



Fiscal Year 2022 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 University of Houston students with the opportunity to participate in instrumental music ensembles and spirit groups that represent the university 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, and Cougar Brass Athletic Bands. The spirit squad portion of the band department includes the University of Houston Cheerleaders, Cougar Dolls Dance Team, and 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. Over two-thirds of the Spirit of Houston are not music majors (this includes the marching band), and these students represent on average over 50 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, even during an abnormal year such as 2020. We continue to provide financial assistance to all students (marching band and spirit groups) as they perform and represent the university. In addition, we work to increase financial support to help fund student travel, instrument purchases and repair, music arrangements, marching drill design, uniforms and uniform maintenance, recordings (studio and live recordings), cheer and dance accessories, 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 a single one-time allotment. For the 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. The one-time request in addition to our continued base budget will help the Spirit of Houston and University Bands maintain levels of success and growth that were achieved prior to the pandemic, as well as move forward with new opportunities that have increased importance after losing over a year's worth of visibility and presence in the community.

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,
Division Head- Winds and Brass*

Brenda Ramirez
DBA

Jamey Kollar,
Percussion/Assistant

Cory Meals,
Instrumental Music Education

Khristal Harbert,
Head Coach, Spirit Groups

Ryan McArthur,
Graduate Teaching Assistant

Amanda Duran,
Coach, Cougar Dolls

George Solis,
Graduate Teaching Assistant

Cassidy Burkle,
Coach, Cheerleaders

Philip Wingfield,
Graduate Teaching Assistant

Megan Brown,
Student Coach, Mascots

3. List your unit's strategic initiatives and action steps identified for the 2019-2020 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. All aspects of our program have moved to a focus on student driven experiences, including increased use of student leaders working with and teaching alongside faculty and staff.
- 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 all things offered to them on campus including physical and mental health resources. 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. Our focus continues to grow in its desire to strengthen our individual groups (band, cheer, dance, and mascots) by strengthening our students away from those specific performance-based groups.
- Focus on diverse experiences within our students and their community- The Spirit of Houston has continued to expand our focus on expanding the educational and social experiences for all students. The student members of the organization are a diverse group that are representative of our university and city. By elevating student leaders, as well as the leadership skills and responsibilities of all students, we are working to expand their world views while in the organization in a way that is representative of their experiences outside of our department. All of our students should leave the organization with a better understanding of social, cultural, and racial groups that were not their own at the end of their time in our organization. In addition, we want to foster a better understanding and commitment the local communities surrounding the University of Houston. Our organization will continue to develop this through the empowerment of our own students as they shape the path forward of our groups, growth in the diversity of repertoire and skills taught to all groups, and involvement from other musicians, artists, and educators from our community to bring a wealth of experience to our 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 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 regard to our spirit programs and working more directly with multiple areas within the School of Music. Examples of this include increased collaboration between our student leaders and social media students with the Athletics Department and the College of the Arts, increased interaction between the band area students at all levels and the Music Education faculty, and increased use of non-band department faculty and staff in design processes and development for the marching band and all spirit groups.

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.
- **Organization of resources-** Through work with the Moores School of Music and College of the Arts, our staff has taken a greater control over our resources and their monitoring. By consolidating these responsibilities under the Assistant Director of Athletic Bands, we have gained a better understanding of our inventory and resources, particularly in regard to musical instruments. Through this, we hope to be able to provide more and better resources for our students while also developing the most cost and energy efficient options for our department and staff.

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. This will be a major focus moving into the 2021-2022 school year.
- **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. For the second year in a row, the Spirit of Houston collaborated with the University of North Texas Green Brigade Marching Band in a virtual performance that replaced a live performance at the previously scheduled football game. Through virtual master classes and workshops, we have and will continue to expose our students to master teachers from other universities including Louisiana State University, the University of Texas-Austin, and others.
- **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. Last year, 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 also performed twice with two nationally recognized marching bands (OU and UNT) in performances that garnered attention through social media and shared resources. On Saturday October 5, 2019, 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 performed at the Toyota Center on Sunday November 10, 2019 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 recorded 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. While this fall has presented obstacles, we have still performed virtually with the UNT Green Brigade Marching Band, continued a strong social media presence including taped performances by band, cheer, and dance created for football games, and will present a streamed concert experience featuring all concert bands in early November.

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.

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 year and past year that has helped retain and grow all areas of the organization. The organization will continue to grow and reflect the amazing support we receive from both the University of Houston and the Student Fees Advisory Committee. 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.

Much of the information below is based on a normal year, but we believe it is important to consider both our current situation and what we normally look like/hope to return to. In the current year, the size of the Spirit of Houston has stayed relatively the same. The Marching Band is slightly smaller, although it would not have been based on numbers collected in registration from the Spring/Summer of 2020 if we were in a more standard semester. While we lost roughly 20 students that chose not to enroll at the University of Houston, we have maintained an in-person band of 175 students and 70 online students. The Cheer and Dance groups have maintained their size and all students are participating in person. In regard to our experience, we have tried to create the most involved experiences possible for our students based first and foremost in their safety. Within that framework, all areas have worked to create programs and performances that provide enriching experiences for the students while maintaining training and growth to shape the future of the organization.

The text below highlighted below is in reference to a normal year for our groups, while the numbers are reflective of the current school year.

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 for 2020-2021:

Spirit of Houston Cougar Marching Band	245
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	30
Mascots	6
Total	751

5. Please discuss any budget or organizational changes experienced since your last (FY2021) 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 in 2019. Rhonda Pitts was hired to serve as the Program Coordinator for the Spirit of Houston and University Bands Department, but her position was lost in the summer of 2020 without being replaced. The Spirit Program included one new hire- Cassidy Burkle as the Cheer Coach- and continued with Khristal Harbert as the head coach of all spirit groups, and Amanda Carlos and Megan Brown with the Cougar Dolls and Mascots.

6. If your unit concluded FY2020 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 2021-2022 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs and Enrollment Services Values 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.

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. While this year has halted some collaboration or moved it from being in-person, we have maintained all connections as possible and are already planning for opportunities in the spring and fall of 2021.
- **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. The AAC Band Directors created a group this summer to share information, plans, and updates particularly as all programs navigate Covid-19. We will continue working to schedule and create joint performances within other groups. In addition, we want to continue performing with other groups including the Rice MOB (Rice Marching Band) and the Goin' Band from Raiderland (Texas Tech Marching Band) in the fall of 2021.
- **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 2021, the Spirit of Houston Marching Band will perform in exhibition at the Texas 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, Associate Director of Bands Dana Pradervand was voted the Vice President of the Band Division of the Texas Music Educators Association. This is the foremost office within the band area, and Ms. Pradervand is the first woman band director to hold the position in the organization's 100 year history.

8. Recognizing that the potential to generate additional Student Service Fee income for FY2022 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 FY2022 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 the position lost for this school year) 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 staff led 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.