

STUDENT FEES ADVISORY COMMITTEE (SFAC)

FY2012 PROGRAM QUESTIONNAIRE

Submitted by:



**The Department of Intercollegiate Athletics
Mack Rhoades, Director of Intercollegiate Athletics**

October 25, 2010

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 for its support and generosity. Without the students' financial assistance from fees, the progress we are making would not be possible.

Athletics is dedicated to creating and supporting winning sports programs; providing a quality educational, social and athletics experience for our student-athletes through the Building Champions for Life Program and enriching a culture of compliance to all National Collegiate Athletics Association (NCAA), Office of Civil Rights (OCR), Conference USA (C-USA), University and State of Texas rules and regulations.

The program made significant gains in three critical goals for TRADITION, STUDENT-ATHLETE EXPERIENCE AND COMPLIANCE. In pursuit of fortifying tradition, five new head coaches were hired, and respectable progress was achieved by several sport programs including an appearance by the men's basketball program in the NCAA Tournament. Enriching student-athlete experience has evolved into BUILDING CHAMPIONS FOR LIFE founded in the Cougar Pride Leadership Academy, a benchmark program unique to Conference USA and a proud model of the future of student-athlete development. Collaborating Athletics' efforts in compliance with a central committee of campus compliance authorities has provided added resources to our program.

Significant energies and diligence has been invested in researching institutions with similar profiles to better understand our position in collegiate sports culture. Analyzing financial data and individual programs have engendered innovative concepts focusing on advancing our department on our campus, among the community, in the region and in the country. Creating more interest from UH students is an essential element in defining our value to the campus. Initiatives generated to build that interest were rewarded with capacity attendance from the students for the first two home football games this season, a first in the history of Robertson Stadium.

Despite the distressed economy, Athletics has endeavored to generate more revenue by becoming an "outbound" sales organization aggressively driving ticket sales and energetically pursuing philanthropy. Even though economic conditions appear to be improving, significant endowment income is still challenged. The John and Rebecca Moores Endowment worth approximately \$2.3 million did not yield in fiscal year 2010 for the second year in a row.

As we advance in 2010-11 and 2011-12, Athletics will continue to pursue the core goals of TRADITION, BUILDING CHAMPIONS FOR LIFE and COMPLIANCE. To progress department enrichment, a series of strategic initiatives have been identified and scheduled for development and implementation. Leadership and support are aligned to evolve each initiative with pragmatic time lines and detailed implementation schedules. The concepts range from furthering the employment culture to cultivating student athlete programs.

Athletics is requesting the full allocation of SFAC support to further our mission and to increase institutional exposure. We continue to challenge our collaborative working culture to find innovative means for improving our department. Of key importance, we are succeeding in our role of being a catalyst for student pride and campus identity, but we are not close to being satisfied nor fulfilled. The support of the SFAC will benefit all of our sport programs and, in turn, improve student unity and morale.

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, custodian, etc), note this on your chart. Student employees should be cited on the chart and identified as students.

University of Houston Department of Intercollegiate Athletics
Organizational Chart - Fall 2010

Mack Rhoades, Director of Athletics

Barbara Stone, Administrative Assistant

Darren Dunn, Senior Associate Athletics Director for External Relations

Cassie Arner, Associate Athletics Director for Communications

Jeff Conrad, Director of Communications

Jamie Zarda, Assistant Director for Communications

Kyle Seay, Assistant Director for Communications

Intern for Communications (2)

Jeremiah Dickey, Associate Athletics Director for Development

James Nicas, Assistant Athletics Director for Development

Cindy Avery, Assistant Director for Development

Celena Flores, Assistant Director for Development

Bill Yeoman, Assistant Director for Development (Special Assistant)

Intern for Development

Todd Whitting, Head Men's Baseball Coach

Richard Couch, Associate Coach

Jack Cressend, Assistant Coach

Traci Cauley, Director for Operations

Katina Jackson, Associate Athletics Director for Major Gifts

Jonathan Dismuke, Head Men's Golf Coach

Chris Hill, Assistant Coach

Mike Long, General Manager for Cougar Sports Network (ISP)

Mike Sage, Assistant General Manager (Director)

Alec Nguyen, Senior Account Executive (Associate Director)

Rob Stewart, Assistant Athletics Director for Marketing, Promotions, and Sales

Greg Brungardt, Assistant Director for Marketing, Promotions and Sales

Tory Teykl, Assistant Director for Marketing, Promotions and Sales

Brice Wiley, Assistant Director for Marketing, Promotions and Sales

Intern for Marketing, Promotions and Sales

Mike Rea, Assistant Athletics Director for Ticket Sales and Customer Services Operations

Keith Marshall, Director of Ticket Operations

Jessica Stremming, Assistant Director for

Intern for Ticket Operations (2)

Ky Krehbiel, Coordinator - Account Executive
Brandon Maddux, Coordinator - Account Executive
Brandon Smith, Coordinator - Account Executive
Grantscott Greene, Director for Video Operations
Whitney Anderson, Assistant Director for Video Operations
Laura Hubel, Assistant Director for Video Operations
Intern for Video Operations (2)
James Dickey, Head Men's Basketball Coach
Alvin Brooks, Associate Coach
Daniyal Robinson, Assistant Coach
Ulric Maligi, Assistant Coach
Michael Young, Director for Operations
Melvina Brandley, Administrative Assistant

Irma Zamora, Administrative Assistant (Sr Assoc AD/Assoc AD-SWA)

Demeatra Yowman, Coordinator for External Relations

DeJuena Chizer, Associate Athletics Director/Senior Woman Administrator
Larry Jackson, Director for Sports Performance
Chad Dennis, Assistant Director for Sports Performance
Al James, Assistant Director for Sports Performance
Dale Jones, Assistant Director for Sports Performance
Kelly Spriggs, Assistant Director for Sports Performance
Michael O'Shea, Director for Sports Medicine
John Houston, Associate Director for Sports Medicine
Lauren LeBlanc, Assistant Director for Sports Medicine
Max Mahaffey, Assistant Director for Sports Medicine
Hideyuki Okuwa, Assistant Director for Sports Medicine
Susan Bush, Head Women's Soccer Coach
Eric Quill, Assistant Coach
Jenna Huff, Assistant Coach
Kyla Holas, Head Softball Coach
Abbie Simms, Assistant Coach
Kristin Vesely, Assistant Coach
Open, Graduate Assistant
Todd Buchanan, Head Women's Basketball Coach
Wade Scott, Associate Coach
Tari Cummings, Assistant Coach
Ravon Justice, Assistant Coach
Russell Laverentz, Director for Operations
Tiffany Gupton, Coordinator for Operations

Mark Taylor, Head Women's Swim Coach
 Jamie Lewis, Assistant Coach
Jane Figueiredo, Head Women's Diving Coach
John Severance, Head Women's Tennis Coach
 Joanne Keene, Assistant Coach
Leroy Burrell, Head Men's and Women's Track and Field Coach
 Kyle Tellez, Associate Coach
 Ryan Turner, Associate Coach (Cross Country)
 Will Blackburn, Assistant Coach
 Floyd Heard, Assistant Coach
 Moriam Adigun, Graduate Assistant
Open, Director for Nutrition

 Karon Harper, Administrative Assistant
 Triney Kadura, Administrative Assistant

TJ Meagher, Associate Athletics Director for Internal Operations/Chief Financial Officer
 Mathilda Christophe, Director for Business Operations
 Sharon House, Associate Director for Business Operations
 Olga Loa, Coordinator for Business Operations
 Zewuze Ladzekpo, Coordinator for Business Operations
 Open, Coordinator for Business Operations
Alan, Villavasso, Director for Facility Operations
 Jeremy McDonald, Assistant Director for Facilities
 Tom Dane, Coordinator for Facilities
 Brad Jackson, Coordinator for Facilities
 Kenneth Winfrey, Coordinator for Facilities
Jay Takach, Assistant Athletics Director for Equipment Operations
 Victor Ignatiev, Associate Director for Equipment Operations
 Intern for Equipment Operations
Steven Beatty, Director for Information Technology
 Intern for Information Technology (2)
Molly Alvey, Head Women's Volleyball Coach
 Nicole Miller, Assistant Coach
 Karlis Dunnens, Assistant Coach

Kevin Klotz, Assistant Athletics Director for Compliance and Eligibility
 Syed Moinuddin, Associate Director for Compliance and Eligibility
 Katelyn Rimmel, Coordinator for Compliance and Eligibility

Maria Peden, Associate Athletics Director for Student-Athlete Development

Dr. Gretchen Wiggins, Director for Student-Athlete Academic Services

Dr. Helen Gore-Laird, Assistant Director for Student-Athlete Academic Services

Lori Selzer, Assistant Director for Student-Athlete Academic Services

Michael Richardson, Assistant Director for Student-Athlete Academic Services

Latiki Lewis, Assistant Director for Student-Athlete Academic Services

Blanca Rodriguez, Coordinator for Student-Athlete Academic Services

Graduate Assistant (2)

Sasha Blake, Director for Cougar Pride Leadership Academy

Open, Assistant Coordinator for Cougar Pride Leadership
Academy

Kevin Sumlin, Head Football Coach

Pam Wright, Administrative Assistant

Tony Levine, Associate Coach

Jason Phillips, Offensive Coordinator

Brian Stewart, Defensive Coordinator

Kliff Kingsbury, Co-Offensive Coordinator

BJ Anderson, Assistant Coach

Leon Burtnett, Assistant Coach

Jeff Jeffcoat, Assistant Coach

Clarence McKinney, Assistant Coach

Zac Spavital, Assistant Coach

Joe Alcoser, Director for Operations - Football Recruiting

Eric Morris, Graduate Assistant

Marcus White, Graduate Assistant

Lee Hays, Quality Control

Wesley Nurse, Quality Control

Justin Moore, Assistant Athletics Director for Football

Shelley Lewis, Administrative Assistant

2. List the objectives that you provided with your 2009-2010 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 these objectives.

Critical Goal A – Tradition

The Department of Intercollegiate Athletics is committed to cultivating winning sports programs with strong fan support. Each coach and sports program shall be provided with the guidance, facilities and resources to build and maintain team success in C-USA competition. Fans will be provided with quality entertainment value. All sports programs will strive for finishing in the top 3 of C-USA. Baseball, Men's and Women's Basketball, Football, and Men's and Women's Indoor and Outdoor Track and Field should consistently compete at the national level – Top 25.

Introduced new leadership in men's golf, women's volleyball, men's basketball, women's basketball and baseball

Conference USA – Top 3 Finishes

2010 Men's Outdoor Track & Field Conference Champions

2009-10 Men's Basketball Conference Tournament Champions

2009-10 Women's Basketball Regular Season 2nd Place Finish

2010 Men's Indoor Track & Field Conference Champions

2009 Women's Indoor Track & Field Finished 3rd C-USA Championships

2009 Football Conference Championship Runner-Up (West Division Co-Champion)

Post-Season Superlatives

2009-10 Men's Basketball NCAA Tournament Appearance

2009-10 Women's Basketball NIT Tournament Appearance

2009 Football Bell Helicopter Armed Forces Bowl Appearance

Top 25 Ranking

2009 Football – Ranked 12th in Associated Press, September 27, 2009

Critical Goal B – Student-Athlete Experience

The Department of Intercollegiate Athletics is dedicated to providing quality educational, social and athletics experience ending with the award of an undergraduate degree. Leadership is essential for overall life success, and the collegiate athletics experience provides for a welcome opportunity to embrace and develop that quality. The *Cougar Leadership Development Program* brings student-athletes together from their freshman year through graduation to learn skills that will promote their own well-being, academic potential, leadership ability, and sense of responsibility to their community. With the comprehensive scope and intensive depth of the proposed programming, the *Program* unequivocally distinguishes UH Athletics as having one of the best leadership programs in intercollegiate athletics and the first program in C-USA. Not only does this innovative *Leadership Program* maintain and enhance UH Athletics' reputation nationally and internationally, it also provides the department with a distinct and powerful advantage in attracting and retaining highly talented student-athletes and coaches.

Critical Goal B is now identified as “Building Champions for Life.” The Cougar Pride Leadership Academy commenced in the fall of 2010. Through the generous gift of a special donor, UH Athletics now offers a prolific program exclusive in C-USA. Embracing the philosophy and format of the Jeff Janssen Sports Leadership Center, the program focuses on developing the leadership skill set within all student-athletes from freshmen to seniors.

Critical Goal C – Compliance

The Department of Intercollegiate Athletics is devoted to fostering a culture of compliance within all areas of UH Athletics operations. Thorough departmental practices will be developed to insure UH Athletics is in strict adherence to NCAA, Office of Civil Rights, C-USA, University and State of Texas rules and regulations.

A modification to the compliance operation has been instituted for the 2010-11 academic year. A new compliance authority was brought on staff over the summer and staffing has increased to three dedicated compliance officers. To ensure complete empowerment of the compliance effort, the creation of an additional reporting line has been enacted which enables communication directly with the Chancellor’s Office. This level of accountability is instrumental in reducing UH Athletics’ exposure for improper NCAA conduct.

Athletics Compliance Operations is now connected with the Institutional Compliance Committee, a central consortium for the campus which engages all manners of compliance issues. This relationship provides significant support for the athletics’ compliance function beyond NCAA rules extending into matters of the Office of Civil Rights as well as local, state, and federal guidelines.

The following series of measures enable the achievement of the Department of Intercollegiate Athletics objectives.

I. Department Component Review

All areas within the department will be assessed by end of fiscal year 2010. The overall department is subject to reorganization including restructured reporting lines, staffing assignments, and the roles of Sports Program Administrators. Each department unit will undergo specific goal-setting activities as well as evaluation measures. The Spirit of Cooperation initiative will be engendered to facilitate positive relations with University departments.

A progressive reorganization has been completed orienting the department in three areas: Sport Program and Student-Athlete Development, External Relations, and Internal Operations. Each area is specifically tasked with measurable objectives to advance the department and maximize utilization of support.

A thorough external operations review will proceed to develop clear objectives for improving capacities outside the department. Careful consideration and planning is being measured for Development (Cougar Pride), and the structure is in place to embark on a Capital Campaign for facility renovations, construction and enhancements. The program’s arrangement with ISP is being evaluated for renegotiation, and marketing/promotions efforts are targeted to increase paid

sporting event attendance. The areas of merchandising, ticket operations, and facilities are under review for improved efficiency and maximization of return.

Many changes occurred within the department's structure and staffing after reviewing external operations. The primary purpose of these changes was to become a more "outbound" sales organization. As an example, football season ticket sales increased 83 percent over the previous year (the largest increase in the nation). In addition, Cougar Pride (the fundraising arm of Athletics) focused on increasing annual donations to the Athletics' Scholarship Fund as well as raising significant dollars for the Athletics' Capital Campaign. The Marketing Department concentrated its efforts on improving the entertainment value for students and fans at all events. We have seen significant increases in student and overall fan attendance at all fall sporting events (football, volleyball and women's soccer). In fact, Athletics raised over \$17,000 to purchase an additional 1,000 student tickets (a total of 5,500) for the Friday night home football game on September 10 versus UTEP. We are close to finalizing an extension with ISP Sports (Athletics' multi-media rights holder) which will increase revenue almost 300% over the term of the new extension. And finally, Athletics finalized a contract with Barnes & Noble to operate all merchandise sales (through the UH Fan Shop and all game day sales). Barnes & Noble also operates the UH Bookstore and are industry leaders in selling merchandise (offering a larger selection with increased profit margins). The direction of External Relations has been restructured to focus on specific fiscal goals of revenue generation.

Athletics has commissioned a Facility Feasibility Study and Comparative Analysis to assess options for Robertson Stadium and Hofheinz Pavilion specifically, but may also include an athletics master plan survey. The project is to be completed in May 2010 and will provide direction for our capital needs.

The Facility Feasibility Study and Comparative Analysis was performed by AECOM in cooperation with Brailsford & Dunleavy market analysis team. A copious recommendation was proffered to construct a new football stadium and an expansive renovation of Hofheinz Pavilion at an estimated cost of \$160 million dollars for both projects.

Each sports program will be evaluated for support relevant to benchmark programs with comparable resources. All areas will be studied to reasonably project needs for all teams.

Through the employment of C-USA budgeting comparisons as well the NCAA Financial Dashboard Indicator, the department has allocated resources to provide equitable opportunities for sport program success. By applying realistic fiscal support, UH Athletics has a competitive advantage among our conference and national comparators.

II. Academic Services Study

The Student-Athlete Admissions Review Policy will be created and implemented. A comprehensive academic success and award recognition

program will be initiated to celebrate educational achievement. Two programs - Grade Audit and Attendance Audit - will be enlisted to raise the accountability of our student-athletes and teams. The Student-Athlete Academic Contract will be developed to facilitate timely progress towards graduation. The NCAA Academic Progress Rate (APR) will be monitored more closely to heighten awareness of potential concerns, and an APR improvement plan will be implemented for sports programs needing assistance.

The Student-Athlete Admissions Review Policy has been created and will be ready for implementation with this year's recruiting/admissions cycle for the class of 2011-2012. A comprehensive award recognition program that recognizes academic success, participation in leadership and life skills initiatives and community service will result in one team being awarded "The Cougar Cup". The Cup will be initiated to celebrate educational achievement and will be awarded in May 2011 at the annual All-Sports Banquet for student-athletes. Audit programs were researched and "GradesFirst" was selected for trial implementation for 2010-2011. We are currently working with RAR to implement software which will audit class attendance, tutorial attendance, and allow academic advisors and coaches to monitor grades and progress reports. Student-Athlete Academic Contracts have been implemented for fall 2010. Student-athletes, academic counselors and coaches agree to academic goals for each course. The NCAA Academic Progress Rate (APR) is closely monitored each year and APR improvement plans were submitted, approved and implemented for sports programs needing assistance.

III. Fiscal Integrity Cultivation

The implementation of a Zero-Based Budget Processing System for all departmental cost centers inherently will require divisions to carefully review expense plans relative to economic climate and need. Athletics also will present a Three-Year Budget Initiative to University Administration and the Board of Regents.

The 2011 Fiscal Year financial plan is the result of an arduous zero-based budgeting process. Essentially, the department spent every dollar of the budget before the fiscal year ever began so revenue generation capacities and expense limits could be fully understood. In return, UH Athletics was provided a solid base from which a five-year subsidy reduction plan could be developed to responsibly address the department's unbudgeted support from the university.

The NCAA Financial Dashboard Indicators has been instrumental in assisting UH Athletics assess areas of interest and concern. The information has provided direction for establishing goals and benchmarks to evolve our department.

IV. Compliance Adherence

A detailed review will be performed on the C-USA Compliance Audit which inspects all compliance systems and services. A Financial Aid Policy/Process will be introduced to govern application of athletics aid for the academic year, summer school and fifth-year scholarship. The department also will submit for annual all-staff NCAA rules compliance training.

The evaluation and purchase of a compliance software solution will take place to facilitate more efficient monitoring of NCAA rules. All processes and procedures regarding the monitoring of NCAA rules will be reviewed and revised as appropriate.

V. CHAMPS/Life Skills Development

The Student-Athlete Advisory Committee will be empowered to contribute on issues of student-athlete welfare and departmental policy/vision. And the establishment of the *Cougar Leadership Development Program* will provide the training for life skills and real-world preparation.

After coming off of an outstanding year by receiving the Student-Athlete Advisory Committee (SAAC) Award of Excellence, SAAC continues to develop specific student-athlete responsibilities, engage the committee in a variety of athletic department goals/functions and amplify the importance of role and membership. They also continue to utilize the committee as a strong vehicle in communicating with all student-athletes.

As the one of the nation's premier leadership development programs in collegiate athletics, the Cougar Pride Leadership Academy develops, challenges, and supports student-athletes and coaches in their continual quest to become world-class leaders in athletics, academics, and life. The program provides comprehensive and cutting edge leadership development programming through interactive workshops, 360-degree feedback, one-on-one coaching, peer mentoring, and educational resources. All programs are off to a great start. SAAC and the Cougar Pride Leadership Academy are developing World-Class Leaders for a Lifetime of Service and Success.

VI. Gender Equity Assessment

An evaluation and reporting mechanism will be implemented to assess the status of UH Athletics in terms of Title IX compliance. The process will include a strategic plan to advance opportunities for women in athletics, should one be necessary.

*The University of Houston is committed to fair and equitable treatment of both men and women's athletic teams. We have begun the process of culturing an equitable environment by examining those practices for which legal requirements apply. Under the athletics regulations of Title IX of the Education Amendments Act of 1972, there are **13 elements** for which gender equity is **required**. This plan is the first step to achieving that goal. The Athletics Department's overall program analyses should be completed by the fall of 2010.*

VII. Human Resources/Personnel

A review is underway to assess the culture of the department relevant to morale and functional effectiveness. Programs educating on diversity and professional development will be implemented to offer opportunities for growth and enhancement. Also, a Department Human Resources Task Force will be appointed to proactively address new employee orientation, special events and professional development topics.

The Employment Enrichment Program (EEP) has been formed with material representation from all areas of the staff. The goal of this program is to implement programs and directives designed to offer Athletics Department staff members a fulfilling employment experience. The initiatives embraced by the group focus on new employee orientation, employee recognition, staff unity, professional development, department policies and procedures education, and performance evaluation guidelines. EEP has introduced several programs which are showing positive effects on the working culture.

3. 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 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 was provided by the NCAA Dashboard Indicators. 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.....	527
2. Band, Cougar Dolls, Cheerleaders (Spirit Groups).....	345
3. Student-Workers at events.....	80
4. Total Student Attendance at Athletics Events.....	30,580

With the 2010 football season nearing completion, student attendance has boasted the highest levels in over a decade, including two sold-out contests to begin the season against Texas State and UTEP.

4. 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 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 FY2010 with a Ledger 3 Fund Equity balance, please describe the conditions which caused the fund balance.

Distressed economic conditions continue to challenge revenue streams especially in the category of philanthropy. While efforts have been maximized to exhaust all means of generating revenue, situations such as that of the John and Rebecca Moores Endowment are likely not to yield proceeds for the third straight year. The \$2,308,000 in operating revenue provided by this endowment reflects an enormous challenge for athletics to balance in increased revenue generation.

5. Please list your 2011-2012 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.

Critical Goals 2011-12

Continue Pursuing our UH Athletics Strategic Vision

- A. **Tradition – winning sports programs with strong fan support.** To provide each coach the guidance, facilities and resources to build and maintain a winning program in the conference and to provide fans with a quality entertainment value. **All sports programs finish in the Top 3 of Conference USA and UH Athletics wins the Conference Director’s Cup.**
- B. **Building Champions for Life – student-athletes will have a rewarding experience culminating with graduation.** To provide each student-athlete a quality educational, social and athletic experience ending with the award of an undergraduate degree.
- C. **Compliance – athletic department compliance.** To insure UH Athletics is in strict adherence with NCAA, OCR, Conference, University and State of Texas rules and regulations.

Department Strategic Initiatives

The following will be addressed and advanced during the 2010-11 academic year. Implementation will begin in 2010-11 and continue through 2011-12. A team leader and team members will be assigned to each initiative. The team will consist of all levels of employees throughout the Athletics Department. Each team will develop both an action plan (including action steps) and timeline (including completion date).

- 1. **Develop Mission Statement and Core Values***
To determine the definition and scope of our mission and guiding principles for the purpose of evolving our identity and culture
- 2. **Introduce Cougar Pride Leadership Academy***
To develop an innovative Leadership Academy that integrates all student-athletes and focuses on life skills, leadership responsibilities and academic achievement
- 3. **Restructure Student-Athlete Academic Services**
To review and restructure all elements (i.e., advising, study hall, academic contracts, withdraw process, Academic Progress Rate monitoring plan, class attendance checks, grade audits, communication with coaches/sport program administrators, progress reports) of academic services with an emphasis on academic “at-risk” student-athletes and increasing both graduation rates as well as retention rates
- 4. **Initiate a Comprehensive Academic Review Process***
To develop an effective and efficient admission review policy whereas a three-tier system is utilized categorizing future academic success by comprehensively assessing the prospective student-athlete’s academic records with respect to university admission standards and NCAA initial/continuing eligibility rules

5. Develop an Extensive Academic Award and Recognition Program
To design an approach and method for celebrating student-athlete and team academic achievement which impels individuals and teams to excel in the classroom and reinforce the importance of academic pursuits
6. Implement Comprehensive Sales and Advertising Strategies and Execution*
To create innovative, comprehensive and highly effective season and individual ticket sales campaign for football, men's basketball and women's basketball with advertising strategies and execution
7. Develop a Comprehensive Fund Raising Plan (i.e., naming rights, giving society) – Stadium/Arena*
To conceive and implement a capital campaign enabling the construction of athletics facilities, targeting football and basketball
8. Student-Athlete Advisory Committee
To enhance the role and involvement of the recognized student-athlete leadership group
9. Revise Student-Athlete Handbook (to include gambling and agent disclaimers/declarations)*
To overhaul the current incarnation of the manual for student-athletes so that it is an innovative and useful resource of information and contacts
10. Create Human Resources Task Force*
To implement a human resources committee/task force for the purpose of addressing/fostering employee relations and development
11. Revise Substance Abuse Policy
To review and evaluate current policies; research will be conducted on other programs with an emphasis on current information and practices
12. Develop and Introduce New Website and Electronic Media Mediums*
To create new UH Athletics website and develop electronic media mediums
13. Develop Student-Athlete Code of Conduct
To create a student-athlete code of conduct as a baseline in order to implement a fair and consistent set of expectations and disciplinary action
14. Create and Implement Formal Financial Aid Policy
To address financial aid issues both institutional and in athletics; specifically for financial aid based on athletic ability; a system for evaluating responsible measures needs to be created to assess fifth year and medical grant-in-aid situations
15. Review and Revise Eligibility Certification Process
To review and revise eligibility certification process for the purpose of modernizing procedures making use of technology and innovation
16. Create and Implement Student-Athlete Criminal Background Process
To develop and implement a student-athlete background assessment

17. Develop and Incorporate Student-Athlete Celebration Banquet
To develop and incorporate a new and improved student-athlete celebration banquet

18. Initiate Gender Equity Report/Review*
To complete a gender equity report/review

*In progress...need to formalize.

6. 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.)?

The Athletics Department is aggressively contacting companies and individuals to increase season, single-game and group ticket sales. In addition, Cougar Pride (fundraising effort to balance the cost of student-athlete scholarships) is working with current donors to increase their gifts, while contacting prospective donors to become new members. We are becoming an “outbound” sales organization to increase our revenues. The Marketing Department concentrated its efforts on improving the entertainment value for students and fans at all events. We need to entertain fans so they will want to return to future events. We are close to finalizing an extension with ISP Sports (Athletics’ multi-media rights holder) which will increase revenue almost 300 percent over the term of the new extension. And finally, Athletics finalized a contract with Barnes & Noble to operate all merchandise sales for Athletics (through the UH Fan Shop and all game day sales). Barnes & Noble also operates the UH Bookstore and are industry leaders in selling merchandise (offering a larger selection with greater profit margins).

7. Please describe 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.