



UC SANTA BARBARA

Housing, Dining & Auxiliary Enterprises

# 2019-20 Annual Report

# Welcome.

**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 2019-2020 academic year. To say that this year was unique would be a grave understatement. We as an organization, as a community, and as a world have faced challenges that, at times, seemed insurmountable. However, once again, HDAE demonstrated the strength of teamwork as we came together to meet those challenges head on and develop creative solutions to new and ever-emerging problems.

As the Associate Vice Chancellor for HDAE, chief housing officer, and chief auxiliary officer, I am encouraged by the extraordinary work that took place across our division. What started out as a typical academic year quickly turned into anything but typical. We moved students into our residential communities, we served seated meals in the dining commons, we hosted events at the ECen and UCen, we welcomed shoppers to the Campus Store, we generally went about our business as usual. This changed dramatically in March when our campus made the difficult but correct decision to close campus due to the COVID-19 pandemic, send students home and move to a remote learning environment. We never could have imagined that this is how the academic year would end, that we would be shuttering facilities and saying a temporary goodbye to our students and colleagues. The people power it took to make all the necessary adjustments and arrangements was tremendous, and yet we, in true HDAE form, made it happen. Every employee in our division contributed in some way to seeing that we continued to serve our students and the UC Santa Barbara community in important and meaningful ways.



In this year's Annual Report you will find highlights from each quarter that demonstrate the tenacity, resilience and community-mindedness that is a hallmark of HDAE. This is by no means an exhaustive list of everything that our teams accomplished, it would take hundreds of pages to list it all, but instead features just some of what we were able to achieve together.

It is difficult to adequately express my gratitude for the role our HDAE team played in making 2019-2020 a year filled with triumph over adversity. Each staff member leaned into our WE CARE values in innumerable ways and I have no doubt that our students and the whole of UC Santa Barbara could not have weathered this storm without the energy, dedication and compassion our HDAE employees exhibited. Please take a moment to acknowledge the dedication of the staff in Housing, Dining & Auxiliary Enterprises as we continue to provide exceptional service.

**Willie Brown**  
Associate Vice Chancellor

# Summer 2019



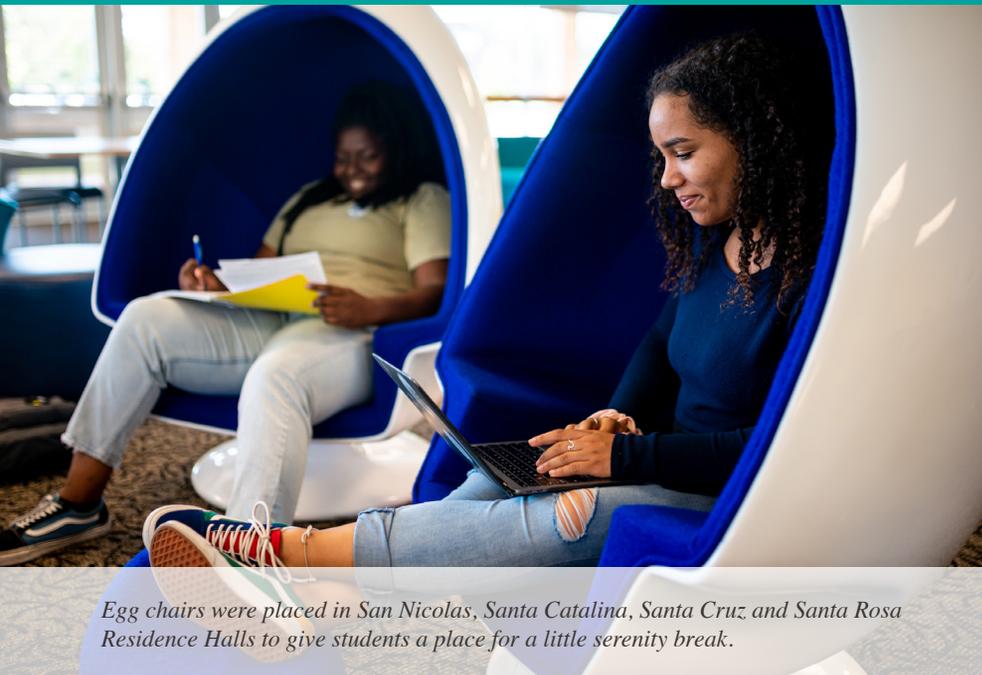
*Conference & Hospitality Services provided leadership and employment opportunities to 78 students who successfully helped run our summer conference operation.*



*Following a remodel of the Jameson Center, the Arts & Culture Team enhanced the new look with a wall graphic of the Santa Ynez Apartments unicorn mascot.*

## HIGHLIGHTS

- Conference & Hospitality Services hosted 160 conferences that included 20,048 conferees, 166,035 bed nights and 23 new programs. The UC Systemwide UCTech Conference was one of our largest conferences to date with more than 750 guests and 20 concurrent breakout rooms.
- Learning & Development created an Anti-Bias workshop, planned new academic year offerings including the "Productivity Puzzle", "Improvise the Moment", and "Spark and Spice", and collaborated with Orientation Programs to help host and facilitate sessions for Spanish speaking parents of new Gauchos.
- Special Events Catering experienced their highest revenue week ever with \$129,381.25 during the UCTech Conference. Overall, revenue from summer refreshments increased \$24,000 from 2018.
- The UCSB Campus Store hosted the Police Department's Community Service Organization for their annual bike outpost where they register students' bicycles.
- After twenty-five years of processing the general ledger through their own system, the University Center, the Campus Store, and Retail Dining moved their accounting to the campus system. This transition took more than two years to complete and will simplify processing and bring them into compliance with campus practices.
- Safety rails were added to the aisles of all bleachers in the Events Center to satisfy new building codes.
- Transportation & Parking Services completed the Request for Proposal process for the Parking Structure 22 guidance system that will indicate how many spaces are available on each level and their location.
- Administrative & Residential Information Technology completed the CBORD blend project for Campus Dining, combining the ordering and inventory system used by the Retail and Residential Dining areas.



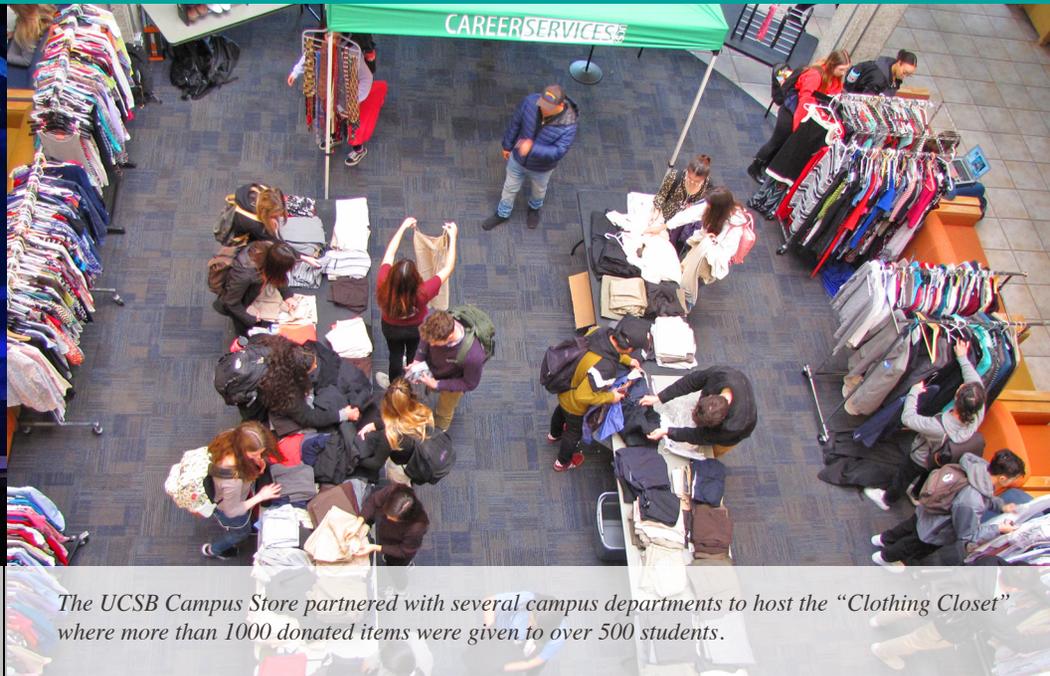
*Egg chairs were placed in San Nicolas, Santa Catalina, Santa Cruz and Santa Rosa Residence Halls to give students a place for a little serenity break.*

*The Events Center hosted the Delirium concert featuring Mustard + Leikeli47 and Kenny Beats. This annual event aims at ensuring a safe and locals-only celebration during Halloween.*

## HIGHLIGHTS

- Learning & Development and HDAE Human Resources collaborated to offer multiple bilingual workshops regarding retirement and navigating employee benefits on the new UC Path portal.
- HDAE successfully managed another move-in, which has become a complicated multi-day process requiring extensive planning. For the first time, students were able to select an assigned move-in time and volunteer shirts were made from old recycled UCSB housing apparel.
- Campus Dining implemented the Food Recovery Program which utilizes food items that would otherwise be composted from Portola Dining Commons and distributes them at the Miramar Food Pantry.
- Residential & Community Living launched Residential Curriculum in all communities, which is an intentional and focused way of engaging residents in opportunities for learning and growth outside the classroom.
- Transportation & Parking Services added eleven electric vehicle charging stations, more than doubling capacity, by activating grant-funded infrastructure, partnering with facilities electricians, and sourcing low-cost charging equipment.
- The Club & Guest House installed a dynamic large-scale wall art piece to enhance the lobby and, during the holiday season, increased events and catering sales revenue by 45% from 2018.
- Administrative & Residential Information Technology deployed the new WatchGuard car and body camera system for the UCSB Police Department.
- Residential Operations partnered with the campus Landscape Committee and Facilities to complete the first phase of a tree removal and replacement program that replaced high risk eucalyptus trees.
- Surplus Sales increased revenue by 7% over the previous year as a result of a stronger online and onsite presence.
- The UCSB Campus Store participated in book signing events including 'Amateur: A Reckoning with Gender, Identity & Masculinity' by Thomas Page McBee, and 'American Jewish Women: A History from Colonial Times to Today' by Pamela Nadell.
- The University Center welcomed as a tenant the Food Nutrition & Basic Needs Advising Center, an important campus resource that helps students with all aspects of their basic needs including food, finances, and housing.

# Winter 2020



*The UCSB Campus Store partnered with several campus departments to host the “Clothing Closet” where more than 1000 donated items were given to over 500 students.*



*Participants of the winter quarter WE CARE Welcome onboarding program which included a tour of various areas and a chance to meet new colleagues and see our values in action.*

## HIGHLIGHTS

- The UCSB Campus Store raised \$2,101.65 for United Way by holding a “Campus Store Round-up” and asking customers if they would like to ‘round up’ to the nearest dollar on their purchases.
- In an effort to increase food security, Campus Dining registered more than 800 students at the Miramar Food Pantry, offered more Meal Plan Scholarships in partnership with the Financial Crisis Team, and began accepting CalFresh at Tenaya Market & Eatery.
- Conference & Hospitality Services conducted 21 promotional department sales visits with reimagined marketing collateral and giveaways.
- Administrative & Residential Information Technology established a central reference location (<http://status.arit.ucsb.edu>) giving customers the ability to check the status of applications.
- At the suggestion of a student, the Arts & Culture Team coordinated the installation of a Connect 4 outside of De la Guerra Dining Commons. While waiting in line, students can now challenge each other to disc-dropping fun with this large vertical yard game.
- Residential Operations completed a comprehensive analysis of staffing

- levels in the Housekeeping unit, and optimized the management structure to provide more consistent metrics of front line staff and managers per bed space and cleanable square feet.
- Due to high demand and capability, Learning & Development expanded the Professional Competency Program from two to three classes.
- HDAE Human Resources worked with the project manager for the Talent Acquisition Manager software, the new applicant tracking tool, to develop the Future State Process Design for the system.
- The University Center continued to work on infrastructure renewal and completed the replacement of two boilers and the main sewage lines.
- Residential & Community Living streamlined the Resident Assistant selection process, and developed a protocol for professional live-in staff partner requests.
- As part of the implementation of a virtual permit system using Automatic License Plate Recognition, Transportation & Parking Services acquired an all-electric parking enforcement vehicle equipped with the ability to match license plates to the parking database.

# Spring 2020



*Residential Operations team member Eddy Melendez prepared plexiglass barriers for public areas to promote physical distancing and protect people from coughs and sneezes.*



*In partnership with the Food Nutrition & Basic Skills program, Brian Smith, Production Manager at Carrillo Dining Commons, demonstrated via Zoom how to pickle vegetables.*

## HIGHLIGHTS

- Administrative & Residential Information Technology provided support to a large remote workforce, including coordinating the ordering, setup and deployment of 120 laptops.
- Business & Financial Planning staff began working on budgetary projections and impacts of spring quarter housing refunds, lost revenue, and uncertainty of fiscal year 2020-21, as well as communicating and tracking various types of COVID-19 leave programs and remote work agreements.
- The Campus Store transitioned to a completely online e-commerce site, offered free shipping for all course materials, sold and shipped Grad Packs, commencement regalia and celebratory graduation yard signs, and offered Zoom computer service to help customers troubleshoot issues with Apple products.
- Residential Operations and Residential & Community Living collaborated to safely relocate remaining residents into single occupancy rooms and ramp down facilities that were vacant, which included performing inspections of all units and packaging and shipping belongings left by residents that went home.
- The University Center Post Office and Mail Services experienced a variety of challenges due to students leaving campus during the pandemic, including returning approximately 1,000 packages and 2,000 pieces of first-class mail to students, sorting and delivering or returning more than 6,500 sample voter ballots and registration notices, and accepting a higher volume of packages due to campus department closures.
- Residential Operations took advantage of reduced occupancy and work order volume to address critical deferred maintenance needs in vacant buildings, as well as energy efficiency and minor capital improvement projects, most notably the conversion of an irrigation system to recycled water to further contribute to the campus Water Action Plan goal of reducing potable water use by 36% before 2025.
- Residential Dining quickly transitioned from in-person dining to a meal-to-go program, and partnered with ARIT to launch a Take Out Pre-Order Online Form for students to select their meals and schedule a time for pick-up.
- The Events Center completed termite tenting and phase one of replacing wooden bleachers with folding padded seating.

# Financial Statements

## REVENUE

### Core Funds

ARIT	1,173,279
Mail Services	670,501
Transportation Alternative Programs	281,059
University Community Housing	244,536
Events Center	209,426
<b>Subtotal Core Funds</b>	<b>2,578,802</b>

### Student Fees

Events Center	550,842
Transportation & Parking	267,432
University Center	3,325,030
<b>Subtotal Student Fees</b>	<b>4,143,304</b>

### Sales & Services - Other

Distribution & Logistical Services	51,030
<b>Subtotal Sales &amp; Services — Other</b>	<b>51,030</b>

### Sales & Services - Auxiliary Enterprises

Campus Dining	4,709,512
Conference & Hospitality Services	6,726,545
Events Center	21,875
Faculty/Staff Residential	842,085
Other	127,709
Recharge	9,557,849
Residential Living — Room & Board	95,237,570
Campus Store	7,898,156
The Club & Guest House	652,281
Transportation & Parking	5,579,486
UCEN Dining	6,309,064
University Center	816,648
<b>Subtotal Sales &amp; Service — Aux. Enterprises</b>	<b>138,478,780</b>

## TOTAL HDAE REVENUE

**145,251,916**

## EXPENSES

### Operating Expense

Salary & Wages	47,286,494
Benefits	23,555,520
Supplies & Services	14,576,536
Utilities	4,815,076
Raw Food	5,461,649
Cost of Goods Sold	8,052,520
<b>Subtotal Operating Expense</b>	<b>103,747,795</b>

### Non-Operating Expense

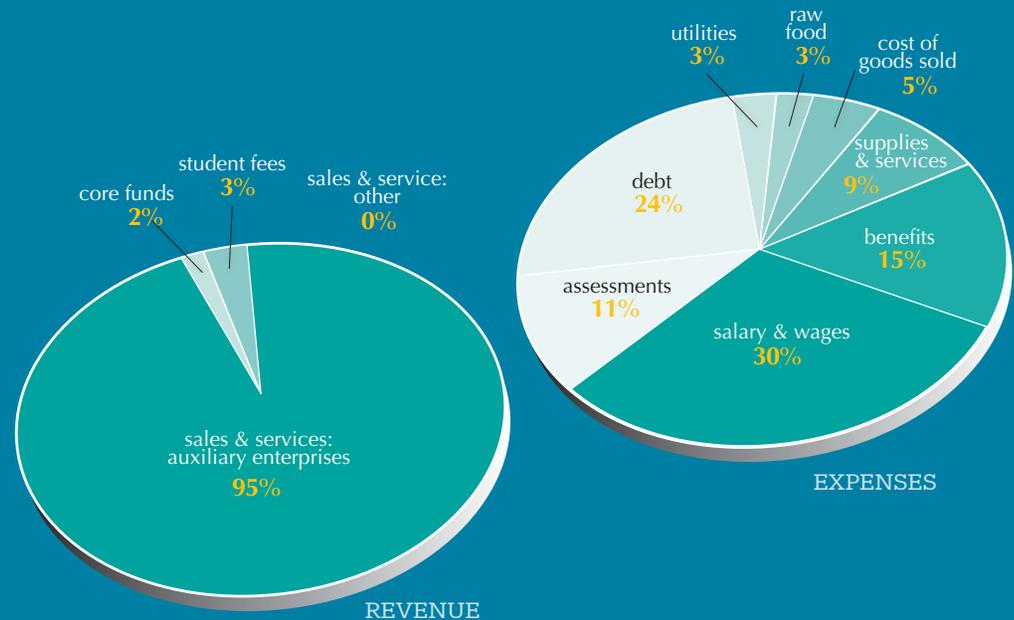
<b>Subtotal Non-Operating Expense</b>	<b>56,067,665</b>
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## TOTAL HDAE EXPENSE

**159,815,460**

## Net Income/(Deficit)

**(14,563,544)**



# Awards & Recognitions 2019-20

- The **Miramar Food Pantry** won a Best Practice Award in the Sustainable Food Service Category at the California Higher Education Sustainability Conference.
- **Paulina Heather**, the emblematic gifts buyer at the UCSB Campus Store, and two student employees, Angie and Shivam, won first place in the Mascot Factory plushie display contest. The prize was \$250 and a pizza party for all store employees during move-in weekend.
- Food Service Equipment Reports honored **Campus Dining** with a Management Excellence Award, which recognizes superior management of unit and facilities development, design, equipment and supplies purchasing and maintenance functions in foodservice operations.
- **Root 217** was highlighted in the Santa Barbara Independent for their fresh, local, organic fast-casual restaurant menu with gluten-free, vegetarian and vegan options.
- With the help of the UCSB Sustainability PACES Program, **The Club & Guest House** was certified as a Green Business by Santa Barbara County.
- 2019-20 graduating Resident Assistants were recognized for demonstrating excellence during their years at UCSB. **Michael Stallworth** received the Michael D. Young Engaged Scholar Award for skillfully integrating his scholarly knowledge and values into action. **Taylor Jackson** received the Jeremy D. Friedman Memorial Award, which is presented in recognition of outstanding leadership, scholastic excellence, and innovative contribution to student and community life. **Betty Hang** received a University Service Award which is given in recognition of unselfish and dedicated service to the University, its students, and the community.
- **Residential & Community Living** was selected as one of the most promising places to work in Student Affairs by the American College

Personnel Association and Diverse: Issues in Higher Education. This is a national recognition that celebrates student affairs workplaces that are vibrant, diverse, supportive and committed to staff work-life balance, professional development and inclusive excellence.

- Administrative & Residential Information Technology student worker **Reema Moussa** was selected to be a Student Ambassador for the Educause Security Professional Conference in Seattle. She was one of 12 (out of 56) who were chosen.
- UC Santa Barbara achieved a platinum designation as a Bike Friendly University from The League of American Bicyclists. Transportation Alternatives Program Manager  **Jamey Wagner** has worked hard to create an environment that fosters safe and accessible bike riding.
- UCSB Campus Dining Director, **Jill Horst**, received the 2020 NACUFS Regional Director's Distinguished Service Award for the Pacific Region. She was recognized for her outstanding contribution to the foodservice industry and to the National Association of College and University Food Service professional organization.

*After competing in a series of competitions to reach the 2019 Starbucks Southern California Area Barista Championship, University Center Starbucks student employee Miriam Perez (at right) won the Latte Throw-Down with her superior latte art.*



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**On the cover:** A bird's eye view of San Joaquin Villages, Santa Catalina Residence Hall, Tenaya Market & Eatery and Portola Dining Commons. Home to 2300 UC Santa Barbara students, this urban style housing and dining complex is conveniently located near the university via an off-street bike path and public transportation. © Skidmore, Owings & Merrill LLP | Bruce Damonte, 2018. All rights reserved.