



we are about

Housing & Residential Services
Annual Report 2011-2012

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:

- Learning is a continuous process.
- A community is positively served by responsible social behavior.
- Staff members 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 students' 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.

Housing & Residential Services University of California, Santa Barbara

We Are About...

- Exceptional Service to those we serve
- Continuous learning & growth
- Respecting and understanding individual differences
- Building partnerships & helping others succeed
- Being environmentally sensitive
- Having fun & being passionate about our work
- Striving to be the best!
- Being safety conscious



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 2011-12 academic year. Through a collaboration involving many UCSB staff members and students, some of whom are pictured here with me, San Clemente Villages earned double certification in LEED Gold. It is now the largest university apartment complex in the country to have this distinction. This year's report also features Community Matters, a new section highlighting H&RS and its staff members giving back to the local community. These are some examples of how we are making a difference in the environment and on the south coast.

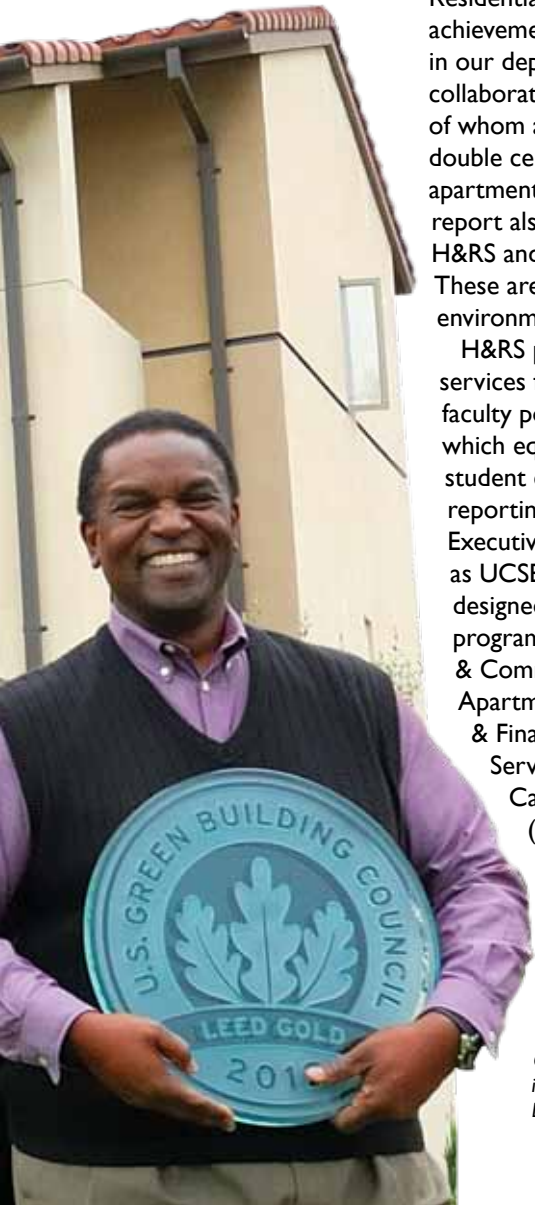
H&RS provides housing, hospitality and related residential life services for UCSB's undergraduate student, graduate student and faculty population. We employ a staff of 744 FTE in the department which equates to 462 regular employees and more than 700 student employees. H&RS is a campus auxiliary department 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, Graduate and Undergraduate Apartments; Judicial Affairs; Community Housing Office), Business & Financial Planning (Budget & Finance; Faculty Housing Services; Administrative & Residential Information 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). During this year, we worked on merging Apartment & Community Living and Residential Life into one organization focused on sustaining learning and excellence in our residential communities. You will see this new organization referred to in the future as Residential & Community Living. We also assumed operational support for information technology in the division of Administrative Services.

In 2011-12, we focused on innovation as a tool to create new and better ways of doing business and supporting our strategic plan. This 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 UCSB. We do so by deepening our commitment to developing intellectual competence, fostering positive and collaborative engagement, 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 in support of the academic mission of UCSB. Thank you for reading about our accomplishments from 2011-12.


Wilfred E. Brown
Executive Director

San Clemente Villages double certification in LEED Gold was accomplished internally at UCSB through very close collaboration of staff members from Housing & Residential Services, Administrative Services, Cheadle Center for Biodiversity & Ecological Restoration, and a tireless team of UCSB Environmental Studies student interns. Pictured here are UCSB staff members Brian Graham, Mark Rousseau, Randy Bittner, Jordan Sager, Barry Colwell, and Willie Brown



Community Matters

Community *does* matter, both on and off campus. Not only do we strive to create community in our housing facilities, H&RS and its staff members donate time, food, and funding to a variety of worthy causes in the local *community*. Here are a few examples of how we are making a difference.

- ▶ GIVE, a collaborative UCSB project that H&RS helps coordinate every year, encourages students to donate their unwanted items during move out. In 2012 GIVE raised \$26,000+ dollars for local non-profits, food was donated to AS Food Bank, and items that weren't sold were donated to Saint Vincent De Paul.
- ▶ During the Santa Rosa Residence Hall renovations 90% of the old furniture was donated to Casa Esperanza, GIVE, Santa Barbara Housing Authority, and Habitat for Humanity.
- ▶ A dedicated 4-person landscape crew works at H&RS through PathPoint, a non-profit organization dedicated to helping people with disabilities to reach their fullest potential and work as valued members of our community.
- ▶ The Community Housing Office is collaborating with the Art Department and property providers to add murals to Isla Vista.
- ▶ At the annual Winter Town Hall Meeting, the Community Service team sells YES! vouchers for a \$1 and collects canned goods. AS Food Bank, IV Elementary School, and Transition House are a few of the organizations we've supported over the years.
- ▶ Every year H&RS donates more than 1,500 meals to various outreach groups who serve under-represented prospective college students. A visit to one of our bustling Dining Commons where college students dine, study, and socialize inspires these young people and allows them to get a real "taste" of college life.



Santa Barbara Zoo H&RS staff

The Santa Barbara Zoo was seeking four mattresses to use during an emergency dental procedure for Little Mac, one of the Zoo's Asian elephants. She was unable to chew her food adequately and was losing weight. H&RS staff member **Eriko MacDonald** quickly jumped into action by contacting **Residential Operations** and facilitating the donation of four used mattresses. The procedure involved nearly 30 people, x-rays, anesthesia, and a crane to help Little Mac stand, all at an elephant-sized cost of \$100,000! We are very happy to report that Little Mac has recovered well.

Lymphoma Society

David Whitman

David volunteers with The Leukemia & Lymphoma Society's Santa Barbara Chapter. He organizes information sessions in the residence halls to recruit UCSB students, participates in and raises money for marathons, and he volunteers at cheer and hydration stations for new runners during their long training runs.

angelica



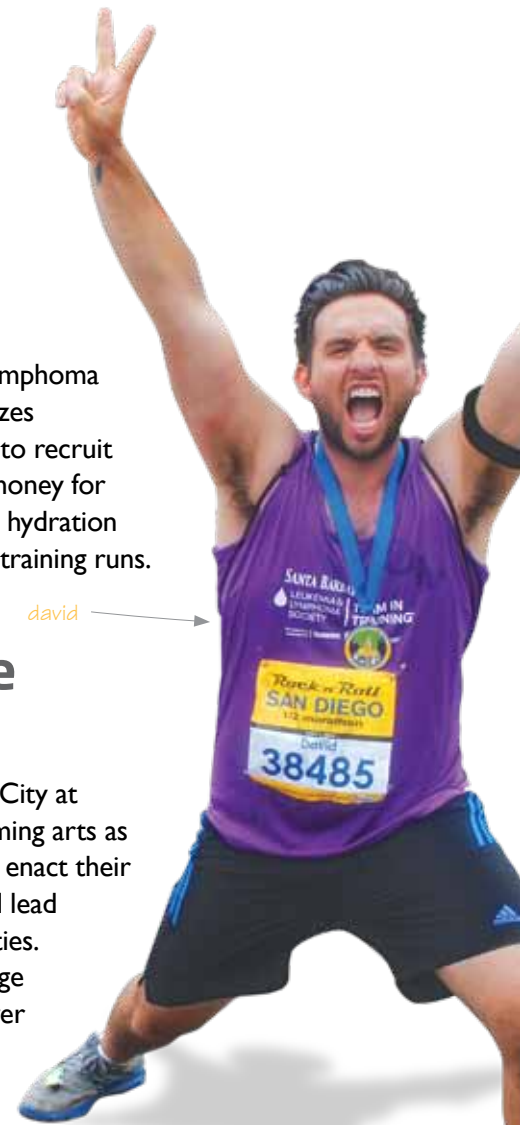
City at Peace

Angelica Diaz

Angelica volunteers for City at Peace, which uses performing arts as a vehicle for teenagers to enact their positive development and lead change in their communities.

Angelica manages the stage during performances, as well as helps out wherever she can including participating in skits, sharing her story, helping them write their stories, and translating for parents.

david



Isla Vista Children

Kim Dwire and H&RS Staff

Kim spearheads a gift-giving program each holiday season with **H&RS staff members** that provides presents for disadvantaged children at Isla Vista Youth Projects, Inc. She's been doing this for 19 years and it never ceases to amaze her how much joy this brings to both the givers and the receivers.

kim



Rincon High School

Roane Akchurin

Roane is working with Rincon High School to establish a Restorative Justice pilot program, which brings together the victim and the person considered to be the offender. The meeting is chaired by trained co-mediators and gives each party the opportunity to describe how they experienced the offense, agree that the injustice has been recognized, and work at restoring reparation.

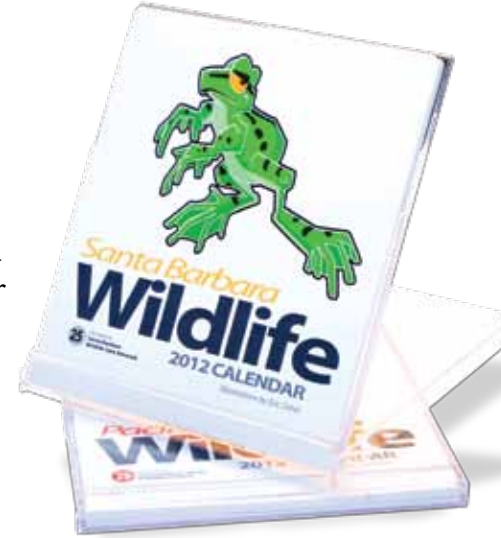


roane

Santa Barbara Wildlife

Eric Zobel

Despite graduating from college with a degree in Zoology, **Eric** was drawn to a different calling as the H&RS webmaster. He may make a living by his creative interests but he has never lost his love of the outdoors and has combined his two passions and creates books and calendars to help raise money for local wildlife organizations.



Animal Volunteer

Sarah Black

Sarah has been a volunteer for 13 years at the Animal Shelter Assistance Program (ASAP). She spends her time feeding the cats and cleaning their cages. There is always time to spend reassuring the cats with "kitty chin rubs," brushing their fur, and playing. Sarah enjoys this organization because it is run by volunteers and donations from Santa Barbara. Volunteers also work together to match each cat with the right adopter.

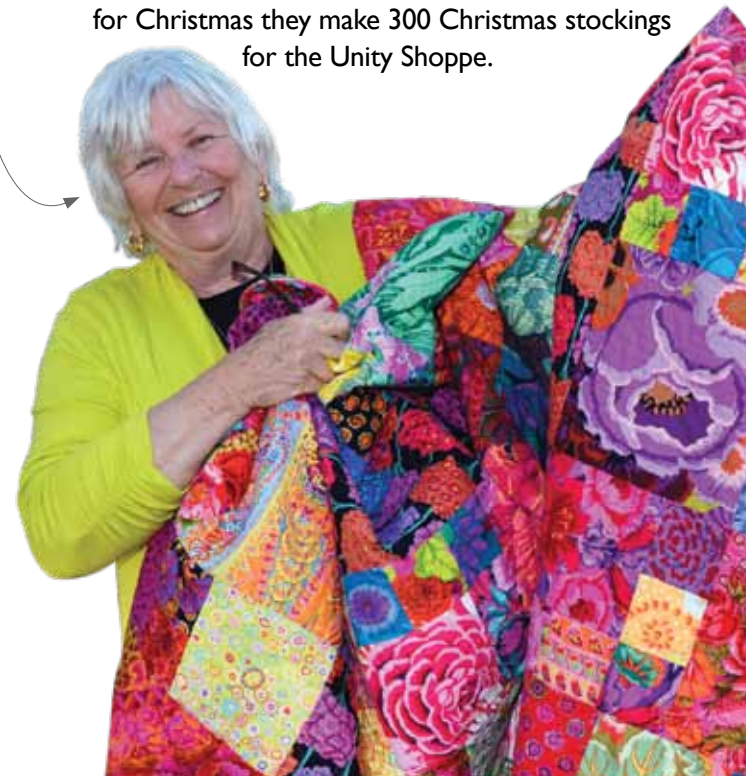


sarah

The Quilter

Cathe Hedrick

Cathe is on the Board for the Coastal Quilters Guild. They make more than 100 quilts every year for different charities such as Transition House, Fostering Friends, and the Teddy Bear Cancer Foundation, and for Christmas they make 300 Christmas stockings for the Unity Shoppe.



cathe

IV Elementary All Stars

Portola Dining Team

Portola Dining Commons staff sponsor a twice quarterly meal program for students from nearby Isla Vista Elementary School. The student participants are nominated by their teachers in recognition of good attendance, citizenship, good grades, and helpfulness. While they're enjoying a tasty lunch, a Dining Manager congratulates them for their award.



julian

jeannine

jeff

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 2011-12 fiscal year. Each of the program units within the department has chosen to highlight several key events and a success story from this past year.

Residential Dining Services

- Served 'theme' meals each quarter which included DLG's "Night at the Oscars"; Portola's "Country Fair Event"; Carrillo's "Regional Italian Cuisine"; and Ortega's "World Series Night."
- Introduced new sustainable dining programs: local grass fed beef burgers, organic teas, sustainable seafood, weekly Executive Chef tasting tables, three "Green Mondays" per quarter which serve only vegetarian meals, and increased sustainable food purchased from 24% to 50% and local produce purchased to more than 75% of total produce.
- Completed Sustainability Outcomes in Strategic Plan: created recipes to incorporate more local and seasonal produce into menus; established goals for waste reduction; educated career and student dining staff, and customers about our sustainable practices; and determined food groups and purchasable items to increase use of Sustainable 'Real' food.
- Hired 4 Student Interns for Environmental Internship program who completed multiple projects including a Seasonal Produce Calendar and a comprehensive monthly utilities tracking tool for each Dining Commons.
- Implemented Net Nutrition featuring a phone app and kiosks within each Dining Commons. Net Nutrition provides nutritional analysis of all products served in the dining commons.
- Catered the Chancellor's Campaign Gala Event at Bren School. This VIP event was coordinated and designed in partnership with Development and 400+ guests attended.
- Provided opportunities and celebrations for student enjoyment and education such as Sustainability Week which included educational activities and demos, menus with local and climate friendly options, and themes such as composting, water conservation, and sustainability; Nutrition Week featuring food demos and educational activities; Earth Day featuring a climate friendly menu; and Sensational Sustainable Fish Day highlighting Dining's efforts to increase sustainable seafood options.
- Provided 4 separate educational sustainability tours for all 180+ dining staff during winter break. Training provided information about local farms, the waste and composting program, and sustainable local fisheries.
- Coordinated Culinary Day where the Executive and Catering Chefs, Production Managers and Dining's Dietitian coordinated mini-training sessions for all production staff.

Going Green

All four Dining Commons were honored by the Green Business Program of Santa Barbara County for achieving Green Business Certification. This required a yearlong review in 6 areas: general standards, solid waste reduction, environmentally preferable purchasing, energy conservation, water conservation and pollution prevention. Dining has pledged to continue these efforts with a review every 3 years, to encourage management and employee participation, and to inform customers and other businesses about environmental efforts.



Residential Life

- Created and implemented extended housing to accommodate the increased number of international and out-of-state residents who are unable to return home during breaks. Created a funding model for activities, developed an RA/RD duty schedule, and partnered with the Office of International Students & Scholars and the Counseling Center on a Thanksgiving feast program.
- Worked on merging Residential Life and Apartment & Community Living to create the new Residential & Community Living Program unit.
- Housed a record number of triples with a high satisfaction rate.
- Hosted the UC Systemwide Residential Education Conference with the first joint meeting between UC Systemwide Judicial Affairs staff. Campuses shared successes and best practices regarding policies and students' rights.
- Converted the Residential Life portion of the Freshman Summer Start Program (FSSP) into a yearlong program housed in San Nicolas Residence Hall. This pilot program will determine if Residential Operations staff is able to reduce the number of quick room turnovers during Opening Weekend.
- Collaborated with the Residence Halls Association (RHA) to expand Project CARE and the Residence Hall Review Board.
- Partnered with Student Affairs on Restorative Justice training, the new Wellness programs located in two re-modeled Santa Catalina espacios, the First Year Residential Experience (FYRE) classes, and developing the Second Year Residential Experience (SYRE).
- Purchased and migrated to Advocate Judicial Affairs software.
- Developed collateral assignments for Assistant Resident Directors to take cases in the absence of Judicial Affairs staff.

Spring Insight

Each year, UCSB's Spring Insight open house is a welcoming day on campus to inform prospective students and their families about the opportunities for academic and personal growth at UC Santa Barbara. Approximately 130 H&RS staff members, including Resident Assistants, take part

in welcoming students to UCSB and answering their questions at the Housing Fair, which includes set ups of typical double and triple residence hall rooms in Storke Plaza.



Residential Operations

- Completed renovation of Santa Ynez 300 apartments.
- Converted parking lot #4 to bike parking, creating a safer path for residents.
- Installed high efficiency boilers in Santa Cruz and Carrillo which increased efficiency from 70% to 96% and reduced emissions by over 75%.
- Collected and recycled or sold 17 tons of material during student move-out through Project GIVE, a collaborative UCSB project that raises money for local non-profits in Isla Vista.
- Completed landscape upgrades behind San Miguel and San Nicolas Residence Halls. This area now includes a professional grade volleyball court, a 30 cubic yard trash compactor, a BBQ, and high density bike racks.
- Completed Lagoon Park landscaping at the end of Ocean Road.
- Installed soft patio furniture at four residence halls.
- Installed new sod and landscaping at east entrance to campus.
- Upgraded study/lounge spaces to provide more study friendly spaces.
- Installed electronically accessed key cabinets in the Residence Halls for storage of spare room keys which provide better key security and accountability.
- Brought seven off-line apartments back on-line at Storke Family Student Housing.
- Began rolling out hydration stations to the residence halls. Students bring their re-usable bottles to the station to fill up on healthy, filtered water. As students fill up, the stations count the number of disposable plastic bottles being eliminated from the waste stream.
- Continued to install solar powered animal-proof trash and recycle containers that use the sun's energy to automatically compact trash at the point of disposal.
- Installed bike repair stations throughout our communities that hold nearly any bike and include an air pump and basic tools.
- Implemented Strategic Plan WOW suggestions such as heating the pools throughout our communities to allow for year-round enjoyment, and installing more whiteboards, BBQs, picnic tables, and media equipment.

Triple-Comfort

With the increased number of triples we needed to improve the comfort level for residents in tripled rooms. We met with students and asked them what did and didn't work with our standard furniture. From this meeting and subsequent meetings with suppliers, we changed room furniture. The desk and dressers are now smaller and fit

easily under beds, and we eliminated the need for ladders for bunked and lofted beds. These efforts have combined to improve comfort and free up floor space for residents to use.



Executive Director's Office

- Earned a second certification in LEED Gold for San Clemente Villages for existing building operations and maintenance making it the largest university apartment complex in the country to have this distinction.
- Selected REI (Recreational Equipment Incorporated) as our 2011-12 Mentor of Exceptional Service recipient.
- Continued work with Strategic Plan Vision Statements. Our initiatives included travelling to UC Berkeley and Stanford to learn and share best practices; touring our facilities with students and generating "WOW" ideas; improving the quality, style, and functionality of room furniture; and re-visiting and improving the Professional Development Plan.
- Produced quarterly newsletters for staff members (Homefront) and residence hall residents (Housing Herald) highlighting current activities and services.
- Honored and recognized the contributions of 32 staff members with 590 years of combined service during the annual Service Award Ceremony.
- Provided more than 1,600 dining commons meals to prospective students from under-represented communities allowing them the opportunity to experience life at UCSB.
- Began work on re-designing the H&RS website, which includes a mobile version, three videos, 3D floorplans, interactive maps, virtual tours and photo galleries.
- Installed Dining Cams at the entrances to the dining commons to give students a tool to manage their time better by avoiding lines and dining at a less busy dining commons.
- Worked with Facilities Management and other auxiliaries on the Strategic Energy Partnership Projects pulling incentives from SCE and Sempra for energy efficient projects such as the boiler replacements and ongoing lighting upgrades.
- Received more than 700 advertisements from student groups and campus departments for broadcasting on DigiKnow, our digital signage network. Enabled syncing between UCSB Alert and DigiKnow, providing another way for the Police Department to alert residents during an emergency.



Cozy Courtyards

As part of a Strategic Plan World Class Facilities WOW initiative, in fall 2011 new soft outdoor furniture was installed at the Channel Islands Residence Halls. The furniture expands study space and opens up our beautiful exterior areas for more use. It's been very

popular with our residents, as it gives them more living and learning space with stunning views, fresh air, and high-speed WiFi.

Apartment & Community Living

- Took initial steps to form a partnership with Residential Life and began to merge into one unit, Residential & Community Living.
- Re-designed the key tracking system which reduced apartment re-keying and increased resident security.
- Expanded lease options for single graduate students to include 9-month and 10-month options.
- Implemented a "Be the Mayor" focus for the lead live-in staff to promote a higher visibility and connections with residents.
- Created an easy, new online process for Isla Vista student residents to schedule move-out videos and lessen deposit disputes.
- Implemented a system to text residents so they can receive important housing information in a timely manner.
- Generated 349 community programs attended by 12,635 residents in an effort to connect neighbors to neighbors.
- Collaborated with other Housing colleagues to implement an online system for residents to file their 30-day notices electronically.
- Increased Assignment Services utilization of Facebook to help residents find roommates for self-assignment process or find other residents interested in exchanging apartments, as well as to help LGBTQIA residents find safe spaces.
- Implemented digital signatures for contracts, thus avoiding the printing of thousands of 6-page paper contracts.
- Create a contract orientation video in Mandarin Chinese to accommodate some of our international students.
- Implemented a composting program at the Storke and West Campus community gardens.



Mural Masterpiece

The Community Housing Office (CHO) plays a key role as a liaison between property providers and students. So, when CHO student intern, Kat Frazer, noticed that many of the murals in IV were being covered up, she recommended CHO do something about it. CHO collaborated with UCSB's

Institute for Research in the Arts and Sierra Property Management to form an art class and create a mural. This was a Strategic Plan WOW initiative and is the first of four mural masterpieces.

Business & Financial Planning

- Rewrote unit job descriptions to define cross training, backup and support between people in unit.
- Created 64 new room and board rate codes in order to bill for the new dining plus program options.
- Tested and served as an early adopter of the new UCSB Procurement Gateway software.

Conference Services

- Hosted a record number of new conferences (27) in Summer 2012.
- Began a Search Engine Optimization campaign and re-design of the Conference Services website with a goal of tripling our organic searches.
- Purchased a new, comprehensive database, Kinetic Software (Kx) that we will roll out in 2013.
- Hosted the ACCED-I Region 2 meeting at UCSB with 45 other Conference Services' professionals from across California.
- Conducted a unit leadership assessment with outside consultant Patty Aijian

Information Systems & Technology

- Implemented CBORD NetNutrition service and installed Dining Common Kiosks for Residential Dining.
- Initiated Online Room Condition Reporting.
- Implemented Symplicity Advocate service for Judicial Affairs.
- Rolled out SharePoint 2010 upgrade.
- Deployed Business Intelligence Residential Occupancy solution.
- Developed new RC/RA online application submission and review process.



Data-Mining

H&RS is working smarter with the launch of an automated web-based bed space occupancy report using Business Intelligence Tools. Prior to this, each unit had their own source of occupancy information. With the new report we have one source

of truth which has improved our ability to see where residents are and when they move, helping to determine staff workloads. We are also more easily able to see dips in occupancy and ensure we're on track for meeting revenue targets.

At Your Service 24-Hours a Day!

SUMMER IS A BUSY TIME for Housing & Residential Services. To augment the academic year program and to provide for additional revenue and services to students, we manage conferences during the summer. Conference Services coordinates meeting arrangements and plans events, which includes food, lodging, meeting spaces, marketing, budgets, name badges, and fixing the kitchen sink! The conferences we manage expose UCSB to a wide variety of people. Over the years a wide range of guests have visited UCSB, including Stephen Hawking, NBA legends Michael Jordan, Magic Johnson and Pat Riley, and tens of thousands of cheerleaders and student leaders.

Prior to our conference season kicking off in 2011, Nestor Covarrubias, Hospitality Services Manager, explored the possibility of establishing a Conference 24-hour desk for the Channel Island 5 Residence Halls by consolidating the five front desks into one Conference Desk. This meant four of the desks would not be staffed and doors would remain locked throughout the summer. The challenges faced were: 1) selling the idea to our returning groups; 2) maintaining safety and security; 3) maintaining service levels; 4) guest access and 5) how to effectively handle check-ins and check-outs. The challenges were met and the benefits were that we provided attendees with consistency in service with increased levels of student staff supervision. The Conference 24-hour desk also simplified our business processes and we have been able to reduce the number of summer student staff required for summer conferences for the Channel Island 5 Residence Halls.



Valuing *our* Employees

- **Rochelle Abraham** attended the UC Management Skills Assessment Program & RMSWorld 2012 - Business Operations & Technology Workshop.
- **Kim Dwire, Sunny Reiner & Sheri Walker** attended the Kronos Time Keepers Conference.
- **Dale Pearson** attended two Conferences: ACUHO-I Business Operations & WACUBO.
- **Julie Ballesteros** is participating in an Accounting Certificate Program.
- **Alex Ramos, Kristen Burnett & Jacques Zalma** attended Restorative Justice Training.
- **Robbie Wright** attended the NACUFS Customer Service Institute.
- **Jill Horst** attended the NACUFS Facilities Management Institute and the NACUFS Food Directors Meeting.
- **Willie Brown, Bonnie Crouse & Jill Horst** attended the National Restaurant Show.
- **Barry Colwell** attended a Facilities Summit & the CalGreen Seminar.
- **Mary Almeida, Ozzie Carrara, Bonnie Crouse, Jaime Herrera, Jill Horst, Hyacinth Locke, Martin Schneider, & Robbie Wright** attended the NACUFS Pacific Region Conference.
- **Bonnie Crouse, Jill Horst, Soteris Nicolaou & Robbie Wright** attended the NACUFS National Conference.
- **Jeff Hillery, Danielle Kemp, Soteris Nicolaou, Pam Rodgers, & Robbie Wright** participated in NACUFS Nutrition Webinars.
- **Maddy Bascom & Eriko MacDonald** attended the UC Systemwide Event & Catering Summit.
- **Bonnie Crouse** attended the Solutions4 NACUFS Wellness Workshop.
- **Ramiro Aguirre, Walter Aguirre, Peter Bent, Asvin Boonyarattaphan, Tanawan Boonyarattaphan, Adam Briggs, Brian Collingwood, Salvador Figueroa, Melissa Gardena, Joey Gonzalez, Juan Gonzalez, Danielle Kemp, Augusto Lopez, Rafael Martinez, Maria Nungaray, Julio Pelaez, Enrique Rojas, Ester Salazar, Javier Solis, Rachelle Stephens, Juan Ventura, Clemente Villegas, & Rafael Zeron** attended Safe Food Handling Training.
- **Sarah Black & Danielle Kemp** attended the CBORD Users' Conference.
- **Sarah Black, Bonnie Crouse, Rick Kelly, Danielle Kemp, & Stephanie Zhang** attended the CBORD 4-Day Boot Camp, & the Dining Commons Managers attended the 1-Day Boot Camp.
- **Alejandro Carreno, Brandon Kay & Ben Price** attended the Aruba Network User's Conference.
- **Steve Sibbert** attended the CBORD User's Conference & the TMA User's Conference.
- **Kip Bates, Tuan Duong, Brandon Kay & Stephen Waits** attended the VMworld 2011 Conference.
- **Tiye Baldwin** attended SANS Web Application Security Essentials.
- **Kip Bates & Stephen Waits** attended the Citrix User's Conference.
- **Joe Allegretti, Joaquin Becerra, Willie Brown, John Gaffney, Paige Gardner, Ally Hong, David Hong, Carlos Marquez, Sunny Reiner, Lisa Slavid & Jacques Zalma** attended the WACUHO Annual Conference.
- **Willie Brown & Sunny Reiner** attended the ACUHO-I Conference.
- **Eric Zobel** attended the Drupal Conference.
- **Mike Smith** attended SQL Training: Server Analysis Services, Server Integration Services & Server Reporting Services.
- **John Gaffney** attended the UCSB Economic Forecast Meeting.
- **Mark Bastanchury** attended training for VMware, Citrix Xen Desktop Support & Microsoft Exchange.
- **Masha Aksenova** attended UC Extension Courses: Project Risk Management, UC Quality Management, & Project Planning & Control.
- **Joe Allegretti** attended RMSWorld 2012.
- **Lisa Slavid** attended the Appreciative Inquiry Conference.

- **Vasilis Inemboldis & Eric Johnstone** attended SharePoint Training.
- **Alejandro Carreno** attended the Palo Alto Networks Administrator Training.
- **Ben Price** attended Educause 2011.
- **Daniel Heedy & Mark Rousseau** attended the Sustainability Conference.
- **Elijah Langworthy & Kevin Olson** attended Johnson Control Training.
- **Jacques Walker** attended the Backflow Certification Class & Exam.
- **Storm Charron** attended the Master Key System Training & Conference.
- **Virginia Thomas** attended the UC Ergonomic Meeting, the UC Risk Summit, & an Ergonomics Conference.
- **Carlos Campos & Pedro Aguilar** attended the 2011 Long Beach Landscape Expo.
- **Tom Beland, Zeina Ellis, Jacqueline Hillard, & Mark Rousseau** attended the UC Housing Facilities Summit.
- **Edward Roe** attended the Bosch Security Course G Series Class.
- **Jason Stone** attended the Dynamic Stretching Class.
- **Brian Graham & Paul Kouns** participated in the UCOP Capital Programs Institute Training on Best Value Contracting, Maintenance vs. Construction, and Contract Law.
- **Ofelia Aguilera, Irma Chavez, Saadeli Cisneros, Alejandra Magana, Matilda Morales-Mata, Graciela Nunez, Hilda Perez, Elizabeth Pizano, Esther Ramirez, Gloria Ramirez, Marta Santillan, Shelly Vargas, & Maria Velasco** attended the Professional Women's Association Conference.
- **Fred Flores, Mario Jimenez Jr., Arturo Ortiz & Jacque Walker** attended the Conducting Performance Evaluations program.
- **Jacque Walker** attended the Dealing with Organizational Change Program.
- **Fred Flores & Vincente Chavez Perez** attended the Powerful Presentations Program.
- **Fred Flores** attended the Violence in the Workplace, & Employee Relations Programs.
- **Vincente Chavez-Perez, Fred Flores & Oscar Rios** attended the Disability Management Program.
- **Irma Chavez** attended the Career Management, & Organizational Change Programs.
- **Arturo Ortiz** attended the Classification Workshop, & Preventing Violence in the Workplace Programs.
- **Vicente Chavez-Perez** attended the Career Management, Organizational Change, & Employee Relations Programs.
- **Angelica Diaz & Whitney Morris** attended the ACCED-I National Conference.
- **Angelica Diaz & Matt Erickson** attended the National Youth Workers' Conference in San Diego which resulted in a new client for 2012.
- **Matt Erickson** completed the "Quirk Certificate Course in Digital Marketing" and became a Quirk Certified Digital Marketer.
- **Nestor Covarrubias, Angelica Diaz, Matt Erickson, Julie Miller, Whitney Morris, Miki Swick & Sally Vito** participated in the ACCED-I Region 2 Summit.
- **Scott Suttner & Jacque Walker** attended the Supervisory Institute.
- **Scott Suttner** attended the Leadership Skills Program.
- **Stephen Smith** attended the School of Fine Woodworking.
- **Vincente Arroyo** attended the Irrigation Auditor Course.
- **Douglas Canaan** attended the National Electrical Code Class.
- **Richard Winther** attended the International Code Council Seminar.
- **Manuel Cortez** attended the CMI Train the Trainer Convention.
- **Danielle Mayorga** attended the Global Diversity Conference.
- **Cari Urabe** attended the NACA National Conference.
- **Kristen Burnett** attended the NASPA Law & Policy Conference.

PROFESSIONAL DEVELOPMENT 2011-2012

- **Angelica Diaz, Matt Erickson, Whitney Morris, Miki Swick & Sally Vito** attended the UC Systemwide Conference.
- **Kelly Stanley** attended the PWA Conference & the Student Affairs Conference.
- **Sally Vito** attended the California Society of Association Executives Trade Show & the International Pow Wow.
- **Chris Johnson** attended the ACPA National Conference & the UC Systemwide Residential Education Meeting.
- **Pam Cort** attended Chancellor's Regional Receptions (Los Angeles & San Diego).
- **Joaquin Becerra, Grant Burlew, Kristen Burnett, Linda Croyle, Ally Hong, David Hong, Sara Potter, Casey Simon, Dave Whitman & Jacques Zalma** attended the NASPA National Conference.
- **Valla Arnadottir & Mollique Johnson** attended the NASPA Regional Conference.
- **Jacques Zalma & Ko Kashiwazaki** attended the National Center for Higher Education Risk Management Regional Seminar.
- **Jasmine LeFever** attended NCORE.
- **Andrea Treptow** attended the PACURH National Conference.
- **Emilio Zamorano** attended the RMS Conference, & the SharePoint Conference.
- **Grant Burlew, Clay Carlson, Linda Croyle, Chris Johnson, Mollique Johnson, Jordan Killebrew & Marisol Vasquez** attended the Social Media Marketing Workshop.
- **Kristen Burnett, Ko Kashiwazaki & Jacques Zalma** attended the UC Systemwide Conduct Meeting.
- **Elizabeth Vincent** attended the Western Training Institute.
- **Stephanie Zhang** received her Bachelor of Arts degree from UCSB in Economics & Accounting.

Mary Almeida of Residential Dining, Mayra Alcalá of Apartment & Community Living, and Carissa Tapee of Residential Operations met in a Professional Competency class which brings staff together from different units.



Learning & Development

Authentic Leadership

Cresencio Acevedo, Nestor Covarrubias, Janet Freniere, Kori Soltz, Carissa Tapee, Shelly Vargas, Rafael Velasquez

Deepening the Journey to the Center

Roane Akchurin, Anne Athanassakis, Kip Bates, Tom Beland, Charlene Chew-Ogi, Marlene C. Cohen, Bonnie Crouse, Linda Croyle, Rob Donerson, Rick Kelly, Lisa Slavid, DiAnne Voorhees

English as a Second Language

Elvira Alvarez, Patricia Arenas, Ramon Avitia, Patricia Beaty, Irma Chavez, Susan Contreras, Rosalva Cuevas, Sergio Diaz, Isaias Gallo, Concepcion Leon, Juan Ramon Lopez, Socorro Martinez, Ofelia Montano, Matilde Mata Morales, Teresa Navarro, Gaciela Nuñez, Elizabeth Orozco, Arturo Ortiz, Carmen Perez, Hilda Perez, Elizabeth Pizano, Esther Ramirez, Victor Renteria, Carlos Reyes, Gumaro Salazar, Marta Santillan, Violeta Tafoya, Alma Tenorio, Maria Valeriano, Juana Vargas, Elsa Vega, Maria de Jesus Velasco, Serafin Zamora

Professional Competency Year One

Brandon Kay, Camille Locklear, Bird Lunskey, Julie Miller, Edgar Ocampo, Debora Pentecost, Justin Prince, Marisol Vasquez, Nick Zurovski

Professional Competency Year One - Bilingual

Elvira Alvarez, Patricia Beaty, Isaias Gallo, Rosario Ortiz, Guillermo Ruiz, Rosario Santana, Ismael Silva, Maria Valeriano

Sustainable Leadership

Rochelle Abraham, Bonnie Crouse, Ryan George, Eric Johnstone, Mario Munoz, Kelly Stanley, Tim Sullivan

Transitions in Work & Life

Mayra Alcalá, Tiye Baldwin, Rick Kelly, Patricia Machuca, Andrea Treptow, Stephen Waits

Writing Class

Ofelia Aguilera, Ramiro Arreola, Maria Arroyo, Teresa Curiel, Jesus Gama, Pedro Gonzalez, Mario Jimenez Jr., Alejandra Magana, Shelly Vargas, Rafael Velasquez, Jose Zamora

Contributions to the Profession

- Four staff members participated on the Chancellor's Staff Advisory Council (CSAC): **Ryan George** and **Tim Sullivan** served as Co-Chairs, **Julie Miller** completed a 3-year term as the Staff Celebration Week Committee Co-Chair, and **Kim Dwire** served as a member.
- Whitney Morris** was elected Region 2 Director-Elect for the Association of Collegiate Conference and Events Directors-International.
- Bonnie Crouse** served as the National Association of College & University Food Services Pacific Region Past President.
- Jaime Herrera** served as a panel presenter at the Ag Innovations and Ag Futures public forums, and was a quarterly speaker at the SBCC Culinary Program's Nutrition class.
- Jaime Herrera, Bonnie Crouse, Martin Schneider** and **Danielle Kemp** coordinated and participated in a community sponsored event for the SB Culinary Arts fundraiser, "Backyard Bounty."
- Danielle Kemp**, H&RS Registered Dietician, presented on meal plans and Net Nutrition, an online tool that provides nutritional analysis of all products served in the dining commons, to the Athletics Department.
- Kori Soltz** served on the UCSB Staff Assembly, and was elected Junior Delegate 2012-13 and Senior Delegate 2013-14.
- At the Western Association of College & University Housing Officer's (WACUHO) Conference, **Joaquin Becerra** and **Jacques Zalma** presented "Bringing Residents to the Conduct Party," and **Ally De le Cruz-Hong** and **Paige Gardner** presented "Redefining Mentorship."
- Charlene Chew-Ogi** was a co-panelist on the Association for College & University Housing Officers-International Mentoring Staff of Color webinar.
- Ally De le Cruz-Hong** served as the UCSB Theta Nu Kappa Multicultural and Academic Fraternity advisor, and the Familia Mentorship Program advisor.
- Paige Gardner** served as the UCSB Akanke advisor.
- Jasmine LeFever** served as the Undergraduate Fellows Program (NUFP) mentor for NASPA Student Affairs Administrators in Higher Education.
- Paige Gardner** and **Ally De le Cruz-Hong** served as advisors for the Dr. Clyde Woods Mentorship Program for mentoring Black Scholars.
- Cari Urabe** served as a Leadership Fellow for the West Region of the National Association of Campus Activities.
- Roane Akchurin, Marlene Cohen & Lisa Slavid** helped develop the UCSB Gaucho U Learning & Leadership Program.
- Lisa Slavid** served as Vice President of the Semester at Sea Alumni Board of Directors, and worked with Athletics and Facilities Management on Diversity Training.



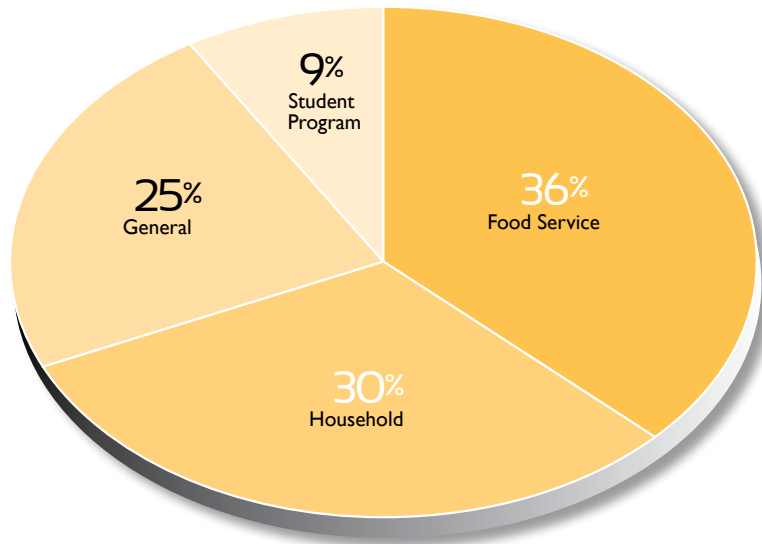
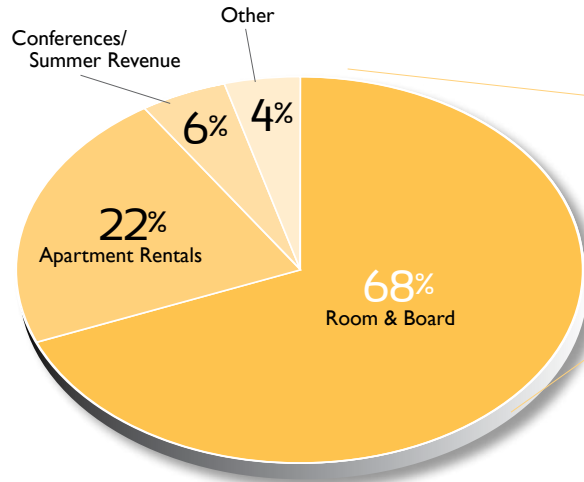
RECOGNITIONS

- Alex Ramos** was awarded the Billy Davies Service Award for providing outstanding service to the UCSB Residence Halls Association.
- San Clemente Villages** earned double certification in LEED Gold. The second certification is for Existing Buildings Operations & Maintenance. San Clemente was awarded LEED Gold for New Construction in 2009.
- All four **Dining Commons** achieved Green Business Certification from the Green Business Program of Santa Barbara County.
- Residential Dining Services** was recognized for their contributions, especially in areas of composting, vegan meals, trayless dining and local and organic purchases, and was awarded the Gold Rating in the Sustainability, Tracking and Rating System (STARS) Program.
- Marlena Miller** was awarded the Dilling Yang Scholarship, and also received the Food Quality & Safety Standards Certificate of Appreciation - outstanding employee of the quarter.
- Bonnie Crouse** was awarded the NACUFS Pacific Region's President Award.
- Portola Dining Commons** earned the October Spotlight of the Month by the National Association of College & University Residence Halls.
- Joaquin Becerra** was awarded the ACPA Latin@ Network Community Advancement Service Award and the NASPA Latino Knowledge Community Outstanding New Professional Award
- Paige Gardner** and **Joaquin Becerra** received a Case Study Competition Second Place Award at the WACUHO Conference.
- Grant Burlew** and **Charlene Chew-Ogi** were awarded the Margaret T. Getman Service to Students Award, which recognizes staff who have demonstrated an extraordinary commitment to the general growth and development of students and the quality of student life.
- Kristen Burnett** was selected as a UCSB Unsung Heroine, and was awarded the UCSB Public Safety Assistance Award.

Alex Ramos with the Billy Davies Award. Alex is also a very talented photographer. You can see his work throughout our website and in our publications.

Financial Statement

2011-2012



Revenue

Actuals

Room & Board	61,989,032
Apartment Rentals	20,079,732
Conference/Summer Revenue	5,224,903
Other Revenue	3,753,871
Total Revenue	91,047,538

Expenses

Household

Administration	2,006,770
Housekeeping	7,195,549
Repairs & Maintenance	4,079,549
Utilities	3,651,281
Total Household Expenses	16,932,957

Student Program Expense

4,775,604

General

Administration	1,810,722
Grounds	1,916,734
Conference Services	985,766
Information Systems	2,446,397
Miscellaneous	9,009,731
Recharge Offset	-2,144,642
Total General Expenses	14,024,708

Food Service

Administration	964,186
Raw Food Cost	5,067,577
Food Operations	11,988,557
Repairs & Maintenance	1,019,839
Utilities	912,820
Total Food Service	19,952,979

Total Operating Expenses

55,686,248

Net Revenue

35,361,290

Assessments and System Obligations

31,590,387

Year-End Transfer to Maintenance Reserve

3,770,903



San Joaquin rendering courtesy of SOM Architects.

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 2012-13 fiscal year are:

- The Residential Experience of UCSB Students
- Shifting Priorities for Success in our Current Fiscal Climate
- Strategic Plan Implementation (focus on 2013 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

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.





In Closing...

Despite the evolution of our high tech, electronically driven world; despite the pronouncements of technological advances; people still crave communities, being a part of something, being together, creating synergy.

Charles Handy in “The Age of Paradox” says loneliness will be the disease of the 21st century. Simply put this means that people with no connection are going to create great upheavals in our society. We have seen people who are lost and invisible, lacking association and a true bond to any community.

So our job remains to create and facilitate connections; amazing spaces and places where human beings can touch and be touched; places and spaces where people can explore their talents; places and spaces where people can dream and cultivate possibilities.

We are about... creating communities where people, in their own process of discovery, know they matter.

Peace

Willie Brown

Executive Director

We Are About

HOUSING & RESIDENTIAL SERVICES

ANNUAL REPORT
2011-2012

PROJECT COORDINATORS
Julie Levangie
Eric Zobel

LAYOUT/DESIGN
Eric Zobel

EDITING/PROOFREADING
Willie Brown
Julie Levangie
Lisa Slavid

WRITERS
Willie Brown
Julie Levangie

PHOTOGRAPHY
Rashun Drayton: little mac (community matters)

Rick Kelly: willie's group (welcome);
mary, mayra & carissa (professional development);
alex ramos (recognitions); construction (h&rs plans)

Alex Ramos: san nicolas at sunset (cover); IV
elementary all stars (community matters); IV mural (highlights);
triple room (highlights); conf svcs student workers (highlights);
sunset with bike (in closing)

Lisa Slavid: cozy courtyard (highlights);
ed equity group (h&rs plans)

Andrea Vargas: kim dwire & group (community
matters); sarah black (community matters)

David Whitman: spring insight group (highlights)

Eric Zobel: cathe hedrick (community matters);
wildlife calendars (community matters);
green business certificate (highlights)

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



In keeping with UCSB's sustainability goals the 2011-2012 Annual Report was printed on uncoated Cougar Opaque Smooth Cover (10% post-consumer waste).





www.housing.ucsb.edu

Housing & Residential Services
University of California, Santa Barbara