPM per 1,000 gross square feet of building area for general office / classroom space and 0.34 GPM per 1,000 gross square feet of building area for Housing.
- Provide adequate fire protection with a goal of 3,000 GPM for four hours.
- Maintain an operating pressure of a minimum of 40 psi throughout the building systems.
- System identified in Figure 7.2-.1 is designed to achieve and maintain these standards.

**Policy 7.2.1.2:** Proposed increases in consumptive uses, whether residential or non-residential, shall be approved only upon a finding that existing potable water treatment and distribution facility capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line when needed.

**Objective 7.2.2: Provide adequate fire protection with a goal of 3,000 GPM for four hours.**

**Policy 7.2.2.1:** The University shall provide sufficient fire protection with strategically placed fire hydrants during the construction of new facilities.

**Policy 7.2.2.2:** The University, in order to provide sufficient fire protection, shall install fire hydrants only on six-inch or larger water lines.

**Policy 7.2.2.3:** The University shall provide sufficient fire protection by maintaining sufficient water levels in the water tower for 4 hour fire flow during maximum day demand.



**Policy 7.2.2.4:** The University shall conduct on-site fire flow tests at least annually to verify adequacy of fire protection or identify deficiencies. The tests shall be conducted in accordance with the methodology described in the American Water Works Association Manual Number 31, entitled "Distribution System Requirements for Fire Protection" and NFPA 25. The results of such tests shall be provided to the City of Tampa Fire Department.

**Objective 7.2.3: The University shall continue to implement and expand its water conservation program.**

**Policy 7.2.3.1:** The University shall implement and promote its water conservation program as follows:

- The use of xeric landscaping materials, technology, and maintenance practices, including the maintenance or installation of selected native and environmentally fitting vegetative species, low irrigation and compact hydrazone concepts, shall be required for all new and renovated building, ancillary, and site facility construction.
- Continue to install, maintain and monitor sub-metering on existing and new facilities to document the quantity of water being consumed in the various irrigation and building facilities.
- The University shall continue to create awareness programs of water usage utilizing the information above to reduce water waste.
- Establish computerized, rain-sensitive system controls for all irrigation systems.
- Explore opportunities to coordinate with the host communities in providing a reclaimed water irrigation system, if system is extended to the University area.
- Continue to explore use of collected stormwater or other gray water sources for landscape irrigation purposes.
- Consider building greywater usage for building sanitary waste fixtures and the dual piping systems required.
- Consider air conditioning condensate and stormwater collection for new building sanitary waste fixtures. Prioritization shall be established for retrofitting existing facilities to collect condensate, on the basis of availability and proximity to a source requiring reuse water.
- Continue to require use of efficient low water volume plumbing fixtures in new and renovated University buildings.
- Strive to conduct annual water audits for monitoring consumption, leak detection, and determining necessary repairs.

**Objective 7.2.4: Cooperate with the City of Tampa Water Department and other appropriate State and Federal agencies to ensure safe and sufficient water supply at a cost effective rate.**

**Policy 7.2.4.1:** The University shall, through its capital improvements program, ensure that potable water service capacity is available to meet future potable water facility service needs as prescribed in Element 11, *Capital Improvements*.

**Policy 7.2.4.2:** The University shall continue to maintain the USF FPC Design and Construction Guidelines to ensure compatibility of future potable lines for ease of on-going maintenance.

**Policy 7.2.4.3:** The University water consumption is largely provided by on-campus wells. USF shall coordinate the provisions of any off-campus potable water facilities required to meet future University needs with the host community as described in Element 10, *Intergovernmental Coordination*. The University shall coordinate with appropriate City of Tampa officials relative to University water needs. USF shall pursue any interlocal agreements or memoranda of understanding necessary to ensure that potable water will be supplied to the campus to meet the future needs of the University, for those portions of the campus to be served by the host community.

**Objective 7.2.5: Correct any existing potable water facility deficiencies and maximize its level of service where feasible.**

**Policy 7.2.5.1:** The University shall maintain "loops" within the water system and avoid dead-end distribution lines. New water mains shall be designed to be in close proximity to existing utilities, following established utility corridors where possible, thereby minimizing impact to areas of open space.

**Policy 7.2.5.2:** The University shall maintain its on-going Capital Renewal program to replace deteriorated or undersized distribution mains considering eight inch diameter pipes, at a minimum, at building service interface if appropriate velocities are maintained.

**Policy 7.2.5.3:** The University shall, through its capital improvements program, ensure that when a project requires the relocation of potable water utilities, that those utilities be appropriately upgraded and replaced as necessary to provide service to the capital improvements programmed in Element 11, *Capital Improvements*.

**Policy 7.2.5.4:** The University shall investigate and ascertain presence of hazardous material such as asbestos, also known as "transite" when any existing lines (installed prior to 1980) are to be relocated, replaced or removed.

**Policy 7.2.5.5:** Maintain a hydraulic model of the potable water system on campus. The model should identify areas of low flow pressure. Alternatives should be developed to increase pressure to the affected areas. Areas for potential water service expansion should also be considered. The model should be updated to include the northwest service area when it is taken off City service.

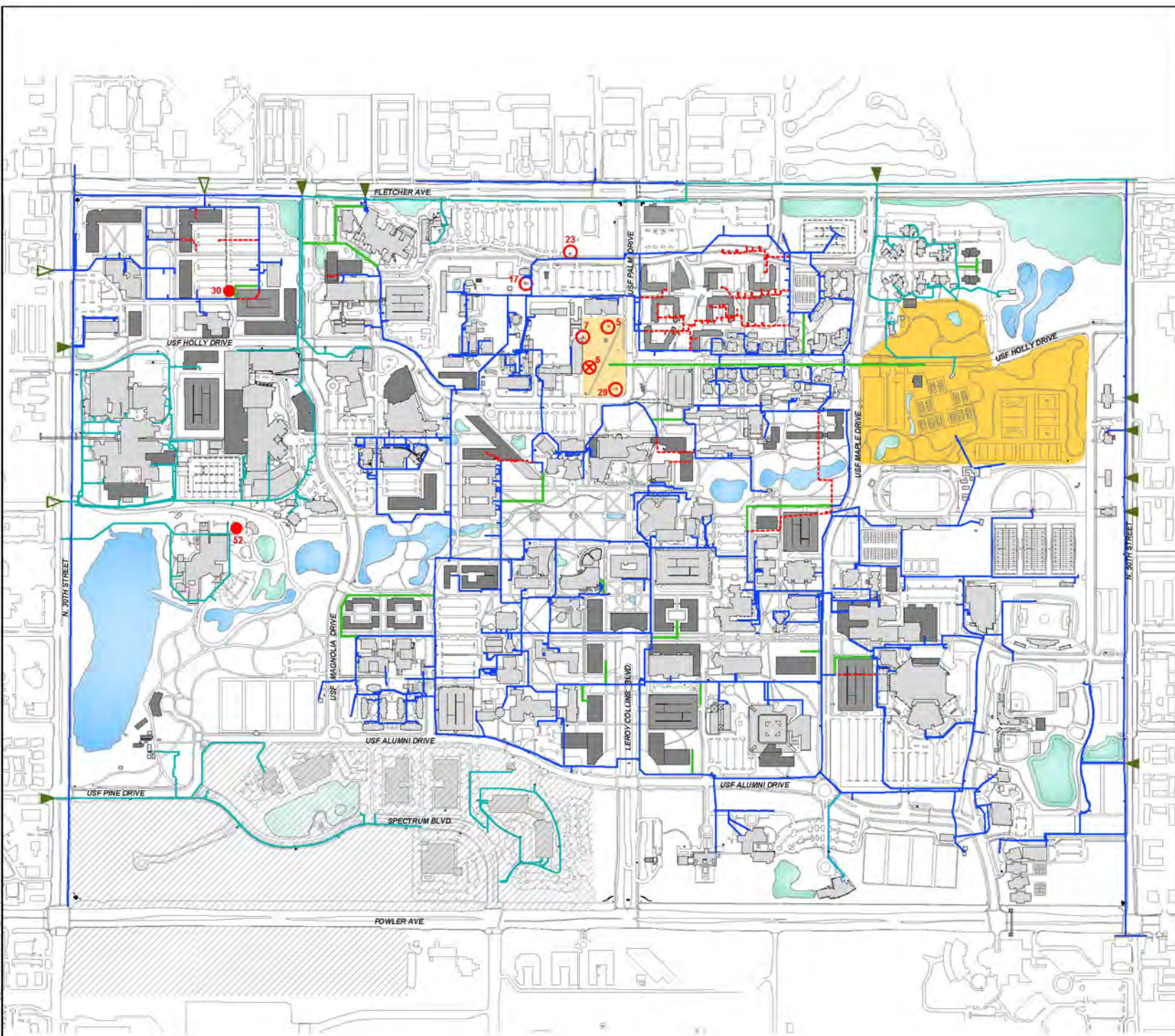
**Objective 7.2.6: Protect and conserve potable water sources and facilities.**

**Policy 7.2.6.1:** The University shall identify the new potable water corridors as "no build" zones.

**Policy 7.2.6.2:** The University shall identify the potable water well fields as "no-build" zones, except for certain recreation facilities.

**Policy 7.2.6.3:** The University shall seek additional well sources to ensure adequate un-interruptible supply. Additional wells must be permitted through Florida Department of Environmental Protection.





- City Supplied Water Mains
- Potable/Fire Water Mains
- Proposed Potable/Fire Water Mains
- Potable/Fire Water Mains to be Removed
- Water Well (Potable/Industrial)
- Abandoned Water Well
- Existing Wellfield
- Future Wellfield Site
- City of Tampa Water Connection
- City Backup Service
- Existing Buildings
- 10 Yr Proposed Buildings
- Area Not Included in Campus Master Plan

**Notes**

Well numbers  
05, 07, 17, 23, 29, 52  
also supply water to the  
mechanical water system.

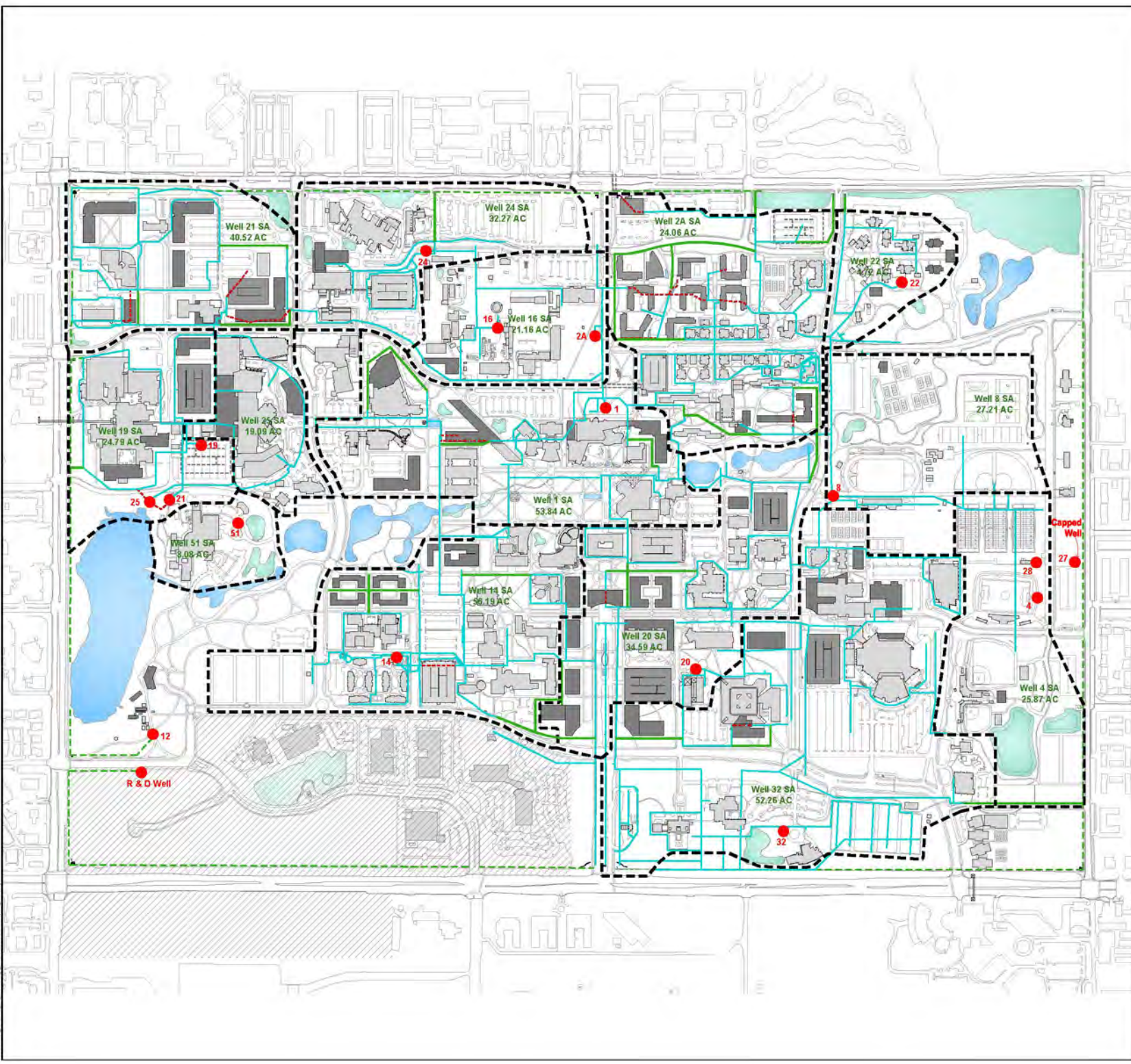
**Element 7**  
General Infrastructure

**Figure 7-2.1**  
10 Year Potable Water Plan

Date  
12/03/2015





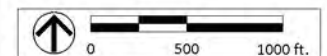


- # ● Irrigation Well
- Irrigation Mains
- - - Irrigation Mains to be Removed
- Proposed Irrigation Mains
- - - Proposed Campus Edge Landscape
- - - Well Service Area Boundaries
- Well # SA Well's Service Area
- Existing Buildings
- 10 Yr Proposed Buildings
- Area Not Included in Campus Master Plan

**Element 7**  
General Infrastructure

**Figure 7-2.2**  
10 Year Irrigation Plan

Date  
12/03/2015



### 7.3 Sanitary Sewer Sub-Element

The University has continued to refine the operation of its campus-wide sanitary sewer system, striving to improve sewage collection capacity and delivery performance. Rerouting the force mains in the original cascading lift-station configuration into independent pump-stations service areas has improved the capacity of the existing sewage collection system. Previous capacity limitations are no longer impediments to the planned growth. Focus can now be more directed on maintaining needed capacity and operational reliability of the pump stations.

#### **Goal**

The Sanitary Sewer goal for the Tampa campus plan is to provide an adequate sanitary sewer system that accommodates the future University sanitary sewer needs.

#### **Summary of Objectives and Policies**

**Objective 7.3.1: Provide for reliable and efficient collection and transmission of all wastewater generated by the University in an environmentally safe manner.**

**Policy 7.3.1.1:** The University shall continue a preventative maintenance program to ensure existing lines and pump stations operate effectively.

**Policy 7.3.1.2:** The University shall periodically evaluate its pump stations to ensure redundant capacity is available.

**Policy 7.3.1.3:** The University shall coordinate with the host communities to ensure that off-campus sanitary sewer facilities that may be affected by additional demands are improved as appropriate in accordance with procedures identified in Element 10, *Intergovernmental Coordination*. The University shall continue to follow established procedures to coordinate with appropriate City officials relative to University sewage requirements. USF shall pursue any interlocal agreements or memoranda of understanding necessary to ensure that sanitary sewer will be supplied to the campus to meet the future needs of the University.

**Policy 7.3.1.4:** Proposed increases in consumptive uses, whether residential or non-residential, shall be approved only upon a finding that existing sanitary sewer treatment and collection/transmission system capacity is already on-line to accommodate the increased load, or that additional capacity will be funded and on-line at time of need.

The system identified in Figure 7.3 is designed to achieve and maintain these standards.

**Objective 7.3.2: Maintain at a minimum the wastewater collection/transmission system at its present successful level of service with the implementation of the 10-year Master Plan.**

**Policy 7.3.2.1:** The University shall ensure that the sanitary sewer master plan maintains an average daily level of service of 0.16 gallons per minute (GPM) minimum per 1,000 square feet of



building area for office/classroom space. Additionally an average daily service of 0.34 GPM minimum per 1,000 square feet of building area shall be provided for Housing.

**Objective 7.3.3: Coordinate any required sanitary sewer relocation and improvement program with the implementation of the capital improvement program and Master Plan.**

**Policy 7.3.3.1:** The University shall identify the main sanitary sewer trunk lines as "no build" zones. In the event the utility cannot be avoided, the Director of Facilities Planning and Construction should be notified for resolution.

**Policy 7.3.3.2:** The University shall, through its capital improvements program funding, ensure that the sanitary sewer system will be appropriately upgraded and expanded on-campus, as necessary to meet the future University needs described in Element 11, *Capital Improvements*.

**Objective 7.3.4: Correct any existing and future sanitary sewer deficiencies needed to maintain a reliable level of service.**

**Policy 7.3.4.1:** The University, through Facilities Planning and Construction and Physical Plant, shall annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures to ensure that sanitary sewer facility improvements required to meet future University needs are in place and operational, at the adopted levels of service, prior to occupancy of any new University building.

**Policy 7.3.4.2:** The University shall devise and implement ongoing monitoring and evaluation activities to survey, document and assess the existing and future sanitary sewer system needs. This study shall address the data and analysis requirements contained in Rules of the Board of Governors DOG 21.207(5), and shall also:

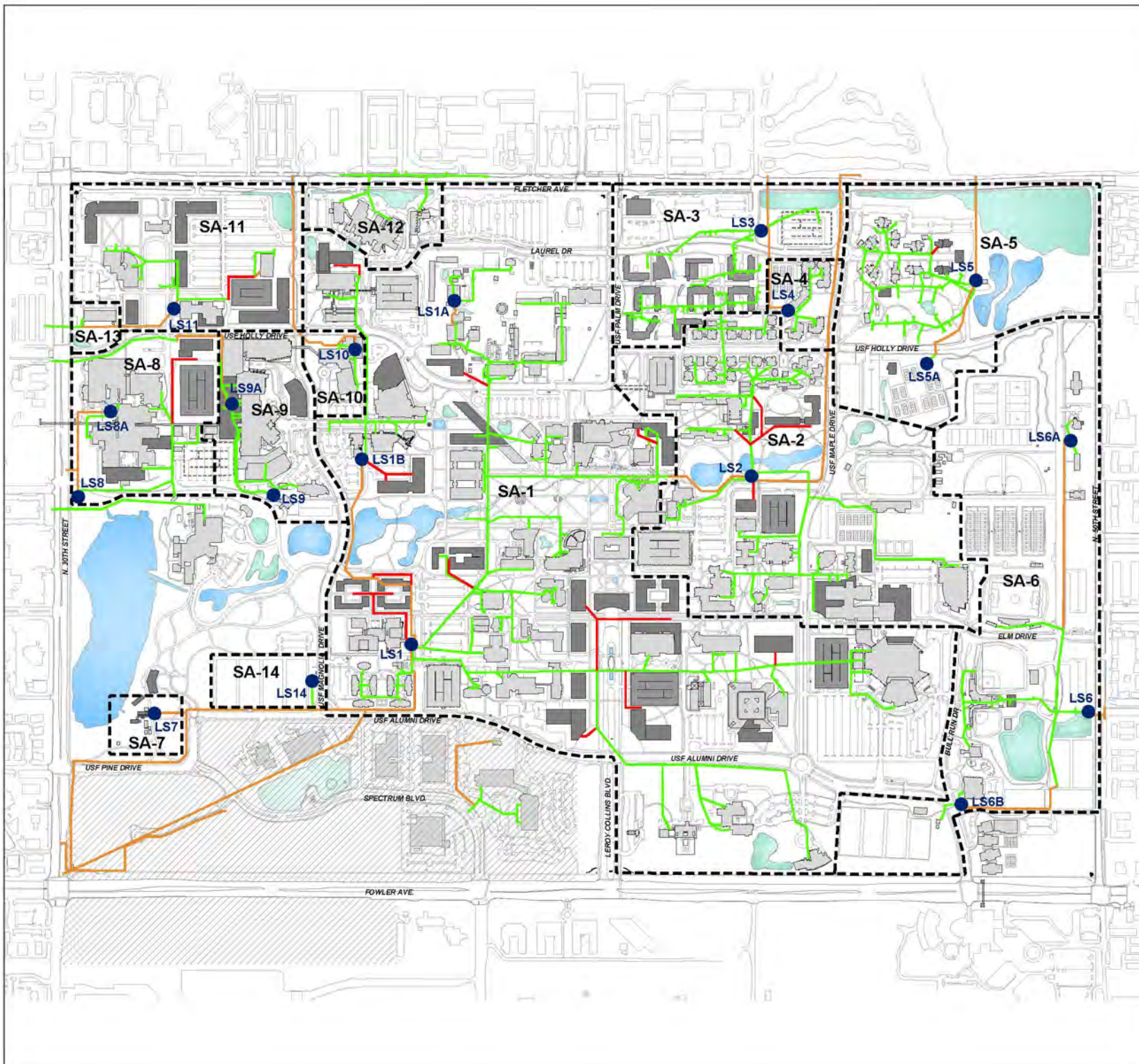
- Establish priorities for replacement, correcting sanitary sewer facility deficiencies found, providing for future facility needs, and
- Establish the timing and phasing requirements and identify the projected funding sources for sanitary sewer facility improvements determined to be needed to meet future USF needs.

**Objective 7.3.5: Reduce the impacts of sewage generation.**

**Policy 7.3.5.1:** The University shall implement, where practical, the following techniques for reducing the impacts of sewage generated on the campus:

- Utilizing low volume plumbing fixtures.
- Implementing a leak detection and repair program.
- Eliminating stormwater inflow and other nonconforming connections.

- Re-routing air-conditioning condensate drain lines from the sewer system to alternate locations (such as rain barrels, cisterns, fountains, infiltration areas, etc.).



- Lift Station
- Service Area Boundary
- Sanitary Sewer Line Proposed
- Sanitary Sewer-Force Main
- Sanitary Sewer-Gravity Main
- Sewer Manhole
- Existing Buildings
- 10 Yr Proposed Buildings
  
- ▨ Area Not Included in Campus Master Plan

**Element 7**  
General Infrastructure

**Figure 7-3**  
10 Year Sanitary Sewer Plan

Date  
12/03/2015





## 7.4 Solid Waste Sub-Element

### *Goal*

The Solid Waste goal for the Tampa campus plan is to provide for future University solid waste collection and disposal requirements in a safe, cost-effective, environmentally sound and an aesthetically satisfactory manner.

### **Summary of Objectives and Policies**

**Objective 7.4.1: Coordinate with the City of Tampa, Hillsborough County, and other solid waste service providers in establishing an appropriate level of service for solid waste collection.**

**Policy 7.4.1.1:** The University shall continue to assist in providing solid waste collection services for the residential and non-residential uses on campus.

**Policy 7.4.1.2:** The University shall establish a level of service standard for solid waste collection consistent with the Hillsborough County provision of two years of permitted landfill space at the current fill rate, plus 10 years of land under county control for purposes of solid waste.

**Policy 7.4.1.3:** The University shall coordinate the provision of off-campus solid waste collection and disposal facilities required to meet future University needs with the host community or appropriate service provider as outlined in Element 10, *Intergovernmental Coordination*. USF shall pursue any interlocal agreements or memoranda of understanding necessary to ensure that solid waste collection and disposal services will be supplied to the campus to meet the future needs of the University.

**Policy 7.4.1.4:** Specific training shall be developed and administered to all employees who handle solid waste.

**Objective 7.4.2: Define procedures to reduce University-generated solid waste and increase scope of recycling and reuse programs.**

**Policy 7.4.2.1:** The University shall continue to take steps to reduce the quantity of solid waste generated by expanding its recycling program to include additional interior and exterior, easily accessible drop-off locations. These drop-off facilities shall be installed in the individual buildings, residential areas or in other convenient locations. The University will strive to provide, at a minimum, for the recycling of paper, corrugated cardboard, glass, plastics, and metals. Awareness programs directed toward students, faculty and staff shall be included in this recycling program.

**Policy 7.4.2.2:** The University shall recycle and / or salvage construction, demolition and land clearing waste as practical and possible.

**Objective 7.4.3: Select solid waste collection locations for convenient service while avoiding potential pedestrian conflicts and visual impacts.**

**Policy 7.4.3.1:** The University shall establish solid waste collection locations with of aesthetic coordination considerations as well as standardized solid waste containers.

**Policy 7.4.3.2:** The University shall, during the design of specific building programs, evaluate the relationship of the proposed buildings with the existing buildings, and identify opportunities to reconfigure, enhance or screen solid waste collection facilities from pedestrian corridors.

**Objective 7.4.4: Encourage and support proper management in the disposal of hazardous and other special wastes.**

**Policy 7.4.4.1:** The University shall meet all State and Federal regulations in the collection and transportation of its hazardous wastes and materials.

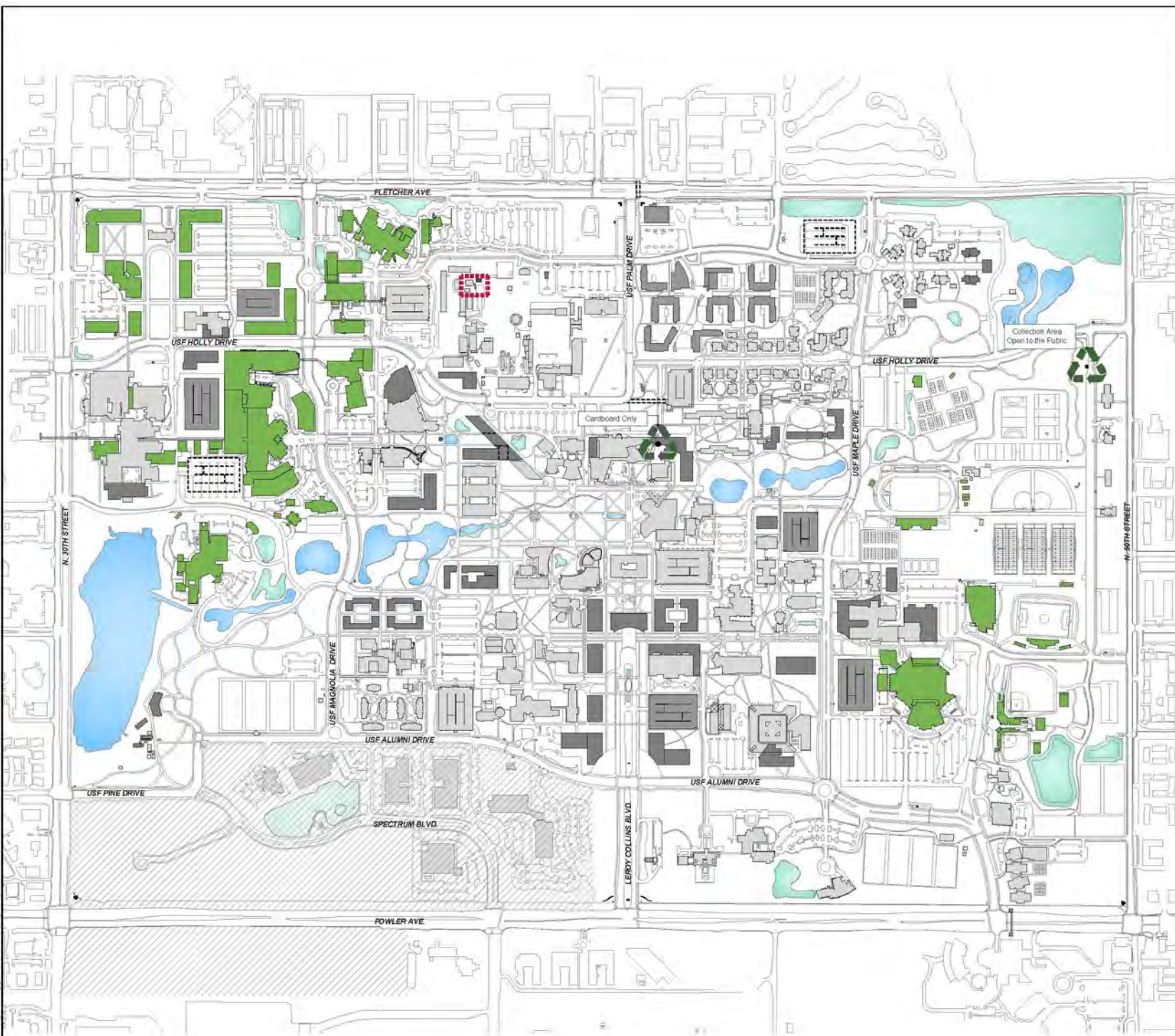
**Policy 7.4.4.2:** The University shall monitor the volume and type of hazardous waste collection and temporary storage on site to determine feasibility of constructing and operating the next higher level of storage facility on campus. If such a determination is made to proceed, the University shall amend the adopted campus master plan to reflect the timing, location, and scope of such a facility.

**Objective 7.4.5: Establish procedures to correct any existing solid waste facility deficiencies.**

**Policy 7.4.5.1:** The University shall ensure that solid waste collection and disposal facilities are appropriately provided and phased accordingly to meet the future University needs while correcting any disposal facility deficiencies. USF does not anticipate the need for any solid waste facility improvements at this time. If this condition changes, the University shall amend the adopted campus master plan to identify said improvements, and to establish the timing and phasing requirements and priorities for the improvements.

**Policy 7.4.5.2:** The University shall establish that the timing and phasing of disposal facility improvements shall be coordinated with Element 11, *Capital Improvements*.

**Policy 7.4.5.3:** The University shall annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures of the Florida Board of Trustees to ensure capacity and capital improvements required to meet future University needs are provided when required, based on needs identified in other master plan elements.



-  Facilities Under Separate Waste Contract
-  Recycling Storage  
Cardboard, Newspaper,  
Glass, Plastic, Cans
-  Hazardous Waste  
Storage Area
-  Existing Buildings
-  10 Yr Proposed Buildings
  
-  Area Not Included in  
Campus Master Plan

**Element 7**  
General Infrastructure

**Figure 7-4**  
10 Year Waste  
Management Plan

Date  
12/03/2015





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## 7.5 Hot Water Sub-Element

Existing facilities will not provide sufficient boiler capacity to serve the ten year growth demand for hot water. Currently the majority of the hot water originates from the Central Plant. Additional hot water generation capacity will be required to support future growth; however, it is not viable to add boiler capacity in the Central Plant. Therefore, hot water generation capacity necessary to support future growth will need to be furnished by either the excess Central Plant capacity, future heating plants or heating equipment integral to the new buildings. The solution will need to be evaluated case by case based on the location of the new load and the existing utility excess capacity within its vicinity. A future heating plant consisting of parallel condensing boilers may be a viable consideration in the later part of the ten year plan, as necessary to offset portions of the Central Plant load. Refer to Figure 7-5 10 Year Heating Hot Water Plan showing the Heating Plants and main underground distribution Hot Water piping utilities.

As a signatory of the American College and University Presidents’ Climate Commitment, the University has established goals for becoming carbon neutral by 2070. Improvements in the efficiency of the steam and hot water systems will have a direct impact on the greenhouse gas performance of the campus. While improvements in system efficiencies and greater utilization of existing systems and resources will allow the campus to meet near term benchmarks, long term goals will require demand side management strategies to reduce the demand as the greatest opportunity for greenhouse gas reduction is to eliminate or reduce the demand for the resource.

### Goal

The Hot Water Sub-Element goal of the Tampa campus is to provide adequate heating in the most cost effective manner while providing for flexibility in the growth of the campus and limiting the generation of greenhouse gas emissions.

### Summary of Objectives and Policies

**Objective 7.5.1:** Based on Life Cycle Cost Analysis, and if cost effective, phase out the existing Central Plant heating equipment and underground hot water pipe distribution system as existing facilities are renovated.

**Policy 7.5.1.1:** The University shall install hot water generation facilities to support future expansion in the southeast portions of campus. The anticipated five year Capital Improvement Plan (CIP) designated for growth in the Southeast quadrant of Campus should include high efficiency hot water generation systems integral to the respective new buildings. It is anticipated that the Central Plant capacity will be near its full design capacity toward the later part of the next ten years. At that point, the proposed Southeast Hot Water generation plant may need to be constructed to serve the southeast portions of campus in order to offset the Central plant load. Significant additional distribution main piping will be required to convey heating hot water commensurate with the facility growth in the Northwest portions of Campus.

**Policy 7.5.1.2:** The University shall evaluate methods to use waste heat recovery to reduce consumption of hot water. If any of these methods are demonstrated to be cost effective or

otherwise feasible, the adopted campus master plan shall be amended as needed to reflect their implementation.

**Policy 7.5.1.3:** The University shall prepare a study that evaluates the possible benefits of decentralizing the hot water system.

**Policy 7.5.1.4:** The University shall implement energy conservation measures to reduce the hot water load demand and use of high efficiency heating gas-fired equipment.

**Policy 7.5.1.5:** The University shall continue to pursue the possibility of heat waste recovery program from placing an electric utilities co-generation plant in the campus to supplement heating plant load demand. A study to assess the feasibility of this has been completed and submitted to the University. University will revisit and update the Cogeneration Study in respect to campus growth and utility rates.

**Policy 7.5.1.6:** The University shall evaluate use of heat pump chiller technology as a cogeneration option. Heat pump chiller technology is in fact a type of cogeneration as chilled water and hot water are produced simultaneously and eliminates water consumption associated with cooling towers used as part of traditional chilled water generation.

**Objective 7.5.2: Provide hot water, steam or electric resistance heating plants and/or components for each new or renovated facility.**

**Policy 7.5.2.1:** The University's Facilities Management Office will be responsible for reviewing all proposed development projects to ensure that adequate hot water capacity exists.

**Policy 7.5.2.2:** Proposed increases in hot water use, whether residential or non-residential, shall be approved only after finding that existing hot water distribution capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the forecasted time of need.

**Objective 7.5.3: Provide sufficient hot water to correct existing deficiencies and to meet the future needs of the University.**

**Policy 7.5.3.1:** The University shall implement hot water improvements as identified on Figure 7-5-10 Year Heating Hot Water Plan. The timing and phasing requirements for these improvements are established in Element 11, *Capital Improvements*.

**Policy 7.5.3.2:** The University shall establish and adopt a level of service standard for hot water which provides and maintains a range of 140-180 degrees °F hot water supply temperature to meet building heating demands. The guideline has been set to establish a 30°F temperature differential. Plant leaving heating hot water temperatures may be reduced down to 160°F during the off season and reduce temperature differential down to 20°F. Currently the hot water supply is controlled and maintained within a range of 140 - 160 degrees F. Adjustments are made between the stated range to optimize efficiency and operational requirements.



**Policy 7.5.3.3:** Hot water facility improvements shall be implemented based on the following priorities:

- Elimination of existing system deficiencies;
- Maintaining the existing system;
- Expanding the system to accommodate new hot water needs; and
- Develop and plan a program to replace aging Rickwell hot water piping with non-corrosive material in the northwest quadrant and the center core of the campus.

**Policy 7.5.3.4:** The University shall refurbish and add isolation shut off valves and service valves in the heating hot water distribution loop to allow a continuous supply of hot water in other areas of the campus when piping leakages occur.

**Policy 7.5.3.5:** The University shall evaluate possible ways to preserve the life service of existing heating hot water piping by providing corrosion protection to all underground heating hot water piping distribution systems.

**Policy 7.5.3.6:** The University shall develop heating hot water hydraulic piping modeling to simulate the actual hot water flow rate condition of the existing distribution system and identify the present and future pumping deficiencies.

**Policy 7.5.3.7:** The University shall update and maintain complete verified hydraulic models for the modifications and expansions of the piping system throughout the campus.

**Policy 7.5.3.8:** The University shall develop and implement non-destructive testing procedures and practices to evaluate the status of existing underground piping systems. The University standard practice includes adding and maintaining corrosion inhibitors to the water circulating through the hot water distribution system in order to preserve the interior surface of the piping system life service.

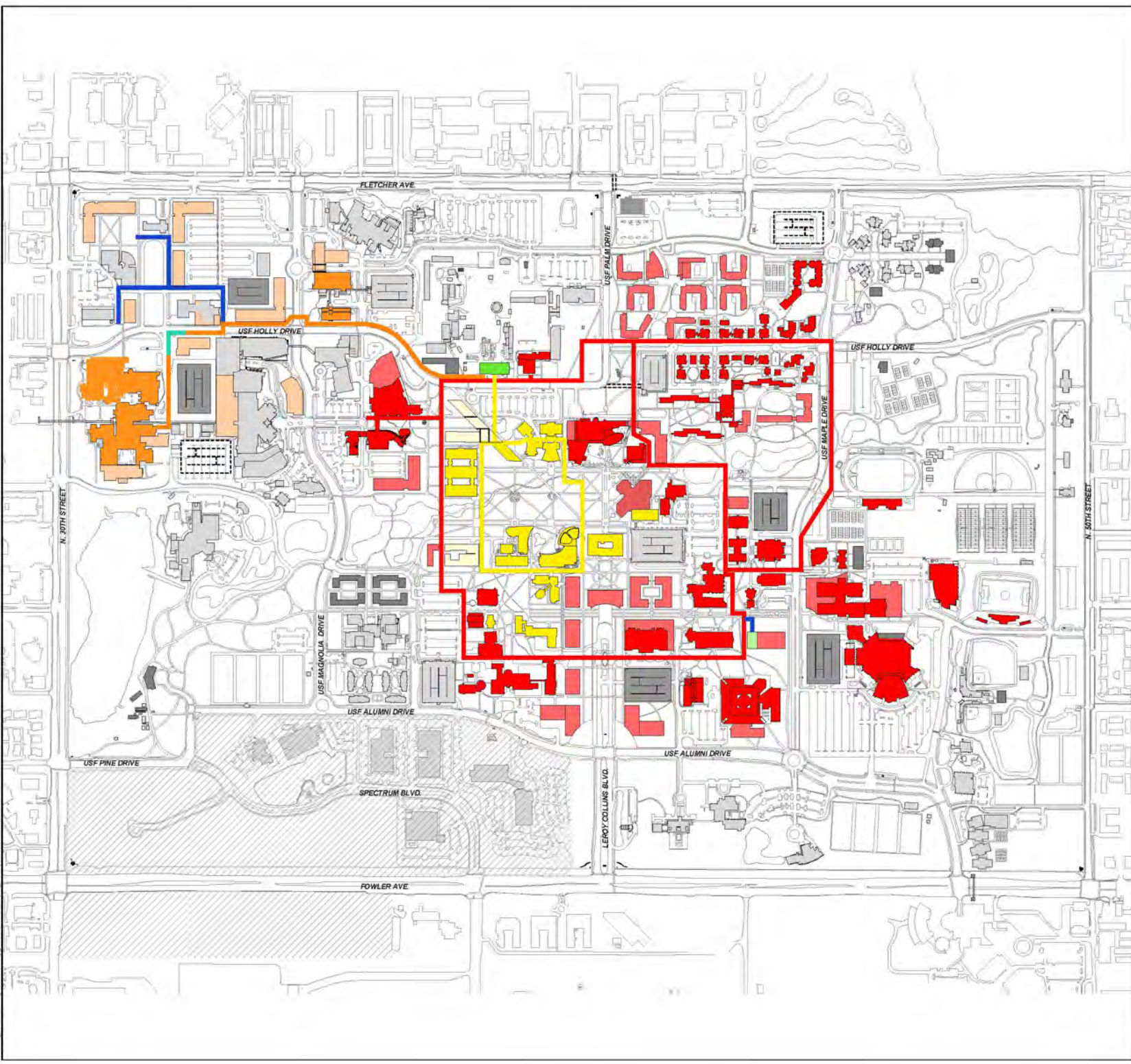
**Policy 7.5.3.9:** The University’s Facilities Management Office shall meter hot water loads to implement load management and load history for planning and conservation measures.

**Policy 7.5.3.10:** The University shall implement energy conservation measures to reduce the hot water load demand and use of high efficiency gas fired heating equipment.

**Policy 7.5.3.11:** The University shall continue to evaluate the possibility of implementing a waste heat recovery program by placing an electric utilities co-generation plant in the campus to supplement heating plant load demand.

**Policy 7.5.3.12:** The University shall develop a plan to implement LEED based projects to promote less energy use and thereby reduce the electric and fossil fuel demand.

**Policy 7.5.3.13:** The University shall pursue opportunities in clean fuel options (natural gas, synthetic gas, propane, etc.) and eliminate use of electric heat in existing facilities and new construction.

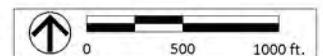


- District Plants
- Central Hot Water Loop
- East/West Hot Water Loop
- Medical Hot Water Loop
- Proposed 10" Hot Water Line
- Proposed 16" Hot Water Line
- Existing Buildings
- 10 Yr Proposed Buildings
- Area Not Included in Campus Master Plan

**Element 7**  
General Infrastructure

**Figure 7-5**  
10 Year Heating Hot  
Water Plan

Date  
12/03/2015





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## 7.6 Chilled Water Sub-Element

Additional chilled water plant capacity will be required to serve the future growth projected in the 2015 Master Plan Update. The Plan recommends expansion of the Southeast Plant to 6,900 tons in the next five years Capital Improvement Plan (CIP) and potentially up to the full design capacity of 11,500 tons within the next ten years. Significant additional distribution main piping is required to convey chilled water commensurate with the facility growth in the South Central and Southeast portions of Campus. The Northwest Plant will need to be expanded to 8,750 tons in the next five year CIP and potentially up to 10,500 tons capacity. The Central Plant should be expanded to 13,800 tons capacity tons within the next ten years. Significant additional distribution main piping is required to convey chilled water commensurate with the facility growth in the Northwest portions of Campus. Refer to Figure 7-6 10 Year Chilled Water Plan showing the Chilled Water Plants and main underground distribution Chilled Water piping utilities.

The significant growth projections and requirement for increased chilled water capacity will result in newer, more efficient chilled water plants and provides the University with an opportunity to preferentially load the plants with the most efficient equipment. While the growth will result in greater energy and water consumption and impact on the environment, these factors can be mitigated through selection, installation, and thoughtful operation of the systems.

As signatory of the American College and University Presidents’ Climate Commitment, the University has established goals for becoming carbon neutral by 2070. Improvements in the efficiency of the chilled water systems will have direct impact on the greenhouse gas emissions performance of the campus. While capitalizing on greenhouse gas emissions reduction opportunities at the chilled water plants will allow the campus to meet near term benchmarks, long term goals will require demand side management strategies to reduce the demand, as the greatest opportunity for greenhouse gas emissions reduction is to eliminate or reduce the demand for the resource.

### **Goal**

The Chilled Water Sub-Element goal of the Tampa Campus Master Plan is to provide an adequate chilled water service to the campus facilities in the most cost efficient manner that will support future expansion while limiting the generation of greenhouse gas emissions (GHG).

### **Summary of Objectives**

**Objective 7.6.1: Expand the Southeast chilled water plant to a thermal capacity level of 11,500 tons.**

**Policy 7.6.1.1:** The Energy Models and Load Calculations shall be used to determine the amount of chilled water. Equipment selection and energy conservation measures will be evaluated based on life cycle cost analysis.

**Policy 7.6.1.2:** Chilled water facility improvements shall be implemented based on the following priorities:

- Expand the system to accommodate new chilled water needs.
- Consideration given to heat pump chiller technology for simultaneous chilled and hot water generation.

**Objective 7.6.2: Campus Utility Plant facilities shall expand to accommodate the future new and renovation of facilities in USF Health and the NW quadrant of campus**

**Policy 7.6.2.1:** The University shall require that the current Chilled/Hot Water Master Utility Plan be modified based upon the amount of chilled water required for each new and/or renovated facility. The adopted campus master plan shall be amended as needed to incorporate any new chilled water requirements.

**Policy 7.6.2.2:** The University shall implement chilled water improvements as identified on Figure 7-6 10 Year Chilled Water Plan. The timing and phasing requirements for these improvements are established in Element 11, *Capital Improvements*.

**Policy 7.6.2.3:** No outside sources from either private or public facilities will be required for chilled water production because all chilled water originates from within the campus.

**Policy 7.6.2.4:** The University shall establish and adopt a level of service standard for chilled water which provides and maintains a maximum of 45 degrees chilled water supply temperature at a minimum pressure of 60 psig to meet building cooling demands.

**Policy 7.6.2.5:** The University's Facilities Planning and Construction and Physical Plant Department will be responsible for reviewing all proposed development projects to ensure that adequate chilled water capacity exists.

**Policy 7.6.2.6:** Proposed increases in chilled water use, whether residential or non-residential, shall be approved only after finding that existing chilled water distribution capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the forecasted time of need.

**Policy 7.6.2.7:** The University shall continue to adhere to its policy for replacing ozone-depleting refrigerants with environmentally safe refrigerants.

**Policy 7.6.2.8:** The University shall continue to grow the Northwest satellite plant to meet the ongoing demands of the entire Northwest quadrant. Projected 10 year planning period future loads will require capacity expansion to 10,500 tons.

**Policy 7.6.2.9:** The University shall develop and implement a campus utility load profile for chilled water peak demand to determine the campus diversified peak load factor and establish firm capacity of the existing chiller plants that will be essential in accommodating future campus growth.



**Policy 7.6.2.10:** The University shall set and implement an N+1 redundancy strategy to maintain the plants firm capacity criterion such that the failure of the single largest chiller will maintain 100% of the chilled water demand.

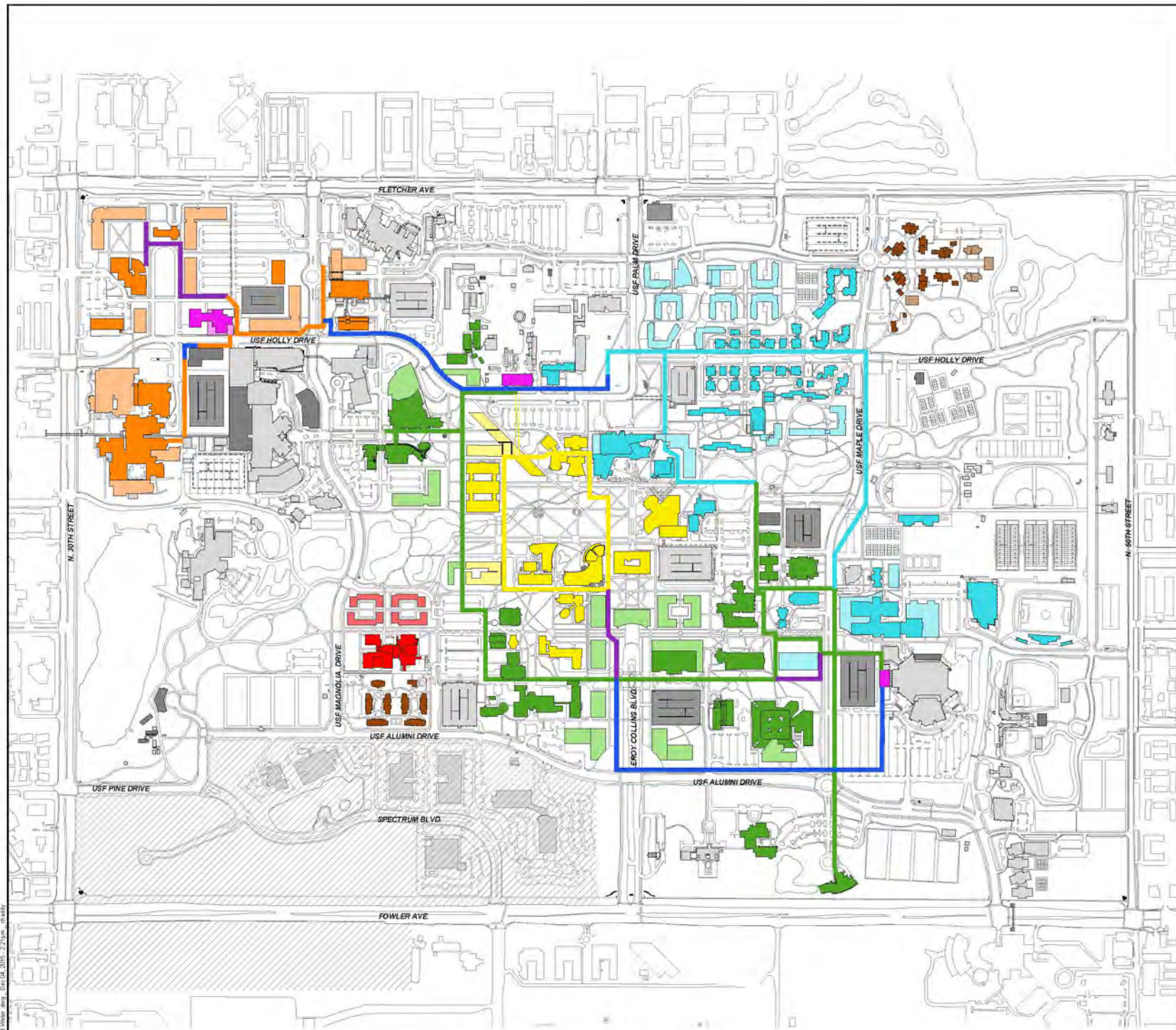
**Policy 7.6.2.11:** The University shall evaluate possible ways to preserve the life service of existing chilled water piping by providing corrosion protection to the underground chilled water distribution system. The University standard practice includes adding and maintaining corrosion inhibitors to the water circulating through the chilled water distribution system in order to preserve the interior surface of the piping system life service.

**Policy 7.6.2.12:** The University, through Facilities Planning and Construction, shall develop and maintain a NW satellite plant chilled water hydraulic piping model to simulate the actual chilled water flow rate condition of the existing distribution system and identify the present and future pumping deficiencies.

**Policy 7.6.2.13:** The University, through the Offices of Facilities Planning and Construction and Physical Plant, shall maintain complete verified hydraulic models for the modification and expansion of the piping system throughout the campus.

**Policy 7.6.2.14:** The University shall develop and implement non-destructive testing procedures and practices to evaluate the status of existing underground piping systems.

**Policy 7.6.2.15:** The University, through the Office of Physical Plant, shall meter chilled water loads to implement load management and load history for planning and conservation measures.

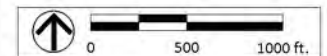


- District Plants
- 14" Chilled Water Loop
- 18" Chilled Water Loop
- 24" Chilled Water Loop
- Northwest Loop
- Dedicated Air Cooled Chiller
- DX System
- Proposed 24" Chilled Water Line
- Proposed 16" Chilled Water Line
- Area Not Included in Campus Master Plan

**Element 7**  
General Infrastructure

**Figure 7-6**  
10 Year Chilled Water Plan

Date  
12/03/2015



## 7.7 Electrical Power and Other Fuels Sub-Element

The principal 10-year goal for the Electrical Power and Other Fuels Sub-Element is to improve the existing electric utilities and add electric utilities to adequately meet present and future needs of the University.

As signatory of the American College and University Presidents’ Climate Commitment, the University has established goals for becoming carbon neutral by 2070. The University shall continue to implement energy conserving standards and policies, and continue researching opportunities to diversify its energy sources between purchased utility company electricity and renewable energy production.

### **Goal**

The Electrical Power and Other Fuels Sub-Element goal for the Tampa Campus Master Plan is to provide adequate, reliable, and cost effective electrical service to support campus operations and expansions through the next 10 year planning period.

### **Summary of Objectives**

**Objective 7.7.1: Update and implement design and construction standards to establish the levels of service and installation required to ensure that adequate, reliable, and cost effective electrical service is provided to future and rehabilitated facilities.**

**Policy 7.7.1.1:** The University shall implement electrical energy system improvements as described in this sub-element or as identified on Figures 7.7.1 and 7.7.2. The timing and phasing requirements for these improvements are established in Element 11, *Capital Improvements*.

**Policy 7.7.1.2:** The University shall develop a phasing schedule for upgrading the existing electric power supply capacity and distribution system to meet University needs when required. The Campus Master Plan shall be amended as needed to reflect any changes to the timing and phasing requirements.

**Policy 7.7.1.3:** The University shall hold meetings with TECO representatives to negotiate the terms and conditions under which TECO provides service to the University.

**Policy 7.7.1.4:** The University shall include TECO participation in all modifications to the master plan and in planned expansion programs to ensure adequate electrical service will be available when needed.

**Policy 7.7.1.5:** The University shall require life cycle cost analysis for new and major renovated facilities to determine whether natural gas and/or electricity will be the source for appliances and heating.



**Objective 7.7.2: Continue to reduce energy losses in the USF owned distribution system and in USF-owned and operated facilities.**

**Policy 7.7.2.1:** The University shall continue to study the use of alternative energy sources (e.g., solar power, co-generation, on-site generation for peak demand shaving, etc.).

**Policy 7.7.2.2:** The University shall continue the use of energy efficient lighting fixtures, electronic ballasts, high lumen efficiency lamps, and LED fixtures in all new and renovated buildings and shall continue to implement upgrades as technology evolves and funding is available.

**Policy 7.7.2.3:** The University shall continue the use of infrared survey equipment for preventive maintenance of primary electrical distribution equipment to improve service reliability.

**Policy 7.7.2.4:** The electrical design of all future building construction shall be designed to achieve at minimum a Silver LEED rating.

**Policy 7.7.2.5:** The University shall continue to improve the reliability of the 13.2 kV underground system by selectively replacing aged power transformers, switchgear, power cables, and refurbishing manholes.

**Policy 7.7.2.6:** The University shall continue to identify energy conservation opportunities to reduce greenhouse gas emissions and reduce the load on existing feeders to allow additional capacity for future buildings.

**Policy 7.7.2.7:** The University shall consider a demand control strategy using existing metering instrumentation available throughout campus to reduce the overall campus electrical demand.

**Objective 7.7.3: Continue to update a computerized data based load tabulation of electric power requirements, for existing facilities and for new buildings proposed in the master plan, which can be upgraded for changes on as needed or programmed basis.**

**Policy 7.7.3.1:** The University shall continue to require that a report be submitted for each new and/or renovated facility indicating the anticipated electrical consumption and service size.

**Policy 7.7.3.2:** The University shall continue to require that the campus electrical power distribution system be modified to meet the electricity demands created by the renovated and/or new facilities.

**Policy 7.7.3.3:** The University's Facilities Management Office shall continue to be responsible for reviewing all proposed development projects to ensure that adequate electrical energy capacity exists.

**Policy 7.7.3.4:** Proposed increases in electrical energy use shall continue to be approved only after confirming the existing electrical distribution system has adequate capacity, or that additional capacity will be funded and on-line at the forecasted future time of need.

**Objective 7.7.4: Limit the expansion of the University-owned electrical distribution system to within the boundaries established by USF. (See Figures 7-7.1 and 7-7.2.)**

**Policy 7.7.4.1:** Electrical system improvements shall be implemented based on the following priorities:

- Maintaining the existing system; and
- Expanding the system to accommodate new electrical energy needs.

**Objective 7.7.5: Inventory of emergency generators on the campus.**

**Policy 7.7.5.1:** The University shall keep an updated inventory of emergency generators on campus.

**Objective 7.7.6: Develop a means or standard for the assessment of disaster preparedness in existing and future buildings.**

**Policy 7.7.6.1:** The University shall determine the potential risk, liability and economic impact of long term power outages for existing and new buildings.

**Policy 7.7.6.2:** The University shall assess the environmental exposure of electrical service equipment for worst case weather scenarios.

**USF/TECO Substation Feeders**

- F-131A
- F-131B
- F-132A
- F-132B
- F-133A
- F-133B
- F-134A
- F-134B
- Unknown
- Not in Scope

**TECO Primary Services**

- Moffit
- West Holly
- Magnolia
- 50th Street
- Fowler

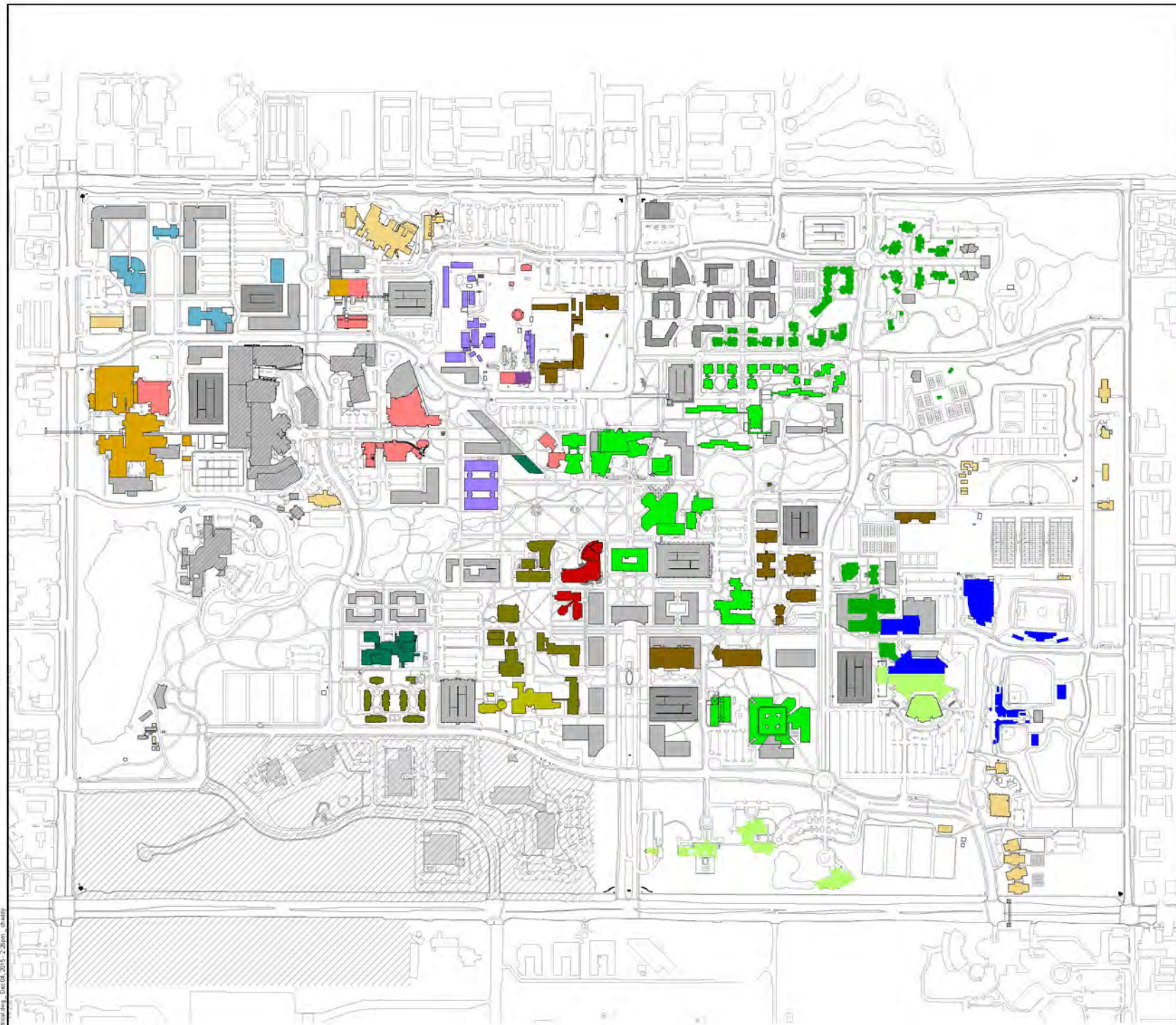
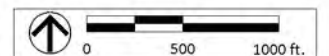
**TECO Secondary Services**

- Standard Secondary Service
- Areas Not Included in Campus Master Plan

**Element 7**  
General Infrastructure

**Figure 7-7.1**  
10 Year Electrical Plan

Date  
12/03/2015





**USF / TECO  
Substation Feeders**

- F131 / 13833
- F132 / 13834
- F133 / 13369
- F134 / 13368
- Not in Scope

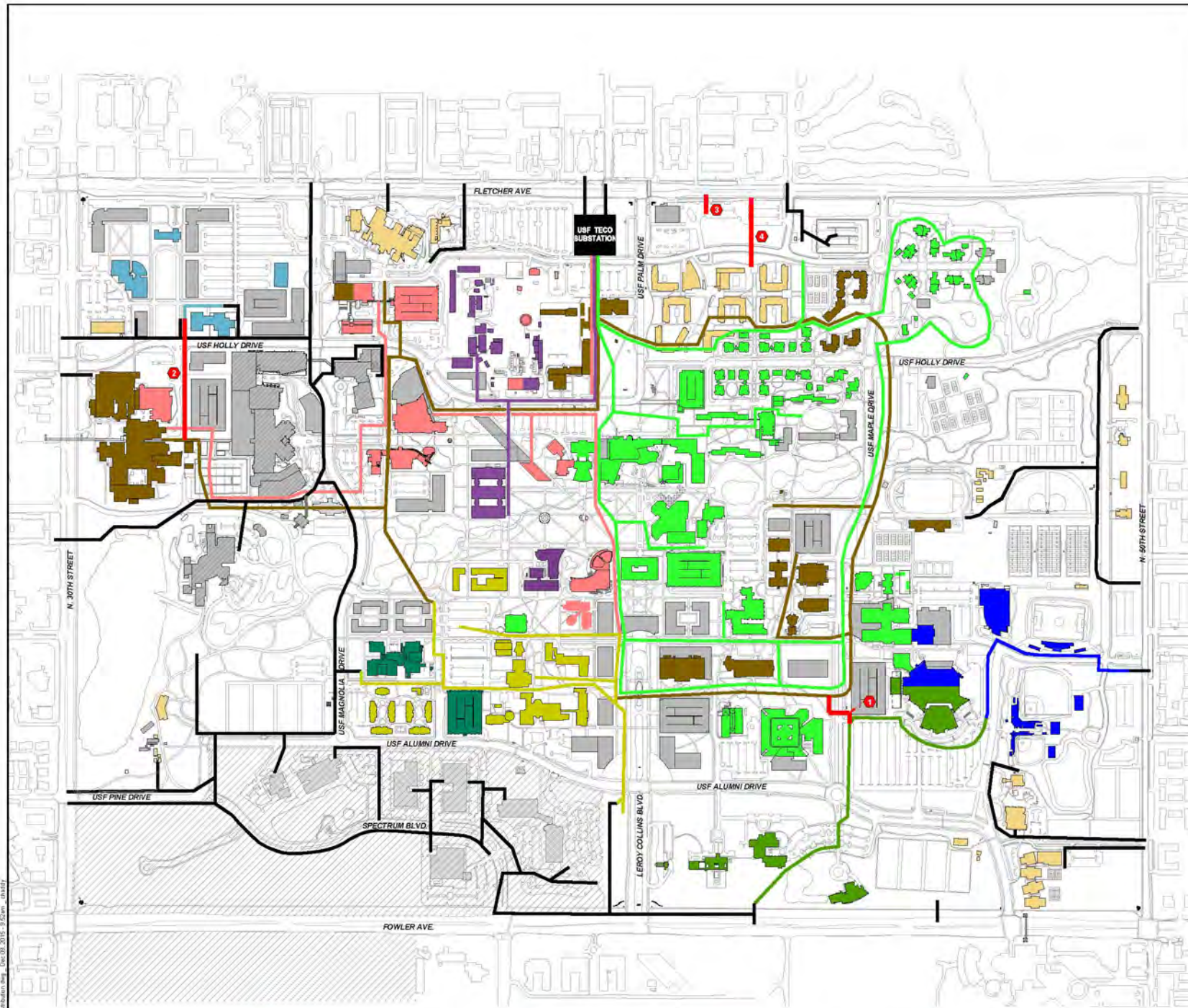
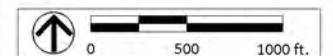
**USF / TECO Perimeter  
Feeders (Substation)**

- 50th Street / 13051  
(46th Street)
- JPH / 13497  
(46th Street)
- Fowler / 13498  
(46th Street)
- BBD / 13355  
(27th Street)
- Leroy Collins / 13498  
(46th Street)  
Perimeter Feeder
- Buildings Served by  
TECO
- TECO Easement
- Area Not Included in  
Campus Master Plan

**Element 7  
General Infrastructure**

**Figure 7-7.2**  
10 Year Electrical  
Distribution Plan

**Date**  
12/03/2015



**Future Contingency  
Loops and Service  
Feeders**

- 1 Southeast / Northeast  
Substation Feeders F132  
& F134 and Fowler Feeder
- 2 Northwest  
Substation Feeders F131  
& F134 and BBD Feeder
- 3 Future TECO Service  
to P3 Grocery Store
- 4 Possible Future TECO  
Service to P3 Developed  
Student Housing

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## 7.8 Data/Voice Communications Sub-Element

The campus communications infrastructure will need to be upgraded on a campus wide and localized basis to serve facilities growth and accelerating demands on information, research, instructional, and business technology systems. Existing and projected major communications corridors are positioned principally along primary circulation patterns and seams between development sites so as to minimize disruption by new construction.

The principal findings in the update point to the need to identify sources of emerging data demand in order to proactively plan for and implement additional capacity as needed. Potential sources need to be identified (i.e. increased research activity, migration of CATV to IP based streaming, increased IP based security camera demand, etc..) and appropriate case studies performed to determine capacity impact. Also, as more Tampa Campus based Colleges/departments relocate to remote locations (i.e. College of Medicine) new high bandwidth resources need to be identified in order to provide a seamless experience comparable to being on campus. Telephone switch capacity needs to be diligently monitored for adequate capacity as the estimated capacity is now at 85%. New policies for data communications in the update concentrate on inventory and coordination of data communications resources.

In general, the University shall continue on a path of identifying opportunities to manage growth with sustainability. Principles shall be incorporated that follow the path of Florida’s new Energy Plan adopted by the Florida Department of Environmental Protection and recommended policies of the U.S. Green Building Council’s Leadership in Environmental Design Standards.

### **Goal**

The Data Communications Sub-Element goal for the Tampa Campus Master Plan is to provide each existing building and planned new buildings on the Tampa campus with communications connectivity for telephone, data, and video services.

### **Summary of Objectives**

**Objective 7.8.1:** To plan, design and implement communications infrastructure at the Tampa campus, as shown in Figures 7-8.1 and 7-8.2, in order to correct existing deficiencies and meet the data, voice, and video communications needs of the 10 year planning period.

**Policy 7.8.1.1:** The University shall provide program funding for design and construction to the infrastructure to encompass the residential housing expansion in the (NE quadrant of the Tampa Campus).

**Policy 7.8.1.2:** The University shall program funding for design and construction to extend fiber optic cable to classrooms, offices, and dormitories to provide connectivity for faculty, staff, students, and residents.

**Policy 7.8.1.3:** The University shall provide program funding for design and construction to interconnect the medical office buildings at the regional Davis Island campus (USF Health South



Clinic) and the College of Medicine Infrastructure to be located in downtown Tampa . A dark fiber ring would be best suited to provide the high bandwidth capacity that will be required.

**Policy 7.8.1.4:** Participation by Local Exchange Carriers (LEC), the incumbent CATV provider, and other service providers shall be required in all modifications to the Master Plan and in planned expansion programs to ensure adequate communications services will be available when needed.

**Policy 7.8.1.5:** The University shall provide program funding for design and construction to upgrade and create additional licensed and unlicensed wireless systems to meet the needs of the University's educational mission.

**Policy 7.8.1.6:** The University shall implement Data communications system improvements as identified on Figures 7.8-1 and 7.8-2. The timing and phasing requirements for these improvements are established in Element 11, *Capital Improvements*.

**Policy 7.8.1.7:** Data communications system improvements shall be implemented based on the following priorities:

- Elimination of existing system deficiencies;
- Maintaining the existing system; and
- Expanding the system to accommodate new Data communications system needs.

**Policy 7.8.1.8:** The University's Information Technology Department shall be responsible for reviewing all proposed development projects to ensure that adequate data communications system capacity exists.

**Policy 7.8.1.9:** Proposed increases in Data communications system use, whether residential or non-residential, shall be approved only after a finding that existing Data communications system capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the forecasted future time of need.

**Policy 7.8.1.10:** The University shall provide program funding to maintain, upgrade, and expand coverage of USF's WIFI system to access to USF systems for students, faculty, staff, and guest.

**Policy 7.8.1.11:** The University shall provide program funding to expand coverage of USF's Distributed Antennae System (DAS) to boost cellular signal strength in buildings where signal penetration is low and occupants are unable to maintain service. This is required as a matter of public safety for both rescue personnel and building occupants. Appropriate signal surveys need to be performed in existing building and system inclusion for any new buildings.

**Objective 7.8.2:** Standardize on a data local wide area network, for campus-wide use, that will serve USF's network needs through the 10 year planning period and beyond.

**Policy 7.8.2.1:** The University shall program funding for design and construction to provide adequate copper capacity for voice, and single mode fiber for data/video to all buildings on the Tampa campus.

**Policy 7.8.2.2:** The University shall identify, inventory, and study any electromagnetic field generators on the campus.

**Policy 7.8.2.3:** The University shall program funds to perform an inventory and study of electromagnetic fields on campus.

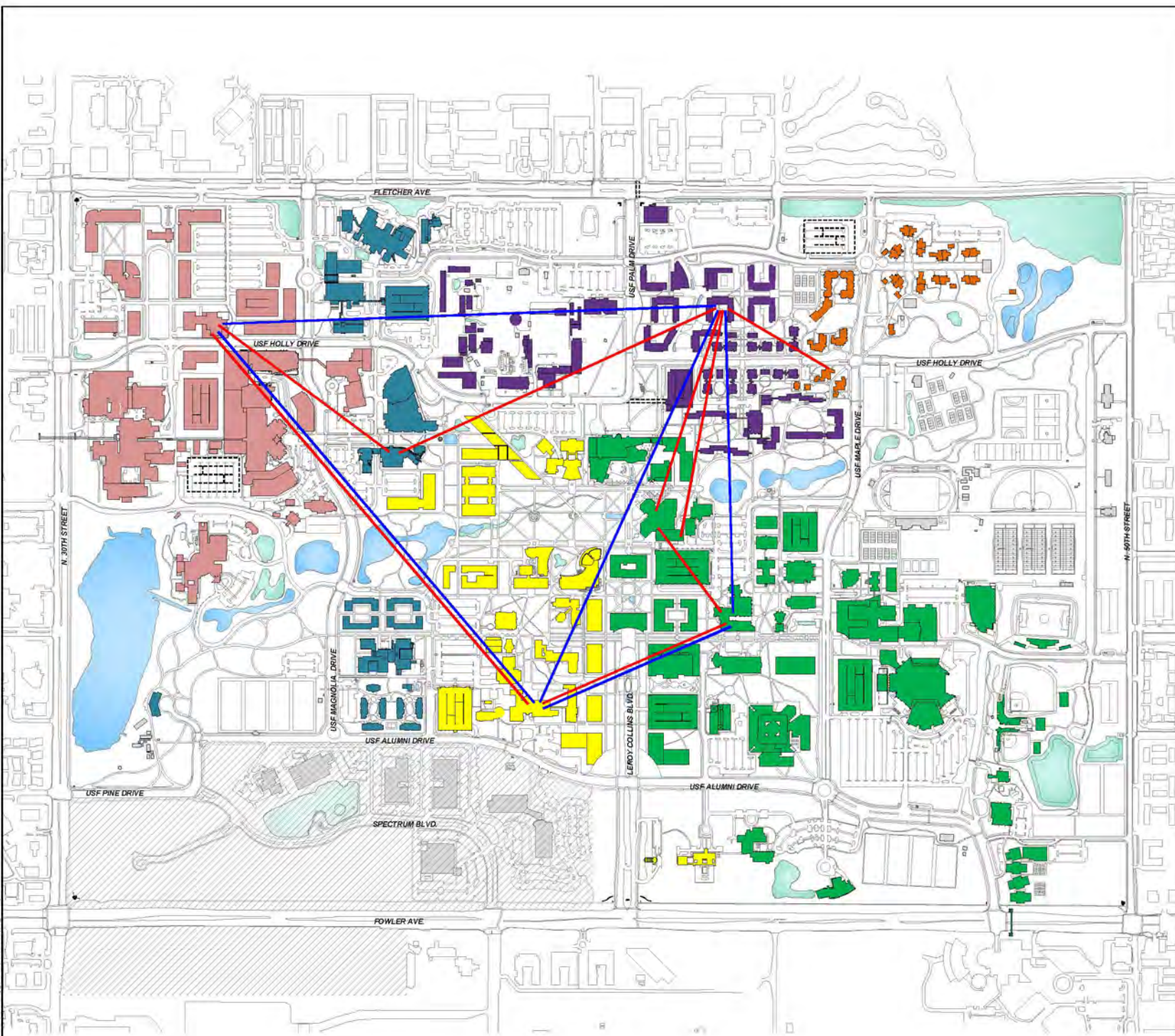
**Objective 7.8.3: Identify, inventory, and assess any media or high bandwidth application on the campus.**

**Policy 7.8.3.1:** The University shall program funds to perform an inventory and study of high bandwidth multimedia and research based systems on campus.

**Objective 7.8.4: Maintain a periodically revised USF voice/data/video Construction Standard for use in all new construction and renovation projects requiring these services.**

**Policy 7.8.4.1:** Information Technology and other designated entity, shall produce, distribute, and update as necessary a set of construction standards for campus-wide voice/data/video systems, based on technology to support the University through the 10 year planning period.

**Policy 7.8.4.2:** Information Technology shall provide oversight and coordinate with the Facilities Planning and Physical Plant Departments to coordinate the joint use of underground infrastructure trenches to minimize redundant construction costs.



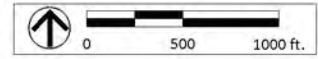
- MHB
- PCD
- AOC
- MPB
- ENB
- EDU
  
- Single Mode Fiber
- Multi Mode Fiber

Area Not Included in Campus Master Plan






**Element 7**  
General Infrastructure

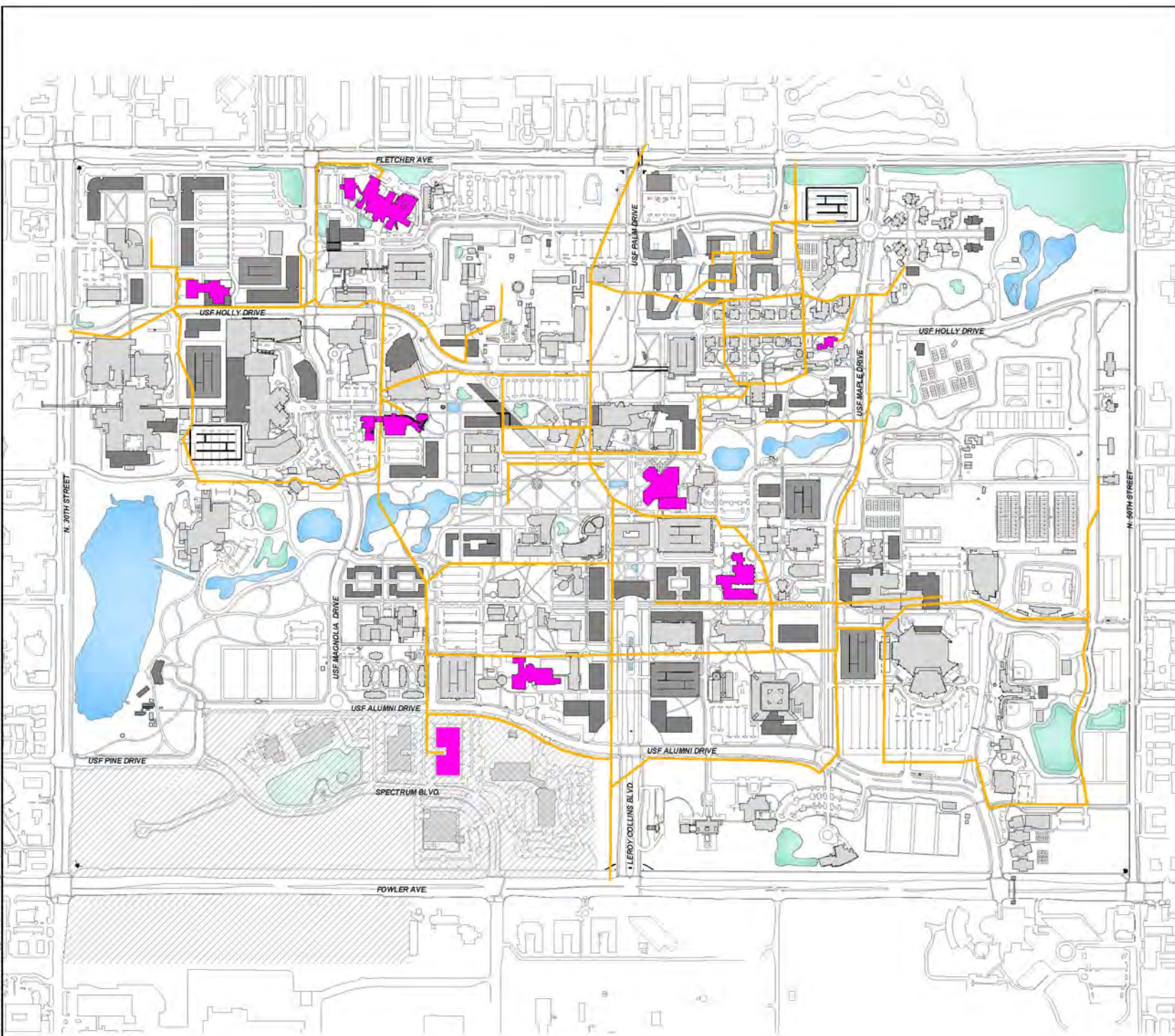
**Figure 7-8.1**  
10 Year Communications Plan

Date  
12/03/2015





-  Network Operation Center
-  Communication Conduit
-  Existing Buildings
-  10 Yr Proposed Buildings
-  Area Not Included in Campus Master Plan



**Element 7**  
General Infrastructure

**Figure 7-8.2**  
10 Year Communications  
Site Distribution Plan

Date  
12/03/2015



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# **Element 8:**

# **Conservation**





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## Element 8 Conservation

Conservation policies address:

- protection and improvement of air quality
- conservation and protection of the quantity and quality of water sources
- conservation and protection of native vegetation and wildlife habitats
- energy efficiency
- waste monitoring, disposition, and recycling

The Campus Master Plan includes focus on the reduction of greenhouse gas emissions in support of the University’s commitment to the American College and University President’s Climate Commitment (ACUPCC). The Plan recommends continued increased demonstration and visibility of conservation measures and pilot project efforts. Broadened awareness of initiatives demonstrates institutional commitment, enriches the educational experience, generates excitement for participation, and contributes to greater success in meeting the ACUPCC goals.

The 2015 Plan Update continues policies preserving the existing USF Forest Preserve north of Fletcher Avenue (formerly known as the Ecological Research Area), and the proposed extents of the Greenway including the wetland and natural areas at the southwest corner of Fletcher Avenue and 50th Street, the Lake Behnke and existing Botanical Garden area, and the “Geo Park” located in the area between Bruce B. Downs Boulevard and Magnolia Drive. The Plan recommends expanded implementation of the designated Greenway, including removing those elements currently within the limits of the Greenway that conflict with approved land uses; predominantly parking areas.

The mix of integrated, viable ecosystems in the USF Forest Preserve and Lake Behnke/ Botanical Garden Areas provides USF with exceptional research and educational resources and opportunities. The Plan recommends a phased campus wide expansion of the Botanical Garden/Arboretum. Implementation of the “Campus as Arboretum” initiative places priority on expansion and documentation of plant materials and vegetative communities throughout the Greenway and would be phased to include existing campus open spaces – quadrangles and courtyards – as opportunities arise. The Plan proposes the Botanical Garden/Arboretum operate administratively out of an expanded educational/research/community center at the current location on the southeast side of Lake Behnke.

In addition to areas of ecological resource, there are several locations of archeological value as documented in the Data Collection and Analysis report. Additionally, for the existing campus buildings that will reach an age threshold of 50 years during the timeframe of this Campus Master Plan, an assessment of their historical and architectural significance is needed to comply with state historic cultural resources regulations. The Plan recommends establishing a resource assessment data base to track facility evaluations conducted prior to a facility reaching the 50-year mark.

**Goal**

The Conservation goal of the 2015-2025 Campus Master Plan is to be an institutional model for conservation policies, to meet the ACUPCC goals, to minimize negative environmental impacts, and better the environment through improved air, water and open space quality in the vicinity of the campus.

**Summary of Objectives**

**Objective 8.1: Identify mitigation techniques in order to reduce greenhouse gas emissions and improve the air quality.**

**Policy 8.1.1:** The University shall continue to participate in and consider expanding those programs that contribute to improving existing air quality and reducing greenhouse through the reduction of campus traffic and parking demands. Such programs include participation in local transportation management associations such as New North Transportation Alliance (NNTA), transit routing and terminal servicing activities and the promotion of bicycle and pedestrian circulation improvements, see Element 5 *Transportation*.

**Policy 8.1.2:** The University shall reduce mobile sources of air pollution through implementation of Element 5, *Transportation* policies designed to discourage dependence on single occupancy vehicles (SOV) as the primary transportation mode for commuting to and from and/or moving on campus, reduce emissions caused by idling times at signals, and to encourage alternative modes of transportation.

**Policy 8.1.3:** The University shall explore and implement, as appropriate, alternative fuel vehicles including automobile and golf cart fleets and campus shuttle systems for on-campus utilization.

**Policy 8.1.4:** The University shall determine the potential impacts on air quality before construction of parking structures. Parking structures shall be sized and designed to facilitate rapid ingress and egress of vehicles to minimize idling time, and to maximize air flow through them to eliminate pockets of stagnation where pollutant levels can build up.

**Policy 8.1.5:** The University shall minimize emissions of air pollutants from and within buildings on campus, minimizing the storage and use of volatile and hazardous materials, and by reducing use of refrigerants and coolants in campus buildings.

**Policy 8.1.6:** The University shall continue monitoring both indoor and outdoor air quality.

**Policy 8.1.7:** The University shall maximize tree planting programs over the planning period (See Figure 8-3, 10 Year Tree Cover and <http://www.usf.edu/administrative-services/facilities-planning/documents/designguide-appendix-g.pdf> ) as a means to provide the following benefits onto campus:

- Increase carbon absorption for improved air quality;
- Reduce the heat-island effect on campus;
- Reduce stormwater runoff; and



- Enhance outdoor space, providing shade for campus population and encouragement for increased alternative non-vehicular circulation.

**Objective 8.2: Conserve and protect the quantity and quality of water sources including groundwater and surface water.**

**Policy 8.2.1:** The University shall identify all existing and proposed potable well locations as "no build" zones, except for recreation facilities.

**Policy 8.2.2:** The University shall not undertake activities on-campus which would contaminate groundwater sources or designated recharge areas unless provisions have been made to prevent such contamination or otherwise provide mitigation for such activities so as to maintain established water quantity and quality standards. (See Sub-Elements 7.1, *Stormwater Management* and 7.2, *Potable Water*.)

**Policy 8.2.3:** The University shall continue to monitor and test treated potable water on a monthly basis. (See Sub-Element 7.2, *Potable Water*.)

**Policy 8.2.4:** The University shall continue to implement its comprehensive Water Conservation Plan, to include the following measures:

- Exploration of the potential interdependencies between chilled water make-up/discharge, stormwater, and treated wastewater and irrigation (See Element 7, *Infrastructure*),
- The use of automated timers, irrigation flow monitoring mechanisms, rain and ground moisture sensors,
- Application of low maintenance xeriscape, native plant landscape treatments for new and renovated building construction and new and renovated campus open space site and facilities, and
- The use of low-flow and low-flush fixtures in new building construction, and water audits and other leak detection programs.
- Continue to maximize the use of condensate and storm water to offset the consumption of water in irrigation, water features, waterclosets, and urinals.

**Policy 8.2.5:** The University shall ensure the status and integrity of all identified underground storage tanks on a periodic basis through its ongoing monitoring program.

**Policy 8.2.6:** The University shall construct a series of stormwater management facilities located within the Greenway providing reduction of stormwater pollutants prior to their eventual outfall. As part of new construction, additional, visible pilot and permanent low-impact design and stormwater management projects shall be considered for implementation within the public campus realm in support of demonstrating institutional commitment to protecting and conserving

water, including reduction of pollutants, on campus and within the water shed. (See Sub-Element 7.1, *Stormwater Management*.)

**Objective 8.3: Protect identified jurisdictional native vegetative communities whether upland or wetland, as shown in Figure 8-1, 10 Year Natural and Environmental Resources and campus plantings.**

**Policy 8.3.1:** The University shall maintain its campus wide landscape inventories including location and identification of existing plant materials, and assessment of health and condition, horticultural, environmental, and spatial significance, for the purpose of establishing a University tree and plant inventory data base.

**Policy 8.3.2:** The University, in order to maintain the aesthetic quality, health, and investment in the main campus landscape and the vegetative resources of the USF Forest Preserve, shall provide for the development of a Campus Landscape Management Plan by a qualified professional. This plan shall focus on long term sustainability of the landscape and include identification and description of tasks, schedule and frequency, operational requirements including equipment, materials, and identification of personnel by skill appropriate to tasks and budgeted hours.

**Policy 8.3.3:** Based on the landscape assessment, the University shall identify and protect jurisdictional and other environmentally sensitive plant communities from development by designating these areas as "no build" zones:

- The USF Forest Preserve north of Fletcher Avenue, shown in Figure 8-2 (10 Year Greenway and USF Forest Preserve) except for research activities as required, and recreation activity within Riverfront Park described in Element 9, *Recreation and Open Space*, Figure 9-4 (Riverfront Park Recreation Area)
- The hardwood hammock and wetland area at the southwest corner of Fletcher Avenue and 50th Street.
- The retention lake, Lake Behnke, at Bruce B. Downs Boulevard and area of the existing Botanical Gardens.
- Other areas of the Greenway specifically identified in Element 9, *Recreation and Open Space*, as conservation areas.
- Other opportunities to protect environmentally sensitive lands based upon State and local criteria shall be evaluated.

Should development be necessary to occur within these areas, mitigation techniques as provided by the regulatory agencies shall be coordinated with the host community and permitting agencies by the University.

**Policy 8.3.4:** The University shall endeavor to use plant species that are indigenous to the natural plant communities of the Tampa Bay area. In cases where non-invasive exotic plants are used to enhance the landscape, plantings shall be limited to those non-invasive species that are able to resist periods of drought and which require little fertilization or the use of pesticides.

**Policy 8.3.5:** As part of ongoing planting efforts, the University shall introduce a greater variety of tree and other plant species and greater numerical balance between various species in order to reduce likelihood of collective loss of a single species or group of species that may occur due to an existing or potential yet unknown blight condition. Additionally, the University shall continue to develop age diversity in the tree stock through a phased introduction of trees within given areas overtime to improve the long-term sustainability of the aesthetic landscape and vegetative communities. <http://www.usf.edu/administrative-services/facilities-planning/documents/designguide-appendix-g.pdf>

**Policy 8.3.6:** The University shall maintain and improve existing vegetative communities through the removal of ecologically undesirable vegetation. It is the intent of the University to remove all non-native invasive plants (whether grasses, shrubs or trees) which are identified on the most current Exotic Pest Plant Council's "Florida's Most Invasive Species List" from the campus grounds. As these species are identified on the campus. The University shall coordinate with the Florida Department of Environmental Protection and other appropriate governmental entities to ensure the proper removal and disposal of these exotic species.

**Policy 8.3.7:** The University shall endeavor to reduce the extent of turf grass on campus in favor of alternative native and xeriscape groundcovers (shade tolerant where required) and designation of areas of naturalized groundplane, to thereby reduce water consumption, fertilizer application, and overall mowing maintenance requirements.

**Objective 8.4: Designate environmentally sensitive lands for protection based on state and locally determined criteria.**

**Policy 8.4.1:** The University shall maintain the jurisdictional areas based upon the most recent Florida Department of Environmental Protection criteria, standards and guidelines.

**Policy 8.4.2:** The University shall maintain, in a managed natural state, all of those sites identified for preservation on the 10 Year Natural and Environmental Resources (8-1). No construction is anticipated in these areas except for minimal structures and improvements necessary to ensure safe access and essential recreational support functions.

**Policy 8.4.3:** During the initial planning phase of any physical changes to the campus, the University shall perform a census of plants and wildlife in the area to be affected. Existing plants or animals identified in the most current "Official Lists of Endangered and Potentially Endangered Fauna and Flora in Florida", Florida Fish and Wildlife Conservation Commission, or otherwise afforded protection by the host communities and state and federal agencies, shall be noted. Protection plans for those identified species shall be formulated consistent with those of the host communities and appropriate state and federal agencies.

**Objective 8.5: Restrict University activities known to threaten the habitat and survival of threatened and endangered species and species of special concern.**



**Policy 8.5.1:** The University shall continue to require the use of best management construction practices, including the use of soil stabilizers, silt screens, surface moisture applications and other techniques to reduce the impact of development activities as identified in the USF Design and Construction Guidelines <http://www.usf.edu/administrative-services/facilities-planning/guidelines-standards/design-construction-guidelines.aspx>

**Policy 8.5.2:** The University shall minimize site disturbance on previously undeveloped sites, and shall utilize native or adapted non-invasive xeriscape vegetation when restoring disturbed areas.

**Policy 8.5.3:** Future development, including buildings, parking facilities, utilities, walkways, paths, stormwater facilities, and recreation fields, shall be carefully sited to minimize impacts to existing trees. Prior to initiating construction, trees shall be protected from damage through the use of perimeter barricades placed at the tree drip lines or critical root zones (whichever is greater), and shall remain in place throughout the period of construction. Existing trees that are removed due to construction shall be replaced with new trees; total caliper of all new trees combined shall equal total caliper of trees removed or lost through construction. Replacement trees may be planted at the site of construction or elsewhere on campus depending on the site and overall campus needs as determined by USF Facilities Planning and Construction.

**Policy 8.5.4:** Any proposed development adjacent to an environmentally sensitive area shall be carefully sited and integrated into the existing landscape to have minimal visual impact on the area. Landscape treatment shall preserve significant existing vegetation to allow a gracious transition from developed areas to undeveloped areas to preserved areas. The existing vegetation shall serve to essentially buffer proposed development in order to maintain the natural and undeveloped character of the area. <http://www.usf.edu/administrative-services/facilities-planning/guidelines-standards/design-construction-guidelines.aspx>

**Policy 8.5.5:** The University shall protect and conserve the natural functions of soils, rivers, flood plans and wetlands. The University shall continue to support the designation of Hillsborough River as an Outstanding Florida Water by protecting and enhancing this important resource.

**Policy 8.5.6:** The University shall construct new facilities in respect of appropriate flood zone requirements. The University shall, to the maximum practical extent, locate buildings outside of the Federal Emergency Management Agency's (FEMA) recognized 100 year flood zone. In those locations where encroachment into the floodplain is deemed unavoidable, the University shall provide Base Flood protection and abide by all regulatory requirements to provide compensatory flood storage areas.

**Policy 8.5.7:** The University shall continue to protect and conserve threatened and endangered species of plants and animals, and species of special concern, as required by the Endangered Species Act of 1973, as amended, Chapter 39, F.A.C., and federal and state management policies relating to the protection of threatened and endangered species, and species of special concern. The campus has been largely disturbed, however known gopher tortoise habitats occur to the north of the existing Botanical Garden and in the USF Forest Preserve. Both areas are designated as no-build zones.

**Policy 8.5.8:** University personnel shall, when encountering listed species, follow procedures and seek consultation with the appropriate agencies as identified in the Florida Fish and Wildlife Conservation Commission's most current "Wildlife Methodology Guidelines."

**Policy 8.5.9:** The University shall endeavor to reduce and prevent "light pollution" and its impact on nocturnal environment by meeting relevant LEED credit guidelines in new development and through phased replacement of non-compliant lighting campus wide.

**Objective 8.6: Reduce the quantity of waste generated on campus and expand the percentage of waste recycled or reused.**

**Policy 8.6.1:** The University shall continue its ongoing evaluation of monitoring, reducing, and disposing of hazardous chemical and medical wastes. New technologies to assist in transporting and disposing of such wastes shall be evaluated by the University. (See Sub-Element 7.4, *Solid Waste Management*.)

**Policy 8.6.2:** The University shall continue to provide on-campus facilities for the collection and storage of hazardous materials used in University operations as required by federal, state and local regulations. (See Sub-Element 7.4, *Solid Waste Management*.)

**Policy 8.6.3:** The University shall continue to encourage reduction of generated waste materials and expanded use of its recycling and reuse programs by establishing mechanisms for coordinating efforts of USF Physical Plant and Auxiliary services, creating awareness through varied communication methods, and installing additional convenient recycling centers. (See Sub-Element 7.4, *Solid Waste Management*.)

**Policy 8.6.4:** The University shall coordinate on-campus recycling programs with those of local government in regard to materials collected, and disposal/collection procedures. (See Sub-Element 7.4, *Solid Waste Management*.)

**Policy 8.6.5:** The University shall, through USF Purchasing and Auxiliary Services, endeavor to establish mechanisms to encourage use of those environmentally preferable products with lower environmental impact.

**Objective 8.7: Identify measures to conserve and appropriately reduce energy use.**

**Policy 8.7.1:** The University shall evaluate and implement, as appropriate, solar energy and other clean energy sources as alternative sources of power for irrigation systems and lighting, shuttles, phones, etc. (See Sub-Element 7.7, *Electrical Power and Other Fuels*.)

**Policy 8.7.2:** The University shall establish administrative, operational and other procedures to monitor energy use on a building specific basis and provide enhanced feedback to end users on their energy use, and incentives for reduction.

**Objective 8.8: Expand the use of conservation and energy saving techniques with the planning, design, and construction of new facilities.**

**Policy 8.8.1:** The design of new buildings shall be consistent with the climatic response and sustainability guidelines contained in the USGBC LEED requirements and the USF Design and Construction Guidelines <http://www.usf.edu/administrative-services/facilities-planning/guidelines-standards/design-construction-guidelines.aspx>

**Policy 8.8.2:** Energy conservation fixtures, air conditioning and lighting systems and other building specific energy use and management techniques shall continue to be a required element of all new and renovated buildings constructed on the campus.

**Policy 8.8.3:** The University shall consider, during development of building programs and design, the building orientation, increased daylighting measures, utilization of courtyards, arcades and other shade and ventilation techniques to further reduce energy demands.

**Policy 8.8.4:** The University shall consider, during development of building programs and design, use of low-maintenance, local (within 500 miles per USGBC LEED), durable, and sustainable materials, with priority placed on durable materials with long term life cycle benefit.

**Policy 8.8.5:** The University shall require all major new construction and renovation projects to seek USGBC LEED certification with goal of achieving Silver rating or above. Commissioning is required on all projects. The University has a target of energy saving of 15-20% above the ASHRAE 90.1-2004 Baseline.

**Policy 8.8.6:** Copies of land development criteria and design standards which reflect the policies contained in the adopted Campus Master Plan, USF Design and Construction Guidelines, <http://www.usf.edu/administrative-services/facilities-planning/guidelines-standards/index.aspx> and Final Climate Action Plan shall be provided to design consultants and appropriate University staff. The University shall standardize the construction review process to assure adherence to appropriate Master Plan and Design and Construction Guideline policies.



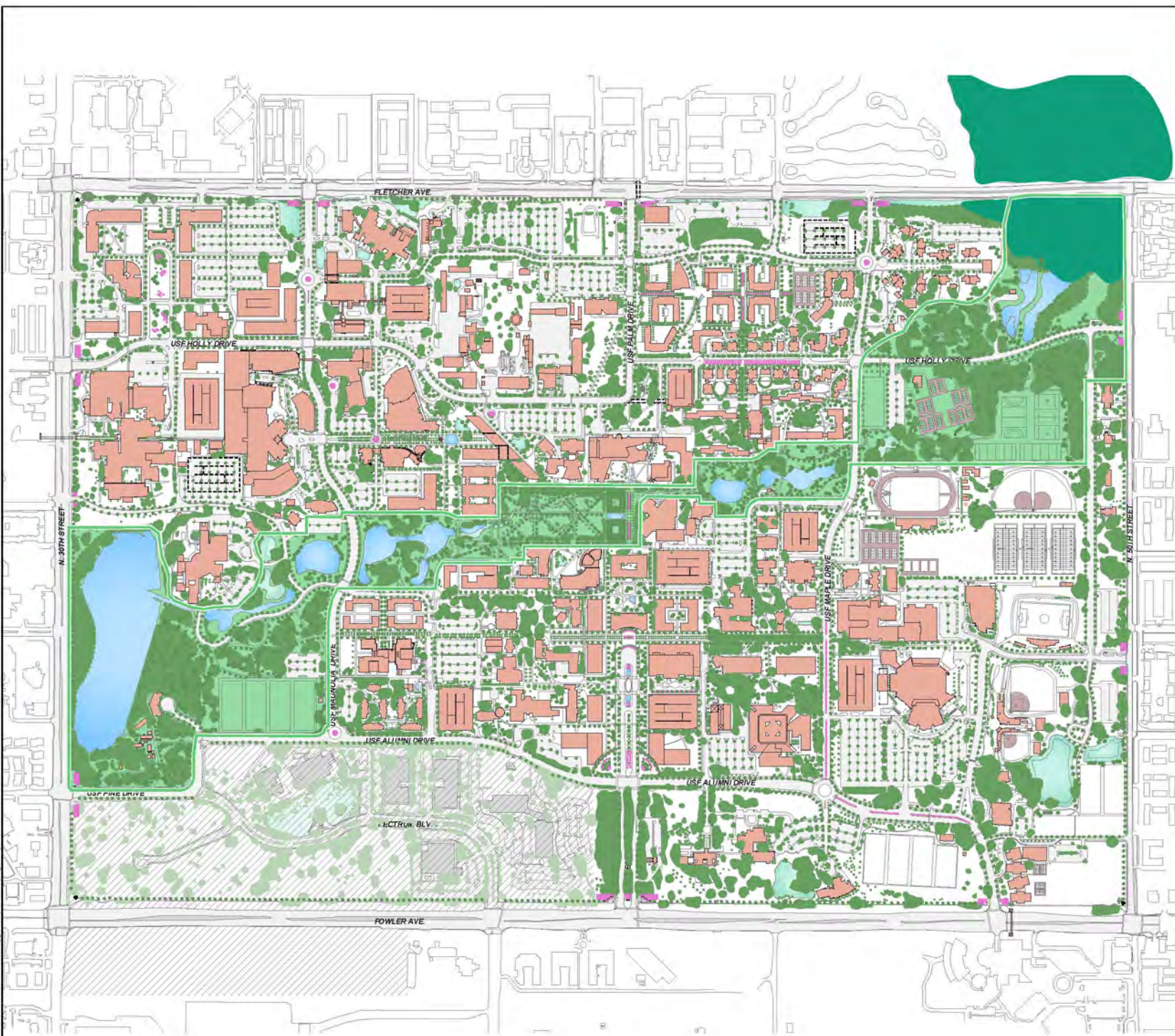
Greenway  
Tree Cover

Area Not Included in  
Campus Master Plan

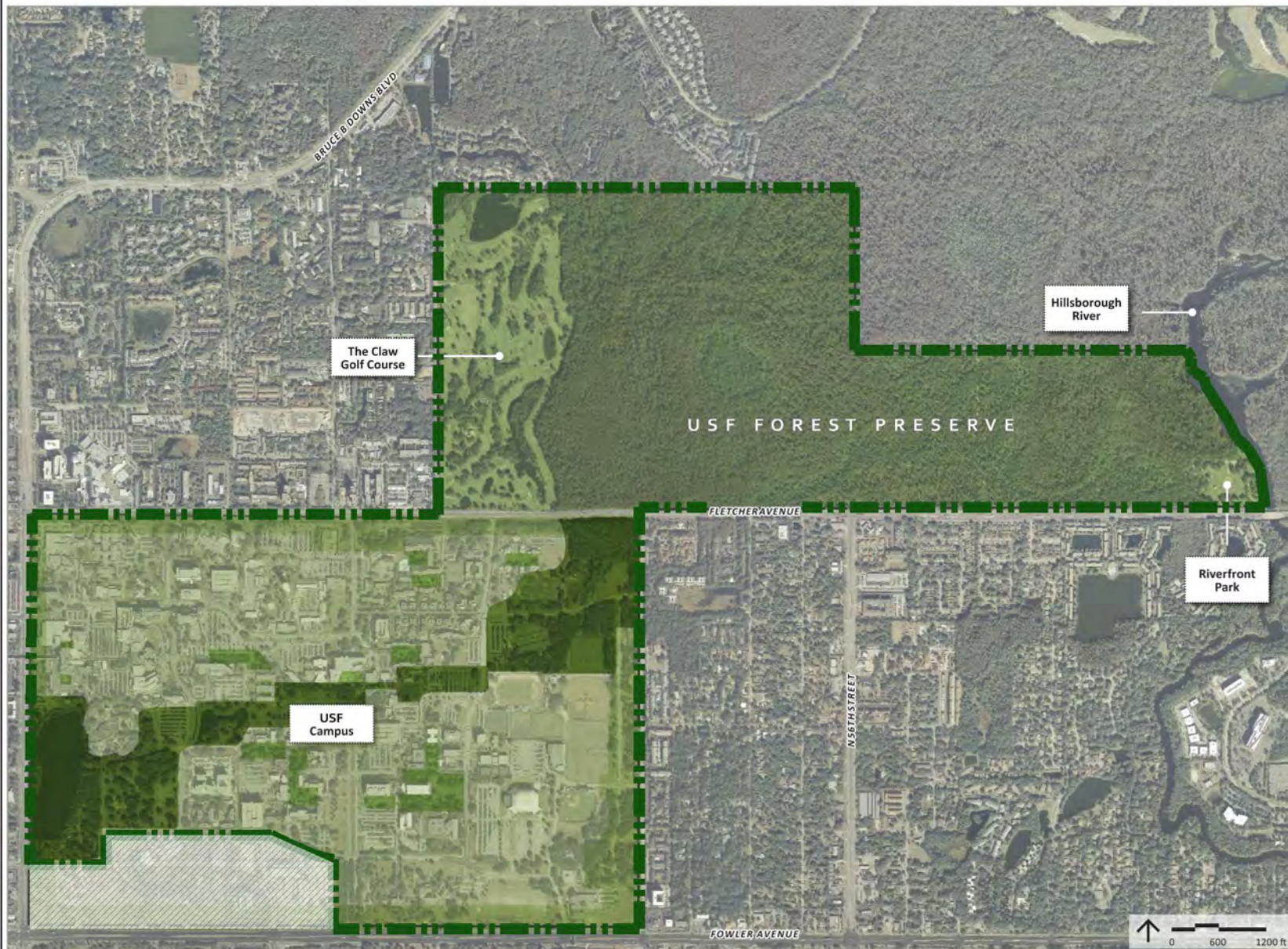
**Element 8**  
Conservation

**Figure 8-1**  
10 Year Natural and  
Environmental Resources

Date  
12/03/2015







- USF Property Line
- Greenway
- Area Not Included in Campus Master Plan

**Element 8**  
Conservation

**Figure 8-2**  
Campus Greenway and  
USF Forest Preserve

**Date**  
12/03/2015





**Element 8**  
Conservation

**Figure 8-3**  
Archaeology Map

**Date**  
12/03/2015



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## **Element 9:**

# **Recreation and Open Space**



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## Element 9 Recreation and Open Space

In response to the significant increase proposed in on-campus student housing, and the continuing success of the intercollegiate athletic programs in the American Athletic Conference (AAC) the development of enhanced, expanded and updated athletic and recreation facilities continues as an important component of the 2015 Master Plan Update. The emphasis in this 2015 Master Plan on sustainability further underlines the essential role quality campus open space plays in establishing a healthy, inviting campus setting of memorable places that engages the University community on a daily basis.

### Athletic Facilities

Athletic Facilities developed since 2010.

- Renovation of Multi-use Track and Stadium,
- Renovation of the Sun Dome,
- MUMA Basketball Practice Facility,
- Morsani Football Practice Facility,
- Soccer Intercollegiate Stadium,
- Chowdhari Intercollegiate Golf Center
- Women’s Intercollegiate Softball Stadium
- Men’s Intercollegiate Baseball Stadium

The 2015 Plan depicts projected relocation and new construction of:

- Reconfiguration of Men’s and women’s intercollegiate tennis facility (12 courts),
- Sun Dome hospitality expansion (20,000 gsf), and
- Athletics Building expansion (5,000 gsf).
- Tennis & Baseball/Softball Clubhouses (7,000GSF each)

The implementation of these collective Athletics improvements consolidates the athletic facilities and has allowed the intramural fields to be reconfigured and consolidated in three campus locations – north of athletic facilities between Fowler and Alumni just west of Bullrun Drive, and adjacent to west residential housing area at the corner of Alumni and Magnolia Drives. Existing and proposed locations of athletic and recreation facilities are shown in Figure 9-1, 10 Year Recreation and Athletics Facilities.

### Recreation Facilities

- Magnolia Field Complex (4 multi-purpose recreation fields)
- Sycamore Field Complex (5 multi-purpose recreation fields)

The 2015 Plan proposes expansion of recreation facilities over the 10 year planning period to include:



- Additional informal field/open space at the site of existing parking area 35, sized to accommodate one play field in the north residential area,
- Jogging path and walk network throughout the Greenway,
- Recreational expansion in the new Andros Housing project area to include pool complex,
- Satellite fitness center at USF Health (The Well)
- Botanical/Arboretum integration with the campus, centered on the Greenway,
- Construction of Riverfront Park storage facility (1,000 gsf), and
- Expansion of the Recreation Wellness Center to 246,907 gsf.

The projected program for the 2015 Plan utilizes the National Intramural Recreational Sports Association (NIRSA) standards as recommended by the USF Campus Recreation Department.

**The Greenway**

The Greenway remains the open space “centerpiece” in the 2015 Plan. The overall boundaries generally remain as shown in the original 1995 Master Plan.

The 2015 Plan places combined emphasis on the environmental advantages and programmatic opportunities for engaging the campus community in an implemented and enhanced Greenway. Envisioned as not only the campus landscape centerpiece, but as an institutional identity element, since the 1995 Plan, it continues to remain difficult to discern the continuity of the space due to existing parking areas within the proposed green space and lack of consistent built activity defining and invigorating the edges. In response, the 2015 Plan proposes an increased emphasis on removing parking from the Greenway through phased implementation of a larger parking management approach that moves parking to the campus edges to establish a strong pedestrian campus core and prioritizing development of active building program at the Greenway edges. In particular, housing, arts, student and public gathering functions, and academic facilities serving diverse populations are the highest priority Greenway neighbors. Functions such as parking structures or facilities that neither add indoor/outdoor activity nor benefit from adjacent open space amenity should not usurp sites that better contribute and/or benefit from proximity to the Greenway. In addition, the Plan envisions an expanded perception of the Greenway from the more narrowly defined “protected preserve” to encourage an image of an active dynamic space populated with activities ranging from research and pilot demonstration projects, gardens, trails and walks through a varied landscape, to reflective solitude and active recreation, to intimate and large public outdoor gathering/performance space, and urban plazas with café opportunities.

The 2015 Plan proposes conversion of Lot 35 to informal recreational open play space, Lot 17 A and B to informal recreation and stormwater management ponds, and the majority of Lot 19 to expanded experimental test landscapes and gardens associated with the USF Botanical Garden and University research (refer to Fig 5-4 for lot locations). This is consistent with the recommendations of Element 4, *Future Land Use*, and Element 5, *Transportation*, which call for the removal of surface parking lots from the Greenway. As in the 2015 Plan, properly designed subsurface drainage is recommended for

the proposed informal open play area to allow rainwater to percolate much as it would in non-playfield grass areas. In all instances, removal of the parking lots significantly reduces the impervious surface within the Greenway and replaces parking with permeable surface that in turn reduces requirements for stormwater management facilities.

**Campus as Botanical Garden/Arboretum**

A feature of the 2015 Plan is the “Campus as Botanical Garden and Arboretum.” This initiative recognizes a desire to expand the educational and research impact of the Botanical Garden throughout the campus. In addition, it recognizes the potential of the campus landscape to contribute to establishing an environmentally healthy setting that supports the educational and social experience, and physical health of students, staff and visitors. Finally, it is an acknowledgement of the University’s commitment and vision as a campus presence for generations to come (refer to Fig 9-2 and 11-2).

**USF Forest Preserve**

The update does not project any programmatic development in the 735-acre USF Forest Preserve (formerly known as Ecological Research Area) north of Fletcher Avenue. There are no modifications to its essential function as a natural research area that is tied to the regional ecosystem with habitats ranging from pine-oak xeric communities to wetland coniferous cypress forest and to research on the effects of fire, population dynamics, species diversity, seed dispersal, and ecotone dynamics of adjacent land uses. This area has been used for ecological research for many years.

**Goal**

The Recreation and Open Space goal of the Tampa Campus Master Plan is to provide enhanced recreational and athletic options for the campus community in a diverse open space environment that links the campus and the larger host community.

**Summary of Objectives and Policies**

**Objective 9.1: Provide recreational facilities and open space to meet campus community demand through the coordinated use of public and private resources.**

**Policy 9.1.1:** The University shall continue to seek private donors for the purpose of contributing to the development and maintenance of on-campus athletics, recreation and open space facilities and shall coordinate the distribution of these funds with other public University funding sources.

**Policy 9.1.2:** The University shall work with the Campus Recreation and Athletics Departments, campus organizations, Sun Dome management, and public/private off campus organizations to investigate and seek expanded opportunities for generating income through campus facility rentals and programs at the main campus, The Claw, USF Forest Preserve, and Riverfront Park.

**Policy 9.1.3:** The University shall work with host communities and agencies to explore shared or swapped recreation/open space development, maintenance, and/ or use of facilities to better serve the University and local populations.

**Objective 9.2: Provide increased facilities to serve on-campus recreation, physical education, and intercollegiate athletic demands.**

**Policy 9.2.1:** The University shall increase recreation and athletic facilities to meet on-campus recreation, physical education, and intercollegiate activities within the 10 year planning time frame. The proposed improvements to athletics, recreation and open space facilities are identified in Figures 9-1, 10 Year Recreation and Athletics Facilities and Figure 9-2, 10 Year Campus Open Space.

**Policy 9.2.2:** The University shall establish a basis for level of service (LOS) standard for the provision of recreational space, such as the National Intramural Recreational Sports Association (NIRSA) standards, as a means to ensure that the future recreational needs of the campus community are adequately met.

**Objective 9.3: Provide increased opportunities for on-campus access to varied, high quality open spaces.**

**Policy 9.3.1:** As shown in Figures 9-2, 10 Year Campus Open Space and 9-3, 10 Year Greenway Structure and Edges, the University shall establish a hierarchy of campus open spaces including: the Greenway and Edges, pedestrian corridors, quadrangles, plazas and courtyards within the 10-year planning time frame in partnership with the capital building and infrastructure improvements program as identified in Element 4, *Future Land Use* and Element 11, *Capital Improvements*.

**Greenway—**The University shall commit to the protection of the delineated Greenway comprising 158.7 acres including 22.62 acres of Unobstructed View Easement at Lake Behnke as indicated in Figure 9-3, 10 Year Greenway Structure and Edges, extending from Lake Behnke to the wetlands at Fletcher Avenue and 50th Street (including the Central Quadrangle), as a restricted no-build zone in order to establish an open space Greenway. Continued implementation of the Greenway and its enhancement is a high priority because of its:

- Functional importance in addressing stormwater management requirements and providing greater visibility to natural hydrological systems and University sustainability initiatives;
- Unique form-giving characteristic establishing a sense of clarity and orientation to the campus;
- Enhancement of recreation and social opportunities; and
- Role in carbon sequestration and reducing the heat island effect.

The Greenway should continue to be implemented in a strategic, incremental way in advance of individual campus projects so as to maintain the stormwater management capacity necessary to support future building projects and provide the open space amenity that makes engagement with adjacent development and campus constituents more likely.

The Greenway is comprised of the following landscape character sub-districts and programmatic zones (See Figure 9-3, 10 Year Greenway Structure and Edges.):



- **Urban parkland.** Within the Greenway, the Central Quadrangle is designated as “urban” parkland at the heart of the campus. It includes a combination of formalistic, “designed” signature plaza and tree lined walkway edges and strong informal designed spaces connecting to the more naturalistic areas to the northeast and southwest.
- **Naturalistic parkland.** These are areas within the Greenway that are pastoral in character and may be used for informal recreation facilities and open play space. Areas designated as naturalistic parkland may not be converted to another use without a formal Master Plan Amendment.
- **Recreation.** In contrast to the naturalistic parkland areas, recreation areas within the Greenway may be used for organized striped play fields. In order to be used for this function. The play fields within the Greenway must be designed with subsurface drainage systems that maintain, at a minimum, the water percolation rate that would be associated with campus lawn areas. It is also required that such fields not be enclosed with fences, so as to maintain the visual continuity of the Greenway and a park-like pastoral character when the fields are not in use. Areas designated as recreation areas may not be converted to another use without a formal Master Plan Amendment.
- **Conservation and Research.** This designation includes areas that provide conservation of land, habitat, water and vegetative resources, soil, and/or endangered species and site for ecological research. These areas include the Lake Behnke/Botanical Garden area (adjacent to Bruce B. Downs Boulevard) and proposed reclaimed site currently occupied by Lot 19, the wetlands located in the northeast corner of the main campus at Fletcher Avenue and 50th Street, and—while not part of the Greenway per se—the Ecological Research Area north of Fletcher Avenue.

In addition, the Greenway is intended to accommodate an array of stormwater management facilities and existing groundwater well fields including:

- **Stormwater management lakes and ponds.** This designation includes existing and proposed lakes and ponds that will remain filled with water throughout the year. While some relocation of future water areas may be possible, subject to USF engineering review, the overall surface area designated in the Campus Master Plan for this function cannot be reduced without a formal Campus Master Plan Amendment.
- **Stormwater management swales and retention areas.** This designation includes existing and proposed areas that are designed to be detention areas. Normally these areas will be dry, but will detain stormwater runoff for a period of time during a storm event. The amount of land designated for this function cannot be reduced without a formal Campus Master Plan Amendment.
- **Below grade storage.** Subsurface storm water retention/infiltration devices can be utilized on campus to accommodate the additional storm water needs of a growing university campus. Below grade storage chamber systems allow storm water to infiltration into the ground, thereby recharging the immediate groundwater table. This helps to provide the needed water for native wetland environments on campus. Storage chambers allow for storm water collection which can then be diverted for such uses as irrigation or water features. Most

importantly, when acreage on campus is limited, below grade storage devices can be installed beneath facilities, preserving the land surface above for other uses such as recreational activity.

- **Protection of future well fields.** In order to ensure a sustainable campus, the University must provide safe drinking water for the campus community. To do so, the campus has protected its current drinking well field from future development. Likewise, the region of campus designated for a future well field must have similar safeguards. The restrictions within the Greenway may also serve to protect the future well field. Because the actual wells require little space, it can easily share use with space designated as greenway recreational area.
- **Wetlands.** The northeast corner of the campus, south of Fletcher Avenue and west of 50th Street, contains a significant area of wetlands which links the Greenway to the existing Ecological Research Area (north of Fletcher Avenue), providing for stormwater management and contributing to the preservation of native habitat linkages. These wetlands are located within a designated “conservation” sub-district and are not suitable for informal recreation use.

(See Sub-Element 7.1, *Stormwater Management* and Figure 7.1,-1 10 Year Stormwater Management Facilities and Sub-Element 7.2, *Potable Water*, Figure 7.2-1, 10 Year Potable Water.)

**Central Quadrangle**—Continue to design and implement Central Quadrangle improvements in order to provide a physical setting that provides a quality collegiate atmosphere and identifiable place-making campus center. Although not identified with a specific building project, improvements to the Quadrangle are considered important as they contribute memorable spaces, thereby improving the sense of campus community, while enhancing the visual impact of this “signature” landscaped space. The spatial character of this central space should reflect and respond to the strong primary diagonal circulation desire lines identified in to the Plan with an asymmetry that complements the existing Martin Luther King plaza and trellis at the east end of the quad. Greater landscape variation and plant material diversity should be employed to establish a cohesive central quadrangle that is both spatially unified and interesting. While tree planting to shade walks is a priority, overall planting design shall include informal massing of diverse plant material to increase the usable area with the shade of tree masses, establish stronger and more interesting spatial definition and provide greater aesthetic interest. The overall resulting character will be of a naturalized, informal landscape within a framework of urban spaces and strong diagonal reflecting the proposed major circulation routes crossing the open quad.

**Corridors**—Extend the development of the Sessums Mall through phased implementation of the full length of the cross-campus east-west mall as a high priority. Additional corridors are indicated on Figure 9-2 and in Element 5, *Transportation* Figure 5-9. Existing corridors shall be enhanced with shade through tree planting, or other means such as trellises, shade structure, or building arcades. Implementation of new corridors shall be phased in coordination with adjacent building development or redevelopment or as independent projects ahead of development.

**Quadrangles**—Continue to implement a hierarchy of “local” quadrangles distributed throughout the campus as shown in Figure 9-2, 10 Year Campus Open Space, by means of judicious building placement which provides inviting, humane outdoor living spaces appropriate to the climate of west central Florida. Quadrangles should include programmatic opportunities for food, seating, wireless access, and shade.

**Courtyards**—Encourage inclusion of interior courtyard spaces in all new buildings or closely clustered groups of buildings when and where appropriate.

See USF Design and Construction Guidelines,  
<http://www.usf.edu/administrative-services/facilities-planning/guidelines-standards/index.aspx>

**Policy 9.3.2:** The University shall affirm a belief that naturalistic parklands are necessary to the quality of urban life and that the institution seeks continuity with the natural communities and processes that support human life. The University will ensure that the Greenway reflects design for the future by connecting to the Ecological Research Area north of Fletcher Avenue and that adjacent spaces are developed appropriately.

**Policy 9.3.3:** The stormwater areas reserved in the Greenway as shown will be retained for future ultimate growth needs. Until that time, the areas may be used for geologic and hydrologic academic studies and recreational use, as well as for their visual amenity value, which enhances the overall quality of the campus setting.

**Policy 9.3.4:** The University shall maintain densities and intensities for the development of its campus (as established in Element 4, *Future Land Use*), including sites for infrastructure, academic, housing, and support space, which maximize permeable campus land and the retention and creation of meaningful open space.

**Objective 9.4: The University endorses a campus open space planning approach that envisions the entire campus as an ecologically appropriate “Campus as Arboretum/Botanical Garden.”**

**Policy 9.4.1:** The University shall expand the domain of the USF Botanical Garden to include all campus open space, with administrative functions centered at an expanded facility in the current location and priority expansion emphasis on documentation and enhancement of the Greenway as Campus Arboretum.

**Policy 9.4.2:** In recognition of the value of trees to the campus the University shall continue to protect, manage, and increase the number of trees and quality of the campus tree stock. (See Element 8, *Conservation*.)

**Objective 9.5: Preserve and protect the USF Forest Preserve as a unique and irreplaceable reserve of undeveloped native woodland contiguous with the Hillsborough River wetland corridor.**

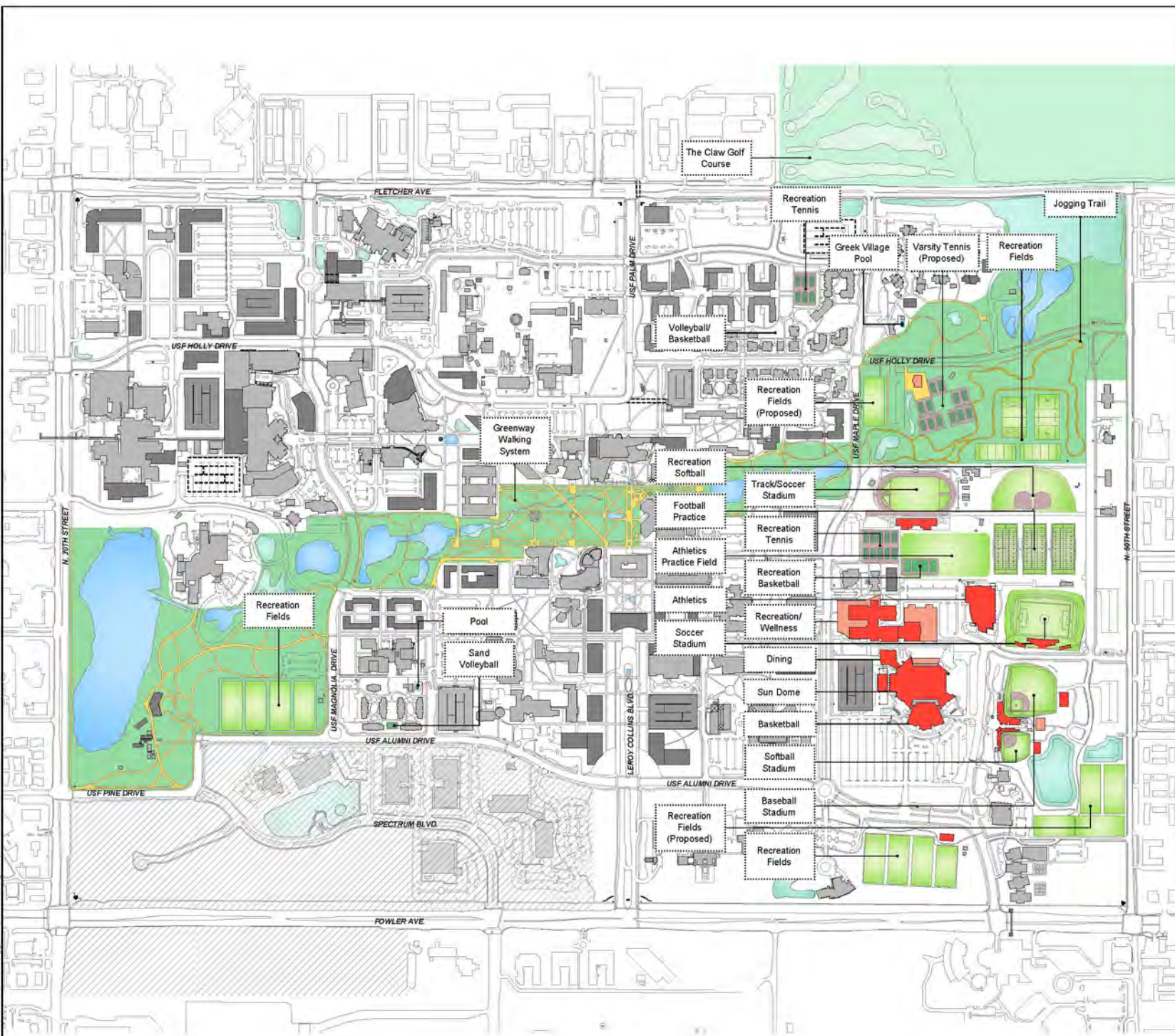
**Policy 9.5.1:** The University shall preserve and protect the USF Forest Preserve as a unique and irreplaceable natural resource for teaching and research. (See Figure 9-4, 10 Year Campus Greenway and Forest Preserve)

**Policy 9.5.2:** Storage and non-vehicle trip generating support space related to the USF Forest Preserve shall be allowed at The Claw golf course and Riverfront Park only.



**Objective 9.6:** Coordinate with the host communities to promote provision of adequate recreation and open space off-campus to serve the community living in the context area and to ensure continuity of campus open space resources within the larger regional open space system.

**Policy 9.6.1:** The University shall establish a procedure and assign responsibility for regularly scheduled coordination meetings with the City of Tampa, City of Temple Terrace, and Hillsborough County Parks and Recreation Departments relative to the provision of recreational facilities. The University shall pursue inter-local agreements or memoranda of understanding that may be necessary to ensure that parks and recreational facilities will be available to meet the future needs of the University.



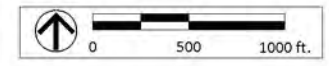
- Greenway
- Fields/Courts
- Jogging Trail
- Track/Fields
- Pool
- Greenway Walking System
- Athletic/Recreation Building Existing
- Athletic/Recreation Building Proposed

Area Not Included in Campus Master Plan

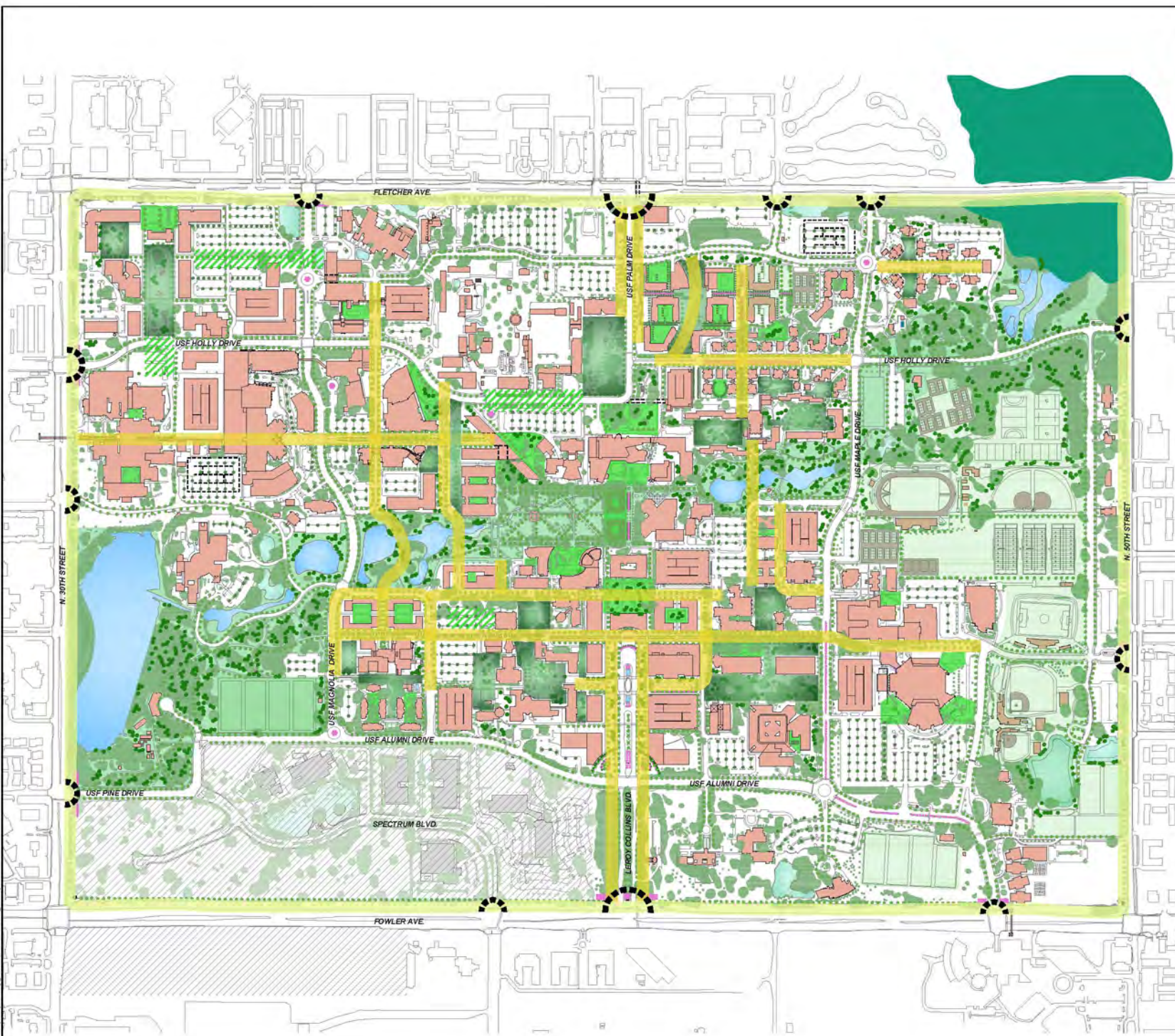
**Element 9**  
Recreation and Open Space









**Figure 9-1**  
10 Year Recreation  
and Athletics Facilities


Date  
12/03/2015







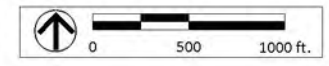
-  Campus Entry
-  Campus Edge
-  Greenway
-  Recreation and Athletics
-  Corridor Landscape
-  Quadrangle
-  Plaza and Courtyard
-  Future Open Space

 Area Not Included in Campus Master Plan

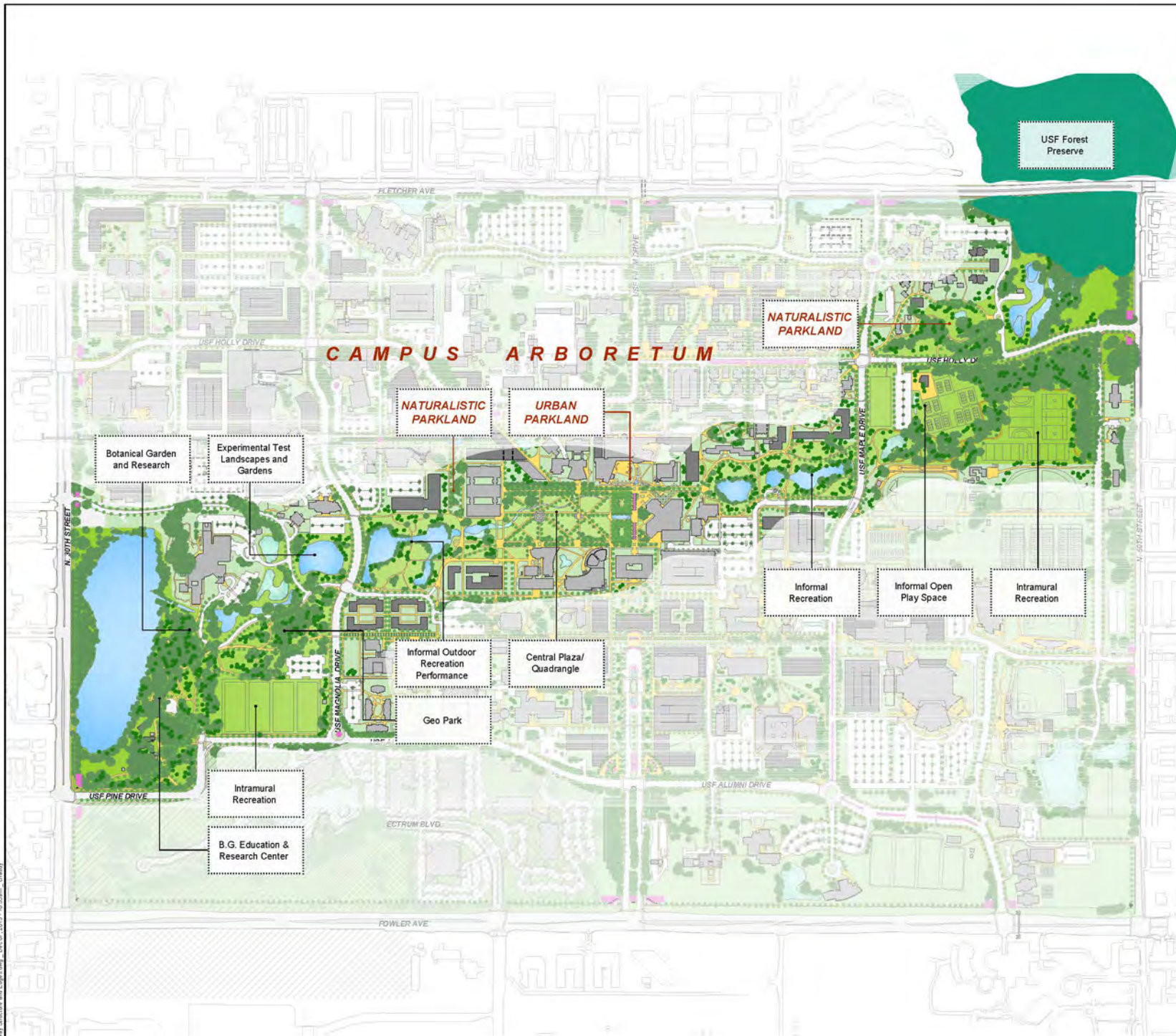
**Element 9**  
Recreation and Open Space


**Figure 9-2**  
10 Year Campus  
Open Space

Date  
12/03/2015





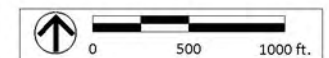


 Area Not Included in Campus Master Plan

**Element 9**  
Recreation and Open Space

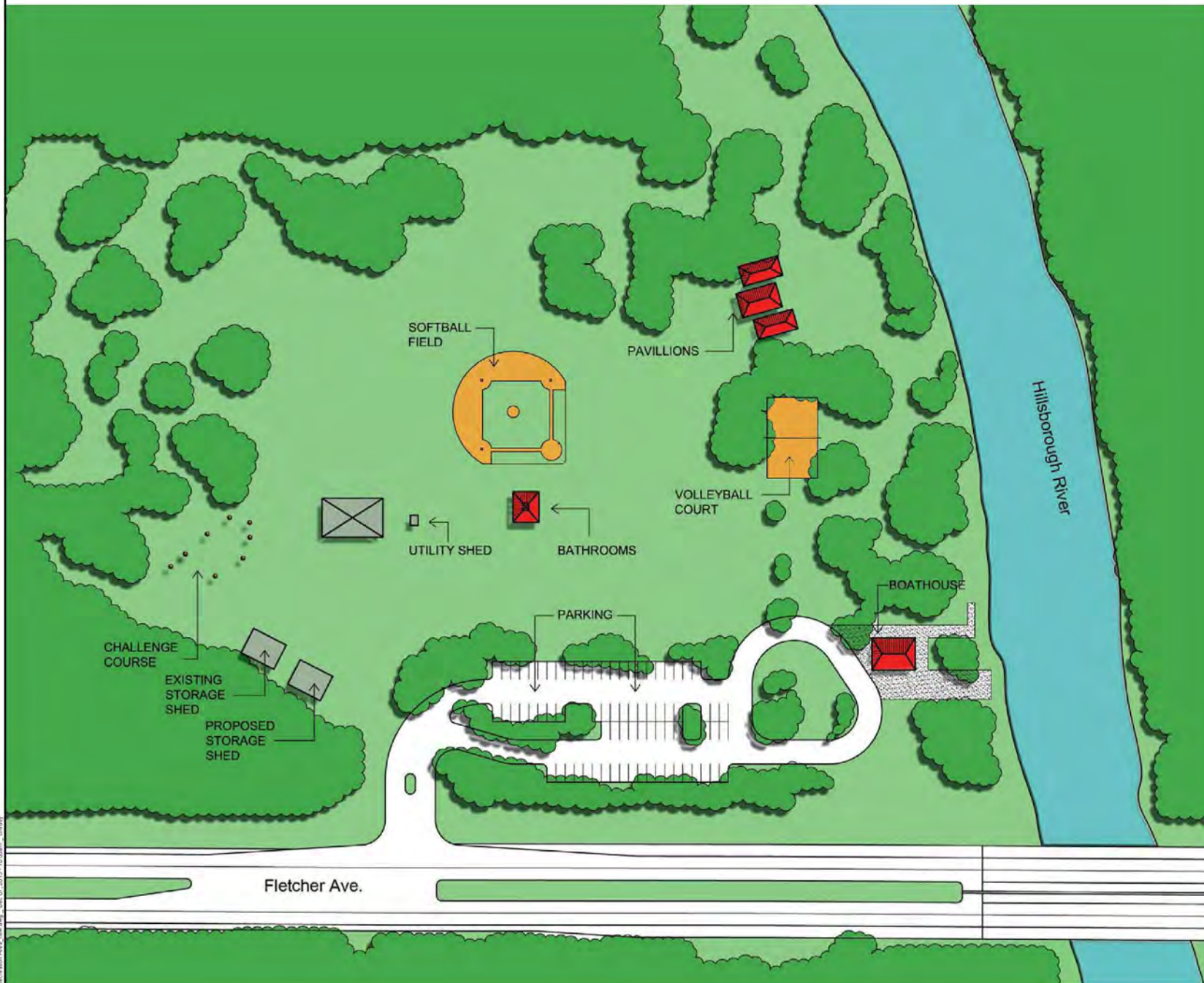
**Figure 9-3**  
10 Year Greenway  
Structure and Edges

Date  
12/03/2015





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**Element 9**  
Recreation and Open Space

**Figure 9-4**  
Riverfront Park  
Recreation Area

Date  
12/03/2015



## **Element 10:**

# **Intergovernmental Coordination**

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## Element 10 Intergovernmental Coordination

Since the adoption of the 1995 plan, the University has consistently put into action coordination and communication measures necessary to facilitate the implementation of the Campus Master Plan and to address the public impacts of development herein identified. The importance of effective coordination and communication between the University, the host community, adjacent jurisdictions, and the numerous agencies and companies that provide services to the campus will increase as the needs and actions of the University and host communities are interdependent and impact each other. As both University and host communities address issues of sustainability—including transportation, land use and natural resource impact, energy use, economic and social fabric—the role of Intergovernmental coordination is both complex and essential to the University and its contextual communities—local to state levels. USF-Tampa currently interacts with some 37 governmental and service entities at the local, regional, and State level. To ensure that coordination continues in the most effective manner, and to the benefit of all the parties involved, the 2015 Plan updates and builds on existing relationships and accomplishments with the expectation of continued and expanding University engagement.

### Goal

The Intergovernmental Coordination goal of the Tampa Campus Master Plan is to achieve the goals, objectives and policies of the campus master plan through the use of joint processes for collaborative planning, decision making, and coordinating growth and development with local agencies and governmental entities.

### Summary of Objectives and Policy Statements

**Objective 10.1: Maintain a process for the reciprocal review by University and local government officials of growth management plans, campus master plans, and plan amendments.**

**Policy 10.1.1:** The University shall continue to work with the Cities of Tampa and Temple Terrace, and Hillsborough County to implement procedures allowing the University, through the Office of Facilities Planning and Construction, to review and comment on proposed amendments to local government comprehensive plans which:

- Have the effect of changing land uses or policies that guide the development of land within the designated context area surrounding the University;
- Affect the provision of local service; or
- Otherwise impact University facilities and resources.

**Policy 10.1.2:** Proposed amendments to the adopted campus master plan which exceed the thresholds established in s. 1013.30(9), F.S., shall be transmitted to the appropriate local, regional and state agencies for review in accordance with the procedures established in Chapter 21.108-21.110, Florida Administrative Code.

**Policy 10.1.3:** Proposed amendments to the adopted campus master plan which do not exceed the thresholds established in s. 1013.30(9), F.S., and which have the effect of changing land use designations or classifications, or impacting public facilities, services or natural resources, shall be transmitted to the host and affected local governments for a courtesy review.

**Policy 10.1.4:** University planning officials shall meet with officials from the City of Tampa, City of Temple Terrace, and Hillsborough County on a regular basis, or as required for the purpose of coordinating planning activities. Other local, regional, state and federal agencies shall be invited to participate in these meetings as appropriate.

**Policy 10.1.5:** Disputes between the University and a local government shall be resolved by the process established in s. 1013.30(8), F.S.

**Objective 10.2: Continue reciprocal development review processes that assess the impacts of proposed campus development on significant local, regional and state resources and facilities, and assess the impacts of off-campus development of University resources and facilities.**

**Policy 10.2.1:** Continue to work with the Cities of Tampa and Temple Terrace, Hillsborough County, and other pertinent agencies, to ensure that Comprehensive Plan amendments and rezoning requests within the designated context area, which have the potential to impact or affect University facilities and resources, shall be transmitted to the University's Director of Facilities Planning and Construction for review and input to the City Council.

**Policy 10.2.2:** The University's Director of Facilities Planning and Construction shall periodically meet with City and County officials to review and refine the criteria and thresholds for development proposals which would be subject to review by the University. The University shall adhere to development thresholds, developed in cooperation with City and County officials, which allow for both to review significant development proposals within the context area. Established thresholds for review will allow for exceptions to the review process for development proposals which are mutually agreed to be not significant.

**Policy 10.2.3:** Upon receipt of an application for a development order proposed for the context area, the University's Director of Facilities Planning and Construction shall assess the potential impacts of the proposed development on University facilities and resources. Findings shall be remitted in writing to the appropriate local government.

**Policy 10.2.4:** When it has been determined that proposed development on campus would have an adverse impact on local services, facilities or natural resources, University officials will participate and cooperate with respective City and County officials in the identification of appropriate strategies to mitigate the impacts.

**Policy 10.2.5:** When it has been determined that proposed development within the designated context area would have an adverse impact on University facilities and resources, University officials will participate and cooperate with respective City or County officials in the identification of appropriate strategies to mitigate the impacts on University facilities and resources.

**Policy 10.2.6:** Any dispute between the University and any host or affected local government regarding the assessment or mitigation of impacts shall be resolved in accordance with the process established in s. 1013.30(8), F.S.

**Policy 10.2.7:** All campus development may proceed without further review by the host local government if it is consistent with the Campus Development Agreement and the adopted campus master plan.

**Policy 10.2.8:** Once the University pays its "fair share" and annually reports construction of capital improvements, as identified in the Campus Development Agreement, all concurrency management responsibilities of the University are deemed to be fulfilled.

**Objective 10.3: Maintain ongoing coordination between the University and public agencies to support a better community and environment. The University will coordinate with the municipalities and agencies to support safe housing, transportation, infrastructure, recreation and open space.**

**Policy 10.3.1:** The University shall work with host community agencies and organizations as described in Element 6, *Housing*, Policy 6.4.1, to coordinate, improve, and increase the availability of safe, diverse, affordable housing in the USF area to serve the needs of its students, faculty, and employees.

**Policy 10.3.2:** USF is within the City of Tampa service area and has experienced effective and efficient provision of fire, rescue, and emergency medical services. Existing services shall continue to be coordinated with the appropriate entities.

**Policy 10.3.3:** The University shall continue to cooperate with the appropriate entities in the evaluation of traffic impact on adjacent roadways and endeavor to mitigate impact through increased on-campus housing, improved transit service, and other mitigation techniques described in Element 5, *Transportation*. The University shall participate in the planning of improvements to Fletcher Boulevard, Bruce B. Downs Boulevard and 50th Street, to ensure that adequate pedestrian and bicycle facilities are incorporated.

**Policy 10.3.4:** The University shall continue to work with the Hillsborough Area Regional Transit (HART) to promote bus transit and possible future alternative transit mode ridership by disseminating information at the time of registration, through target mailings, and at appropriate locations and events on and off-campus. Strategically placed bus stop shelters will continue to be installed to increase convenience of service.

**Policy 10.3.5:** The University shall continue to work with the Tampa Bay Area Regional Transportation Authority (TBARTA) to establish a Preliminary Plan for a light rail stop(s) serving the University campus, medical facilities, and the Research and Development Park.

**Policy 10.3.6:** The University shall continue to develop and implement the Master Stormwater Management System and associated permits, and produce a technical design standards manual for new systems to ensure adequate level of service and ease of maintenance.



**Policy 10.3.7:** The University shall continue operating its own water system for the Academic core while working closely with the City of Tampa to ensure that adequate supply is available to the University's perimeter users. Close involvement with regulatory agencies must also continue to ensure that health, safety and quantity issues are addressed.

**Policy 10.3.8:** The University shall continue with the regulatory process of Hillsborough County Environmental Protection Commission (HCEPC) to ensure that State sanitary codes are met. Also, the University shall meter its utility upgrade so accurate flow data can be generated and used for service needs and future projections.

**Policy 10.3.9:** As long as it remains economically feasible, the University shall continue to self transport its dry wastes to the Hillsborough County incinerator and use franchise services for all other organic and recyclable wastes.

**Policy 10.3.10:** The University shall maintain and periodically update its Emergency Operations Plan in coordination with Hillsborough County Emergency Management Operations (EMO), the American Red Cross, and the host communities. The plan shall identify the extent to which University buildings can, and will, be used to provide shelter for students, faculty, staff, and the general public, and will designate suitable campus open spaces for use as staging areas for emergency supplies, equipment, and resources. The information prepared shall be made available each year to the Local First Responder Agencies (Police, Fire, and EMS) and County and State Offices of Emergency Management.

**Policy 10.3.11:** The University shall continue to coordinate with the City of Tampa, Hillsborough County, and the City of Temple Terrace, to achieve an appropriate integration of the campus recreation and open space resources into the larger regional open space system, and to ensure that an adequate provision of recreation of open space is available through the 10-year planning horizon to serve the campus and off-campus communities.

**Policy 10.3.12:** The University shall coordinate with the Department of State, Division of Historical Resources, prior to any land clearing or ground-disturbing activities that may impact sites identified as significant in the University archaeological survey, and prior to any alteration or demolition affecting historic structures on campus. While it has been determined that no significant archaeological resource remain within the boundaries of the main Tampa campus, there is a significant prehistoric mound site located north of Fletcher Avenue, in the Ecological Research Area. In addition, many standing structures on the campus will reach 50 years of age during the timeframe of the Campus Master Plan. In respect of the possibility that such a building may come under consideration for demolition, renovation, or addition, the University will endeavor to assess such building for its historical and architectural significance prior to a building's reaching 50 years of age. The assessment will be conducted by a qualified architectural historian (Secretary of the Interior's Professional Qualification Standards (36 CFR 61)).

# **Element 11:**

# **Capital Improvements**



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## Element 11 Capital Improvements

The Capital Improvements element goals, objectives and policies remain largely the same until such time as any procedural changes are made. The primary component of this element is the list of projects and associated costs, sorted by fund source and year.

The Capital Improvements Element is intended to evaluate the need for facilities and site improvements identified in preceding elements of this 2015 Campus Master Plan Update Goals, Objectives and Policies Report, as well as the Data Collection and Analysis Report. This Element is also intended to estimate the cost of the improvements for which the University has fiscal responsibility; to analyze the fiscal capability of the University to finance and construct improvements; to adopt financial policies to guide the funding of improvements; and to schedule the funding and construction of improvements in a manner necessary to ensure that capital improvements are provided when required based on needs identified in the preceding Campus Master Plan elements. All development is contingent upon the availability of funding.

Figure 11-1, 10-Year Proposed New Construction, reflects the accommodation of proposed new building and structured parking program as identified by the University and summarized in Table 4-3 Projected 10 Year Building Program, shown in the Data Collection and Analysis Report, Element 4, *Future Land Use*. The 2015 Campus Master Plan does not identify specific building program assignments, but rather provides the framework for organizing and accommodating phased development of discreet buildings and site improvements within the overall planning framework in a way that allows strategic efficiencies and synergies between projects in order to create a whole that is stronger than the individual components.

In general, building sites shown on Figure 11-1, 10 Year New Construction have been recommended for priority phased construction because their implementation:

- Strengthens the campus urban framework,
- Supports campus circulation,
- Provides programmatic synergies, and/or
- Leverages economies of implementation.

However, unforeseen or changed conditions related to program, cost, or other justifiable reason(s) may recommend consideration of a site proposed for development in the long range planning period. For this purpose and for near term implementation of the 10 Year Plan, Figure 4-2, Long Range Campus Master Plan Concept is included in this report in Element 4, *Future Land Use*, to provide strategic guidance for near term capital improvement decisions.

As the University moves forward in developing greater long term sustainability in capital outlays and development investment, the 2015 Campus Master Plan recommends an increased weighing of life cycle costs as projects are programmed, budgeted, designed and implemented. Continued existing monitoring and expanded use of metrics to assess operation and maintenance costs of existing facilities in order to build dynamic data bases for setting long term project budgets is recommended. Dynamic data bases can be used to support strategic investment and development

decisions and guide project design and implementation. The long-term management of existing resources – building and site – through planned funding and maintenance operations programs is key to establishing a well-maintained, more economically and environmentally sustainable campus.

Additional information regarding capital improvements and funding sources is provided in the 2015 Data Collection and Analysis Report, Element 11, *Capital Improvements*. Also included is the 2016-17 Five-Year Capital Improvement Program (CIP2), as approved by the USF Board of Trustees. The projects included on this list are those which the University indicates will be needed to serve the expected programmatic needs of the next five years. As the yearly update to the Capital Improvement Program (CIP2) is approved by the USF Board of Trustees, it becomes part of the Campus Master Plan.

**Goals**

Provide educational, research and support facilities to all enrolled students, faculty staff and community partnerships, in a manner that protects the investment and maximizes the use of existing facilities and promotes orderly, planned sustainable campus development.

**Summary of Objectives and Policies**

**Objective 11.1:** The University shall, through the coordination of land use decisions and available projected fiscal resources, provide a schedule of capital improvements to maintain the levels of service established in the master plan and to address the existing and projected facilities needs.

**Policy 11.1.1:** The University, in coordination with the Florida Board of Governors shall schedule and fund capital improvements identified in Table 11-1 2016-2017 Five Year Capital Improvement Program (CIP2).

**Policy 11.1.2:** The University shall evaluate, rank and revise the order of priority as required for facilities and projects identified in Table 11-1, 2016-2017 Five Year Capital Improvement Plan (CIP2) and Legislative Budget Request, approved by USF Board of Trustees.

**Policy 11.1.3:** The University shall adopt the following criteria to evaluate and prioritize capital improvement projects related to the individual elements of the master plan:

- University Mission and Strategic Plan;
- University budget impact and financial feasibility;
- The elimination of existing capacity deficits;
- Locational and programmatic needs based on projected student enrollment;
- The accommodation of expansion and improvement needs;
- Related benefits/detriments to adjacent campus development of site areas;
- Life cycle costs of the project; and
- Plans and priorities based on funding availability.

**Objective 11.2:** To provide the needed improvements identified in the other elements and manage the expansion or improvement process so that facility needs do not exceed the ability of the University to fund

**and provide the needed capital improvements, including initial construction costs, ongoing operation and maintenance costs and impact costs.**

**Policy 11.2.1:** The University shall base the coordination of land use decisions associated with the implementation of capital improvements upon the development requirements of this Master Plan, the Campus Development Agreement and the availability of resources necessary for implementing required infrastructure.

**Policy 11.2.2:** The University shall make provisions for programming the budget for future facility development to consider the cost of the site improvements, utility extensions and associated easements, parking, traffic, pedestrian and bicycle circulation improvements, and operation and maintenance, necessary for the proper function of the individual facility and, to the extent funding levels allow, to include the cost of facilities necessary to support future capacity requirements.

**Policy 11.2.3:** The University shall make provisions for the adoption of the capital budget as part of the annual budgeting process and will include provisions which are consistent with the campus development agreement resulting from the adopted Master Plan.

**Policy 11.2.4:** The University shall apply the level of service standards adopted as part of the Design and Construction Guidelines, <http://www.usf.edu/administrative-services/facilities-planning/guidelines-standards/index.aspx>, in implementing the capital improvements identified in this Campus Master Plan.

**Policy 11.2.5:** The University shall ensure that future facility costs and programming efforts include consideration of the following:

- Site improvements;
- Utility extension and easements;
- Parking needs and traffic, pedestrian, and bicycle circulation improvements;
- Life cycle cost/benefits related to these site elements; and
- Compliance with applicable policies and standards.

**Policy 11.2.6:** The University shall adhere to sound fiscal policies, including life cycle cost/benefit assessment, in providing the capital improvements of this campus master plan and shall proceed with new capital improvements, expansions or replacements based upon the identification and commitment of adequate funding and resources for design, implementation, operation, and maintenance.

**Policy 11.2.7:** The University shall endeavor to increase sustainable construction practices by incorporating the USGBC LEED Silver certification process in the USF Design and Construction Guideline requirements.

**Objective 11.3: To use the Capital Improvements Element as a means to meet the needs of the University for the construction of capital facilities to correct existing deficiencies, accommodate desired future growth, and replace obsolete facilities.**

**Policy 11.3.1:** The University shall make provisions for conditions assessments and the replacement and renewal of capital facilities when it is determined that the building facility, site

element or infrastructure, including transportation facility (road, walk, bikeway) or utility line, is nearing the end of its useful life.

**Policy 11.3.2:** The University shall prohibit construction of academic and research buildings less than the minimum heights established in Element 4, *Future Land Use*, and in separate documentation found in USF Design and Construction Guidelines, except by special approval from the President. (For more detailed architectural requirements and guidelines see the USF Design and Construction Guidelines, <http://www.usf.edu/administrative-services/facilities-planning/guidelines-standards/index.aspx>)

**Policy 11.3.3:** The University shall discourage and limit the renovation of existing buildings that are less than three stories in height, except for reasons of preservation of buildings designated as historic resources or by special approval from the President for health and safety reasons. Buildings less than three stories in height are less efficient and not in keeping with the Master Plan objective of increasing F.A.R. campus density in order to reduce impermeable surface, concentrate activity, and gain efficiencies in land and energy use. For these reasons, with the exception of buildings of historic significance, the 2015 Campus Master Plan recommends buildings that are less than three stories be phased out.

**Policy 11.3.4:** The University shall continue to adhere to existing capital improvement programming procedures. This master plan is updated automatically with the annual BOT approval of any CIP revisions.

**Table 11-1: 2016-2017 Five Year Capital Improvement Plan (CIP2)**

Note, The Capital Improvement Plan (CIP) is updated annually and approved by the USF Board of Trustees prior to submission to the Board of Governors. Until the next Campus Master Plan Update in 2020, the most recently approved CIP replaces the one included below at the time of approval, usually in the June-July timeframe.

Potential Projects (cost, scope, and schedule to be determined) not included on the CIP from other funding sources may include:

- International facility for the INTO Program
- Academic Facilities
- Marshall Student Center (MSC) Addition
- MSC Expansion/Student Success Building
- Student Housing and Support
- Campus Recreation Housing Annex
- USF Wellness Center
- East Wing Expansion to the Center for Aging and Brain Repair
- Athletic facilities
- Parking Structures
- Moffitt Cancer Center Expansion
- Clubhouses for Tennis, Baseball, Softball
- Sidewalks, bikelanes



Campus Edge Enhancements  
Roads and Intersection Improvements  
Utility and Infrastructure Improvements

STATE UNIVERSITY SYSTEM  
Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request  
Fiscal Years 2016-17 through 2020-21

University of South Florida System  
PECO-ELIGIBLE PROJECT REQUESTS

Priority No	Project Title	2016-17	2017-18	2018-19	2019-20	2020-21	Academic or Other Programs to Benefit from Project	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost (Proj. Cost) / Net Assignable	Educational Plant Survey Low - Includes GAA	Approved by Reference
1	TPA-Utilities/Infrastructure/Capital Renewal/Roofs	\$ 10,000,000	\$ 11,000,000	\$ 11,000,000	\$ 11,500,000	\$ 11,500,000	All	Net Assignable Area	35,000,000	\$ 35,000,000	\$ 1.00	2.12/18/2013	
2	STP-Utilities/Infrastructure/Capital Renewal/Roofs	\$ 2,500,000	\$ 3,000,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	All	Net Assignable Area	7,500,000	\$ 7,500,000	\$ 1.00	2.12/18/2013	
3	SFA-Utilities/Infrastructure/Capital Renewal/Roofs	\$ 1,000,000	\$ 1,200,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	All	Net Assignable Area	3,000,000	\$ 3,000,000	\$ 1.00	2.12/18/2013	
4	TPA-USF Health Heart Institute	\$ 15,755,000					Health	141,522	141,522	\$ 141,522	\$ 1.00	2.12/18/2013	
5	TPA-USF Health Morsani College of Medicine Facility	\$ 20,000,000	\$ 20,000,000				Health	141,522	141,522	\$ 283,040	\$ 2.00	2.12/18/2013	
6	TPA-Interdisciplinary Sciences Teaching & Research Facility	\$ 9,031,204					Science	113,713	113,713	\$ 113,713	\$ 1.00	2.12/18/2013	
7	TPA-Cybersecurity/Data Center	\$ 7,178,965	\$ 15,755,578	\$ 14,000,000			Multiple	25,505	38,500	\$ 38,500	\$ 1.50	2.12/18/2013	
8	SFA-Academic STEM Facility	\$ 2,223,964	\$ 22,744,971	\$ 4,100,000			Health	51,704	28,700	\$ 28,700	\$ 0.55	2.12/18/2013	
9	TPA Health College of Pharmacy	\$ 5,071,375	\$ 35,763,040	\$ 2,520,000			Health	65,330	102,000	\$ 43,254,155	\$ 658	2.12/18/2013	
10	TPA-STEM (Engineering Expansion)	\$ 8,425,888	\$ 35,874,213	\$ 37,932,693			Multiple	104,579	173,215	\$ 82,602,794	\$ 478	2.12/18/2013	
11	TPA-STEM Learning Center	\$ 5,580,201	\$ 31,700,585	\$ 16,630,787			Multiple	88,980	133,440	\$ 55,811,873	\$ 419	2.12/18/2013	
12	TPA-Public Safety Building Phase I			\$ 4,454,555	\$ 19,171,220	\$ 8,083,740	All	40,000	80,000	\$ 21,869,515	\$ 272	2.12/18/2013	
13	STP-STEM Teaching Research Facility			\$ 2,652,512	\$ 22,569,850	\$ 2,500,000	Multiple	8,300	5,500	\$ 19,347	\$ 2.31	2.12/18/2013	
14	TPA-CMC Remodeling (PHY)			\$ 2,115,026	\$ 13,491,869	\$ 1,288,196	Multiple	43,724	11,756	\$ 16,991,972	\$ 387	2.12/18/2013	
15	TPA-USF Health Renovation/Reconfigure Medical Research Lab Facility			\$ 4,677,850	\$ 20,313,600	\$ 30,313,600	Health	132,305	125,786	\$ 55,303,150	\$ 436	2.12/18/2013	
16	TPA-USF Health Major Renovation/Remodeling/Additional Research Space			\$ 3,776,257	\$ 8,283,389	\$ 32,852,362	Health	44,200	72,968	\$ 44,812,545	\$ 591	2.12/18/2013	
17	TPA-USF Health Center of Excellence for Diabetes & Autoimmune Disorders			\$ 5,309,400	\$ 32,715,000	\$ 1,820,000	Health	64,200	89,300	\$ 39,844,400	\$ 614	2.12/18/2013	
<b>TOTAL</b>		\$ 86,766,637	\$ 177,135,387	\$ 116,229,218	\$ 133,044,899	\$ 93,338,888							

CITF PROJECT REQUESTS

Priority No	Project Title	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Project	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost (Proj. Cost) / Net Assignable	Educational Plant Survey Low - Includes GAA	Approved by Reference
1	USF Tampa Phyllis P. Marshall Student Center (MISC) Expansions Phase I	\$ 3,922,369					Student Success	23,064	38,085	\$ 14,708,368	\$ 638	2/21/2013	
2	USF Health Student Union Annex Facility Phase IV	\$ 541,645					Student Success	15,000	20,000	\$ 52,882,909	\$ 3,526	2/21/2013	
3	USF St. Petersburg Safety, Environmental and Communication Wellness Unit	\$ 544,111					Student Success	15,000	20,000	\$ 52,882,909	\$ 3,526	2/21/2013	
4	USF Sarasota-Manatee Student Outdoor Recreation Facilities Phase IV	\$ 262,952					Student Success	15,000	20,000	\$ 52,882,909	\$ 3,526	2/21/2013	
<b>TOTAL</b>		\$ 5,310,707	\$ 0	\$ 0	\$ 0	\$ 0							



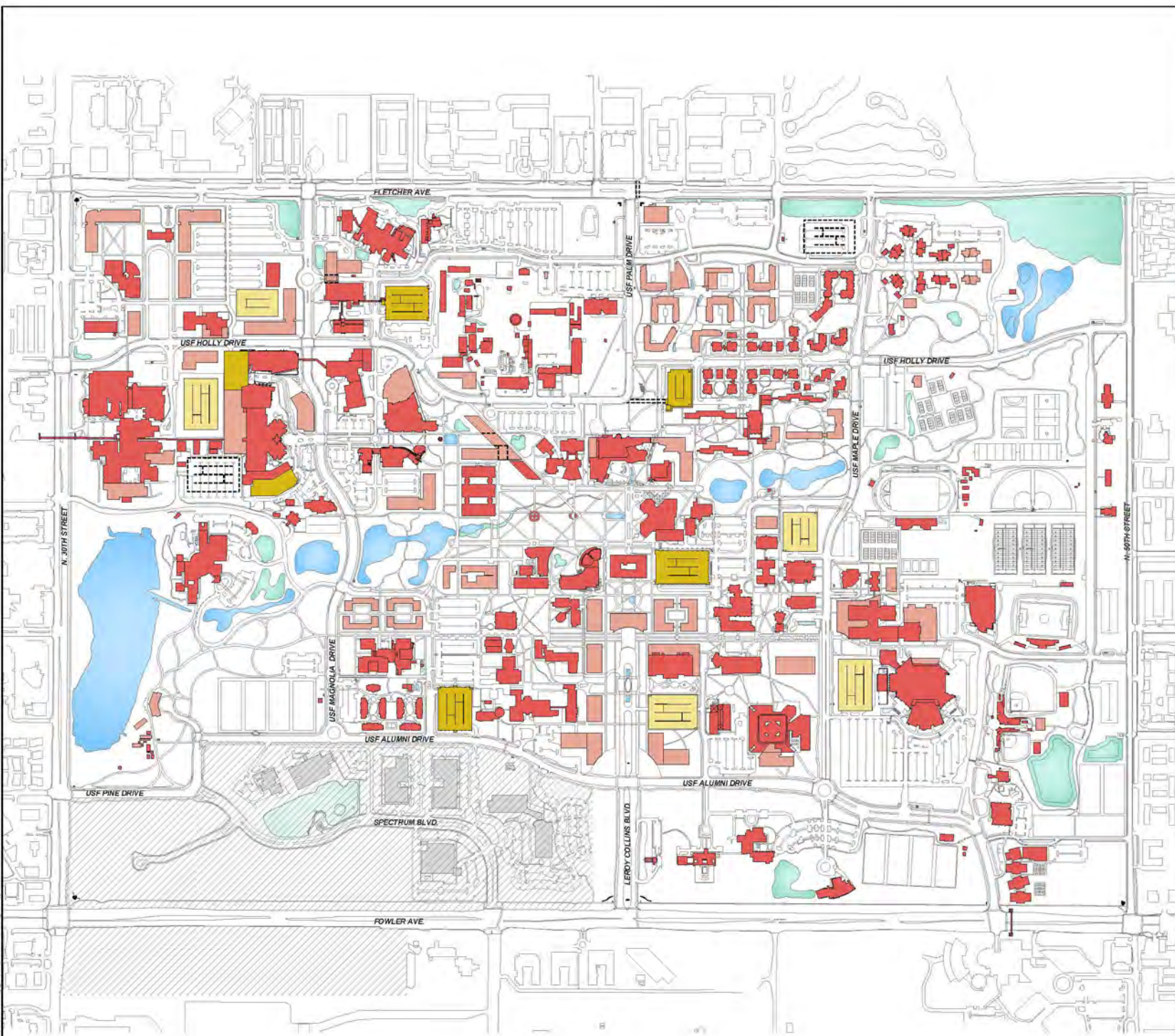
- Building -Existing
- Building-Proposed
- Parking Structure-Existing
- Parking Structure-Proposed
- Structured Parking-Alternate Locations

Area Not Included in Campus Master Plan

Element 11  
Capital Improvements

Figure 11-1  
10 Year New Construction

Date  
12/03/2015





- Building - Existing
- Building - Proposed

Area Not Included in  
Campus Master Plan

**Element 11**  
Capital Improvements

**Figure 11-2**  
10 Year Landscape and  
Site Development

Date  
12/03/2015

