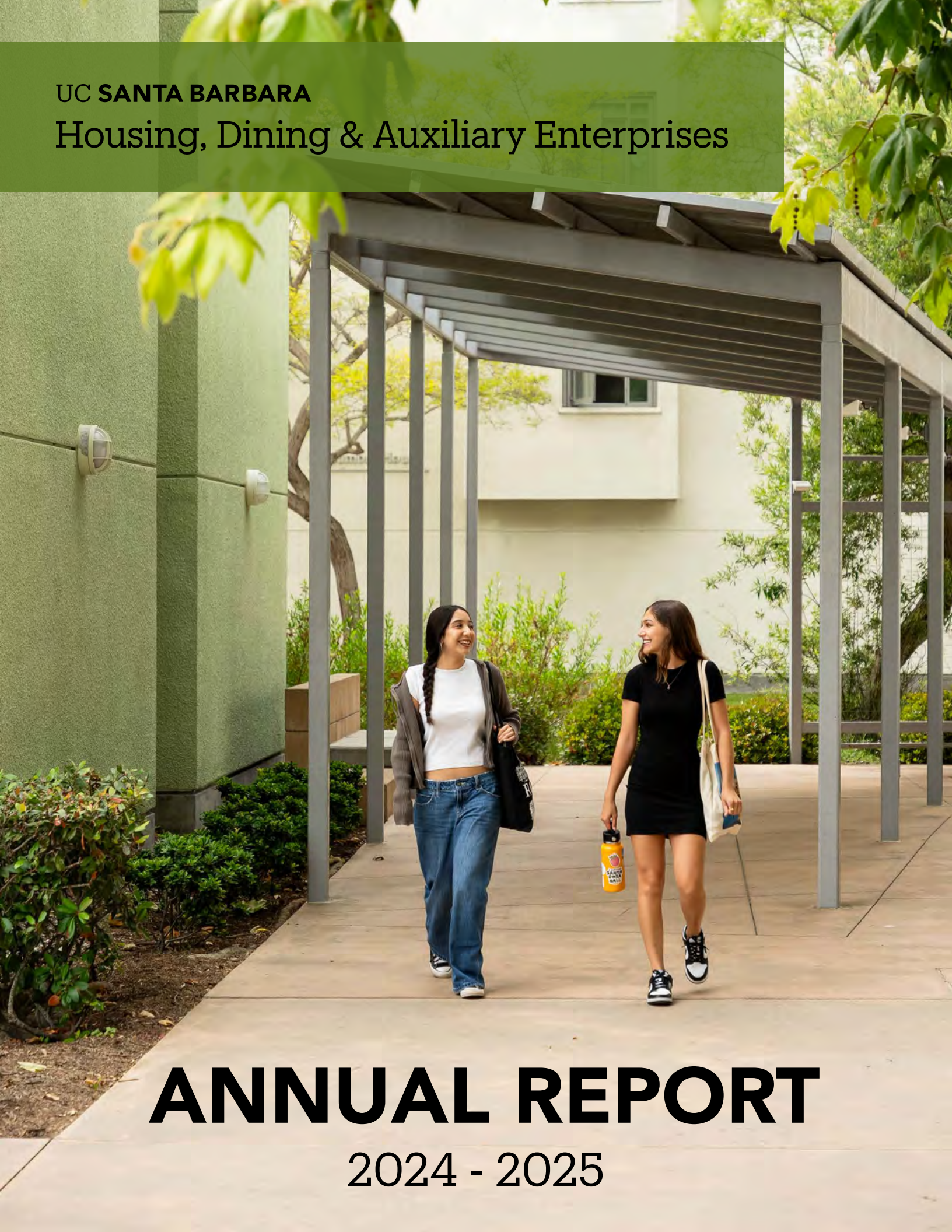


UC SANTA BARBARA

Housing, Dining & Auxiliary Enterprises

A photograph of two young women walking along a paved path under a modern, grey metal pergola. The woman on the left is wearing a white crop top, blue jeans, and a grey jacket, and is smiling. The woman on the right is wearing a black dress and black sneakers, also smiling. She is holding a yellow water bottle with a logo. The background shows a green building with a window and some foliage.

ANNUAL REPORT

2024 - 2025

From the Desk of **WILLIE BROWN**



At Fall Town Hall, Willie Brown presented preliminary renderings of San Benito, the student housing development scheduled to open Fall 2027. The project received regents and California Coastal Commission approval and began construction in April.

As we reflect on the 2024–2025 academic year, I am proud to share the extraordinary work and impact of Housing, Dining & Auxiliary Enterprises (HDAE). This was a year marked by momentum, meaningful progress, and strategic investments in UC Santa Barbara’s future.

From the moment students arrive on campus for Move-In Weekend to the day they walk across the stage at Commencement, HDAE staff are there, behind the scenes and at the forefront, supporting every step of their journey. We do more than keep the campus operational. We create a foundation for learning, connection, and belonging. Whether serving students in our residential communities, welcoming conference guests, or supporting campus departments, our team consistently delivers thoughtful, high-quality service that makes UCSB feel like home.

One of the most significant milestones this year was the California Coastal Commission’s approval of the San Benito student housing project in April. After years of planning and cross-campus collaboration, construction is now underway on 2,224 new student beds. This milestone is an essential step toward addressing housing access and affordability in our community. HDAE is leading the charge in reimagining UCSB’s landscape for future generations.

Equally important is the work we’ve done to invest in our people. Early results from the 2025 McLean & Company engagement survey show measurable improvements in nearly every category and included responses from half of our employees. HDAE continuously outperforms benchmark engagement numbers, so to see improvements on already high marks indicates the investments we make in our staff continue to matter.

At HDAE we know when people are happy, they bring their best selves to work. The journey of learning, growth, and professional development enriches our lives, at the office, at home, and in our communities, which is why I have intentionally invested in professional development for HDAE staff. Our annual Deepening Understanding conference, a hallmark HDAE event, celebrated ten years this year. This event creates a space for staff to learn together and truly deepen understanding of the people who make up our great community.

As you read the 2024–2025 Annual Report, I hope you feel pride in the creativity, commitment, and dedication defining HDAE. The pages are filled with stories that demonstrate our essential role in enhancing the quality of life for the University community. Looking ahead, UCSB will welcome new leadership at both the campus and system level. HDAE is well positioned to meet this transitional moment with innovation and care.

To our incredible staff, thank you for your unwavering commitment to excellence. To our campus partners and stakeholders, thank you for trusting us to be stewards of UCSB’s residential spaces, student centers, and dining facilities that create the foundation for the student experience. Our work is deeply interconnected, and together, we keep this campus moving forward.

In Service,

A handwritten signature in black ink, reading "Willie Brown". The signature is fluid and cursive, with the first name "Willie" and last name "Brown" clearly distinguishable.

Willie Brown
Associate Vice Chancellor

Each year, Distribution & Logistical Services hires over 50 student employees to help with UC Santa Barbara's numerous commencement ceremonies. The team works over 1,800 hours across eight days, ensuring the event spaces and facilities are ready for thousands of guests to celebrate their graduate at this important milestone.



Housing, Dining & Auxiliary Enterprises operates on a 24-hour, daily basis throughout the year, with a scope of services comparable to a small city.

Serving more than 10,000 on-campus residents with 650+ full-time professional staff and over 1,800 student staff, HDAE maintains and operates beautiful residential facilities, supports student centers, provides a world-class dining experience, encourages the growth and development of students, and enhances campus activities through dynamic auxiliary units.

Led by Associate Vice Chancellor **Willie Brown**, our dedicated program units are the first to welcome new students to campus and continue to provide excellent service throughout their college experience. Our event-focused staff extend that same warm reception to parents, conferees, and other visitors. From the first drive through Henley Gate to graduation at Commencement Green, and the moments in between, HDAE shapes every memory made at UC Santa Barbara.

Associate Vice Chancellor's Office

- Departmental Support
- Learning & Development
- Marketing & Communications
- Organizational and Strategic Planning & Administration

Business & Financial Planning

- Budget
- Capital Planning
- Finance
- Human Resources
- Procurement

Campus Dining

- Catering
- Central Administration
- Concessions
- Conference Dining
- Food Security
- Residential Dining
- Retail Dining

Campus Store

- Computer Sales
- Course Materials & Supplies
- Emblematics
- General Merchandise
- Graduation Regalia & Accessories

Conference & Hospitality Services

Conference Services

- Facility & Space Assignments
- Meetings & Events

The Club & Guest House

- Dining Program
- Guest Room Management
- Member Services & Events

Residential & Community Living

- Family, Graduate & Undergraduate Housing
- Resident Student Leadership Development
- Student Conduct
- University & Community Housing Services

Residential Operations

- Custodial Services
- Distribution & Logistical Services
- Environmental, Sustainability & Energy Programs
- Grounds & Landscaping
- Health & Wellness
- Coordination of Maintenance Projects

Transportation & Parking Services

- Parking
- Permit Sales
- Special Event Parking
- Transportation Alternatives Program
- Vehicle Rentals
- Enforcement via LPR (License Plate Reading) Technology

University Center & Events Center

- Collaborations: Arts & Lectures, Associated Students, Intercollegiate Athletics, and Public Events
- Meeting & Events
- Student Governance Board & Programming
- The HUB

SUMMER 2024

The Campus Store has undergone a striking transformation, proving that big changes are possible without spending a single dollar. Outdated fixtures and a decades-old layout had left the space feeling uninspired and inefficient, with growing security concerns and a layout that no longer matched the way students shop.

Photo by Kirsten Brinlee



Revitalizing the Campus Store

The efforts to modernize the store's appearance, improve functionality and customer service, and address inventory loss concerns were completed all without additional funding. The team examined underused areas, which led to a major breakthrough by converting the underperforming greeting card room, once a hotspot for theft, into a counter-service textbook area. This update increased efficiency, enhanced one-on-one service, and revitalized a neglected corner of the store.

Without a budget for new fixtures, the team turned to partnerships. They secured Under Armour displays and mannequins from the University of Southern California, replacing outdated shelving and giving the store an instantly elevated look.

The results speak for themselves. Natural light now fills the space, improved sight lines make navigation easier, and feedback from customers has been overwhelmingly positive. This transformation marks just the beginning, as the Campus Store team continues to seek creative ways to improve the space and better serve the UC Santa Barbara community.

HIGHLIGHTS

Associate Vice Chancellor's Office

Established the first HDAE artificial intelligence chatbot, Storkie, for the Housing website. Storkie was designed to answer a variety of questions by scanning the robust content of our sites and launched two weeks before Move-In Weekend.

Business & Financial Planning

Collaborated with Orientation Programs to table during both new freshman and transfer orientation sessions, assisting students with setting up their new Access ID to have printed prior to arrival on campus in the fall. Throughout the summer, over 5,000 IDs were printed for incoming students.

Campus Dining

Campus Concessions and Campus Catering successfully served one of the largest attended events in Harder Stadium history, with 13,322 fans and VIPs for the Wrexham AFC vs. AFC Bournemouth soccer match.

Campus Dining's Conference Dining program served a total of 238,862 meals during the 2024 summer conference season, including eight meal periods in three dining commons for the Orange County Leadership Camp, the largest conference group that dining has ever hosted with 2,299 participants.



Campus Store

Greeted Orientation Session families and camp kids. The top selling clothing item was the arched tackle twill UCSB hoodie with 420 units purchased in July and the top selling gift item was the Hello Kitty UCSB keychain with 187 purchased.

The Club & Guest House

Sold 910 rooms and 16 room blocks, served 825 guests in the dining room, and hosted 56 events, with and without catering, with 1,224 guests.

Refreshed The Club & Guest House postcard and redesigned A-Frames and other key general marketing pieces with support from the Marketing & Communications team in the AVC's Office.

Conference & Hospitality Services

Successfully reduced paper processes at conference front desks. Conference Desk Attendants utilized conference software for check-in/out records, which streamlined the workflow and significantly improved the efficiency of room and board reconciliation.

Organized a campus partner ice cream truck appreciation event that recognized 18 different departments who helped to make our summer program possible.

Residential & Community Living

Academic Initiatives collaborated with Residential Operations and the Arts & Culture Committee to spend \$10,000 in donor funds to install 16 surf racks in Santa Catalina.

University & Community Housing Services (UCHS) partnered with Conference Services to offer summer housing options for student staff in HDAE and Orientation Programs.

Transportation & Parking Services

Shut down vehicle fueling and washing stations at the old Transportation Services and Facilities Management yard to clear the way for new student housing. Issued 250 Voyager fuel cards to campus departments to support off-campus fueling during construction of our new stations.

Partnered with various stakeholders to support the Wrexham soccer game which brought approximately 14,000 people and approximately 4,000 vehicles to the campus.



University Center | Events Center

The Hub completed the "School Pride Project" mural with a UCSB Athletics theme featuring representatives of each sports team.





Residential Operations

Hosted the first-ever Building Salvage event to repurpose, resell, or recycle University-owned furniture, supplies, equipment and surplus vehicles from the 41,000 square feet of workspace about to be replaced by the San Benito project. The “FM Yard x Surplus Sale” event was a huge success, with 75% of the 260 sales being first time customers of the Furniture Services & Surplus Sales team. In total, 85 tons of waste were diverted from being disposed of in a landfill and \$233,700 in revenue was generated from campus thanks to stellar leadership from a team of 11 student workers, who worked over 1,900 hours during the 3-month effort.

Photo (pictured left): Danny Mann with Surplus Sales student employees.

Associate Vice Chancellor’s Office

Facilitated the annual summer Strategic Planning Reset, where each department worked to envision the changes occurring in the near future, as well as the challenges and opportunities present. Departments used this exercise to formulate the beginnings of a five-year plan. Hosted at the Betty Elings Wells Pavilion at the Club and Guest House.

From Left to Right, Top to Bottom:
(pictured above)

1. Nick Engebrits participates in a voting exercise to identify priorities.
2. Terrie Tran Gurm, Kristen Burnett, and Yasmin Quigley from Residential & Community Living.
3. Billy Jankowski, Ernesto Villegas, and Chris Zbinden discuss ways to achieve HDAE’s long-term goals.



FALL 2024

Identified as one of the highest priority deferred maintenance projects in a facility condition assessment, the University Center roof replacement transformed one of UCSB's busiest campus hubs. Led by Paul Kouns, Project Manager with Residential Operations, the eight-month project delivered a durable, energy-efficient roofing system for the Corner Store, Santorini Grill, and the adjacent restrooms, offices, and meeting spaces.

Photos by Paul Kouns

Restoring Critical Infrastructure

More than a standard roof repair, the \$1.47 million project includes new overflow drains, improved insulation, flashing for waterproofing, and a robust 80-mil thermoplastic membrane that resulted in a durable and energy-efficient roofing system that will perform well for decades.

The University Center houses multiple dining venues and high-traffic student spaces, so construction required precise coordination to manage temporary HVAC impacts on Retail Dining and tenant spaces. Campus partners worked closely to minimize disruptions and keep services running.

Funded through student fees, the University Center Roof Replacement is a strong example of strategic planning and HDAE collaboration, ensuring that essential student spaces remain protected, welcoming, and ready to serve the campus community for years to come.



Photo of the University Center roof before the replacement and repair.

HIGHLIGHTS

Associate Vice Chancellor's Office

Traveled to meet staff in each unit to honor the impact of their work by distributing gift cards as a small gesture of appreciation.

Partnered with Campus Dining to offer project management services for the Meal Plan Pilot program.

Business & Financial Planning

Reviewed and approved annual budgets for all HDAE departments, funding yearly operations to serve students and the greater campus community.

HDAE Central Human Resources collaborated with Residential Operations to hold labs in November, helping staff navigate Open Enrollment. These labs create spaces for questions in English and Spanish and have computers available to help staff not normally at a workstation during their shifts.

Campus Dining

Take Out at Ortega Commons served 26,000 more meals, which resulted in a rise in customer counts, a 23% increase over the previous Fall 2023 quarter.

Residential Dining launched the Meal Swipe Donations program and new webpage. Student meal plan holders can help out fellow Gauchos in need by donating up to three swipes per week that convert into meal vouchers, distributed by the Associated Students Food Bank. Meal vouchers are valid at any of the three dine-in dining commons where the donations provide a healthy and delicious meal to students experiencing food insecurity. A meal plan holder can participate in this voluntary program by donating swipes via the Dining webpage. During the fall quarter, 932 meals were donated to students in need.



Campus Dining

Retail Dining hosted a cooking demo at Tenaya Market & Eatery in collaboration with the UCSB Health and Wellness Department to teach students how to prepare different breakfast dishes, including vegan chorizo breakfast tacos and Tajin fruit salad, using EBT eligible ingredients from Tenaya.

Residential & Community Living

Launched five new functional area budgets, as opposed to one master budget, to be overseen by Directors starting in the 2024-2025 academic year. The intention is to give more autonomy to Directors for their respective areas of responsibility.

Partnered with Gauchos Vote Coalition and Office of Student Engagement and Leadership (SEAL) to get over 1,800 voter registration cards completed during community meetings.

Resident Assistants hosted 100+ community meetings to welcome and orient residents to their residential community.

Campus Store

Hosted a 2-day sweatshirt and sweatpants event, selling 1,284 pieces out of the total stock of 1,336. Hosted a Black Friday sale with 168 total orders going to 23 states and 3 countries. Los Angeles had the most shipments with 69 orders.

The Club & Guest House

Collaborated with UCSB Biology Greenhouse and to add greenery around The Club & Guest House facility, promoting our commitment to sustainability.

Revamped The Club dining room chairs and collaborated with the Marketing & Communications team in the AVC's Office on an "influencer-style" lunch video, highlighting both the upscale and delicious food, as well as the improved aesthetics.

Conference & Hospitality Services

Developed the Conference Storkie chatbot brain to ensure seamless functionality, user engagement, and alignment with organizational goals ahead of the winter quarter launch.

Shared operational practices and strategies at the Systemwide Conference & Event Services Meeting, with the University Center Meetings and Events team.

Residential Operations

Partnered with Residential & Community Living to adjust the access control schedule to provide greater security and safety for residential facilities. Worked with package carriers and third party food delivery vendors to provide residents with alternative means of accessing their services.

Partnered with Residential & Community Living on a water damage restoration of Cuyama House at Manzanita Village. In total, the emergency insurance claim project cost \$894,000 and required the temporary relocation of over two dozen students for the remainder of fall quarter.

University Center | Events Center

The Hub purchased 36 new tables for daily dining and entertainment use and began the first phase of the Game Room installation with new flooring.

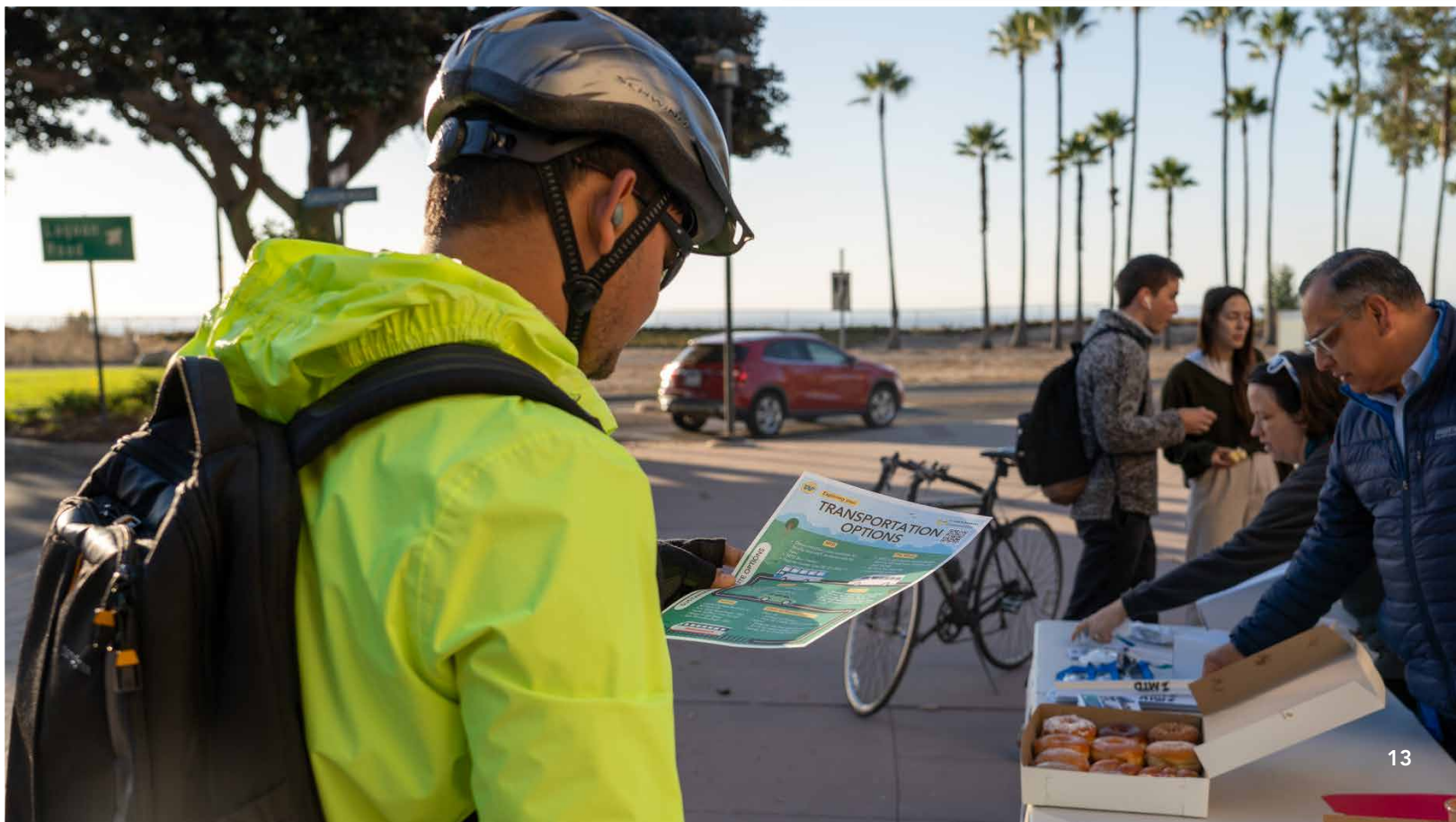
Transportation & Parking Services

Exceeded California mandated Zero Emission Vehicle purchase mandates for medium/heavy-duty vehicles (>8,500 gross vehicle weight rating) for 2024, purchasing 19 vehicles, 11 (58%) of which were electric.

Increased transit-related sustainability efforts by co-hosting events with Campus Sustainability including a Learn-at-Lunch Workshop, on commuting options and co-hosting a bus rider appreciation event at Steck Circle. Joined by MTD, staff passed out donuts to bus commuters as they came into campus. In addition to these events, Transportation & Parking Services presented at Electric Ride 805 open stakeholder meeting on UCSB's experience installing EV charging for employees.

Photos from the Transportation Alternatives Program event at Steck Circle. Staff, faculty, and students who use an alternative commuter mode, such as walk, skateboard, kick-scooter, bicycle, bus, carpool, vanpool or train, to commute between their residence and UCSB qualify for the TAP program.

Pictured top right: Rigo Chavez and Mariah Hudnut.





WINTER 2025

Access to fresh, healthy, and nourishing food is essential to students' academic success and wellbeing while attending college. Since the pandemic, campus dining programs have responded to changing economic landscapes and student expectations, and UCSB is no exception. From transforming Ortega into a popular takeout location in 2021 to resuming full service across our other dining commons, Campus Dining's goal has been to provide students with quality, flexibility, and choice.

Photo by Matt Perko

Responding to Student Needs

This year, leaders from various student organizations raised concerns about meal plan flexibility. After a series of conversations, staff collaborated directly with students to identify solutions that balance food access and sustainability, without increasing costs to students and creating unsustainable changes for staff.

To test these solutions, Campus Dining launched a new pilot program in winter and spring quarters that implemented changes, allowing randomly selected students to roll over unused swipes each week and share swipes with other UCSB students. Alongside this effort, they reinstated the popular meal donation program that partners with A.S. Food Bank, providing dining commons vouchers to students in need.

After reviewing the data and impacts, the meal plan pilot program will inform changes to meal plans for the 2025-2026 academic year. These efforts reflect Campus Dining's enduring commitment to feed students first, with dining options that are shaped by HDAE's WE CARE values.

HIGHLIGHTS

Associate Vice Chancellor's Office

Kicked off the Marketing & Communications collaborators sessions to bring together a community of practice aligned around social media and design in HDAE. The cross-departmental group identified brand standards, strategic direction for marketing and social media, and continues to meet throughout the year.

Launched the biannual HDAE Staff Engagement survey, receiving a 50% response rate where drivers linked to the prior year's work groups increased by 7-18%.

Business & Financial Planning

Participated in the Financial Management Modernization user acceptance testing, providing valuable feedback and ensuring HDAE's specialized operations are represented in the upcoming changes.

Campus Dining

Campus Catering was proud to serve over 100 respected scientists from across the country at a three day summit. The Environmental Data Science Summit focused on the future of AI and was held at the Cabrillo Pavilion Event Center in Santa Barbara. Campus Catering provided full-service catering to the attendees, including receptions and dinners featuring special menus.



As part of Campus Dining's effort to reduce waste, staff collect surplus food from the Dining Commons and redistribute it to the Miramar Food Pantry. Since expanding this program to all dining commons, there is a greater demand for reusable containers. The Single-Use Plastics Policy Project awarded The Miramar Food Pantry a \$5,000 grant, which will provide additional containers needed to maintain and enhance the program's efficiency and long-term success.

Campus Store

Through roundup, event sponsorships and donations, supported the United Way Campaign with a total of \$6,000.

Conference & Hospitality Services

Booked 57 total events in Loma Pelona Center and West Conference Center.

Launched registration for Summer Intern Housing pilot program, after months of thorough research. Collaborated with other UCs currently offering this program (UC Berkeley, UCLA, and UC San Diego) to benchmark pricing, explore terms and conditions and codes of conduct, and to ensure a successful summer 2025 pilot.

The Club & Guest House

Hosted the 2-day Pathways to a Fossil Free UC and Global Climate Leadership Council Systemwide meeting.

Residential & Community Living

Streamlined room changes allowing students to engage the process, freeing up staff time for more critical functions.

Added a Disability Specialist to the department, greatly increasing service and responsiveness to residents and applicants with disabilities.

Moved the contracting process to earlier in the year for continuing students, ensuring those who are not accommodated have ample time to find housing in the community.

Residential Operations

Hosted a memorial BBQ fundraiser for staff member Jesus Beltran's family, selling out in under two hours, serving over 370 meals and raising over \$7,600.

Partnered with the Office of Budget & Planning and Design & Construction Services to receive all entitlements approvals by the UC Regents and California Coastal Commission to start construction of San Benito, the largest new student housing development in the history of UC Santa Barbara. Webcor Builders will oversee the construction of the seven new residential buildings at the intersection of Mesa and Stadium Roads to deliver 2,224 new beds by Fall 2027.

Transportation & Parking Services

Acquired three new 100% fully electric vehicles and retired six aging vehicles from the Transportation Services fleet. Provided 528 rental vehicles for campus activity, 347 of which were UCSB-owned vehicles and 181 were facilitated through off-campus providers.

Completed a spanish-translation project to translate a number of Transportation Alternatives Program documents and web pages. This included payroll deduction forms, vanpool program guidelines, general TAP requirements, information on carpool program qualifications and benefits, and Clean Air Express bus pass process.

University Center | Events Center

Refreshed the University Center banner flags, to highlight its role in welcoming students to campus and being their home away from home.



Celebrating 10 Years of Deepening Understanding

HDAE's annual Deepening Understanding conference, a hallmark event led by Learning & Development and a cross-departmental committee, celebrated ten years this year. When HDAE started this conference ten years ago, our goal was to create a space for staff to learn together and truly deepen our understanding of the people who make up our great community. Now at a time where difference is being used to drive people apart, coming together and investing in collectively growing our wisdom is the greatest act of resistance.

Keynote speaker, former HDAE employee and current UCSB Dean of Students, **Dr. Joaquin Becerra** delivered a heartfelt talk that resonated deeply with attendees. He began by sharing a personal story from his time as a first-generation student living in the residence halls - finding his first sense of belonging not in the classroom, but through meaningful connections with our housekeeping staff. Attendees left energized to engage in smaller workshops that covered a broad range of topics such as, work-life balance, generational differences, women of color in leadership, and LGBTQIA+ inclusion. This powerful conference sets the stage for a broader reflection on the importance of inclusion, empathy, and human connection across all roles within the campus community.



From Left to Right, Top to Bottom:

1. Keynote speaker, Dr. Joaquin Becerra.
2. Deepening Understanding Committee with Dr. Becerra and AVC Willie Brown: Gracie Huerta, Jesus Lopez, Pablo Rangel, Erik Lundberg, Joaquin Becerra, Linda Croyle, Arlene Contreras, Willie Brown, and Jonathan Hart (committee member Jordan Bashline not pictured).
3. Suzin Norris, Sierra Valencia, and Tina Valencia.
4. Staff participating in closing activity.

SPRING 2025

Residential & Community Living introduced a new process for selecting Resident Assistants (RAs), designed to expand access and reduce preferential treatment in hiring. In the past, the process relied heavily on interviews and prior involvement with Campus Housing, which unintentionally favored students already connected to the department or those with polished interview skills. While effective in some ways, this model limited opportunities for many capable applicants.

Photo by Jeff Liang



Increasing Access to Student Roles

The new approach emphasizes a comprehensive written application and introduces a lottery system. Students who meet the baseline qualifications are entered into the lottery, and final selections are made based on community needs, such as gender-specific floors and Living Learning Communities. This year, about 350 students applied, and 116 were selected, including 50 returning RAs. For many, this opportunity represents their first formal leadership role on campus, offering valuable experience in mentorship, conflict resolution, and community building.

The new process, informed by consultation with the University of North Texas, ensures that more students have a fair chance to serve in these critical roles. While some applicants initially questioned the new process, the Residential & Community Living team emphasized that candidates demonstrate their ability and interest by completing in-depth, thoughtful applications. By opening the door wider with this new process, Residential & Community Living is not only diversifying the RA staff but also leveling the opportunity for all students to gain valuable leadership experience that will serve them well beyond their time at UC Santa Barbara.

HIGHLIGHTS

Associate Vice Chancellor's Office

Hosted a leadership strategy workshop, in conjunction with McLean consultants. The workshop was informed by diverse focus groups from across the division, hearing staff voices in front line, supervisor, and leadership-level roles. HDAE leadership identified eight core leadership competencies that best reflect the qualities valued in supervisors, serving as a foundation for training, development, and performance benchmarking.

Business & Financial Planning

Supported the transitions from Kronos to UKG Pro WFM timekeeping system and from Universal to Truescreen for background checks for all HDAE departments.

Campus Dining

Retail Dining partnered with multiple vendors to host tabling events sampling new products in front of the Arbor and run promotions, including a longboard giveaway that garnered over 50 entries on social media.

Campus Store

Increased store revenue by 10% over commencement weekend. 1,789 waters, 1,687 UCSB hats & visors, and 165 non-logo hats were sold. In the Commencement tent, emblematics sales increased by \$6,000.

The Club & Guest House

Collaborated with UC Police Department to host The Club & Guest House staff safety training, ensuring staff use best practices when keeping guests and colleagues safe.

Obtained a grant from the Healthy Beverage Initiative for a hydration station to be installed.

Conference & Hospitality Services

Exceeded the Summer Intern Housing goal with first year projected revenue of \$58,000 while maintaining a prospect list for future growth.

Residential & Community Living

Developed a refreshed model of Residential Curriculum, with the educational priority of "Chart your course. Own your story. Share the journey."

Residential Operations

Partnered with Residential & Community Living on impact mitigation from the construction of The Cove, a private residential development adjacent to the Sierra Madre Villages community.

Launched WebTMA 7 in partnership with Information Technology Services, the first major system upgrade since 2018. The two repair centers managed by the Operations Service Center receive an annual average of 45,000 service tickets for Get It Fixed and 850 job requests for Furniture Services and Surplus Sales.

Transportation & Parking Services

Implemented the new "Offstreet" parking permit system, giving departments a streamlined and efficient way to offer parking for their invited guests.

Permit Sales and Transportation Alternatives teams hosted a table at Open House, where they discussed with incoming students Transit options and parking restrictions for incoming first year student residents.

University Center | Events Center

As a part of a multi-stage refresh for the both the University Center and Events Center, staff stocked games for the new game room (opening Fall 2025), upgraded the Flying A room with a new projector and electrical system, installed new wayfinding signage in line with campus brand standards, and painted the Events Center storage containers and ticket booth.

Open House

Coordinated by the AVC's Office and Residential & Community Living, HDAE staff host the Housing Fair in Storke Plaza during UCSB's Open House. Prospective students and parents learn about housing and dining options in a fun, interactive environment.



Associate Vice Chancellor's Office

The Arts & Culture Fest encourages HDAE staff and students to get creative, show off their artistic talents, and have fun together. Hosted in May, this event provides three ways to participate either through live musical performances, chalk art in De Anza Courtyard, or painting at the Loma Pelona Center. Planned by the Arts & Culture committee, the event also features treats, like popcorn and churros, from Campus Catering.



Arts & Culture

Staff at Paint & Lemonade (top), Ken Thompson participating in the Chalk Festival (center), Daniel Dionicio's musical performance (bottom right). Committee members, Lauren Weiner and Eriko MacDonald, with Chair, Carol Hirashima (bottom left).





STAFF ENGAGEMENT

People are the greatest asset at HDAE, and it is through their dedication and talent that the organization continues to thrive. To support an exceptional employee experience and ensure the highest quality service to students, HDAE offers a range of in-house learning and development opportunities alongside a comprehensive wellness program to enhance safety efforts and encourage work-life balance.

Photo by Kirsten Brinlee

Investing in Learning & Development

At HDAE, we believe continuous learning is key to both personal and professional success. We are proud to have a dedicated Learning & Development team supporting our employees. Led by **Linda Croyle** and **Gracie Huerta**, the team works to create a culture of belonging, inclusion, and growth to staff through training, coaching, and educational programs.

Learning & Development programs include the WE CARE Welcome onboarding program, English as a Second Language classes, the Deepening Understanding conference, and the Professional Competency Program (PCP) and have become hallmarks of HDAE. This year's course lineup also included workshops on mastering workplace communication, engaging and retaining employees, and resolving conflict, along with opportunities to register to vote and to connect with Fidelity financial advisors. To make these resources accessible, many workshops are offered in Spanish or with interpretation services.

Pictured in the group photo below, this year's PCP graduates are **Lizeth Mata, Martina Ubaldo, Jesus Beltran, Carol Hirashima, Jared Martinez, Hugo Rios**, and **Linda Croyle**. A cohort based program, this group built strong connections and shared openly about their dreams for the future as they prepared to present their mission statement to senior HDAE leadership at graduation. Not long after PCP graduation, Jesus Beltran tragically lost his life in a vehicular accident. HDAE staff came together in moving and meaningful ways to honor his life and legacy.

By prioritizing learning and development opportunities, HDAE prepares for the future by not only strengthening our teams, but embodying the compassion and care at the heart of who we are.

Left: Joyce Shin at WE CARE Welcome.

Right: Graduates of the Professional Competency Program.

Bottom Left: Gracie Huerta and Linda Croyle facilitating a workshop for HDAE staff.

Bottom Right: Willie Brown, Brian Graham, and Nestor Covarrubias at PCP graduation.



Fostering a Culture of Wellness

Since its launch in 2002, the HDAE Wellness Program has expanded to support nearly 700 staff across Housing, Dining & Auxiliary Enterprises. Many of our employees work in roles that involve repetitive tasks or physical demands, making injury prevention and overall wellbeing especially important. By offering a comprehensive program that addresses physical health, mental health, and work-life balance, HDAE is building the foundation for a healthier, safer, and more resilient workforce.

This past year, the program expanded with new challenges, fitness classes, and wellness resources designed to meet staff where they are. From yoga and Zumba to mindfulness sessions and nutrition workshops, employees have more opportunities than ever to prioritize their health. The popular “HomeStretch” routine, a quick 15-minute movement break aimed at reducing workplace injuries, has grown from seven to 23 active groups, with custodial teams leading the way in participation. **Jared Martinez**, Wellness Coordinator, and **Leslie Ramirez**, Safety and Wellness Manager, filmed versions of HomeStretch and ladder safety training that can be viewed anytime, making their offerings more accessible to all staff.

To offer a comprehensive wellness program, HDAE partners with the Academic & Staff Assistance Program to offer guided meditation and sound baths, while UC-wide initiatives like UC Moves and the Healthy Holiday Challenge engage staff across the system.

Yoga class participants at Campus Point with the HDAE Wellness Team.

Back row: Jen Soriano, Lauren McGinnis, Becky Villaneda, Jared Martinez, Carol Dreste, and Tina Valencia.

Front row: Leslie Ramirez, Marissa Mancias, and Suzin Norris.



Each May, the Wellness Program partners with Sustainability and the Transportation Alternative Programs to promote CycleMAYnia, which includes the annual Bike-to-Work day and a month-long cycling competition.

As HDAE plans for growth in the coming years, adding new student housing and hiring additional staff to accommodate the influx of new students living on campus, the Wellness Program is focused on scaling resources, reducing injuries, and ensuring all employees can access the tools they need to stay healthy, safe, and engaged.

From Left to Right, Top to Bottom:

1. A.S. Bikes provides a tune-up at the annual Bike-to-Work Day in May.
2. TAP Coordinator, Mariah Hudnut, and student staff share information about transportation options at Bike-to-Work Day.
- 3 and 4. Staff walk the Lagoon Path as part of the UC Moves challenge, an annual step count challenge and competition among UC campuses.



Staff Contributions and Recognitions

Both locally and nationally recognized, HDAE staff are leaders in their fields, earning certifications, attending conferences, and serving in professional organizations. Here are just a few of the many accomplishments worth celebrating:

- **Shannon Balram** was selected as a faculty member for ACPA's Institute for the Curricular Approach.
- **Jordan Bashline, Angelica Diaz, Whitney Morris, and Lauren Weiner** attended ACCED-I Conference that connects collegiate conference and events professionals to resources, knowledge, and colleagues.
- **Tony Blankenship, Ozzie Carrara, Martin Fonseca, Joey Gonzalez, and Brian Smith** attended NACUFS Inspire: A Culinary Conference in Columbus, Ohio, participating in live cooking demonstrations, interactive teaching kitchens, and educational sessions that covered industry trends, sustainable practices, and menu development strategies.
- **Jenn Birchim and Dora Campos** presented at the Off-Campus Housing Summit in Milwaukee, Wisconsin.
- **Kirsten Brinlee** represented UCSB at the system-wide UC Social Media conference at UC Davis.
- **Willie Brown, Harley Hall, Jill Horst, Brian Smith, and Robbie Wright** attended the National Restaurant Show in Chicago, Illinois.
- **Rigo Chavez, Jesus Lopez, Suzy Nespor, and Chris Zbinden** attended the California Mobility & Parking Association Annual Conference in Costa Mesa, California.
- **Gabrielle Coulousi** represented UCSB in UC Women's Initiative, a cohort-based leadership program.
- **Linda Croyle** became a CPTM (Certified Professional in Training Management) from Training Industry Incorporated and attended their annual conference in Raleigh, North Carolina.
- **Linda Croyle and Gracie Huerta** attended Dare to Lead Intensive Training.
- **Angelica Diaz** was voted Vice Chair of the City of Santa Barbara Community Development and Human Services Committee.
- **Carol Dreste** was appointed to another three year term on the board of trustees for the National Association of College Stores.
- **Abbey Fragosa** served as the Vice President of the Professional Women's Association at UCSB.
- **Phoebe Frisch-Gebhart and David Sanders** attended the Kinetic Live Conference that brings together software users and industry experts to exchange insights. UCSB was nominated for Conference Team of the Year.
- **Chris Harton** attended the NACUFS Spring Conference in Albuquerque, New Mexico.
- **Gracie Huerta** attended the annual SHRM Conference in San Diego, California.
- **Melissa Jarnigan and Martina Ubaldo** attended WACUBO in Waikoloa Village, Hawaii.
- **Shalauna Miller** attended McLean & Company Signature Conference in Las Vegas, Nevada.

Conference & Hospitality Services and University Center staff attended a systemwide meeting at UC Santa Cruz.



- **Namphone Moua** acquired ASE certifications in Brakes and Steering & Suspension and obtained his California Smog Check License. This license requires a thorough understanding of emission control principles on each vehicle.
- **Suzy Nespor and Chris Zbinden** attended the California Higher Education Parking & Mobility Leadership Summit in San Diego, California.
- **Pablo Rangel** attended the Smith System Defensive Driver Instructor training in Ontario, California.
- **Melissa Sierra** attended the WACUBO Business Management Institute at UCSB.
- **Martina Ubaldo** attended NASPA and the Women's Leadership Conference.

Thank you to HDAE's dedicated committees who support organization-wide staff engagement efforts!

Arts & Culture Committee | Chair, Carol Hirashima.

Michael Adami, Jenn Birchim, Kirsten Brinlee, Arlene Contreras, Nestor Covarrubias, Sara Engebrits, Marisol Gomez, Billy Jankowski, Kristi Kirkpatrick, Eriko MacDonald, Gary Scott, and Lauren Weiner.

Deepening Understanding Committee | Chair, Linda Croyle.

Jordan Bashline, Arlene Contreras, Jonathan Hart, Pablo Rangel, Jesus Lopez Vergara, and Erik Lundberg.

WE CARE Committee | Co-Chairs, Linda Croyle and Gracie Huerta.

José Ayon-Nevarez, Abbey Fragosa, José Gonzalez, Maggie Guzman, Chawn Lemons, Camille Locklear, Lori Nicolaides, José Reyes, Tina Valencia, Jen Weeks, and Grant Zepke.



Celebrating Service Milestones

At the Spring Town Hall, nearly 70 HDAE staff were recognized for their years of service with the University of California, for a combined total of over 1,275 years of service. A few honorees gathered for a photo before enjoying refreshments at the reception following Town Hall.

(pictured above)

Back row: Jose Reyes, Jill Horst, Gabrielle Coulousi, Robbie Wright, Eddy Melendez, Bruce Simioni, Douglass Hatt.

Front row: Lizeth Mata, Tammy Lopez, Susy Contreras, Lori Nicolaides, Angelica Diaz, Caesar Martinez, Ernesto Villegas.

The Club & Guest House

Chef Hayden Dozier was featured in The Current for his innovative approach to dining at The Club, profiling his rich professional journey and diverse influences in his creations.

(pictured below)



FY25 Financial Statement

Housing, Dining & Auxiliary Enterprises operates as a campus auxiliary that exists to furnish goods and services to students, faculty, and staff by charging fees directly related to the cost of those goods and services.

Campus auxiliaries are self-supported entities and do not receive state funds or tuition dollars to support our operations. Our goal is to provide the highest level of service to our residents and campus partners while being stewards of our resources.

Below are the expected financials for FY25. Due to the financial management modernization project, actual financials will be available in late 2025.

REVENUE

Core Funds

Mail Services	289,296
Transportation Alternatives Program	286,588
University Community Housing	375,635
Events Center	572,965
Subtotal Core Funds	1,524,484

Student Fees*

Events Center	572,965
Transportation & Parking	270,415
University Center	3,352,268
Subtotal Student Fees	4,195,648

Sales & Services - Other

Distribution & Logistical Services	346,015
Subtotal Sales & Services - Other	346,015

Sales & Services - Auxiliary Enterprises

Campus Dining	17,231,371
Conference & Hospitality Services**	2,828,463
Events Center	32,813
Recharge	12,407,714
Residential Living - Room, Board, Rent	157,997,537
The Campus Store	7,042,653
The Club & Guest House	2,639,826
Transportation & Parking	7,860,027
University Center	247,389
Subtotal Sales & Services - Auxiliary Enterprises	208,287,793

TOTAL HDAE REVENUE **214,353,940**

*Student fees are separate from tuition and are mandatory fees to support student services, programs, and facilities.

**FSSP and Summer Sessions revenue is now recognized under Residential Living, and all summer conference board revenue is recognized under Campus Dining.

FY25 Financial Statement

EXPENSES

Operating Expenses

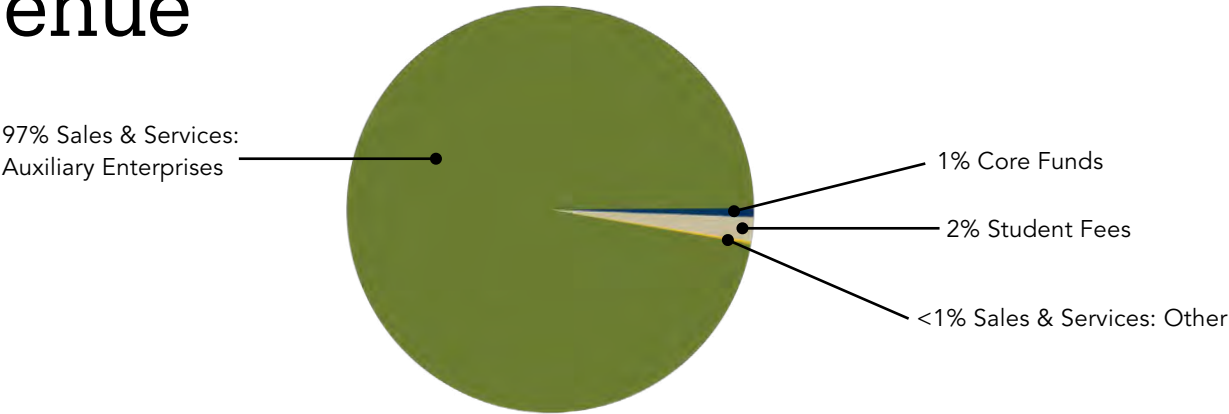
Salary & Wages	62,214,879
Benefits	22,190,093
Supplies & Services	28,815,124
Utilities	7,996,807
Raw Food/COGS	17,684,438
Subtotal Operating Expenses	138,901,341

Non-Operating

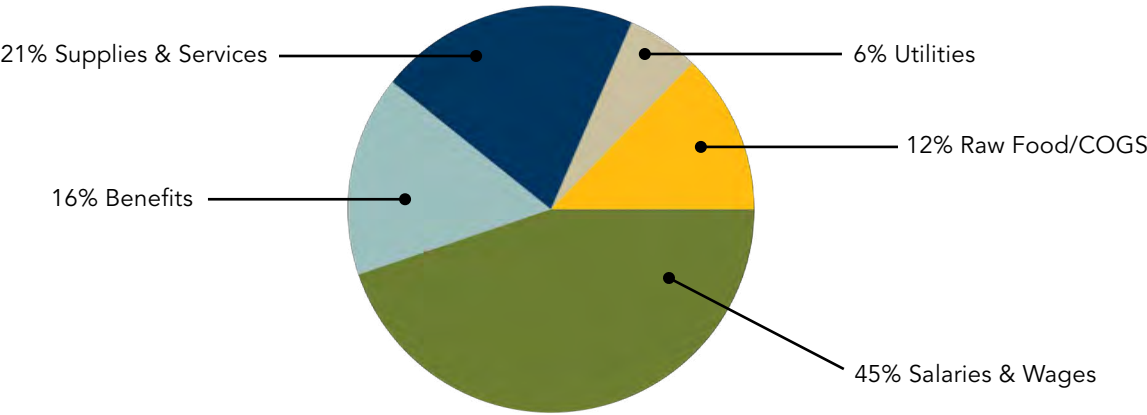
Assessments	22,428,639
Interest Income	(362,008)
Other Income	(1,065,206)
Capital Maintenance	3,076,600
Debt	44,358,799
Transfer to Maintenance Reserves	7,015,775

Subtotal Non-Operating	75,452,598
TOTAL HDAE EXPENSE	214,353,940

Revenue

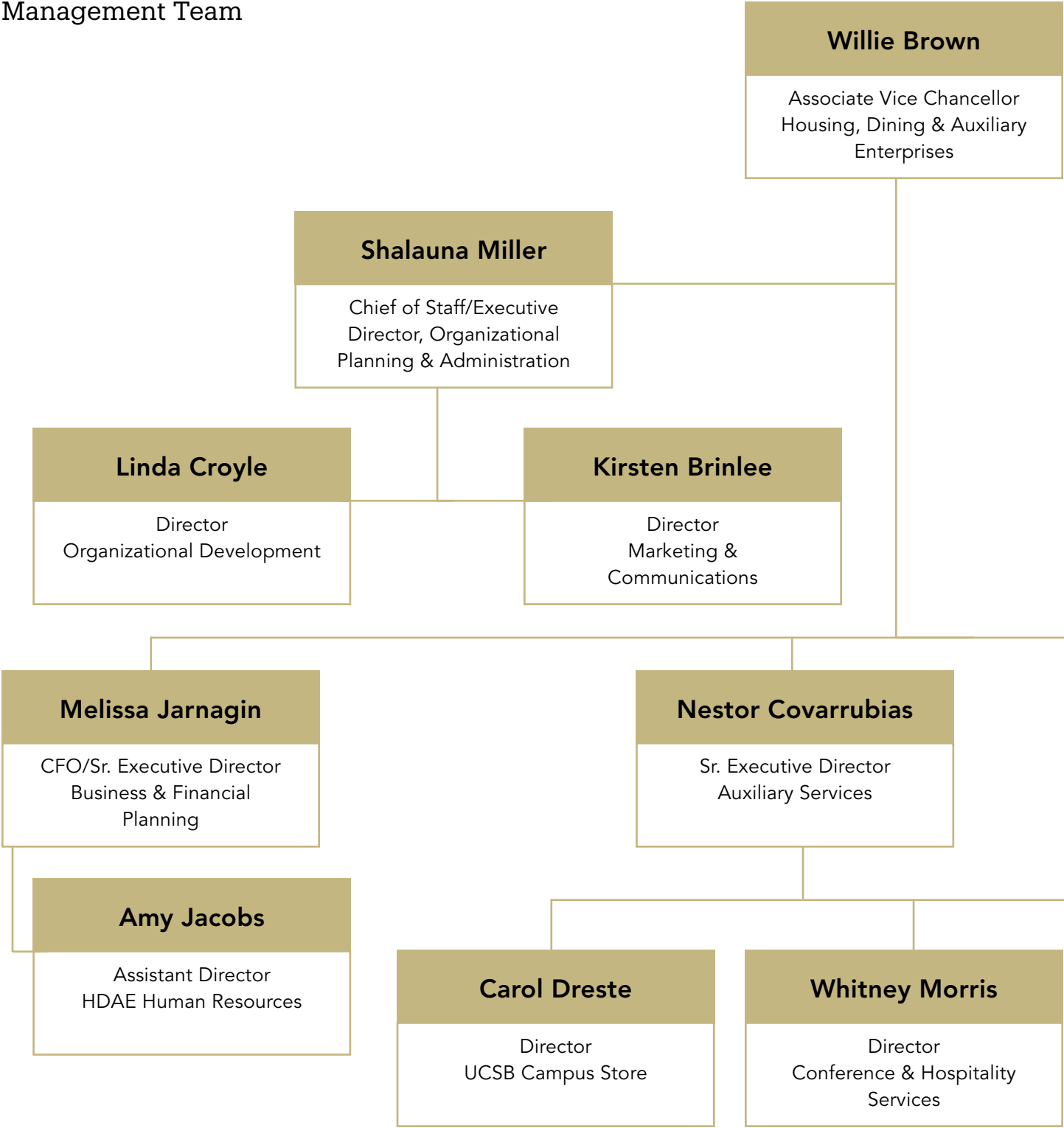


Expenses



2024-2025 Organizational Chart

Housing, Dining & Auxiliary Enterprises
Management Team



Since forming in 2015, HDAE has used the WE CARE values as one of the frameworks to guide our organization. They are:

Welcoming

We make the campus a place of welcome for students, staff, faculty, and guests. Embedded in this value is a commitment to the people we serve and the resources we manage.

Ethical

We conduct our work with the highest level of integrity. We take care to be transparent, communicative, fiscally responsible, and environmentally conscious.

Collaborative

We value team-based work to achieve excellence across all our services. Working together makes our organization stronger, and we are able to bring to the table a variety of experiences and strengths.

Agile

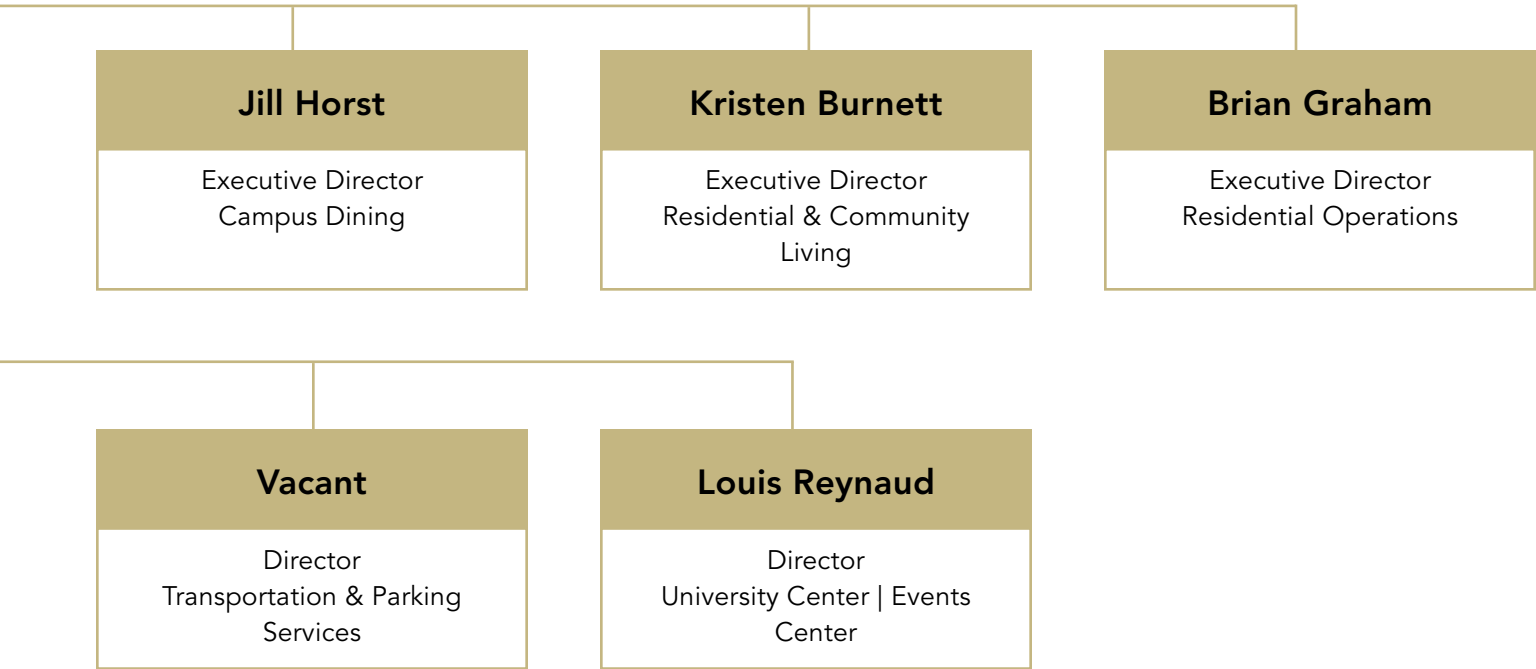
We embrace opportunities to think differently about the ways we do our work in order to remain flexible to best practices and evolving needs of our customers. We value a living and learning environment that looks toward the future.

Respectful

We respect the rights and dignity of others and are responsive to the needs of our diverse communities.

Excellent

We provide excellent service in all we do, keeping students at the center of our mission. We take care with our customers and our colleagues. We take pride in helping the campus run smoothly and in supporting the academic mission of the institution.





UC SANTA BARBARA
**Housing, Dining &
Auxiliary Enterprises**

hdae.ucsb.edu

University of California at
Santa Barbara, CA 93106-9010

The 2024-2025 Annual Report is a collaborative project led by the Associate Vice Chancellor's Office with contributions from Associate Vice Chancellor Willie Brown and HDAE's Management Team. Thank you to Shalauna Miller, Kirsten Brinlee, Gabrielle Coulousi, and Levi Garretson for their additional efforts.