



*The Dream is Alive!*

Africa University Development Office

**James H. Salley** —

President/CEO Africa University Tennessee, Corp

Associate Vice Chancellor for Institutional

Advancement Africa University

## **AFRICA UNIVERSITY DEVELOPMENT OFFICE**

### **2025 Spending Plan Narrative**

#### **Executive Summary:**

The Africa University Development Office (AUDO) was established September 1, 1992. It is housed in the Denman Building, 1908 Grand Avenue, Suite 340, Nashville, TN. The work of the office is guided by a Strategic Plan that has been approved by the Board and Advisory Development Committees, the Vice Chancellor, and the Africa University Board of Directors. Friends and funds are cultivated and delivered in 6 specific areas: Apportionments, Capital and Special Projects, Endowment Fund, Direct Scholarships, Planned Giving, and Alumni/the Honorary Alumni Association.

Africa University (Tennessee) Inc. is a global friend-making and fundraising organization created to raise, invest and distribute with accountability, resources to build, sustain and grow Africa University, a private, pan-African higher education institution located in Zimbabwe, southern Africa. It cultivates relationships with churches, foundations, bilateral and multilateral donors, corporations, and individual philanthropists to deliver funding for student scholarships, teaching, research, and academic development, and campus infrastructure.

AU enrolls about 2,000 full-time students each year. Overall enrollment (full and part-time combined) is around 2,454 students. The university offers undergraduate and graduate degree programs in its School of Law and in 4 colleges—Engineering and Applied Sciences; Health, Agriculture and Natural Sciences; Business, Peace, Leadership and Governance; Social Sciences, Theology, Humanities and Education. Young people from 25 countries are being equipped for service and leadership at AU. There are about 12,000 graduates at work in 32 African countries. The University has a 96% graduation rate.

Africa University (Tennessee) Inc. implements initiatives to convert potential donors into generous, ongoing supporters whose contributions underwrite the missional activities of Africa University. The organization nurtures strong, mutually beneficial relationships with donors and is prudent with donor gifts to ensure growth in gift giving, multiply gift impact, and secure long-term donor commitment to the cause. Africa

University (Tennessee) Inc. disburses and is accountable for the distribution of donor funds as designated.

All the activities of Africa University (Tennessee) Inc. are funded by donations and every gift is utilized in its entirety as designated by the donor. Overhead expenses such as staff costs, office space, fund development strategies and bank fees are catered for through the Africa University Fund apportionment, an annual free will offering of approximately .29 cents per member collected in local United Methodist churches across the United States. Ninety percent of the work done by Africa University (Tennessee) Inc. takes place in the United States of America. The remaining ten percent is spread between Africa, Europe, and Asia. The organization's activities are organized to continuously move through cycles of identifying, qualifying, soliciting, cultivating, and stewarding both relationships and resources.

The implementation of strategies to address the position, relationships, and sustainability of Africa University's ministry as the denomination evolves is crucial. Through strategic discussions and actions, Africa University board members and advisors can assist the university to position itself to flourish as the new reality of The United Methodist Church, beyond 2024, takes shape. While securing approval as an apportioned item of The United Methodist Church for the 2025-2028 quadrennium is important, the evolution of Africa University's governance structures will also be critical.

AU-TN has completed the transition from its arrangement with the General Board of Higher Education Ministries. This process has resulted in AU TN having to absorb new expenses that were previously paid in full or partially by GBHEM. These costs for 2022 are more than \$170K. The majority of this amount is for initial legal assistance. Other large ticket items are insurance (property & casualty, worker's compensation, and cyber security) and software. The annual additional costs to AU will be approximately \$75K.

## **PRIORITIES, PROGRAMS / INITIATIVE, OUTCOMES:**

The Africa University Development Office is currently focused on two strategic initiatives aimed at major donors/major gifts.

***Strategy 1: Africa University Fund Apportionment:*** Through outreach to the bishops, every conference of The United Methodist Church is being asked to maintain its investment in the AUF at the current level. For 2025, the general church budget commitment to the AUF is \$1,274,877. Members of the Board and Advisory Development Committees can assist with the ongoing outreach, advocacy, and cultivation efforts in support of this strategy.

***Strategy 2: Cultivating Keystone Congregations:*** The AUDO has set a goal of having at least two Keystone Congregations in each Annual Conference of The United Methodist Church by 2026. To become a Keystone Congregation, a local church makes a multi-year commitment to provide annual scholarship support of \$6000 or more to



Africa University. This is known as an *usahwira* scholarship. Board members, advisors and friends can assist the AUDO in identifying churches with excellent potential for supporting student access through scholarships.

When congregations begin an *usahwira* (*a beautiful friendship*) with students matriculating at Africa University, it deepens their missional engagement and impact. Churches that make a multi-year direct scholarship commitment can learn more about their students' country, church, and family. Congregants pray and correspond with their scholars, receive progress reports, and celebrate the journey of transformation that they've been on with their scholars at graduation.

Active bishops have been invited to identify and secure commitments from two churches in each of the denomination's 54 annual conferences in the United States. Success on this goal will generate \$648,000 annually (*or up to \$2,592,000 per quadrennium*) in scholarships to enable students to matriculate at Africa University. Cultivation efforts to increase the number of Africa University Keystone Congregations has resulted in new commitments from:

- South Georgia Conference
- West Ohio Conference
- Iowa Conference
- Tennessee – Western Kentucky Conference

## MARKETING AND COMMUNICATIONS:

Highlights from this area of work include:

- 1.1 New AUDO Website:** Africa University has a redesigned giving site - <https://support.africau.org>. The new website utilizes WordPress, which is open source and popular. It integrates well with the Blackbaud products that AUDO uses for its donor database. The new site is designed to be clean/attractive and user-friendly, while integrating essential information for donor cultivation, gift-making, and stewardship.
- 1.2 Stewardship Tools:** General information and stewardship tools such as the "*AU in a Nutshell*" presentation and "*AU at a Glance*" are available on the resources page at <https://support.africau.org/au-resources/>. For stakeholders and donors looking for impact stories or wanting to hear directly from beneficiaries of AU's ministry, the AU [Jumpshare](#) platform and [Africa University YouTube channel](#) offer a selection of short videos, with subtitles for ease of use. Prepared for major donors with ongoing commitments to fulfil, these materials typically feature students/alumni sharing their AU experiences. Here are examples of the [individualized resources](#) the AUDO provides, when requested, to specific donors.

## DATABASE MANAGEMENT:

AU-TN has upgraded its donor management software to a more comprehensive mode which offers greater tracking and reporting capabilities. This move has improved our ability to build prospecting packages, arrange donor engagements, and generate promotional data.

## STAFFING:

### Appendix 1: Staffing Table (an example)

	Women					Men				
	2024	2023	2022	2021	2020	2024	2023	2022	2021	2020
Hispanic	1									
White										
Black	5	4	4	4	4	1	1	1	1	1
Native Hawaiian/ Other Pacific Islander										
Asian										
American Indian/Alaskan Native										
Two or more races										
Total	6	4	4	4	4	1	1	1	1	1

*Explain any adaptations you have used to staff your agency/fund going into the coming year, such as collaborations with other agencies/funds or the use of consultants.*

Africa University (Tennessee) continue to work with independent contractors for their expertise on Planned Giving and development initiatives. This is cost-effective compared to having full-time staff.



## **FINANCIAL SUSTAINABILITY:**

Africa University (Tennessee)'s operating reserve policy is to set a minimum of \$2,000,000 as undesignated fund.

Additionally, AU-TN is one of the organizations who are scheduled to receive World Service Special (Endowment) Funds.

Refer to Strategies 1 and 2 mentioned under programs and initiatives for Africa University (Tennessee)'s plan to raise additional funds beyond apportionments.

## **PARTNERSHIPS:**

Partnering with annual conferences related to disciplinary mandates, other essential ministries, and administrative ministries.

Africa University (Tennessee) Inc. invests significant staff time and spending in stewarding its relationships and resources and distributing funds to Africa University. Since inception, Africa University (Tennessee) Inc. has supported major campaigns led by congregations and conferences of The United Methodist Church to build and equip buildings, endow scholarships, and generate new knowledge through endowed chairs and professorships.

Other partnerships – including with other agencies/funds – related to disciplinary mandates, other essential ministries, and administrative ministries.

### **General Board of Discipleship Ministries (GBOD):**

We are renting physical space from Discipleship Ministries.

### **General Council of Finance and Administration (GCFA):**

We work with GCFA in the areas of HR and IT.

### **United Methodist Communications (UMCOM):**

They assist with marketing and development of resources for local churches and annual conferences. These services are provided on a contractual basis.

### **General Board of Higher Education Ministries (GBHEM):**

GBHEM is utilized for technical support and linkage to US Colleges and Universities.

### **Corporations and businesses such as: Methodist Healthcare of Memphis**

### **Good News TV:**

Promoting the work of Africa University (Tennessee) at lower costs.

### **Claflin University and Wesley Seminary:**

We have a sister-to-sister relationship with these fellow academic institutions. We maintain a Memorandum of Understanding (MOU) with each of these.

Thank you for your kind consideration of this brief. God bless you.

Submitted on behalf of Africa University:

A handwritten signature in black ink, reading "James H. Salley". The signature is written in a cursive style with a large, stylized "J" and "S".

James H. Salley

President and CEO of Africa University – TN

Associate Vice Chancellor for Institutional Advancement

Tel: 615-340-7438

Email: [jsalley@africau.edu](mailto:jsalley@africau.edu)

[www.support-africauniversity.org](http://www.support-africauniversity.org) | [www.africau.edu](http://www.africau.edu)

**Africa University (Tennessee), Inc.  
2025 General Agency Spending Plans  
Key Assumptions**

Revenues comprising of more than 5% of total revenue:	% of Total Income	Possible factors causing significant revenue decrease
Africa University Apportionments	14.6%	
World Service Specials/Endowments	5.5%	
Interest income from long-term investments	68.9%	
Grants	6.0%	
Gifts/Direct Scholarships	8.6%	
	0.0%	
	0.0%	

New significant sources of income in Proposed Budget Year	Total \$ of Income	Agency Comment
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
<b>Total</b>	<b>\$ -</b>	

Fund	Collection Rate Assumed in Budget Yr.	GCFA Recommendation	Agency Comment
World Service	0.0%	75-85%	
Africa University	83.0%	75-85%	
Black College	0.0%	75-85%	
Ministerial Education	0.0%	75-85%	
General Administration	0.0%	75-85%	
<b>\$ Impact of a 1% lower payment rate</b>	<b>\$ -</b>		

Inflation Rates Assumed:	% Assumed in Budget Yr.	GCFA Recommendation	Agency Comment
Active Healthcare	13.0%	10-15%	
Retiree Health	13.0%	10-15%	
Salaries	3.0%		
Other - Business Insurance	0.0%		

Investment Assumptions		Agency Comment
Rate of Return on LT investments	6.0%	
Impact of each 1 Percentage point variance	\$ -	

Capital Expenditures	Amount	Agency Comment
None		
<b>Total</b>	<b>\$ -</b>	

	GCFA Recommendation	Agency Comment
Benefit Trust Distribution - % Chg. from Previous Yr	0.0%	Estimating 27%-30% increase Does not receive Benefit Trust

Change in Staff Headcount	-	Comments:	No change
---------------------------	---	-----------	-----------

Expenses comprising of more than 5% of total expenses:	% of Total Expenses
Program/ Campus Operations	52.1%
Salaries	18.0%
Consultant Fees	7.8%

New significant expense line items in Proposed Budget Yr	Total \$ of New Expense
	\$ -
	\$ -
	\$ -
	\$ -
<b>Total</b>	<b>\$ -</b>

**Africa University (Tennessee), Inc.**  
**2025 General Agency Spending Plans**  
**Detailed P & L**

Revenue / Expense Items	2023	2024			2025	
	Actual (Audit)	Budget	Forecast	Difference	Budget	Vs. 2024 Forecast
<b>Revenue</b>						
<b>Apportioned Funds:</b>						
1 World Service Fixed Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 World Service On Ratio	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3 General Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4 Interdenominational Cooperation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5 Ministerial Education	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6 Black College	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7 Africa University	\$ 1,836,175	\$ 2,083,255	\$ 2,083,255	\$ -	\$ 1,060,000	(1,023,255)
<b>Total Apportioned Funds</b>	<b>\$ 1,836,175</b>	<b>\$ 2,083,255</b>	<b>\$ 2,083,255</b>	<b>\$ -</b>	<b>\$ 1,060,000</b>	<b>\$ (1,023,255)</b>
<b>Special Sunday Offerings:</b>						
9 Human Relations Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10 One Great Hour of Sharing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11 United Methodist Student Day	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12 World Communion Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13 Peace with Justice Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14 Native American Ministries Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Special Sunday Offerings</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other General Funds:</b>						
15 World Service Specials/Endowments	\$ 288,721	\$ 652,000	\$ 400,000	\$ (252,000)	\$ 400,000	\$ -
16 Youth Service Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17 Special Appeals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18 General Advance Specials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19 World Service Contingency Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Other General Funds</b>	<b>\$ 288,721</b>	<b>\$ 652,000</b>	<b>\$ 400,000</b>	<b>\$ (252,000)</b>	<b>\$ 400,000</b>	<b>\$ -</b>
<b>Other Income:</b>						
404 Sale of Literature & Publications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
410 Sale/Rental of Films and AV	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
420 Special Gifts/Contributions/Direct Scholarship	\$ 635,739	\$ 80,000	\$ 500,000	\$ 420,000	\$ 500,000	\$ -
425 Grants/ Other Designated Rev	\$ -	\$ 500,000	\$ 350,000	\$ (150,000)	\$ 350,000	\$ -
425 Grants from Keystone Congregations	\$ -	\$ 648,000	\$ 500,000	\$ (148,000)	\$ 648,000	148,000
430 Dividends & Interest (from operations)	\$ -	\$ 12,000	\$ 12,000	\$ -	\$ 210,543	198,543
449 Dividends & Interest (from long term investment per spending policy or plan)	\$ 4,169,023	\$ 1,118,543	\$ 4,000,000	\$ 2,881,457	\$ 4,000,000	\$ -
450 Income from Outside Trusts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
455 Legacies & Bequests	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
456 Capital Gains (Realized/unrealized, per spending policy or budget plan)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
458 Service Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
459 Receipts from Other Agencies	\$ 7,014	\$ -	\$ -	\$ -	\$ -	\$ -
460 Benefit Trust Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
461 USPF Distribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
470 Miscellaneous Income	\$ 313,607	\$ 350,000	\$ 350,000	\$ -	\$ 100,000	(250,000)
480 Contra Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
490 Building Rental Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Other Income</b>	<b>\$ 5,125,383</b>	<b>\$ 2,708,543</b>	<b>\$ 5,712,000</b>	<b>\$ 3,003,457</b>	<b>\$ 5,808,543</b>	<b>\$ 96,543</b>
610 Operating Reserves-Unrestricted (Increase to)/Use of reserves	\$ 2,439,513	(203,229)	(2,925,803)	(2,722,574)	(4,189,021)	(1,263,219)
611 Temporarily Restricted (Increase to)/Use of reserves	\$ (706,777)	\$ (207,000)	\$ 3,397,640	3,604,640	\$ 1,139,457	(2,258,183)
<b>Total Use of Reserves</b>	<b>\$ 1,732,736</b>	<b>\$ (410,229)</b>	<b>\$ 471,837</b>	<b>\$ 882,066</b>	<b>\$ (3,049,564)</b>	<b>\$ (3,521,402)</b>



**Africa University (Tennessee), Inc.**  
**2025 General Agency Spending Plans**  
**Detailed P & L**

Revenue / Expense Items	2023	2024			2025	
	Actual (Audit)	Budget	Forecast	Difference	Budget	Vs. 2024 Forecast
Total Income	\$ 8,983,015	\$ 5,033,569	\$ 8,667,092	\$ 3,633,523	\$ 4,218,979	\$ (4,448,114)

**Africa University (Tennessee), Inc.**  
**2025 General Agency Spending Plans**  
**Detailed P & L**

Revenue / Expense Items	2023	2024			2025	
	Actual (Audit)	Budget	Forecast	Difference	Budget	Vs. 2024 Forecast
<b>Expenditures:</b>						
50 Distribution & Grants - UMC	\$ -	\$ -	\$ 56,250	\$ 56,250	\$ -	\$ (56,250)
51 Campus Operations	\$ -	\$ -	\$ -	\$ -	\$ -	-
52 Grants - Outside UMC	\$ -	\$ -	\$ -	\$ -	\$ -	-
53 Program/ Campus Operations	\$ 7,358,089	\$ 3,100,000	\$ 6,897,539	\$ 3,797,539	\$ 2,200,000	(4,697,539)
54 Research & Prog Development/Special Projects	\$ -	\$ -	\$ -	\$ -	\$ -	-
55 Salaries	\$ 668,299	\$ 737,898	\$ 678,225	\$ (59,673)	\$ 760,035	81,810
56 Pension Expense	\$ 70,757	\$ 73,790	\$ 83,800	\$ 10,010	\$ 83,383	(417)
57 Employer's Payroll Taxes	\$ 43,979	\$ 56,449	\$ 44,717	\$ (11,733)	\$ 57,800	13,083
58 Retiree Insurance	\$ 15,211	\$ 6,750	\$ 6,750	\$ -	\$ 7,628	878
59 Group Insurance & Hospitalization	\$ 42,589	\$ 77,929	\$ 49,000	\$ (28,929)	\$ 64,000	15,000
60 Continuing Education	\$ -	\$ -	\$ -	\$ -		-
61 Moving Expense/Other-Staff Events/Recruiting	\$ -	\$ 500	\$ -	\$ (500)		-
62 Rent	\$ 39,804	\$ 55,000	\$ 55,000	\$ -	\$ 55,000	-
63 Building Management Expense	\$ -	\$ -	\$ -	\$ -		-
64 Utilities	\$ -	\$ -	\$ -	\$ -		-
65 Telephone & Internet	\$ 11,932	\$ 38,160	\$ 17,643	\$ (20,517)	\$ 17,448	(195)
66 Postage & Freight	\$ 11,226	\$ 31,507	\$ 24,427	\$ (7,080)	\$ 25,000	573
67 Printing & Duplication	\$ -	\$ 6,000	\$ 19,488	\$ 13,488	\$ 7,200	(12,288)
68 Office Supplies	\$ 1,547	\$ 2,500	\$ 5,000	\$ 2,500	\$ 2,500	(2,500)
69 Dues & Subscriptions	\$ -	\$ -	\$ -	\$ -		-
70 Equipment (items not capitalized)	\$ -	\$ 16,000	\$ -	\$ (16,000)	\$ 20,000	20,000
71 Equipment & Software Repair & Maintenance	\$ 8,931	\$ -	\$ -	\$ -		-
72 Equipment Leasing	\$ -	\$ -	\$ -	\$ -		-
73 Building Repair/Maint/Leasehold Imp	\$ -	\$ -	\$ -	\$ -		-
74 Other Office Expense	\$ -	\$ 2,500	\$ -	\$ (2,500)	\$ 2,500	2,500
75 Depreciation Expense	\$ -	\$ -	\$ -	\$ -		-
76 Inventory Write-off	\$ -	\$ -	\$ -	\$ -		-
77 Audit Fees	\$ -	\$ -	\$ -	\$ -		-
78 Legal Fees	\$ 99,470	\$ 65,000	\$ 65,000	\$ -	\$ 90,000	25,000
79 Consultant Fees	\$ 303,232	\$ 100,000	\$ 300,000	\$ 200,000	\$ 327,500	27,500
80 Independent Contractors/ Temp Help	\$ 8,292	\$ 352,500	\$ 3,854	\$ (348,646)	\$ 25,000	21,146
81 Investment Fees/ Bank fees	\$ 36,555	\$ 11,600	\$ 1,837	\$ (9,763)	\$ 1,600	(237)
82 Data Processing Rental & Service	\$ -	\$ -	\$ -	\$ -		-
83 Services Rendered by Other Agencies	\$ 7,014	\$ -	\$ -	\$ -		-
84 Meeting Expense	\$ 60,209	\$ 90,130	\$ 60,000	\$ (30,130)	\$ 72,130	12,130
85 Travel - Staff	\$ 65,043	\$ 74,400	\$ 88,288	\$ 13,888	\$ 174,400	86,112
86 Materials for Resale	\$ -	\$ -	\$ -	\$ -		-
87 Promotional & Informational Materials	\$ 30,034	\$ 96,455	\$ 97,000	\$ 545	\$ 95,355	(1,645)
88 Films & Audio-Visuals	\$ -	\$ -	\$ -	\$ -		-
89 All Other Insurance	\$ 32,454	\$ 13,000	\$ 35,000	\$ 22,000	\$ 35,000	-
90 Special Promotion	\$ -	\$ -	\$ -	\$ -		-
91 Taxes/ Customs fees	\$ -	\$ -	\$ -	\$ -		-
92 Interest Expense (Incl. Capital Leases)	\$ -	\$ -	\$ -	\$ -		-
93 Allowance for Uncollectible Accounts	\$ -	\$ -	\$ -	\$ -		-
94 Miscellaneous, Contingency & Currency Exc fees	\$ -	\$ 20,502	\$ 20,000	\$ (502)	\$ 35,500	15,500
95 Gain/loss on Disposal of Assets	\$ -	\$ -	\$ -	\$ -		-
96 Computer Hardware Maintenance	\$ -	\$ -	\$ -	\$ -		-
97 Software Purchases & Support	\$ 68,348	\$ 5,000	\$ 58,275	\$ 53,275	\$ 60,000	1,725
98 Information Services	\$ -	\$ -	\$ -	\$ -		-
99 Clearing Account	\$ -	\$ -	\$ -	\$ -		-
100 Interdepartmental Allocation	\$ -	\$ -	\$ -	\$ -		-
<b>Total Expenditures</b>	<b>\$ 8,983,015</b>	<b>\$ 5,033,569</b>	<b>\$ 8,667,092</b>	<b>\$ 3,633,523</b>	<b>\$ 4,218,979</b>	<b>\$ (4,448,114)</b>

Africa University (Tennessee), Inc.  
2025 General Agency Spending Plans  
Detailed P & L

Revenue / Expense Items	2023	2024			2025	
	Actual (Audit)	Budget	Forecast	Difference	Budget	Vs. 2024 Forecast
'Surplus / (Deficit) (S/B \$0)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**Africa University (Tennessee), Inc.**  
**2025 General Agency Spending Plans**  
**Detailed P & L**

Revenue / Expense Items	2023	2024			2025	
	Actual (Audit)	Budget	Forecast	Difference	Budget	Vs. 2024 Forecast
<b>NON-OPERATING REVENUE &amp; EXPENDITURES</b>						
650 Non-Operating Realized and Unrealized Gains (losses)	\$ 10,431,645	\$ -	\$ -	\$ -	\$ -	\$ -
655 Other Non-operating Revenue (List other non-operating revenue)	\$ -	\$ -	\$ -	\$ -	\$ -	-
660 Other Non-Operating Expenses (List other non-operating Expenses)	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Non-Operating Revenue/(Expense)</b>	<b>\$ 10,431,645</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Africa University (Tennessee), Inc.**  
**2025 General Agency Spending Plans**  
**Summary P & L**

Revenue / Expenditures	2023	2024			2025	
	Actual (Audit)	Budget	Forecast	Difference	Budget	Vs. 2024 Forecast
<b>Revenue:</b>						
Apportioned Funds	\$ 1,836,175	\$ 2,083,255	\$ 2,083,255	\$ -	\$ 1,060,000	\$ (1,023,255)
Special Sunday Offerings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other General Funds	\$ 288,721	\$ 652,000	\$ 400,000	\$ (252,000)	\$ 400,000	\$ -
Other Income	\$ 5,125,383	\$ 2,708,543	\$ 5,712,000	\$ 3,003,457	\$ 5,808,543	\$ 96,543
<b>Total before Reserves</b>	<b>\$ 7,250,279</b>	<b>\$ 5,443,798</b>	<b>\$ 8,195,255</b>	<b>\$ 2,751,457</b>	<b>\$ 7,268,543</b>	<b>\$ (926,712)</b>
Operating Reserves-Unrestricted (Increase to)/Use of reserves	\$ 2,439,513	\$ (203,229)	\$ (2,925,803)	\$ (2,722,574)	\$ (4,189,021)	\$ (1,263,219)
Temporarily Restricted (Increase to)/Use of reserves	\$ (706,777)	\$ (207,000)	\$ 3,397,640	\$ 3,604,640	\$ 1,139,457	\$ (2,258,183)
<b>Total Revenue</b>	<b>\$ 8,983,015</b>	<b>\$ 5,033,569</b>	<b>\$ 8,667,092</b>	<b>\$ 3,633,523</b>	<b>\$ 4,218,979</b>	<b>\$ (4,448,114)</b>
<b>Expenditures:</b>						
Distribution & Grants	\$ -	\$ -	\$ 56,250	\$ 56,250	\$ -	\$ (56,250)
Program, Research and Prog Develop.	\$ 7,358,089	\$ 3,100,000	\$ 6,897,539	\$ 3,797,539	\$ 2,200,000	\$ (4,697,539)
Salaries and Benefits	\$ 840,835	\$ 953,316	\$ 862,491	\$ (90,824)	\$ 972,846	\$ 110,354
Building Management	\$ 39,804	\$ 55,000	\$ 55,000	\$ -	\$ 55,000	\$ -
Equip., Supplies, Postage & Printing, Teleph.	\$ 33,636	\$ 96,667	\$ 66,558	\$ (30,109)	\$ 74,648	\$ 8,090
Audit, Legal, Consultants & Ind. Contractors	\$ 410,994	\$ 517,500	\$ 368,854	\$ (148,646)	\$ 442,500	\$ 73,646
Meeting & Staff Travel	\$ 125,252	\$ 164,530	\$ 148,288	\$ (16,242)	\$ 246,530	\$ 98,242
Promo & Info Mat'ls (resale and not)	\$ 30,034	\$ 96,455	\$ 97,000	\$ 545	\$ 95,355	\$ (1,645)
Information Technology	\$ 68,348	\$ 5,000	\$ 58,275	\$ 53,275	\$ 60,000	\$ 1,725
Insurance & Taxes	\$ 32,454	\$ 13,000	\$ 35,000	\$ 22,000	\$ 35,000	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and Investment Fees	\$ 36,555	\$ 11,600	\$ 1,837	\$ (9,763)	\$ 1,600	\$ (237)
All Other	\$ 7,014	\$ 20,502	\$ 20,000	\$ (502)	\$ 35,500	\$ 15,500
<b>Total Expenditures</b>	<b>\$ 8,983,015</b>	<b>\$ 5,033,569</b>	<b>\$ 8,667,092</b>	<b>\$ 3,633,523</b>	<b>\$ 4,218,979</b>	<b>\$ (4,448,114)</b>
<b>Net Income (S/B \$0)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>NON-OPERATING REVENUE &amp; EXPENDITURES</b>						
650 Non-Operating Realized and Unrealized Gains (losses)	\$ 10,431,645	\$ -	\$ -	\$ -	\$ -	\$ -
655 Other Non-operating Revenue (List other non-operating revenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
660 Other Non-Operating Expenses (List other non-operating Expenses)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Non-Operating Revenue/(Expense)</b>	<b>\$ 10,431,645</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Africa University (Tennessee), Inc.**  
**2025 General Agency Spending Plans**  
**Spending by Program Functions**

PROGRAM FUNCTIONS/ ADMINISTRATION	2023	2024			2025	
	Actual (Audit)	Budget	Forecast	Difference	Budget	Vs. 2024 Forecast
Direct Scholarship Disbursements	\$ 650,000	\$ 605,000	\$ 650,000	45,000	\$ 650,000	-
Endowed Scholarships/Campus Operations	\$ 6,058,089	\$ 2,013,000	\$ 5,193,010	3,180,010	\$ 1,050,000	(4,143,010)
Financial Aid Receipts	\$ 500,000	\$ 500,000	\$ 500,000	-	\$ 500,000	-
Construction Projects	\$ 150,000	\$ -	\$ -	-	\$ -	-
AU Development Office Admin & General Operations	\$ 1,624,926	\$ 1,915,569	\$ 2,300,000	384,431	\$ 1,971,039	(328,961)
	\$ -	\$ -	\$ -	-	\$ -	-
	\$ -	\$ -	\$ -	-	\$ -	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Spending</b>	<b>\$ 8,983,015</b>	<b>\$ 5,033,569</b>	<b>\$ 8,643,010</b>	<b>\$ 3,609,441</b>	<b>\$ 4,171,039</b>	<b>\$ (4,471,971)</b>



**Africa University (Tennessee), Inc.**  
**2025 General Agency Spending Plans**  
**Distributions & Grants Detail Outside UMC**

Grant / Distribution	Total Proposed Budget 2025	Current Year Forecast 2024	Prior Year Actual 2023
None			
Total	\$0	\$0	\$0

**The United Methodist Church**  
**Agency Reserve Information Tool**  
**Purpose and Instructions**

<b>Purpose</b>
The purpose of this tool is to be an information gathering tool to provide information to the General Council on Finance & Administration regarding the reserves (i.e., Net Assets) held by each agency of the United Methodist Church.
<b>Instructions</b>
Please follow the instructions provided below for each spreadsheet in this workbook. In addition, specific instructions/directions are provided on each worksheet as necessary.
<b>Reserve Summary</b>
<b>Data should not be directly input on the Reserve Summary spreadsheet.</b> All information on this spreadsheet is automatically accumulated from the other spreadsheets as referenced on the Reserve Summary.
<b>A - Non-Liquid Assets</b>
Using the green shaded cells, enter any assets that are not readily convertible to cash (e.g., fixed assets). Asset changes for each year in the quadrennium should be estimated and input into the related "Anticipated Changes in Assets" rows.
<b>B - Temp Restricted Funds</b>
Enter any temporarily restricted assets or Funds into the green shaded cells. List Funds with a value equal or greater than \$50,000 00 <u>separately</u> . Consolidate the funds if the value of each fund is less than \$50,000 each. For each asset, enter the purpose, year received, and year expected to be fully utilized in the related rows. Estimated asset changes for each year in the quadrennium should be estimated and input in the related "Anticipated Changes in Assets" rows.
<b>C - Perm Restricted Funds</b>
Enter any permanently restricted assets or Funds into the green shaded cells. List Funds with a value equal or greater than \$50,000 00 <u>separately</u> . Consolidate the funds if the value of each fund is less than \$50,000 each. For each asset, enter the purpose, year received and year expected to be fully utilized in the related rows. Estimated asset changes for each year in the quadrennium should be estimated and input in the related "Anticipated Changes in Assets" rows.
<b>D - Board Designated Funds</b>
Enter any Board designated assets or Funds into the green shaded cells. List Funds with a value equal or greater than \$50,000 00 <u>separately</u> . Consolidate the funds if the value of each fund is less than \$50,000 each. For each asset, enter the purpose, year designated and year expected to be fully utilized in the related rows. Estimated asset changes for each year should be estimated and input in the related "Anticipated Changes in Assets" (New Designations and use of Funds) rows.
<b>E - Unrestricted Funds</b>
Enter funds that are undesignated and unrestricted. In addition, provide any anticipated changes to the fund balances for each year in the related "Anticipated New Board Designations of Assets" row. <b>Data should not be directly input</b> on the Forecast and new Budget year on Rows 9 and 16 since there are formulas on these cells.

Africa University (Tennessee), Inc.  
Reserve (Net Asset) Analysis  
Spending Plan Forms - Reserve Summary

Summary of Net Assets / Reserves

Type of Reserve	Actual 2023	Budget 2024	Forecast 2024	Budget 2025
<b>Total Net Assets</b>	<b>\$ 99,937,797</b>	<b>\$ 88,874,693</b>	<b>\$ 99,465,960</b>	<b>\$ 102,515,524</b>
<b>Restricted Net Assets</b>				
Temporarily Restricted Funds - See <b>Worksheet B</b>	\$ 7,743,902	\$ 7,359,136	\$ 4,346,262	\$ 3,206,805
Permanently Restricted Funds - See <b>Worksheet C</b>	\$ 91,246,496	\$ 79,275,921	\$ 91,246,496	\$ 91,246,496
<b>Total Restricted Net Assets</b>	<b>\$ 98,990,398</b>	<b>\$ 86,635,057</b>	<b>\$ 95,592,758</b>	<b>\$ 94,453,301</b>
<b>Unrestricted Net Assets</b>				
Unrestricted Designated - See <b>Worksheet D</b>	\$ -	\$ -	\$ -	\$ -
Unrestricted Undesignated - See <b>Worksheet E</b>	\$ 947,399	\$ 2,239,636	\$ 3,873,202	\$ 8,062,223
<b>Total Unrestricted Net Assets</b>	<b>\$ 947,399</b>	<b>\$ 2,239,636</b>	<b>\$ 3,873,202</b>	<b>\$ 8,062,223</b>
Assets not readily convertible to cash - See <b>Worksheet A</b>	\$ 5,696	\$ -	\$ 5,696	\$ 5,696
<b>Available Unrestricted Net Assets</b>	<b>\$ 941,703</b>	<b>\$ 2,239,636</b>	<b>\$ 3,867,506</b>	<b>\$ 8,056,527</b>



Africa University (Tennessee), Inc.  
Reserve (Net Asset) Analysis  
Spending Plan Forms - Reserve Analysis  
Assets Not Readily Convertible to Cash

2024 Budget No Capitalized Assets

Assets Not Readily Convertible to Cash

Type of Asset (net of depreciation)	Actual 2023	Budget 2024	Forecast 2024	Budget 2025
Fixed Assets	\$ 5,696	\$ -	\$ 5,696	\$ 5,696
Inventory	\$ -	\$ -	\$ -	\$ -
Untraded Stock	\$ -	\$ -	\$ -	\$ -
Real Estate Investments	\$ -	\$ -	\$ -	\$ -
Other - Prepaid Expense and Other Assets	\$ -	\$ -	\$ -	\$ -
Other - Please describe	\$ -	\$ -	\$ -	\$ -
<b>Total Assets Not Readily Convertible to Cash</b>	<b>\$ 5,696</b>	<b>\$ -</b>	<b>\$ 5,696</b>	<b>\$ 5,696</b>
<b>Change in Assets Not Readily Convertible to Cash</b>		\$ -	\$ -	\$ -

Anticipated Changes in Assets Not Readily Convertible to Cash	Actual 2023	Budget 2024	Forecast 2024	Budget 2025
Fixed Asset Purchases	\$ -	\$ -	\$ -	\$ -
Fixed Asset Depreciation	\$ -	\$ -	\$ -	\$ -
Other - Inventory - Write down	\$ -	\$ -	\$ -	\$ -
Change in value of Untraded Stock	\$ -	\$ -	\$ -	\$ -
Real Estate Investments	\$ -			
Other - Prepaid Expense and Other Assets	\$ -			
Other - Please Describe	\$ -			
<b>Change in Assets Not Readily Convertible to Cash</b>		\$ -	\$ -	\$ -
Check Figures		\$ -	\$ -	\$ -

Africa University (Tennessee), Inc.  
Reserve (Net Asset) Analysis  
Spending Plan Forms - Reserve Analysis  
Temporarily Restricted Funds (Subject to Purpose Restrictions)

Temporarily Restricted Funds					Fund Information		
Type / Restriction of Asset (Agency Specific)	Actual 2023	Budget 2024	Forecast 2024	Budget 2025	Source/Purpose of Assets	Year Received	Year Expected to be Fully Utilized
Donor Restricted Funds: Subject to Purpose Restrictions	\$ 7,743,902	\$ 7,359,136	\$ 4,346,262	\$ 3,206,805	Operating and invested funds		
Fund 2 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Fund 3 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Fund 4 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Add Additional Lines as Necessary	\$ -	\$ -	\$ -	\$ -			
<b>Total Temporarily Restricted Net Assets</b>	<b>\$ 7,743,902</b>	<b>\$ 7,359,136</b>	<b>\$ 4,346,262</b>	<b>\$ 3,206,805</b>			
<b>Change in Temporarily Restricted Net Assets</b>		<b>\$ 207,000</b>	<b>\$ (3,397,640)</b>	<b>\$ (1,139,457)</b>			
<b>Anticipated Changes in Net Assets:</b>							
<b>Anticipated New Funds / Gifts:</b>							
Donor Restricted Funds: Subject to Purpose Restrictions	\$ -	\$ 1,800,000	\$ 556,990	\$ 850,000	Direct Scholarships, Grants fr. Keystone Congregations & other Designated Revenue		
Fund 2 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Fund 3 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Fund 4 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Add Additional Lines as Necessary	\$ -	\$ -	\$ -	\$ -			
<b>Anticipated Investment Return on Assets (Investment Gains and Losses)</b>							
Donor Restricted Funds: Subject to Purpose Restrictions	\$ -	\$ 12,000	\$ 92,909	\$ 210,543	Return from UMC Foundation & Other Interest Revenue		
Fund 2 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Fund 3 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Fund 4 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Add Additional Lines as Necessary	\$ -	\$ -	\$ -	\$ -			
<b>Anticipated Use of Funds:</b>							
Direct Scholarship Disbursements	\$ -	\$ (605,000)	\$ (650,000)	\$ (650,000)			
Endowed Scholarships/ Campus Operations/Solar Project	\$ -	\$ (500,000)	\$ (2,897,539)	\$ (1,050,000)			
Financial Aid Receipts	\$ -	\$ (500,000)	\$ (500,000)	\$ (500,000)			
Campus Operations	\$ -	\$ -	\$ -	\$ -			
Solar Project	\$ -	\$ -	\$ -	\$ -			
<b>Change in Temporarily Restricted Net Assets</b>		<b>\$ 207,000</b>	<b>\$ (3,397,640)</b>	<b>\$ (1,139,457)</b>			
Check Figures		\$ -	\$ -	\$ -			

Africa University (Tennessee), Inc.  
Reserve (Net Asset) Analysis  
Spending Plan Forms - Reserve Analysis  
Permanently Restricted Funds (Endowments)

					Fund Information	
Permanently Restricted Funds					Purpose of Assets	Year Received
Type / Restriction of Asset (Agency Specific)	Actual 2023	Budget 2024	Forecast 2024	Budget 2025		
Endowments with donor restrictions	\$ 91,246,496	\$ 79,275,921	\$ 91,246,496	\$ 91,246,496	Endowments and invested funds	
Fund 2 - Please Describe			\$ -	\$ -		
Fund 3 - Please Describe			\$ -	\$ -		
Fund 4 - Please Describe			\$ -	\$ -		
Add Additional Lines as Necessary			\$ -	\$ -		
Total Permanently Restricted Net Assets	\$ 91,246,496	\$ 79,275,921	\$ 91,246,496	\$ 91,246,496		
Change in Permanently Restricted Net Assets		\$ (1,612,000)	\$ -	\$ -		

Anticipated Changes in Net Assets:						
Anticipated New Funds / Gifts:						
Endowments with donor restrictions		\$ 455,000	\$ -	\$ -		
Fund 2 - Please Describe		\$ -	\$ -	\$ -		
Fund 3 - Please Describe		\$ -	\$ -	\$ -		
Fund 4 - Please Describe		\$ -	\$ -	\$ -		
Add Additional Lines as Necessary		\$ -	\$ -	\$ -		
Anticipated Investment Return on Assets (Appropriations, Investment Gains and Losses)						
Endowments with donor restrictions	\$ -	\$ 1,000,000	\$ -	\$ -		
Fund 2 - Please Describe	\$ -	\$ -	\$ -	\$ -		
Fund 3 - Please Describe	\$ -	\$ -	\$ -	\$ -		
Fund 4 - Please Describe	\$ -	\$ -	\$ -	\$ -		
Add Additional Lines as Necessary	\$ -	\$ -	\$ -	\$ -		
Anticipated Use of Funds:						
Endowments with donor restrictions	\$ -	\$ (3,067,000)	\$ -	\$ -		
Fund 2 - Please Describe	\$ -	\$ -	\$ -	\$ -		
Fund 3 - Please Describe	\$ -	\$ -	\$ -	\$ -		
Fund 4 - Please Describe	\$ -	\$ -	\$ -	\$ -		
Add Additional Lines as Necessary	\$ -	\$ -	\$ -	\$ -		
Change in Permanently Restricted Net Assets		\$ (1,612,000)	\$ -	\$ -		
Check Figure		\$ -	\$ -	\$ -		

Africa University (Tennessee), Inc.  
Reserve (Net Asset) Analysis  
Spending Plan Forms - Reserve Analysis  
Board Designated Funds

					Designation Information		
Board Designated Funds					Purpose of Funds	Year Initially Designated	Year Expected to be Fully Utilized
Fund Category	Actual 2023	Budget 2024	Forecast 2024	Budget 2025			
Designation 1 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 2- Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 3 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 4 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 5 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 6 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 7 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 8- Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 9 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 10- Please Describe	\$ -	\$ -	\$ -	\$ -			
Add Additional Lines as Necessary	\$ -	\$ -	\$ -	\$ -			
Total Board Designated	\$ -	\$ -	\$ -	\$ -			
Change In Board Designated Funds		\$ -	\$ -	\$ -			

Anticipated Changes in Board Designated	Enter New Designations as positive numbers						
Anticipated New Designations							
Designation 1 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 2- Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 3 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 4 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 5 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 6 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 7 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 8- Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 9 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 10- Please Describe	\$ -	\$ -	\$ -	\$ -			
Add Additional Lines as Necessary	\$ -	\$ -	\$ -	\$ -			
Total New Designations	\$ -	\$ -	\$ -	\$ -			
Anticipated Use of Funds:	Enter Use of Funds as negative numbers						
Designation 1 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 2- Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 3 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 4 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 5 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 6 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 7 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 8- Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 9 - Please Describe	\$ -	\$ -	\$ -	\$ -			
Designation 10- Please Describe	\$ -	\$ -	\$ -	\$ -			
Add Additional Lines as Necessary	\$ -	\$ -	\$ -	\$ -			
Total Use of Funds	\$ -	\$ -	\$ -	\$ -			
Change in Board Designated Funds	\$ -	\$ -	\$ -	\$ -			
Check Figure	\$ -	\$ -	\$ -	\$ -			

Africa University (Tennessee), Inc.  
Reserve (Net Asset) Analysis  
Spending Plan Forms - Reserve Analysis  
Unrestricted (Undesignated) Funds

Undesignated Unrestricted Funds

Fund Category	Actual 2023	Budget 2024	Forecast 2024	Budget 2025
Unrestricted (Undesignated/Board Designated) Funds	\$ 947,399	\$ 2,239,636	\$ 3,873,202	\$ 8,062,223
Change in Unrestricted Funds-Increase/(Decrease)		\$ 203,229	\$ 2,925,803	\$ 4,189,021

<b>Anticipated Changes in Net Assets:</b>				
Anticipated New Board Designations of Assets		\$ -	\$ -	\$ -
Increase / (Use) of Unrestricted Net Assets		\$ 203,229	\$ 2,925,803	\$ 4,189,021
Change in Unrestricted Funds		\$ 203,229	\$ 2,925,803	\$ 4,189,021
Check Figure		\$ -	\$ -	\$ -