

UNIVERSITY of
HOUSTON

MOORES SCHOOL of MUSIC
Spirit of Houston

Fiscal Year 2021 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 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 main mission of the Spirit of Houston Bands, Cheer, Dance, and Mascots is to provide the University of Houston students with the opportunity to participate in instrumental music ensembles and spirit groups that represent the University of Houston to the highest level possible. The University Band Department consists of the following ensembles: Spirit of Houston Cougar Marching Band and Twirlers, Wind Ensemble, Symphonic Winds, Symphonic Band, Concert Band, Cougar Brass Pep Bands. The spirit squad portion of the band department includes the University of Houston Cheerleaders, Cougar Dolls Dance Team, and the Mascot team.

The Spirit of Houston Cougar Marching Band and Spirit Groups are the ultimate example of students from varied backgrounds and majors coming together to perform, learn, and grow as students while representing the University of Houston. All aspects of the Spirit of Houston and University Bands Department include non-majors. Two-Thirds of the Spirit of Houston are not music majors (this includes the marching band), and these students represent on average over 70 different majors from across campus. The work that these students do as members of the Spirit of Houston and University Bands creates a long-term sense of pride and commitment to the University of Houston that is among the highest of any group on campus.

The visibility of and demand for the Spirit of Houston continues to grow every year. We continue to work to provide financial assistance to all students as they perform and represent the department and university. In addition, we work to increase financial support to help fund student travel, instrument purchases and repair, music arrangements, marching drill design, band uniforms, recordings (studio and live recordings), cheer and dance uniforms, cheer and dance choreography, mascot equipment, mascot costume accessories, summer recruitment and training programs, and other program-related expenses. In this year's request, we will be seeking two one-time allotments as well as an increase to our base budget. For the first one-time request, we are seeking funding for Spirit of Houston and University Bands travel to continue our increased presence at athletic events and appearances around the state and country. For the second one-time request, we will be requesting the first portion of payment towards new marching uniforms for the Spirit of Houston (to be ordered in the fall of 2020, and delivered in the fall of 2021). For the increase to our base budget, we will be requesting an amount to support the creation of a new position within the Spirit of Houston titled Spirit Coordinator, which will coordinate all aspects of Cheer, Dance, and Mascots as well as work with the existing Spirit of Houston staff to handle student needs, travel, administrative duties, and growth/recruitment within the entire organization. The one-time requests in addition to the base increase will help the Spirit of Houston and University Bands continue to grow and better serve our students as well as increase our ability to represent the university to a large audience 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

University of Houston Band Department

David Bertman,
Director of Bands

Cameron Kubos,
*Director of Athletic Bands
and Spirit Groups*

Dana Pradervand,
Associate Director of Bands

Brenda Ramirez
DBA

Jamey Kollar,
Percussion/Assistant

John Benzer,
Instrumental Music Education

Rhonda Pitts,
Program Coordinator

Khristal Harbert,
Head Coach, Spirit Groups

Cory Meals,
Professor of Music Education

Amanda Duran,
Coach, Cougar Dolls

Austin Brake,
Graduate Teaching Assistant

Matt Samuels,
Coach, Cheerleaders

Philip Wingfield,
Graduate Teaching Assistant

Megan Brown,
Student Coach, Mascots

George Solis,
Graduate Teaching Assistant

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

Spirit of Houston and University Bands Strategic Initiatives and Action Steps

Student Success

- Focus on Leadership- All areas within the Spirit of Houston have grown and strengthened the involvement and training of student leadership within their specific branches. The focus has been on strengthening student involvement and ownership of the program, while working to develop their communication skills and personal leadership skills in a way that will impact their future education and careers.
- Focus on the student as a whole- The Spirit of Houston and University Bands Department has focused an increased amount of rehearsal time on monitoring the well-being of all students. Within all areas, including cheer, dance, and mascots, there has been a focus to help students understand and take advantage of all things offered to them on campus including physical and mental health. There has also been internal staff training and discussions to monitor and care for the general well-being of all students separate from their individual duties within the band or spirit areas.
- UH Connection- The Spirit of Houston has continued and will continue to identify and create connections between all members and the University of Houston. Through the strengthening of performance aspects within all programs, we have strived to create a direct sense of pride within the students regarding what they do in our areas to represent the university. Each area within the group has also implemented new and different ways of connecting with alumni of the program to help our students understand their connections within the history of the university and to see how they can affect that for future students.

Division Cohesion

- Strengthen Staff Connections- The Spirit of Houston has worked throughout the past year and continues to work towards strengthening staff connections within the staff and through their involvement with students. We have implanted new roles and responsibilities within our own staff so that all students view each staff member as a part of their process (i.e. band students have interactions with the spirit coaches and vice versa) as well as giving each staff member a greater sense of responsibility and belonging within the program.
- Collaborative Divisional Processes- The Spirit of Houston and University Bands have continued to strengthen connections to other areas within our departments. This has included strengthening connections with athletics staff particularly in regards to our spirit programs, and working more directly with multiple areas within the School of Music. Examples of this include the first University Bands Concert of the year which was a two-day concert cycle titled "Fusion" and featured the Band Department alongside the Jazz Department.

Resources

- Evaluate Resources- Through empowered relationships within areas on campus, the Spirit of Houston has found ways to make our day to day operations and planning more efficient. The most obvious example of this is our strengthened relationship with athletics that has resulted in help with travel planning resources and uniform/accessory ordering. This has transformed our ability to outfit the Spirit of Houston throughout the year as well as our approach to travel planning.

Partnerships

- Campus Partners- The Spirit of Houston and University Bands have continued to work towards strengthening our relationships on campus through continued involvement in events through the Homecoming Board, Campus Government Relations, Athletics, and more.

- Neighboring Communities- The Spirit of Houston has continued to focus on expanding our footprint in local communities. This includes performances and school programs involving all areas including band, cheer, dance, and mascots, throughout the year including during the summer.
- Partnerships with Post-Secondary Institutions- The Spirit of Houston Marching Band and Spirit Groups have built relationships with other university groups that have not previously existed. In this season alone, the Cougar Marching Band has performed with the Pride of Oklahoma Marching Band (University of Oklahoma) and the Green Brigade Marching Band (University of North Texas), while the Cougar Dolls performed with the University of North Texas Dance team. We were also planning to do a join parade with the Tulane University Marching Band prior to the UH versus Tulane game, and this was cancelled due to the flooding and our inability to travel at the time.
- Regional and National Involvement- The Spirit of Houston and University Bands have worked to involve ourselves in projects over the past year and the upcoming year that have raised the profile of our group and in turn the university. In recent months, the Spirit of Houston was featured on the CBS television program "Sunday Morning" in a segment about former Spirit of Houston member Lizzo and have more potential projects with the artist upcoming. We have also performed twice with two nationally recognized marching bands (OU and UNT) in performances that have garnered attention through social media and shared resources. On Saturday October 5, the Spirit of Houston Marching Band performed in exhibition at the Bands of America Houston Contest in Katy, TX at Legacy Stadium before a crowd of 9,000 band students, parents, and directors. The Spirit of Houston Marching Band will perform at the Toyota Center on Sunday November 10 as part of the VetsAid Charity Concert led by Joe Walsh (of The Eagles). Other performers on the event will include ZZ Top, Brad Paisley, Sheryl Crow, and more. The Cougar Dolls Dance Team also completed their second national tour as part of the Big 3 Basketball Summer League, performing at the invitation of rapper and actor Ice Cube. The University of Houston Symphonic Winds will record a compact disc for international release featuring the music of American Composer Leroy Osmon in February of 2019 under the direction of Associate Director of Bands Dana Pradervand.

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 and/or unique students 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.

In recent years, the Spirit of Houston and University Bands has continued to see significant growth as an organization. In the 2018-2019 school year, the University Bands staff in particular experienced significant turnover and experiences organizational problems that resulted in an almost entirely new staff. Throughout the school year, this was stabilized resulting in a foundationally solid staff for the current school year that has helped retain and grow all areas of the organization. While there are still certain areas of staffing to continue to explore and grow, the organization now represents and reflects both the amazing support we receive from the University of Houston and the Student Fees Advisory Committee but also the level of our university as a whole. The current staff has implemented programs and monitoring within our area to track all students within the program, retention, and recruiting possibilities. As the University of Houston continues to grow, so must the organization that serves as a face for the institution.

Throughout the fall, the obvious face of the Spirit of Houston and University Bands Department is the Spirit of Houston Cougar Marching Band and Spirit Groups. Through these organizations we are serving not only the students within each group, but the audiences that view them at every performance. These performances, whether they be football games, parades, school outreach programs, or any other number of experiences, serve the University of Houston at all times as publicity, recruiting, branding, and general awareness of the state of the university as a whole.

These events do not stop in the fall and continue into the spring as we continue participating in spring sports as well as events such as the Martin Luther King, Jr. Parade, the Houston Livestock Show and Rodeo Parade, Frontier Fiesta, numerous walks and fun runs, and more. These events continue to include the Cougar Marching Band and Spirit Groups and also involve the Cougar Brass Pep Bands.

The concert ensembles in the Band Department continue to perform multiple times every semester. These concerts reach a different audience than sporting events, and bring a new group of faces to campus.

A snapshot picture is provided below for the Spirit of Houston Cougar Marching Band, Wind Ensemble, Symphonic Winds, Symphonic Band, University Band, Cougar Brass, Cougar Dolls, Cheerleaders, and Mascots:

Spirit of Houston Cougar Marching Band	282
Fall Pep Band	100
Cougar Brass Spring Pep Band	75
Wind Ensemble	65
Symphonic Winds	65
Symphonic Band	65
Concert Band	75
Cougar Dolls	25
Cheerleaders	50
Mascots	10
Total	812

5. Please discuss any budget or organization changes experiences 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.

Throughout the past year, the University Bands Department was able to stabilize after multiple staff changes. The Director of Bands (David Bertman) and Director of Athletic Bands (Cameron Kubos) have continued along with the addition of Associate Director of Bands Dana Pradervand. Rhonda Pitts was hired to serve as the Program Coordinator for the Spirit of Houston and University Bands Department. The Spirit Program included one new hire- Matt Samuels as the Cheer Coach- and restructured with Khristal Harbert moving from Head Coach of the Cougar Dolls to Head Coach of Spirit Groups.

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.)

NA

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. 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.

Student Success

- Focus on Leadership- All areas within the Spirit of Houston plan to expand leadership opportunities and programs within our group. This includes diversifying the types of positions available and using the student's expertise, interests, and major areas to strengthen our organization. This includes expanded roles for students within teaching/coaching all groups in controlled environments, positions involving media/social media/design, and use of students to guide and tutor others in academic areas to support all students that need help in their degree areas.
- Diversification of Experiences- The University Bands Department has created a focus on expanding the musical repertoire of all ensembles including the concert bands, marching band, and pep groups. Our students come from backgrounds that include classically focused school band programs, jazz and popular music focused school programs, HBCU style band programs, mariachi school programs, and more. Instead of strictly focusing on one area or the other, the bands have chosen to program, teach, and perform music that reaches out to students from all of these areas as they inhabit our program, while also teaching students from different backgrounds about these areas.
- Focus on the student as a whole- The Spirit of Houston and University Bands Department wants to continue expanding our focus on student well-being. The organization plans to expand trainings and information sessions, particularly in our initial Spirit Week for all groups, covering areas

including personal physical and mental health, awareness of areas such as assault and hazing and reporting procedures/help offered through campus, and all the programs the campus has to protect and support students.

- UH Connection- The Spirit of Houston has continued and will continue to identify and create connections between all members and the University of Houston. Through the strengthening of performance aspects within all programs, we have strived to create a direct sense of pride within the students regarding what they do in our areas to represent the university. Each area within the group has also implemented new and different ways of connecting with alumni of the program to help our students understand their connections within the history of the university and to see how they can affect that for future students.

Division Cohesion

- Strengthen Staff Connections- The Spirit of Houston plans to continue to refine staff roles and hopefully implement a new full-time position (Spirit Coordinator) to increase staff communication and support. As our staff continues to function in a more productive and effective manner, the better product we are able to offer to the students within our program.
- Collaborative Divisional Processes- The Spirit of Houston and University Bands have continued to strengthen connections to other areas within our departments. Throughout the upcoming year, goals for the organization involve creating more unique performance situations going across multiple groups (both within our spirit groups/athletic bands and our concert ensembles) as well as involving more academic faculty from the School of Music (other areas such as Jazz, Choir, Music Education) in concerts and learning cycles within the band program.

Resources

- Evaluate Resources- In the process of obtaining new equipment and uniforms for all groups in the last year, we have been evaluating the ordering process, materials, and products that we use to support our Spirit Groups. Through the development of new relationships with UH Athletics, Varsity Cheer and Spirit, Fred J. Miller Uniforms, Selmer-Bach Music Instrument Corporation, and several independent vendors we have identified areas in which we can both be more cost efficient while providing a better experience for all members. As we continue to replenish and hopefully purchase new items, we are working to be as cost efficient as possible while elevating the look and function of the bands and spirit groups.

Partnerships

- Campus Partners- The Spirit of Houston and University Bands have continued to work towards strengthening our relationships on campus through continued involvement in events through the Homecoming Board, Campus Government Relations, Athletics, and more. We are constantly striving to try and find new ways to provide more ensembles and performances to campus groups, including identifying new ways to split and offer our group to others.
- Neighboring Communities- The Spirit of Houston has continued to focus on expanding our footprint in local communities. This includes performances and school programs involving all areas including band, cheer, dance, and mascots, throughout the year including during the summer. We are continuing to try and work with programs in school districts such as Houston and Aldine ISD, as well as working towards new partnerships with groups such as the UIL Music Office for the State of Texas.
- Partnerships with Post-Secondary Institutions- The Spirit of Houston Marching Band and Spirit Groups want to continue building our relationships within post-secondary institutions particularly within the American Athletic Conference. We will continue working to schedule and create joint performances within other groups. In addition, we want to continue performing with other groups within the Houston area including the Rice MOB (Marching Band) in the 2020 football season.
- Regional and National Involvement- The Spirit of Houston will continue to build upon opportunities afforded to our groups this year to create new experiences to expand the reach of the University of Houston. In 2020, the Spirit of Houston Marching Band will perform in exhibition at the Texas 6A State Marching Contest performing in front of some of the best students in the state of Texas. We are currently working to expand on relationships we have created with celebrities and musicians in the last year to use in this performance. In addition, staff members within our area are working towards adding additional titles (Associate Director of Bands Dana Pradervand is running for Vice President- Band Area for the Texas Music Educators Association) that would expand the

reach and growth of our band department. In addition, plans are in discussion for the University Bands (Wind Ensemble, Symphonic Winds, Symphonic Band) to tour both locally and nationally in the 2020-2021 school year. This would expand the audiences viewing the student's work within the band department.

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 request and provide a line-item explanation of where budgetary cuts would be made.

The operational budget of the Spirit of Houston and University Bands Department, which includes travel and staff salaries, depends heavily on the funding received from SFAC. If our base allocation were to be cut, our ability to meet the needs of our students and demand for our ensembles and groups would be greatly diminished. Our mission as a student organization for the University of Houston would be greatly affected as staff cuts would potentially be necessary in addition to a reduction of travel and appearances representing the university and athletics department.

At the same time, we are constantly working to tighten the demands on our budget and to find ways to stretch the money that we are graciously supported with. It is our duty to make sure that we do as much as we can with the funding received to support both our students and the University of Houston and we take that seriously at the highest level.

9. What are the other possible sources of funding available to your unit and what efforts are being 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.**

Within our department, there is a strong desire and commitment to raising funds for our students. We work closely with the University of Houston Alumni Association as well as the Spirit of Houston Alumni Association to create new avenues for fundraising and support. Recently the main focus of these groups has been to help find ways to directly support students within our organization through student scholarships and assistance with meals during Spirit of Houston travel.

New avenues are always considered and brainstormed, and our band staffed by Director of Bands David Bertman is working strategically in this area.

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 Spirit of Houston and University Bands is a unique area. First and foremost, the Spirit of Houston functions on two different levels: one as an extracurricular activity comprised of students for university and athletic needs; it is also a large ensemble provided for instruction to music majors within the ensemble. Both areas are of equal importance and offer things not generally found in other areas.