

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 U of H 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, 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 consistently work to generate more financial assistance for the University of Houston student who is a member of the Band, Cheer and Dance. 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 assistance with coaches' salaries. Both require an increase in our operational spending.

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 (Interim)

Marc Martin

Associate Director Visiting Clinical Professor

Marion West

Instrumental Music Education/University Bands

Consultant

John Benzer

Professor of Percussion/Marching Percussion

Blake Wilkins

Department Business Administrator

Elizabeth Shepard

Program Coordinator

Carol Risinger

Instructional Team:

Eddie Green

Director Emeritus

Joe Dixon

Consultant

Shawn Perry

Spirit Coach

Jasmine Arnold

Spirit Coach

Khristal Harbert

Dance Coach

Amanda Carlos

Dance Coach

Jamey Kollar

Percussion

Eddie Solomon

Percussion

Joseph Cataneo

Color Guard

Cristina Mendoza

DMA Grad Student

Michael Staub

DMA Grad Student

Joe Eck

MM Grad Student

Curtis Amrein

MM Grad Student

Justin Langhan

MM Grad Student

Lauren Moore

Office Assistant

Rhonda Pitts

Alumni Volunteer

3. List the objectives that you provided with your 2012-2013 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.

The "Spirit of Houston" and the University Bands, engages our student body in many ways. First and foremost, we recruit the best and most talented musicians from all over the country. The incoming Freshman Class of 2013 has a cumulative grade point exceeding a 3.2, an SAT score average above 1100, (without the writing portion) and the average of the "Spirit of Houston" GPA is comparable to The Honors College. The students in all our programs represent over 50 different majors from across campus and we also connect with our system schools; in particular UH-Downtown, as some students will participate in the Band, Cheer, or Dance.

We collaborate with nearly every college on campus in recruiting by providing *all* students, regardless of major, with the opportunity to continue their passion for music performance. When you look at the entire "Spirit of Houston" and University Bands, you see a miniature University of Houston: with all the richness and diversity UH presents, the "Spirit of Houston" remains a visible symbol. Our Cheer and Dance teams further the efforts of our vision by attending many events not related to athletics and have become another excellent source of community outreach.

In 2012-2013, 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 severe shortages.

We were successful in maintaining the membership levels. Additionally, we found enough funds to give an extra \$51,649.00 in band grants-in-aid to deserving students. Successful fund raising campaigns resulted in a short-term increase in operating budget. However, to continue the success of this year, additional funding will be required going forward.

4. Please discuss the means 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.

For the past fourteen years, the University Band/Cheer/Dance area has seen tremendous growth. We are in a perpetual state of evaluation as we continue to experiment with new and refreshed ideas for advancing the Spirit of Houston. We have implemented many ways to recruit and maintain the membership of the marching band and other spirit areas. We are working with the Admissions Office and The Honors College to increase the opportunity for enrollment of students that were members of bands in high school.

Creating a marching band that is a true reflection of the pride in the University of Houston has become a priority for the university community and our alumni. The growth of support for the program indicates there remains a tremendous desire for spirit and tradition in the University, and 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 of this initiative by their actions and continued commitment towards excellence. The cooperation from the students and the faculty are our best indicators 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	60
University Band	39
Cougar Dolls	24
Cougar Color Guard	16
Cougar Percussion	30
Twirlers	4
<u>Cougar Cheer Teams</u>	<u>60</u>
Total	689 total students in activities

5. Please discuss any budget changes from your last (FY2013) 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 gave us a one-time allotment of \$25,000. This assisted in providing travel last year for both marching and concert bands, as well as helped with the purchase of several new marching instruments.

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's sources. Neither the Athletics Department, nor any academic department, provide any base-funded budgetary assistance. 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 American Athletic Conference has created great need for these groups to be equipped at a level consistent with the top cheer and dance programs in the nation. This requires better salaries for coaches and trainers, funding for uniform updates, and student support for many other items used by these teams. 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. A base augmentation of \$75,000 will help us meet the needs of a nationally competitive cheer and dance program.

The University's move to the AAC 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 group 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. 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 in travel expenses.

We often work with our donors for financial assistance specifically for these trips, but feel that a base augmentation of \$75,000 will allow us to provide transportation for our students to support our teams next year, as well to support our fans and alumni across the country.

6. Please list your 2014-2015 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.

Band Grants-In-Aid (financial assistance program)

Recruitment and maintaining the membership of the band program in the primary objective, and providing financial assistance to the members of the Spirit of Houston is vital to our recruiting and retention efforts, especially when one considers the time commitment that is required of our students, which may interfere with employment opportunities. We are securing funding in all ways possible, and continually seeking increases in donations and university-based funding to increase our awards to students.

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 to provide coaches' salaries and rental facilities.

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, but remain in need of significant repair or replacement of our inventory.

Travel (General Operations)

The band must travel more for state, national and international exposure, as well as to provide support for our teams, its fans and our alumni across the country.

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 (Community Outreach)

The band department hosts camps for high school and middle school students each summer. This is 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.)?

As a department based in the College of Liberal Arts and Social Sciences, and featuring an academic component for Music students majoring performance with wind ensemble instruments for Music Education students, we are fortunate to receive funding from CLASS and from the Provost's Office that is related to instruction and operation. Likewise, we have been lucky to have our space needs met by the Moores School of Music. With the move to our new facilities, we will necessarily incur additional expenses over what we currently have for facility needs. However, the bulk of our program is centered around the Spirit of Houston, and as such receives its primary funding from SFAC.

That said, we are constantly in communication with University and CLASS Advancement to obtain donor funding for both scholarship and operational expenses. Some specific endeavours for FY14 include:

- Project for Band Grant-in-Aid Assistance and Operations. A named endowed scholarship for Drum Majors is under way. Additionally, we are seeking an increase to our current base funding of band grants-in-aid and operational expenses from the Provost's Office.

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

- We have submitted a request to the SFAC committee for both a one-time allocation and a base augmentation (please see attached). We feel the best way for the student service fees to be used is the direct benefit of students 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, and we have worked to minimize our spending to create new opportunities for funding within our current budget. 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.

As mentioned previously, University Bands is unique in that we are a program that is both college-based and academic and extra-curricular or elective. 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 or performance major. Both areas are equal in importance.

However, no one is capable of providing the sense of tradition or spirit that is embodied by the Spirit of Houston. We remain one of the most visible symbols of Cougar pride, student involvement, diversity and success.