



Fiscal Year 2020 Program Questionnaire
Student Fees Advisory Committee

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 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. The Spirit of Houston University Bands represent over 70 majors across the campus, and over 2/3 of the Spirit of Houston do not major in music. This group instills a focus of commitment and 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 financial assistance for members of the Spirit of Houston University Bands. In addition, we work to increase financial support to fund student 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 increase visibility at away football games and community appearances around the state as well as a one-time increase to help fund the Cougar Dolls and Cheerleaders. The funding of the two spirit groups would directly impact the students by offering them more in-depth training, skill work, and the opportunity to represent the University of Houston at a higher level.

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.

David Bertman
Director of Bands

Cameron Kubos
Director of Athletic Bands

Unfilled Associate
Director of Bands

John Benzer
Instrumental Music
Education/Band
Consultant

Brenda Ramirez
Department
Business
Administrator

Jamey Kollar
Assistant
Director/Drumline

Khristal Harbert
Cougar Dolls Coach

Cory Meals
Professor of Music
Education/Band
Consultant/Marching
Band Designer

Vacant
Program Coordinator

Austin Brake
Teaching Assistant

Amanda Duran
Cougar Dolls Coach

Justin Langham
Teaching Assistant

Amy Weaston
Cheerleading Coach

Joe Cataneo
Colorguard Director

Alyssa Hollowell
Cheer Graduate
Student

3. List your unit's strategic initiatives and action steps identified for the 2017-2018 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)

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

2018-2019 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. The band also worked to set up future exhibition performances that would aid in recruiting future students for the Spirit of Houston and the University of Houston
 - Social media was used more actively to promote and engage current and future members of the Spirit of Houston.
 - The social media campaign has been widely successful and brought a great deal of attention to the program.
 - 180 freshmen 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.
 - 150 students returned for Fall 2018.
 - 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, through the generous funding received from SFAC in the previous year, was able to begin the process of purchasing new Sousaphones for the marching band. This was an area in need of major improvement both to facilitate the student's learning and performance success in addition to providing a pleasing visual appearance for the audience at Spirit of Houston performances.
- 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 University Bands 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.
 - With the continued success of the UH Football team, there is increased expectation for the Spirit of Houston to attend away games in some capacity. Additional funding for travel would support attendance at more games/programs. During Fall 2018, the Spirit of Houston sent/will send the full organization to the games against Rice and SMU, a large pep squad of Band, Cheer, and Dance to Texas Tech, a small pep squad to Navy, Cheer and Mascots to ECU and Memphis, as well as travel for the Spirit of Houston to perform at the Bands of America Houston Regional as an Exhibition Band. It is our goal, and the desire of administration and athletics that we have a presence at all UH Football games. It is also our goal to increase the footprint of the entire Spirit of Houston in the Houston community as well as state-wide with exhibition performances and appearances.
- D. Music arrangements, compositions and marching drill should be customized to support the success and greater creativity of the program.

The band program should have resources to make high quality recordings, not only for University of Houston fans, but also to initiate 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.
- E. 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 school year and

summer that assist in recruiting as well.

- The band also hosts a yearly band invitational festival that showcases many band programs from across the state of Texas. These schools record performances in the Moores Opera House. Students experience what it is like to perform in our state-of-the-art facilities while interacting with our faculty, staff, and students. This has proven to be a great recruiting tool over the years, and we currently have a record high enrollment for the 2019 Invitational (over 35 groups).
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. If available, please provide program benchmarking data from comparable institutions.

For the past eighteen years, the Spirit of Houston has seen tremendous growth. We have implemented many new ways to recruit and maintain membership within the group. 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 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, 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	250
Cougar Brass	150
Volleyball Band	100
Wind Ensemble	65
Symphonic Winds/Band	110
Concert Band	50
Cougar Dolls	24
Twirlers	3
Cheerleaders	45
Mascots	12
Total	809

5. Please discuss any budget or organizational changes experienced since your last (FY2019) 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.

Staff changes have occurred in the previous school year (Director of Bands and Director of Athletic Bands) that have kept one open position (Associate Director of Bands) open into this school year. There is also one position (Program Coordinator) that is an open search that should be concluded soon

6. If your unit concluded FY2018 with a Fund 3 addition to Fund Equity 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.).

N/A

7. Please list your 2019-2020 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 continued goal to increase the size of the Spirit of Houston to 450 students. We have sustained our size through several staff changes and organizational challenges in the past year, and with a heavy focus on recruiting the group should be capable of growing a significant amount headed into the 2019-2020 school year.
- We are working to engage local and in-state high school students as well as band directors and spirit coaches for the final games in the 2018 football season, as well as basketball, to continue to build interest in the Spirit of Houston.

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. As our football team has continued success, there is a higher expectation that our spirit groups are present for all games. (National and Local Recognition – UH will be known for its accomplishments locally and nationally)

- Currently, the Spirit of Houston plans on travelling to a high number of games in the 2019 season, including full travel to the season opener at the University of Oklahoma (including a performance a high school game the night before), at the University of North Texas (including a performance at a high school game the night before), pep bands/spirit squads at Tulsa, Tulane, and UCF, as well as full group performance at either the State Marching Contest or Bands of America San Antonio Regional.

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

- We will continue to work with the programs within the Division of Student Affairs and Enrollment Services and campus-wide to ensure the presence of spirit on campus.

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 invitational 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 or more students per football game to join the Spirit of Houston experience for a game.

8. Recognizing that the potential to generate additional Student Service Fee income for FY2020 base funding is extremely limited and recognizing that it is likely that some units will not be allocated the new base budget and/or one-time funds requested. Please provide a narrative of how your unit would accommodate a reduction of 5% in your total FY2020 base Student Service Fee budget request and provide a line-item explanation of where budgetary cuts would be made.

The operational budget of the Spirit of Houston, which includes travel and staff salaries, relies heavily on the funds received from SFAC. A reduction of the base allocation will directly affect not only the student experience, but our ability to carry out our mission as a student organization at the University of Houston. Working to be a good steward of the funds we receive, we as an organization have been scrutinizing our budget allocations and expenditures over the last 18 months and “tightening our belt.” Even with growth in the program, this has allowed us to maintain our organizational goals and student success both on and off campus. If

our budget is reduced, our immediate focus will have to shift to maintaining our on campus presence while reducing off campus appearances, including student travel and performances at off campus athletic events. In the short term, a 5% decrease would likely eliminate a Spirit of Houston presence at several away football games. In the long term, it would diminish our ability to serve the needs of UH Athletics and the University of Houston.

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.

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.

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.

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.