

1. Please provide a one-page executive summary of your questionnaire responses. This summary should include, in brief terms; your unit's mission, how you accomplish your unit student fee allocation in terms of benefits for students.

The main mission of the University Bands, Cheer and Cougar Dolls is to provide UH students with the opportunity to participate in instrumental and spirit groups that represent the University of Houston with the highest degree of quality. The University Band program consists of the following student ensembles and groups: "Spirit of Houston" Cougar Marching Band, Wind Ensemble, Symphonic Winds, Symphonic Band, University Band, Cougar Brass, Cougar Dolls, Cougar Color Guard, Cougar Percussion: Cougar Spirit Groups, Cheerleaders and Cheer Team, Mascots and Cougar Keepers.

The University of Houston "Spirit of Houston" Cougar Marching Band, Cheer, and Dance is the ultimate example of students from varied backgrounds and majors coming together for the common goal of excellence and promotion of the university. This group instills a focus of commitment to the university that does not exist in any other group on our college campus.

Currently, the University of Houston Band, Cheer, and Dance Program is a top funding priority of the University of Houston, College of Liberal Arts and Social Sciences and the Moores School of Music. We are currently working every angle to generate more financial assistance for the University of Houston student that is a member of the band or cheer and dance teams. We are also aiming to increase the operating budget that would fund travel, instrument repair, music arrangements, marching drill, uniforms, recordings, summer camps and other band-related expenses. In addition to the above, we have a need for rehearsal rental space and for assistance with coaches' salaries. Both require an increase in our operational spending.

From 2011-2012 to the current year, the marching band (winds, percussion, guard) has increased its membership by 23% to 287 members. We simply do not have enough matching, large instruments that are in playable condition for all of our students. This, in combination with typical wear of instruments, has quickened our expected timeline for instrument replacement. For this season, we replaced or added 6 baritones and 6 mellophones at a total cost of almost \$20,000. We estimate that a three-year allotment of \$50,000/year would help us provide our students with matching instruments that will last into the foreseeable future.

The Spirit of Houston is unique in that the cheer and Cougar Doll dance teams are included under the umbrella of the University Bands. While it is important that these groups work together to complete their mission, the cheer and dance programs have never received additional funding from any of the band program's sources. Athletics does not provide any assistance, nor does any academic department. Although it has been difficult, our budget has thus far been sufficient to provide the necessities to field cheer and dance teams. However, the university's move to the Big East has created great need for these groups to be equipped at a level consistent with the top cheer and dance programs. This requires the establishment of a spirit coordinator, better salaries for coaches and trainers, and funding for uniform updates. This year we were forced to purchase new uniforms without a planned budget line as a result of the athletic logo change. With the increased exposure in a larger conference, our spirit programs will need the resources to compete and to provide a positive experience for the students and those they

represent. We feel that a one-time allotment of \$50,000 will help us meet the needs of nationally competitive cheer and dance teams.

The university's move to the Big East will also result in increased travel costs for the Spirit of Houston. As our teams continue to rise in national prominence, it is important that members of our spirit groups travel to select away football games and conference basketball tournaments to support the school and its fans. Only two of the expected eleven other football schools are in drivable distance. In 2013, Big East Basketball Tournaments will be held in New York City (Mens's) and Hartford, CT (Women's). Basketball trips are not as expensive, but a typical trip to support a football game, even with only 80 band, cheer, and dance members, can cost \$80,000 - \$100,000.

More pressing than the costs of traveling to select away games will be the travel to Reliant Stadium for the 2013 football season. Logistical and legal needs mandate us to travel by bus to the stadium for each game. Each home game will cost the band department between \$7,000-\$10,000 more than if we had the games on campus. This could add as much as \$80,000 to our expenditures next year.

We often work with our donors to provide assistance for these trips, but we feel that a one-time allotment of \$50,000 will allow us to provide transportation for our students to support our teams in Reliant Stadium next year, as well as select trips to support our fans and alumni across the country.

2. Provide an organization of your units. Large units may need to have an overview chart and then more specific charts for each program. Where you have multiple staff in the same position (e.g. counselor, custodian, etc.), not this on your chart. Student employees should be cited on the chart and identified as students.

University of Houston Band Department
Organizational Chart

Dean, College of Liberal Arts and Social Sciences

Dr. John Roberts

Director of Band/Cheer/Dance

David Bertman

Associate Director of Band/Cheer/Dance

Dr. Troy Bennefield

Associate Director Visiting Clinical Professor

Marion West

Instrumental Music Education/University Bands

Consultant

John Benzer

Program Coordinator

Carol Risinger

Instructional Team:

Eddie Green

Director Emeritus

Joe Dixon

Consultant

Shawn Perry

Spirit Coach

Khristal Harbert

Dance Coach

Amanda Carlos

Dance Coach

Scott Aldridge

Percussion

Jamie Kohler

Percussion

Cristina Mendoza

DMA Grad Student

Michael Staub

DMA Grad Student

Joe Eck

MM Grad Student

Curtis Amrein

MM Grad Student

Ryan Mohny

MM Grad Student

RJ Cappa

MM Grad Student

Lauren Moore

Office Assistant I

Rhonda Pitts

Alumni Volunteer

3. List the objectives that you provided with your 2011-2012 SFAC request. Please comment on your success in achieving these objectives. If an objective changed during the year, please note this and explain. Also, list any new objectives, the rationale for the addition, and comment on your success in achieving the objectives.

Our 2011-2012 SFAC priority, in addition to continuing the baseline funding, was a one-time allotment of \$135,000 for new uniforms. SFAC was very generous in allocating these funds. Uniforms were purchased (through the bidding process) and students now have modern, clean, comfortable uniforms that have been widely lauded by alumni, students, and school officials.

In 2010-2011, our main objective was to increase and maintain the membership of the "Spirit of Houston" Cougar Marching Band, raise the level of band (financial assistance) support, and increase the operational budget. We continue to show success in our growth. As a result, however, our operational and band grant accounts are at sever shortages.

Total 2012-2013 "Spirit of Houston" Cougar Marching Band Membership

Each number represents the membership for each instrument group:

Flutes	28	Euphonium	13
Clarinet	40	Tuba	22
Alto Saxophone	32	Percussion	28
Trumpet	51	Cougar Dolls	24
Horn	25	Drum Major	4
Trombone	23	Twirler	4
Color Guard	16	Cheerleaders	41

Total 352

4. Please discuss the mean that you are utilizing to evaluate both your success in achieving the aforementioned objectives and their importance as compared to other objectives that you might pursue. Where data exist, discuss the number of persons served by each of your programs and the satisfaction level of those served. Please provide the method for collection of this data.

In the past ten years, the University Band/Cheer/Dance area has seen tremendous growth. We have implemented many new ways to recruit and maintain the membership of the marching band and the entire band program. We are working with the admissions office and honors college to increase the opportunity for enrolling the students that were members of bands in high school. The exponential growth of our program indicates that a tremendous need for spirit and tradition is a priority of the university community and its alumni.

We are in a perpetual state of evaluation as we continue to experiment with new and refreshed ideas. The desire for this university to have a marching band that is a true reflection of the pride in the University of Houston is evident by the recent support given by the administration, faculty and students. We have received numerous letters, e-mails and words of praise. The current members are supportive by their actions and continued commitment towards excellence. The cooperation from the students and the faculty are our best indicators of the success of the energy surrounding the band program.

Even though marching season officially ends in December in conjunction with the end of football season, the "Spirit of Houston" Cougar Marching Band participates in events such as: Houston Rodeo Parade, Houston Martin Luther King Jr. Day Parade, Battle of Flowers Parade in San Antonio, as well as numerous University of Houston special events, athletic events and special occasions here on campus and throughout the community. In addition, the Cougar Brass supports the endeavors of the University of Houston basketball teams and other spring sports. It is evident from the breadth of the band's participation that the "Spirit of Houston" is a vital resource to the university community. For the band to increase in stature, students and substance, it is critical that funding be given to support the program.

A snapshot picture is provided below for the "Spirit of Houston" Cougar Marching Band, the University Wind Ensemble, Symphonic Winds, Symphonic Band, University Band, Cougar Brass, Cougar Dancers (Cougar Dolls), Cougar Color Guard, Cougar Percussion, and Cougar Cheer Teams:

"Spirit of Houston" Cougar Marching Band	290
Cougar Brass	50
Wind Ensemble I	55
Symphonic Winds	61
Symphonic Band	72
University Band	39
Cougar Dolls	24
Cougar Color Guard	16
Cougar Percussion	30
Cougar Cheer Teams	41
Total	662 total students in activities

5. Please discuss any budget changes from your last (FY2011) SFAC request, their impact on your programs, and your reason for implementing them. SFAC recognizes that some programs were impacted by additional expenses after the conclusion of the budget cycle, and that some programs may be ahead of or behind their self-generated income projections.

Since our last request, SFAC increased our base budget by \$40,000. This was in line with the one time allotment given over the past 5 years and we are extremely grateful for the increase. We are currently working every angle to create funding to cover the cost for this fiscal year. We appreciate the continual support of SFAC.

Additionally, SFAC provided the funding necessary to purchase badly needed new uniforms for the band. That \$135,000 one-time allocation was carried forward into the current fiscal year, when final payment was made.

In addition, if your unit concluded FY2012 with a Ledger 3 Fund Equity balance, please describe the conditions which caused the fund balance.

There was a fund balance of \$136,719.80 carried forward from FY12. The bulk of the money was the \$135,000 generously donated by SFAC for the purchase of new band uniforms. Due to the timing of the manufacturing and shipping of the uniforms, the final payments were not made until this current fiscal year, though the order of the uniforms took place in FY12.

Therefore, it should be considered that University Bands entered the fiscal year with unspent funds of \$1,719.80, which was primarily due to over-reallocation of TA salaries to prevent a negative balance in the cost-center.

6. Please list your 2012-2013 objectives in priority order. Larger units may wish to group your response by subprogram. Under each objective, state the specific programs, activities and/or services that you plan to implement to meet your objectives.

General Operation

It is crucial that our operational budget meet the needs of the students and the program. Below are the major items used in the general operating budget. Because of the time commitment from the students, the band must assist them with meals during many events. We also have many outreach campaigns that are a part of the general operating expenses. In addition to this, we have coaches' salaries and rental facilities.

Band Grants (financial assistance program)

Recruitment and maintaining the membership of the band program in the primary objective. We are securing funding in all ways possible.

Instrumental Purchase (General Operations)

The University of Houston instrument inventory is in need of a complete overhaul. We have worked with several instrument companies on a purchase program.

Travel (General Operations)

The band must travel more for state, national and international exposure we are working with travel agents and the university to begin a cost effective approach.

Music arrangements, compositions, marching drill (General Operations)

The University of Houston Band should have all customized music and drill. This would allow for greater creativity and also develop an exclusive trademark of style and sound. We are currently using several arrangers and drill writers.

Recording (General Operations)

The University of Houston Band should have the resources to make high quality recordings, not only for U of H fans, but also to initiate a standard of excellence in all areas of band sound. We are working to create a scheduled recording session.

Summer Camps (General Operations)

The band department should host camps for high school and middle school students. This would be a direct connection to future students. We are currently planning an invitational high school band camp in June and a middle school band camp in July.

Uniforms (One time ask every 5-7 years) – we are overwhelmingly thankful for your assistance in 2011-2012

7. What are the other possible sources of funding available to your unit and what efforts are being made to access them (e.g. grant, donations, etc.)?

The \$100,000 Project for Band Grant Assistance and Operations. The Drum Major Scholarship fund is under way. This will be a named endowed scholarship.

Two endowment campaigns have begun in the names of Dr. William Moffit and Mr. Eddie Green.

We are working closely with the University of Houston Alumni Organization to enhance our opportunity to raise the needed funding for a progressive band program.

We are working with the Cougar Marching Band Alumni to bring the University of Houston Band Program back to its glory years.

We have submitted a request to the SFAC committee for assistance in the budget area of operations and financial assistance. We feel the best way for the student service fees to be used would be direct student benefit in the band program.

There is a strong and enthusiastic commitment to raise money for our students here at the University of Houston. All areas are under constant re-evaluation. We are always trying to create new avenues for possible giving in both the private sector and here on campus.

8. Please describe any overlap between your unit and any other unit(s) providing services to students and the rationale for the overlap.

The funding for the marching band is a unique area. There are several aspects that create crossover. First and foremost the band functions on two different levels. It is an extracurricular activity comprised for university needs and athletic events. It also is a large ensemble provided for instruction to the music education major. Both areas are equal in importance.