PRODUCTION NOTE

University of Illinois at Urbana-Champaign Library
Open Twenty-Four Hours: A Case Study

by

Mary Ellen Heim
Open Twenty-Four Hours:
A Case Study

by

Mary Ellen Heim
OCCASIONAL PAPERS deal with any aspect of librarianship and consist of papers which are too long or too detailed for publication in a library periodical or which are of specialized or temporary interest. Manuscripts for inclusion in this series are invited and should be sent to: OCCASIONAL PAPERS, Graduate School of Library and Information Science, Publications Office, University of Illinois at Urbana-Champaign, 249 Armory Building, 505 E. Armory Street, Champaign, Illinois 61820.

Papers in this series are issued irregularly, and no more often than monthly. Standing orders may be established by writing to OCCASIONAL PAPERS, Graduate School of Library and Information Science, Publications Office, University of Illinois at Urbana-Champaign, 249 Armory Building, 505 E. Armory Street, Champaign, Illinois 61820. Individual copies of current or back numbers may be ordered for $5 plus $2 for the first copy and .50 per additional copy for postage and handling. All orders must be accompanied by payment. Send orders to: OCCASIONAL PAPERS, Graduate School of Library and Information Science, Publications Office, University of Illinois at Urbana-Champaign, 249 Armory Building, 505 E. Armory Street, Champaign, Illinois 61820. Make checks payable to University of Illinois.

Donald W. Krummel, Editor
James S. Dowling, Managing Editor

PUBLICATIONS COMMITTEE
Leigh Estabrook, F. Wilfrid Lancaster, Selma K. Richardson, Lynne Curry
Contents

Introduction ........................................................................................................................................3
History ...........................................................................................................................................8
  Considerations ..............................................................................................................................4
Space and Services Provided ........................................................................................................5
Services Not Available ...................................................................................................................6
Planning and Preparation .............................................................................................................6
  Setting Twenty-Four Hour Program Dates ................................................................................6
  Announcements to Related Service Units ...................................................................................7
  Forms, Handouts, Etc ....................................................................................................................7
  Scheduling for Special Shifts .........................................................................................................7
  Effects on Daytime Activities .......................................................................................................8
  How Special Shift Workers are Prepared .....................................................................................10
Conducting the Program ..............................................................................................................11
  Staffing .........................................................................................................................................11
  Coordinators ...............................................................................................................................12
  Monitors .......................................................................................................................................12
Evaluation and Follow-Up ...........................................................................................................13
  Attendance ...................................................................................................................................13
  Cost Per Patron ............................................................................................................................13
  Composition of Student Population Served ...............................................................................15
  Undergraduate Student Attendance ...........................................................................................16
  Use of Library Collections and Selected Equipment .................................................................16
  Questionnaire Comments ...........................................................................................................19
  Stack Maintenance Tasks Accomplished ....................................................................................20
Early Planning for the Next Term .................................................................................................20
Appendix A .....................................................................................................................................21
Appendix B .....................................................................................................................................22
Appendix C .....................................................................................................................................24
Appendix D .....................................................................................................................................25
Appendix E .....................................................................................................................................26
Appendix F .....................................................................................................................................27
Appendix G .....................................................................................................................................31
Appendix H .....................................................................................................................................32
Appendix I .....................................................................................................................................36
Appendix J .....................................................................................................................................37
Appendix K .....................................................................................................................................38
Appendix L .....................................................................................................................................40
Appendix M .....................................................................................................................................41
Appendix N .....................................................................................................................................43
INTRODUCTION

This paper discusses the operation of a special program offered by the Oscar A. Silverman Undergraduate Library of the State University of New York at Buffalo, for two-week periods, twice yearly, allowing students to use the library twenty-four hours a day when preparing for final examinations. Over the years, enquiries have been received from interested librarians at other academic institutions related to the operation of this program, usually because an expansion of library hours was under consideration at the enquirer's home library. A recent search of the professional literature produced no information on the subject of operating a twenty-four hour program in an academic library, although some limited information has been published on extended hours in the public library setting. This paper is intended to inform potentially interested parties how Buffalo's program is conducted, planned, operated, and evaluated. Although the program described here is conducted semi-annually for two weeks, the information presented is adaptable to other time frames.

HISTORY

The Undergraduate Library (UGL) opened on January 16, 1974, in temporary quarters on the Main Street Campus of the State University of New York at Buffalo, in direct response to pressing needs expressed by faculty and by students, as well as by library staff. Existing library space for open stack and reserve collections was overflowing and reader stations were in constant demand. These needs were relieved, in part, by the creation of the Undergraduate Library, and greatly enhanced by a newly constructed Undergraduate Library at the university's developing Amherst Campus. The new facility, opened on June 10, 1978, provided the space needed for collections and for people. On September 24, 1983, the library was dedicated to the memory of a former director of the university libraries, to be known henceforth as the Oscar A. Silverman Undergraduate Library.

In 1982, the student body expressed a desire for longer library hours during final examinations, and the University Libraries responded by initiating a twenty-four hour program for the Spring 1982 term in the UGL, and has continued it to the present.1 Since its establishment in 1974, a goal of the Undergraduate Library has been to be responsive to the needs of undergraduates. This service, extremely popular since its inception, satisfies that intent. The staff of the UGL's Circulation Department is responsible for operating the program under the management of the department head.

The Oscar A. Silverman Undergraduate Library is housed in Capen Hall, a
building located approximately mid-point in a long range of interconnected buildings. Capen Hall can be entered from adjacent buildings at two levels, and from out-of-doors at three entryways, providing easy access to the UGL. There are designated areas for overnight parking. The Campus Busing Office supports the UGL's twenty-four hour program by extending its normal runs between campuses to include hourly stops at the UGL during the special after-midnight hours. A student volunteer group, The Anti-Rape Task Force, provides escort service during evening hours, and the Campus Department of Public Safety provides extra patrols in the UGL area throughout the night.

Considerations

A librarian who is considering the initiation of a similar service will probably find it necessary to take into account a variety of inter-related elements, which would best be carefully assessed before undertaking an expansion of hours. The primary influential factors can be grouped under four headings: security, staffing, funding, and public relations.

Security refers to the protection of people, collections, and facilities. The questions of what safety measures must be addressed, and who will be responsible for taking them, is a high priority consideration. Whatever protections are available during regular hours should be replicated at other times, ensuring for staff, patrons, and library materials no increase in vulnerability.

Staffing may best be determined after it has been established exactly what services the library will offer during their newly extended hours. It is a matter of course that staffing needs will vary greatly depending on other conditions, such as size and layout of the facility, length of extra open period, availability of qualified staff, and possible needs for special training of staff. The range of services available might run from the provision of study space to a duplication of regular daytime services. The services provided and staff to support them are directly linked to the third factor, funding.

If the extension of hours is being considered, even as an experiment, thought should be given to sources of long-term funding, in the event there is a desire, or pressure, to establish a continuing program. A dedicated source of funds should be identified, with a long-range commitment from its source, whether it be the library administration or another body with such fiscal responsibility. Otherwise, the library could find itself in a position where it would be necessary to find other means of supporting an
extended hours program, or to cancel the program and face the inevitability of a negative public image for reversing itself on a popular issue.

Maintaining positive public relations is always good business for the library. An offering of extended hours is an obvious benefit to the community the library serves—its benefit to the library may reside only in its public relations value. Therefore, it will be worth the effort to publicize the event, emphasizing the advantages being made available to the public, and possibly enlisting the support and cooperation of the public in the venture.

SPACE AND SERVICES PROVIDED

Study space, with reader stations for 1,000 persons, is made up of carrels, tables and chairs, stuffed lounge chairs, and built-in sunken wells with countertops. The library is well lit and roomy. Students are able to relax in a comfortable, quiet setting. The presence of library staff, who monitor behavior and enforce observation of library rules and regulations, is a major factor in maintaining an atmosphere conducive to study.

Access to the reference collection, circulating collection, bound and current periodicals, and the microform collection is maintained around the clock. Also available at all hours are search stations set up with CD-ROMs, including WilsonDisc with Social Science Index and Biological & Agricultural Index, and InfoTrac II with Magazine Plus. A third terminal is set up with instructional guides for using the UGL. Staff-assisted searching of BRS AfterDark is provided evenings and weekends, by appointment. An assortment of in-house produced self-help guides are prominently displayed in the reference area to assist students using the library when no librarians are present. A copy of the current exam schedule, an item frequently consulted by student patrons during this period, is prominently posted at the entrance.

Students have the use of electric typewriters, microform equipment, a change-making machine, and three photocopiers, all maintained on a twenty-four hour basis. Preventive maintenance is carried out on the library's public equipment shortly before the onset of each twenty-four hour period. The photocopy machines are given complete overhauling. On overnight and weekend shifts, should two of the three copiers be out-of-service, the supervisor of the Circulation Department is authorized to approve overtime for repairs. Most equipment problems, however, are minor and can be handled by library staff.

As a convenience, particularly for late night and early morning patrons,
the library also supplies scrap paper, pencils, paper clips, and the use of a paper cutter, a three-hole punch, and staplers.

**SERVICES NOT AVAILABLE**

Regular staff members do not normally work during the special night shifts. Reference service is not available after 9 P.M., nor is staff-assisted database searching. Circulation services are also limited after normal closing times. Fines may not be paid. Charged-out materials may be returned, but circulating items may not be checked out because overnight processing, run by the University Libraries' Computing Operations Office, causes nightly circulation shutdowns from midnight to 8 A.M. Returned materials are run through the system when it goes up in the morning, with items treated as having been returned on the previous day. This practice is consistent with the handling of books returned in an outside bookdrop at times when the library is closed. During the twenty-four hour program the outdoor bin is locked and posted with a sign requesting patrons to return materials inside the library.

The undergraduate reserve collection is inaccessible during the midnight to 8 A.M. period because it is housed in the Science and Engineering Library (SEL) on another floor in the same building. Reserve use statistics consistently show a drop-off during the final days of a semester, so an inability to access reserve materials just during those hours is not a serious deprivation. Many reserve items do circulate overnight; they may be checked out before 11:30 P.M. and returned the following morning after 8 A.M.

**PLANNING AND PREPARATION**

Conducting the twenty-four hour program is a two-phase endeavor. The second part, which is the program itself, is fairly routine due primarily to the planning and preparation undertaken in phase one, addressing foreseeable needs and providing guidelines for possible contingencies. The first phase is described in detail below.

**Setting Twenty-Four Hour Program Dates**

Well in advance of the academic year, dates for classes, reading days, and examination days are established and published in the university's academic calendar. Based on this information for each semester, a two-week
period is designated to comprise the UGL's twenty-four hour program. Included are the four final days of classes, two reading days, five days of semester exams, and the two intervening weekends. Prior to the beginning of each semester, the program's schedule is incorporated into a handout listing university library hours for the coming term.

**Announcements to Related Service Units**

Memoranda are sent by the director of the Undergraduate Library to announce the upcoming program. Recipients are the Campus Busing Office, the Department of Public Safety, the Campus Maintenance Supervisor, editors of campus newspapers, the directors of each unit library, and the UGL staff.

**Forms, Handouts, Etc.**

Forms, handouts, signage, and correspondence, used for the program from semester to semester, may require updating. For example, if changes have taken place in the library's policies or procedures, such revisions must be reflected in the guidelines distributed to twenty-four hour shift workers. Making necessary modifications about three weeks before the opening day of the upcoming twenty-four hour period allows enough time to produce modified documents.

Forms are used by students applying for work on special twenty-four hour shifts, covering the hours the library is ordinarily closed. Other forms are used for staff scheduling by the circulation supervisor and to inform students of the shifts assigned to them.

A "Welcome to UGL 24-Hours" handout sheet is given to visitors using the library during the twenty-four hour period (see appendix A). The handout informs those entering the facility of the library's regulations that must be observed and offers suggestions concerning behavior.

**Scheduling for Special Shifts**

Upon receipt of the university's final exam schedule, each student assistant employed in the UGL Circulation Department is given a copy of the Student Application Form (appendix B) with a cover letter (appendix C). This form outlines the duties performed by special shift workers and indicates hourly wage increments temporarily paid to special shift
workers. A final submission date for turning in the applications is emphasized; usually it is about ten days before the onset of the upcoming program. The ten-day period allows adequate time for the circulation supervisor to draw up a schedule and to inform the University Libraries' Personnel Office, in writing, of the temporary changes in pay rates given to the selected students. This also grants sufficient time to Personnel Office staff to process the pay raises.

The circulation supervisor considers several factors when compiling a schedule for the special overnight shifts. An applicant's attendance record must be very solid, the student must be reliable and trustworthy, one who can be counted on to continue working even when not continually supervised. Tact in dealing with patrons and good communication skills are equally important, as is stack maintenance expertise. Length of service is a consideration, but less so than those previously mentioned. Because the university has established limits on the number of hours students may work while classes are in session, the supervisor must observe that limit when scheduling even if students have overlooked that limit on their applications.

The Undergraduate Library's Circulation Department provides circulation and reserve services, and stack maintenance, for the Science and Engineering Library as well as for the UGL. As a result, in November and April, there is a pool of from 30 to 50 student assistants from which applicants are drawn. Should there be any vacancies in the schedule after all eligible applicants have been assigned, regular full-time clerical staff are asked to volunteer to fill the vacant slots. If still more workers are required, student stack maintenance workers currently employed in other units are canvassed, with the permission of their supervisors, and with the understanding that they will work their presently scheduled hours in their regular jobs. This tactic has worked successfully, attracting graduate students who have no final examinations and wish to earn extra income for a short period. When hiring these students, the circulation supervisor queries them regarding their ability to carry out tasks they may not normally handle, such as loading paper in photocopy machines and checking out typing room keys to patrons. If required, instruction is then given.

As a last resort, new people are hired and given intensive training. Fortunately, because of the other options available, taking on new student staff just for the twenty-four hour program has rarely been necessary. When it has occurred, only one new employee was put on a shift, assigned to work with two experienced, fully trained persons.

**Effects on Daytime Activities**

As a result of night shift assignments and absences due to the taking of
exams, daytime student staffing in the UGL and in the SEL suffers a loss of approximately 200 hours for the two-week, twenty-four hour period. To help compensate for this shortcoming, a number of new student assistants are temporarily hired as shelvers to work just during this period. Library experience, with a demonstrable working knowledge of Library of Congress call numbers and the ability to alphabetize accurately, are essential requirements for the shelvers hired at this time. It is always very busy in the library at the end of a term and time to train new student employees is at a premium. To minimize training time, these students are taught only basic stack maintenance—how to do pick-ups, presorting, setting up booktrucks for shelving, and shelving only circulating materials and periodicals. Because library materials are in high demand during these periods, a concerted effort is made to keep the stacks in good order and not to fall behind in shelving.

As mentioned earlier, the UGL Circulation Department is responsible for conducting the Science and Engineering Library's circulation and stack maintenance activities, and circulation's student staff members work in both locations. Because the SEL is not a part of the twenty-four hour program and does not remain open overnight, daytime shelvers concentrate on stack maintenance in the SEL, shelving only reference materials in the UGL during the day. All other stack maintenance activities carried out in the UGL at this time are the exclusive responsibility of staff working on special shifts. Balancing activities in this manner ensures that stack maintenance will not be neglected in any area of either library.

Daytime activities are also affected by the conduct of some patrons who apparently feel no compulsion to adhere to the library's ban on the consumption of food and beverages. This phenomenon is felt to some degree year round and is common to many libraries, but it is intensified during the stressful final days prior to and during exam periods. To help minimize the problem during the day, staff walk through public areas at random times, removing soda pop cans, candy wrappers, and the like, reminding offenders they may not be permitted to remain in the library if such behavior persists.

From 1982 through 1986, wear and tear on the library and its furnishings during twenty-four hour periods was extremely heavy, the worst damage being done in the library's group study rooms. Students used them to set up housekeeping, bringing in bedding, cooking utensils, and whatever else they required to set up for an indefinite stay. Group study rooms were ideal for this purpose, as the doors could be closed, and windows blocked so staff could not view the interiors. Furniture was damaged, walls were covered
with graffiti and sometimes gouged, carpeting was ripped, doors were blocked creating serious fire hazards, and the rooms filled with garbage. Patrolling by staff curbed the practice to some degree, but could not completely control it. A decision was made to have the group study rooms available only during the library’s normal open hours. Protests from the students were expected, but only a few criticisms were expressed. Presumably, misuse of the library by the few was apparent to the many, and the students, as a whole, supported the decision to keep the rooms shut. Since that time the staff has not had to deal with “camping out” in the library.

How Special Shift Workers are Prepared

A schedule chart, regularly used to display normal hour-by-hour, day-by-day assignments, is modified to reflect those changes due to_excused absences and the addition of new student personnel. A separate calendar type chart is compiled, covering only the special twenty-four hour shifts and listing the names of special shift workers, shift by shift (appendix D). Both charts are posted prominently behind the circulation desk for easy reference by all staff members.

Students working special shifts are given a copy of an Assignment to Shift Form (appendix E), on which their assigned time slots are clearly indicated. The students are also given a copy of the twenty-four hour schedule (appendix F), a shift-by-shift listing of all those working special shifts, with home telephone numbers for the Circulation Department Head, the Circulation Supervisor, and the scheduled students. Special time sheets are made up in advance for students working in the program, reflecting the temporarily increased payrates by which their earnings will be calculated.

Written procedures are distributed to all staff affected by the addition of special shifts. One document, General Guidelines for All Shifts (appendix G), is distributed to all students who work during the twenty-four hour period. It outlines general expectations related to attendance and the correct use of time sheets.

Procedures for Night Shift Staff (appendix H) delineate the responsibilities and tasks to be carried out on special shifts. Also included are instructions concerning communicating and interacting with staff on other shifts and guidelines for handling specific problems.

Procedures for Day Shift Supervisors (appendix I) are intended to remind the regular morning staff, who usually open the library, of the variations in the opening routines to be observed during the twenty-four hour period.
Procedures for Evening Shift Coordinators (appendix J) detail variations in the routines normally practiced by staff who shut down the facility at the library's usual closing times.

Procedures for Handling Photocopy Machine Service Calls (appendix K) is divided into two segments covering (a) day shift instructions, and (b) evening/weekend/special shift instructions. It is distributed to all shifts. Maintenance of photocopy equipment is a priority concern, as the library's three copiers are in high demand around the clock.

Procedures for Change-making Machine and Public Typewriters (appendix L) are also distributed to special shift personnel and to those working evening and weekend shifts. Because service for the change-maker is not provided outside of normal business hours, Monday through Friday, staff working outside those times are told how to deal with rebate problems occurring on their shifts. Tips concerning typewriter problems are listed because most of the special shift workers do not normally handle this responsibility.

Twenty-Four Hour Fire Alarm Regulations (appendix M) are distributed to special shift staff. Fire alarm drills, organized periodically by the University's Department of Public Safety and Department of Environmental Health and Safety, are not conducted during the special shifts. Alarms ringing at 2 A.M., therefore, must be presumed to have been caused by a malfunction of the alarm system, to be a deliberately set false alarm, or to be a real fire. Because of the possibility of an actual fire, the sounding of an alarm is treated as a genuine emergency.

CONDUCTING THE PROGRAM

Staffing

Unless a member of the regular staff has volunteered to work a special shift, participation by non-student employees in the actual conduct of the program is very limited. Twenty-four hour workers are informed they may call the Circulation Department Head or the Circulation Supervisor, at home, at any time. Both of those individuals, and the Director of the UGL, have been known to drop in casually, unannounced. This possibility is known by the shift workers. Experience has shown this need not be a frequent happening. It has been demonstrated, term after term, that twenty-four hour student workers regularly carry out their responsibilities properly.

When instructions are given regarding tardiness and absenteeism during the twenty-four hour period, it is explicitly stated that neither is excusable,
unless due to verifiable, unanticipated circumstances. Only rarely has such an instance occurred. When it has happened that one person was absent, the two students who were present were able to function successfully in all areas of their responsibilities except stack maintenance, which, of necessity, was virtually ignored. Should it ever happen that two workers absent themselves on the same shift, either the Circulation Department Head or the Circulation Supervisor, or both will fill in, as conditions warrant. Other twenty-four hour student workers may also be able to substitute in an emergency, and frequently several students indicate a willingness to do so.

**Coordinators**

Of the three students assigned to each special shift, the most experienced student, with a proven track record for reliability, and having exhibited leadership qualities, is designated as supervisor. The supervisor’s job title is Twenty-four Hour Coordinator. Coordinators are directly responsible to the Circulation Supervisor, a member of the full-time clerical staff.

Coordinators’ responsibilities include acting as liaisons with supervisors on preceding and upcoming shifts, following established guidelines for the execution of the library’s policies and procedures, assigning tasks to the other shift workers, recording attendance and stack maintenance statistics, ensuring compliance by patrons with library rules and regulations, and responding to problems.

**Monitors**

The two other student workers on each shift are called Monitors. They report directly to the shift’s Coordinator and they carry out tasks assigned by that person. Picking up materials in the library, sorting and shelving them, overseeing the behavior of the patrons in the library, and other duties performed on special shifts are specified in the written procedures mentioned above (see appendix G, H, K, L, M). Although stack maintenance and “monitoring” activities are Monitors’ responsibilities, Coordinators are expected to participate also in the conduct of these duties. Coordinators are encouraged to rotate tasks among the shift’s crew, including themselves, in order to minimize the monotony associated with repetitious work, and to promote a sense of communal team spirit among the workers.

At the conclusion of each program, the forms used for attendance and stack maintenance statistics are turned over to the head of the Circulation Department, the University Libraries’ Director’s Office is instructed to return the twenty-four hour student workers to their regular rate of pay, and new time sheets are given to the student staff.
EVALUATION AND FOLLOW-UP

Attendance

Since the inception of the program, statistics have been taken to record attendance and the stack maintenance activities performed.

Attendance is recorded in two ways, each report providing a different view of when, and by how many visitors, the library is used. The first means is automated—exit gates, a part of the library’s security system, electronically count the number of persons leaving the facility. A reading is made at the beginning and end of each shift, and the total shift attendance is recorded on a form called 24-Hour Night Shift Statistics (appendix N). An Occupancy Tally (appendix O), taken manually, reports the number of persons present in the library hourly, during special shifts. This count is made by the shift’s Coordinator and Monitors while they walk through the library picking up library materials and generally observing conditions. Nightly totals on statistical reports are calculated by the Coordinators.

An examination of shift reports reveals the flow of attendance—highs and lows by the hour and by shift. A review of special-shift occupancy tallies taken in recent years shows that typically the highest attendance occurs between 9 P.M. and 1 A.M., while attendance is lowest between 4 A.M. and 8 A.M. Occupancy increases fairly steadily from day one and does not drop off until the last few days. In the event of a need to consider a reduction in special hours, or possibly to increase or decrease staffing at specific times during special shifts, such data will be crucial.

Totalling hourly occupancy tallies produces figures that are at odds with gate count statistics. Obviously, this is because occupancy counts include, more than once, all patrons remaining in the library longer than one hour and may miss those individuals who enter and leave within the same hour. Therefore, when a raw figure is needed to account for attendance, the number automatically recorded by the exit gates is used.

Cost Per Patron

Keeping the library open extra hours incurs costs and all expenses must be justifiable, particularly when budgets are tight and the fiscal dollar expended very cautiously. Wages paid to the twenty-four hour shift workers are the only expense directly supported by the Undergraduate Library.³

The library’s salary costs for operating the program are calculated by
adding (a) wages paid for special-shift hours, and (b) the pay differentials earned by twenty-four hour staffers while working regular shifts during the two weeks of the program. The total pay differential is the sum of supernumerary wages paid at the rate of $1.00 per hour for Coordinators and $0.75 per hour for Monitors. The practice of paying at an increased rate for regular time slots worked provides an incentive to students to cover as many of their regular hours as can be managed, clearly an advantage to the library.

At the time of this writing, the most recent twenty-four hour program was conducted in December 1988, at the end of the first term of the 1988/89 academic year. Student salary expenses amounted to $2,282.55 (see appendix P, Financial Report: 24-Hour Costs, Fall 1988 Semester). Attendance during the December special shifts totalled 11,472 (see appendix N). Applying a simple formula—total wages ($2,282.55) ÷ total attendance (11,462)—yields 20 cents as the current cost per twenty-four hour patron. For the two terms just prior, per-patron costs amounted to 16.5 cents in May 1988, and 14.5 cents in December 1987.

The cost-per-patron expense becomes more meaningful if the same formula is used to calculate regular operating expenses incurred at times when similar staffing and services are offered. The most equitable comparison possible is one using student wages and attendance counts for weekend shifts, when conditions somewhat approximate twenty-four hour special shift conditions, but unfortunately these situations are not really parallel. Can some justifiable modification be made so the factors involved here are more truly similar to those of twenty-four hour shifts?

The variables involved are (a) attendance, (b) areas serviced, and (c) size of staff.

(a) On regular weekend shifts, gate counts (i.e., attendance) include patrons exiting from the Science and Engineering Library, as well as the Undergraduate Library, differing from special twenty-four-hour night shift gate counts of the UGL patrons only.

(b) Areas serviced by regular weekend staff include both libraries, with stack maintenance and other duties carried out in both locations, unlike twenty-four hour night shift activities which are performed only in the UGL.

(c) Twenty-four hour crews are made up of three student assistants, whose salaries are a direct expense to the library, paid from state funds allocated to the UGL to cover what is termed "Temporary Services." Four students are paid from that allocation to work regular weekend shifts, but they are supplemented by students in the Federal Work Study Program, whose earnings are not chargeable to the library.

Elements (a) and (b) do not lend themselves to modification with any degree of accuracy. Size of staff (c) is the variable not only most suitable for
modification, but also the most natural because its use, when modified, represents actual conditions if not actual dollars spent. To provide a better comparison, therefore, weekend salary figures (shown in Table 1) have been increased from salaries actually paid to what costs would be if the UGL Temporary Services budget supported six weekend workers routinely, instead of four. Table 1 presents a picture of three student assistants working in the UGL on special twenty-four hour shifts, and six student assistants carrying out similar responsibilities in the UGL/SEL complex on normal weekends. The dates selected were chosen because they did not fall within a holiday break or an intersession period, when attendance is lower than normal.

Table 1 clearly illustrates that it is more costly to maintain the twenty-four hour program than it is to operate during regular hours with similar staff and service provisions. The question arises, at this point, whether the extra costs can be justified, and if so, by what means. Justifying the expenditure of dollars and cents when utilizing factors that are not readily quantifiable calls for sound judgment. In this case, costs must be measured against gains, and the principal gains are the benefits offered to the student body.

The term "user satisfaction," frequently found in library literature, is often employed when an assessment is being made of the value of services offered to patrons. What follows is a look at the composition of the student population served by the UGL twenty-four hour program, and feedback from students regarding how they feel about the program. This information provides a good measure of the program's user satisfaction.

**Composition of Student Population Served**

In an effort to characterize those patronizing the library's twenty-four hour program, questionnaire surveys were made in 1982 and 1983, during the first four periods the program was conducted (Questionnaire, appendix Q). For the two years when survey sheets were utilized, there was an average response rate of 19% (see Table 2). Table 2 also reveals that a two-year average of 8% of the respondents were registered at other schools, while 92% attended SUNY at Buffalo. Of those identified as SUNY Buffalo students, 88.5% were undergraduates with an average of 17% freshmen, 25.5 sophomores, 27% juniors, and 19% seniors. Graduate students made up 9.5%, and 2% were in unspecified special programs.

The primary major identified in the surveys was engineering, while social science and management students tied for second place. The number of students living on campus was almost equal to that of off-campus residents.
Table 1
A Comparison of Twenty-Four Hour Special-Shift Student Salaries with Normal Weekend Student Salaries

<table>
<thead>
<tr>
<th>Weekend dates</th>
<th>Student wages earned</th>
<th>Attendance</th>
<th>Weekend cost per patron</th>
<th>Same semester 24-hour program cost per patron</th>
<th>Variance percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 7 &amp; 8 1987</td>
<td>$446.25</td>
<td>4230</td>
<td>$.105</td>
<td>$.145</td>
<td>+ 38</td>
</tr>
<tr>
<td>March 12 &amp; 13 1988</td>
<td>462.00</td>
<td>4229</td>
<td>.110</td>
<td>.165</td>
<td>+ 50</td>
</tr>
<tr>
<td>October 21 &amp; 23 1988</td>
<td>477.75</td>
<td>3695</td>
<td>.130</td>
<td>.20</td>
<td>+ 54</td>
</tr>
</tbody>
</table>

Undergraduate Student Attendance

Table 3 is an attempt to realize a fairly accurate estimate of the SUNY Buffalo student undergraduate population taking advantage of the twenty-four hour program. Student enrollments for the dates shown below represent freshmen, sophomores, juniors, and seniors, both full-time and part-time.

It is accepted that the "attendance" count used in these calculations misrepresents, to an unknown degree, the actual number of individuals visiting the Undergraduate Library during the program's special shifts. Principally, this is because no allowance is made for persons who use the facility multiple times during the period under consideration. What can be determined, with perhaps more accuracy, is what percentage of the students "attending" can be labeled undergraduates. As mentioned above, for the two-year period when grade levels of questionnaire respondents were identified, 88.5% are known to have been undergraduates. Because current patron identification statistics are unavailable, for the purpose of estimating more recent undergraduate attendance, the percentage rate of .885 is used in Table 3. The table clearly illustrates that the UGL twenty-four hour program has been given an overwhelming endorsement by the university's undergraduate community.

Use of Library Collections and Selected Equipment

The questionnaires used in 1982 and 1983 were also a means of gathering data related to the utilization of the UGL's collections and equipment, as evidenced in Table 4.
<table>
<thead>
<tr>
<th>Term</th>
<th>Attendance</th>
<th>Questionnaire respondents</th>
<th>Attendance</th>
<th>Questionnaire respondents</th>
<th>Freshmen</th>
<th>Sophomores</th>
<th>Juniors</th>
<th>Seniors</th>
<th>Graduates</th>
<th>Other</th>
<th>Respondents registered at other schools</th>
<th>Residency of SUNY/ Buffalo respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.22</td>
<td>.27</td>
<td>.27</td>
<td>.16</td>
<td>.08</td>
<td>.008</td>
<td>.17</td>
<td>.45</td>
</tr>
<tr>
<td>Spring 1982</td>
<td>5,144</td>
<td>.22</td>
<td>5,144</td>
<td>.22</td>
<td>.22</td>
<td>.27</td>
<td>.27</td>
<td>.16</td>
<td>.08</td>
<td>.008</td>
<td>.17</td>
<td>.45</td>
</tr>
<tr>
<td>Fall 1983</td>
<td>7,473</td>
<td>.10</td>
<td>7,473</td>
<td>.10</td>
<td>.14</td>
<td>.23</td>
<td>.28</td>
<td>.22</td>
<td>.11</td>
<td>.02</td>
<td>.04</td>
<td>.41</td>
</tr>
<tr>
<td>Spring 1983</td>
<td>6,788</td>
<td>.37</td>
<td>6,788</td>
<td>.37</td>
<td>.18</td>
<td>.28</td>
<td>.27</td>
<td>.15</td>
<td>.09</td>
<td>.03</td>
<td>.09</td>
<td>.56</td>
</tr>
<tr>
<td>Fall 1983</td>
<td>12,473</td>
<td>.08</td>
<td>12,473</td>
<td>.08</td>
<td>.14</td>
<td>.24</td>
<td>.27</td>
<td>.22</td>
<td>.10</td>
<td>.03</td>
<td>.02</td>
<td>53</td>
</tr>
<tr>
<td>Two year total</td>
<td>31,878</td>
<td>.77</td>
<td>31,878</td>
<td>.77</td>
<td>.68</td>
<td>1.02</td>
<td>1.09</td>
<td>.75</td>
<td>.38</td>
<td>.088</td>
<td>.32</td>
<td>1.95</td>
</tr>
<tr>
<td>Four term average</td>
<td>7,969</td>
<td>.19</td>
<td>7,969</td>
<td>.19</td>
<td>.17</td>
<td>2.55</td>
<td>.27</td>
<td>.19</td>
<td>.095</td>
<td>.02</td>
<td>.08</td>
<td>.49</td>
</tr>
</tbody>
</table>

Undergraduate student respondents = .885

**Respondents' majors**

<table>
<thead>
<tr>
<th>Humanities (Arts &amp; Letters)</th>
<th>Social sciences</th>
<th>Natural sciences &amp; mathematics</th>
<th>Engineering</th>
<th>Health sciences</th>
<th>Management</th>
<th>Others: undeclared or not specified</th>
</tr>
</thead>
<tbody>
<tr>
<td>.07</td>
<td>.15</td>
<td>.08</td>
<td>.29</td>
<td>.06</td>
<td>.20</td>
<td>.15</td>
</tr>
<tr>
<td>.07</td>
<td>.16</td>
<td>.07</td>
<td>.31</td>
<td>.13</td>
<td>.15</td>
<td>.11</td>
</tr>
<tr>
<td>.06</td>
<td>.17</td>
<td>.09</td>
<td>.31</td>
<td>.11</td>
<td>.16</td>
<td>.10</td>
</tr>
<tr>
<td>.06</td>
<td>.15</td>
<td>.11</td>
<td>.35</td>
<td>.12</td>
<td>.12</td>
<td>.09</td>
</tr>
<tr>
<td>.26</td>
<td>.63</td>
<td>.35</td>
<td>1.26</td>
<td>.42</td>
<td>.63</td>
<td>.55</td>
</tr>
<tr>
<td>.06</td>
<td>.15</td>
<td>.09</td>
<td>.31</td>
<td>.10</td>
<td>.15</td>
<td>.14</td>
</tr>
</tbody>
</table>
### Table 3
**Undergraduate Students Using the UGL Twenty-Four Hour Program Spring 1987 Through Fall 1988**

<table>
<thead>
<tr>
<th>Term</th>
<th>Undergraduate students attending (total attendance x .885)</th>
<th>÷</th>
<th>Undergraduate student enrollment*</th>
<th>=</th>
<th>Percentage of undergraduates attending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 1987</td>
<td>(15,875 x .885)</td>
<td>14,049</td>
<td>17,465</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>Fall 1987</td>
<td>(11,836 x .885)</td>
<td>10,475</td>
<td>18,714</td>
<td>56</td>
<td></td>
</tr>
<tr>
<td>Spring 1988</td>
<td>(13,789 x .885)</td>
<td>12,203</td>
<td>17,895</td>
<td>68</td>
<td></td>
</tr>
<tr>
<td>Fall 1988</td>
<td>(11,472 x .885)</td>
<td>10,153</td>
<td>19,273</td>
<td>53</td>
<td></td>
</tr>
</tbody>
</table>


### Table 4
**Twenty-Four Hour Questionnaire Responses for 1982-1983 Expressed in Percentages Part II: Use of Library Materials and Equipment**

<table>
<thead>
<tr>
<th>Term</th>
<th>Reference</th>
<th>Periodicals</th>
<th>Collection use Microforms</th>
<th>Circulating</th>
<th>Total</th>
<th>Equipment use Photocopyers</th>
<th>Type Writers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 1982</td>
<td>.23</td>
<td>.21</td>
<td>.04</td>
<td>.28</td>
<td>.76</td>
<td>.33</td>
<td>.07</td>
</tr>
<tr>
<td>Fall 1982</td>
<td>.29</td>
<td>.19</td>
<td>.06</td>
<td>.32</td>
<td>.86</td>
<td>.35</td>
<td>.09</td>
</tr>
<tr>
<td>Spring 1983</td>
<td>.23</td>
<td>.15</td>
<td>.10</td>
<td>.25</td>
<td>.73</td>
<td>.35</td>
<td>.10</td>
</tr>
<tr>
<td>Fall 1983</td>
<td>.22</td>
<td>.12</td>
<td>.08</td>
<td>.21</td>
<td>.58</td>
<td>.30</td>
<td>.05</td>
</tr>
<tr>
<td>Two-year total</td>
<td>.97</td>
<td>.67</td>
<td>.23</td>
<td>1.06</td>
<td>2.93</td>
<td>1.33</td>
<td>.31</td>
</tr>
<tr>
<td>Four-term average</td>
<td>.24</td>
<td>.17</td>
<td>.06</td>
<td>.265</td>
<td>.73</td>
<td>.33</td>
<td>.08</td>
</tr>
</tbody>
</table>
Seventy-three percent of the respondents made some use of the library's collections, with most frequent consultation being made of reference and general open stack materials. Interestingly, twenty-four hour stack maintenance statistics recorded during more recent years indicate a shift in one of the patterns exhibited in Table 4. In 1987 and 1988 pick-up counts of bound and current periodicals account for over 50% of print materials usage, leading to an assumption that consultation of periodicals has risen sharply. This may be attributable to current trends which place increased emphasis on research in academia, even at the undergraduate level.

Only 8% of the respondents had need of one of the library's three public-use typewriters, but a third of them used a photocopy machine.

**Questionnaire Comments**

Space was provided on the questionnaire for comments, and the back of the sheet was left blank in case a respondent cared to write at length. Most of the students who turned in the survey sheets did make some kind of observation.

Most comments were laudatory, praising the twenty-four hour program and urging its continuance. Additionally, respondents noted an interest in seeing other extensions of library hours in the Undergraduate Library and in other unit libraries. Their remarks ranged from requests for longer weekend hours in one unit to appeals for open hours, around the clock, 365 days a year, in every SUNY at Buffalo library.

Complaints were more varied. Some comments concerned distracting noise levels, identified mainly as being caused by other student patrons, sometimes by cleaning staff, but often the source was unspecified. Facilities problems drew some attention, with much mention made of the library being too hot, or too cold, or both at the same time—whether in May or December seemed not to matter. Lavatory supplies were insufficient at times, notably on weekends when cleaning personnel were not present to restock them. In 1982 and 1983 smoking was permitted in designated areas of the library, prompting requests for more ashtrays. Many students objected to messy study areas and clutter left by other patrons, while others disagreed strongly with the ban on food and drink in the library.

Some of the criticism expressed was unrelated to the twenty-four hour program. Overdue fines were dubbed unfair; annoyance was felt at hearing closing announcements made each day over the library's public address system; loan periods were either too long or too short; mutilation in the
library's journal collection was deplored; there were not enough smoking areas, or, on the flip side, those in existence should be removed; and the Undergraduate Library should subscribe to more popular magazines and buy more dictionaries and thesauri. These are among the most frequently noted remarks. In many cases the library was able to act on the students' complaints, and occasionally that fact was recognized in the comments section of questionnaires turned in at a later date.

**Stack Maintenance Tasks Accomplished**

Stack maintenance activities carried out on each special shift are logged on a 24-Hour Night Shift Statistics Form (appendix N). Undergraduate Library materials picked up and shelved are counted and tallied, to be totalled at the end of the shift by the Coordinator.

Science and Engineering Library materials, picked up in the UGL during overnight shifts, are counted, tallied, and pre-sorted, then held until the following morning when day shift student assistants concentrate on stack maintenance in the SEL, as it is accessible only during regular operating hours.

Having measurable accountability of this nature is an essential practice during special shifts, when a regular clerical or professional staff member is rarely present. Special shift workers are obliged to work as diligently to satisfy the same level of expectations as are daytime student staff. They are compensated for the inconvenience of working night shifts by temporary pay raises discussed earlier in this paper.

**EARLY PLANNING FOR THE NEXT TERM**

Any problems encountered which future planning may prevent or alleviate are addressed at the close of each twenty-four hour period. Problems that can be resolved immediately are handled at once. For those requiring attention closer to the next upcoming twenty-four hour program, possible resolutions are considered and outlined for inclusion in a file to be consulted at that time. Copies of the program forms, guidelines, signage, handouts, etc., are added to the file, as are comments and observations made by staff and patrons, with particular attention given to suggestions for improving the program. As one more twenty-four hour program ends, planning for another is underway.
APPENDIX A

WELCOME TO UGL 24-HOURS

The Undergraduate Library provides a quiet place for you to study at the closing of the fall and spring terms. You are encouraged to take advantage of this opportunity.

During this period, as throughout the rest of the year, Library regulations must be observed. Persons not conforming to regulations will be required to leave.

THESE ITEMS MAY NOT BE BROUGHT INTO THE LIBRARY

- Food
- Beverages
- Bedding
- Sleeping Bags
- Television Sets
- Radios
- Cooking Equipment and other "Camping Out" Supplies

Persons found in the Library with such items will be required to leave, or to surrender the items to be picked up at the Circulation Desk as they leave. Anything of this nature found unattended will be taken to the Circulation Desk and may be claimed, with proper ID, when leaving.

Available all hours – access to UGL collections and study space, use of typewriters and photocopy machines.

Available only during regular operating hours – access to SEL collections and study space, Audio-Visual Center, Micro-Computers.

Because of abuses during previous semesters, UGL group study rooms will be unavailable from 11:30pm to 8:30am.

Quiet should be maintained throughout the Library. Please conduct yourself so that others who are studying will not be disturbed. Your fellow students will be grateful for your cooperation.

Maintenance Staff may ask you to temporarily move while they are cleaning an area. Please be cooperative.

THE LIBRARY IS NOT RESPONSIBLE FOR YOUR PERSONAL MATERIALS. BE ALERT.

Thank you for your cooperation and good luck on your final exams!
The Undergraduate Library is now hiring for the hours listed on the reverse of this sheet. Only applications for full shifts will be accepted. A minimum of 4 shifts are required, although more than four may be requested. It is not permissible to request partial shifts. Because shifts are more than 6 hours in length, you are required under New York State law to take a one-half hour meal break without pay.

DUTIES: Monitor the entry and exit gates, patrol the Library, empty book return bin, pick-up materials around the Library, shelve Library materials, enforce Library regulations banning food and beverages, service photocopy machines. Promptness is essential, as is attendance for entire shifts. Absence or tardiness will result in dismissal. Be certain your transportation needs can be met before making a commitment, as campus bus service is limited at night and on weekends.

Three persons will be assigned to each shift. One will act as a Coordinator/Supervisor. Coordinators are paid at the rate of a $1 per hour more than their usual rate of pay. Two persons will be Monitors and receive $0.75 per hour more than their usual rate of pay.

APPLICATIONS FROM OUR PRESENT STAFF MUST BE RECEIVED BY WEDNESDAY, NOVEMBER 23, IN ORDER TO BE GIVEN PRIORITY CONSIDERATION.

A. If you are presently a Temporary Service employee in UGL, the rate of pay you receive as a Monitor or Coordinator will apply to all of your working hours throughout the 24-Hour period, including your regularly scheduled hours. Because there is a limit of 20 hours maximum per week you are allowed to work through WEDNESDAY, DECEMBER 14, scheduling you on the special shifts you have requested may be given priority over requiring you to cover some of your regularly scheduled hours. As of December 15, you may work up to 40 hours per week.

B. If you are presently a Federal Work Study employee in UGL, and interested in 24-Hour night work, see Circulation Supervisor or Department Head.

C. If you are a new employee, at least three days is required to process the necessary paperwork before you will be permitted to work. University regulations allow you to work only 20 hours per week through WEDNESDAY, DECEMBER 14. As of DECEMBER 15, you may work up to 40 hours per week.

IF ALL SHIFTS HAVE NOT BEEN FILLED BY OUR PRESENT STAFF BY WEDNESDAY, NOVEMBER 23, APPLICATIONS RECEIVED FROM OTHER STUDENTS WILL BE CONSIDERED.
APPENDIX B (Cont.)

<table>
<thead>
<tr>
<th>24-HOUR SHIFTS, FALL 1988</th>
<th>Indicate Requested Shifts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Friday      12/9       9 pm to 4 am</td>
<td>Saturday #1</td>
</tr>
<tr>
<td>2  Saturday    12/10      4 am to noon</td>
<td>#2</td>
</tr>
<tr>
<td>3  Saturday    12/10      9 pm to 4 am</td>
<td>Sunday #3</td>
</tr>
<tr>
<td>4  Sunday      12/11      4 am to noon</td>
<td>#4</td>
</tr>
<tr>
<td>5  Sunday      12/11      11:30 pm to 8 am</td>
<td>Monday #5</td>
</tr>
<tr>
<td>6  Monday      12/12      11:30 pm to 8 am</td>
<td>Tuesday #6</td>
</tr>
<tr>
<td>7  Tuesday     12/13      11:30 pm to 8 am</td>
<td>Wednesday #7</td>
</tr>
<tr>
<td>8  Wednesday   12/14      11:30 pm to 8 am</td>
<td>Thursday #8</td>
</tr>
<tr>
<td>9  Thursday    12/15      11:30 pm to 8 am</td>
<td>Friday #9</td>
</tr>
<tr>
<td>10 Friday      12/16      9 pm to 4 am</td>
<td>Saturday #10</td>
</tr>
<tr>
<td>11 Saturday    12/17      4 am to noon</td>
<td>#11</td>
</tr>
<tr>
<td>12 Saturday    12/17      9 pm to 4 am</td>
<td>Sunday #12</td>
</tr>
<tr>
<td>13 Sunday      12/18      4 am to noon</td>
<td>#13</td>
</tr>
<tr>
<td>14 Sunday      12/18      11:30 pm to 8 am</td>
<td>Monday #14</td>
</tr>
<tr>
<td>15 Monday      12/19      11:30 pm to 8 am</td>
<td>Tuesday #15</td>
</tr>
<tr>
<td>16 Tuesday     12/20      11:30 pm to 8 am</td>
<td>Wednesday #16</td>
</tr>
<tr>
<td>17 Wednesday   12/21      11:30 pm to 8 am</td>
<td>Thursday #17</td>
</tr>
<tr>
<td>18 Thursday    12/22      11:30 pm to 8 am</td>
<td>Friday #18</td>
</tr>
</tbody>
</table>

I am available for all the shifts I have indicated above and will work as many as I am scheduled: ____________ (check here).

I am available for all the shifts I have indicated above but wish to be limited to a total of _______ shifts.

Signed ________________________________ date _______________________

This sheet must be returned to Circulation Supervisor by Wednesday, November 23.

Received by Circulation Supervisor ____________.
TO: UGL Student Assistants

FROM: Circulation Supervisor

SUBJECT: 24-Hour Scheduling and Attendance

Attached is a copy of an application for 24-Hour work shifts. Please read it carefully before responding to it, giving consideration not just to a desire to earn additional income but to the time commitments you will be making during the exam period. Commitments to working 24-Hour shifts and regular shifts must be honored.

I am reminding you that you were hired for the semester. This does not mean that it is acceptable to give notice before exams start, to permit you to have this period free from work responsibilities. You are expected to work throughout the end of the semester, excepting only those times when you must be absent to take an examination. For those periods, fill out a sub-slip and submit it to me before posting it on the student bulletin board.

Absences must be kept to a minimum, as this is an extremely busy period in the Libraries and the presence of each employee is especially important. If you wish to be retained on the payroll, it is incumbent on you to satisfactorily fulfill the commitment you made to the Library when you were hired.

DK:cc
le:24att
<table>
<thead>
<tr>
<th></th>
<th>SUNDAY</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
<th>SATURDAY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HOURS</td>
<td>LIMIT</td>
<td>LIMIT</td>
<td>LIMIT</td>
<td>LIMIT</td>
<td>LIMIT</td>
<td>LIMIT</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>All shifts include half-hour meal break (unpaid) which must be shown on timesheet.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Listed</td>
<td>under shift numbers represent total shift length. To determine hours worked, subtract 1/2 hr. each shift for meal break.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SHIFT #4</td>
<td>4:00 AM</td>
<td></td>
<td>C</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td></td>
<td>8:00 AM</td>
<td></td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
<tr>
<td>SHIFT #5</td>
<td>11:30 PM</td>
<td>11:30 PM</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td></td>
<td>8:00 AM</td>
<td>8:00 AM</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
<tr>
<td>SHIFT #13</td>
<td>4:00 AM</td>
<td>11:30 PM</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td></td>
<td>8:00 AM</td>
<td>8:00 AM</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
<tr>
<td>SHIFT #14</td>
<td>11:30 PM</td>
<td>11:30 PM</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td></td>
<td>8:00 AM</td>
<td>8:00 AM</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
</tbody>
</table>
These are the shifts to which you have been assigned. Please verify, at once, that you have a clear understanding of the precise dates and starting times, since tardiness or absenteeism will result in dismissal. Staffing is very limited on these shifts; each person's presence is essential.

<table>
<thead>
<tr>
<th>Shift</th>
<th>Day/Date</th>
<th>Time</th>
<th>YOUR SHIFTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Friday, 12/9</td>
<td>9pm to 4am on Sat.</td>
<td></td>
</tr>
<tr>
<td>#2</td>
<td>Saturday, 12/10</td>
<td>4am to noon</td>
<td></td>
</tr>
<tr>
<td>#3</td>
<td>Saturday, 12/10</td>
<td>9pm to 4am on Sun.</td>
<td></td>
</tr>
<tr>
<td>#4</td>
<td>Sunday, 12/11</td>
<td>4am to noon</td>
<td></td>
</tr>
<tr>
<td>#5</td>
<td>Sunday, 12/11</td>
<td>11:30pm to 8am on Mon.</td>
<td></td>
</tr>
<tr>
<td>#6</td>
<td>Monday, 12/12</td>
<td>11:30pm to 8am on Tue.</td>
<td></td>
</tr>
<tr>
<td>#7</td>
<td>Tuesday, 12/13</td>
<td>11:30pm to 8am on Wed.</td>
<td></td>
</tr>
<tr>
<td>#8</td>
<td>Wednesday, 12/14</td>
<td>11:30pm to 8am on Thurs.</td>
<td></td>
</tr>
<tr>
<td>#9</td>
<td>Thursday, 12/15</td>
<td>11:30pm to 8am on Fri.</td>
<td></td>
</tr>
<tr>
<td>#10</td>
<td>Friday, 12/16</td>
<td>9pm to 4am on Sat.</td>
<td></td>
</tr>
<tr>
<td>#11</td>
<td>Saturday, 12/17</td>
<td>4am to noon</td>
<td></td>
</tr>
<tr>
<td>#12</td>
<td>Saturday, 12/17</td>
<td>9pm to 4am on Sun.</td>
<td></td>
</tr>
<tr>
<td>#13</td>
<td>Sunday, 12/18</td>
<td>4am to noon</td>
<td></td>
</tr>
<tr>
<td>#14</td>
<td>Sunday, 12/18</td>
<td>11:30pm to 8am on Mon.</td>
<td></td>
</tr>
<tr>
<td>#15</td>
<td>Monday, 12/19</td>
<td>11:30pm to 8am on Tues.</td>
<td></td>
</tr>
<tr>
<td>#16</td>
<td>Tuesday, 12/20</td>
<td>11:30pm to 8am on Wed.</td>
<td></td>
</tr>
<tr>
<td>#17</td>
<td>Wednesday, 12/21</td>
<td>11:30pm to 8am on Thurs.</td>
<td></td>
</tr>
<tr>
<td>#18</td>
<td>Thursday, 12/22</td>
<td>11:30pm to 8am on Fri.</td>
<td></td>
</tr>
</tbody>
</table>

You are limited to 20 hours a week through Wednesday 12-14; starting Thursday, 12-15, you may work 40 hours a week.
APPENDIX F

24-HOUR SCHEDULE -- UNDERGRADUATE LIBRARY
Fall 1988

Shift #1  Friday, Dec. 9  9 pm - 4 am, Saturday,
Monitor ____________________  Phone ____________________
Monitor ____________________  Phone ____________________
Coordinator _________________  Phone ____________________

Shift #2  Saturday, Dec. 10  4 am - noon
Monitor ____________________  Phone ____________________
Monitor ____________________  Phone ____________________
Coordinator _________________  Phone ____________________

Shift #3  Saturday, Dec. 10  9 pm - 4 am, Sunday,
Monitor ____________________  Phone ____________________
Monitor ____________________  Phone ____________________
Coordinator _________________  Phone ____________________

Shift #4  Sunday, Dec. 11  4 am - noon
Monitor ____________________  Phone ____________________
Monitor ____________________  Phone ____________________
Coordinator _________________  Phone ____________________

IF THERE ARE ANY PROBLEMS CALL
Circulation Supervisor or Department Head at Home
APPENDIX F (Cont.)

Shift #5  Sunday, Dec. 11  11:30 pm - 8 am, Monday,
Monitor ___________________ Phone ___________________
Monitor ___________________ Phone ___________________
Coordinator ________________ Phone ___________________

Shift #6  Monday, Dec. 12  11:30 pm - 8 am, Tuesday,
Monitor ___________________ Phone ___________________
Monitor ___________________ Phone ___________________
Coordinator ________________ Phone ___________________

Shift #7  Tuesday, Dec. 13  11:30 pm - 8 am, Wednesday,
Monitor ___________________ Phone ___________________
Monitor ___________________ Phone ___________________
Coordinator ________________ Phone ___________________

Shift #8  Wednesday, Dec. 14  11:30 pm - 8 am Thursday,
Monitor ___________________ Phone ___________________
Monitor ___________________ Phone ___________________
Coordinator ________________ Phone ___________________

Shift #9  Thursday, Dec. 15  11:30 pm - 8 am Friday,
Monitor ___________________ Phone ___________________
Monitor ___________________ Phone ___________________
Coordinator ________________ Phone ___________________
<table>
<thead>
<tr>
<th>Shift #10</th>
<th>Friday, Dec. 16</th>
<th>9 pm - 4 am, Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Coordinator</td>
<td>Phone</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shift #11</th>
<th>Saturday, Dec. 17</th>
<th>4 am - noon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Coordinator</td>
<td>Phone</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shift #12</th>
<th>Saturday, Dec. 17</th>
<th>9 pm - 4 am, Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Coordinator</td>
<td>Phone</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shift #13</th>
<th>Sunday, Dec. 18</th>
<th>4 am - noon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Coordinator</td>
<td>Phone</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shift #14</th>
<th>Sunday, Dec. 18</th>
<th>11:30 pm - 8 am, Monday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Coordinator</td>
<td>Phone</td>
<td></td>
</tr>
</tbody>
</table>
### APPENDIX F (Cont.)

<table>
<thead>
<tr>
<th>Shift #15</th>
<th>Monday, Dec. 19</th>
<th>11:30 pm - 8 am, Tuesday,</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Coordinator</td>
<td>Phone</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shift #16</th>
<th>Tuesday, Dec. 20</th>
<th>11:30 pm - 8 am, Wednesday,</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Coordinator</td>
<td>Phone</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shift #17</th>
<th>Wednesday, Dec. 21</th>
<th>11:30 pm - 8 am, Thursday,</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Coordinator</td>
<td>Phone</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shift #18</th>
<th>Thursday, Dec. 22</th>
<th>11:30 pm - 8 am, Friday,</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Monitor</td>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Coordinator</td>
<td>Phone</td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX G

UNIVERSITY AT BUFFALO
STATE UNIVERSITY OF NEW YORK

24 HOURS
GENERAL GUIDELINES FOR ALLhifts

1. You are expected to cover your daytime hours as adjusted to permit night or weekend shift assignments.

2. Keep in mind that the following maximum hours apply throughout the twenty-four hour period:

   week ending Wednesday, December 14 - 20 hours
   as of Thursday, December 15 and continuing - 40 hours

3. You are expected to be present, and on time, for every shift you are assigned. Obtaining replacements during this period is virtually impossible, especially at the last minute.

4. Special timesheets are made up for the 24-hour period and kept in your file folder.

   Sign your time sheet immediately, as each new one is issued. Sign in as you arrive, sign out at departure. When you work more than six hours, State law requires you to take an unpaid one-half hour break during the six hours. It must be shown on your time sheet.

5. Attached you will find instructions for specific duties. Read them carefully. Refer any questions to a supervisor.

Attachment: Duty instructions
APPENDIX H

PROCEDURES FOR NIGHT SHIFT STAFF
DURING THE 24-HOUR PERIOD

I. The Coordinator will check with the Evening Supervisor at the beginning of the shift.
   a. Be certain that the fire door key, photocopy machine keys, honors room keys, and typing room keys are available.
   b. Discuss with the Evening Supervisor any action to be taken concerning problems that occurred during the previous shift.

II. For the person assigned to monitor the entrance and exit gates:
   a. Do not permit anyone to enter with food or beverages. They must be consumed outside the Library. Set a good example yourself. When you take your meal break, either leave the Library or remain in the Student Lounge area.
   b. Visually handicapped persons may enter the Library with a Seeing-Eye dog. No other animals are permitted.
   c. Give each person entering a copy of the handout, "Welcome to UGL 24-Hours".

III. Shortly after the beginning of the shift, one person should be assigned to:
   a. Go to each study room on the ground and first floors and inform the occupants they must vacate. Be courteous but firm.
   b. Using the key marked "rooms 29, 113, and study rooms," lock each study room as it is vacated. Remove library materials that are not checked out. The study rooms will remain locked all night.
   c. Occupants of the Honors Study Room need not vacate unless they are violating library regulations (food and drink, smoking, etc.). Remove any library materials that are not checked out and not being used.
   d. Check the windows in the Library. If any are found open, report immediately to the Coordinator. The Coordinator should ask maintenance staff to secure the window(s). If no maintenance staff are on duty, notify Campus Security (X2222) and ask them to inform the Maintenance Department that someone should come to secure the window(s).
APPENDIX H (Cont.)

IV. One staff member should be assigned to walk through the Library periodically (at least every hour), checking all areas including the typing room. The second person should be doing a pick-up or shelving (see VII).

The third person remains at the entry, sorting books on booktrucks, and other tasks assigned by the Coordinator.

a. During the hourly walk through the library, be alert for evidence of food or beverages. Inform offenders they must remove such things. If they refuse to observe your instruction, give them a warning that they will be evicted. If they do not comply, notify Campus Security by dialing 2222 requesting eviction of the offending parties. If you find empty cups, candy wrappers, etc., remove them.

b. Persons creating a disturbance should be given a warning. Make a polite reminder that others have the right to study undisturbed. If such behavior persists, notify Campus Security by dialing 2222, requesting the eviction of the offending parties. Be able to describe them and where they are sitting.

c. Setting up "housekeeping" arrangements is not permitted. You need not request a sleeping person to leave, but bringing in sleeping bags, cooking equipment, littering an area, and the like, are not allowed.

V. If you are a new employee who has not been trained to do a pick-up or shelving, the Coordinator on duty will give you the necessary instruction.

VI. Basic steps may be needed to maintain equipment.

a. Load paper in the photocopy machines as needed.

b. Clear paper jams in the photocopy machines when they occur.

c. Add toner to the photocopy machines as needed.

d. Do not take any further steps if a photocopy machine is out of order. The Coordinator should leave information in the photocopy log for the daytime staff regarding the problem and identify the machines as #1, #2, or #3.
APPENDIX H (Cont.)

e. If two machines are out of order, the Coordinator may call the Circulation Supervisor at home to request authorization for an emergency service call. See your instruction sheet: All Shifts Procedures for Handling Photocopy Machine Service Calls.

f. Put an out-of-order sign on any non-functioning equipment.

g. If a typewriter ribbon runs out, replace it. Instructions can be found in the typewriter key drawer.

h. Do not take any further steps if a typewriter is out of order. The Coordinator should leave information for the daytime staff regarding the problem and identify the machines as #1, #2, #3, or #4.

i. If a swinging bar at the exit gate breaks, replace the broken pin. A supply is kept at the Circulation counter. If you cannot repair it, close it off and move to the in-service exit. Do not take any further steps. The Coordinator should leave information for the daytime staff regarding the problem.

j. If there are any serious temperature problems (above 70°F or below 65°F), call the Chilled Water Plant service at 2206, describing the problem and the areas affected. The Coordinator should leave a message for the daytime staff regarding the problem.

k. Should an emergency such as a burst pipe occur, call Maintenance at 2026. The Coordinator should leave a message for the daytime staff.

VII. Throughout the shift see that Library materials are picked up and reshelved. Priority should be observed as follows:

1. Reference materials;
2. Current and bound periodicals;

a. When you do a pick-up, use a pick-up streamer to record the number of items, the date, and your initials.

b. When you shelve, use a shelving streamer to record the number of items, the date, and your initials.

c. The Coordinator will tally these streamers and record them on the 24-Hour Night Shift Statistics form.

d. Empty the book return bin, as necessary.

e. Reference and periodical materials found in the bin get priority shelving.
APPENDIX H (Cont.)

f. Because the automated circulation system is not operational overnight, circulating materials removed from the return bin must be held to the following day to be checked in. (All circulating materials taken from the bin must be presumed to have been charged out.)

g. Clearly label a book truck with a sign saying "To be discharged as of ____________", filling in the previous day's date.

h. Place all circulating materials removed from the return bin on the labeled truck. (The daytime staff on the next shift will discharge them.)

i. Be alert for Reserve materials. If any are found, stamp them by using the time clock, adding "found in UGL". Turn these items over to the daytime staff.

j. Shortly before end of shift, check both floors for out-of-place furniture, (i.e., couches, benches used for napping, etc.). Move it back into correct locations.

VIII. If a firedoor alarm rings, the Coordinator will re-set it.

IX. If a medical emergency arises, call Campus Security at 2222, giving them as many particulars as possible.

X. If anyone on your shift does not show up, arrives late, or leaves early, sleeps on duty, or otherwise does not conduct himself/herself correctly, the Coordinator should inform the Department Head in writing. During the night, if a personnel problem requires immediate attention, the Coordinator may call Circulation Supervisor or Department Head at home.

XI. Coordinators will set meal break schedules so two persons remain on duty at all times.

XII. At the close of your shift, clear the student lounge area of garbage and clutter.

XIII. Sign and fill in your time sheet carefully. Do not omit your meal break.

XIV. For your information, hourly bus service is available to the dorms and to the Main Street Campus throughout the 24-hour period.

circ:night24
SPECIAL PROCEDURES FOR DAY SHIFT SUPERVISORS
DURING THE 24-HOUR PERIODS

1. Raise the mesh grill that covered the right hand side of the entryway during the night shift.

2. Record the gate readings.

3. Check for out-of-order signs on any equipment in use during the night shift -- photocopy machines, student typewriters. Check the equipment logs for details. If you cannot handle the problem, inform Circulation Supervisor or Department Head.

4. Ascertain that any keys used during the night, such as the typing room keys or honors room key, have been returned to their proper location.

5. The night coordinator will inform you of any information that is necessary to be acted on, such as an area that needs cleaning, any night emergencies that arose, and so on. Please convey all such information to Circulation Supervisor or Department Head.

6. Follow the usual opening routines in SEL, including a pick-up.

7. Open the circulation service desk in UGL, change date stamps, do a pick-up, etc.

8. Shortly after the beginning of the morning shift, one person should be assigned to:

   a) Unlock group study rooms on ground and first floors.

   b) Check the Honors Study Room. Verify that library rules are being observed. Remove any library materials that are not checked out and not being used.

   c) As part of the opening routine, check the windows in the library. If any are found open, report to supervisor immediately.

   d) Any out-of-place furniture should be moved to its correct location. Check both floors of UGL for couches, benches, etc. moved during the night.
APPENDIX J

SPECIAL PROCEDURES FOR EVENING SHIFT COORDINATORS DURING THE 24-HOUR PERIODS

1. Throughout the evening and just prior to closing the Circulation and Reserve Desks, library materials should be picked up and reshelved on all floors observing the following priority:
   - reference materials
   - current and bound periodicals
   - circulating materials.

2. Before closing the Desks and suspending services, the evening Coordinator will attend to the following:
   a) Grid: Lower grid closing off righthand exit. Appropriately position "Use Other Exit Gate" sign.
   c) Circulation Desk Sign: Ascertain that the appropriate message is displayed indicating the hour at which Circulation and Reserve services are to resume.
   d) Keys: The following should be turned over to the Night Coordinator—firedoor, copy machine, honors room and typing room keys.
   e) Announcements:
      One-half hour before closing—"The Science & Engineering Library is not open twenty-four hours. SEL will close in thirty minutes. Occupants of SEL must bring all belongings with them when leaving that area."
      "Any reserve materials due today must be returned to the Reserve desk within the next fifteen minutes, when the Reserve and the Circulation desks will close."
      Fifteen minutes before closing—"SEL will close in fifteen minutes. Occupants must remove their belongings when leaving that area. The Reserve and Circulation desks are now closing."
      At closing time—"SEL is closed. Elevators to the second and third floors are being shut off. SEL will re-open and Circulation and Reserve services will resume tomorrow at (8am for Mon.-Fri. mornings, noon for Sat.-Sun. mornings)."
APPENDIX K

ALL SHIFTS

PROCEDURES FOR HANDLING PHOTOCOPY MACHINE SERVICE CALLS

I. DAY SHIFT

1. UGL Machines: Circulation Supervisor is person primarily responsible. Back-up #1: Clerk A
   #2: Clerk B
   #3: Reserve Supervisor
   #4: Department Head

   a. As soon as possible each morning, check the status of the UGL copiers to determine if service is needed.

   b. Immediately following, check the UGL service log for unresolved problems carried over from the previous day(s), and for messages left by the Coordinator of the preceding shift.
      1) Make any necessary service calls; record calls in the UGL log.
      2) Record all service responses in the log.
      3) If there has been no response to service calls made more than 24 hours previously, make a follow-up call. Note in log any explanations offered by service company.

   c. Re-check the log in the late afternoon.
      1) If there has been no response to service calls made more than 24 hours ago (other than those followed-up in the morning), make a follow-up call. Note in log any explanations offered by service company.
      2) If two or more machines are out-of-order in UGL, inform service company that you are authorizing overtime. This is important at any time but especially crucial on Friday afternoons and during the 24-Hour Open Periods.

   d. Always record replies, note repairs done/not done, and reasons given for delays. Notes should be written so it is evident to anyone checking the log which calls have been completed and which need follow-up. Write legibly and give full particulars, such as "repaired; in working order," or "part needed; serviceperson will return on Tuesday."

   e. The UGL log book should be kept on the log book shelf when not being used.

   (over)
2. **SEL Machines**: Reserve Supervisor is person primarily responsible.
   Back-up #1: Circulation Supervisor
   #2: Clerk A
   #3: Clerk B
   #4: Department Head

1-4. Follow the same procedures outlined above for UGL, substituting "SEL" for "UGL" throughout.

5. The Reserve Supervisor will bring SEL log book to UGL shelf at end of her shifts, and pick it up again at beginning of her shifts.

II. EVENING/WEEKENDS/24-HOUR SHIFTS

**UGL and SEL Machines**: The Coordinator is person responsible

1. As soon as possible after coming on duty, check the status of UGL and SEL copiers to determine if service is needed. (Exception: Twenty-four Hour night coordinators are not responsible for SEL machines.)

2. Immediately following, check the UGL and SEL service logs for unresolved problems carried over from the previous shift(s), and for messages left by preceding supervisors.
   a) During your shift, if a machine becomes out-of-order, place an out-of-order sign on the machine and note it in the appropriate log book, giving full particulars.
   b) If two or more machines are out-of-order in UGL, or in SEL, contact Circulation Supervisor to request authorization for overtime service.

3. Note repairs done/not done, log calls made, replies received, and reasons given for delays. Notes should be written so it is evident to anyone checking the log which calls have been completed and which need follow-up. Write legibly and give full particulars, such as "repaired; in working order," or "part needed; serviceperson will return on Tuesday."

4. Both log books should be kept on the log book shelf when not being used.
APPENDIX L

UNIVERSITY AT BUFFALO
STATE UNIVERSITY OF NEW YORK

NIGHT AND WEEKEND SHIFTS
24-HOUR PROCEDURES FOR CHANGE-MAKING MACHINE AND TYPEWRITERS

VENDACARD MACHINE

Do not attempt to give service for the change-making machine. No replacement cards or cash rebate money is available after regular closing hours.

If there is a machine problem, put an out-of-order sign on the machine and inform the patron he/she must return on a weekday, Monday through Friday, between 8:00am and regular closing time. Leave a message for Department Head or Circulation Supervisor, so we will know to whom cards/rebates may be legitimately given.

TYPEWRITERS

There are typewriter ribbons for the machines in the supply drawer (grey filing cabinet) next to the periodicals cabinets.

Before changing a ribbon, determine if any of the following conditions exists as a new ribbon may not be needed:

1. Is machine on stencil? Move indicator until machine types correctly.

2. Is the platen indicator on "A"? If not, move it to "A" which is where it belongs.

3. Is the numbered wheel on the right hand bottom of the keyboard set on 0 or on 1? It may be adjusted to a higher number if darker printing is desired.

If a new ribbon is needed, read the instructions on the box carefully before changing it.
APPENDIX M

24-HOURS FIRE ALARM REGULATIONS

1. When a fire alarm sounds, the library should be evacuated immediately.

   a. The Coordinator will make an announcement using the public address system. The precise wording to be used is posted on the board above the microphone. If the p.a. system does not function, use the bullhorn, but be extremely cautious. The p.a. system may be out of service due to a fire or overheating of electrical wiring.

   b. One monitor should be posted at the exit, to monitor people leaving. Only charged-out materials may be removed from the premises.

   c. Another monitor should walk through the ground floor, making sure that everyone has left. When the floor is clear, the monitor should go to the first floor exit.

   d. The Coordinator should walk through the first floor, making sure everyone has left. When the floor is clear, the Coordinator should go to the exit.

   e. When all patrons have been evacuated, the staff should leave the library, but remain as close as possible to the front doors. Only Public Safety officers and Fire Department personnel may enter the premises while the alarm is ringing. When the alarm stops, all occupants may re-enter. (If possible, take the front door key with you, just as a precaution. With the crash bars correctly set, it should not be necessary to use the key to regain entry.)

If the alarm rings longer than five minutes, and no Public Safety/Fire Department personnel has responded, a monitor should go to the campus phone on the ground floor near the elevators and call the Campus Security office, ext. 2222. Explain the situation, stressing the fact that many students are impatiently waiting to re-enter the library, and ask them to check the alarm.

DO NOT RE-ENTER THE LIBRARY WHILE THE ALARM IS RINGING.
2. If a second alarm sounds soon after the first, there may be a malfunction of the system.

   a. If you see no evidence of a real emergency, use the public address system to read the alternative announcement posted above the microphone.

   b. Call the Campus Security office, ext. 2222, and inform them of the problem. If they advise you to evacuate the library, do so immediately.

3. AT ANY TIME, IF YOU SEE, HEAR, OR SMELL EVIDENCE OF A FIRE, AND YOU ARE ABLE TO USE THE PUBLIC ADDRESS SYSTEM SAFELY:

   a. Tell everyone to leave by the closest exit.

   b. Leave the library.

4. When you re-occupy the library, use the fire door key to re-set any door alarms triggered by patrons using fire exits.
## OSCAR R. SILVERMAN UNDERGRADUATE LIBRARY

### PICK-UP COUNT

<table>
<thead>
<tr>
<th>Books</th>
<th>Periodicals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Ref</td>
<td>Ref</td>
</tr>
<tr>
<td>1471</td>
<td>629</td>
</tr>
</tbody>
</table>

### SHELVING

<table>
<thead>
<tr>
<th>Books</th>
<th>Periodicals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Ref</td>
<td>Ref</td>
</tr>
<tr>
<td>10021</td>
<td>755</td>
</tr>
</tbody>
</table>

## EMPLOYEE INFORMATION

- Coordinator: 
- Shift No.: TOTAL ALL SHIFTS: 
- Day: Fri, 12/9/88-Thur, 12/22/88
- Date: 
- Time: In: 
- Out: 
- Length Shift: Hrs 145, Mins:
  - TOTAL ALL SHIFTS: 

## SCIENCE AND ENGINEERING LIBRARY

### PICK-UP COUNT

<table>
<thead>
<tr>
<th>Books</th>
<th>Periodicals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Ref</td>
<td>Ref</td>
</tr>
<tr>
<td>87</td>
<td>32</td>
</tr>
</tbody>
</table>

### SHELVING

- NOT A 24-HR SHELVE SITE

## GATE READINGS

- Beginning of Shift: 
- Close of Shift: 
- Total Shift Attendance: 11472
  - TOTAL ALL SHIFTS:
## APPENDIX O

### Oscar A. Silverman Undergraduate Library
State University of New York at Buffalo

### 24-Hour Occupancy Tally

<table>
<thead>
<tr>
<th>Period</th>
<th>Fall 1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUMMARY SHEET</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shift</th>
<th>Day</th>
<th>A.M.</th>
<th>P.M.</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fri. 12/9-Sat. 12/10</td>
<td>108 195 174</td>
<td>112 53 44 45</td>
<td>262 239</td>
</tr>
<tr>
<td>2</td>
<td>Sat. 12/10</td>
<td>400 368</td>
<td>226 158 140 114 55</td>
<td>105 235</td>
</tr>
<tr>
<td>3</td>
<td>Sun. 12/11</td>
<td>240 198</td>
<td>152 109 71 55 54</td>
<td>81 111</td>
</tr>
<tr>
<td>4</td>
<td>Mon. 12/12</td>
<td>419 302</td>
<td>180 16 111 103 90 76</td>
<td>8 143</td>
</tr>
<tr>
<td>5</td>
<td>Tue. 12/13-Mon. 12/14</td>
<td>292 228</td>
<td>151 126 103 105 98 110</td>
<td>1 123</td>
</tr>
<tr>
<td>6</td>
<td>Wed. 12/14-Tue. 12/13</td>
<td>395 134</td>
<td>102 73 45 31 36 41</td>
<td>1 769</td>
</tr>
<tr>
<td>7</td>
<td>Thur. 12/12-Mon. 12/17</td>
<td>265 219</td>
<td>182 124 101 78 61 54</td>
<td>1 084</td>
</tr>
<tr>
<td>8</td>
<td>Fri. 12/16-Sat. 12/17</td>
<td>311 278</td>
<td>237 201 182 130 90 64</td>
<td>1 437</td>
</tr>
<tr>
<td>9</td>
<td>Sat. 12/17</td>
<td>399 379</td>
<td>354 246 187 148 89 83 54 41</td>
<td>22 33</td>
</tr>
<tr>
<td>10</td>
<td>Sun. 12/18</td>
<td>217 215</td>
<td>152 115 108 97 73 109 1 676</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Mon. 12/19-Tue. 12/20</td>
<td>279 260</td>
<td>221 182 163 135 123 134 1 1573</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Wed. 12/21-Wed. 12/22</td>
<td>218 158</td>
<td>140 123 117 100 77 84 1 707</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Thu. 12/22/Thu. 12/23</td>
<td>288 120 991 3281 197 153 125 1038 903 903 903 85 85 128 234 424 17 901</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### APPENDIX O
## APPENDIX P

### UNIVERSITY AT BUFFALO

STATE UNIVERSITY OF NEW YORK

FINANCIAL REPORT

24-HOUR COSTS

FALL 1988 SEMESTER

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Coordinators' salaries</td>
<td>$754.45</td>
</tr>
<tr>
<td>2. Monitors' salaries</td>
<td>1,139.60</td>
</tr>
<tr>
<td>3. Pay differential for regular hours worked by coordinators and monitors</td>
<td>388.50</td>
</tr>
</tbody>
</table>

**Total** $2,282.55

Oscar A. Silverman  
Undergraduate Library  
The University Libraries  
Capen Hall  
Buffalo, New York 14260  
(716) 636-2943
In response to a request from students, the Undergraduate Library is remaining open 24 hours for two weeks at the end of the term. To assess the demand for the program, the Library Administration is conducting a survey of users during this period. Your cooperation in answering the following questions is appreciated.

1. Freshman ____ Sophomore ____ Junior ____
   Senior ____ Graduate ____ Other ____

2. Major: Humanities (Arts & Letters) ____
   Social Sciences ____
   Natural Sciences & Mathematics ____
   Engineering ____
   Management ____
   Other ____

3. Residence: On Campus ____ Off Campus ____

4. Enrollment: SUNY/Buffalo ____ Other ____

5. During this visit did you use:
   Reference Collection ____
   Bound Periodicals ____
   Current Periodicals ____
   Circulating Stacks ____
   Microform Collection ____
   Photocopy Machines ____
   Typewriters ____

6. Comments:

7. Signature (optional) ________________________________

   Thank you. You may leave your completed questionnaire at the Circulation Desk or give it to a member of the staff.
ACKNOWLEDGMENTS

The author would like to thank the Circulation Department staff of the Oscar A. Silverman Undergraduate Library for their invaluable contributions to the twenty-four hour program each semester. I am grateful to Wilma Reid Cipolla, Director of the Undergraduate Library, for her guidance and support, and to other UGL staff members who also contribute to the success of the program. A special thank you to Carmen L. Collado for the computer expertise utilized in preparing this document, and to Donna Serafin for converting several of the Appendixes to camera-ready copy. Finally, a word of appreciation to the many students who have worked so diligently during the twenty-four hour periods—without them there would be no program.

ENDNOTES

1. When first offered, the twenty-four hour program ran for twenty-one days, starting three weeks before the last day of final exams. Attendance during the first week was not significant enough to justify the costs involved, and after a few years, the present two-week period was instituted. The UGL is normally open 95.5 hours a week. Conducting the two-week program requires supporting an additional 145 hours staffing expenses.

2. Signs are posted on the library’s elevators to inform patrons of the SEL’s open hours. The elevators are keyed-off at the library’s regular closing hour, and keyed-on again each morning at normal opening times.

3. To date, staff time for planning, preparing, and training for the twenty-four hour program has not been evaluated, but running the program has become so routine that these ancillary costs are relatively unsubstantial. Another expense not analyzed here is that of operating the bus service overnight, the cost of which is borne by the Campus Busing Office. No increase in personnel is required for campus security or physical plant maintenance services. Although the library must be kept lit and either heated or cooled overnight, cleaners routinely occupy the library at night and thus this is not an extra expense.

VITA

Mary Ellen Heim has been Head of the Circulation Department, Oscar A. Silverman Undergraduate Library at the State University of New York at Buffalo, since 1983. After receiving her M.L.S. in 1982 from the same institution, she worked in the Reference and Inter-Library Loan Departments of Lockwood Memorial Library, SUNY at Buffalo, until her present appointment. Prior to that time she held several paraprofessional and clerical posts in a number of libraries.