

Program Questionnaire
FY 23-24



A.D. BRUCE RELIGION CENTER

Celebrate Spiritual Diversity

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.

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 52 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 for the construction of the Religion Center. Three of those groups [Catholic Newman, Baptist Student Ministry and Hillel] subsequently constructed their own off-campus religion centers. They continue to retain their office suites in the A.D. Bruce Religion Center.

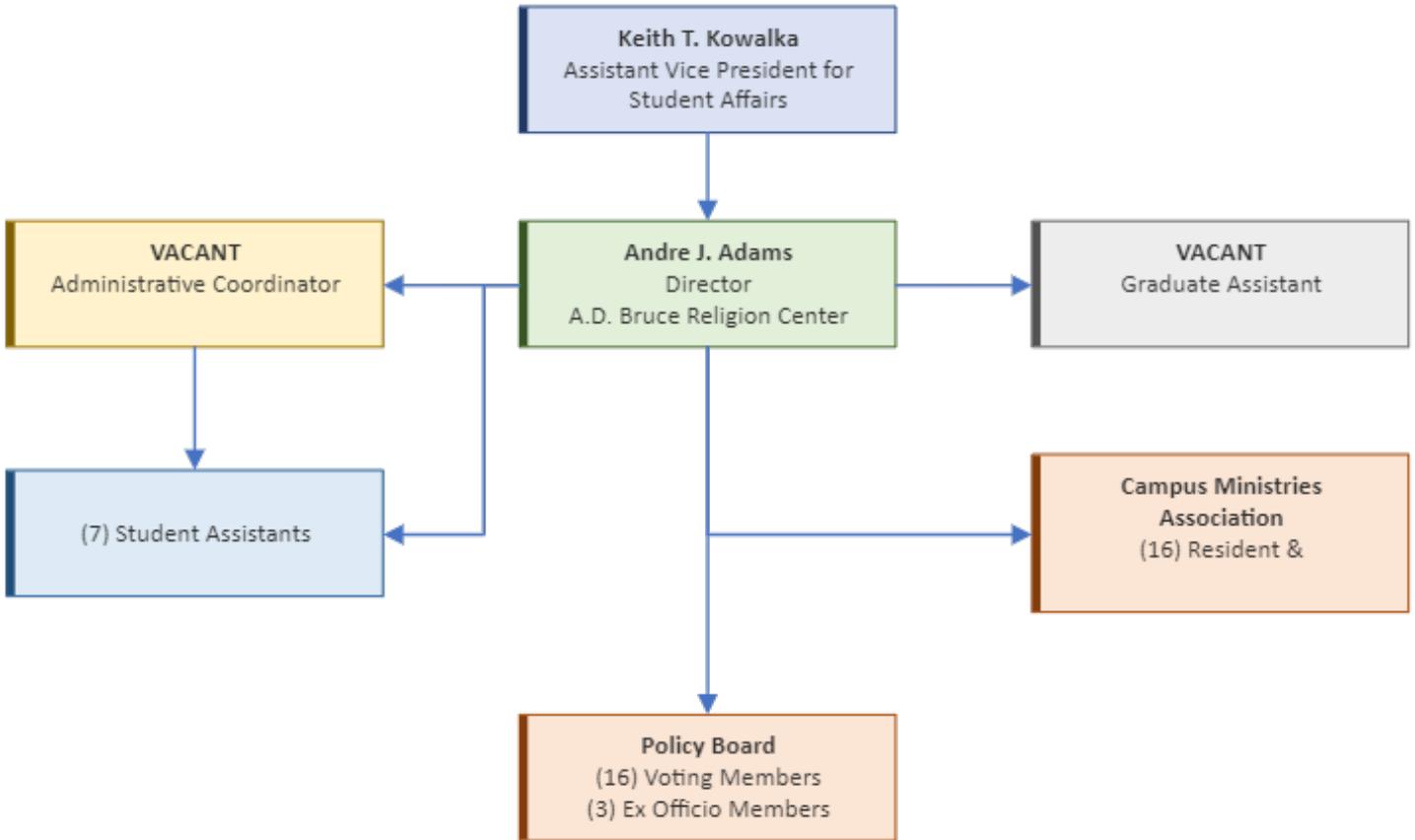
The original Charter denominations or Resident Ministries are: **Baptist Student Union** [*now Baptist Student Ministry*], **B'nai B'rith Hillel**, **Catholic**, **Christian Science**, **Church of Christ**, **Disciples of Christ** [*now included in United Campus Ministries*], **Lutheran** [*Missouri 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 17 various faiths and denominations. CMA sponsors free lunches on Wednesdays during the fall and spring semester and host Inter-Faith Dialogue conversations during free lunches as well as through collaborative events with other ministries.

The Religion Center Policy Board meets during the fall and spring semesters and provides guidance and support for the programs, services and policies of A.D. Bruce Religion Center.

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 294, 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 only one Registered Student Organization: UH 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, 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 2021-2022 academic year and cite the specific Division of Student Affairs (DSA) Strategic Initiatives and University of Houston Strategic Goals to which they relate (links below). 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.

DSA Plan: (<http://uh.edu/dsa/about/strategic-planning/>)

UH Goals: (<http://uh.edu/about/mission>)

Strategic Initiative 1: Provide a satisfying and well-maintained auxiliary facility

Create a high standard for service and satisfaction for resident and non-resident ministries, students, faculty/staff/alumni as well as non-UH community visitors.

UH – Student Success; DSAES – Partnership, Resources

Action Step 1.1: Facility Maintenance and Repair

Develop a plan of action that will address and prioritize facility needs for repair and/or replacement. The plan of action will outline a process of identifying financing these projects through the religion center budget, Student Life and DSAES development resources. Special attention will be given to proposing a viable payment process should an interdepartmental funding source be identified and approved.

Status: Partially Accomplished

We have been working closely with UH Facilities to develop a comprehensive repair and replacement plan. Due to many staff transition throughout UH Facilities, many projects were placed on pause to be reviewed as replacement staff are available, in addition to the limited resources available to address many of the facility needs. Action plans were created but the follow through from UH Facilities was challenging. They were not ready to move forward with any scheduled projects as initially scheduled.

Action Step 1.2: UH Service Level Agreements

Monitor and review the UH Service Level Agreements (SLA) for housekeeping maintenance and grounds to ensure the Religion Center needs are met and cost savings are achieved where applicable.

Status: Accomplished

We review our SLA and follow up with UH Facilities about services not received or issues with vendors. SLA Agreements were reviewed for accuracy of scope of work and correct costs associated.

Action Step 1.3: Partnership with Custodial Vendor

Develop a working partnership with the new custodial vendor (MetroClean) and monitor the Custodial Cleaning Frequency Charts to ensure facility cleanliness and consistent staffing to support student organization activities and special event needs.

Status: Accomplished

With continued assistance from UH Facilities liaisons, we have created a strong working partnership with MetroClean. There is an open line of

communication with all MetroClean staff. We continue to host a monthly meeting where services and service levels are discussed and any potential questions/concerns are addressed.

Action Step 1.4: Student Assistant Training Program

Review and revise the student assistant training program for special event assistance and improving and maintaining customer service based on ethic of care. Special attention will be given to CPR and AED training for student assistance and resident ministry leadership.

Status: Changed

The summer months were going to be dedicated to this but after the departure of our Office Coordinator (Keiry Vallejo) to another department, this had to be delayed.

Strategic Initiative 2: Support Campus Ministry Association (CMA)

Increase administrative, advising, advocacy and program support for the programs, services and ministries of the Campus Ministries Association.

UH – Student Success; DSAES – Partnership, Resources

Action Step 2.1: Develop Program Initiatives

Develop program initiatives to support interfaith dialogue and campus outreach. Further develop collaborative programs and services with registered student organizations and colleges and departments.

Status: Changed

The summer months were going to be dedicated to this but after the departure of our Office Coordinator (Keiry Vallejo) to another department, this had to be delayed. Also, not having a GA hired in the summer made it challenging to complete.

Action Step 2.2: Department Collaborations

Coordinate with the Center for Diversity and Inclusion, UH Wellness, the Religious Student Department, the Campus Ministries Association and UH Contracts and Grants to plan a variety of Interfaith Dialogue programs that will provide students with different learning options which would include speakers, cohort groups and reading options.

Status: Partially Accomplished

We created a sponsorship proposal for the Free Wednesday Lunch so different departments can connect and sponsor the lunch meals. We also connected with different worship groups and faith based registered student organizations (RSOs) to be a part of our Interfaith Dialogue Dinner series as group facilitators.

Strategic Initiative 3: Marketing

Increase awareness about the Religion Center along with the programs and services to UH and the greater Houston area.

UH – Student Success; DSAES – Partnership, Resources

Action Step 3.1: Special Event Collaboration

Develop a plan of action in collaboration with the Student Centers' Conferences and Reservations Office (CARS), University Hilton and UH Alumni Center that will showcase UH facilities as a destination for special events (more specifically wedding events).

Status: Accomplished

Met with the new reservation staff at University Hilton and toured their spaces to share with clients who are looking for reception locations after hosting weddings ceremonies at AD Bruce. We also hosted a tour of AD Bruce so they can see our spaces for weddings.

Action Step 3.2: Newsletter

Produce a Religion Center newsletter (distribution timeline TBD); review and update the Religion Center's website; and explore new and different ways in which the digital kiosk can further promote Religion Center events and support special events.

Status: Accomplished/Changed

Collected and produced a monthly newsletter designed to highlight the events and programs of the campus ministries.

Action Step 3.3: Social Media Presence

Review and update A.D. Bruce Religion Center's social media presence and marketing to include the A.D. Bruce Religion Center website: www.uh.edu/adbruce and other social media options.

Status Accomplished

We hired 2 marketing students to help with all marketing efforts including social media campaigns and campus tabling events.

Strategic Initiative 4: Expanded Partnerships

Expand 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 – Student Success; DSAES – Partnership, Resources

Action Step 4.1: Annual UH Memorial Service

Continue to work with Student Government Association, Student Affairs and Enrollment Services, Advancement, the UH Alumni Association in the development and planning of UH Day of Remembrance.

Status: Accomplished

The program took place on March 1st. A copy was recorded and posted on the AD Bruce website for those not able to attend.

Action Step 4.2: Alumni Association/Hotel and Restaurant Management Partnership

Create a working partnership with the Alumni Association and the Hilton College of Hotel and Restaurant Management to create a collaborative engagement when working with customers for special events (weddings).

Status: Accomplished

Established relationship with Hilton Hotel staff in efforts to share client information who are looking to host special events at AD Bruce and hoping to host a reception at the Hilton.

Action Step 4.3: Moores School of Music Partnership

Collaborate with the Moores School of Music to provide musical services for special events at A.D. Bruce Religion Center (weddings). In addition, work with

their technicians to service the organ and standing piano. Create opportunities to schedule days and times where Moores School of Music students can practice on the organ in the University Chapel.

Status: Accomplished

Established a line of communication to connect special event clients to students at the Moores School. We also continue to have the organ technicians service our 2 pianos and 2 organs.

Action Step 4.4: Campus Recreation/UH Wellness Partnership

Collaborate with Campus Recreation and UH Wellness to provide meaningful student programs to enhance student engagement wellness physically, mentally and spiritually.

Status: Changed

This past year we did not really have the opportunity to address this.

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.

A. Number of Registered Student Organizations making reservations.

There was a significant change in RSOs submitting reservation requests for FY21 [10] compared to FY22 [21]. The increase we attributed to the removal of COVID-19 protocols which limited the way student groups could gather in-person.

B. Number of bookings by Registered Student Organizations.

There was an increase in the number of bookings in FY22 [395] compared to FY21 [240]. With the removal of COVID-19 protocols, student organizations were hosting more organization events.

C. Event hours by Registered Student Organizations.

There was a significant increase in the number of event hours in FY22 [835.50] compared to FY21 [443]. The increase was directly attributed to the increased number of student organization event bookings.

D. Estimated Attendance by Registered Student Organizations [self-reported].

There was a significant increase in self-reported attendance in FY22 [13,220] compared to the [4,088] as reported in FY21. The increase was directly attributed to the increased number of student organization event bookings, due to the removal of COVID-19 protocols.

	FY11	*FY12	*FY13	*FY14	FY15	FY16	FY17	FY18	FY19	**FY20	***FY21	FY22
RSOs Making Reservations	25	30	36	36	39	32	22	31	27	27	10	21
RSO Bookings	764	775	817	997	773	767	656	714	683	414	240	395
RSO Event Hours	1,683	1,691	1,834	3,444	1,717	1,726	1,486	1,587	1,604	936.5	443	835.50
RSO Attendance	22,449	39,630	39,630	51,429	26,793	22,808	25,139	24,389	31,935	20,566	4,088	13,220

* FY12 to FY14 Increase attributed to the SC Transformation Project

** FY20 Decrease attributed to COVID-19 from mid-March through August

***FY21 Decrease attributed to COVID-19 and UH protocols on gathering:

AD Bruce Assessment Initiatives

Customer Service Assessment (Weddings)

Purpose

Using reservation contact information, we sent surveys to wedding customers to assess the reservation and communication process. We also asked about the building conditions and overall helpfulness of the staff throughout the

reservation process. We determined the length of the reservation process as from initial contact through the end of the in-person event/reservation.

Highlighted Findings

- Why did you choose AD Bruce Religion Center for your wedding?
 - 70% because of both “Cost Effectiveness” and “Venue Aesthetics”
 - 35% because of connection to UH or AD Bruce
- How did you hear about AD Bruce Religion Center?
 - 86% Alumni or Family are Alumni
 - 33% Attended an event there
- Please rate your level of satisfaction: Interactions with ADBRC Staff?
 - 75% Very Satisfied
- Please rate your level of satisfaction: University Chapel conditions?
 - 70% Very Satisfied
 - 15% Satisfied
- Please rate your level of satisfaction: Overall Experience with ADBRC?
 - 71% Very Satisfied

Action Plan based on Assessment Findings

- Continue to explore options to update the venue
 - Refinish pews or replace pews and flooring
- Continue to develop student employees in ways that enhances confidence and critical decision making
- Find ways to partner/promote with UH Alumni Foundation.
- Note: We have to identify ways to enhance the ADBRC spaces/services so that there is value and reasoning behind increasing reservation rates.

Student Employment

Purpose

The student employee assessment was developed to assess the level of comfort and knowledge related to the student employee’s position at A.D. Bruce Religion Center and what the Religion Center staff can do to enhance the work experience and competencies. The assessment is administered to each student employee at the end of the each semester.

Highlighted Findings

- As a result of my employment at A.D. Bruce Religion Center, I have increased my understanding and communicate effectively within cultures (Cultural Knowledge & Competence).
 - 70% Strongly Agree
 - 30% Moderately Agree
- As a result of my employment at A.D. Bruce Religion Center, I have increased my dependability, honesty, and trustworthiness (Ethics, Values & Integrity).
 - 60% Strongly Agree
 - 40% Moderately Agree
- What is the single most important factor positively affecting your level of satisfaction with this position at the A.D. Bruce Religion Center?

- 80% Work Environment
- 10% Flexible Work Schedule
- What is the single most important factor negatively affecting your level of satisfaction with this position at the A.D. Bruce Religion Center?
 - 80% Hourly Wage

Action Plan passed on Assessment Findings

- Continue to train and develop student employees in a way that is comprehensive and inclusive of different competencies.
- Continue to work with each individual student employee to gain the best understanding of their needs for them to be successful
- Continue to build upon the positive work environment by collecting regular feedback from our student staff.
- Continue to look at ways to increase our budget so we can look at our pay wages for student employees.

Campus Ministries Needs Assessment

Purpose

The assessment will ask our campus ministry organizations about their engagement with A.D. Bruce Religion Center. The assessments hopes to gain a better understanding of how the A.D. Bruce Religion Center can best support the campus ministry organizations.

Highlighted Findings

- A.D. Bruce Religion Center has been helpful for our ministry having a strong presence throughout the University of Houston campus.
 - 50% Strongly Agree
 - 50% Agree
- A.D. Bruce Religion Center is helpful when providing information about campus protocols and policies.
 - 92% Strongly Agree
- A.D. Bruce Religion Center is helpful when our ministry needs to navigate the campus to connect with departments and personnel.
 - 75% Strongly Agree
 - 17% Somewhat Agree
 - 8% Strongly Disagree

Action Plan passed on Assessment Findings

- Continue to have open communication with our campus ministry organizations about University Information.
- Continue to advocate for Campus Ministry organizations for more inclusion when not being thought about.
- Need to find ways to connect with individual campus ministry organizations to individualize any services we can provide.

Benchmark Colleges & Universities, Houston Churches, and Professional Organizations

Benchmark research includes comparison of rental/special fee rates and interfaith programming in the Houston market as well as with other public/private institutions. Currently, the Religion Center is only one of three religion centers with offices/ministerial services on a public university campus. Traditionally, most universities do not provide such space and support requiring their religious/spiritual groups to set up office and event space off campus.

Campus Ministry Programs

Florida State University
Massachusetts Institute for Technology
North Carolina State University – Chaplains Cooperative
Northern Illinois University – Association of Campus Religious

Organizations

Pennsylvania State University
University of Notre Dame
Southern Illinois University – Edwardsville
University of Nebraska – Lincoln
Western Carolina University

Chapels

Auburn University – University Chapel
Bastyr [WA] University – Chapel
Emory University – Cannon Chapel
Howard Univ. – Andrew Ranking Memorial Chapel
Indiana Univ. – Beck Chapel
Michigan State Univ. – Alumni Chapel
Northwestern Univ. – Chapel [2]
Rice – Memorial Chapel
Southern Methodist University – Perkins Chapel
Texas Tech Univ. – Kent Hance Chapel
Trinity Univ. – Chapel
Tulane University – Rogers Memorial Chapel
Univ. of Chicago – Rockefeller Memorial Chapel
Univ. of Georgia – Chapel
Univ. of Kansas – Danforth Chapel
Univ. of Maryland – Memorial Chapel
Univ. of Mississippi – Paris Yates Chapel
Univ. of Missouri – A.P. Green Chapel
Univ. of Southern California
Univ. of S. 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 (FY2023) 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.

Since our SFAC presentation in October 2021, we have experienced the following changes:

Budget/Revenue

Revenue generation was not as high as we would have hoped. While we did host a number of weddings, there were some wedding who were still affected by the pandemic and chose to cancel.

Staffing

Our Office Coordinator position has been vacant in June, 2022. The person formally in that position was successfully hired into another position on campus. At that time also, many of the student employees on staff began to depart. The department Director and 3 student employees were all the staff available until August. The Office Coordinator position is still vacant as we are considering transitioning the position to something different pending approval. We are also still short several student employees.

We were awarded funds for a Graduate Assistant via SFAC. We went through GA/IA preview days but did not match. The position has been posted throughout the summer and we have just recently had applicants and interviews and should be identifying a new GA soon. Once onboarded, we look forward to this person working with our Interfaith Dialogue Dinner program as well as helping to develop a speaker series program to create new dialogue around faith, religion and spirituality.

Reservations/Events/Programs

Due to removed COVID protocols for hosting events, AD Bruce Religion Center elevated the number of hosted events. (See question 4 for data)

The Rockwell Endowment

The annual allocation from the Rockwell Endowment of \$20,019.00 which is used for the annual operation of the A.D. Bruce Religion Center is used to off-set the cost of utilities.

6. If your unit concluded FY2022 with a Fund 3 addition to Fund Equity in excess of \$5,000, please describe the conditions which caused the addition and provide a line-item identification of the budgetary source(s) of the addition (i.e. lapsed salary, conference travel, etc.).

There was a balance of \$26,806 that is in our Fund Equity, which we were allowed to maintain to complete our drapery replacement project, as approved by Dr. Maxwell. Due to some delays with both Facilities and Procurement, the project was not started or completed on schedule as originally discussed and planned. The project was discussed and outlined. All parties involved were given clear expectations about timeline, unfortunately we are still awaiting completion. We did learn this past year that Facilities has had quite a bit of transition with their staff so I can only imagine the challenges they have dealt with getting new staff onboarded and up to date on existing projects. We hope to done soon and be able to successfully report its completion next year.

7. Please list your 2023-2024 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs Values 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 1: Provide a satisfying and well-maintained auxiliary facility

Create a high standard for service and satisfaction for resident and non-resident ministries, students, faculty/staff/alumni as well as non-UH community visitors.

UH – Student Success; DSAES – Partnership, Resources

Action Step 1.1: Facility Maintenance and Repair

Develop a plan of action that will address and prioritize facility needs for repair and/or replacement. The plan of action will outline a process of identifying financing these projects through the religion center budget, Student Life and DSAES development resources. Special attention will be given to proposing a viable payment process should an interdepartmental funding source be identified and approved.

Action Step 1.2: UH Service Level Agreements

Monitor and review the UH Service Level Agreements for housekeeping maintenance and grounds to ensure the Religion Center needs are met and cost savings are achieved where applicable.

Action Step 1.3: Partnership with Custodial Vendor

Develop a working partnership with the new custodial vendor (MetroClean) and monitor the Custodial Cleaning Frequency Charts to ensure facility cleanliness and consistent staffing to support student organization activities and special event needs.

Action Step 1.4: Student Assistant Training Program

Review and revise the student assistant training program for special event assistance and improving and maintaining customer service based on ethic of care. Special attention will be given to CPR and AED training for student assistance and resident ministry leadership.

Strategic Initiative 2: Support Campus Ministry Association (CMA)

Increase administrative, advising, advocacy and program support for the programs, services and ministries of the Campus Ministries Association.

UH – Student Success; DSAES – Partnership, Resources

Action Step 2.1: Develop Program Initiatives

Develop program initiatives to support interfaith dialogue and campus outreach. Further develop collaborative programs and services with registered student organizations and colleges and departments.

Action Step 2.2: Department Collaborations

Coordinate with the Center for Diversity and Inclusion, UH Wellness, the Religious Student Department, the Campus Ministries Association and UH Contracts and Grants to plan a variety of Interfaith Dialogue programs that will provide students with different learning options which would include speakers, cohort groups and reading options.

Strategic Initiative 3: Marketing

Increase awareness about the Religion Center along with the programs and services to UH and the greater Houston area.

UH – Student Success; DSAES – Partnership, Resources

Action Step 3.1: Special Event Collaboration

Develop a plan of action in collaboration with the Student Centers' Conferences and Reservations Office (CARS), University Hilton and UH Alumni Center that will showcase UH facilities as a destination for special events (more specifically wedding events).

Action Step 3.2: Newsletter

Produce newsletter that highlights all of the faith-based organizations (Worship Organizations and RSOs) (distribution timeline TBD); review and update the Religion Center's website; and explore new and different ways in which the digital kiosk can further promote Religion Center events and support special events.

Action Step 3.3: Social Media Presence

Review and update A.D. Bruce Religion Center's social media presence and marketing to include the A.D. Bruce Religion Center website: www.uh.edu/adbruce and other social media options.

Strategic Initiative 4: Expanded Partnerships

Expand 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 – Student Success; DSAES – Partnership, Resources

Action Step 4.1: Annual UH Memorial Service

Continue to work with Student Government Association, Student Affairs and Enrollment Services, Advancement, the UH Alumni Association in the development and planning of UH Day of Remembrance.

Action Step 4.2: Alumni Association/Hotel and Restaurant Management Partnership

Create a working partnership with the Alumni Association and the Hilton College of Hotel and Restaurant Management to create a collaborative engagement when working with customers for special events (weddings).

Action Step 4.3: Moores School of Music Partnership

Collaborate with the Moores School of Music to provide musical services for special events at A.D. Bruce Religion Center (weddings). In addition, work with their technicians to service the organ and standing piano. Create opportunities to schedule days and times where Moores School of Music students can practice on the organ in the University Chapel.

Action Step 4.4: Campus Recreation/UH Wellness Partnership

Collaborate with Campus Recreation and UH Wellness to provide meaningful student programs to enhance student engagement wellness physically, mentally and spiritually.

8. Recognizing that the potential to generate additional Student Service Fee income for FY2024 base funding is extremely limited and recognizing that it is likely that some units will not be allocated the new base budget and/or one-time funds requested. **Please provide a narrative of how your unit would accommodate a reduction of 3.5, 5.0 or 7.5% in your total FY2024 base Student Service Fee budget request and provide a line-item explanation of where budgetary cuts would be made. A spreadsheet has been created to assist in this process. Please include a copy of the spreadsheet with your questionnaire submission.**

For any of the scenarios, a budget reduction would have major implications on our departments' day to day operation.

Since we only have 2 full-time professional staff, the areas that will be affected the most would be hour student employees. As a result of each budgetary cut, our department would have to reduce its operation hours significantly. Because of the shorter department hours, our student employees would be the impacted the most significantly. In addition, the student groups, worship organizations and non-university customers who are considering hosting their events in our venue spaces would no longer have access to our building because it would be closed.

The reduction in operation hours could also indirectly affect other departments, like the Student Centers, as they could not be overwhelmed with requests from groups to accommodate their events.

We would also make cost reductions in advertising, office supplies and print and postal as these services would be limited due to the limited amount of hours the building would be open and services offered.

For student groups, worship organizations and non-UH clients who are looking to host their events during times when the building would not be open, we would possibly have to explore pass through costs for all clients to pay for the building to be staffed during hours when its closed. While that may sound like an intriguing opportunity, it actually could be one of our most challenging obstacles. To staff a building with employees who are not regularly working is one of the most difficult things to manage. The staff would for the most part transition from a scheduled staff to an stand-by/on-call staff. Now you don't even know if you can accept business reservation until you can secure available staff first.

The budget for A.D. Bruce Religion Center is not the healthy of budgets to begin with. In any of the provided reduction scenarios, the impact could be so great that the department may not regain what it loses in customer support, staff retention, revenue generation and program attendance.

3.5% Budget Reduction: \$7,965

5% Budget Reduction: \$11,133

7.5% Budget Reduction: \$17,068

Current Budget	Base FY24 Budget	\$ 227,573	
Budget Reduction	3.5% Cut	\$ 7,965	
Admin Fee	6% Admin Fee	\$ 451	Explanation & Impact of 3.5% Cut
	Student Wages	\$ 4,764	<p>Building operational hours would need to be reduced. As a result, student wages would be reduced.</p> <p>Reduction of building hours directly impacts the buildings' ability to host events, particularly in the evening hours. Registered Student Organizations would be forced to look towards other campus buildings to host their events. This would also greatly impact the buildings ability to earn revenue as many paying clients would be turned away to due to our building not being open to accommodate their needs. A reduction of building hours in this scenario would be the building hours being reduced all 7 days a week until 5pm.</p>
	Advertising	\$ 750	<p>Advertising efforts would be reduced.</p> <p>Advertising efforts would have to reduce its advertising reach. This reduction would immediately force the department to remove any advertisements with The Cougar.</p>
	Supplies	\$ 500	<p>Office supplies would be reduced by one-third.</p> <p>The office would be challenged to operate with only a two-thirds of its budget. As a building and department we greatly depend on every dollar. This reduction would force the office to possibly not have all the supplies needed for the office to function.</p>
	Printing/Freight	\$ 500	<p>Printing expenses for outsourced projects would be reduced.</p> <p>The printing of items like flyers and campus yard signs would be significantly reduced. We would not be able to have enough promotional items like flyers and yards signs to last throughout the year. Which will lead to a drastic reduction in program attendance and outreach efforts. Attempting to tell the campus about the building and programs offered without flyers or information to give would be a challenge scenario.</p>
	Programs	\$ 1,000	<p>Programming/Events line would be reduced.</p> <p>The signature programs and events which are supported by AD Bruce would need to be revisited. Particularly we would need to identify how the programs would find some form of sponsorship to keep them going or sunset the programs. Both options could have a lasting impact about the importance of student interaction and the lack of support provided for student engagement with faith, religion and spirituality learning and development.</p>

Current Budget	Base FY24 Budget	\$ 227,573	
Budget Reduction	5.0% Cut	\$ 11,379	
Admin Fee	6% Admin Fee	\$ 644	Explanation & Impact of 5.0% Cut
	Student Wages	\$ 5,485	<p>Building operational hours would need to be reduced. As a result, student wages would be reduced.</p> <p>Reduction of building hours directly impacts the buildings' ability to host events, particularly in the evening hours. Registered Student Organizations would be forced to look towards other campus buildings to host their events. This would also greatly impact the buildings ability to earn revenue as many paying clients would be turned away to due to our building not being open to accommodate their needs. A reduction of building hours in this scenario would require the building close one day on the weekend (Sunday). The buildings ability to capitalize on generating revenue from weekend rentals would hurt not only our budget but also our reputation as an unavailable venue location. Additionally, hosting weekend worship services would now mean that students would have to find locations off campus to practice their worship.</p>
	Advertising	\$ 1,500	<p>Advertising efforts would be reduced.</p> <p>Advertising efforts would have to reduce its advertising reach. This reduction would immediately force the department to remove any advertisements with The Cougar. We would also need to review paid marketing via social media and cancel those marketing campaigns.</p>
	Supplies	\$ 750	<p>Office supplies would be reduced by half.</p> <p>The office would be challenged to operate with only half of its budget. As a building and department we greatly depend on every dollar. This reduction would force the office to possibly not have all the supplies needed for the office to function.</p>
	Printing/Freight	\$ 750	<p>Printing expenses for outsourced projects would be reduced.</p> <p>The printing of items like flyers and campus yard signs would be significantly reduced. We would not be able to have enough promotional items like flyers and yards signs to last throughout the year. Which will lead to a drastic reduction in program attendance and outreach efforts. Attempting to share with the campus about the building and programs offered without flyers or information to give would be a challenge scenario.</p>
	Programs	\$ 2,250	<p>Programming/Events line would be reduced/sunset.</p> <p>The signature programs and events which are supported by AD Bruce would need to be revisited. Particularly we would need to identify how the programs would find some form of sponsorship to keep them going or sunset the programs. Both options could have a lasting impact about the importance of student interaction and the lack of support provided for student engagement with faith, religion and spirituality learning and development. In this scenario, 1 of our signature programs would have to cancelled until funding could be identified to bring it back.</p>

Current Budget	Base FY24 Budget	\$ 227,573	
Budget Reduction	7.5% Cut	\$ 17,068	
Admin Fee	6% Admin Fee	\$ 966	Explanation & Impact of 7.5% Cut
	Student Wages	\$ 9,352	<p>Building operational hours would need to be reduced. As a result, student wages would be reduced.</p> <p>Reduction of building hours directly impacts the buildings' ability to host events, particularly in the evening hours. Registered Student Organizations would be forced to look towards other campus buildings to host their events. This would also greatly impact the buildings ability to earn revenue as many paying clients would be turned away to due to our building not being open to accommodate their needs. A reduction of building hours in this scenario would require the building to close on the weekend (Saturday & Sunday). The buildings ability to capitalize on generating revenue from weekend rentals would hurt not only our budget but also our reputation as an unavailable venue location. Additionally, hosting weekend worship services would now mean that students would have to find locations off campus to practice their worship.</p>
	Advertising	\$ 2,000	<p>Advertising efforts would be reduced.</p> <p>Advertising efforts would have to reduce its advertising reach. This reduction would immediately force the department to remove any advertisements with The Cougar. We would also need to review paid marketing via social media and cancel those marketing campaigns. With the reduction of revenue from reduced operation hours, we would need to follow suit with reduction in advertising expenses.</p>
	Supplies	\$ 750	<p>Office supplies would be reduced by half.</p> <p>The office would be challenged to operate with only half of its budget. As a building and department we greatly depend on every dollar. This reduction would force the office to possibly not have all the supplies needed for the office to function.</p>
	Printing/Freight	\$ 1,000	<p>Printing expenses for outsourced projects would be reduced.</p> <p>The printing of items like flyers and campus yard signs would be significantly reduced. We would not be able to have enough promotional items like flyers and yards signs to last throughout the year. Which will lead to a drastic reduction in program attendance and outreach efforts. Attempting to share with the campus about the building and programs offered without flyers or information to give would be a challenge scenario.</p>
	Programs	\$ 3,000	<p>Programming/Events line would be reduced/sunset.</p> <p>The signature programs and events which are supported by AD Bruce would need to be revisited. Particularly we would need to identify how the programs would find some form of sponsorship to keep them going or sunset the programs. Both options could have a lasting impact about the importance of student interaction and the lack of support provided for student engagement with faith, religion and spirituality learning and development. In this scenario, 2 of our signature programs would have to be cancelled until funding could be identified to bring it back. This would affect our faith-based students but also student who deal with different forms of food insecurity. These student would be left to identify alternative opportunities, new community of like minded peers and comforting safe spaces.</p>

9. 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 will continue to benchmark with local venues and colleges and universities to stay competitive in the pricing of event space and facility services with the ultimate goal of increasing revenue. We will also continue to research opportunities where we can increase our visibility as a reservation venue for weddings, receptions and celebrations of different types.

The Rockwell Endowment continues to provide annual support for the operation of the Religion Center.

The Religion Center collaborates with University Development to identify foundations, grants and individual donors to support program initiatives and the Restoration of and Transformation of the Religion Center.

10. 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

11. Please use the following file naming conventions when submitting your pdf files to the Dean of Students:

FY24Q_DepartmentName	Questionnaire
FY24AOT22a_DepartmentName	Add'l One time request - change "a" to "b", "c", etc for additional one-time requests
FY24WS_DepartmentName	Excel worksheet
FY24BA_DepartmentName	Base Augmentation request
FY24OTa_DepartmentName	One time request - change "a" to "b", "c", etc for multiple one-time requests
FY24PRES_DepartmentName	Presentation

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 (PDF format) to: Chair, SFAC
 % Dean of Students Office
 dlyoung4@central.uh.edu

STUDENT SERVICE FEE Questionnaire

Name of Unit: A.D. Bruce Religion Center

Dept#:

	FY 2024	FY 2024	FY 2024	FY 2024
Funding Sources	Base Budget	Amount of 3.5% Reduction	Amount of 5.0% Reduction	Amount of 7.5% Reduction
Student Service Fees- Base Budget	227,573	7,965	11,379	17,068

Expenses		Amount of 3.5% Reduction	Amount of 5.0% Reduction	Amount of 7.5% Reduction	
Salaries and Wages					
Full-time Employee Salaries					
Student Workers Wages		4,764	5,485	9,352	
Graduate (GA/IA) Students Wages					
Fringes		-	-	-	
Salaries/Fringes Total		4,764	5,485	9,352	
Other Expenses					
Advertising		750	1,500	2,000	
General Office Supplies		500	750	750	
Printing/Postal/Freight		500	750	1,000	
Programs /Events		1,000	2,250	3,000	
Professional Development					
Travel					
Admin Charge	Enter %	6%	451	644	966
Other Expenses Total		3,201	5,894	7,716	
TOTAL EXPENSE		7,965	11,379	17,068	
Amount left to allocate		0	(0)	(0)	