

Office of the Provost

community and for making our first year together so successful. As was the case last summer when I became Provost, I remain very excited about our work to continue advancing SMU forward and upward.

As mentioned in the [final weekly update](#) of the spring 2021 semester, my plan is to send these updates twice in the month of June and once 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](#).

Road to R-1 and
Scholarly/Creative Excellence, and 3) News and Noteworthy.

Summer 2021

- **Updates for the Summer I and June term** In case you missed this [email](#) sent late last month, please see this message highlighting key operational changes for the summer terms during June and July in line with our move toward a fully in-person semester in fall 2021.
- **Mustang Strong website remains the most up-to-date source of information -19 response** I would encourage you to continue

- **Performance-based funding update** In consultation with the Deans over the past academic year, my office has developed a performance-based funding model to inform and promote the transparent distribution of discretionary funds annually

The performance-based funding (PBF) model is designed to reward academic units for actual performance based on transparent measurements and metrics that align with our four academic priority areas for the next 3-5 years: 1) the 2016-2025 Strategic Plan, 2) US News and World Report top-50 status, 3) the Road to R/1 response to the Black Unity Forum [BUF] Action Plan).

PBF is intended to be a transparent way to replace all previous ad hoc requests and instead directly disseminating this discretionary funding to the Deans. These types of funding decisions include, but are not limited to, the following: executive coaches, conferences, employee retention funds, funding for special projects, funding for spousal hires, intersessions, loans, professional development, scholarships, recruiting costs, stipends, faculty startup funding, specialized recognition awards, etc.

On average over the 2017-2020 fiscal years the Provost has used discretionary dollars to fund approximately \$3.65M annually to the schools in addition to their regular annual budget allocation. In the new PBF structure, we have increased the annual Provost discretionary funding amount to **\$4M total** in FY 2022 with hopes to increase this pool in the years to come as we are able to generate additional

sources, later to be used for strategic investments, including but not limited to, future PBF distributions. See the table below for a historical breakdown of the

- % of UG courses with enrollment <10 (-1.25%; -\$15,625)
Note: exemption for courses with pedagogical justification: e.g., music/art.
- % of UG courses with enrollment >49 (-1.25%; -\$15,625).
Note: We recognize the need for large sections in multiple areas. Schools receive no negative valuation until they have >30% of courses with >49 students.

Retention (20%; \$250,000) A comparison of actual retention rates

target retention rate of 94%.

Job Placement (20%; \$250,000) Post graduation job placement (including placement in graduate school).

UG student major diversity (10%; \$125,000) Increase in the % of UG under-represented minorities (taking the highest of either a 3-year average or the previous year). The goal is 40% diversity in line with the 2019 national average of 40% under-represented minorities. Units that meet or exceed the national average receive their full allocation.

○ **KPIs for graduate (GR) programs:**

GR student diversity (33%; \$83,333) - Increase in the % of GR under-represented minorities (taking the highest of either a 3-year average or the previous year). The goal is 40% diversity in line with the 2019 national average of 40% under-represented minorities. Units that meet or exceed the national average receive their full allocation.

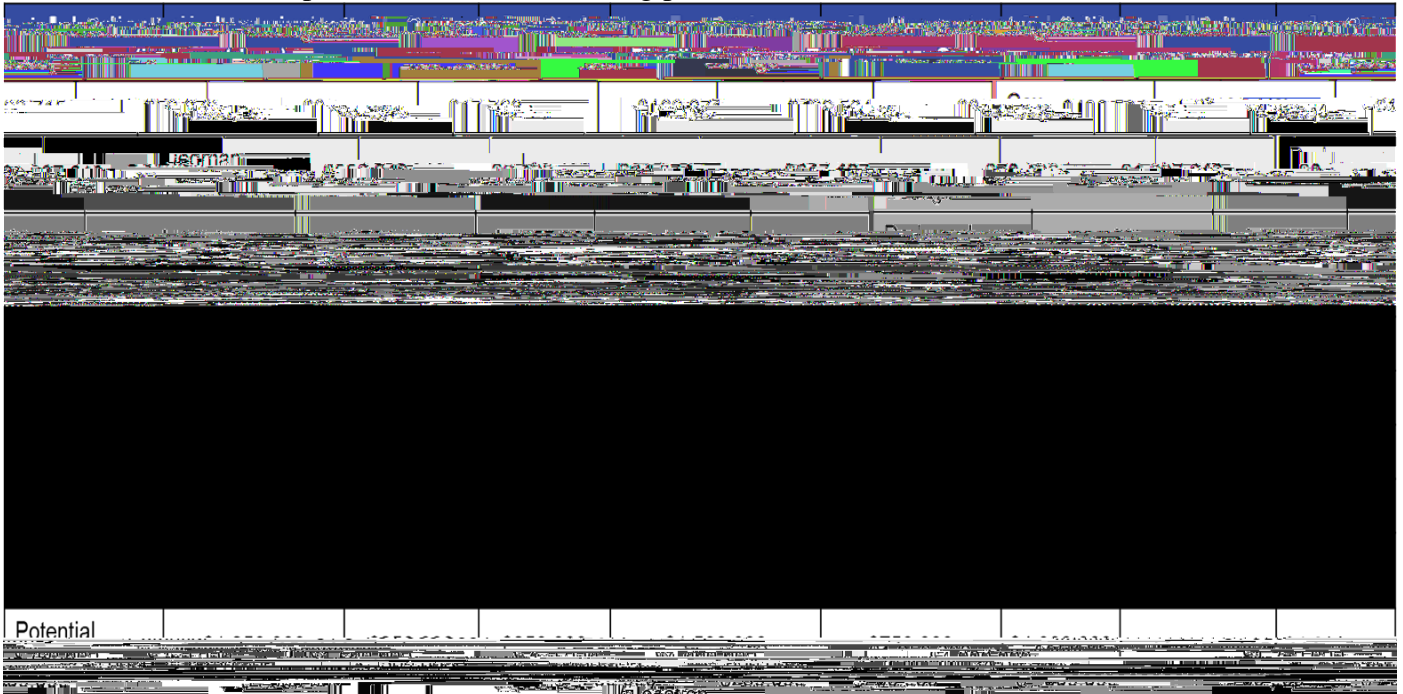
Job Placement (33%; \$83,333) Post graduation job placement (including placement in graduate school).

yes/no determination of whether the college/school appointed a diversity officer.

Annual gifts to the schools (10%; \$75,000) 2020 gifts as a % of the total gifts received by the college/schools.

Financial resourcefulness (10%; \$75,000) 3-year avg measuring the college/schools deficit or surplus within their unrestricted funding sources.

Based on performance against the KPIs in these five focus areas reviewed above, the college schools have earned the following distributions as a part of the FY 2022 performance-based funding process:



unallocated rollover funding with the

Click [here](#) for a detailed presentation on the performance-based funding model for fiscal year 2022, including a college/school breakdown of results for all key performance indicators.

As demonstrated above, PBF provides a strategic and transparent model for the distribution of

We will continue to adjust PBF metrics and weights in future years as our priorities change and as we achieve our goals.

- **Clarity and transparency in workload documents** SMU is committed to developing and approving department-level and unit-level workload documents that make our SMU policies clear and transparent at the unit level, which will be a critical step in helping us reach our Black Unity Forum (BUF) commitments

around greater transparency and equity and our research and creative impact goals for R1.

This *Chronicle* [article](#) highlights the importance of creating equitable and transparent workloads at the departmental level.

My thanks to you, under the leadership of Deans and Department Chairs, for your efforts to draft, refine and finalize clear and transparent workload policies at the unit level. All academic schools and colleges submitted first draft workload documents in March as requested.

Faculty Fellow for Equity and Inclusion, reviewed all drafts and provided thematic, high-level feedback with the Deans in April. One-on-one meetings

Since then, we have worked with the deans to consolidate the feedback and are taking steps this summer to ensure that faculty and chairs can be involved in working with the feedback as they finalize their documents. In consultation with the Deans, we will be hosting workshops for department chairs over the summer

ACE)

[report](#)

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example, see [this workbook](#) provided by ACE that my office has been sharing with the Deans over the past months as a step forward.

News and Noteworthy:

- **SMU staff member to chair national organization dedicated to student access, affordability and success** Congratulations to Elena D. Hicks, Dean of Admission and Executive Director of Enrollment Services, for selection into a three-year Chair rotation, serving this year as Vice-Chair of the [Coalition for Colleges](#). Membership in this coalition includes 150 top universities dedicated to access, affordability and success for all students.
- The [Center for Teaching Excellence](#) [Thank a Professor](#) particularly during this challenging year, for students to express their appreciation to faculty members. Through the program, CTE sent 262 messages from our students to faculty across all our schools and plans to continue offering this recognition in in the future.
- To ch to advance the understanding of geothermal resources throughout the Unites States, the Texas Legislature passed HR Bill 2078 to congratulate the lab on its legacy and to extend best wishes for continued success. Kudos to Dr. Matthew Hornbach, Professor and the Geothermal Lab staff and graduate students for continuing the legacy of Dr. Dave Blackwell, Professor *Emeritus*.

Sincerely,

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