



Our Strategic Plan

IN SUMMER 2008, Housing & Residential Services planned, dreamed, and developed a map for our future. “2020 Vision: The Best Housing Experience provides opportunities for residents to get connected in an amazing environment through four visions.”*



Continuous Innovation



Talented Staff Who Care



World Class Facilities



Focus on the Whole Person

Every year we create departmental outcomes and action steps in order to fulfill these visions. A constant and integral part of this process is two **Strategic Priorities** (Responsible Use of Resources and Partnering for Success). These are the filters through which decisions are made to best leverage our resources – people, time and money – as we move forward.

A more detailed description of the priorities can be found on pages 3-4 and colored squares (below) are placed throughout the report indicating decisions that were made in consideration of our strategic priorities.

■ Responsible Use of Resources

■ Partnering for Success

*For more in-depth reading please visit us on the web at <http://www.housing.ucsb.edu/about-us.htm#splan>.

We Are About

UCSB Housing & Residential Services

Annual Report 2009-2010

Decision Making Through Our Strategic Priorities

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.

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.



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 2009-10 academic year. This year's report chronicles our efforts in applying our strategic priorities of partnering for success and responsibly using the resources available to us.

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 720 FTE in the department which equates to 456 regular employees and more than 700 student employees. H&RS is a campus auxiliary department reporting through the Division of 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; Community Housing Office), Business & Financial Planning (Budget & Finance; Faculty Housing Services; Information Systems & Technology; Campus Conference Services), Executive Director's Office (Organizational & Performance Management; Resource Planning; Communications, Marketing & Social Media), Residential Dining Services (Carrillo, De La Guerra, Portola, and Ortega Dining Commons; Special Events Catering & Concessions), Residential Life (Residence Halls; Judicial Affairs; Program & Student

Leadership Development), and Residential Operations (Maintenance Services; Environmental, Sustainability & Energy Programs; Custodial & Landscape Services; Health Advocacy & Wellness; Project Coordination).

The 2009-10 year was challenging, yet exciting, as we continued to keep the department attentive to providing the best housing experience. Our strategic planning efforts paid off as we ensured that our partnerships and resources remain focused on our four strategic outcomes: world class facilities; talented staff who care; focus on the whole person; and continuous innovation.

We have looked for opportunities to blend leadership theory with on-the-ground experience 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. As we look to the future, we will continue to use our strategic plan as our foundation for success. 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 2009-10.

Executive Sponsors & Owners of the Strategic Plan Teams (partial group):
(first row) Charlene Chew-Ogi, Jacque Hilliard, Lisa Slavid
(second row) Pam Cort, Kristen Burnett, Patty Alvarez, Willie Brown, Mario Muñoz
(third row) Whitney Morris, Jill Horst, Jill Hurd, Tim Sullivan, Maya Salmon, Peter Chu
(fourth row) Julie Levangie, Barry Colwell, Soteris Nicolaou
(fifth row) Kip Bates, John Gaffney


Wilfred E. Brown
Executive Director

Living Out Our Strategic Priorities

The Strategic Priorities are the filters through which we make everyday decisions as a department. They are used in determining the course of large projects such as whether to implement a division-wide timekeeping system (Partnering for Success) or as simple as “do I really need to print this document?” (Responsible Use of Resources).

On these pages are examples of how we used each of the priorities in departmental decisions, big and small.

1 Responsible Use of Resources

GOING TRAYLESS: In 2009-10 the UCSB Residential Dining Commons went trayless. In addition to the environmental benefits – a huge reduction in food waste, water usage and chemical usage – Residential Dining’s decision to stop having trays available has proved to be a successful financial move. Budget savings have allowed for the implementation of new programs including serving fair trade/organic coffee, cage free/certified humane eggs, sustainable fish, and more organics.

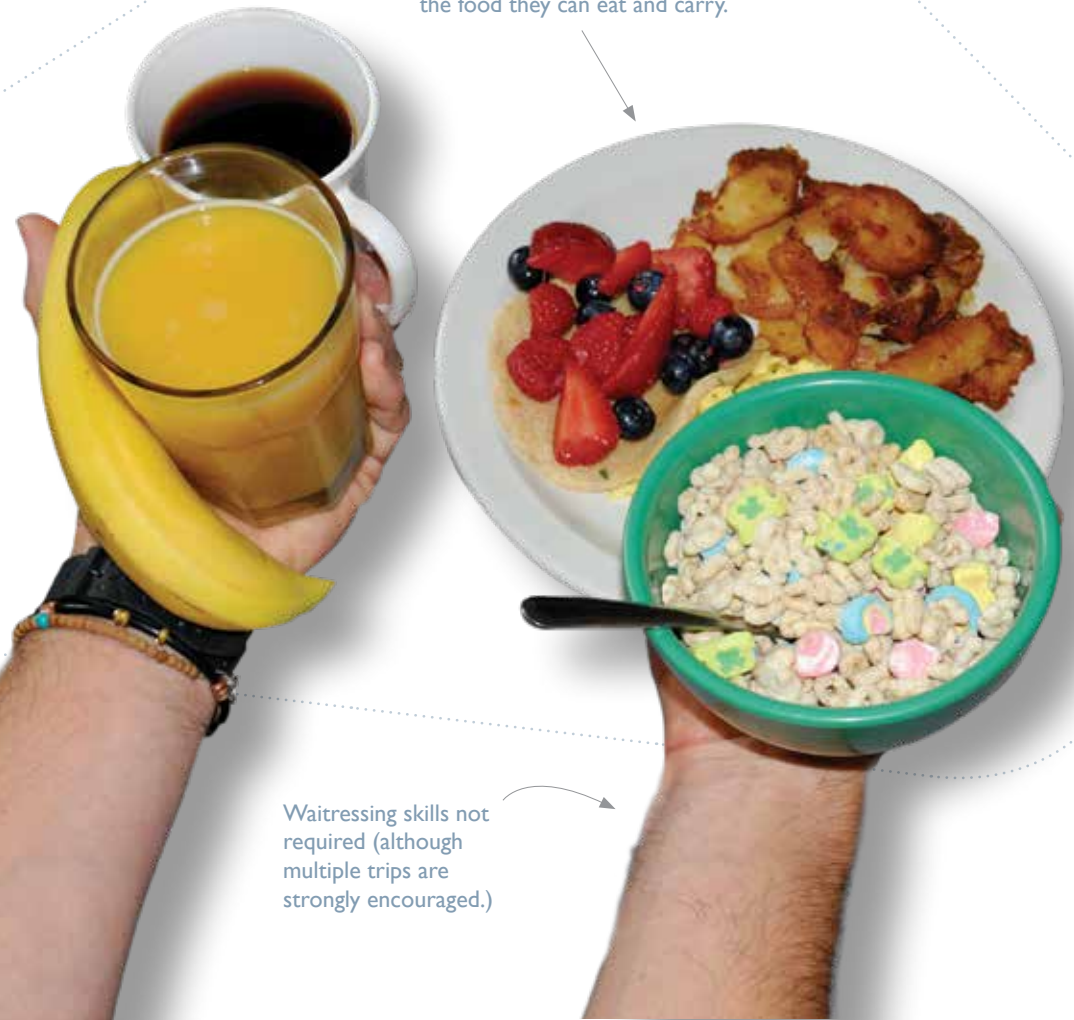
OTHER EXAMPLES

- ▶ **Online move-out instructions** and **handbooks for apartment residents**
 - Reduced paper usage and printing costs
- ▶ **Purchasing food from sustainable sources** (23%)
 - Exceeded UCOP’s sustainability goals of 20% sustainable food by 2020
- ▶ **Installation of energy saving lamps** and **waterless urinals** throughout various facilities
 - Reduced energy and water use
- ▶ **Identifying specific cost per meal targets** and implementing **student labor guidelines** for all dining units
 - Continued budget awareness and accountability to achieve greater levels of efficiency
- ▶ **Centralized printing services** throughout the department and **set default to duplex printing**
 - Reduced existing printer count, associated support costs, and paper usage

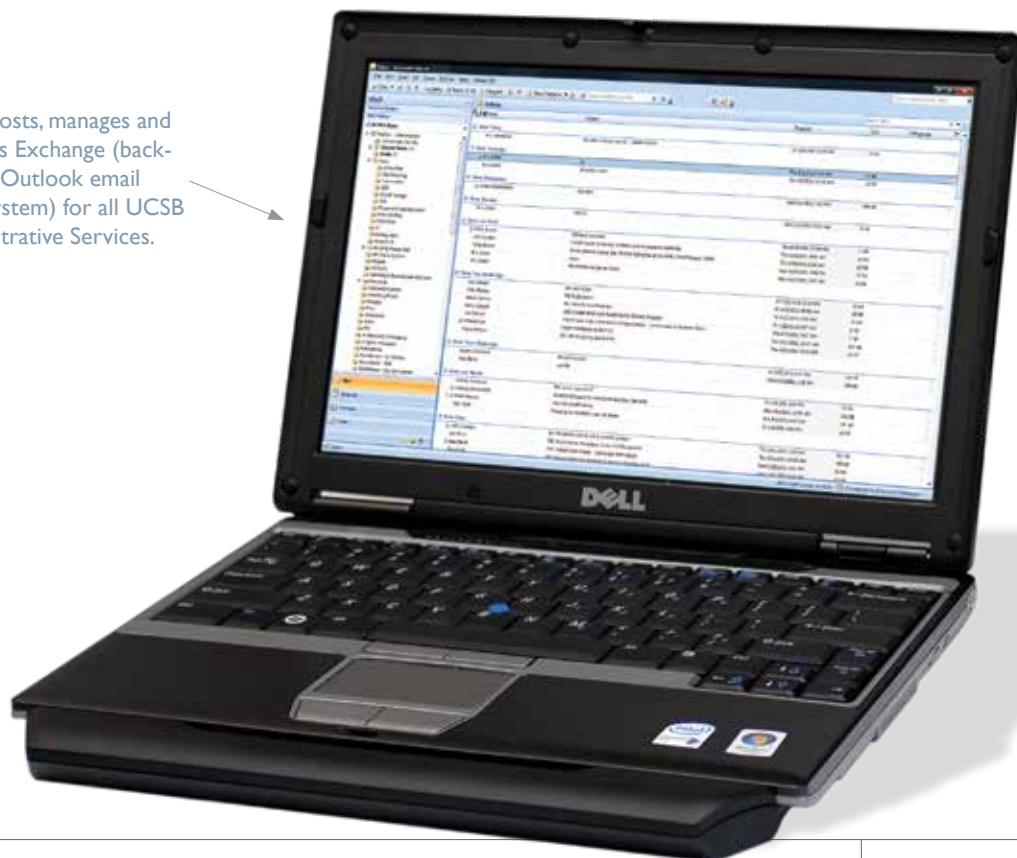
Trays require water for washing, chemicals for cleaning, salaries for handling, and energy for cleansing.

Food waste has decreased dramatically. Students only get the food they can eat and carry.

Waitressing skills not required (although multiple trips are strongly encouraged.)



H&RS hosts, manages and supports Exchange (back-end for Outlook email client system) for all UCSB Administrative Services.



Users division-wide can call the H&RS Info Systems Hotline (x5555) for support.



2 Partnering for Success

UCSB ADMINISTRATIVE SERVICES: working closely with the division, H&RS staff members provided leadership and support on several technological initiatives (see below). The application software is hosted in H&RS and support is provided through our online and phone work order systems.

Kronos (electronic time-keeping system)

TMA (maintenance work order system)

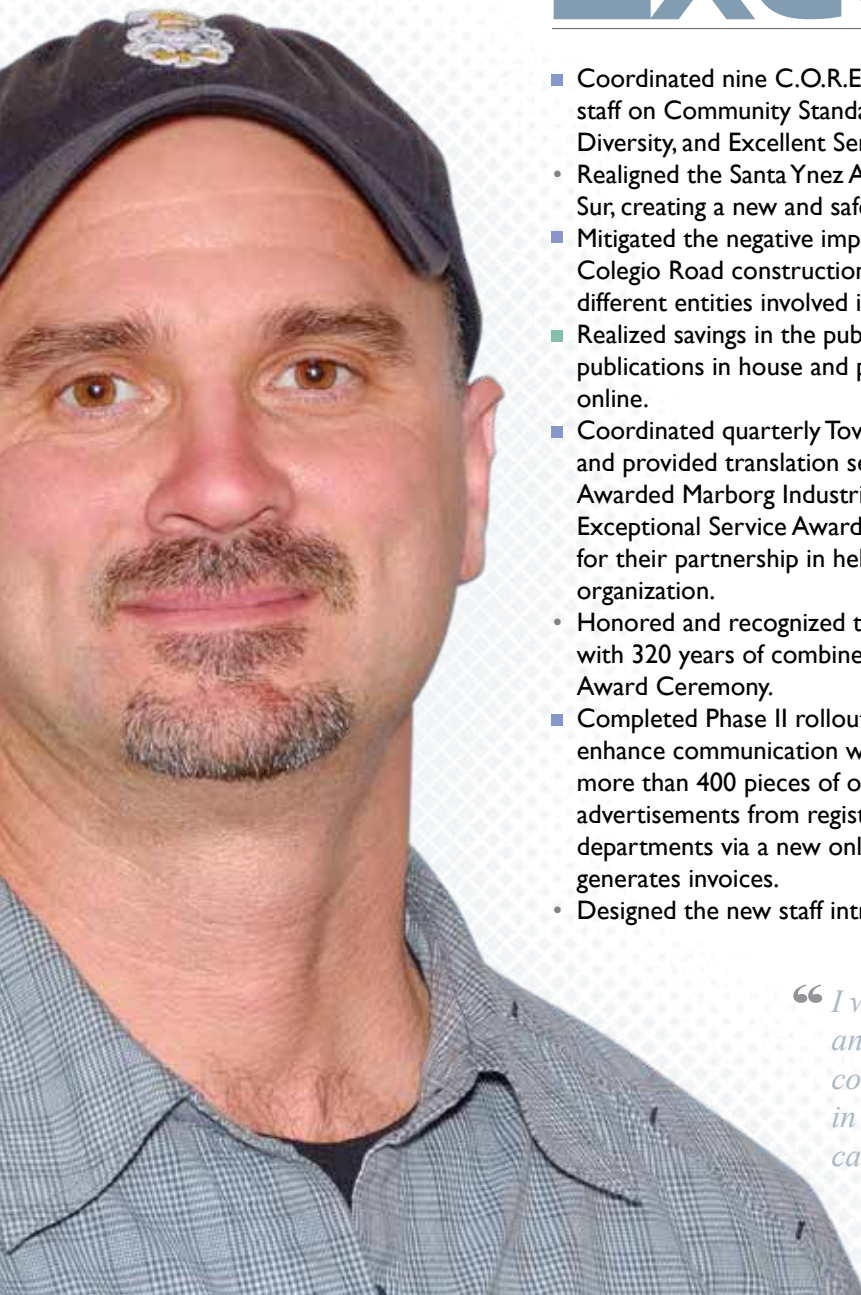
Microsoft Outlook (e-mail and calendar software)

ADDITIONAL PARTNERSHIPS

- ▶ **Family Student Housing Tenant's Association**
 - Reached a new level of collaboration and co-hosted events for the first time
- ▶ **Student Affairs**
 - First Year Residential Experience Programming
 - Tour and Breakout Session on Sustainability in the Dining Commons for the Student Affairs 17th Annual Professional Development Conference
- ▶ **UCSB Outreach Program**
 - Tour and informational sessions for youth groups in the dining commons
- ▶ **Professor David Cleveland** (Environmental Studies)
 - Held a session of the "Food for Thought" series about "Making Smart (and Yummy) Choices in the Dining Commons"
 - Participated in a class on the "Future of Food: Organic, Local, Genetically Engineered"
- ▶ **Campus Landscaping**
 - Expanded responsibility of the grounds team with the addition of 21 acres throughout campus, including turf irrigation and mowing

Executive

Director's Office



- Coordinated nine C.O.R.E. competency classes which educated staff on Community Standards, Our Organization, Respecting Diversity, and Excellent Service.
- Realigned the Santa Ynez Apartments entrance with Camino Del Sur, creating a new and safer access point via the intersection.
- Mitigated the negative impacts to residents affected by the El Colegio Road construction project by working closely with four different entities involved in the project.
- Realized savings in the publications budget by designing various publications in house and putting our resident handbooks online.
- Coordinated quarterly Town Hall meetings for all staff members and provided translation services to ensure language inclusivity. Awarded Marborg Industries with our 2010 Mentor of Exceptional Service Award during the Spring Town Hall Meeting for their partnership in helping us to be a more sustainable organization.
- Honored and recognized the contributions of 25 staff members with 320 years of combined service during the annual Service Award Ceremony.
- Completed Phase II rollout of the digital signage network to enhance communication with students and clients. Created more than 400 pieces of original content and accepted 226 advertisements from registered student groups and campus departments via a new online form that accepts ads and generates invoices.
- Designed the new staff intranet "HomeBase."
- Used the social media site "Twitter" as a way to communicate with new students and parents as they arrived to UCSB during Opening Weekend.
- Discontinued the practice of allowing table tents in the Dining Commons which has saved a considerable amount of time and paper.
- Sponsored a group of student leaders to attend the Hermanos Unidos National Leadership Conference at UC Berkeley.
- Sponsored a group of student leaders to attend the NASPA Western Regional Conference in San Jose.
- Provided more than 2,500 meals at no cost to prospective students from under-represented communities and the opportunity to experience campus dining in our four dining facilities.
- Installed "Optimism Eternal," a donated sculpture by the artist Luciano Tempo, in the Encino Quad of San Clemente Villages.
- Revised Capital Plan to reflect new housing projects in support of Long Range Development Plan.
- Began Executive Mentoring program to support future leadership opportunities and to ensure that organizational history and knowledge are transferred.
- Established HEART (Housing Employees Acting Responsibly for Transition) team to focus on organizational efficiencies & process improvement.
- Created policies and publicized information about our Gender Inclusive Housing options. Although this had been an informal option, it was put in place as an official option and the information is now online.

"I was tasked with taking the concepts from the Strategic Planning Conference and presenting them in a way that our staff and others, from all walks of life, could understand and utilize. It ended up as a small colorful booklet and a poster in two languages. It's empowering to work in an organization that genuinely cares about its employees and has a clearly defined vision for its future."

Eric Zobel
Graphic Artist

Apartment & Community Living

- Piloted an apartment self-assignment process via a web-based program.
- Hosted a three day Transformative Mediation training program for 30 trainees and a one day advanced class for 18 individuals.
- Partnered with Conference Services to provide guest check-in and after-hour services for the new West Cottages.
- Re-designed student staff selection process which reduced staff's time commitment by 30% and increased their ability to work flexible hours.
- Created a system in order to offer gender inclusive housing.
- Created a one-time program for 220 Education Abroad Program students and 95 University Immersion Program students to find furnishings and secure housing in our community.
- Implemented new policies granting priority consideration to veterans and foster youth.
- Outlined and tested a set of clearly defined Resident Coordinator core competencies to be used as the basis for future evaluations and hiring.
- Assumed campus coordination role for the Coastal Housing Partnership Program.
- Advanced our sustainability efforts by providing online move-out instructions and handbooks for residents of our three distinct communities.
- Provided tips on renting in the community and other helpful information via monthly editorials in the Daily Nexus, and social media sites Facebook and Twitter.
- Revised the apartment cancellation process to provide greater accountability while decreasing write-off losses.
- Established a system for using Resident Coordinators and Administrative Services Coordinators to support the main A&CL office, maintaining high service levels while absorbing a reduction in full-time staff.
- Completed ten restorative justice circles and hosted monthly trainings for campus restorative justice facilitators.
- Relocated and opened a newly renovated and expanded Fitness Center.
- Empowered residents to find their own room change options through Facebook.
- Responded to resident's requests by establishing a game room at San Clemente Villages.
- Consolidated office space, thus returning two income generating apartments to available inventory.
- Assisted in negotiating a purchase agreement between the Student Housing Co-operative and the University Religious Center.
- Hosted a cross-unit webinar on "Working with Millennials" and Fair Housing Practices.
- Reached a new level of collaboration with the Family Student Housing Tenant's Association and co-hosted events for the first time.

“Being a part of the Strategic Plan process was both insightful and rewarding! It was a wonderful opportunity to monitor our progress, identify performance indicators and define the next short term outcomes - all the while focusing on our 2020 vision. The experience made me proud to be part of an organization that engages its stakeholders and is transparent about their strategic priorities, organizational goals and objectives.”

Ambar Campos
Administrative Assistant



Business & Financial Planning



BUSINESS & FINANCIAL PLANNING

- Held open enrollment labs that assisted English as a Second Language employees with the benefits open enrollment process.
- Continued to provide division-wide support for the Kronos Time & Attendance system.
- Made enhancements to the major maintenance software to provide expanded reporting features.
- Organized the records storage area to allow for easier document retrieval and reduced the need for physical storage space through electronic imaging.
- Increased our efforts to provide insightful management reports, key performance metrics and dashboards.
- Revamped the bookkeeping system for the Student Apartment Community Council.
- Implemented a management report for the Community Housing Office.
- Updated the budget and financial plan to accommodate anticipated growth due to the 2010 LRDP.

CONFERENCE SERVICES

- Opened West Cottages, a new campus residential facility, with an open house and tour. Created administrative and operational procedures for reserving rooms year-round.

- Streamlined our business practices by expanding report formats using Conference Programmer software.
- Initiated an education program to reach UCSB community members who schedule meetings and conferences to share insight into campus services, venues, etc., utilizing the Loma Pelona Center as the initial venue.
- Created a presence on social media sites Facebook and Twitter to connect with current and potential customers.

INFORMATION SYSTEMS & TECHNOLOGY

- Completed the multi-function printer project, reducing expenses and enhancing printing capabilities.
- Upgraded the core network infrastructure, adding redundancy and higher bandwidth to critical services.
- Virtualized the majority of the server infrastructure, consolidating services and enhancing reliability.
- Implemented INFO.HOUSING, a rapid development environment, minimizing the deployment time for simple web based applications.
- Expanded the storage infrastructure to allow expansion of information systems.

“I was fortunate to be present during the process that resulted in the 2020 Vision Statement. I can still remember when “getting connected” emerged as a theme and how that transformed from students connecting with students to a broader concept that involved all kinds of connections... human, technological, intellectual, emotional, etc. More recently, working with the Continuous Innovation outcomes group gave me a chance to look outside of our campus at other institutions and realize how well we are doing and how much more we can learn and strive for.”

Miki Swick

Director, Conference Services

Residential Dining Services

- Implemented the trayless program, which achieved significant raw food and water savings and allowed for implementation of new programs including serving fair trade organic coffee and cage-free eggs.
- Developed and implemented a sustainability strategic plan, identifying two visions with four outcomes.
- Continued budget awareness and accountability by identifying specific cost per meal targets and implementing student labor guidelines for all units to achieve greater levels of efficiency.
- Exceeded UCOP's Sustainability goals of 20% sustainable food by 2020: 23% of food purchased is from sustainable sources (85% of fish purchased is sustainably fished and 26% of produce purchased is local and organic.)
- Coordinated four successful special events which focused on educating students about sustainability and healthy eating: Sustainability Week celebration in Fall Quarter; Meatless Monday in Winter Quarter; and in Spring Quarter, Climate-Friendly Diet Day (for Earth Day) and Nutrition Week.
- Partnered with a local waste management company to compost all food waste (pre- and post-consumer) at De La Guerra beginning fall 2009, which diverted 90% of our food waste from local landfills. Expanded the program in spring 2010 to Portola.
- Negotiated a new contract with Coca Cola that includes supplying and servicing new soda dispensing equipment which resulted in equipment savings of more than \$40,000.
- Implemented UCOP Strategic Sourcing Deli Meat Bid which resulted in a cost savings of \$20,000.
- Continued to host IV School "Star Students" for lunch at Portola.
- Enhanced the dining program through Executive Chef training initiatives, recipe development, and tasting tables.
- Hired a sustainability coordinator and 14 student interns to work on projects using a grant from The Green Initiative Fund.
- Improved the caliber and variety of menu options at Ortega with the addition of homemade granola, and instituted changes to the Sack Meal service to improve cost, efficiency and sustainability practices by running an online only program.
- Enhanced and added variety to Carrillo's menu offerings such as Friday lunch specials (Paella, Torta Bar, Chef's Fish Selection) and homemade sandwich breads and buns.
- Served themed meals and decorated Portola: Cajun and Creole foods with Mardi Gras decorations, A touch of Ireland on St. Patrick's Day, Mediterranean Foods featured for lunch, and Cinco De Mayo celebrations.
- Closed Ortega Dining Commons for the 2009 summer conference season and transferred staff to other units.
- Hosted programs at De La Guerra including a tour and session on Dining's sustainability efforts for Student Affairs' 17th Annual Professional Development Conference, an Environmental Studies class for professor David Cleveland on "Future of Food: Organic, Local, Genetically Engineered," and a session for the "Food for Thought" series about "Making Smart (and Yummy) Choices in the Dining Commons."

"It's always great to take part in making our goals become a reality. Goals really do motivate us. By working with others in Housing, I learned more about their priorities and concerns and how they tie in with my department. We are in this together and we are doing great things."

Sarah Black
Accounts Manager



Residential Life



- Accommodated the highest number of triples in the history of our program due to large Admission numbers, while successfully dealing with \$50,000 in budget cuts and maintaining the same level of service.
- Brought diversity speakers Lee Mun Wah, Michael Ramsdell and Tim Wise to UCSB to speak to students. During Student Leadership Development, many students attributed their greater understanding of issues to attending these programs.
- Selected a new Faculty in Residence, Dr. Amit Ahuja, and seamlessly transitioned him into our program.
- Garnered a record high number of responses to the Residential Life Survey due to staff implementation of multiple tools to reach residents.
- Opened two new offices for Anacapa Residence Hall's Resident Director and Assistant Resident Director thus returning two income generating bed spaces to available inventory.
- Partnered with Student Affairs on the First Year Residential Experience Programming and hosted the inaugural class.
- Developed numerous student leaders on a personal and professional level, and connected them to campus resources to assist in their growth and involvement within the UCSB community. Many of our past and current students are moving on to new leadership opportunities within H&RS and Associated Students.
- Transitioned a new Resident Director and Assistant Resident Director into Santa Rosa Residence Hall mid-year thanks to a cohesive team of Resident Assistants, Assistant Directors, and the residence hall community.
- Increased student participation in Residence Hall Association (RHA) programs.
- Increased attendance, as well as numbers of nominations, at the Reception for Outstanding Faculty & Staff.
- Partnered with other departments and brought Transformative Mediation Training to the campus community.
- Transformed Resident Director recruitment into a largely paperless process.

“I really enjoyed working on the Strategic Plan because it enabled me to learn more about different aspects of our department while collaborating with my colleagues.”

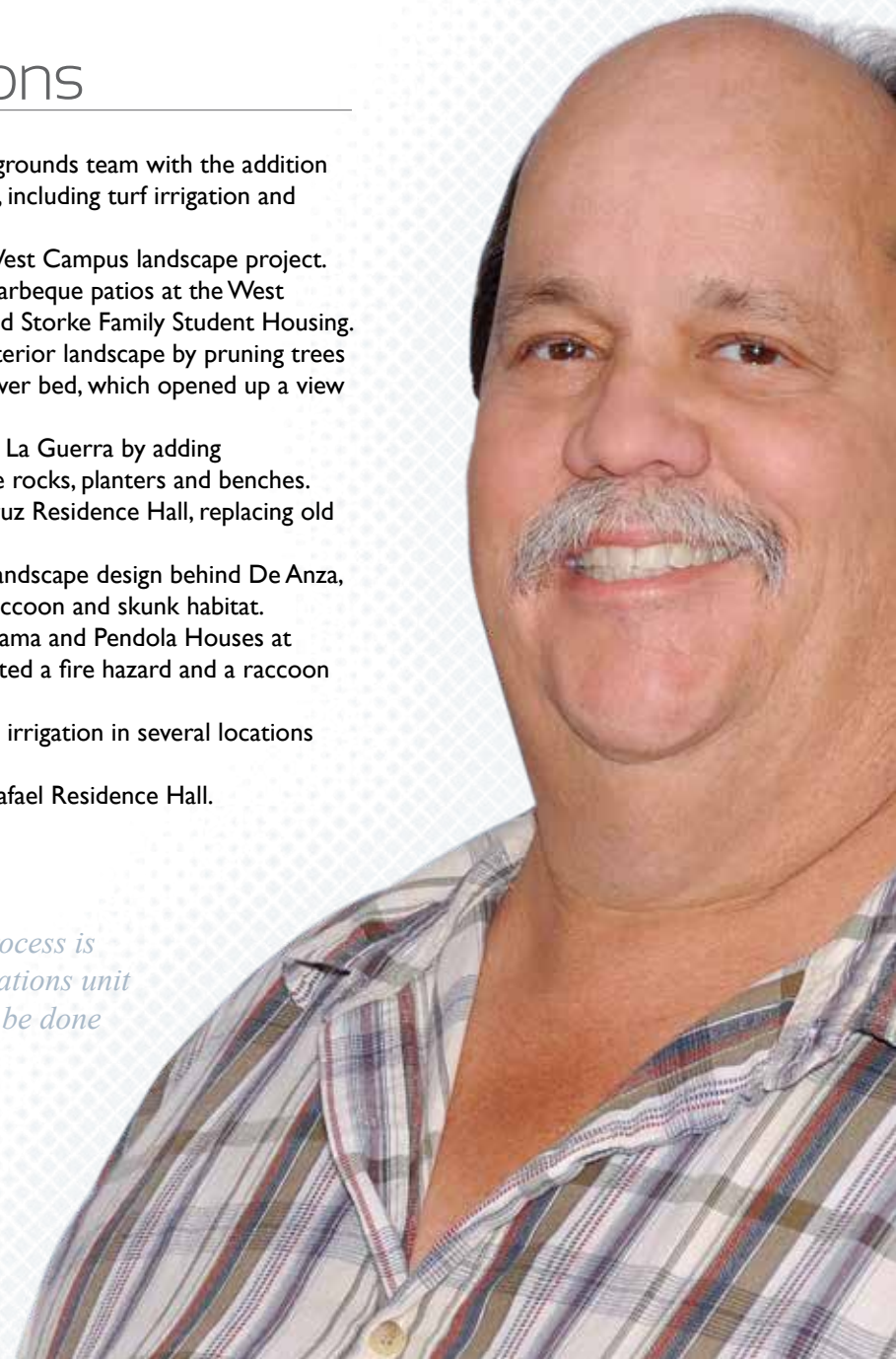
Ally De La Cruz
Resident Director

Residential Operations

- Renovated Santa Ynez Apartment 100s, which entailed installing new flooring and furniture, and painting the interior.
- Painted the exterior of Manzanita Villages.
- Completed landscaping and installation of the barbeque patio project at Santa Rosa Residence Hall.
- Completed construction of the stage and installation of new landscaping in front of San Miguel Residence Hall.
- Completed the Housekeeping Lead Laborer Intern Program and continued the Lead Painter Intern Program.
- Coordinated the Grounds/Housekeeping yearly retreat. The agenda included "Being a Successful Team" and "Everything You Want to Know about Judicial Services."
- Expanded responsibility of maintenance and custodial services with the addition of the West Cottages.
- Designed a new Custodial Training Manual.
- Replaced flush urinals with waterless urinals.
- Installed energy saving lamps at Santa Cruz, Santa Rosa and San Nicolas Residence Halls.
- Implemented phase one of a three phase paperless low value Purchase Order system.
- Expanded responsibility of the grounds team with the addition of 21 acres throughout campus, including turf irrigation and mowing.
- Completed phase four of the West Campus landscape project.
- Completed installation of the barbeque patios at the West Campus Community Center and Storke Family Student Housing.
- Renovated the Faculty Club exterior landscape by pruning trees and replacing shrubs with a flower bed, which opened up a view of the lagoon.
- Renovated the area next to De La Guerra by adding decomposed granite, decorative rocks, planters and benches.
- Re-landscaped around Santa Cruz Residence Hall, replacing old junipers with native plants.
- Replaced bamboo with a new landscape design behind De Anza, which humanely eliminated a raccoon and skunk habitat.
- Re-landscaped the front of Cuyama and Pendola Houses at Manzanita Village, which eliminated a fire hazard and a raccoon habitat.
- Converted to water saving drip irrigation in several locations throughout H&RS.
- Increased bike parking at San Rafael Residence Hall.

"Inclusion of all levels of staff in the Strategic Planning process is good. As housing moves forward to 2020, we as the Operations unit look to be effective and competitive with others. This will be done by addressing societal changes."

Jack Huthsing
Lead Laborer



Valuing *our* Employees

- **Kim Dwire, Sunny Reiner, Kari Samlaska & Sheri Walker** attended the Kronos Users Conference.
- **Chuck Haines & Dale Pearson** attended the WACUBO Conference.
- **Willie Brown, Carlos Marquez & Lisa Slavid** attended the ACUHO-I Annual Conference & Exhibition.
- **Eric Zobel** attended the HOW Design Conference & the “It’s for Voices that Matter” Web Design Conference.
- **Roane Akchurin, Mayra Alcala, Willie Brown, Charlene Chew-Ogi, John Gaffney, William Jankowski, Eriko MacDonald, Danny Mann, Sunny Reiner, Maya Salmon, Lisa Slavid & Jacques Zalma** attended the WACUHO Conference at Stanford University.
- **Julie Levangie & Eric Zobel** attended a Digital Signage conference in Las Vegas.
- **Adam Aparicio, Valla Arnadottir, Sara Blair, Candice Brooks, Kristen Burnett, Rosa Contreras, Linda Croyle, Alejandra De La Cruz, David Hong, William Jankowski, Navi Kalinsky, Marney Randle, Isaac Rodriguez, Rosalie Siler, Tourgee Simpson & Elizabeth Vincent** attended the NASPA Conference.
- **Ko Kashiwazaki & Jacques Zalma** attended the ASJA Gehring Institute Training.
- **Linda Croyle** attended the Get Altitude Seminar.
- **Vasilios Inembolidis** attended the Digital Signage Expo, & Four Winds Interactive Training.
- **Peter Chu** attended the ACPA Conference.
- **Danny Laub, Mario Muñoz & Emilio Zamorano** attended the RMS Conference.
- **Mario Muñoz** attended the Business Officer Institute.
- **Tara Atherley & Kevin Villalta** attended the NCORE Conference.
- **Joel Thurston** attended the Society of Personality & Social Psychology Conference.
- 24 Student Leaders & 6 staff members attended WACUHO Central Rap.
- **Fredrick Flores** was certified at a Backflow Certification Course.
- **Oscar Rios** successfully completed NTT Boiler Training.
- **Ken Ardry** attended the AVFS Trade Show.
- **Stephen Smith** attended the School of Fine Woodworking.
- **Storm Charron, Damion Miller & Edward Roe** attended a BOSCH Training Course.
- **John DeVito & Ramon Solis** attended the American Trainco Basic Electricity for Non-Electricians.
- **Aaron Thompson** attended the American Trainco Air Conditioning & Refrigeration Class.
- **Mark Rousseau** attended the US Greenbuild Conference.
- **Ginnie Thomas** attended the National Ergonomics Conference & the Applied Ergonomics Conference.
- **Jose Carranza & Caesar Martinez** attended the APPA Institute for Facilities Management.
- **Elijah Langworthy** attended the Trainco Welding Class.
- **Storm Charron** attended the ADA Law Training & Locksmith Training, & Computer Training for Locksmith Key Organization.
- **Albert Coghlan** attended the Tree Hazard Evaluation Workshop at UC Riverside.

- **Zeina Ellis** attended the UC & The Law Seminar at UC Irvine.
- **Jenny Kai & Steve Sibbert** attended the TMA Users Conference.
- **Jacque Hilliard & Mark Rousseau** attended the Facilities Summit Meeting.
- **Tom Beland, Bonnie Crouse, Mark Rousseau, Ryan Snider & Terry Thomas** attended the California Higher Education Sustainability Conference.
- **Kip Bates** attended the EduCase Management Summit, & the AMA Conference “Managing a World Class IT Department.”
- **Ben Price** attended the Leadership Skills & Development Conference, & the Aruba Networks EDU-Tech Conference.
- **YenTran Tran** attended the SSIS Training, & the QuickStart Intelligence & SSAS Training.
- **Tuan Duong** attended the VMWorld Conference.
- **Saturnino Doctor** attended the CIO Perspective Forum.
- **Alejandro Carreño** attended the Airheads Conference, & the Aruba Conference.
- **Bonnie Crouse, Jill Horst & Soteris Nicolaou** attended the NACUFS Regional Conference.
- **Bonnie Crouse & Jill Horst** attended the NACUFS National Conference, & the National Restaurant Association Conference in Chicago.
- **Bonnie Crouse** attended the Western Food Expo in San Diego.
- **Terry Thomas** attended the CBORD Conference.
- **Maddy Bascom & Lily Carey** attended the Catersource Conference.
- **Dick Winther** attended the ICC Residential Inspection Institute.
- **Pedro Aguilar, Ramon Avitia, Carlos Campos, Ricardo Diaz, Ramon Flores, Isaias Guerrero, Narciso Lazaro, Gumaro Salazar & Serafin Zamora** attended a Landscape Industry Show.
- **Jesus Aguilera Jr** attended a Managing Multiple Priorities & Deadlines seminar.
- **Andy Johnson & Jenny Kai** attended Lenel Software Training.
- **Robbie Wright** attended the NACUFS Human Resources Institute.
- **Alex Mook** attended Storage Area Network Training.
- **Joe Allegretti** attended Santa Barbara City College Database Training.
- **Ken Lewis** attended Microsoft 2010 Tech Ed.
- **Masha Aksenova & Saturnino Doctor** attended Project Management Training.
- 27 Dining Services Production Staff Members attended a Safety Training Class.
- 27 Dining Services Supervisors attended a class on Safety Responsibilities of Managers, & a bilingual class on Latino Worker safety issues.
- **Joel Chapman** attended the Human Resources Learning Center Leadership Skills Training Class.
- **Mayra Alcala, Laura Bushnell, Ambar Campos, Ally LeClair & Va’Shajn Parr** attended the Student Affairs Professional Development Day.
- **Ally LeClair & Cristina Martinez** attended the PWA Conference.
- **Mayra Alcala** attended the WACUHO Careers in Student Affairs Conference.
- **Danny Laub** attended the California Rare Fruit Growers Conference.
- Numerous Residential Operations staff members attended the UC Housing Operations

PROFESSIONAL DEVELOPMENT 2009-2010

Summit at UC Berkeley.

- **Camille Locklear & Gerardo Martinez** graduated from the Supervisory Certificate Program.
- **Ramiro Arreola** participated in a seminar “How to Communicate with Tact & Professionalism.”
- **Barry Colwell** completed the Cal Green 2010 Training Seminar on new California State Green Building code, continued ongoing LEED Certification training, & participated in Green Building Web seminars.
- **Lily Carey, Eriko MacDonald, Whitney Morris, Miki Swick & Sally Vito** attended the UC Systemwide Conference Services Meeting.
- **Angelica Diaz, Matt Erickson & Whitney Morris** attended the Association of Collegiate & Conference Events Directors-International Regional Meeting.
- **Whitney Morris** completed UCSB Extension’s Professional Certificate Program in Marketing representing 140 hours of instruction.
- **Nestor Covarrubias** completed Santa Barbara City College’s Hotel Management courses “Housekeeping Operations,” Training & Development Skills,” “Hospitality Law,” & “Security & Loss Prevention” courses.
- **Matt Erickson** attended the Student Youth Travel Association Conference & the UC Management Assessment Program.
- **Patty Alvarez, Laura Bushnell, Ambar Campos, Ally LeClair & Danielle Reed** attended Transformative Mediation Training.
- **Patty Alvarez, Mario Muñoz & Maya Salmon** attended Advanced Mediation Training.
- 50 H&RS Staff Members attended nine CORE classes that educated them on Community Standards, Our Organization, Respecting Diversity, and Excellent Service.
- 22 H&RS Staff Members attended the Student Affairs Professional Development Day.

Our most valuable resources are the people who work here. Despite our size and continued growth, we have remained committed to human development. Whether they are interested in acquiring new skills, sharpening those they already have, or advancing their leadership potential, we have designed programs or sponsored their attendance at conferences to help them achieve their professional goals and personal aspirations.

Locksmith, Storm Charron

Learning & Development

Authentic Leadership

Zeina Ellis, Jeff Hillery, Richard Kelly, Hyacinth Locke, Eriko MacDonald, Whitney Morris, Soteris Nicolaou, Dale Pearson

ESL Basic Conversation

Patricia Arenas, Ramon Avitia, Rosalba Cuevas, Ofelia Montano, Graciela Nunez, Arturo Ortiz, Hilda Perez, Elizabeth Pizano, Esther Ramirez, Carlos Reyes, Gumaro Salazar, Marta Santillan, Ismael Silva Cruz, Alma Tenorio, Juana Vargas, Elsa Vega

ESL Beginning Conversation

Elvira Alvarez, Patricia Arenas, Patricia Beaty, Irma Chavez, Saadeli Cisneros, Susan Contreras, Rosalba Cuevas, Sara Flores Ortega, Isaias Gallo, Florencia Gantes, Lisa Garcia, Isaias Guerrero, Concepcion Leon, Juan Ramon Lopez, Socorro Martinez, Matilde Mata, Ofelia Montano, Teresa Navarro, Graciela Nunez, Elizabeth Orozco, Arturo Ortiz, Carmen Perez, Hilda Perez, Yolanda Perez Murillo, Elizabeth Pizano, Esther Ramirez, Rosario Ramos, Victor Renteria, Carlos Reyes, Guillermo Ruiz, Gumaro Salazar, Marta Santillan, Ismael Silva Cruz, Violeta Tafoya, Alma Tenorio, Maria Valeriano, Juana Vargas, Elsa Vega, Maria Velasco, Serafin Zamora

ESL Conversation Workshop

Elvira Alvarez, Patricia Arenas, Maria Avila, Ramon Avitia, Patricia Beaty, Irma Chavez, Susana Contreras, Rosalba Cuevas, Ricardo Diaz, Isaias Gallo, Florencia Gantes, Isaias Guerrero, Concepcion Leon, Juan Ramon Lopez, Socorro Martinez, Matilde Mata Morales, Ofelia Montano, Teresa Navarro, Elizabeth Orozco, Arturo Ortiz, Carmen Perez, Enrique Perez, Yolanda Perez, Esther Ramirez, Rosario Ramos, Victor Renteria, Carlos Reyes, Jose Luis Rodriguez, Igdelisa Rosales, Gumaro Salazar, Ismael Silva Cruz, Florida Sotelo, Violeta Tafoya, Alma Tenorio, Maria Valeriano, Juana Vargas, Elsa Vega, Serafin Zamora

Professional Competency Spanish

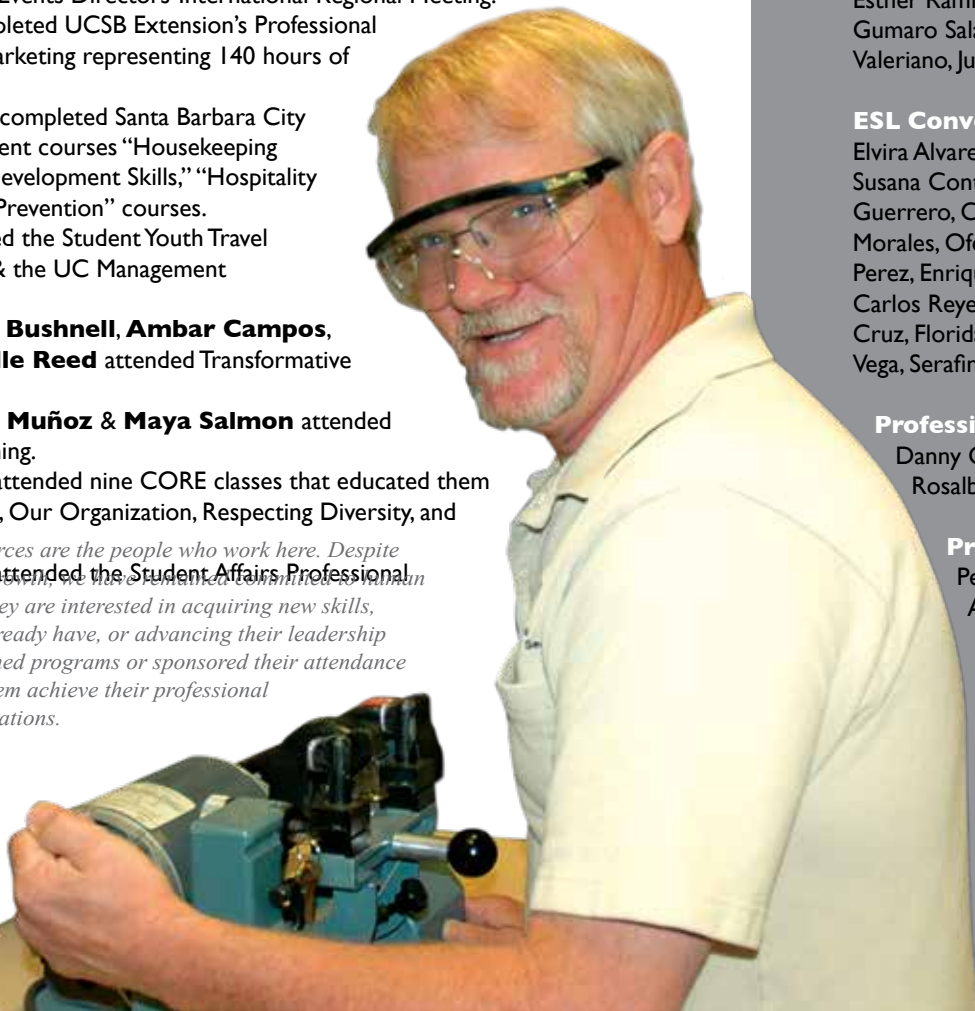
Danny Candia, Maria Gonzales, Ramon Lopez, Sara Flores Ortega, Hilda Perez, Rosalba Perez, Jose Rodriguez, Isidoro Silvestre, Elsa Vega

Professional Competency Year One

Pedro Aguilar, Walter Aguirre, Mayra Alcala, Mary Almeida, Luis Andrade, Ambar Campos, Alex Carreño, Brian Collingwood, Nestor Covarrubias, Teresa Curiel, Michelle Detorie, Derrick Duong, Joseph Gonzalez, Ko Kashiwazaki, Patricia Machuca, Rafael Martinez, Vicente Perez, Alex Ramos, Gillian Swanson, Carissa Tapee, Stephanie (Yun) Zhang

Transitions in Work & Life

Patricia Alvarez, Ally De La Cruz, Christopher Harton, Eric Johnstone, Ben Price, Danielle Reed, Kelly Stanley, Tim Sullivan, Terry Thomas, Tamara Williams, Jacques Zalma



Contributions to the Profession⁺

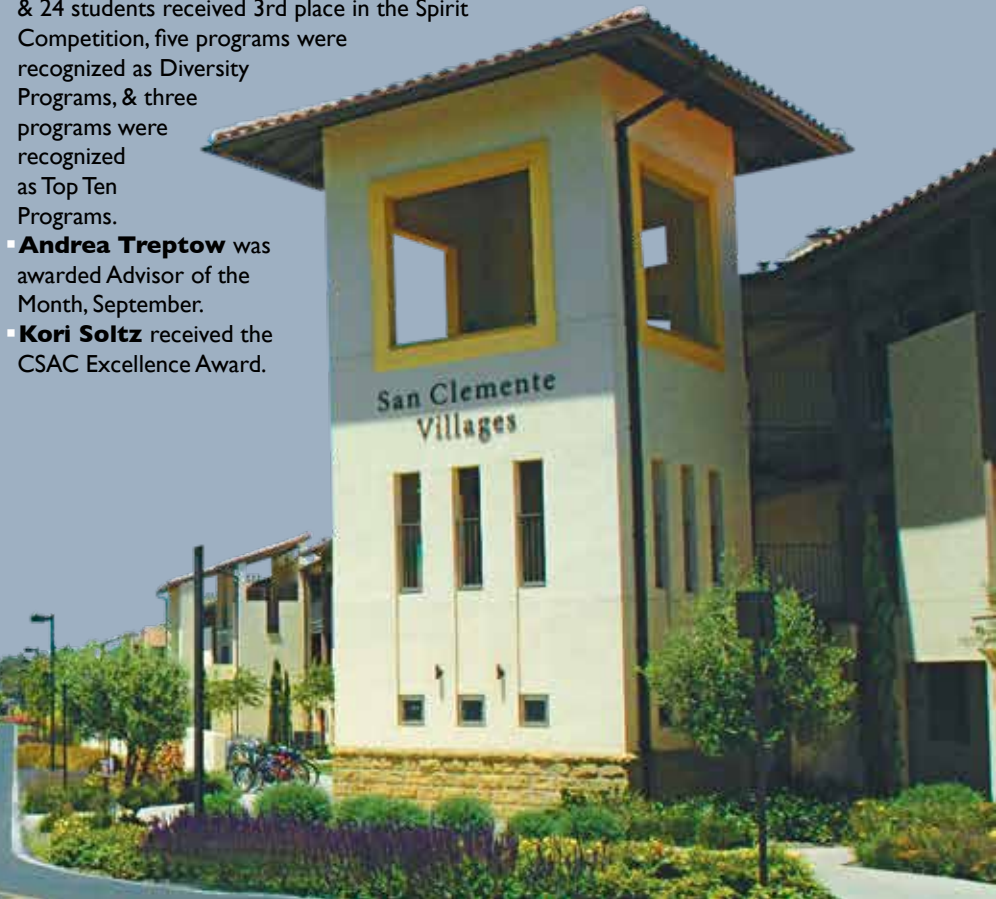
- **Ben Price** presented at the Aruba Networks EDU Technology Forum.
- **Danny Mann** was Co-Chair of WACUHO Exhibits & Displays for the Annual Conference.
- **Peter Chu & Jill Hurd** were members of the Semester at Sea Staff.
- **Jill Horst** was featured in two magazines: in the Fall Issue of *Campus Dining Today* she talks about returning to our core purpose in the article "Ideas for Surviving and Thriving in Tough Times," and in the October 2009 issue of *On-Campus Hospitality* she writes about keeping track of food trends and training our culinary staff.
- **Willie Brown & Lisa Slavid** orchestrated a Strategic Plan for WACUHO & presented it at the annual WACUHO Conference.
- **Lisa Slavid** was a Scholar-in-Residence for Western Training Institute. She and her fellow scholars presented over three days to an engaged cohort of 20+ attendees.
- **Terry Thomas** taught a food safety class for 42 Dining Services staff members and a Serve Safe class for Dining Services managers.
- **Alyson Aaris, Maddy Bascom & Lily Carey** presented a workshop "Creating Sensational Table Décor" for the Student Affairs Professional Development Conference.
- **Bonnie Crouse** served as President of the NACUFS Pacific Region.
- **Soteris Nicolaou** was the Chair of the Culinary Challenge for the NACUFS Pacific Region Conference.
- **William Jankowski** was a member of the WACUHO Apartment Living Committee.
- **Mayra Alcalá & Maya Salmon** served on the California Census Committee.
- **Tom Beland** presented "Convincing your Housekeeping & Grounds staff to buy into our Sustainability Program" at the Sustainability Conference.
- **Kori Soltz** was elected Co-Chair of the Chancellor's Staff Advisory Council, and **Mayra Alcalá** was elected a Council member.

■ *Housing & Residential Services staff members devote time beyond their ordinary duties to partner for success by contributing to the fields of housing, dining, business, conferences, operations, and beyond. This section draws attention to those staff members who are involved in leadership roles in professional organizations or who contribute by sharing new information at conferences or in outside publications.*



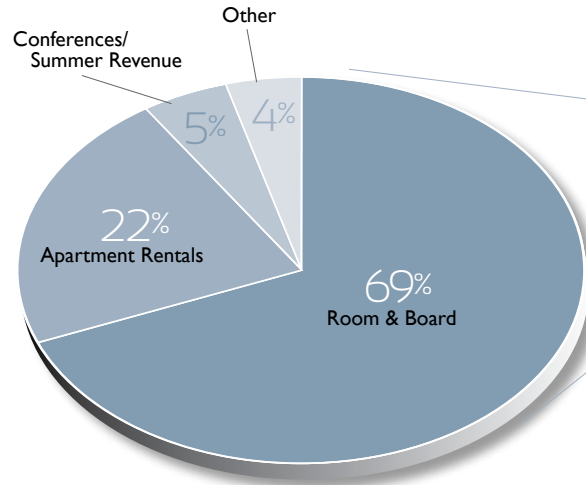
RECOGNITIONS

- The annual **GIVE Project** earned a record \$27,000, with 12.3 tons of reusable goods donated by UCSB residents during move-out.
- At the annual WACUHO Conference, **Willie Brown & Lisa Slavid** received the Jim "JB" Brock Spirit Award & a Top 5 Program Award for their Strategic Plan Presentation.
- **Willie Brown** was recognized by ACUHO-I with the James A. Hurd Distinguished Service Award.
- **Albert Coghlan** received the UCSB Staff 2010 Citation of Excellence Award.
- **Nestor Covarrubias** received the Hotel Management "Outstanding Student of the Year Award" from Santa Barbara City College.
- At the California Higher Education Sustainability Conference, H&RS won two best practices awards: **Residential Dining Services** won the Sustainable Food award, & **CCBER's** work on the San Clemente Villages Bioswale won the Water Efficiency & Management Award.
- **El Colegio Road & San Clemente Villages' public space** (pictured below) won the 2010 Goleta Valley Beautiful Award in the Public Institutional category.
- The **Residence Hall Association (RHA)** was awarded a grant from Youth Making Change Fund & received funding for an eating disorder educational awareness event for Junior High School youth & their parents called "I want to be Barbie/I want to be Ken."
- During Central Rap, six head staff members from Residential Life & 24 students received 3rd place in the Spirit Competition, five programs were recognized as Diversity Programs, & three programs were recognized as Top Ten Programs.
- **Andrea Treptow** was awarded Advisor of the Month, September.
- **Kori Soltz** received the CSAC Excellence Award.



Financial Statement

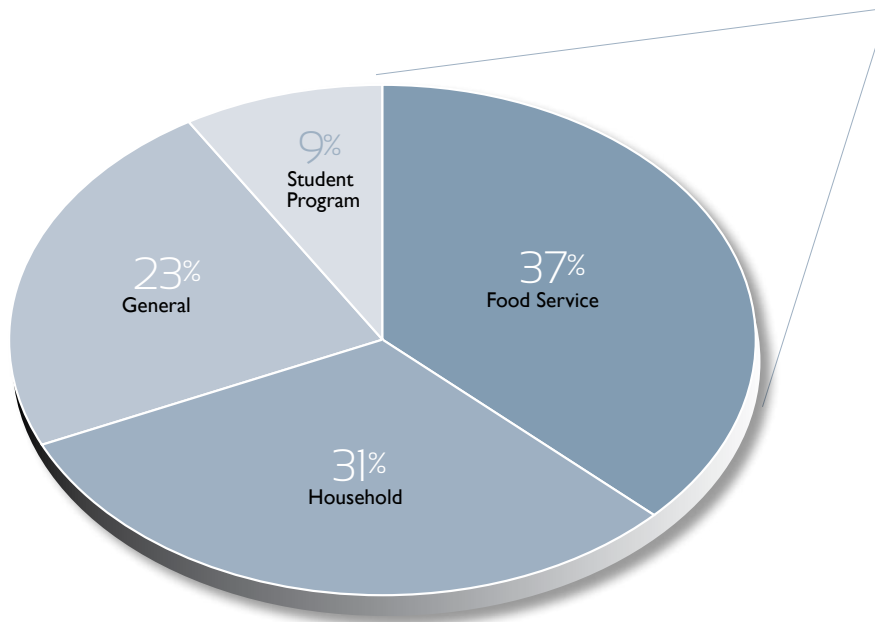
2009-2010



Revenue

Room & Board
Apartment Rentals
Conference/Summer Revenue
Other Revenue
Total Revenue

Actuals
59,045,166
19,005,655
4,091,900
3,127,490
85,270,211



Expenses

Household
Administration
Housekeeping
Repairs & Maintenance
Utilities
Total Household Expenses

1,493,711
6,700,250
3,645,456
3,273,412
15,112,829

Student Program Expense

4,716,883

General
Administration
Grounds
Conference Services
Recharge Offset
Information Systems
Miscellaneous
Total General Expenses

1,669,995
1,534,733
881,977
-2,225,521
1,988,643
7,257,279
11,107,106

Food Service
Administration
Raw Food Cost
Food Operations
Repairs & Maintenance
Utilities
Total Food Service

810,488
4,648,358
10,870,335
911,364
818,353
18,058,898

Total Operating Expenses

48,995,716

Net Revenue

36,274,495

Assessments and System Obligations

28,411,465

Year-End Transfer to Maintenance Reserve

7,863,030

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 2010-11 fiscal year are:

- Shifting Paradigms for Success in our Current Fiscal Climate
- Strategic Sourcing Initiatives
- 2020 Vision (Strategic Plan) Implementation (focus on 2011 outcomes)
- Sustainable Practices
- Organizational Transition & Growth Management
- Intrapreneurial Vision (adapt private sector best practices)
- Diversity & Educational Equity
- Student & Workforce Housing Development
- Partnering & Outreach
- Core & Leadership Competency Development
- Technology Management
- Asset Management & Facility Renewal
- Professional Organization Participation



*Dining Commons concept, San Joaquin Apartments
image courtesy of Urban Design Associates*

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...

One of our strengths in H&RS is our ability to figure out what is important and to communicate this clearly to the folks who work by our side. This has allowed us to successfully navigate through many tough issues without getting lost in the details.

We are seeing tremendous changes in the world's ecology including population shifts, economic upheavals, political polarization, new independence movements and natural disasters. All of these things have some effect on the work we do, although we are not always able to measure those effects. What we do know is that we are engaged in an ongoing process to reinvent our work to maintain productivity, fulfillment, flexibility, and mobility. Our greatest asset is our collective wisdom; our ability to innovate and collaborate cannot be taken away. Personal creativity is essential in launching us on this new voyage and gives us the ability to ask ourselves critical questions, challenge existing business practices, and through the guide of our strategic planning filters, cultivate possibilities rather than react to decline.

We, in H&RS, have created a work setting where the ground is fertile to grow fresh ideas. Saying and doing are not the same thing and organizations can get lost when they lose track of their promises. Our ability to look beyond the obvious and not stop at first answers has helped us probe all fruitful resources for answers and to be honest with ourselves in assessing our pledge to influence a new generation of leaders.

We are about... letting people know they matter!

Peace



We Are About

HOUSING & RESIDENTIAL SERVICES

ANNUAL REPORT
2009-2010

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editing/proofreading

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Marisol Vasquez

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Julie Levangie

photography

Rick Kelly

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strategic plan group (welcome)

food hands & computer/laptop (strategic priorities)

departmental employees (highlights)

campus panorama (closing)

Eric Zobel

assorted objects (front/back covers)

storm charron (professional development)

san clemente & el colegio (contributions)

san clemente construction (looking ahead)

Lisa Slavid

student group (looking ahead)

C

In keeping with UCSB's sustainability goals the 2009-2010
Annual Report was printed on **Domtar Cougar**
Smooth Uncoated (30% post-consumer waste)

