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"...it's given me confidence, countless opportunities, and a community."



"It was the best learning and growing experience of my college years."



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We Are About

Housing & Residential Services | Annual Report 2012-2013



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.

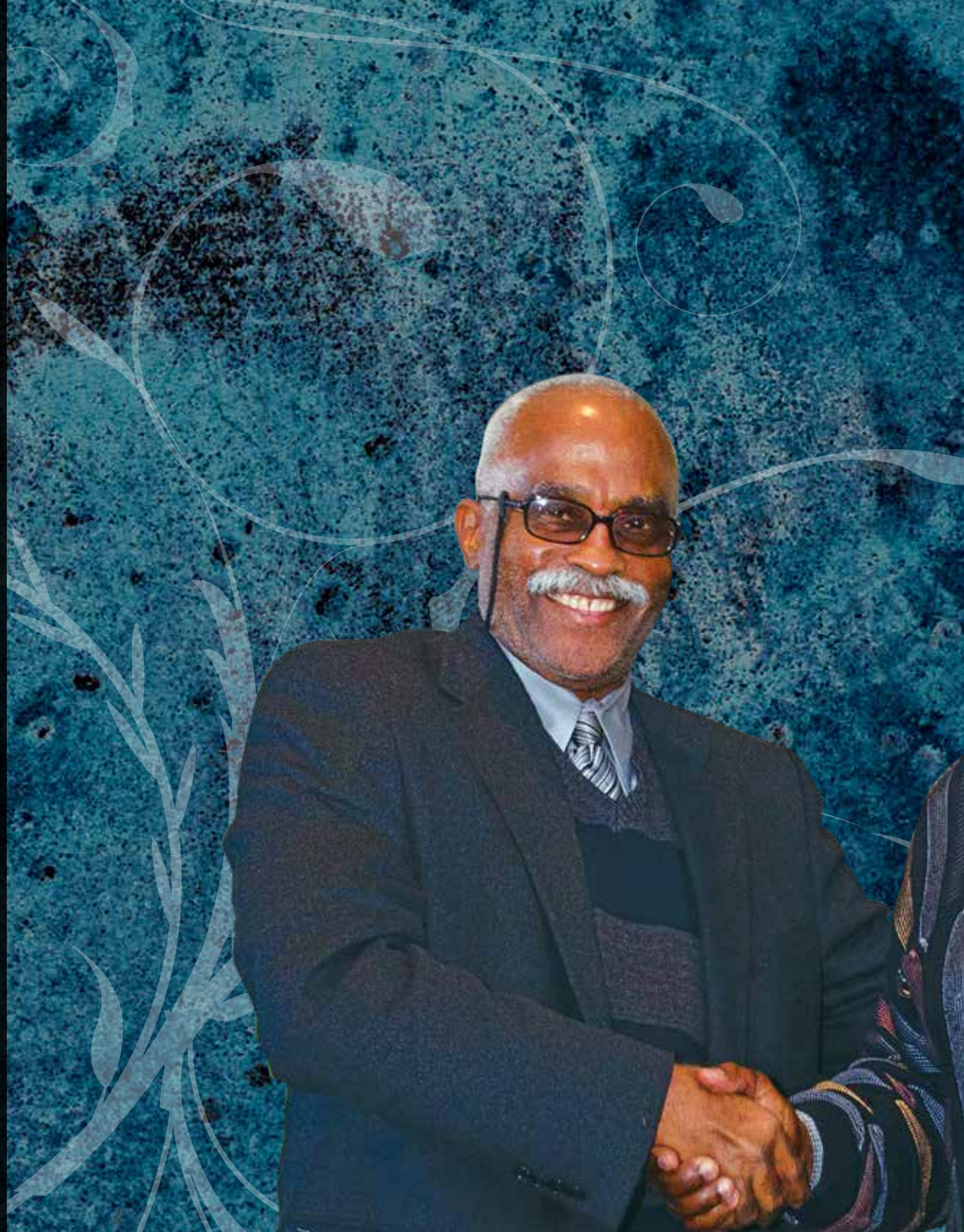
Housing & Residential Services

University of California, Santa Barbara

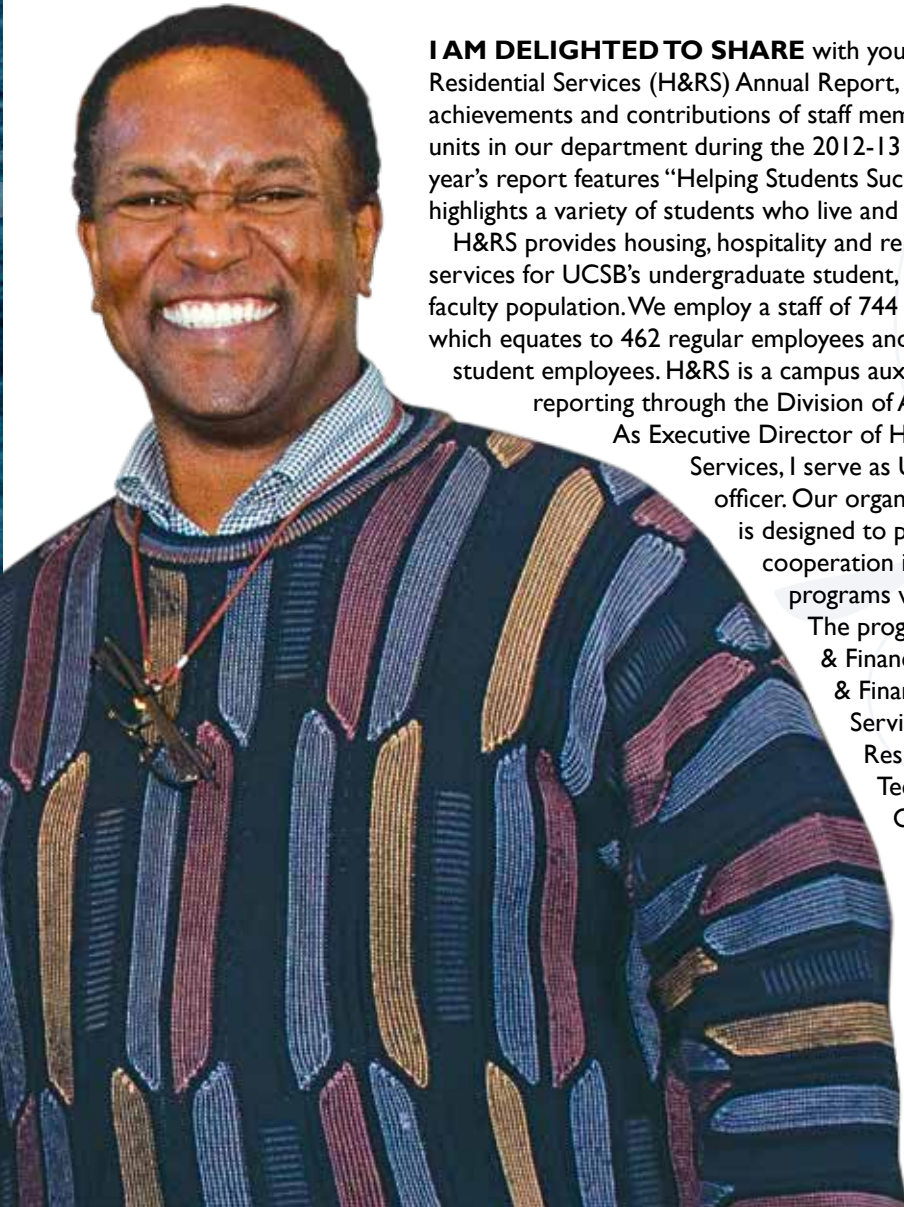


We Are About...

- 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 2012-13 academic year. This year's report features "Helping Students Succeed," a section which highlights a variety of students who live and work with us.

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 800 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 Business & Financial Planning (Budget & Finance; Faculty Housing Services; Administrative & Residential Information Technology; Campus Conference Services), Executive Director's Office (Organizational

& Performance Management; Building Development & Resource Planning; Communications, Marketing & Social Media), Residential Dining Services (Carrillo, De La Guerra, Portola, and Ortega Dining Commons; Special Events Catering & Concessions), Residential & Community Living (Residence Halls; Family, Graduate and Undergraduate Apartments; Judicial Affairs; Program & Student Leadership Development; Community Housing Office), and Residential Operations (Maintenance Services; Environmental, Sustainability & Energy Programs; Custodial & Landscape Services; Health Advocacy & Wellness; Project Coordination).

In 2012-13, we focused on innovation as a tool to create new and better ways of doing business and supporting our strategic plan. This positive approach to our daily tasks has allowed us to create opportunities for people to be great and to accelerate the rate at which people are given the opportunity to successfully lead some of our newest initiatives. 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 staff 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 2012-13.

A handwritten signature in black ink that reads "Wilfred E. Brown". The signature is fluid and cursive.

Wilfred E. Brown
Executive Director

Michael Young, Vice Chancellor of Student Affairs, congratulating Willie Brown, Executive Director of Housing & Residential Services, on 40 years of dedicating himself to building a generation of positive, humanistic leaders.

Helping Students Succeed

A unique educational opportunity exists within the residential communities of UCSB. Students can expand personal horizons through involvement in numerous academic, social, cultural and recreational activities. We are also committed to providing leadership and employment opportunities and offer 800+ student jobs. Although we are 'helping students succeed,' the relationship is mutually beneficial. Students enhance our communities with their enthusiasm and leadership, and they are the backbone of our workforce in all areas of our small city. Read in their own words how we are making a difference in our students' lives.

Krystyna Livingston

Environmental Studies, Class of 2013

Last year I was a Sustainability Intern for Dining Services.

My friends were surprised since they knew I had a love-hate relationship with the Dining Commons. Loved the food, yet missed the freedom of growing, purchasing and preparing my own food.

It was an opportunity for me to learn the mysterious workings of the dining commons, and the most valuable experience I had was a shift in perspective. Through sustainable purchases, they have influenced local and not so local economies to support green business. My efforts to reduce my carbon emissions through eating vegan and growing vegetables are nothing compared to the greenhouse gas emissions saved through changes in the menu on days like Climate Friendly Week or Green Monday. This experience showed the opportunity large businesses hold for a greener future and is one of the reasons I decided to pursue an MBA.



Dilpreet Kaur

Chemical Engineering, Class of 2016

Working with the Residence Halls Association has helped make my freshman experience complete. What better way to feel at home than getting involved with your community? I served as an alternate floor rep for the Anacapa Scholar's floor last year, and I'm currently on the San Rafael Council. Being a part of these groups has helped me learn about events on campus, how our hall budget is spent, and how to better advertise for events. I also participate on the Peer Review Board, which reviews judicial cases. Students have a chance to be heard and to talk to their peers about why rules are in place, and how breaking them affects the entire community. This has helped me improve my leadership skills and understand the policies as well. I'm so excited to be in my sophomore year here at UCSB!



Brittany Tse

Environmental Studies, Class of 2014

As a Sustainability Intern for Dining, it was rewarding to be able to apply the knowledge I gained in my environmental studies classes. I had opportunities to network with people, from the owner of Harvest Santa Barbara, one of our local produce providers to Dining's Executive Chef. I became aware of the many challenges staff and stakeholders face when working with such a large institution. The experience opened my eyes to how an institute like UCSB thrives on and promotes sustainability. Many of my skills that are valuable to the working world have been sharpened, and I truly appreciate the guidance and opportunities made available to me through this internship.



Brianna Koch

Communication, Class of 2015

After my first year here, all I had to show for it was my GPA and a UCSB sweatshirt. I am so lucky to have been given an opportunity to become involved in my community. I spent my second year as a RA in Santa Catalina. I dedicated my year to encouraging residents to explore opportunities, find their interests and passions, and cultivate them into something that is beneficial to themselves and their community. After a great year, I was rehired to work in Santa Catalina for 2013-14. Being an RA has opened doors for me, including working in the main H&RS office as a Marketing Assistant. Working hasn't hindered my academics but has pushed me to achieve more. I'm part of an incredible, supportive community and every day I'm inspired to do my part to contribute to the organization that has given so much to me.



Kai Harper

Psychology, Class of 2014

I have a passion for working with people, especially if it means working with emotions or experiences on a deeper level. Before I became a part of H&RS, I had started to feel that my experience at UCSB was bereft of that. However, just a week into RA training I had the pleasant experience of both my peers and supervisors understanding and supporting my love for working with others. I work with people that I connect with in a way that had previously been rare and, more importantly, gave me the opportunity to share that with others through my residents.



Coco Lim

Economics, Class of 2015

My transition into UCSB was challenging. I did not find my niche, and I felt like just another number. One person who helped ease my transition was my RA. She became and continues to be my mentor and friend. Her work as an RA and my desire to get involved led me to join RHA. During training, I opened up about my sexual, gender, and racial identities. I established meaningful relationships with students and professionals within H&RS that continue to help me grow on a personal and professional level. Following my involvement with RHA, I accepted a position as a RA. I finally felt like more than just a number because I was engaged with my community. My time at UCSB would not be what it is without H&RS. This continuous learning experience has allowed me to give back to a group that has given me confidence, countless opportunities, and a community.



Viviana Romero

Global Studies & French, Class of 2015

I lived in Anacapa Hall my first year and worked as a Desk Attendant and later became a mid-year RA. The following year I was an RA for the Santa Catalina Outdoor Adventure Floor and had the opportunity to work with 39 amazing staff members and 800+ residents! Working in the Residence Halls has taught me how to be a leader in my community and serve as a mentor to incoming first years by helping them transition into UCSB. The beauty of this job is that you build relationships with your residents and staff that help shape your character and the person you are meant to be. Now, I gladly share my experience and help all first year RAs with questions they have in the process of being the BEST RA they can be!



Jack Giuliano

Economics & Professional Writing, Class of 2014

I began working for Conference Services as a Guest Services Representative with 15 other students and two student managers. One of the best parts about the job was meeting new people. I made lifelong connections with my co-workers and with our diverse conference guests. The job also honed my communication and problem-solving skills. In my second year I was promoted to Guest Services Manager and I hired, trained, scheduled, and supervised a staff of 16 students. Through this experience I have learned how to facilitate learning, growth, and teamwork. While managing is not always easy, it has been one of the greatest experiences of my life. I am grateful to Conference Services for providing me with a head start on a real-world working experience.



AnaRosa Cardenas

Sociology, Global Studies & Spanish, Class of 2013

I have worked for H&RS since the fall of 2010. I first started as a student worker in Manzanita, and then in summer of 2011 I became the Bilingual Computer Instructor. I love my job. These past two years have been challenging yet rewarding. I enjoy every minute of it, from translating documents from English to Spanish or vice versa, to sharing my computer knowledge. Thank you to H&RS staff for the advice, encouragement, love, support, and especially the opportunity to practice my teaching skills. After graduation, I know I'll miss my students, my co-workers and all the staff. It was the best learning and growing experience of my college years here at UCSB.



Cheyenne Roberts

Black Studies, Sociology & Applied Psychology, Class of 2013

I have noticed tremendous growth in my character over the past four years while working for Portola Dining Commons. Prior to working there, I did not have any job experience whatsoever. At Portola, I learned valuable skills such as cooperating as a team, organizing, and managing efficiently. Working for dining has also made me aware of the significance of caring for the environment, whether it be recycling or composting food waste. I feel that I now have the foundation to become an effective leader in my community. I hope to apply the skills I have developed from working at dining services as I pursue my future career.



Cairo Briceno

Latin American & Iberian Studies, & Political Science, Class of 2016

Coming into college I never expected H&RS to play such an instrumental role in my life. I have grown to better understand myself and my interactions with others because of the many opportunities H&RS has provided. I was lucky enough to be placed on the Chican@/Latin@ Scholar Floor in San Miguel my first year. I further developed an understanding of my community and had the chance to interact with students who had gone through the same experiences I had, and this helped me along the way. I have gained so many mentors and long lasting friendships thanks to the wonderful staff available to students.



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 four program units that are overseen by the Executive Director's Office:

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

The following is a unit-by-unit account of the accomplishments and goals realized by Housing & Residential Services during the 2012-13 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.

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Business & Financial Planning

- Played a leadership role in representing H&RS in the development and rollout of new campus-wide business systems (Kronos, Gateway, PeopleSoft Financials, and UC Path).
- Initiated streamlining many budgeting and accounting processes to match current operations and audit requirements.
- Received concurrence from the Student Housing Advisory Committee on a 10-year plan for housing rates that is tied to the Capital Plan.
- Assumed financial responsibility for Faculty Club operations.

Conference Services

- Transitioned to a new database program, Kinetic Software, to help manage business.
- Redesigned the Conference Services website to provide current and future clients with clear and detailed information regarding all of our services.
- Completed a search engine optimization campaign for the newly re-designed website.
- Experienced record occupancy numbers in Summer 2012, including the addition of new clients.

Information Technology

- Deployed the One Card system for all residents enabling electronic door access.
- Installed Smartboards in all Residence Halls, and Santa Ynez and San Clemente apartments.
- Integrated CBORD billing with UCSB Gateway eProcurement system.
- Provided support for other Administrative Services departments.
- Rolled out automated Business Intelligence reporting for Residential Occupancy data and Department Financial data.
- Completed fiber optic and Ethernet infrastructure providing ResNet wired and wireless service to all Storke Family Housing apartments.
- Integrated CBORD billing with UCSB Gateway eProcurement system and PeopleSoft financial system.

Westwinds Apartments

Negotiated a master lease to add a new housing facility for undergraduate students for the next few years. Westwinds Apartments supports increasing demand for

University housing until new projects, Sierra Madre and San Joaquin Apartments, come on line.



Executive Director's Office

- Earned LEED Gold certification for Santa Rosa Residence Hall, and began the registration process for Anacapa Residence Hall to be certified LEED gold as well.
- Initiated electrical backbone project to pull El Colegio properties off the SCE grid and onto campus power which offers better service at a lower rate.
- Continued work with Strategic Plan Vision Statements as the basis for daily operations and our benchmark for excellence. Initiatives completed included developing online forms for students and staff to suggest innovative ideas; installing more BBQs, soft patio furniture, and a surf shower; and establishing libraries for the residence halls.
- Re-designed and branded department shirts and hats emphasizing the UCSB logo. Staff members wore them for the first time during Move In 2012 to welcome students and their families to our housing communities.
- Expanded our social media channels to include Pinterest and Instagram to connect with current and future students.
- Provided diversity training and Crucial Conversation classes for H&RS and Facilities Management staff members.
- Launched the Learning & Development online application and added new programs, Toastmasters and The Art of Performance Management, to the curriculum.
- Partnered with Student Affairs on an anti-couch burning campaign during Spring Quarter. In the last two weeks of June 2013 there were 13 reported fires, a 72% reduction from the same time period in June 2012.
- Honored and recognized the contributions of 37 staff members with 585 years of combined service during the annual Service Award Ceremony.
- Received more than 1,600 advertisements from student groups and campus departments for broadcasting on DigiKnow, our digital signage network.
- Provided more than 1,100 dining commons meals to prospective students from under-represented communities giving them the opportunity to experience student life at UCSB.
- Completed pre-construction phase for Sierra Madre Villages which will provide 515 new student beds in fall 2015.

H&RS Website Redesign

Completed the re-design of the H&RS website, which includes a mobile version, videos, 3D floorplans, interactive maps, virtual tours, photo galleries, and Search Engine Optimization of the Conference Services website.



Residential & Community Living

- Developed and introduced the "iBuddy" program, a volunteer program that connects domestic and international students.
- Partnered with the Art Department and landlords and completed two student murals in Isla Vista.
- Combined efforts of the apartments and residence halls to centrally hire 140 highly skilled Resident Assistants (RAs).
- Expanded resident apartment self-assignment to all undergraduate apartments, and introduced digital signatures for 5700 residence hall contract holders.
- Collaborated with San Clemente single graduate residents to create and pilot an incentive program to entice returning graduate students to stay additional years.
- Provided RA coverage during De La Guerra's Late Night Dining period.
- Offered "triples" in the Santa Ynez Apartments to accommodate increased student demand.
- Provided leadership in selecting a new platform and migrating the Student Affairs and Housing judicial databases to a more comprehensive system.
- Facilitated phase one of the unit reorganization by hiring 3 of 4 Associate Directors, reclassifying positions, and providing additional support for Assignment Services.
- Initiated merger of Residential Life and Apartment Living intranet sites.
- Designed a program that assists EAP students in finding housing in the community.
- Revised international freshman room assignments in response to a campus request to provide broader options.
- Designed and initiated the SYRE (Second Year Residential Experience) program in San Rafael Hall to build upon the FYRE (First Year Residential Experience) program and partnered with campus colleagues to provide additional leadership training to the residents of this floor.
- Transitioned all San Clemente residents from a traditional fob e-key to their Access Card for apartment entrance.

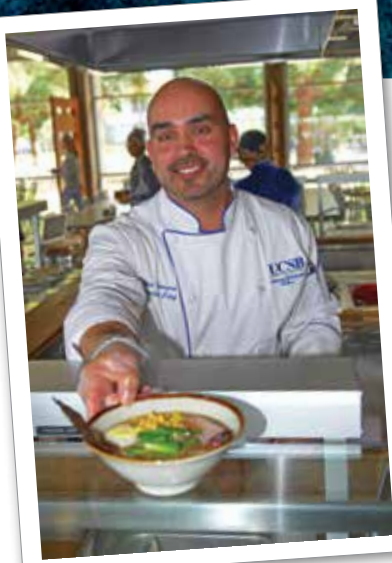
Rezzie Rider

The students of the Residence Hall Association initiated and launched a complimentary transportation program for our residence hall residents. The "Rezzie Rider" drives students to and from the train station during winter and spring break periods.



Residential Dining Services

- Implemented new sustainable programs: certified organic milk, cage-free chicken breasts (in select dishes) and organic or home-made salad dressings.
- Offered 4 theme meals each quarter, including Carrillo's "Regional Japanese Cuisine," DLG's "Oscars Best-Picture Inspired Fare," Ortega's "Night in Italy," and Portola's "Country Western Night."
- Implemented the "To-Go" pilot program at Ortega.
- Renovated DLG's patio by installing a new overhang, permanent overhead heaters and lights.
- Coordinated special events, such as Sustainability Week, Nutrition Week, Green Mondays, Earth Day, and Sustainable Seafood Day to educate students.
- Continued working on the Sustainability Strategic Plan and Outcomes; initiated food waste audits; identified seasonal recipes in CBORD; focused on dining marketing efforts and joined Twitter; developed informational dining materials such as the Seasonal Food leaflet and Seasonal Calendar with Environmental Student Interns.
- Provided a Culinary Training Day for all production staff that covered topics like waste management, gluten-free options, and knife safety.
- Participated in UCSB's Zero Waste Weekend during the men's soccer games at Harder Stadium by using only compostable and recycled disposable goods.
- Composted 100% of our food waste, approximately 22,000 lbs of waste per week, some of which was used by H&RS Grounds.
- Partnered with the EPA in the food recovery challenge to reduce food waste. Pledged to decrease food waste by 5%, and actual reduction was 24.8% between winter and spring quarters.
- Recognized by UCOP for our sustainable food procurement, with 38% of total food purchases being sustainable.



Tasting Tables

Sponsored over 30 Executive Chef Tasting Tables that featured sustainable and seasonal foods. Potato and pumpkin mole enchiladas and scallop sushi cones were just a few of the mouthwatering dishes that were served. Executive Chef Jaime says "It's a great way to educate students about our dining program and for them to try something new."

Residential Operations

- Partnered with CCBER in native planting and construction of viewing area next to lot 5.
- Converted all high water use irrigation to low water use sprinklers at West Campus Apartments to reduce potable water consumption.
- Renovated landscape at the west end of Santa Cruz Residence Hall and the San Rafael Mountain cluster courtyard.
- Added High density bike racks throughout our communities.
- Installed a trash compactor with a staffed trash train at Channel Island 5 residence halls which eliminates noise, is less expensive, and improves safety.
- Installed Dyson Air hand dryers in De La Guerra Dining Commons to reduce waste and labor needs.
- Initiated a new compressed natural gas station that is five times faster.
- Completed LEED Gold Santa Rosa remodel.
- Installed low emission high efficiency boilers in Ortega, Santa Rosa and Santa Catalina.
- Implemented new metering for utilities, which improves feedback to residents during energy contests.
- Donated furniture to GIVE, a community fundraising program for non-profits.
- Completed the installation of hydration stations in all Residence Halls. These stations provide filtered water and reduce the use of plastic bottles.
- Installed 16 Big Belly solar trash and recycle compactors throughout our communities.
- Received \$35,000 award for safety improvements and injury reduction.
- Installed subterranean green waste containers at various housing properties.
- Completed exterior signage at San Rafael and initiated exterior signage project at Manzanita to improve wayfinding.
- Installed flat screen televisions in both towers of Santa Catalina.
- Improved outdoor seating areas at San Miguel, San Nicolas and San Rafael.
- Renovated interior of El Dorado and Santa Ynez 200 apartments.



De La Guerra Dining Commons Patio

Renovated De La Guerra Dining Commons' patio. Permanent overhead heaters, lights and a new overhang were installed to enhance students' dining experience. They especially enjoy it during DLG Late Nights.

Valuing *our* Employees

- **Rose Collins, Vanessa Tejada, Gustavo Orellana, Jasmine LeFever, David Hong, Ally Hong, Mollique Johnson & Cari Urabe** attended NASPA 2013. **Cari** also attended the Friends of Youth Mentorship Conference.
- **Dave Whitman, Ben Pola, Leo Ayala, & Jasmine LeFever** attended NCORE. Dave also attended and advised the student delegation at the National Union of Jewish LGBTQ Students.
- **Willie Brown, Paige Gardner, Rich Trocio, Jasmine LeFever, Jacques Zalma, Diana Almaraz, John Gaffney, Joe Allegretti, Sunny Reiner, Marta Bowron, Pam Scott, Kaity Roos, Nick Howell, Susan Gieg, Lauren Weiner, Rich Trocio, Danny Mann, Lisa Slavid, Andrea Vargas & Jill Hurd** attended the Western Association of College & University Housing Officers Conference in San Jose.
- **Susan Gieg, Marian Bankins, Priscilla Ju, Rich Trocio, Kristen Burnett, Jill Hurd, Christopher Johnson & Candace Cathey** attended the American College Personnel Association Conference in Las Vegas.
- **Rich Trocio** participated in the Supervising Early-Career Professionals & Inclusion Webinars.
- **Gustavo Orellana** attended WRCSAD 2012.
- **Jasmine LeFever** was certified in Mental Health First Aid, participated in Beyond Binaries: The Experience of Trans Identified Students in Campus Residential Environments, completed the NASPA Undergrad Fellows Program, & received an Educational Doctorate Degree from UCSB.
- **Patricia Machuca, Stephanie Zhang, Kristine Lehman, Maria Arroyo, Cristina Martinez, Laura Bushnell, Kelly Stanley, Julie Miller, Whitney Morris, Angelica Diaz, Ofelia Aguilera, Gloria Carreno, Saadeli Cisneros, Susana Contreras, Rosalba Cuevas, Teresa Curiel, Mabely Garza, Sara Flores Ortega, Irma Jaime Chavez, Concepcion Leon, Graciela Nunez, Gloria Ortega, Elizabeth Pizano, Gloria Ramirez, Marta Santillan, Violeta Tafoya, Shelly Vargas, Maria Velasco & Angelica Villalobos** attended the Professional Women's Association Conference.
- **Daniel Laub, Ramiro Arreola & Jesus Gama** attended the "Better Your Best" class.
- **Daniel Laub, Emilio Zamorano & Mario Munoz** attended RMS World 2013. **Mario** also participated in the UCSB Financial Management Certificate Program.
- **Mayra Alcalá** attended ACUHO-I & received her MA in Educational Leadership & Organizations from UCSB.
- **Roane Akchurin, Joaquin Becerra & Ko Kashiwazaki** attended the Restorative Justice Conference.
- **Maya Salmon** participated in TUT/Mike Dooley seminar and attended the SCMA conference.
- **Jacki Mattice** participated in Harnessing the Brilliance of Mind & Heart class.
- **Kristen Burnett & Jacques Zalma** attended ATIXA Title IX Institute. **Kristen** also attended Legal Issues in Higher Education Conference.
- **Jacques Zalma & Ko Kashiwazaki** attended ASCA Donald D. Gehring Academy for Student Conduct Administration.
- **David Hong** attended and advised the student delegation at NACURH.
- **Elizabeth Vincent** received a MA in Education from UCSB.
- **Christopher Johnson & Danny Mann** received Educational Doctorate Degrees from UCSB.
- **Daisy Castaneda** attended the Western Training Institute.
- **Jill Horst, Jeff Hillery, Robbie Wright & Soteris Nicolaou** attended the NACUFS Pacific & Continental Regional Conference.
- **Willie Brown, Soteris Nicolaou, Robbie Wright & Jill Horst** attended the NACUFS National Conference.
- **Bonnie Crouse & Jill Horst** attended the National Restaurant Show.
- **Jill Horst** attended the NACUFS Foodservice Directors Symposium & the Marketing Institute.
- **Jaime Herrera, Mary Almeida & Robin Vasquez** attended NACUFS Pacific Chef Net.
- **Barry Colwell** continued LEED credentials maintenance.
- **Dick Winther** completed EDU Code Course.

- **Rick Kelly & Jaime Herrera** attended the NAFEM Show.
- **Danielle Kemp & Jaime Herrera** attended the Natural Products Expo. **Danielle** also attended the CBORD User Group Conference.
- **Robbie Wright** attended the NACUFS Planning Institute.
- **Marlena Miller** received a certificate in Human Resource Management from UCSB Extension.
- **Margarita Dalzell, John Gaffney & Laura Bushnell** attended the Student Affairs Professional Development Conference.
- **Maddy Bascom** attended the UC Systemwide Catering Summit.
- **Kim Dwire, Sunny Reiner, Camille Locklear & Sheri Walker** attended the Kronos User Conference.
- **Joe Allegretti & Alex Ramos** attended an RMS Business & Operations Technical Workshop.
- **Dale Pearson** attended the ACUHO-I Business Operations Conference and the WACUBO Conference.
- **Whitney Morris & Sally Vito** attended the Go West Summit.
- **Sally Vito, Whitney Morris, Angelica Diaz & Michelle Gorback** attended the UC Systemwide Conference & Events Summit.
- **Whitney Morris & Angelica Diaz** attended the ACCED-I Regional Summit.
- **Martin Shumaker** attended the UC Business Officers Institute.
- **Brandon Kay, Stephen Waits & Tuan Duong** attended the VMWorld 12 User Conference.
- **Brandon Kay & John Niessen** attended the Aruba Networks User Conference.
- **Eric Johnstone** attended SharePoint 2010 training.
- **Mike Smith** attended Kimball University Data Warehouse Training.
- **Ben Price** attended the ACUTA Conference.
- **Tiye Baldwin** completed Secure Coding in .NET training.
- **Masha Aksenova** completed UC Berkeley Project Planning training.
- **Kip Bates** attended the Citrix User Conference and the Microsoft TechEd User Conference.
- **Pedro Aguilar, Vicente Arroyo, Ramon Avitia, Carlos Campos, Ricardo Diaz, Ramon Flores Arroyo, Juan Flores, Isaías Guerrero, Francisco Higuera, Narciso Lazaro, Jorge Rodriguez, Gumaro Salazar, Luis Zamora & Serafin Zamora** attended the 2012 Landscape Show in Long Beach, CA.
- **Elvia Aguilar, Pedro Aguilar, Teresa Curiel, Manuel Munoz, Arturo Ortiz & Vicente Perez Chavez** attended HR Supervisory Certificate courses.
- **Pedro Aguilar, Vicente Arroyo, Ramon Avitia, Carlos Campos, Albert Coghlan, Ricardo Diaz, Ramon Flores Arroyo, Juan Flores, Isaías Guerrero, Manuel Herrera, Francisco Higuera, Bradley Hughes, Narciso Lazaro, Ramon Martinez, Justin Prince, Jorge Rodriguez, Gumaro Salazar, Arnulfo Tenorio, Gonzalo Torres & Serafin Zamora** attended the Sedgwick Reserve Field Trip.
- **Jesus Aguilera Jr., Ofelia Aguilera, Ken Ardry, Ramon Avitia, Thomas Beland, Randy Bittner, Thomas Bittner, Daniel Candia, Ismael Carranza, Tony Castanon, Albert Coghlan, Manuel Cortez, Teresa Curiel, Jesus Gama, Felipe Gomez, Pedro Gonzalez, Brian Graham, DeAnne Hartman, Manuel Herrera, Jacque Hilliard, Jack Huthsing, Mario Jimenez Jr., Andy Johnson, Sean Kerkhoff, Paul Kouns, Camille Locklear, Alejandra Magana, Carlos Marquez, Caesar Martinez, Gerardo Martinez, Manuel Munoz, Ardley Nix, Arturo Ortiz, Adriana Perez, Justin Prince, Esther Ramirez, Jose Reyes, Mark Rousseau, Shelly Vargas, Rafael Velasquez, & Jose Zamora** attended the Dealing With Difficult People Class.
- **Mark Rousseau** attended the Higher Education Sustainability Conference.
- **Lisa Slavid** attended "The Way of the Council" training.
- **Ed Roe** completed Bosch Training.
- **Travis Bean** completed Boiler Training.
- **Shelly Vargas** participated in Toastmasters.

PROFESSIONAL DEVELOPMENT 2012-2013

- **Carlos Campos** completed Mechanical (Toro) Training.
- **Elvira Alvarez, Gloria Carreno, Marlon Carrillo-Garay, Maria Castillo, Roberto Flores, Florencia Gantes, Irma Jaime Chavez, Mario Jimenez, Juan Marquez, Manuel Munoz, Rosario Ortiz, Marcela Peralta, Martin Pereda, Vicente Perez Chavez, Carmen Perez, Jose Rodriguez, Igdalesa Rosales, Florida Sotelo, Violeta Tafoya, Maria Valeriano, & Elsa Vega** completed the Basic Computer Training Course.
- **Ken Ardry, Travis Bean, Douglas Canaan, Donald Canley, Ismael Carranza, Storm Charron, Eric Cox, John Devito, Marc Favero, Fredrick Flores, Steven Franco, Andy Johnson, Elijah Langworthy, Andrew Lasser, Caesar Martinez, Louis Menna, Damion Miller, Joel Morelos, Frank Murray, Kevin Olson, Thomas Parnell, Enrique Perez, Victor Pulido, Oscar Rios, Ed Roe, Stephen Smith, Ramon Solis, Scott Suttner, Scott E. Suttner & Dick Winther** participated in Diversity Training.
- **Tom Beland, Jacque Hilliard, Paul Kouns & Mark Rousseau** attended the Housing Facilities Summit.
- **Randy Bittner, Thomas Bittner, Teresa Curiel, De Anne Hartman, Camille Locklear & Alejandra Magana** participated in the Customer Service the Disney Way Webinar.
- **Donald Canley** completed the Elevator Training Course.
- **Storm Charron** completed Intermountain Lock and Security Training.
- **Manuel Cortez, Carlos Marquez, Raul Marquez & Rafael Velasquez** attended the APPA Conference.
- **Fredrick Flores** received Backflow Certification.
- **Paul Kouns** completed the ACUHO-I Architecture Course.
- **Elijah Langworthy** completed TIG and MIG Welding Courses.
- **Alejandra Magana** completed Fred Pryor Courses: Excel Basics and Creative Leadership.
- **Louis Menna** completed the Electrical Safety NFPA Course.
- **Marlene Cohen** was certified in Crucial Conversations & attended the HB Leadership Conference.
- **Damion Miller** completed the Lenel Certification Course.
- **Kevin Olson & Oscar Rios** completed Variable Frequency Drive Training.
- **Stephen Smith** completed a Woodworking Course.
- **Virginia Thomas** attended the Applied Ergonomics Conference & UCOP Risk Summit.
- **Jacques Walker** completed Online Plumbing Training.
- **Julie Levangie & Eric Zobel** attended a 3-day video workshop.
- **Julie Levangie, Marisol Vasquez, Danielle Kemp, & Eriko MacDonald** participated in the ACUHO-I Marketing Research Webinar.



Learning & Development

Authentic Leadership

Masha Aksenova, Rosa Chavez, John Gaffney, Joseph Gonzalez, Ally Hong, Elizabeth Vincent, Stephen Waits

Deepening the Transformation

Mayra Alcalá, Kip Bates, Kristen Burnett, Marlene Cohen, Ryan George, Jacque Hilliard, Eric Johnstone, Ko Kashiwazaki, Mario Munoz, Jaime Nicolaou, Lisa Slavid, Kelly Stanley

English as a Second Language

Pedro Aguilera, Elvira Alvarez, Alma Amador, Patricia Arenas, Ramon Avitia, Victor Barajas, Susana Contreras, Florencia Gantes, Francisco Higuera, Arminda Jimenez, Concepcion Leon, Socorro Martinez, Ofelia Montano, Matilde Mata Morales, Teresa Navarro, Elizabeth Orozco, Carmen Perez, Elizabeth Pizano, Victor Renteria, Carlos Reyes, Jorge Rodriguez, Igdelisa Rosales, Gumaro Salazar, Maria Valeriano, Juana Vargas, Elsa Vega, Maria De Jesus Velasco, Serafin Zamora

Professional Competency Year One

Joaquin Becerra, Jaime Herrera, Danielle Kemp, Danny Mann, Pamela Scott, Mike Smith, Cari Urabe

Professional Competency Year One - Bilingual

Julie Baltazar, Guadalupe Díaz, Felipe Gomez, Juan Gonzalez, Socorro Martinez Byron Sandoval

Sustainable Leadership

Cresencio Acevedo, Roane Akchurin, Ramiro Arreola, Barry Colwell, Jesus Gama, Christopher Johnson, Pam Rodgers, Marisol Vasquez

Transitions in Work & Life

Mary Almeida, Steve Federlein, Camille Locklear, Va'Shajn Parr, Dale Pearson, Rafael Velasquez

Writing Class

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

Teresa Curiel, Mabely Garza & Denisse Santana of Residential Operations welcoming students during Move-in Weekend. All H&RS staff work during move-in to make it as smooth as possible by greeting visitors, answering questions, driving shuttles, directing traffic, and assisting students with moving their belongings.

Contributions to the Profession

- **Vanessa Tejada** was a Teaching Assistant for Education 20.
- **Brandon Johnson & Ben Pola** were Central RAP Advisors, and **Brandon** presented “What a Sexy Web We Weave” program at Central RAP.
- **Kaity Roos** and **Pam Scott** presented “Resident Generated Programs” at the WACUHO Conference.
- **Nick Howell** served on the WACUHO Information Technology Committee.
- **Paige Gardner** served as a WACUHO Program Committee member where she approved student proposals and awarded funds to prospective student outreach programs.
- **Priscilla Ju** presented as a panel member for the ACPA Professional Socialization program.
- **Rich Trocio** served on the WACUHO New Pros Committee and Corporate Relations.
- **Jasmine LeFever** participated in the NASPA Undergraduate Fellows Program as a member of the NUFP campus-based program and was the UCSB NUFP Campus Coordinator and Mentor. She, along with **Danny Mann**, served on the WACUHO Exhibit & Displays Committee and participated in Diversity Dialogues, a UCSB Collaborative Campus Committee.
- **Roane Akchurin & Mayra Alcalá** served on the UCSB Dream Scholars Workgroup. **Roane** also presented DISC for the Professional Competency Program, and was a Member of the Ombuds Advisory Committee.
- **Maya Salmon** was a Small Claims Mediation volunteer once a month in the Fall.
- **Marlene Cohen, Roane Akchurin, Tim Sullivan** and **Lisa Slavid** assisted in developing Gaucho University, the UCSB employee leadership program.
- **Christopher Johnson** served on the ACPA Commission for Student Development in 2-Year Colleges.
- **Jaime Herrera** and **Danielle Kemp** presented at the California Higher Education Sustainability Conference.
- **Jaime Herrera** was featured in the 2012 Winter Issue of Edible Santa Barbara, where he explains Dining’s use of local, organic and sustainable produce, along with our earth-friendly philosophies.
- **Cresencio Acevedo** and **Robbie Wright** hosted an educational session and tour focused on Dining’s sustainability practices at the Professional Women’s Association Conference.
- **Robbie Wright** was elected Vice President for the NACUFS Pacific Region.
- **Danielle Kemp** contributed to the article “Two Approaches to Promoting Allergen Awareness at UCSB and USC” on the Pacific Region Wellness Summer Report, a NACUFS nutrition and wellness newsletter.
- **Whitney Morris** served as the Region 2 Director of ACCED-I (Association of Collegiate Conference and Events Directors-International).
- **Angelica Diaz** presented at the ACCED-I Regional Summit at UC Berkeley.
- **Mark Rousseau** presented at the California Higher Education Sustainability Conference on “Sustainability Efforts in H&RS at UCSB” and a “Green Tour of Santa Rosa Hall,” and at the Santa Barbara County Sustainability Summit on “Composting and Food Waste in H&RS.” He also partnered with the Green Campus Program on the National College and University Energy Contest, and the Zero Waste Committee from Associated Students.
- **Ginnie Thomas** presented “Supervisors are the Key for Successful Wellness & Injury Prevention Efforts” at the UCOP Risk Summit in Oakland.

Students Jeanmarie Levy (left) and Eric Lopez (right) nominated Pam Cort (center) for the Margaret T. Getman Service to Students Award. This annual award recognizes staff members that have demonstrated an extraordinary commitment to the general growth and development of students and the quality of student life.

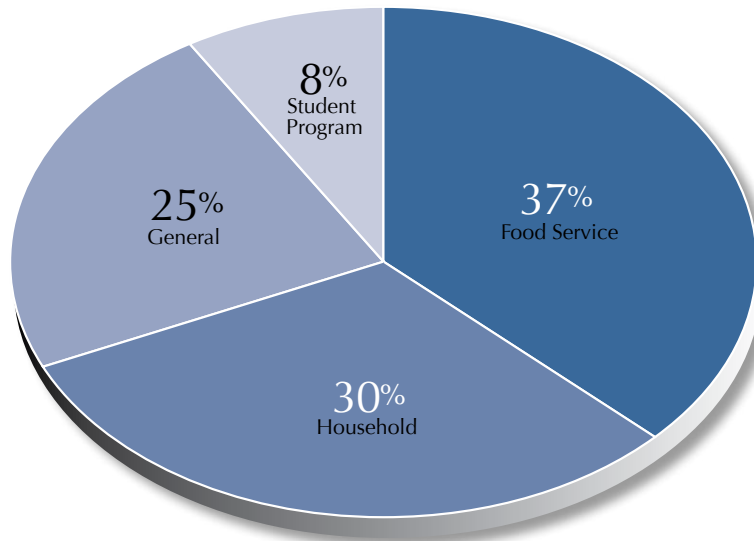
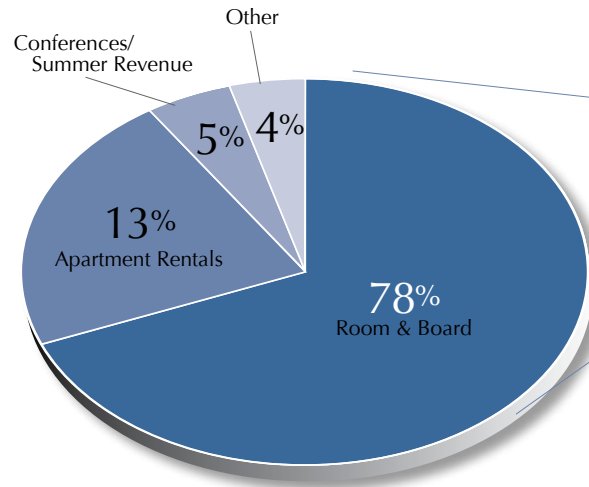
RECOGNITIONS

- **Dave Whitman** received the Award for Student Engagement from the Resource Center for Gender and Sexual Diversity.
- **Paige Gardner** received Most Dedicated Staff Member from Zeta Phi Beta Sorority Inc., and received Staff Member of the Year from the Black Student Union.
- **Brandon Johnson** received the Top 10 Award at Central RAP for “What a Sexy Web We Weave” program.
- **Leo Ayala** received 2013 Hall Council Advisor of the Year award.
- **Kristen Burnett** and **Jasmine LeFever** received the Ally Award from the Resource Center for Gender and Sexual Diversity.
- **Bonnie Crouse** was awarded the Sustainability Staff Recognition Award at the Chancellor’s Staff Celebration Luncheon.
- **Residential Dining Services** earned a bronze award from NACUFS for Sustainable Procurement Practices.
- **Special Events Catering & Concessions** achieved the Green Business Certification from the Green Business Program of Santa Barbara County.
- **Alex Ramos** was awarded Outstanding Staff Member by RHA.
- **Ginnie Thomas** was selected by UCOP as December’s Working Smarter contest winner for her submission on implementing short, frequent, and targeted safety training for staff.
- **Pam Cort** and **Ally Hong** were awarded the Margaret T. Getman Service to Students Award. Lizzie Soriano and David Whitman were also nominated.
- The annual **UCSB Give Project** raised a record \$37,260.24.
- **Santa Rosa Residence Hall** was awarded LEED Gold.



Financial Statement

2012-2013



Revenue

Actuals

Room & Board	76,518,823
Apartment Rentals	12,243,972
Conference/Summer Revenue	5,190,540
Other Revenue	3,959,103
Total Revenue	97,912,438

Expenses

Household

Administration	2,224,898
Housekeeping	7,570,553
Repairs & Maintenance	4,341,344
Utilities	3,506,805
Total Household Expenses	17,643,600

Student Program Expense

4,865,587

General

Administration	2,185,383
Grounds	1,890,857
Conference Services	891,964
Information Systems	2,789,341
Miscellaneous	9,366,276
Recharge Offset	-2,587,484
Total General Expenses	14,536,337

Food Service

Administration	1,009,879
Raw Food Cost	6,072,583
Food Operations	12,735,601
Repairs & Maintenance	1,085,336
Utilities	876,701
Total Food Service	21,780,099

Total Operating Expenses

58,825,623

Net Revenue

39,086,815

Assessments and System Obligations

29,120,137

Year-End Transfer to Maintenance Reserve

9,966,678



Sierra Madre rendering by Al Forster.

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 2013-14 fiscal year are:

- The Residential Experience of our Students
- Shifting Priorities for Success
- Strategic Plan Implementation (focus on 2014 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 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 "**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.

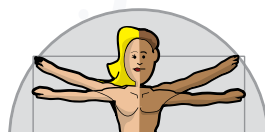
Capital Plan

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...

Our journey is measured by the steps we take. These steps are sometimes very careful, sometimes very measured, but always thoughtful of those who have gone before.

Our humanity links us to a common understanding of how and why we are here. Our common belief is that ordinary women and men become extraordinary people in the wake of kindness.

We seek to be allowed to dream because success is created from dreams. Our dreams allow us to miss our shot at the moon and still hit a star!

We are about... creating environments that always help and never hurt.

Peace

Willie Brown
Executive Director





We Are About

HOUSING & RESIDENTIAL SERVICES

ANNUAL REPORT
2012-2013

PROJECT COORDINATORS

Julie Levangie
Eric Zobel

LAYOUT/DESIGN

Eric Zobel

EDITING/PROOFREADING

Willie Brown
Julie Levangie

WRITERS

Willie Brown
Julie Levangie

PHOTOGRAPHY

Eric Castañeda: jack giuliano (helping students succeed)

Rick Kelly: jaime herrera (dining highlights);

Ben Pu: rezzie rider (r&ccl highlights)

Alex Ramos: willie brown & michael young (welcome);
westwinds (b&fp highlights); dlj patio (res ops highlights);
teresa, mabely & denisse (prof deve); campus pt stairs (in closing)

Lisa Slavid: jeanmarie, pam & eric (recognitions)

Shawn Tabrizi: cairo briceno, coco lim, kai harper (helping
students succeed)

Rocio Varela: cheyenne roberts (helping students succeed)

Andrea Vargas: brittany tse (helping students succeed)

Eric Zobel: anarosa cardenas, dilpreet kaur, brianna koch,
viviana romero (helping students succeed)



www.housing.ucsb.edu

www.facebook.com/ucsbhousing

www.instagram.com/ucsb_housing

www.twitter.com/ucsbhousing

www.youtube.com/ucsbhousing



In keeping with UCSB's sustainability goals, the 2012-2013
Annual Report is printed on uncoated Cougar Opaque Smooth
Cover (10% post-consumer waste).





"I am so lucky to have been given an opportunity to become involved in my community."



"It opened my eyes to how an institute like UCSB thrives on and promotes sustainability."



"I learned valuable skills such as cooperating as a team, organizing, and managing efficiently."



"What better way to feel at home than getting involved with your community?"



"I have a passion for working with people..."



"...you build character"

