

WELCOME!

I AM DELIGHTED TO SHARE with you the Housing, Dining & Auxiliary Enterprises (HDAE) Annual Report, an account of the achievements and contributions of staff members and departments in our division during the 2015-16 academic year. This year's report spotlights the birth of HDAE as an organization and the units that comprise HDAE.

HDAE provides housing to 10,000 students, faculty and family residents on campus and support services for 9,300 students residing in the communities adjacent to the campus, serves 21,000 customers daily in its retail and board dining programs, manages the University Bookstore, University Center and Event Center, hosts 150,000 guests annually for conferences and meetings, and oversees the administration of transportation, parking and fleet services. We employ a staff of 600 employees and more than

1,300 student employees in the division. HDAE is a campus auxiliary division reporting through the Vice Chancellor for Administrative Services.

I serve as the Associate Vice Chancellor for HDAE, chief housing officer, and chief auxiliary officer. Our organizational structure is designed to promote active cooperation in managing the service units within the division. The units include Associate Vice Chancellor's Office (Organizational & Performance Management; Building Development & Resource Planning; Communications, Marketing & Social Media), Business & Financial Planning (Budget & Finance; Faculty Housing Services; Administrative & Residential Information Technology; Conference & Hospitality Services), University Center Dining (Coral Tree, Courtyard Café, Root 217, Summit Café; Arbor; Buchannan, Coffee Carts, Corner Store; Catering), Residential Dining Services (Carrillo, De La Guerra,

Willie Brown and Sierra Madre Villages, awarded LEED platinum certification in 2015.



Portola, and Ortega Dining Commons; Special Events Catering & Concessions; The Club & Guest House), Residential & Community Living (Residence Halls; Family, Graduate and Undergraduate Apartments; Judicial Affairs; Program & Student Leadership Development; Community Housing Office), Residential Operations (Maintenance Services; Environmental, Sustainability & Energy Programs; Custodial & Landscape Services; Health Advocacy & Wellness; Project Coordination), Transportation & Parking Services (Parking, Special Event Parking; Permit Sales; Transportation Alternatives Program; Vehicle Rentals), UCSB Bookstore (Course Materials and Supplies; Computer Sales; General Merchandise; Post Office; UCen Cashiers), and University Center Administration (Conference Services; Distribution Services; Furniture Services & Surplus Sales; Mail Services & Central Receiving; Events Center; The HUB).

In 2015-16, we focused on establishing the HDAE team by focusing on building connections. It was important to maintain some elements of each unit's identities while simultaneously working to create a cohesive organization. Ultimately our desire was to see every unit succeed by leveraging

the strengths that each unit brought to HDAE. We continue to keep our eyes on the prize—scholarship, leadership, citizenship—that is the cornerstone of our work with students and the university community at UCSB. We do so by expanding our commitment to developing intellectual competence, fostering positive and collaborative engagement, and allowing individuals and communities to reach their fullest potential. Our work is to provide the highest quality experience for our students, staff and other customers. Please take a moment to acknowledge the dedication of the staff in Housing, Dining & Auxiliary Enterprises as we continue to provide exceptional service in support of the academic mission of UCSB.

Thank you for reading about our accomplishments from 2015-16.

Wilfred E. Brown
Associate Vice Chancellor

It's Official: We Are One!

2015-2016 was a period of great transition and growth. In August 2015, Willie Brown was promoted to Associate Vice Chancellor of Housing, Dining & Auxiliary Enterprises (HDAE), a new organization that includes eight integrated departments with 600 full-time employees. The transition had various components which included an Organizational Update Forum where various staff and key stakeholders gathered to connect about who we are and to learn how we are moving forward in our transition, and cross-unit teams with staff ambassadors that worked on four key areas: Culture and Identity, Onboarding and Orientation, Staff Appreciation and Recognition, and Connection and Celebration. The four teams presented their findings and potential action plans at the Forum. They each had the same goal, to help HDAE fulfill its broader vision and role in the success of the University. Pictured here is one outcome of this work: the HDAE Launch Party, a celebratory kick-off in The Thunderdome. The event was a slam dunk! It was a great opportunity to meet new colleagues, learn more about each department, and participate in some good old fashioned friendly competition. The future is bright and exciting as we collaborate and remain committed to maintaining our focus on positive outcomes for our students and staff members, and the campus community.





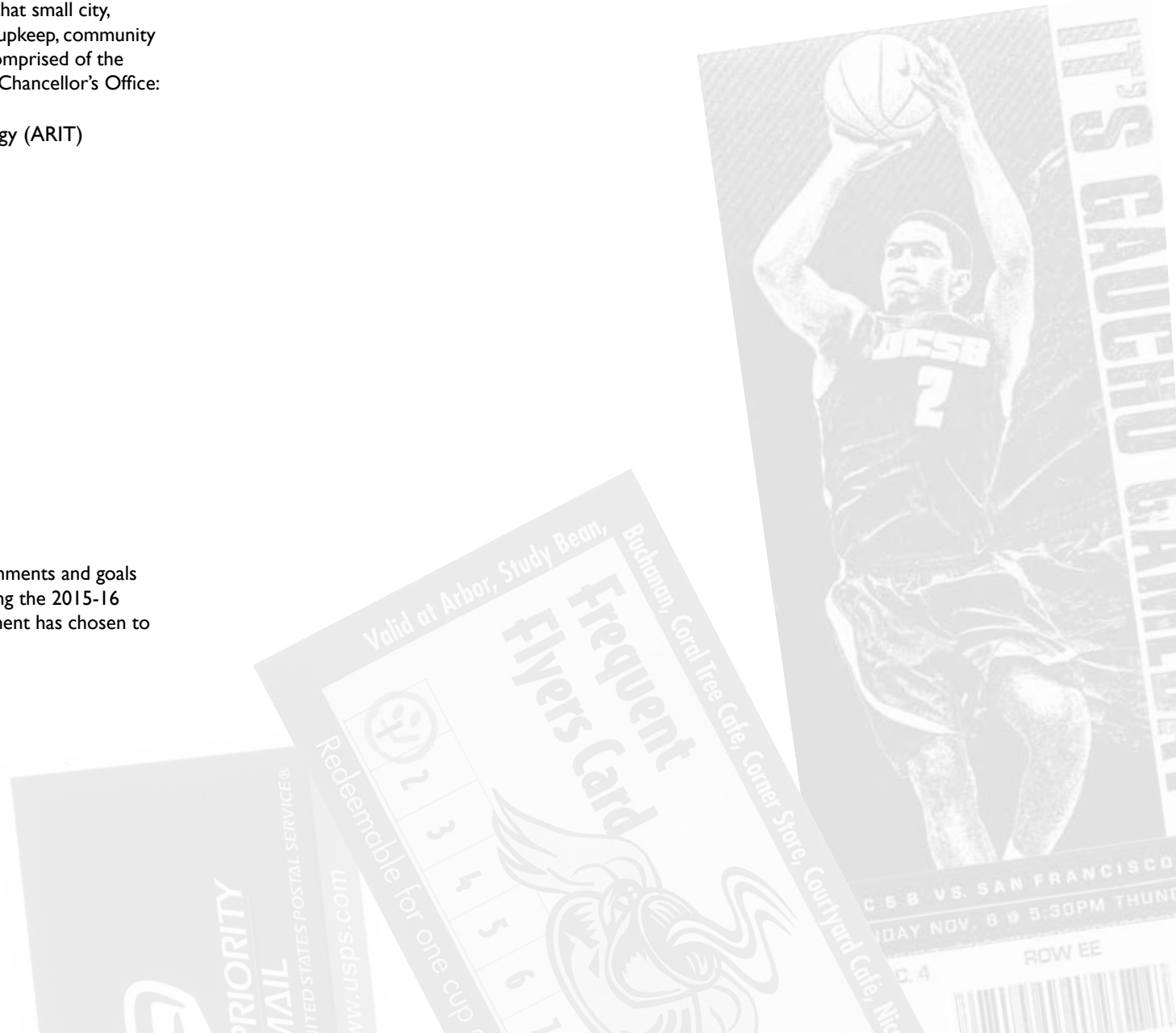
UNIVERSITY OF CALIFORNIA - SANTA BARBARA

Unit Highlights

Housing, Dining & Auxiliary Enterprises operates on a 24-hour daily basis throughout the year. The scope of the services offered can be compared to those of operating a small city. The business of HDAE involves the entire range of services associated with the administration of that small city, including physical and capital planning, maintenance and upkeep, community supervision and safety, and support services. HDAE is comprised of the following program units overseen by the Associate Vice Chancellor's Office:

- Administrative & Residential Information Technology (ARIT)
- Business & Financial Planning
- Conference & Hospitality Services
- Distribution & Logistical Services
- Events Center
- Faculty & Staff Housing
- Residential & Community Living
- Residential Dining Services
- Residential Operations
- The Club & Guest House
- Transportation & Parking Services
- University Bookstore
- University Center Administration
- University Center Dining

The following is a unit-by-unit account of the accomplishments and goals realized by Housing, Dining & Auxiliary Enterprises during the 2015-16 fiscal year. Each of the program units within the department has chosen to highlight several key events from this past year.



Associate Vice Chancellor's Office

- Continued construction of three capital projects in various stages of delivery: San Joaquin Apartments, The Club & Guest House, and Sierra Madre Apartments, UCSB's first endeavor into University-owned apartment rentals for staff.
- Donated 1100+ meals to prospective students from under-represented communities.

Multimedia Communications & Marketing

- Expanded social media channels to include Snapchat.
- Continued to bring art to our communities by planning and hosting the Juan Marquez Art Show in the San Nicolas main lounge, and installing an animal themed mural in the Carrillo Laundry Room.
- Designed and developed a mobile responsive website that adjusts the HDAE website to fit the device being used.
- Installed banners at the Santa Ynez apartments to increase the sense of connectness to the main campus.
- Continued to vet student suggestions through the iGen Committee, and worked with Residential Operations staff to install a surfboard rack at Santa Cruz Residence Hall.

Organizational & Performance Management

- Held the second annual Deepening Understanding conference with 120 participants.
- Invited colleagues from across HDAE and Student Affairs to participate in a variety of leadership classes, and developed and facilitated presentations on a variety of topics for NUFP fellows, Student Affairs, Career Services, Environmental Health & Safety, the MultiCultural Center, and the Library.
- Researched best engagement survey practices and contracted with McLean & Co to conduct a staff engagement survey.
- Provided yoga classes, earplugs, a white noise machine, and bike headlights to Santa Catalina Residence Hall residents to mitigate negative impacts during the construction of San Joaquin Apartments.



“It gives me great pleasure to get to know my student staff’s strengths and interests. With this knowledge, I tailor their shifts to include projects they may find interesting in the hopes they come to work with the same passion and engagement that I do. It has been a rewarding experience to watch them grow as we prepare them for life beyond UCSB!”

Mandy Yoshida (& Abe)
Multimedia Communications & Marketing

Business & Financial Planning

- Played a leadership role in representing HDAE in the design and rollout of new campus-wide business systems (UCPath, etc).
- Partnered with ARIT to design and rollout Business Intelligence financials to other Administrative Services departments.

Administrative & Residential Information Technology

- Completed migration of all Administrative Services staff from on-premises Exchange to Connect (Google Apps for Education) for all email and calendaring.
- Successfully closed 3,640 incidents and requests using isDesk (ServiceNow).
- Completed migration of Housing, UCen, and TPS server infrastructure to North Hall Data Center (NHDC).
- Supported The Club & Guest House with deployment and systems integration for all Business Applications provided by Kx Software, ClubEssential, and Agilysys rGuest Pay.
- Upgraded wireless network to 802.11ac for most all Housing properties, including Sierra Madre Villages.
- Completed deployment of standardized security tools (Sophos Cloud endpoint and GFI LanGuard) across Administrative Services.

Conference & Hospitality Services

- Hosted another record year of more than 22,000 conference visitors.
- Led planning efforts for operation of the new 34-room boutique hotel at The Club & Guest House, scheduled to open in January 2017.

Faculty & Staff Housing

- Successfully opened Sierra Madre Apartments, a new apartment rental option for faculty and staff.

“I love HTML. I love computers. I love technology. I love creating useful things. I love learning new things from others. I love helping others. I love helping you get your job done.”

Gary Scott
Administrative & Residential
Information Technology



The Club & Guest House

- Continued the extensive renovation and expansion of The Club & Guest House with an anticipated reopening in late 2016. This architectural icon in the heart of campus will boast a modernized design by architects Moore Ruble Yudell. The facility will offer fine-dining luncheon, a daily continental breakfast for overnight guests, a boutique hotel-style Guest House with 34 rooms, private meeting areas, an inviting bar and lounge, state-of-the-art conference spaces, and an outdoor terrace for special occasions.
- Offered fine-dining luncheon service in a temporary partitioned section of the University Center during the academic year. This was in partnership with the Residential Dining Services' team with a focus on fresh, local, sustainable and quality food.
- Successfully installed and implemented a new membership, hospitality, and accounting software in collaboration with Administrative & Residential Information Technology that offers enhanced features like electronic statements for members and integration with dining and lodging operations.
- Designed and developed a new Club website in partnership with the HDAE Marketing & Communications Team. The site incorporates all areas of interest for the renovated facility: membership, dining, lodging and special events.
- Expanded management team with the hiring of two new career positions: Guest House Front Desk Manager and Food & Beverage Manager.



“I am proud that my work is valued as part of the HDAE team. It is most rewarding to work with UCSB students and teach them work skills and ethics that I hope will hold them in good stead for the future. Much of my success thus far can be ascribed to the great support from my seniors to peers. Already we have had successful events at The Club & Guest House working with our Hospitality Team.”

Indras Govender
The Dining Room at The Club

Residential & Community Living

- Opened Sierra Madre Villages, a 515 bed apartment complex for undergraduates.
- Consolidated the West Campus Family Housing and Sierra Madre administrative services at the new Sierra Madre office.
- Launched a successful First Generation theme floor in Santa Catalina Residence Hall.
- Coordinated two additional murals on Isla Vista apartment complexes.
- Initiated a seamless move-in process for 1,400 Santa Catalina residents amidst a construction zone.
- Hosted the UC Residential Life and the UC Graduate & Family Housing summits.
- Expanded the self-assignment process to the residence halls and all continuing students.
- Established mascots for residential inter-hall competitions.
- Provided leadership in reducing the cost of the fall residence hall move-in expense by \$41,869.
- Expanded returning residents' choice to live in any residence hall for the following year.
- Held more than 1,500 authentic conversations with residents about their involvement in a policy violation.
- Organized HDAE's participation in the county-wide CycleMAYnia event, and increased staff participation from 19 (2015) to 28 (2016).
- Provided more than 6500 programs in our communities, with an attendance of 52,089 residents, or an average of 29 students per program.

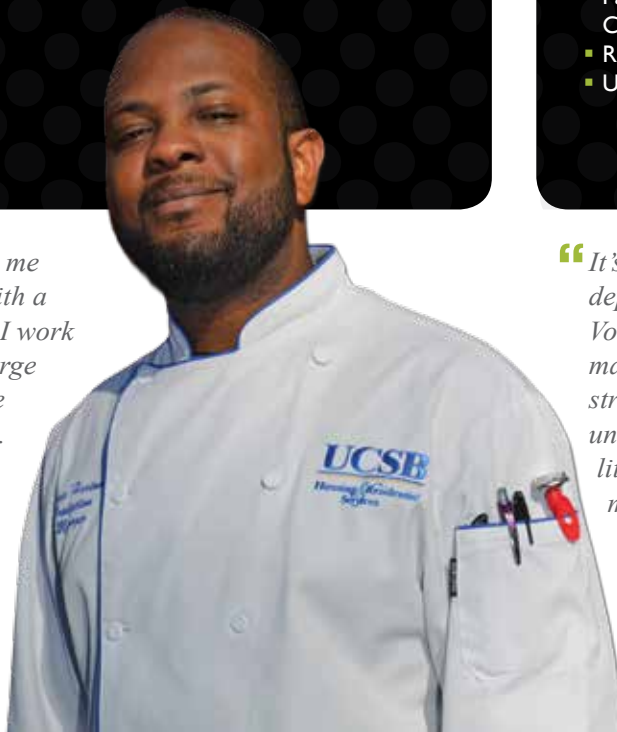
“I am so proud to work for an organization that lives out their vision and mission so diligently and passionately. The way we seamlessly collaborate across units to ensure our community members feel safe, nourished and a sense of agency, inspires me every day.”

Joaquin Becerra
Judicial Affairs



Residential Dining

- Eliminated the use of approximately 80,000 compostable containers per year for the Take Out meal program by transitioning to reusable containers, thus saving money while being more environmentally friendly.
- Introduced "Meet the Dining Team," a tabling series for customers to provide dining with direct feedback, taking place during lunch at each unit on a quarterly basis.
- Opened dining's first retail store, the Miramar Market at Sierra Madre Villages.
- Partnered with the Global Food Initiative to address food security on campus via the Food, Nutrition & Basic Skills Program by teaching students how to navigate and learn about achieving a balanced diet in the dining commons.
- Recertified as a Green Business for all four Dining Commons, including Special Events Catering & Concessions by the Santa Barbara Counties Green Business Association.
- Partnered with Cal Poly SLO to offer Nutrition major students a tour of our facilities that focused on foodservice and nutrition.
- Partnered with campus to provide Concession Services at Commencement.
- Offered four theme meals each quarter, including Carrillo's Cuban meal, De La Guerra's Asian lunch, Ortega's Italian dinner, and Portola's Luau dinner.
- Provided more than 30 Tasting Tables featuring sustainable and seasonal foods.
- Increased Off Campus Meal Plan sales by more than 13%.
- Continued to use social media to connect with students. Exceeded 1,000 followers on Facebook and 500 followers on Instagram.
- Procured 30% sustainable food purchases, 50% sustainable produce, and 30% organic produce.



"I know it sounds cliché, but it's easy for me to get up and come to work everyday with a smile on my face because of the people I work with. It's incredible to me that such a large department has managed to accumulate so many amazing people over the years. I find great joy in being part of this extraordinary team that touches the lives of thousands of students on a daily basis."

Chris Harton
De La Guerra Dining Commons

Residential Operations

- Educated residents on the drought, and organized Water Savings Contests between Residence Halls and two apartment complexes resulting in 50,000 gallons of water saved.
- Upgraded lighting in conjunction with San Nicolas Hall's LEED Class partnership project with Environmental Studies.
- Increased water efficiency capabilities in various facilities and grounds. This included installing more efficient toilets, aerators, and showerheads in San Rafael; lawn conversions at Santa Ynez, De La Guerra, and Westgate; drip irrigation at Manzanita Village and San Nicolas; and rotator sprinklers at San Clemente and the main housing office.
- Upgraded all Fitness Centers with new equipment, access, lighting, doors, and paint.
- Developed and implemented a Safety & Wellness Ambassador program in Housekeeping, and new online safety training for all staff.
- Offered yoga and circuit training classes, a 3-part sleep workshop, UC Walks, and the Maintain Don't Gain series.
- Obtained funding from Be Smart About Safety for height-adjustable tables, ergonomic hand trucks, light-weight battery-operated vacuums for housekeeping, custom plumbing tool carriers for drain snakes, safer ladder cages for roof access, pallet racks, wrench handle extenders, and sliding tool drawers for vehicles.
- Developed Best Practices for laptops, height-adjustable desks, and mobile devices with several other UC ergonomists.
- Installed a Cell Phone Charging Station at Carrillo in collaboration with RHA.
- Installed grills and tables at the Santa Ynez 300s and Westgate, and high density bike racks at Santa Ynez 100s, Westgate, and Santa Rosa Hall.
- Installed new landscape at the San Miguel entrance, the Carrillo Dining Office, and Parking Lot 4; a crosswalk at Sierra Madre Court; and an irrigation system near The Club & Guest House.
- Renovated kitchenettes in San Miguel Hall.
- Updated flooring and interior paint in Ortega Dining Commons.



"It's been great getting to know the rest of the departments that make up HDAE. It's like we're Voltron! In the animation, each robotic Lion -- that makes up Voltron -- has their own particular strengths and powers which make them unique. But when they assemble and literally join forces they become the mighty Voltron -- an untouchable, all-powerful machine!"

Becky Villaneda
Operations Service Center

Transportation & Parking Services

- Supported over 400+ events and 630+ reserved spaces for VIPs.
- Assumed responsibility of permitting for UCSB housing parking lots.
- Processed 2500 short vehicle reservations.
- Created scorecard to assist with selection of green vehicles and the TGIF grant to offset the incremental costs of alternative fueled vehicles.
- Purchased two Nissan Leaf electric vehicles and one Honda natural gas vehicle.
- Installed eight additional public level two electric vehicle charging stations.
- Achieved 40% of the fleet as alternative fuel vehicles, and maintained 450+ vehicles.
- Managed 9,000+ parking spaces.
- Provided exceptional service and traffic control by assisting tens of thousands of visitors to campus during events such as Commencement, Move In, and Spring Insight.
- Created zone shifts to increase exposure to campus and morale amongst team members in Sr. Parking Representative roles.
- Implemented a new enforcement module utilizing improved hardware to help streamline operations.
- Acquired and improved annex area in Lot 16 to support campus events and equipment storage.
- Created an initiative to gather feedback from event coordinators regarding their experiences with Guest Services.
- Provided support for Isla Vista First Friday organization by advertising events in Isla Vista on digital signs each month.
- Continued ergonomic and safety support with components designed for safety: better equipment, light bars for trucks, side steps, and dolly assist for digital signs.
- Employed approximately 45+ students, challenging them to different levels of leadership and event management.



“Since becoming part of the HDAE team, our department has undergone quite a few changes. Change can often bring with it feelings of uncertainty and stress. Instead, I have experienced validation and support while being viewed as a co-worker and part of a team. I am excited to be able to participate in projects and programs where my strengths and skill set can be put to use. This creates a healthy and positive work environment and kindles a sense of belonging.”

Laura Hoffman
Citations Unit

University Bookstore

- Continued to maintain 15,000 square feet of sales floor and an e-commerce website with 21 career staff and 70 student staff.
- Sponsored Parents and Family Weekend, the All Gaucho Reunion, the United Way Day of Caring, and several Athletics programs.
- Sold or rented approximately 100,000 textbooks in 2015-16.
- Provided more than 4,400 Bachelor gowns to graduating students last year, and continued to be the official purchase point for all UCSB custom-made regalia for Masters' and PhD candidates.
- Contributed to student groups and campus departments through our donation program.
- Increased e-commerce business significantly by making online textbook ordering available year-round.
- Expanded merchandise and supply selections online to meet customer needs.
- Increased computer repair and support services, ensuring a minimum of two Apple certified technicians at all times in the Computer Department to make repairs and help customers with technical questions and support.
- Reduced paper marketing significantly by promoting solely via electronic mediums.
- Continued to offer the “UCSB Campus Collection,” our private label that is made entirely in the USA.

“I love being part of the larger HDAE community. I am finishing up the Professional Competency Year 1 class and already feel like I’ve made real connections to individuals within the wider community. I look forward to future interactions with the HDAE family.”

Patricia Phillips
e-Commerce



University Center Administration

- Completed construction documents for the replacement of the Fire Alarm system in UCen I and II.
- Received approved funding for the replacement of Corwin Pavilion air conditioning.
- Integrated finances of UCen Finance team and Housing, Dining & Auxiliary Enterprises Chief Financial Officer.

Events Center

- Replaced 27,000 square feet of playing floor in partnership with Athletics and Recreation.
- Hosted first Career Services Fair in October 2015. Will host Fall and Winter Fairs in upcoming years.
- Signed a two-year contract with the Harlem Globetrotters.
- Managed and hosted the Associated Students Halloween Concerts: Snoop Dogg and Fitz and the Tantrums, and the Associated Students Warm Up Concert: Grouplove.

Distribution & Logistical Services

- Established performance metrics accounting for on-time performance and volume level for major mail service activities.
- Established 29 new UPS accounts with campus departments to take advantage of UCOP Pricing Contract that is 60% off retail pricing.
- Handled 14,228,714 pieces of mail and parcels.
- Remained on track for a 10% increase in revenue for Furniture Services, with the third year of a double digit increase in revenue.
- Developed a comprehensive plan for overhauling outdoor area where sellable surplus stock is stored.
- Completed 1500 Furniture Service work orders.



“I have been working here at UCSB for Mail Services for over twenty years. Being in Mail Services, has allowed me to meet a lot of people. I am very proud to be part of the many great people that is the HDAE team!”

Richard Avila
Mail Services

University Center Dining

- Opened the Summit Café in the new addition of the UCSB Library. Created a signature menu of artisan sandwiches that rotates quarterly for this location.
- Achieved 40% sustainability in food and non-food purchasing. This is a 14% increase from the prior year, and was achieved by increasing purchases of locally produced products.
- Partnered with the Global Food Initiative, Student Health, Health and Wellness, Residential Dining Services, A.S. Food Bank, and I.V. Food Coop to introduce the mobile food demonstration kitchen. The goal of the program is to teach students the basics of healthy food preparation and nutrition.
- Created a campus committee of staff, faculty, and students to participate in a Request for Information process on bringing a branded coffee concept to campus. Of the several companies that participated in the evaluation, Starbucks was selected. A summer 2017 opening is anticipated.
- Increased sales revenue by 17% from the previous fiscal year.
- Managed 2,486 catered events in 2015-16. The deliveries included every style of service, from continental breakfasts to receptions and plated dinner events.
- Operated business 3:00am to 12:00am, 51 weeks of the year. Our business relies on 400 students and 24 career staff to prepare, transport, and serve the campus community.
- Served 1,246,680 cups of fair trade organic coffee made from 34,630 pounds of whole beans that were ground to order.
- Welcomed, assisted, and thanked 1,619,981 customers during the 2015-16 fiscal year.



“I think it's important to remember who we're really here for. Our students, faculty, researchers, and our fellow employees. It's a lot nicer at the end of the day to think you helped a student get a shift covered, or helped a client get what they wanted for their event, even if we have to take a few extra minutes.”

Emmalee Schroeder
UCen Catering

Valuing *our* Employees

- **Rochelle Abraham** completed the UCSB Financial Management Certificate Program.
- **Kim Dwire** attended OLAD and the Kronos Users Conference.
- **Gary Fix** attended UCCSC 2015 and Advanced SQL Training.
- **Alex Carreno** participated in Certified Wireless Security Professional Training & Certification.
- **Alejandra Orozco & Tom Patag** attended the ServiceNow Knowledge '15 User Conference.
- **John Niessen, Brandon Kay, & Dylan Bolf** attended the Aruba Networks User Conference.
- **Eric Johnstone** participated in Developing ASP.NET MVC 4 Web Applications.
- **Eric Rushing** participated in Test Driven Development Training.
- **Grant Lindley** participated in Advanced Security Essentials – Enterprise Defender Training.
- **Gary Scott** attended the Mobility & Modern Web Conference and UCCSC 2015.
- **Kip Bates** attended the Gartner Midsize Enterprise Summit West and the RSA Conference.
- **Kai Lu** participated in SANS Training: Hacker Tools, Techniques, Exploits and Incident Handling.
- **Mike Smith** attended the SQL Server PASS Summit and the SQL Intersection Conference.
- **Steve Sibbert** attended the TMA Conference and participated in LENEL OnGuard 7.0 Certification.
- **Tuan Duong & Mike Franklin** attended VMWorld 2015.
- **Masha Aksenova & Denise Saldares** attended UCCSC 2015.
- **Julie Miller & Jenn Elkins** attended the Connect CA Trade Show.
- **Sally Vito & Whitney Morris** attended the National Tour Association Conference and the Travel Exchange Conference.
- **John Gaffney, Isaiah Green, Jill Hurd, Billy Jankowski, Tyler Miller, Kaity Roos, Pam Scott, Latrece Seneca, Terrie Tran, & Nestor Covarrubias** attended the WACUHO Conference.
- **Christina Nielsen & Mayra Ramos** attended the Western Regional Careers in Student Affairs Day.
- **Kristin Burnett** attended the Legal Issues in Higher Education Conference.
- **Shantel Dickerson** attended the Association of Experiential Education Conference.
- **Chris Arguedas, Joell Emoto, Patricia Hunt, Christina Nielsen, Pam Scott, Terrie Tran, & Katy Wolf** attended National Association of Student Personnel Administrators Western Regional Conference.
- **Anne Sawiris** attended the Association for Public Policy Analysis & Management Conference.
- **Kai Harper** attended Body of Relating Training.
- **Chris Arguedas, Ana Garcia, & Isaiah Green** attended the Social Justice Training Institute.
- **Ally LeClair** attended National Sex Education Conference and Women's Economic Ventures.
- **Jessica Fougere & Mario Munoz** attended RMS Mercury Training.
- **Jaci Hawkins** attended NASPA Strategies in Mental Health.
- **Jesus Salvatierra** attended NASPA Region VI Drive-in.
- **Charlie Braun, Danny Laub, & Tyler Miller** attended the ACUHO-I Conference.
- **Kaity Roos** attended American College Personnel Association Conference.
- **Marian Bankins, Kristen Burnett, Jill Hurd, & Billy Jankowski** attended the National Association of Student Personnel Administrators Conference.
- **Christina Nielsen** attended Women in WACUHO Drive-In.
- **Mark Rousseau** attended Hot Water Heaters and Boilers Expo, Green California Summit, and the Higher Education Sustainability Conference.
- **Danny Laub** attended the RMS Conference.
- **Roane Akchurin** attended Coaching Training Institute Life Coach Certification.
- **Cresencio Acevedo, Jill Horst, Ron Varenchik, & Robbie Wright** attended the NACUFS National Conference.
- **Jill Horst & Robbie Wright** attended Menu Directions 2016 and the National Restaurant Association Show.

- **Jill Horst** attended Menus of Change and the Food Service Directors Symposium 2016.
- **James Acebu & Peter Pereda** attended the National Association of Collegiate Concessionaires Conference.
- **Jeff Hillery** attended the NACUFS Customer Service Institute.
- **Tim Sullivan** attended the NACUFS Facilities Management Institute.
- **Danielle Kemp** attended the Food and Nutrition Conference & Expo, Certified Master Trainer for AllerTrain, and the NACUFS Nutrition Summit.
- **Bryan Aceves, Elvia Aguilar, Hayden Dozier, Jeannine Green, Margarita Dalzell, Onella Gayraud, Jorge Chavira, Cristina Esparza, Maggie Guzman, Juan Paniagua Guzman, Oscar Rios, Isidro Rodriguez, Denisse Santana, & Violeta Tafoya** attended HR Supervisory Certificate Courses.
- **Pedro Aguilar, Isaac Aguirre, Carlos Campos, Ricardo Diaz, Juan Flores, Ramon Flores, Isaiaas Guerrero, Francisco Higuera, Narcisso Lazzaro, Jorge Rodriguez, Gumaro Salazar, Arnulfo Tenorio, Gonzalo Torres, & Luis Zamora** attended the Grounds Trade Show.
- **Elvia Aguilera, Ofelia Aguilera, Angelica Avelino, Gloria Carreno, Maria Castillo, Irma Chavez, Saadeli Cisneros, Susana Contreras, Rosalba Cuevas, Teresa Curiel, Cristina Esparza, Michelle Figueroa, Florencia Gantes, Clara Godoy, Maggie Guzman, Conception Leon, Alejandra Magana, Ofelia Montano, Matilde Mata-Morales, Carmen Perez, Hilda Perez, Elizabeth Pizano, Esther Ramirez, Gloria Ramirez, Margarita Rivas, Igdelisa Rosales, Itze Sandoval, Denisse Santana, Marta Santillan, Florida Sotelo, Violeta Tafoya, Maria Valeriano, Juana Vargas, Maria Velasco, Angelica Villalobos, Becky Villaneda, Mario Arroyo, Ana Garcia, Kristine Lehman, Cristina Martinez, & Stephanie Zhang** attended the Professional Women's Association Conference.
- **James Bauman** took a HVAC Controls Course.
- **Travis Bean & James Bauman** took a Certified Pool Operator Course.
- **Storm Charron** participated in Clark Security Electronic Lock Training.
- **Teresa Curiel, DeAnne Hartman, Ashley Hawk, & Lori Nicolaides** took Financial Management Certification Classes.
- **Meagan Fitzsimons** participated in Lenel Hardware and Software Training.
- **Meagan Fitzsimons, Brad Gray, & Danny Mann** attended AssetWorks Training.
- **Camille Locklear** took a Foundations of HR Management UCSB Extension Course.
- **Manuel Munoz** took an Intro to Electrical Course (SBCC).
- **Ginnie Thomas** attended the Applied Ergonomics Conference & Ergonomics Symposium.
- **Danny Wallis** participated in the Leadership Skills Course.
- **John Behlman & Doug Hatt** attended the Fleet Managers Conference.
- **Laura Hoffman** attended Adjudication Hearing Exam Training.
- **Suzy Nespor** attended the Connect 2015 Conference and MSAP training.
- **John Behlman** attended the HR SMART workshop.
- **Lori Nicolaides** attended Disability Management for Supervisors class, and HR SMART.
- **Doug Hatt** participated in the Employee Relations-Help for Managers & Supervisors class, HR SMART, ASE Advanced Level Specialist test, and Carquest Technical Institute classes.
- **Bruce Simioni** participated in Carquest Technical Institute classes and DOE Clean Cities classes.
- **Doug Hatt & Arjun Sarkar** received their ASE Master Automotive Technician recertification and 25-year ASE medallion.
- **Arjun Sarkar** attended DOE Clean Cities classes, Advanced Clean Transportation Expo, ActExpo – Alternative fuel vehicle show, AltCarExpo – Alternative fuel vehicle show and workshop, California Higher Education Sustainability Conference, DOE Clean Cities Conference,

PROFESSIONAL DEVELOPMENT 2015-2016

and received CA Smog License recertification.

- **Juan Nunez** participated in Carquest Technical Institute classes.
- **Jim Hernandez** obtained Executive Mail Center Manager Certification, Mailpiece Design Professional Certification Renewal, Certified Mail & Delivery Systems Manager certification, and Mailpiece Design Consultant Certification Renewal.
- **Fern Lightfoot, Ron Varenchik, Emmalee Schroeder, & John Lazarus** attended the California Higher Education Catering Summit.
- **Emmalee Schroeder, John Lazarus, Cisco Celis, Mickael Blanco, & Chris Lyon** attended the Natural Food Products Expo West.
- **Cisco Celis** attended the CBORD National Conference.
- **John Lazarus** attended the Group Facilitation Skills Training and the California Higher Education Sustainability Conference.
- **Chris Lyon** attended the CBORD Annual Conference and the Agilysys Annual Conference.
- **Joel Chapman** participated in Risk Assessment (Financial Management Certificate Program).
- **Julia Anderson, Jose Cruz Berber, Rob Donerson, Jeff Juarez, Kristine Lehman, Christina Nielson, Kendall Nishibayashi, Viviana Romero, Latrece Seneca, & Kianna Tarango** attended the National Conference on Race & Ethnicity.
- **Willie Brown** attended the National Restaurant Association Show, the WACUHO Conference, the ACUHO-I Conference, the UC Black Administrators Council, and the NACAS West Regional Conference.
- **Barry Colwell** attended the Reclaimed Water Code Green Technology Seminar, and was re-certified as a LEED Accredited Professional - Building Design + Construction.
- **Eric Zobel** attended After Effects Training.
- **Lisa Slavid** attended the College of Executive Coaching.
- **Sara Engebrits** completed the "I am Santa Barbara County" ambassador program through Visit Santa Barbara.

*Cierra Russell,
Residential &
Community Living
& Brittany Nguyen,
Associate Vice
Chancellor's Office*



Learning & Development

Crucial Conversations

Pedro Aguilar, Jesus Aguilera, Jr., Walter Aguirre, Maria Arroyo, Jorge Chavira, Margarita Dalzell, Jennifer Elkins, Michelle Figueroa, Steven Franco, Megumi Hara, Andrew Hill, Eric Johnstone, Sean Kerkhoff, Hyacinth Locke, Whitney Morris, Alejandra Orozco, Tom Patag, Mitchell Ramey, Jose Reyes, Mark Rousseau, Thomas Spiva, Gillian Swanson, Ron Varenchik, Rebecca Villaneda, Eric Veal, Mandy Yoshida

Engage & Empower Your Team

Rochelle Abraham, Ramiro Arreola, John Behlman, Joel Chapman, Carol Cox, Ally LeClair, Whitney Morris, Suzy Nespor, Emmalee Schroeder, Pamela Scott, Ron Varenchik, Shelly Vargas, Rafael Velasquez, Chris Zbinden

English as a Second Language Class

Isaac Aguirre, Patricia Arenas, Saadeli Cisneros, Susana Contreras, Flor Gantes, Alma Jaimes, Concepcion Leon, Esther Ramirez, Yolanda Rodriguez, Martha Santillon, Gonzalo Torres, Juana Vargas, Maria Velasco, Angelica Villalobos, Luis Zamora

Front Line Leader Program

Luis A. Andrade, Vicente Perez Chavez, Margarita Dalzell, Joseph Gonzalez, Bradley Gray, William Rea, Violeta Tafoya, Danny Wallis

Gauche U

Maria Arroyo, Jeannine Green, Eric Johnstone, Hyacinth Locke, Alejandra Orozco, Gillian Swanson, Rebecca Villaneda, Mandy Yoshida

Professional Competency Program

Jennifer Elkins, Michelle Figueroa, Megumi Hara, Tom Patag, Jose Reyes, Thomas Spiva, Eric Veal

Sustainable Leadership

Sara Engebrits, Jessica Fougere, Danielle Kemp, Danielle Reed, Martin Schneider, Pamela Scott, Ernesto Villegas

Toastmasters

Lou Andrade, Julie Ballesteros, Marlene Cohen, Marisol Gomez, Brandon Kay, Paul Kouns, Camille Locklear, Alejandra Orozco, Alex Ramos

Contributions to the Profession

- **Tim Sullivan** served as a Gaucho U Administrator, and **Marlene Cohen** and **Oscar Prado** presented at Gaucho U.
- **Danielle Kemp** planned the Cal Poly SLO Nutrition Major Student Tour.
- **Camille Locklear** served on the Toastmasters@UCSB Board as Treasurer.
- **Ginnie Thomas** presented "Pick Your Mountain, Find Your Goal and Take it Step By Step!" at the 2016 Professional Women's Association Conference.
- **Roane Akchurin** served as the chair of the Gaucho Certified Farmers Market at UCSB and a co-chair of the UC Global Food Initiative Committee on Farmers Markets.
- **Mario Arroyo & Mayra Ramos** co-presented a session on Self-Care at the Professional Women's Association Conference. This was the first presentation given in Spanish at a PWA Conference.
- **Alexia Enriquez** was a co-leader for ED 20.
- **Jessica Fougere** co-chaired Spring Insight, the campus' annual open house for prospective students and their families.
- **Danny Laub** presented at ACUHO-I on Visual Self-Assignment.
- **Tyler Miller** chaired the WACUHO Strategic Planning Task Force, co-chaired the WACUHO mid-level manager's network, and served as a WACUHO representative on the ACUHO-I Regional Affiliation Task Force. He also presented at WACE 2016 on ACUHO-I Body of Knowledge and the CHO panel for Mid-Level Managers., and was elected President-Elect of WACUHO. He continued to lead geekEd, helped form the Digital Leadership Network, and was featured on "Student Affairs Spectacular Podcast" for bringing student development theory to practice.
- **Kaity Roos, Isaiah Green, Pam Scott, & Latrece Seneca** co-presented at WACE 2016 on UCSB's Affinity Group Living Learning Communities.
- **Pam Scott** served on the WACE Conference Planning Committee.
- **Pam Scott & Latrece Seneca** served as NUFP Mentors.
- **Terrie Tran** served as a NUFP Coordinator for NASPA Region VI and on the Campus Interpersonal Violence Committee.
- **John Lazarus** served as a member of the Campus Global Food Initiative and Food Insecurity sub-committee.
- **Gary Fix** presented on Evaluating Work Ticket Management Systems at the UC Computing Services Conference.
- **Gary Scott** presented on Dining Menus: "Creation of UCSB's Interactive and Mobile-Friendly Dining Commons Menu" at the UC Computing Services Conference.
- **Marlene Cohen** served on the Crucial Conversations Facilitator committee for The Office of the Ombuds.
- **Lisa Slavid** co-facilitated the winter leadership retreat and strategic planning for the Vice Chancellor of Administrative Services.
- **Arjun Sarkar** served on the Sustainable Transportation Committee for the California Higher Education Sustainability Conference.

Jim Hernandez, Manager of Distribution & Logistical Services at right, served as a Board Member for the Sierra Coastal Postal Customer Council, and as a member for the Mail Transport & Equipment Ordering System User Group of the Mail Technical Advisory Committee US Postal Service.



RECOGNITIONS

- **Julie Ballesteros** received the AI Day Service Award from the Residence Housing Association for providing service above and beyond the call of duty.
- **Residential Dining Services** was recognized as a college innovator in the July 2015 edition of Foodservice Equipment & Supplies magazine.
- **Jill Horst** was recognized as the Foodservice Director of the Month in the September 2015 edition of FoodService Director Magazine.
- **Sierra Madre Villages** was awarded LEED Platinum and **Santa Cruz Residence Hall** was awarded LEED Gold.
- **Danny Laub** and **Ginnie Thomas** were selected as Professional Women's Association Unsung Heros for their dedication to UCSB.
- **Santa Catalina North Hall Council** received the Residential Programming Award from UCSB Student Affairs.
- Former and current Resident Assistants **Ariana Rodriguez, Su Jin (Sally) Oh, Sara Maroofi, Gold Okafor, Brandon Rose, William Leu, and Cierra Russell**; Asian/Pacific Islander Cultural Mentors **Alvin Basilio** and **Nicole Tran**; former Residential Housing Association representative **Kimia Hashemian**; and MultiCultural Awareness Chair **Jamelia Harris** were recognized by the University for their excellence during their years at UCSB.
- **Nikita Corbliss'** bacon praline cookie took top honors in the UCSB Staff Assembly Cookie Contest.
- **Jaci Hawkins, Chris Arguedas, Omar Martinez, Kajol Raju, Jenson Wang, Arwa Sutarwala, and San Rafael maintenance staff** were awarded "Of the Month" awards for outstanding work by the National Residence Hall Honorary.
- **Courtney Carlson** and **Roger Gonzalez** won a Top 10 award at the student leadership conference Central RAP for their presentation "Who's on Top?"
- In the Campus Pride Index, UCSB was in the top 15 in the United States as an LGBTQ-friendly university. Overall, the campus received 4.5 stars out of 5.
- **'Housing & Residence Life'** received 5 stars.
- The **HDAE Wellness Program** was highlighted in the January UC Living Well newsletter for our culture of health and the variety of programs offered, including HomeStretch, Fitness Assessments, Lunchtime Fitness Classes, Outdoor & Indoor Fitness Equipment, and Height-Adjustable Desks.
- The **UCSB Bookstore** received a National Association of College Stores award as a top performing store.
- **Arjun Sarkar** received a California Assembly Certificate of Recognition for the Santa Barbara Hydrogen Fuel Station.

Looking Ahead

HOUSING, DINING & AUXILIARY ENTERPRISES will strive to be the best at what we do and deliver quality services to the UCSB community. As a department, our primary focus is on keeping the organization running efficiently and advancing the organization to its highest potential. Our strategic priorities for the 2016-17 fiscal year are:

- The Educational Experience of our Students
- Developmental Opportunities for Staff
- Managing Budgetary Challenges
- On-Boarding of New Facilities
- Managing Enrollment Growth
- Space Management
- Shifting Priorities for Success
- Diversity & Social Justice
- Continue to Lead in Sustainable Practices
- Transition & Growth of the HDAE Organization
- Partnering & Outreach
- Technology Management
- Asset Management & Facility Renewal

Financial Statements

T&PS

Transportation & Parking Services

INCOME

Parking Operations	5,347,678
Citations-Enforcement	949,622
Guest Services	624,636
Transportation Alternatives	543,045
Transportation Services	2,796,010
Total Income	10,260,991

EXPENSES

Parking Operations	2,237,339
Citations-Enforcement	994,099
Guest Services	580,553
Transportation Alternatives	490,291
Transportation Services	2,679,659
Total Expenses	6,981,940

NET OPERATING INCOME (BEFORE DEBT)

Parking Operations	3,110,340
Citations-Enforcement	(44,477)
Guest Services	44,083
Transportation Alternatives	52,754
Transportation Services	116,351

**Net Operating Income
(Before Debt)** **3,279,051**

Parking Operations

Net Operating Income	3,110,340
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Debt Expense & System Obligations 3,040,050

Total Net Income **70,290**

Distribution & Logistical Services

Mail & Furniture Services

REVENUE - CORE FUNDS

July 1 Budget	237,014
Monthly Benefits Allocations	185,092
Recharge Income	346,819
All Other Budget Allocations	362
Total Revenue - Core	769,287

EXPENSES - CORE FUNDS

Salaries	
Distribution Services (Mail)	316,857
Logistical Services (Furniture Services)	1,432
Surplus	0
Total Salaries	318,289
Benefits	
Distribution Services (Mail)	185,046
Logistical Services (Furniture Services)	46
Surplus	0
Total Benefits	185,092
Non-Salary Expenses	
Distribution Services (Mail)	364,495
Logistical Services (Furniture Services)	470
Surplus	0
Total Non-Salary Expenses	364,965
Total Expenses - Core	868,346
NET OPERATING REVENUE - CORE	(99,059)

REVENUE - NON-CORE FUNDS

July 1 Budget	0
Recharge Income	728,487
All Other Budget Allocations	163,579
Total Revenue - Non-Core	892,066

EXPENSES - NON-CORE FUNDS

Salaries	
Distribution Services (Mail)	57,060
Logistical Services (Furniture Services)	334,051
Surplus	33,297
Total Salaries	424,408
Benefits	
Distribution Services (Mail)	23,312
Logistical Services (Furniture Services)	148,386
Surplus	16,399
Total Benefits	188,096
Non-Salary Expenses	
Distribution Services (Mail)	6,928
Logistical Services (Furniture Services)	307,141
Surplus	4,143
Total Non-Salary Expenses	318,212
Total Expenses - Non-Core	930,716

NET OPERATING REVENUE- NON-CORE **(38,649)**

TOTAL NET OPERATING REVENUE **(137,708)**

UCen

University Center

BOOKSTORE INCOME

Sales	10,314,221
Other Income	1,112,507
Total Income	11,426,728

Cost of Sales 8,895,169

Gross Margin **2,531,559**

BOOKSTORE EXPENSES

Salaries & Benefits	2,174,920
Supplies & Expenses	420,794
Total Expenses	2,595,714

BOOKSTORE NET INCOME **(64,155)**

DINING SERVICES INCOME

Sales	8,081,836
Other Income	184,197

Total Income **8,266,033**

Cost of Sales 3,398,470

Gross Margin **4,867,563**

DINING SERVICES EXPENSES

Salaries & Benefits	3,428,066
Supplies & Expenses	616,666
Total Expenses	4,044,732

DINING SERVICES NET INCOME **822,831**

UCEN OPERATIONS INCOME

Total Income	1,503,430
Cost of Sales	0

Gross Margin **1,503,430**

UCEN OPERATIONS EXPENSES

Salaries & Benefits	2,183,197
Operating Expenses	2,031,985
Depreciation & Interest	546,242

Total Expenses **4,761,424**

UCEN OPERATIONS NET INCOME **(3,257,994)**

DIRECT NET INCOME **(2,499,318)**

plus Student Lock-in Fee Income 1,446,103

TOTAL NET INCOME **(1,053,215)**



Housing

Dining, Operations & Student Programs

REVENUE

Residence Halls (Room & Board)	78,432,027
Apartment Rentals	26,813,287
Conferences/Summer Sessions	8,171,620
Other Income	5,379,588
Total Income	118,796,522

EXPENSES

Household

Administration	2,563,813
Housekeeping	9,483,378
Repairs & Maintenance	4,552,808
Utilities	3,881,969
Total Household Expenses	20,481,968

Student Program Expense	5,878,485
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General Expenses

Administration	2,924,570
Grounds	2,179,975
Conference Services	1,192,890
Information Systems	2,999,878
Assessments/Campus Services	12,951,023
Recharge Offset (Expense Recovery)	(152,090)

Total General Expenses	22,096,246
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Food Service

Administration	1,130,474
Raw Food Cost	6,376,044
Food Operations	15,131,750
Repairs & Maintenance	1,138,202
Utilities	970,492
Total Food Service Expenses	24,746,962

Total Operating Expenses	73,203,661
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Net Revenue	45,592,861
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Debt Expense and System Obligations	30,968,231
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Transfer to Housing Reserves	14,624,630
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ARIT

Administrative & Residential Information Technology

REVENUE - CORE FUNDS

July 1 Budget	0
Monthly Benefits Allocations	363,524
Recharge Income	0
All Other Budget Allocations	878,238
Total Revenue - Core	1,241,762

EXPENSES - CORE FUNDS

Salaries	862,824
Benefits	363,524
Non-Salary Expenses	15,414
Total Expenses - Core	1,241,762

NET OPERATING REVENUE - CORE	0
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REVENUE - NON-CORE FUNDS

July 1 Budget	0
Recharge Income	0
All Other Budget Allocations	205,863

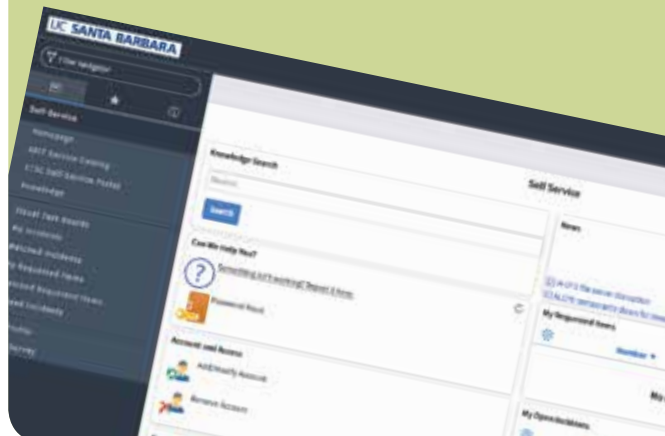
Total Revenue - Non-Core	205,863
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EXPENSES - NON-CORE FUNDS

Salaries	2,312
Benefits	44
Non-Salary Expenses	203,507
Total Expenses - Non-Core	205,863

NET OPERATING REVENUE - NON-CORE	0
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TOTAL NET OPERATING REVENUE	0
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Events Center

The Thunderdome

REVENUE - CORE FUNDS

July 1 Budget	123,062
Monthly Benefits Allocations	47,936
Recharge Income	0
All Other Budget Allocations	3,142
Total Revenue - Core	174,139

EXPENSES - CORE FUNDS

Salaries	121,236
Benefits	47,936
Non-Salary Expenses	0
Total Expenses - Core	169,171

NET OPERATING REVENUE - CORE	4,968
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REVENUE - NON-CORE FUNDS

July 1 Budget	0
Recharge Income	531,451
All Other Budget Allocations	(752,011)
Total Revenue - Non-Core	(220,560)

EXPENSES - NON-CORE FUNDS

Salaries	147,748
Benefits	3,096
Non-Salary Expenses	174,888
Total Expenses - Non-Core	325,732

NET OPERATING REVENUE - NON-CORE	(546,292)
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TOTAL NET OPERATING REVENUE	(541,324)
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In Closing...

*We choose the path of enlightenment in
order to avoid the darkness.
Because our desire is to always help and
never hurt.*

*We look into our hearts to see the world
through the eyes of another.
Because our desire is to value the unique
prisms of light that make each of us
exceptional.*

*We lead the search for justice to allow
dreamers to dream.
Because it is the right thing to do.*

*We adjust our stride so that others can
make this journey with us.
Because our desire is to leave no one
behind as our civilization discovers how
to thrive as a collective.*

*To paraphrase Stevie Wonder, we are
about keeping hatred from the mighty, and
the mighty from the small.*

We are about letting heaven help us all.

Peace

Willie Brown
Associate Vice Chancellor

Annual Report

HOUSING, DINING & AUXILIARY ENTERPRISES

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FSC
LOGO



