

UNIVERSITY of HOUSTON

A.D. BRUCE RELIGION CENTER



Program Questionnaire for FY 2020 - 2021

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.

Since its opening in the fall of 1964 and its dedication in May 1965, the A.D. Bruce Religion Center has been a focal point for numerous on-campus religious activities for 52 years. While the building is a bustling center of many ongoing educational programs, activities and services, it is also a place for both quiet meditation and spiritual discovery and growth.

In support of the University's mission, the A. D. Bruce Religion Center provides an organized means for

- celebrating diversity,
- assisting in establishing and encouraging inter-faith dialogue, and
- the promotion of a continuing search for knowledge.

The Religion Center supports student success through our facilities management and resources, providing opportunities for student employment and internships and providing quality customer service to students, faculty, staff and our University guests.

The Religion Center is home to 10 campus ministry programs that provided financial support for the construction of the Religion Center. Three of those groups [Catholic Newman, Baptist Student Ministry and Hillel] subsequently constructed their own off-campus religion centers. They continue to retain their office suites in the A.D. Bruce Religion Center.

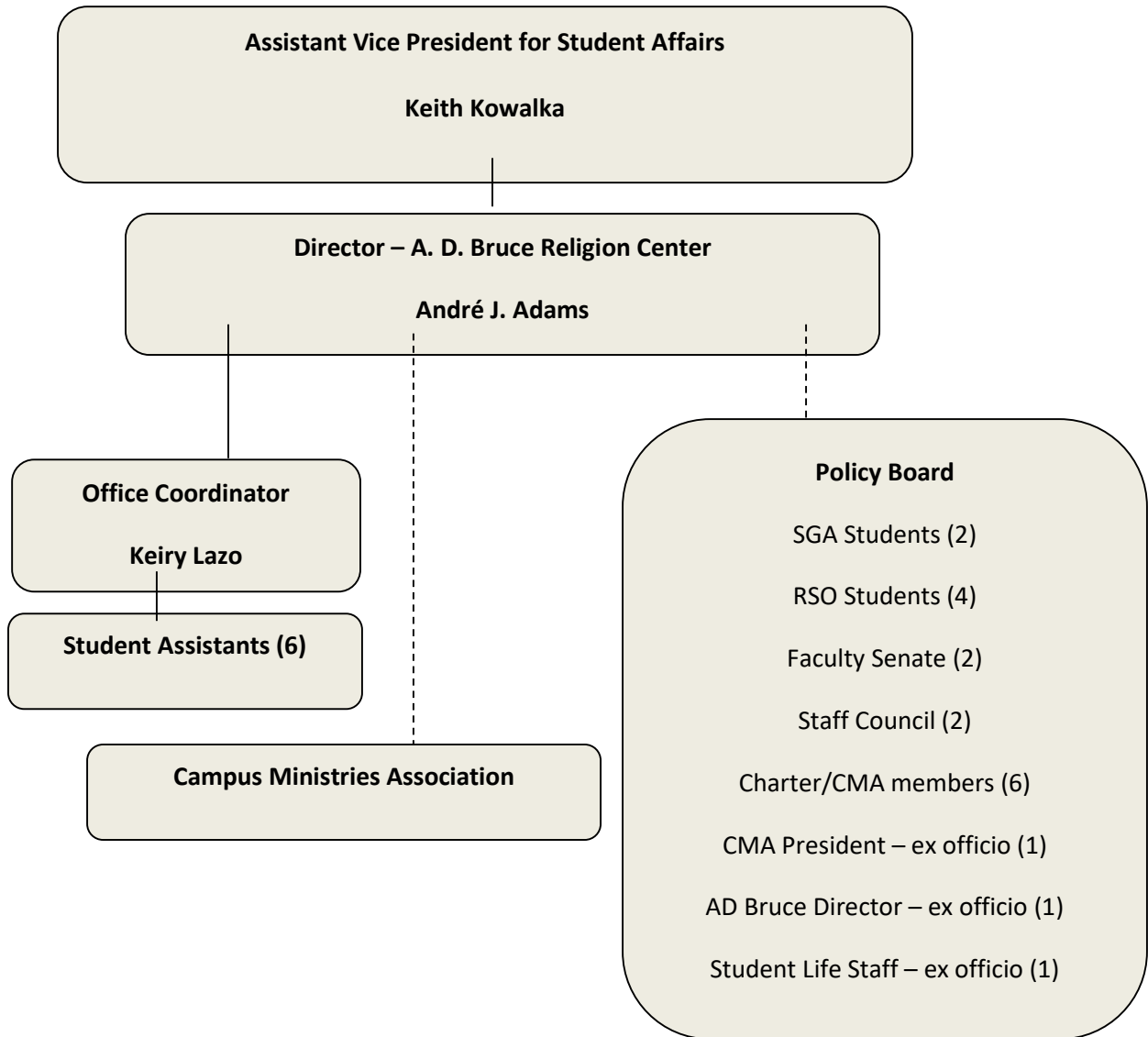
The original Charter denominations or Resident Ministries are: **Baptist Student Union** [*now Baptist Student Ministry*], **B'nai B'rith Hillel**, **Catholic**, **Christian Science**, **Church of Christ**, **Disciples of Christ** [*now included in United Campus Ministries*], **Lutheran** [*Missouri Synod*], **Lutheran / National** [*now Evangelical Lutheran Church in America/ELCA*], **Methodist**, **Presbyterian** [*now included in United Campus Ministries*] and **Protestant Episcopal**.

The Religion Center also provides support for the Campus Ministries Association (CMA) which is comprised of all of the full time staff of the campus ministry programs at the University of Houston currently representing 16 various faiths and denominations. CMA sponsors free lunches on Wednesdays during the fall and spring semester and host Inter-Faith Dialogue conversations during free lunches as well as through collaborative events with other ministries.

The Religion Center Policy Board meets during the fall and spring semesters and provides guidance and support for the programs, services and policies of A.D. Bruce Religion Center.

University of Houston students, faculty, and staff utilize the Center for programs, lectures, meetings, and special events. General purpose rooms are available for worship, study, discussions, and reflection. The Religion Center's University Chapel, with seating for 275, is the site for weddings, memorials, funerals, baptisms and quinceañeras, including the University's annual memorial service. The Meditation Chapel and two classrooms provide Friday Prayer space for the Muslim Student Association. The Religion Center provides office space for two Registered Student Organizations: Chi Alpha and Muslim Student Association.

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.



3. List your unit's strategic initiatives and action steps identified for the 2018-2019 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/about/mission/>)

Strategic Initiative 1: Manage and provide for a satisfying and well maintained auxiliary facility for the use of UH students, faculty, staff, alumni and University guests.

UH – 2; DSAES – Accountability

Action Step 1.1: Develop a plan of action that will address and prioritize facility needs for repair and/or replacement. The plan of action will outline a process for identifying financing these projects through the religion center budget, Student Life and DSAES development resources. Special attention will be given to proposing a viable payment process should an interdepartmental funding source be identified and approved.

Status: *Completed and ongoing. Roof Replacement Project began in May 2018 and was completed in September 2018. Continue to work with Development office and Division leadership for future restoration and transformation projects.*

Action Step 1.2: Monitor and review the UH Service Level Agreements for housekeeping, maintenance and grounds to ensure Religion Center needs are met and cost savings are achieved where applicable.

Status: *Completed and ongoing. Worked with grounds department to adjust monthly cleaning of beds and shrubbery. Constant communication with UH staff responsible for monitoring mowing and care of grounds.*

Action Step 1.3: Develop a working partnership with the new custodial vendor and monitor the Custodial Cleaning Frequency Charts to ensure facility cleanliness and consistent staffing to support student organization activities and special event needs.

Status: *Completed and ongoing. Monthly meetings were held with the vendor and UH staff responsible for the contract and monitoring of their services. Problems/concerns discussed and resolved.*

Action Step 1.4: Review and revise the student assistant training program for special event assistance and improving and maintaining customer service based on an ethic of care. Special attention will be given to CPR and AED training for student assistants and resident ministry leadership.

Status: *Partially completed and ongoing. Training program updated to include diversity and inclusion initiatives during their August 17, 2019 workshop prior to the start of the fall semester. Customer Service component was included in that session. CPR and AED training was not completed.*

Strategic Initiative 2: Provide administrative, advising and program support for the programs and services of the Campus Ministries Association (CMA).

UH – 2; DSAES – Collaboration

Action Step 2.1: Develop program initiatives to support interfaith dialogue, campus outreach to further develop collaborative programs and services with registered student organizations and colleges and departments.

Status: Ongoing. *Assessment project was conducted in spring 2018 to assess registered student organizations that self-identify as religious spiritual on their organization needs and awareness of the programs and services of the Religion Center. [SEE 4. Assessment Projects for details.]*

Action Step 2.2: Coordinate with the Center for Diversity and Inclusion, UH Wellness, the Religious Studies Department, the Campus Ministries Association and UH Contracts and Grants to plan a variety of Interfaith Dialogue programs that will provide students different learning options, to include speakers, cohort groups and reading options.

Status: Completed and ongoing. *Interfaith Week was held February 10 – 17, 2019. Events included Ash Wednesday services, Interfaith Dinner, Homeless Outreach, Coffee in the Lobby and various bible studies.*

Action Step 2.3: Identify and recruit a graduate assistant for the Religion Center to assist with the development of interfaith dialogue initiatives, support campus and community outreach, and assist with the development and implementation of assessment projects.

Status: Not completed. A proposal was submitted but not approved to include a graduate assistant in the FY18/FY19 budgets.

Action Step 2.4: Develop a student / staff task force that will identify resources and models that will strengthen current Campus Ministries Association initiatives on interfaith dialogue and identify new programs and services for spiritual wellness and improve religious competencies of the UH campus community. The task force will represent interested members of the Campus Ministries and representatives from Religious Studies and DSAES stake holders.

Status: Not completed. However, continue to have dialogue with Campus Ministries Association regarding their interfaith initiatives, presence on campus and participation in those initiatives.

Strategic Initiative 3: Market the Religion Center programs and services to UH and the greater Houston area.

UH – 2; DSAES – Accountability

Action Step 3.1: Develop a plan of action in collaboration with the Student Center Conferences and Reservations [CARS] Office and the University Hilton that will showcase UH facilities as a destination for special events.

Status: Partially completed and ongoing. *Continued collaboration with the University Hilton to promote weddings at the Religion Center and direct customers to the Hilton for receptions.*

Action Step 3.2: Produce a quarterly Religion Center newsletter; review and update the Religion Center's web site; and explore new and different ways in which the digital kiosk can further promote Religion Center events and support special events.

Status: Partially completed and ongoing. Quarterly newsletter did not materialize. Continuous review and updating of Religion Center web site occurred throughout the fiscal year. WE ARE HERE signage added to digital kiosk

Action Step 3.3: Review and update A.D. Bruce Religion Center's social media presence and marketing to include the A.D. Bruce Religion Center website: www.uh.edu/adbruce and other social media options.

Status: Completed and ongoing. Worked with Student Life marketing on UH Day of Remembrance. Also developed a WE ARE HERE! marketing plan that was included in several Center for Student Media publications: Welcome Back issue, first issue, Interfaith Week ads.

Strategic Initiative 4: Expand assistance for and partnerships with students, registered student organizations (RSOs), colleges / departments and non-UH entities with the planning and presentation of their programs and events in the Religion Center.

UH – 2; DSAES – Collaboration

Action Step 4.1: Continue to work with Student Government Association, Student Affairs and Enrollment Services, Advancement, the UH Alumni Association, UH Marketing and the Campus Ministries Association in the development and planning of the Annual UH Memorial Service.

Status: Completed. UH Day of Remembrance was held on Tuesday, March 5, 2019. Worked with SGA, Faculty Senate, Staff Council, UH Alumni Association, Campus Ministries Association and Student Life marketing for a successful event and reception.

Action Step 4.2: Develop a partnership with the College of Education and the Hilton College of Hotel and Restaurant Management that will further support student learning and engagement through internships, graduate assistantship and employment.

Status: Completed and ongoing. Continue to work with Hilton to recruit student assistance and offer internships.

Action Step 4.3: Collaborate with the Moores School of Music to schedule and promote recitals and concerts at the A.D. Bruce Religion Center.

Status: Completed and ongoing. Moores School of Music hosted 2 choral concerts. In addition, worked with the Director of the Organ program and provided practice and audition space for pipe organ students. Will continue to work with the Organ Director with ongoing service to our Chapel pipe organ and relocation of the Meditation Chapel pipe organ to the Moores School of Music

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.

- A. Number of Registered Student Organizations making reservations.
There was a decrease in RSOs submitting reservation requests for FY19 [27] compared to FY18 [31].
- B. Number of bookings by Registered Student Organizations.
There was a decrease in the number of bookings in FY19 [683] compared to FY18 [714].
- C. Event hours by Registered Student Organizations.
There was an increase in the number of event hours in FY19 [1,604] compared to FY18 [1,587].
- D. Estimated Attendance by Registered Student Organizations [self-reported].
There was a significant increase in self-reported attendance in FY19 [31,935] compared to the 24,389 as reported in FY18.

	FY11	*FY12	*FY13	*FY14	FY15	FY16	FY17	FY18	FY19
RSOs Making Reservations	25	30	36	36	39	32	22	31	27
RSO Bookings	764	775	817	997	773	767	656	714	683
RSO Event Hours	1,683	1,691	1,834	3,444	1,717	1,726	1,486	1,587	1,604
RSO Attendance	22,449	39,630	39,630	51,429	26,793	22,808	25,139	24,389	31,935

** Increase attributed to the SC Transformation Project*

Student Affairs Assessment Initiatives

With a staff of two and the previous Director was working w/ a terminal illness until he needed to take leave from office and ultimately passed away. Unfortunately, because of the explained circumstances, the assessment plans for FY19 were not completed.

These are the assessment plans for FY21:

- Customer Service Assessment
 - Monthly assessment will be sent out to wedding customers to assess ease of reservation, staff helpfulness, facility cleanliness, helpfulness of staff, etc.
 - Data will be used to make immediate changes if necessary and address unforeseen challenges with our processes.
- Campus Ministries Association FREE Lunch Program
 - Each semester the assessment will be sent out to students, faculty and staff who attend the event. The assessment will provide some information about who we are serving at this program. We will also assess what needs, if any, are being met by hosting this program and if we can be doing something to assist more/differently in addressing any needs.
- Student Employee Training
 - This semester assessment will be conducted by a pre-test and post test of all the student employees. We will assess if our training program is addressing the needs of our student employees to be competent employees as well as what trainings we need to be better at hosting or providing for our student employees. We will also offer a post test to see if our student employees have gained the confidence necessary for them to be informed and proficient workers.

Benchmark Colleges & Universities, Houston Churches, and Professional Organizations

Benchmark research includes comparison of rental/special fee rates and interfaith programming in the Houston market as well as with other public/private institutions. Currently, the Religion Center is only one of three religion centers with offices/ministerial services on a public university campus. Traditionally, most universities do not provide such space and support requiring their religious/spiritual groups to set up office and event space off campus.

Campus Ministry Programs

Florida State University
Massachusetts Institute for Technology
North Carolina State University – Chaplains Cooperative
Northern Illinois University – Association of Campus Religious Organizations
University of Notre Dame
Pennsylvania State University
University of Nebraska – Lincoln
Southern Illinois University - Edwardsville
Western Carolina University

Chapels

Auburn University – University Chapel	Tulane University – Rogers Memorial Chapel
Bastyr [WA] University – Chapel	Univ. of Chicago – Rockefeller Memorial Chapel
Emory University – Cannon Chapel	Univ. of Georgia – Chapel
Howard Univ. – Andrew Ranking Memorial Chapel	
Univ. of Kansas – Danforth Chapel	Indiana Univ. – Beck Chapel
Univ. of Maryland – Memorial Chapel	Michigan State Univ. – Alumni Chapel
Univ. of Mississippi – Paris Yates Chapel	Northwestern Univ. – Chapel [2]
Univ. of Missouri – A.P. Green Chapel	Rice – Memorial Chapel
Univ. of Southern California	Southern Methodist University – Perkins Chapel
Univ. of S. Mississippi – Danforth Chapel	Texas Tech Univ. – Kent Hance Chapel
Univ. of Tulsa – Sharp Chapel	Trinity Univ. – Chapel

Houston Area Churches and Other

Christ Church Cathedral (Episcopal)
Christ the King Lutheran Church
First Evangelical Lutheran Church
First Methodist Church
First Presbyterian Houston
Houston First Baptist Church
Saint John Vianney Catholic Church
Saint Paul's Methodist Church
American Guild of Organists
American Youth Corp [*national interfaith dialogue org*]

- 5. Please discuss any budget or organizational changes experienced since your last (FY2020) 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. (NOTE: Not in FY21 Questionnaire**

There were no budget changes since the SFAC presentation in October 2018.

The previous Director had a terminal illness and passed away in March of 2019.

André J. Adams is the new Director and began work on July 22, 2019.

The annual allocation from the Rockwell Endowment of \$20,368.00 is used for the annual operation of the A.D. Bruce Religion Center.

- 6. If your unit concluded FY2019 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.).**

There was a One Time Roll Fund Equity of \$99,998 at the beginning of FY20 as approved by Dr. Richard Walker. The balance will be used to address additional deferred maintenance projects and on-going emergency repairs for the AD Bruce Religion Center.

7. Please list your 2020 - 2021 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.

Strategic Initiative 1: Maintain a safe, clean and welcoming auxiliary facility through excellent customer service and detail oriented event management.

UH – Service Excellence; DSAES – Resources, Partnerships

Action Step 1.1: Review and update the student assistant training program for special event assistance and improving and maintaining customer service based on an ethic of care. Special attention will be given to Cardiopulmonary Resuscitation [CPR] and Automated External Defibrillator [AED] training for student assistants and resident ministry leadership.

Action Step 1.2: Develop a plan of action that will address and prioritize facility needs for repair and/or replacement. The plan of action will outline a process for identifying financing for these projects through the Religion Center budget and/or DSAES development resources.

Action Step 1.3: Regularly monitor EMS to ensure facility cleanliness and consistent staffing to support student organization activities and special event needs.

Action Step 1.4: Monitor and review the UH Service Level Agreements for housekeeping, maintenance and grounds to ensure Religion Center needs are met and cost savings are achieved where applicable.

Strategic Initiative 2: Create new marketing campaigns for the Religion Center programs and services to UH and the greater Houston area. UH – Service Excellence, Innovation & Technology; DSAES – Resources, Partnerships

Action Step 3.1: Develop a plan of action in collaboration with the Student Center Conferences and Reservations [CARS] Office and the University Hilton that will showcase UH facilities as a destination for special events.

Action Step 3.2: Review and update A.D. Bruce Religion Center’s social media presence and the A.D. Bruce Religion Center web site [www.uh.edu/adbruce].

Action Step 3.3: Produce a quarterly Religion Center newsletter; explore options to submit staff editorials to The Cougar; manage content on AD Bruce website to insure information is regularly up to date; and explore new and different ways in which the digital kiosk can further promote Religion Center events and support special events.

Strategic Initiative 3: Create, develop and implement AD Bruce programs and events while also providing administrative and advisement support to Campus Ministries Association (CMA), RSOs, UH departments and campus visitors with programs and special events hosted at AD Bruce Religion Center.

UH – Service Excellence; DSAES – Student Success, Division Cohesion, Partnerships

Action Step 3.1: Develop program initiatives to support interfaith dialogue, campus outreach to further develop collaborative programs and services with registered student organizations and colleges and departments.

Action Step 3.2: Coordinate with the Center for Diversity and Inclusion, UH Wellness, the Religious Studies Department, the Campus Ministries Association and UH Contracts and Grants to plan a variety of InterFaith Dialogue programs that will provide students different learning options, to include speakers, cohort groups and reading options.

Action Step 3.3: Continue to work with Student Government Association, Student Affairs and Enrollment Services, Advancement, the UH Alumni Association, UH Marketing and the Campus Ministries Association in the development and planning of the Annual UH Memorial Service.

Strategic Initiative 4: Expand assistance and partnerships with students, registered student organizations (RSOs), colleges / departments and non-UH entities with the planning and presentation of their programs and events in the Religion Center. UH – Service Excellence; DSAES – Resources, Partnerships

Action Step 4.1: Develop a partnership with the College of Education and the Hilton College of Hotel and Restaurant Management that will further support student learning and engagement through internships, graduate assistantship and employment.

Action Step 4.2: Collaborate with the Moores School of Music to schedule and promote recitals and concerts at the A.D. Bruce Religion Center.

Action Step 4.3: Identify and recruit a graduate assistant for the Religion Center to assist with the development of interfaith dialogue initiatives, support campus and community outreach, and assist with the development and implementation of assessment projects.

Action Step 4.4: Develop a student / staff task force that will identify resources and models that will strengthen current CMA initiatives on interfaith dialogue and identify new programs and services for spiritual wellness and improve religious competencies of the UH campus community. The task force will represent interested members of the Campus Ministries and representatives from Religious Studies, and DSAES stake holders.

- 8. Recognizing that the potential to generate additional Student Service Fee income for FY2021 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 FY2021 base Student Service Fee budget and provide a line-item explanation of where budgetary cuts would be made.**

A 5% budget reduction of \$11,133 would create major challenges for the daily operation of the A.D. Bruce Religion Center.

All budget items in the FY21 budgets are critical to the mission of the Religion Center with the exception of Travel and Membership dollars. Professional Development for the 2 full time staff members would be narrower in scope and limited to only on campus opportunities. All other budget lines are critical to the day to day operation of the Center and would reduce building and program services.

Having to cut student wages will impact on the Center's ability to provide setup and intake services for RSOs, colleges and departments and non-UH paying guests. Losing student wage dollars would require a reduction in building hours which is currently 8:00 AM to 10:00 PM [Sunday through Friday] during the fall and spring semesters. A reduction in building hours will directly impact RSOs and our campus ministry programs. Those groups would have to seek other meeting and event spaces on campus and could impact an already busy Student Center, meeting, and program venues on campus. The below cuts are a result of closing the building 2 hours early to reduce staff costs.

The greatest impact would be on income generation. SFAC has consistently challenged the Religion Center to seek additional funding resources. A reduction in building hours would also realize a possible reduction in income. As the building would now have limited hours available to host events for paying customers.

Current Budget	Base FY21 Budget	\$ 222,652		
Budget Reduction	5% Cut	\$ 11,133		
Admin Fee	6% Admin Fee	\$ 668	Explanation of 5% Cut	Impact of 5% Cut
Line 51	Student Wages	\$ 5,376	Student wages would be cut as a result of reducing building operational hours by 2 hours a day	By reducing operational hours we would not only reduce student labor but also resources for RSOs for meetings and events. We would also potential reduce revenue for paying customer due to less available hours
Line 63	Advertising	\$ 1,683	Advertising efforts would be reduced by almost half	Advertising efforts would be minimal and would primarily rely on electronic newsletters and social media outlets
Line 74	Supplies	\$ 1,000	Office supplies would be reduced by two-thirds	The office would be challenged to operate with only a third of its budget line left
Line 78	Professional Develop	\$ 250	Professional development line would be removed	Staff would not be able to attend professional development opportunities that have a fee. Staff would be challenged to fine opportunities that are free
Line 79	Programs	\$ 2,156	Programming/Events line would be removed	All programs and events which are supported by AD Bruce would not be able to happen. All programs would need to either find new sources of funding from outside of AD Bruce or not happen for the year

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.

The A.D. Bruce Religion Center will continue to benchmark with local venues and colleges and universities to stay competitive in the pricing of event space and facility services with the ultimate goal of increasing revenue.

The Campus Ministries Association, through their annual dues, provide programming support for Weeks of Welcome, Campus Prowl, Meet the Ministers tabling, and Interfaith Week each February.

The Rockwell Endowment continues to provide annual support for the operation of the Religion Center.

The Religion Center collaborates with University Development to identify foundations, grants and individuals donors to support program initiatives and the Restoration of and Transformation of the Religion Center.

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.

There is no overlap between other units and the A.D. Bruce Religion Center.