



# A. D. BRUCE RELIGION CENTER

Student Fees Advisory Committee (SFAC)  
Program Questionnaire for FY 2014-2015



**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 benefit for students.**

Since its opening in the fall of 1964 and its dedication in May 1965, the A.D. Bruce Religion Center has been a focal point for numerous on-campus religious activities for over 47 years. While the building is a bustling center of many ongoing educational programs, activities and services, it is also a place for both quiet meditation and spiritual discovery and growth.

In support of the University's mission, the A. D. Bruce Religion Center provides an organized means for

- celebrating diversity,
- assisting in establishing and encouraging inter-faith dialogue, and
- the promotion of a continuing search for knowledge.

The Religion Center supports student success through our facilities management and resources, providing opportunities for student employment and internships and providing quality customer service to students, faculty, staff and our University guests.

The Religion Center is home to 10 campus ministry programs that provided financial support [minimum of \$10,000] for the construction of the Religion Center. Three of those groups [Catholic Newman, Baptist Student Ministry and Hillel] subsequently constructed off campus centers. They continue to retain their office suites in the A.D. Bruce Religion Center.

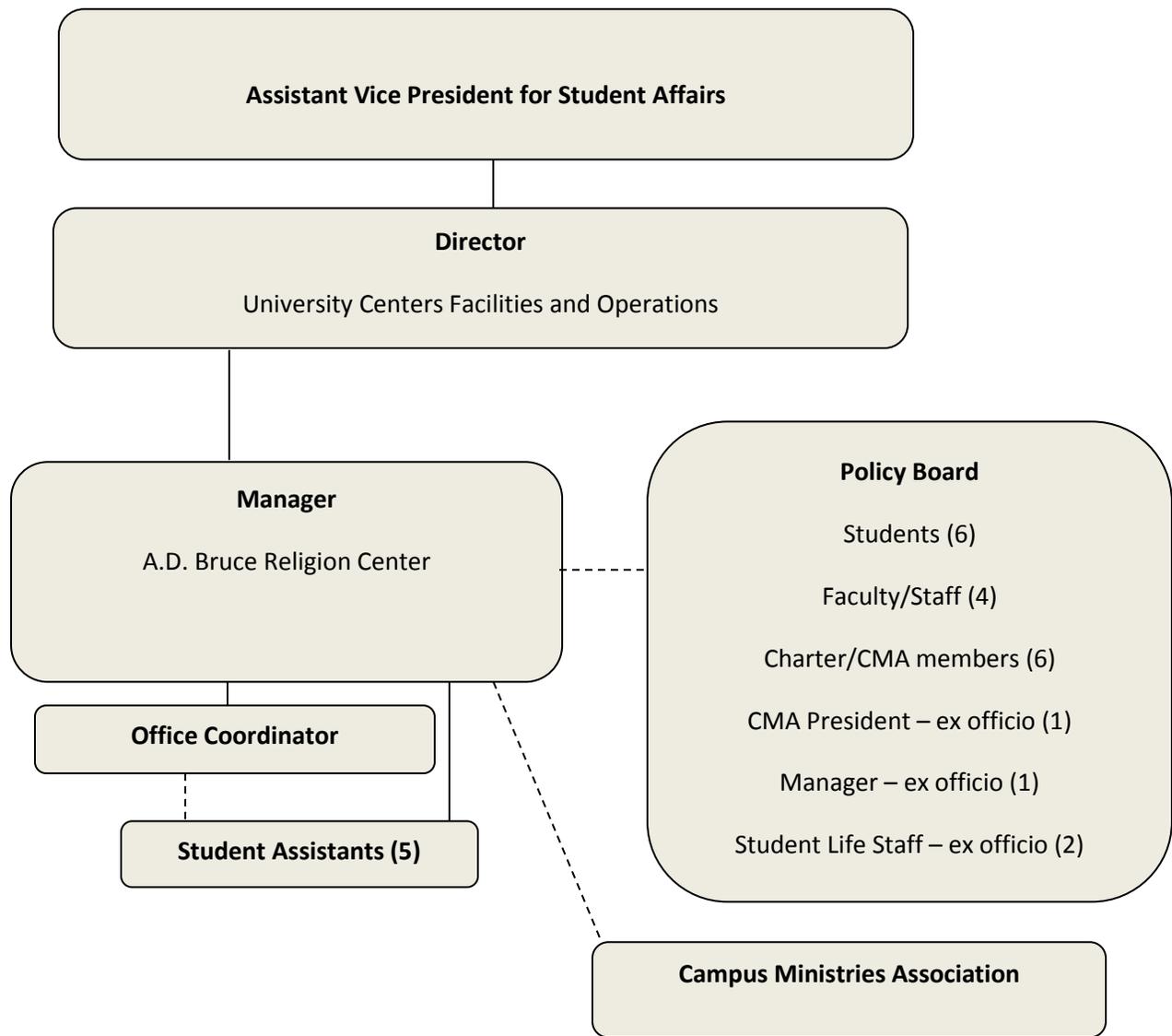
The original Charter denominations are: Baptist Student Union [*now Baptist Student Ministry*], B'nai B'rith Hillel, Catholic, Christian Science, Church of Christ, Disciples of Christ [*now included in United Campus Ministries*], Lutheran [*Missouri Synod*], Lutheran / National [*now Evangelical Lutheran 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 21 various faiths and denominations. CMA sponsors free lunches on Mondays and Wednesdays during the fall and spring semester. Their 4-week Interfaith Dialogue programs are held each semester providing an opportunity for UH students, faculty and staff to share and learn how various issues affect their particular faith. Over 11,600 FREE lunches were provided to UH students in FY13.

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 275, is the site for weddings, memorials, funerals, baptisms and quinceañeras, including the University's annual memorial service. The Meditation Chapel and two classrooms provide Friday Prayer space for the Muslim Student Association. The Religion Center provides office space for three Registered Student Organizations: Chi Alpha, Hindu Students Association and Muslim Student Association.

2. Provide an organization chart of your unit. Large units may need to have an overview chart and then more specific charts for each program. Where you have multiple staff in the same position (e.g. counselor, custodian, etc.), note this on your chart. Student employees should be cited on the chart and identified as students.

**A.D. Bruce Religion Center:**



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 and Enrolment Services Strategic Initiatives [ [http://www.uh.edu/dsa/about\\_student\\_affairs/strategic?plan.html](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.

**Strategic Initiative: The University Centers will work toward integrating programs, services, operations and facilities. UH – 2; DSAES – 1, 2, 4 & 6**

**Action Step:** The A.D. Bruce Religion Center included as one of the Centers within the family of University Centers will continue to maintain and expand the established partnership with the Center for Student Involvement for the coordination and support of registration and services for the Registered Student Organizations that self-identify as Religious/Spiritual. Efforts will continue to strengthen the relationship with the Campus Ministries Association [CMA] and other cohort groups in order to provide ongoing service and support for their programs and mission.

**COMPLETED / ONGOING:** The Religion Center provided administrative, advising and financial support to CMA for their FREE lunch program, Interfaith Dialogue series as well as support for the individual ministries within the Charter/Resident Ministries, CMA and registered student organizations.

**Action Step:** Fully integrate DSAES' student learning outcomes into the A.D. Bruce Religion Center's educational initiatives and operations through the alignment of competency areas integrated in training programs targeted at student staff. Will also align and integrate measurement tools or assessments in A.D. Bruce Religion Center survey and assessment projects as identified.

**COMPLETED / ONGOING:** Developed and completed one project in the annual assessment plan focused on student employment learning outcomes.

**Strategic Initiative: Maintain and increase marketing and public relations efforts for the University Centers organization to expand awareness of the services, programs and facilities that exist for all members of the University community. UH – 2 & 6, DSAES -1, 2, 4, 5 & 6.**

**Action Step:** Continue to identify on-line wedding planning sites to market the Chapel at the A.D. Bruce Religion Center as well as the reception facilities at the University Center and the University Hilton for after event receptions.

**COMPLETED / ONGOING:** Continue to monitor and update listing on WeddingWire.com. Ongoing relationship with University Hilton continues. University Center transformation project provided limited opportunities for AD Bruce clients during 2012-2013.

**Action Step:** Coordinate planning with Campus Ministries Association and other university departments for the annual University Memorial Service each spring to honor the students, faculty, staff, alumni and friends of the university that have passed away.

**COMPLETED:** Annual Day of Remembrance was held on Thursday, April 26, 2013 with the support of the UH Alumni Association, Student Government Association and the UC Marketing Department.

**Action Step:** Continue with the development of new content and revisions within the A.D. Bruce Religion Center web pages to include expanded event planning resources, updated photographs, and an event registry for weddings, quinceañeras, memorials and funerals.

**COMPLETED / ONGOING:** Religion Center web site was updated as needed for policy and pricing & during the construction of Cougar Place Drive and the repair of parking lot 13A during the fall and early spring semesters.

**Strategic Initiative: Marketing for the A.D. Bruce Religion Center. UH – 2; DSAES 5 & 6**

**Action Step:** Continue to work with the UH Alumni Association to 1) develop a list of alumni who were married in the Chapel and 2) continue to promote re-commitment ceremonies.

**ONGOING:** On hold until Director of Development was hired in late August, 2013. Plans are in progress for FY 2014

**Action Step:** Develop the planning process and calendar for promoting the 50<sup>th</sup> anniversary of the A.D. Bruce Religion Center in 2015.

**ONGOING:** On hold until Director of Development was hired in late August, 2013. Plans are in progress for FY 2014

**Strategic Initiative: Explore ways to expand, enhance and/or modify retail services and programs to improve student/customer satisfaction and convenience and/or generate additional revenues. UH – 6; DSAES – 2 & 4**

**Action Step:** Identify new revenue streams to support the operation of the A.D. Bruce Religion Center, e.g. types of events, copy service for CMA/Religion Center, and other potential rental options. Continue to utilize EMS for customer inquiries and sales reservations.

**ONGOING:** Determined there was not a need for copy service for CMA / Religion Center. The four Saturday event time blocks were reviewed. The Saturday morning time block, which was the least favorite block, was adjusted to give customers additional event hours providing flexibility as means of enticing more customers to schedule Saturday morning events.

**Action Step:** Develop customer satisfaction surveys for annual evaluation, improvement of programs and services, and the development of new programs.

**ONGOING:** As part of the annual assessment plan, work was started in summer 2013 on the customer satisfaction survey.

**Action Step:** Develop and implement programs in conjunction with the Moore's School of Music.

**ONGOING:** Primary contact in the Moores School of Music went on sabbatical in fall/spring 2013.

**Strategic Initiative: Continue to work toward improved Center operations and services. UH – 2 & 6; DSAES – 1, 2, 4, & 6**

**Action Step:** Continue work on the expanded development and use of the computerized EMS reservation system through new configurations in order to include campus ministry office spaces as special event locations for their events, e.g. open houses, bible studies etc. so the existence of these programs can also be tracked related to facility usage.

**COMPLETED / ONGOING:** Resident ministries began calendaring special events hosted in their office suites.

**Action Step:** Continue to develop event service standards for student assistants as well as ongoing training programs.

**COMPLETED / ONGOING:** Monthly student assistant meetings were conducted as a means of reviewing and updating current policies and procedures, review of customer service initiatives and developing the monthly work schedule.

**Action Step:** Develop plan of action for short term and long term building and maintenance concerns.

**COMPLETED / ONGOING:** The Facilities Condition Audit has been reviewed for priorities and submitted but is on hold while development plans and funding processes are developed.

**Action Step:** Continue to research and benchmark with peer institutions to establish operational and programmatic baseline data in order to evaluate and improve current programs, services and policies.

**COMPLETED / ONGOING:** The listing of benchmark and peer institutions was updated in 2013 and provided support for updating special event & meeting fees and charges for special services, e.g. pipe organ fees.

**Strategic Initiative: Continue renovation efforts and sustainability to maintain facilities and equipment in a fully operational and aesthetically attractive condition. UH – 6; DSAES – 2, 4 & 6**

**Action Step:** Continue to work with Plant Operations as part of the centralization of services to refine a developed plan of action for cleaning, repair and restoring of the A.D. Bruce Religion Center.

**COMPLETED / ONGOING:** Quarterly, monthly, weekly and “as needed” meetings were held throughout the year.

**Strategic Initiative: Continue to enhance reservation services and technology to increase efficiency and effectiveness for our various students/customers and departmental (and Division) staff as appropriate.**

**UH – 2 & 6; DSAES 1, 2, 4 & 6**

**Action Step:** Continue to develop uses of the customer kiosk for event reservations; place all new or revised event planning or registration forms on the A.D. Bruce Religion Center website.

**ONGOING:** Drop-in customers are able to complete their reservations on the customer kiosk.

**Strategic Initiative: Contribute to supporting the professional and personal growth and development of staff, volunteers and campus ministers as part of the University Centers organization while empowering ownership for the management and maintenance of our facilities, programs and services. UH – 2; DSAES 1, 2, 4 & 6**

**Action Step:** Ongoing training for student assistants.

**COMPLETED / ONGOING:** Student assistants meet monthly as a team. Student staff had an opportunity to develop an agenda and conduct a meeting.

**Action Step:** Revive the A.D. Bruce Policy Board.

**COMPLETED / ONGOING:** Monthly meetings were held in September, November, January, March and April with subcommittee meetings held in February. The RC Policy Board provided support for: updating special event rentals, established meeting room rental rate schedule, updating pipe organ fee, changing Large and Small Chapel to: University Chapel and Meditation Chapel, developing a process for annual review of and assignment of student office space and starting the process for developing criteria for the Memorandum of Understanding process for the charter / resident ministries.

4. Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned strategic initiatives and / or action steps 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 used to evaluate program success. Please provide the method for collecting these data.

The A.D. Bruce Religion Center office and student assistants worked with UH students, faculty, staff, student organizations, campus departments and off-campus customers to ensure effective planning and management of several special events in addition to those already hosted by the ministries from the various charter groups. Specifically, in FY2013, the Center served 39 UH registered student organizations [an increase of 9 from the previous year] which included both student groups affiliated with the charter religious groups seeking to utilize the Center's facilities with 837 reservation bookings and an attendance of 40,192 as reported by the reserving groups.

Total attendance as reported by **all** reserving groups **for** events at A.D. Bruce Religion Center – 101,205.

The Center was utilized by 21 campus departments for special events including graduation ceremonies for special programs, meetings, workshops and seminars, memorial services, and receptions. The Center's chapels were utilized for an additional 281 special events involving UH students, faculty, staff, alumni, and community members which included weddings, quinceañeras, rehearsals, receptions, baptisms and memorial services.

**Bookings by Customer Category:**

- Event bookings by UH registered student organizations

FY11 - 783    FY12 – 774    **FY13 – 837**

- Event bookings by the Campus Ministries Association and Charter member groups

FY11 - 366    FY12 – 930    **FY13 – 1,237\***

***\*Charter/Resident Ministries began booking [calendaring] special events held in their office suites.***

- Event bookings by campus departments

FY 11 - 647    FY12 – 1,136    **FY13 – 1,919**

- Special event bookings by UH students, faculty, staff and alumni

FY 11 - 138    FY12 – 177    **FY13 – 131**

- Special event bookings by community members

FY 11 - 162    FY12 – 187    **FY13 – 150**

**Total Event hours**

FY11 - 4,588    FY12 6,857    **FY13 – 11,330**

The Religion Center building traffic Count for FY13 was **118,035** compared to FY12 traffic count of 146,866. A month-by-month count is identified below.

**2012**

Sept	Oct	Nov	Dec
11,197	16,036	12,171	6,276

**2013**

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
8,077	10,595	11,761	10,971	7,187	8,230	7,217	8,317

**Student Affairs Assessment Initiatives**

The A. D. Bruce Religion Center developed and presented a plan of action in summer 2012 for three assessment programs in FY 2013:

1. To determine if Religion Center building hours should be extended to 12 midnight to accommodate Registered Student Organizations unable to meet in the University Center due to the UC Transformation Project.
2. To assess customer service satisfaction of student organizations, UH departments, alumni and off campus groups using the Religion Center to help in developing strategies for improving customer service.
3. To determine the level of learning that is occurring as well as identify potential gaps in learning that may exist within the student employment program and experience for the Religion Center student staff based on the six (6) identified and established Student Life student learning outcomes.

Research/communication continues with other colleges & universities and other organizations with similar programs and services and is updated on an annual basis. Updated information provided support for developing new rental rates, special event policy review and updates and adjustment of the service fee for the pipe organ/organist.

**Campus Ministry Programs**

Florida State University  
 Massachusetts Institute for Technology  
 North Carolina State University – Chaplains Cooperative  
 Northern Illinois University – Association of Campus Religious Organizations  
 University of Notre Dame  
 Pennsylvania State University  
 University of Nebraska – Lincoln  
 Western Carolina University

**Chapels**

Auburn University – University Chapel	Tulane University – Rogers Memorial Chapel
Bastyr [WA] University – Chapel	Univ. of Chicago – Rockefeller Memorial Chapel
Emory University – Cannon Chapel	Univ. of Georgia – Chapel
Howard Univ. – Andrew Ranking Memorial Chapel	Univ. of Kansas – Danforth Chapel
Indiana Univ. – Beck Chapel	Univ. of Maryland – Memorial Chapel
Michigan State Univ. – Alumni Chapel	Univ. of Mississippi – Paris Yates Chapel
Northwestern Univ. – Chapel [2]	Univ. of Missouri – A.P. Green Chapel
Rice – Memorial Chapel	Univ. of Southern California

Southern Methodist University – Perkins Chapel  
Texas Tech Univ. – Kent Hance Chapel  
Trinity Univ. – Chapel

Univ. of Southern Mississippi – Danforth Chapel  
Univ. of Tulsa – Sharp Chapel

**Houston Area Churches and Other**

Christ Church Cathedral (Episcopal)  
Christ the King Lutheran Church  
First Evangelical Lutheran Church  
First Methodist Church  
First Presbyterian Houston  
Houston First Baptist Church  
Saint John Vianney Catholic Church  
Saint Paul's Methodist Church

American Guild of Organists  
American Youth Corp [national interfaith dialogue org.]

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

There were no differences between amount of SFAC request and actual SFAC allocation for FY 2013.

The A.D. Bruce Religion Center Ledger 3 concluded FY 2013 with a fund balance carry forward of \$26,730; however SFAC expenditures exceeded SFAC allocation by \$9,325 due mainly to additional charges by Physical Plant for billable work orders.

The Religion Center concludes the year with an equity balance of \$393,797 which includes SFAC-\$351,717; Religion Center operation-\$3,847; Religion Center Gift-\$850; and Rockwell Endowment of \$37,383. That balance in SFAC is a result of the deferred maintenance including amount set aside for the window glazing project.

The window glazing project was placed on hold due to changes in FP&C which now require all projects to be processed and approved through the Small Projects Program. In careful evaluation of the program, which now requires an architect to review and develop plans, it was determined that a careful evaluation of the building through Phase II of the campus building evaluation program was necessary. The Phase II Facilities Condition Audit has been submitted but is on hold while development plans and funding processes are developed.

The amount of the FY 2014 projected and FY 2015 SSF base request has been reduced by \$1,276 due to the cost per department of the consolidation of the DSAES IT department.

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

**Strategic Initiative:** Manage and provide for a pleasant and well maintained auxiliary facility for the use of UH students faculty, staff, alumni and University guests. UH – 2; DSAES – 1, 2, 4 & 6

**Action Step:** Continue working with Facilities Management with the quarterly review of facility Service Level Agreements to ensure Religion Center needs are met and cost savings are achieved where applicable.

**Action Step:** Continue review/revision of facility Custodial Cleaning Frequency Charts to ensure facility cleanliness and consistent staffing to cover identified needs for the Religion Center's 1) weekly and 2) weekend Chapel events.

**Action Step:** Develop an on-going student assistant training program for special event assistance and improving customer service based on an ethic of care.

**Action Step:** Continue to collaborate with students, faculty and staff through the A.D. Bruce Religion Center Policy Board in the review of policies and planning initiatives.

**Action Step:** Work in partnership with DSAES in the creation and implementation of a division-wide advancement and fundraising program.

**Action Step:** Continue to identify small projects within the parameters of the facility service agreements and other items that will improve or enhance the customer experience for our students, faculty, staff and guests of the Religion Center.

**Strategic Initiative:** Continue to market the Religion Center programs and services to UH and the greater Houston area. UH – 2; DSAES – 4, 5 & 6

**Action Step:** Coordinate with DSAES in the development of an A.D. Bruce Religion Center logo.

**Action Step:** Coordinate with DSAES in the development of a marketing plan that will introduce the Religion Center to the UH community as well as promoting the Religion Center as a venue of choice for off campus customers.

**Action Step:** Continue to update and improve the A.D. Bruce Religion Center web site [ [www.uh.edu/adbruce](http://www.uh.edu/adbruce) ].

**Strategic Initiative:** Provide administrative, advising and program support for the programs and services of a Student Involvement Board and the Campus Ministries Association (CMA). UH – 2; DSAES – 1, 2, 3, 4 & 6

**Action Step:** Identify interested students from the Resident Ministries, CMA sponsored student organizations and other interested students to form a Student Involvement Board for A.D. Bruce Religion Center. The Student Involvement Board will be tasked with developing a plan of action for supporting the Interfaith Dialogue program, fall open house activity and exploring possible monthly programs and services.

**Action Step:** Coordinate with the Campus Ministries Association to develop a variety of InterFaith Dialogue programs that will provide students different learning options, to include speakers, cohort groups and reading options.

**Action Step:** Work with the Campus Ministries Association to research and develop a plan of action that will provide an on-going program on spirituality and the world's religions.

**Strategic Initiative:** Continue to develop 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 – 2; DSAES – 1, 2 & 6**

**Action Step:** Develop a web based on line form for submission of reservations and facilities use requests.

**Action Step:** Explore opportunities to add an online credit card payment option to the Religion Center's web site.

**Action Step:** Continue to work with Student Government Association, Student Affairs and Enrollment Services, Advancement, the UH Alumni Association, UH Marketing and the Campus Ministries Association in the development and planning of the Annual UH Memorial Service.

**Action Step:** Collaborate with DSAES in the development of additional assessments that supports student involvement and engages more students in the programs and services of the Religion Center.

**Action Step:** Develop a partnership with the Hilton College of Hotel and Restaurant Management that will further support student learning and engagement through internships and employment.

**Action Step:** Collaborate with the Moores School of Music to develop a student organist program for Chapel events and to promote the Religion Center as a performance space for students and faculty.

- 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.**

The A.D. Bruce Religion Center reviewed one grant program for design and construction of an outdoor meditation space. However, the funding agency did not have immediate plans for accepting any additional grant applications in the near future.

The Policy Board of the A. D. Bruce Religion Center reviewed level and categories of the building use rental fees and for all groups that schedule events at the A.D. Bruce as a result of the benchmarking research and updates from universities and other similar organizations. New rental rates for special events went into effect on May 1 and new meeting rates went into effect on July 1. In addition, Pipe Organ / Consultant services rate was increased to a level that matched the guidelines for the American Guild of Organists for the greater Houston area.

A prioritized list of the Religion Center's proposed top 4 development projects was submitted in summer 2013 to the Vice President for Student Affairs and Enrollment Services as part of the Division's initiative to establish a Division wide Development / fund raising program.

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.**

There is no overlap between other units and the A.D. Bruce Religion Center.