

# ***A.D. Bruce Religion Center***

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Celebrate Spiritual Diversity



**Program Questionnaire  
FY 24-25**

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.**

**Mission:**

The A.D. Bruce Center for Spirituality and Religion embraces, celebrates and fosters spiritual and religious experiences of the diverse University of Houston community.

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. Our primary focus is to engage students and create opportunities where student look to explore their relationship with faith, religion and spirituality. We look to build community at our Free Wednesday Lunch program and Interfaith Dialogue Dinner program, where students can connect with one another and build relationships which can also potentially lead to faith, religion and spiritual connections.

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.

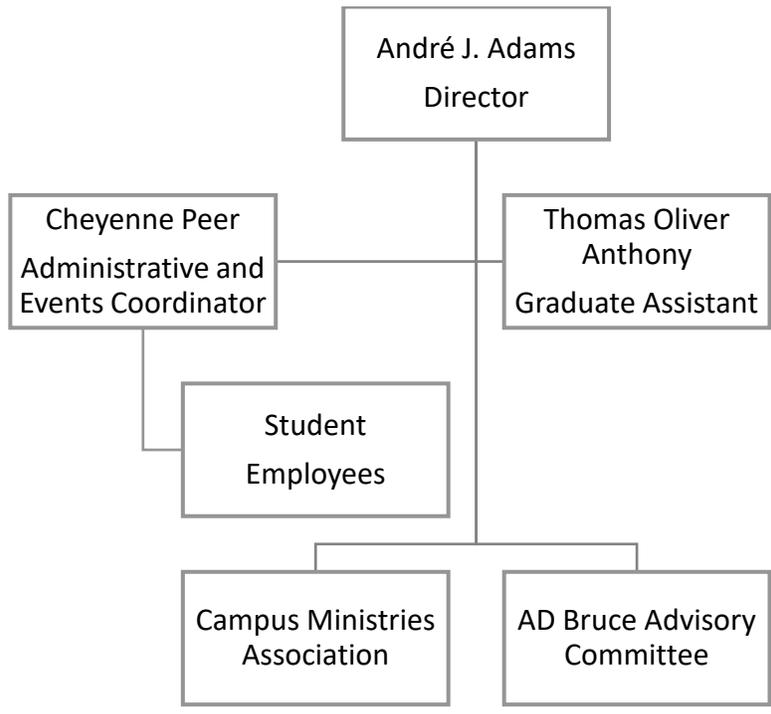
The original Charter denominations or Resident Ministries are: **Baptist Student Union** [*now Baptist Student Ministry*], **B'nai B'rith Hillel**, **Catholic**, **Christian Science**, **Church of Christ**, **Disciples of Christ** [*now included in United Campus Ministries*], **Lutheran** [*Missouri 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 only one Registered Student Organization: UH 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. If your unit falls under the Division of student Affairs, list your unit's strategic initiatives and action steps identified for the 2022 – 2023 academic year and cite the specific Division of Student Affairs (DSA) Strategic Initiatives and University of Houston Strategic Goals to which they can relate (links below). If your unit does not fall under the division of student affairs, explain, in detail, the strategic plan your unit operated under. Please comment on your success in achieving these strategic initiatives/action steps. If a strategic initiative/ action step changes 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.

DSA: [uh.edu/dsa/about/strategic-planning/2019-2023/](http://uh.edu/dsa/about/strategic-planning/2019-2023/)

UH Goals: [uh.edu/about/mission](http://uh.edu/about/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;

DSA – 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. Due to many staff transition throughout UH Facilities, many projects were placed on pause to be reviewed as replacement staff are available, in addition to the limited resources available to address many of the facility needs. Action plans were created but the follow-through from UH Facilities was challenging. They were not ready to move forward with any scheduled projects as initially scheduled.

**Action Step 1.2: UH Service Level Agreements**

Monitor and review the UH Service Level Agreements (SLA) for housekeeping, building maintenance, exterior grounds services, trash and recycling and preventative maintenance to ensure the Religion Center needs are met and cost savings are achieved where applicable.

**Status: Accomplished**

We review our SLA and follow up with UH Facilities about services not received or issues with vendors. SLA Agreements were reviewed and questioned based on pricing increases from vendor costs and for accuracy of scope of work.

**Action Step 1.3: Partnership with Custodial Vendor**

Maintain a positive working partnership with the 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 the UH Facilities liaison, 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 and service levels 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 potentially offering CPR and AED training for student assistance and resident ministry leadership.

**Status: Partially Accomplished**

The student assistant training program was partially revised as we welcomed a new Events and Administrative Coordinator. Not as much of the training was revised due to training and onboarding of the new student employee supervisor.

## **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;

DSA – 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: Partially Accomplished**

We welcomed our new Events and Administrative Coordinator halfway through the academic year. There was not as much time spent on developing new program initiatives for support interfaith dialogue but we did increase our campus outreach with the assistance of our student staff by resource tabling and different events and the Student Centers. We also increased our social media engagement which also helped our campus outreach.

### **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: Partially Accomplished**

We continued to provide sponsorship opportunities for the Free Wednesday Lunch program, which allows different campus departments opportunity to connect with students and sponsor the lunch meals. We also connected with different worship groups and faith based registered student organizations (RSOs) to be a part of our Interfaith Dialogue Dinner series as group facilitators.

## **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;

DSA – 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: Accomplished**

Met with the new reservation staff at University Hilton and toured their spaces to share with clients who are looking for reception locations after hosting weddings ceremonies at AD Bruce. We also hosted a tour of AD Bruce so they can see our spaces for weddings.

### **Action Step 3.2: Newsletter**

Produce a Religion Center newsletter (digital distribution 1<sup>st</sup> week of each month); 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: Accomplished/Changed**

Produced a monthly newsletter designed to highlight the events and programs of the campus ministries and A.D. Bruce Religion Center.

### **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](http://www.uh.edu/adbruce) and other social media options.

#### **Status Accomplished**

Marketing students helped with all marketing efforts including social media campaigns and campus tabling events.

#### **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;

DSA – Partnership, Resources

##### **Action Step 4.1: Annual UH Memorial Service**

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

##### **Status: Accomplished**

The program took place on March 1st. A copy was recorded and posted on the AD Bruce website for those not able to attend.

##### **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: Accomplished**

Established relationship with Hilton Hotel staff in efforts to share client information who are looking to host special events at AD Bruce and hoping to host a reception at the Hilton.

##### **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**

Established a line of communication to connect special event clients to students at the Moores School. We also continue to have the organ technicians service our 2 pianos and 2 organs.

##### **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**

We partnered again with UH Wellness for Fresh Check Day which is a national program designed to provide mental health awareness to students specifically focused on assisting with stress and anxiety to prevent suicides.

4. Please list your 2024-2025 strategic initiatives and action steps in priority order and if operating under the DSA, cite the specific Division of Student Affairs Values and University of Houston Strategies Goals to which they relate. If your unit does not operate under the DSA, reference the strategic plan your unit operates under. Larger units may wish to group responses by subprograms. 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: Providing a Welcoming and Well-Maintained Auxiliary Facility**

Create a high standard for service and satisfaction for worship organizations, students, faculty/staff/alumni as well as non UH visitors. While also creating and sustaining an atmosphere that is inviting and welcoming to anyone and everyone we passes by and enters the building.

UH – Student Success;

DSA – Collaboration, Empowerment, Innovation, Integrity

**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 Agreement**

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**

Maintain a positive working partnership with the 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 update the student assistant training program for special event assistance and improving and maintaining customer service based on an ethic of care. CPR and AED training for student assistance and resident ministry leadership will be looked at as possible training options.

**Strategic Initiative 2: Support the Campus Ministries Association of University of Houston**

Increase administrative, advising, advocacy and program support for the programs, services, and ministries of the Campus Ministries Association. Creating campus partnerships for ministries to actively participate and build new relationships.

UH – Student Success;

DSA – Care, Collaboration, Community, Integrity

**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**

Identify and coordinate with different DSA and academic departments in partnership with the Campus Ministries Association 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 and Revenue Generation**

Increase awareness about the Religion Center along with the programs and services to UH and the greater Houston area by creating brand assets increasing social media engagement. Use variety of marketing strategies to create outreach that will identify and create new business and revenue opportunities.

UH – Student Success;

DSA – Care, Collaboration, Empowerment, Innovation, Integrity

**Action Step 3.1: Special Event Collaborations**

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: 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](http://www.uh.edu/adbruce) and other social media options.

**Action Step 3.3: Revenue Generation**

Identify new and unique revenue opportunities. Identify capital projects that could potentially create revenue generation opportunities.

**Strategic Initiative 4: Expanded Partnerships**

Continue to explore opportunities for new partnerships with campus departments but also community entities in the greater Houston area and possibly beyond.

UH – Student Success;

DSA – Care, Collaboration, Community, Innovation, Integrity

**Action Step 4.1: Annual UH Memorial Service**

Continue to work with Student Government Association, Student Affairs, Advancement, the UH Alumni Association in the development and planning of UH Day of Remembrance. Look at opportunities to identify monthly remembrance to families and UH community members.

**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.

**Strategic Initiative 5: Department Benchmarking of BIG12 and/or Top 50 Public Institutions**

Research and gain understanding of services and programs offered at BIG 12 and/or Top 50 public institutions by faith/religion/spirituality centers or campus ministry association like organizations.

UH – Student Success;

DSA – Care, Collaboration, Community, Empowerment, Innovation, Integrity

**Action Step 5.1: Benchmarking Research**

Identify public institutions (Top 50/Big12/Texas Peers) that have similar departments/services that can be used for research.

- i. **Articulate how KPIs are tracked and how/when your unit utilizes them to measure progress towards your goals. Are there any deficiencies in your ability to measure your KPIs? If so, explain why.**
  - a. Student Employment Assessment
    - i. Issued to all student employees the beginning and end of each semester to track learning, skills learned, and areas needed for continued growth.
  - b. Customer Satisfaction Assessment
    - i. Issued to visiting students to provide feedback about services received.
  - c. Program Attendance
    - i. Tracked for events to determine growth or regression of programs hosted.
- ii. **Identify the milestones laid out on the path to achieving the long-term goals you have laid out. How do these milestones contribute to your unit's ability to hold itself accountable to the long-term goals?**
  - a. Long term goals have been determined from External Review. Most of the long term goals and milestones are attached to financial resources to

improve the building and exterior landscape, provide additional staff and fund programs.

**iii. In your response, identify who (besides the department director) is responsible for each milestone in the plan and for measuring each KPI you have identified.**

- a. Program Attendance
  - i. Events and Administrative Coordinator
  - ii. Graduate Assistant
- b. Customer Satisfaction
  - i. Events and Administrative Coordinator
- c. Student Employee Training/Assessment
  - i. Events and Administrative Coordinator

5. 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 exists, 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 this data. If your unit holds events, please provide revenue sources breakdown of each revenue stream including but not limited to the number of:

- i. Tickets sold/number of attendees recorded
- ii. Merchandise
- ii. Concessions sold/distributed
- iii. Revenue generated from these sales

**Building Utilization Numbers**

Building utilization provides direct information with regards to foot traffic within the building. While these number represent all days of the week, we can always look at certain days when events are being hosted to determine if building programming is significantly affecting utilization numbers and engagement with building services.

Month	FY22 Door Count	FY23 Door Count	Increase/Decrease %
August	6,506	6,769	4% Increase
September	6,493	11,134	71% Increase
October	8,142	11,192	37% Increase
November	6,793	8,338	23% Increase
December	3,121	3,256	4% Increase
<b>TOTALS</b>	<b>31,055</b>	<b>40,689</b>	<b>31% Increase</b>
Month	FY22 Door Count	FY23 Door Count	Increase/Decrease %
January	2,849	4,691	65% Increase
February	6,449	10,598	64% Increase
March	7,376	10,872	47% Increase
April	10,517	12,578	20% Increase
May (thru 5/15)	5,841	4,517	23% Increase
<b>TOTALS</b>	<b>33,032</b>	<b>43,256</b>	<b>31% Increase</b>
Month	FY22 Door Count	FY23 Door Count	Increase/Decrease %
May (from 5/15)	2,433	1,309	46% Decrease
June	1,991	2,005	1% Increase
July	3,055	2,469	19% Decrease
August	6,769	8,110	20% Increase
<b>TOTALS</b>	<b>11,815</b>	<b>12,584</b>	<b>7% Increase</b>

	*FY12	*FY13	*FY14	FY15	FY16	FY17	FY18	FY19	** FY20	*** FY21	FY22	FY23
RSOs Making Reservations	30	36	36	39	32	22	31	27	27	10	21	31
RSO Bookings	775	817	997	773	767	656	714	683	414	240	395	887
RSO Event Hours	1,691	1,834	3,444	1,717	1,726	1,486	1,587	1,604	936.5	443	835.50	3,364
RSO Attendance	39,630	39,630	51,429	26,793	22,808	25,139	24,389	31,935	20,566	4,088	13,220	58,912

\* FY12 to FY14 Increase attributed to the SC Transformation Project

\*\* FY20 Decrease attributed to COVID-19 from mid-March through August

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

- Number of Registered Student Organizations making reservations.
  - Increase of 10 Organizations
  - 48% Increase
- Number of bookings by Registered Student Organizations.
  - Increase of 492 Bookings
  - 125% Increase
- Event hours by Registered Student Organizations.
  - Increase of 2,528.5 Event Hours
  - 303% Increase
- Estimated Attendance by Registered Student Organizations [self-reported].
  - Increase of 45,692 Estimated Attendance
  - 346% Increase

**Signature Event Attendance**

Our three signature programs all increase in attendance. We would credit the increase primarily to our increase in campus marketing and providing students with services they are looking for. While we did not have a chance to do assessments during the fall semester, we do plan to include fall attendees in our assessments that are sent out in the Spring semester.

Program/Events	Fall FY22 Attendees	Fall FY23 Attendees	Increase/Decrease
Good Morning Mondays	259	518	50% Increase
Interfaith Dialogue Dinner	197	263	25% Increase
Free Wednesday Lunch	2580	2926	13% Increase
Speaker Series	0	0	--
Spiritual Yoga	0	0	--
Program/Event	Spring FY22 Attendees	Spring FY23 Attendees	Increase/Decrease
Good Morning Mondays	379	583	54% Increase
Interfaith Dialogue Dinner	242	319	32% Increase
Free Wednesday Lunch	2096	3181	52% Increase
Speaker Series	0	58	--
Spiritual Yoga	0	32	--

**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?
  - 85% because of both “Cost Effectiveness” and “Venue Aesthetics”
  - 35% because of connection to UH or AD Bruce
- How did you hear about AD Bruce Religion Center?

- 86% Alumni or Family are Alumni
- 26% Attended an event there
- Please rate your level of satisfaction: Interactions with ADBRC Staff?
  - 89% Very Satisfied
- Please rate your level of satisfaction: University Chapel conditions?
  - 70% Very Satisfied
  - 15% Satisfied
- Please rate your level of satisfaction: Overall Experience with ADBRC?
  - 87% Very Satisfied

#### **Action Plan based on Assessment Findings**

- Continue to explore options to update the venue
  - Refinish pews or replace pews and flooring
- Continue to develop student employees in ways that enhances confidence and critical decision making
- Find ways to partner/promote with UH Alumni Foundation.
- Note: We have to identify ways to enhance the ADBRC spaces/services so that there is value and reasoning behind increasing reservation rates.

### **Student Employment**

#### **Purpose**

The student employee assessment was developed to assess the level of comfort and knowledge related to the student employee's position at A.D. Bruce Religion Center and what the Religion Center staff can do to enhance the work experience and competencies. The assessment is administered to each student employee at the end of the each semester.

#### **Highlighted Findings**

- As a result of my employment at A.D. Bruce Religion Center, I have increased my understanding and communicate effectively within cultures (Cultural Knowledge & Competence).
  - 80% Strongly Agree
  - 20% Moderately Agree
- As a result of my employment at A.D. Bruce Religion Center, I have increased my dependability, honesty, and trustworthiness (Ethics, Values & Integrity).
  - 70% Strongly Agree
  - 20% Moderately Agree
- What is the single most important factor positively affecting your level of satisfaction with this position at the A.D. Bruce Religion Center?
  - 80% Work Environment
  - 10% Flexible Work Schedule
- What is the single most important factor negatively affecting your level of satisfaction with this position at the A.D. Bruce Religion Center?
  - 80% Hourly Wage

#### **Action Plan passed on Assessment Findings**

- Continue to train and develop student employees in a way that is comprehensive and inclusive of different competencies.
- Continue to work with each individual student employee to gain the best understanding of their needs for them to be successful
- Continue to build upon the positive work environment by collecting regular feedback from our student staff.
- Continue to look at ways to increase our budget so we can look at our pay wages for student employees.

### **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**

American Guild of Organists  
American Youth Corp [*national interfaith dialogue org*]  
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  
Wheeler Avenue Baptist Church

- 6. If your unit concluded FY2023 with a Fund 3 addition to Fund Equity in excess of \$5,000, please describe the conditions which cause the addition and provide a line-item identification of the budgetary sources(s) of the addition (i.e., lapsed salary, conference travel, etc.).**

There was a balance of \$6,595 that is in our Fund Equity, per the approval of Dr. Maxwell. The funds are a combination of SFAC funds and lapsed salary. Due to delays from UH Facilities and approved vendors, the project was not started or completed on schedule as originally planned. We have since submitted new requests for purchase orders in attempts to try and get planned projects in motion and on track for completion as soon as possible.

**7. Recognizing that the potential to generate additional Student Service Fee income for FY2025 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 5.0% in your total FY2025 base Student Service Fee budget request and provide a line-item explanation of where budgetary cuts would be made.**

Since we only have 2 full-time professional staff, the areas that will be affected the most would be hour student employees. As a result of each budgetary cut, our department would have to reduce its operation hours significantly. Because of the shorter department hours, our student employees would be the impacted the most significantly. In addition, the student groups, worship organizations and non-university customers who are considering hosting their events in our venue spaces would no longer have access to our building because it would be closed.

The reduction in operation hours could also indirectly affect other departments, like the Student Centers, as they could not be overwhelmed with requests from groups to accommodate their events.

For student groups, worship organizations and non-UH clients who are looking to host their events during times when the building would not be open, we would possibly have to explore pass through costs for all clients to pay for the building to be staffed during hours when its closed. While that may sound like an intriguing opportunity, it actually could be one of our most challenging obstacles. To staff a building with employees who are not regularly working is one of the most difficult things to manage. The staff would for the most part transition from a scheduled staff to an stand-by/on-call staff. Now you don't even know if you can accept business reservation until you can secure available staff first.

The budget for A.D. Bruce Religion Center is not the healthy of budgets to begin with. In any of the provided reduction scenarios, the impact could be so great that the department may not regain what it loses in customer support, staff retention, revenue generation and program attendance.

Current Budget	Base FY24 Budget	\$ 216,856	
Budget Reduction	5.0% Cut	\$ 10,843	
Admin Fee	6% Admin Fee	\$ 651	
			<b>Explanation &amp; Impact of 5.0% Cut</b>
			Building operational hours would need to be reduced. As a result, student wages would be reduced.
	Student Wages	\$ 10,843	Reduction of building hours directly impacts the buildings' ability to host events, particularly in the evening hours. Registered Student Organizations would be forced to look towards other campus buildings to host their events. This would also greatly impact the buildings ability to earn revenue as many paying clients would be turned away because our building hours would not being open to accommodate their needs. A reduction of building hours in this scenario would require the building close on the weekends (Saturday & Sunday). The building's ability to capitalize on generating revenue from weekend rentals would hurt not only our budget but also our reputation as an unavailable venue location. Additionally, hosting weekend worship services would now mean that students would have to find locations off campus to practice their worship. There is potential the building would also need to close earlier on the weekdays. Closing earlier on the weekdays would have RSO and faith-based ministry groups looking for alternative locations to host events. The engagement with visitors would change while also changing how student employees would find consistent hours of employment would be questioned.

- 8. Please discuss any budget or organizational changes experienced since your last year (FY2024) 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.**

A.D. Bruce Religion Center had our Office Coordinator transitioned to a different position more appropriate to match the needs of the department. This was approved by Dr. Maxwell. During this vacancy, the position was re-evaluated and elevated to an Events and Administrative Coordinator.

- Cheyenne Peer was hired January 2023

A.D. Bruce Religion Center experienced a significant FY24 increase from UH Facilities for our department Service Level Agreement.

- 25% cost increase in FY24 as compared with FY23 which also increased by 30%.

- 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. We will also continue to research opportunities where we can increase our visibility as a reservation venue for weddings, receptions and celebrations of different types.

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 individual donors to support program initiatives and the Restoration of and Transformation of the Religion Center.

- i. If applicable, what can be done to increase donations, sponsorship sales, and other revenue streams? Please answer each separately.**

**Increase Donations**

- Increase engagement with University Advancement to determine priorities.
- Engage campus faculty and staff to recruit and invite opportunities to donate to programs/services.

**Increased Sponsorship Sales**

- We will continue to reach out to campus partners for sponsorship of...
  - Free Wednesday Lunch Program
  - Interfaith Dialogue Dinner
  - Good Morning Mondays

**Increased Alternative Revenue Streams**

- Identify and apply for potential grants applications.

**10. Does your unit generate revenue? (Please do not address donations in this question) If your unit does not generate revenue, respond "not applicable. If so:**

- i. Provide your unit's P&L statement for the current fiscal year and trailing five-years showing all revenue streams for your unit.**
  - a. FY23 – \$35,157
  - b. FY22 – \$37,993
  - c. FY21 – \$26,811
  - d. FY20 – \$46,929
  - e. FY19 – \$72,394
- ii. Provide line-item data for each revenue stream.**
  - a. FY23 – \$35,157
    - i. Sales & Services Income (Fund 3)
    - ii. Programs/Events Income (Fund 3)
    - iii. Facility Rental (Fund 3)
  - b. FY22 – \$37,993
    - i. Sales & Services Income (Fund 3)
    - ii. Programs/Events Income (Fund 3)
  - c. FY21 – \$26,811
    - i. Sales & Services Income (Fund 3)
  - d. FY20 – \$46,929
    - i. Sales & Services Income (Fund 3)
  - e. FY19 – \$72,394
    - i. Sales & Services Income (Fund 3)
- iii. For each revenue stream, provide an explanation of the nature of the revenue and briefly articulate the successes and failures for each line item.**

**11. Does your unit raise money from donors and sponsors? If your unit does not receive donations or sponsorships, respond "not applicable." If so:**

- i. Identify key staff members responsible for development and seeking sponsorships.**
  - a. André J. Adams – Director
  - b. Cheyenne Peer – Administrative and Events Coordinator
- ii. Provide financials for the current fiscal year, as well as the trailing five fiscal years including:**
  1. An analysis of your development activities. Include a breakdown of the nominal quantity of donors donating \$20m+, \$10m+, \$5m+ \$1m+, \$500k+, \$100k+, \$50k+, \$25k+, \$10k+, \$5k+, \$1k+, \$100+. Provide this both in terms of lifetime contributions and annual contributions.
    - a. FY23: \$21,648.00
    - b. FY22: \$21,673.00
    - c. FY21: \$20,313.00
    - d. FY20: \$20,355.00
    - e. FY19: \$20,012.00
  2. An analysis of your sponsorship activities. Include a breakdown of total sponsorship dollars and identify your top twenty-five (25) sponsorship deals.
    - a. The above contributions are primarily the result of a received annual endowment from the Rockwell Foundation. The funds received from this endowment go towards the annual expense of utility costs for the building.
- iii. If applicable, provide a breakdown of each capital project or capital campaign in your unit. Explain how each capital project or campaign aligns with the goals and milestones laid out in your departments strategic plan.**
  - a. Not Applicable
    - i. Currently confirmed sponsorships were to provide meals for the Free Wednesday Lunch program. The sponsoring department paid for the meals directly. A.D. Bruce Religion Center was not responsible for any transactions for sponsoring departments. We also did not regularly receive invoices for department sponsored lunches.

**12. 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

**13. What percentage of department M&O is allocated to marketing?**

Marketing dollars were not allotted as a percentage. The total marketing budget was \$5,000 which accounts for 2.21% of our total budget.

- i. Please detail your comprehensive marketing strategy towards the student body including metrics used to measure the effectiveness of the marketing strategy.**
  - i. Primary marketing strategy was social media.
    1. Instagram, Facebook and X (formally known as Twitter)
  - ii. Secondary marketing strategy was printed flyers and campus tabling
  - iii. Tertiary marketing strategy was utilizing yard signs spread throughout campus to capture student interests that may not regularly pass by A.D. Bruce Religion Center.
- ii. How much revenue is allocated towards the marketing strategy?**
  - i. Not Applicable

**14. If any of your funding from the student service fee goes to your general operating fund, please detail where any student service fees you received went and what they were spent on as well as future intentions if granted. Otherwise please respond "not applicable".**

Not Applicable

**15. How does your unit contribute to campus culture and improve the student experience? How is the effectiveness of these contributions measured by your unit if at all? What else can your unit do going forward to continue to improve your contribution to the student experience?**

**i. Does your unit contribute to turning students into coogs for life?**

A.D. Bruce Religion Center contributes to campus culture and improves the student experience by

- Creating safe, welcoming, affirming environments for students to be their authentic selves while they explore their faith, religion and spirituality.
- Address food insecurity by partnering with campus departments to sponsor the Free Wednesday Lunch program which feeds on average of 300+ students weekly.
- Engaging with students and connect them campus worship leaders who can help not only with faith development and exploration but also provide pastoral care to support student mental health, anxiety, stress, relationship challenges etc.

With only 2 full-time staff and a Graduate Assistant, we are limited in the services that we can offer as we are pretty much maxed on our capacity at this time.

Currently, A.D. Bruce Religion Center as no measurable ways to contribute to turning students into a coog for life.

**NOTE:**

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

FY25Q_DepartmentName	Questionnaire
FY25OT24a_DepartmentName	Add'l One time request – change “a” to “b”, “c”, etc for additional one-time requests
FY25WS_DepartmentName	Excel worksheet
FY25BA_DepartmentName	Base Augmentation request
FY25OTa_DepartmentName	One time request – change “a” to “b”, “c”, etc for multiple one-time requests
FY25PRES_DepartmentName	Presentation

The totality of your responses to these questions should give the member of the Committee a comprehensive understand if 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 to (PDF format) to:** Chair, SFAC

% Dean of Students Office

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