



**A project of the President's Emerging Leaders Program
in collaboration with the Administrative Services Task Force**



Purpose

The purpose of the Service Hours Study was to develop strategic recommendations that support the Task Force's mandate on service and the University's goal of becoming one of the top three public research universities in the world by thoroughly assessing current service hours and identifying opportunities for service hour enhancements.



Project Outline

- ▶ **Phase I: define current situation and scope**
 - ▶ Create matrix of current service hours
 - ▶ Review Strategic Positioning documents
 - ▶ Create campus demographic profile

- ▶ **Phase II: identify areas of demand**
 - ▶ Interview service area leaders
 - ▶ Review academic literature and trends data
 - ▶ Complete benchmarking study

- ▶ **Phase III: conduct a cost-benefit analysis**
 - ▶ Conduct online student survey
 - ▶ Conduct online survey of DDDs
 - ▶ Gather costs for enhanced service hours



Current Service Hours

- ▶ **8 a.m. – 4 p.m. is the most common service hours model across University departments and academic units**
- ▶ **Service hours vary by type of service and campus**
- ▶ **Service hours are, for the most part, determined by traffic flow/sales**



Related Themes of Strategic Positioning

- ▶ **Sharing common spaces for research, study, and community-building**
- ▶ **Shared spaces being flexible and multi-dimensional**
- ▶ **Concern over how the management of these spaces will work with the new budget model**
- ▶ **Newly created centers, departments, and institutes**



Campus Profile

- ▶ **An increasing number of undergraduate students are choosing to live on campus**
- ▶ **Having a sense of community and involvement is increasingly important to undergraduate students**
- ▶ **A large number of students, faculty, and staff are on campus during non-traditional hours**



Literature/Trends Review

- ▶ **Parents are present on campus today in a whole new way**
- ▶ **Increase in the number of students seeking services of college counseling, student health, and student affairs centers**
- ▶ **Adult learners are enrolling in record numbers**
- ▶ **Almost 65 percent of college students work while enrolled in classes**
- ▶ **Student demographics are also changing with respect to racial/ethnic backgrounds**
- ▶ **A national trend in higher education across the country appears to be a shrinking week**



Service Area Interviews

- ▶ **Interviews were conducted with leaders in five service areas: Bookstores, Boynton, Libraries, Student Unions, and UDS**
- ▶ **Service area leaders are confident in their service hour decisions**
- ▶ **Funding plays a pivotal role in decision-making in the service areas**
- ▶ **Service hour decisions are based primarily on traffic/sales**
- ▶ **Providing great service is a consideration, but is secondary to budgets**
- ▶ **Service hour decisions impact multiple areas**



Benchmarking Study

- ▶ **Data was gathered from University of California, Berkley; University of Washington; University of California, Los Angeles; University of Wisconsin, Madison; University of Michigan, Ann Arbor; Macalester College; University of St. Thomas**
- ▶ **In general, our service hours are comparable to or better than the two local institutions surveyed**
- ▶ **In general, our service hours are comparable to or less than those offered at all five public research universities surveyed**
- ▶ **Service hour decisions are generally based on customer data and information specific to the UMTC rather than benchmarking**



Student Survey

- ▶ **A Web-based survey was given to a random sample of 2,100 Undergraduate, Graduate, and Professional Students**
- ▶ **The survey questionnaire focused on service hours at Libraries, Bookstores, UDS, Boynton, and the Student Unions**
- ▶ **Survey results showed considerable support for extending service hours at Libraries, Coffman Union (including the Bookstore and UDS), and Boynton**



DDD Survey

- ▶ **A Web-based survey of deans, directors, and department heads (DDD) was done**
- ▶ **The survey questionnaire solicited information about known or potential service hour changes in their departments**
- ▶ **Over 10 percent of respondents were considering adding service hours**
- ▶ **Respondents also noted perceived service hour gaps in other departments**



Cost of Enhancements

- ▶ **Department directors at Libraries, Bookstores, UDS, Boynton, and the Student Unions were asked to provide estimated costs for adding service hours**
- ▶ **Estimated costs vary widely from below \$30 per half-hour to over \$4,800 per half-hour**
- ▶ **Costs for an individual department can also vary depending on the level of service provided**
- ▶ **A more detailed cost analyses is recommended if service hour enhancements are to be implemented**



Recommendations #1

Extension of Service Hours for Specific Areas:

- ▶ **Extend late night library hours.** This accommodates needed access to library services and provides greater access to late-night study spaces on campus.
- ▶ **Extend late-night dining options.** This provides needed access to late-night food and beverages as well as greater access to late-night study spaces.
- ▶ **Further investigate the possibility of offering weekend and evening hours at Boynton.** Although extending hours is costly, there is strong demand for enhancements in this area.



Recommendations #2

Collaboration Regarding Service Hours:

- ▶ **Student Unions, University Dining Services (retail) and Bookstores should work together to offer more weekend hours. Changes to weekend hours should be viewed as a long-term initiative with a long-term marketing effort.**
- ▶ **Leaders from all of the University Services and service areas outside of that umbrella should meet regularly to address shared and interdependent opportunities for improvement.**



Recommendations #3

Review Service Hours in Light of Student Demographics/Trends and Strategic Positioning Recommendations:

- ▶ Leaders of departments and units on campus should review their service hours in light of changing student demographics and trends.
- ▶ Service providers should be proactive in addressing possible issues resulting from the University's move towards having more common spaces and academic collaborations.