CAS Academic Planning Principles

The College of Arts and Sciences, as the centerpiece of the university, identifies the following goals, which are consistent with Saint Louis University’s “understanding of its character as a Catholic, Jesuit university committed to excellence in the pursuit of truth for the greater glory of God and for the service of humanity”¹:

I. To attain a true Research I profile.
II. To distinguish ourselves positively from peer institutions and be nationally and internationally recognized for excellence.
III. To retain and attract highly productive faculty.
IV. To increase external support through grant support/contracts.
V. To support the Jesuit mission of Saint Louis University by educating the whole person. This educational goal is achieved at the graduate, undergraduate, and core levels.
VI. To attract, increase, diversify, and retain student enrollment.
VII. To support excellence in teaching while providing support for increasing student enrollment in areas of high demand in major and service courses.
VIII. To prepare our students for positions of leadership in a globalized, intercultural world.
IX. To develop centers for interdisciplinary research such as a center for the social sciences (examples: Center for Social Justice or the STEM+ project that brings together the natural sciences, mathematics, social sciences, and the humanities). Such centers support faculty and student collaboration and research.

The College of Arts and Sciences has identified the following needs to meet these aforementioned goals:

I. Personnel
   1. Salary structure comparable to similarly-ranked peer institutions.
   2. Substantially larger pay increases for faculty promotions.
   3. Competitive start-up packages for new faculty.
   4. Replacement faculty.
   5. Competitive and additional graduate student assistantships.[Funding for PhD programs has risen to $22,000 (natural sciences) and $18,000 (Humanities) and MA programs have received increases putting them in the $14K-$15K range. Efforts are underway to increase the length of funding and number of assistantships for various departments by redirecting some adjunct funds to create new assistantship lines, which will also need some new money.]

¹ From the “Strategic Planning Framing Document, Saint Louis University”
6. Additional staff support.

II. Physical Plant
1. Primary space needs for faculty, students, and future growth—new buildings needed.
2. Current and future technology needs in equipment, training, support, and software.
3. Increased, updated, or new instrumentation and service contracts for instrumentation.
4. Increased, updated, or new equipment for pedagogical, clinical, and performance purposes.
5. Facility improvement—existing buildings need renovation.
Appendix 1

CAS Academic Planning Principles

(supporting detail)

The College of Arts and Sciences, as the centerpiece of the university, identifies the following goals:

I. To attain a true Research I profile.

II. To distinguish ourselves positively from peer institutions and be nationally and internationally recognized for excellence.

*Given our financial constraints, we cannot do everything well, so it is necessary to develop distinctive directions and specialties within Programs, Departments, and the College.*

III. To retain and attract highly productive faculty.

*This is critical in order to achieve all other stated goals.*

*The “needs” specified below in section “I. Personnel” will help the college retain and attract highly productive faculty.*

IV. To increase external support through grant support/contracts.

*Additional support staff is needed to assist faculty in their efforts to identify and apply for external funding.*

V. To support the Jesuit mission of educating the whole person.

This educational goal is achieved at the graduate, undergraduate, and core levels.

*The Jesuit mission of the university is realized not only in principle V, but throughout all the principles, for instance, preparing students for leadership in a globalized, intercultural world (principle VIII) or achieving a Research I profile (principle I) in the pursuit of truth and for the good of humanity are also ways of realizing the Jesuit mission.*

VI. To attract, increase, diversify, and retain student enrollment.

*This will require excellent faculty, support of existing programs, and development of new programs. It will also require adequate space and physical and technological resources.*

VII. To support excellence in teaching while providing support for increasing student enrollment in areas of high demand in major and service courses.

*This includes having sufficient faculty to cover current, ever-expanding teaching commitments.*

VIII. To prepare our students for positions of leadership in a globalized, intercultural world.
IX. To develop centers for interdisciplinary research such as a center for the social sciences (example: Center for social Justice, STEM+) to support faculty and student collaboration and research. 

Recognition/compensation of faculty for new initiatives (new or enhanced programs, external funding, etc.) and for developing international connections or linkages among Departments or across colleges and other sectors of the University.

The College of Arts and Sciences has identified the following needs to meet these aforementioned goals:

I. Personnel
   1. Salary structure comparable to similarly-ranked peer institutions.
   2. Substantially larger pay increases for faculty promotions.
   3. Competitive start-up packages for new faculty [Right now we offer competitive start-ups. Substantial start-ups were offered incoming faculty this year]
   4. Replacement faculty. [Replacement faculty are regularly hired as long as lines are kept within Departments]
   5. Competitive and additional graduate student assistantships.
   6. Additional staff support.  
      Needs vary by department and program, but include technical support, administrative support (example: staff to organize events such as conferences), and secretarial support.

II. Physical Plant
   1. Primary space needs for faculty, students, and future growth-new buildings needed.
   2. Current and future technology needs in equipment, training, support, and software.
   3. Increased, updated, or new instrumentation and service contracts for instrumentation.
   4. Increased, updated, or new equipment for pedagogical, clinical, and performance purposes.
   5. Facility improvement-existing buildings need renovation.
Appendix 2
CORRELATIONS BETWEEN THE COLLEGE OF ARTS AND SCIENCES PLANNING PRINCIPLES AND THE STRATEGIC PLANNING FRAMING DOCUMENT

Strategic Planning Framing Document SAINT LOUIS UNIVERSITY Page 1 of 2

Purpose
The purpose of this Strategic Planning Framing Document is to provide a focused vision to the Academic Strategic Planning process. This document renews Saint Louis University’s commitment, and adds context, to its institutional mission, reflects on the University’s unique heritage, and guides the identification of key challenges and opportunities for distinctive contributions in the future. The Academic Strategic Planning Group will use this document to develop specific strategic goals, operational plans, and evaluation metrics that will guide future academic progress.

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Saint Louis University and its Heritage
As part of a global network of Jesuit high schools, colleges, and universities, Saint Louis University (SLU) is committed to the spiritual and intellectual ideals of the Society of Jesus. SLU is guided by its mission statement, which lays out the University’s understanding of its character as a Catholic, Jesuit university committed to excellence in the pursuit of truth for the greater glory of God and for the service of humanity. All planning for SLU’s future is shaped by this mission.

Founded in 1818, SLU is the oldest university west of the Mississippi, the second oldest Catholic, Jesuit University in the United States, and the only Jesuit University with full campuses in the United States and Europe. SLU’s heritage is rich, global, and distinctive, with excellence in the arts, humanities, social sciences, law, business, engineering, aviation, and health and medical sciences. It has encouraged research, scholarship, creative works, service, and effective teaching and learning in an atmosphere of free, active, and collaborative intellectual inquiry among its faculty and students. Over a period of almost 200 years, SLU has become an institution distinguished by its academic excellence and impact on local, national, and international communities. It is important to preserve this legacy. Accordingly, SLU must continue to promote excellence in all its endeavors.

Contextualizing SLU’s Mission: The 21st Century Challenges
SLU must serve its Catholic, Jesuit mission in the context of key global challenges of the 21st Century. As part of its teaching mission, SLU must form students prepared to address these challenges and ground them in strong ethical values and commitment to social justice. Examples of current global challenges include unsustainable consumption of natural resources; fractionalization across social, political, religious, intellectual, and economic boundaries; growing disparities in literacy, health, and wealth; increasing ratios of elderly-to-working age population; inappropriate use of science and technology; marginalization of practical and ethical reasoning; and commercialization of higher education, as well as deteriorating quality of primary and secondary education. When coupled with the current global interconnectedness of societies, cultures, and economies, these challenges form a complex, tightly-coupled system such that a change in one part of the system impacts the entire world. SLU must prepare graduates who are not only excellent in their primary domain, but are also proficient at assessing the impact of their decisions on society. [THESE CONCERNS CORRESPOND TO PRINCIPLE VIII]

In facing these challenges, SLU confronts rising operating costs while students’ and patients’ abilities to pay are approaching their respective ceilings. Furthermore, philanthropic contributions are becoming difficult to secure, and the intense competition for externally-funded research is requiring additional investments in people and physical infrastructure. Therefore, SLU’s challenge is to build competitive, academic excellence that is locally, regionally, and globally responsive in the face of limited resources, growing commercialization of education, and increased demand for a premium education that is both affordable and accessible.
Opportunities
SLU is uniquely positioned to advance its heritage and international reputation by responding to the 21st Century challenges through a well-developed Academic Strategic Plan. Strategic planning at SLU must begin from SLU’s established strengths in teaching and learning, research and scholarship, service, and health care, and it must reflect SLU’s position as a Catholic, Jesuit, urban institution of higher education. SLU has opportunities to make exceptional contributions in the following ways:
• Deliver a distinctively Jesuit educational experience for all students that provides a core body of knowledge, skills, and service learning experiences that is relevant and responsive to the contemporary world; [CORRELATES WITH PRINCIPLES I, II, V, VII, VIII]
• Build a balance of traditional academic programs and innovative multidisciplinary programs, including those that make creative use of available resources, provide access to new opportunities for knowledge acquisition, reach new populations, and develop new revenue streams; [CORRELATES WITH PRINCIPLES II, VII, VIII, IX]
• Re-affirm and promote the institutional commitment to diversity of people, cultures, religions, ideas, research methods, and approaches in the pursuit of new knowledge; [CORRELATES WITH PRINCIPLES II, V, VII, VIII, IX]
• Forge local, regional, and global institutional alliances, across academic, social, research, government, and industry organizations, that advance shared goals regarding teaching, research, service, and health care; [CORRELATES WITH PRINCIPLES I, II, III, IV, VII, VIII, IX]
• Develop fundraising campaigns to enhance academic quality through the creation of donor-sponsored support for endowed faculty positions, scholarships, graduate assistantships, academic buildings, instructional technologies, libraries, service learning, faculty and staff development, community partnership programs, and similar academic endeavors; [CORRELATES WITH PRINCIPLES I, II, III, IV, VI, VII, VIII, IX]
• Open new University outreach and dissemination channels such as on-campus conferences, year-round educational and outreach programs, journals, distance learning and videoconferences, and community-oriented service programs; [CORRELATES WITH PRINCIPLES I, II, III, VII, VIII, IX]
• Target the University’s capacity to develop and safeguard intellectual property, patents and inventions of faculty, staff, and students, as well as develop its capacity to commercialize the intellectual property; [CORRELATES WITH PRINCIPLES I, II, III, VIII, IX] and
• Foster an institutional culture among administrators, faculty, staff, and students, as well as across academic and operational units, of care and concern, mutual respect, support, and collaboration toward shared goals.[CORRELATES WITH PRINCIPLES I, II, III, V, VI, VII, VIII, IX]

Finally, grounded in the institutional priorities for meeting 21st Century challenges, SLU must develop rigorous and disciplined approaches to evaluate both its progress and corrective actions in a timely and consistent manner.

Contributors
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