

# we are about

# Housing & Residential Services Annual Report 2013-2014

## 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.







## Isla Vista Mural

**AS A COLLABORATIVE EFFORT** to add more murals to Isla Vista and to celebrate its uniqueness, the Community Housing Office partnered with the UCSB Urban Art Workshop to paint four murals over the last few years. Pictured is the fourth mural painted in late Spring 2014. The student artists selected the concept of an underwater-theme with a turtle that represents the resilience of our community. In honor of and to remember the Gauchos we lost on May 23, six blue and gold angel fish were added to the mural. Located at 6568 Sabado Tarde, this masterpiece will be on display for many generations of Isla Vista residents to come.



# 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 2013-14 academic year. This year's report features spotlights on two inspirational women: Dr. Tania Israel, a UCSB faculty member, and Kelly Noah, one of our talented students and devoted Resident Assistants.

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 743 full time employees in the department.

This equates to 471 regular employees and more than 700 student employees. H&RS is a campus auxiliary department reporting through the Vice Chancellor 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).

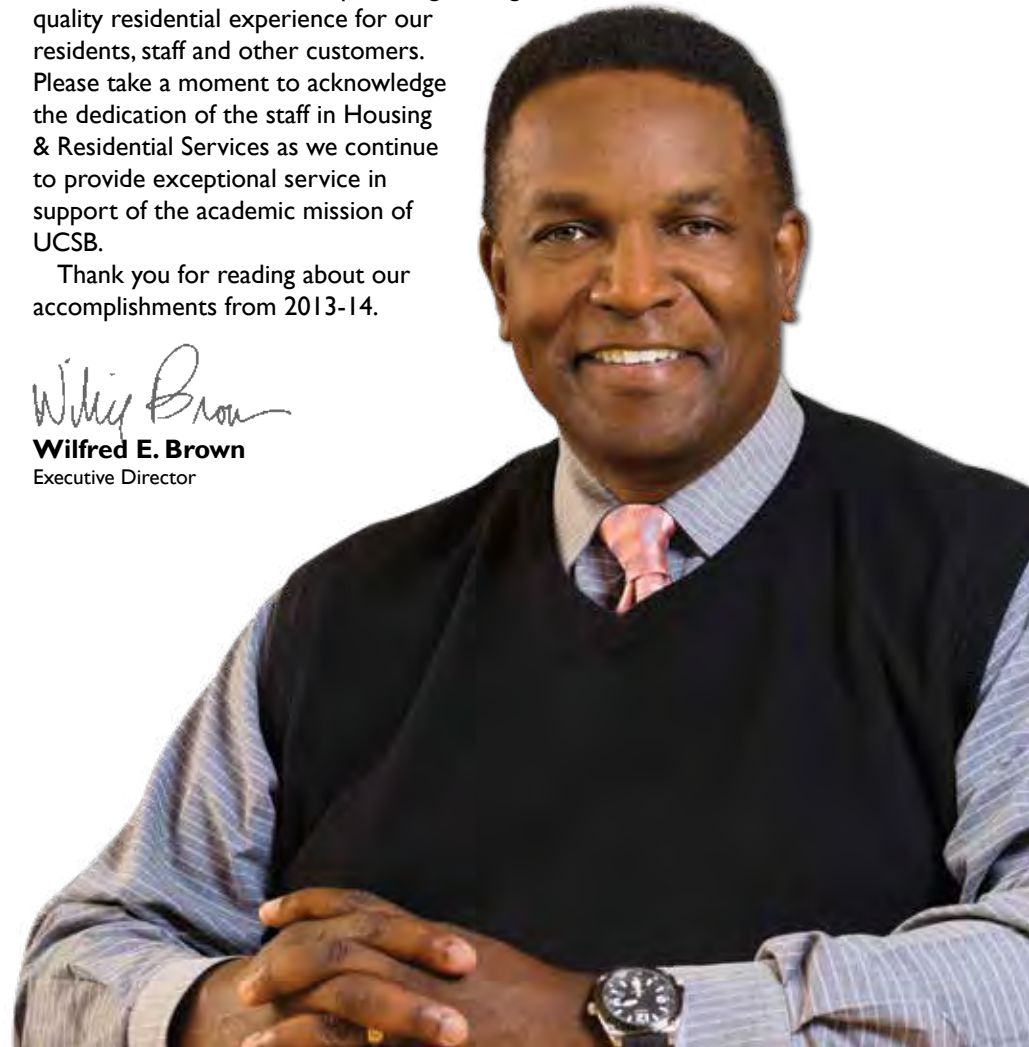
In 2013-14, we focused on innovation as a tool to create new and better ways of doing business and supporting our strategic plan. Our desired outcome was to create opportunities for people to be great and to accelerate the rate at which people are given the opportunity to successfully lead some of our most important initiatives. We continue to keep our eyes on the prize—scholarship, leadership, citizenship—that

is the cornerstone of our work with students 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 2013-14.



**Wilfred E. Brown**  
Executive Director



# 2013-14 Faculty Spotlight: Dr. Tania Israel



*IN AN EFFORT TO FURTHER connect with the academic mission of UCSB, Residential & Community Living has partnered with Dr. Tania Israel in the Department of Counseling, Clinical, and School Psychology and UCSB Summer Sessions to provide a 2-unit course for Resident Assistants (RAs) and Residence Hall Association (RHA) student leaders as a part of their pre-Fall training. The course, entitled College Student Peer Helping and Leadership, covers student development theory, college student health, diversity, ethics, and listening and leadership skills. This new means of connecting with academia fosters intellectual development for our student staff and leaders, while helping to move us towards creating centers of learning and excellence.*

## **What did you enjoy most about teaching this class?**

The best thing about teaching this class is the students! The RAs, RHA student leaders, and other students drawn to peer helping and leadership are so highly motivated, committed, and enthusiastic -- they are a joy to teach!

## **How did this partnership with H&RS begin?**

As a former RA, I embraced opportunities to collaborate with H&RS, including serving as a Freshman Summer Start mentor and participating in RA training. The relationships I developed with H&RS staff led to mutual appreciation for our contributions to the campus and, eventually, to the conversations that resulted in this course.

## **We know your students learned a lot from you during this class. Is there anything you learned from them?**

Absolutely! Students in this course teach me a great deal about how peer helpers and leaders approach diversity and increasing severity of mental health issues on college campuses. I also gain new insights from the final projects, which generate evidence-based strategies for creating a healthy, vibrant, inclusive campus community.



# 2013-14 Student Spotlight: Kelly Noah

*IN THE AFTERMATH of Deltopia in the Isla Vista community, Resident Assistant Kelly Noah was concerned about UCSB being portrayed poorly in the media. She teamed up with her peers on “Project Reputation” to show that UCSB is an incredible university with intelligent, creative, motivated, and talented students. They asked students to answer the question “Why did you choose UCSB?” and the answers were displayed at Spring Insight, the campus open house for prospective students. The cover of this year’s Annual Report is dedicated to this student-initiated project.*

## **What motivated you to take on this project?**

I really love UCSB and I am deeply grateful for the opportunities it has given me. I want prospective students and their families to know that being a Gaucho means thriving in all that we do. As an RA, I felt that I had the capacity to bring together student voices to show our unique passion and pride for our school. That is what I wanted people to think of the next time UCSB’s mentioned in the news.

## **What did you learn from this project?**

I was pleasantly surprised by the overwhelmingly positive response. I had a group of wonderful RAs working with me to table outside of the dining commons and by the end of one lunch period we had hundreds of papers filled out ranging from simple and powerful answers to long and detailed ones. We had so many responses that we couldn’t display all of them at Spring Insight. That was a good feeling.

## **What are your future plans?**

For the past five months I have been studying at the National University of Singapore, and I will return to UCSB in

winter 2015. In the longterm, I plan on doing research on integrative medicine and studying to become a naturopathic doctor at a four-year medical school.



## 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 2013-14 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.

## Business & Financial Planning

- Represented H&RS in the design and rollout of new campus-wide business systems (Gateway, PeopleSoft financials and UC Path).
  - Designed a simpler and more streamlined income accounting system better suited for current operations and audit requirements.
  - Partnered with Residential Operations to establish a framework for development of long-term renewal plans for each facility
- **Conference Services**
- Initiated the Guest Service Manager-in-Training Program (GSMiT) for Guest Service Representatives.
  - Led the UC Joint Marketing Campaign and developed a consolidated marketing piece for distribution at trade shows.
  - Developed new Customer Service Training for our Guest Service Representatives: "Be Our Guest... Perfecting the Art of Customer Service" from the Disney Institute.
- **Information Systems & Technology**
- Developed Online Room Condition Report to deliver resident check-out/move-out process in SharePoint.
  - Implemented advanced security enhancements for H&RS web and database applications.
  - Developed Business Intelligence Management Reports solution for all H&RS Units.
  - Implemented ServiceNow for new isDesk for all of UCSB Administrative Services.

**108**  
conferences  
**21,252**  
conferees  
**148,627**  
bed nights

TO AUGMENT ACADEMIC YEAR housing and to provide for additional revenue and services to students, we manage conferences during the summer. During 2013-14, Conference Services worked diligently to plan 108 summer conferences with 21,252 guests and 148,627 bed nights.

# Executive Director's Office

- Researched and designed two new classes: Front Line Leader training and Recipes for Success.
- Hosted a delegation from the Danish Parliament as they toured the United States to research and visit top housing programs.
- Incorporated YES! cards for our student employees, which includes recognizing their great work and awarding prizes.
- Worked to get campus approval for the 12kv electric grid from main campus to the housing properties along El Colegio Rd, which will result in energy cost savings.
- Earned LEED Gold Certification for Anacapa Residence Hall.
- Continued construction of Sierra Madre Apartments which will provide 515 new student bed spaces and 36 units for UCSB faculty and staff families in fall 2015.
- Continued work with Strategic Plan Vision Statements as the basis for daily operations and our benchmark for excellence. Initiatives completed included creating a web page and launching an "Ideas Wanted campaign" to seek innovative ideas from our students and staff members. More than 70 ideas were submitted and vetted by the Continuous Innovation Team. Implemented ideas included starting a DVD Stop & Swap and installing diaper changing stations in Family Student Housing, offering gluten-free bread in the Dining Commons, and installing patio string lights and more hydration stations.
- Assumed responsibility for the Faculty Club, which included working on renovation and guest room addition plans, re-branding it as "The Club," and building an interim website.
- Created more than 60 virtual tours of all of our communities and dining commons to give website visitors a unique way to experience living with us.
- Brought art to the residence halls: facilitated the installation of a student created mural at the Channel Islands 5 exterior stage, coordinated an art exhibit of prints from the UCSB Library in the San Miguel Formal Lounge, and installed two large wall graphics selected by students in Anacapa Residence Hall.



EVERY YEAR THE Executive Director's Office coordinates an assessment of our services. In 2013-14 we had 2209 respondents, of which 81% were very satisfied or satisfied. We are working to increase this percentage by making annual goals towards improving students' living, learning, and dining experiences.

# Residential & Community Living

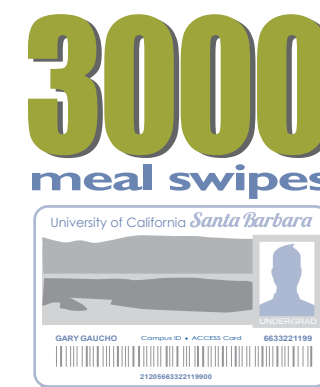
- Completed Phase II of the R&CL merger, writing multiple new job descriptions, reclassifying live-in and leadership positions, and hiring a total of 25 full-time staff.
- Partnered with the Gevirtz School of Education to offer a 2-unit Leadership & Peer Helping course for RAs and RHA to complement their pre-Fall training.
- Created over 20 online training modules for student leaders to reduce time in traditional lecture-style workshops.
- Expanded the resident Peer Review Board from 2 to 8 boards which hear up to 16 conduct cases weekly.
- Opened a satellite office for a Counseling & Psychological Services (CAPS) counselor in San Rafael Hall, the third CAPS office in our communities.
- Increased the Multicultural Awareness Chair student positions from 9 to 21 in an effort to create more opportunities for leadership and involvement.
- Instituted a "visual" self-assignment process for apartment residents to allow residents to see apartment options with pictures and maps.
- Created a "roommate pull-in" system which allows one roommate to book their whole group.
- Introduced taped testimonials and vignettes to educate students about rental issues.
- Achieved record numbers of students at RHA's "All Hall Ball" and Week of Welcome events.
- Created two graduate student support groups at San Clemente Villages: the Black Graduate group and the LGBTQ Graduate group.
- Collaborated with Residential Operations and held a water conservation contest in the residence halls saving 201,808 gallons of water.
- Partnered with the Office of International Students & Scholars to create and distribute a residence hall survey to improve services and connections between international and American students.
- Developed a Transfer Student mentor program in the apartments.



AFTER THE TRAGEDY in May 2014, hundreds of letters from students and staff members were sent to the police thanking them for their service. The Residence Halls Association coordinated the making of 15,000 ribbons to wear at the Memorial Service. The ribbons represented the community's collective mourning, reflection, and recovery.

# Residential Dining Services

- Hosted Pacific Chef Net 2014 for three days of culinary education. Participants included 30 chefs from universities and colleges across California and Washington.
- Introduced a Gluten Free Pantry at Carrillo and Portola to meet the needs of students with celiac disease, gluten sensitivity, or wheat allergy.
- Offered 4 theme meals each quarter, including Carrillo's "Bourbon Street Bash," DLG's "Pan Asian Fare," Ortega's "Street Tacos," and Portola's "World of Video Games."
- Hosted over 30 Executive Chef Tasting Tables that featured sustainable and seasonal foods.
- Implemented a Take-Out Meal Program at Ortega.
- Created educational opportunities for students by sponsoring special events, including Sustainability Week, Nutrition Week, Green Mondays, Earth Day, and Sustainable Seafood Day. Coordinated educational activities, demos, menus and tastings for these events.
- Continued sustainability efforts by serving fresh produce, of which 46% is grown within 250 miles of our campus, and 35% of total food purchases are considered sustainable.
- Supported campus by providing Concession services at Commencement.
- Partnered with IV Elementary School to host star pupils for lunch each month, and sponsored culinary classes for high school teens in the Rein Tour group during the summer.
- Launched Gaucho Bright, a nutritious wellness program developed to promote healthy eating. Customers can view recommended healthy food options from Gaucho Bright Bite and Gaucho Bright Meal.

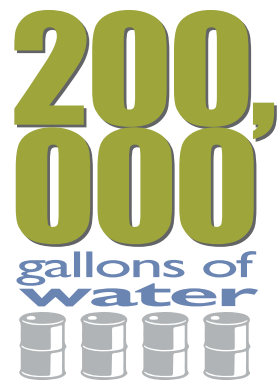


RESIDENTIAL DINING SERVICES partnered with student group 'Swipes for the Houseless' and converted 3,000 donated meal swipes from residents into Dining Commons meal vouchers for Gauchos in need. A portion of the swipes were also converted to a monetary value and used to purchase various foods and items for Casa Esperanza and a homeless center in downtown Santa Barbara.



# Residential *Operations*

- Completed various improvements to the San Miguel/San Nicolas exterior stage, including the installation of an outdoor projection screen, a student painted mural with custom stainless steel backing, and accent landscape lighting.
- Collaborated with RHA to convert a Loma Pelona study lounge into a Fitness Room.
- Improved wayfinding around Manzanita Village and San Rafael Residence Hall, including new building signage and graphic decals.
- Incorporated student feedback and upgraded lounge furniture in three Manzanita Houses to create more study-friendly spaces.
- Installed outdoor strand lighting at the Santa Catalina patios.
- Received LEED Gold for Anacapa Residence Hall, which followed in the footsteps of the Santa Rosa LEED Gold certification the prior year. Santa Rosa was also awarded the LEED Renovation Award by the California Central Coast Chapter (C4) of the U.S. Green Building Council.
- Participated in Recycle Mania, a national recycling contest.
- Earned 5th Place out of 70 universities in the Alliance to Save Energy national energy savings contest.
- Created the H&RS Green Guide to help residents make environmentally friendly choices.
- Converted used vegetable oil from the Dining Commons into bio-diesel to power grounds equipment.



RESIDENTIAL OPERATIONS collaborated with Residential & Community Living on a water reduction contest throughout our housing communities. Students were encouraged to sign a pledge to take shorter showers, report leaks, turn off faucets, and only do laundry when they have a full load. More than 200,000 gallons of water were saved during the monthlong contest.

# Valuing *our* Employees

- Roane Akchurin & Joaquin Becerra attended the Restorative Justice Conference.
- Katherine Avila, Rochelle Abraham, Roane Akchurin, Mayra Alcalá, Joe Allegretti, Diana Almaraz, Julie Ballesteros, Tom Beland, Thomas Bowring, Marta Bowron, Willie Brown, Laura Bushnell, Marlene Cohen, Manuel Cortez, Nestor Covarrubias, Liana Decierdo, Kim Dwire, James Engler, Jessica Fougere, John Gaffney, Fernando Garcia, Susan Gieg, Brian Graham, Nick Howell, Jill Hurd, Billy Jankowski, Priscilla Ju, Paul Kouns, Danny Mann, Carlos Marquez, Whitney Morris, Dale Pearson, Yasmin Quigley, Alex Ramos, Pam Scott, Lisa Slavid, Joanne Song, Gillian Swanson, Rich Trocio, Andrea Vargas, DiAnne Voorhees, & Lauren Weiner attended the WACUHO Conference in Oxnard, CA.
- Thomas Bowring, Susan Gieg, Jasmine LeFever & Vanessa Tejada attended the NASPA Western Regional Careers in Student Affairs Day.
- Ofelia Aguilera, Mayra Alcalá, Patricia Arenas, Angelica Avelino, Marta Bowron, Laura Bushnell, Leticia Chavez, Saadeli Cisneros, Susana Contreras, Teresa Curiel, Maggie Guzman, Alejandra Magana, Cristina Martinez, Matilde Mata, Jacki Mattice, Graciela Nunez, Gloria Ortega, Adriana Perez, Hilda Perez, Elizabeth Pizano, Esther Ramirez, Gloria Ramirez, Igdelisa Rosales, Denisse Santana, Marta Santillan, Violeta Tafoya, Maria Valeriano, Shelly Vargas, Maria Velasco, & Angelica Villalobos attended the Professional Women's Association Conference.
- Isaac Aguirre, Vicente Arroyo, Ramon Avitia, Carlos Campos, Ricardo Diaz, Ramon Flores-Arroyo, Juan Flores, Isaías Guerrero, Francisco Higuera, Narcisso Lazaro, Ramon Martinez, Jorge Rodriguez, Arnulfo Tenorio, Gonzalo Torres & Serafin Zamora attended the Landscape Expo in Long Beach, Ca.
- Jenn Birchim attended the Landmark Forum.
- Willie Brown & Dale Pearson attended the ACUHO-I Annual Conference.
- Marlene Cohen attended the conference Interpreting for Social Justice and OLAD! Professional Women's Conference.
- Julie Levangie & Eric Zobel attended the Digital Signage Expo. Eric also attended the HOW Design Conference & and ICON8 Illustration Conference.
- Lisa Slavid attended the Association for Talent Development Conference & the Women's Leadership Institute.
- Kohsuke Kashiwazaki attended the Gehring Institute for Professional Development, & the UCOP Behavioral Threat Assessment and Management Training at UCSD.
- Jacques Zalma attended ASCA Sexual Misconduct training.
- Leonardo Ayala, Daisy Castaneda, Brandon Johnson, Jeanmarie Levy, Yasmin Quigley, & Terrie Tran attended the NASPA Western Regional Conference in Salt Lake City, UT.
- Kristen Burnett attended NASPA Legal Issues.
- Joaquin Becerra, Eric Lopez & David Whitman attended NASPA Mental Health Conference.
- Brian Mathis attended NASPA Multicultural Institute.
- Marian Bankins, Rose Collins, Rob Donerson, Jill Hurd, Brian Mathis, Gustavo Orellana, Ben Pola, Vanessa Tejada & David Whitman attended the NASPA Annual Conference in Baltimore, Md.
- David Whitman attended the National Conference on LGBTQ Equality in Houston, Tx.
- Marian Bankins, Kristen Burnett, James Engler, Nicholas Howell, Billy Jankowski, Christopher Johnson, Priscilla Ju, Pamela Scott, & Joanne Song attended the ACPA Conference in Indianapolis, IN.
- Kristen Burnett, William Jankowski & Christopher Johnson attended UC Res Ed Conferences in Berkeley, Santa Cruz & La Jolla, CA respectively.
- Brian Mathis attended Western Regional Careers in Student Affairs at Cal State Long Beach.
- Joe Allegretti, Daniel Laub & Emilio Zamorano attended the RMS Conference.
- Chris Johnson attended the NCORE Conference.

- John Gaffney & Diana Almaraz attended the Conference on Academic Workforce Housing.
- Marian Bankins & Mario Munoz attended the UC Graduate & Family Housing Staff Summit Conference.
- Mayra Alcalá attended the National Conference for College Women Student Leaders.
- Danielle Kemp & Mark Rousseau attended the California Higher Education Sustainability Conference.
- Ofelia Aguilera, Carlos Marquez, Raul Marquez, & Rafael Velasquez attended the ISSA Conference.
- Storm Charron attended the Locksmith Training & Industry Expo.
- Ginnie Thomas attended the Applied Ergonomics Conference & the UCOP Risk Summit.
- José Carranza & Caesar Martinez attended the APPA Conference.
- Dick Winther attended EduCode 2014 training in Las Vegas, NV.
- Tom Beland, Nestor Covarrubias & Paul Kouns attended the UC Facilities Summit for Housing.
- Damion Miller & Edward Roe attended Gamewell-FCI Fire Alarm Training.
- Tuan Duong, Brandon Kay & Stephen Waits attended the VMWorld 2013 Conference.
- Stephen Waits completed VMWare vSphere Training.
- Mike Smith attended the Redgate 'SQL in the City' Conference and SQL Server DBA Training.
- Eric Johnstone completed SharePoint Server 2013 Training.
- Sunny Reiner attended the KronosWorks Conference in Orlando, Florida.
- Masha Aksenova completed UC Berkeley Project Planning Training & Certified Scrum Master Training.
- Tiye Baldwin completed Certified Ethical Hacker v7 Training.
- Brandon Kay & John Niessen attended the Aruba Network's User Conference.
- Steve Sibbert attended the Lenel 5000R Training & the TMA User Conference.
- Alejandra Orozco, Tom Patag, Ben Price & Sunny Reiner attended the ServiceNow Knowledge 2014 Conference.
- Kip Bates attended the 6th Annual Information Security Summit, the RSA Conference, & completed Lieberman Software training.
- Mary Almeida, Hayden Dozier, Jaime Herrera, & Robin Vasquez attended the Pacific Chef Net 2013 Conference.
- Maddy Bascom, Michelle Gorbach, Fern Lightfoot & Ron Varenchik attended the CA Higher Education Catering Summit.
- Danielle Kemp attended the CBORD User Group Conference and the NACUFS Sub-Regional Nutrition Conference.
- Jaime Herrera & Jill Horst attended the FoodService MenuDirections Conference. Jaime also attended the Natural Product Expo West 2014 in Anaheim, CA.
- Crescencio Acevedo, James Acebu, Ozzie Carrara, Jill Horst, Pam Rodgers, Martin Schneider, Tim Sullivan, Robin Vasquez, Jeff Wesson & Robbie Wright attended the NACUFS Pacific Regional Conference.
- Jill Horst attended the NACUFS FoodService Directors Symposium, and the NACUFS Financial Management Institute, completing all eight NACUFS Institute programs.
- Jeff Hillery attended the NACUFS Leadership Institute.
- Robbie Wright attended the NACUFS Facilities management Institute.
- Jill Horst, Soteris Nicolaou, & Robbie Wright attended the NACUFS National Conference.
- Willie Brown, Jill Horst & Robbie Wright attended the National Restaurant Association Show.
- Julie Miller attended the Student Youth Travel Association Conference & the Go West Summit.
- Jamaal Ahmed, Angelica Diaz, Julie Miller, Whitney Morris, Kelly Stanley & Sally Vito attended the ACCED-I Regional Conference at Cal Poly in San Luis Obispo, CA.



## PROFESSIONAL DEVELOPMENT 2013-2014

- **Kelly Stanley** attended the UCSB Student Affairs Conference.
- **Jamaal Ahmed** attended the Kx Users Conference in Irvine, CA.
- **Whitney Morris** attended the Rejuvenate Marketplace Trade Show.
- **Julie Miller, Whitney Morris & Sally Vito** attended the UC Systemwide Conferences Meeting.
- **Angelica Diaz** attended the Go West Summit tradeshow in Tacoma, WA.
- **Angelica Diaz, Julie Miller, & Whitney Morris** attended the annual ACCED-I Conference in New Orleans, LA.
- **Danny Mann & Alex Ramos** attended Crucial Conversations Training in Long Beach, CA.
- **Alex Carreno** attended CCISP Training.
- **Candace Cathey** attended the Conference of the California Council on Teacher's Education in San Diego.
- **Elvia Aguilar, Pedro Aguilar, Jesus Aguilera Jr., Margarita Dalzell, Arturo Ortiz, Vincente Perez-Chavez, Oscar Rios, & Violeta Tafoya** attended HR Supervisory Certificate Courses.
- **James Acebu** attended courses to complete the UCSB Financial Management Certificate Program.
- **All ARIT Application & End User Support Staff** attended ITIL Foundations Training.
- **Barry Colwell** completed re-accreditation to be a LEED Green Building Consultant.
- **Travis Bean** attended Lochinvar Training & Niagra Axe Certification.
- **Teresa Curiel & DeAnne Hartman** attended the UCSB Financial Management Certificate Program.
- **Feras Maidaa** attended a Driver Training Course & a Perform Better Fitness Seminar.
- **Oscar Rios** attended Johnson Controls Metasys Training.
- **Stephen Smith** attended a Woodworking Course.
- **Danny Laub, Jasmine LeFever & Julie Miller** attended Gaucho U.
- **Mayra Alcalá, Julie Ballesteros, Paul Kouns, Alex Ramos & Shelly Vargas** attended Toastmasters training.



## Learning & Development

### Authentic Leadership

Mayra Alcalá, John Berberet, Angelica Diaz, Danielle Kemp, Brian Mathis, Shalauna Miller, Martin Schneider, Martin Shumaker

### Crucial Conversations

Ramiro Arreola, Tom Beland, Nestor Covarrubias, Jesus Gama, Joseph Gonzalez, Manuel Herrera, Jacque Hilliard, Rafael Martinez, Justin Prince, Kelly Stanley, Darcie Sweet

### English as a Second Language: Writing & Intonation

Ofelia Aguilera, Ramiro Arreola, Maria Arroyo, Irma Chavez, Teresa Curiel, Jesus Gama, Mario Jimenez Jr., Alejandra Magana, Shelly Vargas, Rafael Velazquez, Jose Zamora

### Professional Competency Program

Diana Almaraz, Hayden Dozier, Fred Flores, Jessica Fougere, Rhonda Harris, Damion Miller, John Niessen, Arturo Ojeda-Torres, Peter Pereda, Adriana Perez, Brett Prutzman, Vanessa Tejada, Andrea Vargas

### Professional Competency Program - Bilingual

Patricia Arenas, Inocencio Godinez, Arturo de Jesus Perez, Victor Renteria, Jorge Rodriguez Olivar, Violeta Tafoya, Maria Velasco

### Sustainable Leadership

Myles Ashlock, Marisol Gomez, Brian Graham, Jacque Hilliard, Vasilios Inembolidis, Maritza Mejia-Wilson, Dale Pearson, Steve Waits

### The Art of Performance Management

Jaime Herrera, Andy Johnson, Hyacinth Locke, Caesar Martinez, Cristina Martinez, Whitney Morris, Danielle Reed, Rafael Velasquez

### Transitions in Work & Life

Elvia Aguilar, Teresa Curiel, Derrick Duong, Ramon Martinez, Debora Pentecost, Stephanie Zhang

*In May 2014 we honored 67 talented and caring staff members for completing ten, fifteen, twenty, twenty-five, thirty, and thirty-five years of service to the University of California, equating to a cumulative total of 940 years!*

# Contributions to the Profession

- At the annual Western Association for College & University Housing Officers (WACUHO) Conference, **Mayra Alcalá** & **Marta Bowron** presented "Practices in Navigating Service and Emotional Support Animals in University Housing," **Jessica Fougere, Susan Gieg, Billy Jankowski & Pam Scott** presented "Learning on Demand: Training Modules for Student & Professional Staff," **Tom Beland, Brian Graham & Whitney Morris** presented "World Class Facilities through Continuous Innovation," **Andrea Vargas** presented "Art & Life," **Willie Brown & Lisa Slavid** presented successful strategic planning in "Road Map to Success," and **Lisa** also presented on thriving, creativity and positive psychology in "Flourish."
- Nicholas Howell** served on the WACUHO Technology Committee, **Danny Mann & Rich Trocio** served on the WACUHO Exhibits Committee, and **Lauren Weiner** served on the WACUHO Programs Committee.
- Mayra Alcalá** was a founding member of "Women of WACUHO." She was also appointed to the Board of Directors for the Adelante Charter School, a dual language immersion school that teaches in both Spanish and English.
- Chris Johnson** served on ACPA's Commission II for "Two-Year Community Colleges."
- Roane Akchurin** was a founding member of the Gaucho Farmers Market.
- Eric Lopez, Mario Munoz & Lisa Slavid** served on the UCSB Transgender Task Force.
- Roane Akchurin & Mario Munoz** served on the UCSB Guardian Scholar Advisory Committee. Mario also served on the UCSB Veteran's Resource Team.
- Lisa Slavid** served as an ex-officio past president of the Semester at Sea Alumni Association.
- Marlene Cohen** partnered with the Language Justice Network and Mixteco/Indigena Community Organizing Project to lead Train-the-Trainer workshops. She also presented "Conscious Listening" at the PWA Conference.
- UCSB Residential Dining** hosted and facilitated Chef Net for the NACUFS Pacific Region (special contributions from Sarah Black, Ozzie Carrara, Jaime Herrera, Danielle Kemp, Martin Schneider, Jeff Wesson, & Robbie Wright.)
- Special Events Catering & Concessions** co-hosted the California Higher Education Catering Summit.
- Danielle Kemp** presented at the California Higher Education Sustainability Conference and the CBORD User Group Conference, facilitated at the NACUFS Sub-Regional Nutrition Conference, and was a member of the NACUFS Nutrition and Wellness Committee and the UC Sustainability Working Group.
- Robbie Wright** served as Vice President for NACUFS Pacific Region, presented for the NACUFS Customer Service Webinar Series, and was a member of the UC Sustainability Working Group.
- Marlene Cohen, Lisa Slavid, & Tim Sullivan** served as Gaucho U Program administrators. Lisa also co-presented "Drive to Thrive," a program designed to engage and empower UCSB employees.
- Jill Horst, Danielle Kemp & Robbie Wright** served as co-chairs of the Best Practices sub-committee for the UC Global Food Initiative, facilitating small growers' ability to do business with UC campuses.
- Carlos Rodriguez Gimenez** appeared on the Cooking Channel television show "Man Fire Food."
- Martin Schneider & Jaime Herrera** represented Residential Dining Services at the Sensational Seafood Event at Ty Warner Sea Center, showcasing a sustainable seafood dish.
- Whitney Morris** served on the ACCED-I Regional Realignment Task Force.
- Jessica Fougere, Brandon Johnson, Jeanmarie Levy, and Andrea Vargas** served as discussion leaders for Education 20, a University Success Course.
- Angelica Diaz** was Co-Vice President of PWA, and **Kelly Stanley** was PWA Treasurer and on the PWA Conference Planning Committee.
- Eric Zobel** taught an informational session at the Art Without Limits (AWoL) spring fair at SBCC, and served as a mentor for Madeleine Sorapure's section of the UCSB Communications Major Design program.
- Barry Colwell** served on the Chancellor's Sustainability Committee on Global Climate Adaptation.
- Danny Mann** and **Alex Ramos** became Crucial Conversation trainers.
- Willie Brown** was appointed to the ACUHO-I Transition Team charged with the search process for a new ACUHO-I Executive Director.

## RECOGNITIONS

- Lauren Weiner** won the WACUHO Volunteer of the Year award.
- Angelica Diaz** was awarded a PWA Certificate of Appreciation.
- At the WACUHO Conference, H&RS staff members won two Top 5 Programs: **Lisa Slavid** for her presentation on thriving, creativity and positive psychology in "Flourish," and **Mayra Alcalá & Marta Bowron** for "Practices in Navigating Service and Emotional Support Animals in University Housing."
- Thomas Bowring & Andrea Vargas** won the WACUHO New Professionals Case Study Competition.
- Brian Mathis** was the "AI Day Service Award" recipient from RHA.
- Residential Operations**, Facilities Management, and the UCen received a joint award for partnering with PathPoint and hiring trainees as Groundskeepers. PathPoint is a not-for-profit organization dedicated to helping people with disabilities or disadvantages to reach their fullest potential.
- Anacapa Residence Hall** was awarded LEED Gold.
- Robert Wojtkiewicz**, an H&RS student employee, won the University Service Award for his work in health and wellness, environmental education, and emergency planning for H&RS.
- The **GIVE Sale** had another successful year and raised over \$43,000 for non-profits in IV.

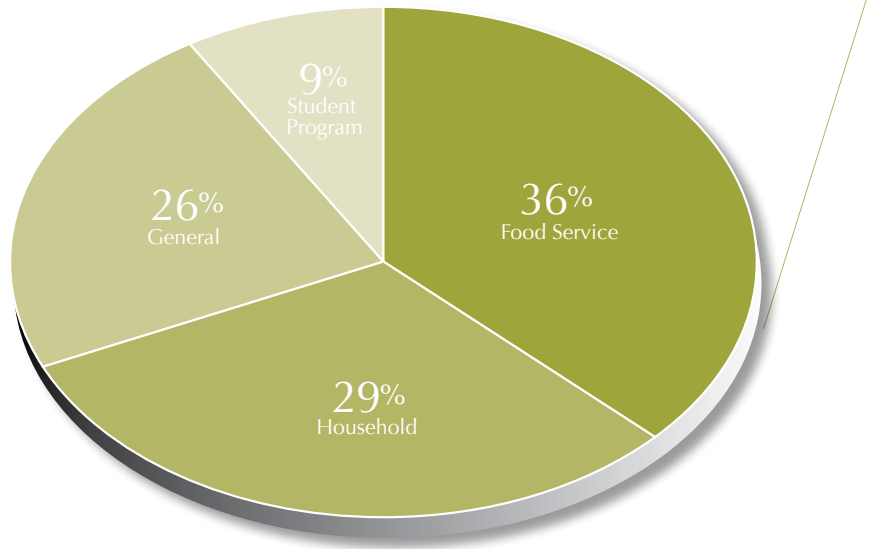
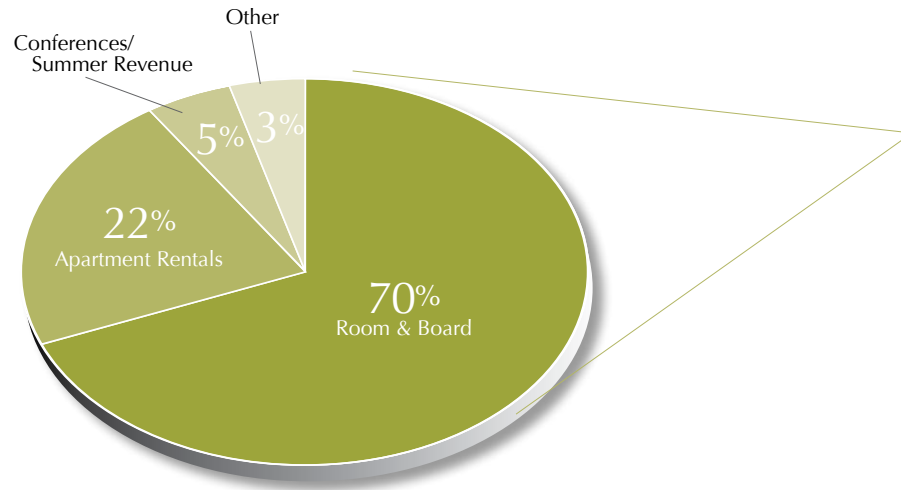


- Debora Pentecost** received the Margaret T. Getman Service to Students Award, which recognizes university faculty and/or staff who have demonstrated an extraordinary commitment to the overall growth and development of students and to the quality of student life.



# Financial Statement

2013-2014



Revenue	<b>Actuals</b>	
	Room & Board	68,350,904
	Apartment Rentals	21,581,170
	Conference/Summer Revenue	5,180,000
	Other Revenue	3,157,022
	<b>Total Revenue</b>	<b>98,269,096</b>
Expenses	<b>Household</b>	
	Administration	2,192,790
	Housekeeping	8,490,264
	Repairs & Maintenance	4,781,808
	Utilities	3,460,581
	<b>Total Household Expenses</b>	<b>18,925,443</b>
	<b>Student Program Expense</b>	<b>5,870,756</b>
	<b>General</b>	
	Administration	3,449,869
	Grounds	2,028,207
	Conference Services	1,058,220
	Information Systems	3,332,375
	Miscellaneous	10,020,100
	Recharge Offset	-2,396,000
	<b>Total General Expenses</b>	<b>17,492,771</b>
	<b>Food Service</b>	
	Administration	1,241,416
	Raw Food Cost	6,687,428
	Food Operations	13,829,065
	Repairs & Maintenance	1,195,452
	Utilities	865,145
	<b>Total Food Service</b>	<b>23,818,506</b>
	<b>Total Operating Expenses</b>	<b>66,107,476</b>
	<b>Net Revenue</b>	<b>32,161,620</b>
	<b>Debt Expense and System Obligations</b>	<b>30,246,250</b>
	<b>Transfer to Housing Reserve</b>	<b>1,915,370</b>

*Image of The Club & Guests Houses courtesy of Moore Ruble Yudell Architects. The old UCSB Faculty Club, renamed The Club, is undergoing a renovation that includes the addition of 30 guest rooms. The project is targeting a LEED Gold rating and is scheduled for completion in Spring 2016.*



## 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 2014-15 fiscal year are:

- The Residential Experience of our Students
- Shifting Priorities for Success
- Strategic Plan Implementation (focus on 2015 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)** first created in 1990 and updated annually, assists 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 each year.

## 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 to conduct benchmarking on Professional Development. They made recommendations for dealing with gaps between our practices and best practices in other organizations. The results of our benchmarking efforts have been incorporated into our strategic initiatives.

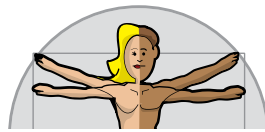




Image of 'Everyday People', a painting by John Trevino, UCSB '95.

## In Closing...

*LIFE IS FULL of unexpected events that challenge our foundation. This year saw events that tested our souls as human beings and the strength of our core values as an organization. These events tested our civility, our humanity, and our hearts. Simply put, we were forced to focus on the things that really matter.*

*In this process of discovery we found out that we are this wonderful family, very diverse and somewhat like a giant tree with branches touching infinite parts of the sky. We regained our bearings and found ways to move forward together, relying on each for balance and support.*

*We are about... standing together as Gauchos.*

*Peace*

**Willie Brown**  
Executive Director





# We Are About

## HOUSING & RESIDENTIAL SERVICES

ANNUAL REPORT  
2013-2014

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In keeping with UCSB's sustainability goals, the 2013-2014 Annual Report is printed on uncoated Cougar Opaque Smooth Cover (10% post-consumer waste).

