The Office of the President supports the President's Associates Award to recognize a tenured faculty member who has sustained high achievement as a teacher and whose scholarship makes a meaningful contribution to student learning.

Jill DeTemple, Ph.D. – Dedman College
• Chair, Department of Religious Studies
• Professor
Golden Mustang Award

The SMU Golden Mustangs, an alumni organization consisting of members who graduated 50 or more years ago, established this award to honor those devoted to the advancement of teaching and learning. Specifically, this award recognizes a pre-tenure faculty who not only embodies excellence in teaching but whose scholarship consistently advances the discipline and growth of students.

Natalie Nanasi, J.D. – Dedman Law School
- Director of the Judge Elmo B. Hunter Legal Center for Victims of Crimes Against Women
- Assistant Professor of Law
The Provost’s Teaching Recognition Award honors a full-time non-tenure track faculty member who demonstrates a commitment to excellence and a dedication to teaching and learning. Nominees must have taught credited courses full-time for a minimum of 5 continuous years prior to his or her year of nomination.

**Mark Allen, Ph.D.** – Meadows School of the Arts
- Senior Lecturer, Advertising

**Brian “Squirrel” Eiserloh** – SMU’s Guildhall
- Professor of Practice, Programming
Higher Education Landscape
COVID-19 and the higher education landscape

Immediate

- Restructuring
  - Rapid review and possible restructure of operations to ensure continuity

Remote/hybrid delivery

- Limited experience with new modalities lead to challenges and costs

Campus well-being

- New/evolving student support services
- New/evolving faculty/staff support

Near-term

- Enrollment ambiguity
  - Challenges with budgeting and planning due to financial crisis impact to recruiting

Strategy refinement

- Review and re-assess priorities in light of COVID-19 disturbances

Long-term

- Compliance/Title IV funding
  - Future tuition revenues are at risk as we seek to navigate post-COVID

- Long-term solvency
  - Guard against the potential for enrollment declines
SMU’s Recent Successes
ANNOUNCING
Moody School of
Graduate and Advanced Studies
Moody School of Graduate and Advanced Studies:

- **Moody Hall**, a new facility will spur faculty and student interaction for significant, interdisciplinary research.
- **Moody Endowed Deanship**, will provide the Dean with discretionary resources for staff positions, programming and highest priority needs.
- **Moody Endowed Graduate Fellowship Fund** will position SMU with other elite universities to attract and support the best and brightest students, who will supercharge faculty research, enrich the University’s intellectual environment, and serve as SMU ambassadors when they earn positions at other institutions.
- **Moody Endowed PhD Dissertation Fellowship Fund** will enable timely completion of Ph.D. dissertations.
- **Moody Endowed Faculty Fellowships** will support outstanding faculty, including visiting faculty, and reward and encourage mentoring of graduate students and the conduct of research.
- **Moody Research Incubator** funding will attract nationally and internationally renowned scholars to SMU to conduct high-impact cutting-edge research.
- **Moody Academic Initiatives** will stimulate interdisciplinary work across the University and support high-impact projects including capital projects and research initiative.

Support for SMU’s Strategic Plan:

- Encourage Inter-disciplinary Research
- Increased support for PhDs to recruit & retain gifted students
- Recruit & retain gifted faculty
- Encourage Inter-disciplinary Research

Acceleration of SMU’s advance among research universities:

- Increase PhD graduations & create nationally ranked PhD programs
- Increase externally funded research

Highlights of the Moody Foundation $100 Million Commitment
Visualization lab

Collaboration studios

Guildhall

The Atrium
The mission of the Southern Association of Colleges and Schools Commission on Colleges is to assure the educational quality and improve the effectiveness of its member institutions.

Core Values:
• Integrity
• Peer Review/Self-regulation
• Student Learning
• Continuous Quality Improvement
• Accountability
• Transparency
So What Do We Have To Do To Remain Accredited?

Every ten years, SMU must demonstrate compliance with SACSCOC’s accreditation standards and policies across a broad range of content areas.

**SACS Standards**
- **14 Sections**
  - 73 Standards
  - 17 Core Requirements *(non-compliance has severe penalties)*
  - SMU is required to create & implement 17 policies specific to SMU

**SACS Policies**
- 19 Policies in addition to the standards.

- **SECTION 1:** The Principle of Integrity
- **SECTION 2:** Mission
- **SECTION 3:** Basic Eligibility Standards
- **SECTION 4:** Governing Board
- **SECTION 5:** Administration and Organization
- **SECTION 6:** Faculty
- **SECTION 7:** Institutional Planning and Effectiveness
- **SECTION 8:** Student Achievement
- **SECTION 9:** Educational Program Structure and Content
- **SECTION 10:** Educational Policies, Procedures, and Practices
- **SECTION 11:** Library and Learning/Information Resources
- **SECTION 12:** Academic and Student Support Services
- **SECTION 13:** Financial and Physical Resources
- **SECTION 14:** Transparency and Institutional Representation
<table>
<thead>
<tr>
<th>Date</th>
<th>Decennial Reaffirmation of Accreditation</th>
<th>Substantive Change Visit</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 2018</td>
<td>SACSCOC Prepares SMU Leadership Team</td>
<td></td>
</tr>
<tr>
<td>February 2020</td>
<td>SACSCOC Staff Advisory Visit</td>
<td></td>
</tr>
<tr>
<td>September 2020</td>
<td>SMU Submits Compliance Certification</td>
<td>SMU Submits Substantive Change Prospectus (Bylaws)</td>
</tr>
<tr>
<td>November 2020</td>
<td>Off-Site Committee Evaluates Certification</td>
<td></td>
</tr>
<tr>
<td>January 2021</td>
<td>SMU Submits Response to Evaluation via “Focused Report”</td>
<td>SMU Submits Substantive Change Response (if necessary)</td>
</tr>
<tr>
<td></td>
<td>SMU Submits Quality Enhancement Plan</td>
<td></td>
</tr>
<tr>
<td>March 2021</td>
<td>SACSCOC Peer Reviewers On-Site at SMU and 2 OCIS</td>
<td>SACSCOC Peer Reviewers On-Site Visit for Substantive Change</td>
</tr>
<tr>
<td>September 2021</td>
<td>SMU Submits (if necessary) Response via “Response Report”</td>
<td>SMU Submits Response for Substantive Change (Bylaws)</td>
</tr>
<tr>
<td>December 2021</td>
<td>SACSCOC Board of Trustees Action</td>
<td>SACSCOC Board of Trustees Action</td>
</tr>
</tbody>
</table>
Faculty Engagement
Dr. Johnitha Johnson
Clinical Assistant Professor
Simmons School of Education and Human Development
Department of Teaching and Learning
**Focus Area:** Diversity and Inclusion

Gordon Law
Visiting Professor of Practice
Meadows School of the Arts
**Focus Area:** Strategic communication

Dr. Renee McDonald
Associate Dean for Research and Professor
Dedman College
Department of Psychology
**Focus Area:** Research enhancement and scholarly impact

Dr. Scott Norris
Associate Professor
Dedman College
Department of Mathematics
**Focus Area:** Undergraduate and graduate student success

Dr. Mark Fontenot
Clinical Professor and Assistant Department Chair
Lyle School of Engineering
Department of Computer Science
**Focus Area:** Undergraduate and graduate student success

Dr. Carolyn Smith-Morris
Professor
Dedman College
Department of Anthropology
**Focus Area:** Institutional Planning and Data Analytics
Five standard framing questions posed to the faculty

1. What are the biggest challenges SMU is facing (or will face in the near future) and why are we facing these challenges?

2. We have very good salaries and environment at SMU; how do we better utilize this great resource to improve morale and motivate faculty?

3. What are the most promising unexploited opportunities for growth (in particular related to achieving our R1 goals)?

4. What would need to happen for SMU to exploit the potential of these opportunities?

5. If you were me, what would you focus attention on?
Faculty responses to the standard framing questions fall into five broad categories

- Research Capacity
- Structural Change
- SMU Identity
- Faculty morale
- Equity/Fairness
High expectations for research productivity need to be matched by an R1 research context:

- More staff dedicated to research infrastructure (pre/post-award support)
- More time for writing proposals, forming collaborations, conducting & writing up research
- Less teaching for research intensive faculty
- Stronger doctoral candidates: stronger recruitment; more funding; better career trajectories
- More post-doctoral researchers
- More lab space (particularly for STEM fields)
The strategic reallocation of budgetary resources to prioritize research will require difficult decisions.

- Making commitments to strategic areas (tough decisions)
- Emphasizing research at the same level as undergraduate teaching & athletics
- Allocating budgetary resources to propel success
SMU needs to be more precise about what it is/is not and be more intentional about promoting a research image regionally, nationally and globally.

Need strong promotion of research image, including external (higher visibility at peer and aspirant universities) and internal (highlighting faculty & student achievements).

Current marketing is local & undergraduate/alumni oriented.

Need to be seen as a strong partner in the DFW business community.
After some difficult years, there is a need to regain faculty trust

- Trust lost during OE2C & staff positions lost
- Too much centralization has taken place; too much top-down leadership & decision-making
- Less autonomy/entrepreneurship in the departments (and Schools/College)
- More workload for faculty on non-research and non-teaching related areas
- Frustration with how COVID response was handled in the summer
- Reward structures seem flat/not recognizing excellence
- Fewer opportunities for idea generation (e.g., top researchers/endowed chairs would regularly convene)
There is a need to address equity concerns across a broad range of policies (e.g., promotion and tenure, workload) and processes (merit).

- Gender & racial parity issues were a recurrent theme
- Promotion & tenure policies need to be more transparent
- Workload distribution cited as uneven *within* departments
- Workload distribution cited as very different *across* departments
- Lack of transparency & faculty input in workload policies
- Need for clearer merit pay process
- Need for pay equity analysis
2016-2025 Strategic Plan

US News and World Report top 50

2020-2025

Road to R-1

Black Unity Forum Action Plan
SMU's advance toward becoming an R1 university
A university is judged in no small part on its ability to contribute to the production of the next generation of academic scholars. Graduate students propelled into academic positions at other institutions enhance a university’s reputation, ranking, and ability to recruit top graduate students and faculty. So important is the perceived role of Ph.D. programs to the success and productivity of a research university that their quality has significant impact on its overall stature.

Graduate School Task Force Report

The Carnegie Classification System influences the perception of research universities by their peers.

Seven Factors of the Carnegie Classification System:

1) Science & Engineering Research Expenditures
2) Science & Engineering Research Staff
3) Ph.Ds Awarded in Science & Engineering
4) Ph.Ds Awarded in Social Sciences
5) Ph.Ds Awarded in Humanities
6) Other Doctorates
7) Non-Science and Engineering Research Expenditures

SMU’s advance toward becoming an R1 university

SMU advanced past 55 universities from 2005 to 2018.
## Proposed SMU metrics in support of a Path to R1

<table>
<thead>
<tr>
<th>Carnegie Measures</th>
<th>STEM Expenditures</th>
<th>Non-STEM Expenditures</th>
<th>Researchers/Staff with PhDs</th>
<th>Stem Ph.D.’s</th>
<th>Soc. Sci. Ph.D.’s</th>
<th>Humanities Ph.D.’s</th>
<th>Other Ph.D.’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>School/ dept metrics</td>
<td>-Research Expenditures</td>
<td>-External Funding/Faculty FTE</td>
<td>-Proposals/year/Faculty FTE</td>
<td>-Publications/year/Faculty FTE</td>
<td>-External $/sq ft labs</td>
<td>-Postdocs</td>
<td>-Postdocs included in proposals*</td>
</tr>
<tr>
<td>Faculty metrics</td>
<td>-Research Expenditures</td>
<td>-External Funding</td>
<td>-Proposals/year</td>
<td>-Publications &amp; Citations</td>
<td>-External $/sq ft lab</td>
<td>-Return on Start-ups</td>
<td>-Postdocs supported by external $</td>
</tr>
</tbody>
</table>
Black Unity Forum action plan response
**Promotion and Tenure (P&T)**
Impacts: BUF, R-1, Strategic Plan
Goal for 2020-2021: Develop or revise written faculty tenure standards and publicize internally
Key dates:
- October 2020 – College/schools submit P&T guidelines to AP for Faculty Success
- October 2020 – May 2021 – Associate deans and Provost Office confirm review of P&T standards to prepare for revisions to Policy 2.10 (Guidelines for Periodic Evaluation of Faculty) and Policy 2.12 (Tenured faculty development)

**Faculty Workload**
Impacts: BUF, R-1, Strategic Plan
Goal for 2020-2021: Department-level workload policies, approved by the Provost
Key dates:
- March 2021 – Deans submit department-approved policies to Provost for review
- May 2021 – Approved workload policies

**Post-docs**
Impacts: BUF, R-1
Goal for 2021-2022: Identify funding to support 2-4 post-docs
Areas of strategic investment over the next 3-5 years

2016-2025 Strategic Plan
- Inclusive, transparent budgeting process
- Inter-disciplinary programs
- Maximize revenue generation
- Research support
- Cluster hires
- Post-docs

US News and World Report top 50
- Student success/retention
- Affordability/need-based aid

Road to R-1

2020-2025

Black Unity Forum Action Plan
- Student success/retention
- Affordability/need-based aid
- Opportunity hires
- Post-docs
Incentivizing achievement of priorities: Performance-based funding
Performance Based Funding will support a coordinated and transparent funding method that supports SMU’s Strategic Plan Goals of enhancing the academic quality and stature of the university of improving teaching and learning and strengthening scholarly research, creative achievement, and opportunities for innovation.

- Reward academic units for actual performance based on clear measurements / metrics
- Measurements align with SMU’s 2016-2025 Strategic Plan goals, US News and World Report metrics, Road to R-1 and BUF Action Plan response

**Aligns SMU Strategic Plan Priorities and Academic Unit Performance with Provost’s discretionary funding**
Performance Based Funding: Strategic Plan Focus

Funding will begin in Fiscal Year 2022 with a total of $4 million in discretionary dollars to be allocated to the academic units. The funding model is aligned with SMU’s Strategic Plan to incentivize measurable achievement of the University’s goals.

- Use of funding is up to the discretion of the academic unit.
- Beginning in FY22, the Moody Graduate School will provide additional funding for research, PhD student support and other efforts.

### Focus of Metrics

<table>
<thead>
<tr>
<th>Focus of Metrics</th>
<th>Funding Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Programs</td>
<td>$1,250,000</td>
</tr>
<tr>
<td>Masters/Professional Programs</td>
<td>$250,000</td>
</tr>
<tr>
<td>PhD Programs</td>
<td>$250,000</td>
</tr>
<tr>
<td>Research</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Management</td>
<td>$750,000</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>$4,000,000</strong></td>
</tr>
</tbody>
</table>
### Performance Based Funding Overview

<table>
<thead>
<tr>
<th>Undergraduate Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Example of Metrics:</strong></td>
</tr>
<tr>
<td>- Academic Program Health (SP, U)</td>
</tr>
<tr>
<td>- Size of UG Courses (U)</td>
</tr>
<tr>
<td>- UG Student Retention (SP, U)</td>
</tr>
<tr>
<td>- UG Student Graduation Rates (SP, U)</td>
</tr>
<tr>
<td>- UG Student Diversity (SP, U, BUF)</td>
</tr>
<tr>
<td>- Student Outcomes/Post Graduation Placement (SP)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Masters/Professional Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Example of Metrics:</strong></td>
</tr>
<tr>
<td>- Student Academic Quality (SP, R1)</td>
</tr>
<tr>
<td>- Student Diversity (SP, BUF)</td>
</tr>
<tr>
<td>- Post Graduation Placement (SP)</td>
</tr>
<tr>
<td>- PhD Student Throughput (R1)</td>
</tr>
<tr>
<td>- PhD Student Discontinuance (R1)</td>
</tr>
<tr>
<td>- USN&amp;WR Program-level Ranking (U)</td>
</tr>
<tr>
<td>- PhD Student Funding and Enrollments (SP, R1, U)</td>
</tr>
</tbody>
</table>

SP = 2016-2025 Strategic Plan  
U = US News & World Report  
BUF = Black Unity Forum action plan  
R1 = Road to R1
Performance Based Funding Overview

**Research**

*Example of Metrics:*
- Research Expenditures (SP, R1)
- Research Expenditures / Faculty Member (R1)
- External Funding of Postdocs (R1)
- Faculty Scholarly & Creative Output, Awards & Recognition (SP, R1)
- Research Space Utilization (R1)
- Research Awards and Overhead Recovery (R1)

**Management**

*Example of Metrics:*
- National Ranking of Schools (SP, U)
- Workload Policy (SP, BUF, R1)
- Support of Black Unity Forum Goals and Efforts (BUF)
- Utilization of Annual Merit (SP, BUF, R1)
- Inclusive and transparent school/college budget process (SP, BUF, R1)
- Financial Resourcefulness & Utilization of Financial Aid (SP, U, BUF, R1)

SP = 2016-2025 Strategic Plan  
BUF = Black Unity Forum action plan  
U = US News & World Report  
R1 = Road to R1
### Performance Based Funding timeline: spring 2021

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>Deans Meeting, 2/17</td>
<td>Undergraduate</td>
<td>Deans Meeting, 3/17</td>
<td>Undergraduate</td>
</tr>
<tr>
<td>Graduate</td>
<td>Undergraduate Graduate Research Management</td>
<td>Graduate</td>
<td>Undergraduate Graduate Research Management</td>
<td>Graduate</td>
</tr>
<tr>
<td>Research</td>
<td>Undergraduate Graduate Research Management</td>
<td>Research</td>
<td>Undergraduate Graduate Research Management</td>
<td>Research</td>
</tr>
<tr>
<td>Management</td>
<td>Undergraduate Graduate Research Management</td>
<td>Management</td>
<td>Undergraduate Graduate Research Management</td>
<td>Management</td>
</tr>
</tbody>
</table>

#### Report Build/Test
- **Who:** IR/OIT/Finance
- **Process:** Develop report prototype
- **Output:**
  - Sample reports (excel)
  - Revised data definitions
  - Process/tech change inventory

#### Report Refinement
- **Who:** IR, OIT, Finance and Provost
- **Process:** Report review/modeling
- **Output:**
  - Draft reports (excel)
  - Draft data definitions
  - Draft perf-based funding model
  - Revised process/tech change inventory

#### Report Validation
- **Who:** IR, Finance and Deans
- **Process:** Report review and modeling
- **Output:**
  - Final reports (excel)
  - Final data definitions
  - Operational perf-based funding model

---

**BoT Meeting, 2/25**

**Deans Meeting, 2/17**

**Deans Meeting, 3/17**

**Deans Meeting, 4/21**

**Deans Meeting, 5/19**

---

Undergraduate

Graduate

Research

Management

---

Undergraduate

Graduate

Research

Management

---

Undergraduate

Graduate

Research

Management

---

Undergraduate

Graduate

Research

Management

---

Undergraduate

Graduate

Research

Management

---

Undergraduate

Graduate

Research

Management

---

Undergraduate

Graduate

Research

Management

---

Undergraduate

Graduate

Research

Management

---

Undergraduate

Graduate

Research

Management

---

Undergraduate

Graduate

Research

Management

---
Incentivizing achievement of goals: Annual budget process
<table>
<thead>
<tr>
<th>Budget Process</th>
<th>Start-End Date</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr/May</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planning Phase</strong></td>
<td>Sept-Dec</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discuss Budget Meeting #1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oct 19</td>
</tr>
<tr>
<td>Discuss Requests of Assoc Provosts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Nov 16</td>
</tr>
<tr>
<td>Discuss Requests of Deans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Nov 18</td>
</tr>
<tr>
<td>Budget Request Due Date</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Dec 15</td>
</tr>
<tr>
<td><strong>Budget Request Deliberation Phase</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meetings w/ President Turner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3-5 meetings to discuss all SMU budget requests</td>
</tr>
<tr>
<td><strong>Final Steps</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget Request Decision Letters</td>
<td>March-May</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Merit Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>March</td>
</tr>
<tr>
<td>Budget Approved by Board of Trustees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>May Board meeting</td>
</tr>
</tbody>
</table>

Budget planning for Fiscal Year 2022 – Office of the Provost