

Creighton University
Strategic Plan Process, 2008
Vision and Vivid Description
September 3, 2008

Participants were asked as a pre-retreat exercise to review a number of statements that have been published by the University which are visionary in nature. The purpose was to determine the clarity and focus of such statements. At the retreat the participants were provided with the summary of their pre-retreat exercises and a revised Vision statement prepared by Fr. Schlegel. The revised statement reads:

Creighton University will be a national leader in preparing
students to enrich and renew society through professional
distinction, responsible leadership, and
committed citizenship

This Vision Statement was used for the next set of group exercises. Unless revised by the President, this statement should be considered the vision for the University.

Vivid Description

Participants were asked to imagine what Creighton University would look like in the year 2028, using the above Vision Statement as the overall desired future state. A Vivid Description is an expansion of a vision that describes an entity in detail for some future date. It contains elements of aspiration and logical extension and should be grounded in the current environment while anticipating a probable future environment.

Participants were not asked to write a Vivid Description, but to instead identify adjectives and themes that such a description should contain. Based on the thoughts, suggested themes, and language from the participants, the following is the proposed Vivid Description:

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Creighton University will be known for the quality of its education. Students will recognize and prize the intense educational experience they receive, in and outside the classroom. Innovative combinations of in-residence and distance education platforms, combined with vibrant local, regional, national and global partnerships, enable each undergraduate student to create individualized programs grounded in the liberal arts that build on their unique talents and capacities. Creighton students in the health sciences, law, other professional disciplines, and graduate school master cutting-edge professional knowledge and skills in the context of an Ignatian approach to inquiry and reflective action. Creighton graduates are highly sought by employers, graduate schools and communities because of their interdisciplinary knowledge, skills and values-centered approach to solving problems. Admission to all Creighton educational programs is highly competitive. Students from national undergraduate programs prize admission to Creighton's graduate and professional schools.

Creighton will continue to place great emphasis on serving students who are the first in their family to attend college, immigrants, low-income, or from groups not fully embraced by the majority population. Distance education programs enable high school students at remote locations to earn advanced placement credits. Endowed scholarship resources and a national alumni network that provides scholarships, internships, and other financial support systems assist in minimizing the educational cost for such students. Adult learners and students who are talented in ways standard recruiting metrics do not identify are highly sought for the diversity they can share with more traditional members of the student body.

Creighton University fosters a flourishing community of teacher-scholars and students engaged actively in learning, scholarship, and service. All educational programs contain discipline-specific required active learning components that require students to apply content knowledge to practical situations. All students are expected to have a valid passport and to engage in a learning experience outside the United States, whether at Creighton operated or other facilities. Students and faculty interact in scholarly endeavors that are disseminated widely. Students, faculty and staff combine their talents to solve community and societal problems, to treat diverse communities of clinical patients, to serve those in need, to assist people caught in structural poverty, and to help foster faith-based communities.

The Jesuit tradition of personal care, spiritual growth, integrated learning, and justice education continues to prepare our students for responsible leadership, professional distinction, and committed citizenship. Our curricula, student leadership opportunities, and administrative policies will communicate a strong, explicit message of inclusiveness of all sectors. Faculty and staff are guided by Ignatian values in their activities. The university will be a model for Jesuit sponsored institutions of higher learning.

Creighton will be a private university in the public service – a place where service meets justice. Creighton faculty, staff, students and alumni will discern the needs in their various communities, what they can reasonably do to address those concerns, and how they can advocate for creating a more just society. In engaging in service, Creighton participants will reflect on transcendent values and their relationship with God.

As a Catholic university, Creighton will be an intellectual center of thought and dialogue between the gospel and lived experience – a place where faith meets reason. The university will be an ally and trusted partner in the formation of the Catholic community. Creighton will be viewed as a destination by those seeking to develop Hispanic Catholic clergy and laity. University programs in Catholic thought enjoy national prominence and are recognized widely as centers of excellence. Robust inter-faith dialogue enables participants to engage in meaningful interchanges that deepen mutual understanding and personal beliefs. Creighton is a national leader in developing Ignatian spirituality.

Creighton University will be a destination for the best and brightest faculty who engage in disciplined inquiries that result in the discovery of new knowledge and deeper understanding of existing knowledge. Supported by formal university-wide development programs, Creighton faculty will be nationally recognized for their scholarship, leadership in education, expertise in

their technical fields, and responsible stewardship of their professional communities. Creighton will form new members of the academy by its doctoral and professional programs.

Highly trained and professional, Creighton staff will be an integral component in meeting our educational, scholarly and service objectives. Staff members will be respected as partners and will take leadership roles where appropriate. Continuing educational opportunities will insure that staff are afforded the opportunity for professional advancement within the university by taking on positions of greater responsibility. Staff members are integral components in developing and delivering distance and other educational programs and co-curricular activities.

Creighton University will be a prudent steward of all its resources and a frugal risk-taker. Dependable revenues from endowment returns, surpluses from entrepreneurial activities, extramural grants, fees and other sources insure that tuition remains highly affordable for the middle-income levels of US families. Creighton rewards entrepreneurial educational activities by fostering a transparent climate of innovation and experimentation. A rigorous 5-year review process challenges the efficiency, effectiveness and mission sensitivity of existing and new programs to insure the university is making optimal resource allocation decisions. The internal communication and networking system insures that best practices in all areas are widely disseminated and appropriately implemented across the university. Faculty, staff and students are encouraged to develop new approaches to existing processes. Mutually beneficial partnerships with both non-profit and for-profit enterprises result in significant reductions in operating costs. University facilities of all types are highly sought for use by non-university entities for conferences and other events.