



we are about

Housing & Residential Services
Annual Report 2010-2011

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 eight 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 staff members and program units in our department during the 2010-11 academic year. This year's report features a success story about the HEART Team (Housing Employees Acting Responsibly for Transition) and their efforts to optimize our occupancy for 2011-12, creating a new business model responsive to both the needs of our students and to our fiscal obligations.

H&RS provides housing, hospitality and related 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 2010-11 year was challenging, yet exciting, as we continued to keep the department attentive to providing the best housing experience. We 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. We focused on innovation as a tool to create new and better ways of doing business. 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 2010-11.


Wilfred E. Brown
Executive Director

Willie Brown with Senior Associate Vice Chancellor Marc Fisher (far left) and H&RS employees Yasmin Quigley (ARD) and Grant Burlew (RD) during Fall 2010 Opening Weekend.



From the **HEART**Team

Housing Employees Acting Responsibly for Transition

WITH THE CHALLENGING STATE BUDGET, it's obvious that we could not continue to do "business as usual." The Heart Team is one of the tools Willie Brown, Executive Director, developed to help us manage budget impacts while continuing to provide the best housing experience for our residents. The Team is a group of staff members using their collective wisdom and collaborative minds to focus on organizational efficiencies and process improvement. The Team is fluid -- people come and go depending on our current charge. We like to say that all H&RS staff members are on the Heart Team!

SUCCESS STORY 2010-2011

The Team's first charge was to focus on optimizing occupancy for 2011-12 and beyond. With the number of newly admitted students fluctuating, we realized that we needed to work on retaining our student customers. We created the 2'n'2 program, a holistic broader approach of housing students for their entire UCSB student experience. Specifically, if a student lives two years in the residence halls they have priority to live in the UCSB-apartments their junior and senior years. During 2010-11, the Team worked on marketing and reminding students and their parents of what an amazing environment we offer.

The Heart Team challenged our existing business practices and cultivated possibilities. As a result of the Team's efforts, in fall 2011 our residence halls were full and thriving with 400+ tripled rooms. This created new opportunities to come together to discuss triples and how to continue to provide a great housing experience for our tripled residents in our living-learning communities.

We will continue to move towards housing a larger portion of our students as we integrate UCSB's Long Range Development Plan, while focusing on how to best serve our residents. Our growth over the remainder of this decade will be phenomenal and we are setting the stage for Housing & Residential Services to serve the campus as we evolve and to meet these new challenges.





“We like to say that all
H&RS staff members are
on the Heart Team!”

The work of the
Heart Team has been
about the big picture
as well as the details.
Here are some
examples of 2010-11
accomplishments that
live out the goals of the
Heart Team:

HEART Team Members:

KNEELING: Mario Muñoz, Julie Levangie, Danny Mann, Jordan Killebrew,
STANDING: Maya Salmon, Dale Pearson, Willie Brown, Matt Erickson,
Charlene Chew-Ogi, Lisa Slavid, Jill Horst
NOT PICTURED: Valla Arnadottir, Clay Carlson, Pam Cort, Rob Donerson,
Dan Heedy, Jacque Hilliard, William Jankowski, Raul Martinez, Andrea
Treptow, Cari Urabe, Elizabeth Vincent

- Wrote articles for various Student Affairs newsletters and the Daily Nexus.
- Participated in educational “finding housing” programs and Spring Insight, which included setting up a typical residence hall room in Storke Plaza.
- Organized tours of Manzanita and San Rafael, our upper-class residence hall communities, led by Residence Halls Association (RHA) student representatives.
- Created a marketing campaign that included posters, a parent postcard and e-mail, buttons, videos, a passive program on hall floors, and broadcasted numerous fun and informative slideshows on DigiKnow, our digital signage network.
- Used interactive social media platforms Facebook and Twitter to share our stories, such as the great leadership and employment opportunities we offer our student residents.
- Worked with our Resident Assistants and other UCSB departments to ensure they support the concept of 2'n'2 and represent our story consistently, from Orientation sessions to UCSB student tour guides.
- Reviewed and interpreted survey results to understand why students move off-campus their second year.
- Researched best practices in other university housing organizations.
- Identified optimal rooms for triples.
- Ordered more furniture and designed the safest and most effective layout that maximizes space.
- Created new programs in the halls targeted at tripled residents.
- Worked extended Dining Commons hours so students could eat comfortably.
- Used our beautiful outdoor space more effectively to create more living and study space.
- Installed extra closet rods, hooks, towel bars, and new bike racks that accommodate more bikes in less space.
- Created a marketing campaign regarding triples that included a postcard, “Let’s Talk Triples,” with student testimonials, and a web site with FAQs and numerous Facebook posts to keep students feeling informed and ready for their housing experience.
- Looked for innovations everyday.
- Made students feel welcome and at home.
- Kept halls clean and safe, even with extra residents.
- Extended wireless network into outdoor space to increase study space.

Unit Highlights

Housing & Residential Services operates on a 24-hour daily basis throughout the year. The scope of the services offered can be compared to those of operating a small city. The business of H&RS involves the entire range of services associated with the administration of that small city, including physical and capital planning, maintenance and upkeep, community supervision and safety, and support services. H&RS has five program units that are overseen by the Executive Director’s Office:

- Apartment & Community Living
- Business & Financial Planning
- Residential Dining Services
- Residential Life
- Residential Operations

The following is a unit-by-unit account of the accomplishments and goals realized by Housing & Residential Services during the 2010-11 fiscal year. Each of the program units within the department has chosen to highlight several key events from this past year.

Executive Director's Office

- Collaborated with Administrative Services staff members and the Chancellor's Sustainability Committee to create the UCSB Sustainability Brochure.
- Produced quarterly newsletters (Homefront) for staff and key institutional contacts highlighting current activities and services.
- Continued work with Strategic Plan Vision Statements as the basis for daily operations and our benchmark for excellence.
- Continued partnerships with our 'best in class' universities, UCLA, UCB, UCSC, and Stanford, to learn and share critical best practices.
- Optimized occupancy in the residence halls for upcoming 2011-12 for maximum operational effectiveness and responsiveness to students.
- Began process for new student housing, the San Joaquin Apartments.
- Added a new program, Sustainable Leadership, to the Learning & Development curriculum.
- Coordinated CORE competency classes on Community Standards, Our Organization, Respecting Diversity, and Excellent Service with 103 staff members.
- Worked with the Office of Institutional Research to produce a Resident Student Survey. The results showed that more than 85% of the students who live in residence halls are satisfied with their living environment.
- Coordinated quarterly Town Hall meetings for all staff members and provided translation services to ensure language inclusivity. Awarded Kitson Landscape with the Mentor of Exceptional Service Award.
- Honored and recognized the contributions of 39 staff members with 705 years of combined service during the annual Service Award Ceremony.
- Received more than 600 advertisements from student groups and campus departments for broadcasting on DigiKnow.
- Provided more than 1,800 dining commons meals at no cost to prospective students from under-represented communities allowing them the opportunity to experience student life at UCSB.

Apartment & Community Living

- Assumed campus leadership for Coastal Housing Partnership liaison and hosted home ownership seminars for faculty and staff.
- Sponsored Graduate Student Appreciation picnic for 300+ students at San Clemente during Grad Student Appreciation Week.
- Implemented an online pilot project for students to self-select roommates and apartments.
- Developed and hired the first Amy Van Meter student intern for Mediation and Restorative Justice funded through private donations.
- Designed a comprehensive resident communication plan with protocols outlining use of email, social media, texts and intranet.
- Collaborated closely with Residence Hall Assignment Services to maximize occupancy between the apartments and residence halls.
- Wrote bi-monthly articles for the Daily Nexus on a variety of renter's issues.
- Expanded apartment eligibility to UCSB Extension students in winter and spring quarters to maximize occupancy.
- Developed three online training modules for student staff.
- Designed and implemented an online application process for in-residence student staff.

Business & Financial Planning

- Accomplished all fiscal and strategic goals.
- Ensured that all systemwide obligations and unfunded mandates were satisfied.
- Assisted employees in English and Spanish in transitioning to new UC medical plan.
- Defined chart of accounts and rollup hierarchy, and built a database of historical operating budgets for a Business Intelligence initiative.
- Established a process for reporting labor and materials expended on non-housing projects for effort reporting and billing.
- Implemented a management report for West Campus Cottages and Conference Center.

Conference Services

- Acquired two new conferences and a workshop bringing almost 800 people to UCSB with 450+ staying in the Residence Halls and producing a gross income of more than \$550,000 which is used to offset student fees.
- Continued on-campus education program with "Speed Dating," an event hosted at the Loma Pelona Center for UCSB event planners and service providers.

Information Systems & Technology

- Finished new Help Desk product configuration for H&RS and Administrative Services, and provided support for 1,440 trouble tickets.
- Developed Business Intelligence (BI) system.
- Supported TMA (work order system) deployment for campus implementation.
- Integrated UCSB Alert and DigiKnow for automatic emergency notification to residents.
- Deployed new 802.11n wireless infrastructure for ResNet.
- Developed infrastructure for Virtual Desktop Initiative for all H&RS and Administrative Services staff.
- Developed new production data backup and disaster recovery server and storage architecture.
- Upgraded SharePoint and launched new H&RS Intranet HomeBase that includes document management.



Expanded Kronos deployment to Student Health Services.

AUGUST



Accommodated the largest Freshman Summer Start Program to date.

Enhanced landscape at the east gate entrance to campus.

SEPTEMBER

Installed Big Belly solar powered trash cans that use the sun's energy to automatically compact trash at the point of disposal.



Reconciled bed space data to provide a single source for our Business Intelligence Initiative.

OCTOBER

NOVEMBER



DECEMBER

Upgraded and expanded our service at Harder Stadium for the NCAA College Cup by installing a state-of-the-art concessions trailer and enhancing menu selections.

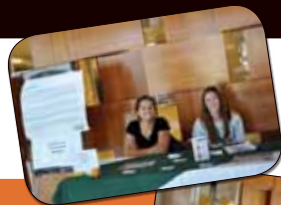


JANUARY

Completed migration of all file server data to HomeBase (H&RS intranet).

Residential Dining Services

- Sponsored Executive Chef weekly Tasting Tables.
- Produced four themed meals each quarter: "Travel the World's Cuisine with Dining Services."
- Purchased 28% of produce from sustainable sources.
- Partnered with the Environmental Affairs Board and the Residence Halls Association to offer Green Mondays (aka Meatless Mondays) accompanied by an educational program on the impacts students can have on the environment based on their food choices.
- Offered Summer Off Campus Meal Plans meeting a need of the students.
- Composted 100% of pre-consumer and post-consumer waste.
- Partnered with Environmental Studies Professor David Cleveland and his research interns to conduct a 'food study' in the dining commons focused on nutritional choices, environmental choices, and peer pressure. The Food Choice experiment allowed the interns to collect and compare data on student eating habits and how they are influenced by external factors.
- Focused on 4 Strategic Plan Outcomes: successfully educated "Peer Expert" teams on sustainable practices, collaborated with Professor Cleveland in Environmental Studies to develop and implement a student internship program, developed a seasonal recipe file, and audited and laid the ground work for the green business certification of four dining commons.



Partnered with Environmental Studies Professor David Cleveland and his interns to conduct a 'food study' in the dining commons.

FEBRUARY

Opened the West Conference Center with an open house, and created administrative and operational procedures for handling reservations.



MARCH



Deployed Outlook email/calendar to all Administrative Services staff.

APRIL



Created a colorful "at a glance" Santa Barbara Seasonal Produce Wheel that shows what produce items are available and when, as well as the names of the farmers who grow for us.

Residential Life

- Welcomed Dr. Amit Ahuja, Assistant Professor of Political Science at UCSB, as the Faculty-in-Residence for Manzanita Village and San Rafael Residence Hall.
- Collaborated with the UCSB Alcohol & Drug Program to identify residents who have behavioral concerns and connect them with counselors for intervention.
- Collaborated with Resident Assistants, residence hall student leaders, and live-in staff to support our diverse resident population by creating numerous opportunities for inclusion.
- Accommodated the largest Freshman Summer Start Program to date.
- Coordinated large employment recruitments, which included receiving 900+ applications for 130 Front Desk Attendant positions, 307 Resident Assistant applications for 90 positions, and 248 Resident Director applications for four positions.
- Collaborated with Student Affairs on the First Year Residential Experience to prepare new students for their university experience.
- Collaborated with the HEART Team to increase the number of returning residents which resulted in the largest number of students accommodated in the residence halls in the past 5 years. This included offering tours of our upper-class communities Manzanita Village and San Rafael Hall to first year students.
- Met with 1,236 residents to engage in conversation about personal responsibility and development, desired impacts on one's community, and how decisions affect these objectives.
- Offered more than 1,200 programs to 5,000 residents, including Club Cat, Spring Fest, Men's Week, Feelgood Fair, All Hall Brawl, All Hall Talent Show and All Hall Ball.
- Created the Familia Mentorship program with the Chican@/Latin@ floor in San Miguel Hall.

Residential Operations

- Continued partnership with student groups for sustainability – Green Campus, Environmental Affairs Board and ESLP.
- Completed implementation of food waste composting project in cooperation with Dining Services.
- Continued progress on Strategic Energy Partnership (SEP) projects that lower our energy consumption. Obtained rebates for projects like lighting, boilers, and building monitoring systems.
- Partnered with Design & Construction Services and student Environmental Science interns to include housing facilities in a 'campus portfolio' of buildings targeted for sustainable building design and maintenance programs, with the ultimate goal of standardizing processes and policies, and obtaining LEED certifications of new and existing buildings at the highest level possible.
- Partnered with Student Affairs division to provide staff experience and help in executing the student referendum of making the Student Affairs division as energy efficient as possible.
- Increased areas of landscape maintenance coverage to enhance campus appearance.
- Increased use of ergonomic custodial equipment to reduce injuries.
- Implemented new campus wide work order system (TMA) in concert with Information Systems and Facilities Management teams.
- Partnered with Facilities Management to upgrade and maintain the aging campus electrical, gas, water, sewer and storm water drain systems in as efficient and equitable manner possible.
- Continued to replace overgrown shrubs and junipers with drought tolerant fire resistant plants.
- Installed new style bike racks with a 40% increase in bike parking spaces.
- Repaved Santa Catalina and West campus parking lots.
- Continued installation of energy efficient lighting.

Completed e-key system installation at Manzanita and El Dorado.



MAY

Refurbished the Santa Catalina pool.

JUNE



Launched three Facebook pages for improved communications with residents of our three apartment communities.





Looking for the Best & the Brightest!

EVERY YEAR Residential Life and Apartment & Community Living staff members oversee an extensive recruitment process to hire 90 Resident Assistants and 27 Resident Coordinators. Our live-in student staff members play an integral role in the huge operation that is H&RS. The positions offer many challenges and opportunities. They are leaders within their community and support the growth and development needs of our 7,000+ student residents (and their family members in Family Student Housing) through thousands of social, academic and educational programs, as well as counseling and campus resource referrals. They are often the first point of contact for crisis and emergency situations.

The recruitment process includes advertising, meetings (some mandatory) and giving presentations about being a Resident Assistant or Resident Coordinator, one of the most rewarding experiences a student can have. The interview process includes 2:1 interviews, carousel and group interviews, and requests for references. In 2010-11 we received 307 Resident Assistant applications and 150 Resident Coordinator applications — a total of 457 applications!

Valuing *our* Employees

- **Roane Akchurin, Mayra Alcalá, Joe Allegretti, Willie Brown, Charlene Chew-Ogi, John Gaffney, Ko Kashiwazaki, Kai Lu, Danny Mann, Va'Shajn Parr, Alex Ramos, Sunny Reiner, Maya Salmon, Lisa Slavid, Cari Urabe & Jacques Zalma** attended the WACUHO Conference.
- **Kim Dwire, Sunny Reiner, Kari Samlaska & Sheri Walker** attended the Kronos Works Conference.
- **Eddie Consigliere, Sara Potter & Lisa Slavid** attended the Social Justice Institute.
- **Dale Pearson & Daniel Laub** attended the RMS Users Conference
- **Eric Zobel** attended the Voices that Matter Web Design Conference.
- **Willie Brown & Carlos Marquez** attended the ACUHO-I Annual Conference.
- **Barry Colwell & Mark Rousseau** attended the Cal Greens New Building Code Seminar.
- Ten students & six staff members attended the Careers in Student Affairs Day at CSUF.
- **Kristen Burnett** attended the Legal Issues Conference.
- **Jacques Zalma** attended the NASPA Student Law & Policy Conference.
- **Sara Blair, Grant Burlew, Kristen Burnett, Peter Chu, Rosa Contreras, Linda Croyle, Alejandra De La Cruz, David Hong, Mollique Johnson, Navi Kalinsky, Gabriel Loredó, Pratish Patel & Rosalie Siler** attended the NASPA Conference.
- **Rosalie Siler** attended the Region VI Mental Health Concerns Conference.
- **Casey Simon & Elizabeth Vincent** attended WTI's Student Affairs Conference.
- **Tara Atherley** attended the Teach for America Conference.
- **Candice Brooks, Yasmin Quigley & Cari Urabe** attended the NCORE Conference.
- **Sharon Gildner** attended the Governor's Conference for Women.
- **Marian Bankins, Eddie Consigliere, Jill Hurd, William Jankowski, & Sara Potter** attended the ACPA Conference.
- **Ramiro Arreola** attended the How to Communicate with Tact & Professionalism Seminar.
- **Andy Johnson** participated in Legal Software Training.
- **Stephen Smith** attended the School of Fine Woodworking.
- **Virginia Thomas** attended the UC Ergo Workshop & the Applied Ergonomics Conference.
- **Jason Stone** attended the IDEA World Fitness Convention.
- **Kevin Olson** attended NTT Training.
- **Rebecca Ruiz, Jason Stone & Virginia Thomas** attended the Learn from Doing Perform Better Seminar.
- **Steven Banks, Eric Cox, Andy Johnson & Ed Roe** attended an Access Software Class.
- **Carlos Campos** attended the Service School for HG Makeline, Kholer, & ECHO.
- **Ed Roe** attended the BOSCH Extreme CCTY & Video Class.
- **Dick Winther** earned his Commercial Building Inspector License.
- **Zeina Ellis & Paul Kuhns Jr.** attended Project Management in the UC Environment.
- **Oscar Rios** attended a Johnson Controls HVAC Class.
- **Storm Charron** attended the Medeco Certification & Biometrics Training, & Clark Security Master Key System Training.
- **Steve Franco** attended the Plaster Certification Workshop & the TexStone Specialty Wall Finishes Training.
- **Bradley Hughes** attended the Green Gardner Program at SBCC.
- **Jeff Monteleone** attended the TMA Users Conference.
- **Ken Ardry & Frank Murray** attended a Lead Safe Painting Practices Seminar.
- **Dan Heedy, Jaime Herrera & Mark Rousseau** attended the UC Sustainability Conference.

- **Fred Flores & Jacques Walker** received the Backflow Preventer Certification.
- **Storm Charron & Donald Canley** attended SBCC computer classes.
- **Saturnino Doctor** attended UCSB Extension courses: Project Initiation, Plan & Integration, & Project Management Practicum.
- **Yentran Tran** attended SSRS 2008 Training/Quickstart.
- **Kip Bates** attended VMWorld 2010 & the Disney Leadership Institute.
- **Ben Price** attended Aruba Networks Customer Advisory Board/Educause & Customer Product Briefing.
- **Brandon Kay** attended Aruba Networks Scalable WLAN Design & Implementation, & he completed a BA in Philosophy from UCSB.
- **Stephen Waits** attended HP Storage Area Network training, & VMWorld 2010.
- **Alejandro Carreño** attended HP Storage Area Network training.
- **Steve Sibbert** attended Microsoft Management Summit 2010, & a TMA Users Conference.
- **Patricia Carey, Bonnie Crouse, Jaime Herrera, Jeff Hillery, Jill Horst, Eriko MacDonald, Soteris Nicolaou & Robert Wright** attended the NACUFS National Conference.
- **Derrick Duong, Richard Kelly & Terry Thomas** attended the Western Restaurant Show.
- **Jaime Herrera** attended the Mutual Trade Food Show.
- **Cresencio Acevedo, Jaime Herrera, Martin Schneider & Jeff Wesson** attended NACUFS Chef Net.
- **Megan Anne Carney** attended the Food Culture Justice Conference in New Orleans.
- **Maddy Bascom & Eriko MacDonald** attended the UC Systemwide Conference, Events & Catering Summit.
- **Robert Wright** attended the NACUFS Human Resources Institute.
- **Richard Kelly, Bonnie Crouse & Jill Horst** attended the NAFEM Equipment Show.
- **Bonnie Crouse, Jeff Hillery, Jill Horst, Soteris Nicolaou & Robert Wright** attended the NACUFS Pacific Region Conference.
- **Willie Brown, Bonnie Crouse & Jill Horst** attended the National Restaurant Show.
- **Maddy Bascom, Angelica Diaz, Matt Erickson, Eriko MacDonald, Whitney Morris & Miki Swick** attended the UC Systemwide Conference Services Meeting in Riverside.
- **Mayra Alcalá, Angelica Diaz, Patricia Machuca, Jacki Mattice & Kelly Stanley** attended the PWA Conference.
- **Angelica Diaz, Matt Erickson & Whitney Morris** attended the Association of Collegiate Conference & Events Directors-Int'l Region 2 Summit at San Francisco State University.
- **Angelica Diaz & Whitney Morris** attended the ACCED-I National Conference in Orlando.
- **Nestor Covarrubias** completed his Certification in Hotel Management from SBCC.
- **Whitney Morris** attended the SYTA (Student Youth Travel Association) Annual Conference.
- **Danny Laub** attended the California Rare Fruit Grower's Festival.
- Residential Operations held a retreat for all Housekeeping & Grounds staff that included sessions on community building, and fire extinguisher and equipment training. The guest speaker was Ozzie Espinoza, Associate Director of the Educational Opportunity Program.
- **Ramiro Arreola & Rafael Velasquez** attended the Bed Bug Workshop held by the National Pest Management Association.

PROFESSIONAL DEVELOPMENT 2010-2011

- **Albert Coghlan** attended UCR Tree Assessment & received CERT certification.
- **Barry Colwell** re-accredited as LEED AP.
- **Ramon Avitia** received his forklift certification.
- All grounds staff attended Ewing Irrigation Training Water Conservation Techniques & Designs & Traffic Road Safety Training.
- **Justin Prince** completed the HR Supervisory Certificate.
- **Pedro Aguilar, Albert Coghlan, Fred Flores, Ramon Flores & Serafin Zamora** attended HR Supervisory Certificate courses.
- All Residential Operations & Portola Dining Commons staff received CPR & First Aid Training.
- **Doug Canaan** attended an NEC Electrical Code seminar.
- **Andy Johnson** attended the Advanced On-Guard Access Control System & completed Gold Certification in the Lenel System.
- **Damion Miller & Ed Roe** attended Advanced IP Video System Training.
- **Elijah Langworthy & Kevin Olson** attended Johnson Controls Energy Management System Training.
- **Rochelle Floret** attended the UCSB Supervisor Institute.
- **Jaime Nicolaou** attended the Management Skills Assessment Program.
- **Marlena Miller & Tim Sullivan** completed Community Emergency Response Team Certification.
- **Bonnie Crouse** attended Solutions4, a NACUFS Wellness workshop.
- **Jill Black, Jill Horst, Soteris Nicolaou & Nick Zurovsky** received their ServeSafe Certification.
- **Jesus Amaro, Yuli Baltazar, Mikael Blancko, Gudmaro Carrion, Frankie Castillo, Rigoberto Cortez, Salvador Figueroa, Ann Greenwald, Jimmy Guron, Rhonda Harris, Andrew Hill, Mario Lopez-Acosta, Ed Miller, Ignacio Nunez, Martin Olvera, Juan Peralta, Elva Serano Partida, Domingo Ramos, Ezequiel Ruiz, Gilberto Solis, Lizzie Soriano, Javier Valdovinos & Robin Vasquez** participated in Safe Food Handling Training.
- **Terry Thomas** attended the CBORD Users' Conference.
- **Jaime Herrera** attended the Santa Barbara County Agrifood Systems Workshop.
- **Alex Mook** attended Microsoft Exchange 2010 training.
- **Kai Lu** attended an SBCCVMWare course.
- **Masha Aksenova** attended a UC Berkeley Extension Project Management Program.
- **Tiye Baldwin** attended Microsoft SQL Server 2008 Reporting Services, & Developing Applications for Microsoft SharePoint 2010.
- **Vasilis Inembolidis** attended the Digital Signage Expo 2010.

Alma Almador & Ofelia Montano of Santa Cruz Hall.

Learning & Development

Authentic Leadership

Roane Akchurin, Patricia Alvarez, Sarah Black, Linda Croyle, Ryan George, Ben Price, Sally Vito, DiAnne Voorhees

ESL (Facilitated by SBCC)

Alma Almador, Elvira Alvarez, Ramon Avitia, Patricia Beaty, Leticia Chavez, Saadeli Cisneros, Susana Contreras, Rosalva Cuevas, Sergio Diaz, Isaias Gallo, Florencia Gantes, Igdelsa Garcia, Isaias Guerrero, Concepcion Leon, Socorro Martinez, Matilde Mata, Ofelia Montano, Teresa Navarro, Graciela Nunez, Betty Orozco, Arturo Ortiz, Carmen Perez, Hilda Perez, Elizabeth Pizano, Rosario Ramos, Esther Ramirez, Victor Renteria, Carlos Reyes, Guillermo Ruiz, Gumaro Salazar, Marta Santillan, Ismael Silva, Violeta Tafoya, Maria Valeriano, Juana Vargas, Elsa Vega, Serafin Zamora

ESL (Facilitated by Marlene C. Cohen)

Mario Lopez Acosta, Abigail Avelar, Juan Benavides, Tanawan Boonyarattaphan, Ignacio Nunez, Maria Nungaray, Rosalba Perez, Francisco Ramirez

Journey to the Center

Kim Dwire, William Jankowski, Whitney Morris, Mario Muñoz, Danielle Reed, Maya Salmon, Rosalie Siler, Miki Swick, Terry Thomas, Sheri Walker

Professional Competency Year One

Jesus Aguilera, Masha Aksenova, Tiye Baldwin, Laura Bushnell, Rosa Chavez, Darcie Del Rio, David Hong, Ally LeClair, Luz Martinez, Va'Shajn C. Parr, Martin Schneider, Andrea Treptow, Elizabeth Vincent, Stephen Waits, Tao Xie, Serafin Zamora

Sustainable Leadership

Mayra Alcala, Maria Arroyo, Kip Bates, Candice Brooks, Kristen Burnett, Peter Chu, Marlene Cohen, Juan Flores, Manuel Herrera, Ko Kashiwazaki, Sunny Reiner, Mark Rousseau, Lisa Slavid, Jeff Wesson, Jacques Zalma, Eric Zobel

Transitions in Work & Life

Luis Andrade, Ambar Campos, Nestor Covarrubias, Angelica Diaz, Jeannine Green, Desirea Lewis, Cristina Martinez, Jaime Nicolaou, Alex Ramos, Kori Soltz, Gillian Swanson, Carissa Tapee

Contributions to the Profession

- **Maya Salmon** served on the WACUHO Conference Program Committee, **Mayra Alcalá** was the Social Chair for the New Professionals Central Region, and **Jacques Zalma** served on the Executive Team as the Technology & Information Systems Coordinator.
- **Roane Akchurin** served on the Ombuds Advisory Committee, the Board of Directors for the UCSB Student Housing Co-op, led a Mediation Workshop for the PWA conference, and taught conflict resolution for a Law & Society class.
- **Mayra Alcalá** and **Ryan George** co-chaired the Chancellor's Staff Advisory Committee, and **Julie Miller** and **Tim Sullivan** were committee members.
- **Julie Miller** was the Committee Co-Chair for Staff Celebration Week. She is also a member and Fundraising Chair of Parent Council for the UCSB Children's Center, and a member of the Campus Child Care Advisory Committee.
- **Whitney Morris** was a Mentor at the PWA Conference, and **Angelica Diaz** was the Programming Co-Chair.
- **Matt Erickson**, **Julie Miller** and **Sally Vito** served on the UCSB United Way Campaign Committee.
- **Barry Colwell** is a member of the Chancellor's Sustainability Committee 'Built Environment,' the Campus Design Review Committee, the Student Affairs Renewable Energy Initiative (REI), and the UCSB Campus Energy Team.
- **Kristen Burnett** co-chaired the Coordinated Community Response Team for Instances of Sexual Assault, Stalking and Domestic Violence on Campus.
- **Charlene Chew-Ogi** presented on Sustainable Resilience at the PWA Conference and at the WACUHO Conference.
- **Ko Kashiwazaki**, **Sunny Reiner** and **Jacques Zalma** presented a workshop at WACUHO, "Forum Up!," that discussed technology and the use of Internet forums.
- **Chris Johnson** was advisor for the UCSB Chapter of Alpha Lambda Delta Honor Society.
- **Kim Dwire** served as a member of the UCSB Campus Contracts Process Review committee.
- **Dale Pearson** served as a member of the UCSB Financial Systems Implementation Steering committee.
- At the Student Affairs' Professional Development Conference, **Cresencio Acevedo** and **Robbie Wright** presented a breakout session entitled "Commons Knowledge: A Tour of De La Guerra Dining Commons," and **Mark Rousseau** and **Terry Thomas** presented "Sustainability in H&RS."
- **Bonnie Crouse** was the NACUFS Pacific Region President and **Soteris Nicolaou** was the Culinary Challenge Chair.
- **Bonnie Crouse**, **Jaime Herrera** and **Terry Thomas** presented on sustainable food programs for Professor David Cleveland's Environmental Studies' classes.
- **Jaime Herrera** provided tasting tables at the Ty Warner Sustainable Seafood Event and at the UCSB Community Supported Fish Market.
- **Bonnie Crouse** was a panelist on the National Good Food Network webinar "Real Food into University Cafeterias: a Billion Dollar Challenge."
- **Terry Thomas** was a panelist at UCSB's Santa Barbara County Agrifood Systems on "Institutional Purchasing and Impact on the local Agriculture Systems."
- **Julie Levangie** presented at the UCSB Using Social Media Workshop in April.



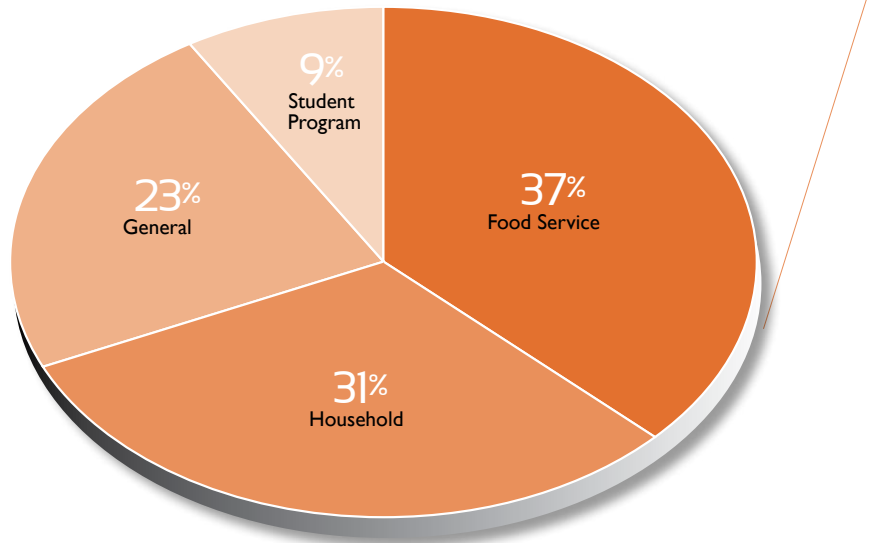
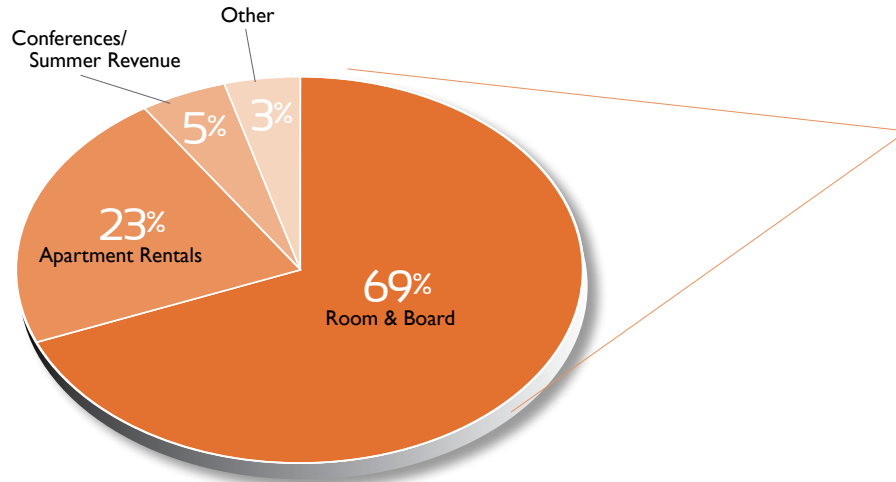
RECOGNITIONS

- **Julie Miller** received the Staff Citation of Excellence Award.
- **Mario Muñoz** received the Margaret T. Getman Service to Students Award.
- **Mayra Alcalá** received the WACUHO New Professionals Award.
- "Forum Up," a workshop presented by **Ko Kashiwazaki**, **Sunny Reiner** and **Jacques Zalma** at WACUHO was selected as "Best of the West" and they will present it at the ACUHO-I Annual Conference.
- **Cari Urabe** was selected as the National Association for Campus Activities (NACA) Leadership Fellow for the Western Region.
- **Charlene Chew-Ogi** was presented with the American College Personnel Association (ACPA) Asian Pacific American Network (APAN) Award for Outstanding Contribution to APIA Mentoring.
- **Lizzie Soriano** was named Outstanding Staff Member by RHA.
- **Housing & Residential Services** received the William Villa Award as the outstanding department servicing student needs.
- **Joe Allegretti** received the WACUHO "Volunteer of the Year" Award.
- **Willie Brown** received the WACUHO "Charles L. Miller Leadership & Service Award."
- The Residence Hall Association (RHA) won 3 National Residence Hall Honorary Awards: Member of the year (**Alanna Peebles**), Windi Sasaki Cornerstone Award (**Alanna Peebles**), and Building Block of the Year (**UCSB Margaret Getman Chapter**). At PACURH they were awarded one Top Ten program, the award for most delegates (29), and a First-Time Delegate Scholarship (**Candace Cathey**), and at NACURH they won one Top Forty program.
- **Andrea Treptow** was selected as the Regional and National Advisor for September 2010.

- The William J. Villa Award for departments servicing student needs.

Financial Statement

2010-2011



Revenue

Actuals

Room & Board	59,053,875
Apartment Rentals	19,481,578
Conference/Summer Revenue	4,507,678
Other Revenue	2,995,154
Total Revenue	86,038,285

Expenses

Household

Administration	1,680,252
Housekeeping	6,580,511
Repairs & Maintenance	3,654,818
Utilities	3,115,241
Total Household Expenses	15,030,822

Student Program Expense

4,637,453

General

Administration	1,618,543
Grounds	1,694,613
Conference Services	902,420
Information Systems	2,344,162
Miscellaneous	6,801,625
Recharge Offset	-2,238,221
Total General Expenses	11,123,142

Food Service

Administration	849,941
Raw Food Cost	4,636,036
Food Operations	10,980,176
Repairs & Maintenance	913,705
Utilities	778,810
Total Food Service	18,158,668

Total Operating Expenses

48,950,085

Net Revenue

37,088,200

Assessments and System Obligations

28,544,189

Year-End Transfer to Maintenance Reserve





8,544,011

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 primary focus is on keeping the organization running efficiently and advancing the organization to its highest potential. Our focal points for 2011-12 fiscal year are:

- The Residential Experience of our Students
- Shifting Priorities for Success in our Current Fiscal Climate
- Strategic Plan Implementation (focus on 2012 outcomes)
- Sustainable Practices
- Organizational Transition & Growth Management
- Intrapreneurial Vision (adapt private sector best practices)
- Organizational Innovation
- Diversity and Educational Equity
- Student Housing Development
- Partnering & Outreach
- Core & Leadership Competency Development
- Technology Management
- Asset Management & Facility Renewal
- Professional Organization Participation

To get more details, check in with us online...

-  www.housing.ucsb.edu
-  www.facebook.com/www.housing.ucsb.edu
-  www.twitter.com/ucsbhousing
-  www.youtube.com/ucsbhousing

Our future leaders are already counting on us...

Kalin Zobel, Mika MacDonald and Shannon Mook strategically planning their next activity at the Storke Apartments playground.



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.

Our 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 UCSB's 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.

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 and provide the base for new student housing in our capital plan.

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. 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, greatly expanding our existing centers of learning and excellence. 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.

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.



A vertical photograph of a sunset over the ocean. The sun is a large, bright white circle in the center of the frame, casting a long, shimmering reflection on the dark water below. The sky is a deep orange, and several birds are silhouetted against it, flying in various directions. The overall mood is peaceful and contemplative.

In Closing...

We have learned the complex lessons that accompany creating change and innovation. We are a learning organization and what has emerged for us is that we now know that we touch people in profound and deep ways. We know that people care. To paraphrase Maya Angelou, we know that people will forget what we say; we know that people will forget what we do; but people will never forget how we make them feel.

We have had many conversations about how our daily activities produce outstanding leaders prepared for life in a global community. Our work builds and sustains communities. We cannot forget that caring and compassion go hand-in-hand with excellence and quality. I would argue that a lack of compassion creates a setting that prohibits people and organizations from developing to their fullest potential. You can't have a soul if you don't have a heart.

As we move forward, you have my gratitude, you have my faith, and you have my heart. We are about... making people feel great.

Peace.

Willie Brown

Executive Director



We Are About

HOUSING & RESIDENTIAL SERVICES

ANNUAL REPORT
2010-2011

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department picture (HEART team)
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construction photo (h&rs plans)

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student group (h&rs plans)
sunrise (closing)

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fssp group (timeline)

David Whitman

ra group (highlight foldout)

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playground group (looking ahead)
villa award (recognitions)



In keeping with UCSB's sustainability goals the 2010-2011 Annual Report was printed on uncoated Cougar Opaque Smooth Cover (10% post-consumer waste).



