Magis

September 2015

Introduction & Planning Principles¹

From its founding in 1818, Saint Louis University has been guided by the Jesuit principle of *magis* 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 stak 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.

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.

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.

core mission:

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.

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,

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

T 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

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

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

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.

Initiative Four

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

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.

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