



2023

STRATEGIC PLAN
ANNUAL REPORT

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.

- 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 diversity in our education, research and service to the community
- COLLABORATION Partnership across Saint Louis University, SSM and the wider community

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I am pleased to present the inaugural annual report of the Strategic Plan for the Saint Louis University School of Medicine, describing our progress in 2023.

In 2022, we developed our comprehensive five-year strategic plan, crafted through extensive discussions and input from stakeholders in the School of Medicine. Faculty, department chairs and thought leaders played a crucial role in contributing to and fine-tuning our goals, objectives and strategies. The strategic plan was approved by the SLU Board of Trustees in December 2022.

Our vision is clear: Saint Louis University will be the school of choice for learners, educators and investigators for excellence in teaching, research and health care, with a commitment to improving the health of all in our diverse community.

This bold and ambitious plan focuses on seven goals for transformational advancement in education and research. Backed by these goals, SLU School of Medicine will be:

- 1. EDUCATION:** An academically excellent, innovative and engaging educational environment for learners and faculty, grounded in scientific method and commitment and service to others.
- 2. RESEARCH:** 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.
- 3. CLINICAL CARE:** A premier academic health-care destination for the St. Louis region and the SSM referral network.
- 4. DIVERSITY, EQUITY AND INCLUSION:** A place where everyone is welcomed, respected and supported.
- 5. COMMUNITY ENGAGEMENT:** A community-responsive leader, working in partnership to reduce health inequities and improve the health and well-being of the St. Louis region.
- 6. LEADERSHIP AND ORGANIZATION:** Achieving its educational, research, clinical and service missions with a supportive culture and effective leadership while being an excellent steward of its people and resources.
- 7. IMAGE AND REPUTATION:** Rising in national reputation, known as a leader in medical education and scholarship – and a provider and employer of choice.

Through this work and in the years ahead, the School of Medicine must continue the path toward excellence as a leader in advancing the health of our people, through our education, research, patient care and community engagement. Thank you for joining us as we celebrate the progress of the past year and look forward to the future.



CHRISTINE K. JACOBS, M.D., FAAFP

Vice President of Medical Affairs and Dean of the School of Medicine



A CLEAR VISION AND A BOLD PLAN

Saint Louis University School of Medicine's five-year strategic plan is focused on making SLU the school of choice for medical students and educators, known for its academic and research excellence, as well as its commitment to improving the health of our community.

To make this vision a reality, the plan is supported by seven transformational goals in the areas of Education, Research, Clinical Care, Diversity, Equity and Inclusion, Community Engagement, Leadership and Organization, and Image and Reputation. Each goal has its own progress markers, and each plays an integral role in moving the School of Medicine forward.



Saint Louis University School of Medicine will be an **academically excellent, innovative and engaging** educational environment for learners and faculty, **grounded in scientific method**, and in **commitment and service to others**.

MAKING THE GOAL OF EDUCATION EXCELLENCE A REALITY THROUGH ENHANCED CURRICULA AND NEW ACADEMIC OPPORTUNITIES



In its effort to modernize and inspire an ongoing passion for patients among the next generation of physicians, SLU introduced three **Pillars of Undergraduate Medical Education**, which serve as guideposts for the hands-on, holistic medical education we provide our undergraduate students.

IMPROVING EDUCATION BY ENHANCING OUR STUDENT WELLNESS AND CAREER MENTORING OFFERINGS

The medical student wellness center opened in April 2023

Hired a new Assistant Dean of Student Affairs whose role includes a renewed focus on career advising and mentoring

Planning is underway for successful reaccreditation in Fall 2024

Standardized a patient program resourced for increased diversity and training

Doubled high-fidelity simulation capacity for students

PRECLINICAL CURRICULUM 01

Implemented active learning

Early clinical experience of M1 students rotating with M3s

A shortened preclinical curriculum of 18 months allows for earlier clinical experience

The standardized patient program has expanded to a greater diversity of patients

CLINICAL CURRICULUM 02

Earlier third-year clerkships allow for the exploration of specialties

HEALTH SYSTEMS SCIENCE CURRICULUM 03

Prepares students for the practice of medicine by exploring Social Determinants of Health, Business of Medicine and more



2023 BY THE NUMBERS

THE 2023 ENTERING CLASS:



178 STUDENTS

6,078 APPLICATIONS



96% STEP 1 PASS RATE

3.8 OVERALL UNDERGRADUATE GPA

99% STEP 2 PASS RATE

13 FIRST-GENERATION COLLEGE STUDENTS

60 ATTENDED SLU UNDERGRAD



GRADUATE MEDICAL EDUCATION:

690 RESIDENTS & FELLOWS

361 PH.D., MASTER'S AND M.D./PH.D. CANDIDATES

BIOMEDICAL CORE PROGRAM: **8 first-year Ph.D. students**

BIOCHEMISTRY & MOLECULAR BIOLOGY: **15 Ph.D., 2 M.D./Ph.D.**

MOLECULAR MICROBIOLOGY & IMMUNOLOGY: **11 Ph.D., 6 M.D./Ph.D.**

PATHOLOGY: **1 Ph.D.**

PHARMACOLOGY & PHYSIOLOGY: **14 Ph.D., 1 M.D./Ph.D.**

MEDICAL FAMILY THERAPY: **25 M.A., 13 Ph.D.**

HEALTH DATA SCIENCE: **241 M.S.**

HEALTH OUTCOMES RESEARCH: **4 Ph.D.**

ANATOMY: **9 M.S., 1 Ph.D.**

MEDICAL ANATOMY & PHYSIOLOGY POST BACCALAUREATE PROGRAM: **10**

96%

7-YEAR BOARD-CERTIFICATION PASS RATE

GRADUATE MEDICAL EDUCATION

On July 1, 2023, SLU residents and fellows became SSM Health/Saint Louis University School of Medicine residents and fellows, completing the integration of SLU School of Medicine clinical care with SSM Health, while maintaining our SLU academic identity.

GRADUATE STUDENT EDUCATION

- Students in the Biomedical Graduate Program (Biochemistry and Molecular Biology, Molecular Microbiology and Immunology, and Pharmacology and Physiology) distinguished themselves with multiple publications and training grants.
- The Master of Science in Health Data Science program in the Department of Health and Clinical Outcomes Research added 147 new international students in 2023.
- The Graduate Program Advisory Council convened to focus on graduate student services and curriculum.

42 CME SEMINARS

65 CME RECURRING PROGRAMS

OVER 40% BIOMEDICAL PH.D. STUDENTS WITH EXTERNAL FUNDING

KRISTINA DZARA, PH.D., M.M.SC.





SPOTLIGHT

THE CENTER FOR EDUCATOR DEVELOPMENT, ADVANCEMENT AND RESEARCH: DEVELOPING OUR FACULTY AND ENCOURAGING EDUCATIONAL COLLABORATION

Under the leadership of Dr. Kristina Dzara, Assistant Dean, Scholarly Teaching and Learning, the mission of the Center for Educator Development, Advancement and Research (CEDAR) is to champion the use of evidence-based teaching and learning practices, develop faculty as educators across the Undergraduate Medical Education, Graduate Medical Education, Graduate Education and Continuing Professional Development continuum – and support collaborative educational scholarship.



SLU School of Medicine 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.

- 
STAGE 1: PATH TO RECOVERY
 To encourage and invest in committed PIs
- 
STAGE 2: INCREASE PRODUCTIVITY
 To boost programs of funded PIs
- 
STAGE 3: RETAIN SUCCESS
 To assist and maintain successful programs/PIs
- 
STAGE 4: FACULTY MENTORING
 Mentoring system that will guide/support (new) faculty

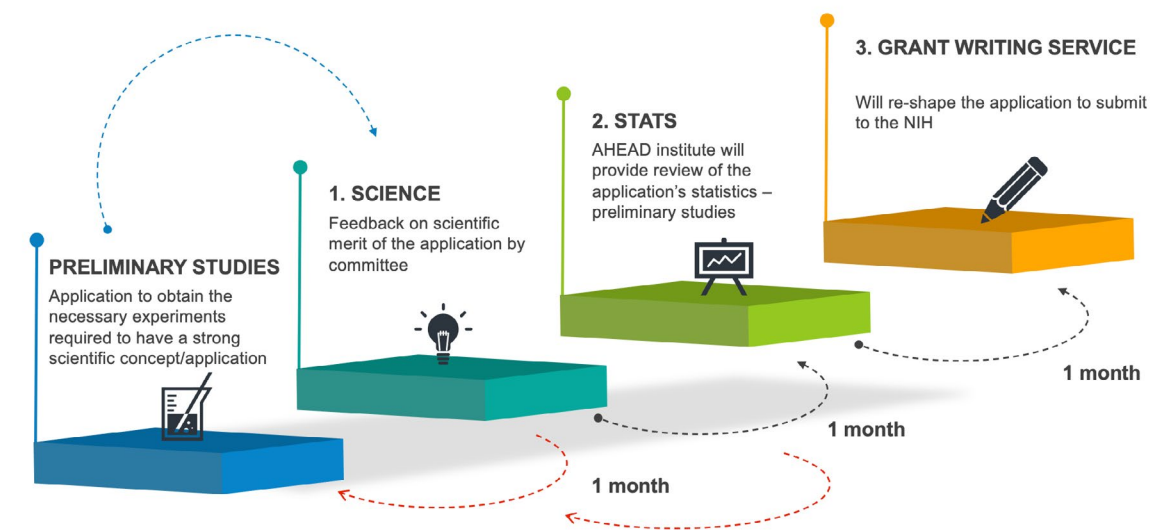
PURSUING OUR GOAL OF RESEARCH EXCELLENCE THROUGH NEW PARTNERSHIPS AND INITIATIVES

CLINICAL TRIALS

The Clinical Trials Process Improvement team, a collaboration between the School of Medicine Clinical Trials Office and University research operations, decreased project proposal approval time from 153 to 58 days.

GRANT INCUBATOR PROJECT

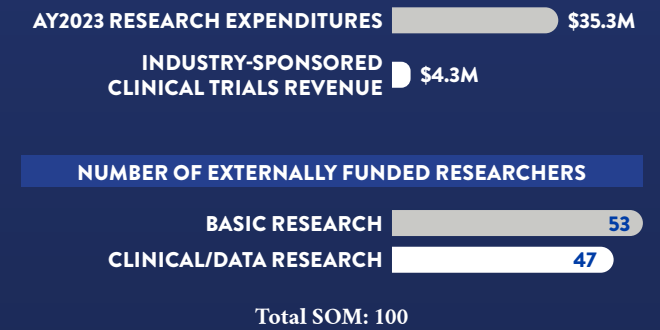
The Grant Incubator project reinvigorated funding for previously successful researchers.



SPOTLIGHT

NEWLY RECRUITED RESEARCHERS BRING IN VALUABLE FUNDING

Newly recruited SLU researchers in Biochemistry and Molecular Biology, Pharmacology and Physiology, Molecular Microbiology and Immunology, Psychiatry, and Family and Community Medicine brought in impressive external funding. From 2021 through 2023, SLU School of Medicine recruited 15 research faculty across 6 departments. Those faculty have already generated external funding, including 10 NIH grants.



THE CENTER FOR VACCINE DEVELOPMENT: CELEBRATING 30 YEARS OF SUCCESS

SLU School of Medicine's Center for Vaccine Development is one of ten Vaccine Treatment and Evaluation Units in the U.S. In 2023, the Center celebrated its 30th year in operation, with accomplishments including:

- Vaccine development for Covid, influenza, Mpox and TB
- Completed over 100 clinical studies involving more than 100,000 volunteers

SLU INVESTIGATORS

SLU investigators are members of the Institute for Clinical and Translational Science, in partnership with Washington University and University of Missouri.

MAKING A DIFFERENCE THROUGH DATA

The Advanced HEALth Data (AHEAD) Institute assists SLU investigators from various fields and disciplines with an extensive virtual data warehouse and biostatistical expertise for research that will improve patient and population health.



LEARN MORE ABOUT
DATA-DRIVEN INNOVATION
AND RESEARCH AT SLU
<https://bit.ly/3SW9blz>

INSTITUTES

CENTER FOR VACCINE
DEVELOPMENT



SPOTLIGHT

SLU CONFERENCE ON ARTIFICIAL INTELLIGENCE FOR MEDICINE

In 2023, SLU School of Medicine partnered with the SLU School of Science and Engineering to co-host a conference on Artificial Intelligence for Medicine. The one-day event for SLU faculty, staff and students featured topics including AI in Health Care, Medical Imaging and AI Research.



THE INSTITUTE FOR TRANSLATIONAL NEUROSCIENCE

The Institute for Translational Neuroscience (ITN) brings together researchers and clinicians throughout Saint Louis University who share a common interest in neuroscience. ITN serves as a center for organizing and fostering the development of neuroscience basic and clinical research, and its application to wider populations.



LEARN ABOUT
THE WORK OF THE
INSTITUTE FOR
TRANSLATIONAL
NEUROSCIENCE
<https://bit.ly/3TeTM1d>



LEARN ABOUT SLU FACULTY
SUPPORT OF STUDENT
RESEARCHERS
<https://bit.ly/3uO1zJN>

SOM STUDENTS ARE EXCITED ABOUT RESEARCH:

- 170** Medical students participated in the Distinction in Research program in AY23
- 143** Medical students participated in research electives in AY23
- 150** Students attended the American Physician Scientist Conference at SLU



AI in Health Care



AI is transforming medicine

Medical Imaging



Medical imaging could accelerate treatment

AI Research



AI and medical research holds limitless benefits

INTERNAL PILOT FUNDING JUMPSTARTS SLU RESEARCHERS

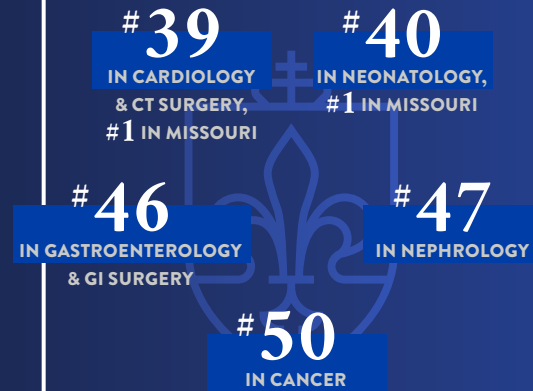
- President's Research Fund
- Health Research Council
- Research Planning Committee
- Just-In-Time grants



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

BECOMING THE AREA'S LEADING ACADEMIC HEALTH-CARE DESTINATION WITH THE SUPPORT OF NEW FACULTY, ACADEMIC INITIATIVES AND MORE

The annual U.S. News & World Report Best Children's Hospitals national rankings reaffirm our pediatricians' dedication to our community and its children:



SLU School of Medicine and SLUCare are committed to reaching the goal of being the premier academic health-care destination for the St. Louis region and the SSM referral network, and in 2023 the School took vital steps forward with the addition of new faculty, support for faculty and learners, and clinical expansion of the academic practice.



SPOTLIGHT

RECOGNIZED FOR OUR POSITIVE IMPACT ON CHILDREN'S HEALTH CARE: CARDINAL GLENNON RECEIVES NOTABLE RANKINGS

SSM Health Cardinal Glennon Children's Hospital is dedicated to supporting and continually improving processes and systems to ensure its young patients receive excellent health-care services.

"This is a tremendous recognition. For us, it's not only about the skill and the quality of our doctors and nurses- it's also about the processes and systems we have put in place to help us deliver outstanding care."

- ANDREW WHITE M.D., ROBERT W. WILMOTT ENDOWED PROFESSOR, CHAIR OF PEDIATRICS, AND PEDIATRICIAN-IN-CHIEF AT SSM HEALTH CARDINAL GLENNON CHILDREN'S HOSPITAL





FACULTY GROWTH IN 2023

SLUCare Physician Group increased by more than 60 faculty physicians in 2023, up to 687 clinical faculty.

SUPPORTING HEALTH-CARE PROVIDERS AND FACILITATING LONG-TERM GROWTH

- SLU and SSM initiated a joint wellness plan, implementing Care for the Caregiver and Schwartz rounds to support health-care providers through challenging patient care situations.
- The Academic Leadership Council, chaired by the Dean of the School of Medicine, is setting the stage for the growth and success of the practice, addressing issues such as compensation and graduate medical education program expansion.

ALIGNING CLINICAL PRACTICE WITH OUR ACADEMIC MISSION

The Interim Vice Dean for Clinical Affairs is leading the SLUCare Physician Group with SSM Health to maximize clinical integration with the academic mission of the School of Medicine.



Saint Louis University School of Medicine will be an **inclusive place** where everyone is **welcomed, respected** and **supported**.



REALIZING OUR VISION OF AN EVEN MORE INCLUSIVE SLU SCHOOL OF MEDICINE

SLU School of Medicine is proud to offer and champion a wide range of perspectives and experiences – a value that we strove to expand in 2023 as we further strengthened our Diversity and Inclusion efforts.

WOMEN IN MEDICINE AND SCIENCE

The Spotlight on Women in Medicine and Science Symposium (SWIMS) attracted over 60 faculty and trainees.

LGBTQ HEALTH CARE SERIES

The Queer Med Alliance (QMA) LGBTQ+ Health Care Series featured panels, documentaries and physician speakers for medical students and faculty.

DOCTORS FOR DIVERSITY

In the Doctors for Diversity elective, groups of medical students taught over 100 middle and high school students about healthy living, including healthy eating, mental wellness and the dangers of smoking.

THE INTERSECTION OF MEDICINE AND SOCIAL ISSUES

In the Medicine and Society course, medical students learn about social determinants of health and trauma-informed care, guided by the SLU mission of Cura Personalis – care for the whole person.



EMPOWERING THE COMMUNITY THROUGH NEW PATHWAYS

THE SCHOOL OF MEDICINE IS ENGAGING OUR COMMUNITY WITH PIPELINES TO MEDICINE AND SCIENCE:

SLU collaborated with SSM Health, the Integrated Health Network and Washington University to sponsor a Black Men in White Coats Youth Summit attended by local high school students.

In the SLU Summer Scholars immersion program, local high school students participate in hands-on experiences, meet faculty and students, participate in a research project and receive ACT exam prep.

SLU School of Medicine hosts interns from Collegiate School of Medicine and Bioscience who shadow attending physicians and residents for the spring semester of their senior year, two days per week in various departments.

The Summer Undergraduate Research Program provided students from backgrounds unrepresented in medicine with a window into careers in medicine and science.



SPOTLIGHT

SLU SHINES AT THE ANNUAL STUDENT NATIONAL MEDICAL ASSOCIATION REGION II CONFERENCE

Last fall SLU hosted the annual Student National Medical Association (SNMA) Region II Medical Education Conference, attracting more than 240 attendees, 35 speakers and 25 sponsors. Sessions tailored for high school, pre-medical and medical students featured oral and poster presentations and networking with the many exhibitors. SLU School of Medicine Department of Surgery doctors showcased the surgery simulation center to high school students interested in a health-care career.

SCHOOL OF MEDICINE DIVERSITY LIAISONS

Within the School of Medicine, **17** of **19** departments have Diversity Liaisons. Recent diversity initiatives hosted by those departments include:

Annual Internal Medicine Art Day, which auctions off donated art to raise money to sponsor Saint Louis youth for the Little Medical School program, which exposes kids to the option of a medical career.

Orthopedic Surgery Sports Medicine Doctor for a Day, designed to expose young women under-represented in medicine to orthopedics.



Saint Louis University School of Medicine will be a **community-responsive leader**, working in partnership to reduce health inequities and **improve the health and well-being** of the St. Louis region.

“Saint Louis University School of Medicine commitment goes far beyond physician education. We seek to improve the health of our diverse community by connecting others to health care services, reducing health inequities, and forming partnerships across SLU, SSM Health, and St. Louis.”

– KATHERINE MATHEWS, M.D., M.P.H., MBA, DEAN OF HEALTH SYSTEMS SCIENCE



SPOTLIGHT

SLU SCHOOL OF MEDICINE STUDENTS BRING PASSION AND ENERGY TO THE DEVELOPMENT OF NEW PEER COURSES AND TRAINING THAT EXPANDS INCLUSIVITY AND ACCESSIBILITY

M4's Izzy Carbone, Molly Nealon and Jay Hartman are launching **formal training** for medical students that focuses on "structural humility," personal reflection and skills development.

After working with Dr. Ray Slavin providing community asthma and allergy care, Class of 2026 medical students Hannah Wiseman and Krishny Karunanandaa developed a **step-by-step guide** for their peers to **help uninsured clients find low-cost inhalers**.

Class of 2026 student Karen (Bri) Dale advocated for **state policy for doulas**, with a health equity lens.

In partnership with the St. Louis Integrated Health Network, the SOM Public Health Interest group is hosting a training for M1 students so that they can assist eligible individuals in **applying for Missouri Medicaid**.





PRIORITIZING COMMUNITY ENGAGEMENT AND INITIATIVES THAT BENEFIT ALL RESIDENTS

SLU School of Medicine believes in the essential work of improving health inequities in our region and strengthening the quality of and access to health care for everyone in our community. For this reason, the School is training the next generation of clinicians with a focus on community engagement.

- Emphasizing our region in our highly competitive medical school admissions, 107 of 180 M1 students are from Missouri or Illinois.
- The Urban Community Health Track is steadily growing, with 40 medical students participating currently.
- The longitudinal Health Systems Science curriculum introduces students to community health and the business aspects of medicine.

SLU MOBILE HEALTH CLINIC

The new SLU Mobile Health Clinic was acquired in late 2023 and will begin services in January 2024.

SERVING IN ST. LOUIS AND BEYOND

School of Medicine faculty and students have a rich tradition of service to the community, and in 2023 they provided countless hours of service in St. Louis and beyond:

- Programming began to connect justice-involved persons with behavioral health and medical services in collaboration with the Integrated Health Network RE-LINK program, City of St. Louis Office of Violence Prevention, the Transition Center of St. Louis, Keyway Center for Diversion and Reentry, and Mission: St. Louis.
- Medical Family Therapy graduate students provided group support services for incarcerated persons with supervision.
- The student-initiated Medical Spanish course enabled medical students to provide volunteer health care services at Casa de Salud.



SLU School of Medicine 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.

“I appreciate that our school allocates time and resources toward student wellness. I hope current and prospective students continue to utilize the space and have it serve as a reminder to devote time to their own mental health.”

- BLAKE SPARKMAN, M2 STUDENT

OUR 2024 CAMPAIGN

The School of Medicine is developing a campaign to resource our highest priorities:

HEALTH EDUCATION CENTER FOR EXCEPTIONAL STUDENT LEARNING

SCHOLARSHIP SUPPORT FOR OUTSTANDING AND DIVERSE MEDICAL STUDENTS

RESEARCH GROWTH AND EXCELLENCE ACROSS DEPARTMENTS AND INSTITUTES

VISIONARY LEADERSHIP WITH ENDOWED CHAIRS AND PROFESSORS

GUIDED BY OUR SUPPORTIVE CULTURE AND JESUIT MISSION

SLU School of Medicine leadership is inspired by the School’s supportive culture and driven to achieve the goals set before them, while prioritizing the well-being of faculty, students and the community and ensuring resources are used wisely.

The SLUCare 4 Self & Others Well-being Task Force completed an assessment of community needs with measures of well-being, depression, anxiety and work meaning. In response to feedback from the survey, in addition to joint SSM/SLU Schwartz rounds for healthcare providers, the Task Force:

- Increased availability of fresh food offerings on campus via installation of the Farmers Fridge in the LRC
• Planned for exercise equipment on School of Medicine premises
• Developed a website with well-being and mental health resources available at the School of Medicine, the University and SSM.

ADDITIONAL INITIATIVES:

- In 2023, Employee Resource Groups were organized in the School of Medicine, bringing together affinity groups for conversation and support.
• In FY23, the promotion process for faculty was centralized in the Office of Faculty and Professional Development, minimizing barriers to faculty promotions.



SPOTLIGHT

MUSIC IN MEDICINE

Stephen C. Peiper, M.D. (Med '77) recognized the impact of music throughout his years at Saint Louis University School of Medicine, thanks to the influence of his mother, Gwendolyn Peiper, a beloved piano teacher. Following her passing, Peiper and his wife, Zi-Xuan “Zoe” Wang, Ph.D., honored Gwendolyn’s legacy by donating several pianos to SLU and establishing an endowment for a yearly piano concert, the Gwendolyn Peiper Music in Medicine Program. Students from the School of Medicine and SLU performed at the first concert, held in 2023.



WELLNESS CENTER


Thanks to a donation from Susan Willman, M.D. (Med '82), the School of Medicine’s new student wellness center provides a haven to alleviate the daily pressures of medical school and helps to form a stronger community among medical students. The Center gives students a dedicated space to decompress and connect with their peers.



STRENGTHENING OUR REPUTATION BY CONNECTING WITH OUR COMMUNITY AND THE WORLD

SLU School of Medicine will rise in national reputation, becoming known as a **leader in medical education and scholarship** and as a **provider and employer of choice**.

59% WEBSITE ENGAGEMENT RATE
1.3 MILLION WEBSITE PAGEVIEWS

-  SLU.EDU/MEDICINE
-  SAINT LOUIS UNIVERSITY SCHOOL OF MEDICINE
-  SLUSOM
-  SLU_SOM
-  @SLUSOM
-  @SLUSOM

1,300 SM NEW FOLLOWERS
2.1 MILLION SM ENGAGEMENT RATE

In our effort to further strengthen our national reputation and become known as a leader in medical education and scholarship, the medical school is already well on its way, exhibiting high demand with **5793 applications** for 180 medical student positions in 2023.



BROADENING OUR SOCIAL MEDIA PRESENCE

Our social media presence is increasing, particularly on YouTube and Instagram.

TAKING US INTO THE FUTURE

We are planning for a new School of Medicine Health Education Center with interactive, technology-equipped classrooms, an anatomy lab, simulation labs, and wellness spaces that will be a home for our preclinical students. The Center will also feature simulation and lab space that can serve graduate and continuing medical education and multidisciplinary colleagues.

SPOTLIGHT

OUR ALUMNI ARE CONNECTED

In 2023, 43 members of SLU School of Medicine Class of 1973 attended their 50th Med Reunion. The class president and several other classmates came together to inspire others to join in the celebration, share experiences, reminisce and make new memories.

“In addition to strengthening and renewing old friendships, participating in med reunions bolsters class spirit and goodwill, and facilitates efforts to support current students.”

– WILLIAM OETGEN, M.D. (MED '73) CLASS PRESIDENT AND LEAD 50TH REUNION ORGANIZER

44.9%

SOM WEEKLY BULLETIN
AVERAGE OPEN RATE
(Industry standard is 21.33%)



KEY PRIORITIES FOR 2024

In 2024, we are focused on moving our strategic plan even further ahead, aligning our goals with new initiatives connected to growth, expanded excellence and forward momentum for SLU School of Medicine.

EDUCATION

- Successful LCME reaccreditation
- Focus on faculty educator development
- Graduate student support and infrastructure
- Enhance Observed Structured Clinical Exams (OSCE) for clerkship evaluations
- Align medical school exams with STEP preparation
- Enhance medical student pre-matriculation program
- Fully implement the Center for Educator Development, Advancement, and Research (CEDAR)
- Expand clinical sites for medical students
- Increase coordination between admissions and OSA for better student support
- GME wellness initiatives

LEADERSHIP & ORGANIZATION

- Develop a Clinical Faculty Manual
- Create departmental five-year strategic plans
- Grow well-being partnerships with the University and SSM
- Add exercise machines to recreation space in the School of Medicine
- Implement electronic annual faculty review
- Participate in a GME American Medical Association Wellness Initiative
- Resource our four highest priorities (new Health Education Center, scholarships, research, and endowed chairs)

RESEARCH

- Support research with operations and personnel
- Grow research and innovation
- Strengthen research cores
- Grow student research opportunities
- Hire key research faculty

**TRANSFORMATIONAL
EXCELLENCE IN THE SLU
SCHOOL OF MEDICINE
OF THE FUTURE.**



SAINT LOUIS UNIVERSITYTM
SCHOOL OF MEDICINE