



Housing, Dining & Auxiliary Enterprises

Annual Report | 2018-2019



IT IS MY HONOR 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 2018-19 academic year. With the launch of our WE CARE values we reaffirm what I have known for the past 30 years, that we are an organization that is deeply rooted in employee engagement, sustainable practices, and innovative problem solving all the while keeping excellent

2019 Deepening Understanding Conference keynote speaker Harry LeGrande, Vice Chancellor Emeritus of UC Berkeley, and Willie Brown, HDAE Associate Vice Chancellor.



service to our UCSB students as a central tenet of our work.

As the Associate Vice Chancellor for HDAE, chief housing officer, and chief auxiliary officer, I am encouraged by the extraordinary work taking place across our division. We have adapted to the ever-changing needs of students, most notably in the areas of basic needs and mental health. Efforts to update and streamline many programmatic and business practices have been initiated and implemented that will serve us well as we look toward the future. Collaborative initiatives are underway between not only HDAE departments but with other campus departments to align our work and increase efficiencies.

This year's report spotlights our Learning & Development program, and the high value benefits these programs and courses provide to our staff. In 2018-19, we offered over 17 courses through the HDAE Learning & Development program, keeping alive our commitment to the personal and professional development of our employees. We understand that an engaged workforce is a productive workforce, and that by investing in our

employees we are creating an environment where success can be had at the personal, professional, and organizational level. The long-held value of employee education is one that sets HDAE apart and is one of our greatest points-of-pride. Our goal always is to have an HDAE staff that is diverse in its composition, and exceptional in its qualities.

As we continue to grow our capacity to be Welcoming, Ethical, Collaborative, Agile, Respectful, and Excellent, we demonstrate to the campus, to our customers, and most importantly, to our students that WE CARE. I am energized by what we have accomplished as a team in 2018-19. Please take a moment to acknowledge the dedication of the staff in Housing, Dining & Auxiliary Enterprises as we continue to provide exceptional service.

Wilfred E. Brown, Associate Vice Chancellor

Above: the new 15' x 50' state-of-the-art video board at the Events Center (aka The Thunderdome.)

Success Story: Learning & Development

LEARNING IS NOT JUST SOMETHING we do when we are young, it is a lifelong process to be cultivated and nurtured. Our Associate Vice Chancellor, Willie Brown, has a deep understanding of the connection between continuous learning and growth to personal and professional success. He demonstrated this commitment by creating a Learning & Development Specialist position first filled by Patty Aijian. As the program grew, Marlene Cohen was hired to serve as the first Bilingual Training Specialist. Their legacies have been carried on by Lisa Slavid, Gracie Huerta, and many guest presenters from across our organization.

As the largest on-campus employer, our greatest resource are the people who work in HDAE. Using this concept, we provide learning opportunities for all employees in a variety of ways intentionally focusing on the small group cohort model, which increases connections and collaboration across units. The Organizational & Performance Management team offers a variety of classes, workshops, and conferences annually to our staff. Some of the offerings include Crucial Conversations, Front Line Leader Training, Professional Competency Program, Sustainable Leadership, and Transitions in Work & Life. An average of 300 employees take advantage of this unique job perk each year.

We are also proud to offer classes for our employees whose primary language is Spanish. What started as training in Word and Excel and courses in English as a Second Language has grown into a robust offering of classes presented in Spanish. At the time of inception, the Bilingual training program was the first of its kind in the UC system. In 2018-19 a new course on computer literacy was implemented. Taught by current UCSB students, this course was designed to provide employees with a general understanding of password management and how to use the internet as a resource, as well as information on the internet-based systems we use in our work such as Gmail and UC Path.

A highlight of the Learning & Development season is the annual Deepening Understanding: Respecting & Understanding Differences conference. This half-day conference brings together employees from across HDAE and campus to participate in workshops and discussions around topics of diversity, inclusion, representation, and community. Living out the HDAE WE CARE values, it is the goal of this conference to create an environment where the rights and dignity of others are respected, and

to equip our employees with the tools and understanding to create a thriving living and learning environment.

In addition to the in-house classes, many staff attend conferences held by professional associations. The best ideas and practices shared at these conferences make their way back to HDAE. Examples are the Residential Curriculum Program in Residential & Community Living and the implementation of car counting software by Transportation & Parking Services.

Investing in our staffs' personal and professional development has many benefits for our employees and our organization. Participating in these activities increases employee engagement, creates stronger teams, builds relationships across departments, and helps us serve our students in deeper ways. When employees are empowered to learn new skills, tackle new challenges, and take on leadership roles we are investing in and preparing for the future success of HDAE.



At right: Cristina Martinez of Residential & Community Living, Shelly Vargas of Residential Operations, & Lisa Slavid of HDAE Organizational & Performance Management participating in a group art project at the annual HDAE Deepening Understanding Conference.



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:

- Associate Vice Chancellor's Office (Communications, Marketing & Social Media; Organizational & Performance Management)
- Business & Financial Planning (Administrative & Residential Information Technology (ARIT), Budget & Finance; Conference & Hospitality Services; The Guest House at The Club & Guest House; Faculty Housing Services)
- Campus Store (Computer Sales; Course Materials and Supplies; General Merchandise)
- Campus Dining (Arbor, Buchanan, Corner Store; Carrillo, De La Guerra, Portola, & Ortega Dining Commons; Coral Tree, Courtyard Café, Romaine's, Root 217, Summit Cafe; Concessions; Miramar Pantry; Special Events & UCen Catering; Tenaya Market; The Dining Room at The Club & Guest House)
- Residential & Community Living (Family, Graduate & Undergraduate Apartments; Judicial Affairs; Program & Student Leadership Development; Residence Halls)
- Residential Operations (Custodial & Landscape Services; Environmental, Sustainability & Energy Programs; Health Advocacy & Wellness; Maintenance Services; Project Coordination)
- Transportation & Parking Services (Parking, Special Event Parking; Permit Sales; Transportation Alternatives Program; Vehicle Rentals)
- University Center Administration (Conference Services; Distribution Services; Events Center; Furniture Services & Surplus Sales; Mail Services & Central Receiving; Post Office; The HUB, UCen Cashiers)

The following is a unit-by-unit sampling of the accomplishments and goals realized by Housing, Dining & Auxiliary Enterprises during the 2018-19 fiscal year. Each of the program units within the division have chosen to highlight several key events from this past year.

At right: UCSB Residential Housing Association's annual Week of Welcome Ice Cream Social at Storke Plaza. Students dance the night away with a DJ, meet new friends, and, you guessed it, eat ice cream!





Associate Vice Chancellor's Office

- Collaborated with leadership of Administrative Services on three strategic initiatives - Service Excellence, Talented Staff, and World Class Facilities.
- Partnered with the Project Management team to restore office spaces following severe roof damage from the fall of an 85 foot tall Eucalyptus tree.
- Celebrated milestones for 88 staff members for a combined 1,235 years of service.
- Donated 1,141 meal tickets to Student Initiated Outreach Programs focused on exposing youth from underrepresented communities to the college experience.

Multimedia Communications & Marketing

- Collaborated with The Club & Guest House to celebrate its 50th Anniversary with multiple pieces, including a 32' wide history wall and 14 light pole banners.
- Enhanced the HDAE website by expanding the translation of information to 103 languages and creating a new community page for LGBTQ+ and Gender Inclusive Housing.
- Continued to work on multiple projects for revenue generating areas, Tenaya Market & Eatery, Catering & Concessions, Conference & Hospitality Services, the Off Campus Meal Plan, and The Club & Guest House.
- Brightened up multiple spaces throughout HDAE, including partnering with Athletics to create large wall graphics for three recreation rooms in San Joaquin Villages.
- Recognized by ACUHO-I with two Marketing Awards.

Organizational & Performance Management

- Held the second annual Strategic Planning forum where units gathered to share their successes and goals for the three outcomes of World Class Facilities, Talented Staff, and Service Excellence.
- Launched the Collaborative Leadership Forum, which included the programs "Orchestrating Excellence", "Leading through Change" and "Solving the Productivity Puzzle."
- Finalized the new WE CARE values – Welcoming, Ethical, Collaborative, Agile, Respectful, and Excellent.
- Held the 5th annual Deepening Understanding conference with 150+ attendees.
- Conducted the second HDAE-wide employee engagement survey. 72.4% of our employees are engaged, which is 11.6 engaged employees to every one disengaged.



22
STUDENTS

Gracie Huerta partnered with student worker, **Lizette Vaca**, to hire a team of 22 students for one-on-one tutoring in English and computer literacy for our Spanish speaking staff.

Business & Financial Planning

- Provided training and support to 30 UCPath Initiators and Approvers to ensure a successful Go Live process.
- Rolled out a new major maintenance database that is more interactive and user-friendly.
- Created and implemented the Major Maintenance project approval form via DocuSign.
- Completed the transfer of all payroll and University Center Administration operations to the campus general ledger.
- Began transitioning the University Center financials to the campus general ledger.

Administrative & Residential Information Technology (ARIT)

- Deployed WebTMA successfully for both Residential Operations and Design, Facilities & Safety Services.
- Developed custom UCPath Go-Live interfaces for Transportation & Parking Services and Human Resources and updated all systems with new UCPath Employee ID.
- Deployed new Windows 10 workstations for all Administrative Services.
- Implemented ClearPass and eduroam migration for all campus wireless.
- Managed a successful migration from SharePoint 2007 to SharePoint Online.

Conference & Hospitality Services

- Hosted 152 summer conferences, 25 of which were new programs.
- Partnered with Residential & Community Living to run a summer housing program for Intercollegiate Athletics Sports Camps at Manzanita Village.
- Initiated a new Orientation Parent Program at San Joaquin Villages.
- Reserved and coordinated 205 Loma Pelona Center Events and 24 West Conference Center Events.
- Created 10 conference and meeting room reservation request forms using the new Qualtrics software.

Faculty & Staff Housing

- Achieved a 97% occupancy rate at the Faculty & Staff Sierra Madre Apartments.
- Processed \$19,423,050 in UC MOP (Home) Loans to assist 24 UCSB Faculty Members.
- Assisted with the recruitment and relocation of approximately 65 new faculty members.
- Offered faculty recruits and new faculty a 90-minute "customized" Housing Tour.

Campus Dining

Residential Dining

- Adopted an online diagram tool, AllSeated. The Conference Dining Team mapped out over 70 locations that are used to create professional to-scale event diagrams.
- Opened The Miramar Food Pantry to assist UC Santa Barbara students with food security issues. Served approximately 300 students per week.
- Recruited two students at Ortega Dining Commons to play the piano during lunch on Tuesdays and Thursdays to help diners relax during their meal times.
- Introduced Waste Awareness pilot program with Portola Dining Commons, reducing food waste by 10% in the first month.
- Presented multiple Food, Nutrition & Basic Skills learning demos for students and staff focusing on simple and healthy cooking tips and tricks.
- Provided Concessions and Catering service to the 2018 College Cup.
- Introduced renovated Concessions Trailers to Caesar Uyesaka Baseball Stadium and the North West Corner of Harder Stadium for sporting events.
- Collaborated with the Financial Crisis Response Team to distribute 24,000 meal tickets to assist students who are facing a financial crisis.

Retail Dining

- Served more than 1.8 million customers during the 2018-2019 fiscal year.
- Provided coffee to the campus community, selling over 314,000 drinks in 2018-19.
- Assisted over 190,000 customers at Starbucks, resulting in reaching the one million dollar mark for the first time.
- Increased Customer Engagement scores at Starbucks by 200% throughout the year.
- Catered the Chancellor's Staff Luncheon during Staff Appreciation Week, serving more than 2600 guests.
- Produced over 282,000 grab-and-go items at the UCen Central Kitchen for our retail outlets, ranging from sandwiches, salads, pasta salads, parfaits, burritos and baked goods to sustain our campus community.
- Developed and hosted the ECO TO GO Reusable Container Exchange Program at the Coral Tree Café, with the goal of reducing single-use packaging.



25,000 STUDENTS

Deployed MTD bus pass integration for all 25,000 UCSB students to ride for free with their Access card. This is managed electronically with an RFID token and nightly updates of registered students, eliminating the need for quarterly stickers.



739,756 TRANSACTIONS

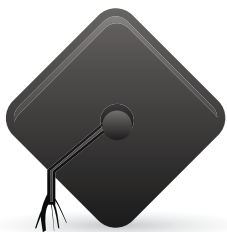
Conducted 739,756 transactions at The Arbor, with Electronic Benefit Transfer (EBT) accounting for 67,845 of the transactions. Overall, 1,240,487 items were sold.

The Club & Guest House

- Celebrated The Club's Golden Anniversary with 50-themed promotions for membership, Guest House and Dining; a large-scale art history wall with a companion pamphlet; a festive gala complete with 1968-inspired menu, live band and remarks from the Chancellor; an archival photo series on social media and a commemorative logo.
- Awarded "Best Renovation" by Unique Venues in October 2018.
- Hosted a Club "Meet, Greet & Eat" open house for campus friends and event planners. Guests explored rooms and venue spaces, sampled bites from lunch and catering menus, entered Guest House and Dining giveaways, and voted for a new menu item.
- Continued member offerings like monthly happy hour events and quarterly dinners with fine food and wine pairings courtesy of The Club culinary team and local winemakers.
- Shared information to parents and families during Orientation check-ins.
- Redesigned The Club & Guest House website homepage with interactive sections and links to Club services, flyers and promotions.
- Integrated the Guest House reservation system with its credit card processing system.
- Developed and incorporated a new Senior Guest Services Associate position for the Guest House.
- Reached full occupancy during important campus events: Move-In, Parents & Family Weekend, All Gaucho Reunion and Commencement.
- Accommodated several multi-day conferences where guests stayed, dined and met, utilizing the entire facility.
- Conducted 22 department visits and presented meeting room and event rates, MOU for Guest House group stays, conference packages and membership offerings.
- Donated a portion of lunch proceeds to the UCSB United Way Campaign, totaling \$500.
- Installed 14 light pole banners that frame the facility and highlight Club services.

Residential & Community Living

- Designed and piloted an intentional curriculum driven programming/activities model where students explore their values, understand others, and contribute to a global society while being academically successful.
- Developed and implemented the Housing Voucher Program in concert with the campus' new Basic Needs committee.
- Created a new hiring guide, seen as a best practice by others across campus, to help ease the transition to the new UCPath system.
- Conceived and developed the "Black Image Series," co-hosting the series with the Multicultural Center.
- Provided vision and leadership to establish a Red Cross Shelter in Isla Vista to help with temporary disaster relief housing.
- Created and hired a new position, Housing Social Worker, in collaboration with Student Health Services, to address the increase in student mental health issues.
- Created a UCPath transaction tracking system to reduce turnaround time for employees with payroll related problems.
- Simplified billing accounts to streamline process for residents and reduce staff time to manage the process.
- Facilitated the transfer of all Family and Graduate Housing parking permits and processes to Transportation & Parking Services.



364 GUESTS

Celebrated the Class of 2019 by offering 364 UCSB Gauchos and their Commencement guests convenient on-campus lodging and fine-dining lunch Friday-Sunday of Commencement Weekend.



\$400,000 FOR INCENTIVES

Collaborated with Summer Sessions and Financial Aid to implement the Summer Housing Incentive program funded with \$400,000 from the University of California, Office of the President.

Residential Operations

- Partnered with all HDAE units to organize fall move-in week logistics (no longer just a weekend!) that created a welcoming and smooth move-in experience for over 9,000 residents and their families — even with a peak check-in volume of over 850 residents checking in during one hour.
- Launched a residence hall and apartment Energy Use Dashboard in partnership with Utility & Energy Services that shows daily energy savings by building and further promotes participation in the Energy Contest and UC Cool Campus Challenge. Manzanita Village had the most participation of any UCSB team in the Cool Campus Challenge!
- Implemented a paperless billing system called EnergyCap after 3 years of collaboration with HDAE Business & Financial Planning and FM Utility & Energy Services.
- Received \$32,500 in rebate funding from SoCal Edison Savings By Design program for the energy efficient design and construction of Portola Dining Commons.
- Expanded the fleet of service vehicles by seven, six of which were alternative fueled vehicles (three electric and three natural gas) to meet operational needs.
- Broadened the wellness program HomeStretch to all HDAE units which now includes over 18 group work-site strengthening programs per week and an additional 50 wellness classes throughout the year (Yoga, Pound-Fit, Learn At Lunch, etc).
- Partnered with ARIT and R&CL to complete the Communications and Wireless Internet infrastructure upgrade for all 250 apartments at West Campus Family Student Housing.
- Continued supporting the minor capital project and deferred maintenance needs of the student-governed Events Center, with over \$850,000 in donor funded projects completed this past year including a renovated Men's Locker Room and a new state-of-the-art video board that is 15'x50' and has equivalent picture quality of a 4K Ultra High Definition television.
- Worked with ARIT to respond to the severe building damages incurred during the storm on February 2. Partnered with the AVC office and Design & Construction Services to manage the emergency restoration projects for West Campus Family Student Housing and the main Housing offices that resulted in an over \$960,000 emergency insurance claim project completed in 24 weeks.

Transportation & Parking Services

- Hosted UC Systemwide Fleet Managers Conference to review trends in fleet and collaborate on best practices.
- Expanded electric vehicle charging capacity by nearly 40% through the use of cost-effective non-networked chargers.
- Increased electric vehicles in fleet by 23% from 35 to 43.
- Re-branded nearly 400 vehicles with new UC Santa Barbara visual identity.
- Transitioned event management from custom-developed database to integrated parking management system.
- Developed a roadmap for fully integrating parking database with UCPath payroll deduction processing.
- Improved data management through Department of Motor Vehicle database access.
- Installed parking structure occupancy system in Mesa 18 structure for improved wayfinding.
- Developed 10-year lot maintenance plan with identified standards for stall markings and striping. Renovated lots for 2018-19 included Lot 8 (UCen Vendor Lot), Lot 29 (near old pool), and Lot 40 (IV Theater).
- Replaced lighting in Lots 14 and 16 (near University Plaza) with energy efficient fixtures that are compliant with updated campus standards.
- Partnered with the Marketing & Communications Team (MarCom) to develop new lot entry sign design scheme. Installed mock-up in Lot 38 and ordered permanent signage for Lot 6.
- Upgraded communications of several permit dispensers for improved connectivity and reliability of transactions.
- Partnered with Residential & Community Living to transition Family Student Housing and San Clemente Villages permit management and issuance to TPS. This completed a phased plan to centralize residential permit management at TPS.
- Installed permanent wayfinding signage throughout campus to guide staff, faculty, and visitors to parking lots with lower occupancy.



964
RESIDENTS

Participated in a pilot composting program for San Clemente Villages' 964 residents to collect their food waste in partnership with Associated Students Recycling and TGIF funding.



60+
STUDENTS

Employed approximately 60 students to manage all major events that come on to campus, including Move-in, Commencement, Halloween, Deltopia, and athletic events.

UCSB Campus Store

- Continued to maintain 15,000 square feet of sales floor and an e-commerce website with 19 career staff and 70 student staff.
- Donated over \$2,200 to the UCSB United Way Campaign from the Campus Store "round-up program."
- Donated over \$2,400 to the Coal Oil Point Reserve from the Jostens regalia environmental sustainability project.
- Hosted 280+ University Center student workers at the annual Student Appreciation Night. Career staff served our students and provided a pizza dinner and discounts on merchandise.
- Participated in several campus author book signing events.
- Hosted the Community Service Officers for bike registration at our fall bike outpost.
- Continued with our same-day delivery of in stock items ordered through the campus procurement system Gateway.
- Continued with our online personal shopping program.
- Hosted the annual Grad Fair to provide graduating students with information, a free photo sitting, and graduation related items.
- Provided more than 4,000 Bachelor gowns to graduating students.
- Increased offerings of health and beauty products to provide our resident students with an on-campus solution.
- Continued our sponsorships of Parents & Family Weekend, the All Gaucho Reunion, and the United Way Day of Caring.
- Filled over 13,000 online orders.
- Donated merchandise and gift cards to over 100 student groups, campus departments, and off-campus charitable groups.
- Repaired more than 850 laptop and iMac computers with our three Apple certified technicians.
- Completed branding to Campus Store from Bookstore to more accurately reflect business model.

University Center Administration

- Completed move to Campus General Ledger.
- Added LED concert lighting in The HUB and a second Bank of America ATM in the UCen, and replaced boilers in UCen I, II, and III.
- Hosted two student Hackathons in Corwin Pavilion, and hosted multiple events in The HUB, including dances, movie nights, concerts, public forums, and drag shows.

Events Center

- Installed a 15' x 50' state-of-the-art video board, and remodeled Men's Basketball Locker Room.
- Hosted Associated Students concerts: Delirium featuring Young Thug, and the Warm Up featuring Troi Boi.
- Hosted UCSB Career Services Fall and Spring Fairs, and the Accounting Society 'Meet the Firms' Career Fair.

Mail Services

- Certified all staff as Mailpiece Design Professionals through the US Postal Service. The Manager also attained Direct Mail Professional Certification, a lifetime designation.
- Began offering campus departments Addressing Validation and Correction Services.

UCen Post Office

- Established curricula of training requirements for student staff as directed by the US Postal Service, and improved customer service training of student staff.
- Vastly reduced the occurrence of "missing" student packages due to enhanced reliance on UPS Trackpad package training software.

Surplus Sales

- Supported campus departments by providing free labor to load all recycled e-waste into shipping boxes without recharging.
- Continued to accept credit cards. Transactions in 2018-19 grew to 75% of total transactions and 80% of total revenue.

Furniture Services

- Generated a record \$505,000 in revenue for 2018-19 despite being one employee short.
- Supported campus departments by paying landfill fees for all furniture sent to our yard for recycling.



13,500
TEXTBOOKS

Rented more than 13,500 textbooks in 2018-2019, saving students money on course materials.



84,000
PACKAGES

Reorganized the staging of packages awaiting pick up by UCSB students at the University Center Post Office and the Santa Catalina Package Room. More than 84,000 packages were received in 2018-19.

Valuing *our* Employees

AS THE LARGEST on-campus employer with 680 career staff members and 1,860 student staff members, we recognize that our strength lies with our employees. We are committed to showing them they are appreciated for keeping HDAE functioning at its highest level through a variety of programs. Some of these programs occur on a daily basis, such as the Wellness Program, while others are quarterly, like our Town Hall Meetings, or annual like our Service Award Celebration. Individual departments celebrate their staff at fun events, like Transportation & Parking Services' Pi Day.

Until recently, the four areas in our housing program had the YES! (You are Exceptional Staff) Program, a peer-to-peer recognition program. Housing staff were giving and receiving YES! vouchers for more than 20 years. Now that we have grown to become HDAE, we recently created a new set of shared values, WE CARE, for all HDAE departments: welcoming, ethical, collaborative, agile, respectful, and excellent. The WE CARE program fosters and encourages peer recognition and it comes to life at our Town Hall Meetings during prize giveaways that are presented to employees exemplifying the WE CARE values.

Although we have become a larger organization in the last few years, our commitment to appreciating our hard working and caring employees remains. We know that we cannot serve our Gaucho student body without our employees help, energy, creativity and wisdom.

Becky Hoffman of Central Dining was recognized at the Chancellor's Staff Luncheon by Vice Chancellor MacPherson and Chancellor Yang for completing the Supervisory Certificate Program.



YES! vouchers from Housing's 'You are Exceptional Staff' Program. Value "checks" were given to staff members when they were observed living out our values. The check could be "cashed" by placing it in a drawing for prizes at department events.



University Center student staff participating in a pie eating contest at a Student Staff Appreciation BBQ at Goleta Beach. The winner received a bag of campus swag.

Transportation & Parking Services employees celebrated their annual Pi Day, beginning with a pizza pie lunch followed by judges (aka everyone) selecting their favorite homemade pies submitted by their co-workers.





Staff members play with props and get a keepsake photo at the annual Town Hall Cheer photobooth.



Residential Operations staff appreciation lunch at Goleta Beach included a bean bag toss tournament and the recognition of a 40 year employee, Raul Marquez, before his retirement.



Round Fit is just one of the many classes offered by the HDAE Wellness Program that promotes the health of our staff members.



Resident Assistants at the annual Associate Vice Chancellor Luncheon, which celebrates the end of their training and recognizes the work they will do during the academic year.



Every year the HDAE Wellness Team coordinates UC Walks. Staff lace up their comfy shoes, don a "UC Walks" t-shirt, and walk around our beautiful campus. This is part of a Systemwide WellBeing Initiative that promotes an active lifestyle as well as builds community and campus spirit.



The 2019 annual Service Award Ceremony where we celebrated 88 talented and caring staff members with a cumulative total of 1355 years of service!

Willie Brown bringing a little levity by wearing Groucho Marx glasses during his inspirational talk at the AVC luncheon for RAs.

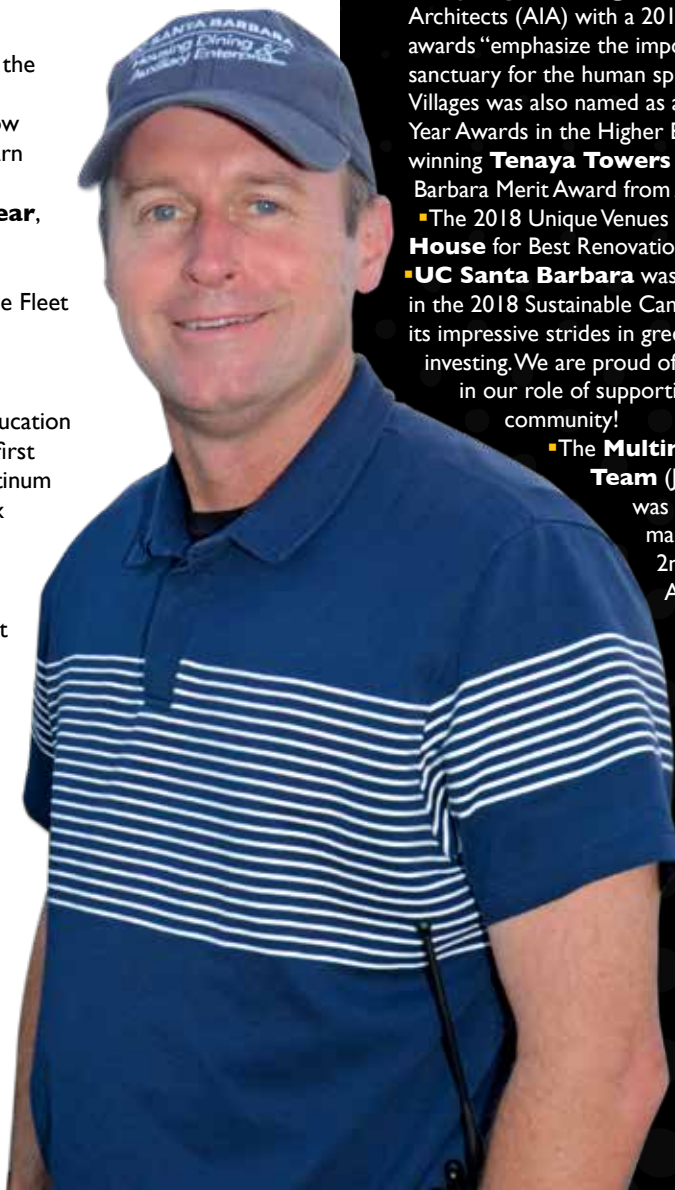


Contributions to the Profession

2018-2019

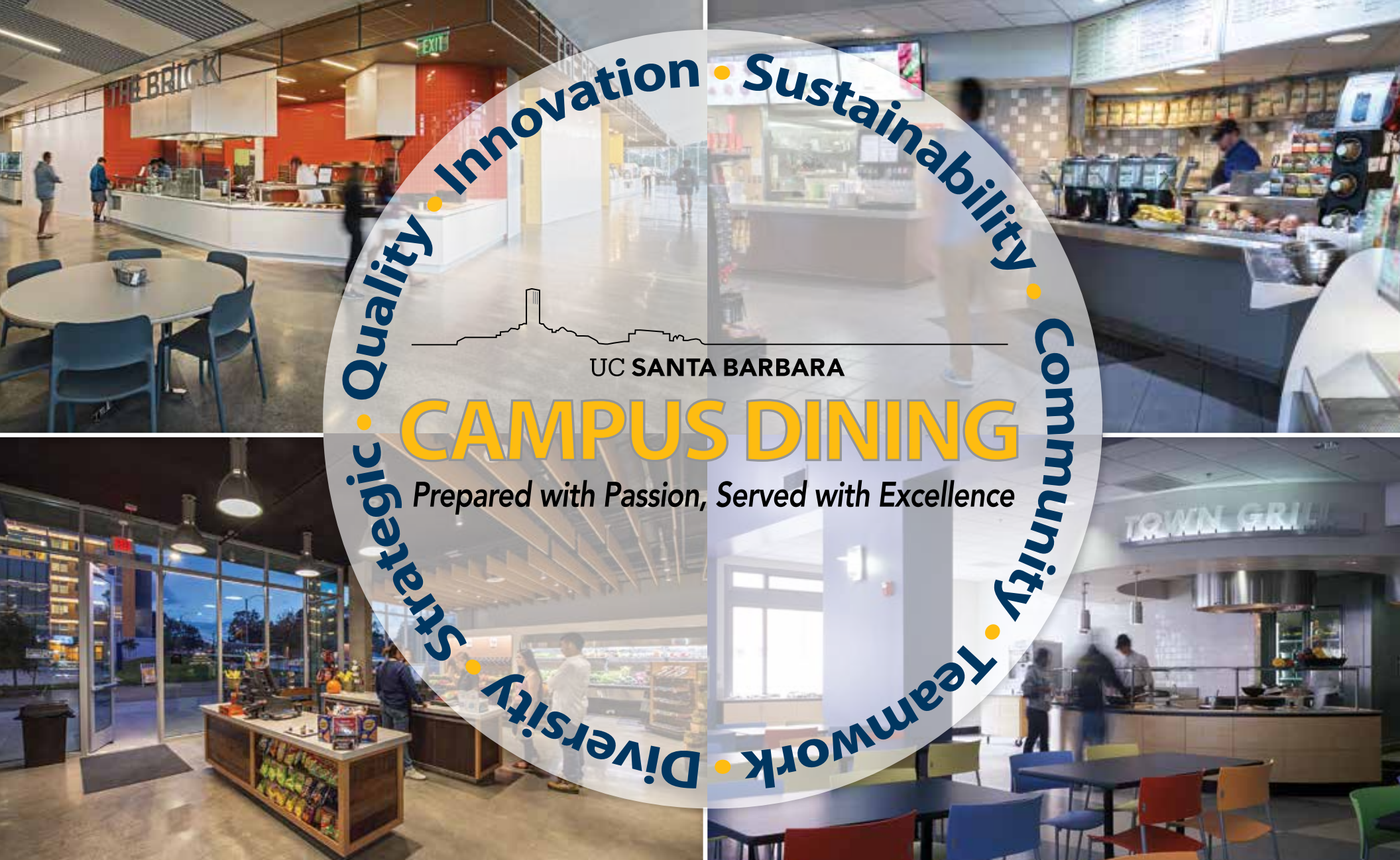
- **Kaity Roos** served as co-chair for the Western Association of College & University Housing Officers (WACUHO) Student Leadership Drive-in Conference.
- **Billy Jankowski** served as a member of the WACUHO Research & Assessment Committee.
- **Jenn Birchim** served on the Board of Directors for the Santa Barbara Student Housing Co-op.
- **Josh Kolapo** is a Member of the American College Personnel Association (ACPA) Pan African Network.
- **Lisa Slavid** continued to serve on the Semester at Sea/Institute for Shipboard Education Board of Trustees.
- **Gracie Huerta** and **Maria Arroyo** presented at the Professional Women's Association Conference, "Los padres son los primeros maestros" ("Parents are the first teachers"). The presentation was about the important role parents have in the development of their infants, understanding the development phases and how empathy between parents and children are an important way for children to learn how to communicate.
- **Marlene Cohen, Cristina Esparza, DeeJay Johnson, Camille Locklear,** and **Terrie Tran** served as Crucial Conversations trainers and taught Crucial Conversations classes for HDAE.
- **Transportation & Parking Services** hosted a very successful systemwide Fleet Conference in October 2018.
- **Nestor Covarrubias** served as a California Higher Education Sustainability Conference Moderator.
- **Brian Graham** and **Danielle Kemp** presented at the California Higher Education Sustainability Conference about Portola Dining Commons, which is one of the first stand-alone dining facilities in the state to achieve LEED New Construction Platinum certification. Visitors also took a tour of the 36,400 GSF facility, including the six separate commercial kitchen platforms that serve up to 800 guests.
- **Lauren Weiner** served on the campuswide UCSB United Way Committee.
- **Paul Kouns, Danny Mann, Brian Smith, Tim Sullivan & Mandy Yoshida** serve as Hearing Officers for Judicial Affairs, hearing behavior/conduct cases that occur in UCSB Housing.
- **Jill Horst** was a member of the International Foodservice Manufacturers Association College and University Advisory Council.
- **Robbie Wright** served as a 2019 NACUFS National Sustainability Awards Judge.
- **Danielle Kemp** and **Robbie Wright** presented at the California Higher Education Sustainability Conference regarding how the Miramar Pantry came to be. The Pantry has served over 900 students and provides fresh and staple items to our students.
- **Jamaal Muwwakkil**, Family Student Housing Resident Assistant, has been nominated as the UC Student Regent for 2020-2021 representing UCSB and all UC students at the statewide level.

*At right: Transportation & Parking Services' Guest Services & Enforcement Manager, **Chris Zbinden**, presented "Parking Outside of Parking" to the California Public Parking Association on their work outside of parking, specifically what they do during emergency situations such as fires, floods, evacuations, and oil spills.*



RECOGNITIONS

- **Bryan Aceves**, Assistant Production Manager at Carrillo Dining Commons, was recognized as a "Rising Star" by Food Service Director Magazine.
- **Miramar Food Pantry** received the California State Assembly Certificate of Recognition.
- **Residential Dining** was awarded a Best Practice Award during the California Higher Education Sustainability Conference for their work opening the Miramar Food Pantry.
- **Portola Dining Commons** was recognized as "Food Service Operator" of the Month for May 2018 by Food Service Director Magazine.
- **San Joaquin Villages** was recognized by the American Institute for Architects (AIA) with a 2019 Housing Award in Specialized Housing. These awards "emphasize the importance of good housing as a necessity of life, a sanctuary for the human spirit, and a valuable natural resource." San Joaquin Villages was also named as a finalist for the Interior Design 2018 Best Of Year Awards in the Higher Education Learning category. The multi-award winning **Tenaya Towers** located at San Joaquin Villages received a Santa Barbara Merit Award from AIA, (its 4th award!), since completion in 2017.
 - The 2018 Unique Venues Best Of Issue featured **The Club & Guest House** for Best Renovation.
- **UC Santa Barbara** was named among top-performing institutions in the 2018 Sustainable Campus Index. Specifically, UCSB was cited for its impressive strides in green building, waste reduction and sustainable investing. We are proud of our earth- and dining-friendly practices, and in our role of supporting UCSB on its way to becoming a sustainable community!
 - **The Multimedia Communications & Marketing Team** (Julie Levangie, Mandy Yoshida & Eric Zobel) was recognized by ACUHO-I during their annual marketing awards. Tenaya Market & Eatery won 2nd place for overall campaign, and the San Rafael Art Project won 2nd place in the specialty/other category.
 - **The Courtyard Café** received a Green Business Certification from the County of Santa Barbara for environmentally friendly and sustainable practices.
 - **Kip Bates** was part of a team recognized with The Larry Sautter Golden Award for 'Cyber Strong UC: Year-Round Information Security Awareness Campaigns', and **Denise Saldares, Gary Scott** and **Mike Smith** were part of a team recognized with a Silver Award for 'Enhanced Data and Service Sharing through Innovative Campus Collaboration.'
 - Senior Executive Chef **Dusty Cooper** and Production Manager **Ozzie Carrara** competed in the Chef Net Culinary Challenge and both won bronze medals.



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 2019-20 fiscal year are:

- The Educational Experience of our Students
- Developmental Opportunities for Staff
- Measuring Key Performance Indicators
- 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

With the formation of Housing, Dining & Auxiliary Enterprises came the beginning of blending University Center Dining and Residential Dining into Campus Dining, a department under the leadership of Jill Horst comprised of multiple dining establishments, convenience stores, catering and concessions, a fine dining restaurant and four dining commons.

Financial Statements

HDAE Core Funds

ARIT	1,112,276
Events Center	185,917
Mail Services	558,246
Transportation Alternative Programs	297,225
University Community Housing	250,864
Subtotal Core Funds	2,404,528

HDAE Student Fees

Events Center	532,852
Transportation & Parking	286,793
University Center	3,337,309
Subtotal Student Fees	4,156,954

HDAE Sales & Services - Other

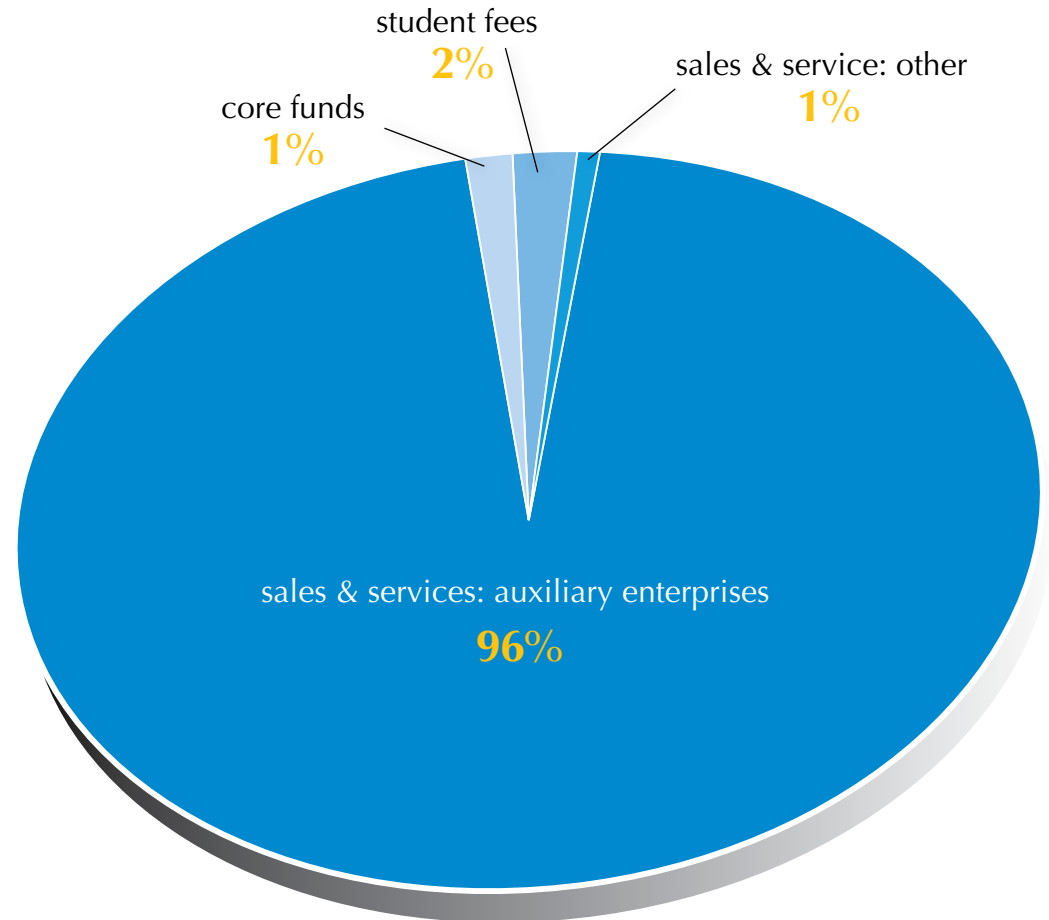
Distribution & Logistical Services	42,311
Subtotal Sales & Services - Other	42,311

HDAE Sales & Services - Auxiliary Enterprises

Campus Dining	5,878,936
Campus Store	10,527,708
Conference & Hospitality Services	7,341,004
Events Center	42,216
Faculty/Staff Residential	831,645
Residential Living (Room & Board/Apt Inc)	126,140,181
The Club & Guest House	1,127,874
Transportation & Parking	6,539,579
UCEN Dining	10,100,152
University Center	1,695,105
Other	4,377,902
Recharge Income*	8,630,435

Subtotal HDAE Operating **183,232,737**

TOTAL HDAE REVENUE **189,836,530**

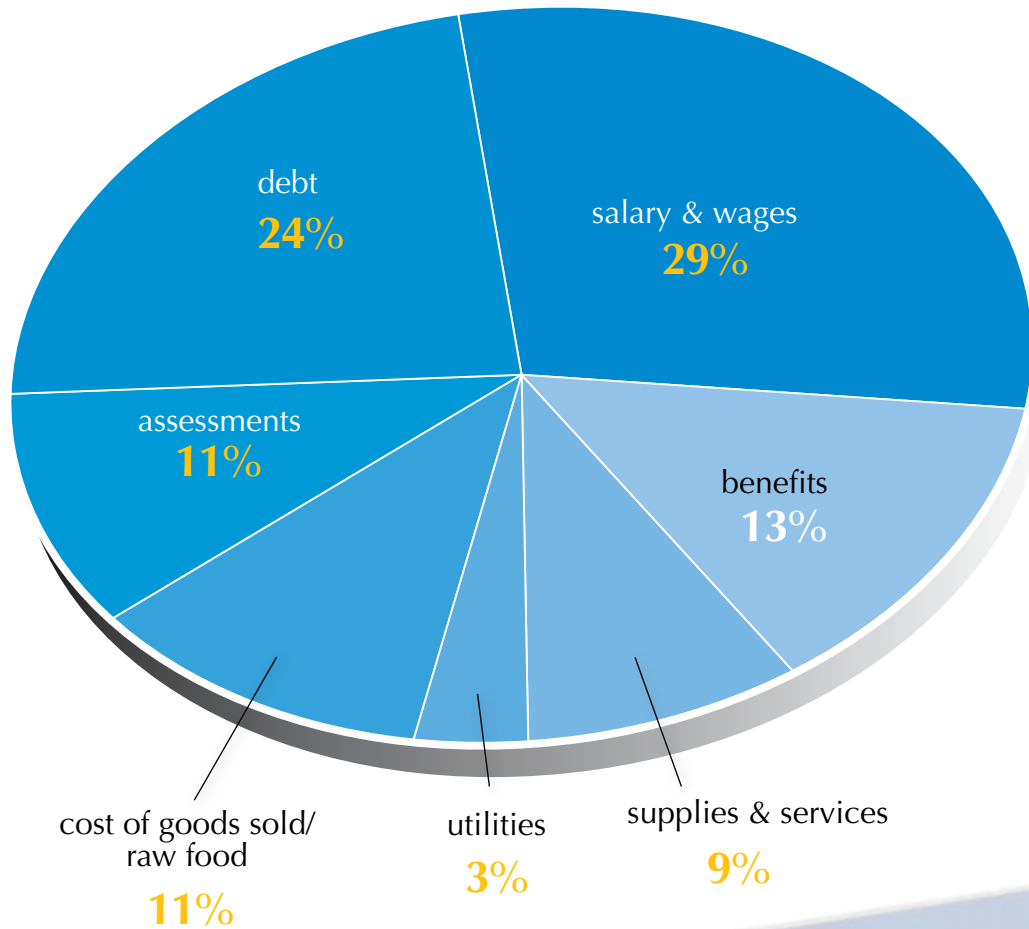


Recharge Income*

Housing	683,789
The Club & Guest House	364,933
Campus Dining	336,909
Conference & Hospitality Services	2,130,837
Transportation	2,978,510
Campus Store	81
Parking	1,269,362
Mail Services	127,547
Furniture Services	661,225
UCEN	59,019
Events Center	18,223
Sub-total Recharge Income	8,630,435

*Revenue for Core Funds = Expenditures

HOUSING, DINING & AUXILIARY ENTERPRISES 2018-2019



Operating Expense

Salary & Wages	46,866,364
Benefits	20,677,224
Supplies & Services	15,707,228
Utilities	5,470,389
Cost of Goods Sold/ Raw Food	18,314,089
Subtotal Operating Expense	107,035,294

Non-Operating Expense

Assessments	17,379,393
Debt	38,656,800
Subtotal Non-Operating Expense	56,036,193

TOTAL HDAE EXPENSE

163,071,487

Net Income/(Deficit)

26,765,043

In Closing...

WE UNDERSTAND that good questions prompt thoughtful, compassionate and embracing answers. The art of asking good questions allows us to enter gracefully into the worlds and cultures around us. These questions serve as a roadmap to our greatest journey in life, one of learning and growth, and ultimately leads us down the path to doing the right thing. The failure to ask good questions can lead us on a journey to nowhere, losing chances to increase our humanity in the process.

As an organization, we continue to ask ourselves good questions. These questions help us measure our value to society and our engagement in the success of those who grace the beautiful shores of this great institution. We ask these questions to create opportunities, remove barriers, gain new knowledge, challenge existing beliefs, and create safe spaces.

We ask these questions because WE CARE about touching people's hearts and souls.

Peace

Willie Brown

Associate Vice Chancellor



Annual Report

HOUSING, DINING & AUXILIARY ENTERPRISES

PROJECT COORDINATORS

Julie Levangie
Shalauna Miller
Eric Zobel

LAYOUT/DESIGN

Eric Zobel

EDITING/PROOFREADING

Willie Brown
Julie Levangie
Shalauna Miller
Lisa Slavid

WRITERS

Willie Brown
Julie Levangie
Shalauna Miller

PHOTOGRAPHY

Anthony Bolden
Alexandria Cohen
Nestor Covarrubias
Bruce Damonte
James Forrester
Werner Huthmacher
Melissa Jarnagin
Kristi Kirkpatrick
Gary Lawrence
Concepcion Leon
Jeff Liang
Tony Mastres
Lisa Slavid
Eric Zobel

Various Unknown Photographers



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www.digiknow.tumblr.com

On the cover: We are proud to highlight the UCSB Campus Store on this year's cover. This integral part of our auxiliary enterprises is the one-stop shop for students' needs and supports the academic mission of UC Santa Barbara.



The 2018-19 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.



