2022-2027 STRATEGIC PLAN

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, 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 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 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 wellbeing 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
and Vice President for Medical Affairs
Saint Louis University School of Medicine

ABOUT SAINT LOUIS UNIVERSITY

Founded in 1818, Saint Louis University (SLU) is one of the nation's oldest and most prestigious Catholic institutions. Rooted in Jesuit values and its pioneering history as the first university west of the Mississippi River, SLU offers nearly 13,000 students a rigorous, transformative education of the whole person. At the core of the University's community of scholars is SLU's service-focused mission, which challenges and prepares students to make the world a better, more just place.

The Mission of Saint Louis University is the pursuit of truth for the greater glory of God and for the service of humanity.

The University seeks excellence in the fulfillment of its corporate purposes of teaching, research, health care and service to the community. It is dedicated to leadership in the continuing quest for understanding of God's creation and for the discovery, dissemination and integration of the values, knowledge and skills required to transform society in the spirit of the Gospels.

As a Catholic, Jesuit university, this pursuit is motivated by the inspiration and values of the Judeo-Christian tradition and is guided by the spiritual and intellectual ideals of the Society of Jesus.

In support of its mission, the University:

- Encourages and supports innovative scholarship and effective teaching in all fields of the arts; the humanities; the natural, health and medical sciences; the social sciences; the law; business; aviation; and technology.
- Creates an academic environment that values and promotes free, active and original intellectual inquiry among its faculty and students.
- Fosters programs that link University resources to local, national and international communities in collaborative efforts to alleviate ignorance, poverty, injustice and hunger; extend compassionate care to the ill and needy; and maintain and improve the quality of life for all persons.
- Strives continuously to seek means to build upon its Catholic, Jesuit identity and to promote activities that apply its intellectual and ethical heritage to work for the good of society as a whole.
- Welcomes students, faculty and staff from all racial, ethnic and religious backgrounds and beliefs and creates a sense of community that facilitates their development as men and women for others.
- Nurtures within its community an understanding of and commitment to the promotion of faith and justice in the spirit of the Gospels.
- Wisely allocates its resources to maintain efficiency and effectiveness in attaining its mission and goals.

ABOUT SAINT LOUIS UNIVERSITY SCHOOL OF MEDICINE

In living the mission of Saint Louis University, the School of Medicine (SLU SOM) has a long tradition of excellence in education, research, clinical care, and community engagement. Chartered in 1836, the School of Medicine has the distinction of awarding the first medical degree west of the Mississippi River.

Education

SLU SOM includes 720 medical students and over 650 residents in 62 Accreditation Council for Graduate Medical Education (ACGME) accredited graduate medical residencies and subspecialty residencies, and over 100 graduate students. Our educational approach embraces active learning building upon our basic, translational and clinical research; the provision of patient-centered, compassionate, culturally competent health care; and engagement with the community through public service. Grounded in an understanding of the scientific method and our exceptional appreciation for personal commitment and service to others, these educational experiences prepare individuals for careers and leadership roles in medicine and the biomedical sciences. Graduate education includes over 400 students in Biochemistry and Molecular Biology, Molecular Microbiology and Immunology, Pharmacology and Physiology, Anatomy, Health Data Science, Medical Family Therapy, Medical Science and Anesthesiology Assistant. The Continuing Medical Education (CME) office serves physicians regionally and nationally with Conferences/Symposiums/Activities and regularly scheduled Series. SLU SOM partners with nursing and allied health colleagues for interprofessional education.

Research

The School of Medicine is an active center of basic, translational, and clinical research, including the legacy of Dr. Edward Doisy, Department of Biochemistry professor and Chairman from 1923 to 1965, who was awarded the Nobel Prize for his discovery of vitamin K. As one of ten NIH-funded vaccine research institutions, SLU's Center for Vaccine Development has conducted groundbreaking research on the H1N1 influenza vaccine, Zika virus, and has been a key leader in Covid-19 vaccine trials. In addition to basic research strengths in Biochemistry and Molecular Biology, Pharmacology and Physiology, and Microbiology and Molecular Immunology, the School of Medicine is the home of the SLU Liver Center, the Institute for Translational Neuroscience, the Institute for Drug and Biotherapeutic Innovation (IDBI), the Stephen C. Peiper and the Zi-Xuan Wang Institute for Vaccine Science and Policy (IVSP). Robust population and data research leaders include the Advanced HEAlth Data (AHEAD) Research Institute, the Department of Health and Clinical Outcomes Research, and the Department of Family and Community Medicine.

Clinical Care

SLUCare Physician Group, the academic clinical practice, started in 1995, has more than 740 health care providers in hospitals and medical offices throughout the St. Louis region. In 2015, SLU SOM entered a partnership with SSM Health St. Louis which resulted in SSM Health acquiring SLU Hospital, and in 2020 the new SSM Health SLU Hospital, Saint Louis University Hospital, 356-bed research, and academic medical center opened. On July 1, 2022, the partnership between SSM Health and SLU SOM strengthened when SLUCare Physician Group became the academic medical group of SSM Health. The faculty of SLU SOM practice at SLU Hospital, SSM Cardinal Glennon Hospital, SSM St. Mary's Hospital, and over 50 locations across Missouri and Illinois. SLU SOM is the academic partner of the 4-state SSM Health system.

Mission and Community Engagement

Faculty, learners, and staff of SLU SOM embrace *Cura Personalis*, the ideal of care for the whole person. Our hospitals and clinics serve a wide-ranging urban population. Principles of social determinants of health and health equity are integrated into medical education. Through Health Resource Outreach, medical and other health students provide care to the community with a mobile health clinic van. Faculty and staff volunteers and medical students engage in extensive community service. SLU SOM is committed to being a welcoming and supportive place for faculty, staff, learners, and our neighbors in the community.

MISSION

Mission of Saint Louis University School of Medicine:

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.

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

VISION

Saint Louis University School of Medicine will be the school of choice for learners, educators, and investigators for excellence in teaching, research, and healthcare, with a commitment to improving the health of all in our community.

- **SLU SOM will be an academically excellent, innovative, and community-responsive educational environment for learners, faculty, and community physicians**. The medical school will admit academically excellent students, particularly those with an affinity for our mission, and for our region. Medical students will have early clinical experiences, will rate their clinical experiences highly and will successfully enter postgraduate programs. Graduate medical education will provide excellent training experiences for residents and fellows. Graduate students will be equipped with the knowledge and skills for successful careers. A state-of-the-art education and interdisciplinary simulation center will engage students, residents and fellows, faculty, multidisciplinary and community healthcare providers.

- **Saint Louis University School of Medicine (SLU SOM) will be a site for research excellence in clinical, translational, and basic science**. The SOM research enterprise will be a laboratory of innovation, structured for strategy and growth. Within these 5 years, NIH funding in the SOM will grow with both new hires and the support of current researchers. Centers of Excellence in the clinical and basic science departments will thrive and grow. The institutes – the Advanced HEAlth Data (AHEAD) Research Institute, Institute for Drug and Biotherapeutic Innovation (IDBI), the Neuroscience Institute, and the Stephen C. Peiper and Zi-Xuan Wang Institute for Vaccine Science and Policy (IVSP) – will mature and be joined by new centers of innovation. Basic and translational research, and clinical trials that investigate innovative treatments, will strengthen the academic mission. Effective research operations will support varied investigators, who will train a new generation of scientists.

- **SLU SOM will be a leader in improving the health status of the St Louis region, and together with SSM, will be the premier health care destination for the St. Louis community and the SSM referral network.** As part of SSM Health, SLUCare will provide excellent specialty care, building on a base of strong primary care and relationships with the SSM Healthcare network. SLU SOM will be the leader in training the next generation of physicians for our region. Pathway programs will attract students from the region, particularly under-resourced communities to our inclusive educational environment. SLU researchers will be at the forefront of understanding the complexity of the biomedical, behavioral, and social determinants of health. With colleagues across the University, SSM and community partners, SLU will join the effort to shrink the health inequities of our region. SLU SOM will continue service outreach to the community

- **SLU SOM will be guided by strategic and visionary leadership**, with a rising national reputation. SLU SOM departments will be led by strong, engaged leaders with a focus on excellence in scholarship and community commitment. Permanent department chairs will be appointed to fill interim roles. The SOM website will present a strong front door for the

SOM. Faculty will have competitive compensation that enables the choice of an academic career. Clinical faculty will be supported in research and scholarly inquiry. Growth in alumni engagement and development will provide resources to enable the strategic vision for education, research, and community engagement.

5 YEAR GOALS

Goal 1 – Education

SLU SOM will be an academically excellent, innovative, and engaging educational environment for learners and faculty, grounded in the 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.

Goal 1 – Education

Goal:

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.

General Objectives:

1. Increase our focus on scholarship, learning and the integration of knowledge.
2. 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.

Educational Areas of Focus:

- Undergraduate Medical Education
- Graduate Medical Education
- Graduate Student Education
- Continuing Medical Education

Undergraduate Medical Education (UME)

Objectives:

1. Achieve full accreditation after the 2024-25 LCME visit (achieved).
2. Improve educational excellence in three pillars: basic, clinical and health systems science.
3. Foster a positive and effective learning environment.
4. Engage SSM in our teaching and learning mission.
5. Decrease student indebtedness.
6. Ensure that medical students have the tools and resources to make successful career choices.
7. Expand and provide additional clinical experiences for pre-clerkship and clerkship students.
8. Increase the number of SOM medical school graduates practicing in our region.
9. Increase percentage of accepted students who matriculate to SOM.
10. Ensure that graduating medical students are well-prepared for residency.
11. Establish a program for faculty development and recognition in medical education.

Strategies:

1. Collaborate with SSM to increase clinical training sites.
2. Maximize the post-baccalaureate program.
3. Increase scholarships for medical students.
4. Increase student recruitment and outreach.

5. Structure early career advising for medical students.
6. Support specialty advising for students.
7. Strengthen the learning community program.
8. Increase pre-clerkship active learning and early clinical experiences.
9. Continue to revise preclinical curriculum.
10. Outreach and admit trainees with mission or regional connection.
11. Build a Health Education Center for active learning and multidisciplinary simulation.
12. Expand faculty recognition.
13. Develop faculty distinction pathways.

Graduate Medical Education (GME)- All as SSM-SLU Residencies after July 1, 2023.

Objectives:

1. Transition residencies to "SSM Health/Saint Louis University" sponsorship (achieved).
2. Ensure that all residency programs are fully ACGME accredited.
3. Align and right-size GME programs with the educational and clinical strategies of the partnership
4. Increase program director and program coordinator retention.
5. Increase faculty teaching skills.
6. Increase faculty and trainee scholarship.
7. Increase SLU residency graduate retention at SLU, SSM and in the region.
8. Increase SLU medical student graduate matriculation into SLU GME programs.

Strategies:

1. Ensure appropriate number of teaching faculty in collaboration with SSM.
2. Ensure appropriate staffing for GME office and programs.
3. Effectively address ACGME citations and areas of concern.
4. Increase training sites for residents.
5. Establish mentorship program for program directors and program coordinators.
6. Increase professional development opportunities for GME leaders, faculty, and staff.
7. Develop education curriculum and evaluation criteria for faculty.
8. Establish the Center for Lifelong Learning.
9. Create a GME leadership pipeline.
10. Establish a career ladder for program coordinators.
11. Provide opportunities for education in research methodologies.
12. Establish clinical research mentorship.
13. Continue GME taskforce for program size recommendations.

Graduate Student Education

Objectives:

1. Increase educational opportunities for biomedical PhD students.
2. Increase educational opportunities for Medical Family Therapy students.
3. Increase educational opportunities for post-baccalaureate students.
4. Continue MD PhD program.
5. Increase breadth of graduate programs.
6. Increase graduate student wellness.

Strategies:

1. Increase research faculty.
2. Identify funding opportunities to enable all graduate program growth.
3. Increase external funding for biomedical graduate students including RO1, T and F grants.
4. Increase Medical Family Therapy class enrollment.
5. Increase funded laboratory placements for biomedical graduate students.
6. Include graduate students in SOM-wide wellness programs.
7. Implement MS in Medical Science post-baccalaureate program.
8. Implement Anesthesiology Assistant program.

Continuing Medical Education (CME)

Objectives:

1. Increase and expand range and quality of CME programs.
2. Ensure all relevant standards of accreditation are met or exceeded.
3. Build collaborations to enhance the effectiveness of the CME program in addressing community/population health issues.
4. Provide Maintenance of Certification (MOC) offerings.

Strategies:

1. Increase accreditation of departmental offerings.
2. Create and utilize new simulation labs for CME.
3. Provide CME On-Demand to an internal and external audience using the ON24 platform.
4. Enhance CME activities related to faculty development and wellness.
5. Achieve Reaccreditation.
6. Assess and implement selected MOC Part II.

Goal 2 – Research

Goal:

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.

Objectives:

1. Increase basic, translational, and clinical research.
2. Significantly grow external (NIH) funding within 5 years.
3. Double clinical trials within 5 years.
4. Improve the environment for research, including policies, research infrastructure and core facilities.
5. Decrease approval time for research proposals.
6. Improve IT platforms that support research to enable greater efficiency and interoperability.
7. Foster research collaboration across departments.
8. Create Clinical Research Units to provide support for all clinical research (achieved).
9. Engage SSM in our research and become the preferred clinical trials partner of SSM.
10. Ensure mentoring and education for researchers.
11. Enable research protected time for clinical faculty.
12. Increase the number and range of research faculty.
13. Strengthen and standardize investigator training.
14. Support engagement in innovation.

Strategies:

1. Improve Infrastructure and Operations
    a. Redesign Clinical Trials Office workflows.
    b. Refine study feasibility assessment guidelines
    c. Collaborate with IRB for process improvement.
    d. Create Clinical Research Units with the staff to propose and execute externally funded research.
    e. Create a clinical trials website and registry.
    f. Assess and ensure sufficient research personnel staffing.
    g. Provide training and career advancement for research personnel.
    h. Develop policies and procedures for equipment acquisition, use and maintenance.
    i. Collaborate with SLU Research Computing to improve computing infrastructure.
    j. Enable research dashboards for grant tracking.
    k. Improve websites across departments to showcase research.

2. Increase Research Faculty
    a. Plan and support strategic hiring and startups within departments.
    b. Increase the number of funded basic science researchers.
    c. Increase the number of funded clinical researchers.
    d. Grow the AHEAD Institute, the IDBI, IVSP and Neuroscience Institute.
    e. Recruit faculty who obtain external funding in Centers of Excellence (Neuroscience, Vaccine, Metabolic).
    f. Prioritize investment in areas of greatest impact.
3. Support Investigators
    a. Create an investigator mentoring program.
    b. Provide scientific writing and editing services for faculty.
    c. Establish a policy for protected time for clinical researchers.
    d. Update the research compensation plan for basic and clinical researchers.
4. Collaborations and Innovation
    a. Renegotiate the Research Services Agreement with SSM- completed May 1, 2024.
    b. Fully utilize Institute for Clinical and Translational Science (ICTS) for support of junior investigators.
    c. Develop a geospatial health proposal
    d. Increase use of pilot funding mechanisms including ICTS.
    e. Implement education and training in new technology and intellectual property protection.
    f. Streamline and support commercialization process.
    g. Develop and expand innovative cores.
5. Education
    a. Support graduate students (see Education goal).
    b. Establish a clinical research seminar series.
    c. Provide and ensure study conduct training for investigators.
    d. Design and implement student training program

Goal 3 – Clinical Care

Goal:

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

Objectives:

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

Strategies:

1. Develop a 3-5-year faculty growth plan for SLUCare Physician Group- completed October 2024.
2. Develop a joint wellness program with SSM.
3. Strengthen SLU role in Clinical Programs.
4. Collaborate for effective communication across SLU and SSM.
5. Implement SLUCare and SSM Medical Group combined quality committee.
6. Evaluate and align SOM, GME and allied health training needs with clinical training sites.
7. Expand SSM clinical training with benefits to educators.
8. Strengthen recruitment incentives for trainees.

Goal 4 – Mission-Driven Culture

Goal:

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 to walking with the excluded.

Objectives:

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

Strategies

1. In accordance with LCME objectives, provide training for cultural humility of medical students.
2. Climate
    a. Increase the uptake of Women in Medicine and Science (WIMS) programs and activities.
    b. Provide mission-aligned education, training, and social opportunities for faculty and staff.
    c. Create and support affinity groups for faculty and staff.
    d. Support departmental liaisons.
    e. Support SOM-wide student affinity groups.
3. Recruitment
    a. Support and grow pathway projects for students from the region.
    b. Grow partnerships with partner colleges and universities within our region.
4. Education
    a. Support medical student service learning.
    b. Support the Community Health Track Distinction for medical students.
5. Service
    a. Increase the Health Resource Outreach programming
    b. Operate a mobile clinic in partnership with community stakeholders and organizations
6. Wellness

a. Incorporate wellness into policies and procedures.
b. Support the Wellness Program Task Force

Goal 5 – Leadership and Organization

Goal:

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.

Objectives:

1. Increase philanthropic support of the School of Medicine.
2. Create organizational infrastructure that promotes transparency, accreditation, professionalism, accountability, shared governance, wellness, and stewardship
3. Ensure the SOM has strategic, visionary leaders that advance its mission.

Strategies:

1. Development
    a. Develop and execute a capital campaign.
    b. Strengthen corporate and foundation engagement.
    c. Establish SOM engagement accountable to Dean.
    d. Establish "engagement" protocols between SSM and SOM.
    e. Engage faculty to identify and engage with donors.
    f. Strengthen SOM alumni communication and database.
    g. Issue SOM Annual Report for potential donors and alumni, e.g. “Grand Rounds".
2. Organizational Infrastructure
    a. Create a SOM Faculty Manual.
    b. Update SOM Constitution and Bylaws.
    c. Create a clinical track for faculty promotion.
    d. Ensure SOM policies and procedures are up to date and posted.
    e. Develop workload policy.
    f. Update SOM webpage to include administrative offices.
    g. Build communication and engagement between SLU and SSM faculty and staff.
    h. Create an Office of Graduate Studies.
    i. Develop SLU-SSM professionalism standards and training.
    j. Prioritize financial resource allocation.
3. Leadership
    a. Fill all department chair positions.
    b. Create an internal leadership pipeline.
    c. Develop retention strategies for faculty and staff.
    d. Create professional development programs.
    e. Develop medical education certificate program and academy of educators

Goal 6 – Image and Reputation

Goal:

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.

Objectives:

1. Be known as a leader in medical education and scholarship to increase medical school, residency and graduate student applicants.
2. Be known as a leader in research across key areas of excellence.
3. Be known as a leader in academic medical care in the St. Louis region.
4. Be known as a best place to work to attract top faculty and staff.
5. Cultivate and promote core strengths in urban health, informed by our mission.
6. Capitalize on our existing talent and our national and international reputations in research and clinical care.
7. Promote a culture that embraces advances in technology and emphasizes communication.

Strategies:

1. Conduct Research on SOM brand and key audiences.
2. Develop brand direction and usage guidelines for current branding of SOM/SLUCare/SSM.
3. Improve SOM website presence
4. Improve social media presence.
5. Promote research as a key area of excellence.
6. Improve print/digital outreach to alumni and donors.
7. Develop messaging architecture to engage with key audiences.
8. Employ a communication strategist.
9. Redesign Grand Rounds magazine.