

Administrative Services Task Force
Hours of Operation Study

Final Report

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Executive Summary

The Hours of Operation Study was conducted as part of the Strategic Positioning process through the Administrative Services Task Force in collaboration with the President's Emerging Leaders (PEL) program. A team of five PEL participants was assigned to the project. The purpose of the 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.

The project was broken into three phases: define the current situation and scope, identify areas of demand, and conduct a cost-benefit analysis. At the end of each phase, the PEL team consulted with the Administrative Services Task Force to determine which items would move to the next phase for further evaluation. A brief description of each phase is included below; more details can be found in the Project Charter included in Appendix A.

The primary deliverable of Phase I was a service hour matrix that details the service hours of all departments/units on the Twin Cities Campus (Appendix B). The resulting information was used to narrow the scope of the project and determine which services would move to Phase II.

Phase II of the PEL Hours of Operation Study concluded with an analysis of service hour gaps to be considered for further review. Service gaps were identified through two major sources: interviews with service area leaders and benchmarking data. The purpose of service area interviews was to provide service area leaders with the opportunity to proactively identify areas for potential service hour enhancements. The purpose of the benchmarking study was to compare service hours of all areas within the scope of the project against those of other higher education institutions to identify gaps not realized through the interview process.

This phase also included a review of Strategic Positioning documents to identify related initiatives; a review of student, faculty, and staff demographics; and a literature review to identify pertinent trends. Areas deemed high priority by the Administrative Services Task Force move to Phase III of the study. Those areas included the Bookstores, Boynton, libraries, student unions, and University Dining Services.

Phase III of the study included an online student survey; an online survey of deans, directors, and department heads; and second round of interviews with department/unit leadership to identify costs of enhanced service hours. The primary deliverable of Phase III is a cost-benefit analysis that lists areas/departments where student surveys confirmed a demand for enhanced service hours as well as itemized costs for extending service hours.

Based on the data collected from the various phases of the project, the PEL Hours of Operation Study Team made several recommendations regarding service hours. The recommendations may lead to sensitive issues with regard to funding. Therefore, it is important to recognize that the recommendations are not mandates to specific departments, but a call for the departments and the University to consider possible funding sources for the recommended service hour enhancements. Following are recommendations along with supporting data from all components of this study:

Extension of Service Hours for Specific Areas:

1. Extend late night library hours. This accommodates needed access to library services and provides greater access to late-night study spaces on campus.
 - Rationale:
 - Three of the institutions studied offer 24/7 library hours, and the others offer more hours than are available at UMTC (we identified libraries at the benchmarking institutions that were similar to Wilson Library for comparison purposes)
 - UMTC offers the least library hours of all institutions surveyed
 - Of students surveyed, 19 percent said they would like to see service hour enhancements at Wilson Library, 22 percent said they would like to see service hour enhancements at Walter Library, and 8 percent said they would like to see service hour enhancements at Magrath Library
 - Three respondents to the DDD survey specifically listed concerns with the Libraries' hours of operations
 - Cost:
 - Cost of staffing at a minimal level is estimated at \$27.32 per half-hour for Wilson Library. This figure does not include costs for reference services, reserve services, or tutorial/technical support. Costs are similar for Walter Library and Magrath Library

2. 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 on campus.
 - Rationale:
 - The University has limited late-night options with all venues closed after midnight, and some benchmarking institutions offer more options for customers in the evenings
 - 32 percent of the students surveyed want later weeknight dining options
 - Four respondents to the DDD survey specifically listed concerns with UDS hours of operations
 - Cost:
 - Cost for each additional half hour on weekdays for Starbucks only: \$14
 - Cost for each additional half hour on weekdays for the marketplace: \$126
 - Cost for Sundays service at the marketplace: \$1,175 for four-hours period plus \$147 for each additional half hour
 - Cost for Sundays service at Starbucks only: \$270 for four-hours period plus \$33 for each additional half hour

- There is a four-hour minimum for Sunday service due to the current Teamsters contract
3. 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.
- Rationale:
 - Benchmarking data shows that some competing institutions offer Saturday hours and several have slightly later hours during the week
 - 75 percent of student survey respondents who use Boynton more than six times per semester desired a change in service hours
 - 35 percent of total student survey respondents would like Boynton to be open on Saturday, 25 percent would like Boynton to be open on Sunday, 30 percent want a later closing time Tuesday through Friday (with 6 p.m. as the most frequent suggestion), and 9 percent want later closing on Monday
 - Two respondents to the DDD survey specifically listed concerns with Boynton's hours of operations
 - An effort is underway to offer extended hours one evening a week as well as an off-campus location with extended hours
 - Today, traditional-aged college students are part of the Millennial generation. The academic literature review revealed that Millennials often seek assistance from adults when they encounter both minor and major problems, which may account for the increase in the number of students seeking counseling from staff at college counseling, student health, and student affairs centers (Lowery, 2004)
 - Cost:
 - Cost of staffing is estimated at \$1,329 per half hour
 - Additional costs are estimated at \$3,495 per half hour
 - Additional costs include nursing services, professional services, general operating supplies, medical supplies, medical services, material for resale, computer software, computer supplies, repairs and maintenance, equipment, administrative fees, IRS tax, and indirect cost allocation

Collaboration Regarding Service Hours:

4. 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 and not a short-term experiment. It is recommended that any additions to weekend hours be accompanied with a long-term advertising campaign.
- Rationale:
 - Sharing common spaces for research, study, and community-building is a theme of Strategic Positioning reports
 - A growing number of undergraduate students are choosing to live on campus, increasing the need for community

- When asked about the importance of feeling a sense of belonging with others at the University, 78.8 percent of students surveyed responded “very important” or “important”
 - Of students surveyed, 14 percent said they would like to see service hour enhancements at Coffman Union
 - Both benchmarking data and student survey data support weekend hours at the Bookstores
 - As opposed to other institutions, most general dining service (large food courts and student union dining) at the UMTC are closed on Sunday
 - 30 percent of students surveyed want additional weekend dining hours
 - These departments directly impact each other and must work together to optimize service hours at Coffman, which is the primary community space on the Twin Cities campus
 - Cost:
 - Cost per additional half-hour for Coffman Union to be open: \$73.25
 - Cost for Sundays service at the marketplace: \$1,175 for four-hours period plus \$147 for each additional half hour
 - Cost for Sundays service at Starbucks only: \$270 for four-hours period plus \$33 for each additional half hour
 - Cost for staff at Coffman Bookstore for each additional half hour is \$147.67 (assuming 21 staff members on duty) plus loss from theft
 - Partnering may produce opportunities for shared/reduced costs
5. Leaders from all of the University services should meet regularly to address shared and interdependent opportunities for improvement.
- Rationale:
 - Services often rely on each other for support, and when one service expands hours, it often impacts multiple, related services
 - Departmental interviews clearly identified a need for more collaboration between departments
 - Both Strategic Positioning and trends data reflect a growing need for collaboration to meet rapidly changing demands
 - Cost:
 - No direct costs

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

6. Leaders of departments and units on campus should review their service hours in light of changing student demographics and trends.
- Rationale:
 - An overarching element of Strategic Positioning is that we respond to changing demographics that will change the numbers, diversity, age and needs of the student population

- Today, traditional-aged college students are part of the Millennial generation, a generation of students characterized as having certain needs and preferences that impact service hour demands
 - The backgrounds of college students in terms of age and race/ethnicity are changing rapidly; we must evaluate how well our current service hours are meeting the needs of students from a variety of backgrounds
 - An increasing number of students planning to seek employment while in college, coupled with a national trend in higher education to offer fewer courses on Fridays, may impact service hour demands
 - Technology may influence service hours in terms of student expectations with regard to time, participation in online courses, and delivery of course content (e.g., podcasting)
 - Cost:
 - No direct cost
7. Service providers should be proactive in addressing possible issues resulting from the University's move towards having more common spaces and academic collaborations.
- Rationale:
 - There is concern as to how these goals, (sharing common spaces and academic collaborations), can be achieved within the context of the new University budget model
 - Service providers are integral to the successful achievement of strategic positioning goals. Therefore, taking proactive steps during this move to the new budget model might do much to ensure service continuity and customer satisfaction
 - Cost:
 - Varies by department; this was not included in the scope of our study

Relevance to Strategic Positioning

The goal of strategic positioning is to make the University of Minnesota one of the top three public research universities in the world within a decade (University of Minnesota, n.d.). The University of Minnesota lists three overarching elements to the strategic positioning process:

- 1) Keep the state's only research university strong and of the highest quality as global competition for resources, high-ability students and top faculty grows;
- 2) Respond to declining state funding. The University must make wise, but sometimes difficult choices in the face of declining state support. Dollars saved through academic redesign and administrative reform can be reinvested in improved education, research and outreach;
- 3) Respond to changing demographics that will change the numbers, diversity, age and needs of the student population (University of Minnesota, n.d.).

Service hours on campus can impact each of the aforementioned elements considered central to the strategic positioning process, either directly or indirectly. The hours of services ranging from parking and transportation to the bookstore and libraries can influence the work patterns of students, faculty, and staff. Service hours may have an influence on campus climate, satisfaction with various University services, accessibility to resources, and departmental budgets.

All Strategic Positioning reports were reviewed to determine if implementation of recommendations could effect service hours of operation (see Appendix C). The task force recommendations contain several common threads:

- 1) Sharing common spaces for research, study, and community-building,
- 2) Shared spaces being flexible and multi-dimensional, and
- 3) Concern over how these spaces will be managed and paid for under the new University budget model.

After reviewing reports and recommendations written by members of other strategic positioning committees, several questions arise related to service hours. If there are to be new common spaces, who will pay for staff to open and lock up, provide other amenities, and ensure student, staff, and faculty safety? If researchers and students from five departments use the same common space, will all five departments share the cost of maintaining and staffing the common space? Is it possible that service hours of operation would need to be extended or changed to ensure maximum access to these common spaces? If the University commits itself to doubling enrollment in summer enrichment programs, will service hours need to change to support this extra enrollment? If the University requires more mandatory undergraduate student advising will service hours need to be extended to accommodate this increase in advising?

Also worth mentioning are the recommendations for newly created centers, departments, and institutes, e.g., a new system-wide Institute of the Environment on the St. Paul Campus and additional buildings under the Academic Health Center. Would these new spaces function under traditional hours of operation?

Campus Profile

Student Demographics

In the process of evaluating service hours of operation, we felt it was important to understand the profile of students at the University of Minnesota-Twin Cities (UMTC). The following chart shows the number, gender, average age, average credit load, and ethnicity of undergraduate, graduate, and professional students. These figures were taken from the Spring 2006 registration data provided by the Office of Institutional Research and Reporting.

CATEGORY	UNDERGRADUATE	GRADUATE	PROFESSIONAL	TOTAL
# of UMTC Students	27,108	13,632	3,483	44,223
Female	14,246	6,892	1,874	23,012
Male	12,719	6,593	1,589	20,901
Average Credit Load	14.4	9	18	
Average Age	21.6	31.5	27.1	
African American	1,204	382	71	1,657
American Indian	222	94	38	354
Asian/Pacific	2,515	607	353	3,475
Chicano/Latino	550	234	76	860
White	21,545	8,720	2,582	32,847
International	432	2,762	110	3,304

At the UMTC, an increasing number of undergraduate students are choosing to live on campus. Data from *The Activities, Interests, and Characteristics of Students* report reveal the following trends:

- The percentage of undergraduates living with their parents declined from 43 percent in 1971 to 14 percent in 2001, while the percentage living in a UMTC residence hall nearly tripled from 8 percent in 1971 to 23 percent in 2001;
- The percentage of undergraduates who walk to campus nearly doubled from 28 percent in 1976 to 46 percent in 2001;
- The percentage of students who consider themselves commuters dropped from 58 percent in 1981 to 42 percent in 2001, (Turman, 2001).

Involvement on campus and experiencing the college campus as a community has increased in importance for undergraduate students at the UMTC. When asked about the importance of feeling a sense of belonging with others at the University, 78.8 percent of students surveyed responded “very important” or “important,” (Cooperative Institutional..., 2003). As reported in *The Activities, Interests, and Characteristics of Students* report:

- In 2001, 55 percent of all undergraduates were involved to some degree in student groups or activities on campus. This represents a substantial increase over the past 15 years, from 34 percent in 1986, 43 percent in 1991, and 50 percent in 1996;
- Two-thirds of all undergraduates thought that experiencing community was at least moderately important, (Turman, 2001).

With more students living on campus and an increase in involvement on campus coupled with a desire for experiencing community as part of their college experience, administrators must consider how these factors influence demand on service hours.

Staff and Faculty Demographics

We also reviewed the current demographic makeup of staff and faculty on the Twin Cities campus. The following chart shows staff headcount data for Fiscal Year 2006 as reported on the Office of Institutional Research and Reporting Web site. Also shown are breakdowns of this data by the following categories: female, male, non-Hispanic Caucasian, international, people of color, full-time, and part-time staff. This data shows there are large staff and faculty populations on campus. This data also shows that there are diverse types of staff appointments and demographic categories represented.

Our team also reviewed headcount trends for the last five years, particularly in the area of second and third shift staff. Headcount numbers, including second and third shift staff numbers, have been reasonably consistent.

CATEGORY	TOTAL STAFF HEADCOUNT	FEMALE STAFF HEADCOUNT	MALE STAFF HEADCOUNT	NON-HISPANIC CAUCASIAN STAFF HEADCOUNT	INTERNATIONAL STAFF HEADCOUNT	PEOPLE OF COLOR STAFF HEADCOUNT	FULL-TIME STAFF HEADCOUNT	PART-TIME STAFF HEADCOUNT
Civil Service/ Bargaining Unit	8,672	5,239	3,433	7,328	170	1,174	7,365	1,307
P&A-Administrative	1,748	1,115	633	1,604	6	138	1,522	226
Faculty-Tenured/Tenure Track	2,405	689	1,716	1,983	93	329	2,371	34
Faculty-Other	765	242	523	612	63	90	390	375
P&A- Professional	2,715	1,389	1,326	2,162	263	290	1,775	940
Totals	16,305	8,674	7,631	13,689	595	2,021	13,423	2,882

Academic Literature Review

A review of academic literature suggests there are several trends that may change the way institutions of postsecondary education approach service hours on campus. Most of these trends are directly related to changing demographics, however, other trends overlap with issues surrounding students' use of time and the influence of technology.

Student demographics – Millennial generation

The traditional-aged college students on campus are part of the Millennial generation, born roughly between 1980 and 1994 (Carlson, 2005). Many authors have attributed certain characteristics and preferences to Millennials, and in some cases, to the parents of Millennials. Parents of Millennials tend to be very involved in the education of their children. In fact, these parents have been dubbed helicopter parents, or hovering parents, because they are known to manage the lives of their children or intervene in situations when necessary (White, 2005). “Parents are present on the campus today in a whole new way, and the paradigm of the relationships among students, parents, and colleges has changed accordingly,” (White, 2005). Increased parental involvement may have an effect on service hours, as some departments may choose to alter their hours of operation to accommodate not only the schedules of students, but the schedules of their parents, as well.

Millennials often seek assistance from adults when they encounter both minor and major problems (Lowery, 2004). This may account for the increase in the number of students seeking counseling from staff at college counseling, student health, and student affairs centers (Lowery, 2004). This increase in demand surely impacts the operations of various departments on campus, and decisions may be made to deliver services more efficiently, expand service hours, and/or boost staffing levels to meet student needs.

Student demographics – Trends

The changing demographics of college students warrant review in regards to campus hours of operation. Since the backgrounds of college students in terms of age and race/ethnicity are changing rapidly, colleges and universities must evaluate how well their current service hours are meeting the needs of students from a variety of backgrounds.

Adult learners are no longer an anomaly on many college campuses. According to Arthur Levine, “less than a fifth of all undergraduates fit the traditional stereotype of the American college students—eighteen to twenty-two years of age, attending full-time, and living on campus” (1997). Adult learners are enrolling in record numbers, and they have unique needs. Adult learners, or nontraditional students, can be defined in a number of ways. Pat Cross (as referenced by Laura Saunders and Karen Bauer, 1998) defines nontraditional students as those adults who return to school on a part- or full-time basis while continuing their responsibilities with regard to family, work, and other “adult life

tasks.” For our purposes, nontraditional students will be defined as those students who are over the age of twenty-five.

In the fall of 2003, undergraduate students 25 years of age and older at four-year institutions comprised 12.8 percent of the full-time student population and 61.8 percent of the part-time student population (2005-2006 Almanac, n.d.). Students 25 years of age and older accounted for 64.1 percent of all full-time graduate students and 90.0 percent of all part-time graduate students (2005-2006 Almanac, n.d.).

Higher education is just one of the many roles and responsibilities that adult learners must balance. In fact, higher education may not be their primary focus because other responsibilities often take precedence. Levine asserted that nontraditional students want a relationship with their college or university that is similar to that of their bank or supermarket. In other words, “they want their colleges nearby and open during the hours most useful to them—preferably around the clock. They want easy, accessible parking....no lines, and a polite, helpful, and efficient staff.” William Giczkowski (1990) states that adult learners “...tend to see themselves as consumers and frequently approach academic administrators with questions that sound suspiciously like demands for customer service.”

Student demographics are also changing with respect to racial/ethnic backgrounds. In 1975, the percentage of white students entering four-year institutions was 85.3 (Brown, 1996). By 1990, that percentage decreased to 79 percent (Brown, 1996). Data from the 1995-1996 and 2005-2006 Almanacs published by the Chronicle of Higher Education provide a demographic overview of students attending post-secondary institutions (1995-1996 Almanac, n.d. & 2005-2006 Almanac, n.d.). According to the data in Table 1, nearly one-third of all college students are non-White students. In fact, the percentage of White students decreased from 74.1 during the 1995-1996 academic years to 67.1 during the 2005-2006 academic years. Clearly, the composition of the student body is changing, and more students of racial/ethnic backgrounds other than Caucasian are seeking higher education.

The following table shows enrollment by type of institution, type of student, and race/ethnicity for the 1995-96 and 2005-06 academic years.

Institution Type	1995-1996 Numbers	1995-1996 Percentage	2005-2006 Numbers	2005-2006 Percentage
Public 4-year institutions	5,851,760	40.9	6,481,613	39.0
Public 2-year institutions	5,337,328	37.3	6,270,380	37.7
Private 4-year institutions	2,888,031	20.2	3,600,719	21.7
Private 2-year institutions	228,539	1.6	258,999	1.6
Type of student	1995-1996 Numbers	1995-1996 Percentage	2005-2006 Numbers	2005-2006 Percentage
Undergraduate	12,323,959	86.1	14,257,077	85.8
Graduate	1,689,268	11.8	2,035,652	12.3
Professional	292,431	2.0	318,982	1.9
Race/ethnicity				
American Indian	121,681	0.9	165,914	1.0
Asian	724,124	5.1	1,074,162	6.5
Black	1,410,300	9.9	1,978,746	11.9
Hispanic	988,960	6.9	1,661,726	10.0
White	10,603,746	74.1	11,140,240	67.1
Foreign	456,847	3.2	590,923	3.6
Total	14,305,658		16,611,711	

Minority population groups are growing in the Twin Cities. The Twin Cities region “has the largest population of Somalis in the U.S., as well as the largest population of Hmong immigrants and Hmong Americans, who are now in their second and even third generation in this country,” (Metropolitan Council, n.d.). Data from the Metropolitan Council (n.d.) illustrates the changing population demographics for the Twin Cities Region in the following table for 1990 and 2004.

Racial/ethnic group	Population 1990	Population 2004	Change	%Change
American Indian	22,128	19,827	-2,301	-10.40
Asian/Pacific Islander	63,208	146,081	82,873	131.11
Black	87,744	185,008	97,264	110.85
Hispanic	36,087	122,368	86,281	239.09
Multi-racial	NA	48,724	NA	NA
Total minority	211,154	522,088	310,854	147.00
White	2,076,938	2,210,971	134,033	6.45

Students’ Use of Time

When examining service hours on campus, administrators should consider the impact of student expectations and practices surrounding work. Almost 65 percent of college students work while enrolled in classes (Young, 2002). A 1995-96 study conducted by the Department of Education’s National Center for Education Statistics revealed 40 percent of students at public four-year institutions worked 15 or more hours per week (King, 1998). The CIRP Freshman Survey revealed that over the last five years, a greater percentage of students plan to seek employment to help pay for college. The percentage of male college students planning to seek employment rose from 33.9 percent in 1998 to 40.0 percent in 2002. Similarly, the percentage of female college students planning to seek employment rose from 43.8 percent in 1998 to 52.9 percent in 2002 (Rooney, 2003).

A survey conducted at the University of Minnesota in 2003 reveals students at the Twin Cities campus work an average of 13.9 hours per week (Huesman, 2004). 38.9 percent of students at the Twin Cities campus work one to 19 hours per week; 33.7 percent work 20 hours per week or more (Huesman, 2004).

A national trend in higher education across the country appears to be a shrinking week, as many campuses offer fewer courses on Fridays (Young, 2003). Young (2003) describes several reasons for this trend: Fridays serve as a day for students to work or pursue internships, Fridays offer a day for faculty members to conduct research, and universities report decreased interest from students in attending classes on Friday, which may be due

to students' preference to start their weekend partying on Thursday evenings. Some institutions are making an effort to offer more courses on Friday to reduce course scheduling conflicts for students and to make more efficient use of classroom space in light of tight budgets.

An interesting example of an educational institution responding to student schedules is that of Cincinnati State Technical and Community College. After an instructor there noticed his students nodding off in his 8 a.m. class, he obtained permission to offer a course from 10:30 p.m. to 1:50 a.m., and the result was a success (Young, 2004). The course caters to students who prefer to stay up late or to those whose work schedules and other obligations make the late-night course slot appealing.

Information specific to the UMTC reveals the percentage of undergraduate students (88 percent) and graduate/professional students (76 percent) on campus peaks from 11 a.m. to 12 p.m. (Turman, 2001).

Influence of Technology

Hours of operation in higher education have been, and will continue to be, impacted by technology. Information and services are already available online for students, staff, and faculty 24 hours a day at many college campuses. Institutions are now offering online courses which make it possible for students to earn college credit without stepping foot on campus. Online courses allow students to access the course material at their convenience.

Carlson describes college students from the aforementioned Millennial generation in the following way: "...they expect results immediately. They carry an arsenal of electronic devices—the more portable the better. Raised amid a barrage of information, they are able to juggle a conversation on Instant Messenger, a Web-surfing session, and an iTunes playlist while reading *Twelfth Night* for homework," (2005). Some have suggested that colleges may need to respond to the needs of the Millennial generation by incorporating more technology into their courses and meeting needs of student scheduled by offering courses that meet electronically (Carlson, 2005).

Several college campuses, including Duke University, Drexel University, and Purdue University at West Lafayette, have embraced the technology behind podcasting. "Podcasting allows anyone with a microphone and an Internet connection to create audio files that others can download automatically to their iPods or similar digital-audio players....Podcasts allow students to go over passages while, for example, working out at the gym or jogging to lunch," (Read, 2005). While instructors may still meet with students in the classroom, podcasting allows students to access course information on their time and on their terms.

Service Area Interviews

Methodology

The PEL Hours of Operation Team conducted a series of in-depth interviews with key leaders in each of the service areas within the scope of the study. Interview topics were outlined in advance and consistent across services. Topics included:

- Current hours of operation during the academic year
- Service hour variances during breaks
- Process for determining service hours
- Supporting data and customer feedback (reports and data were collected)
- Historical changes in service hours
- Customer description
- Need/demand for service hour enhancements
- Constraints/risks to service hour enhancements
- Alternative services available

Information gathered during the interviews was compiled and reports were created for each service area. Complete reports are located in Appendix D.

Key Findings

- Service area leaders are confident in their service hour decisions and generally did not recommend changes to current service hours
- Funding plays a pivotal role in decisions-making in the service areas
- Service hour decisions are based primarily on traffic/sales. Most areas have extensive data that clearly identifies traffic patterns, which have become the foundation for service hour decisions
- Providing great service is a consideration, but it is secondary to budgets. Although many leaders mentioned a desire to provide better service to customers, they also highlighted budgetary realities
- Service hour decisions impact multiple service areas. If one area wishes to extend service hours, they must rely on multiple other service areas to support that effort. These interviews highlighted the critical importance of collaboration and communication between service areas
- The Facilities Management office was mentioned several times as being critical to other service areas' ability to provide evening and weekend hours
- Technology has allowed for many services to continue far beyond regular business hours. Most of the service areas have Web-based tools that provide some 24/7 assistance

Benchmarking Study

Methodology

The PEL Hours of Operation Team gathered service hour data from five competing higher education institutions identified by President Bruininks (<http://www.giving.umn.edu/interview/index.html>). In addition, two regional universities were selected by the Administrative Services Task Force for benchmarking purposes.

Institutions included:

- 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

Data was gathered via the Web and telephone interviews for all seven institutions in all service areas within the scope of the study. Benchmarking information was compiled in an Excel spreadsheet, which is located in Appendix E.

Key Findings

- Service hour decisions are generally based on customer data and information specific to the UMTC rather than benchmarking. This is highlighted by the disparity between gaps identified in the interviews versus those that resulted from the benchmarking study.
- For the purposes of benchmarking, locations were narrowed down to the largest providers. However, many services are offered in multiple locations, and hours can vary greatly by location.
- Services on East Bank compare better with other higher education institutions than is true on West Bank and in St. Paul.
- In most cases, the UMTC service hours are comparable to or better than the two local institutions surveyed while, in most cases, hours are comparable to or less than those offered at the five public research universities surveyed.
- Of the institutions surveyed, University of California, Berkeley often offered the most limited service hours and provided less customer service with information less accessible than was true at all other institutions. This brings into question the importance of service hours on rankings.

Gaps Identified In Phase II

The interview portion of the PEL Hours of Operation Study was done with service area leaders at the University of Minnesota. Items listed are those that interviewees mentioned as areas where customers have noted a gap in service hours or where they believe there is potential for enhancements. In some cases, interviewees did not identify service hour gaps. In other cases, interviewees did not agree that gaps exist, but noted customer feedback in favor of service hour enhancements. Some service area leaders did identify gaps that they believe should be addressed.

Service hour gaps mentioned in the interview portion of the study (marked by diamond bullets) as well as those identified in the benchmarking study (marked by arrow bullets) are listed below.

Libraries

- ❖ No gaps identified in the interview
- We identified libraries at the benchmarking institutions that were similar to Wilson Library for comparison purposes. Three of the institutions studied offer 24/7 library hours, and the others offer more hours than are available at the UMTC. The UMTC offers the least library hours of all institutions surveyed

Housing and Residential Life

- ❖ Information desk hours expanded to 24/7
- ❖ Extend central housing office hours during the summer months: open until 6 p.m. Monday through Friday and 9 a.m. to noon on Saturdays
- ❖ Expand custodial services on weekends
- ❖ Improve technology to provide more timely, efficient service
- Some institutions surveyed offer 24/7 service, which is consolidated to one location in the summer

Twin Cities Student Unions

- ❖ No gaps identified in the interview; however, efforts have been made to extend holiday hours to accommodate book store traffic and to offer later hours to accommodate student groups on second floor
- Of the institutions surveyed, several offer slightly later hours during the week

Parking and Transportation Services

- ❖ Students would like late-night bus service
- ❖ Shuttles are over capacity during peak hours
- ❖ Shuttles are limited during breaks
- ❖ Shuttles do not run after midnight
- ❖ There is no transit service to WBOB
- ❖ Longer hours and more Para transit service
- ❖ Off-peak parking locations are limited
- ❖ Later hours for the Motorist Assistance Program
- ❖ Lack of staffing at certain facility at specific times

- No gaps in parking service hours were identified in the benchmarking study
- Some of the institutions surveyed offer later shuttle service than is true at the UMTC

University Dining Service

- ❖ Limited late-night options with all venues closed after midnight
- ❖ Added venues in some areas such as Wilson Library
- ❖ Increased demand for weekend catering
- As opposed to other institutions, most general dining service (large food courts and student union dining) at the UMTC are closed on Sunday
- UMTC morning hours are limited compared to other institutions
- Some institutions offer more options for customers in the evenings
- No gaps in residence hall dining services hours were identified in the benchmarking study

University Consulting and Counseling Services

- ❖ Some Universities offer 24/7 service, but the interviewee did not support this enhancement at the UMTC
- ❖ There are not enough counselors during scheduled hours to meet demand
- The majority of institutions surveyed are open one half hour later than is true at the UMTC (until 5 p.m.)

Bookstores

- ❖ No gaps identified in the interview
- Three of the institutions surveyed are open later than the UMTC
- Four of the institutions surveyed offer Sunday hours

Computer Labs

- ❖ No gaps identified in the interview
- No gaps identified in the benchmarking study

Office of the Bursar

- ❖ Evening hours one to two days per week
- No gaps were identified in the benchmarking study for East Bank services; however, West Bank and St. Paul locations close earlier

One-Stop

- ❖ Add an instant messaging/Web chat service
- ❖ Provide extended phone counseling
- Service hours on East Bank are comparable to hours at other institutions; however, services on West Bank and in St. Paul close slightly earlier across the board

Boynton

- ❖ No gaps identified for current location; however, an effort is underway to offer extended hours one evening a week
- ❖ Consider an off-campus location with extended hours including evening, weekend, and urgent care
- Two of the institutions surveyed offer Saturday hours
- Several other institutions have slightly later hours during the week

Student Survey

Methodology

A Web-based survey was created to collect information from students about their current usage, level of satisfaction, and desired changes regarding service hours on campus for five specific service areas: libraries, Bookstores, UDS, Boynton, and the student unions. An e-mail directing recipients to the online survey was sent to a random sample of students on the Twin Cities campus. The random sample was drawn by the Office of Institutional Research and Reporting and included undergraduate, graduate, and professional students. All students in the sample were seeking academic degrees and were registered for five or more credit hours. Of the 2,100 students who were included in our random sample, 167 completed the survey, yielding an 8% percent response rate. The invitation e-mail and survey questions are included in Appendix F.

Key Findings: Building Usage

Question: During the average week, how many hours do you physically spend in each of the following locations?

Location	Zero Hours	1-5 Hours	6-10 Hours	11-15 Hours	16-20 Hours	20 + Hours
Anderson Library	91%	3%	0%	0%	0%	0%
Bio-Med Library	78%	11%	5%	1%	1%	0%
Magrath Library	80%	13%	1%	1%	0%	0%
Walter Library	57%	28%	6%	1%	2%	1%
Wilson Library	59%	25%	8%	1%	1%	2%
Coffman Bookstore	57%	38%	1%	1%	0%	0%
SPSC Bookstore	88%	6%	0%	0%	0%	0%
Law Bookstore	91%	2%	0%	0%	0%	0%
Coffman Union	20%	52%	19%	4%	1%	1%
SPSC	71%	19%	2%	2%	0%	0%
Res. Hall Dining	72%	7%	12%	2%	1%	0%
Union Dining	52%	40%	4%	0%	0%	1%

Responses varied depending on where people spend most of their time:

- Of students who spend most of their time on the West Bank, 63 percent use Wilson Library at least one hour per week (41 percent use Wilson between 1 and 5 hours each week, 12 percent between 6 and 10 hours)
- Of students who spend most of their time on the East Bank, 51 percent use Walter Library at least one hour per week (34 percent between 1 and 5 hours each week, 9 percent between 6 and 10 hours)
- Of students who spend most of their time on the St. Paul campus, 71 percent spend at least one hour per week in the St. Paul Student Center
- Of students living in Residence Halls, 82 percent spend at least one hour per week in residence hall dining locations; 57 percent spend between 6 and 10 hours each week

The most visited location by all students is Coffman Union. Students who spend most of their time on the East Bank are more likely to spend time in Coffman (87 percent spend at least one hour per week) than students primarily on the West Bank (73 percent) and St. Paul (44 percent). Finally, 52 percent of all students spend 1 to 5 hours per week in Coffman Union, while 19 percent of all students spend 6 to 10 hours per week in Coffman.

Key Findings: Satisfaction with Current Hours

Students are mostly satisfied with the current hours of operations in most locations. For most buildings, a large majority did not desire a change in hours of operation. The only cases where there was not wide consensus on this were with Coffman Bookstore, where nearly 40 percent desired a change in hours, and Boynton Health Services, where 43 percent desired a change and 49 percent desired no change. More details on these two units are below.

Question: Would you prefer different opening and/or closing times?

Location	Yes	No
Magrath	8%	74%
Walter	22%	64%
Wilson	19%	70%
Coffman Bookstore	38%	55%
SPSC Bookstore	7%	75%
Coffman Union	14%	75%
SPSC	3%	81%
Boynton	43%	49%

A pattern of responses occurred when asked about satisfaction with current hours of operation; people seem less likely to say they are dissatisfied with current hours than to say they desire a change in hours. This suggests that even if people would like to see a change in hours if given the option, they're still generally satisfied with the options available.

Question: How satisfied are you with current hours of operation?

Location	Satisfied	Not Satisfied
Magrath	70%	7%
Walter	68%	7%
Wilson	70%	5%
Coffman Bookstore	64%	14.8%
SPSC Bookstore	56%	4%
Coffman Union	65%	7.5
SPSC	59%	2%
Boynton	54%	19%

Key Findings: Boynton Health Services

People who use Boynton more frequently are more likely to want enhancements in service hours. Those who said they spent no time physically at Boynton tend not to desire a change, while those who do spend any time at all at Boynton are more likely to desire a change. (See table.) About 15 percent of all respondents used Boynton more than six hours per semester, and about 75 percent of these respondents desired a change in Boynton's hours.

	Time at Boynton = 0	Time at Boynton > 0
Desire a change	21%	56%
Desire no change	65%	40%

Perhaps surprisingly, living in a residence hall doesn't seem to make people more likely to desire change in Boynton's hours, neither does how close people live to campus. First-year undergraduates also appear to be less likely to desire change in Boynton's hours than more advanced students (71 percent of first-year undergrads do not desire a change in hours and only 25 percent desire a change, in contrast to 45 percent and 47 percent respectively for more advanced students).

Mode of transportation to campus seems to matter for people's satisfaction with Boynton's hours as well. Of those who drive a car to campus, only 34 percent desire a change in Boynton's hours. However, the percentage of respondents desiring a change rises as you look at other modes of transportation: bike (58 percent), bus and walk (46 percent each).

About 35 percent of total respondents would like Boynton to be open on Saturday, and about 25 percent would like Boynton to be open on Sunday as well. Additionally, about 30 percent want a later closing time Tuesday through Friday (with 6 p.m. as the most frequent suggestion) and about 9 percent want later closing on Monday.

Key Findings: Bookstores

Coffman Bookstore – 38 percent of total respondents said they desired a change in the current hours of the Coffman Bookstore. (55 percent, however, desired no change.) Of those who desire a change in Coffman Bookstore hours, about 45 percent would like to see the bookstore open later on Saturdays (most frequent request: 6 p.m.). Additionally, about 52 percent would like the Coffman Bookstore to be open on Sundays (with noon the most popular opening time and 4 and 5 p.m. the most popular closing time request).

St. Paul Bookstore - While a vast majority of students do not want to see a change in hours at the St. Paul bookstore, it probably isn't surprising that students who spend most of their time on the St. Paul campus feel differently. While we only had 17 respondents who spend most of their time in St. Paul, about half said they would like a change in the bookstore hours, with 80 percent of these saying they'd like the bookstore to be open on Saturdays and 50 percent saying they'd like the bookstore to be open on Sunday. Noon to 5 p.m. were the most frequent suggestions for each day.

Key Findings: University Dining Services

Coffman Dining – Respondents were asked to indicate preferred opening and closing times by day for Coffman Dining options. Comparisons were made against the standard hours for the Minnesota Marketplace. On average, 32% of all respondents indicate they would like to see later closing times Monday through Friday. In addition, 30% of all respondents indicate they would like to see Saturday and Sunday hours extended or added. As Coffman Dining locations are closed on Sundays with the exception of Starbucks, it is of particular interest that 26% of all respondents indicate they would like to see some Sunday hours.

St. Paul Dining – Respondents were asked to indicate preferred opening and closing times by day for St. Paul Dining options. Comparisons were made against the standard hours for the Terrace Café. Note that a relatively small number of respondents indicated they spend time on the St. Paul Campus. With that said, those that did respond to questions about dining hours at the St. Paul Student Center indicated that on average 18% would like to see later closing times Monday through Friday. In addition, 21% of those that responded to these questions indicated they would like to see Saturday and Sunday

hours added. This is of interest as St. Paul Student Center Dining locations are closed on weekends. It should be noted in this analysis that the Subway location in the St. Paul Student Center is open later than the standard Terrace Café hours.

Deans, Directors and Department Heads Survey

A survey of Deans, Department Heads, and Directors (DDD) was conducted. This survey's goal was to solicit information about upcoming initiatives that might drive more students, faculty, or staff to campus during evenings and weekends. This internet-based survey was open for just over a week, and during this time 71 responses were compiled from the 400 DDD list recipients. Of the 71 respondents to this survey, 8 respondents or 11 percent of all respondents planned to change their hours of operations. The respondents that are changing hours are adding to their hours of operations in each case. Adding evening hours is common for these respondents, and in addition adding Saturday hours is mentioned by two respondents. Areas such as Housing and Residential Life and University Dining Services that are already open on nights and weekends are considering extending these hours further. It may be a stretch to say that over 10 percent of University Departments are changing or considering changing hours of operations. However, the responses to this survey indicate departments are certainly considering these changes in many cases and we at the University of Minnesota need to be aware of these changes and must do our best to coordinate these changes to meet the demands of students, faculty, and staff.

Survey recipients were also asked to identify hours of operations gaps they perceive in other departments. Many individual departments are identified as having service hour gaps. However, the most common gap identified is that many departments are closed over lunch hour. Multiple respondents indicate that consistent, minimum hours of operations across campus would be very beneficial. A few responses indicate parking policies and limited bus service during some hours inhibit students from using more night and evening services. Some respondents indicate late-night study spaces and computer labs should be more available to students. The email text sent to members of the DDD email list to invite them to participate in the survey, as well as the survey questions, are included in Appendix G.

Cost/Benefit Analysis

The following analysis combines rationale for service hour enhancements identified during each phase of the study: literature review and trends analysis, departmental interviews, benchmarking, student surveys, and DDD survey. At the conclusion of Phase III, department directors from each of the five areas under review were asked to provide a breakdown of costs, in half hour increments, for adding service hours. These costs are also summarized below.

Bookstores – Rationale for Service Hour Enhancements

- Bookstores at three of the institutions in the benchmarking study are open later than the bookstores at the UMTC
- Four of the institutions researched offer Sunday hours
- 38 percent of student survey respondents said they desired a change in the current service hours at the Coffman Bookstore
- Of those students who desire a change in Coffman Bookstore hours, 45 percent would like to see the bookstore open later on Saturdays (most frequent request: 6 p.m.) and 52 percent would like the Coffman Bookstore to be open on Sundays (with noon the most popular opening time and 4 and 5 p.m. the most popular closing time request)
- 80 percent of those who spend time in St. Paul said they would like the bookstore to be open on Saturdays and 50 percent said they would like the bookstore to be open on Sunday. Noon to 5 p.m. were the most frequently suggested weekend hours
- Three respondents to the DDD survey specifically listed concerns with the Bookstore's hours of operations

Bookstores – Cost of Service Hour Enhancements

- Cost for staff for each additional half hour is \$147.67 (assuming 21 staff members on duty)
- Cost for shoplifting loss is estimated at \$185.50 per half hour

Boynton – Rationale for Service Hour Enhancements

- Benchmarking data shows that some competing institutions offer Saturday hours and several have slightly later hours during the week
- 75 percent of student survey respondents who use Boynton more than six times per semester desired a change in service hours
- 35 percent of total student survey respondents would like Boynton to be open on Saturday, 25 percent would like Boynton to be open on Sunday, 30 percent want a later closing time Tuesday through Friday (with 6 p.m. as the most frequent suggestion), and 9 percent want later closing on Monday
- Two respondents to the DDD survey specifically listed concerns with Boynton's hours of operations
- An effort is underway to offer extended hours one evening a week as well as an off-campus location with extended hours
- Today, traditional-aged college students are part of the Millennial generation. The academic literature review revealed that Millennials often seek assistance from adults when they encounter both minor and major problems, which may account for the increase in the number of students seeking counseling from staff at college counseling, student health, and student affairs centers (Lowery, 2004)

Boynton – Cost of Service Hour Enhancements

- Cost of staffing is estimated at \$1,329 per half hour
- Additional costs are estimated at \$3,495 per half hour
- Additional costs include nursing services, professional services, general operating supplies, medical supplies, medical services, material for resale, computer software, computer supplies, repairs and maintenance, equipment, administrative fees, IRS tax, and indirect cost allocation

Libraries – Rationale for Service Hour Enhancements

- Three of the institutions studied offer 24/7 library hours, and the others offer more hours than are available at the UMTC (we identified libraries at the benchmarking institutions that were similar to Wilson Library for comparison purposes)
- The UMTC offers the least library hours of all institutions surveyed
- Of students surveyed, 19 percent said they would like to see service hour enhancements at Wilson Library, 22 percent said they would like to see service hour enhancements at Walter Library, and 8 percent said they would like to see service hour enhancements at Magrath Library
- Three respondents to the DDD survey specifically listed concerns with the Libraries' hours of operations

Libraries – Cost of Service Hour Enhancements

- Cost of staffing at a minimal level is estimated at \$27.32 per half-hour for Wilson Library. This figure does not include costs for reference services, reserve services, or tutorial/technical support. Costs are similar for Walter Library and Magrath Library

Student Unions – Rationale for Service Hour Enhancements

- Of the benchmarking institutions, several offer slightly later student union hours during the week
- Efforts have been made to extend hours over the Labor Day weekend to accommodate bookstore traffic and offer later hours to accommodate student groups on second floor
- Of students surveyed, 14 percent said they would like to see service hour enhancements at Coffman Union
- Sharing common spaces for research, study, and community-building is a theme of Strategic Positioning reports
- A growing number of undergraduate students are choosing to live on campus, increasing the need for community

Student Unions – Cost of Service Hour Enhancements

- Cost per additional half-hour for Coffman Union to be open: \$73.25
- Cost per additional half-hour per location for Goldy's Gameroom, Gopher Express, and the post office: \$9.10
- Enhanced hours may also entail hiring additional full-time staff at a cost of \$8.50 per half hour

University Dining Services – Rationale for Service Hour Enhancements

- The University has limited late-night options with all venues closed after midnight, and some benchmarking institutions offer more options for customers in the evenings
- 32 percent of the students surveyed want later weeknight dining options
- 30 percent of students surveyed want additional weekend dining hours
- As opposed to other institutions, most general dining service (large food courts and student union dining) at the UMTC are closed on Sunday
- UMTC morning hours are limited compared to other institutions
- Four respondents to the DDD survey specifically listed concerns with UDS hours of operations

University Dining Services – Cost of Service Hour Enhancements

- Cost for each additional half hour on weekdays for Starbucks only: \$14
- Cost for each additional half hour on weekdays for the marketplace: \$126
- Cost for Sundays service at the marketplace: \$1,175 for four-hours period plus \$147 for each additional half hour
- Cost for Sundays service at Starbucks only: \$270 for four-hours period plus \$33 for each additional half hour
- There is a four-hour minimum for Sunday service due to the current Teamsters contract

There is rationale for service hour enhancements in all five areas with the Bookstores, Libraries, and Boynton receiving the strongest support for increased hours. Specifically, both benchmarking data and student survey data support weekend hours at the Bookstores. All data indicates demand for extended library hours, with the UMTC offering the least service hours of all institutions benchmarked. There is also consistent data to support extended evening hours as well as weekend hours at Boynton.

Cost information was provided by each department director and varies greatly in level of detail. Consequently, cost information will need further review if service hour enhancements are to be implemented. The Bookstores estimate a need for 21 staff members at all times as well as a high shoplifting loss. This results in a cost of \$333.17 per additional half hour of service. The libraries report a lower cost per additional half hour with a need for one desk staff member and one security monitor. Boynton's reported costs are very high: \$4,824 per additional half hour.

Recommendations

At the onset of the Hours of Operation Study, the PEL team was asked the question, “Is this an 8 a.m. to 4:30 p.m. campus?” Clearly, the simple answer is no, but the question is far more complex than it appears. Services at the University of Minnesota need to meet the needs of multiple, diverse audiences. Some are taking classes at a distance and rarely step foot on campus, while others live in the residence halls. Some work from 8 a.m. to 4:30 p.m. Monday through Friday, while others work third shift Tuesday through Saturday.

The bottom line is that the pulse of the University is constantly beating. There is a need for some level of service at all hours of the day and night, and research shows that the service needs of both students and employees will continue to grow as we move into an era where society requires immediate service anywhere, anytime. To be one of the top three public research universities in the world, service area leaders must routinely collaborate to analyze and enhance service hours to meet rapidly changing demands.

Specific recommendations of the PEL Hours of Operation Study Team include:

Extension of Service Hours for Specific Areas:

1. Extend late night library hours. This accommodates needed access to library services and provides greater access to late-night study spaces on campus.
2. 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 on campus.
3. 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.

Collaboration Regarding Service Hours:

4. 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 and not a short-term experiment. It is recommended that any additions to weekend hours be accompanied with a long-term advertising campaign.
5. Leaders from all of the University services should meet regularly to address shared and interdependent opportunities for improvement.

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

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

Appendix A: Project Charter

Project Name

University of Minnesota Administrative Services Task Force Hours of Operation Study

Project Sponsors

- ⇒ Project Sponsor: Jerry Rinehart
- ⇒ PEL Sponsor: Beth Zemsky

Project Team

- ⇒ Amy Brewster, Associate Academic Adviser, College of Continuing Education
- ⇒ Jen Mein, Coordinator of Instructional Technology, College of Liberal Arts
- ⇒ Valerie Stedman, House Manager, Ted Mann Concert Hall
- ⇒ Dan Sward, IT Project Manager, University Services
- ⇒ Lori Ann Vicich, Director of Strategic Communications, Office of Human Resources

Project Business Case

Since the summer of 2004, the University of Minnesota has undergone a wide-ranging and consultative strategic positioning process to plan for the institution's future. Through this process, the University has set a goal to become one of the top three public research universities in the world within a decade. To meet this goal, several Task Forces have been created by President Robert H. Bruininks to identify and implement key strategic projects. One of these Task Forces is the Administrative Task Force, chaired by Vice President Kathleen O'Brien. The Administrative Task Force includes several of its own Sub-Task Forces including the Services Task Force. The Services Task Force is chaired by Vice Provost for Student Affairs Jerry Rinehart.

The Services Task Force goal is to “focus administrative support on serving faculty, students, and academic units.” Recommendations for Optimal Hours of Operations for units that provide service to faculty, staff, and students have been identified as a key strategic project. By thoroughly assessing current service hours and identifying opportunities for service hour enhancements, the PEL team will be able 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.

Project Plan Overview

Project Scope Definition

In Scope

Services that serve faculty, staff, and all degree-seeking students, both at the undergraduate- and graduate-level on the Twin Cities campus

- ⇒ Specific campus services
 - Financial services / other services for students
 - Office of the Bursar
 - Graduate School Student Services Office
 - One Stop Student Services – East Bank
 - One Stop Student Services – St. Paul
 - One Stop Student Services – West Bank
 - University Counseling and Consulting Services (UCCS)
- ⇒ Central housing office hours and Information desk hours at residence halls (selected list from <http://www.housing.umn.edu/student/hallFeatures.shtml>, excludes residence halls that only offer apartments)
 - Bailey Hall
 - Centennial Hall
 - Comstock Hall
 - Frontier Hall
 - Middlebrook Hall
 - Pioneer Hall
 - Sanford Hall
 - Territorial Hall
 - Mark G. Yudof Hall
- ⇒ Selected Auxiliary Services
 - Parking and Transportation Services
 - Fleet Services
 - Motorist Assistance Program
 - Contract Parking
 - Public Parking
 - University Bookstores
 - Coffman Memorial Union
 - St. Paul
 - Law School
 - University Dining Services
 - Campus Restaurants
 - Coffman Union Dining
 - East Bank Dining
 - St. Paul Dining
 - West Bank Dining
 - Residential Restaurants
 - Bailey Hall
 - Centennial Hall

- Comstock Hall
- Middlebrook Hall
- Pioneer Hall
- Sanford Hall
- Other
- C3 Markets
- Grab & Go Meal Option

⇒ Major Libraries as defined by University Libraries
(<http://www.lib.umn.edu/site/overview.phtml>)

- Bio-Medical
- Elmer L. Andersen
- Magrath
- Walter (Science & Engineering)
- Wilson

⇒ Boynton Health Services

- General Information
- Dental Clinic
- Eye Clinic
- Mental Health Clinic
- Pharmacy
- Primary Care
- Urgent Care
- Women's Clinic

⇒ Late-Night Study Spaces

- Student unions
- Coffman Memorial Union
- Saint Paul Student Center
- Libraries (selected list – major libraries as defined by University Libraries, <http://www.lib.umn.edu/site/overview.phtml>)
- Bio-Medical
- Elmer L. Andersen
- Magrath
- Walter (Science & Engineering)
- Wilson
- Computer labs (public computing facilities
http://reslabs.resalls.umn.edu/public_labs.php)
- Walter Library 103 (East Bank)
- Coffman Memorial Union B060 (East Bank)
- Elliot Hall 121 (East Bank)
- Hubert H. Humphrey 50 (West Bank)
- Classroom Office Building (Saint Paul)
- Classroom Office Building 17 (Saint Paul)
- Magrath Library B50 (Saint Paul)

- McNeal Hall 350 (Saint Paul)

Out of Scope

- ⇒ Coordinate campuses
- ⇒ Services that do not serve faculty, staff, or students
- ⇒ Services not specifically listed as in scope

Uncertain Scope

Depending on study results, there may implications for departments not specifically listed as in scope.

Project Deliverable

A final report to the Administrative Services Task Force to include:

- ⇒ Service hours matrix listing all service areas and hours of operation
- ⇒ Gap analysis report with list of potential areas of improvement
- ⇒ Cost/benefit analysis report with recommendations for improvements
- ⇒ Recommendations for areas of further study

Known Risks

- ⇒ Decentralization and autonomy of services to be researched.
- ⇒ Financial structure and ISO status of many services.
- ⇒ Negative perceptions of some services and their implications on demand.
- ⇒ Number of task forces and degree of change occurring could lead to duplicative efforts and conflicting recommendations.
- ⇒ Time constraints of the Administrative Services Task Force.
- ⇒ Time constraints of PEL team members.

Critical Success Factors

- ⇒ The scope must be carefully considered and fluid to allow for maximum synergy.
- ⇒ Research must be thorough and accurate to properly identify areas of demand.
- ⇒ Cost/benefit analysis must be thorough and accurate to properly identify areas of opportunity.
- ⇒ All service areas must be open to change and collaboration.
- ⇒ The project must meet Task Force expectations for scope, quality, and timeframe.

Known Stakeholders

- ⇒ Administrative Services Task Force members
- ⇒ Senior administrators
- ⇒ Board of Regents
- ⇒ University of Minnesota faculty
- ⇒ University of Minnesota staff

- ⇒ University of Minnesota students
- ⇒ University of Minnesota visitors
- ⇒ Residents of surrounding communities
- ⇒ Local business owners
- ⇒ Legislators
- ⇒ Taxpayers

Communication Plan

A representative from the PEL Group will attend weekly task force meetings. Reports will be presented to the task force at each project milestone. The PEL Group will maintain meeting minutes and project documents on a wiki accessible by project sponsors.

Project Plan Outline

Phase I: Define Current Situation and Scope

Completion Date: December 15, 2005

- ⇒ Create matrix of relevant service areas
- ⇒ Create project charter and project plan
- ⇒ Research existing hours of operation for relevant service areas
- ⇒ Present findings and draft project plan to Task Force
- ⇒ Work with task force to determine which areas to move to Phase II
- ⇒ Milestone: Phase I completed

Phase II: Identify Areas of Demand

Completion Date: February 28, 2006

- ⇒ Interview service area staff
- ⇒ Research existing survey data relevant to “hours of operation”
- ⇒ Review existing data from comparable institutions (need to define “comparable institutions”)
- ⇒ Conduct academic literature review for information relevant to “hours of operation”
- ⇒ Compile and analyze data
- ⇒ Complete gap analysis report with list of potential areas of improvement
- ⇒ Work with task force to determine which areas to move to Phase III
- ⇒ Milestone: Phase II completed

Phase III: Conduct Cost-Benefit Analysis

Completion Date: April 30, 2006

- ⇒ Determine research methodology
- ⇒ Prepare materials and coordinate logistics for research
- ⇒ Conduct research for all constituent groups
- ⇒ Compile and analyze data
- ⇒ Research cost of adding service hours
- ⇒ Define the benefits of adding service hours, both monetary and non-monetary
- ⇒ Identify areas where benefits outweigh costs

- ⇒ Complete cost/benefit analysis report with recommendations for improvements
- ⇒ Present report to task force

Final report submitted

Completion Date: June 15, 2006

- ⇒ Update report based on feedback from task force
- ⇒ Submit final report to task force
- ⇒ Prepare PEL presentation
- ⇒ Final presentation to PEL, PEL mentors, project sponsors, supervisors, etc.
- ⇒ Milestone: Phase III completed and final report submitted

Project Authorization - Charter Acceptance

Role	Signature/Date	Name/Title/Department
Project Sponsor		Jerry Rinehart
PEL Sponsor		Beth Zemsky

Links

- ⇒ Project “Wiki” Home Page (password-protected; contact Jen Mein for access) - <https://secure.cla.umn.edu/leaders>
- ⇒ Transforming the U: The Strategic Positioning Process - http://www1.umn.edu/systemwide/strategic_positioning/index.html
- ⇒ Administrative Services Task Force - http://www1.umn.edu/systemwide/strategic_positioning/tf_admin_services.html

Appendix B: Service Hours Matrix

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
FINANCIAL SERVICES / OTHER SERVICES FOR STUDENTS								
Twin Cities	Financial Services / Other Services for Students	Bursar, Office of the	http://oam.software.umn.edu/bursar/			1	East Bank Bursar: 8am - 4pm (M-F); St. Paul Bursar: 8am - 3:30pm, with limited service available from 11:15 - 1pm (M-F); West Bank Bursar: 8am - 3pm, with limited service available from 11:15 - 1pm (M-F)	Dan
Twin Cities	Financial Services / Other Services for Students	Graduate School	www.grad.umn.edu			1	Monday - Friday, 8 am - 4:30 pm; closed weekends and holidays; had to really dig in the site to find this office and phone number	Dan
Twin Cities	Financial Services / Other Services for Students	One Stop Student Services Center - East Bank	http://onestop.umn.edu/		1	1	Hours: 8am-5:30pm, Monday-Thursday; 8am-4pm, Friday Hours extended to 6 pm Tuesday-Thursday in the first week of classes for both fall and spring terms	Dan
Twin Cities	Financial Services / Other Services for Students	One Stop Student Services Center - St Paul	http://onestop.umn.edu/		1	1	Hours: 8am-4pm, Monday-Friday	Dan
Twin Cities	Financial Services / Other Services for Students	One Stop Student Services Center - West Bank	http://onestop.umn.edu/		1	1	Hours: 8am-4pm, Monday-Friday Hours extended to 5pm, Monday and Tuesday when classes are in session during fall and spring semesters.	Dan
Twin Cities	Office for Student Affairs (UCCS)	University Counseling and Consulting Services	http://www.uccs.umn.edu/			1	8am - 4:30pm (M-F) (but open until 5pm on Tuesdays except during the summer term)	Dan

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
		(UCCS)						
Twin Cities	Financial Services / Other Services for Students	Central housing office hours for residence halls	http://www.housing.umn.edu/			1		Valerie
Twin Cities	Financial Services / Other Services for Students	Bailey Hall (information desk hours)	http://www.housing.umn.edu/			1		Valerie
Twin Cities	Financial Services / Other Services for Students	Centennial Hall (information desk hours)	http://www.housing.umn.edu/			1		Valerie
Twin Cities	Financial Services / Other Services for Students	Comstock Hall (information desk hours)	http://www.housing.umn.edu/			1		Valerie
Twin Cities	Financial Services / Other Services for Students	Frontier Hall (information desk hours)	http://www.housing.umn.edu/			1		Valerie
Twin Cities	Financial Services / Other Services for Students	Middlebrook Hall (information desk hours)	http://www.housing.umn.edu/			1		Valerie
Twin Cities	Financial Services / Other Services for Students	Pioneer Hall (information desk hours)	http://www.housing.umn.edu/			1		Valerie
Twin Cities	Financial Services / Other Services for Students	Sanford Hall (information desk hours)	http://www.housing.umn.edu/			1		Valerie
Twin Cities	Financial Services / Other Services for Students	Territorial Hall (information desk hours)	http://www.housing.umn.edu/			1		Valerie
Twin Cities	Financial Services / Other Services for Students	Mark G. Yudof Hall (information desk hours)	http://www.housing.umn.edu/			1		Valerie
AUXILIARY SERVICES								

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
Twin Cities	Auxiliary Services (Parking and Transportation Services)	Parking and Transportation Services - Fleet Services	http://www1.umn.edu/pts/	1	1	1	Monday - Friday, 6:30 am - 6:30 pm, Sat and Sun 7 am until noon	Lori Anne
Twin Cities	Auxiliary Services (Parking and Transportation Services)	Parking and Transportation Services - Motorist Assistance Program (M.A.P.)	http://www1.umn.edu/pts/	1	1	1	Monday through Friday from 7 a.m. to 10 p.m.; Service is not available on weekends or official University holidays. Call 612-626-PARK for motorist assistance.	Lori Anne
Twin Cities	Auxiliary Services (Parking and Transportation Services)	Parking and Transportation Services - Contract and Public Parking	http://www1.umn.edu/pts/	1	1	1	Monday - Friday from 7 am - 5 pm, walk up and phone customer service	Lori Anne
Twin Cities	Auxiliary Services	Bookstores - Coffman	http://www bookstore.umn.edu/	1	1	1	Coffman Store Hours: 8:00 a.m. to 6:00 p.m. (M-F), 10:00 a.m. to 4:00 p.m. (Sat), Closed on Sunday;	Amy
Twin Cities	Auxiliary Services	Bookstores - St. Paul	http://www bookstore.umn.edu/	1	1	1	<u>St. Paul Campus Store Regular Hours:</u> 9:00 a.m. to 5:00 p.m. (M-F), Closed on Saturday-Sunday;	Amy
Twin Cities	Auxiliary Services	Bookstores - Law School	http://www bookstore.umn.edu/	1	1	1	<u>Law School Store Hours:</u> 10am - 2pm (M-Th)	Amy

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
Twin Cities	Auxiliary Services (University Dining Services)	UDS - "Campus Restaurant," Coffman Union Dining, (under UDS Web site, https://www1.umn.edu/dining/)	https://www1.umn.edu/dining/html/coffman	1	1	1		Lori Anne
Twin Cities	Auxiliary Services (University Dining Services)	UDS - "Campus Restaurant," East Bank Dining, (under UDS Web site, https://www1.umn.edu/dining/)	https://www1.umn.edu/dining/html/east	1	1	1	The Cup: Monday through Friday - 7:00 a.m. to 2:00 p.m.; Java City at Moos: Monday through Thursday - 7:00 a.m. to 7:00 p.m.; The Nolte Dining Room: Monday through Friday - 11:00 a.m. to 2:00 p.m.; Outside In: Monday through Thursday - 7:00 a.m. to 3:00 p.m., Friday - 7:00 a.m. to 2:00 p.m.; Northrop Grill: Weather permitting through the summer and early fall; Wise Owl Cafe at Walter Library: Monday through Thursday - 7:00 a.m. - 8:00 p.m., Friday: 7:00 a.m. - 4:00 p.m.	Lori Anne

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
Twin Cities	Auxiliary Services (University Dining Services)	UDS - "Campus Restaurant," St. Paul Dining, (under UDS Web site, https://www1.umn.edu/dining/)	https://www1.umn.edu/dining/html#stpaul	1	1	1	Terrace Café: 612-625-1990 Monday through Thursday - 10:00 a.m. to 6:00 p.m., (6:00 p.m. to 9:00 p.m. Subway Only), Friday - 10:00 a.m. to 2:00 p.m., (2:00 p.m. to 6:00 p.m. Subway Only); Subway: Monday through Thursday - 10:00 a.m. to 9:00 p.m., Friday - 10:00 a.m. to 6:00 p.m.; Java City St. Paul: Monday through Thursday - 7:00 a.m. to 6:00 p.m., Friday - 7:00 a.m. to 2:00 p.m.	Lori Anne
Twin Cities	Auxiliary Services (University Dining Services)	UDS - "Campus Restaurant," West Bank Dining, (under UDS Web site, https://www1.umn.edu/dining/)	https://www1.umn.edu/dining/html#west	1	1	1		Lori Anne
Twin Cities	Auxiliary Services (University Dining Services)	UDS - "Residential Restaurant," Bailey Hall (from UDS Web site, https://www1.umn.edu/dining/)	https://www1.umn.edu/dining/reshalldine.html#bailey			1	Breakfast: Monday - Friday 7:00 a.m. to 9:00 a.m.; Lunch: Monday - Sunday 11:00 a.m. to 1:30 p.m.; Dinner: Monday - Thursday 4:30 p.m. - 7:00 p.m., Friday - Sunday 5:00 p.m. - 7:00 p.m.	Lori Anne

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
Twin Cities	Auxiliary Services (University Dining Services)	UDS - "Residential Restaurant," Centennial Hall, (from UDS Web site, https://www1.umn.edu/dining/)	https://www1.umn.edu/dining/reshalldine.html#centennial			1	Breakfast: Monday - Friday 7:00 a.m. - 10:00 a.m.; Continental Breakfast: Monday - Friday 10:00 a.m. - 11:00 a.m.; Lunch: Monday - Friday 11:00 a.m. - 3:30 p.m., Saturday - Sunday 10:30 a.m. - 2:00 p.m.; Dinner: Monday - Sunday 4:30 p.m. - 7:00 p.m.; Late Night: Sunday - Thursday 7:00 p.m. - midnight	Lori Anne
Twin Cities	Auxiliary Services (University Dining Services)	UDS - "Residential Restaurant," Comstock Hall, (from UDS Web site, https://www1.umn.edu/dining/)	https://www1.umn.edu/dining/reshalldine.html#comstock			1	Breakfast: Monday - Friday 7:00 a.m. to 10:00 a.m.; Continental Breakfast: Monday - Friday 10:00 a.m. to 11:00 a.m.; Lunch: Monday - Sunday 11:00 a.m. - 1:30 p.m.; Soup and Sandwich: Monday - Friday 1:30 p.m. - 3:30 p.m.; Dinner: Monday - Sunday 4:30 p.m. - 7:00 p.m.	Lori Anne
Twin Cities	Auxiliary Services (University Dining Services)	UDS - "Residential Restaurant," Middlebrook Hall, (from UDS Web site, https://www1.umn.edu/dining/)	https://www1.umn.edu/dining/reshalldine.html#middlebrook			1	Breakfast: Monday - Friday 7:00 a.m. - 9:30 a.m.; Continental Breakfast: Monday - Friday 9:30 a.m. - 11:00 a.m.; Lunch: Monday - Sunday 11:00 a.m. - 1:30 p.m.; Dinner: Monday - Sunday 4:30 p.m. - 7:00 p.m.	Lori Anne

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
Twin Cities	Auxiliary Services (University Dining Services)	UDS - "Residential Restaurant," Pioneer Hall, (from UDS Web site, https://www1.umn.edu/dining/)	https://www1.umn.edu/dining/reshalldine.html#pioneer			1	Breakfast: Monday - Friday 7:00 a.m. - 9:00 a.m.; Continental Breakfast: Monday - Friday 9:00 a.m. - 11:00 a.m.; Lunch: Monday - Friday 11:00 a.m. - 1:30 p.m.; Grill, Soup & Sandwich: Monday - Friday 1:30 p.m. - 3:30 p.m.; Dinner: Monday - Friday 4:30 p.m. - 7:00 p.m.	Lori Anne
Twin Cities	Auxiliary Services (University Dining Services)	UDS - "Residential Restaurant," Sanford Hall, (from UDS Web site, https://www1.umn.edu/dining/)	https://www1.umn.edu/dining/reshalldine.html#sanford			1	Breakfast: Monday - Friday 7:00 a.m. - 10:00 a.m.; Continental Breakfast: Monday - Friday 10:00 a.m. - 11:00 a.m.; Lunch: Monday - Sunday 11:00 a.m. - 1:30 p.m.; Dinner: Monday - Sunday 4:30 p.m. - 7:00 p.m.	Lori Anne
Twin Cities	Auxiliary Services (University Dining Services)	UDS - C3 Markets (from UDS Web site, https://www1.umn.edu/dining/)	https://www1.umn.edu/dining/c3markets.html			1	<u>Centennial C3 Market:</u> 612-625-8675 Monday - Friday - 7 a.m. to Midnight, Saturday - 6:00 p.m. to Midnight, Sunday - 4:30 p.m. to Midnight; <u>Middlebrook C3 Market:</u> 612-626-8630 Monday - Friday - 1:30 p.m. to Midnight, Saturday - 6:00 p.m. to Midnight, Sunday - 4:30 p.m. to Midnight; <u>Sanford C3 Market:</u> 612-624-6549 Monday - Friday - 1:30 p.m. to 11:00 p.m., Saturday & Sunday - 6:00 p.m. to 11:00 p.m.	Lori Anne

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
Twin Cities	Auxiliary Services (University Dining Services)	UDS - Grab & Go Meal Option, (from UDS Web site, https://www1.umn.edu/dining/)	https://www1.umn.edu/dining/grabngo.html			1	<p>pick - up times - Bailey Restaurant: Monday - Friday 7:00 a.m. - 7:00 p.m.; Terrace Restaurant: Monday - Thursday 7:00 p.m. - 9:00 p.m.; Centennial Market: Monday - Friday 7:00 a.m. - 12:00 midnight ; Comstock Restaurant, Middlebrook Restaurant, Sanford Restaurant: Monday - Friday 7:00 a.m. - 1:30 p.m.</p>	Lori Anne
LIBRARIES								
Twin Cities	Libraries	Bio-Medical Library Wangensteen Historical Library of Biology and Medicine	www.bio.med.lib.umn.edu	1	1	1	Building/Circulation/Reserve: Monday - Thursday 7 am - 11 pm; Friday, 7 am - 7 pm; Saturday, 9 am - 6 pm; Sunday, noon - 11 pm; Circulation: Monday - Friday, 7 am - 5 pm; Saturday, 9 am - 5 pm; Sunday, noon - 5 pm	Amy
Twin Cities	Libraries	Elmer L Andersen Library	http://andersen.lib.umn.edu/	1	1	1	8am - 5pm (M-F)	Amy
Twin Cities	Libraries	Magrath Library	http://magrath.lib.umn.edu/	1	1	1	Hours: M-Th 8 am-10 pm F 8 am-6 pm Sa 10 am-6 pm Su 12 noon-10 pm	Amy
Twin Cities	Libraries	Walter - Science and Engineering Library	http://sciweb.lib.umn.edu/collections/collection.html	1	1	1	Circulation/Reserve: Th 8 am-12 midnight, F 8 am-9 pm, Sa 10 am-9 pm, Su 12 noon-12 midnight	Amy

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
Twin Cities	Libraries	Wilson Library	www.lib.umn.edu	1	1	1	Building/Circulation: Monday - Thursday 8 am - midnight; Friday, 8 am - 9 pm; Saturday, 10 am - 9 pm; Sunday, noon - midnight	Amy
BOYNTON HEALTH SERVICES								
Twin Cities	Boynton Health Service	Boynton Health Service (general information)	http://www.bhs.umn.edu/location.htm	1	1	1	8am - 6pm (M); 8am - 4:30pm (T - F)	Jen
Twin Cities	Boynton Health Service	Dental clinic	http://www.bhs.umn.edu/services/index.htm	1	1	1	Monday, 8 am - 6 pm; Tuesday - Friday, 8 am 4:30 pm; closed weekends and holidays; patients seen by appointment	Jen
Twin Cities	Boynton Health Service	Eye clinic	http://www.bhs.umn.edu/services/index.htm	1	1	1	Monday, 8 am - 6 pm; Tuesday - Friday, 8 am 4:30 pm; closed weekends and holidays; patients seen by appointment	Jen
Twin Cities	Boynton Health Service	Mental Health clinic (also have Emergency Care When Boynton Is Closed)	http://www.bhs.umn.edu/services/index.htm	1	1	1	Monday, 8 am - 6 pm; Tuesday - Friday, 8 am 4:30 pm; closed weekends and holidays; patients seen by appointment	Jen
Twin Cities	Boynton Health Service	Pharmacy	http://www.bhs.umn.edu/services/index.htm	1	1	1	Monday, 8 am - 6 pm; Tuesday - Friday, 8 am 4:30 pm; closed weekends and holidays	Jen
Twin Cities	Boynton Health Service	Primary Care	http://www.bhs.umn.edu/services/index.htm	1	1	1	Monday, 8 am - 6 pm; Tuesday - Friday, 8 am 4:30 pm; closed weekends and holidays; patients seen by appointment	Jen

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
Twin Cities	Boynton Health Service	Urgent Care	http://www.bhs.umn.edu/services/index.htm	1	1	1	Monday, 8 am - 6 pm; Tuesday - Friday, 8 am 4:30 pm; closed weekends and holidays; patients seen by appointment	Jen
Twin Cities	Boynton Health Service	Women's clinic	http://www.bhs.umn.edu/services/index.htm	1	1	1	Monday, 8 am - 6 pm; Tuesday - Friday, 8 am 4:30 pm; closed weekends and holidays; patients seen by appointment	Jen
LATE-NIGHT STUDY SPACES								
Twin Cities	Late-Night Study Spaces: Student Union	Coffman Memorial Union	http://www.coffman.umn.edu/			1	Regular Hours Fall 2005 (Sept 6 - Dec 14) Monday - Thursday 7am - 11pm, Friday 7am - 2am, Saturday 8am - 2am, Sunday 12pm - 11pm	Valerie
Twin Cities	Late-Night Study Spaces: Student Union	Saint Paul Student Center	http://www.spssc.umn.edu/			1	Regular Hours Fall 2005 (Sept 6 - Dec 14) Monday - Thursday 7am - 11pm, Friday 7am - 12am, Saturday 8am - 12am, Sunday 12pm - 11pm	Valerie
Twin Cities	Late-Night Study Spaces: Libraries	Bio-Medical Library Wangensteen Historical Library of Biology and Medicine	www.bio.med.lib.umn.edu			1	Building/Circulation/Reserve: Monday - Thursday 7 am - 11 pm; Friday, 7 am - 7 pm; Saturday, 9 am - 6 pm; Sunday, noon - 11 pm	Amy
Twin Cities	Late-Night Study Spaces: Libraries	Elmer L Andersen Library	http://andersen.lib.umn.edu/			1	8am - 5pm (M-F)	Amy
Twin Cities	Late-Night Study Spaces: Libraries	Magrath Library	http://magrath.lib.umn.edu/			1	Hours: M-Th 8 am-10 pm F 8 am-6 pm Sa 10 am-6 pm Su 12 noon-10 pm	Amy

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
Twin Cities	Late-Night Study Spaces: Libraries	Walter - Science and Engineering Library	http://sciweb.lib.umn.edu/collection/coll.html			1	Circulation/Reserve: Th 8 am-12 midnight, F 8 am-9 pm, Sa 10 am-9 pm, Su 12 noon-12 midnight	Amy
Twin Cities	Late-Night Study Spaces: Libraries	Wilson Library	www.lib.umn.edu			1	Building/Circulation: Monday - Thursday 8 am - midnight; Friday, 8 am - 9 pm; Saturday, 10 am - 9 pm; Sunday, noon - midnight	Amy
Twin Cities	Late-Night Study Spaces: Computer Labs	Walter Library 103 (East Bank)	http://reslabs.resalls.umn.edu/public_labs.php			1	Monday - Thursday, 24 hours; Friday 12:00 a.m. - 6:00 p.m.; Saturday 10:00 a.m. - 6:00 p.m.; Sunday 12:00 a.m. - 12:00 p.m.	Jen
Twin Cities	Late-Night Study Spaces: Computer Labs	Coffman Memorial Union B060 (East Bank)	http://reslabs.resalls.umn.edu/public_labs.php			1	Monday - Thursday, 24 hours; Friday 8:00 a.m. - 6:00 p.m.; Saturday 10:00 a.m. - 6:00 p.m.; Sunday 4:00 p.m. - 10:00 p.m.	Jen
Twin Cities	Late-Night Study Space: Computer Labs	Elliot Hall 121 (East Bank)	http://reslabs.resalls.umn.edu/public_labs.php			1	Monday - Thursday, 9:00 a.m. - 9:00 p.m.; Friday 9:00 a.m. - 5:00 p.m.; Saturday - Sunday, closed	Jen
Twin Cities	Late-Night Study Spaces: Computer Labs	Hubert H. Humphrey 50 (West Bank)	http://reslabs.resalls.umn.edu/public_labs.php			1	Monday - Thursday, 8:00 a.m. - 12:00 a.m.; Friday, 8:00 a.m. - 10:00 p.m.; Saturday, 10:00 a.m. - 8:00 p.m.; Sunday, 12:00 p.m. - 11:30 p.m.	Jen
Twin Cities	Late-Night Study Spaces: Computer Labs	Classroom Office Building 135 (St. Paul)	http://reslabs.resalls.umn.edu/public_labs.php			1	Monday - Thursday, 8:00 a.m. - 10:00 p.m.; Friday, 8:00 a.m. - 5:30 p.m.; Saturday - Sunday, closed	Jen

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
Twin Cities	Late-Night Study Spaces: Computer Labs	Classroom Office Building 17 (St. Paul)	http://reslabs.reslabs.umn.edu/public_labs.php			1	Monday - Thursday, 8:00 a.m. - 12:00 a.m.; Friday, 8:00 a.m. - 6:00 p.m.; Saturday, 10:00 a.m. - 6:00 p.m.; Sunday, 12:00 p.m. - 12:00 a.m.	Jen
Twin Cities	Late-Night Study Spaces: Computer Labs	Magrath Library B50 (St. Paul)	http://reslabs.reslabs.umn.edu/public_labs.php			1	Monday - Thursday, 8:00 a.m. - 7:30 p.m.; Friday, 8:00 a.m. - 5:30 p.m.; Saturday - Sunday, closed	Jen
Twin Cities	Late-Night Study Spaces: Computer Labs	McNeal Hall 305 (St. Paul)	http://reslabs.reslabs.umn.edu/public_labs.php			1	Monday - Thursday, 8:00 a.m. - 12:00 p.m.; Friday, 8:00 a.m. - 6:00 p.m.; Saturday, 10:00 a.m. - 6:00 p.m.; Sunday, 12:00 p.m. - 12:00 a.m.	Jen
OTHER - WILL PROBABLY NOT BE STUDIED, BUT MIGHT BE INCLUDED IN OUR "IMPLICATIONS" SECTION:								
Twin Cities	Department of Public Safety	Escort Service	http://www.safety.umn.edu/	1	1	1	24/7 service to community; admin office is open M - F, 8 - 4:00 pm	
Twin Cities	Department of Public Safety	Locksmith Shop	http://www.safety.umn.edu/	1	1	1	Monday - Friday, 8 - 4:30 pm; closed weekends and holidays	
Twin Cities	Department of Public Safety	Security Monitor Program	http://www.safety.umn.edu/	1	1	1	Monday - Friday, 8 - 4:30 pm; closed weekends and holidays; security is monitored 24/7	
Twin Cities	Department of Public Safety	University Police	http://www.safety.umn.edu/	1	1	1	open 24/7 for emergencies, filing police reports, service to community; records department and admin offices are open M - F, 8 - 4:30 pm; can reserve U police online 24/7	

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
Twin Cities	Department of University Health and Safety	Department of Environmental Health and Safety	www.dehs.umn.edu	1	1	1	This department is responsible for campus health and safety, so their services impact anyone who comes to campus	
Twin Cities	Facilities Management	Emergency Repair/Maintenance		1	1	1	After hours FM services	
Twin Cities	Financial Services / Other Services for Students	Graduate Assistant Insurance Office	www.bhs.umn.edu/insurance/graduate/index.htm		1	1	graduate student employees have their own insurance plan, so this office is medical benefits for GAs and RAs	
Twin Cities	Financial Services / Other Services for Students	Office of Enrolled Student Services				1	PHONE counseling is available from 8am-4pm, Monday-Friday / East Bank: M - Th, 8 - 5:30 pm; F, 8 - 4:00 pm; hours extended to 6 pm T - Th in the first week of classes for both fall and spring terms; West Bank: M - F, 8 - 4:00 pm; Hours extended to 5 pm, M and T when classes are in session during fall and spring semester; St. Paul: M - F, 8 - 4:00 pm	

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
Twin Cities	Financial Services / Other Services for Students	Office of Student Finance: Student Financial Collections	www.onestop.umn.edu			1	PHONE counseling is available from 8am-4pm, Monday-Friday, / In person: East Bank: M - Th, 8 - 5:30 pm; F, 8 - 4:00 pm; hours extended to 6 pm T - Th in the first week of classes for both fall and spring terms; West Bank: M - F, 8 - 4:00 pm; Hours extended to 5 pm, M and T when classes are in session during fall and spring semester; St. Paul: M - F, 8 - 4:00 pm	
Twin Cities	Financial Services / Other Services for Students	Office of Student Finance: Student Accounts Receivable	www.onestop.umn.edu			1	PHONE counseling is available from 8am-4pm, Monday-Friday / In person: East Bank: M - Th, 8 - 5:30 pm; F, 8 - 4:00 pm; West Bank: M - F, 8 - 4:00 pm; St. Paul: M - F, 8 - 4:00 pm	
Twin Cities	Housing and Residential Life	Commonwealth Terrace Cooperative (Student Family Housing)	http://www.housing.umn.edu/			1		
Twin Cities	Housing and Residential Life	Como Student Community (Student Family Housing)	http://www.housing.umn.edu/			1		
Twin Cities	Housing and Residential Life	Pillsbury Court (Faculty Housing)	http://www.housing.umn.edu/	1			Important Dates of operation are found at http://www.housing.umn.edu/general/dates.shtml	
Twin Cities	Housing and Residential Life	Riverbend Commons	http://www.housing.umn.edu/student/halls/riverbend/index.shtml			1	Monday - Friday, 7 am - midnight; Sat, Sun 9 am - midnight	

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
Twin Cities	Housing and Residential Life	Roy Wilkins Hall	http://www.housing.umn.edu/student/halls/wilkins/wilkins.php			1	Monday - Friday, 7 am - midnight; Sat, Sun 9 am - midnight	
Twin Cities	Housing and Residential Life	University Grove Information	http://www1.umn.edu/ugrove/index.html	1	1		Monday - Friday, 8:00 am - 4:30 pm	
Twin Cities	Housing and Residential Life	University Village	http://www.housing.umn.edu/student/halls/uvillage/uvillage.php			1	Monday - Friday, 7 am - midnight; Sat, Sun 9 am - midnight	
Twin Cities	Information Technology	1-HELP telephone line						
Twin Cities	Libraries	Bell Library, James Ford	http://www.bell.lib.umn.edu/	1	1	1	8:30 - 4:30pm (M-F)	
Twin Cities	Libraries	Children's Literature Research Collections	http://special.lib.umn.edu/circ/	1	1	1	8:30 - 4:30pm (M-F)	
Twin Cities	Libraries	John R. Borchert Map Library	http://map.lib.umn.edu/	1	1	1	Hours: M-W 9 am-8 pm Th, F 9 am-5 pm Sa 1 pm-5 pm Su CLOSED	
Twin Cities	Libraries	Law Library	http://www.law.umn.edu/library/home.html	1		1	Normal hours are M-H 8am - 10pm; F 8am - 6pm; SAT 9am - 6pm; SUN 12pm - 6pm; Reference opens later and closes earlier.	
Twin Cities	Libraries	Learning Resource Center	http://lrc.lib.umn.edu/	1	1	1	Hours are M-H 9am - 8pm; F 9am - 5pm; SAT Closed; SUN 3pm - 7pm	
Twin Cities	Libraries	Manuscripts Division	http://special.lib.umn.edu/manuscripts/	1	1	1	Hours: Monday through Friday, 8:30 a.m. to 4:30 p.m.	

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
			pts/					
Twin Cities	Libraries	Mathematics Library	http://math.lib.umn.edu/	1	1	1	Hours: M-Th 8 am-9 pm F 8 am-4:30 pm Sa 12 noon-4 pm Su CLOSED	
Twin Cities	Libraries	Music Library	http://music.lib.umn.edu/about.phpml	1	1	1	Hours: M-Th 8 am-9 pm F 8 am-5 pm Sa 1 pm-5 pm Su 1 pm-9 pm	
Twin Cities	Libraries	Northwest Architectural Archives	http://special.lib.umn.edu/manuscripts/architect	1	1	1	Hours: Monday through Friday, 8:30 a.m. to 4:30 p.m.	
Twin Cities	Libraries	Performing Arts Archives	http://special.lib.umn.edu/manuscripts/performance	1	1	1	Hours: Monday through Friday, 8:30 a.m. to 4:30 p.m.	
Twin Cities	Libraries	Plant Pathology Library	http://plant.lib.umn.edu/	1	1	1	Hours: M,W,F 9 am-5 pm Tu, Th 9 am-7 pm Sa 10 am-1 pm Su CLOSED	
Twin Cities	Libraries	Upper Midwest Jewish Archives	www.lib.umn.edu	1	1	1	Monday - Friday, 8:30 - 4:30 pm	
Twin Cities	Libraries	Veterinary Medical Library	www.lib.umn.edu	1	1	1	Monday - Thursday, 8 am - 9 pm; Friday, 8 am - 5 pm; Saturday, 9 am - 5 pm; Sunday, 1 pm - 9 pm	
Twin Cities	Libraries	YMCA Archives	www.lib.umn.edu	1	1	1	Monday - Friday, 8:30 - 4:30 pm	
Twin Cities	Office of Classroom Management							
Twin Cities	Office of Human Resources	Employee Assistance Program	www.umn.edu/ohr/eap	1	1			

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
Twin Cities	Office of Human Resources	Employee Benefits	www.umn.edu/ohr/benefits	1	1			
Twin Cities	Office of Human Resources	Employee Career Enrichment Program / Center for Human Resource Development	www.umn.edu/ohr/ecep	1	1			
Twin Cities	Office of Human Resources	Employee Relations and Compensation		1	1			
Twin Cities	Office of Human Resources	Graduate Assistant Employment	www.umn.edu/ohr/gae		1	1	This is the employment office for grad students: graduate assistants and research assistants	
Twin Cities	Office of Human Resources	HRMS/Payroll	Online Employee Self-Service is theirs	1	1			
Twin Cities	Office of Human Resources	Job Center		1	1			
Twin Cities	Office of Information Technology	Computer and Information Technology Help Lines		1	1			
Twin Cities	Office of the Senior Vice President for Academic Affairs & Provost	Campus Club	http://www1.umn.edu/cclub/	1	1	1	11am - 2pm (M-F); bar service: 2pm - 8pm (M-W) and 2pm - 9pm (Th-F)	
Twin Cities	Office of the VP for University Services	Facilities Management	www.facm.umn.edu	1	1	1	Responsible for maintaining Twin Cities campus facilities, so the service impact anyone who comes to campus	
Twin Cities	Office of University Relations	University of Minnesota Information Services	This is the U of M information PHONE line (625-5000)	1	1	1		
Twin Cities	Parking and Transportation Services	Transportation Services	http://www1.umn.edu/pts/busing.h	1	1	1		

Campus	Umbrella Organization	Department/Unit	Web Site	Constituent Groups			Hours of Operation	PEL Contact
				Faculty	Staff	Students		
			tm					
Twin Cities	Rec Sports							
Twin Cities	Ticket Offices	Athletic Ticket Office	www.gophersports.com/tickets/index.asp	1	1	1	Monday - Friday, 9 am - 5 pm	

Appendix C: Review of Task Force Recommendations

Academic Task Forces:

Graduate Reform: Discipline Evolution Task Force Recommendations

“Recommendation 13: Exploit the common spaces in academic buildings and the central physical locations of libraries to facilitate the role of well designed gathering spaces in bringing students and faculty together. Spaces should encourage interaction and collaboration (e.g., additional coffee shops, seminar spaces, “salon” environments for engagement) and provide contexts for programs of interdisciplinary engagement.”

College Design: Science/Engineering Task Force Recommendations

“We identified the lack of optimally organized, interdisciplinary research space that includes laboratory space and research infrastructure as a barrier to gather and house such teams and to successfully compete for large grants.”

College Design: College of Liberal Arts Task Force Recommendations

“Identify spaces that can be used as CLA common spaces. A recurrent theme of our discussions with students, faculty and alumni concerned CLA’s lack of physical identity and a lack of congenial space for students and faculty, especially on the west bank. Coffman Union, the Nicholson Student Commons, and the lounge of the Institute for Advanced Study in Nolte Center are important common spaces on the east bank. Reconfigurations following the proposed Carlson building’s completion should incorporate plans for a common space on the west bank.”

“For many arts, humanities, and social science faculty, it is no exaggeration to say that the library is the laboratory. The library must be adequately supported.”

Faculty Culture Task Force Recommendations

“Our task force appreciates the advantages of the newly implemented budget model, but we worry about its effects on faculty interaction. Does the new budget model make room for common public spaces and will colleges and departments create new spaces when they will be charged directly for their use?”

“The University library infrastructure could be leveraged to create more common spaces that facilitate informal interaction, e.g., coffee shops, light refreshment counters, reading rooms, small group discussion areas.”

Academic Health Center Task Forces:

AHC Precinct Plan Recommendations

“Create a cohesive system of open spaces, including more green space between buildings and attractive outdoor and indoor places for students, staff, faculty, and visitors to gather to facilitate interactions and instill a sense of community.”

“If the University of Minnesota set the goal of becoming one of the top three public universities in terms of NIH funding over the next ten years, we will need to add 500 faculty. This investment will require up to an additional 500,000 square feet of research space based on our current allocation of approximately 1,000 square feet per researcher and his/her staff.”

“...to locate basic research in the growing research district near the stadium, clinical research near the hospital and clinics, and animal research in St. Paul. That would require: consolidating School of Public Health researches into the AHC east bank campus and building strong linkages between the three research locations through technology, great shuttle service, and temporary, flexible offices and meeting rooms for researches to use between locations.”

“The AHC needs more and better study spaces, student lounges, student activity areas, and other social spaces that provide amenities, places to gather, places to facilitate informal learning and interaction among students, staff and faculty, and places that help create a sense of community.”

Specifically in regards to the Health Sciences Libraries:

“The facilities need to be significantly re-designed and renovated...A librarian’s presence may also be desirable by creating satellite spaces at critical locations throughout the AHC that could be incorporated with other types of gathering spaces in clinics, research labs, or student amenity space.”

Research Task Forces:

Research Infrastructure Task Force Recommendations

“When thinking of large, central research facilities, one much also consider the role of the library. For some of the social sciences, the arts, and other disciplines within the College of Liberal Arts, the library **is** the laboratory. Insufficient support for library resources directly impacts the ability of faculty in these areas to carry out research. This is a critical research issue that was raised by nearly every group of researchers with whom the RITF met. The RITF recommends that the Libraries be considered core research facilities whose resources are available to all University faculty.”

“Buildings typically do not have enough space for meetings, such as conference and seminar rooms. This is a key problem and negatively impacts our ability to effectively conduct collaborative research...there is a strong concern that the bad situation may become even worse under the new budget model when meeting space is counted as a financial liability to departments and colleges.”

Collaborative Research Task Force Recommendations

“Contiguous space is necessary where researches can work together. Ideally, several collaborative efforts can be pursued in proximity because it is anticipated that such proximity will spawn new efforts.”

TASK FORCE REVISED RECOMMENDATIONS

Academic Task Forces:

College Design: College of Architecture and Landscape Architecture/ College of Human Ecology Task Force Recommendations

“By addressing facilities issues creatively we have the opportunity to develop new models for studios and other educational spaces, form flexible work and social spaces that foster collaborations, and establish additional exhibition and storage space.”

Undergraduate Reform: Honors Task Force Recommendations

“A vibrant honors housing program is key to the success of a unified and enhanced University Honors Program. Middlebrook Hall has already been designated as a location for honors housing, but we encourage the exploration of opportunities to expand honors housing, both in number of spaces available and in programming scheduled there. Ideally, this would entail a new facility dedicated entirely to honors housing. Programming should include activities such as weekly dinners with faculty and informal evening “career talks” with alumni employed in various professions. We specifically recommend that the University work to make housing more readily available for upper-division honors students, so as to create more intensive academic environments in which juniors and senior can act as role models and guides for younger students.”

Undergraduate Reform: Student Support Task Force Recommendations

“Require mandatory advising appointments each semester for all freshmen and first-year transfer students, and yearly appointments for all other students.”
“Ensure that staff providing academic advising and career services have adequate facilities in which to meet their students so that the student’s privacy is guaranteed and the student feels welcomed.”

Undergraduate Reform: Writing Task Force Recommendations

“Increase support for and coordination among existing writing centers, learning centers, libraries, and other student support services to make one-to-one writing instruction more widely available.”

“We recommend expanding existing student support partnerships like the SMART Commons and the Center for Writing’s locations in the libraries and residence halls. Extension of the SMART Commons model is also being recommended by the task forces on Student Support and on the General College/College of Education and Human Development.”

College Design: Small Colleges Task Force Recommendations

“We believe that the highest potential for enhanced efficiency and effectiveness through sharing is in the following areas: equipment; event planning; facilities; grants development, administration, and support; payroll; resource management; space; and technology.”

System wide Academic Task Forces

Diversity Task Force Recommendations

“Recognize that diversity can be an uncomfortable subject of discussion in the classroom and elsewhere on campus, so safe spaces need to be established, with training and support, in which to undertake such discussions.”

International University Task Force Recommendations

“We recommend holding annual international symposia addressing key themes relating to global change that draw upon the strengths and expertise of faculty at each institution.”

PreK-12 Strategy Task Force Recommendations

“...the University could commit itself to doubling the enrollment in summer enrichment programs on campus.”

Appendix D: Service Area Interview Reports

PEL Hours of Operation Study Departmental Interview Report

Department Name: U of M Bookstores, Twin Cities

Interviewee Name: Robert Crabb

Interviewee Title: Director

Interview Date: January 10, 2006

Current hours of Operation

Standard academic year hours

Information is available at <http://www.bookstores.umn.edu/services/hours.html>

Coffman Store (located on the ground level of Coffman Union at 300 Washington Avenue S.E. Minneapolis, MN 55455):

- Monday – Friday 8:00 a.m. to 6:00 p.m.
- Saturday 10:00 a.m. to 4:00 p.m.
- Sunday Closed

St. Paul Campus Store (located in the St. Paul Student Center at 2017 Buford Avenue St. Paul, MN 55108):

- Monday – Friday 9:00 a.m. to 5:00 p.m.
- Saturday – Sunday Closed

Law School Store (located in Mondale Hall at 259 19th Avenue S. Minneapolis, MN 55455):

- Monday – Thursday 10:00 a.m. to 2:00 p.m.
- Friday – Sunday Closed

Hour variances during breaks

Information is available at <http://www.bookstores.umn.edu/services/hours.html>

Coffman Store (located on the ground level of Coffman Union at 300 Washington Avenue S.E. Minneapolis, MN 55455):

- Hours are generally extended a few days before each semester begins. Extended hours continue into the first two weeks of each semester (one week during the summer).
- Sample extended hours for spring 2006 semester include:
 - Saturday, January 14 10:00 a.m. to 5:00 p.m.
 - Sunday, January 15 Noon to 5:00 p.m.
 - Monday, January 16 10:00 a.m. to 5:00 p.m.
 - Tuesday, January 17 8:00 a.m. to 8:00 p.m.
 - Wednesday, January 18 8:00 a.m. to 8:00 p.m.
 - Thursday, January 19 8:00 a.m. to 8:00 p.m.
 - Friday, January 20 8:00 a.m. to 6:00 p.m. (*regular*)
 - Saturday, January 21 10:00 a.m. to 4:00 p.m. (*regular*)
 - Sunday, January 22 Closed (*regular*)
 - Monday, January 23 8:00 a.m. to 9:00 p.m.
 - Tuesday, January 24 8:00 a.m. to 7:00 p.m.
 - Wednesday, January 25 8:00 a.m. to 7:00 p.m.
 - Thursday, January 26 8:00 a.m. to 7:00 p.m.
 - Friday, January 27 8:00 a.m. to 6:00 p.m.
 - Saturday, January 28 10:00 a.m. to 4:00 p.m. (*regular*)
 - Sunday, January 29 Closed (*regular*)
 - Regular hours resume January 30, 2006

St. Paul Campus Store (located in the St. Paul Student Center at 2017 Buford Avenue St. Paul, MN 55108):

- Hours are generally extended a few days before each semester begins. Extended hours continue into the first two weeks of each semester (one week during the summer).
- Sample extended hours for spring 2006 semester include:
 - Sunday, January 15 Noon to 4:00 p.m.
 - Monday, January 16 Closed
 - Tuesday, January 17 8:00 a.m. to 6:00 p.m.
 - Wednesday, January 18 8:00 a.m. to 6:00 p.m.
 - Thursday, January 19 8:00 a.m. to 6:00 p.m.
 - Friday, January 20 8:00 a.m. to 5:00 p.m.
 - Saturday, January 21 10:00 a.m. to 4:00 p.m.
 - Sunday, January 22 Closed (*regular*)
 - Monday, January 23 8:30 a.m. to 6:00 p.m.
 - Tuesday, January 24 8:30 a.m. to 6:00 p.m.
 - Wednesday, January 25 8:30 a.m. to 6:00 p.m.
 - Thursday, January 26 8:30 a.m. to 6:00 p.m.
 - Friday, January 27 8:30 a.m. to 5:00 p.m.

- Saturday, January 28 Closed (*regular*)
- Sunday, January 29 Closed (*regular*)
- Regular hours resume January 30, 2006

Law School Store (located in Mondale Hall at 259 19th Avenue S. Minneapolis, MN 55455):

- Hours are generally extended a few days before each semester begins. Extended hours continue into the first week of each semester.
- Sample extended hours for spring 2006 semester include:
 - Wednesday, January 11 9:30 a.m. to 4:30 p.m.
 - Thursday, January 12 9:30 a.m. to 4:30 p.m.
 - Friday, January 13 9:30 a.m. to 4:30 p.m.
 - Saturday, January 14 11:00 a.m. to 4:00 p.m.
 - Sunday, January 15 Closed (*regular*)
 - Monday, January 16 Closed
 - Tuesday, January 17 8:00 a.m. to 6:00 p.m.
 - Wednesday, January 18 8:00 a.m. to 6:00 p.m.
 - Thursday, January 19 10:00 a.m. to 4:00 p.m.
 - Regular hours resume January 20, 2006

Process for determining service hours

Customer feedback

Some surveys have been done in the past, but Bob does not know if those surveys included questions about service hours.

- Coffman Union survey: Approximately six months ago, a survey was conducted to gather feedback about Coffman Union. This survey included questions about the bookstore.
- Bookstores survey: surveys have been conducted in the past to collect feedback about the U of M bookstores, but a survey has not been conducted since the opening of the Coffman Union Bookstore.

Supporting data

Sales data is collected and analyzed:

- Hourly sales data
- Daily sales data
- Sales data by department (supplies, soft lines/clothing, trade books, new books, used books, other)
- Sales data by store

For the Coffman Union store in particular, there is an effort to coordinate with the Union in general and UDS to make sure the building is open, and that there is food available (during the bookstore hours). This is particularly important during author events, for example, when an author's schedule might demand that the bookstore stay open beyond

regular business hours. The Bookstore wants to be sure patrons are able to get into the building and purchase food if necessary.

Peak hours are typically between 10 a.m. and 4 p.m.

Data is available about how much it costs to stay open an extra hour (to illustrate a “break-even” point in terms of profits vs. costs).

- Not all decisions are based strictly on this information. For example, the Coffman Union Bookstore is open on Saturdays even though it is not the most profitable day of the week in terms of sales. The Coffman Union Bookstore is open on Saturdays partly as a service to the University community. It is also important for the store to be considered a user-friendly place, and continuity of hours is important as a part of this.
- The Coffman Union Bookstore in particular stays open during many University-recognized holidays (some days are profitable, while others are not).

Historical changes in service hours

During the month of September in 2005, the Coffman Union Bookstore was open on Sundays. Sales data did not warrant the continuance of Sunday hours.

Experiments with hours have shown that extended hours in the morning and evening do not profit the store – except during rush hours (e.g., the beginning of each semester).

Minor changes have been made to service hours over the year, as well. For example, the old bookstore in Williamson Hall was open until 5:30 p.m., but now the Coffman Union Bookstore stays open until 6:00 p.m. The Coffman Union Bookstore is also now open on the Sunday and Monday of Martin Luther King weekend, as well as Labor Day weekend.

Potential change to service hours: Before the bookstore in Coffman Union opened, there were five bookstores (Law, West Bank, St. Paul, Williamson, and Health Sciences). Now there are three (Law, St. Paul, Coffman). The Coffman Union Bookstore carries everything that was historically only offered at the West Bank, St. Paul, Williamson, and Health Sciences bookstores (everything except items found in the Law Bookstore). Because most students can make all of their bookstore purchases at the Coffman Union store, the sales volume has declined at the St. Paul Bookstore. This may cause a need to scale-back hours at the St. Paul store and to make it more efficient.

Customer description

- U of M students
- U of M faculty and staff
- Area health professionals, including employees of the five major regional hospitals in the area (for access to the health science resources)

- Public
- Alumni
- Twin Cities art community (largest art department in the Twin Cities)

Need/Demand for service hour enhancements

- Sales data is discussed and analyzed regularly in light of service hours to gauge demand.
- Bob Crabb feels that the current service hours address major service needs, while keeping the financial side in mind.

Constraints/risks to service hour enhancements

- Cost of staff salaries.
 - Note: when the bookstores are open during holidays, staff are paid time and a half plus holiday pay.
- Shoplifting tends to occur during off-peak hours when there are not as many staff members on the sales floor. Low sales during off-peak hours do not warrant additional staff, but a certain level of staffing is necessary to discourage and keep an eye out for potential shoplifters. Difficult to staff during slow periods and make a profit.

Alternative services available

Much of the information listed below is from <http://www.bookstore.umn.edu/include/aboutus.html>:

- The Coffman Union store: At 46,000 square feet, we are the largest public college bookstore in Minnesota and one of the largest independent college bookstores in the nation.

SERVICES	STORES
○ <u>Textbooks</u> : one-stop access to all undergraduate, graduate, professional, independent and distance learning course materials. Features convenient access to customer service and over 40 check out lanes to keep wait times to a minimum. An online textbook ordering option for students is also available through the GopherBooks Online service.	○ Coffman ○ St. Paul ○ Law
○ <u>General and reference books</u> : extensive selection of general interest, academic, scientific, reference and technical titles. More than 200,000 titles from 3,500 publishers from around the world are carried, including titles from small, independent publishers and university presses.	○ Coffman ○ St. Paul

<ul style="list-style-type: none"> ○ <u>Health Sciences—Minnesota's Information Source</u>: houses the region's largest selection of health science and medical reference titles. This broad selection supports the needs of the U of M Academic Health Center's students, staff and area health professionals with the latest print and electronic reference materials both in-store and online. Resources available include test preparation and board review guides, medical dictionaries, atlases and specialized title selection in hundreds of health science topics. They work with the nation's largest health science publishers to obtain the latest information and resources. 	<ul style="list-style-type: none"> ○ Coffman
<ul style="list-style-type: none"> ○ <u>U of M Apparel and Gifts</u>: offers Gopher and U of M fashions, gifts and collectibles. Unique departments for Gopher fans include: Gopher Locker Room, Gopher Cap Bar, M Wear Collection, Minnesota Basics, Alumni & Golf Essentials, Gopher Fashion and Little Gopher & Spirit Gear. 	<ul style="list-style-type: none"> ○ Coffman ○ St. Paul ○ Law
<ul style="list-style-type: none"> ○ <u>Art, School, Computer and Drafting Supplies</u>: offers a fully-stocked, complete selection of school, office and computer supplies, including one of the area's largest selection of artist materials, engineering and architecture supplies. 	<ul style="list-style-type: none"> ○ Coffman ○ St. Paul (limited)
<ul style="list-style-type: none"> ○ <u>Custom Orders</u>: custom clothing available with either an imprinted or embroidered design, custom promotional merchandise, custom plaques and engraving, products for fund raising. 	<ul style="list-style-type: none"> ○ Coffman ○ St. Paul
<ul style="list-style-type: none"> ○ <u>Alumni savings</u>: Current U of M Alumni Association members, with proof of membership, receive a 10% discount on select merchandise at all U of M Bookstore campus locations and from the Bookstore Web site. 	<ul style="list-style-type: none"> ○ Coffman ○ St. Paul ○ Law
<ul style="list-style-type: none"> ○ <u>Gift certificates</u>: Gift certificates are available for purchase. 	<ul style="list-style-type: none"> ○ Coffman ○ St. Paul
<ul style="list-style-type: none"> ○ <u>Conference services</u>: assistance to U of M departments with ordering and selling books for visiting authors/speakers, creating custom imprinted conference supplies for conference attendees, creating custom imprinted apparel for events, providing U of M merchandise at conference, creating recognition plaques and awards for campus visitors. 	<ul style="list-style-type: none"> ○ Coffman ○ St. Paul

<ul style="list-style-type: none"> ○ <u>Photo processing</u>: Developing color, black & white, panoramic & Advantix film, processing reprints and enlargements, making custom t-shirts, mugs, and puzzles from photos, offering a free second set of 3.5” or 4” color prints every day, offering a complete selection of color and black & white Kodak film, offering a convenient selection of single-use, disposable cameras, providing next day service on most processing orders. 	<ul style="list-style-type: none"> ○ Coffman ○ St. Paul
<ul style="list-style-type: none"> ○ <u>Engraving</u>: An extensive collection of plaques, awards and gifts suitable for engraving—including many available for same-day service. 	<ul style="list-style-type: none"> ○ Coffman ○ St. Paul
<ul style="list-style-type: none"> ○ <u>Author events</u>: Author events typically take place at the U of M Bookstore at Coffman Memorial Union. It is a chance to meet leading local, regional, and national authors. 	<ul style="list-style-type: none"> ○ Coffman ○ St. Paul (limited)
<ul style="list-style-type: none"> ○ <u>Gifts and awards</u>: gifts, spirit gear, mugs & glassware, golf, clocks and watches, jewelry, collectibles, alumni, writing instruments, stationery and note cards, balloon bouquets, gift cards, awards, custom orders. 	<ul style="list-style-type: none"> ○ Coffman ○ St. Paul ○ Law (limited)
<ul style="list-style-type: none"> ○ <u>Electronics and technology</u>: Apple Computer, Input devices, media storage, modems & networking, computer supplies, calculators, MP3 & PDAs, iPod accessories, cameras, speakers & headphones. 	<ul style="list-style-type: none"> ○ Coffman ○ St. Paul ○ Law (limited)
<ul style="list-style-type: none"> ○ <u>Graduation</u>: bachelor cap & gown purchase, master cap & gown rental, doctorate cap & gown rental, faculty rental, academic apparel purchase, Minnesota Centenary gown, graduation announcements, diploma frames, college rings, GradFest, commencement information. 	<ul style="list-style-type: none"> ○ Coffman ○ St. Paul
<ul style="list-style-type: none"> ○ <u>Services for faculty</u>: course adoptions, publisher information, desk copy information, textbook news. 	<ul style="list-style-type: none"> ○ Coffman ○ St. Paul ○ Law

PEL Hours of Operation Study Departmental Interview Report

Department Name: Twin Cities Student Unions

Interviewee Name: Denny Olson

Interviewee Title: Senior Associate Director

Interview Date: 2/15/06

Current hours of Operation

Please see attachments on wiki that show all current hours of operation, standard academic year hours and differing hours over breaks.

Standard academic year hours

Hour variances during breaks

Process for determining service hours:

Service hours are determined by Union staff based on collected union usage data, academic calendar, and tenant requests. The union has battery operated counters on each entry/exit door that counts every person that enters/exits the building. The union collects this data (and divides by two) on an ongoing basis to gauge patron usage. There is not a system for differentiating between students, faculty, staff, and visitors. As for tenant requests, the bookstore wanted to be open the day after Thanksgiving, so the Union agreed to do this. The bookstore also wants to be open Labor Day and the MLK holidays so that students can buy books, so the union is open those days.

Customer feedback

Tenants do their own customer surveys. The union has done random surveys.

Customer description

The union has started to work with the U card office to collect demographic data of students, faculty, and staff on late night programming, but this is a new initiative.

Need/Demand for service hour enhancements

The bookstore has stated that it would like to be open on a few holidays. The union has expanded the Gophers after Dark program until 1:30 am on weekends. The union is unofficially flexible with student groups on the second floor who want to stay later than standard hours.

According to Denny, union hours have not been much of an issue as much as what is open in the union during the off peak hours. Which poses the question: do students want to be in the union if the bookstore, UDS, etc is not open? According to Denny, there have been some requests that the bookstore be open later at night.

The other issue is affordable short term parking. According to Denny, there are 300 short term (non contract) parking spaces in the East River Road Garage, but he doesn't know if the rate is less than the regular hourly parking rate.

Constraints/risks to service hour enhancements

If it was determined that the union should be open more hours, the union would then ask for more funding from the Student Activities Fee to cover this cost. The union is funded by Student Activity Fee funds and any profits that are made from renting to tenants.

PEL Hours of Operation Study Departmental Interview Report

Department Name: Academic and Distributed Computing Services -- HHH 50 Public Computing Lab

Interviewee Name: Pete Oberg

Interviewee Title: West Bank Coordinator

Interview Date: 12/29/05

Current hours of Operation

Hours work around academic schedule; more hours during the term and less during the breaks.

Standard academic year hours

Monday - Thursday, 8:00 a.m. - 12:00 a.m.

Friday, 8:00 a.m. - 10:00 p.m.

Saturday, 10:00 a.m. - 8:00 p.m.

Sunday, 12:00 p.m. - 11:30 p.m.

Hour variances during breaks

Monday – Friday 8:00 A.M. – 5:00 P.M.

Process for determining service hours

ADCS collects usage statistics using the Lab Reservation System. This system is used in the public computing facilities for check-in and check-out in addition to the allowing students to reserve some workstations in advance.

Students need access to the computing facilities before class and after evening classes., thus the hours of operation are set up to allow for that.

The hours a building is open also help determine when a lab can be open. For instance, the weekend hours for the HHH 50 computing lab are based on when students have access to the building. Oberg notes that building hours are often determined by the libraries hours of operation.

Customer feedback

Once a year, ADCS makes paper surveys available in the labs. Lab managers prefer the personal touch of handing a survey and saying that any feedback would be appreciated. In the past, students were prompted to computer a survey once they logged into a lab computer, but there was little participation with this method.

Supporting data for determining hours of operation

Lab Reservation System main statistics tool used now. Prior to that system, physical monitoring of traffic was conducted by lab attendants or the HHH 50 lab manager, Shu-Fan.

Historical changes in service hours

The hours of operation over holiday breaks has changed slightly. With more students having computers at home or in the residential halls, there has been a decreased level of usage of the computing facilities.

Customer description

The primary customers of the HHH 50 computing facility are students. Instructors may also reserve a computer classroom within the facility for instructional purposes.

Need/Demand for service hour enhancements

There currently is not a demand for service hours enhancements; however, the following ideas have been discussed for enhancing the services of the facility:

- Have teaching assistants/tutors available in the lab to assist students with course assignments
- Become one-stop spot for technical issues (similar to Coffman)
- Create collaborative working space equipped for media presentations

Constraints/risks to service hour enhancements

The safety of the lab attendants (mostly undergraduates) is a consideration for late hours.

Course work is usually what brings students into the computing facilities. Oberg would like to explore if there are areas of study that require specialized software/hardware that could be incorporated into the public computing facilities. For example, HHH 50 is responding to the increase of video editing happening in courses by making 5 video editing stations available in spring 2006. Well-trained staff and/or student attendants are needed to provide consistent, high-quality support during all hours of operation.

Alternative services available

Aside from the public computing facilities, students also have access to computers through these alternatives:

- Personal desktops in homes/residential halls
- Wireless Internet on-campus, in coffee shops, etc all for mobile computing
- Laptop Rental Program
- Computer Kiosks around campus for quick access to email, web, one stop
- Businesses like Kinko's (for fee)

PEL Hours of Operation Study Departmental Interview Report

Department Name: Academic and Distributed Computing Services – St. Paul Campus
Computing Facilities

Interviewee Name: Jamil Jabr

Interviewee Title: St. Paul Campus Coordinator

Interview Date: 1/11/06

Current hours of Operation

Hours work around academic schedule; more hours during the term and less during the breaks.

Standard academic year hours

Classroom Office Building 135

Monday - Thursday, 8:00 a.m. - 10:00 p.m.

Friday, 8:00 a.m. - 5:30 p.m.

Saturday - Sunday, closed

Classroom Office Building 17

Monday - Thursday, 8:00 a.m. - 12:00 a.m.

Friday, 8:00 a.m. - 6:00 p.m.

Saturday, 10:00 a.m. - 6:00 p.m.

Sunday, 12:00 p.m. - 12:00 a.m.

Magrath B50

Monday - Thursday, 8:00 a.m. - 7:30 p.m.

Friday, 8:00 a.m. - 5:30 p.m.

Saturday - Sunday, closed

McNeal 305

Monday - Thursday, 8:00 a.m. - 12:00 p.m.

Friday, 8:00 a.m. - 6:00 p.m.

Saturday, 10:00 a.m. - 6:00 p.m.

Sunday, 12:00 p.m. - 12:00 a.m.

Hour variances during breaks

Classroom Office Building 135
closed

Classroom Office Building 17
Monday – Friday; 9 am - 5 pm
Saturday - Sunday, closed

Magrath B50
closed

McNeal 305
Monday – Friday; 8 am - 6 pm
Saturday-Sunday; 12 pm - 6 pm

Process for determining service hours

Our primary responsibility is to support the needs of the U of M curriculum in general, particularly the faculty and students. Our computer facility environments typically reach saturation levels with courses that meet in them for the duration of each semester. We balance those classroom facilities with additional “open room” facilities that are never booked for classes. Our posted hours are set based on demand, which typically involves weekday hours from early morning until midnight, and similar weekend hours. Those same postings refer people to me, as site manager, for comments or suggestions. If there is a need for additional hours by a significant portion of our customers, we would be able to accommodate that. We are extremely flexible.

Customer feedback

Our largest facilities are staffed whenever they are open, providing an on-duty consultant to field questions and comments as they provide support. My office is located directly across the hall from the largest facility in St. Paul, McNeal 305 where we have over 100 computers. My IT staff is located next door to the computer facility found in Magrath Library. In all of our facilities, signs are posted that solicit, questions, comments and complaints from our customers. They are directed to me either in person (my office door is always open), by phone or by email. As backup, they are referred to the full-time IT administrators. We provide orientations for classes whenever college administrators or computer classroom instructors request this, and they are held frequently. The idea is to raise our profile, and this is one of the best ways to do it. In an age where the greatest amount of complaint seems to have to do with the inability to access a real person for help, we do our best to provide in-person support.

Supporting data for determining hours of operation

For St. Paul, if you visit the following link you will find a repository for all of our classroom calendars: <http://sirius.adcsspl.umn.edu/schedules> <<http://sirius.adcsspl.umn.edu/schedules>> This is publicly accessible, and always current. When there is a need to book a classroom, we start by directing people here and let them know that anything that is free is available for class usage. There are scheduling administrators found in all of the colleges that we work with, and they are aware of this site. Most of them have it bookmarked in their browsers. There are also facility open hours found in this directory, as well as guidelines for booking our classrooms, all in PDF format.

Historical changes in service hours

Due to the fact that the hours for curriculum classes have not changed much over the years, our hours have not, either. Several years ago, we got a complaint from the College of Ag Dean's Office describing that they were hearing that students could not get access in our facilities, because we were always too busy to accommodate them. With my help and data, the College studied the situation and learned that this was pretty much a ruse on the part of the students. Yes, if you want to use a computer on Tuesday or Thursday from 10 AM - 6 PM, only, you might find it too busy, because of all of the classes that take place at that time. Near the end of the semester, we do reach saturation because assignments become due. But, there are plenty of other times when a computer can be used outside of those busy times if one is reasonable. Whenever there is a legitimate need to expand our hours, we'll do that. It's not uncommon for us to stay open beyond midnight near the end of the semester to accommodate student demand as assignments become due and procrastinators finally decide to do them.

Customer description

Students needing access to computers and instructors needing access to computer teaching environments in which all of their students can have hands-on access to working computers. We do our best to prevent anyone that is not a currently registered student from gaining access to our facilities.

Need/Demand for service hour enhancements

In our busiest facilities we are open at least 94 hours a week. The hours were set to accommodate actual need, so our schedule has been satisfactory. Requests for service hour enhancements are extremely rare. If instructors need access outside of our normal times for a class or seminar, we will give them access to open and close our facilities, but only after we provide a short security orientation for them.

Constraints/risks to service hour enhancements

I have concerns about risk for lone student consultants working on a dark and pretty much unattended campus in the middle of the night. Each semester, I explain to the students things like how to contact the U of M police and their Campus Escort Service at 4-WALK. My staff also has 24-hour access to me, and my IT administrators, via our cell phones. If there is a request for us to be open beyond midnight, I verify first that the request represents the needs of enough people to justify it. Another risk is that, as I described above with the example of the students from the College of Ag, the requests might not be legitimate, so we evaluate things on a case by case basis.

Alternative services available

We have sole responsibility of providing computer resources to the U of M student population, at large. We do our best to create an environment that is not lacking in those services. Considering that we have such vast and well-supported resources to accommodate our mission of providing services to support student and curriculum needs, the hope is that there is not a need for alternative services.

PEL Hours of Operation Study Departmental Interview Report

Department Name: University Dining Service (UDS)

Interviewee Name: Leslie Bowman

Interviewee Title: Director

Interview Date: January 20, 2006

Current hours of Operation

Most residence halls offer dining between 7 a.m. and 7 p.m. Monday through Friday and between 11 a.m. and 7 p.m. on weekends. Commercial dining hours vary greatly by location. Specific hours are:

Coffman Memorial Union Dining Hours
Baja Sol Monday through Thursday - 10:30 a.m. to 6:30 p.m. Friday - 10:30 a.m. to 2:30 p.m.
Bene Pizzeria Monday through Thursday - 10:30 a.m. to 10:30 p.m. Friday - 10:30 a.m. to 9:00 p.m. Saturday - 11:00 a.m. to 1:00 p.m.
Chick-fil-A Monday through Thursday - 10:30 a.m. to 6:30 p.m. Friday - 10:30 a.m. to 4:00 p.m.
Cranberry Farms Monday through Thursday - 10:30 a.m. to 2:30 p.m. Friday - 10:30 a.m. to 2:30 p.m.
Einstein Brothers Bagels Monday through Thursday - 7:00 a.m. to 6:30 p.m. Friday - 7:00 a.m. to 4:00 p.m.

<p>Saturday - 9:00 a.m. to 4:00 p.m.</p>
<p>Greens to go Monday through Friday - 10:30 a.m. to 2:30 p.m.</p>
<p>Grille Works Monday through Friday - 10:30 a.m. to 2:30 p.m.</p>
<p>Kettle Classics Monday through Thursday - 10:30 a.m. to 6:30 p.m. Friday - 10:30 a.m. to 4:00 p.m.</p>
<p>M Deli Monday through Thursday - 8:00 a.m. to 10:00 p.m. Friday - 9:00 a.m. to 5:00 p.m.</p>
<p>Jamba Juice Monday through Friday - 7:00 a.m. to 10:00 p.m.</p>
<p>Refreshments Monday through Thursday - 2:00 p.m. - 10:00 p.m. Friday - 6:00 p.m. - 12:30 a.m. (Close at 10:00 p.m. if no 3rd show) Saturday - 6:00 p.m. - 12:30 a.m. (Close at 10:00 p.m. if no 3rd show)</p>
<p>Starbucks Monday through Thursday - 7:00 a.m. to 9:00 p.m. Friday - 7:00 a.m. to 3:00 p.m. Saturday - 10:00 a.m. to 4:00 p.m. Sunday - 12:00 Noon to 5:00 p.m.</p>

<p>East Bank Dining Hours</p>
<p>The Cup Monday through Friday - 7:00 a.m. to 2:00 p.m.</p>
<p>Java City at Moos Monday through Thursday - 7:00 a.m. to 7:00 p.m. Friday - 7:00 a.m. to 3:00 p.m.</p>
<p>The Nolte Dining Room Monday through Friday - 11:00 a.m. to 2:00 p.m.</p>

Outside In**Monday through Thursday** - 7:00 a.m. to 3:00 p.m.**Friday** - 7:00 a.m. to 2:00 p.m.**Northrop Grill**

Weather permitting through the summer and early fall

Wise Owl Cafe at Walter Library**Monday through Thursday** - 7:00 a.m. - 8:00 p.m.**Friday**: 7:00 a.m. - 4:00 p.m.**St. Paul Dining Hours****Terrace Cafe****Monday through Thursday** - 10:00 a.m. to 6:00 p.m.**Friday** - 10:00 a.m. to 2:00 p.m.**Subway****Monday through Thursday** - 10:00 a.m. to 9:00 p.m.**Friday** - 10:00 a.m. to 6:00 p.m.**Java City St. Paul****Monday through Thursday** - 7:00 a.m. to 6:00 p.m.**Friday** - 7:00 a.m. to 2:00 p.m.**West Bank Dining Hours****Bistro West****Monday through Thursday** - 11:30 a.m. to 1:30 p.m.**Friday** - 11:30 a.m. to 2:00 p.m.**Essentials Market & Deli****Monday through Thursday** - 7:00 a.m. to 7:30 p.m.**Friday** - 7:00 a.m. to 3:00 p.m.**1300 South Cafe****Monday through Friday** - 7:00 a.m. to 10:00 a.m. and 11:30 to 1:30 p.m.**Metropol Pizza****Monday through Friday** - 10:30 a.m. to 3:00 p.m.

<p>Coffee Corner Monday through Thursday - 7:00 a.m. to 8:00 p.m. Friday - 7:00 a.m. to 2:00 p.m. Saturday - 7:30 a.m. to 3:00 p.m.</p>
<p>Carlson Dining Monday through Thursday - 11:00 a.m. to 6:00 p.m. Friday - 11:00 a.m. to 2:00 p.m.</p>
<p>Sullivan Cafe Monday through Friday - 7:30 a.m. to 2:00 p.m.</p>
<p>Left Bank Cafe Monday through Thursday - 8:00 a.m. to 6:00 p.m. Friday - 8:00 a.m. to 4:00 p.m.</p>

Hour variances during breaks

Residence hall dining closes during breaks while students are away. Hours at commercial dining locations are reduced during breaks.

Process for determining service hours

Service hour decisions are primarily based on demand. However, extended hours and vending services are available at multiple locations to ensure that students have access to food at all times. UDS also works closely with colleges and departments to determine optimal hours to meet their needs.

Historical changes in service hours

UDS hours have changed significantly to meet demand. Extended hours are offered at Coffman location when the Bookstores offer extended hours. Residence halls have more continuous service with convenience stores open until midnight. Weekend hours are available at select location in Coffman. Subway on the St. Paul campus has extended hours to 9 p.m. In addition, UDS has partnered with several colleges and departments to offer specialized service such as Saturday hours at Carlson School and Java City in Walter Library. Other partnerships have included the Law School, Art School, and Libraries in addition to a new venue opening in the dairy barn.

Customer description

UDS customer base is broad: students, faculty, staff, patients, alumni, visitors, community

Need/Demand for service hour enhancements

- Limited late-night options with all venues closed after midnight
- There is an interest in adding venues in some areas such as Wilson Library, but funds are not yet available to partner

- There is an increased demand for weekend catering, but other services, such as facilities maintenance, impact ability to fill the need

Constraints/risks to service hour enhancements

Aramark is an external, for-profit company. Adding service hours is costly and is a delicate balancing act. Both Aramark and the University need to pay close attention to the bottom line and fiscal management. Service hour enhancements can also directly impact student expenses, which the University strives to keep affordable.

Alternative services available

There are 182 food options within a two-mile radius of the Twin Cities campus, some of which are available 24 hours a day, seven days a week. There also are Grab-n-go options, an option to order from Davanni's on Flex Dine, and 600 vending machines on campus.

PEL Hours of Operation Study Departmental Interview Report

Department Name: Parking and Transportation Services, Parking Operation

Interviewee Name: Bob W. Baker and Scott Anderson

Interviewee Title: Executive Director and Assistant Director for Public Parking

Interview Date: January 4, 2006 and January 20, 2006

Current hours of Operation

Parking on the Twin Cities campus is a 24-hour-a-day, seven-day-a week operation. Most facilities are staffed from 6 a.m. to 2 a.m. and are free to customers who enter and exit while staff is not on duty. Parking is available at any time; however, some facilities fill on weekdays and during special events.

Although there are spaces available at all times, rates do vary depending on facility type and time of day. Parking in ramps and garages, which are generally more convenient, is more costly, while parking in surface lots, generally less convenient, is less costly. Students are encouraged to park in less expensive, further out surface lots and use transit to move around campus. Faculty and staff can purchase a parking contract, which gives them 24/7 access to a designated facility with reciprocal privileges, which expand during off-peak hours. Rates in designated facilities decrease during off-peak hours.

Parking and Transportation Services' customer service desk is open from 7 a.m. to 5 p.m. Monday through Friday. Maintenance staff is on duty 24 hours a day, five days a week with hours until 10 p.m. on Friday and Sunday. The Motorist Assistance Program is available from 7 a.m. to 10 p.m. Monday through Friday.

Standard academic year hours

24 hours a day, seven days a week. However, facilities are primarily staffed from 6 a.m. to 2 a.m. daily.

Hour variances during breaks

Parking hours of operation do not vary during breaks.

Process for determining service hours

All transactions (each time a customer enters/exits a facility) are tracked electronically. Reports are generated daily and clearly identify peak hours, which remain consistent from day to day.

Customer feedback

Customers consistently rate the parking operation fairly high. Customer satisfaction surveys are done annually with five topics that respondents rate on a five-point scale as well as an overall rating. 2005 results are as follows:

1.Friendly, helpful employees	4.54
2.Clean facilities	4.50
3.Convenient locations	4.01
4.Reasonable rates	2.29
5.Safety perception	4.27
6.Overall rating	4.05

Customer satisfaction is high, especially in the areas of friendliness and cleanliness. Reasonable rates receives the lowest ranking and has steadily decreased over time.

Supporting data

There is a significant amount of data available. For the purposes of this study, we focused on a typical one-week period each semester as well as a typical summer week. Data shows consistent traffic patterns with heaviest demand from 6-10 a.m. Significant demand continues throughout the day and declines after 9 p.m.

Historical changes in service hours

Service hours have remained consistent with some recent reduction in facilities offering reduced rates during off-peak hours. Motorist Assistance Program hours were recently reduced from a midnight closing time to a 10 p.m. closing time.

Customer description

Parking customers include students, faculty, staff, and visitors.

Need/Demand for service hour enhancements

- Limited facilities offering off-peak rates
- Motorist Assistance Program hours end at 10 p.m.

Constraints/risks to service hour enhancements

The biggest constraint to adding hours is monetary. Parking and Transportation Services is a self-supporting department that receives no central funding. Parking revenue funds the transit system and covers operating expenses of the department.

Alternative services available

The University offers a Campus Shuttle service for on-campus transportation. To get customers to and from campus, the University buys down the cost of public transit through the U-Pass and Metropass programs, which allow student, faculty, and staff unlimited access to public transit in the Twin Cities metro area. Campus visitors also have access to on-street parking in local neighborhoods as well as several privately-operated facilities nearby.

PEL Hours of Operation Study Departmental Interview Report

Department Name: Parking and Transportation Services, Transit System

Interviewee Name: Bob W. Baker, Bill Stahlmann, and Joseph Dahip

Interviewee Title: Executive Director, Transit Manager, and Transit Coordinator

Interview Date: January 4, 2006, January 20, 2006, and February 16, 2006

Current hours of Operation

Current service hours for the University's Campus Shuttle System are primarily based on ridership and do not adhere to the 8 a.m. to 4:30 p.m. workday. Shuttles run more frequently during work and school hours with service less frequent in the evening, on weekends, and during breaks.

Standard academic year hours

- **Campus Connectors**

The Campus Connector provides direct bus service between the St. Paul, East Bank, and West Bank campuses approximately every five to 30 minutes from 7 a.m. through midnight. Limited-stop service connecting St. Paul, East Bank, and West Bank campuses between 7:30 a.m. and 5 p.m. Limited Stop buses only stop at: Blegen Hall, Weaver-Densford Hall/Transportation & Safety Building, Huron Boulevard Parking Complex, Transitway at Commonwealth Avenue, and St. Paul Student Center.

- **Washington Avenue Bridge Circulator (WABC)**

The Washington Avenue Bridge Circulator provides direct service between the East and West Bank campuses via the Washington Avenue and 10th Avenue Bridges. The service operates every 7 to 15 minutes, Monday through Friday, between 7:30 a.m. and 4:45 p.m., depending on the time of day.

- **Campus Circulators**

Campus circulators are mini-buses that circulate the St. Paul and East Bank campuses. Service on the routes operates every 15 minutes from 7 a.m. through 4:45 p.m. Monday through Friday.

Hour variances during breaks

The WABC and Campus Circulators do not operate during vacation periods and summer sessions. Campus Connectors are in operation during breaks, but service is reduced.

Process for determining service hours

Customers are tracked, with drivers responsible for counting riders on every trip. Ridership reports are received daily. Data is analyzed and used to determine optimal service hours.

Customer feedback

Customers consistently rate the Campus Shuttle System very highly. Customer satisfaction surveys are done annually with five topics that respondents rate on a five-point scale as well as an overall rating. 2005 results are as follows:

1. Friendly, helpful drivers	4.57
2. Clean, well-maintained buses	4.44
3. I feel safe on board	4.70
4. Frequency of service	3.69
5. Adequate passenger service	4.31
6. Overall rating	4.34

Customer satisfaction is high, especially in the areas of safety, cleanliness, and friendliness of drivers. Frequency of service regularly receives the lowest ranking, although still on the high end of the scale.

Supporting data

Ridership data is extensive. For the purposes of this study, we looked at three average-day samplings, one from each semester and one during summer break. Data shows that resources are being optimized, but service could improve with addition articulated buses.

Historical changes in service hours

Campus Shuttle hours changed dramatically three years ago. Ridership data was carefully analyzed, the service was streamlined to maximize efficiency, and articulated buses were added to the service. More service was added during peak time, while service was cut back during less busy hours. The end result is that the system now accommodates more riders using fewer resources.

Customer description

The Campus Shuttle System serves all members of the University community: students, faculty, staff, and visitors. However, no ID is required, so any individual who wants to use the system can do so.

Need/Demand for service hour enhancements

- Students consistently express desire for late-night service
- Shuttles are over capacity during peak hours
- Service is limited during breaks
- There is no service transit to WBOB

Constraints/risks to service hour enhancements

The primary constraint to adding service hours is monetary. Parking and Transportation Services is a self-supporting department that receives no central funding. Transit services are primarily funded by the parking operations, where revenue is limited.

A second constraint to adding service hours is space. During peak hours, buses are stacked at the stops, and little room is available to add to the system. More buses would lead to a longer line, and would not improve service. More articulated buses would alleviate overload, but they also add significant cost.

Alternative services available

The University buys down the cost of public transit through the U-Pass and Metropass programs, which allow student, faculty, and staff unlimited access to public transit in the Twin Cities metro area. Metro Transit service to campus is frequent and runs until 2 a.m. daily.

Parking and Transportation Services makes a distinction between moving individuals around campus, which they consider to be their responsibility, and moving individuals to and from campus, for which they rely on Metro Transit. Perhaps the biggest area where this has been a topic for debate is in late-night service, where students routinely express a desire for increased service from the University. Although an additional, late-night University route could get students to and from campus with fewer transfers, Metro Transit does provide service until 2 a.m.

PEL Hours of Operation Study Departmental Interview Report

Department Name: University of Minnesota Libraries (regarding library service hours and late-night study hours)

Interviewee Name: Joan Mouchet & Sue Hallgren

Interviewee Title: Head, Circulation Services & Director of Access Services

Interview Date: December 20, 2005

Current hours of Operation

Based on hours for the following libraries:

- Andersen Library (special collections and archives)
 - 222-21st Ave. S., West Bank
- Bio-Medical Library
 - Diehl Hall, 505 Essex St. S.E., East Bank
- Magrath Library (human ecology, agriculture, and life sciences)
 - 1984 Buford Ave., St. Paul Campus
- Walter Library (physical sciences and engineering)
 - 117 Pleasant St. S.E., East Bank
- Wilson Library (humanities and social sciences)
 - 309-19th Ave. S., West Bank

Standard academic year hours

See <http://www.lib.umn.edu/site/hours.phtml> for fall 2005, spring 2006, and May/Summer Session 2006 terms.

Hour variances during breaks

See <http://www.lib.umn.edu/site/hours.phtml> for 2005-2006 winter break hours and fall 2005/spring 2006 term study day(s) and finals week hours.

Process for determining service hours

Hours Work Group:

- The Hours Work Group makes recommendations on an annual basis regarding library hours. The Hours Work Group is chaired by Joan Mouchet (Head of Circulation Services), and is comprised of five staff members from the U of M Libraries. The group is representative and feedback is solicited from all library locations in the process of developing hours recommendations.
- All recommendations regarding library hours are then reviewed by two groups within the U of M Libraries: the Access Services Council and the Libraries Leadership Council. Recommendations from the group are often approved as presented most likely because the group making the recommendations is quite consultative in the process and considered expert. This is however an opportunity for Library Leaders to express issues or concerns.
- Data used to make decisions regarding library hours (described in more detail below):
 - Customer feedback
 - Feedback from U of M Libraries staff
 - Head count data (at select libraries)
 - Gate count data (available at all U of M Libraries except the Law Library)
 - Budget considerations

Customer feedback

Collected in four ways:

1. comment cards (hard copy)
2. comments from customers submitted online
3. comments made by customers to library staff
4. Periodic surveys of customers at select libraries

Supporting data

Collected in three ways:

1. Feedback from U of M Libraries staff regarding their thoughts on library hours, gaps, needs, peak hours, etc.
2. Head count data (at Wilson, Walter, and Magrath libraries only)
 - a. Opening head counts. Library staff members count the number of customers waiting outside the front doors at time of opening each day.
 - b. Evening head counts. Security monitors do an actual head count of the customers in the library at: four hours before close, three hours before close, two hours before close, and 1 hour before close.
3. Gate count data (available at all U of M Libraries except the Law Library)
 - a. Daily. Customers must walk through a gate to enter any of the U of M Libraries. This data is collected through a mechanism in the gate itself. Gate counts are collected at the end of each day.

- b. Hourly (for sample weeks). Library staff members collect gate counts on an hourly basis during nine sample weeks throughout the year. They make an effort to capture both busy and slower times in terms of customer use. They also try to use the sample time periods each year to compare usage from year to the next.

Historical changes in service hours

Approximately four years ago, budget cuts prompted some changes, including:

- Decline in hours that the library is open during breaks (time periods between academic terms). For example, Wilson and Magrath went from being open until 10pm during breaks to only being open until 6pm. The decision to reduce break hours was made in an effort to have budget reductions impact as few customers as possible. Break periods are generally a lower use period. The U of M Libraries did not receive many complaints about this decline in service hours.

A previous budget cut (that occurred before the aforementioned budget cut) also prompted another change:

- Decline in hours that the library is open on University Holidays. Rather than being open during most University Holidays, the U of M Libraries now limits the number of University Holidays on which it stays open. Select libraries are now open only on Labor Day and Martin Luther King Day with regard to University Holidays. Labor Day and Martin Luther King Day are also the days before the first day of fall and spring terms, respectively. It was considered important for some U of M Libraries to be open for students and other visitors who are on campus the day before classes start. *Note:* Staff members must be paid “time and a half” when they work on a University Holiday. The constituent group most affected by this change was international students, who tend to be on campus for more of the University Holidays. However, there were not very many complaints about this decline in hours overall.

Another change:

- There has been a conscious effort to have similar “building hours” for Walter and Wilson Libraries to make it easier for customers to remember building hours for two of the most-used libraries. *Note:* Building hours may be different from hours of other services available within each library, e.g., copy services, hours that a librarian is available, etc.

Customer description

Main customers:

- U of M students
- U of M faculty
- U of M staff

Other customers:

- Public
 - The U of M Libraries are open to the public.
 - Includes special events such as “History Day” for high school students.
- Friends of the Library
 - For “unaffiliated borrowers”, including corporate users or individuals who are not either students, staff, or faculty at the U of M and who want to have borrowing privileges (borrowing privileges are available to those contributing \$80 or more through the Friends of the Library program).
- Alumni
 - May be able to gain borrowing privileges as a “Friend of the Library” at a discounted rate.
- Research Consortium Members
 - Faculty members and graduate students from other institutions who are visiting the U of M may use the U of M Libraries through a research consortium agreement.
- MNSCU (Minnesota State Colleges & Universities)
- Indirect Users
 - Individuals may use U of M library resources indirectly through the Minitex program, a program that allows U of M library resources to be used by the public if requested through their public library.

Need/Demand for service hour enhancements

- There is not currently a need for service hour enhancements.
 - This issue is discussed on an annual basis through the Work Hours Group. Decisions regarding service hours are made based on various inputs, including customer feedback and usage information.
 - *Joan and Sue may be able to get information about costs related to having the libraries open additional hours if needed.*

Constraints/risks to service hour enhancements

- Budget. Decisions regarding service hour enhancements must take into account added costs to have one or more libraries open additional hours. These costs must be viewed in light of other demands and priorities on the U of M Libraries budget.
- Costs included in having one or more libraries open additional hours (e.g., salaries of staff and security monitors).
- Need to think about cost involved in publicizing extended hours.

Alternative services available

Online services

- Available 24 hours a day, 7 days a week (although the system is down for maintenance occasionally)
- Over the past few years, there has been a subtle decline in the gate counts at the U of M Libraries. This is most likely a result of the increase in online access to library resources. In addition to being able to get resources and assistance at the libraries in person, customers can now access many of these resources and services online at their convenience.
- From the U of M Libraries Web site (<http://www.lib.umn.edu/>), customers have the ability to:
 - Access to the “Ask Us” function, where customers can submit a question to a U of M Librarian. Many questions are answered in “real time,” however, other questions may take more time to answer.
 - Search online for resources, including all MNCAT resources as well as other materials.
 - Download full text of some journal articles.
 - Request materials available through Inter-Library Loan.
 - Request for delivery of materials through “Lumina to U” (some limitations apply).
 - Request for fee-based delivery of materials for unaffiliated borrowers or “point-to-point” delivery of materials (moving materials from one library to another).
 - Renew or recall materials.
 - Receive an orientation to the U of M Libraries.
 - Learn about library workshops, support for instructors, download handouts about how to use the U of M Libraries, and more.

Study spaces

- Extended library hours are available during study days and finals week.
 - Wilson Library is open 24 hours a day during study days and finals week.
 - See <http://www.lib.umn.edu/site/hours.phtml> for 2005-2006 winter break hours and fall 2005/spring 2006 term study day(s) and finals weeks hours.
 - Magrath Library has 9 individual study rooms that are assigned by the semester to graduate students and faculty. And they have one room that can be checked out on a daily basis. Wilson Library has 65 individual graduate student study rooms that are assigned by the semester and 70 individual faculty carrels that are assigned annually. Walter and Bio-Med do not have individually assigned study rooms. The study rooms are available all hours the libraries are open.
- Efforts have been made to make the U of M Libraries comfortable and welcoming as a study place.

- The Wise Owl Café has recently been opened in Walter Library. This café is physically located within the library itself, so students can take a study break and enjoy refreshments at the library without having to go elsewhere.
- The Information Commons has been established at Wilson Library. Text taken from <http://www.lib.umn.edu/about/undergrad/infocommons/>: *The Information Commons is a one-stop resource for students needing research, technology, or writing help. The IC brings together library, writing, and computing experts in one area with ready access to staff, computers, and information resources, specifically aimed at the research needs of undergraduate students.*
- The Smart Commons has been established at Magrath Library. The Smart Commons is a collaborative effort undertaken by the U of M Libraries and various academic departments/colleges. Text taken from <http://smart.umn.edu/>: *Located just inside Magrath Library, the SMART Learning Commons provides learning support services such as workshops on academic skills development and personalized drop-in Peer Learning Consultants.*
- Study rooms: Some U of M Libraries contain private study rooms.

PEL Hours of Operation Study Departmental Interview Report

Department Name: Boynton Health Services

Interviewee Name: Ed Ehlinger

Interviewee Title: Director of Boynton Health Services

Interview Date: 1/4/2006

Current hours of Operation

Boynton Health Services hours of operations are mainly 8:00 a.m. to 4:30 p.m. Monday through Friday; with hours extended to 6:00 p.m. on Mondays.

Boynton Health Service (general information)
8am - 6pm (M); 8am - 4:30pm (T - F)

Dental clinic

Monday, 8 am - 6 pm; Tuesday - Friday, 8 a.m. - 4:30 p.m.; closed weekends and holidays; patients seen by appointment

Eye clinic

Monday, 8 a.m. - 6 p.m.; Tuesday - Friday, 8 a.m. - 4:30 p.m.; closed weekends and holidays; patients seen by appointment

Mental Health clinic (also have Emergency Care When Boynton Is Closed)

Monday, 8 a.m. - 6 p.m.; Tuesday - Friday, 8 a.m. - 4:30 p.m.; closed weekends and holidays; patients seen by appointment

Pharmacy

Monday, 8 a.m. - 6 p.m.; Tuesday - Friday, 8 a.m. - 4:30 p.m.; closed weekends and holidays

Primary Care

Monday, 8 a.m. - 6 p.m.; Tuesday - Friday, 8 a.m. - 4:30 p.m.; closed weekends and holidays; patients seen by appointment

Urgent Care

Monday, 8 a.m. - 6 p.m.; Tuesday - Friday, 8 a.m. - 4:30 p.m.; closed weekends and holidays; patients seen by appointment

Women's clinic

Monday, 8 a.m. - 6 p.m.; Tuesday - Friday, 8 a.m. - 4:30 p.m.; closed weekends and holidays; patients seen by appointment

Process for determining service hours

Once a year, the Boynton Management Administration Team reviews the level of usage of Boynton Health Service units. At this time, they determine if service hours need further evaluation.

Boynton officials also consult a Student Advisory Committee.

Customer feedback

Customers are very satisfied with the services that Boynton provides. There is some demand for evening and weekend hours; however, offering extended hours would require an increase in the student fee. Students are generally against raising the fee, thus often revoke their request for extended hours.

Customers also comment on the availability of same-day-appointments, which Boynton has been able to accommodate with much success.

Supporting data for determining hours of operation

The Boynton Health Services use the following systems to track patients and gather feedback:

- Patient Management System
- Phone call tracking (nurse-line)
- Patient satisfaction survey; conducted annually
- Comment cards at clinics
- Online comment form
- Periodic surveys
- Focus groups
- Track referrals
- Peer educators

Historical changes in service hours

From 1918 until the 1970's, the University ran an infirmary on the St. Paul campus and on the fifth floor of the current Boynton Health Services building. These were closed and shortly after weekend services was discontinued because the demand has significantly decreased. In the early 1980's, Boynton Health Service shifted to business hours of operations from 8:00 a.m. to 5:00 p.m.

Ten years ago, the University had a program called What's on Wednesday, or WOW. This program was designed to bring students to campus for academic and social events

one night a week. Various University offices, like Boynton, offered extended hours on Wednesday as a way to bring students to campus, serve student drawn to campus for other events, and to create a synergy of services with other facilities and units that participated in the WOW program.

Ultimately, the busiest day of the week is Monday and the busiest time of day for Boynton is from 11:00 a.m. to 4:00 p.m. Thus, they do have extended hours on Mondays (8:00 a.m. to 6:00 p.m.) to accommodate this demand. The number of patients visiting Boynton significantly drops-off after 4:00 p.m in the past and present time when hours are extended.

Customer description

Everyone on the University of Minnesota Twin Cities campuses is services by Boynton Health Services, whether they come into the Boynton Health building or not. This is because Boynton Health Services acts at the UMN public health office – ensuring that students have vaccinations, health awareness services, etc.

Eighty percent of Boynton Health Service visitors are students; 2/3 undergraduates and 1/3 graduate students. Boynton does outreach to the residential halls, especially first year students. The remaining twenty percent of visitors are predominately staff and faculty, although, non-UMN people can also choose Boynton as their primary clinic.

Need/Demand for service hour enhancements

Boynton Health Services mainly serve people that are on campus, working or living in the residential halls. The current hours of operations meet the needs of this audience.

The University of Minnesota – Twin Cities is one of the largest urban campuses. With only ten percent of our students on campus, Ehlinger feels we should consider moving services off campus. A proposal was submitted to Morrill Hall to open a location in uptown within Calhoun Square, but was denied because strategic positioning is of greater priority right now. This area of Minneapolis has a high concentration of University students, staff, and faculty. An off-campus location would offer extended hours (evening, weekend, urgent care) and services (like pediatrics). Having a University of Minnesota presence in the community would also be a positive consideration.

Constraints/risks to service hour enhancements

For increasing service hours, the constraint is funding. For each physician, there are about 6 staff people that need to be available. The staffing cost does not outweigh the benefit at this time; the demand after 4:00 p.m. just isn't there. The student fee would need to be increased to fund extended hours of operations and the Student Advisory Committee is against raising the fee.

Decreasing hours of operations has been discussed. The number of patients between 8:00 a.m. and 9:00 a.m. is low and this could justify having the Boynton Health Service units open an hour later. However, maintaining a 40 hour work week for staff is important for job satisfaction.

Alternative services available

Outside normal business hours, the following services are available:

- 24 hour nurse call line (partnership with Health East)
- After-hour emergency contraception
- Health Advocates (90 students trained through credit course in Public Health)
- Peer Educators (in Residential Hall; consult on nutrition, contraception; trained in alcohol awareness, can offer over-the-counter medication)
- Web site provides health education information, list of hospitals and other clinics

PEL Hours of Operation Study Departmental Interview Report

Department Name: One-Stop

Interviewee Name: Mary Koskan

Interviewee Title: Departmental Director

Interview Date: 12/20/2005

One Stop General Info

- One Stop strives to ensure professionals working at one stop can answer all types of questions from start to finish.
- One Stop is considered a best-in-class model by many. Have had many national and international visitors.
- A recent survey indicated that 88-90% of questions were answered well. This is considered very good compared to previous surveys. Surveys and comment cards have indicated no request to add/change hours.
- One Stop offers 24/7 on-line service. This includes a very robust FAQ section called Ask One-Stop.
 - Since Financial Aid is so complicated, these issues are difficult to handle effectively on the web site.
 - Some Parents are not comfortable using the web.

Current hours of Operation

Standard academic year hours

East Bank: 8am-5:30pm, Monday-Thursday; 8am-4pm, Friday

Hours extended to 6 pm Tuesday-Thursday in the first week of classes for both fall and spring terms

West Bank: 8am - 4pm, Monday-Friday

Hours extended to 5pm, Monday and Tuesday when classes are in session during fall and spring semesters (to accommodate CSOM, though this is being reviewed.

St Paul: 8am-4pm, Monday-Friday

One Stop Web Site is essentially 24/7

Hour variances during breaks

No variance.

Process for determining service hours

Customer feedback

Solicits collegiate unit feedback. For web site, conducts usability lab studies. There is a one-stop student advisory committee; will provide recent minutes. Surveys and comment cards are used too. Comment cards are also moving on-line.

Supporting data

Actual traffic is tracked and can be shared. One Stop is proactively moving to a Customer Relationship Management (CRM) software package with upcoming PeopleSoft upgrades. This will allow more detailed tracking and reporting to traffic.

Historical changes in service hours

Before One-Stop, previous offices tried extended hours and traffic did not justify the changes. Peak times have always been 10 – 3; not busy from 4 – 5:30.

Customer description

Students (current and prospective), staff, faculty, parents, agencies, vendors, other institutions (one-stop is a model being reviewed by many institutions)

Need/Demand for service hour enhancements

Adding an instant messaging / web chat service might be beneficial.

Adding extended phone counseling might also be beneficial. One-Stop Student Advisory Committee meeting minutes from 2/9/2005 highlight one student concern that calls for extended phone counseling hours at the beginning of the school year, and at financial aid deadlines. One Stop feels hours are good per actual usage statistics, but added that Web Chat, email, and knowledge based software are either available or will be available to fill this student-identified gap.

Constraints/risks to service hour enhancements

Staff time. Getting professional quality staff to stay later costs money. This applies both to web chat and phones.

Alternative services available

One Stop on line is essentially available 24/7 with same scope of services as provided in physical locations. 92% of students register on line; 50% pay bills on line.

Counselors do also respond to email. There is a typical 1-day response time to email requests.

PEL Hours of Operation Study Departmental Interview Report

Department Name: Office of the Bursar

Interviewee Name: Bonnie Anderson

Interviewee Title: Senior Office Supervisor

Interview Date: 1/18/2006

Current hours of Operation

Standard academic year hours

EB: 8am – 4pm M-F

WB: 8am – 3pm M-F (limited services from 11:15 – 1)

StP: 8am – 3:30pm M-F (limited services from 11:15 – 1)

Hour variances during breaks

EB: No Change

WB: Closed June – August. Drop-Box service is provided.

StP: No Change

Process for determining service hours

Cashier interviewed indicates it's always been the same in her 25 years in the position.
No formal yearly review.

Customer feedback

Survey completed roughly 4 years ago.

Supporting data

Bursar Staff experience.

Historical changes in service hours

Stayed open until 5pm at East Bank 2003/2004. Customer levels were very low.

Customer description

Students pay tuition, and cash checks.

Department Staff make deposits, get change, cash checks, and buy postage.

Need/Demand for service hour enhancements

It is believed that current service hours are optimal. 2003/2004 experiment for extended hours resulted in very little business.

If resources were unlimited, cashier did indicate they would probably stay open later one or two evenings.

Constraints/risks to service hour enhancements

Resources.

Alternative services available

1. Banks
2. Drop Boxes for student payments
3. On-Line Bill Pay option for Students.
4. No alternatives for Departments. The exception is change where they might be able to go to a bank.

PEL Hours of Operations Interview

University Consulting and Counseling Services – Harriet Copher-Haynes 12/14/2005

1. Verify Current Hours
 - a. 8 – 4:30 M-F.
 - b. Tuesdays until 5pm except during Summer.
2. How are those hours determined.
 - a. When most students are on campus (8-4:30)
 - b. Added and evening hour for students that asked (Tuesday night hours)
 - c. UCCS has multiple services with different hours
 - d. Testing Services have varied hours including Saturdays
3. How hours vary during academic year, summer, breaks.
 - a. Summer – closed during lunch hours and not open late on Tuesdays.
4. Can you share data used to make these determinations?
 - a. Past Experience dictates current hours and they use feedback from students as well.
5. Benefit from change in hours?
 - a. No, good with hours today
6. How have hours changed over time?
 - a. Tuesday evening hours added.
 - b. Walk in hours used to be 8 – 4:30. Now from 11 – 2:30 due to real demand.
7. Can you provide customer surveys?
 - a. Yes, have surveys. Will call back.
8. Any constraints/risks in changing hours of operation?
 - a. Employees' time for home-life.
 - b. Need coverage due to risks of safety.
 - c. Financial: Need to pay for additional staff for coverage.

Other Notes:

- Some campuses do provide service 24/7.
- UCCS needs to do work with others in the University community so it doesn't make sense to be open when other offices are closed.

PEL Hours of Operation Study Departmental Interview Report

Department Name: Housing and Residential Life

Interviewee Name: Laurie McLaughlin

Interviewee Title: Director, Housing & Residential Life

Interview Date: 2/15/06

Current hours of Operation

Standard academic year hours

All information desks in residence halls/apartments are open M – F, 7:00 am – midnight and from 9 am – midnight on Saturday and Sunday. The residence business offices are open M – F 8:00 am – 4:30 pm, (in halls and apartments). The Central Housing Office is open M – F, 8:00 am – 4:30 pm.

Hour variances during breaks

Only the apartment facilities and two of the res halls remain open over break periods. Hours vary from year to year and are posted for students.

Process for determining service hours:

Student feedback is gathered from hall forums, resident surveys, (one in the fall and one in the spring), the Student Advisory Board, and the Residence Hall Association. Service hours are based on budget and on standard operating hours for most campus offices.

Customer feedback

Students would like the information desks to be open 24/7. HRL is currently evaluating this request and will likely move to these hours in phases, starting with Thursday – Saturday. This could start as early as next school year.

Supporting data

Data is gathered from student surveys and feedback from student forums. There are no daily counts taken as to foot traffic.

Historical changes in service hours

We've done some expansion of Information Desk Service Hours, but no significant changes in the last 10 years.

Customer description

Students who reside in university residence halls and apartments.

Need/Demand for service hour enhancements

1. Information Desk hours expanded to 24/7
2. Central housing office: during the summer months extend hours to 6:00 pm M – F and look at adding Saturday am hours, 9:00 am – noon. Would likely accomplish via flex scheduling with current staff.
3. Evaluating need to expand custodial services on weekends. Add more staff/extend hours.
4. Keeping up with technology to provide quick efficient service to residents.

These enhancements are a result of student feedback.

Constraints/risks to service hour enhancements

1. Budget is a primary consideration. Res Hall are non supported. Res Hall program is funded from room fees, which must cover all utilities, custodial, facilities upkeep, land care, and building debt.
2. Service hours in residential facilities change during summer operations based on use in each facility.

Alternative services available

Res Life is currently looking at Technology, “Right Now Technology”, Customer response systems.

Appendix E: Benchmarking Information

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
web site	http://www1.umn.edu/twincities/	http://www.berkeley.edu/	http://www.washington.edu/	www.ucla.edu	www.wisc.edu	http://www.umich.edu/	http://www.macalester.edu/	http://www.stthomas.edu/
undergraduate population	28,957	22,880	26,042	24,946	28,217	24,677	1,843	5,126
graduate/professional population	14,883	8,803	9,660	10,771	8,943	12,184	None	4,745
faculty population	From Office of Institutional Research and Reporting, FY 2006 (http://www.irr.umn.edu/plan_data/pd_acls_form.cfm) 2,933 FTE/ 3,170 headcount	From http://metrics.vcbf.berkeley.edu/calstats.pdf : fall 2004 faculty & staff: Faculty: 1,630 FTE / 1,887 headcount; Academic Staff (includes student assistants, research, academic administrators, and librarians): 3,411 FTE / 6,362 headcount; Management: 793 FTE / 853 headcount; Non-Academic	From http://www.washington.edu/newsroom/profile/faculty.html : 4,100 instructional,	From http://www.ucla.edu/about.html : 3,326	From http://www.ucwisc.edu/profile/quickfacts.php?file=qfcommunity : 2,060	From http://www.umich.edu/news/index.html?umfacts : 5,007	From http://www.macalester.edu/about/facts.html : 51 full-time, 72 part-time	From http://www.stthomas.edu/about/facts.asp : 428 full-time faculty ... 136 part-time faculty

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
		Staff: 7,594 FTE / 12,877 headcount						
staff population	From Office of Institutional Research and Reporting, FY 2006 (http://www.irmn.edu/plandata/pd_acls_form.cfm) 12,203 FTE/ 13,423 headcount	From http://metrics.vcbf.berkeley.edu/calstats.pdf : fall 2004 faculty & staff: Faculty: 1,630 FTE / 1,887 headcount; Academic Staff (includes student assistants, research, academic administrators, and librarians): 3,411 FTE / 6,362 headcount; Management: 793 FTE / 853 headcount; Non-Academic Staff: 7,594 FTE / 12,877 headcount	http://www.washington.edu/admin/factbook/tablef2_2005.pdf	http://www.aiucla.edu/data/campus/general/TCAMPUS.2004.pdf	From http://www.ucwisc.edu/profile/quickfacts.php?file=qfcommunity : 15,770	From http://sitemaker.umich.edu/obpinfo/files/uma_staff_demo.pdf : 12762	From http://www.macalester.edu/about/facts.html : 329 full-time, 36 part-time	From http://www.stthomas.edu/aboutust/facts.asp : 1,051 staff
setting (urban, rural)	Urban setting, Very large city (over 500,000), Residential	Urban setting, small city (50,000-249,999), residential	Urban setting, Very large city (over 500,000), Commuter	Urban setting, Very large city (over 500,000), Commuter	Urban setting, Small city (50,000 - 249,999), Residential	Suburban setting, small city (50,000-249,000), residential	Urban setting, large city (250,000 - 499,999), Residential	Urban setting, Very large city (over 500,000), Commuter

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
	campus	campus	campus	campus	campus	campus	campus	campus
TheCenter Ranking	8	1	12	2	5	3	n/a	n/a
Libraries								
Libraries/ Web site	http://www.lib.umn.edu/	http://sunsite3.berkeley.edu:8080/hours/LH/	http://www.lib.washington.edu/	http://www2.library.ucla.edu/libraries/533.cfm	http://www.library.wisc.edu/	http://www.umich.edu/current.html	http://www.macalester.edu/library/	http://www.stthomas.edu/libraries
libraries/ general description	Number of library locations on three Twin Cities campuses: 14; Number of volumes: 6,200,669; Number of serial subscriptions: 36,900; Number of annual user visits: 2 million	The University Library includes the Doe/Moffitt Libraries, which include the Undergraduate and Gardner (Main) Stacks collections. Some three dozen subject-specific and affiliated libraries serve schools and programs across campus. UC Berkeley's libraries hold over 9 million volumes and 70,000 serial titles.	16 libraries on the Seattle campus; More than 6 million volumes	12 libraries on campus, plus archives and collections that are independently managed by individual UCLA departments and centers.	In 2004, the campus library collections included more than 7.3 million volumes representing human inquiry through all of history. In addition, there are more than 55,000 serial titles. Memorial Library, the largest library in Wisconsin, and more than 40 General Library System, professional and special-purpose libraries serve the campus. Undergraduate s find many of	The University Library comprises 19 libraries on the University of Michigan campus; Print collections number nearly 7 million volumes (including 55,000 serials and over 20,000 electronic journals)	In addition to housing physical collections and providing a central access point to virtual collections, the library provides seating/study space for one-third of the student body at any one time. 24X7 study space is located in the "Link" which connects the library to Old Main. The library was designed as a community gathering space, and hosts	UST Libraries Values: User-centered services, Partnership and collaboration, Excellence, Personal and professional growth, Honesty and integrity, Creativity and innovation, Responsibility and accountability, Flexibility, Engagement in meaningful work

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
					the resources they need at the College Library.		numerous campus events	
libraries/ regular hours	(Wilson Library as example, "building/circulation" hours) M-Th 8 am-12 midnight; F 8 am-9 pm; Sa 10 am-9 pm; Su 12 noon-12 midnight	(Moffitt Library as example, "building" hours) M-Th 8 am-2 am; F 8 am-10 pm; Sa 9 am-10 pm; Su 1 pm-2 am	(Odegaard Undergraduate Library & Learning Commons as example, "building" hours) M-Th Open 24 hours*; F 12am to 9pm; Sa 9am to 9pm; Su 1pm to 12 midnight* (<i>* from 10pm to 6am, access is restricted to U.W. students, faculty and staff with U.W. identification</i>)	(College Library as example) M-Th 7:30am - 11pm & "College Library Night Powell" hours are 11pm - 7:30am*; F 7:30am to 6pm & "College Library Night Powell" hours are 6pm - 11pm*; Sa 9am to 5pm; Su 1pm to 10 pm & "College Library Night Powell" hours are 10pm - 7:30am* (<i>*College Library Night Powell is open only to UCLA students, staff and faculty with</i>	(College Library as example) M-Th open 24 hours; F 12am - 11:45pm; Sa 10am - 11:45pm; Su 10am - on / Open 24 hours everyday from April 30 through May 13 during spring 2006 semester	(Shapiro Undergraduate Library as example) M-F 8am - 5am; Sa-Su 10am - 5am	[DeWitt Wallace Library] hours extended to 3:00 a.m. during finals week	[O'Shaughnessy-Frey Library for example]

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
				<i>a valid UCLA BruinCard ID</i>				
libraries/regular hours – MONDAY	8am - 12 midnight	8am - 2am	Open 24 hours	Open 24 hours*	Open 24 hours	8:00 a.m. - 5:00 a.m.	8:00 a.m. - 12:00 a.m.	7:30 a.m. - 2:00 a.m.
libraries/regular hours – TUESDAY	8am - 12 midnight	8am - 2am	Open 24 hours	Open 24 hours*	Open 24 hours	8:00 a.m. - 5:00 a.m.	8:00 a.m. - 12:00 a.m.	7:30 a.m. - 2:00 a.m.
libraries/regular hours – WEDNESDAY	8am - 12 midnight	8am - 2am	Open 24 hours	Open 24 hours*	Open 24 hours	8:00 a.m. - 5:00 a.m.	8:00 a.m. - 12:00 a.m.	7:30 a.m. - 2:00 a.m.
libraries/regular hours - THURSDAY	8am - 12 midnight	8am - 2am	Open 24 hours	Open 24 hours*	Open 24 hours	8:00 a.m. - 5:00 a.m.	8:00 a.m. - 12:00 a.m.	7:30 a.m. - 2:00 a.m.
libraries/regular hours - FRIDAY	8am - 9pm	8am - 10pm	Open until 9pm	Open until 11pm*	Open until 11:45pm	8:00 a.m. - 5:00 a.m.	8:00 a.m. - 10:00 p.m.	7:30 a.m. - 6:00 p.m.
libraries/regular hours – SATURDAY	10am - 9pm	9am - 10pm	9am - 9pm	9am - 5pm	10am - 11:45pm	10:00 a.m. - 5:00 a.m.	10:00 a.m. - 10:00 p.m.	10:00 a.m. - 6:00 p.m.
libraries/regular hours - SUNDAY	12 noon - 12 midnight	1pm - 2am	Open from 1pm on*	Open from 1pm on*	Open from 10am on	10:00 a.m. - 5:00 a.m.	10:00 a.m. - 12:00 a.m.	12:00 p.m. - 2:00 a.m.
libraries/summer hours	(Wilson Library as example, "building/circulation" hours) <u>May and Summer Session (May 22 - Aug. 4):</u> M-Th, 8 am-9 pm; F, 8 am-6 pm; Sa, 11	(Moffitt Library as example, "building" hours) Summer Session part 1 May 23 - June 19, 2005: M-Th 9am - 6pm; F 9am - 5pm; Sa 9am - 5pm;	(Odegaard Undergraduate Library & Learning Commons as example, "building" hours) could not find on Web site, called and was told summer	(College Library as example) could not find on Web site; per email from UCLA librarian, summer hours will be Mondays through Thursdays:	(College Library as example) summer 2006 hours have not been determined yet.	(Shapiro Undergraduate Library as example) M-F 8am - 2am; Sa-Su 10am - 2am	[DeWitt Wallace Library] 10:00 a.m. - 4:30 p.m. Mon - Fri, closed Sat and Sun	[O'Shaughnessy-Frey Library for example] spring break hours 7:30 a.m. - 8:00 p.m. Mon - Thu, 7:30 p.m. - 6:00 p.m., 10:00 a.m. - 5:00 p.m. Sat

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
	am-6 pm; Su, 12 noon-6 pm / <u>Break (Aug. 5 - Sept. 4):</u> M-F, 8 am-6 pm; Sa & Su, 12 noon-6 pm / <u>Exceptions:</u> M (5/29), CLOSED; T (7/4), CLOSED; M (9/4), 12 noon-6 pm	Su Closed / Summer Session part 2 June 20 - Aug 12, 2005: M-Th 9am - 9pm; F 9am - 5pm; Sa 9am - 5pm; Su 1pm - 9pm / Summer Intersession Aug 13 - Aug 28, 2005: M-Th 9am - 5pm; F 9am - 5pm; Sa Closed; Su Closed	hours are: M-F 8am - 10pm; Sat 12pm - 6pm; Sun 1pm - 10pm	9am-7pm; Fridays and Saturdays: 9am-5pm; Sundays: Closed				
Bookstores								
bookstores/ Web site	http://www.bookstore.umn.edu/	http://www.bkstr.com/webapp/wcs/stores/servlet/StoreCatalogDisplay?storeId=10433&langId=-1&catalogId=10001	http://www.bookstore.washington.edu/	http://www.uclaestore.com/ucлагm/	http://www.uwbookstore.com/epages/ubs.storefront	http://umichigan1.bkstore.com/bkstore/content?st=743&m=0101	Do not have a Web site currently	http://www.stthomas.edu/bookstore/
bookstores/general description	At 46,000 square feet, we are the largest public college bookstore in Minnesota and one of the	Called "Cal Student Store." Uses the efollet.com portal site. The individual bookstore is the physical	Main store in the University District ("UW Seattle Textbooks") includes the University District store,	We are a full-service, independent bookstore housing an extensive selection of titles – from	The University Book Store is Madison's largest full-service independent bookstore. Its diverse	Michigan Union Bookstore - a Barnes & Noble bookstore. An on-campus source for new and used textbooks,	College-owned, sell textbooks only, located on Snelling in the Lambert Building (2nd floor). Macalaster	Serving Both St. Paul and Minneapolis Campuses as well as all Offsite Campuses Worldwide.

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
	largest independent college bookstores in the nation. Bookstores include: Coffman Union Bookstore, St. Paul Student Center Bookstore, Law Bookstore.	brick and mortar bookstore that serves the university campus. The efollet.com web sites in conjunction with their physical stores (e.g., Cal Student Store) offers students a wide selection of textbook and merchandise offerings.	the Technology Center and The Book Store Café.	general interest and children's books to academic, technical, and reference.	selection of books, collegiate clothing and supplies reflects the wide variety of backgrounds and interests that make the University of Wisconsin a world-class institution. Bookstores include: The University Book Store, The Digital Outpost, The University Book Store at Hilldale, The University Book Store Health Sciences, and University Book Store Janesville.	electronics, snack foods, and official U-M merchandise.	used to use Ruminator Books, an independent bookstore to sell their textbooks. Ruminator has since closed.	
bookstores/regular hours	(Coffman Bookstore as example) Monday-Friday, 8:00 a.m. to 6:00 p.m.; Saturday 10:00	Monday-Friday, 8:30 a.m. to 6 p.m.; Saturday 10 a.m. to 6 p.m.; Sunday 12 p.m. to 5 p.m. / Hours	Monday-Friday, 9 a.m. to 9 p.m.; Saturday 10 a.m. to 7 p.m.; Sunday 12 p.m. to 5 p.m.	(UCLA Store as example) Monday-Thursday 8:00 a.m. to 7:00 p.m.; Friday 8:00 a.m. to	(The University Book Store as example) M-Th: 9:00 am - 7:00 pm, F-Sa: 9:00 am -	M-F 9am - 6pm; Sa 10am - 5pm; Su Closed	Noon - 4pm, M-F	[St. Paul Bookstore for example]

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	a.m. to 4:00 p.m.; Sunday Closed / Hours are generally extended a few days before each semester begins. Extended hours continue into the first two weeks of each semester (one week during the summer). / Special Spring Break Week Hours (March 13-18, 2006): Monday-Friday, 8:30 a.m. to 5:00 p.m.; Saturday, March 18, 10:00 a.m. to 4:00 p.m.	are generally extended a few days before each semester begins and into the first week of the term.		6:00 p.m.; Saturday 12:00 p.m. to 5:00 p.m.; Sunday 12:00 p.m. to 5:00 p.m / Hours may vary due to holidays, quarter breaks, and special events.	5:30 pm, Su: 12:00 pm - 5:00 pm			
bookstores/regular hours – MONDAY	8am - 6pm	8:30am - 6pm	9am - 9pm	8am - 7pm	9am - 7pm	9am - 6pm	12pm - 4pm	9:00 a.m. - 6:00 p.m.
bookstores/regular hours – TUESDAY	8am - 6pm	8:30am - 6pm	9am - 9pm	8am - 7pm	9am - 7pm	9am - 6pm	12pm - 4pm	9:00 a.m. - 6:00 p.m.
bookstores/regular hours –	8am - 6pm	8:30am - 6pm	9am - 9pm	8am - 7pm	9am - 7pm	9am - 6pm	12pm - 4pm	9:00 a.m. - 6:00 p.m.

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WEDNESDAY								
bookstores/regular hours – THURSDAY	8am - 6pm	8:30am - 6pm	9am - 9pm	8am - 7pm	9am - 7pm	9am - 6pm	12pm - 4pm	9:00 a.m. - 6:00 p.m.
bookstores/regular hours – FRIDAY	8am - 6pm	8:30am - 6pm	9am - 9pm	8am - 6pm	9am - 5:30pm	9am - 6pm	12pm - 4pm	9:00 a.m. - 4:30 p.m.
bookstores/regular hours – SATURDAY	10am - 4pm	10am - 6pm	10am - 7pm	12pm - 5pm	9am - 5:30pm	10am - 5pm	Closed	8:30 a.m. - 12:30 p.m.
bookstores/regular hours – SUNDAY	Closed	12pm - 5pm	12pm - 5pm	12pm - 5pm	12pm - 5pm	Closed	Closed	Closed
bookstores/summer hours	(Coffman Bookstore as example) 8:30am - 5pm (M-F); 10am - 4pm (Sat); Closed (Sun)	could not find on Web site; called and was told summer hours would probably be: M-F 10am - 6pm; weekends 12pm - 5 or 6pm	could not find on Web site; called and was told summer hours are the same as during the regular school year (see above)	could not find on Web site; called and was told summer 2006 hours are not yet available.	could not find on Web site; called and was told summer hours are the same as during the regular school year (see above)	M-F 9am - 5pm; Sa 12pm - 5pm; Su Closed	Closed	could not find on Web site; called and was told summer hours are the same as during the regular school year (see above)

Health Services								
health services/Website	http://www.bhs.umn.edu/	http://www.uhs.berkeley.edu/	http://www.hallhealthcenter.com	http://www.studenthealth.ucla.edu/	http://www.uhs.wisc.edu/	http://www.uhs.umich.edu/	http://www.macalester.edu/health/	http://www.stthomas.edu/studenthealth/
health services/general description	Boynton Health Service is a primary care clinic for the University of Minnesota. We provide a	University Health Services (UHS) at the Tang Center provides comprehensive medical care,	Hall Health is a member of the University of Washington Physicians Primary Care Network and is	The UCLA Arthur Ashe Student Health and Wellness Center is an out-patient clinic geared to	University Health Services is the health clinic on campus, open to any current UW–Madison	University Health Service (UHS) is a health care clinic located on the central campus of the	Currently registered students may use medical services at Winton as needed during	The following services are provided: Acute injuries and illness care, allergy injections,

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	comprehensive range of medical services through a variety of clinics, testing services and general care, in order to maintain a healthy University environment. These services are provided through clinics on both Minneapolis and St Paul campuses.	counseling, health promotion, and public health services to Berkeley students and several other local institutions. UHS also provides occupational health services to faculty and staff.	a preferred provider for many health insurance plans. An outpatient clinic, Hall Health offers care to University of Washington students, faculty, staff and to the general public.	the special needs of students on this campus. UCLA students are our only clients. We offer care in three basic clinical areas: Primary Care Services, Specialty Clinics and Women’s Health Services. There are also ancillary Ashe Center services such as Pharmacy, Radiology, Laboratory, Physical Therapy and Optometry.	student. The team of experienced professionals combine routine health care (and you can choose to see the same general-medicine clinician throughout your UW years) with specialty clinics that focus on key health concerns	University of Michigan. With approximately 70,000 visits per year, UHS is a highly utilized campus resource, part of the Division of Student Affairs. UM students, faculty and staff and others affiliated with UM are eligible to visit UHS. For students who are enrolled for the current semester on the Ann Arbor campus, most UHS services are covered by the health service fee, which is paid as part of tuition. Health Insurance is not required to receive services at	their academic career at Macalester.	blood pressure monitoring, chronic illness care, gynecology exams, immunizations, laboratory services, physical exams, pregnancy testing, STD testing, treatment & education, smoking cessation.

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						UHS, although it is highly recommended. UHS provides ambulatory care, with no overnight stays.		
health services/regular hours	8am - 6pm (M); 8am - 4:30pm (T - F)	Tang Center hours for most offices are 8 am - 5 pm Monday - Friday; Urgent Care is open 8 am - 6 pm Monday-Friday and 9 am - 5 pm on Saturday; Pharmacy is open 8:30 am - 6 pm Monday-Friday and 9 am - 5 pm on Saturday; closed Sundays and holidays	Hall Health Primary Care Center is open Monday through Friday from 8:00 am to 5:00 pm, except Tuesdays when we are open from 9:00 am to 5:00 pm.	open 8:00 am to 6:30 pm, Monday through Thursday, 9:00 am to 6:30 pm on Friday	Mon, Tue, Thu, Fri » 8:30 am to 5 pm; Wed 9 am to 5 pm	see below	Students are seen for general appointments on weekdays from 8:00 a.m. to noon and from 1 p.m. to 4 p.m. Office is open from August 1 - May 31st, for student services from the first day of class to the last day of graduation - remaining time is for admin purposes.	
health services/regular hours – MONDAY	8:00 AM - 6:00 PM	8:00 AM - 5:00 PM; UC/Phar 9:00 AM - 6:00 PM	8:00 AM - 5:00 PM	8:00AM - 6:30 PM	8:30 AM - 5:00 PM	8:00 AM – 5:30 PM	8:00 a.m. - 12:00 p.m., 1:00 p.m. - 4:00 p.m.	8:00 a.m. - 4:30 p.m.
health services/regular hours –	8:00 AM - 4:30 PM	8:00 AM - 5:00 PM; UC/Phar 9:00 AM - 6:00	8:00 AM - 5:00 PM	8:00AM - 6:30 PM	8:30 AM - 5:00 PM	8:00 AM – 5:30 PM	8:00 a.m. - 12:00 p.m., 1:00 p.m. -	8:00 a.m. - 4:30 p.m.

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TUESDAY		PM					4:00 p.m.	
health services/regular hours – WEDNESDAY	8:00 AM - 4:30 PM	8:00 AM - 5:00 PM; UC/Phar 9:00 AM - 6:00 PM	8:00 AM - 5:00 PM	8:00AM - 6:30 PM	8:30 AM - 5:00 PM	8:00 AM – 5:30 PM	8:00 a.m. - 12:00 p.m., 1:00 p.m. - 4:00 p.m.	8:00 a.m. - 4:30 p.m.
health services/regular hours – THURSDAY	8:00 AM - 4:30 PM	8:00 AM - 5:00 PM; UC/Phar 9:00 AM - 6:00 PM	8:00 AM - 5:00 PM	8:00AM - 6:30 PM	8:30 AM - 5:00 PM	8:00 AM – 5:30 PM	8:00 a.m. - 12:00 p.m., 1:00 p.m. - 4:00 p.m.	8:00 a.m. - 4:30 p.m.
health services/regular hours – FRIDAY	8:00 AM - 4:30 PM	8:00 AM - 5:00 PM; UC/Phar 9:00 AM - 6:00 PM	8:00 AM - 5:00 PM	8:00AM - 6:30 PM	8:30 AM - 5:00 PM	8:00 AM – 4:30 PM	8:00 a.m. - 12:00 p.m., 1:00 p.m. - 4:00 p.m.	8:00 a.m. - 4:30 p.m.
health services/regular hours – SATURDAY	Closed	UC/Phar 9:00 AM - 5:00 PM	Closed	Closed	Closed	9:00 AM – noon	Closed	Closed
Health services/regular hours – SUNDAY	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Computer Labs								
computer labs/Web site	http://www2.puublabs.umn.edu/publab/text/locations.html	http://facility.berkeley.edu/labs/hours.html	http://depts.washington.edu/sacg/facilities/labs/hours.shtml	http://www.clic.ucla.edu/	http://www.doit.wisc.edu/computerlabs/	http://www.umich.edu/~sites/labs.html	http://www.maclester.edu/its/labs.html	http://www.stthomas.edu/irt/Facilities/labs/LabHours/index.htm
computer labs/general description	There are eight general access facilities; some of them may also be reserved for instructional purposes	There are seven general access facilities and six instructional labs	The OUGL Computing Commons, with 350 workstations, provides a place for students to	The College Library Instructional Commons offers a drop-in computer lab, three electronic	The UW-Madison campus provides general-access computer labs at 13 locations. Use of the labs	There are seventeen Campus Computing Sites available for general use. Fourteen sites are on	There are 5 small-medium computer labs on campus including a 24 hour facility in one of the residential halls	These labs are open to all St. Thomas students, both graduate and undergraduate, resident and commuter.

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			access information technology in the heart of the Odegaard Undergraduate Library. The help desk, printing, and reference services have been combined into a single point of service, providing students with "one-stop shopping" for their information needs.	classrooms, two mobile "classrooms on wheels", and lends laptops from 6 different libraries on campus. CLICC has about 200 stations and 200 laptops (both PC and Mac) available. ; all facilities open 24 hours between 3rd and finals week	is free (except for printing) for anyone with a valid UW-Madison ID.	Central Campus and three are on North Campus. All Campus Computing Sites are open to University of Michigan students, faculty and staff.		Priority is given to students doing coursework.
computer labs/regular hours	[Walter Library for example]; 32 Mac, 65 PCs	[Moffitt for example]; 17 Mac, 69 Dell PCs	[Odegaard Undergraduate Library and Learning Commons]; 259 Dell PCs, 39 Mac	[Main CLICC Lab for example]	[College Library Hours for example] 57 Mac, 150 PCs	[Duderstadt Center for example] Over 500 workstations are in place within the Duderstadt Center including Mac OS, Windows and Unix workstations. Most of these	[Library Computer Lab for example] 28 computers	[St Paul Information Commons (O'Shaughnessy Frey Library) for example] same hours and the library, a 24 hour facility is available in Koch residential hall

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						are in open areas for easy access. All U-M students, faculty, and staff can now also bring their portable computers and connect to the Internet via public jacks in the Media Union.		
computer labs/regular hours – MONDAY	24 hours	8:00 AM - 2:00 AM	24 hours	24 hours	24 hours	8:00 a.m. - 5:00 a.m.	8:00 a.m. - 12:00 a.m.	7:30 a.m. - 2:00 a.m.
computer labs/regular hours – TUESDAY	24 hours	8:00 AM - 2:00 AM	24 hours	24 hours	24 hours	8:00 a.m. - 5:00 a.m.	8:00 a.m. - 12:00 a.m.	7:30 a.m. - 2:00 a.m.
Computer labs/regular hours – WEDNESDAY	24 hours	8:00 AM - 2:00 AM	24 hours	24 hours	24 hours	8:00 a.m. - 5:00 a.m.	8:00 a.m. - 12:00 a.m.	7:30 a.m. - 2:00 a.m.
Computer labs/regular hours – THURSDAY	24 hours	8:00 AM - 2:00 AM	24 hours	24 hours	24 hours	8:00 a.m. - 5:00 a.m.	8:00 a.m. - 12:00 a.m.	7:30 a.m. - 2:00 a.m.
Computer labs/regular hours – FRIDAY	closes at 6:00 PM	8:00 AM - 10:00 PM	closes at 9:00 PM	closes at 11:00 PM	closes at 11:45 PM	8:00 a.m. - 5:00 a.m.	8:00 a.m. - 10:00 p.m.	7:30 a.m. - 8:00 p.m.
Computer labs/regular	10:00 AM - 6:00 PM	9:00 AM - 10:00 PM	9:00 AM - 9:00 PM	9:00 AM - 5:00 PM	10:00 AM - 11:45 PM	10:00 a.m. - 5:00 a.m.	10:00 a.m. - 10:00 p.m.	10:00 a.m. - 6:00 p.m.

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hours – SATURDAY								
Computer labs/regular hours – SUNDAY	opens at noon	1:00 PM - 2:00 AM	opens at 1:00 PM	opens at 1:00 PM	opens at 10:00 AM	10:00 a.m. - 5:00 a.m.	10:00 a.m. - 12:00 a.m.	12:00 p.m. - 2:00 a.m.
computer labs/break hours	Reduced	Monday - Friday; 9:00 AM - 5:00 PM	Monday-Friday 8:00 am - 10:00 pm; Sat 12:00 pm - 6:00 pm; Sun 1:00 pm - 10:00 pm	Monday - Friday; 1:00 PM - 5:00 PM	Monday - Friday 8:30 AM - 9:45 PM; Saturday-Sunday 10:00 AM - 9:45 PM	Monday -Friday 8:00am - 2:00am; Saturday - Sunday 10:00am - 2:00am	10:00 a.m. - 4:30 p.m. Mon - Fri, closed Sat and Sun	[O'Shaughnessy-Frey Library for example] spring break hours 7:30 a.m. - 8:00 p.m. Mon - Thu, 7:30 p.m. - 6:00 p.m., 10:00 a.m. - 5:00 p.m. Sat
Residence Halls								
Residence Halls website	http://www.housing.umn.edu/	http://www.housing.berkeley.edu/	http://hfs.washington.edu/student_housing/	http://map.ais.ucla.edu/portal/site/UCLA/menuitem.3f8e7342ad4ca217b66d4ab4f848344a/?vgnextoid=eb2d396579b8ff00VqnVCM1000008f8443a4RCRD	http://www.housing.wisc.edu/assignment/welcome/	http://www.housing.umich.edu/services/frontdesk.html	http://www.macalester.edu/reslife/	http://www.stthomas.edu/resdencelife/
Res Halls/general description	To serve the University community by providing housing and	RSSP supports the University's mission by providing our students with a	There are eight UW residence halls, and 5,300 students make the halls	Most buildings have 24-hour front desk services for mail and	The University Residence Halls are divided into smaller units	Housing Information Office Hours: Monday-Friday 7:30 AM - 5:00	Residential Life is responsible for the day-to-day operation of the	The Department of Campus and Residence Life creates

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	living/learning opportunities on or near campus. The mission encompasses goals in three areas: Create Individual student living/learning environments, provide housing for students with families, faculty, and visitors, and enhance opportunities for commuter student housing	comprehensive residential student life experience, state of the art dining services, safe and clean residence halls, an effective transition into the University through a well-planned orientation and a developmentally based early childhood education program.	their "home away from home" as they pursue their education. The residence halls offer a focused, dynamic living and learning environment for their diverse population.	messages and a residential restaurant on the premises or nearby.	called "houses" where 50 to 80 residents live and form a community. A house can be one, two, three, or four floors in a hall or a small building. Assignment Office 7:45 a.m. - 4:30 p.m. One residential hall offers 24 hour service desk.	PM; Telephone Hours: Monday-Friday 8:00 AM - 4:30 PM	residence halls. The key element of living on campus is the development of communities that enable students to meet their educational and personal goals.	purposeful and inclusive communities that enhance the social, moral, cultural and intellectual development of students.
Res Halls/regular hours – MONDAY	7 am – midnight	could not find on Web site	8am - 7pm	24 hours	7 am – midnight	9:00 a.m. - 9:00 p.m.	could not find on Web site	could not find on Web site
Res Halls/regular hours – TUESDAY	7 am – midnight	could not find on Web site	8am - 7pm	24 hours	7 am – midnight	9:00 a.m. - 9:00 p.m.	could not find on Web site	could not find on Web site
Res Halls/regular hours – WEDNESDAY	7 am – midnight	could not find on Web site	8am - 7pm	24 hours	7 am – midnight	9:00 a.m. - 9:00 p.m.	could not find on Web site	could not find on Web site
Res	7 am –	could not find	8am - 7pm	24 hours	7 am –	9:00 a.m. -	could not find	could not find

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Halls/regular hours – THURSDAY	midnight	on Web site			midnight	9:00 p.m.	on Web site	on Web site
Res Halls/regular hours – FRIDAY	7 am – midnight	could not find on Web site	8am - 7pm	24 hours	7 am – midnight	9:00 a.m. - 9:00 p.m.	could not find on Web site	could not find on Web site
Res Halls/regular hours – SATURDAY	9 am – midnight	could not find on Web site	8am - 5pm	24 hours	9 am – midnight	12:00 p.m. - 7:00 p.m.	could not find on Web site	could not find on Web site
Res Halls/regular hours – SUNDAY	could not find on Web site	could not find on Web site	10am-5pm	24 hours	9 am – midnight	12:00 p.m. - 7:00 p.m.	could not find on Web site	could not find on Web site
Res Halls/summer hours	could not find on Web site	could not find on Web site	one desk 24 hour service	could not find on Web site	depends on group; adult groups have 24 hour service, youth groups have 7am - 8pm	could not find on Web site	could not find on Web site	could not find on Web site
Student Unions								
Student Union website	www.tcsu.umn.edu	could not find a web site	http://depts.washington.edu/hsauf/hub/	http://www.asucla.ucla.edu/studentunion/hours.asp	http://www.unicon.wisc.edu/hours/index.html	http://www.umich.edu/~info/union.html	http://www.maclester.edu/about/facilities/hours.html#Campus%20Center	could not find on Web site
Union/general description	As a unit of Student Affairs, the Twin Cities Student Unions and Student Activities Office serves	could not find a web site	The Husky Union Building (HUB) brings together the campus community at the University	hours of operation for union services listed on web site; hours listed below are for the	[Memorial Union for example]	Building hours are 7:00 a.m. - 2:00 a.m. Mon-Sat, 9:00 a.m. - 2:00 a.m. on Sundays. See link above for	Campus Center	could not find on Web site

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	students and the campus community by providing facilities, programs, services, leadership, and involvement opportunities that enhance the social, educational, recreational and cultural environment of the University of Minnesota.		of Washington. It is a place to gather with friends, watch a movie, study, get involved with a student organization, learn a new skill, grab something to eat or just relax. Infodesk hours M - F: 8:00am - 7:00pm	Xcape Gameroom		hours of operations of various units within the union.		
Union/regular hours - MONDAY	7 am - 11 pm	could not find a web site	7:00 a.m. - 11:00 p.m.	9:00 a.m. - 9:00 p.m.	7:00 a.m. - 12:00 a.m.	7:00 a.m. - 2:00 a.m.	7:00 a.m. - 12:30 a.m.	could not find on Web site
Union/regular hours – TUESDAY	7 am - 11 pm	could not find a web site	7:00 a.m. - 11:00 p.m.	9:00 a.m. - 9:00 p.m.	7:00 a.m. - 12:00 a.m.	7:00 a.m. - 2:00 a.m.	7:00 a.m. - 12:30 a.m.	could not find on Web site
Union/regular hours – WEDNESDAY	7 am - 11 pm	could not find a web site	7:00 a.m. - 11:00 p.m.	9:00 a.m. - 9:00 p.m.	7:00 a.m. - 12:00 a.m.	7:00 a.m. - 2:00 a.m.	7:00 a.m. - 12:30 a.m.	could not find on Web site
Union/regular hours – THURSDAY	7 am - 11 pm	could not find a web site	7:00 a.m. - 11:00 p.m.	9:00 a.m. - 9:00 p.m.	7:00 a.m. - 2:00 a.m.	7:00 a.m. - 2:00 a.m.	7:00 a.m. - 12:30 a.m.	could not find on Web site
Union/regular hours – FRIDAY	7 am - 2 am	could not find a web site	7:00 a.m. - 12:00 a.m.	9:00 a.m. - 10:00 p.m.	7:00 a.m. - 2:00 a.m.	7:00 a.m. - 2:00 a.m.	7:00 a.m. - 1:30 a.m.	could not find on Web site
Union/regular hours – SATURDAY	8 am - 2 am	could not find a web site	8:00 a.m. - 12:00 a.m.	10:00 a.m. - 10:00 p.m.	8:00 a.m. - 2:00 a.m.	7:00 a.m. - 2:00 a.m.	8:00 a.m. - 1:30 a.m.	could not find on Web site

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Union/regular hours – SUNDAY	12 noon - 11 pm	could not find a web site	9:00 a.m. - 6:00 p.m.	10:00 a.m. - 8:00 p.m.	8:00 a.m. - 12:00 a.m.	9:00 a.m. - 2:00 a.m.	10:00 a.m. - 12:30 a.m.	could not find on Web site
Union/summer hours	(May 16 – August 30) Monday – Thursday 7am – 11:30pm, Friday 7 am - 11:30pm, Saturday 10am – 12am, Sunday Closed	could not find on Web site	could not find on Web site	Hours may vary due to holidays, quarter breaks, and special events.	could not find on Web site	could not find on Web site	7:30 a.m. - 8:00 p.m. Mon - Fri, 10:00 a.m. - 8:00 p.m. Sat-Sun	could not find on Web site
Parking								
Parking website	http://www1.umn.edu/pts/parking.htm	http://pt.berkeley.edu/Parking/index.html	http://www.washington.edu/admin/parking/	http://www.transportation.ucla.edu/index.htm	http://www2.fpm.wisc.edu/tran/Citations/LotAddress/Info/LotAddressEnforcementHours.htm	http://www.parking.umich.edu/parking_basics/enforcement_hours.html	http://www.macalester.edu/facilities/Parking-Regs.pdf	http://www.stthomas.edu/psp/Parking/Parking%20Home.htm
Parking/general description		To claim your vehicle before 6 pm, return to your lot and give your key claim ticket to the attendant, who will return your key and tell you where your vehicle is if it has been moved. After 6 pm, go to the UC Police	Parking is complimentary when gatehouses are closed with some exceptions. Hours below are for gatehouses. Ramp hours are Monday - Friday, 6 a.m. to midnight Saturday 7	Parking Pay Stations, located in lots and structures throughout campus, make parking easier by offering you more short-term parking choices - and they're simple to use! Hours below are for Westwood	There are over thirty parking lots on campus that allow free parking 4:30pm to 7am Monday through Friday and all day on the weekend. Hours below are for union parking.	A number of facilities are enforced 24 hours/7 days; many are enforced from 6:00 a.m. - 5:00 p.m. Mon. - Fri. It is unclear if these facilities are free during unenforced times or closed. Hours	Vehicles can also be registered in person at the Facilities Management office during College business hours, 8:00 a.m. - 4:30 p.m. Monday - Friday. Parking facilities are NO PARKING	More than two thirds of our students, faculty and staff commute to the university. Because of the complexity of parking on more than 20 surface lots and an underground ramp,

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		Department in the basement of Sproul Hall. You will be asked to present your key claim ticket and driver's license, then sign a form before receiving your key.	a.m. – 4 p.m	Plaza		below are for locations with automatic vehicle identification systems (10); Thayer for example.	1:00 a.m. – 6:00 a.m.	procedures and regulations have been established to help provide fair and equitable parking.
Parking/regular hours – MONDAY		7:00 a.m. - 5:00 a.m.	6:00 a.m. - 9:00 p.m.	5:30 a.m. - 9:00 p.m.	7:00 a.m. - 10:00 p.m.	6:00 a.m. - 10:00 p.m.	6:00 a.m. - 1:00 a.m.	6:00 a.m. - 10:00 p.m.
Parking/regular hours – TUESDAY		7:00 a.m. - 5:00 a.m.	6:00 a.m. - 9:00 p.m.	5:30 a.m. - 9:00 p.m.	7:00 a.m. - 10:00 p.m.	6:00 a.m. - 10:00 p.m.	6:00 a.m. - 1:00 a.m.	6:00 a.m. - 10:00 p.m.
Parking/regular hours – WEDNESDAY		7:00 a.m. - 5:00 a.m.	6:00 a.m. - 9:00 p.m.	5:30 a.m. - 9:00 p.m.	7:00 a.m. - 10:00 p.m.	6:00 a.m. - 10:00 p.m.	6:00 a.m. - 1:00 a.m.	6:00 a.m. - 10:00 p.m.
Parking/regular hours – THURSDAY		7:00 a.m. - 5:00 a.m.	6:00 a.m. - 9:00 p.m.	5:30 a.m. - 9:00 p.m.	7:00 a.m. - 10:00 p.m.	6:00 a.m. - 10:00 p.m.	6:00 a.m. - 1:00 a.m.	6:00 a.m. - 10:00 p.m.
Parking/regular hours – FRIDAY		7:00 a.m. - 5:00 a.m.	6:00 a.m. - 9:00 p.m.	5:30 a.m. - 9:00 p.m.	7:00 a.m. - 10:00 p.m.	6:00 a.m. - 10:00 p.m.	6:00 a.m. - 1:00 a.m.	6:00 a.m. - 10:00 p.m.
Parking/regular hours – SATURDAY		7:00 a.m. - 5:00 a.m.	7:00 a.m. - 12:00 p.m.	6:00 a.m. - 8:00 p.m.	7:00 a.m. - 10:00 p.m.	6:00 a.m. - 10:00 p.m.	6:00 a.m. - 1:00 a.m.	8:00 a.m. - 10:00 p.m.
Parking/regular hours – SUNDAY		9:00 a.m. - 5:00 a.m.	Complimentary	7:00 a.m. - 8:00 p.m.	free from 10:00 pm Sat - 7:00 a.m. Monday	Complimentary	6:00 a.m. - 1:00 a.m.	7:00 a.m. - 10:00 p.m.
Parking/		5:00 p.m. -	could not find	could not find	could not find	could not find	could not find	could not find

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summer hours		2:00 a.m. Mon - Fri; 7:00 a.m. - 2:00 a.m. Sat-Sun	on Web site	on Web site	on Web site	on Web site	on Web site	on Web site
Transportation website		http://pt.berkeley.edu/beartransit/index.html	http://www.washington.edu/admin/facserv/transportation/	http://www.transportation.ucla.edu/visitors/navigating/shuttle/index.htm	http://www2.fpm.wisc.edu/trans/		http://www.macalester.edu/csotwincities/transportation.html	http://www.stthomas.edu/psps/shuttle_bus.htm
Transportation/general description	[Campus Connector for example]	BearTransit is UC Berkeley's shuttle system, servicing the campus and vicinity. BearTransit Night Safety Shuttles are free to all and operate specified routes from 7:30 p.m. to 2 a.m. To-Your-Door shuttles pick up at designated stops and will drop you anywhere within service boundaries, and our Owl Service picks	Shuttles exist for medical facilities, but not general campus transportation. It appears the university utilizes a U-Pass program. The hours below are for the South Lake Union Shuttle which transports University School of Medicine staff, students, and patients, as well as Children's Hospital staff traveling	Campus Shuttles operate Mon-Fri arriving at stops every 8 to 10 minutes. Web site announces: Enjoy expanded hours of campus access with the new Nite Express shuttle route. The shuttle runs from 6 pm to 11 pm Monday through Thursday	Campus uses Metro Transit for campus shuttle from 6:30 a.m. - 3:15 a.m. SAFE Nighttime Services are the University's comprehensive late night transportation system, available to students, faculty, staff and university guests after 6:30 p.m.	[Commuter Route for example] Commuter is a service to and from major parking lots with stops on South, Central, Medical, and North campuses. The route operates Monday through Friday only. Frequency of buses is every 10 minutes until 7:00 p.m.; every 15 minutes from 7:00 p.m. to 1:30 a.m.	Campus relies on metro transit	Minneapolis/St. Paul Campus Shuttle Bus. A free shuttle bus service is available Monday through Friday from 6 a.m. to 11 p.m. between the St. Paul and Minneapolis campuses to those with current and valid St. Thomas identification. The bus is for St. Thomas business only and should only be used to

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		up and drops off passengers by phone request between 3 a.m. and 6 a.m. within service boundaries. Shuttles are \$.50 or \$1 without a Cal ID. [P Line (day) and D Line (night) for example]	between UW Medical Facilities.					commute between the St. Thomas campuses.
Transportation/regular hours	7:00 a.m. - 6:30 p.m. (every 5 minutes) Mon. - Fri., 6:30 p.m. - 10:00 p.m. (every 15 minutes) Mon. - Fri., 10:00 p.m. - midnight (every 30 minutes) Mon. - Fri., 9:30 a.m. - midnight (every 30 minutes) Sat. & Sun.	day shuttles run Mon-Fri 6:48 a.m. - 7:22 p.m. (every 20 mins); night shuttle run everyday from 7:30 p.m. - 2:52 a.m. (every 30 mins)	6:00 a.m. - 8:00 p.m. Mon-Fri	7:00 a.m. - 7:00 p.m. Mon - Fri	6:30 a.m. - 1:30 a.m. Mon-Fri; 6:30 p.m. - 1:30 a.m. Sat-Sun	6:40 a.m. - 1:30 a.m.; no weekend service	n/a	bus leaves every 20 minutes Mon-Thu 6:00 a.m. - 11:00 p.m. and 6:00 a.m. - 6:00 p.m., every 60 minutes from 6:00 p.m. - 11:00 p.m. Friday and from 6:40 a.m. - 7:10 p.m. Saturday.
Transportation/regular hours –	7:00 a.m. - 12:00 a.m.	6:48 a.m. - 2:52 a.m.	6:00 a.m. - 8:00 p.m.	7:00 a.m. - 7:00 p.m.	6:30 a.m. - 1:30 a.m.	6:40 a.m. - 1:30 a.m.	n/a	6:00 a.m. - 11:00 p.m.

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MONDAY								
Transportation/regular hours – TUESDAY	7:00 a.m. - 12:00 a.m.	6:48 a.m. - 2:52 a.m.	6:00 a.m. - 8:00 p.m.	7:00 a.m. - 7:00 p.m.	6:30 a.m. - 1:30 a.m.	6:40 a.m. - 1:30 a.m.	n/a	6:00 a.m. - 11:00 p.m.
Transportation/regular hours – WEDNESDAY	7:00 a.m. - 12:00 a.m.	6:48 a.m. - 2:52 a.m.	6:00 a.m. - 8:00 p.m.	7:00 a.m. - 7:00 p.m.	6:30 a.m. - 1:30 a.m.	6:40 a.m. - 1:30 a.m.	n/a	6:00 a.m. - 11:00 p.m.
Transportation/regular hours – THURSDAY	7:00 a.m. - 12:00 a.m.	6:48 a.m. - 2:52 a.m.	6:00 a.m. - 8:00 p.m.	7:00 a.m. - 7:00 p.m.	6:30 a.m. - 1:30 a.m.	6:40 a.m. - 1:30 a.m.	n/a	6:00 a.m. - 11:00 p.m.
Transportation/regular hours – FRIDAY	7:00 a.m. - 12:00 a.m.	6:48 a.m. - 2:52 a.m.	6:00 a.m. - 8:00 p.m.	7:00 a.m. - 7:00 p.m.	6:30 a.m. - 3:00 a.m.	6:40 a.m. - 1:30 a.m.	n/a	6:00 a.m. - 11:00 p.m.
Transportation/regular hours – SATURDAY	9:30 a.m. - 12:00 a.m.	7:30 p.m. - 2:52 a.m.	No service	6:30 p.m. - 3:00 a.m.	No service	No service	n/a	8:40 a.m. - 7:10 p.m.
Transportation/regular hours - SUNDAY	9:30 a.m. - 12:00 a.m.	7:30 p.m. - 2:52 a.m.	No service	No service	6:30 p.m. - 1:30 a.m.	No service	n/a	Closed
Transportation/summer hours	7:00 a.m. - 9:30 p.m. Mon - Fri, no weekend service	Partial Daytime shuttle service; No Night Safety shuttle service.		7:30 a.m. - 6:00 p.m.	could not find on Web site	unclear from web site	n/a	6:40 a.m. - 11:10 p.m. Mon - Fri every 60 minutes
Dining Services (non-Residence Hall locations)								
Dining Services website	http://www1.umn.edu/dining/	http://caldining.berkeley.edu/	http://hfs.washington.edu/dining/ - shows hours of	http://www.dining.ucla.edu	http://www.union.wisc.edu/food/delis.html#dailyscoop	http://www.umich.edu/%7Emichion/food/rest.htm	http://macalester.cafebonapetit.com	http://www.stthomas.edu/foodservice

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			operation and extended hours for multiple eateries					
Dining Services/general description	[Minnesota Marketplace's Bene Pizzeria for example] Primary food court located in the student union	[Golden Bear at Student Center for example] Located right in heart of campus in the famous Sproul Plaza, Golden Bear Center [GBC] offers a great mix of made-to-order and grab-and-go items, such as packaged Kosher items, made-to-order deli and grill, a bagel bar, smoothies, salads, Bento Boxes and sushi.	[Subway at Student Union for example] Husky Den is an award-winning food court featuring eight great quick-service restaurants and an espresso bar/convenience store. Other vendors closed on weekend, many only open 10:30 a.m. - 2:30 p.m.	[Akerman Union's La Cucina by Sbarro for example]	[Wisconsin Union Daily Scoop for example] Babcock ice cream, Grab and go cold sandwiches, Salads, Soup & Chili, Snacks, Fresh Bakery, Gourmet Coffee, Beverages	[Michigan Union Amer's Café for Example] Amer's, Mrs. Fields, Magic Wok, Subway, University Club, Villa Pizza, Wendy's; ground floor food court offers quick meal or a late night snack - large seating area for group studying or dining out.	[Grille for example]	[The Grill for example] Offering cooked to order light breakfasts, lunches, dinners, full sandwich bar grilled cheese, BLT, Garden Burgers, Hot Dogs, Combination baskets, salad bar, frozen yogurt, slushies and snacks. Prices are A la Carte, and open to flex, eXpress accounts and cash customers.
Dining Services/regular hours						Monday - Thursday 7am to midnight; Friday 7am to 10pm; Saturday 7am		

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						to 7pm; Sunday 9am to midnight		
Dining Services/regular hours - MONDAY	10:30 a.m. - 10:30 p.m.	7:00 a.m. - 10:00 p.m.	7:00 a.m. - 10:00 p.m.	10:00 a.m. - 9:00 p.m.	7:30 a.m. - 9:00 p.m.	7:00 a.m. - 12:00 a.m.	7:30 a.m. - 12:00 a.m.	7:00 a.m. - 7:00 p.m.
Dining Services/regular hours - TUESDAY	10:30 a.m. - 10:30 p.m.	7:00 a.m. - 10:00 p.m.	7:00 a.m. - 10:00 p.m.	10:00 a.m. - 9:00 p.m.	7:30 a.m. - 9:00 p.m.	7:00 a.m. - 12:00 a.m.	7:30 a.m. - 12:00 a.m.	7:00 a.m. - 7:00 p.m.
Dining Services/regular hours - WEDNESDAY	10:30 a.m. - 10:30 p.m.	7:00 a.m. - 10:00 p.m.	7:00 a.m. - 10:00 p.m.	10:00 a.m. - 9:00 p.m.	7:30 a.m. - 9:00 p.m.	7:00 a.m. - 12:00 a.m.	7:30 a.m. - 12:00 a.m.	7:00 a.m. - 7:00 p.m.
Dining Services/regular hours - THURSDAY	10:30 a.m. - 10:30 p.m.	7:00 a.m. - 10:00 p.m.	7:00 a.m. - 10:00 p.m.	10:00 a.m. - 9:00 p.m.	7:30 a.m. - 9:00 p.m.	7:00 a.m. - 12:00 a.m.	7:30 a.m. - 12:00 a.m.	7:00 a.m. - 7:00 p.m.
Dining Services/regular hours - FRIDAY	10:30 a.m. - 9:00 p.m.	7:00 a.m. - 4:00 p.m.	7:00 a.m. - 9:00 p.m.	10:00 a.m. - 8:00 p.m.	7:30 a.m. - 9:00 p.m.	7:00 a.m. - 10:00 p.m.	7:30 a.m. - 12:00 a.m.	7:00 a.m. - 4:00 p.m.
Dining Services/regular hours - SATURDAY	11:00 a.m. - 1:00 p.m.	10:00 a.m. - 4:00 p.m.	8:00 a.m. - 9:00 p.m.	11:00 a.m. - 6:00 p.m.	noon - 9:00 p.m.	7:00 a.m. - 7:00 p.m.	2:00 p.m. - 1:00 a.m.	8:00 a.m. - 4:00 p.m.
Dining Services/regular hours - SUNDAY	Closed	12:00 p.m. - 4:00 p.m.	8:00 a.m. - 10:00 p.m.	11:00 a.m. - 5:00 p.m.	noon - 9:00 p.m.	9:00 a.m. - 12:00 a.m.	2:00 p.m. - 10:30 p.m.	Closed
Dining Services/summer hours	could not find on Web site	could not find on Web site	could not find on Web site	could not find on Web site	could not find on Web site	could not find on Web site	closed at 6:30 p.m.	7:00 a.m. - 6:30 p.m. Mon - Fri, 8:00 a.m. - 1:30 p.m. Sat, Sunday

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								closed
Dining Services – Residence Halls								
Dining Services - res halls website		http://caldining.berkeley.edu/residence_dining.html	http://hfs.washington.edu/dining/location.aspx?id=210	http://www.dining.ucla.edu	http://www.housing.wisc.edu/foodservice/chad.php	http://www.housing.umich.edu/dining/hours.html	http://www.macalester.edu/reslife/dining/hours.html	http://www.stthomas.edu/foodservice/dining/locations.htm
Dining Services - res halls/general description	[Centennial Hall dining for example]	[crossroads for example] Crossroads, features nine distinct stations: Asian and Mexican cuisine, pizza, made-to-order deli, salad bar, comfort foods, vegetarian/vegan station, grilled entrées, bakery and dessert selections and a variety of soups, cereals and beverages. Crossroads serves breakfast, lunch and dinner every weekday, brunch and dinner on Saturdays and	[8 at McMahon for example] 8 serves fresh and fabulous cuisine prepared by some of the best chefs in the Northwest. From specialty salads to deluxe burgers, Pagliacci pizza to classic ratatouille, 8 has something to satisfy everyone (eight dining concepts in all!). And, the atmosphere is on par with an upscale downtown restaurant and features	[Bruin Café for example]	[Chadbourne Dining Room for example]	[East Quad for example]	[Café Mac for example]	[Food Court Student Dining Room] Offers hot breakfast in the morning, traditional, Italian and Mexican entrees, soup a garden fresh salad bar, deli and dessert bar for lunch and dinner. Unlimited seconds upon request. All food and beverages MUST be eaten in the Food Court. Open 7 days a week to meal plan participants, flex, eXpress

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		Sundays, and late night grill Sunday - Thursday.	contemporary furnishings and a fantastic view of Lake Washington and the Cascades. This is definitely not dorm food! Faculty, staff, students and University visitors are welcome to dine at 8.					account and cash customers.
Dining Services - res hall/s regular hours								
Dining Services - res halls regular hours - MONDAY	7:00 a.m. - 3:30 p.m., 4:30 p.m. - 12:00 a.m.	7:00 a.m.-2:00 p.m.; 5:00 p.m. - 8:00 p.m.; 9:00 p.m. - 2:00 a.m.	7:00 a.m. - 10:00 p.m.	7:00 a.m. - 12:00 a.m.	7:00 - 10:30 a.m., 11:15-1:15 p.m., 5:00 - 6:45 p.m.	7:30-9:30 a.m., 10:30-2:00 p.m., 4:30-7:30 p.m.	7:30 a.m. - 9:30 a.m., 11:00 a.m. - 1:30 p.m., 5:00 p.m. - 7:30 p.m.	7:00 a.m. - 7:00 p.m.
Dining Services - res halls regular hours – TUESDAY	7:00 a.m. - 3:30 p.m., 4:30 p.m. - 12:00 a.m.	7:00 a.m.-2:00 p.m.; 5:00 p.m. - 8:00 p.m.; 9:00 p.m. - 2:00 a.m.	7:00 a.m. - 10:00 p.m.	7:00 a.m. - 12:00 a.m.	7:00 - 10:30 a.m., 11:15-1:15 p.m., 5:00 - 6:45 p.m.	7:30-9:30 a.m., 10:30-2:00 p.m., 4:30-7:30 p.m.	7:30 a.m. - 9:30 a.m., 11:00 a.m. - 1:30 p.m., 5:00 p.m. - 7:30 p.m.	7:00 a.m. - 7:00 p.m.
Dining Services - res halls regular hours – WEDNESDAY	7:00 a.m. - 3:30 p.m., 4:30 p.m. - 12:00 a.m.	7:00 a.m.-2:00 p.m.; 5:00 p.m. - 8:00 p.m.; 9:00 p.m. - 2:00	7:00 a.m. - 10:00 p.m.	7:00 a.m. - 12:00 a.m.	7:00 - 10:30 a.m., 11:15-1:15 p.m., 5:00 - 6:45 p.m.	7:30-9:30 a.m., 10:30-2:00 p.m., 4:30-7:30 p.m.	7:30 a.m. - 9:30 a.m., 11:00 a.m. - 1:30 p.m., 5:00 p.m. -	7:00 a.m. - 7:00 p.m.

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		a.m.					7:30 p.m.	
Dining Services - res halls regular hours – THURSDAY	7:00 a.m. - 3:30 p.m., 4:30 p.m. - 12:00 a.m.	7:00 a.m.-2:00 p.m.; 5:00 p.m. - 8:00 p.m.; 9:00 p.m. - 2:00 a.m.	7:00 a.m. - 10:00 p.m.	7:00 a.m. - 12:00 a.m.	7:00 - 10:30 a.m., 11:15-1:15 p.m., 5:00 - 6:45 p.m.	7:30-9:30 a.m., 10:30-2:00 p.m., 4:30-7:30 p.m.	7:30 a.m. - 9:30 a.m., 11:00 a.m. - 1:30 p.m., 5:00 p.m. - 7:30 p.m.	7:00 a.m. - 7:00 p.m.
Dining Services - res halls regular hours – FRIDAY	7:00 a.m. - 3:30 p.m., 4:30 p.m. - 7:00 p.m.	7:00 a.m.-2:00 p.m.; 5:00 p.m. - 8:00 p.m.; 9:00 p.m. - 2:00 a.m.	7:00 a.m. - 9:00 p.m.	7:00 a.m. - 2:00 a.m.	7:00 - 10:30 a.m., 11:15-1:15 p.m., 5:00 - 6:00 p.m.	7:30-9:30 a.m., 10:30-2:00 p.m., 4:30-7:30 p.m.	7:30 a.m. - 9:30 a.m., 11:00 a.m. - 1:30 p.m., 5:00 p.m. - 7:30 p.m.	7:00 a.m. - 7:00 p.m.
Dining Services - res halls regular hours – SATURDAY	10:30 a.m. - 2:00 p.m., 4:30 p.m. - 7:00 p.m.	10:00 a.m.-3:00 p.m., 5:00 p.m. - 8:00 p.m.	8:00 a.m. - 9:00 p.m.	CLOSED	11:30-12:30 p.m., 5:00 - 6:00 p.m.	10:30 a.m. - 2:00 p.m.	10:30 a.m. - 1:00 p.m., 5:00 p.m. - 6:30 p.m.	11:00 a.m. - 1:00 p.m., 4:30 p.m. - 6:00 p.m.
Dining Services - res halls regular hours - SUNDAY	10:30 a.m. - 2:00 p.m., 4:30 p.m. - 12:00 a.m.	10:00 a.m.-3:00 p.m., 5:00 p.m. - 8:00 p.m., 9:00 p.m. - 2:00 a.m.	8:00 a.m. - 10:00 p.m.	7:00 p.m. - 2:00 a.m.	11:30-12:30 p.m., 5:00 - 6:00 p.m.	10:30 a.m. - 2:00 p.m., 4:30 - 7:30 p.m.	10:30 a.m. - 1:00 p.m., 5:00 p.m. - 6:30 p.m.	11:00 a.m. - 1:00 p.m., 4:30 p.m. - 6:00 p.m.
Dining Services - res halls/summer hours	could not find on Web site	closed during spring break, summer hours not lists on web site	could not find on Web site	could not find on Web site	could not find on Web site	could not find on Web site	closed at 6:30 p.m.	Closed
Counseling Services								
Counseling & Consulting Services website	http://www.uc.s.umn.edu/	http://www.uh.s.berkeley.edu/students/counseling/cps.shtml	http://depts.washington.edu/counsels/	http://www.sps.ucla.edu/ and http://career.ucla.edu/	http://www.uh.wisc.edu/home.jsp?cat_id=36	http://www.umich.edu/~caps/clinical.html	http://www.macalester.edu/health/counseling.html AND http://www.ma	http://www.stthomas.edu/personalcounseling/ AND http://www.st

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							calester.edu/cd/index.html	thomas.edu/careerdevelopment/
counseling services/general description	University Counseling & Consulting Services provides service in two principal ways: Student development programs and technical programs. To achieve this, UCCS plays several roles: educational/developmental (assessing and enhancing potential); preventive (anticipating, circumventing, forestalling difficulties); and remedial (assessing and remedying problems). <i>Note: UCCS offers a variety of services dissimilar to</i>	The Tang Center provides a wide range of counseling programs to help students with personal, academic, career, health-related issues and crisis concerns.	Counseling Center. Students receive assistance with study skills, career decisions, and a wide range of personal problems such as relationship difficulties, anxiety, or depression	A combo of "Student Psychological Services" and "Career Center" most closely matches UofM UCCS	Counseling Services. Individual, Group, and Relationship Counseling. Individual counseling "is an opportunity to talk to a counseling professional and explore personal issues such as stress management, health enhancement, multicultural counseling, career assessment, performance enhancement, and drug or alcohol abuse."	Counseling and Psychological Services (CAPS). CAPS offers a variety of services aimed at helping students resolve personal difficulties and acquire the skills, attitudes, and knowledge that will enable them to take full advantage of their experiences at the University of Michigan. Individual counseling provides an opportunity to talk with an objective, caring professional about your concerns or problems.	Services from Counseling Services and Career Development Center most closely match UCCS	Personal Counseling: You can work with a counselor to explore your concerns and work towards a better understanding and resolution of your difficulties. Career Development Center: provides state of the art, quality career education to University of St. Thomas students and community.

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
	<i>other Counseling departments on other campuses. These other services may have other hours. Other services include administering certain tests.</i>					Concerns discussed range widely, but might include feelings of low self-esteem, anxiety, depression, academic concerns, issues with friends and family, or relationship concerns. Counseling sessions last 45 minutes (they start quarter after the hour and end on the hour).		
Counseling Services - regular hours - MONDAY	Mpls: 8:00 AM - 4:30 PM St.P: 8:00 AM - 4:00PM	8:00 AM - 4:30 PM	8:00 AM - 5:00 PM	Student Psych Services 8:00 AM - 5 PM Career Center 9:00 AM -5:00 PM (Counseling 10:00 AM - 4:00 PM)	8:30 AM - 5:00 PM	8:00 AM - 5:00 PM	Counseling Services: 8:00 AM - 12:00 PM and 1:00 PM - 4:00 PM CDC: 8:00 AM - 4:30 PM	8:00 AM - 4:30 PM (same for each service)
Counseling Services - regular hours – TUESDAY	Mpls: 8:00 AM - 5:00 PM St.P: 8:00 AM - 4:00PM	8:00 AM - 4:30 PM	8:00 AM - 5:00 PM	Student Psych Services 8:00 AM - 5 PM Career Center	8:30 AM - 5:00 PM	8:00 AM - 5:00 PM 8:00 AM - 8:00 PM (Fall and	Counseling Services: 8:00 AM - 12:00 PM and 1:00 PM -	8:00 AM - 4:30 PM (same for each service)

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
				9:00 AM -5:00 PM (Counseling 10:00 AM - 4:00 PM)		Winter only)	4:00 PM CDC: 8:00 AM - 4:30 PM	
Counseling Services - regular hours – WEDNESDAY	Mpls: 8:00 AM - 4:30 PM St.P: 8:00 AM - 4:00PM	8:00 AM - 4:30 PM	8:00 AM - 5:00 PM	Student Psych Services 8:00 AM - 5 PM Career Center 9:00 AM -5:00 PM (Counseling 10:00 AM - 4:00 PM)	9:00 AM - 5:00 PM	8:00 AM - 5:00 PM	Counseling Services: 8:00 AM - 12:00 PM and 1:00 PM - 4:00 PM CDC: 8:00 AM - 4:30 PM	8:00 AM - 6:30 PM (same for each service)
Counseling Services - regular hours – THURSDAY	Mpls: 8:00 AM - 4:30 PM St.P: 8:00 AM - 4:00PM	9:00 AM - 4:30 PM	8:00 AM - 5:00 PM	Student Psych Services 8:00 AM - 5 PM Career Center 9:00 AM -5:00 PM (Counseling 10:00 AM - 4:00 PM)	8:30 AM - 5:00 PM	8:00 AM - 5:00 PM	Counseling Services: 8:00 AM - 12:00 PM and 1:00 PM - 4:00 PM CDC: 8:00 AM - 4:30 PM	8:00 AM - 4:30 PM (same for each service)
Counseling Services - regular hours – FRIDAY	Mpls: 8:00 AM - 4:30 PM St.P: 8:00 AM - 4:00PM	8:00 AM - 4:30 PM	8:00 AM - 5:00 PM	Student Psych Services 8:00 AM - 5 PM Career Center 9:00 AM -5:00 PM (Counseling 10:00 AM - 4:00 PM)	8:30 AM - 5:00 PM	8:00 AM - 5:00 PM	Counseling Services: 8:00 AM - 12:00 PM and 1:00 PM - 4:00 PM CDC: 8:00 AM - 4:30 PM	8:00 AM - 4:30 PM (same for each service)
Counseling Services - regular hours – SATURDAY	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Counseling Services - regular hours - SUNDAY	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
Counseling Services/ Summer Hours	No Change	9:00 AM – 4:00 PM	No Change	Staff person unsure	No Change	8:00 AM – 5:00 PM	Counseling Services closed. CDC open until 5:00 PM Monday – Thursday only.	Personal Counseling is open only until 4:30 in the summer. Otherwise, hours are the same.
Bursar Office								
Bursar's Office website	http://oam.software.umn.edu/bursar/index.html	http://billingservices.vcbf.berkeley.edu/	http://www.washington.edu/students/sfs/	http://www.sfs.finance.ucla.edu/	http://www.bu.ssvc.wisc.edu/bursar/bursar.html	http://www.cashiers.umich.edu/	http://www.macalester.edu/BusinessServices/index.html	http://www.stthomas.edu/businessoffice/
bursars office/general description	Bursar's Office	Billing and Payment Services. Serving the campus community in Central campus billing and collections Long-term loan administration and collections CARS payment processing Student aid disbursement Campus departmental cash-handling Faculty loan programs	Student Fiscal Services	Cashier and Remittance Office; part of Student Financial Services	Bursar's Office	The Cashier's Office is the central receipt and disbursement office of the University. Walk-in services are extended to students, faculty, staff and departments at two locations.	Business Services; Student Accounts	The Business Office is responsible for the university's accounts receivable system, or, money owed to the University of St. Thomas. We provide services to students, faculty, and staff. Services include maintaining your student account, sending you a periodic statement,

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
								receiving your payments, providing access to student health insurance, counseling on tuition repayment, disbursement of student loan funds, check cashing, and processing departmental account deposits. This website details these and other services provided.
Bursar's Office - regular hours – MONDAY	East Bank Bursar: 8:00 AM - 4:00 PM St. Paul Bursar: 8:00 AM - 3:30 PM, with limited service available from 11:15 AM - 1:00 PM West Bank Bursar: 8:00 AM - 3:00 PM, with limited	8:30 AM - 4:00 PM	CLOSED	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	Central Campus: 8:00 AM - 4:00 PM North Campus: 8:00 AM - 4:30 PM	8:30 AM - 4:30 PM	Business Hours: 8:00 AM - 4:30 PM Walk-Up Hours St Paul: 11:00 AM - 4:00 PM Walk-Up Hours Mpls: 11:00 AM - 1:00 PM

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
	service available from 11:15 AM - 1:00 PM							
Bursar's Office - regular hours – TUESDAY	East Bank Bursar: 8:00 AM - 4:00 PM St. Paul Bursar: 8:00 AM - 3:30 PM, with limited service available from 11:15 AM - 1:00 PM West Bank Bursar: 8:00 AM - 3:00 PM, with limited service available from 11:15 AM - 1:00 PM	8:30 AM - 4:00 PM	9:00 AM - 5:00 PM PHONES: 8:00 AM - 5:00 PM	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	Central Campus: 8:00 AM - 4:00 PM North Campus: 8:00 AM - 4:30 PM	8:30 AM - 4:30 PM	Business Hours: 8:00 AM - 4:30 PM Walk-Up Hours St Paul: 11:00 AM - 4:00 PM Walk-Up Hours Mpls: 11:00 AM - 1:00 PM
Bursar's Office - regular hours – WEDNESDAY		8:30 AM - 4:00 PM	9:00 AM - 5:00 PM PHONES: 8:00 AM - 5:00 PM	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	Central Campus: 8:00 AM - 4:00 PM North Campus: 8:00 AM - 4:30 PM	8:30 AM - 4:30 PM	Business Hours: 8:00 AM - 4:30 PM Walk-Up Hours St Paul: 11:00 AM - 4:00 PM Walk-Up Hours Mpls: 11:00 AM - 1:00 PM
Bursar's Office - regular hours – THURSDAY		8:30 AM - 4:00 PM	9:00 AM - 5:00 PM PHONES: 8:00 AM - 5:00 PM	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	Central Campus: 8:00 AM - 4:00 PM North Campus:	8:30 AM - 4:30 PM	Business Hours: 8:00 AM - 4:30 PM Walk-Up Hours

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
						8:00 AM - 4:30 PM		St Paul: 11:00 AM - 4:00 PM Walk-Up Hours Mpls: 11:00 AM - 1:00 PM
Bursar's Office - regular hours – FRIDAY		8:30 AM - 4:00 PM	9:00 AM - 5:00 PM PHONES: 8:00 AM - 5:00 PM	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	Central Campus: 8:00 AM - 4:00 PM North Campus: 8:00 AM - 4:30 PM	8:30 AM - 4:30 PM	Business Hours: 8:00 AM - 4:30 PM Walk-Up Hours St Paul: 11:00 AM - 4:00 PM Walk-Up Hours Mpls: 11:00 AM - 1:00 PM
Bursar's Office - regular hours – SATURDAY	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Bursar's Office - regular hours – SUNDAY	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Bursar's Office-Summer Hours	No Change	No Change	No Change	No Change	No Change	No Change	Closes at Noon on Fridays.	Minneapolis Walk-Up Hours Closed on Tuesdays and Thursdays.
One-Stop Services (Services: Registration, Financial Aid, and Billing & Payments)								
One Stop - Registration website	http://onestop.umn.edu/	http://registrar.berkeley.edu/	http://depts.washington.edu/registra/offices.html	http://www.registrar.ucla.edu/	http://www.registrar.wisc.edu/	www.umich.edu/~regoff/	http://www.macalester.edu/registrar/	http://www.stthomas.edu/registrar/
One Stop - Financial Aid website	http://onestop.umn.edu/	http://www.uga.berkeley.edu/fao/	http://www.washington.edu/students/osfa/	http://www.fao.ucla.edu/	http://www.fin.aid.wisc.edu/	http://www.fin.aid.umich.edu/	http://www.macalester.edu/financialaid/	http://www.stthomas.edu/financialservices/

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
One Stop - Billing and Payments website	http://onestop.umn.edu/	http://billingservices.vcbf.berkeley.edu/	http://www.washington.edu/students/sfs/	http://www.sfs.finance.ucla.edu/	http://www.bu.ssvc.wisc.edu/bursar/bursar.html	http://www.sfo.umich.edu/contact.htm	http://www.macalester.edu/studentaccounts/	http://www.stthomas.edu/businessoffice/
Registration General Description	One Stop Student Services provides quality professional service in the areas of enrollment, financial aid, billing, and payments, in support of students' academic and financial objectives.	Registrars Office	Registration and Transcripts Office	Registrar's Office	Registrar's Office	Student Services, Registrar's Office	The Office of the Registrar and Student Academic Records is responsible for class scheduling, maintenance of academic records of all students, and the collection and dissemination of certain institutional data. In addition, the office administers all student registrations; processes changes of course registration and grading options; publishes fall and spring term final	Office of the University Registrar. The mission of the university registrar is to support the mission of the university by providing effective leadership in the management of student records, registration, and related client services.

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
							examination schedules; endorses teacher licensure applications; evaluates transfer credits; acts upon applications from students not seeking a degree from Macalester; issues transcripts and statements certifying full-time attendance and/or good academic standing; and certifies to the faculty those students eligible for graduation.	
Registration - Regular Hours – MONDAY	East Bank: 8:00 AM - 5:30 PM West Bank: 8:00 AM - 4:00 PM (open until 5:00 PM when	9:00 AM - 4:00 PM (Closed x-mas break)	8:00 AM - 5:00 PM	9:00 AM - 5:00 PM	7:45 AM - 4:25 PM	8:00 AM - 5:00 PM	8:00 AM - 4:30 PM	7:30 AM - 4:30 PM

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
	classes are in session in fall and winter) St Paul: 8:00 AM - 4:00 PM							
Registration - Regular Hours – TUESDAY	East Bank: 8:00 AM - 5:30 PM (open until 6:00 PM first week of fall and spring classes) West Bank: 8:00 AM - 4:00 PM (open until 5:00 PM when classes are in session in fall and winter) St Paul: 8:00 AM - 4:00 PM	9:00 AM - 4:00 PM (Closed x-mas break)	8:00 AM - 5:00 PM	9:00 AM - 5:00 PM	7:45 AM - 4:25 PM	8:00 AM - 5:00 PM	8:00 AM - 4:30 PM	7:30 AM - 4:30 PM
Registration - Regular Hours- WEDNESDAY	East Bank: 8:00 AM - 5:30 PM (open until 6:00 PM first week of fall and spring classes) West Bank: 8:00 AM - 4:00 PM St Paul: 8:00 AM - 4:00 PM	9:00 AM - 4:00 PM (Closed x-mas break)	8:00 AM - 5:00 PM	9:00 AM - 5:00 PM	7:45 AM - 4:25 PM	8:00 AM - 5:00 PM	8:00 AM - 4:30 PM	7:30 AM - 4:30 PM
Registration - Regular Hours –	East Bank: 8:00 AM - 5:30 PM (open until	9:00 AM - 4:00 PM (Closed x-mas break)	8:00 AM - 5:00 PM	9:00 AM - 5:00 PM	7:45 AM - 4:25 PM	8:00 AM - 5:00 PM	8:00 AM - 4:30 PM	9:30 AM - 4:30 PM (most Thursdays;

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
THURSDAY	6:00 PM first week of fall and spring classes) West Bank: 8:00 AM - 4:00 PM St Paul: 8:00 AM - 4:00 PM							does open occasionally at 7:30 AM)
Registration - Regular Hours – FRIDAY	East Bank: 8:00 AM - 4:00 PM West Bank: 8:00 AM - 4:00 PM St Paul: 8:00 AM - 4:00 PM	9:00 AM - 4:00 PM (Closed x-mas break)	8:00 AM - 5:00 PM	9:00 AM - 5:00 PM	7:45 AM - 4:25 PM	8:00 AM - 5:00 PM	8:00 AM - 4:30 PM	7:30 AM - 4:30 PM
Registration - Regular Hours – SATURDAY	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Registration - Regular Hours – SUNDAY	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Registration-Summer Hours	No Change	No Change	No Change	No Change	No Change	No Change	Monday – Thursday 7:45 AM – 5:00 PM; Friday 7:45 AM – 12:00 PM	No Change
Financial Aid – General Description	One Stop Student Services provides quality professional	Financial Aid Office.	Registration and Transcripts Office	Registrar’s Office	Registrar’s Office	Student Services, Registrar’s Office	Financial Aid Office	Undergrad Financial Aid: To assist prospective and currently enrolled

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
	service in the areas of enrollment, financial aid, billing, and payments, in support of students' academic and financial objectives.							undergraduate students with financial aid information and resources to finance a St. Thomas education. Graduate Financial Aid: To assist prospective and currently enrolled graduate, law and professional students with financial aid information and resources to finance advanced education at St. Thomas.
Financial Aid - Regular Hours – MONDAY	East Bank: 8:00 AM - 5:30 PM West Bank: 8:00 AM - 4:00 PM (open until 5:00 PM when classes are in session in fall and winter) St Paul: 8:00	10:00 AM - 3:00 PM ("In depth area"; extended to 9:00 AM - 4:00 PM at the beginning of the semester) 9:00 AM - 4:00 PM ("express window")	9:00 AM - 5:00 PM	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	Maint Office: 8:00 AM - 5:00 PM (limited service 4:30 PM - 5:00 PM) North Campus Office: 1:00 PM - 4:30 PM	8:00 AM - 12:00 PM and 1:00 PM - 4:30 PM	Undergrad: 8:00 AM - 4:30 PM Graduate: 9:00 AM - 5:30 PM

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
	AM - 4:00 PM							
Financial Aid - Regular Hours – TUESDAY	East Bank: 8:00 AM - 5:30 PM (open until 6:00 PM first week of fall and spring classes) West Bank: 8:00 AM - 4:00 PM (open until 5:00 PM when classes are in session in fall and winter) St Paul: 8:00 AM - 4:00 PM	10:00 AM - 3:00 PM ("In depth area"; extended to 9:00 AM - 4:00 PM at the beginning of the semester) 9:00 AM - 4:00 PM ("express window")	9:00 AM - 5:00 PM	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	Maint Office: 8:00 AM - 5:00 PM (limited service 4:30 PM - 5:00 PM) North Campus Office: 1:00 PM - 4:30 PM	8:00 AM - 12:00 PM and 1:00 PM - 4:30 PM	Undergrad: 8:00 AM - 4:30 PM Graduate: 9:00 AM - 6:30 PM
Financial Aid - Regular Hours– WEDNESDAY	East Bank: 8:00 AM - 5:30 PM (open until 6:00 PM first week of fall and spring classes) West Bank: 8:00 AM - 4:00 PM St Paul: 8:00 AM - 4:00 PM	10:00 AM - 3:00 PM ("In depth area"; extended to 9:00 AM - 4:00 PM at the beginning of the semester) 9:00 AM - 4:00 PM ("express window")	9:00 AM - 5:00 PM	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	Maint Office: 8:00 AM - 5:00 PM (limited service 4:30 PM - 5:00 PM) North Campus Office: 1:00 PM - 4:30 PM	8:00 AM - 12:00 PM and 1:00 PM - 4:30 PM	Undergrad: 8:00 AM - 4:30 PM Graduate: 9:00 AM - 5:30 PM
Financial Aid - Regular Hours – THURSDAY	East Bank: 8:00 AM - 5:30 PM (open until 6:00 PM first week of fall and spring classes)	10:00 AM - 3:00 PM ("In depth area"; extended to 9:00 AM - 4:00 PM at the beginning of	9:00 AM - 5:00 PM	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	Maint Office: 8:00 AM - 5:00 PM (limited service 8:00 AM - 10:00 AM and 4:30 PM - 5:00 PM)	8:00 AM - 12:00 PM and 1:00 PM - 4:30 PM	Undergrad: 8:00 AM - 4:30 PM Graduate: 9:00 AM - 5:30 PM

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
	West Bank: 8:00 AM - 4:00 PM St Paul: 8:00 AM - 4:00 PM	the semester) 9:00 AM - 4:00 PM ("express window")				North Campus Office: 1:00 PM - 4:30 PM		
Financial Aid - Regular Hours – FRIDAY	East Bank: 8:00 AM - 4:00 PM West Bank: 8:00 AM - 4:00 PM St Paul: 8:00 AM - 4:00 PM	9:00 AM - 4:00 PM ("express window") 9:00 AM - 4:00 PM ("in depth area" at the beginning of the semester; otherwise in depth area closed on Fridays)	9:00 AM - 5:00 PM	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	Maint Office: 8:00 AM - 5:00 PM (limited service 4:30 PM - 5:00 PM) North Campus Office: 1:00 PM - 4:30 PM	8:00 AM - 12:00 PM and 1:00 PM - 4:30 PM	Undergrad: 8:00 AM - 4:30 PM Graduate: 9:00 AM - 4:30 PM
Financial Aid - Regular Hours – SATURDAY	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Financial Aid - Regular Hours – SUNDAY	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Financial Aid-Summer Hours	No Change	No Change	No Change	No Change	No Change	Hours are the same, but with some limited services.	7:45 AM – 12:00 PM and 1:00 PM – 5:00 PM Monday – Thursday. 7:45 AM – 12:30 PM Friday.	No Change
Billing and Payments - Regular	East Bank: 8:00 AM - 5:30 PM	8:30 AM - 4:00 PM	9:00 AM - 5:00 PM Phones: 8:00	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	8:00 AM - 5:00 PM	8:30 AM - 4:30 PM	Business Hours: 8:00 AM - 4:30 PM

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
Hours - MONDAY	West Bank: 8:00 AM - 4:00 PM (open until 5:00 PM when classes are in session in fall and winter) St Paul: 8:00 AM - 4:00 PM		AM - 5:00 PM					Walk-Up Hours St Paul: 11:00 AM - 4:00 PM Walk-Up Hours Mpls: 11:00 AM - 1:00 PM
Billing and Payments – General Description	One Stop Student Services provides quality professional service in the areas of enrollment, financial aid, billing, and payments, in support of students' academic and financial objectives.	Billing and Payment Services office.	Student Fiscal Services.	Student Accounting.	Bursar's Office, Student Accounting and Cashiering	Student Financial Operations	Student Accounts	The Business Office is responsible for the university's accounts receivable system, or, money owed to the University of St. Thomas. We provide services to students, faculty, and staff. Services include maintaining your student account, sending you a periodic statement, receiving your payments, providing access to student health

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
								insurance, counseling on tuition repayment, disbursement of student loan funds, check cashing, and processing departmental account deposits. This website details these and other services provided.
Billing and Payments - Regular Hours – TUESDAY	East Bank: 8:00 AM - 5:30 PM (open until 6:00 PM first week of fall and spring classes) West Bank: 8:00 AM - 4:00 PM (open until 5:00 PM when classes are in session in fall and winter) St Paul: 8:00 AM - 4:00 PM	8:30 AM - 4:00 PM	9:00 AM - 5:00 PM Phones: 8:00 AM - 5:00 PM	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	8:00 AM - 5:00 PM	8:30 AM - 4:30 PM	Business Hours: 8:00 AM - 4:30 PM Walk-Up Hours St Paul: 11:00 AM - 4:00 PM Walk-Up Hours Mpls: 11:00 AM - 1:00 PM
Billing and Payments - Regular	East Bank: 8:00 AM - 5:30 PM (open until	8:30 AM - 4:00 PM	9:00 AM - 5:00 PM Phones: 8:00	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	8:00 AM - 5:00 PM	8:30 AM - 4:30 PM	Business Hours: 8:00 AM - 4:30 PM

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
Hours – WEDNESDAY	6:00 PM first week of fall and spring classes) West Bank: 8:00 AM - 4:00 PM St Paul: 8:00 AM - 4:00 PM		AM - 5:00 PM					Walk-Up Hours St Paul: 11:00 AM - 4:00 PM Walk-Up Hours Mpls: 11:00 AM - 1:00 PM
Billing and Payments - Regular Hours – THURSDAY	East Bank: 8:00 AM - 5:30 PM (open until 6:00 PM first week of fall and spring classes) West Bank: 8:00 AM - 4:00 PM St Paul: 8:00 AM - 4:00 PM	8:30 AM - 4:00 PM	9:00 AM - 5:00 PM Phones: 8:00 AM - 5:00 PM	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	10:00 AM - 5:00 PM	8:30 AM - 4:30 PM	Business Hours: 8:00 AM - 4:30 PM Walk-Up Hours St Paul: 11:00 AM - 4:00 PM Walk-Up Hours Mpls: 11:00 AM - 1:00 PM
Billing and Payments - Regular Hours – FRIDAY	East Bank: 8:00 AM - 4:00 PM West Bank: 8:00 AM - 4:00 PM St Paul: 8:00 AM - 4:00 PM	8:30 AM - 4:00 PM	9:00 AM - 5:00 PM Phones: 8:00 AM - 5:00 PM	9:00 AM - 5:00 PM	8:00 AM - 4:00 PM	8:00 AM - 5:00 PM	8:30 AM - 4:30 PM	Business Hours: 8:00 AM - 4:30 PM Walk-Up Hours St Paul: 11:00 AM - 4:00 PM Walk-Up Hours Mpls: 11:00 AM - 1:00 PM
Billing and Payments - Regular Hours - SATURDAY	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Billing and	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed

	Univ. Minn - TC	UC – Berkeley	Univ. of Wash.	UCLA	Univ. of Wisc - Madison	Univ. of Michigan - Ann Arbor	Macalaster	St. Thomas
Payments - Regular Hours – SUNDAY								
Billing and Payments - Summer Hours	No Change	No Change	No Change	No Change	No Change	No Change	Closes at Noon on Fridays.	Minneapolis Walk-Up Hours Closed on Tuesdays and Thursdays.

Appendix F: Student Survey

Student Survey Email Invitation:

Dear Student,

We are e-mailing today to ask for your help with an initiative to enhance service hours on the Twin Cities campus. We are trying to identify areas where we are meeting student demand as well as those areas where we could improve the student experience through enhanced hours of operation for key service areas: libraries, bookstores, student unions, dining locations, and Boynton.

Please take a few minutes of your time to complete a brief online survey. Your feedback is extremely important to us, and your responses are completely anonymous. Simply click https://survey.cla.umn.edu/hours_student_survey/ to complete the survey.

Thank you for providing feedback for this important initiative!

Administrative Services Task Force
Jerry Rinehart, Chair

This survey is being conducted as part of the Strategic Positioning process through the Administrative Services Task Force.

Student Survey Questions

Welcome to the Hours of Operation Survey

This survey is being conducted as part of the Strategic Positioning process through the Administrative Services Task Force. The purpose of this survey is to identify areas where the University could better serve students by enhancing hours of operation. This brief survey will take approximately 10 minutes of your time, and your responses will be completely anonymous.

Thank you for taking the time to provide feedback!

1. During an **average week**, how many hours do you physically spend in each of the following locations?

Andersen Library (special collections/archives)? <drop-down menu options: 0; 1-5; 6-10; 11-15; 16-20; 20 or more>

Bio-Medical Library? <drop-down menu options: 0; 1-5; 6-10; 11-15; 16-20; 20 or more>

Magrath Library? <drop-down menu options: 0; 1-5; 6-10; 11-15; 16-20; 20 or more>

Walter Library (Science & Engineering)? <drop-down menu options: 0; 1-5; 6-10; 11-15; 16-20; 20 or more>

Wilson Library? <drop-down menu options: 0; 1-5; 6-10; 11-15; 16-20; 20 or more>

Bookstore in Coffman Memorial Union? <drop-down menu options: 0; 1-5; 6-10; 11-15; 16-20; 20 or more>

Bookstore in St. Paul Student Center? <drop-down menu options: 0; 1-5; 6-10; 11-15; 16-20; 20 or more>

Bookstore in Law School? <drop-down menu options: 0; 1-5; 6-10; 11-15; 16-20; 20 or more>

Coffman Memorial Union (for any purpose)? <drop-down menu options: 0; 1-5; 6-10; 11-15; 16-20; 20 or more>

St. Paul Student Center (for any purpose)? <drop-down menu options: 0; 1-5; 6-10; 11-15; 16-20; 20 or more>

Any U of M dining service locations in any of the residence halls? <drop-down menu options: 0; 1-5; 6-10; 11-15; 16-20; 20 or more>

Any U of M dining service locations in any of the student unions? <drop-down menu options: 0; 1-5; 6-10; 11-15; 16-20; 20 or more>

2. During an **average semester**, how many hours do you physically spend in Boynton Health Services for clinical or pharmacy services?

<drop-down menu options: 0; 1-5; 6-10; 11-15; 16-20; 20 or more>

3. Indicate your level of satisfaction with the hours of operation at **Magrath Library**.

Hours:

Monday – Thursday	8 am - 10 pm
Friday	8 am - 6 pm
Saturday	10 am - 6 pm
Sunday	12 noon - 10 pm

<drop-down menu options: very satisfied; moderately satisfied; somewhat satisfied; somewhat dissatisfied; moderately dissatisfied; very dissatisfied>

3a. Would you prefer different opening and/or closing times?

<radio button options: yes; no>; if no, skip next question

3b. Click on the hours (if any) that you would change at **Magrath Library** to indicate the time of day you think it should open and/or close.

	<u>Open</u>	<u>Close</u>
Monday	8 am	10 pm
Tuesday	8 am	10 pm
Wednesday	8 am	10 pm
Thursday	8 am	10 pm
Friday	8 am	6 pm
Saturday	10 am	6 pm
Sunday	12 noon	10 pm

4. Indicate your level of satisfaction with the hours of operation at **Walter Library (Science & Engineering)**.

Hours:

Monday – Thursday	8 am - 12 midnight
Friday	8 am - 9 pm
Saturday	10 am - 9 pm
Sunday	12 noon - 12 midnight

<drop-down menu options: very satisfied; moderately satisfied; somewhat satisfied; somewhat dissatisfied; moderately dissatisfied; very dissatisfied>

4a. Would you prefer different opening and/or closing times?

<radio button options: yes; no>; if no, skip next question

4b. Click on the hours (if any) that you would change at **Walter Library (Science & Engineering)** to indicate the time of day you think it should open and/or close.

	<u>Open</u>	<u>Close</u>
Monday	8 am	12 midnight
Tuesday	8 am	12 midnight
Wednesday	8 am	12 midnight
Thursday	8 am	12 midnight
Friday	8 am	9 pm
Saturday	10 am	9 pm
Sunday	12 noon	12 midnight

5. Indicate your level of satisfaction with the hours of operation at **Wilson Library**.

Hours:

Monday – Thursday	8 am - 12 midnight
Friday	8 am - 9 pm
Saturday	10 am - 9 pm
Sunday	12 noon - 12 midnight

<drop-down menu options: very satisfied; moderately satisfied; somewhat satisfied; somewhat dissatisfied; moderately dissatisfied; very dissatisfied>

5a. Would you prefer different opening and/or closing times?

<radio button options: yes; no>; if no, skip next question

5b. Click on the hours (if any) that you would change at **Wilson Library** to indicate the time of day you think it should open and/or close.

	<u>Open</u>	<u>Close</u>
Monday	8 am	12 midnight
Tuesday	8 am	12 midnight
Wednesday	8 am	12 midnight
Thursday	8 am	12 midnight
Friday	8 am	9 pm
Saturday	10 am	9 pm
Sunday	12 noon	12 midnight

6. Indicate your level of satisfaction with the hours of operation at the **Bookstore in Coffman Memorial Union**.

Hours:

Monday – Friday	8 am – 6 pm
Saturday	10 am - 4 pm
Sunday	Closed

<drop-down menu options: very satisfied; moderately satisfied; somewhat satisfied; somewhat dissatisfied; moderately dissatisfied; very dissatisfied>

6a. Would you prefer different opening and/or closing times?

<radio button options: yes; no>; if no, skip next question

6b. Click on the hours that you would change at the **Bookstore in Coffman Memorial Union** to indicate the time of day you think it should open and/or close.

	<u>Open</u>	<u>Close</u>
Monday	8 am	6 pm
Tuesday	8 am	6 pm
Wednesday	8 am	6 pm
Thursday	8 am	6 pm
Friday	8 am	6 pm
Saturday	10 am	4 pm
Sunday	Closed	Closed

7. Indicate your level of satisfaction with the hours of operation at the **Bookstore in the St. Paul Student Center**.

Hours:

Monday – Friday	9 am – 5 pm
Saturday	Closed
Sunday	Closed

<drop-down menu options: very satisfied; moderately satisfied; somewhat satisfied; somewhat dissatisfied; moderately dissatisfied; very dissatisfied>

7a. Would you prefer different opening and/or closing times?

<radio button options: yes; no>; if no, skip next question

7b. Click on the hours that you would change at the **Bookstore in the St. Paul Student Center** to indicate the time of day you think it should open and/or close.

	<u>Open</u>	<u>Close</u>
Monday	9 am	5 pm
Tuesday	9 am	5 pm
Wednesday	9 am	5 pm
Thursday	9 am	5 pm
Friday	9 am	5 pm
Saturday	Closed	Closed
Sunday	Closed	Closed

8. Indicate your level of satisfaction with the hours of operation at **Coffman Memorial Union**.

Hours:

Monday - Thursday	7 am – 11 pm
Friday	7 am – 2 am
Saturday	8 am – 2 am
Sunday	12 noon – 11 pm

<drop-down menu options: very satisfied; moderately satisfied; somewhat satisfied; somewhat dissatisfied; moderately dissatisfied; very dissatisfied>

8a. Would you prefer different opening and/or closing times?
<radio button options: yes; no>; if no, skip next question

8b. Click on the hours that you would change at **Coffman Memorial Union** to indicate the time of day you think it should open and/or close.

	<u>Open</u>	<u>Close</u>
Monday	7 am	11 pm
Tuesday	7 am	11 pm
Wednesday	7 am	11 pm
Thursday	7 am	11 pm
Friday	7 am	2 am
Saturday	8 am	2 am
Sunday	12 noon	11 pm

9. Indicate your level of satisfaction with the hours of operation at the **St. Paul Student Center**.

Hours:

Monday - Thursday	7 am – 11 pm
Friday	7 am – 12 midnight
Saturday	8 am – 12 midnight
Sunday	12 noon – 11 pm

<drop-down menu options: very satisfied; moderately satisfied; somewhat satisfied; somewhat dissatisfied; moderately dissatisfied; very dissatisfied>

9a. Would you prefer different opening and/or closing times?
<radio button options: yes; no>; if no, skip next question

9b. Click on the hours that you would change at the **St. Paul Student Center** to indicate the time of day you think it should open and/or close.

	<u>Open</u>	<u>Close</u>
Monday	7 am	11 pm
Tuesday	7 am	11 pm
Wednesday	7 am	11 pm
Thursday	7 am	11 pm
Friday	7 am	12 midnight
Saturday	8 am	12 midnight
Sunday	12 noon	11 pm

10. Indicate your level of satisfaction with the hours of operation at **Boynton Health Service**.

Hours:	
Monday	8 am – 6 pm
Tuesday - Friday	8 am – 4:30 pm
Saturday	Closed
Sunday	Closed

<drop-down menu options: very satisfied; moderately satisfied; somewhat satisfied; somewhat dissatisfied; moderately dissatisfied; very dissatisfied>

10a. Would you prefer different opening and/or closing times?

<radio button options: yes; no>; if no, skip next question

10b. Click on the hours that you would change at **Boynton Health Service** to indicate the time of day you think it should open and/or close.

	<u>Open</u>	<u>Close</u>
Monday	8 am	6 pm
Tuesday	8 am	4:30 pm
Wednesday	8 am	4:30 pm
Thursday	8 am	4:30 pm
Friday	8 am	4:30 pm
Saturday	Closed	Closed
Sunday	Closed	Closed

11. During what hours would you like to be able to purchase food and beverage in the Coffman Memorial Union?

	<u>Open</u>	<u>Close</u>
Monday	<display blank>	<display blank>
Tuesday	<display blank>	<display blank>
Wednesday	<display blank>	<display blank>
Thursday	<display blank>	<display blank>
Friday	<display blank>	<display blank>
Saturday	<display blank>	<display blank>
Sunday	<display blank>	<display blank>

12. During what hours would you like to be able to purchase food and beverage in the St. Paul Student Center?

	<u>Open</u>	<u>Close</u>
Monday	<display blank>	<display blank>
Tuesday	<display blank>	<display blank>
Wednesday	<display blank>	<display blank>
Thursday	<display blank>	<display blank>
Friday	<display blank>	<display blank>
Saturday	<display blank>	<display blank>
Sunday	<display blank>	<display blank>

13. What is your student status?
<drop-down menu items: 1st-year undergraduate; 2nd-year undergraduate; 3rd-year undergraduate; 4th-year undergraduate; 5th-year+ undergraduate; graduate/professional>
14. How many credits are you enrolled in at the U of M?
<drop-down menu options: 5 or fewer; 6-12; 13 or more>
15. What is your primary mode of transportation to campus?
<drop-down menu items: walk; bike; bus; car; other>
16. Do you live in a residence hall?
<drop-down menu items: yes; no>
17. Where do you spend most of your time?
<drop-down menu items: East Bank; West Bank; St. Paul campus>
18. How close do you live to the campus in which you spend most of your time (e.g., East Bank, West Bank, St. Paul)?
<drop-down menu items: within 1 mile of campus; 2-5 miles from campus; 6 or more miles from campus>
19. What is your age?
<drop-down menu items: 17 or under; 18-22; 23-26; 27-35; 36-45; 45 or older>

Appendix G: DDD Survey

DDD Email Invitation:

Dear Deans, Directors, and Department Heads,

We are e-mailing today to ask for your help with an initiative to enhance service hours on the Twin Cities campus. We are trying to identify areas where we are meeting student demand, as well as those areas where we could improve the student experience through enhanced hours of operation for key service areas: libraries, bookstores, student unions, dining locations, and Boynton Health Service. In support of this initiative, we would like to know of upcoming plans that may drive more students to campus during non-traditional hours.

Please take a few minutes of your time to complete a brief online survey. Your feedback is extremely important to us. Simply click https://survey.cla.umn.edu/hours_admin_survey/ to complete the survey. If you feel that others in your college or department should complete this survey, feel free to forward this email to them.

Thank you for providing feedback for this important initiative!

Administrative Services Task Force
Jerry Rinehart, Chair

This survey is being conducted as part of the Strategic Positioning process through the Administrative Services Task Force.

DDD Survey Questions

Do you work in an academic or administrative business unit?

- Academic unit
- Service unit
- Business unit

What is the name of your unit?

Do you have any plans for increasing or decreasing the hours of operation?

- Yes
- No
- If Yes, what is changing about your hours of operation?
 - (e.g. offering new weekend classes, offering new evening classes, opening early, staying open later)
- Why did you make this change?

Who can we contact with further questions about this change?

Name _____

Phone Number _____

E-mail Address _____

Do you believe there are gaps in the hours of operation for any other campus units(s)?

Yes

No

If yes, what academic or administrative business unit(s) have an hours of operation gap?

What is the gap?

- Finally, do you have any general comments and/or additional information for the committee?

DDD Selected Responses

Responses to the question "What is changing about your hours of operations?":

- "We may begin to be open for research use on Saturdays, probably half days. Not definite yet."
- "We are planning to extend information desk hours in all on-campus residence halls/apartments to 24:7. Currently, the information desks are open from 7:00 a.m - 12:00 midnight. We are considering extending hours in the Central Housing Office to 6:00 p.m. 2-3 days a week during peak times in the summer. If the decision is made to move ahead with extending summer hours we will implement this pilot program this summer (summer 2006)."
- "Beginning June 1, 2006 our office hours are increasing as to our opening and closing times of M-F. Additionally we will be open on more U holidays."
- "We are in a spring semester pilot program to keep our Information Center (including some walk-in advising) open an additional hour (until 6:00 PM) on Mondays."
- "We currently stay open until 6:00 PM on Mondays, 1 and 1/2 hours later than our normal end time of 4:30 PM Tues thru Fri. We understand that there is a demand for later hours of operation by many of our patients and we are contemplating staying open later possibly one additional evening per week. At this time, staying open until 6:00 PM one or possibly two more evenings a week we think would meet most people's needs."
- "More University services being offered later hours and into the weekends requiring extra levels of service and building systems running longer. Equates to extra utilities costs and increased frequency of service for custodial services impacting head count and costs."

- “Jamba Juice/Refreshments in CMU will be staying open until 10pm M-F (JJ) and 12:30am (Refreshments) Friday and Saturday nights when films are shown We are doing some remodeling in CSOM Dining summer 06 and this could change hours of operation. We will be opening a new venue on St Paul campus in the old Diary Barn-Ben Pomeroy Student and Alumni Center-this will expand access to dining on St Paul campus”
- “We are planning on offering courses on Saturdays, and more offerings during early evening hours, 5-9:00 pm”

Responses to the questions “What academic, service or administrative business unit(s) have an hours of operations gap?” and “What is the gap?”:

- Unit with gap: “Our own department, others” What is the gap: “Noontime closing, closing at 4:30”
- Unit with gap: “Most everywhere” What is the gap: “We're using classrooms 14 hours a day and have students on campus from 8 am until nearly 10. Most academic units close down like banks at 4:30. Instructors have no support, bookstore is closed, admin. offices are dark. We pretend all is well because most senior administrators (academic and admin) never see any of this.”
- Unit with gap: “Boynton -- Immunization services not provided over the noon hour or after 4:30 so that students in clinics can get appointments without leaving clinic (i.e., not scheduling a patient)” What is the gap: “Noon hour and after 4:30”
- Unit with gap: “Would be nice to have longer food hours available evenings and weekends” What is the gap: “Weekends, evenings”
- Unit with gap: “One stop, student services offices for graduate and professional students” What is the gap: “late afternoon - when professional students come to campus”
- Unit with gap: “Public computer labs/classrooms, St. Paul Copy Center, St. Paul Bookstore” What is the gap: “Students need access to more hours of computer labs, especially during last weeks of the term, and on weekends. The St. Paul Copy Center is where a lot of our students have to send their classwork there to be printed and although we teach until 9:00pm on M-Th and students are doing homework on the weekends, the center is very limited in their hours. The bookstore also has limited hours for students to pick up supplies before class or on weekends.”
- Unit with gap: “Possibly, Financial Aid, Registrar's Office, Parking & Transportation Office, possibly other service offices” What is the gap: “Based on feedback from students, it seems that it might be helpful if some of the service/business offices were open until 5:30 or 6:00 p.m. at least a few times a week.”
- Unit with gap: “student services, dining services, parking” What is the gap: “The Veterinary Medical Center is 24 x 7 hour operation requiring students to look for food and parking, library resources”
- Unit with gap: “Classroom support” What is the gap: “Help desk closed during evening classroom hours”

- Unit with gap: “Convenient Dining, Academic Departments” What is the gap: “Evening hours and some close for lunch...these are key times for busy working adults”
- Unit with gap: “bursar, some programs” What is the gap: “lunch”
- Unit with gap: “The St Paul Boynton Clinic” What is the gap: “They have limited hours, and then I have not infrequently seen signs on the door stating that they won't be open on that day. Seems like they should at least be able to be open all the time, when their total hours per week are well under 40.”
- Unit with gap: “University Counseling and Consulting” What is the gap: “Non traditional and evening students who may wish to avail of Counseling services”
- Unit with gap: “Food Service, Shuttle to St. Paul” What is the gap: “Food service is weak on weekends and evenings. Shuttle service is weak in intersession.”
- Unit with gap: “Bookstore” What is the gap: “not open evenings or weekends”
- Unit with gap: “bus service between campuses” What is the gap: “during breaks, summer and weekends it is difficult for students (esp grad students and post docs) to go between campuses. This can be a big problem conducting research experiments that do not always follow regular work schedules.”
- Unit with gap: “I believe more student services units should be open on move-in week end. Because it is a holiday week end, departments do not want to be open. I think this means the campus doesn't show itself in the best light that first week end when there are a lot of parents here.” What is the gap: “Student Unions have a skeleton staff- the building and grounds are not clean. One-Stop is not open, financial aid, etc.”
- Unit with gap: “academic advising” What is the gap: “difficult for part-time evening students to find time to meet with an adviser”
- Unit with gap: “I believe that all units need to be open for operation from 8:00 - 4:30 and open during the lunch hour.”
- Unit with gap: “One Stop, Office of Classroom management (particularly the classroom support function)” What is the gap: “I teach an evening class. These services need to be available for instructors and students in evening courses”
- Unit with gap: “Financial Aid, OTR, College Advising offices” What is the gap: “coverage over lunches, breaks, and early evenings for non-traditional students
- Unit with gap: “Career Center, Smart Commons, Learning Abroad” What is the gap: “More evening hours would make it easier for students to access services”
- Unit with gap: “library – bookstore” What is the gap: “longer hours”
- Unit with gap: “Starbuck's coffee shop in Coffman and other coffee shops on campus” What is the gap: “closes on Fridays too early. Students need a place to hang out and keep them on campus.
- Unit with gap: “Office of the Registrar, Bursar's Office” What is the gap: “They close at 4:00 - at least match the business hours of the University.”
- Unit with gap: “Fac.Mgmt” hat is the gap: “weekend hours (esp summer) for conferences”
- Unit with gap: “Bookstores” What is the gap: “They close too early”
- Unit with gap: “health sciences” What is the gap: “library hours”

Responses to the question “...do you have any general comments and/or additional information...?”:

- “Students need services after 4:30”
- “The School of Dentistry Student Affairs Office is already open from 7:45 - 5:00 to better meet the needs of our students”
- “In the position where I work, I am not able to really see hours of service operation. Those that personally affect me (like OIT HELP LINE) already have long enough hours for the people who staff there, even though I experience frustrations from my own inability to do things during the normal workday and sometimes into the evening.”
- “Students express interest in having more late night study options with food, parking, computer access. Would love to have the unions accommodate but need to visit issues re: access to food later in the evening and on weekends and the issue of free parking for them as well.”
- “I would like to expand the opening hours of the main office of my unit, but budget (and staff) cuts have made that impossible.”
- “This unit does not experience problems with hours of operation.”
- “The March floating holiday may be very convenient for University at large however it causes the Veterinary Medical Center a problem with public perception when they try to use our services and we are closed. Parking lots are not unlocked before six in the morning cause problems to a 24 x 7 operation that has staff reporting to work for variety of shifts. Our students and staff leaving at midnight are very concerned about safety on campus due to limited parking and slow response times of escort services.”
- “I teach a 5:45-8:15 class in Blegen. Sometimes the technological equipment is not working or I need help running it. Classroom support closes at 4:30.”
- “It would be helpful in students could expect consistent service hours at the University, rather than unit by unit. It is very difficult to access this information now. Often, adult and non-traditional students make a special trip to campus just to find that an office is closed. We need to be student-centered on this issue, not staff/unit-centered.”
- “We forwarded a proposal to open a satellite clinic in the Uptown neighborhood at Calhoun Square which would have led us to be open for some evening hours and Saturday hours. The proposal was not approved.”
- “I think ALL offices that serve students should be required to open at 7:45 and close at 4:30 at a minimum, with coverage over the noon hours as well. Students have the right to know that offices that serve them keep standard hours.”
- “Need a process to set hours of operation for units, communicate with those like FM providing services that support extended operations and a way to deal with the increased costs to operate.”
- “Yes, survey students. Obtain their opinion regarding the operating hours of various offices. Play particular attention to non-traditional, transfer, and evening students who may not be available during regular office hours.”
- “I have not heard from students about desired extended hours, but it may be desirable.”

- “The Bookstores extend hours during the busy times around the beginning of each term. We have done quite a bit of testing of earlier and later hours and the hours we are using currently seem to be the right balance between service and finances. We would be glad to entertain any proposals the committee may forward.”
- “The bus service problem is compounded by the poor after hours parking policy of campus. Every other major urban university I'm familiar with used this capacity to make the quality of life of those working/teaching odd hours less inconvenient.”
- “Disability Services already has extended hours on an as-needed basis even though our office is not officially open. We meet with students early (7 AM or later) and late (until 5:30 PM). We also have proctor exams until 8 PM Monday through Thursday and proctor the Saturday final exams. We proctor other Saturday exams as needed.”
- “I started my undergrad experience at the U of M in 1962, and the undergrad experience is so much better now than it was... I am proud of the many improvements that have been made on campus for students and for those of us who work here... the U of M is a wonderful place to be...”
- “The most critical factor is requiring that all units have posted hours and it would be helpful to have the standard hours posted on the web. The most common issue is smaller units that are not available over the lunch hour and it would be helpful to have that information easily available to anyone who checked. Some offices also start early and close early.”
- “The culture of the U seems to be very focused on service from 8 - 4:30. This does not seem to be a good use of University resources. For example, the U (and the state) have made significant capital investment in spaces that then sit empty in the evening. In addition, given that many of our students are working off campus over 20 hours a week, the 8 - 4:30 culture is inefficient and not very user friendly. Thanks for asking these questions.”
- “I think we should expand hours to meet student needs. Our student body may be more "non-traditional" than other units, however.”
- “In general I think we do a good job of providing services for our students. We can only do so much to get them to take advantage of them. Activities that help raise awareness or more convenient hours would always help. I can't say for sure if extended hours would be all that effective or not- something I think we need to ask our students.”
- “Ask students. Many of them play capture the flag in the fall and spring on campus in the evenings. There should be a couple of places open to make the U hospitable. More coffee shops in libraries, like the Wise Owl Cafe in Walter”
- “Thank you for asking. Access to buildings for special programs and conferences is essential to the new and improved summer conference/event service (CES)/ business. And the ease of access should exist, and not at a special weekend rate really high) - if the University is going to present itself as an open/available destination for conferences: not just youth camps (which can =potential U of M students) also a lot of adult learning conferences.”

- “I don't know whether there are any gaps. Our office is very removed from the main artery of campus.”

Appendix H: References

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