



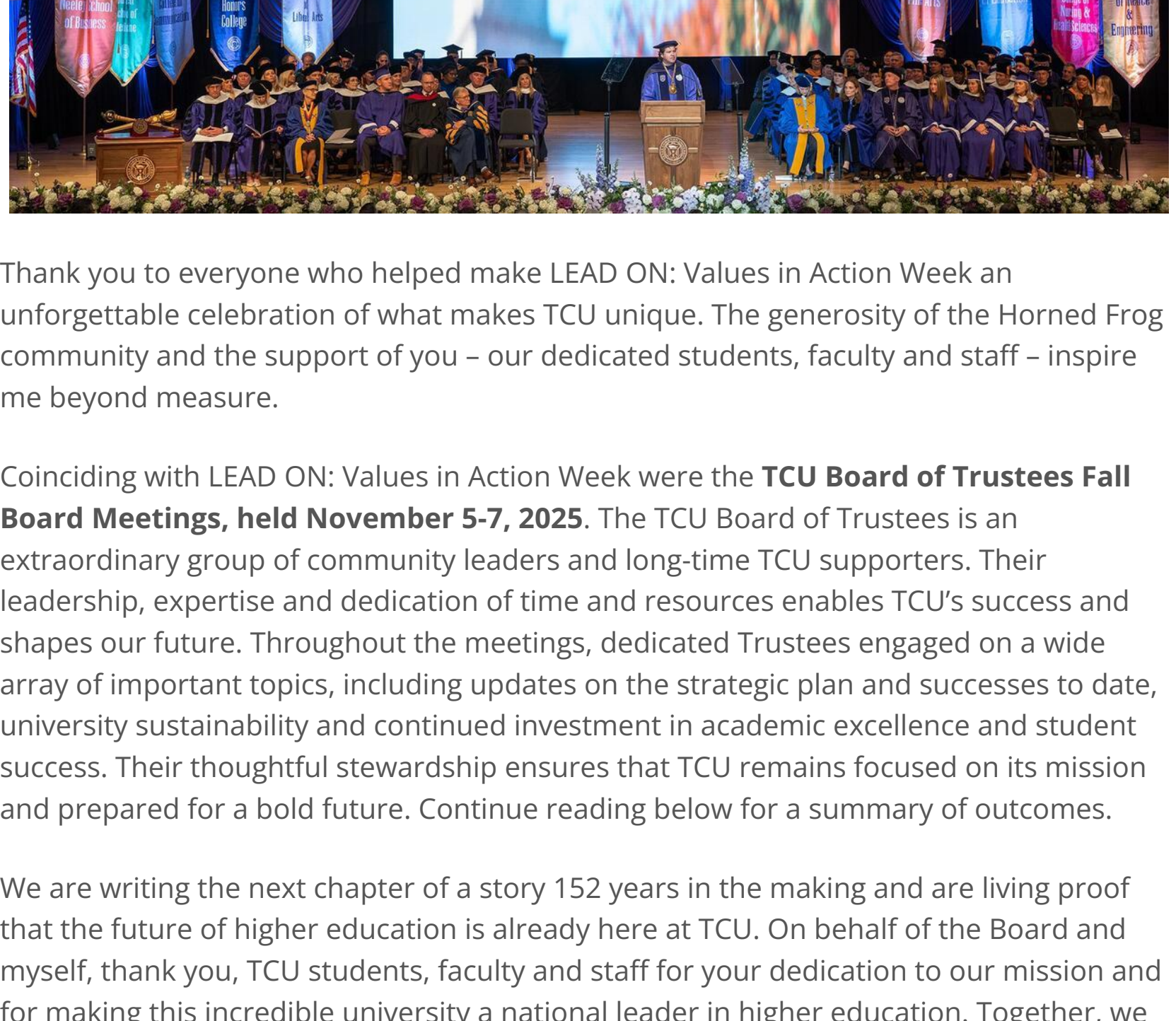
From the Desk of the CHANCELLOR

November 10, 2025

Dear Horned Frogs,

Last week, Texas Christian University proudly celebrated **LEAD ON: Values in Action Week**, a truly remarkable showcase of our community and core values. Filled with memorable moments, thought-provoking conversations and even a few surprises, the week exceeded all hopes and expectations. We had the [higher education panel and entrepreneurship showcase downtown](#); the Fogelson Honors Forum and student drone show; the Research, Scholarship & Creative Activities Showcase; a prayer service at University Christian Church; and the historic [inauguration ceremony](#). We celebrated inspiring philanthropic investment, including the [extraordinary gift from alumna Louise Dilworth Davis '77](#) to name the College of Science & Engineering and the dedication of the donor-funded Athletics Human Performance Center. Every event reflected the depth and breadth of TCU's mission.

The inauguration ceremony was a time to honor and celebrate TCU's legacy of leadership and to look boldly toward the future we are building together. I am deeply honored to serve as the 11th Chancellor of Texas Christian University, and I thank you for entrusting me with this tremendous responsibility. Across campus and throughout our Horned Frog community, we are advancing innovation, responding to the needs of the marketplace and strengthening our shared sense of purpose and belonging. Our student-centered mission and commitment to living our values provide us with the courage to lead and shape tomorrow.



Thank you to everyone who helped make LEAD ON: Values in Action Week an unforgettable celebration of what makes TCU unique. The generosity of the Horned Frog community and the support of you – our dedicated students, faculty and staff – inspire me beyond measure.

Coinciding with LEAD ON: Values in Action Week were the **TCU Board of Trustees Fall Board Meetings, held November 5-7, 2025**. The TCU Board of Trustees is an extraordinary group of community leaders and long-time TCU supporters. Their leadership, expertise and dedication of time and resources enables TCU's success and shapes our future. Throughout the meetings, dedicated Trustees engaged on a wide array of important topics, including updates on the strategic plan and successes to date, university sustainability and continued investment in academic excellence and student success. Their thoughtful stewardship ensures that TCU remains focused on its mission and prepared for a bold future. Continue reading below for a summary of outcomes.

We are writing the next chapter of a story 152 years in the making and are living proof that the future of higher education is already here at TCU. On behalf of the Board and myself, thank you, TCU students, faculty and staff for your dedication to our mission and for making this incredible university a national leader in higher education. Together, we will continue to *LEAD ON*.

Go Frogs!

Daniel

Daniel W. Pullin
Chancellor

BOARD OF TRUSTEES MEETING SUMMARY, FALL 2025

UNIVERSITY TUITION FOR THE 2026-2027 ACADEMIC YEAR

The Board approved a 4.75% tuition rate increase for the 2026-2027 academic year. This increase allows the university to maintain and advance TCU's standard of excellence in academics and student experience, while addressing economic factors that impact operational costs.

- Trustees approved a 4.75% tuition rate increase for the 2026-2027 academic year. Need-based aid will also increase by 4.75% to match student and family need.
- Neeley School of Business Differential Tuition will also increase by 4.75%, in line with the TCU tuition increase.
- The Anne Burnett Marion School of Medicine at TCU tuition rate will increase by 4.75%.

The Board reaffirmed its commitment to ensuring that TCU remains accessible to all academically talented and qualified students through merit-based scholarships and financial aid. The Board expressed its commitment to financial stewardship and a desire to continue moderating tuition increases, given consistently rising costs of operational expenses.

MAJOR CAPITAL PROJECTS

Trustees received updates and approved action on the Private Partnership Development (PPD) initiative:

- The Morado on Berry Street will provide 779 apartment-style beds for upper-division and graduate students, along with 25,000 square feet of street-level retail and an integrated parking garage for occupancy in fall 2027. This development is the beginning of TCU's transformation of the Berry Street corridor into a more vibrant, dynamic area. Future development on Berry Street anticipates additional apartments, retail, parking and office space to be completed by fall 2029.
 - On the east side of campus and in Worth Hills, the PPD will provide an additional 2,330 first- and second-year beds and 120 upper division beds managed by TCU Housing & Residence Life. To best benefit the university's long-term interests, Trustees approved the realignment of the partnership's capital structure and approved this effort as a major capital project. These 2,450 beds will be complete and available for occupancy in fall 2027 to support growth in accordance with TCU's strategic plan.
- Likewise, Trustees received updates on the active major capital projects portfolio to include:
- Athletics Human Performance Center Renovation & Expansion (*Complete*)
 - East Campus Parking Garage and Police Station (*Estimated completion February 2027*)
 - Ed Landreth Hall and Auditorium (*Estimated completion August 2028*)
 - Market Square Renovation at Brown-Lupton University Union (BLUU) (*Estimated completion August 2026*)
 - TCU Golf Training and Teaching Facility at Colonial Country Club (*Estimated completion May 2026*)
 - Sesquicentennial Plaza (*Anticipated art installation May 2026*)

UNIVERSITY ADVANCEMENT

Trustees received reports on philanthropic support, including the \$40 million transformational gift from Louise Dilworth Davis '77 to the university and the College of Science & Engineering, as well as the resounding success of the recent 2025 TCU Gives Day. Trustees expressed their deep gratitude for the continuous support of TCU students and programs, and its desire to sustain fundraising momentum to increase financial aid for students and families, help raise TCU's academic profile and reputation and grow the university's endowment.

The College of Science & Engineering (CSE) will be named the Louise Dilworth Davis College of Science & Engineering in honor of Louise Dilworth Davis '77 and her extraordinary generosity to the university and the college. The gift of \$40 million from Louise Dilworth Davis of San Antonio, the largest philanthropic investment in the college's 25-year history, will support its strategic plan and operations in perpetuity. The gift will also endow the deanship, which will now be named the Louise Dilworth Davis Dean. Davis previously made significant gifts of more than \$5 million to support TCU student scholarships and endowed faculty and programs in the College of Science & Engineering.

The 2025 TCU Gives Day raised over \$2 million, the second-highest TCU Gives Day total since the program began 12 years ago. The university also exceeded its participation goal at 151%, with students, faculty, staff, alumni, parents, grandparents and friends joining in from all 50 states and four countries.

FALL 2025 ENROLLMENT, 12TH CLASS DAY

Provost & Vice Chancellor for Academic Affairs Floyd L. Wormley Jr. reported the following enrollment metrics for fall 2025 based on the 12th class day, August 18, 2025. The 12th class day is the census date set by the Texas Higher Education Coordinating Board, and the fall 12th class day data are used for all official internal and external reporting.

- Entering Baccalaureate First-Year Students – 2,754, up 12.3%
- Entering Baccalaureate Transfer Students – 394, up 13.5%
- Graduate Enrollment – 1,828, down 3.2%
- Undergraduate Enrollment – 11,152, up 0.9%
- Total Enrollment – 12,980, up 0.3%
- Retention of Fall 2024 First-time, Full-time students – 93.4%, up 0.5%
- Retention of Fall 2024 Transfer students – 86.7%, up 0.4%

LEAD ON: VALUES IN ACTION

Chancellor Pullin provided Trustees with an update on the university's LEAD ON: Values in Action Strategic Plan, highlighting success, progress and achievements since the plan first launched in January 2025. The report emphasized measurable progress across all pillars: strengthening the student experience through student-centered growth; enhancing academic excellence through significant increases in research, scholarship and creative activities; excelling across athletics in support of our student-athletes and programs; and expanding community engagement in Fort Worth and beyond.

Noted recent achievements included the transformational \$40 million gift from Louise Dilworth Davis '77, which grows the TCU endowment to more than \$3 billion for the first time in the university's history; increased first-year enrollment by 12.3% for fall 2025; new technologies and a campus-wide artificial intelligence framework to be rolled out in the coming months; and recent athletics successes across multiple programs, including women's soccer, which won their second straight Big 12 regular season conference title. These achievements, among many others, reflect the university's commitment to its vision; core values of integrity, community, engagement and excellence; and the collaborative efforts that have driven meaningful results to date.

UPDATE ON EXECUTIVE LEADERSHIP POSITIONS

The Board received updates on key leadership positions:

Jeremy A. Vickers, Chief of Staff and Secretary of the Board of Trustees: Dr. Jeremy Vickers brings 20 years of experience in leading innovation and executing strategic planning across higher education, commerce and technology organizations. Before joining TCU, he served as Associate Vice President at Baylor University, where he advanced initiatives that strengthened institutional growth and collaboration.

Susan Mace Weeks, Executive Vice Provost for Academic Affairs: Dr. Susan Weeks has dedicated more than 30 years to TCU, previously serving as Vice Provost. She is a Professor in both the Harris College of Nursing & Health Sciences and the Anne Burnett Marion School of Medicine, and she also leads as Executive Director of the Health Innovation Institute at TCU, driving interdisciplinary research and academic excellence.

Reuben F. Burch V, Vice Provost for Research: Dr. Reuben Burch joins TCU from Mississippi State University, where he served as Associate Vice President for Research and founded the Athlete Engineering Institute. He held the Jack Hatcher Endowed Chair in Engineering Entrepreneurship and was a Professor of Industrial and Systems Engineering, bringing extensive expertise in research leadership and innovation to his new role.

FALL 2025 HOUSING OCCUPANCY

Kathy Cavins-Tull, Vice Chancellor for Student Affairs, reported Housing occupancy for fall 2025 to the Board. Housing occupancy is calculated at the beginning of each semester and reported with 12th class day data. The occupancy report serves as an archive and informs housing planning processes.

- The total number of students living in campus housing for fall 2025 is 5,691.
- Residence halls are occupied at a rate of 101% of hall capacity.
- TCU utilizes master leases at nearby properties including University House, Liberty Lofts and Village East to meet housing demands.
- Fraternity Halls are occupied at a rate of 100% hall capacity and was also at 100% in spring 2025.
- Sorority Halls are occupied at a rate of 100% hall capacity as compared to 99% in spring 2025.
- 82 new transfers were assigned to TCU housing for fall 2025.

FACULTY PROMOTION & TENURE

After careful review at multiple levels within the university, in accordance with the process outlined in the Faculty Handbook, and upon the recommendation of the Provost and approval of the Chancellor, the Board approved the promotion and tenure recommendations as presented for three faculty members. Additional tenure and promotion recommendations will be presented at the spring 2026 board meeting.

ACADEMIC AFFAIRS UPDATE ON DEAN SEARCHES

Provost Wormley highlighted three searches commencing fall 2025 and extended his deep appreciation to Dean Watts and Dean Hull for their exceptional service to TCU. Dr. Chris Watts leaves an indelible and positive legacy of excellence for the Harris College of Nursing & Health Sciences. After twice extending her retirement timeline in service to TCU, Provost Wormley recognized Mary Coutts Burnett Library Dean Tracy Hull for dutifully nurturing the academic heart of our institution for TCU students, faculty and staff.

Louise Dilworth Davis Dean, Louise Dilworth Davis College of Science & Engineering: Russell Reynolds Associates has been selected to lead the search. The search commenced in September 2025 and is to be completed by May 2026. Dr. Craig Crossland, John V. Roach Dean of the Neeley School of Business, and Dr. Chris Watts, Marilyn and Morgan Davies Dean of Harris College of Nursing & Health Sciences, co-chair the committee. Dr. T. Dwayne McCay currently serves as interim dean.

Marilyn and Morgan Davies Dean, Harris College of Nursing & Health Sciences: After seven impactful years leading the Harris College of Nursing & Health Sciences, Dr. Chris Watts, will step down on May 31, 2026. Korn Ferry has been selected as the search firm to lead the search. The search committee meetings have begun, and the search is to be completed by May 2026. Dr. Susan Mace Weeks, Executive Vice Provost for Academic Affairs, and Dr. Emily Lund, Professor of Communication Sciences & Disorders, are co-chairing the committee.

Mary Coutts Burnett Library Dean: In May 2026, Dean Tracy Hull will conclude her time as the Mary Coutts Burnett Library Dean after six influential years of service as dean and 19 years of service to TCU overall. Korn Ferry has been selected as the search firm to lead the search. The search commenced in October 2025 and will be completed by May 2026. Dr. Amy Hardison Tully, Teresa Ann Carter King Dean of the College of Fine Arts, and Kristen Barnes, Associate Dean of the Mary Coutts Burnett Library, will co-chair the committee.

BOARD GOVERNANCE & TRUSTEESHIP

The Board welcomed three new Trustees: Trustee Annmarie I. De La Vega '10 and Ex Officio Trustees Maria S. Mason '02, National Alumni Association President, and Clayton R. Thomas '10, National Alumni Association Representative, for the term beginning June 1, 2025. Trustees approved the Board Officers to include the new Secretary of the Board of Trustees, Dr. Jeremy A. Vickers, who began his role on July 15, 2025.

INTERCOLLEGIATE ATHLETICS

Intercollegiate Athletics Director Mike Buddie underscored the recent accomplishments of our dedicated and talented student-athletes, coaches and staff across multiple sports, including notable achievements for football, basketball, baseball, volleyball, soccer, golf, triathlon, track and field, tennis, equestrian, swimming and diving, rifle and beach volleyball. Highlights include football reaching bowl eligibility, women's soccer winning the Big 12 regular season title, rifle rising to No. 1 nationally, and beach volleyball entering the season as reigning national champions.

The Board celebrated the recent opening of the Athletics Human Performance Center with a dedication ceremony and ribbon-cuttings on November 7, 2025, in honor of TCU's generous supporters. The donor-funded Athletics Human Performance Center Project, which includes the Mike & Brenda Harrison Football Performance Center, the John Justin Football Complex, the Bob Lilly Physical Performance Center and the Simpson Family Restoration Center, plays an essential role in supporting TCU's strategic goals by helping to recruit and retain student-athletes and supporting the health and wellness of all student-athletes across TCU's 22 sports.

SPECIAL RECOGNITION – BEACH VOLLEYBALL

Trustees recognized the 2024-2025 TCU Beach Volleyball Team and Head Coach Hector Gutierrez for an extraordinary season. The team captured its first-ever NCAA National Championship and won the inaugural Big 12 Conference Championship, marking its third consecutive conference title. Coach Gutierrez was named the Big 12 Coach of the Year, and Daniela Alvarez earned AVCA Collegiate Beach Player of the Year and First Team All-America honors, among other individual accolades.

RESOLUTIONS IN MEMORIAM

Trustees offered gratitude and befitting remarks In Memoriam in honor of the late Emeritus Trustee John F. Davis III, Emeritus Trustee A.R. "Buddy" Dike and Emeritus Trustee Clarence Scharbauer III.

Emeritus Trustee John F. Davis III (TCU '74) was a devoted Trustee from 2001 to 2018 and continued his service as Trustee Emeritus from 2019 until his passing on April 27, 2025. During his tenure, he contributed significantly as a member of the Executive, Trusteeship, Development, Investment, Intercollegiate Athletics and Student Relations Committees, as well as the Amon G. Carter Stadium Expansion Special Committee. From 2014 to 2018, he chaired the Student Relations Committee. Over 25 years of dedicated service, Davis championed diversity, played a vital role in expanding campus facilities and was instrumental in creating the John and Leah Davis Academic Learning Center for student-athletes. His vision and commitment also helped bring the Hyatt Place TCU hotel to fruition, leaving a lasting legacy on the university community.

Emeritus Trustee A.R. "Buddy" Dike (TCU '58) served Texas Christian University with distinction as a Trustee from 1985 to 2016 and as Trustee Emeritus until his passing on July 8, 2025. During his tenure, he contributed to the Buildings and Grounds, Intercollegiate Athletics and Development Committees. After graduating, Dike built a successful career in life insurance, earning his CLU designation at 26 and later founding The Dike Company, specializing in estate planning and business insurance. Beyond his professional achievements, he generously shared his leadership skills through service on numerous boards, including the Cotton Bowl Association, Fort Worth Business and Estate Council, Kiwanis, American Cancer Society and the Davey O'Brien Foundation, leaving a lasting impact on both TCU and his community.

Emeritus Trustee Clarence Scharbauer III (TCU '73) served Texas Christian University with distinction as a Trustee from 1990 to 2017, including roles as Vice Chairman from 2004 to 2011 and Chairman from 2011 to 2017, before continuing as Trustee Emeritus until his passing on October 22, 2025. A graduate of TCU's Neeley School of Business, Scharbauer was deeply involved in committees during the university's growth and played a pivotal role in major achievements shaping his chairmanship, including SACS reaccreditation, the successful \$434 million *The Campaign for TCU*, joining the Big 12, establishing the Anne Burnett Marion School of Medicine and securing donor funding for Minor House. Beyond TCU, he led SBC Corporation, served as trustee of the Scharbauer Foundation and supported numerous philanthropic organizations, leaving an enduring legacy of leadership and vision.

