



**We Are**  
**About**  
Housing & Residential Services  
ANNUAL REPORT  
2005-2006











## Welcome!

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Thank you for taking time to review the accomplishments of Housing & Residential Services (H&RS) contained in our 2005-06 Annual Report. I am pleased to share with you the high-quality work from all the staff members in our department over the course of this past year.

The 2005-06 year was one of solidifying foundations and striving for new heights in H&RS. In the literal sense, the San Clemente apartment project broke ground and grew by day, contributing significantly to the campus' housing goals. We have reaffirmed the values and vision that under gird our practices, while adopting and adapting the best practices from within and beyond the higher education field.

Members of H&RS have introduced new initiatives to the campus, such as the Transformative Mediation Conference. We have supported major campus efforts such as Convocation and the Sustainability Conference. We have worked to serve as a model for the campus by sharing our extensive work in disaster preparedness through our Disaster Plan. We have involved and engaged students through our educational programming efforts, as well as through employment opportunities in H&RS units. Even as yeoman-like work continues on the unit level and collectively, we are ensuring stability and growth for the future.

H&RS provides housing and associated residential life services for UCSB's undergraduate student, graduate student and faculty population. We employ a staff of 685 FTE in the department which equates to 422 regular employees and

more than 800 student employees. As a campus auxiliary department within the division of Administrative Services, H&RS reports through the Vice Chancellor for Administrative Services. As Executive Director of Housing & Residential Services, I serve as UCSB'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.

We continue to invest in people and it is the people that have made H&RS so successful. The people and the values we hold are the strong foundation that will remain constant as we meet new challenges in the future. In the following pages, you will discover that as H&RS staff members bring their passion to their work, the projects and programs reflect the best in the staff members themselves. I am proud to share the results of our people's best efforts in these pages.

A handwritten signature in black ink, reading "Wifred E. Brown".

**Wifred E. Brown**  
Executive Director



A background image showing a computer lab with several students. In the foreground, a young man with dark, curly hair is sitting at a desk, looking at a computer monitor. He has his hand resting on his chin, appearing to be in deep thought. Behind him, another student is visible, and in the background, other students are working at their desks. The room is brightly lit with natural light from windows.

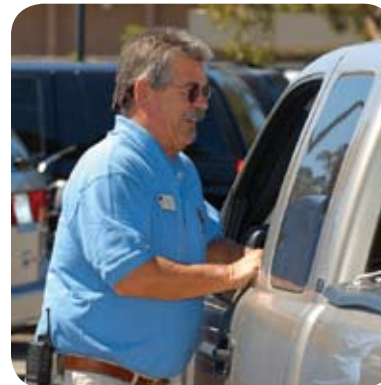
# Our Mission

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.





## OurValues

**Housing & Residential Services** employs the largest number of career staff on the UCSB campus. Bakers, groundskeepers, managers, accountants—all work toward one goal—to provide the best possible service to our customers, the students who live and eat with us. With so many different

backgrounds and interests how does it all work? We share a set of seven core values that make living out our mission a reality. Seven individuals are highlighted in this fold out section who exemplify these values; but they could be any one of our more than 400 career employees.



# We Are About...



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 our seven core values that 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

**Pam Rodgers**  
General Manager,  
Residential Dining Services

After college graduation Pam worked at Cornell University for two years before moving to Santa Barbara. At the age of 24, she became the General Manager (GM) at De La Guerra Dining Commons (DLG), where she served until recently. Pam is now the GM at Ortega.

"The DLG renovation project was a definite highlight of my UCSB career. I really wanted to make the place classy, fun and meticulously clean. The dining commons is an extension of the students' home, and I wanted them to feel like they had a lot of options, even including where they sat. It turned out even more impressive than I could have imagined. Even though we are not as busy at Ortega due to the newly renovated dining commons, we have been able to recognize the strengths of the environment and capitalize on it by creating a quieter, more intimate place." Food and time in the dining commons create some of the fondest memories from college, and I hope our work goes toward that."

"I remember when DLG hosted the Olympics in 1984—I had 10-hour shifts that began at 3:00 a.m. in order to feed the athletes breakfast by 4:00 a.m. The Olympics and opening the renovated DLG have certainly been my highlights!"

## Respecting & Understanding Individual Differences

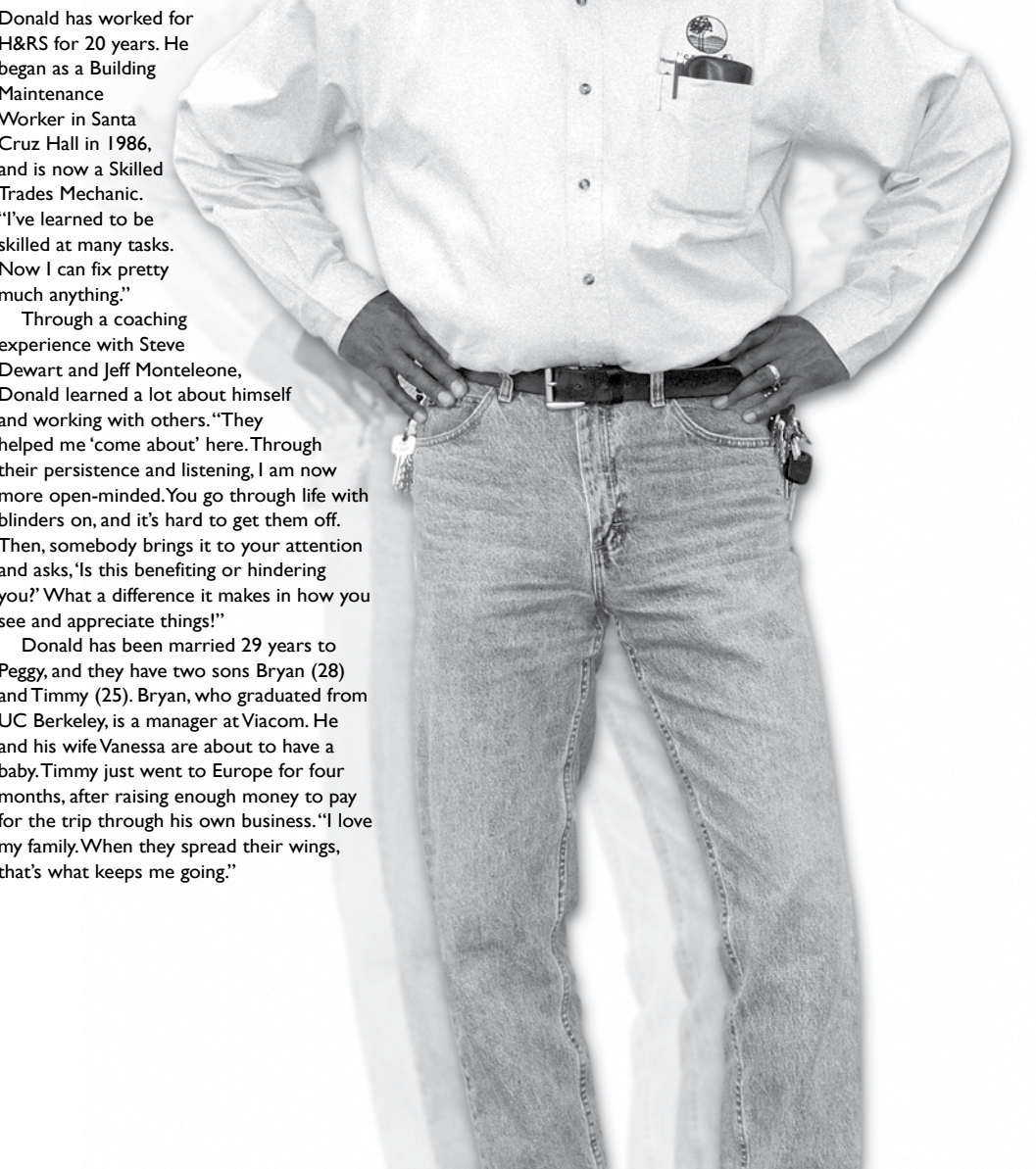
**Donald Canley**  
Skilled Trades Mechanic  
Residential Operations

Donald has worked for H&RS for 20 years. He began as a Building Maintenance Worker in Santa Cruz Hall in 1986, and is now a Skilled Trades Mechanic.

"I've learned to be skilled at many tasks. Now I can fix pretty much anything."

Through a coaching experience with Steve Dewart and Jeff Monteleone, Donald learned a lot about himself and working with others. "They helped me 'come about' here. Through their persistence and listening, I am now more open-minded. You go through life with blinders on, and it's hard to get them off. Then, somebody brings it to your attention and asks, 'Is this benefiting or hindering you?' What a difference it makes in how you see and appreciate things!"

Donald has been married 29 years to Peggy, and they have two sons Bryan (28) and Timmy (25). Bryan, who graduated from UC Berkeley, is a manager at Viacom. He and his wife Vanessa are about to have a baby. Timmy just went to Europe for four months, after raising enough money to pay for the trip through his own business. "I love my family. When they spread their wings, that's what keeps me going."



## Striving to be the Best

**Whitney Morris**  
Conference Coordinator  
Residential Dining Services

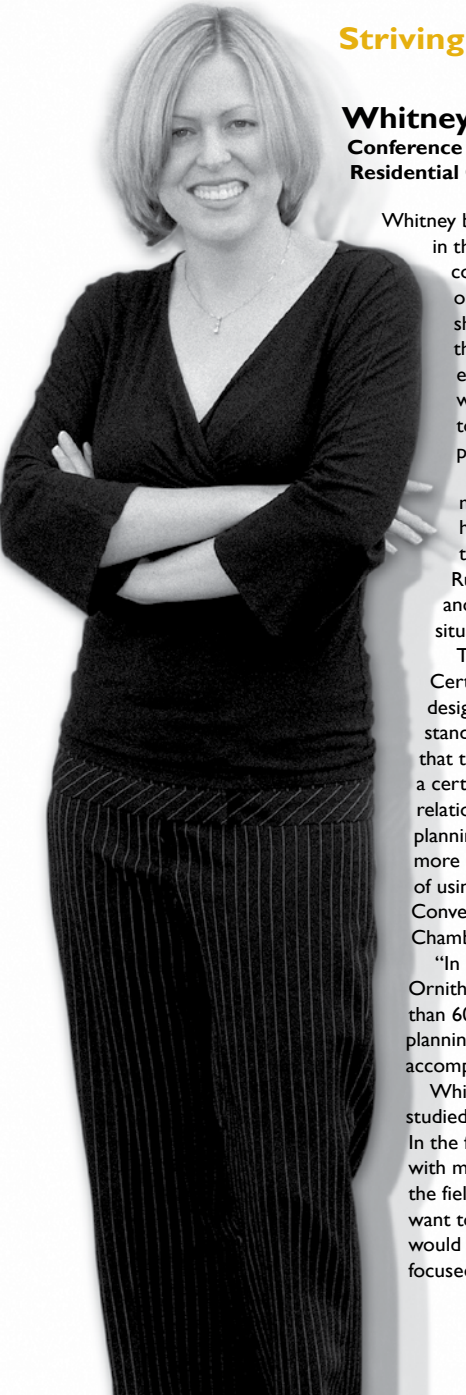
Whitney began in H&RS as a student worker in the main housing office. An assistant conference coordinator position opened up during the summer, and she tried it, though she wasn't aware that the meeting planning industry even existed. After graduation, she worked in private event planning in town before beginning her career position in H&RS in 2003.

"I am a big goal-setter, and am motivated by the role I play in helping others achieve success with their event. I follow the Golden Rule by putting myself in the place of another, and empathizing with their situation."

This year, Whitney received her Certified Meeting Professional (CMP) designation, demonstrating the highest standard of professionalism. She said that the CMP certificate gives the client a certain level of trust. "Then, we build a relationship from that point." She gained planning strategies that make her work more efficient and learned the benefits of using outside resources like the Convention and Visitor's Bureau and the Chamber of Commerce.

"In 2005, I planned the American Ornithologists' Conference for more than 600 birdwatchers. It took a year of planning, and provided me with a sense of accomplishment."

Whitney met her husband when she studied abroad in England her senior year. In the future, Whitney wants to continue with more professional development in the field of meeting management. "I also want to explore a creative outlet, and would love to collaborate on a people-focused project."



## Building Partnerships & Helping Others Succeed

**Soteris Nicolau**  
Production Manager  
Residential Dining Services

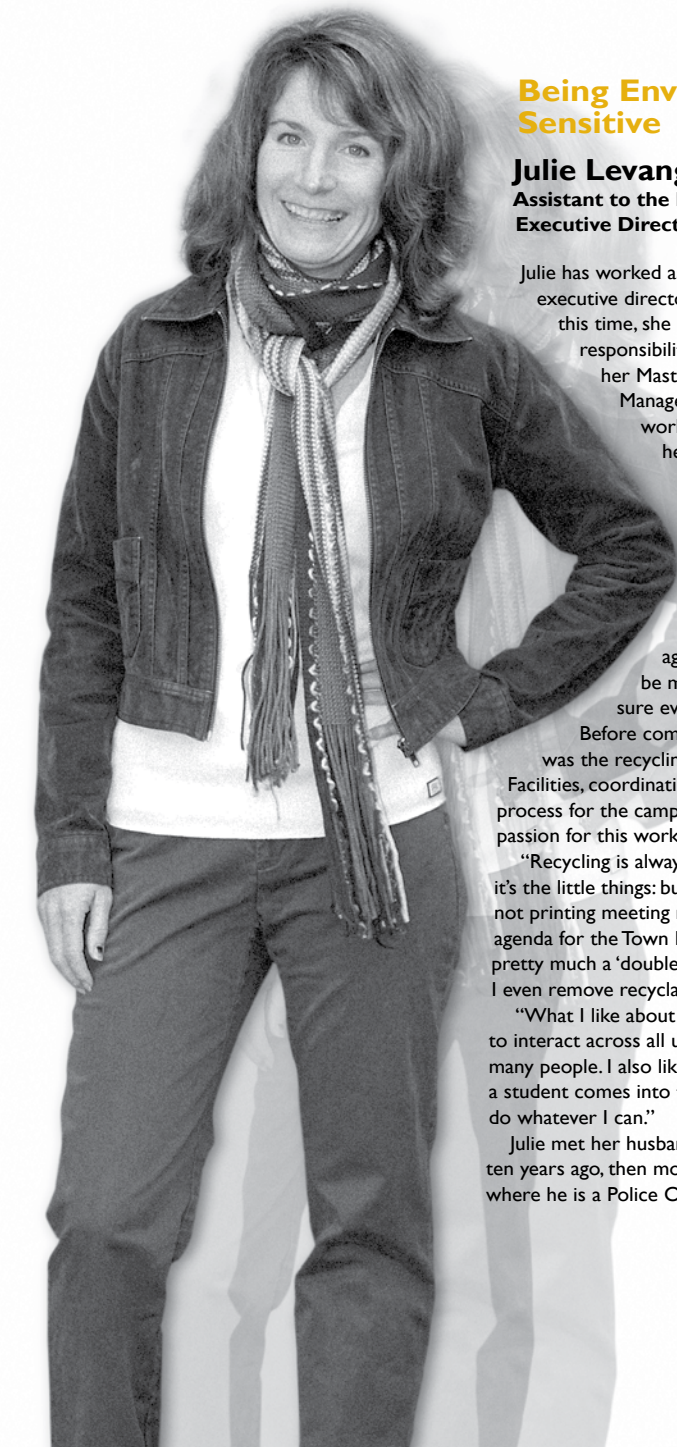
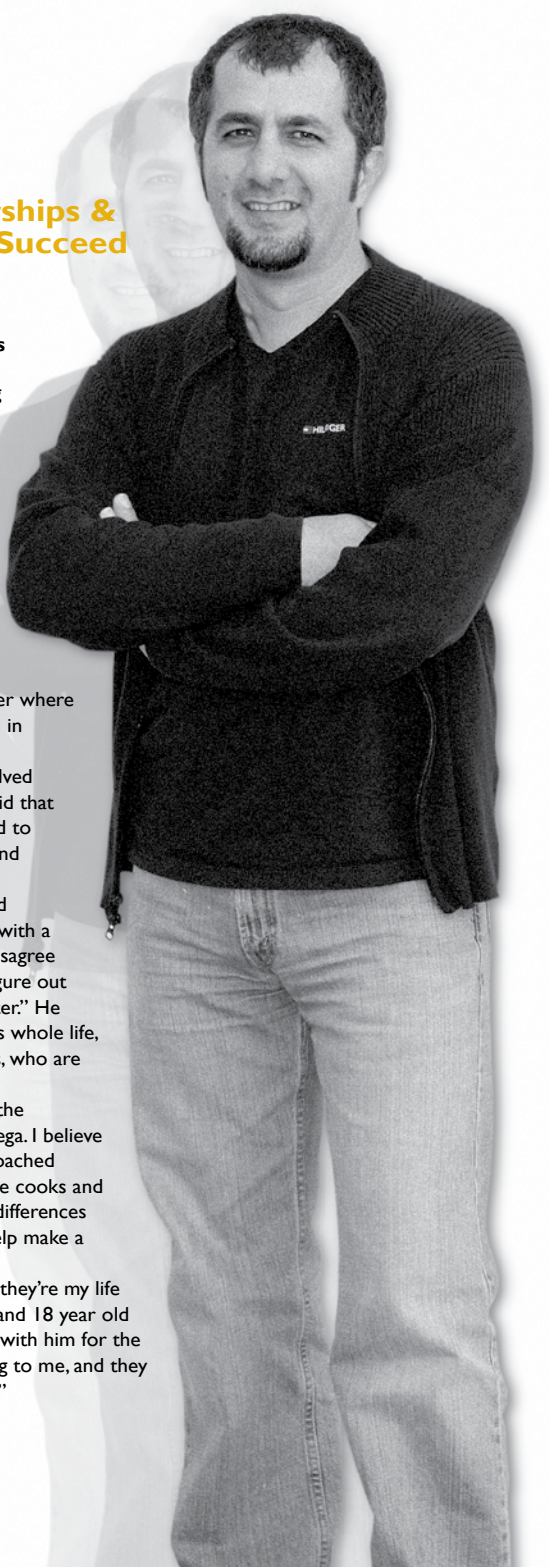
Soteris came to Ortega Dining Commons as a cook in 2000. Before that he was a chef at the Mousse Odile restaurant downtown and on a European cruise ship, and he worked in Cypress, Greece at a Milano restaurant. In H&RS, Soteris has moved from a cook position to front of house manager, assistant production manager, and now production manager. He says that no matter where he works he has been involved in management.

At Ortega, Soteris was involved in many staffing changes. He said that he tried to help in all areas, and to get people to work together and communicate better.

"It's easy to complain," I told people, "but can you come up with a solution too? I believe if you disagree with something, you have to figure out something that helps it go better." He said he has had this attitude his whole life, and learned it from his parents, who are always trying to help others.

"I am proud of my work in the management transition at Ortega. I believe each person needs to be approached differently, so I worked with the cooks and managers to help respect the differences Pam brought in. I wanted to help make a smooth transition."

"I have two wonderful kids, they're my life basically." His 13 year old son and 18 year old daughter have lived in the U.S. with him for the last 6 years. "They're everything to me, and they have more opportunities here."



## Being Environmentally Sensitive

**Julie Levangie**  
Assistant to the Executive Director  
Executive Director's Office

Julie has worked as the assistant to the executive director since 1998. During this time, she has taken on additional responsibilities and received her Masters in Organizational Management in 2004 while working full-time. Julie said her Masters work helped her to be a better listener, and to wait before she reacts. These skills helped Julie when she co-lead the Work/Life Action Team three years ago. "It taught me how to be more patient and make sure everyone had a voice."

Before coming to Santa Barbara, Julie was the recycling coordinator for UCLA Facilities, coordinating the paper recycling process for the campus. She brought her passion for this work to her job in H&RS. "Recycling is always on my mind. For me it's the little things: buying recycled paper, not printing meeting minutes or a hard-copy agenda for the Town Hall meeting, and I'm pretty much a 'doubled-sided-copying' harasser. I even remove recyclable items from the trash."

"What I like about my job is the opportunity to interact across all units, and to meet so many people. I also like to help students. When a student comes into the office upset, I want to do whatever I can."

Julie met her husband Mark in Pismo Beach ten years ago, then moved to Santa Barbara, where he is a Police Officer, two years later.

## Continuous Learning & Growth

**Marlene Cohen**  
Bilingual Training Specialist  
Business & Financial Planning

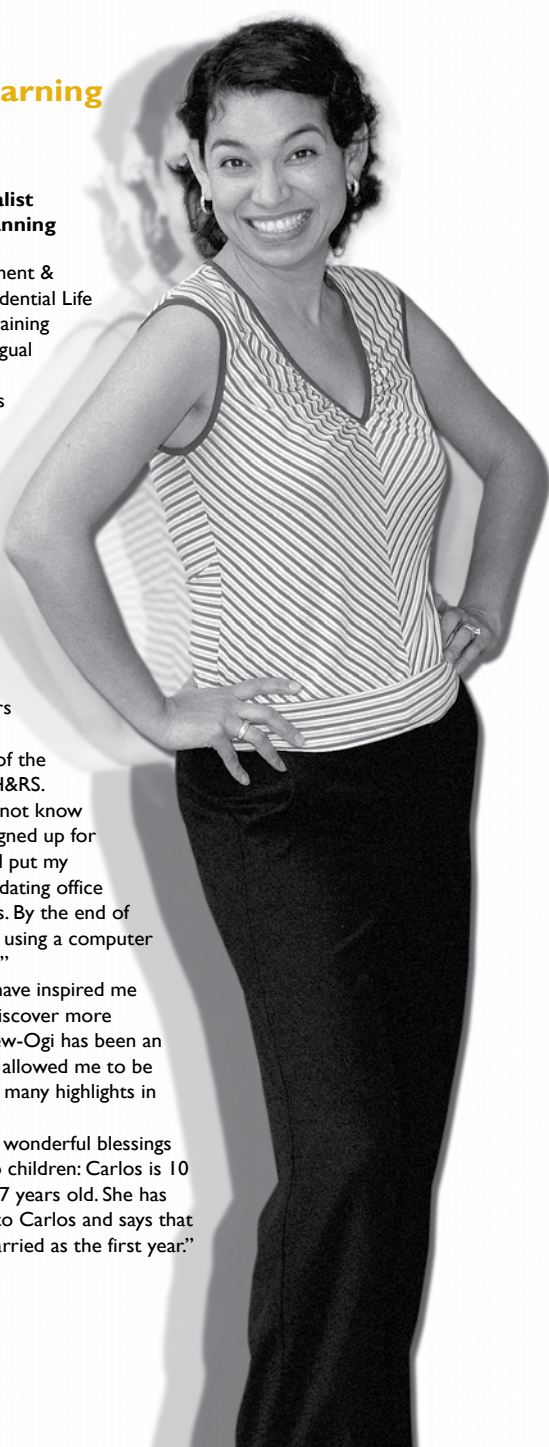
Marlene worked for Apartment & Community Living and Residential Life before working in H&RS' Training & Development as the Bilingual Training Specialist.

Marlene said she hungers for knowledge and continuous learning. "I love learning different ways to do things and how to create better working relationships with co-workers. I try to encourage others to do the same. When I learn, I feel that I perform at a higher level and by doing that I can serve others better."

"I have taken advantage of the classes that are offered in H&RS. When I first got here, I did not know how to use a computer. I signed up for Word and Excel classes and put my learning into practice by updating office forms and making new ones. By the end of the week I felt comfortable using a computer and my forms looked fresh!"

"Incredible supervisors have inspired me to learn new skills and to discover more about myself. Charlene Chew-Ogi has been an incredible 'teacher,' and has allowed me to be exposed to and experience many highlights in H&RS."

"My family members are wonderful blessings in my life." Marlene has two children: Carlos is 10 years old and Alexandria is 7 years old. She has been married for 14 years to Carlos and says that they are "as happy to be married as the first year."



## Having Fun & Being Passionate About Our Work

**Jacki Mattice**  
Listings Coordinator  
Apartment & Community Living

Jacki is the listings coordinator in the Community Housing Office. She began her position in 1996.

She said, "the interview process was so complete, I knew H&RS cared a lot about this position. It wasn't only about doing the job well, but having the kind of spirit this office needed."

Jacki completed a "shadow" training program with Special Events Catering this year. "It is a passion for me, as I want to have my own B&B someday with a 'signature' meal. I got to feel what it's going to be like, and it was really incredible. It refreshed me! It made me appreciate others more, because of how catering worked as a team and because of how my office made that opportunity possible for me. When you have support like this, anything is possible!"

Jacki says she is committed to her family. Her mother lives with her. "My mom was my root of treating people as human beings and she really grounded me." Next stop: "My food career!"





# Our Story

The most *noticeable* highlight in 2005-2006 was the groundbreaking of the San Clemente Apartments—one of the largest housing developments in UC history. Although other departmental milestones might pale in visual scale they are equally important in achieving our long-term goals. There are five program units within H&RS, each with a story to tell...





# Apartment & Community Living

Highlights 2005-2006

- Introduced new on-line rental information and advising system for the campus community
- Provided Family Housing contract orientation information in Chinese and Korean
- Created a new and successful diversity training program using Apartment & Community Living (A&CL) resources for student staff that focused on the vision of inclusion and individuals' gifts
- Increased communication and coordination with the campus Summer Transition Program, creating a seamless process for new summer transfer students
- Introduced a visitor's parking machine, which brought in new revenues of \$9100
- Increased the number of resident generated programs in Family Housing to the point that they outnumbered the staff generated programs, while also increasing the participation level of residents in large community-wide programs
- Reduced the length of in-residence staff training by five days without compromising the quality of the training
- Hosted a successful 4-day Transformative Mediation training for the campus community
- Collaborated with the campus Extension Program to provide a fee-for-service program where ESL students have access to Community Housing resources (rental database, educational and advising services)
- Presented programs at a national and regional conference on our innovative use of intranet sites to communicate with residents
- Assisted the Student Housing Co-op in hiring and training a new executive director
- Created affinity groups within Apartment Living, such as Expectant Mothers, Single Parents, ESL, Gardeners, Single Grads, and Transfers, and provided opportunities for connection through activities and listservs
- Provided leadership for a collaboration with Residential Life, Conference Services and Business & Financial Planning to restructure the various Community Service Organization (CSO) contracts into one
- Hosted the first LGBTQ reception for residents at Family Housing
- Increased contract offers to new transfer students
- Increased the number of summer session students residing in the apartments and the residence halls.





# Business & Financial Planning

Highlights 2005-2006

## Business & Financial Planning

- Managed major maintenance accounts via a new in-house written software.
- Restructured and redistributed job duties within unit, which provided growth opportunities for unit staff, and strengthened breadth of knowledge among co-workers
- Absorbed administrative and financial functions for whole of Business & Finance unit, including Information Systems and Human Resources Development
- Participated in an administrative retreat with Dining Administration staff
- Developed a spreadsheet application which documents the step-by-step closing process for RHA Student Activity Fee funds. This allowed for identification and distribution of carry forward funds.
- Implemented newly released campus software systems throughout H&RS: Transfer of Funds (TOE), Flexcard, and On-Line General Ledger
- Implemented Phase I of Kronos personnel and timekeeping software throughout department, training department users on use of new software
- Worked in conjunction with Dining Services Administration to implement the automation of Accounts Payable processing via FTP uploads from CBord directly into the campus APEX system.

## Information Systems

- Reorganized IS unit into a more effective organizational structure
- Completed succession planning for retirement of IS Manager
- Implemented Kronos system
- Moved H&RS network connection to the campus backbone
- Introduced Cisco Clean Access for the Wireless and Cable Modem networks
- Completed major remodel of the Server Room
- Migrated the H&RS Web site to an upgraded and more powerful server
- Developed vehicle information system for Family Student Housing residents
- Began using the UCSB LDAP Directory for authentication of H&RS Web applications
- Redesigned and upgraded the online RHA election and the Outstanding Faculty selection
- Introduced new Spam management solution
- Upgraded security on the H&RS Computer infrastructure
- Expanded use of the Bosch computer controlled door access system
- Supported implementation of a networked irrigation control system
- Installed computer kiosks throughout H&RS as recommended by the Communication Output team, which sprang from the Strategic Planning update.





# Residential Dining Services

Highlights 2005-2006

## Residential Dining

- Provided a three-day culinary training and teamwork project for all employees from all four dining commons and the central dining business unit.
- Improved sustainable practices in the dining commons, including the utilization of biodegradable disposable goods and the provision of regular organic offerings at salad bars. A pilot program for purchasing local and organic produce was developed at FT Dining Commons focusing on working with the Community Alliance with Family Farmers (CAFF). In addition, "Turning the Tide," a sustainability conference hosted by UCSB in June, included meals in Carrillo Dining Commons where 90% of the food provided was organic.
- Installed a full-service kitchen in the Special Events Catering (SEC) prep area at Carrillo Dining Commons, enhancing the efficiency and capability of the SEC team. SEC revenue increased 17% this year over last year.
- Implemented a new FlexCard process for Residential Dining, the largest user of the new FlexCard program on campus
- Increased off-campus meal plans 58% this year with 427 additional meal plans sold resulting in additional income of \$300,424 above the previous year's income. Total off-campus meal plan income was \$821,060.
- Made weekly summer meal hours available online, and offered online takeout service for summer residents in multiple locations
- Forged new lost card BARC billing process and partnered with UCen ACCESS team, which enabled timely replacement of lost cards and better service to customers
- Enhanced late night options at De La Guerra Dining Commons.
- Hosted 15 children with their parents and advisors at Ortega Dining Commons for the Third Annual UCSB Children's Day with a tour and cookie baking workshop
- Responded effectively when a water sprinkler emergency occurred on a Sunday morning in FT with 30,000 gallons of water flooding rooms.
- Provided assistance with groundskeeping in Manzanita Village, Francisco Torres and Santa Ynez Apartments and also provided housekeeping assistance in the Santa Ynez Apartments. Ten dining staff members from FT spent a total of 768 hours in Grounds and Housekeeping during a three-week closure period in August and September. One of the best consequences of this exercise was the bonding of employees from Dining and Operations.

- Assisted with campus efforts to launch a full-scale sustainability plan. Bonnie Crouse served as the H&RS dining representative for the campus sustainability workshops during fall quarter, part of a group of fifty change agents. Sustainability goals for Dining were developed and provided as part of the total campus effort to plan and enhance sustainable campus standards and practices. Bonnie also co-chaired the campus Sustainability Food Committee. The committee met throughout the year to develop goals and strategies for improving sustainable practices.
- Sponsored visitor meal program for 600 under-represented student visitors.
- Hosted Lisa Maglione, Isla Vista Elementary School Principal, and her "exceptional students" to meet and talk to college students. One young girl said about this experience, "I used to be nervous about college; now I am excited."

## Website & Publications

- Successfully upgraded the housing website to a new server. This entailed utilizing new server software and implementing a change in web management strategies.
- Printed the first in-color issue of the H&RS Homefront newsletter, followed by a second. This entailed switching to a different print method allowing for color versions and resulted in a 50% price decrease.
- Continued involvement in the campus Web Standards Committee, with the development of website standards and the distinction of UCSB being the first UC campus to have nearly completed the development of a sound system
- Implemented new system of scanner technology to digitally record meals served in the dining commons during the summer conference season.
- Printed the Annual Report in a 4-color version, and upgraded the holiday meal hour publications to 4-color illustrated posters
- Implemented Online Dining Commons comment forms
- Developed new Parent Handbook as a joint project between Dining Services & Residential Life. Three thousand copies were printed and distributed during fall move-in.
- Coordinated annual Resident Satisfaction Survey online, in which RA performance and meal service was evaluated by residents with a 61% response rate. Extensive written and tabulated numeric data was provided during fall quarter for use in making improvements and gaining insights on resident's expectations and satisfaction.





## Residential Life

- Housed all first year students who returned their Statement of Intent to Register (SIR) by May 1
- Implemented College Alcohol Skills Education (CASE) in collaboration with Student Affairs as a sanction for residents violating the alcohol policy in the residence halls. The teaching module, "Skills, Awareness & Motivation" (SAM) was implemented for those residents who violated policy after attending CASE.
- Sanctioned 611 residents to attend CASE with 442 completing all sessions to date. Sent 44 residents to SAM with 15 completed to date.
- Provided hall tours to the Isla Vista Commission during Halloween, demonstrating compliance with the "no-guest" policy.
- Opened the Francisco Torres (FT) North front desk in January to provide improved service to the north tower
- Implemented e-key system at FT as well as automatic lock-down buttons (needed after Goleta Postal shooting) at each desk for better safety and security
- Responded to two floods in FT caused by sprinkler head accidents
- Hosted speaker TJ Jourian to educate Residential Life and H&RS Program Managers on issues of transgender students.
- Addressed a hate incident successfully in the Black Scholars Hall. The residents and Resident Assistant (RA) organized the community, developed effective strategies to inform residents what was happening, and designed programs for both the residence halls and the black community on campus.
- Met the challenge of turnover of Santa Rosa head staff. The staff members stayed focused on service to our residents and supported each other during this difficult situation.
- Coordinated all tours for Spring Insight through Pam Cort's work as chair of the Spring Insight Committee. Residential Life received positive feedback from prospective students and staff that organized the program for the campus. This program attracted 6,000 visitors to our campus.
- Granted AI Day a leave of absence to support the Residential Life Program at UC Merced. He later became the successful candidate for the Associate Director of Residential Life. Remaining assistant directors, Rob Donerson, Chris Johnson and Linda Croyle stepped up to keep Residential Life functioning successfully.
- Held largest ever Week of Welcome Ice Cream Social, serving 5,000 residents
- Ran RHA TV throughout entire year
- Hosted RHA's Knott's Scary Farm trip, Getty trip, Glamour Shots, Open Mic Night, Anime Film and Willy Wonka Night
- Received 2,181 staff Information Reports and had 30 hearing referrals, 17 actual hearings, 6 hearings waived and 10 contract cancellations
- Supported the Chancellor's Reception to recruit high academic standing first year students through participation in San Francisco & Los Angeles events.

## Faculty In Residence Program

### Dr. Apostolos Athanassakis and Kathy Kelly

- Created Café on the Courtyard with great food, music, student participation, and involvement. Manzanita Café is now an established bi-weekly event. Some of the entertainers were: Vocal Motion, Brothas from Otha Mothas, Naked Voices, Randall Lamb, Oso and Masterstroke.
- Continued publication of Manzanita Times, the bi-weekly newsletter, with an emphasis on Manzanita Village Resident Assistant and student resident contributions
- Brought distinguished faculty to Manzanita Village to interact with students; organized student-centered programs around such themes as EAP, Global Studies, Scholarship/Internship opportunities, Martin Luther King Day, and Recognition of student Hurricane Katrina/New Orleans relief efforts. Some of the faculty members were:
  - Juan Campo, Professor, Religious Studies
  - Richard Hecht, Professor, Religious Studies
  - Dominic Sachsenmeier, Professor, Global Studies
  - Cedric Robinson, Professor, Black Studies
  - Ralph Gallucci, Lecturer, Classics
  - Dorota Dutsch, Professor, Classics
  - Dan Smith, Assistant Director, Office of International Students and Scholars
  - Bruce Tiffney, Dean, College of Creative Studies
- Developed plan for working closely with resident director Laura Strimpel, the RAs, and Special Events Committee; developed brochure regarding Faculty in Residence position and Faculty in Residence Facebook page (in process).
- Participated in multiple meetings/committees regarding Manzanita Village interests.





# Residential Operations

Highlights 2005-2006

## Residential Operations

- Centralized work ticket dispatch at the De La Guerra (DLG) service center
- Began Phase I of III of the installation of exterior electronic door keys at Francisco Torres (FT)
- Installed front desk at the north tower of FT
- Installed new catering kitchen at Carrillo Dining Commons
- Remodeled DLG shop and centralized all carpentry work in the Santa Ynez Service Center
- Refurnished Westgate apartments with paint, furniture and carpet
- Remodeled Storke Community Kitchen
- Provided customized work sessions for employees on personal fitness
- Completed second year of the Student Energy Program, which resulted in a 10% reduction of electricity usage
- Hosted a "sustainability retreat" for all custodians and groundskeepers
- Requested and received funds (\$100,000) from University of California Office of the President's (UCOP) program, "Smart about Safety," to buy equipment that aids in the prevention of injuries
- Conducted "Live" disaster drill for all residence hall students that included alarms and the usage of the First Responder Program
- Held two mini-town hall meetings focusing on "near misses" (accidents/injuries) to plan for changes in work procedures or equipment, as well as to seek input on our current recruitment strategies for attracting new employees.

## Campus Conference Services

- Created a safety and etiquette DVD so that our youth conferences and camps can communicate the rules and regulations in a fun way
- Refurbished conference directional sign system and consulted with campus on their new sign standards so that these signs would reflect the campus colors and fonts. Also devised a more professional listing of conferences at the east gate.
- Moved all desk operations to Intranet, thereby eliminating most paper forms
- Collaborated with Fess Parker's Doubletree Resort for customer service training
- Provided professional meeting management services which includes on-line collection of registration fees to the following Summer 2006 Conferences: Sustainability Conference for which Housing & Residential Services was a co-sponsor; International Reef Symposium; Western Association of College and University Business Officers (WACUBO); Crypto; The National Institute for Standards and Technology's Hash Conference; International Center for Materials Research's Hydrogen Conference; 2nd International Conference on Bioengineering and Nanotechnology; Center for Spatially Integrated Social Science Sessions; and Football Club of Santa Barbara
- Became a member of the UCSB Strategic Sourcing group on Travel and Event Planning
- Provided consultation services and credit card collection services to the Transformative Mediation Conference (May 2006) hosted by Apartment & Community Living
- Provided consultation services to the following meetings: UC System-wide Information Systems hosted by H&RS Information Systems; UC System-wide Registrars hosted by UCSB's Registrar's Office; ACM Multimedia Conference hosted by UCSB Faculty in Electrical and Computer Engineering; Hybrid Systems Computation & Control '06 hosted by UCSB Faculty in Electrical and Computer Engineering
- Developed housing contracts including "Expectations" for in-residence student staff in Conference Services, RHA and ResNet.

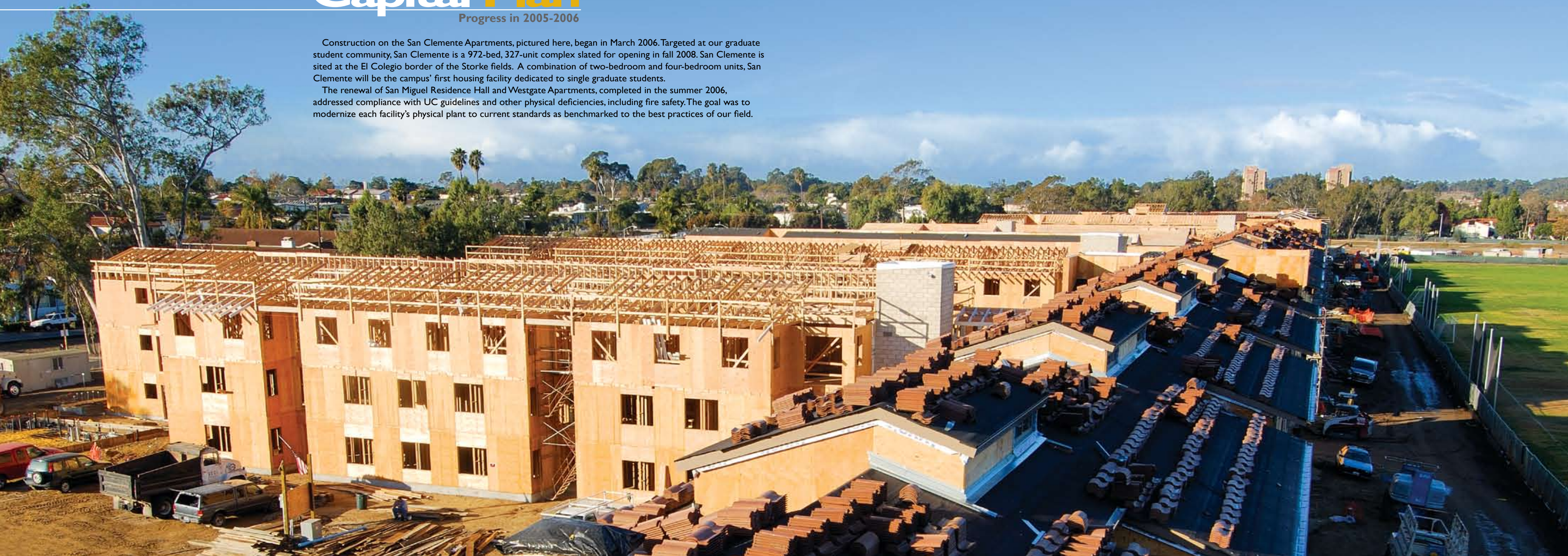


# Capital Plan

Progress in 2005-2006

Construction on the San Clemente Apartments, pictured here, began in March 2006. Targeted at our graduate student community, San Clemente is a 972-bed, 327-unit complex slated for opening in fall 2008. San Clemente is sited at the El Colegio border of the Storke fields. A combination of two-bedroom and four-bedroom units, San Clemente will be the campus' first housing facility dedicated to single graduate students.

The renewal of San Miguel Residence Hall and Westgate Apartments, completed in the summer 2006, addressed compliance with UC guidelines and other physical deficiencies, including fire safety. The goal was to modernize each facility's physical plant to current standards as benchmarked to the best practices of our field.







# Sustainability

The terms “environmentally sensitive” or “environmental awareness” are now part of a concept called Sustainability, which is defined as meeting our current needs without compromising the ability of future generations to meet their own needs. From installing solar hot water and recycling systems in the 1980s to designing environmentally accredited (through the Leadership in Energy & Environmental Design rating system) buildings such as San Clemente, Housing & Residential Services has provided leadership in sustainability.

During the 2005-06 year, Housing & Residential Services staff joined campus planning efforts to launch a full-scale campus sustainability plan. Planning group members from across campus attended sustainability workshops during fall quarter, and units in Housing

& Residential Services developed goals to help achieve the campus plan. In the spring, Housing & Residential Services staff helped UCSB host its first ever UC/CSU Sustainability Conference “Turning the Tide” for more than 600 participants. Conference meals served at Carrillo Dining Commons were 90% organic. Housing & Residential Services staff members Tom Beland, Bonnie Crouse, Mark Rousseau, and Ric Williams presented on sustainability efforts underway in Housing & Residential Services to protect, preserve and regenerate our environmental resources for the future, and help UCSB on its way to becoming a sustainable community.



# Success Stories

## Residential Life's Resident Assistants

H&RS Resident Assistants live out our **core values** of providing 'exceptional service' and 'continuous learning and growth' on a *24 hour/7 day-a-week* basis. During 2005-2006, they produced 150 building educational programs, 212 floor/house educational programs,

690 informational bulletin boards, 90 alternative programs, 86 social programs for the community, 1104 social programs for the floor/hall, 52 community service programs, and 204 floor/house meetings for a total of 2588 program offerings by 90 Resident Assistants.



HALL ACTIVITIES

**Anacapa**

- Men's Floor Camping Retreat to Jalama beach
- Masculinity/Sexual Harassment discussion
- 3.75 Scholars Pizza Party

**FT North**

- Willy Wonka Week
- "Die"iting -- Is it Worth the Risk?
- Sexual Assault Awareness Workshop

**FT South**

- Sex Jeopardy
- The Fee is Tight (Price is Right)
- Harry Potter Movie series

**Manzanita Village**

- Dodge Ball, Bingo, Dance-Dance Revolution, and Root Beer Pong
- Resume Building and Interview Skills Workshop
- Attendance at neighborhood council meetings as community service sanctions to re-integrate students into the community

**San Miguel:**

- Not in Our Hall Program on tolerance and community
- Judith Meisel, Holocaust Survivor
- The secrets of reading and remembering it

**San Nicolas:**

- A History of the Asian/Pacific Islander Interest Floor
- Tools for Tolerance
- High on Health

**Santa Cruz**

- Santa Cruz clothing drive
- Fun and Fitness Festival
- What's Your Tolerance?

**Santa Rosa**

- Yoga for Stress
- Finding Housing for Next Year
- Laughter Tips

**San Rafael**

- Dodge Ball, Root Beer Pong, Bingo Bonanza, Guinness Book of • World Records, Salsa Nights, Arctic Luau, Dance-Dance Revolution Tournament
- How to eat healthy in the dining commons
- Learn how to prepare for Finals with C.L.A.S.

# Success Stories

## Business & Financial Planning

As a result of staff attrition over the past two years, the Business & Financial Planning unit has reassigned positions and redistributed work among the staff. They have also strategically carried out training on all job tasks, resulting in a highly cross-trained group of people. The unit now has an adequately staffed workload configuration, and there is an air of cooperation and support felt throughout.

**Nancy Hembrow** explained the transition this way: "It was like we threw all of the unit duties up in the air and then reshuffled them. Some people are now doing completely different jobs, or parts of many jobs." She said that one of the group's strengths is a willingness to ask for help.

**Rochelle Abraham-Floret** said, "We're all multi-tasking now." Most of the staff have arranged flexible schedules (due to caring for children or parents), and they are all able to pitch in to accommodate the various needs of the group.

**Sharon Gildner** said the group is very flexible and she was so relieved when her colleagues were able and willing to support her when a family crisis occurred. Nancy concurs, "For us, family comes first, and we do what it takes to support each other."

Rochelle says they all grew from the experience and **Chuck Haines'** leadership really helped them become a team.

**Kim Dwire** came from Accounting and has plenty of appreciation for her work in Business & Financial Planning. She says, "I like working here by the lagoon, there's the beach, I can walk my dog every day, my schedule allows me to take my daughter to school in the morning, and I get to work on 'big-picture' projects."



FRONT ROW:  
Nancy Hembrow, Cheryl Johnson, Sharon Gildner  
BACK ROW:  
Rochelle Abraham-Floret, Kim Dwire, Julie Ballesteros, Dale Pearson  
NOT PICTURED:  
John Gaffney, Liana Decierdo



# Our Plans for the future...

## Understanding the H&RS Development Plans

**IN ORDER TO FOCUS** on our values and priorities, Housing & Residential Services engages in numerous planning processes. The Strategic Plan, Benchmarking, Capital Plan, Housing Plan and Educational Equity Plan help us prepare for the future, keeping our vision 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.

### Educational Equity Plan

The 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, department-wide design. Unit Directors work with their areas to evaluate progress toward the goals of the EEP.

In 1999, efforts focused 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.



### Strategic Plan

A Strategic Planning Conference was held in 1998 to establish direction and priorities for housing 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 2003, H&RS staff along with guests from several campus departments conducted a “midpoint check-in.” A key focus was to assess progress toward the “Valued Staff Members” Vision Statement. Action Teams were formed to help insure that staff remain valued during this time of growth and change. The Strategic Plan is a living document with new goals set toward its continued accomplishment.



### Capital Plan

One of our eight Strategic Plan visions is to have “world class facilities” by achieving excellence in all of our housing venues. Our Capital Plan fulfills this vision by renewing existing housing stock and increasing 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 the plan 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.



### Housing Master Plan

Our campus’ long-term success is dependent on our ability to provide affordable housing opportunities to enroll and retain the best students, and recruit and retain the best faculty and staff. With this in mind, H&RS 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, and representatives from six UC campus housing departments. Land owned by UCSB was reviewed and potential sites for development were identified. The Campus Planning Committee approved the final report, titled “The UCSB Campus Housing Plan/Study,” in 2006.



### Benchmarking

In October 2005, H&RS began learning process improvement methodologies by working with the American Productivity and Quality Center (APQC). After assessing processes we would like to improve, we decided on two projects to benchmark against best practices in the field. Benchmarking is the process of identifying, understanding and adapting outstanding practices from other organizations to improve your organization.

The Senior Management Team worked on Succession Management. After reviewing APQC’s Best Practice reports, a Leadership Development process was designed to develop mid- and upper-level management. A second group of staff met over five months to conduct benchmarking on Professional Development. They made recommendations for dealing with gaps between our practices and best practices in other organizations, and reported where H&RS offers outstanding leadership.



### 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.

#### Professional Competency Program

The Professional Competency Program is an extensive, in-house training program designed to provide the skills and knowledge to succeed within H&RS.

##### PCP Year 1

Research and design for Professional Competency Year I was accomplished from January 1996 through November 1997. The program has been evaluated and modified to stay on the cutting edge of professional development training. The current program uses the Leadership Curriculum offered through Performance Development Solutions Company. 10-12 employees meet once a week for 3 hours over a 5 month period.

##### PCP Year 1 (Bilingual and Spanish-Speaking)

This program also utilizes the Leadership Development curriculum offered through Performance Development Solutions. Marlene Cohen serves as class facilitator assisted by Maria Arroyo, both full-time employees in H&RS.

##### PCP Year 2

This PCP component was first offered in 2002. After offering Year 1 for 6 years, graduating ~160 people, the committee developed PCP Year 2 to support our value for Continuous Learning & Growth. In 2002, this program was offered to 3 groups of graduates. Based on personal responsibility and self-accountability, Year 2 met with much success. Steve Dewart from Earth-Based Institute, Inc. serves as facilitator. This class of 6-8 meets monthly for 4 hours. In addition, each participant experiences 2-3 individual work sessions with Steve.

##### PCP Year 3

**Authentic Leadership** is designed to re-inspire, renew and realign the participants’ purpose and passion. This continued leadership development program provides the immersion into a dynamic path of leading from a place of truth, openness and awareness. It includes the study of authentic leadership essentials, the way of council, the spirit of inquiry, a dialogue with nature and the art of mirroring.

“**Journey to the Center**” helps participants raise their consciousness, tell their truth and move closer to wisdom. Many strategies and influences are explored, including the evaluation of mental models, review of patterns that are repeated in our lives, understanding the ‘Soul Grid’ of inner truth and outside expectations, aligning individual archetypes with life energies, and the relationship between chakra centers and health.

# ...depend on Our Priorities

## Investing in H&RS Staff

**WITH MORE THAN 400 FULL-TIME STAFF MEMBERS** in Housing & Residential Services, staff development is more than a high priority; it is a necessity to accomplish the goals we set for ourselves. Numerous ongoing programs are available to employees in addition to training opportunities and professional conferences. Efforts are also made to address staff concerns through the Strategic Plan.

### 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 rewards employees for living out the core departmental values found on the “We Are About” card.

‘Value Vouchers’ (see below) are the heart of the process, but quarterly town hall meetings are where the program really comes to life. Prize giveaways and individual trophies are awarded to employees exemplifying each of the seven values.

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 YES! program is supported by a committee of staff volunteers who gather prizes, circulate trophies, count vouchers and develop new ideas. It’s a program of staff celebrating staff.



#### Value Vouchers

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 their earned vouchers to the Town Hall meeting and place them in raffle bins for 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.





# Financial Statement

## Revenue

Actual 2005/06	
Room & Board	45,940,984
Apartment Rentals	9,239,251
Conference/Summer Revenue	3,171,664
Other Revenue	2,600,736
<b>Total Revenue</b>	<b>60,952,635</b>

## Expenses

<b>Household</b>	
Administration	992,496
Housekeeping	4,538,792
Repairs & Maintenance	3,097,277
Utilities	3,313,363
<b>Total Household Expenses</b>	<b>11,941,928</b>

<b>Student Program</b>	<b>4,414,640</b>
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<b>General</b>	
Administration	1,832,308
Grounds	1,067,298
Conference Services	858,964
Information Systems	1,457,525
Miscellaneous	1,334,849
<b>Total General Expenses</b>	<b>4,832,273</b>

<b>Food Service</b>	
Administration	749,174
Raw Food Cost	4,095,392
Food Operations	9,188,942
Repairs & Maintenance	626,960
Utilities	828,341
<b>Total Food Service</b>	<b>15,488,809</b>

<b>Total Operating Expenses</b>	<b>36,677,650</b>
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<b>Net Revenue</b>	<b>24,274,985</b>
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<b>Assessments and System Obligations</b>	<b>17,869,134</b>
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<b>Year-End Transfer to Maintenance Reserve</b>	<b>6,405,851</b>
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# Professional Development

- Maria Arroyo & Marlene Cohen served as Class Coordinators for PCP Year I Bilingual
- Judy Edner attended a Year 3 experience with other professionals on the East coast
- Jacki Mattice attended the Professional Women's Association (PWA) conference, and served on the Recognition & Awards committee
- Manuel Cortez, Mario Muñoz, Delilah Poupore and Ric Williams attended the Authentic Leadership Seminar
- Roane Akchurin, Mario Muñoz, Delilah Poupore and Sheryl Troy attended the Apartment & Community Living-sponsored Transformative Mediation Conference
- Marian Bankins, Charlene Chew-Ogi, Linda Croyle, Alicia Lewis, Randee Loya, Abby Nelson, and Alan Ogi attended the American College Personnel Association (ACPA) Annual Conference
- Roane Akchurin, Charlene Chew-Ogi, Saturnino Doctor, Jill Hurd, Maritza Mejia, Alan Ogi, Andrew Wells and Christine Whang attended the Western Association of College and University Housing Officers (WACUHO) Annual Conference. Saturnino co-presented a session on the intranet with Alan Ogi.
- Willie Brown attended the Association of College and University Housing Officers-International (ACUHO-I) annual conference
- Roane Akchurin attended the Association of Conflict Resolution (ACR) Conference
- Cristina Martinez attended the PWA conference
- Joyce Ester, Christopher Johnson, Michele Pino, Laura Strimpel and Christine Whang attended the National Association of Student Personnel Administrators (NASPA) Annual Conference
- Willie Brown attended the annual National Restaurant Association show
- Danny Laub attended the RMS conference
- Damian Deveze took Excel II & III classes
- Tom Beland, Jill Hurd, and Rafael Velasquez attended the Association of College and University Housing Officers-International (ACUHO-I) Apartment Conference
- Roane Akchurin presented "Introduction to Transformative Mediation" (a one-day pre-conference program), as well as a program entitled "New Developments in Transformative Mediation" at the ACR Conference. She co-presented "Flying Above the Fray of Conflict" at WACUHO, and taught a one-week summer course at Pepperdine Law School on Transformative Mediation.
- Jill Hurd co-presented "Flying Above the Fray of Conflict" at WACUHO, and "Successful Communication with Residents" at the ACUHO Apartment Conference
- Alan Ogi presented "Get the Word Out: Intranet Communications" at WACUHO, and served on the WACUHO Diversity and Affirmative Action Committee as well as the WACUHO Awards & Recognition Committee. Alan also served as a judge for the annual Case Study Competition at WACUHO.
- Willie Brown attended quarterly two-day meetings with other UC Housing Directors
- Christine Whang served on the WACUHO Diversity and Affirmative Action Committee
- All maintenance employees (501 and ASFCME) participated in Electrical Safety training

- Anthony Perez, Jorge Valencia and Dung Van Le completed cross-training programs for the Building Maintenance Worker position
- Donald Canley attended a seminar on emergency power systems and generator training
- Doug Canaan attended a National Electrical Code Seminar
- Jeff Monteleone attended the TMA user conference and the Association of Physical Plan Administrators (APPA) Leadership Academy (track II)
- Alex Branch and Mark Favero attended a food service equipment show
- Steve Banks attended Bosch electronic access system training
- Randy Bittner attended the International Sanitary Supply Association (ISSA) Trade Show
- Manual Herrera completed an internal management training program
- Albert Coghlan, Manuel Herrera and Ric Williams attend a Turf and Landscape Seminar
- Ric Williams attended the American Public Garden Association Conference
- Mark Rousseau and Ric Williams attended the Campus of the Future Conference.
- Whitney Morris received her Certified Meeting Professional (CMP) designation in spring 2006.
- Sally Vito attended the Student Youth Travel Association's Annual Conference
- Pam Allen and Sally Vito attended the Religious Conference Managers Association Annual Conference and Exposition
- Pam Allen and Whitney Morris attended the UC System-wide Conference Manager's Meeting
- Eric Zobel assisted Jill Horst in developing a binder entry for the annual Loyal E. Horton Dining Award contest for the National Association of College and University Food Services. Rick Kelly contributed several food photographs. De La Guerra Dining Commons was entered as a "Residence Hall Dining Single Stand-Alone Concept," winning a Bronze award
- Nick Fuentes and Robbie Wright attended the Production Manager Workshop at the Culinary Institute of America (CIA) during the summer to sharpen their culinary skills
- ESL classes were provided during the summer to I I beginning, 8 intermediate and I2 advanced staff, and all dining staff received basic computer skills training
- Maddy Bascom and Lily Berrish attended the Special Events Catering Conference. They also provided a I-hour seminar for the Student Affairs Professional Development Conference, "Tricks of the Trade: Secrets shared by Catering Professionals"
- Amira Elgan and Daniel Laub demonstrated vegetarian culinary skills and taught staff how to make healthy, quick and easy vegetarian dishes
- Terry Thomas taught "Learn about Nutrition at Lunch" classes in which participating staff learned about weight management, smart food choices, and vitamins
- Kori Soltz and Elizabeth Yossem-Guy became Co-Presidents for the UCSB Professional Women's Association
- Kori Soltz completed the UCSB Supervisory Certificate Program
- Judy Edner served as UCSB's Resource Person for the system-wide SX Labor Management Career Development Committee's Core Team.
- Bonnie Crouse attended the National Association of Food Equipment Manufacturers Trade show as well as the 20th Anniversary Natural Products Expo, East/Organic Products Expo-BioFach America, including serving on a panel that presented information on the topic "When Healthy Eating Meets Campus Dining"
- Bonnie Crouse represented UCSB and H&RS on the UC Strategic Sourcing Initiative meetings for Food Service, attending an initial UCOP meeting

- Bonnie Crouse continued as Co-chair of the CURB group (College and University Resource Board), where her projects included presenting at the August conference, assisting with website development, and serving on the conference planning committee
- Juan Flores and Hyacinth Locke attended the WACUHO Western Training Institute (WTI)
- Tim Sullivan attended the National Association of College & University Food Service (NACUFS) Customer Service Symposium, Bonnie Crouse attended the Purchasing Symposium, Judy Edner attended the Directors' Symposium, and Jill Horst attended the Leadership Institute
- Mike Conaway, Bonnie Crouse, Judy Edner, Jeff Hillery, Jill Horst and Pam Rodgers attended the NACUFS Pacific Region Conference
- Jill Horst served on the panel for the Chancellor's Staff Advisory Committee's Town Hall meeting, "Advancing Your Career at UCSB" during Staff Celebration Week. Willie Brown gave the keynote address, and panelists offered tips to enhance skills in interviewing and moving up in campus departments.
- Judy Edner served as a panelist for the PWA conference panel, "Breaking the Glass Ceiling," where she discussed her career path, leadership style and tips for advancing a career at UCSB
- Bonnie Crouse presented "Steps toward Integrating Sustainability in Campus Dining Services," Tom Beland presented "Effective Implementation of Green Cleaning," Mark Rousseau presented "Effective Waste Management in Dining Facilities," and Ric Williams presented "Water Efficient Irrigation, Synthetic Lawns, and Monitoring Outdoor Water Use" at the UC/CSU Sustainability Conference.
- Jacki Mattice, from Community Housing, undertook an Internship in Catering. Lily Berrish developed and coordinated the cross training program sponsored by the Special Events Catering team during spring quarter, providing an opportunity for Jacki to learn about the roles of staff in the unit and how events are planned and executed
- Lisa Slavid attended an Adventure Course training
- Joyce Ester attended the Association for Student Judicial Affairs (ASJA) annual conference
- Billy Jankowski attended Camp Wellstone to learn about student organizing
- LaDonte King, Tony Jakubisin, Abby Nelson and Laura Strimpel attended the Gehring Institute for judicial affairs training
- Linda Croyle attended the International Living Seminar
- Joyce Ester and LaDonte King attended the UC Judicial Meeting
- Brian McDonald attended a seminar entitled Legal Issues in Higher Education
- Ashley Chapman attended the National Coalition of Race and Ethnicity in Higher Education (NCORE) annual conference
- Al Day attended the UC Residential Education meeting at UC Davis
- Charlene Chew-Ogi and Christopher Johnson attended the UC Residential Education meeting at UC Irvine
- Information Systems hosted the annual UC-wide Housing Information Technology leaders conference
- Information Systems utilized Steve Dewart and Dick Siever for retreats and coaching related to the reorganization of the unit
- Kip Bates, Saturnino Doctor and Ben Price attended the Human Resources New Managers training
- Alex Carreño and Morgan Simental attended the Cisco Networkers Conference
- Kip Bates and Ken Lewis attended the Microsoft Tech-Ed professional development conference

- Yentran Tran attended VB.Net and ASP.Net training
- Kip Bates, Ken Lewis and Steve Sibbert attended Help Desk Institute training
- Fernando Calderon attended SQL and Flash training
- Kip Bates and Steve Sibbert attended Bosch training
- Steve Sibbert attended the TMA conference
- Kip Bates, Saturnino Doctor, Kim Dwire, Sheri Walker, Kari Samlaska, and George Gregg attended Kronos training
- Kip Bates, Ken Lewis and Sunny Reiner attended the Microsoft Technology Adoption Program meeting
- Carl Decker became a "Leadership in Energy and Environmental Design (LEED) Accredited Qualified Commissioning Process Provider"

## Professional Competency Year I

- Terry Campbell, Al Day, John Gaffney, Sharon Gildner, Mark Kochanny, Maritza Mejia, Whitney Morris

## Professional Competency Year I Bi-lingual

- Ofelia Arena, Tony Castañon, Saadeli Cisneros, Ricardo Diaz, Jose Gonzalez, Aura M. Rosales, Jose M. Zamora

## Professional Competency Year 2

- Marlene Cohen (train-the-trainer participant), Saturnino Doctor, Jack Huthsing, Danny Laub, Hyacinth Locke, DiAnne Voorhees

## Professional Competency Year 3

- Roane Akchurin, Patty Aijian, Marian Bankins, Tom Beland, Charlene Chew-Ogi, Mike Conaway, Bonnie Crouse, Linda Croyle, Al Day, Rob Donerson, Joyce Ester, Chuck Haines, Jill Horst, Jill Hurd, Alan Ogi, Delilah Poupore, Lisa Slavid, Amy Van Meter

## RECOGNITIONS

- Cristina Martinez was awarded PWA's Unsung Heroine award
- Alan Ogi received WACUHO's Charles E. Miller Leadership and Service Award
- Brian MacDonald was awarded the Margaret T. Getman Award for demonstrating an extraordinary commitment to the growth and development of students and the quality of student life at UCSB.
- Jill Horst was awarded the Loyal E. Horton bronze award for residence hall dining, single stand-alone concept/outlet for a large school.
- Jorge Arroyo and Elizabeth Soriano were nominated by residents for an Outstanding Staff award. At the end of the academic year, residents nominate faculty and staff who have made a difference in their academic career.
- Alan Ogi and Saturnino "Doc" Doctor were awarded a "Top 5 Program Presenter" at the annual WACUHO conference.
- Amy Van Meter was honored as volunteer of the year by the local chapter of the National MS Society.
- The Community Housing Office won The Santa Barbara Independent's Best of 2005 Readers' Poll for "Best Rental Listing Service".
- Maritza Mejia and Andrew Wells received the Pacific Association of College and University Residence Halls (PACURH) Regional Advisor of the Year awards.



# In Closing

*As we navigate our way through complex and often chaotic issues, it is important that we not lose sight of our humanity. Our ability to be gracious in thought and perception helps us frame our capacity to problem-solve. The basis for our success in H&RS lies in our willingness to allow people to create new systems to replace old systems that do not serve to push our community forward. This approach is sustainable because we have learned that nobody is as smart as everybody. This has allowed us to advance our organization at a much more rapid pace.*

*The clear message is that we are all in this together, and when this happens the impossible becomes the possible. We are about ... doing the amazing!*

**Peace**  
**Willie Brown**  
Executive Director

## We Are About

Housing & Residential Services  
ANNUAL REPORT  
2005-2006

### project coordinators

Eric Zobel  
Delilah Poupore  
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Delilah Poupore  
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### photography

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manzanita stairway (intro): Werner Huthmacher  
ropes group: (values) Lisa Slavid  
residential operations staff (values): Steve Smith  
resident assistants: (values) Linda Croyle  
ucsb lagoon (sustainability): Eric Zobel  
resident assistants (success stories): Tony Mastres



In keeping with our Sustainability goals the 2005-2006 Annual Report was printed on Endeavor Gloss recycled paper.  
25% post consumer waste  
50% recycled content

FSC  
logo

### a special thank you to...

IF YOU WERE MOVED in any way by the brilliant and captivating images throughout the 2005-2006 Annual Report, you've experienced the photography of **Rick Kelly** (Central Dining Services). It's difficult not to be affected by his passion and love for his craft. When not chained to his desk Rick can be found capturing employees in mostly flattering and memorable moments. Thank you, Rick!



### H&RS RESIDENCES

#### Residence Halls

Anacapa 13  
Francisco Torres 3  
Manzanita Village 9  
San Miguel 10  
San Nicolas 11  
San Rafael 8  
Santa Cruz 14  
Santa Rosa 12

#### Dining Commons

Carrillo B  
De La Guerra D  
Francisco Torres A  
Ortega C

#### Family Student Housing

Storke 4  
West Campus 1

#### Single Student Apartments

El Dorado 6  
Santa Ynez 5  
Westgate 7

#### Faculty Housing

West Campus Pt. 2

#### Under Construction

San Clemente C1

#### Proposed Housing

North Campus P1  
Sierra Madre P2