1.0 ACADEMIC MISSION OF THE UNIVERSITY ELEMENT

1.1 Introduction

The mission statement is the cornerstone of the University’s philosophy, guiding its approach to programs, operations, and development. Since its adoption in 1992, FGCU’s mission statement has undergone some significant changes to reflect the evolution of the institution with regard to its scope and direction.

Guiding Principles

As a complement to the Founding Mission Statement, in 1996 the University developed the following guiding principles to affirm its academic ideals and establish quality goals.

- **Student success** is at the center of all University endeavors. The University is dedicated to the highest quality education that develops the whole person for success in life and work. Learner needs, rather than institutional preferences, determine priorities for academic planning, policies, and programs. Acceleration methods and assessment of prior and current learning are used to reduce the time it takes to earn a degree. Quality teaching is demanded, recognized, and awarded.

- **Academic freedom** is the foundation for the transmission and advancement of knowledge. The University vigorously protects freedom of inquiry and expression and categorically expects civility and mutual respect to be practiced in all deliberations.

- **Diversity** is a source of renewal and vitality. The University is committed to developing capacities for living together in a democracy whose hallmark is individual, social, cultural, and intellectual diversity. It fosters a climate and models a condition of openness in which students, faculty, and staff engage multiplicity and difference with tolerance and equity.

- **Informed and engaged citizens** are essential to the creation of a civil and sustainable society. The University values the development of the responsible self, grounded in honesty, courage, and compassion, and committed to advancing democratic ideals. Through service learning requirements, the University engages students in community involvement with time for formal reflection on their experiences. Integral to the University’s philosophy is instilling in students an environmental consciousness that balances their economic and social aspirations with the imperative for ecological sustainability.

- **Service to Southwest Florida**, including access to the University, is a public trust. The University is committed to forging partnerships and being responsive to its region. It strives to make available its knowledge resources, services, and educational offerings at times, places, in forms and by methods that will meet the needs of all its constituents. Access means not only admittance to buildings and programs, but also entrance into the spirit of intellectual and cultural community that the University creates and nourishes.

- **Technology** is a fundamental tool in achieving educational quality, efficiency, and distribution. The University employs information technology in creative, experimental, and practical ways for delivery of instruction, for administrative and information management, and for student access and support. It promotes and provides distance and time-free learning. It requires and cultivates technological literacy in its students and employees.

- **Connected knowing and collaborative learning** are basic to being well-educated. The University structures inter-disciplinary learning experiences throughout the curriculum to endow students with the ability to think in whole systems and to understand the interrelatedness of knowledge across disciplines. Emphasis is placed on the development of teamwork skills through collaborative opportunities. Overall, the University practices the art of collective learning and collaboration in governance, operations, and planning.

- **Assessment** of all functions is necessary for improvement and continual renewal. The University is committed to accounting for its effectiveness through the use of comprehensive and systematic assessment. Tradition is challenged; the status quo is questioned; change is implemented.
In 2001, FGCU President William Merwin appointed a Long-Range Planning and Institutional Effectiveness Committee, with representation from all University constituencies. The Committee’s first task was to refine the University’s vision and mission statements to reflect changes in conditions of American higher education in general and the school’s emerging role in the Florida educational system. These statements were approved by the FGCU Board of Trustees on Dec. 2, 2002, which also reaffirmed the “Guiding Principles.”

FGCU’s vision statement and mission statement were revised as part of the most recent strategic planning process. These revisions were adopted by the FGCU Board of Trustees in January 2010.

Vision

The vision statement, as reflected in the “Florida Gulf Coast University Strategic Plan for 2010-2015”, has been revised to reflect FGCU’s expanding recognition in a broader sense for its graduate offerings, and not just for certain selected graduate programs.

Florida Gulf Coast University will achieve national prominence in undergraduate education with expanding recognition for selected graduate programs.

Mission

The mission statement, as reflected in the “Florida Gulf Coast University Strategic Plan for 2010-2015”, has been revised to reflect the commitment of FGCU faculty and staff to work together to transform the lives of FGCU students.

Established on the verge of the 21st century, Florida Gulf Coast University infuses the strengths of the traditional public university with innovation and learning-centered spirit, its chief aim being to fulfill the academic, cultural, social, and career expectations of its constituents.

Outstanding faculty, uphold challenging academic standards and balance research, scholarly activities, and service expectations with their central responsibilities of teaching and mentoring. Working together, Through these efforts, the faculty and staff of the University transform students’ lives and the southwest Florida region.

Florida Gulf Coast University continuously pursues academic excellence, practices and promotes environmental sustainability, embraces diversity, nurtures community partnerships, values public service, encourages civic responsibility, cultivates habits of lifelong learning, and keeps the advancement of knowledge and the pursuit of truth as noble ideals at the heart of the University’s purpose.

1.2 Goals, Objectives and Policies

A long-range Strategic Plan was adopted in January 2005 and subsequently updated in January 2010. The Long Range Planning and Institutional Effectiveness Committee outlined “FGCU Strategic Plan 2010-2015” includes seven goals. Each goal has a clear strategy, indicator, and benchmarks, which are summarized below.

GOAL 101: High Quality Education.

Pursue academic excellence to achieve national prominence in undergraduate education and expanding recognition for selected graduate school programs. Strategies will focus on acquisition, maintenance, and improvement of high-quality facilities and equipment; faculty knowledge and innovation; an academically competitive and supported student body; enhanced academic support services; improved educational resources, and high-demand academic programs.

GOAL 102: The Student Community.

Provide quality educational opportunities serving the region, underrepresented populations, the State of Florida, and beyond. To achieve this, FGCU will ensure that all who can benefit from its programs and services will have access to the University through initiatives focused on student recruitment, student retention, student diversity, student aid, and expanded educational choices at all degree levels.
Goal 103: Co-Curricular and Athletic Programming.

Offer quality co-curricular and athletic programming that promotes and enhances student development and community engagement. FGCU will maximize student potential and success through initiatives to enhance student leadership, broaden faculty and staff participation in the cocurriculum, offer a comprehensive athletics program, and provide expanded career development and advisement services.

Goal 104: A Talented and Dedicated Faculty and Staff.

Build a diverse team of exceptional faculty and staff who support the mission and guiding principles of the University. FGCU will aggressively recruit a diverse team of exceptional faculty and staff; offer competitive compensation, support faculty and staff development; and implement strategies to retain quality faculty and staff.

Goal 105: State-of-the-Art Infrastructure.

Maintain a state-of-the-art campus that harmonizes with the environment and includes high-quality facilities, furnishings, technology, equipment and support services. FGCU recognizes that top facilities are critical to success and that it must provide a superior, reliable and flexible infrastructure that accommodates expanding numbers of students and multiple centers at offcampus locations.

Goal 106: Research and Sponsored Programs.

Foster research and sponsored programs that engage faculty, challenge students and promote public/private academic collaboration. Strategies include expanding research capacity, increasing scholarly contributions of faculty, fostering multidisciplinary research, adding new research space and technological support, and provide greater regional outreach.

Goal 107: Community Leadership.

Position FGCU in a leadership role to address the educational, cultural, social and economic interests of Southwest Florida. FGCU plans to strengthen faculty service to external constituencies; ensure that its centers and institutes are geared toward engagement with regard to the region’s economic, environmental, social, and health offerings and expand its visibility and cultural offerings.

Goal 108: Ongoing Quality Improvement.

Implement and sustain an institutional effectiveness model for the University that is based on a culture of assessment, results in continuous improvement, and supports the University in effectively accomplishing its mission. The Long Range Planning and Institutional Effectiveness Committee will implement and sustain an institutional effectiveness model for the University that is based on a culture of assessment, results in continuous improvement, and supports the University in accomplishing its mission.

GOAL 101
Achieve academic excellence by offering diverse, high quality degree programs and unique opportunities for student research, engagement, and leadership.

Objective 101.1 --- Expand academic programs
Expand the breadth of academic programs available to meet state and regional needs.

Policy 101.1.1
FGCU will pursue approval of Doctor in Education (EdD) degree.

Policy 101.1.2
FGCU will implement at least seven new degree programs in the next three years.
Objective 101.2 --- Improve academic quality
Improve academic quality through assessment, institutional accreditation and accreditation of academic programs.

Policy 101.2.1
Conduct BOG-mandated academic program reviews and prepare documentation for COC of SACS for continuing education.

Policy 101.2.2
Implement assessment of General Education program’s core competencies.

Policy 101.2.3
Evaluate student preparation for professional practice.

Objective 101.3 --- Strengthen diversity
Strengthen diversity through internationalization.

Policy 101.3.1
Examine participation in university exchange agreements: increase number of FGCU participants and balance with number of J visa students from abroad, and integrate international students with FGCU students.

Policy 101.3.2
Increase the number of students from abroad studying at FGCU.

Policy 101.3.3
Improve coordination of faculty-led study abroad.

Objective 101.4 --- Provide effective academic support
Provide effective academic support and library and information technology services to support the University’s academic endeavors and student learning.

Policy 101.4.1
Expand access to academic support services through increased hours of availability, state-of-the-art technology, appropriate space, additional training of faculty and staff in the use of IT, and enhanced support.

Policy 101.4.2
Provide enhanced tools and response in support of E-Learning/Distance Learning.

Policy 101.4.3
Review current business practices throughout the organizational structure associated with IT and its delivery to foster continuous improvement.

Policy 101.4.4
FGCU will emphasize the professional development and retention of IT staff.

Objective 101.5 --- Provide special opportunities
Provide special opportunities for students to pursue studies, research and scholarship at FGCU.

Policy 101.5.1
Increase Foundation scholarship support to students.

Policy 101.5.2
Support student travel, undergraduate and graduate student research assistantships, and Research Day.
GOAL 102
Students will discover myriad opportunities for personal growth and development that foster openness to diversity through co-curricular activities, leadership, residential life, learning communities, health promotion, recreation, study abroad, community engagement, and support of NCAA Division 1 athletics.

Objective 102.1 --- Build professional identity
Promote programs that build professional identity.

Policy 102.1.1
Increase participation in College-based honors and recognition societies.

Objective 102.2 --- Determine efficacy of programs
Conduct assessments to determine efficacy of programs and services and foster improvements to them.

Policy 102.2.1
Participate in national surveys to determine levels of student engagement and satisfaction with various aspects of the college experience.

Policy 102.2.2
Determine assessment strategy for advising staff to further enhance student advising.

Objective 102.3 --- Expand programs and services
Expand programs and services that contribute to the student experience and student success.

Policy 102.3.1
Enhance student convenience, growth and development through programs that engage them and develop skills and judgment.

Policy 102.3.2
Make intercollegiate athletics an example of student success and engagement.

GOAL 103
FGCU will pursue a course of strategic growth, in line with its capacity, that affords a wide range of Southwest Floridians access to its programs and services, recognizes variation in student enrollment across its colleges and schools, and makes effective use of its facilities and human resources.

Objective 103.1 --- Increase faculty and staff
Hire additional faculty/staff to support and enhance the academic mission of the university.

Policy 103.1.1
Increase faculty and staff to keep pace with growth in student enrollment and to add depth and breadth to programs and services.

Policy 103.1.2
Model resource needs and make allocations of faculty and staff positions as program needs dictate subject to budgetary capacity.

Objective 103.2 --- Monitoring quality of programs and services
Use tools to deliver and/or monitor quality of programs and services in support of enrollment growth.

Policy 103.2.1
Use information technology to enhance record-keeping and tracking.

Policy 103.2.2
Devise and revise existing policies and processes as necessary to improve efficiency.
Objective 103.3 — Availability of resources
Ensure necessary resources (financial and physical) in support of growth are available.

Policy 103.3.1
Increase number of financial awards to graduate students.

Policy 103.3.2
Increase adjunct and summer budgets in line with projected enrollment and revenue growth.

Policy 103.3.3
Advance capital construction agenda, analyze space needs, and retrofit facilities as needed.

Policy 103.3.4
Conduct ongoing budget analyses and modeling, and set goals for information technology funding.

Policy 103.3.5
Expand police force in line with enrollment growth and expand use of technology to increase security profile and improve traffic control.

Objective 103.4 — Expand enrollment
Expand enrollment in line with available resources.

Policy 103.4.1
Step up recruitment efforts to meet University goals for increasing FTICs, transfer students, students of color, international students and other underrepresented groups.

Policy 103.4.2
Further improve graduate student diversity and retention of non-traditional graduate students.

Objective 103.5 — Increase degree production
Increase degree production to meet BOG-defined targets for FGCU and the SUS.

Policy 103.5.1
Increase degree production at all levels and in key areas designated by the BOG as critical to the state and region through expanded enrollment, improved retention, and additional degree programs.

GOAL 104
Provide a welcoming and inclusive environment for the pursuit of higher education.

Objective 104.1—Diversity of faculty and staff
Continue to diversify faculty and staff.

Policy 104.1.1
Continue to enhance the diversity of hiring pools to meet annual hiring goals as set forth in the annual Equity Report.

Objective 104.2—Professional development
Provide opportunities for faculty/staff professional development.

Policy 104.2.1
Offer programs to faculty and staff to enhance their professional performance and career development.

Objective 104.3 — Areas of improvement
Identify areas in need of improvement and recommend necessary strategies.
Policy 104.3.1
Use results of the Campus Climate Survey and follow-up input sessions to craft recommendations to realize change covering topics such as communication, compensation, morale, and trust.

GOAL 105
Demonstrate responsible leadership and innovation by infusing environmental sustainability throughout critical dimensions of University life and community interactions.

Objective 105.1 --- Energy conservation
Promote energy conservation and efficiency.

Policy 105.1.1
Study recommendations of the Environmental Sustainability Committee (ESC) and identify those to be implemented.

Policy 105.1.2
All new buildings will be built to at least LEED standards.

Policy 105.1.3
Automate buildings and retrofit to reduce energy consumption by 5% per square foot.

GOAL 106
FGCU will increasingly become a force for positive change in Southwest Florida through the leadership and actions of its faculty, staff, and students.

Objective 106.1 --- Use of media
Use FGCU’s public media to fulfill expressed community needs.

Policy 106.1.1
WGCU will survey the community to inform programming decisions.

Policy 106.1.2
WGCU will produce and broadcast FGCU Perspectives monthly and increase visibility of FGCU in association with the station and the community.

Policy 106.1.3
Enhance, support, and maintain the FGCU Internet presence.

Objective 106.2 --- Community awareness
Promote community awareness among students through curricular initiatives.

Policy 106.2.1
Conduct an assessment of the Foundations of Civic Engagement course.

Policy 106.2.2
Pursue the development of Professional Development Schools with two schools in Naples.

Policy 106.2.3
Provide a minimum of 10,000 hours of service learning focusing on environmental sustainability contributed by Colloquium.

Objective 106.3 --- Fundraising
Engage the community in efforts to raise funds in support of University programs and services.
Policy 106.3.1
Identify donors and community partners to support academic programs and secure funding for priority facilities.

Objective 106.4 --- Business and community partnerships
Foster business/community partnerships to stimulate economic development and promote professional growth.

Policy 106.4.1
Create partnerships and programs that are regionally responsive to the economic development needs of SW Florida and that are strengthened through state, national, and global outreach.

Policy 106.4.2
Explore private/public partnerships (e.g., with Algenol, Jackson Laboratories, and environmental sustainability enterprises).

Policy 106.4.3
Pursue enhanced professional development programming through the IOG and COE.

GOAL 107
FGCU will emphasize the discovery and application of knowledge in its degree programs, through its research and sponsored programs, and through its efforts designed to diversify and develop the region’s economy in cooperation with local industry whenever possible.

Objective 107.1 --- Scholarship and research
Support scholarship and research.

Policy 107.1.1
Pursue private/public partnerships (e.g., with Algenol, Jackson Laboratories, and environmental sustainability enterprises) to promote alignment of FGCU academic programs and research with the external community.

Policy 107.1.2
Purchase needed equipment; provide support for grant-seeking to increase scholarly productivity; continue funding for faculty travel to present at professional conferences.
2.0 ACADEMIC PROGRAM ELEMENT

2.1 Introduction

Initial recommendations for FGCU’s academic program were developed by the Board of Regents and defined in the “Ten-Year Development Plan for a New University in Southwest Florida.” Implementation of the academic program since opening has been largely consistent with these recommendations. However, some significant changes have taken place as a result of additional information compiled on program demand and unexpected availability of resources, particularly at the graduate level. Subsequent revisions to the adopted academic program were made by the University administration with input from the academic deans, based on a 1994-1996 assessment of regional academic needs. With the inauguration of President William C. Merwin in September 1999, steps were put in motion to begin a comprehensive strategic planning process.

In June 2000, the University released the findings of an “Area Educational Program Needs Assessment.” The report, based on interviews with community leaders in southwest Florida, considered academic offerings of other area public institutions and educational needs of the coastal corridor from Sarasota to Naples. The list of immediate opportunities for new or expanded programs at FGCU included: counselor education; criminal justice; e-commerce; environmental studies; gerontology; health information management; health services administration; music education; nurse practitioner; special education; speech pathology; teacher education.

Long-term programming opportunities were identified as well. These included: agriculture production management; construction management; education administration (doctorate); engineering; golf course management; international business; language studies; library science; technology information transfer, and theater/performance.

In January 2003, a second evaluation, called the Koch Report, was released. This study, based on interviews with citizens, elected officials, business leaders and others, identified needs in engineering, nursing, construction management, geographic information systems, and an MBA track in real estate development. The strategic planning process resulted in the development of an updated mission statement (see Element 1.0) in 2002, and a list of Strategic Directives in 2003.

In 2004, the University conducted its own “Environmental Scan” to evaluate baseline demographics, economic and competitive indicators, needs assessment and impediments. The “Enrollment and Degree Planning Committee,” headed by Interim Provost Jack Crocker, released its recommendations in June 2004, six months ahead of the board-approved Florida Gulf Coast Strategic Plan for 2005-2010 in January 2005. This Campus Master Plan 2005-2015 complements the Strategic Plan and vision for the university.

In June of 2010 FGCU adopted a new strategic plan for the 2010-2020 timeframe. Academically, FGCU wants to focus on providing academic excellence with diverse high quality programs. This will provide unique opportunities for students in areas of research, engagement, and leadership. FGCU’s vision for the next decade is to become the only truly comprehensive public university serving southwest Florida. In order to meet this vision, FGCU will continue to emphasize growth in its myriad forms: enrollment; degree production; diversity; programs and services; information resources; faculty; staff; alumni; facilities; athletics; scholarships; sponsored research; endowment; and reputation. Virtually every major aspect of FGCU will be touched by this expansion.

To achieve this ambitious vision, FGCU must grow strategically. FGCU must ensure that the resources to facilitate and sustain this growth are present; that priorities are clear; and that its mission is well-aligned with BOG statewide goals and that it serves regional interests. FGCU’s focus on student learning will continue, and it will move to serve a wider range of student needs. In so doing, FGCU aims for a more complete mix of programs. Where there currently are 52 undergraduate degree programs, FGCU envisions 70. Master’s level programs should move from just over 30 now to approximately 40, and FGCU should be offering a handful of professional doctoral programs and perhaps a research doctorate as well. Many of these programs will be at least partially available online and more classes will be offered on weekends and off-campus to meet the special needs of regional students.

Strategic and sustainable growth means that academic excellence will continue as a principal institutional goal. Assessment and continuous improvement will be tools in FGCU’s continuing evolution. Regional accreditation, state licensure/national certification, and BOG planning and accountability requirements will ensure the integrity of FGCU’s
academic enterprise. Specialized accreditation will be sought, earned, and maintained for all appropriate disciplines. Within the next few years alone, FGCU will witness accreditation of its Whitaker School of Engineering; of its Bower School of Music; and of its College of Education.

At the same time, FGCU will dramatically increase its degree production across the board (including STEM areas) to provide the educated workforce that drives economic development. Graduation rates will continue their rising trend, and FGCU will continue to demonstrate high levels of post-graduation employment and success that will support the projected growth of the region in the areas of: health care; education; management, finance, and real estate; information technology; the resort and hospitality industry; the life sciences; the environmental sciences and engineering; and the professions.

FGCU’s faculty will discover and transmit the products of their scholarly pursuits in partnership with local industry and will serve as a magnet for attracting and retaining industries that are vital to the economic diversification of the region and the state. FGCU’s participation in the 240-acre research park known as the IHUB will be a crucible for the practical application and commercialization of new green technologies. It will have the potential to generate hundreds of well-paying jobs.

FGCU’s student population will grow from its current level of just over 11,000 students to about 20,000 in the next 10 years. The main campus will be built out to its capacity and the Buckingham site will be used to leverage the university’s main campus for greater outreach into the region. This expansion will reflect an ongoing trend of increasing diversity reflecting the demographics of the region that will be complemented with modest growth in the number of international and out-of-state students.

2.2 Goals, Objectives and Policies

GOAL 201
Develop and maintain academic programs for Florida Gulf Coast University which reflect, support, and implement the mission statement of the University and of the individual colleges and schools.

Objective 201.1 – Timing of Enrollment Growth
Support University enrollment at levels that are coordinated with the development of the University's facilities, and can be adequately accommodated by those facilities.

Policy 201.1.1
Increase student enrollment at the University according to the rates and levels shown in Table 2-1 below:

<table>
<thead>
<tr>
<th>Year</th>
<th>FTE</th>
<th>Undergraduate HC</th>
<th>Graduate HC</th>
<th>Total HC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>3935</td>
<td>6495</td>
<td>760</td>
<td>7255</td>
</tr>
<tr>
<td>2006-07</td>
<td>4394</td>
<td>7304</td>
<td>933</td>
<td>8237</td>
</tr>
<tr>
<td>2007-08</td>
<td>4920</td>
<td>8383</td>
<td>1206</td>
<td>9589</td>
</tr>
<tr>
<td>2008-09</td>
<td>5487</td>
<td>9664</td>
<td>1322</td>
<td>10,986</td>
</tr>
<tr>
<td>2009-10</td>
<td>6145</td>
<td>10,716</td>
<td>1469</td>
<td>12,185</td>
</tr>
<tr>
<td>2010-11</td>
<td>6853</td>
<td>11,671</td>
<td>1603</td>
<td>13,274</td>
</tr>
<tr>
<td>2011-12</td>
<td>7408</td>
<td>12,530</td>
<td>1695</td>
<td>14,225</td>
</tr>
<tr>
<td>2012-13</td>
<td>8040</td>
<td>13,326</td>
<td>1797</td>
<td>15,123</td>
</tr>
<tr>
<td>2013-14</td>
<td>8363</td>
<td>14,473</td>
<td>2188</td>
<td>16,661</td>
</tr>
<tr>
<td>2014-15</td>
<td>8865</td>
<td>15,263</td>
<td>2246</td>
<td>17,509</td>
</tr>
<tr>
<td>2015-16 (10-year)</td>
<td>9299</td>
<td>15,724</td>
<td>2392</td>
<td>18,017</td>
</tr>
<tr>
<td>2016-25 (25-year)</td>
<td>18,618</td>
<td>31,448</td>
<td>4586</td>
<td>36,034</td>
</tr>
</tbody>
</table>

Source: Projections to 2015-16 were provided by the FGCU Office of Institutional Research and Analysis. The 25 year projection is 2 times the 10 year target.
Table 2-1: Projected Student Enrollment

<table>
<thead>
<tr>
<th>Year</th>
<th>FTE</th>
<th>Undergraduate</th>
<th>Graduate</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>7,958</td>
<td>11,402</td>
<td>1,141</td>
<td>12,543</td>
</tr>
<tr>
<td>2012-13</td>
<td>8,571</td>
<td>12,295</td>
<td>1,215</td>
<td>13,511</td>
</tr>
<tr>
<td>2013-14</td>
<td>9,264</td>
<td>13,313</td>
<td>1,292</td>
<td>14,605</td>
</tr>
<tr>
<td>2014-15</td>
<td>10,024</td>
<td>14,345</td>
<td>1,370</td>
<td>15,715</td>
</tr>
<tr>
<td>2015-16</td>
<td>10,777</td>
<td>15,331</td>
<td>1,467</td>
<td>16,798</td>
</tr>
<tr>
<td>2016-17</td>
<td>11,639</td>
<td>16,537</td>
<td>1,554</td>
<td>18,091</td>
</tr>
<tr>
<td>2017-18</td>
<td>12,570</td>
<td>17,837</td>
<td>1,647</td>
<td>19,844</td>
</tr>
<tr>
<td>2018-19</td>
<td>13,376</td>
<td>19,239</td>
<td>1,745</td>
<td>20,984</td>
</tr>
<tr>
<td>2019-20</td>
<td>14,462</td>
<td>20,751</td>
<td>1,849</td>
<td>22,600</td>
</tr>
<tr>
<td>2020-2021 (10-year)</td>
<td>15,204</td>
<td>21,759</td>
<td>1,959</td>
<td>23,718</td>
</tr>
</tbody>
</table>

Source: Projections to 2020-21 were provided by the FGCU Office of Institutional Research and Analysis.

Policy 201.1.2
Provide and maintain academic programs in the following colleges and schools through 2020-21 2015-16, as appropriate:
- College of Arts and Sciences
- College of Business
- School (or College) of Engineering
- College of Health Professions
- College of Education
- College of Professional Studies

Policy 201.1.3
Distribute projected student enrollment pursuant to the individual colleges’ and schools’ enrollment goals, as reflected in Table 2-2.

Table 2-2: Projected Enrollment by College (Headcount)

<table>
<thead>
<tr>
<th>Year</th>
<th>A&amp;S</th>
<th>B</th>
<th>HP</th>
<th>Ed</th>
<th>PS</th>
<th>Li</th>
<th>ND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>1690</td>
<td>1792</td>
<td>912</td>
<td>836</td>
<td>963</td>
<td>513</td>
<td>538</td>
<td>7254</td>
</tr>
<tr>
<td>2006-07</td>
<td>1919</td>
<td>2035</td>
<td>1036</td>
<td>949</td>
<td>1093</td>
<td>583</td>
<td>611</td>
<td>8227</td>
</tr>
<tr>
<td>2007-08</td>
<td>2234</td>
<td>2369</td>
<td>1206</td>
<td>1105</td>
<td>1273</td>
<td>678</td>
<td>711</td>
<td>9589</td>
</tr>
<tr>
<td>2008-09</td>
<td>2569</td>
<td>2714</td>
<td>1384</td>
<td>1266</td>
<td>1458</td>
<td>777</td>
<td>815</td>
<td>10,086</td>
</tr>
<tr>
<td>2009-10</td>
<td>2833</td>
<td>3010</td>
<td>1532</td>
<td>1404</td>
<td>1618</td>
<td>862</td>
<td>904</td>
<td>12,185</td>
</tr>
<tr>
<td>2010-11</td>
<td>3093</td>
<td>3279</td>
<td>1669</td>
<td>1530</td>
<td>1762</td>
<td>939</td>
<td>984</td>
<td>13,274</td>
</tr>
<tr>
<td>2011-12</td>
<td>3314</td>
<td>3514</td>
<td>1788</td>
<td>1639</td>
<td>1888</td>
<td>1066</td>
<td>1055</td>
<td>14,225</td>
</tr>
<tr>
<td>2012-13</td>
<td>3523</td>
<td>3726</td>
<td>1901</td>
<td>1743</td>
<td>2008</td>
<td>1069</td>
<td>1122</td>
<td>15,122</td>
</tr>
<tr>
<td>2013-14</td>
<td>3938</td>
<td>4168</td>
<td>2120</td>
<td>1943</td>
<td>2338</td>
<td>1493</td>
<td>1454</td>
<td>16,864</td>
</tr>
<tr>
<td>2014-15</td>
<td>4079</td>
<td>4325</td>
<td>2204</td>
<td>2018</td>
<td>2324</td>
<td>1538</td>
<td>1298</td>
<td>17,509</td>
</tr>
<tr>
<td>2015-16</td>
<td>4198</td>
<td>4451</td>
<td>2265</td>
<td>2076</td>
<td>2392</td>
<td>1274</td>
<td>1336</td>
<td>18,017</td>
</tr>
<tr>
<td>2016-17</td>
<td>4319</td>
<td>4603</td>
<td>2327</td>
<td>2134</td>
<td>2493</td>
<td>1384</td>
<td>1403</td>
<td>18,726</td>
</tr>
<tr>
<td>2017-18</td>
<td>4453</td>
<td>4802</td>
<td>2400</td>
<td>2201</td>
<td>2604</td>
<td>1456</td>
<td>1462</td>
<td>19,565</td>
</tr>
<tr>
<td>2018-19</td>
<td>4600</td>
<td>5107</td>
<td>2482</td>
<td>2273</td>
<td>2720</td>
<td>1552</td>
<td>1514</td>
<td>20,388</td>
</tr>
<tr>
<td>2019-20</td>
<td>4758</td>
<td>5418</td>
<td>2566</td>
<td>2347</td>
<td>2837</td>
<td>1654</td>
<td>1576</td>
<td>21,270</td>
</tr>
<tr>
<td>2020-21</td>
<td>4924</td>
<td>5742</td>
<td>2654</td>
<td>2427</td>
<td>2959</td>
<td>1760</td>
<td>1638</td>
<td>22,240</td>
</tr>
<tr>
<td>2021-22</td>
<td>5102</td>
<td>6100</td>
<td>2745</td>
<td>2513</td>
<td>3086</td>
<td>1870</td>
<td>1703</td>
<td>23,278</td>
</tr>
<tr>
<td>2022-23</td>
<td>5292</td>
<td>6500</td>
<td>2840</td>
<td>2605</td>
<td>3220</td>
<td>1990</td>
<td>1773</td>
<td>24,388</td>
</tr>
<tr>
<td>2023-24</td>
<td>5494</td>
<td>6912</td>
<td>2939</td>
<td>2702</td>
<td>3363</td>
<td>2120</td>
<td>1848</td>
<td>25,585</td>
</tr>
<tr>
<td>2024-25</td>
<td>5709</td>
<td>7336</td>
<td>3044</td>
<td>2806</td>
<td>3519</td>
<td>2265</td>
<td>1927</td>
<td>26,871</td>
</tr>
<tr>
<td>2025-26</td>
<td>5938</td>
<td>7772</td>
<td>3155</td>
<td>2915</td>
<td>3683</td>
<td>2425</td>
<td>2010</td>
<td>28,233</td>
</tr>
</tbody>
</table>

Underlined Text is Added Strike-through Text is Deleted
2010 Master Plan Update
Vol. II- Goals, Objectives, and Policies
MARCH 2011

Source: Projected/extrapolated from figures provided by FGCU, based on each college’s proportion of total FTE in the 2005-06 academic year. A&S = Arts & Sciences; B = Business, including the School of Engineering; HP = Health Professions; Ed = Education; PS = Professional Studies; U = Undeclared; ND = Non-Degree Seeking.
—25-Year enrollment is two times the 10-year enrollment figures.

### Table 2-2: Projected Enrollment by College (FTE)

<table>
<thead>
<tr>
<th>Year</th>
<th>College</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A&amp;S</td>
<td>B</td>
</tr>
<tr>
<td>2010-11</td>
<td>3977</td>
<td>1304</td>
</tr>
<tr>
<td>2011-12</td>
<td>4224</td>
<td>1378</td>
</tr>
<tr>
<td>2012-13</td>
<td>4561</td>
<td>1482</td>
</tr>
<tr>
<td>2013-14</td>
<td>4944</td>
<td>1599</td>
</tr>
<tr>
<td>2014-15</td>
<td>5368</td>
<td>1728</td>
</tr>
<tr>
<td>2015-16</td>
<td>5778</td>
<td>1853</td>
</tr>
<tr>
<td>2020-2021 (10-year)</td>
<td>15,204</td>
<td></td>
</tr>
</tbody>
</table>

Source: Projected/extrapolated from figures provided by FGCU, based on each college’s proportion of total FTE in the 2010-11 academic year.

A&S= Arts & Sciences; B= Business; HP= Health Professions; Ed= Education; PS= Professional Studies; U= Undeclared; ND= Non-Degree Seeking.

25-Year enrollment is two times the 10-year figures.

### Objective 201.2 – Planned and Proposed Academic Programs

Develop, locate, and support academic programs for the University in accordance with projected levels of enrollment, the mission statement, and established student learning goals and outcomes.

**Policy 201.2.1**

Provide and maintain academic programs within each of the University’s colleges and schools, pursuant to Table 2-3.

### Table 2-3: Existing and Proposed Degree Programs

#### COLLEGE OF ARTS & SCIENCES

<table>
<thead>
<tr>
<th>Bachelor of Arts</th>
<th>Existing</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anthropology</td>
<td></td>
<td>Philosophy</td>
</tr>
<tr>
<td>Art</td>
<td></td>
<td>Music</td>
</tr>
<tr>
<td>Biology</td>
<td></td>
<td>Chinese Studies</td>
</tr>
<tr>
<td>Chemistry</td>
<td></td>
<td>Sociology</td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td>Geography</td>
</tr>
<tr>
<td>Earth Systems Science</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 2-3: Existing and Proposed Degree Programs (continued)

<table>
<thead>
<tr>
<th>English</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Studies</td>
<td></td>
</tr>
<tr>
<td>History</td>
<td></td>
</tr>
<tr>
<td>Liberal Studies (Individual Program with options in pre-law &amp; pre-med)</td>
<td></td>
</tr>
<tr>
<td>Marine Science</td>
<td></td>
</tr>
<tr>
<td>Mathematics</td>
<td></td>
</tr>
<tr>
<td>Psychology</td>
<td></td>
</tr>
<tr>
<td>Social Sciences (to be replaced by Sociology)</td>
<td></td>
</tr>
<tr>
<td>Spanish</td>
<td></td>
</tr>
<tr>
<td>Theatre</td>
<td></td>
</tr>
</tbody>
</table>

Underlined Text is Added

Strike-through Text is Deleted
### 2010 Master Plan Update
#### Vol. II- Goals, Objectives, and Policies
March 2011

**Bachelor of Science**

<table>
<thead>
<tr>
<th>Existing</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biotechnology</td>
<td>Clinical Laboratory Science</td>
</tr>
<tr>
<td>Biology</td>
<td></td>
</tr>
<tr>
<td>Chemistry</td>
<td></td>
</tr>
<tr>
<td>Mathematics</td>
<td></td>
</tr>
</tbody>
</table>

**Master's Degrees**

<table>
<thead>
<tr>
<th>Existing</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>English MA</td>
<td>Environmental Studies</td>
</tr>
<tr>
<td>Environmental Science MS</td>
<td>History</td>
</tr>
<tr>
<td></td>
<td>Sports Psychology</td>
</tr>
<tr>
<td></td>
<td>Exercise Science</td>
</tr>
</tbody>
</table>

### COLLEGE OF BUSINESS

**Bachelor of Science**

<table>
<thead>
<tr>
<th>Existing</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>Advertising</td>
</tr>
<tr>
<td>Computer Information Systems</td>
<td></td>
</tr>
<tr>
<td>Computer Science</td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td></td>
</tr>
</tbody>
</table>

**Master's Degrees**

<table>
<thead>
<tr>
<th>Existing</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting &amp; Taxation MS</td>
<td></td>
</tr>
<tr>
<td>Computer Information Systems MS</td>
<td>Business Administration MBA</td>
</tr>
<tr>
<td></td>
<td>Executive MBA</td>
</tr>
</tbody>
</table>

### SCHOOL/COLLEGE OF ENGINEERING

**Bachelor of Science**

<table>
<thead>
<tr>
<th>Existing</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bioengineering</td>
<td>Engineering Management</td>
</tr>
<tr>
<td>Civil Engineering</td>
<td>Software Engineering</td>
</tr>
<tr>
<td></td>
<td>Environmental Engineering</td>
</tr>
</tbody>
</table>

### COLLEGE OF EDUCATION

**Bachelor of Arts**

<table>
<thead>
<tr>
<th>Existing</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Childhood Education</td>
<td></td>
</tr>
<tr>
<td>Elementary Education</td>
<td></td>
</tr>
<tr>
<td>Special Education</td>
<td></td>
</tr>
<tr>
<td>Secondary Education</td>
<td></td>
</tr>
</tbody>
</table>

**Master's Degrees**

<table>
<thead>
<tr>
<th>Existing</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Counseling MA/MEd</td>
<td>Educ. Technology MA</td>
</tr>
<tr>
<td>Curriculum + Instruction MA/MEd</td>
<td></td>
</tr>
<tr>
<td>Elementary Education MA/MAEd</td>
<td></td>
</tr>
<tr>
<td>Special Education MA/MAEd</td>
<td>Educational Leadership MA/MAEd</td>
</tr>
<tr>
<td>Reading MAEd</td>
<td>Secondary Education MAT</td>
</tr>
</tbody>
</table>

**Doctoral Degrees**

<table>
<thead>
<tr>
<th>Existing</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curriculum &amp; Instruction</td>
<td>Education Admin/Leadership</td>
</tr>
</tbody>
</table>

### COLLEGE OF HEALTH PROFESSIONS

**Bachelor of Science**

<table>
<thead>
<tr>
<th>Existing</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Laboratory Science</td>
<td>Dietetics</td>
</tr>
<tr>
<td>Health Science</td>
<td>Long-Term Care Admin.</td>
</tr>
<tr>
<td>Nursing (BSN)</td>
<td>Occupational Therapy (to transition to graduate level)</td>
</tr>
<tr>
<td></td>
<td>Human Performance</td>
</tr>
<tr>
<td></td>
<td>Community Health</td>
</tr>
<tr>
<td></td>
<td>Athletic Training (will transition to grad level 2011)</td>
</tr>
</tbody>
</table>

*Underlined Text is Added*  
*Strike-through Text is Deleted*
Policy 201.2.1
Provide and maintain new academic programs within each of the University’s colleges and schools, pursuant to Table 2-3:

**Table 2-3: Proposed Academic Programs**

<table>
<thead>
<tr>
<th>Year</th>
<th>School / College</th>
<th>Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-13</td>
<td>Arts and Sciences</td>
<td>Journalism (Bachelor of Arts)</td>
</tr>
<tr>
<td></td>
<td>Business</td>
<td>Real Estate (Bachelor of Science)</td>
</tr>
<tr>
<td></td>
<td>Engineering</td>
<td>Software Engineering (Bachelor of Science)</td>
</tr>
<tr>
<td></td>
<td>Health Professions</td>
<td>Engineering (Masters)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nursing Practice (Doctorate)</td>
</tr>
<tr>
<td>2012-13</td>
<td>Arts and Sciences</td>
<td>Music Education B.M.E (Bachelor of Arts)</td>
</tr>
<tr>
<td></td>
<td>Engineering</td>
<td>Graphic Design (Bachelor of Arts)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Earth and Space Science (Bachelor of Science)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Alternative Energy Engineering (Bachelor of Science)</td>
</tr>
<tr>
<td>2013-14</td>
<td>Arts and Sciences</td>
<td>Environmental Humanities (Bachelor of Arts)</td>
</tr>
<tr>
<td></td>
<td>Business</td>
<td>Biology (Bachelor of Science)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Psychology (Bachelor of Science)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advertising Management (Bachelor of Science)</td>
</tr>
<tr>
<td>2014-15</td>
<td>Health Professions</td>
<td>Sports Psychology (Masters of Science)</td>
</tr>
</tbody>
</table>

Policy 201.2.2

Underlined Text is Added

Strike-through Text is Deleted
Consider the proposed degree programs indicated in Table 2-3 for priority implementation through 2014-15.

**Policy 201.2.3**
Evaluate, on a case-by-case basis, the need to transform liberal studies concentrations into stand-alone bachelor’s degree programs.

**Policy 201.2.4**
Distribute funding to current and proposed programs on a pro-rata basis based on current and projected student enrollments.

**Policy 201.2.5**
Review, evaluate, and modify the academic program, as necessary, to address changing needs and unforeseen program opportunities at 2-1/2 year intervals to coincide with the Campus Master Planning process. The review, to be performed by undergraduate and graduate curricula teams, shall consider the potential impacts of changes on funding and facility needs.

**Policy 201.2.6**
Review and evaluate unforeseen/potential grant opportunities through established policies and procedures of the FGCU Office of Contracts and Grants to ensure (a) compliance with State and Federal regulations and the University’s stated mission; (b) adequacy of administrative and physical infrastructure; and (c) an appropriate balance between grant activity and instruction.

**Policy 201.2.7**
Base future priorities for new academic programs on the following criteria:
(a) Local and regional needs, as established through periodic updates of the academic needs assessment.
(b) Potential enrollment.
(c) Maturity of and/or changes to current programs based on periodic program evaluations.
(d) Changes to the University’s, colleges’ and schools’ mission statements.
(e) Changes to the University’s undergraduate and graduate learning outcomes and goals.
(f) Board of Governors policies regarding State needs.

**Policy 201.2.8**
Develop professional development and continuing education programs on the basis of need and availability of resources.

**Policy 201.2.9**
Develop and implement ongoing management processes for reviewing, evaluating, and prioritizing market opportunities to implement distance learning courses and programs, congruent with academic needs and strengths.

**Policy 201.2.10**
Modify the Campus Master Plan as needed to include changes resulting from curriculum reviews and unforeseen program elements.

**Objective 201.3 – Location of Planned and Proposed Academic Programs**
Locate currently programmed and future academic programs in facilities identified in the Academic Facilities Element.

**Policy 201.3.1**
Locate new academic programs, according to the phasing plan incorporated in the Capital Improvements Element.

**Objective 201.4 – Location of Planned Student Population**
Concentrate academic facilities and activities within the academic core of the campus.
Policy 201.4.1
Locate major new academic and academic support facilities within the campus core area (within the campus loop road), and locate facilities serving FGCU’s student life, student support and outreach needs in the southeast, northwest, southwest and North Lake Village precincts of campus.

Objective 201.5 – Partnership and Collaborations
Continue to seek, develop, and expand partnerships with other educational institutions and community organizations to efficiently articulate programs in response to current and future needs, as well as to fulfill the community service goal of the University mission.

Policy 201.5.3.1
Increase partnerships with Edison Community College and other institutions to support specific seamless full-degree program areas.

Policy 201.5.3.2
Promote the University’s “Renaissance Academy” as a vehicle to address the cultural, social, and education needs and interest of the sizable retired community in the local region.

Policy 201.5.3.3
FGCU’s participation in the 240-acre research park known as the IHUB will be a crucible for the practical application and commercialization of new green technologies with the intent of generating hundreds of well-paying jobs.
3.0 URBAN DESIGN ELEMENT

3.1 Introduction

The 1995 Campus Master Plan focused on the definition of a spatial organization for the new, undeveloped campus. Through implementation of the policies of that Master Plan, the foundation of this spatial definition, as well as a unique campus character, have been begun to be established. The 2005 master plan update established urban design principles to guide development of the southeast and northwest districts of the campus. The following goals, objectives, and policies are intended to further refine the spatial organization reflected in the current and implement the concept developed in the 1995 Campus Master Plan through the application of principles for building placement, open space definition, and the establishment of strong pedestrian and visual linkages among the various buildings and functional areas of the campus. It is the intent of the urban design policies to create a clear and strong development framework, while allowing the campus to expand in concert with existing buildings and open spaces. This 2005 master plan update also establishes urban design principles to guide development of the as-yet-unbuilt southeast and northwest districts of the campus.

3.2 Goals, Objectives and Policies

GOAL 301
Develop the campus of Florida Gulf Coast University in a manner that creates a memorable composition of buildings and open spaces (See Figures 3-1 and 3-2 – Urban Design Framework Element Campus Character.

Objective 301.1 – Protection and Enhancement of Symbolic Campus Open Spaces
Develop linked campus open spaces which provide a variety of visual experiences, scales, and functions while protecting and enhancing symbolic campus open spaces.

Policy 301.1.1
Enhance the visual character, quality, and functionality of the central campus “great space” through the addition of covered walkways, improved access across the lake edge, and construction of a covered gazebo or pavilion for outdoor events.

Policy 301.1.2
Develop symbolic entrance treatments (building and landscape compositions) at four locations along the core area loop road:
(a) Western, or main Academic Core entrance;
(b) Eastern, or secondary Academic Core entrance;
(c) Northern entrance (Student Services); and
(d) Southeastern entrance (Performing and Visual Arts Complex).

Policy 301.1.3
Develop buildings within the academic core that extend the primary east-west pedestrian axis further westward toward the campus loop road/campus entry and further eastward across the lakes.

Policy 301.1.4
Include in C.I.P. submissions a separate section documenting projects and associated costs that are required to develop features described in the Urban Design element.

Policy 301.1.5
As new buildings are added to the campus core, extend the network of covered walkways and boardwalks within the core of campus to organize major pedestrian traffic flow, provide shelter from the elements, and create a distinctive campus visual amenity.

Policy 301.1.6
Through landscape treatment and the provision of site furniture, enhance the character of the green spine that runs east-west from Griffin Hall to Academic V as it is extended westward, and retain the dimensions and character of this spine as it is extended eastward across the lakes.
Objective 301.2 – Development of Future Open Spaces
Develop strong pedestrian, visual, and spatial open space linkages between the academic core and future expansion areas on campus.

Policy 301.2.1
Develop pedestrian, visual, and spatial corridors linking the campus core with future student residence development on the parcel southeast of the Academic Core, the existing residential area to the north of the Academic Core, the Athletics Complex, and future development sites beyond the loop road to the west of the Academic Core.

Policy 301.2.2
Maintain the spatial/visual landscape corridor along the main entrance drive, defined by existing and created wetlands and upland preservation areas.

Policy 301.2.3
In future development of the east-west internal pedestrian movement corridor, maintain the existing pattern of covered walkway connections while expanding the width of the corridor with outdoor courtyards, or quadrangles of a variety of sizes and shapes.

Policy 301.2.4
Develop additional pedestrian linkage corridors in the north-south direction, connecting the outer perimeter of the Academic Core to the central pedestrian movement corridors.

Policy 301.2.5
Organize development on the outparcels to the west and southeast of the Academic Core with well-defined, pedestrian-oriented linked open spaces that create "distinctive" satellite activity centers.

Policy 301.2.6
Create a central plaza area or green space that organizes the southeast housing district of campus, and site major activity nodes such as a residential dining center to enliven the central plaza.

Objective 301.3 – Organization and Placement of Buildings
Organize future buildings in compact arrangements around existing and proposed major open spaces and pedestrian corridors. Where practical, buildings shall be arranged to reinforce the established east-west and north-south pedestrian route orientation of the Academic Core.

Policies 301.3.1
Interconnect, to the extent practicable and appropriate, all academic buildings with covered walkways.

Policy 301.3.2
Design buildings in close proximity to one another within a common architectural vocabulary, but incorporating distinctive features that will distinguish one building from another and enliven the pedestrian environment.

Policy 301.3.3
Use architectural or landscape structural elements such as pergolas, arbors, or loggias to interconnect all Academic Core open spaces and pedestrian corridors and define access points.

Objective 301.4 – Organization and Placement of Service and Loading Functions and Facilities
Locate and design loading and building service areas so as not to interfere or intrude upon the visual quality of the campus.

Policy 301.4.1
Design service and loading nodes that service multiple buildings. Locate such nodes on the sides of buildings or within the building envelope, facing away from pedestrian corridors.
Policy 301.4.2
Design building service areas, where visible from pedestrian routes, to be enclosed by gates that shall be kept shut when not in use.

Policy 301.4.3
Design and build service access corridors behind buildings to also function as pedestrian corridors linking the core academic buildings to other parts of the campus.

Policy 301.4.4
Develop operational policies as described in Chapter 11 that prohibit the driving of golf carts in the central pedestrian spaces of the campus, and from parking in these areas or any other areas adjacent to main building entrances.

Policy 301.4.5
In the design of new facilities, incorporate appropriately located (out of main pedestrian views, outside the central pedestrian spaces, away from main building entrances) parking areas for golf carts. These parking areas should be designed to appear as expanded sidewalk areas when not used for golf cart parking.

Objective 301.5 – Compatibility of the University/Host Community Boundary and Context Area
When lands in the southeast, northwest, and southwest outparcels are developed, consider the land use plans for adjacent private development.

Policy 301.5.1
Consider developing, as may be appropriate in each circumstance, university/community linkages (pedestrian, vehicular, visual and, functional) at the following locations:

(a) The southeast outparcel, in conjunction with linkages that may be developed in the future on adjacent private properties. Such linkages may include a future southern entrance along Ben Hill Griffin Parkway, subject to coordination and agreement with adjacent property owners.

(b) The northwest and southwest outparcels, to provide coordinated development of safe, convenient linkages to future development of private properties across Ben Hill Griffin III Parkway.

Policy 301.5.2
Develop the southeastern parcel with housing, recreation, and support services as described in the Future Land Use Element that consider in their design any specific plans for adjacent private development if and when it occurs, to avoid any undesirable impacts of private development on the proposed University housing.

Policy 301.5.3
Develop buildings in the southeast parcel:

(a) Providing, where appropriate, adequate landscaped buffer zones between the campus edge and adjacent parcels.

(b) Providing perimeter open space buffers as shown in the conservation element map to maintain a landscaped campus edge.

Policy 301.5.4
Participate as required and permitted by the Lee County Land Use Plan (as amended) in the review of development within the “University window” overlay district to assure compatibility of future private development with the character and quality of the University development.
Objective 301.6 – Maintenance and enhancement of functional linkages between major campus activity centers.
Locate future University functions to enhance functional linkages between the academic core and outlying campus areas.

Policy 301.6.1
Develop functions in the south, east and westernmost sectors of the academic core in a manner that will enhance future functional linkages to the lakefront, southeast, northwest, and southwest outparcels.

Objective 301.7 – Energy Efficiency
Develop, where feasible and cost-effective, buildings on campus that incorporate passive energy efficiency design practices.

Policy 301.7.1
Encourage architects to utilize the following specific passive energy efficiency design principle for campus buildings:
(a) Overhangs and recesses to shade southern-facing glass areas.
(b) Maximize shaded/protected outdoor corridors for circulation.
(c) Maximize shading of buildings through plant placement and selection.
(d) Design outdoor courtyards, arcades, etc., to maximize natural ventilation and air movement.
(e) Generally select roof materials and building colors to minimize heat gain.
(f) Exceed, where practicable, minimum insulation requirements for ceilings and walls.

Objective 301.8 – Management and Review Procedures
Ensure that future buildings are designed in compliance with master plan goals, objectives, and policies for urban design.

Policy 301.8.1
Require that architects working on the campus include as part of their schematic and design development submissions, a statement of how the proposed design(s) conforms to the urban design goals, objectives and policies of the Master Plan.

Objective 301.9 – Priorities for development of campus spatial environment

Policy 301.9.1
Develop the campus spatial environment in the following descending priority order.

Priority 1: Development of the western gateway/entrance feature on the west side of the Academic Core.

Priority 2: Ongoing development of the east-west pedestrian-way in concert with buildings constructed in years 1-5 of the planning timeframe.

Priority 3: Ongoing development of the north-south pedestrian-way in concert with buildings constructed in years 1-5 of the planning timeframe.

Priority 4: Development of pedestrian linkages to the southeast housing district.

Priority 5: Extend the east-west pedestrian-way in concert with academic core expansion.
4.0 FUTURE LAND USE ELEMENT

4.1 Introduction

The FGCU campus consists of 760 acres of land. The 1995 Campus Master Plan proposed a land use concept organized around a centrally located academic “core” area of approximately 150 acres bounded by a perimeter road. A series of “outparcels” surround and are to be physically and functionally linked to the academic core from the northeast, southeast, and west. Since inception, FGCU has conscientiously and effectively adhered to this land use plan concept. Therefore, the intent of the 2005 Future Land Use Element for Florida Gulf Coast University is to extend established development patterns in the academic core and to develop frameworks for the physical development of the southeast and northwest districts of campus.

The campus core will continue to include academic functions, the library, and student services and other support functions. The southeast district will contain student housing and dining, recreation and parking facilities. The northwest district will contain research or other mixed-use facilities and associated parking. The north lakefront parcel is considered to be largely built-out, so development of this area in the next 10 years is likely to be limited to expanded athletic facilities. The southwest district will continue to be developed with small facilities largely serving outreach functions of the University (See Figure 4-1 Future Land Use).

In addition to academic functions, the most significant land areas on campus are the jurisdictional wetlands that are being restored and preserved as open space. The goals, objectives, and policies pertaining to the preservation and restoration of these wetlands are further described in the Conservation Element of this Campus Master Plan.

4.2 Goals, Objectives and Policies

GOAL 401
Designate Sufficient Suitable Lands To Accommodate The Future Growth And Development Of The Campus.

Develop future land uses on the University campus in a manner that is space- and function-efficient and considers the University’s future academic needs; conserves natural, historic and archaeological resources; and is coordinated with future land uses in the host community.

Objective 401.1 – Protection of Natural Resources

Ensure that future campus development is consistent with state and federal environmental regulations and permits that establish limitations on development of the University campus.

Policy 401.1.1

As appropriate to match the pace of future construction, develop, adopt, and implement a "Land Management and Development Review Process" to ensure the compliance of future site development plans and proposals with:

(a) Current environmental permits for site development;
(b) Current Campus Master Plan Goals, Objectives, and Policies, as applicable; and
(c) Current Facilities Master Plan or Specialized Academic Facilities Master Plan(s), as applicable.

The Land Management and Development Review Process shall encourage careful use of the University’s land resources and minimize deviations from the Campus Master Plan and shall may be implemented through an advisory committee or other process deemed appropriate by the University, which shall include, at a minimum, participation from FGCU’s Facilities Planning staff and faculty representatives from each of the academic units. The functions of the review committee may include, but shall not be limited to:

(a) Reviewing on- and off-campus facility usage assessments;
(b) Providing input into the planning of specific facilities;
(c) Providing input into the review of the Facilities Master Plan; and
(d) Providing input into the development of the University’s Capital Improvement Plan.

Policy 401.1.2

Maintain as part of the land management and development review function, an up-to-date file documenting, in graphic and narrative form, site development limitations stipulated in the Army Corps of Engineers dredge and fill permit, and the South Florida Water Management District Conceptual Permit, when they are received.
Policy 401.1.3
Include in C.I.P. submissions a statement documenting that the project complies with the environmental permits for site development.

Policy 401.1.4
Future development that would require modification of the environmental permit requirements are should be considered to be plan amendments subject to the guidelines for review and approval of such amendments.

Objective 401.2 — Protection of Historic and Archaeological Resources
Ensure that future campus development is consistent with regulations governing development in areas where historic and/or archaeological resources may be present.

Policy 401.2.1
Maintain an information file documenting, in graphic and narrative form, those portions of the University campus identified by county and/or state agencies as being possible locations of historic/archaeological resources. Include documentation of State regulations governing development in areas where such resources may be present.

Policy 401.2.2
Undertake site investigations prior to development to determine whether historic/archaeological resources are present, as required by state regulations. Document the findings as part of the overall information database to be maintained as part of the land management review process.

Policy 401.2.3
Undertake mitigation actions as required by State regulations in the event historic and archaeological resources are found to be present.

Objective 401.24 – Land Use Compatibility/On-Campus
Develop the University campus in accordance with Figure 4-1: Future Land Use included as part of this element.

Policy 401.24.1
Develop the academic core of the campus with uses that are directly supportive of, and functionally linked to, the academic programs of the University. These include academic and support facilities, as well as associated utilities and infrastructure.

Policy 401.24.2
Develop the remainder of the campus southeastern, southwestern and northwestern parcels with a mix of uses appropriate to their locations with respect to the academic core and adjacent properties, as follows:

A. Southeastern District
1. Student housing and residential dining facilities;
2. Indoor and outdoor student recreation facilities;
3. Parking facilities supporting the housing, dining and recreation uses in the district.

B. Northwestern District
1. Research-related facilities;
2. Other mixed use facilities that support the core teaching, research and service missions of the University.

C. Southwestern District
1. Outreach functions of the University.

A. North Lake Village District
1. Student housing and residential dining facilities;
2. Support facilities (e.g., recreational facilities, commons, business center, etc.).
B. FGCU Athletics Complex
   1. Athletics and recreational facilities.

C. Welcome Center Area (Southwest)
   1. Outreach and community-oriented facilities.

D. Solar Field (Northwest)
   1. Research-related facilities.
   2. Solar field.

E. South Housing Village (Southeast)
   1. Student housing and residential dining facilities;
   2. Indoor and outdoor student recreation facilities;
   3. Central energy plant expansion
   4. Parking facilities supporting the housing, dining and recreation uses in the district.

Policy 401.24.3
As part of the land management and development review process, undertake the following steps to minimize inappropriate deviations from the campus land use and facilities master plan and address unforeseen land uses:

(a) Review and assess future proposed building and site development programs proposed within the academic core, to confirm they are directly supportive of the academic programs of the University. Find alternative sites outside the academic core for facilities that do not meet these criteria.

(b) Review and assess future proposed building and site development programs proposed on parcels outside the academic core, to confirm they meet the land use plan guidelines and are consistent with the mission of the University. Seek alternative off-campus sites for facilities that do not meet these criteria.

(c) Review and assess proposed building and site development programs to confirm that they are consistent with the long range plans for stormwater management, open space retention, and the campus traffic circulation plan.

(d) Prepare recommendations for Master Plan amendments resulting from the land management and development review process.

(e) Process amendments to the Master Plan as required by Sec. 1013.30, F.S.

(f) Modifications to the Campus Master Plan that do not exceed the thresholds established in Sec. 1013.30, F.S. Sec. 240.155(9), F.S. shall be documented in the University's annual C.I.P. submission.

Policy 401.24.4
Develop the University campus to the following maximum density/intensities through the 10-year planning horizon:

(a) Develop the Academic Core land use area to a maximum intensity of 1,700,000 GSF of buildings.

(b) Limit future development on the North Lake Village north lakefront district to the completion of athletic facilities only.

(c) Develop the southwest and northwest districts along Ben Hill Griffin Parkway to maximum combined intensity of 450,000 GSF of buildings.

(d) Develop the Southeast housing and student life land use area to a maximum intensity of 1,000,000 GSF of buildings.

(e) Wetland restoration/preservation, creation and conservation areas are not to be developed for academic or support facilities of the University.
Objective 401.35 – Coordination with Topographic and Soil Conditions

Ensure that future construction on the University campus is undertaken with consideration of topographic and soil conditions particular to the site.

Policy 401.35.1

Maintain information files of existing topographic and soil conditions on the University campus. Update these files with as-built/ survey information as it becomes available from construction projects.

Policy 401.35.2

Provide relevant topographic, soil, and hydrologic information to architects and engineers working on the University campus. (relevant portions of DEP/COE permit applications)

Policy 401.3.3

During programming and design phases, each construction project will be examined for soil conditions to determine unique characteristics or poor building conditions that might damage some form of natural resources.

Policy 401.3.4

The Facilities Planning Department shall review all future construction projects for consistency with existing soils and topographic data.

Objective 401.46 – Coordination with Off-Campus Facilities and Services

Ensure, to the extent possible, that off-campus providers of utility services to the University coordinate their facility development timetable with the projected development timetable of University facilities.

Policy 401.46.1

As part of the internal University land management and development review process, establish an on-going process of regular meetings with off-campus utility providers, to update them about University short- and long-range plans.

Policy 401.46.2

Annually review the pace of private development activities outside the University campus as a means to identify potential problems with provision of infrastructure to the University campus. Request that utility providers and the Lee County Community Development department provide the University with annual updates of service capacities for roads and water and sewer services.

Objective 401.52 – Coordination of Land Uses and On-Campus Infrastructure and Utility Facilities

Ensure the availability of suitable land on campus for infrastructure and utility facilities required to support proposed on-campus development.

Ensure that phased development on campus is coordinated with and designed to provide for long-range future infrastructure expansion needs.

Policy 401.57.1

The Facilities Planning Department shall 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 Sec. 1013.30, F.S. As part of the University's land management and development review process, review and evaluate proposed construction projects to ensure that long-range infrastructure needs have been provided for by:

(a) Provision and maintenance of necessary utility corridors, easements and/or points of connection.

(b) Provision of adequate supply line sizes to accommodate future development and facility expansion.

(c) The provision of stormwater management, open space and safe and convenient traffic flow and parking at established levels of service.

Policy 401.57.2
Maintain an up-to-date computerized file of on-campus utility systems as they are developed. To the extent possible, use as-built survey information as the basis for this data. As part of the file, maintain (in map and narrative form as appropriate) information locating on-campus easements dedicated to off-campus utility provides, and the use restrictions (if any) associated with them.

Policy 401.5.3
Provide to architects and engineers working on the campus a copy of the long-range master plan as part of facility program documents to make them aware of long-range plan intentions.

Policy 401.5.4
Include a separate section in University C.I.P. submissions to the State University System Board of Governors identifying infrastructure projects and associated costs that are necessary to support long-range facility needs. Identify as part of the submission all "critical path" infrastructure improvement projects that must be undertaken to support long-range development plans.

GOAL 402
Coordinate Future Land Use Development On The Campus With Future Land Use Development In The Host Community.

Objective 402.1.401.3 – Land Use Compatibility/Off-Campus
Eliminate or minimize land use compatibility problems between the University and host community. Ensure that development of land uses on the University Campus is coordinated with land uses and development in the host community.

Policy 402.1.1 401.3.1
Coordinate with Lee County land use planning staff to maintain up-to-date information on proposed comprehensive plan modifications that may affect the University.

Policy 402.1.2 401.3.2
Coordinate with Lee County Land Use planning staff to ensure that the University receives updated comprehensive plan maps, data, goals, objectives and policies, etc., resulting from comprehensive plan amendments affecting land areas adjacent to the University.

Policy 402.1.3 401.3.3
Closely review land uses east of the University campus to identify potential coordination problems before they arise.

Objective 402.2 401.8 – Minimize Off-Campus Constraints to Future Development On-Campus
Deter actions off-campus that would constrain or limit future development on the University Campus.

Policy 402.2.1 401.8.1
Participate, as provided for in the Lee County Comprehensive Plan, as amended, in the review of development within the "University Window" overlay district to ensure that such development does not impose service limitations (traffic, utilities, etc.) on future University development.

Policy 402.2.2 401.8.2
Coordinate with the University’s public utility providers to ensure potable water availability for the University as described in Policy 902.1.5.

Policy 402.2.3 401.8.3
Coordinate with the University’s public utility providers to ensure sanitary sewer availability for the University as described in Policy 904.1.5.

Policy 402.2.4 401.8.4
Coordinate with the managers of Lee County's solid waste disposal facilities to ensure solid waste disposal capacity to meet future University development needs as described in Policy 905.2.2.
Policy 402.2.5 401.8.5
Develop University functions on the perimeter of the campus, as described in Policies 301.5.1-301.5.4, to ensure compatibility of on-campus development with future off-campus development.

Policy 402.2.6 401.8.6
Utilize the land management and development review process described in Policy 401.1.1 to evaluate future land use changes that may occur outside the University, and make recommendations for modifying the Master Plan to ensure comparability of on- and-off campus development. Process Campus Master Plan amendments resulting from these recommendations as required by Sec. 1013.30, F.S.

Policy 402.2.7 401.8.7
As considered necessary to protect the development capability and capacity of the campus, acquire off-site properties when and if other means prove insufficient.

Objective 402.3 401.9 – Acquisition of Off-Campus Lands
Acquire off-campus lands when and if necessary.

Policy 402.3.1 401.9.1
The University shall seek to acquire off-campus lands when necessary to meet the needs of academic, housing, recreation, support or other functions ancillary to the mission of the University.
5.0 ACADEMIC FACILITIES ELEMENT

5.1 Introduction

It is projected that academic space will have to more than triple over the planning timeframe in order to adequately serve the needs of the projected student enrollment. FGCU should monitor the pace of enrollment and maintain rigorous control over its funding, planning, design, and development cycles in order to keep up with future needs.

The intent of the Campus Master Plan is that the future academic facilities required to support the University continue to be developed following the established, compact arrangement that allows for covered walkway connections between facilities and encourages pedestrian rather than vehicular movement around the campus. One key purpose of this approach is to ensure optimal academic usage. However, given the limited buildable land supply on the University campus, it is also critical to maximize land-use efficiency in order to reserve enough land to serve future academic needs.

It is planned that the next phase of development will continue along the present east/west axis, terminating at the western-most point of the Academic Core. Subsequent phases of construction provide for the expansion of the academic facilities east of the central "great space" across the lake. Parcels outside the academic core are reserved for specialized and independent academic facilities and functions along with housing, recreation and other support activities (See Figure 5-1 Future Academic Facilities).

FGCU currently has approximately 800,000 square feet of academic (classrooms, teaching labs, study, research lab, and office) space. Dramatic increases in projected enrollment, coupled with declining state funding, will continue to put pressure on FGCU to meet the demand for academic facilities during the planning period. FGCU has one academic facility under construction as of January 2011. Academic 8, a 74,250 gross square foot (GSF) building, will house the College of Health Professions and is scheduled for completion by Spring Semester 2012.

5.2 Goals, Objectives and Policies

GOAL 501
Provide academic space on- and off-campus to support and be consistent with the academic mission and program of the University and the individual colleges and schools, as well as with the goals, objectives, and policies contained in this Campus Master Plan.

Objective 501.1 – Location of Future Academic Buildings
Reserve the remaining vacant land in the "Academic Core" as identified in Figure 5-1, for development of academic facilities and directly related functions.

Policy 501.1.1
Undertake the review steps identified in the Future Land Use Element policies for future buildings and activities proposed to be developed in the Academic Core, to confirm they are directly related to, and supportive of the academic mission and programs of the University and of the individual colleges and schools.

Policy 501.1.2
Find alternative sites outside the Academic Core for facilities that do not meet the criteria of the land management and development review process for inclusion within the Academic Core.

Policy 501.1.3
Develop the campus parcels outside the academic core for academic/academic related facilities as follows:

(a) Lakefront Mixed-Use parcel:
No major new facilities are envisioned to be constructed in the lakefront mixed-use parcel over the 10-year planning period, with the potential exception of athletic-related facilities such as a softball clubhouse or soccer facilities.
(b) Southeast Mixed-Use parcel:
Undergraduate student housing, a dining center serving the residents of this district, a student recreation facility, intramural play fields, and parking structures to support the residential population.

(c) Parcels abutting Ben Hill Griffin III Parkway and Lake Parkway East:
Specialized academic facilities and programs, such as; research-related or continuing education and specialized non-traditional program functions that do not require close proximity to the academic core of the campus.

**Policy 501.1.4**
Unanticipated academic facility opportunities, which are determined to be consistent with the University’s academic mission and current/planned programs, shall be accommodated as follows:
(a) In planned but unassigned future academic buildings.
(b) In specialized academic facilities in the parcels outside the Academic Core, per Policy 501.1.2.
(c) At off-campus locations.

**Objective 501.2 – Priorities for Development of Future Academic Facilities**
Develop future academic facilities according to the phasing sequence defined in the following policies, and further detailed in the Capital Improvements Element of this Plan.

**Policy 501.2.1**
Phase the development of future academic facilities in the following increments to adequately serve projected enrollment:

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected FTE Enrollment</th>
<th>Total Academic Space Need (NASF)</th>
<th>Increment (NASF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>4384</td>
<td>448,634</td>
<td>—</td>
</tr>
<tr>
<td>2011-12</td>
<td>7408</td>
<td>652,233</td>
<td>303,599</td>
</tr>
<tr>
<td>2015-16</td>
<td>10,079</td>
<td>886,952</td>
<td>234,719</td>
</tr>
</tbody>
</table>


**Policy 501.2.2**
The following total and net academic space will exist on campus by 2015-16, assuming completion of projects funded for construction through 2016 and a projected enrollment of 10,776.

<table>
<thead>
<tr>
<th>BUILDING</th>
<th>TOTAL ACADEMIC SPACE (NASF)</th>
<th>NET ACADEMIC SPACE (NASF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classroom space</td>
<td>129,540</td>
<td>33,390</td>
</tr>
<tr>
<td>Teaching lab</td>
<td>105,507</td>
<td>20,453</td>
</tr>
<tr>
<td>Study</td>
<td>209,828</td>
<td>148,124</td>
</tr>
<tr>
<td>Research lab</td>
<td>322,663</td>
<td>297,542</td>
</tr>
<tr>
<td>Office</td>
<td>303,265</td>
<td>71,248</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,070,803</td>
<td>600,299</td>
</tr>
</tbody>
</table>

Source: FGCU Facilities Form B, 2011-12 CIP

**Policy 501.2.2**
Continue to develop academic facilities on the south and west sides of the Academic Core, prior to developing the eastern portion of the campus core.
Policy 501.2.3
To the maximum extent possible, develop proposed academic facilities within the core area before moving to the outparcels, in order to make use of existing infrastructure and to minimize future infrastructure costs. Explore the future relocation of some support uses currently located within the Academic Core to the outparcels in order to increase long-range (25-year) land availability for academic facilities.

Policy 501.2.4
C.I.P. submissions should reflect the sequence for developing academic facilities defined in Policy 501.2.1 above and detailed in the phasing plan included in the Capital Improvements Element.

Objective 501.3 – Management and Review Procedures
Manage the process of campus development in order to avoid deviation from the academic facilities element of the Campus Master Plan.

Policy 501.3.1
Establish and implement an internal University process to review and assess proposed academic facilities not specifically addressed in the Campus Master Plan to confirm their appropriate location on the campus, within the parameters defined by other policies of this element.

Policy 501.3.2
As part of University's annual C.I.P. submission, document the review process of Policy 501.3.1 and conclusions as the basis for demonstrating compliance with the Campus Master Plan when addressing facilities not specifically identified in the Academic Facilities Element.

Policy 501.3.3
Recommend modifications or amendments to the Campus Master Plan based on the implementation of Policies 501.3.1 and 501.3.2.

Policy 501.3.4
Modify the Campus Master Plan to incorporate modifications as required by Sec. 1013.30, F.S.

Objective 501.4 – Energy Conservation
Develop academic facilities that consider and incorporate passive energy efficiency design practices as practicable and economical advantages.

Policy 501.4.1
Follow the policies supporting Objective 301.7 for encouraging energy efficient design of academic facilities.

Objective 501.5 – Allocation of Funds, Priorities and Phasing of Academic Facilities
Allocate funding in a priority sequence to best fulfill the academic mission and meet academic programs and other needs. Develop facilities in a priority/phasing sequence to meet the needs of the University.

Policy 501.5.1
Allocate funding to future academic facilities consistent with the timing and phasing requirements established in the Capital Improvements Element.

Policy 501.5.2
As part of annual University C.I.P. submissions, incorporate a consolidated statement of University funding priorities.

Policy 501.5.3
Prevent facility deficits by submitting requests at least 3 years prior to the projected need, to accommodate lag time in planning, funding, designing, and construction times.
Policy 501.5.43
Modify the Campus Master Plan as appropriate to incorporate modified funding priorities, as required by Sec. 1013.30, F.S.
6.0 SUPPORT FACILITIES ELEMENT

6.1 Introduction

The Campus Master Plan incorporates a wide variety of University support functions, including general support activities (maintenance), student services, specialized support (auditorium), and the central energy plant. While these support functions are important to the operation of the University, they have been located in the Campus Master Plan so as to reserve land for academic facilities, and to provide the optimum relationship between the specific support functions and other University activities. As a result, many general support facilities are located within the academic core, but outside the central cluster of academic buildings.

Similarly, other support functions have been designated for sites both within and outside the academic core, according to the functional and land area requirements. Because athletic and recreation functions are co-mingled in several existing campus facilities, the need for future athletic facilities is discussed in the Recreation and Open Space Element of this campus master plan.

6.2 Goals, Objectives and Policies

GOAL 601
Develop support facilities for Florida Gulf Coast University that meet the needs of future University students, faculty and staff.

Objective 601.1 – Locations for Support Facilities
Locate support facilities in areas of the campus appropriate to their functional relationships to the academic and other facilities of the University (See Figure 6-1 Future Support Facilities).

Policy 601.1.1
Locate future support facilities as shown on Figure 6-1, and as listed below:

(a) Fine Arts Phase II – Auditorium: Adjacent to the existing fine arts complex on the southern end of the academic core, and close to existing and proposed parking facilities.

(b) Central Energy Plan Expansion: Expand the existing Central Energy Plant located in the south central portion of the academic core.

(c) Student Center Expansion: To accommodate growing student activity needs as a result of increasing enrollments, expand the existing student center to the north or west.

(d) Central Energy Plant – Southeast District: To provide chilled water in a cost-effective and energy-efficient manner to the housing, dining, and student recreation facilities planned for the southeast district of campus, create a central energy plant co-located with the proposed residential dining center.

Policy 601.1.2
FGCU’s projected net support space needs, by planning phase, are identified below:

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected FTE Enrollment</th>
<th>Total Support Space Need (NASF)</th>
<th>Increment (NASF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>10,777</td>
<td>141,546</td>
<td>78,265</td>
</tr>
<tr>
<td>2020-21</td>
<td>15,204</td>
<td>199,690</td>
<td>72,786</td>
</tr>
</tbody>
</table>

Source: FGCU 2006-07 CIP Form B, Analysis of Space Needs by Category
Enrollment projections provided by FGCU Institutional research and Planning Office
(a) Innovation Hub Research Center
   (b) Kiest Health Education Center
   (c) Track and field space in the North Lake Village District
   (d) South Village District dining facility, phase II
   (e) Central Energy Plant, phase II

Policy 601.1.3.2
Provide pedestrian linkages between all support facilities and the other facilities developed within the Academic Core, as shown in the Transportation element.

Policy 601.1.4.3
Develop and locate satellite support facilities as necessary to support long-range development outside the academic core.

Objective 601.2 – Timing and Phasing of Support Facilities
Construct and/or expand support facilities concurrent with academic facilities to ensure that support needs are met at each stage of the University's development.

Policy 601.2.1
Unanticipated support facility development opportunities deemed to be consistent with the University’s mission and current/planned programs shall be accommodated in:
   (a) Planned but unassigned future support buildings.
   (b) Support land use areas identified in the Future Land Use Element and Future Land Use map.
   (c) Off-campus.
Unanticipated support facilities shall be incorporated into the Campus Master Plan through future updates.

Policy 601.2.2
The timing and phasing requirements for support facilities are established in the Capital Improvements Element.

Objective 601.3 – Funding
Secure and allocate funding for support facilities as required to allow construction to be concurrent with identified space needs.

Policy 601.3.1
Identify in C.I.P. submissions all support facility needs that are critical to support the long-range development of the University.

Objective 601.4 – Intercollegiate and Intramural Athletic Facilities
Expand intercollegiate athletic and intramural facilities to correct existing deficiencies and to meet the future needs of the University.

Policy 601.4.1
The University shall locate new intercollegiate athletic facilities as shown on Figure 6.1. The timing and phasing requirements and priorities for these facilities are established in the Capital Improvements Element.

Policy 601.4.2
Promote programs and provide facilities to support gender equity.

Policy 601.4.3
Provide new intercollegiate athletic facilities in proximity to existing intercollegiate athletic facilities.

Policy 601.4.4
Locate intramural and intercollegiate playing fields to enhance campus edges and improve vistas to campus.
7.0 HOUSING ELEMENT

7.1 Introduction

The 1995 Campus Master Plan indicated that the early priorities of FGCU would not include the provision of on-campus housing, focusing instead on a commuter population and distance learning. However, since FGCU began operation, demand for campus housing has been strong and, in response, FGCU constructed 3233 on-campus housing units. With the completion of Phase X (Palmetto Hall) by the Fall of 2011, FGCU will have constructed 3638 on-campus units. Based upon a Fall 2010 headcount enrollment of 12,038 students, housing is available on-campus to accommodate roughly 26% of current headcount. 1,958 beds of apartment-style housing have been constructed in the North Lake Village area. Ultimately, FGCU expects to provide on-campus housing for between 20% and 25% of the student population, through the addition of 2,400 beds of housing in the southeast district of campus.

Occupancy rates for on-campus housing have been constant at 100% over the past five years. As new housing stock came online however, the occupancy rate dropped to 97% for the Spring 2010 term. With the addition of the freshman dorms, the completion of Phase X underway, and the purchase of West Lake Village, FGCU is expected to meet all housing needs on campus that is being projected from application totals for the Fall term of 2011. This is the first time FGCU will be able to meet all the housing needs without a waiting list.

Although most of the housing communities currently being developed in the immediate vicinity of the campus are not targeted to students, and little rental housing is available within an easy walking distance of campus, several student-oriented rental housing complexes have been developed within a convenient driving distance of campus, and others are likely to emerge as the enrollment at FGCU grows. Housing affordability remains a significant issue for FGCU students, faculty and staff, with a limited supply of affordable housing units in the region.

7.2 Goals, Objectives and Policies

GOAL 701
Assist FGCU students in securing safe, convenient, and affordable housing on- or off-campus through the planning period.

Objective 701.1 – Availability of Adequate Off-Campus Housing Supply
Ensure the availability of affordable, student-oriented housing on privately-owned lands in close proximity to the University campus to meet the long-range needs of the student population.

Policy 701.1.1
Assist those wishing to provide student-oriented off-campus housing by supplying student, faculty and staff demographic information and enrollment projections.

Policy 701.1.2
Through the Lee County Planning Office, monitor planning activities for areas outside the campus and encourage incorporation of student-oriented affordable housing units in approved development areas near the University campus.

Policy 701.1.3
Obtain from the Lee County Planning Office information (as available) regarding the location and numbers of existing and committed to-be-built housing units that may be appropriate and affordable for students of the University.

Policy 701.1.4
Establish, if and when appropriate, a “University Housing Coordinating Committee” with the participation of Lee County Planning Department staff and representatives of the local development community. The purpose of the committee shall be to:

(a) Coordinate development of housing in areas near the University, focused on meeting the needs of the University for student, faculty and staff housing.
(b) Ensure that the County considers off-campus student housing in plans for future pedestrian, bicycle, and auto circulation, and particularly transit facilities and services linking the University and adjacent communities.

**Policy 701.1.5**
In order to ensure consideration of off-campus housing in local government plans for facilities and services linking the University and adjacent communities, the University shall formally request Lee, Charlotte, Glades, Hendry and Collier counties to include goals, objectives and policies related to the provision of services to off-campus housing in their respective future Comprehensive Plan updates.

**Objective 701.2 – Availability of Adequate On-campus Housing Supply**
Provide housing on campus to meet the needs of between 20% and 25% of the student population by the end of 2016 (See Figure 7-1 Future Housing Facilities).

**Policy 701.2.1**
Periodically survey of students to document current housing locations and costs, and to gauge student preferences for on/off campus living and type(s) of housing, as the basis for adjusting, as necessary, the on-campus housing development program shown in Policy 701.2.3.

**Policy 701.2.2**
Pursuant to the Future Land Use Map (Figure 4-1), future on-campus student housing shall be located in the Mixed-Use parcel located southeast of the academic core.

**Policy 701.2.3**
Future housing shall be provided to accommodate between 20% and 25% of the projected population of 16,798 headcount / 10,777 FTE through the 2015-16 academic year. Currently, the targeted on-campus housing capacity for the planning period is 4,031 beds (See Table 7-1).

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected Enrollment</th>
<th>Total On-Campus Housing Need</th>
<th>Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>8237</td>
<td>1958 existing beds</td>
<td>—</td>
</tr>
<tr>
<td>2008-09</td>
<td>10,986</td>
<td>2637 (1)</td>
<td>678</td>
</tr>
<tr>
<td>2010-11 (Year 5)</td>
<td>13,274</td>
<td>3186 (1)</td>
<td>549</td>
</tr>
<tr>
<td>2015-16 (Year 10)</td>
<td>18,017</td>
<td>4324 (1)</td>
<td>1138</td>
</tr>
</tbody>
</table>

Source: Planned enrollment is headcounts provided by FGCU Institutional Research and Analysis Office.

**Table 7-1: Projected Housing Need**

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected Enrollment</th>
<th>Total On-Campus Housing Need</th>
<th>Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-11</td>
<td>12,038</td>
<td>3,658 existing beds</td>
<td>—</td>
</tr>
<tr>
<td>2011-12</td>
<td>12,543</td>
<td>3,011 (1)</td>
<td>surplus</td>
</tr>
<tr>
<td>2015-16 (year 5)</td>
<td>16,798</td>
<td>4,031 (1)</td>
<td>393</td>
</tr>
<tr>
<td>2020-21 (year 10)</td>
<td>23,718</td>
<td>5,692 (1)</td>
<td>2,054</td>
</tr>
</tbody>
</table>

Source: Planned enrollment is headcounts provided by FGCU Institutional Research and Planning Office.

Underlined Text is Added

Strike Through Text is Deleted
Policy 701.2.4
To diversify the campus housing stock and provide non-apartment options suited to the needs of first- and second-year students, provide suite-type housing (with semi-private bathrooms but no in-unit kitchens) in the southeast district of campus, supported by a residential dining center. Traditional dormitory-style facilities with community bath arrangements are not preferred by contemporary college students, and should not be created at FGCU. Highly-social residential environments (with suite-style living units) that actively support incoming students’ adjustment to college life and offer a shared dining experience would contribute positively to campus vitality and student life.

Policy 701.2.5
To make efficient use of limited developable campus land but still take advantage of cost-competitive construction methodologies, new student housing should be built at heights of at least four stories but not more than six stories, with some three- and five-story building elements provided for visual variety.

Policy 701.2.6
To create attractive, welcoming student living environments and to promote informal student interaction, future housing buildings should be grouped around pedestrian-oriented green spaces that serve as passive recreation areas, rather than around parking lots.

Policy 701.2.7
To provide food service to residents of future campus housing in the southeast district, create a dining commons at the center of the district that also serves as an activity hub for this area of campus. With landscape and hardscape materials, and potentially a water feature, create an outdoor space or plaza adjacent to the dining center that is lively and visually attractive.

Policy 701.2.8
The University shall ensure that stormwater management, sanitary sewer, potable water, and solid waste facilities are available at established levels of service prior to occupancy of new housing units.

Policy 701.2.9
The University shall renovate and upgrade resident facilities as needed, with the first priority given to accessibility and life safety issues.

Objective 701.3
Provide on-campus student housing in a cost-effective manner.

Policy 701.3.1
Priorities for use of state revenue bonds to provide on-campus housing should be established based on the specific housing program developed prior to construction. The priorities for allocation of funding should be incorporated into the 5-year Campus Master Plan update. The University’s Board of Trustees shall have final authority for the purpose of evaluating, ranking and revising the order of priority for student housing projects included in the Capital Improvements Element.

Policy 701.3.2
Budgeting for future housing construction projects on campus should balance student affordability concerns, construction quality targets, and overall space allocation. Any adjustments or modifications to the plan for on-campus housing and related support facilities resulting from the annual survey described in Policy 701.2.1 shall be incorporated into the Campus Master Plan pursuant to Sec. 1013.30 F.S., as part of the 5-year update requirements.
8.0 RECREATION AND OPEN SPACE ELEMENT

8.1 Introduction

The Master Plan for Florida Gulf Coast University has been prepared with the intent of preserving as much of the existing high quality natural environment of the site as possible. The areas to be retained and restored as natural open space are identified specifically in the Conservation Element of this Master Plan. The Plan also accommodates lands for development of on-campus recreation and athletic facilities that are required by the State University System. The development of the on-campus recreation and athletic facilities should be coordinated with the growth of the University’s enrollment.

8.2 Goals, Objectives and Policies

GOAL 801
Provide recreation and athletic facilities adequate to meet the projected needs of students, faculty and staff of the University.

Objective 801.1 – Coordinate Public and Private Resources
Ensure that the athletic and recreation facilities to be developed on and off-campus are coordinated to provide maximum benefit to the University and local community.

Policy 801.1.1
Coordinate with Lee County and developers of private property in the vicinity of the University the provision of public and privately-funded recreation facilities and open space in the University community area.

Policy 801.1.2
The University shall pursue interlocal agreements and memoranda of understanding as needed to provide for the joint use of identified sites, facilities, and programs.

Policy 801.1.3
The development of the FGCU campus will not degrade the operating conditions for off-campus open space and recreational facilities below the level of service (LOS) standards adopted by Lee County.

Objective 801.2 – Provision of Facilities
Ensure that athletic and recreational facilities and open space amenities are adequately and efficiently provided to serve projected student enrollment (See Figure 8-1 Future Recreation and Open Space).

Policy 801.2.1
The University shall provide future recreation facilities and open spaces as identified on Figure 8-1: Future Recreation and Open Space. The timing and phasing requirements and priorities for these improvements are established in the Capital Improvements Element.

Policy 801.2.2
The University shall establish and maintain densities and intensities of land uses for the development of the campus that maximize the retention of on-campus open space.

Coordinate with Lee County and developers of private property in the vicinity of the University the preparation of a strategy for a coordinated system of open space and recreational facilities within the vicinity of the University.

Policy 801.2.3
Provide on-campus athletic and recreational facilities appropriate to the projected enrollment levels by:

a) Continuing to implement the Athletics and Recreation Facilities Master Plan.

b) Carefully evaluating current and planned athletic programs and future needs and explore the possibility of entering into agreements for joint use with suitable candidates.
c) Investigating options and opportunities to provide future athletic facilities in nearby, off-campus locations, as may be required by changes in enrollment levels and correlated increases in recreational needs.

d) Creating facilities on campus for intramural and recreational use, consistent with guidelines established by the National Intramural Recreational Sports Association (NIRSA), that are separate from facilities for intercollegiate athletics, so that conflicts in scheduling facilities can be better managed as the campus population grows.

Policy 801.2.4
Provide indoor and outdoor recreation facilities in conjunction with future on-campus housing. To that end, develop the following facilities in the southeast district of campus:

a) Dedicated outdoor play fields for recreational and intramural use that are lighted for night-time play.

b) As the campus population (and especially the resident population of the southeast district) grows, develop a student recreation and fitness center in two phases in the southeast housing area, and locate the facility for convenient use by all campus constituents.

c) Create well-defined green spaces adjacent to future student housing buildings to promote informal recreational activities.

Policy 801.2.5
Provide appropriate options and opportunities for recreational use of the lakes abutting the northern campus boundary.

Policy 801.2.6
The Campus Master Plan for the location of academic and other University facilities and infrastructure has been prepared with the intent to create a compact arrangement of buildings, thereby allowing as much as possible of the jurisdictional wetlands on-campus and upland vegetation areas to be retained. Deviations from the layout of facilities shown in the Capital Improvement Element should be reported in annual C.I.P. submissions for approval by the University Board of Trustees and incorporated in Master Plan amendments as required per Sec. 1013.30 F.S.

Policy 801.2.7
Identify ways in which the natural preserve parcel set aside for University use to the east of the campus will be integrated into the academic program. In addition, the University will coordinate the educational use of this property with other institutional entities within the region to maximize the educational use of this property.

Policy 801.2.8
On an annual basis, review with the Lee County Planning Department, the status of existing planned and proposed recreational facilities on the University campus and adjacent context area. Based on this review, modify University plans and policies for recreational facilities to ensure the efficient and timely provision of these facilities.

Policy 801.2.9
The University shall seek to maximize the retention of campus open space by instructing architects and engineers designing campus facilities to identify ways in which facility layouts or site plans can be modified to provide additional open space.

Policy 801.2.10
Develop “man-made” campus landscape amenities within the sequence of malls, courtyards, plazas, and quadrangles established in the Landscape Architectural Design Guidelines Element and the Capital Improvements Element.

Policy 801.2.11
All campus landscapes shall be developed so that they become an integral part of the overall concept plan, therefore protecting and enhancing natural open space resources and amenities.

**Policy 801.2.12**
The University shall continue to survey campus parks, passive recreational facilities, and open spaces to identify deficiencies. The adopted Campus Master Plan shall be modified as needed to incorporate the results and recommendations contained in this survey.

**Policy 801.2.13**
After accomplishing the survey above, if any deficiencies are found, the University will set a timetable to remedy the deficiencies. The adopted Campus Master Plan will be modified as needed to incorporate the timetable and results of the survey.
9.0 GENERAL INFRASTRUCTURE ELEMENT

9.1 Introduction

The development of Florida Gulf Coast University required the construction of an entirely new system of general infrastructure to serve the campus. Much of the preliminary work necessary to ensure the provision of services to the University campus was undertaken during the site selection process for the campus. At the conclusion of that process, commitments had been made for Gulf Utilities (subsequently Lee County Utilities) to provide sewer and water service to the campus.

The plans for the stormwater management system for the University campus have been approved by the U.S. Army Corp of Engineers (Permit No. 199400807) and South Florida Water Management District (SFWMD) (Permit No. 36-08881-5). Development in areas outside of the initial conceptual permit are not contemplated as a component of this Master Plan Update. Subsequently, construction permits from the SFWMD have been issued for over 80 percent of the developable area of the campus. As a result, many of the issues to be faced with the water management system have been resolved through the permitting process. Consequently, a number of policies in this section reference the provisions of the environmental permits which govern University actions on those matters.

9.2 Goals, Objectives and Policies

STORMWATER MANAGEMENT SUB-ELEMENT

GOAL 901
Develop a stormwater management system for the Florida Gulf Coast University site through build-out that provides flood protection, water quantity/quality protection and environmental protection/enhancement (See Figure 9-1 Future Stormwater Management).

Objective 901.1 – Protecting the Functions of Normal Stormwater Management and Hydrological Areas
Protect on-site natural, high quality stormwater management/hydrological areas and their function.

Policy 901.1.1
Develop the University's stormwater management system in accordance with the surface water management plan map, the conceptual surface water management permit and the following policies.

Policy 901.1.2
Utilize natural wetland and upland features for detention, storage, and conveyance of stormwater runoff which will allow for:
  a) Groundwater recharge;
  b) Sedimentation;
  c) Chemical degradation and nutrient uptake; and
  d) Re-establishment of historic drainage patterns.

Policy 901.1.3
Provide hydrological enhancement of natural on-site wetland features through re-establishment of historic hydro-periods via on-site stormwater control structures.

Policy 901.1.4
Restrict development that would adversely impact natural on-site wetland areas to that which will allow continuation of off-site stormwater conveyance patterns.

Policy 901.1.5
Restore/Enhance natural on-site wetland areas and incorporate into the stormwater management system per the SFWMD conceptual permit.

Policy 901.1.6
Establish construction procedures for development activity around natural preservation areas, per approved SFWMD/DEP/ACOE permits.
Policy 901.1.7
Provide conservation easements over all on-site wetland/upland preserves and mitigation areas, which establish allowable uses within these areas.

Policy 901.1.8
The University will continue to mitigate University-generated stormwater and minimize stormwater-borne pollutants through the implementation of a system of Best Management Practices (BMPs), which includes, but is not limited to:

a) Incorporating 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.

b) 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.

c) Educating 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, and the need to regularly collect and dispose of yard debris.

d) Avoid the widespread application of broad-spectrum pesticides by involving only purposeful and minimal application of pesticides, aimed at identified target species.

e) Coordinating pesticide application with irrigation practices to reduce runoff and leaching into groundwater.

f) Use of turf blocks and non-impervious surface treatments to minimize impervious surface area and reduce the flow of runoff pollutants.

g) Incorporating features into the design of fertilizer and pesticide storage, mixing and loading areas that are designed to prevent or minimize spillage.

h) Pursue licensing for grounds superintendents and staff to use restricted pesticides and to ensure that fertilizers will be selected and applied to minimize surface water runoff and leaching to ground water.

Objective 901.2 – Stormwater Quantity and Quality Standards
Establish stormwater quantity and quality standards.

Policy 901.2.1
The level of service standards for stormwater discharge from the University campus shall be equal to or less than the allowable discharge rate of 42 cubic feet/second/square mile (CSM), established in the Lee County Estero River watershed study and as accepted by the South Florida Water Management District during the conceptual permit review and approval process.

Policy 901.2.2
Implement, where feasible, best management practices such as:

(a) Regular scheduled vacuum sweeping of all streets, sidewalks and parking facilities.

(b) In addition to SFWMD water quality treatment standards, provide water quality pretreatment, where feasible, prior to runoff into on-site wet detention areas.

(c) The University shall, prior to construction of on-site lakes, establish an operation and maintenance plan for water quality which shall address provisions for littoral zones, lake depths, acceptable water quality and aeration.
The level of service for stormwater discharge water quality on the University campus was established in the SFWMD conceptual permit. The University shall monitor stormwater discharge water quality as required by the SFWMD conceptual permit. The University shall undertake remedial actions as required to maintain water quality standards.

**Objective 901.3 – Flood Protection**
Provide necessary stormwater protection for 5-, 25-, and 100-year storm events.

**Policy 901.3.1**
Adhere to minimum perimeter berm, road, and building elevations per the approved SFWMD conceptual surface water permit.

**Policy 901.3.2**
Coordinate with SFWMD, Lee County and other appropriate entities responsible for necessary downstream improvements, per approved SFWMD conceptual surface water permit.

**Objective 901.4 – Management and Operations**
Ensure long-term maintenance and operation of the University's stormwater management system.

**Policy 901.4.1**
It shall be the policy of the University that no stormwater discharges may cause or contribute to a violation of water quality standards in waters of the State.

**Policy 901.4.2**
Provide regular maintenance of stormwater management system and compliance with all development requirements in accordance with the criteria defined in the SFWMD surface water permit.

**Policy 901.4.3**
Conduct annual inspections of the surface water management system, including lakes and wetlands to ensure proper maintenance and function.

**Objective 901.5 - Increased Facility Capacity To Meet Future Needs**
Ensure that future stormwater management facility service capacity and capital improvements required to correct existing deficiencies and to meet future University needs are provided when required.

**Objective 901.5 – Future Permitting**
Secure the proper permits to meet the construction schedule of the University.

**Policy 901.5.1**
Prepare a detailed schedule of construction permitting activities for the surface water management facilities required for construction build-out of the campus.

**Policy 901.5.2**
Prepare construction documents, apply for, and secure the construction permits for the completion of the drainage system to serve the build-out of the campus in coordination with the construction schedule.

**Policy 901.5.3**
Upon receipt of the Water Management Permit, immediately proceed to confirm or prepare documents, apply for, and secure consumptive use permits for the applicable phase of construction.

**Policy 901.5.4**
The Facilities Planning Department shall review all proposed construction and development on campus to ensure that any proposed increase in campus impervious surfaces shall be implemented only upon a finding that existing facility capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the time of need.

**Objective 901.6 – Priorities and Phasing of Stormwater Facilities**
Develop stormwater management facilities in a sequence that meets the development needs of the University and maintains standards for water quality and quantity.

**Policy 901.5 901.6.4**
Develop on-site stormwater management facilities as part of the priority/phasing sequence shown in the Capital Improvements Element, and its associated table of costs. Modifications of this phasing sequence should be identified in the University's annual C.I.P. submission to the State University System Board of Governors, and incorporated as Campus Master Plan amendments per the requirements of Sec. 1013.30, F.S.

**Policy 901.5 901.6.2**
Future development areas shall require SFWMD construction permits and mitigation as specified when those permits are issued.

**POTABLE WATER SUB-ELEMENT**

**GOAL 902**
Provide potable water facilities to meet service demands of FGCU students, faculty, and staff, and provide adequate fire protection for proposed buildings/structures (See Figure 9-2 Future Potable Water System).

**Objective 902.1 - Increased Facility Capacity To Meet Future Needs**
Ensure that future potable water capacity and capital improvements required to correct existing deficiencies and to meet future university needs are provided when required.

**Objective 902.1 - Expansion of Lee County Department of Public Works’ Service Area**
Ensure proper expansion and service extensions by the University's potable water service provider, Lee County Department of Public Works (LCDPW).

**Policy 902.1.1**
Coordinate final design of on-site potable water distribution system with Lee County Department of Public Works LCDPW based upon projected levels of service for the University's development population and necessary fire flow.

**Policy 902.1.2**
Establish easements for installation and maintenance of on-site potable water system, in conjunction with other on-site utilities.

**Policy 902.1.3**
Coordinate on-site construction phasing with LCDPW’s plans for off-site improvements for service to the University site and adjacent properties.

**Policy 902.1.4**
Periodically review and update established service agreements to ensure that LCDPW reserves plant capacity for the University’s future growth.

**Policy 902.1.5**
Coordinate with LCDPW to ensure potable water plant facility capacity and expansion capability relative to future growth of the University and LCDPW’s service area.

**Policy 902.1.6**
Maintain the following level of service standards for potable/wastewater flows at the University:

1. **Academic**
   - 20 GPD/person weekdays (100% FTE students and faculty and staff)
   - 15 GPD/person weekend day (5% FTE students and faculty and staff)

2. **Gymnasium**
   - 5 GPD/person for all campus FTE students and staff
3. Housing
   • 75 GPD/housed FTE student

4. Day Care
   • 20 GPD/person for children and staff

**Policy 902.1.7**
Annually review future construction programs and priorities identified for deficiency remediation as part of the capital improvements requirements and procedures to ensure that potable water 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.

**Objective 902.2 – Management and Operations**
Ensure long-term maintenance, operation and expansion of the University's on-site water distribution system.

**Policy 902.2.1**
Periodically review and update, as necessary, the formal service agreement with LCDPW which outlines easements, construction, restoration, operation, maintenance and future expansion responsibilities.

**Policy 902.2.2**
Develop the University's on-site potable water distribution system as part of the priority/phasing illustrated in the Capital Improvements Element, and its associated table of costs. Modifications to the priority/phasing sequence shall be described in the University's annual C.I.P. submission, and incorporated in Master Plan amendments as required by Sec. 1013.30, F.S.

**Objective 902.3 GOAL 903**
Protect and conserve available potable water sources.

**Objective 903.1—Alternative Sources**
Develop alternatives to potable water use for non-potable needs.

**Policy 902.3.1 903.1.1**
Investigate use of surface water and/or groundwater for non-potable needs, when acquiring the University's SFWMD consumptive use permit.

**Policy 902.3.2 903.1.2**
Utilize reclaimed water at such time as it is available.

**Policy 902.3.3 903.1.3**
Coordinate with LCDPW for reserving reclaimed water supply to meet University needs.

**Policy 902.3.4 Objective 903.2—Water conservation**
Implement potable and non-potable water conservation techniques.

**Policy 902.3.5 903.2.1**
Utilize water-conserving devices, such as low-water-use plumbing fixtures.

**Policy 902.3.6 903.2.2**
Utilize xeriscaping principles and native vegetation for project landscaping.

**Policy 902.3.7 903.2.3**
University's water use shall meet SFWMD criteria at the time of permitting.

**SANITARY SEWER SUB-ELEMENT**

**GOAL 903 904**
Provide sanitary sewer facilities to meet service demands of FGCU students, faculty, and staff (See Figure 9-3 Future Wastewater System).

**Objective 903.1 - Increased Facility Capacity To Meet Future Needs**
Ensure that future sanitary sewer capacity and capital improvements required to correct existing deficiencies and to meet future university needs are provided when required.

**Objective 904.1 – Expansion of Lee County Department of Public Works' Service Area**
Ensure proper expansion and service extensions by the University sanitary sewer service provider LCDPW.

**Policy 9034.1.1**
Coordinate final design of on-site sanitary sewer systems with LCDPW based upon projected levels of service for the University's development population.

**Policy 9034.1.2**
Establish easements for installation and maintenance of onsite sanitary sewer system, in conjunction with other University onsite utilities.

**Policy 9034.1.3**
Periodically review and update, as necessary, established service agreement to ensure LCDPW reserves plant capacity for the University's future growth.

**Policy 9034.1.5**
Coordinate with LCDPW to ensure sanitary sewer plant facility capacity and expansion planning/construction relative to future growth of the University and LCDPW's service area.

**Policy 9034.1.6**
Maintain the following level of service standards for potable/wastewater flows at the University:

1. Academic
   - 20 GPD/person weekdays (100% FTE students and faculty and staff)
   - 15 GPD/person weekend day (5% FTE students and faculty and staff)

2. Gymnasium
   - 5 GPD/person for all campus FTE students and staff

3. Housing
   - 75 GPD/housed FTE student

4. Day Care
   - 20 GPD/person for children and staff

**Policy 9034.1.7**
Develop the University's sanitary sewer collection system as part of the project priority/phasing sequence shown in the Capital Improvements Element, and its associated table of costs. Modifications of the priority/phasing sequence shall be reported in the University's annual C.I.P. submission, and incorporated as Master Plan amendments as required by Sec. 1013.30, F.S.

**Policy 903.1.8**
Annually review future construction programs and priorities identified 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.

**Objective 9034.2 – Management and Operation**
Ensure long-term maintenance, operation and expansion of the University's onsite sanitary sewer system.

**Policy 9034.2.1**
Periodically review and update, as necessary, established service agreement to ensure LCDPW has defined easements, construction, restoration, operation, maintenance, and future expansion responsibilities.

**Policy 9034.2.2**
Ensure all commercial industrial wastes, if generated by the University, will be treated separately from domestic wastewater and handled in accordance with FDEP criteria.

**Policy 9034.2.3**
Permanent septic tanks/drainfields shall not be allowed except as a temporary measure for the purposes of efficient construction phasing of the onsite sanitary sewer system.

**Policy 903.2.4**
Replace or repair sewer lines that have failed (leaking) joints, broken pipe, root penetration and that have insufficient capacity and/or are on a less than minimum slope.

**SOLID WASTE SUB-ELEMENT**

**GOAL 904**
To ensure an efficient, innovative, and adequate solid waste collection and disposal system to meet the projected needs of Florida Gulf Coast University through the year 2030 and beyond.

**Objective 904.1 - Increased Facility Capacity To Meet Future Needs**
Ensure that future solid waste collection and disposal capacity and capital improvements required to correct existing deficiencies and to meet future university needs are provided when required.

**Objective 905.1**
Identify and consider cost effective methods of collection and disposal of solid waste that will meet the specific needs of the University.

**Policy 9045.1.1**
Maintain the following level of service standard for on-campus solid waste generation: One pound per person per day.

**Policy 9045.1.2**
The University shall continue its contract with the Lee County Division of Solid Waste for collection and disposal of on-site solid waste.

**Policy 9045.1.3**
The University shall maintain contracts for collection of the most in-demand recyclable materials with specialized recycling facilities in order to substantially reduce the cost of solid waste disposal.

**Policy 9045.1.4**
The building service areas illustrated in Figure 3-1 Urban Design Framework: Service and Loading, are the preferred location for on-site solid waste collection facilities. These facilities shall be visually screened from adjacent activities and appropriately covered/enclosed.

**Objective 905.2**
Develop options and alternatives that ensure adequate collection and disposal capabilities within the geographic area of the University through year 2030.

**Policy 904.1.5**
Annually review future construction programs and priorities identified for deficiency remediation as part of the capital improvements requirements and procedures to ensure that solid waste 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 904.1.6 905.2.1**

Underlined Text is Added

Strike Through Text is Deleted
Secure a long-term agreement for solid waste with the certificated collection company and with the solid waste disposal facility (Lee County's "Waste to Energy" incinerator facility).

**Policy 904.1.7 905.2.2**
Coordinate with the managers of Lee County's solid waste disposal facilities, such as Lee County's "Waste to Energy" facility to identify and avoid potential future limitations on University solid waste disposal.
10.0 UTILITIES ELEMENT

10.1 Introduction

Florida Gulf Coast University will upgrade existing on-campus systems for chilled water, electrical power and telecommunications to reflect the updated Campus Master Plan. The plan for the University does not include provision of steam. Consequently the steam utility is not included in the following goals, policies, and objectives. In addition, the plan provides that the campus needs for chilled water will be met on-campus. Therefore, the plan does not require coordination with off-campus service providers for this utility.

10.2 Goals, Objectives and Policies

STEAM AND CHILLED WATER SUB-ELEMENT

GOAL 1001
Develop an energy-efficient, environmentally safe central chilled-water production system, sufficient to accommodate long-range growth and development of the chilled-water production system while utilizing energy efficient production options (i.e., ice storage) (See Figure 10-1 Future Chilled Water Distribution).

Objective 1001.1
Develop the existing chiller plant and future central plant to meet present capacity requirements with expandability to accommodate long-range growth and development.

Policy 1001.1.1
Organize primary piping arrangement and space allocation within the central energy plant to allow for future expansion without interrupting service.

Policy 1001.1.2
Develop two (2) economic chiller sizes, one to meet low load conditions during initial phases of construction and one to share large loads during later phases. Size larger chillers with reliability constraint to meet critical cooling loads with one chiller out of service to existing facilities.

Policy 1001.1.3
Develop a cooling tower arrangement with cells matched for chiller module sizes to provide reliability to meet critical cooling loads with one cooling tower cell out of service.

Policy 1001.1.4
Develop a chilled and condenser water pumping arrangement with redundant pump available for back-up of each size pump.

Policy 1001.1.5
Design chillers that utilize the most environmentally safe refrigerants available.

Policy 1001.1.6
Design energy plant equipment with high efficiency ratings to minimize electrical consumption and qualify for available Florida Power and Light rebates.

Policy 1001.1.7
Design to consider use of thermal energy storage technology to minimize electricity costs by utilizing lower off-peak rates and qualify for available Florida Power and Light rebates.

Policy 1001.1.8
The Facilities Planning Department shall review all proposed construction and development on campus to ensure that any proposed increase in chilled water shall be implemented only upon a finding that existing facility capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the time of need.
Establish an internal project development process that reviews short range central energy plant development in the context of long-range infrastructure requirements.

**Objective 1001.2 - Increased Facility Capacity To Meet Future Needs**
Ensure that future chilled water facility service capacity and capital improvements required to correct existing deficiencies and to meet future university needs are provided when required.

**GOAL 1002**
Develop a central chilled water distribution system sufficient to accommodate long-range growth and development.

**Objective 1002.1 - Development of Chilled Water Distribution System**
Provide a primary chilled water distribution system within the central energy plant, a secondary distribution system throughout the campus, and tertiary distribution within each facility.

**Policy 1001.2.1 1002.1.1**
Size primary and secondary distribution systems to allow for future expansion without interruption of service to existing facilities.

**Policy 1001.2.2 1002.1.2**
Size tertiary distribution systems to allow for future expansion of each facility without interruption of service to the existing facility.

**Policy 1001.2.3 1002.1.3**
Establish easements for the installation of an underground secondary distribution system coordinated with other utilities.

**Policy 1001.2.4 1002.1.4**
Design routing of the underground secondary distribution system to utilize common utility trenches.

**Policy 1001.2.5 1002.1.5**
Establish an internal project development process that reviews short range primary, secondary, and tertiary distribution systems in the context of long-range infrastructure requirements.

**Policy 1001.2.6 1002.1.6**
Where possible, secondary chilled water piping shall be looped for distribution efficiency and reliability.

**Policy 1001.2.7**
Annually review future construction programs and priorities identified for deficiency remediation as part of the capital improvements requirements and procedures to ensure that chilled water 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.

**Objective 1002.2 Priorities and Phasing**
Develop the University's on-campus chilled water distribution system in a priority/phasing sequence that will meet the needs of the incremental construction of the University.

**Policy 1001.2.8 1002.2.4**
Develop the University's chilled-water distribution system as part of the priority/phasing sequence shown in the Capital Improvements Element (See Capital Improvements Element). Modifications to this sequence should be documented in the University's annual C.I.P. submission and included in Master Plan amendments as required by Sec. 1013.30, F.S.
ELECTRICAL POWER AND OTHER FUELS SUB-ELEMENT

GOAL 1002
Provide electrical power source to meet the demand for lighting, heating, and air conditioning, and equipment power to adequately service the buildings and structures (See Figure 10-2 Future Electrical Power Distribution).

Objective 1002.1 Provision of Electrical Power
Coordinate with Florida Power and Light (FPL) to ensure expansion of the power grid to provide service to the campus and maintain a highly dependable source of power.

Policy 1002.1.1 Coordinate final design of on-site power distribution with FPL to ensure that they can meet projected service demand consistent with the University's projected population and growth.

Policy 1002.1.2 Establish easements for installation of FPL underground cables coordinated with other utilities.

Policy 1002.1.3 Coordinate construction phasing with FPL to provide uninterrupted power consistent with the University's plans for growth and development.

Policy 1002.1.4 Provide second independent power feeders to switch cabinets located throughout the University's campus prior to the campus demand exceeding the available capacity of the current FPL feeder.

Policy 1002.1.5 Develop the power distribution in continuous loops to achieve higher degree of reliability.

Policy 1002.1.6 Establish an internal project development process that reviews short-range development in the context of long-range development to assure future expansions will qualify for more favorable large demand power rates.

Policy 1002.1.7 Coordinate final design with FPL to ensure that primary metering can be incorporated in future phases, when the demand becomes sufficient to qualify for larger user rates.

Policy 1002.1.8 Coordinate with FPL to provide throw-over capability and dual feeders as projects expand toward build out.

Policy 1002.1.9
The Facilities Planning Department shall review all proposed construction and development on campus to ensure that any proposed increase in electrical power shall be implemented only upon a finding that existing facility capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the time of need.

Objective 1002.2 - Increased Facility Capacity To Meet Future Needs
Ensure that future electrical power service capacity and capital improvements required to correct existing deficiencies and to meet future university needs are provided when required.
GOAL 1004
Provide an electrical distribution system sufficient to accommodate long range growth and development.

Objective 1004.1 Electrical Distribution System
Provide a high voltage primary service from Florida Power and Light to all buildings on campus, with a secondary distribution feeder from an FPL transformer, sized to accommodate long range growth.

Policy 1002.2.1 1004.1.1
Size primary and secondary distribution system to meet long-range projected levels of demand.

Policy 1002.2.2 1004.1.2
Provide primary conduit arrangement, secondary feeders, and space allocation within the central energy plant to allow for future expansion without interruption of service. Coordinate with FPL for future provision of dual service to the chiller plant, to accommodate continued expansion.

Policy 1002.2.3 1004.1.3
Establish a policy to use the most economical, pad-mounted transformers of same size and characteristics for ease of maintenance and replacement. Coordinate this policy with FPL-provided transformers.

Policy 1002.2.4 1004.1.4
Protect transformers from weather and vandalism.

Policy 1002.2.5 1004.1.5
Use loop feed switch cabinets, on continuous loops, with radial feeds to transformers, sized to accommodate future growth and development.

Policy 1002.2.6 1004.1.6
Expand utility distribution along roadways and service roads for ease of repair and maintenance.

Policy 1002.2.7 1004.1.7
Establish a policy to provide spare conduits for electrical distribution from switch gear and manholes to buildings and structures.

Policy 1002.2.8 1004.1.8
Reduce energy consumption by complying with State standards for construction of new facilities that are energy efficient.

Policy 1002.2.9 1004.1.9
Undertake a review at 3 year intervals of on-campus energy utilization. Based on this review, identify potential ways to reduce energy consumption.

Policy 1002.2.10 1004.1.10
Incorporate energy reduction recommendations from Policy 1002.2.9 1004.1.9 in the 5-year Master Plan updates.

Policy 1002.2.11
Annually review future construction programs and priorities identified for deficiency remediation as part of the capital improvements requirements and procedures to ensure that electrical power 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.
Objective 1004.2 – Priorities and Phasing of Electrical Service and Distribution Facilities
Develop the electrical power service and distribution systems of the University in a priority/phasing sequence that meets the needs of the incremental construction of the campus.

Policy 1002.2.12 1004.2.1
Construct the electrical power service and distribution facilities of the campus as part of the priority/phasing sequence shown in the Capital Improvements Element for the secondary metering arrangement. Modifications to this sequence shall be documented in the University's annual C.I.P. submission and incorporated as Master Plan amendments as required by Sec. 1013.30, F.S.

TELECOMMUNICATIONS SYSTEMS SUB-ELEMENT

GOAL 1003 4005
Provide modern telecommunications to meet the demand for telephone, data, voice, and video to service the buildings and structures (See Figure 10-3 Future Telecommunications Distribution).

Objective 1003.1 4005.1 – Telecommunications Service
Convert the existing telephone system from the Sprint switch to a voice-over-data telephone system.

Policy 1003.1.1 4005.1.1
Expand the existing data system’s capacity to accommodate the conversion from an analog phone system to a digital phone system.

Policy 1003.1.2 4005.1.2
Convert all existing phones to a voice-over data phone system.

Policy 1003.1.3 4005.1.3
De-commission and remove the existing Sprint switch.

Policy 1003.1.4 4005.1.4
Remove the decommissioned telephone copper-pair distribution from existing ductbanks when additional ductbank capacity is required for other communications wiring needs.

Policy 1003.1.5 4005.1.5
Develop the distribution in continuous loops to achieve higher degree of reliability. Expand the existing NOC in Building 1 to accommodate the projected growth.

Policy 1003.1.6 4005.1.6
Establish an internal project development process that reviews short-range development in the context of long-range development to assure future expansions will migrate toward newer emerging technologies.

Policy 1003.1.7 4005.1.7
Establish remote/ redundant network operating centers in the northeast quadrant, southeast quadrant, and northwest quadrant to accommodate projected growth.

Policy 1003.1.8
The Facilities Planning Department shall review all proposed construction and development on campus to ensure that any proposed increase in telecommunications service shall be implemented only upon a finding that existing facility capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the time of need.
Objective 1003.2 - Increased Facility Capacity To Meet Future Needs

Ensure that future telecommunications service capacity and capital improvements required to correct existing deficiencies and to meet future university needs are provided when required.

GOAL 1006

Develop a telecommunications distribution system sufficient to accommodate long range growth and development.

Objective 1006.1 — Telecommunications Distribution System

Develop a telecommunications distribution network to accommodate high-speed voice and data transfer on and off campus.

Policy 1003.2.1 1006.1.1

Provide a system of high-speed fiber optic backbone with synchronous optical transmission for high speed and low error rate.

Policy 1003.2.2 1006.1.2

Develop a structured cabled network for intra-building and inter-building connectivity consistent with the University's projected population and growth.

Policy 1003.2.3 1006.1.3

Establish an internal project development process that reviews short-range development in the context of long-range development to assure future compatibility with new emerging technologies for distribution networks.

Policy 1003.2.4 1006.1.4

Provide a central head end capable of transmitting multimedia to remote locations to facilitate distant learning.

Policy 1003.2.5 1006.1.5

Provide a distribution network that operates at high data transmission rates and simultaneously interfaces dissimilar topologies.

Policy 1003.2.6 1006.1.6

Develop a campus-wide data highway that provides connectivity to building automation systems.

Objective 1006.2 — Priorities and Phasing of Telecommunication Facilities

Develop on-campus telecommunications facilities in a priority/phasing sequence to meet the needs of the incremental construction of the University.

Policy 1003.2.7 1006.2.1

Construct the telecommunications service and distribution facilities of the campus as part of the priority/phasing sequence shown in the Capital Improvements Element. Modifications to this sequence shall be documented in the University's annual C.I.P. submission and incorporated as Master Plan amendments as required by Sec. 1013.30, F.S.

Policy 1003.2.8

Annually review future construction programs and priorities identified for deficiency remediation as part of the capital improvements requirements and procedures to ensure that telecommunications 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.
11.0 TRANSPORTATION ELEMENT

11.1 Introduction

The traffic circulation and parking plan for the University is designed to provide maximum flexibility for future development of all portions of the campus, while minimizing the impacts of construction of these facilities on the natural environment. The proposed traffic circulation plan includes three access points to the University campus off Ben Hill Griffin Parkway, which connect to the main interior circulation road which circles the academic core. The circular configuration provides maximum flexibility for distribution of traffic between the northern and main entrances.

Coordination between the University, Lee County, and adjacent developments will be important to ensure that safe, convenient access to the University is provided. The policies defined in the Intergovernmental Element of this Master Plan define how this coordination will be achieved.

11.2 Goals, Objectives and Policies

TRANSIT, CIRCULATION AND PARKING SUB-ELEMENT

GOAL 1101
Provide sufficient parking on campus to accommodate the needs of the University (See Figure 11-1 Future Vehicular Circulation and Parking Campus Access).

Objective 1101.1 – Provision of On-Campus Parking Spaces
Provide parking spaces on campus that are conveniently located to destinations and meet the anticipated needs of faculty, staff, students, and visitors.

Policy 1101.1.1
Provide parking spaces on campus in proportion to the number of faculty and staff and based upon the student headcount enrollment at the University, at a ratio of 0.3358 parking spaces per student headcount.

Policy 1101.1.2
Locate the primary parking spaces serving the University academic functions within the campus roadway encircling the academic core.

Policy 1101.1.3
Locate parking spaces outside the academic core to support student housing, recreational facilities, support facilities, and other facilities planned within the University property. A new parking garage should be located near the Athletics Complex to support the multiple programs hosted there.

Policy 1101.1.4
Distribute the parking spaces on campus in order to minimize walking time for students, faculty and staff.

Policy 1101.1.5
Designate visitor parking at locations that can be clearly signed and are easily accessible for visitors.

Policy 1101.1.6
Monitor the operation and utilization of parking facilities on an annual basis after the start of classes to identify the need for more spaces or changes to parking operations. Based on this analysis, modify operations and plans for future parking.

Policy 1101.1.7
Develop parking facilities in the academic core as new projects are implemented or as parking demand increases, as shown in the Phasing Sequence included in the Capital Improvements Element.

Policy 1101.1.8

Underlined Text is Added

Strike Through Text is
Ensure that parking spaces for the disabled are provided within close proximity to buildings. Provide such spaces immediately adjacent to high-use facilities such as the library and athletics and recreation facilities.

**Policy 1101.1.9**

Make use of service access roads and/or loading areas to provide more disabled parking closer to buildings and facilities than can be provided in general parking areas.

**GOAL 1102**

Develop a roadway system within the campus that will serve the internal and external access and internal circulation needs of the University.

**Objective 1102.1 – Provision of Future Traffic Circulation Improvements - External Access**

Develop an access system for the campus with sufficient capacity to accommodate the peak traffic movements at acceptable levels of service and to achieve a reasonable distribution of campus traffic on the external roadways.

**Policy 1102.1.1**

Provide three access connections to Ben Hill Griffin Parkway, linking the internal circulation roads with the external roadway system. Maintain a Level of Service “D” conditions for the peak inbound and peak outbound movements at the access points.

**Policy 1102.1.2**

Provide four lanes on the main access roadway, four lanes on the secondary access roadway, and two lanes on the third access roadway.

**Policy 1102.1.3**

If and when development occurs east of the University campus, work with Lee County and adjacent land owners to develop an access route into the campus from the east. The access easement is indicated in Figure 11-1a.

**Objective 1102.2 – Provision of Future Traffic Circulation Improvements - Internal Access**

Develop and maintain an internal system of roadways to circulate traffic between sub areas within the campus and to discourage use by non-campus traffic.

**Policy 1102.2.1**

Provide a circular roadway around the academic core area to distribute traffic between access roadways, parking facilities, and service areas.

**Policy 1102.2.2**

Provide circulation roads that serve each sub area, which link to the external access roadways or the main circular roadway, and which provide convenient access for service and emergency vehicle use.

**Policy 1102.2.3**

Provide two through-lanes on the internal circulation roadways with provisions for separate turn lanes at key intersections and access driveways.

**Policy 1102.2.4**

Maintain Level of Service "D" =C= continuous (daily) on all roadways within the campus. Maintain Level of Service "D" conditions (peak hour) on all roadways and signalized intersections within the campus.

**Policy 1102.2.5**

At the time of the next Campus Master Plan update – or earlier if warranted, undertake a special on-site traffic study of primary on-campus roadways, primary on-campus intersections and campus access points. Study should obtain daily and peak-hour traffic volumes and evaluate existing and future Level of Service conditions.

Underlined Text is Added

Strike Through Text is
Objective 1102.3 – Priorities and Phasing of Transit, Circulation and Parking Facilities
Develop on-campus transit, circulation and parking facilities in a sequence that meets the development needs of the University, and maintains Level of Service standards.

Policy 1102.3.1
Develop on-site transit, circulation, and parking facilities in the sequence defined in the Capital Improvements Element. Modifications of the phasing sequence shall be identified in the University's annual C.I.P. submission to the State University System Board of Governors and incorporated in Master Plan amendments as required by Sec. 1013.30, F.S.

GOAL 1103
Achieve a roadway system within the context area adjacent to the University that will serve the needs of both the University and the community, and is coordinated with the future land uses stipulated in the Lee County Comprehensive Plan.

Coordination of transportation system improvements with the future land uses shown on the future land use map or map series, and with those improvements identified in the host community’s comprehensive plan.

Objective 1102.3.4 – Provision of Traffic Circulation Improvements - Context Area
Ensure that transportation system improvements are coordinated with the future land uses shown on the future land use map or map series, and with those improvements identified in Lee County’s comprehensive plan. Maintain sufficient capacity on the primary roadways in the context area to support area development.

Policy 1102.3.1 1103.4.1
Assist Lee County, the Florida Department of Transportation, and the SWRPC in a University Community Transportation and Traffic Circulation Coordinating Committee to coordinate planning activities and to ensure that external roadway improvements identified in Lee County’s Long Range Transportation Plan are scheduled to keep pace with development activity at the University and in the community.

Objective 1102.4 GOAL 1105
Organize service vehicle access in and around the campus to minimize intrusion of service vehicles on campus activities.

Objective 1105.1 – Operational Practices
Develop operational practices that coordinate the access of delivery and service vehicles.

Policy 1102.4.1 1105.1.1
Establish times and locations for regular service providers to enter and park on campus so as to be least disruptive to campus activities and campus visual character.

Policy 1102.4.2 1105.1.2
Establish operational practices that prohibit golf cart vehicles shall be prohibited from driving and parking within the central campus pedestrian spaces – the central pedestrian corridor, campus “Library Green,” and their extensions to the north, south, east and west.

Objective 1102.4.3 1105.2 – Physical Accommodation of Service Vehicles
Develop physical designs for new facilities that accommodate appropriate and necessary space for service vehicle access and parking.

Policy 1102.4.4 1105.2.1
Design new service locations in accordance with policies contained in Chapter 3.0 Urban Design Element.
Reduce the need for future roadway capacity and parking at the University through the provisions designed to reduce dependence on the single-occupant vehicle and promote public transit service to serve the needs of the University and surrounding areas.

**Objective 1103.1 – Provision of Transit Service**
Provide public transit service to the campus from major activity centers and system transfer points.

**Policy 1103.1.1**
Coordinate with Lee County Transit to continue and enhance present transit service to the campus.

**Policy 1103.1.2**
Provide designated bus stops for public transit buses at four main locations around the campus loop road:
- a) Western edge of the Academic Core
- b) Eastern edge of the Academic Core
- c) Southern edge of the Academic Core
- d) Northern edge of the Academic Core
   Bus stops should provide for shelter from the elements, and act as points of convenient transfer from the county bus system to the campus shuttle system.

**Policy 1103.1.3**
Design the campus roadways to accommodate bus turning movements, bus stops and bus layover areas at locations identified in Policy 1103.1.2.

**Policy 1103.1.4**
Assist in the daily scheduling of bus service to the University by providing Lee County Transit with student enrollment by class with hourly starting and finishing times, along with location of residence, on an annual basis.

**Policy 1103.1.5**
Work with Lee County Transit to establish favorable rate structures, semester-oriented transit passes and other fee options specifically oriented toward increasing transit use by University students, faculty, and staff.

**Policy 1103.1.6**
Continue the parking fee program for on-campus parking that encourages the use of public transit service and other non-automobile transportation.

**Policy 1103.1.7**
As the southeast housing and student life district is developed, extend the campus shuttle service currently serving the North Lake Village Housing area to the new residential zone. This will interconnect the academic core, north lake district and southeast district with convenient intra-campus transit service. Such service should have the effect of reducing vehicular traffic on the campus loop road between the three major districts, reducing vehicle emissions and the use of fossil fuels, and reducing the need for additional parking facilities on the academic core.

**Policy 1103.1.8**
At the time of the next campus master plan update, the University should consider the feasibility of extending campus shuttle service to the northwest and/or southwest districts of campus, to reduce vehicular traffic on the campus loop road and increase the convenience of travel between the various campus districts.
Objective 1103.2 – Reduce Dependence on the Single-Occupant Vehicle
Promote the application of Transportation Demand Management (TDM) strategies within the campus and host community designed to reduce the dependence on the single-occupant vehicle as the primary mode of transportation and to encourage alternative modes of travel.

Policy 1103.2.1
The University shall implement (where feasible) transportation demand management (TDM) strategies designed to encourage the use of alternative modes of transportation and to reduce the dependence on the single-occupant vehicle as the primary mode of transportation. These strategies may include:

a) Operational modifications, such as preferential parking for carpools, working with transit providers to develop additional transit routes to student housing areas, and extended evening service;

b) Improvement of pedestrian and non-vehicular facilities;

c) Increasing the number of students living on campus;

d) Academic scheduling modifications, including scheduling more classes during non-peak hours;

e) Parking pricing strategies designed to make other modes of travel more economical;

f) Free bus pass vs. no parking permit for FGCU employees;

g) Traffic system management approaches; and

h) Locating student-oriented housing in close proximity to the campus.

Policy 1103.2.2
The University shall evaluate the potential uses of distance learning techniques (i.e., stay at home working; telecommuting) to reduce the need to travel to the University.

Policy 1103.2.3
The University shall work closely with the Lee County Planning Department and the Lee County DOT to evaluate strategies for multiple occupancy vehicles.

Policy 1103.2.4
The University shall pursue funding from the Florida Department of Transportation (FDOT) and other agencies for the establishment and operation of an off-campus park and ride program. Upon receipt of such funds, the adopted Campus Master Plan shall be modified as needed to reflect the operation of this program.

PEDESTRIAN AND NON-VEHICULAR CIRCULATION SUB-ELEMENT

GOAL 1105
Develop the campus of Florida Gulf Coast University with a comprehensive system of pedestrian and non-vehicular circulation facilities to meet the future needs of the University (See Figure 3-2 Urban Design Framework: Pedestrian Paths).

Objective 1105.1 – Coordination of On and Off-Campus Circulation Facilities
Coordinate the location and design of on- and off-campus pedestrian and non-vehicular circulation facilities with those planned and proposed to be developed in areas around the University.
Policy 1105.1.1
Coordinate with adjacent property owners in the development of concepts and plans for a pedestrian circulation system(s) in the southeast housing/student life district and northwest mixed-use district.

Objective 1105.2 – Provision of On-Campus Pedestrian and Non-Vehicular Circulation Facilities
Develop the academic core as a pedestrian oriented environment that encourages walking and discourages automobile trips.

Policy 1105.2.1
Develop the main pedestrian paths of the academic core as shown in Figure 3-2, and as described conceptually in policies described in the Urban Design Element. These facilities include:

A. Main pedestrian-ways running generally north-south and east-west.
B. Loop paths linking parking areas to the academic buildings and generally following along the lakes and wetlands within the academic core.
C. Pedestrian/Bicycle facilities along the loop road encircling the academic core.
D. Pedestrian/Bicycle facilities along the main entry road.
E. Pedestrian/Bicycle facilities linking the academic core and the lakefront and Southeastern parcels.
F. Pedestrian/bicycle facilities linking the academic core and the northwestern mixed-use parcel.

Policy 1105.2.2
Develop campus access roadways with 5-foot wide on-road bicycle lanes to accommodate bicycling to and from the campus.

Objective 1105.3 – Priority and Phasing of Pedestrian and Non-Vehicular Improvements
Develop pedestrian and non-vehicular circulation facilities in increments along with the construction of academic and support facilities to ensure a "completed" pedestrian circulation system at each stage of University construction.

Policy 1105.3.1
Continue to promote the pedestrian environment of the central "great space" during future construction and development of the campus core. Provide pedestrian amenities, such as shade and protection from the elements, within this space to encourage activity.

Policy 1105.3.2
To the maximum extent possible, build permanent pedestrian facility improvements rather than temporary facilities within the academic core, in accordance with the Campus Master Plan.

Policy 1105.3.3
Develop pedestrian and non-vehicular circulation system facilities in the sequence shown in the Capital Improvements Element.

Policy 1105.3.4
Permanent lighting of pedestrian and non-vehicular circulation facilities shall be constructed at the time those facilities are constructed to ensure adequate safety for pedestrians on-campus.

Objective 1105.4 – Programs to Increase Utilization
Provide programs, information, and physical facilities that will encourage increased utilization of pedestrian and non-vehicular movement systems.
Policy 1105.4.1  
Provide maps of bicycle routes within Lee County as part information packages provided to new students.

Policy 1105.4.2  
Indicate pedestrian and non-vehicular movement systems as part of the campus-wide system of information graphics.

Policy 1105.4.3  
Provide attractive service areas and facilities on-campus for storage of bicycles to encourage their use.

Policy 1105.4.4  
Encourage bicycle use through periodic "bike-to-school" days or other special events promoting awareness of other modes of travel to the University.

Policy 1105.4.5  
Provide, as part of bicycle route information disseminated on-campus, safety guidelines as defined by Lee County/ FDOT/Federal DOT etc, in bicycle-related publications.

Objective 1105.5 – Safety of Pedestrian and Non-Vehicular Circulation Facilities
Provide a safe, multi-modal transportation system that maximizes the protection of faculty, staff, students, and visitors moving throughout the University and surrounding areas.

Policy 1105.5.1  
Maintain records of accidents occurring on pedestrian and non-vehicular circulation facilities.

Policy 1105.5.2  
The University shall conduct an annual review of the pedestrian and non-vehicular circulation facilities on-campus to assess the safety of existing facilities and identify improvements needed to upgrade safety.

Policy 1105.5.3  
Improvements identified in Policy 1105.5.2 shall be incorporated in the University's annual C.I.P. statement submitted to the State University System Board of Governors, and incorporated in Master Plan amendments as required by Sec. 1013.30, F.S.

Policy 1105.5.4  
Identify primary intersections where a high incidence of vehicle/pedestrian/bicycle conflict exists.

Policy 1105.5.5  
Manage the speeds of vehicular traffic travelling along the ring road and the internal street network to allow for more driver reaction time, resulting in a safer pedestrian experience.

Policy 1105.5.6  
The campus-wide speed limit is 25 mph. Thoroughfare design will match this speed limit using a 25 mph design speed.

Policy 1105.5.7  
Intersection curb return radii will be no more than 20’. Travel lane width is limited to 10’.

Policy 1105.5.8  
Increase the effectiveness, comfort, and safety of multi-use paths found within the University.
Policy 1105.5.9
Widen the paths to 10’-12’ to allow for ease of movement between the various modes of transportation (bicycle/pedestrian/skateboard/etc.)

Policy 1105.5.10
Golf carts vehicles shall be prohibited from driving and parking within the central campus pedestrian spaces – the central pedestrian corridor, campus “Library Green,” and their extensions to the north, south, east and west.

Policy 1105.5.11
Where paths cross roads, a speed table will be used to slow vehicle traffic to no more than 20 mph, thereby enabling drivers to see and yield to pedestrian traffic.

Policy 1105.5.12
Where paths cross roads and at signalized intersections, high visibility Continental-style crosswalks will be used to ensure drivers are alerted to pedestrian traffic. Locations for these crossings are shown in Figure 11-1c.

Objective 1105.6 – Provision of Lighting along Pedestrian and Non-Vehicular Circulation Routes
Develop a lighting program for pedestrian and non-vehicular routes according to appropriate safety standards.

Policy 1105.6.1
Determine appropriate safety standards for each route based on its location with respect to high-activity areas, level of travel, and type of travel.

Policy 1105.6.2
Maintain a minimum average horizontal illumination ranging between 0.5 and 1.0 footcandles, depending on the appropriate safety standards (the higher the footcandle, the brighter the light).

Policy 1105.6.3
Maintain an average vertical illumination ranging between 0.5 and 2.2 footcandles for routes with special pedestrian needs.
12.0 INTERGOVERNMENTAL COORDINATION ELEMENT

12.1 Introduction

This element identifies issues that require intergovernmental coordination and communication between the University, local government, service providers, and other relevant parties. It also recommends mechanisms and procedures to facilitate the coordination necessary to achieve the goals, objectives and policies of the Campus Master Plan.

12.2 Goals, Objectives and Policies

GOAL 1201
As necessary, establish and apply joint processes for collaborative planning, decision-making, monitoring, and integrated development review by appropriate governmental agencies, in order to achieve the goals, objectives and policies of the Campus Master Plan.

Objective 1201.1 – Information Exchange
Ensure that vital information on existing and proposed plans and programs is exchanged on a routine basis among all affected parties and that sufficient opportunities are afforded for comment and review.

Objective 1201.1 – Coordination of Plans and Planning Activities
Coordinate the FGCU Campus Master Plan with the plans of units of state and local government that provide services to FGCU, and with Lee County.

Policy 1201.1.1
It shall be the policy of the University that proposed amendments to the Lee County Comprehensive Plan that changes land uses or policies that guide development of land within the designated University Window Overlay surrounding the campus, affect the provision of local services, or that otherwise impact University facilities and resources, should be submitted to the University’s Facilities Planning Department for review.

Policy 1201.1.2
Proposed amendments to the adopted Campus Master Plan that exceed the thresholds established in Sec. 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 6C-21, Part I, Florida Administrative Code.

Policy 1201.1.3
Proposed amendments to the adopted Campus Master Plan that do not exceed the thresholds established in Sec. 1013.30 (9), F.S., and that may alter the way in which development on campus may occur or impact offsite facilities, services, or natural resources shall be submitted to Lee County for courtesy review.

Policy 1201.1.4
Every effort will be made to formalize the terms and conditions of the reciprocal plan review process through an interlocal agreement or memorandum of understanding. The interlocal agreement or memorandum of understanding shall also establish a process for the mitigation of impacts identified during the reciprocal review of proposed plans and plan amendments.

Policy 1201.1.5
FGCU officials shall meet with Lee County as needed for the purpose of coordinating planning activities and exchanging information.

Policy 1201.1.6
FGCU shall participate as required and provided for by the Lee County Comprehensive Plan on a committee comprised of members of Lee County, other affected property owners, and the State University System Board of Governors to ensure that the University Window Overlay addresses landscaping, signage, and architectural features within this overlay area with an appropriate common theme.
Objective 1201.2 – Development Review Process
Establish a reciprocal development review process to assess the impacts of proposed campus development on significant local, regional, and state resources and facilities, and assess the impacts of off-campus development on University resources and facilities.

Policy 1201.2.1
It shall be the policy of the University that proposed development within the University Window Overlay area that has the potential to impact University facilities or resources shall be transmitted to the University’s Facilities Planning Department for review.

Policy 1201.2.2
To ensure that on-campus construction and development activities are consistent with the Lee County Comprehensive Plan and Land Development Regulations, FGCU shall abide by the terms and conditions established in the Campus Development Agreement, as amended.

Policy 1201.2.3
The University's Facilities Planning Department shall meet with Lee County officials to establish the criteria and thresholds for development proposals that would be subject to reciprocal review. It is the intent of this policy to establish in the form of an interlocal agreement or memorandum of understanding mutually agreed upon thresholds for review that will allow both the University and Lee County to review significant development proposals within the University Window Overlay area.

Policy 1201.2.4
Upon receipt of an application for a development order proposed for the context area, the University's Facilities Planning Department shall assess the potential impacts of the proposed development on University facilities and resources. Findings shall be remitted in writing to Lee County.

Policy 1201.2.5
If it is 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 Lee County and other pertinent regional and state agencies in the identification of appropriate strategies to mitigate the impact consistent with the terms and conditions of the interlocal agreement.

Policy 1201.2.6
If it is determined that proposed development within the University Window Overlay designated context area would have an adverse impact on the University's facilities and resources, FGCU officials will participate and cooperate with local, regional or state officials in the identification of appropriate strategies to mitigate the impacts on FGCU facilities and resources.

Policy 1201.2.7
Any dispute between the University and Lee County any host or affected local government regarding the assessment or mitigation of impacts shall be resolved in accordance with the process established in Sec. 1013.30, F.S.

Policy 1201.2.8
As provided for in 1013.30, F.S., within 270 days after adoption of the Campus Master Plan or subsequent amendments by the University Board of Trustees, a draft of proposed amendments to the Campus Development Agreement shall be transmitted to Lee County appropriate host and affected local governments. This Agreement must:

(a) Must identify the geographic area of the campus and local government covered by the campus development agreement.

(b) Must establish its duration, which must be at least 5 years and not more than 10 years.
(c) Must address public facilities and services including roads, sanitary sewer, solid waste, drainage, potable water, parks and recreation, and public transportation.

(d) Must, for each of the facilities and services listed in paragraph (c), identify the level-of-service standard established by the applicable local government, identify the entity that will provide the service to the campus, and describe any financial arrangements between the Board of Governors and other entities relating to the provision of the facility or service.

(e) Must, for each of the facilities and services listed in paragraph (c), determine the impact of existing and proposed campus development reasonably expected over the term of the campus development agreement on each service or facility and any deficiencies in such service or facility which the proposed campus development will create or to which it will contribute.

(f) May, if proposed by the University Board of Trustees, address the issues prescribed in paragraphs (d) and (e) with regard to additional facilities and services, including, but not limited to, electricity, non-potable water, law enforcement, fire and emergency rescue, gas, and telephone.

(g) Must, to the extent it addresses issues addressed in the campus master plan and host local government comprehensive plan, be consistent with the adopted campus master plan and host local government comprehensive plan.

Policy 1201.2.8
The University Board of Trustees and host government shall execute the Campus Development Agreement within 180 days after receipt of the proposed agreement.

Policy 1201.2.9
Once the Campus Development Agreement is executed, all campus development may proceed without further review by Lee County the host local government if it is consistent with the Campus Development Agreement and the adopted Campus Master Plan.

Policy 1201.2.10
Once the University Board of Trustees pays its "fair share" for capital improvements as identified in the Campus Development Agreement, all concurrency management responsibilities of the University are deemed to be fulfilled.

Policy 1201.2.11
Any dispute between the University and host local government which arises from the implementation of the Campus Development Agreement shall be resolved in accordance with the process established in Sec. 1013.30, F.S.

Policy 1201.2.12
Except when otherwise stated in 1013.30, F.S., the provisions of the Campus Master Plan and associated Campus Development Agreement supersede the requirements of Part II of Chapter 163, F.S. and Sec. 1013.30 240.155, F.S.

Policy 1201.2.13
University officials shall participate and cooperate with local officials in the review of proposed campus development to assess potential impacts on local, regional and state resources and facilities until execution of the campus development agreement.

Policy 1201.2.14
University officials shall participate and cooperate with local officials in the review of proposed development within the context area to assess potential impacts on University resources and facilities.
Objective 1201.3 – Development Agreements
Enter into specific Development Agreements or memoranda of understanding with appropriate local, state and regional entities, either as part of the Campus Development Agreement, or as free-standing agreements, to further outline mutual responsibilities.

Policy 1201.3.1
FGCU shall maintain and, in conjunction with the Campus Master Plan update process, periodically revise an agreement with the San Carlos Fire District identifying how the University Board of Trustees and Fire District will meet future needs. In addition, the agreement will clearly identify the University’s “fair share” of the cost for future fire and rescue service that may be necessitated by development on the FGCU campus, or as may otherwise be required by Florida Statues.

Policy 1201.3.2
FGCU shall maintain and, in conjunction with the Campus Master Plan update process, periodically revise an agreement with the Florida Department of Transportation (FDOT) identifying how the University Board of Trustees and FDOT will assist each other in meeting future needs. In addition, the agreement will clearly identify the University’s “fair share” of the cost to mitigate the impacts of campus development on State roadways.

Policy 1201.3.3
FGCU shall maintain and, in conjunction with the Campus Master Plan update process, periodically revise as necessary an agreement with its provider of potable water and sanitary sewer services identifying how plans for potable water and sanitary sewer service, operation maintenance, and expansion construction will be implemented.

Policy 1201.3.4
FGCU shall maintain and, in conjunction with the Campus Master Plan update process, periodically revise an agreement with the Lee County Department of Parks and Recreation for the purpose of identifying any opportunities for the joint use of recreational or open space areas of mutual benefit to FGCU and Lee County.

Policy 1201.3.5
FGCU shall maintain and, in conjunction with the Campus Master Plan update process, periodically revise an agreement with Lee County Transit for the purpose of coordinating the extension of adequate and orderly transit service to FGCU in a timely manner. In addition the agreement shall identify the University’s fair share cost for providing such service.

Policy 1201.3.6
FGCU shall maintain and, in conjunction with the Campus Master Plan update process, periodically revise an agreement with Lee County Department of Transportation to identify how the University Board of Trustees and Lee County Department of Transportation FDOT will assist each other in meeting future needs and to identify the University’s “fair share” of the cost to mitigate the impact of campus development on both State and local roadways.

Policy 1201.3.7
FGCU shall maintain and, in conjunction with the Campus Master Plan update process, periodically revise an agreement with the Lee County Office of Emergency Management to provide for the evacuation of University students, faculty and staff, and for use of specific University facilities, when built, as public hurricane evacuation shelters, as determined to be appropriate by the University in its emergency preparedness plan.

Policy 1201.3.8
FGCU shall maintain and, in conjunction with the USACOE and SFWMD, periodically revise permits to define the way in which the campus must be developed and the natural environment maintained.
Objective 1201.42 – Level of Service Coordination
Coordinate with public and other entities having responsibility for establishing levels of service.

Policy 1201.42.1
FGCU shall participate as a member of the Strategic Planning and Review Committee as defined in Policy 1201.1.1 to coordinate the on-campus levels of service standards for public facilities with those entities having operational and maintenance responsibility for such facilities.

Objective 1201.4 – Not Used

Objective 1201.5 – Use of University Facilities for Emergency Preparedness
Operate University facilities and resources as shelters for evacuees and as staging areas for emergency supplies, equipment, etc.

Policy 1201.5.1
FGCU shall maintain and periodically revise its emergency preparedness plan and integrate it with the Lee County Disaster Preparedness Plan. In coordination with Lee County, the plan will identify the extent to which University buildings can and will be used to provide shelter for the general public.

Policy 1201.5.2
FGCU shall, as required by its emergency preparedness plan, program and design facilities to be built for use as shelters for students, faculty and staff.

Policy 1201.5.3
FGCU shall review existing open spaces to determine their suitability for use as staging areas for emergency supplies, equipment, manpower, and other resources. This information shall be updated on an annual basis and incorporated in the University's emergency preparedness plan.

Policy 1201.5.4
The information prepared through the implementation of Policies 1201.5.1 - 1201.5.3 shall be made available to the Lee County Office of Emergency Management no later than March 1 of each year, for inclusion in local emergency management plans.

Objective 1201.6 – Housing Coordination
Establish a Housing Coordinating Committee to coordinate the provision of an adequate supply of affordable housing near FGCU.

Policy 1201.6.1
The Director of the FGCU's Office of Housing and Residence Life shall coordinate with the Lee County Long Range Planning Department and the Southwest Florida Regional Planning Council to monitor the supply of affordable housing in and around the University, and to evaluate the feasibility of future public and applicable initiatives to meet affordable housing needs.

Policy 1201.6.2
The Director of the University Office of Housing and Residence Life shall seek to formalize the Housing Coordinating Committee through a local resolution and/or interlocal agreement with the Lee County Planning Department, the SWFRPC, and other pertinent entities.

Policy 1201.6.3
FGCU shall support the maintenance and effectiveness of the Housing Coordinating Committee by using the Committee to identify and resolve housing-related issues; by participating in all Committee meetings; and by contributing a fair share of necessary resources (including clerical supplies and support staff, meeting rooms, etc.).
13.0 CONSERVATION ELEMENT

13.1 Introduction

Prior to submittal of the initial conceptual permit, the site of Florida Gulf Coast University underwent a detailed analysis of the existing environmental conditions. This analysis included vegetation mapping using newly flown aerial photography, on-site flagging of jurisdictional wetland boundaries (ACOE, DEP, SFWMD), securing of binding jurisdictional determinations, surveying of jurisdictional lines, and wildlife surveys. All of this information was utilized in the preparation of the 1995 Campus Master Plan, and incorporated in the USACOE dredge and fill permit application and the SFWMD conceptual permit application. These permit applications were filed in February 1994, and permits have since been granted.

As a result of this process, the University’s program for environmental conservation is well underway. The USACOE and SFWMD permits define the way in which the campus must be developed and the natural environment maintained. No additional development outside of the initial conceptual permit is proposed or contemplated at this time. Consequently most of the policies in the following section reference the provisions defined in the environmental permits.

13.2 Goals, Objectives and Policies

GOAL 1301

Develop the campus of Florida Gulf Coast University in a manner that conserves, protects, restores, and enhances the natural ecosystems and natural resources (See Figures 13-1 through 13-4).

Objective 1301.1 – Protection of Air Quality

Develop facilities that meet National Ambient Air Quality Standards as well as State and local air quality standards.

Policy 1301.1.1

Design and develop University facilities in accordance with applicable federal and State and local air pollution, standards and permitting procedures.

Policy 1301.1.2

Improve air quality by restricting vehicles on Campus and through Transportation Element policies designed to discourage dependence on the personal automobile as the primary transportation mode on campus, and to encourage the use of alternative modes of transportation on-campus (i.e., bicycles, public transit, etc.).

Policy 1301.1.3

Encourage laboratory users to modify their operations as needed to minimize the discharge of pollutants from laboratory exhaust hoods. The University shall install appropriate filtering devices on fume hoods and minimize the storage and use of volatile and hazardous materials in campus buildings.

Policy 1301.1.4

The University shall monitor both indoor and outdoor air quality. Indoor sampling shall occur at chemistry laboratories, kitchens, and other sites where fumes are produced. Outdoor sampling sites shall include parking lots and congested intersections. Failure to meet air quality standards adopted by the Florida Department of Environmental Protection (FDEP) shall result in an assessment of the probable cause and the preparation and implementation of a plan to improve and maintain air quality.

Objective 1301.2 – Conservation and Protection of Quantity and Quality of Water Resources.

Design and develop facilities in a manner that conserves, appropriately uses, and protects the quantity and quality of water resources.

Policy 1301.2.1

Develop the University campus in accordance with the surface water management plan defined in the SFWMD Conceptual Permit.

Policy 1301.2.2

Underlined Text is Added

Strike-Through Text is Deleted
Design and develop campus landscape that utilizes native vegetation to the extent practicable and appropriate, retains existing native vegetation and applies xeriscaping principles to conserve water.

**Policy 1301.2.3**
Design and develop University facilities in adherence to federal, State, and local water use permits.

**Policy 1301.2.4**
Protect water quality on-campus by following the management practices defined in the General Infrastructure Element.

**Policy 1301.2.5**
The University shall not undertake activities on-campus that would contaminate groundwater sources or designated recharge areas, unless provision has been made to prevent contamination or otherwise provide mitigation for such activities so as to maintain water quality and quantity standards.

**Policy 1301.2.6**
The University shall mitigate the impacts of University-generated stormwater-borne pollutants through the implementation of a system of Best Management Practices, which includes but is not limited to:

a) Incorporating 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;

b) 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;

c) Educating maintenance personnel about the need to maintain motor vehicles to prevent the accumulation of grease and other fluids on impervious surfaces, where they might be conveyed to surface or ground waters by runoff, and the need to regularly collect and properly dispose of yard debris;

d) Avoid the widespread application of broad-spectrum pesticides by involving only purposeful and minimal application of pesticides, aimed at identified targeted species;

e) Coordinating pesticide application with irrigation practices to reduce runoff and leaching to ground water;

f) Consider turf blocks to minimize impervious surface area;

g) Incorporating features into the design of fertilizer and pesticide storage, mixing and loading areas that are designed to prevent/minimize spillage.

Minimize stormwater-borne pollutants generated as a result of University operations and maintenance practices of adhering to the management practices identified in the General Infrastructure Element.

**Policy 1301.2.7**
Protect and conserve the natural functions of soils, rivers, and floodplains on the campus by:

a. Adhering to the policies defined in the conservation element.

b. Adhering to State, local and federal environmental permits, when received.

c. Instructing architects, engineers, landscape architects, etc., designing facilities for the University to identify modifications to facility programs or site plans that would improve the functions of soils, rivers and floodplains.

d. Instructing University personnel involved in maintenance activities on the campus in the proper procedures for use and disposal of hazardous and toxic substances.
Policy 1301.2.8
Limit construction in designated floodplains to facilities which have relatively small impacts on the floodplain, minimal impervious surfaces for example, and which retain floodwater capacities in as close to natural conditions as possible, such as recreational and athletic fields.

Policy 1301.2.9
The University shall continue to implement comprehensive water conservation measures, to include:

a) Compliance with NFWMD conservation program requirements;
b) Limiting the hours of outdoor irrigation;
c) The use of automated timers and other irrigation flow monitoring equipment;
d) Xeriscape landscaping procedures; and
e) The use of low-volume and ultra-low volume fixtures.

Policy 1301.2.10 1301.4.4
Provide on-campus facilities for collection/storage of hazardous materials used in University operations as required by federal, state and local regulations. Provide for disposal of such materials in accordance with applicable regulations.

Objective 1301.3 – Conservation and Protection of Native Vegetative Communities and Wildlife
Develop the University campus in harmony with the land's natural characteristics by conserving, protecting, restoring and enhancing native vegetative communities and wildlife habitat to the extent practicable and appropriate.

Policy 1301.3.1
Develop the campus with natural areas that are comprised of a system of interconnected restored, enhanced and created wetlands linked with upland buffers and preserves, as shown in Figures 13-1 through 13-4 and the environmental permits for site development.

Policy 1301.3.2
Conserve and protect the wetlands that are designated for preservation/restoration on the University campus in a manner that maintains wetland soils, re-establishes wetland hydroperiods, eradicates exotic vegetation, and restores native wetland vegetation and wildlife habitat, as defined in the environmental permits for site development.

Policy 1301.3.3
Conserve and protect the native upland vegetation adjacent to wetland restoration areas on the campus, and in accordance with environmental permits for site development.

Policy 1301.3.4
Preserve and restore on-campus wetland areas and adjacent upland buffer areas as potential wildlife habitat, by removal of exotic vegetation and maintaining them free of exotic infestation.

Policy 1301.3.5
Design roads and other horizontal site improvements crossing wetlands and upland buffer areas in a manner which will facilitate wildlife movement in those areas.

Policy 1301.3.6
Plant and wildlife species protected by law will be addressed during site development in accordance with federal and State and local regulations, and the environmental permits for site development.

Policy 1301.3.7
The University shall, in its C.I.P. submissions, identify and request funding for actions necessary to implement the Conservation Element of the Campus Master Plan and maintain conformance with the environmental permits for site development.

**Policy 1301.3.8**
The University shall use native plant species in restoration or enhancement plantings. The use of native plant species in general campus landscaping shall be encouraged.

**Policy 1301.3.9**
It is the intent of the University to remove from campus grounds all non-native or exotic invasive plants (whether grasses, forbs, shrubs or trees) that are identified by the Florida Department of Agriculture and Consumer Services (Division of Plant Industry) as Noxious Weeds or identified by the Florida Department of Environmental Protection (Bureau of Invasive Plant Management) as Prohibited Plants. As these species are located on campus, the University shall coordinate with Division of Plant Industry and Bureau of Invasive Plant Management to ensure the proper removal of these exotic species.

**Policy 1301.3.10**
The University shall continue to protect and conserve known endangered and threatened species of plants and wildlife, and species of special concern, as required by the Endangered Species Act of 1973, as amended, Chapter 372, F.S., 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.

**Policy 1301.3.11**
During the initial design phase of any programmed improvements to the campus, the University shall perform a census of wildlife and plants in the area to be affected where appropriate. Plants or animals identified in the “Official Lists of Endangered & Potentially Endangered Fauna and Flora in Florida”, which is updated annually by the Florida Game and Fresh Water Fish Commission, or otherwise afforded protection by the host communities and local, state and federal agencies, shall be noted. Protection plans for listed species shall be formulated consistent with those of the host communities and appropriate state and federal agencies.

**Policy 1301.3.12**
University personnel shall, when encountering listed species, follow procedures and seek consultation with the appropriate agencies as identified in the Florida Game and Fresh Water Fish Commission’s Wildlife Methodology Guidelines (January 15, 1988).

**Objective 1301.4 – Conservation of Energy**
Develop the University site and facilities in a manner that conserves energy.

**Policy 1301.4.1**
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 on campus. Design University facilities to conserve energy using design principles identified in policies stated in Element 3.0, Urban Design, and Element 15.0, Architectural Design Guidelines.

**Policy 1301.4.2**
Design all University buildings with facilities to accommodate collection, storage, and disposal of recycled materials.

**Policy 1301.4.3**
Coordinate on-campus recycling programs with those of local government in regard to materials collected, and disposal/collection procedures.

**Policy 1301.4.4**

*Underline Text is Added  Strike-Through Text is Deleted*
Encourage walking and biking on campus through Transportation Element policies designed to reduce dependence on the single-occupant automobile as the primary mode of transportation.

**Policy 1301.4.5**  
Continue review procedures for mechanical and electrical equipment replacement that shall guarantee improved energy efficiency with the incorporation of new equipment.

**Policy 1301.4.6**  
Where feasible, buildings on campus shall be equipped with devices to automatically reduce energy usage in rooms and buildings not in use, including programmable thermostats for air conditioners and sensors that automatically turn off lights.

**Policy 1301.4.7**  
The University shall continue to investigate the possibility of using alternative energy sources.

**Objective 1301.5 – Funding of Conservation Activities**  
Provide funding for conservation activities as required to fulfill preceding policies.

**Policy 1301.5.1**  
Request funding for conservation activities in C.I.P. submissions, separate from other construction projects.

**Policy 1301.5.2**  
Complete all projected wetland mitigation activities indicated in the Capital Improvements Elements by 2015 (ten years), as funding allows.
14.0 CAPITAL IMPROVEMENTS ELEMENT

14.1 Introduction

The Capital Improvements Element includes a schedule that identifies, in current dollars, the capital costs for developing Florida Gulf Coast University over the next ten years. These costs are for planning purposes, and will be updated annually by the University in its C.I.P. submissions, and refined as each facility goes through more detailed design.

In addition, this element describes procedures for the University to use in preparing its capital budget, to ensure that University development occurs in a cost-effective manner that avoids construction of temporary facilities, and accounts for long-range service and expansion needs.

14.2 Goals, Objectives and Policies

GOAL 1401
Provide facilities necessary to fulfill the University’s mission in an efficient and timely manner.

Objective 1401.1 – Coordination with a Schedule of Capital Improvements
Coordinate development activity on the campus and the available and requested fiscal resources of the University with the schedule (planning) of Capital Improvements incorporated as part of the Master Plan, so as to maintain level of service standards and meet existing and projected needs.

Policy 1401.1.1
Identify in C.I.P. submissions those improvements and funding requests necessary to maintain established on-campus level of service standards for the following elements:
- Sanitary Sewer
- Potable Water
- Stormwater management
- Storm Drainage
- Traffic Circulation
- Solid Waste

Objective 1401.1 – Coordination with a Schedule of Capital Improvements
Coordinate development activity on the campus and the available and requested fiscal resources of the University with the schedule (planning) of Capital Improvements incorporated as part of the Master Plan, so as to maintain level of service standards and meet existing and projected needs.

Policy 1401.1.3
Annually, provide updated capital improvement projections for University development to Lee County and off-campus service providers. Based on annual C.I.P. updates, monitor, with the assistance of Lee County and service providers, the capacity of off-campus infrastructure to support University development, in order to avoid limitations on campus construction due to infrastructure capacity problems.

Policy 1401.1.4
Modifications to the Capital Improvements schedule included with this element shall be identified described in the University’s annual C.I.P. submission submitted to the State University System Board of Governors. Incorporate those modifications in the Campus Master Plan amendments as required by Sec. 1013.30 Florida Statutes.

Objective 1401.2 – Provision of Needed Improvements
Ensure the provision of the needed improvements identified in the other elements so that facility needs do not exceed the ability of the university to fund and provide provision of the needed capital improvements.
Objective 1401.2—Funding Requests

Request sufficient funding to provide University facilities in accordance with the schedule of Capital Improvements.

Policy 1401.2.1
Identify in C.I.P submission "critical path" improvements to sanitary sewer, potable water, stormwater management, traffic circulation, parking, and buildings necessary to accommodate the future growth and development of the FGCU campus, as reflected in achieve the long-range Campus Master Plan.

Policy 1401.2.2
Annually, monitor the utilization of building spaces, parking, and infrastructure systems. Based on the monitoring process modify utilization practices to maintain optimum use of space and utilities.

Policy 1401.2.3
Utilize the University Foundation as a means to generate funding to supplement State appropriations.

Policy 1401.2.4
Identify and utilize appropriate alternative sources of revenue to meet University funding requirements such as user fees, facility rentals, etc.

Policy 1401.2.5
Avoid, whenever possible, installation of temporary facilities as a way to reduce cumulative costs of University development.

Policy 1401.2.6
The University shall, as part of its annual C.I.P. submission, review the Capital Improvements schedule and budget request to ensure that they are consistent with the provisions of the campus development agreement, and modify the Capital Improvements schedule and budget request as required to maintain compliance with the Agreement.

Policy 1401.2.7
The University shall adopt the Capital Improvements Program and Budget, as amended annually by other policies of this element, as part of its overall University budget.

Policy 1401.2.8
The University shall program future capital budget requests to include the costs of site improvements, utility extensions and associated easements, parking, traffic circulation and other improvements.

Policy 1401.2.9
The University shall utilize the University System Concurrency Trust Fund to fund capital improvements to meet concurrency obligations of university development.

Objective 1401.3—Identification of Priorities

Prioritize capital improvement projects in order to optimize use of funding and meet future needs of the University.

Objective 1401.3 – Construction of Capital Facilities

Ensure the construction of capital facilities to correct existing deficiencies, to accommodate desired future growth, and to replace worn-out or obsolete facilities.

Policy 1401.3.1
The University shall, as part of its annual C.I.P. submission, identify priorities for capital improvements. The establishment of these priorities shall be based on the following criteria:
(a) University budget impact and financial feasibility.
(b) Vocational needs based on projected student enrollment increases.
(c) Accommodation of expansion and improvement demands.
(d) Plans of colleges, other entities, organizations, or agencies that provide facilities on the University campus.
Priority I Items: Basic infrastructure and buildings required for the University to fulfill its mission statement and meet enrollment goals.

Priority II Items: Support services required to adequately meet the needs of students, faculty and staff and maintain academic programs.

Priority III Items: Improvements required to meet the University's obligation for environmental restoration and mitigation.

Priority IV Items: Accommodation of ancillary functions on the University campus.

Priority V Items: Correcting deficiencies in previously constructed facilities.

The timing and phasing of capital improvements for the 2011-12 through 2015-16 timeframe are identified in Table 14.1.

Policy 1401.3.2
Incorporate as part of the annual capital budget, verification that the priorities for capital improvements have been followed.

Policy 1401.3.3
The University’s Board of Trustees shall have final authority for the purpose of evaluating, ranking and revising the order of priority for projects included in the Capital Improvements Element.
TABLE 14.1
STATE UNIVERSITY SYSTEM OF FLORIDA
Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request
Period: 2011-12 through 2015-16

University: Florida Gulf Coast University

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Road/Parking/Infrastructure/ Mitigation (P,C,E)</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>5,000,000</td>
<td>7,000,000</td>
<td>7,000,000</td>
<td>21,000,000</td>
<td></td>
<td>6/07 - 1.1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Environmental Demonstration Lab</td>
<td>1,000,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,000,000</td>
<td>FECGP - 1/5/2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Classrooms/Offices/Labs</td>
<td>4,500,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4,500,000</td>
<td></td>
<td>6/07 - 3.2</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Innovation Hub Research</td>
<td>7,500,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7,500,000</td>
<td></td>
<td>4/10</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Engineering Equipment</td>
<td>235,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>235,000</td>
<td>FECGP - 1/5/2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Academic 9 (P,C,E)</td>
<td>2,607,590</td>
<td>23,892,410</td>
<td>4,500,000</td>
<td></td>
<td></td>
<td>31,000,000</td>
<td></td>
<td>6/07 - 3.3</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Performing Arts Center</td>
<td>2,000,000</td>
<td>17,000,000</td>
<td>3,000,000</td>
<td></td>
<td></td>
<td>22,000,000</td>
<td></td>
<td>8/05 - 4.5</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Environmental Science Labs (P,C,E)</td>
<td>775,000</td>
<td>7,225,000</td>
<td>2,000,000</td>
<td></td>
<td></td>
<td>10,000,000</td>
<td></td>
<td>6/07 - 1.2</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Land Acquisition</td>
<td>5,000,000</td>
<td>5,000,000</td>
<td>5,000,000</td>
<td></td>
<td></td>
<td>15,000,000</td>
<td></td>
<td>6/07 - 3.4</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Multipurpose Education Facility (P,C,E)</td>
<td>2,250,000</td>
<td>21,750,000</td>
<td>3,000,000</td>
<td></td>
<td></td>
<td>27,000,000</td>
<td></td>
<td>6/07 - 3.4</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Classrooms/Offices/Labs</td>
<td>3,000,000</td>
<td>24,500,000</td>
<td></td>
<td></td>
<td></td>
<td>27,500,000</td>
<td></td>
<td>6/07 - 3.4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>16,842,590</td>
<td>31,892,410</td>
<td>34,525,000</td>
<td>46,975,000</td>
<td>36,500,000</td>
<td>139,235,000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

FECGP = Facility Enhancement Challenge Grant Program

*If project is a FECGP project, report only the state share and cite date that the matching requirement is expected to be received.
15.0 ARCHITECTURAL DESIGN GUIDELINES ELEMENT

15.1 Introduction

The intent of the following architectural guidelines is to provide a framework for continuing to develop the architecture of campus buildings in a style that is sensitive to both the campus’ environmental setting, regional architectural traditions, and the architectural style and character already established in existing campus buildings.

While the existing buildings have been developed in close adherence to the original guidelines, it is considered important that, as the campus and its facilities mature, the architecture of the campus develop forms that will enrich and enliven the overall ensemble of buildings. It is therefore the intent of the guidelines that future buildings be designed within the context of the architectural ensemble that has been created, while allowing for, and encouraging, creative variations within the established overall style.

15.1.1 Design and Construction Guidelines

FGCU Facilities Planning department has established a set of Design and Construction Guidelines to be implemented on all new construction projects. The guidelines are available on the FGCU Facilities and Planning website at www.fgcu.edu/Facilities/Guidelines.html

15.2 Goals, Objectives and Policies

GOAL 1501

Develop the architecture of Florida Gulf Coast University in a manner that respects the regional context and character of Southwest Florida. This regional quality evolves as a response to the climate, culture and appropriate technologies within the area.

Objective 1501.1 – Climate

Respond to the sub-tropical climate of the region, recognizing that an architecture that embraces nature, while mitigating against solar impact and generating a passive cooling effect, will be energy efficient.

Policy 1501.1.1

Provide shade for occupants in or near the buildings by means of the following architectural features:

A. Loggia and other open but covered walkways and circulation, especially to the south.
B. Broad overhangs on all exposures to protect both windows and walls from solar impact and rainfall.
C. Light-colored wall materials to reflect rather than absorb heat.
D. Well-insulated and ventilated roofs, attics, and ceilings to provide an "umbrella" against solar impact. Use of radiant barriers where appropriate. Use highly reflective roofing materials, especially on low sloped/flat roofing areas to reduce heat absorption and heat island effect.

Policy 1501.1.2

Consider in the design of campus buildings opportunities for natural air movement by means of the following architectural features:

A. Exterior courtyard or interior atrium spaces, which induce air movement up and out.
B. Ducted fresh-air ventilation for added air movement during the extensive spring and fall seasons in southwest Florida. Use of ceiling fans where appropriate.
C. Mechanical air-conditioning to all occupied spaces with individual room or suite control to maximize user-managed energy efficiency and comfort.
Objective 1501.2 – Culture
Respond to the relaxed social tradition of the region, recognizing that open, comfortable informality can be achieved with dignity in an academic setting.

Policy 1501.2.1
Provide an image of the academic core as a lush "island" surrounded by lakes, lagoons and wetlands.

Policy 1501.2.2
Provide visual orientation, both outdoors and indoors, for the campus community (faculty, students, staff, and visitors) by the following means:

A. Clarity of spatial organization and circulation while moving from perimeter drives to parking to individual building entry through internal circulation, and to final room destination.

B. A campus edge condition that permits landscape rather than architecture to dominate.

C. Strategic use of architectural elements (towers, pavilions, boardwalks, gateways, bridges, pergolas) as "navigational" devices.

D. Strong internal spatial hierarchy related to high-ceiling atriums and/or visual continuity with exterior courtyards.

Policy 1501.2.3
Provide an extensive network of shaded, open-air places to accommodate academic as well as social activities through the use of:

A. Loggia, covered walkways and protective arbors, pergolas and gazebos.

B. Landscape courtyards with ample shade, lawns and water features. Utilize native and adaptive vegetation of the Southwest Florida region for landscaping purposes.

C. Variety of outdoor seating to suit private study, quiet conversation, or small seminar discussions.

Policy 1501.2.4
Provide for architectural unity to draw the campus together visually as a whole, while encouraging variety, diversity, and special or unique architectural features. Recommendations for accomplishing this are:

A. Dominance of ground floor loggia, either arcaded or colonnaded, at the west entry, east oval, and central promenade of the academic core.

B. Similar but isolated entrance features at out-lying structures and at peripheral entry pavilions from parking into the academic core.

C. Consistent architectural treatment of connecting walkways between buildings and of pergolas, arbors and free-standing gazebos.

D. Development of architectural treatments that provide detail, interest, and variety at the ground level, within the overall context of a consistent architectural ensemble.

E. Use of textured, banded, or rusticated surface treatments at ground level.

F. Application of smoother exterior surface treatments at the highest-level walls.

G. Integration of graphics and signage with architectural features rather than as free-standing placards. Encourage posting of notices in concentrated activity centers such as the Student Center or proposed residential dining center, on designated posting boards, rather than randomly across the campus.
Policy 1501.2.5
Provide for an architectural quality that has a sense of place within the five-county service area.

A. Recognition that architecture of strong regional quality is consistent in many respects over an extended period of time and need not adhere to any stylistic labeling.

B. Selection of architects who are attuned to working within and are familiar with environmentally sensitive areas and regional architectural traditions.

Objective 1501.3 – Technology
Respond to construction traditions in the area and consider appropriate technologies for resource conservation, economy, efficiency and a favorable life-cycle cost analysis.

Policy 1501.3.1
Provide for the use of locally available materials and skills, such as:

A. Structural framing essentially of concrete, either entirely cast-in-place, or in conjunction with economical systems that use precast columns, beams and purlins with integrated poured slabs.

B. Exterior walls of concrete or concrete masonry with local stone, stucco or tile veneer.

C. Trussed roof construction for lower scaled buildings (one to three stories in height). Main roofs to be hipped (No gabled ends or gabled dormers). Preferred roof pitch is 5:12.

Policy 1501.3.2
Durability of end product and economy of maintenance shall be of critical importance to the architecture of Florida Gulf Coast University.

Policy 1501.3.3
Develop a generous human scale for University buildings.

Policy 1501.3.4
Provide for the safety of students, staff and visitors.

A. Assure compliance with ADA requirements.

B. Develop a plan for lighting and unobstructed horizontal vision and landscaping that permits easy visual communication while limiting light onto neighboring properties, wildlife areas and into the night sky.

C. Design buildings and landscape settings on the campus in accordance with “Crime Prevention Through Environmental Design” (CPTED) principles.

Policy 1501.3.5
Comply with all mandated standards of the State of Florida relative to the design and construction of university structures.

Objective 1501.4 – Signature Buildings
Develop “signature” architectural statements at key buildings on the campus to further develop and enhance the image of the University.
Policy 1501.4.1
Develop “signature” architectural expressions for the following buildings:
A. The future academic/administrative building at the west and east ends of the campus axis.
B. The proposed lakeside pavilion.

Objective 1501.5 – Effective Land Use
Because the University is located on an environmentally significant site and largely contained by adjacent development, the land area available to accommodate future University growth is limited. The environmental conservation areas surrounding the campus act as a natural visual amenity. As such, significant building densities can be achieved in the academic core without making the campus inappropriately “urban” in character. As enrollments and facilities needs grow, the design of buildings should make efficient use of the limited land resources.

Policy 1501.5.1
Future development on the academic core of campus should result in the creation of three- and four-story buildings rather than two-story structures.

Policy 1501.5.2
The University should consider the creation of taller building elements (five to eight stories) in limited locations to create “signature” architectural statements, in alignment with Policy 1501.4.1.

Policy 1501.5.3
Future housing construction in the southeast district of campus should create four-story buildings, with some three- and six-story elements to add architectural variety and scale.

Objective 1501.6 – Guidelines for the Southeast Housing District: South Village Housing
Create in the southeast housing/student life district South Village Housing a distinctive architectural experience that is related to the core campus in color or material palette but more residential in overall character.

Policy 1501.6.1
Organize placement and configuration of new student housing facilities in the southeast district South Village Housing around green spaces, rather than parking lots, to create green yards that provide residents of each building or complex a sense of ownership. Each green space should provide opportunities for passive recreational activity and informal social interaction that foster a sense of student community and belonging. Building entries should be easy to visually identify and front on active pedestrian pathways.

Policy 1501.6.2
Creating a central residential dining center in the southeast district will create a natural locus of student activity. The placement and orientation of the dining facility should capitalize on the role such a facility will serve in the social life of the campus, and should be proximate to major pedestrian routes and outdoor landscape amenities as well as vehicular service access ways. The dining center should be treated architecturally as a signature building on campus.

Policy 1501.6.3
The architectural vocabulary for the housing buildings should emphasize economy of construction and residential scale elements rather than attempt monumental design statements. Materials at the ground level should be detailed more carefully, with welcoming tactile and visual qualities, while surfaces higher up the building can be simpler in treatment.

Objective 1501.7 – Design Review
Provide for the appropriate review of building and landscape design.

Policy 1501.7.1
Establish a planning and design review process to provide internal review of campus construction projects to monitor compliance with the adopted Campus Master Plan and architectural design guidelines.
Policy 1501.7.2
The planning and design review process should maintain adherence to the master plan guidelines and FGCU Design and Construction Guidelines, yet allow for innovative design solutions that may not be addressed by the guidelines.

Policy 1501.7.3
The planning and design review process should include, on an annual basis, a review of the design guidelines relative to previous and on-going construction projects and identify potential modifications consistent with the intent of this Element.

Objective 1501.8 – Hurricane Protection
In coordination with the goals, objectives and policies outlined in the Coastal Management Element of this master plan, FGCU should incorporate architectural features in future buildings and to reduce the impact of severe weather events on building envelope integrity for all campus structures.

Objective 1501.8 - Sustainability
Sustainability is defined as “processes, procedures, policies and practices that provide for the needs of the present without compromising the ability of future generations to provide for themselves.”
The long term needs of the campus need to be evaluated not only to provide for the capacity of the campus but also to maintain a sustainable campus. The master plan contains analysis of existing conditions, natural site features, open spaces and preserved wetlands to ensure continuation of the implementation of guiding sustainable principles.
The planning of all new projects should strive to continue sustainable concepts already being implemented on the campus such as, recycling, renewable energy resources, alternative transportation methods, energy efficiency and resource conservation.

All new construction projects on the University campus will be required to meet, at a minimum, the U.S. Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) for New Construction (NC) 2009 Silver. The LEED versions and requirements are being updated by the USGBC on an on-going basis and therefore the University will revisit the requirements and minimum rating level required whenever a new version of the standards are released. The revised requirements will be amended to the FGCU Design and Construction Guidelines as necessary.
16.0 LANDSCAPE DESIGN GUIDELINES ELEMENT

16.1 Introduction

The 2000 update of the campus master plan served to extend the landscape development strategies established in the original 1995 master plan and focus on the creation of signature open spaces. In 2005, those strategies remain highly relevant to the development of the academic core of campus. The following goals, objectives and policies seek continuity with the previous guidelines, while also advancing concepts for the development of the southeastern housing/student life district of campus, reflecting the goals that have been accomplished in the previous five years, and incorporating lessons learned from recent seasons of extreme weather events.

16.2 Goals, Objectives and Policies

GOAL 1601
Create a distinctive landscape environment that juxtaposes “institutional” landscapes with environmentally sensitive, native plant landscapes. The resulting visually rich environment is meant to exemplify the diversity of Southwest Florida's native and designed landscape environments.

Objective 1601.1 – Landscape Concepts
Implement landscape concepts for the Florida Gulf Coast University campus in accordance with the principles outlined in Figure 16-1.

Policy 1601.1.1
Develop the campus landscape beyond the perimeter of the loop road and on the peripheral development parcels with plant materials that reflect, in massings and patterns, the existing native upland plant communities. Develop a transition planting zone between these “natural” environments and the institutional-landscape portions of the campus core.

Policy 1601.1.2
Develop the central, pedestrian-oriented areas of the campus with a distinctive institutional, ornamental landscape, which incorporates contrasting plant materials, including indigenous species, arranged in institutional design patterns.

Policy 1601.1.3
Develop signature landscape treatments at the eastern entrance to the campus.

Policy 1601.1.4
Develop a signature landscape treatment for the western entrance to the Academic Core (at the intersection of the main entrance road and the loop road). Consideration should be given to incorporating a water features as part of the pedestrian/vehicular entrance sequence.

Policy 1601.1.5
Develop secondary landscape gateways at the following locations along the loop road:
A. At the intersection of the loop road with the access road to the southeastern parcel, when developed (Visual and Performing Arts Complex entrance).
B. At the intersection of the loop road with the east access road, when developed. Entrance features shall be designed to enhance the arrival sequence with axial views where practicable; entrance areas should not be encroached upon by surface parking.

Policy 1601.1.6
Develop surface parking lots with landscaped medians (every second bay) and landscaped parking islands a minimum of 400 sf in area every 12 spaces. Additionally, the following standards shall apply:
A. Indigenous canopy tree species shall be used in medians and parking islands, at a rate of one tree per 12 parking spaces.
B. Parking lot perimeters shall be screened with a loose hedge of low indigenous shrub material that provides a safe visibility window into the parking area from outside.

**Policy 1601.1.7**
Maintain the central campus "great space" as a predominantly open, turf lawn with formal plantings of signature palm trees to reinforce and emphasize the ceremonial character of this symbolic space. Palm trees chosen for this area shall be a single-trunk, pinnately-compound leaf species that is majestic in character and scale, such as medjool date or royal palm. Periphery areas beyond the formal lawn but part of the “great space” shall be developed with canopy and flowering trees to provide visual diversity and shaded outdoor retreat areas. Where practicable and appropriate, pedestrian walkways should be developed which both reinforce the formal lawn and accurately reflect intuitive pedestrian routes. Develop the “great space” with a landscape to hardscape ratio of 85% to 15%.

**Policy 1601.1.8**
Develop the central east-west open space axis as a viewshed and pedestrian corridor, emphasizing the use of turf, and low-maintenance groundcover at the periphery of buildings. As the campus expands and matures, this open space will be the Academic Core’s primary pedestrian corridor. Therefore, it should remain visually uncluttered and open for access, pedestrian traffic flow, and safety purposes. Emphasize the singularity and linearity of this space through consistent landscape and hardscape treatment rather than creating unrelated clusters of plantings that appear to clutter the space. Long range, consider the creation of a mature tree canopy that would make the spine a more inviting place to linger during the warm weather months.

**Policy 1601.1.9**
Landscape material choices for the FGCU campus should emphasize hardy native species that are tolerant of seasonal drought, hurricanes or other severe weather conditions.

**Policy 1601.1.10**
The University shall adopt a “campus standard” vocabulary for site furnishings, lighting poles, and fixtures and graphics, which shall be used consistently throughout the campus to maintain a coordinated appearance.

**Policy 1601.1.11**
All primary campus open spaces and entrance features shall be irrigated.

**Policy 1601.1.12**
Retention/detention areas shall be landscaped in accordance with requirements that may be specified by the SFWMD in conceptual permit for the University and the following principles:

a. Where possible, provide low maintenance plantings of native grasses, shrubs or other plant materials which do not require mowing and which will tolerate periodic inundation.

b. Where grass must be used for budget reasons, ensure that retention areas are designed to provide adequate access for mowing and other maintenance equipment.

c. Where possible, grade retention areas with side slopes that are less steep than is permitted in order to maintain a more naturalistic appearance to these areas.

**Policy 1601.1.13**
Develop a major landscape/urban design feature in the new southeast housing/student life district of campus, as a distinctive organizing element for this precinct of the campus, incorporating landscape, hardscape, and water elements to create a memorable outdoor “room” that acts as an informal gathering place and promotes a vibrant student life at FGCU.

**Policy 1601.1.14**
As parking structures are planned and developed on the FGCU campus, create landscape strategies that assist in mitigating the visual impact of these structures on the campus.
Policy 1601.1.15
Promote public safety and security on campus through the appropriate placement of landscape elements such as shrubs, trees, fences, pathway lighting, and emergency telephones. Maintain line-of-sight visual connections along primary and secondary pedestrian paths and in parking areas.

Objective 1601.2 – Preservation of Native Plants
Preserve, to the extent practical and appropriate, existing high quality native plant materials on the University campus.

Policy 1601.2.1
The location and layout of on-campus roadways, parking areas, and building footprints should be finalized prior to construction, based on post-melaleuca-removal tree surveys, which identify high quality native vegetation. Where possible and practical, layouts should be modified to allow high quality native upland and wetland vegetation to remain, augmented with appropriate plant community species to reestablish viable environments.

Policy 1601.2.2
Provide wetland plantings and native littoral vegetation as required by the environmental permits received for the site development.

Policy 1601.2.3
Enhance existing design and plant palettes to provide a more “mannered” interpretation or vision of native habitats, and to provide an appropriate transition between natural and manmade areas.

Policy 1601.2.4
Continue to use boardwalks to reach portions of the campus remote from the academic core and to focus and promote pedestrian flow from the western to eastern ends of the academic core.

Objective 1601.3 – Budgeting for Landscape Improvements.
Implement the landscape concept plan by allocating proportional campus landscape costs to programmed building and parking structure costs and by seeking supplemental funding for landscape improvements.

Policy 1601.3.1
Implement the Landscape Concept Plan by allocating in each future building or parking structure project a proportional share of overall planned landscape improvement cost, including wetland restoration, preservation and creation, road and parking area landscaping, and pedestrian circulation landscaping. Cost allocations should include required plant materials, landscape development and lighting.

Policy 1601.3.2
Apply the following descending priorities for implementing components of the Landscape Concept Plan.

Priority 1: South Lake Village
Priority 2: West Lake Village
Priority 3: Campus “Great Space”/Formal Lawn
Priority 4: Internal Pedestrian Corridor/Quadrangle
Priority 5: Major Landscape / Urban Design feature in new southeast housing/student life district, such as a plaza with a water element
Priority 6: Campus Loop Road and Southeast District Access Road
Priority 7: Pedestrian Paths and boardwalks.
Policy 1601.3.3
Seek separate funding mechanisms and revenue sources specifically targeted for landscape improvements, such as corporate and private donations, grants, horticultural societies, alumni gifts, etc.

Objective 1601.4 – Design Review
Establish, when appropriate for the pace of development, a planning and design review process to monitor compliance with the landscape architectural guidelines defined by this Element.

Policy 1601.4.1
Establish a planning and design review committee to provide internal review of campus landscape projects to ensure compliance with the adopted Campus Master Plan and design guidelines.

Policy 1601.4.2
The planning and design review committee should establish protocols for review of proposed landscape designs that maintain adherence to the guidelines, yet allow for innovative design solutions that may not be addressed by the guidelines.

Policy 1601.4.3
The planning and design review committee should, on a regular basis, review the design guidelines relative to previous and on-going construction projects in order to identify potential modifications to the guidelines consistent with the intent of this Element.

Objective 1601.5
To establish standards for the selection of exterior furnishings, lighting, and graphics for use on campus.

Policy 1601.5.1
The selection of site furniture shall remain consistent for the entire campus, regardless of adjacent architectural style. Street and site furniture style shall relate to campus image and identity as a whole, and not to an individual building or campus development project.

Policy 1601.5.2
Selection of site furnishings shall consider durability, ease of maintenance, and harmony with existing materials, styles, and colors chosen as an overall campus concept. Colors, materials, and finishes shall be able to be easily refinished or resurfaced to match existing site furniture. Existing outdated furnishings shall be replaced as needed with the new style of furnishing.

Policy 1601.5.3
Benches shall be chosen that are of proper scale, size, and durable material to withstand the heavy use on campus. Older and less durable or deteriorated benches shall be removed and replaced with the selected new style as necessary.

Policy 1601.5.4
Trash receptacles shall be of sufficient size, type, and durability, and shall accommodate recycling programs in place or under consideration for the campus. Aesthetic considerations shall be addressed when specifying color, number, and placement of trash and recycling bins on campus.

Policy 1601.5.5
Bollards used on campus for restricting vehicles from walkways shall be made of a durable material, either concrete or steel, and be of sufficient size and scale to be easily seen and to deter intrusion. They shall also be of a single style throughout the campus for uniformity and visual cohesion.

Policy 1601.5.6
Accommodations shall be made to disabled persons on campus through the use of ramping and less severe changes in grade, which shall reduce the necessity of stairs within walkways. Stair handrails shall be of a consistent and durable material, preferably painted metal, in order to reduce deterioration and maintenance.
Policy 1601.5.7
Walls used in the landscape, for retaining earth, or for visual screening shall be constructed of a durable material, such as concrete, and be uniform in appearance and characteristics throughout the campus. Walls should not be constructed of railroad ties or other materials that deteriorate or need continual maintenance.

Policy 1601.5.8
Decorative fencing or fencing used as a perimeter to stormwater / retention areas or screening shall be of a durable style and material to reduce maintenance needs and deterioration. Style color and material shall be consistent throughout campus. Security fencing shall be of chain link type, preferably vinyl coated in a dark color, preferably black, to lessen the visual impact.

Policy 1601.5.9
Service areas and trash dumpsters shall be well screened from pedestrian and vehicular corridors with planting, solid fencing, or masonry walls.

Policy 1601.5.10
Graphics and signage shall be utilized to assist in the overall comprehension of the campus and layout and to facilitate easier direction finding. Graphics font, logo types, colors, etc. shall be coordinated with overall University graphics (i.e. letterhead, vehicle door signage, etc.). Signage shall be uniform in appearance throughout campus, of adequate size and contrast, and be well illuminated at night. Individual building identification shall be consistent in type of signage and placement. Campus maps shall be installed at key visitor parking and entry points, and within campus at key pedestrian nodes and pedestrian traffic corridor intersections.

Policy 1601.5.11
Light fixtures for exterior use on campus shall be selected so as to be compatible with other site furnishings. Colors, materials, and finishes shall coincide to allow a uniform appearance throughout the campus. Lighting element choice shall be used consistently throughout the campus, and consideration shall be given to the best properties of site lighting and minimal glare. Light fixtures shall be durable, low maintenance, and painted or anodized metal for longevity and easy repair. Older, high maintenance light fixtures shall be replaced as needed with the new type.
17.0 FACILITIES MAINTENANCE ELEMENT

17.1 Introduction

When the campus master plan was last updated in 2000, no building was more than three or four years old, and maintenance requirements were relatively minor. At the end of the current 10-year planning horizon, however, many of the buildings on campus will be nearly 20 years old, and maintenance and operations issues will become more pressing. Ensuring continued functionality of campus facilities into the future requires planning today to anticipate the needs and the costs of those facilities.

17.2 Goals, Objectives and Policies

GOAL 1701
Maintain facilities at Florida Gulf Coast University in a timely and cost-effective manner in order to minimize future capital costs for replacement, and retain a high quality image for the campus.

Objective 1701.1 – Facility Maintenance Program
Implement a Comprehensive Facility Maintenance Program outlining all facility maintenance procedures and policies, as well as criteria for prioritization of funding to correct future facility deficiencies, to be incorporated into the Campus Master Plan and the 5-year C.I.P.

Policy 1701.1.1
The Physical Plant Division shall be responsible for the operation, maintenance (including minor renovations), grounds and utilities of all buildings on the main campus and the Eastside Campus.

Policy 1701.1.2
The University shall assure that facilities renovated, remodeled or constructed meet or exceed the design and construction standards established by the University and by the Board of Governors.

Policy 1701.2.3
The Director of the Physical Plant Division will be responsible for establishing and maintaining a priorities system for programming maintenance and improvement projects. Projects receiving a high priority generally deal with health, fire and life safety issues, classroom condition, building envelope, building and facilities systems operation and reliability, maintenance cost reduction, energy conservation and campus/building appearance. These priorities shall be incorporated into the annual Capital Renewal Program and PECO Utilities/Infrastructure Improvements list with final approval from the Director of Physical Plant Division.

Policy 1701.1.4
For each existing facility on campus, create and maintain a scheduled maintenance plan that incorporates a list of executed and projected maintenance, both annual and capital repairs, for each major building system (foundation, structural frame, roof and building envelope, mechanical, electrical, telecommunications, fire protection, and plumbing systems).

Policy 1701.1.5
For each proposed maintenance item in the scheduled maintenance plan, prepare a budget estimate and projected year of completion, and coordinate these projected needs with annual operating budgets and capital budgets for facility maintenance.

Policy 1701.1.6
Encourage the use of building materials, systems, and finishes that are durable, reliable, and safe in all future construction.

Policy 1701.1.7
Maximize mechanical and electrical system and component standardization in order to facilitate ease of operation, maintenance and replacement.

Policy 1701.1.8
Underlined Text is Added

Strike-Through Text is Deleted
Maintenance and other facility improvement projects shall incorporate sustainable building concepts and energy efficiency, such as low water usage fixtures, window glazing, proper insulation, and new technologies that, at a minimum, conform to the principles of the Leadership in Energy and Environmental Design (LEED) program of the U.S. Green Building Council.

**Objective 1701.2 – Facility Use and Capacity**
Manage facility utilization efficiently in order to minimize conflicts and retrofit costs.

**Policy 1701.2.1**
Ensure optimum facility utilization for all new facilities and limit existing facility use changes involving significantly different operational or mechanical requirements.

**Policy 1701.2.2**
The Facilities Planning Division will maintain the University space inventory with documentation on condition, use and capacity of all facilities. This inventory will include data required for the State University System by the Florida Board of Governors.

**Policy 1701.2.3**
The Physical Plant Division will provide for ongoing inspections of buildings by department supervisory staff in conjunction with scheduled preventive maintenance and inspection of the various building components.

**Policy 1701.2.4**
The Facilities Planning Division will periodically review documentation of space use and capacity in each building, and provide this information to university administrators for evaluation of the most effective and efficient use of space.

**Policy 1701.2.5**
The University’s list of building deficiencies will be evaluated annually and prioritized for PECO funding with Major Project recommendations approved by the University’s Board of Trustees.

**Objective 1701.3 – Maintenance Funding**
Ensure the availability of sufficient funding and other resources to support projected facility maintenance requirements.

**Policy 1701.3.1**
Facility deficiencies and obsolescence that inhibit efficient use shall be addressed through capital maintenance projects prioritized and scheduled for implementation.

Incorporate requests for projected life-cycle maintenance expenses, to be held in a maintenance endowment account, into building construction programs and funding requests.

**Policy 1701.3.2**
Establish a maintenance endowment account.
18.0 COASTAL MANAGEMENT ELEMENT

18.1 Introduction

The campus of Florida Gulf Coast University is not located in the designated Coastal High Hazard area of Lee County. However, as a result of legislative requirements, the State University System must address plans, programs, and procedures for natural disasters. The following policies establish the framework for the University to meet these requirements. The policies of this element are also described in the Intergovernmental Coordination Element to ensure coordination with Lee County and other agencies responsible for disaster planning.

18.2 Goals, Objectives and Policies

GOAL 1801
Protect the faculty, students and staff of the University in the event of hurricane or other natural disaster.

Objective 1801.1 – Emergency Preparedness
Prepare plans to protect University students, faculty, and staff in the event of natural disasters.

Policy 1801.1.1
FGCU shall maintain and, as necessary, periodically update its own emergency preparedness plan and integrate it with the Lee County Disaster Preparedness Plan. In coordination with Lee County, the plan shall identify the extent to which University buildings can and will be used to provide shelter for the general public.

Policy 1801.1.2
FGCU shall, as required by its emergency preparedness plan, program and design facilities to be built for use as shelters for students, faculty, staff, and the general public.

Policy 1801.1.3
FGCU shall designate large review existing open spaces on-campus (e.g., recreational fields, parking areas, etc.) to determine their suitability for use as staging areas for emergency supplies, equipment, manpower, and other resources. This information shall be updated on a regular basis and incorporated in the University's emergency preparedness plan.

Policy 1801.1.4
The information prepared through the implementation of Policies 1801.1.1 - 1801.1.3 shall be made available to the Lee County Office of Emergency Management no later than March 1 of each year, for inclusion in local emergency management plans.

Objective 1801.2 – Maintain or reduce existing hurricane evacuation times.
Provide suitable space in University facilities for students, faculty, and employees expected to require shelter in the event of a natural disaster.

Policy 1801.2.1
FGCU will continue to work with the appropriate State and local emergency management agencies to survey existing facilities to identify those suitable for use as emergency shelters.

Policy 1801.2.2
FGCU will identify those facilities that are to be retrofitted to comply with the appropriate public shelter standards and criteria. These facilities shall then be scheduled for retrofitting for use as public shelters as needed and as funding becomes available.

Policy 1801.2.3

Underlined Text is Added

Strike-Through Text is Deleted
If a deficit of public shelter spaces exists, new buildings shall be constructed in accordance with the public shelter standards and criteria adopted by the State Department of Community Affairs and the local emergency management office. Exemptions from these standards and criteria shall be sought where applicable due to a building’s size, location, usage, or other characteristic.