There are unmet and anticipated **Quantitative needs** for additional space in every department.

There are unmet **Qualitative and Organizational needs**, especially in areas for student health and well-being – **SHS, CAPS, CARE, SMHCS, and ADP**

These unmet **needs** compromise functionality and affect the delivery of services, departmental affinities, collaborations and interactions, and staff and student well-being.
Changes in health insurance, increasing mental health needs, and changes in the composition of the UCSB student body contribute to increased demand for health services.

The nature of counseling services has changed over the last decade, requiring new departmental affinities and collaborations. Staff is increasingly looking to collaborations with colleagues in related programs.

CARE disclosed incidents in 2016 increased 57% over 2015. Privacy and staff safety concerns.

Annual check-ins for CAPS have increased 50% over the three years. Check-ins for 2017 are estimated to be almost 2,000, a 20% increase over last year.
Demand for CAPS services **outstrip the growth in enrollment** and the ability to sustain staff levels.

Interviews with more than 300 students found that the **waiting times for services from CAPS** was of significant concern.

Building 599 is **no longer suitable** for CAPS services.

CAPS has **immediate, unmet needs** for additional offices to reduce student waiting times and to improve flexibility, privacy, and staff security.

Initiatives to **co-locate CAPS** with Student Health Services (SHS), providing **better patient service** and **staff flexibility and collaboration**, should be pursued.
Experience increasingly correlates academic success with student health and well-being.

The need for **timely and comprehensive solutions** supportive of student access, staff collaboration and security, and departmental sustainability is ever more critical.

To this end…

CAPS, CARE, SMHCS, and ADP should be **co-located** with SHS to establish an identifiable **Center for Student Health and Well-Being**

on or near the existing SHS site, adjacent to Isla Vista.

<table>
<thead>
<tr>
<th></th>
<th>Existing ASF/GSF (SHS)</th>
<th>Add ASF</th>
<th>Add GSF</th>
<th>Total GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHS, CAPS, ADP, SMHCS, CARE</td>
<td>25,300 ASF 41,300 GSF</td>
<td>23,700</td>
<td>35,700</td>
<td>77,000</td>
</tr>
</tbody>
</table>
ORGANIZATION OF DEPARTMENTS AND SERVICES

Existing

Proposed
SRB DEPARTMENT COMPOSITION

Academic Initiatives, CARE, CLAS, DOS, DSP, ECCES, FYGSI, EOP, OSL, SMHCS, OISS, OJA, Graduate Division - Diversity, Recruitment and Retention, Orientation Programs, Student Affairs Grants and Development, Women’s Center.

All the departments have needs for additional staff and support spaces, and they anticipate more needs. Most departments in the SRB are at their capacity.

Space needs are approximately the area of one floor of the south wing of the SRB. Evaluate departments, clusters, and affinities in the SRB and consider appropriate compositions and affinities for other locations – or expand SRB.
Admissions’ services have far exceeded enrollment increases.  

1997 enrollment was **18,940**, with **26,000** freshmen and transfer applications.  

2015-2016, enrollment was **23,500** with **85,300** freshmen and transfer applications.

The Visitor Center hosts **40,000 students/parents per year** (800/day in March and April), and 300-400 school groups/year. There were 1,081 tours in 2016.

Admissions offices are at capacity and divided into **three buildings**.

Visitor Center **lacks the image and the adequate space** to properly greet guests and to provide adequate, hospitable gathering and waiting areas.

The Visitor Center needs to be **easily accessible, inviting, and identifiable**. It should be a campus front door location, near parking and a bus drop-off.

**Expand or relocate** Admissions and the Visitor Center to provide adequate, contiguous space.
OTHER SIGNIFICANT NEEDS

Associated Students

A 2012 space survey found that 38% of the programs had no assigned space and a quarter of them used temporary or shared spaces. Programs in the building are affected by noisy, crowded, poorly-configured spaces, often without daylight or adequate environmental control.

AS entities should be consolidated to make an identifiable, interactive, flexible, visible, and accessible "place," reflecting the AS culture and the role of student government.

Multi-Cultural Center

Modest expansion in the Lounge/Gallery, Kitchen, Meeting Room, storage, and workroom areas to accommodate needs for additional staff offices and to use space more effectively for MCC activities.

Modifications to the adjacent Corwin to better accommodate MCC performances.
**SUMMARY OF PRIMARY SPACE NEEDS**

<table>
<thead>
<tr>
<th>Department</th>
<th>Existing ASF</th>
<th>Add ASF</th>
<th>Add GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Health Services (SHS)</td>
<td>25,300</td>
<td>9,100*</td>
<td>14,000*</td>
</tr>
<tr>
<td>Counseling and Psychological Services (CAPS)</td>
<td>6,000</td>
<td>2,500 (1)</td>
<td>4,000</td>
</tr>
<tr>
<td>Student Resources Building (SRB)</td>
<td>46,400</td>
<td>12,000 (2)</td>
<td>18,000</td>
</tr>
<tr>
<td>Associated Students (AS)</td>
<td>13,000 (3)</td>
<td>8,000</td>
<td>12,000</td>
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<tr>
<td>Multicultural Center (MCC)</td>
<td>4,700</td>
<td>800 (4)</td>
<td>1,000</td>
</tr>
<tr>
<td>Enrollment Services</td>
<td>22,800</td>
<td>2,700 (5)</td>
<td>4,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>118,200</strong></td>
<td><strong>35,100</strong></td>
<td><strong>53,000</strong></td>
</tr>
</tbody>
</table>

*Added ASF and GSF are for Student Health Services space needs only and do not include additional areas for the co-location of other departments or services. Total SHS: 55,300 GSF.*
SUMMARY OF RECOMMENDATIONS FOR SPACE NEEDS AND PLANNING

UCSB Division of Student Affairs    July 2017
Submitted July 2017
Nelson Scott Smith | Artichoke Design Company
REPORT SUMMARY

Interviews with Student Affairs’ leadership, staff, and students described increasing space needs during the past five to ten years. These needs affect the organization and functionality of the space and its overall quality as a working and service environment. Needs varied a great deal from department to department, reflecting increases in enrollment and greater needs for services. In several notable situations, the nature of services has changed. Physical layout, affinities, services, interactions, and staff and student well-being affect departmental organization. These changes suggest, even demand, new relationships and collaborations and locational considerations among programs.

*Today’s Student Affairs’ service needs substantially exceed the capacity of SA facilities, compromising functionality, collaborations, and staff and student well-being.*

Departments and services throughout require additional and more functional space. Those with the most significant needs are:

1. Related to student health and well-being – Student Health Services (SHS), Counseling and Psychological Services (CAPS), Campus Advocacy Resources and Education (CARE), Student Mental Health Coordination Services (SMHCS), and the Alcohol and Drug Program (ADP).
2. The collective departments and services in the Student Resource Building (SRB).
3. Admissions and Visitor Center.
4. Associated Students.
5. Multicultural Center.

**Student Health and Well-Being** – Compromised functionality of space and its overall quality as a working and service environment is most often found in services related to student health and well-being. They are located throughout the campus and Isla Vista. These services include the Student Health Center (SHC), Counseling and Psychological Services (CAPS), Campus Advocacy Resources and Education (CARE), the Alcohol and Drug Program (ADP), Health and Wellness (H&W), and Student Mental Health Coordination Services (SMHCS). In some of these departments, the demand for services has outpaced the increase in enrollment. Demands on
staff are high, and staff increasingly looks to collaborations with colleagues in related programs. Some programs are housed in locations or facilities that are unsuitable for contemporary needs and collaborations.

As experience increasingly correlates academic success with student health and well-being, the need for timely and comprehensive solutions supportive of student access, staff collaboration and security, and departmental sustainability is ever more critical.

The demand for counseling services has outpaced the increase in enrollment. Annual check-ins for Counseling and Psychological Services (CAPS) were 1,103 in 2014, 1,360 in 2015, and 1,657 in 2016, a 50% increase over the three years. Check-ins for 2017 are estimated to be almost 2,000. Building 599, constructed mid-1980s and shared with Career Services, is no longer suitable for CAPS services.

CAPS has immediate, unmet needs for additional offices to reduce student waiting times and to improve flexibility, privacy, and staff security. Through the Student Affairs Strategic Planning process this spring, interviews with more than 300 students found that the waiting times for services from CAPS was of significant concern. The average waiting time for an intake appointment is two weeks, due to a lack of available counseling rooms.

CARE services have increased dramatically. Disclosed incidents in 2016 increased 57% over the previous year. Located within the Women’s Center at the SRB, CARE has significant patient privacy and staff safety concerns. The Isla Vista Gaucho Support Center represents a model for CAPS and CARE collaborations.

CAPS, CARE, SMHCS, and ADP should be co-located with SHS to establish a Center for Student Health and Well-Being. Meanwhile, near term, incremental changes to improve affinities, collaborations, and safety among these health services should be examined and implemented.

Student Resource Building (SRB) – Most departments in the SRB are beyond their capacity. Collective departmental space needs amount to an entire floor of the north wing. In addition, CLAS, occupying the top floor of the south wing, needs additional space totaling half to two-thirds of its existing space.

To realize further staff or program increases, building expansion is necessary. Otherwise, some departments or services will need to move out
of the SRB, allowing for growth in those areas that remain. Some departments will benefit from moving out of the SRB, to create stronger affinities and collaborations. Better ways to envision the function and use of the Resource Rooms may exist.

**Enrollment Services – Admissions** – The SAASB opened late 1996. In 1997, enrollment was 18,940, with 26,000 freshmen and transfer applications. In 2015-2016, 85,300 freshmen and transfer applications resulted in an enrollment of 23,500 – a 24% increase in enrollment and 228% increase in applications. The Visitor Center hosts 40,000 students/parents per year (800/day in March and April), and 300-400 school groups/year. In 2016, 1,081 tours took place. Admissions’ services demands far exceed enrollment increases.

The Visitor Center Lobby is small, often requiring visitors to wait outside before presentations. The Visitor Center lacks the image and space to properly greet guests and to provide adequate, hospitable gathering and waiting areas. Admissions offices are at capacity, and they are split between SAASB and Cheadle Hall, affecting efficiency and staff cohesion.

The first and second floors of the SAASB floor are highly compartmented, allowing little flexibility for changing departmental space needs. Consider relocating Admissions and the Visitor Center to provide adequate, contiguous space. The Visitor Center needs to be easily accessible, inviting, and identifiable. It should be a campus front door location, adjacent to parking and a bus drop-off.

**Associated Students** – A 2012 space survey found that 38% of the Associated Students programs had no assigned space, and a quarter of the AS programs used temporary or shared spaces. Associated Students functions are spread across campus in at least seven locations. When the AS/MCC building opened in 1995, enrollment was 18,224. Programs in the AS/MCC building are affected by noisy, crowded, poorly-configured spaces, often without daylight or adequate environmental control. The two floors have poor interconnections. They separate AS programs, making exchange and interaction difficult. Additional space, consolidation of programs, increased visibility, and improved accessibility are needed to accommodate AS programs. The preference is to have student government offices and most operating entities in a single location. Associated Students’ spaces should be designed to reflect their interactive and accessible culture.
Multicultural Center (MCC) – Multicultural Center educational programming centers on the 150-seat auditorium. Expanding this program requires a larger seating capacity and a full-depth stage. However, due to site constraints and existing building service rooms behind the stage, expansion for the Multicultural Center would be extremely difficult and costly. Such an expansion cannot be recommended.

As an alternative for those MCC events that require a larger venue and a more adaptable stage, consider modifications to the adjacent Corwin Pavilion and to the pedestrian-way between the Pavilion and MCC. Modify the pedestrian-way to define an outdoor “lobby” during events, creating an identifiable MCC place connecting the Pavilion, Auditorium, and Lounge/Art Gallery. Maintain the existing MCC auditorium for programming flexibility during events and for the intimacy of the performance space.

Consider modifications and a modest expansion in the Lounge/Gallery, Kitchen, Meeting Room, storage, and workroom areas to accommodate needs for additional staff offices and to use space more effectively for MCC activities.

SUMMARY OF SPACE NEEDS RECOMMENDATIONS

These recommendations represent a basis for facilities project programming and design. To promote Student Affairs’ institutional economic and social sustainability, certain principles should guide programming and design efforts, including:

• Foster departmental and service affinities and collaborations among staff and students.

• Create places that facilitate interactions among students, staff, and faculty, while maintaining opportunities for individual privacy and confidentiality.

• Promote space sharing for common functions. Plan for flexibility and increased utilization of spaces for study and co-curricular activities.

• Evaluate the partial or full reuse of existing facilities, making sure that program functionality and qualitative needs are fully accommodated.

• Mandate energy efficient design, energy budgets, and life-cycle analysis. Use investments to achieve energy efficiency and security, reduced energy costs, and renewable energy applications.
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*Added ASF and GSF are for Student Health Services space needs only and do not include additional areas for the co-location of other departments or services. Total 55,300 GSF.

For a single facility – **Center for Student Health and Well-Being** – that includes Student Health Services expansion and the co-location of CAPS, ADP, SMHCS, and CARE. Total 77,000 GSF.

<table>
<thead>
<tr>
<th>Center for Student Health and Well-Being – SHS, CAPS, ADP, SMHCS, CARE</th>
<th>Existing ASF (SHS)</th>
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<th>Add GSF</th>
<th>Total GSF</th>
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Notes:
- **ASF**: Assignable Square Feet – Square feet allocated to a room or space.
- **GSF**: Gross Square Feet – Includes a factor for non-assigned space such as corridors, stairs, elevators, toilets, and mechanical rooms.
- (1) Additional space needs assume 36 staff, plus support space.
- (2) Additional space for SRB departmental needs and CLAS expansion.
- (3) Existing ASF represents the AS two-floor suite in the AS/MCC building, Annex Building 434, and the Ucen Third Floor.
- (4) Space needs for staff offices and workspace.
- (5) Additional space for Admissions and Early Academic Outreach Program.
SITE ACCOMMODATION
Six sites were examined to determine their suitability to accommodate program for Student Affairs departments and services.

SITE A – Three to four stories (65 feet), 85,000 to 100,000 GSF.
Adjacent to Isla Vista, near the Recreation District, accessible from Ocean and EL Colegio Roads. This site is most suitable for Student Health Services and the development of a Center for Student Health and Well-Being.

SITE B – Three to four stories (65 feet), 35,000 to 40,000 GSF.
New three to four-floor building on the south side of the SRB parking structure (P22).

SITE C – Three stories (65 feet), 16,000 GSF.
Three-floor addition, along the south side of the SRB.

SITE D – Three to four stories (65 feet), 95,000 to 110,000 GSF.
Effective use of this site requires demolition of existing buildings on the south and east sides of Robertson Gymnasium.

SITE E – Three to four stories (65 feet), 65,000 GSF.
Located to the west of the SAASB, a visible, accessible location for expansion of the Visitor Center, Admissions, and Outreach spaces.

SITE F – Three to four stories (65 feet), 40,000 GSF.
Highly visible site – adjacent to parking, a drop-off, and bus service – is suitable for the Visitor Center/Admissions expansion.

UCEN – The UCen should be considered for selected Student Affairs programs. Programs could include those related to the Multicultural Center, Associated Students, CLAS, Disabled Students Program, Health and Wellness, and Recreation.