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Reinvention: The Reimagined and Continued Evolution of a Housing Program

John Johnson
Gardner-Webb University

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Consultancy Project
Executive Summary

Organization:	Gardner-Webb University School of Education
Project Title:	Reinvention: The Reimagined and Continued Evolution of a Housing Program
Candidate:	John Johnson
Consultancy Coach:	Dr. Jeffrey Hamilton
Defense Date:	July 3, 2017
Authorized by:	Sarah Currie, Vice -President of Student Development, Gardner-Webb University

Acknowledgements

I have been on a journey the past three years, and I have multiple people that have been a part of this journey that I must acknowledge.

First and foremost, I must thank my wife Christina for her unwavering support and patience with me. Christina, words cannot describe how grateful I am for you and your support. I must also thank my daughter Kiah for her support and patience as well. Kiah, I cannot put into words how thankful I am to have you as a daughter.

I must also thank my father John Johnson Senior and my mother Linda Johnson. Dad this degree is for you as much as it is for me. Thank you for both your encouragement and prodding over the years. Mom, thank you for all of your encouragement and faith in me.

I would also like to acknowledge and thank Dr. Jeffery Hamilton and Dr. Cheryl Lutz for sharing their wisdom and guidance over the duration of this project.

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Dr. Cary Poole, I appreciate your willingness to sit, listen, and provide insight.

Wayne Johnson and Mike Hardin, I appreciate your willingness to meet with me and discuss both software and capital improvements over the past four years. You have contributed more to this project than you know.

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To my staff both present and former, I appreciate your support, patience, and insight. We have learned a great deal from each other, and accomplished a great deal for our students over the years.

To my fellow cohort members Wendy Dellinger, Stanley Oswald, Kay Ray, Masonya Ruff, and Jack Weller; I view you as extended family, and felt honored to share my doctoral experience with you.

Finally, I must also thank Dr. Delores “Dee” Hunt for giving me the opportunity to begin this project. Dee, without you this project would not have been possible.

Abstract

A successful housing and residence education program is a vital component of a university's traditional undergraduate program. Such programs assist in the recruitment and retention of students as well as a serve as a significant source of revenue. Furthermore, such programs are conducive to the ongoing spiritual, academic, and social development of the students who reside in residential communities; however, for such programs to effectively accomplish their respective missions, they must focus on their core mission and goals, effectively manage their occupancy, effectively train their staff, effectively maintain their facilities, effectively market the experiences they offer, and effectively assess their students' level of satisfaction with what is offered. The Housing and Residence Education Program of Gardner-Webb University is a housing program with a capacity of approximately 1,368 bed spaces, offering traditional residence hall, suite style, and apartment housing accommodations. From August 2013 through June 2017, the Gardner-Webb University Housing and Residence Education Program underwent significant changes in an effort to reinvent itself so it could better serve its students. Changes to the program during the referenced timeframe included but are not limited to the following: a better focus on mission, the implementation of a housing management software solution, more than $1,000,000.00 in facility updates, the implementation of a new student staff training curriculum, more comprehensive assessment efforts, and the creation and use of new marketing/promotional materials. The purpose of these changes was to assist the program in becoming a more effective program to better assist in the recruitment and retention of students.

Table of Contents

1 INTRODUCTION 1

1.1 PROJECT PURPOSE 1
1.2 ASSOCIATED DOCUMENTS 1
1.3 PROJECT PLAN MAINTENANCE 1

2 PROJECT SCOPE 2

2.1 OUTLINE OF PARTNERING ORGANIZATION'S OBJECTIVES 2
2.1.1 Objectives 2
2.1.2 Success Criteria 2
2.1.3 Risks 2
2.2 OUTLINE OF STUDENT'S OBJECTIVES 2
2.2.1 Objectives 5
2.2.2 Success Criteria 5
2.2.3 Risks 5
2.3 DEFINITIVE SCOPE STATEMENT 5

3 DELIVERABLES 6

3.1 TO PARTNERING ORGANIZATION 6
3.2 FROM STUDENT 7

4 PROJECT APPROACH 8

4.1 PROJECT LIFECYCLE PROCESSES 8
4.2 PROJECT MANAGEMENT PROCESSES 9
4.3 PROJECT SUPPORT PROCESSES 9
4.4 ORGANIZATION 9
4.4.1 Project Team 10
4.4.2 Mapping Between <Organization> and Student 11

5 COMMUNICATIONS PLAN 12

6 WORK PLAN 13

6.1 WORK BREAKDOWN STRUCTURE 13
6.2 RESOURCES 15

7 MILESTONES 16

8 METRICS AND RESULTS 17

9 RISKS, CONSTRAINTS, ASSUMPTIONS 19

9.1 RISKS 19
9.2 CONSTRAINTS 19
9.3 ASSUMPTIONS 19

10 FINANCIAL PLAN 21

11 QUALITY ASSURANCE PLAN 22

A. APPENDIX 25

A1 HOUSING REINVENTION PROJECT TIMELINE 26
A2 HOUSING AND RESIDENCE EDUCATION SURVEY DATA 32

1 Introduction

1.1 Project Purpose

The purpose of this project is to improve the Housing and Residence Education Program of Gardner-Webb University in an effort to ensure that the Program meets the needs of the residential student population of the University. Creation of a Housing and Residence Education program that effectively provides a safe and secure living environment that is conducive to the academic, social, and spiritual development of the residential population is at the heart of this project.

1.2 Associated Documents

A1: Facility Update Listing with Cost
A2: Housing Satisfaction Survey Assessment Data

1.3 Project Plan Maintenance

The Project Plan was evaluated as each project milestone was completed. Each milestone was evaluated and approved by Dr. Jeffery Hamilton.

2 Project Scope

The reinvention of the Housing Program of Gardner-Webb University has been a multi-year project involving a number of departments and personnel throughout the Gardner-Webb University Community.

2.1 Outline of Partnering Organization's Objectives

2.1.1 Objectives

- Improving the Housing and Residence Education Program of the University is vital to the overall success of the University's Traditional Undergraduate Program. A successful and effective housing program serves as both a good recruiting and retention tool for the University as well as a significant source of revenue.
- The Housing and Residence Education Program of Gardner-Webb University has a tremendous amount of potential to assist the University in its continued efforts to grow/increase enrollment. Furthermore, the project provided the opportunity to improve the residential student experience of the University.
- The purpose of the Housing and Residence Education Program within the parameters of the mission of the University and the Division of Student Development is to provide safe and comfortable accommodations that are conducive to the spiritual, academic, and social development of the residential population.

2.1.2 Success Criteria

The success of the project by Gardner-Webb University is measured by student retention, student satisfaction, and student recruitment. Multiple instruments and reports are gathered and used to assist with the University's ongoing assessment efforts. Housing and Residence Education alone employs the use of an annual Satisfaction Survey and one to two focus groups with students. Success is also measured by the number of students retained from year to year.

2.1.3 Risks

The primary risk associated with this project relates to the current condition of a number of the residential communities creating marketing, student recruitment, and student retention issues for the Department and the University. In an effort to mitigate this risk, the University is progressively investing resources to update the residential communities. This project has assisted the University in addressing a number of the facility-related needs of the Housing and Residence Education Program.

2.2 Outline of Student's Objectives

2.2.1 Goals and Objectives

Goal 1: Improve the focus/direction of the Housing and Residence Education Program of Gardner-Webb University.

> **Objective 1:** Revise and update the mission statement, goals, and objectives of the Housing and Residence Education Program of Gardner-Webb University and have it approved by Division and University Leadership. All goals and objectives must be tied back to the mission statement and can be measured for assessment purposes. *(Completed April 29, 2014)*

Goal 2: Create new Marketing/Promotional Material and update existing marketing/promotional materials for the Housing and Residence Education Program. These materials will be used to educate perspective and current students and other Campus Partners about the Housing and Residence Education Program. These materials will be updated annually.

Objective 1: Create a Generation 1 Residence Hall Marketing Flyer for Housing and Residence Education that showcases the traditional residential facilities. *(Completed February 6, 2014)*

Objective 2: Create a Generation 1 Transitional Living Marketing Flyer for Housing and Residence Education that showcases the University Commons Facilities. *Completed February 6, 2014)*

Objective 3: Create a Generation 1 Housing Quick Facts Marketing Flyer for Housing and Residence Education that showcases the residential facilities of Gardner-Webb University and their unique features. (Completed May 2, 2014)

Objective 4: Create a Generation 1 Guide to Residential Living View Booklet that can be accessed on the Housing and Residence Education Website as a PDF File. This document will condense the information found on the website to a single document. *(Completed October 10, 2014)*

Objective 5: Update the information found on the Housing and Residence Education Website in an effort to ensure that up-to-date information is found on the website. *(Completed October 14, 2014)*

Objective 6: Create Generation 2 Marketing/Promotional Materials in an effort to ensure continued accuracy. *(Completed March 26, 2015)*

Objective 7: Create tutorial video guides to post on YouTube for students to review concerning the following topics: How to Complete a Housing Application, How Returning Students Can Reclaim a Room during the Housing Sign-Ups Process, and The Open Room Selection Room Selection Phase of the Hosing Sign-Ups Process for Continuing/Returning Students. *(Completed January 28, 2016)*

Objective 8: Create Generation 3 Marketing/Promotional Materials in an effort to ensure continued accuracy. *(Completed June 23, 2016)*

Objective 9: Create a tutorial video guide to post on YouTube on how new students can navigate the Roommate Matching Process located in their Housing Self-Service Portal. *(This item has been placed on hold, due to time constraints.)*

Objective 10: Coordinate with Creative Services and Web Communications to update the Housing and Residence Education Section of the Gardner-Webb University Website. *(In Progress)*

Objective 11: Coordinate with Creative Services and Web Communications to create a Housing and Residence Education Marketing Video that will be housed on the Housing and Residence Education Section of the Gardner-Webb University Website. *(Anticipated Completed Date: May 2018)*

Objective 12: Coordinate with Web Communications to post Housing Sign-Ups Tutorial Videos with captioning on the Housing Website. *(Completed May 24, 2017)*

Objective 13: Create Generation 4 Marketing/Promotional Materials in an effort to ensure continued accuracy. *(Completed June 13, 2017)*

Goal 3: Coordinate with key University Personnel in an effort to obtain approval to obtain and implement a Housing Management Software Solution that will streamline many Housing and Residence Education Processes.

Objective 1: Schedule and facilitate web demonstrations of three housing management software solutions (StarRez, Residence by Symplicity, and Adirondack Solutions' The Housing Director [THD]) for key members of the Gardner-Webb University Community. *(Completed September 16, 2014)*

Objective 2: Generate a report that provides information about the housing management software solutions reviewed and provide a recommendation of which product to obtain. The report will be presented to the Vice-President of Administration and the Vice-President

of Student Development of Gardner-Webb University in an effort to obtain approval to enter into an agreement with the recommended vendor. *(Completed October 27, 2014)*

Objective 3: Implement Adirondack Solutions' THD Housing Management Software Solution. *(Completed May 4, 2015)*

Objective 4: Create a new Student Self-Service Portal in Adirondack Solutions' THD that will house the Gardner-Webb University Housing and Commuter Applications online. *(Completed June 8, 2015)*

Objective 5: Progressively update housing processes and implement features of THD to streamline processes that impact students. (Ongoing)

Goal 4: Provide holistic and ongoing training for all Graduate Resident Director and Resident Advisor Staff in an effort to prepare them to be effective in their roles within the Housing and Residence Education Department and residential community.

Objective 1: Create a Generation 1 Housing and Residence Education Training Manual that will be updated annually. *(Completed July 16, 2014)*

Objective 2: Create and implement a comprehensive Housing and Residence Education Graduate Resident Director and Resident Advisor Training Curriculum for the Fall 2014 Training Period that covers the following: administrative processes, housing policies, policy enforcement, student conduct, crises management, and community development. *(Completed July 24, 2014)*

Objective 3: Make use of the Fall 2014 Graduate Resident Director and Resident Advisor Training Evaluations and Pretest/Posttest Scores to plan the Fall 2015 Staff Training Curriculum. *(Completed July 30, 2015)*

Objective 4: Make use of Fall 2015 Graduate Resident Director and Resident Advisor Training Evaluations and Pretest/Posttest Scores to plan the Fall 2016 Staff Training Curriculum. *(Completed July 30, 2016)*

Objective 5: Make use of Fall 2016 Graduate Resident Director and Resident Advisor Training Evaluations and Pretest/Posttest Scores to plan the Fall 2017 Staff Training Curriculum. *(Anticipated Completion Date of July 30, 2016)*

Goal 5: Coordinate with University Plant Operations and Business Services in an effort to ensure that the residential communities are effectively maintained and managed.

Objective 1: Create an initial draft of a 5-Year Residential Facilities Refurbishment/ Renovation Plan for the residential communities with the assistance of University Plant Operations that is shared with University Operations and Business Services Leadership. This plan will have to be updated annually. *(This Objective is On Hold.)*

Objective 2: Create online Room Condition Reports for the residential facilities in Adirondack Solutions' THD that can be accessed by Graduate Resident Director and Resident Advisor Staff via use of the THD Mobile Website. *(This Objective is On Hold.)*

Objective 3: Create online Health and Safety Inspection forms for Housing and Residence Education Staff in Adirondack Solutions' THD that can be accessed by Graduate Resident Director Staff via use of the THD Mobile Website. *(This Objective is On Hold.)*

Objective 4: Create a Safety Walk Program that will consist of a select group of University Administrative/Security/Safety Personnel and Students who will conduct a walk of the Gardner-Webb University Campus at night and identify safety/facility/grounds concerns that need to be addressed. *(Anticipated Completion Date of October 2017)*

Objective 5: Improve Health and Safety Inspection Process. (Completed September 12, 2016)

Goal 6: Improve the assessment efforts of the Housing and Residence Education Program of Gardner-Webb University.

Objective 1: Create a Generation 1 Housing and Residence Education Survey tool that is shared via Survey Monkey to the residential community in an effort to determine the level of residential student satisfaction with the Housing and Residence Education Program. *(Completed April 23, 2014)*

Objective 2: Create a Generation 2 Housing and Residence Education Survey Tool that is shared via Survey Monkey to the residential community in an effort to determine the level of residential student satisfaction with the Housing and Residence Education Program. *(Completed April 10, 2015)*

Objective 3: Create a Generation 3 Housing and Residence Education Survey Tool that is shared via Survey Monkey to the residential community in an effort to determine the level of residential student satisfaction with the Housing and Residence Education program and its facilities where appropriate. *(Completed April 5, 2016)*

Objective 4: Begin analyzing all survey data using not only descriptive statistics but also making use of inferential statistics. *(Ongoing)*

Objective 5: Create a Generation 4 Housing and Residence Education Survey Tool that is shared via Survey Monkey to the residential community in an effort to determine the level of residential student satisfaction with the Housing and Residence Education program and its facilities where appropriate. *(Completed April 7, 2017)*

Goal 7: Reorganize the staffing pattern of the Housing and Residence Education Program and add additional professional staff positions where appropriate.

Objective 1: Create a proposal for the creation of an Area Coordinator Position that is assigned to the University Commons Community which consists of approximately 592 residents. *(Completed November 10, 2015; Proposal was denied)*

Objective 2: Reorganize the existing staffing pattern of the Housing and Residence Education Program's current positons to better meet the needs of the student population. (The Assistant Director of Housing and Residence Education position was transitioned to an Assistant Director of Housing Administrative Services and Marketing, and the Office Manager position was transitioned to an Area and Administrative Services Coordinator positon.) *(Completed March 28, 2016)*

2.2.2 Success Criteria

The project success is measured by the completion of project objectives.

2.2.3 Risks

The primary risk associated with this project relates to the current condition of a number of the residential communities creating marketing, student recruitment, and student retention issues for the Department and the University. In an effort to mitigate this risk, the University is progressively investing resources to update the residential communities. This project has assisted the University in addressing a number of the facility-related needs of the Housing and Residence Education Program.

2.3 Definitive Scope Statement

The scope of this project is to improve the Housing and Residence Education Program of Gardner-Webb University by bettering the focus of the Program, more effectively marketing the Program, implementing a housing management software solution, improving the training curricula of the Graduate Resident Director and Resident Advisor Staffs, strategically updating the residential facilities, improving assessment efforts, and reorganizing the staffing pattern of the Program.

3 Deliverables

3.1 To Partnering Organization

1. Revise and update the mission statement, goals, and objectives of the Housing and Residence Education Program of Gardner-Webb University and have it approved by the Division and University Leadership. All goals and objectives must be tied back to the mission statement and can be measured for assessment purposes. (Completed April 29, 2014)
2. Create a Generation 1 Residence Hall Marketing Flyer for Housing and Residence Education that showcases the traditional residential facilities. (Completed February 6, 2014)
3. Create a Generation 1 Transitional Living Marketing Flyer for Housing and Residence Education that showcases the University Commons Facilities. (Completed February 6, 2014)
4. Create a Generation 1 Housing Quick Facts Marketing Flyer for Housing and Residence Education that showcases the residential facilities of Gardner-Webb University and their unique features. (Completed May 2, 2014)
5. Create a Generation 1 Guide to Residential Living View Booklet that can be accessed on the Housing and Residence Education Website as a PDF file. This document will condense the information found on the website to a single document. (Completed October 10, 2014)
6. Update the information found on the Housing and Residence Education Website in an effort to ensure that up-to-date information is found on the website. (Completed 14, 2014)
7. Create Generation 2 Marketing/Promotional Materials in an effort to ensure continued accuracy. (Completed March 26, 2015)
8. Create tutorial video guides to post on YouTube for students to review concerning the following topics: How to Complete a Housing Application, How Returning Students Can Reclaim a Room during the Housing Sign-Ups Process, and The Open Room Selection Room Selection Phase of the Hosing Sign-Ups Process for Continuing/Returning Students. (Completed January 28, 2016)
9. Create Generation 3 Marketing/Promotional Materials in an effort to ensure continued accuracy. (Completed June 23, 2016)
10. Create a tutorial video guide to post on YouTube on how new students can navigate the Roommate Matching Process located in their Housing Self-Service Portal. (This item has been placed on hold, due to time constraints.)
11. Coordinate with Creative Services and Web Communications to create a Housing and Residence Education Marketing Video that will be housed on the Housing and Residence Education Section of the Gardner-Webb University Website. (Anticipated Completion Date: May 2018)
12. Create Generation 4 Marketing/Promotional Materials in an effort to ensure continued accuracy.
13. Generation of a report that provides information about vetted housing management software solutions and provide a recommendation of which product to obtain (Completed October 27, 2014)
14. Implementation of Adirondack Solutions' THD Housing Management Software (Completed May 4, 2015)

15. Create a Student Self-Service Portal in Adirondack Solutions' THD that will house the Gardner-Webb University Housing and Commuter Applications online. (Completed June 8, 2015)
16. Create a Generation 1 Housing and Residence Education Training Manual that is updated annually (July 16, 2014)
17. Create and implement a comprehensive Housing and Residence Education Graduate Resident Director and Resident Advisor Training Curriculum for Fall 2014. The training curriculum will be updated annually (Completed July 24, 2014).
18. Coordination with Plant Operations and Business Office to progressively update residential facilities
    a. Summer 2014 Updates: Approximately $418,717.00 in facility updates
    b. Summer 2015 Updates: Approximately $374,728.00 in facility updates
    c. Summer 2016 Updates: Approximately $392,322.00 in facility updates
    d. Summer 2017 Updates: Approximately $*132,000.00* in facility updates
19. Creation and distribution of an annual Housing Satisfaction Survey Instrument via Survey Monkey
    a. April 2014: 433 Respondents
    b. April 2015: 340 Respondents
    c. April 2016: 449 Respondents
    d. April 2017: 449 Respondents
20. Reorganization of Housing and Residence Education Staffing Pattern in an effort to better meet the needs of students.

3.2 From Student

N/A

4 Project Approach

4.1 Project Lifecycle Processes

The Housing and Residence Education Program of Gardner-Webb University is amidst a state of reinvention and/or renaissance. Over the next 5 years, it is hoped that the Housing and Residence Education Program can be dramatically changed for the better in the following four areas: occupancy management, facility management, staff training/development, and marketing. Each of the referenced areas has significant ramifications on the residential student experience and impacts the overall success of the housing program. The common denominator between each of these areas is that they all involve a number of departments external to Housing and Residence Education as well as groups external to the University. To succeed, Housing and Residence Education must work closely with these respective departments and groups.

4.2 Project Management Processes

Project	Personnel Involved	Strategies/Objectives	Deliverables
Occupancy Management	Housing and Residence Education Professional Staff, Information Technology Staff, Student Accounts Staff, Adirondack Solutions Staff	1. Implement Adirondack Solutions' THD 2. Participate in Training on how to effectively use THD	1. Go live with THD 2. Collection of Housing Applications/Commuter Applications through THD 3. Make Assignments through THD 4. Communication to students facilitated through THD 5. Manage Housing Check-In and Check-Out through THD 6. Manage Break Housing Process Through THD
Facilities Management	Housing and Residence Education Staff, Plant Operations Staff, Business Services Staff	1. Work together to identify facility needs/concerns 2. Prioritize identified facility needs/concerns 3. Address facility needs/concerns	1. Refurbishment of two apartment buildings 2. Refurbishment of 1 residence hall 3. Installation of furniture in three residence halls and 6.5 apartment buildings 4. Installation of new HVAC Units in 5 residence halls 5. New Roofs installed on two residence halls 6. Installation of new door locks on two residence halls 7. Installation of new security doors in two residence halls 8. Updating mattresses throughout all residential facilities 9. Painting all residential facilities 10. Updating bathrooms in two residence halls
Staff Training and Development	Housing and Residence Education Staff, Student Development Staff	1. Identify deficiencies with old training curriculum 2. Devise new training curriculum that includes guest presenters and certification courses 3. Create staff training manual 4. Assess effectiveness of training curriculum	1. Implementation of new training curriculum that is updated annually to meet the changing needs of Housing and Residence Education and its students 2. New Staff Training Manual that is updated annually 3. Training Assessment Tools used to evaluate effectiveness of staff training curriculum
Marketing	Housing and Residence Education Staff, Creative Services Staff, Web Communications Staff	1. Create promotional material that can be distributed and new student recruitment events. Materials will need to be updated annually 2. Updated and change Housing and Residence Education Website.	1. Residential Living Flyer 2. University Commons Flyer 3. Housing Quick Facts Flyer 4. Guide to Residential Living 5. Updated Housing Website Pages
Assessment	Housing and Residence Education Staff	1. Create a Housing Satisfaction Survey that will be distributed annually online 2. Analyze Survey Data	1. Housing Satisfaction Survey Created 2. Collected Data Reviewed Annually
Staffing	Housing and Residence Education Staff, Student Development Staff, Select University Leadership	1. Identify strengths and weakness of existing staffing pattern 2. Make recommendations concerning how to change staffing pattern	1. Area Coordinator Position Proposal 2. Reorganization of existing staffing pattern

4.3 Project Support Processes

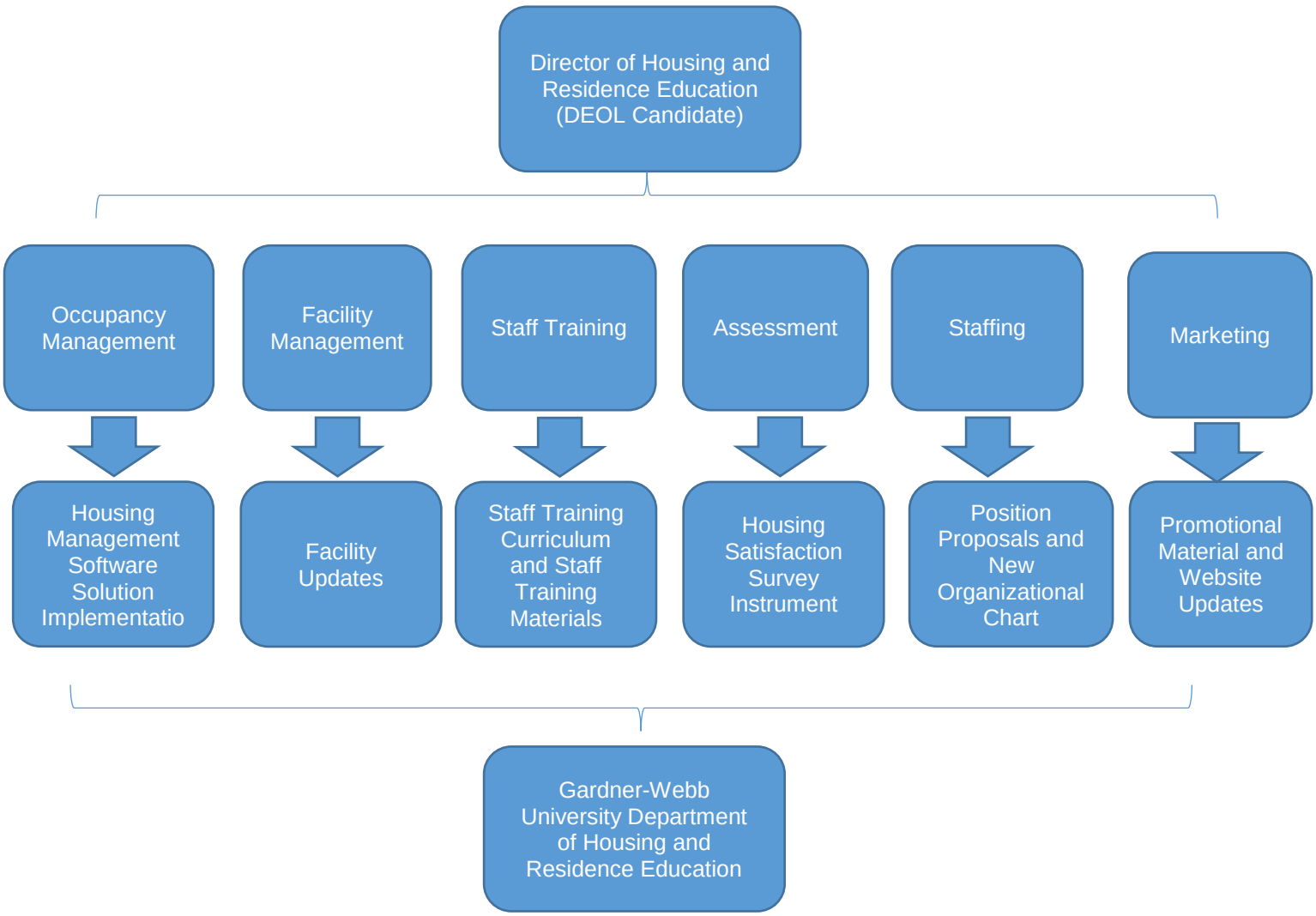
The DEOL Candidate coordinates with appropriate personnel to ensure each component of the consultancy project is completed.

4.4 Organization

4.4.1Project Team

Project Component	Individual(s) Responsible for Task	Approved By
Housing Promotional Material -Guide to Residential Living -Residential Living Flyer -University Commons Flyer -Housing Quick Facts Flyer	1. Director of Housing and Residence Education (Doctoral Candidate) 2. Assistant Director of Housing Administrative Services and Marketing 3. Director of Creative Services	1. Director of Housing and Residence Education (Doctoral Candidate)
Housing Website Updates	1. Director of Housing and Residence Education (Doctoral Candidate) 2. Assistant Director of Housing Administrative Services and Marketing 3. Associate Vice-President for Web Communications 4. Vice-President of Student Development and Dean of Students	1. Director of Housing and Residence Education 2. Vice-President of Student Development and Dean of Students 3. Associate Vice-President of Student Development and Dean of Students
Housing Staff Training	1. Director of Housing and Residence Education (Doctoral Candidate) 2. Assistant Director of Student Conduct and Residence Education	1. Director of Housing and Residence Education (Doctoral Candidate) 2. Vice-President of Student Development and Dean of Students
Housing Facilities Updates	1. Director of Housing and Residence Education (Doctoral Candidate) 2. Director of Facility Maintenance 3. Director of Operations Administration 4. Director of Grounds 5. Vice-President of Student Development and Dean of Students 6. Vice-President for Administration and Finance	1. Vice-President for Administration and Finance
Housing Management Software	1. Director of Housing and Residence Education (Doctoral Candidate) 2. Associate Vice-President for Technology Services 3. Vice-President of Student Development and Dean of Students 4. Vice-President for Administration and Finance	1. Vice-President for Administration and Finance
Assessment	1. Director of Housing and Residence Education (Doctoral Candidate) 2. Assistant Director of Student Conduct and Residence Education 3. Assistant Director of Housing Administrative Services and Marketing 4. Vice-President of Student Development and Dean of Students	1. Vice-President of Student Development and Dean of Students 2. Director of Housing and Residence Education (Doctoral Candidate)

4.4.2 Mapping Between <Organization> and Student



5 Communications Plan

Stakeholder	Information Needs	Reason Needed	Timeline	Delivery
Gardner-Webb University Department of Housing and Residence Education	-Work Breakdown -Expected Benefits -Risk Assessment -Quality Assurance Plan -Financial Plan -Performance Plan	-Describes stages of work plan. -Provides summary of benefits. -To maintain potential risks. -Explain quality assurance Process. -Describes financial responsibility -For continuous improvement.	June 2015 July 2015 November 2015 December 2016 December 2016 May 2017	Aug 2017 Aug 2017 Aug 2017 Aug 2017 Aug 2017 Aug 2017

6 Work Plan *Goals and Objectives again with work completed to accomplish them.*

6.1 Work Breakdown Structure

Goal 1: Improve the focus/direction of the Housing and Residence Education Program of Gardner-Webb University.

Objective 1: Revise and update the mission statement, goals, and objectives of the Housing and Residence Education Program of Gardner-Webb University and have it approved by Division and University Leadership. All goals and objectives must be tied back to the mission statement and can be measured for assessment purposes. *(Completed April 29, 2014)*

Goal 2: Create new Marketing/Promotional Material and update existing marketing/promotional materials for the Housing and Residence Education Program. These materials will be used to educate perspective and current students and other Campus Partners about the Housing and Residence Education Program. These materials will be updated annually.

Objective 1: Create a Generation 1 Residence Hall Marketing Flyer for Housing and Residence Education that showcases the traditional residential facilities. *(Completed February 6, 2014)*

Objective 2: Create a Generation 1 Transitional Living Marketing Flyer for Housing and Residence Education that showcases the University Commons Facilities. *(Completed February 6, 2014)*

Objective 3: Create a Generation 1 Housing Quick Facts Marketing Flyer for Housing and Residence Education that showcases the residential facilities of Gardner-Webb University and their unique features. (Completed May 2, 2014)

Objective 4: Create a Generation 1 Guide to Residential Living View Booklet that can be accessed on the Housing and Residence Education Website as a PDF file. This document will condense the information found on the website to a single document. *(Completed October 10, 2014)*

Objective 5: Update the information found on the Housing and Residence Education Website in an effort to ensure that up-to-date information is found on the website. *(Completed October 14, 2014)*

Objective 6: Update all Generation 1 Marketing/Promotional Materials in an effort to ensure continued accuracy. *(Completed March 26, 2015)*

Objective 7: Create tutorial video guides to post on YouTube for students to review concerning the following topics: How to Complete a Housing Application, How Returning Students Can Reclaim a Room during the Housing Sign-Ups Process, and The Open Room Selection Room Selection Phase of the Hosing Sign-Ups Process for Continuing/Returning Students. *(Completed January 28, 2016)*

Objective 8: Update all Generation 2 Marketing/Promotional Materials in an effort to ensure continued accuracy. *(Completed June 23, 2016)*

Objective 9: Create a tutorial video guide to post on YouTube on how new students can navigate the Roommate Matching Process located in their Housing Self-Service Portal. *(This item has been placed on hold, due to time constraints.)*

Objective 10: Coordinate with Creative Services and Web Communications to update the Housing and Residence Education Section of the Gardner-Webb University Website. *(In Progress)*

Objective 11: Coordinate with Creative Services and Web Communications to create a Housing and Residence Education Marketing Video that will be housed on the Housing and Residence Education Section of the Gardner-Webb University Website. *(This item has been placed on hold, due to time constraints.)*

Objective 12: Coordinate with Web Communications to post Housing Sign-Up Tutorial Videos with captioning on the Housing Website. *(Completed May 24, 2017)*

Objective 13: Update all Generation 3 Marketing/Promotional Materials in an effort to ensure continued accuracy. *(Completed June 13, 2017)*

Goal 3: Coordinate with key University Personnel in an effort to obtain approval to obtain and implement a Housing Management Software Solution that will streamline many Housing and Residence Education Processes.

Objective 1: Schedule and facilitate web demonstrations of three housing management software solutions (StarRez, Residence by Symplicity, and Adirondack Solutions' THD) for key members of the Gardner-Webb University Community. *(Completed September 16, 2014)*

Objective 2: Generate a report that provides information about the housing management software solutions reviewed and provide a recommendation of which product to obtain. The report will be presented to the Vice-President of Administration and the Vice-President of Student Development of Gardner-Webb University in an effort to obtain approval to enter into an agreement with the recommended vendor. *(Completed October 27, 2014)*

Objective 3: Implement Adirondack Solutions' THD Housing Management Software Solution. *(Completed May 4, 2015)*

Objective 4: Create a new Student Self-Service Portal in Adirondack Solutions' THD that will house the Gardner-Webb University Housing and Commuter Applications online. *(Completed June 8, 2015)*

Objective 5: Progressively update housing processes and implement features of THD to streamline processes that impact students. (Ongoing)

Goal 4: Provide holistic and ongoing training for all Graduate Resident Director and Resident Advisor Staff in an effort to prepare them to be effective in their roles within the Housing and Residence Education Department and residential community.

Objective 1: Create a Generation 1 Housing and Residence Education Training Manual that will be updated annually. *(Completed July 16, 2014)*

Objective 2: Create and implement a comprehensive Housing and Residence Education Graduate Resident Director and Resident Advisor Training Curriculum for the Fall 2014 Training Period that covers the following: administrative processes, housing policies, policy enforcement, student conduct, crises management, and community development. *(Completed July 24, 2014)*

Objective 3: Make use of the Fall 2014 Graduate Resident Director and Resident Advisor Training Evaluations and Pretest/Posttest Scores to plan the Fall 2015 Staff Training Curriculum. *(Completed July 30, 2015)*

Objective 4: Make use of Fall 2015 Graduate Resident Director and Resident Advisor Training Evaluations and Pretest/Posttest Scores to plan the Fall 2016 Staff Training Curriculum. *(Completed July 30, 2016)*

Objective 5: Make use of Fall 2016 Graduate Resident Director and Resident Advisor Training Evaluations and Pretest/Posttest Scores to plan the Fall 2017 Staff Training Curriculum. *(Anticipated Completion Date of July 30, 2016)*

Goal 5: Coordinate with University Plant Operations and Business Services in an effort to ensure that the residential communities are effectively maintained and managed.

Objective 1: Create an initial draft of a 5-Year Residential Facilities Refurbishment/ Renovation Plan for the residential communities with the assistance of University Plant Operations that is shared with University Operations and Business Services Leadership. This plan will have to be updated annually. *(This Objective is On Hold.)*

Objective 2: Create online Room Condition Reports for the residential facilities in Adirondack Solutions' THD that can be accessed by Graduate Resident Director and Resident Advisor Staff via use of the THD Mobile Website. *(This Objective is On Hold.)*

Objective 3: Create online Health and Safety Inspection forms for Housing and Residence Education Staff in Adirondack Solutions' THD that can be accessed by

Graduate Resident Director Staff via use of the THD Mobile Website. *(This Objective is On Hold.)*

Objective 4: Create a Safety Walk Program that will consist of a select group of University Administrative/Security/Safety Personnel and Students who will conduct a walk of the Gardner-Webb University Campus at night and identify safety/facility/grounds concerns that need to be addressed. *(Anticipated Completion Date of October 2017)*

Objective 5: Improve Health and Safety Inspection Process. (Completed September 12, 2016)

Goal 6: Improve the assessment efforts of the Housing and Residence Education Program of Gardner-Webb University.

Objective 1: Create a Generation 1 Housing and Residence Education Survey tool that is shared via Survey Monkey to the residential community in an effort to determine the level of residential student satisfaction with the Housing and Residence Education Program. *(Completed April 23, 2014)*

Objective 2: Create a Generation 2 Housing and Residence Education Survey Tool that is shared via Survey Monkey to the residential community in an effort to determine the level of residential student satisfaction with the Housing and Residence Education Program. *(Completed April 10, 2015)*

Objective 3: Create a Generation 3 Housing and Residence Education Survey Tool that is shared via Survey Monkey to the residential community in an effort to determine the level of residential student satisfaction with the Housing and Residence Education program and its facilities where appropriate. *(Completed April 5, 2016)*

Objective 4: Begin analyzing all survey data using not only descriptive statistics but also making use of inferential statistics. *(Ongoing)*

Objective 5: Create a Generation 4 Housing and Residence Education Survey Tool that is shared via Survey Monkey to the residential community in an effort to determine the level of residential student satisfaction with the Housing and Residence Education Program and its facilities where appropriate. *(Completed April 7, 2017)*

Goal 7: Reorganize the staffing pattern of the Housing and Residence Education Program and add additional professional staff positions where appropriate.

Objective 1: Create a proposal for the creation of an Area Coordinator Position that is assigned to the University Commons Community which consists of approximately 592 residents. *(Completed November 10, 2015; Proposal was denied)*

Objective 2: Reorganize the existing staffing pattern of the Housing and Residence Education Program's current positons to better meet the needs of the student population. (The Assistant Director of Housing and Residence Education position was transitioned to an Assistant Director of Housing Administrative Services and Marketing, and the Office Manager position was transitioned to an Area and Administrative Services Coordinator positon.) *(Completed March 28, 2016)*

6.2 Resources

Please refer to Appendix A1.

7 Milestones

Milestone number	Title	Forecast date
1	Consultancy Concept and Purpose	7-Dec-14
2	Consultancy SMART Objectives	27-Feb-15
3	Develop the scope, boundaries, and organizations and processes, and systems impacted	29-June-15
4	Develop a summary of the business benefits that are expected	17-July-15
5	Develop a Risk Assessment	8-Nov-15
6	Develop a detailed summary of the key facts upon which the consulting project will be planned and executed	5-May-16
7	Develop a detailed outline of a project plan including specific strategies, activities, timelines, responsibilities, expected outcomes, and results (to date)	1-Dec-16
8.	Estimate Budget	1-Dec-16
9.	Develop a quality assurance plan which includes actions to measure the effectiveness of project plan phases	1-Dec-16
10.	Track and document overall plan performance	5-May-17

8 Metrics and Results *(Pull Survey Data to showcase performance requirements)*

Methodology
A 29-question Housing and Residence Education Satisfaction Survey was emailed to Gardner-Webb University Residential Students in April 2014, April 2015, and April 2016. The survey instrument was created using Survey Monkey. In an effort to increase the response rate, students were made aware of an optional raffle for a 32-inch flat screen television that they could participate in if they completed the survey. There were multiple follow-up email notifications encouraging students to complete the survey. The survey was available for residential students to complete during the month of April each year.

The data collected were exported into an Excel file. Once the data were exported to excel, the questions associated with the raffle were deleted. The questions were grouped into four categories: RA/Staff, Community, Safety/Maintenance, and Satisfaction. Questions 12, 13, 14, 16, 22, and 23 are the questions that make up the RA/Staff Grouping. Questions 8, 9, 11, and 15 make up the Community Grouping. Questions 10, 17, 18, 19, 20, and 21 make up the Safety/Maintenance Grouping. Question 24 makes up the Satisfaction Grouping. Descriptive statistics were run on the Groupings for each year; see Tables 1-4 in Appendix A2. *T* tests were run on the groupings for each year both taking and not taking gender into account to determine if a difference existed; see Tables 5-16 in Appendix A2.

Analysis
A descriptive analysis was run for the gender, RA/Staff, Community, Safety/ Maintenance, and Satisfaction variables. Once descriptive statistics were presented, the inferential statistics were analyzed using *t* tests.

T tests for males in relation to the RA/Staff Grouping were significant between 2014 versus 2015 ($t=9.957$, $p<0.000$), 2014 versus 2016 ($t=9.294$, $p<0.000$), but were not significant between 2015 versus 2016. Therefore, this indicates a decrease for males in satisfaction within the RA/Staff Grouping. *T* tests for females in relation to the RA/Staff Grouping were significant between 2014 versus 2015 ($t=-3.679$, $p<0.000$), but were not significant between 2015 versus 2016, or 2014 versus 2016. Therefore, this indicates an increase for females in satisfaction with the RA/Staff Grouping. Taking into account all students regardless of gender, the *t* tests were significant between 2014 versus 2016 ($t=2.867$, $p<0.004$). Therefore, this indicates an overall decrease in satisfaction with the RA/Staff Grouping.

T tests for males in relation to the Community Grouping were significant between 2014 versus 2015 ($t=7.621$, $p<0.000$), 2014 versus 2016 ($t=6.492$, $p<0.000$), but were not significant between 2015 and 2016. Therefore, this indicates a decrease for males in satisfaction within the Community Grouping. *T* tests for females in relation to the

Community Grouping were not significant. Taking into account all students regardless of gender, the *t* tests were significant between 2014 versus 2015 (t=3.917, p<0.000) and 2014 versus 2016 (t=4.428, p,0.000), but not between 2015 versus 2016. Therefore, this indicates an overall decrease in satisfaction with the Community Grouping.

T tests for males in relation to the Safety/Maintenance Grouping were significant between 2014 and 2015 (t=2.682, p<0.008) and 2014 versus 2016 (t=2.822, p<0.005), but were not significant between 2015 and 2015. Therefore, this indicates a decrease for males in satisfaction within the Safety/Maintenance Grouping. *T* tests for females in relation to the Safety/Maintenance Grouping were not significant. Taking into account all students regardless of gender, the *t* tests were not significant.

T tests for males in relation to the Satisfaction Grouping were significant between 2014 versus 2015 (t=4.557, p<0.000) and 2014 versus 2016 (t=4.224, p<0.000), but not significant between 2015 versus 2016. Therefore, this indicates a decrease for males in satisfaction within the Satisfaction Grouping. *T* tests for females in relation to the Satisfaction Grouping were not significant. Taking into account all students regardless of gender, the *t* tests were significant between 2014 versus 2015 (t=2.116, p<0.035) and 2014 versus 2016 (t=3.180, p<0.002), but not between 2015 versus 2016. Therefore, this indicates an overall decrease in satisfaction with the Satisfaction Grouping.

Discussion

The analysis yielded both some expected and unexpected results. It was not surprising to see that there were differences between genders with the respective groupings. However, it was unexpected to learn of the decrease of satisfaction amongst male students from 2014 to 2015. This decrease could in part be related to some staffing assigned to specific male communities during this time period. A comparison of 2016 and 2017 data will need to be completed to see if improvement was made with relation to male satisfaction.

It was also surprising to see to see a significant increase in satisfaction among female students from 2014 to 2015, due to the decrease in male satisfaction. This increase could in part be related to some staffing assigned to specific female communities during this time period along with some facility improvements made to female residential facilities. A comparison between 2016 and 2017 data will need to be completed to see if these levels of satisfaction hold.

9 Risks, Constraints, Assumptions

9.1 Risks

Risk Description	Mitigation Plan (what to do to avoid the risk occurring)	Contingency Plan (what to do if the risk occurs)	Impact (what the impact will be to the project if the risk occurs)	Likelihood of occurrence (e.g., %, or high / medium / low)
Loss of Direction	Ensure that Housing Professional Staff can tie all responsibilities back to Departmental Mission. Facilitate Training Seminars and send Staff to Conferences associated with their areas of responsibility.	Dependent upon level. Assess and confront situation in appropriate fashion including but not limited to: additional training, conference attendance, and disciplinary action were appropriate	Low to High	Low
Training Curriculum for Graduate and Undergraduate Student Staff Failing to meet needs of Housing and Residence Education	Provide sufficient funding, insight, and direction to ensure the content of the curriculum meets the needs of the Department.	Facilitate additional training sessions to address deficiencies	Low to High	Low
THD Failing	Ensure all Staff has sufficient training on how to effectively use THD including but not limited to onsite training, online training, and conference attendance. Additionally, coordinate with Information Technology and Adirondack Solutions concerning any data import/export issues/concerns.	Dependent upon Situation. Housing Staff, Information Technology Staff, and Adirondack Solutions Staff troubleshooting the issue together to resolve expeditiously.	Low to High	Low
Condition of Housing Facilities Creating Marketing, Student Recruitment, and Student Retention Issues	Coordinate with Plant Operations and Business Services to progressively update and maintain residential facilities.	Dependent on Issue	Low to High	High

9.2 Constraints

1. Funding
2. Staffing
3. Staff Training
4. Network Infrastructure

9.3 Assumptions

1. The reinvention of the Housing and Residence Education Program of Gardner-Webb University will be supported by Student Development Leadership and University Leadership.
2. Funds necessary to facilitate the reinvention of the Housing and Residence Education Program of Gardner-Webb University will be allotted when appropriate.

3. Housing Leadership, Student Development Leadership, and University Leadership understand that the reinvention of the Housing and Residence Education Program is an ongoing process that will take multiple years.
4. The reinvention of the Housing and Residence Education Program will improve the overall level of satisfaction of the Housing and Residence Education Program of Gardner-Webb University.
5. Gardner-Webb University wants to maintain a traditional residential program when online programs are becoming increasingly popular across the nation.

10 Financial Plan

Year 1 (2013-2014)	Funding Need/Allotted
2013-2014 Facility Update Projects	$418,717.00
Year 2 (2014-2015)	
Housing Software Implementation	$40,500.00
2014-2015 Facility Update Projects	$374,728.00
Year 3 (2015-2016)	
Housing Software Service Fee	$10,500.00
Housing Facility Update Projects	$392, 322.00
Year 4 (2016-2017)	
Housing Software Service Fee	$10,500.00
Housing Facility Update Projects	$132,000.00
Additional Estimated Funding Needed for Continued Facility Updates over the next 5 Years	$2,000,000.00
Additional Funding Needed for Housing Software Service Fees over the next 5 Years	$52,500.00
Total Estimated Budget	$3,431,767.00

The Reinvention of the Housing and Residence Education Program of Gardner-Webb University is a costly endeavor. Many of the facilities are in poor condition and need significant updates. Furthermore, the Housing and Residence Education Program is of a size that necessitates the use of a Housing Management Software Solution which also has a considerable cost associated with it. Nonetheless, funding is necessary for both to ensure that the Housing and Residence Education Program continues to prosper and grow.

It is also of note that there are some smaller items funded through the Housing and Residence Education Program Budget to assist in the continued reinvention of the Housing and Residence Education Program. For example, Housing and Residence Education has a Survey Monkey Account with an annual fee of $300.00. Additionally, Housing and Residence Education spends approximately $1,000.00 annually on promotional materials.

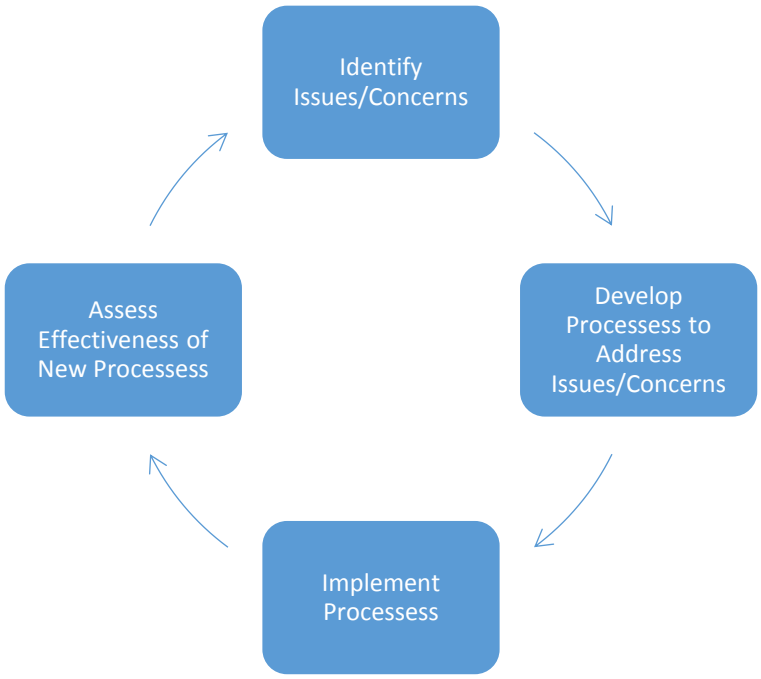
11 Quality Assurance Plan

	Goals	Objective(s)	Strategies	Activities
Focus	Improve the focus/direction of the Housing and Residence Education Program of Gardner-Webb University.	Revise and update departmental mission statement, goals and objectives	1. Include departmental leadership in discussions concerning necessary revisions 2. Share drafts with appropriate division leadership	1. Review existing mission statement, goals, and objectives with departmental leadership. 2. Identify weaknesses of current mission statement, goals, and objectives with leadership team 3. Create Draft of new mission statement, goals, and objectives 4. Work through approval process 5. Implementation
Marketing	Create new Marketing/Promotional Material, and update existing marketing/promotional materials for the Housing and Residence Education Program. These materials will be used to educate perspective and current students and other Campus Partners about the Housing and Residence Education Program. These materials will be updated annually.	1. Create Residence Hall Marketing Flyer 2. Create Transitional Living Marketing Flyer 3. Create Housing Quick Facts Marketing Flyer 4. Create Guide to Residential Living View Booklet 5. Update Housing and Residence Education Website 6. Create tutorial videos concerning Housing Sign-Up Process (Room Selection) 7. Create Housing Marketing Video 8. Update all marketing material as appropriate/needed	1. Review Existing Material 2. Identify weaknesses of existing material 3. Create new material 4. Obtain current photos residential facilities with students 5. Involve students wherever possible 6. Review new materials on an annual basis 7. Identify Key Campus Partners	1. Assemble a team to create needed materials and review them on an annual basis 2. Coordinate with appropriate offices and students to obtain updated photographs of residential students in the residential communities 3. Create draft materials for review and approval 4. Circulate approved marketing materials to appropriate offices
Housing Software Requisition, Implementation, and Use	Coordinate with key University Personnel in an effort to obtain approval to obtain and implement a Housing Management Software Solution that will streamline many Housing and Residence Education Processes.	1. Evaluate 3 Housing Management Software Solutions 2. Formalize Housing Software Management Proposal 3. Implement Software 4. Progressively update housing processes and implement features of THD to streamline processes that impact students	1. Review 3 Housing Management Software Solutions 2. Create Proposal 3. Implementation 4. Progressively Update Processes	1. Assemble a team of Campus Partners to Evaluate 3 Software Solutions 2. Schedule Web-Demonstrations of 3 Housing Management Software Solutions 3. Perform Reference Checks with current clients of each company whose housing software solution was demoed 4. Draft Proposal with input from Campus Partners 5. Obtain Approval to enter into a Service Agreement with Adirondack Solutions to implement (*THD)* 6. *Assemble a functional team and technical team to implement* THD 7. Obtain training on how to use THD 8. Send appropriate staff to annual User Group Meeting for THD 9. Modify and update housing processes to include THD 10. Educate students on how to use student-side of THD in multiple formats (flyers and pamphlets, videos, meetings) 11. Educate student staff on how to use THD

	Goals	Objective(s)	Strategies	Activities
Staff Training	Provide holistic and ongoing training for all Graduate Resident Director and Resident Advisor Staff in an effort to prepare them to be effective in their roles within the Housing and Residence Education Department and residential community.	1. Create a Housing and Residence Education Training Manual 2. Create and implement a comprehensive Graduate Resident Director and Resident Advisor Training Curriculum 3. Integrate a Pretest/Posttest into Training Graduate Resident Director and Resident Advisor Staff Training Curriculum 4. Create a Training Satisfaction Survey for Graduate Resident Director and Resident Advisor Training to be completed by staff	1. Identify materials needed to be included in Housing and Residence Education Staff Manual 2. Identify information that needs to be covered in Graduate Resident Director and Resident Advisor Training 3. Identify information than Graduate Resident Director and Resident Advisor Staff need to be tested on to ensure effectiveness of training 4. Create Satisfaction Survey to assess Graduate Resident Director and Resident Advisor Satisfaction levels with training	1. Housing Leadership Team review all old housing materials and identify deficiencies 2. Housing Leadership Team collaborate on creating a new Housing and Residence Education Staff Manual 3. Housing Leadership identify key topics to be integrated into training curriculum 4. Housing Leadership identify Campus Partners that can participate in specified training sessions 5. Housing Leadership partner with student staff to implement training curriculum 6. Create Assessment Tools (Pretest(s)/Posttest(s) and satisfaction surveys
Facility Improvements and Maintenance	Coordinate with University Plant Operations and Business Services in an effort to ensure that the residential communities are effectively maintained and managed.	1. Create multi-year Facilities Refurbishment and Renovation Plan 2. Create a Safety Walk Program 3. Host Focus Groups 4. Facilitate building walkthroughs	1. Identify Deficiencies with Facilities 2. Formalize a long-term plan to address deficiencies 3. Solicit Student Feedback concerning the condition of facilities and recommended improvements 4. Address Issues	1. Strengthen Relationships between Housing and Residence Education and University Plant Operations and Business Services 2. Work with Plant Operations and Business Services to identify and address needs. 3. Include facility-oriented questions in annual student satisfaction surveys
Assessment	Improve the assessment efforts of the Housing and Residence Education Program of Gardner-Webb University.	1. Create a Housing and Residence Education Survey Tool that is disseminated to residential students on an annual basis 2. Use data collected from annual assessment to address student needs and concerns 3. Update annual assessment tool to ensure continued accuracy Analyze all survey data using both descriptive and inferential statistics	1. Identify areas in which student feedback is desired and/or necessary, and use information to create an instrument 2. Offer a raffled prize to increase student response 3. Analyze collected data, and use it to make decisions concerning departmental needs	1. Create instrument 2. Perform Comprehensive analysis of collected data 3. Use collected data to identify student concerns/needs/issues 4. Update instrument to better meet the needs of Housing and Residence Education, its students, and the University
Staffing	Reorganize the staffing pattern of the Housing and Residence Education Program, and add additional professional staff positions where appropriate.	1. Create proposal for the creation of an Area Coordinator Position 2. Reorganize existing staffing pattern of Housing and Residence Education to better meet the needs of the student population	1. Review staffing patterns of comparable housing programs 2. Review entry and mid-level position descriptions of comparable housing programs 3. Identify areas in which student needs are not being sufficiently met 4. Identify areas in which Housing Staff struggle to meet the needs of students Create appropriate proposals with comprehensive position descriptions	1. Review organizational charts of housing programs of 1,200 to 1,500 beds 2. Review entry and mid-level position descriptions of housing positions on websites such as higheredjobs.com 3. Work with staff to identify areas in which additional staff are needed to meet the needs of students 4. Create appropriate proposals 5. Submit proposal for consideration

This project is designed to address specific issues that limit the effectiveness of the Housing and Residence Education Program of Gardner-Webb University. However, this project is also designed to help foster a change in the culture of the Department. Alas, many of the ideas to address concerns whether it be occupancy management, facilities, staff training, marketing, or staffing itself will eventually become so ingrained in the culture that the areas this project are impacting at present will continue to be impacted annually. This consultancy project is not only designed to address immediate concerns and/or issues, it is designed to impact the culture in a way that the current issues do not present themselves again at a later date. The below graph exemplifies the cultural mindset that is being integrated into the culture of the Housing and Residence Education Program of Gardner-Webb University. The ultimate goal is to continuously identify issues and concerns, develop processes to address those issues and concerns, implement those processes, assess the effectiveness of new processes, and then begin again. The housing program must be willing to adapt to meet the needs and expectations of an ever-changing student body. As such, it is imperative that quality assurance be incorporated into the culture of the Department.

As the project continues, assessment will become an increasingly important component of what is done to impact the housing program in a positive fashion. All analyzed data will be shared with the appropriate offices/departments on the Campus with recommendations of how to address any and all areas of concern.



Appendix A1: Housing Reinvention Project Timeline

Housing Reinvention Project Timeline

2013-2014 Academic Year

Occupancy Management:

- Educate Campus Partners about the benefits of Housing Management Software
- Setup Web-Based Demonstrations of various Housing Management Software used within the housing profession (StarRez, Residence by Symplicity, and Adirondack Solutions' THD)

Areas/Groups Impacted include: Housing and Residence Education, Student Accounts, Information Technology, Student Development, Retention, and the Student Population

Facility Management:

- Coordinate with Facilities Management and Business Services to identify and fund building renovation/refurbishment projects in an effort to improve the residential facilities
- Summer 2014 Projects
    - University Commons
        - Bldg. D Refurbishment (Approximate Cost of $70,000.00)
        - Bldg. F Door Lock Update (Approximate Cost of $16,000.00)
    - H.A.P.Y. Hall ADA Accessibility Update (Approximate Cost of $29,000.00)
    - Myers Hall/Nanney Hall Lobby Door Update (Approximate Cost of $8,346.00)
    - Royster Hall
        - PTAC Units with Controls Update (Approximate Cost of $42,000.00)
        - Installation of New Furniture (Approximate Cost of $45,188.00)
    - Stroup Hall Installation of New Furniture (Approximate Cost of $92,983.00)
    - General Updates
        - Residence Hall Paint (Approximate Cost of $25,000.00)
        - University Commons Paint (Approximate Cost of $25,000.00)
        - Mattress Update (Approximate Cost of $15,000.00)
        - Mauney and Lutz Hall Paint and Gutter Update (Approximate Cost of $43,000.00)
        - Appliance Update (Approximate Cost of $7,200.00)
    - Facility Update Expenditure total: Approximately $418,717.00

Areas/Groups Impacted Include: Housing and Residence Education, Facilities Management, Business Services, Student Development, Retention, and the Student Population

Staff Training and Development:

- Identify Staff Training Deficiencies
- Create a Training Curriculum to better equip Graduate Resident Director and Resident Advisor Staff with relation to the fulfillment of their responsibilities

Areas/Groups Impacted Include: Housing and Residence Education Professional Staff and Paraprofessional Staff, Student Development, Student Retention, and the Student Population

Marketing:

- Create Generation I Marketing Material
    - Residential Living Flyer
    - Transitional Living Flyer
    - Housing Quick Facts Flyer
    - Guide to Residential Living
- Website Update

- Update Housing Website to ensure that it has accurate information
- Discuss with Creative Services the possibility of modifying the format of the housing website

Areas/Groups Impacted: Housing and Residence Education, Undergraduate Admissions, Creative Services, Perspective Undergraduate Students, Continuing Undergraduate Students, Parents of Undergraduate Students

2014-2015 Academic Year

Occupancy Management:

- Conclude Housing Management Software Web Demonstrations
- Generate a report detailing the information that was obtained about each perspective vendor's product, and recommend the procurement of the software the best meets the needs of Gardner-Webb University. Adirondack Solutions' THD was identified as the product that best meets the needs of Gardner-Webb University.
- Obtain approval to enter into a Service Agreement with Adirondack Solutions
- Implement Adirondack Solutions' THD at Gardner-Webb University
- Adirondack Solutions' THD Year 1 Implementation Cost: $40,500.00

Areas/Groups Impacted include: Housing and Residence Education, Student Accounts, Information Technology, Student Development, Retention, and the Student Population

Facility Management:

- Coordinate with Facilities Management and Business Services to identify and fund building renovation/refurbishment projects in an effort to improve the residential facilities
- Summer 2015 Projects
  - University Commons
    - Apartment H Refurbishment (including new furniture for Common Areas): $89,140.00
    - General Painting Update for Apartments: $25,000.00
    - Apartment Appliance Replacement: $10,000.00
    - General Painting Update for Residence Halls: $25,000.00
    - Mattress Replacement Program: $10,000.00
    - Royster Hall Update (including Flooring and Bathroom Updates): $72,334.00
    - **Total Anticipated Expenses for Approved Summer Projects: $374,728.00**
    - Campus House Update: $6,000.00 (New Flooring and other cosmetic updates/This has been completed.)
  - Campus House Refurbishment (New Flooring and other cosmetic updates): $6,000.00
  - Decker Hall Furniture Replacement: $137,254.00

Areas/Groups Impacted Include: Housing and Residence Education, Facilities Management, Business Services, Student Development, Retention, and the Student Population

Staff Training and Development:

- Identify Staff Training Deficiencies
- Continue to strengthen Training Curriculum to better equip Graduate Resident Director and Resident Advisor Staff with relation to the fulfillment of their responsibilities

Areas/Groups Impacted Include: Housing and Residence Education Professional Staff and Paraprofessional Staff, Student Development, Student Retention, and the Student Population

Marketing:

- Create Generation II Marketing Material
  - Residential Living Flyer
  - Transitional Living Flyer
  - Housing Quick Facts Flyer
  - Guide to Residential Living
- Website Update
  - Update Housing Website to ensure that it has accurate information
  - Discuss with Creative Services the possibility of modifying the format of the housing website

Areas/Groups Impacted: Housing and Residence Education, Undergraduate Admissions, Creative Services, Perspective Undergraduate Students, Continuing Undergraduate Students, Parents of Undergraduate Students

2015-2016 Academic Year

Occupancy Management:

- Use Adirondack Solutions' THD to manage the check-in program of the annual Fall Move-In Program
- Transition the Break Housing Process from a Paper Process to one that is managed in Adirondack Solutions' THD
- Manage the collection of all Housing Applications through Adirondack Solutions THD
- Manage the annual Housing Sign-Ups Program through Adirondack Solutions THD
- Build and generate all necessary occupancy/assignment/student reports through Adirondack Solutions' THD
- Manage the Housing Spring Check-Out Program with Adirondack Solutions' THD
- Manage the Summer Housing Check-In and Check-Out Programs with Adirondack Solutions' THD
- Educate students on how to use their Housing Self-Service Portal
- Adirondack Solutions' THD Year 2 Cost: $10,500.00

Areas/Groups Impacted include: Housing and Residence Education, Student Accounts, Information Technology, Student Development, Retention, and the Student Population

Facility Management:

- Coordinate with Facilities Management and Business Services to identify and fund building renovation/refurbishment projects in an effort to improve the residential facilities
- Summer 2016 Projects
  - Common Room Furniture Install for University Commons A, B, C, and D: $91,000.00
  - Decker Hall Lounge Chair Replacement: $1,840.00
  - University Commons Bathtub Replacement: $10,000.00
  - Residence Hall Paint/Repairs: $30,000.00
  - University Commons Paint/Repairs: $30,000.00
  - Mattress Replacement: $15,000.00

- Spangler Roof Replacement: $55,000.00
- Myers Roof Replacement: $55,000.00
- Mauney Hall HVAC Replacement: $14,004.00
- Myers Hall HVAC Replacement: $75,478.00
- University Commons Appliance Replacement: $15,000.00
- **Total Anticipated Expenses for Approved Summer Projects: $392,322.00**

Areas/Groups Impacted Include: Housing and Residence Education, Facilities Management, Business Services, Student Development, Retention, and the Student Population

Staff Training and Development:

- Identify Staff Training Deficiencies
- Continue to strengthen Training Curriculum to better equip Graduate Resident Director and Resident Advisor Staff with relation to the fulfillment of their responsibilities

Areas/Groups Impacted Include: Housing and Residence Education Professional Staff and Paraprofessional Staff, Student Development, Student Retention, and the Student Population

Marketing:

Areas/Groups Impacted: Housing and Residence Education, Undergraduate Admissions, Creative Services, Perspective Undergraduate Students, Continuing Undergraduate Students, Parents of Undergraduate Students

- Create Generation III Marketing Material
  - Residential Living Flyer
  - Transitional Living Flyer
  - Housing Quick Facts Flyer
  - Guide to Residential Living
- Website Update
  - Update Housing Website to ensure that it has accurate information
  - Discuss with Creative Services the possibility of modifying the format of the housing website
- Online Video Tutorials (Posted on YouTube)
  - How to Complete a Housing Application (For New and Returning Students)
  - Room Reclaim (For Returning Students)
  - Apt. to Apt., Suite to Suite, Hall to Hall, and Open Room Change (Fore Returning Students)

Areas/Groups Impacted: Housing and Residence Education, Undergraduate Admissions, Creative Services, Perspective Undergraduate Students, Continuing Undergraduate Students, Parents of Undergraduate Students

Staffing:

- Create and submit a report detailing the need of adding one entry-level live-on professional staff position for University Commons. With University Benefits, the cost of

such a position with a $27,000.00 salary would range from $42,144.00 for someone who is single to $59,688.00 for someone who is married. (Report was submitted and denied, due to budgetary constraints. Was advised to submit report again in two years' time.)

- Due to increased staffing request being denied, reorganize Department Staffing Pattern in an effort to better meet the needs of the Department and the students it serves. (This reorganization was in part made possible thanks to the departure of staff member.)

Areas/Groups Impacted: Housing and Residence Education, Student Population, Parents of Student Population

2016-2017

Occupancy Management:

- Continue to use Adirondack Solutions to manage the occupancy/assignment/student information data of the Department
- Continue for staff to become better versed in Adirondack Solutions THD
- Integrate Student Photos into their Housing Self-Service Portal
- Adirondack Solutions' THD Year 3 Cost: $10,500.00

Areas/Groups Impacted include: Housing and Residence Education, Student Accounts, Information Technology, Student Development, Retention, and the Student Population

Facility Management:

- Coordinate with Facilities Management and Business Services to identify and fund building renovation/refurbishment projects in an effort to improve the residential facilities
- Summer 2017 Projects
    - University Commons A, B, C, D, E, F Thermostat Replacement: $15,000.00
    - Mauney Hall Shower Replacement: $30,000.00
    - Residence Hall Paint/Repairs: $25,000.00
    - University Commons Paint/Repairs: $25,000.00
    - Mattress Replacement: $15,000.00
    - Campus Water Line: $22,000.00
    - **Total Anticipated Expenses for Approved Summer Projects: $132,000.00**

Areas/Groups Impacted Include: Housing and Residence Education, Facilities Management, Business Services, Student Development, Retention, and the Student Population

Marketing:

- Create Generation IV Marketing Material
    - Residential Living Flyer
    - Transitional Living Flyer
    - Housing Quick Facts Flyer
    - Guide to Residential Living
- Website Update
    - Continue to update Housing Website to ensure that it has accurate information
    - Continue to discuss with Creative Services the possibility of modifying the format of the housing website

- Online Video Tutorials (Posted on YouTube)
    - Post Video Tutorials to Housing Website

Areas/Groups Impacted: Housing and Residence Education, Undergraduate Admissions, Creative Services, Perspective Undergraduate Students, Continuing Undergraduate Students, Parents of Undergraduate Students

Appendix A2: Housing and Residence Education Survey Data

Housing and Residence Education Survey Data

Table 1: Descriptive Data for RA/Staff Factor

RA/Staff			
	2014	**2015**	**2016**
Mean	18.210	17.644	17.341
Standard Error	0.202	0.244	0.226
Median	19	18	18
Mode	18	18	18
Standard Deviation	4.200	4.503	4.749
Sample Variance	17.620	20.277	22.549

Table 2: Descriptive Data for Community Factor

Community			
	2014	**2015**	**2016**
Mean	11.820	11.076	11.039
Standard Error	0.110	0.155	0.138
Median	12	12	12
Mode	12	12	12
Standard Deviation	2.282	2.856	2.898
Sample Variance	5.208	8.159	8.402

Table 3: Descriptive Data for Safety/Maintenance Factor

Safety/Maintenance			
	2014	**2015**	**2016**
Mean	16.838	16.441	16.468
Standard Error	0.150	0.176	0.144
Median	17	17	17
Mode	18	17	16
Standard Deviation	3.123	3.245	3.030
Sample Variance	9.752	10.530	9.179

Table 4: Descriptive Data for Satisfaction Factor

	Satisfaction		
	2014	**2015**	**2016**
Mean	3.367	3.250	3.209
Standard Error	0.034	0.043	0.036
Median	3	3	3
Mode	3	3	3
Standard Deviation	0.175	0.801	0.759
Sample Variance	0.511	0.642	0.576

Table 5: *T* Test of RA/Staff for Males by Year

2014			**2015**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
21.729	4.041	140	17.084	20.191	107	9.957	**0.000****

2015			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
17.084	20.191	107	17.795	19.828	132	-1.222	0.223

2014			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
21.729	4.041	140	17.795	19.828	132	9.294	**0.000****

*p-values are two-tail. *T* Test are of unequal variance.
** p-value significant at p>0.05

Table 6: *T* Test of RA/Staff for Females by Year

	2014			**2015**			
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
16.529	15.373	293	17.901	20.193	233	-3.679	**0.000****
	2015			**2016**			
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
17.901	20.193	233	17.146	23.656	308	1.868	0.062
	2014			**2016**			
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
16.529	15.373	293	17.146	23.656	308	-1.716	0.087

*p-values are two-tail. *T* test are of unequal variance.
** p-value significant at p>0.05

Table 7: *T* Test of RA/Staff for All Students by Year

	2014			**2015**			
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
18.210	17.620	433	17.644	20.277	340	1.787	0.074
	2015			**2016**			
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
17.644	20.277	340	17.341	22.549	440	0.911	0.363
	2014			**2016**			
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
18.210	17.620	433	17.341	22.549	440	2.867	**0.004****

*p-values are two-tail. *T* test are of unequal variance.
** p-value significant at p>0.05

Table 8: *T* Test of Community for Males by Year

2014			**2015**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
13.207	3.575	140	10.626	9.538	107	7.621	**0.000****
2015			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
10.626	9.538	107	11.303	7.984	132	-1.750	0.082
2014			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
13.207	3.575	140	11.303	9.538	107	6.492	**0.000****

*p-values are two-tail. *T* test are of unequal variance.
** p-value significant at p>0.05

Table 9: *T* Test of Community for Females by Year

2014			**2015**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
11.157	4.640	293	11.283	7.428	233	-0.578	0.564
2015			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
11.283	7.428	233	10.925	8.564	308	1.465	0.144
2014			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
11.157	4.640	293	10.925	8.564	308	1.109	0.268

*p-values are two-tail. *T* test are of unequal variance.
** p-value significant at p>0.05

Table 10: *T* Test of Community for All Students by Year

2014			**2015**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
11.820	5.208	433	11.076	8.159	340	3.917	**0.000****
2015			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
11.076	8.159	340	11.039	8.402	440	0.182	0.855
2014			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
11.820	5.208	433	11.039	8.402	440	4.428	**0.000****

*p-values are two-tail. *T* test are of unequal variance.
** p-value significant at p>0.05

Table 11: *T* Test of Safety/Maintenance for Males by Year

2014			**2015**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
17.607	11.276	140	16.430	12.002	107	2.682	**0.008****
2015			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
16.430	12.002	107	16.545	8.051	132	-0.278	0.782
2014			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
17.607	11.276	140	16.545	8.051	132	2.822	**0.005****

*p-values are two-tail. *T* test are of unequal variance.
** p-value significant at p>0.05

Table 12: *T* Test of Safety/Maintenance for Female by Year

2014			**2015**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
16.471	8.640	293	16.446	9.903	233	0.092	0.927
2015			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
16.446	9.903	233	16.435	9.686	308	0.042	0.967
2014			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
16.471	8.640	293	16.435	9.686	308	0.146	0.884

*p-values are two-tail. *T* test are of unequal variance.
** p-value significant at p>0.05

Table 13: *T* Test of Safety/Maintenance for All Students by Year

2014			**2015**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
16.838	9.752	433	16.441	10.530	340	1.717	0.086
2015			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
16.441	10.530	340	16.468	9.179	440	-0.199	0.906
2014			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
16.838	9.752	433	16.468	9.179	440	1.777	0.076

*p-values are two-tail. *T* test are of unequal variance.
** p-value significant at p>0.05

Table 14: *T* Test of Satisfaction for Males by Year

2014			**2015**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
3.600	0.386	140	3.150	0.751	107	4.557	**0.000****
2015			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
3.150	0.751	107	3.273	0.429	132	-1.216	0.226
2014			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
3.600	0.386	140	3.273	0.429	132	4.224	**0.000****

*p-values are two-tail. *T* test are of unequal variance.
** p-value significant at p>0.05

Table 15: *T* Test of Satisfaction for Females by Year

2014			**2015**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
3.256	0.534	293	3.296	0.534	233	-0.609	0.543
2015			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
3.296	0.534	233	3.182	0.638	308	1.686	0.092
2014			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
3.256	0.534	293	3.182	0.638	308	1.189	0.235

*p-values are two-tail. *T* test are of unequal variance.
** p-value significant at p>0.05

Table 16: *T* Test of Satisfaction for All Students by Year

2014			**2015**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
3.367	0.511	433	3.250	0.642	340	2.116	**0.035****

2015			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
3.250	0.642	340	3.209	0.576	440	0.723	0.470

2014			**2016**				
Mean	Var.	N	Mean	Var.	N	*T* Test	P-value
3.367	0.511	433	3.209	0.576	440	3.180	**0.002****

*p-values are two-tail. *T* test are of unequal variance.
** p-value significant at p>0.05