

Housing *and* Residence Life

ASSESSMENT PRACTICES & HIGHLIGHTS 2016-2017



UNCG

Office of Housing
and Residence Life



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Introduction



Housing and Residence Life seeks to create a culture of assessment where staff members are making informed, data-driven, decisions. By routinely reviewing our programs and services through intentional assessment, HRL is able to continually improve the residential experience. All members of the HRL team are encouraged to engage in assessment practices and support is provided throughout this process.

This booklet provides a brief snapshot and overview of assessment practices within Housing and Residence Life. Whether it's through our bi-annual participation in the national benchmarking program provided through SkyFactor in partnership with Association of College and University Housing Officers-International (ACUHO-I), assessing student learning within the residence halls, or simply gauging resident satisfaction, HRL is committed to learning and improving through assessment.

While we are unable to highlight all the great work being done throughout the department, we hope the information contained within will provide a glimpse into the experience we seek to provide for our residents, and the impact we strive to make on our campus and beyond. Though assessment is a department-wide process, a special thanks to Chris Gregory, Assistant Director for Residence Life, and Maggie Gillespie, Coordinator for Residence Life, for their leadership in this process and the creation of this booklet.

Please enjoy.

A handwritten signature in black ink, reading "Timothy Johnson". The signature is fluid and cursive, with the first and last names being more prominent.

Timothy Johnson, J. D.
Director of Housing and Residence Life
The University of North Carolina at Greensboro

Housing and Residence Life

Mission

Housing and Residence Life provides safe, inclusive, and secure residential communities where a diverse, innovative and responsive team of professionals encourages students to pursue academic excellence, personal growth, civic leadership and responsibility.

Efficient, effective and accessible programs and services are provided by competently trained and reliable departmental teams in affordable, clean, comfortable, sustainable and sound facilities equipped with current technologies.

Our diverse residence hall environments promote learning and personal growth through programs that enable students to acknowledge and appreciate diversity through open dialogue, establish a personal sense of interdependence, and prepare them for responsible service as members of the global community.

Vision

Housing and Residence Life at The University of North Carolina at Greensboro will be a leading residential program by providing students with comfortable and safe living environments that support academic success and promote social responsibility.

Core Values

1. Inclusivity & Diversity
2. Teamwork
3. Community
4. Personal Growth
5. Safety & Security
6. Innovation

Departmental Focal Areas

1. Academic Excellence
2. Leadership Development
3. Civic Responsibility
4. Student Engagement

Assessment Process

Effective assessment is one of the keys to program improvement. HRL uses assessment to inform our work, choose initiatives and priorities, refine processes, and determine overall program effectiveness.

Assessment in Housing and Residence Life occurs at many levels; nationally, institutionally, as well as within our department. Methods we employ to assess include:

- SkyFactor (formerly EBI/Mapworks) National Benchmarking survey
- Resident interest surveys
- Training effectiveness surveys
- Focus groups
- Program evaluations
- Surveys
- Observing behavior
- Informal dialogue
- Follow-up discussions



The Assessment Cycle



Safety & Security

Housing and Residence Life takes pride in providing a safe and comfortable experience for all students. HRL recently moved residence hall access to the Blackboard system. All halls maintain controlled access on a 24-hour, seven day/week basis. Card readers, which are located just outside the entrance, will only recognize and grant access to a properly encoded University identification card. Access to each residence hall is limited to only those students that reside in the building or otherwise require access (for classes, etc) Each time access is granted, the Blackboard system records this information. This can be used in the event of an emergency, when locating a student may need to happen quickly. In the 2016-2017 academic year, **residence hall card readers were used 4,896,412 times.**

As the footprint of campus housing has grown, HRL has worked closely with University Police to ensure our residence halls and surrounding areas are safe. Some of the steps taken include:

In 2016-2017, HRL and UNCG Police continued our Adopt-a-Cop partnership, where an officer is partnered with each residence hall to offer safety programs, and get to know residents individually. Engraving electronics, utilizing the safety escort system, and self-defense classes are just a few of the programs offered to residential students.

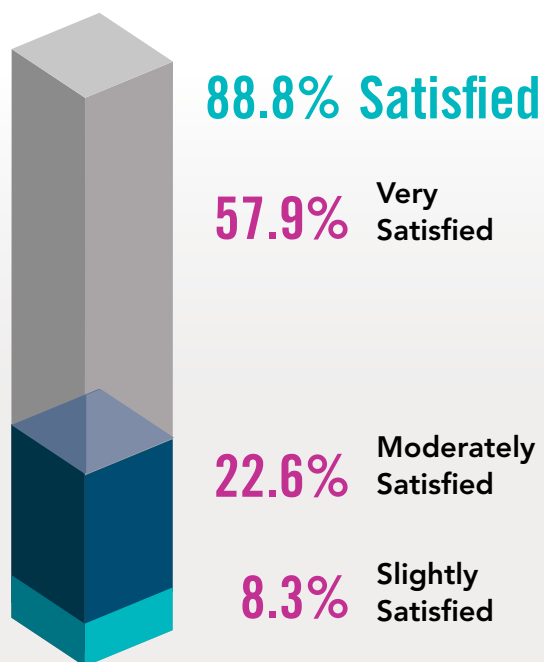
In addition to programming, the physical and technological infrastructure of the residence halls and surrounding areas have been updated.

BY THE NUMBERS:

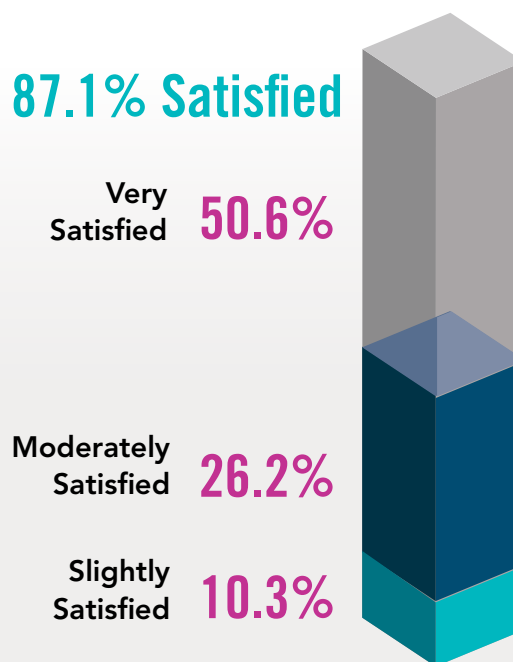
- As of Spring 2017, **there are a total of 114 "Blue Light" tower phones** spread throughout campus.
- As of March 2017, **UNCG Police have installed 740 cameras**, with 152 in and around the residence halls.



HOW SAFE DO YOU FEEL IN YOUR ROOM?



HOW SAFE DO YOU FEEL IN YOUR RESIDENCE HALL?



Connections

There is a plethora of research in student development focused on the interactions a student has on campus and the positive impact on attrition, success, satisfaction, and even future financial support to their alma mater.

Interactions with staff, particularly peer staff members within the residence

halls have shown to be important for student success.

Connections is a qualitative, Resident Advisor-reported, resident-assessment program designed to meet the following goals:

- Ensure all on-campus residents have at least one intentional interaction

with their Resident Advisor during the first two weeks of class in the fall and spring semesters.

- Provide large-scale qualitative data to aid in program development, staff training, and improving the overall student experience.
- Create closer relationships between Resident Advisors and their residents.

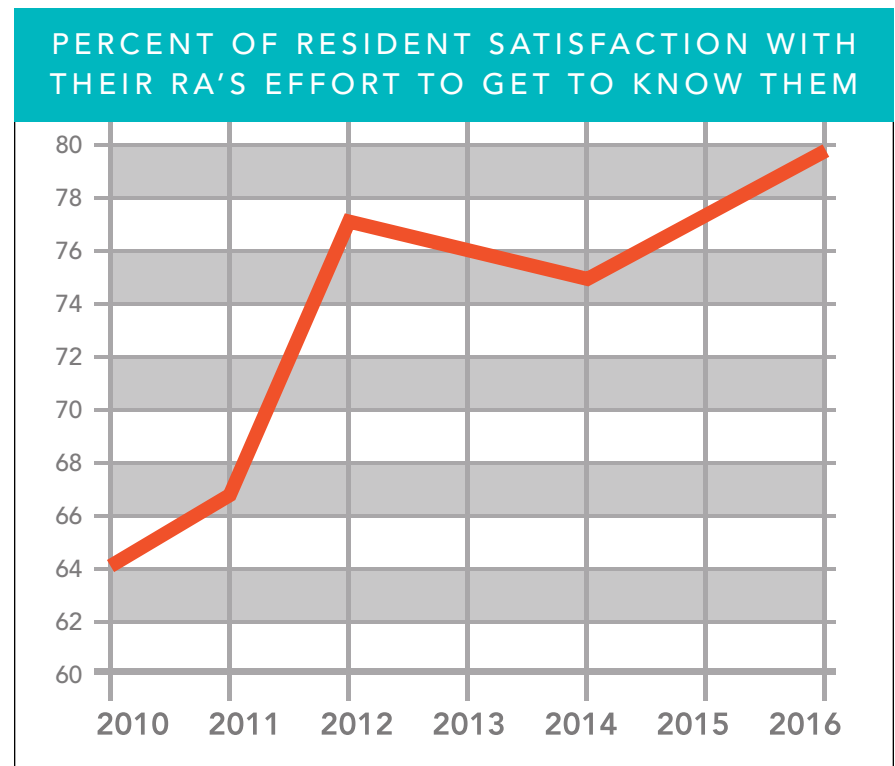
In Spring Garden Apartments, the RA staff documented an average of 421 Connections per RA over the course of the year. This number is 79% higher than the average upperclassmen hall.

Key Findings

- The most common issues RAs report discussing with students are: getting connected to campus, academics, friendships, and transition challenges and successes.
- RAs find it harder to connect with upperclassmen students, and students living in apartments.
- RAs report Connections helping them to make sure they are seeing all their residents.
- Most interaction between a resident and their RA happens on the floor.

Assessment Impact

- RA Training will include a specialized session for RAs working with upperclassmen and in apartments.
- Staff will have more detailed training on campus resources and how best to refer students.
- Develop a recognition program for RAs who are going above and beyond what is expected in making meaningful connections with residents.



- Chickering, A.W. (1974). *Commuting versus resident students*. San Francisco: Jossey-Bass.
- Ellett, T., & Schmidt, A. (2011). Faculty perspectives on creating community within the residence halls. *The Journal of College and University Housing*, 38(1), 27-39.
- Palmer, C., Broido, E., Campbell, J. (2008). A commentary on "the educational role in college student housing". *The Journal of College and University Housing*, 35(2), 87-99.
- Pascarella, E. T., Terenzini, P. T., & Blimling, G. S. (1994). The impact of residential life on students. In C. C. Schroeder & P. Mable (Eds.), *Realizing the educational potential of residence halls* (pp. 22-52). San Francisco: Jossey-Bass.

These programs vary in size and scope, but all are overseen by live-in professional and graduate staff under the supervision of our Senior Assistant Director for Academic Enhancement. Personal wellness, social justice, service-learning, and global engagement are just a few of the themes guiding our LLC programs.

Connect is an LLC program designed to assist new transfer students to connect to the UNCG community for a successful transition academically and socially. The program was so popular in 2016-2017, **only 41% of students who applied were able to be accepted.** If the program popularity continues, HRL will look to add more program spaces for students.

 Strongly Agree
 Agree
 Neither Agree nor Disagree
 Disagree
 Strongly Disagree

Student Leadership

Presence at Student Leadership Conferences

A total of 28 delegates and 8 advisors traveled to places ranging from Elon University and University of Wilmington in North Carolina to cities in Florida, South Carolina and Indiana to attend state, regional and national conferences. Conferences attended included:

- National Association of College and University Residence Halls (NACURH)
- Fall Summit (NCARH Business Meeting)
- South Atlantic Affiliate of College and University Residence Halls (SAACURH)
- North Carolina Association of Residence Halls (NCARH)
- Regional Business Conference

Programs presented and awards received: UNCG students happily engaged in conference programming, not only by attending, but by presenting. Throughout the year, 8 students presented on a variety of topics, including "Finding Your Color" and "The Disney Experience." In addition to presenting, UNCG delegations also received numerous awards, including the NCARH 2017 Spirit Award and NCARH 2017 Philanthropy Award.

Presence on State Board

At NCARH 2016, Key Carter was elected to serve as the Associate Director of Recognition. Key served a one-year term, gaining valuable skills and experiences: "Being part of the NCARH family and serving as AD of Recognition introduced me to so many amazing people that I now call family. I was able to spark some positive change and truly make a difference in a community that allowed me to find a home in Student Affairs. I saw an increase in self-confidence and learned what it truly means to be a leader. My experience on the state board is one that I'll never forget."

| Year of OTMs | Total OTMs Submitted |
|--------------|----------------------|
| 2011-2012 | 91 |
| 2012-2013 | 120 |
| 2013-2014 | 264 |
| 2014-2015 | 437 |
| 2015-2016 | 390 |
| 2016-2017 | 392 |

Programming

Throughout the academic year, RHA planned and implemented a total of **16 campus-wide programs, attended by over 3,565 students.**

Programs included Movie on the Lawn, Pinterest Night, Fountain Jazz, Alcohol Free Fun Fest and Rooftop Zumba Party.

Recognition

National Residence Hall Honorary (NRHH) coordinates a residence hall wide recognition program called Of The Month (OTM). OTMs can be submitted to recognize outstanding resident, student leaders, faculty and staff or programs. Over the past five years, Residence Life staff have made an intentional effort to more often utilize this recognition opportunity.

Stop Hunger Now

In addition to providing campus-wide programs to allow students to engage in campus life, RHA also hosts events geared towards giving back. Each year, RHA collaborates with the Office of Leadership & Service Learning to host Stop Hunger Now, a meal-packaging program that allows volunteers to work as part of an assembly-line packaging team to put together highly nutritious dehydrated meals. UNCG students and staff come together to participate in this hands-on international hunger relief program, but also gain hands-on experience in leadership development, team-building and creative problem-solving.

This year, **over 80 volunteers packaged over 10,000 meals**, which were sent to Adventist Relief and Development Agency in Haiti.



Resident Advisor Training

Our Resident Advisors (RA) serve as our front-line staff in helping residential students have a successful university experience. We ask a lot of these student leaders and work diligently to provide comprehensive pre-employment training and on-going professional development. In 2016, the bulk of preparatory training was provided in the two weeks prior to fall opening.

“Competent and Confident” summarizes our goal for RA Training. We have streamlined the fall training process to focus primarily on topics the RAs will need to be familiar with during the first six weeks. Information that can be presented later is done so through weekly staff meetings and on-going in-service style training.

Assessment

Surveying of Fall RA Training was designed to ascertain both confidence and preparedness to assume their role working with students, and to ensure they correctly understood and could implement departmental processes and programs. To accomplish this, the following types of assessments instruments were used:

- A web-based survey was sent to the RA and Professional staff at the conclusion of fall training.
- An additional survey was sent in late October to reassess RA learning and ensure topics were fully understood.
- During each “Behind Closed Doors” simulation session, Senior Resident Advisors noted how each staff member responded to the scenario to confirm effective training practice.

Key Findings

- 96% of RAs felt fully supported during training.
- Approximately 80% of RAs would prefer adding days to the training program, if the length of training each day could be shortened.
- 93% of RAs reported feeling prepared to open their hall.
- 91% of RAs reported feeling confident in their ability to do their job.
- Only 27% of RAs strongly agreed with the statement; “I can recall and explain Housing and Residence Life’s six Core Values”.
- 46% of RAs wanted more time to interact with staff members from other halls.

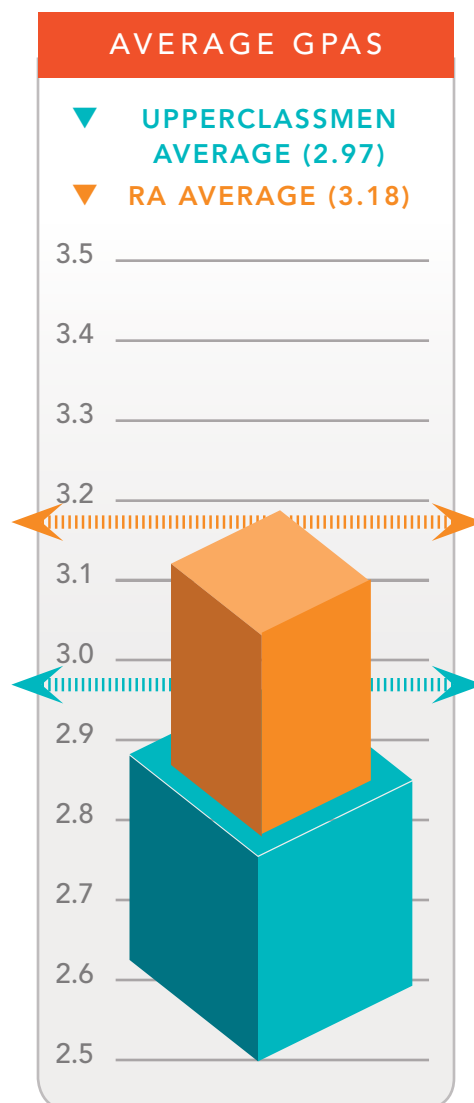
Assessment Impact

- Based on the feedback of student and professional staff, the length of the Fall 2017 RA Training program will be lengthened by several days. This will allow staff more time to reflect on material presented, as well as encourage self-care.
- The RA Training Committee will seek ways to reinforce HRL’s Core Values with Resident Advisors.
- Additional cross-hall training opportunities will be explored.

Resident Advisor – Academics

The Resident Advisors position can be very demanding. HRL expects Resident Advisors to be “students leaders, students first.” We work diligently to ensure RAs are still able to be academically successful, while fulfilling the responsibilities to the position. Academic Excellence is a focal area for Residence Life, and RAs support this through programming in the residence halls, but also by serving as academic role models to their students.

- For the Fall 2016 semester, the average GPA of the RA staff was 3.18, over two tenths higher than the UNCG student average.
- 67% of RAs received a 3.0 or higher
- In January 2017; 94 RAs earned a cumulative GPA of 3.0 or higher (**80% of staff**).



Bronze Leadership Challenge

Created by the Office of Leadership & Service-Learning (OLSL), the Leadership Challenge Program is an institution-wide commitment to offer all UNCG students leadership education, training, and development through curricular and co-curricular experiences. These experiences assist students in the development of leadership skills through varied

leadership experiences and prepare students to serve as citizen-leaders in a global community. Leadership development also seeks to engage students in the process of leadership through community engagement and service-learning.

For the second year in a row, HRL partnered with OLSL to

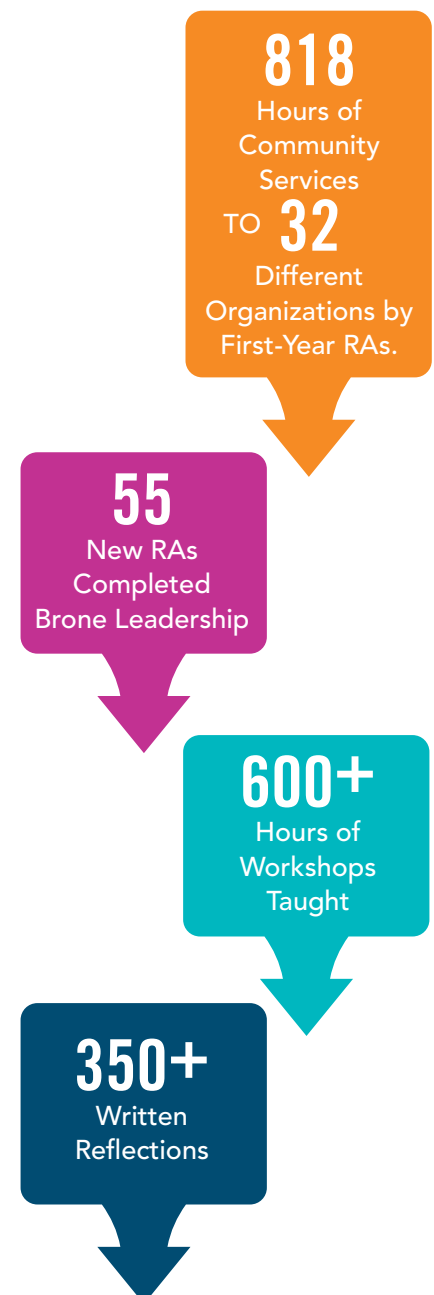
implement the bronze level of the Leadership Challenge Program into the Resident Advisor position. Thirteen professional staff members in Residence Life were trained as facilitators for this program. Throughout Fall and Spring Training and the ongoing Continuing Development Series program, 55 first-year RAs completed the BLC program.

“ Growing up I had a lot of stuffed animals and “build-a-bears” and loved every single one. So it was really enjoyable to be able to give some to kids how aren’t necessarily able to go pick one out or make one themselves. I’ve never been a part of service work for a children’s hospital and I really love doing what I can for others, especially kids. ”

— FIRST YEAR RA



Pictured: Grogan Resident Advisors made over 40 Stuff-A-Plush animals and inspirational cards for the children at Brenner’s Children’s Hospital in Winston-Salem, NC.



Move-in

Realizing the large amount of information students and parents are presented during our Summer Orientation, Advising, and Registration program (SOAR), HRL sought to create an online portal with all relevant move-in information. We worked with campus partners to make this site a “one-stop-shop” in hopes of making the move-in process as smooth as possible for our students and their families. In the fall of 2015, we experienced a larger number of issues than customary during the move-in process.

In talking with students and parents, and working with campus partners, we identified three main issues we needed to address going forward:

- Students and parents were not following directions to campus provided by HRL, many were relying on GPS to get to their assigned building.
- Many students were not prepared when they arrived (items not properly packed, unsure of where to go, etc.).
- Parking after unloading was difficult to find and made returning to the residence hall quickly a challenge.

Assessment

Housing and Residence Life and several campus partners spent the next year determining how best

to address these issues. Through surveys, focus groups, and utilizing our own move-in data, we sought to better our process.

Key Findings

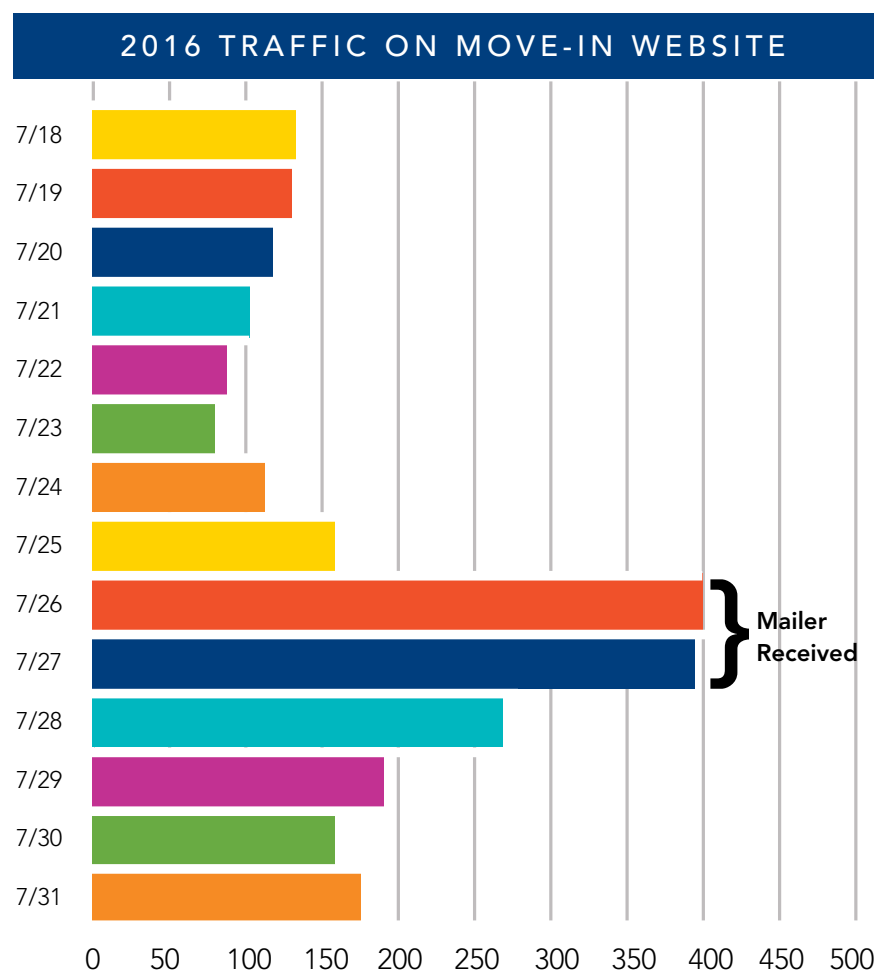
We learned that many students were not accessing the website for move-in directions, and most parents were not aware of the provided directions, as the emails we provided went to the student’s university account.

Changes Implemented

We decided to send a mailer to the student’s home address as another way to make sure students were aware of the move-in website, but also to alert parents / guardians and those who would be assisting the students with the move-in process.

Further Findings

- Using online data analytics, we discovered a 162% increase in traffic on the move-in website the week after the mailer was sent out.
- Reported complaints related to traffic during move-in dropped 85%.



Technology

Wireless

Housing and Residence Life strives to be an innovative and forward thinking department. Nowhere is this more evident than in the technology we install in our residence halls. In 2013, we began the process of installing wireless internet into all residence halls. Though the wired service was available to meet the basic needs of students, we saw significant increases in wireless usage. Wirelessly connected devices more than doubled within 12 months.

The freedom and convenience of wireless connectivity was important to our students, and therefore important to our department. Housing continued our partnership with Information Technology Services to provide top quality wireless environment and availability.

With the full wireless installation completed in 2016, we saw a dramatic improvement in student satisfaction with the internet connectivity in their residence halls. In 2014, only 43% of residence hall students reported being satisfied with internet connectivity provided. With the substantial investment into residence hall wireless capabilities over the next two years, 75% of students reported being satisfied with the connectivity provided, with 41% being extremely satisfied.

Television Over Wireless “IPTV”

Capitalizing on technology investments, Housing and Residence Life started exploring resident’s viewing habits of main stream video content. Surveys found that 67% of residents watch television online at least 80% of the time and 43% didn’t

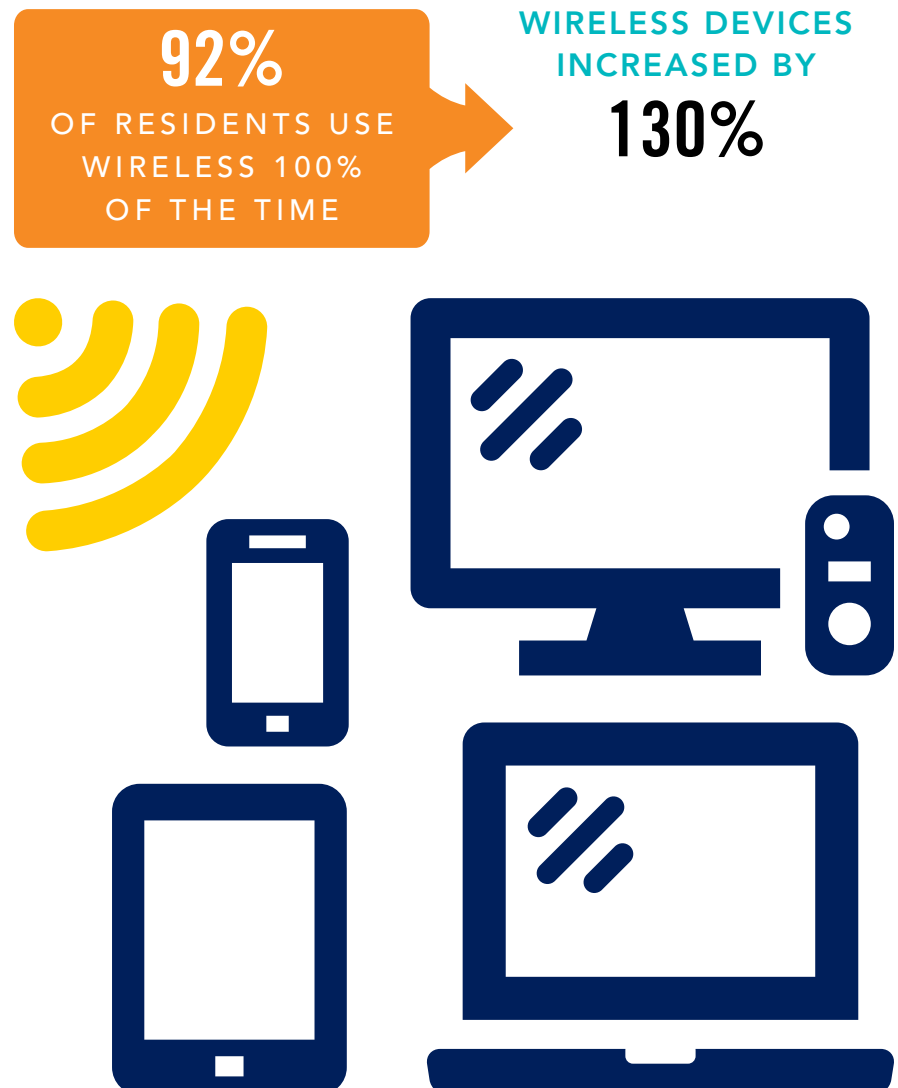
bring a television to campus. Over 90% of residents indicated they use at least one video streaming service, predominantly Netflix.

In 2016, Housing decided to pursue consolidation of viewing all television and streaming content to where residents are most, online. Housing set a goal of reducing overhead, offsetting rising costs of wireless infrastructure, and increasing video services available to residents. That goal was met by evaluating our current television contract, searching for updated services and eliminating

a physical Ethernet connection. Wireless is the only option.

With new updated services, Housing and Residence Life has been able to:

- Offer a superior service to our students while reducing costs more than \$500,000 annually.
- Add desired over-the-top services like HBO Go and Cinemax Go, available anywhere in the world with a UNCG login.
- Provide 20 hours of DVR service.
- Make live television available from anywhere on campus with wireless coverage.



Housing Facilities

Housing and Residence Life Facilities staff stay busy attending to the needs of over 5,400 residents and 29 buildings totaling over two million square feet. With a variety of double rooms, suites, full apartments, and office space, our housing facilities staff respond to a variety of needs.

This year the housing facilities staff responded to 9,924 Corrective Work Orders. In addition, staff addressed 7,601 preventative maintenance needs.

Assessment

Each time a work order is finished and closed, a survey is sent to the resident who submitted the request. The information collected allows our staff to ensure needs of residents are met, and processes are enhanced to better the students experience.

Impact

Housing facilities used feedback provided through the work order survey to redesign the online work order process. Beginning in fall 2017, students will be notified via email when a technician is in route to attend to their request. This is in addition to being notified when a request is assigned to a technician, and an email when the request is ultimately closed.

Quote from Student:

“The problem was resolved very quickly from the time I submitted my first report. He was polite and helpful, and I was very grateful and pleased!”

KEY FINDINGS

88%
**OF RESIDENTS
REPORTED THEIR
WORK ORDER
WAS ADDRESSED
TO THEIR
SATISFACTION.**

90%
**OF RESIDENTS
FELT THEIR NEED
WAS ADDRESSED
IN A TIMELY
FASHION.**

89%
**OF RESIDENTS
WERE SATISFIED
OVERALL WITH
THEIR ON-CAMPUS
RESIDENCE.**

One consistent theme noted from the open-ended question provided by the survey was a desire of residents to know a more specific time a technician would be arriving to fulfill their request.

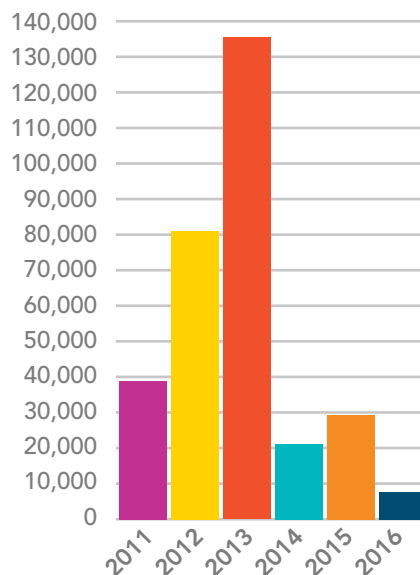
Fiscal and Environmental Responsibility

Beginning in 2011, Housing and Residence Life started a six-year mattresses replacement program. Concluding in 2016, HRL replaced a total of 2,985 twin mattresses and 1,352 full-size mattresses. Knowing what a large-scale environmental impact the disposal of over 4,300 mattresses could have, Project Management staff researched multiple options for mattress disposal and replacement. By choosing to recycle existing mattresses and purchase mattresses made with recycled materials, HRL was able to both save money and lessen environmental impact.

Key Takeaways

- Over 315,000 lbs. of mattress material was kept out of landfills.
- Total savings for the six-year project was over \$150,000.

WASTE KEPT OUT OF LANDFILLS (LBS)



Resident Weekend *Presence & Patterns*

With over 5,400 residents living on-campus, you would expect to find residents coming and going throughout the week. Residence Life staff are consistently considering when students may be present in the halls to plan programs, hall meetings, and even fire drills. Knowing when residents may be around will allow Residence Life staff to better serve students, but also help ensure efficient use of resources.

Assessment

Residents gain access to their assigned residence hall by scanning their university ID at designated access points around the hall. HRL's access system verifies each entry to the residence halls by card swipe. Using this data, our assessment team looked at three consecutive weekends in the spring of 2017. Access reports were compared with resident demographic data to see if any patterns would emerge. For this research, the time frame of 10pm on Friday through 10am Sunday was chosen. If a resident was recorded accessing the residence hall during

this time, they were considered to be on campus for the weekend.

Findings

- On average, 70% of residents were in the residence halls each weekend.
- 44.2% of residents were on campus all three weekends, 30.1% of residents were on campus for two, 16% of residents were on campus for one, and 9.7% of residents were not on campus for any of the three weekends.
- Female students tended to be away from campus more often than male students.
- White students tended to be away from campus more often than students of color.

Assessment Impact

The complete assessment project included more demographic factors than those listed here, including resident's hometown, GPA, and assigned hall. This project was completed relatively late in the 2016-

2017 academic year, and further review of the findings presented is underway. Based on the information highlighted here, a few immediate impacts can be seen:

- Further qualitative assessment will be conducted to determine reason(s) behind some of the differences in which residents are choosing to stay on campus during the weekend.
- Prior to this assessment, there was a general sense that a lower percentage of residents were staying on campus. As such, programming on the weekend was limited. With this information, additional weekend programming will be offered and promoted.
- Residence Life will run weekend access reports more often in the future, and target direct emails to students who traditionally stay on campus to alert them to weekend activities.
- Residents who consistently leave campus on the weekend may not be having a successful experience; by identifying these students, we can reach out to them directly to better understand their needs.



In the spring of 2017, three weekends were examined to see how often residents stayed on campus:

0 weekends 9.7%
1 weekend 16.0%
2 weekends 30.1%
3 weekends 44.2%

Professional Staff Development

The Professional Development Committee in Residence Life checks in with staff members throughout the year to assess additional training or professional development needs. With this information, seminars, experiential learning session, or webinars are chosen or created to address needs.

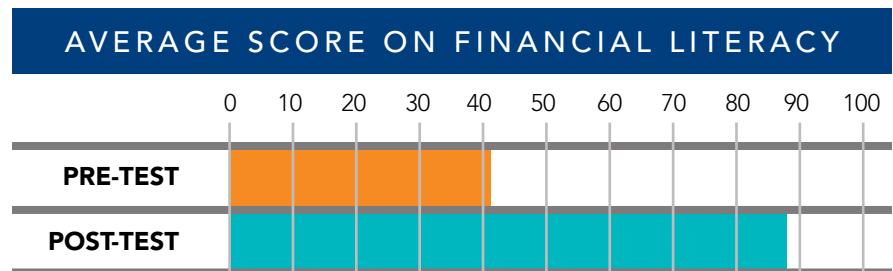
Action

To help staff members learn more about their own financial well-being, opportunities were provided for staff members to ask questions individually of financial professionals throughout the year. HRL also provided a Financial Literacy workshop for all Residence Life professional and graduate staff members. This session focused on retirement planning, basic financial understanding and tax basics.

Results

Staff who participated in the Financial Literacy workshop were given a post-test two weeks later.

- The average score on the Financial Literacy post-test rose to 88% up from 42% (pre-test).
- Staff now ranked their understanding of financial topics as 8, up from 3.5.



Financial Literacy

Through informal conversations with peers and supervisors, it was apparent that new professionals and graduate students with HRL lacked necessary understanding of basic financial literacy topics. This informal assessment was followed by formal assessment to determine the areas of greatest need.

Assessment

When asked to use a 1-10 scale (10 being the highest) to rank their understating of financial topics, the average ranking for our entry-level staff was a 3.5.

A financial literacy pretest (based on an assessment typically used with freshmen students) was also given to professional and graduate staff members. The average score on this assessment was 42%.



Conference Services

HRL operates a full-scale summer conference program to meet the needs of our campus partners and community organizations. Some groups will only stay for one night while others will stay for most of the summer.

Overview of Summer 2016:

- 6,095 camps & conference participants
- 38 groups
- 12 repeat groups
- 27 affiliated with UNCG
- 13 = average length of stay

Examples of groups that choose UNCG Conference Services:

- Dance Camp
- Arts & Science Camp
- National Research Experience for Undergraduates Program
- Appalachian State Upward Bound
- NC Sports Medicine

As UNCG continues to add apartment and suite-style housing options, we have seen an increase in the number of professional/adult conferences. In Summer 2016, UNCG hosted groups

including the National Association of Teachers of Singing, a university-sponsored philosophy conference, and an international artist's collective. Outside of typical conference needs, several local companies have partnered with Conference Services to offer "summer leases" to host interns and visiting executives.

UNCG Music Camp utilized our Conference Services program for the 35th straight year, hosting over 2,000 participants.

6,095 camps & conference participants stayed in the residence halls in 2016.



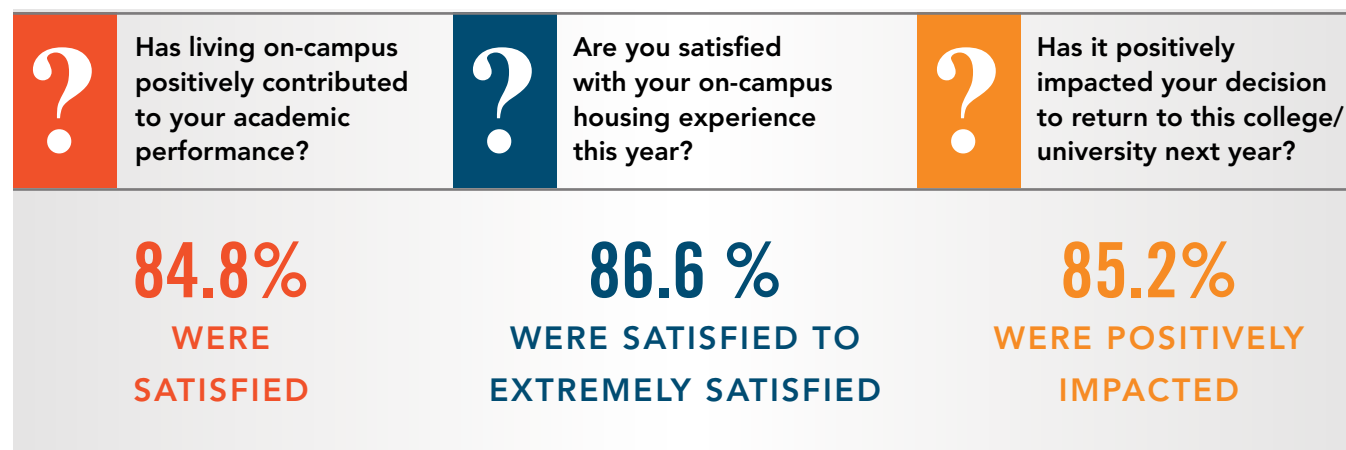
Overall Satisfaction

Housing and Residence Life participates in the SkyFactor National Benchmarking Survey on a bi-annual basis. This allows HRL to compare our results to peer institutions and look for areas of improvement. Most importantly, having a linear progression of survey data shows the impact of programmatic initiatives and helps our department to make appropriate changes over time.

For the 2016-2017 survey, over 2,500 residents responded and provided feedback on their experience.



Regarding your on-campus housing experience, to what degree:



315,000

POUNDS OF
MATTRESSES KEPT
OUT OF LANDFILLS



87%

OF RESIDENTS SATISFIED
WITH ON-CAMPUS
HOUSING EXPERIENCE



10,000

MEALS PACKAGED
THROUGH STOP
HUNGER NOW.



55

RAS COMPLETED
BRONZE LEADERSHIP
CHALLENGE.



85%

OF STUDENTS FELT LIVING
ON CAMPUS HELPED THEIR
ACADEMIC PERFORMANCE.



818

HOURS OF COMMUNITY
SERVICE PERFORMED BY
55 FIRST-YEAR RESIDENT
ADVISORS.



88%

OF RESIDENTS-WORK
ORDER WAS ADDRESSED
TO THEIR SATISFACTION;
90% of residents felt their need
was addressed in a timely fashion.



3,565

RESIDENTS ATTENDED A
PROGRAM SPONSORED
BY RESIDENCE HALL
ASSOCIATION.

Housing and Residence Life

P.O. BOX 26170 • GREENSBORO, NC 27410 • 336.334.5636 • HRL.UNCG.EDU



25,364

TOTAL DOCUMENTED
CONNECTIONS; AVERAGE
OF 6 PER FRESHMEN
STUDENT.



93%

OF STUDENTS
WOULD RECOMMEND
LIVING ON-CAMPUS
TO A NEW STUDENT.



28

DELEGATES
TRAVELED TO
STUDENT LEADERSHIP
CONFERENCES,



94

RA'S EARNED A
CUMULATIVE GPA OF
3.0 OR HIGHER
(80% OF STAFF)

