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.

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

H&RS provides housing, hospitality and related residential life services for UCSB’s undergraduate student, graduate student and faculty population. We employ a staff of 744 FTE in the department which equates to 462 regular employees and more than 700 student employees. H&RS is a campus auxiliary department reporting through the Division of Administrative Services. As Executive Director of Housing & Residential Services, I serve as UCSB’s chief housing officer. Our organizational structure is designed to promote active cooperation in managing the service programs within the department. The programs include Apartment & Community Living (Family, Graduate and Undergraduate Apartments; Judicial Affairs; Community Housing Office), Business & Financial Planning (Budget & Finance; Faculty Housing Services; Administrative & Residential Information Technology; Campus Conference Services), Executive Director’s Office (Organizational & Performance Management; Resource Planning; Communications, Marketing & Social Media), Residential Dining Services (Carrillo, De La Guerra, Portola, and Ortega Dining Commons; Special Events Catering & Concessions), Residential Life (Residence Halls; Judicial Affairs; Program & Student Leadership Development), and Residential Operations (Maintenance Services; Environmental, Sustainability & Energy Programs; Custodial & Landscape Services; Health Advocacy & Wellness; Project Coordination). During this year, we worked on merging Apartment & Community Living and Residential Life into one organization focused on sustaining learning and excellence in our residential communities. You will see this new organization referred to in the future as Residential & Community Living. We also assumed operational support for information technology in the division of Administrative Services.

In 2011-12, we focused on innovation as a tool to create new and better ways of doing business and supporting our strategic plan. This approach to our daily tasks has brought a synergy that has allowed us to prosper even in these challenging economic times. We continue to keep our eyes on the prize—scholarship, leadership, citizenship—that is the cornerstone of our work at UCSB. We do so by deepening our commitment to developing intellectual competence, fostering positive and collaborative engagement, and allowing individuals and communities to reach their fullest potential. We have been hard at work providing the highest quality residential experience for our residents, staff and other customers. Please take a moment to acknowledge the dedication of the people in Housing & Residential Services as we continue to provide exceptional service in support of the academic mission of UCSB. Thank you for reading about our accomplishments from 2011-12.
Community Matters

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

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

### Lymphoma Society

**David Whitman**

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

### City at Peace

**Angelica Diaz**

Angelica volunteers for City at Peace, which uses performing arts as a vehicle for teenagers to enact their positive development and lead change in their communities. Angelica manages the stage during performances, as well as helps out wherever she can including participating in skits, sharing her story, helping them write their stories, and translating for parents.

### Santa Barbara Zoo

**H&RS staff**

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

### Isla Vista Children

**Kim Dwire and H&RS Staff**

Kim spearheads a gift-giving program each holiday season with H&RS staff members that provides presents for disadvantaged children at Isla Vista Youth Projects, Inc. She’s been doing this for 19 years and it never ceases to amaze her how much joy this brings to both the givers and the receivers.
Housing & Residential Services operates on a 24-hour daily basis throughout the year. The scope of the services offered can be compared to those of operating a small city. The business of H&RS involves the entire range of services associated with the administration of that small city, including physical and capital planning, maintenance and upkeep, community supervision and safety, and support services. H&RS has five program units that are overseen by the Executive Director’s Office:

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

The following is a unit-by-unit account of the accomplishments and goals realized by Housing & Residential Services during the 2011-12 fiscal year. Each of the program units within the department has chosen to highlight several key events and a success story from this past year.
Residential Dining Services

- Served ‘theme’ meals each quarter which included DLG’s “Night at the Oscars”; Portola’s “Country Fair Event”; Carrillo’s “Regional Italian Cuisine” and Ortega’s “World Series Night.”
- Introduced new sustainable dining programs: local grass fed beef burgers, organic tea, sustainable seafood, weekly Executive Chef tasting tables, three “Green Mondays” per quarter which serve only vegetarian meals, and increased sustainable food purchased from 24% to 50% and local produce from 75% to 80% of total produce.
- Completed Sustainability Outcomes in Strategic Plan: created recipes to incorporate more local and seasonal produce into menus; established goals for waste reduction; educated career and student dining staff about sustainability; and developed new sustainability programs.
- Catered the Chancellor’s Campaign Gala Event at Bren School. This VIP event was coordinated and designed in partnership with Development and 400+ guests attended.
- Created the UC Systemwide Residential Education Conference with the first joint meeting between UC Systemwide Judicial Affairs staff. Campuses shared successes and best practices regarding policies and students’ rights.
- Converted the Residential Life portion of the Freshman Summer Start Program (FSSP) into a yearlong program housed in San Nicolas Residence Hall. The pilot program will determine if Residential Operations staff is able to reduce the number of quick room turnovers during Opening Weekend.
- Collaborated with the Residence Halls Association (RHA) to expand Project CARE and turn overs during Opening Weekend.
- Hosted the UC Systemwide Residential Education Conference with the first joint meeting between UC Systemwide Judicial Affairs staff. Campuses shared successes and best practices regarding policies and students’ rights.
- Purchased and migrated to Advocate Judicial Affairs software.
- Developed collateral assignments for Assistant Resident Directors to take cases in the absence of Judicial Affairs staff.

Going Green

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

Residential Life

- Created and implemented extended housing to accommodate the increased number of international and out-of-state residents who are unable to return home during breaks. Created a funding model for activities, developed an RA/TDY duty schedule, and partnered with the Office of International Students & Scholars and the Counseling Center on a Thanksgiving fast program.
- Worked on merging Residential Life and Apartment & Community Living to create the new Residential & Community Living Program unit.
- Hosted a record number of triples with a high satisfaction rate.
- Hosted the UC Systemwide Residential Education Conference with the first joint meeting between UC Systemwide Judicial Affairs staff. Campuses shared successes and best practices regarding policies and students’ rights.
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Residential Operations

- Completed renovation of Santa Ynez 300 apartments.
- Converted parking lot #1 to bike parking, creating a safer path for residents.
- Installed high efficiency boilers in Santa Cruz and Carrillo which increased efficiency from 70% to 96% and reduced emissions by over 75%.
- Collected and recycled or sold 17 tons of material during student move-out through Project GIVE, a collaboration of UCSB that raises money for local non-profits in Isla Vista.
- Completed landscape upgrades behind San Miguel and San Nicolas Residence Halls. This area now includes a professional grade volleyball court, a 30 cubic yard trash compactor, a BBQ, and high density bike racks.
- Completed Lagoon Park landscaping at the end of Ocean Road.
- Installed soft patio furniture at four residence halls.
- Installed new lock and landscaping at east entrance to campus.
- Upgraded study/lounge spaces to provide more study friendly spaces.
- Installed electronically accessed key cabinets in the Residence Halls for storage of spare room keys which provide better key security and accountability.
- Brought seven off-line apartments back on-line at Storke Family Student Housing.
- Began rolling out hydration stations to the residence halls. Students bring their reusable bottles to the station to fill up on healthy, filtered water. As students fill up, the stations count the number of disposable plastic bottles being eliminated from the waste stream.
- Continued to install solar powered animal-proof trash and recycle containers that use the sun’s energy to automatically compact trash at the points of disposal.
- Installed bike repair stations throughout our communities that hold nearly any bike and include an air pump and basic tools.
- Implemented Strategic Plan WOW suggestions such as heating the pools throughout our community with the sun’s energy to automatically compact trash at the points of disposal.
- With the increased number of triples we improved the comfort level for residents in tripled rooms. We met with students and asked them what did and didn’t work with our standard furniture. From this meeting and subsequent meetings with suppliers, we changed room furniture. The desk and dressers are now smaller and fit easily under beds, and we eliminated the need for ladders for bunked and lofted beds. These efforts have combined to improve comfort and free up floor space for residents to use.

Spring Insight

Each year, UCSB’s Spring Insights open house is a welcoming day on campus to inform prospective students and their families about the opportunities for academic and personal growth at UCS Santa Barbara. Approximately 130 H&S staff members, including Resident Assistants, take part in welcoming students to UCSB and answering their questions at the Housing Fair, which includes set ups of typical double and triple residence hall rooms in Storke Plaza.
Installed Dining Cams at the entrances to the dining commons to give students a tool to view videos, 3D floorplans, interactive maps, virtual tours and photo galleries.

Began work on redesigning the H&RS website, which includes a mobile version, three represented communities allowing them the opportunity to experience life at UCSB.

Honored and recognized the contributions of 32 staff members with 590 years of combined service during the annual Service Award Ceremony.

Provided more than 1,600 dining commons meals to prospective students from underrepresented communities allowing them the opportunity to experience life at UCSB.

Began work on re-designing the H&RS website, which includes a mobile version, three represented communities allowing them the opportunity to experience life at UCSB.

Generated 349 community programs attended by 12,635 residents in an effort to connect neighbors to neighbors.

Collaborated with other Housing colleagues to implement an online system for residents to file their 30-day notices electronically.

Implemented a “Be the Mayor” focus for the lead live-in staff to promote a higher visibility and connections with residents.

Expanded lease options for single graduate students to include 9-month and 10-month options.

Implemented digital signatures for contracts, thus avoiding the printing of thousands of 6-page contracts.

Implemented a composting program at the Storke and West Campus community gardens.

Developed new RC/RA online application submission and review process.

Deployed Business Intelligence Residential Occupancy solution.

Implemented Symplicity Advocate service for Judicial Affairs.

Residential Dining.

Took initial steps to form a partnership with Residential Life and began to merge into one unit, Residential & Community Living.

Re-designed the key tracking system which reduced apartment re-keying and increased resident security.

Expanded lease options for single graduate students to include 9-month and 10-month options.

Implemented a “Be the Mayor” focus for the lead live-in staff to promote a higher visibility and connections with residents.

Created an easy, new online process for Isla Vista student residents to schedule move-out videos and lessen deposit disputes.

Implemented a system to text residents so they can receive important housing information in a timely manner.

Generated 349 community programs attended by 12,635 residents in an effort to connect neighbors to neighbors.

Collaborated with other Housing colleagues to implement an online system for residents to file their 30-day notices electronically.

Increased Assignment Services utilization of Facebook to help residents find roommates as well as to help LGBTQIA residents find safe spaces.

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Create a contract orientation video in Mandarin Chinese to accommodate some of our international students.

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were met and the benefits were that we provided attendees with consistency
access and 5) how to effectively handle check-ins and check-outs. The challenges
of the desks would not be staffed and doors would remain locked throughout
consolidating the five front desks into one Conference Desk. This meant four
Conference 24-hour desk for the Channel Island 5 Residence Halls by
thousands of cheerleaders and student leaders.

Hawking, NBA legends Michael Jordan, Magic Johnson and Pat Riley, and tens of
sink! The conferences we manage expose UCSB to a wide variety of people.
lodging, meeting spaces, marketing, budgets, name badges, and fixing the kitchen
Academy, and to provide for additional revenue and services
summer conferences. To augment the academic year program and to provide for additional revenue and services to students, we manage conferences during the summer. Conference Services coordinates meeting arrangements and plans events, which includes food, lodging, meeting spaces, marketing, badges, name badges, and fixing the kitchen sink! The conferences we manage expose UCSB to a wide variety of people.
Over the years a wide range of guests have visited UCSB, including Stephen
Hawking, NBA legends Michael Jordan, Paige Johnson and Pat Riley, and tens of thousands of cheerleaders and student leaders.
Prior to our conference season kicking off in 2011, Nestor Covarrubias, Hospitality Services Manager, explored the possibility of establishing a Conference 24-hour desk for the Channel Island 5 Residence Halls by consolidating the five front desks into one Conference Desk. This meant four of the desks would not be staffed and doors would remain locked throughout the conference season. The challenges faced included scaling the idea to our returning groups; 2) maintaining safety and security; 3) maintaining service levels; 4) guest access and 5) how to effectively handle check-ins and check-outs. The challenges were met and the benefits were that we provided attendees with consistency in service with increased levels of staff supervision. The Conference 24-hour desk also simplified our business processes and we have been able to reduce the number of summer staff required for summer conferences for the Channel Island 5 Residence Halls.
PROFESSIONAL DEVELOPMENT 2011-2012

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

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

Learning & Development

- Authentic Leadership
  Crescencio Acevedo, Nestor Covarrubias, Janet Freniere, Kori Soltz, Carissa Tapee, Shelly Vargas, Rafael Velasquez

- Deepening the Journey to the Center

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

- Professional Competency Year One
  Brandon Kay, Camille Locklear, Bird Lunsky, Julie Miller, Edgar Ocampo, Debora Pentecost, Justin Prince, Marisol Vasquez, Nick Zurovski

- Professional Competency Year One - Bilingual
  Elvira Alvarez, Patricia Beaty, Isaias Gallo, Rosario Ortiz, Guillermo Ruiz, Rosario Santana, Ismael Silva, Maria Valeriano

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

- Transitions in Work & Life
  Mayra Alcala, Tiye Baldwin, Rick Kelly, Patricia Machuca, Andrea Treptow, Stephen Waits

- Writing Class
  Ofelia Aguilera, Ramiro Arreola, Maria Arroyo, Teresa Curiel, Jesus Gama, Pedro Gonzalez, Mario Jimenez Jr., Alejandra Magana, Shelly Vargas, Rafael Velasquez, Jose Zamora
Contributions to the Profession

Four staff members participated on the Chancellor’s Staff Advisory Council (CSAC): Ryan George and Tim Sullivan served as Co-Chairs, Julie Miller completed a 3-year term as the Staff Celebration Week Committee Co-Chair, and Kim Dwire served as a member.

Whitney Morris was elected Region 2 Director-Elect for the Association of Collegiate Conference and Events Directors-International.

Bonnie Crouse served as the National Association of College & University Food Services Pacific Region Past President.

Jaime Herrera served as a panel presenter at the Ag Innovations and Ag Futures public forums, and was a quarterly speaker at the SBCC Culinary Program’s Nutrition class.

Jaime Herrera, Bonnie Crouse, Martin Schneider and Danielle Kemp coordinated and participated in a community sponsored event for the SB Culinary Arts fundraiser, “Backyard Bounty.”

Danielle Kemp, H&RS Registered Dietician, presented on meal plans and Net Nutrition, an online tool that provides nutritional analysis of all products served in the dining commons, to the Athletics Department.

Kori Soltz served on the UCSB Staff Assembly, and was elected Junior Delegate 2012-13 and Senior Delegate 2013-14.

At the Western Association of College & University Housing Officer’s (WACUHO) Conference, Joaquin Becerra and Jacques Zalma presented “Bringing Residents to the Conduct Party,” and Ally De le Cruz-Hong and Paige Gardner presented “Redefining Mentorship.”

Charlene Chew-Ogi was a co-panelist on the Association for College & University Housing Officers-International Mentoring Staff of Color webinar.

Ally De le Cruz-Hong served as the UCSB Theta Nu Kappa Multicultural and Academic Fraternity advisor, and the Familia Mentorship Program advisor.

Paige Gardner served as the UCSB Akanke advisor.

Jasmine LeFever served as the Undergraduate Fellows Program (NUFP) mentor for NASPA Student Affairs Administrators in Higher Education.

Paige Gardner and Ally De le Cruz-Hong served as advisors for the Dr. Clyde Woods Mentorship Program for mentoring Black Scholars.

Cari Urabe served as a Leadership Fellow for the West Region of the National Association of Campus Activities.

Roane Akchurin, Marlene Cohen & Lisa Slavid helped develop the UCSB Gaucho U Learning & Leadership Program.

Lisa Slavid served as Vice President of the Semester at Sea Alumni Board of Directors, and worked with Athletics and Facilities Management on Diversity Training.

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RECOGNITIONS

• Alex Ramos was awarded the Billy Davies Service Award for providing outstanding service to the UCSB Residence Halls Association.

• San Clemente Villages earned double certification in LEED Gold. The second certification is for Existing Buildings Operations & Maintenance. San Clemente was awarded LEED Gold for New Construction in 2009.

• All four Dining Commons achieved Green Business Certification from the Green Business Program of Santa Barbara County.

• Residential Dining Services was recognized for their contributions, especially in areas of composting, vegan meals, trayless dining and local and organic purchases, and was awarded the Gold Rating in the Sustainability Tracking and Rating System (STARS) Program.

• Marlena Miller was awarded the Dilling Yang Scholarship, and also received the Food Quality & Safety Standards Certificate of Appreciation - outstanding employee of the quarter.

• Bonnie Crouse was awarded the NACUFS Pacific Region’s President Award.

• Portola Dining Commons earned the October Spotlight of the Month by the National Association of College & University Residence Halls.

• Joaquin Becerra was awarded the ACPA Latin@ Network Community Advancement Service Award and the NASPA Latino Knowledge Community Outstanding New Professional Award.

• Paige Gardner and Joaquin Becerra received a Case Study Competition Second Place Award at the WACUHO Conference.

• Grant Burlew and Charlene Chew-Ogi were awarded the Margaret T. Getman Service to Students Award, which recognizes staff who have demonstrated an extraordinary commitment to the general growth and development of students and the quality of student life.

• Kristen Burnett was selected as a UCSB Unsung Heroine, and was awarded the UCSB Public Safety Assistance Award.

Alex Ramos with the Billy Davies Award. Alex is also a very talented photographer. You can see his work throughout our website and in our publications.
Financial Statement
2011-2012

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

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

Student Program Expense 4,775,604

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

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

Total Operating Expenses 55,686,248

Net Revenue 35,361,290

Assessments and System Obligations 31,590,387

Year-End Transfer to Maintenance Reserve 3,770,903
HOUSING & RESIDENTIAL SERVICES will continue to strive to be the best at what we do and deliver quality services to the UCSB community. As a department, our primary focus is on keeping the organization running efficiently and advancing the organization to its highest potential. Our focal points for 2012-13 fiscal year are:

- The Residential Experience of UCSB Students
- Shifting Priorities for Success in our Current Fiscal Climate
- Strategic Plan Implementation (focus on 2013 outcomes)
- Sustainable Practices
- Organizational Transition & Growth Management
- Intrapreneurial Vision (adapt private sector best practices)
- Organizational Innovation

Looking Ahead

- Diversity and Educational Equity
- Student Housing Development
- Partnering & Outreach
- Core & Leadership Competency Development
- Technology Management
- Asset Management & Facility Renewal
- Professional Organization Participation

San Joaquin rendering courtesy of SOM Architects.
### 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&R conducted a “midpoint check-in” to assess progress toward the “Valued Staff Members” vision.

In 2008, H&R 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&R launched a housing master plan process to identify housing needs, goals, and potential solutions through the year 2020. Urban Design Associates (UDA) led our campus through a planning process, which involved focus groups with students, staff, and faculty, and representatives from six UC campus housing departments. Land owned by UCSB was reviewed and potential sites for development were identified. The Campus Planning Committee approved the final report, titled “The UCSB Campus Housing Plan/Study,” in 2006, and these recommendations have been incorporated into the campus’ long range planning and provide the base for new student housing in our capital plan.

### Capital Plan

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

We expect new and upgraded facilities that will set a 21st century standard for residential living. Our investment strategy has allowed us to respond effectively to the needs of the student housing community, while maintaining rates at below market levels. The magnitude of the plan will create a larger organization and physical plant over a very short span of time, greatly expanding our existing centers of learning and excellence. Our goal is to maintain our health and vitality as an organization as we continue to provide resources that fulfill our value of quality service.

### Benchmarking

In 2005, H&R began integrating process improvement methodologies by working with the American Productivity and Quality Center (APQC). After assessing processes for improvement, we decided on two projects to benchmark against best practices in the field. Benchmarking is the process of identifying, understanding and adapting outstanding practices from other organizations to improve your organization.

The Senior Management Team worked on Succession Management. After reviewing APQC’s Best Practice reports, a Leadership Development process was designed to develop mid- and upper-level management. A second group of staff met over five months to conduct benchmarking on Professional Development. They made recommendations for dealing with gaps between our practices and best practices in other organizations, and reported where H&R offers outstanding leadership.
Despite the evolution of our high tech, electronically driven world; despite the pronouncements of technological advances; people still crave communities, being a part of something, being together, creating synergy.

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

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

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

Peace

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