1. We will enrich and advance the Catholic and Jesuit identity of the Creighton community.
   a. Articulate identity
      i. Consistently articulate the components of Catholic and Jesuit identity at the university level
      ii. Identify Creighton’s uniqueness
      iii. Coordinate identity statements across the university
   b. Building identity as Creighton community
      i. Sponsor coordinated continuing education programs for faculty, staff and administrators (coordinated with Academic Council Resolution)
         1. Emphasizing Catholic and Jesuit elements – service, pedagogy, Jesuit ideals
         2. Ignatian values as applied to 21st Century poverty realities
         3. Mentoring programs
         4. Develop university-wide education programs for faculty and staff in the key components of vision (i.e., if we expect students to demonstrate these accomplishments shouldn’t faculty and staff possess them as well?)
         5. Deliver both on-line and in person
      ii. Partnerships with other Jesuit institutions and enhanced relationship with the Society of Jesus
      iii. Central component in faculty rank and tenure and staff promotion criteria
   c. Communicating and assessing identity internally and externally
      i. Consistently articulate identity and value components in a “consistent message”
      ii. PR program that addresses multiple stakeholders (alumni, students, patients, employees, parents, government, etc.) with “consistent message”
      iii. Highlight successes of faculty, health care providers, staff and students in areas that support the “consistent message” (e.g., scholarship, patient care, service, student achievement, etc.)
iv. Assess the effectiveness of the communication efforts

2. **We will foster, coordinate, and communicate interdependent and innovative use of institutional human and financial resources.**
   a. Innovative, informed and flexible decision-making
      i. Best practices study of decision-making approaches in higher education and in rapid change industries and professions
      ii. Enhance coordinated data development processes as support systems for decision-making
      iii. Study current decision-making approaches
      iv. Unify information systems
      v. Determine desired levels of centralization and decentralization of decision making and create appropriate accountability systems
      vi. Internal communications
         1. Best practices study of internal communication approaches and current CU communication practices (e.g., publish identity on business cards, stationary, wall placards, etc.)
         2. Employee web portal
   b. Address the needs of constituents in a pro-active manner
      i. Identify best practices in pro-active thinking in knowledge-based organizations and higher education institutions
      ii. Develop a process for replication and adaptation of best administrative practice ideas from higher education, business and health care services
      iii. Create a meaningful reward system that fosters innovation and risk-taking
   c. Entrepreneurial resource allocations
      i. Challenge current budget process and resource allocation approach
         1. Clarify budget targets and increase accountability
         2. Change from entitlement to merit mentality
      ii. Study current resource allocation and business process overlaps
         1. identify possible areas of resource sharing across divisions, colleges, and programs
         2. eliminate unnecessary duplication of systems, processes and procedures
      iii. Coordinate new program budget guidelines with scheduled assessment of budgeted outcomes
         1. Replicate recent successes (e.g., Werner Institute) by creating new Centers of Excellence
         2. Identify process used to fast-track implementation of successful programs, centers, and institutes
         3. Develop decision-making template to be followed in preparing new proposals
      iv. Institute a program review process that regularly evaluates all programs on pedagogical, curricular, and financial components
      v. Ongoing review and update of Campus Master Plan to respond to emerging educational program and other strategies
      vi. Continue and expand environmental sustainability efforts
3. **We will strengthen and deliver transformative undergraduate, graduate and professional education in a dynamic, technology enhanced, living-learning environment that “wholistically” develops our students.**
   a. **General**
      i. Adopt and monitor university-wide assessment metrics that are integrated with our Catholic and Jesuit identity and demonstrate our impact on our communities of interest.
      ii. Create programs to insure students in all colleges achieve the skills they need to move to the next level.
      iii. Nurture partnerships (locally, nationally, and internationally) that provide opportunities for teaching, learning, scholarship, and service.
      iv. Create process of sharing across all university units best educational and health care practices (both from outside and within the university).
   b. **Attracting and retaining highest quality students**
      i. **Attracting**
         1. Define the targeted optimal numeric size and demographic dispersion of the various student body populations for the university and create programs to attract and retain under-represented groups.
         2. Review yield dynamics by all key cohorts and structure a set of priority profiles for recruitment, admissions selection, and merit/aid/awards.
         3. Increase efforts to attract international students to attend Creighton.
         4. Create partnerships with Jesuit high schools in both the U.S. and internationally to act as a source of new students.
         5. Create programs to recruit and retain non-traditional students (online, in-person, interdisciplinary, accelerated, etc.).
         6. Expand advance placement courses for high school students.
         7. Develop program to address the needs of at-risk high school students matriculating to Creighton or other institutions.
         8. Expand offerings of life-long learning and continuing education programs.
         9. Expand involvement of alumni in student recruiting and job placement.
      ii. **Retaining** (this was not addressed by the group and would need further study).
   c. **Maintain a dynamic living/learning environment**
      i. Develop curricular and co-curricular learning opportunities consistent with Mission
         1. Develop, promote and assess learning communities in the residence halls that provide opportunities for students around key developmental issues.
         2. Support students in the development of a balanced life.
         3. Develop health and wellness educational programs.
         4. Enhance student success opportunities.
5. Develop multicultural programs to meet the increasing needs of students of color as well as the educational needs of all students.
6. Develop career services that meet the demands of current students utilizing all modern resources, including Alumni.
7. Provide Creighton student-athletes with an outstanding college experience through improved support programs and a re-dedicated focus on the specific needs of our student-athletes inside and outside of athletics.

ii. Technology
1. Determine targeted level of technology that needs to be deployed to maintain competitive posture within our various markets and with our various constituencies
2. Identify, implement and monitor best practices in IT security
3. Determine areas of duplication and redundancy in IT resources and develop plans to minimize the duplications
4. Develop innovative educational applications for use by faculty, staff, administrators and students

iii. Physical plant
1. Deferred maintenance
   a. Determine targeted levels of physical resource capacities and program for renewal and replacement of physical assets
   b. Increase funding for deferred maintenance through operational budgeting set-asides, targeted donor requests, endowed funding, and as a component of new gifts for new and renovated buildings
2. Physical plant capacity building
   a. Continue integration of physical facilities into the surrounding neighborhood
   b. Map anticipated replacement and renewal of existing facilities and new construction of new physical resources to development activities.

d. Affordability for students
i. Greater emphasis on growth in endowed scholarships, especially for targeted populations (minorities, immigrants, first from family, etc.)
ii. Acquire endowed funding that replaces current budget allocations based on tuition and other variable sources
iii. Create and monitor affordability indices for each division/college/program

e. Academic Affairs
i. Define physical capacity needed to provide undergraduate, graduate and professional education
   1. Study physical resources in place and compare to desired level of resources needed to support programs
   2. Evaluate use of existing physical capacities
   3. Develop resource acquisition strategies (fundraising, grants, cost reductions, enhanced clinical revenues, etc.) to provide for the needed changes in capacity
ii. Create partnerships to support programs (need to expand context)
iii. Offer educational programs that are excellent, creative, innovative and infused with Ignatian values

f. Health Sciences
i. Define physical capacity needed to provide health care education
   1. Study Clinical Volume to determine optimal needs, relationships, and other attributes needed to support health care education programs at the desired quality levels
   2. Study physical resources in place and compare to desired level of resources needed to support programs
   3. Evaluate use of existing physical capacities
   4. Develop resource acquisition strategies (fundraising, grants, cost reductions, enhanced clinical revenues, etc.) to provide for the needed changes in capacity
ii. Create local partnerships and affiliations to support programs by providing student access to demographically and clinically diverse groups of patients, practitioners and settings
iii. Offer education services programming that is excellent, creative and innovative and incorporates Ignatian values as a foundation

4. We will conduct scholarly investigation of such a scope and character as to inform our teaching and to address problems of our community and the larger society in the context of our Catholic and Jesuit mission.
   a. Scope
      i. Define the scope of scholarship/research appropriate for Creighton University
         1. Clinical (research involving human subjects)
         2. Laboratory (research involving non-human subjects and objects)
         3. Library (research involving access to stored information of any kind)
      ii. Estimate resource requirements matching defined scope
         1. Space and equipment needs
         2. Access to stored information and data
         3. Faculty salary support
         4. Faculty travel support
         5. Research support service costs
         6. Teaching loads conducive to allowing faculty research agendas
   b. Emphasis
      i. Define and implement standards for allocation of university discretionary research funds
ii. Develop mechanisms for evaluating efficiency and effectiveness of university-defined areas of emphasis and of research conducted therein

iii. Promote research that informs our teaching

iv. Promote research that addresses problems of our community and the larger society

c. Student participation

i. Evaluate extent of opportunities for undergraduate, graduate and professional student involvement in research activities

ii. Identify successful models of undergraduate, graduate and professional student involvement and develop mechanisms for sharing across campus

d. Implement mechanisms for ensuring, rewarding and recognizing scholarly productivity of all full time faculty

i. Regularly review and update school and college rank and tenure standards to ensure that all forms of scholarship appropriate to the disciplines are valued

ii. Create in all schools positive recognition mechanisms for outstanding scholarly achievement

e. Cross-disciplinary research

i. Assess current levels of collaborative efforts across disciplinary boundaries and define desired levels of such activity

ii. Identify and implement mechanisms for facilitating and fostering collaborative efforts across disciplinary boundaries to meet desired levels of such activities

f. Infrastructure

i. Evaluate and implement recommendations of 2004 task force on clinical research

1. Regulatory issues

2. Finances and accounting issues

3. Support services

4. CUMC interaction/coordination

ii. Develop a system for budgeting of overhead costs associated with extramural funding

5. We will enhance our capacity to excel in teaching, research, scholarly excellence and service through recruitment and retention of the highest quality faculty, staff and administrators.

a. University-wide professional enhancement

i. Identify educational and health care programs most at risk in terms of demographic forces on faculty and staff resources and devise targeted response plans that will meet future demands

ii. Determine areas where cross training and interdisciplinary assignments can address temporary and longer term needs

iii. Support promising faculty, staff and administrators by fostering career advancement to enable optimal development (in the mutual best interests of the university and the individual)
iv. Create a template that can be customized by each academic and administrative unit for use in attracting and retaining faculty, staff and administrators

b. Faculty
   i. Identify and quantify at all levels and divisions anticipated demographic impacts on supply of and demand for new and replacement faculty
   ii. Quantify and address salary compression issues across the university
   iii. Create programs that support faculty in identifying and pursuing scholarship and fellowship opportunities
   iv. Develop grant funded research infrastructure to create revenue streams, a portion of which is redirected to faculty development
   v. Promote and embrace a culture of collaboration
   vi. Develop a standard process for joint and secondary faculty appointments across academic units
   vii. Create partnership between University Relations and each academic dean to identify targeted resource needs for faculty and programmatic support that can facilitate specific donor requests for funding
   viii. Expand resources available to all faculty needed to address the current and future generations of students

c. Staff
   i. Quantify and address salary compression issues across the university
   ii. Promote and embrace a culture of collaboration
   iii. Take steps needed to make Creighton University an employer of choice

d. Administrators
   i. Develop university-wide policy for recruitment of administrators, including treatment of internal candidates, involvement of faculty and staff, advertising for positions, normal timelines, etc.
   ii. Implement an internal development programs that focus on leadership and collaboration within and across divisions
   iii. Create succession plans

Priorities over the Next Three Years

Subsequent to the retreat, the President’s Cabinet met several times and identified the following as the short-term priorities to be addressed over the next three years. At each succeeding annual retreat, this list will be assessed, and the essential issues from above will be reconsidered in light of changes in the environment and implementation successes. This list of 3-year priorities should change as success is achieved in addressing these areas.

1. Strengthening the academic health center and positioning it for future growth
2. Implementing administrative process efficiencies
3. Creating and expanding Centers of Excellence