



SFAC Questionnaire
Frontier Fiesta Association
October 28th, 2013



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 Frontier Fiesta Association (FFA) plans and facilitates Frontier Fiesta; a three-day event that aspires to unite University of Houston students, faculty, staff and alumni in addition to the Houston community. The FFA is committed to providing low-cost or no-cost student-friendly entertainment, programming events that encourage school spirit, all while raising funds for student scholarships. FFA has annually awarded approximately \$11,000 in scholarships to qualifying incoming freshman, current UH students, and graduate students.

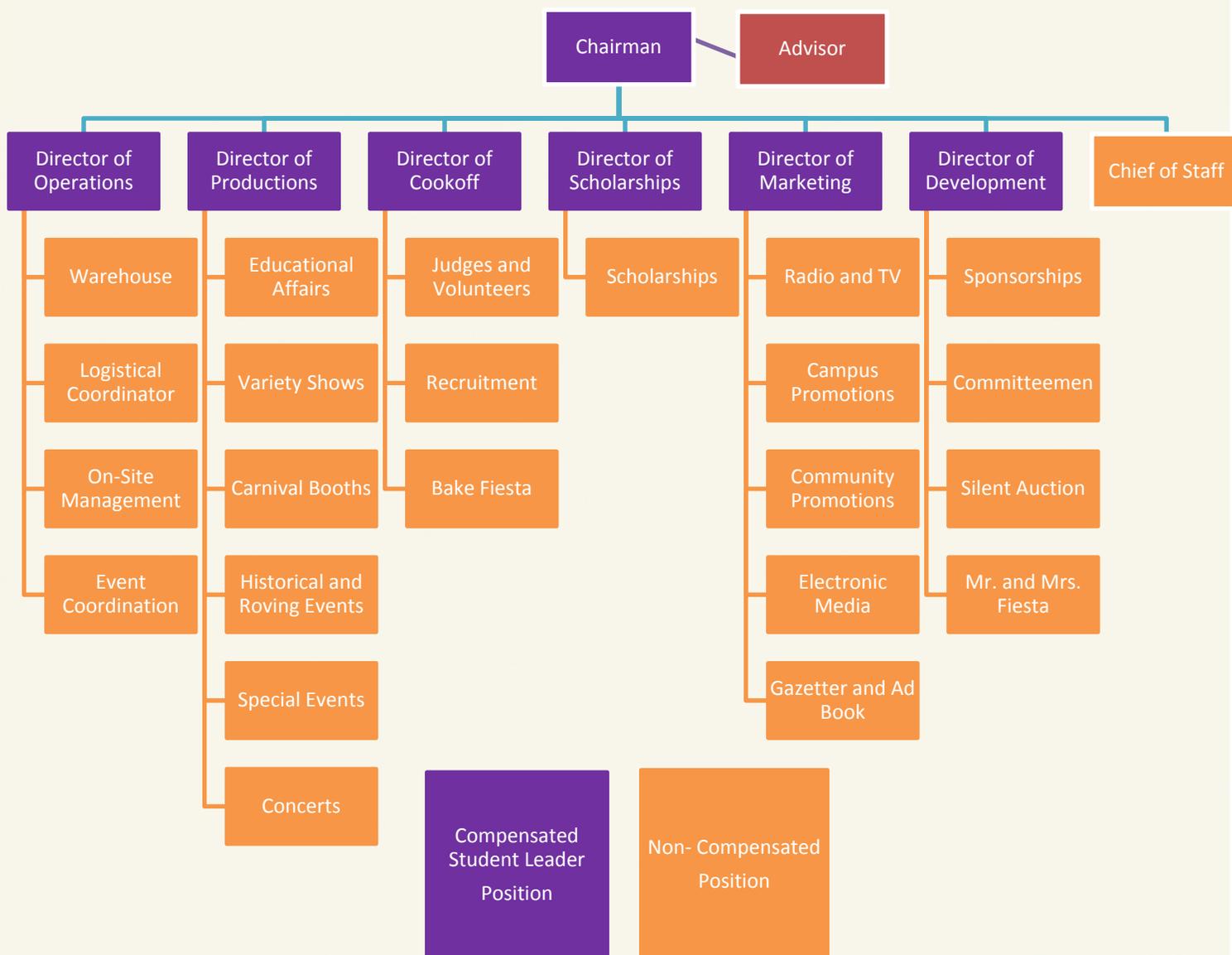
Frontier Fiesta annually builds a fully functional western town from the ground up, known as "Fiesta City" right on the University of Houston campus. In Fiesta City, Frontier Fiesta hosts numerous activities and performances including Broadway-style Variety Shows, Carnival Booths, Multicultural Performances, and showcases all performed and organized by student organizations. Frontier Fiesta also hosts one of the largest Texas state sanctioned cook offs which is available to general alumni, constituency groups, University colleges, and general Houston population. Lastly, Frontier Fiesta hosts a large-scale production, such as a headlining concert, to end each night.

The primary mission of the Frontier Fiesta Association is to promote an engaging and fulfilling student experience by exemplifying tradition, school pride, and education through scholarships as well as providing opportunities for leadership and learning for its members. Frontier Fiesta is unique in its ability to do so, because the organization has the opportunity, and obligation, to represent the entirety of the campus, and showcase all that it has to offer. Furthermore, Frontier Fiesta 2014 will celebrate the 23rd anniversary of the event's triumphant return, and the 74th anniversary overall. The Frontier Fiesta 2014 Board of Director's vision is to continue a successful annual tradition while broadening and strengthening the relationships we have within the University's community (including students, faculty, alumni, and staff) and the Houston community as a whole.

Frontier Fiesta 2014 will continue to maintain the three fundamentals instilled by the FFA Boards: scholarship, community --with special emphasis placed on Family Fun Day and events celebrating the diversity of the University of Houston -- and providing meaningful entertainment to students in a safe and secure environment. This commitment to our fundamental ideals will allow Frontier Fiesta 2014 to continue reaffirming Frontier Fiesta's position as one of the oldest and greatest University traditions, while maintaining its heritage and properly reflecting the University's diverse population and interests. We believe combining these time-honored values with a more progressive approach to programming will lead to both the sustainability and growth of Frontier Fiesta.



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) List your unit's strategic initiatives and action steps identified for the 2012-2013 academic year and cite the specific Division of Student Affairs Strategic Initiatives and University of Houston Strategic Goals 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.

Frontier Fiesta Association Strategic Initiatives:

FFASI 1) Solidify a new location for numerous years and keep in contact with respective departments and committees to get perspective

Status: Completed and on-going. Frontier Fiesta Association secured an agreement for parking lots 20A and 20C in which to hold the event for two years with a third year option. We continue to keep in contact with respective departments regarding future locations once this agreement expires.

Division of Student Affairs and Enrollment Services Strategic Initiative 2: Actualize and leverage the fiscal, human, technological, and facility resources that enhance the student experience.

FFASI 2) Develop a yearlong plan for entire Frontier Fiesta Board and creating and maintaining a balanced budget.

Status: Not achieved but on-going. A yearlong schedule and priority list was created over the summer that encompasses the entirety of the event. Additionally, a balanced budget was created and continues to be updated as the organization progresses through the year to ensure that the event is run as efficiently as possible. However, this did not occur until after Frontier Fiesta 2013, thus making the Strategic Initiative a failure for that year.

DSAES Strategic Initiative 2: Actualize and leverage the fiscal, human, technological, and facility resources that enhance the student experience.

FFASI 3) Raise awareness and increase social media presence via branding, increased marketing materials and partnerships with other organizations on campus.

Status: Not achieved and on-going. In very specific terms of increased awareness for Frontier Fiesta, this action step was unsuccessful. Attendance decreased in 2013 and there was no significant increase in our social media presence or following. However, the process of branding Frontier Fiesta more effectively and increasing its presence is, without a doubt, on-going. Fiesta is in the process of developing more cohesive and strategic marketing campaigns and a significantly more solidified brand image for Frontier Fiesta.

DSAES Strategic Initiative 5: Cultivate a collective identity that demonstrates a united vision.



FFASI 4) Create and establish relationships with departments and faculty on campus, continue to reach out to more student organizations for their involvement, communicate with local government representatives, UH Board of Regents, and UH administration.

Status: On-going. Frontier Fiesta has and will continue to do everything we can to develop positive relationships on every level of campus activity. This is something that Fiesta has done unsuccessfully in the past; however Fiesta is developing ways to improve these relationships with a heightened emphasis on student involvement and participation.

DSAES Strategic Initiative 6: Create and engage in strategic partnerships.

FFASI 5) Develop and maintain partnership with UH Development Office

Status: Achieved and on-going. Fiesta has established an extremely beneficial relationship with UH's Advancement department. The Advancement office has developed a strong partnership with the Director of Development to alleviate many of the unique pressures that the position faces. Additionally, that office has developed an extensive analysis and series of recommendations for both long term and short term planning. This recommendation report will be included as an addendum to this report.

DSAES Strategic Initiative 6: Create and engage in strategic partnerships

FFASI 6) Increase event sponsorship (dollar amount & gifts in kind).

Status: Not achieved. In FY2013, Fiesta raised around \$24,000 which is a slight decrease from 2012's figure of \$27,000. This could be attributed to organizational change from year to year; however the action step was unsuccessful. However, a yearlong development plan has since been created and Fiesta is working closely with the Director of Advancement from the Division of Student Affairs and Enrollment Management to correct this downfall.

DSAES Strategic Initiative 2: Actualize and leverage the fiscal, human, technological, and facility resources that enhance the student experience.

FFASI 7) Continue to centralize Family Fun Day around families and the community, and increase activities for them.

Status: On-going. In 2013, Frontier Fiesta hosted a variety of activities at its family fun day, including face painting booths, carnival activities such as "Cougar Wax Hands," puppet shows and family entertainment, free meals for all children, and more. Our variety shows were also completely free for all Family Fun Day guests. Fiesta has begun to develop a strong relationship with the University of Houston's alumni relations office who agreed to fund and support Family Fun Day in FY2014 and potentially for all future years. This has allowed the organization to grow the event and enhance the amount of entertainment provided. However, this process is definitely on-going and should not be deemed achieved.

DSAES Strategic Initiative 1: Create new opportunities for student success through learning, engagement, and discovery.



FFASI 8) Increase the number of cook-off teams participating in cook-off and bake fiesta.

Status: Achieved. We had an increase in number of cook-off teams participating (with the highest number of entries in recent history at 330), an increase in the number of teams participating in bake fiesta (79 entries, which is almost three times last year's numbers), and a stable amount of alcohol sales, all considering the drawbacks of the transition to an entirely new site location (with around a third less overall space).

DSAES Strategic Initiative 3: Foster the creation of a global learning community that actualizes and embraces inclusion while preparing students to become active citizens.

FFASI 9) Increase awareness of Fiesta scholarships around the University and to the community at large for incoming freshman.

Status: Achieved. In FY2014, we had our largest scholarship pool that we have ever had with over 400 applicants, indicating an increase in the spread of awareness for our scholarship opportunities.

DSAES Strategic Initiative 1: Create new opportunities for student success through learning, engagement and discovery.

FFASI 10) Continue to increase participation through the showcase of diverse student talent, artist entertainment, variety shows, talent shows, carnival booth, and all components of Fiesta.

Status: Not achieved and on-going. Frontier Fiesta did not have nearly enough involvement from student organizations as compared to past years. With variety shows we were only able to match last year, we had significantly less carnival booths, and there was very little involvement from student organizations otherwise. However, this is unquestionably an ongoing issue that is part of a larger issue that will be addressed later in this report.

DSAES Strategic Initiative 1: Create new opportunities for student success through learning, engagement and discovery.



4) Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned strategic initiatives and/ or action steps and their importance as compared to others that you might pursue. Where data exist, discuss the number of persons served by each of your programs and any assessment measures and/or learning outcomes used to evaluate program success. Please provide the method for collecting these data.

In the past, Frontier Fiesta has been very poor at consistent evaluation at any capacity. In the past, such things as surveys have been done, both before and after the event, by students, faculty, and the board itself. However, no such data exists for FY2014 to highlight or dissect. At the very least, the Board of Directors had a series of reflecting-based meetings in which to catalogue mistakes and successes, but these discussions were primarily logistical and as such do not provide any data for evaluation purposes.

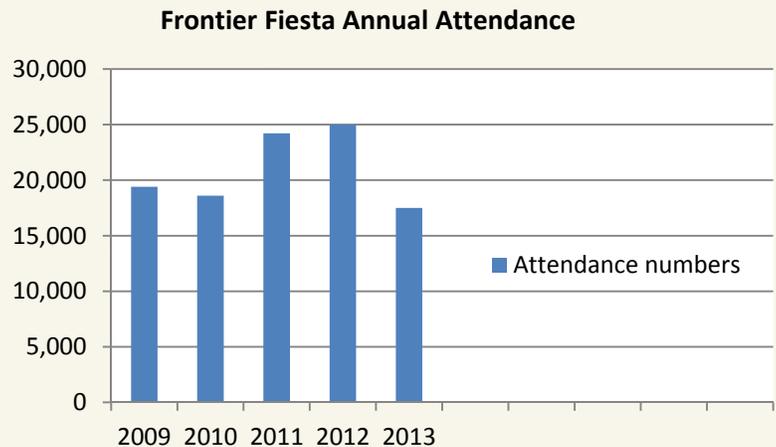
While that may be true, some data does exist that is worth mentioning:

Scholarships

Scholarships remain a critical element to Frontier Fiesta. The Frontier Fiesta Board works year round to raise money which is distributed to incoming freshmen, current undergraduates, and graduates. The amount of each scholarship per student is a thousand dollars. We reward scholarships based on academic performance, community involvement, and student leadership. For the past few years, we have consistently given out \$11,000 in scholarship dollars.

Attendance

Frontier Fiesta utilizes a daily attendance count, conducted by the security and University staff posted at the entrance to Fiesta City in order to evaluate the effectiveness of marketing and appeal of events/services offered.





There are a few notes regarding attendance numbers: First, in FY 2014 Fiesta did not have the advantage of being adjacent to Robertson Stadium (due to its demolition), which significantly decreased the amount of local community involvement. This is because the stadium's position in the community is much more conducive to local families naturally walking over due to the commotion and excitement being nearby. Last year's location in lots 20A and 20C across the street from the Recreation Center did not have the same opportunities. Second, Fiesta was significantly more accurate in terms of its attendance count than in the past due to stricter regulations for counting, the lack of counting student performers and cook-off teams, and more. Lastly, and most significantly, Frontier Fiesta had the disadvantage of moving to an entirely new location which only allotted around a third of the same size space. This significantly decreased the amount of programming we were able to provide and the amount of guests we were able to facilitate.

While no extensive evaluative data exists, this is something the Frontier Fiesta Board of Directors is rectifying significantly in a few ways.

The most significant of such efforts is the establishment of the Frontier Fiesta Think Tank. The Think Tank is a committee founded over the summer by Chairman Hunter Lewis, Assistant Vice President for Student Affairs Keith Kowalka, and Director of the Center for Student Involvement Marcella Leung, in conjunction with the Frontier Fiesta Board of Directors. The purpose of this committee is to brainstorm and establish a series of recommendations and a sustainable and effective long-term plan for Frontier Fiesta. The Think Tank consists of four subcommittees for various target areas: 1) Cook-off and general alumni relations, 2) Development, 3) Logistics (including operations, marketing, productions, and scholarships), and 4) Givens and Flexibles (discussing what is a requirement for Frontier Fiesta and what is flexible from year to year). The committees are made up of individuals from relevant departments on campus (Office of UH Advancement, Auxillary Services, Office of the Fire Marshall, Alumni Relations, Center for Fraternity and Sorority Life, Division of Student Affairs, and more) and Frontier Fiesta Alumni. The Think Tank has been highly successful and is working towards developing a full report by mid to late Fall. Additionally, as a result of this group, Frontier Fiesta is moving towards the establishment of a permanent advisory group that consists of both Frontier Fiesta alumni/friends and relevant University officials. The two of these combined provide an effective evaluative tool and accountability check for Frontier Fiesta.

Additionally, Frontier Fiesta is developing ways of effectively mass surveying the student body and community at large both before the event in the planning phase and after the fact in the evaluative phase. The first of which is the development of 10 question survey (studentvoice.com/uhou/frontierfiestasurvey) regarding student's views on Frontier Fiesta and their opinions regarding what they would like to see at the event itself. Ideally, this survey will serve as model for future studies and will provide us a base to move forward with in terms of evaluation.



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

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



6) Please list your 2014-2015 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs Strategic Initiatives and University of Houston Strategic Goals to which they relate. Larger units may wish to group responses by subprogram. Under each strategic initiative, please state the specific action steps (programs, activities, services, policies/procedures, etc.) that you intend to implement to accomplish your stated initiative.

FFA Strategic Initiative 1: Increasing the focus on student participation and entertainment throughout the entire event.

Action Step 1: The foundation of a new student focused and student driven attraction known in the past as the “Universal Tent.” This area should focus entirely on the student experience, featuring dining options, student-friendly concerts, performances by student organizations, and other such entertainment options.

Action Step 2: The increased focus on large-scale concert programming every night. This potentially includes three headlining-tier, national artists and three low to mid-range opening artists to fill all three nights.

Action Step 3: We will be increasing the amount of attractions within the Frontier Fiesta Midway, or “Fiesta City.” This is in terms of both tent-scale attractions (museum, general store) and carnival attractions (inflatable's, activity booths).

Division of Student Affairs and Enrollment Services Strategic Initiative 2: Actualize and leverage the fiscal, human, technological, and facility resources that enhance the student experience.

FFA Strategic Initiative 2: Develop and implement a long-term plan and system of recommendations for Frontier Fiesta that make the event more sustainable and easier for future Boards of Directors.

Action Step 1: The utilization of the extensive analysis created by the Frontier Fiesta Think Tank mentioned in question #4, and the implementation of the series of recommendations produced from said analysis.

Action Step 2: Streamline the budgetary processes of the organization Frontier Fiesta in order to make the report more easily understandable and modifiable by future financial officers.

Action Step 3: Develop a master schedule and priority checklist that can be easily utilized by future Boards so that it is easier to develop new and creative types of programming.

DSAES Strategic Initiative 4: Develop a culture of innovation and accountability in the redesign of Division policies, processes and procedures.



FFA Strategic Initiative 3: Modify our system of scholarship giving to be more sustainable and more Fiesta-focused.

Action Step 1: Establishing a Frontier Fiesta Endowment fund to allow Fiesta scholarship funds to generate themselves.

Action Step 2: Change the criteria of our scholarships to be oriented towards student leadership.

DSAES Strategic Initiative 3: Foster the creation of a global learning community that actualizes and embraces inclusion while preparing students to become active citizens

FFA Strategic Initiative 4: Establish a more recognizable brand identity for Frontier Fiesta that also significantly increases student awareness.

Action Step 1: Develop an all-inclusive marketing campaign that emphasizes viral and current marketing strategies, modernize the brand image of Frontier Fiesta as a whole while still maintaining the element of tradition, and have a consistent theme on all marketing devices.

Action Step 2: Launch a new website that emphasizes the modern nature of the event and recognizes the traditional roots of the organization..

DSAES Strategic Initiative 5: Cultivate a collective identity that demonstrates a united vision.

FFA Strategic Initiative 5: Increase student involvement in the organization and leadership of Frontier Fiesta.

Action Step 1: Implement a committee style system for all areas of Frontier Fiesta. Groups of students will form into committees under each Director, who are actively involved in the planning, discussion, and execution of Frontier Fiesta.

Action Step 2: Increase Frontier Fiesta's presence around the campus in every capacity. This includes tabling at career fairs, continuing our involvement in events such as Cougar Carnival and Cat's back, and increasing our social media outreach regarding volunteer and engagement opportunities.

DSAES Strategic Initiative 1: Create new opportunities for student success through learning, engagement and discovery.



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.

Frontier Fiesta is unique compared to other student-fee based organizations. Fiesta receives multiple sources of external funding. These sources of funding include alumni donations, in-kind donations, and corporate sponsorships.

The Frontier Fiesta Committeeman Program consists of Frontier Fiesta alumni and friends. The program has consisted of yearly and lifetime committeemen. This system is in the process of being changed. The lifetime option is being eliminated, and Fiesta is implementing a tiered system of annual giving. There will be different rewards that correspond to different amounts of giving. The program will remain open to all wishing to be involved with Frontier Fiesta.

Fiesta receives in-kind donations from individual donors and corporate sponsorships. Individual donors either donate into the committeeman system, or they may donate goods or services. Frontier Fiesta has established a giving page on the Fiesta website for donations to occur. Donors can also give in person, or they may go through the University's giving page. Frontier Fiesta also has a tiered system for corporate sponsorships that differs in both benefits and required donation. Corporate benefits include logo and advertising opportunities, and providing tangible resources for Frontier Fiesta such as food donations, activities, artists, etc. This system also allows for our largest sponsorship opportunity, which is the level of a joint-logo (or underwriter).

Lastly, Frontier Fiesta improved the giving system for current students. Frontier Fiesta hosts a highly successful competition called "Mr. and Mrs. Fiesta" for currently enrolled students. This is a fundraising competition, and whomever raises the most funds receives the title along with recognition at the Chairmen's reception. For FY 2015, Frontier Fiesta will be testing many other methods of student fundraising and increasing pre-existing fundraising opportunities. These include increasing the educational nature of the reasons for student giving, increasing the accessibility for student giving, increasing communication and data collection, holding more fundraising events such as Cougar Cents and Mr. and Mrs. Fiesta, and lastly giving more focus to renewing student gifts.

All of this information is explained in more detail in the Frontier Fiesta Analysis and Recommendation report included as an addendum to this report.



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 Frontier Fiesta and another unit.