

TABLE OF CONTENTS

INTRODUCTION.....	1
GOAL ONE <i>To enhance the academic quality and stature of the University</i>	3
GOAL TWO <i>To improve teaching and learning</i>	34
GOAL THREE <i>To strengthen scholarly research and creative achievement</i>	44
GOAL FOUR <i>To support and sustain student development and quality of life</i>	55
GOAL FIVE <i>To broaden global perspectives</i>	61
CONCLUSION.....	69

INTRODUCTION

This fifth annual Progress Report on the Centennial Strategic Plan 2006-2015 appears during a very special year in SMU history – 2011, the centennial of the University’s founding. SMU has designated 2011 to 2015 as the centennial commemoration period, culminating with the 100th anniversary of our opening, in 2015, the ending date of this Strategic Plan.

Energized by these milestone markers, the University community has been keenly attuned to taking stock of our progress and continuing our momentum into our second century of achievement.

With this heightened awareness, SMU presents the 2010-2011 Progress Report, detailing the progress made in the last year toward Strategic Plan goals and objectives. Although some goals and objectives are qualitative in nature, many others have specific numerical targets and timelines associated with them. In some areas of aspiration, SMU has exceeded measurable targets; in other cases, hitting the mark will require a more concentrated effort and/or additional resources.

This Progress Report is being presented to the Board of Trustees at its September 9, 2011, meeting and then will be distributed to the broader University community. The report not only underscores the aspirations of the Strategic Plan, but also encourages accountability to ensure that incremental progress is made. As times change, and other

needs and opportunities emerge, the Plan also enables SMU to be flexible and proactive in charting its future course.

Especially in these uncertain economic times, SMU is fortunate to have the guidance and support of trustees and other donors, whose unwavering commitment to the University keeps it moving forward.

GOAL ONE: TO ENHANCE THE ACADEMIC QUALITY
AND STATURE 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.

To promote recognition of SMU’s progress and quality, Public Affairs (PA) increased media relations efforts, resulting in more than 35,000 mentions during the fiscal year. *SMU Magazine* focused on faculty recognized as great teachers, researchers, and innovators. Media promotion of the new dean of Dedman College resulted in increased visibility for his leadership of the college. PA also increased its use of Facebook and Twitter to leverage social media opportunities, adding more than 3,000 followers to Twitter over the past year, a 600 percent increase.

The Second Century Campaign reached its midpoint with results exceeding \$538 million.

Major new commitments included:

Anonymous	Law endowed scholarship (planned gift)
Anonymous	Faculty position in Finance (planned gift)
Anonymous	Rare legal books (planned gift)
Anonymous	Investing and Trading Center – Cox School of Business
Anonymous	Law endowed faculty position (planned gift)
John Gregory Hall '58	Embrey Human Rights Program (planned gift)
Deborah G. Hankinson '73	Dedman School of Law (for an endowment for scholarships or faculty chair to be determined by donor at a later date) (planned gift)
Ms. Linda W. Hart '65 and Mr. Milledge A. Hart, III	Hart Center for Engineering Leadership
Ruth Ray Hunt Memorial VII Fund, Communities Foundation of Texas	The Mrs. H.L. (Ruth Ray) Hunt Endowed Research Fund in the Hunter and Stephanie Hunt Institute for Engineering and Humanity
Paul B. Loyd, Jr. '68 and Penny R. Loyd	The Center for the Development of Student Athletes (renovation and programming)
Liz Martin '82 and William D. Armstrong '82	Residential Commons
David B. Miller '72, '73 and Carolyn L. Miller	Moody Coliseum renovation
Moody Foundation	Moody Coliseum renovation
Sarah Fullinwider Perot '83 and Ross Perot, Jr., and The Sarah and Ross Perot, Jr. Foundation (plus \$500,000 in startup funding from Jerome M. '51 and Leah Fullinwider)	The Jerome M. Fullinwider Endowed Centennial Chair in Economic Freedom

Thus far the campaign has funded 15 endowed schools, centers, institutes, and academic and research programs; 21 new endowed faculty positions compared to 16 for the entire last campaign; 224 new endowed scholarships compared to 171 for the entire last campaign; and 17 new or renovated facilities compared to 14 in the last campaign.

The year 2011 is the 100th anniversary of SMU's founding, and on April 15, 2011, the University celebrated Founders' Day with a public event on the main quad, paying tribute to the University community, alumni, the people of Dallas, and The United Methodist Church, which joined in partnership to establish SMU. The celebration enabled SMU to reflect on its progress and look toward its second century of achievement, themes that were noted in widespread local publicity.

As a critical factor in SMU's reputation, the Southern Association of Colleges and Schools (SACS) in 2010-2011 conducted its 10-year reaccreditation review of SMU. Although SACS will not issue its final report until later this year, the first set of findings was very positive and included only a few areas that are subject to additional review. Particularly important was the fact that SACS found nothing deficient in the operation of SMU in those areas designated by SACS as core areas of review.

As will be presented in the following report on Strategic Plan objectives, significant progress was made this year in enhancing the quality of the academic profile of the University.

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

The Second Century Campaign added three new endowed faculty positions: the Jerome M. Fullinwider Endowed Centennial Chair in Economic Freedom; Chair in Jurisprudence and Constitutional Law; and the Bobby B. Lyle Endowed Professorship of Engineering Innovation.

In addition, SMU appointed two new University Distinguished Professors from among the current faculty, bringing to nine the number of University Distinguished Professors.

Across the University SMU hired 27 tenured and tenure-track faculty. One is a full professor with tenure, three are associate professors (one with tenure), and 23 are tenure-track assistant professors. They include highly accomplished faculty who left tenured or tenure-track positions at Vanderbilt, Florida State, and the University of Nebraska. At Cox School of Business the new hires have doctorates from the universities of Indiana, Chicago, Michigan, North Carolina, and Michigan State. At Dedman College, for the last two years, new hires include those holding doctorates from Johns Hopkins, Notre Dame, New York University and Princeton. At Dedman School of Law new hires graduated from Duke Law School, New York University Law School, and Harvard Law School.

With assistance from the provost's Office of National Fellowships and Awards, numerous faculty members received highly prestigious national awards and fellowships. Awards of particular note include the induction of a law professor into the American Law Institute, one assistant English professor's appointment as an American Academy of Arts and Sciences Visiting Scholar, and another English Department assistant professor's naming as a DuBois Institute Fellow at Harvard. Another was named a Fulbright Scholar to India and a Getty Postdoctoral Fellow. English Department faculty members also were selected for fellowships from the National Endowment for the Humanities and from the National Humanities Center. An assistant professor in physics received a Ralph E. Powe Junior Faculty Enhancement Award from the Oak Ridge Associated Universities, SMU's second award in two years; and a record eight SMU faculty were awarded Sam Taylor Fellowships. Three professors in Dedman College and another in Perkins School of Theology received SMU Gerald J. Ford Research Fellowships, and four other professors in Dedman College, Lyle, Meadows, and Perkins received the Ruth S. Altshuler Distinguished Teaching Award from SMU. In addition, a law professor was selected to the prestigious position of senior policy adviser on tax reform on the minority staff of the U.S. Senate Finance Committee, while another law professor serves as the coordinating reporter for the American Law Institute's Restatement (Third) of Torts.

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

The Budget Office, despite difficult financial times, continued to provide the same salary increase pool for promotion and tenure as well as to fund a merit increase of 1.5 percent for other faculty and staff. The office also created HR Dashboard Reports to help track new hiring and termination trends of faculty and staff.

The Office of Information Technology (OIT) increased overall online course evaluation response rates by 10 to 15 percent; upgraded the Blackboard Learning Management System and Ad Astra for academic room scheduling assistance; negotiated and implemented SAS, SPSS and MatLab Software Site License, which enabled faculty to use the software on personally owned computers; and held a Technology Fair in April.

Regarding faculty compensation, the following table compares the overall status of faculty salaries at the beginning of the 2009 and 2010 academic years. While salaries for assistant professors continue to be above the salaries at both aspirational¹ and cohort² schools, SMU lost some of its advantage in the assistant professor category in 2010.

¹ Universities in the aspirational category: Boston College, Brandeis University, Carnegie Mellon University, Emory University, Lehigh University, Tufts University, Tulane University, University of Notre Dame, University of Rochester, University of Southern California, Vanderbilt University, and Wake Forest University.

² Universities in the cohort category: American University, Baylor University, Boston University, Fordham University, George Washington University, Marquette University, Pepperdine University, Syracuse University, Texas Christian University, University of Denver, University of Miami, and University of Tulsa.

SMU salaries for associate and full professors are above those in cohort schools, although, again, not as much above in 2010 as in 2009. SMU salaries for associate and full professors are below those in aspirational schools. The gap narrowed for associate professors but widened for full professors between 2009 and 2010. The slippage was anticipated in last year's report, which noted that economic challenges required the University to increase the overall salary pool by only 1.5 percent. This year the University was able to increase the salary pool by 3 percent, which hopefully will further close any gaps.

SMU will continue to monitor closely its competitive position regarding faculty salaries. It is significant that our salaries are above those at both aspirational and cohort schools at the assistant professor level, suggesting that the quality of new hires at this level is high.

	SMU	Aspirational Schools	Cohort Schools	SMU % Aspirational Schools	SMU % Cohort Schools
Professor 2009	\$133,431	\$135,875	\$123,225	98.2	108.2
Professor 2010	\$133,500	\$139,500	\$126,658	95.7	105.4
Associate Professor 2009	\$ 89,859	\$ 92,358	\$ 88,017	97.2	102.1
Associate Professor 2010	\$ 91,700	\$ 93,175	\$ 90,408	98.4	101.4
Assistant Professor 2009	\$ 84,380	\$ 80,800	\$ 73,575	104.4	114.7
Assistant Professor 2010	\$ 85,200	\$ 83,317	\$ 75,075	102.3	113.5

Evaluating the data comparing aspirational and cohort schools along with other data analyzed by the Faculty Senate, it can be seen that SMU faculty salaries are competitive with all groups. However, as SMU begins to compete with the schools in the aspirational group, faculty salaries, particularly at the associate and full professor levels, will have to rise to attract the best talent nationally.

In an effort to retain outstanding faculty being recruited by other institutions, this year the Office of the Provost made salary adjustments to retain one economics professor, two Cox School professors, and one Perkins professor. The University also rewarded faculty who were promoted to associate professor with tenure or to full professor by increasing their salaries by \$5,000 for associate professors and by \$10,000 for full professors.

The Office of the Provost annually reviews individual faculty salary increases for each school as well as the teaching and scholarly production of each school's faculty. This process is used to ensure the fairness of salary determinations within each school.

Several schools are awarding substantial research grants to faculty to encourage productivity. In fall 2010 Dedman College initiated the Dean's Research Council, which awards up to \$25,000 to tenure-track faculty for their research efforts. A primary goal of this program is to serve as seed funding leading to additional funds from external sources. Three junior faculty received awards from this program in spring 2011.

Dedman School of Law for several years has awarded summer research grants ranging from \$7,000 to \$25,000. Junior faculty members receiving these awards have placed numerous articles in prestigious law journals such as the *Michigan Law Review*, *University of Pennsylvania Law Review*, *Cornell Law Review*, *Virginia Law Review*, and *UCLA Law Review*. Meadows School of the Arts funded the travel and research of 47 faculty members during academic year 2010-2011.

SMU continues to strive for diversity in hiring faculty. This year 47 percent of new assistant professors hired are women; 100 percent of new associate professors are women, but of the five new full professors hired, none are women. For fall 2011 SMU hired seven minority faculty. In this group Cox School of Business recruited three women and two men who are Asians. In Dedman College one new hire is Hispanic and three are women. Dedman School of Law added one African-American woman, one African-American man, as well as one white man. Lyle School of Engineering hired two women. Meadows School of the Arts hired two minorities in its group of six new appointments. In Perkins School of Theology currently 50 percent of tenured associate professors are women and 43 percent of tenured full professors are non-white. In 2010-2011 Perkins hired two additional women.

SMU faces a problem found throughout the academic world – the difficulty of women at the associate professor level to achieve promotion to full professor. President Turner’s Commission on the Status of Women has reported to him on this issue, which will be reviewed by the president and provost during the coming year.

Another factor in attracting the best faculty is to offer various options for leave that recognize the family responsibilities of young faculty. The Office of the Provost has developed proposed policies to accommodate this need. The Faculty Senate passed a resolution last year supporting these “family friendly” policies. In 2011-2012 at the request of the provost, the Faculty Senate will review these proposed policies before they are submitted to the Board of Trustees.

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

A major branding study was authorized by President Turner to focus particularly on student recruitment. A survey was conducted by Red Phone Marketing to gain insights on the SMU brand name and the individual college and school brands among prospective students and parents. The study was overseen by the Brand Study Group consisting of the president, provost, vice president for executive affairs, vice president for development and external affairs, senior associate dean in the Cox School of Business, associate vice president for public affairs, and director of integrated marketing in public affairs.

Conclusions from the study will be used to refine marketing and communications to facilitate enrolling top-quality students from across the country.

Public Affairs worked with Legal Affairs to raise awareness of proposed cuts to the Texas Equalization Grant (TEG) program through placement of student-written op-eds in

Austin and Dallas newspapers, fact sheets for legislators, and a postcard campaign from students to lawmakers.

The Second Century Campaign secured support for 17 new endowed scholarships.

The University increased the availability of scholarships to compete for top-ranking undergraduate and graduate students. The FY 2011 centrally administered financial aid budget increased \$5.8 million, or 12.7 percent. Since 2005 this budget has increased almost 65 percent, or just over \$20 million.

	2005	2006	2007	2008	2009	2010	2011
Budget Dollars	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	5,413,085	5,754,591
% Increase		5.10	8.40	5.60	6.60	13.6	12.7
% Increase Since 2005		64.55					
Dollar Increase		20,067,452					

SMU's applicant pool for fall 2010 was 9,085 total applications. Concerned about a national decline in the number of high school seniors that is projected to continue through 2020, SMU contracted with Royall & Company, a national firm specializing in the generation of college applications. Consequently, SMU received almost 13,000 total applications for fall 2011, a 43 percent increase in applications over fall 2010.

The acceptance rate of undergraduate applicants for fall 2010 increased to 59.4 percent from 54.4 percent for fall 2009, reflecting the increasing competition for applicants. However, the increased applicant pool places the acceptance rate for 2011 at approximately 55 percent. The goal of 50 percent admission rate by 2015 is feasible with continued investment in admission outreach and proactive steps to increase the size of the applicant pool. The first-year retention rate was 88.6 percent, higher than last year's retention rate of 87.7 percent. The six-year graduation rate (standard for reporting across universities) was 74.8 percent, down from 76.7 percent in the previous year. The goal is to reach 75 percent by 2015.

The average SAT reported to *U.S. News and World Report* for new first-year students in 2010 was 1243. For the first time SMU reported scores for all students who entered in summer or fall, including athletes and international students. Using the same parameters for reporting, this represented an increase from an average of 1235 for all summer and fall 2009 entrants. Historically, SMU has increased the average SAT five to eight points each year. However, the goal of an average SAT of 1275 – 1300 by 2015 requires annual increases of six to 12 points each year. The SAT goal is possible but requires additional focus.

During 2010 many changes were implemented to help move the University closer to its enrollment goals. Admissions and Public Affairs revised all print and electronic publications, launched a new admission webpage, and created a Spanish language webpage. Other new strategies included a personalized video to admitted students, expanding

outreach to sophomores, increased use of social media, and encouraging prospective students to connect with SMU's regional, school, and general admission counselors.

The Office of the Provost was reorganized to create the position of associate vice president for enrollment management to provide strategy and leadership to increase the number and quality of applicants. The director of financial aid, registrar, bursar, and dean of admissions now report to the associate vice president. Further, the Office of Undergraduate Admission was reorganized to include international recruiting, to give the office clear responsibility for transfer admissions, and to streamline the athletic admissions process. The Admission Committee was restructured to include a representative from Meadows School of the Arts when reviewing audition-based applicants.

The centrally administered financial aid budget increased from \$51,153,952 reported for 2010 to \$53,123,519 for FY 2011. For FY 2012, the University may see a decrease in the overall financial aid budget as expenditures move back toward the 20 percent limit within Board policy. These changes may limit the pace at which SMU can achieve its enrollment goals, and this situation will be monitored closely. Since 2005 the financial aid budget has increased over \$22 million.

Dedman College and the Schools continued and expanded efforts to attract high-quality students. Cox School of Business admitted 127 new Cox BBA Scholars with an average SAT of 1419 and provided scholarship support for 78 of this group.

After a review of its advising and records office, Dedman College improved advising for undergraduate majors and support for the advising staff. In its third year the Dedman College Scholars Program accepted 12 Scholars for this year's entering class. Dedman College now has 23 of these Scholars, one of whom was awarded the prestigious Goldwater Fellowship. Dedman College also established a new marketing office to develop communications and strategies to attract prospective students. The recruiting team is now housed in the dean's office suite, allowing for closer communication with the dean and academic personnel.

In Dedman School of Law the average LSAT score rose to 163, which was in the 88th percentile nationwide. The evening program's LSAT score of 160 was the highest for the program since its reinstatement in 2004. The Law School remains highly selective, admitting only 20.74 percent of applicants to the full-time program and 17.24 percent of applicants to the part-time evening program. The SMU Pre-Law Scholars Program continues to allow highly qualified SMU undergraduate students to secure admission to Dedman School of Law.

The SAT scores of Lyle School of Engineering students increased this year by 15 points to reach 1325, and its undergraduate applicant pool increased to 1,779 for the 2011-2012 academic year from the previous year's applicant pool of 1,160. The Lyle School also increased its graduate student applicant pool to 589 from last year's pool of 494.

Meadows School of the Arts admitted 18 Meadows Scholars with an average SAT score of 1424. Meadows established a new Meadows Scholars/Recruitment Committee to guide Meadows Scholars through their University experience. Meadows recruiting initiatives increased by 42 percent the number of SMU applicants with Meadows as a first-choice major. In addition, auditions for dance increased by 40 percent.

Perkins School of Theology enrollment of Master's degree candidates grew by 24 percent this year, and 87 percent of these students receive some financial aid. The Doctor of Ministry program has increased from 22 students in 2008 to 60 students and added two new tracks to its curriculum.

The Simmons School of Education and Human Development offered stipends and tuition waivers to four doctoral students to pursue their training in educational research.

SMU had 35 student-athletes earn Conference USA Commissioner's Academic Medals during the 2010-2011 academic year, each of whom achieved a cumulative GPA of 3.75 or better. In addition, 205 SMU student-athletes were named to the Commissioner's Honor Roll during the academic year for maintaining a cumulative grade point average of 3.0 or better – a number which represents almost one-half of the student-athlete population and is a 12 percent increase from 2009-2010. For the first time in recent history, the cumulative GPA for all student-athletes averaged above 3.0.

In summer 2010 President Turner appointed the Athletic Admissions Review Committee (AARC) with members from the Board of Trustees, the Athletics Department, the Office of the Provost, and representatives from the faculty, Admission Office, Letterman's Club, and the Mustang Club. The AARC recommended that the Faculty Advisory Admission Subcommittee (FAAS) continue its role in reviewing the files of high school students who do not meet the SMU admission standards for prospective student-athletes. The AARC also recommended a change in the threshold for FAAS review that uses the NCAA calculation of high school GPA for purposes of the review. The Faculty Senate approved this change. The AARC also recommended and implemented several other changes to improve the athletic admission process.

The Office of Information Technology supported the Dallas Regional Science and Engineering Fair administered by SMU. It also upgraded Access.SMU to 9.0 for enhanced functionality and upgraded the web content management system.

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

Human Resources (HR) increased recruitment outreach to current employees through targeted e-mails with open position opportunities to encourage advancement and growth. HR implemented tuition benefits enrollment online within Access.SMU. HR also collaborated with the Payroll and Tax Departments on a new procedure that allowed

SMU to participate in a special payroll tax exemption, the W-11 Hire Act Initiative, which provides employers with tax relief for hiring unemployed individuals.

In collaboration with the offices of the Provost, Benefits, and Payroll, HR enabled the faculty termination process to mirror the staff termination process. This has improved identification and tracking of exiting faculty and facilitated more effective communication of benefits and COBRA details. HR also provided data to the President's Commission on the Status of Women for its staff salary analysis report and worked with the Commission and Office of Institutional Access and Equity (IAE) to close the gap on gender inequities. This occurred as IAE, recruitment, and compensation/classification processes continued to create more consistency within the job titles, years of experience required, and salary levels for staff. As jobs are posted and when promotions are recommended, managers must submit job evaluations so that HR can ensure that the positions fit within the parameters for the requested classification. HR reviews salaries for recent hires for each classification to make sure that new hires are brought in at similar levels, although salary levels may differ based on level of experience and other qualifications.

HR continued offering on-site health screenings and Naturally Slim classes. HR hosted Health and Wellness Day in October 2010 during open enrollment period, with a continuing focus on employee education. HR also hosted Emeriti educational sessions in 2010 to help faculty and staff considering retirement better understand the benefits of the Emeriti Health Account and Emeriti Retiree Health Insurance options. HR changed the

flexible spending account vendor from Ceridian to Discovery Benefits to address administrative performance issues and low participant satisfaction ratings. HR developed and implemented University Policy 10.12, Violence in the Workplace, and assembled a threat assessment team in partnership with Legal Affairs, Police Department, Risk Management, and Institutional Access and Equity. The policy and the team reflect SMU's commitment to providing a safe workplace. Threats can be reported confidentially via phone, online form, or e-mail.

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

The Office of Planning, Design, and Construction (PDC) completed a feasibility study for the renovation of the Fondren Library Center and for the renovation and expansion of Bridwell Library.

Central University Libraries (CUL) also worked with its key staff and a library consulting firm to assess user needs. The study was submitted to the University's Oversight Committee. President Turner and the Oversight Committee approved the \$18 million renovation plan.

The Office of Information Technology upgraded hardware and software for Library Management (Voyager) to provide enhanced functionality, partnered with Meadows to expand its Variations3 web-based digital music learning system, and expanded the OIT

partnership with CUL for providing technical support to student workers in the Information Commons areas.

The total volume count for all libraries is approximately 3.4 million, exceeding the set goal of 3.1 million by 2015. This jump is the result of the change made by reporting agencies that no longer differentiates between print and e-books. The SMU libraries have a large collection of e-books (678,220 volumes), which increases the book count.

The total number of resources (indexes, databases, etc.) in the SMU Online Resources is 505; the total number of e-journals in the SMU library catalog is 53,609, and CUL now has 11,841 digital items in its Digital Collections Library found in 34 separate collections. As of May 31, 2011, CUL's digital collections have received 1,192,126 hits since their inception. Again this year the Faculty Senate Subcommittee on Libraries confirmed a continuing increase in electronic journal usage and urged continued growth in online holdings.

DeGolyer Library had two exceptional exhibits this year. In fall 2010 it hosted *Mexico: Porfiriato to Revolution, 1876-1920*, and in spring 2011 it presented *Life and Work of Horton Foote: An Exhibition*. The exhibit was part of the Dallas Horton Foote Festival celebrating the life and career of the renowned Texas playwright and screenwriter, whose work included the Oscar-winning screenplay for "To Kill a Mockingbird." DeGolyer Library also received several important gifts during the year. These included the

professional papers of the late David J. Weber, the foremost historian of the Southwest in his generation.

CUL continued to improve functionality of its shelving, reading, and technology areas. It completed the refurbishment of the Science Information Center on the third floor after the School of Engineering vacated the area. This included the consolidation of all technology services staff on one floor, allowing for greater efficiency and collaboration.

Former First Lady Laura Bush received the Literati Award at the annual Tables of Content fundraiser. The award was created to celebrate the power of the written word and to recognize significant creative achievements. The Archives of Women of the Southwest held its biennial event on May 1, 2011. The speaker was Caroline Rose Hunt, who has given her papers to the Archives and who became the 100th woman to be honored through the “Remember the Ladies” project of the Archives.

The Bridwell Library of Perkins School of Theology remains one of the premier theological libraries in the United States and spends approximately \$1 million a year acquiring materials. A major acquisition in 2010-2011 was 115 catechisms dated from 1493 to 1830. Representing more than 50 authors and published in 50 different cities, these catechisms were printed in 17 different languages. Bridwell also increased its digitalized holdings, including digitalization of photographs and transcriptions of the 133 original letters written and signed by John Wesley.

The Underwood Law Library is one of the largest private academic law libraries in the United States, with an annual acquisitions budget of \$1.4 million and volume holdings of 646,000. New additions to the collection were in the area of specialized legal databases that support faculty research, including recent acquisitions in Russian law, LawInfoChina, Westlaw China, and *The Washington Post* archives – all purchased at the request of faculty. Librarians taught upper-level, for-credit courses in Advanced Legal Research and in International and Foreign Legal Research, provided liaison librarian assistance to student journal staffs and students in the legal clinics, and gave 28 specialized research lectures in upper-level courses.

OBJECTIVE SIX: Fostering an open, collaborative, diverse community

Human Resources created a website and process to assist the academic areas with hiring foreign nationals and inviting visiting scholars for speaking engagements and the transfer of knowledge. HR also hosted a workshop for associate deans and academic designees involved in hiring and inviting foreign nationals to campus. Human Resources also was established as a central source for determining payment options and treaty documentation.

HR continued to promote job fairs on the RecruitU website section and established partnerships with community- and minority-focused job fairs, including Urban League, RecruitMilitary, Department of Labor’s Federal Disability Job Fair, Urban Intertribal Council, and local churches and synagogues with employment ministries.

The Office of the Provost and the Office of Institutional Access and Equity enforced guidelines to ensure fair hiring of faculty across SMU. The guidelines focus on every stage of the hiring process, from advertising to selection of search committees and the decision to hire. As a result, for fall 2010 SMU added eight minorities to the faculty, and 47 percent of new assistant professors are women.

The following is the makeup of the SMU community by race and ethnicity in fall 2010.

Fall 2010 Students, Faculty and Staff by Race/Ethnicity				
	Undergraduate	Graduate/Professional	Faculty	Staff
White	70%	65%	79%	72%
Black/African-American	5%	7%	3%	11%
Hispanic/Latino/a	10%	7%	5%	11%
Asian	6%	7%	10%	3%
Native Hawaiian/ Other Pacific Islander	0%	0%	0%	0%
American Indian/Alaska Native	1%	1%	0%	1%
Two or More Races	1%	0%	1%	1%
Race & Ethnicity Unknown	1%	0%	0%	0%
Non-Resident Alien (any race)	6%	12%	2%	1%

Due to rounding, percentages may not equal 100%.

NOTE: Race/Ethnicity Codes changed between 2009 and 2010 per government regulations.

In the 2010-2011 academic year, 35 percent (162 of 464) of SMU's student-athletes were minorities.

In Dedman School of Law the percentage of minority students in the 2010 entering class increased to 25.3 percent from the previous year's 23.4 percent. Since 2009 the Meadows School has partnered with the Hispanic College Fund and the Dallas Independent School District each summer to host the Hispanic Youth Symposium for more than 200 high school students from Texas, including 125 from DISD. Summer 2011 was the third year for the program. In Perkins School of Theology 30 percent of students were from ethnic minority groups.

SMU is increasingly fostering collaboration among the colleges and schools. The new general education curriculum will require collaboration between departments and schools through its "Ways of Knowing" classes. Dedman College formed a committee to create a new Interdisciplinary Institute to bring together the various disciplines within and outside Dedman College to enhance learning.

Lyle School of Engineering participated with Cox School of Business for the third year to host the SMU Business Plan Competition. The Lyle School also collaborated with Meadows School of the Arts to host engineering debates. Lyle initiated the Living Village in conjunction with Engineering and Humanity Week sponsored by the Hunter and Stephanie Hunt Institute for Engineering and Humanity. The events highlighted living conditions of the world's poor and ways that technology and innovation can make

meaningful and sustainable improvements. The new M.A. degree in sustainability and global development is envisioned as a collaborative program that will engage Lyle School of Engineering, Meadows School of the Arts, Dedman College, and Dedman School of Law.

Perkins School of Theology co-sponsored programs with the Embrey Human Rights Program in Dedman College. Additionally, the Black Seminarian Association and the Hispanic student group L@s Seminaristas regularly led Perkins services. The Luce Foundation renewed a grant to Perkins in 2010-2011 for the study of Latino/a Christianity and religions. This grant supports faculty immersion programs in Latin America, collaboration across academic units on issues of importance to Latinos and Latinas, and scholarly research from the perspective of Latin cultures.

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

The Budget Office provided over \$300,000 to support regular session programming at the SMU-in-Taos campus. OIT upgraded the Taos Internet connection from 1.5 Mbps to 10 Mbps to support additional usage.

All of the new and fully renovated casitas at the Taos campus achieved Gold level in the U.S. Green Building Council’s LEED certification, making SMU-in-Taos the only

educational institution in the state of New Mexico with seven LEED Gold-certified facilities. The full renovation of a faculty casita will commence in September 2011, with planned completion in January 2012. LEED Gold certification will be sought for this facility as well.

The Friends-of-Taos program attracted \$128,537 in gifts in 2010-2011, supporting student scholarships and initiatives for SMU faculty to create innovative courses for the SMU-in-Taos curriculum. Attendance at Taos academic sessions was 74 in June 2010, 36 in August 2010, and 98 in May 2011. The SMU-in-Taos Cultural Institute in July 2010 attracted 160 adult students, including educators supported by the Highland Park ISD Foundation. The Taos Cooperative Archaeology Project (TCAP) with Mercyhurst College continued into its third year with 31 SMU and Mercyhurst archaeology students participating at Fort Burgwin. Fall 2010 marked the second year of the Fall Lecture Series, a collaborative effort with SMU-in-Taos, UNM-Taos, and the Town of Taos to bring 10 free public lectures to the community.

Other uses of the Taos campus included SMU Alternative Spring Break projects, a workshop on professional ethics in anthropology hosted by the American Anthropological Association, separate retreats for President's Scholars and Hunt Scholars, summer internship programs for Cox students and Meadows (Communication Studies) students, a program for voice students, and a Ph.D. summer seminar sponsored by the English Department.

SMU-in-Plano served just over 760 graduate students through a variety of day, evening, and weekend programs leading to Master's degrees and/or professional certificates in business administration (PMBA), counseling, dispute resolution, engineering, learning therapies, and liberal studies in addition to video game technology offered through The Guildhall at SMU. There were 399 graduate-level courses taught on the campus during 2010-2011, compared to 409 the previous year. Course enrollments remained consistent with 4,648 this year compared to 4,621 last year.

Collin County and other areas continued to be served by the Center for Dispute Resolution and Conflict Management, the Diagnostic Center for Dyslexia and Related Disorders, and the Center for Family Counseling – all housed at SMU-in-Plano through the Annette Caldwell Simmons School of Education and Human Development.

Noncredit enrollment in adult and informal courses offered through SMU Continuing Education declined slightly (from 708 in 2009-2010 to 659 in 2010-2011), as did the enrollment in the Summer Youth Program (from 2,381 in summer 2009 to 2,343 in summer 2010). The two-week summer Advanced Placement Institute also saw a decrease, with 360 teachers participating in June 2010 as compared to 441 the previous year. Cox Executive Education offered two noncredit courses in Plano during the year – the Graduate Marketing Certificate Program and the Certificate in Leadership.

In January 2011 the Plano campus hosted the second “J-Term” program, a concentrated program of study that allows students to enroll in one three-credit-hour course before the

start of the spring semester. Total enrollment was 163 students (up significantly from the first year with 72 students), generating just over \$478,000 in tuition.

Revenue from Corporate Meeting Services surpassed \$300,000 for the first time, which helped offset campus operating expenses. Frito-Lay/PepsiCo continued to be the most frequent user of available classroom space, but Hewlett-Packard (HP), JCPenney, and Ericsson were other notable clients during the year. Close relationships with several local organizations continued, in part due to the program's ongoing involvement with Leadership Plano's Executive Board and the advisory boards of the Plano Economic Development Board and the Junior League of Plano. Among other campus events, Dean Al Niemi presented the third annual Cox Economic Forecast in February 2011 to more than 225 business and community leaders, which generated excellent media coverage.

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 Community Engagement Council (CEC) continued to ensure that SMU remains an active partner with the metroplex in addressing human and civic needs. The CEC created a website providing a portal to SMU's many engagement efforts and programs. The CEC agrees that SMU should consider seeking "community engagement" classification from the Carnegie Foundation and hopes to apply for the Community Engagement Classification in 2015. All the schools' representatives continue to be extremely

involved in – and committed to – community engagement. SMU’s schools have worked with the Dallas Faith Community Coalition (DFCC), which has helped find connections between SMU’s expertise and the needs of the project. The fruitful connection between SMU, the DFCC, and West Dallas efforts now has evolved into a Center for Community Development that will be part of the Simmons School of Education and Human Development.

In Cox School of Business, faculty of the O’Neil Center for Global Markets and Freedom made presentations and speeches throughout the United States, including media appearances. The Maguire Energy Institute joined with the Society of Petroleum Engineers to host the Society’s annual conference on Shale Gas Drilling Completions. The Institute also completed a number of studies, including one for the Shallow Water Drilling Coalition that assessed the impact of the drilling moratorium on shallow water drillers in the Gulf of Mexico.

Dedman College continued the Academic Community Engagement (ACE) Center, which seeks to educate students for life in the diverse world they inhabit and enables them to serve the community. Four SMU students live in the ACE Program House in East Dallas and tutor Robert E. Lee Elementary School students. The SMU students also must engage in additional hours of community service. Psychology Department students, as part of their coursework, conduct no-charge, psychoeducational evaluations for community members, testing for dyslexia, ADHD, and other conditions that affect learning. Graduate students in the Statistical Science Department provided consulting

services to the Dallas mayor's office and conducted an evaluation of the mayor's Passport to Health Program.

Lyle School of Engineering sponsored a series of events with high school and middle school students, including Lyle Engineering Camps for Girls and TEDxKids. TEDxKids, a half-day program for middle school students, attracted 410 students in 2010 to learn about new inventions and scientific breakthroughs. The Lyle School also had great success with its full-day TEDxSMU program, attracting 600 participants in 2010. Lyle is planning TEDxSMU 2011, which will focus on "disruption," a discussion of events and discoveries and how they affect individuals and the community.

In Meadows School of the Arts each division maintained its extensive interaction with the community. For example, the Division of Music held 35 workshops for music teachers, the Division of Art offered a summer program for young artists entering their junior or senior year of high school, and the Communications Studies Division conducted two-hour teaching sessions for DISD high school students interested in debate. The Dance Division hosted 30 dance students from Booker T. Washington High School for the Performing and Visual Arts for an all-day event that included dance classes with SMU students. The Division of Journalism, in cooperation with the Simmons School of Education and Human Development, continued this year to offer a free one-week SMU journalism camp named "College Zone" for selected DISD students. Temerlin Advertising Institute students worked on a pro bono basis with a variety of not-for-profit clients, including Buzz-Free Campus and the SMU Center for Alcohol and Drug Abuse

Prevention. In addition, the Institute continues to work with general market advertising clients, including GameStop and La Madeleine.

Taking advantage of recently constructed facilities, Perkins School of Theology hosted numerous community gatherings in 2010-2011, including an inter-religious women's dialogue, a seminar on progressive Christianity for non-University personnel, and a reception for representatives of the Parliament of the World's Religions. Dean William Lawrence of Perkins participates in a weekly panel of bloggers called *Texas Faith*.

Continuing to address timely issues, the Cary M. Maguire Center for Ethics and Public Responsibility hosted a website in support of the common reading, *The Immortal Life of Henrietta Lacks*, which focuses on ethics in medical research. Throughout the year the Center sponsored guest speakers on a variety of ethics topics as well as presentations by faculty who created courses in ethics, and by students reporting on their self-initiated research for a final spring project.

During the 2010-2011 academic year, the John G. Tower Center for Political Studies sponsored more than 30 events on SMU's campus for students, faculty, and the Dallas community. These events included lectures and symposia with scholars, such as Alex Betts, Jeffrey Herf, and Sanford Levinson, in addition to political leaders, including Speaker Joe Straus of the Texas House of Representatives, former Dallas Mayor Tom Leppert, former Pennsylvania Governor Ed Rendell, and Canadian Senator Hugh Segal. Also participating were major figures in international affairs, such as World Bank

President Bob Zoellick and Ambassadors Ryan Crocker and Tom Schieffer. The Tower Center also inaugurated the Tower Center Student Forum (TCSF), which provides opportunities for students to participate in multidisciplinary research groups, publish work in an annual journal, and meet informally with Tower Center Fellows, visitors, and local practitioners. With over 300 student members, TCSF continues the efforts of the Tower Center to fulfill its mission of educating and inspiring a new generation of thoughtful leaders.

SMU continued to sponsor numerous programs that reach out to young students in Dallas. The Physician Scientists Training Program (PSTP) attracted minority juniors in high school from throughout the United States. Founded by an SMU alumnus, the summer program, in its third year of operation, is a joint effort between SMU and UT Southwestern Medical Center. Since its 2009 inception 29 PSTP students have matriculated into SMU.

Since 2009 the Office of the Provost has partnered with the Dallas mayor in mentoring and assisting local DISD students who have been selected as interns in the mayor's Education is Freedom program.

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 Office of Information Technology held security awareness and copyright training seminars for faculty, staff, and students, including an online component attracting nearly 450 individuals. It also implanted High Availability on Internet Firewalls, which dramatically reduced downtime when compared to the previous year. OIT joined the REN-ISAC (Research and Education Network Information Security Advisory Council) to help increase security awareness and training efforts and improve the effectiveness of SMU's information security operations efforts.

The Center for Teaching Excellence held the Teaching Effectiveness Symposium and the Teaching Assistants Seminar in August 2010. Throughout the year forums addressed topics such as the “Road to Tenure,” “Teaching on Sacred Ground,” “Engendering Active Learning,” and “Teaching that Sticks.” Roundtable discussions included “Group Assignments” and “Laptops in the Classroom: Pros and Cons.” The Reading Circle discussed *The College Fear Factor* and *The Immortal Life of Henrietta Lacks*, SMU’s 2011 common reading for entering first-year students.

Cox School of Business upgraded its wireless infrastructure to increase capacity and speeds and is now 100 percent covered by WIFI. The Cox School also began renovation of the Business Information Center to create a new Finance and Trading Center for actual classroom experiences in trading. This center will have the latest technology equipment and will be the home of the Ann Rife Cox Undergraduate and Nancy Chambers Underwood Graduate student-managed investment portfolios. The Cox School has created a new concentration in real estate for the full-time and professional MBA programs. At the undergraduate level the Cox School added more study abroad classes.

Dedman College provided significant support in creating and implementing the new University Curriculum. The college devoted considerable faculty time to the study of curricula from other universities to determine how best to prepare students for the 21st century. From this investment of time and skill, the University now has a new undergraduate curriculum that is innovative and modern.

Dedman College also created a small classroom in McElvaney Residence Hall for the New Century Scholars Program. Through this program selected first-year students live together, take their first two English courses together – in the residence hall classroom – and work on a community service project. Dedman College continues to upgrade its classroom AV and computer technology in anticipation of moving to a “virtual” environment in which central University servers will deliver technological resources to the classrooms.

Dedman School of Law continued to increase the coverage of the wireless system and to upgrade technology in various areas of the school. The school also facilitated two inaugural programs: the Texas State Court Education Externship Program, placing 15 students with Justice Liz Lang-Miers in the Texas Fifth District Court of Appeals, and a partnership with the Collin County Young Lawyers Association to restructure the Collin County Judicial Internship Program.

All Lyle School of Engineering space on the main campus is wireless and carries PERUNANET. Caruth Hall now has four new distance education classrooms and three new technology-enabled classrooms. For the most part, Lyle classrooms are technologically advanced, having Internet access and instructor consoles for faculty use. Lyle is working to have all classrooms operational for distance education by fall 2012.

Perkins School of Theology responded to the successful review and reaccreditation by the Association of Theological Schools with focused attention on learning outcome assessment.

The Simmons School of Education and Human Development launched two Master's degree programs – one in education policy and leadership with an urban school specialization to prepare principals to lead difficult urban schools and the other in educational leadership. The Simmons School also established internship options with more than 35 sport-related agencies in the metroplex for undergraduates pursuing degrees in sport management. Internships also were established with 13 medical and corporate wellness groups in the area for undergraduate students pursuing degrees in applied physiology and enterprise.

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

OIT increased participation in the Information Technology Advisory Council (ITAC) by creating four focus groups – academic technology, administrative technology, communications, and research technology. Each focus group has representatives from the college and all schools, including faculty advisers, members of the Faculty Senate, the Dean of Research, and undergraduate and graduate students. They advised OIT on how

to assist more effectively in the improvement of teaching and learning through technology.

The Office of the Provost conducted program reviews for the Department of English in Dedman College and the Department of Electrical Engineering in Lyle School of Engineering. The review for the Department of English included external reviewers. The committees considered the self-studies prepared by each department and also conducted a site visit. Each committee prepared a report about the department, which was reviewed by SMU's Academic Program Evaluation Committee and the provost.

Cox School of Business enhanced the MBA concentrations in finance and marketing by increasing the number of credit hours for these concentrations from 14 to 16 hours.

In Dedman College the World Languages and Literatures Department introduced a minor in Arabic. After reviewing requirements for the Spanish major, the department strengthened it by increasing requirements and offering students different tracks within the major. The college is continuing its efforts to close the much-diminished and costly Evening Studies Program. The college also discontinued a B.S. in environmental chemistry and an M.S. in psychology, now that the college has a Ph.D. and M.S. in clinical psychology.

Lyle School of Engineering launched a new graduate program that will offer a Master of Arts in sustainability and development. The Lyle School also discontinued four

programs that were not as productive as needed to achieve the school's goals. All students currently enrolled will be allowed to graduate from the programs, provided they are enrolled on a continuous basis in the school.

The Simmons School of Education continued the work of the Academic Affairs Council, led by the associate dean, to review existing programs and curricula and to approve new courses in alignment with each program's conceptual framework.

The Office of the Provost assembled a task force to review the SMU Press and its future. The task force and the provost agreed that in academic year 2011-2012 a new director will be sought with funds provided by the Office of the Provost. It is expected the SMU Press will change as it proceeds into the future and will focus on publishing digital and on-demand works.

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

The new University Curriculum will go into effect in fall 2012. As steps toward implementing the new curriculum, the provost and the associate dean for general education appointed 80 members of the faculty and staff to 14 committees, charged with developing student-learning outcomes for components of the new curriculum. In early 2011 the committee chairs presented their preliminary student-learning outcomes to each other and to a University Curriculum Steering Committee. They also consulted with the

University Council on General Education. After discussion and some reformulation of the outcomes, the council formally approved the student-learning outcomes for all components of the new curriculum. This allowed deans, department chairs, and directors of undergraduate studies as well as members of the faculty to begin preparing course proposals.

OIT piloted an ePortfolio program in partnership with the Office of General Education using Digital Locker with first-year students in written English and wellness classes.

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

The SMU “Scholars Den” in the remodeled lower level of Clements Hall was completed for students from across campus involved in the many SMU honors programs.

The University Honors Program (UHP) will enroll 157 entering first-year students this fall. These students, while entering in Dedman I, will ultimately pursue majors across the campus. The current UHP population is just under 600. Last year the UHP graduated 129 students with the designation “Honors in the Liberal Arts” for completing the program. During the spring 2011 semester Dedman College and the UHP offered 25 students a cultural immersion experience by participating either in an honors class that traveled for 10 days to Washington, D.C., to study the Supreme Court or in an honors

class that traveled across the Deep South to participate in a “Civil Rights Pilgrimage.” Dedman College offered 44 honors courses during the academic year.

A faculty member lived within the Virginia-Snider Honors Residence Hall during the last two years and taught two first-year seminars for the University Honors and Hilltop Scholars programs. Discussions are ongoing as to how the new Residential Commons system will affect the Honors Residence Hall.

For the first time Lyle School of Engineering offered departmental distinction programs for exceptional upperclass students. These programs will require independent reading and research beyond the regular departmental degree requirements.

SMU continued its luncheon speaker series to foster interaction among students in various scholars programs, including President’s Scholars, Hunt Scholars, and Cox BBA Scholars. During academic year 2010-2011 the SMU Scholars Society held one formal luncheon that attracted 46 scholar attendees and one formal dinner attended by 73 scholars. In addition, five small and informal lunches attracted 30 scholars. A total of 149 scholars participated in the events, a significant increase over last year’s total of 81.

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

Cox School of Business adopted a set of expected student learning outcomes for every degree program, generally related to the material covered in the program's core classes.

Dedman College faculty, in helping SMU prepare its SACS report, worked to improve significantly assessments of student learning, which will be useful in implementing the learning outcomes of the new curriculum. The college updated its promotion and tenure procedural guidelines to increase uniformity of the process. This included a more specific list of questions for all external reviewers, better guidelines on external reviewer qualifications, and deadlines that are more concrete.

With input from chairs, faculty, and its Promotion and Tenure Committee, Meadows School of the Arts restructured the school's annual review, promotion, and tenure policies and procedures. The Meadows faculty approved the revisions in May 2010.

The use of online course evaluations was expanded to encourage more substantive comments by students on a professor's teaching, rather than just assigning a number value to selected aspects of the professor's performance. The faculty continued to monitor the teaching evaluation process and to work on suggestions to make the process fair to faculty and as accurate as possible for assessment purposes.

OIT expanded the use of the Blackboard-based online course evaluation system to include Meadows School of the Arts, Cox School of Business, Dedman College, Simmons School of Education and Human Development, and Lyle School of Engineering.

The Office of the Provost commissioned a faculty survey on implementation of the recommendations of the President's Commission on Substance Abuse Prevention relevant to academic standards. This survey will provide a basis for continuing efforts to offer Friday classes and to ensure that significant homework assignments are given and final exams are held at the scheduled time slots.

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.

Web hits to stories posted by DEA-Public Affairs on its Research Blog increased by 79 percent to reach nearly 50,000 visits by research writers and media worldwide. After the March 2011 earthquake and tsunami in Japan, Public Affairs promoted experts on Japan, earthquakes, and energy, resulting in stories ranging from NPR to *The New York Times* and *Newsweek International*. In Japan during the disaster, the dean of Dedman College blogged for Public Affairs' websites and provided commentary to media.

SMU Adventures, a website that features blogs from students and faculty researching and studying around the world, was recognized as the best university blog in the 2011 Regional Awards of the Council for Advancement and Support of Education. The blog averages more than 5,000 hits a month. DEA-PA also helped launch the Mustang Physics podcast in November 2010, produced with funds from a President's Partners grant.

GOAL THREE OBJECTIVES

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

In spring 2011 the number of grant specialists was increased from two to three to support processing the growing number of faculty research proposals, and a contract specialist was added to accelerate contract negotiation and approval. It is anticipated that the contract specialist will help to streamline the process for faculty use of grant awards they have received, an issue of particular importance to the SMU Faculty Senate. Plans for future expansion include addition of a compliance officer to ensure conformance with grant requirements and government and University research policies 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

The University currently relies on advice from external experts to assist in the evaluation of its intellectual property. The planned addition of a technology transfer officer to the staff of the Office of Research Administration will facilitate commercialization of SMU's patent portfolio. Further development of the SMU supercomputer was accomplished, serving the Dedman College science departments.

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

Cox School of Business expanded relationships with corporations, businesses, and associations to deliver management education programs that improve organizational performance. The renewal rate is strong among major clients, which include Baylor Health Care System, Pioneer Natural Resources, and Noble Energy. Spectra Energy and Devon Energy significantly increased their commitment to Executive Education with multiple programs totaling in excess of \$400,000. New clients included Torchmark, Ericsson, Andrews Distributing, and GameStop. Because of the success of the first Corporate Executive Development Program in cooperation with the National Hispanic Corporate Council, a second program will be developed in fall 2011.

In Dedman College Economics Department faculty worked with the Federal Reserve Bank of Dallas in several areas, including oil markets and economic activity, as well as economic fluctuations and regional indices of economic activity. The Economics Department also provided consulting services to several metroplex companies such as American Airlines, Mary Kay, and Texas Instruments. The Embrey Human Rights Program partnered with several DFW groups on human rights issues, such as the Dallas Police Department, the George W. Bush Presidential Center, and the Department of Justice. The Psychology Department in Dedman College collaborated with all major medical centers in Dallas, as well as many scientists at national and international research institutions. This collaboration focused on the interaction between psychological and

physiological factors, including processes of organic and mental disease. Faculty in the Physics Department continued to participate in key aspects of the largest international scientific collaboration in the world today – the Atlas program in Switzerland and France, supported by 175 institutions from 34 countries.

The Law School hosted numerous collaborative conferences and programs bringing representatives of businesses, corporations, governments, and other educational institutions to campus. These included the Tax Policy Colloquium, the 18th Corporate Counsel Symposium, the Appellate Judges Education Institute – the opening session of which was recorded by C-SPAN – and the inaugural event for the Callejo Roundtable. The Callejo Roundtable brought together Dallas leaders and emerging Hispanic leaders to discuss crucial issues affecting Latino leadership. The keynote speaker was former Ambassador Tony Garza '83, SMU trustee and a Dedman School of Law alumnus.

Lyle School of Engineering presented a lecture series titled “Visions in Leadership Engineering.” Lyle also continued its successful relationship with Texas Instruments in creating student internships, and it collaborated, along with the Hunt Institute for Engineering and Humanity, with the United Nations High Council for Refugees. In presenting TEDxSMU and TEDxKids at SMU, the Lyle School also partnered with many Dallas businesses and organizations, such as Atmos Energy, Neiman Marcus, and the World Affairs Council of DFW.

The Division of Theatre in Meadows School of the Arts collaborated for the third year with the Dallas Theater Center, which included undergraduate and graduate students in DTC productions. The chair of the division directed a production of “Endgame” at the Undermain Theatre, solidifying the historical collaboration between the division and the Undermain.

The Division of Art in Meadows developed an interactive, multimedia installation in response to an invitation from the Dallas Museum of Art’s Center for Creative Connections. The installation, created by Meadows faculty and arts alumni, was on display at the DMA from September 2010 through February 2011. The Division of Art History in Meadows inaugurated “Place Settings,” monthly dinners at the Rachofsky House that bring area artists, art historians, curators, playwrights, and community activists into conversation around arts and the city.

Meadows Dance Division students performed in the Martha Graham Dance Company concert presented at the Winspear Opera House by TITAS. Dance students also performed at a TEDxSMU event. The Dance Division also hosted on-campus master classes given by professional artists from DanceAfrica, a performing group presented by the Dallas Black Dance Theatre. The Division of Film and Media Arts at Meadows worked in partnership with the Dallas Film Society, Dallas Museum of Art, and Blackland Prairie Landscape Design to sponsor a visit to Dallas by renowned film director James Ivory and a weekend film series at the DMA showcasing his work.

For the third 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 participants 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.

Perkins School of Theology launched a Doctor of Ministry track in cooperation with Trinity Theological College in Singapore, enrolling students from India, Malaysia, Indonesia, and Singapore. Eight faculty members traveled to Costa Rica for an immersion experience with church leaders and theological educators at two seminaries. As a founding partner of the Hispanic Theological Initiative Consortium, Perkins recruited and educated Latino and Latina students on topics of importance to Hispanic religious interests.

Simmons School of Education and Human Development continued its collaboration with the George W. Bush Institute in conducting national research on middle school education. The program, Middle School Matters, focuses on using proven practices to prepare middle school students to enter high school. The Simmons School also established an academic affiliation with Mediators Beyond Borders to train its volunteers and SMU students to resolve international conflicts. The program will be housed at SMU-in-Plano.

OIT, in collaboration with The Lonestar Education And Research Network (LEARN), received \$9,000 of a \$111,000 regional grant from Internet2 to participate in the development of a Dynamic Network System (SYNES) NSF-funded project.

The SMU Police Department developed collaborative programs with the FBI, NARA Security, JTTF (Joint Terrorism Task Force), North Dallas Crime Commission, local police departments (Dallas, University Park, Highland Park), USSS (Dallas and Bush Field Offices), U.S. Department of State (Diplomatic Security Service), Dallas County Sheriff and District Attorney's Offices, and U.S. Homeland Security Department. These efforts are designed to keep the University apprised of any threat that could affect operations.

Risk Management hosted classes for several area universities on the U.S. Department of Transportation and Resource Conservation and Recovery Act (RCRA). Risk Management participated in the EPA Environmental Management System Program and in a peer audit with the National Council of University Administrators and SMU Research Administration. Further, an audit by the Independent Colleges and Universities of Texas reviewed environmental, safety, and health regulations campuswide. Over 500 areas covering federal, state, and local statutes were reviewed, and 300 were found to be in compliance. Inadequate documentation was the reason for findings of noncompliance. After addressing the noncompliant findings, SMU achieved 100 percent compliance.

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

At Dedman College the 15-hour Graduate Certificate in Women's and Gender Studies was designed to integrate knowledge about women, gender, and sexuality into a graduate student's chosen field of study. The courses offered come from several disciplines, including anthropology, art history, history, literary studies, media and film, and theology. The graduate program in the Religious Studies Department partners to teach courses with faculty members from Perkins School of Theology and the Maguire Center for Ethics and Public Responsibility, as well as with the departments of History, Philosophy, and Anthropology. Faculty members in the Statistical Science Department have interdisciplinary research projects with faculty members in the departments of Economics and Sociology and with the Simmons School of Education and Human Development.

OBJECTIVE FIVE: Expansion of funded research support

OIT completed an expansion of Patterson Data Center, providing additional space for computing. It also received approval to proceed with the construction of a new data center on the Dallas campus.

Faculty members submitted 214 research proposals, a record number surpassing the previous high of 198 in 2009-2010. Measured against total faculty in Dedman College,

Lyle School of Engineering, and the Simmons School of Education and Human Development, the percentage of faculty submitting proposals was 29.5 percent, unchanged from 2009-2010, but well above the goals of 22 percent for 2010 and 25 percent for 2015.

Despite loss of significant earmark funding when the 2012 federal budget failed to pass and a reduction in funding opportunities caused by federal budgetary uncertainties, SMU research proposals in 2010-2011 brought in \$21.7 million in sponsored research funding, the second highest amount in the history of SMU research, and close to the goal of \$22 million set for 2010.

Dedman College created a new position of associate dean for research, who will promote funded research in all the college's departments and will collaborate closely with the Office of Research and Graduate Studies.

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

In 2010-2011 60 students completed their doctoral degrees, down from 66 the previous year. Nonetheless, this is the second highest in SMU history and exceeds the goal of 57 set for 2010. Development of support for graduate fellowships will be an important tool to increase the completion rate, which is targeted at 72 in 2015. Increasing doctoral

fellowships will require resources from research funding, gifts, endowment, or the general fund (goal of \$18,000 in 2010, which was reached; \$25,000 in 2015).

In Meadows School of the Arts the first class of the new art history Ph.D. program was admitted to studies in fall 2011. Perkins School of Theology received its first major financial commitment, \$500,000, toward the goal of endowing financial support for Ph.D. students in Religious Studies, offered in collaboration with Dedman College. The Simmons School of Education and Human Development admitted an additional two students into the Ph.D. program in educational research. Dedman School of Law awarded one Doctor of Juridical Science (S.J.D.) degree.

OBJECTIVE SEVEN: Enhancement of undergraduate research

The Quality Enhancement Program (QEP), “Engaged Learning Beyond the Classroom,” was developed by SMU in preparation for SACS reaccreditation and will provide significant resources to support undergraduate research beginning in academic year 2011-2012. QEP took its first steps in the spring semester 2011 with a pilot effort that awarded research grants to four students. The Office of the Provost also initiated a search for a director of engaged learning to oversee the fully implemented program.

In Dedman College the Hamilton Scholars Program supported undergraduate research for 20 students. Richter Fellowships within Dedman College sent students in the University Honors Program to conduct independent research in locations such as Spain, France, and

Germany. The World Languages and Literatures Department has modified and enhanced departmental distinction requirements to incorporate a strong research component.

In Lyle School of Engineering two grants awarded to faculty included funding for research experiences for undergraduates. The Lyle School faculty is being asked to include funding for undergraduate research assistants in new grant and contract proposals.

In Meadows School of the Arts funding was awarded to 47 undergraduate students for research and creative activities, including creating and presenting plays, film, and dance projects.

The Office of the Provost encouraged undergraduate research through its Big iDeas Program, awarding students grants to conduct research and present results at a spring symposium. For academic year 2010-2011, nine grants were awarded for projects such as creating visual media to assist in providing medical care to Burmese immigrants, developing an athletic device that harnesses energy from the use of a machine during a workout and converts this energy into a reusable form, and forming a multipurpose bilingual integration center for Mexican entrepreneurs and corporations relocating to Texas.

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

The Office of Planning, Design, and Construction (PDC) updated the Centennial Master Plan approved by the Board of Trustees in September 2010. The update encompasses new and renovated student housing, academic and administrative buildings, parking garages, landscape enhancements, and other support services for the University. Design concepts and construction drawings were further developed for implementing a Residential Commons (RC) model, which will be the new housing experience at SMU,

and an architect was hired. The 1,250-bed complex will include live-in faculty in each commons building. This initiative includes an 800-space parking garage, dining facility, and other support facilities. Current residential halls will be retrofitted for the RC model.

Two new fields are planned to the east of the proposed Residential Commons and south of the Bush Presidential Center. One field will be a multipurpose sports club field, the second an open field for recreational play. This open grassy area will provide much-needed, easily accessible, recreational space for the SMU community.

A conceptual design for the Band Hall, to be located in the shell space of Dedman Center, has been developed. Fundraising is being directed toward finding a lead gift or multiple key donors to initiate this project. A video is being completed, reflecting the importance of the Mustang Band to SMU.

DEA-Public Affairs, working with Legal Affairs, Student Affairs, SMU Police, and Risk Management, developed a new crime and emergency protocol for the University that outlines how and when the campus will be notified of crime or emergency-related information.

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

The Budget Office permanently funded, at \$466,000, the operational components of the President's Commission on Substance Abuse Prevention.

The President's Commission on Substance Abuse Prevention surveyed the faculty on six recommendations made by the commission pertaining to faculty activity that could assist students to behave more responsibly in managing their studies. This survey found a very high percentage of faculty members who follow the six recommendations, including requiring class attendance and giving midterm grades as well as comprehensive final exams.

In the academic year 2010-2011, the Center for Alcohol and Drug Abuse Prevention taught 39 wellness classes in the fall and 25 in the spring. The center staff also led 17 sessions for parents and incoming students (including transfer students) at AARO (Academic Advising Registration and Orientation) on physical and mental health and safety issues.

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

The Hegi Family Career Development Center and the Leadership and Community Involvement departments are merging physically and programmatically in an effort to deliver a more seamless experience for students in developing their career goals and leadership skills. The plan is to attract potential donors.

A group of class leaders formed The Union and solicited gifts from all students in FY 2011. The Union received gifts from 903 students.

OBJECTIVE FOUR: Enhancement of student intern programs throughout the University

DEA facilitated the creation of internships through giving to The Second Century Campaign.

A Risk Management student internship program was established in partnership with an external insurance broker and Cox School of Business.

A Perkins School of Theology student was recruited by the Chaplain's Office as the 2010-2011 Craven-Wilson graduate intern on a part-time basis.

The Hegi Family Career Development Center continued its efforts to offer much-needed experiential opportunities across the nation and abroad. Multiple internships are available from coast to coast. International partnerships with companies and vendors were developed for students seeking internships abroad.

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

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

Contributions to the Mustang Club reached \$2.3 million, representing a 14 percent increase over FY 2010 receipts, and exceeding the FY 2011 \$2.25 million funding goal.

The Athletics Annual Fund reached an all-time high, surpassing \$6.6 million, up 12 percent over FY 2010. Total giving to Athletics (operating and capital gifts) exceeded \$10.5 million in FY 2011. Over a three-year period (FY 2009-FY 2011), Mustang Club revenue increased by 53 percent, and the Athletics Annual Fund increased by 44 percent. Moreover, total giving to Athletics increased 23 percent.

In 2010-2011 the Mustang football team earned its second straight bowl berth. In addition, for the first time in SMU history, the Mustangs played in the Conference USA championship game. The men's soccer team finished the season ranked eighth in the nation with a 16-2-2 record and advanced to the NCAA's Elite Eight, winning the Conference USA regular season title along the way. The SMU volleyball team finished

the season with a 25-6 record, the best in school history, and finished second in Conference USA. The men's basketball team finished with its first 20-win season and postseason berth since 1999-2000 and reached the CIT Final Four. The SMU women's swim team finished the year ranked 25th in the nation.

Phase I of the SMU Payne Stewart Golf Learning Center at the Dallas Athletic Club was completed in 2010, and updates to the Loyd All-Sports Center are being made. A new integrated video and audio system was installed at Gerald J. Ford Stadium prior to the 2010 season. A renovated football locker room and team meeting rooms, along with new stadium turf, will be ready for the 2011 football season. Moody Coliseum will be renovated and expanded through a \$40 million project; commitments of \$30 million were announced in spring 2011.

Design concepts were developed and approved through PDC for a new tennis complex on the former Mrs. Baird's site. The throwing fields also will be relocated to that property.

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 are now coordinated through the International Center, which reports to the Office of the Provost. The Office of Education Abroad within the International Center developed a Universitywide plan for undergraduate international programs and implemented recommendations made in the 2007 report of the Task Force on International Education. There are now 148 programs in 50 countries on the list of SMU approved or sponsored programs.

The Risk Management website was enhanced to include vital information related to risks associated with foreign travel. Risk Management formed an International Travel Oversight Committee (TOC), which created an interim policy to revise procedures for SMU faculty, staff, and student travel to restricted regions of the world.

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

SMU has three formal academic agreements with institutions abroad for the exchange of undergraduate students. These institutions are Kwansai Gakuin University in Japan, the University of Lyon 2 in France, and Instituto Tecnológico y de Estudios Superiores de Monterrey in Mexico. The agreements are monitored and reviewed annually to determine if adequate reciprocity is maintained. Although not providing for the exchange of undergraduate students, SMU has 27 agreements that afford opportunities abroad for SMU undergraduates, including internships, service learning, and research in addition to traditional study abroad.

For full-time MBA students, Cox School of Business has 19 consortial agreements with business institutions in Asia/Pacific Rim, Latin America, and Europe and is exploring a partnership with INSPER in Sao Paulo, Brazil. For the part-time MBA program, short-term international immersion programs are organized with nine schools in China, Europe, and South America. The BBA program at Cox launched its SMU-in-China three-hour

summer course and a two-week consortium program with WHU-Otto Beisheim School of Management Summer Institute on “Doing Business in Europe.”

Dedman School of Law faculty organized an externship program at the International Criminal Tribunal for the former Yugoslavia. Five law students have served as externs to the tribunal, and one student had the rare opportunity of clerking at the European Court of Justice.

Lyle School of Engineering has a collaborative Master’s degree program with Instituto Tecnológico y de Estudios Superiores de Monterrey. Ten new students were added for the 2010-2011 academic year.

The Meadows Museum and the Prado Museum in Madrid began a three-year partnership in fall 2010, marking the first such international program for Spain’s national museum. The multifaceted collaboration encompasses the loan of major paintings from the Prado, interdisciplinary research at SMU, an internship exchange between the two museums, and a range of public programs. The Prado and the Meadows will be organizing exhibitions around pivotal masterpieces on loan from the Prado, exploring the broader cultural, political, religious, and historical contexts for the works.

The Meadows School’s interdisciplinary participation in the annual spring Les Subsistances program in Lyons, France, continued into its fourth year, with graduate students participating from art, arts administration, and theatre. 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 Task Force on Education Abroad Credit has recommended that academic units approve some courses taken abroad as meeting degree requirements, thus expanding the emphasis on global content across curricula. In fall 2010 the provost approved procedures implemented by Education Abroad Credit, resulting in the development of a campuswide credit approval process and removing an institutional barrier for students wishing to receive credit for courses taken abroad.

Dedman College added a new Arabic minor and introduced a faculty-led summer program in Morocco that will offer intensive Arabic language study in conjunction with the new Arabic minor.

Lyle School of Engineering introduced a new course – Introduction to Global Development – that employs an interdisciplinary approach to addressing issues of international development, including engineering problems. The Lyle School also is working on offering a new minor in global development, which will be housed in the

Department of Civil and Environmental Engineering and will be supported by the new Hunter and Stephanie Hunt Institute for Engineering and Humanity.

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 and graduate students has remained fairly stable over the past three years.

International Students for Past Three Years				
Year	Undergraduate		Graduate/Professional	
	Number	Percentage	Number	Percentage
2010	399	6	587	12
2009	364	6	559	12
2008	350	6	591	13

To increase the number of international applicants to SMU, members of the Office of Undergraduate Admission visited 31 countries in 2009-2010. International recruiting trips were expanded in 2009-2010 to include travel to Bahrain, Jordan, Lebanon, Qatar, Oman, and the United Arab Emirates. SMU received 302 international undergraduate applications for fall 2010, and 87 new international first-year students matriculated in fall 2010.

In addition, the international admissions functions and staff were moved to the Office of Undergraduate Admission in fall 2010. Data entry for international applicants now occurs in that office, allowing admission counselors to focus on recruiting and enrolling strong international applicants. International territories were realigned to maximize

resources available throughout the Office of Admission. International applicants for fall 2011 increased to 509 from 399 in fall 2010.

While the SAT and ACT are not required for international applicants, these scores were considered in admission decisions for fall 2010 international applicants if they were provided. The average SAT score for admitted international applicants increased 77 points, and the average SAT score for deposit-paid international students increased more than 100 points from fall 2010 to fall 2011.

Through The Second Century Campaign, a \$1 million gift from the Barachel Foundation to support undergraduate Chinese students now has been increased to \$2 million.

The Campaign International Steering Committee has been increased to 11 members, and the first Regional Centennial Celebration events are scheduled for fall 2011 in Europe.

Dedman School of Law hosted several visiting professors from Egypt, Germany, India, Israel, New Zealand, and Sweden. The school also invited the presiding judge of the European Court of Justice to present two lectures on European Union Law, as part of the Alfred P. Murrah Lecture Series, and to teach several classes. In addition, the Law School continued its tradition of hosting a Japanese judge, designated by the Supreme Court of Japan, to study at the school. Applications to the Dedman Law School's LL.M program for international students continued to be strong, increasing to 207, the highest number since 2002, which had 226 applicants.

Perkins School of Theology has an increasingly diverse faculty – measured both ethnically and in terms of national origin. About one-third of the tenured faculty members identified a nation other than the United States as a country of origin. About two-thirds of the tenured professors at Perkins delivered lectures outside of the United States or conducted scholarly projects in collaboration with colleagues from other countries.

OBJECTIVE FIVE: Strengthening of international studies within the overall curriculum

The number of students participating in Education Abroad programs has increased by 8 percent. Some 603 students studied abroad in 2009-2010, compared to 653 in 2010-2011.

To enhance the graduate student experience, the Simmons School of Education and Human Development offered international programs in Italy, Ireland, and Israel through its departments of Lifelong Learning, Dispute Resolution, and Counseling. The school is exploring offering study abroad experiences for undergraduates by partnering with universities in Australia and Zimbabwe.

Perkins School of Theology offered six cross-cultural immersion courses on four continents.

Meadows School of the Arts faculty offered 12 summer abroad courses in summer 2011 that included a music program in Bali, an advertising program in India, and a new music program in South Africa. Meadows Foundation funds provided 41 students with travel assistance grants.

Dedman School of Law offered courses at its long-standing program at Oxford, England.

The Tower Center for Political Studies in Dedman College provided briefings by current and former local, national, and international officials, such as former Colombian President Alvaro Uribe, Peter Feaver, Kathleen Cooper, Ambassador Robert Jordan, Jacob Buksti, and Mexican Governor José Calzada Rovirosa. The Tower Center also hosted multi-day conferences on “The Impact of Technology on National Security” and “Immigration Policy in an Era of Globalization” that included participants from around the world.

OIT completed Access.SMU interface for Study Abroad.

CONCLUSION

In 2010-2011 SMU continued to make tangible progress toward the goals and objectives of the Centennial Strategic Plan. In addition to the dedicated, day-to-day work of the University community in planning and implementing improvements, three timely events are bringing higher levels of visibility to the University's progress.

One is the five-year commemoration of the centennials of the founding and opening of SMU, which will include exhibits, academic symposia, special alumni programs, publications, and other methods of honoring our past while focusing forward. Founders Day, April 15, 2011, brought together more than 1,500 alumni, neighbors, and members of the University and Dallas communities to mark this special occasion. All centennial commemorations are highlighting ongoing achievement and future aspirations.

Another measure of progress is the success of SMU Unbridled: The Second Century Campaign, which continues to be on track in reaching its goal of \$750 million in gifts to support student quality, faculty and academic excellence, and the campus experience. By May 31 SMU exceeded expectations for the campaign's midpoint and reached \$538 million in gifts and pledges. SMU aimed for 35 percent alumni participation as of May 31, 2010, and achieved 36.5 percent.

Yet another development raising the profile of SMU is construction of the George W. Bush Presidential Center on campus. The November 2010 groundbreaking attracted an

international audience and media. Programs of the Bush Institute already are bringing world leaders to campus for symposia open to students and faculty.

Strategic planning and progress with tangible outcomes, continuing generous support from our constituents and trustees, and association with globally important initiatives like the Bush Center – all are contributing to a special era for the University. One hundred years into the future, this will be remembered as a unique and pivotal time in the history of SMU.

For more information contact:

Southern Methodist University

Office of Public Affairs

PO Box 750174

Dallas, Texas 75275-0174

214-768-7660

smu.edu

SMU will not discriminate in any employment practice, education program, or educational activity on the basis of race, color, religion, national origin, sex, age, disability, or veteran status. SMU's commitment to equal opportunity includes nondiscrimination on the basis of sexual orientation. The Associate Vice President for Institutional Access and Equity has been designated to handle inquiries regarding the nondiscrimination policies.

September 2011

