

The Expansion of International Parking Signs at Dickinson College

Prepared for the Language Executive Committee, Dickinson College

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Executive Outcomes Consulting

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Dear Professor McGaughey and the Language Executive Committee,

This semester, Executive Outcomes Consulting worked towards our goal of expanding international parking signs throughout the Dickinson College campus. Dickinson's mission of creating global citizens inspired this project. Executing this plan required our team to collaborate with several groups of stakeholders, with whom we were able to secure funding, translate text, create a product, ensure legality, and improve the aesthetics of the campus .

The plan of action developed for the projected, highlighted potential sign locations throughout Dickinson's campus. The main goal of Executive Outcomes Consulting was to expand upon the existing international parking signs, which currently surround the John Dickinson campus. The original infrastructure consisted of 17 international parking signs, featuring four languages, French, German, and Spanish. Our project, collaborated with all eleven modern languages for which degrees can be received at Dickinson College. Executive Outcomes Consulting understands the importance behind Dickinson College's mission of creating global citizens. It is through the expansion of this project, where our team hopes that Dickinson College's global mission will be achieved through a physical manifestation of their core beliefs. Furthermore, our team believes that through the expansion, the global community will feel a sense of inclusivity. Lastly, the signs will eliminate barriers between the classroom and the campus by giving students the ability to utilize their language skills outside the classroom.

The mission of Executive Outcomes Consulting was to expand the presence of international signs on campus, while collaborating with the valuable stakeholders, essential to the project's success. As the project progressed, we collaborated with various departments, agencies, and businesses to ensure expansion of the international parking signs infrastructure on campus.

Currently, the project is in the final stages. The 75 signs are currently in Executive Outcomes Consulting's possession. Final installation will occur at the beginning of the Spring 2016 semester, where Executive Outcomes Consulting will be working with Dickinson's Office of Marketing and Communications department to provide media coverage for the project. MarComm, will be working with Executive Outcomes Consulting to generate media coverage in the Sentinel, ABC News 27, the local news outlet, and the Chronicle of Higher Education to promote proper media coverage for the project. Jointly, at the same time, the Dickinsonian, will be releasing a press release about the expansion of the international parking signs infrastructure and the collaborative effort that took place between the Language Executive Committee and Executive Outcomes Consulting.

In conclusion, we wanted to thank you for your cooperation throughout this semester. Without the Language Executive Committees assistance and guidance, the possibility of such massive expansion would not have been possible. Again, we want to thank you for your cooperation, and we look forward to staying in touch throughout the future.

Best regards,

Executive Outcomes Consulting

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Executive Summary

Mission:

The mission of Executive Outcomes Consulting was to collaborate with shareholders and volunteers in order to expand the current International Parking Signs infrastructure at Dickinson College. The original International Parking signs project placed 17 signs on the streets surrounding the John Dickinson Campus. Languages included on this project were German, Italian, French and Spanish. The previous project placed 1 German sign on West Louthier Street, 3 Italian signs on North West Street, 11 French signs on High Street and 2 Spanish signs on North College Street.

Executive Outcomes Consulting's task centered around expanding this current infrastructure, which we were successfully able to do, bringing sign 75 new signs to Dickinson College and coverage of the 11 modern languages (Spanish, French, German, Italian, Modern Greek, Hebrew, Portuguese, Arabic, Chinese, Japanese, and Russian) throughout campus. The project represents a physical manifestation of Dickinson College's global mission statement, which states, "A Dickinson education prepares its graduates to become engaged citizens by incorporating a global vision that permeates the entire student experience, creating a community of inquiry that allows students to cross disciplinary boundaries and make new intellectual connections, and encouraging students to be enterprising and active by engaging their communities, the nation and the world."

Execution:

Executive Outcomes Consulting divided the group into three smaller subsets: finances, operations, and personnel. Sam Weinstein secured funding and ensured that the budget was maintained and balanced. Gregory Horne handled the logistics, developing the map and where each international language sign would be placed, ensuring the legality of installation, managing the translation process, and ordering the product. Finally, Zachary McMullen handled the personnel, reaching out to various departments to gain approval for certain phases of the project, promoted the project, and set up meetings with various departments and organizations.

The execution of this project followed an eighteen phase process.

- Phase 1: Meet with the client, Language Executive Committee
- Phase 2: Research past iteration of international sign project
- Phase 3: Search for competitive sign vendor
- Phase 4: Establish a budget
- Phase 5: Secure funding through the Office of the President and language departments
- Phase 6: Set up an account of the project through the Department of Planning and Budget
- Phase 7: Chart and graph signs, sign locations, and languages around campus
- Phase 8: Receive approval from Dickinson, Carlisle Borough, and PennDOT
- Phase 9: Enlist student translators through the Norman M Eberly Multilingual Writing Center
- Phase 10: Verify student translations with appropriate professors
- Phase 11: Coordinate installation plan with the Department of Facilities
- Phase 12: Design signs through MyParkingSigns.com
- Phase 13: Verify correct sign text and visuals prior to ordering
- Phase 14: Order the product
- Phase 15: Present Prezi to shareholders
- Phase 16: Receive product and notify facilities

- Phase 17: Notify MarComm and the Dickinsonian for press coverage of the project
- Phase 18: Install the signs at select points around campus

As of the production of this document, Executive Outcomes Consulting has currently completed seventeen of the eighteen phases of this project.

Discoveries:

The project provided Executive Outcomes Consulting a wide variety of lessons. These lessons included both personal and professional lessons. First, when undertaking such a project, the necessity for proper planning was crucial. Without proper planning, the project would have become overwhelming and our goals would not have been able to be met. Backwards planning was essential in order to stay within the timeframe allotted. Furthermore, the group recognized the importance of financial budgeting, delegation, and collaboration. Interacting with various departments and clients required a great deal of professionalism, patience, and resiliency.

During the course of the project, the group discovered an average life-span of roughly six years for the signs. This was the result of U.V. rays deteriorating text color and visibility and salt wearing away protective films on the signs. With this in mind, it was critical to take into account sustainability of the legacy project. This required ensuring all signs were adequately U.V. protected prior to purchase, as well as creating a small surplus in the budget for regular repairs and upgrades to signs.

Additionally, fears of vandalism were presented during a class meeting which required attention. During the previous International Signs project, Arabic signs were created, though never installed along High Street in front of the Denny Apartments. There were reasons to believe these signs may be defaced or destroyed. It was a conscious decision by Executive Outcomes Consulting not to deny any language visibility through our project due to fears of vandalism. Should any sign be damaged, all sign text has been virtually saved under the group's account on the manufacturer's website, and surplus from the maintenance fund is available to replace these signs.

Outcome:

Following the establishment of Executive Outcomes Consulting, the team met with the Language Department Executive Committee of Dickinson College on September 19, 2015 at 12 PM in Bosler Hall. Presenting the overall vision for the project, which included increasing the overall number of International Parking Signs on campus and number of languages represented on each sign, the group received feedback and promises of funding from each Language Department.

Following the initial feedback received from the Language Department Executive Committee, the group proceeded to meet with President Roseman about a potential partnership and grant for the project. A very successful meeting, Executive Outcomes Consulting, was able to receive \$3,000 worth of funding from the President's Office.

Once funding from Roseman and the Language Executive Committee was secured, the group took the time to meet with Kristin Kosticky and Eric Vorodi from Facilities Management at Dickinson College at 12PM on October 23, 2015 at the Quarry. The purpose of the meeting was to establish a relationship with Facilities Management and explain to Ms. Kosticky and Mr. Varodi their role in the project. The meeting

concluded with Facilities Management agreeing to install the signs once they were developed and ready for installation.

With the guarantee of funding and installation in place, Executive Outcomes Consulting reached out to Margaret S. Stafford, the Director of Planning and Budget at Dickinson College. Establishing a special fund for the International Parking Signs, Executive Outcomes Consulting began to tackle the logistics of getting the proper translations for the signs and locations where each sign would be placed.

To identify potential locations of signs, Executive Outcomes Consulting initially located and marked every parking sign located through the Dickinson College campus, which could be potentially translated. Identifying locations on campus and High Street, where the signs would receive the most visibility, the total number of signs that would be translated and placed on Dickinson College would become 75.

Executive Outcomes Consulting created a map, highlighting where each language would be placed. See *Fig. 1, Appendix Page 1*.

With each sign's location being determined, Executive Outcomes Consulting worked with the Multilingual Writing Center to begin the translation of the signs. Taking pictures of every sign that would potentially be located, Executive Outcomes Consulting identified 11 native speakers or translators provided by the Multilingual Writing Center the translations of the sign began to take place. See *Fig. 2, Appendix Page 2*, for a list of translators and the respective languages that they were tasked with translating. Following receiving the translations from our student translators, Executive Outcomes Consulting worked with Language Department Chairs at Dickinson College to confirm exact translations. Any mistranslations would pose a potential threat to the project and the reputation of Executive Outcomes Consulting and Dickinson College.

At this point in the project, Executive Outcomes Consulting sought approval from the Carlisle Borough Public Works Department and the Pennsylvania Department of Transportation (PennDOT) to place various languages on High Street. After a constructive discussion in the Senior Seminar concerning the placement of an Arabic international parking sign on High Street, a state road, Executive Outcomes Consulting believed it would be remiss to not include their sign on the street. The team recognizes the prevalence of *Islamophobia* in the United States, however believed it was vital to include this language on High Street. Gaining approval to place all 11 modern languages on the state road was key to the success of the project. The approval allowed for Executive Outcomes Consulting to undertake previously unbroken ground, giving visibility to all the modern languages and allowing for our expansive project to move forward with ease.

Following approval from the Multilingual Writing Centers, the Language Department Chairs on translations and receiving approval on the placement of the signs from the Language Department Executive Committee, the Carlisle Borough Division of Public Works, and the Pennsylvania Department of Public Works, Executive Outcomes Consulting explored various options for purchasing the signs. Recognizing the strict budget placed on the International Parking Signs Project, Executive Outcomes Consulting sourced the project to MyParkingSigns.com, an online website which offered the same quality and warranties as their competitors, at a cheaper cost. Receiving a total of \$3,400 in funding for the project, the 75 signs were purchased at a cost of \$2,544.15. This purchase left Executive Outcomes Consulting a surplus of \$855.85, which will be used as a maintenance fund in the future.

At the same time as the approval process, conversations with Christine Baski from the Office of Marketing and Communications and with the Dickinsonian, the college's student run newspaper were taking place. The Dickinsonian will be running an article discussing the project at the beginning of the Spring 2016 semester. Installation for the project has been postponed following a meeting with Christine Baski from the Office of Marketing and Communication. During the meeting, Ms. Baski expressed strong wishes about delaying installation to late January to ensure greater media coverage. Ms. Baski stated that she would be reaching out to the Sentinel, Carlisle's local newspaper, ABC News 27, the local news station and the Chronicle for Higher Education about providing media coverage for the International Parking Signs Project.

The order for the sign was placed on December 8, 2015 and Executive Outcomes Consulting received the finished product on Tuesday, December 15. Upon receiving the final product, Executive Outcomes Consulting performed a quality assurance check of the international parking signs.

Future Steps:

Executive Outcomes Consulting has received the final version of the completed international parking signs. Following this, the team will work with Dickinson College's Department of Facilities at the beginning of the Spring 2016 Semester on January 25, 2016 on the installations of the signs. Along with this, Executive Outcomes Consulting will be working with Christine Baski from the Department of Marketing and Communications to attract large-scale media coverage for the project. Ms. Baski will be reaching out to the Sentinel, ABC News 27, and the Chronicles for Higher Education about the potential for media coverage. Executive Outcomes Consulting will work in conjunction with Ms. Baski during the media process, where videos will be captured to run on local media stations about the impact of the project.

Sustainment

Due to Executive Outcomes Consulting shrewd purchasing methods and by observing many different vendors for the International Parking Signs Project, the team has left the International Parking Sign Special Fund with approximately \$855.85 worth of surplus. The purpose of the surplus is to act as a maintenance fund, where the funds can be used to replace damaged and stolen signs.

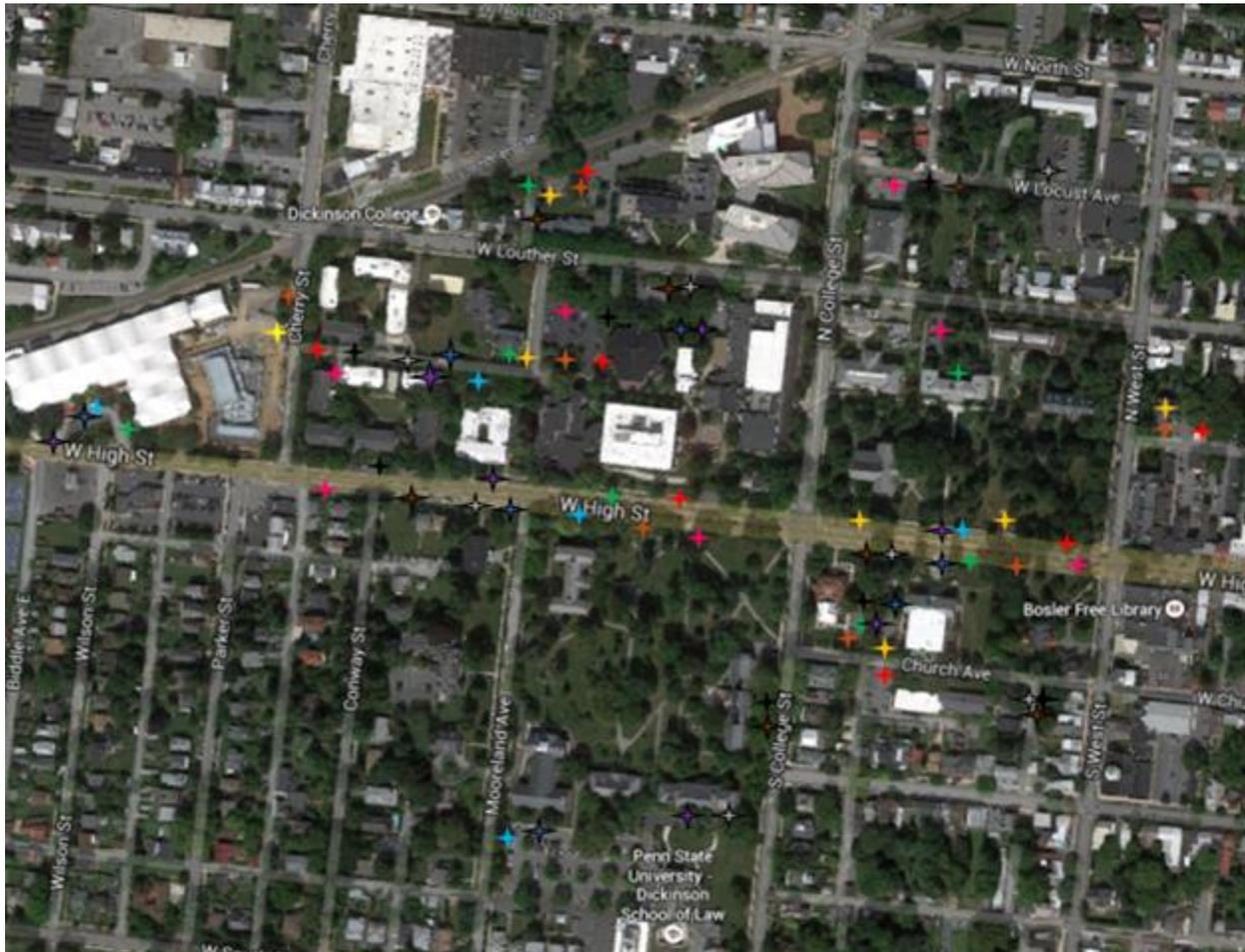
Discussed throughout the course of the project, the potential for vandalized or stolen signs in a college community was addressed through the creation of the surplus fund. As noted previously, in particular, the Arabic signs may be subject to more controversy and face the possibility of defacement or vandalism. Considerations for this have been made, and funds are available along with virtual copies of all sign text should any sign need to be replaced due to vandalism.

Closing Summary

Executive Outcomes Consulting was successful in expansion of the current international parking sign infrastructure located throughout Dickinson College. Bringing 75 new signs featuring all 11 modern languages taught at the college, Executive Outcomes Consulting is optimistic in terms of the potential media coverage coming to the college and project in the near future. As implementation will take place at the start of next semester, Executive Outcomes Consulting appreciates the input received from all throughout the course of the project.

Appendix:

Figure 1: Map of sign placement color coded by language



1. Arabic – Siobhan Pierce
2. Chinese – Shitao Liu
3. French – Mamadou Balde
4. German – Rachel Schilling
5. Modern Greek – Cynthia Maggidis
6. Hebrew – Jesse Jansen
7. Italian – Maddie Fritz
8. Japanese – Asir Saeed
9. Portuguese - Amanda Francatto
10. Russian – Mackenzie Stricklin
11. Spanish – Mairi Poisson

Figure 2: Breakdown of sign text and location by language

Language	Sign Location	Sign Type	Language	Sign Location	Sign Type
Arabic	High St.	No parking Wednesday	Italian	ATS/HUB	20min parking
	High St.	No parking Wednesday		D-Walk	No parking tow away
	D-Walk	No parking tow away		Old Kline	No parking
	Solo	Red Decal		High St.	No parking between signs
	ATS/HUB	Red Decal		High St.	No parking Wednesday
	Townhouse	Red Decal		Adams	No parking
	Admissions	Red Decal	Admissions	Low emitting vehicles	
Chinese	High St.	No parking Wednesday	Japanese	Factory	Blue decal
	High St.	No parking Wednesday		ATS/HUB	Do Not Exit
	Admissions	Visitor Parking		D-Walk	No parking tow away
	Solo	Red Decal		Adams	No parking
	New Kline	Red Decal		High St.	No parking Wednesday
	Townhouse	Red Decal		High St.	No parking Wednesday
	ATS	Red Decal	Financial Aid	Red decal	
French	High St.	No parking Wednesday	Portuguese	Drayer	No parking
	High St.	No parking Wednesday		Financial Aid	Red decal
	Solo	Red Decal		Townhouse	Red decal
	Townhouse	Red Decal		Factory	Red decal
	D-Walk	Red Decal		ATS/HUB	Do Not Exit
	New Kline	Red Decal		High St.	No parking Wednesday
Admissions	Red Decal	High St.	No parking Wednesday		
German	Townhouse	Red Decal	Russian	Drayer	No parking
	D-Walk	Red Decal		High St.	No parking Wednesday
	Old West	Delivery Parking Only		D-Walk	No parking tow away
	Old Kline	No Parking, Tow-away		ATS/HUB	Red decal
	High St.	No parking between signs		Factory	Red decal
	High St.	No parking Wednesday		Financial Aid	Red decal
Admissions	Low emitting vehicles	Admissions	Maintenance Vehicles		
Hebrew	Admissions	Maintenance Vehicles	Spanish	Dana	Red decal
	Witwer	Delivery Parking Only		ATS/HUB	Red decal
	Old Kline	Maintenance Vehicles		Old West	Red decal
	High St.	No parking between signs		D-Walk	No parking tow away
	High St.	No parking		High St.	No parking Wednesday
	D-Walk	No parking tow away		High St.	No parking Wednesday
ATS/HUB	Reserved Parking	High St.	No parking Wednesday		
M. Greek	D-Walk	No parking tow away			
	Old Kline	No parking tow away			
	High St.	No parking between signs			
	High St.	No parking Wednesday			
	Witwer	Blue Sticker			

Figure 3: Sign breakdown by specific type

Signs Type	Total Number of Signs
Red Decal	25
No Parking Wednesdays	15
No Parking	14
No parking tow away	3
No Parking Between Signs	4
Maintenance Vehicles	3
Blue Decal	2
Low Emitting Vehicles	2
Do Not Exit	2
Delivery Parking Only	2
Visitor Only	1
20 Min Parking	1
Reserved Parking	1
Total Signs	75

Figure 4: Press Release

Gregory Horne
Executive Outcomes Consulting
Policy Management Senior Seminar
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For Immediate Release: 12/17/2015

**Dickinson College Policy Management Seniors Help Spread Foreign Languages across
Campus**

International Signs Initiative Ready for Installation

Carlisle, PA: Students from Dickinson College's Policy Management Senior Seminar have completed a semester long project to expand the scope and diversity of international signs on campus, with the intention of highlighting the college's mission to create "Global Citizens". Signs were delivered on 12/15/15 and are now awaiting installation. In total, 75 signs representing the eleven modern languages offered at Dickinson will be installed and visible for the Spring semester. These languages are Arabic, Chinese, French, German, Modern Greek, Hebrew, Italian, Japanese, Portuguese, Russian, and Spanish. The signs will be visible along High Street, Dickinson Walk, and parking lots across campus.

Seniors Sam Weinstein, Gregory Horne, and Zac McMullen coordinated the efforts of these different groups. The project aims to increase awareness of foreign languages offered at the school, improve aesthetics around campus, and expand learning beyond the classroom. The international signs project is an expansion of a previous Policy Management Senior Seminar project which created signs for just four languages, and were placed on the streets surrounding the academic quad.

"We are so excited to be able to be able to leave a legacy at Dickinson through this project. It was amazing working with so many different groups around campus and in the community. As a French minor, it means a lot to me seeing what I've learned in the classroom around campus every day." says Greg Horne.

This project was made possible through collaboration with the Norman M. Eberly Multilingual Writing Center, the Language Executive Committee, the Office of the President, Carlisle Borough of Public Works, PennDOT, Dickinson College Department of Facilities, the Department of Policy Studies, and Margret Stafford, Director of Planning and Budget.

Figure 5: Financial Budget for the Project

Donator	Amount Received
Pres. Nancy Roseman / The Office of the President	\$3,000
Department of East Asian Studies	\$100
Department of Judaic Studies	\$50
German Language Department	\$50
Department of Spanish and Portuguese	\$100
French Language Department	\$50
Italian Language Department	\$50
TOTAL RECEIVED:	\$3,400
COST OF THE PROJECT:	\$2,544.15
MAINTENANCE SURPLUS:	\$855.85

Figure 6: Contact Sheet

Contact	Contact Information	Importance
Sarah McGaughey	mcgaughs@dickinson.edu	Client, German Department
President Roseman	presofc@dickinson.edu	Provided funding
Eric Vorodi	vorodi@dickinson.edu	Director of Grounds and Landscaping
Kristen Kostecky	kosteckk@dickinson.edu	Associate VP for Facilities Management
Margaret S. Stafford	stafford@dickinson.edu	Director of Planning and Budget
Desiree Diaz-Ortiz	717.245.1322	Executive Assistant to the President
Bruce Koziar	bkoziar@carlislepa.org	Planning/Zoning/Codes Manager of Carlisle Borough
Jim Hoefler	hoefler@dickinson.edu	Policy Studies Department
Neil Diamant	diamantn@dickinson.edu	Japanese and Chinese Department
Maria Whalen	whalenma@dickinson.edu	French/Italian Department
Christofilis Maggidis	maggidic@dickinson.edu	Modern Greek Department
Rae Yang	yang@dickinson.edu	Chinese Department
Akiko Meguro	meguroa@dickinson.edu	Japanese Department
Christine Baksi	baksic@dickinson.edu	Head of Media Relations
Siobhan Pierce	piercesi@dickinson.edu	Arabic Student Translator

Shitao Liu	liush@dickinson.edu	Chinese Student Translator
Mamadou Balde	baldem@dickinson.edu	French Student Translator
Rachel Schilling	schillir@dickinson.edu	German Student Translator
Cynthia Maggidis	maggidch@dickinson.edu	Modern Greek Student Translator
Jessie Jansen	jansenj@dickinson.edu	Hebrew Student Translator
Maddie Fritz	fritz@dickinson.edu	Italian Student Translator
Asir Saeed	saeeda@dickinson.edu	Japanese Student Translator
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Mackenzie Stricklin	stricklm@dickinson.edu	Russian Student Translator
Mairi Poisson	poissonm@dickinson.edu	Spanish Student Translator