OVERVIEW

OF

UNIVERSITY-WIDE

PLANNING

 PROCESSES

1989 – July 2000
This binder contains a thumbnail sketch of University planning activities from 1989 to July 2000.

Early records of the meetings and retreats concerning University Planning and the progress made on the Implementation of the Process Redesign Recommendations are in the archives. Records concerning activity in the year 2000 are in the President’s Office.

This binder includes the following:

Part I: Strategic Planning activities from 1989 to July 2000

Part II: Preparation for the North Central Association of Colleges and Schools Site Visit, October 28 - 30, 1996. The preparation for the North Central visit was coordinated by Dr. William F. Cunningham, Jr., Special Assistant to the President. The reports prepared for the North Central Association are in the Office of Institutional Research and Assessment.

Part III: History of the Process Redesign Project (KPMG Peat Marwick, LLP, Consultants and Creighton Project Team (July 1996 to July 1997)

Part IV: Implementation of Process Redesign Project Recommendations (July 1, 1997 to July 2000)

For more information, contact Patricia R. Callone, Assistant to the President

July 2000
PART I:

STRATEGIC PLANNING ACTIVITIES

FROM 1989 TO July 2000
Part I: Strategic Planning activities from 1989 to August 1999

1989

In fall, more than 350 faculty, staff, administrators, students and alumni began to plan for Creighton University in the year 2000. Fr. Morrison, S.J., President, appointed 33 committees to study Creighton's directions for the future. The 33 committees included the schools and colleges.

1990

In summer, each committee presented to Fr. Morrison a report on the findings of the committee with recommendations for the future. Fr. Morrison responded to each committee's report concerning the directions set in the report.

In October, the Strategic Planning Steering Committee met in Kansas City to chart a direction for the future of Creighton. Two Creighton University Board members attended the meeting and participated in charting the direction of Creighton.

In fall, Implementation Committees were formed for putting into action the plans for "Creighton 2000." Fr. Morrison requested that each Implementation Committee report to him its progress in October 1991.

1991

In August, Fr. Morrison distributed to the University community and to the President's Council a booklet titled "Creighton 2000: A Draft of the Strategic Plan for Creighton, August 1991."

The President held breakfast meetings with many members of the President's Council and alumni seeking the community's input into the planning process.

In October, Fr. Morrison received progress reports from all the Implementation Committees and the schools and colleges concerning the directions set by the Planning Committees begun in 1989. Fr. Morrison responded to each Implementation Committee concerning the progress made from November 1990 to October 1991.

1992

In September, the Strategic Planning Steering Committee met to review the "Creighton 2000 Strategic Planning Steering Committee Materials" in preparation for the presentation to the Creighton Board of Directors in October 1992.

In October, the Creighton Board of Directors approved the direction for "Creighton 2000."
In November, Fr. Morrison received progress reports from all the Implementation Committees and the schools and colleges concerning their work from November 1991 to November 1992. Fr. Morrison responded to each Implementation Committee concerning the committee's progress and suggested that the Implementation Committees be dissolved and that the directions set through the "Creighton 2000" process be folded into the institutional structure.

1993

The goals of "Creighton 2000" were advanced and monitored by the Vice Presidents and Deans and remaining committees in charge of specific activities like Community Relations, Cultural Diversity, Government Relations.

1994

In December, Fr. Morrison reconstituted the University-wide Planning Committee and asked that reports be prepared by August 1, 1995, and sent to the President and other members of the University-wide Planning Committee. The reports were to summarize the activity since the last Implementation Reports (1992) with special attention to the goals set forth in "Creighton 2000: A Draft of the Strategic Plan for Creighton, August 1991."

1995

By August, the reports concerning progress on the directions set in the Strategic Planning process as they related to University goals were due to the President and other members of the University-wide Planning Committee.

In September, the University-Wide Planning Committee met to discuss updating the "Creighton 2000" booklet. Fr. Morrison asked each member of the committee to respond to him with suggestions concerning the "Creighton 2000" booklet.

In November, Fr. Morrison sent to the University-wide Planning Committee a revision of the "Creighton 2000" booklet with notice that in January 1996 Dr. Marshall Schminke, Professor of Management in the College of Business Administration, would facilitate a meeting concerning the revision. Fr. Morrison expressed a concern for University processes to be more efficient and to save money.

On Nov. 1 and 2, the Maritz Performance Improvement Company (St. Louis, Missouri) made a series of presentations to representatives of Creighton constituents and later offered a report titled: "Comparison of Two Approaches for Achieving Financial Improvement Through Employee Involvement."

It was found that the majority of those attending the presentations believed that savings could be found at Creighton, and that savings could be found in the individual participant's own area. The consensus of top managers was that through the diagnostic process Creighton could effect savings in its operations, but that the Maritz Performance Company's system was not the one to be used.
In January, two meetings were held to further revise the "Creighton 2000" August 1991 document. The revised document was titled "Creighton 2000: The Plan for Creighton University, January 1996." A tenth goal was added to the original nine: "Creighton will manage its financial resources with responsibility and stewardship."

Responsibility for sub-goals of the "Creighton 2000 Plan" was assigned to persons at various levels of the University. The President asked that a report be prepared by August 1996 on how the University was progressing to accomplish its goals.

In February, at the President's Convocation for Faculty and Administrators the President addressed the escalating costs of higher education and the constant challenges of budgeting. He emphasized the financial strength and stability of Creighton at the present time, but he expressed his concern at what the future might hold should Creighton (and other private institutions) not plan prudently and thus "price themselves out of the market."

The President indicated that he would be taking specific steps to address this problem. The result was the Process Redesign Project. See progress concerning Process Redesign in Part III and Part IV.

In August, the report, "The Creighton 2000 Plan: Views from 1996" (facilitated by Dr. Charles Dougherty, Vice President for Academic Affairs) was distributed to the Planning Steering Committee composed of the President, Vice Presidents, Deans, the President of the Faculty, and the Assistant to the President.

In September and October, the President called two meetings of the Planning Steering Committee to discuss priorities from the "Creighton 2000 Plan: Views from 1996."

1997

University Planning concentrated on the Process Redesign Project.

On February 17, Fr. Morrison discussed plans for the Strategic Planning Retreat at the meeting of the Steering Committee for the Implementation of Process Redesign. Fr. Morrison, S.J., discussed questions he intended to ask of all Directors: 1) What are the goals of your unit? 2) What are the activities that support the goals? 3) How do you evaluate the effectiveness of the activities to reach the goals? 4) Rank the activities in order of importance; 5) What are the approximate costs of each activity?
On April 17, Fr. Morrison gave an update of the planned retreat at the meeting of the Steering Committee for the Implementation Process Redesign. Dr. Marshall Schminke would prepare a homework packet to be completed prior to the retreat. The Strategic Planning Committee are composed of the President, Vice Presidents, General Counsel, Deans, Rector of the Jesuit Community, President of the Faculty, and Assistant to the President.

On May 28 and 29, the Strategic Planning Retreat titled Beyond Creighton 2000: Looking to the Future was held at the Creighton Retreat Center in Griswold, Iowa.

Background:

Michael G. Morrison, S.J., President, asked that a different emphasis be put on this Strategic Planning Retreat. He wanted the retreat to result in 15 to 20 new, bold ideas to be discussed by the University community during the 1998-99 academic year.

Thus, the purpose of this Strategic Planning Retreat was to consider how the University leadership might engage, enliven, and excite the University community as Creighton prepared to move beyond the University's current strategic plan, Creighton 2000: The Plan for Creighton University (January 1996).

Prior to the retreat, members of the Strategic Planning Committee completed a series of homework exercises prepared by Dr. Marshall Schminke, Professor of Management and holder of the Robert B. Daugherty Endowed Chair in Managerial Ethics, in the College of Business Administration.

The Strategic Planning Committee members were the President, Vice Presidents, University Counsel, Rector of the Jesuit Community, Deans, President of the Faculty, and Assistant to the President. They were urged to think beyond academic and functional boundaries...about a vision for the future.

What resulted from the two days was not a Strategic Plan, but a collection of ideas to be explored and debated by the Creighton community over the 1998-99 academic year. The results of that exploration was to provide the foundation for the next strategic plan.

The 19 Ideas That Resulted from the Retreat are the following:

1. Develop student-friendly, interdisciplinary, multiple degree programs within and across schools/colleges.
2. Combine all basic sciences within the life sciences -- at the undergraduate/graduate/professional levels -- into a single academic/administrative unit.
3. Establish required interdisciplinary programs and projects that provide service-learning and research opportunities for students and faculty.
4. Enhance faculty productivity.
5. Rethink the Governance Structure.
6. Decrease Bureaucracy and Enhance Excellence throughout the CU System.
7. Increase undergraduate enrollment to 5,000 students.
8. Create a West Omaha Campus.
9. Identify and create centers of distinction/excellence with the capacity for national and world-class reputations.
10. Enact a public service requirement for all degrees.
11. Define information technology competence for CU students and faculty.
12. Develop a leadership training requirement for all degrees.
13. Commit to more high profile social events for students.
14. Develop the area around campus.
15. Create and operate a large-scale conference center.
16. Establish a Creighton University campus in Western Europe.
17. Increase "internationalization" of entire university.
18. Create an integrated, comprehensive marketing plan.

After the Strategic Planning Retreat, Fr. Morrison, S.J., asked the Strategic Planning Committee to nominate persons who would be good members to serve on the 19 Task Forces that would be set up in fall 1998 to study the issues. At the retreat it was agreed that the members of the Strategic Planning Committee would chair the Task Force studies in the 1998-99 academic year.

Fr. Morrison would receive the nominations for the Task Forces and appoint the members and the Chairs of the Task Forces that would begin study in September 1998.


Strategic Planning Process after the May 28, 29, 1998, Planning Retreat:

On June 10, Fr. Morrison, S.J., sent to the Strategic Planning Steering Committee a memo thanking them for their work at the retreat. Enclosed was a draft of the report from the retreat. He asked the committee to review the report and to make any additions or revisions they thought should be made. In addition, Fr. Morrison asked the committee members to nominate persons who they believed would be good members of task forces to address 19 ideas that emerged from the retreat.

The Committee was asked to send their responses to the report and their nominations for task force members to the President by July 6, 1998.

The Chairs of the Planning Committees selected by Fr. Morrison were the following:
The following information states the name of the committee followed by the Chair of the committee.

#1. Develop student-friendly, interdisciplinary, multiple degree programs within and across schools/colleges…Dr. Sidney Stohs.
#2. Combine all basic sciences within the life sciences…Dr. Roderick Nairn.
#3. Establish required interdisciplinary programs and projects that provide service-learning and research opportunities for students and faculty…Dr. Charles Dougherty.
#4. Enhance faculty quality…Dr. Barbara Braden.
#5. Decrease bureaucracy and enhance excellence throughout the Creighton University system…Dr. Edeth Kitchens.
#6. Increase undergraduate enrollment to 5,000 students…Gerard Stockhausen, S.J.
#7. Create a West Omaha campus…Dr. Robert Pitts.
#8. Identify and create centers of distinction/excellence with the capacity for national and world-class reputation…Dr. Ruth Purtilo.
#9. Enact a public service requirement for all degrees…Andy Alexander, S.J.
#10. Define information technology competence for Creighton University students and faculty…Dr. Robert Whipple.
#11. Develop a leadership training requirements for all degrees…Dr. Eleanor Howell.
#12. Commit to more high profile social events for students…Bert Thelen, S.J.
#13. Develop the area around campus…Dr. John Cernech.
#14. Create and operate a large-scale conference center…Dr. Timothy Dickel.
#15. Establish a Creighton University campus in Western Europe…Dr. Richard O'Brien.
#16. Increase "internationalization" of entire university…Con Dietz.
#17. Create an integrated, comprehensive marketing plan…Michael Leighton.
#18. Become an institution remarkable for its diversity…Dr. Wayne Barkmeier.

Fr. Morrison also selected 232 faculty, staff, administrators, and students to serve on the above 18 committees. The chairs and members of committees were selected from those nominated by the Strategic Planning committee.

Note: There were 19 ideas from the retreat to be explored. Fr. Morrison assigned committee Chairs and members to study 18 of the ideas. One idea, "Rethink the Governance Structure," was set aside for the President to address.

On September 15, Fr. Morrison, S.J., held a meeting with the Chairs of the Planning Committees. He gave them an overview of the planning process at the May 28-29 retreat and asked them to carry on the "out-of-box" thinking that could be beneficial to Creighton. He said: "Think radically. Be free in your discussion. Go beyond what is suggested." The ideas presented should lead to other ideas, new ways of doing things, ways to help the University fulfill its mission in innovative ways.

He asked for two reports: one report by December 1, 1998, (an interim report) and a final report by May 1, 1999.
Fr. Morrison stated there would be a day like the Mission in Action Day in May 1998 held in May 1999. The content of the day would be to review the work of the Planning Committees.

After the All University Planning Day to be held in May 1999 there would be another Strategic Planning retreat to chart the direction for Creighton in the new millennium.

**On October 20th**, Fr. Morrison sent to all the Chairs of the Planning Committees the final list of members on the 18 committees. The lists included undergraduate and professional students.

**By December 20**, Fr. Morrison received the interim reports from the Planning Committees. (These reports are in the Strategic Planning Binders in the President's Office.)

### 1999

**On February 19** Fr. Morrison sent a memo to the Chairs of the Planning Committees and announced there would be an All University Planning Day on either May 11 or May 12.

Fr. Morrison outlined the day in this manner: We will have a gathering of the whole University community. We will have presentations by each of the Chairs of the Planning Committees. We will have a means whereby the participants can react to the work that is presented. The goal is to get input from the University community before the next Strategic Planning Retreat would be held.

**In March**, Fr. Morrison assigned Patricia R. Callone, Assistant to the President, as overall coordinator for the All University Planning Day on May 12, 1999. Pat Callone asked Steve Kline, Director of Public Relations, to be Co-Chair and to help explicitly with communication to the Creighton community the events of the day.

A Core Planning Committee was quickly formed to represent key areas of the University. (A history of planning for the event is in the Strategic Planning Binder). Of most note was the use of the University Web site to post the information from the Planning committees before the gathering of the University community on May 12th. The Web site address was the usual Creighton address plus "cpp." The Web site had the following: The names of the 18 Planning Committees, Chairs and members of the committees, their initial reports and final reports along with an opportunity for the Creighton community to respond to what they saw in the reports.

**In May**, a President's Newsletter was sent to all employees announcing the content of the day along with a history of why the day was being held as part of the University's Strategic Planning efforts.

**On May 12**, 568 people attended the "Building the Future Creighton: All University Planning Day" in the Skutt Student Center and the Kiewit Fitness Center. Final count showed that 568 people attended: 210 faculty, 239 staff, 118 administrators, and 1 student.
Many people helped make the day a successful planning event: 140 volunteers helped in all ways--as presenters, facilitators, hosts, reporters, core planning committee, media services, etc. About 232 people were members of the Planning Committees who prepared the reports for the day.

**On May 19**, Fr. Morrison sent a memo to the Strategic Planning Committee and asked them to hold these dates for a strategic planning retreat to be held in Griswold, Iowa: August 30 to September 3, 1999.

The Strategic Planning Committee was the following: Fr. Alexander, S.J.; Fr. Agresti, S.J.; Dr. Barkmeier; Mr. Borchers; Dr. Braden; Ms. Callone; Dr. Cernech; Dr. Dickel; Mr. Dietz; Dr. Dougherty; Mr. Grieb; Mr. Jahn; Mr. Leighton; Dr. Makoid; Dr. O'Brien' Dr. Pitts; Fr. Shanahan, S.J.; Dr. Stohs; Dr. Wilson. (The President, Vice Presidents, Deans, university Council, Faculty President, Rector of the Jesuit Community, and Assistant to the President)

**On June 10**, Fr. Morrison sent a memo to nine members of the Strategic Planning Steering Committee and asked them to serve as a sub-committee to make recommendations for the Strategic Planning Retreat to be held on August 31 and September 1, 1999. The members of the subcommittee were the following: Andy Alexander, S.J.; Barbara Braden, Ph.D.; Patricia Callone; Charles Dougherty, Ph.D.; Michael Leighton, Richard O'Brien, M.D.; Roberts Pitts, Ph.D.; Sidney Stohs, Ph.D.; Roy Wilson, M.D. Ms. Callone was asked to chair the committee.

**On June 11**, Fr Morrison sent a memo to the entire Strategic Planning Committee telling them of the dates for the retreat and the names of the subcommittee making recommendations for the retreat on August 31 and September 1, 1999.

**On June 21**, Fr. Morrison sent a report concerning the results of the All University Planning Day to all Creighton personnel. The report was titled: *Building the Future Creighton: All University Planning Day, May 12, 1999, Prepared for Michael G. Morrison, S.J., President, by Patricia R. Callone, Assistant to the President; Stephen T. Kline, Director, Public Relations & Information; and Richard E. Rossi, Ph.D., Associate Vice President, Residence Life.*

**On July 19**, Fr. Morrison sent a memo to the Strategic Planning Steering Committee announcing that Dr. Andy Hoh, Associate Professor of Management, College of Business Administration, would be the facilitator for the retreat. He stated that at the retreat the *Creighton 2000: The Plan for Creighton University* would be reviewed as well as the report from the All University Planning Day, May 12th. A copy of the agenda was enclosed. Dr. Andy Hoh would ask the Strategic Planning Committee to do some homework in preparation for the retreat. The homework would be returned to Dr. Hoh to summarize for the retreat.

**On August 9th and 10th**, the binders with materials for review concerning the August 31 and September 1 retreat were delivered to the Strategic Planning Committee members. The binder included the August 4, 1999, material from the Student Board of Governors Executive Board with regard to the All University Planning Day on May 12, 1999. SBG Executive Board had comments concerning each of the 18 planning committees reports.
On August 31 and September 1, the Strategic Planning retreat was held at the Creighton Retreat Center in Griswold, Iowa. Those present were the President, Vice Presidents, Deans, President of the Faculty, Rector of the Jesuit Community, Assistant to the President, Staff of the President’s Office, and facilitator Dr. Andy Hoh of the College of Business Administration.

Discussions continued on the following themes: Creighton’s Opportunities, Threats, Strengths, Weaknesses, the Vision Statement for the University, and a review of ten goals in Creighton 2000: The Plan for Creighton University, January 1996.

Summary notes from August 31 were prepared by Sally Komrofske, Kathy Morgan, Pat Callone, and Andy Hoh. The August 31st notes (1st day) were distributed at the retreat.

On September 9, Pat Callone, Assistant to the President, sent out summary notes from the second day of the Strategic Planning Retreat. She thanked those who attended for their work and stated that Fr. Morrison had already begun work on the new plan.

On October 19, at the meeting of the Steering Committee for Implementation of Process Redesign, Fr. Morrison distributed a list of Certain Themes Emerged in the Course of the Two Days at the Retreat Center (August 31 and September 1, 1999).

He followed with Plan 00 (10-6-99) that had each theme developed with a goal and questions of Who? When? Evaluation?

Fr. Morrison commented that he had carefully reviewed the summary notes from the Strategic Planning Retreat as well as the report from the All University Planning Day on May 12th and put together themes to begin the plan for 2000 and beyond.

He asked the Vice Presidents to distribute the draft plan to their constituents for further discussion and revision. He said that some of the ideas are there to address issues that the University needs to face for the future.

The responses from the Vice Presidents were assigned to be due on December 1, 1999. Fr. Morrison said that after he has received all responses he would prepare a second draft of the Strategic Plan.

2000

In Early January at a Vice President’s Meeting, Fr. Morrison distributed a second draft of the Strategic Plan. The draft was the result of the combined ideas that he had received from the Vice Presidents by December 1, 1999, concerning major themes from the August-September Strategic Planning Retreat. The themes were the following:

A. Enhance Faculty Quality

1. Increase extra-mural funding for research and teaching by 50% from X to X and ½.
2. Increase faculty publications by 10%
3. Increase number of sabbaticals through a $1 million endowment.
4. Increase funded research from endowment by $1 million.
5. Create a Center for Teaching Excellence similar to the US West fellows with a $2 million endowment.
6. Turn an existing strong program in each school and college into a Center of Excellence with an endowment of $5 million each.
7. Add at least one endowed chair every year.
8. Have at least 14% minority faculty in each school and college.
9. Increase female faculty to at least 46% of faculty in each school and college.
10. Develop international faculty exchanges.

**Additional suggestions for faculty enhancements:**

11. Reduce dependence on part-time faculty by half, without worsening the student-faculty ratio. Set 49 as maximum size of undergraduate classes.

12. Move faculty salaries to at least 50th percentile of appropriate peer groups.

**B. Student Learning and Experience**

1. Provide student lounge space in every building.
2. Remodel former putting green area for additional student meeting rooms.
3. Add 200 new endowed scholarships.
4. Hold discounting for undergraduate scholarships at 25%.
5. Increase the number of undergraduate transfers and provide them with endowed scholarships.
6. Hire two east coast recruiters (Baltimore and New York City).
7. Increase minority enrollment to 25%.
8. Expand the application base so as to increase selectivity in undergraduate admissions.
9. Create an academic support center to provide tutoring.
10. Build townhouses on campus for upperclass undergraduates.
11. Develop in each curriculum service learning courses.
12. Build an on-campus gym for women’s basketball and volleyball games.
13. Build and on-campus soccer field for games.
14. Devise further methods to improve retention.
15. Develop more structured study abroad programs.
16. Create an optional interdisciplinary leadership certificate program.
17. To increase undergraduate male enrollment, begin a Division I non-scholarship football program.

**Additional Suggestions for Student Learning and Experience**

18. Rebuild the undergraduate Honors Program and use it to recruit top students.
19. Erect semi-permanent shelters on the mall for booths and for covered, heated space for all-weather outdoor gatherings for students.
20. Implement an enrollment management program to increase students in academic areas where they can be accommodated with minimal increased expenses or where significant benefits might be realized.

**Jesuit Catholic Identity**

1. Endow a chair for visiting Jesuit scholars ($1.5 million).
2. Establish a $1 million endowment for retreats at the Retreat Center.
3. Develop a program that contributes to the intellectual life of the Catholic Church.

**Buildings and Grounds**

1. Develop a new Campus Master Plan
2. Acquire land to the east of campus.
3. Acquire land to the west of campus.
4. Build a new science building and remodel Rigge and Criss II and III ($65 million project costs)
5. Build a Visitor Center to house bookstore, alumni, undergraduate admissions and financial aid.
6. Build a conference center that would include parking.
7. Develop a plan and raise the money to remodel all facilities that have not been remodeled in the last 25 years.
8. Demolish Gallagher Hall and replace it with a parking garage.
9. Build or rent space in west Omaha for teaching.
10. When Burt Tower becomes available, remodel at least 6 apartments for use of visitors (e.g. visiting faculty).

**Additional suggestions regarding Buildings and Grounds**

11. Add resources to Environmental Services so they can clean areas more regularly, especially areas with high public visibility.
12. In general, academic affairs has good, functional space. The following areas are exceptions:
   a. Hitchcock
   b. Walsh Lecture Hall – identifiable front door to COBA
   c. Registrar’s space…rest of Arts and Sciences is shabby…
   d. Reinert Library
   e. Administration Building – 3rd and 4th floor

**Support Services**

1. Increase funding for libraries to exceed inflation of library materials
2. Develop off-site storage for library materials (e.g. Hillmer Bldg.)
Other topics

1. Develop an incentive system to promote distance learning.
2. Develop an incentive system to promote interdisciplinary programs.
3. Develop an incentive system to promote multi-degree programs.
4. Develop an incentive system to promote certificate programs.
5. Develop new and compulsory staff and supervisor training.
6. Find new ways to engage alumni in the University.
7. Create a School of Public Health
8. Devise incentives and ways to attract more non-traditional students and provide them with endowed scholarships.

Additions to Other Topics

9. Use Electronic Processes to notify students (and families) of available scholarships.
10. Enhance and coordinate Creighton’s community relations.
11. Health Insurance Costs
12. ADA
13. Next Fund Drive

Fr. Morrison gave directions to prioritize the ideas in the second draft of the Strategic Plan so that they could be discussed at the next meeting of the Strategic Planning Committee.

On January 25, the Strategic Planning Committee met. Fr. Morrison facilitated the meeting. Fr. John P. Schlegel, S.J., President-Elect for Creighton University also attended.

The committee met to discuss priorities for Creighton’s next Strategic Plan. Participants listed the top priorities of those compiled from suggestions from the Vice Presidents and their colleagues. The two main sections that were considered were topics that would cost “Money” and topics that would cost “some” Money.

The summary notes and charts from the January 25, 2000, meeting prepared by the Assistant to the President and President’s Office staff were not sent to the Strategic Planning Committee.

In anticipation of the arrival of Creighton’s new President, Fr. John P. Schlegel, S.J., in August 2000, no further planning was completed under the leadership of Michael G. Morrison, S.J., President of Creighton University from August 1981 to July 1, 2000.
PART II:

PREPARATION FOR THE NORTH CENTRAL ASSOCIATION OF COLLEGES AND SCHOOLS SITE VISIT, OCTOBER 28 - 30, 1996.

THE PREPARATION FOR THE NORTH CENTRAL VISIT WAS COORDINATED BY DR. WILLIAM F. CUNNINGHAM, JR., SPECIAL ASSISTANT TO THE PRESIDENT. THE REPORTS PREPARED FOR THE NORTH CENTRAL ASSOCIATION ARE IN THE OFFICE OF INSTITUTIONAL RESEARCH AND ASSESSMENT.
Part II: Preparation for the North Central Association of Colleges and Schools Site Visit, October 28 - 30, 1996. The preparation for the North Central visit was coordinated by Dr. William F. Cunningham, Jr., Special Assistant to the President. The reports prepared for the North Central Association are in the Office of Institutional Research and Assessment.

1992

In December, The President established the University Assessment Committee as required by the North Central Association of Colleges and Schools. The committee met regularly and prepared the University Assessment Plan. It was submitted to the North Central Association of Colleges and Schools in June 1995 and approved in September 1995.

1994

In early fall, the President established the University Self-Study Committee in preparation for the North Central Association Site Visit. The University Self-Study Committee met regularly and prepared the Self-Study Report for the Site Visit in October 1996.

1996

On October 28-30, the North Central Association Team visited Creighton for its site visit. The last accreditation visit was in 1986.
PART III:

HISTORY OF THE PROCESS REDESIGN PROJECT (KPMG PEAT MARWICK, LLP, CONSULTANTS AND CREIGHTON PROJECT TEAM)

(Complete records of the meetings for the Process Redesign Project have been archived.)

(JULY 1996 TO JULY 1997)
Part III: History of the Process Redesign Project (KPMG Peat Marwick, LLP, Consultants and Creighton Project Team (July 1996 to July 1997)

1996

On April 2, the President formally began the study of a restructuring process by calling a meeting of the University Planning Committee. Dr. Andrew K. Hoh, Assistant Professor of Management in the College of Business Administration, was facilitator of the meeting. The intent of the meeting was "to help us design a process to plan and implement ways in which we can maintain our mission and to offer a value-centered education in the Jesuit tradition and at the same time become a more efficiently run university."

In June, consultants with KPMG Peat Marwick LLP came to Creighton to talk with the President, Vice Presidents, Deans, and Assistant to the President. They were interviewed about how they could be of service to the University on a cost-savings project. They presented a "Process Redesign Discussion" paper. At the request of the President, KPMG Peat Marwick sent references concerning their work.

In June, KPMG Peat Marwick LLP consultants were hired to serve as consultants on a Process Redesign Project for administrative processes at the University. The President focused the attention of the University on the need to be good stewards of University resources and the need for greater efficiency and ways to find cost-savings.

Dr. Andrew Hoh was contracted for one year to be the Project Coordinator from Creighton to work with consultants from KPMG and University personnel who served on the Steering Committee, the Advisory Committee, and the Project Team.

1997

From January through April 15, intense work was done on the Process Redesign Project. All administrative processes of the University were reviewed for efficiency and cost-savings.

On April 15, KPMG Peat Marwick LLP consultants and the Creighton Project Team delivered the report titled "Creighton University Process Redesign Project, Final Report" to the Steering Committee composed of the President and Vice Presidents.

On April 28, the Advisory Committee delivered its report to the Steering Committee. The Advisory Committee report along with the Process Redesign Project Final Report was reviewed by the Steering Committee.

On May 2, the KPMG consultants met with the Steering Committee to answer questions concerning the final report.
On May 28, 30, and June 3, Dr. Marshall Schminke, Professor of Management from the College of Business Administration, facilitated meetings with the Steering Committee. The Steering Committee reviewed all 149 recommendations from the Process Redesign Report and chose to accept 131 recommendations for implementation.

On June 4, Dr. Andrew Hoh, Associate Professor of Management from the College of Business Administration, facilitated the final meeting with the Steering Committee to produce "The Report of the Steering Committee on the Process Redesign Project for Creighton University."

On June 9, approximately 70 people composed of Deans and Directors throughout the University were invited to a meeting with the Steering Committee concerning the "Report of the Steering Committee." Following the meeting the Vice Presidents were asked to share the information from the Steering Committee report with the Deans and Directors in their areas.

On June 25, the President facilitated a meeting with the Steering Committee concerning the next steps for Implementation. Decisions concerning Implementation were made to be announced on July 1, 1997. July 1, 1997, became the official date for the Implementation Phase of Process Redesign. Fr. Morrison, S.J., asked Drs. Dougherty and O'Brien to begin discussions concerning Academic Reorganization. He asked for a report by August 1, 1997.
PART IV:

IMPLEMENTATION OF PROCESS REDESIGN PROJECT RECOMMENDATIONS

(JULY 1, 1997 TO July 2000)
Part IV: Implementation of Process Redesign Recommendations (July 1, 1997 to July 2000)

1997

As of July 1, 1997, these announcements were made concerning the Implementation Process -- effective immediately:

- Patricia R. Callone, Assistant to the President, would continue as Assistant to the President and would assume the duties of Implementation Coordinator;
- Move responsibility for Athletics from the Vice President for Administration and Finance to the Vice President for Student Services;
- Change the direct report of the Office of Financial Aid from the Vice President for Student Services to the Vice President for Academic Affairs. Effective with the Hiring of an Enrollment Manager, the Financial Aid Office will report to that Office within the area of the Academic Vice President.

On July 9, a special project in the School of Medicine was kicked-off by consultants from Arthur Andersen Healthcare Services and administrators in the School of Medicine. The emphasis of the project was to develop a framework "...to build a financially sustaining organization capable of meeting its mission."

On August 15, Arthur Andersen Healthcare Services presented Fr. Morrison, S.J.; Richard L. O'Brien, M.D., Vice President for Health Sciences; and other School of Medicine administrators with the final report titled: "Financial Performance Improvement, Creighton University School of Medicine."

On August 15, a meeting of the Steering Committee for the Implementation of the Process Redesign Project was held. It was generally agreed that assistance was needed for an overall design of a process for a new way to do budgeting that would include zero-based budgeting and/or activity-based budgeting. Arthur Andersen and KPMG Peat Marwick LLP would be asked to present proposals to the Steering Committee for review. Other decisions that were made:

- Each Vice President would take responsibility for the recommendations from the Process Redesign Project that affect his area.
- The Steering Committee would begin an implementation process that concentrates on the "easy" and "urgent" recommendations as named by the Vice Presidents.
- Pat Callone would work with Steve Kline, Director of Public Relations, to develop a Communication Plan of the Implementation Process to the Creighton community. The Plan would receive the approval of the Steering Committee.
On August 18 and 25, meetings of the Steering Committee for the Implementation of the Process Redesign Project were held. A presentation was made by Mike DeFreece, Truman Esmond, and Kerry Monson from Arthur Andersen Healthcare Services. They presented an overview of the plan for the "School of Medicine Financial Performance Improvement."

Discussion continued on how to proceed with a new budget design for the University. The Process Redesign Project recommendations for zero-based budgeting and activity-based budgeting are seen as foundational to the Process Redesign Project projection of cost-savings.

On September 2, the Steering Committee reviewed the two proposals from Arthur Andersen and KPMG Peat Marwick LLP that addressed the redesign of the University budget. The Steering Committee committed to hire Arthur Andersen to do the work described in "Budget Process Redesign: Implementation Plan Development."

A second proposal from KPMG Peat Marwick LLP to "coach" the University through the Implementation process was approved by the Steering Committee. Fr. Morrison, S.J., would determine what coaching assistance would be needed.

Other decisions made:
- The Vice Presidents prepared plans for 60 "easy" and "urgent" recommendations from the Steering Committee report for discussion and approval at the meeting. All recommendations were reviewed and the status of implementation recorded.
- Steve Kline presented an overview of a Communication Plan concerning the progress on the Implementation of Process Redesign. The Communication Plan was approved. Steve Kline will work with Pat Callone concerning communication to the University community.

Drs. Dougherty and O'Brien gave an overview of an agenda for a meeting with Deans planned for October 7th. The meeting would address Academic Reorganization.

On October 16, a meeting of the Steering Committee for Implementation of Process Redesign was held. An overview of the Budget Redesign was presented by Truman Esmond, Arthur Andersen consultant. He discussed the following: linking mission and goals of the University to the budget process; zero-based budgeting concept; flex concept. A Communication Plan concerning the Arthur Andersen proposal for the budget was outlined:

- All Deans invited to the October 22nd Budget Design Planning Advisory Committee meeting.
- On October 24th a draft report of the Budget Redesign to be delivered to the President and Vice Presidents.
- On November 3rd consultants attend the Steering Committee meeting for Implementation of Process Redesign.

Dr. O'Brien gave an update on the "Financial Performance Initiative." Chapter 8 of the Report of the Steering Committee on the Process Redesign Project for Creighton University, June 1997 has been reorganized. The ten KPMG recommendations have been restated in six recommendations.
Actin plans, time-lines, and responsibilities have been assigned to six committees. The process is to be monitored weekly. All Vice Presidents will receive copies of the summary reports each Friday to keep them apprised on the progress being made.

Drs. Dougherty and O'Brien gave an update on Academic Redesign. The structure for Academic Redesign is modeled to some extent on the structure of the Process Redesign Project. The Steering Committee is to be composed of the President, Drs. O'Brien and Dougherty, and all Deans. An Advisory Committee composed of 15 faculty members is to be named. Discussion of the first meeting centered on faculty performance standards, academic programs, budgeting, benchmarking.

An update on the 60 recommendations referred to as "easy" and "urgent" was given by each Vice President. Seventy recommendations remain to be addressed. A memo prepared by Dan Burkey, Controller, concerning how Cost Savings would be tracked was distributed.

On November 3, a meeting of the Steering Committee for the Implementation of Process Redesign was held. Mr. Willett, Associate Vice President for Administration, discussed a report titled Amendment to the Master Plan. No decisions were made concerning the report, but it was agreed that the plan could be used as a guide for plans concerning athletic playing fields.

Mr. Esmond and Mr. Clarke, Arthur Andersen consultants, discussed the Creighton University Operating Plan/Budget Process Design, October 24, 1997. The flex process was discussed.

Mr. Grieb distributed a draft list of Financial Priority Items for 1998-99 as developed at the October 16th meeting. Discussion continued about how priorities were set.

On November 10, a meeting of the Steering Committee for Implementation of Process Redesign was held. Deans were invited to this meeting. The agenda centered on the discussion of Budget Priorities for 1998-99 Fiscal Year. Mr. Grieb distributed the list and explained the process of how the priorities were developed. The Deans asked that academic priorities be an agenda item for the next Academic Leadership Committee meeting. The Deans asked that academic priorities be defined and listed in a revised listing of Budget Priorities for 1998-99 Fiscal Year.

Mr. Grieb distributed Creighton University Operating Plan/Budget Process Design, October 24, 1997 as developed by Arthur Andersen. The Deans and Vice Presidents gave input for the formation of the final plan.

Dr. Nairn gave an update on the Financial Performance Improvement Initiative for the School of Medicine.

Dr. Dougherty summarized the overall work of the Academic Leadership Committee/Academic Redesign Committee. Most of the work has focused on faculty performance standards and issues of tenure. An Advisory Committee to the Academic Redesign Steering Committee has been appointed.
On December 10, a meeting of the Steering Committee for the Implementation of Process Redesign was held. The committee reviewed A Summary Report Concerning 60 Recommendations Addressed from the Process Redesign Project. In addition, the committee considered how to address the remaining 67 recommendations. Results:

- Committee has addressed 58 recommendations
- 18 are DONE. This includes 3 that were rejected (4.07, 6.02, 6.11)
- Savings $484,850 (School of Medicine – but used to balance SOM budget)
- 51 recommendations remain to have someone assigned accountability for plans to address the issues.

It was agreed that Ms. Callone would work with the VP’s to assign accountability for the remaining recommendations.

Mr. Grieb led a discussion on the draft document 12/5/97 Planning/Budget Process Recommendations for 1998-99 and Beyond.

1998

On January 14, a meeting of the Steering Committee for Process Redesign was held.

Mr. Grieb distributed a series of incentive plans concerning budget. Both groups of consultants KPMG Peat Marwick LLP and Arthur Andersen said that the University needs an incentive plan if the proposed changes to the budget system are to work.

Mr. Grieb agreed to draft a revised incentive plan and to consult with other schools/colleges about their incentive plans.

Review of remaining recommendations. These 16 recommendations – besides the “easy” and “urgent” – are to be addressed: #1.06, 2.03, 2.04, 3.01, 3.02, 3.03, 3.04, 4.04, 9.06, 11.04 (“no investment needed”); #.1.5, 4.05, 5.25, 6.08, 9.04, 9.05 (“investment needed”).

The cost savings as recommended by KPMG was discussed. KPMG’s figures are to be used to monitor Cost Savings by Creighton. “Cost Savings” needs further definition.

Other updates were given: update on the “Financial Performance Improvement Initiative” for the School of Medicine and update on Academic Redesign.

Steve Kline and Pat Callone will work on the Communication Plan to keep the Creighton community apprised of the progress being made on the Implementation of Process Redesign. Communication plans include involving the Vice Presidents. The Steering Committee will have prior knowledge and approval of communications.

On February 17, the Steering Committee for the Implementation of Process Redesign met. Fr. Morrison, S.J., reread parts of the report from KPMG and the Project Team. These observations were made:

- We need to have more savings as a result of Process Redesign.
- Most of the savings are in Mr. Grieb’s area.
- Most expenditures are in Mr. Dietz’s area.
- We have approached the task in a piecemeal fashion. We need to look at the University as a whole.

Discussion continued:
- Are the “savings” doable?
- Should “counter” recommendations on Cost Savings be made?
- What structures do we need to get this done?
- We need to investigate outsourcing opportunities.

Fr. Morrison, S.J., asked Mr. Grieb to add to his list of recommendations a request to find a way to have a more sophisticated financial analysis for the University. **This makes a total of 128 recommendations to be addressed in the Process Redesign Project.**

**On February 17, Fr. Morrison discussed plans for the Strategic Planning Retreat at the meeting of the Steering Committee for the Implementation of Process Redesign.** Preparation for Strategic Planning: Fr. Morrison, S.J., discussed questions he intended to ask of all Directors: 1) What are the goals of your unit? 2) What are the activities that support the goals? 3) How do you evaluate the effectiveness of the activities to reach the goals? 4) Rank the activities in order of importance; 5) What are the approximate costs of each activity?

Ms. Callone was asked to develop a chart with only the Cost Savings opportunities as recommended by KPMG in their final report. The Cost Savings goal is this: 1) The Cost Savings goal is not to increase tuition for one year (approximately $3,000,000).

The Communication Plan (Steve Kline) and Tracking and Accounting for Process Redesign Savings (Fred Nesler) were approved.

Dr. O’Brien reported on the recommendations concerning Chapter 8: Patient Services. He estimated a total savings of $2,000,000 which is to be used to assist the SOM budget.

Dr. Dougherty reported on the Academic Leadership Committee. In preparation for financial priorities for the 1999-2000 budget the Deans asked to have a representative listing of academic priorities for the 1999-2000 budget. Therefore, it was decided that each Dean would report on his/her school’s/college’s plans by the end of the semester.

**On March 11, a meeting of the Steering Committee for the Implementation of Process Redesign was held.** Mr. Bill Hill, Director of Human Resources, gave an overview of the “Creighton University Staff Position Classification and Compensation System Revision (recommendation 6.14).” The Vice Presidents asked many questions – including questions about Cost Savings for the University. They asked for a plan in place that would have as a goal that the recommendation be “budget neutral.”

44 recommendations were identified for “Further Attention/Information.” Reports were made concerning Plans for Implementation and dates of completion. Dr. O’Brien reported on
recommendations concerning Chapter 8. Drs. Dougherty and O’Brien said that schools/colleges continue to give their reports at the Academic Leadership Committee.

Fr. Morrison gave an update on the plans for the Strategic Planning Retreat on May 28 and 29, 1998. Dr. Marshall Schminke will facilitate the retreat at the Creighton Retreat Center in Griswold, Iowa.

**On April 17**, a meeting of the Steering Committee for the Implementation of Process Redesign was held. Mr. Hill, Director of Human Resources, gave an overview on the progress of the “Classification and Compensation Program Revision” (recommendation 6.14). Tentative starting date is May 19, 1998. It was agreed that Mr. Hill should update the Steering Committee at every meeting.

Action Plans concerning these recommendations were discussed: 1.16; 3.01 (Part I: approved and effective May 1, 1998); 3.01 (Part 2: tabled until infrastructure is in place to handle new way); 5.22 (continued discussion); 10.04 (approved); 11.01 and 11.03 (continued work); 11.09 (savings realized, but used to support services purchased); 12.01 (no action); 12.02 (in process).

Discussion continued on outsourcing possibilities and how the University is proceeding in discussions with employees while outsourcing possibilities are being reviewed.

Updates on Chapter 8 recommendations and Academic Leadership Committee/Academic Redesign were given.

Members were asked to advise Ms. Callone when Cost Savings are realized.

Fr. Morrison, S.J., was asked to give a report to the Academic Council on April 23, 1998, concerning Cost Savings realized from the Process Redesign Project. Fr. Morrison will use the information from the February report:

**Outside of Patient Services:**

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.02 (Revamp roles and processes in the Registrar’s Office)</td>
<td>$18,812</td>
</tr>
<tr>
<td>11.05 (Merge Mail Services)</td>
<td>$24,250</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$43,062</strong></td>
</tr>
</tbody>
</table>

**Patient Services:**

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.01 (Clinical Operations and Space Utilization)</td>
<td>$138,000</td>
</tr>
<tr>
<td>8.06 (Organizational Structure)</td>
<td>$320,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$458,000</strong></td>
</tr>
</tbody>
</table>

**Total Savings:** $501,062
($458,000 - School of Medicine Savings used to balance the school’s budget.)
The need for a more sophisticated financial analysis was raised. In February, Fr. Morrison asked Mr. Grieb to find ways to have more sophisticated financial analysis for the University.

On June 2, the Steering Committee for the Implementation of the Process Redesign Project held a meeting. Mr. Hill distributed copies of a “Talk Paper” concerning recommendation 6.14 – the “Classification and Compensation Program Revision.” The contract with Coopers & Lybrand has been approved and signed. The work has begun.

Update on 82 Process Redesign Recommendations To Receive Top Priority in 1998 and Recommendations that Need More Information and Attention. Vice Presidents gave oral updates on percent of work completed on the recommendations related to their areas.

It was generally agreed that all Cost Savings would be counted from the Process Redesign Recommendations. We will keep track of how savings are used if they are not set aside for general university needs.

As of June 2, 1998, Cost Savings are recorded as follows:

**Outside of Patient Services:**
- Recommendation 7.02 (Revamp roles and services in Registrar’s Office) $18,812
- Recommendation 11.05 (Merge Mail Services) 24,250
- Recommendation 11.09 (Investigate outsourcing vehicle maintenance) 16,200
  - Total $59,262

**Patient Services:**
- Recommendation 8.01 (Clinic Operations and Space Utilization) $970,000
- Recommendation 8.06 (Organization and Structure) 680,000
  - Total $1,650,000

**Total: $1,709,262 (School of Medicine Savings Used to Help With Budget. Savings from Recommendation 11.09 used to support work of area.)**

Update was given on Academic Redesign. Dr. Gerald Brundo is summarizing the information gathered by the schools and colleges concerning Performance Standards for Faculty. The document from Dr. Brundo will be used at the Academic Leadership Committee meetings beginning in fall 1998.

Mr. Grieb commented on his contacts with Mr. Jim Greisch, KPMG Peat Marwick LLP and the consultants for the Process Redesign Report delivered in April 1997. Mr. Grieb asked Mr. Greisch and the consulting team for more information from the SPANS survey. Mr. Grieb received 82 pages of faxed information in code form in answer to his questions.
On September 25, a meeting of the Steering Committee for the Implementation of Process Redesign was held.

Fr. Andy Alexander, S.J., asked a blessing on the work on the committee.

Mr. Bill Hill, Director of Human Resources, gave an update on the work of Pricewaterhouse Coopers, LLP who have been hired to work on recommendations 6.14 “Job Classification and Compensation Study.”

Discussion centered on the Vice Presidents’ concerns about raising unrealistic expectations for salary increases in the 1999/2000 fiscal year. Mr. Hill said the recommendations will go to the President and Vice Presidents before being shared with anyone else.

Dr. Cernech stated that he disagreed with the consultant’s recommendation for classification for secretaries to the Vice Presidents. Mr. Hill will continue to update the Vice Presidents on the progress of the project.

Discussion continued on how to count “cost savings.” It was agreed that the total cost savings to the University to September 25, 1998, was $1,695,612. Fr. Morrison and the Vice Presidents said they wanted this news to be communicated to the Creighton community.


George Grieb commented on the information received from Jim Greisch (KPMG Consultants) concerning the SPANS survey.

Dr. Dougherty gave an update on Academic Redesign. A draft proposal on Faculty Performance and Standards is being revised.

On October 21, the Steering Committee for the Implementation of the Process Redesign Project met.

Fr. Andy Alexander, S.J., led the committee in prayer for wisdom during the work of the committee.

Mr. Bill Hill, Director of Human Resources, and Kelly Voss, Director, Compensation Consulting Group, Pricewaterhouse Coopers, LLP, were guests.

They gave an update on the Job Classification and Compensation Study (recommendation #6.14). These issues were discussed: definition of one salary structure; exempt and non-exempt status; local, national, and regional salary comparisons; Creighton community expectations; salary raises (cost of living and merit pool); communication to the Creighton community.
Mr. Grieb distributed a plan to prioritize University budget priorities. It was thought that a meeting of the President, Vice Presidents, and Deans should be called to discuss the University priorities that already exist and to ask the Vice Presidents and Deans for dialogue about other pressing priorities that need to be done.

Fr. Morrison discussed the information he received from Directors concerning activity-based budgeting. It was decided that Fr. Morrison would send to each Vice President 1/7th of the reports received (minus the area of the particular Vice President). The Vice Presidents were asked to review the information from Directors and to choose two or three reports they want to discuss. The reports are to be discussed at the November 20th Process Redesign meeting.

Ms. Callone stated that the charts received on October 20th contained new information to be considered on Charts B and C. All Vice Presidents were to review the recommendations for which they are responsible.

Dr. Dougherty reported that the Deans are in the process of reviewing the Brundo report. At the next Academic Leadership Committee the responses from the Deans will be discussed.

On November 20th, the Steering Committee for the Implementation of Process Redesign met. Mr. Bill Hill, Director of Human Resources, and Dr. Tom Lewis, Associate Professor of Accounting, College of Business Administration, were guests.

Fr. Andy Alexander, S.J., prayed for wisdom and insight during the committee deliberations.

Mr. Hill gave an update on the work of Pricewaterhouse Coopers, LLP, concerning the Job Classification and Compensation Study. More work is being done on the Position Information Questionnaires (PIQ’s). Kelly Voss will attend the December 18th meeting.

Dr. Tom Lewis distributed a handout titled Exercise: Allocating University Administrative Costs. After a presentation on the material, Mr. Lewis answered questions about the process. Discussion centered on the following: 1) allocation methods; 2) how to determine what things really cost, 3) incentives or disincentives to do a good job of activity-based budgeting; and 4) environment in which the process should take place.

After discussion, it was decided that Fr. Morrison would meet with Dr. Lewis to see what the next steps should be.

Ms. Callone commented on the charts and the remaining recommendations to be addressed.

Mr. Grieb commented on the Budget Incentive Plan which has been approved. It will be applied to the fiscal year results for June 30, 1998, and June 30, 1999.

Dr. Dougherty said that the revised text of the report from Dr. Brundo titled Creighton University Faculty Performance and Assessment Standards Fall 1998 has been prepared and distributed to the Academic Leadership Committee.
Mr. Dietz distributed a report titled *Creighton University A Process Redesign Action Plan for Leasing PC’s Proposed by Information Technology*. The report will be discussed at the December 18th meeting.

**On December 18,** the Steering Committee for the Implementation of the Process Redesign Project met. Guests were Mr. Bill Hill, Director of Human Resources, Ms. Kelly Voss and Mr. Michael Whetstine, Consultants from Pricewaterhouse Coopers, LLP; and Mr. Steve Kline, Director of Public Relations, and Mr. Rick Davis, Editor of *Window*.

Fr. Alexander, S.J., led the committee in prayer.

Ms. Kelly Voss stated that the overall work for the project was on schedule. Market data for local, regional, and national comparisons with institutions like Creighton are being gathered. Creighton is probably at the 35th to 38th percentile concerning salaries and with benefits at the 45th to 48th percentile. Even if the Tuition Remission benefit is excluded, Creighton’s overall benefit package is very strong.

Data shows that the lower paid people need the greatest help. Each job will be looked at individually taking into consideration the market data and how many years the person has been at Creighton.

Mr. Kline state that he and Rick Davis were present to recommend a new magazine for Creighton University to take the place of *Window* magazine and *AlumNews*. The goals of the Creighton magazine are to have 1) a higher quality publication, 2) enhance visibility for Creighton, and 3) make better use of resources.

After discussion, Mr. Kline stated that he wanted a clear mandate from the Process Redesign Steering Committee to move ahead. The Steering Committee approved the recommendation. The *Creighton University Magazine* will be initiated in fall 1999 and save $30,000 in the process of this reorganization.

Fr. Morrison stated that he had met with Tom Lewis, Ph.D., to further discuss Activity-Based Budgeting. The process of doing Activity-Based Budgeting by itself will not save money. We must look at functions to be revised or discontinued.

George Grieb was asked to have the following prepared for the January 26th Process Redesign meeting: a ten-year analysis of administrative costs to be broken down by administrative services, academic support, and libraries.

Discussion of the Charts and Academic Redesign was delayed until the January 1999 meeting.

Mr. Dietz distributed a revised text of *A Plan to Optimize Acquisition and Distribute Personal Computers* Proposed by Information Technology.
On January 26, the Steering Committee for the Implementation of the Process Redesign Recommendations met. Guests were Mr. Bill Hill, Director of Human Resources, and Ms. Kelly Voss, Director, Compensation Consulting Group, Pricewaterhouse Coopers, LLP.

Fr. Andy Alexander, S.J., led the committee in a prayer for blessing upon the work to be done.

Kelly Voss distributed the information concerning the “Overall Market Summary” of jobs at Creighton. Ms. Voss said Creighton would probably look at the overall 40th percentile for comparisons.

There will be two phases considering salaries for 1999-2000. In the first phase, merit pay will be awarded according to the merit pool decided by the Budget Committee. In the second phase, the University will look at those salaries farthest behind the market. The University will try to raise the pay to the minimum grade level of the 40th percentile. Years of service will also be considered.

Mr. Grieb presented the “Ten-Year Analysis of Administrative Costs to be Broken Down by Administrative Services, Academic Support, and Libraries. Mr. Grieb commented that the total Academic Support areas as having a 4.98% increase over the last 7 years. The increase in costs of Administrative services has gone up 4.62% (7 year average % increase.)

Fr. Morrison distributed the results of his study of “Comparison of Direct Expenses” for schools and colleges (GCF only); tuition income; overhead expenses; endowment; and other income.

Fr. Morrison commented that the cost of overhead had not exceeded academic costs. The reason we are having trouble with our budget is that we are not getting enough payout from the endowment and our “other income” is not increasing as quickly as our expenses. This is why our tuition is going up. We need more analysis to plan for the future.

It was decided that Fr. Morrison should share the same handouts with the Vice Presidents and Deans at the Budget meeting with Vice Presidents and Deans planned for January 27, 1999.

Mr. Dietz commented on the “Plan to Optimize Acquisition and Distribute Personal Computers” proposed by Information Technology.

After much discussion it was decided that Mr. Dietz would create a new document and distribute it to the Vice Presidents and Deans. The document would be reviewed with the Deans at the February Academic Leadership Committee meeting.

Ms. Callone commented on the previously distributed charts as of January 15, 1999. The charts reflect a cost savings of $92,784.41.
Mr. Grieb commented on Recommendations #3.03 *Redesign expense reimbursement form* and #11.01 *Printing Services*.

Dr. Dougherty reported that the document concerning faculty performance and standards has been sent to the Planning Committee on Enhancing Faculty Quality chaired by Dr. Barbara Braden. Dr. Dougherty is waiting for a response from Dr. Braden’s committee.

A meeting was planned for **February 23**\(^{rd}\) but due to weather conditions (snow storm) the meeting was not held.

**On March 26**\(^{th}\) a meeting of the Steering Committee for the Implementation of Process Redesign was held. Guests were the following: Mr. Bill Hill, Director of Human Resources, and Stanette Kennebrew, M.B.A., J.D., Associate Dean, Administration and Finance, School of Medicine.

Fr. Andy Alexander asked a blessing on the work of the committee.

Mr. Hill explained that Kelly Voss from Pricewaterhouse Coopers, LLP, came to give data concerning salaries at Creighton, but in going over the data mistakes were found. Ms Voss was not ready with the correct information. Ms. Voss will make another visit at Pricewaterhouse Coopers’ expense in order to get the information by Creighton’s deadlines.

Ms. Stanette Kennebrew gave an overview of the Mission-Based Management program in the School of Medicine. The Association of American Medical Colleges (AAMC) has selected five medical schools for the first round of Mission-Based Management program. They include Schools of Medicine at West Virginia University, Creighton University, University of California-San Diego, University of Texas, and East Caroline University.

It is hoped that the model used in the School of Medicine could be modified and used with other schools/colleges at Creighton. It would be most beneficial for the other health science schools.

Mr. Dietz distributed *A Plan to Centralize Acquisition of Personal Computers*. The plan is the result of work with the President, Deans, Instructional Computing Committee and Purchasing. Fr. Morrison asked if there was a consensus that the policy be adopted. The Vice Presidents agreed that the policy be approved and adopted. Fr. Morrison asked Mr. Dietz to make a report in June on the status of how the new policy is working.

Mr. Grieb distributed information from Mr. Fred Nesler, Budget Director. The information addressed the status of Flex Budgeting. The recommendation was: “Based on what we have learned during the development of the demonstration model, it is recommended that we do not institute flex budgeting at Creighton at this time. If adopted in the future, it is recommended that it be limited to the medical clinics.” It was determined that we would not do Flex Budgeting.

Ms. Callone recommended that she contact each Vice President concerning the remaining Recommendations from the Process Redesign Project. A report will be made at the April 19\(^{th}\) meeting.
On April 19th the Steering Committee for the Implementation of the Process Redesign Recommendations met. Guests were Kelly Voss, Director, Compensation Consulting Group, Pricewaterhouse Coopers, LLP, Mr. Bill Hill, Director of Human Resources.

Ms. Voss and Mr. Hill gave an update on Recommendation 6.14 concerning the Job Classification and Compensation Study. They distributed a report titled *Creighton University Proposed Classification & Compensation Project Data, 1999*. They commented on each section of the report: Classification Structure, Weighted Point Table and Position Information Questionnaire, University Hierarchy, Financial Information, Individuals Below Minimum By Vice Presidential Area, All Individuals Below Minimum and 1/3/ of Total Cost, Predicted Salaries…, Above Maximum…No Adjustment.

The report excluded information on salaries for Vice President, Associate Vice Presidents, coaches, chaplains, and Assistant to the President because of the uniqueness of how positions are filled.

The Steering Committee unanimously approved the grade levels from A to M and the salary ranges stated.

Pricewaterhouse Coopers and the Project Team will work on titles and the exempt/non-exempt status of positions.

Bill Hill, Kathy Schwede, and Hazel Hughes will visit with the President and each Vice President concerning employees in their divisions. Each person’s grade level and salary range will be reviewed. The positions below minimum level will receive special attention.

Note: If there is documentation in the person’s file that the salary has not been increased because of poor performance, then it is all right not to increase the salary to the minimum level.

Ms. Callone commented that the previously distributed charts were revised according to the input of the Vice Presidents. It was agreed that Ms. Callone would contact each Vice President to find out what cost savings have occurred. Discussion will include cost savings that have been reallocated.

Because of expenditures for the new technology infrastructure that will be occurring in the next three years, it was agreed that cost savings need to be found.

On July 19th the Steering Committee for the Implementation of Process Redesign met concerning Recommendation 6.14 the Job Classification and Compensation Study. Guests were Mr. Bill Hill, Director of Human Resources, and Ms. Kelly Voss, Director, Compensation Consulting Group, Pricewaterhouse Coopers, LLP.

They distributed a packet with information concerning the following: a) Management Training Outline, b) Fair Labor Standards Act Exemption Requirements, c) Individual Job Evaluation Hierarchy, and Exempt/Nonexempt FLSA listing.
It was decided that Training for Supervisors should be mandatory.
The proposed titles for persons in the Human Resource System was accepted.
Most of the discussion centered on the Exempt/Non-exempt status. A policy needs to be in place before the training of supervisors.

Questions were asked about the Communication Plan that needs to be in place before changes are made.

No approval was given to the exempt/non-exempt status list. Fr. Morrison asked Greg Jahn to look into the issue.

**On August 4**, Pat Callone, Implementation Coordinator sent a draft report concerning the Implementation of Process Redesign to the Steering Committee for the Implementation of Process Redesign. The Committee was asked to respond to her by August 20th for approval or revisions. It is hoped that a report to the Creighton community will be sent to employees by the mid part of September.

**On August 9**, Mr. Bill Hill, Director of Human Resources, was asked to give an update to the President’s Advisory Committee concerning the Job Classification and Compensation Study at the President's Advisory Committee meeting.

Those Present: Fr. Morrison, S.J., Dr. Cernech, Dr. Dougherty, Mr. Grieb, Mr. Jahn, Mr. Leighton, Dr. Makoid, Dr. O’Brien, Ms. Callone

Mr. Hill gave an overview of what the Steering Committee for the Implementation of the Process Redesign Recommendations had already approved: 1) the salary structure, 2) New General Titles to be used by Human Resources, 3) Summary List of General Titles to be used.

The issue of Exempt and Non-Exempt will not be addressed at this time because more work is needed.

Dr. O’Brien and Fr. Morrison asked Bill Hill to prepare a cost estimate concerning the impact of changes from Exempt to Non-Exempt.

Mr. Hill will meet with each Dean concerning the changes for the new Job Classification System.

In October the salary adjustments to the 40th percentile will go into effect for those below the minimum wage. It is hoped that all salaries will be addressed at one time.

There will be six different training sessions for managers and supervisors. There will also be make-up sessions. The training is mandatory for supervisors.

There will be eight different Information sessions for employees to attend. Mr. Hill is preparing a “Frequently Asked Questions” sheet for all employees so that they will have information before they come to the meetings.
By September 22nd employees will receive information concerning new titles, etc. The Vice Presidents will receive the information and distribute it as they do for salary notices.

More study needs to be done on the following: 1) Should there be a committee that reviews “Exceptions”? 2) Have salary increases match the employee evaluations. Human Resources will develop a matrix for use by supervisors. 3) How do we manage employees’ salaries that go above the maximum?

**In early September,** Patricia R. Callone, Implementation Coordinator for the Process Redesign Project, sent to the Creighton community a *Summary Report: Implementation of the Process Redesign Recommendations From July 1, 1997 to August 1, 1999.*

The report showed the results of the work done on each chapter in the *Report of the Steering Committee on the Process Redesign Project.*

**In Summary:**

1) **There were 128 recommendations**
   A. 22.5 Recommendations were to receive attention in 1999-2000
   B. 6 Recommendations to receive on-going attention
   C. 99.5 Recommendations implemented/rejected

2) **Cost Savings as of August 1, 1999:**

   **Total Cost Savings Realized: $2,045,160**
   A. Cost Savings Reallocated within divisions: $1,868,412
   B. Cost Savings in Reserve Accounts: $40,778
   C. Cost Savings in Process Redesign Account: $135,970

Summary Comments from the Steering Committee for the Implementation of the Process Redesign Recommendations:

1. The Process Redesign Project has caused the Steering Committee for the implementation of the Process Redesign recommendations (composed of the President, Vice Presidents, and Assistant to the President) to focus on ways to run the University more efficiently. Everything has been put on the table for discussion.
2. The President and Vice Presidents’ meeting as a group on a regular basis to discuss ideas about how to more efficiently run the University has been beneficial. It is recommended that this type of meeting should go on after the completion of the implementation of the Process Redesign Project.
3. Much of the costs for the Process Improvement Initiatives (P.I.I.) for the technology infrastructure are “costs to stay in business.” We have recognized the need for technology to be used in a pervasive way across campus. By improving the processes and work flow, we anticipate considerable efficiency improvement and therefore cost savings for the future. We would probably have begun the technology improvements, but perhaps not as quickly if we had not had the pressure of the Process Redesign Project recommendations.
4. KPMG made some overall recommendations concerning Patient Services, but it was the work of the School of Medicine and other consultants that produced cost savings and readiness for the Mission-Based Management program now in effect in the School of Medicine.

5. The restructuring of moving Financial Aid with Admissions in Academic Affairs and moving Athletics to Student Services has been beneficial.

6. The largest potential for cost savings is tied to labor force reductions. Creighton will not have additional significant cost savings unless the University decides to reduce the labor force by outsourcing.

7. The biggest disappointment in trying to implement the recommendations from the KPMG report concerns the recommendations from the SPANS survey. The SPANS survey concentrated on the percent of time spent by each person on the duties of his/her position. Projected savings could not be realized because small percentages of effort across the University could not be consolidated given the University’s programmatic diversity and academic culture.

On September 15, Fr. Andy Alexander, S.J., began the meeting with a prayer for guidance during the discussions. Mr. Bill Hill reported on Recommendation 6.14 – Update on Job Classification and Compensation Study. Bill said that 6 training sessions were being planned for supervisors and 9 information sessions were being planned for all employees concerning the new job classification and compensation study.

Staff and Administrators will receive letters near October 1, 1999, indicating their new level of classification. The letters will first be delivered to Vice Presidents. They in turn will distribute the letters in the same manner as used by Vice Presidents to distribute letters concerning each employee’s salary for the coming year.

Bill has received the final report from Pricewaterhouse Coopers, but it needs more work before it can be presented to the Process Redesign Implementation Steering Committee.

Mr. Dietz gave an update on the Plan to Centralize the Acquisition of Personal Computers.

Fr. Morrison said that he had been working on themes from the Strategic Planning Retreat held August 31 and September 1, 1999. He will present those themes at the next meeting.

On October 19, the Steering Committee for the Implementation of the Process Redesign Project concentrated on the results of Fr. Morrison’s work with a list of Certain Themes Emerged in the Course of the Two Days at the Retreat Center.

Fr. Morrison followed with Plan 2000 (10-6-99) that had each theme developed with a goal and questions of Who? When? Evaluation?

Fr. Morrison commented that he carefully reviewed the summary notes from the Strategic Planning Retreat on August 31 and September 1 as well as the report from the All University Planning Day on May 12th and put themes together to begin the plan for 2000 and beyond.
He asked the Vice Presidents to distribute the draft plan to their constituents for further
discussion and revision. He asked that the Vice Presidents respond to him by December 1st so
that he can put together another draft.

**On December 23,** Patricia R. Callone, Implementation Coordinator, sent a memo to the
members of the Steering Committee for the Implementation of Process Redesign along with an
update on the progress being made on the 128 recommendations.

Fr. Morrison said there would not be any more Process Redesign meetings in the year 2000
except for the meeting with PriceWaterhouseCoopers concerning the final report on the Job
Classification and Compensation system.

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**2000**

**On April 25,** the Steering Committee for the Implementation of the Process Redesign
Recommendations met to hear the final report from PriceWaterhouseCoopers concerning the
Job Classification and Compensation System.

Dave Dawson, Principal with PriceWaterhouseCoopers, Bill Hill, Director of Human Resources
and Kathy Schwede, Administrator of Human Resources assisted with the presentation.

Mr. Dawson distributed a report titled *Creighton University – Classification and Compensation
Study, April 2000.* He commented on each section – Section 1: Overview and Objectives;
Section 2: Study Process; Section 3: Implementation, Recommendations, and Salary
Administrative Guidelines.

Discussion followed. Bill Hill expressed his gratitude for the work of Kathy Schwede who has
been the major person to make the implementation of recommendation 6.14 work.

Ms. Callone gave an update on the implementation of the Process Redesign recommendations.

- a. There were 128 Recommendations from the “Report of the Steering Committee on the
- b. 104.5 were addressed
- c. 77.5 were completed
- d. 27 were rejected
- e. 23.5 yet to be addressed
- f. Savings amounted to $2,049,000 -- $1,650,000 reallocated to the School of Medicine;
  $283,011 reallocated within other divisions; $116,905 savings not reallocated.

**Ms. Callone suggested that the materials presented be accepted as the final report of the
Process Redesign Project at Creighton.** The Steering Committee for Process Redesign
accepted the information as the final report.

However, the Process Improvement Initiatives (P.I.I.) are still very much in process. These
initiatives concerning the technological infrastructure will impact all university major systems.
The P.I.I will be going on for about 3+ more years. Mr. Dietz and other involved Vice Presidents will give updates on the progress of P.I.I. at the President’s Advisory Committee meetings.

**In July 2000,** Ms. Callone, Implementation Coordinator updated the “thumbnail sketch” of the work of the Steering Committee for the Implementation of the Recommendations from the Process Redesign project.

This information will be given to the new President, John P. Schlegel, S.J., when he arrives at Creighton in August 2000.