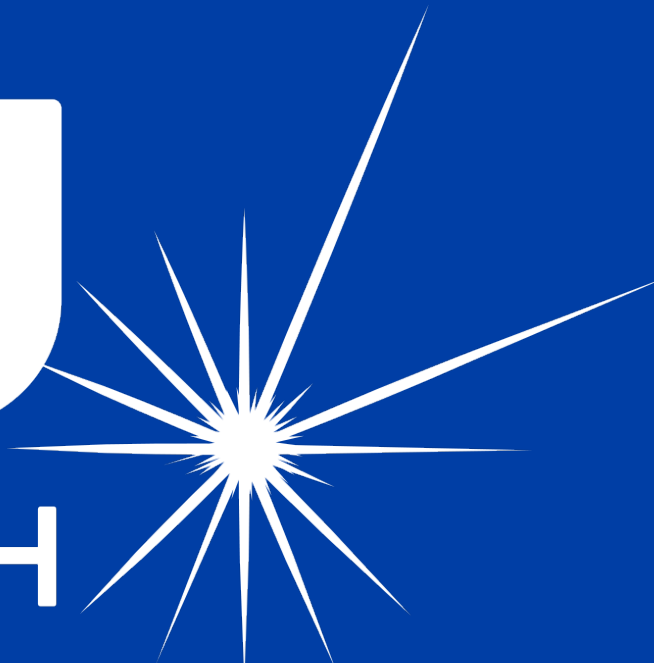


SLU

RESEARCH



Igniting Discovery, Transforming Lives

DRAFT Five Year Research Growth Plan, 2022-2027



Vision: SLU as a Preeminent Jesuit Research University in St. Louis

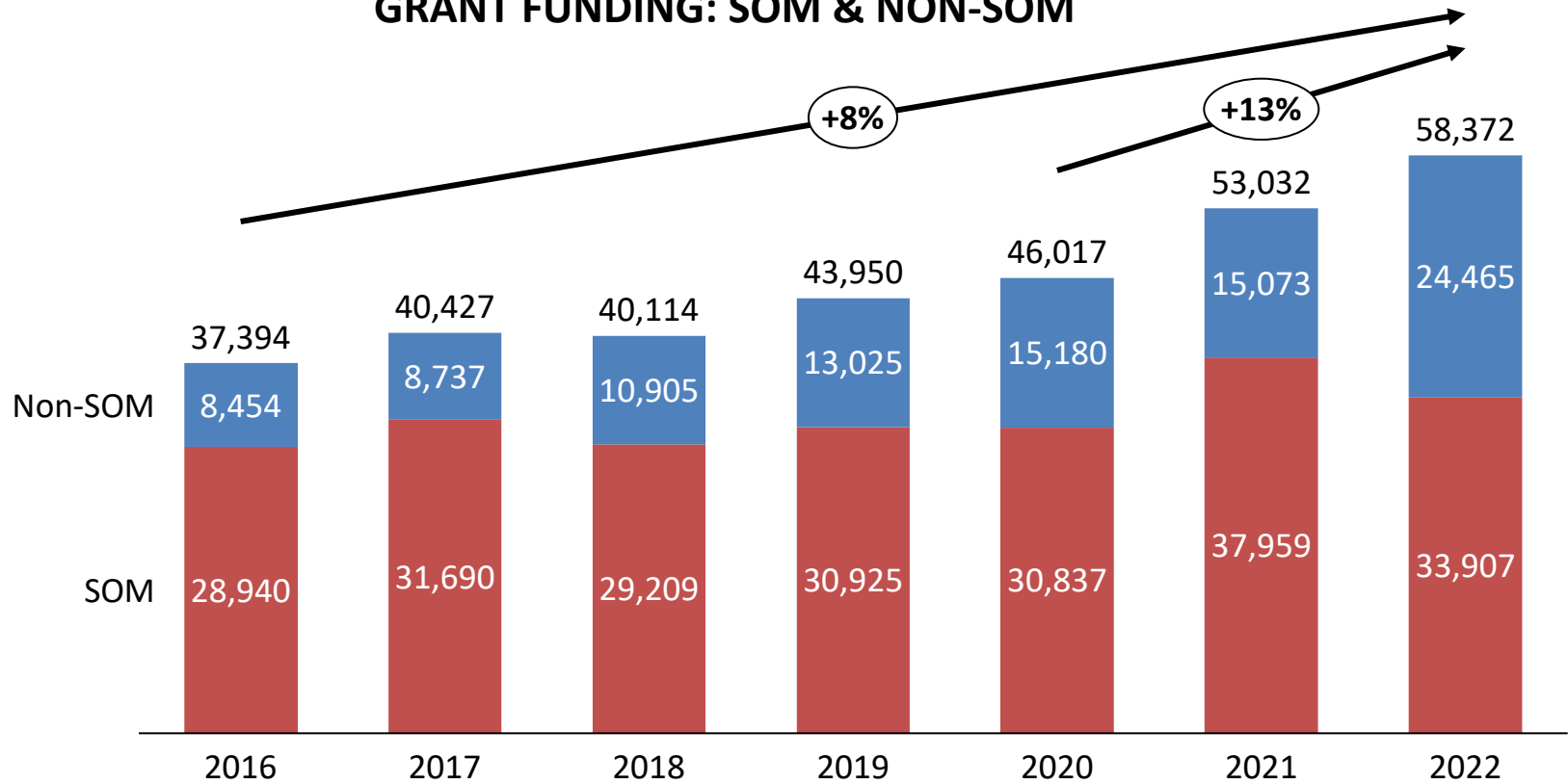
- 21st century **CARNEGIE 1** research university grounded in SLU's Jesuit mission
- Rooted in **ST. LOUIS** as an **ANCHOR INSTITUTION**, generating research, innovation, and talent to fuel the region's knowledge economy
- **DISTINCTIVE**, top-ranked **RESEARCH STRENGTHS** that address the needs of our city, nation, and world
- **INNOVATIVE PARTNERSHIPS** with universities, investors, companies, community, and civic organizations
- Enhanced **RESEARCH REPUTATION** drives overall metrics on faculty recruitment, student enrollment, clinical care, and philanthropy

SLU RESEARCH ACCOMPLISHMENTS FROM 2016-2022

- Culture Change – Support, Expectations, Identity
 - Enhanced research support – strategy, grants, seed funding, computing, innovation
 - 4 Research Councils supporting Scholarship, Health, Science & Engineering, Medicine
 - Thinking of ourselves and acting like a growing research university
- Research Institute Gift
 - RI-funded hires and retentions, outstanding new faculty recruited across SLU
 - Investments in faculty, research staff, and infrastructure across all disciplines
 - RI Fellows appointments
- Big Ideas & Centers
 - 8 University-wide, interdisciplinary, faculty-driven, collaborative Institutes
 - Leadership and prominence in Vaccine Development, especially during Covid
 - Legacy gift to create the Taylor Geospatial Institute, eight university consortium led by SLU
 - \$10M Humanities Endowment
- External Perception of SLU as Research University
 - Heightened STL regional profile, partnerships, impact
 - RI Annual Impact Report, RI website, researcher accomplishments
- Growth in Scholarly & Scientific Impact and Research Expenditures
 - Book and article publication steadily increasing; prestigious faculty awards and appointments; Scholarly Works awards created; Spark Grants, Research Opportunity Funds created to catalyze high impact scholarship and science
 - 8% CAGR overall, 22% CAGR outside School of Medicine, \$21M/year in additional research expenditures and growing

SLU RESEARCH EXPENDITURES, 2016-2022

GRANT FUNDING: SOM & NON-SOM



SLU RESEARCH: 2022-2027

ACHIEVING ESCAPE VELOCITY



2027 VISION FOR RESEARCH AT SLU

By 2027, the experience of being a researcher at SLU will be characterized by:

Vibrant Research Environment

- An intense, radically interdisciplinary, diverse intellectual environment made up of mission-driven, collaborative, ambitious faculty, research staff, and students
- Excellent physical and computing research infrastructure together with skilled support staff
- High expectations and recognition for research excellence together with appropriate teaching loads for highly productive researchers

Outstanding Research Support

- Talented staff support for exploring new ideas; finding collaborators and building research programs; finding, applying for, and managing grants; compliance and research integrity
- Expertise in finding diverse federal, philanthropic, and industry funding; building innovative collaborations with external entities; generating impact through publishing, publicizing, and commercializing

Heightened Research Profile & Reputation

- Enhanced regional and national reputation for SLU as one of the leading Catholic research universities, on par with Boston College, close to Georgetown and Notre Dame
- Recognition for SLU's distinctive top-ranked research strengths that are internally and externally resourced, inclusive, impactful, and accountable
- Recognition for SLU's preeminent individual scholars and scientists

FIVE YEAR PLAN: 2022-2027

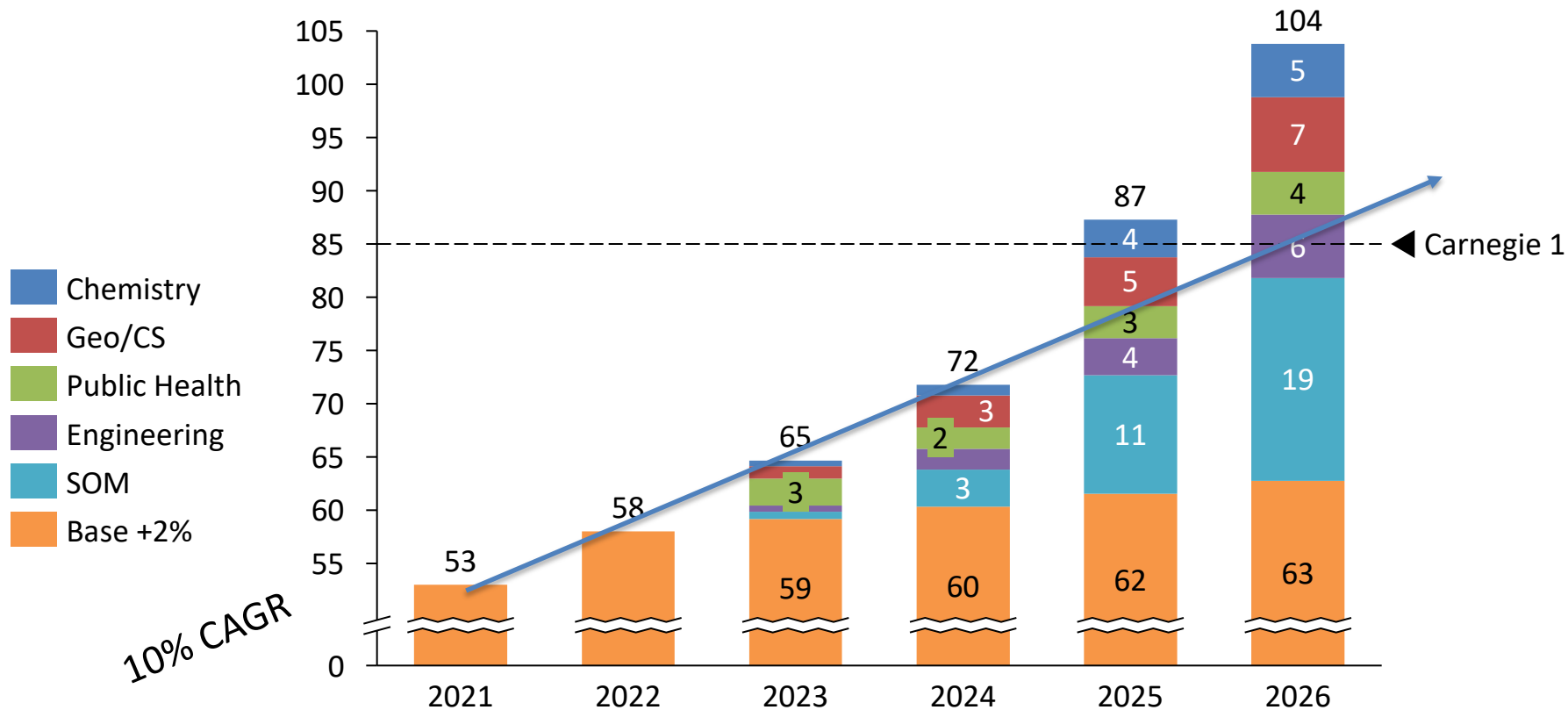
STRATEGIES

1. Accelerate Hiring & Retaining Research Intensive Faculty
2. Grow Research Strengths: *Centers of Excellence*, Growth Areas
3. Establish Research Growth as a SLU-wide Priority
4. Solidify SLU's Role as a Leading St. Louis Research University

ENABLING ELEMENTS

- A. Increase Faculty Research Support
- B. Enhance Research Philanthropy
- C. Aggressively Market SLU Research
- D. Pursue SLU Innovation

SLU RESEARCH PATH TO CARNEGIE 1



In the 2021 review, there were 39 private R1 universities – next Carnegie classification reviews are in 2024 and 2027

STRATEGIES: 1. RESEARCH INTENSIVE FACULTY

Accelerate critical mass of high research-intensive faculty

- Strategic hiring in growth areas and Centers of Excellence, signature hires in key areas
- Transparent and measurable expectations for research productivity for TT faculty along with graduated teaching and service
- Recognize, support, and celebrate top researchers as RI Fellows and Endowed Professors
- Land 90% of our top faculty candidates, and retain 90% of our best researchers

STRATEGIES: 2. RESEARCH STRENGTHS

Big Ideas Institutes / University-wide *Centers of Excellence*

- Grow Big Ideas through sustainable budget models including grant and enrollment revenue, IDC recovery, philanthropy, educational programs

College-Level *Centers of Excellence*

- Implement designation process to solidify existing strengths
- Implement RI-College collaborations to incubate future centers
- Support roll out of \$10M Humanities Endowment

Research Growth Areas

- Prioritize and invest in areas with high potential for growth in research funding and scholarly eminence

Prioritize for faculty hiring, fundraising, communications

STRATEGIES: 3. RESEARCH GROWTH AS A SLU-WIDE PRIORITY

Accomplishing SLU's full research vision - and fully realizing its benefits - requires engagement and close collaboration across many parts of the university

- Make research an essential element of **SLU's brand** for students, faculty, alumni, donors, and patients
- Fully integrate research into the SLU **student experience** through enrollment, research opportunities, mentoring, and career opportunities
- Strengthen **clinical research** and **basic-clinical collaborations** in partnership with SSM Health
- Ensure nimble research-related **policies and practices** to allow researchers to seize opportunities

STRATEGIES: 4. SOLIDIFY REGIONAL LEADERSHIP ROLE

Solidify SLU as a preeminent research university in the St. Louis region - delivering the talent, research, innovation, clinical care that drives the region's knowledge economy

- Position SLU as **St. Louis' lead research, talent, and innovation resource** for companies, civic and community organizations, and VC investors
- Serve as applied research **partner with the City and County** on health disparities, K-12 education, and inclusive prosperity
- Serve as lead university for **regional priorities** (e.g. Geospatial Science, Advanced Manufacturing) and collaborate closely with regional research institutions

ENABLING ELEMENTS: A. RESEARCH SUPPORT

Build on research support enhancements from the past five years to address ongoing gaps and build capacities needed for continued growth

- Expand **research support staffing** in parallel with SLU's growth, and expand training and policy programs in research compliance and safety
- Work with Deans and Associate Deans to **create Colleges' five year research plans** including priorities, growth objectives, and support needs
- Invest in **research computing** capacity and staff expertise to make scalable and accessible for every discipline
- Create multi-year **research capital fund** and prioritization process for investments in infrastructure and space

ENABLING ELEMENTS: B. PHILANTHROPY

Build on momentum generated by \$600M campaign, \$50M Research Institute gift, and Taylor Geospatial Institute legacy gift to accelerate fundraising capacity for research and innovation priorities

- Potential Priorities
 - School of Science & Engineering
 - School of Medicine
 - Big Ideas Institutes & College *Centers of Excellence*
 - SLU Innovation
- Subpriorities
 - Endowed Professorships
 - Endow Research Institute
 - Student & Postdoc Support

ENABLING ELEMENTS: C. AGGRESSIVELY MARKET SLU RESEARCH

Build multi-channel marketing and communications strategies to raise SLU's regional and national profile as an emerging research powerhouse.

- Develop and execute strategies that promote research success stories and initiatives, faculty profiles and accomplishments across multiple channels including:
 - SLU and RI Websites
 - PR/Earned Media
 - Social Media
 - Print Materials (*i.e. Annual RI Impact Report*)
 - Direct (email)
 - Internal/External Events

Results drive reputation and awareness which enhances student enrollment, faculty recruitment, grant funding, partnerships, clinical care, and philanthropy.

ENABLING ELEMENTS: D. SLU INNOVATION

Position SLU as a university leader in innovation to enhance efforts to recruit the most talented researchers and students and to build partnerships with companies and investors

- **Connect and coordinate** SLU's programs and leaders in entrepreneurship, commercialization, industry partnerships, and career services
- **Expand entrepreneurship training** for students and faculty and **facilitate access** to seed funding, mentors, and capital
- Evaluate **processes, policies, and contract templates** to expedite entrepreneurship and industry collaborations
- Build expansive **Anchor Industry Partnerships** for talent, research, innovation collaborations
- Utilize the **COLLAB @ Cortex** space for showcasing SLU's innovation assets

FIVE YEAR RESEARCH GROWTH METRICS

Track key research growth metrics as SLU-wide priority and shared responsibility to achieve Carnegie 1 by 2027

- 10% Annual Growth in Expenditures - \$100M by 2026
 - 8% 2016 to 2022, 13% 2020 to 2022 - Currently \$58M
- Top 100 PIs average \$600k per year
 - Currently \$455k (was \$323k in 2016)
- 160 PIs with more than \$100k/year
 - Currently 107 (was 92 in 2016)
- 6 Institutes/Centers with grant expenditures over \$5M/year and/or ranked in top 5
 - Currently 4 – Taylor Geospatial Institute, Center for Vaccine Development, Center for Health Law Studies, Center for Medieval & Renaissance Studies (2 in 2016)
- 120 Faculty one standard deviation above disciplinary mean (RI Fellows)
- 150 Undergraduates engaged in Summer Research programs (new)
- Further Scholarly Metrics in development