

# *Magis*

Saint Louis University's Strategy for the Future

September 2015

# Introduction & Planning Principles<sup>1</sup>

From its founding in 1818, Saint Louis University has been guided by the Jesuit principle of *magis* (Lat. 'more')—achieving more, doing more, being more. This commitment to excellence, to asking more of ourselves as an academic community has also guided this strategic planning process. In addition to our commitment to be ambitious in planning for our institutional future, we have conducted the work that has led to the creation of this document under the assurance that our 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.

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<sup>1</sup> Developed at an inaugural planning retreat on August 13, 2014.

# President's Letter

In the second month of my presidency I convened a representative group of the Saint Louis University community to launch a strategic planning initiative. The group constructed a transparent process that provided opportunities for input to the entire community. The response that day set the tone for nine months of intense and provocative discussion that included hundreds of participants. I am grateful for your embrace of this inclusive process and thankful for everyone who participated. The result is a plan answering the question that sets our course for the future: "What must we become?"

As an institution, Saint Louis University has a rich and productive past. We were born of a pioneering spirit that has propelled the University for nearly two centuries. Our history is one of innovative leadership—in academics, in health and medicine, and in our community. In short, we have long been positioned as one of America's leading research universities. But challenges remain, and enhancements are possible.

Our current conversations call us to recommit ourselves to excellence and innovation. We strive to be a world-class research university and the first choice among the high-quality students, faculty, physicians, staff, and stakeholders we seek to attract. We will achieve this vision with an enduring commitment to a bold path forward. We will be even more nimble, creative, energetic, and ambitious than we have been in the past. Collectively, we will meet the challenges of the times and embrace the opportunities of the future. We will be celebrated as an entrepreneurial organization devoted to the pursuit of truth and a rigorous, values-based Jesuit education that superbly prepares our students for meaningful lives and successful careers. In sum, we reaffirm our dedication to forming accomplished men and women who commit themselves to be for and with others. We dedicate ourselves to ensuring that students of all backgrounds have greater access to the transformative education we provide.

This plan defines how we will carry our responsibilities forward in a rapidly changing and challenging world. The result will be our most talented and diverse student body, the strongest and most diverse community of scholars and health care professionals, and even higher levels of prestige for academic programs and centers than have ever before been achieved in our storied history. We will aspire to preeminence in all to which we commit ourselves.

Through careful and strategic stewardship of our resources, human, physical, and financial, and with a commitment to the principles of shared governance, we dedicate ourselves to the next era of greatness for our university. All we do and espouse to be will be grounded in our Catholic values and Jesuit heritage. And, in this particularly difficult time for the St. Louis region, we explicitly pledge to become even more engaged with the issues with which our community is grappling.

This plan points the way for us to become all of these things . . . and more.

We continue to serve a higher purpose and contribute to the greater good. We are Saint Louis University.

# Who We Are

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

We are a Jesuit university steeped in a 475-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 innovators with an entrepreneurial spirit, devoted to discovery and knowledge creation and committed to finding new solutions to systemic challenges in higher education.

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.

# Our Challenges

The decline in the number of students graduating from high school, combined with the enrollment decline in Catholic primary and secondary schools, has significant implications for the traditional pipeline to Catholic universities.

Rising tuition costs pose a growing barrier to those seeking access to the advantages of a higher education, and indebtedness is a growing burden to graduates. The primary response of higher education—lowering the tuition charged on a case-by-case basis—means less revenue to support the people and activities of the University.

Technology impacts all areas of the University, accelerating expectations and challenging traditional ways of operating while also providing unparalleled opportunities for innovation in education, research, and service.

Students expect institutional investments in technology and other areas of support beyond anything previously experienced.

Seekers of higher education are increasingly heterogeneous, and this diversity requires a broader range of response than in past times.

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

The societal investment in 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 for limited resources inside academe reinforces the need for unique and distinctive solutions.

Decision-making within academic culture is typically slow and deliberative, whereas the realities of the economic environment and societal expectations for higher-education institutions sometimes require a rapid response.

The focus on outcomes has grown stronger in recent decades, from health care to academic-accreditation standards to consumers. Donors, foundations, and government leaders are likely to intensify their focus on accountability in coming years.

A final challenge for a mission-driven, values-oriented, faith-based university is maintaining and nurturing those values and that faith tradition in an increasingly secular environment—a challenge Saint Louis University willingly confronts, and meets, every day.

# Living *Magis*

We will embrace and live our Catholic, Jesuit heritage with enthusiasm, knowing it is fundamental to our identity and success.

We will intensify our efforts to achieve our highest aspirations.

We will be nimble and opportunistic in seeking new and creative ways to bring our Jesuit traditions to bear in the rapidly and ever evolving field of higher education.

We will support our faculty and our health care professionals in their efforts to lead their fields, knowing our reputation is rooted in their excellence and achievement.

We will provide our students with opportunities to excel—in the classroom, the community, athletic competitions, and, ultimately, life—for they are our pride as well as our purpose.

We will deepen the partnerships needed to support more vibrant research and more robust academic programming.

We will continue to expand the scope and impact of our research and scholarship, knowing that our heritage calls on us to explore and contribute to the universe of knowledge.

We will work tirelessly to make a SLU education more accessible and affordable based on our belief that we provide students with the best education available.

We will strive in every way to exceed the expectations of our alumni, parents, supporters, and friends in the knowledge that they expect much of us.

*And*, by doing these things, we will succeed in our ambition to be more fully recognized as one of the nation's premier universities.

# The Five Strategic Planning Initiatives

**Initiative One: Being a National Exemplar of Transformative Educational and Research Excellence**

**Initiative Two: Being a Market Leader in Health Promotion and the Highest Quality Medical Care**

**Initiative Three: Being a Leading Catalyst for Groundbreaking Change in the Region, the Nation, and the World**

**Initiative Four: Being an Innovator and Entrepreneur in All That We Do**

**Initiative Five: Fostering a Culture of Excellence, Effectiveness, and Efficiency Deeply Rooted in Our Institutional Mission and Catholic, Jesuit Values**

## Initiative One: Being a National Exemplar of Transformative Educational and Research Excellence

*Teaching and research are not discrete endeavors at Saint Louis University. Our Jesuit heritage tells us that true academic excellence is best achieved when research-active faculty ensure that students experience transformational learning opportunities in the classroom, in the laboratory, in the community, and through many other means that bring together theory, practice, and cutting-edge information and methodology. This commitment, buttressed by a supportive staff and administration, allows SLU to prepare graduates who are critical thinkers committed to responsible social action as well as strengthen the capacity of the faculty to produce groundbreaking research and scholarship.*

**Goal 1: We will intensify our commitment to excellence in undergraduate, graduate, and professional education as we build upon our Jesuit academic heritage by creating new opportunities to facilitate students' development as leaders and agents of change.**

Objective 1.1: We will be a national and international model in promoting teaching, learning, and research that exemplify discovery, transformative outcomes, and engaged citizenship in a global society.

Objective 1.2: We will position our students to achieve leadership roles in their careers by providing them not only with the requisite knowledge and tools to perform competently but also with the ethical, spiritual, and intercultural understanding needed to act responsibly.

Objective 1.3: We will more clearly articulate the distinctive ways in which SLU's baccalaureate programs, rooted in Jesuit traditions, provide students with the knowledge and dispositions required to successfully tackle 21<sup>st</sup>-century problems.

Objective 1.4: We will improve students' experiential learning by expanding the number of, as well as enhancing, internship opportunities and by better promoting and supporting students' ability both to participate collaboratively in faculty research activities and to engage more fully in socially responsible entrepreneurship.

Objective 1.5: We will enhance students' total academic experience by expanding and enhancing the number of undergraduate learning communities and other cohort groups that build community among diverse student groups.

Objective 1.6: We will expand students' career opportunities by developing and broadening academic programs in areas of student interest and societal need, including enhancement of the University's research and instructional facilities in the STEM disciplines.

Objective 1.7: We will also expand student opportunities by pursuing new learning-centered academic partnerships in our regional, national, and international communities.

**Goal 2: We will continue to embrace excellence in research and scholarship by investing in our faculty and research infrastructure, expanding the level of externally funded research, and promoting the application of scholarly achievements to societal challenges and opportunities.**

Objective 2.1: We will build on SLU's established areas of research strength in the biosciences, STEM disciplines, and other units by supporting productive faculty, recruiting well-established scholars and talented students, and supporting research programs across the disciplines.

Objective 2.2: We will develop other areas of research strength, especially in translational research, by identifying promising scientific and academic initiatives and by actively applying innovative strategies to make our discoveries available and applicable to the broader society.

Objective 2.3: We will advance research discoveries of regional, national, and international significance through synergies and collaborations with regional partners—educational, non-profit, and for-profit—in order to leverage our mutual strengths in support of the quest for new knowledge and societal impact.

Objective 2.4: We will expand opportunities for faculty research as well as institutional competitiveness for external funding by developing our capacities for information technology and data analytic structures that support the creation, analysis, interpretation, and integration of “big data” in areas ranging from the biomedical sciences to health outcomes to the digital humanities.

Objective 2.5: We will extend the scope of SLU's research both by supporting researchers seeking solutions to fraught social issues and by aiding researchers within academic units in which external funding for scholarship is the exception rather than the disciplinary norm.

Objective 2.6: We will more strongly support the commercialization of ideas, creative works, and technologies developed by members of the SLU community and provide financial support and expertise to promote the commercialization of a broad range of University-owned intellectual property.

### **Goal 3: We will enhance the array of support services that facilitate students' transitions into their programs of study and strengthen their rates of retention, graduation, and job placement.**

Objective 3.1: We will expand our capacity to advise, support, and mentor students at all levels as they seek to discern appropriate academic and career pathways and identify the best preparation for their chosen careers.

Objective 3.2: 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 3.3: We will aggressively promote and support programs and activities that enhance the minds, bodies, and spirits of our students.

### **Goal 4: We will increase access for those seeking the transformative power of a SLU education.**

Objective 4.1: We will seek the funding necessary to significantly increase the number and size of student scholarships.

Objective 4.2: We will to the extent possible align our financial aid and allocation model with the best practices of peer higher-education institutions.

Objective 4.3: We will promote diversity in the student population by actively recruiting and supporting those from domestic groups historically underrepresented at SLU as well as those from other countries.

Objective 4.4: We will facilitate students' transition to SLU to complete baccalaureate and advanced degrees by strengthening our relationships with community colleges and minority-serving higher-education institutions.

Objective 4.5: We will develop and expand programs that enhance college readiness through collaboration with K-12 school districts and other educational partners, particularly schools with high percentages of students from historically disadvantaged groups and with low college attendance and degree completion rates.

## Initiative Two: Being a Market Leader in Health Promotion and the Highest Quality Medical Care

*The establishment of SLU's current Medical School in 1903 was the first step toward creating a comprehensive capability in health sciences education, research, and service to the community. No other Catholic, Jesuit 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 Catholic and Jesuit 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 model 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 enhance our position as a leading values-based health sciences and medical care provider, educator, and research institution by forging new relationships with SSM St. Louis and its facilities and programs.

Objective 1.2: We will establish and support other health partnerships and consortia that mutually benefit all participants in achieving their missions and goals.

Objective 1.3: We will build on our commitment to person-centered care by promoting and practicing an approach that embodies the three critical components of such care—an enhanced patient experience, improved population health, and careful attention to the cost of health care.

Objective 1.4: We will be a leader in transformational teaching and learning in the Jesuit/Ignatian tradition, emphasizing a holistic approach to the care of patients in communities.

Objective 1.5: We will extend our efforts to identify and reduce disparities in population health by focusing on the social determinants of health and the importance of interdisciplinary approaches to ameliorating the effects of these determinants.

**Goal 2: We will expand access to clinical services for both the SLU community and the larger community by building on our established strengths in the clinical health sciences.**

Objective 2.1: We will address fundamental health and medical care needs in the community by creating identified centers of clinical excellence that build upon our established strengths.

Objective 2.2: We will expand our involvement with the community's health needs through our partnership with SSM, interprofessional collaboration, and intercultural awareness in patient care.

Objective 2.3: We will strengthen the clinical and experiential components of our health sciences programming by improving patient flow and expanding opportunities for clinical placements in partner facilities.

Objective 2.4: We will become a regional leader in delivering world-class tertiary and quaternary care by employing a compassionate, patient-centered approach at affordable costs and striving for daily improvement in every aspect of patient care.

Objective 2.5: We will promote good health within the SLU community by expanding and reorganizing behavioral-health, wellness, and medical services available to community members.

## Initiative Three: Being a Leading Catalyst for Groundbreaking Change in the Region, the Nation, and the World

*Saint Louis University interacts on a daily basis with its regional and global communities. As the University approaches its third century in St. Louis, there are new opportunities for enriching the relationship between the University and the regional community in which it sits, instilling a new spirit of mutual cooperation and helping, through collaboration, to foster constructive resolutions to challenging issues within the region. But SLU is also among the first American universities to have committed to a true global presence with the establishment of its Madrid campus in Spain in 1967. Today the Madrid campus draws students from more than 65 countries to its undergraduate and graduate degree programs and to course work more generally. Beyond these two sites, the University has a broad range of activities that tie it to the national and global stage. These range from research projects to academic programs to service activities, and involve every school and college to some degree; taken together, these activities provide a strong foundation for extending SLU's reach and demonstrating leadership in an area of institutional strength.*

**Goal 1: We will engage more vigorously with the Greater St. Louis community and its residents, pursuing an active, mutually rewarding relationship focused on the community's needs and the opportunities for partnerships that will assist in meeting them.**

Objective 1.1: We will further align our activities with the St. Louis regional community by working with community members to identify needs, suggest and monitor programs, and evaluate programmatic outcomes.

Objective 1.2: We will support enhanced communications between the University and the community on issues of shared concern and establish formal mechanisms that do so.

Objective 1.3: We will assess the scope and capacity of SLU's Center for Service & Community Engagement to advance community partnerships and strategically build upon its successes.

Objective 1.4: We will track opportunities identified by the community and SLU as well as joint programmatic activities underway in the community by developing and keeping current a programs/initiatives database.

Objective 1.5: We will enrich students' opportunities for educational and personal growth by expanding support for their active involvement in the living-and-learning community that the Greater St. Louis region provides.

**Goal 2: We will demonstrate our commitment to the community by working with it to develop and implement new approaches to bring community-responsive research and scholarly activities into the community setting.**

Objective 2.1: We will work jointly with the community to develop and actively seek support for new research initiatives that respond to identified community needs.

Objective 2.2: We will serve as a focal point for research and dissemination activities related to fostering and sustaining viable urban communities.

**Goal 3: We will develop a process for guiding the University's physical development activities in the context of the communities which surround the St. Louis campus.**

Objective 3.1: We will support 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 3.2: We will partner with our neighbors to enhance community relations and community economic development in areas where the University acquires and/or develops property and real estate.

Objective 3.3: We will articulate principles governing University development and land use activities that respect the desires of residents in adjacent neighborhoods while meeting the University's needs.

**Goal 4: We will foster, support, and expand SLU's global instructional, research, and service activities by creating the organizational infrastructure necessary to coordinate best practices in this growing field.**

Objective 4.1: We will promote University-wide collaboration to advance our global agenda by providing the administrative structure and appropriate technology systems needed to lead and manage SLU's global academic programs, initiatives, and recruitment.

Objective 4.2: We will encourage and support research, expand and enhance study abroad opportunities, and enhance curricular collaborations focused on social justice by aligning our global activities with the Jesuits' global commitment and drawing upon the worldwide Jesuit network.

Objective 4.3: We will promote research programs that address health problems of the developing world and support individual and collaborative research and curricular collaborations focused on transnational and global equity and social justice.

Objective 4.4: We will help broaden interest and participation in global activities by making information about the University's global footprint and outreach accessible to the SLU community, our global partners and prospective partners, alumni, and other interested parties.

**Goal 5: We will develop opportunities for SLU faculty, staff, and students that facilitate and enhance their international engagement.**

Objective 5.1: We will ensure faculty and staff members' preparation for success in a global environment by developing a global enrichment program for them as a means for enhancing global competence and the ability to incorporate global citizenship into curricula and programs.

Objective 5.2: We will enhance our global reach by encouraging development of coordinated programs of interdisciplinary engagement and partnerships in selected countries.

Objective 5.3: We will build upon an institutional strength by incorporating input from, and participation by, our worldwide alumni base in the development and implementation of all aspects of the University's global initiatives.

**Goal 6: We will strengthen the bonds between SLU's Madrid and St. Louis campuses.**

Objective 6.1: We will expand the range of academic relationships between the Madrid and St. Louis campuses, including a dynamic program of faculty exchanges and expanded joint-research opportunities.

Objective 6.2: 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.

## Initiative Four: Being an Innovator and Entrepreneur in All That We Do

*Saint Louis University strives to challenge assumptions, reframe problems, and advance trendsetting methods, including innovative systems of instructional design and program delivery. Although our primary modes of educational practice proceed from our being a residential Catholic, Jesuit research university, we embrace transformational changes that have the potential to facilitate the learning of current students and assist the University to extend high-quality, accessible higher education to future generations and into new educational markets. We are similarly committed to expanding the University's socially responsible entrepreneurial reach on behalf of the institution, members of the SLU community, and humanity.*

**Goal 1: We will provide our students, and those who teach them, with a powerful learning-technology environment both to facilitate learning and to prepare them for employment in an increasingly technological workplace.**

Objective 1.1: We will extend the University's educational reach by supporting a collaborative approach to instructional-technology usage and learning-space design that enables innovative methods of creating and transmitting knowledge in the physical and digital classroom and laboratory.

Objective 1.2: We will empower our faculty, staff, and students in their use of learning technologies by providing individualized support and professional-development programs.

Objective 1.3: We will implement state-of-the-art technologies to engage students in academic and co-curricular activities that are optimized for the devices they use.

**Goal 2: We will adopt and promote new models of educational design, program delivery, and market development, especially insofar as these paradigms address current challenges to the traditional higher-education business model, which are largely driven by affordability and access concerns.**

Objective 2.1: We will expand the opportunities offered to adult and executive learners and promote lifelong learning as integral components of our educational model.

Objective 2.2: We will meet the increasing demand for post-baccalaureate levels of expertise in our knowledge economy by expanding opportunities for graduate study in areas of societal need.

Objective 2.3: We will explore the development of new course-level forms of online instruction, especially in professionally oriented courses and/or courses in which the instructional modalities can maintain the social dimension of the learning process.

Objective 2.4: We will explore the creation of targeted programs that utilize online instruction to provide students from a broad array of disciplines the background required to pursue professional programs with a prerequisite educational core.

Objective 2.5: We will enhance student learning through more extensive engagement with online instruction as a complement to classroom-based instruction.

Objective 2.6: We will seek to expand our educational reach by becoming a learning partner for organizations with differentiated employee development needs.

Objective 2.7: We will help optimize instructional effectiveness by developing and implementing a phased process for achieving and maintaining state-of-the-art facilities.

**Goal 3: We will create new opportunities for members of the SLU community to foster their socially responsible entrepreneurial interests.**

Objective 3.1: We will place a university-wide emphasis on entrepreneurship, promoting collaboration between academic leadership and faculty to create innovative, scalable approaches to multidisciplinary collaboration across the University, focused on entrepreneurial thinking and learning.

Objective 3.2: We will promote student entrepreneurship, integrating educational, research, and outreach activities into programs that motivate, educate, and mentor students to bring their ideas to market.

**Goal 4: We will utilize SLU's athletics programs as a strategic asset in increasing the visibility of the SLU brand and the prestige of the University nationally and regionally.**

Objective 4.1: We will increase our applications for enrollment and enhance our fundraising by capitalizing on the national visibility of Billiken athletics.

Objective 4.2: We will contribute to the University's academic excellence through the high levels of academic success our student-athletes achieve.

Objective 4.3: We will use Billiken athletics to further cultivate institutional pride and to strengthen town-and-gown relations with the metropolitan and regional communities.

## Initiative Five: Fostering a Culture of Excellence, Effectiveness, and Efficiency Deeply Rooted in Our Institutional Mission and Catholic, Jesuit Values

*Perhaps the most consistent theme heard in the process that has led to this plan is 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 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 ensure an employment environment that is consistent with our values and which supports our efforts to sustain a mission-aligned faculty and staff of the highest quality.**

Objective 1.1: We will pursue an approach to faculty and staff compensation that aligns closely with SLU's articulated values, reflects best practices among peer institutions, and allows us to attract high-quality, productive individuals to the University and retain them.

Objective 1.2: We will assure that our employees' benefits are consistent with our mission and with best practices in the higher-education community.

**Goal 2: We will provide structured opportunities for all faculty and staff to increase their understanding of Jesuit educational principles and values in order to apply them in their daily work.**

Objective 2.1: We will make participation in innovative higher-education leadership programs grounded in Catholic, Jesuit principles and their application available to all faculty and staff.

Objective 2.2: We will make appropriate formation programming on Jesuit education, Ignatian pedagogy, and Ignatian spirituality available to new and continuing faculty and staff.

Objective 2.3: We will promote a culture of service among members of the SLU family, reflecting the Catholic, Jesuit values and principles that define our history and our future, and extending not only to our students and other stakeholders but also to one another.

**Goal 3: We will become a more diverse and inclusive community.**

Objective 3.1: We will create and maintain an inclusive community by respecting the inherent dignity of each person and embracing people for the diversity of their identities, including race, ethnicity, sex, age, ability, faith, orientation, gender, class, and ideology.

Objective 3.2: We will actively recruit and retain a more diverse faculty and staff across all disciplines, with an emphasis on underrepresented and international populations.

**Goal 4: We will sustain our ability to carry out our academic mission by establishing and maintaining financial and management systems across the University characterized by subsidiarity, transparency, effectiveness, efficiency, and responsiveness in revenue generation, allocation, cost containment, and accountability.**

Objective 4.1: We will ensure that our programmatic and administrative procedures allow SLU to establish and sustain fiscally positive University operations.

Objective 4.2: 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 4.3: We will recognize effective interdisciplinary, interdepartmental, and intercollegiate efforts by establishing a system of meaningful incentives for such work.

**Goal 5: We will apply the Jesuit concept of care for creation to our stewardship of the environment on our campus and in our community.**

Objective 5.1: We will honor the environment, making sustainability and program needs major considerations in all decisions concerning our facilities, grounds, and use of resources.

Objective 5.2: We will, while also reviewing and addressing issues of campus accessibility, 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.

**Goal 6: We will strengthen our internal and external communications capabilities and effectiveness.**

Objective 6.1: We will support interdisciplinary and inter-campus cohesiveness within the SLU community by improving our internal communications capacity to celebrate and promote collaboration across the University.

Objective 6.2: We will enhance our ability to tell the story of our accomplishments to the larger communities of which we are a part by developing and implementing a dynamic communications strategy that emphasizes up-to-date modalities.

Objective 6.3: We will routinely assess the effectiveness of internal and external communications modalities and make adjustments in the use of these modalities to address the specific populations we wish to reach.