



SAINT LOUIS
UNIVERSITY

One Grand Boulevard
St. Louis, MO 63103
Phone: 314-977-7777
Fax: 314-977-7105
www.slu.edu

Office of the President

October 30, 2012

TO: SLU Trustees, Faculty, Staff and Students
FROM: Lawrence Biondi, S.J., President

Let me begin by asking everyone to keep those in the northeastern United States in your thoughts and prayers in the wake of the devastation caused by Hurricane Sandy. Millions of people have been affected by this huge storm, including several of our sister Jesuit colleges and universities. I pray that if you have family and friends in the affected areas that they are safe and will soon recover from the horrible storm.

My purpose in writing to you today is to share some information that I believe is important for you to know in light of the ongoing discussions that have taken place regarding the health of Saint Louis University.

In recent days, some members of the faculty have presented a distorted view of the University in an attempt to divide our SLU community, which has led to significant disagreements among the faculty ranks in the colleges and schools as well as between the Faculty Senate and the Faculty Council of the College of Arts and Sciences. Moreover, the information presented during the so-called teach-ins and on social media has done nothing but harm our University. It is one thing to have honest disagreements; it is quite another to degrade this institution that we all care about so deeply.

With that in mind, let me give you an alternate version of the state of Saint Louis University that paints a much different picture than some of faculty and students would have you believe — and should give you every confidence that your University is headed in the right direction. The following slides illustrate the many ways that SLU is moving forward.

Rankings

- SLU's Strategic Plan was developed to help move the University forward, with investments to accomplish that goal
- In the 2013 U.S. News Best Colleges rankings, SLU moved up in eight different metrics:
 - Academic Reputation (64)
 - Financial Resources Rank (88)
 - High School Counselor Score (3.8)
 - Average Freshman Retention Rate (85%)
 - % of Faculty with Terminal Degree (91%)
 - Student-Faculty Ratio (12:1)
 - Acceptance Rate (61%)
 - Average per Student Spending (\$27,744)
 - Alumni Giving Rate (14%)

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Rankings

- The following undergraduate programs are among the tops in the country and grew in the U.S. News rankings this year:
 - Undergraduate Business Program rose 28 spots to #87
 - Undergraduate Entrepreneurship Program is ranked #13
 - Undergraduate International Business Program is ranked #18
 - Parks College Undergraduate Engineering Programs rose 24 spots in the rankings to #132
- SLU continues to be one of the Top 5 ranked Jesuit universities in the country

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2012 Graduate Satisfaction Survey

- 94% of May graduating respondents reported satisfaction with their SLU academic experience
- 92% of May graduating respondents reported satisfaction with their overall SLU undergraduate experience
- 87% of May graduating respondents would recommend SLU to a family member or friend

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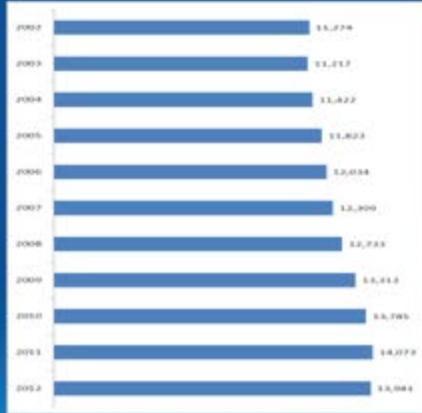
New Student Profile

- SLU's fall 2012 freshman class was one of the largest, most diverse and academically gifted:
 - Average ACT Score: 27.3 (Top 12% of the country)
 - Average GPA: 3.77
 - 42 states represented
 - 23 countries represented
 - 90% said SLU was their first or second choice school
 - 86% are receiving financial aid

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Enrollment

24% Total Growth Since 2002



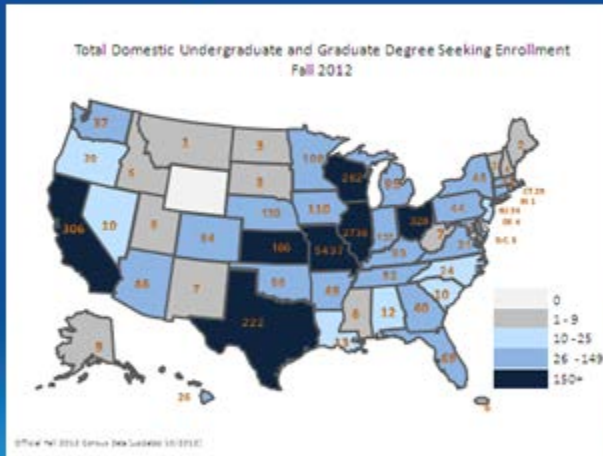
2012 All-time Largest UG Enrollment



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National Reach

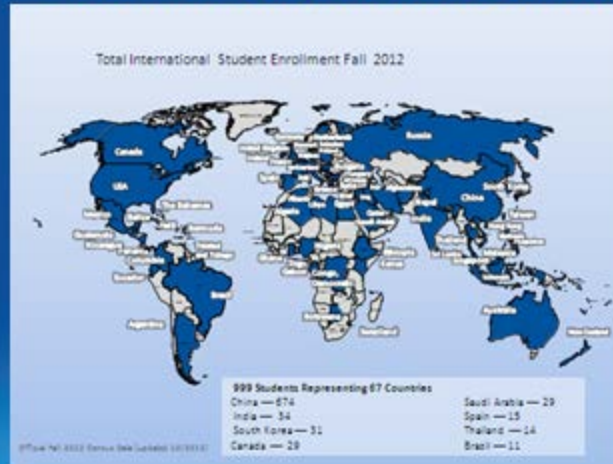
Over 12,500 Students from 49 States



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International Reach

Students and Faculty from over 65 Countries



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Financial Aid

- For the 2012-2013 academic year, SLU is projected to provide:

\$139,507,000 in institutional financial aid to students

- An increase of 6.2% from the 2011-2012 academic year
- An increase of 69% from the 2005-2006 academic year

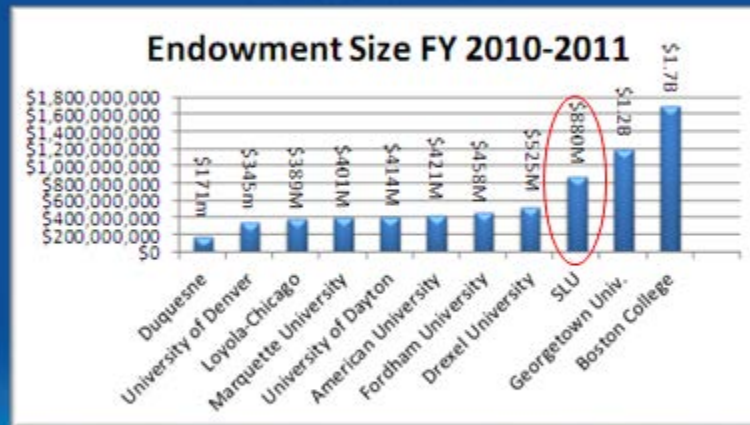
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Endowment

- According to the Chronicle of Higher Education, SLU had the 87th largest university endowment as of June 30, 2011
- It also shows SLU's endowment **grew** by 24.3% between June 30, 2010 and June 30, 2011
- SLU's endowment provides approximately \$35 million a year to support University operations

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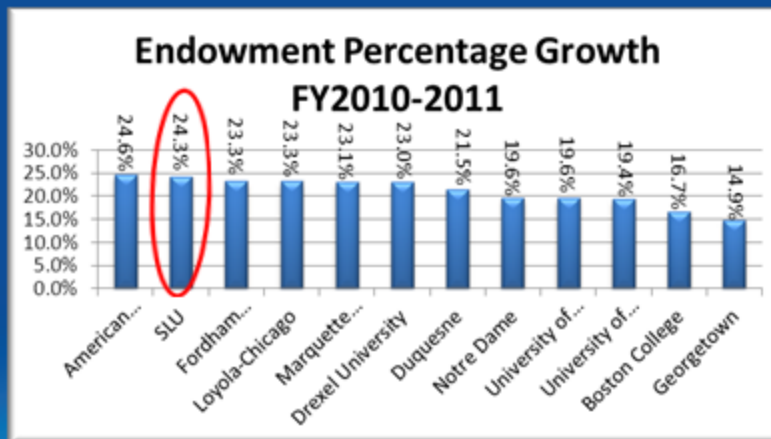
Endowment



*Source: Chronicle of Higher Education (<http://chronicle.com/premium/stats/endowments>)

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Endowment



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Endowment

- University endowments across the country fell in FY12:

*"Preliminary data released Thursday from an annual survey of college and university endowments conducted by the National Association of College and University Business Officers and Commonfund show that endowments essentially held flat for the 2012 fiscal year, with the average return being a loss of .03 percent."**

*Source: Inside Higher Ed, October 26, 2012

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New Spending

- While other colleges and universities cut back during the recession, SLU continued to invest in its academic enterprise
- More than 90 percent of SLU's new spending in fiscal years 2010 through 2012 was directed toward academics or research
- This includes spending on new programs and additional faculty positions

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FY2010 – FY2012 New Spending

- Academics: \$26,500,000
- Medical Affairs: \$4,622,000
- Research Office: \$7,317,000

Total: **\$38,439,000**
(90.5% of new spending from general operating budget)

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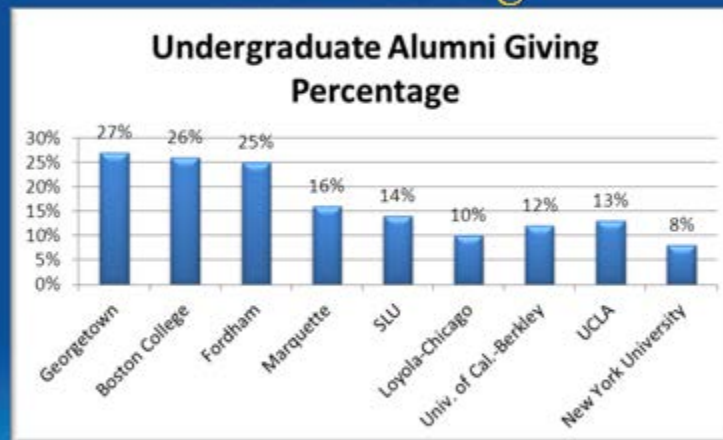
Alumni Giving

- In FY12, SLU undergraduate alumni giving participation rate* was 14.2%, up .3% from FY11
- 32 of the Top 100 U. S. News and World Report National Universities had alumni participation rates at or below SLU's
- 54 of the Top 100 had alumni participation of less than 20%
- Comparing only SLU and Holy Cross is misleading. SLU has raised more total dollars than Holy Cross

*Number used by U.S. News and World Report rankings

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Alumni Giving



*Source: U.S. News and World Report Best Colleges Rankings

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Fundraising

- In FY12, SLU's fundraising increased by double digits:
 - Dollars Raised: Up 13.4%
 - Cash-In: Up 20%
- In FY12, the number of donors to the University increased by almost 800
- The size of SLU's endowment has allowed the University to fundraise for non-endowed significant projects like the new law school building and Center for Global Citizenship

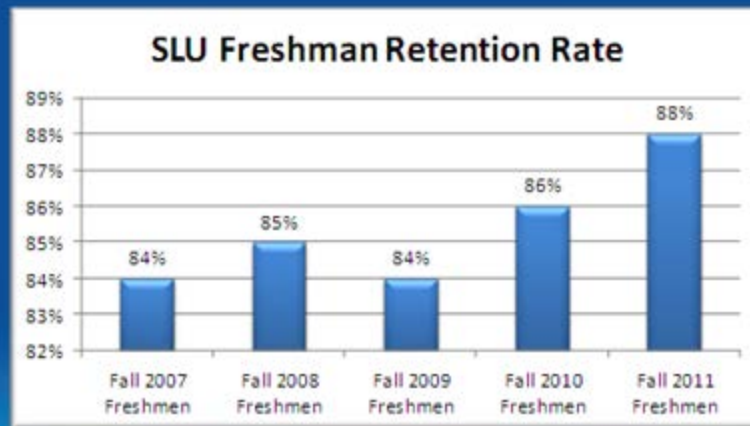
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Student Retention

- SLU's freshman-to-sophomore retention rate has continued to climb
- The retention rate has grown from 82% in 2006 to 88% for the fall 2011 freshman class
- SLU has invested millions of dollars in student success centers, tutoring, writing support and other programs to help students succeed

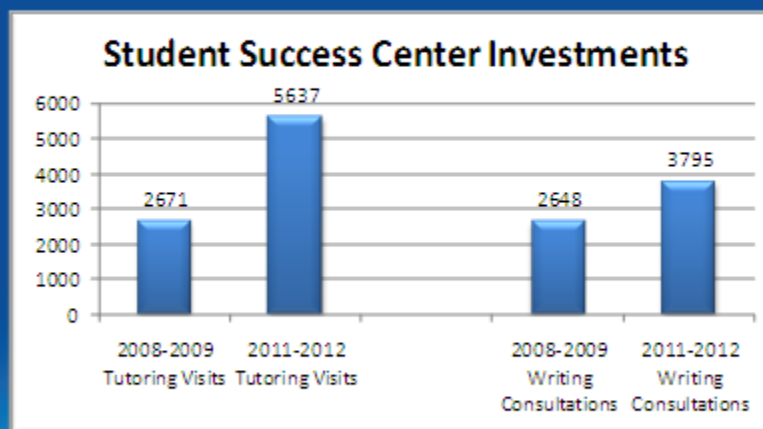
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Student Success



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Student Success Centers



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Father Biondi's Impact on SLU

	FY1986-1987	FY2012-2013
Student Body	9,869	13,981
Endowment	\$93 million	\$852 million
Operating Revenue	\$267 million	\$704 million
Student-Teacher Ratio	16 to 1	12 to 1
Endowed Chairs/Professors	16	64
Research Funding	\$8.9 million	\$51 million

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Impact of Saint Louis University

- A soon-to-be-released Economic Impact Study performed by an outside organization found that SLU has a **\$715 million yearly impact** on the St. Louis region
- SLU sustains more than **6,800 total jobs** throughout the region

*Source: Tripp Umbach Economic Impact Study of Saint Louis University

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Now that you have seen the facts, let me offer an even more detailed report on the state of Saint Louis University.

For the past four-plus years, our nation has been mired in a hurtful recession that has affected institutions across this great country. During that time, many of our fellow colleges and universities cut programs, laid off employees and made deep cuts to their academic and support areas. Because of our strong financial position, endowment and careful budgeting, we avoided those problems.

In fact, during the past three fiscal years – while many other colleges and universities were retrenching – SLU was investing more than \$38 million in its academic and research enterprise. That's \$38 million in new spending for new academic programs, additional faculty and technology upgrades across the University. That means that nearly 91 percent of all of the new spending in the general operating budget went to academics or research. That says a tremendous amount about our commitment to our educational mission.

Yes, we have had limited salary increases for our faculty and staff, but we did so to allow us to make these kinds of investments and to keep tuition increases as low as possible for our students and their parents, who we know have been affected by the recession. Later this week we will begin work on the University's FY14 general operating budget. It is my hope that we will be able to provide an appropriate merit pool for our faculty and staff for the next fiscal year.

Much has been said about our endowment recently. What many have failed to mention is that SLU's endowment is approximately \$890 million (as of October 30, 2012) – the third largest endowment among all Jesuit colleges and universities – trailing only Georgetown and Boston College. When I arrived at SLU 25 years ago, our endowment was only \$93 million. I should also point out that in the 2010-2011 fiscal year, SLU's endowment grew by 24.3 percent, one of the largest growth rates in the country.

This past year, the endowment fell slightly, but as has been noted in multiple publications, there was little or no growth for most college and university endowments, including Harvard's, which also dropped slightly. Our endowment provides us with more than \$35 million a year for our operations and should be a source of pride. Let us also remember that when 10-year averages are being thrown about, that in the early part of the 2000s, Project SLU 2000 invested millions from our endowment into academic initiatives, including increased faculty salaries.

The bottom line is, we are a fiscally solid University that has advanced and grown in one of the worst economic times in our nation's history. I have every confidence that we will continue to grow and prosper.

You have also likely heard a lot in recent days about rankings and where SLU stands. In the most recent *U.S. News & World Report* "Best Colleges" rankings, SLU was listed as No. 92 out of more than 268 the national colleges and universities. What you haven't been told is that in many of the metrics used to determine the rankings, SLU made significant gains, including:

- Academic Reputation (64)
- Financial Resources Rank (88)
- High School Counselor Score (3.8)
- Average Freshman Retention Rate (85%)
- Percentage of Faculty with Terminal Degree (91%)
- Student-Faculty Ratio (12:1)
- Acceptance Rate (61%)
- Average per Student Spending (\$27,744)
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I also want to note that our current average freshman retention rate is even higher than listed above. I'm proud to say that for the most recent academic year, the retention rate has actually grown to 88 percent, up from 84 percent in the fall of 2007.

It is also important to note that a number of our undergraduate business and engineering programs moved up in the *U.S. News* rankings this year, something you also probably haven't heard in recent days.

So, yes, we are indeed improving. Let's also remember that SLU was ranked No. 4 in the United States by *Washington Monthly* magazine for SLU's commitment to service. Service to our community and the world is something *U.S. News* doesn't rank, but it is at the heart of who we are as an institution.

Many of these gains come because of our financial investment in our academic enterprise. We don't make these investments for the rankings; we do it because it is the right thing to do for our students and because it is a clear and focused response to our University Mission.

More and more high-achieving students are choosing to enroll at Saint Louis University. That, more than anything else, speaks to the quality of a SLU education. With an average ACT score of 27.3, this year's freshman class is ranked among the top 12 percent for any university in the country. These new students also have an impressive average GPA of 3.77, and come from 42 states and 23 countries. The fact is, we enrolled new students from one end of the country to the other and around the world.

Our students are and always have been our No. 1 priority. Without our students, there is no Saint Louis University. Despite what you might have heard, SLU has continued to increase the amount of financial aid we provide to our students: More than \$139 million is projected for this academic year. That's up 6.2 percent from the 2011-2012 academic year. Yes, the cost of higher education is going up, but please know that we are doing everything possible to control our costs, reduce the average debt load, and to use our tuition dollars to improve the educational experience for our students.

Another point that has been raised recently is SLU's alumni giving rate. What you haven't heard is that for the past two fiscal years, the undergraduate alumni giving percentage — which is used in the *U.S. News* rankings — has increased. While we always want to have

more of our alumni making yearly gifts to SLU, every college and university has felt the impact of the recession on giving. Even so, at 14.2 percent, SLU's alumni participation rate is equal to or better than one-third of the *U.S. News* Top 100 schools, and fully 54 percent of those schools have a participation rate of less than 20 percent. What hasn't been mentioned is that in FY12, total giving to SLU was up by double digits. The amount of money received by SLU in FY12 grew more than 20 percent. We had an excellent fundraising year, and that points to the confidence our alumni and other donors have in Saint Louis University.

Much has been said about this being my 25th anniversary as the President of Saint Louis University. To me, the time seems to have passed in the blink of an eye. In all modesty, I believe SLU has grown in stature and reputation during those 25 years thanks in great part to our outstanding faculty and staff.

But as we come to a time when some members of our faculty are deciding whether they have "confidence" in my leadership, I want each of you to know that I love this University, and every decision I have made during the past two-and-a-half decades has been to make SLU a better place. Some of that is the physical look of campus, but I believe even more has to do with what happens inside the walls; in our classrooms, laboratories and residence halls, where we have attracted some of the most gifted and committed students in the country. Moreover, I am extremely proud that our graduates are truly helping change the world.

As the president of a major university, I know that critiques and criticism come with the territory. But some of what has been said recently of me, of my administration and of the University as a whole, has gone beyond honest dialogue and has the potential to damage this institution we love. Particularly, the attacks against Academic Vice President Dr. Manoj Patankar have been unfair and uncalled for.

The fact is Dr. Patankar, a SLU alumnus himself, has worked diligently to advance the institution. Let me offer just a few examples:

- Dr. Patankar partnered with Vice President for Student Development Dr. Kent Porterfield to develop our Center for Global Citizenship.
- Dr. Patankar collaborated with Vice President for Research Dr. Raymond Tait to launch the very successful President's Research Fund program.
- Dr. Patankar worked closely with the Dean of the School of Public Health Dr. Edwin Trevathan and the Director of the School of Social Work Dr. Donald Linhorst to form our newest academic unit, our new College *for* Public Health and Social Justice.
- Under Dr. Patankar's leadership, SLU has launched numerous new majors and academic programs in disciplines such as health management, civil engineering, sustainability, environmental studies, financial economics, medical imaging and sports management.
- He also was instrumental in the launch of our Center for Sustainability, working with Vice President for Advancement Jeff Fowler to secure a \$5 million grant from the Alberici Foundation that made the Center possible.

- He also has led the effort to increase the number of graduate assistantships at SLU, as well as the size of the stipends our graduate assistants receive.
- Additionally, Dr. Patankar was the author of a \$2 million grant from the Federal Aviation Administration for research related to aviation safety, demonstrating that you can be an administrator and a researcher at the same time.

To move forward, a Blue Ribbon Committee has been formed with the agreement of the Executive Committee of the Faculty Senate, the Student Government Association, the Deans and the University Administration. Faculty Senate President Dr. Mark Knuepfer, SGA President Blake Exline and Vice President for Medical Affairs and Dean of the School of Medicine Dr. Philip Alderson have met, identifying shared governance as the committee's main focus and forming faculty-led and student-led working groups to explore the issue. The Staff Advisory Committee will offer feedback as well.

Dr. Knuepfer has identified a number of faculty leaders as members of the faculty working group, including Faculty Senate President-Elect Dr. Jane Turner, as well as a faculty representative, Dr. Ian Redmount, and several former presidents of the Senate: Prof. John Griesbach, Dr. Joanne Langan, Dr. Miriam Joseph. Dr. Knuepfer also has requested that Vice President for Human Resources Ken Fleischmann and General Counsel Bill Kauffman represent the administration.

The student working group will be led by SGA President Blake Exline and will include several members of the SGA, including Ann Knezetic, Andrew McLaughlin and Richard Joubert, as well as a representative of the Graduate Student Association. Blake has asked that Dr. Porterfield and Vice President for Mission and Ministry Paul Stark, S.J., represent the administration.

These working groups will begin the conversation about moving forward soon, but there are some faculty and students who want no dialogue, only conflict. There have even been faculty who have admitted that they are willing to hurt the University rather than to collaborate. If that is the aim, we should all be sad. I will continue to believe that — working together — we can overcome our concerns and issues and provide an even better educational experience for our students.

All of us — faculty, staff, students, administrators, trustees and alumni — have accomplished so much, and our efforts have helped us live our Catholic, Jesuit Mission. I pledge to each of you that I will continue to work every day to make SLU better. We are a growing university. We are an institution on the rise. And I continue to have confidence that working together our best days are ahead.

May God continue to grant all of us wisdom, understanding, charity and patience.

Lawrence Biondi, S.J.
President

Philip Alderson
Vice President for Medical Affairs and Dean of the School of Medicine

Kathleen Brady
Vice President for Facilities Services

Ken Fleischmann
Vice President for Human Resources

Bridget Fletcher
Assistant to the President

Jeff Fowler
Vice President for Advancement

Jay Goff
Vice President for Enrollment and Retention Management

Keith Hacke
Vice President for Information Technology

David Heimburger
Vice President for Business and Finance

Bill Kauffman
Vice President and General Counsel

Manoj Patankar
Vice President for Academic Affairs

Kent Porterfield
Vice President for Student Development

Paul Stark, S.J.
Vice President for Mission and Ministry

Raymond Tait
Vice President for Research

Paul Vita
Director and Dean, Madrid Campus