



**The Pennsylvania State University
Student Affairs Facilities Master Plan
2021**

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Executive Summary

Executive Summary

The Student Affairs Facilities Master Plan provides accommodation recommendations for the departments, programs and activities of Student Affairs at Penn State's University Park Campus. The recommendations build on an analysis of existing facilities, departmental and programmatic needs, staff collaboration patterns and the overall mission and strategic plan of Student Affairs.

The Master Plan clusters Student Affairs facilities and activities in two districts:

1. the HUB District
2. the Wellness District

Additional facilities beyond these districts complete the facilities strategy for Student Affairs.

The HUB District

A renewed vision for the HUB District expands the existing HUB-Robeson Center and introduces the idea of a Wellbeing Building. Collectively, these buildings contribute to an enriched student experience and provide opportunities for inclusive environments aligned with the Student Affairs mission and goals. The HUB and Wellbeing Buildings combined with the HUB Lawn reinforce the District as the center of Student Affairs activities and programs for the entire campus population.

HUB-Robeson Center

The proposed expansion of the HUB-Robeson Center addresses existing and anticipated space needs. Specific recommendations include additional space for student affinity and organizations, new lounge and multi-purpose gathering areas and a 1,000-seat ballroom. The 105,000 asf five level addition replaces the one story portion of the building facing Pollock Road. Renovations to select areas of the existing building facilitates programmatic reorganization of dining, food service, meeting and office uses.

Wellbeing Building

The Wellbeing Building consolidates student health and wellness-related programs and activities at the heart of the campus. It responds to student initiatives to make health and wellness a central theme of the Student Affairs mission and programs. Recommended uses for the building include Physical Therapy, the Wellness and Spiritual Center, Counseling and Psychological Services (CAPS), Collegiate Recovery, Student Conduct and Sexual Misconduct Prevention and Response, and Campus Recreation facilities including a cardio area, campus recreation offices, specialized recreation facilities and a new gymnasium. The Wellbeing building replaces the 1960's or northern portion of the existing White Building.



Wellness District

Expanding on the idea of the Wellbeing Building, the Wellness District includes the existing IM Building, the Student Health Center, Bank of America Career Services Building and two proposed facilities: a replacement facility for McCoy Natatorium and a new indoor tennis building. Facility recommendations include the relocation of Student Affairs offices in the Student Health Center and the Bank of America Career Services Buildings.

Student Health Center

The existing Student Health Center is home to Health Services, Counseling and Psychological Services (CAPS), and Health Information Systems. Program requirements now exceed available space in the building resulting in the distribution of CAPS spaces among satellite offices in the Bank of America Building and leased space off-campus. The goal is to consolidate all CAPS offices and to relocate Physical Therapy to the Wellbeing Building thereby freeing up space in the Student Health Center for use by other expanding departments.

Bank of America Building

The Bank of America (BOA) Building is home to Career Service programs and activities, which currently occupy the first and second floors. Occupants of the third floor include CAPS, Summer Programs, Student Orientation, and Transition Programs. Recommendations include the relocation of CAPS to the Wellbeing Building and Student Orientation and Transition Programs to Fisher Hall. With these relocations, the third floor is available for Career Services expansion, administrative office space, or for “swing space” as other Student Affairs programs relocate in accordance with the recommendations of the Master Plan.

New Natatorium and Tennis Building

The Master Plan reinforces previous studies recommending the demolition and replacement of McCoy Natatorium with a new indoor pool for athletics and recreational purposes. The idea is to provide a shared-use facility for Intercollegiate Athletics and Student Affairs swimming programs. The new natatorium facilitates the decommissioning of pools in McCoy and the White Building and the outdoor pool.

The concept for a new indoor tennis complex calls for a flexible ten-court facility. Proposed on the site of the existing outdoor courts east of McCoy, the facility will accommodate both tennis and social functions on the court surfaces.

Other Student Affairs Facilities

Plans for existing and proposed facilities outside the HUB and Wellness District complete the strategy for accommodating the programs and activities of Student Affairs.

Fisher Hall

Plans are under consideration to renovate the existing 20,000 sf Fisher Hall to create a flexible office and service delivery location for current programs as well as programs relocated in accordance with the Master Plan recommendations. Programs identified for relocation to Fisher Hall include Student Orientation and Transition Programs (relocated from BOA); Summer Programs (relocated from BOA); Parents Program (relocated from Boucke); and the Student Success Center. Title IX Sexual Misconduct and Prevention may move to Fisher Hall to meet urgent space needs before relocating to the proposed Wellbeing Building at a future date. Additional partners in the renovation of Fisher Hall include Undergraduate Education, Housing and Food Services, who also will have programs located in the facility.

Boucke Building

The Boucke Building is home to several Student Affairs departments: Adult Learners and Programs, Finance; Human Resources; Marketing and Communications; Parents Program; Gender Equity Center; Student Care and Advocacy; Student Conduct; and, Sexual Misconduct Prevention and Response. The Master Plan relocates all Student Affairs programs out of the building to other locations including the expanded HUB-Robeson Center, the proposed Wellness Building and Fisher Hall.

The Commons

The Master Plan recommends that Student Affairs utilize the Pollock, Redifer, Johnston, Warnock, and Waring Commons to accommodate select programs and activities for the on-campus student population. The goal is to decrease some of the demand for space within the HUB.

Hepper Fitness Center

Due to the expansion of academic facilities on West Campus, there is an anticipated increase in the use of Hepper Fitness Center. There are currently sufficient lockers and cubbies to support an increase in the number of students accessing the facility.

Ongoing Initiatives

The recommendations of the Master Plan take into consideration other proposals, including the Stone Valley Recreation Area (SVRA), located 15 miles from the University Park Campus. The vision at the SVRA is to create a retreat and outdoor recreation facility for a variety of outdoor recreation programs. Additional information is available in the Stone Valley Recreation Area Feasibility Study.

Implementation and Cost Estimates

The Implementation Strategies chapter summarizes the anticipated implementation plan and estimated costs for the proposed facility renovation and new construction proposed in the Student Affairs Master Plan.

Introduction

Background

Student Affairs Overview

The Student Affairs Facilities Master Plan provides a vision for accommodating the departments, programs and activities of Student Affairs at the University Park campus. It addresses three questions:

- Where do the programs stand today relative to their physical location, the conditions of that location and their space needs?
- How can the programs be positioned to support the campus community and reinforce the Student Affairs mission?
- What do the departments and programs need relative to existing and future facilities?

Student Affairs is responsible for all aspects of student engagement at Penn State and has evolved to include a number of departments, programs and facilities designed to enhance the experience of all students. Today, Student Affairs includes the departments shown to the right.

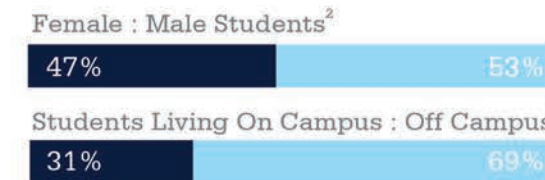
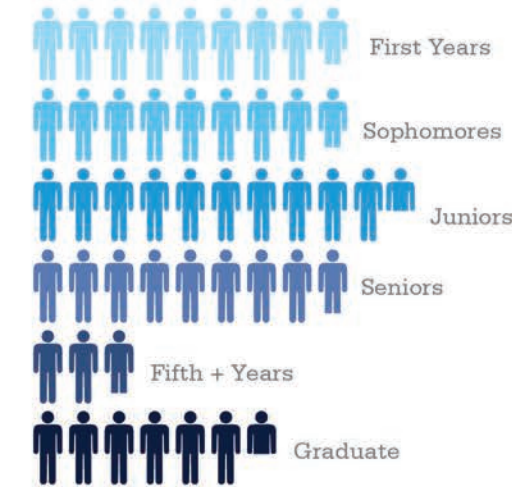
The recommendations of the Master Plan build upon an analysis of the existing facilities, departmental and programmatic needs, staff collaboration patterns and the overall mission and Strategic Plan of Student Affairs. The recommendations aim to increase the quality and quantity of space for Student Affairs, while simultaneously improving the efficiency of operations, helping to ensure a high-quality experience for students and staff. More information about Student Affairs can be found at this website: <https://studentaffairs.psu.edu/>

Student Affairs Departments and Affiliated Departments

- Adult Learner Programs & Services
- Campus Recreation
- Career Services
- Center for Character, Conscience, & Public Purpose
- Center for Sexual and Gender Diversity
- Center for Spiritual and Ethical Development
- Collegiate Recovery Community
- Counseling & Psychological Services
- Gender Equity Center
- Health Promotion & Wellness
- HUB-Robeson Center
- Off-Campus Student Support
- Office of Fraternity & Sorority Compliance
- Office of Fraternity & Sorority Life
- Office of Sexual Misconduct Prevention & Response
- Office of Student Activities
- Office of Student Conduct
- Office of the Vice President
- Paul Robeson Cultural Center
- Penn State Parents Program
- Piazza Center
- Residence Life
- SA Development
- SA Finance Office
- SA Human Resources
- SA Information Technology
- SA Communications & Marketing
- SA Research & Assessment
- Student Care & Advocacy
- Student Engagement Programs
- Student Legal Services
- Student Orientation & Transition Programs
- University Health Services

Key Student Affairs Facts: University Park 2018-2019 Academic Year

46,270 Students¹



482 Full-Time Equivalent Student Affairs Staff⁴



1,549,795

Recreation Space Entry Swipes⁵



74,647

Health Center Visits⁶



23,723

Counseling and Psychological Services Visits⁶



978

Registered Student Organizations⁷



486,895

Annual Student Affairs Events Hours⁸

720,882

Assignable Square Feet⁹

36

Managed Occupied Buildings⁹

Sources

- ¹ 2018 Penn State Fact Book
- ² Integrated Postsecondary Education Data System
- ³ Penn State Housing
- ⁴ Headcount and FTE By Unit
- ⁵ 2018-29 Campus Rec Swipe Data
- ⁶ E-mail 12/5/19
- ⁷ <https://orgcentral.psu.edu/organizations> (11/7/19)
- ⁸ UP GPC Usage FA18 and SP19
- ⁹ Student Affairs Master Plan Space Inventory

Planning Drivers

The Student Affairs Master Plan responds to the key planning drivers identified through consultation with the steering committee and stakeholder groups. These key drivers include:

Student, faculty and staff engagement in the planning process

Identify ways the campus can support diverse student needs

Design facilities to promote physical and mental health and wellness

Optimize use of indoor and outdoor spaces, while minimizing carbon emissions, energy and water use

Communicate goals and successes to empower the Penn State Community and embody the motto: Learn, Live, Lead.



A view of the HUB-Robeson Center across the HUB lawn.

At the outset of the planning process, specific facilities needs and policy considerations were identified by key stakeholders. These topics helped frame the investigations conducted during the initial stages of the plan.

Key Facilities Needs

- Affinity Groups and Student Organizations – space within or near the HUB
- Health & Counseling – space to accommodate growth in Health and Counseling services; strategy for Health Promotion and Wellness programs
- Recreation – strategy for recreation / athletics pool; future use of White Building; strategy for the Tennis Center
- Spiritual Center – additional space for Muslim students; Collegiate Recovery office and gathering space / location
- Student Affairs Administration – rationalization and consolidation of space to support collaboration and operational efficiency; review of distributed units and leased space
- IT – consolidation or distribution (wider campus issue)

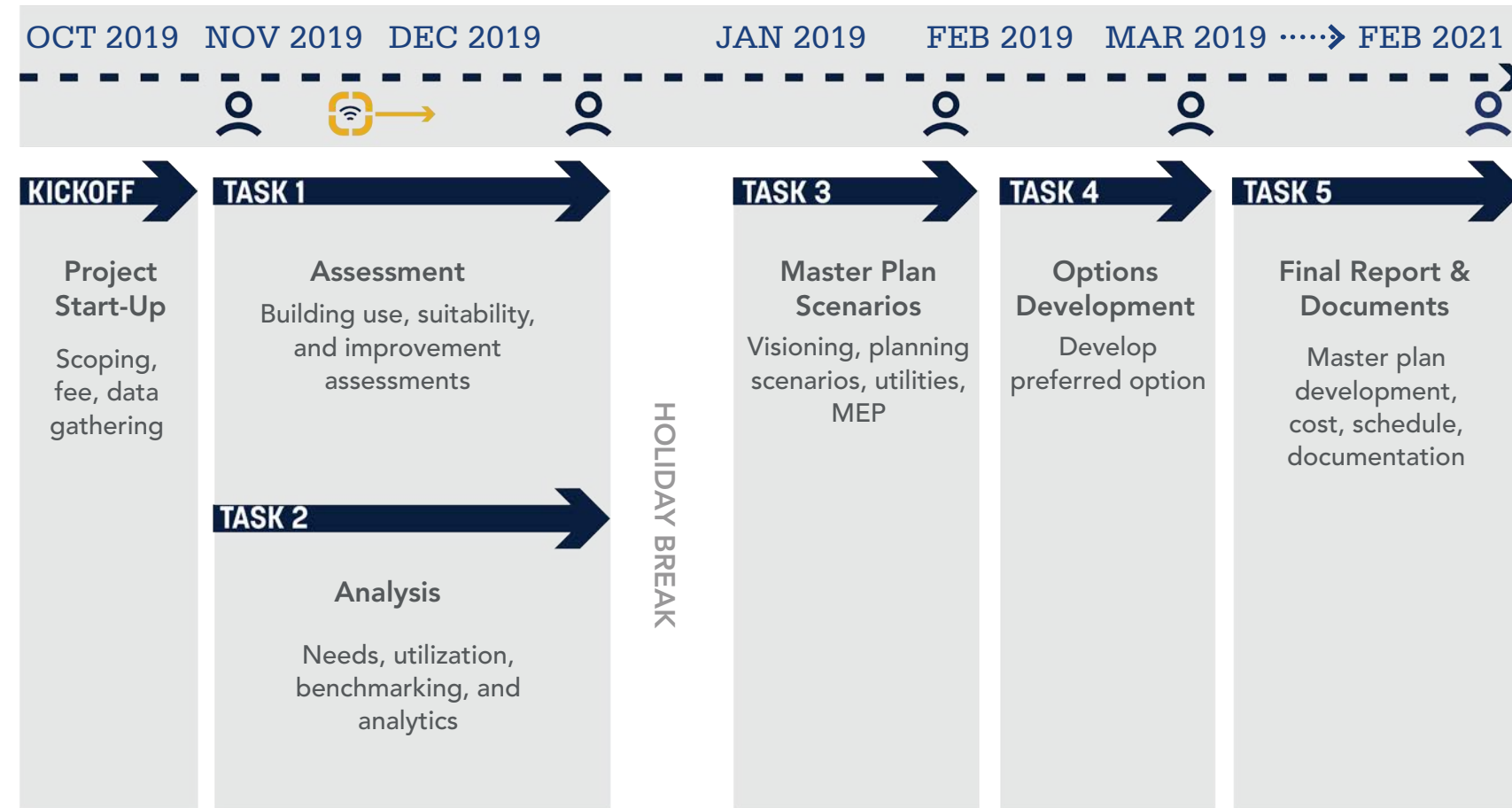
Policy Considerations

- Shared Facilities – what are the opportunities or constraints associated with sharing space with Athletics (Natatorium, Tennis) and Housing (the residential commons)?
- Funding Strategies – what are the opportunities for sharing costs for the natatorium, tennis center, and other facilities?
- Health, Counseling + Wellness Vision – what is the vision for providing health, counseling and wellness services? One facility? A network of facilities?
- Centralization vs. Decentralization of Student Affairs spaces and services – what spaces and services should be centralized? Decentralized?
- IT – what is the best strategy for IT? Centralized or distributed?

Schedule and Process

The Student Affairs Master Planning process commenced in September 2019 and concluded in February 2021 after delays due to the covid-19 pandemic. It was carried out under the guidance of the Student

Affairs Steering Committee with input from the Directors in each of the Student Affairs programs as well as student focus groups and the Student Fee Board. The process included five major tasks as follows:



Acknowledgments

Steering Committee

- Associate Vice President for Student Affairs: Diane Andrews
- Associate Vice President for Student Affairs: Andrea Dowhower
- Senior Director, HUB-Robeson Center, Student Affairs Facilities and Staff Development: Mary Edgington
- Assistant Director, Space Management: Pam Garbini
- Manager, Engineering Services: Andrew Gutberlet
- Senior Director, Campus Recreation: Laura Hall
- University Architect: Greg Kufner
- Project Manager, Design, & Construction: Chad Spackman
- University Planner: Neil Sullivan
- Director of Planning, Design, & Properties: Steve Watson

Stakeholders Interviewed

- Vice President for Student Affairs: Damon Sims
- Associate Vice President for Student Affairs: Diane Andrews
- Senior Director, HUB-Robeson, Facilities: Mary Edgington
- Assistant Director, Space Management: Pam Garbini
- Manager, Engineering Services: Andrew Gutberlet
- Senior Director, Campus Recreation: Laura Hall
- University Architect: Greg Kufner [by phone]
- Project Manager, Design, & Construction: Chad Spackman
- University Planner: Neil Sullivan
- Director of Planning, Design, & Properties: Steve Watson
- Associate Vice President Student Affairs: Andrea Dowhower
- Assistant Vice President Student Rights & Responsibilities: Danny Shaha
- Director, Student Care & Advocacy: Anna Barone
- Interim Senior Director, Office of Student Conduct: Karen Feldbaum
- Senior Compliance Coordinator, Fraternity & Sorority Life: Pat Finochio

- Director, Student Legal Services: Kelly Mroz
- Director, Sexual Misconduct, Prevention, Response: Spencer Peters
- Assistant Vice President Diversity and Inclusion: Margaret (Peggy) Lorah
- Director, Gender Equity Center: Audra Hixon
- Director, Adult Learner Programs: Leslie Laing
- Director, Center for Sexual & Gender Diversity: Brian Patchcoski
- Director, Center for Spiritual and Ethical Development: Bob Smith
- Program Coordinator, Collegiate Recovery Community: Jason Whitney
- Director, Paul Robeson Cultural Center: Carlos Wiley
- Senior Director, Student Engagement: Barry Bram
- Director, Fraternity & Sorority Life: Chris Jefferson
- Director, Health Promotion & Wellness: Linda LaSalle
- Senior Director, Career Services: Bob Orndorff
- Director, Student Activities: Darcy Rameker
- Senior Director, Residence Life: Jen Ciaccio
- Director, Center for Character, Conscience, Public Purpose: Tim Balliett
- Communications & Marketing Manager: Shea Bracken
- Director, Research & Assessment, Piazza Center: Adam Christensen
- Human Resources Strategic Partner: Amy English
- Director, SA Information Technology: Ed McGowan
- SA Financial Officer: Jolinda Wilson
- Director, Parents Program: Cyndy Hill
- Senior Director, Counseling & Psychological Services -CAPS: Ben Locke
- Director, Student Orientation; Transition Programs: Dan Murphy
- Director, University Health Services: Robin Oliver-Veronesi
- Student Focus Group

Student Affairs Mission and Strategic Plan

Student Affairs Mission

Penn State Student Affairs facilitates holistic student success through purposeful advocacy, education, engagement, and support.

Student Affairs Strategic Plan

The master plan responds to the Student Affairs goals set out in the Student Affairs Strategic Plan. The Master Plan also takes into consideration the goals of the Student Affairs Strategic Plan and the Recreation Strategic Plan.

Citizenship, Engagement and Leadership Development

Student Affairs facilitates opportunities for engagement, leadership development and collaboration. We aim to equip students with the tools to be responsible and active citizens in the communities in which they engage.

Objectives

1.1 Improve existing services, programs, and resources for students on civic engagement and leadership development.

1.2 Educate students on local and global citizenship and their roles and responsibilities as community members, including affecting sustainability on both small and large scales.

1.3 Build student awareness of and engagement in activities that foster ethical and responsible civic involvement.

1.4 Support student leadership development.

1.5 Support Student Affairs staff development on civic engagement and ethical behavior and encourage modeling.

Support and Advocacy

Student Affairs strives to provide students with support and advocacy as they navigate life and the college experience while preparing for careers after graduation, recognizing there are many ways in which students can be marginalized that may require more intensive advocacy / or support.

Objectives

2.1 Provide more comprehensive support for marginalized students.

2.2 Better facilitate and coordinate service to parents and families of students.

2.3 Centrally coordinate and implement support services.

2.4 Formalize support for student activism and expression.

2.5 Increase access to career services, programs and resources.

Equity, Diversity and Inclusion

Student Affairs will facilitate the growth of students and staff in the areas of social justice, cultural humility, and communicating productively across difference.

Objectives

3.1 Improve staff training to address cultural humility, macroaggressions, implicit bias, and social identity in relationship to serving students and their multiple identities.

3.2 Enhances students' ability to communicate with others across differences.

3.3 Develop student knowledge and skills around ethical decision-making, empathy, individual leadership and personal accountability.

Improve the wellness of students and employees within Student Affairs

Student Affairs promotes wellness as a foundational value in support of all we do. Wellness, a multidimensional and holistic approach to life, is an active process through which people become aware of and make choices toward a more successful Penn State experience. Wellness includes the following nine dimensions: Physical, social, emotional, spiritual, financial, cultural, environmental, occupational and intellectual.

Objectives

4.1 Enhance student wellness by creating innovative programs and services to meet the developmental needs of all students.

4.2 Partner with Human Resources and other relevant units to tailor staff-development opportunities to enhance employee wellness and encourage and support staff to internalize and model healthy behavior.

4.3 Create a wellness group to better coordinate wellness services and programs for students.

4.4 Advocate for University policy changes that will support a healthier community for both on-and off –campus students.

Enhance Organizational Effectiveness within Student Affairs

While students remain at the core of our work, the strategic deployment and maintenance of resources is crucial to our success in addressing other goals in this plan. Student Affairs is committed to leveraging our people, money, time, and cultural competence in efficient ways that allows us to be proactive and nimble.

Objectives

5.1 Purposeful investment in activities, programs, technology, and space that promote collaboration and student success.

5.2 Identify and implement strategies to recruit and retain a diverse staff.

5.3 Identify additional and sustainable sources of revenue to support unit initiatives

5.4 Improve management infrastructure to support evolving student and staff needs in a rapidly changing and dynamic world.

Key Findings



Introduction

The Analysis and Assessment Tasks of the planning process revealed several key findings that ultimately informed the recommendations of the master plan. This section summarizes the key findings in two broad categories: People and Place.

People

This section summarizes findings relating Student Affairs activities and programs to campus location and the suitability of the facilities occupied. Findings are provided for the following:

1. Student Affairs Facilities & Uses
2. Recreation
3. Health and Wellness
4. Career and Academic Support
5. Student Support
6. Student Organizations, Arts and Events
7. Student Affinity Groups, Diversity & Inclusion
8. Student Affairs Administration

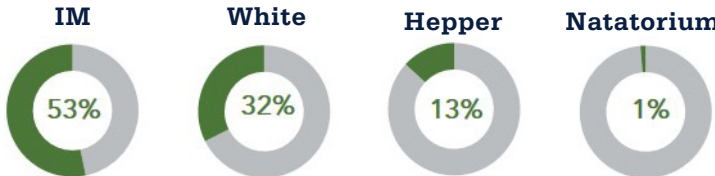
Place

This section summarizes the assessment findings for key buildings occupied by Student Affairs. These include:

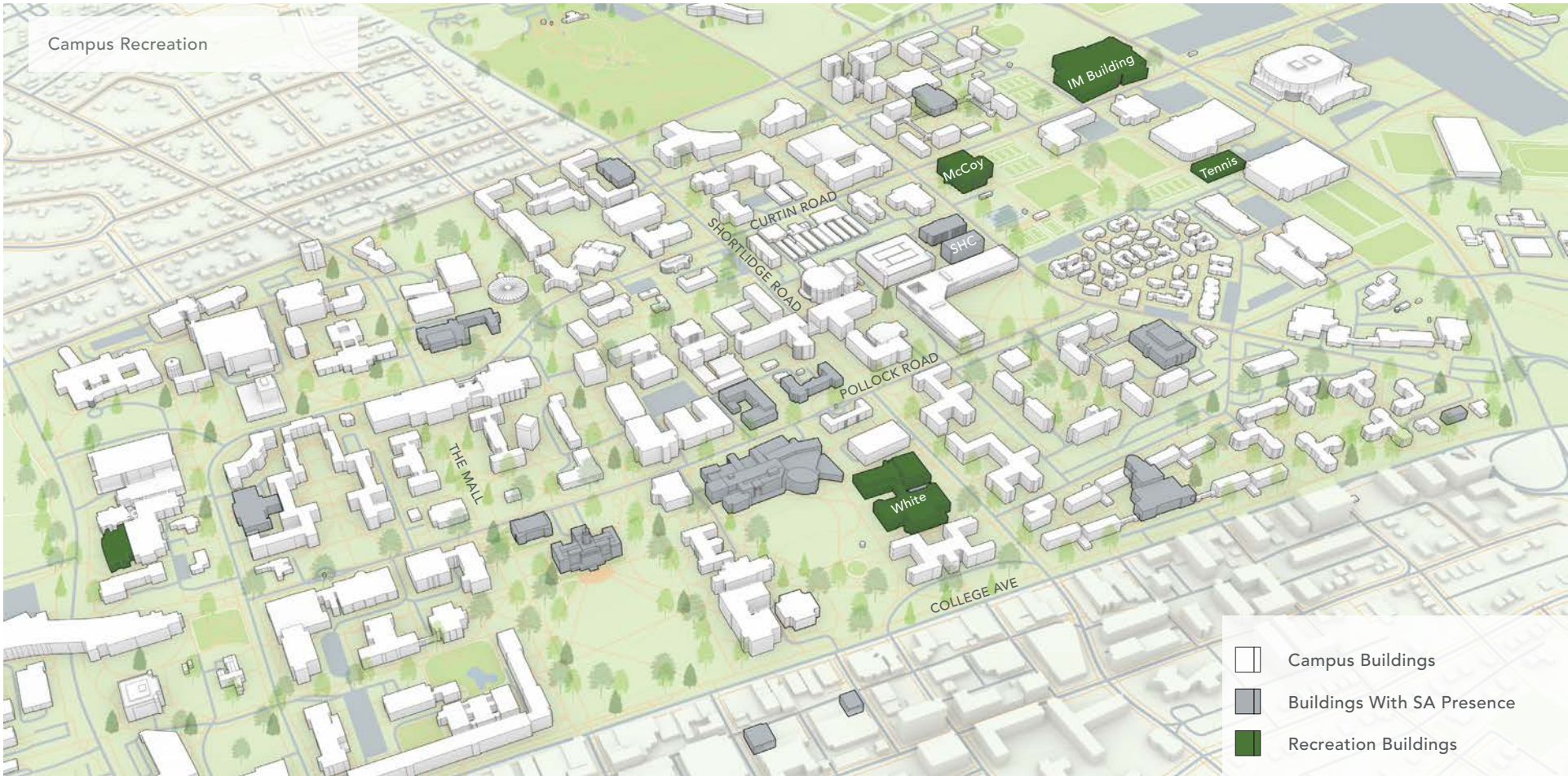
1. HUB-Robeson Center
2. White Building
3. Boucke
4. Bank of America Building
5. Student Health Center

Recreation

Percentage of Recreation Users Per Building



Campus Recreation operates within several buildings distributed across campus, ensuring proximity to all students. The biggest source uncertainties about the future relate to spaces shared with Intercollegiate Athletics (indoor tennis, McCoy Natatorium, White Building), as changes must be jointly agreed upon and funded.



Health and Wellness

Health and Wellness programs are distributed across campus, though not all services are available in each location. The distribution of services is related to increasing demand for space as student need for these services increases. In the future, departmental consolidation would be preferable; students

are advocating for a consolidated holistic approach to health and wellness facilities. In particular, Counseling and Psychological Services is presently distributed across three locations, including leased space downtown which has an associated annual cost.

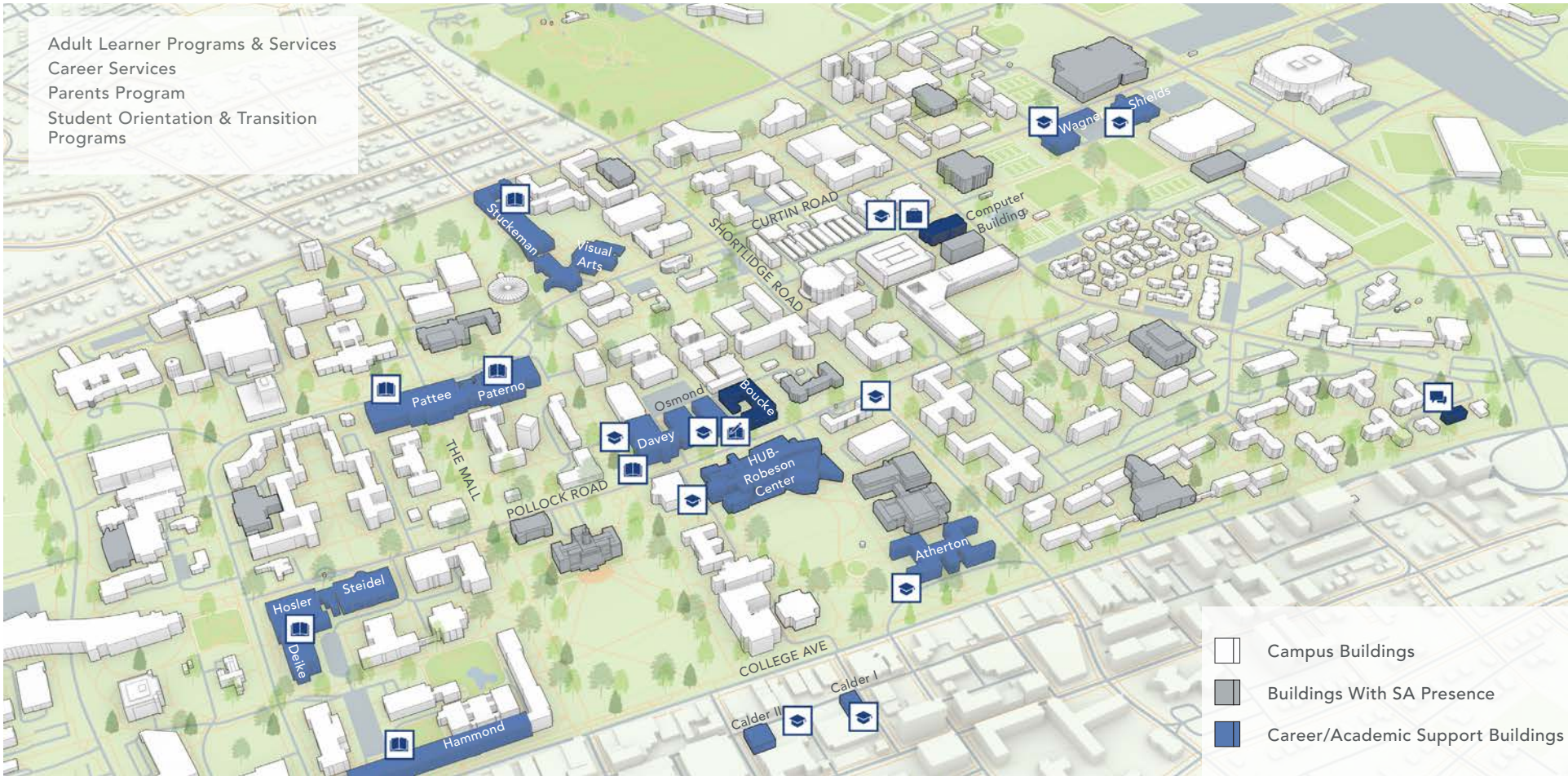


Career and Academic Support

Certain career and academic support functions (including related student organizations) are overseen by academic departments, and the associated spaces are managed by the respective academic departments, not Student Affairs.

More general prospective employer engagement is centralized within the Bank of America Building and is managed by Student Affairs. Additional technology services and support would improve operations as employer engagement increasingly is virtual.

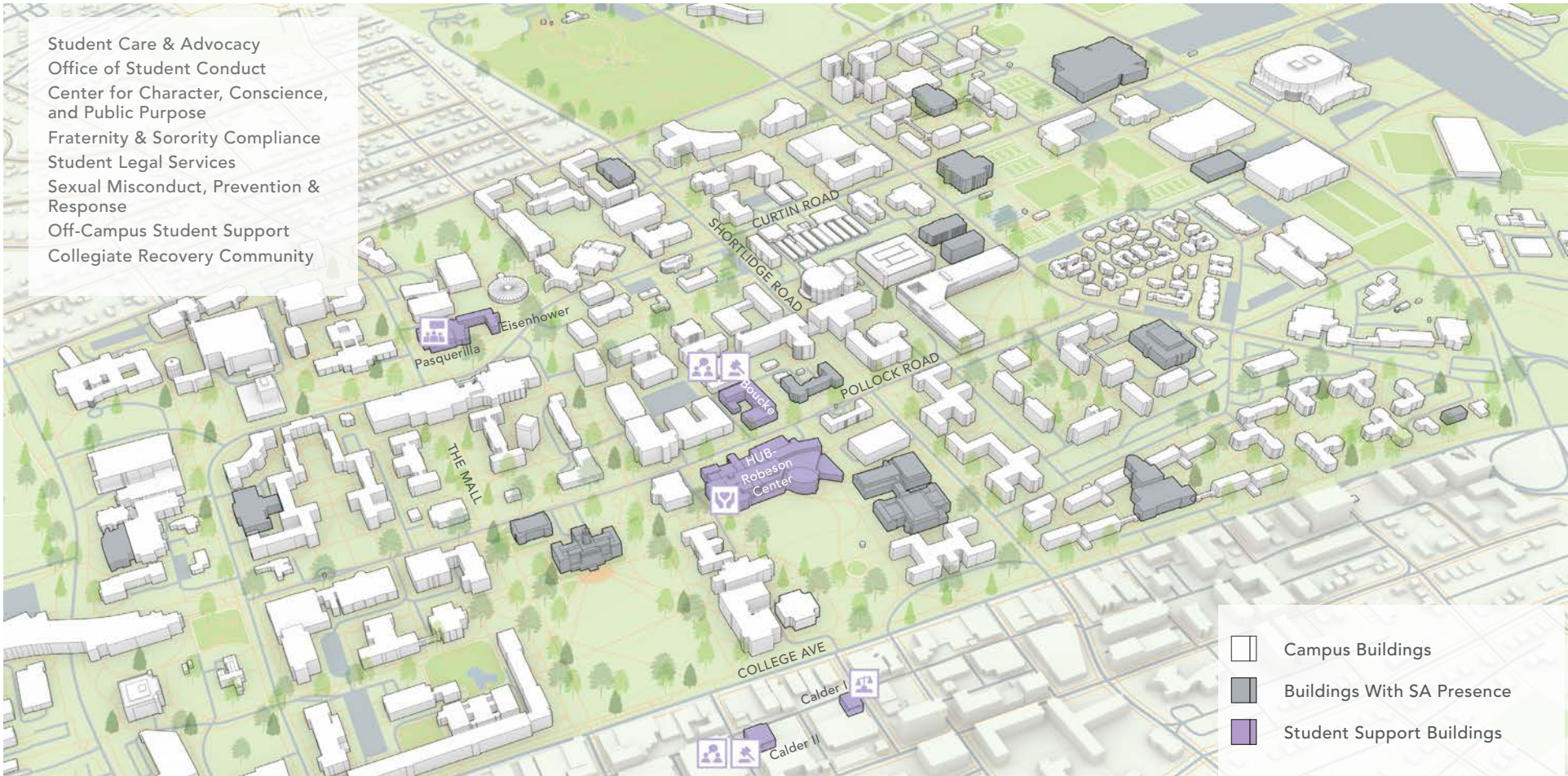
Some academic support functions are non-student-facing, such as the Parents Program and Student Orientation and Transition; these offices don't need central locations that are visible to students.



Student Support

Student Support offices play a critical role on campus for students facing hardship or crisis. Due to the sensitive nature of the services provided by these departments, they need to be highly accessible to students with visible front doors in central locations, while

maintaining semi-private lobbies and private offices to maintain confidentiality. Most offices have strong connections with Residential Life staff, so ensuring their continued proximity to residence halls is important.



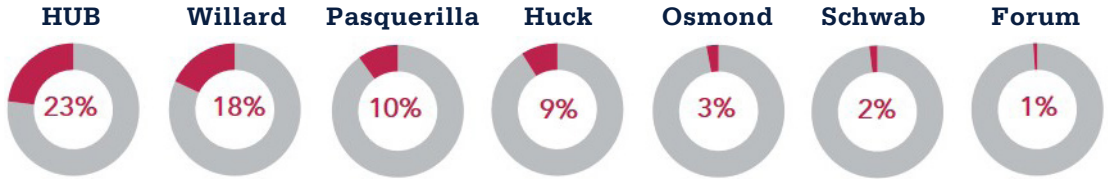
Student Organizations, Arts, and Events

Most student organizations that have a physical space on campus are located within the HUB-Robeson Center. Competition for space by student organizations is high, and the inflexibility of the existing student organization office spaces limits the number

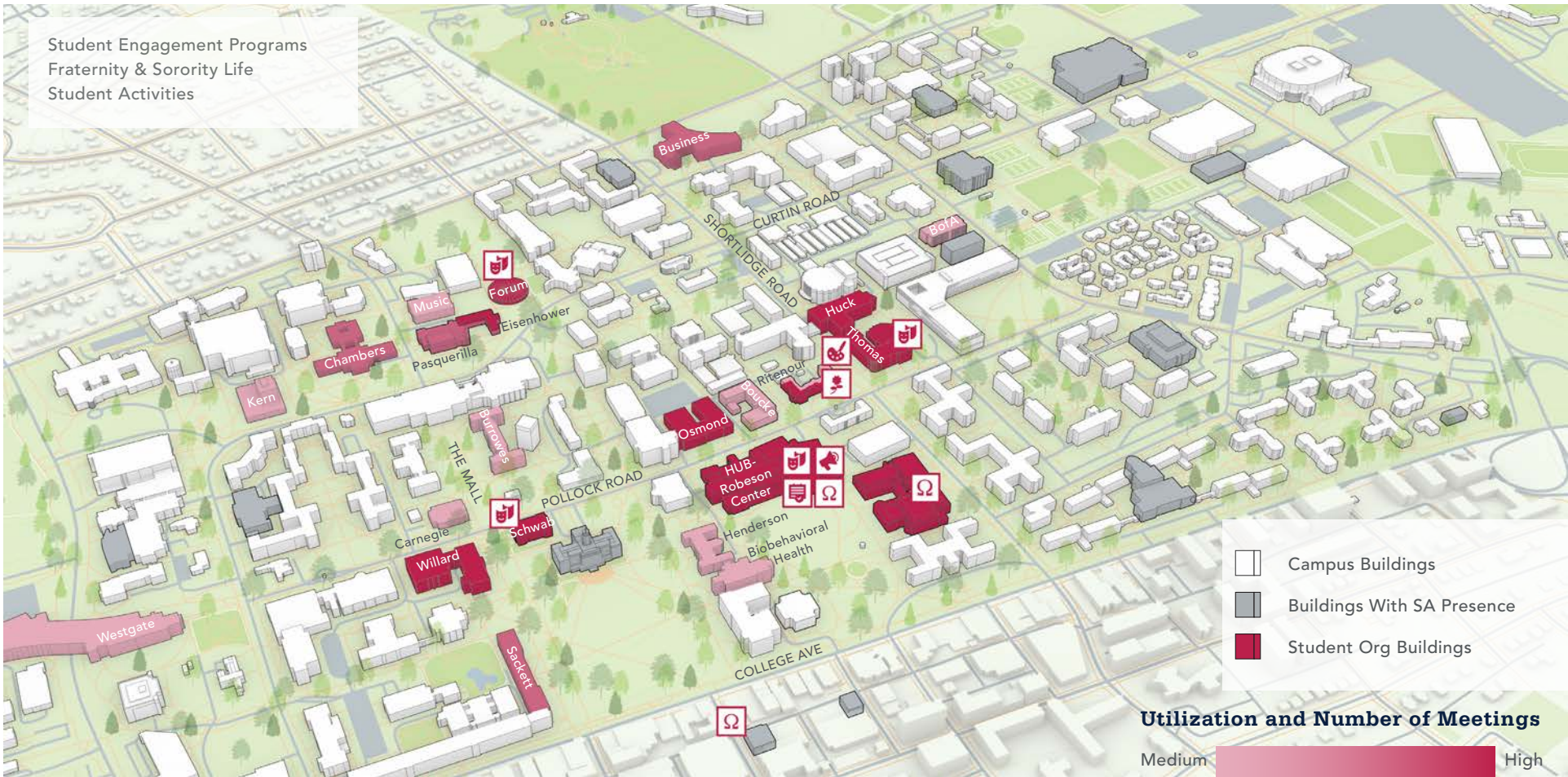
of organizations that are allocated space and the number of work stations an organization is allocated. A shortage of storage space exacerbates this issue, as organizations use assigned work stations as storage space.



Percentage of Total Event Hours Per Building



Space for student events on campus can feel limited, especially as event location can impact turnout. Events in central campus buildings see higher turnout. Rental costs for event space in some central locations can be prohibitive for some groups.



Student Affinity – Diversity and Inclusion

Today, space for affinity groups at Penn State follows a semi-integrated model, (as opposed to providing dedicated space for each individual affinity group). The Paul Robeson Cultural Center is a shared space for many cultural groups, and has interior connections

to the Center for Sexual and Gender Diversity in the HUB-Robeson Center. Other religiously-affiliated affinity groups have dedicated space in the Pasquerilla Center and other dedicated locations. It is preferable to continue to offer a balance of dedicated space and integrated

space, though there is an opportunity to improve the current configuration and distribution of spaces as the overall space allocation for affinity groups increases with growing demand.



Student Affairs Administration

Many of the “student-facing” administrative departments are in centrally located buildings; however, the spaces they occupy are not necessarily visible or suitable for their mission.

Several non-student-facing administrative offices enjoy central locations that might be better utilized for student-facing functions.

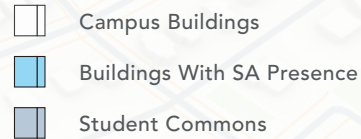


Place

Student Affairs departments and units occupy several existing facilities across the campus. The Master Plan examines each in varying degrees depending on their importance and relevance to the space needs and issues identified during the planning process. This section summarizes the findings for the most significant Student Affairs facilities listed below. The following pages contain a summary of a more in-depth facilities conditions assessment, which can be found in the appendix.

Student Affairs Buildings	Student Affairs ASF
Major SA Facilities	
HUB-Robeson Center	126,400
Student Health Center	36,900
Bank of America Building	19,800
Pasquerilla Spiritual Center	28,000
Schwab Auditorium	18,100
Administrative and Support Facilities	
Allenway (leased space)	2,500
Boucke	12,300
Calder I and II (leased space)	4,900
Old Main (office space)	2,000
Recreation Buildings	
White Building	81,200
IM Building	166,500
Tennis Center	25,400
McCoy Natatorium	32,700
Hepper Fitness Center	16,000

Data sourced from Lion Space during Fall 2019 and updated based on stakeholder interviews and to reflect recent space moves.



HUB-Robeson Center

The HUB-Robeson Center is a high-energy campus hub that has grown over time to keep up with demand. The resulting building complexity and continuing demand suggest exploring further interventions to address space needs.

Year Built

1955

Renovated

1999/2015

GSF

346,000

ASF (Student Affairs)

126,400

EUI (Energy Use Intensity)

135

Condition

Excellent (.07)



Condition Summary

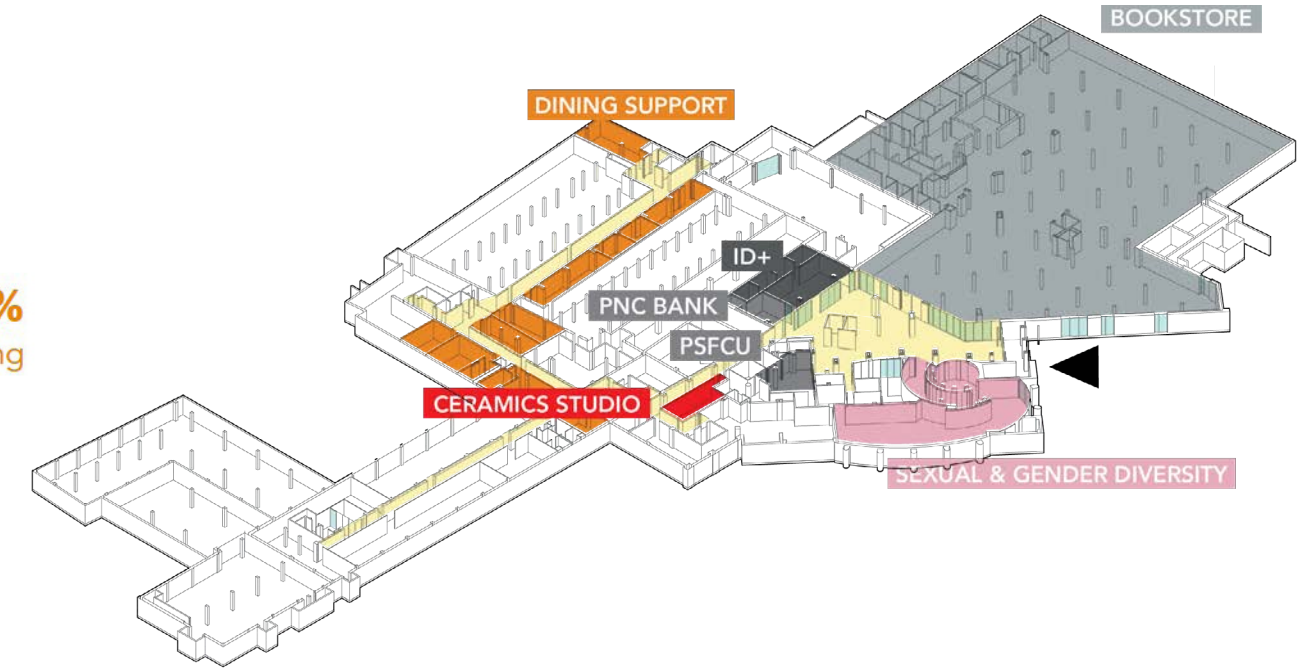
In general, exterior and interior materials are in good condition. Due to the size of the building and multiple renovations and additions, the finish style and quality varies. A comprehensive renovation and management plan is recommended to facilitate continuity of program, facility condition, and furnishings.

Future Program

Maintain current array of student life programming, including dining, events, and student organizations. Evaluate the future of dining in the facility (maintain, grow, or shrink). Look for further opportunities to decant non-student facing staff offices to other locations in order to maximize space for student-facing programs.

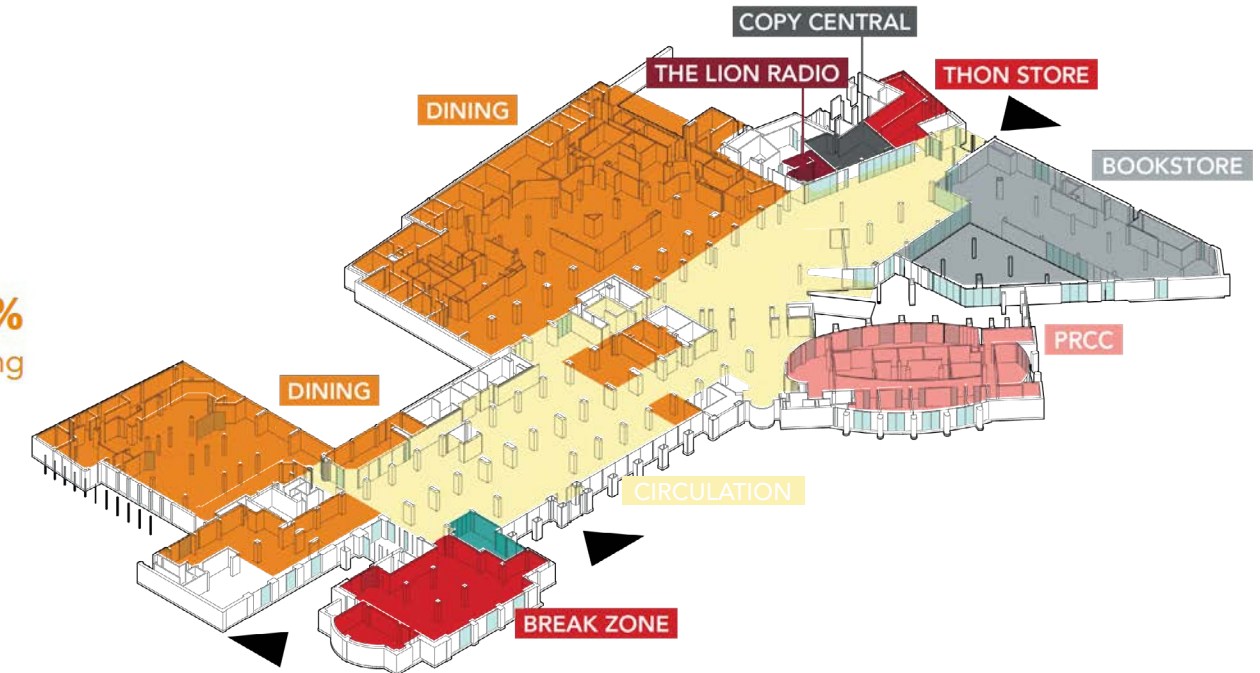
Lower Level

- Lower level programs are somewhat obscured from higher-traffic areas upstairs



Ground Level

- Dining is a prominent program component
- PRCC is undersized and lacks a prominent identity/entry
- Break Zone

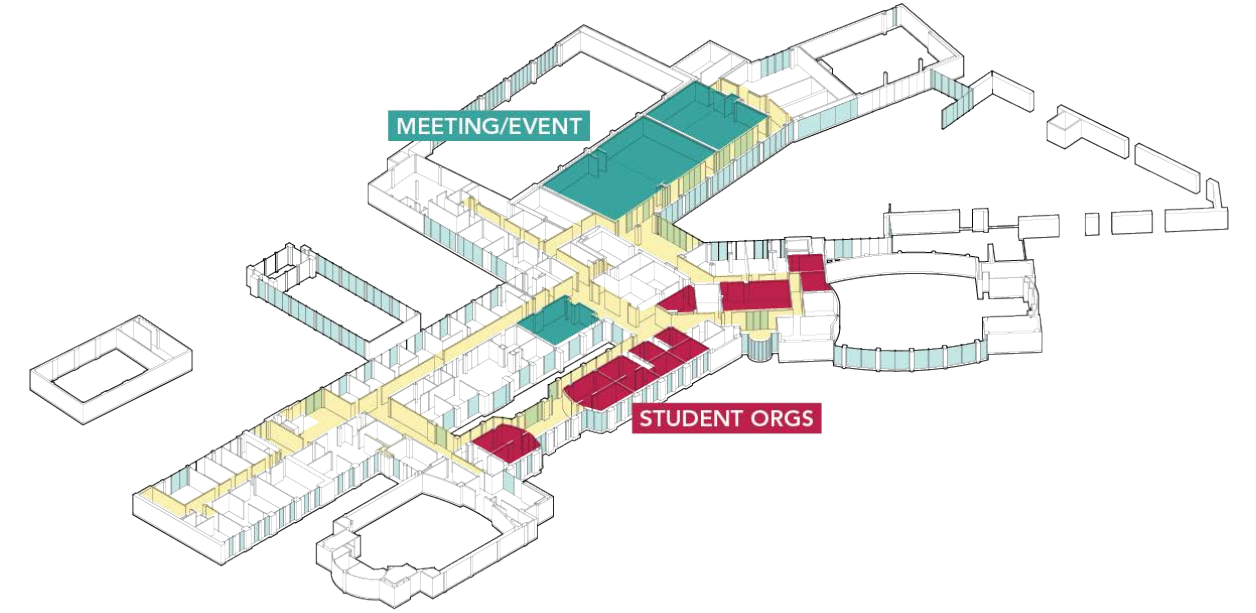
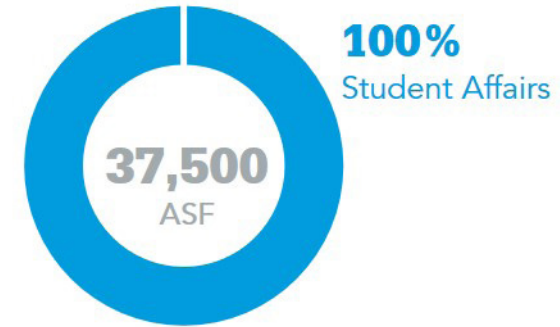




Second Level

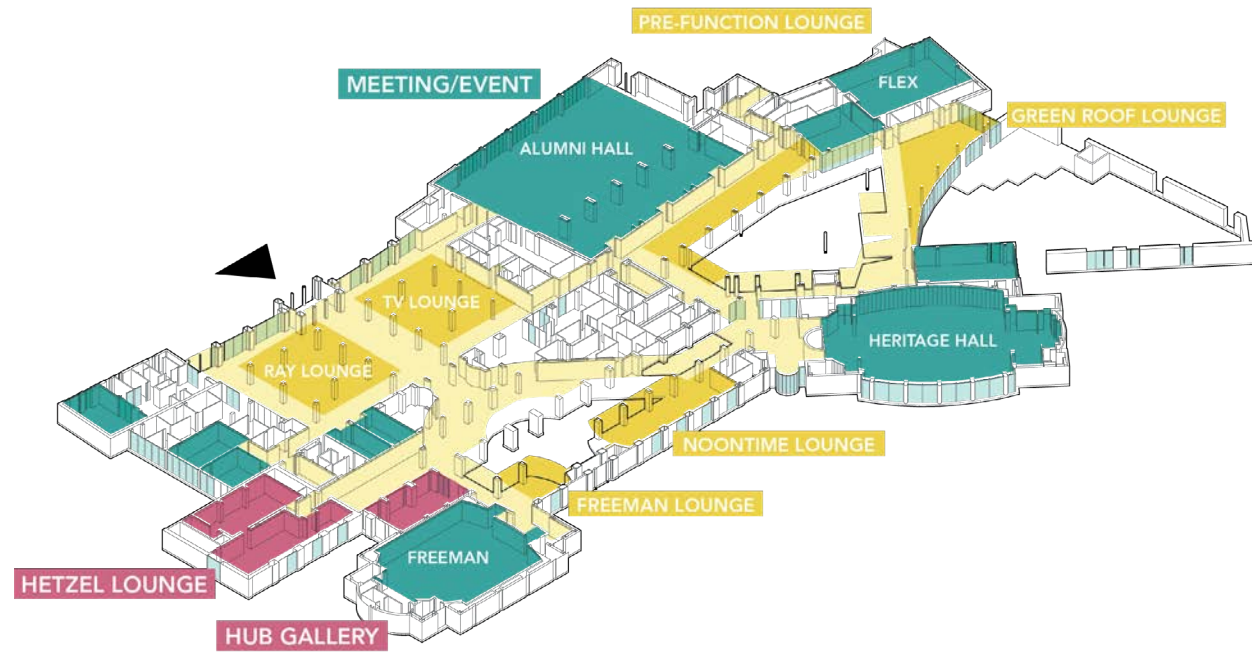
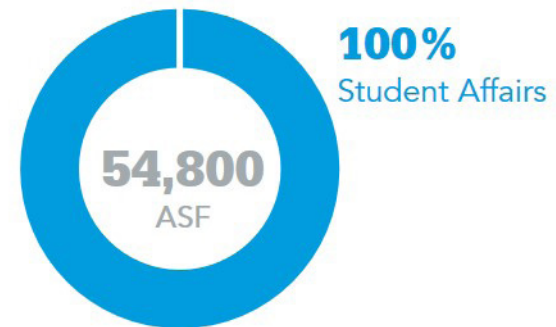
- Smaller meeting spaces, student orgs and administrative offices
- Smaller scale lounge spaces can create quieter environments

Second and Third Level Space Allocation



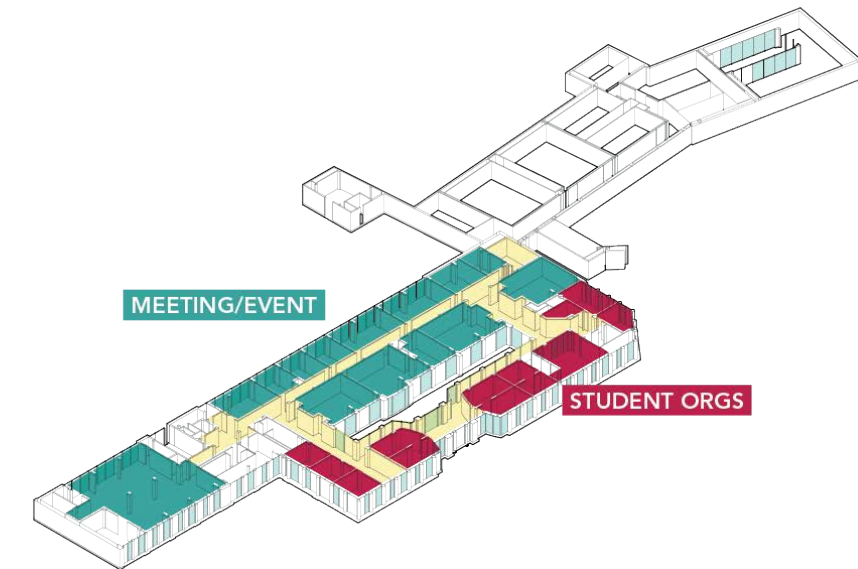
First Level

- Contains most large event space
- Network of circulation and lounge space forms the connective tissue between these spaces
- Wayfinding is somewhat complex



Third Level

- Smaller meeting spaces, student orgs and administrative offices
- Smaller scale lounge spaces can create quieter environments



White Building

The White building consist of two structures joined by a 2003 addition. Both the South wing, built in 1938 with a 1990 addition, and the North wing, built in 1968, house a mix of Athletic, Recreation, and Office functions.

Year Built

1938

Renovated

1968/2003

GSF

165,000

ASF (Student Affairs)

81,200

EUI (Energy Use Intensity)

103

Condition

Good (.11)



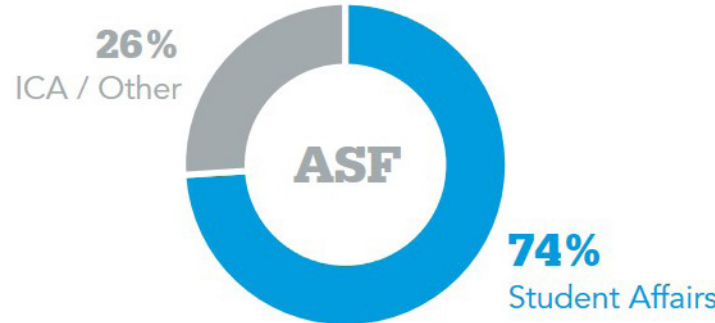
Condition Summary

Distinct quality differences have been created by limiting recent remediation efforts to select areas. This has resulted in areas with original flooring and without adequate HVAC. Due to the age and condition of equipment not renovated in the last 10 years, a full MEP system upgrade should be considered with any major renovation.

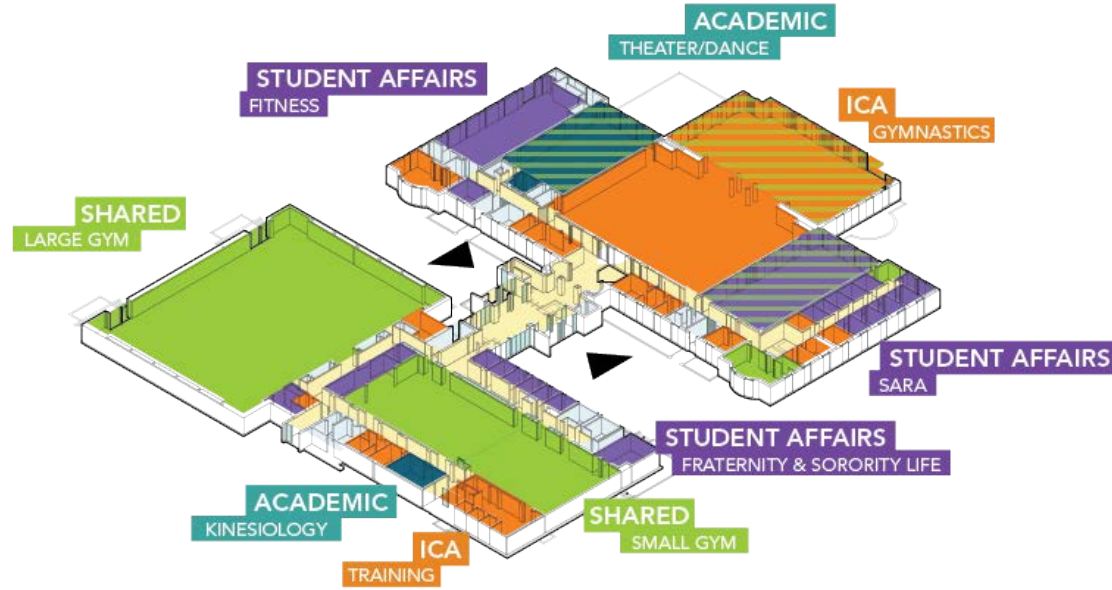
Future Program

The Master Plan has identified this building and site as a prime location for a range of fitness and health services that could constitute a Wellbeing hub at the campus core. Further coordination between Student Affairs, ICA, and Academics (due to current use of classrooms by the Kinesiology Department) is recommended to determine the appropriate mix of programs to maximize the utility of this building and site.

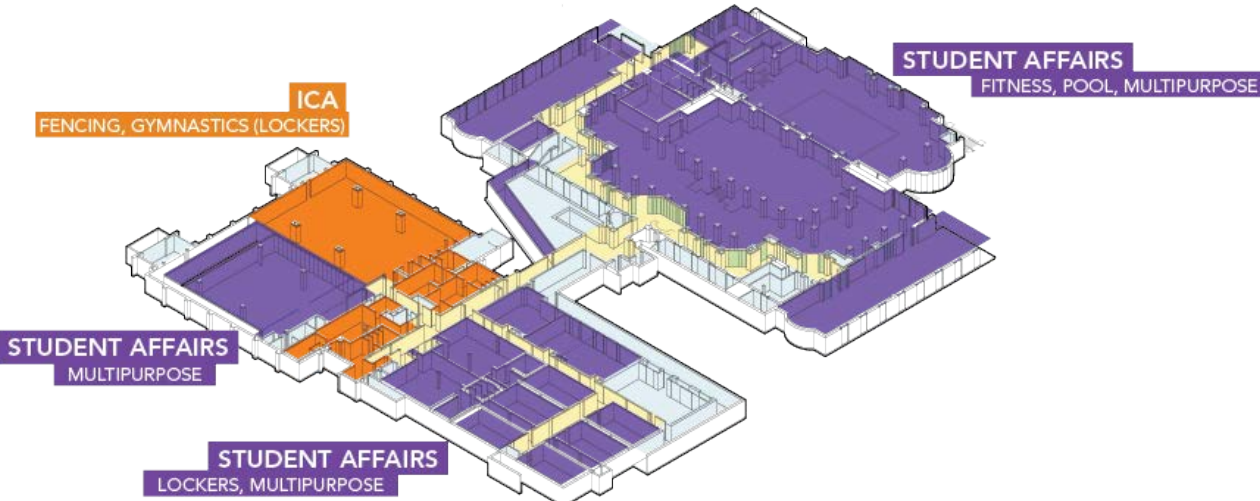
White Building Total Space Allocation



First Level



Lower Level



Boucke Building

Student Affairs occupies several outdated office spaces in Boucke, which, when initially renovated, were not sufficiently adapted for their new use. The overall building organization, physical condition, and low-percentage of Student Affairs assignable space presents an opportunity for these functions to occupy better suited space.

Year Built

1955

Renovated

1968/2003

GSF

91,000

ASF

12,300

EUI (Energy Use Intensity)

93

Condition

Fair (.29)



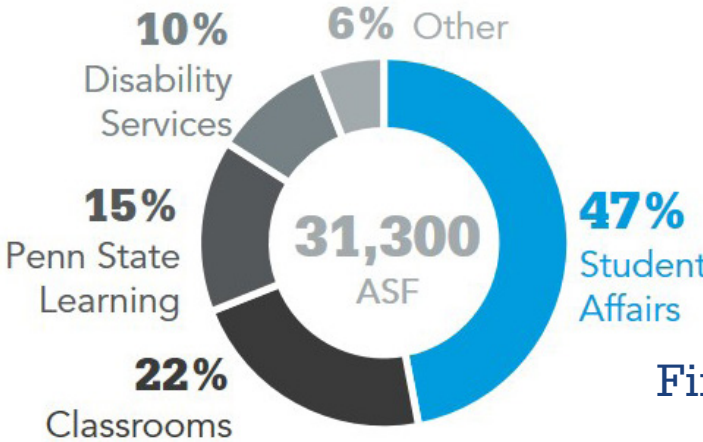
Condition Summary

A variety of upgrades representing significant capital expense have been identified and are recommended to support the long-term use of this building. Demolition and replacement has been considered, but are not recommended as a Student Affairs strategy due to the overall building program.

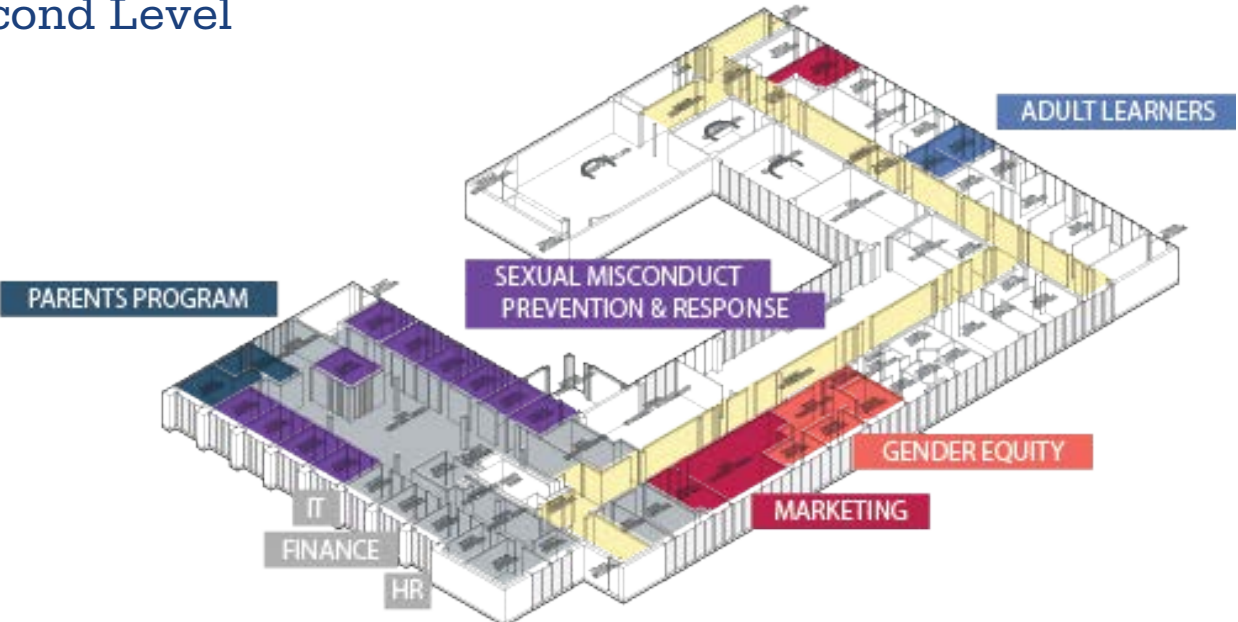
Future Program

The Master Plan has considered the possibility of Student Affairs vacating this building in order to better address Student Affairs space needs and de-couple the programmatic improvements from the timeline for much needed holistic building upgrades. This approach is recommended under the condition that the future location for these units addresses their privacy and security requirements. This would free up approximately 12,000 asf for other institutional uses.

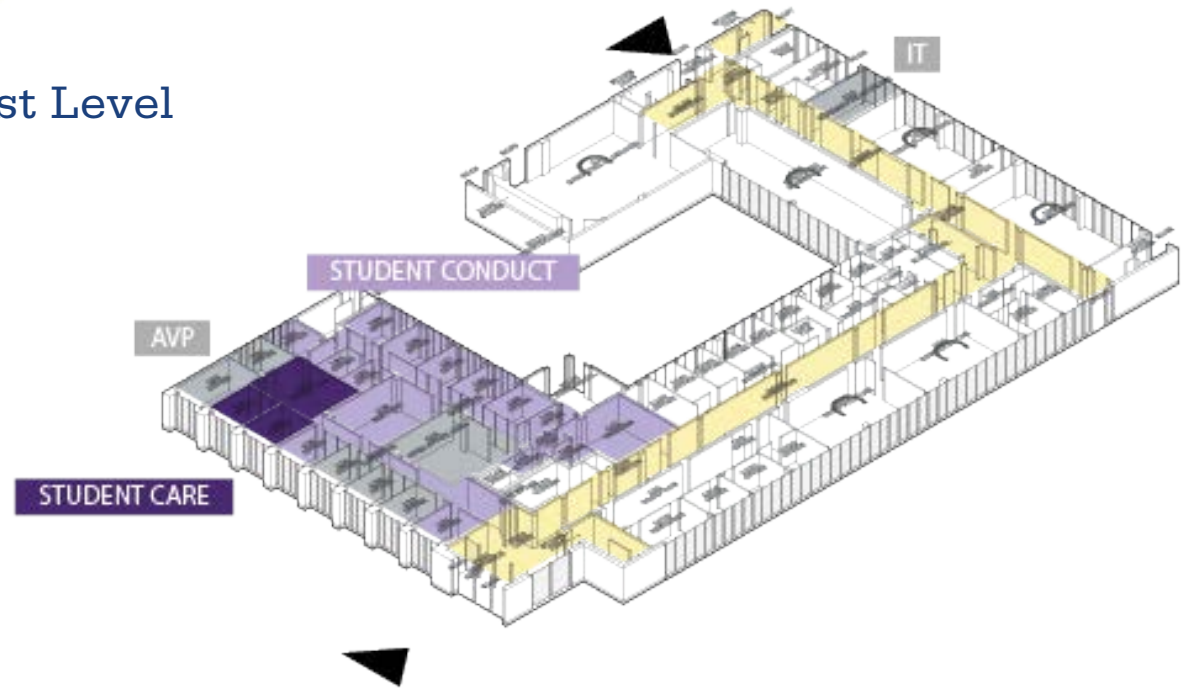
Boucke Building Total Space Allocation



Second Level



First Level



Bank of America Building

Career Services functions are limited to the first and second floors of the Bank of America Building. Along with HVAC and accessibility upgrades, reorganization of the Career Services program should be considered for greater functionality. The third floor is currently used as overflow space for Counseling and Psychological Services as well as office space for Student Orientation and Transition Programs and Summer Programs.

Year Built

2002

Renovated

N/A

GSF

44,000

ASF (Student Affairs)

19,800

EUI (Energy Use Intensity)

124

Condition

Fair (.21)



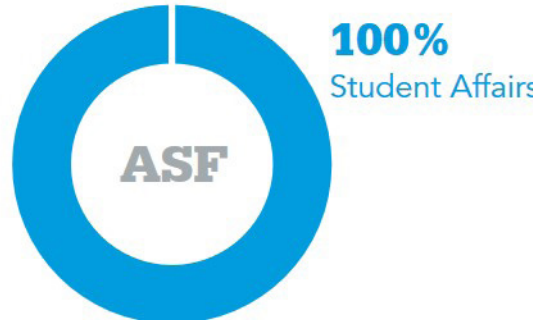
Condition Summary

The building is in good condition with some outdated finishes. It is recommended that renovations be conscious of maintaining the future flexibility of Level 1 and 3 spaces for event and office use respectively.

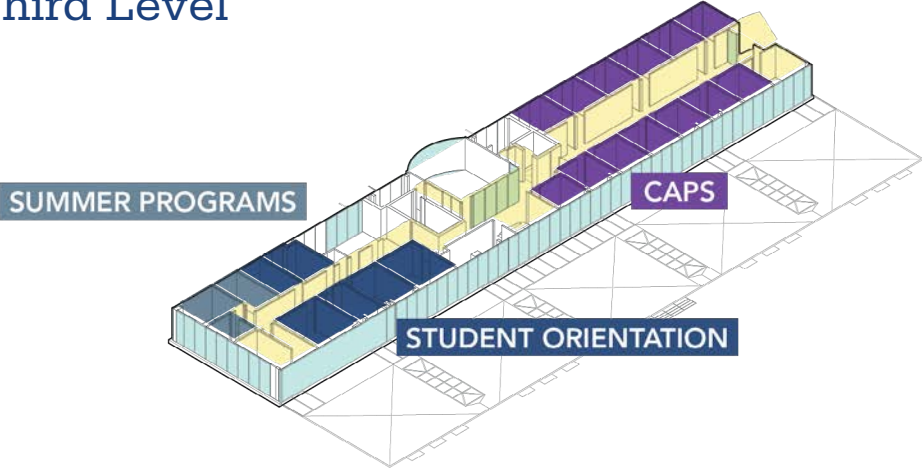
Future Program

In general, CAPS would like to consolidate its operations with other locations. Student Orientation and Transition Programs is well located for student mentors, but would benefit from additional storage space. It is suggested that Level 3 be maintained for Student Affairs swing space in tandem with the addition of swing space at Fisher Hall.

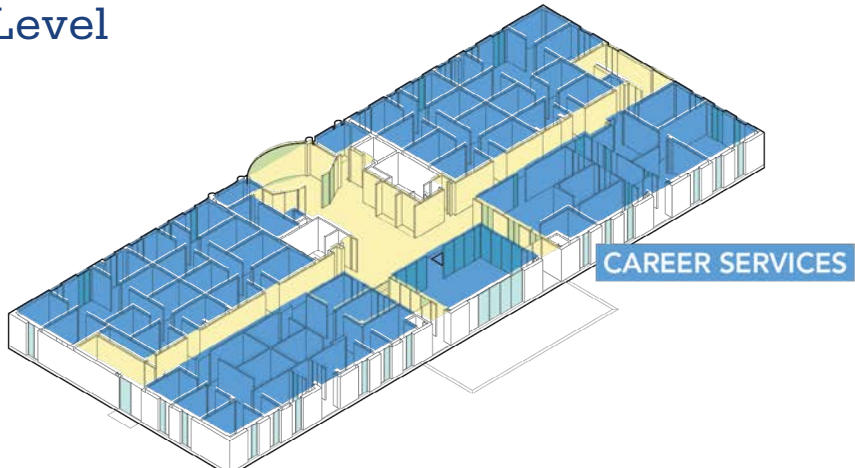
Bank of America Building Total Space Allocation



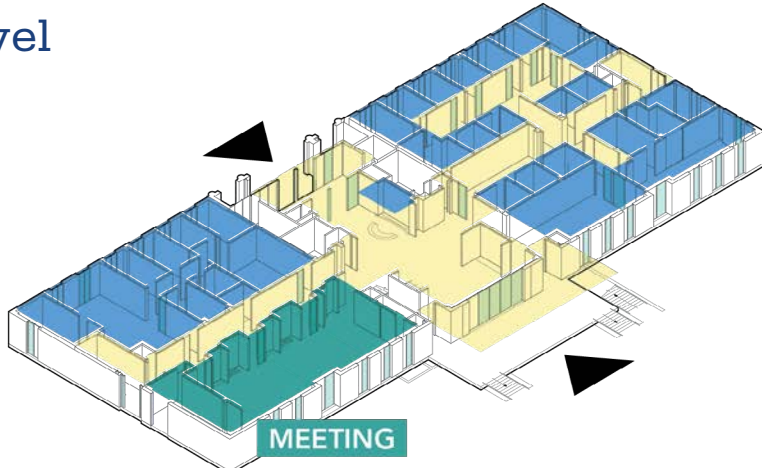
Third Level



Second Level



First Level



Student Health Center

The Student Health Center (SHC) is in good physical condition but program growth has exceeded the available space. In order to support the growing demand for CAPS (Counseling and Psychological Services), satellite offices have been opened in off-campus, leased facilities. There would be benefits to co-locating CAPS with Health Services or Wellbeing programming to maximize access for all students.



Physical Assessment

In general, the building is in good condition and would be adaptable for other office uses.

Space Considerations

CAPS has experienced a 60% increase in size over the past decade and anticipates continued steady growth as the unit targets serving 20% of the student population, up from 10% currently. Additionally, the unit has indicated that consolidating locations would be beneficial for operational functionality.

Year Built

2008

Renovated

N/A

GSF

65,000

ASF (Student Affairs)

36,900

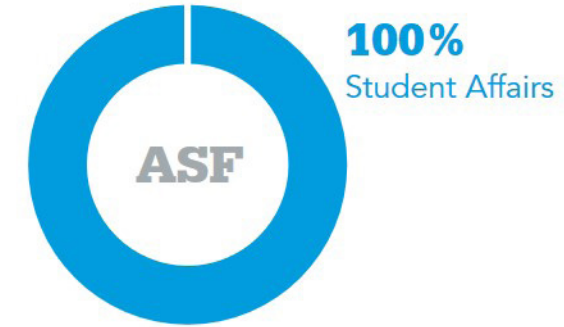
EUI (Energy Use Intensity)

124

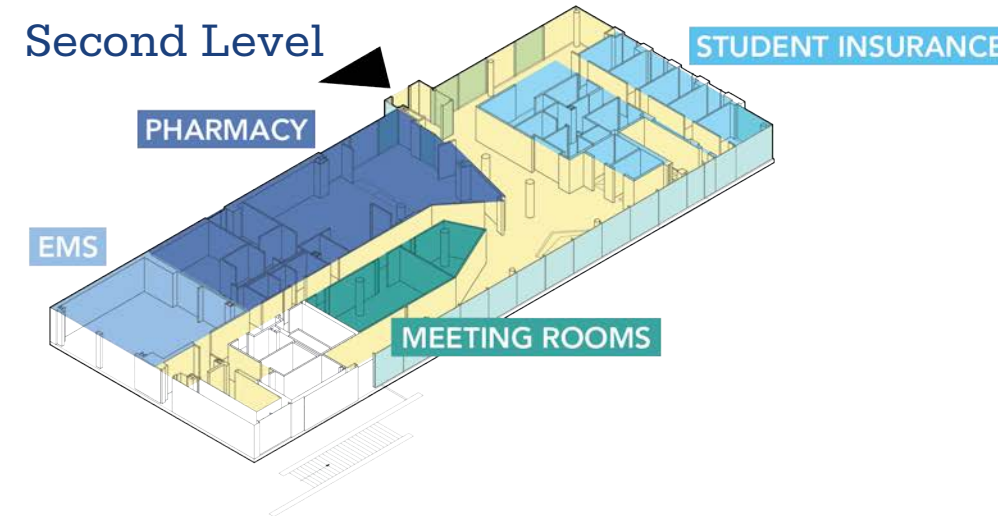
Condition

Good (.15)

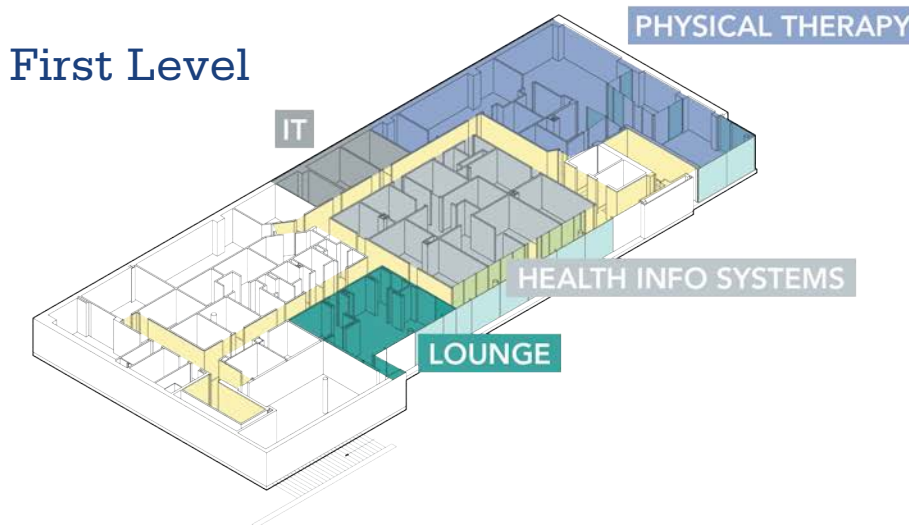
Student Health Center Total Space Allocation



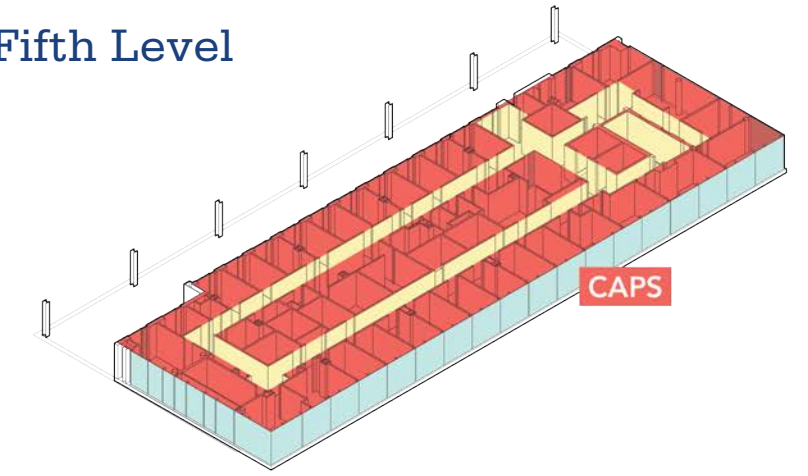
Second Level



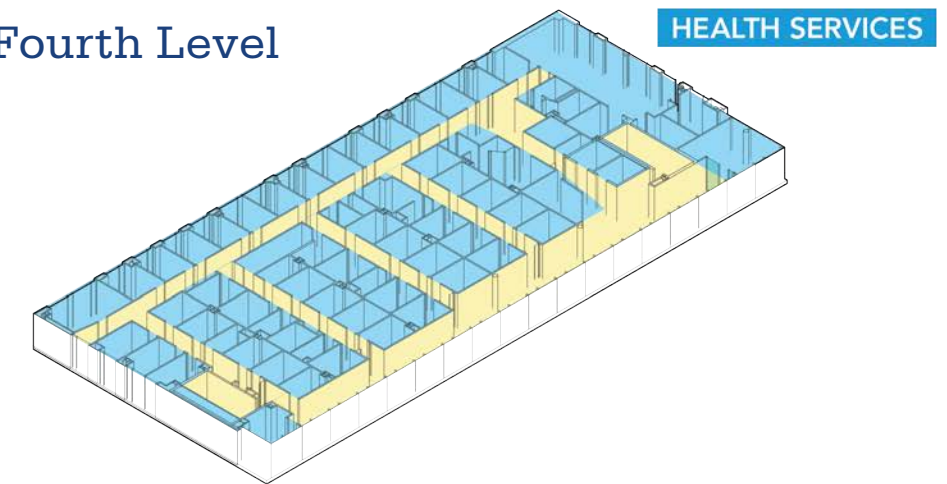
First Level



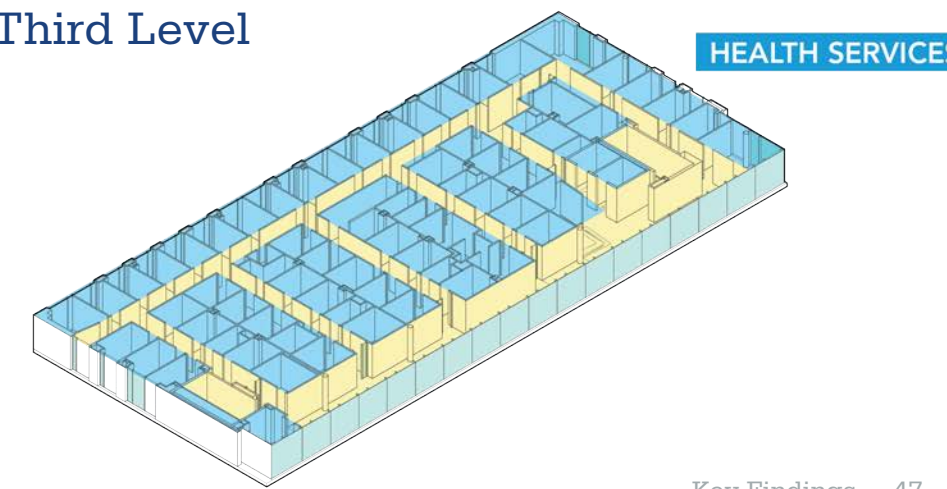
Fifth Level



Fourth Level



Third Level

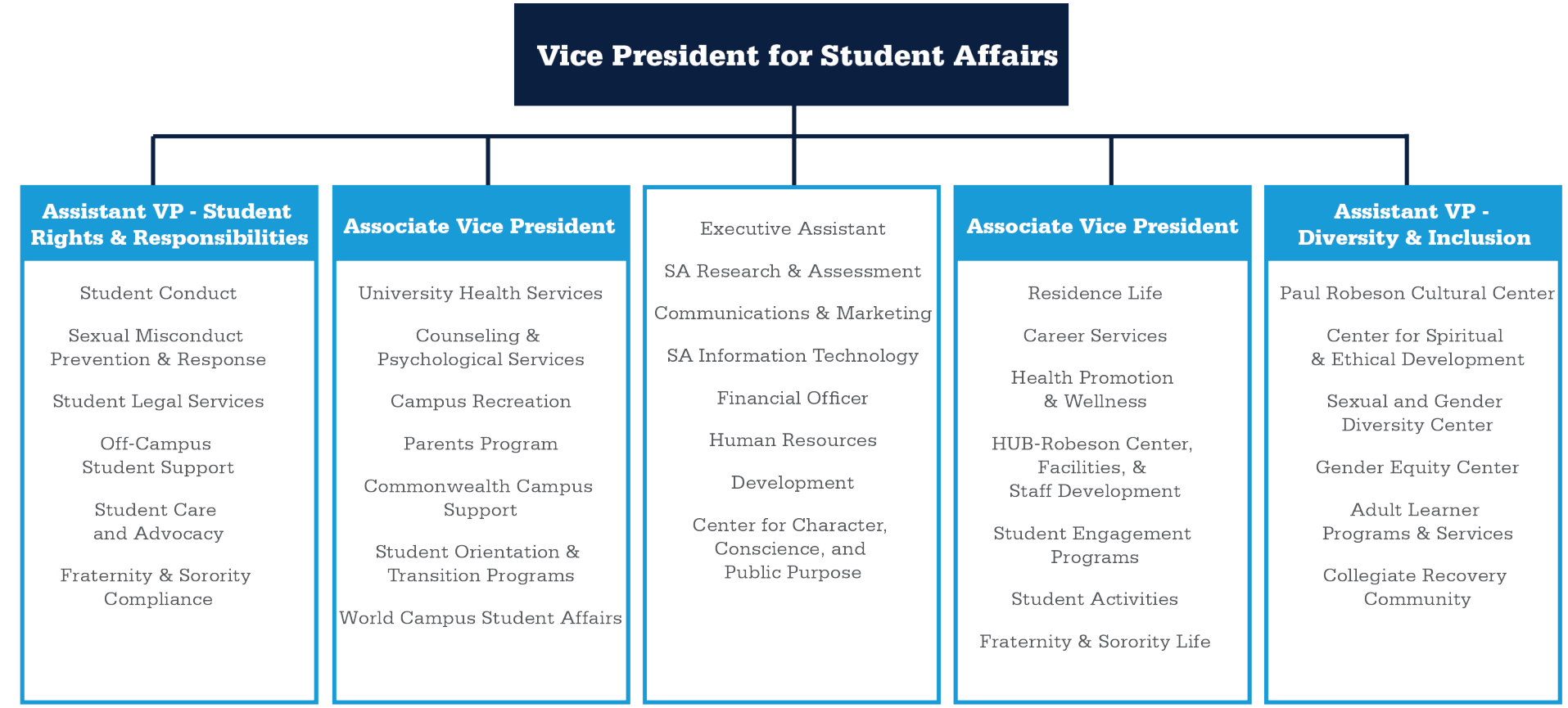


Program Summary

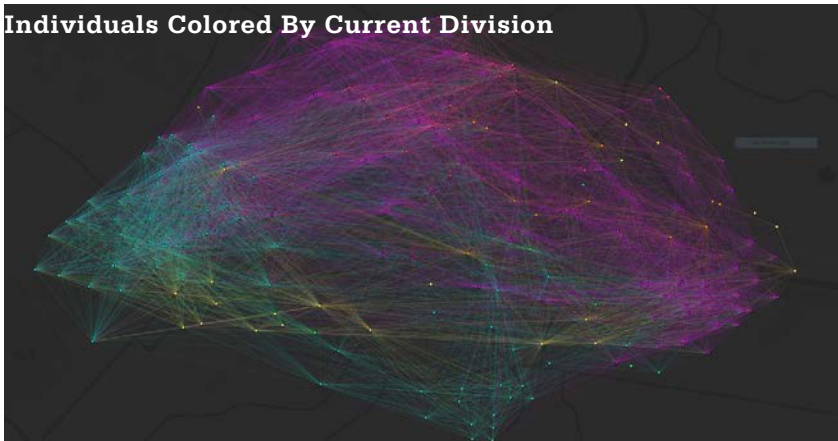
Collaboration Clusters

Today, the individual departments that comprise Student Affairs at Penn State are clustered within the organization chart below. As part of the planning process, all Student Affairs staff members were invited to take an online collaboration survey to ascertain which departments most frequently collaborated

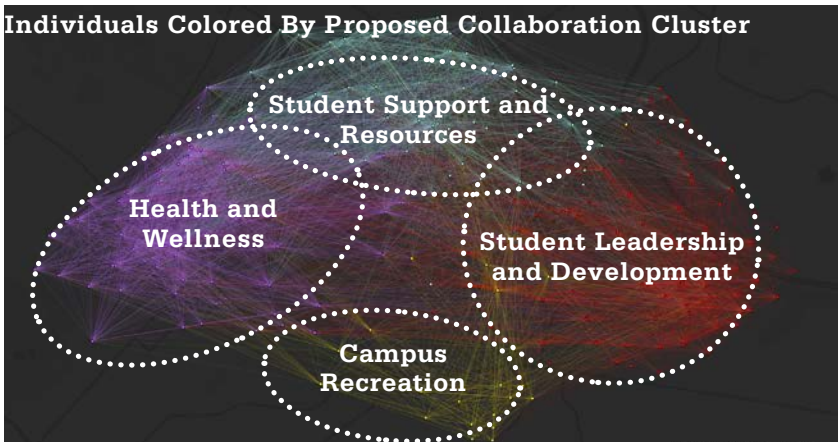
together. The results of this survey are detailed on the next page. The results were used to identify frequent collaborators who might benefit from co-located offices and to improve the experience of students who engage with multiple offices during an issue or initiative.



Collaboration Survey Diagrams



Individual staff members, shown as a single dot colored by their division shown in the organization chart on the previous page, identified their frequent collaborators from a list of all Student Affairs departments. Dots representing frequent collaborators are shown closer together in the cloud, while dots representing infrequent collaborators are further away. Collaboration connections are shown by the lines connecting the dots.



The collaboration survey identifies collaboration clusters based on the frequency of collaborations between individuals and departments. Four collaboration clusters were identified during the survey: Student Support and Resources, Student Leadership and Development, Campus Recreation, and Health and Wellness. A fifth collaboration cluster, Student Affairs Administration, works equally with all other departments. In some cases, departments were assigned a collaboration cluster that differs from their original division. In these instances, these departments were identified as candidates for physical relocation in order to improve operational efficiency and staff and student experience. These clusters helped identify groups to be co-located in the future.

- Adult Learners and Programs
 - Center for Spiritual and Ethical Development
 - Gender Equity Center
 - Paul Robeson Cultural Center
 - Sexual and Gender Diversity
 - Fraternity and Sorority Life
 - Office of Fraternity and Sorority Compliance
 - Residence Life
 - Center for Character, Conscience, and Public Purpose
 - Parents Program
 - Student Orientation and Transition Programs
 - Career Services
 - HUB-Robeson Center, Facilities, & Staff Development
 - Student Activities
 - Student Engagement
-
- Legal Services
 - Off-Campus Student Support
 - Student Conduct
 - Sexual Misconduct Prevention and Response
-
- CAPS
 - Collegiate Recovery
 - University Health Services
 - Health Promotion & Wellness
 - Student Care and Advocacy
-
- Campus Recreation
-
- Commonwealth Campus Support
 - World Campus Student Affairs
 - Development
 - Finance
 - Human Resources
 - Marketing and Communications
 - Research and Assessment (Piazza Center)
 - Vice President for Student Affairs
 - IT

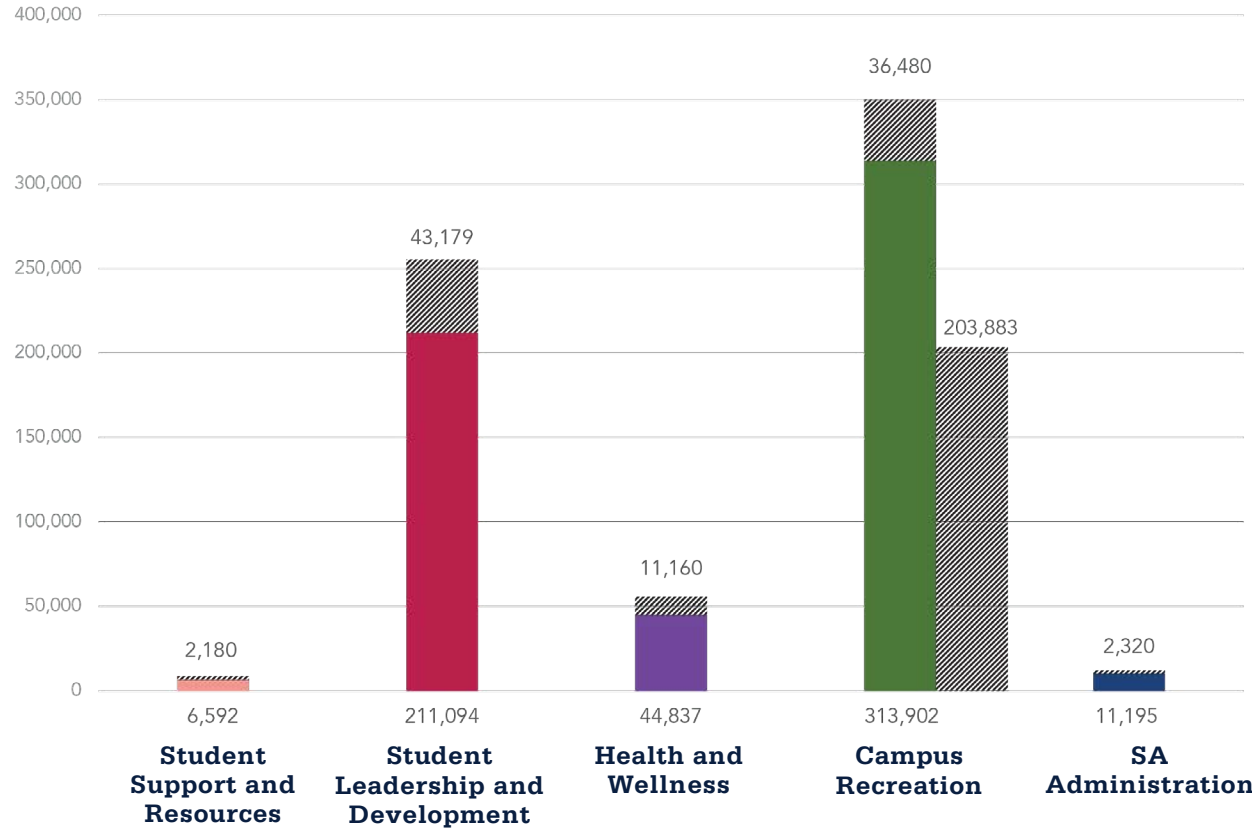
Summary of Program Needs

Program Summary By Collaboration Group

During the planning process, each department provided feedback on their current space allocation and any additional unmet space needs they had, as well as any surplus spaces they no longer required. In addition, guided building tours were conducted in order to observe each department's space to understand any additional quantitative or qualitative issues or opportunities related to departmental space needs.

The departmental interviews and building tours informed the Student Affairs Program, which was vetted by department leadership. The existing quantity of assignable space allocated to each department is shown on the following pages, graphically abstracted in a solid color square. Additional space required by each individual department, if any, is shown in the hatched area surrounding the color block. The detailed needs are listed below. The program is agnostic about the future locations of each department; recommendations pertaining to geography are identified in the planning recommendations chapter of this report.

Program Summary By Collaboration Group



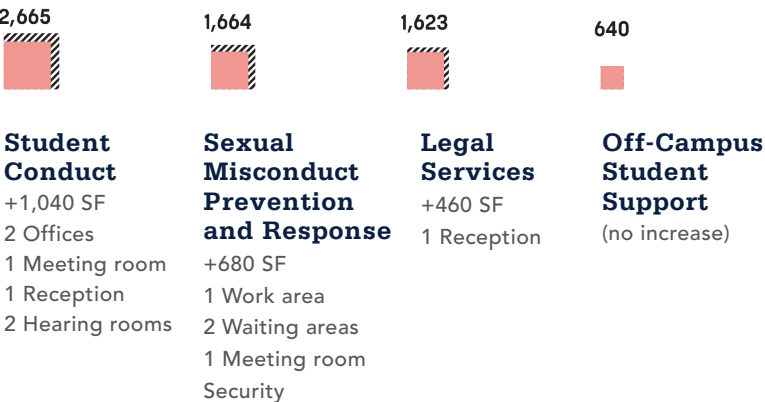
Student Support and Resources Group

- Legal Services
- Off-Campus Student Support
- Student Conduct
- Sexual Misconduct Prevention and Response



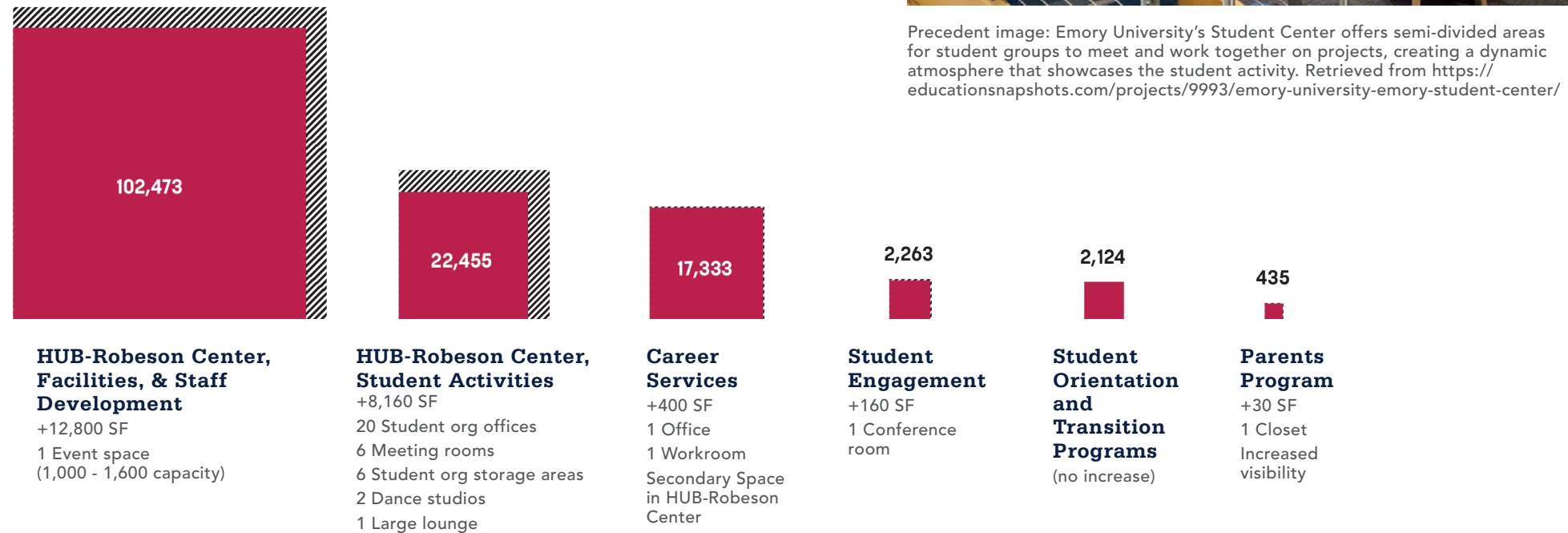
Precedent image: Controlled access office suites allow sensitive administrative offices to be centrally located on campus, convenient to students while maintaining confidentiality for students. Offering multiple, separate waiting areas can ensure students involved in the same conflict do not come into contact. Retrieved from <http://www.hornbergerworstell.com/projects/the-well-sacramento-state-university/>

Program Summary Illustrating Existing and Projected Space Needs



Student Development and Leadership Group

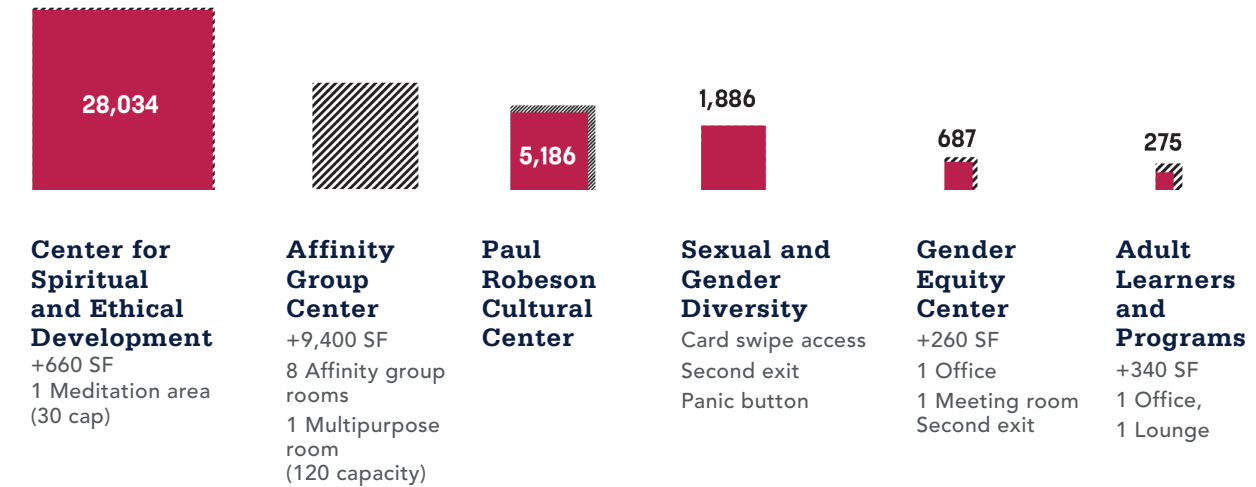
HUB-Robeson Center, Facilities, & Staff Development
 Student Activities
 Student Engagement
 HUB-Robeson Center (Union Operations)
 Career Services
 Marketing and Communications
 Parents Program
 Student Orientation and Transition Programs



Precedent image: Emory University's Student Center offers semi-divided areas for student groups to meet and work together on projects, creating a dynamic atmosphere that showcases the student activity. Retrieved from <https://educationnapshots.com/projects/9993/emory-university-emory-student-center/>

Student Development and Leadership Group

Adult Learners and Programs
 Center for Spiritual and Ethical Development
 Gender Equity Center
 Paul Robeson Cultural Center
 Affinity Group Center
 Sexual and Gender Diversity



Precedent image: University of Minnesota's Student Cultural Center offers a central gathering point for different student groups to come together while offering distinct spaces for each group to meet. A variety of seating types allow for different kinds of programming. Retrieved from <https://www.dlrgroup.com/work/university-of-minnesota-student-cultural-center/>

Student Development and Leadership Group

Fraternity and Sorority Life
 Office of Fraternity and Sorority Compliance
 Residence Life
 Center for Character, Conscience, and Public Purpose



Precedent image: Workspaces, replete with work stations, meeting rooms, and lounges, offer collaborative spaces for groups of all sizes. Lounge areas can be used informally by small groups when they are not reserved for larger meetings. Image courtesy of Sasaki.

Health and Wellness Group

Collegiate Recovery
 Counseling and Psychological Services (CAPS)
 University Health Services
 Health Promotion & Wellness
 Student Care and Advocacy



Precedent image: The Well Building at Sacramento State provides comprehensive, holistic wellness programming for students, focusing on nutrition, mental health, fitness, recreation, and more. Retrieved from <http://www.hornbergerworstell.com/projects/the-well-sacramento-state-university/>

3,250



Fraternity and Sorority Compliance
 +400 SF

1 Lounge

2,791



Residence Life
 (no increase)

1,644



Fraternity and Sorority Life
 +320 SF

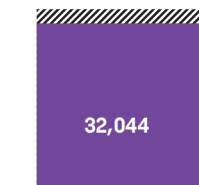
1 Council space
 (co-locate advising)

971



Center for Character, Conscience, and Public Purpose
 +540 SF

2 Offices
 1 Workroom
 1 Meeting area



University Health Services
 (Student Health Center)

+5,860 SF
 6 Exam rooms
 100% Pharmacy expansion
 20% Lab expansion
 20% Billing and Finance expansion
 50% Physical Therapy expansion



CAPS

+2,640 SF
 3 Offices
 1 Workroom
 2 Meeting rooms
 2 Multipurpose rooms
 1 Waiting area
 1 Staff wellness room



Allenway (CAPS)

(space needs reflected under CAPS)



Student Care and Advocacy

+400 SF
 1 Office;
 1 Waiting room
 1 Pantry



Health Promotion & Wellness
 +820 SF

1 Educational space
 1 Demonstration kitchen
 Increased visibility

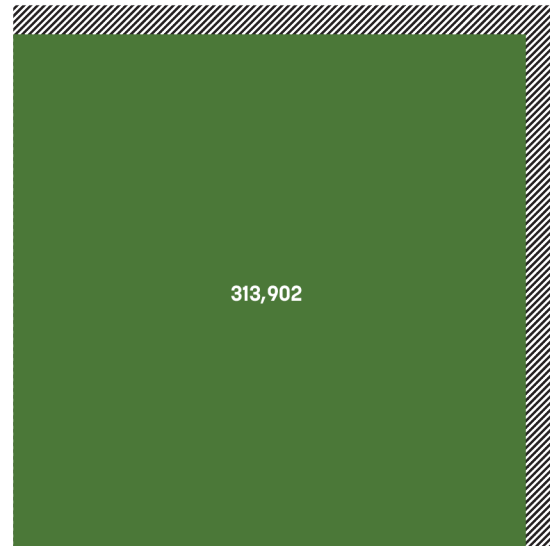


Collegiate Recovery
 +1340 SF

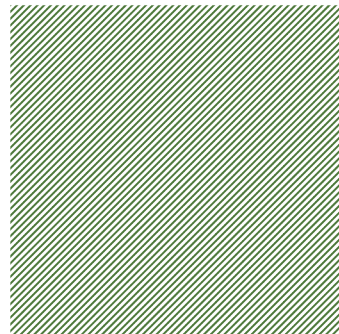
1 Office
 1 Kitchen
 1 Multipurpose room
 (40 capacity)

Recreation Group

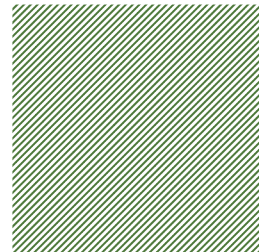
Campus Recreation



Campus Recreation
 +36,480 SF
 4 Tennis courts (ADDITIONAL)
 1 Multipurpose room
 1 Wellness room (moved from Health Center)



New Natatorium*
 +130,000 SF
 10-lane, 50-meter competition pool, Lap pool, Diving well, Facilities for swimming and diving teams, Seating for approximately 2,500 spectators, Campus community locker rooms
 *PSU Athletics Facilities Master Plan



Stone Valley Building Program*
 +73,883 SF
 Recreation area
 Wellbeing Center
 Vertical adventure area
 Leadership Retreat Center area
 *PSU Stone Valley Recreation Area Feasibility Study



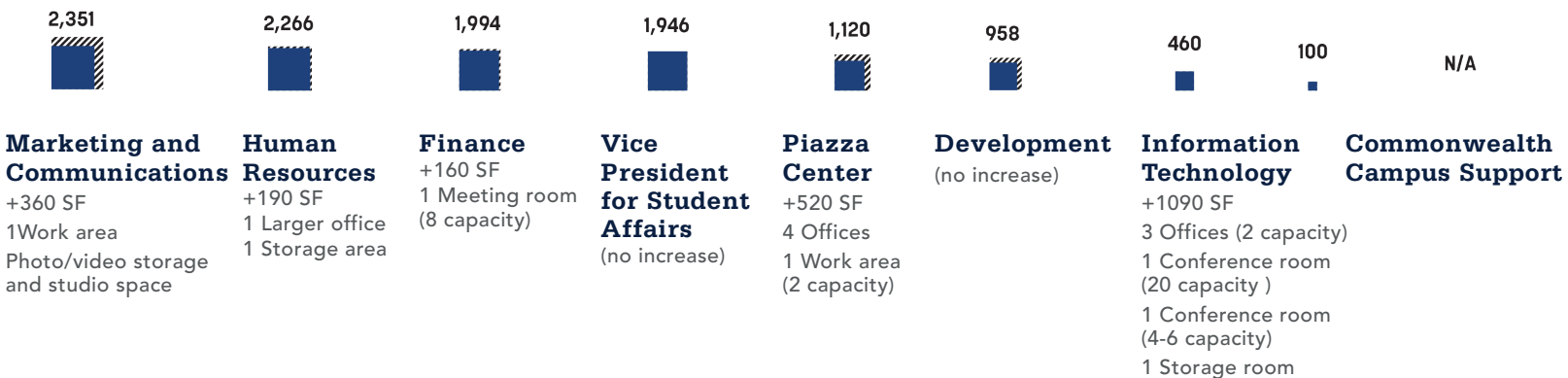
Precedent image: Double height space in the Well Building at Sacramento State brings daylight into the ground floor strength and conditioning space through skylights. Retrieved from <http://www.hornbergerworstell.com/projects/the-well-sacramento-state-university/>

Student Affairs Administration Group

Commonwealth Campus Support
 World Campus Student Affairs
 Development
 Finance
 Human Resources
 Marketing and Communications
 Research and Assessment (Piazza Center)
 Vice President for Student Affairs
 IT



Precedent image: Plentiful private meeting space alongside separated clusters of open office seating at Microsoft's NERD Center allows for collaboration and confidentiality within administrative departments. Image courtesy of Sasaki.



Recommendations

Goals

The Student Affairs Master Plan (the Master Plan) provides a campus-wide strategy for accommodating the Student Affairs units and programs in a range of existing, expanded and new facilities. It responds to the following goals established at the outset of the planning process in collaboration with the steering committee and stakeholder groups:

Support the goals of the Student Affairs 2017-2020 Strategic Plan by providing renewed facilities and improved program adjacencies

Support student success through purposeful advocacy, education, and engagement by providing spaces for informal gathering, affinity groups and organizations, and convenient services

Identify the quantity, quality, and location of space necessary to support current and future Student Affairs programs and activities

Provide a framework for a multi-year, multi-phase capital investment strategy

Balance short terms needs while providing a framework for longer-term decisions:

- Initial costs verses long-term investments
- Swing space and phasing scenarios
- Consolidation of activities around Student Affairs units
- Evaluate Student Affairs facilities for their highest and best use relative to new construction



Ground floor of the HUB-Robeson Center, informal seating adjacent to retail dining areas.

Vision

The Vision for Student Affairs Facilities

The Master Plan clusters Student Affairs activities in two districts of the campus in response to the population distribution and available facilities. These include: 1) the HUB District and 2) the Wellbeing District. The idea is to deliver services and amenities to the various user groups across the campus. While not within one of the Student Affairs Districts, the Fisher Building provides potential space for immediate and long-term needs.

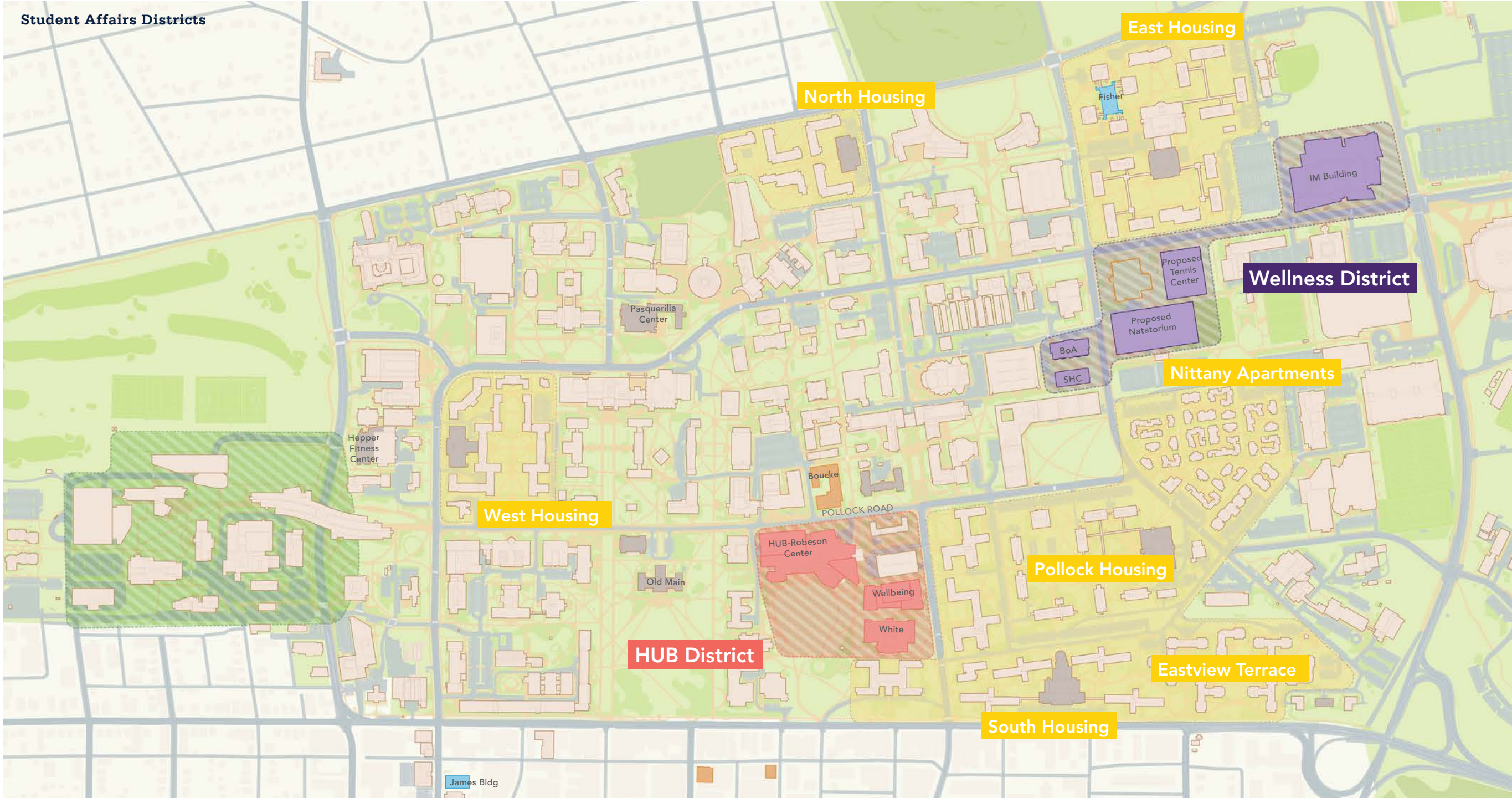
The HUB District

Student Affairs facilities in the HUB District include the HUB-Robeson Center (the HUB) and the White Building. Recommendations for the HUB focus on expansion to address existing and anticipated space needs over the years ahead. Specific proposals include additional student affinity and organization space, new lounge and gathering areas and a 1,000-seat ballroom. The District also includes a new Wellbeing Building, designed to accommodate student health and wellness-related programs and activities at the heart of the campus. The Wellbeing Building replaces the existing 1960's or northern portion of the White Building. The HUB and Wellbeing

Building combined with the HUB Lawn reinforce the HUB District as the center of Student Affairs activities and programs for the entire campus population.

Wellness District

The Wellness District includes the IM Building, the existing Student Health Center, Bank of America Building and two proposed facilities: a natatorium to replace McCoy and a new indoor tennis building. Recommendations also include the relocation of various units in the Health Center and Career Services Buildings.



Design Opportunities for New Construction

Combined, the recommendations of the Student Affairs Facilities Master Plan reinforce and greatly enhance the student experience while contributing to an inclusive, accessible and sustainable environment. To that end, the design of new facilities provides several opportunities to integrate and embrace Universal Design and Well principles while addressing sustainability goals. These recommendations and principles are intended to support Penn State's existing design standards, found here: <https://wikispaces.psu.edu/display/OPPDCS/Design+and+Construction+Standards>

Universal Design Recommendations

Universal Design is a framework for the design of spaces and products benefiting the widest possible range of people in the widest range of situations without special or separate design. The seven principles of Universal Design include:

Principle One

Equitable Use - The design is useful and marketable to people with diverse abilities.

Principle Two

Flexibility in Use - The design accommodates a wide range of individual preferences and abilities.

Principle Three

Simple and Intuitive Use - Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.

Principle Four

Perceptible Information - The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.

Principle Five

Tolerance for Error - The design minimizes hazards and the adverse consequences of accidental or unintended actions.

Principle Six

Low Physical Effort - The design can be used efficiently and comfortably and with a minimum of fatigue.

Principle Seven

Size and Space for Approach and Use - Appropriate size and space is provided for approach, reach, manipulation, and use, regardless of user's body size, posture, or mobility.

Well Principles

The proposed Student Affairs facilities provide opportunities to respond to the "7 Dimensions of Wellness:" social, emotional, spiritual, environmental, occupational, intellectual, and physical wellbeing. CDC research from 2014 demonstrated that the most significant impact on our health and wellbeing is not our genetics or medical care but our physical and social environment. The investment in Student Affairs facilities supports student life with an integrated wellness approach including student physical health and recreation, emotional health through counseling, support services and peer mentoring, student groups that address spiritual life, sustainability, career counseling and physical fitness and recreation for the entire student body.

We recommend that these capital improvement projects incorporate building design guidelines that include wellness metrics for healthy indoor air quality, ventilation and filtration, daylight, acoustic absorption, healthy cleaning.

Sustainability Recommendations

Construction of the new Student Affairs facilities will add new buildings and space to the campus. With this increase comes the responsibility and challenge of providing mission-related space while reducing energy consumption and emissions in keeping with Penn State University's Climate Action Plan targets of 80% reduction in GHGs by 2050. To that end, Student Affairs will need to: 1) improve the efficiency of the existing HUB; 2) construct new high-performance buildings in accordance with PSU High-Performance Building Standards; 3) transition to renewable sources of energy; and, 4) focus on behavioral change and education.

To address the twin goals of health and wellbeing with sustainability, we recommend that the building design guidelines for these capital improvement projects include:

- Targets for Energy Use Intensity (EUI) of 35 kBtu/sf/year, as per best practice research and experience with peer institutions in this climate zone.
- Rooftop Solar Photovoltaic arrays to maximize on-site renewable energy generation.
- Feasibility study for geothermal energy on the Wellbeing Building site.
- Target for potable water use reductions of 40% with low-flow fixtures.
- Target for embodied carbon reductions in building materials of 20%.
- Healthy indoor building materials, free of toxic chemicals, VOCs and flame retardants
- Building management systems that optimize energy use, with indoor air quality monitoring

This new Students Affairs Facilities Master Plan can improve health and wellness for the student body while advancing Penn State's ambitious climate action goals for the health and wellbeing of the broader environment and our planet.

These recommendations are intended to support Penn State University's existing sustainability standards, found here: <https://www.opp.psu.edu/sustainability>

The HUB District

The Master Plan provides a renewed vision for the HUB District—a vision that integrates the existing HUB-Robeson Center with new ideas for the building itself and the surrounding landscapes. A vision that also introduces a new Wellbeing Building at the heart of the campus. Collectively, these buildings contribute to an enriched student experience at Penn State and provide opportunities for creating inclusive, accessible and sustainable environments aligned with the Student Affairs mission and goals.

The proposals for the new facilities and landscapes in the District contribute to the Student Affairs strategic goals in the following ways:

Goal 1

Citizenship, engagement, and leadership development – the HUB expansion includes additional meeting, collaboration and social spaces.

Goal 2

Support and advocacy – the additional student affinity group spaces and services proposed for the expanded HUB and new Wellness Building contribute to and support advocacy objectives.

Goal 3

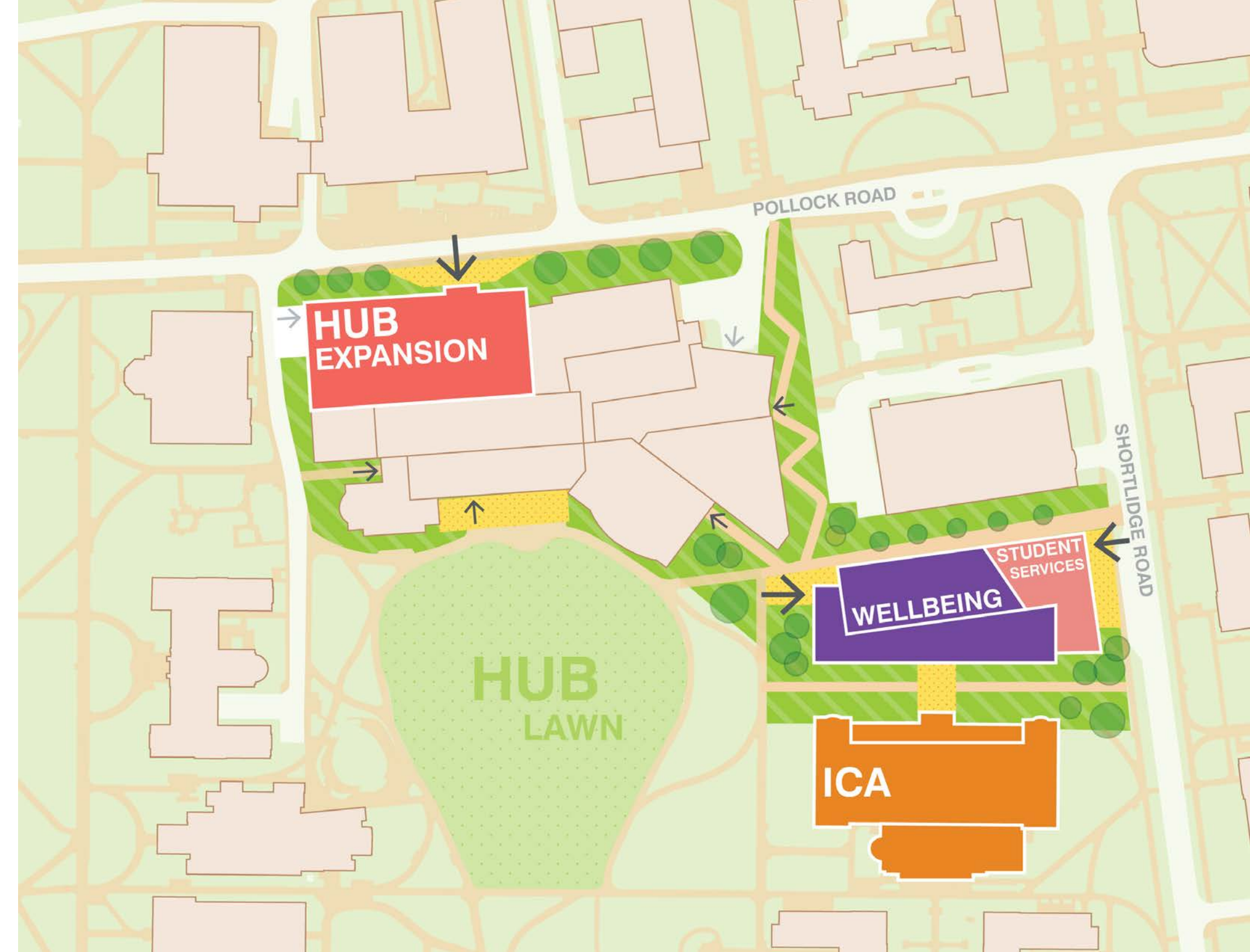
Equity, diversity, and inclusion – the HUB expansion includes a highly visible location for the affinity groups, student organizations and a location for their social, cultural and educational events.

Goal 4

Improve the wellness of students within Student Affairs – the proposed Wellness Building centralizes wellness services, programs and activities at the heart of the District.

Goal 5

Enhance organizational effectiveness within Student Affairs – the plan rationalizes administrative and other workflows by consolidating key student-facing functions in the expanded HUB.

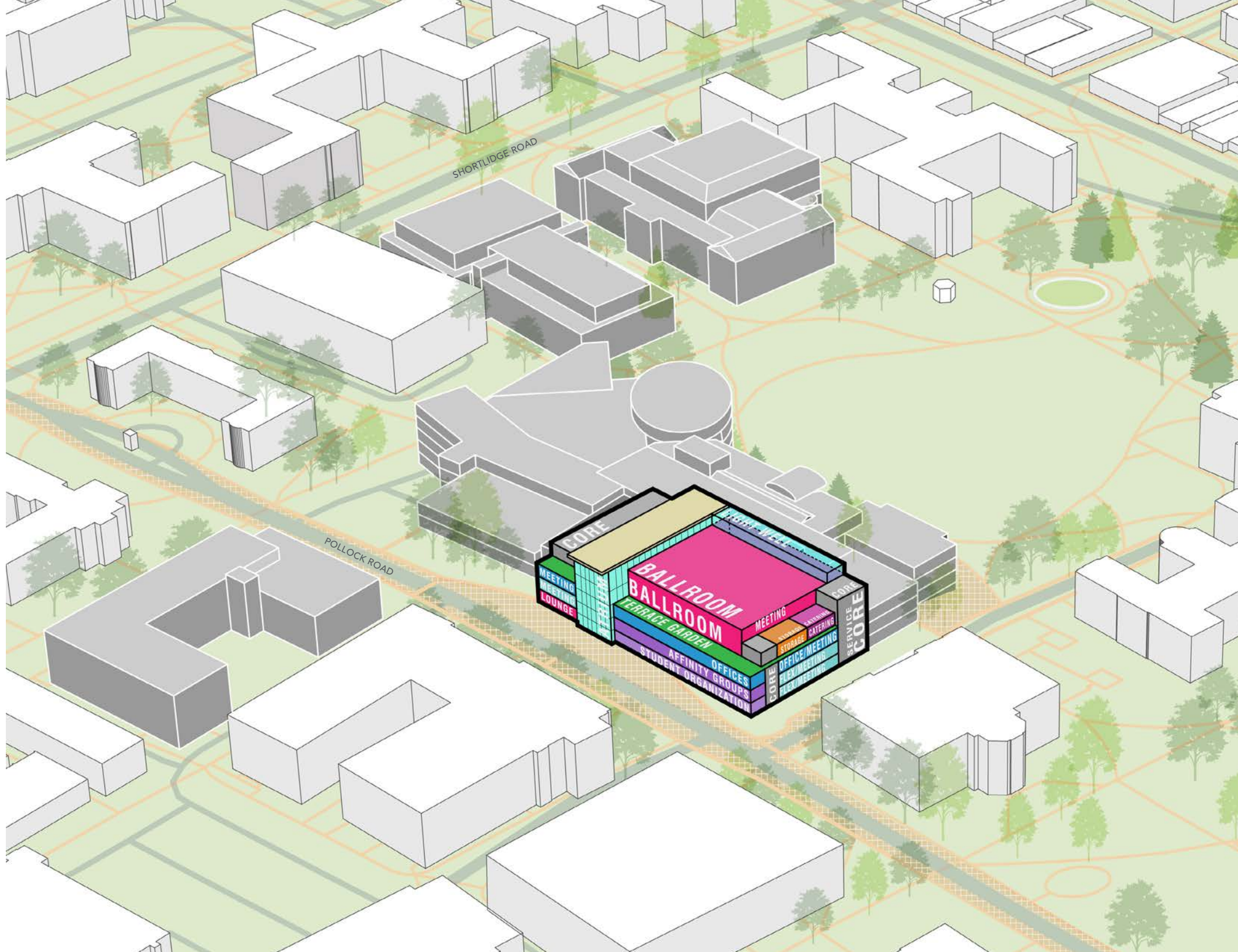
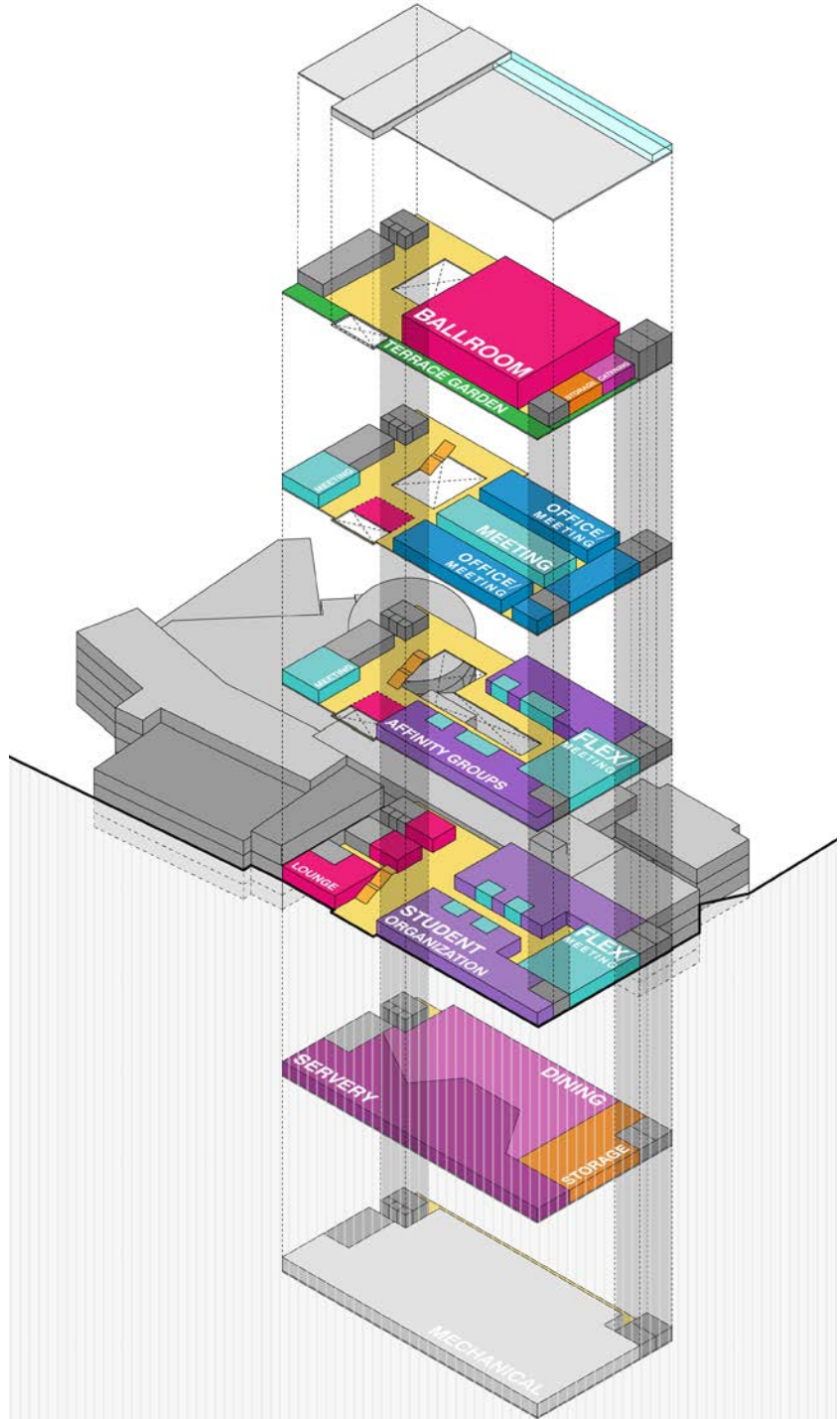


The HUB-Robeson Center

The HUB-Robeson Center is the heart of social and cultural life on the Penn State campus. It hosts educational, social and recreational programs through boards, committees, student organizations, and staff. Originally constructed in 1955, with expansions in 1999 and 2015, the building now encompasses 346,000 gsf with 123,000 asf assigned to Student Affairs. It features student lounge areas, student organization space, meeting rooms, ballrooms, and theaters. Intense utilization results in overcrowding and high demand for meeting and lounge space. In response, the Master Plan calls for the expansion of the HUB.

Vision for Transformation and Expansion of the HUB

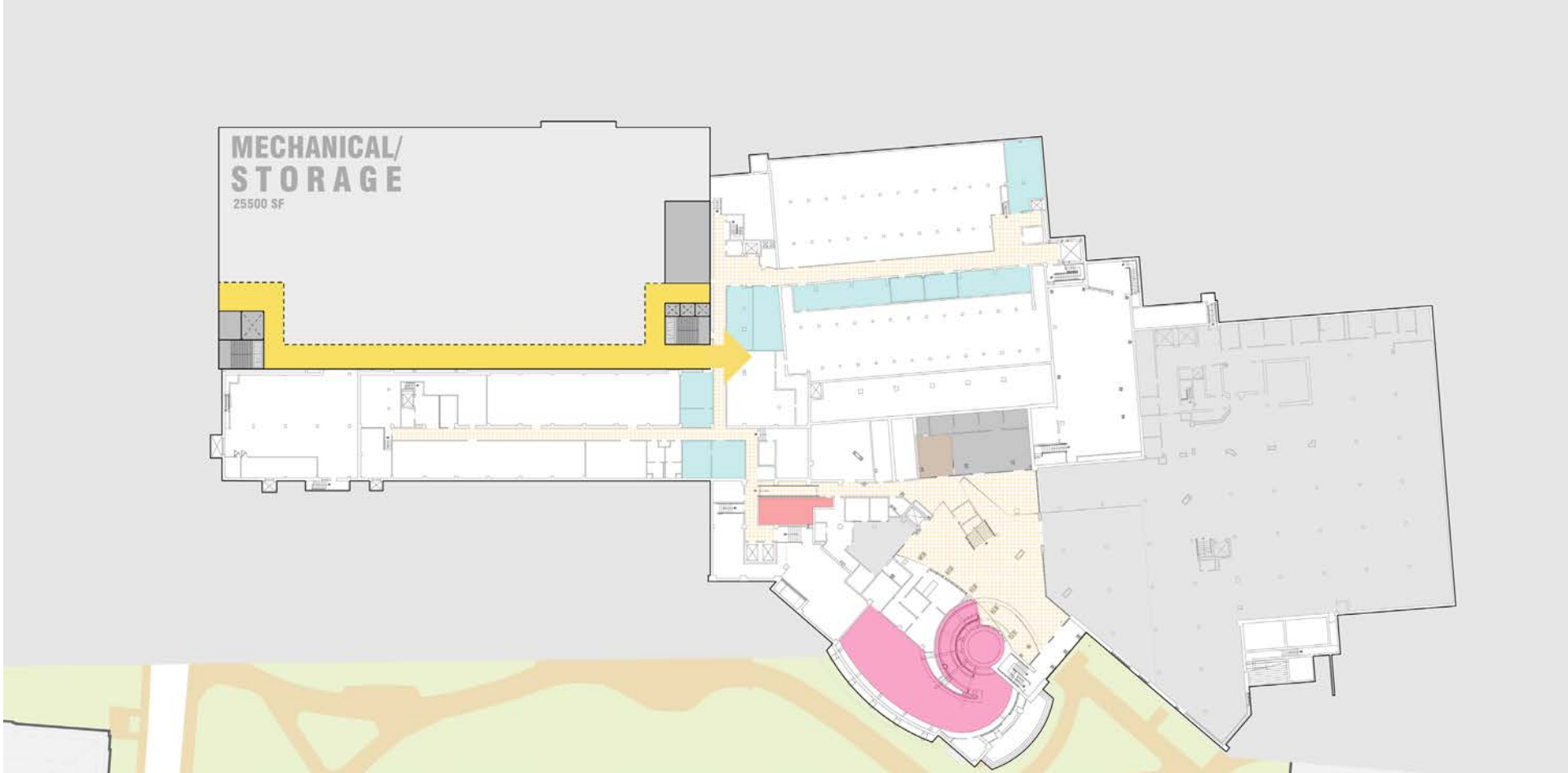
The location of the HUB at the center of the campus is convenient for on-campus students and students living downtown south of E. College Avenue. The Master Plan concept shows a 105,000 asf (167,600 gsf) addition to the HUB along Pollock Road, replacing an existing one-story portion of the building with student lounge areas, student organization space, meeting rooms, student and staff offices, a ballroom, and expanded dining and servery areas that integrate with the existing circulation network and spatial organization of the building. The proposed distribution of programs in the five-story addition is detailed on the following pages.



The HUB-Robeson Center Expansion Concept

Lower Level

The addition ties into the existing basement level uses providing mechanical and building storage space.



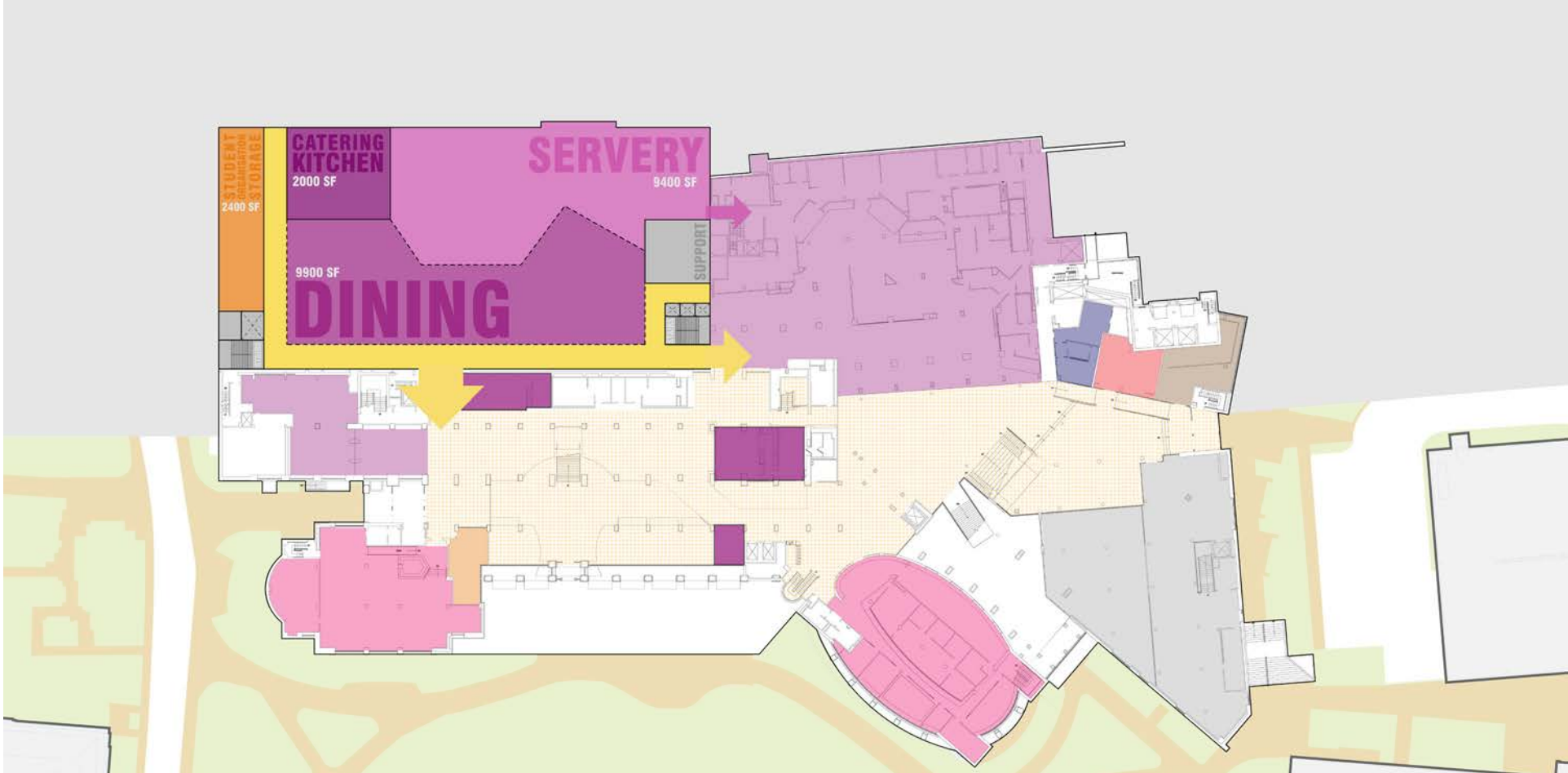
The HUB-Robeson Center Expansion Concept

Ground Level

The Ground Level includes an expanded dining and servery linked directly into the existing kitchen, servery and loading dock of the building. This additional dining and support space provides opportunities for consolidating and re-purposing other areas

of the building dedicated to retail dining. The proposed kitchen expansion serves day-to-day needs as well as the special event and catering requirements associated with the 1000 seat ballroom proposed for the fourth level of the building. In support of

the student organizations, the plan identifies opportunities for a consolidated storage area for supplies and other materials used infrequently by students.

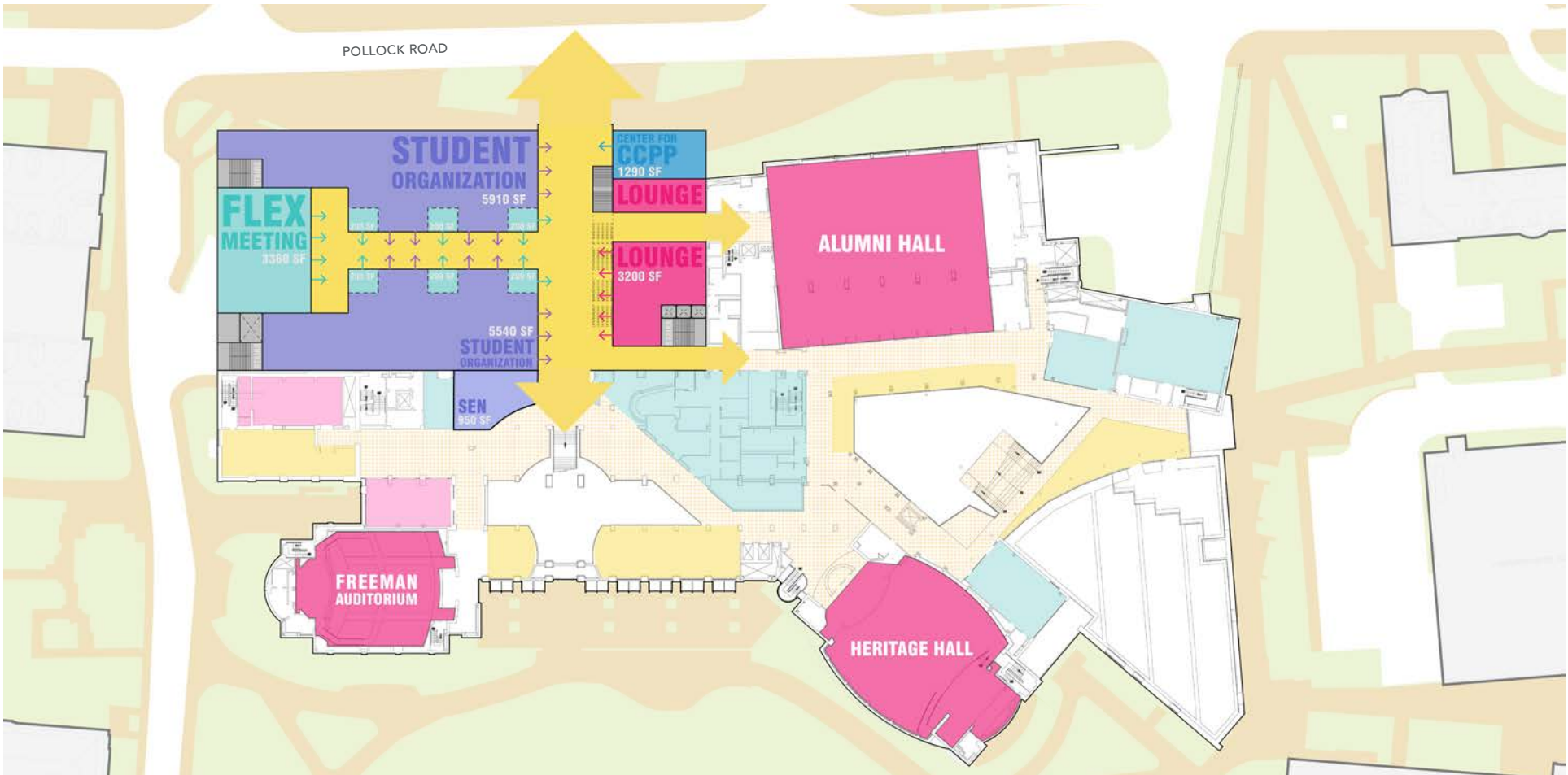


The HUB-Robeson Center Expansion Concept

Level One

Located at the Pollock Road level, the addition provides centrally positioned space for student organizations and a flexible multi-purpose event and gathering space for cultural, educational and social events.

Additional lounge space includes hang-out and informal gathering areas along the major central circulation path of the building connecting the HUB Lawn to Pollock Road.

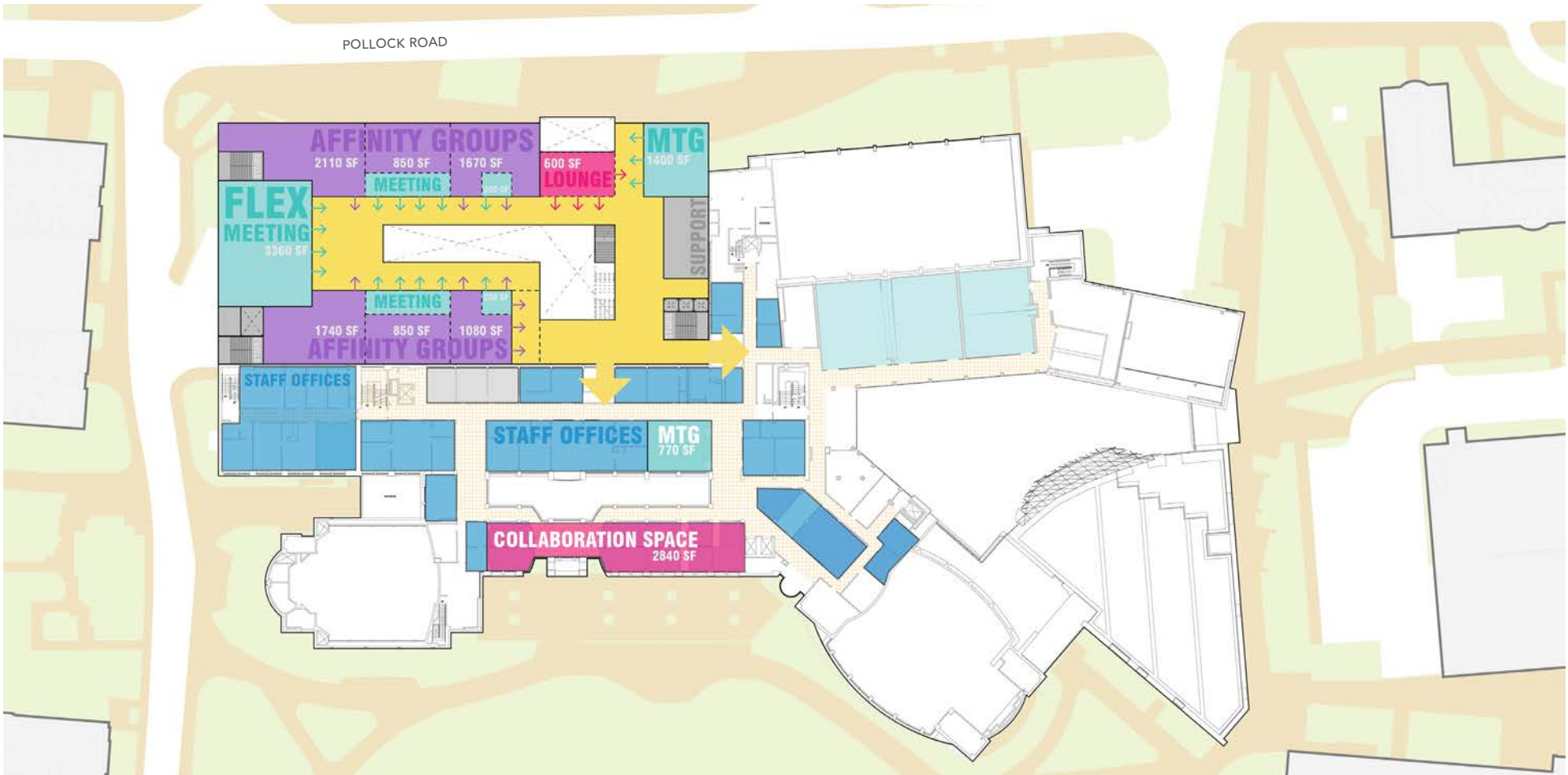


The HUB-Robeson Center Expansion Concept

Level Two

The second level includes affinity group spaces, flexible meeting spaces and lounge areas all of which overlook activity and circulation areas on the first level. The affinity

group spaces provide flexible meeting and office areas for various groups within the Penn State community.



The HUB-Robeson Center Expansion Concept

Level Three

The third level accommodates a variety of uses including Student Affairs administration office space and meeting spaces. This level provides maximum flexibility, enabling Student Affairs to allocate space to a variety

of support, meeting and other functions in response to the evolving needs of the student population. Initially, newly constructed space on the third floor will enable Student Affairs to consolidate program and administrative

functions currently located in the Boucke Building. In the near term, there is an opportunity to renovate existing space on the third floor to house student affinity groups.



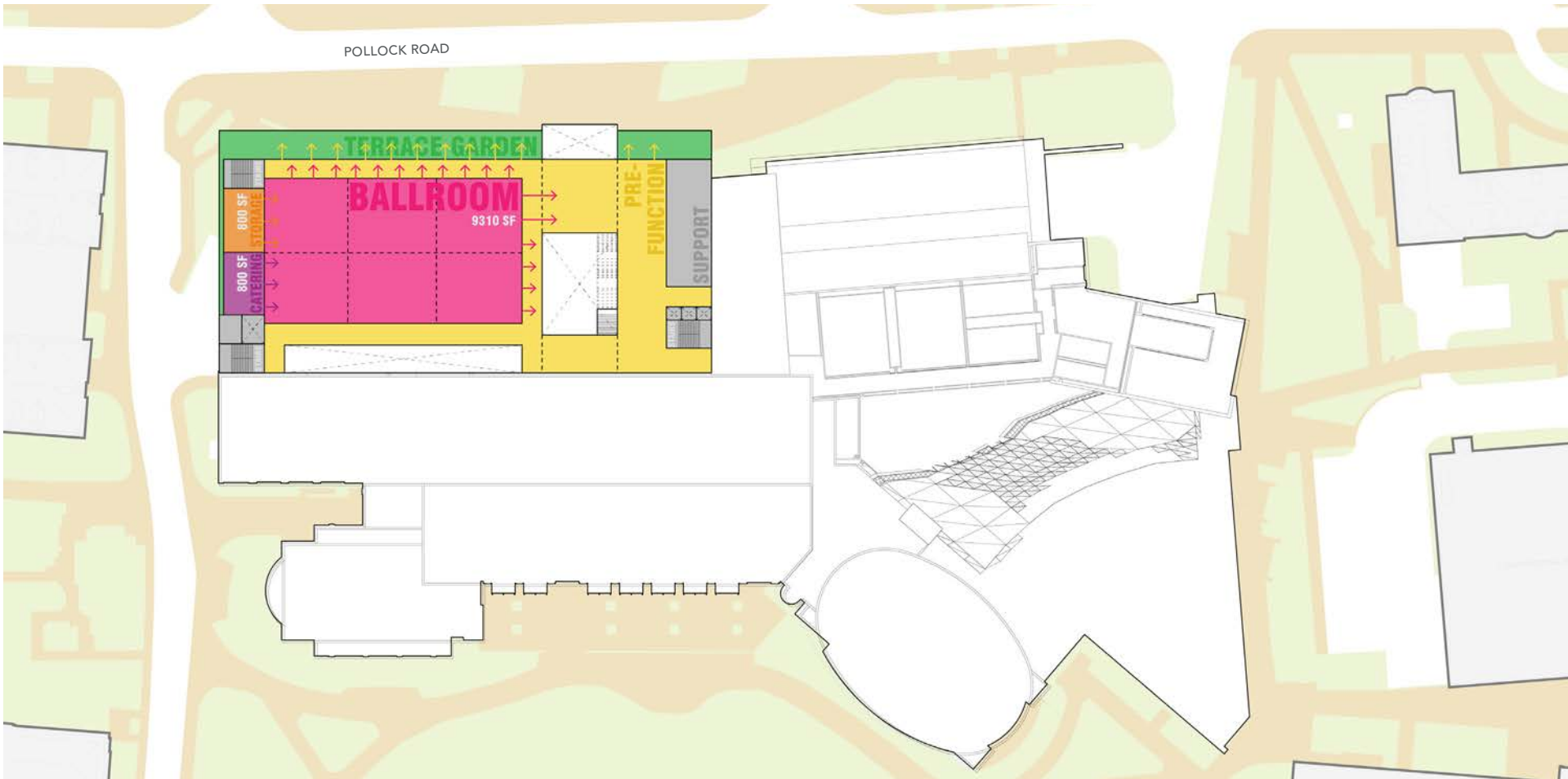
The HUB-Robeson Center Expansion Concept

Level Four

The fourth level includes a ballroom to support a variety of functions and meeting needs. The ballroom accommodates 1,000 people in theatre-style seating and 540 in banquet seating. It is divisible into six

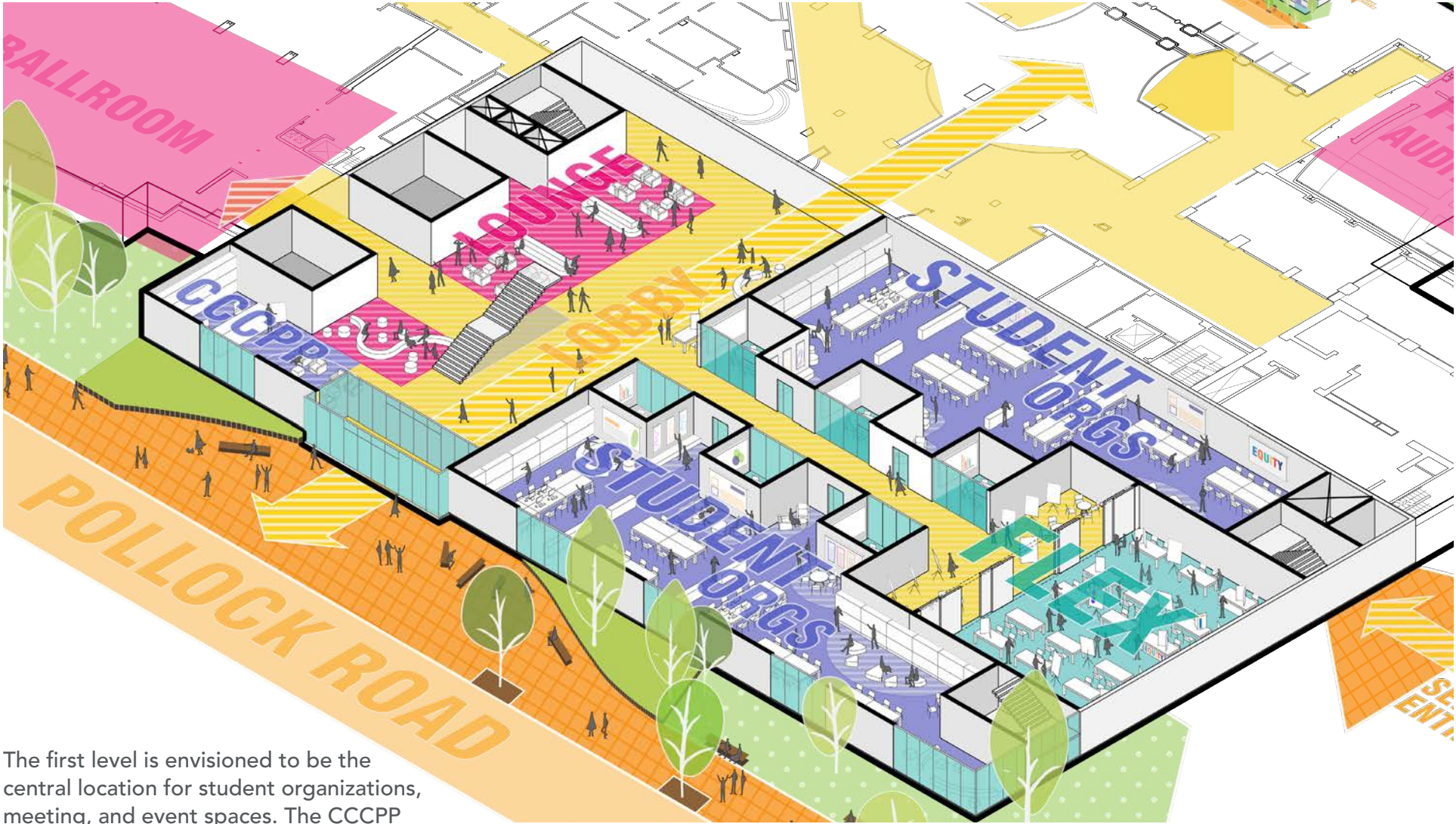
smaller rooms. Pre-function, support and catering areas contribute to the flexibility and functionality of the venue space provided. Service elevators connect this level to the catering kitchens proposed on the ground

level. This level also features a terrace overlooking Pollock Road providing an additional breakout area and social space for major events.



The HUB-Robeson Center

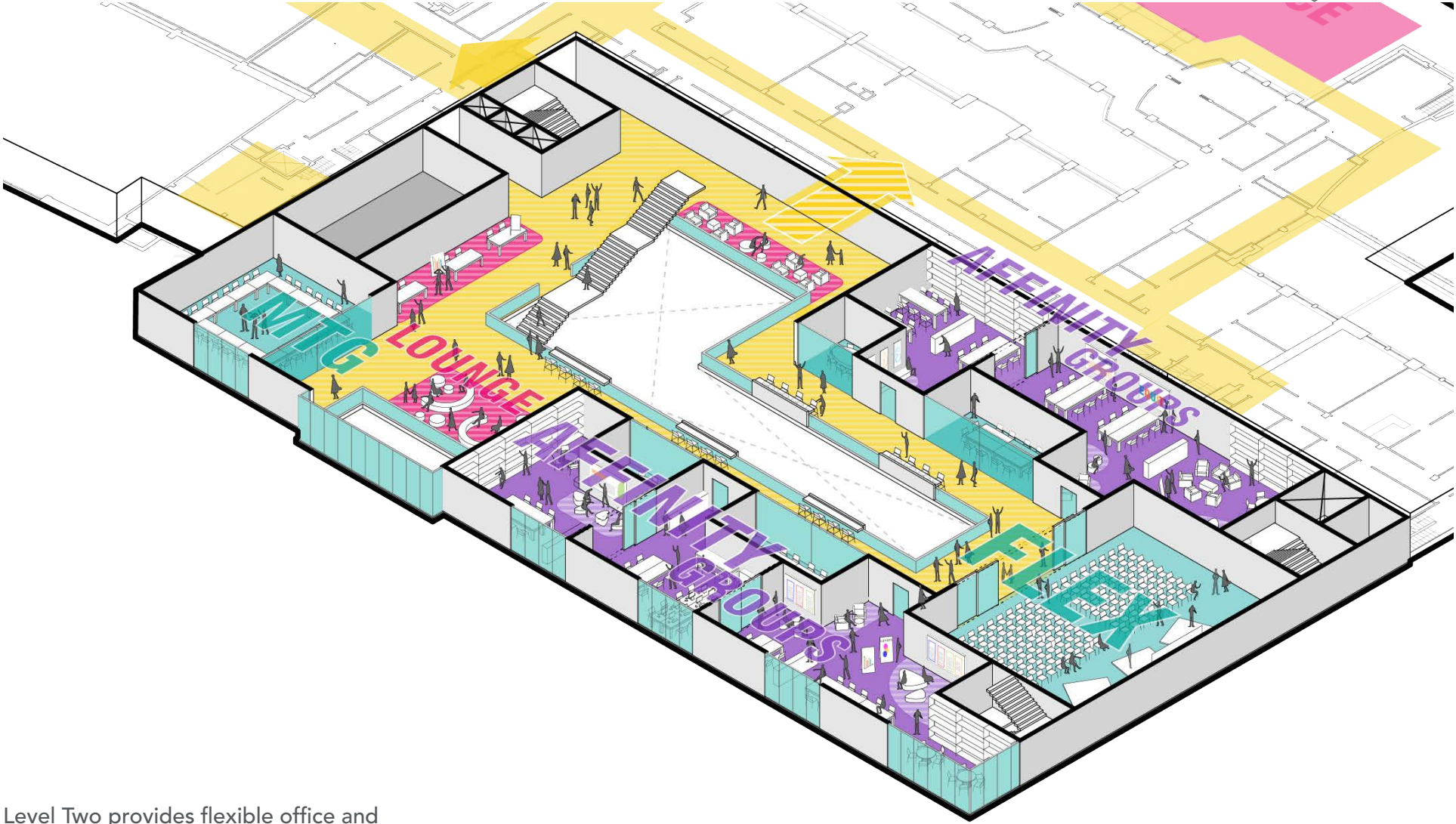
Level One



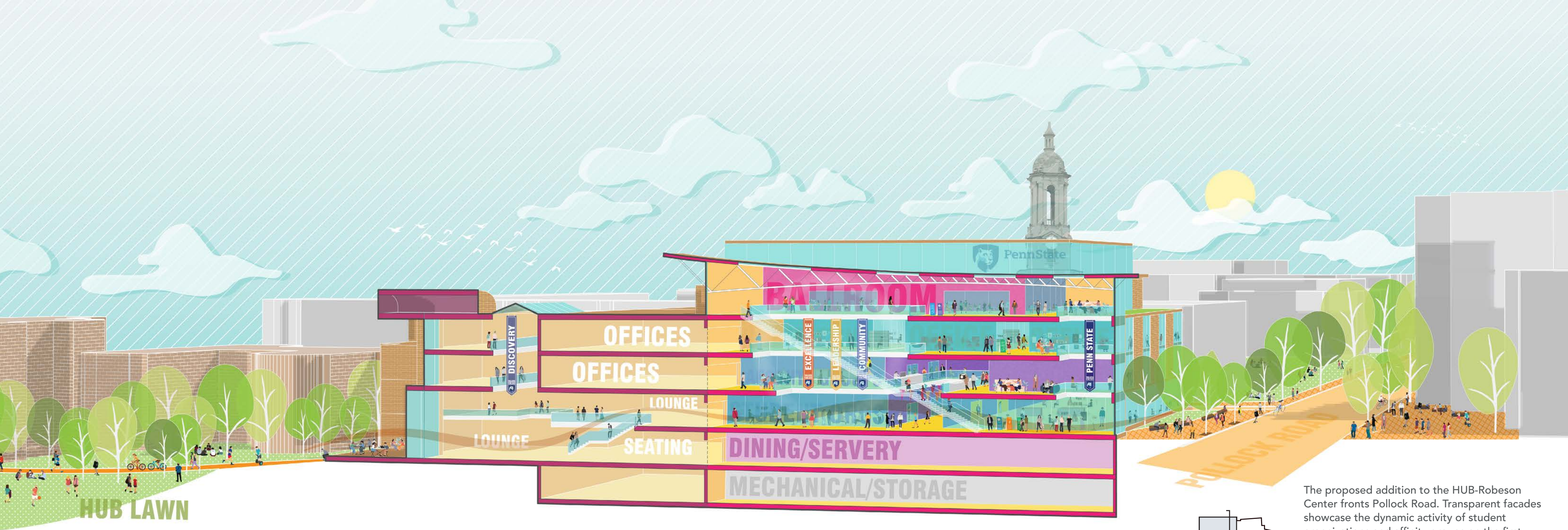
The first level is envisioned to be the central location for student organizations, meeting, and event spaces. The CCCPP has a new suite on the opposite side of the entrance.

The HUB-Robeson Center

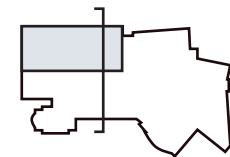
Level Two



Level Two provides flexible office and meeting areas for Student Affinity Groups.



HUB LAWN



The proposed addition to the HUB-Robeson Center fronts Pollock Road. Transparent facades showcase the dynamic activity of student organizations and affinity groups on the first and second floors, and activate the plaza and roadway through indoor-outdoor connections.

The Wellbeing Building

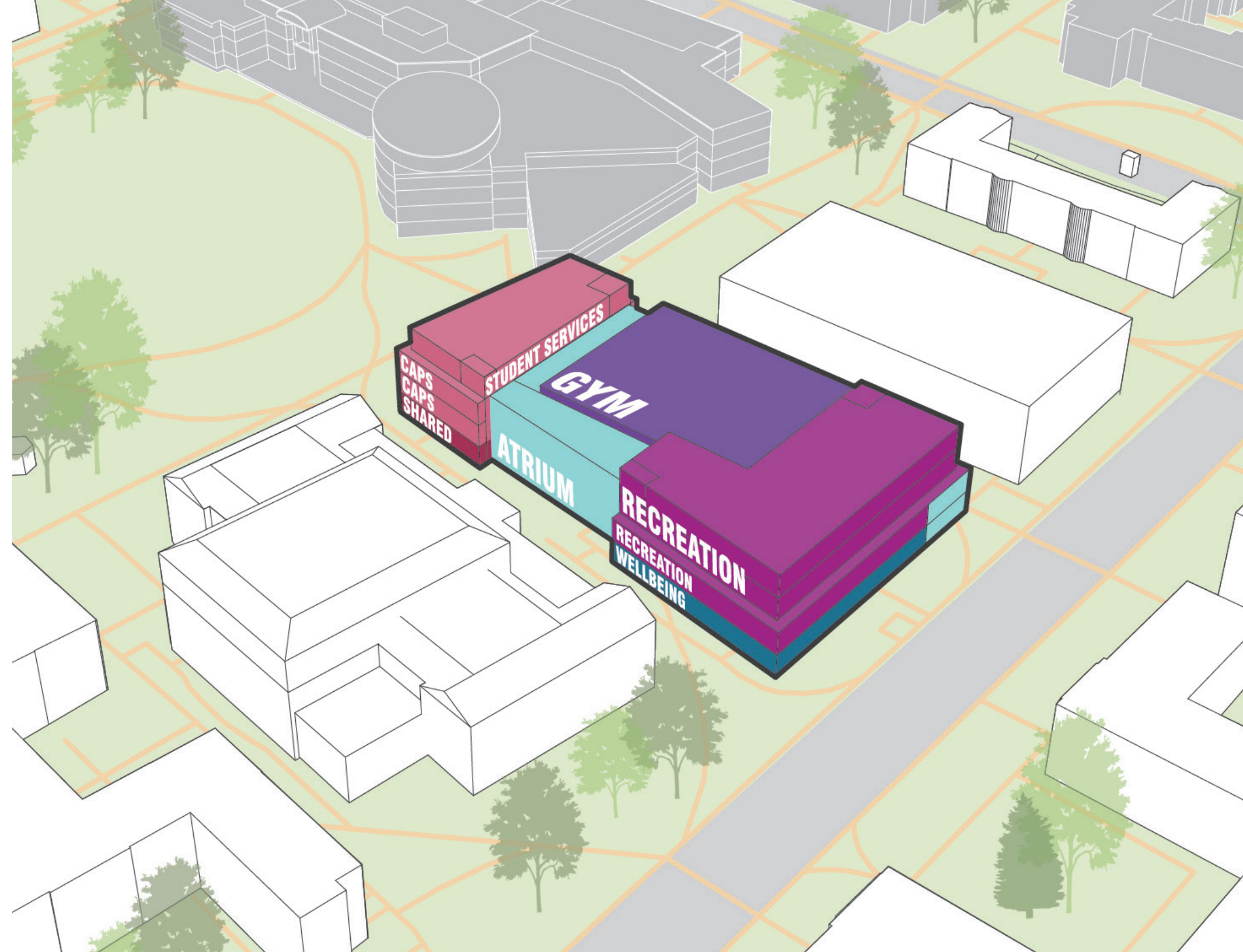
The Wellbeing Building responds to student initiatives to make combined mind and body health and wellness a central theme of the Student Affairs mission and programs. The proposed building replaces the 1960s portion of the existing White Building to provide purpose-built, flexible space for Student Affairs programs focused on student wellbeing. At the same time, the 1930s portion of the existing White Building is designated for use by Intercollegiate Athletics (ICA) to support the programs currently within both the 1960s and the 1930s portions of the White Building. The vision is to consolidate a number of wellness-related programs and services at the heart of the campus.

Vision for the Wellbeing Building

Conceptually, the Wellbeing Building engages with daily circulation patterns of the campus and complements the programs and services offered in the HUB-Robeson Center. New landscapes and pedestrian paths north and south of the building connect Shortlidge Road to the HUB Lawn to create a new gateway to the HUB District. Changes to the north-south pedestrian route along the east side of the HUB Lawn are proposed to address existing accessibility barriers. Specifically, it is recommended that future design work explore strategies for removing the stairs east of the HUB, which requires further study for feasibility.

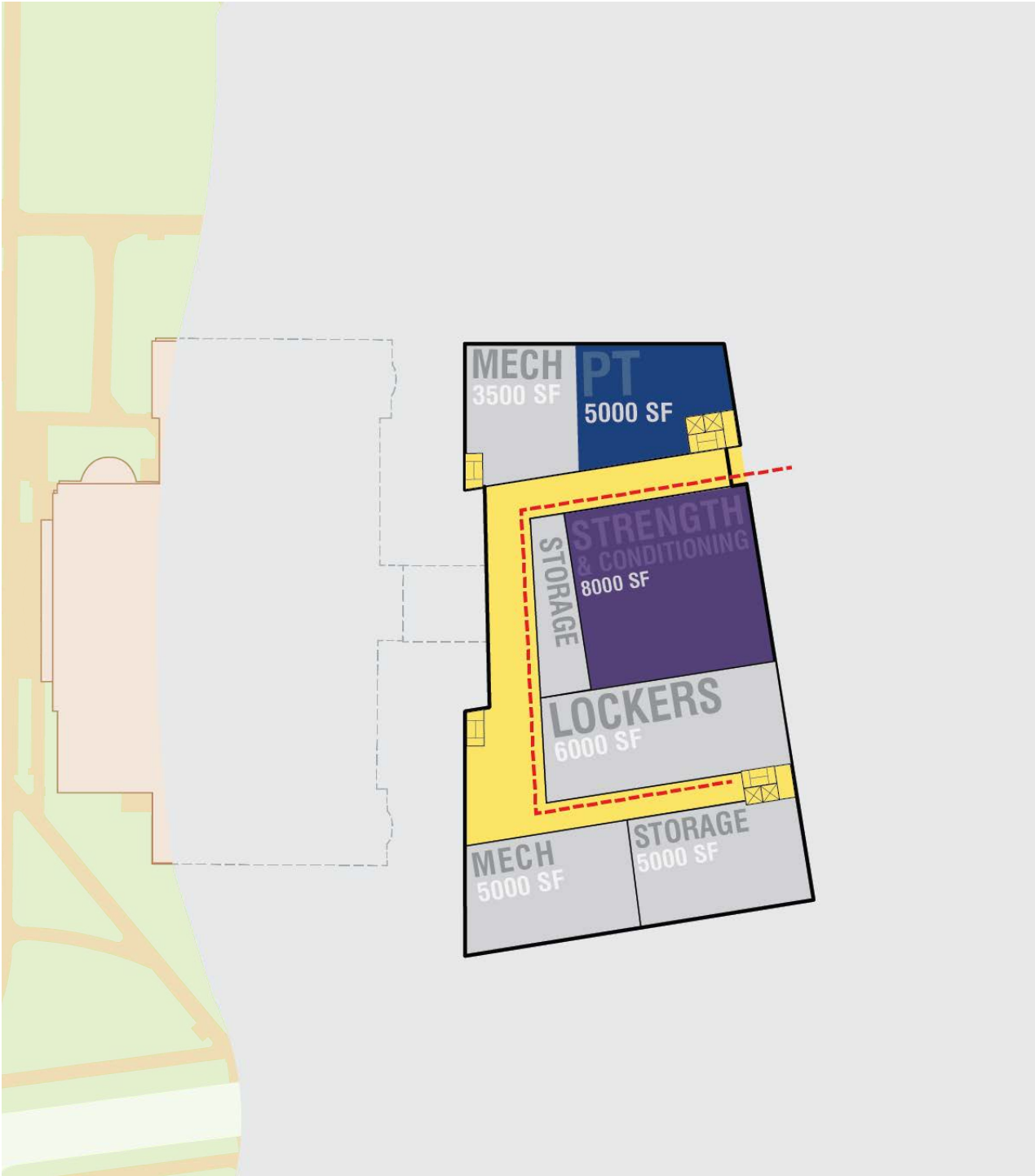
The concept for the Wellness Building includes four floors and a basement level. Multiple entrances provide access to the ground floor circulation, offering connections to the range of programs proposed for the building. A central atrium organizes circulation on the ground floor connecting entrances on the northeast and northwest corners where major stair and elevator cores are located.

The Master Plan provides a conceptual layout distributing the programs proposed for the building, including space for fitness and conditioning, locker rooms, physical therapy, shared meeting spaces, wellness, a gymnasium, specialized recreation areas including e-sports, and offices for campus recreation, counseling and psychological services, student care and advocacy, student misconduct, and sexual misconduct prevention and response. The layout is detailed on the following pages.



Basement

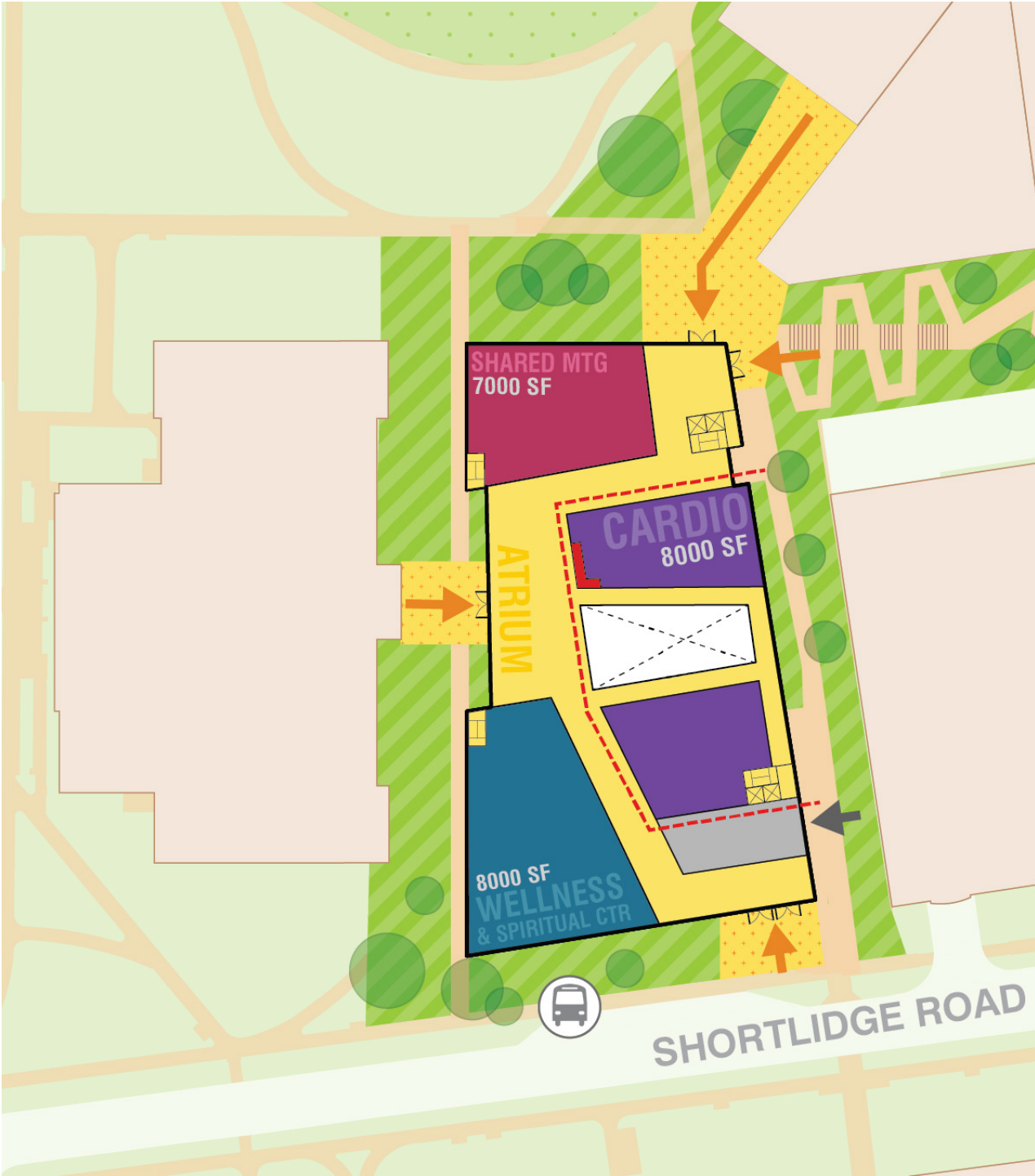
The basement level includes a number of service spaces such as locker rooms, storage and mechanical areas. Strength and conditioning space along with Physical Therapy spaces also occupy the basement level.



First Level

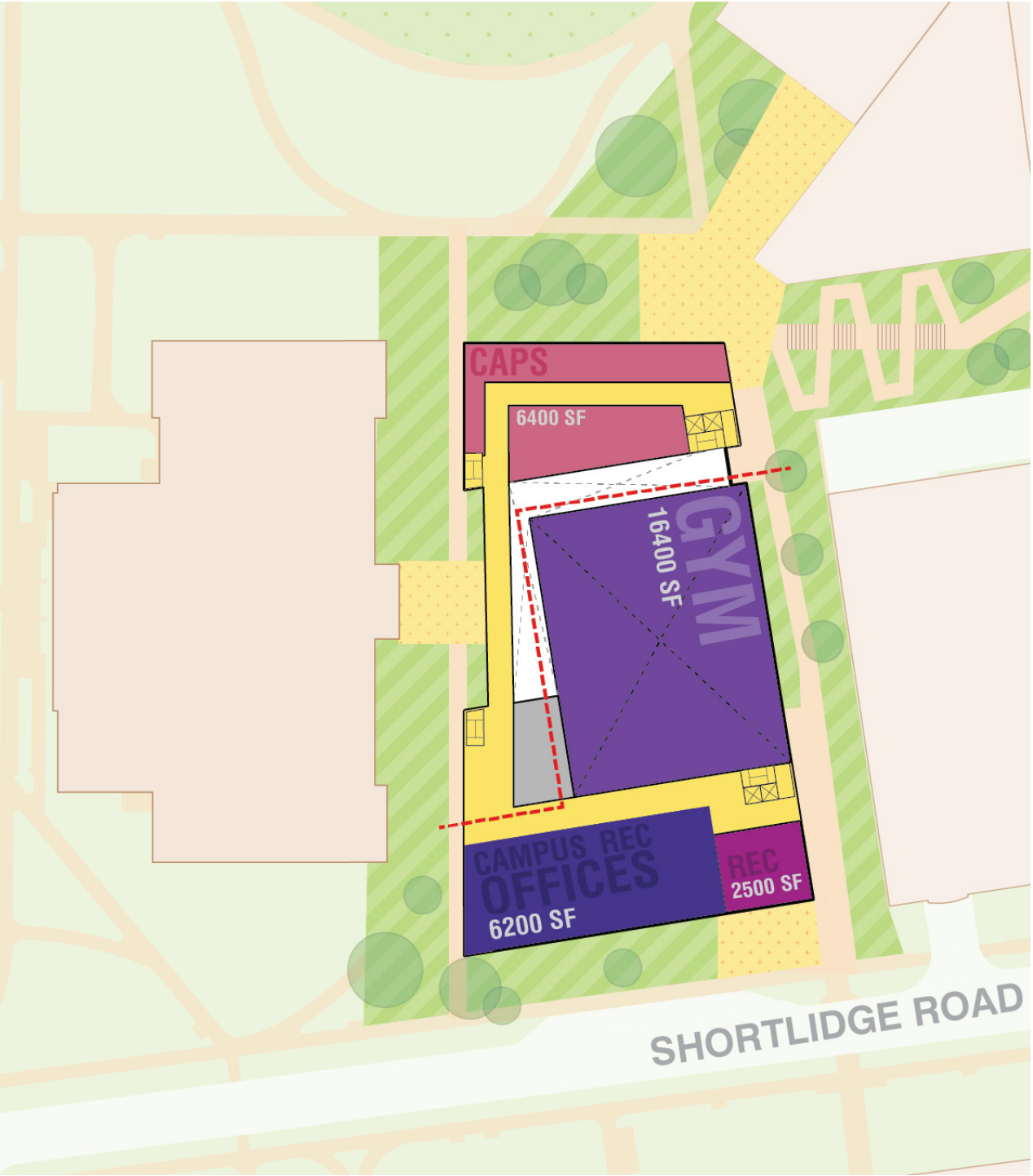
The first level is the most public floor featuring interior circulation routes connected to the multiple patterns of exterior movement surrounding the building. Programs include the Wellness and a spiritual space located on the southeast corner of the building with visibility from Shortlidge Road. A shared meeting space is located on the southwest corner of the building along the HUB Lawn where the reception and gathering spaces are proposed. The cardio area is centrally located along the north façade of the building with visibility from the central atrium as well as interior and exterior circulation routes. The intent is to make all programs and activities visible to passersby.

The concept plan shows a re-imagined pedestrian path between the HUB-Robeson Center and the Wellbeing Building. Further study is needed to understand potential impacts to space constructed in the HUB-Robeson Center beneath the existing stairs. In the future, Penn State may want to consider improvements to the pedestrian circulation network in this area.



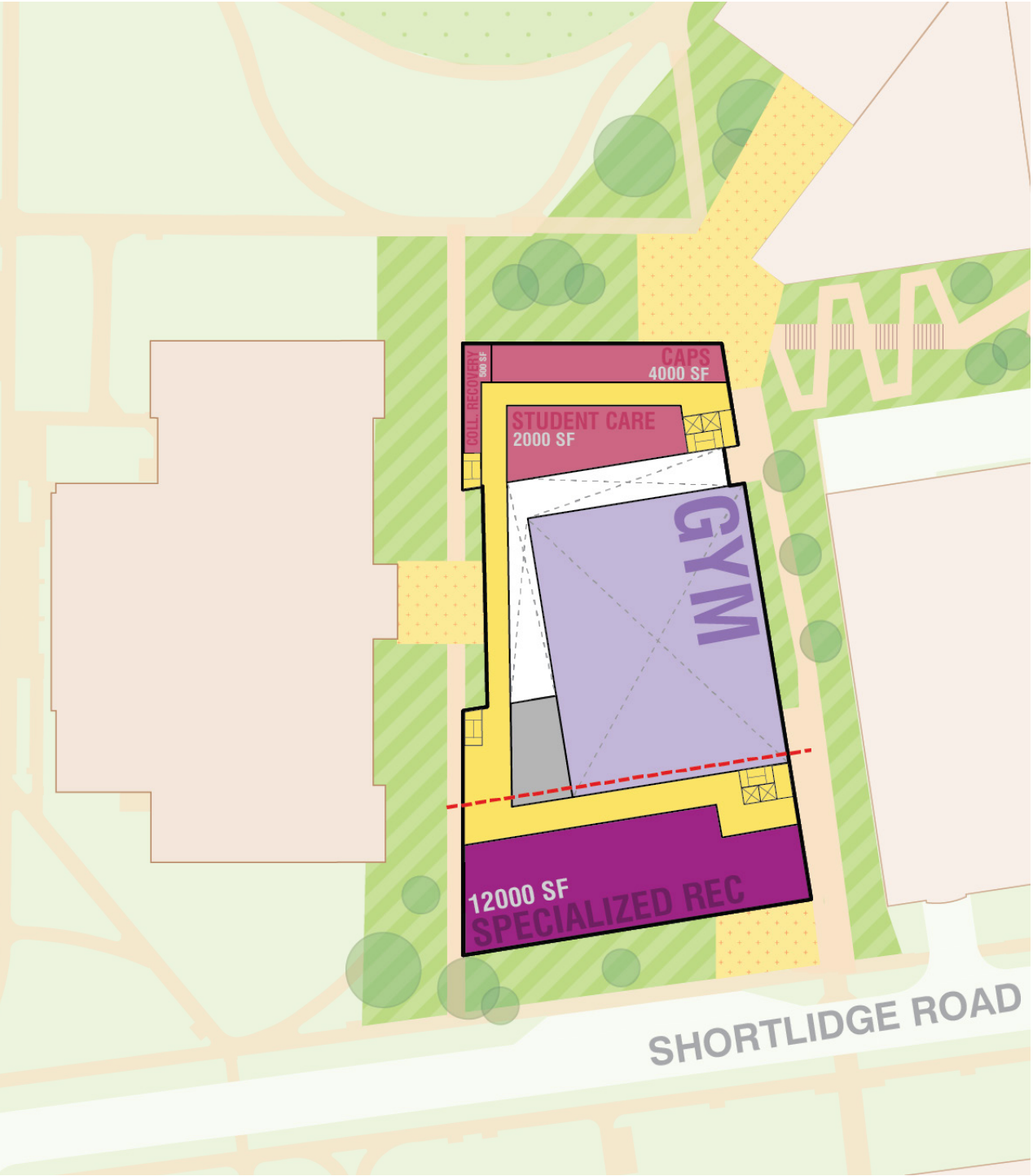
Second Level

The second level includes a new gymnasium in response to recreational demands and in support of wellness-related programs and activities. The floor can be insulated to reduce noise transfer between the second level and the first level. The distributed counseling and group therapy rooms of CAPS are consolidated in the southwest corner with direct access to the reception areas below on the first floor. Campus Rec offices are located in the southeast corner of the building.



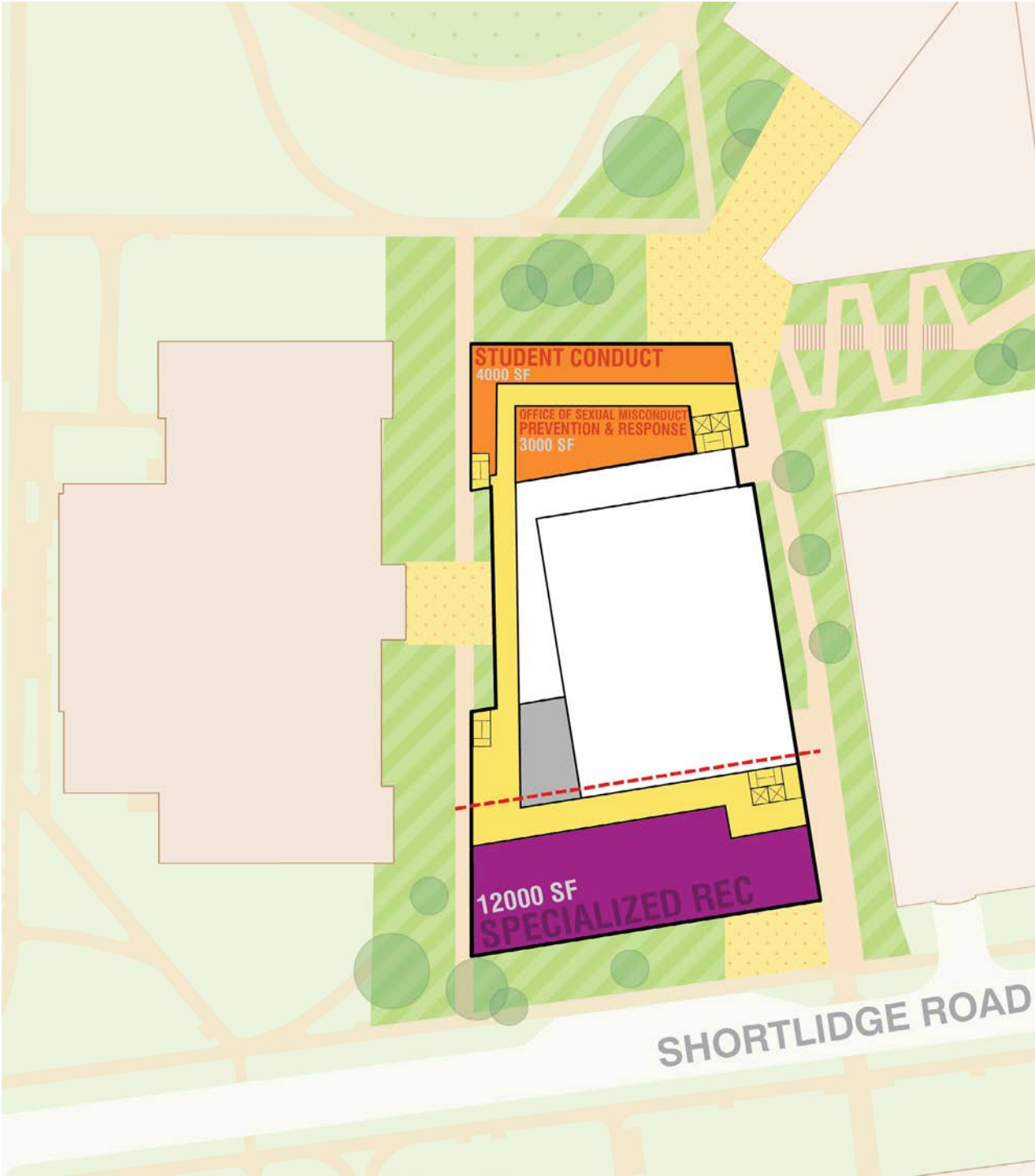
Third Level

The third level includes additional private space for CAPS and Specialized Recreation facilities.



Fourth Level

The fourth level includes additional Specialized Recreation Space along with the private functions of Student Conduct and Sexual Misconduct Prevention and Response.



Today, the 1930s and 1960s wings of the White Building are connected by a small addition. After the Student Affairs and ICA uses are separated, this inside connection is no longer needed and can be removed to improve pedestrian flows through campus.

The Wellness District

Expanding on the Wellbeing Building idea, the Master Plan identifies a Wellness District, a consortium of existing buildings including the IM Building, the Student Health Center, the Bank of America Career Services Building, the indoor Tennis Center, and the McCoy Natatorium. In the future, similarly-programmed facilities, including a new indoor tennis building and a new natatorium to replace McCoy Natatorium, could be considered for this District to reinforce these existing uses and proposed new programs.

Recommendations for this District include relocating various units out of the Student Health Center and the Bank of America Career Services Building to provide opportunities for much-needed expansion to their existing programs within these buildings.

The proposals for the new facilities and landscapes in the District contribute to the Student Affairs strategic goals in the following ways:

Goal 1

Citizenship, engagement, and leadership development – Similar to existing facilities such as the IM Building, all new facilities proposed in this District should create spaces for increased organized student gatherings, which furthers student engagement and leadership development opportunities.

Goal 2

Support and advocacy – ensure all new facilities continue to provide equitable access to programs and resources for all student populations.

Goal 3

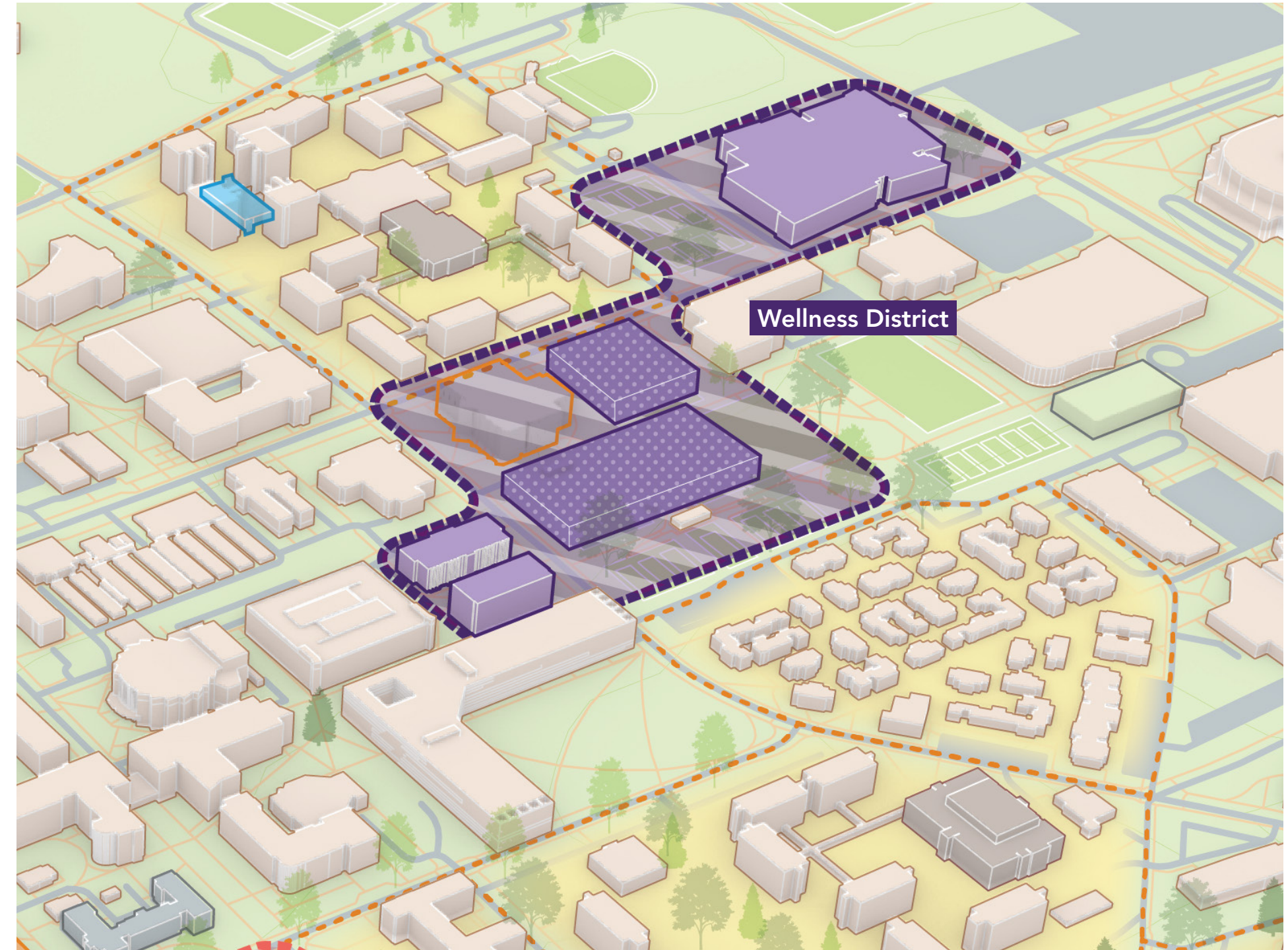
Equity, diversity, and inclusion – The Wellness District is intended to facilitate inclusive access to the full range of health, career guidance, fitness, and recreation facilities.

Goal 4

Continue to enhance students' wellness – the Wellness District builds on existing concentrations of fitness and health programs.

Goal 5

Enhance organizational effectiveness within Student Affairs – the plan rationalizes administrative and other workflows by consolidating and co-locating key programs and services.



Student Health Center

The 65,000 gsf Student Health Center constructed in 2008 is home to University Health Services, Counseling and Psychological Services (CAPS), and Health Information Systems. Existing programs occupy the five floors of the building and include several units identified for relocation: ambulance services (ground floor); Physical Therapy (lower level); and, CAPS (fourth floor).

The building is in good physical condition but program needs now exceed available space. In response, CAPS has opened satellite offices in the Bank of America Building and in leased space off-campus. The goal is to consolidate all CAPS offices in the proposed Wellbeing Building in response to student needs and to improve access to the services offered.

The relocation of CAPS and Physical Therapy to the Wellbeing Building frees up space for the expansion of Health Services departments on the upper floors. A new ambulance facility will free up space for the expansion of the pharmacy on the main entry level of the building. A new location for the ambulance facility will be determined in a future planning study.

Bank of America Building

The Bank of America Building is home to Penn State Career Service programs and activities. Constructed in 2002, Career Services occupies the first and second floors of this 44,000-gsf building. Occupants of the third floor include Counseling and Psychological Services (CAPS) offices, Summer Programs, Student Orientation, and Transition Programs. The Master Plan recommends the relocation of the CAPS programs to the Wellbeing Building and Student Orientation and Transition Programs to the Fisher Hall. With these relocations, comes the opportunity to expand Career Services on the third floor when needed with the potential to utilize the floor for swing space as programs and units relocate in accordance with the recommendations of the Master Plan.

New Natatorium and Tennis Building

Other existing buildings in the Wellbeing District include the IM Building, the McCoy Natatorium, and the Tennis Center. The Master Plan reinforces previous studies to demolish and replace the McCoy Natatorium with a new indoor pool for athletics and recreational purposes and to demolish the existing indoor tennis center and construct a new Indoor Tennis Complex.

Previous studies to replace the aging McCoy Natatorium provide a vision for a new shared-use facility for Intercollegiate and Student Affairs swimming programs. Located on Bigler Road on the site of the existing outdoor pool, the new natatorium will eventually enable the University to decommission the pools in McCoy, the White Building, and the outdoor pool. McCoy Natatorium will be demolished and renovation of the space occupied by the pool in the White Building will provide additional space for ICA programs.

The concept for the Tennis Complex calls for a flexible ten-court facility. Proposed on the site of the existing outdoor courts east of McCoy, the facility will accommodate both tennis and social functions on the court surfaces.



The Student Health Center is home to University Health Services and Counseling and Psychological Services.

Additional Student Affairs Facilities



Additional Facilities

Fisher Hall

Fisher Hall is an existing building located in the East Residence Halls area. Plans are under consideration to renovate and expand the 20,000 sf two story building for use by Student Affairs programs and activities and Undergraduate Education. Fisher Hall will be the first new facility available for Student Affairs space needs. The idea is to create a flexible office layout suitable for the above noted programs as well as other space needs that may emerge over the short and long-term. Designed as swing space, it will offer temporary office accommodation for Student Affairs programs as they relocate in accordance with the recommendations of the Master Plan.

The Master Plan envisions Fisher as a flexible office and service delivery location for the following Student Affairs programs:

- Student Orientation and Transition Programs (relocated from BOA)
- Summer Programs (relocated from BOA)
- Parents Program (relocated from Boucke)
- Student Success Center

Additional partners in the future renovation of Fisher Hall include Undergraduate Education, and Housing and Food Services, who will also have programs located in the facility.

Boucke Building

The Boucke Building is a centrally located 91,000-gsf office and classroom building constructed in 1955. The following Student Affairs departments occupy 12,000 asf of space in the building:

- Adult Learners and Programs
- Finance
- Human Resources
- Marketing and Communications
- Parents Program
- Gender Equity Center
- Student Care and Advocacy
- Student Conduct
- Sexual Misconduct Prevention and Response

Other non-Student Affairs departments include Penn State Learning; Disability Services; Global Programs, Affirmative Action, and Undergraduate Education.

Overall, Boucke is in poor condition and in need of a comprehensive renovation. The Master Plan lays out a strategy for moving all Student Affairs programs out of the building to other locations including the expanded HUB-Robeson Center, the proposed Wellness Building and Fisher Hall. Ultimately, the goal is to vacate all space currently occupied by Student Affairs uses.

Recreation Facilities

Several indoor and outdoor recreation facilities were outside the focus of this study but were discussed at a high level. This includes outdoor recreation fields, deemed sufficient to meet Campus Recreation's current and future needs. Rec Hall will be addressed as part of a different, concurrent study.

The Commons

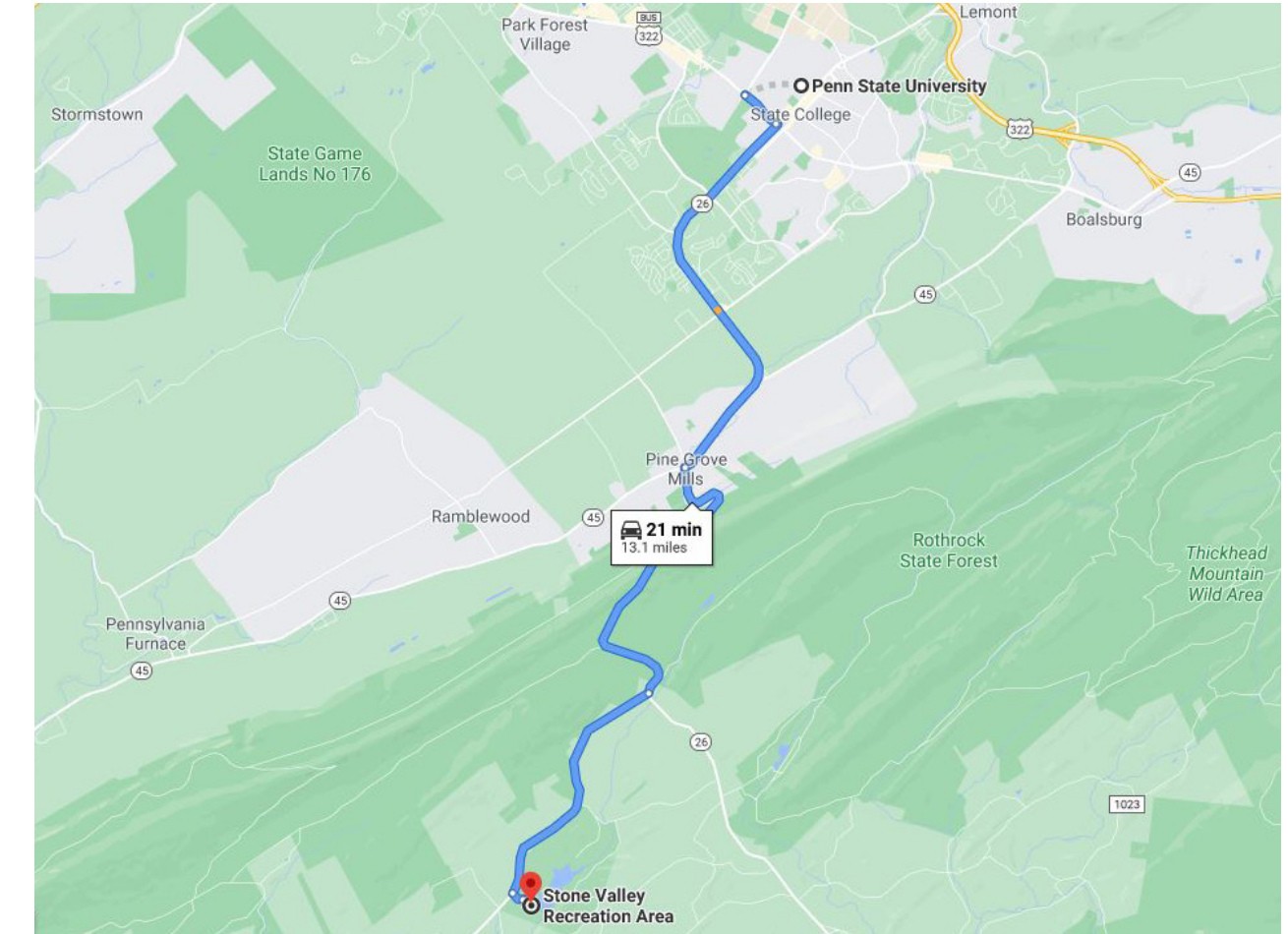
Student Affairs has office space in several of the residential commons facilities across the campus including Pollock, Redifer, Johnston, Warnock, and Waring. The commons feature dining, meeting and office spaces. The Master Plan recommends that Student Affairs identify opportunities to utilize these facilities for programming and activities organized for the on-campus student population with the goal of decreasing some of the demand for space within the HUB.

Hepper Fitness Center

Due to the expansion of academic facilities on West Campus, there is an anticipated increase in the use of Hepper Fitness Center. There are currently sufficient lockers and cubbies to support an increase in the number of students accessing the facility.

Ongoing Initiatives

The recommendations of the Master Plan take into consideration the Stone Valley Recreation Area, located 15 miles from the University Park Campus. The vision at Stone Valley is to create a retreat and outdoor recreation facility for a variety of outdoor recreation programs. Additional information can be found in the Stone Valley Recreation Area Feasibility Study.



The Stone Valley Recreation Area is located approximately 15 miles from the University Park Campus.

Implementation Strategies

Shared Facility Possibilities

There are opportunities and constraints for sharing space with other units outside of Student Affairs, such as operating, maintaining, and funding such facilities. Finding the right strategy that balances these factors to support Student Affairs' strategic plan while balancing other university stakeholders' needs will need further consideration.

Phasing

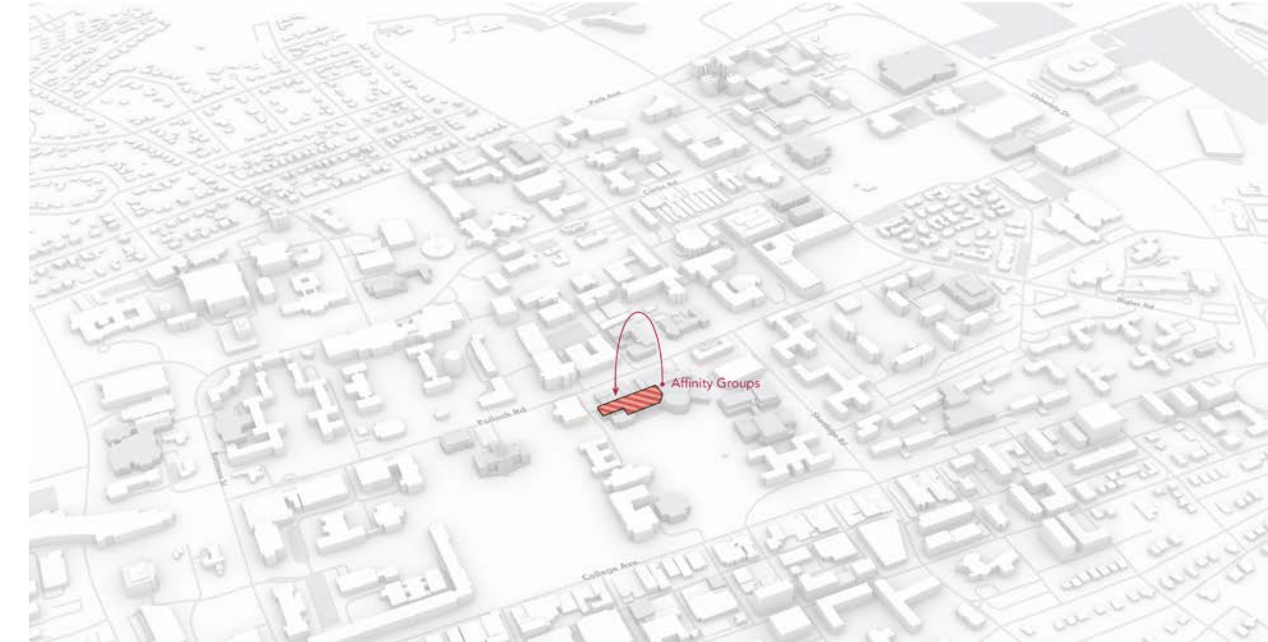
Potential Phasing Strategy

The following illustrates one potential implementation sequence for realizing the recommendations of the Master Plan. The phasing sequence includes four timeline groupings of projects:

1. Quick Wins: 0 to 2 years; July 2018 - June 2023 capital plan
2. Phase 1: 2 to 7 years; July 2023 - June 2028 capital plan
3. Phase 2: 8 to 12 years; July 2029 - June 2033 capital plan
4. Phase 3: Future capital plans

Other implementation strategies can be developed as funding becomes available for the various projects.

Quick Wins



Affinity Group Center

Renovate the third floor of the HUB-Robeson Center. Between 3,000 and 10,000 SF potentially renovated for use by student affinity groups.

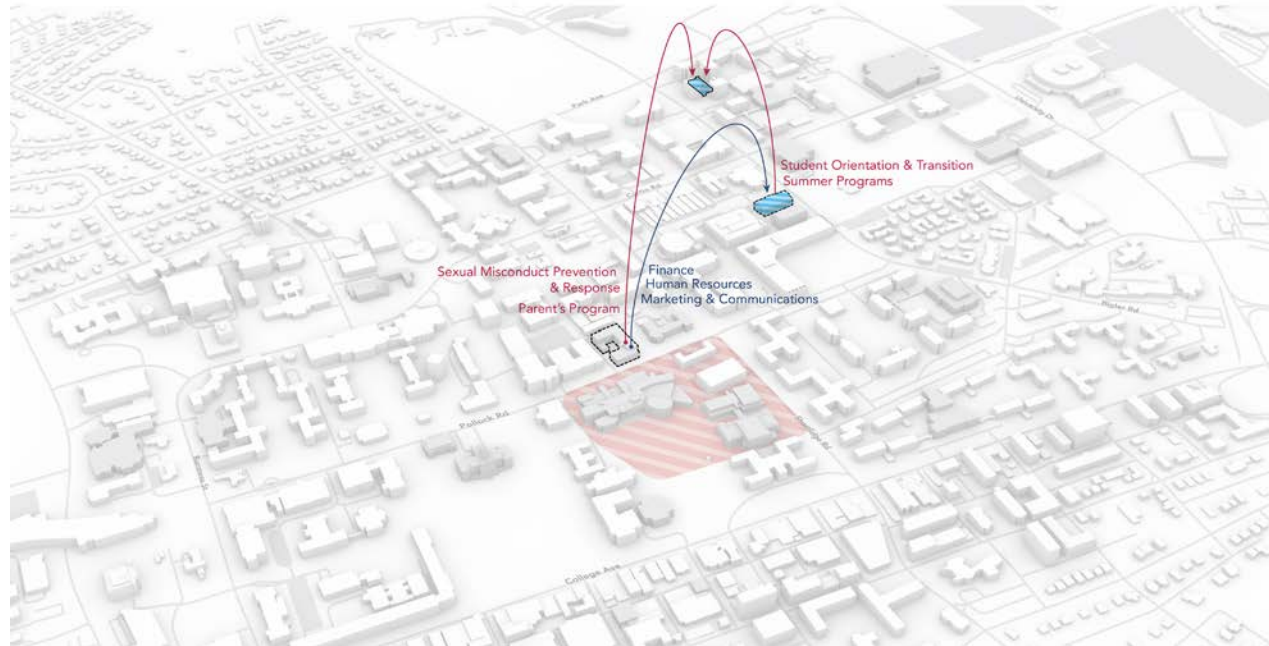
Enabling Projects

- Relocation of the Justice and Safety Institute from the third floor of the HUB-Robeson Center, location to be determined (968 ASF)
- Relocation of LifeLink, location to be determined

Backfill Opportunities

- N/A

Phase 1: Fisher Hall Renovation and Addition



Fisher Hall Renovation and Addition

Addition and renovation to Fisher Hall, per the 2019 Fisher Hall Feasibility Study, to create permanent administrative office spaces for Student Affairs administrative offices, including Student Orientation & Transition (1,565 gsf), Summer Programs (500 gsf), Parents Program (600 gsf), and temporary swing space for the Office of Sexual Misconduct Prevention & Response (1,995 gsf) and Health Promotion and Wellness program growth (2,855 gsf).

Other Fisher Hall occupants include Housing and Foods and Undergraduate Education (4,850 gsf).

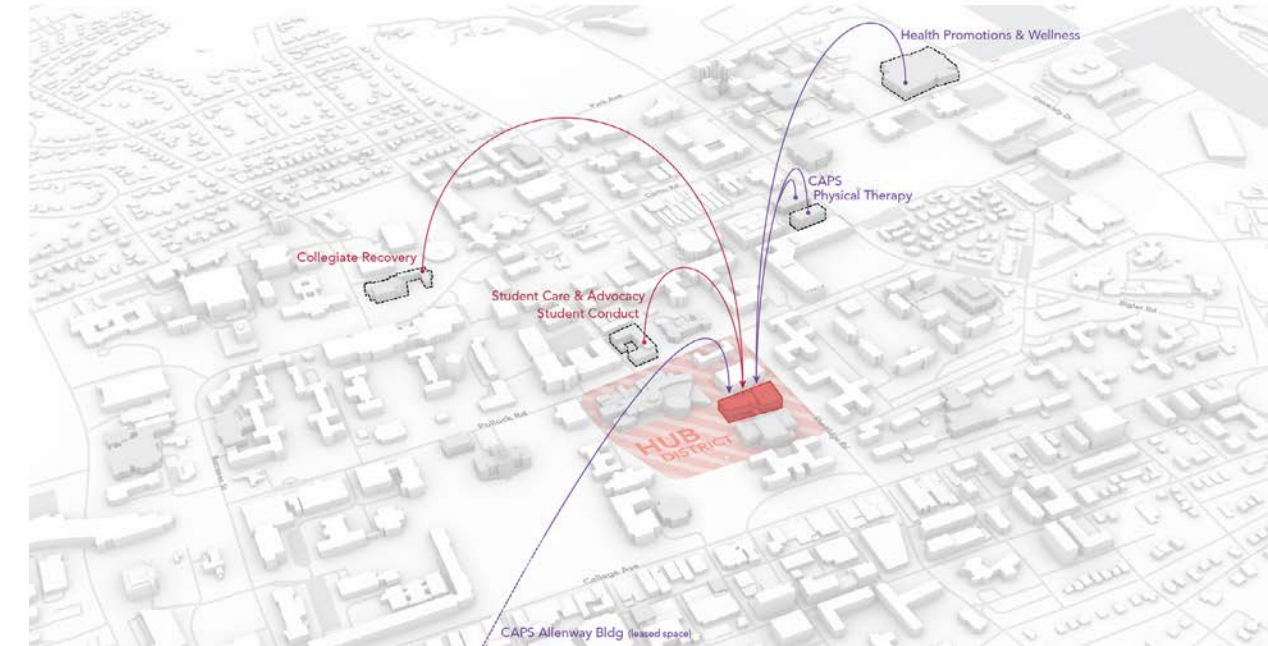
Enabling Projects

- N/A

Backfill Opportunities

- 2,125 ASF in Bank of America Building (Potential swing space location for CAPS and permanent relocation of Student Affairs Finance, Student Affairs Human Resources, and Student Affairs Marketing & Communications from Boucke Building)
- 7,600 ASF in Boucke Building (for non-Student Affairs use)

Phase 1: Construct Wellbeing Building



Wellbeing Building Construction

Replacement of existing north wing of the White Building (constructed in the 1960s) with a new Wellbeing Building to house CAPS (consolidated), Health Promotions and Wellness, Physical Therapy, Student Care and Advocacy, Student Conduct, and Collegiate Recovery.

Renovations to the existing south wing of the White Building (constructed in the 1930s) to accommodate Intercollegiate Athletics programs relocated from the north wing.

The James Building

- Level 3 of the James Building is 9,840 asf, suitable for Student Legal Services (2,330 asf), Office of Fraternity and Sorority Compliance and Off-Campus Services (3,245 asf).
- Level 6 of the James Building offers suitable accommodations for the Piazza Center and non-student facing Student Affairs Administrative offices.

- If the James Building space is not assigned to Student Affairs, alternative space will need to be available in the HUB-Robeson Center or the Boucke Building for these units in order to vacate off-campus lease arrangements.

Phase 1: Construct Wellbeing Building

The 1960s portion of the White Building will need to be vacated before the new Wellbeing Building can be constructed. The following spaces will need to be relocated to the 1930s portion of the building, moved to swing space, or become unavailable during construction:

Student Affairs Space

- Staff Offices: 2,000 ASF
- Fitness: 10,400 ASF
- Squash Courts: 1,200 ASF
- Multipurpose Space: 1,500 ASF
- Lockers: 2,400 ASF
- Storage: 2,600 ASF

Shared Use Space

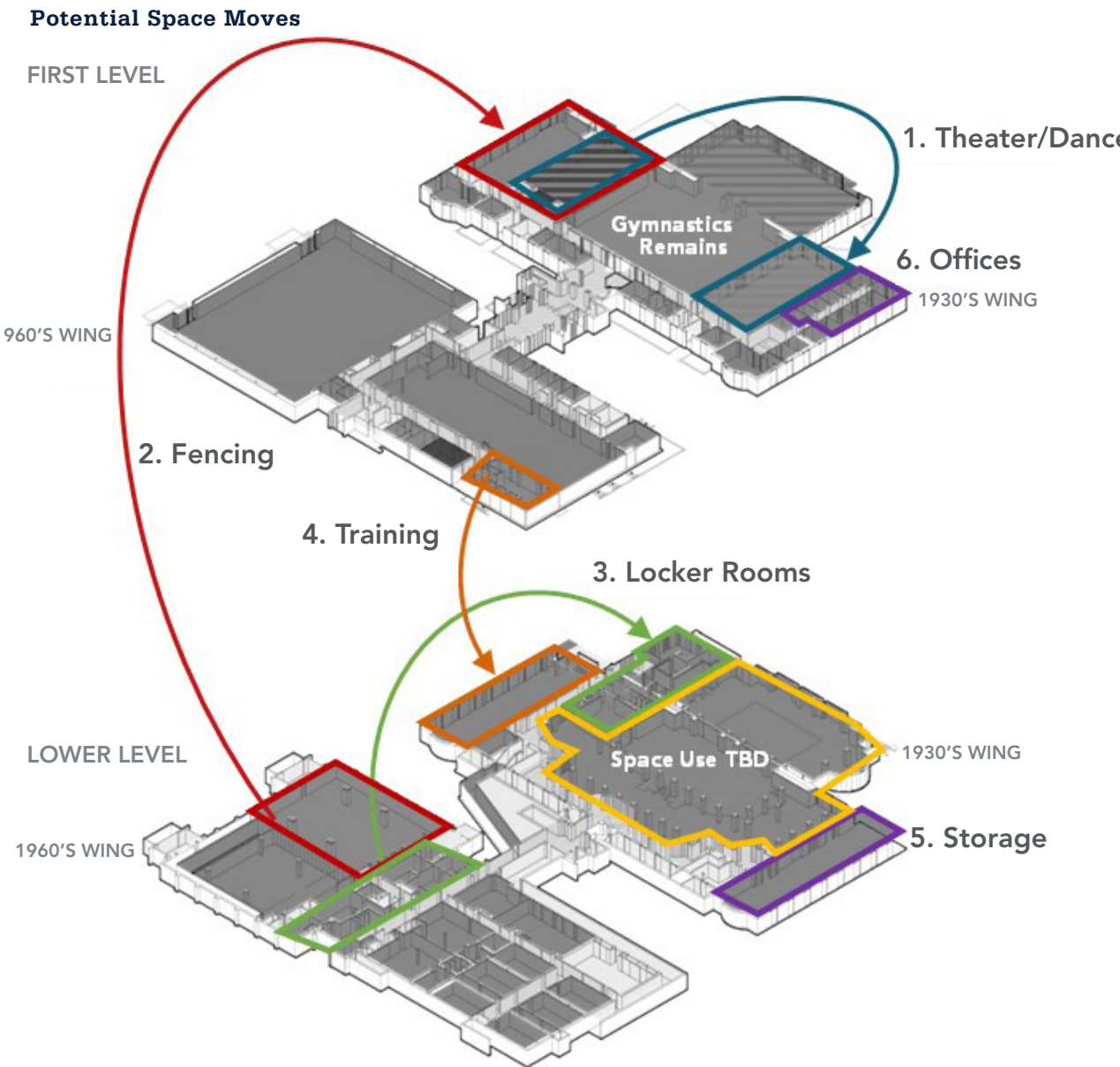
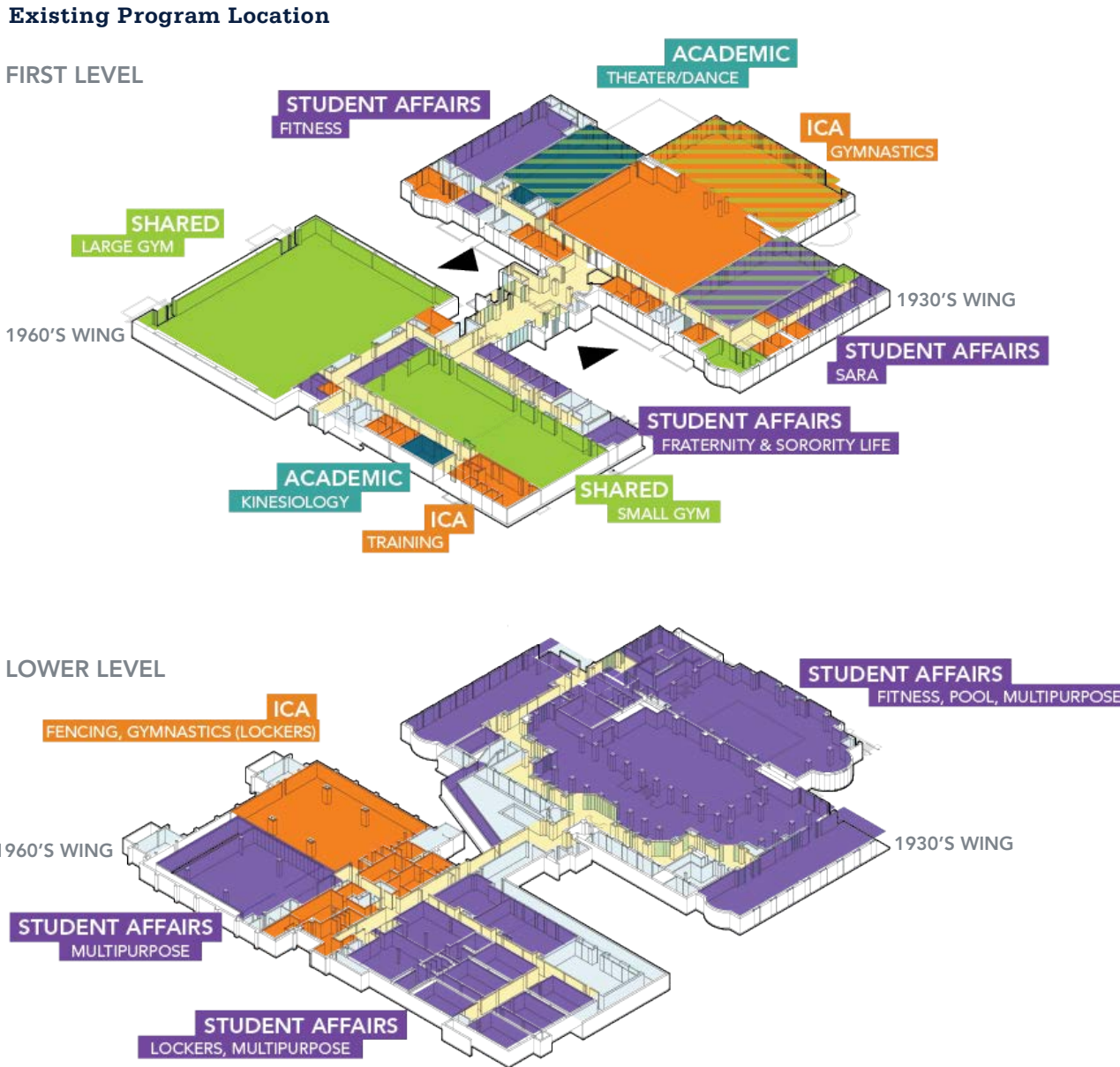
- Large Gymnasium: 14,400 ASF
- Small Gymnasium: 7,300 ASF

ICA Space

- Fencing: 5,200 ASF to Rooms 113+117
- ICA Locker Rooms: 3,000 ASF to Rooms 007+010
- Storage/Office: 2,700 ASF to Suite 105
- Training Room: 1,200 ASF to Room 006

Academic Space

- Kinesiology Classroom: 400 ASF to Suite 105
- Modern Dance: 2,800 ASF to Room 106



Potential Space Moves

Following the completion of the Wellbeing Building, the ICA and Academic spaces previously in the 1960s portion of the White Building could relocate to space vacated by Student Affairs in the 1930s portion of the White Building, shown in the concept diagram to the left. Further study and consultation with ICA and academic departments is needed to confirm specific relocation strategies.

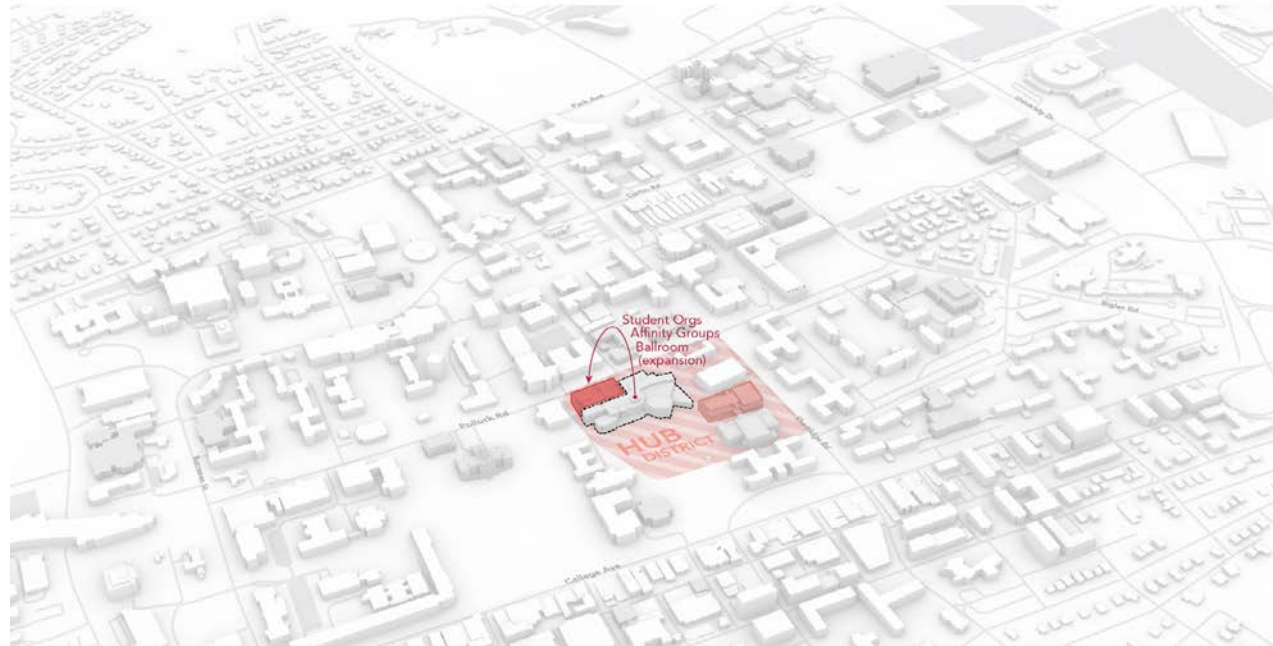
Backfill Opportunities

- 100 ASF in Pasquerilla Center
- 7,075 ASF in Student Health Center for University Health Services
- 2,500 ASF in Bank of America Building for the potential relocation of Student Affairs administrative offices from Boucke Building
- 1,050 ASF in IM Building (potential)
- End Calder Square II lease

Backfill Opportunities



Phase 2: Addition to the HUB-Robeson Center



Addition to the HUB-Robeson Center

Build a four-story addition to the HUB-Robeson Center for student organizations, student affinity groups, event space, staff or student offices, and storage. Below-grade space is used for an expansion to existing server/dining areas, additional storage, and mechanical space.

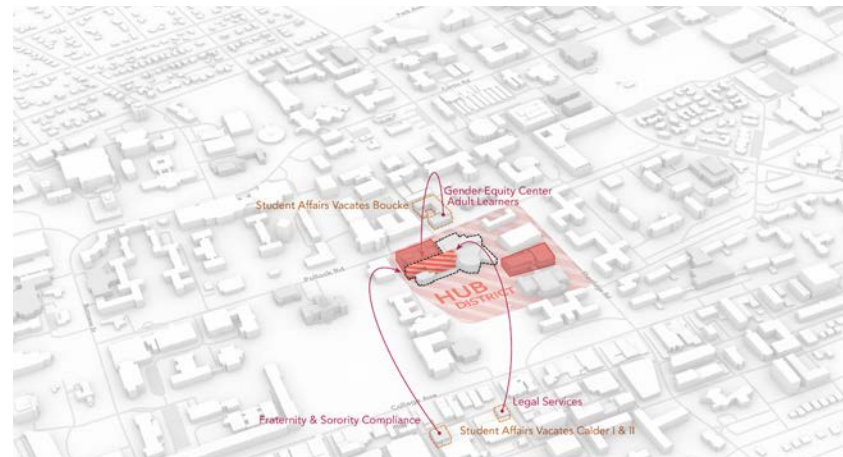
Enabling Projects

- Swing space for the Center for Conscience, Character, and Public Purpose (1,200 ASF)
- Swing space for Staff Offices (800 ASF)
- Swing space for lounges (5,300 ASF)
- Temporary relocation of functions occupying spaces to be affected by construction (TBD)

Backfill Opportunities

- 6,400 ASF HUB second floor
- 3,500 ASF HUB third floor (Potential relocation of Student Affairs Finance, Student Affairs Human Resources, and Student Affairs Marketing & Communications)
- End Calder Square I lease
- Student Affairs vacates Boucke Building

Backfill Opportunities



Phase 3: New Tennis Center, Natatorium, and Stone Valley Recreation Area



New Tennis Center, Natatorium, and Stone Valley Recreation Area

The new 10-court indoor tennis center, to be built on an available development site, will provide an enhanced recreation and intercollegiate athletics tennis experience. The proposed new natatorium, part of an ongoing ICA plan, would provide recreational users with swimming pool access.

The Stone Valley Recreation Area plan is detailed in a separate master plan.

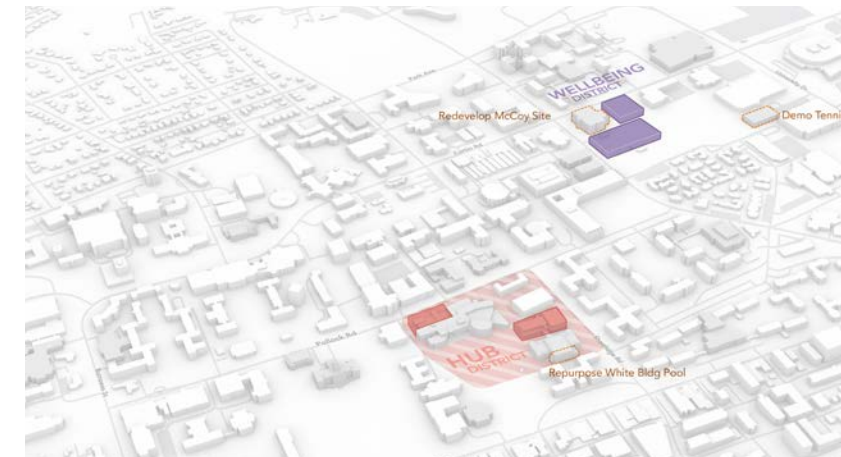
Enabling Projects

The new tennis center and natatorium are intended for available development sites and to be built in partnership with ICA. There are no known enabling projects for Student Affairs associated with either facility, or the SVRA.

Backfill Opportunities

The existing natatorium and indoor tennis center are slated for demolition once replacement facilities have been completed. The McCoy Natatorium site is a strong candidate for a new development site for other institutional purposes.

Backfill Opportunities



Final Build-out of Student Affairs Facilities

