**Vision.**

Vision means more than simply the ability to see. It is a word that also signifies a forward-thinking approach, an image of what could be. When we envision the future, we imagine the best possible realization of our hopes and dreams.

In many ways that’s the concept behind Belmont University’s Vision 2015, a document passed last May by the Board of Trustees. Vision 2015 highlights numerous ways in which the university aims to enhance academic excellence and seek positive innovation and growth. Still, through all of these areas, our Trustees, senior leaders, faculty, staff and students aspire to discover the plans that will continue to make this university distinctively Belmont.

This 2010 President’s Report reflects present and future interpretations of “vision” as we examine the university here and now as well as imagine the Belmont we will see in five years. Through the pages that follow, we will look in depth at what the last year meant to this institution, examining Belmont through the lens of Vision 2015. We’ll take events and accomplishments from the past year to forecast the “Belmont of the Future,” looking at how 2010 provided a preview of what’s to come.

Vision 2015 begins by declaring that in five years Belmont University will be a community characterized by:

- Innovative and entrepreneurial thinking and action
- Students who see service as the method for achieving meaning in life
- Seeking positive change and growth at every opportunity
- Increasing evidence of the Christian character of the university
- Engagement with and service to the Nashville community that is unmatched by any other institution of higher education – Belmont is “Nashville’s university.”

They are certainly ambitious statements. At the same time, each aspiration is reflected in Belmont now with the goal to deepen and grow these areas, to make Belmont even more uniquely... well, Belmont. This is a university forging its own path and creating its own benchmarks for success... a university finding the center of numerous concentric spheres.

Turn the page and take a look. See if you can capture the vision of what it means to “Be Belmont.”
Belmont’s Pharmacy creates a unique interdisciplinary approach to servicing the needs of students, faculty and staff while also providing a working classroom for Belmont’s student pharmacists.
Without question, innovation and entrepreneurship are hallmarks of Belmont University. Of course, it only makes sense given that Belmont University was recognized this year as one of the top entrepreneurship programs in the country. In its analysis for *Entrepreneur* magazine, The Princeton Review ranked Belmont 18th in the country for undergraduates, the only Tennessee program to be included.

*Fortune* magazine jumped on board as well, naming Belmont one of five schools nationwide it recommended for entrepreneurs. In addition, the university celebrated in December its 10th graduate in Social Entrepreneurship, an innovative interdisciplinary program that was first founded as an undergraduate major at Belmont.

Entrepreneurial thinking spreads beyond just the business classes on campus. This year saw the start of Belmont University’s Pharmacy Care Center, the only pharmacy owned and operated by a School of Pharmacy in the region. Adjacent to and operating in conjunction with Belmont’s Health Services, the Pharmacy offers collaborative care and convenience.

Entrepreneurial thinking may start in classrooms, but it rarely ends there. As an assignment for an eco-justice class, Belmont student Anna Higginbotham brainstormed a Belmont Bike Share Program – Belmont Bikes – to reduce the university’s carbon footprint. The University now boasts 10 refurbished bicycles available for daily rentals to students, faculty and staff at no cost.
Fewer than 100 colleges and universities nationwide currently offer a campus bike-share program.
McWhorter Hall’s green roof provides a natural habitat for wildlife and reduces pollution.
Innovation can also be seen in Belmont’s collaboration with Metro Nashville Parks and Recreation on the E. S. Rose Park and Sports Complex, a revolutionary shared facilities concept. When renovations are completed in April 2011, the 24-acre project will feature NCAA Division I standard baseball, softball and soccer fields, a walking track and a training facility. Belmont is investing more than $9 million in the design, along with an annual lease. The state-of the-art improvements will bring many of Belmont’s athletic teams to one central location while also providing new resources for the Edgehill community and facilitating partnerships between Belmont, community organizations and adjacent schools.

At Belmont, innovation isn’t simply about being first—it must have purpose. For example, Belmont’s newly opened McWhorter Hall offers the only large extensive green roof on an educational facility in Nashville. The green roof serves to reduce the urban “heat island effect” thanks to the native Tennessee plants that surround the rooftop cupola.
Belmont students spend an afternoon each April reading to children as part of the university-sponsored neighborhood “Read With Me” family literacy event.
Belmont University seeks to shape students into citizens who see service as the method for achieving meaning in life. One of this year’s brightest and most popular campus initiatives sought to do just that. In an effort to educate students on the importance of giving, Belmont challenged upperclassmen to “live a better story” by making a difference in the lives of others. Students attending a lecture by best-selling author Donald Miller received a packet with a $5, $10 or $20 bill and were instructed to use the following 21 days to determine how to multiply the amount and do something meaningful with it. Many students reported that the experience not only helped someone else but changed their own lives as well.

At Belmont, service almost always means hands-on involvement, whether students are refreshing the paint at a local high school as part of Hands On Nashville or landscaping yards during Bruin Den Day, a day of community service that focuses on surrounding neighborhoods or Belmont’s “den.” Perhaps one of the year’s most impacting service events comes during the fall Welcome Week for new students. This year an estimated 1,350 students received a formal send off from Nashville Mayor Karl Dean before they departed for the annual SERVE project, serving at more than 30 sites across the city including Feed the Children, YMCA, World Relief and Metro Beautification.
Each August freshmen get to know one another and their new hometown through the SERVE project.
Belmont’s enrollment has grown 99 percent since 2000 to 5,936 students in Fall 2010.
Belmont SIFE won the national championship with projects like the one at Thistle Farms, where students provide financial and computer training.
With innovative, entrepreneurial-minded leaders filling Belmont’s Board of Trustees and administration, it’s no wonder the university seeks positive change and growth at every opportunity. That concept is particularly evident each fall with the announcement of enrollment and the release of *U.S. News & World Report*’s prestigious rankings. Since 2003, Belmont has risen 16 spots on the Best Regional Universities—South chart, from 21st to its highest ranking ever in 2010, 5th. The University was also honored for the third consecutive year as a top “Up-and-Comer” for making “the most promising and innovative changes in the areas of academics, faculty, student life, campus or facilities.”

Change and growth are valued because of the impact such innovations ultimately can have as Belmont’s mission aims to empower men and women of diverse backgrounds to engage and transform the world. A prime example comes from the Students in Free Enterprise (SIFE) team. Though launched only a mere five years ago, in 2010, Belmont SIFE won the national championship and represented the United States in the SIFE World Cup, claiming third place after competing against the national champions from 39 other countries. Contributing their talents and business skills to improve lives in their community and worldwide, one of Belmont SIFE’s projects involves providing computer and financial training to Thistle Farms, a bath and body products enterprise run by women who have survived lives of violence, prostitution and addiction.
Change and growth also come from Belmont’s efforts to build a world-class learning environment. This year saw the opening of McWhorter Hall, a model, 21st century, 90,000-square-foot academic facility that houses the Schools of Pharmacy and Physical Therapy as well as the Department of Psychological Sciences. Patton Hall and Bear House joined Maple Hall in housing freshmen at the center of campus and provided these students with a unique living/learning facility. More positive change is on the way as Belmont broke ground on the Randall and Sadie Baskin Center, home to the College of Law, and began the fundraising campaign for a newly renovated Concert Hall.

Of course, sometimes numbers do provide the perfect testimonial for positive change and growth, and Belmont student-athletes certainly offer some great stats in that regard. To date, Belmont has won a total of 28 conference championships since joining the Atlantic Sun, including tying for the regular season championship in men’s basketball in 2010. In addition, men’s basketball Head Coach Rick Byrd achieved his 500th win with Belmont and was named 2010 A-Sun Coach of the Year.
Fall 2010 Students represented:

50 STATES & District of Columbia
25 FOREIGN COUNTRIES

CURRENT U.S. NEWS & WORLD REPORT RANKING:

NO. 5 IN REGIONAL UNIVERSITIES—SOUTH & “TOP SCHOOL TO WATCH” for the third year in a row

Enrollment

5,936

Tuition & Fees

$23,690

Room & Board

$9,020

Enrollment increase since 2000

99 percent

Total undergraduates

4,643

Total graduate students

1,293

Full-time students

4,870

Part-time students

1,066
FALL 2009

Freshmen RETENTION: 81.5%

Fall 2010 Freshman Class: 1,019
Class included 25 valedictorians and 10 salutatorians
Average ACT: 26

DEGREES awarded
2010

Bachelor's: 957
Masters: 285
Doctoral: 53

STUDENT to FACULTY RATIO
13:1

Classes with less than 20 students: 51 percent
Classes with less than 30 students: 90 percent
Vision:

To be a leader among teaching universities, bringing together the best of liberal arts and professional education in a Christian community of learning and service.

Mission:

Belmont University is a student-centered, Christian community providing education that empowers men and women of diverse backgrounds to engage and transform the world with disciplined intelligence, compassion, courage and faith.
Ian Clark was named 2010 Freshman of the Year by both the Atlantic Sun conference and the Sporting News.
Belmont students volunteered their time to help clean up efforts after the May flood.
Belmont University is committed to its Christian mission. In fact, an important aspect of Vision 2015 commits Belmont to providing “increasing evidence of the Christian character of the university.” In May, Belmont’s Christian character shone brightly when Nashville experienced a disaster of unprecedented proportions as massive flooding hit the city. The Mayor’s Office of Emergency Management established a Joint Information Center (JIC) in Belmont’s Curb Event Center. The JIC, which opened as floodwaters were still rising, served as the primary location for officials to disseminate emergency information to the public through the news media.

Moreover, Belmont’s students, staff and faculty personally responded to the disaster with extraordinary creativity, compassion and poise, offering their time and talents to victims in need. The university even provided three paid days of leave for each employee to serve in flood relief efforts. Several months later Belmont’s University Ministries hosted Operation Photo Rescue, a global not-for-profit organization that works to restore photos damaged by natural disasters.

*Senators Bob Corker and Lamar Alexander in the JIC*
Operation Photo Rescue came to Belmont’s campus last summer to help community members salvage images damaged by the Nashville flood.
Vince Gill and Amy Grant shared songs and stories of love, faith and music with Belmont students last spring.
Though acts of kindness certainly reflect Belmont’s aspirations for increasing Christian character, defining that character in words is important as well. Belmont’s Board of Trustees recently amended the University’s official non-discrimination policy and added a preamble that clearly identifies the university’s Christian mission. The new language affirms Belmont as a Christian community that is welcoming, loving and inclusive of everyone by adding sexual orientation to the written anti-discrimination policy, reflecting long-held practices in employment and student life.

Belmont’s Christian mission is lived out in efforts to engage students in transformative learning, matching their purpose, gifts and talents to the world’s needs. In addition to providing a welcoming community and increasing opportunities for service, Belmont seeks to provide avenues for Christian learning in academic coursework and student activities. Students also are invited to take part in weekly on-campus worship services and attend lectures on faith and life by such internationally renowned speakers as author Brian McLaren, legendary Civil Rights attorney Fred Gray, recording artists Vince Gill and Amy Grant and pastor/community development leader Floyd Flake.
Last summer Belmont University and WSMV-TV presented The 2010 Statewide Debate between the top four gubernatorial candidates.
A Belmont journalism class assisted local middle school students with the creation of a neighborhood newsletter.
The old adage “Charity begins at home” finds relevance in the fifth core component of Belmont’s Vision 2015: “Engagement with and service to the Nashville community that is unmatched by any other institution of higher education.” In 2010, Belmont partnered with numerous schools, nonprofits and local businesses in Middle Tennessee while also playing host to a variety of events that proved to be of great value to the city and the state.

In July, Belmont and local NBC affiliate WSMV-TV presented The 2010 Statewide Debate, a live broadcast across Tennessee with gubernatorial candidates Mike McWherter, Ron Ramsey, Zach Wamp and Bill Haslam. The debate was a ratings and community service success, as well as an opportunity for Belmont to partner with East Tennessee State University and the University of Memphis to enable debate watch parties on those campuses.

Belmont not only partners with peer institutions across the state but also joins hands with classrooms just down the street. Last spring, a Belmont feature writing class worked with 14 hand-selected 7th and 8th grade students from Rose Park Magnet Middle School to produce a newsletter for the nearby Edgehill community. The finished product, Edgehill’s Best, was distributed to neighborhood schools, area businesses, churches and community centers.
Of course, two fields central to business life in Nashville are healthcare and music, both of which find significant representation on Belmont’s campus. Engaging on these topics benefits everyone as students gain valuable insight on careers, trends and future possibilities while faculty, staff and business leaders from the community network and explore new ideas. This was seen in March when the Gordon E. Inman College of Health Sciences & Nursing hosted “A Dialogue to Build a Healthier Community” featuring speakers from Harvard University, Healthways, TennCare, the Middle Tennessee Diversity Forum, Metro Public Health Department and Hospital Corporation of America, among others.

In August, U.S. Commerce Secretary Gary Locke came to Belmont to meet with music industry representatives and students to discuss intellectual property piracy. As Secretary Locke noted, “Belmont's School of Music and Curb College of Entertainment and Music Business offer Americans some of the best education in the music industry so it's appropriate we are having this discussion here.”

Whether expanding minds or serving needs, Belmont seeks to consistently engage with its local community in such meaningful ways as to earn the reputation as “Nashville’s university.” It’s all part of Vision 2015, focusing this institution’s efforts on areas that are already strengths: innovation, entrepreneurship, service, growth, character, community and engagement. While Belmont certainly took steps in the right direction in 2010, the future we envision promises an exciting journey ahead.
Gov. Phil Bredesen, Congressman Jim Cooper and Mayor Karl Dean joined Commerce Secretary Gary Locke for an on campus presentation to music industry leaders and Belmont students.
Statement of Financial Position
May 31, 2010

Assets
Cash ........................................ 26,941,047
Investments ................................ 73,357,238
Receivable from Others ................. 13,269,115
Property, Buildings and Equipment, net 238,736,560
Other Assets ............................... 2,528,001
Total Assets .............................. 354,831,961

Liabilities
Accounts Payable and Accrued Liabilities .... 10,974,586
Notes Payable ................................ 105,084,210
Other Liabilities ........................... 5,693,779
Total Liabilities ........................... 121,752,575

Net Assets
Unrestricted ............................... 153,684,519
Temporarily Restricted ................... 26,160,006
Permanently Restricted ................... 53,234,861
Total Net Assets .......................... 233,079,386
Total Liabilities and Net Assets ........ $354,831,961

Statement of Activities - All Funds
Year Ended May 31, 2010

Revenue and Other Support
Tuition and Fees ............................ 118,055,277
Less: Scholarships and Fellowships ..... (19,045,578)
Net Tuition ................................. 99,009,699
Gifts, Grants and Contracts ............. 4,662,153
Endowment Spending ..................... 1,554,463
Auxiliary Enterprises Sales and Services 19,308,931
Other Sources ............................ 4,544,587
Total Revenue and Other Support .... 129,079,833

Expenses
Instruction ................................ 45,974,910
Academic Support ......................... 11,933,426
Student Services .......................... 17,440,547
Institutional Support ...................... 13,577,469
Auxiliary Enterprises ..................... 14,482,571
Total Expenses ............................ 103,408,923

Non-operating Activities
Private Gifts ................................ 1,194,093
Increase in market value of investments .. 7,488,285
Change in value of interest rate swaps .... (122,901)
Net Increase from Non-operating Activities 8,559,477
Net Increase in Net Assets .............. 34,250,387
Net Assets at Beginning of Year ......... 198,848,999
Net Assets at End of Year .............. $233,079,386
Students cheer on the home team during the classic Battle of the Boulevard rivalry.
In May, Belmont celebrated the commencement of 744 students, marking the largest graduation in the university’s history to date.