

UC **SANTA BARBARA**

Housing, Dining & Auxiliary Enterprises



ANNUAL REPORT

2025-2026

From the Desk Of **WILLIE BROWN**

San Benito Villages topping out ceremony, celebrating 50% of construction completed. Pictured left to right: Ernesto Villegas, Kristen Burnett, Willie Brown, Jill Horst, and Shalauna Miller.



When I think back on the important milestones and markers of this year for Housing, Dining, & Auxiliary Enterprises, it naturally makes sense to start at the end. During the final week of the academic year, our campus bid a fond farewell to UC Santa Barbara’s oldest and first permanent residence hall, Santa Rosa. The Monday after final exams and commencement weekend, construction crews took over the site, which was home to over 30,000 first year students and nearly 150 live-in staff over the last seven decades. The memories and connections created in Santa Rosa will live on far beyond any individual career at UCSB. Thank you to everyone who holds a special connection to Santa Rosa, helped prepare for its transition, and continues to carry its legacy forward.

Watching construction crews demolish Santa Rosa offers a vivid visual of constant change and marks a new era. Preparing for change is what HDAE has been asked to do through 2028 to meet the housing requirements of 3,500 new beds set by the campus’s long range development plan. The physical evolution of the Channel Islands Neighborhood reminds us each year is a fresh opportunity to welcome new students, hire new staff, and improve the way we do our business. While the operational stability of previous decades may be behind us, what remains constant is how we work together in HDAE, guided by our values to be welcoming, ethical, collaborative, agile, respectful, and excellent.

Values-driven leadership is both a hallmark of HDAE and an area where I deliberately invest every year. We put our values into action through the leaders and supervisors we recruit and train. In 2025, a team of leaders from across HDAE developed eight leadership competencies, which inspired the design of the Manager Matters Series, a supervisory leadership program created and led by **Linda Croyle**, Director of Organizational Development. Having launched in fall 2025, Linda leads cohorts through training modules designed to sharpen their skills in these areas:

- | | |
|------------------------------|----------------------------------|
| Develop & Manage Talent | Engage Employees |
| Focus on Service | Practice Emotional Intelligence |
| Operate with Business Acumen | Steward Resources |
| Lead Through Change | Plan and Implement Strategically |

Over the past year, our management team navigated several critical leadership vacancies, including a full year without a senior financial officer during the campuswide financial management modernization rollout. We led executive recruitments for the Director of Transportation & Parking Services and the Director of the University Center and Events Center. Having these two critical roles hired as we move into 2026-2027 eases the administrative strain on our teams as we prepare to open two new large residential communities in back-to-back years.

As you read the 2025-2026 Annual Report, I hope you see yourself represented in the incredible work we accomplish. The pages are filled with stories demonstrating our essential role in enhancing the quality of life for students, residents, and visitors. I am deeply proud of each individual effort and every member of my staff.

Together, we keep this campus moving forward. Together, we will weather the challenges and the changes coming our way. Together, we continue to create the foundational student experience for UC Santa Barbara.

With gratitude,



Willie Brown
Associate Vice Chancellor



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
- Onboarding
- 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
- Maintenance Projects

Transportation & Parking Services

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

University Center & Events Center

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

SUMMER 2025

Following move-in weekend, UC Santa Barbara kicked off the Week of Welcome with the Welcome Back Gaucho event, a pep rally held at the Events Center. The Class of 2029 not only experienced the Events Center, also known as the Thunderdome or the ECen, for the first time, but also met newly installed Chancellor Dennis Assanis. This event provided new students a great introduction to a venue where the campus provides regular programming throughout their college experience.

Photo by Jeff Liang



Completed in 1979 as the Campus Events Center, the facility provides a safe, clean, and well-equipped environment for athletic, academic, recreational, and special events. Early exposure to the venue encourages students to return for intercollegiate basketball and volleyball games, concerts, and campus traditions like the Associated Students Program Board annual concerts in fall and spring quarter.

In Chancellor Assanis' speech to students, he noted nearly 130,000 students applied to become Gauchos this year from 54 California counties, 43 states, and over 46 countries. He went on to say, "We chose you because we believe in you. You are here for an outstanding education, transformative experiences, and important life connections. And we are all here to help you and support you every step of the way."

Facilities managed by Housing, Dining and Auxiliary Enterprises make gatherings like this Welcome Back pep rally possible. By maintaining vibrant and well-equipped campus venues, staff lay the groundwork for students to build lasting connections and form their very first memories at UC Santa Barbara.

Move-In Weekend



Chancellor Assanis and Eleni Assanis, Associate of the Chancellor, joined HDAE staff during move-in weekend, pushing carts and welcoming families to Anacapa and Santa Cruz Halls. They also joined families, students, and staff for a meal in De la Guerra Dining Commons. *Photos by Jeff Liang.*



HIGHLIGHTS

Associate Vice Chancellor's Office

Convened a group of directors to define the new HDAE leadership competencies identified in the Spring 2025 Leadership Strategy workshop facilitated by McLean & Company.

Introduced UCSB's new Chancellor Dennis Assanis to HDAE with a Welcome publication highlighting our work and contributions to the campus community. Included was information about the San Benito and Channel Island Neighborhood projects all designed by Kirsten Brinlee.

Business & Financial Planning

Transitioned to Oracle Financial Cloud, the new campuswide financial system, to start the new fiscal year. The BFP financial team took part in dozens of training sessions to learn the new systems and gain competence in accessing vital financial data.

The BFP HR team supported HDAE through the transition from Kronos to Pro Workforce Management (WFM) timekeeping system, offering troubleshooting, instructions, and one-on-one support.

Campus Dining

Campus Dining (Residential Dining) held two culinary training days at Portola Dining Commons for 59 culinary staff facilitated by six department Chefs with focus on building connections between team members from different locations, recipe and menu development, reimagining and reinvigorating existing recipes, creating exciting vegan and vegetarian options, and having fun reigniting their culinary passion with different team members. The teams did an outstanding job each day with different renditions of dishes as diverse as venison porchetta salad with chocolate vinaigrette, Malaysian inspired pizza, chicken fried seitan with vegan brown gravy, gochujang caramel corn, and nasi goreng Indonesian fried rice with kecap manis.

This year's annual report cover features one of the dishes from this training. Campus Dining's commitment to excellence and ongoing learning is a testament to the culture of learning and development in HDAE.

Campus Dining

Campus Dining (Conference Dining) achieved a record high of 75 catering bookings within a single Sunday-to-Saturday week. Overall credit card guest meal sales increased by 30% compared to summer 2024. Additionally, the largest Orange County Leadership Camp was hosted this summer with 1,961 participants.

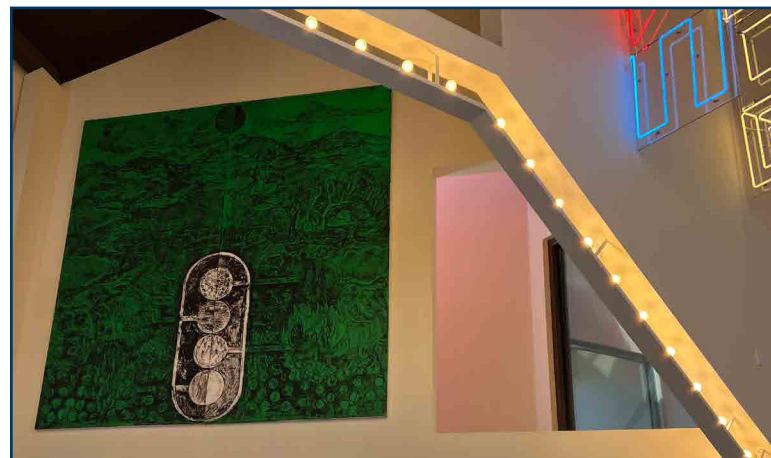
Campus Store

Reflecting the fun, nostalgic, and practical spirit of UCSB students and alumni, the three top favorite items among summer customers included Hello Kitty, Snoopy, and our very own Trader Joe's-style tote bag.

The Club & Guest House

Featured in Montecito Journal's 2025 Real Estate issue in an article about local clubs.

Collaborated with UCSB's AD&A Museum and engaged in a new long-term art loan for the Dining Room. This included a coordinated deinstallation of the previous painting on loan (by Ishi Glinisky) and installation of the new two-paneled canvas Untitled (The Elements), 1985, by Matt Mullican on a five-year loan.



Conference & Hospitality Services

Achieved the highest grossing summer including 131 conferences, 16,108 conference guests, and 1,901 Family Vacation Center & Summer Inn guests for a total of 76,592 bednights. All of this was accomplished through the dedication of eight career staff members and 84 student staff.

Launched the inaugural Summer Intern Housing program in the San Joaquin Villages apartment complex. Designed to provide housing to college students interning or working in the Santa Barbara area over summer, we housed 16 interns with stays between 30 and 77 nights. The program exceeded initial occupancy goals and generated \$58,000 in revenue.

Collaborated with MarCom on a video that featured the various HDAE departments that work behind the scenes to bring conferences to life each summer. We highlighted the people who power the UCSB conference experience, showcased the often unseen work that makes it all possible, and helped tell the story of HDAE and how integrated all of our areas are.

Residential & Community Living

The Freshman Summer Start Program (FSSP) Resident Assistants (RAs) hosted over 20 building-wide and floor Community Development Activities with 844 sign-ins, averaging 42 residents per event.

FSSP students stayed in their housing assignment through the week between the end of Summer Session B and the fall move-in weekend, a change from our past practice of having students vacate San Nicolas during this break week. Doing so prevented students, particularly international and out-of-state students, from needing to find alternate accommodations and demonstrates that the academic year truly begins with FSSP move-in.

Residential Operations

Collaborated with Residential & Community Living, Associated Students, and Gauchos for Recovery to install 40 emergency Narcan cabinets in all undergraduate residence halls and apartments.

Residential Operations

Collaborated with Campus Dining (Retail Dining) on an extensive 14-week remodel of Starbucks. As part of this project, a new Point of Sale system was installed and launched which enabled mobile ordering and payment options, a hugely popular feature among students, staff, and campus visitors.



Transportation & Parking Services

Supported the Sustainability Internships and Community Resources Department in Student Affairs with the implementation of a Fall Commute Reset Challenge for staff, faculty, and students. The Transportation Alternatives Program (TAP) provided information, gift cards, and marketing support for the initiative.

Completed the first vehicle requisition through Enterprise Fleet for six 10-passenger vans that will be used by students, staff, and faculty as part of the rental pool.

University Center | Events Center

Collaborated with Intercollegiate Athletics to bring day and overnight basketball and volleyball camps to youth across Santa Barbara and the surrounding areas.

Supported Conference Services in welcoming 1,961 high school students to the Events Center for Orange County Leadership Conference.

FALL 2025

On Friday, November 21, Conference & Hospitality Services hosted a contract signing ceremony at The Club & Guest House, celebrating the exciting partnership between Great Britain's Paralympic Team and UC Santa Barbara, its host site for the team's preparation camp. The event was emceed by HDAE's Director of Marketing and Communications, Kirsten Brinlee, and featured remarks from Chancellor Assanis and ParalympicsGB Chief Executive Officer David Clarke.

Photo by Jeff Liang



The event formally recognizes an extraordinary collaboration between UCSB and the ParalympicsGB, where the university will provide the facilities, meals, and lodging for the athlete training and preparation camp during the summer of 2028, leading up to the Paralympic Games in Los Angeles. This moment has been years in the making. Both Conference & Hospitality Services and the Department of Recreation have been meeting with ParalympicsGB since 2023 on this prospect, and the moment to finalize has now arrived. This partnership embodies a shared commitment to excellence, determination, and the spirit of sport.

This partnership is a profound opportunity. It allows UCSB to open its doors and its facilities to some of the planet's most inspiring athletes. It is a chance for students, staff, and the community to witness their preparation firsthand. It is a moment to champion inclusion, access, and the high performance that defines the Paralympic movement. It marks a significant opportunity for Conference & Hospitality Services to shine on a global scale.



Top row, from left to right: Kirsten Brinlee, emceeding the event. ParalympicsGB CEO David Clarke and UCSB Chancellor Assanis signing the official contract.

Bottom row, from left to right: Willie Brown, Nestor Covarrubias, and Michele Jones attending the event. Willie Brown (second from the left) with dignitaries from ParalympicsGB and UCSB staff.

HIGHLIGHTS

Associate Vice Chancellor's Office

Developed and facilitated by Gracie Huerta, Desarrollo Profesional, a new three-part career advancement initiative for Spanish speakers, instructed participants on crafting a professional resume and cover letter, navigating interview and performance evaluation processes, and leveraging institutional and community professional development opportunities to become a strong candidate for future growth opportunities.

Launched the Manager Matters Series (MMS), a leadership development course created and led by Linda Croyle. Grounded in the leadership competencies, the MMS covers topics and provides skill development supervisors can put into practice with their teams including change management, emotional intelligence, business acumen, and more.

Formed the construction mitigation work group. Led by Kirsten Brinlee, this group is charged with anticipating and mitigating issues arising from the San Benito and Channel Islands Neighborhood projects.

Business & Financial Planning

Presented the Grow Your People session for the MMS fall cohort. Amy Jacobs and Camille Locklear covered topics including performance management, having difficult conversations, and career pathing.

Conducted a supervisory audit to ensure employees are configured correctly in Job Builder and UCPath.

Campus Dining

Campus Dining (Miramar Food Pantry) signed up 446 qualifying, current and registered UCSB students to receive food from the pantry. These students were able to obtain fresh produce, packaged foods, and more free of charge, aligning with one of our most valued commitments, providing food security.

Campus Dining (Residential Dining) introduced a new meal plan for on- and off-campus meal plan holders. This new plan includes rollover of up to three unused meals per week and a specified number of guest meal swipes based on the meal plan selected. During fall quarter, 9,994 rollover meals were used and 42% of meal plan holders swiped in at least one guest.

Campus Store

Sold 1,258 units during the two-day \$25 clothing sale in October and processed 835 eCommerce orders in the month of December.

Hosted the annual Student Appreciation Night where over 50 student staff enjoyed pizza and participated in a prize drawing.

The Club & Guest House

Achieved 100% Guest House occupancy over Move-In and Parents & Family weekends, and the Dining Room hosted a sold-out lunch on the Friday of Parents & Family weekend.

Coordinated and executed the Fall 2025 UCSB Trustee Reception for 220 people.

Planned and promoted the Fall Members' Wine Dinner with Hitching Post Wines, which included a custom 5-course menu and specialty pairing of Hitching Post's 2021 Pinot Noir Highliner "20th Anniversary SIDEWAYS" edition.

Conference & Hospitality Services

Shared operational practices and strategies at the systemwide Conference & Event Services meeting at UC San Diego.

Promoted our summer conference program to over 30 Tour Suppliers at the National Tour Association Travel Exchange.

Residential & Community Living

Resident Assistants (RAs) and R&CL Staff partnered with the Bucket Brigade, a Santa Barbara non-profit, to participate in a service project in efforts to save the endangered Monarch Butterflies. As a community, these staff members restored the Ellwood Mesa Butterfly preserve and helped grow food supporting local food aid efforts.

Partnered with the Family Student Housing Tenants Union to support their finances and bookkeeping. This will save them money that has been paid to outside agencies for this support, and will provide better continuity as the board leadership transitions from year to year.

Residential Operations

Distribution & Logistical Services (DLS) was recognized at the annual University Logistics & Supply Chain Association (ULSCA) conference for the Facilities Management (FM) Yard Moving Sale & Surplus Sales event. The Surplus Sales unit received the 2025 Sustainability Award due to the substantial waste reduction, resource reuse, and marketing strategy to grow the digital presence of Surplus Sales and promote reusability.

Partnered with the Disabled Students Program and Andy Satomi, AVC for Academic Technology & Space Management, on revamping the classroom furniture accommodation program.

Transportation & Parking Services

Hosted staff from the City of Santa Barbara and Santa Barbara Waterfront parking to provide an overview of our virtual permit program. See feature in Staff Innovation section.

Converted the bike locker program administration from Google Sheets and in-person payments to a unified parking management program.

Acquired a new hybrid Maverick mini-truck for our Automated License Plate Recognition program.

Hosted the annual TPS Pumpkin Carving Contest.



Surplus Sales staff pictured outside the former Facilities Management site, now the future site of San Benito Villages.

Photo by Kirsten Brinlee

University Center | Events Center

Partnered with the Dean of Students office to organize a new tradition, the Gaucho Welcome pep rally, to welcome approximately 2500 new freshman and transfer students to campus.

The Hub hosted the 19th Annual Shout It Out Bingo featuring drag entertainer Borgia Bloom Facade and Bingo Boy from Legendary Bingo.



Manager Matters Fall Cohort

From left to right.
Front row: Rob Fielding-Miller, Hugo Rios.

Middle row: Arlene Contreras, BX Barclay, Linda Croyle (facilitator), Marissa Westby, Jesus Lopez, Gustavo Orellana.

Back row: Miles Di Peri, Chris Harton, Phoebe Frisch-Gebhart, Pablo Rangel.

Photo by Carol Hirashima

WINTER 2026

Through the Associate Vice Chancellor's Office, Housing, Dining & Auxiliary Enterprises works with strategic partners to guide organizational priorities. A key partner, McLean & Company, administers the bi-annual employee engagement survey and conducts an annual leadership workshop to help management identify high-impact projects for HDAE.

Photo by Kirsten Brinlee



This partnership has launched major initiatives, including employee engagement workgroups, the leadership competencies, and onboarding best practices. To support the improvements to onboarding practices, HDAE's Human Resources team collaborated with the AVC's Marketing and Communications team to create a new employee welcome video.

During the summer and fall of 2025, a production team including Kirsten Brinlee, Carol Hirashima, KC Buller, and Camille Locklear interviewed staff and leadership to capture the best parts of working within the different departments in HDAE. Completed at the end of winter quarter, the video debuted at the Spring Town Hall and is now distributed to all new hires during onboarding.

The bilingual production opens with remarks from Associate Vice Chancellor Willie Brown, features staff interviews in English and Spanish, and concludes with a closing message from Senior Executive Director Nestor Covarrubias. As a new hire's first impression, this video sets a welcoming tone and reflects a shared commitment to creating an inclusive environment where every employee can thrive.



Thank you to the participants of this project!

Project leads:

Carol Hirashima	Amy Jacobs
Camille Locklear	

Production Assistants:

KC Buller	Kirsten Brinlee
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Talent:

Willie Brown	Arlene Contreras
Nestor Covarrubias	Abbey Fragosa
Yasmine Granero	Chawn Lemons
Eriko MacDonald	Jared Martinez
Sandra Ortiz Urbano	Nico Shin
Brian Smith	

Previous page left: Carol Hirashima, KC Buller, and Nestor Covarrubias filming an interview for the Welcome Video on the patio at The Club and Guest House.

Left: Jared Martinez behind the scenes with HDAE's Marketing and Communications and Human Resources teams filming interviews for the Welcome Video in Loma Pelona Center.

Right: Cover photo of the Welcome Video all new employees now receive prior to their start date.

HIGHLIGHTS

Associate Vice Chancellor's Office

Celebrated the English Writing Coaching Program at Goleta Beach with 20 participants, some attendees having worked with Coach Tamara Walker for 15 years. Many participants of this program have achieved promotions in their field.

The MarCom team began website remediation ahead of the deadline to meet federally mandated ADA digital accessibility requirements.

Hosted Meet HDAE, where participants learn about the departments of HDAE and their intersections. This year, a Construction Mitigation table was set up to answer any questions staff may have about the building projects and how they affect them.

Meet HDAE hosted in February at Loma Pelona. Construction mitigation table (top) and Conference & Hospitality Services table (bottom)

Photos by Carol Hirashima



Business & Financial Planning

Rounded out a year of collaborative executive-level recruitments with the AVC's office. Concluding the Director of Transportation & Parking Services (Frank Ching) search and initiating both the Director of University Center and Events Center (Beth Bengala), and the Executive Director of Business & Financial Planning.

As new modules came available in Oracle Financial Cloud, the BFP financial team continued to train and attend office hours to become proficient in the new FMM systems.

Campus Dining

Campus Dining (Campus Concessions) provided service for the U.S. Women's National Soccer Team's game against Chile at Harder Stadium in January, where over 2,000 churros and 1,200 hot dogs were sold.

Campus Dining (Residential Dining) partnered with California Avocados to host two tasting tables at their annual Nutrition Week event. Carrillo Dining Commons served an Overnight Oats recipe featuring avocados during lunch and De La Guerra Dining Commons served a Chile Verde Avocado Sope at dinner.

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 giveaway for two Lakers tickets that garnered dozens of entries.

Campus Store

Hosted a successful Grad Fair and helped over 2,500 bachelor graduates with their regalia and grad pack purchases.

The Club & Guest House

Celebrated Nobel Laureate Alan Heeger's 90th birthday party for 90 people.

Coordinated Chancellor Assanis' new Chancellor's Reception and Faculty Research Dinner Reception for 50 people.

Conference & Hospitality Services

Collaborated with campus architectural partners and successfully concluded the design phase for the new Conference & Hospitality Services headquarters at the University Center.

Hosted a series of meetings with campus and HDAE partners to provide an overview of summer logistics and thank them in advance for all the support of our conference guests.

Residential & Community Living

Resident Assistants (RAs) hosted 249 community development activities, welcoming 9,100 residents to various events and creating opportunities for connection.

University and Community Housing Services represented HDAE at the Chancellor's Reception in Los Angeles for admitted students.

Residential Operations

Funded by the Isla Vista Beautiful Program of the Isla Vista Community Services District, supported the replacement of the Welcome to Isla Vista sign along Los Carenors Road.

Completed the water damage restoration of Rincon House in Manzanita Villages

Transportation & Parking Services

Mariah Hudnut, Transportation Alternatives Program (TAP) manager, hosted a Learn-at-Lunch Event at the University Center in partnership with SB Community Environmental Council, focusing on commuter resources and EV incentives for staff and faculty.

Suzy Nespor, Sean Simms, and Chris Zbinden partnered with regional leaders to exchange insights on Front Line Safety training and industry best practices.

Initiated discussions regarding Request for Proposals (RFPs) for EV Charging Stations and Parking Pay Stations, benchmarking against the established UCLA model to ensure scalable and efficient implementation.

University Center | Events Center

Received funding through the Healthy Beverage Initiative to install two water bottle filling stations at the Events Center.

The Events Center established an on-call student role to provide additional support during peak event periods.

The Hub organized an Open Mic and YouTube Karaoke event, offering students an opportunity to showcase their vocal talents.



Manager Matters Winter Cohort

From left to right.
Front row: Katherine Villacorta, Leslie Quintana, Teresa Curiel, Denisse Harrington, Becky Villaneda, Martina Ubaldo, Jordan Bashline.

Back row: Sean Simms, Tony Blankenship, Jose Gonzalez, Carissa Tapee, Krista Fritzen, Chawn Lemons.

Not pictured: Arial Sarreal.

Photo by Carol Hirashima

SPRING 2026

The spring quarter reliably brings a vibrant lineup of HDAE events designed to celebrate students, recognize staff, and support the broader community. Residential & Community Living set the tone on April 7, gathering at Goleta Beach for an ice cream social to honor the hard work of Assistant Resident Directors and Resident Directors between Soltopia and Open House weekends. The celebrations continued as the UCen brought back UCensation on Earth Day, April 22, at the Lagoon Lawn after a ten-year hiatus.

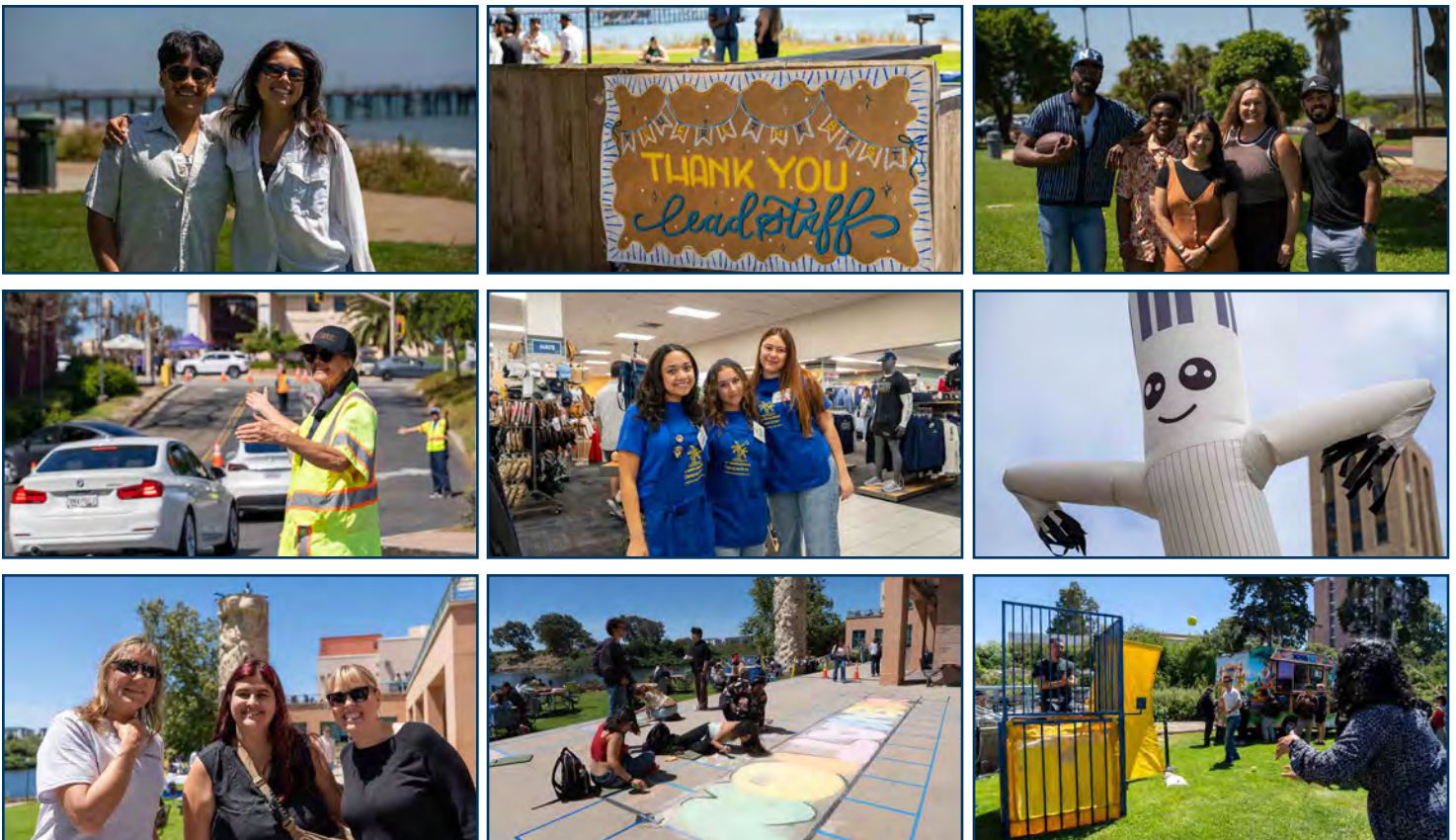
Photo by Carol Hirashima



Hosted in collaboration with HDAE's Arts & Culture committee plus numerous campus partners and local business donors, this student-focused celebration made for a lively afternoon in the center of campus. The event provided free food, music, a dunk tank, a climbing wall, carnival games, and crafts to honor the student body. Staff members joined in the fun, using the occasion to engage directly with students and foster campus community.

The momentum continued on April 11 at Storke Plaza with the Housing Fair at the annual admitted students' day, Open House, a campus-wide event dedicated to showcasing UCSB to prospective students and their families. The Housing Fair, a collaborative partnership between University & Community Housing Services and AVC Office's Marketing & Communications team, features a model triple room, information tables hosted by HDAE departments, and a lively atmosphere where guests learn about what it's like to live on campus.

These events offer students and staff a well-deserved opportunity to pause, connect, and enjoy one another's company before the hustle of finals, graduation, and summer preparation took over. Plus, each gathering showcased HDAE at its best, demonstrating our ongoing commitment to service excellence, sustainability, and community connection.



From left to right.

Lead Staff Event (top row). Leo Ayala and Nico Shin. Sign made by Kaity Vallercamp. Terrie Tran (front) with her assistant directors JaJuan Collins, BX Barclay, Kaity Vallercamp, and José Gámez Pineda.

Open House (middle row). Lori Nicolaides directing traffic. Campus Store student staff helping guests shop for UCSB gear. HDAE's inflatable Storkie welcoming the crowds.

UCensation (bottom row). Kristi Kirkpatrick, Jordan Bashline, and Whitney Morris outside the rock climbing gym. Students making chalk art for the event. Martina Ubaldo knocking Hugo Rios into the dunk tank.

HIGHLIGHTS

Associate Vice Chancellor's Office

Construction Mitigation team organized tours of the San Benito mock up giving students and staff a first look at the new apartments. Over 350 people participated in 20 tours spanning Winter and Spring quarters. The team also tabled along Library Walk to provide information about both new housing projects to students and staff.

Business & Financial Planning

Delivered a successful fiscal close within the complex financial management modernization environment.

Campus Dining

Campus Dining (Residential Dining) hosted a bilingual Food Safety Training in which 39 Cooks across Campus Dining participated. Senior Executive Chef Brian Smith facilitated and proctored a ServSafe Manager exam for 14 Campus Dining Managers.

Campus Dining (Retail Dining) partnered with multiple vendors to offer product sampling and giveaways. One successful giveaway garnered multiple entries and concluded with a student winning a new bike and cooler.

Campus Store

Offered a free tote bag with purchases over \$150 giving out 600 totes over a 9-day period.

The Club & Guest House

Coordinated and executed over 50 spring celebrations including the Dean's Cabinet, Women's Trustees, Guardian Scholars, Alpha Phi Alpha Mu Kappa Chapter, Associated Students, and the Technology Management Program Certificate and Masters programs.

Reached 100% occupancy in the Guest House over UCSB Open House and Commencement weekends.

Conference & Hospitality Services

Ended a decades-long residency in the iconic Santa Rosa residence hall ahead of its decommissioning for the Channel Islands Neighborhood project, signaling an exciting new chapter and expanded offerings for future conference guests.

Residential & Community Living

Collaborated with the Isla Vista community on Soltopia, a safe and fun alternative to Deltopia. The event hosted 12,000 attendees, provided free food, had six music stages and resulted in a 94% reduction in medical calls and 92% reduction in hospital transports.

Collaborated with the MarCom, Campus Dining, and The Club & Guest House teams to host the Open House Housing Fair for thousands of new and prospective students, starting with a record-breaking 27-minute setup and wrapping up with an equally impressive 23-minute cleanup.

Residential Operations

Organized a Santa Rosa decommissioning effort to repurpose, salvage, or surplus over \$450,000 in furniture, mattresses, supplies, equipment and landscaping diverting these materials from being recycled or disposed of during demolition over Summer 2026.

Distribution & Logistical Services purchased new mail metering machines and updated software thereby improving communication with campus clients regarding incoming and outgoing paper mail, parcels, and department recharges associated with volume and service level.

Transportation & Parking Services

Hosted another successful bike-to-work breakfast at Henley Gate. UCSB won the Santa Barbara Association of Government's GOLD challenge for most bike commuter miles logged by employees and student residents.

University Center | Events Center

The Events Center hosted 14 events in partnership with campus departments including ASPB's Warm Up Concert, career fairs through the Department of Communication and Career Services, and Commencement's student line-up. This year's Commencement consisted of two additional ceremonies: College of Letters & Science and the Comunidad Latinx Graduación.

Celebrating Santa Rosa's Legacy

Thank you for 70 years of beautiful memories in Santa Rosa Hall!



STAFF ENGAGEMENT

Launched in fall 2025, the Construction Mitigation Team identifies and mitigates the impacts to the UC Santa Barbara community created by the San Benito and Channel Islands Neighborhood housing projects. Led by Kirsten Brinlee, Director of Marketing & Communications for HDAE, the team provides both short- and long-term strategies to keep residential neighborhoods healthy and whole during the building process.

Photo by Kirsten Brinlee



The Construction Mitigation Team focuses on clear communication, active stakeholder engagement, and identifying operational impacts for students, staff, and campus partners during key development projects.

Working alongside Design & Construction Services, the cross-departmental team reviews construction progress and shares relevant impacts to staff and students. Some highlights include tours of San Benito's construction site and the 4-bedroom, eight-person mock apartment. As the first unit of its kind at UC Santa Barbara, it was designed with third- and fourth-year students in mind, featuring two ADA-accessible bathrooms, two refrigerators, and ample storage space in a large shared kitchen. Welcoming students and staff into the site and mockups builds early enthusiasm and fosters trust through transparency.

Through a strong presence at events like Meet HDAE and Open House, combined with regular email communications and updates at Town Halls, the Construction Mitigation Team keeps HDAE staff well-informed about these two era-defining housing projects.

Construction Mitigation Team

Chair, Kirsten Brinlee.

Staff representatives: Willie Brown, Kristen Burnett, Gabrielle Coulousi, Nestor Covarrubias, Angelica Diaz, Nick Engebrits, Brian Graham, Jill Horst, Amy Jacobs, Billy Jankowski, Eriko MacDonald, Shalauna Miller, Whitney Morris, Ernesto Villegas, Robbie Wright.

Student representatives: Kylie Espinoza, RHA President, and Casey Carnow, Associated Students.



Photos from an October 2025 construction site tour coordinated by Design & Construction Services for key stakeholders including the Construction Mitigation Team and San Benito and Channel Islands Neighborhood Building Committee Co-chairs, Gene Lucas and Willie Brown.

Partnerships with Local Government

Driving Innovation Together: UCSB and City of Santa Barbara Partner for Smarter Parking Solutions

Great collaboration moves communities forward, and a year-long partnership between UC Santa Barbara and the City of Santa Barbara is proving that the future of municipal infrastructure is both smart and sustainable. Over the past year, Transportation & Parking Services has been working hand-in-hand with city officials to share insights, technology, and strategies aimed at advancing automated parking enforcement across the region.

The initiative took a major step forward when UCSB hosted key representatives from the City's Waterfront Division, Downtown Parking, and the Police Department's Parking Enforcement team.

Article written by and photo provided by Chris Zbinden



During the visit, university officials showcased the professional compliance systems that have anchored UCSB's operations for several years. Visitors were given a firsthand look at how the university leverages T2 Parking and Mobility Technology alongside Genetec Mobile License Plate Recognition (ALPR) systems to streamline compliance, reduce manual oversight, and maximize operational efficiency.

Beyond behind-the-scenes enforcement, the partnership highlighted how modern technology can dramatically elevate the everyday customer experience. UCSB demonstrated its seamless integration of digital payment and visitor validation platforms, specifically ParkMobile and Offstreet Technologies, with the core Genetec ALPR ecosystem. By connecting these platforms, a visitor's license plate instantly becomes a virtual permit the moment they pay or register. This real-time data synchronization allows enforcement vehicles to verify active parking sessions on the move, effectively eliminating the need for physical dashboard permits, and long lines at pay stations during high-volume campus events.

Witnessing the success of this blueprint prompted swift action from the City of Santa Barbara, which has spent the last few months officially adopting and deploying these exact technologies. The modern rollout is highly visible in the City's Waterfront Parking division, which recently outfitted a new Hybrid Ford Maverick with advanced Genetec ALPR technology.

The City has overhauled its legacy compliance systems to mirror the UCSB model, investing in comprehensive upgrades across multiple enforcement vehicles. In a strong nod to modern environmental goals, nearly all of the city vehicles outfitted with this new automated technology are electric vehicles (EVs) or hybrids.

What began as a knowledge-sharing initiative has evolved into the foundation for a more unified, efficient approach to parking services throughout the Santa Barbara community. By fostering deep ties with external stakeholders and embracing shared innovation, UCSB and the City of Santa Barbara are successfully proving that the best way to navigate the future is together.

SBCAG & TAP: Working Together on Shared Goals

Transportation Alternatives Program (TAP) regularly partners with Santa Barbara County Association of Governments (SBCAG) on special initiatives like CycleMAYnia. Below are some photos of this year's event at Henley Gate where staff and students receive free bicycle tune-ups while learning about sustainable transit options designed to reduce traffic congestion and air pollution.

Photos by Kirsten Brinlee



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:

- Kimberlly Baldwin, BX Barclay, Jonathan Hart, Damaris Sanchez, Kianna Tarango, Terrie Tran Gurm, and Martina Ubaldo served as a mentor for the NASPA Undergraduate Fellows Program, preparation for future Student Affairs professionals. Kianna and Terrie serve on the coordinator team for NUFP.
- Shannon Balram served as faculty for ACPA's Institute on the Curricular Approach.
- KC Buller attended CASE conference for Social Media in Denver, CO and led a session at the virtual UC Social Media Conference on storytelling.
- KC Buller and Martina Ubaldo shared their career journey with campus by serving on the Forge Your Future panel.
- Kirsten Brinlee attended the American Marketing Association's Higher Education Symposium in Washington, D.C.
- Kirsten Brinlee, Nestor Covarrubias, and Carol Hirashima represent HDAE on the campus signage workgroup, supporting efforts to create consistent signage standards for campus.
- Willie Brown served as the keynote speaker at WACE in San Diego, presented on change management at the Pacific Management Institute, attended the annual Housing Directors meeting at UCLA, and attended the SCUP regional conference in Tempe, AZ.
- JaJuan Collins, Yajyoo Shrestha, and Xavier Swilling presented at WACE in San Diego and won BEST IN TEN WEST for their program, "From Roots to Wings: Cultivating Leadership Through Service Learning." Luis Andrade, Shannon Balram, Leti Cruz, Jose Gamez Pineda, Orvelle Thomas, Houston Wheeler, and Tasha Westhoff also attended this year's WACE conference.
- Gabrielle Coulousi served on the planning committee for UC Santa Barbara Process Paradise.
- Linda Croyle attended Training Institute Incorporated's Strategic Planning Summit in North Carolina and the 2-day Advance Affective Learning Institute at Santa Barbara City College.
- Angelica Diaz earned selection into the Katherine Harvey Fellowship Program (Leading From Within). Angelica was also re-elected as Vice Chair of the City of Santa Barbara Community Development and Human Services Committee.



- Carol Drete and Suzin Norris presented on fashion trends and margin building revenue ideas at the Camex tradeshow and education conference in Phoenix, AZ. (Pictured Left)
- Abbey Fragosa was elected Professional Women's Association (PWA) President.
- Ashley Gray received the Design, Facilities, & Safety Services (DFSS) Mission Excellence Award.
- Harley Hall (Executive Catering Chef) and Brian Smith (Sr. Executive Chef) attended the UCLA + CIA Culinary Training Workshop in Los Angeles.
- Carol Hirashima attended the virtual Adobe Max Conference.
- Danny Mann co-presented at the 2025 Annual Conference for the University Logistics and Supply Chain Association (ULSCA) and the Association of Rocky Mountain College and University Mail Services (ARMCUMS) organizations.
- Shalauna Miller attended McLean Signature Conference in Houston, TX.
- Nico Shin joined the Professional Women's Association (PWA) Steering Committee.
- Tasha Westhoff was selected to participate in ACUHO-I's James C. Grimm National Housing Training Institute.

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, Danny Mann, and Gary Scott.

Deepening Understanding Committee

Chair, Gracie Huerta.

Abraham Avalos, Julie Ballesteros, Rigo Chavez, Yasmine Granero, Jonathan Hart, and Damaris Sanchez. DU Design by KC Buller.

Strategic Planning Reset Committee

Chair, Willie Brown.

Kirsten Brinlee, Gabrielle Coulousi, Nestor Covarrubias, Linda Croyle, and Shalauna Miller.

WE CARE Committee

Co-Chairs, Linda Croyle and Gracie Huerta.

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



Top: WE CARE Committee members tabling at Meet HDAE

Bottom: Deepening Understanding Committee at the annual conference



Professional Competency Program en Español

Congratulations to the staff who completed the Professional Competency Program en Español! Pictured alongside friends and family at graduation, HDAE celebrates the graduates: Victor Canales, Herlinda Carrillo, Juana Corral, Yadira Mora, Carlos Moreno, Sandra Ortiz, and Yesenia Uribe.

FY26 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 receive limited state funds to support our operations. Our goal is to provide the highest level of service to our residents and campus partners while being good stewards of our resources.

Below are the expected financials for FY26. Due to the Financial Management Modernization effort, the categories have shifted from previous years.

REVENUE

Core Funds

Mail Services	448,232
Transportation Alternatives Program	287,310
University Community Housing	278,416
Events Center	201,275
Subtotal Core Funds	1,215,233

Student Fees*

Events Center	571,615
Transportation & Parking	263,617
University Center	3,342,538
Subtotal Student Fees	4,177,770

Sales & Services - Other

Distribution & Logistical Services	69,439
Subtotal Sales & Services - Other	69,439

Sales & Services - Auxiliary Enterprises

Campus Dining	18,937,284
Conference & Hospitality Services**	3,289,641
Events Center	-
Recharge	15,021,254
Residential Living - Room, Board, Rent	168,623,307
The Campus Store	7,641,459
The Club & Guest House	1,827,071
Transportation & Parking	7,466,466
University Center	293,155
Subtotal Sales & Services - Auxiliary Enterprises	223,099,637

Total HDAE Revenue **228,562,079**

*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.

FY26 Financial Statement

EXPENSES

Operating Expenses

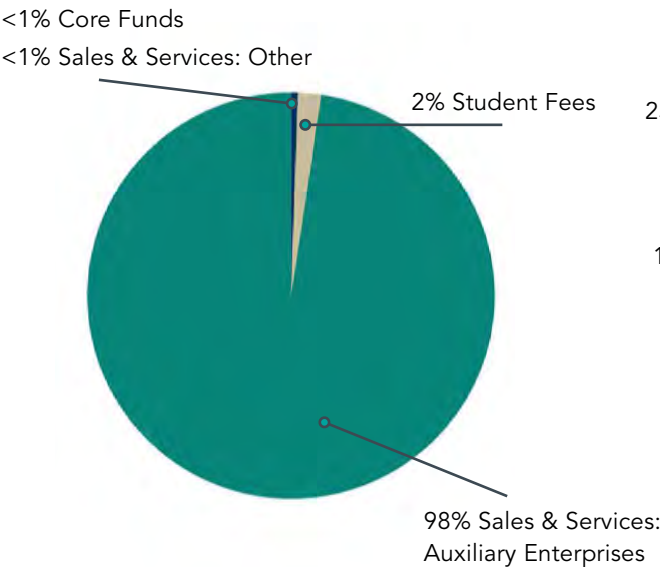
Salary & Wages	60,666,570
Benefits	24,597,104
Supplies & Services	32,343,619
Utilities	7,854,860
Raw Food/COGS	18,343,171
Subtotal Operating Expenses	143,805,324

Non-Operating

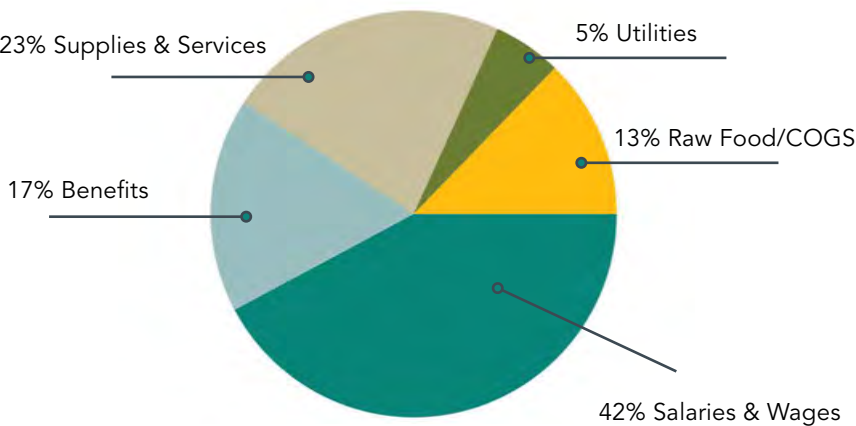
Assessments	21,552,999
Transfers Out	11,253,058
Transfers In	(116,188)
Work Study	(479,418)
Budget Cuts (recurring)	263,572
Budget Cuts (one time)	1,016,699
Investment Income	(1,438)
Other Income	(537,028)
Capital/Major Maintenance	7,397,445
Debt	44,326,791
Transfer to Maintenance Reserves	80,263

Subtotal Non-Operating	84,756,755
Total HDAE Expense	228,562,079

Revenue

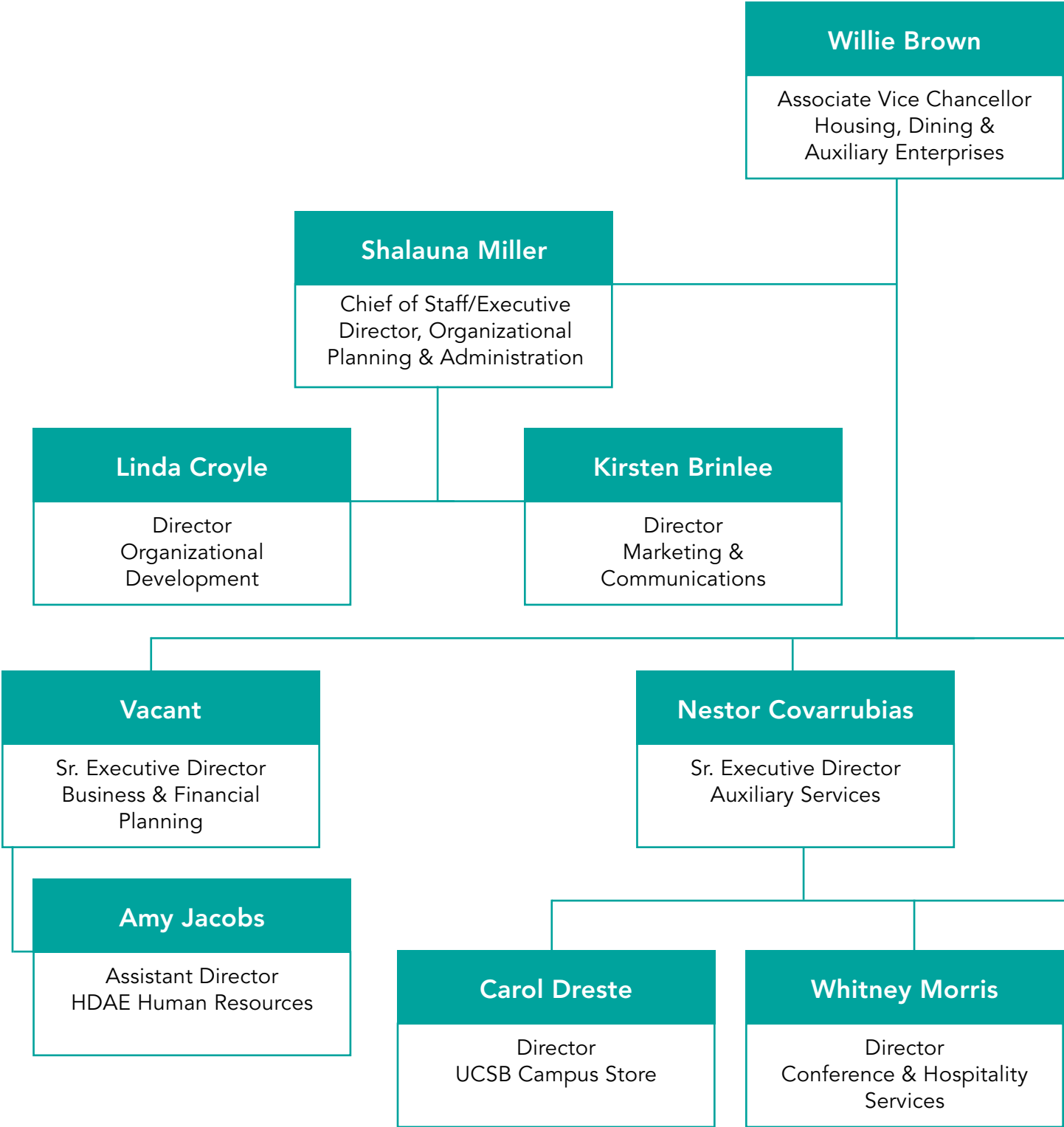


Expenses



2025-2026 Organizational Chart

Housing, Dining & Auxiliary Enterprises
Management Team (as of June 30, 2026)



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

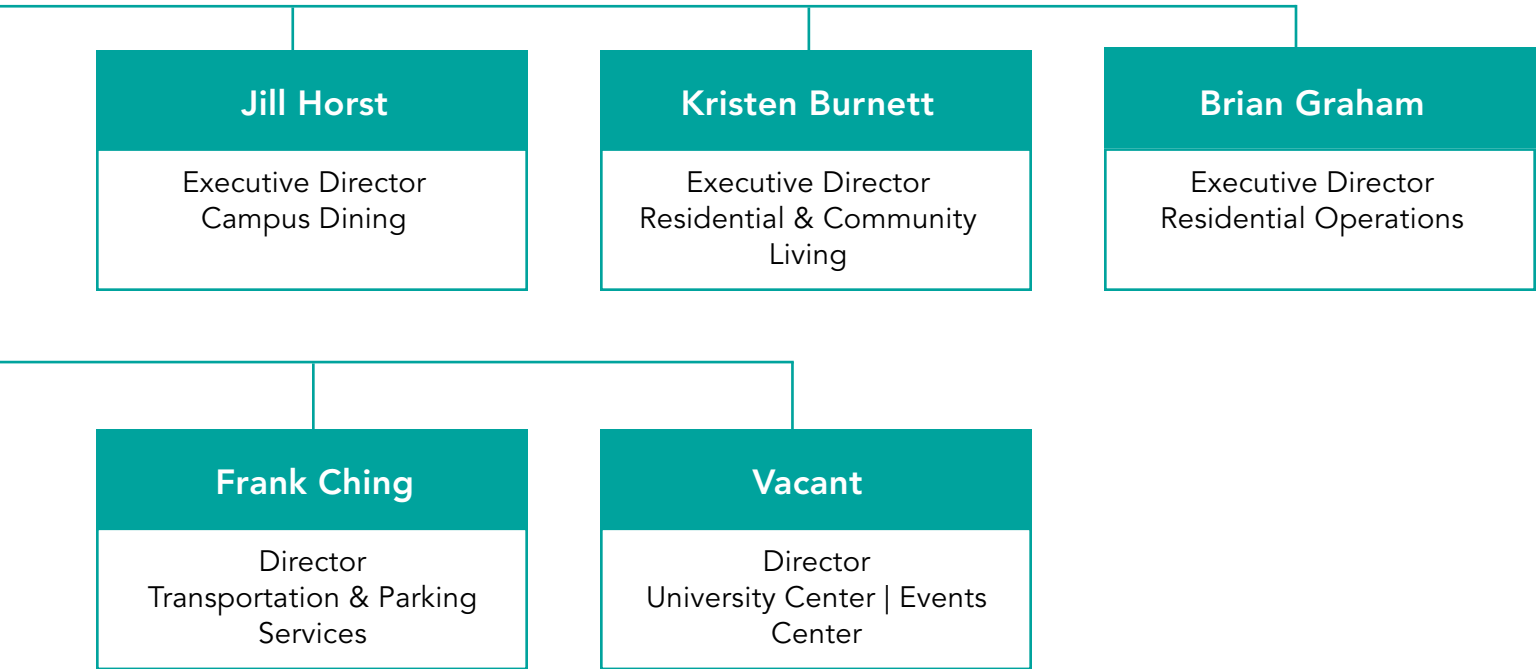
We embrace opportunities to think differently about the ways we do our work in order to remain flexible to best practices and evolving needs of our customers. We value a living and learning environment that looks toward the future.

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 2025-2026 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, Levi Garretson, and Jennifer Moss for their additional efforts.

Front and back cover photo by Carol Hirashima.