Executive Summary
The Post Gateway Space Planning Task Force (PGSP) is pleased to submit its report on future space planning to Vice Chancellor for Finance and Facilities, Lowell Rasmussen and CRPC members. The task force’s recommendations are framed in both short-term and long-term perspectives. Both are organized by campus building and are intended to elicit broader campus discussions.

PGSP members created a list of all campus units and offices and developed a survey to obtain information about current and future physical space, infrastructure, and office co-location needs. Student input was provided by holding listening sessions at two MCSA meetings. The information collected allowed the task force to frame its recommendations in general terms, while utilizing certain assumptions about the campus.

PGSP utilized concept mapping software to visualize physical groupings as indicated by offices via the survey. Along with this tool, PGSP undertook a review of academic space planning literature, campus plans of other institutions of higher education, and the Minnesota Facilities Model. This report does not provide specific recommendations about square footage requirements, technology infrastructure, or structural realities. Analysis and further review of these details must be handled by units involved and appropriate professional personnel.

Consideration for office co-location should be based upon what type of service provided to students and the UMM community at large. Collaborative office clusters offer students the opportunity to access “like” services more efficiently and staff will be able to make quick, easy referrals for students. This One-Stop concept is in use on all other U of M campuses, and PGSP suggests that it could be extended beyond the traditional “business service” functions, potentially to One-Stop locations whose focus would include research and learning services, academic development, and counseling services.

Finally, PGSP recommends that campus governance include the formation of a permanent sub-committee to address these space planning issues in an ongoing effort.
**Background**
The Post Gateway Space Planning Task Force was charged by the Campus Resources and Planning Committee and Vice-Chancellor for Finance and Facilities, Lowell Rasmussen to study existing office and administrative space utilization on campus and make suggestions as to changes in location and configurations that would inform both short term and long term planning. The approval of the Community Services building renovation and the series of office relocations set in motion by the opportunities afforded by the new Gateway Center prompted the request for such an effort.

Efficient space planning has implications for student recruitment and retention through enhanced service and convenience, faculty and staff recruitment and retention, sustainability and energy conservation, staff and faculty productivity, outreach initiatives, revenue generation for summer facility use by outside entities and partnerships with other educational and research organizations. The task force intends that this report be seen as an internal building space document that could serve as a supplement to the Campus Master Plan. The recommendations are also intended to be consistent with the UMM Strategic Positioning document (http://www.morris.umn.edu/strategic/Nov12006-Final.pdf). The Capital Investments section of the Strategic Plan is directly relevant for this report.

**Methodology**
The Task Force began its work by creating a list of all campus units and offices. In order to collect information on individual departmental needs a survey was developed and distributed to all units on campus (see Appendix A). Lists of the offices destined to move to the Gateway Center as well as those moving to Blakely were obtained. The Gateway Center list not only informed the task force of the units already planned for that space, but also the areas vacated that opened up possibilities for other occupants. Concept mapping was used to help the task force understand relationships between offices and identify those units where co-location or close proximity made sense. (See Appendix D) Student input was provided by an initial open-ended listening session at a MCSA meeting in late April and another session in September. (see Appendix B and Appendix C).

The task force members undertook a literature review of academic space planning, examined plans of other higher education institutions and consulted the Minnesota Facilities Model. However, our difficulty in determining complete information for such aspects as square footage requirements of specific offices, technology needs and other structural realities leads us to frame our report in more general terms with specifics handled by the UMM facilities staff whose knowledge and responsibilities make them the appropriate agents for implementation of these decisions.

**Assumptions**
The Task Force acknowledges there are many factors that must be considered in space planning and allocation. Due to time and information constraints, many of those factors were not included in the committee’s discussion. For example, there are many staffing considerations which were unknown to the task force. The PGTF does not presume to have as complete an understanding of individual unit needs as the department itself. Costs of building remodeling and office relocations will be prime considerations also, but specific financial information was beyond the time and research abilities of this task force. Therefore, this report should not be considered more than a vehicle for a wider discussion.
• These proposals do not deal with classroom, performance, studio or large group venues.
• The proposals outlined in this report should be considered as extensions of the UMM Strategic Plan.
• The number of campus departments or number of employees will not increase significantly.
• Proposals made in this report are based upon overall program function rather than considerations of individuals in those programs.
• UMM services relocation efforts should be based on concepts of affirmative functional clustering.
• All space planning discussions must include ADA considerations.
• The Briggs Library renovation project will proceed within two to three years.
• Blakely hall will continue to be used as swing space until the library renovation is complete.
• The Division of Education will relocate to Blakely when that building is no longer needed for swing space for other construction projects on campus.
• It is important to ensure that conference rooms are either contained in or located in close proximity to departments. Committees and groups need to have rooms available for meetings and activities and there needs to be an efficient mechanism for scheduling of space.
• A decrease in the space allotted to the campus Bookstore should be considered.
• The impact of delivery related traffic on the core mall area (Cougar Circle) must be considered when relocating services.

Results and Recommendations
The following is a list of unit location recommendations developed by examination of the survey responses, additional input from UMM community members and discussion by members of the Task Force. Two lists are included—one from a short term perspective from the completion of the Gateway project to 2012 (when Blakely is no longer as swing space) and the second from a long term planning perspective. These scenarios are intended as a place to begin extended campus discussions. The suggestions are organized by campus building. The buildings are listed in alphabetical order.

Short Term (2008-2012)

Behmler

3rd Floor
- Chancellor’s Office
- Vice-Chancellor for Academic Affairs and Dean Office
- Vice-Chancellor for Finance and Facilities Office
- Vice-Chancellor for Student Affairs Office
- Human Resources
- Payroll Office

2nd Floor
- Business Office
- Director of Finance
- Financial Aid
- Institutional Research
- Veterans Service Office

1st Floor

3
The One-Stop concept for campus service to students has long been discussed at UMM. The Behmler Hall location would be convenient for students to utilize these services as they move from the primary residence hall area of campus to classroom locations.

Recommendations for the Behmler Hall One-Stop concept are based on input from students and the co-location requests of a number of offices via the campus survey. Students currently view Behmler as an administration building and are comfortable handling business-related functions there. To further improve the efficiency and user-friendliness of these services, it seems reasonable to maintain the current services within Behmler, but to rearrange physical locations. For example, responses from the campus survey indicated that the Financial Aid Office, Business Office (Cashier/Accounts Receivable portion), and Veterans Service Office had close proximity needs. By combining these services into one floor, students would be able to take care of related functions in a more efficient manner. The Financial Aid Office has requested to be as near as possible to Admissions (Gateway), which does not rule out a Behmler location.

Another office cluster that emerged from the surveys includes the offices of Advising, Registrar, Career Center, Academic Assistance and Disability Services. All of these offices interact directly with students and interact frequently with each other. Co-location of these offices on one floor of Behmler may also be advantageous. The Task Force also recommends further discussion on the benefit of co-locating Disability Services and Student Counseling because both offices provide confidential services to students. These services also both need designated quiet testing space that could perhaps be shared with programming needs from other offices.

It should be noted that while the Academic Assistance program is suggested for a proposed move to Behmler, this program currently operates in several locations and it is expected that it will continue to function in that way. The administrative functions and individual conferences with students will occur in their home office with group tutoring sessions, study tables and study skills courses offered in other campus locations. In this proposal, it is envisioned that many of these activities will be offered in the Learning Commons area of the library. A future consideration for another service point in this location is a Student Support Services/TRIO area that would ideally be in close proximity to Academic Assistance and Advising.

When creating this One-Stop facility, consideration must be given to providing adequate meeting space, reception areas for each service cluster, technology enhanced areas for seminars or workshops, and private office space for staff.
The Business Office is currently in a state of significant change and responsibilities due to changes resulting from EFS implementation. Some discussion emanating both from UMM unit and student comments differentiated two main Business Office responsibilities: student centered / accounts receivable and financial centered / accounts payable. The question remains if a physical separation of the two functions is advisable or if cross-training and staffing realities would make such a separation inadvisable.

Additional consideration for office co-location should be based upon what type of service it provides students and UMM community at large. For example, offices that promote student academic development services should be clustered (Advising, Career Center, and Academic Assistance Center); offices that provide business services such as the Veteran’s Affairs, Financial Aid and the Business office would benefit from being located near one another. These clusters offer students the opportunity to access “like” services and these offices will be able to make quick, easy referrals for students.

The current location of the UMM computing and telecommunications hub in the basement of Behmler is problematic for many reasons. Water problems or activated sprinklers on floors above could be disastrous for all network and telecommunications activity on campus. However, a consideration that counters moving Computing Services out of Behmler is the fact that it is a service point for new students and new employees as they set up e-mail accounts and receive an orientation to other technology based services. The space for a more secure and redundant framework is a general consideration of this task force but such discussions are properly the province of other campus units and administrators. There is currently a task force charged with making recommendations for current technology leadership at UMM and their findings will inform space allocation and location for the Computing Services department.

Neither students at the listening sessions nor the campus survey respondents had issues with the current location of VC and Chancellor offices on the 3rd floor of Behmler.

**Blakely Hall**
- Faculty Center for Teaching and Learning
- Service Learning
- TREC (Teaching Reading Empowering Children)
- Swing space for library service points and administration during renovation

**Briggs Library**
Renovation of Briggs library is scheduled for inclusion on the 2010 capital bonding request. Co-location and coordination between the library and the Student Center should be integral part of this renovation project. The goal of this coordination of effort and space is to enhance the sense of community by creating a central, convenient, welcoming location for study, research, collaboration and social interaction. Through a creative redesign engineered to blend the two buildings there is hope to create new convenient entrances, open common lounge space and 24-hour computer and study space. Central to this concept will be greater access to information and services with a projected coffee bar and the potential relocation of the UMM Bookstore.

The concept of a Learning Commons as a core service point and physical space within a renovated library is under serious consideration. Also a type of “One Stop” research and learning service, this
model would include the following portions of other service units: Library reference and research assistance, Writing Room, Academic Assistance (Learning to Learn, tutoring assistance, study tables, study groups), Computing Services Help Desk (equipment, software and assistance for students, faculty and staff) and Media Services Help Desk (equipment, software and assistance). The Learning Commons would also include rooms and areas appropriate both for individual and group activities. First and foremost, this model creates learning spaces consistent with current and future recommended educational and pedagogical thinking. Secondly, it results in effective student support and efficient use of space and personnel resources.

The renovated library could also be the location of a back-up computing services server room. For business continuity concerns, having a second data center on campus has been recommended. The library could be the location of this second data center equipped with its own UPS system, backup power and air conditioning system.

**Camden**
- Social Science division office
- Humanities division office (either a permanent location or temporary during a Humanities building renovation)
- Faculty offices

**Food Service**
- Dining Hall
- Sodexo administration
- Conference and meeting space

**Gateway Center**
- Admissions
- Alumni Relations
- Center for Small Towns
- Continuing Education and Regional Programs
- Associate Vice-Chancellor for External Relations
- Fund Development
- University Relations
- Associate Vice-Chancellor for Enrollment

**Gay Hall**
- Health Center
- Center for Violence Prevention
- Wellness Center
- ORL

**Heating Plant**
- Pick-up and drop-off activities of Fleet Services

**HFA**
- Media Services
- Grants Development (space vacated by Alumni Relations)
**Humanities**
- Hasselmo Center – LTC
- Humanities division office (possible relocation to Camden during renovation)

**LaFave House**
- Special Events administration

**Multi-Ethnic Resource Center**
- Multi-Ethnic Student Program
- Center for Gender & Sexuality

**P.E. Center**
- Athletics department
- Wellness and Sports Science faculty and staff

Some Wellness and Sports Science faculty and staff currently occupy offices in one of the newly relocated portable buildings (Fish Houses). Ideally, there should be office and meeting spaces within the P.E. Center for all personnel.

**Science East**
- Plant Services
- Environmental Health and Safety
- Office of Sustainability
- Duplicating Services
- Post Office
- UMMRA

If the bookstore space becomes available, there would be advantages to having the physical plant and planning personnel relocated to that area. For example, the need for plant services staff to have a place to park vehicles on a short term basis while checking on details of a project would be facilitated by West Lot parking. Delivery of supplies would be facilitated with the adjacent loading dock.

**Science West**
- Science and Mathematics division office

**Student Center**
- ACE Office
- Bookstore
U-Card Office and Passport photo service
Student Activities
Student Government
Student publications  (U Register, Counterweight, other publications)
KUMM

The committee discussed the concept of an expanded Info Desk that would stock convenience store type items, including snacks like frozen pizza and other food items. The expanded hours would make it possible for students studying late in the Student Center/Library complex to purchase beverages or food as well as utilizing the other Info Desk services.

Future space needs for consideration:

Sustainability Research Center
  Research labs and classroom/meeting rooms
  Offices for collaborative project or visiting research personnel

Plant Services Facilities
  Recycling Facility
  Large warehouse type facility to house portions of the library collection during renovation with eventual use for fleet service or other plant services functions in the future.

Portal -- Welcome Center
Though an exact name for this agency is yet to be determined, there has been discussion of a need for physical space for regional informational purposes. This might be a receptionist or information triage center directing inquiries (and informed by an online repository of shared resources and activities) about the various collaborative research and service projects in which UMM is a partner (ARS, WCROC and others).

Teleconference Center
Also suggested for consideration is a Teleconferencing Center to facilitate effective participation in meetings and events held at other locations. This topic interfaces with technology planning and should be also considered by the Computing Services Advisory Task Force.

Horse Barn and Saddle Club Facility
The future utilization of the remaining barn on the campus and location for Saddle Club horses requires consideration in the planning process.

Finally, in addition to addressing physical locations of units, the PGSP recommends the formation of a standing sub-committee of CRPC (current UMM Constitution) or the Planning Committee (as envisioned by the proposed Constitution) that would serve as a continuing resource and discussion venue for ongoing campus facility planning.

**LONG TERM SUGGESTIONS** (2012 and beyond)
This section of the report addresses placement of campus offices and services after the Gateway and library renovation projects are completed and after Blakely is no longer needed as swing space.

**Behmler Hall**

**3rd Floor**
- Chancellor’s Office
- Vice-Chancellor for Academic Affairs and Dean Office
- Vice-Chancellor for Finance and Facilities Office
- Vice-Chancellor for Student Affairs Office
- Human Resources
- Payroll Office

**2nd Floor**
- Business Office
- Director of Finance
- Financial Aid
- Institutional Research
- Veterans Service Office

**1st Floor**
- Academic Assistance administration
- Advising
- Career Center
- Disability Services
- Registrar
- Student Counseling & Testing
- Wellness Center

**Basement**
- Campus Security
- Computing Services

**Blakely Hall**
- Education division office
- Education faculty offices.
- TREC
- Faculty Center for Teaching and Learning
- Service Learning

The Education space in Blakely is envisioned as providing laboratory classrooms large enough to teach 30+ students as well as two smaller classrooms. All would ideally be equipped with equipment to record and analyze sample lessons and to experiment with new instructional technologies. In addition, providing appropriate space for housing instructional materials (long term loans from the Briggs Library Teacher Education Collection) would be efficient and beneficial in terms of convenience and ease of use by faculty and students. Since the Faculty Center has been instrumental in the past in working with new instructional technologies, the geographical co-location of the FCLT and Education would be helpful. The combination of the FCLT, Service Learning and perhaps, Grants Development
would, in essence, provide a type of Faculty One Stop consisting of resources that support the faculty’s mission of teaching and research.

The Blakely space could be configured not only to meet the academic year needs of the offices listed above but to serve as an outreach space as well, particularly during summer. For example, area teachers could be hosted for continuing education and learning activities and could use the facilities, particularly the lab classrooms and curriculum library.

**Briggs Library**
- Library service points, collections and administration
- Learning Commons
  - Academic Assistance (Learning to Learn, study groups, tutoring)
  - Technology Assistance Help Desk and equipment (Media Services and Computing Services)
  - Library research and reference assistance
  - Writing Room
- All night study areas in transition area between Student Center and library

**Camden Hall**
- Social Science Division Office
- Humanities Division Office
- Conference room (suitable for receptions and division meetings)
- Social Science and Humanities faculty offices

As an alternative to having a student One-Stop located permanently in Behmler, the PGTF discussed housing such a service cluster in a renovated Camden. This suggested placement is based upon its proximity to the Gateway Center and central location. Visitors entering the campus through the Gateway Center are often referred to departments included in the One-Stop cluster. Camden’s convenient location next to the Gateway Center would allow visitors to quickly and easily access centralized services. Units relocating to this space include: Career Center, Student Counseling, Disability Services, ACE, Academic Assistance, Advising and Registrar.

Consideration should also be given to providing access to a cashier and financial aid information in this location because services provided by the One-Stop often carry financial implications. As discussed earlier, this One-Stop cluster provides access to all essential services for students and the campus community at large. Referrals from one unit to another will be convenient for both students and staff with this arrangement. Space allocation within the building should consider needs for creating a true One-Stop center: central reception area identified service clusters, meeting space, technology enhanced areas for seminars or workshops, career and advising resource area, student lounge/comfortable seating area, and private staff offices. Additional space addressing the needs for confidential services offered by Student Counseling and Disability Services must also included.

**Current Education Building / WCMSA Infirmary**
- Student organization offices
- Campus publications space (Prairie Gate Press as well as student publications)

**Food Services Building**
- Create areas for group or individual study available 24 hours.
Meeting and conference rooms

HFA
Grants Development
Media Services administration and production.

HFA III
Details of administrative units and office located in HFA will be folded into planning process as the project develops.

Humanities
The Humanities building is in need of physical and instructional technology upgrades. Both Camden and Blakely could be considered for swing space while Humanities is being renovated.

Multi-Ethnic Resource Center
Multi-Ethnic Student Program
Center for Gender & Sexuality

P.E. Center
Athletics administration
Wellness and Sports Science instruction areas and faculty/staff offices

Prairie Living and Learning Center

Science East
Duplicating Services
Environmental Health and Safety
Office of Sustainability
Plant Services
Post Office
UMMRA

Science West
Science and Mathematics division office

Student Center
Units described in short-term planning section, with expansion of InfoDesk to include coffee, snacks and miscellaneous convenience store retail items.
U-Card Office / Passport Photo service
All night study areas in transition area between Student Center and library
Bookstore

Appendix A
Post Gateway Space Planning Task Force
Survey of Units and Departments

The members of the task force appreciate your cooperation in completing the following survey that will inform discussion and planning of space utilization on the UMM campus.

Name of Office:

Name of person completing the survey:

Current location:

Staff information
   Number of permanent staff:
   Number of student workstations:

Primary clientele:

Secondary clientele (if applicable):

List other UMM units with whom you often interact and briefly explain the nature of this interaction.

For space planning discussions, list other units with whom close proximity would improve efficiency and service.

Other than standard office equipment, list unique physical space needs required by your unit. (For example, specialized technology or security equipment).

Additional comments: (Optional)

Thank you!
Members of the task force: Brenda Boever, LeAnn Dean (Chair), Ken Hodgson, Tom Mahoney, Michelle Page, Andy Sharpe, Dave Swenson.
Appendix B
MCSA Space Planning Listening Session
April 28, 2008

We should consider moving the University Register office out of the MSP basement
(or unlock room with secret access)
Reasons: poor office conditions, need for a better facility that permits/facilitates late
hours.

Move some Media Services activities out of basement of HFA
Reasons: seems ‘hidden away,’ hard to access, though perhaps for structural reasons. Also,
HFA ramp difficult to move technology through.

Move book store to the renovated Gateway building or Blakely
Reasons: need for central location for bookstore
  a. some negative reactions to possibility of moving it;
  b. positive reasons include difficulty directing parents to the current location

Move book store to current area of Louie’s Lower Level?
  No—it is too dark and dismal
  No—bookstore should not take such a central location, can be more remote
  Yes—it’s hard to direct people to the book store from the Info Desk

Advising should be near the Registrar and Dean offices, all in Behmler
Reasons: course approval/independent study issues

Media Services should be near Computing Services

Question of still planning to use Blakely for swing space for the library

Where is ACE going to be located? Blue Stem room?
Reasons: move ACE to a central location; no clear response to possibility of ACE being located
in the Bluestem room

It’s good that Plant Services and Campus Police be co-located, but not necessarily in
Camden, where they’re locked on weekends

Campus Police should be located in Behmler, near Student Services and other units for
communication during emergencies

Is it conceivable that we’ll have too much space for our needs?

Move the Outdoor Center back to an area more visible
Reasons:
  a. request to move to make more visible
  b. opposed by sentiment that location in rfc makes logical sense
Rethink the 24 hour study lounge in Student Center
   Reason: Too many computers? More space for studying that doesn’t require campus computers

Keep tunnel open 24 hours and locate 24 hour study lounge near tunnel for warmer and safer exit of campus late at night

What is the logic of the Study Abroad office in Student Center?
   Have Study Abroad office co-located with International Programs?
   It would make sense to have ACE and Study Abroad offices close to each other

Move Career Center close to ACE?

Some like Louie’s Lower Level the way it is
Louie’s Lower Level is the worst space on campus

Should we consider moving the Wellness Center close to Student Counseling?
   Additionally, a suggestion to co-locate health center, counseling, and violence prevention program
Appendix C
MCSA Space Planning Listening Session
September 29, 2008

What offices and departments do you visit the most?
Few responses as to what offices they visited most frequently.
  Financial aid
  ORL – complaints about how difficult they are to find and it would be nice if they
    were in a different location than Gay;
  Improve signage

What offices or services should near each other? Where is physical proximity advantageous?
Behmler is set up well now---main administration offices all together there
One 24-hour computer lab in Student Center/Library area
Computing Services adjacent to a 24 hour lab in a central location
Advising, Registrar, Career Center, Counseling near each other
Counseling, Violence Prevention Center and Health Service together, all near the ORL
  office; Campus Police near as well;

What changes/improvements would you like to see?
Get Computing Services out of Behmler basement; their current location out of the way
Condense computers into fewer labs that are more accessible
Move Campus police out of Camden basement – increase their hours to include
  weekends and increase accessibility
Need more structure or directories in Camden basement – confusing now
Perhaps Camden basement could be used for a division office
Blakely seems like a good place for offices
Health Service in a poor location; should be more centrally located and needs
  renovation
Move all Humanities faculty offices to one building
Move all Social Science faculty offices to the same building
Move Education offices and classroom(s) to Blakely; that would open up the
  classroom that’s currently in MRC
Make the current Education building into student organization offices (MCSA, UR,
  Counterweight, etc.)
Make all buildings ADA compliant
Increase hours of the LTC—move it to a location more accessible and with longer
  hours; add that software to other campus computers
Make entrances to library more convenient
More study spaces on campus
More conference rooms on campus; more options for meetings and groups
Design student center/library entrances so you can easily get in from many directions
Make bookstore closer to the center of campus
Bookstore on main level of Student Center
Make Student Counseling easier to find—it’s an under-used resource
Move Math room to Science building
Place a small computer lab in each residence hall
All offices should have a receptionist or main desk very visible; greeting area; hard to
know where to go when you first enter
Better signage
Directories in each building
Make maps after changes so people know where to go
Move Plant Services out of Camden
## Appendix D
### Present and Future Location Suggestions

<table>
<thead>
<tr>
<th>Unit Name</th>
<th>Current Location</th>
<th>Short Term Location</th>
<th>Long Term Location</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs VC</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Behmler</td>
<td></td>
</tr>
<tr>
<td>Academic Assistance Library</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Services offered in Learning Commons</td>
</tr>
<tr>
<td>ACE Student Center</td>
<td>Student Center</td>
<td>Student Center</td>
<td>Student Center</td>
<td>Could be included in a Camden One Stop</td>
</tr>
<tr>
<td>Admissions</td>
<td>Behmler</td>
<td>Gateway</td>
<td>Gateway</td>
<td></td>
</tr>
<tr>
<td>Advising Library</td>
<td>Behmler</td>
<td>Gateway</td>
<td>Gateway</td>
<td></td>
</tr>
<tr>
<td>Alumni Relations</td>
<td>HFA</td>
<td>Gateway</td>
<td>Gateway</td>
<td></td>
</tr>
<tr>
<td>Athletics department P.E. Center</td>
<td>P.E. Center</td>
<td>P.E. Center</td>
<td>P.E. Center</td>
<td>Offices in Portables not an ideal situation</td>
</tr>
<tr>
<td>Bookstore</td>
<td>Science East</td>
<td>Student Center</td>
<td>Student Center</td>
<td></td>
</tr>
<tr>
<td>Business Office</td>
<td>Behmler &amp; Blakely</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Separate Bursar and Accounts Payable functions?</td>
</tr>
<tr>
<td>Campus Police</td>
<td>Camden</td>
<td>Behmler</td>
<td>Behmler</td>
<td></td>
</tr>
<tr>
<td>Career Center</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Could be included in a Camden One Stop</td>
</tr>
<tr>
<td>Center for Gender &amp; Sexuality</td>
<td>Multi-Ethnic Res</td>
<td>Multi-Ethnic Res</td>
<td>Multi-Ethnic Res</td>
<td></td>
</tr>
<tr>
<td>Center for Small Towns</td>
<td>Blakely</td>
<td>Gateway</td>
<td>Gateway</td>
<td></td>
</tr>
<tr>
<td>Chancellor</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Behmler</td>
<td></td>
</tr>
<tr>
<td>Computing Services</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Behmler</td>
<td></td>
</tr>
<tr>
<td>CERP</td>
<td>Blakely</td>
<td>Gateway</td>
<td>Gateway</td>
<td></td>
</tr>
<tr>
<td>Counter Weight</td>
<td>Student Center</td>
<td>Student Center</td>
<td>Student Center</td>
<td>Current Education bldg possible long term location</td>
</tr>
<tr>
<td>Disability Services</td>
<td>Library</td>
<td>Behmler</td>
<td>Behmler</td>
<td></td>
</tr>
<tr>
<td>Education division</td>
<td>Education Building</td>
<td>Education Building</td>
<td>Blakely</td>
<td></td>
</tr>
<tr>
<td>Environmental Health &amp; Safety</td>
<td>Camden</td>
<td>Science East</td>
<td>Science East</td>
<td></td>
</tr>
<tr>
<td>External Relations VC</td>
<td>Behmler</td>
<td>Gateway</td>
<td>Gateway</td>
<td></td>
</tr>
<tr>
<td>Faculty Center (FCLT)</td>
<td>Blakely</td>
<td>Blakely</td>
<td>Blakely</td>
<td></td>
</tr>
<tr>
<td>Finance &amp; Planning VC</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Behmler</td>
<td></td>
</tr>
<tr>
<td>Financial Aid</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Could be included in a Camden One Stop</td>
</tr>
<tr>
<td>Fleet Services key access</td>
<td>Camden</td>
<td>Heating Plant</td>
<td>Heating Plant</td>
<td>Feasible only if fleet car parking is near Heating Pl.</td>
</tr>
<tr>
<td>Fleet Services</td>
<td>Food Services</td>
<td>Food Services</td>
<td>Food Services</td>
<td></td>
</tr>
<tr>
<td>Grants Development</td>
<td>Blakely</td>
<td>HFA</td>
<td>HFA</td>
<td>Some suggested Blakely location near FCLT</td>
</tr>
<tr>
<td>Health Services</td>
<td>Gay Hall</td>
<td>Gay Hall</td>
<td>Gay Hall</td>
<td>Some suggested location near St. Counseling</td>
</tr>
</tbody>
</table>

17
<table>
<thead>
<tr>
<th>Unit Name</th>
<th>Current Location</th>
<th>Short Term Location</th>
<th>Long Term Location</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources &amp; Payroll</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Behmler</td>
<td></td>
</tr>
<tr>
<td>Humanities Division</td>
<td>Humanities</td>
<td>Humanities</td>
<td>Camden</td>
<td>Camden either temp. during renovation or perm.</td>
</tr>
<tr>
<td>Institutional Research</td>
<td>Blakely</td>
<td>Behmler</td>
<td>Behmler</td>
<td></td>
</tr>
<tr>
<td>KUMM</td>
<td>Student Center</td>
<td>Student Center</td>
<td>Student Center</td>
<td>Current Education bldg possible long term location</td>
</tr>
<tr>
<td>Library</td>
<td>Library</td>
<td>Library</td>
<td>Library</td>
<td>Blakely during renovation for services/admin</td>
</tr>
<tr>
<td>LTC--Hasselmo Center</td>
<td>Humanities</td>
<td>Humanities</td>
<td>Humanities</td>
<td>Camden during Humanities Renovation</td>
</tr>
<tr>
<td>MCSA offices</td>
<td>Student Center</td>
<td>Student Center</td>
<td>Student Center</td>
<td>Current Education bldg possible long term location</td>
</tr>
<tr>
<td>Media Services</td>
<td>HFA</td>
<td>HFA</td>
<td>HFA</td>
<td>Some services offered in Learning Commons</td>
</tr>
<tr>
<td>Multi-Ethnic Resource Center</td>
<td>Multi-Ethnic Resource Ctr</td>
<td>Multi-Ethnic Resource Ctr</td>
<td>Multi-Ethnic Resource Ctr</td>
<td>Includes offices and student lounge</td>
</tr>
<tr>
<td>Plant Services</td>
<td>Camden</td>
<td>Science East</td>
<td>Science East</td>
<td></td>
</tr>
<tr>
<td>Post Office</td>
<td>Science East</td>
<td>Science East</td>
<td>Science East</td>
<td></td>
</tr>
<tr>
<td>Registrar</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Behmler</td>
<td></td>
</tr>
<tr>
<td>Residential Life Office</td>
<td>Gay Hall</td>
<td>Gay Hall</td>
<td>Gay Hall</td>
<td></td>
</tr>
<tr>
<td>Science and Math Division</td>
<td>Science West</td>
<td>Science West</td>
<td>Science West</td>
<td></td>
</tr>
<tr>
<td>Service Learning</td>
<td>Blakely</td>
<td>Blakely</td>
<td>Blakely</td>
<td></td>
</tr>
<tr>
<td>Social Science Division</td>
<td>Camden</td>
<td>Camden</td>
<td>Camden</td>
<td></td>
</tr>
<tr>
<td>Special Events</td>
<td>LaFave House</td>
<td>LaFave House</td>
<td>LaFave House</td>
<td></td>
</tr>
<tr>
<td>Student Affairs VC</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Behmler</td>
<td></td>
</tr>
<tr>
<td>Student Activities</td>
<td>Student Center</td>
<td>Student Center</td>
<td>Student Center</td>
<td></td>
</tr>
<tr>
<td>Student Counseling</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Behmler</td>
<td></td>
</tr>
<tr>
<td>Sustainability Coordinator</td>
<td>Science East</td>
<td>Science East</td>
<td>Science East</td>
<td></td>
</tr>
<tr>
<td>TREC</td>
<td>Education Building</td>
<td>Blakely</td>
<td>Blakely</td>
<td></td>
</tr>
<tr>
<td>U-Card Office</td>
<td>Behmler</td>
<td>Student Center</td>
<td>Student Center</td>
<td></td>
</tr>
<tr>
<td>UMMRA</td>
<td>Blakely</td>
<td>Science East</td>
<td>Science East</td>
<td></td>
</tr>
<tr>
<td>University Register</td>
<td>Multi-Ethnic Resource Ctr</td>
<td>Student Center</td>
<td>Student Center</td>
<td>Current Education bldg possible long term location</td>
</tr>
<tr>
<td>University Relations</td>
<td>Education Building</td>
<td>Gateway</td>
<td>Gateway</td>
<td></td>
</tr>
<tr>
<td>Veterans Affairs</td>
<td>Behmler</td>
<td>Behmler</td>
<td>Behmler</td>
<td></td>
</tr>
<tr>
<td>Writing Room</td>
<td>Library</td>
<td>Library</td>
<td>Library</td>
<td>Included in Learning Commons</td>
</tr>
</tbody>
</table>