Leadership Profile

Provost and Vice President for Academic Affairs

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This leadership profile is intended to provide information about Southern Methodist University and the position of provost and vice president for academic affairs. It is designed to assist qualified individuals in assessing their interest.
Opportunity and Summary of the Position

Southern Methodist University (SMU), a distinguished center for global research with a liberal arts tradition, invites nominations and applications for the role of provost and vice president for academic affairs.

Founded in 1911, SMU aims to create, expand and impart knowledge through teaching, research and service, preparing students to contribute to their communities and excel in their professions. Now in its second century, and with an ambitious strategic plan to guide the path forward, SMU aspires to be one of the premier higher learning institutions in the United States. SMU offers a strong foundation in the humanities and sciences and in undergraduate, graduate and professional degree programs through seven schools and online. Under the leadership of President R. Gerald Turner since 1995, SMU has made unprecedented progress academically, physically and financially. Today, the university is home to more than 6,400 undergraduates and 5,200 graduate students. Twenty-six percent of all enrolled students are students of color. Fifty percent of undergraduates and 46 percent of graduate students are women. More than half of undergraduates come from outside Texas, and more than 13 percent of the student population is international, representing nearly 90 countries.

Located near the heart of Dallas in one of the nation’s fastest-growing regions and on one of the most beautiful college campuses in the country, SMU faculty, staff and students are energized by unbridled opportunities from teaching, learning and research to creativity, performance and athletic endeavors.

Building on SMU’s track record of success and working in close partnership with the president, deans and vice presidents, the next provost will sharpen the university’s plan to enhance academic excellence, catalyze and support academic innovation and strengthen student success initiatives.

The successful candidate will be an experienced and highly collaborative leader at or above the decanal level with experience in a comparably diverse and complex research university and a track record of enhancing academic quality, faculty excellence, institutional diversity and inclusion and student success. Candidates must have earned doctorates and records of accomplishment as scholars and teachers.

For more information about how to nominate a candidate or express personal interest, please see Procedure for Candidacy on page 19.
Role of the Provost

The provost and vice president for academic affairs reports directly to the president and serves as a member of the President’s Executive Council. As Southern Methodist University’s chief academic officer, the provost has responsibility for the university’s academic units and programs. The provost shapes the direction of undergraduate and graduate education, supports faculty teaching and research and oversees academic policies. The deans of SMU’s seven degree-granting schools and the SMU Libraries report to the provost, as do the directors of the Guildhall, the Center for Presidential History and the Maguire Center for Ethics and Public Responsibility. The provost is responsible for SMU-in-Taos in New Mexico, the university’s continuing and online education programs (SMU GO), SMU’s research enterprise, student academic support and co-curricular programs, including SMU’s Engaged Learning Program and SMU Abroad, SMU Libraries and several honors programs, among others.

Office of the Provost

The provost leads a team of academic and administrative leaders in the Office of the Provost and has responsibility for Assessment and Accreditation, Institutional Research, National Fellowships and Awards, Research and Graduate Studies, the Center for Teaching Excellence, the Division of Enrollment Services and the International Center.

In addition to the aforementioned deans and directors, direct reports to the provost include:

- Associate Provost for Continuing Education
- Associate Provost for Curricular Innovation and Policy
- Associate Provost for Faculty Affairs
- Associate Provost for Institutional Planning and Effectiveness
- Associate Provost for Student Academic Engagement and Success
- Associate Vice President for Enrollment Management
- Associate Vice President for Research and Dean of Graduate Studies
- Senior Advisor to the Provost for Cultural Intelligence
- Assistant Provost (Chief of Staff)
- Director for Institutional Research
- Director for National Fellowships and Awards

See Appendix for an organization chart of the Office of the Provost.
Opportunities and Expectations for Leadership

Beyond the day-to-day oversight of academic affairs at Southern Methodist University, the next provost will be expected to advance strategic university priorities as follows:

**Sharpen SMU’s plan to enhance academic excellence**

Building on its exceptional history and track record of success, SMU aspires to continue its rise in academic quality and prominence with the goal of joining the ranks of the country’s top 50 national universities. As reflected in SMU’s 2016–2025 strategic plan, *Launching SMU’s Second Century*, at the core of this aspiration is enhancing the quality of the university’s faculty, students, academic programs and research, with an essential focus on recruiting, developing, rewarding and retaining outstanding faculty committed to research and creating world-class educational experiences for students. The provost will partner with the president, vice presidents and deans to continue to support and strengthen these efforts.

An extensive analysis of academic resources and infrastructure has informed a set of recommendations to facilitate SMU’s continuing academic ascent. Building on these recommendations, the provost will help chart a course for identifying and growing external grant funding and philanthropic support for faculty and student research and scholarship while also sustaining SMU’s reputation for outstanding classroom teaching and co-curricular engagement. The provost will partner closely with other senior leaders to prioritize the steps required to grow and invest the necessary resources. Allocation of funding to strengthen academic computing and investments in the library are underway. Other key initiatives in which the provost will play a prominent role include the formation of a Graduate School, which is scheduled to commence during the summer of 2019.

**Catalyze and support academic innovation**

The development of innovative academic programs, including both new degrees and new modes of course delivery, is an important area of opportunity for the university moving forward. Initiatives are underway to expand online education and to infuse data science into the curriculum across disciplines at SMU. The provost will embrace and support these initiatives, ensuring their successful implementation, evaluation and growth.

To seed additional programs moving forward, the provost will leverage a newly established $2 million academic innovation fund, collaborating with the deans and other key leaders to ensure that university priorities continue to guide future strategic academic investments. The provost is expected to lead efforts skillfully and diplomatically to identify areas of opportunity that will yield the greatest returns on investment strategically, financially and reputationally, and to work collaboratively to facilitate the alignment of resources to support advancing the institution’s highest priorities and core mission.

Working with SMU’s chief financial officer, the provost should ensure that there is transparency in the budget process and clarity around the sources, allocation and flows of funding and revenue. With this information, the provost will help guide the deans in making strategic
resource allocation decisions within their units, encouraging them to explore and pursue entrepreneurial initiatives to sustain and enhance academic excellence.

**Strengthen student success initiatives**

At the heart of SMU’s mission is a commitment to providing students a holistic educational experience that integrates their engagement in the classroom with their activities on campus, in the community and beyond. Working with the president and other campus leaders, the provost will ensure that SMU continues to provide an outstanding educational and personal experience for all students. Specific priorities include continued development and refinement of living-learning opportunities in the residential commons, and ensuring an inclusive, supportive environment that serves the diverse needs of traditional and non-traditional students, including lifelong learners. The provost will continue to explore opportunities to enhance the curriculum and advising structure to support students’ interdisciplinary academic exploration while ensuring their timely degree completion and maximizing their potential for success.

**Professional Qualifications and Personal Qualities**

As the chief academic officer of the university, Southern Methodist University’s provost and vice president for academic affairs will have the academic credentials, including an earned doctorate and personal accomplishments as a scholar and teacher, to inspire the respect of SMU’s highly accomplished faculty. In addition, the provost will present the following professional qualifications, direct experiences and personal qualities:

- **Leadership:** Academic and administrative leadership experience at or above the decanal level in a comparably diverse and complex research university and a track record of enhancing the academic quality of a school or institution; and eagerness to work effectively with the president, deans and vice presidents on maintaining and enhancing faculty excellence, ensuring student success and other strategic priorities.

- **Engagement in core educational issues:** A deep understanding of pressing issues in higher education, including the distinctive role of research universities; compelling opportunities for interdisciplinary collaboration; value of the liberal arts; relationship between the arts and sciences and professional schools; distinct needs of undergraduate and graduate education; power of innovation and entrepreneurship; and opportunities for technology-enhanced pedagogy, as well as a high regard for academic quality and experience in the measures of its success, including institutional accreditation.

- **Management and operational experience:** Familiarity with the complexity of research universities; sophisticated skills and experience in strategic planning and implementation and faculty and staff recruitment, development and retention; and the ability to build a strong team to support oversight of the academic enterprise, including enrollment management, student success and research.
• **Financial and budgetary acumen:** Experience managing a complex budget; the ability to work in close partnership with the president, vice presidents and deans to manage the institution’s resources; and ideally, a practical appreciation for new and emerging budget models.

• **Demonstrated commitment to diversity and inclusion:** A record of advancing diversity and inclusion at all levels and experience building programs and services that lead to the fullest realization of a commitment to inclusive excellence.

• **External engagement, locally and globally:** Experience building and sustaining strong partnerships locally, statewide, nationally and around the world, and the ability to build a stronger global presence.

• **Collaboration:** Respect for and appreciation of the role of faculty, and readiness to work effectively in partnership with the president, vice presidents, deans and faculty in the shared governance of the campus; successful facilitation of the work of others; a commitment to transparency; and readiness to hear and engage all voices in the SMU community.

• **Interpersonal and communication skills:** Ability to build trust and consensus among stakeholders and colleagues and to advocate effectively for SMU within and beyond the campus community; both a consultative approach and the ability to make timely, principled decisions in the best interest of SMU; self-awareness and a high degree of emotional intelligence.

• **Personal qualities:** Courage, integrity and trustworthiness; optimism and openness to new ideas; persistence and flexibility; accessibility to colleagues; and a calm and reassuring demeanor and intense commitment to invest the energy and tenure to bring SMU to the highest level of academic excellence.
About Southern Methodist University

Overview

A nationally ranked private university located near the heart of Dallas, Southern Methodist University is a distinguished center for global research with a liberal arts tradition. Now in its second century of achievement, SMU is recognized for the ways it supports students, faculty and alumni as they become ethical leaders in their professions and communities. The university’s entrepreneurial spirit lives in people from every academic discipline who see opportunities to create something new in the world and work hard to bring their innovations to life.

SMU’s nearly 12,000 diverse, high-achieving students hail from all 50 states and nearly 90 countries to take advantage of the university’s small classes, hands-on research opportunities, leadership development, community service, international study and innovative programs. The university offers a strong foundation in the humanities and sciences and in undergraduate, graduate and professional degree and certificate programs offered through seven schools on campus and online.

SMU’s six libraries house the largest private collection of research materials in the Southwest, with more than four million volumes. SMU Libraries’ digital collections contain nearly 70,000 digitized manuscripts, imprints, photographs, works of art and audiovisual materials on such subjects as railroads, Texas, Mexico, the U.S. West, the Civil War, SMU history and African-American films.

SMU has an endowment of $1.6 billion and an operating budget of $745 million. As of fall 2018, SMU enrolled 6,479 undergraduate students and 5,170 graduate students taught by 763 full-time faculty. SMU faculty members have been recognized by election to prestigious organizations, such as the National Academy of Sciences, American Academy of Arts and Sciences and National Academy of Engineering.

SMU and its alumni generate an annual economic impact of more than $7 billion on its surrounding communities. The university was founded by what is now the United Methodist Church, in partnership with civic leaders. SMU is nonsectarian in its teaching and committed to academic freedom and open inquiry.

Mission

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

The university’s main campus sits on 234 bucolic acres five miles north of downtown Dallas. The vibrant campus offers enrichment opportunities to both members of the SMU and the wider community, including the Tate Lecture Series and the Meadows Museum, which houses one of the finest collections of Spanish art outside of Spain. The George W. Bush Presidential Center, which opened in 2013, has become a national attraction. SMU and the Bush Center partner through fellowships, public lectures, the new George W. Bush Institute-SMU Economic Growth Initiative and additional collaborations that bring together students, faculty and global experts to address pressing challenges.

Situated on a 423-acre campus in northern New Mexico, SMU-in-Taos hosts enriching programs for SMU alumni and members of the Taos community. Located within the Carson National Forest and surrounded by the Sangre de Cristo Mountains, the distinctive campus includes the sites of pre-Civil War Fort Burgwin and a 13th-century Native American pueblo. SMU-in-Taos offers short-term credit courses in January and in the summer, an annual Taos Cultural Institute in July and an archaeological and geological research and summer field school.
Leadership

As president of Southern Methodist University since 1995, **R. Gerald Turner** has led an era of unprecedented progress. His tenure has included two historic major gift campaigns that raised more than $1.6 billion for student scholarships, endowed faculty positions and academic programs and capital projects, including new academic, student life and athletics facilities. Along with the university’s board of trustees, he led efforts to attract the George W. Bush Presidential Center to the SMU campus.

Before joining SMU, President Turner was chancellor of the University of Mississippi. He previously served in administrative positions at the University of Oklahoma and Pepperdine University. He has served on the boards of the American Council on Education and the National Association of Independent Colleges and Universities, and co-chaired the Knight Commission on Intercollegiate Athletics for nearly 10 years. In Texas, he serves on the boards of the Methodist Health System Foundation, Salvation Army of Dallas, AT&T Performing Arts Center and two publicly traded companies. A native of New Boston, Texas, he earned an A.A. degree from Lubbock Christian University, a B.S. in psychology from Abilene Christian University and a M.A. and Ph.D. in psychology from the University of Texas at Austin.

Administration

In addition to the provost, a team of peer administrators provides university leadership:

- **Brad E. Cheves**, Vice President, Development and External Affairs
- **Kenechukwu (K.C.) Mmeje**, Vice President, Student Affairs
- **Christine C. Regis**, Vice President, Business and Finance and Treasurer
- **Harold W. Stanley**, Vice President, Executive Affairs
- **Paul Ward**, Vice President, Legal Affairs and Governmental Relations, General Counsel and Secretary
- **Rakesh Dahiya**, Chief Investment Officer
- **Rick Hart**, Director, Athletics

Deans

In partnership with the president and provost, the academic deans provide stewardship of the university’s academic and research mission:

- **Marc P. Christensen**, Dean, Lyle School of Engineering
- **Jennifer Collins**, Dean, Dedman School of Law
- **Thomas DiPiero**, Dean, Dedman College of Humanities and Sciences
- **Craig C. Hill**, Dean, Perkins School of Theology
- **Samuel S. Holland**, Dean, Meadows School of the Arts
- **Holly Jeffcoat**, Dean, SMU Libraries
- **Stephanie L. Knight**, Dean, Simmons School of Education and Human Development
- **Matthew B. Myers**, Dean, Cox School of Business
- **James E. Quick**, Dean, Research and Graduate Studies
Diversity and Inclusion

Diversity and inclusion are core values at Southern Methodist University. Changing the world for the better, however, means more than simply understanding that diversity matters; it requires being able to learn, teach, mentor, collaborate and work with people of different cultural identities, including race, ethnicity, political ideology, gender, sexuality and religion. The Cultural Intelligence Initiative at SMU (CIQ@SMU) works to provide the resources, skills and knowledge to enable faculty, staff and students to meet the challenges of a complex cultural world. Utilizing the framework of cultural intelligence, the goal is to move beyond appreciating diversity to being able to effectively and authentically communicate and collaborate with colleagues from every cultural background.

SMU introduces students to how these values are lived and upheld during orientation, when student leaders present vignettes on social issues. The Office of Social Change and Intercultural Engagement (SCIE) leads a presentation entitled “Every Mustang Will be Valued,” during which students reflects on their identities, values and beliefs and come together around shared experiences. SCIE provides educational and social opportunities to the campus community through heritage month celebrations and works with departments across the university to ensure students in leadership positions are trained in and living out the values espoused through the CIQ@SMU initiative.

SMU recognizes that achieving its highest aspirations is predicated on advancing diversity and inclusion, which have long been part of the university's strategic priorities. Through commitment and action, SMU has increased the diversity of its student applicant pool, the diversity of both undergraduate and graduate students and scholarships and other resources to compete for the most diverse academically talented students. SMU remains focused on these goals, as well as on recruiting, appointing, promoting and retaining a distinguished, gifted and diverse faculty. These priorities are central to the university’s current strategic plan.
Strategic Plan

SMU has a strong, longstanding tradition of strategic planning. The university's strategic plan for 2016 to 2025, *Launching SMU's Second Century*, is grounded in the vision and values embodied in SMU's 1963 master plan. As with its preceding plans, the university's current plan continues to link its institutional heritage with the opportunities available to SMU today and in the future.

The fundamental focus of *Launching SMU's Second Century* is enhancement of the quality of the university's faculty, students and academic programs. At the core of the strategic plan are six goals:

- Enhancing the academic quality and stature of the university
- Improving teaching and learning
- Strengthening scholarly research, creative achievement and opportunities for innovation
- Sustaining student development and a supportive campus experience
- Broadening global perspectives
- Increasing revenue generation and promoting responsible stewardship of resources.

The university seeks to achieve its goals within a challenging, diverse environment characterized by increased competition for outstanding faculty, staff and students. Progress toward SMU's goals will require the judicious use of existing human and financial resources through faculty and staff development programs, more efficient administrative procedures, improved student retention and careful review of financial models. Full achievement of these goals will also require the continued commitment and support of the university's alumni and friends.

During the 2017–2018 academic year, SMU engaged in a campus-wide dialogue on how best to advance the university's overall academic quality to the level of a premier research and teaching university with global impact. Based on those discussions and the work of several task forces, in April 2018 the president and provost released a report with 14 recommendations intended to further strengthen the academic quality and stature of SMU over the coming decade. The recommendations address four categories:

- Enhancing the quality of undergraduates and their educational experience
- Strengthening faculty, research and creative impact
- Enhancing the quality of graduate students and their educational experience
- Deepening innovative community partnerships and engagement.

Learn more about the strategic plan and its implementation, and read the most recent progress report.
Southern Methodist University

Resources and Financial Planning

SMU has an endowment of $1.6 billion and an operating budget of $745 million. In the 2018 fiscal year, funding from external grants and contracts totaled more than $25 million. The university has more than 3,410 endowed scholarships and more than 121 endowed chairs or faculty positions. Efforts to enhance operational effectiveness and efficiency in recent years have resulted in $20 million in annual savings, which are being redirected to support academic priorities and initiatives, such as an innovation fund.

During the annual budget planning process, the president, provost and vice president for business and finance work with the deans to review historical budgets and spending proposals. Funding and other budget decisions reflect the university’s strategic priorities.

Through two successive campaigns, SMU has received more than $1.6 billion in commitments in support of institutional priorities. The most recent campaign, SMU Unbridled: The Second Century Campaign, concluded in December 2015. The success of these campaigns is a testament to the generosity of alumni, donors and friends; strong leadership of the university and its board of trustees; and the quality of Southern Methodist University. Anchored by leadership gifts, buoyed by a compelling strategic plan and sustained by strong institutional leadership, the campaign demonstrated to the global SMU family the important nature and impact of the shared Southern Methodist University enterprise.
The Second Century Campaign enabled and accelerated ongoing opportunities for continued expansion of SMU’s outreach programs, including broadening SMU’s national outreach and visibility, growing support for the university’s operational budgets and continuing to increase the number of alumni and parent donors. The campaign has positioned SMU most prominently among civic institutions in North Texas and private educational institutions across the state. It places SMU on strong footing for the university’s next phase of development, with leadership continuity, experienced volunteers and staff and the broadest base of support in its history. Fueled by the latest strategic plan, SMU is poised to achieve even greater impact and success through its next campaign initiative.

Learn more about campaign accomplishments and read a final campaign report.
Academics and Research

Schools

Southern Methodist University comprises seven degree-granting schools:

- Dedman College of Humanities and Sciences
- Cox School of Business
- Meadows School of the Arts
- Lyle School of Engineering
- Dedman School of Law
- Perkins School of Theology
- Simmons School of Education and Human Development

See Appendix for an overview of each school.

Continuing, Professional and Online Education

SMU Global and Online (SMU GO) represents the university’s continuing and online education programs. SMU GO provides innovative learning experiences and opportunities for professional development and lifelong learning. Online offerings include a wide range of degrees, certificate programs and short courses to help students advance in their careers or transition successfully to new ones. SMU Lifelong Learning empowers learners from age 12 to 90+, offering noncredit programs to enhance participants’ lives and help them attain their academic or career goals.

Programs, Centers and Institutes

In addition to the aforementioned schools, a number of academic units and/or centers report to the provost.

- The Guildhall was established in 2003 in response to the game development industry’s call to train its future leaders. It offers master’s degree and professional certificate programs in game development, including the world’s first master of interactive technology degree. Ranked among the top two graduate game design programs by the Princeton Review for three consecutive years, SMU Guildhall has been recognized for its high-quality faculty of industry veterans and graduate placements at more than 270 studios worldwide.

- The Maguire Center for Ethics and Public Responsibility is a university-wide center that supports student and faculty ethics-related education and activities, as well as outreach to community, private and public institutions. Through its programs and efforts, the center recognizes, honors and models ethical behavior; provides moral reflection on contemporary issues; and celebrates ethics that reflect SMU’s fundamental goals.

- The Center for Presidential History exists to advance understanding of the history of the American presidency. The center pursues this goal through research; lectures, conferences and events on presidential history; and an ongoing Collective Memory Project dedicated to enhancing the historical and archival record of various presidential administrations, beginning with the presidency of George W. Bush.
• The Meadows Museum serves a broad and international audience as well as the SMU community through meaningful exhibitions, publications, workshops and other educational programs and encourages public participation through a broad-based membership. The museum is committed to the advancement of knowledge and understanding of art through works of the greatest aesthetic and historical importance, including the founding collection of Spanish art valued in excess of $650 million.

• SMU DataArts integrates the strengths and capabilities of the university’s longstanding National Center for Arts Research (NCAR), a leading provider of evidence-based insights on the nonprofit arts and cultural industry, and DataArts, a renowned Philadelphia-based resource for in-depth data about U.S. nonprofit arts, culture and humanities organizations, which merged in 2018. Based in the Meadows School of the Arts, SMU DataArts makes data useful and accessible to all in the arts and culture field, illuminating strengths, challenges and opportunities for individual arts organizations and the sector as a whole, helping to ensure their long-term stability.

Research

SMU has a proud legacy of scholarly impact, creating knowledge and leaders through research and graduate and undergraduate education. The university continues to grow as a center of research that creates new fields of knowledge, addresses significant problems and attracts notable support from external funders. SMU research centers and institutes serve as resources to business, government and local community organizations. To further accelerate research in support of SMU’s strategic goals, the university is investing in research administration infrastructure to support faculty in identifying funding sources and developing grant proposals.
Research is deeply intertwined with the educational experience at SMU. Graduate students are involved in cutting-edge research across campus and gather annually on Research Day to celebrate discovery and showcase their work. Undergraduates have myriad opportunities to gain experience in a campus lab and collaborate with others locally or globally. They gather at an annual Undergraduate Research Day and can publish their work in the SMU Journal of Undergraduate Research.

Increasingly, faculty-led research at SMU spans disciplines and schools. Examples of cutting-edge interdisciplinary initiatives include: the Center for Global Health Impact; Center for Drug Discovery, Design and Delivery; Darwin Deason Institute for Cyber Security; Biopsychosocial research cluster; Ancient Molecules research cluster; Cognitive Science research cluster; GIS@SMU research cluster; programs in digital humanities, entrepreneurship, innovation policy, computational mathematics; and various programs emanating from the Dedman College Interdisciplinary Institute.

Other highlights of SMU’s research impact include the following:

- UT Southwestern Medical Center researchers work on scholarly projects with more than a dozen SMU faculty members. The schools also deliver a joint Ph.D. program in biostatistics.

- Federal Reserve Bank of Dallas’ research division economists collaborate with several SMU economics professors. Additionally, SMU is a contributing partner to the Federal Statistical Research Data Center housed at the Dallas Fed.

- Simmons School of Education and Human Development partners with K–12 schools and nonprofit organizations to develop and disseminate research-based best practices. Student teachers work in high-needs, public urban districts.

- Brierley Institute for Customer Engagement in the Cox School of Business is the nation’s first academic institute devoted to the study of the field.

As a testament to the commitment to research at SMU and a symbol of its ongoing impact, the Gerald J. Ford Hall for Research and Innovation, currently under construction, will ignite the future of research and education at SMU. The 50,000-square-foot interdisciplinary research hub will equip faculty, students and industry partners with tools and resources to collaborate, solve complex problems and power new enterprises. The new facility will be located on SMU’s main campus and serve as the home to SMU’s AT&T Center for Virtualization, the Dedman College Interdisciplinary Institute, high-performance computing and data science, the new innovative Visualization Lab and the Guildhall.
Student and Campus Life

SMU provides a complete college experience that connects undergraduates to a spirited student life, a promising career and the opportunities of living and learning in dynamic Dallas. Students benefit from small classes, direct access to faculty and great opportunities for internships. With nearly 200 campus organizations, there are countless opportunities to get involved on campus and develop leadership skills. SMU’s vibrant campus is small enough for students to get to know their professors and make lifelong connections and large enough for them to stretch their minds in a variety of academic disciplines and campus activities.

Residential Commons

SMU combines the academic, residential and social aspects of a traditional college experience to allow first- and second-year students the opportunity to make friends and transition smoothly in a supportive environment. By living in one of 11 on-campus Residential Commons, or RCs, SMU students interact with others from across the country and around the world, developing a global perspective right on campus. Each architecturally distinctive building houses a community that is ever-evolving with each new group of residents, developing unique traditions, gatherings and meaningful activities. Each RC has its own signature crest and colors to further add to the individual identity of the community. Together, the 11 RCs make up a vibrant, dynamic residential living and learning system that reflects the diversity on which SMU thrives.

Learn more about campus life.
Athletics

The university competes in the American Athletic Conference and offers 17 Division I sports programs and more than 30 club and intramural sports. Athletic events and opportunities for student-athletes are an important part of the SMU campus experience. SMU prepares student-athletes for life by equipping them with the knowledge and skills required to become valuable citizens and leaders in their communities.

According to the NCAA, the graduation rate of SMU athletes is 78 percent, compared to the national Division I rate of about 58 percent. As part of SMU’s strategic plan, the university is working to ensure the academic success of student-athletes while strengthening intercollegiate sports programs to increase the university’s national competitiveness.
SMU and Dallas, Texas

SMU’s relationship with Dallas — the dynamic center of one of the nation’s fastest-growing regions — offers unique learning, research, social and career opportunities that provide a launching pad for students, faculty and alumni to make a global impact.

Dallas-Fort Worth is one of the nation’s leading business centers, a major transportation hub and the home of rich cultural programs and diverse sports events. Each year, the Dallas-Fort Worth metropolitan area hosts close to 49 million visitors. The region is home to 22 Fortune 500 headquarters and 42 Fortune 1000 company headquarters. *U.S. News & World Report* ranked Dallas-Fort Worth No. 15 as one of the “100 Best Places to Live in the USA” in 2017.

The Dallas-Fort Worth area is the nation’s fourth-largest metropolitan area and media market and home to more than 7.1 million residents. More than 346,000 are students in area universities and colleges, including community colleges.

The Dallas-Fort Worth area includes industry giants ExxonMobil, AT&T, FedEx, American Airlines, Fluor Corporation, Kimberly-Clark, JCPenney, Southwest Airlines, Texas Instruments, Toyota and Dr Pepper, among others.
DFW International Airport, serving more than 67 million passengers a year, offers direct service to 171 U.S. markets and 57 international destinations. Love Field, 15 minutes from SMU, serves nearly 15.7 million passengers annually. One of the busiest rail stations of the Dallas Area Rapid Transit System (DART) is adjacent to the SMU campus.

Dallas offers top-tier museums and performance facilities, including the AT&T Performing Arts Center, Meyerson Symphony Center, Dallas Museum of Art, Nasher Sculpture Center and Perot Museum of Nature and Science, along with world-class performing arts organizations such as the Dallas Symphony Orchestra, Dallas Opera Association and Tony Award-winning Dallas Theater Center.

The Dallas area is home to the Dallas Cowboys, Dallas Mavericks, Dallas Stars, Texas Rangers, FC Dallas, Lone Star Park, Texas Motor Speedway and professional golf tournaments.

**Procedure for Candidacy**

All inquiries, nominations and applications are invited. Candidates should provide, as three separate documents, a curriculum vitae, a letter of interest that addresses the expectations and requirements described in this leadership profile and the names and contact information of five references. References will not be contacted without candidates’ prior knowledge.

Applicants should email materials to Southern Methodist University’s consultants, Robin Mamlet, Philip Tang and Elizabeth Bohan, at SMUProvost@wittkieffer.com. The consultants can be reached by telephone at (630) 575-6178.

Review of applications will begin immediately and continue until the position is filled. For fullest consideration, candidate materials should be received by September 20, 2019. For more information visit www.smu.edu/provostsearch.

*SMU will not discriminate in any program or activity on the basis of race, color, religion, national origin, sex, age, disability, genetic information, veteran status, sexual orientation, or gender identity and expression. The Executive Director for Access and Equity/Title IX Coordinator is designated to handle inquiries regarding nondiscrimination policies and may be reached at the Perkins Administration Building, Room 204, 6425 Boaz Lane, Dallas, TX 75205, 214-768-3601, accessequity@smu.edu.*
Appendix

SMU Quick Facts

- Southern Methodist university is ranked 59th among national universities and colleges by *U.S. News & World Report*.

- Southern Methodist university is ranked in the top 10 percent of all U.S. universities and colleges by *The Wall Street Journal/Times Higher Education*.

- A 2017 PayScale report ranks SMU among the top 21 percent of universities by return on investment; median salary: nearly $80K within five years in a career.

- The Center for World University Rankings 2017 placed SMU among the top 0.5 percent of 1,000 universities ranked worldwide for alumni employment.

- 4,400+ Dallas-area businesses offer SMU students 4,400-plus internships and experiential learning opportunities every year.

- Students collaborate with faculty on projects and research as early as the first semester of their freshman year.

- 3 out of 4 undergraduate students receive scholarships and/or financial aid.

- 27 percent of SMU’s students are from diverse backgrounds.

- Student first-year retention rate is 91 percent; the four-year graduation rate is 71 percent; and the six-year graduation rate is 80.5 percent.

- Among SMU’s 758 full-time faculty, 480 are tenured and tenure-track, and 303 (40 percent) are women. Among women faculty, 153 are tenured or tenure-track (50 percent), and women make up 21 percent of all full professors.

- SMU has 29 African American full-time faculty at all ranks, of whom 17 (or 59 percent) are tenured or tenure track. Of 46 Latinx faculty, 30 (or 65 percent) are tenured or tenure-track. Of 58 Asian American faculty, 52 (or 90 percent) are tenured or tenure-track. Seven faculty members identify with two or more races, two of whom are tenured or tenure-track.
Organization Charts

Office of the President

Provost and Vice President for Academic Affairs

Vice President for Business and Finance and Treasurer

Vice President for Development and External Affairs

Vice President for Executive Affairs

General Counsel, Vice President for Legal Affairs and Government Relations, and University Secretary

Vice President for Student Affairs

Chief Investment Officer

Director of Athletics

Chief of Compliance and Audit Services

Chief Information Officer

Executive Director for Institutional Access and Equity, Executive Assistant to the President

Sr. Associate AD for Compliance and Student-Athlete Welfare

shading = President's Executive Council

PRESIDENT

Executive Assistant
SMU Schools

- **Dedman College of Humanities and Sciences** is SMU’s largest and most diverse academic unit. It is home to the humanities and social, natural and mathematical sciences — disciplines that are the core of higher education. The college offers more than 90 undergraduate majors and minors plus numerous interdisciplinary programs. Dedman also provides 18 master’s degree programs and 15 doctoral degree programs offered in 16 academic departments spanning mathematics, the natural sciences, the humanities and social sciences.

- **Cox School of Business** equips students with the knowledge, skills and experience needed to become business leaders. Major publications including Bloomberg Businessweek, *The Economist*, *Financial Times*, *Forbes* and *U.S. News & World Report* rank SMU Cox among the top business schools nationally and globally. The school offers the B.B.A. with majors in accounting, finance, financial consulting, general business, management, marketing and real estate finance. Graduate degrees include the full-time M.B.A, Fast Track M.B.A., part-time Professional M.B.A., Executive M.B.A., J.D./M.B.A. (with the Dedman School of Law), M.S. in Arts Management/M.B.A. (with the Meadows School of the Arts), M.S. in Engineering/M.B.A. (with the Lyle School of Engineering), M.S. in Accounting, M.S. in Business Analytics, part-time M.S. in Business Analytics, M.S. in Finance, part-time M.S. in Finance, M.S. in Management, and M.S. degrees in Sport Management and Health Promotion Management (both with the Simmons School of Education and Human Development).
• **Meadows School of the Arts** prepares students to lead professional careers in the arts and communications and provides opportunities for all SMU students to grow in appreciation of the arts. A leader in innovative community engagement programs, Meadows challenges students to make a difference locally and globally by developing connections between arts entrepreneurship and social change. The school offers bachelor’s and master’s degrees through 11 divisions: Temerlin Advertising Institute; Art; Art History (also offering a Ph.D.); Arts Management and Arts Entrepreneurship; Creative Computation; Corporate Communication and Public Affairs; Dance; Film and Media Arts; Journalism; Music; and Theatre.

• **Lyle School of Engineering** prepares today’s engineering students to be tomorrow’s innovators equipped with both technical and leadership skills. The Lyle School offers bachelor’s, master’s and doctoral degrees through the departments of Civil and Environmental Engineering; Computer Science; Electrical and Computer Engineering; Engineering Management, Information and Systems; and Mechanical Engineering. Two new multidisciplinary programs include Master of Arts in Design and Innovation and Master of Science in Datacenter Systems Engineering.

• **Dedman School of Law** offers students a personalized legal education in a community of distinguished scholars. The school offers Juris Doctor (J.D.), Master of Laws (LL.M.) and Doctor of Juridical Science (S.J.D.) degrees. The Master of Laws for foreign law school graduates was among the first in the country and has graduated more than 2,000 lawyers from 80 countries. The J.D./M.B.A. is offered jointly with the Cox School of Business and can be completed in four years, made possible by combining the J.D. with the Fast Track M.B.A. Program. The J.D./M.A. in economics is offered jointly with the Economics Department in the Dedman College of Humanities and Sciences.

• **Perkins School of Theology** prepares women and men for faithful leadership in vital Christian ministry through classroom learning and real experience beyond the classroom. One of five university-related theological schools of the United Methodist Church, Perkins offers master’s degrees in divinity, arts in ministry, theological studies, sacred music and theology (in English and Spanish); Doctor of Ministry and Doctor of Pastoral Music degrees; and M.A. and Ph.D. degrees in religious studies, jointly with Dedman College.

• **Simmons School of Education and Human Development** prepares exemplary professionals and advances knowledge through evidence-based research. Established in 2005 and named in 2007, the Simmons School offers undergraduate teacher certification; bachelor’s degrees in applied physiology, sport management and educational studies; graduate certifications/specializations, including in literacy education, mathematics, bilingual education, Montessori, ESL and STEM; master’s degrees in education, bilingual education, educational leadership, higher education, special education, reading and writing, counseling, dispute resolution, liberal studies, applied physiology, health promotion management and sport management; Ph.D. and Ed.D. degrees in education; and an Ed.D. in education leadership (Higher Education and Pre-K through Grade 12 Education Leadership).