



2004-2005

Welcome!

am once again pleased to share the Housing & Residential Services Annual Report, an account of the achievements and contributions by individual members and program units in our department during the 2004-05 academic year. This year's report not only describes unit highlights, but focuses on the way the units lived out the values stated on our "We Are About..." card and the Educational Equity Plan.

H&RS provides housing and associated residential life services for UC Santa Barbara's undergraduate student, graduate student and faculty population. We employ a staff of 692 FTE in the department which equates to 422 regular employees and more than 800 student employees. H&RS is a campus auxiliary department within the division of Administrative Services, reporting through the Vice Chancellor for Administrative Services. As Executive Director of Housing & Residential Services, I serve as UC Santa Barbara's chief housing officer.

Our organizational structure is designed to permit cooperation in managing the service programs within the organization. The programs include Apartment & Community Living (Family Student Housing, Single Student Apartments, and Community Housing Office), Business & Financial Planning (Budget & Finance, Faculty Housing Services, Information Systems & Technology, and Human Resource Development), Residential Dining Services, Residential Life, and Residential Operations (Maintenance & Energy Programs, Custodial & Landscaping Services, Campus Conference Services, and Project Management). This organizational structure works to provide specific focus to the primary services of the housing program.

I want to draw special attention to how the department achieved success in the areas of the Physical Plant, Student Life, Sustainability, Technology and Campus Connections (see highlights at right). Through these examples, H&RS staff members have shown how they strive for excellence in key areas that lead to satisfaction for our residents, staff and other customers.

As this report demonstrates, each program unit within H&RS maintained a commitment to student residents and to staff members. Please take a moment to acknowledge the hard work of the people in Housing & Residential Services as we continue to strive to be our best. Thank you for reading about the accomplishments from 2004-05.

Wilfred Brown Executive Director





Executive Director 2004-05 Highlights

Physical Plant

- Completed second phase of \$25 million renovation of Francisco Torres hall
- Completed \$12 million renovation of De La Guerra Dining Commons.

Student Life

- Expanded on-line surveying of residents to include student government elections and Co-op staff evaluations
- Provided two-day Move-in Weekend with full meal service for residents, and implemented computerized check-in
- Provided a safe, sane Halloween. RHA set a record for attendance at an alcohol free event.

Sustainability

- Received the 2004 Green Award from the Community Environmental Council for our efforts in sustainability, and the Green Building citation for Manzanita Village complex by The Santa Barbara Sustainability Project. Manzanita was used as an exemplary project for the Parade of Green Buildings in April.
- Installed a solar electric system on Carrillo Dining Commons with real-time monitoring to be used for educational purposes. This project is in collaboration with the Santa Barbara County Million Solar Rooftop program sponsored by the U.S. Department of Energy.
- Initiated a Dining Services Sustainability Plan. The Plan includes using locally grown organic vegetables, alternative transportation (electric and natural gas vehicles), and biodegradable dishware that is made from renewable resources (not plastics).

Technology

- Launched H&RS staff intranet as well as Resident Resources sites using Microsoft Sharepoint technology. Revised 34 existing intranets throughout the department.
- Initiated a dynamic on-line information center for residents of Family Housing and Single Student Apartments using Microsoft Sharepoint
- Provided wireless network access in all residential complexes.

Campus Connections

- Coordinated Housing Master Plan workshops with Urban Design Associates (UDA)
- Made connections across campus by participating in campus committees (Convocation) and inviting various campus leaders to Program Manager meetings (Vice Chancellor Donna Carpenter, Vice Chancellor Michael Young, Executive Vice Chancellor Gene Lucas, and Professor Apostolos Athanassakis)
- Opened UC Police Department satellite office at Francisco Torres to provide greater community service and safety.

Housing History

PRIOR TO THE ESTABLISHMENT OF THE UCSB CAMPUS, the enactment of the California Dormitory Revenue Bond Act in 1947 gave the University the authority to finance student housing facilities through the sale of revenue bonds. In 1958, The Regents issued the initial revenue bond indenture for the Group A Housing System.

When the campus moved from the Riviera, it established a goal of providing housing for approximately 25% of enrollment. Construction of the present residence hall facilities started in 1954 with Santa Rosa Hall. Prior to the opening of this hall, students were housed in buildings converted from the Marine base facilities. These residences were known as the "Casitas Halls."

The 1955 opening of Santa Rosa Hall was followed by the opening of Ortega Dining Commons in 1957; Anacapa Hall in 1959; Santa Cruz Hall and De La Guerra Dining Commons in 1960; San Miguel Hall in 1963; and San Nicolas Hall in 1966. Construction of the original six residence halls was completed in 1968 with the opening of San Rafael Hall and Carrillo Dining Commons. Construction of the present apartment facilities started in 1963 with the West Campus Apartments. The Storke Apartments were constructed in 1972 and expanded in 1981; the Santa Ynez Apartments were constructed in 1980 and expanded in 1987. The University acquired the Westgate and El Dorado West Apartments in 1983 as part of the Registration Fee Housing Acquisition Program. Manzanita Village became UCSB's seventh residence

hall community when it opened to 800 students in 2002. The University purchased Francisco Torres Hall in December 2002, bringing the total of residence hall complexes to eight. The University houses approximately 4,700 students in residence halls and 1,500 students in apartments.

In 1971, the housing services at UCSB experienced significant organizational changes. In the years prior to 1971, those functions of the housing program related to student life were under the direction of the Dean of Students (and the Vice Chancellor for Student Affairs). The business related functions were under the direction of the Campus Business Manager (and the Vice Chancellor of Business Affairs). In the fall of 1971, all components of the

housing program were reorganized under the direction of one administrator, who reported to the Vice Chancellor for Business Affairs. The premise behind the new organization was that student housing needs and programs could be addressed in a more responsive and efficient manner if all the organizational units related to housing shared common goals, consistent objectives, and unified management. Thus, the department that would become H&RS was created with its first chief housing officer.

H&RS has reported to Business Affairs (1971-79), Administrative & Student Affairs (1980-81), Student & Community Affairs (1981-89), Housing & Auxiliary Services (1990-93), and Administrative Services (1994-present).

Housing & Residential Services PEOPL is many things to many PEOPL We are RELATIONSHIP.

Relationships with our residents. Relationships with faculty & sta across campus. Relationships with the local community. Relationships within and throughout our department. We impact campus life and thrive on how it impacts us. We reflect on the past to plan for the future—ours, theirs, and yours. We make a difference.



We Are

THE UNIVERSITY OF CALIFORNIA, SANTA BARBARA, is a

distinguished university recognized for its leadership by state, national, and world academic communities. **Housing & Residential Services** exists as an integral part of the educational program and academic services of UCSB. Inherent in the operation of Housing & Residential Services is the formation and support of an atmosphere that is conducive to living and learning for our residents and for those who use our services. Housing & Residential Services promotes the academic mission of UCSB and creates through support services and developmental programs a sense of community among students, faculty and staff.

The mission of Housing & Residential Services is based on the following premises:

- Learning is a continuous process.
- A community is positively served by responsible social behavior.
- The professional and paraprofessional staff serve as role models to the larger community.
- · People learn from diversity.
- Environment affects behavior: A positive environment promotes positive behavior.
- Community action and involvement are key ingredients in the democratic process.
- Proper nourishment is equally important to a student's intellectual development.



About

WITH MORE THAN 400 FULL-TIME STAFF MEMBERS, it is

imperative that Housing & Residential Services devote resources to the development of staff. New staff members receive an orientation to the departmental values, which are then reinforced through Town Hall meetings and our "YES!" ("You Are Exceptional Staff!") program. Efforts are made to address staff concerns through the Strategic Plan as well as departmental planning efforts. And, most notably, Housing & Residential Services devotes time and resources to cutting edge training and development programs, which are described in more detail on the next page.

YES Program

HOUSING & RESIDENTIAL SERVICES takes staff morale seriously. The YES! Program ("You Are Exceptional Staff!") was established to foster and encourage peer recognition and achievement. The program strives to reward employees for living out the core departmental values found on the "We Are About" card (see page 11).

'Value Vouchers' (see below) are the heart of the process in everyday work life, but the quarterly town hall meetings are where the program really comes to life. Prize giveaways as well as individual trophies are awarded to employees exemplifying each of the seven values. In addition, an annual award, the Mentor of Exceptional Service, is presented at the Spring Town Hall meeting to an organization or individual (local, departmental, or national) living out the vision and values H&RS seeks to embody.



The program is supported by a committee of staff volunteers who keep the process going by gathering prizes, circulating trophies, counting vouchers and developing new ideas. This program is staff celebrating staff from the ground up!

Value Vouchers

Randy Bittner of Residential Operations remembers a checkbook sticking out of a colleague's purse at a YES Committee meeting as the inspiration for an idea to reward staff achievements. Voucher 'checkbooks' are given to all H&RS staff members to be distributed to co-workers whom they feel have lived out one or more of the seven 'We Are About' values in their work. Each quarter, employees bring the vouchers they have received to the Town Hall meeting and place them in raffle bins for valuable prizes. During the meeting, a drawing is held and prize winners are chosen. Each winning voucher is read aloud celebrating the exceptional service exemplified by the employee, and the individual taking the time to recognize it. The process rewards departmental values, employees who live them as well as the act of rewarding peer achievement. After each Town Hall, the vouchers are counted and four additional

trophy 'candy bowls' are distributed to employees receiving the most vouchers

Hereforensister Herefo	
Fory S. Marcolary	

and given to a fellow employee.

Professional Development Program

HOUSING & RESIDENTIAL SERVICES maintains a commitment to recruiting, hiring and retaining the best possible staff. The Professional Development Program is a key means for supporting and developing our valuable staff members. Each staff member is encouraged to set goals for development each year, and is provided with opportunities to develop skills and learn new information for their field of work. The Professional Competency Program is an extensive, in-house training program designed to provide the skills and knowledge to succeed within H&RS.

Professional Competency: Year I

The research and design for the Professional Competency Program Year I was accomplished throughout January 1996 to November 1997. Since that time the program has been continuously evaluated and modified to meet the needs of the department and stay on the cutting edge of professional development training. The current program uses the Leadership Curriculum offered through Performance Development Solutions Company. A small group of 10-12 employees are selected and meet once a week for three hours over a five month period.

Professional Competency: Year I (Bilingual and Spanish-Speaking) The research and design processes for our Bilingual and Spanish-speaking Professional Competency Program Year I have resulted in the Leadership Development curriculum offered through Performance Development Solutions Company. Marlene Cohen has served as the class facilitator assisted by Maria Arroyo, both of whom are full-time staff in Housing & Residential Services.

Professional Competency: Year 2

The Professional Competency Year 2 component was offered for the first time in Spring of 2002. After offering the Year 1 experience for six years and graduating approximately 160 people, the Professional Competency Committee decided to develop a Year 2 program in order to support our value for Continuous Learning & Growth. In the Fall of 2002, the Year 2 program was offered to three different groups of graduates. Based on the themes of personal responsibility and self-accountability, the Professional Competency Year 2 program has met with much success. Steve Dewart from Earth-Based Institute, Inc. serves as the facilitator for the Year 2 program. This class is comprised of six to eight staff members and meets approximately one time per month for four hours in a small group setting. In addition, each participant experiences two to three individual work sessions with the facilitator throughout the seven month duration of the program.

Values

NEWLY HIRED STAFF MEMBERS in Housing & Residential Services are given a laminated card with their orientation packets when they begin working for the department. The **We Are About...** card contains seven sentences stating the core values H&RS employees strive to exemplify in their daily work. These values were developed by staff members to reflect what we are about in our service to the organization, in our relationships with fellow employees, and most importantly, in our work for our customers.

- Exceptional service to those we serve
- Continuous learning & growth
- Respecting & understanding individual differences
- · Building partnerships & helping others succeed
- · Being environmentally sensitive
- Having fun & being passionate about our work
- Striving to be the best!





IN ORDER TO FOCUS on our identified values and priorities, Housing & Residential Services engages in numerous planning processes. The Strategic Plan, Capital Plan, Housing Plan and Educational Equity Plan help us prepare for the future, keeping our visions in mind. These planning processes often bring together H&RS staff and the broader campus community to help create visions that will direct our priorities in the future.

Strategic Plan

Housing & Residential Services held a Strategic Planning Conference in 1998 to establish direction and priorities for the department through the year 2010. Vision Statements were created focusing on developing World Class Facilities, The Best Housing Value, Inclusive Learning Environments, Outstanding Customer Service, Valued Staff Members, Customer-Centered High-Tech Services, Pro-Active Energy and Resource Management, and Partnerships Within and Beyond the Department.

In January of 2003, H&RS staff members along with guests from several campus departments conducted a "mid-point check-in" on the original Strategic Plan. A key focus of the conference was to assess progress toward the "Valued Staff Members" Vision Statement. Action Teams were formed to make sure that staff remain valued during this time of growth and change.

Also see the 2004-05 Strategic Plan update on page 33



Educational Equity Plan

Housing & Residential Services' (H&RS) Educational Equity Plan (EEP) was first created in 1990 to assist H&RS in managing the commitment to diversity that has been expressed at the departmental, divisional, university and system-wide level. The EEP provides an opportunity to evaluate our efforts and to connect them to an integrated, systematic, departmentwide design. Unit Directors work with their areas to evaluate progress toward the goals of the EEP.



In 1999, we focused our efforts on four strategies: Provide Access, Increase Empowerment, Encourage Awareness, and Build Understanding. These overlapping strategies are designed to ensure that H&RS provides access where it is lacking and sustains an environment that encourages success for our diverse student and staff population.

See pages 23-24 for examples of how each unit lives out the values of the EEP in their day-to-day work.

Housing Plan

As part of the campus Long Range Development Plan, Housing & Residential Services must provide affordable housing opportunities to enroll and retain the best students and recruit and retain the best faculty and staff. With this in mind,



Housing & Residential Services launched a Housing Master Plan process to identify housing needs, goals and potential solutions through the year 2020. Urban Design Associates (UDA) led our campus through a planning process, which involved focus groups with students, staff, and faculty. The final report officially titled "The UCSB Campus Housing Plan/Study" was approved by the Campus Planning Committee in the fall of 2005.

Capital Plan

By updating Housing & Residential Services' Capital Plan yearly, we maintain and renew our current housing stock while expanding the housing options for the campus population.

Also see the 2004-05 Capital Plan update on page 34



Boxes above provide descriptions of the various long-term planning programs in Housing & Residential Services. See also the respective sections in the Annual Report for updates on events occurring in 2004-05.

Back ...on a year can be both rewarding and enlightening. There are projects completed, solutions applied, customers satisfied, and goals achieved. Housing & Residential Services staff in five units work together to strive to be the best we can be. See where we have succeeded, what we have learned, and where we are going.

100		
5	Key to	Abbreviations
2004-0	A&CL:	Apartment & Community Living
ó	B&FP:	Business & Financial Planning
20	DLG:	De La Guerra Dining Commons
÷	FSH:	Family Student Housing
Report	FT:	Francisco Torres Residence Hall
0	H&RS:	Housing & Residential Services
Ĕ	RDS:	Residential Dining Services
J	RHA:	Residence Hall Association
	RL:	Residential Life
Annual	RO:	Residential Operations
4	UCSB:	University of California, Santa Barbara

Success Stories

Department-wide improvements: 2004-05

In collaboration with Campus Accounting, an H&RS team helped develop and implement a new system to electronically transfer over 1,000 invoices monthly directly from our Food Service Management (CBORD) program. By integrating the two procedures, labor, turn-around time and error potential have all been significantly reduced.

- Served as the pilot department for Human Resources by inputting all job descriptions into a new Job Description data-bank
- Introduced Transformative Mediation to campus through Roane Akchurin's work as a national trainer in this cutting edge form of mediation
- Improved the Linda Vista room at Francisco Torres by adding an entrance door convenient to the lobby, as well as reconfiguring the serving area and new room divider doors and draperies
- Implemented a guest registration process, from the recommendation of the Committee on Residence Hall Safety.
- Participated in the UC Strategic Purchasing Program for custodial supplies

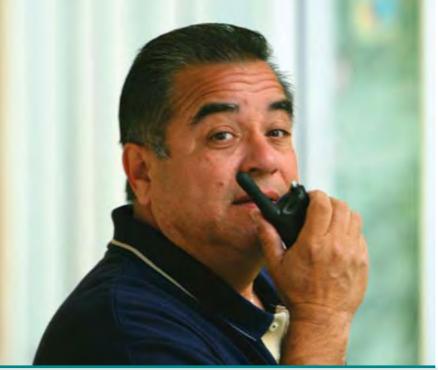


- Supported more innovative programs through the Assistant Director Programming Funds in Residential Life: Health Fair, Comedy Improvisation, Martin Luther King Celebration, Jeff Chang on the History of Hip Hop (co-sponsor), Lillian Roybal-Rose/ Nanci Luna- Jimenez diversity training for the community and Starbucks Guy
- Used DVD and web streaming for resident director recruitment
- Conducted Move-In Crew Outreach with on-line application and Face Book advertisement
- Streamlined purchasing process for Senior Building Maintenance supplies and tools
- Implemented storage review and re-organization with the newly created position of Physical Resource Manager

- Used Share Point as a communication system at the Front Desks for student staff, as a communication tool for many Residential Life committees, and as a tracking system for our S&E accounts
- Utilized Central Stores space instead of off-campus storage units that resulted in cost savings.
- Implemented Preventative Maintenance Teams to enhance mechanical efficiencies
- Created partnership with Dining Services and Business & Financial Planning to change procedures for career staff timekeeping, based on audit recommendations. This followed a retreat with Central Dining and Office Managers to address timekeeping procedures and other audit findings.

Living out our Values...

We Are About Values in Action



Respecting and Understanding Individual Differences

- A&CL developed a process for allowing service animals in complexes by understanding the special medical needs of some residents.
- H&RS staff members volunteered as facilitators in the H&RS Restorative Justice program.
- RL provided Lillian Roybal-Rose's Cross-Cultural Communication training for the campus, so that other units and departments could be trained on cross cultural communication skills.
- RO customized space for disabled students motorized vehicles.
- H&RS provided written and oral translations for staff.
- RO and RDS provided ESL classes as well as Spanish classes for English speakers.



Striving to Be the Best

Having Fun and Being Passionate About Our Work

Exceptional Service to Those We Serve

2004-05 Highlights

- A&CL re-evaluated student staff trainings to align with vision.
- A&CL hosted Logic domain's first user's group conference.
- RDS participated in both the annual NACUFS Benchmarking and the NACUFS Salary Surveys.
- RL worked with consultant Steve Dewart to draft a values statement and strengthen work relationships to create better operating efficiencies.
- RO successfully managed budget within established constraints for 16th year.

2004-05 Highlights

- A&CL presented a play-at-work workshop at WACUHO.
- A&CL hosted a staff appreciation breakfast and farewell parties.
- H&RS held the annual Service Awards Ceremony, Staff Picnic and a Town Hall "Cheer" with Kareoke.
- RDS staff at FT participated in various outings together, which included guided tours at the Marine Science Reef Center, the Bren Building and Lake Cachuma with a naturalist.
- RDS sent eleven leaders from all four dining commons and the Central Dining team to attend the regional NACUFS conference and pre-conference activities in Palo Alto. Traveling together in two vans enhanced the teambuilding and enjoyment of the trip.
- RDS' Central Dining team met for the day at the Red Lion Inn to develop and review goals and objectives as well as tour their food facilities.
- RHA received the National Communications Coordinator (NCC) of the Year Award and the First Year Student of the Year Award.
- RL celebrated student accomplishments at the End of the Year Banquet.
- RO held a Custodial Retreat with focus on learning about other units in H&RS.
- RO sponsored Managers and Supervisors Retreat with focus on learning about other units and "what qualities or behaviors enhance promotion-ability."
- RO held an Appreciation Luncheon and building luncheons and parties throughout the year.

- A&CL streamlined contract exceptions process.
- FSH staff substantially increased evening and weekend meetings with residents.
- RDS developed a breakfast coffee service to go in every dining commons for residents.
- RDS provided nutrition education throughout the year with quarterly Nutrition Hotline newsletters for staff and residents, classes, table tents and numerous Nutrition Week activities.
- H&RS staff members Jill Horst, Patt Lunsky, Jacki Mattice and Sunny Reiner were recognized as "Unsung Heroines" for their outstanding leadership and contributions to the campus.
- ORL provided all applications electronically.
- ORL expanded RHA offices and equipment check-outs.
- RO received the Bill Villa Award, Margaret Getman Award, and RHA Outstanding Staff or Faculty Recognition Award.



Continuous Learning and Growth

2004-05 Highlights

- A&CL presented a workshop on Megan's Law at WACUHO.
- A&CL garnered record attendance at the annual 'Where Am I Going to Live' workshop.
- RDS consultant Chef Stephen Jack provided an eight-day training and certificate program for production staff in DLG to fine tune skills and orient the large number of new staff on the art of platform cooking.
- RDS provided ESL classes to 22 Francisco Torres staff at the beginning, intermediate and advanced levels.
- RL staff member Joyce Ester earned her PhD from UCSB.
- RL staff member Josie Vasquez began learning PPS.
- RL developed a second men's floor program.
- RL sent Linda Croyle and AI Day to attend the UC Berkeley Residential Education Conference.
- RL sent AI Day and Charlene Chew-Ogi to attend Disney Institute held at UC Berkeley.
- RL staff member Chris Johnson audited the UC Santa Barbara class on Autobiographical Screenwriting.
- RL staff member Charlene Chew-Ogi attended a writing workshop.
- RO achieved 60% participation rate in the Professional Development Program.

Being Environmentally Sensitive

- A&CL provided on-line surveys and elections.
- A&CL collaborated with RO on solar powered lights on bike path.
- RDS initiated a Sustainability Plan that includes using locally grown and manufactured products, integrating some organic foods and using biodegradable disposable dishware that is made from renewable resources (not plastic) and can be composted. RDS worked closely with the Environmental Studies students and partnered with the H&RS Environmental Manager and other campus constituents to form a UCSB Dining Sustainability committee.
- RDS staff in Special Events Catering division implemented the use of biodegradable disposable dishware for offsite events. They also purchased and prepared organic produce for many events.
- RDS decreased the use of display ice, composted vegetable waste, continued to recycle cardboard, paper, glass and metal and pursued energy efficient equipment specifications.
- RHA held paperless, electronic RHA elections.
- RL eliminated paper lists at Front Desks through use of SharePoint.
- RO received the 2004 Green Award from Community Environmental Council.
- RO received the Green Building citation for Manzanita Village.
- RO participated in an energy contest with National Green Campus Program.
- RO Utilized carpet that is 100% recycled and recyclable.



Building Partnerships and Helping Others Succeed

- A&CL worked with the Tenant's Association and the Vice Chancellor's office to stop golf balls from coming into the FSH complex from the neighboring driving range.
- A&CL collaborated with Police and campus officials to develop a plan for responding to registered sex offenders living in H&RS facilities.
- A&CL assisted with the facilitation of the Administrative Services retreat.
- RDS staff at FT partnered with RO and RL through weekly meetings to resolve the unique FT issues and enhance services for residents.
- RDS staff at Ortega, Carrillo and DLG partnered with RO to create, hire and develop cost-effective late night custodial teams to ensure that proper procedures for cleaning and upkeep are in place.
- RDS staff at Carrillo partnered with Professor Athanassakis to establish the Manzanita Café on Carrillo's patio.
- RDS formed an ACCESS team, comprised of staff from UCen and RDS, to work collectively to resolve various issues, including the summer data collection and data reporting.

- H&RS formed a team comprised of staff from RDS, RO and the H&RS Resource Planning Coordinator and campus representatives to work collectively throughout the year to share in the ongoing projects identified on an extensive "fix it" list for the newly renovated DLG.
- RL staff member Marlene Cohen co-facilitated the Year I Professional Competency Program (PCP) in Spanish, and instructed ESL for Housekeeping and other staff.
- RL staff member Charlene Chew-Ogi was on the committees to search for the Vice Chancellor of Administrative Services and Campus Police Chief.
- RO partnered with National Green Campus Program.
- RO collaborated with RDS about custodial hiring and training.
- RO conducted raccoon prevention work with Tenant Association at FSH.
- RO participated in the GIVE sale with the Isla Vista Liaison Office.
- RO partnered with Central Stores to cut costs and support campus entities.
- Conference Services and RL coordinated all desks for Early Move-In '05 student check-ins, providing a "move-in" experience similar to Opening Weekend for the ever-increasing number of freshman student workers.

Living & Learning Educational Equity at Work in 2004-05



Provide Access

Strive to recruit, retain and promote a staff that reflects, on the whole, the population of our local and state community, and support campus efforts to recruit and retain targeted or underrepresented students.

2004-05 Highlights

- A&CL provided internships for staff who are underrepresented in their fields.
- A&CL staff chaired a campus committee on recruitment of students with disabilities.
- The Executive Director's office supported student outreach programs to bring underrepresented students to campus by donating 500 guest meals.
- RDS supported the campus recruitment of underrepresented students by discounting guest meals for 1500 high school visitors being recruited to UCSB from throughout California.
- ORL supported the overnight outreach programs to bring underrepresented students to campus.
- ORL's RA Selection process produced a diverse team to serve our student body, and are from the following backgrounds: 9 Asian American, 14 African American, 4 Biracial, 5 GLBT, 8 Latino, 4 Jewish, 2 Middle Eastern, 51 White, 2 International.
- RDS staff applied for promotions as they became available in all the dining units. Seventeen people were promoted throughout the year, and in that group thirteen were underrepresented staff members, and five of the underrepresented staff members were promoted to Managers or Supervisors.
- RO deleted "English-only" in recruitments.
- RO provided personal assistance with PDP forms and all other forms.
- RO translated majority of documents to Spanish.
- RO provided cross-training for Senior Building Maintenance Workers.



Increase Empowerment Assist underrepresented students and staff in identifying unique needs, and provide services and opportunities for success to meet students' and staff members' unique needs

- A&CL staff participated in the Child Care Action Committee.
- H&RS provided alternative work schedules through the START program for staff with family related issues or classes.
- A&CL and RL provided staff for facilitation of Spanish speaking PCP 1.
- RDS staff members Juan Flores, Carmen Ybarra, Pedro Vargas, Mario Castaneda and James Versola all participated in the HR Supervisory Certificate Program on campus to enhance their skills and professional development.
- RDS developed many global and regional menu selections with authentic ingredients and seasoning to meet the diverse requests of clients. Sushi and sticky rice were well received, as were global menu selections from countries around the world prepared on the Mongolian grill in Carrillo, in the Tacqueria at DLG and in all the kitchens on a regular basis.
- RL supported cultural staff retreats and followed-up on issues and concerns that surfaced during cultural staff retreats.
- RL provided an Educational Opportunities Program (EOP) peer liaison program in each building.
- RL held Awareness Socials at the beginning of the academic year for students to connect with cultures found on our campus.
- RL encouraged one RD to do an internship in EOP to learn from and help students of color.
- RL provided meeting spaces for underrepresented student groups.
- H&RS provided information to staff in Spanish and English and used translator/head phones in large meetings.
- RO provided flexibility with work schedules for family related issues or classes.



Encourage Awareness Provide individual staff members and residents with information and training in order to increase awareness about biases regarding cultural differences

2004-05 Highlights

- A&CL hired the National Coalition on Community and Justice (NCCJ) to provide diversity training for student staff.
- RDS provided décor and table tents with information on Kwaanza, Hannukah, Christmas and Ramandan and also provided cultural food, décor and educational materials to highlight and celebrate Passover, Lent, Cinco de Mayo and Black History Month.
- RDS and RO staff participated in Sexual Harassment training, along with the other managers and supervisors in H&RS.
- RL sponsored a 1/2 day experiential diversity exercise and a two-day diversity training in Student Leadership Training.
- RL followed up their diversity training with an additional 2-day training by Lillian Roybal-Rose and Nanci Luna-Jimenez in the winter.
- RL held Multicultural Awareness Committee (MAC) programming and other RA programs to increase awareness.
- RO provided headphones for English speakers while a presenter spoke in Spanish, thereby giving English speakers an opportunity to see what it is like to learn through translation.
- RO featured a speaker at a Residential Operations retreat that heightened our awareness about mobility issues with our property for those in wheel chairs.
- RO held a Cinco De Mayo appreciation luncheon.



Build Understanding Foster trust and open communication lines within the organization and residential communities so that individuals are encouraged to recognize and respect the differences and similarities around them.

- A&CL launched internal campaign for face-to-face follow-up with residents.
- A&CL provided leadership for campus committee on how to expand Restorative Justice.
- A&CL served as the majority of the members for the campus Advisory Committee for the Ombud's office.
- RDS Spanish speakers were provided with a Spanish Speaking instructor to teach ServSafe and computer skills, focusing specifically on unique needs and fostering trust among staff members. Most materials were translated for Spanish speakers in Dining, including the Policy and Procedure binder.
- RDS provided daily feedback and open communication with our customers in two key ways: through Managers' presence in the dining room and with comment cards that were readily available in all four dining commons.
- RL communicated expectations regarding an atmosphere free from bias and bigotry in the Residence Halls at Opening meetings and in handbooks.
- RL followed through on a commitment to talk to residents when incidents around insensitivity occur in the halls.
- RO created an opportunity for Directors to work with a consultant to enhance our communications and trust.
- RO partnered with RDS in cleaning DLG Dining Commons.
- RO continued partnering with FSH and the Tenant Association.

UnitHighlights

Apartment & Community Living 2004-05 Highlights

Unit Highlights

- Initiated a dynamic on-line information center for residents
- Increased parent participation in the Youth Recreation Program's quarterly events to 80% and piloted an "Artist in Residence" program
- Collaborated with Graduate Student Association to design and implement an extensive graduate student housing needs survey
- Created new revenue source by installing a visitor parking machine for Francisco Torres
- Coordinated and held first annual Logic Domain (rental database) user's group meeting with representatives from the western region
- Created a Community Development vision statement for the unit as well as began process for aligning student staff training to this vision
- Established procedures for notifying residents about sex offender registrants
- Implemented a process to accept on-line credit card payment for rental listings
- Established guidelines consistent with ADA for residents to have service animals in residence

- Created an educational booklet for renters of "Rooms in Private Homes" with tips on how to have a successful renting experience
- Developed an early move-in program for new international students while also streamlining the regular check-in process for domestic and returning Single Student Apartment students
- Assisted the Student Housing Co-op with the planning of a major summer renovation of one of their buildings
- Redesigned the process for distribution and verification of the cable modem boxes in Family Housing
- Facilitated discussions and university response among students, parents, landlords, University administrators and county officials when several Del Playa street complexes were condemned
- Expanded on-line surveying of residents for resident government elections and co-op staff evaluations.



Business & Financial Planning 2004-05 Highlights

Information Systems

- Provided user training in key business productivity software, including Word and Excel
- Completed Sharepoint planning and implementation
- Participated in the implementation of the new Housing website(s) architecture
- Implemented an easy-to-use web-based collection of information and resources for residents
- Developed new Major Maintenance System
- Coordinated the development of a Community Housing Intake system
- Introduced computer stations for RMS check-in for residence hall move-in days
- Installed 11 kiosk stations to break down the "digital divide" in H&RS and provided a classroom-based training program for inexperienced kiosk users
- Upgraded the existing domain infrastructure to a more robust and secure environment and instituted security screening across the existing domain

Explored and evaluated rapid disaster recovery solutions
 Upgraded all departmental workstations to Office 2003

- Improved service request system (TMA) with better tracking and status logging
 - Designed, created, and implemented a new IP network for ResNet

 Established a new ResNet Service Center model and established multiple points-of-presence across campus

 Continued establishment of wireless network access in every residential area

• Completed the FT network and moved the computer lab

 Earned high scores for ResNet service in the annual student satisfaction survey.

Training & Development

 Served as a consultant to the College of Letters and Science in the development of its Leadership Institute

 Offered Individual Professional Competency Program for the Executive Director of Housing

- Completed two Professional Competency Program (Year 1) classes in English, one Professional Competency Program (Year 1) class in Spanish, one Professional Competency Program (Year 2) class, and planned a Year 3 Professional Competency Program for Housing & Residential Services Managers
- Continued the development of the YES! Program (Your Exceptional Staff!)
- Developed the Amigo-Amiga New Employee Orientation partnership and tour program
- Partnered with Santa Barbara City College, UCSB departments and Housing & Residential Services to instill a spirit of "Intrapreneurship" in our work culture.

Faculty Housing

- Administered the master lease for Willow Springs Apartments, which involved managing resident turnovers and revising move-in and move out processes with a checklist system
- Enhanced web page with all the tools Faculty need for the home buying process
- Streamlined the MOP Loan process, submitting 100% of MOP Loan Applications online
- Served on the Chancellor's Advisory Committee for Faculty & Staff Housing.

Finance

Accounting Processes

- Streamlined Accounts Payable process for Utilities billing
- Assisted with the process design and implementation of exporting CBORD into APEX.

Customer Service

- Partnered with RO to find a software tracking system for training
- Initiated process to acquire a Time & Attendance/Human Resources software program.

Personnel & Payroll

- Prepared a Professional Services monthly status report
- Conducted quarterly PPS user group meetings
- Input unit job descriptions into the campus On-line Application and Classification System (OACIS). Assisted other H&RS units as required.

Student Activity Accounts (RHA & SSACC)

- Re-designed the RHA Chart of Accounts
- Converted RHA and Staff Development paper forms to on-line forms
- Coordinated check runners for Manzanita, San Rafael, and Francisco Torres.

Major Maintenance

- Participated in the development of a new Major Maintenance System
- Designed a Low-value purchase process in the new Major Maintenance System.

Residential Dining 2004-05 Highlights

Residential Dining Units

- Developed stringent food and labor management and developed additional budget tools to track and monitor spending
- Implemented Late Night meal service from 9:00 11:00 pm, providing a fourth meal option for residents. In addition, residents' meal plans began two days earlier than previous years on the weekend of move-in. Meals were available from the moment students moved into the residence halls.
- Hired 33 new staff members to operate the newly renovated De La Guerra Dining Commons and fill vacant positions in the existing three commons due to promotions. This entailed getting all of these new staff members oriented, trained and ServSafe certified.
- Served as a key transition test site for the campus implementation of the Online Application and Classification Information System (OACIS). This project included entering all job descriptions into the new online system (178 total) and migrating all hiring and classification procedures to the new online format. Anne Athanassakis served as a volunteer mentor for H&RS and for the campus in this process.
- Developed and issued new policy and procedure binders to all Dining staff members to assist in the standardization of information regarding work processes in the four dining commons
- Made significant facility improvements and repairs to the Francisco Torres kitchen and dining room, including replacement of kitchen ceiling tiles, expansion of the dry foods storage, repair and repainting of all dining room pillars, and the addition of two griddles and a bakery deck oven
- Transitioned FT from having no bakery operation and utilizing frozen baked goods to hiring a qualified baker and developing from-scratch recipes. Ortega assisted FT during the first half of the year by providing freshly baked bread and dessert. A new salad cook was also hired to prepare fresh salads daily and eliminate the use of pre-prepared vegetables and salads.
- Gave the Ortega dining room a face-lift at the end of the summer which included new carpet, flooring, paint, window screens and shades
- Received a NACUFS Loyal E. Horton Dining Award, Honorable Mention, for Carrillo's Residence Hall Stand Alone Concept entry, scoring over 90% of the total points
- Eliminated the manual bubble sheet system for summer conference group meal count data management with the installation of scanners and a new bar code system. This represented a savings in time and printed materials, as well as enhanced the service to clients and increased the accuracy of access reporting.
- Re-wrote the specifications for Dining's \$1 million produce bid and the bid for purchasing disposables to incorporate information, pricing and alternative products that are biodegradable, organic and sustainable
- Provided extensive programming in Ortega on Friday nights: Jazz combo (5 times), Magician (3 times), Casino night (2 times), Comedy Acts from LA (2 times).

- Implemented the daily provision of freshly prepared sushi at Ortega at lunch and dinner.
 Ortega also began automated preparation of homemade cookies, which eliminated repetitive motion issues for staff and enabled cookies to be served every day.
- Developed and implemented a method to provide all four dining units menus online daily for residents and summer conferees to access and review, using the CBORD system. In addition, an online order system was established for take-out meals to enable ordering the night before with express pick-up the next day.

Marketing – Website and Publications

- Developed a variety of department website guidelines, including compliance with federal access standards for disabled students, through Eric Zobel's work on the campus Web Standards Committee. Eric also helped coordinate and implement a new work team configuration and re-direction of leadership for H&RS website management. The team launched new pages with residence hall layouts and images for Conference Services.
- Completed 3D floor plan project for residence halls in conjunction with Peter Allen in Engineering
- Launched the RD Recruitment website
- Created new logos and marketing materials for the Wellness and Homestretch programs
- Produced the H&RS Annual Report on the web with a cost savings of \$5,000
- Designed and produced many key publications for the campus and H&RS, including the Convocation invitation and program, three H&RS department newsletters, and the DLG and Carrillo press releases.

Residential Life 2004-05 Highlights

Unit Highlights

- Awarded contracts and housed all first year students who returned their Statement of Intent to Register by May 1, 2004, when they returned their contract in June
- Operated both towers of Francisco Torres for the first year, making a total of eight residence halls, fully staffed to serve nearly 4800 residents
- Booked residents in rooms and with roommates, and handled triples with no complaints
- Brought out one of the largest Convocation attendance crowds for the campus through staff organizing efforts
- Kept the halls safe during Halloween, which occurred on a weekend, through programming and the no-guest policy. RHA's alcohol free event, "Malice in Wonderland" had a record setting attendance at the UCen.
- Achieved 58% resident participation rate for the RA/Resident Satisfaction Survey, the highest ever
- Represented UC Santa Barbara at the PACURH Conference at Humbolt State with 15 students
- Provided fair and tough adjudication through Residence Hall Review Boards
- Hosted UC Judicial Officers meeting
- Hosted UC Residential Life Directors Conference
- Sponsored fund-raisers for tsunami relief in San Nicolas and Francisco Torres and for Relay for Life in San Miguel
- Held a two-day overnight planning session with professional staff as part of RD/ARD training this year to increase teamwork and understanding
- Conducted a two-day workshop for RD's to focus on professional skills
- Supported the increased number of resident assistants, desk staff and other resident services through the work of staff in the trailers
- Experienced a highly visible, multi-resident eviction process
- Sponsored the 1st Annual Academic Open House and 3rd Annual Academic House Luncheon.

Residential Operations 2004-05 Highlights

Residential Operations

- Received recognition of Maintenance and Custodial staff through the William J.Villa Award for Outstanding Services to Students
- Received the 2004 Green Award from Community Environmental Council
- Received the Margaret Getman Outstanding Service to Students Award for Carlos Marquez's service to campus
- Received the RHA Outstanding Staff Award for Arnulfo Montoya, Senior Custodian
- Increased utilization of in-house 501 staff (maintenance trades) for EMS installations and heat exchangers at Francisco Torres
- Completed three Building Maintenance Worker cross training programs which resulted in promotions for participants
- Transitioned to cashless laundry facilities
- Developed and implemented an Assistant Director for Maintenance internship
- Developed and implemented an 18-month Carpentry internship
- Provided flexibility for employees to choose a 30-minute lunch to shorten their work day
- Provided two mini-town hall meetings (all RO employees) with the focus on the H&RS budget (how we are funded, where the money goes and how salaries are set)
- Planned and successfully managed 40 major maintenance projects valued at \$1.9 million
- Expanded key security management with on-site room key audits for all residence halls
- Completed ESL classes for 40 RO employees
- Partnered with Tenant Association at FSH to upgrade playground equipment at Storke FSH
- Successfully managed and coordinated the physical move-in process for residence hall students
- Completed planting upgrades at DLG Dining Commons
- Enhanced Ortega Dining Commons with paint and carpet
- Achieved lowest worker compensation injury rate in four years.

Conference Services

- Converted all contract and planning documents into pdf files and electronically distributed to clients
- Increased numbers significantly in meeting management and credit card fee collection programs. They ranged from collecting housing fees only to collecting all registration fees along with full meeting management and conference coordination.
- Added courier service (two times per day) to our front desk operations which, though very simple, had many unanticipated benefits and increased communication between our various properties when forms, maps, posters, refund requests and other tangible items needed to be transported in a timely manner
- Hosted the following Summer 2005 Conferences: Device Research & Electronic Materials Conference; Omohundro Institute of Early American History & Culture; Crypto; Tunicate, also known as Urochordate; Stochastic Processes and their Applications; WACUBO; American Ornithological Union; Seeing at the Nanoscale; Center for Spatially Integrated Social Science Sessions 1, 2 and 3; and Football Club of Santa Barbara 1 and 2.

Professional Development

The following staff members participated in professional development, in line with our department's *Professional Development Plan* (see page 10).

Staff Development

- Nine staff members attended the Western Association of College & University Housing Officers (WACUHO) conference.
- Roane Akchurin, Jacki Mattice and Saturnino Doctor attended Logic Domain User's Group.
- Nine staff members attended the Disney Institute at UC Berkeley.
- Marian Bankins, Roane Akchurin, Elizabeth Yossem-Guy and Jill Hurd attended the Association for Conflict Resolution conference.
- Sheryl Troy attended Conscious Discipline training and the National Association for Education of Young Children conference.
- Alan Ogi and Jill Hurd attended the UC Apartment conference.
- Twelve staff members attended the American College Personnel Association (ACPA) annual conference.
- Joyce Ester and LaDonte King represented RL at the Association of Student Judicial Affairs (ASJA) annual conference.
- AI Day, Chris Johnson and Abby Nelson represented RL at the National Association of Student Personnel Administrators (NASPA) national conference.
- Willie Brown attended the Association of College and University Housing Officers International (ACUHO-I) annual conference.
- Saturnino Doctor and Daxter Gulje attended the Sharepoint Advisor Conference.
- Alex Carreno and Daxter Gulje attended the Networkers Conference.
- Linda Croyle and Erika Williams represented RL at the National Conference on Race and Ethnicity in Higher Education (NCORE).
- Bonnie Crouse attended the National Association of College and University Food Services (NACUFS) Purchasing Workshop, was a UC Leadership Institute participant and attended the UC Santa Cruz Sustainability Conference.
- Maddy Bascom and Lily Berrish attended the Special Events Conference.
- James Acebu, Lily Berrish, Subarna Sijapati and Tom Estes attended the Western Foodservice and Hospitality Expo in Los Angeles.
- Subarna Sijapati attended the Fancy Food Show in San Francisco.
- Eric Zobel attended Web Design World in Seattle.
- Seventeen staff members took Beginning Excel, 35 took Intermediate Excel, 34 took Beginning Word, 40 took Intermediate Word and 17 took Advanced Word.
- Juan Flores and Tim Sullivan began the UCSB Supervisory Certificate program.
- Judy Edner and Willie Brown attended the National Association of College and University Food Service (NACUFS) national conference; Judy, Bonnie Crouse and Willie Brown attended the National Restaurant Association (NRA) Food and Equipment Show.

- Nick Fuentes, Pedro Vargas, Mario Castaneda and James Versola attended the LA Food Show where they researched new recipe and equipment ideas for the FT kitchen.
- All kitchen staff received training in fire extinguisher use, ergonomics, wellness and emergency training. Most also received training in first aid and CPR.
- Mark Rousseau, Jackie Treadway, Jacque Hilliard, Tom Beland, Mark Coony, Jeff Monteleone, John Fowler, Donald Canley, Lupe Corrurbias, Ernie Gould, Marc Favero, and Julian Torres worked with a consultant about team and leadership.
- David Wiens and Terry Campbell attended the Bosch Readykey Pro training.
- Jeff Monteleone and Randy Bittner attended the TMA User Conference.
- Randy Bittner and Tom Beland attended the UC System-wide Conference Meeting.
- Ric Williams, Albert Coghlan and Manuel Herrera attended the San Francisco Flower Show.
- **Ric Williams** attended the UC Riverside Landscape Seminar and the American Association of Botanical Gardens and Arboreta (AABGA) Conference.
- Manuel Lopez and Teofilo Solis attended Toro Irrigation Training.
- Randy Bittner attended the International Sanitary Supply Association (ISSA) Conference.
- Andy Johnson and Terry Campbell attended Johnson Control Training.
- Marc Favero attended the National Technology Transfer (NTT) Logic Controllers training.
- Steve Smith attended the Association of Physical Plant Administrators (APPA) Conference.
- Mark Rousseau and Carl Decker attended the Green Building Conference.
- Mark Rousseau, Ric Williams and Carl Decker attended the UC Santa Cruz Sustainability Conference.
- Chuck Haines attended the Greenbuild Conference.
- Mario Munoz attended the RMS conference.
- Jose Osorio attended NTT welding training.
- Thirty-six staff members attended the on-campus Administrative Retreat.
- **Pam Allen** and **Whitney Morris** began educational requirements for the Certified Meeting Professional (CMP) designation.
- La Donte King was trained as a mediator.
- Ken Lewis attended the Tech-Ed Conference.

Professional Competency

PROFESSIONAL COMPETENCY YEAR 1, Program Participants:

Jason Souza, Janet Niedert, Dan Hogan, Manny Gonzales, Darlene Vargas, Ray Lopez, Danny Laub, Elizabeth Yossem-Guy, Sheryl Troy, Laureen Killenberger, Mike Shinn, Alicia Lewis, Shalauna Miller, Chris Johnson, Jamie Patton, Jeff Hillery, Laura Adams, Charlotte Pettit and Hyacinth Locke.

- PROFESSIONAL COMPETENCY YEAR 1, Spanish Speaking Participants: Juan Flores, Elvia Aguilar, Esther Ramirez, Luz Acosta, Florencia Gantes, Arturo Ortiz and Manny Munoz.
- Maria Arroyo and Marlene Cohen were co-facilitators for the Spanish speaking PCP Year 1.
- PROFESSIONAL COMPETENCY YEAR 2 Participants: Jacki Mattice, Alan Ogi, Cheryl Jones, Cathe Hedrick, Eriko MacDonald and Sheri Walker.

Contributions

Below are staff members who contributed to the profession through scholarship, work on committees or presentations at professional conferences.

- Roane Akchurin was a Trainer for Transformative Mediation on campus.
- Danielle Duarte, Christine Whang, Damian Deveze and Alan Ogi presented on infusing play at work at the WACUHO conference.
- Marian Bankins and Jill Hurd presented on resident notification of Megan's Law registrants at the WACUHO conference.
- Elizabeth Yossem-Guy and Linda Croyle presented at the Professional Women's Association (PWA) conference on Healing and Energy Work.
- Delilah Poupore presented at the PWA conference on developing a life purpose.
- Joyce Ester was on the Association of Student Judicial Affairs (ASJA) Conference Committee.
- Joyce Ester coordinated the campus training on Restorative Justice with Thom Alena.
- Joyce Ester co-wrote a chapter in Alena's Restorative Justice text.
- Chris Johnson was on the Western Training Institute (WTI) Committee.
- Jason Souza taught two ServSafe classes for 60 dining staff, certifying 45. In the first class, 8 out of 13 passed the exam. In the second class, 37 out of 47 passed the exam.
- Terry Thomas became certified as a ServSafe Instructor for Dining and also taught nutrition classes for H&RS in the Wellness program.
- Bonnie Crouse was the Chair of the College and University Resource Board (CURB) group, hosted a
 board meeting at UCSB, planned and attended the CURB conference, presented on a "Purchasing Trends
 in College Dining" panel at the National Restaurant Show, and contributed to UCSD's Housing and Dining
 Services Strategic planning conference by participating as a peer.
- Eriko MacDonald worked closely with UCen Catering to develop a summer catering service for conference clients that is a seamless package in order processing, billing and timeliness.
- Shawndel Malcolm assisted IS in teaching eight beginning computer classes.
 - Anne Athanassakis, Rick Kelly, Sheri Walker, Laura Adams and Jill Horst participated on a Kronos timekeeping system evaluation team for H&RS and went to UCLA to evaluate their Kronos program.
 - Lily Berrish, Judy Edner and Bonnie Crouse served on the Board of Directors for the Santa Barbara Women's Culinary Arts Guild, supporting women in the Food Service industry, providing community scholarships and hosting culinary events.
 - Subarna Sijapati worked in the H&RS Family Student Housing Family Garden and taught a class for the children called "Fun with Food."
 - Concessions donated the retired concessions trailer to Dos Pueblos High School.

• Anne Athanassakis moderated two professional development panel discussions for HR and the Chancellor's Staff Advisory Council on "How to Take Control of Your Career."

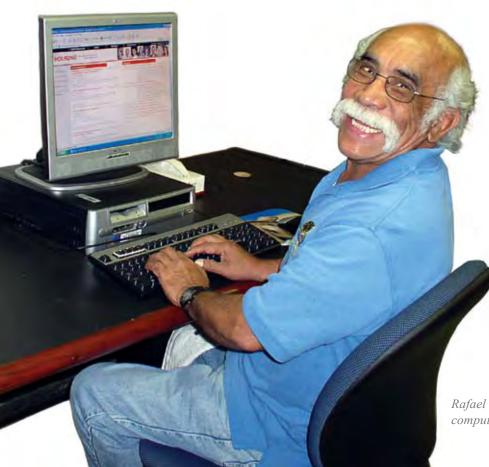
- Sarah Black created a Production Team Handbook.
- Ginnie Thomas presented to the UC Ergonomic
 Workgroup Meeting, "Effectiveness of Back Injury Prevention Training."
 - Terry Campbell served on the WACUHO Facilities Committee.

AWARDS

- **Carlos Marquez** was awarded the Margaret T. Getman Service to Students Award, which recognizes University Staff and/or faculty who have demonstrated an extraordinary commitment to the general growth and development of students and the quality of student life.
- The Residence Hall Association awarded Staff Excellence Awards to **Maritza Mejia**, **Stephen Rice** and **Lisa Slavid**, presented to staff or faculty members for service above and beyond the call of duty to residents.
- The Residential Operations Maintenance & Custodial Unit was awarded the William J.Villa Departmental Service to Students Award, which recognizes one university department that has demonstrated extraordinary service to students.
- Cresencio Acevedo and Marian Bankins were awarded the UCSB Staff Citation of Excellence Award, which acknowledges and celebrates outstanding achievements and meritorious service of career staff.
- The Professional Women's Association honored Jill Horst, Patt Lunsky, Jacki Mattice and Sunny Reiner as Unsung Heroines. These are special women who may not make headlines but who do make a positive impact to the campus by going beyond what is expected in contributions to their job, their co-workers, the campus or the community.
- Seth Avakian, Ozzie Carrara, Amberjae Freeman, Arnulfo Montoya, and Abby Nelson were awarded Outstanding Faculty/Staff Awards. Students within the residence halls determine who receives these awards and they reflect the exceptional commitment and dedication that these staff members practice in their work.
- Lisa Slavid was awarded the Dan Hallenbeck Service Award, which recognizes outstanding and continuous service to the Pacific Affiliate of College and University Residence Halls (PACURH) of a full-time housing or student affairs professional.

Carlos Marquez, proudly displays the Margaret T. Getman Service to Students <u>Award</u>.

Strategic Plan 2004-05 Update



IN JANUARY OF 2003 a follow-up Strategic Planning conference was held to assess progress toward the Vision Statement created at the first conference in 1998. A key focus of this meeting was to evaluate progress toward the "Valued Staff Members" Vision Statement. In response to discussions at the conference, four action teams were formed: Communication Input, Communication Output, Financial Advisement and Work/Life. Although the majority of their work was completed by spring of 2004, several goals were also accomplished during 2004-05.

Several members of the **Communication Output Action Team** (COAT) planned and facilitated an Administrative staff retreat to follow-up on the recommendations that the COAT team made for the department. This workshop was intended to enhance relationships and learning among office personnel, specifically related to communication with our customers, our colleagues and across units in H&RS.

Thirty-six administrative staff members attended the workshop which included an Intranet overview, update on computer training and a panel of H&RS representatives who discussed communication tools and "best practices." Brainstorming occurred on recommendations for communicating and connecting, and those attending learned more about one another and the significant role that each person has in the organization.

Two recommendations were completed based on recommendations from the Communications Output and **Communication Input** Action Teams:

- Computer stations were installed for custodians, maintenance, grounds and dining employees.
- 2 Translation efforts were increased throughout the department, such as Spanish translation at the Town Hall meetings, and translating many departmental and unit correspondences into Spanish.

The **Work/Life Action Team's** suggestions related to flexible work schedule were enacted in several units. This meant many staff were able to create flexibility with work schedules (e.g., 30 minute lunch).

Rafael Vallin is enjoying the kitchen computer at Ortega Dining Commons

ONE OF OUR EIGHT STRATEGIC PLAN visions is to have "world class facilities" by achieving excellence in all of our housing venues. Housing & Residential Services is currently involved in a facility investment strategy that will renew our existing housing stock and increase the housing available to the UCSB student community. We expect new and upgraded facilities that will set a 21st century standard for residential living and learning. Our investment strategy has allowed us to respond effectively to the needs of the student housing community, while maintaining rates at below market levels. The magnitude of our capital program will create a larger organization and physical plant over a very short span of time. Our goal will be to maintain our health and vitality as an organization as we continue to provide resources that fulfill our value of quality service.

Targeted at our graduate student community, the **San Clemente Apartments** is a 972bed complex slated for a partial opening during the 2007-08 academic year. San Clemente is sited at the El Colegio border of the Storke fields. A combination of studio, twobedroom and four-bedroom units, San Clemente will be the campus' first housing facility dedicated to single graduate students.

Two renewal projects will address compliance with UC guidelines and other physical deficiencies, including fire safety. The goal is to modernize each facility's physical plant to current standards as benchmarked to the best practices of our field. Included in the renewals are **San Miguel Hall**, and **San Nicolas Hall**. The San Miguel renewal will be completed in fall 2006, and San Nicolas in the fall of 2007.

The **Sierra Madre Apartments** will add to our complement of family student residences. Sierra Madre is located on UCSB's North Campus, and will consist of 151 three-bedroom units, a housing type that is not currently in the mix of family student housing offerings. We expect to occupy Sierra Madre by the fall of 2009. A MARSH WINS

Capital Plan 2004-05 Update



THIS NOTE IS LEG

Financial Statement

		Actual 2004/05
	Room & Board	43,093,954
	Apartment Rentals	8,695,629
Revenue	Conference/Summer Revenue	3,420,792
	Other Revenue	1,846,765
	Total Revenue	57,057,140
	Household	
	Administration	889,428
	Housekeeping	4,354,272
	Repairs & Maintenance	3,175,710
	Utilities	3,212,194
	Total Household Expenses	11,631,604
	Student Program	4,261,057
Expenses	General	
	Administration	1,850,997
	Grounds	1,027,222
	Conference Services	849,579
	Information Systems	1,466,141
	Miscellaneous	1,166,239
	Total General Expenses	6,360,178
	Food Service	
	Administration	718,485
	Raw Food Cost	4,128,247
	Food Operations	8,905,221
	Repairs & Maintenance	609,206
	Utilities	803,048
	Total Food Service	15,164,207
	Total Operating Expenses	37,417,046
	Net Revenue	19,640,094
	Assessments and System Obligations	16,025,814
	Year-End Transfer to Maintenance Reserve	3,614,280



future of our civilization lies in our ability to make sense of the complex organisms and structures in our society today. We, in H&RS, have consciously shifted the efforts of our daily activities to areas that sometimes have been neglected or undervalued by society at large. Qualities like diversity, trust, community and continuous learning have required us to develop an ability to bring together and reconcile differing perspectives and approaches. The key element is our reliance on each other to build communities that not only work, but function at their fullest potential.

The greatest measure of our success is in watching the passion with which people approach their work life. We are about ... making a difference!

Peace.

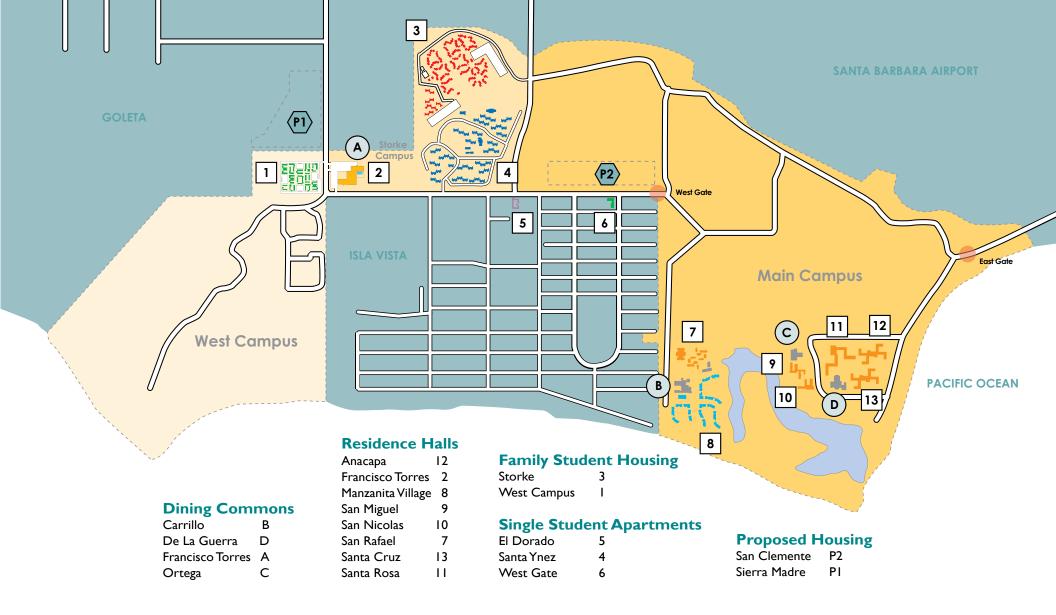
Willie Brown Executive Director

Who's Who in the 2004-05 Annual Report

Willie Brown, Administration, p. I Charlene Chew-Ogi, Residential Life, p.2 **Rob Donerson**, Residential Life, p.2 Everett Kirkelie, former Director of H&RS, p.3 Alejandro Carreño, ResNet, p.3 José Ortega, former Apartment Living employee, p.3 Erika Williams, Residential Life, p.4 Phil Resch, former Residential Operations Manager, p.4 Joan Mortell, former Community Housing Office Manager, p.4 Preston Farmer, Residential Operations, p.4 José Osorio, Residential Operations, p.12 Ernie Gould, Residential Operations, p.12 Dick Winther, Residential Operations, p.12 Jeannine Green, Residential Dining, p. 14 Terry Thomas, Residential Dining, p.17 Saturnino Doctor, Information Systems, p. 17 Shawndel Malcolm, Residential Dining, p.17 Rutila Maya Poppleton, Apartment & Community Living, p.18 Front Desk Students, Residential Life, p. 18 Manny Cortez, Residential Operations, p.19 Manuel Herrera, Residential Operations, p.20

Jorge Anaya, Residential Operations, p.20 Randy Bittner, Residential Operations, p.21 DiAnne Voorhees, Residential Life, p.21 Marlene Cohen, Residential Life, p.21 Tom Batalas, Residential Operations, p.21 Esther Gonzalez, Residential Dining, p.22 Reubén Ramirez, Residential Dining, p.22 Andrew Kim, Residential Operations, p.22 Mark Rousseau, Residential Operations, p.22 Michelle Pino and Front Desk Staff, Residential Life, p.23 Amira Elgan, Residential Dining, p.23 Rafael Martinez, Residential Dining, p.24 Gil Luna, Residential Dining, p.24 Sarah Black, Residential Dining, p.24 Ezequiel Ruíz, Residential Dining, p.24 Erick McCurdy, former B&F Planning, p.24 Steve Sibbert, Information Services, p.24 Unknown Student, p.24 Danielle Duarte, Apartment & Community Living, p.26 Christine Whang, Apartment & Community Living, p.26 Roane Akchurin, Apartment & Community Living, p.26

Sheryl Troy, Apartment & Community Living, p.26 Amy Van Meter, Apartment & Community Living, p.26 Alan Ogi, Apartment & Community Living, p.26 Rutila Maya Poppleton, Apartment & Community Living, p.26 Jill Hurd, Apartment & Community Living, p.26 Cristina Marinez, Apartment & Community Living, p.26 Amanda Allen, Apartment & Community Living, p.26 Zuag Yang, Apartment & Community Living, p.26 Elizabeth Yossem-Guy, Apartment & Community Living, p.26 Daniel Laub, Apartment & Community Living, p.26 Damian Deveze, Apartment & Community Living, p.26 María Arroyo, Apartment & Community Living, p.26 Marian Bankins, Apartment & Community Living, p.26 Patty Aijian, Business & Financial Planning, p.27 Dang Kimmel, Residential Dining, p.28 Randee Loya, Residential Life, p.29 Michael Baray, Residential Life, p.29 Storm Charron, Residential Operations, p.30 Cathe Hedrick, Residential Life, p.32 Carlos Marquéz, Residential Operations, p.32 Rafael Vallin, Residential Dining, p.33







Many thanks to H&RS carpenter Steve Smith for the staff photographs used throughout this report. Steve traveled the grounds during Fall Move-in capturing employees in the department's busiest moment.

De La Guerra Dining Commons, cover: Tom Bonner Photography Manzanita Village at Night, p.5-6: Werner Huthmacher H&RS Group Photo, p.8: Randy Lamb, UCSB Photoworks Storke Apartment Rendering, p.14: Urban Design Associates Campus from Goleta Beach, p.15-16: Tony Mastres, UCSB Photoworks Stretcher, p.18: Anne Athanassakis Hula Hooper, p.27: Eric Zobel San Clemente Rendering, p.34: Fields Devereaux Architects & Engineers

> 2004-2005 H&RS Annual Report Project Coordination & Design: Delilah Poupore/Eric Zobel

> > Housing & Residential Services University of California, Santa Barbara

