Theme 5: Building the Financial Foundation provides a financial plan for the implementation of the Acts of Determination proposed in the themes of this document. The financial model will consist of three key components for the procurement of future resources: fundraising, judicious stewardship, and operational enhancements. All three sources must work in concert to implement and sustain the Arts & Sciences vision so that, as Pro Futuris concludes, "we can be confident in our actions as we chart a path that honors our heritage, raises our sights, and spreads light to a world that needs what God has called and equipped us to offer."

**Acts of Determination**

- Creating a 10-Year Budget Pro Forma
- Development Initiatives
- Judicious Stewardship
- University Contributions to A&Spire
Theme 5 -- Creating a 10-Year Budget Pro Forma

**ACTION STEP:**
The Dean's Office, in consultation with the Provost's Office, will complete a budget plan itemizing revenues and expenditures in the areas of development, stewardship, and university support that will financially sustain A&Spire.

**ACCOMPLISHMENT**
- The Dean’s Office began the analysis of projecting revenues and expenditures as part of a 10-year budget model to acquire the resources above and beyond normal operational needs for implementation of A&Spire in the coming decade.

**NEXT STEP**
- Compile all of the budgetary requests from the various Theme taskforces and complete an initial model [Summer 2016].
Theme 5 – Development Initiatives/ Act of Determination 1:
Creating a $10 million Endowed Scholarship Plan for the Next Five Years

**Action Step:**
1.1 By Summer 2014 the Dean’s Office, in consultation with the Board of Advocates, Directors of Development in Arts & Sciences, and University Development, will create a prospectus for a $10 million scholarship campaign.

**Accomplishments**
- The STEM taskforce will submit the Science Fellows program proposal to the Arts & Sciences Curriculum Committee in the fall of 2015.
- The Hillis Scholars initiative has raised nearly $600K this past year towards an endowed goal of $1.5 M.
- The General Fund for scholarships increased to provide student tuition discounts in various academic areas of Arts & Sciences.

**Next Steps**
- Following approval of the Science Fellows program by the Arts & Sciences Curriculum Committee, Development will perform a feasibility study for future fund-raising activities (see Theme 4).
- Award the interest earnings on the Hillis Scholars initiative to 20 pre-medical students based on merit and/or need for research support and conference travel, beginning in the fall of 2015.
- Assess the Fellowship and Merit Scholars program for potential fundraising based on the strategic plan discussed in Theme 1.
- The Development Officers for Arts & Sciences (2.5 FTEs) will achieve an annual goal during the next five years, through endowment or annual giving, of at least $2M/year in scholarships.
- Assess the need for future development staff based on past successes and the need to access a greater number of potential donors.

1.2 By Fall 2014 Arts & Sciences Marketing and Communications will develop a strategy for the fundraising initiatives.

**Accomplishment**
- Arts & Sciences Marketing and Communications produced brochures and publicity materials for the Hillis Scholars fundraising program.

**Next Step**
- Continue efforts with Marketing and Communications and Development to coordinate activities with key donors for endowed scholarship initiatives.
Theme 5 – Development Initiatives/ Act of Determination 2:
Creating a $50 Million Development Plan for the Arts District

ACTION STEPS:

2.1 By Fall 2014 the Dean’s Office, in consultation with the Board of Advocates, Directors of Development in Arts & Sciences, and University Development, will identify donors who collectively will contribute at least one-half of the funding for the Arts District, resulting in named auditoriums, performance halls, museums, classrooms, laboratories, departments, and programs.

ACCOMPLISHMENT

- The size and scope of the Arts District project will be determined by donor interest in providing lead gifts. The project is to include the Hooper-Schaefer Fine Arts Center and the Lewis Art Building facilities to house the departments of Art, Theatre Arts, and Film and Digital Media.

NEXT STEPS

- Establish guidelines and develop a plan of action for fundraising activities for Phase 1 of the Arts District facility, to include:
  - contacting up to five donors as prospects for lead gifts; and
  - producing a brochure in preparation for these cultivation visits.
- Based on these steps, by December, 2015, the development team will determine the feasibility of continuing with the project.

2.2 By Spring 2015 the Dean’s Office, in consultation with the Board of Advocates, Directors of Development in Arts & Sciences, and University Development, will identify other donors for gifts to complete the project.

2.2 Following the implementation of the previous two steps, a public campaign to complete the fundraising activity will be launched, including consultation with Arts & Sciences Marketing and Communications.
Theme 5 – Development Initiatives/ Act of Determination 3: 
Creating a Development Plan to Endow Masters Programs in the Arts

**ACTION STEPS:**

3.1 To raise $3 million to endow a Master of Fine Arts (MFA) in Film and Digital Media to supplant the existing MA program. The Dean’s Office will develop a fundraising strategy by Fall 2014 targeted at donors who have voiced an interest in supporting this program and for creating a Department of Film and Digital Media to be housed in the Arts District.

**ACCOMPLISHMENTS**
- Matt and Carl Linder endowed academic programming in the new Department of Film and Digital Media.
- Interest earnings from the Linder’s $2M gift will be used for film production and for undergraduate and graduate student equipment.

**NEXT STEP**
- Based on the endowed gift from Matt and Carl Linder, the development officers will contact other donors who may give toward the creation of an MFA.

3.2 To raise $3 million to endow the existing MFA in the Department of Theatre Arts that will be housed in the Arts District. The Dean’s Office and the Directors of Development in Arts & Sciences will create a fundraising strategy by Spring 2015 targeted at current donors who have voiced an interest in supporting this program.

3.3 To assess the possibility of a fundraising initiative for an MFA program in the Department of Art.
Theme 5 – Development Initiatives/ Act of Determination 4:
Creating a Development Plan to Endow 12 Professorships in the Sciences

**ACTION STEPS:**

4.1 By Fall 2014 the Dean’s Office, in consultation with the Board of Advocates, Directors of Development in Arts & Sciences, and University Development, will design a campaign strategy for the sciences to endow 12 professorships/chairs in the name of current faculty and/or to create new endowed professorships ($36 M).

**ACCOMPLISHMENTS**
- The Department of Biology received a gift for an endowed chair.
- The Department of Geology and the Department of History each received annual gifts towards endowed chairs.

**NEXT STEP**
- Pursue a plan to secure two endowed chairs/professorships per year through gift and pledge agreements. The amount needed per endowed chair varies by discipline and according to when the endowment was established. To be fully endowed today, endowed chairs require a corpus of at least $2 M and professorships of at least $1.5 M.

4.2 By Fall 2014 Arts & Sciences Marketing and Communications will develop a strategy for the recommended fundraising campaign for endowed professorships.
Theme 5 – Development Initiatives/ Act of Determination 5:
Creating a Development Plan to Endow Existing Research Centers in the Sciences

ACTION STEP:
By Fall 2015 the Dean’s Office, in consultation with the Board of Advocates, will develop a plan for obtaining an additional $15 million to help fully endow the Center for Microscopy and Imaging and to endow the centers for Molecular Bioscience, Mass Spectrometry, and Nuclear Magnetic Resonance. Monies will be used to fund technical staff lines and research equipment.

Theme 5 – Development Initiatives/ Act of Determination 6:
Creating a Development Plan to Acquire Additional Research Space for the Sciences

ACTION STEPS:
6.1 The Dean’s Office, in consultation with the Board of Advocates, Directors of Development in Arts & Sciences, and University Development, will create a fundraising campaign to refurbish the BSB to convert existing classroom space, except auditoriums, to research laboratory space.

ACCOMPLISHMENT
• The Dean’s Office in consultation with the science chairs submitted future space plans for the BSB.

NEXT STEPS
• Finalize the cost estimates and develop an architectural plan for renovation of the BSB within the next five years, considering three options (see Theme 2):
  • internal renovations of BSB;
  • expanding the research wings of BSB; or
  • recasting the Clinical Health Science facility on the master space plan to a science wing of BSB.
• Based on the costs and the architectural plan, develop the fundraising strategy.

6.2 Contingent upon recommendations from the committee on space planning in Theme 4 – AOD 1, the Dean’s Office, in consultation with the Board of Advocates, Directors of Development in Arts & Sciences, and University Development, will create a plan to assess fundraising capabilities for the construction of a Clinical Health Sciences facility at the location identified on the master space plan adjacent to the BSB.

NOTE: The plan described in this action step has been eliminated because of the migration of the Department of Communication Sciences and Disorders to the new Robbins College of Health and Human Sciences.
Theme 5 – Development Initiatives/ Act of Determination 7:
Creating a Development Plan to Endow Masters Programs in the Sciences

ACTION STEPS:

7.1 By Fall 2015 the Dean’s Office, in consultation with the Board of Advocates, Directors of Development in Arts & Sciences, and University Development, will develop a strategy for assessing the possibility of endowing the MA and MS degrees in the Department of Communication Sciences and Disorders at a cost of approximately $3 million.

NOTE: The plan described in this action step has been eliminated because of the migration of the Department of Communication Sciences and Disorders to the new Robbins College of Health and Human Sciences.

7.2 By Fall 2015 the Dean’s Office, in consultation with the Board of Advocates, Directors of Development in Arts & Sciences, and University Development, will develop a strategy for assessing the possibility of endowing the existing MS degree in the Department of Geology at an approximate cost of $3 million.

ACCOMPLISHMENT
- The Department of Geology continues to raise significant funds to support master’s students through annual solicitations of petroleum companies. Future strategies will be developed to broaden the donor base.

Theme 5 – Development Initiatives/ Act of Determination 8:
Creating a Development Plan in the Humanities and Social Sciences

ACTION STEPS:

8.1 The Dean’s Office, in consultation with the Board of Advocates, Directors of Development in Arts & Sciences, and University Development, will consider a possible plan for endowing a Center for Baptist Studies with a plan of action to be completed by Summer 2014.

ACCOMPLISHMENT
- Dr. Doug Weaver (Department of Religion) was appointed as the Director of Church-State Studies.

NEXT STEP
- Develop a strategic plan that will articulate the resource needs for a Center for Baptist Studies.

8.2 The Dean’s Office, in consultation with the Board of Advocates, Directors of Development in Arts & Sciences, and University Development, will create a strategy for assessing the possibility of endowing six professorships/chairs ($12 million) during the coming decade, with a plan to be completed by Fall 2014.

Note: This act of determination has been merged with AOD 4 of the sciences in order to obtain two new endowed chairs/professorships per year in the coming decade regardless of discipline. Endowments, regardless of origin, are a financial benefit to the all of Arts & Sciences.
Theme 5 – Development Initiatives/ Act of Determination 9: Creating a Plan for a Comprehensive Capital Campaign

**ACTION STEPS:**

9.1 By Summer 2014 the Dean will meet with the Provost and Senior Vice President for Development and Strategic Initiatives to reach an agreement that University Development will assist with the major fundraising initiatives recommended in this proposal.

9.2 By Summer 2014 the Dean will meet with the Provost and Senior Vice President for Development and Strategic Initiatives to reach an agreement based on best practices nationally to allow the development staff to grow to assist with the critical fundraising initiatives in Arts & Sciences.

**ACCOMPLISHMENT**

- Target current fundraising initiatives for individually identified projects rather than from a broad-based capital campaign perspective (see A&Spire -- Theme 5, AOD 9: Overview of Potential Fundraising Initiatives).

**NEXT STEP**

- Assess the status of the individual Arts & Sciences initiatives to determine the relationship to the University’s next capital campaign.
Theme 5 – Judicious Stewardship/ Act of Determination 1: 
Endowing New Professorships

**ACTION STEP:**
Of the new faculty lines needed in the coming decade for Arts & Sciences STEM departments in general and for the health sciences in particular, we propose implementing a fundraising initiative to fund 12 of these lines through endowed professorships/chairs. Additionally, we propose to raise funds for six endowed professorships in the Humanities and Social Sciences. The action steps for fundraising for endowed professorships/chairs are discussed in Theme 5 – I. Development Initiatives – AOD 4 and AOD 8.

**ACCOMPLISHMENTS**
- Received earnings towards three endowed professorships, reducing salary obligations of the University for new faculty lines.
- Activated the Schotts Professorship to provide ongoing research monies for a new faculty line in the Department of Chemistry and Biochemistry.

**NEXT STEPS**
- Consider assigning new chairs/professorships to sitting faculty and then shifting those resources to an entry-level hire, as warranted.
- With assistance from Development and General Counsel, combine one or more underfunded chairs and professorships to provide adequate funding for positions.
Theme 5 – Judicious Stewardship/ Act of Determination 2:
Faculty Workloads

**ACTION STEPS:**

2.1 By Fall 2015 the Dean’s Office will complete the implementation of the faculty workload plan and will make faculty workload adjustments for the following academic year.

**ACCOMPLISHMENT**
- Completed the initial workload assessments.

**NEXT STEPS**
- During 2015-2016 the Dean’s Office will continue to assess the financial impact of implementing the new faculty workload guidelines. This extension for determining the financial impact is due to:
  - the complexities of the workload functions; and
  - an inordinately large freshman class in fall of 2014.
- Report on the financial impact of the implementation of the faculty workload plan in spring 2016.

2.2 Beginning in the 2015–2016 academic year, our goal is that on average each department will reduce by one course per semester the need for temporary lecturer monies. Currently Arts & Sciences allocates approximately $1.5 million per year for temporary lecturers. By achieving this goal, we can reduce the need for temporary lecturer monies by approximately $250,000 per year. The Dean will propose to the Provost that one-half of these savings be reinvested into Arts & Sciences for new staff lines.

Theme 5 – Judicious Stewardship/ Act of Determination 3:
Endowing Scholarships

**ACTION STEP:**
The Dean will seek approval, upon successful completion of the Arts & Sciences $10 million fundraising campaign, to direct one-half of the interest earnings to Arts & Sciences for hiring new staff lines.

**ACCOMPLISHMENT**
- Began assessment of this strategy.

**NEXT STEP**
- The Dean’s Office will enter into discussions about the possibility of a new development officer position based on past fundraising success.
Theme 5 – Judicious Stewardship/ Act of Determination 4:
Departmental Financial Profiles

ACTION STEP:
By Summer 2014 the two Financial Managers in Arts & Sciences will complete departmental financial profiles. Financial savings will be tracked beginning at this point.

ACCOMPLISHMENT
- In cooperation with each department chair, the Arts & Sciences financial managers analyzed the utilization of available resources, with a view to maximizing the use of operating budget funds for departmental initiatives.

NEXT STEPS
- Provide information to the departments regarding restricted funds, F&A Revenue Sharing funds, and previously unused endowment earnings so that these additional financial resources can be used to enhance departmental financial planning.
- Develop additional strategies for using existing funds to leverage the financing of larger initiatives.

Theme 5 – Judicious Stewardship/ Act of Determination 5:
Dean’s Office Financial Profile

ACTION STEPS:
5.1 By Summer 2014 the Dean’s Office will develop a model establishing baseline reserve funds needed for financial contingencies for an academic unit the size of Arts & Sciences.

5.2 By Summer 2014 the Dean’s Office will develop a budget model to expend excess funds each year above the reserve line for strategic projects.

ACCOMPLISHMENT
- The Arts & Sciences financial profile is near completion.

NEXT STEPS
- The Dean’s Office will finalize the financial profile for Arts & Sciences and present to the Council of Chairs in fall 2015.
- Begin implementing this plan by distributing discretionary monies in a targeted manner towards operational categories, such as new equipment or technology, new initiatives, and additions to departmental budgets.
Theme 5 – Judicious Stewardship/ Act of Determination 6:
Endowing Existing Professorships

**ACTION STEPS:**

6.1 By Spring 2015 the Dean, in consultation with department chairs, will appoint four faculty to existing professorships/chairs, each endowed to at least $1 million but not assigned to any current faculty members. This will provide discretionary monies for faculty and help relieve pressures from departmental operational budgets.

**NEXT STEP**
- The Dean’s Office in collaboration with the department chairs and the development team will make this determination.

6.2 By Fall 2015 the Dean’s Office will determine whether to remove, combine, or enhance the remaining partially endowed professorships/chairs in accordance with donor agreements.

Theme 5 – Judicious Stewardship/ Act of Determination 7:
Endowing Research Centers

**ACTION STEP:**

By Fall 2015 for each endowed center, the Dean will secure an agreement from the Provost to allow reinvestment of these operational monies back into other centers or toward new staff lines.

Theme 5 – Judicious Stewardship/ Act of Determination 8:
Endowing Masters Programs

**ACTION STEP:**

By Fall 2015 the Dean’s Office, in consultation with the Board of Advocates, Directors of Development in Arts & Sciences, and University Development, will develop a fundraising initiative for these four graduate program areas. For each program, endowed savings should be reinvested into other graduate studies areas of Arts & Sciences.
Theme 5 – Judicious Stewardship/ Act of Determination 9: Strengthening Staffing Efficiencies

**ACTION STEPS:**

9.1 By Summer 2015 the Dean’s Office, in consultation with department chairs from the sciences, will determine future technical staffing needs for research enhancement through core facilities and within departments and will develop a plan for securing resources from a combination of fundraising reinvestment activities or from the University.

**ACCOMPLISHMENT**

- See Theme 2

9.2 By Fall 2015 the Dean’s Office will determine, in consultation with Human Resources and the Provost’s Office, current staffing levels and expertise and compare these to best practices of comparable universities.

9.3 By Fall 2015 the Dean’s Office will determine the number of new clerical staff needed and will develop a plan of action for securing resources from a combination of fundraising reinvestment strategies or from the University.

Theme 5 – Judicious Stewardship/ Act of Determination 10: Facilities and Administrative Revenue Sharing

**ACTION STEP:**

By Summer 2015 the Dean’s Office will develop a proposal to adjust F&A revenue sharing among the departments, Dean’s office, and Provost’s Office beginning with the 2015–2016 academic year. The Dean’s Office share, based on some percentage increase in future granting expenditures, would be reinvested into escalating start-up costs and various other initiatives related to scholarly endeavors.

**NEXT STEP**

- The Provost’s Office is reviewing a plan to allow the Dean’s Office and departments to retain salary buyout monies for operational and strategic initiatives by spring of 2016.

Theme 5 – Judicious Stewardship/ Act of Determination 11: Enrollment Management

The 10-Year Enrollment Management Plan for Arts & Sciences aspires to a freshman retention rate of 90%. Two years into implementation of the plan, retention has already increased by two percentage points to 88%. Each percentage point increase reduces the necessity of drawing from the University operational budget by as much as $1 million.
Theme 5 – University Contributions to A&Spire

**ACTION STEPS:**

1. The University will in good faith attempt to provide faculty lines and associated start-up and facilities costs on an annual basis in order to reach the stated 10-year goal of hiring in Arts & Sciences.

2. The University will in good faith maintain operational budgets with modest annual growth rates.

3. The University will in good faith provide staffing needs where appropriate and other forms of faculty support regarding teaching and research.

4. The University will in good faith allow for savings through development and stewardship activities to be reinvested into Arts & Sciences.