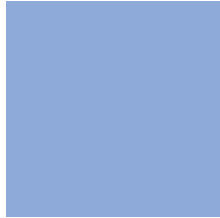




Housing & Residential Services

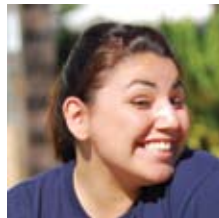
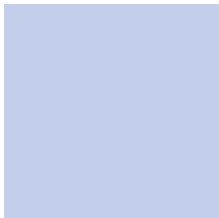
ANNUAL REPORT 2007-2008

University of California, Santa Barbara



Housing & Residential Services

ANNUAL REPORT 2007-2008





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 2007-08 academic year. This year's report chronicles our daily efforts and the investment H&RS has made in supporting the academic mission of UC Santa Barbara.

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 716 FTE in the department which equates to 449 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 active cooperation in managing the service programs within the department. The programs include Apartment & Community Living (Family Student Housing, Undergraduate & Graduate Apartments, Judicial Affairs,

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

The 2007-08 year has been a year of substance and distinction for Housing & Residential Services. In a time when people have become reticent to take risks, we challenged ourselves to stretch our boundaries in order to achieve larger results and greater rewards for those we serve. We continue to keep our eyes on the prize—scholarship, leadership, citizenship—that is the cornerstone of our work at UC Santa Barbara. We do so by deepening our commitment to developing intellectual competence, helping people choose the right path, and allowing individuals and communities to reach their fullest potential. Some of our proudest initiatives have been:



- The expansion of our housing base to include graduate students with the opening of the 973-bed San Clemente Villages
- The recognition of our organizational identity through our strategic planning efforts which produced “Our 2020 Vision – The Best Housing Experience” outlining our pledge to provide opportunities for residents to get connected in an amazing environment
- The addition of Loma Pelona Center offering the residence hall students at Manzanita Village and San Rafael a wonderful meeting and social space to build community

We have been hard at work providing the highest quality residential experience for our residents, staff and other customers. Please take a moment to acknowledge the dedication 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 2007-08.

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.
- 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.



UNIVERSITY OF CALIFORNIA
SANTA BARBARA

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.

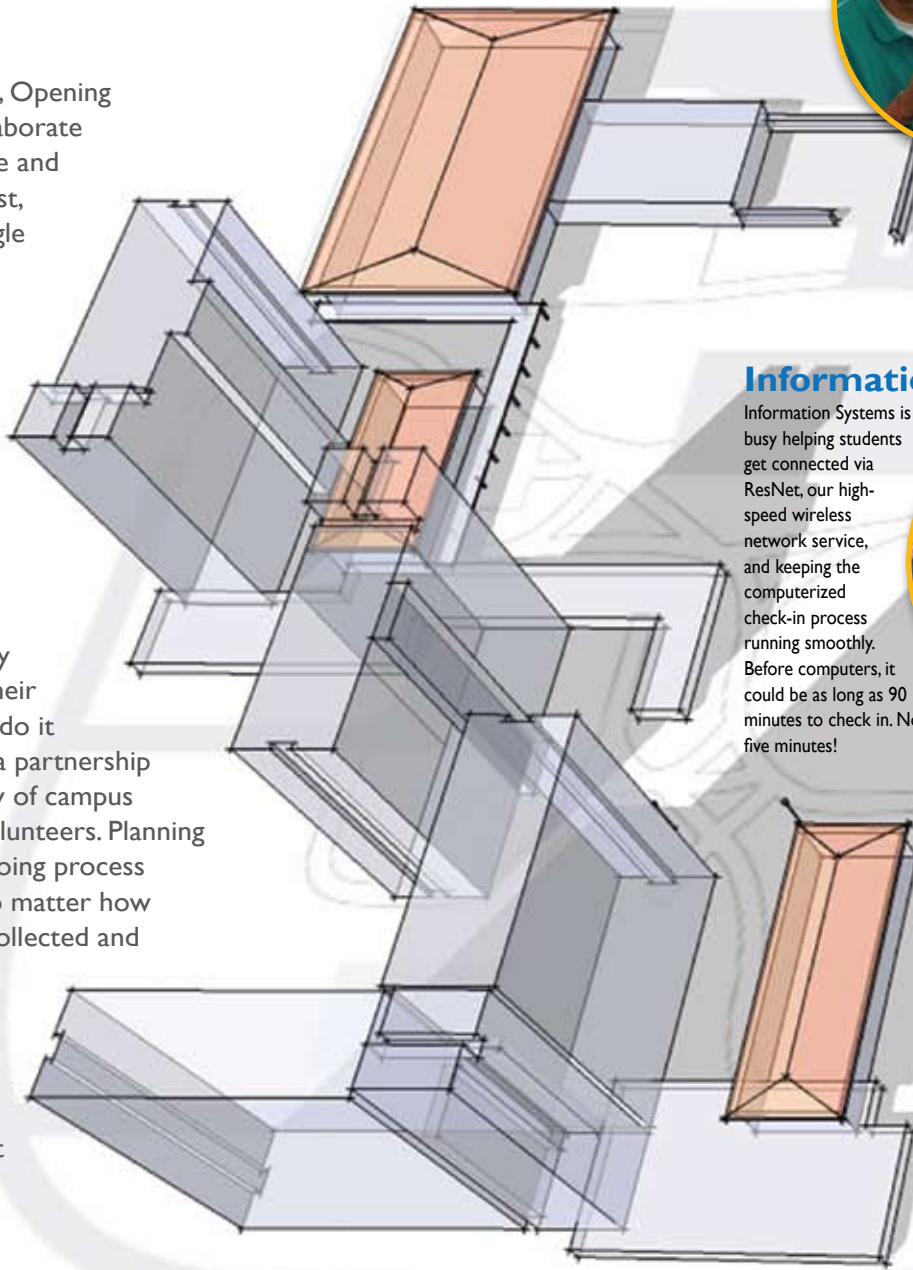
New employees are given a laminated **We Are About** card that lists the values that H&RS employees strive to exemplify in their daily work. These values were developed by staff members to reflect what we are about in our service to the organization, in our relationships with fellow employees, and most importantly, in our work for our customers.



Opening Weekend

Success Story 2007-08

As H&RS continues to grow, Opening Weekend has become an elaborate process that requires precise and extensive planning. In the past, move in took place on a single day. Now, it occurs over the entire weekend and then some, as many residents such as international students and student staff members move in early. Although Opening Weekend has the potential to be hectic, Housing & Residential Services staff members have proactively turned it into an opportunity to welcome residents and their family members. We cannot do it alone. Opening Weekend is a partnership between H&RS and a variety of campus departments and student volunteers. Planning Opening Weekend is an ongoing process that continues to evolve. No matter how successful it is, feedback is collected and considered for how to improve the following year's Opening Weekend. All the planning, hard work and enthusiasm come together to make it a successful event year after year.



Residential Life

Residential Life is busy making last minute room changes, welcoming and checking in students and their families, helping them get settled in their rooms, and planning a series of activities that take place during Week of Welcome, including floor meetings, a panel discussion with faculty, staff and RAs, and an ice cream social.

Information Systems

Information Systems is busy helping students get connected via ResNet, our high-speed wireless network service, and keeping the computerized check-in process running smoothly. Before computers, it could be as long as 90 minutes to check in. Now it's five minutes!



Residential Dining Services

The Dining Commons are operating during Opening Weekend and students' family members have the opportunity to savor firsthand the wide variety of fresh, healthy, high-quality food students have access to throughout the year.



Student Volunteers

Student volunteers welcome students and their family members, answer questions, help unload cars and push moving carts.





Community Service Officers

Community Service Officers (CSOs) from the UCSB police department offer bike registration in a variety of locations. Bicycling is the primary mode of transportation for our students. More than 2000 bikes are registered every year during Opening Weekend.



Smoooooth...

Thousands of cars packed with students, their families, and their worldly belongings descend upon a two-lane road during one weekend each fall. Each stop along the way, from posting directional signs at various campus entrances to recycling cardboard moving boxes, has been carefully thought through and refined over many years. Consider 1,200 students trying to reach nine floors via four elevators and you can imagine the planning that is necessary. In this diagram you see a small portion of the many people involved in making Opening Weekend a successful and smoooooth operation.

Residential Operations

Residential Operations is the contact point for elevators, moving carts, hosts, parking, traffic, and unloading areas. Operations staff members can be seen giving directions, ushering cars into parking spaces, bunking beds, dealing with maintenance issues and special requests, and recycling up to ten tons of moving boxes.



Parking & Transportation Services

Parking Service attendants direct more than 10,000 cars to unloading areas and long-term parking lots. Shuttle bus drivers transport students and their family members from campus parking lots to residence halls and apartments.

Housing Hosts

Staff members from throughout H&RS serve as hosts, greeting students and their families in unloading areas, and answering a myriad of questions, from where to buy linens to how to add value to a laundry card..





Culinary Institute of America



Ropes Course



Not in our Hall



Professional Competency



Educational Equity Plan

Success Story 2007-08

Housing & Residential Services' Educational Equity Plan ensures access to knowledge and learning for all people in our community, including students, staff, and faculty. Through the Plan, H&RS strives to empower everyone to be able to learn, to grow, and to be their best selves professionally and personally. Our community members come from diverse backgrounds and have had diverse learning opportunities. The Plan is designed to help a diverse group of people succeed, and it ensures the existence of a diverse staff of exceptional quality. By living out the premises the Plan is based on - Providing Access, Increasing Empowerment, Encouraging Awareness, and Building Understanding - H&RS strives to provide infinite access and success for all.



Learning & Development



Other **EEP** Opportunities:

- ESL Classes
- Cross Training
- Residence Hall Cultural Retreats
- Bilingual Professional Competency
- Bilingual Computer Training
- Living & Learning Communities
- Cross-Cultural Communication Training
- Extensive live-in staff diversity training
- Awareness Programming such as "Not in our Hall"
- Partnering with the Educational Opportunity Program (EOP) to house and feed under-represented high school students



Providing Access

H&RS strives to hire and retain a staff that reflects, on the whole, the population of our local and state community. In addition, H&RS supports campus efforts to recruit a diverse student population by working with campus resources that serve targeted or underrepresented groups.

Increasing Empowerment

H&RS strives to be an inclusive and empowering organization for all staff and students. In particular, H&RS focuses on the inclusion and empowerment of historically or currently underrepresented staff and students by:

- Assisting underrepresented staff and students to identify and prioritize their unique needs, and
- Providing services and opportunities for success to meet the needs of our diverse clientele.

Encouraging Awareness

H&RS provides individual staff members and residents information and training in order to increase awareness about biases and "blind spots" regarding cultural differences.

Building Understanding

H&RS builds trust and communication lines within the organization and residential communities so that individuals are encouraged to recognize and respect the differences and similarities around them.

Executive Director's Office

Unit Highlights 2007-2008

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.

Lisa Slavid

Coordinator of Strategic Initiatives

"2007-2008 is the year I transitioned from Residential Life to the Office of the Executive Director. In Residential Life, I got to advise student leaders and coach them on fulfilling their projects, their goals, their events and programs. In the Office of the Executive Director, now I get to do that for everyone in H&RS!"



- Continued construction on Loma Pelona, the multi-purpose building serving the Manzanita Village and San Rafael Hall communities.
- Completed construction of the \$153 million San Clemente Villages project, a 973-bed complex for graduate students.
- Continued reinvestment in physical plant assets through major maintenance and preventative maintenance programs.
- Completed re-naming and commenced related signage needs for Santa Catalina Residence Hall and Portola Dining Commons.
- Provided under-represented student guests more than 1,200 meals at no cost and the opportunity to experience campus dining in our four dining facilities.
- Supported Student Affairs' Spring Nights 2008 program to improve the quality of student life by promoting faculty-student interactions outside of the classroom.
- 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.
- Honored and recognized the contributions of 23 staff members with 425 years of combined service during the annual Service Award Ceremony.
- Coordinated quarterly Town Hall meetings for all staff and provided translation services to ensure that language did not hinder our ability to provide information.
- Organized Executive Director's Welcomes to greet and orient 50 new employees and followed-up six months later with new employee focus groups to hear suggestions as to how we can continue to offer exceptional service to students, staff and clients.
- Commenced planning the H&RS 2008 Strategic Planning Conference, including conducting surveys and holding preliminary meetings with numerous employees and student leaders.
- Commenced planning the 2009 Annual Conferences for the Western Association of College & University Housing Officers (WACUHO) and the National Association of College & University Food Services (NACUFS) Pacific Region.
- Formed the Communication & Marketing Team responsible for developing, implementing, and overseeing the department's communications and marketing strategies and initiatives.
- Continued to work with the marketing firm Schafer Condon Carter to develop a strategic marketing plan and website re-design for Conference Services.
- Commenced Phase I rollout of digital signage network to enhance communication with students, staff and clients.
- Completed recruitment for Directors of Business & Financial Planning, Information Systems & Technology, Residential Dining Services, and Residential Operations, and the Coordinators of Resource Planning and Strategic Initiatives. Strengthened the use of leadership competencies by incorporating them into experiential interview questions.

Apartment & Community Living

Unit Highlights 2007-2008

Apartment & Community Living oversees the operation of four 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.

- Created new staffing structure and programs in response to the addition of 1,000 bedspaces.
- Worked collaboratively with Information Systems to be compliant with new campus credit card practices, which resulted in a prototype process for the entire campus.
- Opened Resident Coordinator selection process to students studying abroad via Skype.
- Established assignment priorities and practices, including a pilot program for mixed gender apartments.
- Developed system to ensure the new housing guarantee was met for all Fall '08 transfer students.
- Collaborated with Information Systems to create application and assignment systems to guarantee single graduate student housing at San Clemente Villages.
- Relocated Santa Ynez Apartment graduate students to San Clemente Villages.
- Established new resident information centers.
- Created a Community Housing Facebook page to disseminate information about rental programs and issues.
- Designed a community reference rental handbook for parents.
- Developed an efficient internal communication and patrol system to use during an emergency.
- Initiated a "resident readiness" campaign to encourage residents to be prepared for an emergency.
- Assisted Santa Barbara Student Housing Co-op with summer renovation plans.
- Collaborated with Summer Sessions to provide additional activities for a developing transfer student summer start program.
- Expedited single student apartment move-out through an "express check-out" system.
- Collaborated with Residential Operations to develop a more efficient apartment transfer process.
- Increased move-in/move-out videos by 25% by setting up a street corner office in Isla Vista during June move-out period.

Marian Banks

Associate Director of Student Life

"It is wonderful to work for an organization like H&RS that challenges each employee to bring their 'soul' to work and be your best self. For me, as we continue to learn, welcome new ideas and ways of doing things, and continually expand our understanding of ourselves and the world around us, then we are engaging in the ultimate creativity of the self."





Nestor Covarrubias
Hospitality Services Manager

“What I value most about working in H&RS is the collaborative process. We all bring something unique to this organization and we are encouraged to tap into that. This fosters an environment where ideas flow and we all benefit.”

Business & Financial Planning

Unit Highlights 2007-2008

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

- Collaborated with Information Systems and Dining Services to develop a process to electronically review and reconcile more than 10,000 raw food purchases annually.
- Incorporated the Vice Chancellor of Administrative Services Office, Accounting, Business Services, and Human Resources into the KRONOS system, including reconfiguration of the system, training, and implementation.
- Underwent a major upgrade to the KRONOS system which included retraining all H&RS supervisors on the new software functionality.
- Held three Open Enrollment labs for H&RS personnel.

Conference Services

- Met with the Schafer Condon Carter marketing firm to initiate the process of developing a strategic marketing plan and website design.
- Worked closely with Custodial Services and revised linen procedures to both accommodate attendee preferences as well as to reduce injuries for staff.
- Updated recruitment and hiring processes for Front Desk Student Managers to focus on professionalism, leadership and efficiency.
- Managed the 2008 WACUHO registration, played an integral part on the organizing committee and helped to promote UCSB as the 2009 host for WACUHO.
- Continued as members of the Student & Youth Travel Association (SYTA), a non-profit association that promotes student and youth travel. Rein Project, also members of SYTA, selected UCSB as the site to host their month-long Community Service Program for high school students.

Faculty Housing

- Expanded website to include detailed information regarding the Ocean Walk at North Campus Project.
- Consulted with faculty regarding their housing options and the MOP Loan Program.

Information Systems & Technology

- Conducted surveys of staff and students and used the results to update the master plan for technology. Established a framework for developing a 12-month strategic work plan and implementation roadmap.
- Evaluated and selected a line of multi-functional devices to handle the department's workgroup printing, copying, faxing and scanning needs.
- Implemented "Green Computing" initiatives.
- Launched online work ticket system "isDesk."
- Created a new graduate housing application.

Learning & Development

- Coordinated eight different multi-day learning and development opportunities for approximately 100 H&RS staff members.

Residential Dining Services

Unit Highlights 2007-2008

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

- Provided more than 3,700 meals at reduced rates to under-represented student guests.
- Increased purchases of local and sustainable produce.
- Organized a Sustainability Workshop for all Residential Dining Services staff.
- Implemented the “Stop Food Waste” initiative.
- Commenced pilot “green cleaning” program at De La Guerra Dining Commons.
- Increased meal counts at Ortega and Carrillo Dining Commons.
- Sold off-campus meal plans in record numbers.
- Provided concession services for events with record-breaking attendance.
- Improved food selection and menu choices at Ortega Dining Commons with the addition of homemade pizza, an upgraded salad bar selection, and a variety of ethnic food choices.
- Increased efficiency in the “to order” serving square at Ortega Dining Commons.
- Partnered with Residential Operations to provide for more efficiency during the summer conference schedule with improved sinks, flooring, counters, and storage at Ortega Dining Commons.
- Completed Ortega dining and service area upgrades to include more light, color, style and warmth with new entrance area walls and décor, and new flooring in the Take-Out area.
- Upgraded Carrillo Dining Commons with floor repair, reconfiguration of the beverage area, the addition of patio heaters, and exterior painting and landscaping.
- Developed and launched “Skill Builders Training Program” for Principal Cooks in all Dining Commons.
- Reduced student staff turnover at De La Guerra Dining Commons by 25%.
- Improved Concessions operation by including a large screen television at the Events Center, implementing credit card machines, and converting to biodegradable disposable products.

Chris Harton
Front House Supervisor

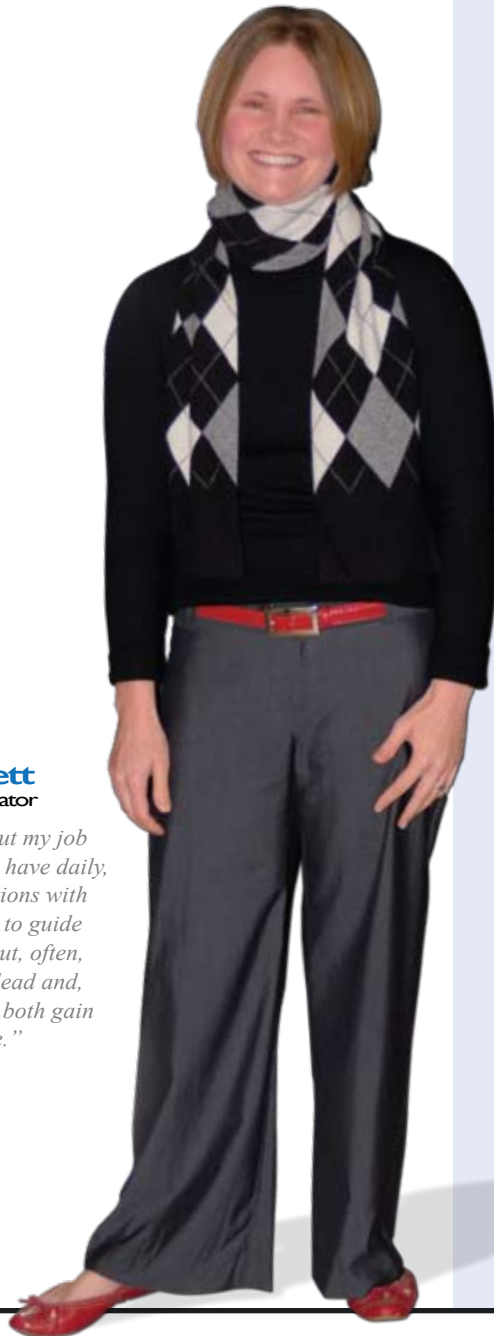
“From my time as a student employee at Ortega & De La Guerra to my career years here at Carrillo, what I’ve always valued most about my experience with H&RS has been the people. For a department of this size to maintain the quality and dedication of its staff as H&RS does speaks volumes about our operation. The intentional focus on the development of the personal and professional aspects of our staff shines, as well as fosters the amazing atmosphere that so many of us have come to love as our home away from home.”



Residential Life

Unit Highlights 2007-2008

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.



Kristen Burnett
Judicial Affairs Coordinator

"What I love most about my job is that it allows me to have daily, meaningful conversations with students. It is my role to guide these conversations but, often, the students take the lead and, in these moments, we both gain invaluable knowledge."

- Recruited an Assistant Dean/Judicial Affairs Coordinator, a Student Leadership Coordinator, four Resident Directors, and seven Assistant Resident Directors.
- Participated in "No Place for Hate" certification, a major program in every hall to foster sensitivity to differences.
- Handled a number of mental health and suicidal ideation cases with Student Mental Health Coordinator and Counseling Center.
- Modified Opening Weekend to support UC System-wide consideration of Jewish High Holy Days.
- Developed a Personal Responsibility Course for residents who were of concern to our community; over 170 residents took the course.
- Collaborated with Student Affairs to present a seminar on first amendment rights.
- Provided 953 programs to residents and created 401 informative bulletin boards.
- Provided Halloween duty coverage over two weekends.
- Responded professionally to the Santa Rosa Residence Hall fire.
- Moved the room-change procedure online.
- Supported Apartment & Community Living by providing staff support to prepare for the opening of San Clemente Villages.
- Provided many successful RHA programs including the Ice Cream Social (Bohemian Rhapsody sing-along) and All Hall programs (All Hall Ball, Chalk Art Festival, Winter Wonderland, Pumpkin Patch, Talent Show, Sandcastles Day, and the Film Festival).
- Provided many successful Residential Life programs including the Farside Festival, TX 2 and Anacruzapolozza, and an appearance by Antwone Fisher.
- Hosted a Jazz program at the Student Resource Building to increase connection with Student Affairs.

Faculty In Residence Program

- Improved the Manzanita Times and increased readership.
- Implemented and streamlined house dinners with Faculty in Residence and residents.
- Worked with the Neighborhood Council to sponsor the Manzanita Talent Show.
- Continued to sponsor the monthly Manzanita Café event that showcased resident talent.

Residential Operations

Unit Highlights 2007-2008

Residential Operations oversees Maintenance Services & Energy Programs, Custodial & Landscape Services, and Project Management.

- Remodeled hot line at Ortega Dining Commons.
- Extended back dock and installed stairs at Ortega Dining Commons.
- Expanded administrative offices at Ortega Dining Commons.
- Provided patio lighting at De La Guerra Dining Commons.
- Built new student kitchen at Santa Catalina Residence Hall.
- Renovated Residential Operations offices at Santa Catalina Residence Hall.
- Installed new roofing system at Westgate Apartments.
- Installed new mailboxes at West Campus Apartments.
- Installed A/C system in Residential Life Offices at Santa Catalina Residence Hall.
- Completed the fire and life safety renovation of San Nicolas Residence Hall.
- Completed installation of “key-watch” system in all residence halls.
- Installed e-key system in Santa Rosa and San Nicolas Residence Halls, and San Clemente Villages.
- Improved lighting at Ortega Dining Commons and San Miguel Residence Hall bike parking areas.
- Added the department server room to the emergency power system.
- Painted 1,046 residence hall rooms.
- Painted exterior of DeAnza Resource Center and Carrillo Dining Commons.
- Commenced Phase III of the Storke Apartments exterior painting project.
- Entered final phase of West Campus Apartments landscaping beautification project.
- Resurfaced the deck at Santa Catalina Residence Hall.
- Utilized all “green-cleaning” chemicals in Custodial Services.
- Continued conversion to dual flush toilets.
- Converted interior lighting at West Campus Apartments to energy-saving compact fluorescent bulbs.

Manuel Herrera
Grounds Superintendent

“I value H&RS’ commitment to continuous learning and growth. It has given me the opportunity to grow within the department. I want to continue giving my staff the opportunity to grow as well. The Grounds Department has a very talented group of team players and it is very noticeable as we walk H&RS properties.”



Valuing our Employees

Professional Development 2007-2008

- **Anne Athanassakis, Liana Decierdo, Kim Dwire, Sharon Gildner, Cheryl Johnson, Kari Samlaska, Kori Soltz, Yentran Tran and Sheri Walker** attended the California Governor's Conference for Women.
- **Chuck Haines** and **Arnel Pascua** attended the WACUBO Emergency Preparedness & Business Recovery Conference. Chuck also attended the NACAS Conference.
- **Willie Brown, Terry Campbell, Mario Muñoz and Arnel Pascua** attended the ACUHO-I Conference.
- **Arnel Pascua** attended the EMC Documentation Workshop and the Public Sector CIO Summit.
- **Kip Bates, Mark Bastanchury and Kai Lu** attended the HDI Conference. Kai was certified by HDI as a Support Center Analyst.
- **Kim Dwire, Sunny Reiner, Kari Samlaska and Sheri Walker** attended the KRONOS Conference.
- **Cresencio Acevedo, Lily Berrish, Ozzie Carrara, Mike Conaway, Bonnie Crouse, Jeff Hillery, Jill Horst, Rick Kelly, Eriko MacDonald, Soteris Nicolaou, Pam Rodgers and Robbie Wright** attended the NACUFS Regional Conference. **Bonnie Crouse** and **Judy Edner** attended the NACUFS National Conference. **Jill Horst** attended the NACUFS Human Resource Institute. **Robbie Wright** attended the NACUFS Leadership Institute with **Soteris Nicolaou** and the NACUFS Chef Net Training with **Ozzie Carrara**.
- **Bonnie Crouse** and **Willie Brown** attended the National Restaurant Association (NRA) Exposition. Bonnie also attended the CURB Conference.
- **James Acebu** and **Peter Pereda** attended the National Association of Collegiate Concessionaires Conference.
- **Judy Edner, Julie Levangie and Eric Zobel** attended the HOWse Design Conference.
- **Julie Levangie** attended the ACUHO-I Marketing Strategies Conference and completed five UCSB Extension Marketing classes.
- **Melissa Gardea, Ryan George and Chris Harton** attended the WACUHO Western Training Institute.
- **Ally DeLaCruz** attended the Thomas Rivera Policy Institute.
- **Patty Aijian, Roane Akchurin, Joe Allegretti, Marian Bankins, Tom Beland, Willie Brown, Terry Campbell, Charlene Chew-Ogi, Mark Coony, Debbie Deas, Alejandra De La Cruz, Yasmine Dominguez-Whitehead, Judy Edner, John Fowler, Liberty Freeman, Kristel Fritz, Chuck Haines, Greedley Harris, Jill Hurd, Julie Levangie, Kai Lu, Eriko MacDonald, Danny Mann, Carlos Marquez, Whitney Morris, Moises Orozco, Arnel Pascua, Dale Pearson, Sunny Reiner, Miki Swick, Juan Tinoco and Jeff Wesson** attended the WACUHO Conference.
- **Lisa Slavid** attended a Strategic Planning Conference.
- **Adam-Jon Aparicio, Marian Bankins, Peter Chu, Linda Croyle, Jessica Farley, Jill Hurd, Billy Jankowski, Chris Johnson, Danny Mann, Tourgee Simpson and Laura Strimpel** attended the NASPA Conference.
- **Maddy Bascom** and **Lily Berrish** attended the Special Events Conference. Lily also attended the Catering Certification Program.
- **Terry Thomas** attended the CBORD Conference.
- **Steve Federlein, Hyacinth Locke and Tim Sullivan** attended the Council on Hospitality and Restaurant Training (CHART). Steve also attended the Labor Relations course "Working in a Union Environment."
- **Maria Arroyo, Anne Athanassakis, Maddy Bascom, Lily Berrish, Yvette Brown, Renee Buchmoyer, Irma Chavez, Cristina Martinez, Jacki Mattice and Consuelo Vargas** attended the Professional Women's Association Conference at UCSB.
- **Ben Price, Alejandro Carreño and Morgan Simental** attended the Aruba Users Conference.
- **Housekeeping and Grounds staff** attended the Making Smart Choices retreat with Hector Escarcega.
- **Carlos Marquez** attended the Restorative Justice Conference at UCSB.
- **Ric Williams, Tom Beland and Mark Rousseau** attended the Sustainability Conference at UCSB. Ric also attended a Landscape Industry Show.
- **Bette Orozco** and **Carmen Perez** attended the Lead Laborer Training Program.
- **Jacque Hilliard** attended the Risk Summit.
- **Alex Branch** attended the Lincoln Welding School.
- **Teresa Castillo** and **Manny Cortez** attended Human Resources supervisory classes.
- **Jacques Walker** received his backflow testing certification.
- **Zeina Ellis** attended the Green Build Conference and the USGBC International Conference.
- **Kip Bates, Jenny Kai and Ed Roe** attended the Bosch Access Control Training. Jenny also attended the TMA Users Conference with **Steve Sibbert**.
- **Marc Favero** attended Raypak Boiler Training.
- **Doug Canaan** attended NEC training.
- **Storm Charron** attended a locksmithing course.
- **Carlos Campos** attended a Brigs & Statton Update Seminar, a Kohler Update Seminar, a Mark Equipment Seminar, and the ECHO Power Equipment School.
- **Sheryl Troy** attended the California School Age Consortium Conference and the Statewide After School Conference.
- **Roane Akchurin** attended the "Power & Contribution" course through Landmark Education.
- **Danny Laub, Yentran Tran and Emilio Zamorano** attended the RMS conference.
- **Lisa Martin** completed two UCSB Extension Human Resources classes and a course on Management & Leadership from the National Seminar Group.
- **Charlene Chew-Ogi, Rob Donerson and Laura Strimpel** attended ACPA.
- **Valla Arnadottir and Ko Kashiwazaki** attended NCORE.
- **Kristen Burnett, Anthony Jakubisin and LaDonte King** attended ASJA. Anthony also attended the Gehring Institute.
- **Peter Chu and Debbie Deas** attended the First Year Experience Conference.

- **Danny Mann** and **Lisa Slavid** attended the UC Residential Education Conference in the fall and **Charlene Chew-Ogi** attended in the spring.
- **Fernando Calderon, Eric Johnstone, Alan Ogi, Sunny Reiner** and **Yentran Tran** attended Microsoft SharePoint Training. Fernando also attended the ASP Conference.
- **Yentran Tran** attended SQL 2005 Integration Services Training and the IT Project Management Conference.
- **Mark Bastanchury** and **Kai Lu** attended the UCSC Computing Services Conference. Mark also attended Quick Start Training.
- **Saturnino Doctor** attended the Sum Total LMS Configuration Workshop and the EMC Global Events Conference.
- **Kip Bates, Ken Lewis** and **Steve Sibbert** attended the Microsoft Management Summit. Kip also attended the EMS Conference and Quickstart SQL Training.
- **Kip Bates** and **Ken Lewis** attended Microsoft Tech-Ed. Ken also attended SMS Training.
- **Kristen Burnett** attended the UC Judicial Conference.
- **Maria Arroyo** and **Michelle Emery** attended UCSB's "Breaking the Barriers: UCSB Women of Color in Academia" Conference.
- **Residence Halls Association members** attended PACURH, No Frills, and NACURH Conferences.
- **Consuelo Vargas** and **Ofelia Arenas** attended the Woman's Leadership Conference in San Francisco.
- **Jeff Hillery** was certified by the Community Emergency Response Team (CERT).
- **Andy Johnson** attended FCI 7100 Training.
- **Oscar Rios** attended NTT Troubleshooting Electrical Control Circuits training.
- **Ken Ardrey** attended the AWFS Trade Show.
- **Steve Smith** attended the Northwest Woodworking Studio.
- **Randy Bittner** attended the ISSA Tradeshow.
- **Scott Suttner** attended Breen EMS Training.
- **Wilbur Cleckley** attended a Fire Alarm Code Class.
- **Ginnie Thomas** attended an Ergonomic Conference.
- **Albert Coghlan** attended a Tree Hazard Evaluation class.
- **Dick Winther** attended an EduCode Seminar.
- **Sally Vito** and **Whitney Morris** attended the RCMA Conference. Sally also attended the Student Youth Travel Association Conference.



Learning & Development 2007-2008

Professional Competency Year One

Julie Ballesteros, Mark Bastanchury, Ozzie Carrara, Liana Decierdo, Alejandra De La Cruz, Damian Deveze, Jamie Griffin, Chris Harton, Andrew Kim, Dale Pearson, Ben Price, Omari Pryor, Kelly Stanley

Professional Competency Year One Bi-Lingual

Mario Castaneda, Rosalba Cuevas, Alejandra Del Toro, Jesus Gama, Maria Gonzalez, Ramon Lopez, Gloria Ortega, Carmen Perez, Enrique Perez, Marco Torres

Discovering Your Voice & Influence

Elvia Aguilar, Mary Almeida, Ofelia Arenas, Janet Freniere, Ryan George, Jamar Hughes, Rafael Velasquez, Jeff Wesson

Transitions in Work & Life

Ramiro Arreola, Lupe Covarrubias, Sharon Gildner, Soteris Nicolaou, Laura Strimpel, Alma Tenorio, Yentran Tran

Authentic Leadership

Renee Buchmoyer, Marlene Cohen, Kim Dwire, Steve Federlein, Liberty Freeman, Cathe Hedrick, Danny Laub, Mario Muñoz, Maya Salmon, Tim Sullivan

Passage to Protirement

Anne Athanassakis, Esther Gonzalez, Cheryl Johnson

ESL Conversation & Writing

Luz Acosta, Patricia Arenas, Patricia Beatty, Maria Teresa Castillo, Saadeli Cisneros, Susana Contreras, Maria De La Luz Pizano, Ramon Flores, Sara Flores-Ortega, Juana Gallardo, Lorenzo Gutierrez, Jorge Jaurequi, Bertoldo Leon, Concepcion Leon, Luz Martinez, Ofelia Montana, Teresa Navarro, Betty Orozco, Carmen Perez, Rosalba Perez, Esther Ramirez, Victor Renteria, Carlos Reyes, Elsa Vega, Jose Zamora

ESL Reading & Writing

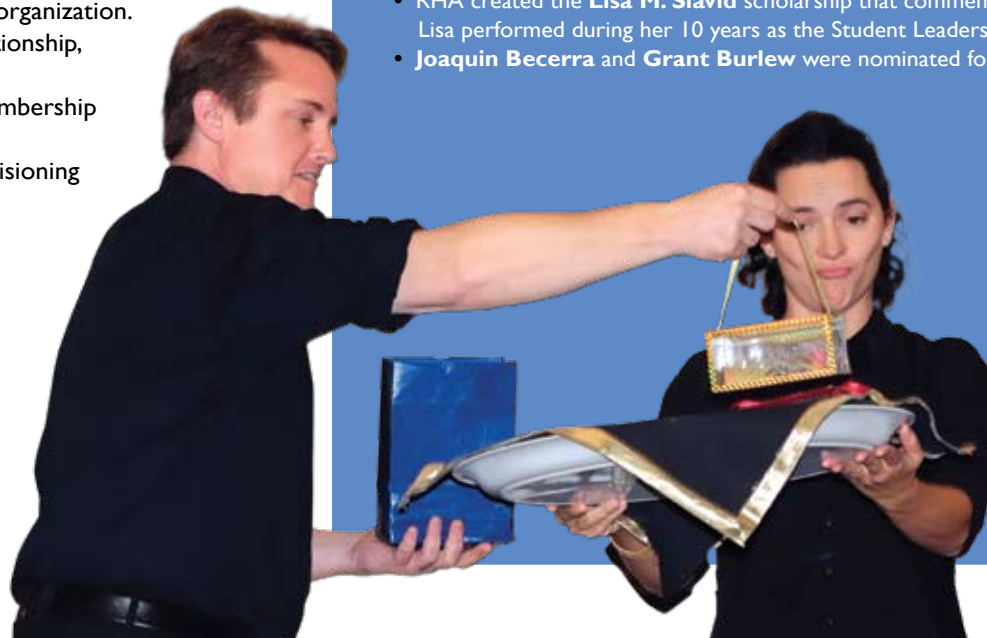
Jesus Aguilera, Ofelia Arenas, Patricia Beatty, Irma Chavez, Alejandra Del Toro, Sergio Diaz, Isaias Gallo, Florencia Gantes, Pedro Gonzales, Mario Jimenez, Ramon Lopez, Gerardo Martinez, Alejandra Mendiata, Manuel Munoz, Gloria Ortega, Arturo Ortiz, Enrique Perez, Ruben Ramirez, Igdelisa Rosales, Violeta Tafoya, Alma Tenorio, Maria Valeriano, Shelly Vargas, Serafin Zamora

Contributions to the Profession

- At the WACUHO Conference, **Patty Aijian, Liberty Freeman** and **Jeff Wesson** presented "Discovering the Magic in Your Stories," and Patty also presented "Eureka! Finding Your Passion at Work." **Marian Bankins** and **Moises Orozco** presented "Explore Diversity, Discover Your Story, Engage Yourself," and **Willie Brown** was a keynote speaker. **Debbie Deas** was elected WACUHO Member at Large-Central and she will serve on the WACUHO Executive Committee. **Charlene Chew-Ogi, Jill Hurd, Danny Mann,** and **Miki Swick** participated on WACUHO committees.
- **Kori Soltz** was selected to serve on the Chancellor's Staff Advisory Council.
- **Bonnie Crouse** was a member of the President and Advisory Council of the College and University Resource Board (CURB) and the steering committee for the UC/CSU/CCC Sustainability Conference Food Track program, and she led community meetings about sustainable food systems. Bonnie and **Terry Thomas** were appointed to UCOP's Food Sustainability Committee.
- **Terry Thomas** taught a "ServSafe" Food class for manager certification, a Food Safety Course for production staff certification, nine nutrition classes for staff, and she led the Campus Unit Safety and Health Inspections in collaboration with EH&S on all campus food facilities.
- **Mike Conaway** and **Jill Horst** facilitated four days of training at the Culinary Institute of America at Greystone for 15 production staff members.
- **Bonnie Crouse, Rick Kelly** and **Terry Thomas** participated on the UC team for UCOP's Strategic Sourcing Food Committee.
- **Maria Arroyo** co-facilitated PCP I Bilingual.
- **Moises Orozco** advised the Hermanos Unidos student organization.
- **Sheryl Troy** presented at the CalSAC Conference "Relationship, Relationship, Relationship: Partnering with Parents."
- **Willie Brown** served as a member of the ACUHO-I Membership Committee and Multicultural Network.
- **Judy Edner** served on the NACUFS 50th anniversary "Visioning Summit Project Team."

RECOGNITIONS

- **Ozzie Carrara** received a Silver Medal at the NACUFS Regional Chef's Culinary Competition.
- At the annual WACUHO Conference, **Patty Aijian, Liberty Freeman** and **Jeff Wesson** (pictured below) received the "Best of the West" Award for their presentation "Discover the Magic in Your Stories." Patty was also recognized with a top five program for her presentation "Eureka! Finding Your Passion at Work." **Debbie Deas** was awarded 1st place in the New Professionals Case Study Competition, and **Terry Campbell** received the Charles L. Miller Leadership & Service Award.
- **Elizabeth Soriano** received a Professional Women's Association (PWA) Award for "Unsung Heroine."
- **Kori Soltz** received a Professional Women's Association (PWA) Award for "Extraordinary Service."
- **Bonnie Crouse** was honored as the "2007 Outstanding CURB Member of the Year" at the Annual HPSI/CURB Meeting and Tradeshow.
- RHA awarded **Peter Chu** with the AI Day Award.
- The Institution Recycling Network awarded **Housing & Residential Services** a "Certificate of Reuse and Recycling" for providing 399 pieces, equaling 17+ tons, of surplus furnishings and kitchen appliances.
- The GIVE Project recognized **Housing & Residential Services** for contributions that helped raise \$17,795.23 for non-profit organizations serving the Isla Vista community.
- At the Central Residential Activities Programming Conference, a delegation comprised of **Residence Hall Association** representatives, **Resident Assistants** and **residents** were awarded the "Spirit Stick," the equivalent of "School of the Year."
- The **Residence Hall Association** was recognized at the Pacific Affiliate of College and University Residence Halls Conference with the Director's National Communications Coordinator Recognition Award, the Student Award for Leadership Training, a Top 10 Program Award, and the Wacky Award for Best Hair.
- RHA created the **Lisa M. Slavid** scholarship that commemorates the outstanding service Lisa performed during her 10 years as the Student Leadership Coordinator.
- **Joaquin Becerra** and **Grant Burlew** were nominated for the Margaret T. Getman Award.



Financial Statement

2007-2008

Actual 2007-2008

Revenue

Room & Board	52,615,145
Apartment Rentals	9,904,321
Conference/Summer Revenue	4,423,229
Other Revenue	2,681,558
Total Revenue	69,624,253

Expenses

Household

Administration	1,418,790
Housekeeping	5,526,441
Repairs & Maintenance	3,316,598
Utilities	3,191,220
Total Household Expenses	13,453,049

Student Program Expense

4,604,611

General

Administration	2,046,963
Grounds	1,255,980
Conference Services	977,492
Campus Recharges	-2,246,891
Information Systems	1,937,166
Miscellaneous	2,389,407
Total General Expenses	6,360,117

Food Service

Administration	828,076
Raw Food Cost	4,698,942
Food Operations	10,277,146
Repairs & Maintenance	829,150
Utilities	797,803
Total Food Service	17,431,117

Total Operating Expenses

41,848,894

Net Revenue

27,775,359

Assessments and System Obligations

23,326,671

Year-End Transfer to Maintenance Reserve

4,448,688

Looking Ahead

Housing & Residential Services will continue to strive to be the best at what we do and 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 2008-09 fiscal year are:

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



Sierra Madre rendering (Al Forster)

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. 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

H&RS' 1998 Strategic Plan focused 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 2003, H&RS conducted a "midpoint check-in" to assess progress toward the "Valued Staff Members" vision.

In 2008, H&RS completed a new Strategic Plan that built on the efforts of the prior plan. Looking forward to the year 2020, H&RS is focused on providing the "Best Housing Experience" by creating opportunities for residents to get connected in an amazing environment through World Class Facilities, Focus on the Whole Person, Continuous Innovation, and Talented Staff Who Care. The Strategic Plan is a living document with new goals set toward its continued accomplishment.

Capital Plan

One of our 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 is 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, and these recommendations have been incorporated into the campus' long range planning.

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

Bob Dylan once wrote "the times they are a changing." No remark could be truer of the times we live in today. Perhaps not in any of our lifetimes have we been asked to cooperate more fully to save our human enterprise. By affirming our belief in partnerships, we have moved forward in dramatic and measureable ways. The context of the work we do in H&RS requires all of us to be great thinkers in order to solve great problems and to create great rewards.

Dreams come true when talent and effort are combined. The strength of character and enlightenment of spirit that you have shown have triggered our imaginations, and helped us to always help and never hurt. We are about... doing the right thing.

Peace.

Willie Brown
Executive Director





Housing & Residential Services

ANNUAL REPORT 2007-2008

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(10% post-consumer waste)

FSC
logo

*Housing & Residential
Services is pleased to
feature the photography of
Rick Kelly. Thank you Rick
for capturing the beauty of
our campus in this year's
Annual Report.*







