



A.D. BRUCE RELIGION CENTER

PROGRAM QUESTIONNAIRE FOR FY 2023

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.

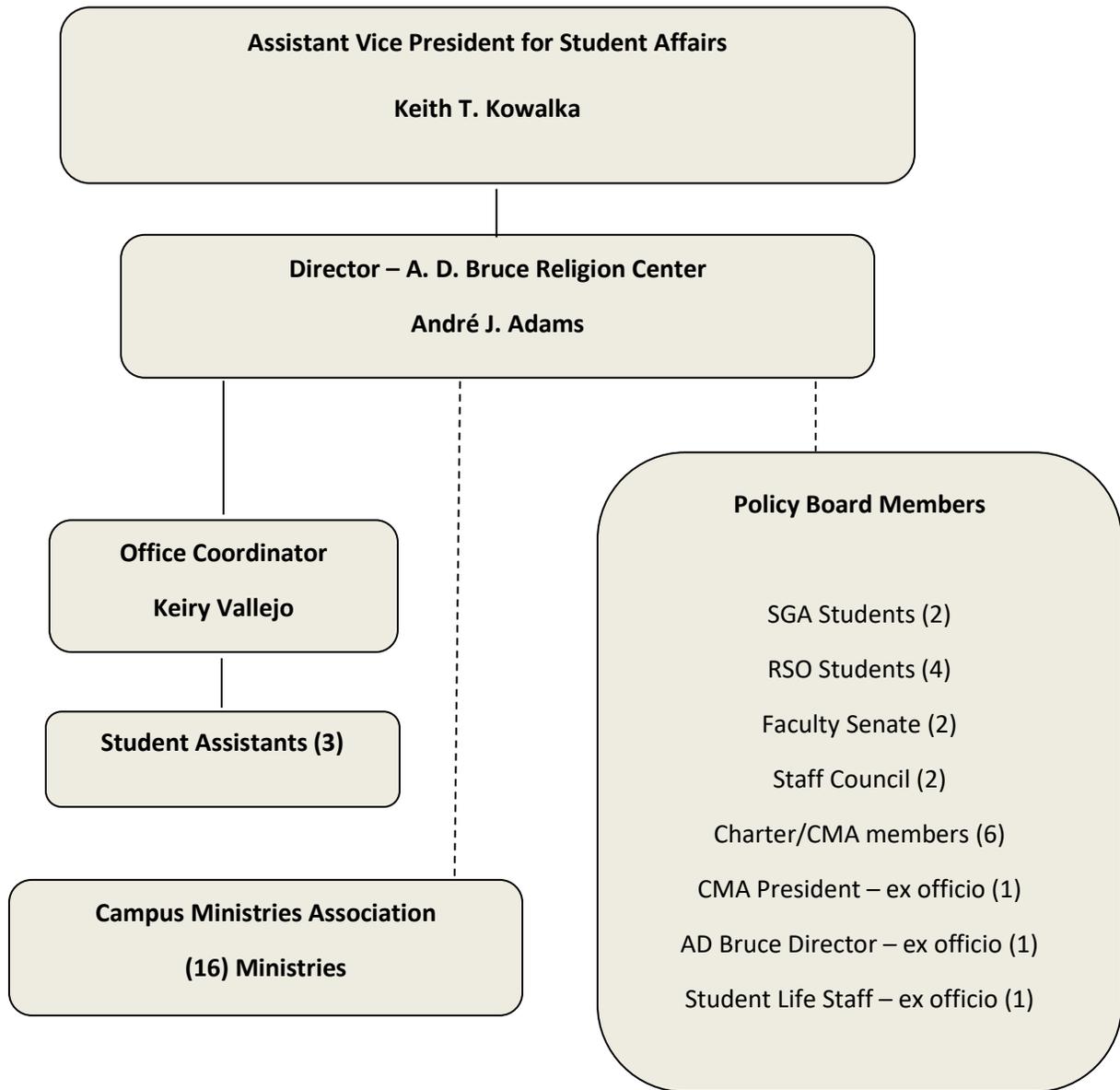
The original Charter denominations or Resident Ministries are: **Baptist Student Union** [*now Baptist Student Ministry*], **B'nai B'rith Hillel**, **Catholic**, **Christian Science**, **Church of Christ**, **Disciples of Christ** [*now included in United Campus Ministries*], **Lutheran** [*Missouri 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 17 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 294, 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 2020-2021 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/mission/>)

Strategic Initiative 1: Provide a satisfying and well maintained auxiliary facility

Create a high standard for service and satisfaction for resident and non-resident ministries, students, faculty/staff/alumni as well as non-UH community visitors.

UH – Student Success; DSAES – Partnership, Resources

Action Step 1.1: Facility Maintenance and Repair

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 of 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: Partially Accomplished

We have been working closely with UH Facilities to develop a comprehensive repair and replacement plan. An assessment of the building has already been completed by UH Facilities and a report has been developed outlining areas to be addressed. We are continuing to work through the assessment created to determine scope of work and feasibility of projects based on available funding and potential project timelines.

We underwent a Facility Condition Assessment which was spearheaded by UH Facilities. This assessment identified facility needs both interior and exterior. As a part of the assessment UH Facilities reviewed all the line items and attached costs and scope of work to each area to be addressed. They also created an idealistic timeline for all projects to be completed over a five-year span if all funding were in place for projects to be completed. The current total for all deferred maintenance projects have been projected to be about \$6.2 million dollars. Many of the items addressed in the Facility Condition Assessment were also noted in the External Review which was conducted this past Spring.

On the repair side, working with UH Facilities has been extremely challenging. We began discussions with them early in the fiscal year about all the project we would like to accomplish. We were very direct with our expectations for the year and it was understood and document many times over. For one reason or another, every project we discussed wasn't completed by the anticipated deadline. In fact, there are two project that never even got started. Every time the question is raised about why things weren't moving forward, there was always an excuse pointing to another person within their department who was holding things up. We never received (nor continue) to

get straight-forward responses about progress or moving forward on outstanding projects.

Action Step 1.2: UH Service Level Agreements

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

Status: Partially Accomplished

SLA Agreements are reviewed for accuracy of scope of work and correct costs associated. New SLA for housekeeping services have been reviewed and submitted for consideration when new bid for services goes out.

New contract for housekeeping has been put out for bid. The current Metroclean contact has been extended while the bid process is finalized. The FY22 SLA agreement for housekeeping has not yet been determined for scope of work or costs. Questions have been asked but not final answers have been provided.

Action Step 1.3: Partnership with Custodial Vendor

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

Status: Accomplished

With continued assistance from UH Facilities liaisons, we have created a strong working partnership with MetroClean. There is an open line of communication with all MetroClean staff. We continue to host a monthly meeting where services are discussed and any potential questions/concerns are addressed.

Action Step 1.4: Student Assistant Training Program

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

Status: Changed

We did adjust the training program but not in the way we originally imagined. The training program had to be adjusted to a remote Zoom model due to COVID protocols and lack of opportunities to have the whole staff gather. Also, we had very few students actually participate due to the lack of need of coverage and students not needing to be on campus. CPR and AED training also had to be postponed until a time where that training can take place in-person. The hands-on training had to be conducted individually when each student was scheduled to work.

Strategic Initiative 2: Support Campus Ministry Association (CMA)

Increase administrative, advising, advocacy and program support for the programs, services and ministries of the Campus Ministries Association.

UH – Student Success; DSAES – Partnership, Resources

Action Step 2.1: Develop Program Initiatives

Develop program initiatives to support interfaith dialogue and campus outreach. Further develop collaborative programs and services with registered student organizations and colleges and departments.

Status: Changed

This was not a priority this year. With restrictive COVID protocols in place and the low number of students on campus, we focused on helping the ministries in their program efforts.

Action Step 2.2: Department Collaborations

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

Status: Changed

Due to COVID restrictions for hosting events and reduced capacities for students to gather, this was not a priority. We will look forward to re-engaging with different departments about collaborations in the future.

Strategic Initiative 3: Marketing

Increase awareness about the Religion Center along with the programs and services to UH and the greater Houston area.

UH – Student Success; DSAES – Partnership, Resources

Action Step 3.1: Special Event Collaboration

Develop a plan of action in collaboration with the Student Centers' Conferences and Reservations Office (CARS), University Hilton and UH Alumni Center that will showcase UH facilities as a destination for special events (more specifically wedding events).

Status: Changed

Due to COVID restrictions for hosting events and reduced capacities for weddings, this was not a priority. We will look forward to re-engaging with different departments about collaborations in the future.

Action Step 3.2: Newsletter

Produce a Religion Center newsletter (distribution timeline TBD); review and update the Religion Center's website; and explore new and different ways in which the digital kiosk can further promote Religion Center events and support special events.

Status: Partially Accomplished

We have worked through some ideas for hosting a newsletter and have support from the campus ministries to provide content. We need to choose a newsletter platform that will best serve our needs. A newsletter was developed and formatted.

The newsletter was sent numerous times to the ministries for feedback and content. So far, the ministries express interest, but have not yet provided the content needed for the newsletter to be distributed.

Action Step 3.3: Social Media Presence

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 Accomplished

AD Bruce Religion Center website and social media have been updated and utilized more frequently. We created a new Twitter account and transitioned all of the social media handles to @ADBRCUH to provide consistency across platforms. Likes and Follows have increased across all platforms.

Strategic Initiative 4: Expanded Partnerships

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 – Student Success; DSAES – Partnership, Resources

Action Step 4.1: Annual UH Memorial Service

Continue to work with Student Government Association, Student Affairs and Enrollment Services, Advancement, the UH Alumni Association in the development and planning of UH Day of Remembrance.

Status: Accomplished

UH Day of Remembrance transitioned from an in-person event to a pre-recorded virtual event this year. Due to COVID protocols, The UH Day of Remembrance event transitioned to the Virtual Day of Remembrance. The event was pre-recorded, edited and placed on AD Bruce website for viewing. All of the participants were excited the program took place (even pre-recorded). We did get positive feedback from some family members who would not have been able to travel if it were in-person, who were grateful to have the opportunity to engage virtually. The virtual event was overall a success.

Action Step 4.2: Alumni Association/Hotel and Restaurant Management Partnership

Create a working partnership with the Alumni Association and the Hilton College of Hotel and Restaurant Management to create a collaborative engagement when working with customers for special events (weddings).

Status: Changed

Due to COVID restrictions for hosting events and reduced capacities for wedding participants to gather, this was not a priority. We will look forward to re-engaging with the Alumni Association and the Hilton Hotel about collaborations in the future.

Action Step 4.3: Moores School of Music Partnership

Collaborate with the Moores School of Music to provide musical services for special events at A.D. Bruce Religion Center (weddings). In addition, work with their technicians to service the organ and standing piano. Create opportunities to schedule days and times where Moores School of Music students can practice on the organ in the University Chapel.

Status: Accomplished

Due to UH COVID restrictions for hosting classes off campus, we were presented with a unique opportunity to host organ classes from the Moores School of Music. A practice schedule has also been developed. We are currently working together to identify a vendor to visit and provide a scope of work plan to service, refurbish and replace necessary parts for the Reuter Organ.

Action Step 4.4: Campus Recreation/UH Wellness Partnership

Collaborate with Campus Recreation and UH Wellness to provide meaningful student programs to enhance student engagement wellness physically, mentally and spiritually.

Status: Partially Accomplished

Due to COVID restrictions for hosting events and reduced capacities for students to gather, this was not a priority. We will look forward to re-engaging with different departments about collaborations in the future. Although, we did partner to create religious based mindfulness videos, which are now hosted on the AD Bruce website.

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.

A. Number of Registered Student Organizations making reservations.

There was a significant change in RSOs submitting reservation requests for FY21 [10] compared to FY20 [27]. The decrease was a directly attributed to the COVID-19 protocols which limited the way people could gather in-person. Many events were also cancelled.

B. Number of bookings by Registered Student Organizations.

There was a significant decrease in the number of bookings in FY21 [240] compared to FY20 [414]. The decrease was a directly attributed to the COVID-19 protocols which limited the way people could gather in-person. Many events were also cancelled.

C. Event hours by Registered Student Organizations.

There was a significant decrease in the number of event hours in FY21 [443] compared to FY20 [936.5]. The decrease was a directly attributed to the COVID-19 protocols which limited the way people could gather in-person. Many events were also cancelled.

D. Estimated Attendance by Registered Student Organizations [self-reported].

There was a significant decrease in self-reported attendance in FY21 [4,088] compared to the [20,566] as reported in FY20. The decrease was a directly attributed to the COVID-19 protocols which limited the way people could gather in-person. Many events were also cancelled.

	FY11	*FY12	*FY13	*FY14	FY15	FY16	FY17	FY18	FY19	**FY20	***FY21
RSOs Making Reservations	25	30	36	36	39	32	22	31	27	27	10
RSO Bookings	764	775	817	997	773	767	656	714	683	414	240
RSO Event Hours	1,683	1,691	1,834	3,444	1,717	1,726	1,486	1,587	1,604	936.5	443
RSO Attendance	22,449	39,630	39,630	51,429	26,793	22,808	25,139	24,389	31,935	20,566	4,088

* FY12 to FY14 Increase attributed to the SC Transformation Project

** FY20 Decrease attributed to COVID-19

***FY21 Decrease attributed to COVID-19 and UH protocols on gatherings

AD Bruce Assessment Initiatives

Customer Service Assessment (Weddings)

Purpose

Using reservation contact information, we sent surveys to wedding customers to assess the reservation and communication process. We also asked about the building conditions and overall helpfulness of the staff throughout the reservation process. We determined the length of the reservation process as from initial contact through the end of the in-person event/reservation.

Highlighted Findings

Why did you choose AD Bruce Religion Center for your wedding?

61% because of both "Cost Effectiveness" and "Venue Aesthetics"

22% because of connection to UH or AD Bruce

How did you hear about AD Bruce Religion Center?

86% attended UH

Please rate your level of satisfaction: Interactions with ADBRC Staff?

86% Very Satisfied

Please rate your level of satisfaction: University Chapel conditions?

57% Very Satisfied

Please rate your level of satisfaction: Overall Experience with ADBRC?

71% Very Satisfied

Action Plan based on Assessment Findings

- Find ways to partner/promote with UH Alumni Foundation.
- Find ways to improve current chapel space
 - Old pews with old wood and old seating
- Continue to support student staff through training and development opportunities to enhance confidence.
- Note: We have to identify ways to enhance the ADBRC spaces so that there is value and reasoning behind increasing reservation rates. (which haven't been adjusted in years)

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
Pennsylvania State University
University of Notre Dame
Southern Illinois University – Edwardsville
University of Nebraska – Lincoln
Western Carolina University

Chapels

Auburn University – University Chapel
Bastyr [WA] University – Chapel
Emory University – Cannon Chapel
Howard Univ. – Andrew Ranking Memorial Chapel
Indiana Univ. – Beck Chapel
Michigan State Univ. – Alumni Chapel
Northwestern Univ. – Chapel [2]
Rice – Memorial Chapel
Southern Methodist University – Perkins Chapel
Texas Tech Univ. – Kent Hance Chapel
Trinity Univ. – Chapel
Tulane University – Rogers Memorial Chapel
Univ. of Chicago – Rockefeller Memorial Chapel
Univ. of Georgia – Chapel
Univ. of Kansas – Danforth Chapel
Univ. of Maryland – Memorial Chapel
Univ. of Mississippi – Paris Yates Chapel
Univ. of Missouri – A.P. Green Chapel
Univ. of Southern California
Univ. of S. Mississippi – Danforth Chapel
Univ. of Tulsa – Sharp 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 (FY2022) 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.**

Since our virtual presentation in October 2020, we have experienced the following changes.

Budget/Revenue

Due to COVID protocols for hosting events, many reservations that were scheduled cancelled and were issued refunds. The lack of reservations from non-UH clients presented a significant financial challenge. Many budget expenses were restricted to COVID purposes. We had 32 pre-paid event reservations that cancelled due to pandemic reasons. In total, we refunded \$21,933.50. We estimate that we lost about \$27,000 in potential revenue. We estimate this number from the number of clients who contacted us about hosting their wedding but chose not to because of COVID protocols and/or capacity restrictions.

Staffing

Due to COVID protocols for hosting events and office spacing, we were limited in the amount of staff we could have work. Some student employees were forced to resign and look for work elsewhere. The limit interaction with student employees made for inconsistent training and development.

Reservations/Events/Programs

Due to COVID protocols for hosting events, AD Bruce Religion Center hosted a limited number of events. The limited events were a combination of low student traffic on campus, UH COVID protocols for gathering and best use of time and resources for the potential return on engagement. (See question 4 for data)

The annual allocation from the Rockwell Endowment of \$20,019.00 which is used for the annual operation of the A.D. Bruce Religion Center is used to off-set the cost of utilities.

6. **If your unit concluded FY2021 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 balance of \$132,188 in our Fund Equity, which we were allowed to maintain to support on-going facility maintenance and improvement requirements for the facility. We worked with UH Facilities to identify building projects to be completed during the fiscal year. Unfortunately, none of the projects identified were able to begin and were not billed.

We underwent a Facility Condition Assessment which was spearheaded by UH Facilities. This assessment identified facility needs both interior and exterior. As a part of the assessment UH Facilities reviewed all the line items and attached costs and scope of work to each area to be addressed. They also created an idealistic timeline for all projects to be completed over a five year span if all funding were in place for projects to be completed. The current total for all deferred maintenance projects have been projected to be about \$6.2 million dollars. Many of the items addressed in the Facility Condition Assessment were also noted in the External Review which was conducted this past Spring.

When it came to actually getting projects started and completed, working with UH Facilities has been extremely challenging. We began discussions with them early in the fiscal year about all the project we would like to accomplish. We were very clear with our expectations for the year and it was understood and document many times over. For one reason or another, every project we discussed wasn't completed by the anticipated deadline. In fact, there are several projects that never even got started. Every time the question is raised about why things weren't moving forward, there was always a reason why which always seemed to include pointing to another person within their department who was holding things up. We never received (nor continue) to get straight-forward responses about progress or moving forward on outstanding projects.

7. Please list your 2022-2023 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.

Strategic Initiative 1: Provide a satisfying and well maintained auxiliary facility

Create a high standard for service and satisfaction for resident and non-resident ministries, students, faculty/staff/alumni as well as non-UH community visitors.

UH – Student Success; DSAES – Partnership, Resources

Action Step 1.1: Facility Maintenance and Repair

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 of 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.

Action Step 1.2: UH Service Level Agreements

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

Action Step 1.3: Partnership with Custodial Vendor

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

Action Step 1.4: Student Assistant Training Program

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

Strategic Initiative 2: Support Campus Ministry Association (CMA)

Increase administrative, advising, advocacy and program support for the programs, services and ministries of the Campus Ministries Association.

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Action Step 2.1: Develop Program Initiatives

Develop program initiatives to support interfaith dialogue and campus outreach. Further develop collaborative programs and services with registered student organizations and colleges and departments.

Action Step 2.2: Department Collaborations

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

Strategic Initiative 3: Marketing

Increase awareness about the Religion Center along with the programs and services to UH and the greater Houston area.

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Action Step 3.1: Special Event Collaboration

Develop a plan of action in collaboration with the Student Centers' Conferences and Reservations Office (CARS), University Hilton and UH Alumni Center that will showcase UH facilities as a destination for special events (more specifically wedding events).

Action Step 3.2: Newsletter

Produce a Religion Center newsletter (distribution timeline TBD); review and update the Religion Center's website; and explore new and different ways in which the digital kiosk can further promote Religion Center events and support special events.

Action Step 3.3: Social Media Presence

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.

Strategic Initiative 4: Expanded Partnerships

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 – Student Success; DSAES – Partnership, Resources

Action Step 4.1: Annual UH Memorial Service

Continue to work with Student Government Association, Student Affairs and Enrollment Services, Advancement, the UH Alumni Association in the development and planning of UH Day of Remembrance.

Action Step 4.2: Alumni Association/Hotel and Restaurant Management Partnership

Create a working partnership with the Alumni Association and the Hilton College of Hotel and Restaurant Management to create a collaborative engagement when working with customers for special events (weddings).

Action Step 4.3: Moores School of Music Partnership

Collaborate with the Moores School of Music to provide musical services for special events at A.D. Bruce Religion Center (weddings). In addition, work with their technicians to service the organ and standing piano. Create opportunities to schedule days and times where Moores School of Music students can practice on the organ in the University Chapel.

Action Step 4.4: Campus Recreation/UH Wellness Partnership

Collaborate with Campus Recreation and UH Wellness to provide meaningful student programs to enhance student engagement wellness physically, mentally and spiritually.

8. **Recognizing that the potential to generate additional Student Service Fee income for FY2023 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 FY2023 base Student Service Fee budget request 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 FY22 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 Development	\$ 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

11. **Please use the following file naming conventions when submitting your pdf files to the Dean of Students:**

FY23Q_DepartmentName	Questionnaire
FY23AOT22a_DepartmentName	Add'l One time request - change "a" to "b", "c", etc for additional one-time requests
FY23WS_DepartmentName	Excel worksheet
FY23BA_DepartmentName	Base Augmentation request
FY23OTa_DepartmentName	One time request - change "a" to "b", "c", etc formultiple one-time requests
FY23PRES_DepartmentName	Presentation