

A photograph of the Saint Louis University archway and the main building in the background. Five students are walking across the foreground. The archway is black with gold lettering and a circular seal at the top. The building is a large, multi-story structure with many windows and a central entrance with arches.

2022-2027

STRATEGIC PLAN

EXECUTIVE SUMMARY

SAINT LOUIS UNIVERSITY  
SCHOOL OF MEDICINE





# Message from the Dean

Welcome to the **2022 – 2027 Saint Louis University School of Medicine Strategic Plan**. This plan was updated in Spring 2025 to reflect our progress to date, while maintaining the goals and objectives developed in 2022.

This plan draws from our strength as a School of Medicine and addresses our opportunities in the years ahead. The plan is the result of conversations and input from community members across the School of Medicine. Thanks to the many faculty, chairs, and thought leaders who contributed and refined our goals, objectives, and strategies, and who will work in the years ahead to help us realize this vision.

This plan draws from the Saint Louis University mission and aligns with Magis: Saint Louis University's Strategy for the Future.

This plan comes at a key inflection point for our School of Medicine.

The School of Medicine's partnership with SSM Health Care has steadily grown since 2015 when SSM acquired SLU Hospital. On July 1, 2022, the SLUCare faculty practice fully integrated, becoming the academic medical group of SSM Health, and on July 1, 2023, our residents and fellows became SSM-SLU graduate medical trainees. This integration is growing our **clinical practice**, improving our ability to recruit clinical faculty, and providing support toward education and research.

As the first medical school west of the Mississippi, the School of Medicine has a long tradition of excellence in medical school and graduate **education**. Medical education is rapidly evolving; we must innovate our methods and facilities to prepare our learners for success.

The School of Medicine's basic, translational, and clinical **research** has grown slowly in recent years. Now is the time to focus on our faculty investigators, mentor and support faculty on their research trajectory, and strengthen our research operations. We must nurture research and scholarship.

Grounded in Jesuit values, we serve our **community**. The St. Louis region faces challenges of poor health indicators, education, poverty, and racism. The regional Community Health Needs Assessment conducted by SSM Health identified key health priorities of behavioral health, obesity and chronic conditions, high-risk pregnancy/women's health, and violence/injury prevention. The School of Medicine continues to work for health equity and the well-being of our neighbors.

Through all this work, the School of Medicine must continue the path of caring for our people. We need **visionary leaders** from within and without, and we must be **wise stewards** of our human and financial resources. Together, we will achieve excellence as a leader in advancing the health of our people, through our research, education, patient care, and community engagement.



Christine K. Jacobs, M.D.  
Gerald A. Maguire M.D. and Joanne S. Maguire *Cura Personalis* Dean  
Vice President for Medical Affairs  
Saint Louis University School of Medicine





**Committed to  
health innovation.  
Inspired by the  
Jesuit tradition.**

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Saint Louis University School of Medicine is guided by more than 175 years of tradition. Grounded in Jesuit values. Inspired by the future of medical education and research. We train physicians and scientists for our region and nation.

Chartered in 1836, the School of Medicine awarded the first medical degree west of the Mississippi River. Since then, we have focused on what lies ahead- educating future physicians, conducting medical research, providing health services nationally and internationally, and serving our community with advanced healthcare.

Led by our experienced faculty, the School is a pioneer in organ transplantation, chronic disease prevention, cardiovascular disease, neurosciences, vaccine research and beyond. For the last two years, SLU School of Medicine has been recognized by US News and World Report as Tier 1 medical school for primary care.

We are committed to recruiting students from all backgrounds, motivated to lead the way in their fields and passionate about serving others.



# Our Mission and Values

The mission of the Saint Louis University School of Medicine is the pursuit of excellence in education, research, clinical care, and community engagement through professional development, collaboration and social justice.



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## Core Values

### ***Cura Personalis***

Care for the whole person, rooted in the Ignatian principle that God created us to do good in the world, and embracing the humanity in all.

### **Scholarship**

Delivering transformative education and creating new knowledge.

### **Discovery**

Research, scientific inquiry, and the application of that knowledge.

### **Equity**

Striving for justice, fairness, and varied perspectives in our education, research, and service to the community.

### **Collaboration**

Partnership across Saint Louis University, SSM and the wider community.



# Strategic Goals

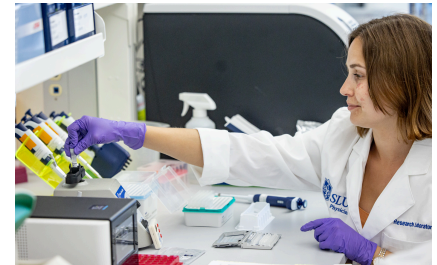


## Goal 1 – Education

SLU SOM will be an academically excellent, innovative, and engaging educational environment for learners and faculty, grounded in scientific method and commitment and service to others.

## Goal 2- Research

SLU SOM will be the home of research excellence in clinical, translational, and basic science, creating transformative knowledge that will strengthen our academic mission and positively impact the health and well-being of the population.

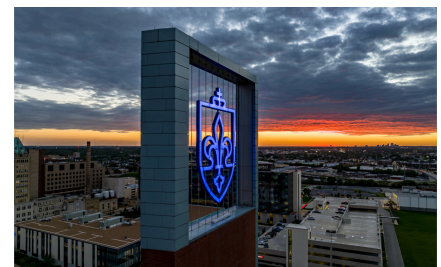


## Goal 3 – Clinical Care

SLU SOM will be a premier academic health care destination for the St. Louis region and the SSM referral network.

## Goal 4 – Mission-Driven Culture

In keeping with the mission of Saint Louis University, as a Jesuit institution grounded in Ignatian spirituality and values, SLU SOM will be a place where everyone is welcomed, respected, and supported, so that we may be a community-responsive leader, working in partnership to reduce health inequities and improve the health and well-being of the St. Louis region. We will be distinguished by our commitment to *cura personalis*, (care for the whole person), being people with and for others, and walking with the excluded.



## Goal 5 – Leadership and Organization

SLU SOM will achieve its educational, research, clinical and service missions with a supportive culture and effective leadership, while being an excellent steward of its people and resources.

## Goal 6 – Image and Reputation

SLU SOM will rise in national reputation, be known as a leader in medical education and scholarship and be a provider and employer of choice.



# EDUCATION



SLU SOM will be an academically excellent, innovative, and engaging educational environment for learners and faculty, grounded in scientific method and commitment and service to others.

- Continue full accreditation of undergraduate (medical school) and graduate (residency) medical education.
  - Recruit and support Underrepresented in Medicine students and residents.
  - Increase the SLU medical school and residency graduates practicing in our region.
  - Transition residencies to “SSM Health/Saint Louis University” sponsorship. (Completed July 1, 2022)
  - Support and grow Masters and PhD programs.
  - Strengthen faculty development and recognition in medical education.
  - Establish a state-of the art education and interdisciplinary simulation center that will engage, challenge and support students, residents and fellows, faculty, multidisciplinary and community healthcare providers.
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# RESEARCH

SLU SOM will be the home of research excellence in clinical, translational, and basic science, creating transformative knowledge that will strengthen our academic mission and positively impact the health and well-being of the population.

- Increase basic, translational, and clinical research.
  - Significantly grow external (NIH) funding and clinical trials within 5 years, supporting SLU’s Carnegie 1 aspiration.
  - Create Clinical Research Units for research operations.
  - Engage SSM in our research and become the clinical trials partner of SSM.
  - Increase the number and diversity of research faculty.
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# CLINICAL CARE



SLU SOM will be a premier academic health care destination for the St. Louis region and the SSM referral network.

- Ensure SLUCare long term growth, market expansion and sustainability as the academic practice of SSM Health.
  - Improve and create structures for more consistent wellbeing of healthcare providers.
  - Ensure faculty engagement in clinical practice decision-making and operations.
  - Establish SLUCare Physician Group as a leader in clinical quality within SSM.
  - Engage with SSM Health to promote equitable health care delivery.
  - Strengthen the SSM academic and community medical group practices as rich training environments for medical and interdisciplinary trainees.
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## Mission-Driven Culture

In keeping with the mission of Saint Louis University, as a Jesuit institution grounded in Ignatian spirituality and values, SLU SOM will be a place where everyone is welcomed, respected, and supported, so that we may be a community-responsive leader, working in partnership to reduce health inequities and improve the health and well-being of the St Louis region. We will be distinguished by our commitment to cura personalis, (care for the whole person), being people with and for others, and walking with the excluded.

- Enable a climate of safety and trust for learners, faculty, and staff.
  - Recruit faculty, staff, and learners that reflect the communities we serve.
  - Train and prepare our learners to serve as culturally humble physicians, scientists, and healthcare providers for the communities we serve.
  - Provide faculty and staff with learning opportunities that encourage effective and compassionate care and service for the whole person.
  - Improve affordability of medical education to students from a wide range of backgrounds.
  - Support the academic and social success of students from all backgrounds.
  - Strengthen community connections and develop new ones to address the health needs of people in medically underserved communities.
  - Increase faculty and learner involvement in community outreach projects.
  - Ensure that SLU SOM research agenda considers community benefit.
  - Develop and support programs that promote a culture of belonging among learners, faculty, and staff.
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# Leadership and Organization



SLU SOM will achieve its educational, research, clinical and service missions with a supportive culture and effective leadership, while being an excellent steward of its people and resources.

- Increase philanthropic support of the School of Medicine.
  - Strengthen organizational infrastructure to promote transparency, accreditation, professionalism, accountability, shared governance, wellness, and stewardship.
  - Ensure the SOM has strategic, visionary leaders that advance its mission.
  - Create a SOM wellness program
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## Image and Reputation

SLU SOM will rise in national reputation, be known as a leader in medical education and scholarship and be a provider and employer of choice.

- Be known as a leader in:
    - Medical education and scholarship to increase medical school, residency, and graduate student applicants.
    - Research across key areas of excellence. ◦ Academic medical care in the St. Louis region.
  - Be known as a best place to work to attract top faculty and staff candidates.
  - Promote a culture that embraces advances in technology and emphasizes communication.
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SCHOOL OF MEDICINE

