STUDENT FEES ADVISORY COMMITTEE (SFAC) FY2016 PROGRAM OUESTIONNAIRE

Submitted by:



The Department of Intercollegiate Athletics Mack B. Rhoades, IV – Vice President

INSTRUCTIONS:

Please respond to all questions. Restate the question before providing your response. An electronic copy of your responses in PDF format should be sent to: SFAC Chair, in care of the Dean of Students Office, at wmunson@uh.edu by 1:00 p.m., Wednesday, October 22, 2014. It should be noted that only electronic submissions will be considered. Only those requests submitted by 1:00 p.m., October 22, 2014 will be guaranteed full consideration.

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's mission, and a justification of your unit's student fee allocation in terms of benefits for students.

The University of Houston, Department of Intercollegiate Athletics would like to thank the Student Fee Advisory Committee (SFAC) for its continued support and generosity.

Mission Statement

The University of Houston, Department of Intercollegiate Athletics inspires excellence today while preparing leaders for life by fostering a culture, which challenges student-athletes to achieve their highest academic, athletic and personal aspirations.

Core Values

Excellence – Integrity – Inclusivity – Loyalty – Accountability – Sportsmanship

Our athletic, academic and community service achievements earned over the last year demonstrate we are taking ownership of our responsibility to provide value to the University. Athletically, we continue to show improvement on the field of play, and our progress is enabled by the increased focus of recruiting talented student-athletes who balance their athletic aspirations with character and academic prowess. We, again, achieved unprecedented "firsts" with our finest performances in a number of academic categories evincing our commitment to education beyond NCAA eligibility minimums. Our student-athletes also performed more community service hours to new and more diverse groups of recipients, inspiring our student-athletes to not only make an impact in the community but also to gain essential life skills which will enable success after the student-athlete chapter in their lives closes. These accolades validate our commitment to student-athletes in preparing them to be champions for life. Through student backing, we are empowered to pursue our mission and provide a return on investment to the University by promoting campus pride and increasing the institution's exposure.

American culture continues to evidence the popularity of college athletics and the impact it has on the application rates of incoming students. As we embark on our second year in the American Athletic Conference (The American), we are already experiencing the heightened exposure we are afforded with this elevated platform for media attention.

We continue to make progress on our Athletics facilities by completing construction on TDECU Stadium, graciously supported by the students. We also broke ground on our next project, the construction of the Basketball Development Facility, prioritized in sequence to allow for the enhancements of the arena. Coupled with our work to improve facilities as well as engaging new business opportunities, UH will benefit from this expanded focus, which increases our relevance in higher education.

Athletics is also an undeniable source of student pride and campus identity. We have seen that impacted in recent years, which demonstrates the tremendous potential for our institution. Achievement in Athletics brings the campus together and shows the capabilities of enhancing the student experience.

UH Athletics is requesting the full allocation of SFAC support to further our mission and increase institutional exposure.

2. Provide an organization chart of your unit. 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, advisor, etc.), note this on your chart. Student employees should be cited on the chart and identified as students.

Please See Attachment

3. List your unit's strategic initiatives and action steps identified for the 2013-2014 academic year and cite the specific Division of Student Affairs and Enrollment Services (DSAES) Strategic Initiatives and University of Houston Strategic Goals to which they relate. Please comment on your success in achieving these strategic initiatives/action steps. If a strategic initiative/action step changed during the year, please note this and explain. Also, list any new strategic initiatives/action steps, the rationale for the addition, and comment on your success in achieving these items.

UH Athletics Objectives for 2013-2014

Strategic goals fall into the framework of the Department's Operating Principles. All initiatives, programs and objectives support our commitment to advance and to epitomize these principles.

1. Cultivate the highest quality sports programs, facilities and resources to build and maintain winning traditions.

University of Houston Strategic Goal impacted:

- National Competitiveness
- Athletic Competitiveness
- National and Local Recognition
- Resource Competitiveness

Division of Student Affairs Strategic Initiatives impacted:

• Cultivate a collective identity that demonstrates a united vision.

Success in achieving Objective 1:

- A. Learfield Sports Directors' Cup
 - The Cougars collected 257 points from eight sports programs in the 2013-14 Learfield Sports Directors' Cup
 - This marked the Cougars' best national finish since 2000-01. Houston also finished third among all American Athletic Conference schools
 - Men's Golf led the way with 67.5 points after finishing 10th at the NCAA Championships
- B. All Sports
 - 157 Total Team Wins
 - 36 Individual NCAA Postseason Appearances
 - 17 American Athletic Conference Individual Championships
 - 10 Team NCAA Postseason Appearances
 - 10 All-Americans
 - 6 Spring Sport Programs Advanced to NCAA Postseason (every spring program fielding a complete team in 2013-14)
 - 2 American Athletic Conference Team Championships
- C. Football
 - BBVA Compass Bowl Participant
 - 2014 Bayou Bucket Winner vs. Rice
 - One All-American Punter Richie Leone
 - Quarterback John O'Korn was American Athletic Conference Rookie of the Year

- Kick Returner Demarcus Ayers was honored as American Athletic Conference Co-Special Teams Player of the Year
- Houston's defense led the nation with 43 forced turnovers and a +25 turnover margin

D. Volleyball

- Fifth in conference play, 18-15 overall record, 10-8 in league play
- Outside Hitters Kadi Kullerkann and Sarita Mikals earned All-American Athletic Conference Second-Team honors

E. Men's Track & Field

- 16 members of the Men's Outdoor Team competed at the NCAA West Preliminary Round with 10 advancing to the NCAA Championships
- LeShon Collins, Drevan Anderson-Ka'apa, Cameron Cornelius and the distance medley relay team of Trevor Walker, Dominique Charles, Mark Fernando and Brian Barraza won titles at the American Athletic Conference Indoor Championships
- Collins was named the American Indoor Championships Most Outstanding Performer, while Errol Nolan was recognized as the American Outdoor Championships Most Outstanding Performer
- Six All-Americans

F. Swimming & Diving

- NCAA Championships participant
- Taylor Olanski finished 14th on the platform at the NCAA championships. She earned the Cougars' first points at the nation's top collegiate event since 2011
- Natasha Burgess was named the American Athletic Conference Most Outstanding Diver at the League Championships
- Olympian and former NCAA National Champion Yulia Pakhalina was hired as the program's Assistant Coach for diving. She assumed interim duties mid-way through the 2013-14 season and was honored as the first American Athletic Conference Diving Coach of the Year

G. Baseball

- NCAA Baton Rouge Regional Champions
- American Tournament Champions
- No. 11 Final National Ranking
- NCAA Austin Super Regional Participant, first since 2003 and fourth Super Regional in school history
- Houston tied a school single-season record with 48 wins and captured titles at the American Athletic Conference Championship and Baton Rouge Regional
- Compiled a 25-8 record at Cougar Field, the most single-season wins in the facility's history

H. Men's Basketball

- The Cougars knocked off eventual National Champion UConn 75-71 on Dec. 31 inside Hofheinz Pavilion
- Houston posted three victories over Top 25 teams, the program's highest total in 30 years
- Houston Athletics welcomed Head Coach Kelvin Sampson on April 3 –
 Sampson holds 500 wins, 13 NCAA Tournament appearances, including the 2002 Final Four, and two National Coach of the Year awards

I. Women's Basketball

- In the Cougars' 31 games, 15 came against teams that qualified for NCAA postseason play
- In their first American Athletic Conference Tournament game, the Cougars rallied from a 9-point deficit to knock off No.7 seed Memphis in the Opening Round
- Ron Hughey became the seventh Women's Basketball head coach in school history with his hiring in late April – Hughey joined the Cougars after stints as an assistant coach at Florida State, Texas, Rutgers, UCF, South Carolina and South Carolina State

J. Tennis

- No. 38 Final National Ranking
- NCAA College Station Regional Participant, first since 1998 and third NCAA appearance in school history
- Houston posted a 21-6 overall record, 5 wins over ranked teams setting a school single-season record
- Houston rose as high as No. 21 in the national rankings for another school record
- Head Coach Patrick Sullivan was honored as the American Athletic Conference Coach of the Year in his second year with the program
- Despoina Vogasari was names the league's Freshman of the Year after compiling a 25-8 record. She joined teammates Elena Kordolami and Tina Rupert on the All-American Athletic Conference squad

K. Softball

- NCAA Waco Regional Participant, fourth consecutive postseason appearance
- Catcher Haley Outon and centerfielder Katie St. Pierre each were named to the NFCA All-Region Team
- Outon and twin sister Diedre were named to the inaugural All-American Athletic Conference First Team, while shortstop Selena Hernandez earned a place on the Second Team
- Haley Outon became the first Cougar to be named to the Capital One Academic All-America Team

L. Soccer

- Goalkeeper Cami Koski was honored as the American Athletic Conference Goalkeeper of the Year and was a First-Team selection
- Koski posted 8.18 saves per game, setting a Houston single-season record by nearly two saves

M. Men's Cross Country

- 11th place finish as NCAA South Central Regional participant
- Brian Barraza, Yonas Tesfai and Anthony Coleman each finished among the top-10 leaders at the inaugural American Athletic Conference Championships
- Barraza represented the U.S. National Team in the 5,000-meter run at the IAAF Junior World Championships

N. Men's Golf

- No. 9 Final National Ranking
- Ranked as high as No. 7 midway through the spring season
- Won four team championships and five individual titles in 2013-14
- Most team championships since 2005-06
- First NCAA Championship team appearance since 2001

- Finished 10th at 2014 NCAA Championships
- NCAA Eugene Regional participant
- Two All-Americans
- O. Women's Golf
 - First year of competition for Houston Women's Golf, the Cougars' 17th sports program
 - Raegan Bremer captured the first individual title in school history at the HBU Husky Invitational on March 31 at Riverbend Country Club while also becoming the first Cougar in school history to qualify for the U.S. Women's Amateur Championship
- P. Women's Cross Country
 - 16th place finish as NCAA South Central Regional participant
- Q. Women's Track & Field
 - NCAA Outdoor Championship participant
 - 15 members of the Outdoor Women's team competed at the NCAA West Preliminary Round

2. Provide a competition environment of high entertainment value for a loyal fan base with a commitment to sportsmanship and customer service.

University of Houston Strategic Goal impacted:

• National and Local Recognition

Division of Student Affairs Strategic Initiatives impacted:

• Actualize and leverage the fiscal, human, technological, and facility resources that enhance the student experience.

Success in achieving Objective 2:

University Exposure:

- 29 Men's Basketball games were nationally televised (ESPN, CBS and CBS College Sports) during the 2013-14 season, the most games aired since the 1983-84 season.
- 10 of the 13 scheduled Football games during the fall of 2013 were nationally televised on ESPN.

Customer Service/Entertainment Value:

- Completion of 40,000 seat state-of-the art stadium with 26 suites, 42 loge boxes and an approximately 12,000 square foot club area.
- TDECU Stadium contains over 5,000 student seats located in the lower bowl of the east end zone.
- An increased number of concession stands are located at TDECU Stadium with a variety of new food options.
- State-of-the-art HD video board located on the west end of TDECU Stadium.
- Strengthening partnership with UH Sports & Entertainment to help provide fans with an unmatched game-day experience.

3. Attract and develop student-athletes who exhibit the qualities of intellectual growth, accountability, maturity, independence and leadership with the goal of building champions for life.

University of Houston Strategic Goal impacted:

- Student Success
- National Competitiveness

Division of Student Affairs Strategic Initiatives impacted:

• Foster the creation of a global learning community that actualizes and embraces inclusion while preparing students to become active citizens.

Success in achieving Objective 3:

Houston Leadership Academy:

- One of only 16 programs in the country.
- The only program with full participation beginning in freshman year.
- Goal: To develop, challenge and support student-athletes and coaches in their continual quest to become world-class leaders in athletics, academics and life.
- Process: Equip participants at every level with the skill sets necessary to be confident, cooperative, critical decision makers and ethical contributors in a competitive and ever-changing world.
- 4. Enrich the opportunity to earn an undergraduate degree by offering each student-athlete a quality educational, social and athletic experience.

University of Houston Strategic Goal impacted:

- Student Success
- National Competitiveness

Division of Student Affairs Strategic Initiatives impacted:

• Foster the creation of a global learning community that actualizes and embraces inclusion while preparing students to become active citizens.

Success in achieving Objective 4:

Academics:

- In 2013-14, 75 Student-Athletes received their Bachelor's Degree
- Student-Athletes Fall 2013 GPA: 2.92; Highest Ever
- Student-Athletes Fall 2013 Cumulative GPA: 2.9; Highest Ever
- Student-Athletes Spring 2014 GPA: 2.82; Highest Spring GPA Ever
- Student-Athletes Spring 2014 Cumulative GPA: 2.88; Highest Spring Cumulative GPA Ever
- Eleven of Houston's 17 sport programs recorded a cumulative GPA of 3.02 or better in the Spring of 2014
- Men's Golf, Women's Golf, Football, Tennis and Women's Track and Field all posted their highest cumulative GPAs in the Spring of 2014
- Men's and Women's Golf recorded their highest spring semester GPAs ever
- Tennis led all 17 sport programs with a spring semester GPA of 3.40 and a cumulative GPA of 3.48

- Softball became the first program to receive a Team Excellence Award from the American Athletic Conference with the Cougars earning a 3.38 spring GPA to post the highest mark among other softball teams in the league
- Twenty-five percent of all student-athletes earned Dean's List honors in Fall 2013 making it the highest percentage ever
- All programs exceeded the minimum threshold for the first time since the inception of APR 930
- Men's Cross Country and Tennis were presented the NCAA Public Recognition Award which is presented to programs with Academic Progress Rate scores in the top 10 percent of their respective sports
- FTIC student-athletes entering in years 2009-12 project a rate average of 6 percent and higher (as compared to FGR from FTIC 2006-07 at 40 percent)

5. Ensure the department is in adherence with NCAA, Office of Civil Rights, Conference and University rules and regulations to operate with the highest degree of integrity.

University of Houston Strategic Goal impacted:

• Student Success

Division of Student Affairs Strategic Initiatives impacted:

 Develop a culture of innovation and accountability in the redesign of Division policies, processes and procedures.

Success in achieving Objective 5:

Gender Equity:

- Initiated internal Title IX Self-Study
- Completed official Title IX/Compliance Assessment (National Recognition)
- Addition of Women's Golf in 2013-14

NCAA Compliance Program:

- "JumpForward" Technology
- Head Coach Accountability: contract-trendsetting
- No Major Infractions

6. Exercise fiscal responsibility throughout the Department of Intercollegiate Athletics.

University of Houston Strategic Goal impacted:

• Resource Competitiveness

Division of Student Affairs Strategic Initiatives impacted:

- Develop a culture of innovation and accountability in the redesign of Division policies, processes and procedures.
- Create and engage in strategic partnerships.

Success in achieving Objective 6:

- Successful contract renegotiation with Nike for increase support of department.
- Partnership with third party to manage facilities, including the booking of outside events.

- Secured stadium naming rights providing a 10-year, \$15 million commitment through June 16, 2024.
- Strengthened partnership with IMG College.

7. Build and strengthen relationships throughout the University campus and the Houston community.

University of Houston Strategic Goal impacted:

• Community Advancement

Division of Student Affairs Strategic Initiatives impacted:

• Foster the creation of global learning community that actualizes and embraces inclusion while preparing students to become active citizens.

Success in achieving Objective 7:

Community Service:

- Houston student-athletes registered 600 team hours of community service.
- Houston student-athletes, coaches and staff worked with many organizations in the Houston area including:
 - o Texas Children's Hospital
 - o Generation One Academy
 - Nehemiah Center
 - o Center for Hearing and Speech
 - o YES Prep
 - Marathon Kids
 - Habitat for Humanity
 - o UH National Night Out
 - Star of Hope Mission
 - o Heroes' Day with Houston Fire Department
 - Special Olympics
 - o Reading with the Pros
 - o Ronald McDonald House
 - o Meals on Wheels

4. Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned strategic initiatives and/or action steps and their importance as compared to others that you might pursue. Where data exist, discuss the number of persons served by each of your programs and any assessment measures and/or learning outcomes used to evaluate program success. Please provide the method for collecting these data.

Evaluations are based on competitive benchmarking processes reviewing comparable peer institutions on the NCAA Division I Football Bowl Subdivision level. Specifically, the process focused on programs classified as non-BCS (Bowl Championship Series) programs with operating budgets in the \$20-\$50 million range. Financial data is sourced by the NCAA Dashboard Indicators for FY2013 data (most recent available) as well as the WIN AD program available through Winthrop Intelligence. Department benchmarking for services and support were obtained through institutional surveys gathered by the NCAA and/or conference affiliates.

Other evaluative information assessed is based on responses from alumni, fans, students, University administration, competitive records of teams and academic records of student-athletes. Data regarding the number of persons served is based on attendance figures, ticket office audits and business office accounting records.

Number of Students Served

- - *Student only benefit which allows the purchase of up-to four additional tickets with a valid student identification card per event at a reduced cost

5. Please discuss any budget or organizational changes experienced since your last (FY2015) SFAC request, their impact on your programs, and your reason for implementing them. SFAC recognizes that some programs did not receive the funds that they requested, 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. In addition, if your unit concluded FY2014 with a Fund 3 addition to Fund Equity, please describe the conditions which caused the addition.

Recent restructuring of the NCAA Governance Model has impacted our department's budget. As the Autonomous 5 Conferences (SEC, ACC, Big 12, Pac 10 and Big 10) steadily gain more decision-making power in regard to NCAA legislation, it is absolutely necessary we are able to match their legislative decisions. Our ability to adapt to the changing NCAA culture will set the tone for the quality of success at the University of Houston in the coming years, not only on the field of play but in classrooms, research laboratories and in the make-up of our student-body.

UH Athletics' membership in the American Athletic Conference saw increased growth of the University of Houston brand to a more recognizable national level. We continue our preparation for the evolving opportunities in conference alignment.

The completion of the 40,000-seat TDECU Stadium as well as securing one of the most lucrative naming rights agreements in college athletics places the University of Houston on track to compete at the highest level. The recent ground breaking on the Basketball Development Facility is an integral aspect of the plan to enhance our arena, which will allow our basketball teams to compete in an arena which matches their potential to regain national prominence. This growth in athletics at the University of Houston would not be possible without the resounding support of the UH students.

Facility improvements are essential to enhance our capacity for financial stability and athletic success. Fan experience as well as our ability to recruit top talent will only grow as our facility enhancements take place, in turn bringing more positive local and national attention to the University of Houston. As a department, we also have a priority to address our remaining facilities to ensure we have the opportunity to provide the same fan and student-athlete experience to all of our sport programs.

Athletics is working to strengthen our partnership with UH Sports & Entertainment, which work closely with the Department of Intercollegiate Athletics to enhance a revenue stream from the use of facilities through external sources. The basic premise is that Athletics facilities can be more profitable if other events are hosted in them when they are not in use. The benefits to the University are significant: Events will bring visitors to our campus offering them exposure to the University; the diverse programming will provide an enhanced collegiate experience for the students and Athletics realizes material gains in revenue generation.

The combination of the American Athletic Conference membership, our capital projects and our partnership with UH S&E epitomize the resurgence of Houston Athletics, and it makes for a seismic impact on our relevance in the American sports culture. This is a commitment to put the University of Houston on the nationally competitive level, where both our students and institution will benefit.

6. Please list your 2015-2016 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs Strategic Initiatives and University of Houston Strategic Goals to which they relate. Larger units may wish to group responses by subprogram. Under each strategic initiative, please state the specific action steps (programs, activities, services, policies/procedures, etc.) that you intend to implement to accomplish your stated initiative.

UH Athletics Objectives for 2015-2016

In understanding the expansiveness of our operation, all department goals fall into the framework of the department's Operating Principles. All strategic initiatives, programs and objectives support our predisposition to adhere to these principles.

1. Cultivate the highest quality sports programs, facilities and resources to build and maintain winning traditions.

University of Houston Strategic Goal related:

- National Competitiveness
- Athletic Competitiveness
- National and Local Recognition
- Resource Competitiveness

Division of Student Affairs Strategic Initiatives related:

- Cultivate a collective identity that demonstrates a united vision.
- 2. Provide a competition environment of high entertainment value for a loyal fan base with a commitment to sportsmanship and customer service.

University of Houston Strategic Goal related:

• National and Local Recognition

Division of Student Affairs Strategic Initiatives related:

- Actualize and leverage the fiscal, human, technological, and facility resources that enhance the student experience.
- 3. Attract and develop student-athletes who exhibit the qualities of intellectual growth, accountability, maturity, independence and leadership with the goal of building champions for life.

University of Houston Strategic Goal related:

- Student Success
- National Competitiveness

Division of Student Affairs Strategic Initiatives related:

- Foster the creation of a global learning community that actualizes and embraces inclusion while preparing students to become active citizens.
- 4. Enrich the opportunity to earn an undergraduate degree by offering each student-athlete a quality educational, social and athletic experience.

University of Houston Strategic Goal related:

- Student Success
- National Competitiveness

Division of Student Affairs Strategic Initiatives related:

• Foster the creation of a global learning community that actualizes and embraces inclusion while preparing students to become active citizens.

- 5. Ensure the department is in adherence with NCAA, Office of Civil Rights, Conference and University rules and regulations to operate with the highest degree of integrity. University of Houston Strategic Goal related:
 - Student Success

Division of Student Affairs Strategic Initiatives related:

- Develop a culture of innovation and accountability in the redesign of Division policies, processes and procedures.
- 6. Exercise fiscal responsibility throughout the Department of Intercollegiate Athletics. University of Houston Strategic Goal related:
 - Resource Competitiveness

Division of Student Affairs Strategic Initiatives related:

- Develop a culture of innovation and accountability in the redesign of Division policies, processes and procedures.
- Create and engage in strategic partnerships.
- 7. Build and strengthen relationships throughout the University campus and the Houston community.

University of Houston Strategic Goal related:

• Community Advancement

Division of Student Affairs Strategic Initiatives related:

• Foster the creating of global learning community that actualizes and embraces inclusion while preparing students to become active citizens.

7. What are the other possible sources of funding available to your unit and what efforts are being made to access them (e.g. grants, donations, etc.)? If you receive funds from other sources, please briefly describe the source, purpose, and duration of the funding and report the amounts received in the appropriate rows/columns on the SFAC Spreadsheet.

Revenue generation and donor contributions are key elements to athletics success and viability. Pursuing excellence in the recruiting and training of exemplary student-athletes, the hiring and retaining of exceptional coaching talent and support-staff as well as the provision of quality facilities are all fueled by Athletics' ability to draw financial interest to our program. Comprehensive strategy and conjunctive effort will be executed to maximize any and all possible sources of funding of which we can control. These sources include:

- Season and individual game ticket sales
- Annual giving
- Capital gifts
- Parking revenue
- Concession sales
- Corporate sponsorships
- Marketing royalties
- Conference and NCAA Distribution

8. Please describe any services that are similar to yours and/or any overlap between your unit and any other unit(s) providing services to students and the rationale for the overlap.

Student-Athlete Services overlaps the academic advising component for student-athletes. Due to the consuming schedule commitments (competition, training, travel, etc.) and NCAA academic eligibility rules compliance required of a student-athlete, Athletics has provided academic counselors who are more accessible and specifically trained to address these specific concerns.

Sports Medicine compares with University Health Services. Due to the distinct nature of sport injuries and prevention it is imperative our student-athletes are being treated by athletic trainers who have studied sport specific practices.

Sports Performance overlaps with aspects of the Student-Recreation Center, but to have the ability to properly train for sport specific purposes, student-athletes need equipment and strength and conditioning coaches which have the ability to enable our student-athletes to reach their highest potential.

NOTE:

The totality of your responses to these questions should give the members of the Committee a comprehensive understanding of the role and function of your unit(s). To the extent that your responses do not accomplish this, please revise them accordingly.

Please send electronic responses ONLY (PDF format) to: Chair, SFAC

% Dean of Students Office wmunson@uh.edu

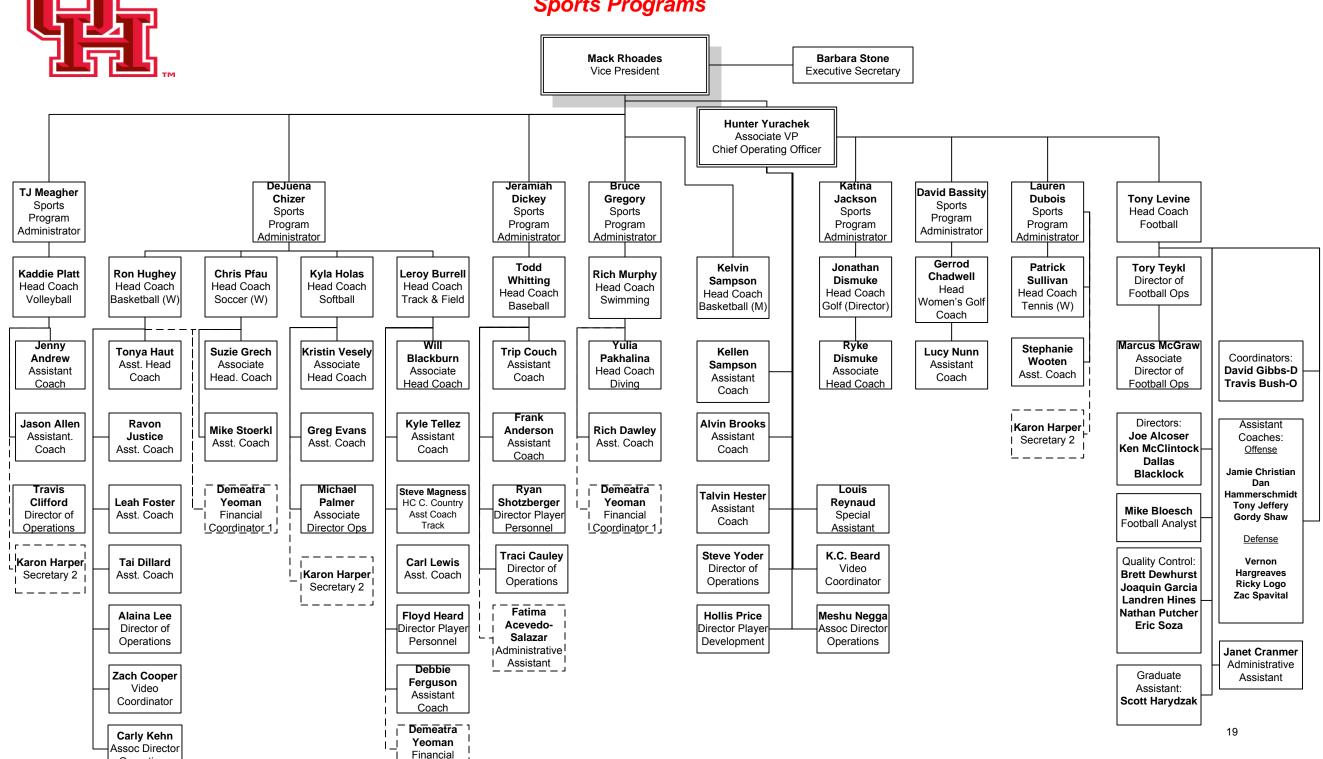
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Operations

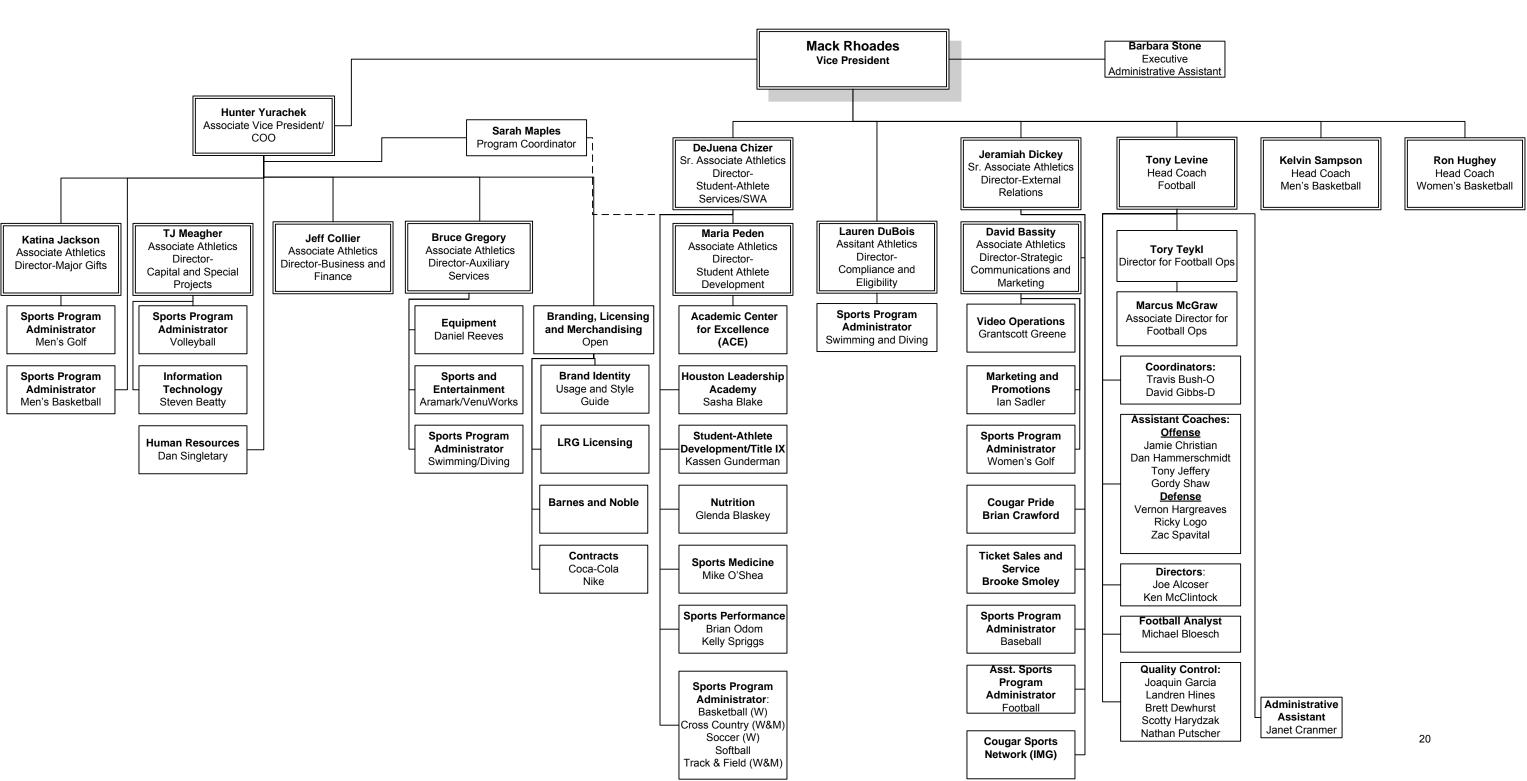
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Department of Intercollegiate Athletics Sports Programs



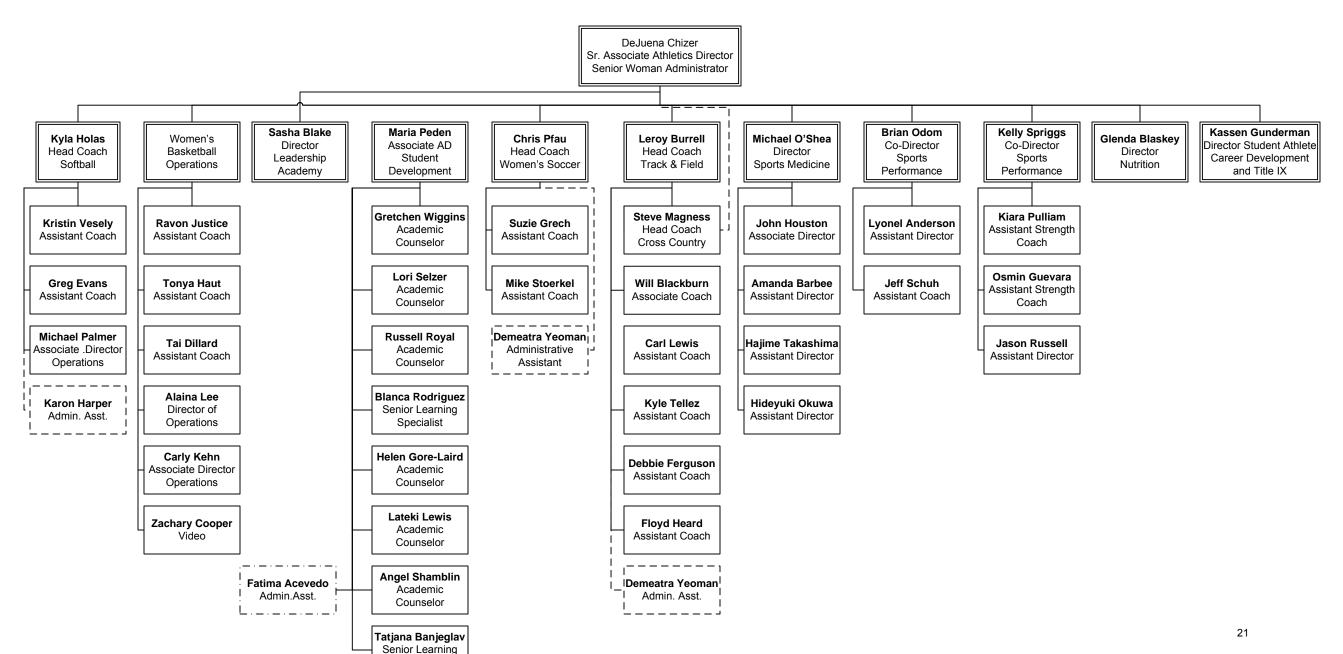


Department of Intercollegiate Athletics Vice President





Department of Intercollegiate Athletics Student Athlete Services



Specialist