The University of California, Santa Barbara, is a distinguished university recognized for its leadership by state, national, and world academic communities. Housing & Residential Services exists as an integral part of the educational program and academic services of UCSB. Inherent in the operation of Housing & Residential Services is the formation and support of an atmosphere that is conducive to living and learning for our residents and for those who use our services. Housing & Residential Services promotes the academic mission of UCSB and creates through support services and developmental programs a sense of community among students, faculty and staff.

The mission of Housing & Residential Services is based on the following premises:

- Learning is a continuous process.
- A community is positively served by responsible social behavior.
- Staff serve as role models to the larger community.
- People learn from diversity.
- Environment affects behavior: A positive environment promotes positive behavior.
- Community action and involvement are key ingredients in the democratic process.
- Proper nourishment is equally important to a student’s intellectual development.

Our Mission

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.
I AM DELIGHTED TO SHARE with you the Housing & Residential Services (H&RS) Annual Report, an account of the achievements and contributions of staff members and program units in our department during the 2010-11 academic year. This year’s report features a success story about the HEART Team (Housing Employees Acting Responsibly for Transition) and their efforts to optimize our occupancy for 2011-12, creating a new business model responsive to both the needs of our students and to our fiscal obligations.

H&RS provides housing, hospitality and related residential life services for UC Santa Barbara’s undergraduate student, graduate student and faculty population. We employ a staff of 720 FTE in the department which equates to 456 regular employees and more than 700 student employees. H&RS is a campus auxiliary department reporting through the Division of Administrative Services. As Executive Director of Housing & Residential Services, I serve as UCSB’s chief housing officer. Our organizational structure is designed to promote active cooperation in managing the service programs within the department. The programs include Apartment & Community Living (Family Student Housing; Graduate Apartments; Undergraduate Apartments; Judicial Affairs; Community Housing Office), Business & Financial Planning (Budget & Finance; Faculty Housing Services; Information Systems & Technology; Campus Conference Services), Executive Director’s Office (Organizational & Performance Management; Resource Planning; Communications, Marketing & Social Media), Residential Dining Services (Carrillo, De La Guerra, Portola, and Ortega Dining Commons; Special Events Catering & Concessions), Residential Life (Residence Halls; Judicial Affairs; Program & Student Leadership Development), and Residential Operations (Maintenance Services; Environmental, Sustainability & Energy Programs; Custodial & Landscape Services; Health Advocacy & Wellness; Project Coordination).

The 2010-11 year was challenging, yet exciting, as we continued to keep the department attentive to providing the best housing experience. We looked for opportunities to blend leadership theory with on-the-ground experience in order to achieve larger results and greater rewards for those we serve. We focused on innovation as a tool to create new and better ways of doing business. This positive approach to our daily tasks has brought a synergy that has allowed us to prosper even in these challenging economic times. We continue to keep our eyes on the prize—scholarship, leadership, citizenship—that is the cornerstone of our work at UC Santa Barbara. We do so by deepening our commitment to developing intellectual competence, helping people choose the right path, and allowing individuals and communities to reach their fullest potential. We have been hard at work providing the highest quality residential experience for our residents, staff and other customers. Please take a moment to acknowledge the dedication of the people in Housing & Residential Services as we continue to provide exceptional service to those we serve. Thank you for reading about our accomplishments from 2010-11.

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

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

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

HEART Team Members:

KNEELING: Mario Muñoz, Julie Levangie, Danny Mann, Jordan Killebrew

STANDING: Maya Salmon, Dale Pearson, Willie Brown, Matt Erickson, Charlene Chew-Ogi, Lisa Slavid, Jill Horst

NOT PICTURED: Valla Arnadottir, Clay Carlson, Pam Cort, Rob Donerson, Dan Heedy, Jacque Hilliard, William Jankowski, Raul Martinez, Andrea Treptow, Cari Urabe, Elizabeth Vincent

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

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

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

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

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

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

Apartment & Community Living

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

Business & Financial Planning

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

Conference Services
- Acquired two new conferences and a workshop bringing almost 800 people to UCSB with 450 staying in the Residence Halls and producing a gross income of more than $350,000 which is used to offset student fees.
- Continued on-campus education program with “Speed Dating,” an event hosted at the Loma Pelona Center for UCSB event planners and service providers.

Information Systems & Technology

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

- Installed Big Belly solar powered trash cans that use the sun’s energy to automatically compact trash at the point of disposal.
- Installed solar panels at Lomaz-Pelon Center for UCSB event planners and service providers.
- Designed and implemented an online application process for in-residence student staff.
- Deployed new 802.11n wireless infrastructure for ResNet.
- Developed Business Intelligence (BI) system.
- Developed new production data backup and disaster recovery server and storage architecture.
- Accomplished all fiscal and strategic goals.
- Coordinated quarterly Town Hall meetings for all staff members and provided translation services to ensure language inclusivity-Awarded Kitson Landscape with the Mentor of Exceptional Service Award.
- Collaborated with Administrative Services staff members and the Chancellor’s Sustainability Committee to create the UCSB Sustainability Brochure.
- Constructed and completed new conference center.
- Successfully acquired two new conferences and a workshop bringing almost 800 people to UCSB with 450 staying in the Residence Halls and producing a gross income of more than $350,000 which is used to offset student fees.
- Completed migration of all file server data to HomeBase (H&RS Intranet).

Enhanced landscape at the east gate entrance to campus.

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

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

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

FEBRUARY

- Opened the West Conference Center with an open house, and created administrative and operational procedures for handling reservations.
- Deployed Outlook email/calendaring to all Administrative Services staff.

MARCH

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

APRIL

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

Residential Life

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

FEBRUARY

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MARCH

- Created the Familia Mentorship program with the Chicano@/Latin@ floor in San Miguel Hall.

APRIL

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

Residential Operations

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

FEBRUARY

- Continued partnership with student groups for sustainability – Green Campus, Environmental Affairs Board and ELP.

MARCH

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

APRIL

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

MAY

- Refurbished the Santa Catalina pool.

JUNE

- Increased use of ergonomic custodial equipment to reduce injuries.
Looking for the Best & the Brightest!

references. In 2010-11 we received 307 Resident Assistant applications and 150 members oversee an extensive recruitment process to hire 90 Resident Assistants and 27 Resident Coordinators. Our live-in student staff members play an integral role in the huge operation that is H&RS. The positions offer many challenges and opportunities. They are leaders within their community and support the growth and development needs of our 7,000+ student population (over half of our family members in Family Student Housing) through thousands of social, academic and educational programs, as well as counseling and campus resource referrals. They are the first point of contact for crisis and emergency situations.

The recruitment process includes advertising, meetings (some mandatory) and giving presentations about being a Resident Assistant or Resident Coordinator, one of the most rewarding experiences a student can have. The interview process includes 2-3 interviews, casual and group interviews, and requests for references. In 2010-11 we received 307 Resident Assistant applications and 150 Resident Coordinator applications — a total of 437 applications!


• Kim Dwire, Sunny Reiner, Kari Sarnslaska & Sheri Walker attended the Kronos Works Conference.

• Eddie Consiglieri, Sara Potter & Lisa Slavid attended the Social Justice Institute.

• Dale Pearson & Daniel Laub attended the RMS Users Conference.

• Eric Zobel attended the Voices that Matter Web Design Conference.

• Willie Brown & Carlos Marquez attended the ACUHOI Annual Conference.

• Barry Colwell & Mark Rousseau attended the Cal Greens New Building Code Seminar.

• Ten students & six staff members attended the Careers in Student Affairs Day at CSUF.

• Kristen Burnett attended the Legal Issues Conference.

• Jacques Zalma attended the NASPA Student Law & Policy Conference.

• Sara Blair, Grant Burlow, Kristen Burnett, Peter Chu, Rosa Contreras, Linda Croyde, Alejandra De La Cruz, David Hong, Mollique Johnson, Navi Kalinsky, Gabriel Lorredo, Prashit Patel & Rosalie Siler attended the NASPA Conference.

• Rosalie Siler attended the Region VI Mental Health Concerns Conference.

• Casey Simon & Elizabeth Vincent attended WITTS Student Affairs Conference.

• Tara Atherley attended the Teach for America Conference.

• Candice Brooks, Yasmin Quingley & Carl Urabe attended the NCORE Conference.

• Sharon Gildner attended the Governor’s Conference for Women.

• Marian Bankins, Eddie Consiglieri, Jill Hurd, William Jankowski, & Sara Potter attended the College of the Canyons Conference.

• Ramiro Arreola attended the How to Communicate with Tact & Professionalism Seminar.

• Andy Johnson participated in Legal Software Training.

• Stephen Smith attended the School of Fine Woodworking.

• Virginia Thomas attended the UC Ergo Workshop & the Applied Ergonomics Conference.

• Jason Stone attended the IDEA World Fitness Convention.

• Kevin Olson attended NTT Training.

• Rebecca Ruiz, Jason Stone & Virginia Thomas attended the Learn from Doing Perform Better Seminar.

• Steven Banks, Eric Cox, Andy Johnson & Ed Roe attended an Access Software Class.

• Carlos Campos attended the Service School for HG Makeover, Kholer, & ECHO.

• Ed Roe attended the BOSCH Extreme CCTY & Video Class.

• Dick Winnert earned his Commercial Building Inspector License.

• Zeina Ellis & Paul Kuhlins Jr. attended Project Management in the UC Environment.

• Oscar Rios attended a Johnson Controls HVAC Conference.

• Storm Charron attended the Medeco Certification & Biometrics Training, & Clark Security Master Key System Training.

• Steve Franco attended the Framer Certification Workshop & the Stroke Synergy Specialty Wall Finishes Training.

• Bradley Hughes attended the Green Gardner Program at SBCC.

• Jeff Monteleone attended the TMA Users Conference.

• Ken Ardy & Frank Murray attended a Lead Safe Painting Practices Seminar.

• Dan Heedy, Jaime Herrera & Mark Rousseau attended the UC Sustainability Conference.

• Fred Flores & Jacques Walker received the Backflow Preventer Certification.

• Storm Charron & Donald Canley attended SBCC computer classes.

• Sartumino Doctor attended UCSD Extension courses: Project Initiation, Plan & Integration, & Project Management Practice.

• Yentran Tran attended SSRS 2008 Training/Quickstart.

• Kip Bates attended VMWorld 2010 & the Disney Leadership Institute.

• Ben Price attended Aruba Networks Customer Advisory Board/Edcase & Customer Product Briefing.

• Brandon Kay attended Aruba Networks Scalable WLAN Design & Implementation, & he completed a BA in Philosophy from UCSC.

• Stephen Waits attended HP Storage Area Network training & VMWorld 2010.

• Alejandro Carreño attended HP Storage Area Network training.

• Steve Silbert attended Microsoft Management Summit 2010, & a TMA Users Conference.

• Patricia Carey, Bonnie Crouse, Jeff Hillery, Jill Horst, Eriko MacDonald, Soteris Nicolaou & Robert Wright attended the NACUFSC National Conference.

• Derrick Duong, Richard Kelly & Terry Thomas attended the Western Restaurant Show.

• Jaime Herrera attended the Mutual Trade Food Show.

• Crescencio Acevedo, Jaime Herrera, Martin Schneider & Jeff Wesson attended NACUFS Chief Net.

• Megan Anne Carney attended the Food Culture Justice Conference in New Orleans.

• Maddy Bascom & Eriko MacDonald attended the UC Systemwide Conference, Events & Catering Summit.

• Robert Wright attended the NACUFSC Human Resources Institute.

• Richard Kelly, Bonnie Crouse & Jill Horst attended the NAFEM Equipment Show.

• Bonnie Crouse, Jeff Hillery, Jill Horst, Soteris Nicolaou & Robert Wright attended the NACUFSC National Conference.

• Willie Brown, Bonnie Crouse & Jill Horst attended the National Restaurant Show.

• Maddy Bascom, Angelica Diaz, Matt Erickson, Eriko MacDonald, Whitney Morris & Mili Swick attended the UC Systemwide Conference Services Meeting in Riverside.

• Myra Alcala, Angelica Diaz, Patricia Machuca, Jackie Mastice & Kelly Stanley attended the PWA Conference.

• Angelica Diaz, Matt Erickson & Whitney Morris attended the Association of College & Conference Events Directors-Int’l Region 2 Summit at San Francisco State University.

• Angelica Diaz & Whitney Morris attended the ACCCD-I National Conference in Orlando.

• Nestor Covarrubias completed his Certification in Hotel Management from SBCC.

• Whitney Morris attended the SYTA (Student Youth Travel Association) Annual Conference.

• Danny Laub attended the California Rare Fruit Grower’s Festival.

• Residential Operations held a retreat for all Housekeeping & Grounds staff that included sessions on community building, and fire extinguisher and equipment training. The guest speaker was Ozzie Espinoza,Associate Director of the Educational Opportunity Program.

• Ramiro Arreola & Rafael Velasquez attended the Bed Bug Workshop held by the National Pest Management Association.

Looking for the Best & the Brightest!

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

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PROFESSIONAL DEVELOPMENT 2010-2011

- Albert Coghlan attended UCR Tree Assessment & received CERT certification.
- Barry Colwell re-accredited as LEED AP.
- Ramon Avitia received his forklift certification.
- All grounds staff attended Ewing Irrigation Training Water Conservation Techniques & Designs & Traffic Road Safety Training.
- Justin Prince completed the HR Supervisory Certificate.
- Pedro Aguilar, Albert Coghlan, Fred Flores, Ramon Flores & Serafin Zamora attended HR Supervisory Certificate courses.
- All Residential Operations & Portola Dining Commons staff received CPR & First Aid Training.
- Doug Canaan attended an NEC Electrical Code seminar.
- Andy Johnson attended the Advanced On-Guard Access Control System & completed Gold Certification in the Lenel System.
- Damion Miller & Ed Roe attended Advanced IP Video System Training.
- Elijah Langworthy & Kevin Olson attended Johnson Controls Energy Management System Training.
- Rochelle Floret attended the UCSB Supervisor Institute.
- Jaime Nicolaou attended the Management Skills Assessment Program.
- Marlena Miller & Tim Sullivan completed Community Emergency Response Team Certification.
- Bonnie Crouse attended Solutions4, a NACUFS Wellness workshop.
- Jill Black, Jill Horst, Soteris Nicolaou & Nick Zurovsky received their ServeSafe Certification.
- Terry Thomas attended the CBORD Users’ Conference.
- Jaime Herrera attended the Santa Barbara County Agrifood Systems Workshop.
- Alex Mook attended Microsoft Exchange 2010 training.
- Kai Lu attended an SBCCVMWare course.
- Masha Aksenova attended a UC Berkeley Extension Project Management Program.
- Tiye Baldwin attended Microsoft SQL Server 2008 Reporting Services, & Developing Applications for Microsoft SharePoint 2010.
- Vasilis Inembolidis attended the Digital Signage Expo 2010.

Ama Almador & Ofelia Montano of Santa Cruz Hall.
**Contributions to the Profession**

- **Maya Salmon** served on the WACUHO Conference Program Committee. **Mayra Alcala** was the Social Chair for the New Professionals Central Region, and **Jacques Zalma** served on the Executive Team as the Technology & Information Systems Coordinator.

- **Roane Akchurin** served on the Ombuds Advisory Committee, the Board of Directors for the UCSB Student Housing Co-op, led a Mediation Workshop for the PWA conference, and taught conflict resolution for a Law & Society class.

- **Mayra Alcala** and **Ryan George** co-chaired the Chancellor’s Staff Advisory Committee, and **Julie Miller** and **Tim Sullivan** were committee members.

- **Julie Miller** was the Committee Co-Chair for Staff Celebration Week. She is also a member and Fundraising Chair of Parent Council for the UCSB Children’s Center, and a member of the Campus Child Care Advisory Committee.

- **Whitney Morris** was a Mentor at the PWA Conference, and **Angelica Diaz** was the Programming Co-Chair.

- **Matt Erickson, Julie Miller, and Sally Vito** served on the UCSB United Way Campaign Committee.

- **Barry Colwell** is a member of the Chancellor’s Sustainability Committee ‘Built Environment,’ the Campus Design Review Committee, the Student Affairs Renewable Energy Initiative (REI), and the UCSB Campus Energy Team.

- **Kristen Burnett** co-chaired the Coordinated Community Response Team for Instances of Sexual Assault, Stalking and Domestic Violence on Campus.

- **Charlene Chew-Ogi** presented on Sustainable Resilience at the PWA Conference and at the WACUHO Conference.

- **Ko Kashiwazaki, Sunny Reiner, and Jacques Zalma** presented a workshop at WACUHO, “Forum Up!,” that discussed technology and the use of Internet forums.

- **Chris Johnson** was advisor for the UCSB Chapter of Alpha Lambda Delta Honor Society.

- **Kim Dwire** served as a member of the UCSB Campus Contracts Process Review committee.

- **Dale Pearson** served as a member of the UCSB Financial Systems Implementation Steering committee.

- At the Student Affairs’ Professional Development Conference, **Cresencio Acevedo** and **Robbie Wright** presented a breakout session entitled “Commons Knowledge: A Tour of De La Guerra Dining Commons,” and **Mark Rousseau** and **Terry Thomas** presented “Sustainability in H&RS.”

- **Bonnie Crouse** was the NACUFS Pacific Region President and **Soteris Nicolaou** was the Culinary Challenge Chair.

- **Bonnie Crouse, Jaime Herrera, and Terry Thomas** presented on sustainable food programs for Professor David Cleveland’s Environmental Studies’ classes.

- **Jaime Herrera** provided tasting tables at the Ty Warner Sustainable Seafood Event and at the UCSB Community Supported Fish Market.

- **Bonnie Crouse** was a panelist on the National Good Food Network webinar “Real Food into University Cafeterias: A Billion Dollar Challenge.”

- **Terry Thomas** was a panelist at UCSB’s Santa Barbara County Agrifood Systems on “Institutional Purchasing and Impact on the local Agriculture Systems.”

- **Julie Levangie** presented at the UCSB Using Social Media Workshop in April.

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**RECOGNITIONS**

- **Julie Miller** received the Staff Citation of Excellence Award.

- **Mario Muñoz** received the Margaret T. Getman Service to Students Award.

- **Mayra Alcala** received the WACUHO New Professionals Award.

- **“Forum Up,”** a workshop presented by Ko Kashiwazaki, Sunny Reiner, and Jacques Zalma at WACUHO was selected as “Best of the West” and they will present it at the ACHUO-I Annual Conference.

- **Cari Urabe** was selected as the National Association for Campus Activities (NACA) Leadership Fellow for the Western Region.

- **Charlene Chew-Ogi** was presented with the American College Personnel Association (ACPA) Asian Pacific American Network (APAN) Award for Outstanding Contribution to APIA Mentoring.

- **Lizzie Soriano** was named Outstanding Staff Member by RHA.

- **Housing & Residential Services** received the **William Villa Award** as the outstanding department servicing student needs.

- **Joe Allegretti** received the WACUHO “Volunteer of the Year” Award.

- **Willie Brown** received the WACUHO “Charles L. Miller Leadership & Service Award.”

- The **Residence Hall Association (RHA)** won 3 National Residence Hall Honorary Awards: Member of the year (Alanna Peebles), Windi Sasaki Cornerstone Award (Alanna Peebles), and Building Block of the Year (UCSB Margaret Getman Chapter). At PACURH they were awarded one Top Ten program, the award for most delegates (29), and a First-Time Delegate Scholarship (Candace Cathey), and at NACURH they won one Top Forty program.

- **Andrea Treptow** was selected as the Regional and National Advisor for September 2010.
Financial Statement

2010-2011

Revenue

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

Household

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

Student Program Expense

- Total: $4,637,453

General

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

Food Service

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

Total Operating Expenses

- Total: $48,950,085

Net Revenue

- Total: $37,088,200

Assessments and System Obligations

- Total: $28,544,189

Year-End Transfer to Maintenance Reserve

- Total: $8,544,011
HOUSING & RESIDENTIAL SERVICES will continue to strive to be the best at what we do and deliver quality services to the UCSB community. As a department, our primary focus is on keeping the organization running efficiently and advancing the organization to its highest potential. Our focal points for 2011-12 fiscal year are:

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

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

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

Looking Ahead
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&R’s 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&R 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.

Within and Beyond the Department.

Urban Design Associates (UDA) led our campus through a planning process, which involved focus groups with students, staff, and faculty, and representatives from six UC campus housing departments. Land owned by UCSB was reviewed and potential sites for development were identified. The Campus Planning Committee approved the final report, titled “The UCSB Campus Housing Plan/Study,” in 2006, and these recommendations have been incorporated into the campus’ long range planning and provide the base for new student housing in our capital plan.

Capital Plan

One of our Strategic Plan visions is to have “world class facilities” by achieving excellence in all of our housing venues. Our Capital Plan fulfills this vision by renewing existing housing stock and increasing the housing available to the UCSB student community.

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 our 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.

Housing & Residential Services engages in numerous planning processes. The Educational Equity Plan, the Strategic Plan, the Capital Plan, the Campus Housing Study, and Benchmarking prepare our organization for the future. These planning processes often bring together H&RS staff and the campus community to help create visions that will live out our values and direct our priorities in the future.

Benchmarking

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

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

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

Peace.

Willie Brown
Executive Director
In keeping with UCSB’s sustainability goals the 2010-2011 Annual Report was printed on uncoated Cougar Opaque Smooth Cover (10% post-consumer waste).
we are about

Housing & Residential Services
Annual Report 2010-2011