

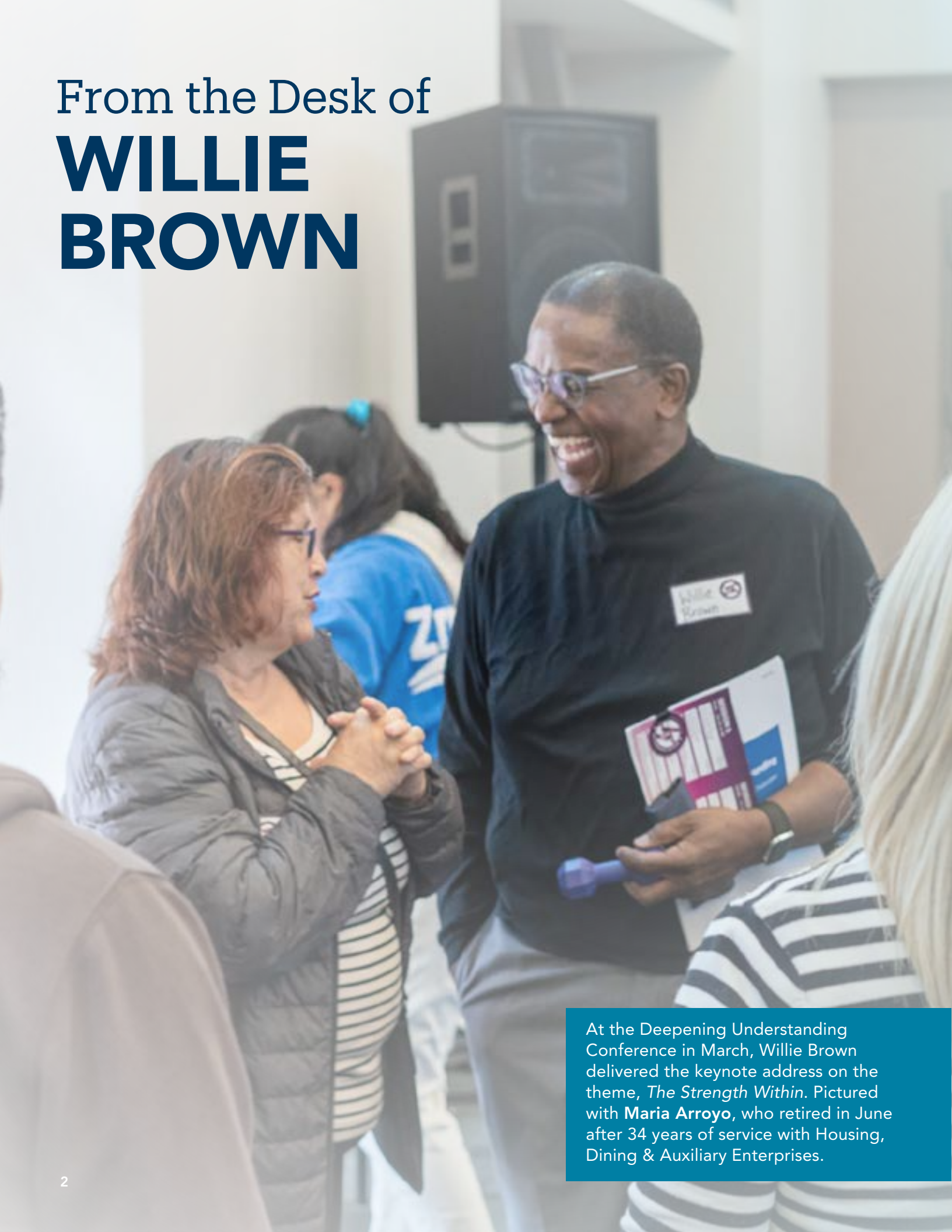
UC SANTA BARBARA  
Housing, Dining &  
Auxiliary Enterprises

# ANNUAL REPORT

2023 - 2024



# From the Desk of **WILLIE BROWN**



At the Deepening Understanding Conference in March, Willie Brown delivered the keynote address on the theme, *The Strength Within*. Pictured with **María Arroyo**, who retired in June after 34 years of service with Housing, Dining & Auxiliary Enterprises.

As I reflect on the past academic year, I am proud of the significant achievements and milestones which shaped a transformative season for Housing, Dining & Auxiliary Enterprises (HDAE). From launching major student housing development projects to realigning leadership, HDAE continues to advance its mission of enhancing the student experience and serving the campus with excellence.

As part of the strategic reorganization announced in Fall 2022, we selected **Nestor Covarrubias** as the first Senior Executive Director of Auxiliary Services, who will unify operations across the Campus Store, Conference & Hospitality Services, Transportation & Parking Services, and the University and Events Centers. Additionally, **Shalaura Miller**, Chief of Staff and Executive Director of Organizational Planning, now oversees a robust Associate Vice Chancellor's Office team that includes Marketing and Communications, led by **Kirsten Brinlee**, and Learning and Development, led by **Linda Croyle**. This office serves each department with strategic planning, marketing, and professional development expertise and ensures our division is best aligned to accomplish our mission.

At our annual summer planning retreat, employee engagement emerged as the top priority, with a focus on work-life balance, appreciation and recognition, and career advancement. Initiatives such as the Meet HDAE Open House & Resource Fair, which drew over 200 attendees, demonstrated the power of collaboration and showcased our commitment to our WE CARE values. Additionally, HDAE made outstanding progress in compliance training, with over 94% compliance across both staff and student employees, making us one of the most compliant divisions on campus. Our teams demonstrated exceptional dedication through various operational achievements, from supporting commencement ceremonies to last-minute events like the NCAA Baseball Regional Tournament, which grossed \$47,000 in concessions. The hard work and agility of our team do not go unnoticed.

Looking ahead, we are excited to continue the planning and implementation of the two-phase Student Housing Development project, which will provide 3,500 new beds for undergraduate students by Fall 2029. Phase One, San Benito, will bring 2,225 new beds, featuring modern amenities and integrated pathways connecting the site to the campus. Phase Two will reimagine the east side of campus, known as the Channel Islands Five, including Ortega Dining Commons and Santa Rosa Hall while providing an additional 1,275 new beds. These projects will change the landscape and redefine the student housing experience at UCSB, while simultaneously meeting our commitments to UCSB's Long Range Development Plan (LRDP).

While focus on these new projects is critical, so is the health and vitality of our existing infrastructure. With our operations team taking the lead, we renewed our efforts to maintain our capital assets and created funding mechanisms to ensure that the standards for our physical plant operations are not compromised, and can be maintained at their optimum level.

With these significant milestones and more, I am excited about the future of HDAE. I encourage you all to take pride in the incredible work we have done together and to acknowledge the dedication of the staff in Housing, Dining & Auxiliary Enterprises.

In Service,

**Willie Brown**  
Associate Vice Chancellor



The Club & Guest House acquired *Trip to Topawa* (2022) by contemporary Native American artist Ishi Glinsky, a long-term loan from the Art, Design & Architecture (AD&A) Museum at UC Santa Barbara. Photo by Jeff Liang.

# Who we are

Housing, Dining & Auxiliary Enterprises operates on a 24-hour, daily basis throughout the year, with a scope of services comparable to a small city.

Serving nearly 10,000 on-campus residents with 650+ full-time professional staff and over 1,800 student staff, HDAE maintains and operates beautiful residential facilities, provides a world-class dining experience, and enhances the campus activities through dynamic auxiliary units. Led by Associate Vice Chancellor **Willie Brown**, our dedicated program units are the first to welcome new students to campus and continue to provide excellent service throughout their college experience.

- Associate Vice Chancellor's Office
- Organizational Planning & Administration
  - Marketing & Communications
  - Learning & Development

- Administrative & Residential Information Technology (ARIT)
- Administrative Services
  - Divisional Computing
  - Data Management
  - IT Support/Development
  - ResNet Administration
  - Systems Analysis, Design & Operations

- Business & Financial Planning
- Budget
  - Capital Planning
  - Finance
  - Human Resources
  - Procurement

- Campus Dining
- Catering
  - Central Administration
  - Concessions
  - Conference Dining
  - Food Security
  - Residential Dining
  - Retail Dining

- Campus Store
- Computer Sales
  - Course Materials & Supplies
  - Emblematics
  - General Merchandise
  - Graduation Regalia & Accessories

- Conference & Hospitality Services
- Conference Services*
- Facility & Space Assignments
  - Meetings & Events
- The Club & Guest House*
- Dining Program
  - Guest Room Management
  - Member Services & Events

- Residential & Community Living
- Family, Graduate & Undergraduate Housing
  - Resident Student Leadership Development
  - Student Conduct
  - University & Community Housing Services

- Residential Operations
- Custodial Services
  - Distribution & Logistical Services
  - Environmental, Sustainability & Energy Programs
  - Grounds & Landscaping
  - Health & Wellness
  - Maintenance
  - Project Coordination

- Transportation & Parking Services
- Parking
  - Permit Sales
  - Special Event Parking
  - Transportation Alternatives Program
  - Vehicle Rentals

- University Center & Events Center
- Collaborations: Arts & Lectures, Associated Students, Intercollegiate Athletics, and Public Events
  - Meeting & Events
  - Student Governance Board & Programming
  - The HUB

# Engaging Employees First

In 2023, we reaffirmed a core belief in HDAE: our employees are the heartbeat of our organization. After carefully analyzing the 2022 Employee Engagement Survey conducted by McLean & Company, we zeroed in on three areas to enhance: Career Advancement, Recognition & Appreciation, and Work-Life Balance.

With this in mind, we kicked off a major initiative and assembled diverse work groups, carefully selected through nominations from HDAE leadership, representing a wide range of voices across the organization. Each member committed to a 10-month journey, united in the mission to make meaningful, lasting improvements to the employee experience.

At the Fall Town Hall, the work groups stepped into the spotlight, presenting their early wins. The Work-Life Balance group crafted a survey to dig deeper into employees' needs, aiming for broader input. The Recognition & Appreciation team sparked excitement by hosting the Halloween Spooktacular lunchtime event, creating a much-needed space for connection. Meanwhile, the Career Advancement group worked with ARIT behind the scenes to streamline job listings, making them more transparent and user-friendly.

As the year progressed, the groups didn't slow down. In spring, all three work groups joined forces to host the HDAE Department Open House & Resource Fair, offering employees a chance to discover campus resources, get to know departments outside their own, and strengthen work-life balance.

These efforts left a lasting impact, setting a strong foundation for future growth. With significant milestones already achieved, the work groups positioned our organization for continued success and employee-driven change.

## Thank you to our Work Group Members:

### Career Advancement:

Nestor Covarrubias\*  
Amy Jacobs\*  
Julie Ballesteros  
Angelica Diaz  
Jose Gonzalez  
Terrie Tran

### Work Life Balance:

Yasmin Quigley\*  
Gracie Huerta\*  
Jarrod Colvin  
Jared Martinez  
Lori Nicolaides  
Alejandra Orozco  
Hugo Rios  
David Sanders  
Martina Ubaldo  
Kaitly Vallercamp

### Recognition & Appreciation:

Camille Locklear\*  
Whitney Morris\*  
Jennifer Birchim  
Chris Harton  
Michele Kunz  
Havalin Nyivih  
Jason Quezada  
Jill Singletary  
Brian Smith  
Dan Yokubaitis

Special thanks to Gabrielle Coulousi and Shalana Miller for their leadership and support of the Work Groups' efforts.

\*denotes Work Group Co-Champion.

### Our Staff in Action

Photo Descriptions (pg. 7) from Left to Right, Top to Bottom:

HDAE HR staff enjoy the Halloween Spooktacular hosted at the Loma Pelona Center.

HDAE Employees learn about Health & Wellness Resources at the Meet HDAE Open House & Resource Fair.

The Recognition & Appreciation Work Group energize staff with their Wheel of Fun at the Spring Town Hall.

Campus Catering staff serve hundreds of staff at the annual Chancellor's Staff Appreciation Lunch.

TPS Staff provide information about their department at the Meet HDAE Open House & Resource Fair.



# SUMMER 2023



Conference & Hospitality Services and Campus Catering hosted the opening reception for the 2023 International Research Society for Children's Literature Congress in De Anza Courtyard.  
*Photo by Lauren Weiner, Associate Director and lead planner for this event.*

## HIGHLIGHTS

### Associate Vice Chancellor's Office

Improved accuracy and efficiency updating division-wide organizational charts by transferring all documents to Visio. Doing so provided departments real-time access to update the charts regularly, as opposed to once per year.

### Administrative & Residential Information Technology

Implemented 300 virtual servers to store the work critical to campus operations. Migrated all University Center and Distribution & Logistical Services files to Google Shared Drives, as a part of a division-wide effort to move all individual staff work files away from storage on UCSB cloud storage virtual servers, while keeping major systems on virtual servers.

Supported Environmental Health & Safety in upgrading the previous manual process with an automated boat check out/in solution to manage over 300 UCSB research boats in Mo'orea, French Polynesia.

### Business & Financial Planning

Transitioned swiftly from Mobile ID to physical Access ID printing and distribution in a one month time span and collaborated with the move-in committee to combine student check-in/key distribution with Access ID distribution at each residence hall move-in location.

### Campus Dining

The Conference Dining program served approximately 16,000 more dining commons meals during the summer conference season (7% increase over the previous year) and increased conference season Guest Meal sales by approximately 33%, over the previous summer.

### Campus Store

Offered customized stoles, through vendor CollegeWear, as a new option for commencement, showcasing the graduate's unique experiences, affiliations, and achievements.

### Conference & Hospitality Services

Hosted 124 conferences with 14,489 guests, supported by 85 student staff and eight career staff, who collaborated with many HDAE and campus departments to deliver excellent customer service.

### The Club & Guest House

Hosted the largest UC Santa Barbara Board of Trustees Reception at The Club to date on the Betty Elings Wells Terrace.

### Residential & Community Living

Expanded mental health support for our residential student population with an additional Licensed Clinical Social Worker.

Streamlined the Desk Attendant (DA) recruitment process for hiring first-time DAs. The previous process was designed as two recruitments, one for opening crew and one for academic year crew. By improving the process to hire the full Desk Attendant crew during the summer, staff time is reduced and students are served more efficiently.

### Residential Operations

Completed meaningful deferred maintenance and capital renewal projects, most notably gas line infrastructure repairs at Storke Family Student Housing, roof replacement at Santa Rosa, and the removal and decommissioning of water storage tanks outside the five residence halls on the east side of campus.

### Transportation & Parking Services

Awarded the Be Smart About Safety Grant in the amount of \$24,000 to acquire a Portable Changeable Message Sign.

### University Center | Events Center

In conjunction with Conference & Hospitality Services, hosted 15 summer conferences in University Center spaces with 291 unique event space reservations.



# FALL 2023

This year, Residential Operations completed the installation of new laundry equipment in campus housing, significantly improving convenience for residents. The new machines no longer require payment per load, allowing students to do their laundry with ease. Through the SpeedQueen app, residents are able to check machine availability in real time and access additional user-friendly features.

*Photo by Carol Hirashima*

## Launching Laundry Like Home

This improvement allows our in-house maintenance team to respond more quickly to repairs and replacements, reducing downtime for residents. In collaboration with ARIT network staff, the WiFi was expanded to improve internet speed in the laundry rooms.

As part of the overall improvements, **Carol Hirashima**, Marketing and Communications Specialist, coordinated a refresh of the aesthetic of the laundry spaces. In the Family Student Housing Apartments, retired staff member **Eric Zobel** donated a collection of his wildlife and sealife illustrations, blending art and science to create an educational and visually engaging experience. At the Carrillo laundry room, university photographer Matt Perko contributed a full-size panoramic image of Campus Point at low tide, bringing the beauty of the outdoors inside. These upgrades enhanced functionality and also created more inspiring and visually appealing spaces for our residential community.



**Eric Zobel**, retired, pictured with his illustrations in the upgraded laundry facilities.

## HIGHLIGHTS

### Associate Vice Chancellor's Office

In collaboration with Residential Operations, hosted the fall UC system-wide joint meeting of Senior Housing Officers and Facilities Directors. Representatives from all 10 campuses joined and the UC Office of the President came to campus for three days to discuss housing trends in higher education.

The Arts & Culture committee partnered with the Residential Housing Association to host Karaoke during the Week of Welcome, showcasing student and staff talents.

Learning & Development collaborated with community partners to provide information, learning, and support to our staff. Santa Barbara City College's School of Extended Learning, provided on-site ESL classes, Dr. Gina Vanegas offered workshops on Effective Leadership, and Hospice of Santa Barbara presented on creating an advance directive.

### Administrative & Residential Information Technology

Completed Snowflake training to gain understanding of the new and improved campus data warehouse and established a sandbox environment to perform vital testing. All data for the new financial system, UC Path, and other enterprise systems will have a Snowflake repository.

Improved the remote access experience for staff by upgrading to Ivanti VPN Remote Desktop Program from the previous Citrix platform.

### Business & Financial Planning

The Access Desk successfully printed over 5,000 Access ID cards and distributed them during Move-in Weekend.

HDAE HR supported Open Enrollment and provided Retirement Planning workshops to demystify these important processes for staff.

## Campus Dining

Residential Dining hosted fall quarter theme meals across its dining commons. Carrillo Dining Commons hosted an Italian theme meal, serving approximately 1,960 students during the lunch event. De La Guerra Dining Commons hosted a South American theme meal, serving approximately 1,680 students during the lunch event. Portola Dining Commons hosted a Hawaiian theme meal serving approximately 1,300 customers during the lunch event.

Takeout at Ortega expanded operating hours, menu choices, and advertising, which resulted in an increase of customer counts, 45% over the previous fall quarter.

Campus Catering served approximately 32,815 guests at 600 fall quarter events.

Retail Dining rolled out new marketing material across its units to create standardized signage and cohesiveness. This included the installation of new menu signs at Coral Tree Café, Courtyard Café, Root Burger, and Summit Café and new menu items at Courtyard Café.



## Spotlight on Retail Dining

Retail Dining had another extremely successful year serving approximately 1.4 million guests and selling 200,000 grab n' go items to our campus community. Highlights for the year include:

- 186,979 total EBT transactions for a total of \$1,373,328.
- Coral Tree Cafe made 43,836 bowls,
- Root Burger whipped up 5,726 Milkshakes and sold over 45,000 burgers & sandwiches, and
- Courtyard Cafe produced 13,002 tacos to order.

Photo by Carol Hirashima

## Campus Store

Developed a streamlined Gateway ordering process for staff and customers on campus. Spearheaded by the Campus Store's E-commerce Manager and dedicated Gateway liaison, this new process ensures smoother ordering and faster fulfillment for campus departments.

## Conference & Hospitality Services

Upgraded conference management software, empowering C&HS to manage space reservations and conference administration at any time, anywhere, and on any device, with real time updates. This improved tool delivers better service to customers, reduce paperwork at the front desks, and access up-to-date information on the move.

Refreshed the audio visual equipment in Loma Pelona Center to meet current industry standards for excellent technology.

Launched in partnership with Residential & Community Living, the 2024 HDAE Summer Student Staff Housing Program will serve students seeking affordable accommodations while working for HDAE during the summer months.

Hosted a Back to the Future themed UC Systemwide Conference & Event Services meeting. Planned interactive sessions designed to share the story of our collective past, present, and future. Prior to her return to HDAE, consultant Linda Croyle presented The Science & Psychology of Teams and how to use our hard-wired need for connection and inclusivity to build effective teams regardless of role.

## The Club & Guest House

Partnered with The Art, Design & Architecture (AD&D) Museum to install a semi-permanent art loan. *Trip to Topawa*, by contemporary Native American artist Ishi Glinisky, is an abstract painting that references Tohono O'odham Nation basket-weaving techniques. The large-scale, vibrant piece celebrates indigenous knowledge and artistic practice and now hangs in The Dining Room. This cross-campus collaboration showcases two long-standing campus legacies with The (Faculty) Club celebrating 55 years and The AD&A Museum, 60 years.

## Residential & Community Living

University & Community Housing Services assumed management of the West Cottages short-term housing option for visiting staff and faculty.

University & Community Housing Services partnered with Basic Needs to oversee and support Student Housing Advocates that provide another resource for students to receive assistance related to their housing needs. Additionally, they incorporated Gender Inclusive Housing into the self-selection process allowing for more agency to students with placement needs related to their gender.

## Town Hall Cheer

This year's annual event theme was festive winter candy!  
From Left to Right:  
Yadira Mora, Maribel Larios, and Mirna Perez  
Debbie Chew Romero and Erik Lundberg

Photos by Carol Hirashima



## Residential Operations

Partnered with TPS and UCSB Sustainability to apply for REACH 2.0 Electric Vehicle Charging Grants through the California Energy Commission. The full amount requested, over \$3.8 million, was granted for the Equitable Charging Access for Renters program with UCSB receiving \$500,000.

## Transportation & Parking Services

Awarded Platinum Bike Friendly University designation by the League of American Bicyclists. This was a joint application effort between the Transportation Alternatives Program, Sustainability, and AS Bikes.

## University Center | Events Center

Completed \$1.9M demolition of end zone bleachers and replaced them with chairback seating, remodeled the public restrooms, and added ADA ramps in the Events Center.

Hosted four ACUI consultants to complete an in-depth evaluation of the University Center, examining how it functions and its effectiveness as a business entity on campus. These recommendations will guide UCen administration with staffing and space planning.



# WINTER 2024

Apprehension and excitement marked the end of 2023 and beginning of 2024 when Transportation & Parking Services (TPS) relocated from its long-standing facilities at Mesa and Stadium Roads to a new site at Navigator Way, Goleta.

*Photo by Jeff Liang*

## Starting 2024 with a modern garage

The move, driven by the need to accommodate the San Benito student housing project, saw TPS and Design, Facilities & Safety Services shift to a more modern space.

Built in 1969, the former garage had reached the end of its useful life. In late November 2023, TPS moved its central garage over four weeks, transitioning to a fully enclosed facility. The new location now houses modern offices, meeting rooms, and shared spaces with Design & Construction Services.

Equipped with four advanced vehicle hoists, including one for heavy-duty vehicles, the new garage allowed for more efficient servicing. "The 30,000 lb. hoist is a game-changer," said Doug Hatt, Garage Supervisor. "We used to service large vehicles outdoors, in all weather, using ramps and jack stands. Now, technicians can work upright indoors, which is a tremendous improvement."

The updated facility also features overhead reels supplying motor oil, transmission fluid, and compressed air, while exhaust hoses and fans ensure clean air. Technicians appreciated the cleaner, pest-free environment, vastly improving their working space compared to the old yard.

## HIGHLIGHTS

### Associate Vice Chancellor's Office

In collaboration with ITS's Project Management Office, assisted in facilitating a communications and change management plan for the ARIT-ITS integration.

### Administrative & Residential Information Technology

Initiated Phase Two for the TMS Recharges module, for TPS work use and fleet management.

Launched new Mail Charges App, rewritten to use the updated formatting associated with the financial system modernization and new common chart of accounts.

Participated in creating a new three-year Campus IT Strategy, in collaboration with over 80 stakeholders from campus departments.

### Business & Financial Planning

For the first time since the pandemic, Access ID leadership developed a new strategic marketing and planning process to target incoming freshmen to submit their photo prior to orientation for pick up when they get to campus.

### Campus Dining

Residential Dining, through the Food Recovery program relaunch, recovered 877 pounds of food from the dining commons, all of which was provided to the Miramar Food Pantry, helping students with food security.

The Miramar Food Pantry provides qualified students with the access to find fresh produce, packaged foods, and more for free. In addition, the containers used in the food recovery program are reusable, and are collected and reused upon their return.

Havalin Niyvih participating in the annual winter United Way Bean Bag Toss.





## The Club & Guest House

Partnered with UCSB Alumni to offer a Guest House giveaway for All Gaucho Reunion 2024.

Joined the 2024 United Way Campaign with a Dining Room lunch promotion which contributed the maximum allowable donation.

Presented a Winter Winemaker Dinner for members with Chalone Vineyard.

Overhauled elements of the Guest House to remain current with trends in boutique hotels, nationally. This included removing single-use toiletries and installing refillable toiletries dispensers, updating guest room coffee bar offerings, updating guest room phones, transitioning to zoom, and updating marketing items with the new logo.

## Campus Store

Hosted the annual Grad Fair for students to shop for commencement supplies. During the fair and in the following weeks, sold 520 grad packs and 1,435 regalia kits, with a total 1,955 students purchasing regalia. **Michele Kunz**, pictured below, helping a soon-to-be graduate.



## Residential & Community Living

University & Community Housing Services developed an application and billing process for the newly acquired West Cottages and incorporated Living & Learning communities into the self-selection process.

Student Life began the Thursdays in Undergraduate Apartments initiative where residents engage with each other and topics related to inclusion and equity, wellness, and campus resources.

## Residential Operations

Partnered with Facilities Management, Office of Budget & Planning, and the AVC's office to establish consistent bluff safety signage, including replacing over 200 lineal feet of fencing along the Manzanita bluffs that were compromised by erosion.

Partnered with Residential & Community Living and Design & Construction Services on construction impact mitigation to the Sierra Madre Villages community as a result of the privately developed Ocean Meadows project.

## Transportation & Parking Services

Served as a departmental sponsor for a Red Cross Blood Drive.

Acquired two hybrid Maverick mini-trucks to replace full size gasoline-powered vehicles and partnered with Veterans and Military Science to acquire vehicles for a disabled students shuttle program.

Installed eight new bike lockers that are designed to accommodate larger e-bikes.

## University Center | Events Center

The HUB hosted a series of dynamic events for students including a Comedy Night, Battle of the DJs, and Karaoke Night, providing a fun and safe environment to socialize.

# Celebrating 50 Years

In 2024, UCSB Conference & Hospitality Services celebrated its 50th anniversary. Over the past five decades, the team welcomed diverse groups and programs to campus each summer, supporting student leadership, outreach, faith-based, athletic, environmental, and academic initiatives.

Initially, summer conferences were managed by Residential Operations until Miki Swick became the first Conference Director. Early conferences included the Western Association of College & University Business Officers (WACUBO) and Orange County Leadership, with the latter remaining the largest program, hosting over 1,800 participants annually.

Pam Hemann, former WACUBO organizer, highlighted the strong partnership between UCSB and the WACUBO team, crediting their collaboration for the program's continued success. Similarly, Ron Inman, Orange County Leadership Director, praised the outstanding relationship with UCSB, noting its positive impact on student leaders.

The influence of these conferences extended beyond participants. **Julie Miller** and **Simon Herrera**, both UCSB alumni and now staff members, attended leadership camps at UCSB, which inspired their decision to attend and later work for the university.

In February, Conference & Hospitality Services hosted a 50th-anniversary Open House, attended by HDAE staff, campus colleagues, and other guests including former directors. The event featured desserts, mocktails, and prizes, celebrating the long-standing partnerships that have defined the department's success. Looking ahead, Conference & Hospitality Services remains committed to shaping meaningful experiences for its guests, building on a legacy of trust and collaboration.

## Conference & Hospitality Services Staff

Back row (left to right): Alaza Flores, Brian Shively, Phoebe Frisch-Gebhart, David Sanders  
Front row (left to right): Christine Alnakoud, Lauren Weiner, Whitney Morris, Julie Miller  
(Angelica Diaz not pictured)



# SPRING 2024

Alongside Design & Construction Services and many campus partners, HDAE made significant progress on a two-phase housing development project designed to provide 3,500 new undergraduate beds, addressing the growing demand for student housing.

*Rendering provided by SOM | Mithun*



## Planning for New Student Housing

Phase One, San Benito, will deliver 2,225 new beds in apartment-style units. Receiving approval by the UC Regents in May 2024, we expect construction of San Benito to start in 2025 and be completed by Fall 2027. The project, located at the former Facilities Management site, includes a retail dining market, study areas, and recreational spaces, all driven by extensive student input.

In parallel, planning for Phase Two, an infill and redevelopment project on the East Campus, commenced with student outreach workshops in Spring 2024. This phase will add beds within the Channel Islands Five residence halls and plans to be completed by 2029.

The university collaborated with renowned architectural firms Skidmore, Owings & Merrill (SOM), and Mithun to oversee the design. A committee of faculty, staff, and students will continue to guide the project, ensuring it remains on budget and meets all objectives. This ambitious development project aligns with UCSB's Long Range Development Plan and reflects the university's commitment to enhancing the student living experience.

## HIGHLIGHTS

### Associate Vice Chancellor's Office

The Arts & Culture committee hosted the Chalk & Music Fest for the second year. Staff and students from across HDAE participated as musical guests or chalk artists. The festival also included a Paint & Lemonade event with local artist, Mila Kon.

Learning & Development partnered with Yuri Ochoa Cervantes to provide leadership workshops to our Residential Operations teams. As a certified coach and training specialist based in Mexico, Yuri was able to provide a workshop that was informative, enlightening, and linguistically and culturally responsive.

### Administrative & Residential Information Technology

After months of careful planning, with a focus on change management and increased communications, ARIT joined the ITS organization to unify campus IT professionals under one department. The final organizational chart was shared with ARIT & ITS Staff at the April ITS All Hands Meeting.

The new combined ARIT - ITS organization will prioritize the principle "services as good or better" to ensure the customer experience is held to the highest standard.

### Business & Financial Planning

Gathered a group of HDAE HR professionals to participate in a three-day workshop facilitated by McLean & Company to develop a comprehensive employee onboarding plan.

Partnered with Orientation Programs to market Access ID to incoming students to have a high rate of distributed cards, prior to fall move-in.

### Campus Dining

Campus Catering produced 542 events and served 36,252 guests. Highlights include: serving dinner to Arts & Lectures musical guest, Taj Mahal, at Campbell; All Gaucho Reunion event Taste of UCSB; and serving a plated dinner for 300 guests for the 2024 Alumni Awards Dinner, the largest plated meal ever done.

Campus Concessions provided exceptional service at the NCAA Baseball Regional tournament, the first time Caesar Uyesaka Stadium hosted a regional competition since its expansion.

Carrillo Dining Commons invited premiere Japanese food and restaurant supply vendor, Mutual Trading, to host a tasting table. The team showcased their ingredients in a demonstration for staff and students on the authentic preparation of otafuku-okonomiyaki.

## Campus Store

Sold 4,892 items reaching nearly \$135,000 in sales during the annual Open House event. Over 93% of sales were from the clothing and gifts departments with the number one selling item being the Crew Tackle Twill Sweatshirt with a total of 173 units sold.

## Conference & Hospitality Services

Changed the title of student front desk positions to attract more applicants. In 2023, with the Guest Services Representative job, 31% of applicants noted "searching on Handshake" as how they found the job. In 2024, with the Conference Desk Attendant name change, it increased to 56%, with 160 students applied for this position.

## The Club & Guest House

Expanded outreach efforts by participating in UCSB's annual Open House to welcome new and prospective students and submitting a half-page ad in the 2024 Spring/Summer edition of UC Santa Barbara Magazine.

Improved the facility and surrounding areas by refreshing all exterior canvas banners surrounding The Club & Guest House and installing new audio visual equipment in the event spaces.

Coordinated with consultant, Steve Dewart, to host the first Club & Guest House Team Visioning & Alignment Retreat.

## Residential & Community Living

Academic Initiatives collaborated with Student Affairs to run a Hazing Prevention educational pilot program. They also collaborated with Residential Operations and the Arts & Culture Committee to spend \$10,000 in donor funds on the installation of surf racks at Santa Catalina.

Student Life and Administration returned to NASPA (National Association of Student Personnel Administrators) to recruit professional live-in staff for the upcoming academic year. The time and effort spent was a success as five Resident Directors and six Assistant Resident Directors were selected through this process.

## Residential Operations

Supported the Office of Event Management & Protocol and several campus departments with relocating the commencement ceremony site several times in the weeks leading up to Commencement. HDAE Grounds partnered with Facilities Management to install a new groundwater drainage system, and Furniture Services logged over 3,000 hours including hiring over 40 student staff as the "Blue Shirts" crew to support during the ceremonies.

Completed full replacement of summer conference linens, including laundering all new linens. The Housekeeping team took on this one-time project to wash, dry, and fold over 7,000 individual pieces of linen and save over \$280,000 in vendor cost.

## Transportation & Parking Services

Hosted the annual Bike to UCSB CycleMaynia event at Henley Gate. Participants enjoyed coffee and pastries while AS Bike Shop offered mini bike tune ups and regional transit partners provided information on alternative forms of travel.

Provided support to Commencement activities including eight commencement ceremonies and other campus end-of-year celebrations over a two week period.

Supported the NCAA Regional Baseball Tournament after UCSB was selected with short notice as a site for the tournament. Seating was added to Caesar Uyesaka Stadium to accommodate an additional 1,700 fans. The tournament saw sell out crowds over the three-day period.

## University Center | Events Center

Initiated a makeover of the University Center administrative office. Focused on the theme of "UCSB Spirit," this project will be completed in four phases with the first two phases taking place during spring quarter. Phase one included a wall-mounted acrylic art installation depicting University Center history from the 1960s to present. In the second phase a "Go Gauchos!" decal was added to the wall in the main office.



## Spring Quarter Events

With energy on campus at a high, HDAE Staff worked together to host the Housing Fair during Open House.

The Arts & Culture Committee (pictured bottom left) at the Chalk & Music Festival, where staff used paint or chalk to show off their artistic skills.



# FY24 Financial Statement

Housing, Dining & Auxiliary Enterprises operates as a campus auxiliary that exists to furnish goods and services to students, faculty, and staff by charging fees directly related to the cost of those goods and services.

Campus auxiliaries are self-supported entities and do not receive state funds or tuition dollars to support our operations. Our goal is to provide the highest level of service to our residents and campus partners while being stewards of our resources.

## REVENUE

### Core Funds

ARIT	1,435,818
Mail Services	469,733
Transportation Alternatives Program	207,373
University Community Housing	316,550
Events Center	234,324
<b>Subtotal Core Funds</b>	<b>2,663,798</b>

### Student Fees\*

Events Center	576,060
Transportation & Parking	285,005
University Center	3,401,958
<b>Subtotal Student Fees</b>	<b>4,263,023</b>

### Sales & Services - Other

Distribution & Logistical Services	29,628
<b>Subtotal Sales &amp; Services - Other</b>	<b>29,628</b>

### Sales & Services - Auxiliary Enterprises

Campus Dining	16,726,927
Conference & Hospitality Services	5,769,022
Events Center	42,222
Other	915,029
Recharge	12,508,701
Residential Living - Room, Board, Rent	148,668,398
The Campus Store	7,179,616
The Club & Guest House	1,298,297
Transportation & Parking	7,642,020
University Center	406,040
Reserves	980,192

**Subtotal Sales & Services - Auxiliary Enterprises** 202,136,464

**TOTAL HDAE REVENUE** 209,092,913

\*Student fees are separate from tuition and are mandatory fees to support student services, programs, and facilities.

# FY24 Financial Statement

## EXPENSES

### Operating Expenses

Salary & Wages	56,969,262
Benefits	23,741,076
Supplies & Services	32,752,454
Utilities	7,292,189
Raw Food/COGS	19,795,001
<b>Subtotal Operating Expenses</b>	<b>140,549,982</b>

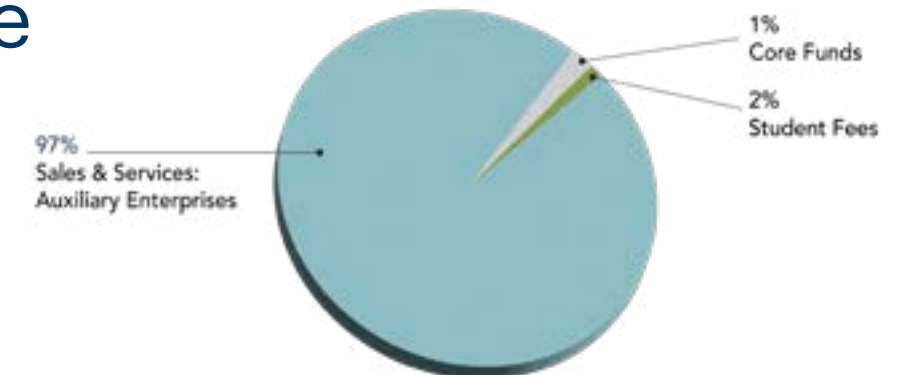
### Non-Operating

Assessments	18,196,351
Interest Income	(389,193)
Other	6,862,014
Other Income	(2,156,174)
Capital Maintenance	2,514,190
Debt	43,515,743
<b>Subtotal Non-Operating</b>	<b>68,542,931</b>

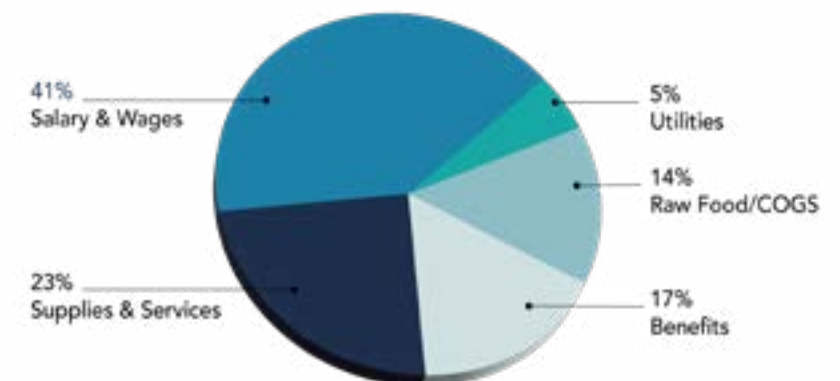
**TOTAL HDAE EXPENSE**

**209,092,913**

## Revenue



## Expenses





# Staff Contributions and Recognitions

- **Christine Alnakoud** completed the Project Management Certificate and Business Leadership Certificate through UCSB Professional and Continuing Education (PaCE).
- **Gabrielle Coulousi** served as a panelist on the Project Professionals Panel for the 2023-24 Academic Affairs Internship cohort.
- **Gabrielle Coulousi** and **Shalaura Miller** completed training and have been certified as ProSci change management practitioners.
- **Abbey Fragosa** completed the six-course Core Financial Principles Trainings.
- **Phoebe Frisch-Gebhart** was elected Director of Events for the German American Club of Santa Barbara.
- **Gracie Huerta** served as the keynote speaker for the annual Professional Women's Association (PWA) Conference and earned a Micro-Learning certificate through the Association for Talent Development.
- **Gracie Huerta** and **Yasmin Quigley** were recognized by PWA with the Unsung Heroine Award.
- **Leslie Quintana** completed Community Emergency Response Team (CERT) Training.
- **Kevin Sapozhkov**, Santa Ynez resident, was elected to the role of Regional Director for the Pacific Affiliate of College & University Residence Halls (PACURH) by members of the PACURH region
- **Brian Smith**, Sr. Executive Chef, became a certified ServSafe Instructor and Registered Examination Proctor for the National Restaurant Association (NRA).
- **Robbie Wright**, Director of Residential Dining Services, attended the National Association of College and University Food Services (NACUFS) national convention in Baltimore.
- **Deepening Understanding Conference Committee** led by **Gracie Huerta** included **Julie Ballesteros**, **Carol Hirashima**, **Shannon Jackson**, **Serin Lazaro**, **Erik Lundberg**, **Jared Martinez**, **Maya Olesen**, **Alfredo Quintero Fernandez**, and **Damaris Sanchez**.
- **Residential & Community Living**, along with Student Affairs (CAPS and Health & Wellness) and Associated Students, received the William J. Villa Service to Students Award for Mental Health First Aid.



## Learning & Development

Photo Descriptions (pg. 24) from Left to Right, Top to Bottom:

The Deepening Understanding Conference Committee with keynote speaker, **Willie Brown**.

Deepening Understanding relies on Campus Catering to provide lunch to attendees.

The annual conference allows HDAE staff to connect.

Staff learning about the various HDAE departments at WE CARE Welcome.

During WE CARE Welcome, HDAE staff tour many of our facilities, including the University Center whose staff host many Learning & Development events throughout the year.

## Thank you, ARIT!

In Fall 2023, Administrative & Residential Information Technology (ARIT) began the process of integrating operations with Information Technology Services. Over many months, **Ben Price**, Director of ARIT, worked closely with campus leadership to ensure this merger was successfully executed, while maintaining service as good, or better, to HDAE and other departments within Administrative Services.

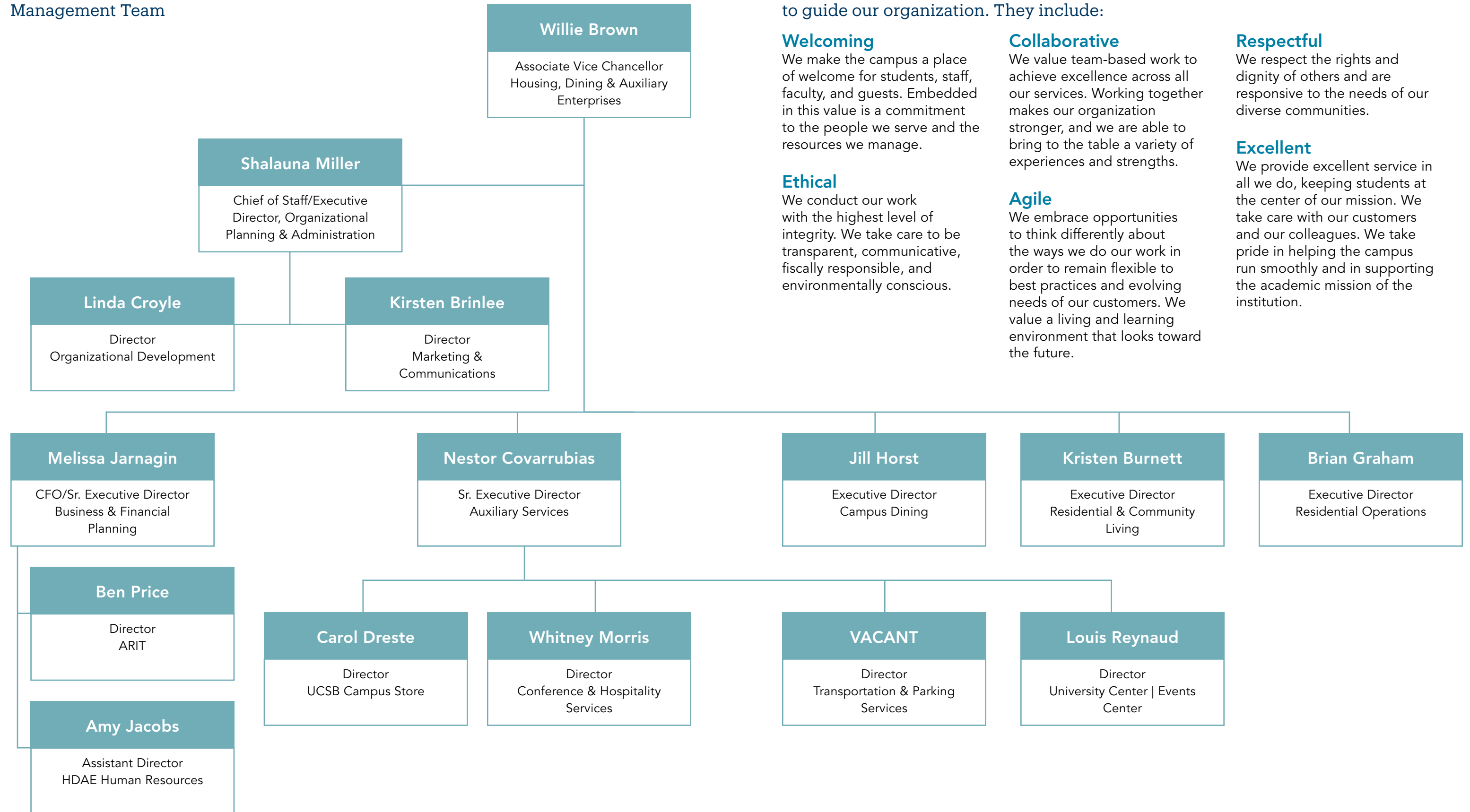
These key considerations guided the integration:

- Working to balance stability and transformation
- Focusing on key outcomes
- Enabling ITS mission, vision, and campus IT strategy
- Building on existing strengths
- Developing new capabilities
- Starting point for future transformation

ARIT has been an innovative leader on campus, forging paths to bring new technologies and excellent customer services to our residential population and beyond. While the organizational chart and reporting structures will change effective July 1, 2024, HDAE will always be grateful to our outstanding colleagues in ARIT and know that ITS will only be stronger after this integration.

# 2023-2024 Organizational Chart

Housing, Dining & Auxiliary Enterprises  
Management Team



Since forming in 2015, HDAE has used the WE CARE values as one of the frameworks to guide our organization. They include:

## Welcoming

We make the campus a place of welcome for students, staff, faculty, and guests. Embedded in this value is a commitment to the people we serve and the resources we manage.

## Ethical

We conduct our work with the highest level of integrity. We take care to be transparent, communicative, fiscally responsible, and environmentally conscious.

## Collaborative

We value team-based work to achieve excellence across all our services. Working together makes our organization stronger, and we are able to bring to the table a variety of experiences and strengths.

## Agile

We embrace opportunities to think differently about the ways we do our work in order to remain flexible to best practices and evolving needs of our customers. We value a living and learning environment that looks toward the future.

## Respectful

We respect the rights and dignity of others and are responsive to the needs of our diverse communities.

## Excellent

We provide excellent service in all we do, keeping students at the center of our mission. We take care with our customers and our colleagues. We take pride in helping the campus run smoothly and in supporting the academic mission of the institution.

UC SANTA BARBARA

# Housing, Dining & Auxiliary Enterprises

[hdae.ucsb.edu](https://hdae.ucsb.edu)

University of California at  
Santa Barbara, CA 93106-9010

The 2023-2024 Annual Report is a collaborative project led by the Associate Vice Chancellor's Office with contributions from Associate Vice Chancellor Willie Brown and HDAE's Management Team. Thank you to Shaluna Miller, Kirsten Brinlee, Gabrielle Coulousi, Carol Hirashima, and Levi Garretson for their additional efforts.

