

STUDENT FEES ADVISORY COMMITTEE (SFAC)
FY2018 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, 2016. It should be noted that only electronic submissions will be considered. Only those requests submitted by 1:00 p.m., October 19, 2016 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 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 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 due to the gracious support of our student body and donors to Houston Athletics. Completion of the Cougar Cage and additional enhancements to TDECU Stadium were successful this summer in preparation for the 2016 football season. We completed the construction of the Guy V. Lewis Development Facility and Ron & Carolyn Yokubaitis Outdoor Track and Field Complex this past fiscal year. We also broke ground on the Houston Baseball Development Center which is scheduled to be completed in the spring of 2017. At the conclusion of the football season, we will break ground on the Indoor Practice Facility. Finally and potentially most important to the student experience, we will begin renovations at the conclusion of the men's and women's basketball season to create a state-of-the-art basketball arena. We could not have done this without the support of Chairman Fertitta and our student body. We look forward to opening the Fertitta Center in the fall of 2018. 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 we have had a positive impact and

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 2015-2016 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 2015-2016

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

- 135 Total Team Wins
- 26 Individual NCAA Postseason Appearances
- 20 American Athletic Conference Individual Championships
- 13 All-Americans
- 10 Team NCAA Postseason Appearances
- 4 American Athletic Conference Team Championships (Most since 2010-11)

B. Football

- No. 8 Final National Ranking (AP and Coaches polls)
- Chick-fil-A Peach Bowl Champions
- American Athletic Conference Champions

- American Athletic Conference West Division Champions
 - Head Football Coach Tom Herman received the following recognition: FWAA First-Year Coach of the Year, Eddie Robinson Coach of the Year Finalist and American Athletic Conference Co-Coach of the Year.
 - Greg Ward Jr. received the following recognition: Earl Campbell Aware Winner
 - Trevon Stewart received the following recognition: Associate Press All-Bowl Team
- C. Volleyball**
- Freshman outside hitter Brookah Palmer was named to AVCA All-Southeast Region Honorable Mention. Palmer led the Cougars with 506 kills and was the best freshman hitter in the league. Following the 2015 season, Palmer was a unanimous selection for the All-Conference First Team, becoming the first freshman Cougar to be named to the First Team and only the second Cougar in three years to accomplish the feat.
 - Senior libero Olivia O'Dell was named to the All-American Athletic Conference Second Team.
- D. Track & Field/Cross Country**
- NCAA Indoor Championships National Runner-Up: Cameron Burrell 60-Meters
 - American Athletic Conference Indoor Champions
 - NCAA Indoor Championship participant
 - Four American Athletic Conference Individual Indoor Championships
 - NCAA Outdoor Championships National Runner-up: 4x100 Relay
 - American Athletic Conference Outdoor Champions
 - NCAA Outdoor Championships participant
 - NCAA West Regional Outdoor participant
 - Six American Athletic Conference individual and two relay outdoor championships
 - NCAA Women's West Regional participant
 - Two Women's American Athletic Conference individual Championships
 - NCAA South Central Regional Men's Cross Country Championships participant
 - NCAA Championships Individual Men's Cross Country participant
 - NCAA South Central Women's Regional Championships participant
- E. Swimming & Diving**
- NCAA Zone D Diving Championships participant
 - Six American Athletic Conference Individual Championships
- F. Baseball**
- Houston Baseball notched its fourth straight 35+ win season under Head Coach Todd Whitting as it finished 36-23.
 - Houston Baseball renamed its home facility Darryl & Lori Schroeder Park, thanks to a generous gift from the proud Cougars.
 - Houston advanced to the American Championship final for the third straight season.
- G. Men's Basketball**
- Picked to finish seventh in the coaches' preseason poll, the Cougars posted a 22-10 record, tied for third in the competitive American Athletic Conference and competed as the No. 2 seed at the American Athletic Conference Championship.

- Under the leadership of Head Coach Kelvin Sampson, the Cougars returned to the postseason for the first time since 2006, earning a berth in the National Invitation Tournament (NIT).

H. Women's Basketball

- Forward Serithia Hawkins was unanimously voted to the American Athletic Conference All-Freshman team. Hawkins averaged a team-high 8.8 points and 7.4 rebounds per contest in 30 games for the Cougars.
- Houston was one of the better defensive teams in the American Athletic Conference during the 2015-16 season. The Cougars finished tied for fourth in the league in steals per game (8.0) while also forcing the fifth most turnovers per contest at 16.3.

I. Tennis

- Junior Despoina Vogasari was named to the All-American Athletic Conference Team for the third consecutive season. Vogasari finished the fall season with a 10-3 record before going 10-6 during the spring. Vogasari and teammate Rocio Martin also compiled a 12-3 record while on the top doubles court in 2016.
- For the fifth consecutive season, the Cougars earned the NCAA Public Recognition award for having an APR within the top-10 percent of all Division I tennis programs.

J. Softball

- Houston Softball finished the 2016 season with a 27-29 overall record and 9-9 mark in American Athletic Conference.
- Kristin Vesely was named the second head coach in program history on June 10, 2016. She joined the program in 2010 as an assistant coach and was promoted to associate head coach in 2014.

K. Soccer

- Freshman forward Desiree Bowen was named to the 2015 American Athletic Conference All-Rookie Team after finishing the season with four goals in just 351 minutes of action and assisting on a goal to give her nine points.
- The Cougars pitched four shutouts during the 2015-16 season including three straight, leading to a streak of 328 consecutive minutes without allowing a goal over a span of five games.

L. Men's Golf

- NCAA Championships participant
- Tied for third at NCAA Franklin Regional
- NCAA Franklin Regional individual Champion
- No. 32 Final National Ranking

M. Women's Golf

- American Athletic Conference Champions in just second with full team
- NCAA Championships individual participant
- Seventh at NCAA Baton Rouge Regional
- No. 31 Final National Ranking

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 2015-16 season
- 14 Football games nationally televised games on ESPN or CBS family of networks
- 16 Baseball games televised including the national televised American Athletic Conference Championship

Customer Service/Entertainment Value:

- Student specific tailgate area located in Shasta Square prior to each home football game.
- TDECU Stadium allocates over 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 over 3,800 students per game during the 2015 football season.
- An increased number of concession stands are located at TDECU Stadium with a variety of new food options.
- State-of-the-art 2,584 square foot HD video board located on the west end 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 2015-16, 80 Student-Athletes received their Bachelor's Degree
- Fall 2015 GPA : 2.91
- Fall 2015 Cumulative GPA: 2.90
- Spring 2016 GPA : 2.87;
- Spring 2016 Cumulative GPA: 2.89
- Eleven of Houston's 17 sport programs recorded a cumulative GPA of 3.00 or better in the Spring of 2016
- Tennis led all 17 sport programs with a spring semester GPA of 3.69 and also had the highest cumulative GPA of 3.46
- Twenty-three percent of all student-athletes earned Dean's List honors for Fall 2015 and 23% earned Dean's List designation for Spring 2016
- All programs exceeded the minimum threshold NCAA APR rate of 930 – meaning over 93% over each team (over the last four years) was eligible, retained and/or graduated!
- Tennis, women's golf, and men's cross country 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 year UH for 2009-10 graduated at a rate of 61% (as compared to FGR from FTIC 2008-09 at 54%) with FTIC student-athletes in the 2010-11 cohort projected to graduate at a rate of 57% 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 1 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:

- Under new athletic department leadership we have agreed to a 3-year financial plan with administration and finance for base university support and competitive university support.
- Three sellouts leading to record season ticket sales for football in 2016.
- Another record year surpassing \$5.8 Million in annual giving to Cougar Pride for scholarships.
- More than doubled our athletic apparel and equipment support from Nike effective August 2016.

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 over 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 FY2014 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.....489
2. Band, Cougar Dolls, Cheerleaders (Spirit Groups).....403
3. Aramark Student Employees.....134
4. Average FB Student Attendance (7 home games).....3,800

5. Please discuss any budget or organizational changes experienced since your last (FY2017) 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 FY2016 with a Fund 3 addition to Fund Equity, please describe the conditions which caused the addition.

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 in regard to NCAA legislation, in order for UH to maintain a competitive balance it is necessary we must have the resources to adopt many of their legislative decisions. Our ability to adapt to the changing NCAA culture will set the tone for the amount 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 continues to expand the University of Houston brand at a national level. We continue to position our University for future conference realignment opportunities to 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 opening of the Guy V. Lewis Development Facility, the construction of the new baseball clubhouse which will open in the spring of 2017 as well as the renovation of Track/Soccer facility complex enhancements which opened in the spring of 2016.

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. A major renovation to our current basketball complex (Hofheinz Pavilion = Fertitta Center) as well as the addition of an indoor practice facility to support our nationally ranked football program are essential to our future success, revenue generation, conference affiliation and fan and student-athlete experience.

Athletics continues to partner with UH Sports and Entertainment 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 leadership and sports and entertainment to plan student programming in athletic venues.

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

6. 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 2016-2017

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.

Externally generated revenue is a key element to athletic 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

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 overlaps 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.

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 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

Department of Athletics

Vice President

