AUXILIARY SERVICES

MESA COURT TOWERS
AUXILIARY SERVICES
ASSOCIATE VICE CHANCELLOR

I. VISION & MISSION

VISION

Auxiliary Services units will attempt to incorporate the Triple Bottom Line framework, focusing on social (People), environment (Planet) and fiscal responsibility (Profit) while making decisions.

MISSION

The mission of Auxiliary Services is to provide quality products, services and co-curricular experiences to the campus community and guests in support of the university’s teaching, research and public service mission.

VALUES

• Integrity
• Respect
• Teamwork

CORE COMPETENCIES

Auxiliary Services offers a variety of services that add value to the student experience.

II. WORKFORCE

MANAGEMENT TEAM

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brice Kikuchi</td>
<td>Associate Vice Chancellor Student Affairs, Auxiliary Services</td>
</tr>
<tr>
<td>Wayne Fields</td>
<td>Assistant Director, Student Affairs Information Technology</td>
</tr>
<tr>
<td>Lin Tang</td>
<td>Interim Director, Hospitality &amp; Dining Services</td>
</tr>
<tr>
<td>Stacey Murren</td>
<td>Director, UCI Student Center and Event Services</td>
</tr>
<tr>
<td>Stephanie Van Ginkel</td>
<td>Executive Director, Student Government</td>
</tr>
<tr>
<td>Fred Lipscomb</td>
<td>Interim Executive Director, Graduate &amp; Family Housing</td>
</tr>
</tbody>
</table>

AUXILIARY SERVICES STAFF

Career (FTE)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Filled:</td>
<td>417.92 FTE</td>
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<tr>
<td>Provision:</td>
<td>37.00 FTE</td>
</tr>
<tr>
<td>Career FTE Total:</td>
<td>454.92 FTE</td>
</tr>
</tbody>
</table>

Staff headcount 543

ASSOCIATE VICE CHANCELLOR STAFF

Career (FTE)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Filled:</td>
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<tr>
<td>Provision:</td>
<td>2.00 FTE</td>
</tr>
<tr>
<td>Career FTE Total:</td>
<td>5.00 FTE</td>
</tr>
</tbody>
</table>

Career Headcount 5

Student Staff 5 employees

Other None
III. SERVICES PROVIDED

1. The Hill (operated by Barnes & Noble College)
2. Anteater Express
3. Global Sustainability Resource Center – GSRC (academic partnership)
4. Hospitality & Dining Services
5. Student Center & Event Services
6. Student Affairs Information Technology
7. Student Government
8. Student Housing

IV. THOSE SERVED

Students, faculty, staff and community

V. HISTORY

In progress

VI. LOCATION

Office of the Vice Chancellor, Student Affairs
405 Aldrich Hall
ZOT: 5180

VII. ASSETS Major facilities, technologies, and equipment

6 housing communities, Student Center, Cross-Cultural Center (facility only), The Hill, Phoenix Grille, Cyber Café, BC’s Cavern, Paul Merage School of Business Restaurant Venues – Au Bon Pain and Starbucks, and a fleet of 30 busses.

FACILITIES

- 2,395 ASF office space shared with the Office of the Vice Chancellor Student Affairs

TECHNOLOGY

- Whitebirch

PEOPLE

- Institutional knowledge
- Partnerships

EQUIPMENT

- Computer hardware

VIII. REGULATORY REQUIREMENTS

Not applicable

For a full list of Student Affairs mandates, please refer to Appendix A at the end of the book.

IX. ADVISORY COMMITTEE

Not applicable
X. MAJOR ISSUES

See individual Auxiliary Services units for their major issues.

XI. MISCELLANEOUS

THE HILL (BOOKSTORE) TRANSITION TIMELINE

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov 2015</td>
<td>Presentation of outsourcing idea to Chancellor’s cabinet</td>
</tr>
<tr>
<td>Nov/Dec 2015</td>
<td>Visits/Tours of bookstores at Harvard, UPenn, Georgetown, and Notre Dame</td>
</tr>
<tr>
<td>Jan 2016</td>
<td>Decision made to issue RFP (request for proposal)</td>
</tr>
<tr>
<td></td>
<td>Announcement made to staff, unions, and ASUCI</td>
</tr>
<tr>
<td>Feb 2016</td>
<td>RFP issued</td>
</tr>
<tr>
<td>Mar 2016</td>
<td>Proposals received</td>
</tr>
<tr>
<td>April 2016</td>
<td>Proposals evaluated and recommendations made by selection committee</td>
</tr>
<tr>
<td>June 25, 2016</td>
<td>Last day of university operation</td>
</tr>
<tr>
<td>Jun 26-July 4</td>
<td>BNC renovation of space</td>
</tr>
<tr>
<td>July 5, 2016</td>
<td>Opening of the Hill under BNC</td>
</tr>
<tr>
<td>July-Aug 2017</td>
<td>BNC undergoes renovation</td>
</tr>
</tbody>
</table>

The process of closing out university bookstore accounts was moved up to the Office of the Vice Chancellor Student Affairs.

XII. 2016-2017 ACCOMPLISHMENTS

- Opened the Mesa Court Towers, adding 932 new freshman beds
- Completed the Biological Sciences Starbucks
- Completed the DPP for Middle Earth expansion project

XIII. 2017-18 GOALS

- Recognition/award for auxiliary units
- Collaboration within and outside of auxiliary unit
- Innovation or process improvement of auxiliary units

XIV. AWARDS

- 5 Leadership in Energy & Environmental Design (LEED) Platinum certifications from U.S. Green Building Council for sustainability practices in Verano Place and Infant Toddler Center
- Mesa Commons, Pippin Commons and Brandywine Commons certified as Zero-Waste Facilities
- UCI officially designated as the “Top Recruiting University” for Aramark’s efforts to hire interns and full-time salaried positions. Aramark executives will be on campus to participate in job fairs and educate students about opportunities in all their lines of business, including but not limited to Sports and Entertainment, Education, Business and Industry, and Healthcare.
- Student Government: “The largest game of dodgeball involved 6,084 participants and was achieved by the University of California, Irvine, at a game organized by UC Irvine students and NLA Sports (both USA) in Irvine, California on 25 September, 2012.”
- Student Center recognized as an International Conference Center of Excellence from the International Association for Conference Centres (IACC)
• Please see individual Auxiliary Services department for more award information.

XV. STUDENT LEARNING OUTCOMES

Student learning outcomes are listed under the individual units.
I. VISION & MISSION

VISION

We strive to THRIVE in Hospitality & Dining Services

Thoughtful: We truly care
Heartfelt: We are zealously committed
Results Driven: We drive for solutions
Innovative: We distinguish ourselves from the norm
Valued and Trusted: We operate with integrity and deliver on our promises
Engaged: We embrace a spirit of partnership and teamwork

MISSION

To provide the highest quality services and programs that ease a student’s transition through the university and in the community, and to provide all our customers with a quality customer experience.

CORE COMPETENCIES

<table>
<thead>
<tr>
<th>SHAPING The Business</th>
<th>INSPIRING Others</th>
<th>DELIGHTING Customers</th>
<th>DRIVING For Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Acumen</td>
<td>Visionary Leadership</td>
<td>Customer Insight</td>
<td>Disciplined Execution</td>
</tr>
<tr>
<td>Strategic Agility</td>
<td>Leveraging Differences</td>
<td>Building Performance-Based Relations</td>
<td>Accountability for Excellence</td>
</tr>
<tr>
<td>Courage &amp; Conviction</td>
<td>Building People Capability</td>
<td>Organizational Collaboration</td>
<td>Impact and Influence</td>
</tr>
</tbody>
</table>

II. WORKFORCE

MANAGEMENT TEAM

UCI Management Team
vacant Director
Lin Tang Associate Director
Long Bui Assistant Director
Karen Douglas Assistant Director
Christine Genuino Human Resources Manager
Diana Flores Human Resources Manager
Regina Alejo Administrative Assistant
Jorge Reyes Garcia Maintenance Mechanic
Orlando Dalusong Maintenance Mechanic

Aramark Management Team
Sean Tedder Resident District Manager
vacant General Manager
Anna Lomibao Controller
Kelly Kuehnert Food Service Director
Johnny Parratto Catering Director
Joe Poonpipat Food Service Director – The Anteatery
Johnie Raveza Food Service Director – Pippin Commons
STAFF

Career (FTE)

Filled: 141.50 FTE
Provision: 0.00 FTE

Career FTE Total: 141.50 FTE

Career Headcount 147

Student Staff 720 employees

Other 143 Contracted Management Supervisors

For Organization Chart, see end of H&D S section.

III. SERVICES PROVIDED

• All You Care to Eat dining at The Anteater, Pippin, and Brandywine Commons
• Fast-casual food dining options
• Fast food dining options
• Cook to order dining options
• Catering
• Convenience stores
• Concessions
• Vending
• Special events
• Program support

IV. THOSE SERVED

Serving the UCI community from School of Medicine to Housing to Child Care/Infant Toddler Center.

V. HISTORY

MAJOR MILESTONES

2004 Residential, retail and catering services were placed under Food Services/Hospitality & Dining under one Director, Jack McManus

2006 UCI insourced over 150 full time employees from Aramark and are under the union AFSCME

2008 Hospitality & Dining and Aramark combined offices and moved into G318 Student Center

Combined Bren Events Center and Anteater Ballpark Concessions into Hospitality & Dining

Residential Dining went trayless to help save over a million tons of waste

2009 Opened 5 additional food operations throughout the campus

• Jamba Juice, Panda Express, Wahoo’s Fish Tacos, Espress Yourself Coffee Cart and Java City
Began following the newly adapted UCOP’s UC Sustainable Practices Policy and working with other UC’s on a monthly and quarterly basis

2010
Opened Med Ed Café and Pippin POD
Sponsored Arroyo Vista’s Culinary House
Mesa Commons became the first zero-waste dining facility in the UC System
Implemented new reusable to-go containers at Brandywine Commons as pilot location

2011
Opened Subway and replaced Bene’s Pizza with Topio’s Pizza
Supported the Meatless Monday campaign at Residential Dining by providing more vegetarian and vegan-friendly dishes while educating about sustainability
Implemented reusable to-go containers in all Residential Dining locations

2012
Replaced Quiznos with Subway in Student Center
Opened Gottschalk POD

2013
Opened Alumni Café
Opened 20/20 Café @ Gavin Herbert Eye Institute
Renovated empty space between Starbucks and Bookstore into study/lounge space

2014
October 2014 – Opened Starbucks and Au Bon Pain at Paul Merage

2016
September 2016 – Opened The Anteatery at Mesa Court
September 2016 – Opened a Proudly Service Starbucks at the new University Extension Building
October 2016 – Opened Starbucks in the Biological Sciences area
Converted BC’s Food Court into the Rams’ eating facility during summer training

2017
Beverage Rights Agreement – completed the RFP process and awarded a 10-year agreement to PepsiCo for exclusive beverage rights for the campus and medical center
Anthill Pub & Grille – completed the RFP process and awarded a 7-year agreement to Aramark to provide food and beverage services

VI. LOCATION
Main Office:
G318 Student Center
ZOT: 3700
VII. ASSETS

FACILITIES

- Café Espresso (@ Physical Sciences Plaza): 290 SF
- Med Ed Café: 558 SF
- East Food Court (Jamba Juice, Bene’s Pasta, Organic Greens to Go): 7,199 SF
- West Food Court (Subway, Panda Express, Wahoo’s, Wendy’s): 14,031 SF
- Student Center Starbucks: 2,680 SF
- Zot-n-Go Market: 2,530 SF
- Anthill Pub & Grille: 3,365 SF
- Phoenix Food Court: 4,663 SF
- BC’s Cavern Food Court: 6,575 SF
- Café Med: 3,289 SF
- Cyber A Café: 1,296 SF
- Catering: 5,536 SF
- Bren Events Center Concessions: 750 SF
- Anteater Ballpark Concessions
- C3 Convenience Store: 400 SF
- Java City: 300 SF
- Espress Yourself Coffee Cart
- Pippin Commons: 8,419 SF
- Brandywine Commons: 1,991 SF
- Administrative Office: 2,085 SF
- 20/20 Café @ Gavin Eye Institute: 300 SF
- Paul Merage Starbucks: 879 SF
- Au Bon Pain: 1,390 SF
- The Anteatery: 28,581 SF
- University Extension Café: 346 SF
- Biological Sciences Starbucks: 680 SF

TECHNOLOGY

- Computers for administrative staff

EQUIPMENT

- Two golf carts

VIII. REGULATORY REQUIREMENTS

- Food Service Sustainable Practices and Guidelines (adopted by The UC Regents in 2008)
- To provide patrons sustainable food options on campus. The campus has set a goal of procuring 20% sustainable food products by 2020. Currently, Hospitality & Dining is at 26%.
IX. ADVISORY COMMITTEE

Hospitality & Dining participates in:
- Government of Undergraduate Student Housing (GUSH)
- Pub Advisory Board (PAB)
- Student Center Advisory Board

X. MAJOR ISSUES

- Funding for future dining facilities
- Structural maintenance of current dining facilities
- Managing in an ever-changing environment and following within the guidelines of the union

XI. MISCELLANEOUS

None

XII. 2016-17 ACCOMPLISHMENTS

**RESIDENTIAL**

- The Anteatery – Served more than 1 million meals over the first year open. Served 6,000 meals daily and 36,000 weekly.
- Continued sustainability efforts with the zero-waste facility, weigh the waste events and a reduction of overall food waste under 4%.
- The Anteatery & Pippin Commons – Development of student workers into learning coaches, supervisors and managers.
- Pippin Commons – Provided a face-lift over a 3-week period including: painting, deep cleaning, additional station flow.
- Brandywine Commons – Decommissioned Brandywine for demo in 1 week and turned over to Housing for demolition.

**RETAIL AND CATERING**

- Opened Starbucks at Biological Sciences and Bridge Café at the new Division of Continuing Education building.
- Partnered with School of the Arts to refresh Cyber A Café into The Green Room with new patio furniture, shade structure, new exterior paint and planters.
- Executed Lauds and Laurels at The Anteatery received compliments from UCI Alumni Association for our execution, food quality and positive feedback from guests. To accomplish this, we had to turn The Anteatery around twice within a one-week period.
- Helped draw over 1000 attendees to the annual UCI Health Fair by providing a farmer’s market and serving healthy snacks such as cauliflower tacos and fresh fruit cups.
- Refreshed the Phoenix Food Court location by restaining booths, replacing tabletops, removing temporary wall to allow for additional seating, and adding additional electrical outlets.
- Completed our 240th+ baseball game in a row at Cicerone Field. Our concessions food was rated 5 stars by StadiumJourney.com, the only 5-star rating for UCI. This rating helped catapult UCI to one of the top destinations to see a college baseball game.

**ADMINISTRATIVE AND MARKETING**

- Completed the RFP process for the campus beverage rights and awarded the contract to Pepsi for 10 years.
• Completed the RFP process for the Anthill Pub & Grille and awarded the contract to Aramark for 7 years.
• Participated in the Anthill Pub RFP Process and gained a better understanding of the University’s bidding/contract award process, including how different departments are affected by Campus Agreements.
• Based on students’ request, HDS & Housing partnered and allowed an earlier meal plan change in October of 2016. Students were allowed to upgrade their meal plan. We received close to 400 requests and our team manually changed each student’s meal plan. Transition was smooth and the tight deadline was met.
• 15 of our management staff volunteered at Someone Cares Soup Kitchen in December 2016.
• Successful Summer Conference season. Continued to work with Event Services with guidelines, pack out requests, improved communication, hours of operation, etc.
• Meal Plans: Grew Voluntary Meal Plan sales by over 14%.
• Social Media: Grew social media following and engagement, with over 100% growth in Instagram followers, over 40% growth in Twitter followers, and over 10% growth in Facebook followers compared to PY. Additionally, achieved highest-ever reach and engagement through Brandywine Farewell social media campaign (historical photos, Week 10 menu teasers, etc.)
• Campus Event Partnerships: Supported over 25 campus events, providing campus dining and meal plan information to students, faculty and staff in the 2016-2017 year, including Welcome Week, Anteater Family Weekend, Zot Health Fair, New Year/New You, Celebrate UCI, SPOP, etc.

SUSTAINABILITY

• Sustainable Foods Fair: Increased attendance of Sustainable Foods Fair to over 1,000 and increased number of participating groups to 28. Increased “brand” awareness of UCI Hospitality & Dining organizing the event through a Snapchat filter and event decorations using the Hospitality & Dining graphic.
• Food Drive Awareness & Engagement: Increased Middle Earth participation in the Anteaters Fight Hunger Food Drive (from 0 halls to 6 halls).
• UC Global Food Initiative: Zero Waste Dining: Released a Waste Auditing toolkit and calculator that was featured at the Presidents United to Solve Hunger (PUSH) conference. Worked with UCSD Medical Center to start their composting program in December 2016, which is now on track to divert over 65 tons of organic waste annually. Worked with UCLA Housing & Hospitality Services to increase waste diversion in UCLA’s dining halls from 34% to 70% in 2016-2017.

XIII. 2017-18 GOALS

RESIDENTIAL

• Start our student training program and utilize it in all locations
• Have the highest dining styles survey and secret shopper scores
• Continue to improve on employee morale with positive encouragement and open communication
• Continue to develop positive relationships with the UCI community
• Utilize lessons learned and best practices to have a successful opening in the new Middle Earth dining facility
RETAIL AND CATERING

- Increase sales by 5% compared to prior year
- Increase overall campus retail sales by 5%
- Increase Catering sales by 3% over PY (even with UClub reopening)
- Add Boba Retail station to Taza by Fall Quarter 2017
- Achieve $1.1 million in yearly sales at the Anthill Pub

ADMINISTRATIVE AND MARKETING

- Continue to work with SAIT in finalizing an online alcohol request form. Once available, work with Risk Services to set up focus groups to beta test the online form and process for feedback.
- Continue partnerships with other departments in creating and providing the right meal plan for their programs.
- Establish a partnership with Student Life / Information Center to provide dining options for campus tours
- Meal Plans: Grow Voluntary Meal Plan sales by 15%+ compared to previous year.
  - Faculty, Staff & Graduate Students: Leverage new opportunities including the Anthill Pub & Grille, Starbucks at Bio Sci and The Anteatery to grow VMP sales among faculty, staff and graduate students and drive FlexDine purchases over Zot Bucks
- Social Media: Grow social media following and engagement by platform as follows:
  - Instagram: + 50% followers
  - Twitter: +25% followers
  - Facebook: +10% followers
- E-Mail Marketing: Grow our e-mail marketing contact list for first year students by over 100% compared to PY (2,115 first year contacts PY; target: 4,230+ first year emails).
- Plan a department retreat or outing for employee morale building.

SUSTAINABILITY

- Zero Waste Food Court: Achieve Zero Waste in at least one food court in 2017-2018 through partnerships with UCI Facilities Management, the UC Global Food Initiative Food Fellows program, and the UCI Campus as a Living Lab program. We have worked with the UCI Center for Environmental Biology to expand the number of CLL Interns with Dining this year from 1 to 5, with 3 focused on Zero Waste and 2 focused on Reuse.
- Reusable Beverage Containers: Increase Reusable Beverage container use to 5% or greater in 2017-2018 (currently 2.85%). Beginning in Fall 2017, through our partnership with the UCI Center for Environmental Biology, Dining will host 2 year-long CLL Interns focused on Reuse.
- Fair Trade University: Achieve Fair Trade University status through partnership with Java City ecoGrounds, other campus departments, and ASUCI Senate.
- Wiping Out Waste: Decrease per capita student food waste at The Anteatery and Pippin from 1.19 oz. (April 2017) to 1.00 oz. (June 2018). Expanded Wiping Out Waste events, tablings and displays will be conducted to achieve this goal.

XIV. AWARDS

2011

- Recyclemania: benchmark year; no competition division results
• Sierra Cool Schools: #6
• Peta2 Most Vegan-Friendly Colleges: #3

2012
• Recyclemania: #6 Grand Champion, #3 Gorilla
• Sierra Cool Schools: #9

2013
• Recyclemania: #10 Grand Champion, #3 Gorilla
• Sierra Cool Schools: #3
• Food Recovery Challenge: Recognized by EPA during Deputy Administrator Bob Perciasepe’s visit to UCI
• Student Affair’s TAPPED Award

2014
• Recyclemania: #5 Grand Champion, #5 Gorilla
• Sierra Cool Schools: #1

2015
• Recyclemania: #7 Grand Champion, #6 Gorilla
• Sierra Cool Schools: #1
• EPA Food Recovery Challenge Narrative Award for Source Reduction
• Certification: East Food Court achieved a 2-Star Green Restaurant Association Certification

2016
• Recyclemania: #6 Grand Champion, #7 Gorilla
• EPA Food Recovery Challenge: Regional Award Winner
• Certification: East Food Court achieved a 3-Star Green Restaurant Association Certification
• KCET highlighted UCI’s Zero Waste Program on SoCal Connected, website and YouTube

2017
• Peta2 Vegan Report Card: A+
• Sierra Cool Schools: #8
• Recyclemania: Race to Zero Waste #1 Diversion Rate – The Anteatery
  o Grand Champion: #7
  o Total Diversion: #10
  o CHESC Best Practice Award: Sustainable Design (Mesa Towers & The Anteatery)

XV. STUDENT LEARNING OUTCOMES

2016-17 Updates:

Sustainability Program

Having made use of the available resources provided during the quarter, including knowledge and experience of supervisors and department members, weekly assignments, field study interns will demonstrate their knowledge of promoting sustainable practices on campus by creating an innovative program or practice in the area of sustainability.

Measured By: Direct assessment: observation with rubric (e.g., demonstration, performance, presentation). Direct assessment: product with rubric (e.g., portfolio, writing sample, journal), checklist

Results: Through a partnership with the School of Social Ecology, students completed their field study units with our Sustainability Program. In reviewing the assigned weekly journals and completion of
fieldwork hours the interns were able to demonstrate their knowledge by developing an innovative program or practice in the area of sustainability.

**Use:** This information will be used to enhance the student learning experience in our Sustainability Program and help guide them in their final project.

**2017-18:**

**Wiping Out Waste**

Through Sustainability Events offered throughout the quarter (Wipe Out Waste, Say “Boo” to Trash and Food Drives), students are educated about recyclable materials, sustainable purchasing options, and proper methods of hazardous waste disposal to reduce the amount of food wasted. The amount of waste will be weighed in at the beginning and end of each quarter at The Anteatery and Pippin.

**Measured By:** Pre and post surveys

**Results:** To be reported summer 2018

**Use:** Reporting results
I. VISION & MISSION

VISION
The vision of Student Affairs Information Technology is to be an innovative, collaborative and nimble partner in providing technology support to our customers.

MISSION
To provide the highest quality technical support in the areas of desktop, help desk, server administration and software development.

CORE COMPETENCIES

II. WORKFORCE

MANAGEMENT TEAM
Wayne Fields  Assistant Director, Student Affairs Information Technology
Angela Han  Operations Supervisor, Student Affairs Information Technology
Markus Quon  Manager, Systems Development, Student Housing

Wayne J. Fields is the Assistant Director of Student Affairs Information Technology (SAIT). He acts as the liaison between Student Affairs and the Office of Information Technology (OIT). Each support team that reports to Wayne has a manager or lead.

STAFF
Career (FTE)
Filled: 16.00 FTE
Provision: 0.00 FTE

Career FTE Total: 16.00 FTE

Career Headcount: 16
Contract: 1

Student Staff
IT Support & Programming Staff: 17 Employees

* All employees are part of the Office of Informational Technology.

III. SERVICES PROVIDED
Desktop and help desk support for both PC and Mac, web / database / application / file / virtualized server support, backup services, loaner equipment management, content management system support, web and application development, digital signage support, hardware and software purchases.
IV. THOSE SERVED

Student Affairs Information Technology supports the Office of the Vice Chancellor, Student Affairs along with the Auxiliary Services units including: Student Life & Leadership, Housing, Hospitality & Dining Services, Student Center & Event Services, The Hill bookstore and Esports. Additionally, support is provided to the Wellness Health & Counseling Services cluster. Student Government & Student Media and Campus Recreation are currently affiliates. Collaboration occurs with these departments. Direct support is also performed on an as needed basis.

V. HISTORY

Student Affairs Information Technology has been through several changes over the years. In April 2009 the campus embarked upon a technology consolidation. Technology support teams from Student Affairs, Housing, Student Life & Leadership, Hospitality & Dining Services and Wellness, Health & Counseling Services were merged into the newly created Office of Information Technology (OIT). Student Center & Event Services, The Hill bookstore, Student Government & Student Media, and Campus Recreation became affiliates, meaning they would not be part of the consolidation at that time, but would continue to collaborate with the newly formed Student Affairs Information Technology (SAIT). The Hill and Student Center & Event Services joined OIT in the summer of 2014 but are no longer affiliates. Beginning in the fall of 2016, SAIT welcomed the addition of Esports to its support portfolio. SAIT works closely with all of the commodity support teams in OIT. SAIT participates and collaborates in many Student Affairs meetings and groups.

VI. LOCATION

115 Aldrich Hall
ZOT: 5180

VII. ASSETS 

**Major facilities, technologies, and equipment**

**FACILITIES**

- Space includes:
  - Front help desk location
  - Repair service room
  - 8 offices including one cubicle

**TECHNOLOGY**

Servers, workstations, databases, data files, web sites, custom applications

**EQUIPMENT**

Golf cart, spare computer parts and hardware, computer workstations and loaner equipment

VIII. REGULATORY REQUIREMENTS

Because of the Patriot Act of 2001 Student Affairs is required to track all international students attending UC Irvine. We do this through SEVIS, Student and Exchange Visitor Information System (SEVIS). This is run by the Department of Homeland Security. We use Elucian’s International Student & Scholar Management application to manage the program. Student Affairs Information Technology works closely with the International Center on this process.

*For a full list of Student Affairs mandates, please refer to Appendix A at the end of the book.*

IX. ADVISORY COMMITTEE

- Student Affairs Auxiliary Services Group (SAAS)
• Student Affairs Information Technology Group (SA Tech)
• Housing Management Team (HMT)
• Housing Change Control Board (CCB)
• Wellness, Health & Counseling Services Directors Group (unit directors)
• Commencement Advisory Committee
• OIT Campus IT Security Group
• OIT Student and Academic Service Leadership Group (SAS Leadership)
• OIT Student and Academic Service Managers Group (SAS Managers)
• OIT Leadership
• OIT Staff
• Computer Support Coordinators Group (UC-CSC)

X. MAJOR ISSUES
• Aging hardware in several supported Student Affairs departments
• Overworked existing staff who have taken on extra job responsibilities
• Lack of centralized funding and resources to advance technology in various areas of Student Affairs
• Aging or outdated applications and websites

XI. MISCELLANEOUS
• The Student Affairs division, excluding Enrollment Services, has over 550 computers including both PC and Macintosh.
• Student Affairs Information Technology supports the campus digital signage system which is used by Student Affairs Resource Centers, Esports, Student Center & Event Services, Engineering, the Libraries, EH&S, Social Ecology, Medical Education building, Humanities, SOAR, Financial Aid, Cross-Cultural Center, Career Center, School of Biological Sciences and others as they are being added across the campus.

XII. 2016-17 ACCOMPLISHMENTS
• Implementation of a Community Provider application which provides an easy mechanism to provide referrals to students for the Wellness, Health and Counseling cluster
• Implementation of the NoHo Child Care Management system
• Implementation of an emergency notification system for parents whose children are enrolled in Child Care Services
• Branding update for various websites under the Student Affairs division
• Template updates and conversion to Cascade CMS for 90% of the Student Affairs websites
• Completed the migration to the GitHub repository for code versioning and storage
• Migration of the Student Center & Event Services servers over to the OIT datacenter
• Completed the Housing TMA application upgrade
• Completed the ordering of the Housing refresh workstations to be replaced as part of an annual refresh cycle
• Completed the roll-out Tenable Security Center for all of the Student Affairs Information Technology managed server assets
• Migrated the Advocate by Symplicity application to a new secured managed file transfer application for Student Life & Leadership
• Completion the migration of the Housing Bigfix instance over into the OIT instance
• Implementation of DUO multi-factor authentication for RDP access to Housing servers improving security
• Migrated Housing hosts and decommission end of life virtual machines
• Commissioned a new Housing domain controller replacing an end of life server
• Migrated the Photo ID system from Student Government & Student Media over to OIT
• Implemented a WiQ Access Management system and Self-Service kiosk in Mesa Court Tower
• Replaced the existing Symplicity Career Tracks application with Handshake for the Career Center
• Managed the technology buildout of the new eSports Arena including 80 high-end gaming workstations; 10 staff workstations; gaming consoles, digital signage, networks and gaming management applications
• Implemented a monthly developer training session across the support teams
• Introduced SCRUM methodology to developers in Student Affairs and Wellness, Health & Counseling Services
• Upgraded the Commencement application to streamline processes and improve efficiency
• Digitized the physical files of AVC/Chief of Staff Edgar Dormitorio
• Implemented responsive web design into OSCAR spoke applications improving accessibility
• Completed UC Path readiness for the Photo ID system

XIII. 2017-18 GOALS
• Migrate the Student Government & Student Media servers from on-premise to the OIT datacenter
• Digitize the physical files for Student Government & Student Media, Veteran’s Center and International Center
• Secure the International Center’s ISSM application and data according to OIT Security protocols
• Extend the remediation process for all Medium and Low vulnerabilities within Tenable Security Center
• Virtualize the WiQ Door ACS to migrate to the OIT datacenter
• Migrate all Housing behind the OIT datacenter firewall and collapse the private network
• Update the Center for Student Wellness website to make it more responsive and dynamic
• Update the technology and plugins for the Step Up Bystander website
• Create an entirely new application for the Ring Road Rides
• Upgrade the Child Care website
• Upgrade the SA Tech website and wiki
• Refresh 25% of staff computers in Housing as part of the yearly replacement plan to maintain current technology
• Implement Lease Queue of GFH ARMS OneClick project – the graduate application used by staff
• Implement restructured share drive folder structure/collaboration space in Housing
• Migrate Student Affairs’ “SA” Active Directory OIT’s AD Active Directory management for desktops and servers
• Migrate all Student Affairs websites over to OIT commodity hosting
• Migrate Student Affairs’ SQL/MySQL Server hosting to OIT DBA commodity team
• Integrate OSCAR with Student Information System (SIS) / Banner
• Convert the Student Orientation and Commencement applications to Amazon Web Services (AWS)

XIV. AWARDS

Not available

XV. STUDENT LEARNING OUTCOMES

Not applicable
I. VISION & MISSION

VISION

Student Center & Event Services (SCES) is an invaluable resource that strives to provide an exceptional environment to support, enrich, and enhance the life of the UC Irvine community.

MISSION

Student Center & Event Services enhances the university setting and its academic purposes by offering programs, services and activities that meet the dynamic needs of our students, faculty, staff, alumni and the general public. The department accomplishes this by providing:

- Student involvement and development opportunities through employment and mentoring that promote learning beyond the classroom.
- Year-round conference and special event production services.
- Facilities, programs and retail spaces that create an environment supportive of academic life and social interaction.

CORE COMPETENCIES

- Flexibility
  - Pricing
  - Customizations
- Variety of programs and services
- Leadership and mentoring opportunities (i.e., levels I-IV)
- Diverse expertise

The Core Competencies of Student Center & Event Services have a direct relationship with the established mission. The facilities offered throughout the Conference Center provide clients with flexibility and customization options not available in other arenas. The year-round services, special events and programming options provide the students who work for Student Center & Events Services with mentoring and leadership opportunities as well as giving the campus community at-large and Orange County in general an environment supportive of learning and social interaction. The diverse expertise of the staff also supports the mission by providing the department with a variety of perspectives and experiences to learn from and lead our organization in a positive, mission-driven direction.

II. WORKFORCE

MANAGEMENT TEAM

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stacey L. Murren</td>
<td>Director</td>
</tr>
<tr>
<td>Amy D. Schulz</td>
<td>Associate Director</td>
</tr>
<tr>
<td>Joseph Ayoub</td>
<td>Assistant Director</td>
</tr>
<tr>
<td>Daryl Han</td>
<td>Manager, AV Technology Services</td>
</tr>
<tr>
<td>Erin Lane</td>
<td>Manager, Event Services</td>
</tr>
<tr>
<td>Brian Petyo</td>
<td>Manager, Marketing &amp; AntMedia</td>
</tr>
<tr>
<td>Mehrnaz Ezzati</td>
<td>Manager, Business Administration/Finance</td>
</tr>
<tr>
<td>Tony Gonzalez</td>
<td>Manager, Building Services</td>
</tr>
</tbody>
</table>
STAFF

Career (FTE)
- Filled: 53.00 FTE
- Provision: 2.00 FTE

Career FTE Total: 55.00 FTE

Career Headcount 54

Student Staff 154 Employees

Other 3 BYA Student Center Board Positions

For Organization Chart, see end of SCES section.

KEY ELEMENTS OF ENGAGEMENT

- Staff retreats/meetings
- Opportunities for professional development
- Baldrige training

III. SERVICES PROVIDED

- Room scheduling (general assignment classrooms, lecture halls, conference rooms residential rooms, Anteater Community Resource Center (ACRC) meeting rooms, and special event spaces)
- Event planning (arrangement of all on and off-campus vendor services needed for events
  - A comprehensive, one-stop events office is available for the campus community and off-campus clientele. Services include facility tours, booking space, planning, ordering services, writing contracts, managing events and billing.
- Conference Center
- Monitoring and scheduling study lounges and areas around the Student Center, and study spaces in ACRC beginning Fall 2017
- Financial institutions (both walk-in service centers and ATMs)
- Visitor/Business Center
- The UPS Store
- Esports Arena
- Global Viewpoint Lounge
- Hillside Lounge
- Blood Donor Center
- Center for Black Cultures, Resources & Research
- Office/retail space for a variety of campus services (Bookstore, Starbucks, Jamba Juice, Zot-N-Go Convenience Store, ASUCI, two food courts, the Pub, Housing Administrative Services, Health Education, CARE, Hospitality & Dining Services, Student Life and Leadership, LGBT Resource Center, Veteran Services, International Center, Graduate Resource Center, Counseling Center Annex, and UCI Dining/Catering)
- Vending

IV. THOSE SERVED

The UCI Student Center is committed to providing its facilities to support a wide range of activities and events that bring students, faculty, staff and alumni together in an inviting setting.
Our client base consists of:

- Students: 27%
- Faculty/Staff: 63%
- Alumni/Community: 10%

V. HISTORY

Student Center & Event Services is a result of the January 2009 merging of two departments: UCI Student Center and Scheduling & Conference Services. A history of each area follows.

STUDENT CENTER

Phase I of the UCI Student Center opened in January 1981 and contained approximately 31,000 assignable square feet (ASF). This initial phase provided space for the UCI Bookstore, lounges, games room, food service, and offices.

In 1982, Phase II was completed and added 5,600 ASF for retail operations, as well as 4,000 ASF for multi-purpose meeting rooms.

Phase III expansion, completed in the Spring of 1990, added approximately 80,000 ASF to the original facility. Constructed at a cost of $24.5 million, Phase III extensively renovated the existing space and increased the overall UCI Student Center to nearly six times its previous size. The UCI Student Center currently comprises 114,000 ASF or 171,000 gross square feet (GSF). The 1990 expansion provided space for a new UCI Bookstore, extensive food services, multiple meeting rooms, expanded offices, a variety of lounges, new retail space, a large auditorium and expanded space for the Cross-Cultural Center.

During the 2001 spring quarter, the UCI Student Center board and the Student Center staff, in conjunction with the ASUCI elections, held a fee referendum to determine if the Student Center fee should be increased in order to expand the facility. The fee initiative was passed and the original fee of $47.50 a quarter was voted to increase by $89.00 a quarter to be assessed when the addition was completed. This Phase IV expansion was completed in 2005.

VI. ORGANIZATIONAL STRUCTURE

SCHEDULING & CONFERENCE SERVICES – 1997

This department was comprised of three critical scheduling and event planning departments that operated separately prior to 1997. The Student Center Reservations Office was responsible for event coordination and scheduling of all Student Center conference center space and its adjacent Ring Mall areas. Campus Calendar scheduled general assignment classrooms and lecture hall spaces for non-academic events, as well as campus outdoor event space (Ring Mall, plazas, Mesa Field, Pelennor Field, Aldrich Park, etc.). Conference Services was responsible for scheduling and managing the summer residential conference business. These three departments merged in 1996.

With the three departments now combined into one, a comprehensive, one-stop events office was available for the campus community and off-campus clientele. Services include facility tours, booking space, planning, ordering services, writing contracts, managing events and billing.

STUDENT CENTER & EVENT SERVICES – 2009

In order to gain additional efficiencies, Scheduling & Conference Services, Student Center, and a portion of Hospitality & Dining Services merged and formed Student Center & Event Services. In addition to continuing to provide all the above, services have expanded to include better management of events in classroom and lecture hall locations by obtaining keys to most campus buildings and now managing the
opening and securing of these offsite spaces booked by Student Center & Event Services. The staff created a vision statement and departmental values. A department logo and tagline were also created. A “level” employment system was implemented to ensure cross training and fluidity of knowledge among student staff. In addition, the operating hours of the Student Center were extended to 7am – 12 am, seven days a week, to offer more opportunities for our clientele to book events and use the Student Center’s facilities and services.

In 2013, the Newkirk Alumni Center opened and the responsibilities for booking for that facility and managing events assumed were by the team in Student Center & Event Services.

In 2016, the Student Center Board and SCES sponsored a successful referendum to continue student fees that were set to expire in 2017. In the Spring 2016 election, the students voted to continue paying the fees. There was a 25% return to aid added to this referendum.

The Student Center is now approximately 300,000 square feet. New services that have been brought to the Student Center since the opening of Phase IV include Housing Administrative Services, the Visitor Center, LGBT Resource Center, CARE, Veteran Services, the New U, Counseling Center Annex, the Center for Black Cultures, Resources & Research, and an expanded food service operation.

In Fall of 2017 SCES added booking study space and two meeting rooms in ACRC to the inventory of spaces it books and manages.

VII. LOCATION
Administrative Offices
A311 Student Center
ZOT: 2050

VIII. ASSETS *Major facilities, technologies, and equipment*

**FACILITIES**
- Space:
  - Student Center building: 304,000 sq. ft.
  - Conference Center: 49,675 sq. ft.
  - Tenants: 54,200 sq. ft.
  - Services: 5,540 sq. ft.
  - Cross-Cultural Center: 7,694 sq. ft.
  - SC&ES: 4,315 sq. ft.

**TECHNOLOGY**
- Hiperwall
- Digital Signage
- LEEDs Certified lighting
- LEEDs Certified HVAC
- House AV / Sound
  - Doheny Beach
  - Pacific Ballroom
  - Crystal Cove Auditorium
  - Emerald Bay
  - Moss Cove
  - Aliso Beach
- House Sound
  - Woods Cove
- Low water use bathroom fixtures, touch free, and hydration station
• Building Wi-Fi
• Energy Management/Solar Panels
• Office Technologies
  o Mobile devices
  o Website
  o vEMS
• Enunciator/emergency communication
• 900 mHz Radio System tied into campus system
• Green cleaning supplies
• Event Management System (EMS) – main scheduling software
• Conference Programmer (CP) – summer conference / housing scheduling software
• Meeting Matrix – room diagram software
• Room Viewer – room diagram software
• Help Desk
• Teamwork Project Management
• CenterPedia departmental Wiki
• Courtyard Study Lounge Online Room Reservation System

EQUIPMENT

Items valued at $10,000 or higher

Event Related
• Ford Flex
• Pipe & drape
• Trade show booths

Building Related
• Box truck
• Hiperwall
• Bell tower
• Audio/Visual (A/V) upgrade
• Canopy installation
• Terrace Stage upgrade
• Student Affairs Donor Wall
• Lighting project
• Art Gallery Space
• Security Cameras

IX. REGULATORY REQUIREMENTS

Program affected by mandate
• Student Center & Event Services is not a grant or research fee funded department. SC&ES is funded by: 1) University Registration Fee, 2) Student Center fees, and 3) generating its own income.

Explanation of the mandate
• The University Registration Fee, a fee charged to all registered students to support student services not a part of instruction, research and public service. These services include activities such as student health services, student mental health, social, cultural and recreational programs, and infrastructure improvements providing extracurricular benefits to students.
The UCI Student Center Fee is required of all students regardless of the number of courses taken. The fee is used to pay the debt service on revenue bonds sold to finance the construction costs of the UCI Student Center, and a portion of its operating costs.

Type (i.e., Federal, state, municipal, or university codes/laws) / Agency:
- University of California

Source (include the specific website that points directly to the mandated law/code OR provide the law/code/policy number)
- [http://www.budgetoffice.uci.edu/feesBO.html](http://www.budgetoffice.uci.edu/feesBO.html)

X. ADVISORY COMMITTEE (if applicable)

**Student Center Board**

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Julian Dae</td>
</tr>
<tr>
<td>Vice-Chair</td>
<td>Ashley Gallardo</td>
</tr>
<tr>
<td>Secretary</td>
<td>Mebin Kuriakose</td>
</tr>
</tbody>
</table>

XI. MAJOR ISSUES

- The number of requests for services at no charge or at a reduced rate, and external departments’ demands for space
- Lacking versatility in catering options for clients
- Unclear campus policies for important event issues (alcohol, casino events)
- Center reaching capacity for conference and office space
- Summer conferences rates remaining competitive with multiple departments influences and area hotels
- Scheduling the Newkirk Alumni Center
- Risk Management policy/procedure changes
- Policy regulation
- Campus partners changing rates with our advance notification
- Campus Organizations Online Learning (COOL) Training

XII. MISCELLANEOUS

Not applicable

XIII. 2016-17 ACCOMPLISHMENTS

**BUSINESS COLLABORATIONS**

- **Los Angeles Rams Training Camp and HBO *Hard Knocks***
  SCES teamed up with Facilities Management, Transportation and Distribution Services, Student Housing, Office of Information Technology, UCI Athletics, The Bren Events Center, and H & DS to coordinate the Los Angeles Rams’ pre-season training camp, their overnight accommodations, and other plans.

- **Homecoming**
  SCES, Alumni Association, University Advancement, H&DS, and Student Life & Leadership came together in organizing a successful Homecoming celebration and festival for thousands of alumni, students, faculty, staff and guests at the Bren Events Center, Newark Alumni Center, Student Center, and Aldrich Park.
• **Anteater Involvement Fair**
  Worked closely with Student Life & Leadership to manage booth reservations and equipment requests for hundreds of registered campus organizations during the annual Anteater Involvement Fair where organizations share information and recruit new members during Welcome Week.

• **Mesa Towers Ribbon Cutting**
  In collaboration with Student Affairs, Student Housing, and UCI Dining, SCES provided planning services for the much-anticipated Mesa Towers grand opening event occurring outside The Anteatery dining hall.

• **Community Relations Collaborative**
  AntMedia videography and photography team members presented at the Community Relations Collaborative meeting, a monthly meeting focused on elevating service opportunities and improving communication strategies for community outreach programs.

• **Strategic Communications**
  For cohesion in UCI’s brand identity across multiple and disparate services from the larger UCI community, SCES marketing attends regular Strategic Communications Council meetings to discuss best practices and share ideas for graphic standards, media resources, and other UCI marketing, philanthropic, and public affairs initiatives.

• **UCI Events Council**
  SCES event services team, including SCES marketing and AntMedia team, joined Signature Party Rentals and Hospitality and Dining Services in presenting and discussing best practices and general guidelines for university functions, meetings, events and conferences on and off campus. The event was hosted by the Office of Special Events & Protocol to ensure a consistent level of service at all university events.

• **Instructional Technology Admin Film and Media Studies**
  AntMedia has partnered with Instructional Technology Admin of Film and Media Studies Matthew McCabe for the purpose of providing students business-ready, hands-on experience in the areas of professional-grade photography along with live event and high-concept, narrative video productions.

• **Lauds & Laurels at The Anteatery**
  SCES coordinated with Student Affairs, Student Housing, Hospitality & Dining, University Advancement and the Alumni Association for an extraordinary celebration honoring UCI’s best.

### TEAM DEVELOPMENT

• **ACUI/NIRSA**
  *ACUI/NIRSA Collegiate Marketing Institute* (Association of College Unions International/National Intramural-Recreational Sports Association) for best practices in marketing campus resources and building support for campus facilities.

• **WACUBO**
  *The Western Association of College and University Business Officers* is four days of professional development and networking for business officers in the western region. Topics focus on managing operating and fiscal pressures, workplace cultures, cybersecurity, and business strategies in uncertain markets.

• **ACCED-I**
  *Association of Collegiate Conference and Events Directors International* is an important educational and networking experience for collegiate conference and events professionals. Finance has benefitted from the Budgeting & Finance Workshop with others attending the 37th annual conference in Orlando, Florida.
• **ACUI**
  *Association of College Unions International* for administrators of two- and four-year institutions. Discussions include current research, industry trends, best practices and core competencies.

• **NASPA**
  *Student Affairs Administrators in Higher Education* centers on creating socially just and diverse communities amid a new presidential administration and congressional leadership. Other research focuses on ways administrators and staff support student success through scholarship and other programming.

• **NACUBO**
  *National Association of College and University Business Officers (NACUBO)* is three days of professional networking and information gathering in general and specialized areas for seasoned and aspiring business officers.

• **EMS**
  *Event Management System (EMS)* annual conference for workplace strategists, event managers, registrars, and IT professionals converge on important industry trends for meeting and room scheduling optimization.

• **Conflict Management**
  *Conflict Management Skills* aided interested planners in communicating with professionalism and tact under difficult or challenging workplace circumstances.

• **Staff Retreat**
  Staff Retreat for strategic withdrawal from daily operations to focus team’s collective intelligence and diverse backgrounds to the task of building a one-of-a-kind online intake form designed with the customer in mind.

• **PCI Compliance**
  *PCI DSS Security Awareness Training* is now required on a yearly basis for any team member conducting business transactions via credit card point of sale system used for event services fees.

• **MPI**
  For exclusive networking, leadership opportunities, and educational development within the largest global association for meeting and event professionals, Student Center planners attend regular *Meeting Planners International Orange County* dinner meetings for industry trends in event services.

• **Continued Education Credits**
  Event planning team is required to participate in at least one professional development activity resulting in an array of classes on topics including stress management, conflict management, time management and effective communication skills.

**BUSINESS DEVELOPMENT**

• **IACC Journey**
  There is a distinct point of differentiation for International Association of Conference Centres (IACC) members. This exclusive distinction belongs to event venues that are recognized as best-in-class among venues from around the world. Some examples include the UCLA Luskin Conference Center and the UCLA Lake Arrowhead Conference Center. The IACC journey begins with an exhaustive application process focused on quality standards in the areas of food and beverage service, guest accommodations, conference center aesthetics, business services, technology offerings, staff development, social responsibility and sustainability. The journey continues with a site visit from IACC representatives to examine the unique characteristics and level of service that define UCI’s guest experience.

• **Site Visits**
Best-practice site visits allow the SCES team to evaluate high-performance peer organizations. This year, finance and meeting planner teams visited the UCLA Luskin Conference Center and met with the UCLA Summer Residential team. Marketing consulted with UCLA Lake Arrowhead Conference Center director. These visits and consultations provide networking opportunities and often catalyze new strategic objectives and process improvements at SCES. In this case, write-ups are drafted and much of what was discovered provided useful insight into the IACC journey, its value, and a better understanding of the UCI Conference Center’s position in the greater conference center industry.

- **AntMedia Videography and Photography**
  - AntMedia keeps pace with the digital media revolution as revenues steadily climb.
  - The billable number of photography and videography jobs for fiscal year 2015-16 on record is 64 (rounding to $26,000 in revenue).
  - The billable number of photography and videography jobs for fiscal year 2016-17 to date is 112 (rounding to $30,000 in revenue) with three of the busiest months remaining in the accounting period.
  
  Result = 75% increase in number of billable jobs to date
  
  Projected = 80% (conservative)* and 100% (aggressive)* increase in number of billable jobs total

  - The total number of non-billable photos and videos for fiscal year 2015-16 on record is 25.
  - The total number of non-billable photos and videos for fiscal year 2016-17 on record is 26 with four months remaining in the accounting period.
  
  Result = 4% increase in number of non-billable jobs to date.
  
  Projected = 4% increase in number of non-billable jobs total (we do not expect to increase non-billable projects beyond single digits, and it is not likely to increase in the three months remaining.)

  *Conservative projection assumes no sudden increase in price points, minimal marketing and advertising efforts, and little to no new product or service launches. Aggressive projection assumes possible price increases, moderate to high levels of marketing and advertising efforts, and potentially one new product/service launch.

  - High double-digit increases in percentage of billable photography and videography jobs is projected in the year ahead. The increase is due in part to recent equipment purchases—already realizing a return on investment. We now contract simultaneous jobs where we were limited to one before. Additionally, we can now contract larger events requiring multiple camera angles.
  - With the addition of 100% FTEs, contracts and other resources, high double-digit returns similar to previous year’s growth are expected.

**FACILITY ENHANCEMENTS**

- **Esports Arena**
  Aided in negotiations, demolition and construction of the Zot Zone Games Room conversion making space for the much-anticipated Esports Arena on UCI campus.

- **Center for Black Cultures, Resources & Research**
  Converted Courtyard Study Lounge space to enhance the space for the Center for Black Cultures, Resources & Research and to welcome Director Àdísà Àjàmú to the Student Center.

- **Cross-Cultural Center**
  Remodeled interior spaces in the Cross-Cultural Center to include needed electrical in new flooring, renovations for a contemporary look and feel, and new office space to support their mission of intellectual exchange and community engagement outside UCI’s classrooms.
• **Emerald Hallway Grand Entryway**
  Redesigned Emerald Hallway grand entryway to Student Center with elegantly framed Ansel Adams photography, classic wainscot and molding, new flooring and fresh paint transforming multi-function all-purpose space into an inviting destination.

• **Water Breach Recovery**
  Chilled water breach flood damage requiring coordination with dining, campus inspector, fire safety, repair contractor and facilities are ongoing throughout phase II of the restoration.

• **Grease Trap**
  Resolved grease trap issue with low cost solution.

• **Student Life & Leadership**
  Enhanced Student Life & Leadership with new office, improved signage and general aesthetic improvements throughout the suite.

• **AntMedia**
  AntMedia Studios is a new revenue-generating media franchise on campus building a bookable cyclorama film set with professional lighting, audio recording booth for instructional videos and other student or faculty projects, space for film screenings, and office space for videography and photography editing. This service has seen a 40% growth rate in one year.

• **Phase II Digital Signage**
  A phase II initiative, digital room signs help eliminate confusion by showing room schedules outside the Woods, Cove, Lido, and Crescents meeting rooms. All data is fed via Event Management software for real-time data eliminating paper and workloads.

• **Starbucks Patio**
  Starbucks customers enjoy a delicious cup of coffee and the fresh scent of orange blossoms and California strawberries on the Starbucks patio. The county’s namesake citrus, along with lemon and lime trees, was added by SCES – possibly a first at UCI – with a low-pressure, low-volume drip-irrigation system and landscaping that included safety guardrail repairs and fresh paint.

• **Furniture Facelift**
  Reupholstered over 50% of SCES interior furniture as a cost-effective alternative to purchasing new with environmental sustainability an additional benefit.

### TECHNOLOGY

• **Wi-Fi**
  Increased Wi-Fi bandwidth throughout The Center for enhanced reception. This upgrade will reduce customer care issues with an emphasis on providing the best customer experience possible. Increased Wi-Fi capabilities also aids full-time and student workforce who rely on Wi-Fi connectivity throughout the workday for routine tasks.

• **Cameras**
  Safety for all campus guests and the entire SCES team is the first key to providing quality service. For optimal coverage, installation of approximately 40 safety cameras throughout the Student Center has begun. The cameras are being installed beginning with the most critical areas first then finishing with the least critical areas. SCES has identified six critical areas as critical for phase I installation. Phase II consists of testing operations, after which the remaining cameras will be installed and activated.

• **30-Terabyte Power**
  Designed, built and configured a dedicated enterprise-scaled server for growing AntMedia videography and photography unit, one of the largest media users on campus with exceptionally high demands.
• **7-Point Solutions Pilot**
  7-Point Solutions is an integrated mobile solution for facility and event services. Operations team receives real-time information on event setups, service requests, diagrams, daily tasks, last-minute changes, special alerts, maintenance notes and important images. If the pilot is successful, SCES will eliminate the need for printed Operations reports that can quickly become outdated, and SCES will have better analytics on equipment and staffing utilization.

**FINANCE**

• Developed an excel spreadsheet to automatically calculate event invoice totals by service providers; previously this was being done manually for each event invoice.

• **Paperless Process**
  Developed process to manage event invoices through systems we have available, thus eliminating the need for paper.

• **PALCard Process**
  Consistency among team to attach backup for PALCard transactions, and report timeliness resulting in a more accurate and controlled process.

• **Summer Conference Billing Procedures**
  Set up project numbers for each individual conference for better tracking of associated income. This allows billing to occur immediately after the conference versus at the end of the entire conference season.

  Developed consistent process for follow-up and collection of outstanding invoices resulting in an 80% reduction of invoices 60+ days outstanding.

• **Rams Billing**
  Working & coordinating with multiple divisions to finalize billing.

• **Rate Increases**
  In an effort to reclaim revenue due to the return to aid reduction in student fees, there were rate increases for some Conference Center services. This included room rental rates increasing by 5% (average of $14), a $3 increase in hourly labor rates for departmental and off-campus clients, and a late change fee for event modifications requested less than 10 days out. These rates had not increased since the facility reopened in 2007 after Phase 4 construction.

**ATTENTION-GRABBING EVENTS**

**2016**

- **July – September**
  2016 Rams Pre-season Training Camp and HBO *Hard Knocks* Production
- **September**
  Esports Arena Launch
  Mesa Court Towers and The Anteatery Grand Opening
  UC Counselor Conference
  Nursing Welcoming Ceremony
- **October**
  Step Out Walk to Stop Diabetes – American Diabetes Association
  Race and Policing Symposium
  Milo Yiannopoulos @ UCI
- **December**
  Run for a Claus
  Winter Wonderland Revisited
2017

February
2017 Science Olympiad

March
21st Annual Children’s Water Education Festival
The National Registry of Exonerations
Human Security Award
Lauds & Laurels at The Anteatery

SOCIETAL RESPONSIBILITY AND SUSTAINABILITY

- **Electric Vehicles**
  Two new flatbed industrial carts, two multi-passenger carts with seatbelt restraints, and two transport electric carts replaced outdated fleet of golf carts with safer, energy-efficient electric vehicles.

- **HVAC Air Handlers**
  Eliminated wasteful energy loads by installing new air handler coils throughout The Center’s roof-mounted and other HVAC systems.

- **Wall-mounted Refill Stations**
  Installed two wall-mounted drinking fountain and bottle filling stations for an ADA-compliant design combining energy savings, system diagnostics and touchless-sensor-activated bottle filler and Green Ticker that counts the number of bottles saved from landfills.

- **Landscaping**
  Low-pressure, low-volume, and low-saturation drip-irrigation systems at the Cross-Cultural Center, Starbucks Patio, and around The Center are low-cost and low-maintenance solutions to problems associated with over-watering. Less water at lower saturation levels translates to less wear and tear on surrounding buildings and structures.

- **Renewable Energy Survey Results**
  With the installation of the new ConnecTable™ Solar Powered Charging Tables on the Student Center Terrace, a post-installation survey was deployed to the student population.

**VALUE ADD: TOTAL $1.362 MILLION**

SCES team adds immeasurable value to the campus by extending resources of time, labor, and knowledge as unbillable or, at times, incalculable. Where possible, this intangible value is expressed in dollar amounts.

Total value added in the primary areas of event services, creative services, operations, and maintenance account for $1.362 million to date and is expected to total approximately $2 million by year end that will not be billed.

Some examples include, but are not limited to:
- Auxiliary Services year-in-review production
- Wellness Building Referendum creative
- AntMedia videography and photography
- Event Services for Registered Campus Organizations
- Unbillable lease agreements
- Free utilities
- Enforcing EH&S food permit guidelines
XIII. 2017-18 GOALS

- ONLINE INTAKE FORM (EVENTIVE): Reimagine Fully Automated Online Intake Form
  SCES is reimagining a fully automated online intake form that allows Conference Center guests to request proposals and reserve space online, anytime and anywhere they are connected to the Internet.
  There is presently no out-of-the-box solution that fully services the unique demands of SCES.

- CAPE AWARD – California Awards for Performance Excellence: Prepare for Quality Improvement Award
  SCES intends to apply no sooner than March 2018 and no later than March 2019*
  The California Council for Excellence awards California companies who have demonstrated a culture of continuous quality improvement.
  Based on the Baldrige Framework for Performance Excellence, honorees are recognized for their outstanding commitment to sustainable excellence through innovation, continuous improvement and visionary leadership.
  * Application submission contingent upon Online Intake Form and other process improvements.

- CENTERPEDIA REBUILD: Rebuild and Complete CenterPedia
  CenterPedia, SCES’ hub for knowledge management, is being rebuilt to integrate and align strategic goals and key performance indicators from each unit to the organization as a whole.

XV. AWARDS

- Recognition: Recertified as a one-stop shop by ACCED-I.
- 2015 Energy Efficiency and Sustainability Best Practice Award

XVI. STUDENT LEARNING OUTCOMES

2016-17 Updates:

**Student Employees/Peer Educators Collaborative Assessment**

<table>
<thead>
<tr>
<th>PROFESSIONAL &amp; ADMINISTRATIVE SKILLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students participating in Student Center student employment training will directly demonstrate problem-solving, professional policy, team, valuing diversity, and communication skills through training exercises. Part of STUDENT EMPLOYEE/PEER EDUCATOR Collaborative Assessment.</td>
</tr>
</tbody>
</table>

**Measured By:** Direct assessment: observation with rubric (e.g., demonstration, performance, presentation), Direct assessment: product with rubric (e.g., portfolio, writing sample, journal)

**Results:** The Student Employee/Peer Educator Program was effectively rolled into the Leveling Program Level 4. See SCES Learning Outcome for the Leadership Development Learning Domain.

**Use:** Reporting results
3-month, 6-month, 1-year Professional Development Leveling Program

Students participating in the Professional Development Leveling Programs Levels 1 and 2 will demonstrate Professional and Administrative skills needed to function effectively in their respective department (media services, audiovisual department, operations, finance, HR, maintenance, or event planning) now and in future professional settings.

**Measured By:** Direct assessment: observation with rubric (e.g., demonstration, performance, presentation); Post tests, Archival (e.g., document reviews); Checklist, One-on-one interview(s); Other

**Results:** 67 students participated in the L1 and L2 Leveling Programs
45 L2 promotions. L2 promotions included titles of Building Lead/Visitor Center, Building Lead, AV Tech/Event Lead, Reservationist, Videographer, Photographer.
100% completion of the SCES Approach to Quality Service training with scores of at least 89%.
L2 test scores averaged 86%.
Learning Dimension Scores averaged 12 out of 16 for a subset of participants in the areas of Problem Solving & Decision Making, Integrity and Professionalism, Collaboration and Teamwork, and Communication.

**Use:** Reporting results

1-year, 2-year Professional Development Leveling Programs

Students participating in the Professional Development Leveling Programs levels 3 and 4 will demonstrate essential Leadership skills needed to function effectively in their respective department (media services, audiovisual department, operations, finance, HR, maintenance, or event planning) now and in future professional settings.

**Measured By:** Direct assessment: observation with rubric (e.g., demonstration, performance, presentation); post tests; archival (e.g., document reviews); checklist; other

**Results:** Confirmed 23 students participated in the L3 and L4 Leveling Programs: 20 L3 promotions with title “Crew Leader”; 3 L4 promotions with title “Student Lead.” Partial completion of newly deployed “pre” test scores shows a 63% average.

**Use:** Reporting results

2017-18:

Student Leveling Program – Levels 1 and 2 of 4

Students participating in the Professional Development Leveling Programs levels 1 and 2 will demonstrate Professional and Administrative skills needed to function effectively in their respective department (media services, audiovisual department, operations, finance, HR, maintenance, or event planning) now and in future professional settings.

**Measured By:** Direct assessment: product or observation without rubric; one-on-one interviews; pre and post tests; checklist

**Results:** To be reported Summer 2018

**Use:** Reporting results
Student Leveling Program – Levels 3 and 4 of 4

LEADERSHIP DEVELOPMENT

Students participating in the Professional Development Leveling Programs levels 3 and 4 will demonstrate essential Leadership skills needed to function effectively in their respective department (media services, audiovisual department, operations, finance, HR, maintenance, or event planning) now and in future professional settings.

Measured By: Direct assessment: product or observation without rubric; one-on-one interviews; pre and post tests

Results: To be reported Summer 2018

Use: Reporting results
I. VISION & MISSION

VISION
To be the Standard – to be the premier Student Government in the nation.
We strive to be:
• Relevant – students value us because we identify and satisfy current student needs and wants.
• Influential – the university actively seeks our input regarding issues that matter to students.
• Innovative – we create new ideas that are fresh and forward-thinking.
• Independent – we will always be a government by and for the students.

Values
• Dedication
• Integrity
• Communication
• Cooperation
• Enthusiasm

MISSION

Student Government
To represent the interests of the student body through initiatives, programs, and services that enrich students’ lives.

Associated Students, UCI (ASUCI)
ASUCI is the undergraduate student representative body which acts as a liaison between the UC Irvine administration, faculty and staff. ASUCI is comprised of three branches of government: Executive (five elected at-large members and approximately 50 commissioners), Senate (approximately 28 elected members in the Senate), and the Judicial Board (seven appointed members). Guided by their Constitution and Bylaws, these student representatives manage an $21.35 per student quarterly fee that supports student life activities, advocacy programs, publications/communication, professional support and essential campus services.

The ASUCI Office of the President is charged with ensuring the general well-being of the undergraduate student body, in addition to all communications and public relations for ASUCI. This Office is also responsible for the Student Programming Funding Board that allocates over $100,000 in funding for campus organizations as well as voter registration initiatives.

The ASUCI Office of Academic Affairs is responsible for producing ASUCI's Speakers and Debate Program, which creates events such as the Bill Nye Lecture at the Student Center Pacific Ballroom, which attracted over 800 UC Irvine students. ASUCI promotes student retention through the Anteater Mentorship Program, which is a student-run and facilitated mentorship program with over 250 participating students. (Students receive academic credit for serving as a mentor.) This office also encourages student-faculty interaction through monthly Professor Luncheons. This office is also responsible for the Visions Leadership Class, a leadership training program that focuses on individual reflection, group, and societal change.

The ASUCI Office of Internal Affairs is responsible for promoting and filling the variety of campus-wide committee seats available to students, including the Bus Love Board, Student Center Board, Bren Board, and ARC Board. Also produced by this Office are the Green Initiative Fund (T.G.I.F.), which administers
over $100,000 to “green” projects on campus; the Vendor Fair; the Garden Initiative; various task forces, and a student advisory board charged with overseeing ASUCI businesses.

The ASUCI Office of the External Vice President is responsible for all external action education and outreach efforts for the campus. ASUCI participates in the University of California Student Association (UCSA), and this Office sends representatives to participate in the monthly meetings and participates in system-wide advocacy efforts.

The ASUCI Office of Student Services is responsible for all programs and activities for students, including film screenings, spirit events, concerts, festivals and student organization mixers, Welcome Week, Shocktoberfest, Soulstice and Summerlands.

**Associated Graduate Students (AGS)**

Associated Graduate Students (AGS) is run by the AGS Council, a group of elected volunteer representatives from each academic unit. The Council is supported by an appointed Executive Board and various staff and committee positions. The President, elected by the at large graduate student body, heads the Executive Board and serves as the central representation of AGS and its Council.

**Association of Medical Students (AMS)**

The Associated Medical Students (AMS) is the official Student Government of medical students at UC Irvine.

**Merage Student Association (MSA)**

Merage Student Association is the official Student Government of the Paul Merage School of Business.

**Student Bar Association (SBA)**

The Student Bar Association is the official Student Government of the UC Irvine Law School.

**Student Media**

Student Media includes the Columbia Press Association Award-winning UCI Yearbook, *Anthology*; Alternative Media; campus radio station, KUCI FM; campus digital television station, Anteater TV; and the *New University* campus newspaper.

**CORE COMPETENCIES**

**Interpersonal Development**

The ability to develop and sustain productive relationships through effectively communicating, manage conflicts respectfully, and to work collaboratively with diverse populations.

**Social Responsibility**

To promote social justice and improve the lives of all communities both locally and globally through civic engagement, concern for the common good and knowledge of social issues.

**Administrative Skills**

To develop skills in professionalism, supervision, and time management on top of basic skills to function efficiently and effectively in the work place.

**Valuing Diversity**

Develop an understanding of our differences as well as our similarities that enrich our core and provide us the foundation to build a more socially just world.
Ethical Decision-Making

To critically weigh all options in light of values such as respect, fairness, integrity, honesty, civility, and accountability before taking action.

II. WORKFORCE

MANAGEMENT TEAM

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stephanie Van Ginkel</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Robert Schumm Sr.</td>
<td>Assistant Director, Financial &amp; Business Operations</td>
</tr>
<tr>
<td>Natasha Monnereau</td>
<td>Assistant Director, Events &amp; Student Programming</td>
</tr>
<tr>
<td>Aaron Echols</td>
<td>Assistant Director, Information Systems</td>
</tr>
</tbody>
</table>

STAFF

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>Career (FTE)</td>
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</tr>
<tr>
<td>Filled:</td>
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</tr>
<tr>
<td>Provision:</td>
<td>2.00 FTE</td>
</tr>
<tr>
<td>Career FTE Total:</td>
<td>17.00 FTE</td>
</tr>
<tr>
<td>Career Headcount</td>
<td>17</td>
</tr>
<tr>
<td>Student Staff</td>
<td>215 (includes Anteater Express, New University and all paid student leadership positions in ASUCI &amp; AGS)</td>
</tr>
<tr>
<td>Other</td>
<td>Volunteers: Approximately 300</td>
</tr>
</tbody>
</table>

For Organization Chart, see end of Student Government & Student Media section.

III. SERVICES PROVIDED

CLUB AND ORGANIZATION ACCOUNTING

The ASUCI Business Office provides banking and accounting services to over 700 registered campus organizations.

ANTEATER EXPRESS

The Anteater Express transit program, run by ASUCI, provides campus transit to all students, staff, and affiliated members of the UC Irvine community. The program is the first of its kind in the nation to run a full electric fleet of 20 beginning Fall 2017.

This program facilitates campus-wide efforts to reduce traffic and improve air quality with fixed routes to more than 50 designated stops on and near campus. Anteater Express carried 2,172,104 passengers during FY 16-17 at a cost of $2,814,742 which equates to $52.87 per revenue hour and $1.29 per passenger trip. Anteater Express also provides campus groups and departments with the ability to charter, and advertise on, Anteater Express buses at competitive rates.

Anteater Express operates ten routes which include: Camino del Sol, Arroyo Vista, Main Campus, Park West-Carlson, Vista del Campo, Vista del Campo Norte, Irvine Spectrum Saturday Service, District-Diamond Jamboree Friday Service, ACC Combined, Park West Summer Service, and ACC Summer Service. Anteater Express is currently pursuing additional routing options to destinations beyond the campus core.

Anteater Express provides a host of client-centric resources to enhance the passenger experience. This includes electronic resources like an interactive website with live maps, mobile phone applications, real-time GPS with SMS arrival predictions, and passenger occupancy data. Additionally, Anteater Express offers time tables located at each stop, digital destination signs on buses to indicate route, and bus shelters with integrated WiFi.
Anteater Express employs over 115 students, who in addition to driving buses, provide general support including, but not limited to, administrative functions, driver training, and field operations. New hires undergo up to three weeks of intense training to ensure that they are prepared for the responsibility of transporting the campus community in a safe and professional manner. In addition, Anteater Express drivers are continually evaluated and required to participate in ongoing training to ensure that they remain safe and proficient behind the wheel. All of this provides Anteater Express student employees with a strong foundation for success in their future endeavors.

**Operational Funding**

Anteater Express is funded by these campus partners: The Bus Love Initiative Fund, Measure S, American Campus Communities, Transportation & Distribution Services, University Extension, and Undergraduate Housing.

**DISCOUNT TICKETS**

ASUCI's Discount Ticket program offers discount tickets to Regal cinema, Universal Studios, Magic Mountain, Sea World, Knott's Berry Farm, Bear Mountain Resorts, and more at prices that are below retail for all students, staff, and faculty.

**MARKETING, MARQUEE, LARGE-FORMAT PRINTING SERVICES**

The ASML (Associated Students Media Lab) is the rebranding of the ASUCI marketing team comprised of a staff member and interns who oversee all ASUCI marketing efforts, including usage of ASUCI’s large format printer and Student Center Marquee for use by campus departments and student organizations to advertise their events and services. The ASML includes custom print and design and other marketing services both on- and off-campus.

**THE GREEN INITIATIVE FUND (T.G.I.F)**

In Spring 2009, students voted to assess themselves $3.50/quarter to fund various capital and educational projects at UC Irvine. Yearly, the Board allocates over $120,000 in awards for various “green” projects on campus by students.

**VENDOR FAIR**

ASUCI hosts four Vendor Fairs each year, receiving over 30 applications for participation in each Fair. This program generates approximately $25,000 of revenue to support the increased costs of Student Government programs in absence of an ASUCI fee increase.

**WELCOME WEEK**

With a different event each day and/or night of the week, ASUCI provides a variety of programs to entertain UC Irvine students and help get to know UC Irvine and create opportunities for interaction. Major events have included the annual World Record-Breaking event, Welcome Week Concert, Screen on the Green (movie), Open House, and a dorm-ready shopping event.

**FREE FILMS AND MUSIC**

Ongoing events, such programs as “Noon Tunes” (noontime concerts) and Free Film screenings.

**IV. THOSE SERVED**

Student Government & Student Media serves the undergraduate and graduate student body, which is quite diverse. While the mission of Student Government & Student Media is to serve students, the organization welcomes involvement from faculty, staff, and alumni, and makes great efforts to include them in its services and programs.

**V. HISTORY**
In 1965-1966, over 50 students served on three committees (Honor Code, Constitution, and Activities), which was the genesis of ASUCI. After a failed attempt to ratify a constitution in Spring 1966, on November 18, 1966, the first ASUCI Constitution and fee ($7 quarter) were approved with 74.6% affirmative vote of the 1,141 students who voted. Chancellor Daniel G. Aldrich recognized the election as valid and therefore authorized the establishment of both.

On May 19, 1972, The Regents reaffirmed that the Associated Students on the several campuses of the University are official units of the University “exercising authorities concerning student affairs by delegations from The Regents, the President, and the Chancellors, and that the President can continue to take all administrative action which is necessary or appropriate to treat the Associated Students and all of their activities as integral parts of the University, including, in particular, steps necessary to secure exemption from taxes on property administered by ASUC’s and from government permits and fees for their activities and actions to confirm that employees of the Associated Students are employees of the University.”

On October 8, 1972, The Regents authorized the ASUCI fee to increase to $8 per quarter. On February 14, 1973, The Regents authorized the ASUCI fee to increase to $9 per quarter. In 1981, The Regents authorized the fee to increase to $13 per quarter. And on July 18, 1996, The Regents authorized the fee to increase to $18 per quarter.

In Fall 1976, the graduate students separated from ASUCI forming their own organization, Associated Graduate Students. Their current fee is $9 per student per quarter (excluding graduate business and medical students who pay $14 per student per quarter).

VI. LOCATION
G-244 Student Center
ZOT: 1375

VII. ASSETS Major facilities, technologies, and equipment

FACILITIES
The main office is on the second floor of the Student Center G-Building. Anteater Express vehicles are parked in Lot 36. There is a cargo trailer, which is used to support Anteater Express shuttle operations at the Lot as well as dual mobile lifts at Facilities Management to service the fleet. The New University operation is located on the first floor of the Student Center C-Building. The Anteater Express operations are located at the Bison Modular. KUCI operations are located in a modular near Bio Sciences just below Ring Mall near Mesa Road.

TECHNOLOGY
Own and operate the Student Center Marquees.

EQUIPMENT
Have 21 (20 electric and one hydrogen fuel-cell) transit vehicles and three support vehicles.

VIII. REGULATORY REQUIREMENTS
There are several regulatory requirements for Anteater Express. We are responsible for maintaining paperwork pertaining to our annual CHP and DMV audits. We ensure that the Anteater Express shuttle program meets its obligations under federal and state law by maintaining records and implementing required safety programs that allow our department to issue commercial licenses to employees of UCI. Also, we follow all state and federal requirements for emissions standards.

For a full list of Student Affairs mandates, please refer to Appendix A at the end of the book.
IX. ADVISORY COMMITTEE

Not applicable

X. MAJOR ISSUES

Student Government & Student Media realizes that in order to be the most effective at serving students during a tough budget time, we need to expand our full-time staff to ensure we have the time to devote to various student initiated projects and events. UC Campuses, such as UC Berkeley, UC Santa Barbara, and UCLA, receive hundreds more dollars per student, allowing them to offer more University-sponsored programs and services. UC Santa Barbara’s Student Government (ASUCSB) has more than 23 full-time staff members, which oversee a variety of functions including media, publications, programming advisement, technology, administration, business office, community affairs and a bike shop. We operate many of the same programs with only nine staff members that support ASUCI and AGS functions (not including Anteater Express and Student Media), with many of those working dual positions for support. We hope to expand our services offered by Student Government so that UC Irvine students receive comparable student life experiences as their peers at other UCs.

We have seen a dramatic drop in support for our programs due to the poor economy and state financial support, which means ASUCI has had to subsidize programs that have traditionally been supported by campus partners. For example, Shocktoberfest was designed as a partnership between Student Housing, Student Affairs and Student Government to offer students an alcohol-free way to celebrate Halloween; however, we currently underwrite all of the costs for the program.

The New University school newspaper has undergone a severe budget cut due to decreased revenue from on- and off-campus advertisers. Seven years ago, we laid off one position and eliminated three positions. Currently, we have one employee doing all of the advertising sales, invoicing, production/layout design and business office work, down from four employees six years ago. The newspaper ran a referendum that did pass and this will assist in the printing operations of the newspaper. However, due to the sunsetting of the referendum and decreased revenue that can no longer support operational costs, on June 30, 2018 the New University will cease all print operations during its 50th Anniversary year and transition to online.

The ASUCI Anteater Express program’s costs have increased each year, which have resulted in the need for increased subsidies from campus departments who sponsor various routes: Transportation and Distribution Services, Undergraduate Housing, American Campus Communities, University Extension, and the Registration Fee. However, we have seen many of these subsidies decrease in recent years. The Anteater Express ran a referendum that was successfully passed, allowing for the purchase of a new fleet, which has been needed as well as assisting in additional costs.

XI. MISCELLANEOUS

None

XII. 2016-17 ACCOMPLISHMENTS

OVERALL DEPARTMENTAL ACCOMPLISHMENTS

• Completed all assessments for Student Learning Outcomes and will be compiling data for final review in the later part of 2017
• Met all budgetary obligations and goals for the year

STUDENT MEDIA

• KUCI successfully recruited and trained over 45 new student DJs, which allowed the station to replace community programs with student-facilitated programs.
• KUCI reached the $10,000 goal during Fall & Spring on-air fund drive.
• *New University* published 32 successful editions by providing a completely new layout as well as moving towards a digital operation.

**ASUCI**

• Garnered over $20,000 in sponsorships and in-kind donations throughout the year for all events and programming
• Produced some of UC Irvine’s most popular events – Welcome Week, Shocktoberfest, Homecoming, Soulstice and Summerlands with attendances at 5,000 students, staff and faculty per event and selling out the three major events
• Worked together with AGS on various lobbying projects for continued student support towards a more transparent university
• Successfully completed a 2-year voter initiative campaign

**AGS**

• Successfully hosted the AGS Symposium with graduate students from various disciplines who were able to present their research to faculty and fellow students. Awards were given in various areas of research to these students.
• Doubled the number of events for grad students to socialize, network and work together on to build their various communities.

**ANTEATER EXPRESS**

• Provided over two million passenger trips to the UC Irvine community
• Began construction on the new home of Anteater Express in Lot 36
• Began the manufacturing of the new all-electric fleet of 20 to be delivered Fall 2017

**PARTNERSHIPS**

• ASUCI currently administers all Dean of Students funding boards, including the Multicultural Programs Funding Board, Dean’s Fund, and Community Service Funding Boards.
• ASUCI has partnered with Athletics and UCI Dining to host several major rallies through the year to support various men’s and women’s sports. Events have resulted in several record-high attendances (over 1,000) for Men’s Basketball in the last three years.
• ASUCI partnered with the UCI Alumni Association to jointly plan Homecoming each year, and contributes toward its entertainment cost of the outdoor festival each year. This annual week-long award-winning program was created to energize the campus with spirit for UCI Athletics.
• Housing and ASUCI have merged Welcome Week plans to focus our students on campus involvement. Major events include the Welcome Week concert, Screen on the Green (movie), Open House, UCI Give Back and a shopping shuttle.
• Shocktoberfest is a Fall celebration for undergraduate UCI students. This event has gone through a number of iterations through the years, but the consistent intention has been the creation of a vanguard student life program to foster a sense of community. In its most recent format, Shocktoberfest partnered with Athletics’ Midnight Magic program to kick off the UCI Basketball season and serve as a catalyst for campus spirit. This event is a true campus collaboration, planned by a campus-wide committee with over 20 representatives from various departments.

XIII. 2017-18 GOALS
RESOURCES BUILDING AND MANAGEMENT

- Increase financial and space resources to accommodate new projects, services and events
- Make internal Student Government processes clear, direct, user-friendly and well-communicated so that we can best support the work of our student leaders
- Continue to restructure Student Government & Student Media for better efficiency and effectiveness of the overall pro-team
- Continue toward the goal of a fully digital and paperless-based operation
- Institute a fully electric Anteater Express fleet and services that remain on campus

CREATING A CULTURE OF EXCELLENCE AND ACCOUNTABILITY

- Build accountability structures such that students are held accountable to the high standards they set for one another
- Create and implement user-friendly, regular, and systematic mechanisms to garner student feedback on programs, services, and advocacy efforts
- Bring Student Government & Student Media to the forefront of best practices in all areas

STRATEGIC COMMUNICATIONS AND PARTNERSHIPS

- Compile and communicate our expectations of campus administration and how they can best incorporate Student Government & Student Media feedback into their decision-making processes
- Improve communication – both internal and external – so that we have a strong, unified, and well-coordinated statement of who we are and what we are doing
- Establish new and leverage existing campus and external relationships in order to continue to expand our reach
- Continue to work with other UCs’ Student Government & Student Media units to see what their current state is, as well as what their future entails, to collaborate efficiencies throughout the UC

XIV. AWARDS

*New University* – various writing awards

XV. STUDENT LEARNING OUTCOMES

2016-17 Updates:

**ASUCI Executive Cabinet**

**LEADERSHIP DEVELOPMENT**

As a result of participating in ASUCI, the 2015-2016 Executive Cabinet will be able to articulate self-reported development in leadership as demonstrated by analyzing instances throughout the year by completing a pre- and post-reflection essay in the Fall Quarter 2015 and Spring Quarter 2016.

**Measured By:** direct assessment (no rubric)

**Results:** Pending

**Use:** Reporting results

**Anthology Editorial Team and Student Team**

**LEADERSHIP DEVELOPMENT**
As a result of participating on the Anthology Editorial Team, the Editors and will be able to articulate their personal development in leadership as demonstrated by completing a 1-2 page personal reflection essay in the Fall Quarter 2015, Winter Quarter 2016, and Spring Quarter 2016.

**Measured By:** direct assessment (no rubric)

**Results:** Pending

**Use:** Reporting results

### AS Media Lab Intern Program

#### PROFESSIONAL & ADMINISTRATIVE SKILLS

As a result of training on the creation of the Shocktoberfest 2015 marketing campaign cooperatively, graphic design & marketing interns will be able to demonstrate their knowledge of developing an event marketing campaign by creating a Summerlands 2016 marketing campaign with minimal guidance.

**Measured By:** direct assessment (no rubric), tests (pre- and post-)

**Results:** Pending

**Use:** Reporting results

### Student Government & Student Media Concierge Team

#### PROFESSIONAL & ADMINISTRATIVE SKILLS

As a result of completing the Student Government & Student Media Concierge Training Program in the Fall Quarter 2015, Concierges will be able to demonstrate the 7 Skills to Effective Client Service by passing a written quiz in the Fall Quarter 2015 and a pop quiz in the Winter/Spring Quarter 2016 at minimum 90 percent.

**Measured By:** tests (pre- and post-)

**Results:** Pending

**Use:** Reporting results

### KUCI DJ Program

#### PROFESSIONAL & ADMINISTRATIVE SKILLS

As a result of participating in the KUCI Training Program, DJs and show hosts will be able to demonstrate their knowledge in the proficiency of FCC Regulations, station policies, and use of the studio equipment by passing a written test for FCC Regulations and station policies knowledge as well as for studio equipment knowledge at minimum 80 percent.

**Measured By:** tests (pre- and post-)

**Results:** Pending

**Use:** Reporting results

### Student DJs

#### PROFESSIONAL & ADMINISTRATIVE SKILLS

As a result of participating in the KUCI Training Program, DJs and show hosts will be able to demonstrate their knowledge in the proficiency of FCC Regulations, station policies, and use of the studio equipment by passing a written test for FCC Regulations and station policies knowledge as well as for studio equipment knowledge at minimum 80 percent.

**Measured By:** tests (pre- and post-)
Results: Pending
Use: Reporting results

**New University Editorial Team**

**PROFESSIONAL & ADMINISTRATIVE SKILLS**

As a result of participating on the New University Editorial Team, the New University Editorial Board and accompanying staff will be able to demonstrate a visual understanding and skill of newspaper layout techniques by allowing for no more than one major layout mistake by Spring Quarter 2016 Week 1.

Measured By: direct assessment (no rubric)

Results: Pending
Use: Reporting results

**Office of Equal Opportunity and Diversity Workshop, and Anteater Express Field Supervisor Position**

**DIVERSITY & GLOBAL CONSCIOUSNESS**

As a result of participating in the Office of Equal Opportunity and Diversity (OEOD) workshop, Field Supervisors will be able to demonstrate the key skills necessary to provide a supportive and safe working environment by identifying how they have applied the key skills to the workplace and their lives outside of work through the completion of a reflection response.

Measured By: Survey / questionnaire (post only)

Results: Pending
Use: Reporting results

**2017-18:**

**Concierge**

**PROFESSIONAL & ADMINISTRATIVE SKILLS**

As a result of completing the Student Government & Student Media Concierge Training Program in the beginning of the Winter Quarter 2018, Concierges will be able to demonstrate skills in time management, communication, and professionalism through observation of performance through the remaining Winter Quarter 2018 and receiving a minimum of a B average grade in specified areas of observation.

Measured By: Direct assessment: product (observation) with rubric

Results: To be reported summer 2018
Use: Refining program; providing student feedback; reporting results

**ASUCI Leadership**

**LEADERSHIP DEVELOPMENT**

As a result of participating in ASUCI, the 2017-2018 Leadership will be able to articulate self-reported development in leadership as demonstrated by analyzing goals set throughout the year by completing a pre-, active-, and post-goal report in the Fall Quarter 2017, Winter Quarter 2018, and Spring Quarter 2018.

Measured By: Direct assessment (product) without rubric

Results: To be reported summer 2018
Use: Refining program; providing student feedback; reporting results

**Anteater Express**

**DIVERSITY & GLOBAL CONSCIOUSNESS**

As a result of participating in the Office of Equal Opportunity and Diversity (OEOD) workshop, Field Supervisors will be able to demonstrate the key skills necessary to provide a supportive and safe working environment by identifying how they have applied the key skills to the workplace and their lives outside of work through the completion of a reflection response.

**Measured By:** Direct assessment (product) with rubric

**Results:** To be reported Summer 2018

**Use:** Refining program; reporting results

**Anthology - Yearbook**

**LEADERSHIP DEVELOPMENT**

As a result of participating on the Anthology editorial and student teams, the editors and will be able to articulate their personal development in leadership as demonstrated by completing a 1- to 2-page personal reflection essay in the Fall Quarter 2017, Winter Quarter 2018, and Spring Quarter 2018.

**Measured By:** Direct assessment (product) with rubric

**Results:** To be reported Summer 2018

**Use:** Refining program; reporting results

**AS Media Lab - ASML**

**PROFESSIONAL & ADMINISTRATIVE SKILLS**

As a result of training on the creation of the Shocktoberfest 2017 marketing campaign cooperatively, graphic design & marketing interns will be able to demonstrate their knowledge of developing an event marketing campaign by creating a Summerlands 2018 marketing campaign with minimal guidance.

**Measured By:** Direct assessment (product) with rubric

**Results:** To be reported

**Use:** Reporting results

**KUCI – Radio Station**

**PROFESSIONAL & ADMINISTRATIVE SKILLS**

As a result of participating in the KUCI Training Program, DJs and show hosts will be able to demonstrate their knowledge in the proficiency of FCC Regulations, station policies, and use of the studio equipment by passing a written test for FCC Regulations and station policies knowledge as well as for studio equipment knowledge at minimum 80 percent.

**Measured By:** Post tests

**Results:** To be reported Summer 2018

**Use:** Refining program; providing student feedback; reporting results
I. VISION & MISSION

VISION

Creating Places to thrive and connect.

www.housing.uci.edu/about/Mission.html

MISSION

Student centered communities that promote academic success, safety and wellness, personal development, and engagement.

www.housing.uci.edu/about/Mission.html

CORE COMPETENCIES

Core Competencies in Student Housing are based in our ability to create living-learning environments that support a successful transition to college and continued academic and personal development throughout a student’s education at UC Irvine. The design of our communities, staff training, service offerings, and residential life programming promote academic success, individual wellness, the development of support social networks, community engagement, and a sense of belonging – both in a housing community and in the larger UCI community. Successful living-learning environments are supported by an array of competencies exhibited across functional areas within Student Housing.

Facilities Management

- Expertise to analyze routine and critical maintenance needs for a facility portfolio of 2.8 million square feet, based upon the principles of parity, consistency, reliability and efficiency.
- Financial decision-making based upon a balance of technical requirements and customer needs.
- Management of a large workforce of maintenance and custodial staff to meet client expectations.
- Collaboration with campus safety partners to mitigate risks and rapidly address maintenance issues

Residential Education and Leadership Development

- Training of workforce around the Housing core mission and foundational values (Communication, Diversity, Integrity, Leadership, Learning, Services and Teamwork).
- Developing services and programs that reflect a commitment to customer service, our core values, and student academic success.
- Expertise to design programs and involvement opportunities that promote defined learning outcomes for residential students, with particular emphasis on the transition to college, as well as later developmental milestones.
- Residence life paraprofessional and professional staff are trained, at varied levels, in emergency and crisis response, with an emphasis on partnering with the Counseling and Student Health Centers.
Business Operations

- Strong support for staff development, with every staff member offered funding to pursue training opportunities.
- Flexible work force in which staff from different housing units collaborate to create efficiencies and a better work product.
- Successful integration of technology with business processes that has reduced costs and increased efficiencies in areas like application and contract administration, accounts payable, and communications with students.

Fiscal Management:

- Student Housing exhibits strong core competencies in its comprehensive budget development process and superior strategic financial management. These core competencies have consistently led to the development of sound budgets that are able to meet annual debt targets, fund major capital projects, and are flexible enough to adapt to rapidly changing external fiscal needs such as supporting major campus initiatives. As a complement to these successes, Student Housing is proud to have rental rates that are among the lowest in the entire UC system.

II. WORKFORCE

MANAGEMENT TEAM

[Insert link]

Housing Management Team (HMT)

Housing Administrative Services:

- Fred Lipscomb, Interim Executive Director
- Lisa Anderson, Director, Finance & Business Operations
- Melissa Falkenstien, Director, Capital Projects & Asset Management
- Connie Malone, Director, Housing Administrative Services
- Stephen Brothwell, Executive Analyst

Housing Communities:

- Jennifer Martinez, Interim Director, Palo Verde
- Jose Sanchez, Acting Director, Campus Village
- Kim Burdett, Interim Director, Verano Place
- Lou Gill, Director, Mesa Court
- Joe Harvey, Director, Arroyo Vista
- Sharon Stead, Director, Middle Earth

STAFF

Career (FTE)

<table>
<thead>
<tr>
<th>Filled:</th>
<th>209.56 FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacant:</td>
<td>16.00 FTE</td>
</tr>
</tbody>
</table>

Career FTE Total: 225.56 FTE

Career Headcount: 226

Student Staff: 300 Employees (varies throughout year)
Other
  Contract/Limited:  1.0
  Dual
  Roles/Assignment:  2.0

Note: the total FTE count excludes the following Housing-funded positions:
  11 OIT Career Staff
  2 EH&S Title 19 Staff

For Organization Chart, see end of Student Housing section.

KEY ELEMENTS THAT ENGAGE STAFF IN ACCOMPLISHING YOUR MISSION AND VISION:

Housing Values:
  • Inclusion
  • Learning
  • Integrity
  • Respect

III. SERVICES PROVIDED

Core Functions within Student Housing

Student Housing serves both undergraduate and graduate students (some with families). In summer months we also provide guest housing for conference groups and “summer start” programs. As a department, we strive to provide safe and desirable housing that ultimately helps foster student success while being financially self-supporting. Student Housing is comprised of the following functional areas:

• Residential Facilities and Operations:

  Housing maintains facilities in six residential communities (Mesa Court, Middle Earth, Verano Place, Palo Verde, Campus Village, and Arroyo Vista). The two residence hall communities (Mesa Court and Middle Earth) also support three dining halls (Pippin, Brandywine Commons, and Mesa Commons). All of our facilities are maintained at optimum levels of cleanliness, repair, and decor to support a safe, secure, and learning-centered environment for students. Housing provides adequate areas for dining, study, offices, lounges, meeting rooms, and recreation. Facility maintenance also includes grounds-keeping and overall management of utilities.

• Residential Education:

  Residential Life programs and policies are designed to support the academic success and personal development of students. Student Housing provides a wide range of programs to support specific learning outcomes. First Year Initiative (FYI) programs for freshmen and first year graduate students support a smooth transition to the University.

  Trained Resident Advisors (RAs) provide a live-in resource for information, support, and guidance in all freshman residence halls and theme houses. RAs also organize a wide range of fun activities for freshman residents. Community Programmers (CPs) organize community-wide social events such as sports or game tournaments, dances, and barbecues.
First year communities provide a number of academic support services for residents including Peer Writing & Research Tutors, Peer Academic Advisors, First Year Seminars held in the community. All undergraduate communities provide group study space and computer labs.

RHA – The Resident Housing Association is made up members from the four undergraduate community councils. It provides a governmental structure as well as an informal forum for open communication between students and the university. RHA provides student housing with the student’s viewpoint on important issues pertaining to life living on campus.

Disciplinary and judicial standards followed in Housing are designed to educate rather than punish. Our aim is to assist residents in managing challenges that arise in their living-learning environment. Assistance is provided in the form of information, referral, counseling and encouragement to residents.

- **Housing Administrative Services:**

  Located on the 4th floor of the Student Center (G-458), Housing Administrative Services is where you can find the Senior Leadership Team (SLT) members, including the Executive Director of Housing, Director of Housing Administrative Services, Director of Capital Projects and Asset Management, Director of Finance and Business Operations, and the Executive Analyst. HAS oversees many business functions for the department, including occupancy planning, processing of online housing applications and contracts, assignments, budget planning, accounts counseling, accounts receivable, payroll/personnel, marketing and assessment, information systems, and client relations. HAS also oversees housing tours and partners with Student Life and Leadership for the student orientation program, Celebrate, and other outreach events. Annual community assessments conducted by HAS collect student feedback on services, facilities, programs, and the overall residential experience. Results are made available to Housing staff, residents, and to our campus partners as needed. The results are used for program planning and also to strengthen the effectiveness of staff and services. Student Housing adheres to the standards and procedures established by the Regents of the University of California in the administration of business services.

- **Information Technology (IT):**

  Also located in the Student Center, Housing IT performs three critical functions for the department including Programming & Web Development and Desktop & Server support. The Programming and Web Development group designs and implements program solutions for a wide range of departmental needs and support the residential management systems. This group oversees the technical development and maintenance of the Housing Web Site and online processes like undergraduate housing applications.

- **Conference Services:**

  Student Housing manages summer housing for conferences and camps, primarily in the two residence hall communities. This program provides a valued service to the university and to visiting groups. Conference Services also helps to promote UCI to outside groups and supports positive community relations.
IV. THOSE SERVED

UNDERGRADUATE HOUSING – OCTOBER 2016

<table>
<thead>
<tr>
<th>Classification</th>
<th>AV</th>
<th>MC</th>
<th>ME</th>
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<td>2902</td>
<td>1794</td>
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<td>5190</td>
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<td>Transfer</td>
<td>142</td>
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<td>0</td>
<td>1</td>
<td>143</td>
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<tr>
<td>Continuing</td>
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<td>47</td>
<td>31</td>
<td>257</td>
<td>1094</td>
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<table>
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<td>Male</td>
<td>372</td>
<td>1290</td>
<td>986</td>
<td>218</td>
<td>2866</td>
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<td>Female</td>
<td>683</td>
<td>1659</td>
<td>839</td>
<td>380</td>
<td>3561</td>
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<table>
<thead>
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<th>Age</th>
<th>AV</th>
<th>MC</th>
<th>ME</th>
<th>CV</th>
<th>Total</th>
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<tr>
<td>&lt;17 years</td>
<td>23</td>
<td>415</td>
<td>249</td>
<td>52</td>
<td>739</td>
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<tr>
<td>18 - 20</td>
<td>830</td>
<td>2515</td>
<td>1557</td>
<td>508</td>
<td>5410</td>
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<td>21 - 25</td>
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<td>0</td>
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</table>

Privately owned apartment communities located on the UCI Campus served an additional 4,903 undergraduates, including roughly 194 freshmen and 432 transfer students.

*Note: Age distributions reflect a small number records where age information is missing.

GRADUATE & FAMILY HOUSING (GFH) – December 2016

Student Housing served approximately 2,400 clients in 1,500 apartments in 2016-17. The eligible clients included graduate students, medical residents, spouses or partners, children, and undergraduates over the age of 25.

<table>
<thead>
<tr>
<th>Degree</th>
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<th>PV</th>
<th>VP</th>
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<td>M.D.</td>
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<td>18</td>
<td>21</td>
<td>40</td>
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<tr>
<td>Ph.D.</td>
<td>67</td>
<td>752</td>
<td>952</td>
<td>1771</td>
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<tr>
<td>M.F.A.</td>
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<td>38</td>
<td>50</td>
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<tr>
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<td>13</td>
<td>102</td>
<td>62</td>
<td>177</td>
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<tr>
<td>J.D.</td>
<td>1</td>
<td>83</td>
<td>94</td>
<td>178</td>
</tr>
<tr>
<td>UG/postdocs/others</td>
<td>10</td>
<td>74</td>
<td>43</td>
<td>127</td>
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<tr>
<td>Totals</td>
<td>92</td>
<td>1067</td>
<td>1222</td>
<td>2381</td>
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<table>
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<th>VP</th>
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<td>SINGLE</td>
<td>92</td>
<td>798</td>
<td>780</td>
<td>1670</td>
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<tr>
<td>MARRIED</td>
<td>0</td>
<td>46</td>
<td>99</td>
<td>145</td>
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</table>
Privately owned apartment communities located on the UCI Campus served an additional 192 graduate students in 2016-17.

*Note: Domestic status distributions reflect a small number of records where this information is missing.

### TOTAL ON-CAMPUS HOUSING POPULATION 2016-17

<table>
<thead>
<tr>
<th>Population</th>
<th>AV</th>
<th>MC</th>
<th>ME</th>
<th>CV</th>
<th>PV</th>
<th>VP</th>
<th>ACC</th>
<th>Total</th>
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<tr>
<td>Undergraduate</td>
<td>1,055</td>
<td>2,949</td>
<td>1,825</td>
<td>604</td>
<td>35</td>
<td>9</td>
<td>4,903</td>
<td>11,380</td>
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<tr>
<td>Graduate</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>86</td>
<td>1,051</td>
<td>1,246</td>
<td>192</td>
<td>2,575</td>
</tr>
<tr>
<td>Total</td>
<td>1,055</td>
<td>2,949</td>
<td>1,825</td>
<td>690</td>
<td>1,086</td>
<td>1,255</td>
<td>5,095</td>
<td>13,955</td>
</tr>
</tbody>
</table>

### V. HISTORY

**MESA COURT**

Mesa Court is a Residence Hall that housed roughly 2,900 freshman students in 2016-17. Mesa Court Unit I was the first residential community to be built on the UCI campus. It opened in the fall of 1965 with 8 residence halls that housed 400 undergraduate students, plus eight Resident Advisors (one in each hall). In the fall of 1966, Mesa Court Unit 1A opened with 2 residential hall buildings adding 100 additional bed spaces at 50 beds per building. With 500 students residing in Mesa Court, the Dining Commons was opened for business in 1966. As the enrollment continued to increase on the campus Mesa Court also continued to expand. In 1967 Mesa Court opened Unit 2 providing 5 residence halls with 60 beds and one Resident Assistant suite per building.

Three years later in the Fall of 1970, Mesa Court Unit 3 opened with 8 residence halls, 4 with 41 beds per building and 4 with 59 beds per building for a total of 400 beds and 8 RA suites. With the rapid expansion from its opening in 1965 up to 1970, Mesa Court increased its capacity to 1,200 beds and had 23 Resident Assistants. The community remained at this capacity for the next 32 years until 2002 when Mesa Court completed Unit IV. This project provided 10 residence halls for a total of 610 bed spaces on lower Mesa replacing 4 of the Unit 3 buildings and adding a net increase of 524 bed spaces to the community. There was also a major remodeling of the Mesa Commons Dining facility and the addition of a Community Center in 2002. Although Mesa Court’s design capacity was to house 1,728 students, growing enrollment has led to increased tripling of rooms and conversion of some study rooms, so that Mesa Court classic halls now house 1,947 students (plus 29 RAs).
During 2016-17, UC Regents approved plans for a Middle Earth Expansion project that will add 474 bed spaces to that community. The project broke ground in June 2017 and is scheduled to open in Fall 2019.

**MIDDLE EARTH**

The Middle Earth residence hall community houses first year students in 24 halls all named for places and characters from J.R.R. Tolkien’s Lord of the Rings. The first phase of Middle Earth opened in Fall, 1974 and included 7 residential buildings, Brandywine Dining Commons, recreational/study/meeting spaces, and administrative space. Each building houses 49 students and one Resident Assistant. In 1989, Middle Earth II opened an additional 13 halls providing 935 additional bed spaces, Pippin Dining Commons, and new administrative and community space. The third phase of Middle Earth was completed in Fall, 2000 and provided four additional halls adding 280 additional beds. This brought the predominantly freshman complex to a capacity total of 1,565. After closing in the summer of 1989 when the new Pippin Dining Commons opened, Brandywine Dining Commons re-opened in Fall 2001 as a second dining venue in Middle Earth. Like Mesa Court, Middle Earth has increased its bed spaces in recent years to accommodate larger freshman classes, and in recent years has housed 1,769 first year students (plus 24 RAs). During 2016-17, UC Regents approved plans for a Middle Earth Expansion project that will add 474 bed spaces to that community. The project broke ground in June 2017 and is scheduled to open in Fall 2019.

**CAMPUS VILLAGE**

Opening in 1980, Campus Village consists of 200 apartments housing 788 students. Each apartment houses four students sharing two bedrooms, a kitchen, a living/dining area and either a balcony or a patio. The community houses sophomore, juniors, seniors and transfer students and has also served as ‘overflow’ housing for freshmen. No freshmen were housed in Campus Village in 2012-13, but there will be 300 freshmen assigned to the community for 2013-14. In 2011-12 a decision was taken to convert Campus Village to graduate housing over a four-year period, beginning in summer 2012. Ninety-six graduate spaces were created in 2012-13; however, the next phase of the conversion has been put on hold since that time in order to manage undergraduate enrollment increases.

**ARROYO VISTA**

Opening in 1993, Arroyo Vista started with 35 residential houses (and has since grown to 42 houses) that accommodate 16, 24, or 32 students. Houses are clustered into groupings of two or four houses. The community houses 1,034 students, predominantly sophomores, juniors, and seniors, though is also serves as ‘overflow’ housing for freshmen when needed. In 2002, an $11M litigation settlement was received for construction defects in the complex. The community offers both academic theme sponsored houses (28) and Greek chapter sponsored houses (14). In 2012-13, AV implemented a new staffing model, placing live-in Resident Advisors in half of its houses (as opposed to every house as it previously did). Over the years, some of the theme sponsors change, based on demand and the availability of faculty and staff to participate in theme programs. Some theme houses added in recent years include Academic Excellence – Black Scholars House, La Casa Nuestra (Spanish immersion house), Religious Studies, Lambda Sigma Gamma (multi-cultural sorority), and the Dreamers House (supporting undocumented students).

**VERANO PLACE**

Verano Place was constructed in five phases, the first phase opened in 1966 and the other phases in 1967, 1976, 1984, and 2012. There are 852 one, two and three bedroom apartments (two house
maintenance staff) that house up to 1,221 students (some with families). The community houses graduate students, married undergraduates, single undergraduates with children, and single undergraduates who are 25 years or older. In 2012, Verano completed construction of its latest phase of apartments, replacing those added in 1976. This construction project also included a new Infant Toddler Center that will serve the UCI community. Preschool and afterschool programs are also located in the community. Verano Place also has two community centers, children’s playgrounds, a Cyber Cafe, and a community garden.

**PALO VERDE**

Palo Verde was constructed in two phases, opening in 1989 with 204 apartments (320 bed spaces), and adding an additional 448 apartments in 2005, for a current total of 652 apartments and 1,071 spaces. The community offers studios, one, two, and three bedroom apartments for graduate students and older (or married/with families) undergraduates. The community offers meeting space for group events, children’s playgrounds and an organic garden.

**LAS LOMAS FACULTY & STAFF APARTMENTS**

Opening in fall 1982, Las Lomas provides 100 two and three bedroom apartments for faculty, staff and guests of the campus. While part of the UCHS system, the apartments are managed by the Irvine Community Housing Authority (ICHA).

**AMERICAN CAMPUS COMMUNITIES (ACC)**

ACC is a third-party development located on the UCI campus. It currently has 4 properties including Vista Del Campo, Vista del Campo Norte, Camino del Sol and Puerta del Sol. Vista del Campo Phase I opened in 2004 with 488 (1, 2, 3, and 4 BR) furnished apartments housing 1,488 students. Vista del Campo was nationally recognized in 2005 by the NAHB Pillars of the Industry as the Best Student Housing Community. Vista del Campo Norte was completed in 2006 and has a design capacity of 1,564 bed spaces. Camino del Sol and Puerta del Sol opened in fall 2010, serving 1,198 and 880 students respectively. In recent years, a portion of the ACC apartments originally targeted to serve graduate students have converted to undergraduate spaces, responding to the corresponding demand among students. In total, ACC provides the campus with 5,142 student beds, many of which are used to support housing guarantees to targeted student populations.

**VI. LOCATION**

Housing Administrative Services  
G458 Student Center, 4th Floor  
ZOT: 3250

<table>
<thead>
<tr>
<th>UNIT</th>
<th>Office Address/Location</th>
</tr>
</thead>
</table>
| HAS        | G458 Student Center, 4th Fl.  
Irvine, CA 92697-3250  
(949) 824-6811 |
| Mesa Court | 4053 Mesa Road  
Irvine, CA 92697-3925  
(949) 824-6177 |
VII. **ASSETS** *Major facilities, technologies, and equipment*

**FACILITIES**

- Central Office Space  
  - Student Center = approximately 12,500 assignable square feet (ASF)
- Dining Commons  
  - Pippin Commons = 8,420 ASF  
  - Brandywine Commons = 9,190 ASF  
  - The Anteatery (Mesa Court Dining Commons) = 33,954 ASF
- Residential Buildings
<table>
<thead>
<tr>
<th>Community</th>
<th>Year of Construction</th>
<th>Quantity of Buildings</th>
<th>Quantity of Beds</th>
<th>Square Feet Area</th>
<th>Acreage of Grounds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mesa Court</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>16</td>
</tr>
<tr>
<td>Unit 1</td>
<td>1965</td>
<td>38</td>
<td>2,879</td>
<td>466,048</td>
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<tr>
<td>Unit 2</td>
<td>1968</td>
<td>11</td>
<td>580</td>
<td>85,608</td>
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<tr>
<td>Unit 3</td>
<td>1971</td>
<td>6</td>
<td>330</td>
<td>50,107</td>
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<tr>
<td>Unit 4 – Hillside</td>
<td>2002</td>
<td>4</td>
<td>280</td>
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<tr>
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<td>3</td>
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<td>111,515</td>
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<td>Mesa Towers - Dining</td>
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<td>Middle Earth</td>
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<td>935</td>
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<tr>
<td>Phase 3</td>
<td>2000</td>
<td></td>
<td>295</td>
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<td></td>
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<td>Arroyo Vista</td>
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<td></td>
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<td>1994</td>
<td>42</td>
<td>992</td>
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<td>8</td>
<td>848</td>
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<td>1980</td>
<td>33</td>
<td>776</td>
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<tr>
<td>Palo Verde</td>
<td></td>
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<tr>
<td>Lower</td>
<td>1990</td>
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<td>Expansion</td>
<td>2005</td>
<td>19</td>
<td>374</td>
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<td>Verano Place</td>
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<td>DEPARTMENT TOTALS</td>
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<td>7,776</td>
<td>2,008,277</td>
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1. Includes staff housing (except as indicated below)
2. Design capacity
3. Mesa Court also has: 1 Community Center, 1 Recreation Center, 1 Academic Center and the MC Administrative Office building. Mesa Court Dining Commons is maintained by Housing & operated by Aramark.
4. AV also has 4 Live-On staff houses, 1 Community Center and 1 mailbox building
Note: 2012-13 revised spaces, AV 1,034 due to change in student staffing model; CV 684 due to CV Grad Conversion
TECHNOLOGY

Hardware:

- Three electric carts – for travel around campus to respond to IT trouble calls. Two (2) are dedicated to OIT Network Operations (ResNet) and one (1) is dedicated for HSG help desk support.
- Cisco 6807 Routers – two routers for connection between the campus and ResNet.
- Cisco Switches – approximately 527 network switches within the residential network.
- Cisco Wireless Access Points (WAP) – approximately 1,428 wireless access points to provide the undergraduate communities with Wi-Fi service.
- Cisco Wireless Controller – two appliances that manage the Cisco WAPs and wireless infrastructure.
- Cisco Prime Infrastructure/Mobility Services Engine – two appliances that monitor Cisco wireless equipment and help with client troubleshooting.
- ForeScout CounterACT – Three appliances that serve as device registration enforcement for residents on the wired residential network.
- Dell Servers – for domain, printing, data backup, virtual machine hosting, web-based applications, maintenance building control systems and other services.
- Dell Desktops and Notebooks – 220 devices in standardized and specialized configurations deployed department-wide.
- Webcams – 35 high definition camera/microphone devices have been deployed increasing with each PC refresh cycle to support virtual meetings.
- Peripheral hardware – Approximately 60 printer and copier devices department-wide.
- Visix Players – 20 devices that provide display messaging at various locations within the housing communities.

Software:

- OSCAR – Online Student Communities Assignments and Receivables System: Enterprise system that tracks resident occupancy and account information, processes housing applications, contracts, charges, and payments, collections activity, and general ledger. Linked Interfaces to the campus Student Billing System (SBS), campus Kuali Financial System (KFS), admissions offices, Registrar, Dean of Students, ASUCI, and ZotAlert.
- GFHARMS – An interim Microsoft Access forms solution that provides application/waitlist tracking and offer management for the Graduate and Family Housing units. The system interfaces with OSCAR.
- Rent Manager – Vendor software that provides rental management for the non-student housing population.
- SAP Business Objects Crystal Reports 2008 – Provides on-demand online report/data from OSCAR system.
- IBM BigFix – A robust vendor software solution that provides operating system and peripheral application patch management. The software ensures enforcement of patches and timely application to mitigate security vulnerabilities on end-user workstations. The server console is hosted and managed through OIT as a commodity service.
• The Maintenance Authority (TMA) – A web-based vendor software solution for tracking facility work orders, inventory and trends.
• McAfee Anti-virus and ePolicy Orchestrator (ePO) – A vendor software solution that provides anti-virus and malware prevention on desktops and servers. The ePO management platform provides product updates and reporting.
• Microsoft SQL Server 2012 and Oracle MySQL 5 database software.
• RedGate SQL Prompt and SQL Toolbelt
• BitVise SFTP Server – File transport server software specifically used for the web hosts that receive publications from the campus Cascade content management server.
• Microsoft Visual Studio 2010/2013/2015 and .NET Framework 4.5/4.5.2/4.6
• Hyland OnBase (Document Management, Workflow and Archive)
• Symantec Backup Exec 2012 – file and database backup software management solution.
• Microsoft Windows Server 2008/2008R2/2012/2012R2 (Servers)
• Microsoft Hyper-V 2008/2012 (Server Virtualization)
• Microsoft Windows 7/8.1/10 (Desktops/Notebooks)
• Apple MacOS 10.10 (Yosemite)/10.11 (El Capitan)
• Microsoft Office 2013 (department-wide desktop deployed); Microsoft Office 2016 and/or Project/Visio 2013/2016 (selected deployments)
• Adobe Software – Creative Cloud (full suite), Acrobat, Photoshop, and some other peripheral products.
• IdentityFinder – An OIT licensed vendor solution for scanning files and databases for potential Personal Identity Information (PII)/confidential information as part of risk mitigation.
• VMWare (Server Virtualization) – An OIT licensed solution used for OIT storage server resource supporting the Housing file shares.
• Notifii – A vendor cloud-based solution providing robust parcel tracking and management.
• Stanley WiQ – A vendor access control solution that is used to manage the RFID door locks within the Mesa Court Towers community
• Lenel On-Guard and Assa Abloy Door Service Router (DSR) – A vendor access control solution that is used to manage the RFID entry door locks within Arroyo Vista community
• Onity – A vendor access control solution that is used to manage the magnetic-card-swipe door locks within the Middle Earth community
• Encellum Polaris – A vendor lighting control solution that is used to manage common area lighting within the Mesa Court Towers community.
• Rainbird Maxicom – A vendor multi-site irrigation control system used within the housing community
VIII. REGULATORY REQUIREMENTS

- **Clery Act** – Requires that the university maintain a “statement of current campus policies regarding the immediate emergency response and evacuation procedures, including the use of electronic and cellular communication.” The campus Emergency Services Manager has identified a need for each department on campus to maintain and emergency action plan to meet this requirement.

- **Higher Education Opportunity Act** – Campus Fire Safety Right-to-Know Act (2008): Campuses must publicly provide for each on-campus student housing facility:
  - Quantity of fires and causes; number of injuries and deaths related to fires; and the value of property damage caused by fires
  - Descriptions of each facility’s fire safety systems
  - Quantity of mandatory, supervised fire drills
  - Policies on portable electronic appliances; smoking and open flames; evacuation procedures; fire safety education and training programs provided to students, faculty and staff
  - Plans for future fire safety improvements, if needed
  - Annual report to the campus community

- **California Code of Regulations**: Title 19 establishes minimum standards for the prevention of fire and protection of life and property against fire, explosion and panic. It governs use and maintenance of any state-owned building. This is accomplished through a crew of 4 Fire Prevention Officers administered by the Campus Fire Marshal and assigned exclusively to Student Housing. This team operates under a Memorandum of Understanding, which was amended in September 2015 to add specific reference to Title 8 – General Safety Provisions and Title 24 – Construction (maintenance to comply with original construction requirements).

- **California Health and Safety Code Section 13108** allows the State Fire Marshall and their authorized representatives to make fire prevention inspections in state-owned buildings for the purpose of enforcing regulations related to fire and panic safety.

- **GFH Housing leases and month to month rental agreements** governed by landlord/tenant law (CA Civil Code and Code of Civil Procedure)

- **Undergraduate Housing contracts** don’t necessarily fall under landlord/tenant law per se but certain practices (e.g., 3 Day Notices to Pay or Quit) are carried out in accordance with it.

- **Applicable UC Regents policy** (in accordance with California law) regarding electronic contracting

- **FERPA**
• Laws pertaining to Public Information requests
• Laws applicable to the campus’ centralized billing system (ZOTAcount Online) as they pertain to housing charges that are posted and payment processing (e.g., credit card payments, electronic checks, financial aid payments, etc.
• UCOP Financial Reporting Requirements
• Accounting and Internal Audit Policies/Procedures
• External Audit Requirements
• Budget Office Policies/Procedures
• Human Resources Policies/Procedures
• BUS Requirements

IX. ADVISORY COMMITTEE

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<tr>
<td>GUSH (Government of Undergraduate Student Housing)</td>
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</table>

CUG (Coordinated Undergraduate Governance Group)

- Fred Lipscomb – Interim Executive Director, Student Housing
- Dennis McCauliff – ACC
- Directors of Undergraduate Student Housing
- GUSH President
- ASUCI President
- ASUCI Executive Vice President
- ASUCI VP Administrative Affairs

The Graduate CGG has the following membership:

- Fred Lipscomb – Interim Executive Director, Student Housing
- Dennis McCauliff – ACC
- Directors of Campus Village, Palo Verde, and Verano Place
- A Council Representative from: Palo Verde and Verano Place
- AGS President
- AGS VP Internal Affairs
X. MAJOR ISSUES

CAPITAL PLANNING

REDEVELOPMENT OF EXISTING GRADUATE APARTMENTS

- The oldest remaining buildings in Verano Place were constructed 50-years ago (Units 1, 2, and 3). Renovations have been accomplished through routine and major maintenance renovations. These efforts focus on addressing deferred maintenance but can only provide limited modernization. The scale and volume of these renovations are approaching the financial threshold whereby a longer-term investment in new construction may be advisable. Units 1, 2 and 3 are also the remaining facilities with configurations that best serve needs of families with children, which must be considered in redevelopment planning.

FRESHMEN RESIDENCE HALL CAPACITY

- Increasing capacity to house first-year residents is critical to meeting the current housing guarantee. This has partially been addressed with the Mesa Court Expansion, however the projected demand will not be fully met. Additionally, approximately 490 current freshmen are not in a residence hall environment that is best to support student success. A comprehensive housing plan is required to address this gap in freshmen residence hall demand.

FACILITY MODERNIZATION AND UPGRADES

- Major Maintenance efforts have focused on critical repairs and establishing a consistent level of maintenance throughout the portfolio of Housing facilities. Vital initiatives have been completed, as generalized in the following categories:
  - Fire Safety – Significant investments have been made to complete upgrades in fire alarm systems in existing buildings, even if not required by Code. In September 2014, the Campus Ethics and Compliance Committee reviewed the status of work completed thus far. Certain areas of Student Housing had been previously deemed as High Risk, but this exposure was reduced based upon review.
  - Wireless – Client expectations for wireless access increases each year, as evidenced by annual surveys where wireless in the dorms is the most requested service. Installation in undergraduate housing was completed for the 2015-16 academic year.
  - Roof Replacements – Approximately 250 buildings within the Student Housing portfolio have roof systems within the life cycle of industry standards. Ongoing maintenance will be within predictable and acceptable levels.

REDEVELOPMENT OF EXISTING RESIDENTIAL DINING FACILITIES

- Existing facilities do not support modern food service and dining models, are inefficient to maintain, and are not adequately sized to accommodate the growth in campus-wide enrollment. This condition has been addressed in Mesa Court with development of the Mesa Court Expansion, but not in Middle Earth with Pippin / Brandywine Commons resulting in a dissimilar experience between residents of the two freshmen housing communities.

SUSTAINABILITY

- In November 2013, President Janet Napolitano announced the Carbon Neutrality Initiative, which commits UC to emitting net zero greenhouse gases. Student Housing has completed significant improvements to increase water and energy efficiency of facilities, and is now
embracing its unique access to the campus community. The broad goal is increasing environmental sustainability through education and agency of residents and employees throughout the department, collectively serving as change agents that foster healthy environments, social justice and economic viability.

- Based upon the American College Personnel Association monograph “Towards A Sustainable Future,” Housing leadership created a Vision for Sustainable Living in Student Housing.
- A Sustainability Program Manager has been recruited with responsibility for development of programs and a department wide sustainability agenda; research and benchmarking; and marketing, training and communications.
- The department has made efforts to expand its impact by focusing on education and behavior change, specifically by engaging its diverse professional staff, a workforce of over 225 people. The department also expanded its sustainability co-curricular programming and internship opportunities for student residents. Additionally, key campus partnerships were strengthened, such as with Facilities Management to increase zero waste efforts, and the Global Sustainability Resource Center to further sustainability goals and planning.

MANAGING HOUSING GUARANTEES WITH GROWING ENROLLMENT

- Growth in both undergraduate and graduate enrollment has exerted increased demands on Student Housing, challenging our ability to meet obligations associated with the freshman housing guarantee. Residence halls that were formerly able to accommodate the freshman have in recent years been outpaced by growing freshman class sizes. Repurposing spaces in other on-campus communities has protected the first year guarantee but reduced the housing stock available to continuing students. In 2016-17, in addition to the 932 beds that were added in Mesa Towers, roughly 503 freshmen were housed in two alternate undergraduate housing communities (Arroyo Vista and Campus Village). In fall 2017, an additional 152 beds will be added to the residence halls, and roughly 340 beds in Arroyo Vista and Campus Village will be used to accommodate growing freshmen enrollment.

Growth in international student enrollment has increased demands for year-round housing, a special orientation program (ISO) the week before move-in, early fall move-in, and winter break housing. In fall 2016 995 international students attended ISO and moved into their fall assignments two days early. An additional 67 Edge students (who did not attend ISO) moved into their fall spaces early as well.

- Graduate enrollment has grown more gradually, and demand for available on-campus housing continues to be concentrated in UCI owned communities due to their relatively low rental rates. Pressure to contain housing costs remains an active issue among graduate students and led to the decision to convert Campus Village Apartments from undergraduate to graduate housing over a four year period beginning in 2012-13. Ninety-six graduate students currently live in Campus Village; however, continuation of the conversion remains on pause due to a greater need for beds on the undergraduate side (particularly with first year students).

XI. MISCELLANEOUS

Not applicable

XII. 2016-17 ACCOMPLISHMENTS
STRATEGIC PLANNING

- Completion of the Strategic Plan
  A public document summarizing the 2017 Student Housing Strategic Plan was shared with department staff and campus partners in fall 2016. The plan was launched at the fall All-Housing Meeting with a values video that featured Housing staff members reflecting on the meaning of Housing Values (Respect, Integrity, Inclusion, and Learning) in their work. Staff were invited to participate in a Values Calendar challenge in which they recorded activities that related to different Housing Values from November 2016 – May 2017.

FACILITIES

- Mesa Court Expansion
  The Design-Build Institute of America (DBIA) represents the entire design and construction industry in promoting the integrated approach to achieve the best value for project delivery. UCI, together with the Hensel Phelps – Mithun teams, were recognized with a DBIA 2017 National Award of Merit for Education Facilities recognizing best practices of owners and design-build teams. The project also received two honors at the DBIA Western Region 2017 Design-Build Awards: Design Excellence Award and the Regional Award.

- Middle Earth Expansion
  Developed the Detailed Project Program for the new expansion and completed the bid process for the selection of the construction team. Final vendor was selected to begin the construction of the Middle Earth Expansion, beginning with demolition in June 2017.

- VP Unit 6 Renovation
  - Verano Place Wellness Center: Supported the project with additional infrastructure such as electrical, phone, & Ethernet lines, plumbing lines and fixtures, hydration station, new exterior lighting, additional security system, & furnishings for the facility.
  - Verano Place Termite Treatment: This work included coordination of heat treatment and secondary preventive treatment of attic spaces necessary as part of the Unit 6 renovation of 200 graduate and family apartments. This required coordination to develop the schedule, pretreatment inspections and communication with residents, interface with the treatment with Western Exterminator, and escorting the vendor during the treatments.

- Increased Freshmen Enrollment: Mesa Court Classics & Middle Earth
  In order to account for the increase in freshman students in Housing, during summer 2015 HAS converted single rooms to doubles in Isla, Laguna, Selva, Iluvia, & Niebla at Mesa Court and double rooms to triples in Quenya at Middle Earth. Part of this goal involved borrowing 70 desks from American Campus Communities. As they required their furniture to be returned by fall 2016, HAS purchased 70 desks and mobile pedestal units (same pieces used in Mesa Court Towers) and had them installed at the Mesa Court Classics buildings noted above and in Quenya at Middle Earth.

PROFESSIONAL DEVELOPMENT & STAFF TRAINING

- Professional Development:
  Established individual professional development plans for each Housing employee. Introduced and encouraged exploration of the UC competencies to identify a competency area for development.

- Staff Training:
Developed and completed a 40-hour training institute for the Housing Management Team, which included presentations from the campus Audit Team and Purchasing, and covered topics such as financial stewardship, change management, and developing leadership competencies.

RESIDENT RELATIONS & CUSTOMER SERVICE

- **Housing Accessibility**: $200,000 of Major Maintenance Contingency allocated for a new Housing Accessibility Fund. This was established to implement projects proactively to meet diverse needs of residents. Recommendations for use would be determined by a newly established Housing Accessibility Committee, which included diverse representation from Housing operations and residence life team members. Use of this fund would only require notification to BAC, and subject to availability of Contingency.

FINANCIAL

- Developed the budget for the Middle Earth expansion and collaborated with Student Affairs and the Budget Office to finalize the project budget and obtain Regents’ approval in the Winter to begin construction.

PARTNERSHIPS

- Collaborated with Admissions throughout the spring yield season, including significant increases to campus enrollment and the number of students receiving guaranteed housing; increased bed spaces for Fall of 2017 to accommodate the increased enrollment numbers
- Maintained positive partnership with the Budget Office Administrators and Students Affairs leadership through the Budget Advisory Committee and budget development process
- Ten professional staff members taught the University 101 course “Thrive at UCI” to first year students, providing resources for personal and academic success
- Worked in collaboration with student leadership, community leadership, and Housing Leadership during monthly Coordinated Undergraduate Governance and Coordinate Graduate Governance meetings, where all members discussed issues related to the various student populations residing within our communities
- Housing worked with many campus-wide teams to bolster collaboration and increase skills in responding to emergency situations on campus. The department was trained on and worked with the Zone Crew program, Care & Shelter Team (CAST), Rapid Building Assessment Team (RBAT), Campus Search & Rescue Team (CSAR), and the OC Fire Authority

SUSTAINABILITY

- EarthReps, Costa Rica Program, and Sustainability Programming reached 1,820 residents in peer-to-peer education. Our student team supported additional outreach with the GSRC to reach a total of 4,195 students. Housing Sustainability programs reached about 1,000 residents in 2015-16, thus an increase of 80% in Housing and 400% on campus.
- In October, Housing Sustainability students organized the first Fall Sustainability Fair with the goal of sharing sustainability education with Housing residents and the greater UCI community. Over 22 campus and community partners participated. The fair was a great success, drawing in over 200 fair patrons to Middle Earth. Over 86% of exit survey respondents said they learned a “moderate” amount or “a lot” about sustainability. And 83% noted that the content was applicable and accessible to their lives.
- Student Housing engaged in several sustainability initiatives throughout the year. Several units implemented projects at the community level. Some of the highlights include:
• Increased buy-in and engagement with the Resident Housing Association (RHA) students and including event greening in their priorities
• Middle Earth increased their diversion rate 9% points and showcased great staff and student staff engagement.
• Palo Verde launched food waste composting with a welcome reception from residents
• HAS offices took on the challenge of adding a compost bin to their break room and reducing single use items at meetings and parties. HAS composted an average of 15 pounds of food waste each week, equating to 780lbs = 0.39 ton of food waste per year = 0.34 Metric tons per year of avoided CO2E emissions. This was equivalent of 815 passenger miles or 9 trees grown for 10 years.
• In 2016-17, we placed 7 permanent Goodwill donation bins in communities with more on order.
• Most communities have transitioned to compostable, disposable serveware and are promote BYO fork, plate, cup with incentives.
  • In response to the extreme drought conditions in California, the Department of Student Housing allocated $300,000 in one-time funding for an initiative to provide the most immediate decrease in water consumption for landscaping. The project was completed in June 2016. See information in ANNUAL GOALS, Section D. Increase Efficiency of Irrigation Systems. This included completion of the following:
    • Computerized central controls
    • Weather station to inform automatic controls
    • Field audit of irrigation systems, equipment and microclimates
    • GPS mapping of data collected in field audits

SAFETY & DISASTER PREPAREDNESS

• DOC Activation Table Top Drill (October 2016) – This scenario presented an asymmetrical challenge to Housing leaders, and required them to evaluate when an issue goes from an acute incident that can be handled while maintaining normal operations to a systemic challenge that requires the Housing DOC to be activated and service levels to adjust. Not all emergencies or disruptions to Housing will be on the scale of a catastrophic earthquake or act of mass violence; this exercise was designed to help department decision makers sort through the “shades of gray” and debate the merits of utilizing the DOC response structure versus normal operations when addressing an ongoing and escalating issue.
• New Hire Disaster Response Training (November 2016) – A total of 25 full time Housing staff that had been hired since the deployment of the new community disaster response plans was developed were trained in Housing’s disaster response model. The training included an introduction of the Incident Command System, the role of the Housing Department Operation Center, individual community command posts and how it all fits into the campus response model and Emergency Operations Center.
• Student staff completed several disaster preparation drills, including the Campus Village Earthquake Response Drill, in which Resident advisors in Campus Village simulated a response to a major earthquake occurring along the Newport Inglewood fault line after normal business hours. Due to significant damage in the greater Irvine area, RA’s would be on their own without significant help from full time staff or emergency first responders for an extended period of time. Arroyo Vista student staff completed an Earthquake Response Table Top Exercise, in
which they discussed and reviewed their plans for responding to an earthquake emergency, similar to the Campus Village exercise.

HOUSING UNITS

- **Arroyo Vista**
  - Increased collaboration with UCI Counseling Center - the Arroyo Vista Residence Life Team in partnership with UCI’s Counseling Center provided each AV Resident with a unique online service where residents could complete a brief, anonymous and confidential online Stress and Depression Questionnaire. The questionnaire urged students to take advantage of this safe and easy way to find out if stress, anxiety or depression may be affecting them. The goal for sending out the survey was to enhance student wellness by helping students identify and do something about stress, anxiety, depression and other problems that can interfere with academic, social and personal functioning.
  - Completed FERPA and Customer Service Training for professional staff, which included communication skills, confrontation skills, phone etiquette, and a course to refresh the staff on the parameters of FERPA.
  - 2016-2017 saw an increase in the involvement of House Sponsors for the Arroyo Vista Academic Theme Houses. Attendance at programs increased and the willingness of the sponsors to plan, collaborate, participate in, and market programs in the Theme Houses increased considerably.

- **Campus Village**
  - In July, August and early September, Campus Village hosted the LA Rams Training Camp. The collaboration involved multiple campus partners, including Conference Services, Parking, and Athletics. After developing a budget for hosting the Rams, the team facilitated apartment set up with new furniture, cleaning schedules, and the apartment turn over process at the end of the training camp, all while providing high level customer service to the team.
  - Instituted a Wellness Series, which included 5 cooking classes, mindfulness workshops with the Counseling Center, weekly yoga and workout classes, self-defense, and therapy dogs. Developed a 1.3 unit class during winter quarter in partnership with the Center for Student Wellness and Health Promotion that focuses on the eight dimensions of wellness. Campus Village Residence Life has worked with the Student Health and Wellness Promotions Office for the Winter Wellness Class and is now planning a Living Learning Community in Campus Village for Fall 2017.
  - Enhanced many areas of the community through facilities maintenance projects, including storage facility inventory and clean up, lighting and sound system upgrades in community communal spaces, the addition of a conference room for student staff, and water heater replacements throughout the community.

- **Mesa Court**
  - Successfully opened the Mesa Court Towers for Fall move-in 2016. Over 900 residents checked in over the three day move-in weekend and residents immediately fell in love with the new facility. The Anteatery, the new dining commons, saw heavy traffic as it opened its doors to the new students on campus. Countless hours were spent preparing the building, addressing maintenance/facilities issues, and training the staff in order to open as smoothly as possible.
The Residence Life Team utilized an online system, called AcuityScheduling, to manage the interview scheduling process for over 160 MC RA candidates. The student-friendly system allowed candidates to schedule their own interview times, to reschedule, and to cancel appointments all online. The system increased professional staff workflow through its ability to sync with Outlook 360, to track and update changes immediately, and its ability to host multiple, interconnected calendars to accommodate special interview processes for themed communities.

We hosted the Lauds and Laurels dinner for over 500 University guests. This is the annual campus alumni fundraiser dinner and the Chancellor and former Chancellor were in attendance. Mesa Court staff facilitated the setup and teardown of the The Anteatery space and provided excellent customer service to the Alumni Center and its guests at the event.

- **Middle Earth**
  - Developed, organized and successfully deployed a Middle Earth Staff Engagement Survey to begin the process of fostering an engaged staff in the community. Based on the Towers-Watson Model of Engagement, the survey was deployed in September of 2016 to establish a baseline response and again in July 2017 to assess success of engagement focused programming throughout the year. Most areas measured saw considerable improvement over the course of the year.
  - Focus on increasing sustainability efforts led to an increase in waste diversion from landfills by 10%. The staff also increased access to recycling and composting through the installation of multiple bins throughout the community.
  - Middle Earth is proud and excited about the continuation of our Middle Earth safety campaign (it began in the Fall of 2015 and is in its second year). It is a time for the entire team to be together, learn about safety, share safety experiences, share safety concerns, experience the Operations leaders as educators and presenters, ask questions and gain information to make good safety decisions in the future. Middle Earth is promoting safety, wellness, learning, development, inclusion and engagement to our valued and respected team members.

- **Palo Verde**
  - Launched a very successful composting initiative in the community. Compost bins for individual apartments were purchased by the PV Resident Council and distributed at various programs throughout the year, which included education on composting for the residents and increased awareness of large composting bins throughout the community.
  - In order to foster an environment of health and wellness for staff, PV hosted a staff resource fair. Every single employee was able to spend 15 minutes in one on one time with someone from Human Resources, the Ombuds Office, and Dr. Shekarbi. Allowing staff the time to learn about and engage with these resources will help facilitate healthy behaviors into the future.
  - Completed several renovations in the community to support our residents with ability issues. Two apartments units were converted in order to foster comfortable living environments for a couple of our residents and an ADA ramp was installed at the Anteater Express bus stop.
• **Verano Place**
  o Staff demonstrated flexibility, resourcefulness and initiative by taking on additional responsibilities to ensure critical functions and projects were sustained during multiple staff absences and turnover. Through it all, staff worked together, stayed positive, and kept the best interest of clients in mind.
  o Revamped the fledgling Verano Community Garden into a resource-rich, robust garden. Worked with Central Grounds crew to refurbish garden plots, remove weeds, repair holes, and replace plot dividers. Divided a few plots into smaller plots for residents who wanted to try gardening on a smaller scale. As a part of the revamp, redesigned the role of the garden council into a sustainable position. Streamlined roles and duties for members, restructured role of liaison, and added new blog to communicate with membership. The final existing piece to finish is garden finances and billing.
  o Worked with Systems Development team to expand the functionality of one-click email offer within GFHARMS so that it could be used for lease renewal and extensions for the Graduate Guarantee Program. This resulted in dramatically reducing the administrative time need to send renewal offers, increasing efficiency, decreasing errors, and allowing the team to be able to get extensions entered into ARMs 4-6 weeks earlier than in previous years. As a result of extensions being entered, offers were then able to go out on these spaces far in advance of the typical timeline in years past.

**XIII. 2017-18 GOALS**

**STUDENT HOUSING STRATEGIC PLAN**

• Work on Strategic Initiatives will continue. Work teams will meet monthly (or as needed) to track implementation and prepare for next steps.

• Initiative team leads will provide quarterly updates on work being done. Updates will be shared with department staff and Student Affairs.

• A Staff Engagement initiative team will lead department staff through a series of activities designed to strengthen engagement. These activities will be part of the departmental goal of Building Community.

**FACILITIES**

• Pending Regents approval, advance campus aspirations for growth through the development and approval of documents required to expand Middle Earth Housing, with anticipated opening in fall 2019.

• Build resilient communities with landscape environments that can thrive in the natural climate of the Irvine area. Create pleasant surroundings that are resistant to disease and pests without reliance on artificial water, fertilizer and herbicide treatments. Use plant material that are appealing in their natural state, requiring little labor or fuel to maintain.

• Streamline the process and reduce costs of tree maintenance services with a single, strategically-sourced vendor. Utilize technology to support tree risk assessment, scheduling and communication.

• Build resilient communities that are able to efficiently assign keys and nimbly manage access to sustain security. Deploy department-wide retrofit of standard card key access systems in existing buildings.

**PARTNERSHIPS**
• In collaboration with colleagues, develop requirements that support the integration of the Housing OSCAR system with the campus’ transition to Banner.

**PROFESSIONAL DEVELOPMENT & STAFF TRAINING**

• Continue implementation of the new Housing Strategic Plan and foster an environment focused on the annual departmental goal of “Building Community” through community development programming, recognition of accomplishments, and increasing staff engagement across all housing units.

**RESIDENT RELATIONS & CUSTOMER SERVICE**

• Enhance communication on Student Housing for Spanish-speaking families of current and prospective students in alignment with UCI’s status as a “Hispanic-serving Institution,” e.g., provide translation of video content
• Enhance online resources to replace in-person tours during non-peak months (to make up for the loss of our housing tour room)
• Incorporate case management position into graduate and family housing to address increases in resident relations activity

**FINANCIAL**

• Develop flexible long-range financial models that reinforce housing’s stewardship of resources initiative, addressing operational needs, capital project plans, and external obligations.
• Create annual budget guidelines and lead the departmental annual budget development process, including establishing long-range and short-term rate caps as well as net revenue targets for each housing unit to assist directors and managers in developing their unit’s annual budgets.

**XIV. AWARDS**

None

**XV. STUDENT LEARNING OUTCOMES**

**2016-17 Updates:**

**ADMINISTRATIVE SERVICES**

**Student Transitions Collaborative Assessment**

**DIVERSITY & GLOBAL CONSCIOUSNESS**

Students participating in Thrive@UCI transition course will directly identify self and intercultural relations biases from narratives and will self-report improvements in college efficacy and mindfulness skills. Part of Transitions Collaborative Assessment.

**Measured By:** direct assessment-portfolio/writing sample/journal/other products (WITH RUBRIC), survey or questionnaire (pre- and post-)

**Results:** Pending

**Use:** Reporting results
**ARROYO VISTA**

**Resident Assistant Training**

**DIVERSITY & GLOBAL CONSCIOUSNESS**

RAs will be able to apply intercultural strategies during role plays to be responsive to residents' questions or concerns about antiblackness and biases; strategies practiced will emphasize self-examining own assumptions and reducing the use of trigger words to enhance communications, as well as approaches to affirm and counsel diverse others about.

**Measured By:** direct assessment (no rubric)

**Results:** Pending

**Use:** Reporting results

**CAMPUS VILLAGE**

**Student Transitions Collaborative Assessment**

**DIVERSITY & GLOBAL CONSCIOUSNESS**

Students participating in Thrive@UCI transition course will directly identify self and intercultural relations biases from narratives and will self-report improvements in college efficacy and mindfulness skills. Co-teaching w/Kim Burdett and part of Transitions Collaborative Assessment.

**Measured By:** direct assessment-portfolio/writing sample/journal/other products (WITH RUBRIC), survey or questionnaire (pre- and post-)

**Results:** Pending

**Use:** Reporting results

**MIDDLE EARTH**

**Pre/Post-Test Using the Adult Hope Scale and the College Self-Efficacy Survey**

**LEADERSHIP DEVELOPMENT**

Students will show gains on both inventories from the pre-test to the post-test.

**Measured By:** Pre and post surveys

**Results:** Hope scale: pre-test 48.33. Post-test 48.91, College Self-Efficacy: pre-test 94.91. Post test 94.14

**Use:** Reporting results

**Time Management Lesson in University Studies Class**

**PERSONAL RESPONSIBILITY**

Students will demonstrate time management strategies by prioritizing and planning important and urgent actions. Assessed from aloud dialogue and peer/share evaluation.

**Measured By:** direct assessment (no rubric)

**Results:** Pending

**Use:** Reporting results
**MESA COURT**

**UC ME Wellness Forum**

Undergraduate participants will be able to identify sources of wellness and plans to achieve wellness in first-year campus experiences through personal reflections and peer dialogues.

**Measured By:** interviews-groups/focus groups

**Results:** Twenty-seven participants shared narratives and dialogued about wellness experiences on campus, identifying themes related to student uses of multiple campus resources (e.g., Campus Recreation, Cross-Cultural Center events, etc.) to support wellness and increasingly complex ways of defining as they moved from high school experiences to college experiences (e.g., moving from equating wellness with only daily emotions to considering multiple areas of physical health, social health, etc.).

**Use:** reporting results

**Student Transitions Collaborative Assessment**

Students participating in Thrive@UCI transition course will directly identify self and intercultural relations biases from narratives and will self-report improvements in college efficacy and mindfulness skills. Co-teaching with Angela Simmons and part of Transitions Collaborative Assessment.

**Measured By:** direct assessment-portfolio/writing sample/journal/other products (with rubric), survey or questionnaire (pre- and post-)

**Results:** Pending

**Use:** Reporting results

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**2017-18:**

**ADMINISTRATIVE SERVICES**

**Spanish informational videos**

HAS will create Spanish translation of selected informational videos for better outreach to non-English speaking parents of prospective freshman and transfer students.

**Measured By:** Archival (document reviews)

**Results:** To be reported Summer 2018

**Use:** Reporting results

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**MIDDLE EARTH**
Winter Academic Outreach

**PERSONAL RESPONSIBILITY**

Students earning below a 2.0 for fall quarter will be invited to come into the Middle Earth Housing Office to meet with professional staff to review campus resources, communications with academic departments and develop action plans to have a different (improved) academic outcome for winter quarter than they did for fall.

**Measured By:** Direct assessment: product or observation without rubric; checklist  
**Results:** To be reported Summer 2018  
**Use:** Reporting results

MESA COURT

**Sustainability Theme Hall: Ciudad**

**CIVIC & COMMUNITY ENGAGEMENT**

Residents participating in the sustainability Theme Hall in Mesa Court will increase their knowledge of sustainability and be able to implement 1 new sustainable habit. Sustainability Initiative will be assessed through pre & post surveying, journal submissions, and a final capstone project.

**Measured By:** Direct assessment (product and observation) with rubrics and product/observation without rubric; case study  
**Results:** To be reported Summer 2018  
**Use:** Refining program; providing student feedback; reporting results

**Wellness Initiative**

**PERSONAL RESPONSIBILITY**

Residents participating in quarterly wellness programs in Mesa Court will increase knowledge of wellness and able to implement knowledge to build healthy habits, engage in self-care, and build resiliency. The Wellness Initiative will be assessed through community-wide surveying and program evaluations.

**Measured By:** Direct assessment (product or observation) without rubric; post surveys  
**Results:** To be reported Summer 2018  
**Use:** Providing student feedback; reporting results

**Academic Support and Outreach Initiative**

**LEADERSHIP DEVELOPMENT**

Winter quarter, Mesa Court will implement an Academic Support and Outreach Initiative aimed to intervene and support students who received a 2.0 or below GPA. Residents who participate in this Academic Support and Outreach Initiative will gain resources, services and support to achieve academic success. MC will assess this program by comparing GPA from fall quarter and
winter quarter to assess grade increases and to conduct evaluations to capture student testimonies.

**Measured By:** Direct assessment (product or observation) without rubric; post surveys; focus group or other group interviews

**Results:** To be reported Summer 2018

**Use:** Refining program; providing student feedback; reporting results

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**ARROYO VISTA**

**Arroyo Vista and LARC**

In an effort to support Arroyo Vista residents on increasing their personal responsibility (as it pertains to their academic success), the Arroyo Vista Residence Life team will work collaboratively with UCI’s Learning and Academic Resource Center on increasing AV Resident use of LARC's tutorial sessions. Through e-mail quarterly updates on tutoring courses offered, hosting a minimum of two LARC tutorial courses in the Arroyo Vista Community Center, and through the utilization of designated programmatic funds (to assist in covering the minimal cost associated with signing up for tutoring help), AV Residents will increase their awareness of LARC resources and thus increase resident's utilization of tutorial courses by a minimum of 5% by the end of the 2017-18 academic year.

**Measured By:** Track percentage of LARC tutorials taken

**Results:** To be reported Summer 2018

**Use:** Reporting results