

# We Are About

HOUSING & RESIDENTIAL SERVICES ANNUAL REPORT

2008-2009

Talented Staff  
who care









## Helping Students Succeed

Housing & Residential Services staff members play an integral role in the daily lives of the students who live in our community -- from planning programs to providing a great environment to preparing nutritious and delicious food to giving a student their first job. Many relationships are formed that last a lifetime. This year's annual report highlights several of the many relationships that exist between H&RS staff members and students. Enjoy!





# Welcome

**I AM DELIGHTED 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 2008-09 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.

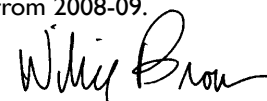
H&RS provides housing and associated residential life services for UC Santa Barbara's undergraduate student, graduate student and faculty population. We employ a staff of 721 FTE in the department which equates to 453 career employees and more than 700 student employees. H&RS is a campus auxiliary department within the division of Administrative Services, reporting through the Vice Chancellor for Administrative Services. As Executive Director of Housing & Residential Services, I serve as 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, Graduate Apartments, Undergraduate 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 2008-09 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. This positive approach to our daily tasks has brought a synergy that has allowed us to prosper even in these challenging economic times. 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.

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 2008-09.

  
**Wilfred E. Brown**  
Executive Director





### **H&RS Gives Back!**

*In this picture: **Willie Brown**, Executive Director, with **Marcos Cervantes**, **Sharde Davis**, **Fernando Pena**, and **Abrahm Alem**, representatives from various student groups. In 2008-09, H&RS provided more than 1,700 meal tickets to student groups to assist their outreach efforts for prospective students from under-represented communities. A visit to one of our bustling dining commons where college students dine, study, and socialize allows these young people to get a real “taste” of college life. H&RS also helped sponsor a trip for student leaders to Washington, DC for the inauguration of 44th President Barack Obama.*



# Our Mission

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

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

- *Learning is a continuous process.*
- *A community is positively served by responsible social behavior.*
- *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 450 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.



# Conferences

**MARCH AND APRIL 2009** will go down in our history as the year we planned and hosted not just one, but TWO conferences in Santa Barbara. In March, food service professionals and vendors attended the NACUFS (National Association of College & University Food Services) annual regional conference for four days of industry experts, keynote speakers, workshops, and a culinary challenge. In April, the Western Association of College & University Housing Officers (WACUHO) held its annual conference and exposition. Members attended interest sessions and vendor exhibits, and heard inspiring keynote speakers. It was a mammoth planning effort involving many Housing & Residential Services' employees who added conference planning to their usual work duties. Here are a few highlights and photos from both conferences.

## NACUFS (National Association of College & University Food Services)



## WACUHO (Western Association of College & University Housing Officers)





# TREASURE HUNT

on the  
**AMERICAN RIVIERA**  
Santa Barbara, California

## Highlights

- 177 registered attendees from 32 schools and 68 companies, with 45 first time attendees.
- Eight competitors in the Culinary Challenge included Jeannine Green of Portola Dining Commons who earned a Bronze medal.
- Residential Dining Services and Special Events & Catering showcased their creativity and talent during opening and closing events, as well as a lunch at Carrillo Dining Commons that featured Indian, South East Asian, Western and Eastern Mediterranean food stations.
- Speakers included journalists, grocery professionals, "The Cheese Impresario," Chef Bradley Ogden, and the Hard Rock Cafe's Senior Trainer, Jim Knight.



# naturally WACUHO

2009 ANNUAL CONFERENCE & EXPOSITION

## Highlights

- 262 registered attendees from 48 schools and 45 vendors, with 43 New Professionals and 17 past presidents in attendance.
- Speakers included Dr. Bertice Berry, Dr. Gene Lucas (UCSB Executive Vice Chancellor), Dr. Michael Young (UCSB Vice Chancellor of Student Affairs), and Dr. Rudy Busto (UCSB Associate Professor.) Housing professionals from UCSB and other campuses provided 42 different interest sessions.
- UCSB catering provided a creative opening beach party dinner at the Cabrillo Arts Pavilion. Entertainment included UCSB student group laorana te Otea who performed dances originating from the islands of Tahiti.





# The Strategic Plan

**IN SUMMER 2008**, H&RS held a Strategic Planning Conference where we planned, dreamed, and developed a map for the next 12 years. **2020 Vision: The Best Housing Experience** was the result of that gathering and it will provide opportunities for residents to get connected in an amazing environment through a series of **Visions** (at right). When we all know our vision of where we are going, we can move in that direction together, streamlining our resources and goals.

In creating this plan, we partnered with internal representatives from every level, with student residents, and with campus stakeholders. We used a research-based Appreciative Inquiry process, whereby people collect information and examine an organization's strengths, and then move forward by redirecting focus to those core strengths.

Our Strategic Priorities, the filters through which we make decisions, are 1) **responsible use of resources** and 2) **partnering for success**. They are designed to guide us on how to act as we move to create our vision.

The Strategic Plan is designed to be a living document; we will set annual and long-term outcomes and use metrics to measure our success toward achieving our visions. Each outcome describes what we will accomplish at the end of a specified period of time, and has an Executive Sponsor that is the champion for their overall annual outcome. Outcomes aren't just goals, they're promises to our residents, promises to our potential, and promises to our future.

**2020 Vision: The Best Housing Experience** is designed to promote the academic mission of UCSB and create a sense of community among students, faculty and staff.

## the VISIONS



### CONTINUOUS INNOVATION

We are a member of "best in class" universities where innovations and trends are explored, developed, and evaluated. We actively implement, measure, and modify our innovations, which include initiatives in sustainability, technology, programs, affordability/accessibility, and quality of service.



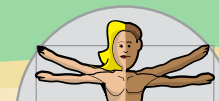
### TALENTED STAFF WHO CARE

At all levels, we have a talented, caring, diverse staff who have intentional paths and opportunities for growth and development.



### WORLD CLASS FACILITIES

Our facilities continually reflect world-class standards in their responsiveness to residents' needs, use of resources, and sustainable processes.



### FOCUS ON THE WHOLE PERSON

Our residents have a healthy sense of community and belonging.









## Digital Duo

When student **Kim Abacherli** (left) first started working as the front desk attendant for the Executive Director's Office in fall 2006, she had no idea she was destined to become a PowerPoint artist years later. Kim and **Julie Levangie**, Communications & Marketing Coordinator, work closely on DigiKnow, our digital signage network. Kim designs many of the beautiful slides our residents see on a daily basis.

# Executive Director's Office

- Finished construction of Loma Pelona, the multi-purpose building serving Manzanita Village and San Rafael Hall communities.
- Continued reinvestment in physical plant assets through major maintenance and preventative maintenance programs.
- Completed signage needs for Santa Catalina Residence Hall and Portola Dining Commons.
- Coordinated the LEED Certification Process for San Clemente Villages, attaining Gold level certification.
- 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.
- Provided more than 1,700 meals at no cost to prospective students from under-represented communities and the opportunity to experience campus dining in our four dining facilities.
- Sponsored a group of student leaders to attend the inauguration of President Barack Obama.
- Planned and hosted 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.
- Planned and hosted the Fall 2008 UC Housing Directors Meeting and the Annual UC Housing CFOs Meeting.
- Planned and hosted a Strategic Planning Conference in July 2008, created a Strategic Plan booklet with a bi-lingual map, completed the 2009 Strategic Plan outcomes, and commenced working on our 2010 outcomes.
- Coordinated quarterly Town Hall meetings for all staff members and provided translation services to ensure that language did not hinder our ability to provide information. Awarded Zappos.com with our 2009 Mentor of Exceptional Service Award at the spring Town Hall Meeting. Nick Swinmurn, founder of Zappos.com and a former UCSB student, accepted the award at the meeting.
- Organized Executive Director's Welcomes to greet and orient 65 new employees and held follow-up meetings with new employee focus groups to hear suggestions as to how we can continue to offer exceptional service to students, staff, and clients.
- Honored and recognized the contributions of 31 staff members with 585 years of combined service during the annual Service Award Ceremony.
- Designed and implemented the C.O.R.E. competencies classes that consist of Community Standards, Our Organization, Respecting Diversity, and Excellent Service. Offered four classes encompassing 75 people, including a class in Spanish, and leveraged our strategic priority of "building partnerships to succeed" by partnering with people from every unit and students to present at the classes.
- Completed Conference Services' website redesign developed with the marketing firm Schafer Condon Carter.
- Completed Phase I and commenced Phase II rollout of digital signage network to enhance communication with students and clients. Created more than 300 pieces of original content for DigiKnow, and began accepting advertisements from registered student groups.
- Created a presence on social media sites Facebook and Twitter to connect with current and future students.
- Installed banners at Manzanita Village that celebrate diversity, our student leaders, and the campus vision of "Scholarship, Leadership, Citizenship."
- Created an anonymous web site to generate staff feedback regarding operating efficiencies. The Senior Management Team followed up on twenty-six suggestions, integrating them into our daily operations.





## Extending a Hand

*After months of communicating via e-mail and forming an online connection, **Maya Salmon** (left) of the Community Housing Office finally met French Education Abroad student, **Rekha Barthelemy**, in person. Maya helped Rekha find furniture and a place to live in Santa Barbara while she attends UCSB.*

- # Apartment & Community Living
- Opened San Clemente Villages, a new graduate student apartment community with 973 bed spaces.
  - Converted the student staff manual from a 100-page hard copy manual to a mini-flash drive that has all the forms, maps, training videos, policies and procedures they need to do their job.
  - Hosted a six day international Transformative Mediation Conference.
  - Partnered with BARC to develop new reports that improved management of rent collection and reduced write-offs.
  - Trained 25 UCSB staff members in Restorative Justice at a two-day training session.
  - Co-created with San Clemente Villages residents a Graduate Student Community Council, a resident government system.
  - Collaborated with Counseling Services to provide on-site counseling services for residents.
  - Increased Community Housing Office rental videotaping services by setting up a temporary sign-up site on Del Playa Drive in Isla Vista.
  - Designed and implemented on-line application processes for winter and spring quarter applicants.
  - Created a “green” renters guide for sustainability and distributed it to student renters.
  - Initiated 24-hour emergency procedures on three occasions to respond to the Gap, Tea, and Jesusita Fires.
  - Collaborated with Disabled Student Services to clarify and improve the process for special housing accommodations and comfort pet requests.
  - Established a Community Housing Office Facebook page.
  - Welcomed new resident generated programs that included: Chinese Lunar New Year’s Celebration, Obama Inaugural Ball, Passover Seder Dinner, and Caroling in the Complex.





### **Making Ends Meet**

*Although technically the student, **Christina Calvillo** has helped **Alex Ramos** of Business & Financial Planning understand how the Residence Halls Association and the Hall Councils operate financially. Christina is currently in her 2nd term as the Residence Halls Association VP of Finance and she was previously a Hall Council Treasurer. Christina also works closely with Alex in the Business & Financial Planning office.*

# Business & Financial Planning

- Assumed responsibility for accounting and maintenance of UCHS Net Revenue Reserve account previously administered by UC Office of the President.
- Completed expansion of Kronos Time & Attendance system throughout the entire division of Administrative Services.
- Initiated the Business Intelligence project wherein all data collected through H&RS software systems will be available through a single reporting platform that will provide ad hoc and “dashboard” reporting capabilities.
- Initiated the process to upgrade the SharePoint software platform for departmental intranet as well as enterprise content management
- Upgraded and enhanced our Major Maintenance software application to include expanded user accessibility and increased performance speed.
- Implemented a Mobile Training Lab for computer based training within H&RS
- Initiated Phase I of wireless internet connectivity for Family Student Housing.
- Collaborated with Residential Operations to develop the initial design for an in-house Customer Service Training class for their front line employees.
- Conducted a full array of professional development courses including: Professional Competency Year I (English & Spanish), Transitions in Work & Life, Authentic Leadership, ESL, Individualized Coaching, and participated in the design and implementation of C.O.R.E.
- Opened the Loma Pelona Community Center with an open house/showcase for the campus. Created administrative and operational procedures for the scheduling of, and event management in the Loma Pelona Center for student, campus and community users.
- Completed Conference Services’ website redesign focusing on strategic marketing initiatives developed with the marketing firm Schafer Condon Carter. Increased its functionality with on-line inquiry and application forms and greater information accessibility.
- Continued to represent the UC Regents by managing all real estate transactions involving the affordable faculty owned townhomes at West Campus Point. This included managing all pre-sales repairs and improvements to the townhomes, preparing all real estate purchase agreements, contracts and disclosure forms, and monitoring the inspection and escrow processes.
- Consulted with faculty recruits and newly hired faculty regarding their housing options, MOP Loan Program, West Campus Point, North Campus, Family Student Housing and future housing developments. This included personal tours of the apartments and townhomes, as well as future building sites.





# Batter Up

*In 2006, student **Pierce Kocjan** (right) was hired to work in De La Guerra Dining Commons. **Ester Salazar** was the first cook he worked with and she trained him on the proper technique for cutting vegetables and meat. Pierce says they share the same sense of humor and make the most out of their work time together, including a little goofing around.*

# Residential Dining Services

- Hosted the 2009 NACUFS Pacific Region Conference in March. More than 35 staff members contributed time and expertise throughout the year, which included planning culinary events at UCSB and the Natural History Museum during the conference.
- Revised the produce bid that resulted in more than \$100,000 in savings in raw food expenses compared to the previous year.
- Hired Jaime Herrera as Executive Chef, a new position to the dining program, and Jill Horst was promoted to Director of Residential Dining Services.
- Heightened budget awareness and outline of specific targets and guidelines by the Director led to sweeping changes and reduction in expenses mid-year. Areas impacted included student labor, cost per meal and raw food expenses, reduction in use of cleaning towels, and curtailment of S&E.
- Offered Food Safety Training and Testing. 35 production staff passed the food safety class and five Managers were recertified in ServSafe.
- Implemented three Green Seal cleaning products in all four dining commons, resulting in the elimination of seven toxic chemicals.
- Partnered with student groups to sponsor events in the Dining Commons, such as Sustainability Week, Trayless Day, and Earth Day.
- Worked with Residential Operations to develop an equipment receiving and inventory system in TMA.
- Collaborated with a local waste management company on a pilot program to compost all food waste (pre- and post-consumer) at De La Guerra Dining Commons. This resulted in more than two tons of food waste per week being diverted from the landfill.
- Implemented recycling and provided "all compostable" disposables for all events at the Events Center concessions area.
- Provided dining room meals, and catered events and breaks for the 2009 UC/CSU/CC Annual Sustainability Conference for 800 attendees. Served 80% organic and local foods, and strived for zero waste.
- Coordinated with Residential Operations to install a programmable lighting system in De La Guerra Dining Commons, which resulted in significant energy savings.
- Hosted biweekly lunches for IV School "Star Students" in Portola Dining Commons during the spring quarter.
- Provided concessions for the Jack Johnson concert, offering 10,000 guests a large variety of non-traditional concessions fare.
- Partnered with Kanaloa Seafood Company to purchase sustainable fish.
- Increased the amount of organics at the salad bars and in the hot food kitchens.
- Increased Ortega's meal counts by more than 31% over the previous year.
- Provided more than 700 emergency meals to evacuees and emergency personnel during the Jesusita fire.
- Held the 2nd Annual End of the Year BBQ at De La Guerra Dining Commons with a 32% increase in customers over the previous year.
- Closed Ortega for the 2009 summer conference season and re-distributed staff and various programs to other units.





### Two Wheeled Friends

***Peter Chu** and student **Brittany Middleton** first started working together at Santa Catalina Residence Hall where Peter was the Resident Director and Brittany was a Rep at Large. The following year they both took on new challenges within the Residence Halls Association, Brittany as the VP of Programming and Peter as the Student Leadership Coordinator. Throughout this time they've developed a strong relationship but it's not all business – Peter is teaching Brittany how to ride a motorcycle!*

# Residential Life

- Provided 733 programs to residents and created 264 informational bulletin boards.
- Increased efforts between live-in head staff and Resident Assistants to promote positive communities.
- Responded to increased mental health issues, resulting in a continued strong working relationship with the Counseling Center, Student Health, and the Office of the Dean of Students.
- Held the first Restorative Justice Circle, which was co-led by Kristen Burnett and Roane Akchurin.
- Remodeled the San Miguel fitness room.
- Implemented Diversity Programming: Speaker Judy Shepard (mother of Matthew) on combating homophobia; No Place for Hate programming; and Vincent Who? (film and film maker on hate incident) which raised awareness about the Asian American community.
- Increased work on energizing Resident Assistants to avoid burnout before the end of the year.
- Partnered with Career Services to develop internships that resulted in two Resident Directors being trained to work with students in the Career Services field.
- Installed a barbeque at the Santa Rosa Residence Hall
- Commenced planning a fall 2009 pilot program, First Year Residential Experience (FYRE), which included identifying goals, developing quarterly activities, and revamping the job description for the Margaret Getman Intern.
- Achieved community-wide program successes through large social programs: Two Towers (TX2) at Santa Catalina, and the Farside Festival at San Rafael & Manzanita.
- Provided an opportunity for a number of resident leaders to attend the inauguration of President Barack Obama.
- Collaborated with Student Affairs on the NASPA Undergraduate Fellows Program (NUFP). Tommy Crews from Colorado State was our shared summer intern.
- Continued to partner with Student Affairs on alcohol education. 789 residents were referred to the CASE program (Alcohol and Substance Education) and 43 residents were referred to SAM (Skills, Awareness and Motivation).
- Taught a Judicial Affairs' Personal Responsibility Course about making good choices in the residence halls to 144 participants.
- Handled a 400% increase in workload in the area of Judicial Affairs.
- Met with 1,476 residents for their behavior. 395 offended again (296 men, 99 women). Cancelled 60 resident contracts, which is a 500% increase from the previous year.
- Charlie Arreola was elected AS President, the third RHA President to become student body president in the last decade.
- Encouraged heightened concern and awareness during Halloween and "Floatopia." Continued the "no guests" policy during Halloween.
- Attended the Chancellor's Reception for high achieving high school students.
- Streamlined Spring Insight activities with presentations rather than hall tours, which was well received.
- Conducted Opening Weekend efficiently, as well as addressed the need for triples. Successfully kicked-off Week of Welcome with an ice cream social where RAs performed an entertaining dance.





## Grass Roots

Student **Bradley Hughes** (seated) has been working with Sr. Lead Groundskeeper **Albert Coghlan** in our Grounds unit since June 2007. Recently, Bradley completed a project with 5th graders from Brandon Elementary School in Goleta. He showed them how to raise a vegetable garden by using only organic and recyclable materials. Bradley credits much of the project's success to the cooperation and guidance he received from our Grounds crew, which has been using organic materials for several years now. The children named their garden "The Fruitables Garden Plot."



# Residential Operations

- Completed San Clemente Villages, the first campus housing facility dedicated to single graduate students, and the adjacent parking structure.
- Earned LEED Gold for San Clemente Villages.
- Installed 60 separate electronic access control systems for 327 apartments and five common areas in San Clemente Villages.
- Installed electronic access control for the San Rafael Residence Hall Tower.
- Completed the Loma Pelona Community Center, a high-tech multi-media multi-purpose building adjacent to Manzanita Village.
- Replaced the roofs on Anacapa and Santa Cruz Residence Halls.
- Completed reclaimed water installation at Anacapa, San Miguel, San Nicolas, Santa Cruz, and Santa Rosa Residence Halls.
- Restored six rooms damaged by a fire in the Santa Rosa Residence Hall.
- Completed 216 apartment turnovers.
- Installed a new boiler system at Santa Catalina Residence Hall.
- Installed two new A/C systems for server room cooling.
- Painted more than 400 student rooms.
- Completed refurbishment of 50 apartments at Santa Ynez Casitas Village.
- Refurbished the Portola Dining Commons dairy walk-in cooler system to a new environmentally friendly refrigerant.
- Completed the overhaul and design enhancement of the Carrillo Dining Commons tray accumulator.
- Upgraded the Resident Director and Assistant Resident Director apartments in Anacapa, San Miguel, San Nicolas, Santa Cruz, and Santa Rosa Residence Halls.
- Painted and upgraded flooring in the West Campus laundry rooms.
- Completed painting, flooring, and door replacement upgrades in Storke Apartment laundry rooms.
- Installed KeyWatcher electronic key cabinets at the apartments.
- Planned and hosted The Safety Olympics, which was a creative way to train Sr. Custodians and Sr. BMWs on safer work habits, ergo tools, and fire extinguisher training. There were seven work events and two UCSB Fire Marshals were the fire safety trainers.
- Added a third employee to the Operations Service Center, creating a workforce that responds to the needs of our students.



# Valuing <sup>our</sup> Employees

- **Marian Banks**, **Alyson Bodner**, **Yasmine Dominguez-Whitehead**, **Jill Hurd**, **Chris Johnson**, and **Charity Seaborn** attended the ACPA Conference.
- **Adam-Jon Aparicio**, **Denise Balfour**, **Peter Chu**, **Rosa Contreras**, **Linda Croyle**, **Ally De La Cruz**, **Jessica Fougere**, **Adam Hoang**, **David Hong**, **Anthony Keen**, **Danny Mann**, **Chelsea Penny**, **Carlos Perez**, **Isaac Rodriguez**, and **Tourgee Simpson** attended the NASPA Conference.
- **Juan Tinoco** and **Marney Randle** attended the National Conference on Race & Ethnicity.
- **Kristen Burnett**, **Ko Kashiwazake**, and **Jacques Zalma** attended The Association for Student Judicial Affairs Conference. Kristen also attended Legal Issues in Higher Education.
- **Pedro Aguilar**, **Jesus Aguilera Jr.**, **Roane Akchurin**, **Mayra Alcala**, **Joe Allegretti**, **Adam Jon Aparicio**, **Ofelia Arenas**, **Valla Arnadottir**, **Ramiro Arreola**, **Marian Banks**, **Patricia Beaty**, **Alyson Bodner**, **Willie Brown**, **Kristen Burnett**, **Danny Candia**, **Maria Castillo**, **Irma Jaime Chavez**, **Vincente Perez Chavez**, **Charlene Chew-Ogi**, **Peter Chu**, **Saadeli Cisneros**, **Albert Coghlan**, **Susana Contreras**, **Rosa Contreras**, **Manny Cortez**, **Linda Croyle**, **Debbie Deas**, **Ally DeLa Cruz**, **Sergio Diaz**, **Rob Donerson**, **Judy Edner**, **Rachel Eikenberry**, **Zeina Ellis**, **Ramon Flores**, **Jessica Fougere**, **Jesus Gama**, **Florencia Gantes**, **Jose Gonzalez**, **Pedro Gonzalez**, **Chuck Haines**, **Cathe Hedrick**, **Dan Heedy**, **Manuel Herrera**, **Jacque Hilliard**, **Adam Hoang**, **David Hong**, **Jill Hurd**, **Vasilis Inembolidis**, **Mario Jimenez Jr.**, **Chris Johnson**, **Eric Johnstone**, **Jenny Kai**, **Anthony Keen**, **Tim Klassen**, **Rosemary La**, **Concepcion Leon**, **Julie Levangie**, **Florida Sotela Lazaro**, **Eriko MacDonald**, **Alejandra Magana**, **Carlos Marquez**, **Juan Marquez**, **Raul Marquez**, **Caesar Martinez**, **Cristina Martinez**, **Gerardo Martinez**, **Norma Mitchell**, **Ofelia Montano**, **Jeff Monteleone**, **Manuel Muñoz**, **Mario Muñoz**, **Ardley Nix**, **Bette Orozco**, **Gloria Ortega**, **Chelsea Penny**, **Debora Pentacost**, **Carmen Perez**, **Ben Price**, **Justin Prince**, **Marney Randle**, **Rosario Ramos**, **Roberto Reveles**, **Igdelisa Rosales**, **Mark Rousseau**, **Maya Salmon**, **Kari Samlaska**, **Tourgee Simpson**, **Lisa Slavid**, **Kelly Stanley**, **Gillian Swanson**, **Miki Swick**, **Violeta Tafoya**, **Alma Tenorio**, **Juan Tinoco**, **Jorge Valencia**, **Elsa Vega**, **Rafael Velasquez**, **DiAnne Voorhees**, **Jacques Zalma**, **Jose Zamora**, **Serafin Zamora**, and **Emilio Zamorano** attended the WACUHO Conference.
- **Valla Arnadottir** attended the Women in Leadership Conference.
- **Tara Atherley** attended the Positive Psychology Conference.
- **Denise Balfour** attended the NASPA Student Affairs Law Conference.
- **Peter Chu** attended the PACURH and NACURH Conferences.
- **Liana Decierdo**, **Sharon Gildner**, **Cathe Hedrick**, **Julie Levangie**, **Pam Rodgers**, **Lisa Slavid**, and **DiAnne Voorhees** attended the Governor's Women's Conference.
- **Anthony Keen** attended the Creating Change Conference.
- **Danny Mann** attended the Fall and Spring UC Residential Education Conferences.
- **Kevin Villalta** attended the APA National Planning Conference.
- **Danny Laub** and **Sunny Reiner** attended the RMS User's Conference. Danny also attended the UC Sustainability Conference.
- **Cristina Martinez**, **Jacki Mattice**, and **Maya Salmon** attended the PWA Conference.
- **Ally De La Cruz** was awarded a Master's of Public Administration from CSUN.
- **Roane Akchurin**, **Mayra Alcala**, **Kristen Burnett**, **Rachel Eikenberry**, **Jenn Ja**, **Jacki Mattice**, and **Maya Salmon** attended the International Transformative Mediation Conference.
- **Roane Akchurin**, **Mayra Alcala**, **Candice Brooks**, **Rachel Eikenberry**, **Michelle Emery**, **Hyacinth Locke**, **Maya Salmon**, and **Consuelo Vargas** attended Restorative Justice Facilitation Training.
- **Candice Brooks** attended the American Educational Research Association Conference.
- **Bonnie Crouse**, **Judy Edner**, and **Jill Horst** attended The NACUFS Nat'l Conference. Bonnie and Jill also attended the National Restaurant Association Expo.
- **Mike Conaway**, **Bonnie Crouse**, **Jill Horst**, **Rick Kelly**, **Eriko MacDonald**, **Terry Thomas**, and **Robbie Wright** attended The NACUFS Pacific Region Conference.
- **Bonnie Crouse** attended the UCOP Strategic Sourcing Meeting and the Sustainability Conference.
- **Peter Pereda** and **James Acebu** attended the National Association of College Concessionaires Conference.
- **Jill Horst** attended the California Food Director's Roundtable.
- **Lily Berrish** and **Maddy Bascom** attended the Special Events Conference .
- **Robbie Wright** attended The NACUFS Food Management Institute.
- **Tuan Duong** and **Morgan Simental** attended the VMWorld User's Conference.
- **Ben Price** attended the Aruba Networks User's Conference .
- **Kip Bates**, **Saturnino Doctor**, and **Ben Price** attended the UC Housing IT Conference.
- **Alex Carreño** graduated from UCSB with a degree in Mathematics.
- **Mark Bastanchury** attended Quick Start Training.
- **Fernando Calderon** attended the Flash Forward Conference.
- **Kip Bates** attended the ACUHO-I Information Technology Conference and the American Management Association Leadership Training.
- **Vasilis Inembolidis** attended AMX Programmer I Training Course and Exam.
- **Yentran Tran** attended the Business Intelligence boot camp.
- **Masha Askenova** and **Eric Johnstone** attended SharePoint 2007 training.
- **Kim Dwire**, **Sunny Reiner**, **Kari Samlaska**, and **Sheri Walker** attended the KronosWorks Conference.
- **Nestor Covarrubias** completed Santa Barbara City College's "Hospitality Sales and Customer Service Course."
- **Sally Vito** attended the Student Youth Travel Association Conference.
- **Whitney Morris** completed the following University Extension courses: "Marketing Research & Strategic Application," "Search Engine Marketing Applications," and "Principles of Marketing."
- **Joe Allegretti**, **Nestor Covarrubias**, **Angelica Diaz**, **Matt Erickson**, **Eriko MacDonald**, and **Whitney Morris** attended the UC System-wide Conference Services Meeting.
- **Matt Erickson** attended Microsoft Project Training.
- **Eric Zobel** attended Adobe Flash Training.
- **Kai Lu** received the "HDI Team Lead Certification."

## Professional Development in H&RS

- **Willie Brown** and **Lisa Slavid** attended the ACUHO-I Conference.
- **Julie Levangie** completed the following University Extension Courses: "Social Media Marketing," "Buying Behavior," "Web Marketing Applications," "Business Writing," "Marketing Research & Strategic Applications," and "Marketing: When Your Product is a Service," and successfully completed the Professional Certificate Program in Marketing.
- **Ramon Avitia, Carlos Campos, Ricardo Diaz, Juan Flores, Ramon Flores, Isaias Guerrero, Narciso Lazaro, Mike Reid, Gumaro Salazar, and Serafin Zamora** attended the Landscape Industry Show.
- **Pedro Aguilar, Carlos Campos, Ricardo Diaz, George Featherson, Juan Flores, Ramon Flores, Isaias Guerrero, Narciso Lazaro, Justin Prince, Gumaro Salazar, and Serafin Zamora** attended the All Around Landscape Supply Trade Show.
- **Jenny Kai** attended The Maintenance Authority User's Conference and the ACUHO-I Conference.
- **Steve Banks** and **Edward Roe** attended the International Security Conference. Edward also attended Bosch Access Controls.
- **Ismael Carranza** and **Caesar Martinez** attended the APPA Institute for Facilities Management.
- **Storm Charron** attended Access Control Systems Training, Securitron University Electronic Lock Programming Course, and the South West Regional Security Expo.
- **Marc Favero** and **Oscar Rios** attended HVAC Controls & Air Distribution.
- **Andy Johnson** attended Fire Alarm Software Training.
- **Louis Menna** attended Generators and Emergency Power Training.
- **Jose Osorio** attended Operating and Maintaining Boiler Plants.
- **Oscar Rios** attended Raypac Boiler Training.
- **Marc Favero, Elijah Langworthy, Oscar Rios, and Aaron Thompson** attended Astra Coffeemaker Training.
- **Steve Smith** attended School of Fine Woodworking.
- **Dick Winther** attended Uniform Building Codes.
- **Rafael Velasquez** attended the ACUHO-I Apartments & Facilities Conference.
- **Scott Suttner** attended Energy Management Systems Training.
- **Ginnie Thomas** attended the National Ergonomics Conference.
- **Randy Bittner** attended the Worldwide Cleaning Industry Association Conference.
- **Jacque Hilliard** attended the UC Risk Management Conference.
- **Carlos Campos** attended the California Landscape Contractors Association Conference and the EETC Technician Certification.
- **Frederick Flores** attended the Backflow Refresher Course.
- **Rosemary La** attended the USGBC Technical Review Seminar.
- **Dale Pearson** attended the WACUBO Conference.
- **Barry Colwell** passed the USGBC's LEED AP Certification.



## Learning & Development

### • PROFESSIONAL COMPETENCY YEAR ONE

Peter Bent, Jeannine R. Green, Ann Greenwald, Eric Johnstone, Desirea Lewis, Kai Lu, Dean Robb, Tamara Williams

### • PROFESSIONAL COMPETENCY YEAR ONE BI-LINGUAL

Martha Avila, Juan Flores, Juan M. Marquez, Matilde Mata, Gloria Ramirez, Igdelisa Rosales, Isidro Santillan, Jorge Valencia

### • TRANSITIONS IN WORK & LIFE

Julie Ballesteros, Kristen Burnett, Donald Canley, Zeina Ellis, Juan Flores, Manuel Herrera

### • AUTHENTIC LEADERSHIP

Tom Beland, Barry Colwell, Chuck Haines, Dan Heedy, Jill Horst, Julie Levangie, Lisa Slavid, Miki Swick, Yentran Tran

### • ESL CONVERSATION & WRITING

Elvira Alvarez, Patricia Arenas, Ramon Avitia, Maria Teresa Castillo, Rosalba Cuevas, Matilde Mata, Ofelia Montano, Rosario Ramos, Carlos Reyes, Jose Luis Rodriguez, Gumaro Salazar, Ismael Silva, Elsa Vega, Jose Zamora

### • ESL READING & WRITING

Patricia Beaty, Irma Chavez, Susana Contreras, Alejandra Del Toro, Ricardo Diaz, Isaias Gallo, Florencia Gantes, Isaias Guerrero, Concepcion Leon, Ramon Lopez, Gerardo Martinez, Elizabeth Orozco, Gloria Ortega, Arturo Ortiz, Carmen Perez, Enrique Perez, Esther Ramirez, Maria Ramirez, Victor Renteria, Igdelisa Rosales, Guillermo Ruiz, Violeta Tfoya, Alma Tenorio, Maria Valeriano, Jose Zamora, Serafin Zamora





# Contributions to the Profession

- WACUHO Conference 2009 – Conference Chair: **Judy Edner**; Program Committee: **Jill Hurd**, Co-Chair, & **Jessica Fougere**, **Vasilis Inemboldis**, **Julie Levangie**, **Ben Price** & **Juan Tinoco**, members; Exhibits Committee: **Danny Mann**, Co-Chair, & **Kip Bates**, **Tom Beland** & **Terry Campbell**, members; Host Committee: **Charlene Chew-Ogi**, Co-Chair, & **Roane Akchurin**, **Joe Allegretti**, **Ally De La Cruz**, **Saturnino Doctor**, **David Hong**, **Kai Lu**, **Eriko MacDonald**, **Sunny Reiner**, **Lisa Slavid** & **Miki Swick**, members.
- WACUHO Executive Committee: **Debbie Deas** served as the member at large – Central & **Jacques Zalma** was the Technology Coordinator.
- Mark Rousseau** & **Tom Beland** presented “Sustainable Practices” at the WACUHO conference.
- Willie Brown** & **Lisa Slavid** presented “Successful Strategic Planning” at the WACUHO and the ACUHO-I conferences.
- NACUFS Conference 2009 – Conference Chair: **Judy Edner**; Logistics: **Eriko MacDonald**; Budget & Sponsorship: **Bonnie Crouse**; Food & Beverage: **Jill Horst**; Program: **Robbie Wright**; Culinary Challenge: **Soteris Nicolaou**; Networking: **Pam Rodgers**; Special Events: **Lily Berrish**; Video & Media: **Mike Conaway**.
- Maddy Bascom**, **Lily Berrish** & **Eriko MacDonald** presented a Catering Roundtable session at the NACUFS Conference.
- Bonnie Crouse** was the President Elect for NACUFS Pacific Region 2008-09.
- Bonnie Crouse** was facilitator & Food Track Committee Lead for the UC/CSU/CC Annual Sustainability Conference 2009.
- Bonnie Crouse** & **Terry Thomas** were representatives on the UCSB Sustainability Change Agent committee.
- Bonnie Crouse**, **Rick Kelly** & **Terry Thomas** were representatives on the UC Systemwide Committees: Strategic Sourcing for Food & Food Sustainability.
- Transformative Mediation Conference 2009 – Conference & Host Chair (& presenter): **Roane Akchurin**; Marketing Chair: **Maya Salmon**; Host Committee Member: **Jacki Mattice**.
- Maria Arroyo** & **Tim Sullivan** were co-facilitators for the Professional Competency Program.
- Soteris Nicolaou** & **Terry Thomas** facilitated four days of culinary training for 18 Dining managers & production staff at the Culinary Institute of America at Greystone.
- Nestor Covarrubias** & **Whitney Morris** developed & presented the customer service component for the CORE curriculum.
- David Hong** was a member of the Central Rap Committee.
- Kori Soltz** served on the Chancellor’s Staff Advisory Council.

## RECOGNITIONS

- San Clemente Villages** was awarded a LEED Gold rating (at right).
- Alex Ramos** was awarded the AI Day Service Award by RHA.
- Willie Brown** received the Founder’s Award from Hermanos Unidos.
- Consuelo Vargas** was selected as a PWA “Unsung Heroine.”
- Marian Bankins** received the Dixon-Levy Award.
- Residential Dining Services** was nominated for the Ivy Award by Restaurants & Institutions Magazine.
- Danny Mann** was nominated for the Margaret T. Getman Service to Students Award.
- Jeannine Green** won a bronze medal at the NACUFS Culinary Challenge.
- WACUHO Conference 2009: **Denise Balfour** received the Diversity & Affirmative Action Award; **Tom Beland** & **Mark Rousseau** received a Top 5 Program award for their “Sustainable Practices” presentation; **Willie Brown** & **Lisa Slavid** received a Top 5 Program award for their “Successful Strategic Planning” presentation; **Miki Swick** was presented with the “Volunteer of the Year” award; and **Jessica Fougere**, **Adam Hoang** & **Alex Ramos** won the bronze medal for the New Professionals Case Study Competition.
- American Planning Association-Central Coast awarded **Housing & Residential Services** an Award of Excellence, Innovation in Green Community Planning for our Housing Study & an Award of Merit for our Ocean Road Pattern Book.
- The American Society of Landscape Architects recognized **Van Atta Associates** with an Honor Award for their design of the Manzanita Village Lagoon Park.
- Residential Life** staff attended Central RAP & won several prizes: 3rd place in the Spirit Competition, three “Top 10” programs, & they were recognized for presenting more diversity programs than any other institution.
- Carlos Marquez** received a Certificate of Recognition from FSSP.
- The **Santa Cruz Housekeeping Team** received a Certificate of Recognition from STEP.
- Faculty In Residence **Apostolos Athanassakis** received the Alumni Teaching Award.
- Candice Brooks** received a Dilling Yang Staff Scholarship Award.
- Willie Brown** received a Certificate of Appreciation from the City of Los Angeles for his support of the College Link Outreach Program.



# Financial Statement

2008-2009

## Revenue

Actual 2008-2009	
Room & Board	56,379,513
Apartment Rentals	17,368,889
Conference/Summer Revenue	4,667,468
Other Revenue	2,924,310
<b>Total Revenue</b>	<b>81,340,180</b>

## Expenses

<b>Household</b>	
Administration	1,584,013
Housekeeping	5,884,747
Repairs & Maintenance	3,533,112
Utilities	3,172,774
<b>Total Household Expenses</b>	<b>14,174,646</b>

<b>Student Program Expense</b>	<b>4,638,242</b>
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<b>General</b>	
Administration	1,791,276
Grounds	1,378,501
Conference Services	1,016,816
Campus Recharges	-2,520,270
Information Systems	1,986,816
Miscellaneous	4,862,509
<b>Total General Expenses</b>	<b>8,515,648</b>

<b>Food Service</b>	
Administration	774,547
Raw Food Cost	4,745,540
Food Operations	10,809,236
Repairs & Maintenance	883,278
Utilities	793,193
<b>Total Food Service</b>	<b>18,005,794</b>

<b>Total Operating Expenses</b>	<b>45,334,330</b>
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<b>Net Revenue</b>	<b>36,005,850</b>
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<b>Assessments and System Obligations</b>	<b>29,622,975</b>
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<b>Year-End Transfer to Maintenance Reserve</b>	<b>6,382,875</b>
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# 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 2009-10 fiscal year are:

- Shifting Paradigms for Success in Current Fiscal Climate
- Process Improvement
- Strategic Sourcing Initiatives
- 2020 Vision (Strategic Plan) Implementation (focus on 2010 outcomes)
- Net Zero (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





**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.

Efforts focus 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...

*Our journey to the top of the mountain has continued and we have all joined in for what has been a remarkable ride. We have shown ourselves ready to provide not just good, but great leadership, because the reality is, you only need great leadership in the toughest of times. Our ability to remain thoughtful and constructive has allowed us, in H&RS, to broaden our ability to solve a variety of complex issues that hinder other organizations. Our success has been our reliance on long-term strategies and our reliance on each other.*

*In the context of the work we do in H&RS, collaboration and innovation are not just buzz words, but truly indicate how all of you have chosen to make the world around us a positive, meaningful and sustainable place to do business. We are about...always helping, and never hurting!*

*Peace*

**Willie Brown**  
Executive Director





## We Are About

HOUSING & RESIDENTIAL SERVICES  
ANNUAL REPORT  
2008-2009

### project coordinators

Julie Levangie  
Eric Zobel

### layout/design

Eric Zobel

### editing/proofreading

Chuck Haines  
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Lisa Slavid

### writers

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Bill Heller/[www.billheller.com](http://www.billheller.com): pgs 5-6 spread  
Rick Kelly: pgs 1-2, 4, 7-8 various, 11, 13, 15, 17, 21, back cover trio  
Randy Lamb: pg 19  
Morgan Simental: pg 25  
Lisa Slavid: front cover images, pgs 7-8 various, 24, 29  
Stock.xchg/[www.sxc.hu](http://www.sxc.hu): pg 26



In keeping with UCSB's sustainability goals the 2008-2009 Annual Report was printed on **Endeavor Gloss** (25% post-consumer waste/50% total recycled)





relationships

diversity

role model

innovative

team

professional

community

leadership

passionate

dedicated

fun

learning

