



Search for the President
Southern Methodist University
Dallas, Texas

The Board of Trustees and Presidential Search Committee seek the next president of Southern Methodist University (SMU). A nationally ranked private University located in the heart of Dallas, SMU'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. This is one of the most exciting leadership opportunities in the academy today given the history, culture and ambition of an exceptional University community located in one of the most dynamic cities and regions in the United States.

Founded in 1911, SMU is a nonsectarian University with a focus on global impact, educating more than 12,000 students (7,000 undergraduate and 5,000 graduate) studying across eight degree-granting schools. Now in its second century, SMU is broadly recognized for the ways it supports students, faculty, staff and alumni to be ethical, enterprising leaders in their professions and communities. The University's recent history can be characterized by a rapid ascent in its pursuit of excellence across the academic, research and athletic enterprises. Over the last three decades, SMU has expanded its reach and reputation both nationally and globally, enrolling increasingly high-achieving students from all 50 states and 86 countries.

For over a century, SMU has remained committed to providing strong undergraduate educational offerings and a campus community supporting personal development and leadership skills in its students, instilling in them strong values that serve them well in their future lives after graduation. At the same time, SMU is bolstering its commitment to research. This includes attracting world-class faculty, increasing the number of Ph.D.s awarded, and steadily increasing research expenditures in its goal to be recognized among the institutions with the highest level of research productivity. The Board of Trustees' overarching goal for the University is to accelerate SMU's academic ascent.

The University has also seen impressive athletic success, marked by the announcement of joining the Atlantic Coast Conference in September 2023. The transition into the ACC is the culmination of a decades-long vision to reestablish SMU Athletics as a nationally recognized program and to complement the outstanding academic reputation of the institution. The move has been strongly supported by the Board of Trustees, generous donors and the campus community. Membership in the ACC places SMU alongside some of the most storied athletic programs and academic institutions in the nation.

Donor generosity has also driven substantial progress in the current capital campaign, *SMU Ignited: Boldly Shaping Tomorrow*. The multi-year \$1.5 billion campaign, which aims to raise money to support the recruitment and retention of outstanding students, enrich teaching and research, and enhance the campus and community, has already exceeded \$1.3 billion toward its goal and is well ahead of its 2028 timeline for completion.

Now, SMU seeks a president who will capitalize on the University's already considerable momentum to enhance and strengthen the institution academically, athletically, financially and reputationally. With the impending Research One designation, entry into the ACC and the outstanding success of three comprehensive campaigns, the new president will have the opportunity to develop and drive a vision that builds on SMU's fundamental strengths. The new president will also have the unique opportunity to create and leverage relationships in a dynamic city in one of the nation's fastest-growing regions. With a booming economy and substantial population growth that is forecasted to continue for the foreseeable future, SMU's location in Dallas serves as a significant asset for a new president who will be tasked with fostering relationships that enhance the learning, research, social and career opportunities for the University's faculty, staff and students.

The incoming president is poised to oversee several exciting accomplishments in the coming years, leading SMU into its next era. The next president will lead with intellectual purpose and clarity, organizational and fiscal acumen, and trust and transparency. They will make decisions in close consultation and with careful consideration of all stakeholders across the SMU community. Building on a generation of remarkable success, the Board of Trustees and Presidential Search Committee seek a president who will address the following opportunities and challenges:

- Work effectively and transparently with the Board and SMU leadership, and align the Board, the president, the leadership team and SMU constituencies for maximum impact.
- Collectively define and execute a vision unique to SMU that embraces its history and affirms its commitment to continued excellence.
- Support and advance transformative and enterprising research while simultaneously cementing SMU's position as a premier student-centered University.
- Engage deeply and authentically in the local community to amplify the institution's impact and leverage the metroplex's rapid economic and population growth.
- Successfully conclude SMU's momentous capital campaign to power new paths for education, research and community.

- Leverage and capitalize on SMU's historic move to the ACC to lift SMU Athletics to new heights and positively impact all aspects of the collegiate experience.
- Ensure SMU has the physical and operational infrastructure to fully achieve its aspirations.

SMU has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of its next president. Please direct all applications, nominations and inquiries to Isaacson, Miller as directed at the end of this document.

ABOUT SMU

SMU began as a bold vision shared by the Methodist Church and civic leaders in Dallas. With a rapidly growing population, Dallas community leaders had high aspirations for success and recognized the need for a great University in their dynamic city. At the same time, Methodist officials seeking to expand the Church's mission of education sought to establish a new University in the Southwest. On April 17, 1911, the charter was signed, establishing SMU in Dallas. Four years later, in the fall of 1915, SMU opened as Dallas University with 456 students and 37 faculty members. The curriculum focused on liberal arts, theology and music, and the campus consisted of two permanent buildings, one of which was Dallas Hall, named in honor of the city. While it has deep roots in the Methodist tradition, the University is nonsectarian in its teaching and is committed to open inquiry and academic freedom.

Since 1995, SMU has been led by Dr. R. Gerald Turner, an exceptional leader who has helped the University achieve unprecedented progress in fulfilling its mission aspirations. During his tenure, Turner worked hand-in-hand with SMU's trustees, faculty, staff, alumni and donors to build an outstanding institution that remains committed to its mission of teaching excellence while establishing itself as among the most productive research universities in the country. Among President Turner's many accomplishments, he led efforts with the Board of Trustees to attract the George W. Bush Presidential Center, which opened at SMU in 2013. SMU and the Bush Presidential Center partner through fellowships, public lectures, the new George W. Bush Institute-SMU Economic Growth Initiative and additional collaborations that bring together students, faculty, alumni and world-renowned experts to tackle pressing challenges.

Academics

Since its founding, SMU has steadily gained a reputation as a top academic institution. The institution serves more than 7,000 undergraduates and nearly 5,000 graduate students through eight degree-granting schools: [Cox School of Business](#), [Dedman College of Humanities and Sciences](#), [Dedman School of Law](#), [Lyle School of Engineering](#), [Meadows School of the Arts](#), [Moody School of Graduate and Advanced Studies](#), [Perkins School of Theology](#), and the [Simmons School of Education and Human Development](#). Across the schools, 750 exceptional faculty and 1,658 dedicated staff and administrators work together to provide exceptional students with an intimate learning environment marked by an 11:1 student-faculty ratio. SMU's innovative, flexible undergraduate [Common Curriculum](#) builds a solid liberal arts foundation

that allows students to pursue multiple majors and experience different cultures and delivers what employers want. SMU graduates greet the workforce with multiple competencies and global savvy.

SMU is also home to [44 centers and institutes](#), spanning a wide array of interdisciplinary subjects and offering opportunities for scholarly research and writing, conferences, lectures and symposia. They include the John Goodwin Tower Center for Public Policy and International Affairs, the William P. Clements Center for Southwest Studies, the Cary M. Maguire Center for Ethics and Public Responsibility, the Dedman College Interdisciplinary Institute, and the Caruth Institute for Entrepreneurship. The University is also home to the [George W. Bush Presidential Center](#), which includes the presidential archives of the Bush Administration, a museum with permanent and traveling exhibits, and an independent public policy institute. Through its work, the Bush Center has impacted both SMU and the North Texas community in ways both big and small. For more information about SMU's schools and institutes, please see Appendix 1.

In addition to its main campus – known as the Hilltop – a sprawling 234 acres in the University Park area just five minutes north of downtown Dallas, SMU also operates a campus in Taos, New Mexico. [SMU-in-Taos](#) offers summer credit courses that emphasize experiential learning and hosts enriching programs for alumni, friends and members of the Taos community.

Additionally, the SMU buildings east of Central Expressway, known as East Campus, contain a hive of activity. Since 2006, SMU has acquired 15 acres east of U.S. Highway 75 (Central Expressway), which provide the University space for expansion. Many of the buildings line SMU Boulevard, the most predominant of which is the 15-story Expressway Tower, a Dallas landmark that once served as headquarters for the Dallas Cowboys. Today, Expressway Tower houses administrative offices for human resources, financial operations, and facilities planning and management. SMU's East Campus also has become an integral part of the University Crossing Public Improvement District (UCPID), a neighborhood comprising more than 200 organizations and businesses within a 122-acre radius defined by North Central Expressway, Mockingbird Lane, Greenville Avenue and Lovers Lane.

Students and Alumni

For over 100 years, SMU has provided an educational experience focused on academic excellence. This remains true to this day, as evidenced by the tremendous outcomes for Mustangs. For the Class of 2023, nearly 90% of graduates achieved their desired career within six months of graduation. The mean starting salary for graduates is \$90,860.

SMU believes that diverse experience builds stronger graduates; 35% of all enrolled students identified as ethnic minorities; 51% of undergraduates and 48% of graduate students identified as female. Among students reporting a religious preference, 28% are Catholic, 11% are Methodist, 40% are from other Protestant denominations, and 14% represent other religions (including Judaism, Islam and Hinduism). More than half of undergraduates come from outside Texas, with students enrolling from all 50 states.

Additionally, international student enrollment is just over 1,000, with students hailing from 86 countries. All entering first-year students receive an assignment to one of 11 residential commons; this unique feature of SMU offers students a familiar, comfortable living environment, personal interaction with Faculty in Residence and administrators, and exciting opportunities for academic and extracurricular exploration.

SMU students and alumni are both enthusiastic and loyal, with a powerful resonance across Dallas and the country. With 136,000 alumni worldwide, more than 65,000 live in the Dallas-Fort Worth area. Fifteen cities across the country have active alumni chapters, and three affinity groups have been established.

Cultural Intelligence at SMU

SMU promotes a culture of respect and inclusiveness which is strengthened by the SMU Campus Cultural Intelligence Initiative. The goal of the initiative is to make cultural intelligence a part of the DNA of SMU and the SMU community by touching every aspect of institutional life, whether in the classroom, the Residential Commons, the office, or the fraternity or sorority house. The aim is to ensure that every member of the campus community is equipped to create, collaborate and implement innovative solutions to change the world, regardless of the background of those with whom they work.

SMU's Office of Diversity and Inclusion works with people across the University to develop, coordinate, and advance the organizational vision and strategy to fulfill the University's core values of excellence, integrity, intellectual freedom, open dialogue, and diversity and inclusion. Reporting directly to the President, the Office of Diversity and Inclusion guides and supports University policies and practices that foster inclusive admission, recruiting, hiring, and promotion practices, and oversees the University's Cultural Intelligence and anti-bias training. The office works to promote understanding across cultures and identities, explore interdisciplinary solutions, and prepare SMU students, faculty and staff to effectively collaborate, lead and create world-changing solutions with diverse partners.

THE DALLAS-FORT WORTH METROPLEX

From finance and technology to health care and energy, Dallas is home to a diverse mix of industries, driving economic growth and employment opportunities. With a greater Dallas population exceeding 6.8 million (the fourth largest and fifth-most diverse metropolitan area), the region has been identified by *Forbes* as one of five cities "poised to be the next Silicon Valley tech hub." The region is ninth in North America for technology talent and fifth for women in the technology workforce. Dallas boasts the nation's largest urban arts district, which consists of world-class museums and a luminous cluster of performing arts spaces, highlighted by the Winspear Opera House, described by *Opera* magazine as America's finest. It is home to four professional sports teams and offers easy access to a range of outdoor activities throughout the region. With the Trinity River, White Rock Lake, almost 400 parks, and over 125 miles of urban hiking and biking trails, the city provides abundant opportunities to enjoy the outdoors, and the city has been named one of the Greenest Cities in the world.

Dallas also offers unforgettable experiences throughout the year – from live music and festivals to visual and performing arts – to showcase the best of local culture and global artistry, all within a short drive from campus. The arts district includes the Dallas Museum of Art, the Nasher Sculpture Center, the Myerson Symphony Center, the Wily Theater, AT&T Performing Arts Center, Moody Performance Hall, and the Crow Museum of Asian Art.

As one of America’s most connected cities, the region is home to the tenth most frequently traveled airport in the world. Dallas makes it easy to do business, as evidenced by the presence of 23 Fortune 500 companies. The diverse economy is an engine of talent and opportunities. Located near the heart of a global center of commerce and culture with one of the highest concentrations of corporate headquarters in the United States, SMU is rich with opportunities for industry partnerships. As the Texas economy booms, companies and institutions look to future-focused universities like SMU for innovative ideas, data-driven research, and technology that can accelerate knowledge and tackle grand challenges.

THE RESEARCH ENTERPRISE

Over the last two decades, SMU has fundamentally raised its scholarly and research aspirations. Since 2005, SMU has advanced past 55 institutions in the Carnegie Classification of Research Universities. During the 2021–2022 academic year, SMU launched four external searches to fill strategic leadership positions to support their research and graduate studies ambitions, including the vice provost for research and chief innovation officer, dean of the Moody School of Graduate and Advanced Studies and associate provost for graduate education, the dean of the Lyle School of Engineering, and the director of SMU’s Data Science Institute. Using this strategic framework, SMU continues to make steady advances toward its goal of becoming a premier research University with global impact; the University reported \$57.5 million in expenditures in 2021–2022, \$59 million in 2022–2023, and submitted a three-year rolling average over \$50 million to Carnegie (2020–2021, 2021–2022, 2022–2023) for the first time in its history. Further, SMU conferred 126 doctoral degrees in 2020–2021, 139 in 2021–2022, and reported a three-year rolling average well above Carnegie’s required 70 conferrals. The University is well on track to meet its goal of \$60 million in research expenditures by 2025, and continue graduating high-quality doctoral students and officially receive R1 designation.

Taking the recommendation of faculty-led task forces and working in consultation with the deans, SMU also advertised [cluster hires](#) in fall 2021 for two areas of strategic research excellence: 21st century technology and education and earth hazards and national security. These clusters will enhance areas of established research strength at SMU and will serve as a model for future cluster hires to support SMU’s research and scholarly ambitions. Additional clusters center around important topics, including data science and urban research.

Beginning in 2022, the provost provided \$4.5 million discretionary, incentive-based dollars to the deans to reward academic units for school performance on metrics that align with SMU’s strategic priorities. In

Fiscal Years 2023 and 2024, the provost has annually distributed \$5 million to the schools based on their performance against the model's key performance indicators to incentivize goals realization and to promote greater transparency. By establishing a rigorous three-year budget model for Academic Affairs and working in concert with the deans and Business and Finance, she has been able to earmark the same amount for Fiscal Years 2025 and 2026. In that \$5 million for 2022–23, the provost awarded the deans over \$2.2 million in discretionary dollars to incentivize research investment and to reward their unit's progress toward increasing overall research expenditures as well as research expenditures/faculty member. The schools then provided \$1.5 million in new start-up research funds to faculty within their unit for use over the next few years. As a result, and for the first time in the University's history, faculty from all of SMU's schools (including business, law and the seminary) received research awards.

Additionally, and by developing a robust three-year budget model, the provost and the deans proposed a sustainable, flexible and multi-year investment strategy totaling over \$10 million in one-time dollars and nearly \$1 million in research staff to provide critical research infrastructure support. This investment strategy is reviewed/revised annually and is built to scale up/scale down based on SMU's research productivity, increase in expenditures, as well as overhead recovery.

These endeavors were fruitful. In the 2022–23 academic year, external research expenditures showed a 38% year-over-year increase and were 36% higher than the previous three-year average. Additionally, for the second year in a row, faculty from all of SMU's academic units received a research award.

SMU is expanding its opportunities for collaboration in innovative biotech research by joining [Pegasus Park](#), a 23-acre mixed-use office campus for biotech firms and nonprofit organizations. SMU researchers from various disciplines, including biology, chemistry, computer science, engineering, education and business, will participate in research, development, and entrepreneurial activities under the SMU Institute for Computational Biosciences at Pegasus Park. Centers under this umbrella include the Center for Drug Discovery, Design and Delivery and the planned Center for Computational Genomics; AI Institute for Precision Health; and the Center for Metaverse Immersive Technologies for Health Sciences.

SMU also serves as lead convener of the Texoma Semiconductor Tech Hub, a 62-member consortium from industry and the academy focused on semiconductor design, development, innovation and workforce development. SMU was one of only 31 organizations across the nation – and the only one in Texas – to receive official tech hub designation from the Economic Development Administration. The Tech Hub has an active \$8 million grant with the EDA and has recently received a \$62.5 million matching grant commitment from the state of Texas' Semiconductor Innovation Fund.

ATHLETICS

Athletic events and the numerous opportunities for student-athletes to compete in Division I sports are an integral part of the fabric of SMU and the vibrant campus experience. The Mustangs compete in 17 NCAA Division I sports and are members of the Atlantic Coast Conference.

SMU has a long and storied history of program-wide success, boasting 10 overall national championships, almost 200 team conference championships, over 100 individual national championships, more than 150 NCAA Top 10 finishes, nearly 2,000 All-American honors, and over 150 Olympic appearances.

As an institution, SMU is committed to competing at the highest level of NCAA athletics and invests accordingly. Over the past decade, all of SMU's 17 programs have reached the postseason, and 15 different programs have won conference championships. SMU is the only NCAA Football Bowl Subdivision program in Dallas, and, since 2013, has invested over \$250 million to develop and enhance championship-caliber facilities.

Our student-athletes excel both on the field and in the classroom. Seventy percent of our student-athletes maintain a GPA of 3.0 or higher. We take pride in the fact that 143 student-athletes earned degrees last year and that we maintain a graduation success rate of 92%.

Athletics plays a central role in SMU's institutional and regional identity. From 1918–1995, the Mustangs competed in the Southwest Conference, whose members were comprised of largely Texas-based institutions. In 1987, SMU was investigated by the NCAA for providing improper gifts to recruit and retain members of their football team. The penalty imposed by the NCAA, referred to as the "death penalty," resulted in the cancellation of two entire football seasons and inflicted long-term harm to the football program and Athletics department.

In the decades following the "death penalty," SMU has worked to reestablish a vision for athletic excellence that will allow them to compete at the highest level of NCAA athletics. After stints in the Western Athletic Conference, Conference USA and the American Athletic Conference, President Turner announced on September 1, 2023, that SMU had been admitted to and would join the ACC. Their membership became effective on July 1, 2024, and was heralded as an historic milestone in the institution's history and the start of a new chapter in SMU Athletics.

The Athletics Department has benefited from the incredible generosity of donors who have enthusiastically provided financial support to ensure a first-class athletic operation for student-athletes and fans as SMU joins this elite conference. The Athletics Department raised a record \$159 million in 2023–2024, including a historic \$100 million donated in the week following the announcement that SMU would join the ACC.

The move to a Power Conference, coupled with changes to the rules around revenue sharing and name, image, likeness (NIL), will provide a favorable landscape for SMU to attract and recruit the strongest student-athletes.

FINANCES

SMU has strong financial footing, with annual gross operating revenues of approximately \$960 million and net assets totaling \$3.6 billion; this includes an endowment of \$2.1 billion. In alignment with the strategic plan, gifts to University endowments support excellence in teaching, research and community across SMU's campus. With the University's third comprehensive fundraising campaign, [SMU Ignited: Boldy Shaping Tomorrow](#), underway, endowed gifts are differentiating SMU as a leading research and teaching institution. During the fiscal year, \$40 million in gifts generously contributed to the endowment for multiple restricted and unrestricted programs on campus, including support for scholarships, faculty, educational programs and libraries.

SMU remains steadfast in its commitment to investing in opportunities that can grow the endowment over the long term while maintaining prudent levels of liquidity, risk and diversification. The endowment pool's investment portfolio returned 7.6% for the fiscal year ending June 2024. Over the past five years, the endowment portfolio has returned 7.4% annually, surpassing the 70/30 index of global stocks and bonds over the same period. As of the end of June 2024, the endowment's fair market value was \$2.1 billion. A strong endowment ensures the continuous support of SMU's mission. During Fiscal Year 2024, the endowment provided \$99 million in support of the University's operations.

During the past decade, SMU has increased annual expenditures for scholarship, faculty and academic achievement in support of goals identified in the University's Strategic Plan. Annual expenditures for tuition scholarships have increased by approximately \$70 million to over \$210 million each year while funding to support academic instruction has seen similar increases and also exceeds \$200 million annually. Funding for academic support, including library, advising, and technology resources has grown from approximately \$60 million in 2014 to over \$100 million in 2023.

GOVERNANCE

The Board of Trustees is composed of 48 trustees, including seven Methodist trustees and four ex officio trustees: the president of the University, a representative of the University Faculty Senate, a representative of the University Student's Association and a representative of the University Alumni Association. The Board of Trustees is the principal governance authority of SMU. It oversees the University by establishing policy and exercising fiduciary responsibility for the long-term well-being of the educational institution. The Board is responsible for the election of the president and ensures alignment of the University's strategic direction, educational policy, finances and operations with its charitable mission. The trustees dedicate their expertise and resources to the advancement of SMU and play an integral role in the implementation of the mission and strategic plan of the University.

The Board is led by three officers (chair, vice chair, and secretary), who typically serve for four years, and is further guided by the Trusteeship Committee. The Trusteeship Committee, one of 13 standing committees of the Board, determines the slate of new trustees to be presented to and voted on by the

full Board. Regular members of the Board of Trustees are elected quadrennially. The composition of the 11-person Trusteeship Committee is determined annually by a vote of the full Board.

CURRENT CONTEXT

The current strategic plan, *Launching SMU's Second Century: Shaping Leaders for a Changing World*, was launched in 2016 and will conclude in 2025. It includes six goals, 35 objectives, and 133 metrics. The goals of the plan are:

- To enhance the academic quality and stature of the University
- To improve teaching and learning
- To strengthen scholarly research, creative achievement, and opportunities for innovation
- To sustain student development and a supportive campus experience
- To broaden global perspectives
- To increase revenue generation and promote responsible stewardship of resources

Commendable progress has been made across all six goals, and the next president will be tasked with collaborating with stakeholders to create the next strategic plan and usher in the next era of growth and excellence.

For over 100 years, SMU has enriched its students and the broader community through outstanding education, groundbreaking research and active involvement. Through their gifts, more than 61,000 supporters are powering new paths for education, research and community engagement. They will leave a legacy that stretches far beyond SMU's campus. Thanks to tens of thousands of donors, the campaign, which is slated to go through 2028, has commitments well beyond \$1.3 billion.

In looking toward the future, the president will balance the need to respond to market realities, build innovative programming, and address enrollment trends and a challenging higher education landscape to create a purposeful plan for resource allocation. The president will lead a continuing assessment of existing programs and encourage the consideration of new programs, with a focus on graduate education with potential for additional revenue generation.

ROLE OF THE PRESIDENT

The next president of SMU will sustain and accelerate the University's considerable momentum, ensuring that it continues to shape world changers who contribute to their communities and excel in their professions in a global society.

As the chief executive officer, the president holds responsibility for the overall management and direction of the University; sets a vision and strategic plan to lead the institution forward; develops and maintains

relationships with diverse constituents, both internal and external; raises funds and develops new sources of revenue to support the University's continued growth; and serves as the face and voice of the institution.

The president will be supported in this work by the President's Executive Council, which includes the following direct reports: provost and senior vice president for Academic Affairs; senior vice president for Development and External Affairs; senior vice president for Student Affairs; senior vice president for Business and Finance and chief financial officer; vice president for Executive Affairs; vice president for Legal Affairs, general counsel, and secretary to the Board of Trustees; chief investment officer; and director of Athletics. Other direct reports include the chief diversity officer and senior advisor to the president for cultural intelligence, chief information officer, assistant vice president for Access and Equity, and the director of Internal Auditing and Consulting Services.

Building upon the strong foundation that already exists, the president will address the following challenges and strive to use them as opportunities to propel the University to even greater eminence:

KEY OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT

Work effectively and transparently with the Board and SMU leadership, and align the Board, the president, the leadership team and SMU constituencies for maximum impact

A new president must commit to work openly and transparently with the Board of Trustees, find efficient mechanisms to inform the Board and maintain accountability at all times. SMU has a large and dynamic Board of Trustees. As this group continues to add new members and diversify the experiences and contributions represented, the president will work to maintain a positive working relationship with the Board, continuing past successes and fostering new opportunities for growth and collaboration. This will require effective relationship-building with individual Board members and the ability to effectively maintain ongoing, informative and reciprocal communication with the Board as a whole. A close partnership with the Board will help the president to guide SMU's direction in support of the University's strategic priorities. The president will work closely with the chair of the Board of Trustees to ensure board governance processes are effective and appropriate to support the mission of SMU.

Collectively define and execute a vision unique to SMU that embraces its history and affirms its commitment to continued excellence

The incoming president will join SMU at a moment of inflection and change. As a result of deliberate and strategic investments, SMU is surpassing academic and athletic milestones, representing a moment of transition for the University and propelling the Mustangs to new heights and recognition on a national stage. To meet this moment, the president must work to craft an authentic vision that balances the ambitions of SMU with its history as an institution focused on undergraduate teaching and excellence. This vision should be one that grows from all constituencies, that is personal and attentive, that puts

academic excellence at its core, that draws from SMU's remarkable history and that accurately defines its future.

As the current strategic plan comes to a close, the president must help SMU envision an even stronger regional, national and global identity. To bring this vision to life, the president will lead an inclusive, community-engaged visioning and strategic planning process that outlines the University's key strategic imperatives. SMU is prepared for an ambitious vision and strategic plan rooted in the values that have informed the University's trajectory to date, that guides the community forward and galvanizes stakeholders across the University and beyond to action. This includes maintaining an environment of trust, candor and a willingness to appreciate and understand others' points of view. In a moment rich with opportunity, the next president of SMU must sustain and accelerate the considerable momentum of the University.

Support and advance transformative and enterprising research while simultaneously cementing SMU's position as a premier student-centered University

While SMU makes substantial investments in research to enhance its standing among peer institutions and strengthen its academic reputation, it remains firmly committed to teaching excellence and maintaining an educational environment that encourages deep engagement between the faculty and the student body. The president will set a vision in which world-class teaching and research happen side by side, with investments in the research enterprise creating new opportunities for student learning and engagement.

While maintaining a focus on academic excellence and innovation, the next president will also be charged with upholding the University's commitment to research by promoting interdisciplinary research, growing financial support for doctoral programs and graduate student fellowships, and supporting endowed chairs, all of which will ultimately grow external research support.

As SMU becomes increasingly research intensive, the University must allocate resources and invest in additional support and infrastructure to enhance the research enterprise. Lab maintenance, renovations and construction will all need to be prioritized, as will effective space allocation to meet researchers' needs. Impactful measures should be implemented to assist faculty in securing and managing major grants and promoting research with significant public and community impact. To that end, the next president should invest in local partnerships such as Pegasus Park to broaden faculty collaboration with other local universities and the biotech industry.

Engage deeply and authentically in the local community to amplify the institution's impact and leverage the metroplex's rapid economic and population growth

SMU is in and of Dallas. The University's bold, curious and creative spirit springs from the city's optimistic, can-do spirit. SMU students and faculty benefit from proximity to the Dallas metropolitan area, which is

an extension of the classroom characterized by engaged learning projects and community partnerships. By strategically strengthening and expanding fruitful relationships, and leveraging SMU's 65,000 alumni in the Dallas area, the president has the opportunity to bolster SMU's relationships and engagement in Dallas while also contributing meaningfully to developing sustainable solutions to the city's most pressing economic and social challenges.

As one of the nation's fastest-growing regions, Dallas is a launchpad for global impact. The president must capitalize on the metroplex's monumental rise and ensure SMU remains at the center of its growth. In doing so, the president will be an involved leader and partner with its neighbors on major issues of regional significance. As the premier University in the center of the fastest-growing metro area in the country, SMU must capitalize on this opportune moment in the region's history.

Successfully conclude SMU's momentous comprehensive campaign to power new paths for education, research and community

The president will oversee the final three years of the campaign, engaging key constituents and developing relationships with the donor base to ensure continued momentum during and after the presidential transition. They will work to introduce themselves to SMU's 136,000 alumni, cultivate supporters in the Dallas-Fort Worth area and promote a compelling vision for SMU's future to its many generous benefactors. The president will also build connections between the campus and the external community, fostering collaborations that benefit SMU's students, faculty, alumni and staff.

Leverage and capitalize on SMU's historic move to the ACC to lift SMU athletics to new heights and positively impact all aspects of the collegiate experience

The incoming president should leverage SMU's affiliation with the ACC to promote both the athletic and academic enterprises. The move to the ACC, which will strengthen the University's academic and research network, should elevate the University's standing in the near and long term, allowing it to broaden its geographic reach and visibility and aid in recruiting the strongest students, faculty and staff around the country.

The transition to the ACC has received unprecedented support and will require continued commitment and investment in the coming years. It will also be critical for the University to further invest in athletic facilities and provide strong support for student-athletes navigating the name, image, likeness (NIL) landscape in order to remain competitive in attracting the strongest recruits. The new president will have a firm and abiding commitment to fielding competitive Athletics teams and will work closely with the Board and administration to maintain the funding necessary to compete at a national level.

Ensure SMU has the physical and operational infrastructure to fully achieve its aspirations

To continue its upward trajectory, SMU will require a highly efficient administration geared toward the full range of systems, budgets, spaces and compliance. Given the increased challenges of a thriving research enterprise, the incoming president will need to build an efficient administration and robust workforce equipped for all the tasks of contemporary higher education. Personnel and human resources are invaluable as SMU is ushered into a transformative new era.

To remain competitive in the crowded higher education landscape, specifically with peers and aspirant institutions in the ACC, SMU must continue to invest in its physical plant. As SMU continues to expand its research footprint, the next president must ensure that adequate, well-equipped space is available for laboratories and for student and faculty engagement in and beyond the classroom. In doing so, the president will consider how shared physical space with adjacent schools can lead to a greater sense of community for the benefit of students, alumni, staff and faculty and promote interdisciplinary endeavors.

QUALIFICATIONS AND CHARACTERISTICS

SMU requires a president with vision, breadth and drive; a career of active engagement with the academy; demonstrated executive management ability; and interpersonal skills to lead and inspire highly varied constituents working a complex enterprise. The president should be a visible, accessible and transparent leader with an understanding and appreciation for shared governance, and will also possess many, if not all, of the following qualifications and characteristics:

- A track record of leadership that aligns with SMU's mission: the creation of knowledge through teaching, research and service and shaping world changers who excel in a global society;
- An ethical, accessible and consultative leader with absolute integrity;
- A history of working collaboratively, productively and transparently with boards and trustees;
- Demonstrated, successful problem-solving abilities, particularly in times of unexpected crisis;
- Proven ability to fundraise and cultivate relationships on behalf of the institution;
- A record of academic achievement with a deep knowledge of the culture of academia together with an entrepreneurial spirit and drive;
- An understanding of the research enterprise and how to scale growth;
- Ability to navigate the complexity of the current and future college athletics landscape;
- Significant experience successfully navigating and managing a large organization with a breadth of unique challenges and opportunities;
- Evidence of respect for and engagement in the principles of shared governance;
- A track record of astute judgment in hiring upper management and staff, as well as excellent operational, budgetary, listening and leadership skills with staff at all levels of a university;
- Exceptional financial acumen, including understanding the consequences of financial and budgetary decisions, and a record of success in creating financially sustainable budget models;

- A history of dynamic civic and community engagement;
- Authentic, inspired communicator with a high level of speaking and listening skills who can connect with a wide range of internal and external stakeholders, especially those in the local region;
- A high-degree emotional and cultural intelligence, coupled with a steady leadership style.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/southern-methodist-university/president>. Electronic submission of materials is strongly encouraged.

David Bellshaw, Courtney Wilk-Mandel, Jaime Morgen, Drew Nichols
ISAACSON, MILLER
www.imsearch.com

SMU will not discriminate in any employment practice, education program, education activity, or admissions on the basis of race, color, religion, national origin, sex, age, disability, genetic information, or veteran status. SMU's commitment to equal opportunity includes nondiscrimination on the basis of sexual orientation and gender identity and expression. The Assistant Vice President for Access and Equity/Title IX Coordinator is designated to handle inquiries regarding the nondiscrimination policies, including the prohibition of sex discrimination under Title IX. The Assistant Vice President/Title IX Coordinator may be reached at the Perkins Administration Building, Room 204, 6425 Boaz Lane, Dallas, TX 75205, 214-768- 3601, accessequity@smu.edu.

APPENDIX 1: ACADEMIC OFFERINGS

Cox School of Business

The Cox School 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. SMU Cox offers a full portfolio of MBA and specialized master's degrees to help you achieve your professional goals. Additionally, the Cox School offers international immersion experiences for full-time, professional and executive M.B.A. students as part of its Global Leadership Program. All Cox students have access to exchange partnerships with schools around the world.

Dedman College of Humanities and Sciences

Dedman College 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. Dedman is home to 90 undergraduate majors and minors, plus numerous interdisciplinary programs, centers and institutes, including the John Goodwin Tower Center for Political Studies; Clements Center for Southwest Studies; Dedman College Interdisciplinary Institute; Center for Drug Discovery, Design and Delivery; and the Embrey Human Rights Program.

Dedman School of Law

Dedman School of Law offers students a personalized legal education in a community of distinguished scholars. In addition to the traditional Juris Doctor (J.D.), Master of Laws (L.L.M) and Doctor of Juridical Science (S.J.D.) degrees, Dedman offers joint degrees with other SMU schools. The J.D./MBA is offered jointly with Cox School of Business and can be completed in either four years or in three years, made possible by combining the J.D. with the Fast track MBA Program. The J.D./M.A. in economics is offered jointly with the Economics Department in Dedman College of Humanities and Sciences. Dedman School of Law publishes five law journals and operates 10 legal clinics serving diverse community needs with free or low-cost legal service. Pro bono legal service is a requirement for graduation.

Lyle School of Engineering

The Lyle School prepares today's engineering students to be tomorrow's innovators equipped with both technical and leadership skills. The school's enterprising spirit forges new pathways and encourages our students to boldly solve problems on a global scale, from developing distribution plans that ensure access to clean water to inventing pH sensors that predict when food has spoiled in real time. Bachelor's, master's and doctoral degrees offered through the departments of Civil and Environmental Engineering; Computer Science and Engineering; Electrical Engineering; Engineering Management, Information and Systems; and Mechanical Engineering.

Meadows School of the Arts

The [Meadows School](#) 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. Bachelor's and master's degrees are offered through 11 divisions. Additionally, the National Center for Arts Research analyzes the largest database of arts research ever assembled to provide data-driven insights into challenges facing U.S. arts organizations.

Moody School of Graduate and Advanced Studies

Backed by a \$100 million gift from the Moody Foundation – the largest gift in SMU's history – the [Moody School](#) began operations in fall 2020. The Moody School brings doctoral and master's degrees in four schools under one institutional umbrella and supports over 75 Ph.D. students across these schools with competitive fellowships. Embodying SMU's commitment to shaping world changers, the Moody School empowers Mustangs to meet grand challenges with innovation.

SMU celebrated the dedication of Frances Anne Moody Hall, the new home of the Moody School of Graduate and Advanced Studies, on September 15, 2023. The 44,000-square-foot, three-story building – named for SMU trustee and Moody Foundation Chairman and Executive Director Frances Anne Moody-Dahlberg '92 – provides valuable resources for SMU graduate students, who comprise more than 40% of the student body. Moody Hall and the Moody School are supported by a \$100 million gift from the Moody Foundation – the largest gift in SMU history.

Perkins School of Theology

One of SMU's original schools, [Perkins School of Theology](#) prepares women and men for faithful leadership in vital Christian ministry through classroom learning and real experience beyond the classroom. Today, Perkins offers a variety of degree programs, including the Master of Divinity, Master of Arts in ministry and the Doctor of Ministry Program. Perkins' Intern Program has become the model for effective field preparation for practical ministry. More than a seminary, Perkins is a microcosm of our society and our world.

Annette Caldwell Simmons School of Education and Human Development

The [Simmons School](#) prepares exemplary professionals, advances knowledge through evidence-based research, and provides real solutions to issues challenging our community and the world. As a catalyst for transformation and change, the Simmons School offers doctoral, master's and undergraduate programs in the fields of education and human development. Simmons faculty members based in the school's 10

laboratories, centers and institutes conduct cutting-edge research on human potential, from math and reading skills to the mechanics of elite sprinters. These hubs of research and community involvement include the Center on Research and Evaluation, The Budd Center: Involving Communities in Education, Applied Physiology Laboratory, Locomotor Performance Laboratory, The Institute for Leadership Impact, Research in Mathematics Education, Center for Family Counseling, Mediation and Conflict Resolution Services, and a creative writing program and college access programs for youth.

