Vision II. SLU as a Center of Research & Disseminator of New Knowledge

The Framing Statement
As reflected in the mission statement of Saint Louis University, the Jesuit educational mission calls teachers, researchers, and students to join in the pursuit of truth for the greater glory of God and for the service of humanity. This Jesuit ideal emphasizes contemplation as well as living in the world, and so it commits Saint Louis University to excellence in research and to the sharing of the benefits of that research with others, locally, nationally and globally.

The community of teachers and students at Saint Louis University share a curiosity about the world. Through their research they bring to life a deeper understanding, greater compassion for, and rigorous knowledge about the human condition. The history of Saint Louis University has been marked by excellence in research. Notable historical examples in the field of medical research include the discovery of estrogens and the synthesis of vitamin K (recognized with the 1943 Nobel Prize in Physiology or Medicine). More recent examples include multi-million dollar grants to members of the Department of Philosophy for the study of intellectual humility and to the Center for Vaccine Development for testing and development of vaccines. Today, researchers at Saint Louis University are making an impact through projects as diverse as the historical study of Islam, the invention of image-guided neurosurgery, the history of the American constitution, and the digital preservation of historical documents in the humanities.

Research excellence in all disciplines and in cross-disciplinary enterprises is essential to the scholarly conversation that animates the life of Saint Louis University and to its mission. Research excellence will sustain the vibrant institution that is Saint Louis University.

Below, we outline ways in which Saint Louis University can maintain its historical strength in research and enhance it, highlighting opportunities we think most salient to a strategic plan.

This document reflects input from, and perceived opportunities for, the St. Louis campus of the University. In the end, we found that we could not incorporate a vision for research on the Madrid campus here; its current mission appears to be a better fit for the SLU as Global Citizen TWG. Nonetheless, we have included a short document from faculty at the Madrid Campus on their research needs as an appendix.

In addition, we have included as an appendix a statement about intellectual property. We did not put this statement within the body of this document because spelling it out in appropriate detail requires particular expertise not readily available to us.

This document is organized in the following way: a prose statement of our views; the worksheets summarizing those views in tabular form; and the appendices. Since the views represent the work of the whole committee, the worksheets list the whole committee as the ones preparing the worksheets.
Vision II. SLU as a Center of Research & Disseminator of New Knowledge

Initiative I: Strengthen Research Programs

Goals: To embrace research as a cornerstone of our mission. To grow and support research long-term with continued recruitment of new faculty, endowments, incentives, judicious use of resources and rewarding excellence in academic achievement. To increase national visibility and both extramural and intramural support for scholarship and research programs across Saint Louis University. To maintain existing areas of strength and to develop new ones. To invest in opportunities that enhance scholarship, research programs, and grantsmanship.

Objectives and Indicators:

Objective I.1 Enhance externally funded biomedical research at SLU

Biomedical research represents >90% of all extramurally funded research activities at SLU. However, the volume of extramurally funded SLU biomedical research has fallen over the past 10 years, and is below that of comparable institutions. Therefore, increasing externally funded biomedical research at SLU is a critically important priority.

Indicator 1: Realign SLU SOM with rankings and benchmarks of research institutions of similar size, historical tradition and prestige, and reach a level of total NIH funding of $45M/yr (from current $15M/yr) with >80 NIH-funded investigators by 2024. Recruit 50 new investigators within five years and create ten new endowed positions for research scientists at the Full Professor level in basic and clinical departments. Fund the new positions with competitive salaries, start-up packages and protected time for both basic and clinical scientists to attract talented investigators, students, postdocs and staff. Investment of $100M will be needed to recruit and provide initial support for the proposed 50 new investigators. Place emphasis on research utilizing molecular approaches in genomics, transcriptomics, proteomics, imaging, drug screening and development, and structural biology. Establish four separate $20M endowments, one for each of the following Research Centers:

- Center for Vaccine Development: The SLU CVD is an existing strength requiring investment to maintain and expand its research activities in order to maximally capitalize on increasing opportunities for funding in this area.
- Center for World Health and Medicine: This existing research center has considerable momentum, interfaces with multiple groups across SLU as well as internationally, and aligns with SLU’s mission as a Global Citizen.
- Center for Pediatric Research: A new research center devoted to disorders affecting children will provide opportunities for 1) philanthropy, 2) enhanced academic activity in a key SOM department, and 3) increase rankings of Cardinal Glennon, a vital SOM partner.
- Center for Translational Research: Coordinating and building upon existing SLU research groups studying cardiovascular, metabolic, cancer and infectious diseases will allow SLU to optimally compete for NIH funding in current priority areas of
disease-oriented research.

Indicator 2: Establish steady intramural support of research activities through rebate of 50% of indirect costs to basic science and clinical departments by 2017. Have the President Research Fund invest up to $1M/yr (from current $250K) in the SLUSOM toward the support of new research projects with greatest potential to attract extramural funding.

Indicator 3: Establish a new graduate program in Molecular & Translational Medicine by 2017 to strengthen collaborative research among different departments and disciplines across campus and to create the necessary conditions for training grants and multi-PI research grant applications by 2024.

Objective I.2 To elevate research within those departments and schools in which research is typically carried out with less external funding than in the biomedical sciences at SLU or which represent disciplines where external funding is the exception for scholarship rather than the disciplinary norm.

Indicator 1: Identify departments within these disciplines that have productive research programs. Standards include but are not limited to number and quality of publications, as well as demonstrated capacity for obtaining extramural funding and/or attraction of highly competitive students. Set priorities by 2016 for the distribution of new faculty lines to strengthen these departments. Provide sufficient support to these departments in operating budgets and travel funds to ensure that faculty have funding for presenting papers at conferences or other research-related travel and for hosting conferences at Saint Louis University.

Indicator 2: After exploring and identifying existing strengths, determine how these strengths could support new opportunities, as well as what other new areas of research could strengthen the Saint Louis University research portfolio. Prioritize research in new interdisciplinary programs with potential for attracting new extramural funding or additional subsets of highly competitive students. Explore possibilities for regional cooperation between SLU and other institutions in St. Louis, such as in these areas: (a) entrepreneurship (to capitalize on Cortex, etc.); (b) plant/life sciences (to capitalize on Danforth, Botanical Gardens, etc.); (c) financial economics (to capitalize on Wells Fargo, Edward Jones, Federal Reserve Bank of St. Louis, etc.); and (d) aerospace (to capitalize on Boeing). Explore the possibilities for taking advantage of important national trends—for example, “big data,” infectious agents and national security, and cross-institutional collaboration. Provide the necessary funding to start and sustain these programs by 2018.

Indicator 3: Establish a communal space where faculty, graduate students, and visitors can come together to participate in formal and informal research-related events. Such a space will facilitate interdisciplinary and collaborative research by creating a collegial, welcoming environment. This center will establish and support a central clearing house database where researchers can learn about specific research interests and expertise of
others across the university. The center will be supported with appropriate staff and facilities.

**Indicator 4**: By 2018, provide graduate student stipends at or above the median for the competing departments that are in the class of SLU’s peer institutions. Provide additional funding for undergraduate and graduate research to departments active in research. Provide sufficient travel funds enabling graduate students to attend and present research at 1-2 national conferences per year. Provide additional post-doctoral fellowships, graduate assistantships and dissertation fellowships to support and expand existing graduate programs for departments active in research.

**Indicator 5**: With close departmental input and supervision, over the next two years, strengthen research standards for tenure for new faculty, and strengthen research standards for sabbaticals and for promotion for current faculty. Review workloads for faculty to ensure that the work expectations are compatible with research activity. Prioritize protected time, lab space and access to research trainees to junior faculty with high promise and senior faculty who continue to be highly successful in areas of research.

**Indicator 6**: Enhance both research faculty and graduate student participation in national and international conferences by (1) inviting prestigious national and international conferences to Saint Louis University, (2) supporting travel for research presentations at national and international meetings and (3) streamlining and providing trained clerical support for faculty international travel planning and accounting to support research-related travel.

**Indicator 7**: Provide for external reviews or accreditation reviews of departments every five years. As part of the review, the reviewers should evaluate the research productivity of all faculty in the department and advise the Dean on ways in which that research excellence could be sustained and/or strengthened.

**Indicator 8**: Provide for external reviews of schools every five years. As part of the external review, the external reviewers should evaluate the research productivity of all departments in the school and advise the Provost on ways in which that research excellence could be sustained and/or strengthened.

**Indicator 9**: Establish a Research Advocacy Committee to serve in an advisory capacity to the Provost, to the Vice President for Research, as well as to the Board of Trustees Committee on Academic Affairs. The RAC will be supported with appropriate staff and facilities. This committee will consist of at least five members, serving staggered terms, and drawn from distinguished faculty across the university. Members will be appointed by the Provost in consultation with the Faculty Senate. The RAC will convene each year to study and make recommendations on issues related to research policy and strategy.

Comment [dfh1]: In response to the recent disagreements over whether operational issues belong in our Research TWG, I am somewhere in the middle. I think it is important for us to include key operational recommendations pertaining to research. And I think in general we should be recommending the increased “research culture” we all agree on, the encouragement of research whenever possible, and incentives for success in research. But we also need to make sure we aren’t seen as recommending the view that research is a continuous academic right. In my mind the protected time, space and support for research needs to be seen as a privilege that must be continuously earned. The 5 year review process should be used to determine how to continue allocation of resources for research. So I guess I think this is an important operational issue that our Research TWG should be communicating to the Steering Committee and President.
Objective I.3. Enhance STEM research productivity, including publications, external grant funding, and tech transfer.

Indicator 1: Add 12 endowed professor positions in the STEM disciplines by 2020.

Indicator 2: Create a pool of funding for faculty startup packages, resourced at levels comparable to the median in research-intensive US universities, by 2018.

Indicator 3: Raise funding for internal seed grants through the PRF to $1.5 million/year by 2017, and index the annual allocation to inflation thereafter.

Indicator 4: Streamline and standardize processes for initiating new programs that combine multi-disciplinary research and education (e.g., bioinformatics, medicinal chemistry, nanotechnology).

Initiative II. Human Resources for Research

Goals: Saint Louis University faculty, together with graduate students, undergraduates, librarians, and support staff, form a rich community that creates and disseminates new knowledge. The core goal is to sustain and significantly enhance the funding and support for an internationally respected body of researchers and to create an environment where innovative research is valued and its dissemination is supported.

Objectives and Indicators:

Objective II.1. Recruit and retain excellent new research-active junior and senior faculty across the university whose research will contribute to collaborative interdisciplinary research programs, and to sustain the research activities of research faculty.

Indicator 1: Emphasize research achievements, promise for excellence in research and potential for intramural research collaboration when hiring new faculty. Implement one-term research leaves before tenure for the conduct of research beginning in 2016, for those faculty with competitive research projects.

Indicator 2: Provide salaries to new and senior research-active faculty at or above the median salaries at rank at peer institutions beginning in 2016.

Indicator 3: Recruit and retain staff support for the management of research-related faculty activity such as submission and administration of sponsored programs. At present our infrastructure struggles with single points of failure in critical review offices, and there is insufficient support staff to insure smooth system function. Even simple communication across offices and between research administrators and departments is compromised.

Indicator 4: Guarantee newly recruited investigators in the basic and translational biomedical sciences at least three years of 80% protected time by 2018.
Indicator 5: Develop and implement merit-based compensation standards in which research productivity is a central element in determining merit (in units as appropriate for each department/division) by 2020.

Indicator 6: Create and fund a competitive and merit-based Research Experience for Undergraduates Program to support 10 freshmen, 10 sophomores, 10 juniors and 10 seniors each year beginning in 2020.

Initiative III: Research Core Facilities and Resources

Goals: The development/organization of centralized shared resources that provide access to computational resources, labs, services, etc. will enhance research programs in diverse areas including the sciences, engineering, business, biomedical sciences, digital humanities, etc.

Objectives and Indicators:

Objective III.1 Enhance support systems necessary for successful research activities.

Indicator 1: Develop a Data Curation program for research data to be centrally stored, managed, preserved, sanitized, described, and shared (with necessary embargoes, restrictions, and data citation support).

Indicator 2: By 2018, provide research computational support by expanding computing clusters (and related software) for high performance computing (HPC), increasing access to online databases for research data mining, hiring Technology Consult personnel, and expanding informational technology support services.

Indicator 3: Provide support for tactical research activities such as transcription, statistical consulting and checking, and writing format.

Indicator 4: Enhance the resources for the library to aid in new acquisitions and the appropriate managing of the existing collection in support of research. In order to provide necessary support for research, increase library staff and provide compensation commensurate with salaries at peer institutions. Provide sufficient funding for databases and digital libraries required for research-active faculty. Scale funding for subscription services (e.g. journals, databases, software) to the rising cost of these services.

Indicator 5: By 2018, hire additional consultants to support research faculty training for existing software and development of new software.

Initiative IV. Research in Social and Restorative Justice for the 21st Century

Goals: Saint Louis University is uniquely qualified to facilitate advanced research scholarship related to social and restorative justice. The events 2014 and 2015 have
shown the legal and academic issues that we confront together with the wider St. Louis community, and indeed our nation. The core goal is to enhance the academic culture by supporting innovative research in social and restorative justice. The creation of a Center for Social and Restorative Justice that can serve as a clearinghouse for research would help create synergies and allow individual researchers to find research partners across the many programs and schools involved in such research.

**Objectives and Indicators:**

**Objective IV.1** Promote new and existing areas of research in social and restorative justice.

*Indicator 1*: Provide start-up funds to facilitate research in social justice, human rights, equality, and diversity, particularly in the wider St. Louis community for the next five years. Committees appointed by the Deans in the respective colleges and schools should prioritize new proposals. The top 5 proposals should be funded by 2016. Travel funds, as well as funds supporting intramural and community-level research partnerships should be made available starting in 2017 so that the new results of the research can be disseminated at a regional and national level.

*Indicator 2*: Provide support to promote and enhance collaborative research projects in social and restorative justice. Including faculty from more than one program or even college is encouraged but not required. Building on the success of recent work, programs should be developed including both faculty and students. The proposals should be prioritized according to intellectual merit and funding provided to the top three proposals by 2016.

*Indicator 3*: Endow a cross-disciplinary Center for Social Justice research. This Center should seek a ca. $20 million endowment by 2022 to support seed grants for research in social justice in areas that include but are not limited to: public health, medicine, theology, law, international studies, business, education and Sociology and Anthropology.

**Objective IV.2** Support and disseminate research in social and restorative justice. Supporting existing research and expanding into new areas should be explored in consultation with stakeholders.

*Indicator 1*: Building on existing plans for the national conference on racial inequality as stated in the Clock tower accords, Saint Louis University should host meetings at the regional and national level to disseminate Saint Louis University-based research, as well as bring in speakers. Further meetings should be planned over the period of the next 5 years starting in 2016.

*Indicator 2*: Establish a $20 million endowment for the Department of Family and Community Medicine to facilitate the creation and development of research in the impact of social justice on families and communities by 2020.
Indicator 3: Establish endowed or named chairs to recruit and retain nationally recognized scholar in areas that include but are not limited to: Social Justice History, Immigration Studies, Social Justice Law, Social Justice in Business, and Racial/Ethnic Segregation and Social Policy. Proposals should be brought to the Provost and evaluated on their respective strengths by 2018. The proposals should be evaluated on research merit and priorities established by 2019.

Indicator 4: Endowment to support a SLU law journal focused on new scholarship and innovative ideas in social justice law by 2018.

WORKSHEETS

Initiative I:

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<thead>
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|                                                |                                          | 20 March 2015 |

4. Initiative

1. Strengthen Research Programs

5. Goal Statement

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6. Proposed Objective(s) Supporting Achievement of this Goal (numbered list)
Objective I.1 Enhance externally funded biomedical research at SLU. Biomedical research represents >90% of all extramurally funded research activities at SLU. However, the volume of extramurally funded SLU biomedical research has fallen over the past 10 years, and is below that of comparable institutions. Therefore, increasing externally funded biomedical research at SLU is a critically important priority.

Objective I.2 To elevate research within those departments and schools in which research is typically carried out with less external funding than in the biomedical sciences at SLU or which represent disciplines where external funding is the exception for scholarship rather than the disciplinary norm.

Objective I.3. Enhance STEM research productivity, including publications, external grant funding, and tech transfer.
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**Indicator 1**: Identify departments within these disciplines that have productive research programs. Standards include but are not limited to number and quality of publications, as well as demonstrated capacity for obtaining extramural funding and/or attraction of highly competitive students. Set priorities by 2016 for the distribution of new faculty lines.
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Indicator 7: Provide for external reviews or accreditation reviews of departments every five years. As part of the review, the reviewers should evaluate the research productivity of all faculty in the department and advise the Dean on ways in which that research excellence could be sustained and/or strengthened.

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Indicator 9: Establish a Research Advocacy Committee to serve in an advisory capacity to the Provost, to the Vice President for Research, as well as to the Board of Trustees Committee on Academic Affairs. The RAC will be supported with appropriate staff and facilities. This committee will consist of at least five members, serving staggered terms, and drawn from distinguished faculty across the university. Members will be appointed by the Provost in consultation with the Faculty Senate. The RAC will convene each year to study and make recommendations on issues related to research policy and strategy.

Objective I.3. Enhance STEM research productivity, including publications, external grant funding, and tech transfer.

Indicator 1: Add 12 endowed professor positions in the STEM disciplines by 2020.

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**Initiative II:**

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Fred Niederman  
John Padberg  
Silvana Siddali  
William Siler  
Eleonore Stump  
Kevin Syberg | 20 March 2015 |

**4. Initiative**

**II. Human Resources for Research**

**5. Goal Statement**

Saint Louis University faculty, together with graduate students, undergraduates, librarians, and support staff, form a rich community that creates and disseminates new knowledge. The core goal is to sustain and significantly enhance the funding and support for an internationally respected body of researchers and to create an environment where innovative research is valued and its dissemination is supported.

**6. Proposed Objective(s) Supporting Achievement of this Goal (numbered list)**
**Objective II.1.** Recruit and retain excellent new research-active junior and senior faculty across the university whose research will contribute to collaborative interdisciplinary research programs, and to sustain the research activities of research faculty.

7. Which of the Following Imperatives Does this Goal Support (if any)? (check all applicable)

<table>
<thead>
<tr>
<th>Imperative</th>
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<td>I. Commitment to Reinforcing Mission &amp; Identity</td>
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<td>II. Commitment to Enhancing Diversity &amp; Inclusion</td>
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<td>III. Commitment to Deepening Interdisciplinary Collaboration</td>
<td>Yes</td>
</tr>
<tr>
<td>IV. Commitment to Achieving Institutional Distinctiveness &amp; Excellence</td>
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<tr>
<td>None (Briefly explain)</td>
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8. What Methods Were Used to Secure Input on Development of this Goal (check all applicable)

- [ ] Web posting with response
- [x] Google site
- [ ] Public meeting
- [ ] Survey
- [ ] Consultation with relevant SLU committees

9. TRG Comments if any

10. Approvals

<table>
<thead>
<tr>
<th>TWG Co-Convener</th>
<th>SPSC Co-Chair</th>
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**3. Objective (numbered from previous page)**

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Initiative III:

**SLU as a Center of Research and Disseminator of New Knowledge**

**TWG Worksheet**

**Plan Objectives Development**

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5. Goal Statement

To embrace research as a cornerstone of our mission. To grow and support research long-term with continued recruitment of new faculty, endowments, incentives, judicious use of resources and rewarding excellence in academic achievement. To increase national visibility and both extramural and intramural support for scholarship and research programs across Saint Louis University. To maintain existing areas of strength and to develop new ones. To invest in opportunities that enhance scholarship, research programs and grantsmanship.

6. Proposed Objective(s) Supporting Achievement of this Goal (numbered list)
Objective III.1 Enhance support systems necessary for successful research activities.

7. Which of the Following Imperatives Does this Goal Support (if any?) (check all applicable)

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<tbody>
<tr>
<td>☒</td>
<td>I. Commitment to Reinforcing Mission &amp; Identity</td>
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<td>☒</td>
<td>II. Commitment to Enhancing Diversity &amp; Inclusion</td>
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<td>III. Commitment to Deepening Interdisciplinary Collaboration</td>
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<td>IV. Commitment to Achieving Institutional Distinctiveness &amp; Excellence</td>
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<td>☐</td>
<td>None (Briefly explain)</td>
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8. What Methods Were Used to Secure Input on Development of this Goal (check all applicable)

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<td>Consultation with relevant SLU committees</td>
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9. TRG Comments if any

10. Approvals

| TWG Co-Convener | SPSC Co-Chair |
| Signature | Date |
| Signature | Date |

Initiative IV:

Saint Louis University
STRATEGIC PLANNING 2015

<table>
<thead>
<tr>
<th>TWG Worksheet</th>
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<td>TWG Name</td>
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<tr>
<td>SLU as a Center of Research and Disseminator of New Knowledge</td>
<td>Tim Achee</td>
</tr>
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<td>Anneke Bart</td>
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<td></td>
<td>Enrico Di Cera</td>
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<td>Joel Eissenberg</td>
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<td>Greg Felock</td>
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<td>Robert Fleming</td>
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<td>Dan Hoft</td>
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<td>Fred Niederman</td>
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<td>John Padberg</td>
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<td>20 March</td>
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</table>
4. Initiative

IV. Research in Social and Restorative Justice for the 21st Century

5. Goal Statement

Saint Louis University is uniquely qualified to facilitate advanced research scholarship related to social and restorative justice. The events of 2014 and 2015 have shown the legal and academic issues that we confront together with the wider St. Louis community, and indeed our nation. The core goal is to enhance the academic culture by supporting innovative research in social and restorative justice. The creation of a Center for Social and Restorative Justice that can serve as a clearinghouse for research would help create synergies and allow individual researchers to find research partners across the many programs and schools involved in such research.

6. Proposed Objective(s) Supporting Achievement of this Goal (numbered list)

<table>
<thead>
<tr>
<th>Objective IV.1</th>
<th>Promote new and existing areas of research in social and restorative justice.</th>
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<tbody>
<tr>
<td>Objective IV.2</td>
<td>Support and disseminate research in social and restorative justice.</td>
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<td>Supporting existing research and expanding into new areas should be explored in</td>
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<td></td>
<td>consultation with stakeholders.</td>
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</table>

7. Which of the Following Imperatives Does this Goal Support (if any? (check all applicable)

- [ ] I. Commitment to Reinforcing Mission & Identity
- [ ] II. Commitment to Enhancing Diversity & Inclusion
- [ ] III. Commitment to Deepening Interdisciplinary Collaboration
- [ ] IV. Commitment to Achieving Institutional Distinctiveness & Excellence
- [ ] None (Briefly explain)

8. What Methods Were Used to Secure Input on Development of this Goal (check all applicable)

- [ ] Web posting with response
- [ ] Google site
- [ ] Public meeting
- [ ] Survey
- [ ] Consultation with relevant SLU committees

9. TRG Comments if any

10. Approvals

<table>
<thead>
<tr>
<th>TWG Co-Convener Joel C. Eisenberg/Eleonore Stump</th>
<th>SPSC Co-Chair</th>
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<tr>
<td>Signature</td>
<td>Date</td>
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Saint Louis University
STRATEGIC PLANNING 2015

**IV. Research in Social and Restorative Justice for the 21st Century**

Saint Louis University is uniquely qualified to facilitate advanced research scholarship related to social and restorative justice. The events of 2014 and 2015 have shown the legal and academic issues that we confront together with the wider St. Louis community, and indeed our nation. The core goal is to enhance the academic culture by supporting innovative research in social and restorative justice. The creation of a Center for Social and Restorative Justice that can serve as a clearinghouse for research would help create synergies and allow individual researchers to find research partners across the many programs and schools involved in such research.

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<tr>
<th>Objective (numbered from previous page)</th>
<th>3a. Indicator</th>
<th>3b. Base Value</th>
<th>3c. Target Value</th>
<th>3d. Target Date</th>
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<tbody>
<tr>
<td><strong>Objective IV.1</strong> Promote new and existing areas of research in social and restorative justice.</td>
<td><em>Indicator 1</em>: Provide start-up funds to facilitate research in social justice, human rights, equality, and diversity, particularly in the wider St. Louis community for the next five years. Committees appointed by the Deans in the respective colleges and schools should prioritize new proposals. The top 5 proposals should be funded by 2016. Travel funds, as well as funds supporting intramural and community-level research partnerships should be made available starting in 2017 so that the new results of the research can be disseminated at a regional and national level.</td>
<td></td>
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<td><em>Indicator 2</em>: Provide support to promote and enhance collaborative research</td>
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<td>2016</td>
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</table>
projects in social and restorative justice. Including faculty from more than one program or even college is encouraged but not required. Building on the success of recent work, programs should be developed including both faculty and students. The proposals should be prioritized according to intellectual merit and funding provided to the top three proposals by 2016.

**Indicator 3**: Endow a cross-disciplinary Center for Social Justice research. This Center should seek a ca. $20 million endowment by 2022 to support seed grants for research in social justice in areas that include but are not limited to: public health, medicine, theology, law, international studies, business, education and Sociology and Anthropology.

**Objective IV.2** Support and disseminate research in social and restorative justice. Supporting existing research and expanding into new areas should be explored in consultation with stakeholders.

**Indicator 1**: Building on existing plans for the national conference on racial inequality as stated in the Clock tower accords, Saint Louis University should host meetings at the regional and national level to disseminate Saint Louis University-based research, as well as bring in speakers. Further meetings should be planned over the period of the next 5 years starting in 2016.

**Indicator 2**: Establish a $20 million endowment for the Department of Family and Community Medicine to facilitate the creation and
APPENDICES

APPENDIX I: Obstacles to Research at the Madrid Campus
(submitted by Anne Dewey in consultation with various others on the Madrid campus.)

The Madrid Campus has outgrown its identity as a study-abroad teaching campus. It desperately needs research support to increase faculty research time and to develop a culture of research. The growing innovative majors and substantial number of permanent faculty who administrate them require a stronger research culture to maintain excellence. Increasing research would strengthen the Campus’s teaching mission while developing the great potential of Madrid’s unique intercultural environment, raising the profile of the Madrid Campus and of SLU as a significant generator of new knowledge in interdisciplinary, internationalized fields. Some problems can be solved by efforts in Madrid, others by increasing collaboration with StL departments, offices, and institutes.
and by developing partnerships with Spanish and European institutions. The Madrid Campus needs a strategic plan to generate time, funding, and material resources for research and to support and promote its identity as a site for excellent, innovative research.

Heavy teaching and administrative responsibility, lack of time off from teaching to do research, and absence of ranks are major obstacles to research in Madrid. First, only 35% of faculty are compensated for research (permanent and probationary, salaried faculty). They teach six courses/year (five in Business) and must maintain StL’s research requirements (e.g., John Cook School, graduate faculty status for MA in English and Spanish). The temporary faculty (26%) and remaining permanent faculty (39%) are paid per course and not compensated for research beyond staying up to date and/or certified. Second, absence of ranks/promotion and regular sabbaticals (Madrid grants 2 competitive sabbaticals and 2 summer grants/year for a faculty of 106) and infrequent course releases for new faculty to maintain research as they begin teaching careers make it difficult to retain excellent faculty. Third, because paid-per-course faculty are not required to do administrative service, salaried faculty are overburdened with administrative responsibility. Increasing the number of salaried positions, reducing salaried faculty’s teaching responsibility, and instituting regular sabbaticals and research time for all faculty with an active research agenda would stimulate research productivity, Campus prestige, and innovative program development.

Madrid lacks formal structures to establish the networks and material resources that support a research culture, and top administrators, who do multiple jobs, have little time to develop a strategic plan for research. Formal structures needed include collegial mentoring and grant review, a research person/office to provide information on funding opportunities, and material resources and facilities. Faculty mention the tiny library, lack of access to crucial financial databases and software, no room that fulfills protocols for social science experiments with human beings, negligible lab space, no funding for books and computers. By virtue of working at an American institution in Europe, Madrid faculty are ineligible for many American and European grants, and ORDS is ill equipped to assist them in applying for US federal funds or locating funding sources for which they are eligible. Partnerships with StL and other US or European institutions can overcome some of these obstacles and are part of Madrid’s strategic plan, but the Campus has insufficient time to develop them. Further, StL’s IRB requirements can hinder collaboration with European institutions (e.g., compulsory English-language training, expensive/time-consuming back-translation for research done entirely in Spanish). Facilitating access to mentoring and funding information and increasing collaboration with departments and research groups in StL and Europe would help Madrid to obtain the resources to support its own research culture, capitalize on the great research potential of the Campus’s interdisciplinary and intercultural environment, and enrich SLU with an international network of research communities, study populations, and fieldwork sites to stimulate innovative research and production of new knowledge.

**APPENDIX 2: Intellectual Property**
Entrepreneurship and transfer to market of research ideas

**Objective I.4:** SLU will strive to support the commercialization of ideas, creative works and technologies developed by members of the SLU community.

**Priority 1:** SLU will **Charge the Office of Technology Management to investigate and be transparent** around the ownership of intellectual property (IP) created by members of the SLU community. **OTS will provide requests for additional resources needed to complete this task.**

**Priority 2:** The University will provide financial support and expertise to promote the commercialization of as much University-owned IP as possible. Such support should include: funding for startup efforts; graduate fellowships in technology commercialization for students in STEM, medical, business, and related areas; and support and consulting for entrepreneurship efforts across campus.