Strategic Plan

December 8, 2001
A Message from the President

Throughout its 184-year history, Saint Louis University has thrived upon the potential of its own talented community. Therefore, it is not surprising that the strategic planning process would entail extensive collaboration among faculty, staff, students and administrators. By becoming direct contributors in determining SLU’s identity and direction, every member of our University community has the opportunity to participate directly in determining its destiny: namely, by shaping our shared vision of becoming the finest Catholic university in this nation.

This latest strategic plan reinforces this shared vision by focusing on our core values and traditions of excellence in teaching, research and service. More importantly, the plan builds upon the foundations set by those before us; the foundations which have positioned SLU as a leader in higher education and moral development. We have remained steadfast in our objective of educating women and men for others in the Catholic, Jesuit tradition. And while this tradition rests at the very center of our mission and operations, so too does it pose our greatest challenge in terms of preserving its integrity while also adapting to meet the needs of new generations.

Like any strategic planning process, this current plan illustrates those areas that will require our attention in order to insure our future growth. However, it also highlights those areas that constitute our greatest strengths. Our academic programs continue to grow in quality, size and variety, the students we accept are becoming brighter each year, student retention is up, and our academic reputation overall is continuing to garner greater recognition each year.

I would like to thank all of those who contributed considerable time and effort to this worthy endeavor and hope those of you reading these materials for the first time will take up the call as well. Through meticulous self-evaluation, SLU has upheld a delicate balance of embracing its heritage, standards, and ideals while consistently preparing to meet the needs of future students. Fueled by dedicated students, faculty, administrators, employees, alumni and benefactors and guided by this new strategic plan, SLU will continue its rise to national prominence while remaining a place where knowledge touches lives.

Lawrence Biondi, S.J.
University President
1987 to Present
Saint Louis University

Strategic Plan

Introduction

Within the decade, Saint Louis University will achieve distinction as the finest Catholic university in the United States. The University will attain this distinction by focusing its energy, resources, and efforts to advance its mission and realize its vision.

The current strategic plan represents the culmination of the work of more than 1,000 members of the Saint Louis University community who have been active participants in planning activities since the cycle commenced during the 2000-2001 academic year. Their creativity and dedication have resulted in the identification of the University’s positive core and the formulation of strategic directions and University goals.

The positive core is defined as those factors that give the University its health and vitality and sustain an environment where innovation is fostered. The strategic directions, indications of where the University needs to renew and expand its efforts, are grounded in the mission, vision, and positive core. These four strategic directions represent broad strokes pointing the University to the future.

- Expanding Research\(^1\) Integrated with Teaching, Learning, and Service
- Advancing Community with Diversity
- Fostering Technology Dedicated to Student Formation and the Generation of Knowledge
- Promoting Continuous Institutional Learning and Innovation

The University goals are designed to advance the strategic directions.

As a result of the active involvement and commitment of the University community to the process, the strategic plan represents consensus on the future of the University and a commitment to that future. The strategic plan will continue to promote coordination across the University as the community moves in a shared direction.

December 8, 2001

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\(^1\) The term “research” in this document includes all scholarly, creative, and service activities that add to and/or consolidate the developing knowledge base in an academic field.
Saint Louis University

Mission Statement

The Mission of Saint Louis University is the pursuit of truth for the greater glory of God and for the service of humanity. The University seeks excellence in the fulfillment of its corporate purposes of teaching, research and community service. It is dedicated to leadership in the continuing quest for understanding of God’s creation, and for the discovery, dissemination and integration of the values, knowledge and skills required to transform society in the spirit of the Gospels. As a Catholic, Jesuit university, the pursuit is motivated by the inspiration and values of the Judaeo-Christian tradition and its guided by the spiritual and intellectual ideals of the Society of Jesus.

In support of this mission, the University:

- Encourages and supports innovative scholarship and effective teaching in all fields of the humanities, the natural, health and medical sciences, the social sciences, the law, business, aviation, and technology.

- Enables an academic environment which values and promotes free, active and original intellectual inquiry among its faculty and students.

- Maintains and encourages programs which link the University and its resources to its local, national, and international communities in support of efforts to alleviate ignorance, poverty, injustice, and hunger, to extend compassionate care to the ill and needy, and to maintain and improve the quality of life for all persons.

- Strives continuously to seek means to build upon its Catholic, Jesuit identity, and to promote activities which apply that intellectual and ethical heritage to work for the good of society as a whole.

- Welcomes students, faculty and staff from all racial, ethnic and religious backgrounds and beliefs and creates a sense of community which facilitates their development as men and women for others.

- Nurtures within its community an understanding of and commitment to the promotion of faith and justice in the spirit of the Gospels.

- Wisely allocates its resources to maintain efficiency and effectiveness in attaining its mission and goals.

Vision Statement

My vision is to establish and maintain Saint Louis University as the finest Catholic university in the United States, wherein the entire University community is actively engaged in student formation. Challenged by outstanding faculty and a modern, value-centered curriculum reflecting the Jesuit tradition, students are fully prepared to contribute to society and to be effective leaders of social change based on the ethical values and principles taught in the Saint Louis University tradition.

Lawrence Biondi, S.J.
University President
1987 to Present
The positive core is a shared view of Saint Louis University that must be carried into the future. It is this core that gives the University health and vitality and sustains an environment where creativity is fostered. Saint Louis University’s core factors are: sense of community; student-centered focus; physically welcoming; Jesuit, Catholic mission-driven; shared vision; and spirit for change: strive for excellence.

**Sense of Community**  Faculty and staff are committed to the University’s mission, to collaborative work, and to student achievement. There is a deep commitment to learning and to the intellectual development of persons at all levels of the University. The appreciation of the wholeness of the person is apparent at SLU. Collegiality is valued, and there exists a sense of community. Faculty are perceived as congenial, forgiving, tolerant, and respectful. The SLU culture expresses a valuing of people in an environment of freedom of intellectual, social, and religious expression. The environment is inclusive, civil, positive, interpersonal, and dynamic. The spirit of SLU is that of a community valuing individuality and diversity.

**Student-Centered Focus**  The people who comprise SLU share a commitment to student intellectual and personal growth. Students are seen as great assets to the University; student formation is at the heart of the community’s work.

**Physically Welcoming**  Resources directed to improving the physical environment in which people work and learn have created an atmosphere that is welcoming and conducive to the achievement of excellence.

**Jesuit, Catholic Mission-Driven**  Members of the SLU community come together around its founding as an institution of higher education in the Jesuit tradition. The focus on academic quality, service to others, a historical and continuing commitment to diversity, and the creation of mentoring relationships that affirm diversity and support collaboration are all ways in which the Jesuit mission and identity are made explicit. Excellence in teaching, research, and service expresses this tradition. Attention to formation of the whole person at all levels and in relationship to society is paramount in the learning environment. Commitment to justice, to the marginalized, and to men and women in service to others is lived in an environment where spiritual and educational values are integrated at a deep level.

**Shared Vision**  SLU is a university on the move – committed to its vision. The vision of being the finest Catholic university in the United States is becoming a collective vision with the recognition that varied paths are valued in its pursuit. This vision rests on a broad commitment across SLU to seeking and sharing new knowledge.

**Spirit for Change: Strive for Excellence**  SLU is a supportive environment for achieving excellence in teaching, research, and service. Ambition, energy, spirit, and determination to achieve are key components of the environment. It is a place where people are trusted and expected to do a good job; to do their best. Innovation, change, and discovery are respected and encouraged in an environment that promotes risk-taking and supports willingness to change in order to pursue excellence.
Saint Louis University

Strategic Directions

Within the decade, Saint Louis University will achieve distinction as the finest Catholic university in the United States. The University will attain this distinction by continuing to advance its Catholic, Jesuit mission, pursue its vision, and foster its positive core and by focusing on four specific directions: expanding research integrated with teaching, learning, and service; advancing community with diversity; fostering technology dedicated to student formation and the generation of knowledge; and promoting continuous institutional learning and innovation.

Expanding Research Integrated with Teaching, Learning, and Service
Research is intrinsic to teaching, learning, and service at Saint Louis University. Scholarship serves the community by adding to the knowledge base and by bettering lives and serves students by enhancing teaching and by providing opportunities for students to learn through the pursuit of knowledge. The University is committed to expanding opportunities for the discovery and dissemination of knowledge with a focus on fostering the synergy among research, teaching, learning, and service.

Advancing Community with Diversity
The people of Saint Louis University aspire to improve the quality of life for all persons, to work for the good of society, and to provide a welcoming environment for men and women from all racial, ethnic, and religious backgrounds. Significant efforts are necessary to increase diversity so that the University community is reflective of the larger community. While the University remains firmly rooted in the local community, actively involved in resolving issues important to the surrounding area, it is also linked to the global community. Community service at the local, national, and international levels is an integral part of research, teaching, and learning. The University is committed to attending to community through research and service, to preparing students for the global community, and to fostering student formation in a community of diversity.

Fostering Technology Dedicated to Student Formation and the Generation of Knowledge
Technology is a tool that shapes the way the Saint Louis University community interacts internally and with the world, enhances pedagogy, increases learning opportunities, facilitates research, and improves service to the community. Technology offers the opportunity to develop alternative educational paradigms appropriate to the mission of the University. The University is committed to developing and implementing technology to advance student formation, to benefit research, to enhance service, and to better society in the Jesuit tradition.

Promoting Continuous Institutional Learning and Innovation
Saint Louis University strives for excellence in the fulfillment of its purposes of teaching, research, and service. Innovation, change, and discovery are respected and encouraged in an environment that promotes risk-taking and supports willingness to change in order to pursue excellence. Continuous review and improvement of the objectives that determine the educational experiences for students; of courses, programs, and curricula; of the physical environment for learning and living; and of the utilization of resources to sustain quality are the means for the University to become the finest Catholic university in the United States. The University is committed to continuing to strive for excellence by systemically incorporating processes and structures to promote continuous institutional learning and innovation.

Endorsed by the Saint Louis University Board of Trustees, May 5, 2001
Saint Louis University

Strategic Directions and University Goals

Strategic Direction: Expanding Research Integrated with Teaching, Learning, and Service
Research is intrinsic to teaching, learning, and service at Saint Louis University. Scholarship serves the community by adding to the knowledge base and by bettering lives and serves students by enhancing teaching and by providing opportunities for students to learn through the pursuit of knowledge. The University is committed to expanding opportunities for the discovery and dissemination of knowledge with a focus on fostering the synergy among research, teaching, learning, and service.

Goal 1: Build the infrastructure and refine the administrative systems that support research.
- Redesign and improve institutional systems that support high-quality research, including interdisciplinary efforts.
- Modernize the University’s research facilities and equipment.

Goal 2: Strengthen the culture that supports research integrated with teaching, learning, and service.
- Attract and retain high-caliber faculty, other research/academic personnel, and students.
- Enhance the University’s reward/accountability system to recognize excellence in research, teaching, outreach, grantsmanship, and administration.
- Increase funding that stimulates new research and outreach efforts and attracts more external support.
- Increase publicity about key University achievements in research, teaching, and outreach.

Goal 3: Enhance the University’s entrepreneurial environment.
- Expand partnerships with business and industry, government, and the not-for-profit sector, including community-based organizations and public institutions of higher education.
- Motivate, support, and reward entrepreneurial activity that facilitates research, pedagogical innovation, and outreach.

Strategic Direction: Advancing Community With Diversity
The people of Saint Louis University aspire to improve the quality of life for all persons, to work for the good of society, and to provide a welcoming environment for men and women from all racial, ethnic, and religious backgrounds. Significant efforts are necessary to increase diversity so that the University community is reflective of the larger community. While the University remains firmly rooted in the local community, actively involved in resolving issues important to the surrounding area, it is also linked to the global community. Community service at the local, national, and international levels is an integral part of research, teaching, and learning. The University is committed to attending to community through research and service, to preparing students for the global community, and to fostering student formation in a community of diversity.

Goal 1: Build a University community of diversity to ensure that students, faculty, and staff work effectively in cross-cultural situations.

Goal 2: Expand partnerships with the local, urban St. Louis community for our mutual education and benefit.

Goal 3: Expand partnerships with international Jesuit universities and ministries in order to educate for citizenship in the global community and to attract international faculty, students, and staff.
Strategic Direction: Fostering Technology Dedicated to Student Formation and the Generation of Knowledge
Technology is a tool that shapes the way the Saint Louis University community interacts internally and with the world, enhances pedagogy, increases learning opportunities, facilitates research, and improves service to the community. Technology offers the opportunity to develop alternative educational paradigms appropriate to the mission of the University. The University is committed to developing and implementing technology to advance student formation, to benefit research, to enhance service, and to better society in the Jesuit tradition.

Goal 1: Pursue excellence in teaching and learning through the appropriate integration of technology with teaching.

Goal 2: Stimulate a critical awareness and analysis of the impact of technology on human relationships, values, and community.

Goal 3: Support the integration of technology with research and scholarly activities.

Goal 4: Expand research and research opportunities directed toward development of new technologies with the potential for commercialization.

Goal 5: Continually enhance and sustain an infrastructure supporting the effective use of technology in teaching, research, service, and administration.

Goal 6: Develop a budgeting process on the University, school/college, and departmental levels that provides ongoing support for technology for teaching, research, service, and administrative functions.

Strategic Direction: Promoting Continuous Institutional Learning and Innovation
Saint Louis University strives for excellence in the fulfillment of its purposes of teaching, research, and service. Innovation, change, and discovery are respected and encouraged in an environment that promotes risk-taking and supports willingness to change in order to pursue excellence. Continuous review and improvement of the objectives that determine the educational experiences for students; of courses, programs, and curricula; of the physical environment for learning and living; and of the utilization of resources to sustain quality are the means for the University to become the finest Catholic university in the United States. The University is committed to continuing to strive for excellence by systemically incorporating processes and structures to promote continuous institutional learning and innovation.

Goal 1: Foster communication to promote integrated decision making, collaboration, and innovation.

Goal 2: Establish a continuous review and feedback system at the unit level for the pursuit of excellence.

Goal 3: Modify the reward systems used by the University with a view to fostering and supporting continuous learning that leads to innovative efforts.

Goal 4: Decentralize programmatic and financial decision-making to promote flexibility and empower administrators, faculty, and staff to become more accountable and innovative in the allocation of people and resources.