

STUDENT FEES ADVISORY COMMITTEE (SFAC)

FY2013 PROGRAM QUESTIONNAIRE

Submitted by:



**The Department of Intercollegiate Athletics
Mack Rhoades, Director of Intercollegiate Athletics**

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 24, 2011. It should be noted that only electronic submissions will be considered.*

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 for its support and generosity. Without the students' financial assistance from fees, the progress we are making would not be possible.

Of all the success we have enjoyed recently, we feel most prideful in having developed a comprehensive mission statement that directs the purpose of our department.

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.

Our core values define the traits we hold most cherished as we work to advance our mission.

Excellence – Integrity – Inclusivity – Loyalty – Accountability - Sportsmanship

And our operating principles demonstrate the way we go about achieving our mission.

- ***To cultivate the highest quality sports programs, facilities and resources to build and maintain winning traditions.***
- ***To provide a competition environment of high entertainment value for a loyal fan base with a commitment to sportsmanship and customer service.***
- ***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.***
- ***To enrich the opportunity to earn an undergraduate degree by offering each student-athlete a quality educational, social and athletic experience.***
- ***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.***
- ***To exercise fiscal responsibility throughout the Department of Intercollegiate Athletics.***
- ***To build and strengthen relationships throughout the University campus and the Houston community.***

College athletics has never been more prevalent in the American culture, and UH Athletics is poised to make historic gains in the national sports consciousness which will benefit our entire University.

Athletics is requesting the full allocation of SFAC support to further our mission and to increase institutional exposure. We continue to challenge our collaborative working culture to find innovative means for improving our department. Of key importance, we are succeeding in our role of being a catalyst for student pride and campus identity, but we are not close to being satisfied nor fulfilled. The support of the SFAC will benefit all of our sport programs and, in turn, improve student unity and morale.

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, custodian, etc), note this on your chart. Student employees should be cited on the chart and identified as students.

Please see attached.

3. List the objectives that you provided with your 2010-2011 SFAC request. Please comment on your success in achieving these objectives. If an objective changed during the year, please note this and explain. Also, list any new objectives, the rationale for the addition, and comment on your success in achieving these objectives.

Department Strategic Initiatives

The following will be addressed and advanced during the 2010-11 academic year. Implementation will begin in 2010-11 and continue through 2011-12. A team leader and team members will be assigned to each initiative. The team will consist of all levels of employees throughout the Athletics Department. Each team will develop both an action plan (including action steps) and timeline (including completion date).

1. **Develop Mission Statement and Core Values**
To determine the definition and scope of our mission and guiding principles for the purpose of evolving our identity and culture

Completed

2. **Introduce Cougar Pride Leadership Academy**
To develop an innovative Leadership Academy that integrates all student-athletes and focuses on life skills, leadership responsibilities and academic achievement

Completed

3. **Restructure Student-Athlete Academic Services**
To review and restructure all elements (i.e., advising, study hall, academic contracts, withdraw process, Academic Progress Rate monitoring plan, class attendance checks, grade audits, communication with coaches/sport program administrators, progress reports) of academic services with an emphasis on academic “at-risk” student-athletes and increasing both graduation rates as well as retention rates

Completed with the exception of hiring Learning Specialist which is currently in process

4. **Initiate a Comprehensive Academic Review Process**
To develop an effective and efficient admission review policy where a three-tier system is used categorizing future academic success by comprehensively assessing the prospective student-athlete’s academic records with respect to university admission standards and NCAA initial/continuing eligibility rules

In progress – structure is established but not fully integrated

5. Develop an Extensive Academic Award and Recognition Program
To design an approach and method for celebrating student-athlete and team academic achievement which impels individuals and teams to excel in the classroom and reinforce the importance of academic pursuits

Set to commence this academic year

6. Implement Comprehensive Sales and Advertising Strategies and Execution
To create innovative, comprehensive and highly effective season and individual ticket sales campaign for football, men's basketball and women's basketball with advertising strategies and execution

Completed with ongoing adjustments and improvements as part of the continuing review process

7. Develop a Comprehensive Fund Raising Plan (i.e., naming rights, giving society) – Stadium/Arena
To conceive and implement a capital campaign enabling the construction of athletics facilities, targeting football and basketball

Set to commence this academic year

8. Student-Athlete Advisory Committee
To enhance the role and involvement of the recognized student-athlete leadership group

Completed with ongoing adjustments and improvements as part of the continuing review process

9. Revise Student-Athlete Handbook (to include gambling and agent disclaimers/declarations)
To overhaul the current incarnation of the manual for student-athletes so that it is an innovative and useful resource of information and contacts

Set to commence this academic year

10. Create Human Resources Task Force
To implement a human resources committee/task force for the purpose of addressing/fostering employee relations and development

Completed

11. **Revise Substance Abuse Policy**
To review and evaluate current policies; research will be conducted on other programs with an emphasis on current information and practices

Completed

12. **Develop and Introduce New Website and Electronic Media Mediums**
To create new UH Athletics website and develop electronic media mediums

Completed with ongoing adjustments and improvements as part of the continuing review process

13. **Develop Student-Athlete Code of Conduct**
To create a student-athlete code of conduct as a baseline in order to implement a fair and consistent set of expectations and disciplinary action

Completed

14. **Create and Implement Formal Financial Aid Policy**
To address financial aid issues both institutional and in athletics; specifically for financial aid based on athletic ability; a system for evaluating responsible measures needs to be created to assess fifth-year and medical grant-in-aid situations

Redefined to coordinate full integration of NCAA Financial Aid rules application within the University's Scholarships and Financial Aid Office – parameters for fifth-year and medical grant-in-aid recipients have been drafted

15. **Review and Revise Eligibility Certification Process**
To review and revise eligibility certification process for the purpose of modernizing procedures making use of technology and innovation

Set to commence this academic year

16. **Create and Implement Student-Athlete Criminal Background Process**
To develop and implement a student-athlete background assessment

Delayed at the advice of Office of General Counsel

17. **Develop and Incorporate Student-Athlete Celebration Banquet**
To develop and incorporate a new and improved student-athlete celebration banquet

Completed with ongoing adjustments and improvements as part of the continuing review process

18. **Initiate Gender Equity Report/Review**
To complete a gender equity report/review

Preliminary scope has been advanced with review to begin this academic year

4. Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned objectives and their importance as compared to other objectives that you might pursue. Where data exist, discuss the number of persons served by each of your programs, the satisfaction level of those served, and/or any other assessment measures evaluated. 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 was provided by the NCAA Dashboard Indicators for FY2010 data (most recent available). 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.....	525
2. Band, Cougar Dolls, Cheerleaders (Spirit Groups).....	340
3. Student-Workers at events.....	87
4. Total Student Attendance at Athletics Events.....	36,935

5. Please discuss any budget changes experienced since your last (FY2012) 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 FY2011 with a Ledger 3 Fund Equity balance, please describe the conditions which caused the fund balance.

The national economic decline continues to challenge Athletics' abilities to generate revenue through ticket sales and contributions. Endowments dedicated to supporting Athletics operations are still performing well below budgeted estimates including some that are not yielding proceeds at all. The John and Rebecca Moores Endowment worth \$2,308,000 in Athletics revenue has not yielded proceeds for the past three years.

At the same time we are advancing a capital plan to propel our Athletics Department during this revolutionary time in college sports. While it will require a tremendous effort for fund raising and revenue generation, it is imperative that we build a football stadium and renovate Hofheinz Pavilion to provide our profile sports programs with competition venues worthy of their collective and storied heritage.

6. Please list your 2012-2013 objectives in priority order. Larger units may wish to group your response by subprogram. Under each objective, state the specific programs, activities, and/or services that you plan to implement to meet your objectives.

UH Athletics Objectives for 2012-2013

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.)?

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:

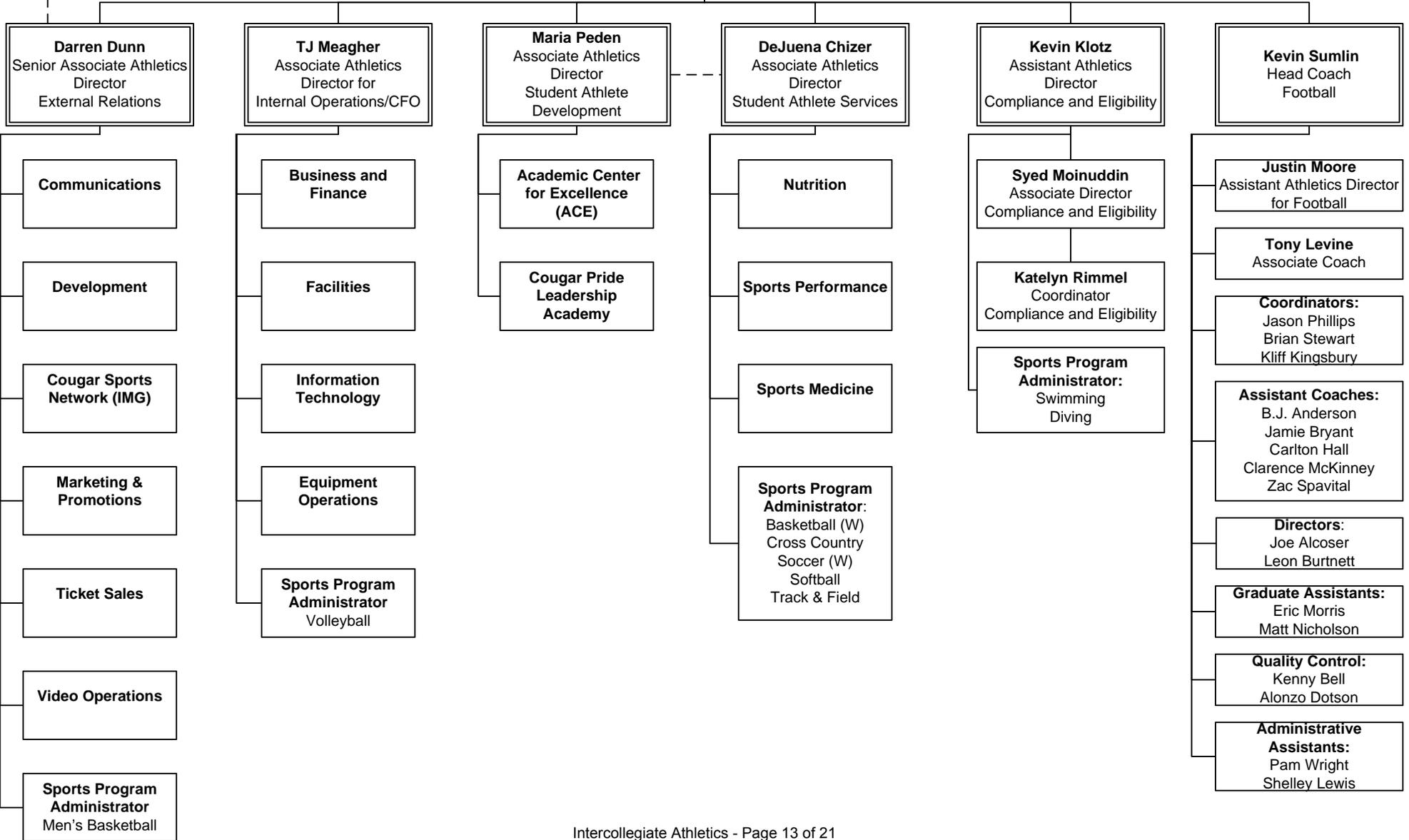
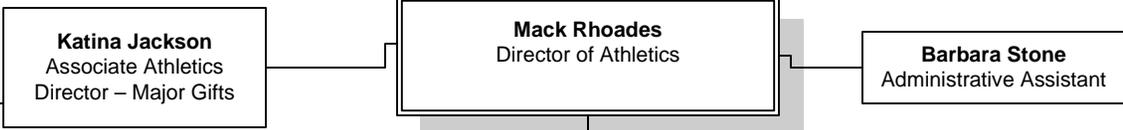
- Season and individual game ticket sales
- Annual giving
- Capital gifts
- Parking revenue
- Concession sales
- Corporate sponsorships
- Marketing royalties
- Outside event contracts

8. Please describe any 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.



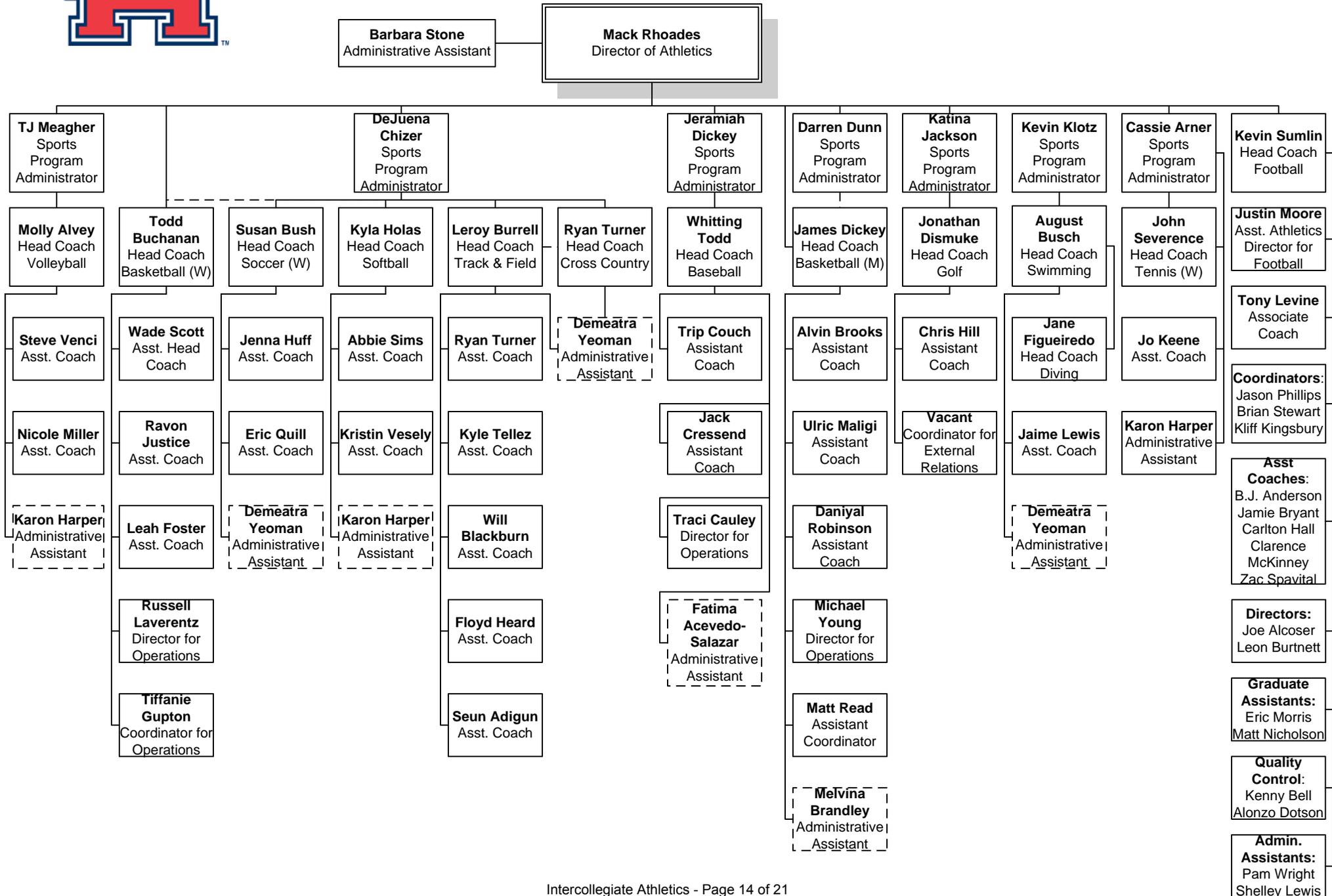
Department of Intercollegiate Athletics





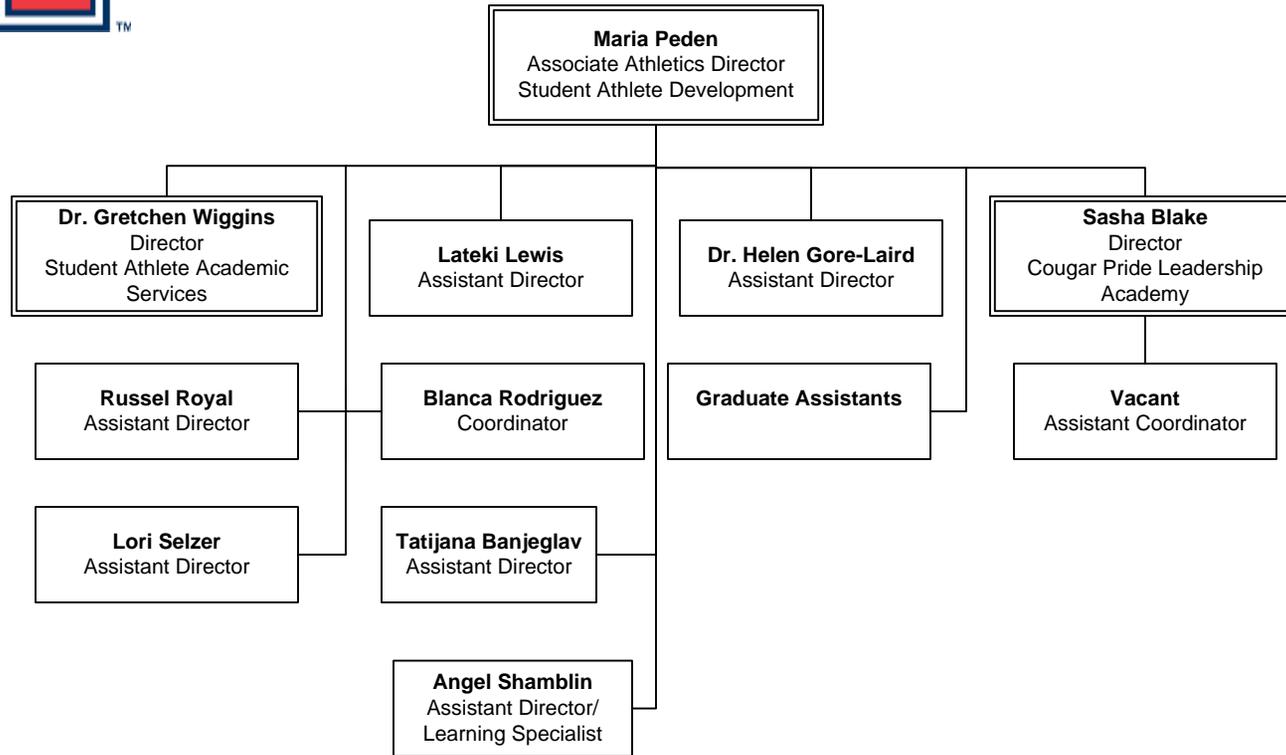
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Sports Programs





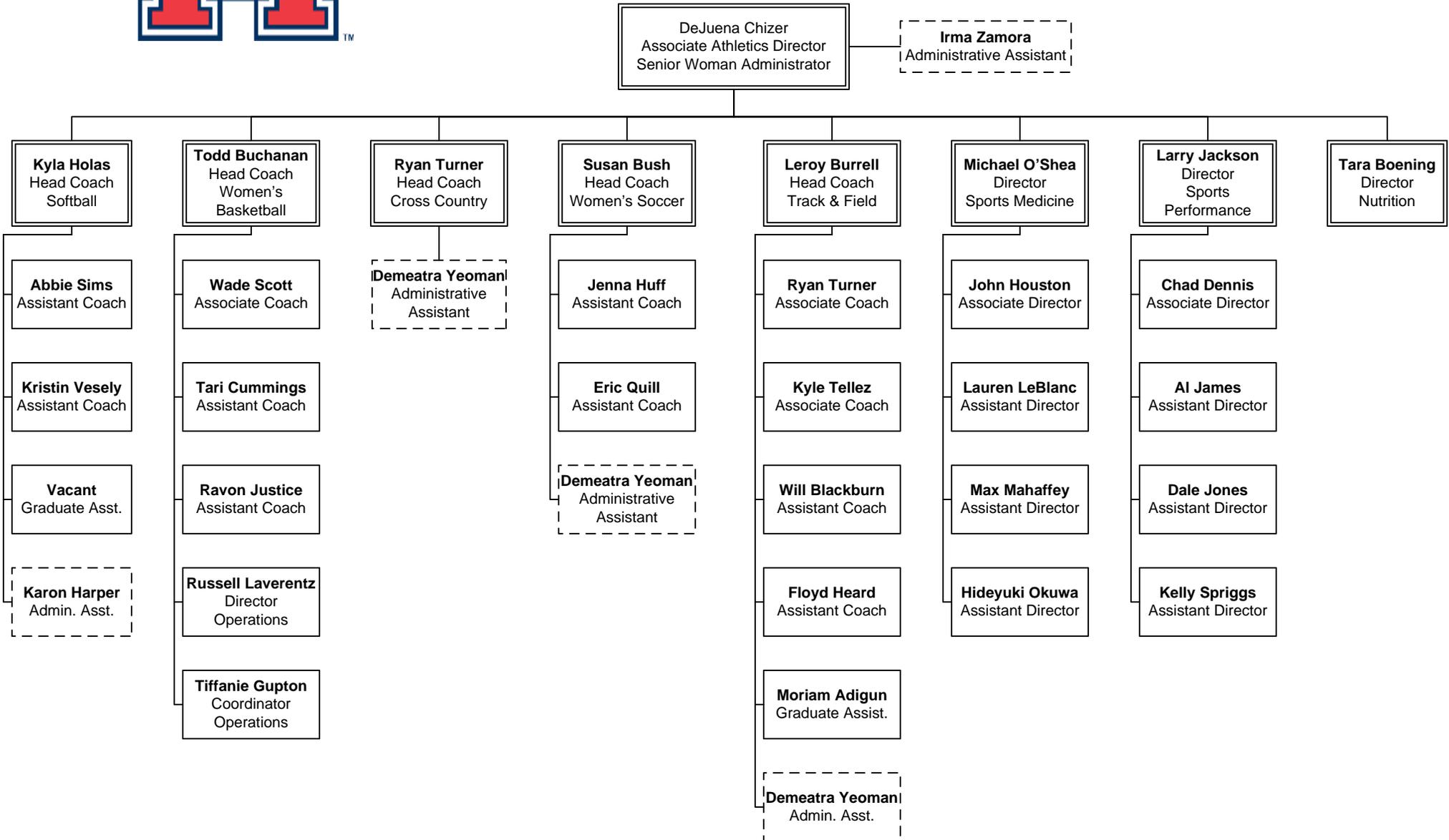
Department of Intercollegiate Athletics Student-Athlete Services





Department of Intercollegiate Athletics

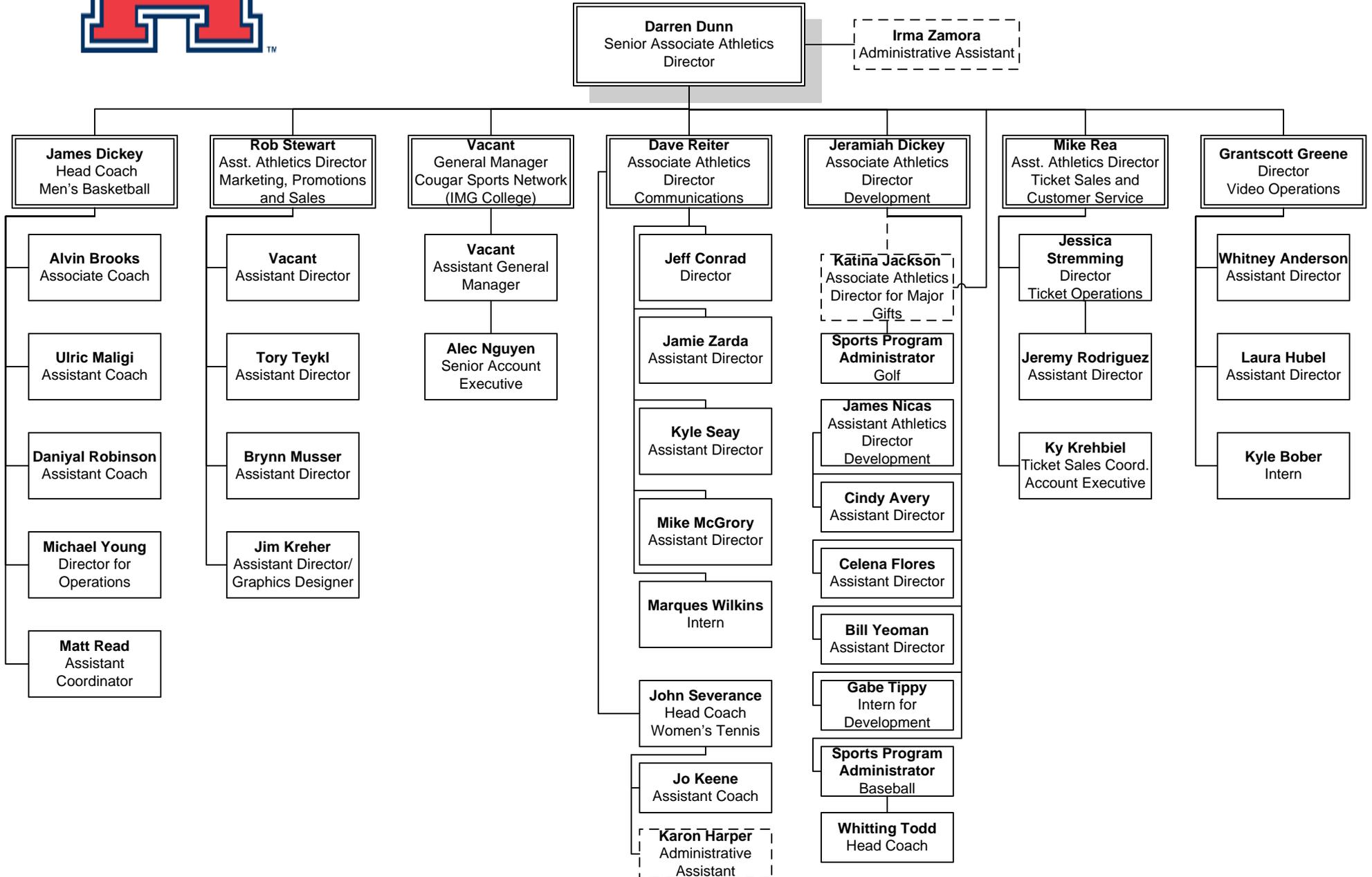
Student Athlete Services





Department of Intercollegiate Athletics

External Relations





Department of Intercollegiate Athletics

Internal Operations

