

**LAUNCHING**

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## THE MISSION OF SOUTHERN METHODIST UNIVERSITY

Southern Methodist University will create, expand, and impart knowledge through teaching, research, and service, shaping global changers who contribute to their communities and excel in the professions in a global society. Among its faculty, students, and staff, the University will cultivate principled thought, develop intellectual skills, and promote an environment emphasizing individual dignity and worth. SMU affirms its historical commitment to academic freedom and open inquiry, to moral and ethical values, and to its United Methodist heritage.



**GOAL ONE: TO ENHANCE THE AC ADEMIC QUALITY AND STATURE OF THE UNIVERSITY**

**Objective 1.1** Strengthen the University's ability to recruit, promote, and retain a distinguished, gifted, and diverse faculty.

1.1.1 Increase the number of substantially endowed chairs and professorships to 160 by 2025, to comprise one-third of tenured and tenure-track faculty.

1.1.2 Create a recurring budgetary fund of \$10 million to provide for the start-up costs required for recruitment of endowed distinguished senior faculty and exceptional junior faculty.

1.1.3 Reconfigure current faculty positions to develop new joint appointments and create additional joint degree programs.

1.1.4 Make promotion and tenure procedures for University faculty more uniform across all schools and departments; develop college- and school-based applications of

1.2.7 Increase marketing and relationship building with high school counselors, higher education colleagues, and other public stakeholders to strengthen the

1.5.2 Complete design and construction of Moody Hall to house the Moody School and engage in fundraising to further enhance the \$100 million gift of the Moody Foundation.

1.5.3 Develop foundational documents for the Moody School, outlining roles, responsibilities and interconnections with SMU's other degree-granting schools.

1.5.4 Through the Moody School provide increased services and support to graduate

## GOAL TWO: TO IMPROVE TEACHING AND LEARNING

Objective 2.1 Enhance teaching and learning through innovative curricula and pedagogies that lead to critical and creative thinking and problem solving, informed by research and the use of advanced technologies.

- 2.1.1 Gauge the effectiveness of the review of teaching offered by CTE.
- 2.1.2 Increase the percentage of faculty using the Center for Teaching Excellence (CTE) annually to 33%.
- 2.1.3 Evaluate, using “Quality Matters” and other appropriate processes, the quality of online teaching and make recommendations for the continued improvement of online teaching.
- 2.1.4 Expand faculty training for alternative course delivery methods, including, where appropriate, online and hybrid approaches in order to foster curricular innovation.
- 2.1.5 Manage degree pathways and offerings, including intersession, for timely degree completion as measured by four- and six-year graduation rates.
- 2.1.6 Expand online courses during intersession to reach non-SMU students.

Objective 2.2 Design, implement, and evaluate interdisciplinary programs, combining fields generally considered distinct, to reflect the interdisciplinarity of the world today.

- 2.2.1 Encourage students to take multiple majors and minors that span disciplines rather than “double-down” in an area, increasing the percentage of students completing interdisciplinary courses and programs.
- 2.2.2 Complete the integration of SMU Guildhall into the Lyle School of Engineering and Meadows School of the Arts and promote connections of Guildhall with other academic units.

Objective 2.3 Review programs to ensure excellence and alignment with the University's strategic objectives, discontinuing programs where appropriate while accommodating new educational ventures.

- 2.3.1 Report annually on internal and external departmental reviews.
- 2.3.2 Report annually on new educational programs and discontinued programs in light of the University's strategic priorities

Objective 2.4 Engage the community lifelong learning through professional training and continuing education.

- 2.4.1 Review best practices in continuing education, examine market studies for continuing education in North Texas and enhance SMU's academic mission through continuing education offerings that resemble the reward and robustness found in our aspirational peer institutions.
- 2.4.2 Develop new continuing education offerings, including innovative professional master's degrees and certificate programs serve alumni as well as new populations of learners.



Objective 2.5 Increase involvement of students in internships and practical, field-based experiential learning on campus (including SMU-in-Taos), in the local community, and around the world.

2.5.1 Foster programs that use Dallas, SMU-Taos, the nation, and the world as a laboratory and a classroom.

2.5.2 Increase the number of students engaged in such programs.

Objective 2.6 Enhance the exposure of students to ethical thinking and behavior at the undergraduate and graduate levels.

2.6.1 Increase the number of courses fulfilling the Common Curriculum ethics requirement.

2.6.2 Increase the percentage of faculty who have been trained through the Maguire Center to incorporate more ethics content in courses.

2.6.3 Implement required training in Responsible Conduct of Research for all Ph.D. students.



Objective 3.5 Implement an updated technology transfer program.

3.5.1 Benchmark the technology transfer office against comparable offices at cohort and aspirational institutions.

3.5.2 Partner with existing technology and innovation incubators with a goal toward forming University-run incubators.

3.5.3 Seed efforts and support early stage development aimed at transitioning to funded start-ups.

3.5.4 Develop an updated tech transfer program that is fully integrated with academic programs in the schools.

3.5.5 Develop metrics to target specific numbers of applications, licensures, start-ups, etc., each year.

**GOAL FOUR: TO EXPAND OPPORTUNITIES FOR STUDENT DEVELOPMENT THROUGH AN ENGAGING AND SUPPORTIVE CAMPUS EXPERIENCE**

Objective 4.1 Enhance critical student life programs related to student performance and retention.

4.1.1 Identify and implement best practices for programs and services that promote the retention and graduation of underrepresented minority populations.

4.1.2 Support military veterans who are students at SMU by increasing Yellow Ribbon Program funds and other resources of support.

4.1.3 Measure the implementation of bystander intervention and values programming to enhance response and knowledge of resources for emotional distress, substance abuse, and sexual assault.

4.1.4 Complete design, funding, and renovation of the Hughes-Trigg Student Center.

4.1.5 Utilize the Dr. Bob Smith Health Center to improve physical and mental health services in support of SMU students' well-being.

4.1.6 Develop formal transition programs to increase participation for graduate and transfer students to enhance their sense of belonging and connection to the University.

Objective 4.2 Assess critical student life

4.4.2 Continue and improve tracking of the career placement of those awarded degrees, both undergraduate and graduate.

4.4.3 Implement a career development program in collaboration with other SMU career centers to assist with post-graduation employment opportunities for SMU student-athletes.

4.4.4 Increase the internship and career opportunities for undergraduates, and, where appropriate, graduate students.

Objective 4.5 Increase academic success for student-athletes, and strengthen intercollegiate programs to increase our national competitiveness.

4.5.1 Maintain satisfactory NCAA Academic Progress Rate (APR) standards with all eligible programs posting a multiyear score of 975 or better.

4.5.2 Maintain average team GPA for each sport above 3.0.

4.5.3 Win the most conference championships annually among member institutions.

4.5.4 Enhance SMU's position in the National Association of Collegiate Directors of Athletics (NACDA) Directors' Cup rankings.

4.5.5 Establish the clear goal of postseason participation in all sports, including postseason bowls in football and NCAA tournaments in men's and women's basketball.

4.5.6 Increase the annual Mustang Athletic Fund in Athletics by at least 3% each year.

4.5.7 Increase ticket sales and average home attendance for football, women's basketball, and men's basketball.

4.5.8 Complete funding and construction of athletics facilities for tennis, swimming, golf, soccer, and football.

Objective 4.6 Continue to implement programs that increase awareness and understanding within the SMU community of the various forms of diversity such as cultural, ethnic, gender, racial, religious, sexual orientation, socioeconomic status of North Texas.

4.6.1 Strengthen campus programs, services, and oversight of the student experience at SMU that foster respect for and inclusion of all diverse identities, including ethnic, racial, religious, socioeconomic status, gender, and sexual orientation.

4.6.2 Strengthen support services for international students.

4.6.3 Expand the impact of CIQ@SMU across campus.

Objective 4.7 Evaluate options for providing enhanced child development, child care, and family services for faculty, staff, and students.

4.7.1 Maintain the child care center and consider the feasibility of providing additional services for students, staff, and faculty with young children.

4.7.2 Assess the feasibility of assisting members of the SMU community with access to elder care.

**GOAL FIVE: TO BROADEN GLOBAL PERSPECTIVES**

Objective 5.1 Continue the

GOAL SIX: TO INCREASE REVENUE GENERATION AND PROMOTE RESPONSIBLE STEWARDSHIP OF RESOURCES

Objective 6.5 Employ investment best practices to balance potential rewards and risks to grow a diversified endowment to increase support to the University's academic priorities.

6.5.1 Outperform policy benchmarks while managing risk.

6.5.2 Ensure a total return ranked in the top 50% cohort and aspira



## APPENDIX A

## APPENDIX B

### ASPIRATIONAL AND COHORT PEER INSTITUTIONS

#### ASPIRATIONAL PEERS

Boston College  
Boston University  
Brandeis University  
Carnegie Mellon University  
Emory University  
Northeastern University  
Tufts University  
Tulane University  
University of Notre Dame  
University of Rochester  
University of Southern California  
Wake Forest University

#### COHORT PEERS

American University  
Baylor University  
Fordham University  
George Washington University  
Lehigh University  
Pepperdine University  
Syracuse University  
Texas Christian University  
University of Denver  
University of Miami  
University of Tulsa  
Villanova University