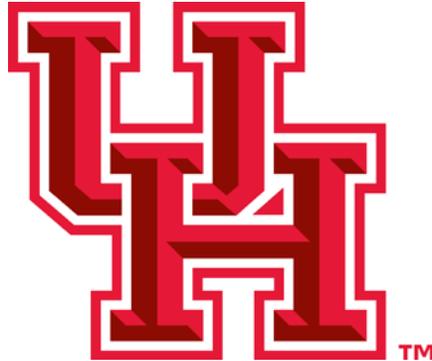


STUDENT FEES ADVISORY COMMITTEE (SFAC)

FY2014 PROGRAM QUESTIONNAIRE

Submitted by:



**The Department of Intercollegiate Athletics
Mack Rhoades, Vice President for 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 22, 2012. 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 backing and generosity. The support of the students provides us the opportunity to advance our program, enhancing the institution's exposure.

Few accolades compare to the resounding vote of confidence Athletics received from the students less than a year ago with the passing of the referendum. It was more than just endorsing a fee increase to contribute to our capital projects effort. It was the decided turnout and margin of yes votes that sent us a message that students care about Athletics. It reaffirmed our department's commitment to our primary directives.

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

Operating Principles:

- ***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***

American culture continues to evidence the popularity of collegiate athletics and the impact it has on the application rates of incoming students. With the changing of our conference affiliation to the BIG EAST, UH's national exposure will grow exponentially, which will enhance our relevance in higher education.

Athletics is also a formidable source of student pride and campus identity. Last year we experienced an extraordinary level of student involvement supporting Athletics, which resonated around campus and the city. The excitement brought the campus together and showed the capabilities of Athletics 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 the objectives that you identified for the 2011-2012 academic year. 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.

UH Athletics Objectives for 2012-2013

- Cultivate the highest quality sports programs, facilities and resources to build and maintain winning traditions.
 - Nine sports programs participated in NCAA postseason competition
 - Twelve student-athletes earned All-America honors
 - Two sports won conference championships
 - Three coaches earned conference Coach of the Year awards, including Women's Diving Coach Jane Figueiredo for the 11th straight year
 - Football
 - Won a record 13 games
 - Recorded a win over Penn State in the Ticket City Bowl
 - Finished the season ranked in the top 25
 - Men's Outdoor Track earned its fourth consecutive conference championship
 - Men's Golf participated in postseason NCAA competition for the first time since 2006
 - Received Board of Regents approval to proceed with construction of new football stadium
- Provide a competition environment of high entertainment value for a loyal fan base with a commitment to sportsmanship and customer service.
 - Last football season, most home games were sellouts with capacity attendance at 31,617 per game
- 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.
 - NCAA Academic Progress Rate has improved each of the last three years, indicating higher retention of student-athletes
 - NCAA Graduation Success Rate improved by 5% up to 69%
- Enrich the opportunity to earn an undergraduate degree by offering each student-athlete a quality educational, social and athletic experience.
 - Recorded the highest ever cumulative GPA for the academic year at 2.80
 - Passed the highest average of semester hours per student-athlete ever at 13.7
 - 19% of student-athletes were named to the Dean's List in Fall 2011 and 15% in Spring 2012 – highest number of student-athletes distinguished with such an honor ever during an academic year

- 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.
 - Received approval from the Board of Regents to add the sport of Women's Golf to begin competing in the 2013-14 academic year, which will provide more participation opportunities for women

- Exercise fiscal responsibility throughout the Department of Intercollegiate Athletics.
 - Increased revenue generation among ticket sales, contributions, sponsorships, endowment, merchandising, other revenues by 22%

- Build and strengthen relationships throughout the University campus and the Houston community.
 - More than 300 student-athletes provided over 600 hours of community service to the following programs:
 - Texas Children's Hospital
 - Generation One (multiple times)
 - Little League Days
 - Wounded Warriors Golf Tournament
 - Special Olympics Swim Meet
 - Homeless Shelter and Food Drive(s)
 - Fundraiser to pay for adoption process for children in Uganda
 - Star of Hope
 - Harvard Literacy Night at Harvard Elementary
 - Marathon Kids hosted at UH in conjunction with local school districts
 - Cullen Middle School Lemonade Day in conjunction with Bauer School of Business
 - Nehemiah Center (multiple times)
 - UH National Night out
 - National Women's Day at Campus Rec
 - Fisher House/VA Hospital Bingo Night and Dinner
 - Deer Park High School
 - Keller Middle School Career Day
 - Swimming and Diving Special Olympics

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 and any assessment measures 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 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.....	521
2. Band, Cougar Dolls, Cheerleaders (Spirit Groups).....	362
3. Student-Workers at events.....	89
4. Total Student Attendance at Athletics Events.....	38,610

5. Please discuss any budget or organizational changes experienced since your last (FY2013) 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 FY2012 with a Ledger 3 Fund Equity balance, please describe the conditions which caused the fund balance.

UH Athletics' transition to the BIG EAST Conference provides tremendous advantages and challenges for our program. The BIG EAST proffers strong athletics teams in every sport with a much greater reach for geographical exposure. Even though the Bowl Championship Series will dissolve after next season, the expectations from the television negotiations favor a per school payout that will greatly assist our financial stabilization and sustainability. Ultimately, the BIG EAST progresses our department to a more nationally recognized level, thereby benefiting the institution with coast-to-coast exposure.

The process for demolishing Robertson Stadium will begin at the end of this football season initiating the 22-month construction schedule to open the new stadium in the fall of 2014. That project is the single most ambitious step Athletics has taken to advance in the modern era of collegiate sports. Just as critical as building a new football stadium, renovating the basketball arena is similarly imperative.

In our current facilities, we are limited in the revenue we can generate. For the most part football cannot increase revenue materially in Robertson Stadium, but the amenities of the new stadium and the expanded capacity will help us tremendously. Our basketball programs are predominantly untapped, and we can greatly assist our revenue generation with successful programs in a renovated arena. We are pushing the process to begin designing the renovation concept in early 2013. 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 BIG EAST.

The combination of the new conference and our capital projects 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. Quite possibly, we should be unrecognizable in five years compared to how we look now. It will be a prideful evolution.

6. The terminology for responding to this item has been amended to be consistent with the strategic planning framework. Therefore, SFAC requests that you report your success measures in terms of strategic initiatives and action steps versus goals and objectives as previously requested. To this end, please list your 2013-2014 strategic SFAC Q, p.2. initiatives and action steps in priority order. 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.) you implemented to accomplish your stated initiative.

UH Athletics Objectives for 2013-2014

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.*

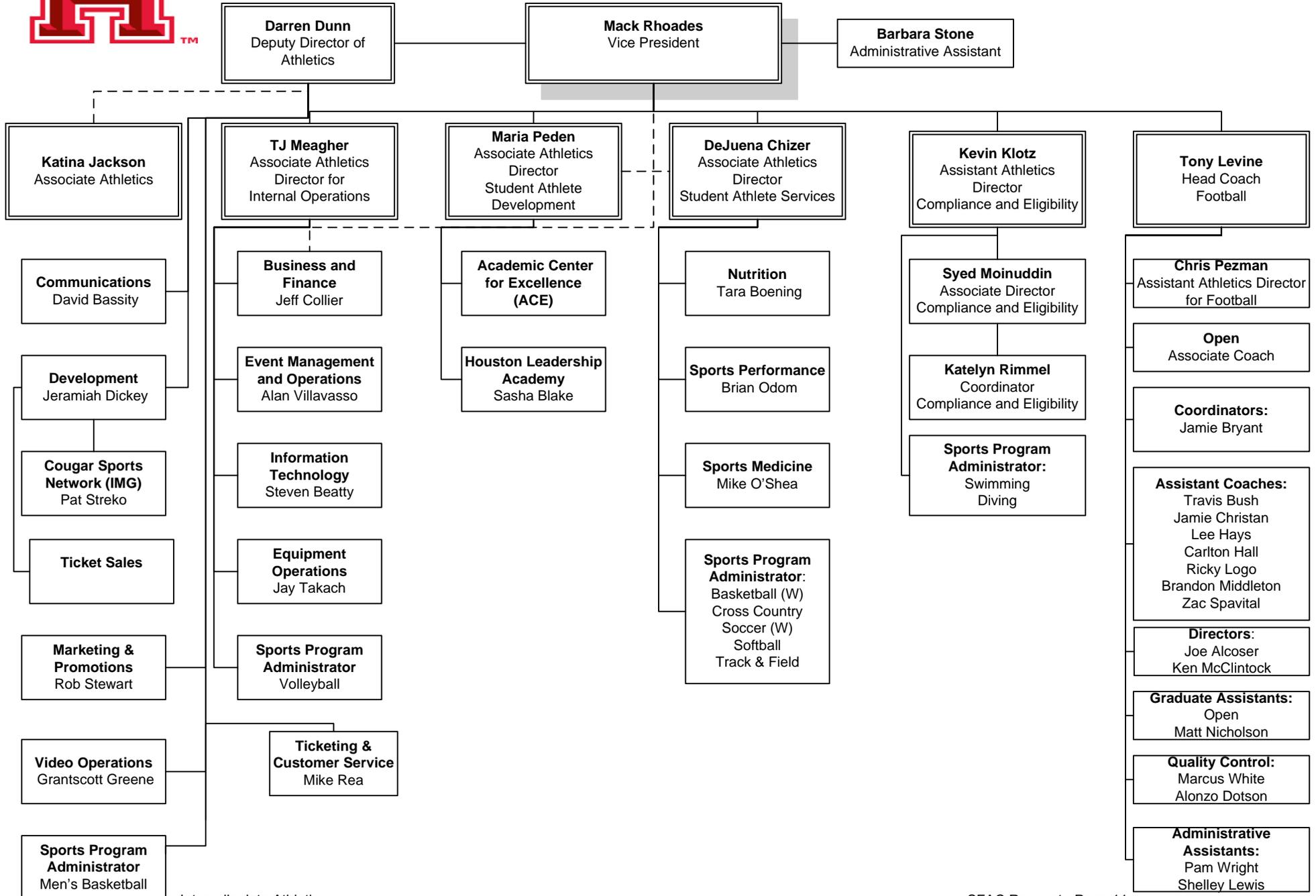
Please send electronic responses ONLY (PDF format) to: Chair, SFAC
% Dean of Students Office
wmunson@uh.edu

9/2012



Department of Intercollegiate Athletics

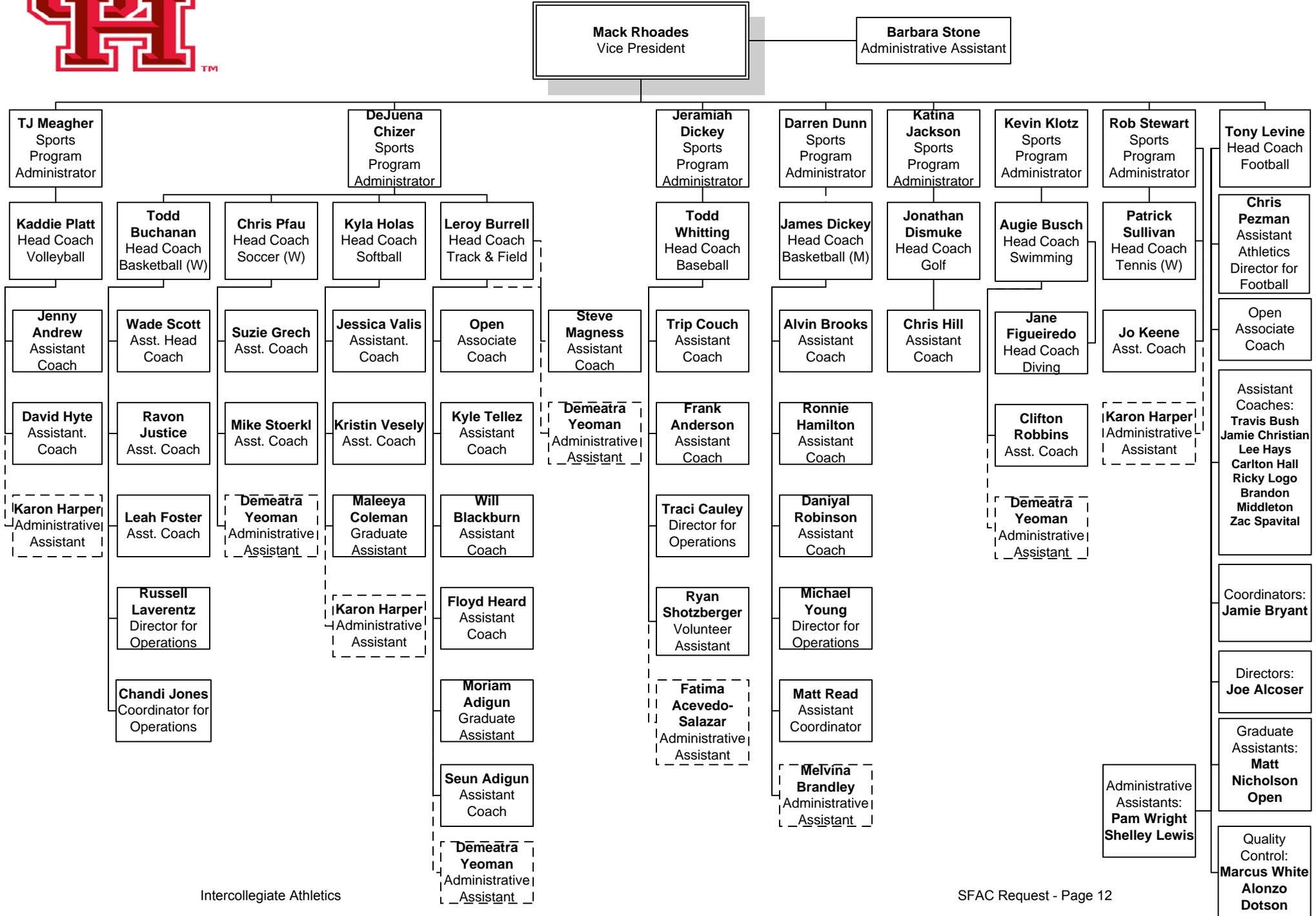
Vice President





Department of Intercollegiate Athletics

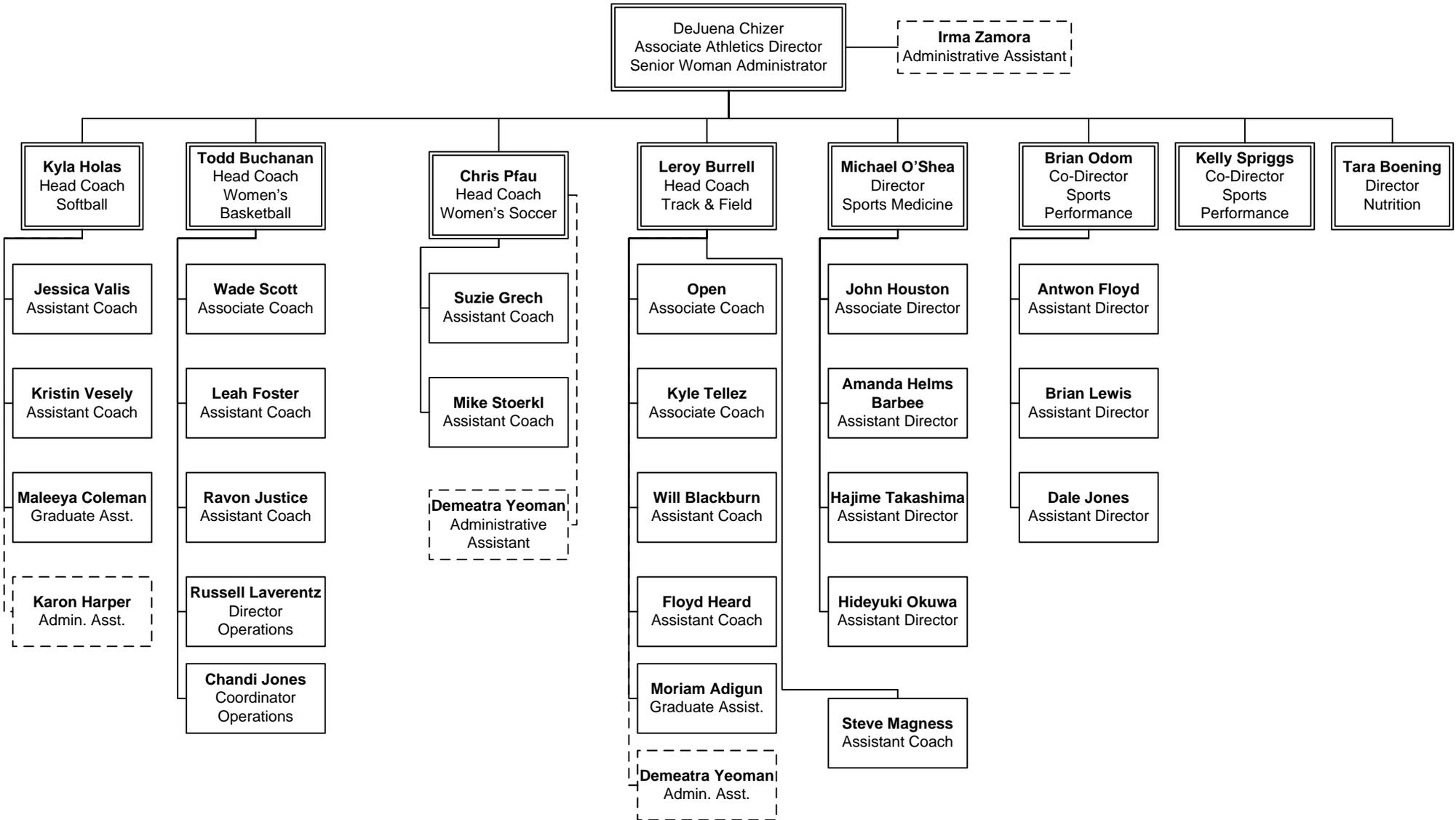
Sports Programs





Department of Intercollegiate Athletics

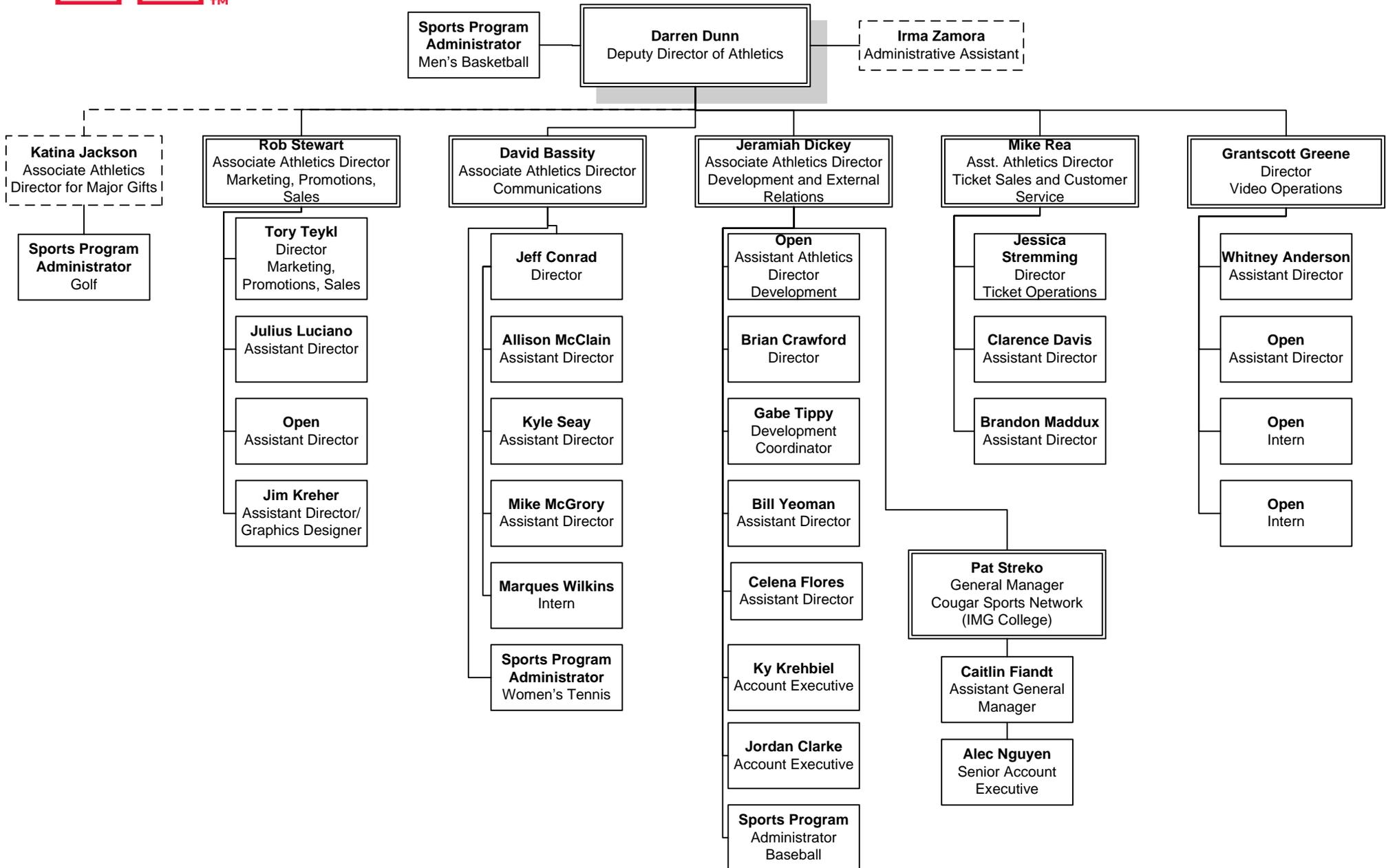
Student Athlete Services





Department of Intercollegiate Athletics

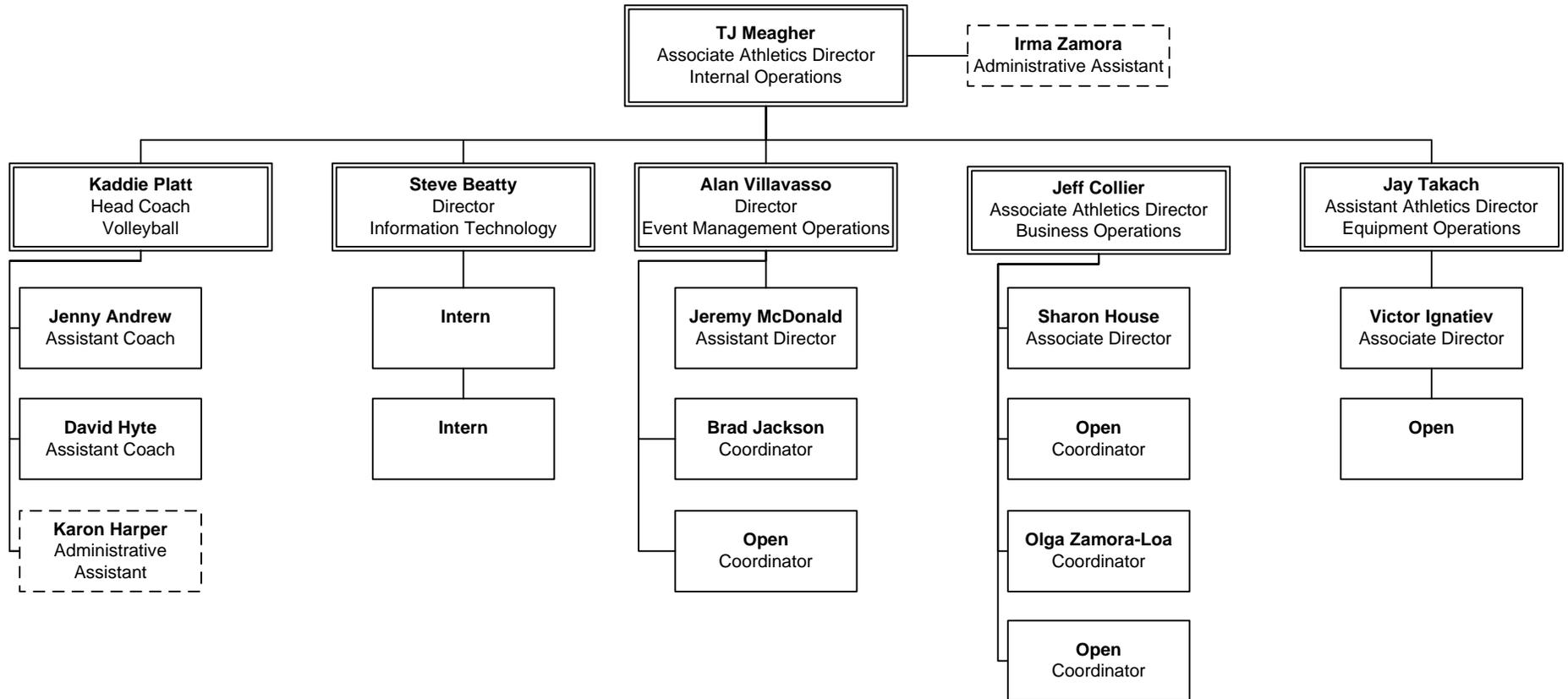
External Relations





Department of Intercollegiate Athletics

Internal Operations



STUDENT SERVICE FEE REQUEST FOR 2013-2014					
Page 1					
Name of Unit:					
Department of Intercollegiate Athletics					
			APPROVED	PROJECTED	INCOME
	Actual		INCOME	ACTUAL	BUDGET
	INCOME FOR	SSF REQUEST	BUDGET	INCOME	REQUEST
	2011-2012	FOR 2012-2013	FOR 2012-2013	FOR 2012-2013	FOR 2013-2014
INCOME					
Student Service Fees-Base Request	\$4,407,707	\$4,407,707	\$4,407,707	\$4,407,707	\$4,407,707
Dedicated Fees-Base Budget					
Student Service Fees, FY 2012-2013 One-Time Allocation					
Student Service Fees, FY 2013-2014 One-Time Allocation					
Student Service Fees, FY 2013-2014 Base Augmentation					
Sales & Services	\$3,629,815	\$4,700,000	\$4,700,000	\$4,700,000	\$5,285,000
Programs/Events					
Facility Rental	\$1,202,421	\$400,763	\$400,763	\$400,763	\$420,116
Advertising					
Food Service Contracts	\$622,430	\$425,000	\$425,000	\$425,000	\$489,310
Gifts/Donations	\$2,656,447	\$3,500,000	\$3,500,000	\$3,500,000	\$4,100,000
Usage Fees (itemize (A))	\$0	\$0	\$0	\$0	\$0
Other Income (i.e. Grants, Ledger 1) (Itemize (B))	\$20,604,663	\$18,799,413	\$18,799,413	\$18,799,413	\$17,846,566
Sale of Equipment					
TOTAL INCOME	\$33,123,483	\$32,232,883	\$32,232,883	\$32,232,883	\$32,548,699
	FY12 LEDGER 3				
	ADDITION				
	TO FUND				
	EQUITY				
FY12 LEDGER 3 ADDITION TO FUND EQUITY					
I have read the Policies and Procedures Governing the Collection, Allocation, and Expenditure of Student Service Fees and, to the best of my knowledge believe this report is in accord with the letter and spirit of those statements. This budget report reflects the unit's priorities.					
The figures have been checked for accuracy.					
					
			Associate AD	22-Oct-12	3-94269
Signature			Title	Date	Phone

NAME OF UNIT:					
Department of Intercollegiate Athletics					
STUDENT SERVICE FEE REQUEST FOR 2013-2014					
Page 2					
	ACTUAL		APPROVED	PROJECTED	EXPENDITURE
	EXPENSE	SSF REQUEST	EXPENDITURE	ACTUAL	BUDGET
NON-CONTROLLABLE EXPENDITURES	2011-2012	FOR 2012-2013	BUDGET	EXPENDITURES	REQUEST
			FOR 2012-2013	FOR 2012-2013	FOR 2013-2014
Exempt Category Employee Salaries	\$10,289,380	\$10,300,000	\$10,300,000	\$10,300,000	\$10,500,000
Non-Exempt Employee Salaries	\$408,424	\$450,000	\$450,000	\$450,000	\$500,000
Lump Sum Wages (Itemize (C))	\$331,839	\$300,000	\$300,000	\$300,000	\$400,000
Subtotal	\$11,029,643	\$11,050,000	\$11,050,000	\$11,050,000	\$11,400,000
Mandated Increments					
Equity Adjustments					
Overtime	\$77,178	\$50,000	\$50,000	\$50,000	\$50,000
Subtotal	\$77,178	\$50,000	\$50,000	\$50,000	\$50,000
Fringe Benefits (Itemize (D))	\$2,138,441	\$2,150,000	\$2,150,000	\$2,150,000	\$2,255,000
Student Fee Waivers					
Bad Debt					
Credit Card Usage Fee					
Reserve Account					
Subtotal	\$2,138,441	\$2,150,000	\$2,150,000	\$2,150,000	\$2,255,000
Utilities	\$1,027,458	\$1,000,000	\$1,000,000	\$1,000,000	\$1,200,000
Administrative Charge, Administration & Finance	\$1,130,026	\$1,200,000	\$1,200,000	\$1,200,000	\$1,300,000
Administrative Charge, Student Affairs					
Subtotal	\$2,157,484	\$2,200,000	\$2,200,000	\$2,200,000	\$2,500,000
Total	\$15,402,746	\$15,450,000	\$15,450,000	\$15,450,000	\$16,205,000
CONTROLLABLE EXPENSES					
Telephone-Long Distance	\$3,615	\$4,000	\$4,000	\$4,000	\$4,000
Telephone-Equipment	\$384,550	\$350,000	\$350,000	\$350,000	\$335,000
Postage					
Printing					
Supplies					
Equipment Rental and Maintenance					
Travel-Air Fare					
Travel-Other					
Equipment					
Other (Itemize (E))	\$17,332,572	\$16,428,883	\$16,428,883	\$16,428,883	\$16,004,699
Subtotal	\$17,720,737	\$16,782,883	\$16,782,883	\$16,782,883	\$16,343,699
TOTAL EXPENDITURES	\$33,123,483	\$32,232,883	\$32,232,883	\$32,232,883	\$32,548,699
BALANCE (Income less Expenditures)	\$0	\$0	\$0	\$0	\$0

NAME OF UNIT:					
Department of Intercollegiate Athletics					
STUDENT SERVICE FEE REQUEST FOR 2013-2014					
Page 3					
Use to Itemize					
				PROJECTED	
	ACTUAL		APPROVED	ACTUAL	BUDGET
	INC/EXP	SF REQUEST	BUDGET	INC/EXP	REQUEST
INCOME	2011-2012	FOR 2012-2013	FOR 2012-2013	FOR 2012-2013	FOR 2013-2014
Usage Fees (list type and amount)					
Total Usage Fees (A)	\$0	\$0	\$0	\$0	\$0
Other (list type and amount)					
University Support	\$16,893,378	\$13,265,802	\$13,265,802	\$13,265,802	\$12,086,345
NCAA/Conference USA	\$2,453,744	\$2,987,000	\$2,987,000	\$2,987,000	\$3,076,610
Endowments	\$186,611	\$186,611	\$186,611	\$186,611	\$186,611
License/Royalty	\$431,461	\$1,800,000	\$1,800,000	\$1,800,000	\$1,885,000
Guarantees Received	\$389,000	\$300,000	\$300,000	\$300,000	\$300,000
Parking	\$29,906	\$10,000	\$10,000	\$10,000	\$12,000
Merchandise	\$220,563	\$250,000	\$250,000	\$250,000	\$300,000
Total Other (B)	\$20,604,663	\$18,799,413	\$18,799,413	\$18,799,413	\$17,846,566
EXPENDITURES					
Lump Sum Wages					
Non-Student Wages	\$7,586	\$8,000	\$8,000	\$8,000	\$12,000
Student Wages	\$324,253	\$325,000	\$325,000	\$325,000	\$340,000
Total Lump Sum Wages (C)	\$331,839	\$333,000	\$333,000	\$333,000	\$352,000
Fringe Benefits					
FICA	\$691,772	\$700,000	\$700,000	\$700,000	\$725,000
Insurance	\$735,179	\$750,000	\$750,000	\$750,000	\$775,000
Retirement	\$513,357	\$500,000	\$500,000	\$500,000	\$525,000
Unemployment Compensation	\$61,420	\$60,000	\$60,000	\$60,000	\$70,000
Workers' Compensation	\$50,253	\$50,000	\$50,000	\$50,000	\$60,000
Longevity	\$86,460	\$90,000	\$90,000	\$90,000	\$100,000
Total Fringe Benefits (D)	\$2,138,441	\$2,150,000	\$2,150,000	\$2,150,000	\$2,255,000
Other (list type and amount)					
Miscellaneous	\$169,721	\$211,628	\$211,628	\$211,628	\$87,611
Scholarships	\$5,247,765	\$5,148,000	\$5,148,000	\$5,148,000	\$5,500,000
Guarantees Paid	\$1,006,799	\$955,000	\$955,000	\$955,000	\$1,025,000
Travel	\$2,626,752	\$2,277,600	\$2,277,600	\$2,277,600	\$2,900,000
Team Equipment	\$1,076,602	\$900,000	\$900,000	\$900,000	\$1,100,000
Game Day Expenses	\$873,691	\$1,000,000	\$1,000,000	\$1,000,000	\$350,000
Fundraising , Marketing and Promotions	\$328,177	\$325,000	\$325,000	\$325,000	\$350,000
Debt Service	\$1,784,441	\$1,589,655	\$1,589,655	\$1,589,655	\$1,592,088
Student Athlete Medical Insurance, Supplies	\$1,149,721	\$975,000	\$975,000	\$975,000	\$600,000
Membership Dues	\$326,655	\$350,000	\$350,000	\$350,000	\$250,000
Facilities and Operations	\$1,067,894	\$947,000	\$947,000	\$947,000	\$900,000
Special Events	\$335,678	\$350,000	\$350,000	\$350,000	\$200,000
Referees	\$393,076	\$400,000	\$400,000	\$400,000	\$400,000
Police Services	\$191,321	\$200,000	\$200,000	\$200,000	\$50,000
Freight Transportation	\$38,048	\$35,000	\$35,000	\$35,000	\$50,000
Auto Allowance	\$171,592	\$150,000	\$150,000	\$150,000	\$75,000
Athletic Training Meals/ Training Housing	\$319,603	\$325,000	\$325,000	\$325,000	\$325,000
Credit Card Fees	\$88,535	\$105,000	\$105,000	\$105,000	\$100,000
Moving	\$37,794	\$25,000	\$25,000	\$25,000	\$25,000
Computer Equipment	\$68,801	\$60,000	\$60,000	\$60,000	\$100,000
Event Parking	\$29,906	\$100,000	\$100,000	\$100,000	\$25,000
Total Other (E)	\$17,332,572	\$16,428,883	\$16,428,883	\$16,428,883	\$16,004,699