

INTRODUCTION

This Implementation Plan is a new feature of the SMU strategic planning process. The intent is to provide specific action items that support the lofty goals and objectives of the *Centennial Strategic Plan 2006–2015*. In many cases we project numeric targets and timelines, and offer benchmarks for measuring progress. Because the Implementation Plan will be updated annually, it will provide the flexibility to address and act on emerging needs and opportunities as well as changes in the national context for higher education.

The following Implementation Plan includes the goals and objectives of the *Centennial Strategic Plan*, and then describes specific initiatives and targets under the objectives of each goal. The intended result is a blueprint for progress that will be incremental throughout the duration of the Centennial Decade and that will position SMU for even further advancement in its next 100 years.

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

A university is measured by the quality of its faculty, students, libraries, and 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, distinguished faculty appointments must be made at the senior and junior ranks. Our concomitant rise in student profiles is equally important. Both of these elements will require additional endowments that enable the University to make permanent progress.

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.

- Increase the number of substantially funded endowed chairs and professorships (62 pre-Centennial Campaign) to a level of 100 (2015 target).

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.

- Increase average faculty salaries based on merit (midpoint of operational and benchmark averages).

- Expand opportunities for SMU faculty development.
- Increase the number of faculty recipients of Fulbrights and other fellows programs with national/international stature.
- Improve diversity (women and minorities) within full-time faculty positions to support and encourage diversity within the student body.

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

- Improve average SAT scores (1250 by 2010; 1275–1300 by 2015).
- Improve the undergraduate retention rate from first to second year (87% in 2005–06; 90% by 2010).
- Improve the undergraduate graduation rate (71% in 2005–06; 75% by 2015).
- Increase the size of the undergraduate applicant pool (7,500 in 2005–06; 10,000 by 2010; 12,000 by 2015) as well as the size of the graduate applicant pool (e.g., in Dedman College from 500 in 2006 to at least 700 by 2015).
- Decrease the acceptance rate of undergraduate applicants (58% in 2005–06; 55% by 2010; under 50% by 2015).
- Increase the availability of scholarships to compete for top-ranking undergraduate and graduate students.

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

- Update policies and procedures related to hiring and termination.

- Enhance the process to review equity and market-competitive salaries.
- Integrate innovative health, wellness, and health care initiatives into benefits programs.

OBJECTIVE FIVE: Strengthening of the University Library System as the heart of academic excellence.

- Increase the number of volumes (2.9 million in 2005–06; 3.1 million by 2015).
- Increase online holdings.
- Improve the functionality of shelving, reading areas, and technology areas.

OBJECTIVE SIX: Fostering an open, collaborative, diverse community.

- Sustain a critical mass of diverse faculty, staff, and students to foster a rich learning environment.
- Create visiting lectureships to enhance diversity.
- Develop and present collaborative programs between various schools/ departments/divisions.

OBJECTIVE SEVEN: Integration of the Legacy and Taos campuses and additional facilities on the main campus as essential components of academic programming.

- Increase the number of courses offered per year at Legacy.
 - Credit (186 in 2005–06; 250 by 2010).
 - Noncredit (189 in 2005–06; 200 by 2010).
- Create measurements of community outreach.

- Complete and implement the Strategic Plan and Master Plan for SMU-in-Taos.
- Increase the enrollment in Taos sessions that are undersubscribed.
- Create and fund scholarships for students from the Taos area to attend summer sessions at Taos.
- Develop a strategic plan for Legacy, to include increased interaction with schools and churches.
- Increase the number of activities with government agencies, businesses, and corporate entities located in North Dallas.

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 by faculty being actively involved with students in and out of the classroom, laboratory, and studio, as well as through service activities within 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.

- Enhance the Center for Teaching Excellence.
- Enhance training of faculty to develop and utilize new technologies.
- Increase the percentage of campus covered by wireless (100% by 2010).
- Complete technological upgrade of appropriate classrooms.

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

- Eliminate low-enrollment, low-priority graduate programs through established University procedures.
- Create new graduate M.A./Ph.D. programs with high research potential.
- Enhance procedures for measuring the quality of existing programs and the development of new ones.

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

- Develop new General Education requirements for the University.
- Implement new requirements in 2008–09.

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

- Reorganize the Provost's Office to enhance support for Honors Programs and Societies (2006–07).
- Coordinate the final review of the Honors Program.
- Create a new Office of National Fellowships and Awards.

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

- Modify policies for both appointment and tenure of faculty to improve consistency among academic units.
- Strengthen five-year review plans for the faculty.

GOAL THREE: TO STRENGTHEN SCHOLARLY RESEARCH AND CREATIVE ACHIEVEMENT

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

GOAL THREE OBJECTIVES

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

- Create a central office space for all Universitywide staff involved with Research and Graduate Studies.
- Recruit a new Associate Vice President for Research and Dean of Graduate Studies with a strong record of funded research.

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

- Upgrade support for technology transfer as the number of declarable inventions increases.
- Benchmark the technology transfer office against comparable offices at similar institutions.

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

- Increase the number of partnerships and collaborative programs.
- Assign responsibility for increasing collaborative programs to the Office of Research and Graduate Studies.

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

- Develop incentives for SMU's schools to create interdisciplinary offerings.
- Increase the number of interdisciplinary courses.
- Increase the number of interdisciplinary research activities.
- Acquire special funding support for interdisciplinary programs that can garner "critical mass" audiences.

OBJECTIVE FIVE: Expansion of funded research support.

- Increase the amount of externally funded research per year (\$15.5M in 2005–06; \$22M by 2010; \$30M [The Lombardi Group standard] by 2015).
- Increase the number of proposals developed and submitted per year (169 in 2004–05; 200 in 2010; 250 in 2015).
- Increase the percentage of faculty who submit proposals to funding agencies each year (approximately 20% in 2004–05; 22% in 2010; 25% in 2015).

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

- Increase the average size of doctoral fellowships (\$13,039 for 2005–06; \$18,000 in 2010; \$25,000 in 2015).
- Increase the number of graduate students completing their doctoral degrees (47 in 2005–06; 57 in 2010; 72 in 2015).

OBJECTIVE SEVEN: Enhancement of the Undergraduate Research Assistant program.

- Increase the number available per year.
- Develop funding for undergraduate research assistants.
- Consider a research project in the General Education Honors Program.

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 the creation of environments that are both supportive and challenging. 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 overall 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.

- Build residence/apartment space to house 1,500 additional students, providing for a sophomore residency requirement.
- Develop additional graduate student housing.
- Add three new intramural fields.
- Complete the shelled-in space in Dedman Center for a new Band Hall.

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

- Enhance the ability to meet student health (physical and mental) needs, including renovating Memorial Health Center.
- Improve orientation and transfer programs through the Counseling and Wellness Centers.
- Complete the Hegi Family Career Development Center challenge endowment.

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

- Create an “umbrella leadership” endowment that would help support leadership programs such as LeaderShape, Leadership Fellowships, Mustang Corral, and a variety of leadership retreats, including the Diversity Education and Mustang Leadership programs.
- Increase support for the Office of Leadership and Community Involvement in order to enhance collaboration with academic units of the University to ensure “theory to practice” in the development of leadership programs.

OBJECTIVE FOUR: Enhancement of student intern programs throughout the University.

- Provide two additional graduate interns in the Chaplain’s Office.
- Increase internships in the community through the Hegi Family Career Development Center.

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

- Participate in postseason bowls in football and NCAA/NIT postseason appearances for men's and women's basketball.
- Increase the annual fund in Athletics by at least 50% (currently \$1.3M per year; \$2M per year by 2010).
- Double season ticket sales for football and basketball (in 2005–06, 4,103 for football; 975 for men's basketball; 67 for women's basketball).
- Enhance SMU's position in the NACDA Directors' Cup rankings.
- Maintain satisfactory Academic Progress Rate standards within all 16 NCAA athletics programs.
- Improve facilities for basketball, golf, swimming, and tennis.
- Endow scholarships.

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. Diversity of ethnicity that will occur as we become more global 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

- Develop a universitywide plan for international education.
- Within the Provost's Office, reorganize and restructure the Office of International Programs.

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

- Increase the number of signed agreements with Central and South American universities and Asian universities, in particular (4 in 2005–06; 8 by 2010).

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

- Increase the number of courses with a global focus/perspective.
- Include global content in the new General Education requirements.

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

- Increase the total number of international students (graduate and undergraduate) at the University (6.5% in 2005–06; 8% by 2010).
- Increase the number of undergraduate international students (a minimum of 6% of the student body).
- Increase the number of international graduate applications.

OBJECTIVE FIVE: Strengthening of international studies within the overall curriculum.

- Increase the number of SMU students studying abroad (30% in 2005–06; 40% by 2010; and 50% by 2015).
- Develop endowments/financial aid for students receiving need-based aid to provide them with an international study opportunity.

CONCLUSION

As can be seen, the Implementation Plan calls for specific progress toward each *Centennial Strategic Plan* goal and objective. In some cases, advancement will be achieved through changes and/or improvement of existing programs and policies; in others, progress will necessitate the introduction of new initiatives. Each year, the targets and measurements of the Implementation Plan will be assessed to gauge overall progress, recalibrate expectations if warranted by changing circumstances, or determine further programmatic or policy changes needed to ensure the achievement of objectives. To the extent that progress will depend upon an infusion of new resources, the Implementation Plan, as an expression of the *Centennial Strategic Plan*, will inform and guide the goals of the Centennial Campaign for major gifts. If we are faithful servants to our mission, wise planners of our future, and good stewards of our resources, the *Centennial Strategic Plan*, in tandem with the Centennial Campaign, will measurably change the profile of faculty and student achievement for which SMU will be known in the second century of its history.

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