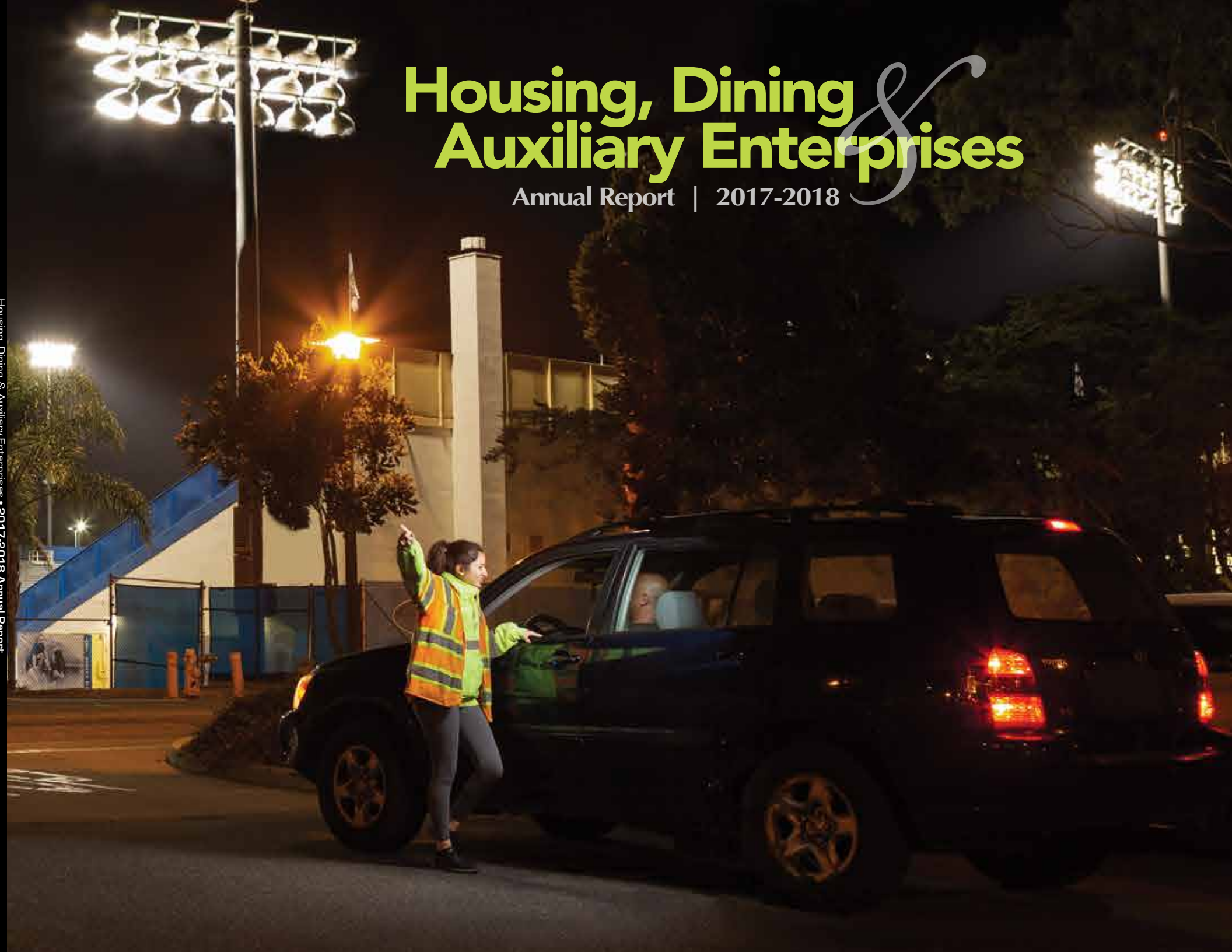


Housing, Dining & Auxiliary Enterprises

Annual Report | 2017-2018





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 2017-18 academic year. This year's report spotlights the tremendous efforts and unwavering dedication of our staff as we responded to the Thomas Fire and Flood.

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's Campus Store, 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 680 employees and more than 1,800 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; Communications, Marketing & Social Media), Business & Financial Planning (Budget & Finance; Faculty Housing Services; Administrative & Residential Information Technology; Conference & Hospitality Services), Campus Store (Course Materials and Supplies; Computer Sales; General Merchandise; UCen Cashiers), Campus Dining (Coral Tree, Courtyard Café, Root 217; Arbor, Buchanan, Corner Store; Catering; Carrillo, De La Guerra, Portola, and



The new LEED Platinum certified Portola Dining Commons.

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), 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), and University Center Administration (Conference Services; Distribution Services; Furniture Services & Surplus Sales; Mail Services & Central Receiving; Post Office; Event Center; The HUB).

In 2017-18, we were excited to open Portola Dining Commons, the first newly constructed dining commons since 1968, and to begin the academic year with the full opening of San Joaquin Villages. Each of these properties brings to fruition the vision of a vibrant west campus that provides for students a community that enhances and supports their academic and extracurricular goals. Another highlight of the year was HDAE's response to the Thomas Fire and Flood. Staff at every level assisted in countless ways in support of our students and the greater

Santa Barbara community – a true display of what a team can accomplish together. 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 2017-18.

Wilfred E. Brown, Associate Vice Chancellor

Answering The Call...

HDAE Staff Making a Difference in a Time of Need

On December 4, 2017 the massive Thomas Fire began in the hills near Ojai and Santa Paula. It burned approximately 272,000 acres, becoming the largest wildfire in modern California history, to date. Just as we were beginning the slow process of recovery the rains came and on January 9, 2018 the devastating mudslides in Montecito followed causing loss of human life, property, utilities, and the closure of a 30-mile section of US Route 101 for nearly two weeks.

This was a tremendously challenging time for our community and through it all the dedicated staff of Housing, Dining & Auxiliary Enterprises was there to provide assistance. We immediately opened the Housing One Emergency Operations Center and staff worked above and beyond their normal work hours to assist first responders and people impacted by these terrible events. The Club & Guest House became a shelter for more than 100 first responders, including National Guard troops and California Highway Patrol officers as they supported local officials with the fire response. The National Guard Colonel on-site was very appreciative and recognized HDAE staff members with a commemorative coin, a military tradition dating back to World War II.

In addition to keeping all campus dining venues and retail food operations open, Dining also provided meals for campus emergency responders. University & Community Housing Services shifted students' contracts and accommodations to account for the rescheduling of final exams and the late start of winter quarter. The Marketing and Communications Team responded to countless concerns via phone and social media. Staff worked nonstop to locate and distribute thousands of N95 masks to protect our community members from poor air quality. The fire brought with it an indescribable amount of toxic ash that needed to be removed in a carefully prescribed manner. Over a period of several days, Residential Operations staff worked diligently to clean up ash and replace more than 800 air handler filters. During the closure of US Route 101, Transportation & Parking Services offered shuttle service to and from the Goleta Amtrak Station and the harbor ferry. At a meeting in January, more than \$400 was raised by HDAE staff for the Red Cross Thomas Fire and Flood fund.

Support of our community during this unprecedented time was a campus-wide effort and everyone played a part in countless small ways, from comforting students to offering co-workers a place to stay. Leading the charge were many talented staff from our division demonstrating the power of a team coming together toward a common cause and in commitment to the common good.



Top to bottom: Ash clean up crew at Santa Ynez Apartments; National Guard Humvees parked in Lot 23; exhausted first responders sleeping in The Dining Room at The Club; and Sally Vito and Jesus Gama pictured with a commemorative coin bestowed on them by the on-site National Guard Colonel.



First Responders played a crucial role during the Thomas Fire and ensuing mudslides.



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
- UCSB Campus Store
- 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 2017-18 fiscal year. Each of the program units within the division has chosen to highlight several key events from this past year.

Pictured at right is San Joaquin Villages, UC Santa Barbara's newest apartment complex which is home to 1000 undergraduate students. In the campus tradition, these apartments were designed with sustainability in mind. In 2017-2018 the complex achieved LEED Platinum certification, the highest possible rating for sustainable building practices.



Associate Vice Chancellor's Office

- Reached full occupancy of San Joaquin Villages and opened Portola Dining Commons.
- Earned LEED Platinum Certification for Portola Dining Commons and San Joaquin Villages, and LEED Silver Certification for The Club & Guest House.
- Expanded Service Awards to encompass all of HDAE – celebrating 66 staff members for a combined 1,000 years of service.
- Donated 1,332 meal tickets to Student Initiated Outreach Programs focused on exposing youth from underrepresented communities to the college experience.

Marketing & Communications

- Created a brand identity for the new Tenaya Market & Eatery,
- Helped activate the new UCSB visual identity by re-branding the Spring Insight Housing Fair and designing a new logo for HDAE polo shirts and hats.
- Launched a new e-newsletter ('The Compass') to represent all of HDAE.
- Brightened up multiple spaces throughout HDAE, including wall graphics and a new student mural.
- Won three ACUHO-I Marketing Awards.
- Produced ten videos highlighting student events and the benefits of living in UCSB housing.

Organizational & Performance Management

- Coordinated the first annual HDAE Strategic Planning forum, where all units gathered to share successes and goals.
- Welcomed three guest facilitators: Viviana Marsano taught bilingual Professional Competency Year 1 program, Mayra Ramos taught bilingual Front Line Leader Training, and Tom Beland co-taught the Fred Factor workshop.
- Had the first of a series of "culture keepers" summits with staff from across HDAE gathering to reflect on organizational strengths and values, and connecting across units.
- Conducted the annual Resident Satisfaction Survey. Based on the results, 93% of our residents are satisfied or highly satisfied.



"During spring quarter, we hosted the system-wide UC Housing Directors meeting. Chief Housing Officers, along with Housing Finance Directors, from across the system stayed at The Club & Guest House, enjoyed delicious meals from Special Events Catering, and toured San Joaquin Villages and Portola Dining Commons. Time with other campuses gives us the opportunity to learn from one another and share best practices in our work. I was proud to be part of the planning process for such an important, and fun, event."

Shalauna Miller, Chief of Staff
Associate Vice Chancellor's Office

Business & Financial Planning

- Participated in Human Resources HUBS steering group to create efficiencies and streamline workload across the Administrative Services Division.
- Initiated Procurement Best Practices group to create efficiencies and consistency in processes throughout HDAE.
- Continued leadership role in representing HDAE for the UCPath roll out.

Administrative & Residential Information Technology

- Launched WebTMA, the Move In Condition Form, and Off-Campus Meal Plan 2.0.
- Rolled out 357 new Windows 10 workstations for HDAE staff members.
- Migrated HomeBase content to SharePoint Online.
- Supported rollout of new campus wireless using Aruba Networks.
- Managed UCPath project deliverables, including developing technical interfaces to support Parking payroll deductions, updating databases, and reissuing Access Cards.
- Completed MTD and Access Card data integration so students can use the MTD bus.
- Created new Data Services Group providing data integrations, API support, and Business Intelligence solutions program across departments in Administrative Services.
- Continued to support 202 business applications, 102 vendor applications, 100 custom systems/third party customized applications, and completed 90 projects.

Conference & Hospitality Services

- Partnered with Residential & Community Living to develop a summer housing program for four Intercollegiate Athletics Sports Camps at Manzanita Village.
- Initiated a new Orientation Parent Program at San Joaquin Villages.
- Hosted 152 conferences, 25 of which were new programs.

Faculty & Staff Housing

- Assisted with the recruitment and relocation of 58 new faculty.
- Funded \$16,787,850 in Faculty MOP Loans.
- Managed the 36 Unit Faculty and Staff Sierra Madre Apartments.
- Continued to offer customized 90-minute Faculty Housing Tours to faculty recruits and new hires.

"I believe all of us here at HDAE are the definition of success at UCSB. I have been granted the opportunity to work with several units in our division on a daily basis and have experienced authenticity, collaboration, and passion. It seems to me that here at HDAE we work by Maya Angelou's principles of liking yourself, liking what you do, and liking how you do it. With that said, way to go team HDAE!"

Bobby Zavala, Financial Analyst
Business & Financial Planning



The Club & Guest House

- Achieved LEED silver certification for The Club & Guest House's sustainable and energy-efficient renovation and expansion project.
- Participated in UCSB events like Parents & Family Weekend, Give Day, Spring Insight and Staff Celebration Week by offering dining and lodging promotions to help build campus enthusiasm.
- Expanded member offerings to include monthly happy hour and quarterly dinners with fine food and wine pairings courtesy of our Club culinary team and local winemakers.
- Introduced the "Summer Six": 6 weeks of dining promotions, "Be a Member" Mondays and "Sweet Treat" Tuesdays.
- Kicked off a "Back-to-School" membership drive: for one week all diners enjoyed the 15% member discount and first-time members received three months gratis membership.
- Featured different seasonal menus for lunch, dessert and catering, which offered fresh, local and organic selections, including three new specialty items each week.
- Converted the entire facility to a shelter in December 2017 in response to the Thomas Fire for National Guard and emergency personnel.
- Highlighted in the dining review UCSB's Best-Kept Culinary Secret by local news outlet Santa Barbara Independent.
- Accommodated 5 last-minute, emergency overnight student guests displaced by the Isla Vista fire in May 2018. A grateful parent wrote: I am so thankful for the consideration and generosity exhibited by The Club when my son and his roommates were essentially left homeless after their apartment burned down last May. He told us how comforting it was to have such a nice place to call "home" for those first few days after the fire. It certainly gave me peace of mind as well to know he was well taken care of until he could move into his new place.
- Celebrated the Class of 2018 by offering Commencement guests convenient on-campus lodging and dining options. The Guest House was sold-out Friday and Saturday and Commencement Lunch guest attendance on Saturday and Sunday was a 250% improvement over 2017.
- Submitted The Club & Guest House "Commencement Lunch 2018" Social Media Campaign to ACUHO-I's annual marketing awards. Winner to be announced in October 2018.

"Being new to the UC system, opening The Club was a challenge I was excited to accept. Although I knew the expectations had already been set, I also knew it would be an ever evolving experience. Learning the clientele, applying sustainable and organic practices when possible, having culinary creative "freedom" with menus, and overall transforming The Club into what it is today has been a successful experience. I look forward to the continued growth and progress of The Club & Guest House."

Chris Rossi, Kitchen Manager
The Club & Guest House



Residential & Community Living

- Created a one-stop-shop called University & Community Housing Services (UCHS) by combining Residence Hall Assignment Services, Community Housing Office, and Apartment Assignment Services together in one office.
- Collaborated with Transportation & Parking Services to design parking allocation and overflow for the west neighborhood in order to accommodate the additional 800 residents gained with the opening of San Joaquin Villages.
- Added a second Faculty-in Residence, Professor Eric Campbell, to our program, serving San Joaquin and Sierra Madre Villages.
- Adapted SACC (Single Apartment Community Council) government structure to fold in 1,500 new residents from Sierra Madre and San Joaquin Villages.
- Collaborated with UCPD to streamline the nationally required Clery reporting so it is reflected in real time.
- Implemented comprehensive move-in web pages as a singular point of reference for new residents and their families to obtain all pertinent move-in information.
- Created and distributed a baseline resident assessment to evaluate the future success for the up and coming residential curriculum program.
- Completed more than 100 move-in/move-out videos in the surrounding rental community as a part of an on-going effort to teach students responsible renter habits.
- Collaborated with A.S. Food Bank to create a mobile food distribution to University Apartment residents, averaging 86 meals served per delivery day, and assisted SB Unified School District by being a summer supper distribution point, serving 67 meals each weekday.
- Provided exceptional service to students who identify as gender non-binary, or trans, and need thoughtful roommate placement.
- Retired the MAC (Multi-cultural Awareness Chairs) program after three decades of successfully educating residents around diversity and social justice in order to introduce a new, highly interactive social justice/inclusion program.
- Fielded 7000 calls between March-June in UCHS at an average of 3 minutes per call.
- Hosted 1300 more Family Student Housing residents at programs than in 2016-17.
- Organized a total of 1495 programs with 50,182 attendees, including educational programs, Community Service Programs, Community Development Activities, and Alternative (weekend) Programs.

"It was a great year for Anacapa Hall. Our RA staff held 240 programs for the building with an average attendance of 23 students per event. Additionally, all four of our RAs who applied for the Returner RA position were hired back, and all four of our Desk Attendants who applied for a first-time RA position were hired as well. We are very proud of our Anacapa Anacondas!"

Zekee Silos, Anacapa Hall Resident Director
Residential & Community Living



Residential Dining

- Opened the new Portola Dining Commons, which received LEED Platinum certification in December 2017, making it one of the first dining commons in the UC System to receive such a distinction. Expanded the student staff team by 55% and career staff team by 40% to accommodate the new building.
- Opened the Tenaya Market & Eatery, providing a one stop shop for anyone looking to grab a snack, meal, or ingredients to whip up their own meals at home.
- Participated in a Food Waste Study that tested the influence of visible, short food waste signs. Overall, Ortega Dining Commons diners recalled seeing the signs and more than half said it impacted their food choices.
- Teamed with national group Food Forward on Earth Day at Carrillo Dining Commons to promote plant-based meal options and opportunities for healthier dining choices.
- Exceeded UCOP's sustainability goal of 20% of food and beverage spending be sustainable by 2020. We achieved 34%, and 51% of our produce is now sustainable.
- Designed a Portola Culinary Training binder and facilitated a two-week training program focused on equipment and facility use, sustainability, and product and ingredient innovation.
- Created over 500 recipes focusing on plant forward dishes with emphasis on flavor and innovation through a team coordinated recipe development for the new Portola.
- Showcased our Dining Program by providing tours of our facilities to various groups.
- Donated equipment from the old Portola kitchen to the Goleta School District including over 3,000 pieces of dishware.
- Catered to over 12,000 special event guests from July–Sept 2017.
- Celebrated Ortega's 60th birthday with a fifties and sixties themed dinner.
- Provided Concessions for many special events including Harlem Globetrotters, LA Galaxy Soccer Exhibition, UCSB Men's Soccer vs. Cal Poly SLO (attendance 10,000+), AS Program Board's Extravaganza concert with 6000+ in attendance, and Commencement Weekend (17,000+ in attendance.)
- Served more than 2.3 Million meals to our students during the academic year.

“In Fall 2017, the Tenaya Market & Eatery opened, and I had the opportunity to implement the Point of Sales system for this complex retail store. Working closely with various stakeholders, I successfully reorganized and added over a thousand new items to two software programs. I enjoy projects that allow me to collaborate with coworkers and contribute to our department and campus community. Intricate projects like this allow me to demonstrate my attention to detail and desire for continuous learning.”

Danielle Kemp, Dietitian, Purchasing & Systems Manager, Residential Dining



Residential Operations

- Partnered with ARIT and DFSS to successfully implement WebTMA as our new computerized maintenance management software. This upgraded system is completely mobile and paperless, and has streamlined business processes and provided much better data and metrics on response times and work order volume.
- Participated in a two-year RFP and systemwide bid process to standardize agreements between campuses and develop strategic sourcing procedures for Building Automation Systems. This resulted in four vendors being awarded agreements which provide deep discounts and early payment incentives resulting in significant savings.
- Completed and coordinated move-in opening logistics for 1,000+ new beds in San Joaquin Villages, as well as the new Portola Dining Commons and the Tenaya Market & Eatery. Expanded our team to provide operation and maintenance support of these new facilities, in addition to successfully completing the first year of service for The Club & Guest House as well as the Charles T. Munger Physics Residence.
- Partnered with DFSS project teams to successfully achieve LEED Platinum certification for both San Joaquin Villages and the new Portola Dining Commons, as well as LEED Silver certification for The Club & Guest House.
- Installed new boiler systems for Santa Catalina that are low-emitting and have the best available pollution control technology.
- Upgraded equipment at the Santa Ynez Maintenance Shop to provide multiple fill posts and fast fill for CNG fueled vehicles.
- Partnered with DFSS colleagues to install a 722kW solar photovoltaic shade structure on top of Parking Lot 50 as part of a campus-wide power agreement with SunPower.
- Completed lighting retrofit projects with new LED fixtures installed at Corwin Pavilion, Carrillo Dining Commons, HDAE offices, and Santa Rosa offices.
- Offered new Zumba & Pound Fit classes and 21-day Sugar and Salt Reduction Challenges for staff.
- Partnered with campus wellness group on a “Take the Stairs” campaign with focus on San Nicolas Residence Hall and the health and energy saving benefits of using stairs.
- Awarded Healthy Campus Network grants for funding of HealthGuard kiosk placed in the UCen which measures weight, blood pressure, heart rate and body fat.
- Awarded \$25,000 Be Smart About Safety funds for purchase of equipment and tools that improve safety and productivity.

“A favorite part of my job is that students know me by name and they feel comfortable with me. One Sunday morning, as I was cleaning the bathrooms, I found a student having a medical emergency and I immediately reported the incident. Medical assistance arrived and the student recuperated quickly. I was happy to be of help to the student and the student was very thankful for my quick response.”

Sandra Ortiz, Sr. Custodian
Residential Operations



Transportation & Parking Services

- Hosted Traffic Control and Flagging Training for our department as well as Residential Operations and Facilities Management.
- Upgraded all 72 permit dispensers on campus to improve credit card security to top P2PE standard.
- Developed a model to support and encourage UCSB staff and faculty participation in the re-timed Pacific Surfliner commuter train. Initiatives included adding vanpool options from the Goleta train depot to campus, creating a pre-tax payroll deduction option for passes, and acquiring four electric scooters for campus community members to test as a last-mile transit option.
- Partnered with Sustainability and the Sustainable Transportation Committee to evaluate and select a campus bike share vendor.
- Refreshed long-term parking permits, incorporating campus landmarks.
- Partnered with Design & Construction Services to communicate parking impacts and mitigate issues related to the Jeff and Judy Henley Hall construction.
- Refreshed aging Parking Services Office along with new low water-use landscaping for an improved customer experience.
- Provided the UCSB community support in response to the Thomas Fire and floods.
- Resumed fleet replacement program after a moratorium of more than two years.
- Acquired a customized refrigerated van for use by the Associated Students Food Bank.
- Created high visibility metal directional signage for major events to enhance customer experience and reduce single-use printed and laminated signs.
- Increased alternative fuel vehicles in campus fleet by acquiring four additional all-electric Nissan Leafs for a total of eight.
- Processed approximately 2,500 vehicle reservations travelling to all areas of California, as well as the western states.
- Facilitated the maintenance of 427 University vehicles with a collective ~175 million miles driven by the fleet.
- Coordinated more than 300 events in addition to informal requests.



“I believe everyday is a success as an individual, department and campus community. Our team is unique in the sense that we work closely with almost every department on campus during the course of the year. From ensuring a space reservation for a special guest or dignitary, to coordinating major campus events such as Parents & Family Weekend and Move In, it is a joy and honor to collaborate with the wide variety of departments and people that contribute to UC Santa Barbara’s success. We soooo rock!”

Malinda Carrasco, Guest Services Coordinator
Transportation & Parking Services

UCSB Campus Store

- Continued to maintain 15,000 square feet of sales floor and an e-commerce website with 21 career staff and 70 student staff.
- Rented more than 20,400 textbooks in fiscal year 2017-2018, which resulted in savings for students on Course Materials.
- Added a “Study Zone” in the Textbook Department providing students with much needed study space.
- Hosted an information session for Campus Textbook coordinators to update them on new trends in Course Materials.
- Participated in a Career Fair sponsored by UCSB Career Services to recruit student employees.
- Hosted the annual Grad Fair to provide graduating students with information, a free photo sitting and graduation related items.
- Provided More than 5,000 Bachelor gowns to graduating students.
- Increased our offering of health and beauty products to provide our resident students with an on-campus resource.
- Added additional “1944 Sale” events to offer students apparel products at steep discounts.
- Continued our sponsorships of Parents and Family Weekend, the All Gaucho Reunion and United Way Day of Caring.
- Received and processed more than 13,877 online orders.
- Donated merchandise and gift cards to more than 100 student groups, campus departments and off-campus charitable groups.
- Repaired more than 800 laptop and iMac computers with our two Apple certified technicians.
- Hosted 280+ UCen students at the annual Student Appreciation Night. Career staff served our students and provided a pizza dinner and discounts on merchandise.



“I joined the team in 1993 where I am responsible for displays and the merchandising of product and how it relates to other products in the store, retail research, contact with vendors, and the setup of events and promotions to generate foot traffic in the store. One recent success I coordinated has been the Yerba Mate beverage tasting and promotion. The buy two cans for \$5 promo generated sales of 321 cans sold in the first week. On average 12 cans per week are sold.”

Frank Ramirez, Visual Merchandiser
UCSB Campus Store

University Center Administration

- Installed new furniture in the upper Hub, Hub patio, main lobby and Starbucks patio, and replaced the A/C system in Corwin Pavilion.
- Implemented the Social Tables design software for the Meetings & Events team, which is staffed entirely by students. Booked more than 2,500 reservations resulting in a total of 170,000 attendees at events in our facilities.
- Updated building signage at the entrance of the Campus Store.
- Implemented the use of ACCESS cards with a chip for entrance on to MTD buses, and produced more than 12,000 new cards through the ACCESS Card Program.
- Recorded more than 10,000 students, staff, faculty and visitors visiting the UCen daily to eat, drink, shop, study or attend a meeting or event.

Distribution & Logistical Services

- Initiated the tracking of UCSB Mail Services morning arrivals to all UCSB departments in order to ensure timely and quality service.
- Received and handled 20,000 pieces of Incoming US Mail, 16,500 pieces of Outbound US Mail, and 1,500 parcels each week for UCSB campus offices.
- Implemented the acceptance of credit/debit cards by UCSB Surplus Sales.
- Completed all assigned Furniture Services duties for Commencement, spending more than two weeks working before, during and after the ceremonies.
- Increased daily foot traffic by 20% and average daily sales by 25% for UCSB Surplus Sales. Achieved a one-day sales record on June 21 of just under \$4,000, and just under \$500,000 in yearly recharges. This increase is partially due to promotions on various social media channels that increased exposure to the Santa Barbara community.

Events Center

- Installed a new scoreboard, including stat boards.
- Hosted AS Program Board's Delirium Concert featuring DJ Tchami, The Warm Up Concert featuring Vince Staples, the Harlem Globetrotters, Career Services Fall and Spring Fairs, and 40 ICA Women's Volleyball, and Men's and Women's Basketball games each season. The Events Center operates with a staff of 100% UCSB students, working for Building Manager, Donnell Dixon.
- Designated The Thunderdome as a functional Evacuation Center during natural disasters.



"We have had several successes at the UCen. Our student crew is fully staffed and works well together to complete our many daily tasks. One hundred and fifty feet of new sewer line and two submersible pumps were installed, much needed tile work was completed around the exterior of the building, the HUB has new doors, and Corwin Pavilion finally has working AC units. The 2017-2018 year was a great one for the UCEN."

Hugo Rios, Building Maintenance Manager
University Center

University Center Dining

- Debuted new retail items such as Vegan Asian Slaw with Kelp Noodle, Vegan Chicken Sandwich, Cubano sandwich and Vegan Orzo Pasta Salad
- Updated labeling for UCen Catering to help improve, educate and inform clients of allergens and nutrition information.
- Managed to provide service to all clients and events during the Thomas Fire, and rescheduled 90% of events that needed to be moved.
- Celebrated Starbucks' one year anniversary on August 7, which has served 163,000 beverages since opening.
- Served over 1.6 million customers out of our Cafés and C-Stores, including Starbucks, selling more than 2.5 million items, while generating over \$7.2 million dollars in sales. Achieved highest grossing sales to date during Spring Insight, with a 3,620 customer count and sales for the day totaling \$26,790.
- Received 100% score from the Health and Safety inspection for the student run Summit Café in the Library during the Spring Quarter.
- Received Green Business Certification for the Summit Café. With the exception of Starbucks, all Retail Dining units are now Green Business certified.
- Sold 42,830 servings of soup made from scratch by the "Soup Guy" at Coral Tree, Courtyard Café and Romaines. Offered 24 different meat soups and 25 different vegan soups during the 8-week cycle. In addition, 52 different items come out of the central kitchen daily.
- Catered 2,500 events this year with two full-time cooks, including catering the Staff Appreciation BBQ and serving 3,366 guests over Commencement Weekend.
- Offered 750 organic products at The Arbor, ranging from beverages, bars, snacks and other grab and go goods.

"For me, monetary gain is not a measure of success. It's all about being happy with what you do. Getting to work every day, and working with people from different backgrounds and with different personalities is part of the success in my career. Root 217 is successful by providing healthy choices and comfort foods to our customers. My team and I always try to provide wholesome foods with fresh quality ingredients prepared daily. I love cooking and every single item we serve to our customers is a "Labor of Love"!"

Liza Holmes, Manager of Root 217
University Center Dining



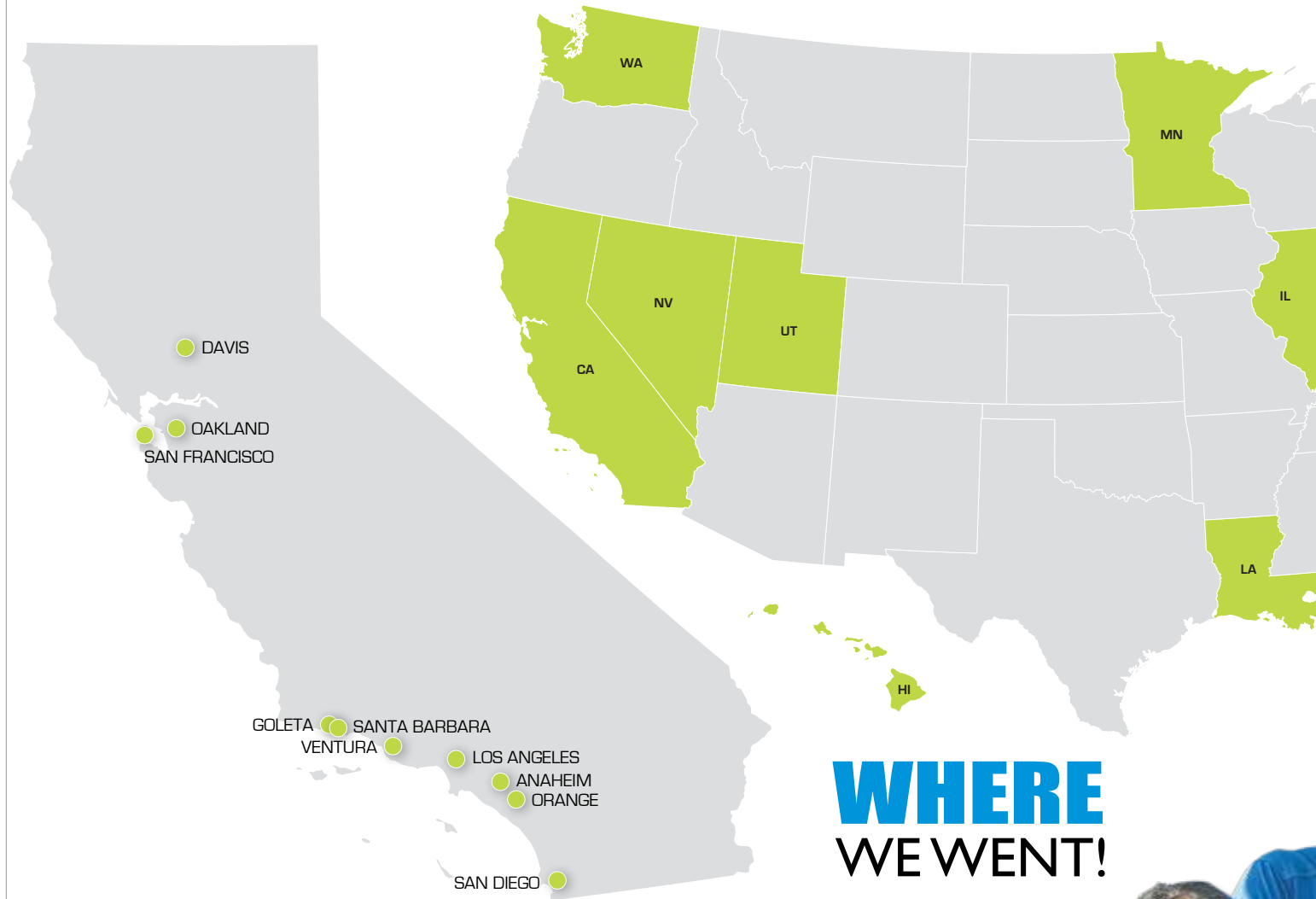
Valuing *our* Employees

CONTINUOUS LEARNING & GROWTH has been a long held value of Housing, Dining & Auxiliary Enterprises. As the largest on-campus employer, with 680 career staff and 1,860 student staff members, we recognize that our greatest resource are the people who work here and are committed to the professional and personal development of our employees.

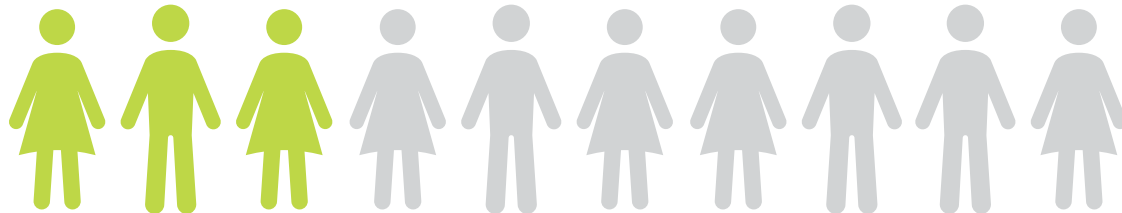
Staff members are actively involved in training opportunities, professional conferences, and our internal Learning & Development programs. Whether they are interested in acquiring new skills, sharpening those they already have, or advancing their leadership potential, we support programs and opportunities that help our staff achieve their professional goals and personal aspirations.

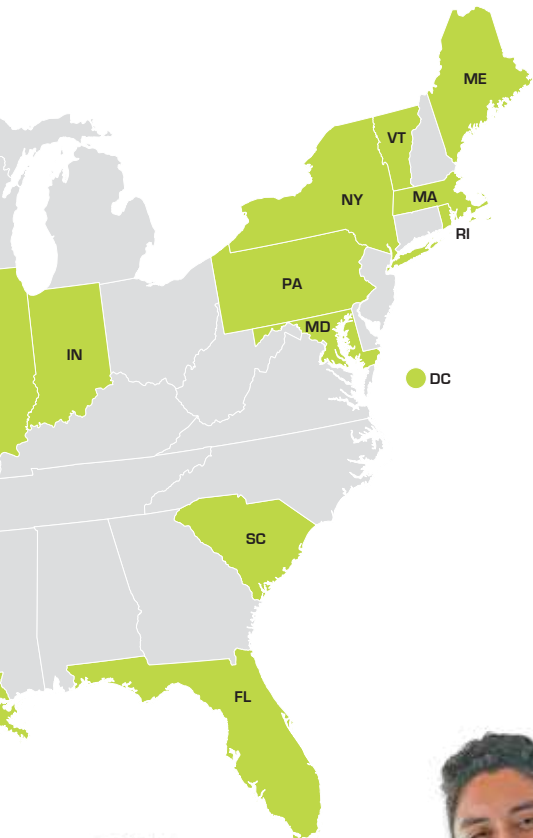
Student employees are the backbone of our workforce in many areas including maintenance, food service, network services, resident assistants, clerical, transportation, and wait staff. It's a win-win situation, as students get to enter the job market, gain valuable career skills, and work close to where they live, while HDAE has an excellent part-time workforce.

In 2017-18, approximately 30% of HDAE's career staff participated in professional development across California and the nation, and attended conferences and training covering a wide range of areas related to the work done in our division.



PARTICIPANTS 30% of Housing, Dining, & Auxiliary Enterprises





TYPES OF CONFERENCES



Learning & Development

Authentic Leadership

Marisol Gomez, Jacqueline Hilliard, Aaron Jones, Chris Kelsey, Kristine Lehman, Tom Spiva, Christopher Zbinden

Crucial Conversations

Bryan Aceves, Amy Boyle, Kristine Lehman, Jessie Long, Sheila Lu, Eriko MacDonald, Megan Muneio, Lori Nicolaides, Arturo Ortiz, Emma Parker, Kimberly Paul, Jamie Powell, Leslie Ramirez, Arjun Sarkar, Terrie Tran, David Velasquez

English as a Second Language

Gloria Carreno, Alma Jaimes, Ofelia Montano, Yolanda Murillo, Graciela Nunez, Betty Orozco, Sandra Ortiz, Oscar Penaloza, Yesenia Uribe, Maria Velasco

Frontline Leadership Program

Paul Barragan, Geraldo Diaz, Jaime Garcia, Oscar Luna, Thomas Nilon, Alberto Perez, Gabriel Trejo

Frontline Leadership Program - Bilingual

Elvira Alvarez, Jesus Amaro, Sara Flores-Ortega, Carlos Gomez Solano, Gerardo Martinez, Adrian Terrazas-Aguirre

Professional Competency Program

Mickael Blanco, Cristina Esparza, Kristine Lehman, Jessie Long, Megan Muneio, Lori Nicolaides, Kimberly Paul, Leslie Ramirez, Arjun Sarkar, Becky Villaneda, Mandy Yoshida

Professional Competency Program - Bilingual

Isaac Aguirre, Jose Antonio Ceballos, Alma Jaimes, Bertoldo Leon Mateo, Martin Ruiz, Adrian Terrazas Aguirre, Angelica Villalobos

Sustainable Leadership

Ashley Monser, Alejandra Orozco, Bobby Pizano, Shelly Vargas

The Fred Factor

Elvira Alvarez, Maria Arroyo, Marylu Diaz, Laura Hoffman, Alberto Perez, Ricardo Ruiz, Martin Valdez

Toastmasters

Malinda Carrasco, Marylu Diaz, Andrew Jordan, Camille Locklear, Ron Varenchik

Transtions in Work & Life

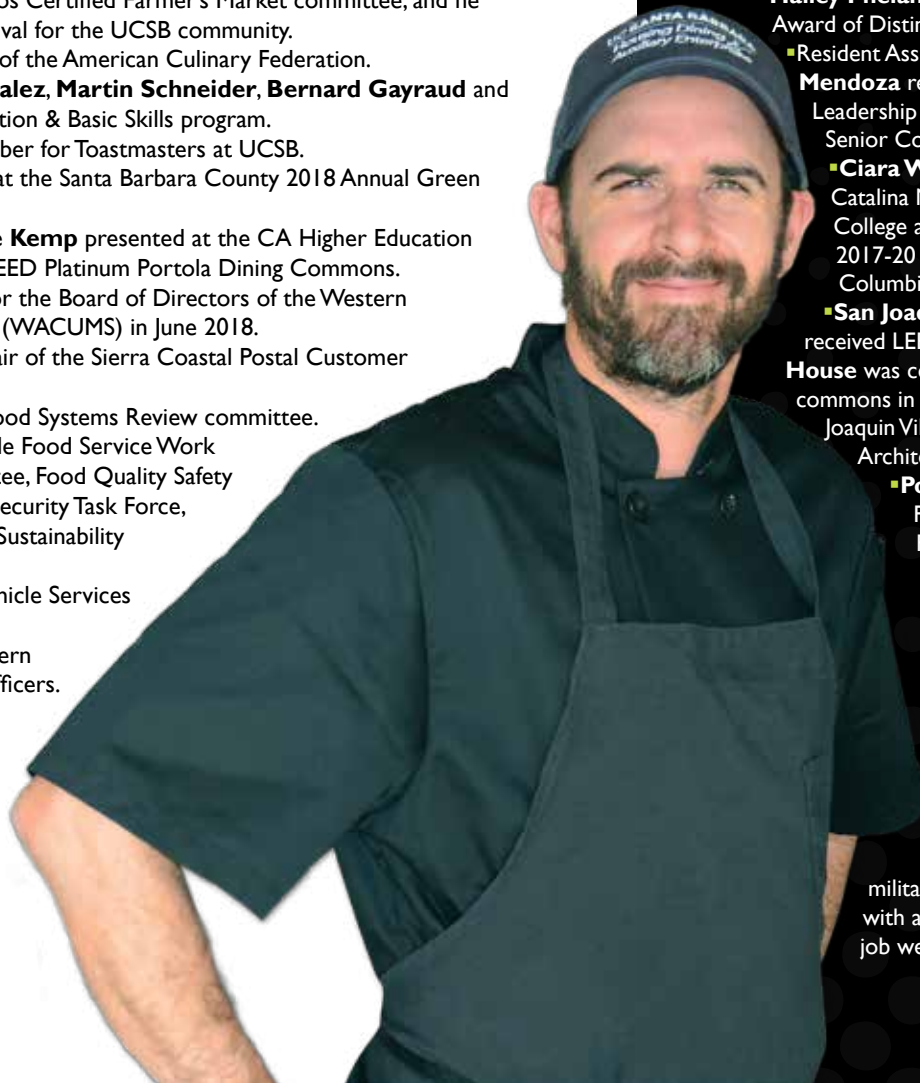
Michelle Figueroa, Jessica Fougere, Jose Gonzalez, Danielle Kemp, Chris Lyon, Eric Zobel

Contributions to the Profession

2017-2018

- **Marlene Cohen** was the keynote speaker for the International Optimist Club and was a presenter for the National Coalition of Just Communities.
- **Lisa Slavid** served as Assistant Executive Dean on the Semester at Sea fall 2017 voyage and continues to serve as a member on the Board of Trustees for the Semester at Sea Institute for Shipboard Education.
- **Gary Scott** and **Denise Saldares** serve as Co-Chairs for the UCSB Web Standards group.
- **Masha Aksenova** serves on the UCSB Women in Technology Steering committee.
- **Lauren Weiner** served on the campus-wide UCSB United Way Committee.
- **Leo Ayala, Kristen Burnett, and Yasmin Quigley** conducted Restorative Justice training for Santa Ynez High School.
- **Peter Pereda** is an active member of the Gauchos Certified Farmer's Market committee, and he coordinates the biannual campus Food Truck Festival for the UCSB community.
- **Dusty Cooper** and **Brian Smith** are members of the American Culinary Federation.
- **Danielle Kemp, Dusty Cooper, Joseph Gonzalez, Martin Schneider, Bernard Gayraud** and **Bryan Aceves** taught classes for the Food, Nutrition & Basic Skills program.
- **Camille Locklear** was selected as a board member for Toastmasters at UCSB.
- **Mark Rousseau** served as the keynote speaker at the Santa Barbara County 2018 Annual Green Business luncheon.
- **Mark Rousseau, Brian Graham, and Danielle Kemp** presented at the CA Higher Education Sustainability Conference (CHESC) on the new LEED Platinum Portola Dining Commons.
- **Richard Avila** was appointed member-at-large for the Board of Directors of the Western Association of College & University Mail Services (WACUMS) in June 2018.
- **Jim Hernandez** was appointed Industry Co-Chair of the Sierra Coastal Postal Customer Council (PCC) in January 2018.
- **John Lazarus** served as Chair for the CHESC Food Systems Review committee. He also served on the system-wide UC Sustainable Food Service Work Group, Chancellor's Sustainability Waste Committee, Food Quality Safety and Sanitation Steering Committee, UCSB Food Security Task Force, UCSB Food Policy Subcommittee, and the UCSB Sustainability Committee.
- **Arjun Sarkar** presented with UCLA Campus Vehicle Services on the Carbon Neutrality Initiative at CHESC.
- **Tyler Miller** served as the President of the Western Association of College and University Housing Officers.

Mickael Blanco, pictured at right, was a presenter at the California Higher Education Sustainability Conference, and offered three demonstrations for the Food, Nutrition & Basic Skills program. He was also interviewed by Food Service Director Magazine about the UCSB Soup Guy program, and by a French newspaper about vegan options we serve at our campus retail units.



RECOGNITIONS

- The **Summit Café** received a Green Business Certification from the County of Santa Barbara.
- The Multimedia Communications & Marketing Team – **Julie Levangie, Mandy Yoshida** and **Eric Zobel** – won 3 ACUHO-I Marketing Awards: 2nd place in the social media category for the UCSB Residence Hall Buzzfeed Quiz, 2nd place in the “other printed piece” category for The Channel Islands Wildlife Mural in the Carrillo laundry room, and 3rd place in the digital marketing category for The Club & Guest House touchscreen.
- **Julie Ballesteros** received the AI Day Service Award from the Residential Housing Association Coordinating Board. This award is presented annually to a staff member for providing service above and beyond the call of duty to our residence hall residents.
- **James Harrington**, Resident Assistant, received the Dean of Undergraduate Education Award.
- **Hailey Phelan**, Resident Assistant, was recognized with a University Award of Distinction.
- Resident Assistants **Isaiah Lee Escobar-Henry** and **Ana Lucia Mendoza** received the Vice Chancellor's Award for Scholarship, Leadership & Citizenship. **Ana** was also recognized with a Senior Co-Curricular Excellence Award.
- **Ciara Wong**, a second year Resident Assistant in Santa Catalina North Tower, was chosen by the Pacific Affiliate of College and University Residence Halls (PACURH) as the 2017-2018 RA of the Year for the Pacific Region (British Columbia down to Hawaii).
- **San Joaquin Villages** and **Portola Dining Commons** received LEED platinum certifications, and **The Club & Guest House** was certified LEED silver. Portola is one of the first dining commons in the UC System to receive such a distinction. San Joaquin Villages also received a AIA Los Angeles Residential Architecture Award.
- **Portola Dining Commons** was featured as the FoodService Operation of the Month for May in FoodService Director magazine.
- **Lia Romero** received a certificate of recognition from the City of Goleta for her CERT (Community Emergency Response Team) volunteer work during the Thomas Fire disaster.
- Executive Director of Campus Dining, **Jill Horst**, was featured as one of eighteen “Future Food Service Leaders” in Food Service & Equipment Supplies magazine.
- **Sally Vito** and **Jesus Gama** were recognized for their work during the Thomas Fire by a Colonel of the National Guard. Following a military tradition since World War II, they were presented with a commemorative coin as a sign of appreciation for a job well done.



This year's "Looking Ahead" page honors the dedicated HD&AE staff members who worked tirelessly on implementing UCPATH, the new Payroll, Academic Personnel, Timekeeping and Human Resources system going live in Fall 2018. This was a huge process that represented years in the making. Thank you for your service and commitment!

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 division, our primary focus is on keeping the organization running efficiently and advancing the organization to its highest potential. Our strategic priorities for the 2018-19 fiscal year are:

- The Educational Experience of our Students
- Developmental Opportunities for Staff
- Managing Budgetary Challenges
- Managing Enrollment Growth
- Shifting Priorities for Success (*adapt private sector best practices*)
- Diversity & Social Justice
- Continuing to Lead in Sustainable Practices
- Partnering & Outreach
- Technology Management
- Asset Management & Facility Renewal

Financial Statements

Core Funds*

ARIT	1,103,055
Mail Services	440,566
Transportation Alternative Programs	350,835
University Community Housing	305,602
Events Center	178,269
Subtotal Core Funds	2,378,327

Student Fees

Events Center	514,901
Transportation & Parking	227,596
University Center	2,930,223
Subtotal Student Fees	3,672,720

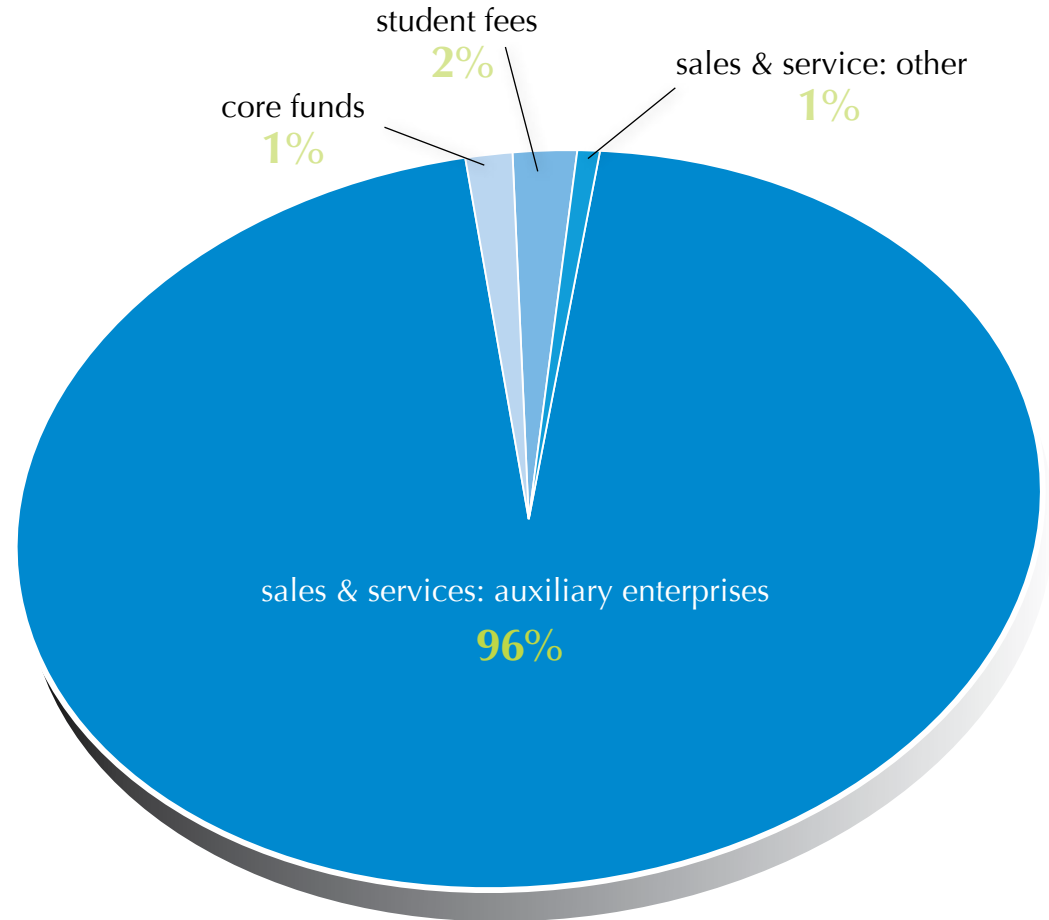
Sales & Services - Other

Distribution & Logistical Services	38,293
Events Center	48,342
Transportation & Parking	883,034
The University Center	171,514
University Community Housing	25,992
Subtotal Sales & Services - Other	1,167,175

Sales & Services - Auxiliary Enterprises

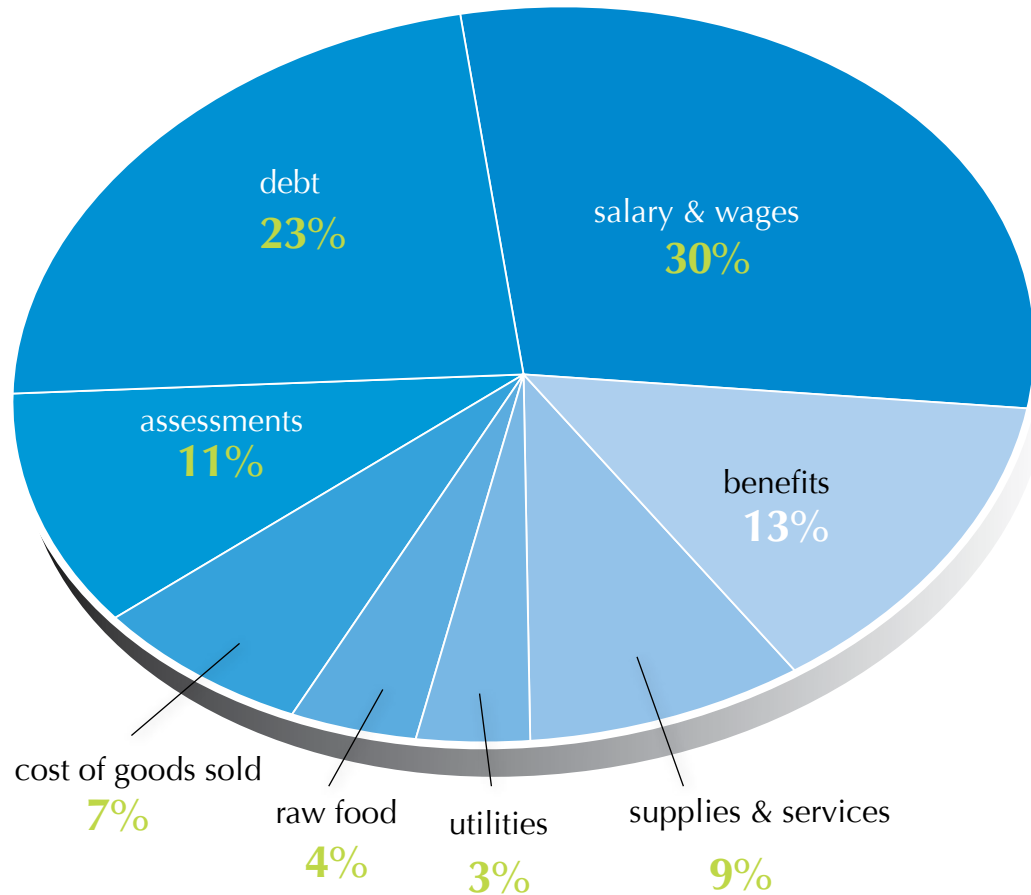
Campus Dining	1,421,629
Conference & Hospitality Services	6,586,057
Faculty/Staff Residential	763,890
Interest Income	1,178,324
Other	873,992
Recharge	8,099,933
Residential Living - Room & Board	123,451,475
The Club & Guest House	1,037,100
Transportation & Parking	5,949,485
UCEN Dining	9,287,818
UCSB Campus Store	10,696,231
University Center	1,547,728
Subtotal Sales & Services - Auxiliary Enterprises	170,893,661

TOTAL HDAE REVENUE **178,111,883**



*Revenue for Core Funds = Expenditures

HOUSING, DINING & AUXILIARY ENTERPRISES 2017-2018



Operating Expense

Salary & Wages	45,766,886
Benefits	20,739,453
Supplies & Services	13,455,965
Utilities	5,274,450
Raw Food	6,605,948
Cost of Goods Sold	11,219,296
Subtotal Operating Expense	103,061,998

Non-Operating Expense

Assessments	16,383,811
Debt	34,859,686
Subtotal Non-Operating Expense	51,243,496

TOTAL HDAE EXPENSE

154,305,494

Net Income/(Deficit)

23,806,389

In Closing...

Willie Brown

Associate Vice Chancellor

The noted author and educator Joseph Campbell once said “we must be willing to get rid of the life we planned; so as to have the life that is waiting for us.”

What this suggests is that we must remain vigilant in our efforts to ensure that everyone remains safe, secure and engaged in our society, even when the circumstances around us change dramatically. It means that we must embrace the new and reframe our actions so that our outcomes produce the results that we desire. It means that when one plan does not work, we make a different plan. It means that it is okay to replace good ideas with great ideas.

We are about raising the spirit of our humanity from the mud and ashes.

Peace

Below is a section of the 2017-18 mural that graces the San Miguel Residence Hall exterior stage. This year's theme was “community” which student artist Caitlin McLaughlin beautifully captured.



HOUSING, DINING & AUXILIARY ENTERPRISES

Julie Levangie
Shalauna Miller
Eric Zobel

Eric Zobel

Willie Brown
Julie Levangie
Shalauna Miller

Willie Brown
Julie Levangie
Shalauna Miller

Bruce Damonte
Mike Eliason
Jeff Liang
Matt Lim
Tony Mastres
Mark Rousseau
Mandy Yoshida



digiknow.tumblr.com



The 2017-18 Housing, Dining & Auxiliary Enterprises Annual Report was printed on Domtar's Cougar Smooth 80# uncoated paperstock using 10% post-consumer recycled content in keeping with campus' sustainability goals.

