Strategic Issue #1: How do we attract, admit, and retain students with the desired qualities and in sufficient quantities to enable us to thrive as a university?

Goals for Issue #1:

A) Academic, research and clinical programs optimize the use of technology in instruction, research and patient care.

B) Strong undergraduate programs in the sciences are sustained to maintain the flow of quality students to health science schools.

C) Creighton consistently ranks near the top of regional and national rankings for undergraduate quality education and affordability.

D) The University has adopted a comprehensive plan to balance student enrollment levels with institutional complexity in such a way as to (a) sustain Creighton’s delivery of programs in which it is already an acknowledged leader and also (b) permit the addition of carefully focused new programs that its faculty members are particularly well qualified to deliver.

E) The University has created a comprehensive marketing plan that incorporates the creation and management of a brand image consistent with its goal to attract and retain a premier student body and has allocated the necessary resources to operationalize this plan.

F) Optimum enrollment levels have been established for each school/college and academic program, including specific targets for traditional and nontraditional students, under-represented minorities, and other key student characteristics.
   i. The freshman retention rate is sustained at 90% or higher by the 2008 – 2009 academic year.
   ii. The undergraduate six-year graduation rate is sustained at 78% or higher by the 2008 – 2009 academic year.
   iii. The optimal mix of summer school courses and camp offerings is known and used to drive summer programming.
   iv. Appropriate non-traditional education programs (e.g., on-line, non-degree based, continuing education, corporate partnerships, etc.) have been developed.
   v. Creighton University’s endowment will be sufficient to provide needed scholarships to admitted undergraduate and professional students and attract the highest academic quality students and promote student diversity.

G) Creighton University has implemented a University-wide communication plan for internal and external communication in support of its mission and vision.

H) The University offers Academic and Student Support programs to attract, retain and graduate students to match those at the top five faith-based Master’s Universities.
I) The University has a Master Student Environment Plan.
   i. There exists a redevelopment district bordering the campus for student-oriented businesses.
   ii. The University has an urban campus look and feel with obvious partnerships with anchor sites in the neighboring community for student learning and service.
   iii. There exists a “community campus” plan to bring more community meetings and events to campus.
   iv. Physical facilities provide a safe, accessible, effective and efficient environment for students, faculty, staff, patients and all other constituents.

J) Adequate resources exist to attract and retain high-caliber, staff, administrators, and tenure-track faculty members whose qualifications match those at the top five faith-based Master’s universities.
   i. Faculty members have access to, and instruction in, emergent pedagogical techniques.
   ii. The University has committed adequate resources to enable those faculty members to enhance the academic reputation of the University by improving their skills both as teachers and as scholars.
   iii. Faculty and staff salaries will be market competitive.
   iv. Resources allocated to Creighton University libraries match at the top five faith-based Master’s Universities.
Strategic Issue #2: How will we revise the university business model to decrease dependency on tuition and clinical income, allow flexibility, and allow for opportunities to secure additional funding that will be allocated to prioritized programs to complete the mission?

Goals for Issue #2:

A) The University has adopted a multi-year strategy for setting tuition that reflects the high academic aspirations of the institution and the excellence of its faculty members.
   i. Yearly fluctuations in enrollment do not interrupt progress toward other institutional goals.
   ii. Financial aid is available to genuinely needy students consistent with Creighton’s historical mission to the disadvantaged.
   iii. Sufficient merit-based aid is available so that Creighton can attract and retain a student body with academic qualifications that match those of the top five faith-based Master’s Universities and the top 50 national professional schools.

B) The operating and capital budget systems have been fully and directly linked to the strategic plan by the 2007 – 2008 budgeting process.

C) Financial assets of the University are managed using financial decision-making metrics and processes.
   i. Annual endowment distributions to the operating budget exceed $15 million and total endowment assets have reached $500 million by fiscal year 2010.
   ii. The University’s budget process facilitates innovation and entrepreneurship and rewards academic and administrative units for effective and efficient management of fiscal resources across academic years.
   iii. Creighton University will engage in active partnerships with external partners, such as the business community and non-profit sector that are beneficial financially, and by mission, to both the University and to them.
   iv. Creighton will employ creative technologies and standards to maximize revenues from all sources and constantly improve operating efficiencies to minimize expenses.

D) All academic and non-academic programs will undergo regular review to ascertain each program’s contribution to mission, the financial well-being of the University, and the propriety of existing levels of funding.

E) The University has enhanced non-tuition sources of revenue.
   i. Extramural grant funding has been optimized.
   ii. The University has an integrative and inclusive model of fundraising and alumni relations that is effective, adaptive, flexible, customer-focused, and cost effective.
   iii. Clinical income has been optimized.
   iv. Structures and processes through which to increase intellectual property and research-based revenue streams are established.
2005 Strategic Issues and Corresponding Goals
Approved by the President’s Cabinet on September 30, 2005

Strategic Issue #3: How will we ensure that our existing and future infrastructures and support systems enhance our ability to fulfill our core purposes of student learning, patient care, and service to our communities?

Goals for Issue #3:

A) The Marketing, Public Relations, Development, Enrollment Management, Institutional Relations, and Institutional Research functions of the university collaboratively work to integrate and accomplish the University’s external communication goals.

B) Support services and programs will provide cost effective, responsive and efficient processes to meet the institution’s operational and educational needs.

C) Patient care and services will focus on activities that keep them competitive with their regional and national peers.

D) The University has assigned each academic vice president and dean a significant role in determining how infrastructure resources will be allocated in support of the academic programs in her or his area.

E) Academic and non-academic learning environments will work collaboratively in support of program, college, school, and university learning goals and objectives.

F) Ongoing maintenance of buildings and replacement of equipment is a priority as well as the continued enhancement of the campus with new facilities and equipment as well as funds for replacement and a renewal cycle that supports the changing IT environment.

G) The University has adopted a financial model that accurately reflects the full direct and indirect cost of its infrastructure (including the cost of deferred maintenance and replacement) and takes such comprehensive cost assessments into account when considering changes to its core academic function.

H) The University has set aside funds to establish and maintain Mission-central, prioritized Centers of Excellence, Institutes and similar entities consistent with the University’s institutional profile as an academic leader in its class.

I) University units use a proactive, open model of communication through which to keep faculty, staff, and students informed about important issues in a timely manner.

J) The Campus Master Plan is continually managed to reflect changing conditions and to consider the effects of strategic plan revisions.

K) The University attracts and retains quality staff.
L) Students and learning environments will be supported with appropriate technology, physical infrastructure, and student services to optimize students' achievement of stated learning goals and learning objectives.

M) Creighton University is recognized locally, regionally, nationally, and internationally as a Catholic institution in the Jesuit tradition.
Strategic Issue #4: How will we increase the capacity for research, especially in biomedical and health science areas and in other appropriate areas across the university, so we can take advantage of extramural funding opportunities, improve our national stature, and enhance student learning?

Goals for Issue #4:

A) The University has established effective scholarship incentive systems and infrastructure support to help faculty, staff, and students succeed in competing for grant funds, to reduce the administrative burdens on those who submit proposals, and to reward active scholars.
   i. Infrastructure support for scholarship/research including biostatistical services, funds for seed grants, grant writing assistance, grantsmanship training, assistance in identifying funding sources, library resources and other academic and administrative services will be enhanced to facilitate faculty success in obtaining extramural grant funds.
   ii. Research partnerships with other institutions will be developed/enhanced that will enable facilities to be shared and will elevate the reputation of Omaha as a research/teaching city.
   iii. Strategic plans for increasing extramural funding will be developed by each school, both academic divisions and all centers, and integrated among the units to allow for budgeting and the on-going recruitment of highly qualified researchers.

B) Support for extramural research grant identification and preparation for academic and student life services which enhance student learning are in place.

C) The University has adopted policies and procedures that encourage and reward students and faculty members who develop research projects and produce scholarship of all types that enhance its profile as a premier educational institution.