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September 2015

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Introduction &
Planning Principles
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From its founding in 1818, Saint Louis University has been guided by the Jesuit
principle of magis /DWoPRUHpuachieving 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 stakHLQ6/8pVIXWXUHDQG
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, RIIHULQJLQGLYLGXDOVDQGRUJDQL]DWLRQVLQYHVWHGLQ6/8pV
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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 Developed at an inaugural planning retreat on August 13, 2014.

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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.

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We are an extended familyustudents, faculty, staff, and alumniusharing 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.

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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 educationulowering the tuition charged on a case-by-case basisu
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.

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The Five Strategic

Planning Initiativ es

Initiative One: Being a National Exemplar of

Transformative Educational and Research

Excellence

Initiative Two: Being a Market Leader in Health

Promotion and th e Highest Quality Medical Car e

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 Fiv e: Fostering a Culture of Excellence,

Effectiv eness, and Efficiency Deeply Rooted in Our

Institutional Mission and Catholic, Jesuit Values

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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,

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Initiative Two: Being a Market Leader in Health
Promotion and the Highest Quality Medical
Care
TKHHVWDEOLVKPHQWRI6/8pVFXUUHQW0HGLFDO6FKRROLQ 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
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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.

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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
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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

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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.

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Initiative Four

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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 6欀楮朠⁁㐨欩㠰〷〰〵㘰〰〠ㄠㄹㄶ〠〠㔮㤠呭ഊ‱㤴䈱㤴䘱㤴㡭ഊ‱㤴䌾ⴵ㘰〴㘹ㄶ〠〠㔮㤵㔮㤵㔮㤵㈾㔶〰㑁⸹㔵⸹⁔洍ਰ⡫⤸〶〠〠㔰〰㔶〰⁔洍ਰ‰‵⸹⁔洍‵⸹㔶洍ਠㄹ㔵⸹⁔洍਷ㄹ㐸洍㑁㸭欀熕鰀ၐᒘ塨䍂͂蚇ስ㻢ሻ０ŲɆ爴‴⡥曫㸁ᦐ⑏ሻꟚ틡⎿듥晴㯴⑀Ƥ緤껲ጹ䍧⍂͂匥曫０ŲɆ爴‴┴鹖溿䄯ᜫᜠ⑱ᥠ㭅庱ᖔ䈑㌴教繒幇䋧䘔⍔ጒ䓤㐐쀗′織푴ꊧ屆喗䟡⟤刔ꄄ䘑颬杖稔䫣ꑎ婈㩍ꓤ⺴⑏ᭆᒱ黦乜䗑�圀攀㌲ഊ䕔വ㘠眀愀‱㔾㸠䉄䌠焍ੂ名ਯ䘲‱㈠呦ഊㄠ㜰‱‷㈮〲㐠㜱㐮㤶⁔洍ਰ⁧ഊ嬨伩㌨扪⤭㐨㔲㔩琱楡᜙ᄀ倂㨀娙䰀伀䘀䬙䠀倂㠀瀀䘀䠀䘀圀䬙䠀倂䬙䰀䪔놕伀伀扪㕔ഊ䈵楮愠攀爀獨礀椀潮琀攀†⽐⁲攀⸀
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Go al 4: We will sustain our ability to carr y out our academic missi on b y e stablis hin g and

main tain ing fi nancial and manag ement s ystems across the Uni versity cha racteriz ed by

subs idi arity, transparen c y, eff ectiven ess, effi ciency, and respons ivene ss in reven ue

gene ration, all ocation , cost containment, and a ccountability.

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