

**SOUTHERN METHODIST UNIVERSITY**  
**Faculty Senate Meeting**  
**Wednesday, Oct. 19, 2016 – 4:00 p.m. – 5:00 p.m.**  
**Hughes-Trigg Ballroom West**

**Present:** Adriana Aceves, Richard Barr, \*Amit Basu, Neil Bhattacharya, Michael Braun, Alan Brown, Daniel Buraczeski, Rajat Deb, Dennis Foster, Betty Gilmore, Kevin Hanlon, Michael Hawn, Grant Hayden, LiGuo Huang, Francesca Jones, Leanne Ketterlin-Geller, Elfi Kraka, \*Paul Krueger, Matt Lockard, Jody Magliolo, Luigi Manzetti, Cheryl Mendenhall, \*Brian Molanphy, Pavel Nadolsky, Andrew Quicksall, Dan Reynolds, Tim Rosendale, Elizabeth Russ, Susanne Scholz, Susana Solera Adoboe, \*Jeanne Stevenson-Moessner, \*Joshua Tate, Halit Uster, \*Pia Vogel

**Absent:** \*Sabri Ates, Karen Baker-Fletcher, Susanne Johnson, Tom Knock, Choon Lee, Tamara Lewis, \*Thomas Ritz, Meghan Ryan, Canan Savaskan-Ebert, Heather Stobaugh, Steve Weisenburger, Matthew Wilson

**Ex Officio:** President Gerald Turner

**Visitors:** Doug Reinelt, Harold Stanley, Julie Forrester, Rhonda Blair, Chris Regis, Kathleen Tibbitts, Bob Gregory, Thomas Coan, Paige Ware, Mark Chancey, Sree Bhaskaran, John Semple, Jim Linck, Kumar Venkataraman, Bill Maxwell, Gary Brubaker, Bruce Levy, Paul Yovanoff, Hemang Desai, Mickey Quinones

1. The meeting was called to order by President Jeanne Stevenson-Moessner at 4:00 PM.
2. President Stevenson-Moessner introduced SMU President Gerald Turner and Vice President Chris Regis.
3. President Turner gave a report to the Faculty Senate on finances at SMU. He began by reminding the Senate of the current environment of close governmental scrutiny of higher education. The cost of higher education is one of the most important issues in the country right now, and is affecting all institutions, including SMU. In managing its enrollment, a tuition-based institution must focus on three things: net tuition revenue, diversity, and academic profile. When you start really focusing on diversity, a lot of scholarship support is necessary. Our goal has always been to be competitive with our aspirant and cohort groups, but we are mainly a tuition-dependent institution. Tuition is approximately 70% of our income; most of our endowment is restricted because our endowment is relatively new and most donors today restrict their gifts to specific purposes.

President Turner responded to a series of questions that were submitted to him prior to the meeting. First, with regard to the centralization of support and services, there is a general trend among organizations to try to reduce costs and utilize technology to streamline administrative operations. The number of reports required by the federal government is increasing, and we need to have the ability to know what is going on at the university in real time. Shared services are a way of reducing costs. This has been a painful process for



everyone. Most of the gifts from the campaign were restricted, and those that are unrestricted tend to be put into scholarship support.

Regarding communication between various groups and stakeholders on campus, President Turner explained that a number of committees were created for OE2C, which included representation from deans and faculty. OE2C has had a website from the beginning to try to keep the SMU community informed. One of the changes made as a result of OE2C was to have a more collaborative budget process including participation from all the deans on campus. The budgetary process going forward will be defined by a national trend for reduced annual increases in tuition.

On the subject of the decreased raise pool and its effect on faculty retention, President Turner explained that the new raise structure permits administrators to reward employees through bonuses from the 1% pool, and there are funds in the Provost's office to make adjustments to retain exceptionally qualified faculty. The same raise policy that applies to faculty will also be applied to administrators and upper level staff. The raise pool policy will be reviewed in future.

Regarding the protection and augmentation of faculty salaries and raises, President Turner stated that continuing education programs will be increasingly important in providing adequate revenue. The revenue from continuing education will feed into the academic sector which includes faculty salaries. The faculty will play an important role in developing these new programs. We are very competitive with our aspirant group in many areas, but not in terms of endowment or sources of income. However, if economic trends can turn, we can turn with them.

On the support provided by SMU to faculty who are women and faculty of color, President Turner explained that a fund is set aside in the Provost's Office for the purpose of improving the diversity of the faculty by hiring and retaining outstanding faculty of color. The President's Commission on the Status of Women does a review every year of how the salaries of female faculty compare to those of their male colleagues. The hiring of minority faculty has been an important part of the discussions between President Turner and minority students.

In response to a question by Professor Elfi Kraka on funding for graduate programs, President Turner replied that some of the OE2C savings have been set aside for that purpose. The Provost has also created a special Task Force for research. Strengthening the research of the university through improvements such as high-speed computing is a key priority right now. Stipends for graduate students need to increase, but it is difficult to get donors to support them; therefore, additional OE2C Funds may be added to graduate stipends depending on recommendations for those funds coming from the Task Force.



Asked by Professor Susanne Scholz about the 2% merit raise pool for faculty and staff, especially for faculty and staff at the low end of the pay scale, President Turner said that fairness is a complicated issue. The Stella Porter Russell endowment is used to provide a flat amount for all faculty in their November paychecks. All the trustees have a fiduciary responsibility to do what is best for the institution, and how that gets defined is a subject of debate.

Professor Dennis Foster asked whether the importance of SAT scores may have been oversold to the trustees. President Turner responded that the administration has been emphasizing the importance of becoming a leading academic institution. Donors give much more money for academics than they do for athletics. However, our model is not to be Rice University. The trustees want SMU students to reflect a positive and entrepreneurial spirit. Unless we dramatically increase our number of applications, our average SAT score is likely to plateau eventually. Our continued improvement won't be as dramatic as it has been in the past two decades. We do want to maintain and improve the diversity of the student body.

Professor Michael Braun asked how much it costs to educate an SMU student, in the sense of how much is devoted to academic programs. President Turner said that it varies by major. Vice President Chris Regis clarified that the university treats all undergraduate tuition as an institutional resource, rather than following the student to a particular school.

President Stevenson-Moessner thanked the senators for their questions, and thanked President Turner and Vice President Regis for their report to the Senate.

4. The meeting was adjourned at 5:01 PM.

Respectfully submitted,

Joshua Tate