

STUDENT FEES ADVISORY COMMITTEE (SFAC)
FY2015 PROGRAM QUESTIONNAIRE

Submitted by:



The Department of Intercollegiate Athletics
Mack B. Rhoades, IV – Vice President

INSTRUCTIONS:

Please respond to all questions. Restate the question before providing your response. An electronic copy of your responses in PDF format, produced according to the PDF Conversion Process Instructions provided with the SFAC Request Packet, should be sent to: SFAC Chair, in care of the Dean of Students Office, at wmunson@uh.edu by 1:00 p.m., Monday, October 28, 2013. It should be noted that only electronic submissions will be considered. Only those requests submitted by 1:00 p.m., October 28, 2013 will be guaranteed full consideration.

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 University of Houston, Department of Intercollegiate Athletics would like to thank the Student Fee Advisory Committee (SFAC) for its continued support and generosity.

Mission Statement

The University of Houston, Department of Intercollegiate Athletics inspires excellence today while preparing leaders for life by fostering a culture, which challenges student-athletes to achieve their highest academic, athletic and personal aspirations.

Core Values

Excellence – Integrity – Inclusivity – Loyalty – Accountability – Sportsmanship

Our athletic, academic and community service achievements earned over the last year demonstrate we are taking ownership of our responsibility to provide value to the University. Athletically, we continue to show improvement on the field of play, and our progress is enabled by the increased focus of recruiting talented student-athletes who balance their athletic aspirations with character and academic prowess. We achieved unprecedented “firsts” with our finest performances in a number of academic categories evincing our commitment to education beyond NCAA eligibility minimums. Our student-athletes also performed more community service hours to the most diverse group of recipients since we began tracking. These accolades validate our commitment to student-athletes in preparing them to be leaders for life. Through student backing, we are empowered to pursue our mission and provide a return on investment to the University by promoting campus pride and increasing the institution’s exposure.

American culture continues to evidence the popularity of college athletics and the impact it has on the application rates of incoming students. As we began our membership in the American Athletic Conference (The American) on July 1, 2013, it culminated a lengthy period of planning and preparation designed to provide us our best advantage among our conference peers. Just a few months into our inaugural year in The American, we are already experiencing the heightened exposure we are afforded with this elevated platform for media attention.

We continue to make progress on our Athletics facilities by beginning construction on the new 40,000-seat football stadium, graciously supported by the students. Our next project is construction of the Basketball Practice Facility expected to begin in May 2014, prioritized in sequence to allow for scheduled renovation of Hofheinz Pavilion. Coupled with our work to improve facilities as well as engaging new business opportunities, UH will benefit from this expanded focus, which will increase our relevance in higher education.

Athletics is also an undeniable source of student pride and campus identity. We have seen that impacted in recent years, which demonstrates the tremendous potential for our institution. Achievement in Athletics brings the campus together and shows the capabilities of enhancing the student experience.

UH Athletics is requesting the full allocation of SFAC support to further our mission and increase institutional exposure.

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.

Please see attachment.

3. List your unit's strategic initiatives and action steps identified for the 2012-2013 academic year and cite the specific Division of Student Affairs Strategic Initiatives (http://www.uh.edu/dsa/about_student_affairs/strategic_plan.html) and University of Houston Strategic Goals (<http://www.uh.edu/president/vision-priorities/>) to which they relate. 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.

UH Athletics Objectives for 2012-2013

Strategic goals fall into the framework of the Department's Operating Principles. All initiatives, programs and objectives support our commitment to advance and to epitomize these principles.

In support of the Division of Student Affairs Strategic Initiative to *cultivate a collective identity that demonstrates a united vision* and the University's Strategic Goal of *Athletics Competitiveness*, the Department of Intercollegiate Athletics commits to:

Cultivate the highest quality sports programs, facilities and resources to build and maintain winning traditions.

- Facilities Improvement
 - Construction of new 40,000-seat Football Stadium to open in August 2014
 - Construction of new Basketball Practice Facility planned to commence in May 2014 and scheduled to open in August 2015
- Baseball – 2013 team (36-22) recorded the nation's third-best turnaround in college baseball by doubling its win total from 2012 (18-35-1)
- Women's Basketball - 2012-13 Cougars claimed 10 more wins than the previous season and knocked off the league's top-two teams during the regular season
- Men's Basketball
 - Team made first postseason appearance since 2010 with a berth in the College Basketball Invitational.
 - One of just two Texas schools to win a 2013 postseason game as it finished the year 20-13.
 - ESPN named Houston as a likely challenger in the American Athletic Conference for the 2013-14 season.
- Football
 - Houston is the nation's top offensive team since 2006 with more than 3,500 yards than its closest competitor.
 - Invited to play in the American Athletic Conference which owns an automatic BCS bid in 2013.
 - 13 players received All-Conference USA honors in 2012 including FWAA Freshman All-American Trevon Stewart and DJ Hayden, Houston's 12th NFL First-Round Draft pick.
- Men's Golf
 - 2013 Conference USA team champion, a first since 2001.
 - 2013 Conference USA individual champion Roman Robledo, a first since 2001.

- Jonathan Dismuke was named the 2013 Conference USA Coach of the year, a first since 1999.
- Women's Soccer – Advanced to postseason in 2013 for first time since 2010
- Softball
 - Program advanced to the NCAA Regionals for the third straight year and fifth time in the past seven years.
 - Finished the year with a record of 41-20, marking the fifth time in school history the team has reached the 40-win milestone.
 - Junior Haley Outon was named the Conference USA Player of the Year, marking fourth such honor for a UH player since 2005.
- Women's Swimming & Diving
 - Houston tied for its best Conference USA finish in program history in 2013, finishing as runner up.
 - Diver Julia Lonnegren took home Conference USA Diver of the Year honors for the second straight year at the 2013 C-USA Championships hosted by Houston.
 - Diving head coach Jane Figueiredo was named the Conference USA Diving Coach of the Year for the 12th straight season.
- Women's Tennis – Returned to national rankings in 2013 for first time since 2006.
- Track & Field
 - Senior sprinter Errol Nolan won the national title in the men's 400-meter dash with a time of 45.75. The national title was Houston's first since 2001.
 - Claimed the program's 13th Conference USA Men's Indoor Track and Field title in 2013.
 - Nolan, seniors Garrett Hughey and Kevin Furlough along with freshmen LeShon Collins and Eric Futch all earned NCAA Indoor All-America honors in 2013.
 - Both teams recorded top-three finishes at the Conference USA Outdoor Track & Field Championships and earned eight individual titles.
 - Isaiah Sweeney was named the Conference USA Male High Point Scorer of the Meet with three individual titles.
 - 2013 signing class includes nine national championships, two world gold medals and one world silver medal.
- Volleyball – Advanced to the second round of the C-USA Championship after defeating Rice

In support of the Division of Student Affairs Strategic Initiative to *actualize and leverage the fiscal, human, technological and facility resources that enhance the student experience* and the University's Strategic Goal of *National and Local Recognition*, the Department of Intercollegiate Athletics commits to:

- Provide a competition environment of high entertainment value for a loyal fan base with a commitment to sportsmanship and customer service
- Joined American Athletic Conference on July 1, 2013 – automatic bid to Bowl Championship Series.
 - Football team has played its last 37 games on TV and is scheduled to play all 12 games this season on TV.

- Website visits to UHCougars.com:
 - July 2012 through June 2013 – 6.12 million page views with 1.06 million unique visitors
 - Average for each of the last four years – 6.80 million page views with 1.13 million unique visitors
- Provide events that are geared towards and/or advertised to students such as:
 - Cougar Red Madness (basketball event)
 - Football Fan Appreciation Day
 - Football Pep Rally's
 - Free t-shirts to 1,000 students at home football games
 - Various sporting events each year have free food exclusively for students in attendance
 - Provided early access to football games for all students
 - Assist in the coordination of Homecoming activities in and around the football game
 - Provide students with prime seating locations for: football, men's basketball and baseball

In support of the Division of Student Affairs Strategic Initiative to *create new opportunities for student success through learning engagement and discovery* and the University's Strategic Goal of *Student Success*, the Department of Intercollegiate Athletics commits to:

Attract and develop student-athletes who exhibit the qualities of intellectual growth, accountability, maturity, independence and leadership with the goal of building champions for life

- Baseball signing class includes six players in the State of Texas' top 100
- Men's Basketball 2012 recruiting class was ranked in the top 25 nationally by ESPN, Rivals and Scout with two players ranked in the nation's top 56
- Football recruiting class received highest non-BCS ranking.
- Women's Tennis recruiting class was ranked No. 6 nationally by TennisRecruiting.net, marking the second-highest ranking for a mid-major program in history.
- Track & Field signing class includes nine national championships, two world gold medals and one world silver medal.

Enrich the opportunity to earn an undergraduate degree by offering each student-athlete a quality educational, social and athletic experience.

- Academic Achievements in last year
 - HIGHEST EVER fall cumulative GPA – 2012: 2.87
 - HIGHEST EVER spring cumulative GPA – 2013: 2.85
 - HIGHEST EVER single semester GPA for a fall term – 2012: 2.92
 - SECOND HIGHEST EVER single semester GPA for a fall term – 2013: 2.78
 - HIGHEST EVER percentage of student athletes earning Dean's List honors
 - For fall semesters – 2012: 22%
 - For spring semesters – 2013: 18%
 - HIGHEST EVER number of hours passed for a fall term – 2012: 13.9

- HIGHEST EVER number of hours passed for a spring term – 2013: 13.7
- NCAA Academic Progress Rate following the 2012-2013 year demonstrates all of our athletics programs are above the 930 standard

In support of the Division of Student Affairs Strategic Initiative to *develop a culture of innovation and accountability in the redesign of Division policies, processes and procedures* and the University's Strategic Goal of *Resource Competitiveness*, the Department of Intercollegiate Athletics commits to:

Ensure the department is in adherence with NCAA, Office of Civil Rights, Conference and University rules and regulations to operate with the highest degree of integrity.

- Enhanced NCAA Education Services: Building on existing programs, NCAA compliance education has been expanded to incorporate a holistic approach affecting student-athletes, athletics staff, university personnel, high school students, fans and boosters.
- Financial Aid Administration: To provide stronger measures of NCAA rules compliance, administrative oversight was adjusted assisting in control and service for university and student-athlete.
- ACS Software: A full-service software program was integrated into the NCAA Compliance operation which has enabled effective documentation processes for rules monitoring providing higher levels of assurance.
- Coach Accountability: Working collaboratively with General Counsel, Athletics has included specific language in coaches' contracts to engender high levels of responsibility in representing the university.
- NCAA Investigations: Through committing additional resources to compliance services, department and university has continued to protect itself from major NCAA rules infraction cases and investigations.
- Athletics Business Office Training Seminars: Integrated a series of meetings to educate staff about university policies assisting in
- Exercise fiscal responsibility throughout the Department of Intercollegiate Athletics.
 - Successful contract renegotiation with Nike for increased support of department
 - Negotiated and advanced a partnership with third party to manage facilities including the booking of outside events
 - Accepted membership into the American Athletic Conference which improved revenue distribution compared to our previous conference
 - Completed the following self-funded improvements projects
 - Football Practice Fields – Joint venture with Metro/HRT
 - Cold Tank treatment addition for Sports Medicine
 - Football Locker Room
 - Softball Stadium- beginning summer 2013
 - Leadership Academy enhancements

In support of the Division of Student Affairs Strategic Initiative to *foster the creation of a global learning community that actualizes and embraces inclusion while preparing students to become active citizens* and the University's Strategic Goal of *Community Advancement*, the Department of Intercollegiate Athletics commits to:

Build and strengthen relationships throughout the University campus and the Houston community.

- More than 300 student-athletes provided over **1540** hours of community service to the following programs:
 - Texas Children's Hospital
 - Generation One (multiple times)
 - Camp Lawrence
 - Women in Sports
 - ACS Peer Tutor
 - Redstone Shell Houston Open
 - Pearland Pumpkin Patch
 - Be The Match, bone marrow donor registry
 - UH Athletics: Hall of Honor
 - Center for Hearing and Speech Sports Week
 - Habitat for Humanity
 - Star of Hope
 - Harvard Literacy Night at Harvard Elementary
 - Marathon Kids hosted at UH in conjunction with local school districts
 - Nehemiah Center (multiple times)
 - UH National Night out
 - National Women's Day at Campus Rec
 - Swimming and Diving Special Olympics
 - CUSA "Lets SAAC Hunger" Canned Food Drive

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.

Evaluations are based on competitive benchmarking processes reviewing comparable peer institutions on the NCAA Division I Football Bowl Subdivision level. Specifically, the process focused on programs classified as non-BCS (Bowl Championship Series) programs with operating budgets in the \$20-\$50 million range. Financial data is sourced by the NCAA Dashboard Indicators for FY2012 data (most recent available) as well as the WIN AD program available through Winthrop Intelligence. Department benchmarking for services and support were obtained through institutional surveys gathered by the NCAA and/or conference affiliates.

Other evaluative information assessed is based on responses from alumni, fans, students, University administration, competitive records of teams and academic records of student-athletes. Data regarding the number of persons served is based on attendance figures, ticket office audits and business office accounting records.

Number of Students Served

1. Student-Athletes/Managers/Trainers/Tutors.....	244
2. Band, Cougar Dolls, Cheerleaders (Spirit Groups).....	371
3. Student-Workers at events.....	91
4. Total Student Attendance at Athletics Events.....	39,997
5. Total Student Guest Tickets Sold.....	4,947*

*Student only benefit which allows the purchase of up-to four additional tickets with a valid student identification card per event at a reduced cost

5. Please discuss any budget or organizational changes experienced since your last (FY2014) SFAC request, their impact on your programs, and your reason for implementing them. SFAC recognizes that some programs did not receive the funds that they requested, that some programs were impacted by additional expenses after the conclusion of the budget cycle, and that some programs may be ahead of or behind their self-generated income projections. In addition, if your unit concluded FY2013 with a Fund 3 addition to Fund Equity, please describe the conditions which caused the addition.

UH Athletics' membership in the American Athletic Conference solidified the growth of the program to a more recognizable national level. The American participants epitomize the next level of emerging athletics teams in every sport with a much greater reach for geographical exposure. Even though this first year of participation is the last year of the Bowl Championship Series, the television exposure assured will tremendously impact the university's exposure.

Opening the new 40,000-seat Football Stadium is less than a year away and will culminate the most ambitious advance for UH Athletics in the modern era of college sports. The initialization of the Basketball Practice Facility construction project is similarly critical in affirming UH's commitment to Intercollegiate Athletics. The practice facility is integral to allow for the renovation of Hofheinz Pavilion. All of this revolutionary growth of the department would not be possible without the resounding support of the UH students.

The facility improvements are essential to enhance our capacity for financial stability. Revenue streams from Robertson Stadium had been maximized to the point of diminishing returns. The challenging conditions of Hofheinz Pavilion impact the fan experience and restrict our opportunities to make our basketball programs competitive. There is also a priority to address our remaining facilities to ensure we have the opportunity to compete in all programs at the highest level and win conference championships in The American.

The University has recently entered into a partnership with Aramark/VenuWorks (entity to be known as UH Sports & Entertainment or UH S&E) which will work closely with the Department of Intercollegiate Athletics to build a revenue stream from the use of facilities through external sources. The basic premise is that Athletics facilities can be more profitable if other events are hosted in them when they are not in use. The benefits to the University are significant: Events will bring visitors to our campus offering them exposure to the University; the diverse programming will provide an enhanced collegiate experience for the students; and Athletics realizes material gains in revenue generation.

The combination of the new conference, our capital projects and our new partnership with UH S&E epitomize the resurgence of Houston Athletics, and it makes for a seismic impact on our relevance in the American sports culture. This is a commitment to put the University of Houston on the nationally competitive level, and both our students and institution will benefit.

6. Please list your 2014-2015 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs 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.

UH Athletics Objectives for 2014-2015

In understanding the expansiveness of our operation, all department goals fall into the framework of the department's Operating Principles. All strategic initiatives, programs and objectives support our predisposition to adhere to these principles.

- Cultivate the highest quality sports programs, facilities and resources to build and maintain winning traditions.
- Provide a competition environment of high entertainment value for a loyal fan base with a commitment to sportsmanship and customer service.
- Attract and develop student-athletes who exhibit the qualities of intellectual growth, accountability, maturity, independence and leadership with the goal of building champions for life.
- Enrich the opportunity to earn an undergraduate degree by offering each student-athlete a quality educational, social and athletic experience.
- Ensure the department is in adherence with NCAA, Office of Civil Rights, Conference and University rules and regulations to operate with the highest degree of integrity.
- Exercise fiscal responsibility throughout the Department of Intercollegiate Athletics.
- Build and strengthen relationships throughout the University campus and the Houston community.

7. 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.

Revenue generation and donor contributions are key elements to athletics success and viability. Pursuing excellence in the recruiting and training of exemplary student-athletes, the hiring and retaining of exceptional coaching talent and staff and the provision of quality facilities are all fueled by Athletics' ability to draw financial interest to our program. Comprehensive strategy and conjunctive effort will be executed to maximize any and all possible sources of funding. Those sources include:

- Season and individual game ticket sales
- Annual giving
- Capital gifts
- Parking revenue
- Concession sales
- Corporate sponsorships
- Marketing royalties
- Outside event contracts

8. 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.

Student-Athlete Services overlaps the academic advising component for student-athletes. Due to the consuming schedule commitments (competition, training, travel, etc.) and NCAA academic eligibility rules compliance required of a student-athlete, Athletics has provided academic counselors who are more accessible and specifically trained to address these specific concerns.

NOTE: *The totality of your responses to these questions should give the members of the Committee a comprehensive understanding of the role and function of your unit(s). To the extent that your responses do not accomplish this, please revise them accordingly.*

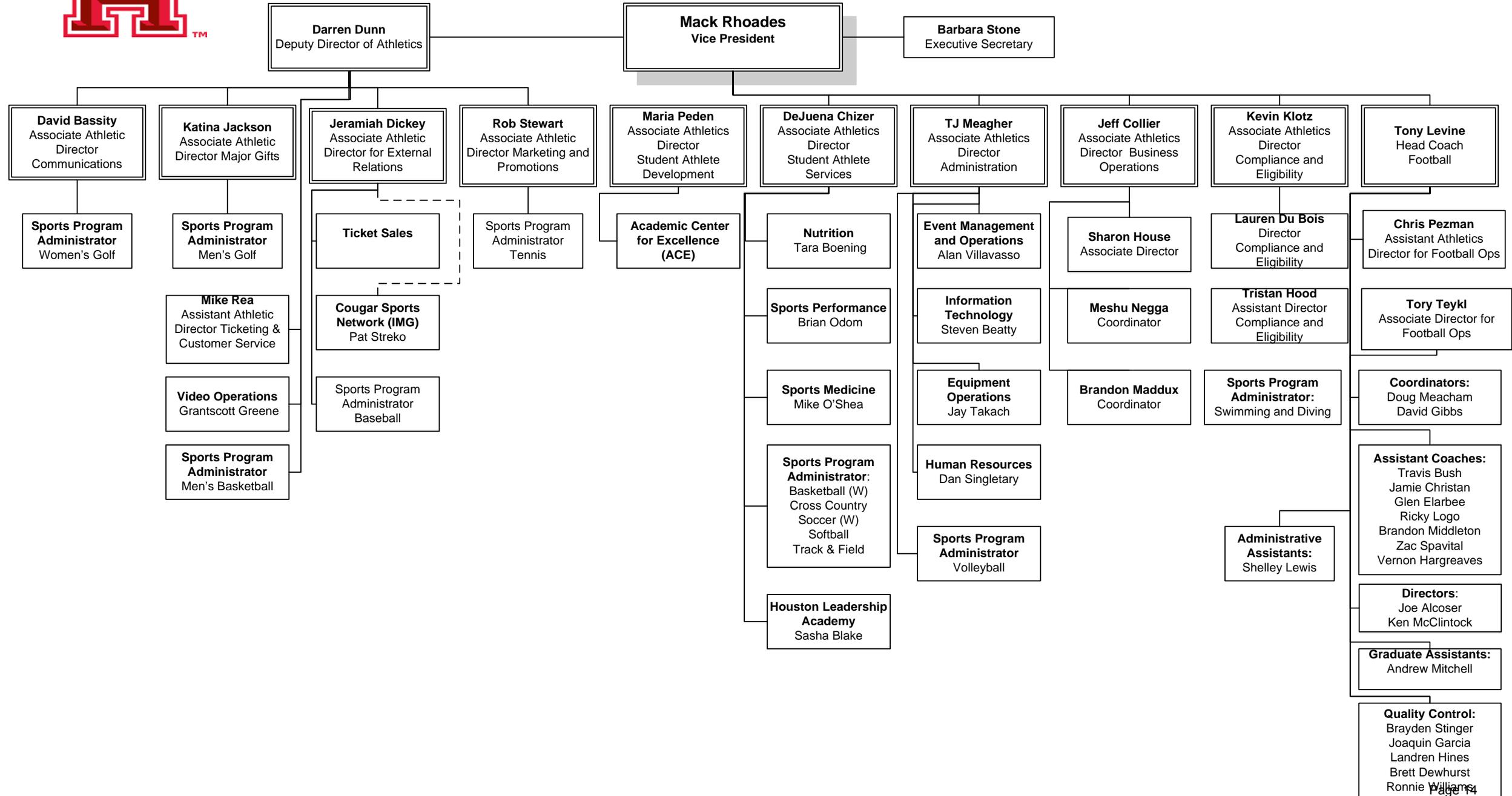
Please send electronic responses ONLY (PDF format) to:

Chair, SFAC
% Dean of Students Office
wmunson@uh.edu

9/2013



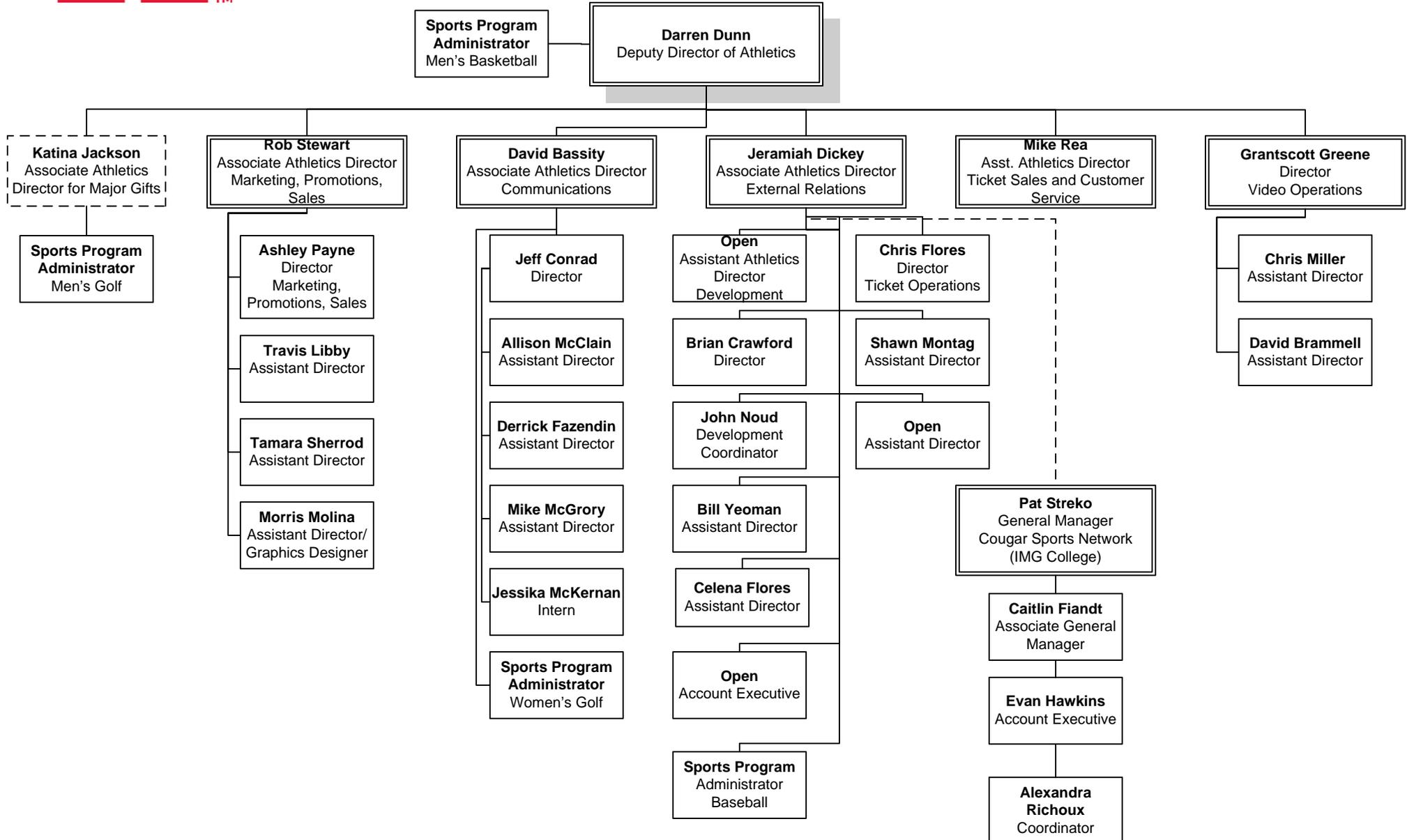
Department of Intercollegiate Athletics Vice President





Department of Intercollegiate Athletics

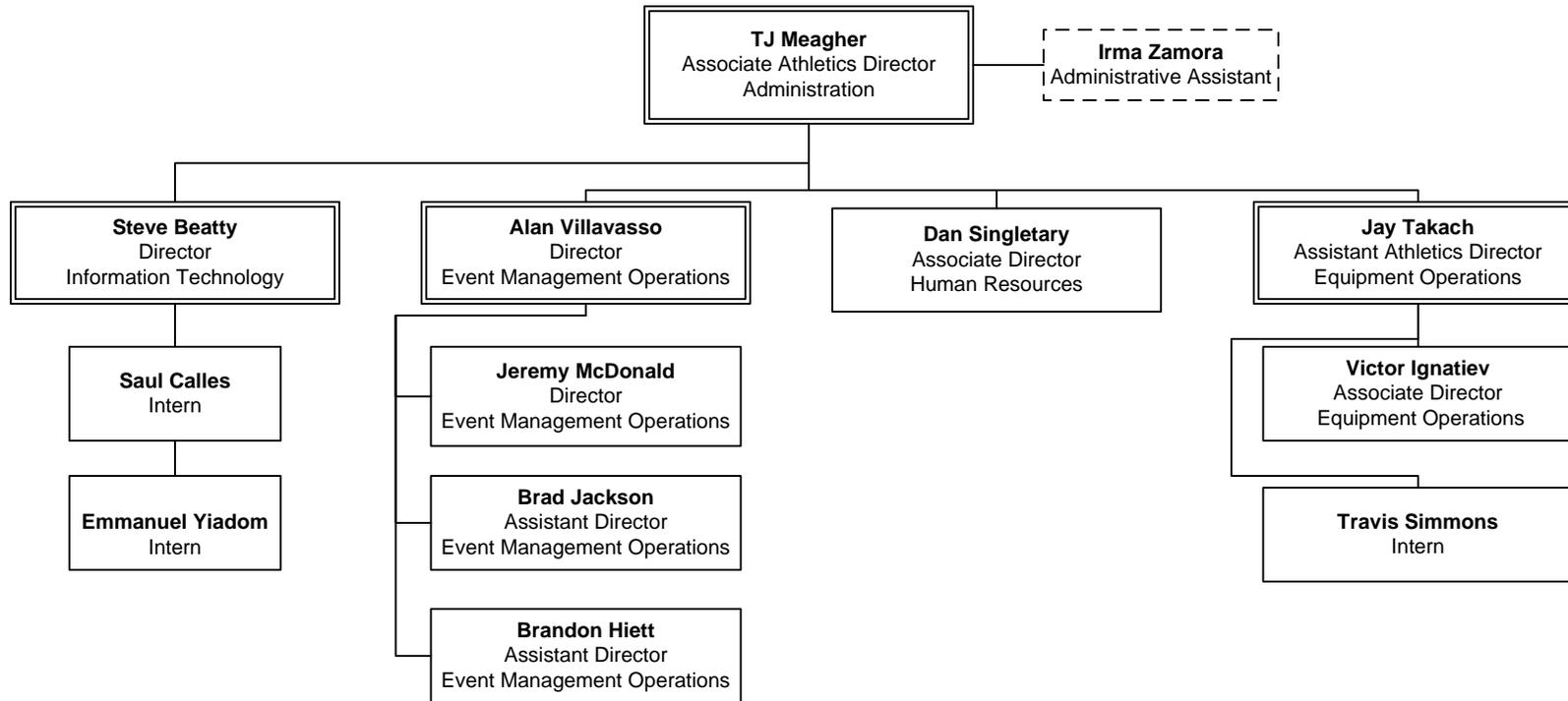
External Relations





Department of Intercollegiate Athletics

Internal Operations





Department of Intercollegiate Athletics

Sports Programs

