

SFAC Questionnaire

- 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.**

Frontier Fiesta is a student led spring tradition that was established in 1939. It began as a festival to promote the University of Houston when the University first moved from downtown Houston to its present location. Frontier Fiesta has grown into a diverse showcase of the talents of the University of Houston's student body. Each year, students from various student organizations volunteer and assist the Frontier Fiesta Association in transforming a piece of our campus into a fully functional town called "Fiesta City." This event is a major production that takes the cooperation of the student, staff, faculty and community of the University of Houston.

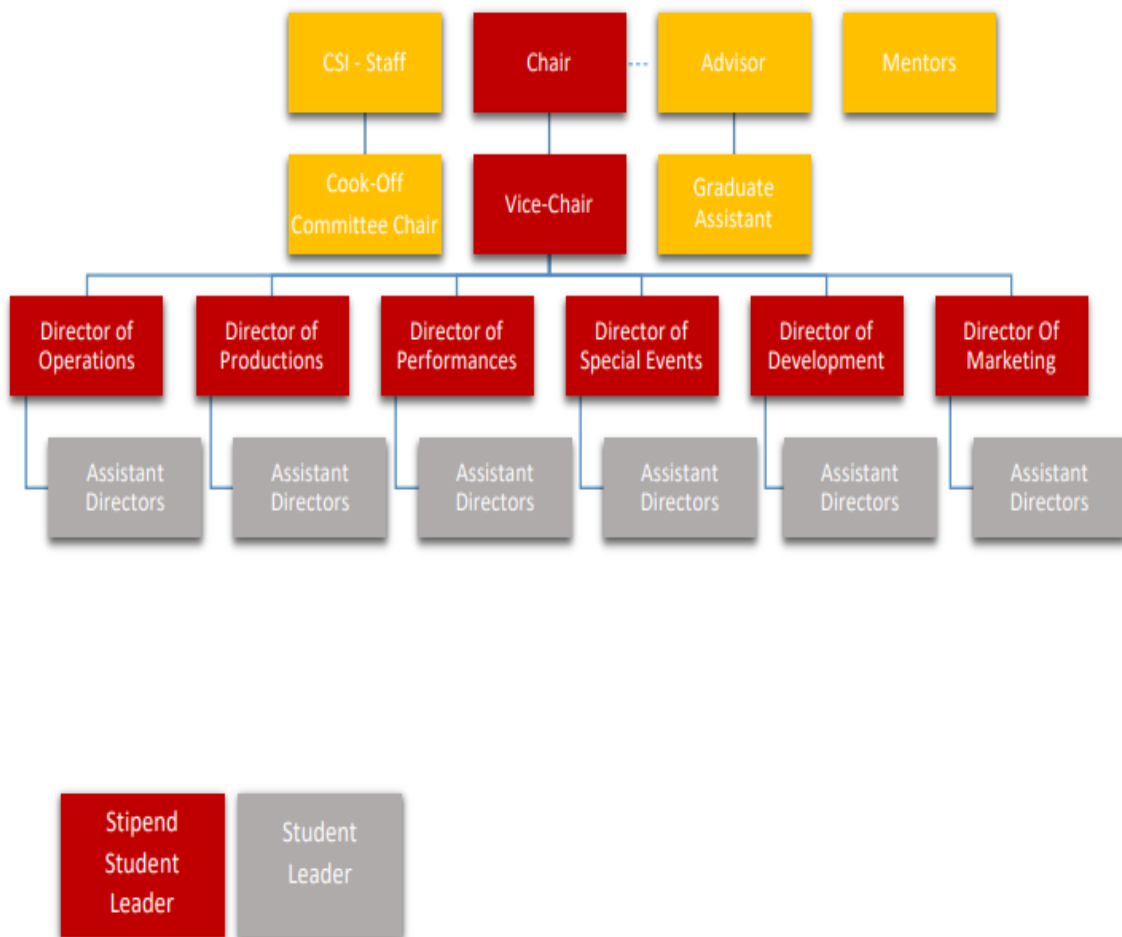
Our Mission:

Frontier Fiesta Association (FFA) creates and executes the University of Houston's oldest and longest standing programming tradition. Our mission is to unite the student body, faculty, staff, alumni, and Houston community for a three-day western themed event. We strive to provide a low to no cost event to attendees that embraces our diversity, strives for inclusivity, and provides a place where everyone can come together and feel like they belong.

Frontier Fiesta is a University Sponsored Organization (USO) and is comprised of a Board of Directors; eight student leaders that over the course of 10 months (with the assistance of advisors, mentors, alumni, faculty and staff) plan, program, and execute the largest fee-funded event at the University of Houston. Aside from the Board of Directors, FFA collaborates with an incredibly broad range of campus partners such as the Division of Student Affairs and Enrollment Services (DSAES), our fellow university sponsored organizations and other registered student organizations.

At Frontier Fiesta, we provide our stakeholders, all 23,000+ attendees, and patrons a place where everyone can feel like they belong. The University of Houston's community partakes in a unique experience where students and community members are given the opportunity to enjoy carnival rides, concerts, programmed events and carnival booths all on campus grounds. Through this distinctive event, FFA continues collaborations with various campus entities, thus introducing students to more registered student organizations, University of Houston departments, and Alumni than any other student programmed event on-campus. Furthermore, Frontier Fiesta is filled with school spirit, pride, and history. From appearances by President Khator and Dr. Walker, performances by the Spirit of Houston (which includes our cheerleaders, mascots, and bands), Cultural Showcases and Live at 5 programs, variety shows and carnival booths hosted by registered student organizations (RSOs) and fraternity and Sorority life represent great examples of what the University of Houston community may experience throughout the three days. Without funding from SFAC, the size and scope of Frontier Fiesta would be significantly diminished.

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/>)

FFA Strategic Initiative 1: Work towards being a more inclusive event by expanding our outreach, increasing cultural activities and partnerships, and engaging with more campus partners.

Action Step 1: Collaborate with the Center for Student Involvement (CSI), Center for Diversity and Inclusion (CDI), and Registered Student Organizations to provide more ways to get students involved and engaged with Frontier Fiesta events and activities.

Status: Achieved-Ongoing

FFA has continued to work with CSI, CDI, USOs and RSOs to provide more engagement opportunities for the UH and local communities at the Frontier Fiesta event. FFA maintained their popular theme night ideas and traditional popular events including Cultural Fiesta and Live at 5. Fiesta hosted an innovative and diverse programming schedule that included programming ideas such as arcade games, slam poetry, Hallyu Club dance night, rap night, a drag show, bar trivia and cultural game night.

Action Step 2: Assess students and Registered Student Organizations through surveys and at tabling sessions to determine what students and organizations want to see and participate in at Frontier Fiesta.

Status: Achieved-Ongoing

Frontier Fiesta sent out surveys to participants throughout the year at various events to gauge feedback from students and organizations to understand how to better develop events at Fiesta to engage the entire community. The surveys have shown that students have enjoyed and wanted to see more amusement rides and attractions and through this information, Fiesta was able to add an additional carnival ride and increased programming activities like trivia and an arcade into Fiesta 2019.

Action Step 3: Assess event participants after the event to determine in what ways Frontier Fiesta was successful and how Frontier Fiesta could continue to develop and grow to better represent and engage with members of the UH and Houston communities.

Status: Achieved-Ongoing

FFA sent participants, volunteers, and members of the organization surveys asking which part of the event was enjoyed most, what they look forward to next year, where Fiesta can improve on, and much more. All questions the survey entailed helped FFA to learn how the festival was successful, and furthermore, how to continue to develop the event for future years.

DSAES Strategic Initiative – Student Success: Champion exceptional opportunities and services to support all UH students.

UH Strategic Goal 2 - Student Success: UH will have a student profile consistent with a nationally competitive public research university by creating an environment in which student success can be ensured.

FFA Strategic Initiative 2: Increase the amount of programming and activities in Fiesta City while continuing to provide low to no cost for the patrons of Frontier Fiesta.

Action Step 1: Work with vendors to contract programming attractions for the Frontier Fiesta event, such as amusement rides and Family Fun Day activities. Consider alternative contract terms and funding agreements to provide low to no cost participation in these attractions.

Status: Achieved

FFA has worked with several vendors to provide various entertainment activities throughout the Frontier Fiesta event such as arcade games, roller rink, bar trivia, caricature artists, novelties, and much more. FFA improved fiesta buck collection at amusement rides and continued to charge non-students to participate. Fiesta spent significant time negotiating with vendors (e.g. arcade games, petting zoo and amusement rides in order to get the lowest rate as possible).

Action Step 2: Provide RSOs opportunities to attain and utilize space at Frontier Fiesta to engage with attendees by providing low to no cost activities and attractions.

Status: Achieved

With adjustments in approved one-time requests FFA shifted from contracting vendors for Carnival Booths and focused on RSO engagement. FFA increased involvement, support, and participation of RSOs shown by having the second most carnival booths in the past 10 years: thus, leading to the increase of revenue by 39% by collecting \$848 in 2019 as compared to the \$612 in 2018.

Action Step 3: Provide Alumni organizations a means of getting involved and attaining funds through varying forms of low to no cost programming.

Status: Achieved-Ongoing

FFA received interest from UH Alumni Association, Frontier Fiesta Alumni Association, and LGBTQ Alumni Association. Although LGBTQ Alumni Association did not participate this year, they have expressed interest in participating next year. Frontier Fiesta will continue with this goal this next year.

DSAES Strategic Initiative – Partnerships: Forge and strengthen partnerships to expand our reach into the university and greater community.

UH Strategic Goal 5: UH will be known for its accomplishments locally and nationally.

FFA Strategic Initiative 3: Continually update development plan that enables Frontier Fiesta to identify and utilize more sponsorships and build tighter relationships with outside entities.

Action Step 1: Maintain or renew existing sponsorship contracts

Status: Achieved-Ongoing

FFA renewed some sponsorships agreements in 2019, including Silver Eagle and obtained additional sponsorships with Power Crunch Bars, United Airlines, The Den, and Aspen Houston, all while engaging with new contacts and companies to be involved. It was determined that increased efforts will need to be taken to retain companies from year to year.

Action Step 2: Develop targeted and personable approaches in searching for potential sponsors

Status: Achieved-Ongoing

FFA has developed scripts and outreach tactics to engage with potential sponsors and donors to help create personalized interactions focusing on the mutual benefit of engaging with the Frontier Fiesta event.

Action Step 3: Utilize University of Houston and Frontier Fiesta alumni to assist in obtaining contacts that could potentially become donors or sponsors.

Status: Ongoing

FFA met monthly with Frontier Fiesta Mentors and maintained frequent contact with the Frontier Fiesta Alumni Association. FFA worked alongside the DSAES development officer and Office of Advancement to ensure that FFA has most updated contacts for potential supporters.

DSAES Strategic Initiative – Resources: Evaluate, actively pursue, and leverage resources to enhance the UH experience.

DSAES Strategic Initiative – Partnerships: Forge and strengthen partnerships to expand our reach into the university and greater community.

UH Strategic Goal 6 – Resource Competitiveness: UH will build a resource base that enables it to accomplish its mission and realize its vision.

FFA Strategic Initiative 4: Revise, update, and implement training procedures, standard operating procedures, and how-to guides to help develop future Boards of Directors and to build relationships with organizations that have never participated in Frontier Fiesta.

Action Step 1: Work with FFA Advisors and Mentors to revise and update the scope of training necessary for each position on the FFA Board. Using this information revise and update training manuals to go along with our transition documentation.

Status: Achieved-Ongoing

FFA adjusted and updated existing documentation to provide better training to the incoming FFA board, including transition documents and task trackers. Additionally, more on-boarding processes occurred in the summer, helping ease the transition into the fall semester.

Action Step 2: Update task tracker dates and action items, include the revised task tracker with all transition documentation.

Status: Achieved-Ongoing

FFA provided task trackers and actionable items in the transitional documents provided to the incoming board. FFA also updated task trackers, via debrief meetings, and provided them to all incoming board members to expedite processes.

Action Step 3: Revise and update the list of vendors contacted and vendors used to throughout the year to be provided in transition documentation

Status: Achieved

Throughout the years, Frontier Fiesta has utilized various vendors for the event and made notes of the vendors within their transition documents for the upcoming board. This has successfully assisted a smooth transition between Fiesta board directors by giving them quick insight on previously built relationships with community partners and a sense of which ones did not work well.

Action Step 4: Create and publish how-to guides on how to build fronts, write scripts, direct performances, and apply for additional resources like funding through AFB or usage of the Frontier Fiesta pre-made fronts.

Status: Achieved-Ongoing

FFA has assisted the new upcoming board with much needed guidance on their responsibilities to their respective positions. FFA continues to provide additional edits and updates to their transition documents as well as brief meetings throughout the summer to ensure that all future Fiesta boards will have the support and knowledge needed regarding said responsibilities. These resources will help aid future directors as well as assist members, volunteers, and school/community partners in Fiesta's future endeavors.

UH Strategic Goal 2 - Student Success: UH will have a student profile consistent with a nationally competitive public research university by creating an environment in which student success can be ensured.

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.

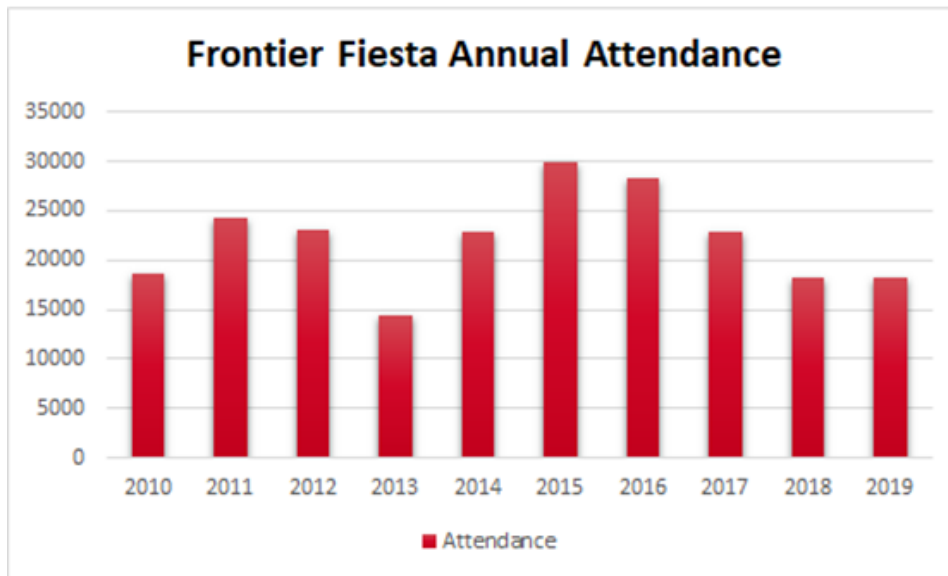
FFA distributed surveys and solicited feedback post Frontier Fiesta, tracked the attendance throughout the three days and hosted debrief meetings to evaluate its success in achieving the goals and action steps.

Student Surveys

In 2018 - 2019, FFA encouraged survey participation by giving out free shirts at Weeks of Welcome events and other promotional items at tabling sessions throughout the fall semester - including items such as tumblers, sunglasses, and hats. FFA focused on engaging with incoming, transfer, and commuter students for most of the audience. This survey pertained to what style of music genre and artist students would like to see at Frontier Fiesta, what they enjoyed about the event in the past, and how the event could be improved.

In the past few years, the same data is prevalent: the survey respondents assisted furthering Fiesta's knowledge stating the activities that students said they wanted to see most at Frontier Fiesta were amusement rides and attractions with 67.5% and concerts and carnival booths with 55%. The assessments data stayed consistent with previous years.

Attendance



In 2019, Frontier Fiesta was challenged with faulty turnstiles on-site at the event on Friday and Saturday which led to Fiesta not being able to provide the most accurate reflection of attendance. Thus, attendance on the last two days never saw the ramp up of attendees as seen normatively at Frontier Fiesta over the years. Fiesta also continues to be challenged by its surrounding urban location competing against other Houston programs happening at the same time throughout the entire city. Average attendance for this event is 22,070 but peak attendance in 2015 reached over 30,000.

Benchmarking

FFA sought out comparable events and activities across the United States and found only a few three-day festivals that were funded by universities and that were led by student organizations. Schools that have similar events include Carnegie Mellon University Spring Carnival, Middlebury Winter Carnival, and Thurtene Carnival hosted by Washington University in St. Louis. Although similar, there are no comparable events located in the southern region of the United States and none of these institutions have yet responded to requests for figures, structures, and planning information.

Debrief Meetings

Following the event, FFA conducted debrief meetings with key stakeholders, multiple organizations and departments that participated in Frontier Fiesta. The groups include, but are not limited to, Center for Fraternity and Sorority Life, Fiesta Mentors, Safety and Security, Chartwells, Center for Student Involvement and UH Alumni Association. Continual implementation of this process has provided FFA with constructive feedback detailing what went well and where improvements could occur for future events and activities.

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.

Frontier Fiesta received \$338,134 in one-time funding for FY19 for operational, security, parking rental, Fiesta attractions, curtain maintenance and productions expenses to accommodate the increase in the scale of the event.

With these additional funds, FFA was able to update several fronts such as the Bank and a new generic front for variety shows. These fronts house everything from our retail food, beverage, and merchandising space to our bank and lavatories. The generic fronts were designed and built for all participants of Frontier Fiesta to participate without prior building and construction experience for organizations to get involved.

The operational funds that went towards event execution allowed FFA to provide a safe, secure and quality event with a variety of activities for the UH campus community. Each year FFA puts out a state-wide bid to find the cheapest provider for operational and production expenses. FFA subsequently encountered a significant increase of operational and productions cost because of said statewide bid as well as safety and security. Their increased rates impacted our overall budget. Lastly, Frontier Fiesta lost their \$5,000 TDECU sponsorship that helped support the event in previous years.

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.).

Frontier Fiesta is returning - \$46.00 of SFAC funding which is below the \$5,000 threshold. At the end of the fiscal year, there were a couple of internal University expenses that hit larger than anticipated.

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.

FFA Strategic Initiative 1: Encourage sustainable leadership qualities and develop personal growth throughout the Frontier Fiesta Board and members.

Action Step 1: Intentionally promote on campus professional development opportunities such as SOLAR and LeadUH programs to members and board officials.

Action Step 2: Improve on-boarding training and transition of assistant directors to develop into potential directors. This includes implementing a 360 evaluation for all board members to discuss strengths and weaknesses with the advisor present.

Action Step 3: Engage students past their assigned positions to ensure that they gain knowledge of the different ways leadership can be applied.

DSAES Strategic Initiative – Student Success: Engage all students to intentionally develop leadership qualities, critical thinking and communication skills, diversity competencies, and personal growth.

UH Strategic Goal 2 - Student Success: UH will have a student profile consistent with a nationally competitive public research university by creating an environment in which student success can be ensured.

FFA Strategic Initiative 2: Maintaining a collaborative culture to continue expanding diversity and inclusivity throughout the event while maximizing our resources and budget.

Action Step 1: Contact RSOs, at their earliest convenience, to raise awareness of their potential participation (through variety shows or carnival booths) giving them enough knowledge and time to plan, implement, fundraise, and/or reach out to other possible resources that can help support them monetarily like AFB and CCA.

Action Step 2: Engage with different college departments, alumni, and committeemen to further discuss future programming ideas that to increase involvement we can assist on bringing to fruition to provide their organizations a means of getting involved and attaining funds through varying forms of low to no cost programming.

DSAES Strategic Initiative – Partnerships: Forge and strengthen partnerships to expand our reach into the university and greater community.

DSAES Strategic Initiative – Resources: Evaluate, actively pursue, and leverage resources to enhance the UH experience.

UH Strategic Goal 6: UH will build a resource base that enables it to accomplish its mission and realize its vision.

FFA Strategic Initiative 3: Increase target marketing and retention of participants at Frontier Fiesta to promote and focus on first time attendees.

Action Step 1: Focus on developing more targeted and personable approaches while implementing a detailed and effective marketing plan to attract students, faculty and staff, alumni, and the Houston community.

Action Step 2: Provide pre and post event assessments to provide FFA a consensus of what to work on and provide at Frontier Fiesta throughout the years to come.

Action Step 3: Provide new additional programs and activities that cater to all students giving them a sense of belonging in Fiesta thus urging them to stay for the duration of the event all three days.

DSAES Strategic Initiative – Student Success: Enrich the sense of connection, belonging, and shared UH identity among all students.

DSAES Strategic Initiative – Student Success: Enhance assessment of student success by defining measures at the departmental and divisional level with focus on the impact of our programs and services.

UH Strategic Goal 5 – Local and National Recognition: UH will be known for its accomplishments locally and nationally.

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.

If a 5% reduction is to occur, \$8,663.00 of already issued base funds, Frontier Fiesta would be cutting funds to Marketing or Operations. Specific cuts would relate to either event size and physical fronts leading to fewer performances and reduced opportunities for engagement with our UH community and local partners. There is very limited room for decreases within the base budget, hence the continued base augmentation requests that occur annually.

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.

Frontier Fiesta funding is unique in its size and scope compared to other student-fee based registered organizations. Being such a large event on campus, FFA is not able to operate without the support of a wide variety of funding sources. As a result, the organization annually reaches out to multiple sources of external funding. These sources of funding include alumni donations through our Committeemen Program, partial recuperation of costs from variety shows, amusement rides, cook-off, and corporate sponsorships.

As a part of our efforts to engage the Houston community and enhance our programming efforts, the Frontier Fiesta Association seeks out corporate sponsorships. Our event attracts upwards of 23,000+ attendees in a three-day period which offers the opportunity for corporations to receive significant publicity at the event. Opportunities for corporate sponsor logo placement at Frontier Fiesta includes event t-shirt, advertising in our official Gazette newspaper, as well as banners placed on the entrance of

the event. Specific benefits of sponsorship are tiered based on the cash value of donations or in-kind gifts provided.

In addition to corporate sponsorships, FFA has the Frontier Fiesta Alumni Association that continues to strengthen ties with past Frontier Fiesta members and the current Frontier Fiesta team. The Frontier Fiesta Committeeman program consists of Frontier Fiesta alumni and friends. The program, in years past, has consisted of yearly and lifetime committeemen. Alumni provide donations throughout the year and participate in Frontier Fiesta activities.

Frontier Fiesta also collects site fees from Variety Shows to provide partial recuperation of costs (tents, stages, A/V, tables, chairs, etc.). However, this particular cost continues to be a barrier to entry for many registered student organizations because they do not have the money up front.

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.

Frontier Fiesta is uniquely placed to plan and implement a three-day western themed festival for the University of Houston community, therefore there are currently no overlap within Frontier Fiesta and other units.