



# We Are About

UCSB Housing & Residential Services  
**Annual Report**  
2014-2015

## 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



*Willie Brown at the San Joaquin Apartments construction site, the future home of 1,003 Gauchos.*





# 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 2014-15 academic year. This year's report spotlights the amount of new construction underway than ever before in the history of our department.

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 FTE 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.

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 2014-15, we remained focused on innovation as one of the tools to create new and better ways of conducting 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 expanding our commitment to developing intellectual competence, fostering positive and collaborative engagement, and allowing individuals and communities to reach their fullest potential. Our work is to provide 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 2014-15.

  
**Wilfred E. Brown**  
Executive Director

# Planning for the Future

2014-15 was a high period of growth for our department. With the addition of more staff members and buildings, and housing more students, every unit of Housing & Residential Services is going through this growth surge together. We currently have three major projects in various stages of delivery: Sierra Madre Villages, San Joaquin Apartments, and The Club Renovation & Guest House Addition. This is more new construction underway than ever before in the history of our department. In addition, the University of California purchased the Tropicana Student Housing portfolio, which includes three properties: Tropicana Del Norte, Tropicana Gardens and Tropicana Villas. We will be working on an organizational structure that will culminate in our assuming the management of these properties, which house 1,050 students in 200,000 square feet of space. This notable growth will help UCSB in reaching its long-term academic goals, increasing enrollment, and providing a four-year residential experience for students that will diminish the impact on the local community.

## San Joaquin

Future residents will enjoy the urban design model of the San Joaquin Apartments & Portola Dining Commons, which started construction in January 2015 and is the first increment of new student housing under the 2010 LRDP. San Joaquin will have 178 apartments that provide housing for 1,003 students, live-in staff, and 4 faculty-in-residence apartments. There are 3-main areas of development: Four Villages of 3-story apartments and community buildings, two 6-story Towers along Storke Road with top-floor terraces that overlook a central plaza of courtyards, open space, and a Market with local and sustainable grocery options, and a new Portola Dining Commons along El Colegio Road which will include a large outdoor patio that has mountain views overlooking the pool area.







## Sierra Madre

*On schedule to open in Fall 2015, this new center for learning and excellence provides housing for 511 students in 114 units that are double occupancy 3-bedroom and 2-bedroom apartments. The remaining 36 units will use the same unit types, but will be leased as single units to UCSB faculty and staff families. This project includes two Community Centers to support study, lounge and dining activities, a recreation game room, and fitness center, and a small convenience store. True to UCSB's commitment to the environment, this project is looking at opportunities to achieve a LEED Platinum rating.*

## The Club

*The Club is undergoing an extensive renovation with an anticipated opening in Fall 2016. The renovated lagoon-front club with ocean views will register at twice its current size - offering increased dining and meeting space capacity, 34 boutique, hotel-style guest rooms and an outdoor terrace for special occasions. Together with Housing, Dining, and Conference Services, The Club will continue to be the living room of the campus where faculty and staff, notable visitors from all over the world, and members of the community come to relax, socialize, dine and conduct business.*



## 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 2014-15 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

- Played a leadership role in representing H&RS in the design and rollout of new campus-wide business systems (UC Path, etc.)
- Partnered with IT to rollout financial income reporting using our new Business Intelligence system.

### Administrative & Residential Information Technology

- Launched interactive mobile-friendly dining menus.
- Audited, upgraded and documented H&RS Legacy Network Equipment.
- Migrated all Housing web and database services to distributed server environment.
- Created a Cybersecurity Awareness Program targeting technicians, staff and residents.

### Conference Services

- Hosted 21,252 summer conference visitors.
- Updated the Loma Pelona website to include images and virtual tours of all room configurations.
- Implemented new online reservation process for making room reservations in our residence halls public spaces.
- Visited 30 UCSB departments as part of a new proactive sales initiative.

### Faculty/Staff Housing

- Implemented new 75-minute housing tour for faculty recruits and new hires.
- Developed staff and faculty eligibility policies for the Sierra Madre Apartments, a 36-unit facility to be managed by H&RS and scheduled to open in early 2016.



## Planning Tools

*In partnership with the H&RS webmaster and Special Events Catering, the Loma Pelona multipurpose facility web page was updated to include 48 images, 8 virtual tours, and 22 schematics of all room configurations. This provides a great service to our Conference Services customers when they're planning an event.*

## Executive Director's Office

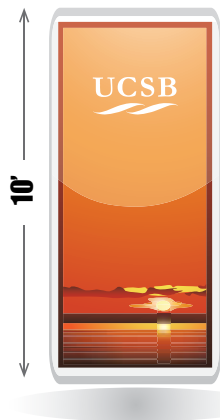
- Designed, and implemented the "Front Line Leader" training series in Spanish and English.
- Held the first "Deepening Understanding" conference with 150 participants, which was dedicated to upholding the value of "Understanding and Respecting Differences."
- Added "Engage and Empower Your Team," a new class series for supervisors.
- Continued to work towards Strategic Plan Visions: created mascots and colors for each hall in order to enhance community identity, and mapped out a Supervisor Success Series that will enable all H&RS supervisors to continue to develop their skills.
- Continued construction of three capital projects in various stages of delivery: San Joaquin and Sierra Madre Apartments, and the renovation of The Club & Guest House Addition.
- Updated the Loma Pelona webpage to include 48 images, 8 virtual tours, and 22 schematics of all room configurations.
- Published an e-version of our Homefront staff newsletter with translation in 57 languages.
- Designed and installed 40+ light pole banners in the Channel Island 5 Residence Hall area with the theme "Get Connected in an Amazing Environment."
- Completed marketing projects for The Club, including re-designing an interim website, re-designing the menu, and designing external signage and banners.
- Continued to bring art to the residence halls by facilitating the installation of a second student created mural at the Channel Island 5 exterior stage, and designing and managing the installation of a large wall graphic in Santa Cruz Residence Hall.
- Partnered with the Office of Judicial Affairs on the Yes Means Yes campaign. Five posters were designed and posted around UCSB and Isla Vista in order to educate students about the new California law that aims to reduce sexual assaults when "no" isn't enough.
- Partnered with Residential Dining to design banners and table runners for various educational campaigns.
- Donated 800+ meals to prospective students from under-represented communities.

## Residential & Community Living

- Partnered with Intercollegiate Athletics and hosted a campus-wide pep rally following the 2015 Fall Convocation.
- Launched a sophisticated online self-assignment process that allows students to select or retain their room and pull in eligible roommates with a click.
- Received a 93% general satisfaction rating from Family Student Housing residents.
- Created an "I didn't know that..." campaign for Isla Vista student renters to inform them of their rights and responsibilities.
- Surveyed 40 years' worth of RHA presidents to learn about residence halls traditions and held a 60th birthday celebration for Santa Rosa Hall.
- Created a student position in the undergraduate apartments to coordinate a vibrant array of programs for weekend nights.
- Launched a program that allows residents to register for renter's insurance when signing their contract online.
- Hosted the first evening rental fair with 500+ students and 26 property providers attending.
- Collaborated with RHA to open "Oasis," a student run snack shop in Santa Catalina Hall.
- Increased and updated our online student training modules to a new total of 56.
- Designed a comprehensive, proactive plan to successfully mitigate construction concerns of Santa Catalina residents by providing them with additional programs, earplugs, small group gatherings, and timely information.
- Worked on programming, resources, and acquiring mentors in order to launch First Generation, a new Living Learning Community for students whose parents are not college educated.
- Trained six Residential Leadership Program Summer Interns on developing leadership skills and fostering collaboration with campus partners in order to accomplish various summer projects, including the new UCSB mobile application.

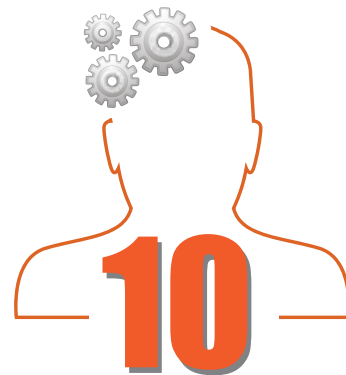
## Residential Dining Services

- Launched mobile and user-friendly interactive dining menus, which can be viewed for each of the dining commons up to a week in advance.
- Implemented a department-wide student cooking training program that included kitchen basics, knife use and safety, sanitation and portioning training. Taught an average of 14 classes per quarter among the dining units.
- Hosted Pacific ChefNet 2015 for three days of culinary education, comprised of 30 chef participants from universities and colleges across California and Washington.
- Sponsored a successful Instagram contest that admitted 14 students to a VIP catered lunch prepared by the Pacific ChefNet participants at Harder Stadium.
- Hosted over 30 Tasting Tables that featured sustainable and seasonal foods.
- Offered four theme meals each quarter, such as Carrillo's "Bourbon Street Bash"; DLG's "Flavors of India"; Ortega's "Soul Food" dinner; and Portola's "Willie Wonka & the Chocolate Factory" inspired meal.
- Partnered with RHA to host "Prom-tola," a special event at Santa Catalina where residents enjoyed a dinner inspired by a "Night in Paris" before attending Prom.
- Created educational opportunities for students by coordinating demos, menus and tastings for special events, including Sustainability Week, Nutrition Week, Green Mondays, Earth Day, and Sustainable Seafood Day.
- Partnered with UC Merced to host the UC Global Food Initiative Summit to support facilitating small growers' ability to do business with UC campuses.
- Partnered with Swipes for the Houseless and converted 3,000 donated meal swipes from residents into meals for Gauchos and others in need.
- Outreached to potential future Gauchos by partnering with IV Elementary School to host star pupils for lunch each month at Portola, and sponsored culinary classes for high school teens in the Rein Tour group during the summer.



### Spring Insights

**150+** staff from across the department welcomed **12,000** prospective Gauchos to the Housing Fair at Spring Insight, UCSB's annual open house. We improved our presence, which included **four 10-foot** banners welcoming people to Storke Plaza, a table for Spanish translators, customized table cloths, department business cards, and a Fun Zone.



### Brain Food

Various staff members taught **10** Student Leadership Development workshops that included topics such as "Developing a Personal Mission Statement & Branding Yourself for the Future," and "Thinking about Graduate School?" They were designed to help our student workforce develop new skills, as well as provide professional and personal development.



### Fresh & Local

We are taking strides to protect, preserve, and regenerate our environmental resources by practicing "Earth-Friendly Dining." Our sustainability efforts include serving fresh produce, of which **49%** is grown within **250** miles of our campus, and **35%** of total food purchases are considered sustainable.



# Residential Operations

- Replaced all laundry machines with newer more efficient models that include a credit card payment system and text alerts to residents when machines finish their cycles. The replacement effort also increased the capacity at Santa Catalina.
- Completed several projects at Santa Catalina to enhance the residential experience in preparation for San Joaquin construction, including partnering with RHA and Dining to renovate a space in the Linda Vista Room for the new Oasis Student Store.
- Developed a Twitter feed and a Project Blog to better notify residents of impacts related to maintenance, utility interruptions, and construction projects.
- Completed a two-year effort to replace the interior finishes and furniture of San Rafael.
- Replaced the dish machine and accumulator at Ortega, which increased efficiency.
- Replaced the CNG filling station at DLG with a more efficient quick fill model to support our Natural Gas Vehicles.
- Upgraded lighting to LED on poles throughout our communities.
- Installed process cooling at DLG, which is saving a million gallons of water per year.
- Collaborated with students to create a new outdoor fitness area in the Channel Island 5 Residence Hall area.
- Helped organize the annual GIVE Sale, which raised \$32,000 for non-profit organizations in the Isla Vista community. 340 volunteers collected and sorted approximately 29.4 tons of student belongings donated during move out.
- Continued to incorporate water conservation and efficiency measures, and educate students on how they can save water through signage and water savings contests. Water use in the residence halls and dining commons is very low per person, 28 gallons per day.
- Received \$30,000 from the Be Smart About Safety program, and then reviewed our risk and injury data and worked with the units to fund equipment that improves worker safety and productivity.



## Energy Champions!

*In Spring 2015, we partnered with the student group PowerSave Campus Team and participated in the Campus Conservation Energy Savings contest. We had an overall **7.7%** reduction in energy use in the residence halls and won **1st** place among all UC schools. The competition is about encouraging daily habits and helping UC reach its goal of being carbon neutral in 2025.*

# Valuing *our* Employees

- **Chris Harton, Cresencio Acevedo, Hayden Dozier, Jill Horst, Jeff Wesson, Martin Schneider, Robbie Wright, Ron Varenchik, Soteris Nicolaou, & Stephen Kearns** attended the NACUFS Pacific & Continental Regional Conference at UC Santa Cruz.
- **Fern Lightfoot, Maddy Bascom, & Ron Varenchik** attended the California Higher Education Catering Summit.
- **Robbie Wright & Jill Horst** attended the National Restaurant Show & the NACUFS National Conference.
- **Jill Horst** attended the Food Service Menu Directions Conference, the NACUFS Food Service Directors Symposium, & the Culinary Institute of America re-think Food Conference.
- **Rick Kelly, Robbie Wright, & Jill Horst** attended the NAFEM Show.
- **Danielle Kemp** attended the CBORD User Group Conference.
- **Rafael Martinez & Sal Canales** attended NACUFS Pacific Chef Net.
- **Bryan Aceves, Pedro Aguilar, Elvia Aguilar, Jesus Aguilera, Margarita Dalzell, Hayden Dozier, Florencia Gantes, Onella Gayraud, Jeannine Green, Magdalena Guzman, Manuel Muñoz, Juan Paniagua Guzman, Oscar Rios & Violeta Tafoya** participated in UCSB's Supervisory Certificate Program.
- **James Acebu** completed the UCSB Financial Management Certificate Program.
- **Masha Aksenova** received a certification in Scrum Master Training.
- **Mike Smith** completed SQL Server Training by Brent Ozar and attended the SQL Intersection Conference.
- **Mike Smith & Masha Aksenova** attended the UC Computing Services Conference 2014.
- **Gary Scott** attended the Defcon Conference.
- **Joe Allegretti & Dale Pearson** attended the RMS User Conference.
- **Gary Scott & Eric Rushing** attended the RedGate Database Continuous Integration workshop.
- **Steve Sibbert** attended the TMA Conference.
- **Eric Johnstone** completed QuickStart Training: Intro into Development with Visual Studio.
- **Gary Scott & Joe Allegretti** completed QuickStart Training: Internet Information Server training.
- **Ben Price** attended the Okta User's Conference.
- **John Niessen & Brandon Kay** attended the Aruba Atmosphere Conference and completed Wireless Training.
- **Alejandro Carreno** received certification in Wireless Network Professional Training.
- **Tuan Duong & Mike Franklin** attended VMWorld 2014.
- **Sunny Reiner & Kim Dwire** attended KronosWorld 2014.
- **Sunny Reiner, Alejandra Orozco & Tom Patag** attended the Knowledge 2014 conference.
- **Willie Brown & Dale Pearson** attended the ACUHO-I Conference.
- **Marlene Cohen, Kim Dwire & Diana Almaraz** attended oLad! Women's Leadership Conference.
- **John Gaffney** attended the Academic Workforce Housing Conference.
- **Sally Vito, Whitney Morris & Lauren Weiner** attended the ACCED-I Annual Meeting.
- **Lauren Weiner & Jamaal Ahmed** attended the Kx User Conference.
- **Julie Miller** attended the Student Youth Travel Association Conference.
- **Whitney Morris** attended the Rejuvenate Marketplace tradeshow & the Religious Conference Management Association Meeting.
- **Lisa Slavid** attended the Wisdom 2.0 Conference.
- **Christian Hernandez & Morgan Vinson** attended WRCSAD at Azusa Pacific University.
- **Chris Johnson** attended the ACPA Institute in San Diego, CA.

- **Shantel Dickerson, Fernando Garcia, Jaci Hawkins, Jeanmarie Levy, Kendall Nishibayashi, Latrece Seneca, Jerome Sherrel, & Terrie Tran** attended the NASPA Regional Conference in Anaheim, CA.
- **Kai Harper** attended the Way of Council conference of the Ojai Foundation in Ojai, CA.
- **Christian Hernandez** attended the Graduate Education & Graduate Student Research Conference in Hospitality & Tourism in Tampa, FL.
- **Mayra Alcala** attended the Women of WACUHO Conference in San Francisco, CA.
- **Mayra Alcala & Ana Garcia** participated in the NASPA Latin@ Knowledge Community in San Diego, CA.
- **Chris Arguedas** attended Creating Change in Denver, CO.
- **James Engler, Nick Howell, Chris Johnson, & Joanne Song** attended ACPA in Tampa, FL.
- **Danny Laub, Mario Munoz, & Emilio Zamorano** attended the RMS Conference in Raleigh, NC.
- **Joaquin Becerra** attended the American Association of Hispanics in Higher Education in Frisco, TX.
- **Chris Arguedas, Marian Bankins, Jessica Fougere, Patricia Hunt, Jill Hurd, Billy Jankowski, Brianna Moffitt, Sarah Olson, Lisa Slavid, & Terrie Tran** attended the NASPA Conference in New Orleans, LA.
- **Mayra Alcala, Katie Avila, Julie Ballesteros, Willie Brown, John Gaffney, Kai Harper, Jill Hurd, Billy Jankowski, Pam Scott, Martin Shumaker, Lisa Slavid, Rich Trocio, Nestor Covarrubias, Paul Kouns, Danny Mann, Carlos Marquez & Shelly Vargas** attended the WACUHO Conference in Monterey, CA.
- **Julia Anderson, Ana Garcia, Brian Mathis, Anne Sawiris, & Morgan Vinson** attended NCORE in Washington, D.C.
- **Ally LeClair** attended the American Association of Sexuality Educators, Counselors, & Therapists in Minneapolis, MN.
- **Joaquin Becerra & Ko Kashiwazaki** attended the Conference on College Men in Amherst, MA.
- **Yasmin Quigley** attended the Gehrig Institute in Anaheim, CA.
- **Roane Akchurin** attended the Coaching Training Institute in Denver, CO.
- **Mayra Ramos, Jacki Mattice, Ana Garcia, Cristina Martinez, Maria Arroyo, Kristine Lehman, Kelly Stanley, Ofelia Aguilera, Elvira Alvarez, Angelica Avelino, Gloria Carreno, Leticia Chavez, Saadeli Cisneros, Susana Contreras, Rosalba Cuevas, Cristina Esparza, Florencia Gantes, Magdalena Guzman, Christina James, Alejandra Magana, Matilde Mata-Morales, Gloria Ortega, Hilda Perez, Elizabeth Pizano, Esther Ramirez, Gloria Ramirez, Margarita Rivas, Denisse Santana, Marta Santillan, Esperanza Torres, Shelly Vargas, Maria Velasco, Angelica Villalobos, Rebecca Villaneda & Stephanie Zhang** attended the Professional Women's Association Conference at UCSB.
- **Caesar Martinez & Ismael Carranza** received their Management Course Completion certificate from The APPA Institute for Facilities Management.





## PROFESSIONAL DEVELOPMENT 2014-2015

- **Chris Harton, Cresencio Acevedo, Hayden Dozier, Jill Horst, Jeff Wesson, Martin Schneider, Robbie Wright, Ron Varenchik, Soteris Nicolaou, & Stephen Kearns** attended the NACUFS Pacific & Continental Regional Conference at UC Santa Cruz.
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- **Gary Scott & Eric Rushing** attended the RedGate Database Continuous Integration workshop.
  - **Steve Sibbert** attended the TMA Conference.
  - **Eric Johnstone** completed QuickStart Training:



## Learning & Development

### The Art of Performance Management

Brian Graham, Manuel Herrera, Danielle Kemp, Sunny Reiner, Tim Sullivan, Terrie Tran

### Crucial Conversations

Ofelia Aguilera, Louis Andrade, Ramiro Arreola, Maria Arroyo, Tom Beland, Francisco Castillo, Rose Collins, James Engler, Jesus Gama, Maria Godoy, Joseph Gonzalez, Bradley Gray, Magdalena Guzman, Manuel Herrera, Jacque Hilliard, Bradley Hughes, Camille Locklear, Feras Madaa, Norma Mitchell, Alejandra Orozco, John Pollock, Brian Shively, Kelly Stanley, Rafael Martinez, Justin Prince, Isidro Rodriguez-Gallegos, Rachelle Stephens, Jorge Valencia, Shelly Vargas, Rafael Velasquez, Ernesto Villegas

### Engage & Empower Your Team

Cresencio Acevedo, Masha Aksenova, Joshua Anderson, Kirsi Aulin, Leesa Beck, Tom Beland, Marlene Cohen, Nestor Covarrubias, Sara Engebretsen, Eric Johnstone, Julie Levangie, Mario Munoz, Lisa Slavid, Robbie Wright

### ESL - Workplace Writing & Intonation

Ofelia Aguilera, Ramiro Arreola, Leticia Chavez, Jesus Gama, Mario Jimenez Jr., Alejandra Magana, Gerardo Martinez, Denisse Santana, Shelly Vargas, Rafael Velasquez, Jose Zamora

### Front Line Leader Training (Bilingual)

Ramiro Arreola, Irma Chavez, Jesus Gama, Pedro Gonzalez, Arminda Jimenez, Filberto Organista

### Gaucha U

Fernando Garcia, Jeff Hillery, Stephanie Zhang

### Professional Competency Program

Louis Andrade, Francisco Castillo, Rose Collins, James Engler, Magdalena Guzman, Bradley Hughes, Feras Madaa, Alejandra Orozco, John Pollock, Isidro Rodriguez-Gallegos, Brian Shively, Rachelle Stephens

### Sustainable Leadership

DeAnne Hartman, Cathe Hedrick, Paul Kouns, Camille Locklear, Alex Ramos, Darcie Sweet, Ginnie Thomas, Rafael Velasquez

### Transitions in Work & Life

Diana Almaraz, Fred Flores, Kai Lu, Adriana Perez, Justin Prince, Brett Prutzman

### Toastmasters

Lou Andrade, Julie Ballesteros, Bradley Gray, Jacki Mattice, Alex Ramos, Mayra Ramos, Jose Reyes

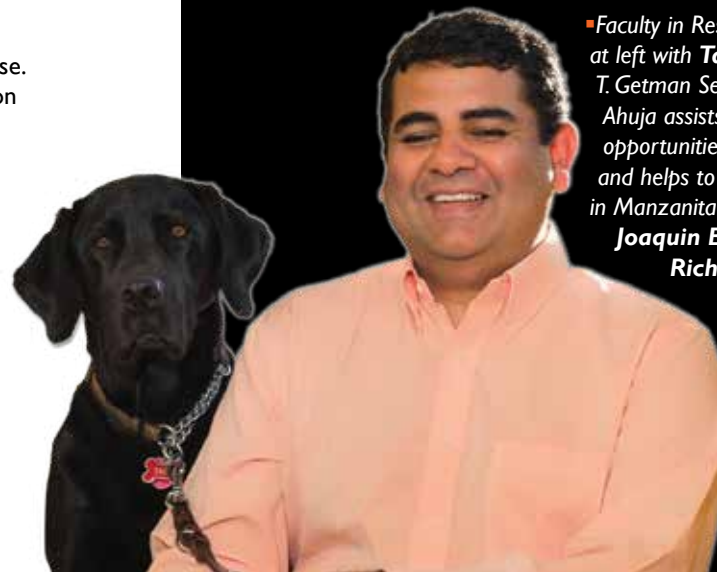
*Maria Valeriano, Gloria Ortega, & Ardley Nix at Move In Weekend. All of our talented & caring staff work that weekend to ensure a welcoming and smooth move-in experience for students and their families.*

# Contributions to the Profession

- **Residential Dining Services** hosted and facilitated Chef Net for the NACUFS Pacific Region.
- **Martin Schneider** participated as guest speaker at a SBCC Culinary Program lecture.
- **Jill Horst** served as a Coach/Mentor for NACUFS FoodService Management Institute, as a judge for the NACUFS Sustainability Awards, & as a member of the Menus of Change University Research Collaborative.
- **Robbie Wright** served as Vice President for the NACUFS Pacific Region.
- **Danielle Kemp** presented at both the CBORD User Group Conference & at the Food Forward event, hosted by Orfalea for the Humane Society, & served as part of the NACUFS Nutrition and Wellness Committee.
- **Marlene Cohen, Lisa Slavid & Tim Sullivan** served as Gaucho U Program administrators.
- **Robbie Wright & Danielle Kemp** served as members of the UC Sustainability Working Group.
- **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 Rodrigo Gimenez** served as a culinary instructor in the SBCC Culinary Program.
- **Whitney Morris** served on the ACCED-I Implementation and Communication Task Force.
- **Kelly Stanley** served as PWA Membership Committee Co-Chair.
- **Angelica Diaz** served as Co-President of PWA.
- **Marlene Cohen** provided Environmental Health & Safety and Sexual Harassment Prevention training in Spanish.
- **Danny Mann & Lisa Slavid** presented "Deepening Understanding" at the WACUHO Conference. **Lisa** also presented "Reflection and Renewal."
- **Lisa Slavid** began work with professor Kim Yasuda and the Project For Public Space on strategic planning an Appreciative Inquiry community workshop for Isla Vista to be held in February 2016. She was also appointed to the Board of Trustees for the Institute of Shipboard Education.
- **Terrie Tran** served as the NASPA Western Regional Co-Chair of New Professional pre-Conference Institute, NASPA Undergraduate Fellow Program Mentor, and as a member of the NASPA Western Regional Conference Planning Committee.
- **James Engler** served as the ACPA MultiRacial Network Co-Chair.
- **Rich Trocio & Jeanmarie Levy** were Co-Leaders for Education 118: Transfer Success Course.
- **Roane Akchurin** was the Gaucho Farmer's Market Chair & served on the UC Committee on Farmer's Markets.
- **Mayra Ramos** served on the "Women of WACUHO Roundtable" and presented "Wonder Woman: Truth of Fiction" at the WACUHO Conference.
- **Chris Arguedas & Brianna Moffitt** presented "Intentional Happiness: Integrating Positive Psychology and Student Affairs" at the NASPA Conference.
- **Joanne Song** was a NASPA Undergraduate Fellow Program Mentor.
- **Kai Harper & Katie Avila** presented "Motley Crue: Deciphering the Needs of Mixed Population Communities" at the WACUHO Conference.
- **Billy Jankowski & Jill Hurd** presented "Lessons I Wished I'd Never Learned: Responding to a School Shooting" at the WACUHO Conference.
- **Willie Brown** served on the WACUHO Strategic Planning Committee, and on the search committee for the Executive Director/CEO of ACUHO-I.

## RECOGNITIONS

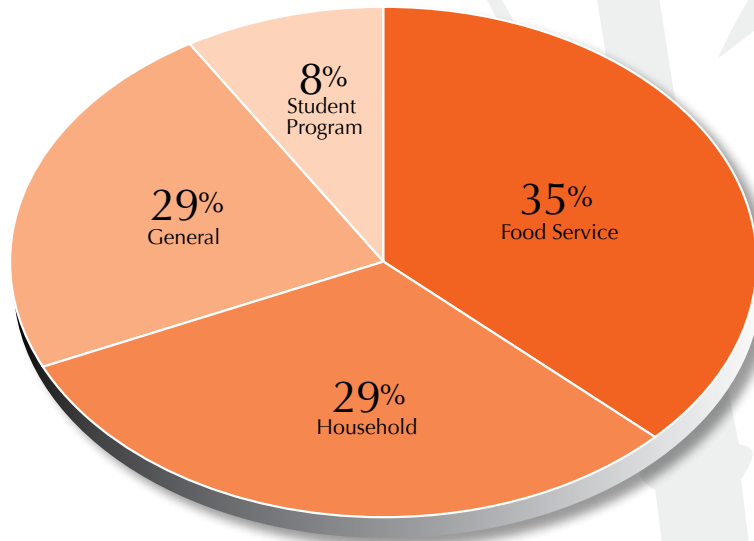
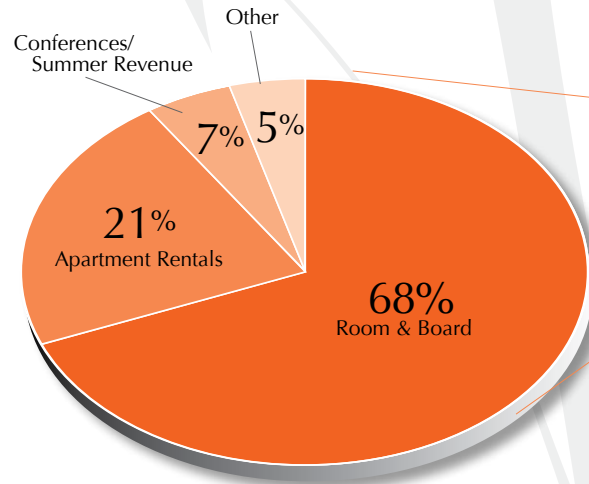
- **Robbie Wright** received the NACUFS Pacific Region President's Special Services Award.
- **Hayden Dozier** represented UCSB Residential Dining Services at the NACUFS Culinary Challenge at UC Santa Cruz and earned a bronze medal.
- **Residential Dining Services** was featured as a college innovator by Foodservice Equipment & Supplies, where it was recognized for the success of its weekly Tasting Tables, purchase of local produce, and current construction of a new Portola Dining Commons.
- **Whitney Morris** received the Association of Collegiate Conference and Events Directors-International Volunteer of the Year award.
- **Residential Dining Services** was #28 of 50 on Food Management's report of the 2014 College Power Players, being recognized for being a dining operation that does a great job serving a large campus resident student population.
- The **UCSB Residence Halls** won 1st place among all UC schools in the Campus Conservation Energy Savings Contest with an overall 7.7% reduction in energy use. This was right on the heels of Princeton Review ranking UCSB the 3rd Greenest College in the US and the #1 public university.
- **Residential Dining Services** won the Environmental Protection Agency's 2015 Food Recovery Challenge Award, which is given to businesses and organizations that reduce environmental impact by preventing and reducing food waste.
- The **Santa Cruz Fire Safety Renewal project** received the 2014 Renovation Award from the CA Central Coast Chapter of the U.S. Green Building Council. This is the third and final project of a 3-year effort to renovate the two-story residence halls on campus (Santa Rosa, Anacapa, and Santa Cruz), two of which have already achieved LEED-Gold certification and the final is on track to receive LEED-Gold.



▪ *Faculty in Residence, Dr. Amit Ahuja (pictured at left with Tashi), received the Margaret T. Getman Service to Students Award. Dr. Ahuja assists residents with advice, provides opportunities for students to meet faculty, and helps to create a spirit of community in Manzanita Village and San Rafael Hall. Joaquin Becerra, Brian Mathis, and Rich Trocio were also nominated.*

# Financial Statement

2014-2015



## Revenue

### Actuals

Room & Board	75,619,318
Apartment Rentals	23,091,677
Conference/Summer Revenue	7,964,382
Other Revenue	5,096,165
<b>Total Revenue</b>	<b>111,771,542</b>

## Expenses

### Household

Administration	2,883,270
Housekeeping	9,132,901
Repairs & Maintenance	4,380,734
Utilities	3,672,659
<b>Total Household Expenses</b>	<b>20,069,564</b>

### Student Program Expense

**5,508,236**

### General Expenses

Administration	3,040,749
Grounds	2,082,972
Conference Services	1,068,100
Information Systems	2,756,609
Assessments/Campus Services	11,418,668
Recharge Offset	-168,399
<b>Total General Expenses</b>	<b>20,198,699</b>

### Food Service

Administration	1,057,086
Raw Food Cost	6,539,775
Food Operations	15,000,970
Repairs & Maintenance	1,095,183
Utilities	918,165
<b>Total Food Service</b>	<b>24,611,179</b>

### Total Operating Expenses

**70,387,678**

### Net Revenue

**41,383,864**

### Debt Expense and System Obligations

**23,517,863**

### Transfer to Housing Reserve

**17,866,001**





## Housing, Dining & Auxiliary Services

Effective August 1, 2015, our Executive Director, Willie Brown, was promoted to Associate Vice Chancellor of Housing, Dining & Auxiliary Enterprises (HDAE). The new organization includes eight integrated departments with 590 full-time employees. While we work through this period of transition and growth, we are committed to maintaining our focus on positive outcomes for students and staff, and restructuring as necessary to accommodate the larger HDAE organization.

- Administrative & Residential Information Technology (ARIT)
- Business & Financial Planning
- Campus Conference Services
- Campus Dining Services
- Residential & Community Living
- Residential Operations
- University Bookstore
- University Center & Events Center
- The Club & Guest House
- Transportation & Parking Services

## 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 2015-16 fiscal year are:

- The Residential Experience of our Students
- Shifting Priorities for Success
- Strategic Plan Implementation (focus on 2016 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.

We've also instituted an annual Deepening Understanding Conference open to all, which is designed to help us better live out our value "Respecting & Understanding Differences."

## 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, we completed a new Strategic 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. Since 2008, we have had more than 23 teams work on these innovative and best-in-class outcomes.

## 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

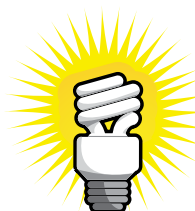
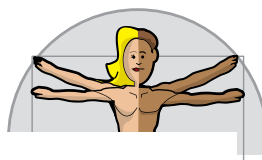
One of our Strategic Plan visions is to have "world class facilities" by achieving excellence in all of our housing venues. Our **Capital Plan** fulfills this vision by renewing existing housing stock and increasing the housing available to the UCSB student community. We expect new and upgraded facilities 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, we began integrating process improvement methodologies by working with American Productivity and Quality Center. After an assessment, we decided to benchmark Succession Management and Professional Development. A Leadership Development process was designed, and recommendations were made for dealing with gaps between our practices and best practices in other organizations.

We continued our efforts in benchmarking by identifying other universities and organizations and visiting them to learn why they're successful. In 2012 we visited UCLA, Stanford, and UC Berkeley, and in 2014 we visited the Chumash Casino Resort, Deckers Outdoor Corporation, Cottage Hospital, and Zappos.com.

Every year we conduct a resident survey to evaluate our services in order to continue to improve our practices and provide the best academic living and learning experience.



# In Closing...

*The work that we do carries with it a bit of uncertainty. As an organization we begin a new journey, not without risk, and not without feeling like we're jumping into the winter ocean.*

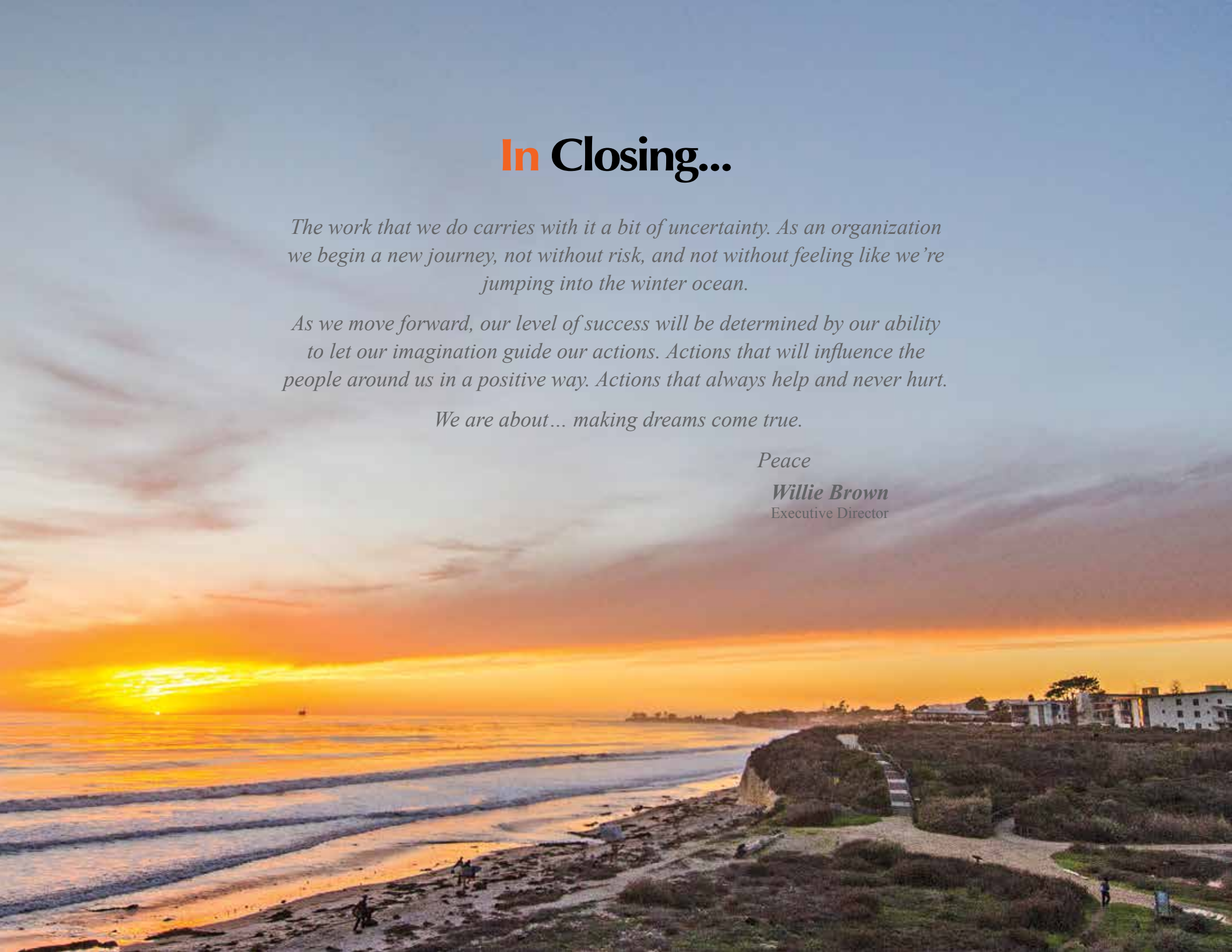
*As we move forward, our level of success will be determined by our ability to let our imagination guide our actions. Actions that will influence the people around us in a positive way. Actions that always help and never hurt.*

*We are about... making dreams come true.*

*Peace*

**Willie Brown**

Executive Director







# We Are About

## HOUSING & RESIDENTIAL SERVICES

ANNUAL REPORT  
2014-2015

PROJECT COORDINATORS  
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Eric Zobel

LAYOUT/DESIGN  
Eric Zobel

EDITING/PROOFREADING  
Willie Brown  
Julie Levangie  
Lisa Slavid

WRITERS  
Willie Brown  
Julie Levangie

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Tony Mastres  
Alex Ramos



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[www.youtube.com/ucsbhousing](https://www.youtube.com/ucsbhousing)

**On the cover:** Bamboo is one of the world's fastest growing and most durable materials. It creates extremely stable environments with its deep and wide reaching root systems. 2014-15 was a year in which Housing & Residential Services also began to put in place the systems and people needed to make our future strong and stable. With a record number of building projects underway, this year has been about growth...





[www.housing.ucsb.edu](http://www.housing.ucsb.edu)

Housing & Residential Services  
*University of California, Santa Barbara*