



From the CHANCELLOR AND PRESIDENT

November 11, 2024

Dear Horned Frogs,

The Texas Christian University Board of Trustees convened November 6-8, 2024, for its Fall 2024 Board of Trustees Retreat/Meeting. Trustees engaged in numerous discussions on significant matters, including a Day of Dialogue to review and discuss the new strategic plan, followed by committee meetings and a full Board meeting agenda that included updates on the University budget, Campus Master Plan and other priorities. The Board extended its ongoing appreciation to the TCU community for its unwavering commitment to academic excellence, student success and fostering a world-class, values-centered community.

Strategic Plan

In Spring 2024, under the direction of the Board of Trustees, TCU embarked on an inclusive process to draft a new strategic plan to guide the University to a sustainable future. Led by President Daniel W. Pullin and guided by the Board's vision provided during the Day of Dialogue in January 2024, strategic planning efforts included input from more than 10,000 community members through surveys, town hall meetings, workshops and other focused stakeholder engagement sessions, with more than 200 TCU faculty and staff members directly involved in writing the plan. After 10 months of envisioning the future together, TCU's next strategic plan was presented to the Board by President Pullin at the Fall 2024 Board of Trustees Retreat/Meeting.

The Board unanimously approved TCU's new strategic plan, **LEAD ON: Values in Action**, and highly commended the work of the TCU community for their significant efforts to envision TCU's future. Following the direction and vision of the Board and representing the

University's collective aspirations, the innovative strategic plan builds on TCU's momentum and strength to lead TCU to new heights and greater levels of student success and impact. TCU's Values of Integrity, Engagement, Community and Excellence are foundational to the **LEAD ON: Values in Action** strategic plan, which is comprised of four strategic pillars: 1) Student-centered Growth, 2) Research, Scholarship and Creative Activities, 3) Athletics, and 4) Community Engagement. Continue reading for additional details in the summary below.

Welcome New Trustees

We extend our sincere thanks to the Board of Trustees for their significant contributions to TCU's success. Their leadership, expertise and generous dedication of time and resources continue to be instrumental in shaping TCU's future.

Chair Kit T. Moncrief welcomed three new members to the TCU Board of Trustees with terms beginning June 1, 2024: Trustees Darla "DD" Alexander '82 (MBA '85) and Macy L. Hill '02 (MLA '11, MBA '12) and Ex-Officio Trustee Scott Moore '81, Alumni Association Representative.

The Board of Trustees' fiduciary role and strategic stewardship of TCU are among their most significant duties. Sustainability is a top priority as we continue to invest in TCU's academic and student experience, plan for strategic growth and evaluate the ongoing impact of economic factors on costs. Continue reading for details regarding these initiatives and other important topics.

On behalf of the Board, thank you, TCU students, faculty and staff, for all that you do to make TCU an inspiring, innovative, values-centered leader in higher education. As we look to the future, TCU will continue to LEAD ON by advancing our mission to educate individuals to think and act as ethical leaders and responsible citizens in the global community.

Sincerely,

Victor J. Boschini, Jr.
Chancellor

Daniel W. Pullin
President

Board of Trustees Summary, Fall 2024.

UNIVERSITY TUITION FOR THE 2025-2026 ACADEMIC YEAR

In support of sustainability and initiatives to enhance TCU's academic and student experience, the Board approved a 3% tuition rate increase for the 2025–2026 academic year. This increase allows the University to maintain and advance TCU's standard of excellence while addressing economic factors consistently impacting costs.

- **Trustees approved a 3% tuition rate increase for the 2025-2026 academic year. Need-based aid will also increase by 3% to match student and family need.**
- Neeley School of Business Differential Tuition rate will also increase by 3%, in line with the 3% TCU tuition increase.
- The Anne Burnett Marion School of Medicine at TCU tuition rate will increase by 3%.

The Board reaffirmed its commitment to ensuring that TCU remains accessible to all academically talented and qualified students, regardless of their economic circumstances. The Board expressed its commitment to financial stewardship and a desire to stabilize tuition increases, given the consistently rising costs of operational expenses.

CAMPUS MASTER PLAN & MAJOR CAPITAL PROJECTS

Developed from insights and feedback from the TCU community and approved by the Board at the Spring 2024 Board of Trustees meeting, the [Campus Master Plan](#) represents TCU's collective vision for the University's living and learning environment. In alignment with the new strategic plan, the Campus Master Plan is guided by seven core initiatives: improving academic facilities to support TCU's mission and focus on quality; establishing the Anne Burnett Marion School of Medicine at TCU as a center for biomedical innovation; creating a green network in support of a comfortable, walkable campus; securing Athletics facilities as best-in-class for the Big 12 conference; supporting Berry Street as Fort Worth's "place to be"; connecting TCU to the Trinity River and beyond with new open spaces; and making East Campus a thriving residential and campus life hub.

The Board received updates on the following major capital projects, with discussions ongoing about opportunities for private investment to support the Campus Master Plan and a safer, more vibrant Berry Street area.

- **East Campus Parking Garage and Police Station Project:** The Board approved the East Campus Parking Garage and Police Station Project, which will provide infrastructure to support East Campus development, including the East Campus Residence Hall and Dining Project scheduled to open in Spring 2025 and other Campus Master Plan initiatives. The four-story parking garage will be constructed at the site of an existing parking lot as a component of a campus-wide parking strategy. The garage will provide 770 parking spots and will include nearly 13,000 square feet for a relocated TCU Police Station. The new station will consolidate TCU Police activities and consist of additional Public Safety capabilities, such as an Emergency Operations Center. The anticipated completion of the East Campus Parking Garage and Police Station Project is planned for Fall 2026.

- **Athletics Human Performance Center Renovation & Expansion Projects:** Construction on the donor-funded Athletics Human Performance Center Renovation & Expansion Projects, which includes two new facilities and renovating two others, is on track for a July 2025 completion. The projects focus on human performance, nutrition, restoration and wellness for all 22 varsity sports programs at TCU. The four facilities included in the projects are the new Mike and Brenda Harrison Football Performance Center, named in honor of Trustee Mike Harrison and Brenda Harrison; the new Simpson Family Restoration and Wellness Center, named in honor of the Simpson family; the renovation of the Bob Lilly Performance Center; and a new entryway for guests into the program’s facilities and the football headquarters.
- **East Campus Residence Halls and Dining Project:** Construction nears completion on TCU’s new East Campus Residence Halls and Dining Project with planned occupancy in Spring 2025. The project provides two new residence halls with 292 new residential beds for first-year students, a 550-seat dining facility and communal outdoor spaces. Gutierrez Hall, named in honor of Trustee Joe Gutierrez and Faith Gutierrez, is the new East Campus dining hall. Hill Hall, named in honor of Trustee Elliott Hill and Gina Garner-Hill, and Walsh Hall, named in honor of the family of Trustee F. Howard Walsh III, are the two new East Campus residence halls.
- **The Ed Landreth Hall and Auditorium Project:** Currently in the design development phase, the Ed Landreth Hall and Auditorium Project includes renovations and technology upgrades.
- **Sesquicentennial Plaza Project:** Located in the Intellectual Commons, the Sesquicentennial Plaza Project will commemorate the diversity of achievements throughout the history of TCU and recognize the top donors of Lead On: A Campaign for TCU. The space will serve as a gateway that reflects the University’s past, present and future and includes a special paving area with seat walls adjacent to the Clark Brothers statue. The Sesquicentennial Plaza Project is currently in the design phase.

CAPITAL PROJECTS NAMING APPROVALS

The Board reviewed recent electronic business that included the following naming approvals in recognition of generous TCU supporters:

- **Tucker Family Ballroom:** Previously called the Grand Ballroom in the Brown-Lupton University Union (BLUU), the Tucker Family Ballroom is named in memory of Jean Jones Tucker ’56 and Dr. William E. “Bill” Tucker ’56 in recognition of the generous philanthropic support of TCU from their family: TCU Trustee Jan Scully ’79, ’81 and husband Bob Scully ’81, Will Tucker and wife Galey Tucker ’82, and Vance Tucker and wife Marcy Tucker.
- **Richards Well House:** The new Richards Well House structure on the front lawn of The Harrison administration building gracefully marks a prominent entrance to the south side campus. The Richards Well House is named in recognition of a generous gift from Emeritus Trustee Nancy Tartaglino Richards in honor of her six grandsons, Bennett,

Hayes, Hudson, Harrison, Joseph and Robbie Richards and the Tartaglino Richards Family Foundation.

- **Baker Martin Creative Commons:** Previously called the Creative Commons, the green space between the TCU Music Center and the Fine Arts Building is now named the Baker Martin Creative Commons in recognition of a generous gift from Fort Worth philanthropist Louella B. Martin in support of the Ed Landreth Hall and Auditorium renovation project.

ENROLLMENT AND FALL 2024 12TH CLASS DAY

The demand for a TCU education remains healthy and strong, with strategic increases in undergraduate and graduate enrollment and the retention rate for first-year students remaining high. The first day of class for the Fall 2024 semester was August 19, 2024, and the 12th class day fell on September 4, 2024. The 12th class day is designated for official Texas census data reporting by the Texas Higher Education Coordinating Board. The Fall 12th class day data are used for all official internal and external reporting. Interim Provost and Vice Chancellor for Academic Affairs Dr. Floyd Wormley reported the following official 12th-day statistics:

- Total Enrollment – 12,938
- Undergraduate Enrollment – 11,049
- Graduate Enrollment – 1,889
- Entering Baccalaureate First-Year Students – 2,453
- Entering Baccalaureate Transfer Students – 347
- Retention of Fall 2023 First-time, Full-time students – 92.9%
- Retention of Fall 2023 Transfer students – 86.3%

LEAD ON: VALUES IN ACTION STRATEGIC PLAN

The Board of Trustees met on January 22, 2024, for a Day of Dialogue to address issues of strategic growth, athletics, research and community engagement. As an outcome of the Day of Dialogue, Chair Moncrief, on behalf of the Board of Trustees, charged President Pullin with beginning an inclusive planning process to develop a new strategic plan to present to the Board for review and approval at the Fall 2024 Board of Trustees Retreat/Meeting.

Led by President Pullin and faculty co-chairs Dr. Emily Lund, Dr. Kevin Knight, Dr. John T. Harvey and Dean Amy Hardison Tully, Deputy Athletic Director Ryan Peck and Dr. Susan M. Weeks serving as Project Manager, the new strategic plan was developed with input from over 10,000 community stakeholders through surveys, forums and other feedback, and more than 200 faculty and staff directly involved in writing the plan. It builds on the success of TCU's previous strategic plan, *Vision in Action: Lead On*, and the University's current momentum and strength.

The new strategic plan was reviewed and unanimously approved by the Board of Trustees during the Fall 2024 Board of Trustees Retreat/Meeting. Chair Moncrief, on behalf of the

Board, conveyed her sincere appreciation to the TCU community for their dedication and hard work in developing a bold, innovative strategic plan that represents the TCU community's collective vision for a sustainable future.

Guided by TCU's core values, the **LEAD ON: Values in Action** strategic plan is comprised of four strategic pillars: 1) Student-centered Growth, 2) Research, Scholarship and Creative Activities, 3) Athletics, and 4) Community Engagement, which shape an interdependent system of initiatives across all pillars to ensure TCU continues its upward trajectory as a world-class university.

LEAD ON: Values in Action will lead TCU to its next chapter by: delivering an exceptional student experience to an expanded student body; solidifying TCU as the premier research institution for Fort Worth by increasing research, scholarship and creative activities; elevating TCU athletics' winning legacy and student-athlete experience; and being the institution that writes the next chapter for Fort Worth and beyond in partnership with the community.

Additional details for the TCU community are forthcoming.

ANNE BURNETT MARION SCHOOL OF MEDICINE AT TCU

The Anne Burnett Marion School of Medicine at TCU welcomed its sixth class of students in July 2024. Securing a seat in the class remains competitive, with 6,590 applications for 60 slots. The Burnett School of Medicine achieved two major milestones in 2023: graduating its first class of medical doctors and receiving full accreditation from the Liaison Committee on Medical Education (LCME).

Chair Moncrief cited the generosity of Trustee Greg Arnold and Ashley Arnold, for whom the medical school's new state-of-the-art medical education building is named. Located in Fort Worth's Medical Innovation District in the Near Southside neighborhood, Arnold Hall opened in the summer of 2024 and was dedicated in September 2024. The stunning 96,000-square-foot education facility further establishes TCU as a vital partner in elevating the national profile of TCU and Fort Worth as a hub for innovation, health care and education.

INTRODUCTION OF NEW EXECUTIVE LEADERS

President Pullin introduced new executive leaders and members of the President's Cabinet, Ms. Merianne Kimmel Roth, Vice Chancellor for Marketing & Communication, and Mr. Thomas "Tom" Wavering, Chief University Strategy & Innovation Officer (CUSIO).

Ms. Roth served as TCU's Associate Vice Chancellor for Communication for five years before her appointment as Vice Chancellor for Marketing & Communication in May 2024. Her career and experience span corporate and community executive leadership roles, and she is already making a significant impact in leading the University's marketing and communication strategies and initiatives.

Mr. Wavering previously served as executive director of the Tom Love Innovation Hub and as an entrepreneurship faculty member at the University of Oklahoma. The CUSIO role is a new executive position for TCU, charged with driving forward-thinking strategies and fostering innovation and community engagement.

FALL 2024 HOUSING OCCUPANCY

Dr. Kathy Cavins-Tull, Vice Chancellor for Student Affairs, reported Housing occupancy to the Board, calculated at the beginning of each semester and reported with the University Fall 2024 12th day data.

- The total number of students living in campus housing is 5,292
- Residence halls are occupied at a rate of 100% of hall capacity
- Adding the extended occupancy in Liberty Lofts, University House and Village East increases the occupancy rate to 107%
- Fraternity Halls are occupied at a rate of 100% of hall capacity
- Sorority Halls are occupied at a rate of 99% of hall capacity

PROVOST SEARCH UPDATE

In December 2023, Provost and Vice Chancellor for Academic Affairs Dr. Teresa Abi-Nader Dahlberg was named president of the University of Tampa. With the announcement, TCU named Dr. Floyd L. Wormley as Interim Provost and Vice Chancellor for Academic Affairs. In Spring 2024, President Pullin engaged Korn Ferry as the executive search firm to facilitate the search for the next Provost and Vice Chancellor of Academic Affairs. The executive search officially commenced in August 2024 with the goal of hiring the next Provost and Vice Chancellor for Academic Affairs in December 2024. Final candidates will visit campus at the end of November/early December. The search committee is led by co-chairs Dr. Kathy Cavins-Tull, Vice Chancellor for Student Affairs, and Dr. Omar Harvey, Past-Chair of the Faculty Senate, Professor and Chair of Geological Sciences.

DEAN SEARCH UPDATE

The Board received updates on recently appointed Dean positions:

In Summer 2024, Dr. Craig Crossland joined TCU as the John V. Roach Dean of the Neeley School of Business after serving as Senior Associate Dean for Academic Programs for the Mendoza College of Business at the University of Notre Dame.

Ms. Mandy Castro was selected as the Dean of Undergraduate Admission and began her new role on August 1, 2024. Ms. Castro previously served as the Director of Undergraduate Admission at TCU since 2017 and was responsible for domestic first-year and transfer recruitment and admission. Ms. Castro replaces Mr. Heath Einstein, who, after serving as Dean of Admission since 2017, was selected as Vice Provost of Enrollment Management.

APPROVAL OF FACULTY TENURE AND PROMOTION

After thoughtful review at multiple levels within the University, per the process outlined in the Faculty Handbook and upon the recommendation of the Provost, the President and the Chancellor, the Board approved tenure and promotion recommendations as presented for one faculty member. Additional tenure and promotion recommendations will be presented at the Spring 2025 board meeting.

INTERCOLLEGIATE ATHLETICS

The Board reviewed the upcoming *House v. NCAA* class action lawsuits settlement and how TCU will fully participate at the maximum level in the permissible revenue-sharing plan with its student-athletes.

Chair Moncrief recognized the recent accomplishment of Trustee Elliott J. Hill '86 who has been named President and Chief Executive Officer of NIKE, Inc. Trustee Hill is a visionary leader who has had an immeasurable impact on TCU as a mentor to student-athletes, coaches and many others in TCU Athletics, and, through his previous work with Nike, has been instrumental in growing the TCU brand globally.

Among the athletics highlights were the recent accomplishments of TCU's dedicated and talented student-athletes, coaches and staff, including the success of the Women's Soccer Team, which won its third Big 12 Conference regular-season championship in five seasons with Head Coach Eric Bell named the Big 12 Coach of the Year for the third time in his tenure at TCU.

UNIVERSITY ADVANCEMENT

Trustees received reports on philanthropic support and the success of the 2024 TCU Gives Day, which raised its second-highest amount in its 11-year history. Thanks to the generosity of TCU supporters, the University surpassed its 2024 TCU Gives Day goal, with 3,066 donors generously giving more than \$1.86 million in support of TCU's people and programs.

The Board expressed its desire to sustain fundraising momentum and continue to seek significant philanthropic investment to support TCU's financial accessibility for students and families, help increase TCU's academic profile and reputation and grow the University's endowment in support of the new **LEAD ON: Values in Action** strategic plan and Campus Master Plan initiatives.

RESOLUTIONS IN MEMORIAM

Resolutions in Memoriam were presented with gratitude to honor four cherished Emeritus Trustees who had a profound impact on the University and who will be remembered for their

remarkable vision and commitment to TCU: William E. “Bill” Steele III, Benjamin “Ben” Johnson Fortson, Jr., Ronald “Ronnie” William Clinkscale and G. Malcolm Louden.

Emeritus Trustee William E. “Bill” Steele III ’61 (MBA ’63) was a devoted Trustee of Texas Christian University from 1986 to 2014. He served as a Trustee Emeritus from 2014 until his death on April 23, 2024. Mr. Steele participated as a member of the Investment, Intercollegiate Athletics, and Buildings & Grounds Committees of the Board, and he was active in the Fort Worth community as a businessman and civic leader. He studied mathematics and physics at TCU, graduating with a Bachelor of Arts in 1961. Later, in 1963, he earned his MBA from TCU.

Emeritus Trustee Benjamin “Ben” Johnson Fortson, Jr. ’57 was a devoted Trustee of Texas Christian University from 1986 to 1994 and served as a Trustee Emeritus from 1994 until his death on May 19, 2024. He served ably on the Fiscal Affairs and Intercollegiate Athletics Committees of the Board. He was active in the Fort Worth community as a businessman, civic leader and supporter of the Fort Worth arts. Mr. Fortson received many awards and recognitions, such as the Exchange Club’s Golden Deeds Award and the TCU Royal Purple Award, among many others. He was regarded as a TCU champion with an enduring love for his alma mater.

Emeritus Trustee Ronald “Ronnie” William Clinkscale ’55 was a devoted Trustee of Texas Christian University from 1985 to 2016 and served as a Trustee Emeritus from 2016 until his death on July 10, 2024. He participated as a member of the Executive, Audit, Risk & Compliance, Trusteeship, Investment and Fiscal Affairs Committees of the Board. Mr. Clinkscale played football for TCU in the 1950s and earned All Southwest Conference quarterback honors. A dedicated alumnus, Mr. Clinkscale was awarded the President’s Service Award at the 1986 TCU National Alumni Awards Dinner and inducted into the Lettermen’s Hall of Fame in 1999.

Emeritus Trustee G. Malcolm Louden ’67 served on the Texas Christian University Board of Trustees from 1978 to 2020 and was a Trustee Emeritus from 2020 until his death on October 15, 2024. He participated on the Executive, Development, Fiscal Affairs, Intercollegiate Athletics, Investment and Building & Grounds Committees of the Board, four of which he chaired, as well as the Minerals Subcommittee and Amon G. Carter Stadium Expansion Special Committee. Mr. Louden served as Student Government Association (SGA) President and was honored as Mr. TCU during his time as a TCU student. He graduated in 1967 with a Bachelor of Business Administration. A devoted alumnus, Mr. Louden was recognized with the President’s Service Award, Valuable Alumnus Award and Royal Purple Award, as well as designated as an Honorary TCU Letterman.