

2009–2010 PROGRESS REPORT
FOR THE
CENTENNIAL STRATEGIC PLAN
2006–2015



TABLE OF CONTENTS

| | |
|--|----|
| INTRODUCTION..... | 1 |
| GOAL ONE <i>To enhance the academic quality and reputation of the University</i> | 2 |
| GOAL TWO <i>To improve teaching and learning</i> | 26 |
| GOAL THREE <i>To strengthen scholarly research and creative achievement</i> | 35 |
| GOAL FOUR <i>To support and sustain student development and quality of life</i> | 46 |
| GOAL FIVE <i>To broaden global perspectives</i> | 52 |
| CONCLUSION..... | 58 |

INTRODUCTION

This is the fourth annual Progress Report on the Centennial Strategic Plan 2006-2015. It details the progress made toward Strategic Plan goals and objectives enumerated in the Implementation Document accompanying the Plan. Although some of the goals and objectives are qualitative in nature, many have specific numerical targets and timelines associated with them. For those latter objectives, this report provides numerical data illustrating progress.

The Progress Report for 2009-10 is being presented to the Board of Trustees at its September 10, 2010, meeting and then will be distributed to the broader University community. This annual update is intended not only to underscore our aspirations, but also to help ensure that incremental progress will be made throughout the Centennial decade, especially in the difficult economic environment we currently face. The annual Progress Report also enables the University to update the Plan as necessary to address emerging needs and opportunities. The goals are ambitious, but the process toward achieving them will reinforce to the entire SMU community the remarkable potential that exists for the University.

GOAL ONE: TO ENHANCE THE ACADEMIC QUALITY
AND REPUTATION OF THE UNIVERSITY

The stature of a university is measured by the quality of its faculty, staff, students, libraries, and other 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, additional distinguished faculty appointments must be made at the senior and junior ranks. A concomitant rise in the academic profile of our students is equally important. Both of these elements will require additional endowments for the University to make permanent progress.

SMU Unbridled: The Second Century Campaign completed its second public-phase year May 31, 2010, with results exceeding \$438 million. Major new academic commitments included support for the Lyle School of Engineering, the Dedman School of Law, the Meadows School of the Arts, and the Clements Department of History in Dedman College. To date, the campaign has raised funds for the naming of the Annette Caldwell Simmons School of Education and Human Development; the Bobby B. Lyle School of Engineering; the newly endowed Roy M. Huffington Department of Earth Sciences; as well as for 12 new endowed academic institutes, centers, and initiatives; 17 new endowed faculty positions; 207 new endowed scholarships; and 13 new or renovated facilities. SMU received over \$71 million in 2009-10, the third highest gift total in SMU’s history.

The Division of Development and External Affairs/Office of Public Affairs promoted faculty achievements in research and teaching, resulting in more than 17,000 stories in regional, national, and global media. A new satellite television studio is facilitating media interviews with faculty. *SMU Magazine* increased the number of faculty-written articles highlighting their expertise. For the first time in several years, DEA partnered with Business and Finance to produce an annual report for donors, emphasizing the academic impact of fundraising success.

GOAL ONE OBJECTIVES

OBJECTIVE ONE: Recruitment and appointment of distinguished faculty in the senior ranks and gifted scholars/researchers/creative artists in the junior ranks

During 2009-10 The Second Century Campaign added six new endowed faculty positions, bringing SMU's total to 79. They are: the Endowed Distinguished Research Chair in Art History; the Glenn Linden Endowed Professorship in History; an endowed chair in law (anonymous gift); the William T. and Gay F. Solomon Endowed Professorship in Engineering and Global Development; a professor of finance (anonymous gift); and the Marilyn Augur Professorship in Law.

In addition, SMU appointed two new University Distinguished Professors from among the current faculty—one in the Dedman School of Law and the other in the Meadows School of the Arts—bringing the total to seven.

Across the University, SMU hired 26 tenured and tenure-track faculty in the most recent academic year. Four of these are full professors with tenure, three are associate professors (one with tenure), and 19 are tenure-track assistant professors. SMU appointed a new dean of Dedman College, economic historian William Tsutsui.

The Office of Human Resources and Business Services (HRBS) established guidelines and protocols for sponsoring temporary work visas and permanent residency petitions to support the hiring of foreign national faculty. The Department of Human Resources has been designated as a central source for beginning the visa sponsorship process, and SMU has defined its position regarding permanent residency sponsorships for tenured and tenure-track faculty. Further, HRBS hosted a workshop for associate deans and academic designees involved in faculty hiring. Finally, HRBS communicated SMU benefit offerings to faculty earlier in the hiring process and revamped the faculty orientation online tutorial for easier navigation.

OBJECTIVE TWO: Development, evaluation, and retention of a diverse faculty through competitive compensation, an environment conducive to teaching and research, externally funded support, and effective annual performance review

With the assistance of the Provost's Office of National Fellowships and Awards, numerous faculty received special recognition from prestigious academic sources outside of SMU. These include a second SMU professor's election to the American Academy of

Arts and Sciences, the induction of an anthropology professor into the National Academy of Sciences, an associate professor in chemistry being named SMU's first Alfred P. Sloan Fellow, and an assistant professor in physics receiving a Department of Energy CAREER Award. Examples of other faculty honors include recognition as a Radcliffe Institute Fellow, the Ralph E. Powe Junior Faculty Enhancement Award from the Oak Ridge Associated Universities, appointment as a National Academy of Education/Spencer Postdoctoral Fellow, the Joseph W. Aidlin Award from the Geothermal Resources Council, and seven Sam Taylor Fellowships. Three professors in Dedman College and another in Perkins received SMU Gerald J. Ford Research Fellowships, and four other professors in Cox, Perkins, Dedman College, and Meadows each received the Ruth S. Altshuler Distinguished Teaching Award from SMU.

Regarding faculty compensation, the following table reflects the overall status of faculty salaries at the beginning of the 2009 academic year. Salaries for SMU assistant professors are above the salaries at both aspirational and cohort schools, suggesting that the quality of new hires at entry levels should be high.

| Average Faculty Salary, Fall 2009: SMU, Aspirational Schools, and Cohort Schools | | | | | |
|--|-----------|----------------------|----------------|--|----------------|
| | SMU | Aspirational Schools | Cohort Schools | SMU percentage of Aspirational Schools | Cohort Schools |
| Professor | \$133,431 | \$135,875 | \$123,225 | 98.2 | 108.2 |
| Associate Professor | \$89,859 | \$92,358 | \$88,017 | 97.2 | 102.1 |
| Assistant Professor | \$84,380 | \$80,800 | \$73,575 | 104.4 | 114.7 |

As SMU continues its efforts to be fair and competitive, yearly salary adjustments across the faculty are made based on performance, with attention to equity within ranks and across protected class categories. This year, due to economic challenges, the overall salary pool increased only 1.5 percent. Faculty promoted to associate professor with tenure and those promoted to full professor received an increment of \$5,000 and \$10,000 respectively, beyond the contribution from the salary pool. Two faculty members received equity adjustments to their salaries.

The Faculty Senate Subcommittee on the Economic Status of the Faculty produced and analyzed a detailed report comparing SMU faculty salaries within disciplines and with other universities. Findings showed that SMU salaries are competitive, except for some areas within the sciences. Questions in the Dedman School of Law about the competitiveness of salaries there have been raised because the School was able to recruit only one of the five candidates to whom it offered tenure-track positions for the 2010-11 academic year. However, national comparison data suggest that the School's salaries are competitive. In terms of retention, salary adjustments also were made to keep two of SMU's highest grant-receiving faculty in psychology from leaving and to retain another key senior faculty member in economics.

Dedman College also made adjustments in salaries for non-tenure-track faculty by improving compensation for first-year writing adjunct lecturers and by utilizing once again the senior lecturer position, which enhances the retention of top lecturers through long-term contracts. Promotion is accompanied by a larger-than-average raise.

The Office of Budget and Planning (OBP) created HR Dashboard Reports to help track new hiring and termination trends of faculty.

To ensure that faculty pay increases are consistent and fairly determined, the process begins with decisions within each department and school, followed by review by the provost. To streamline the performance review process, most SMU schools now use an online system for collecting faculty yearly activities.

Dedman College continued to support faculty development by stabilizing its Fund for Faculty Excellence and increasing membership in the Godbey Lecture Series, which supports this fund. Faculty in Dedman College are being strongly encouraged to show evidence of their efforts to apply for research grants before their leave applications are approved.

For faculty development purposes, several renovations were made to enhance the environment for research, including new equipment purchased for the machine shop shared by the science departments. With respect to teaching, improved space was provided to enhance first-year writing courses using computers. Twenty-four members of the Meadows faculty received approximately \$60,000 in travel and research grants made possible by The Meadows Foundation, Inc.

The Office of Information Technology (IT) developed customized statistical reports for online course evaluations for Meadows School of the Arts and Cox School of Business and streamlined manual processes for online course evaluations. IT also upgraded the Blackboard learning management system and provided in-person training for over 250 faculty. IT also implemented Ad Astra for classroom scheduling assistance.

OBJECTIVE THREE: Enhancement of the University's ability to recruit, retain, and graduate academically gifted and creative students

In a challenging economic and competitive climate, indicators for undergraduate student enrollment did not reflect the level of progress of recent years:

- SMU's applicant pool for fall 2009 was 8,442, down from 8,818 for fall 2008 (goals are 10,000 by 2010 and 12,000 by 2015).
- The acceptance rate of undergraduate applicants increased to 55.3 percent for fall 2009 from 50.1 percent for fall 2008. Although this rate increased, the 2015 goal of an acceptance rate of under 50 percent is still reachable.
- The first-year retention rate was 87.7 percent, down from 88.8 percent in 2007-08. This is worrisome, but not surprising, given the overall indication that an increased number of students did not return to SMU for economic reasons.
- The six-year graduation rate (standard for reporting across universities) increased slightly in the 2009-10 academic year to 76.7 percent from 76.6 percent the previous year. The goal was to reach 75 percent by 2015.

- The average SAT score reported to *U.S. News* for new first-year students was 1242 (approximately 85th percentile), up one point from the previous year. Next year, *U.S. News and World Report* will require reporting all SAT scores for any admitted student. This will include students who begin in the summer (including athletes) and international students. SMU will see a six-point adjustment as a result. Future goals are 1250 by 2010 and 1275 to 1300 by 2015.

The Faculty Senate assumed responsibility in several areas that affect the undergraduate retention rate, including monitoring whether faculty are giving out mid-term grades for the first two undergraduate years and exploring the effects of the policy on dropping classes.

Thirty-seven students were admitted into the SMU Pre-Law Scholars Program, an opportunity for highly qualified SMU undergraduate students to secure admission into the Dedman School of Law. They receive access to an exclusive Pre-Law Scholars class, invitations to Law School special events, mentoring from current Dedman Law students, and other benefits to enrich their undergraduate education and help them prepare for admittance into the Dedman School of Law.

Eleven Meadows Scholars joined the school, up from three in the inaugural year. Fundraising for this program during AY 2009-10 yielded nine new four-year scholarship pledges and three new fully endowed scholarships. Meadows launched a new

undergraduate “Start a Movement” recruiting campaign, which has won multiple awards for excellence and served as the inspiration for the new Meadows Web site. In addition to other specialized recruiting initiatives nationwide, the Web site resulted in a 10 percent increase in the number of auditions for fall 2010 entering undergraduates in dance, music, and theatre, and a doubling of the number of graduate applications.

The Annette Caldwell Simmons School of Education and Human Development offered stipends and tuition waivers to four doctoral students to pursue their training in educational research. Dedman College established the Dedman Scholars program, anticipating nine scholars in fall 2010. Two Dedman recruiters now report directly to that dean, and additional resources have been allocated to this effort.

The Lyle undergraduate retention rate from first year to second year for students intending to major in engineering has increased to 90 percent from 87 percent, and the undergraduate application pool grew from 476 to 1159.

In Dedman School of Law the overall median LSAT score for entering students increased from 160 to 162, and the overall median GPA for entering students rose from 3.64 to 3.66. In addition, during the last 12 years, the Law School has become more selective in admissions. In 1999, 45 percent of the applicants were admitted to the program, whereas in 2009, 22.3 percent of applicants were admitted to the full-time program, and 19.6 percent of applicants were admitted to the part-time evening program.

The Office of Budget and Planning supported the online presence of the Dallas Regional Science and Engineering Fair administered by SMU. The office increased the availability of scholarships to SMU to compete for top-ranking undergraduate and graduate students. The FY2011 centrally administered financial aid budget increased by \$5.8 million, or 12.7 percent. Since 2005 SMU has increased this budget almost 65 percent, or just over \$20 million.

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|---------------------|------------|------------|------------|------------|------------|------------|------------|
| FA Budget | 31,086,500 | 32,685,868 | 35,444,868 | 37,439,169 | 39,926,276 | 45,399,361 | 51,153,952 |
| Increase | | 1,599,368 | 2,759,000 | 1,994,301 | 2,487,107 | 5,473,085 | 5,754,591 |
| % Increase | | 5.1% | 8.4% | 5.6% | 6.6% | 13.6% | 12.7% |
| Increase Since 2005 | | | | | | | 64.6% |
| Dollar Increase | | | | | | | 20,067,452 |

In Athletics, 34 SMU students earned Conference USA Commissioner’s Academic Medals; each achieved a cumulative GPA of 3.75 or better. In addition, 183 SMU student-athletes were named to the Commissioner’s Honor Roll for maintaining a cumulative GPA of 3.0 or better—a number representing almost one-half of the student-athlete population.

DEA/Public Affairs partnered with Undergraduate Admission to increase yield communications (Web, print, social media); support Admission’s Texas campaign; and assist with a late-application campaign, yielding 117 additional applications and nine deposits representing an average SAT of 1386. DEA/Public Affairs also partnered with

the Office of the Provost and Undergraduate Admission to engage a national firm to increase outreach to high school sophomores, juniors, and seniors, particularly high-achieving students, and to streamline the SMU application process. The Second Century Campaign secured support for 25 new endowed scholarships in 2009-10.

OBJECTIVE FOUR: Recruitment and retention of staff who are competent and professional

The Office of Budget and Planning created HR Dashboard Reports to help track new hiring and termination trends of staff.

A group of facilities management and sustainability staff members formed Team Esteem to discuss how to enhance the work life of staff. Their initiatives include recognition and reward programs, as well as alternative work schedules that are arranged, when possible, to help staff balance work and home life.

The Office of Human Resources and Business Services (HRBS) offered on-site health screenings and Health and Wellness Day, focusing on topics such as medical plan choices, retiree health insurance options, and preventive care and wellness initiatives. HRBS hosted Emeriti educational sessions and Financial Health Day and promoted Blue Cross Blue Shield of Texas PPO preventive care benefits and the higher-deductible medical PPO options, resulting in an increase in enrollments. HRBS delivered personalized total compensation statements, detailing the value of components such as

medical/wellness and dental coverage, life insurance, disability, paid time off, and tuition benefits that are paid either in full or heavily subsidized by SMU.

To enhance recruitment HRBS promoted job fairs on the RecruitU Web site and established partnerships with community and minority-focused job fairs, created a recruitment brochure to market SMU benefits and distinguish SMU as an employer of choice in Dallas, launched an online tutorial program for new staff and faculty focused on preventing workplace discrimination, and strengthened pre-employment checks. HRBS provided data to the President's Commission on the Status of Women for its staff salary analysis report and worked with the Commission on Institutional Access and Equity to close the gap on gender inequities. HRBS also participated in five annual benchmarking surveys on compensation for positions across campus; introduced manager orientation training sessions; collaborated with Legal Affairs, Risk Management, and the Provost's Office to develop an assessment and response methodology for possible workplace violence; advised managers and employees on handling absences due to flu; and implemented the federally mandated eVerify system to track and report employees who work on projects that receive government grants and contracts.

The Office of Information Technology provided documentation and training on enterprise applications such as Access.SMU, SMU Financials, and Enterprise Performance Management; and upgraded campus e-mail services with improved features such as mobile access, larger storage quota per mailbox, and enhanced security, including more robust anti-Spam filtering. IT also enhanced and upgraded the administrative imaging

and document management system for paperless file storage (ImageNow). IT worked directly with Dedman College and Lyle School of Engineering staff to convert content and train staff to use the new SiteCore content management system.

OBJECTIVE FIVE: Strengthening of the University library system as the heart of academic excellence

The SMU Libraries added approximately 54,000 volumes, bringing the total volume count to 3.7 million. Several online resources were added, ranging from the *Naxos Music Library to Science* and the *International Medieval Bibliography*. The Faculty Senate Subcommittee on Libraries confirmed a continuing increase in electronic journal usage and urged continued growth in online holdings.

DeGolyer Library received the Belo Archives, containing personal and business documents and artifacts preserved internally by the company since it was established in 1842. Other major gifts to DeGolyer were the Eric Steinfeldt collection of maritime photographs and the Charles J. Kennedy Collection with a focus on the Boston & Maine Railroad. To join SMU's recognition of the year honoring Charles Darwin, DeGolyer exhibited "On the Origin of the Species: Texts and Context for Charles Darwin's Great Works."

Central University Libraries improved functionality of its shelving, reading, and technology areas. Through normal maintenance funds and a special allocation from the

President's Office, improvements were made with updated furniture, painting, and new carpet. Most significantly, SMU gave permission for CUL to explore renovation and refurbishment of the Fondren Library Center. Requests for qualifications and proposals have been issued for the selection of architects to prepare conceptual and feasibility studies for Fondren and for Bridwell Library in Perkins School of Theology.

SMU Libraries and the Office of Information Technology collaborated to select and implement a library Internet discovery tool, using a single Web search box and including print materials, online resources, digital collections, and research guides. The Libraries added 21 digital collections, which routinely receive more than 3,500 distinct visits and 25,000 page views per month.

The Friends of the SMU Libraries/Colophon established the Literati Award in honor of the 40th anniversary of the founding of the organization. The award celebrates the power of the written word and recognizes significant achievements in creativity. The inaugural recipient was James Hart, an alumnus and noted screenwriter.

IT upgraded the hardware and software for library management, completed a search overlay for the library system, implemented a digital collection management application with Central University Libraries, and partnered with CUL on an institutional repository. IT also partnered with Central University Libraries to pilot a Web-based digital music learning system; provided technical support for student workers in the Information

Commons areas; and piloted an open source, interactive online music system with the Hamon Arts Library.

OBJECTIVE SIX: Fostering an open, collaborative, diverse community

The Office of the Provost and the Office of Institutional Access and Equity worked to educate and enforce guidelines to ensure fair hiring of faculty across the University. Examples of increased gender and ethnic diversity at SMU for fall 2010 include the hiring of a Hispanic full professor in Perkins School of Theology; and in Cox, two women, one an assistant and the other an associate professor, and two male Asian assistant professors. Two female assistant professors, one of whom is African American, were hired in the Dedman School of Law, and one additional female assistant professor joined the Lyle School of Engineering. Meadows School of the Arts hired four female assistant professors, one of whom is Asian and another Hispanic, and a full professor/endowed chair who is Hispanic. In Dedman College five new assistant professors include two who are female, one male Hispanic/Thai, one male Asian, and one African American.

Following is the makeup of the SMU community by race and ethnicity as of fall 2009.

| Fall 2009 Students, Faculty and Staff by Race/Ethnicity | | | | |
|---|---------------|-----------------------|---------|-------|
| | Undergraduate | Graduate/Professional | Faculty | Staff |
| White | 72% | 64% | 80% | 72% |
| Black/African American | 5% | 7% | 3% | 11% |
| Hispanic/Latino/a | 8% | 8% | 5% | 11% |
| Asian/Other Pacific Islander | 6% | 7% | 9% | 4% |
| American Indian/Alaska Native | 1% | 1% | 0% | 1% |
| Unknown/Not Specified | 2% | 1% | 1% | 0% |
| Non-US Residents | 6% | 12% | 2% | 2% |

Due to rounding percentages may not equal 100%

In Dedman School of Law the percentage of minority students in the 2009 entering class increased to 23.4 percent from the previous year's 22.5 percent, and an African American female director for career services was hired. Several special events in the Meadows School of the Arts featured women and minorities, including a four-day symposium on women's leadership, the 2009 Rosine Smith Sammons Lecture in Media Ethics with PBS journalist Gwen Ifill, a diverse range of plays by female and minority playwrights, and exhibits at the Pollock Gallery and Hawn Gallery by female artists Anna Zemankova and Loli Kantor, respectively.

The Lyle School of Engineering continued to have one of the highest proportions of female engineering students in the country (33 percent). In the 2009-10 academic year,

22.2 percent of student-athletes at SMU were minorities, compared to 20.9 percent of the University population.

SMU received national recognition for its exceptional commitment to the recruitment of Hispanic students, the level of support provided to the Hispanic Youth Symposium, community leadership, and the ability to create a genuine community-led event (also supports Goal 1, Objective 8).

Several significant University collaborations have been arranged. In the Lyle School of Engineering, graduate students and faculty participate with the Cox Strategy and Entrepreneurship Club to write and present business plans around engineering ideas. The Hart Center for Engineering Leadership worked with the Simmons School to provide an internship experience for Dispute Resolution Program practicum students, enjoyed a cooperative relationship with the Business Associates Program at the Cox School, and worked with the Hegi Center to host the Engineering Connections career fair. The Computer Science and Engineering Department began a joint degree with the Meadows School of the Arts and a 4+1 program with the Guildhall to offer a B.S. in Computer Science and a Master of Interactive Technology in Digital Game Development.

The Office of Facilities Management and Sustainability has created four certificate programs in project management in collaboration with the Lyle School. The programs are adaptable project leadership, enterprise project management, construction and asset

management, and infrastructure systems management. These programs are supported in part by a donation secured by OFMS for scholarships.

In the Simmons School of Education and Human Development, the Dean's Office executive team participated in a leadership evaluation that included a transparent reporting of results to improve leadership and collaboration in the School.

IT expanded the shared storage features of Locker.SMU to facilitate collaborative file sharing by individuals or departments, converted the Lyle School of Engineering e-mail system to the campus system to enhance collaboration and support, and implemented Project Management Process to track and report on IT projects. IT also started implementation of instant messaging, audio/video conferencing, and live meeting to visually share work spaces; began pilot implementation of Microsoft's SharePoint Collaboration tool; and set up Mail Agent for the Registrar's Office in Enrollment Services to send documents directly to ImageNow via Outlook.

OBJECTIVE SEVEN: Integration of Legacy (now Plano) and Taos campuses, and additional facilities on the main campus as essential components of academic programming

The Master Plan for SMU-in-Taos was finalized in May 2009. Phase 1 construction, begun in October 2008, was completed in July 2009. It included full renovation of six existing student casitas, partial renovation of four student casitas, one new student casita,

installation of a fire alarm system for all student casitas, and installation of IT infrastructure for the entire campus. The new Casita Clements was designated “Gold” in the U.S. Green Building Council’s LEED certification. Other renovated casitas are under review for LEED certification.

The Friends-of-Taos program attracted \$132,025 in 2009-10, supporting student scholarships and initiatives for SMU faculty to create innovative courses for the SMU-in-Taos curriculum. Attendance at Taos academic sessions was 85 in June 2009, 79 in August 2009, 10 in fall 2009, and 84 in May 2010. The SMU-in-Taos Cultural Institute in July 2009 attracted 155 adult students, including educators supported by the Highland Park ISD Foundation. The Taos Cooperative Archaeology Project (TCAP) with Mercyhurst College began in June 2009 with 17 Mercyhurst students joining 14 SMU students in the SMU-in-Taos Field School. Summer 2009 marked the 34th year of lectures for the Taos community with 10 lectures open to the public and continuing in the fall.

Other uses of the Taos campus included an SMU Alternative Spring Break project; a workshop on the 2008 presidential election (published in the May 2010 issue of the *Journal of Elections, Public Opinion, and Parties*); separate retreats for President’s Scholars and Hunt Scholars; a summer internship program for Cox students; a program for voice students; and a Ph.D. summer seminar sponsored by the English Department.

In fall 2009 SMU hosted a renaming event for SMU-in-Plano (formerly SMU-in-Legacy). The City of Plano and Collin County both provided proclamations to celebrate 12 years of SMU's service as "one of the premier venues for graduate studies and professional development" in North Texas. During the academic year the campus offered 409 graduate courses compared to 317 the previous year (mainly due to an increase in the number of Guildhall courses), while total course enrollment increased slightly to 4,693, as compared to 4,542 last year. The number of graduate students decreased from 816 the previous year to 748 in 2009, due in part to the Master of Education program's termination of classes in Plano.

SMU-in-Plano created "J-Term," an opportunity for students to enroll in one three-hour credit course during the first two weeks of January. J-Term 2010 enrolled 72 students, generating more than \$200,000 in new tuition. The Simmons School reinstated the Master of Liberal Studies (MLS) program on the Plano campus. Continuing Education (CAPE) expanded noncredit program offerings, including bringing the Certified Financial Planner program back to Plano. Other successful Simmons School programs in Plano included the Advanced Placement Institute for teachers, Academic Enhancement programs for K-12, and the renowned Summer Youth Program. The Cox School of Business continued to use the Plano facility for Professional MBA and Executive Education programs and added the Graduate Marketing Certificate Program. As a signature event in the community, the second annual economic forecast by the Cox School dean attracted more than 225 attendees in March.

Due to greater visibility and media coverage, revenue from Corporate Meeting Services at Plano increased 40 percent over the previous year. Frito-Lay/PepsiCo continued to be the most frequent user of classroom space, and 11 new companies also used Plano facilities. Relationships with local organizations continued to be enhanced, in part due to the Plano campus director's membership on the Leadership Plano Executive Board, the Plano Economic Development Advisory Board, and the Junior League of Plano.

The Office of Information Technology implemented an improved telecommunications connection between Plano and the main campus. The Plano campus was established as the IT disaster recovery site by transitioning more IT infrastructure to that location, enhancing SMU's disaster recovery posture.

OBJECTIVE EIGHT: Enhancement of the stature of the University as a result of academic programs that are organized for community outreach as well as SMU's own constituency

The year-old Community Engagement Council (CEC) continued to ensure that SMU remains an active partner with the Greater Dallas area in addressing human and civic needs. The CEC created a Web site that provides a portal to the many engagement efforts and programs at SMU. The CEC continued to support the Dallas Faith Communities Coalition in its initiatives in West Dallas. The 2009-10 partnership included mentoring by SMU students in West Dallas schools; the Simmons School of Education and Human Development's involvement in training for DISD teachers in West

Dallas schools; and discussions of collaborative opportunities in engineering and environmental studies for students and faculty in West Dallas.

In the Cox School of Business, the O'Neil Center for Global Markets and Freedom hosted its inaugural conference on competitiveness in the global marketplace. In partnership with the George W. Bush Institute, the Maguire Energy Institute in Cox hosted a day-long conference titled "Natural Gas Nation."

The Simmons School of Education and Human Development co-sponsored two symposia with the Bush Institute on education leadership and literacy among Afghan girls and women.

Perkins School of Theology held a series of luncheons called "Faith and Business" that included a business or professional leader and Perkins professor at each table.

The Lyle School of Engineering sponsored a series of events with high school and middle school students, including Lyle Engineering Camps for Girls, Physics Camp for Girls, TexPREP Engineering Camps, Infinity Engineering Program, Visioneering Design Experience, Robotics Competition, and the High Heels–High Tech program.

In Dedman School of Law, AT&T provided attorneys to mentor and supervise students working in the Small Business Clinic, which provides free services to qualifying organizations in the Metroplex. To secure internships, clerkships, and externships,

Dedman School of Law continued to strengthen relationships with local, state, and federal employers and other non-profit organizations.

In the Meadows School of the Arts, the Division of Journalism, in cooperation with the Simmons School of Education and Human Development, offered a free one-week SMU journalism camp named “College Zone” for selected DISD students. The Temerlin Advertising Institute sponsored a blog titled “AdVirtues” on the positive aspects of advertising. Students in the Division of Corporate Communications and Public Affairs wrote a crisis communication plan and media materials for the Volunteer Center of North Texas.

The Maguire Center for Ethics and Public Responsibility and the Tower Center for Political Studies in Dedman College continued to address timely and important issues. Examples of Maguire Center programs include a lecture and discussion, “From the Nuremberg Code to the Belmont Report and the Final Rule—The Protection of Human Research Subjects in the 21st Century.” The Maguire Center also presented a film and panel discussion, “Judgment Day-Intelligent Design on Trial.” Tower Center programs included a luncheon lecture and discussion with the author of *War of Necessity, War of Choice: A Memoir of Two Iraq Wars* and reception and discussion with the Honorable Antonio O. Garza, former U.S. Ambassador to Mexico.

SMU sponsored several outreach programs to enhance academic achievement for high school students who traditionally have been less likely to attend college. The Hispanic

Youth Symposium, in cooperation with Meadows School of the Arts and the Hispanic College Fund, attracted 200 high school students, who spent four days at SMU learning about applying to college and campus life. A program jointly sponsored by the Black Accountants Association and the Cox School of Business brought African American high school students to SMU for a college experience with a focus on the accounting profession. The Physician Scientist Training Program involved minority students from throughout the United States. Founded by an SMU alumnus, the program is a joint effort between SMU and UT Southwestern Medical Center.

In another community involvement effort, SMU participated in the DISD-Mayor's Summer Intern Fellow Program, a citywide initiative in cooperation with Education is Freedom. The Office of the Provost funded and supervised two DISD-Mayor's Summer Intern Fellows, and at least six SMU schools or departments within SMU participated.

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 pedagogical advances. It also occurs through faculty involvement with students in and out of the classroom, laboratory, and studio, as well as through service activities throughout the community.

GOAL TWO OBJECTIVES

OBJECTIVE ONE: Enhancement of teaching and learning through curricula, pedagogies, programs, and methodologies informed by research, along with utilization of advanced technologies

The Center for Teaching Excellence held the Teaching Effectiveness Symposium and the Teaching Assistants Seminar. Throughout the year, forums addressed the “Road to Tenure,” “Approaching Controversial Subjects in History: What Students Need to Know and How to Teach Them,” and “Teaching Naked: A Classroom Experience Without the Accoutrement of Technology.” Sessions were held on two books that relate to teaching philosophies and pedagogies: *Moral Clarity* and *The Decline of the Secular University*.

Perkins School of Theology dedicated the new Elizabeth Perkins Prothro Hall as a primary, high-tech classroom space. Within Prothro Hall a new preaching lab was dedicated in honor of the Rev. Dr. Cecil Williams '55, who also was named a Distinguished Alumnus of SMU.

The Simmons School of Education and Human Development launched the Department of Applied Physiology and Wellness and the Department of Education Policy and Leadership. The School began two new degree programs: an undergraduate major in applied physiology and sports management, with 36 students; and a Master's degree in education policy and leadership to prepare school principals, with an initial cohort of 12 students. Simmons established a partnership with Teach for America (TFA), in which a reduced tuition rate for Master's degrees in teaching and learning or education leadership is offered to TFA corps members and alumni living in the DFW area. The Simmons School also developed distance learning courses in counseling and dispute resolution.

In the Cox School of Business all faculty were invited to training sessions on classroom technologies, while upgrades, including software, were made in all relevant classrooms. In Dedman College technology was installed in classrooms to enhance computer-based first-year writing courses. The Dedman School of Law continued to increase the coverage of its wireless system and to upgrade technology in the School. All Lyle School of Engineering classroom space on the main campus has SMUENGR wireless, and most classrooms also carry the PerunaNet wireless. Lyle also upgraded classroom technology for distance education.

In the Meadows School of the Arts, classroom and studio improvements were made in several areas, including Cinema-TV, the Division of Art, and the Divisions of Theatre and Dance. Meadows initiated the Center of Creative Computation for research, creative development, and pedagogy using computation as a primary creative medium.

IT piloted an ePortfolio system with Meadows students with easy-to-use technologies, such as Digital Locker and iWeb, to provide hands-on experience for student-generated ePortfolios to measure learning success.

IT led quarterly seminars for faculty and staff on copyright issues and digital rights management; held regular security awareness and copyright training seminars for faculty, staff, and students; implemented PerunaNet in the Lyle School of Engineering and parts of the Cox Business School; and completed 35 new installations and upgrades in classrooms.

OBJECTIVE TWO: Ongoing critical review of programs to ensure areas of excellence, accommodating new educational ventures and implementing discontinuance procedures for those inconsistent with the University's focus

Through the Office of the Provost, program reviews were conducted for the Department of Anthropology and the Department of Psychology in Dedman College. In both cases reports were generated by a team of SMU and visiting professors, supplemented by the

Dedman College Undergraduate Curriculum Committee and Graduate Curriculum Committee.

The Perkins School of Theology conducted a self-study as part of the review for reaffirmation of accreditation by the Association of Theological Schools (ATS), as well as the Southern Association of Colleges and Schools (SACS). The ATS Commission on Accrediting affirmed both the School's report and Perkins' accreditation for another 10 years.

The Cox School of Business created policies for student learning outcomes that are consistent with SACS requirements. Every Cox course must have in its syllabus a list of expected student learning outcomes related to the core class material. Students in the undergraduate and Master's programs are tested to assess learning outcomes.

The Simmons School of Education and Human Development hosted a review of its Undergraduate Teacher Education program by the State Board of Educator Certification, resulting in a rating of 100 percent compliance. Simmons also participated in the National Council on Teacher Quality's review of Texas teacher education programs, resulting in ratings of "overall strong design" and "strong reading program." Simmons supported efforts of the Academic Affairs Council led by the associate dean, and representing all academic departments and programs, to review existing programs and curricula and to approve new courses. Courses offered in the Master of Liberal Studies

(MLS) program were evaluated, resulting in new course requirements approved by the Academic Council that oversees the MLS program.

Meadows School of the Arts' Academic Policies Committee provided the Provost's Educational Programs Committee with several possible curriculum changes, including a proposal from Arts Administration for the M.A. degree in international arts management and a proposal for a Ph.D. in art history. In addition, the Committee sponsored faculty discussions and town hall meetings on ways to increase interdisciplinary learning and possibilities for the Meadows co-requirement. Discussions by the Meadows School's Academic Policies Committee, its academic leadership, and the Dean's Faculty Advisory Board have resulted in curricular initiatives in arts administration/entrepreneurship, cities and culture, and a first-year experience course in arts entrepreneurship for all undergraduate performing and visual arts majors. The Temerlin Advertising Institute in Meadows launched its new Master of Arts in Advertising program in 2009-10 with 19 students.

Dedman College began efforts to close the much-diminished and costly undergraduate Evening Studies program. The Lyle School of Engineering discontinued four academic programs: the undergraduate environmental science program and Master's-level programs in facilities management, environmental systems management, and hazardous and waste materials management.

In response to budget constraints, the provost suspended new projects of the SMU Press and appointed a committee to review the mission and future of the press.

IT created an Information Technology Advisory Council with representatives from the schools and faculty, dean of research, and undergraduate and graduate students to promote the improvement of teaching and learning through technology.

OBJECTIVE THREE: Review of general education requirements and how they prepare SMU students for citizenship and leadership roles in an educated society

A final proposal for a new University Curriculum was developed in April 2009 and circulated among faculty and staff for consultation, leading to revisions. In March 2010 the entire faculty, through a vote conducted by the Faculty Senate, approved the curriculum, and in May 2010 it was approved by the Board of Trustees. The provost and the associate dean for general education solicited nominations for chairs and members of committees that will develop definitions of each UC component and expected learning outcomes. These committees, with the Council on the University Curriculum, will oversee program and course development.

OBJECTIVE FOUR: Enhancement of Honors Programs and Societies in graduate and undergraduate degree programs

With the sponsorship and support of the Board of Trustees chair, a luncheon-speaker series was created to foster interaction among the students in various scholars programs, including the President's Scholars, Hunt Scholars, and Cox BBA Scholars. An informal steering group with representatives from the Office of Student Affairs and Office of the Provost, as well as several student scholars, organized three luncheons with speakers. To date this effort has had limited success in attracting students.

Planning went forward on a recommendation of the Honors Task Force to create a Scholars Commons. With assistance from the provost and the vice president for business and finance, a space was identified (much of the basement floor of Clements Hall). During 2009-10 a user group consisting of the directors of most scholars programs met to decide on basic concepts. The Office of Campus Planning and Design, with funding provided by the provost, has procured an architect to create schematic renderings of a renovation to create the Scholars Commons.

The basement level of Clements Hall also provided sufficient space for much-needed office and support activities of the University Honors Program, after a summer 2009 renovation. For the first time, a faculty member became a resident in the Virginia-Snyder honors residence hall.

Dedman College enrolled 195 new honors students in 2009-10, graduated 150 honors students, and launched the Dedman Scholars program. Forty continuing honors students participated in the honors mentoring program for first-year students. In the Annette Caldwell Simmons School of Education and Human Development, 34 students were inducted into Pi Lambda Theta, the national honor society. The Education Deans of Independent Colleges and Universities in Texas award for the outstanding preservice teacher was given to an educator who was an undergraduate in Simmons.

OBJECTIVE FIVE: Enhancement of academic expectations and the rigor of academic evaluation

The Faculty Senate remained involved in the concurrent appointment process involving the Bush Institute. University administrators met with the president of the Faculty Senate to support the principle stated in Senate bylaws affirming the Senate's responsibility to monitor the activities of any nonschool academic institutes and programs. Another matter that has come to the attention of the Faculty Senate is the need to monitor the new on-line system of semester course evaluations by students.

Dedman College implemented several academic recommendations of the Substance Abuse Prevention Task Force, including attendance policies, comprehensive finals for all lower-level courses, and additional homework requirements. A new supervisory instructor program was developed and implemented to provide significant oversight by faculty of courses taught by graduate students.

Meadows School of the Arts carried out a yearlong process, with input from chairs, faculty, and the Meadows Promotion and Tenure Committee, to restructure the School's annual review, promotion, and tenure policies and procedures. The Meadows faculty approved the revisions in May 2010.

During the 2009-10 academic year, Cox School of Business faculty voted to change the admission requirements for entry into the BBA program. Students will need a 3.300 grade point average in the "business subset" classes and a 3.300 overall GPA. These new requirements have added the cumulative GPA standard to the admission requirement.

IT expanded the use of the Blackboard-based online course evaluation system to include the Meadows School of the Arts, Cox School of Business, Dedman College, and the Department of Teaching and Learning in the Simmons School of Education and Human Development. IT also centralized all Blackboard-related support at the IT Help Desk.

GOAL THREE: TO STRENGTHEN SCHOLARLY RESEARCH AND CREATIVE ACHIEVEMENT

The mission of distinguished universities includes both sharing and creating knowledge. To enhance its academic standing, SMU must increase its support of scholarly research and creative achievement.

GOAL THREE OBJECTIVES

OBJECTIVE ONE: Reorganization of the Office of the Dean for Research and Graduate Studies with resources appropriate to its responsibilities

The associate vice president for research and dean of graduate studies and the assistant vice president for research, positions filled in 2007 and 2009, respectively, are supported by a senior assistant dean for graduate studies, an executive assistant, two grant specialists and three secretaries. In spring 2010 SMU initiated a search for a contract officer to provide much-needed acceleration of contract negotiation and approval. Plans for future expansion include a third grant specialist to help process the increasing number of proposals, a compliance officer to ensure conformance with government and University research policies and grant requirements, and a technology transfer officer to facilitate commercialization of SMU's intellectual property.

OBJECTIVE TWO: Implementation of an updated technology transfer program to provide additional resources for scholarly research

A standing advisory panel of technology transfer experts from the private sector evaluates current holdings and recommends improvements in technology transfer strategies at SMU. The Office of Research and Graduate Studies also reviewed original benchmarking of technology transfer in terms of how other universities are proceeding in this area. In academic year 2009-10, SMU obtained one new utility patent and three new provisional patents. This activity compares favorably with statistics from the National Science Foundation, which predict 1.9 patent awards per year for SMU based on the size of the faculty in science and engineering. The planned addition of a technology transfer officer to the staff will facilitate commercialization of SMU's patent portfolio.

OBJECTIVE THREE: Development of collaborative programs with corporations, businesses, governments, educational institutions, and other partners

Nine faculty from the Dedman School of Law organized a two-day summit between the European Court of Justice and the Supreme Court of the United States. Chief Justice John G. Roberts, Justice Ruth Bader Ginsburg, and Justice Stephen Breyer traveled to Europe to meet with the 27 justices and eight advocate generals of the European Court of Justice. Sixteen Dedman School of Law students enjoyed two luncheons with the justices of both courts and a reception at the U.S. Embassy with the three Supreme Court justices.

The Law School also hosted numerous collaborative conferences and programs bringing representatives of businesses, corporations, governments, and other educational institutions to campus. These included the Rule of Law Forum with prominent members of the Indonesian judiciary, legislature, and various executive departments; continuing legal education with the Appellate Judges Education Institute and the American Bar Association; 17th Annual Corporate Counsel Symposium; 44th Annual SMU Air Law Symposium; International summit on the law and business of video games; The American Society for Legal History annual meeting; and a session of the U.S. Court of Appeals for the Fifth Circuit.

The Cox School of Business expanded relationships with corporations, businesses, and associations to deliver management education that improves organizational performance. The renewal rate among major clients (Anadarko, Baylor Health Care System, Pioneer Natural Resources, Sabre Holdings, Samson, Spectra Energy) is 100 percent, with expanded business in many areas. New major clients included Devon Energy, Lockheed Martin, National Hispanic Corporate Council, and Questar. Another addition was Mary Kay China, which sponsored a program for pre-eminent Chinese journalists. Cox worked with several organizations (Human Resources Roundtable, North Texas CFO Forum, Financial Executives International, Sales Leadership Forum) to conduct activities for business executives.

In Dedman College researchers in physics are part of the ATLAS program, which represents the largest international scientific collaboration in the world today, involving 175 institutions from 34 countries.

The Annette Caldwell Simmons School of Education and Human Development initiated a formal partnership with the George W. Bush Institute by naming the first concurrent fellow, Dr. James Guthrie. The school cohosted two symposia with the Bush Institute on education leadership and on educating and empowering Afghan women and children. The Simmons School of Education also continued participation in the West Dallas Education Task Force; collaborated with Mindful Learning, LLC, and The Hockaday School to create a summer STEM Institute and with Highland Park Independent School District and the Highland Park Foundation to develop a prototype program in global education leadership; created an advisory board of local business leaders with interests in dispute resolution; and continued efforts to advance the partnership with the Dallas Arboretum to serve as its exclusive university partner in developing its Children's Discovery Garden.

The Division of Theatre in the Meadows School of the Arts expanded its highly visible and successful collaborations with professional theatre companies during the 2009-10 academic year, including the Dallas Theater Center and the Udermain Theatre.

The Division of Art in Meadows has been developing partnerships with area museums and galleries. These include an exhibition at the Pollock Gallery of the work of Frances

Stark, in collaboration with the Rachofsky House Collection and the Dallas Museum of Art; a joint project among the Meadows Museum, TCU's Fort Worth Contemporary Arts gallery, and the Modern Art Museum of Fort Worth, focused on the work of Eve Sussman and the Rufus Corporation; a project with the Dallas Museum of Art's Center for Creative Connections on the theme of "Space"; and a conference on "Art, Work and Social Practice," in collaboration with UTD/CentralTrak's exhibition "The Non Profit Margin." The Division of Art also worked with TCU to provide SMU art chair Michael Corris as a lecturer at TCU's Fort Worth Contemporary Arts gallery and hosted a joint seminar at Meadows with SMU and TCU graduate students.

Through partnerships with other institutions and supported by a gift from Sally Warren and Jeff Jackson, the Division of Art's Visiting Artist Program brought two artists from New York and Argentina to work with an SMU art professor. Two Comini Lectures in Art History were co-sponsored with the African American Museum and the Sixth Floor Museum, and held at those locations.

The Division of Art History continued projects for AP Strategies to support AP art and art history teaching in Dallas. These included "Super Saturdays" for AP teachers and students, an art history graduate student's work with an AP class at Booker T.

Washington High School for the Performing and Visual Arts, and the AP College Bowl.

For the second year in a row, through a grant from the Wells Fargo Foundation, the Meadows Museum and the Meadows School engaged approximately 700 sixth-graders

through “Imagine U @ SMU.” Many of the students who participated in this interactive arts experience were from disadvantaged backgrounds. The students visited the Meadows Museum three times to see original works and create their own art; to experience campus life; to interact with staff, faculty and students; and to meet community and campus leaders who share similar backgrounds.

Meadows continued its partnership with Big Thought of Dallas through two programs: Artists in the World, which trains artists to become teachers of their art, and Creative Solutions, which offers an intensive arts residency program for at-risk youth.

The Division of Arts Administration collaborated with the Business Council for the Arts on a program with the Dallas Department of Cultural Affairs’ Public Art Program. One project studies the awareness and impact of public art in Dallas, and a project with the AT&T Performing Arts Center investigates the economic impact of ATTPAC on Dallas. The Division of Arts Administration also partnered with TACA, a local arts support organization, to bring arts leaders from across the nation to Dallas to speak to students and serve as a resource to struggling local arts organizations.

The Meadows School has partnered with high schools in Dallas and Carrollton/Farmers Branch to encourage high school students to apply for the Hispanic Youth Symposium. Thirty students from SMU, half from Meadows and half from other schools on campus, served as mentors and offered workshops on networking and writing application materials. The program facilitated more than 60 visits to area public high schools.

Students in Lyle School of Engineering graduate programs are from numerous corporations, including Bell Helicopter, EDS, Elbit Systems, Lockheed Martin, L-3 Communications, and Raytheon.

OBJECTIVE FOUR: Encouragement of interdisciplinary teaching and research, especially at the doctoral level

Faculty across multiple Dedman College and Lyle Engineering departments collaborated to use \$1.4 million in earmark and provostial funding to establish high-performance computing at SMU. The most powerful system in SMU history, consisting of 2,000 cores (CPUs), is now operating in temporary quarters in Fondren Science Building. Working under the Center for Scientific Computing, faculty from multiple departments submitted a proposal to the National Science Foundation for an additional \$1 million to increase the capacity and availability of this system.

In partnership with Cox School of Business, Perkins School of Theology initiated a certificate program for ministry and business leaders, using faculty from both schools. Through a grant from the Luce Foundation, the Center for the Study of Latino/a Christianity and Religions at Perkins offered interdisciplinary seminars for faculty from various SMU departments, such as Anthropology, Sociology, History, and Religious Studies, and for Perkins faculty.

Through the Richter International Scholars Program, the University Honors Program has fostered at least 40 undergraduate interdisciplinary research projects in the United States and six countries.

Dedman School of Law faculty conducted several interdisciplinary research projects that were published in significant law journals.

Reflecting an interest in expanding interdisciplinary performances for Meadows School of the Arts, a new concert series featuring faculty and students began at the Bath House Cultural Center in fall 2009.

OBJECTIVE FIVE: Expansion of funded research support

Research proposals in 2009-10 brought in a record \$25.6 million in sponsored research funding, a significant increase over \$16.5 million in 2008-09 and \$19.5 million in 2007-08. This amount exceeds the goal of \$22 million set for 2010 (note that the 2015 goal is \$30 million).

Measured against total faculty in Dedman College, the Lyle School of Engineering, and the Annette Caldwell Simmons School of Education and Human Development, the percentage of faculty submitting proposals was 29.5 percent, up from 26.2 percent in 2008-09, and well above the goals of 22 percent for 2010 and 25 percent for 2015. A

record number of proposals, 198, were submitted, surpassing a record high of \$149 million in funding requests.

As a result of attention by the Faculty Senate, work commenced on streamlining the process for faculty use of grant awards they have received. A goal of “within 30 days” will be used to complete all necessary processes in making these funds available to the involved faculty. Another issue agreed upon by the Office of Legal Affairs is that templates will be made available to streamline the contract process.

IT upgraded the biology and physics computer clusters to enhance research tools available to the academic community and expanded Patterson Data Center, providing a facility for future computer clusters.

OBJECTIVE SIX: Support of doctoral programs resulting in increases in research productivity and creative achievement

A record 66 students completed their doctoral degrees in 2009-10, up from 48 the previous year and exceeding the goal of 57 set for 2010. Additional support for dissertation fellowships will be an important tool to increase the completion rate (72 in 2015). The actual level of doctoral fellowships did not increase significantly in 2009-10. Increasing doctoral fellowships will require resources from research funding, gifts and endowment, or the general fund (goal of \$18,000 in 2010; \$25,000 in 2015).

With support from the Office of the Provost, the Office of the Associate Vice President for Research and Dean of Graduate Studies, individual donors, and the Ministerial Education Fund of The United Methodist Church, the graduate program in religious studies now offers competitive stipends for Ph.D. students. Coverage of health care costs for Religious Studies Ph.D. students was instituted.

The Lyle School of Engineering adopted a requirement that all grant and contract proposals submitted by faculty and staff use a minimum stipend of \$18,000 per year for each full-time research assistant (doctoral student). This annual minimum stipend will increase by approximately 3 percent per year. The number of doctoral degrees offered by Lyle is expected to increase due to the initiation of doctoral programs in software engineering and systems engineering.

With the hiring of the new endowed chair in art history, the Meadows School is ready to begin admitting students into the new Ph.D. program. In Dedman College the Mathematics Department significantly increased the number of graduate students on funded research assistantships. The Simmons School of Education and Human Development admitted an additional four students into the Ph.D. program in educational research and maintained full support for student tuition and stipends. The Dedman School of Law awarded one Doctor of Juridical Science (S.J.D.) degree.

OBJECTIVE SEVEN: Enhancement of undergraduate research

Participation in Research Day was extended to undergraduates, five of whom presented their research. In Dedman College undergraduate research for eight students was supported by the Hamilton Undergraduate Research Assistantship program.

In academic year 2009-10, 50 Meadows undergraduates received \$30,715 in Meadows Exploration Award funding, made possible by the Meadows Foundation, Inc. Projects included an original film production and music composition collaboration; production of a full-length, student-produced and student-choreographed dance concert; costume design and execution for the Meadows Opera Theatre production of “Trouble in Tahiti”; a seminar on learning differences; student participation in the John Carol University Intercollegiate Debate Tournament; and student journalists’ coverage of the Mustangs’ victory in the Hawaii Bowl.

In the Lyle School of Engineering, 23 undergraduates (as compared to six students five years ago) participated in research experiences. The Dean’s Office is asking Lyle faculty to include funding for undergraduate research assistants in new grant and contract proposals, especially through National Science Foundation Research Experiences for Undergraduates.

Through the Office of the Provost, 10 student groups received grants for Big iDeas research projects that were student initiated and will be presented in a spring symposium.

GOAL FOUR: TO SUPPORT AND SUSTAIN STUDENT
DEVELOPMENT AND QUALITY OF LIFE

The Division of Student Affairs is committed to developing opportunities for students to become productive citizens and leaders through supportive yet challenging environments. 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 of the University. Within this framework, intercollegiate athletic programs will continue to operate with integrity, to achieve high graduation rates for student-athletes, and to provide competitive opportunities at the highest NCAA level.

GOAL FOUR OBJECTIVES

OBJECTIVE ONE: Support for a living/learning environment that enhances personal exploration and growth

An oversight committee and a residence hall user group were established to advance the Residential Commons (RC) model for housing at SMU. The new Commons will have 1,250 beds with live-in faculty, and current halls will be retrofitted for the RC model. The new housing is proposed to be located on the north side of Mockingbird near the Dedman Center for Lifetime Sports.

The Campus Master Plan was updated and approved by the Board of Trustees in February 2010 to include new and renovated student housing, academic and administrative buildings, parking garages, landscape enhancements, and other support services for the University.

OBJECTIVE TWO: Enhancement of critical Student Life programs related to student retention and growth

As part of The Second Century Campaign, a lead gift is being sought for the Memorial Health Center, the only unnamed building on Bishop Boulevard. Research has been conducted with other university health centers regarding funding sources for new and renovated facilities. The Center's renovation plans are on hold, but funding explorations continue.

The Health Center Counseling and Psychiatric Services and the Center for Alcohol and Drug Abuse Prevention offered sessions during AARO (Academic Advising, Registration and Orientation) for students and parents on physical and mental health and safety issues. The Center for Alcohol and Drug Abuse Prevention taught 34 Wellness classes in the fall and 24 in the spring, as well as 12 AARO sessions.

Significant funds were allocated for operational components of the President's Commission on Substance Abuse Prevention. The commission met each semester to

monitor implementation of the recommendations of the task force that led to the commission.

Fundraising for the Hegi Family Career Development Center is ongoing, and the Center has been featured in various SMU communications about development opportunities. The Roger and Marion Palley Family Internship Endowment was established this year to provide grant funding for students seeking internship opportunities with preference in the Orange County, California, area. Efforts continue to establish a corporate sponsorship program to provide additional annual operating support for the Hegi Center.

IT completed an online orientation for new and transfer students via Access.SMU and implemented automated Mustang Corral processes and automated student orientation program registration.

The Mustang Band Second Century Initiative has been launched, which includes fundraising for \$3 million for the Mustang Band Hall and \$2 million for Mustang Band student recruitment and retention. Design concepts have been developed for the Band Hall to be located in the shell space of Dedman Center.

OBJECTIVE THREE: Expansion and strengthening of student leadership development and service opportunities

The Herscher Family Student Leadership and Education Endowment Fund, which supports programs for developing student leadership skills, has been established. A group of class leaders comprised “the Union” to solicit gifts from students, reaching an all-time participation high of 1,093 student donors in FY2010.

OBJECTIVE FOUR: Enhancement of student intern programs throughout the University

The SMU Chaplaincy Chair Endowment supported a research assistant position to provide pastoral care for international students through the Office of the Chaplain. The Craven Wilson Fund’s accrual has resulted in support for recruitment of an intern from the Perkins School of Theology for the coming academic year.

The Hegi Family Career Development Center continued to offer much-needed experiential opportunities for students. The Career Center has joined the prestigious and highly selective UCAN Consortium (University Career Action Network), which provides hundreds of new internships with companies and nonprofits from coast to coast. A \$100,000 endowment has been established to facilitate out-of-state internship opportunities. International partnerships with companies in China, Poland, and the United Kingdom are being developed for students seeking internships abroad.

Development and External Affairs facilitated the creation of internships through giving to The Second Century Campaign as part of its goal to enhance the student experience.

OBJECTIVE FIVE: Strengthening of intercollegiate sports programs to be more nationally competitive

The Office of Budget and Planning created a new reporting system that enables Athletics to monitor its financial position more proactively. IT partnered with Athletics and Ticketmaster to adopt a new game ticketing process for greater flexibility in scheduling and ticketing.

Construction of a golf short game course at the Dallas Athletic Club was completed in June 2010. Conceptual designs for the renovation and expansion of Moody Coliseum and new Perkins Natatorium were completed in fall 2009.

The 2009 football season saw the Mustangs win eight games, post the nation's largest turnaround in 2009, and win the Sheraton Hawaii Bowl Championship and a Conference USA Western Division Co-championship. Other SMU teams won three conference championships (men's and women's swimming and diving, and women's cross-country) and had 10 teams advance to post-season play. SMU athletes achieved on the field while maintaining solid work in the classroom. Each of SMU's 16 teams exceeded the NCAA's APR requirements for the 2008-09 academic year as well as the multi-year

average. In addition, four teams—men’s golf, women’s cross country, women’s swimming, and women’s tennis—scored perfect 1,000s for the 2008-09 seasons.

For the second consecutive year, SMU Athletics set new annual giving records.

Operating gifts to Athletics reached an all-time high of \$5.47 million. Contributions to the Mustang Club also reached new levels, exceeding \$2 million.

GOAL FIVE: TO BROADEN GLOBAL PERSPECTIVES

Today's students must be prepared to live and work in an emerging 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. As we become more global, ethnic diversity will surely encourage diversity of thought. The University is obligated by its trust and mission to prepare students for living in the dynamic and challenging times they will encounter.

GOAL FIVE OBJECTIVES

OBJECTIVE ONE: Reorganization and realignment of the international programs of the University

Undergraduate international programs of the University are now coordinated through the International Center, which reports to the Office of the Provost. The Office of Education Abroad is developing a Universitywide plan for international education by implementing recommendations made in the 2007 report of the Task Force on International Education.

OBJECTIVE TWO: Review of current and development of new internationally oriented consortial agreements consistent with SMU's academic goals

SMU has three academic agreements for the exchange of undergraduate students with Kwansai Gakuin University in Japan, The University of Lyon 2 in France, and Instituto Tecnológico de Monterrey in Mexico. SMU offers international study through agreements with 10 study abroad providers in Central and South American universities, including two in Mexico, as well as seven in Asia.

In fall 2009 the provost formed a task force to develop a campuswide protocol in approving courses taken through SMU Education Abroad programs. One recommendation requires academic units to be proactive in identifying programs abroad that match and/or enhance their course offerings on campus. The Faculty Senate adopted new language clarifying that credit hours earned through study abroad programs offered by other universities will count toward graduation, provided the study has been approved by SMU.

For full-time MBA students, the Cox School of Business has over 19 consortia agreements with business institutions in Asia/Pacific Rim, Latin America, and Europe. For the part-time MBA program, short-term international immersion programs are organized with eight schools in China, Europe, and South America. The Executive MBA group goes to Latin America the first year and China the second. The Lyle School of Engineering has a successful collaborative Master's degree program with Instituto Tecnológico y de Estudios Superiores de Monterrey.

The Meadows School's interdisciplinary participation in the annual spring Les Subsistances program in Lyons, France, continues to expand, with 34 graduate students from art, arts administration, and theatre participating. Les Subsistances begins with a three-day weekend festival of innovative theatre, dance and mixed media performances by artists from all over the world, followed by a two-week residency requirement taught by French artists/teachers.

OBJECTIVE THREE: Expansion of emphasis on global content in curricula across the University

The Embrey Human Rights Program in Dedman College received another two years of funding from the Embrey Family Foundation. The Clements Department of History in Dedman College hired a new South Asianist. In the Simmons School the Master of Liberal Studies program initiated a new concentration in global studies featuring courses in world cultures and emphasizing non-Western course content. Perkins School of Theology offered immersion courses in Northern Ireland, Mexico, El Salvador, the Palestine Territories/Israel, and Australia (during the Parliament of the World's Religions). In the Cox School of Business a new MBA course titled "The Rise of Modern Capitalism: Political Economy of East Asia" is being offered. With support from the Barnes Endowment, Meadows hosted a Noh Writers' Workshop conducted by the artistic and managing directors of the Japanese Theatre Nohgaku and featuring numerous courses with a global focus. Perkins School of Theology has doubled the number of cross-cultural immersion courses taught by its faculty from three to six.

OBJECTIVE FOUR: Enhancement of strategies that increase the international representation of students and faculty

As shown in the following table, the percentage of international undergraduate students has been fairly stable over the past three years, while the percentage of international graduate students decreased from 2008 to 2009, due to visa problems, the global economy, and most important, the increasing quality of programs in their countries of origin.

| International Students for Past Three Years | | | | |
|---|---------------|------------|-----------------------|------------|
| Year | Undergraduate | | Graduate/Professional | |
| | Number | Percentage | Number | Percentage |
| 2009 | 364 | 6% | 559 | 12% |
| 2008 | 350 | 6% | 591 | 13% |
| 2007 | 303 | 5% | 589 | 13% |

In Meadows School of the Arts two of the seven full-time faculty hired for fall 2010 are international (from Brazil and France). In Dedman College a new tenure-track faculty member from Africa was hired, along with a lecturer to teach Arabic. During the year several international visiting professors taught in the Dedman School of Law, including one from Egypt and two from Israel. In addition, the Law School continued an arrangement with The Academy of International and Comparative Law, whereby students enrolled in the Academy's summer program and who are then accepted into the Law School's LL.M. program receive three hours' credit for work completed at the Academy.

The Law School also hosted a Japanese judge, designated by the Supreme Court of Japan, to study at the School. The dean and two faculty members visited various universities in Asia, primarily to recruit new LL.M. students. In the Lyle School of Engineering international students constitute about 4.5 percent of the undergraduates and 24 percent of the graduate student body.

In the 2009-10 academic year, 12 percent of SMU's student-athletes were international students compared to almost 9 percent for the University.

DEA/Public Affairs expanded the number of students and faculty writing for the SMU Adventures blog on their study and service projects worldwide; the blog receives approximately 16,000 hits per month. Through The Second Century Campaign, two significant gifts were received in support of international student recruitment: \$1 million for Chinese law students and \$1 million for Chinese undergraduate students. During 2009-10 the campaign recruited several new members to the International Steering Committee and hosted alumni events throughout the Pacific Rim, reaching more than 350 SMU alumni in that region.

OBJECTIVE FIVE: Strengthening of international studies within the overall curriculum

The percentage of undergraduates studying abroad increased to 35 percent, up from 20 percent in academic year 2005-06. For the first time, the new University Curriculum

requires that students demonstrate proficiency in a foreign language. This should encourage more students to study abroad. A \$100,000 endowment has been received from the Compton Foundation for study abroad stipends. In addition, a portion of need-based financial aid is now available for students in SMU summer study abroad programs.

Through a grant from the Luce Foundation to the Center for the Study of Latino/a Christianity and Religions, Perkins School of Theology took two groups of Perkins professors on immersion experiences to Argentina and Brazil. The Simmons School of Education offered international programs in the Department of Lifelong Learning and Department of Dispute Resolution and Counseling in Italy and Ireland to enhance the graduate student experience. The Tower Center for Political Studies in Dedman College inaugurated an annual National Security Conference and a series of symposia, lectures, and programs on international topics. Forty-four percent of Meadows graduating seniors participated in an SMU study abroad program. Meadows faculty offered 18 summer abroad courses with a total enrollment of 188—a 42 percent increase in enrollment over the previous summer. Meadows Foundation funds were used to provide 21 students with travel assistance grants totaling \$19,800 for summer study abroad.

CONCLUSION

The 2009-2010 academic year was the fourth of the 2006-2015 Strategic Plan. Despite the lingering effects of the recession, significant progress continued to be made on the objectives outlined in the Plan. Although the pace of progress may have slowed somewhat, it is encouraging to see significant progress toward meeting the Plan's goals.

During this second year of the public phase of The Second Century Campaign, we continued to be on track toward the goal of \$750 million in gifts. By May 31, we exceeded our expected total of \$436 million as of that date, and achieved \$438 million in gifts and pledges. We expected 19 percent annual alumni participation and achieved 21 percent. We had aimed for a May 31, 2010, total of 35 percent alumni participation over the course of the campaign, and we reached 36.5 percent. In addition, fundraising for the George W. Bush Presidential Center remained on pace toward its groundbreaking in November 2010.

The appointment of William Tsutsui as Dean of Dedman College will bring stability to that important role and help to accelerate progress toward the many goals and objectives in the Strategic Plan related to the enhancement of Dedman College and the new University Curriculum. As noted in the Plan, the quality of the University will grow as we are able to strengthen the humanities and sciences, the crucial core of an SMU education.

As noted in the 2006-2007 Implementation Plan document of the Centennial Strategic Plan: “If we are faithful servants to our mission, wise planners for the future, and good stewards of our resources, the Centennial Strategic Plan, in tandem with The Second Century Campaign, will measurably change the profile of faculty and student achievement for which SMU will be known in the second century of its history.”

SMU is preparing to launch its second century by celebrating two milestones: in 2011, the Centennial anniversary of the University’s founding, and in 2015, the 100th anniversary of its opening. Volunteer leadership is in place and a committee has been formed to guide activities and projects over the five-year commemoration period. The Centennial commemoration will provide an excellent opportunity to focus greater attention not only on SMU’s heritage, but also on its considerable achievements, high aspirations, and unbridled potential moving forward.

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September 2010