

CASE FOR SUPPORT EXECUTIVE SUMMARY

THE VISION

Texas Christian University is uniquely positioned to deliver what is most needed in our challenging times: *a world-class, values-centered university experience that produces ethical leaders with the power, the skills and the commitment to transform the future.*

WHAT IS MEANT BY “WORLD-CLASS”?

TCU will be recognized among the finest universities anywhere in the select academic areas in which it competes. TCU will provide a student experience surpassed by none. TCU graduates will compete successfully with the best graduates from the best schools across the globe.

WHAT IS MEANT BY “VALUES-CENTERED”?

TCU will provide a university experience that:

- Builds upon a unique church relationship that affirms the personal search for meaning and encourages students to think for themselves;
- Provides academic and co-curricular programs that develop ethical leaders ideally suited for a rapidly changing world; and
- Offers opportunities to solve significant societal problems.

ACHIEVING THE VISION

TCU will achieve its vision only with superlative **academic programs, scholarships** that will attract the students who can benefit most from a TCU education, outstanding and committed **teacher-scholars**, vital new **facilities**, an ethical and winning **athletic program** and a strong **Annual Fund**. Consequently, the University is embarking upon its most ambitious comprehensive fund-raising campaign, with a preliminary goal of \$250 million. To realize this goal, we anticipate strong donor support in each of the six areas of emphasis:

Academic Programs	\$40 million	Facilities	\$45 million
Scholarships	\$65 million	Athletics	\$45 million
Faculty	\$20 million	Annual Fund	\$35 million

1. ACADEMIC PROGRAMS - \$40 MILLION

GOAL

*Earn recognition among
the world's finest universities
in key academic areas*

ACTION

Construct a School of Music complex
Create a pianist-in-residence endowment

Construct a student media center for the Schieffer School
Enhance the Schieffer Symposium and Fellows Program
Endow scholarships and fellowships for the Schieffer
School

GOAL

Enhance TCU's values-centered educational community

ACTION

Create the Institute for Childhood Studies
(An interdisciplinary research center at Harris College of Nursing & Health Sciences)

Establish the Neeley Special Education Institute
Enhance KinderFrogs and Starpoint schools
(Research institute and laboratory schools for children with special needs)

Create a LEAP Classroom
Enhance the Institute of Math, Science and Technology

Strengthen the Institute of Applied Psychology
(Research center in College of Science & Engineering focusing on adoption and attachment disorders and cognition, creativity and self-regulation)

Create The Centers for Leadership
(Interdisciplinary approach to coordinate academic and co-curricular leadership initiatives)

GOAL

Build upon TCU's academic strengths

ACTION

Enhance the Center for Texas Studies
Enhance the Center for Civic Literacy
Enhance the writing component of core courses

Establish the Gerontology Center

Create the Environmental Studies and Biological Conservation Institute
(in partnership with the Botanical Research Institute of Texas)

Enhance the Science and Engineering Institute
(Center in support of undergraduate research)

Enhance the Center for Remote Sensing
(Center specializing in use of satellite data and cutting-edge GIS technology)

Enhance Neeley School academic centers
(Leadership Center, Supply and Value Chain Center, Entrepreneurship Center)

Create endowments for library acquisitions and electronic resources

2. SCHOLARSHIPS - \$65 MILLION

GOAL

Recruit students who will benefit most from a TCU education

ACTION

Increase number of Chancellor's Scholars
(Program targeted to high-achievers with significant leadership potential)

Increase number of Community Scholars
(Program targeted to academically qualified students of color at local, predominantly minority high schools)

Increase the size of graduate fellowships

Increase the size and number of Ranch Management scholarships

3. FACULTY - \$20 MILLION

GOAL

Build upon TCU's academic strengths

ACTION

Add carefully targeted endowed chairs and professorships

Create fellows program for Honors course professors

Lower the student/faculty ratio to 13-1 from today's 15-1

4. FACILITIES - \$45 MILLION

GOAL

Enhance the quality of campus life

ACTION

Create the Campus Commons

Construct the University Union

Construct four new residence halls

Renovate the Ballet Building

Construct an academic building at Brite Divinity School

Renovate the Moore Building at Brite Divinity School

5. ATHLETICS - \$45 MILLION

GOAL

Build an ethical and winning athletic program

ACTION

Renovate Amon Carter Stadium
Construct an indoor practice facility
Construct an Olympic sports facility
Fund scholarships for student-athletes

6. ANNUAL FUND - \$35 MILLION

GOALS

Enhance TCU's values-centered educational community

Build upon TCU's academic strengths

Build an ethical and winning athletic program

ACTION

Raise budget-supporting, unrestricted funds

TCU AND FORT WORTH

- TCU and Fort Worth together represent a “New Texas” — vibrant, globally oriented and on the move.
- TCU and Fort Worth combine a frontier heritage with a commitment to leadership in the fine arts, business, education and overall quality of life.
- TCU and Fort Worth actively work together to develop and maintain a global reputation for that leadership.
- TCU is the premier lifelong learning resource for Fort Worth.
- In athletics, TCU is Fort Worth’s “home team.”



FROM THE CHANCELLOR

INTRODUCING THE CASE FOR SUPPORT

Texas Christian University is a one-of-a-kind institution. With our mission of educating ethical leaders in the global community, we provide all the advantages of a major university. Yet we also offer the highly personalized TCU experience.

Our students choose from 98 undergraduate majors. They benefit from a traditional liberal arts emphasis and innovative new programs. They learn in state-of-the-art classrooms. Their professors are leaders in their fields — true teacher-scholars. Academic offerings are rigorous. International experience is highly valued.

But most important, TCU is a place where priority is given to people. We educate more than just good accountants and engineers and entrepreneurs. Our graduates can deal with change and ambiguity. They can assess risk. They can motivate others. They are guided by a sound moral compass. These are the results of the high-touch experience that makes our university unique and a TCU education highly prized. It is this same high-touch experience that will continue to make a TCU education sought-after well into the future.

What TCU has accomplished is remarkable. But it is not enough.

We live in a time when technology is evolving exponentially... making unprecedented global connections and posing ethical dilemmas not even imagined a decade ago. We live in a time when jobs and the potential for influence appear to be migrating toward the emerging nations — a time when values clash at home and abroad.

We have the responsibility to prepare our students for future challenges and possibilities that we cannot even imagine today. We must guarantee that *nothing* can prepare them better than a TCU education.

I am convinced that TCU's destiny is to provide what is most needed in these uncertain times: *a world-class, values-centered university experience* that educates ethical leaders who can change the world.

Can TCU be truly *world-class*? Yes, and on our own terms. TCU will be recognized among the finest universities anywhere *in the academic areas in which we compete*. TCU will provide a student experience surpassed by none. And TCU graduates will compete successfully with the best graduates from the best schools across the globe.

What do I mean when I speak about *values-centered* initiatives? Our mission requires us to educate ethical leaders ideally suited for the interconnected, rapidly evolving, post-September 11th world. We are uniquely prepared to meet this challenge, for we honor the core values of honesty, rigorous inquiry and hard work. We share with our students a tradition of inclusiveness,

tolerance and service that grows from our Christian Church (Disciples of Christ) heritage. We recognize individual achievement, while nurturing a commitment to social justice and instilling the responsibility of giving back to society.

Yet we must do more. We must encourage our students to question conventional wisdom and the status quo. We must help them become conversant in the places where the world of intellect and the world of faith collide. We must prepare them to succeed in today's — and tomorrow's — complex environment. And we must reflect these values by using our resources to help solve today's significant problems and anticipate the future's greatest needs.

We can do no less.

THE CAMPAIGN FOR TCU **Creating A World-Class, Values-Centered University Experience**

Through *Vision in Action*, TCU's strategic planning effort, Trustees, faculty, staff, students, alumni and parents have charted the University's future. From this process has grown the vision of what TCU can become: an institution that delivers *a world-class, values-centered university experience*. But such educational excellence comes with a high price tag. Over the past half-decade, TCU has added new facilities and new programs. It has become a much better university. In doing so, the annual budget has grown by 43 percent. At the same time, tuition has provided an increasingly larger proportion of revenues. But with the annual cost of a TCU education at more than \$29,000, the University *cannot* continue funding its progress by simply increasing tuition. Current endowment income is dedicated to supporting both past and recent achievements, and we do not wish to incur unreasonable debt.

Yet we cannot let opportunity slip beyond our reach.

TCU will realize its vision only with superlative **ACADEMIC PROGRAMS, SCHOLARSHIPS** that will attract the students who can benefit most from a TCU education, outstanding and committed **TEACHER-SCHOLARS**, vital new **FACILITIES**, an ethical and winning **ATHLETIC PROGRAM** and a strong **ANNUAL FUND**. Consequently, the University is embarking upon its most ambitious comprehensive fund-raising campaign, with a preliminary goal of \$250 million. To realize this goal, we anticipate strong donor support in each of the six areas of emphasis:

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TRANSFORMING TCU

1. SUPERLATIVE ACADEMIC PROGRAMS

Building upon TCU's academic strengths, as well as the collegial and cooperative campus culture, the University has developed strategies to take its most promising offerings to the highest levels of excellence. Each school and college is poised for significant achievement that will come with new scholarships, improved facilities, additional endowed faculty positions and strengthened budget support, while the School of Music and the Schieffer School of Journalism are uniquely positioned for greater national and international recognition.

In addition, TCU is committed to becoming a values-centered educational community with the will and the ability to respond to the needs of our time with programs that can truly make a difference to society. The University's already strong programs for children, as well as the proposed Center for Ethical Leadership, will draw on the expertise of specialists across the campus to advance teaching, research and service to the greater community. As a result, TCU will be known as an institution that provides unique solutions to the needs of our community, our nation and our world.

THE SCHOOL OF MUSIC

The School of Music in the **COLLEGE OF FINE ARTS** has an unprecedented opportunity to move to the world-class level. Fort Worth and the Van Cliburn International Piano Competition are world-renowned. TCU's piano program draws students of great talent from across the globe, and its music professors perform on the international stage. Under the leadership of Richard Gipson and John Giordano, TCU will one day be listed among the likes of The Juilliard School, the Eastman School and the Indiana University Jacobs School of Music.

The Walsh Center for Performing Arts, funded through *The Next Frontier Campaign* a decade ago, has enabled the school to grow in stature and enrollment. But because of these factors, combined with the frequent use of the facility by the theatre department, the School of Music has outgrown the Walsh Center.

To become a top-tier school of music, a program that TCU can hold up as the best anywhere, it must have facilities that rival those of any music school in the country — facilities that state

clearly: *This* is how to accommodate a music school. TCU has plans for just such a facility, a \$15 million music complex that will help anchor the Berry Street corridor. This complex will fill a significant need in North Texas for a venue where community groups can practice and perform. Most important, the complex — combined with scholarships and new endowed positions — will be the centerpiece that moves the entire School of Music to the first rank.

THE SCHIEFFER SCHOOL OF JOURNALISM

Another program with great potential is the Schieffer School of Journalism in the **COLLEGE OF COMMUNICATION**. Focusing on TCU's values-centered mission of producing ethical and responsible leaders, the University will transform the Schieffer School into one of the best journalism schools in the nation, recognized among such programs as Columbia, the University of Missouri and Northwestern. As Bob Schieffer has observed: "In this time of unprecedented access to information, there is an unprecedented need for ethical and responsible journalists." TCU is extremely fortunate that this renowned journalist is a hands-on influence at the Schieffer School.

However, if the Schieffer School is to become a flagship program, construction of a new student media center is imperative. The \$8 million media center will be the home of the *TCU Daily Skiff*, KTCU and *TCU News Now*, freeing space in the Moudy Building for other Schieffer School programs. An anonymous \$1 million lead gift already has been made for the student media center.

TCU also will need scholarships to draw the most outstanding students to the Schieffer School, funds for scholars-in-residence and other faculty positions, and resources for initiatives such as the annual Schieffer Symposium that draws print and broadcast stars like Bob Woodward and Tom Brokaw to campus and elevates TCU's national and international visibility.

PROGRAMS FOR CHILDREN

TCU's already strong programs for children will be enhanced to benefit the most vulnerable members of our society.

HARRIS COLLEGE OF NURSING & HEALTH SCIENCES has fine programs focusing on children's needs. Common children's health problems already are topics of teaching and research in the college, including nutrition and fitness, asthma and respiratory problems, safety, and child abuse. The Miller Speech and Hearing Clinic conducts research and offers professional services to the community. The proposed Institute for Childhood Studies will provide an interdisciplinary, collaborative structure within Harris College to integrate these programs.

Early intervention is the primary method of improving a child's rate of early development and diminishing the long-term effects of learning disabilities during adolescence and adulthood. Throughout the nation, there is a severe shortage of special education teachers to direct this process. The **SCHOOL OF EDUCATION**'s recently launched Neeley Special Education Institute will address this critical problem and build upon TCU's strengths as the only university in the nation with two special education laboratory schools – KinderFrogs and Starpoint.

The Center for Applied Psychology in the **COLLEGE OF SCIENCE & ENGINEERING** combines and enhances two existing programs that offer unique solutions to societal needs. Faculty members in the Institute of Child Development conduct groundbreaking and life-changing research in the areas of adoption and attachment disorders, while researchers in the Institute of Cognitive Engineering address issues of cognition, creativity and self-regulation that affect both children and adults.

The campaign will provide the resources to support all of these values-centered programs and strengthen teaching, research and vital community outreach efforts.

THE LEADERSHIP CENTERS

The Leadership Centers will directly address the University's mission. Leadership development is a key element of the TCU experience, with the focus on ethical — or principled — leadership.

The University emphasizes personal responsibility in the classroom and beyond, and nurtures an ethos of community service. Departments across the campus address leadership within the academic context — for example, a minor in leadership studies. The **NEELEY SCHOOL OF BUSINESS** is the home of the new Luther Henderson Chair in University Leadership and will be a vital force in future leadership initiatives. In the liberal arts, **ADDYRAN COLLEGE OF HUMANITIES & SOCIAL SCIENCES** has established the Center for Civic Literacy — a program that not only will impact TCU but also the greater community. The **STUDENT AFFAIRS** division

has long been known for its co-curricular Leadership Center. What is missing is a structure to coordinate these many elements of leadership development. The new Leadership Centers will assume this critical function.

2. SCHOLARSHIPS

Students are TCU's most precious resource, and the University is at its best when educating high-achievers with significant leadership potential. **CHANCELLOR'S SCHOLARS** epitomize this ideal. In addition to outstanding grades and high test scores, Chancellor's Scholars come to the University with something extra: the potential for leadership and excellence. There are now 49 Chancellor's Scholars, just a dozen in each class. TCU is committed to increasing this number to 160, 40 in each class. A significant number of these full-tuition scholarships will be funded through the campaign. In addition to recruiting more students who can especially benefit from a TCU education, additional Chancellor's Scholars will help to raise the University's academic profile.

The **COMMUNITY SCHOLARS** program targets local, predominantly minority high schools with scholarships for academically qualified students of color. The scholarships provide 60 percent of the total cost of a TCU education, and other financial aid covers the remainder. Since the first class enrolled in 2000, nearly 100 Community Scholars have enriched not only their own lives, but also the TCU community as a whole. By all measures, the program has been a remarkable success — enhancing recruitment, retention and campus diversity. The University is committed to doubling the number of awards for Community Scholars from 65 to 130. A significant number of these scholarships will be funded through the campaign.

3. FACULTY

TCU graduates place tremendous value on relationships with their professors. These connections have been — and will continue to be — at the center of the TCU experience, differentiating this university from so many others. These relationships grow from the **TEACHER-SCHOLAR MODEL**. This means that the University seeks out professors who have a passion for teaching as well as for conducting research — a combination that keeps them at the top of their fields.

ENDOWED CHAIRS attract eminent national and international scholars. In turn, outstanding scholars attract other notable faculty and the brightest students. New endowed positions, such as a chair for the Honors Program, will be carefully targeted toward TCU's mission and aspirations. These positions will further strengthen the University and the teacher-scholar model.

At TCU, *all* professors teach, even the most distinguished. Consequently, the new endowed positions also will help move the University toward a **LOWER STUDENT/FACULTY RATIO**. TCU is committed to moving this key indicator of quality to 13 to 1 from today's 15 to 1. This will put TCU in line with other selective universities.

4. FACILITIES

TCU now can boast of outstanding facilities. In recent years, the University has constructed award-winning buildings and invested almost \$37 million in re-shoring existing classrooms and laboratories. Yet this work is not complete. Some of the finest programs lack facilities that will

help boost them to world-class status or attract future students. While much must occur before the music complex and the student media center are built, TCU soon will begin construction on the University Union.

CAMPUS COMMONS AND UNIVERSITY UNION

The Campus Commons with the University Union well illustrates TCU's emphasis on the total university experience. Long a priority, the Union will be the home of the most used student services. It will provide spaces for campus activities and organizations and will be the University's central food service area. Together, the Union and the Campus Commons will be the crossroads of campus life, where all the members of the University community come together — students, faculty, staff and graduates. While the majority of the Union's \$40.5 million cost will be funded through the sale of bonds, the Brown-Lupton Foundation has made a \$5 million lead gift. An additional \$10 million must be raised for the University Union during the campaign.

RESIDENCE HALLS

We know that the very best universities provide a rich residential life. But because of the limitations of the current physical campus, more than half of our students cannot live in university housing and therefore miss out on a full student-life experience. So in addition to the University Union, TCU is constructing four beautiful new residence halls in the Campus Commons to help reach TCU's goal of two-thirds of undergraduate students living in University-authorized housing. Donor support will account for \$10 million of this \$42.9 million project.

BALLET BUILDING

The University Union/Student Center project and the renovation and expansion of the Education Building will soon bring TCU's least adequate facilities up to its new standard of excellence. That will leave one academic facility — the ballet building — in woeful need of improvement. Though recognized for its excellence, the dance program is housed in one of the oldest campus buildings, one that *must* be upgraded at an approximate cost of \$9 million.

BRITE DIVINITY SCHOOL ACADEMIC BUILDING

BRITE DIVINITY SCHOOL is a leader in theological education and is counted among the nation's top divinity schools. With enrollment now at 320, Brite could easily grow to 350 or 400. Such an increase would boost the number of well-qualified candidates for ministry, not just for the Christian Church (Disciples of Christ), but also for the 22 other faith traditions represented at the Divinity School. A proposed three-level, 54,000-square-foot academic building will provide ample growing space for Brite's rapidly expanding student population and programs for the next half-century. A \$3-million lead gift from the family of Nell A. and W. Oliver Harrison has spurred fund raising for this much needed facility.

5. ETHICAL AND WINNING ATHLETICS

TCU is an athletic over-achiever, rivaling schools with enrollments and budgets that dwarf its own. Horned Frog athletics are a vital part of the TCU experience and are a national model for success of student-athletes. For example, the football team has finished as a Top-25 team in five of the last seven years. This year, in their first season in the competitive Mountain West, the

Frogs captured the conference championship and a ninth-place post-season national ranking. At the same time, TCU has one of the highest football graduation rates in the nation.

But the football program is making do with dated facilities. Seventy-five-year-old Amon Carter Stadium is inadequate for students and fans alike. TCU must provide better access for the disabled and upgrade the stadium with amenities such as suites and well-functioning restrooms. The stadium is being studied to determine the size and scope of the potential project, including total cost and fund-raising goal. An indoor practice facility is another need, along with an Olympic sports facility for spring sports. These facilities, along with additional scholarships for student-athletes, will enable the Horned Frogs to be competitive across the board with the nation's Top 20 athletic programs.

6. ANNUAL FUND

TCU's Annual Fund now realizes more than \$5 million a year, providing a powerful tool in the University's climb to world-class status. To realize \$5 million in expendable funds would require the addition of \$100 million to the endowment. The unrestricted funds provided through annual giving allow the University to make significant choices – choices such as offering scholarships to deserving students, renovating classrooms, hiring additional faculty members and updating technology. The Annual Fund is strong and must grow even stronger as TCU moves to new levels of excellence.

TOMORROW'S TCU

What will a successful campaign mean for this university? Tomorrow's TCU will be highly selective, attracting competitive students from all over the world — students with top GPAs and high test scores, combined with the desire and the potential to lead. TCU's professors will be stars in their fields, yet recognized for their passion for teaching. Facilities will be second to none. Academic programs will be ranked among the best anywhere, both for their quality and their impact upon society. TCU will be known for finding solutions and for transforming bright minds into great achievers.

To create academic programs that are ranked among the nation's best is an ambitious goal. To educate graduates with the desire and the power to change the world is a noble purpose. To achieve both — with your help — will be the hallmark of Texas Christian University.

For those who love TCU and are passionate about its future, the coming years provide the unprecedented opportunity to transform this distinguished institution. We invite you to join us as we create the TCU of tomorrow. With your leadership and with your investment, we can realize our ambitions, support our students and faculty, and deliver a world-class, values-centered university experience.