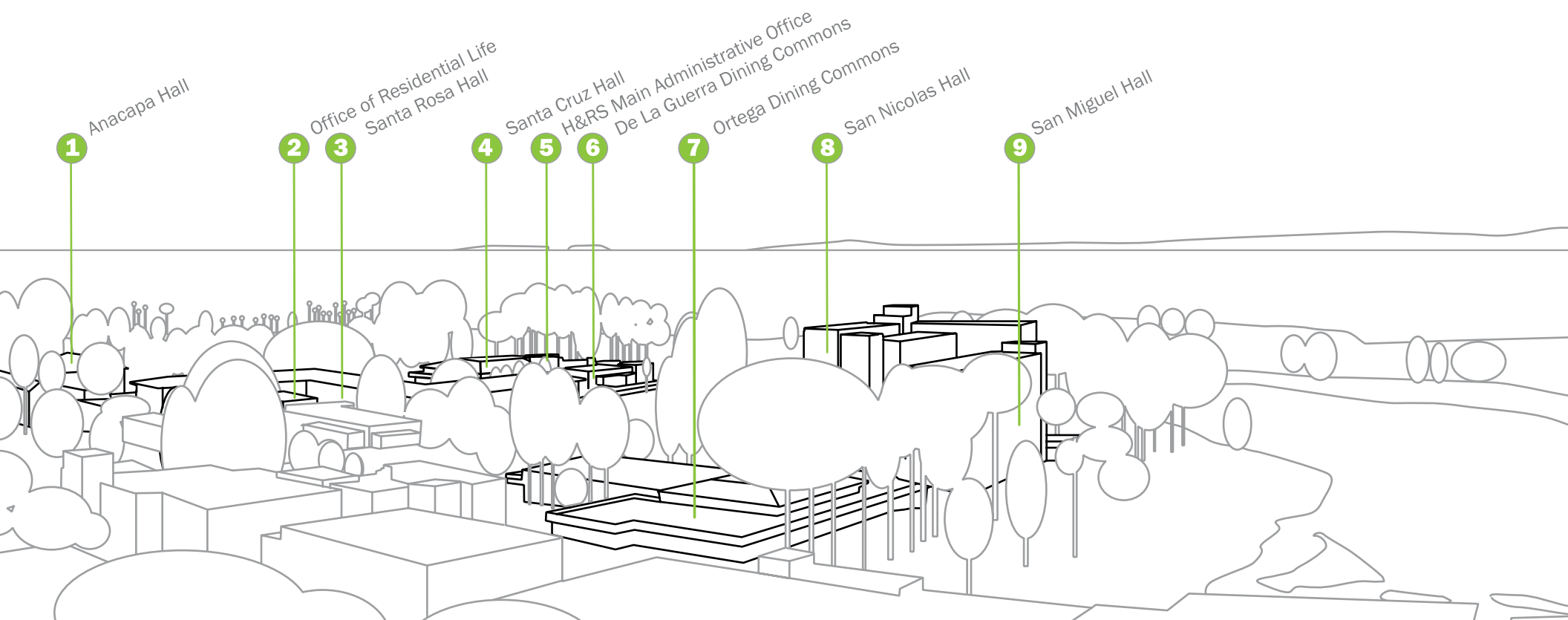




# We Are About

Housing & Residential Services  
**ANNUAL REPORT**  
2006-2007



1 Anacapa Hall

2 Office of Residential Life  
3 Santa Rosa Hall

4 Santa Cruz Hall  
5 H&RS Main Administrative Office  
6 De La Guerra Dining Commons

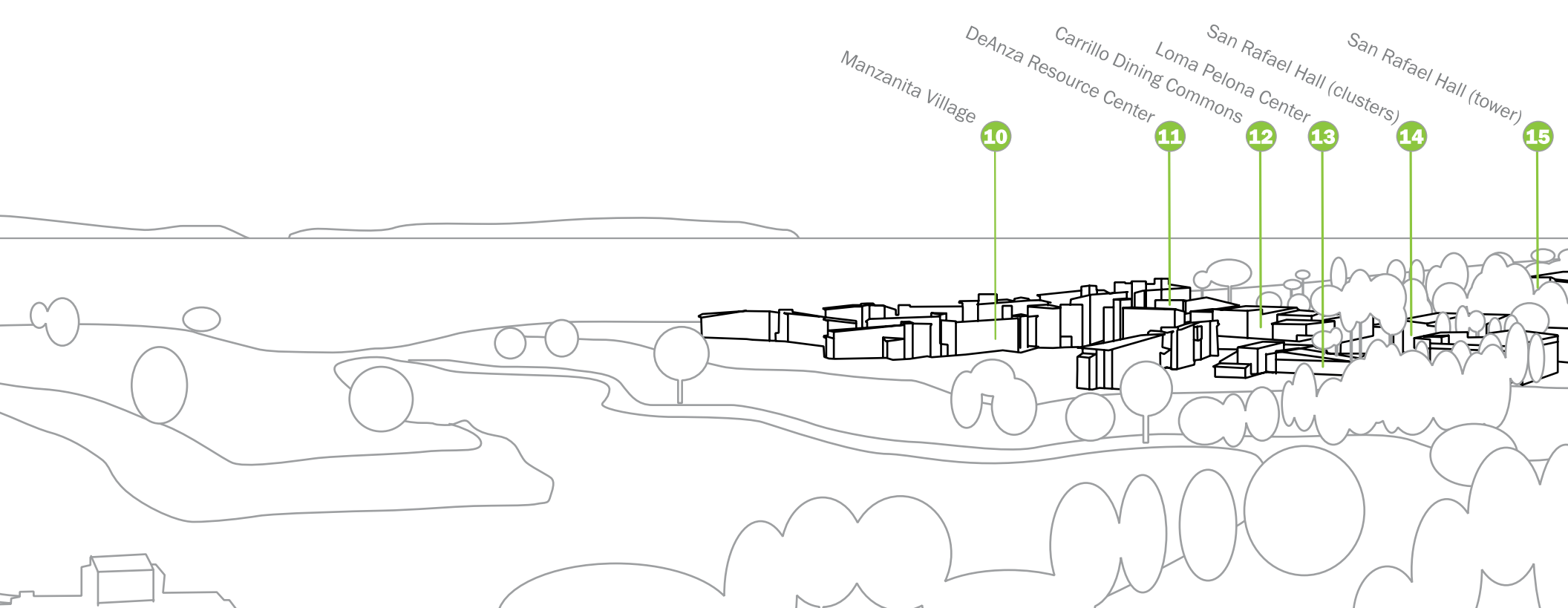
7 Ortega Dining Commons

8 San Nicolas Hall

9 San Miguel Hall

# We Are About

**Housing & Residential Services**  
**ANNUAL REPORT**  
2006-2007





# Welcome!

**I AM PLEASED TO SHARE WITH YOU** the Housing & Residential Services (H&RS) Annual Report, an account of the achievements and contributions of individual members and program units in our department during the 2006-07 academic year. This year's report features success stories which focus on fostering peer recognition through our YES! Program, implementing a department-wide automated timekeeping system, and developing future leaders through the Residence Halls Association.

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 685 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 to 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 promote cooperation in managing the service programs within the department. The programs include **Apartment &**

**Community Living** (Family Student Housing, Single Student Apartments, Judicial Affairs, and Community Housing Office), **Business & Financial Planning** (Budget & Finance, Faculty Housing Services, Information Systems & Technology, and Learning & Development), **Residential Dining Services** (Carrillo, De La Guerra, Portola, and Ortega Dining Commons, and Special Events Catering & Concessions), **Residential Life** (Assignment Services, Judicial Affairs, and Program & Student Leadership Development), and **Residential Operations** (Maintenance & Energy Programs, Custodial & Landscaping Services, Campus Conference Services, and Project Management).

The 2006-07 year has been another very active and challenging year for Housing & Residential Services. A significant amount of my time was spent dealing with vacancies in my management team. Despite the comings and goings, we have continued to maintain our focus and make progress in a variety of areas. We had great opportunities to make our hopes and expectations come true in the many programs and services we offer, turning these initiatives into jobs well done. Here are a few of the initiatives that you will see more on later in the report:





- Continued construction on our new 973-bed graduate student apartment complex, San Clemente Villages
- Installed wireless access points throughout H&RS that run parallel to the existing wired network, allowing residents access to the internet in all H&RS facilities
- Continued implementing “earth friendly” sustainability practices throughout H&RS
- Expanded the Learning & Development Program with an opportunity for individual leadership coaching and five new class options

We continue to keep our eyes on the prize—scholarship, leadership, citizenship—that is the cornerstone of our work at UC Santa Barbara. We strive for excellence in key areas that lead to satisfaction for our residents, staff and other customers. Please take a moment to acknowledge the hard work of the people in Housing & Residential Services as we continue to provide exceptional service to those we serve. Thank you for reading about our accomplishments from 2006-07.

*Wilfred E. Brown*  
**Wilfred E. Brown**  
Executive Director



# H&RS 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.





## We Are About Card

**HOUSING & RESIDENTIAL SERVICES** is the largest department on campus, with more than 400 career employees working toward one goal -- to provide the best possible service to our customers. 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. New employees are given a laminated **We Are About** card that lists the 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.





# H&RS YES! Program

## Feature Story

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 through trophies and value vouchers, and recognizes excellence in action in other organizations through the annual “Mentor of Exceptional Service Award” program. The YES! program is supported by a committee of staff volunteers who gather prizes, circulate trophies, count vouchers, coordinate the annual award program, and develop new ideas. As you will read in this feature story, it is a program of staff celebrating staff from the ground up!



*2006-07 YES! Committee: Sunny Reiner, Kari Samlaska, Cathe Hedrick, Whitney Morris, Jacki Mattice*

## Mentor of Exceptional Service

Each year Housing & Residential Services gives the “Mentor of Exceptional Service Award” to an individual, group or organization that excels in modeling service and commitment within their organization as well as in all of their interactions with customers, clients, and community partners. The YES! Committee coordinates the selection of the recipient and supervises the award ceremony that occurs during the spring quarter Town Hall meeting. It is the intent of Housing & Residential Services to continue to learn and grow from others who provide a high standard of service and a spirit of generosity to their customers. We are continually striving to be the best and recognize excellence wherever we see it at work. We are grateful for examples in action! The 2006-2007 recipient was Horizon Air.



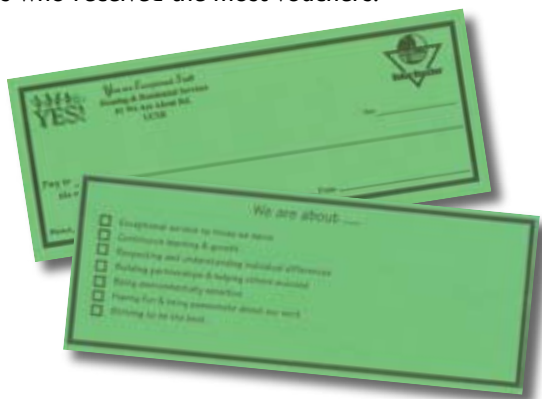


## The Trophies

At the quarterly Town Hall meetings, individual trophies (pictured at right) are awarded to employees who have exemplified a particular value. What makes this process so unique and motivating is that the current trophy winners choose the next winners and pass the awards along to them. The trophy presentation creates a chain of peer recognition, allowing employees to highlight co-workers who they see living out departmental values every day.

## Value Vouchers

'Voucher checkbooks' are given to all H&RS staff members. The Value Voucher 'checks' can be distributed to co-workers whom they feel have lived out one or more of the "We Are About" values. Each quarter, employees bring the vouchers they have received to the Town Hall meeting, where the program really comes to life. Staff members place their vouchers in raffle bins and during the meeting there is a drawing to choose prizewinners. Each winning voucher is read aloud to celebrate the exceptional service of the employee and the individual who recognized them. After each meeting, the vouchers are counted and four additional trophy candy bowls are distributed to the employees who received the most vouchers.



# THE TROPHIES



Continuous Learning & Growth



Being Environmentally Sensitive



Having Fun & Being Passionate About Our Work



Building Partnerships & Helping Others Succeed



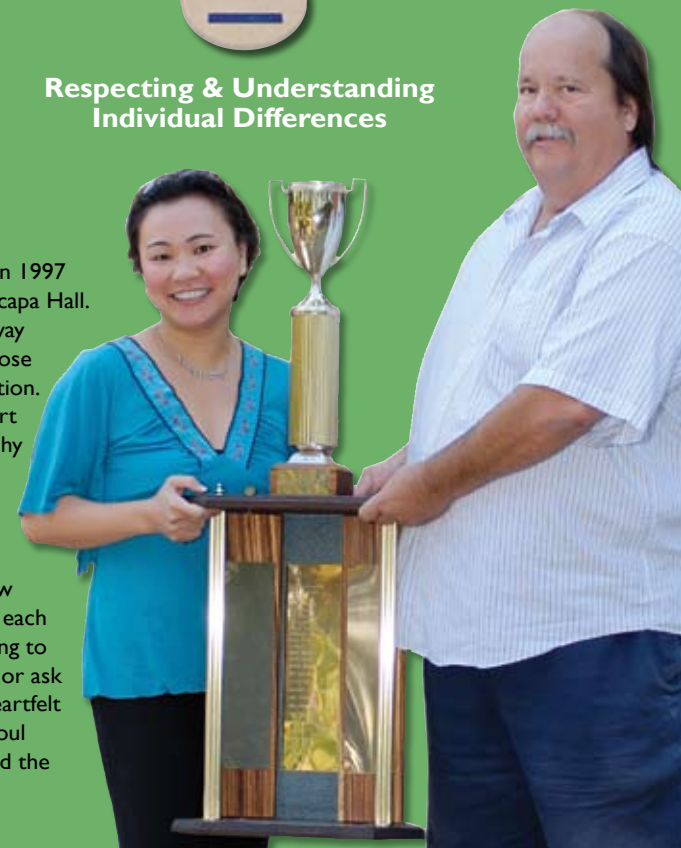
Exceptional Service to Those We Serve



Respecting & Understanding Individual Differences

## The We Are About Trophy

The idea behind the "We Are About" trophy began in 1997 when Jack Huthsing found some old trophies in Anacapa Hall. He thought giving out the trophies would be a fun way for employees to acknowledge other employees whose performance at work goes beyond their job description. After receiving permission from Willie Brown to start the program, Jack picked the most conspicuous trophy he could find. The trophy now represents our value **"Striving to be the best!"** Pictured at right is Yentran Tran and Jack Huthsing, who, after creating the trophy 10 years ago, was awarded the trophy by Yen in 2007. Yen says, "Through Jack I've learned how to care broadly and deeply about the jobs and roles each of us holds. He is a generous advocate – always willing to give an encouraging word, share a thoughtful insight or ask a provoking question. I appreciate the honest and heartfelt sentiments Jack brings to any discussion. He is the soul of the 'We Are About' program. Jack not only created the trophy, but he embodies the spirit it represents!"



# The KronosTeam

## 2006-2007 Success Stories

HOUSING & RESIDENTIAL SERVICES applauds the Kronos Committee for all of the time, effort and creativity its team members have devoted to the successful implementation of a new department-wide automated timekeeping system. After only four months of development, the project went live on August 1st, 2006 and successfully interfaced with Campus Accounting's payroll system one month later. Now, employees' time and attendance information is gathered electronically and automatically exported to the campus payroll system. The Kronos timekeeping system eliminates the need to spend time manually calculating totals and greatly simplifies the department's record keeping. Departments are required to keep

all employee timecards for seven years after they have ended their employment at UCSB, thus Kronos' electronic storage capabilities greatly reduce the waste of paper and storage space.

By December 21st, 2006 the H&RS team had further integrated Kronos with the campus payroll system, allowing Kronos to automatically extract and calculate leave balances. Four months later, an overtime utility went into production which now helps to categorize the overtime and comp time that employees have earned. Housing & Residential Services' Kronos implementation has been so successful that it has become the pilot project for future campus-wide use of the program.



*2006-07 Kronos Team:  
Sheri Walker  
Sunny Reiner  
Saturnino Doctor  
Kim Dwire  
Kari Samlaska  
Not pictured: Kip Bates*



## TAKING THE LEAD



### Stephanie Brower

**RHA President** 2006-2007  
**AS President** 2007-2008

STEPHANIE came to UCSB from Laguna Hills, California having already served leadership roles in high school and competitive sports. After a year as RHA President, she followed in Jared's footsteps (see below) and was elected A.S. President. During the Spring 2007 Associated Students Election, Stephanie highlighted the strength of the RHA program, writing in her election statement that, "Having served as President of the Residence Halls Association this year, I have developed a comprehensive understanding of the University structure and how it really functions. I will use the strong relationships I've already established with the UCSB administration to the benefit of all students."



### Jared Goldschen

**RHA President** 2004-2005  
2005-2006  
**AS President** 2006-2007

JARED grew up in Woodland Hills, California and attended El

Camino Real High School where he became interested in leadership. While serving as RHA President, Jared consistently encouraged our residents to become active students. He worked to promote involvement in campus clubs, athletic events and, of course, residence hall governance. Jared says that his involvement in RHA enabled him to meet new people and learn new skills, such as planning events and managing a budget, and that his experiences in RHA were some of the most rewarding of his college career.

# Residence Halls Association

## 2006-2007 Success Stories

ONE OF HOUSING & RESIDENTIAL SERVICES' core values is "offering exceptional service to those we serve." One of Residential Life's strengths has been realizing that sometimes the best way to serve students is to allow them an opportunity to serve their campus. Residential Life works hard to keep the Residence Halls Association (RHA), the student government for all eight residence halls, running smoothly. RHA makes use of this university's greatest resource, the talent of its students, and in return develops the students' leadership and organizational skills. The fact that the last two Associated Students (AS) Presidents were past RHA presidents is a testament to the training members of RHA receive (see box at left).



In addition to offering students the chance to hone their leadership skills as RHA officers, RHA offers a wide array of programming to keep residents involved and informed. Social, recreational, educational, and cultural programming are all organized through RHA, giving residents the opportunity to play an active role in shaping their experience within the residence halls. Project CARE, also implemented with the help of RHA, further emphasizes that all residents should be active participants within their hall communities. Project CARE is a positive reinforcement program that rewards residents for respecting the facilities in which they live. Residents who live on floors without damages are entered into quarterly drawings for prizes and at the end of the year residents who live in damage-free halls are entered into a drawing featuring a \$10,000 grand prize package. The grand prize helps bring students' attention to the importance of tracking damages throughout the entire year, emphasizing that by working together the residents can keep their living space clean and safe for everyone to enjoy. In addition, at the end of each quarter the individual halls have the ability to appeal any damages listed for their hall. Increased attendance and input at the appeals board meetings have shown the degree to which Project CARE has strengthened community involvement. RHA has taken a powerful approach to serving our students, implementing programs that enable our residents to transition from passive to active members of the University community.









# Executive Director's Office

Unit Highlights 2006-2007

*The Executive Director is UCSB's chief housing officer and oversees the five program units within Housing & Residential Services: Apartment & Community Living, Business & Financial Planning, Residential Dining Services, Residential Life, and Residential Operations.*

- Provided leadership in administering the \$300+ million Capital Plan for the UCSB Housing Program.
- Re-bid and began construction on Loma Pelona, the multi-purpose building at Manzanita Village.
- Completed \$6.9 million renovation of San Nicolas Residence Hall, completing fire safety projects for all high-rise residence halls.
- Completed renewal servery upgrade project at Ortega Dining Commons.
- Continued construction of the \$153 million San Clemente Villages project, a 973-bed complex for graduate students.
- Began work on schematic design for the Sierra Madre project, 151 two and three bedroom apartments for family housing.
- Continued reinvestment in physical plant assets through major maintenance and preventative maintenance programs.
- Completed Campus Housing Study and Design Guidelines for Mixed-Use Developments at Storke and Ocean Road.
- Provided under-represented student guests 559 meals and the opportunity to experience campus dining in our four dining facilities.
- Partnered with Human Resources to contribute towards the Learn at Lunch program "Transforming Conflict: Building Community" with Thom Allena, an expert on restorative justice.
- Organized five Executive Director's Welcomes to welcome and orient 72 new employees to the department, and followed-up six months later with new employee focus groups to hear suggestions as to how we can continue to strive to be the best at what we do and offer exceptional service to students, staff and clients.
- Honored and recognized the contributions of 33 staff members with 650 years of combined service during the annual Service Award Ceremony.
- Partnered with ACUHO-I 21st Century Project to develop new prototypes for residential facilities.

- Selected as host site for 2009 WACUHO Annual Conference.
- Selected as host site for 2009 NACUFS Pacific Region Conference.
- Completed benchmarking project and began organizational realignment based on the findings involving leadership development and the Learning & Development program.
- Began national recruitments to replace the Director of Information Systems & Technology and the Director of Business & Financial Planning. Strengthened the use of leadership competencies by incorporating them into experiential interview questions.
- Coordinated quarterly Town Hall meetings for all staff and provided translation services to ensure that language did not hinder our ability to provide information to all staff.
- Continued to collaborate with Student Affairs to help support expenditures of the College Alcohol Skills Education (CASE) Program to increase education on the effects of alcohol consumption.
- Continued to collaborate with the Cheadle Center for Biodiversity and Ecological Restoration on the Manzanita Village Lagoon Park and on the implementation of the Habitat Restoration and Enhancement Plan at San Clemente Villages.
- Supported the Coastal Housing Partnership and the Coastal Housing Coalition to engage in education and mobilization efforts to increase the supply of affordable workforce housing stock.
- Made connections across campus by inviting various campus leaders to quarterly Town Hall and bi-weekly Program Manager Meetings.

**Megan Krattli**  
Administrative Coordinator

*"Working for H&RS has been a valuable experience because the department nurtures your strengths. It has been educational for me to see how the department's commitment to its employees translates into the high quality of service the student community receives."*









# Apartment & Community Living

Unit Highlights 2006-2007

*Apartment & Community Living oversees the operation of three single student and two family student apartment complexes and the Community Housing Office, and provides support to the Santa Barbara Student Housing Cooperative in Isla Vista.*

- Developed a partnership with UC Extension to assist international students with housing issues.
- Created an on-line survey to educate students about landlord/tenant rights and responsibilities and rewarded users with discounts from property providers on rental application fees.
- Created a new marketing strategy for our move-in/out videotaping services that increased video production by 30%.
- Provided educational programs for 886 first-time renters in the residence halls.
- Computerized the parking permit registration and distribution process and created an audit system for parking permit reconciliation.
- Computerized the occupancy report/move-in process.
- Refurbished the interior furnishings and swimming pool at the Westgate Apartments.
- Re-designed the student staff selection and training processes.
- Contributed to the UCSB Black and Asian/Pacific Islander Staff Retreats.
- Began integrating sophomores into Single Student Apartments in preparation for the opening of San Clemente.
- Worked in partnership with Residential Operations to plan for moving students to San Clemente.
- Automated the move-in process for Family Student Housing (FSH), improving the service that we offer to international and out of state students.
- Coordinated move-ins with the Kavli Institute for Theoretical Physics Housing Coordinator so that their residents are now in RMS.
- Utilized an on-line system to conduct a survey on how residents are meeting their childcare needs. The results were presented to the UCSB Campus Committee on Childcare.
- Hosted more than 90% of parents with children in the Youth Recreation Program (YRP) at the quarterly parent night. Additionally, six parents presented activities to the YRP participants during the year.

- Completed the third year of YRP implementing the concept of “conscious discipline.”
- Increased the number of resident generated programs in FSH while also increasing the overall resident participation in community-wide programs.
- Secured funding from the UCSB Diversity Coordinator to purchase computer equipment and furnishings for the Study Group, a resident coordinated initiative.
- Formalized the resident volunteer structure of the FSH Swap Shop and increased efficiency and organization by redesigning the interior of the shop.
- Developed an orientation to educate new residents on community standards and promote our concept of making “human connections.”
- Increased the number of residents participating in affinity groups within FSH, such as “Expectant Moms,” Single Mothers, ESL, Community Gardeners, Single Grads, LGBT, and Transfers, and provided connections through activities and listservs.
- Hired a new Santa Barbara Student Co-op Executive Director.
- Continued maintenance improvements to the four Santa Barbara Student Co-op buildings.
- Held workshops for the Santa Barbara Student Co-op Board of Directors on power and privilege, which will be presented to the membership at large.
- Updated and revised the Santa Barbara Student Co-op policy manuals.
- Filled all Santa Barbara Student Co-op spaces during the school year and the summer.

**Danny Laub**

Assignment Services Analyst

*“What I value most about working here is the camaraderie that I have with my colleagues. We are quite fortunate to work in an environment that emphasizes a commitment to strengthening communication skills and relationship-building.”*





*Learning & Development Program participants hone their team-building skills.*



# Business & Financial Planning

Unit Highlights 2006-2007

*Business & Financial Planning maintains program oversight of Budget & Finance, Information Systems & Technology, Faculty Housing Services, and Learning & Development.*

## Business & Financial Planning

- Piloted the Kronos project for the campus. B&FP continues to improve the Kronos interface and oversee payroll processes as they interface with the campus Payroll Personnel System (PPS).
- Developed new crystal reports to better manage the Residential Management billing system.
- Upgraded Residence Halls Association Quick Books program and revised the training procedure.
- Created new in-house software to streamline the handling of Major Maintenance.
- Transferred Dining Services' raw food invoice payments to CBORD.
- Piloted the online ledger system for the campus, utilizing the new system to perform reconciliations.
- Represented the UC Regents in the purchasing, escrow management, refurbishment and resale of our affordable faculty housing townhomes at West Campus Point.
- Implemented and improved move-out inspection procedures for faculty at the Willow Springs Apartment complex, allowing operations staff to audit the recommended repairs.
- Updated the Faculty Housing website and added links for the new North Campus Housing Project.

## Learning & Development

- Expanded the Professional Competency Program (PCP) with an opportunity for Individual Leadership Coaching and two new class options, Authentic Leadership and Passage to Protirement.
- Designed the Professional Competency Workbook for the PCP Year I - English class, allowing for a curriculum specific to our core competencies and departmental values and creating a significant budget savings for the department.
- Completed the Training & Development Benchmark Research and Committee Report, which allowed H&RS to implement results from the study.
- Offered English in the Workplace classes for the first time, providing instruction in basic reading and writing skills to employees.
- Collaborated with Diversity consultant, Sylvia Uribe, to provide two diversity training sessions for Francisco Torres staff. Offered a diversity training session in Spanish for the first time.
- Provided translations of policies, injury prevention materials, and meetings within H&RS.
- Researched and developed the initial design for the department C.O.R.E. training program.
- Researched and developed the design of the "Creating your Voice and Influence" class.

## Information Systems & Technology

- Deployed new Aruba secure centralized wireless network for H&RS.
- Installed new Cisco Power over Ethernet (PoE) and new distribution core switches.
- Piloted new laser printers at front desks for remote printing by all residents.
- Implemented a new Residential Network (ResNet) authentication system using UcsbNetID and the Residential Management System (RMS).
- Installed APC uninterruptible power backup in 100+ ResNet service closets.
- Implemented a secure remote access solution allowing remote users access to business desktops and operational data.
- Implemented wireless email access through Personal Digital Assistant (PDA) and cell phone devices.
- Expanded the Bosch security system.
- Enhanced the server and communication room adding soundproofing, power backup and filtering protection, energy efficient enterprise servers, and space optimizations to allow for continued growth.
- Reorganized the Technical Infrastructure Group including rewriting job descriptions, restructuring positions and recruiting for open positions.
- Implemented the Conference Room projector system, featuring multimedia video conferencing.
- Performed a myriad of hardware and software upgrades and transitions maintaining the highest level of availability, reliability, flexibility and security.
- Implemented the RMS Interface for Business & Financial Planning's billing process.
- Installed a CBORD upgrade and migrated from Sybase to MS SQL database.
- Re-designed and deployed the new TMAiSD on-line work request.
- Transitioned the Kronos timekeeping system from implementation phase to Global Support – Operational Status.
- Completed and published the Resident Director Recruitment Video.

**Liana Decierdo**  
Major Maintenance Analyst

*"On a daily basis, all of the units in H&RS work together to get business done efficiently. Although fun and efficiency don't usually seem to go together, when things run smoothly the work place is a fun place to be."*







# Residential Dining Services

Unit Highlights 2006-2007

*Residential Dining Services oversees the operation of four dining commons (Ortega, Carrillo, De La Guerra, and Francisco Torres) and manages food concessions at campus concerts and sporting events, as well as catering for university events and executive functions.*

## Residential Dining

- Tested the pilot of “Dine Anytime” during Spring Quarter.
- Implemented Kronos for Residential Dining Services. Office Managers facilitated problem solving, provided feedback to the committee, refined reports and shared tips and solutions for the 300+ users in Residential Dining.
- Completed the Spanish edition of the dining staff resource binder.
- Reduced the turnover of De La Guerra Dining Commons’ Student Personnel by 21% due to constructive feedback, extensive training and a concentration on developing a sense of teamwork and positive attitude among student employees. A training program for Student Managers prepared them to cope with the challenges of a large facility and develop leadership skills.
- Provided under-represented student guests 2,868 meals at a discounted rate and the opportunity to experience campus dining in our four dining facilities.
- Hosted the “Culinary Carnival” during Spring Break, providing a forum for 16 production workers who attended the Culinary Institute to share their knowledge and experiences.
- Continued sustainability efforts in Dining by installing a new Melink hood exhaust system at Carrillo Dining Commons, which detects the energy use of cooking equipment by both heat and smoke generated and adjusts the speed of the exhaust fans accordingly. The new units generated an estimated 30% reduction in energy costs along with less background noise during off-peak hours.
- Developed Student Cook Training programs to insure that all student cooks are adequately trained on operating kitchen equipment and practicing proper safety techniques.
- Introduced Francisco Torres (FT) Dining Commons as the beta test site for the provision of organic fruit and produce, including a salad bar that featured organic options.
- Increased Special Events Catering income by 15%.
- Hosted the luncheon for the H&RS “Holiday Cheer” town hall gathering at Francisco Torres for 250 employees and a Convocation Reception on the FT lawn for 500 residents. FT also hosted the Isla Vista School Star Students for bi-weekly lunches during the spring.
- Increased concessions revenue by 11% by adding new food options and hosting concessions for the NCAA soccer playoffs and other key events.
- Created a new look in the dining and serving areas at Ortega Dining Commons to include more light, color, style and warmth with the addition of new furniture, service ware, dishware, upholstered entrance benches and menu signage. Reorganized serving areas to establish better flow and faster service.
- Enhanced menu choices at Ortega Dining Commons throughout the year with the addition of grilled Paninis, a new espresso machine, added salad bar selections and a broad variety of fresh fruit.

- Served meals for The Sixth Annual UC/CSU/CC Conference on Sustainability at Carrillo Dining Commons. 850 registrants attended the conference and the meals served were close to 100% certified organic. All Dining Commons were striving for meals and catering with “zero waste.”
- Co-hosted the 2006 California Food Director’s Symposium with UCen Dining. Both organizations worked together to provide meeting arrangements, meals, and campus tours.
- Sold record numbers of Off Campus Meal Plans during the academic year, providing H&RS with just under \$1 million in revenue. Carrillo Dining Commons experienced a 3.3% increase (+20,504) in meals served compared with the previous year, many of which were served to off campus patrons.
- Bonnie Crouse spearheaded the sustainability efforts for Residential Dining Services, including re-writing bids to incorporate vendors’ sustainable efforts, forming a committee to research and implement green cleaning chemicals, organizing a community meeting to include campus and community leaders in sustainable food systems, and meeting with LA Specialty, CAFF and Farmer’s Market representatives to increase the use of local and organic produce.
- Enhanced dining options at Carrillo Dining Commons by adding fresh pasta, along with freshly baked bread and dipping oils. The new gas fireplace installation on the patio helped to create a relaxed ambiance outdoors. Additionally, attention was given to the holidays throughout the school year with special décor and menu offerings.

## Website & Publications

- Featured our new graduate student apartment complex, San Clemente Villages, on an ever-changing new web page to update the campus and community on the building progress.
- Updated the Food Quality & Workers’ Safety Guide.
- Publicized sustainability values, goals and accomplishments in H&RS by creating “Earth Friendly Living - Sustainable Practices,” and a companion piece, “Earth Friendly Dining.”

**Jamar Hughes**  
Assistant Production Manager

*“What I value most about working in H&RS are the passionate people that I work with. I’m very thankful that I am surrounded by people who really care about what they can do to make this a better place to work.”*







*Move In Day — Fall 2006*



# Residential Life

## Unit Highlights 2006-2007

*Residential Life oversees the operation of eight residence halls and is responsible for the well-being and quality of life for 4,700 residence hall students.*

### Residential Life

- Presented dynamic programs for residents on topics including building inclusive communities, finding awareness through poetry, and stopping hate. Programs included Hip-Poe-Tics, Not in Our Halls, High-Rise Health Fair, Santa Cruz Hall Dodge Ball Tournament, Santa Rosa Hall Iron Chef Competition, Francisco Torres-South Toy Drive for Isla Vista School, Alternative to IV Dance, Women's Floor Friday Afternoon Tea, and speakers Mark Zupan and Keith Boykin.
- Offered three weeks of Head Staff Training and three weeks of Student Leadership Training.
- Handled the addition of 200 residents in triples, which affected 600 residents.
- Implemented Halloween planning to support the campus' 'no guests' policy.
- Collaborated for the second year with Student Affairs in implementing the College Alcohol & Substance Education (CASE) program. Approximately 800 residents have been sanctioned through this program. Francisco Torres-North and San Rafael Hall reported lower sanction rates this year.
- Coordinated the response to an electrical blackout with San Miguel Hall serving as Housing One to organize the response.
- Developed sustainable leaders. Of 40 core Residence Halls Association (RHA) leaders, 30 are going on to leadership roles next year including positions as Resident Assistants (RAs), or within RHA, Associated Students and the Orientation Program.
- Collaborated with campus Business Services to handle terms of contracts and liability issues.
- Organized the successful Anacruzapalooza event that brought together more than 1,500 residents.
- Sponsored staff retreats for Francisco Torres-South, San Rafael Hall, Santa Cruz Hall and San Nicolas Hall that produced very positive responses from the staff.
- Organized tours of the halls for thousands of visitors during Spring Insight. Set up an information center for prospective students and their parents.
- Managed the successful selection of five new resident directors, three assistant resident directors, one assistant judicial affairs officer and one assistant director.

### Faculty In Residence Program

#### Dr. Apostolos Athanassakis and Kathy Kelly

- Continued the Manzanita Café with great success this year. Equipment (keyboard, sound system, speakers) was purchased or donated to the program.
- Established a program in which approximately fifteen students from each house would have dinner at Dr. Athanassakis' residence.
- Created an RA committee to work directly with Dr. Athanassakis and Kathy Kelly to plan events.
- Used surveys and discussion groups to gather feedback.
- Overall, residents placed a high value on the program and offered additional program ideas.
- Continued publication of The Manzanita Times, which served as a primary communication source in Manzanita Village.



**Terry Giang**  
Assistant Resident Director

*"What I value most about my job is molding these young adults into leaders and upright citizens. I never thought that I could learn so much from them as well. In many ways, I feel guilty for making a living from such a wonderful and worthwhile life experience."*





# Residential Operations

Unit Highlights 2006-2007

*Residential Operations oversees Maintenance Services & Energy Programs, Custodial & Landscape Services, Project Management, and the Campus Conference Services program.*

## Residential Operations

- Utilized a move-in bunking and lofting vendor to prevent injuries to staff.
- Switched to ergonomic mops and green cleaning chemicals in Housekeeping.
- Began using a steam vapor cleaning machine to cleans mold and mildew while reducing the use of cleaning chemicals and helping to prevent injuries.
- Introduced a Lead Laborer training program within Housekeeping.
- Hired two student interns to assist with the LEED (Leadership in Energy & Environmental Design) certification process for San Clemente Villages & San Nicolas Hall.
- Renovated San Miguel Hall, which included installing new sprinklers, fire alarms, roofing, windows, upgrading common area restrooms, and installing air conditioning units in the classroom and exercise rooms.
- Remodeled the Francisco Torres custodial offices.
- Completed phase two of the reclaimed water project at Santa Cruz, Anacapa, Santa Rosa, San Miguel and San Nicolas Halls.
- Painted the exterior of Storke II and completed phase one of painting the exterior of Storke I.
- Carried out improvements to Ortega Dining Commons.
- Increased bike parking at Santa Cruz and Anacapa Halls.
- Installed a new emergency generator at Santa Rosa Hall.
- Remodeled the Westgate Apartments, wired the exterior doors for electronic access control, and installed a solar pool hot water system.
- Completed exterior electronic door key installation at Anacapa Hall.
- Installed electronic key cabinets for staff master keys at Anacapa and Santa Cruz Halls.
- Developed a new master key request process and form.
- Redesigned the on-line Maintenance Work Request pages for residents, staff and conferees.
- Installed thousands of energy efficient light fixtures in the Santa Ynez and Storke Apartments.
- Collaborated with UCOP and received funding from PIER (Public Interest Energy Research) for the Carrillo Dining Commons kitchen hood efficiency project. The project resulted in a 54% decrease in kitchen hood energy usage.
- Purchased two hybrid fuel vehicles and more bikes to reduce departmental fleet emissions.
- Participated in the UC wide "Be Smart about Safety Program," purchasing equipment with the goal of preventing workplace injuries.
- Doubled participation in the HomeStretch program.
- Installed three new Automated External Defibrillator (AED) units throughout H&RS.
- Offered circuit and functional strength training classes during the "Learn at Lunch" series.
- Provided a web-based Wellness Center resource.

- Donated thousands of furniture pieces from the San Nicolas Hall remodel to developing countries.
- Collected a record number of items during student move-out to donate to the Isla Vista GIVE sale.

## Campus Conference Services

- Created a video of the east entrance to campus instructing conferees how to navigate the roundabout.
- Initiated on-line guest surveys whose response rates were much higher than paper evaluations left in rooms. Created a comment card to elicit immediate concerns of residents while on-site.
- Expanded collaboration with Fess Parker's DoubleTree Resort to include formal room set-up training for our materials crew staff, along with the standard customer service training the desk staff receives.
- Contracted with a marketing firm, Schafer Condon Carter, to develop a strategic marketing plan and website design.
- Initiated a photo and video project to capture summer activities for future marketing.
- Celebrated the 50th Anniversary of the Western Association of College and University Business Officers (WACUBO) Business Management Institute.
- Provided professional meeting management services including on-line collection of registration fees.
- Hosted the annual UC Systemwide Conference Services meeting.



**Bette Orozco**  
Sr. Custodian

*"I really enjoy working with the students. I am part of a great team and I love the beautiful setting that surrounds us."*

# Professional Development

## Staff Involvement in 2006-2007

- Roane Akchurin and Amy Van Meter attended the annual Transformative Mediation Conference and Roane served as a program committee member.
- Roane Akchurin, Lily Berrish, Willie Brown, Terry Campbell, Charlene Chew-Ogi, Manuel Cortez, Liana Decierdo, Judy Edner, Kristel Fritz, John Gaffney, Jill Horst, Jill Hurd, Chris Johnson, Eriko MacDonald, Carlos Marquez, Alan Ogi, Moises Orozco, Dale Pearson, Laura Strimpel and Christine Whang attended the WACUHO Annual Conference. Kristel Fritz and Christine Whang presented at the Conference.
- Christine Whang served on the Apartment & Community Living, New Professionals, and Diversity & Affirmative Action committees for WACUHO and Alan Ogi served on the Awards & Recognition committee.
- Kori Soltz was Co-President of the PWA and coordinated their annual conference. Jacki Mattice served on the recognition/awards committee. Cristina Martinez, Jackie Mattice, Gloria Ortega, Carmen Perez, Yolanda Perez, Igdelisa Rosales and Shelly Vargas attended the conference.
- Moises Orozco attended the Professional Development Conference for Student Affairs Staff at UCSB, the P-16 Conference: Collaboration & Student Success, the Southern California Forum for Diversity in Graduate Education at UCSB, and CPR and First Aid Workshops offered by EH&S.
- Danny Ambrose, Marian Bankins, Charlene Chew-Ogi, Peter Chu, Linda Croyle, Carly Dahlen, Ally De La Cruz, Yasmine Dominguez-Whitehead, Kristel Fritz, Jill Hurd, Kenneth Importante, William Jankowski, Chris Johnson, Randee Loya, Abby Nelson, Michele Pino and Christine Whang attended the joint conference of ACPA and NASPA. Christine Whang and Kristel Fritz also attended the NASPA regional professional day conference.
- Bonnie Crouse and Judy Edner attended the California Food Director's Meeting.
- James Acebu attended the National Association of Collegiate Concessionaires Conference.
- Bonnie Crouse, Jill Horst and Rick Kelly attended the CURB Conference. Bonnie Crouse served as the President of CURB.
- James Acebu, Cresencio Acevedo, Maddy Bascom, Lily Berrish, Osvaldo Carrara, Bonnie Crouse, Judy Edner, Jill Horst, Rick Kelly, Mark Kochanny, Hyacinth Locke, Eriko MacDonald, Soteris Nicolaou, Marie Thomas and Robbie Wright attended the NACUFS Regional Conference, Bonnie Crouse and Judy Edner attended the NACUFS National Conference, Jill Horst attended the NACUFS Food Service Management Institute and the Western Expo Food Show, and Rick Kelly attended a NACUFS Purchasing Seminar.
- Lily Berrish, Bonnie Crouse, Jeff Hillery and Jill Horst attended the Natural Food Expo.
- Maddy Bascom and Lily Berrish attended a Special Events Conference.
- Eric Zobel attended the How Magazine Annual Design Conference, and served on the campus Web Standards group.
- Joyce Ester, Tony Jakubisin, LaDonte King, Abby Nelson and Laura Strimpel attended the ASJA annual conference. Joyce Ester served on the ASJA Board of Directors and

presented on hazing. LaDonte King attended UC Judicial Meetings at UC Santa Cruz, UC Davis, and UC Irvine.

- Willie Brown, Terry Campbell, and Mario Muñoz attended the ACUHO-I Conference and Jeff Monteleone attended an ACUHO-I workshop.
- Carl Decker attended a Green Build Conference and an Ergo Training for Facilities Conference.
- Andrew Kim and Ginnie Thomas attended the UC Ergonomic Work Group Meeting, the Applied Ergonomics Conference, the Perform Better Seminar for Exercise Practice & Theory, and the National Ergonomics Conference. Andrew achieved "Certified Ergonomics Assessment Specialist" status through the Back School of Atlanta.
- Mark Rousseau attended the California Resources Recovery Association Conference and a Climate Action Conference.
- Jenny Kai, Jeff Monteleone and Steve Sibbert attended the TMA Users Conference.
- Tom Beland, Dan Heedy, Jacque Hilliard and Jeff Monteleone attended a Facilities Conference at UCSD.
- Alex Carreño and Morgan Simental attended the Cisco Networkers Conference.
- Saturnino Doctor and Yentran Tran attended the UC Housing IT Manager Meeting at UC Davis.
- Willie Brown and Judy Edner attended the National Restaurant Show in Chicago.
- Randy Bittner attended the ISSA Tradeshow and Convention.
- Linda Croyle attended the Elite Masters Seminar for Leadership Role.
- Kip Bates attended the Dean Evans' Event Management System Software Users Conference.
- Terry Thomas attended the CBORD Conference.
- Rochelle Abraham-Floret attended the Business Officers Institute.
- Kip Bates and Ken Lewis attended the Microsoft Technology Edition Conference, the Microsoft Management Summit, and a Help Desk Conference. Ken also attended a two-day Mastering Microsoft Project Workshop.
- Fernando Calderon and Yentran Tran attended the Microsoft ASP Net Connections Conference. Fernando also attended Flash Action Script Training and a Web Training/Microsoft Platform class.
- Daniel Laub, Dale Pearson, Yentran Tran and Emilio Zamorano attended the RMS Users Conference and Danny Laub attended the RMS Student Web Demo.
- Joaquin Becerra, Linda Croyle, Rob Donerson, Billy Jankowski and Eric Johnstone attended the Microsoft Project Workshop.
- Charlene Chew-Ogi and Chris Johnson attended UC Residential Education Conferences at UC Riverside and UC Santa Cruz.
- Ashley Chapman, Jessica Farley and Stephanie Malcolm attended NCORE.
- Joaquin Becerra, Tony Jakubisin and Laura Strimpel attended the Gehring Institute.
- Pam Allen attended the 27th Annual Association of Collegiate Conference and Events Directors International Conference, joined the Host Committee for the 28th Annual Conference and achieved the Certified Meeting Professional designation.
- Whitney Morris and Sally Vito attended the Religious Conference Manager's Association Annual Conference and Exposition. Sally also attended the Student Youth Travel Association Annual Conference.
- Roane Akchurin completed a Landmark Education course on "Excellence," served as a member of the Restorative Justice committee for the County, and worked as the Assistant Executive Dean on the 100-day fall 2006 voyage of Semester at Sea.



- Danny Laub, Cristina Martinez, Mario Muñoz and Dale Pearson attended Crystal Report XI Training.
- Anne Athanassakis attended “World at Work,” a class on compensation and classification organized by UCOP.
- Joaquin Becerra, Grant Burlew, Jaime Griffin and Steve Federlein attended the Western Training Institute sponsored by WACUHO.
- Jeff Hillery, Hyacinth Locke and Katie Shields participated in the Supervisor Training Program.
- Jesus Gama, Marco Torres and Eric Woods completed HR Supervisory Certificate Classes.
- Jill Horst and Terry Thomas collaborated with Sue Hawkins to develop a new food safety instruction exam and 3-year certification process for dining services campus-wide.
- Mike Conaway worked with Ginnie Thomas to provide a bilingual trainer, Hector Escarcega, to help educate supervisors and employees at FT on workplace safety and injury prevention.
- Mike Conaway co-sponsored two bilingual diversity-training programs at FT to focus on gender and cultural diversity and to explore cultural backgrounds and community standards.
- Mike Conaway and Jill Horst developed a Front-Line Supervisor Training Program with Lisa Phelps and Sydney Roberts from Labor Relations, leading to the development of a Culinary Competence and Leadership Program for Principal Cooks.
- Julian Carachure, Desirea Carter, Mike Conaway, Liberty Freeman, Juan Flores, Jeannine Green, Jaime Griffin, Soteris Nicolaou, Tim Sullivan, Pedro Vargas, Jeff Wesson and Eric Woods received Front Line Supervisory Training.
- Cresencio Acevedo, Mary Almeida, Julian Carachure, Gudmaro Carrion, Mario Casteneda, Mike Conaway, Rigoberto Cortez, Nancy Erickson, Janet Freniere, Jeannine Green, Jamar Hughes, Chintana Kasikarin, Rafael Martinez, Soteris Nicolaou, Isidro Santillan, Gilberto Solis, Jeff Wesson and Robbie Wright participated in Culinary Institute of America training at Greystone. Mike Conaway produced a video of the trip that is used to motivate dining staff.
- Albert Coghlan, George Featherson, Manuel Herrera, Carlos Marquez, Raul Marquez, Rafael Velasquez and Ric Williams attended a seminar on Handling Difficult Employees.
- Ofelia Arenas completed the Supervisory Certificate Program.
- Alex Branch attended MIG Welding School, Donald Canley attended Electrical and Fire Systems Training, Marc Favero attended Mechanical Systems Training, Ira Lomon attended Electrical Controls Training, Jacques Walker attended Backflow Prevention Training, Carlos Campos attended ECHO Mechanical School, and Dick Winther attended Building Code Classes.
- Scott Suttner attended Energy Management Systems training at the Johnston Controls Institute and participated in HVAC Training.
- Jose Osorio attended Advanced Electrical Systems training and Mitsubishi HVAC Training.
- Jesus Aguilera Jr, Dan Candia, Isaias Gallo, Anthony Perez, Victor Renteria, Dung Van Le and Jorge Valencia completed the BMW Cross Training Program.
- Kelly Stanley completed the Financial Management Certificate program offered by UCSB’s office of the controller.
- Ozzie Carrara, Ignacio Castillo, Mike Conaway, Steve Federlein, Janet Freniere, Chris Harton, Hyacinth Locke and Terry Thomas participated in a tour of UCLA’s Dining Facilities.
- Alex Mook attended SharePoint and Quick Start training.
- Kim Dwire, Sunny Reiner, Kari Samlaska and Sherry Walker attended Kronos training.
- Alex Carreno, Ben Price and Morgan Simental attended an Aruba Technology Introductory Course.
- Colette Reid attended the Bourassa Mid-Level Management Institute.
- Marian Bankins and Sheryl Troy served as advisors to the UCSB Campus Committee on Childcare.
- Cresencio Acevedo participated in the 2007 National Restaurant Education Foundation review of the Spanish version of the ServSafe exam in Chicago.
- Mike Conaway served as the NACUFS Training Resources Librarian for the 21st consecutive year.
- Rick Kelly provided his photography services for numerous H&RS events, including photos for the annual report and ACUHO-I’s “A Week in the Life of University Students.”
- Terry Thomas spearheaded the Campus Unit Safety and Health Inspections in all campus food facilities in collaboration with EH&S, organized Nutrition Week and Waste Awareness activities, and taught two Serving Safe Food classes for certification, a Food Safety Refresher Course, and nutrition classes for staff.
- Bonnie Crouse participated in the UC team for Strategic Sourcing, as well as assisting the Food Strategic Committee.
- Information Systems staff participated in the ITIL based product design of the upcoming Microsoft System Center Service Manager.
- FT Dining Commons employees toured two organic farms to improve their understanding of organic practices in the fields.
- Bonnie Crouse presented “Sustainability Trends on College Campuses” at the CURB Annual Conference, “GPO’s and Strategies for Reducing Purchasing Costs” at the NACUFS National Conference, “How to Plan a Sustainable Conference on your Campus” at the UC Conference Services Annual Conference, lectured on “Sustainable Purchasing in UCSB Dining” in Professor Dave Cleveland’s Environmental Studies class, and taught an Adult Education Seminar for SBCC entitled, “Earth Friendly Cuisine – Purchasing local produce in UCSB Dining.”
- Lily Berrish was a speaker on sustainability in Catering at the Catersource Conference and was featured in an article in the Food Service Director Magazine.
- Conference Services staff hosted and attended the UC System-wide Conference Services meeting at UCSB.
- Jill Horst facilitated a tour of DLG for the UC Ergonomic Workgroup and Jesus Gama demonstrated the ergo tools for cleaning.
- H&RS hosted the largest ever UC/CSU/CCC Sustainability Conference. Bonnie Crouse presented “Steps Toward Integrating Sustainability in Campus Dining Services,” and Carl Decker, Mark Rousseau and Ric Williams presented “Water Conservation & Metering.”
- Marlene Cohen collaborated with Human Resources to deliver the Ethics Briefing training to H&RS Spanish speaking employees and participated in The NACUFS Bilingual Project Team.
- Patty Aijian facilitated a Leadership Workshop for the L&S Leadership Development Program, and DISC training and Team Development for campus Business Services staff. Patty consulted for Facilities Management regarding the Learning & Development Program and opportunities.

# Learning & Development

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## ESL I Classes

Juan Aguilar, Catalina Aguilera, Martha Gomez, Silvia Hernandez, Francisca Jimenez, Alfredo Mata, Luis Orea, Maria Pizano De la Luz, Francisco Revilla, Ignacia Sierra and Edith Zavala

## ESL II Classes

Elvia Aguilar, Adriana Avila, Martha Avila, Julian Carachure, Antonio Cortes, Guadalupe Diaz, Paulino Equihua, Maria Hernandez, Arminda Jimenez, Teresa Navarro, Filiberto Organista, Isidro Santillan, Adriana Silva and Juan Ventura

## Professional Competency Year 1

Jorge Anaya, Alex Carreno, Damian Deveze, Liberty Freeman, Soteris Nicolaou, Dale Pearson, Deborah Pentecost, Katie Shields, Teofilo Solis, Kori Soltz, Laura Strimpel, Tim Sullivan and YenTran Tran

## Professional Competency Year 1 Bi-Lingual

Mario Aguilera, Salvador Canales, Julian Carachure, Ignacio Castillo, Maria Teresa Castillo, Susana Contreras, Ramon Flores, Arminda Jimenez, Mario Jimenez, Graciela Nunez, Martin Pereda, Maria Ramirez, Alma Tenorio and Pedro Vargas

## Professional Competency Year 2

James Acebu, Cresencio Acevedo, Kim Dwire, Nancy Erickson, Chris Johnson, Ken Lewis, Gerardo Martinez, Janet Niedert, Mike Reid, Sheryl Troy, Shelly Vargas and Whitney Morris

## Professional Competency Year 3

Anne Athanassakis, Kip Bates, Lily Berrish, Marlene Cohen, Rick Kelly, Robbie Wright and Dianne Voorhees

## Authentic Leadership

Bonnie Crouse, Danny Laub, Eriko MacDonald, Mario Munoz, Pam Rodgers, Terry Thomas, Amy Van Meter, Sherri Walker and Eric Zobel

## Passage to Protirement

Mike Conaway and Terry Campbell

## Personal Coaching

Charlene Chew-Ogi



# RECOGNITIONS

- The **San Clemente Graduate Housing Water Quality/Detention Basin** won a Best Practice Award for the Energy Efficiency Partnership Program from the UC Office of the President.
- The local Anti-Defamation League recognized “**Not In Our Halls,**” a Residential Life program focusing on stopping hate.
- For the third year in a row, the **Community Housing Office** won the 2006 Santa Barbara Independent Readers’ Poll for best “Roommate Locating Service.”
- **Abby Nelson** and **Elizabeth Soriano** were recipients of the Margaret T. Getman Award for their commitment to improving the quality of student life.
- The Professional Women’s Association recognized **Anne Athanassakis, Liberty Freeman** and **Karen Wicorek** as “Unsung Heroines.”
- The Office of Student Life honored **LaDonte King** as Adviser of the Year for his work with the Black Pioneer Renaissance Organization.
- **Maria Arroyo** received a Staff Citation of Excellence award for her work with the Spanish Professional Competency Program.
- **De La Guerra Dining Commons** and STUDIOS Architecture received the Award for Excellence in Architecture for Renovation or Adaptive Reuse from the Society for College and University Planning (SCUP).









# Financial Statement

2006-2007

Actual 2006-07

## Revenue

Room & Board	49,154,839
Apartment Rentals	9,319,905
Conference/Summer Revenue	3,680,072
Other Revenue	2,528,165
<b>Total Revenue</b>	<b>64,682,981</b>

## Expenses

### Household

Administration	1,353,874
Housekeeping	4,913,096
Repairs & Maintenance	3,068,652
Utilities	3,043,734
<b>Total Household Expenses</b>	<b>12,379,356</b>

### Student Program Expense

**4,509,366**

### General

Administration	1,860,816
Grounds	1,160,450
Conference Services	903,557
Campus Recharges	-2,071,497
Information Systems	1,665,302
Miscellaneous	1,390,976
<b>Total General Expenses</b>	<b>4,909,604</b>

### Food Service

Administration	827,878
Raw Food Cost	4,314,262
Food Operations	9,510,497
Repairs & Maintenance	623,257
Utilities	760,933
<b>Total Food Service</b>	<b>16,036,827</b>

### Total Operating Expenses

**37,835,153**

### Net Revenue

**26,847,828**

### Assessments and System Obligations

**23,518,232**

### Year-End Transfer to Maintenance Reserve

**3,329,596**



# Looking Ahead

Housing & Residential Services will continue to deliver quality services to the UCSB community. As a department, our basic focus is on keeping the organization running efficiently and advancing the organization to its highest potential. Our focal points for the 2007-08 fiscal year are:

- Asset Management & Facility Renewal
- Competency Development
- Diversity & Educational Equity
- Intrapreneurial Vision (Adapt and Adopt Private Sector Attitudes)
- Learning & Development
- New Paradigms for Success
- Organizational Transition & Growth Management
- Partnering & Outreach
- Process Improvement
- Professional Organization Participation
- Strategic Plan Implementation
- Strategic Sourcing Initiatives
- Student Housing Development
- Sustainable Practices
- Technology Management
- Workforce Housing Development



**H&RS PLANS:** Housing & Residential Services engages in numerous planning processes. The Educational Equity Plan, the Strategic Plan, the Capital Plan, the Campus Housing Study, and Benchmarking prepare our organization for the future. These planning processes often bring together H&RS staff and the campus community to help create visions that will live out our values and 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.



## Campus Housing Study

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 2005, H&RS began integrating process improvement methodologies by working with the American Productivity and Quality Center (APQC). After assessing processes for improvement, 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.





## In Closing

*We live in what could be described as exceptional times. These times have challenged all of us to look deeply at how we interact with the people and environment that surround us. In this process of discovery, we in H&RS realize that human beings are priceless and precious. Our ability to recognize this fact about people redefines our words and actions and changes our point of reference. Our shared humanity is what unites us.*

*We realize that we are lucky to be here. The fact that we are here together; being productive for ourselves and others is our little miracle. We continue to model behavior that shows that we are truly a sustainable community because we care for and meaningfully engage our neighbors; because we care for our earth; because we always help, and never hurt. We are about ... having a dream!*

***Peace***

**Willie Brown**  
Executive Director



## Housing & Residential Services

### ANNUAL REPORT 2006-2007

#### project coordinators

Julie Levangie  
Eric Zobel

#### layout/design

Eric Zobel

#### writers

Megan Krattli  
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#### editing/proofreading

Anne Athanassakis  
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Julie Levangie

#### All AR2006-07 photos

by Rick Kelly except the following:

Manzanita Village: Werner Huthmacher  
Stephanie Brower/Hillary Clinton; Janelle Holcolm  
Santa Barbara Daily Sound  
RHA Chalk Day & Group Shot: Lisa Slavid  
Jared Goldschen; Randall Lamb  
Youth Recreation Program: Chrissy Huizenga  
Move-in Day: Steve Smith  
DLG Exterior: Tom Bonner Photography  
Housing Study Rendering: Urban Design Associates  
ResNet Assistant: Eric Zobel  
San Clemente Construction: Eric Zobel  
Storke Apartments Family: Eric Zobel



In keeping with our Sustainability goals the  
2006-2007 Annual Report was printed on  
Endeavor Gloss recycled paper.  
25% post consumer waste  
50% recycled content

**FSC**  
logo



## H&RS RESIDENCES

### a special thank you to...

IF YOU WERE MOVED  
in any way by the brilliant  
and captivating images  
throughout the 2006-  
2007 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!

### 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
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### Under Construction

San Clemente Villages	C1
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### Proposed Housing

Ocean Walk at North Campus	P1
Sierra Madre	P2

