

U N I V E R S I T Y of  
**HOUSTON**

MOORES SCHOOL of MUSIC  
Spirit of Houston

**Fiscal Year 2017 Program Questionnaire  
Student Fees Advisory Committee**

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

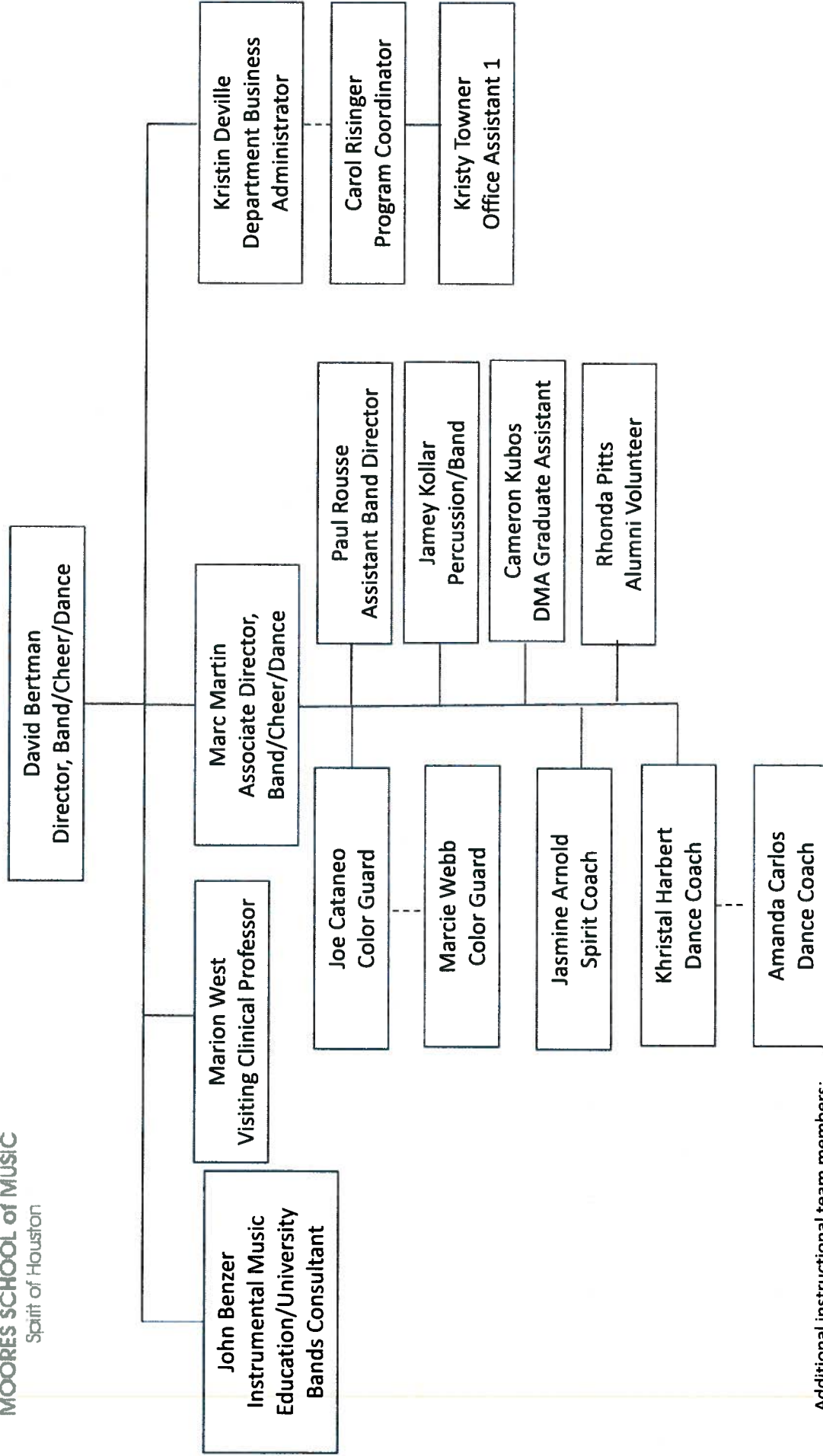
The main mission of the "Spirit of Houston" University Bands, Cheer and Cougar Dolls is to provide University of Houston students with the opportunity to participate in instrumental and spirit groups that represent the University of Houston with the highest degree of quality. The University Band Department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

The University of Houston "Spirit of Houston" Cougar Marching Band, Cheer and Dance is the ultimate example of students from varied backgrounds and majors coming together for the common goal of excellence and promotion of the university. 295 students serve in the "Spirit of Houston" and represent 60 majors across the campus. 1/3 of the "Spirit of Houston" are music majors. This group instills a focus of commitment of service to the university that is among the highest of any group on our campus.

As we continue to meet the increasing demand for the "Spirit of Houston" to appear on and off campus, we consistently strive to generate more financial assistance for members of the "Spirit of Houston". In addition, we work to increase the operating budget that would fund travel, instrument purchases, instrument repair, music arrangements, marching drill, uniforms, recordings, summer recruitment and educational camps and other program-related expenses. In this year's request we are seeking one-time funding for travel that would impact visibility at away games, and instrument purchases that would tremendously enhance the sound and look of the program and the overall student experience.

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 next page.



**Additional instructional team members:**

Eddie Green – Director Emeritus

Joe Dixon – Consultant

Blake Wilkins – Professor of Percussion/Marching Percussion

3. List your unit's strategic initiatives and action steps identified for the 2014-2015 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 (links below). 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.

DSAES Plan: ([http://www.uh.edu/dsaes/about/strategic\\_plan.html](http://www.uh.edu/dsaes/about/strategic_plan.html))

UH Goals: (<http://www.uh.edu/president/vision-priorities/>)

#### 2014-2015 "Spirit of Houston" Strategic Initiatives

It is crucial that the operational budget meet the needs of the students and the program. Below are the major items used within the program's operating budget. Because of the time commitment from the students, the band must assist them with meals during many events. Many outreach programs are also part of the general operating expenses as well as coaches' salaries.

- A. Recruitment of new members of the "Spirit of Houston" and retention of current members of the program is essential to the "Spirit of Houston's" success and above all, student success. (Strategic Initiative 1 – Create new opportunities for student success through learning, engagement and discovery)
- Recruitment
    - "Spirit of Houston" staff visited high school band and spirit programs across Texas to encourage students to enroll at UH, join the band/spirit squads and become part of the #HTownTakeover.
    - Students who committed to join the "Spirit of Houston" were featured on social media similarly to the football recruits on national signing day.
    - The social media campaign was widely successful and brought a great deal of attention to the program.
    - 170 joined the program this fall.
    - We recruit the best and most talented students from across the country. Our students typically have a cumulative grade point exceeding 3.2 and SAT scores averaging 1100.
  - Retention
    - In addition to the efforts in recruitment, it is also key to retain the upperclassmen/student leaders within the program.
    - 161 students returned for Fall 2015. 37 are 3<sup>rd</sup> year members, 27 are 4<sup>th</sup> year members, 9 members are 5<sup>th</sup> year members and 1 6<sup>th</sup> year member.
      - Music Education majors are required to enroll in marching band for two years.

- The band grant program has been developed to reward students who remain in the program and successfully meet all criteria to remain in the group.
- B. The band program has seen an increased number of students seeking membership in the program that either own a poor quality instrument or do not have their own instrument at all. The “Spirit of Houston” is also in need of new instruments. Many of the current instruments have been used for a considerable number of years and are ready to be updated. The band program would like to enhance the student experience by offering instruments to all band members. (Strategic Initiative 2 – Actualize and leverage the fiscal, human, technological, and facility resources that enhance the student experience)
  - The band program received generous funding from SFAC to purchase 12 new trumpets, 14 new saxophones, 8 new baritones and 10 new trombones which are currently utilized by our students. The band program would like to seek funding to support the purchase of additional trombones and trumpets, sousaphones, clarinets and flutes.
  - Providing instruments to all students enrolled in the program would be a huge recruiting tool for the program and ensure that no student feels discouraged from joining the program regardless of whether he/she owns an instrument.
  - Matched instruments provide a uniform visual appearance and offer the benefit of increased sound quality, better range of volume and variety of musical tone that can be expressed by the students and the program.
- C. Increased travel will allow the “Spirit of Houston” to gain more state, national and international exposure. (National and Local Recognition – UH will be known for its accomplishments locally and nationally)
  - The visibility of the “Spirit of Houston” is key to future recruitment and competitive edge and allows the band to be seen and heard across the nation.
  - The “Spirit of Houston” seeks the most cost effective means to allow the band, cheer and dance students to participate in visiting football games, bowl games, basketball tournaments and beyond.
  - Additional funding for travel would support attendance at more games/programs.
- D. Music arrangements, compositions and marching drill should be customized to support the success and greater creativity of the program.
- E. The band program should have resources to make high quality recording, not only for University of Houston fans, but also to initiative a standard of excellence in all areas of band sound. (Strategic Initiative 1 – Create new opportunities for student success through learning, engagement and discovery)
  - The band is continuing to work to create scheduled recording sessions.
- F. The band department should host camps for high school and middle school students.
  - Camps are key to recruitment into the band program and teach Cougar Pride at a young age. Over 300 middle school and high school students attend summer band camp. This camp has served as a major recruiting venue for the Moores School and the University of Houston in majors beyond music.
  - The cheer and dance teams also host clinics throughout the summer that assist in recruiting as well.
  - The band also hosts a yearly band invitation festival that showcases many band programs from across the state of Texas. These schools record performances in

the Moores Opera House. Students experience what is like to perform in our facilities.

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.

For the past sixteen years, the University Band/Cheer/Dance area has seen tremendous growth. We have implemented many new ways to recruit and maintain membership of the "Spirit of Houston." We are working with the admissions office and honors college to increase the opportunity for enrolling students that were members of bands in high school. The exponential growth of our program indicates that a tremendous need for spirit and tradition is a priority of the university community and its alumni. As our campus continues to be a place of choice and residence, our opportunities and mission also become more apparent. We are now more visible to our students as more students are starting to enjoy the traditional college experience. We will continue to redesign our program to fit the needs of our institutional growth.

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

Even though marching season officially ends in December in conjunction with the end of football season, the "Spirit of Houston" Cougar Marching Band, Cheer and Dance participates in events including the Houston Livestock Show and Rodeo Parade, two Houston Martin Luther King Jr. Day Parades, the City of Houston Veteran's Day Parade, 2015 March for Babies, Spring UH Commencement ceremony, Frontier Fiesta, Spring Football Game as well as numerous additional University of Houston special events, athletic events and special occasions here on campus and throughout the community. In addition, the Cougar Brass supports the endeavors of the University of Houston basketball teams and other spring sports. It is evident from the breadth of the participation that the "Spirit of Houston" is a vital resource to the university community.

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

"Spirit of Houston" Cougar Marching Band	245
Cougar Brass	70
Wind Ensemble 1	70
Symphonic Winds	57
Symphonic Band	60
Concert Band	50
Cougar Dolls	17
Cougar Color Guard	10
Cougar Percussion	30
Twirlers	1
Cougar Cheer Team	25

5. Please discuss any budget or organizational changes experienced since your last (FY2016) 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 FY2015 with a Fund 3 addition to Fund Equity, please describe the conditions which caused the addition.

The "Spirit of Houston" did not receive funding to support the purchase of additional instruments during FY 2016, so the program will have limited funds to purchase instruments this year.

The program began work with the compensation department in FY 2015 to develop job descriptions for a cheer coach and percussion instructor. Due to the large changes in Human Resources, the jobs were not posted and filled during FY 2015. Employees were contracted for the year. Both of these positions will be filled during FY 2016.

6. Please list your 2016-2017 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs and Enrollment Services 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.

Recruitment of new members of the "Spirit of Houston" and retention of current members of the program will always be crucial to the "Spirit of Houston's" success and above all, student success. (Strategic Initiative 1 – Create new opportunities for student success through learning, engagement and discovery)

- It is our goal to increase the size of the "Spirit of Houston" to 350 people during the 2016-2017 school year.

"Spirit of Houston" presence at all away games in an effort to gain more state, national and international exposure for the program and the university. (National and Local Recognition – UH will be known for its accomplishments locally and nationally)

Increased visibility at student life functions across campus to support the development of a vibrant campus life. (Strategic Initiative 1, d)

Increased visibility and impact within the greater Houston community through continued service projects and outreach (Strategic Initiative 1)

The "Spirit of Houston" should host camps for high school and middle school students.

- Camps are key to recruitment into the band program and teach Cougar Pride at a young age. Over 300 middle school and high school students attend summer band



camp. This camp has served as a major recruiting venue for the Moores School and the University of Houston in majors beyond music.

- The cheer and dance teams also host clinics throughout the summer that assist in recruiting as well.
- The band also hosts a yearly band invitation festival that showcases many band programs from across the state of Texas. These schools record performances in the Moores Opera House. Students experience what is like to perform in our facilities.
- Inviting 20 students per football game to join the “Spirit of Houston” experience for a game.

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.

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

We are working closely with the University of Houston Alumni Association to enhance opportunities to raise funding to support a progressive band, cheer and dance program.

Projects are being developed to further support band grant assistance and operations as well as endowment campaigns in the names of Dr. William Moffitt and Mr. Eddie Green.

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.

The funding for the “Spirit of Houston” is a unique area. There are aspects that create crossover. First and foremost the band functions on two different levels: it is an extracurricular activity comprised for university needs and athletic events; it is also a large ensemble provided for instruction to the music education major. Both areas are of equal importance.