Becoming...  

Saint Louis University’s Strategy for the Future  

Final Draft for SLU Community Review  

April, 2015
The Planning Principles

The strategic planning process that has led to the creation of this document has been carried out under the assurance that the process will be:

- **Mission-driven**, faithful to, and congruent with, our Jesuit heritage and educational values;
- **Open to participation** of all who have a stake in SLU’s future, and that this participation will be actively sought at every step in development of a strategy for the future;
- **Transparent**, assuring that the community will have a clear understanding of the process and of how decisions are made and priorities set;
- **Inclusive**, offering individuals and organizations invested in SLU’s success multiple opportunities to suggest, promote, and comment upon the strategies developed for the plan;
- **Aspirational**, accommodating new ideas and new ways of doing things unconstrained by traditional thinking and entrenched policies and procedures while respecting identified needs and the resources available;
- **Dynamic**, recognizing that strategy is constantly reviewed and renewed in the face of a rapidly changing environment, both in academia and the larger society; and
- **Responsive**, balancing careful analysis with respectful consideration of the expressed needs and interests of stakeholders.

---

1 Developed at an inaugural planning retreat on August 13, 2014.
Becoming…
The Saint Louis University Strategy for the Future

Who We Are…

We are a Jesuit, Catholic university that actively pursues a Catholic intellectual tradition. A commitment to solidarity, subsidiarity, a preferential option for the poor, peace and justice, and diversity and inclusion are key institutional values that support our commitment to academic excellence.

We are a Jesuit university steeped in a 450-year tradition of preparing men and women to be for and with others in an environment that values interdisciplinary thought, reflection, and responsible action on moral and ethical issues.

We are an urban university deeply involved in the communities that surround our campuses and call us to action on the challenges and opportunities these communities put before us.

We are a community of individuals who believe that the service of faith and promotion of social justice constitute our highest calling, one that shapes the education, research, and service activities fundamental to a university.

We are a leading provider of comprehensive and compassionate health care in St. Louis, delivered in the context of our Jesuit mission and with the highest ethical standards.

We are observers of the social environment, both locally and globally, who accept the obligation to convert our observations to actions directed at reducing disparities that erode the humanity of individuals and groups.

We are promoters and protectors of the University’s core mission: “the pursuit of truth for the greater glory of God and for the service of humanity.”

We are an extended family—students, faculty, staff, and alumni—sharing a set of experiences and values that define us and our approach to living lives of purpose and lifelong learning.

We are Saint Louis University.
Seekers of higher education are increasingly heterogeneous, and this diversity requires a broader range of responses than in past times.

Rising college costs pose a growing barrier to those seeking access to the advantages of a higher education.

Students and faculty, like employers of our graduates, expect an institutional investment in technology beyond anything previously experienced.

The societal investment in scientific research is declining at a time when the need for innovation and the capability of scientists and others to advance knowledge are rapidly expanding.

Competition among comprehensive universities for top students, top faculty, and top researchers is increasing.

Competition for limited resources inside academe is counterproductive and erodes academe's greatest potential—interdisciplinary actions.

In recent decades, the focus on outcomes by guardians of health care, academic accreditors, consumers, and others has grown stronger. Donors, foundations, and government leaders are likely to intensify their focus on accountability in coming years.
Becoming…
The Saint Louis University Strategy for the Future

Initiative One

Becoming: a model for education that not only informs but also transforms

Since the founding of Saint Louis University, its identity has been firmly grounded in the Jesuit educational philosophy and approach, preparing graduates who are critical thinkers committed to responsible action on ethical and moral issues, both in their lives and in the larger society in which they live. The student experience at the University combines rigorous coursework with structured learning experiences outside the classroom. These basic elements, applied in undergraduate, graduate, and professional programs, create a distinctive interdisciplinary academic foundation upon which each individual can build an education, and a career, that is fulfilling and contributing.

Goal: 1: We will redouble our commitment to academic excellence in undergraduate, graduate, and professional education as we build upon our Jesuit academic heritage by expanding and creating new opportunities in the classroom and in the world that will assist students to develop into leaders and agents of change.

Objective 1.1: We will enhance the classroom experience that is central to a quality education.

Objective 1.2: We will build upon the principles of coherence, connectedness, and interdisciplinarity as we develop our curricula and deliver our programs.

Objective 1.3: We will prepare undergraduate, graduate, and professional students for leadership in their careers and communities through classroom work, experiential learning, and attention to personal, social, and spiritual development.

Objective 1.4: We will promote and support expansion of students’ opportunities to participate collaboratively in faculty research activities and to engage more fully in socially responsible entrepreneurship as integral parts of their experiential learning.

Objective 1.5: We will identify and invest in development and expansion of academic programs in areas of student interest and societal need, including enhancement of the University’s capacity in STEM disciplines.

Objective 1.6: We will enhance the distinctiveness of a SLU education by developing creative programs that incorporate concepts of ethics and justice across the curricula of all SLU schools and colleges.

Objective 1.7: We will expand and enhance the number of undergraduate learning communities and other cohort groups that build community among diverse student groups while enhancing their total academic experience.

Objective 1.8: We will actively pursue new learning-centered partnerships in our local and national communities, including agreements that draw upon participation by a global network of alumni.

Objective 1.9: We will creatively use our relationships with the global network of Jesuit organizations and institutions to expand and enhance study abroad opportunities.
Goal 2: We will strengthen the support services that enhance the experiences and support the success of SLU's undergraduate, graduate, and professional students, facilitating transitions into their programs of study and strengthening retention and graduation rates.

Objective 2.1: We will create new opportunities and structures that expand our capacity to support students at all levels in discerning career pathways and identifying the best preparation for their chosen careers.

Objective 2.2: We will expand our career placement services to provide a more comprehensive set of services that extend to alumni as well as current students.

Objective 2.3: We will aggressively promote and support programs and activities that enhance the health and well-being of students, including student health and behavioral health services, wellness programs, and assistance to both intercollegiate athletes and intramural participants.

Goal 3: We will increase the opportunities for those who encounter educational and financial barriers when attempting to access the transformative power of a SLU education.

Objective 3.1: We will collaborate with local school districts to develop and expand programs designed to enhance college readiness for students in schools with high percentages of historically disadvantaged groups and low college attendance rates.

Objective 3.2: We will seek the funding necessary to significantly increase the number and size of need-based scholarships.

Objective 3.3: We will promote diversity in the student population by welcoming those from domestic groups historically underrepresented in our student body as well as those from other countries.

Objective 3.4: We will strengthen our working relationships with community colleges to facilitate their graduates' transition to SLU to complete a baccalaureate degree.

Objective 3.5: We will expand the opportunities offered to adult learners through the School for Professional Studies.

Objective 3.6: We will review current tuition models, including SLU’s financial aid and scholarship allocation model, and, to the extent possible, align our systems with the best practices of peer higher-education institutions.
Initiative Two

*Becoming* a leader in focused, mission-related research and dissemination

*Inquiry into the nature of humankind and the world is a fundamental tenet of the Jesuit academic model. Saint Louis University has established a firm record of accomplishment in the research arena, including the biomedical and health sciences, the natural and social sciences, and the humanities, and the opportunities to expand the scope of this research by working in an interdisciplinary manner has never been greater. Whether advancing the understanding of a disease process, discerning the factors that determine a community’s reaction to racism and injustice, or analyzing the roots of a philosophy or religion, a university has a responsibility to pursue new knowledge.*

**Goal 1: We will continue to embrace excellence in research as a cornerstone of our mission and will focus support on efforts to expand the amount of externally funded research activity across the University.**

Objective 1.1: We will build on established areas of research strength in the health sciences by supporting the development of centers designed to intensify research efforts, attract scholars and students to the University, and enhance SLU’s reputation for high-quality, relevant research and effective dissemination of results.

Objective 1.2: We will bolster the University’s STEM research capability, with particular emphasis on improving the facilities in which such research takes place as well as enhancing external funding and facilitating technology transfer.

Objective 1.3: We will actively seek support for research in the social sciences, with particular emphasis on the importance of interdisciplinary approaches to seeking just solutions to fraught social issues—e.g., the proposed Research Initiative for Social and Restorative Justice, which would bring together related research activities across the University into a single, focused, and highly mission-related unit.

Objective 1.4: We will promote and support research within academic units in which external funding for scholarship is the exception rather than the disciplinary norm by establishing a Fund for the Arts and Humanities, a resource pool devoted to promoting research and scholarship in this mission-critical component of the University.

Objective 1.5: We will augment the President’s Research Fund as a critical element for supporting investigators from all disciplines in the development of their research interests and proposals.

**Goal 2: We will support the University’s research enterprise by providing a more facilitative research infrastructure.**

Objective 2.1: We will establish and support a SLU Enterprise Health Informatics Research Data Warehouse for gathering and sharing information from disparate databases and charged with enhancing mechanisms to utilize existing health care records and other data sets.

Objective 2.2: We will create an all-University Research Information Exchange to track current and planned research activities and to identify and promote interdisciplinary research initiatives.
Becoming…
The Saint Louis University Strategy for the Future

Initiative Three

*Becoming* the market leader in linking health promotion with high-quality medical care

*From the establishment of SLU’s current Medical School in 1903, the University has been on a trajectory to create a comprehensive capability in health sciences education, research, and service to the community. No other Jesuit, Catholic university has the breadth of fully accredited academic health programs that exists on the St. Louis campus. No other provider of health care in St. Louis brings the Jesuit and Catholic values of competence, conscience, compassion, and commitment to its daily work. This combination of assets positions the University’s efforts in health promotion and delivery of high-quality, person-centered medical care for new and expanded roles in a rapidly changing health environment.*

**Goal: 1:** We will undertake a holistic approach to integrating health professions education, biomedical and broader health-related research, and the provision of health and medical services to the St. Louis community.

Objective 1.1: We will establish and support a Center for Health Partnerships and Initiatives which will identify partnership opportunities that mutually benefit all participants in achieving their missions and goals.

Objective 1.2: We will implement a comprehensive, patient-centered delivery model for interdisciplinary and inter-professional care.

Objective 1.3: We will establish an urgent-care facility in North St. Louis, integrated with a proposed Center for Community and Economic Development.

Objective 1.4: We will establish a new Consortium for Health Care Law and Advocacy that will serve as an international hub for improving all sectors of health care—including correctional, maternal, child, public, and behavioral health—through education, scholarship, and advocacy.

**Goal 2:** We will build on our established strengths in the clinical health sciences, with an emphasis on strategically providing expanded access for both the SLU community and the larger community.

Objective 2.1: We will develop differentiated centers of excellence in selected clinical areas, taking advantage of our current areas of excellence as well as the opportunities represented on our campus for expanded interdisciplinary collaboration in patient care, and through affiliated health care networks, to address the fundamental needs of the community.

Objective 2.2: We will seek to develop new relationships with community-based sources of care by expanding the number of clinical-practice placement sites in the community.

Objective 2.3: We will expand and reorganize behavioral health and medical services available to members of the SLU community, developing a “community health center” model for students, faculty, and staff, and expanding wellness programs.
Initiative Four

**Becoming** a catalyst for change in our St. Louis community

*Saint Louis University has been an integral part of the St. Louis community for nearly two centuries, and the University and community have helped to shape one another throughout this history. As the University approaches its third century in St. Louis, there are new opportunities for enriching the relationship, instilling a new spirit of cooperation between the University and the community, and confronting challenging community issues as partners deeply invested in one another’s success.*

**Goal 1:** We will pursue a more active and participative relationship with the community and its residents, focused on its needs and the opportunities for partnerships that will assist in meeting them.

Objective 1.1: We will assess the scope and capacity of SLU’s Center for Service and Community Engagement, then work to strategically expand and build upon its successes.

Objective 1.2: We will work with our community to create and empower a Community Advisory Council that is representative of the areas in which University-community partnerships exist or are established to identify needs, suggest and monitor programs, and evaluate programmatic outcomes.

Objective 1.3: We will develop and keep current a Programs/Initiatives Clearinghouse to track both opportunities identified by the community and SLU as well as joint programmatic activities underway in the community.

Objective 1.4: We will establish an ongoing series of symposia, seminars, and community meetings that focus on issues of joint concern between the University and its surrounding communities, holding these events in both community and University settings.

Objective 1.5: We will expand opportunities for faculty, staff, and students to participate in, and learn to facilitate, intergroup dialogue on critically important social justice issues.

**Goal 2:** We will, in conjunction with the community, develop and implement new approaches to bring University resources into the community setting.

Objective 2.1: We will, as a joint venture, develop and support a multiservice center at a physical location in North St. Louis as the focal point for community programs and services which may include health services, business support services, and educational programs.

Objective 2.2: We will actively seek financial support for the center’s establishment and operations, including incentives required to ensure participation and programmatic success.

**Goal 3:** We will create a new structure in the University that provides a clear focus for research and service activities related to communities and their residents.

Objective 3.1: We will establish an academic Center for Economic and Community Development (CECD) as the focal point for research and dissemination activities related to developing and sustaining viable urban communities.
Objective 3.2: We will develop a plan for the CECD that includes core faculty with particular expertise in urban affairs and development as well as faculty drawn from across the University as participating CECD members.

Objective 3.3: We will designate the CECD as the principal University venue for academic activities with a community development focus.

Goal 4: We will develop a structure and process for guiding the University’s physical development activities that integrate these initiatives with the communities which surround the St. Louis campus.

Objective 4.1: We will establish a Community Development Corporation (CDC) to partner with neighbors in enhancing community relations and community economic development in neighborhoods where the University acquires and/or develops property and real estate.

Objective 4.2: We will support the CDC in its efforts to assure that development in the area, whether by the University or its neighbors, adheres to best practices in urban planning, environmental stewardship, and sustainability.

Objective 4.3: We will develop, through the CDC, a series of principles governing University development and land use activities that respect the desires of residents in the adjacent neighborhoods while meeting the University’s needs.

Objective 4.4: We will develop, fund, and administer through the CDC a revolving, low-interest micro-loan fund to support entrepreneurship in adjacent neighborhoods by parties that launch new business ventures which relate to needs of University faculty, staff, and students.

Objective 4.5: We will charter the CDC to be the vehicle for cooperation with other development entities in the area—e.g., CORTEX and Grand Center.
Becoming…
The Saint Louis University Strategy for the Future

Initiative Five
Becoming a pacesetter in the new global environment

Saint Louis University was among the first American universities to make a commitment to a true global presence with the establishment of a campus in Madrid, Spain in 1967. In addition to providing opportunities for American students to pursue course work while experiencing a different culture, the Madrid campus has become a truly international community, drawing students from 65 countries to its undergraduate and graduate degree programs and course work more generally. Although the Madrid campus is the most visible example of the University’s international commitments, the St. Louis campus has an even broader range of activities that tie the University to the global stage. These range across the spectrum from research projects to academic programs to service activities, and involve every school and college to some degree. These activities provide a strong foundation for extending SLU’s global reach and demonstrating leadership in its areas of strength.

Goal 1: We will create the administrative infrastructure necessary to coordinate international initiatives in an effort to foster, support, and expand SLU’s international instructional, research, and service activities.

Objective 1.1: We will identify a person to oversee coordination of all of SLU’s international academic programs, initiatives, and recruitment.

Objective 1.2: We will form a University-level international-activities steering committee with a broader focus than that of the International Initiatives Committee through which key stakeholders will coordinate international academic initiatives and programs.

Objective 1.3: We will create a Global Ambassadors structure for countries in which SLU has a deep footprint, consisting of faculty-and-student-paired ambassadors who will connect with other faculty, staff, and students who are engaging in a given country or region in order to achieve a coordinated effort and impact.

Objective 1.4: We will create a comprehensive database and interactive map of the University’s global footprint and outreach to make this information accessible to SLU’s communities, prospective members of these communities, alumni, and global partner and collaborator institutions.

Objective 1.5: We will establish an International Jesuit Exchange for Social Justice Policy and Practice to encourage and support individual and collaborative research and curricular collaborations focused on transnational and global equity and social justice.

Goal 2: We will develop programs and activities that facilitate and enhance international involvement on the part of SLU faculty, staff, and students.

Objective 2.1: We will encourage development of coordinated programs of interdisciplinary engagement and partnerships in selected countries, based on the successful Belize 2020 model.
Objective 2.2: We will develop a global enrichment program for faculty and staff, similar to the Reinert Center’s Certificate in University Teaching Skills Program, as a means for enhancing global knowledge and the ability to incorporate global citizenship into curricula and programs.

Objective 2.3: We will incorporate input from and participation by our worldwide alumni base in the development and implementation of all aspects of the University’s global initiatives.

Goal 3: We will strengthen both administrative and programmatic relationships between SLU’s Madrid and St. Louis campuses.

Objective 3.1: We will enhance the role of the Madrid campus as a platform for scholarly collaborations between SLU’s departments and European, North African, Asian, Middle Eastern, and Latin American research programs and universities.

Objective 3.2: We will compare policies between the St. Louis and Madrid campuses at all levels—academic, research, administration, and student life—to identify inconsistencies, amending the policies as appropriate.

Objective 3.3: We will expand the range of academic relationships between the Madrid and St. Louis campuses, including a robust program of faculty exchanges and expanded joint-research opportunities.
Becoming…
The Saint Louis University Strategy for the Future

Initiative Six
*Becoming* the University community our mission calls us to be

*Perhaps the most consistent theme heard in the process that has led to this plan was the broad-based commitment to the Saint Louis University mission expressed by students, faculty, and staff. This commitment sets a high bar for institutional behavior in every aspect of its operations. It challenges us to become the campus community our mission calls upon us to be—open and participative in decision-making; fair and ethical in how we treat one another, respectful of the environment that surrounds us, and careful in our stewardship of the resources provided to do our work. Mission matters—in everything we do.*

**Goal 1:** We will continuously assess the degree to which our employment policies and procedures are structured and administered in a manner consistent with our mission and values.

Objective 1.1: We will develop and implement compensation systems for faculty and staff that align closely with SLU’s articulated values, reflect best practices among peer institutions, and support attracting high-quality, productive individuals to the University—and retaining them.

Objective 1.2: We will conduct a full review of the University’s non-financial benefits, with particular attention to quality-of-life benefits such as intergenerational day care, and develop a five-year plan for making SLU’s non-financial benefits equal to or better than those of peer institutions.

**Goal 2:** We will ensure that all faculty and staff have access to, and take advantage of, structured opportunities both to increase their understanding of the principles of Jesuit education and Ignatian pedagogy and to apply these principles in their daily work.

Objective 2.1: We will make focused programming on Jesuit education, Ignatian pedagogy, and Ignatian spirituality available to new faculty.

Objective 2.2: We will make programming focused on Jesuit education and Ignatian spirituality available to new staff.

Objective 2.3: We will provide regular, recurring access to formation programs and activities for all faculty and staff who have completed introductory programs or who were hired before such programs were established.

Objective 2.4: We will create a faculty fellowship program to support innovative faculty teaching and research in social justice and to design and carry out mission-based research projects and courses.
Goal 3: We will develop and implement an innovative leadership program for faculty and staff that is grounded in Jesuit, Catholic principles as they apply to the complex task of leadership in an academic setting.

Objective 3.1: We will enlist key faculty from across the University in defining and designing a leadership-training program unique to the University’s mission and traditions.

Objective 3.2: We will pilot this program with selected SLU faculty and staff and evaluate its effectiveness in preparing individuals for leadership roles in a Catholic higher-education setting.

Objective 3.3: We will ultimately create a Center for Catholic University Leadership and market its programs to the Catholic higher-education field.

Goal 4: We will create and support a more diverse SLU community—faculty, staff, and students—consistent with our Jesuit heritage, urban location, and global reach.

Objective 4.1: We will actively seek and support faculty and staff who are members of underrepresented populations.

Objective 4.2: We will deploy the resources required to provide support for a diverse student body, including historically underrepresented, non-traditional, and international students who often experience particular challenges in their pursuit of a SLU education.

Goal 5: We will establish and maintain financial and management systems across the University characterized by transparency, efficiency, and responsiveness in revenue generation, allocation, and accountability.

Objective 5.1: We will review existing practices, including SLU’s current resource allocation model, and, to the extent possible, align our systems with the best practices of peer higher-education institutions.

Objective 5.2: We will establish meaningful incentives for interdisciplinary, interdepartmental, and intercollegiate sustainability efforts, including both recognition awards and financial awards.

Goal 6: We will make sustainability a major consideration in all decisions concerning our facilities, our grounds, and our use of resources.

Objective 6.1: We will adopt the Association for the Advancement of Sustainability in Higher Education (AASHE) guidelines for campus sustainability (https://stars.aashe.org/) and commit to a program of continuous improvement of our sustainability profile.

Objective 6.2: We will commit to improving the built environment by becoming a leader in just land use and responsible urban design through the creation of a campus master plan.

Objective 6.3: In conjunction with the master plan, we will assess current classroom designs and develop and implement a phased process for achieving and maintaining state-of-the-art classrooms and laboratories.