

STUDENT FEES ADVISORY COMMITTEE (SFAC)
FY2019 PROGRAM QUESTIONNAIRE

Submitted by:



The Department of Athletics
Hunter Yurachek – 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 19, 2017. It should be noted that only electronic submissions will be considered. Only those requests submitted by 1:00 p.m., October 19, 2017 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 improve 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 ability. We achieved remarkable success with our 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 enabling our student-athletes to not only make an impact in the community but also to gain essential life skills which will promote success after the student-athlete chapters in their lives close. 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.

We continue to make progress on our Athletics facilities due to the gracious support of our student body and benefactors of Houston Athletics. Transformation of Hofheinz Pavilion to become the Fertitta Center is well underway and scheduled for completion in the fall of 2018. The Football Indoor Practice Facility will be open in just a few weeks and was fully constructed in less than a year. Improvements to Cougar Softball Field are scheduled to begin this spring and include a new video board and hitting facility. Coupled with our work to improve facilities as well as engaging new business opportunities, UH will benefit from this expanded focus, which will increase our relevance in higher education.

Our goal is for Houston Athletics to be an undeniable source of student pride and campus identity by positively affecting the student experience. Our hope is that we have shown the potential for what we could accomplish when we work together. Our expectation is to bring all Coogs together, uniting campus and using athletic achievement to enhance the overall institutional mission.

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.
 - (Attached)
3. List your unit's strategic initiatives and action steps identified for the 2016-2017 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 2016-2017

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 Initiative 1:

A. All Sports

- 1 NCAA Men's Outdoor Track & Field Relay National Championship
- 139 Total Team Wins
- 23 Individual NCAA postseason appearances
- 22 American Athletic Conference individual & relay championships
- 15 All-Americans
- 11 Team NCAA postseason appearances
- 5 American Athletic Conference team championships (Led the league in 2016-17 and was the most in Houston history since 2003-04)

B. Football

- Las Vegas Bowl participant
- Freshman defensive lineman Ed Oliver – First Team All-American & American Athletic Conference Rookie of the Year
- Defeated #3 Oklahoma and #3 Louisville
- Set TDECU Stadium record when 42,822 fans watched the Cougars defeat #3 Louisville, 36-10
- Joined Alabama as only teams in the nation to defeat two top-10 programs in 2016

C. Track & Field/Cross Country

- NCAA Men's Individual National Championship in 4x100-meter relay: John Lewis III, Mario Burke, Jacarias Marin & Cameron Burrell
- NCAA Men's Championships National Runner-Up in 100-meter dash: Cameron Burrell
- Finished 12th nationally at NCAA Men's Outdoor Championships
- American Athletic Conference Men's Outdoor Champions for eighth title in last 10 years
- NCAA Men's Championships National Runner-Up in 60-meter dash: Cameron Burrell
- American Athletic Conference Men's Indoor Champions for seventh title in last eight years
- Eli Hall was recognized as the Most Outstanding Track Performer to lead seven Cougars as individual champions at The American Outdoor Championships
- Finished 16th nationally at NCAA Men's Indoor Championships
- Brian Barraza received the American Athletic Conference Sport Excellence Award
- NCAA Women's Cross Country South Central Regional participant
- NCAA Men's Cross Country South Central Regional individual participants
- NCAA Women's Outdoor Championships participant
- Two American Athletic Conference Women's Outdoor champions: Brianne Bethel (100-meter) & Samiyah Samuels (Long jump)
- Two American Athletic Conference Women's Indoor champions: Tonye'cia Burks (Triple jump) & Tori Williams (200-meter)

D. Swimming & Diving

- American Athletic Conference champions – First conference title in program History
- Three American Athletic Conference champions: Laura Laderoute (200-yard IM), Peyton Kondis (100-yard breast), Micaela Bouter (3-meter diving)
- Head Coach Ryan Wochomurka named the American Athletic Conference Coach of the Year, while Bob Gunter was named Diving Coach of the Year, marking 16th straight season Houston's diving coach received that honor
- Bouter was honored as the Championships' Most Outstanding Diver and was named the 2016-17 American Athletic Conference Female Scholar-Athlete of the Year
- Recognized as Scholar-All-America Team by College Swimming Coaches Association of America after posting a record 3.45 team GPA in spring 2017

E. Baseball

- American Athletic Conference Tournament champions
- American Athletic Conference regular-season champions
- Earned 42 wins for program's third 40-win season in the last four years under Head Coach Todd Whitting
- Host of NCAA Houston Regional at Schroeder Park
- Was fourth time in program history Cougars hosted an NCAA Regional and the second in the last three years
- Jake Scheiner was named American Athletic Conference Co-Player of the Year and was recognized as American Athletic Conference Championship Most Outstanding Player
- Trey Cumbie was honored as the league's Co-Pitcher of the Year

F. Men's Basketball

- Earned 21 wins under Head Coach Kelvin Sampson for first back-to-back 20-win seasons since 2008-09
- Hosted First Round of National Invitation Tournament (NIT)
- Two All-American Athletic Conference First-Team honorees: Rob Gray and Damyeon Dotson
- Dotson was selected in the Second Round of the NBA Draft by the New York Knicks, the program's first NBA Draft pick since 2001
- Captured championship title at Gulf Coast Showcase in November 2016, the program's first regular-season tournament title since 1991

G. Tennis

- American Athletic Conference Co-Freshman of the Year Tsveta Dimitrova
- Debuted the beautiful new Barbara Wallace Winston Tennis Facility in spring 2017

H. Softball

- Earned 30 wins under first-year Head Coach Kristin Vesely
- Competed in finals of American Athletic Conference Championship and finished second in the league during the regular season
- American Athletic Conference Co-Player of the Year Shelby Miller
- American Athletic Conference Rookie of the Year Arielle James

I. Men's Golf

- NCAA Stanford Regional participant
- Advanced to NCAA postseason play for the sixth straight season under Director of Golf Jonathan Dismuke
- Tied for second at the American Athletic Conference Championships
- American Athletic Conference Championships medalist Michael Perras

J. Women's Golf

- NCAA Columbus Regional participant
- Advanced to NCAA postseason play for the third consecutive year under Head Coach Gerrod Chadwell
- Program has advanced to NCAA postseason play every year since in which it was eligible for team competition
- Megan Thothong received the American Athletic Conference Sport Excellence Award and was a Women's Golf Coaches Association All-American Scholar

2. Provide a competitive 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 Initiative 2:

University Exposure:

- 28 Men's Basketball games were nationally televised (ESPN, CBS and CBS College Sports) during the 2016-17 season
- 13 Football games nationally televised on ESPN or CBS family of networks

- 12 Baseball games were televised, including the American Athletic Conference Championship, with all six games from the NCAA Houston Regional hosted at Schroeder Park being nationally televised.
- Visitors to Campus for 2016-17
 - Football – 233,716 total attendance to TDECU Stadium (6 games)
 - Men's Basketball – 68,013 total attendance to Hofheinz Pavilion (16 games)
 - Baseball – 58,840 total attendance to Schroeder Park (32 dates)

Customer Service/Entertainment Value:

- Student specific tailgate area outfitted with permanent electrical outlets located in Shasta Square prior to each home football game.
- TDECU Stadium has an allocation of 5,000 student seats located in the lower bowl of the east end zone for every home football game. Additional student seating is made available in the upper level of the east end zone.
- Averaged 4,000 students per game during the 2016 football season.
- Engaged project to extend ribbon boards to nearly encircle the 100-seating level of TDECU Stadium.

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 Initiative 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 Initiative 4:

Academics:

- In 2016-17, 75 student-athletes received their bachelor's degrees
- Fall 2016 GPA: 2.89
- Fall 2016 Cumulative GPA: 2.89
- Spring 2017 GPA: 2.95;
- Spring 2017 Cumulative GPA: 2.93
- All programs exceeded the minimum threshold NCAA APR rate of 930 – meaning over 93 percent over each team (over the last four years) was eligible, retained and/or graduated!
- Women's Golf, Women's Cross Country and Men's Cross Country were presented the NCAA Public Recognition Award for perfect multi-year APR score.
- 174 Student-athletes earned AAC All-Academic honors.
- FTIC student-athletes entering in year UH for 2010-11 graduated at a rate of 59 percent (as compared to FGR from FTIC 2009-10 at 61 percent) with FTIC student- athletes in the 2011-12 cohort projected to graduate at a rate of 55 percent or higher.

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 Initiative 5: Gender

Equity:

- Initiation of the Women Empowered Program
- Ongoing assessment and self-evaluation of gender equity compliance
- Initiated internal Title IX Self-Study
- Provide leadership opportunities for female employees through NACWA membership

NCAA Compliance Program:

- Full implementation of Head Coach Accountability program
- Expansion of full-time compliance staff by one employee
- Successful completion of annual internal compliance audit with no major findings
- 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 Initiative 6:

- Athletics continues to work closely with University Finance & Administration on multi-year financial plan for base university support and competitive university support.
- Record year in ticket sales in excess of \$6.4 million.
- Record year of more than \$7 million in annual giving to Cougar Pride for scholarships.
- Overall self-generated revenue was highest ever at more than \$23.6 million.

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 Initiative 7:

Community Service:

- Houston student-athletes registered more than 1,000+ hours of community service.
- Houston student-athletes, coaches and staff worked with many organizations in the Houston area including:
 - Texas Children's Hospital
 - Generation One Academy
 - Nehemiah Center
 - Center for Hearing and Speech
 - YES Prep
 - Marathon Kids
 - Habitat for Humanity
 - UH National Night Out
 - Star of Hope Mission
 - Heroes' Day with Houston Fire Department
 - Special Olympics
 - Reading with the Pros
 - Ronald McDonald House
 - 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-Power Five Conference programs with operating budgets in the \$20-\$50 million range. Financial data is sourced by the NCAA Dashboard Indicators for FY2016 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:

- | | |
|----------------------------------------------------------|-------|
| 1. Student-Athletes/Managers/Trainers/Tutors..... | 482 |
| 2. Band, Cougar Dolls, Cheerleaders (Spirit Groups)..... | 405 |
| 3. Aramark Student Employees..... | 159 |
| 4. Average FB Student Attendance (6 home games)..... | 4,000 |

5. Please discuss any budget or organizational changes experienced since your last (FY2018) 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.

Ongoing restructuring of the NCAA Governance Model continues to impact our department's budget. Power 5 Conferences (SEC, ACC, Big 12, Pac 12 and Big 10) now have more decision-making power with regard to NCAA legislation – classified as autonomy legislation. In order for UH to maintain a competitive balance, we must have the resources to adopt many of those autonomous decisions. Our ability to adapt to the changing NCAA culture will determine our 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 continues to expand the University of Houston brand at a national level. We continue to position our University for future conference realignment opportunities which will grow our department as well as the University as a whole.

A major initiative in our efforts for conference positioning continues to be the development and enhancement of key facilities. These facilities include the opening of TDECU Stadium, the Guy V. Lewis Development Facility as well as the renovated Carl Lewis Complex (track/soccer facility) which opened in the spring of 2016. Athletics is also on schedule to open the Football Indoor Practice Facility in November 2017 and the Baseball Clubhouse in

Spring 2018.

Facility improvements such as the ones mentioned above 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. Epitomizing the spirit of transformation is the renovation of Hofheinz Pavilion to become the Fertitta Center which is just over a year away from completion. This project, along with TDECU Stadium and the Guy V. Lewis Development Facility, fulfills our commitment to the students from the 2012 student referendum to improve Athletics facilities, and we could not feel prouder in the results.

Athletics continues to partner with Aramark who manages our facility maintenance, grounds operations and event management. Over the past year Athletics has assumed greater control over this operation. Athletics is working in conjunction with student to plan student programming in Athletics venues.

The Department of Athletics push for national relevance, conference positioning, brand expansion and community partnerships continues to build the image and stature of Houston Athletics and demonstrates its importance to the growth of the institution and the enhancement of the overall student experience.

6. If your unit concluded FY2017 with a Student Service Fee (SSF) Fund 3 addition to the SSF Reserve in excess of \$5,000, please describe the conditions which caused the addition and provide a line-item identification of the budgetary source(s) of the addition (i.e. lapsed salary, conference travel, etc.).

Athletics did not conclude FY 2017 with a SSF addition to the Reserve.

7. Please list your 2017-2018 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 2017-2018

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.

8. Recognizing that the potential to generate additional Student Service Fee income for FY2019 base funding is extremely limited and recognizing that it is likely that some units will not be allocated the FY2019 base budget augmentations and/or one-time funds requested. Please provide a narrative of how your unit would accommodate a reduction of 5% in your total approved FY2018 base

Student Service Fee budget and provide a line-item explanation of where budgetary cuts would be made.

In the event a 5% reduction in the FY 2018 SSF budget was imposed, Athletics would evaluate salaries & wages to accommodate the reduction. Part-time support would likely be impacted the most including tutors, managers and other support positions, and ultimately, full-time positions would also be subject to review.

9. 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.

Externally generated revenue is a key element 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 staff and 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

10. 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 concurs with 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 provides academic counselors who are more accessible and specifically trained to address these specific concerns.

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

Sport 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, who 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

Department of Athletics

Vice President

