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MARCH 2015 MARCH 26 - 28  
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SFAC Questionnaire  
Frontier Fiesta Association  
FY 2015-16

**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; an 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 to no-cost student-friendly entertainment, programming events that encourage school spirit, all while raising funds for student scholarships.

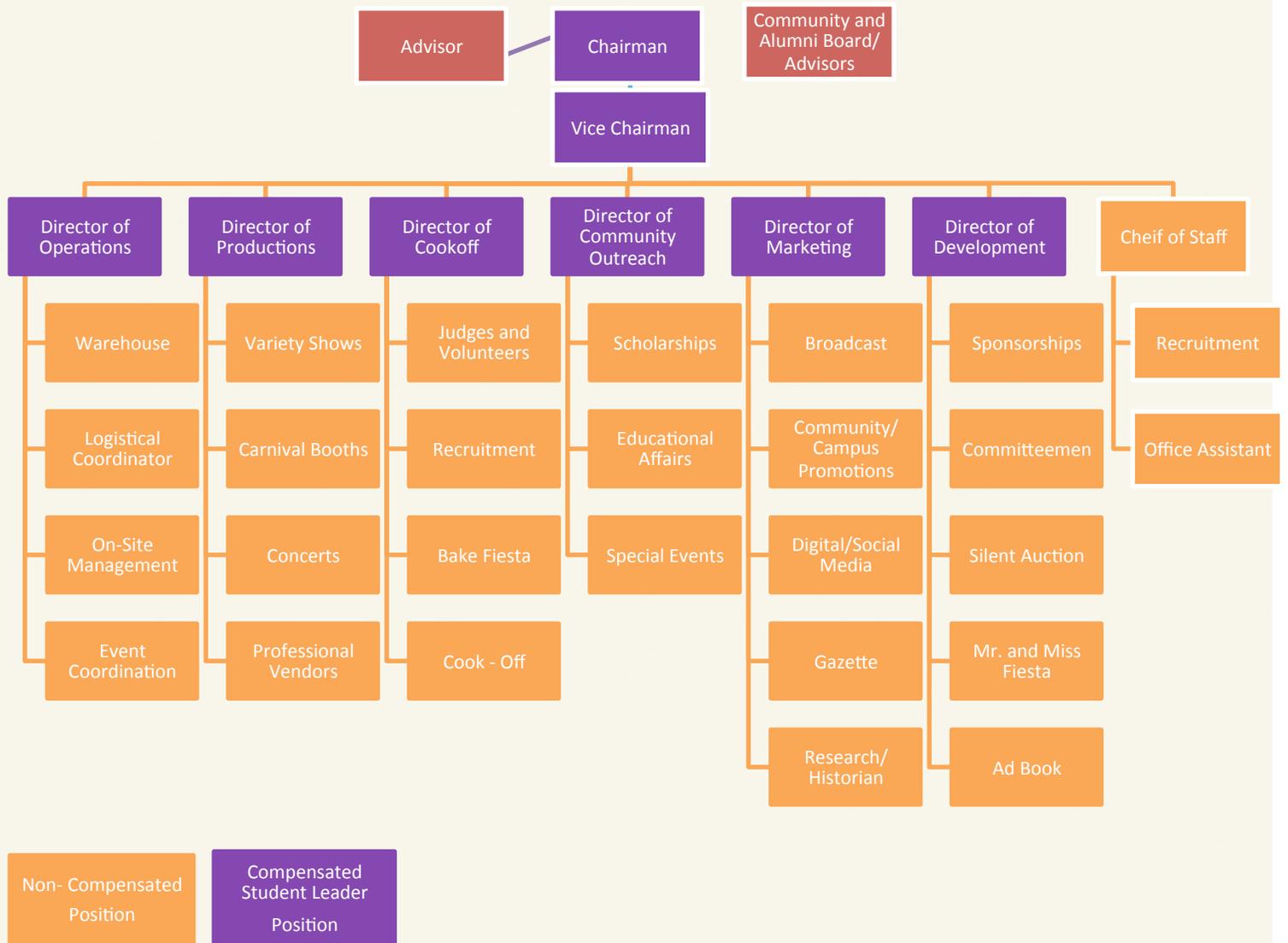
Frontier Fiesta annually builds a fully functional western town from the ground up, known as "Fiesta City" right on the University of Houston campus. In Fiesta City, Frontier Fiesta hosts numerous activities and performances including Broadway-style Variety Shows, Carnival Booths, Multicultural Performances, and showcases, all performed and organized by student organizations. Frontier Fiesta also hosts a Texas State sanctioned cook-off, which is available to general alumni, constituency groups, University colleges, and the general Houston population. FFA annually awards scholarships to qualifying incoming freshmen and current University of Houston students. 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 campus in its entirety, and showcase all that it has to offer. Furthermore, Frontier Fiesta 2015 will celebrate the 24<sup>th</sup> anniversary of the event's triumphant return, and the 76<sup>th</sup> anniversary overall. The Frontier Fiesta 2015 Board of Director's wishes 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.

The 2015 Frontier Fiesta Board hopes to secure a new location, and move to the new University of Houston stadium and adjacent parking lots. This move to the stadium would allow Frontier Fiesta 2015 to add more emphasis on growth in areas of concerts, student programming, and our Texas State sanctioned cook-off. We are currently working with the Student Government Association, Sports and Entertainment (the 3<sup>rd</sup> party contractor the University hired to managed the athletic facilities and CPH), and Division of Administration and Finance leadership (the UH entity that manages the contract with S&E) to determine if we can afford the move to the stadium and surrounding property.

Frontier Fiesta 2015 will continue to maintain the three fundamentals instilled by the FFA Boards: scholarship, community, and meaningful entertainment to students in a safe and secure environment. This commitment to our fundamental ideals will allow Frontier Fiesta 2015 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 2013-2014 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) Increasing the focus on student participation and entertainment throughout the entire event.

Status: **Achieved and on-going.** Frontier Fiesta Association has created an area in Frontier Fiesta formerly known as the "Universal Tent" which focuses entirely on the student experience. There has also been an increase of large-scale concert programming every night, as well as an increase in the amount of attractions within the Frontier Fiesta Midway in terms of tent-scale attractions (museum, general store). We continue to make the "Universal Tent" more student-friendly with an increase in entertainment options and the amount of carnival attractions in the Frontier Fiesta Midway. This area will continue to be an area for growth.

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 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.

Status: **Achieved and on-going.** The Frontier Fiesta Think Tank report was completed in Fall 2013 and allows for guidelines and recommendations for future Boards of Directors. We continue to create a master schedule and priority checklist that can easily be utilized by future boards through a series of givens and flexibles. Through the Vice Chairman position we continue to streamline the budgetary processes with the oversight of the advisor.

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

FFASI 3) Modify our system of scholarship giving to be more sustainable and more Fiesta-focused.

Status: **Achieved and on-going.** Frontier Fiesta has changed the criteria of our scholarships to be oriented towards student leadership, which we hope will create a pipeline for students to get involved on campus, and with Frontier Fiesta. We are in the process of raising money to establish a Frontier Fiesta Endowment fund to allow Fiesta scholarships to generate themselves.

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

FFASI 4) Establish a more recognizable brand identity for Frontier Fiesta that also significantly increases student awareness.

Status: **Achieved and on-going.** We modernized the brand image of Frontier Fiesta by creating the new Frontier Fiesta logo that maintains the element of tradition and has a consistent theme on all mediums. Frontier Fiesta has a new website that emphasizes the modern nature of the event and recognizes the traditional roots of the organization. We are currently working on an all-inclusive marketing campaign that emphasizes viral and current marketing strategies.

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

FFASI 5) Increase student involvement in the organization and leadership of Frontier Fiesta.

Status: **Achieved on-going.** A form of a committee style system has been created for all areas of Frontier Fiesta, and we are in the process of implementing this system. There has been an increase in Frontier Fiesta's presence around campus in every capacity, which includes social media outreach, tabling at career fairs, and our continued involvement in events such as Cougar Carnival, Cat's Back and Weeks of Welcome.

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.**

In the past, Frontier Fiesta has been very poor at consistent evaluation of any capacity. We have implemented such things as surveys, both before and after the event, by students, faculty, and the board itself. A Frontier Fiesta Think Tank report was created through a series of reflection-based meetings in which to catalogue mistakes and successes. These discussions allowed for guidelines and recommendations to be created for Frontier Fiesta 2015 in order to better evaluate the event as a whole.

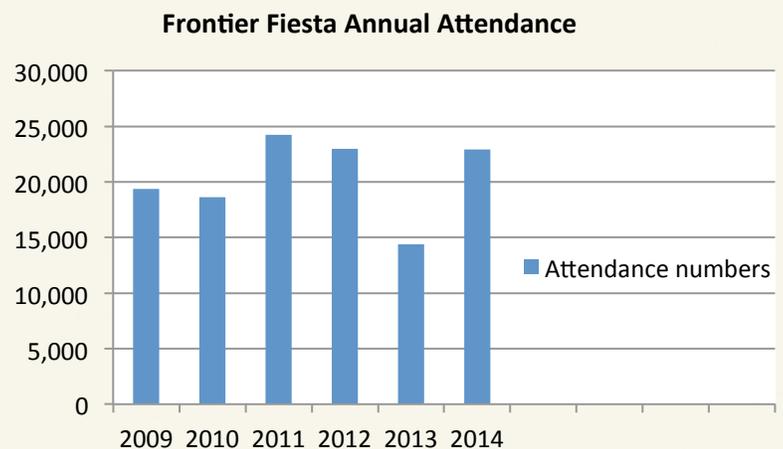
Some data exist that is worth mentioning:

### **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 and current undergraduates. 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 on average given out \$11,000 in scholarships. Through the Frontier Fiesta Think Tank recommendations, an endowment fund is in the process of being created.

### **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 the events/services offered.



There are a few notes regarding attendance numbers: In FY 2014, Fiesta did not have the advantage of being adjacent to Robertson Stadium (due to its demolition); however, there was a significant increase in attendance from FY 2013 to FY 2014. As a result of a larger allotment of student fees, Frontier Fiesta was able to contract larger concert artists, raise student involvement, and diversify entertainment for the three days. In FY 2015, Frontier Fiesta is considering a move to the new University of Houston Stadium, which will more than double the size of parking lots 20A and 20C, the lots across the street from the Campus Recreation and Wellness Center. Consequently, this increase in size allows for a greater amount of programming we are able to provide and the amount of guests we are 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 Frontier Fiesta Think Tank, as stated above, consisted of four subcommittees for various target areas: 1) Cook-off and general alumni relations; 2) Development; 3) Logistics; and 4) Givens and Flexibles, which discussed 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 and Frontier Fiesta Alumni. 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. This group will provide an effective evaluative tool and accountability check for Frontier Fiesta. Also, as a result of the Givens and Flexibles Committee, Frontier Fiesta has created a list of items that is consistent annually. This list includes dates of completion, year-to-year events, ways to evaluate Frontier Fiesta before and after the event, and engage alumni, faculty, staff, and friends of Fiesta.

Evaluations of Frontier Fiesta's Cook-off has been created and distributed to previous teams to better understand the areas for improvement as well as the success of the cook off area. At Frontier Fiesta's marketing event during Homecoming Week, two surveys will be distributed. The first survey will evaluate the previous year's Fiesta, as well as allow students to give feedback and suggestions about the upcoming Frontier Fiesta. The second survey will give the students a chance to vote on potential concert artists at Frontier Fiesta 2015.

**5) Please discuss any budget or organizational changes experienced since your last (FY2015) 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 FY2014 with a Fund 3 addition to Fund Equity, please describe the conditions which caused the addition.**

In FY 2014, Frontier Fiesta Association received three one time requests to increase the number of mid-tier artists at the event, have additional attractions and carnival games in the Fiesta Midway, and to include a universal open area that was designed for the general student body of the University of Houston. At Frontier Fiesta 2014, there were three mid-tier artists that preformed. The reason for bringing mid-tier artists to Frontier Fiesta is to increase the hype of the event. The three mid-tier artists together brought an estimated 11,000 people to Frontier Fiesta. Due to the student fees allocated to Frontier Feista for FY 2014, a large marketing tool that was very beneficial was the name recognition of the mid-tier artists.

In the Fronteir Fiesta Midway, known as “Fiesta City,” there was an addition of the museum and the general store that was a new initiative in partnerships with the Alumni Relations Office. The purpose of these two tents are to make the midway have the western feel that the event brought in the past, as well as increase the amount of promotional items that we have in “Fiesta City.” Frontier Fiesta 2014 had more activities by providing three inflatables and a photo booth each day. The Fiesta Midway contributed to more carnival type activities through the involvement of more student organizations. Throughout the event, the Frontier Fiesta Midway showed significant improvement in overall student involvement and attractions.

Frontier Fiesta 2014 was the first year since its rebirth that the “Universal Tent” has become much more than just another tent at the event. The “Universal Tent” became an entirely open area, called the Student Area, that was designated for the sole purpose of student enjoyment. This area included two stages, one for student performances, and one for local artists. The student performer stage allowed for a student showcase on Thursday night, as well as a place for Coog Radio to broadcast on Friday and Saturday. The local artist stage allowed for musical entertainment each night of Fiesta prior to the mainstage headliner. This area also included food provided by Aramark and Auxiliary Services (food trucks). The universal Student Area proved to open the flow of Frontier Fiesta and allowed for the increase of student involvement and entertainment throughout the event.

These three one time allocations for the mid-tier artists, the Fiesta Midway, and an open student area grew Frontier Fiesta in numbers that the event hasn’t seen since the rebirth in 1992. Even though the event did not have the advantage of being adjacent to Robertson Stadium, the numbers of attendance matched those, and exceeded some, of the attendance numbers in years past.

The base augmentation that Frontier Fiesta received in FY 2015 was for the addition of a new position on the Board of Directors, known as the Vice Chairman. The Vice Chairman has become the skeleton of the organization by controlling internal operations and organization of the board. The Vice Chairman also has become the Financial Officer of the organization, with the assistance of the

advisor, that was made a goal for Frontier Fiesta in years past. As the person in charge of the internal organization of the board and the operator of the budget, the Vice Chairman has become essential to the Frontier Fiesta Association by mainstreaming the budgetary processes of Frontier Fiesta, creating a master calendar, and by assisting the Chairman in all day to day operations that are required to make Frontier Fiesta the largest and greatest tradition at the University of Houston.

**6) Please list your 2015-2016 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: Securing a long-term site location for future Frontier Fiestas.

Action Step 1: Establish a feasible fixed rate for usage of the stadium and adjacent parking lots (or another location if rental rates are not feasible) by creating a working relationship with Sports and Entertainment and the Transportation and Parking Advisor Committee. This working relationship will be done with constant communication and regular meetings.

Action Step 2: Create a long-term presence at the new location through Sports and Entertainment, Transportation and Parking Advisor Committee, and University of Houston Marketing. This could include permanent signage on the stadium, a long-term contract with the Transportation and Parking Advisory Committee, or recognition around the stadium as the site for Frontier Fiesta.

Action Step 3: Work with Advancement to secure funding that will allow Fiesta to build-in support needs to ease the on-going one-time funding requests we have to finance (power, water, etc.).

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.

University of Houston Strategic Principle 5 (External Partnerships): Frontier Fiesta Association will be partnering with Sports and Entertainment, the Transportation and Parking Advisory Committee, and the University of Houston Marketing to ensure a long term site location for Frontier Fiesta.

University of Houston Priority 3 (Community Advancement): The Frontier Fiesta Association will commit to utilizing the external partnerships to help foster community.

FFA Strategic Initiative 2: Improve the organizational structure within the Frontier Fiesta Association as well as creating a process for outreach to the university and Greater Houston Community.

Action Step 1: Standardize rules and regulation for Bake Fiesta. Create an evaluation process to be completed before, during, and after cook-off that will reflect each teams continued support of Frontier Fiesta.

Action Step 2: Create transition documents and procedures that encompass the role and tasks of each executive and director of Frontier Fiesta Association.

Action Step 3: Maintain a working relationship with corporations from year-to-year through regular communication and a constantly updated spreadsheet of company contacts. Keep in constant communication with the University of Houston Office of Advancement.

Action Step 4: Increase Frontier Fiesta's programming presence prior to the event. This includes two events in the fall semester, and one in the spring aside from Frontier Fiesta.

Action Step 5: Build a framework to effectively reach out to more student organizations and the general Houston Community.

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

University of Houston Strategic Principle 2 (Student Access) and University of Houston Priority 2 (Student Success): The Frontier Fiesta Association allows for leadership opportunities and student involvement through our organization to promote student success.

University of Houston Strategic Principle 5 (External Partnerships): The Frontier Fiesta Association will continue to branch out to external companies and departments.

University of Houston Priority 3 (Community Advancement): Through the Frontier Fiesta Association as well as the event itself, Frontier Fiesta is able to gain more community involvement.

FFA Strategic Initiative 3: Continue to establish Frontier Fiesta brand recognition and assessment strategy with University of Houston students, faculty, staff, alumni and the greater Houston Community.

Action Step 1: Benchmark like events to have a better understanding of how these events market and communicate to their publics. Enter Frontier Fiesta into national competitions to stay competitive on the national college market.

Action Step 2: Create two strategic marketing plans. One for the Frontier Fiesta Association its-self and another one for the actual event held in March every year. Develop a consistent marketing campaign across all marketing mediums with a focus in each public. Create a media kit that will be used every year in addition to new resources that will be added.

Action Step 3: Coordinate with Alumni Relations and meet monthly to keep consistent marketing with one another.

Action Step 4: Engage in conversations in social media with students from the University of Houston as well as Houston community members in addition to two months' worth of Facebook boost. Create competition via social media for exclusive merchandise starting the week after Homecoming up until the event. This will create hype all the way up until the event. Merge the Frontier Fiesta friend page with the Frontier Fiesta like page.

Action Step 5: Create a poll every fall with the music artists up for selection. Have an assessment station at Frontier Fiesta and provide an incentive so that we can get an accurate representation of responses.

Division of Student Affairs and Enrollment Services Strategic Initiative 5: Cultivate a collective identity that demonstrates and united vision.

University of Houston Strategic Principle 3 (Diversity): The Frontier Fiesta Association works to distinguish the university's uniqueness to the outside community.

University of Houston Priority 5 (National and Local Recognition): The Frontier Fiesta Association will work to promote the organization as well as the event to the University of Houston community, the Houston Community, and the national market.

FFA Strategic Initiative 4: Continue to increase the focus on student participation and diversify the entertainment throughout the entire event.

Action Step 1: The creation of Willie's Theatre, a multipurpose tent, will allow more student participation through a reservation process giving student organizations a chance to showcase their organization and talent. This could potentially include showcases by Multicultural Greek Council, Latin Greek Council, and the National PanHellenic Council.

Action Step 2: The Student Area, formally known as the "University Tent," will include more interactive entertainment such as various inflatables, face painting, and photo novelties. This area will also work to diversify food options with the help of Aramark and Auxiliary Services.

Action Step 3: Through partnerships on campus and in the community, we will increase funding to insure the annual presence of Family Fun Day to include more carnival games, rides, and a family-friendly concert.

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.

University of Houston Strategic Principle 2 (Student Access) and University of Houston Priority 2 (Student Success): The Frontier Fiesta Association is working to increase student involvement in student organization participation to diversify the entertainment and help create an environment for student success.

**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. Being such a large event on campus, Frontier Fiesta Association reaches out for multiple sources of external funding. These sources of funding include alumni donations through our Committeemen Program, in-kind donations primarily for our silent auction, and corporate sponsorships.

The Frontier Fiesta Committeeman Program consists of Frontier Fiesta alumni and friends. The program in years past has consisted of yearly and lifetime committeemen. We are working with Advancement and the newly formed Frontier Fiesta Alumni Network to retool this program to allow for fundraising, but also connecting with so many of the Fiesta Board of Directors and volunteers that has served the University in these leadership positions since the 1930's.

Per recommendation by the Frontier Fiesta Think Tank, we have launched a parallel Committeemen Program targeted at Students, titled "Student" Committeemen. This new program will mirror the Alumni program in that there will be tiered system of rewards depending on the level of donation. Our mission is to cultivate a habit of donating money; so that once they graduate they will be more inclined to become a Committeeman.

We seek out corporate sponsorships as a part of our effort to engage the community. By partnering with both local businesses and larger corporations, Frontier Fiesta gains donations, while these sponsors receive publicity. This year we are placing extra focus on reaching out to smaller local businesses to help promote them to our attendees through our tiered system of sponsorship levels. Depending on the in-kind gifts and cash donations companies receive certain benefits such as: logo placement, advertising opportunities in our official Gazette, as well as total event sponsorship with their logo next to ours.

Fiesta also receives in-kind donations from Alumni, University Departments, and different companies to primarily stock our silent auction. Our silent auction is going to be placed next to the Alumni Association's tent along with the Frontier Fiesta museum. This prime placement will be to ensure maximum exposure and convenience for people to participate. All of the proceeds from the silent auction will go towards our scholarships and the funding of our new scholarship endowment.

Lastly, Frontier Fiesta facilitates, in partnership with Advancement, a highly successful competition called "Mr. and Miss Fiesta" for currently enrolled students. This is a fundraising competition, and whoever raises the most funds receives the title along with recognition at the Chairman's reception. Our Student Committeemen Program will receive its kick-start through our competition. Any donation made to a candidate by a student will be eligible to be counted towards becoming a student committeeman. Along with proceeds from the silent auction, all of the money raised will go towards our scholarships and scholarship endowment.

**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.