

LAUNCHING SMU'S SECOND CENTURY  
*Shaping Leaders for a Changing World*

IMPLEMENTING  
THE STRATEGIC PLAN  
2016 – 2025



## INTRODUCTION

This Implementation Plan provides specific action items that support the challenging and inspiring goals and objectives of the SMU Strategic Plan titled *Launching SMU's Second Century: Shaping Leaders for a Changing World 2016 – 2025*. In many cases we project numeric targets and timelines and offer benchmarks for measuring progress. Because the Implementation Plan will be updated annually, it will provide the flexibility for SMU to address and act on emerging needs and opportunities as well as respond to changes within the national and global context of higher education.

The following Implementation Plan includes the goals and objectives of the Strategic Plan and then describes specific initiatives and targets under the objectives of each goal. The intended result is a blueprint for progress that will be incremental throughout the next decade and that will position SMU for even further advancement in the years ahead.

## **GOALS AND OBJECTIVES**

### **GOAL ONE: TO ENHANCE THE ACADEMIC QUALITY AND STATURE OF THE UNIVERSITY**

A university is measured by the quality of its faculty, students, alumni, libraries, and facilities. These are – and always will be – the primary areas where qualitative growth and development are essential. For SMU to fulfill its goal of becoming one of the nation’s finest educational institutions, distinguished faculty appointments must be made at the senior and junior ranks. Our concomitant rise in student profiles, both in quality and diversity, is equally important. Both of these elements will require additional endowments that enable the University to make permanent progress.

#### **GOAL ONE OBJECTIVES**

##### **Objective One**

**Strengthen the University’s ability to recruit, appoint, promote, and retain a distinguished, gifted, and diverse faculty.**

- Increase the number of substantially funded endowed chairs and professorships (currently at 116) to a level of 160 by 2025, to comprise one-third of our tenured and tenure-track faculty.
- Create a recurring budgetary fund of \$1 million to provide for the start-up costs required for recruitment of endowed distinguished senior faculty and exceptional junior faculty.
- Reconfigure current faculty positions to develop new joint appointments and create additional joint degree programs.
- Make promotion and tenure procedures more uniform for University faculty across all schools and departments; develop college- and school-based applications of terms in the University Policy promotion standards.

- Review determinations of cohort and aspirational peer institutions for continued use as guidelines for salaries, benefits, faculty support, and student support. Seek to keep SMU competitive in each area with the midpoint of cohort and aspirational averages as the minimal standard.
- Strengthen efforts to add women and minorities to the faculty at all ranks with the goal to exceed the average percentages for each at cohort and aspirational institutions. Continue progress toward gender parity at the full professor rank.

## **Objective Two**

### **Enhance the University's ability to recruit, retain, and graduate academically and creatively gifted undergraduate and graduate students from diverse backgrounds.**

- Continue to support, as a top priority, the recruiting, admission, and enrollment of high-achieving undergraduate first-year and transfer students who contribute to the intellectual life of the University.
- Demonstrate ongoing improvements in the academic quality of students in undergraduate and graduate programs through measurable metrics such as national testing, academic performance, research, fellowships, placement of graduates with research doctorates in tenure-track academic positions, and publications.
- Increase the number of undergraduate applications to 20,000 by 2025, maintain an admit rate below 50 percent, and improve the yield rate.
- Enhance recruitment, scholarship support, and retention initiatives designed to increase the racial, ethnic, and socioeconomic diversity of the student body as well as the four- and six-year graduation rates of diverse students.

- Exceed the average percentages, as reported by cohort and aspirational institutions, of total enrollment of individual racial and ethnic undergraduate minorities by 2020.
- Engage in strategic relationships with community, educational, and religious organizations that foster access to college for racially, ethnically, and socio-economically diverse high-achieving students.
- Leverage the number, scope, and influence of alumni to promote SMU to prospective students in the United States and around the world.
- Increase marketing and relationship-building with high school counselors, higher education colleagues, and other publics to strengthen the local and national reputation of SMU as reflected by ratings given peer institutions.
- Increase the retention rate from first to second year for undergraduate students to 92 percent by 2020, 94 percent by 2025.
- Increase the four-year and six-year graduation rates for undergraduate students to 74 percent and 82 percent, respectively, by 2025.
- Increase applications for graduate admissions, and improve operational processes by continuing to centralize graduate admissions operations in each school to the extent permitted by school accreditors.

**Objective Three      Improve the effectiveness of the recruitment, admissions, and enrollment processes of transfer students and remove unnecessary barriers to transferring academic credits.**

- Increase the number of new transfer students to 400 by 2020 and 500 by 2025.

- Enhance recruitment, scholarship support, and retention initiatives for transfer students to increase the racial, ethnic, and socioeconomic diversity of the student body.
- Develop schoolwide and departmental transfer partnerships with school districts, community colleges, and national programs to provide pathways to SMU for high-achieving transfer students.
- Enhance support to integrate transfer students into the SMU community through Student Affairs and Residence Life and among faculty.

**Objective Four      Attract and retain a competent, diverse, and professional staff to support, efficiently and effectively, the academic units as centers of teaching, learning, and research.**

**Objective Five      Invest strategically in instruction, research, and creative initiatives where SMU can be a world leader, such as interdisciplinary research; high-performance computing; cities of the future; ethics and human development; and innovation, creativity, and entrepreneurship.**

- Recruit highly visible and accomplished senior interdisciplinary scholars who will attract other strong faculty, graduate students, and undergraduates.
- Encourage faculty expertise and interdisciplinary research that are based on using “big data.”
- Expand programming linkages for students and faculty in partnership with the George W. Bush Presidential Center.

**Objective Six**

**Strengthen the Meadows Museum and University library system by expanding collections and enhancing the digital research infrastructure.**

- Craft a united strategic vision for libraries that supports SMU as a global research university with a liberal arts tradition.
- Expand the information environment by increasing holdings to support teaching and scholarly research at the highest level.
- Position librarians as active participants in the creative research process, including, but not limited to, digitization for primary resources, information retrieval, and curation of “big data.”
- Evaluate requirements for ranking among the top 100 academic libraries in North America, including financial costs.

**Objective Seven**

**Continue to develop unique educational opportunities for the Plano and Taos campuses.**

- Complete the evaluation of the role of SMU-in-Plano in SMU’s second century.
- Strengthen the integration of The Guildhall with the main campus.
- Develop a revised Strategic Plan and Master Plan for SMU-in-Taos.
- Develop or maintain near-capacity enrollments at SMU-in-Taos for January, May, June, and August terms.
- Develop an executable plan for reductions in energy, water, and waste on the SMU-in-Taos campus, and expand the curriculum to include course offerings on sustainability.

## **GOAL TWO: TO IMPROVE TEACHING AND LEARNING**

For a university to be well-regarded by its wide range of stakeholders, an embedded value of the institution must be a deep commitment to its core mission of teaching and learning. This commitment occurs through formal processes such as program review, teaching evaluation, and assistance in the learning and practice of technology-supported pedagogical advances. It also occurs through faculty being actively involved with students in and out of the classroom, laboratory, and studio, as well as through service activities within the community.

### **GOAL TWO OBJECTIVES**

- Objective One**      **Enhance teaching and learning through innovative curricula, pedagogies, programs, and methodologies that lead to creative thinking and innovative problem solving and are informed by research using advanced technologies.**
- Enable new faculty to develop teaching skills through initiatives such as mentoring, feedback on at least an annual basis, tracking, and demonstrating effective teaching.
  - Develop and support alternative delivery methods, including, where appropriate, online and hybrid approaches to foster curriculum innovation as well as manage courses and degree programs in high demand.
  - Review each undergraduate major to identify courses that also should be offered consistently in summer and other inter-terms to facilitate timely degree completion as measured by four- and six-year graduation rates.
  - Construct summer and other inter-term course offerings that effectively address student demand in order to increase enrollment and total credit hours in undergraduate summer school in the college and in each of the schools.



- Strengthen the Center for Teaching Excellence (CTE) to provide greater support for faculty, offering programs and services reflecting best practices at aspirational peer institutions, including reviewing and advocating the best methods for using online and hybrid education.
- Increase the percentage of faculty using CTE to one-third annually (currently one-fifth).

**Objective Two**

**Design, implement, and evaluate interdisciplinary programs, combining fields generally considered distinct, to match needs of the modern city, state, nation, and world.**

- Increase the number of courses that are taught by faculty across departments and schools by providing resources and incentives for faculty to develop and implement interdisciplinary courses.
- Develop new University policies that will allow faculty to teach across departments and schools without penalty as to tenure, promotion, or salary. Develop guidelines on how schools and departments will share in the compensation and other benefits for faculty who teach across departments or schools. As appropriate, review and revise tenure and promotion policies and procedures to remove unnecessary impediments to interdisciplinary hires and teaching.

**Objective Three**

**Critically review programs to ensure excellence and alignment with the University’s strategic objectives while accommodating new educational ventures and implementing discontinuance procedures where appropriate.**

- Report annually on departmental reviews, new educational programs, and discontinued programs in light of the University’s strategic priorities.

- Objective Four**      **Engage the community for lifelong learning through professional training and continuing education.**
- 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 robustness found in our aspirational peer institutions.
- Objective Five**      **Develop new programs, including innovative professional master’s degrees and certificate programs, to serve alumni and new populations of learners while generating additional revenue for the University.**
- Objective Six**      **Increase involvement of students in internships and practical, field-based experiential learning on campus, in the local community, and around the world.**
- Incubate programs that use Dallas, North Texas, the nation, and the world as a laboratory and a classroom.
  - Increase the number of students engaged and the variety of experiences such programs offer.
- Objective Seven**      **Increase the number and range of courses that integrate ethics development into all undergraduate majors and graduate student programs.**

## **GOAL THREE: TO STRENGTHEN SCHOLARLY RESEARCH, CREATIVE ACHIEVEMENT, AND OPPORTUNITIES FOR INNOVATION**

The mission of distinguished universities includes both sharing and creating knowledge. To enhance its standing among peer institutions, SMU must increase its support of basic and applied research, scholarship, and creative achievement through more interdisciplinary projects and the support of high performance computing.

### **GOAL THREE OBJECTIVES**

**Objective One**      **Encourage widespread development of campus-wide interdisciplinary research projects and programs for graduate and undergraduate students and faculty.**

- Support the creation of an increasing number of interdisciplinary offerings within and across the college and schools.
- Increase external support for interdisciplinary research and programs that position SMU as a world leader in addressing global challenges.

**Objective Two**      **Improve research infrastructure and administrative support for faculty applying for external funding to enable expanded collaborative programs with corporations, businesses, governments, educational institutions, and other partners.**

- Increase annual research expenditures to \$50 million by 2025.
- Complete design, funding, and construction of the Gerald J. Ford Research Center.
- Increase restricted and unrestricted funding for instrumentation, maintenance, and upgraded labs.

- Revise the overhead recovery model of the University so that the support for research infrastructure increases with the growth of research grants.
- Increase the number of partnerships and collaborative programs with other universities and external businesses and organizations.

**Objective Three**      **Ensure the capability of the High Performance Computing Center to support academic and administrative computing, and utilize it as a basis for faculty recruitment and research investment.**

**Objective Four**      **Establish internal grant programs to encourage interdisciplinary research, and increase competitiveness of proposals for external funding by supporting proof-of-concept preliminary research.**

- Develop a campus-wide plan for scholarly research and creative impact that will form the basis for college and school plans.
- Develop appropriate levels for internal grant programs based on comparisons with cohort and aspirational peer institutions.

**Objective Five**      **Increase financial support of doctoral programs and graduate student fellowships to encourage research, interdisciplinary research, and creative achievement.**

- Improve graduate fellowship support in selected core areas to comparable averages (in amount and duration) of aspirational institutions.
- Increase the six-year completion rate for PhDs.
- Increase the annual number of PhDs awarded.

## **Objective Six**

### **Implement an updated technology transfer program that could provide additional resources for scholarly research.**

- Develop an updated tech transfer program that is fully integrated with academic programs in the college and schools.
- Develop metrics to target specific numbers of applications, licensures, startups, etc. each year.
- Benchmark the technology transfer office against comparable offices at cohort and aspirational institutions.
- Partner with existing technology and innovation incubators with a goal toward forming University-run incubators.
- Seed efforts and support early stage development aimed at transitioning to funded startups.

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

The Division of Student Affairs is committed to developing opportunities for students to become productive citizens and leaders through the creation of environments that are both supportive and challenging. These opportunities will contribute to the students' intellectual, spiritual, physical, social, cultural, moral, and emotional growth by engaging them with the widest range of persons inside and outside the University. Within this overall framework, intercollegiate athletics programs will operate with integrity while achieving high graduation rates for student-athletes and providing competitive opportunities at the highest NCAA level.

### **GOAL FOUR OBJECTIVES**

#### **Objective One**

#### **Enhance critical student life programs related to student performance, persistence, and retention.**

- Identify and implement best practices for programs and services that promote the retention of underrepresented minority populations.
- Support military veterans who are students at SMU by increasing Yellow Ribbon program funds and other sources of support.
- Implement bystander intervention and values programming to enhance response and knowledge of resources for emotional distress, substance abuse, and sexual assault.
- Complete design, funding, and renovation of the Hughes-Trigg Student Center.
- Utilize the Dr. Bob Smith Health Center to improve physical and mental health services in support of SMU students' well-being.

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

**Objective Two**

**Assess annually the Residential Commons living/learning environment to ensure that it provides for personal growth, intellectual and social engagement, understanding of personal responsibility, respect for others, and leadership opportunities.**

- Strengthen and assess programming that develops student success and personal growth as well as promotes civic engagement, community, and diversity.
- Increase faculty and student engagement in co-curricular activities beyond traditional coursework in each Residential Commons.

**Objective Three**

**Expand and strengthen student leadership development opportunities both on and off campus.**

- Compile an inventory of leadership opportunities at SMU to identify common themes, areas of potential expansion, and opportunities for coordination, particularly among the college, schools, and Student Affairs.
- Strengthen programs designed to develop student leadership and cultural competence through community service (e.g., Alternative Breaks, Mustang Heroes, Caswell Endowment for Leadership Development and Training, and Crain Leadership Summit).
- Collaborate with the University Curriculum (UC) Council to qualify more student leadership opportunities for credit as one of the UC Proficiencies and Experiences.

- Develop values-based programming for students who are members of SMU fraternities and sororities and other student groups.
- Implement all-Greek programming to strengthen collaboration among the four governing councils.

**Objective Four      Evaluate the need for on-campus housing on the East Campus for upperclass and graduate students.**

**Objective Five      Expand and enhance career services for all students, including student intern programs throughout the University, city, country, and world, by expanding partnerships with businesses, cultural and charitable organizations, and alumni for internships and job opportunities.**

- Enhance the ongoing partnerships among Residence Life, Student Affairs, and the Hegi Family Career Development Center to provide students with residential and co-curricular experiences that support their careers and life goals.
- Continue and improve tracking of the career placement of graduates.
- Increase the internship and career opportunities for undergraduates across the curriculum through SMU Abroad, the Cities Initiative, Faith and Learning Scholars, and other interdisciplinary programs.

**Objective Six      Ensure academic success for student-athletes, and strengthen intercollegiate programs to increase our national competitiveness.**

- Maintain satisfactory NCAA Academic Progress Rate (APR) standards with all eligible programs posting a multiyear score of 950 or better.



- Win the most conference championships among member institutions.
- Enhance SMU’s position in the National Association of Collegiate Directors of Athletics (NACDA) Directors’ Cup rankings.
- Establish clear goal of postseason participation in all sports, including postseason bowls in football and NCAA tournaments in men’s and women’s basketball.
- Increase the annual fund in Athletics by at least 3 percent each year (currently \$5.3 million annually; seek \$6.1 million per year by 2020 and \$7.1 million by 2025).
- Increase ticket sales and average home attendance for football and women’s basketball, and sustain ticket sales and average home attendance for men’s basketball. Current (2015 – 2016) season ticket sales and average home attendance for football are 9,158 and 20,992, respectively; women’s basketball are 117 and 897; and men’s basketball are 4,971 and 6,907. By 2020 for football, realize 12,500 season ticket sales and 25,000 average home attendance and for women’s basketball 250 and 1,250. By 2025 for football, reach 15,000 season tickets and 30,000 average home attendance and for women’s basketball, 500 and 2,000.
- Complete funding and construction of athletics facilities for tennis, swimming, golf, soccer, and football.

**Objective Seven      Among the faculty, staff, and students, increase awareness and understanding of the cultural, ethnic, racial, religious, and identity diversity of North Texas, and implement programs that will serve this objective.**

- Strengthen campus programs, services, and oversight of the student experience at SMU that foster respect for and

inclusivity of all diverse identities, including ethnic, racial, religious, socioeconomic status, gender, and sexual orientation.

- Strengthen University partnerships that provide services and resources to international students.
- Develop ongoing diversity education and inclusivity training for students, faculty, and staff.

**Objective Eight**

**Evaluate options for providing enhanced child development and child care services for faculty, staff, and students.**

- Complete design, funding, and construction of a new child care center, replacing the current center with an enlarged facility on the East Campus.
- Assess the feasibility of assisting members of the SMU community with access to elder care.

## **GOAL FIVE: TO BROADEN GLOBAL PERSPECTIVES**

Today's students must be prepared to live and work in a global environment. The intermingling of cultures, the complexities of financial strategies, the economies of strikingly different nations, and the plight of the world's poor are but a few of the conditions awaiting the intellect, skill, and zeal of our graduates. The diversity that will occur as our nation becomes more global will require significant changes in the way we think, lead, and analyze problems. The University is obligated by its trust and mission to prepare students for living in the dynamic, complex, and challenging times they will encounter in their lifetimes.

### **GOAL FIVE OBJECTIVES**

- Objective One**      **Continue the development of new international consortial agreements at the faculty, graduate, and undergraduate levels.**
- Increase the number of signed agreements for academic and research collaboration with Central and South American universities and, in particular, Asian universities (an additional four by 2020 – 2021, eight by 2025).
- Objective Two**      **Expand the emphasis on global content in curricula across the University, and strengthen international studies within the overall curriculum.**
- Develop a University-wide plan for undergraduate study abroad.
  - Increase the number of students from a wide variety of academic programs to study abroad, and advise students on how to fit study abroad into their programs of study. Increase the number of SMU students studying abroad to 40 percent by 2020 and 50 percent by 2025.

- Develop sources of support for students receiving need-based aid to provide them with an international study opportunity.
- Develop interterm (January, March, May, summer, and August term) study abroad programs.
- Increase the number of courses with a global focus or perspective, and increase the number of global engagement opportunities within the University Curriculum.

**Objective Three      Increase the international representation of students and faculty through strategic program development.**

- Develop standards for scholarship and aid opportunities for the most academically and creatively talented international students.
- Increase the number of faculty engaging with prospective students around the world through speaking opportunities, courses taught abroad, etc.
- Increase the number of strategic relationships with high schools and international educational organizations (not recruitment agents) that would promote SMU to international first-year and transfer students.
- Increase the number of international graduate and undergraduate applications.
- Increase the enrollment of international students (graduate and undergraduate) at SMU to 15 percent by 2025, with undergraduate international students at a minimum of 7 percent of the undergraduates.
- Enhance orientation and other support services for international students.
- Enhance support, as needed, for the processing of visas for international students, scholars, and faculty.

- Assess the feasibility of providing health care for international graduate students who are teaching or serving as research assistants.

**Objective Four**      **Share research and best practices with metropolitan areas throughout the country and worldwide through interdisciplinary programs, such as the Cities Initiative, in order to raise the visibility and reputation of SMU to the nation and the world.**

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

To compete in the higher education world today, institutions must work proactively to maximize revenue generation and manage existing and new resources in ways that expand philanthropic opportunities, promote operational excellence, and ensure sound financial stewardship. It is important to create a transparent culture for budgets that begins with an understanding of current expenditures and metrics, along with distributed strategic budget requests that are discussed openly among all deans and vice presidents. This will provide knowledge of broad University budgets leading to final priorities and decisions being communicated to all University leaders.

### **GOAL SIX OBJECTIVES**

**Objective One**      **Improve the efficiency and effectiveness of administrative functions through initiatives of the Operational Excellence program.**

- Evaluate the measures identified for each initiative to ensure that processes are effective and efficient and that the goal of the initiative is achieved, detailing amounts of funding redirected to the academic sector.

**Objective Two**      **Develop an inclusive, transparent budgeting process that recognizes strategic priorities while lowering administrative expenses.**

- Limit the growth in staff positions funded through unrestricted means to those directly supporting strategic priorities.
- Evaluate the percentage of the budget that supports academic and administrative functions to ensure that emphasis remains on the academic mission.

**Objective Three      Increase levels of future private support, building on the success of past campaigns.**

- Identify ways to continue campaign momentum in FY17 and beyond by focusing on targeted key priorities.
- Complete funding for existing capital projects.
- Develop new processes and staffing structures to provide greater support for ongoing University operations, increasing operational giving by approximately 3 percent per year.
- Develop new ways to cultivate and motivate major donors identified during the campaign, leading to new and larger future gifts; grow the number of \$1 million donors to SMU from the current 155 to 200 by 2025.
- Continue the upward trend in planned giving support, increasing the number and value of deferred gift expectancies and matured deferred gifts through 2025.
- Continue focus on scholarship and endowed faculty funding priorities, increasing the total number of endowed scholarships to 750 and the total number of endowed faculty positions to 160 by 2025.
- Increase annually the number of volunteers involved in fundraising initiatives.

**Objective Four      Elevate SMU’s national profile to raise rankings and garner additional support for the University’s strategic priorities, building on the accomplishments of SMU programs and its people.**

- Continue to support SMU branding efforts, centrally and through schools and units.
- Build external support for the goals of the new SMU Strategic Plan 2016 – 2025.

- Expand annually the use of social media to gain new audiences, increased visibility of our academic progress, and greater levels of financial support.

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

- Outperform policy benchmarks while managing risk.
- Ensure a total return ranked in the top 50 percent of cohort and aspirational universities over a business cycle.

**Objective Six      Promote a shared sense of community at SMU to conserve resources, establish sustainable practices, and contribute to the community’s livability.**

- Work to engage students, faculty, and staff in sustainability efforts that will benefit the campus and the environment.
- Continue to seek appropriate LEED designations on all new construction and renovations.



## CONCLUSION

This Implementation Plan calls for specific, measurable progress toward each Strategic Plan goal and objective. Moving forward in a strategic way requires, at times, making difficult choices. In some cases, advancement will be achieved through changes or improvement of existing programs and policies; in others, progress will require the introduction of new initiatives. Each year the targets and measurements of the Implementation Plan will be assessed to gauge overall progress, recalibrate expectations if warranted by changing circumstances, or determine further programmatic or policy changes needed to ensure the achievement of objectives. To the extent that progress will depend upon an infusion of new resources, SMU and this Implementation Plan will benefit from and build on the success of The Second Century Campaign to inform and guide the goals of future campaigns. If we are faithful servants to our mission, wise planners of our future, and good stewards of our resources, *Launching SMU's Second Century* will measurably raise the profile of faculty and student achievement for which SMU will be known in the second century of our development.

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<sup>1</sup>Title IX of the Education Amendments of 1972, 20 U.S.C. §§ 1681-1688.

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