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Provost and Vice President for Academic Affairs
Office of the Provost

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Dear Faculty and Staff:

I hope you are having a safe, restful and productive summer. Whether you are teaching, conducting research, or preparing exhibitions or performances, your contributions are vitally appreciated and valued in our quest for even greater academic quality. Thank you for your ongoing commitment to SMU's academic mission.

As mentioned in the [final weekly](#) of the spring 2022 semester, my plan is to send only one update in the month of July. If you have suggestions for what we should include in future communications, please send your ideas to this [email address](#). Previous newsletters are available [here](#).

Today's update falls into three categories: 1) Summer 2022, 2) Road to R-1 and Scholarly/Creative Excellence, and 3) News and Noteworthy.

Summer 2022

- **Performance-based funding for FY 2023** – In consultation with the Deans over the past academic year, my office has refined our performance-based funding (PBF) model to inform and promote the transparent distribution of discretionary funds annually from the Office of the Provost to SMU's academic units. As a reminder, PBF is intended to be a transparent way to replace all previous ad hoc requests and negotiations for discretionary

funding commitments from the Provost’s Office by instead directly disseminating this discretionary funding to the Deans.

PBF 2023 is designed to reward academic units for actual performance based on clear measurements and metrics that align with our four academic priority areas through 2025: 1) Academic Excellence, 2) Research Excellence, 3) the 2016-2025 Strategic Plan, and 4) Inclusive Excellence. Click [here](#) to review this year’s metrics.

For FY 2023, we have increased the annual Provost discretionary funding amount to \$5M total with hopes to increase or, at a minimum, sustain this level of funding in the years to come based on our ability to generate additional revenue.

Based on performance against this year’s metrics, the college/schools/libraries have earned the following distribution as a part of the FY 2023 performance-based funding process:

	Total Available Funds	Cox	Dedman	Dedman Law	Libraries	Lyle	Meadows	Perkins	Simmons	Grand Total
1. Undergraduate	\$1,575,000	\$252,193	\$792,415			\$123,689	\$203,089		\$79,021	\$1,450,407
2. Graduate	\$400,000	\$177,870	\$3,779	\$48,455		\$24,392	\$4,683	\$3,910	\$135,337	\$398,426
3. Doctoral	\$400,000	\$0	\$167,674	\$1,858	\$0	\$75,150	\$35,851	\$12,186	\$98,834	\$391,553
4. Research	\$1,875,000	\$16,702	\$832,715	\$53,278	\$819	\$302,724	\$23,504	\$38,747	\$606,511	\$1,875,000
5. Management	\$750,000	\$236,932	\$129,280	\$40,179	\$18,750	\$26,680	\$82,055	\$65,893	\$91,303	\$691,072
Total Earned Funds	\$5,000,000	\$683,698	\$1,925,864	\$143,769	\$19,569	\$552,634	\$349,182	\$120,737	\$1,011,006	\$4,806,459
		Cox	Dedman	Dedman Law	Libraries	Lyle	Meadows	Perkins	Simmons	Grand Total
Rollover Pool Allocation to Libraries		\$0	\$0	\$0	\$38,708	\$0	\$0	\$0	\$0	
Final PBF Allocations		\$683,698	\$1,925,864	\$143,769	\$58,277	\$552,634	\$349,182	\$120,737	\$1,011,006	\$4,845,167

Click [here](#) for a detailed presentation on the performance-based funding model for FY 2023, including a college/school/libraries breakdown of results for all metrics. This year, we converted the PBF model from excel into a more-user friendly and interactive Tableau dashboard interface. The improvements to PBF 2023, particularly in converting the model to Tableau, would not have been possible without the great work from the University Decision Support (UDS) and Business/Finance teams. In particular, I would like to thank Sarah Sage for managing this year's work and Salma Mirza for her efforts developing the new Tableau tool. Wrangling and organizing the data and financial calculations that feed into PBF came thanks to the expertise and hard work of Michael Tumeo, Ron Fellers, Vinay Ramachandra and Stephen Forrest, to name a few. Thanks also to the Deans, Associate Deans and Financial Business Managers for taking time throughout the year to give us feedback to inform this year's design.

While licensing limitations make it impossible to share the Tableau model with the entire campus, I would encourage those with interest to contact their Dean or Financial Business Manager for a demonstration. For those with Tableau licenses who would like to review PBF 2023 in greater detail, please contact [Daniel Eady](#) for assistance.

- **Open faculty positions announced for fall 2023** – Last month, the Deans and I had conversations about which faculty lines to open for searches in fall 2022 to join SMU in fall 2023. Normally, decisions about faculty lines have been made as part of the budget cycle (November – March). Last year, in an effort to better align with the faculty recruiting schedule, we moved the process into the summer.

This past academic year, Associate Provost for Faculty Success Paige Ware and Michael Tumeo in University Decision Support engaged a faculty working group to inform and refine the standard dataset we use to evaluate faculty position requests. I would like to thank them for their tremendous efforts.

Final decisions about approvals for faculty searches were made and communicated to the Deans in two phases: on June 8 for requests for expedited decisions and in early July for all other approvals. Deans have already begun working within their schools/college to form search committees for this fall term, and a team of faculty administrators joined this summer with the Associate Provost for Faculty Success, Diversity Office, and Institutional Access and Equity to continue strengthening our search processes.

The chart below summarizes the number of requests each Dean made to the Provost based on data informed by budgetary considerations, student enrollment trends, and strategic priorities. Of the 48 lines approved, 22 represent tenured/tenure-track lines (11 of which are associated with a new research cluster with a focus on Data Science), and 26 are non-tenure track instructional lines. Data Science Institute Director *ad interim* Peter Moore, and a committee formed with faculty representation (recommended by their deans) from all seven schools/college will support the exciting Data Science cluster opportunity that augments the current two clusters launching this fall with foci on Earth Hazards and National Security and on Technology-Enhanced Immersive Learning.

In select cases, Deans requested tenure lines which were approved as non-tenure lines to help stabilize our priority of meeting student enrollment demands. In addition to the information in this chart that reflects approval for searching for full-time faculty, an additional 14 one-year visiting faculty lines have been approved to fill for AY 2022-2023.

School	# of faculty lines requested by deans	# of lines approved for AY 22-23 searches	# of requests p further inform
Cox	12	12	0
Dedman	16	15	1
Guildhall	1	1	0
Law	5	5	0
Lyle	4	4*	0

Meadows	12	8	4
Perkins	1	1	0
Simmons	2	2	0
Total	53	48	5 **

*Two approved for fall 2022 search; two approved for search once permanent dean is in place

** Of the 5 requests not approved, pending further information, one-year visiting lines have been approved to fill AY 2022-2023.

Trends in higher education are seeing a renewed focus on how to balance research/creative faculty lines with instructional faculty lines. Our ratio at SMU indicates that we continue to have an overall balance of more tenure lines than NTT lines. Policy changes last academic year now allow SMU to offer contracts for 5 years, and the Provost’s Office has requested that each school/college post clear promotion guidelines for NTT faculty to strengthen this career pathway.

- **Three-year budget planning underway** – In a half-day meeting earlier this month with Deans, Associate Provosts and team members from business and finance, we continued the planning process to develop a three-year budget (FY 2024 – FY 2026) for academic affairs. Having better projections, across multiple years, for revenue, expenses and strategic investments will inform our planning efforts as we strive to meet our goals for greater academic quality. Conversations around three-year budget planning will continue in August, and we plan to share specific details, once finalized, early in the fall 2022 semester.
- **August events for new SMU faculty** - In collaboration with key stakeholders across campus, a New Faculty Launch Day will help orient our new faculty to campus on Thursday, August 18th. The morning session is open to all faculty as part of the CTE Fall Teaching Effectiveness Symposium with a focus on “Inclusive Teaching.” Interested faculty can find more information and [register at this link](#).

- **Parking changes coming August 8** – As [announced today](#), SMU will launch a new parking system effective Monday, August 8, 2022. If you have not yet done so, please familiarize yourself with the [new parking map](#) and the [FAQs](#) to keep you informed on the changes and any actions required.

I ask for your continued patience as the University works to implement the new parking and transportation system over the next few weeks.

- **Master of Arts in Design and Innovation’s (MADI) strategic workshops for collaboration to extend into the early fall** – At the conclusion of the spring 2022 semester and at my request, members of the MADI team hosted workshops with students, faculty and staff to generate ideas about improving strategic collaboration across campus – particularly in the area of campus utilization, both now and into the future. My thanks to Jessica Burnham, Director of MADI, and team for their great work facilitating and documenting these sessions.

Your feedback is important as we consider future campus and land utilization, and I would encourage as many as possible to participate in these conversations. To accommodate, MADI will host additional faculty and staff focus groups to start the fall 2022 semester. Be on the lookout for an invitation.

Road to R1/Scholarly and Creative Excellence

- **June 2022 research expenditure date** – We began the fiscal year with a strong showing in terms of research expenditures experiencing a 22% increase in June 2022 (\$3,606,251) relative to June 2021 (\$2,948,559). The table below provides a comparison, by college/school of last June’s research expenditures to this year’s:

Month	June 2021	June 2022	%
Dedman College	1,222,489	1,767,995	45%
School of Education	746,147	740,436	-1%

School of Engineering	904,629	746,844	-17%
School of Theology	20,868	75,936	>100%
Dedman Law/Other	3,891	144,704	>100%
ATT & Guildhall	50,535	130,335	>100%
TOTAL	2,948,559	3,606,251	22%

- **SMU designated as National Center in Cyber Defense through 2027 –** SMU has been designated as a National Center of Academic Excellence in Cyber Defense through the academic year 2027. Official letters of notification have been sent to the governor, members of Congress, and appropriate Congressional Committees. We have maintained this designation since 2006, and it will be critical to future strategic research aspirations, including establishing an SMU sensitive compartmented information facility (SCIF). Thanks to Suku Nair, Associate Provost for Research *ad interim*, and Ted Manikas, Clinical Professor in the Lyle School of Engineering’s Department of Computer Science, for securing our extension of this important designation.

- **SMU composer’s work debuts this year at Carnegie Hall –** Congratulations to Xi Wang, Associate Professor of Music Composition and Theory in the Meadows School of the Arts. Her newest major composition will be premiered this year by the Philadelphia Orchestra during performances in both Philadelphia and in New York City’s Carnegie Hall. The Philadelphia Orchestra is one of the world’s finest and Carnegie Hall’s global prestige is unrivaled.

- **Leadership updates:**
 - **Dean search, Lyle School of Engineering –** This week, I continued conversations with Lyle faculty to inform the search for our next Dean, meeting with both the Civil and Environmental Engineering and Computer Science departments. I also conducted interviews with executive search firms. We will launch this search at the beginning of the fall 2022 semester with hopes to have a new Dean in place as soon as January 2023.

- **Dean search, Perkins School of Theology** – To inform my decision on an interim Dean, I have met with Perkins’ faculty, Executive Board members, staff, and students. I hope to announce an Interim Dean prior to the start of the fall 2022 semester.
- **Welcome Jason Nance, Judge James Noel Dean of the Dedman School of Law** – As [announced in May](#), Jason P. Nance, an education policy and law scholar who studies inequalities in public education, has been named the Judge James Noel Dean and Professor of Law at SMU’s Dedman School of Law and will join SMU on August 10th. He comes to SMU from the University of Florida Levin College of Law, where he has served most recently as Associate Dean for Research and Faculty Development and Professor of Law.
- **Welcome Robin Poston, Dean of the Moody School of Graduate and Advanced Studies** – Also [previously announced](#), Robin S. Poston has been named Dean of the Moody School for Graduate and Advanced Studies and Associate Provost for Graduate Education. She will assume this position on Monday, August 15, 2022. Robin comes to SMU from the University of Memphis where she has been Vice Provost and Dean of the Graduate School.
- **Data Science Institute Director *ad interim*** – Last month, I asked Peter Moore to serve as Data Science Institute Director *ad interim*. In addition to serving as interim Data Science Institute Director during the upcoming year, I have named Peter Special Advisor to the Provost, effective June 1, 2022 – May 31, 2023. This will allow my leadership team sufficient time and coordination with Peter to transition his responsibilities as Associate Provost for Curricular Innovation and Policy into new homes within their areas, as we do not plan to fill the Associate Provost for Curricular Innovation and Policy position upon Peter’s return to the faculty.

News and Noteworthy:

- **SMU faculty member receives center affiliation with the University of North Carolina** – Jared Schroeder, Associate Professor of Journalism in the Meadows School of the Arts, has been named a faculty affiliate of the Center for Information, Technology, and Public Life for the 2022-2023 academic year. The [center](#), based at the University of North Carolina, emphasizes a multidisciplinary approach to studying technology and how it influences society.
- **SMU partners with AT&T to promote data science education and professional experience for students** – This summer, SMU and AT&T teamed up for a [data science boot camp](#) plus on-site internship for nine students, with a focus on STEM undergraduate and graduate students from diverse and underrepresented populations.

In this partnership, SMU provided 12 weeks of instruction in data science leading to certification, and AT&T provided an on-site internship to include an interview for a permanent position upon graduation.

My thanks to the SMU Global Online and Continuing Education (GOCE) team, under the leadership of Peter Moore and Michael Robertson, as well as Rob Strauss and Tim Angell in the Office of Corporate Engagement for establishing this innovative and customized model – one that we hope to replicate many times over in the years to come.

- **SMU to host Coalition for College this summer** – SMU will host the annual meeting of the [Coalition for College](#) on August 11-12, 2022. The Coalition supports a future where all students have access to a successful, affordable and transformative college experience. The organization is strongly committed to working with students from communities that are marginalized and underrepresented in higher education. Attendees at the meeting will include chief enrollment officers, admission teams, and diversity officers from many of the

Coalition's [160 member institutions](#). Chief Diversity Officer Maria Dixon Hall and I will both speak at the meeting. SMU Dean of Admission Elena Hicks will assume the role of Chair of the Coalition Board of Directors on July 1.

- **SMU Aware** – If you are on campus on Friday, August 5, please note, a test of the University's indoor emergency notification system will begin at 8:15 am. This test will encompass most buildings on SMU's campus and include audible and visual alarms and a brief lockdown of exterior doors. Interior doors and parking garages will not be impacted. The full sequence of testing is expected to last between 15-30 minutes. If you have questions or comments regarding planned testing, please email smuaware@smu.edu.

Sincerely,

A handwritten signature in black ink, appearing to read 'Elizabeth G. Loba', with a long, sweeping horizontal stroke at the end.

Elizabeth G. Loba, PhD
Provost and Vice President for Academic Affairs
Southern Methodist University
<https://www.smu.edu/provost>
World Changers Shaped Here