



Opportunity and Challenge Profile

Search for the Provost and Chief Academic Officer
Creighton University
Omaha, Nebraska

Creighton University, a private, coeducational, Catholic, Jesuit university located in Omaha, Nebraska, seeks a strategic, inclusive, and innovative academic leader to serve as Provost and Chief Academic Officer. This is a tremendous opportunity for a visionary leader to join an inspiring President and an already excellent and distinguished university moving into a new era of growth and prominence, pioneering interdisciplinary approaches to scholarship, promoting excellence in teaching, research, service, and clinical care, and delivering to students a fully integrated experience embracing academics, student life, spirituality, social justice, and service-oriented practice in all professions.

There is no other university quite like Creighton. It offers a top-ranked education in the Jesuit tradition for people who want to contribute something meaningful to the world. Creighton's nine schools and colleges deliver powerful education that connects arts and sciences, law and business with health science programs in dentistry, medicine, nursing, pharmacy, occupational and physical therapy, public health and emergency medical services. Creighton exists for students and learning and prides itself on its tremendous sense of community and faculty that are widely regarded as scholar-teachers. They are highly accessible to students and provide a challenging yet supportive environment. Creighton serves approximately 4,200 undergraduate and 4,200 graduate and professional students and this size provides distinct and exciting opportunities for interaction and collaboration among disciplines and students. More than half of the undergraduate students enter Creighton with the hopes of pursuing further education in one of the professional schools and many go on to do so. Creighton's students, faculty and staff thrive in a supportive community committed to Catholic Jesuit values and traditions. Creighton also participates in NCAA Division I athletics, competing in the Big East Conference. The University employs 2,500 faculty and staff committed to academic excellence. As a mission-driven institution, the university requires talented, principled, and service-minded leaders who embrace the unique character and goals of higher education.

Creighton is one of the top Catholic institutions in the nation and one of 28 Jesuit colleges and universities in the United States. It is grounded in the 450-year-old Jesuit tradition and guided by its Catholic identity of academic excellence and service to others. For the past 14 years, the University has been consistently acclaimed by *U.S. News & World Report* as the top-ranked Master's University in the Midwest and has ranked first in the region as a best value.

In July of 2015, Rev. Daniel S. Hendrickson, S.J., Ph.D., became the University's 25th president. A Nebraska native with deep ties to Creighton as a former student, faculty member, and trustee, Father Hendrickson brings a commitment to education in the liberal arts and humanities as essential foundations for a meaningful life, a global perspective derived from extensive living and learning in more than 30 different countries, and enthusiasm about the possibilities for graduate and professional programs at the intersections of health sciences, law, and business. Father Hendrickson earned his B.A. in psychology and theology from Marquette University in 1993 and entered the Society of Jesus in 1994. He received his

M.A. in philosophical resources from Fordham University, a Master of Divinity degree from the Jesuit School of Theology at Santa Clara University, and M.A. and Ph.D. degrees from Columbia University. He also serves as a member of the Board of Trustees at both Xavier University and Boston College.

During his first year as Creighton's president, in collaboration with the Board of Trustees, Father Hendrickson initiated a series of activities to engage the campus community and gather input in preparation for an institutional planning process that is now underway. He announced three major initiatives: the Creighton Global Initiative (CGI), the President's Advisory Council on Sustainability, and a Diversity Commission. With generous support from friends of Creighton, the university launched the CGI with \$4 million, and awarded \$1.5 million seed funding to thirty programs during the first year. In collaboration with university leadership and trustees, Father Hendrickson also successfully negotiated the sale of Creighton's hospital building to a developer who will create residential apartment housing and retail space close to campus and launched the building of a new \$84.5-million 200,000-square-foot School of Dentistry building that will increase the number of patients served from 12,000 annually to 15,000.

Creighton seeks a collaborative and forward-thinking Provost who will work effectively with the President, Board of Trustees, Deans and other senior leaders, faculty, students, staff, and governing councils to help the University achieve further distinction by addressing the following key opportunities and challenges, which are detailed further in this profile:

- Inspire, unite, and energize the academic organization around the Catholic Jesuit tradition, Creighton's mission, and a shared vision
- Ensure alignment of organizational structures, processes, and systems
- Encourage innovation and creativity while ensuring effective allocation of resources among competing needs of the institution
- Focus on student success at the university and beyond
- Create, articulate, and drive the future of the Creighton libraries
- Position Creighton as a model for inter-professional education in healthcare
- Continue to shepherd and strengthen the partnership with CHI Health Creighton University Medical Center–Bergan Mercy
- Support and enhance shared governance and a culture of respect and transparency

A list of the desired qualifications and characteristics of the Provost can be found at the conclusion of this document, which was prepared with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

About Creighton University

From its beginning as Creighton College on September 2, 1878, when five Jesuits, two lay teachers, and 120 students began classes, Creighton has continued to grow in both size and impact, now serving about 8,400 students in more than 100 academic programs including 50 majors and 20 graduate and professional programs. Creighton has risen to become one of the top Jesuit universities in the nation and one of the most comprehensive institutions of its size. The University's nine schools and colleges include the College of Arts and Sciences, which enrolls more than a third of Creighton's students, the Heider College of Business, the Graduate School, the College of Professional Studies, the College of Nursing, and the Schools of Dentistry, Law, Medicine, and Pharmacy and Health Professions.

Research, teaching, and service are interwoven at Creighton. Students are served by 672 full-time faculty, including preclinical, clinical, and administrative officers, and 293 part-time faculty, as well as those who contribute their services on a volunteer basis. With an undergraduate student-to-faculty ratio of 11 to 1, Creighton ensures that students are mentored and guided by award-winning teacher-scholars who have student success as their top priority. Creighton has a long and rich history of groundbreaking research and operates an array of centers and institutes, including the Center for Undergraduate Research and Scholarship (CURAS). External research awards to Creighton University for the 2015-2016 academic year totaled \$26 million and thousands of patients were served through the health professional clinics. Creighton students engage in a wide variety of research, scholarly, and creative projects, and receive such prestigious awards as the Fulbright Scholarship and the Goldwater, James Madison Foundation, and National Science Foundation fellowships.

Creighton provides its students with an atmosphere that challenges them academically and professionally, and supports and inspires them individually. Nationally recognized for providing a balanced educational experience, the university offers rigorous degree programs in a broad range of disciplines that emphasize educating the *whole person* – intellectually, socially, and spiritually. “As a Jesuit university, Creighton continues the Ignatian tradition of ‘forming men and women for others.’ The Jesuit charism, built as it is on the *Spiritual Exercises of St. Ignatius*, inspires and gives shape to how Creighton educates, encouraging students to see the hand of God in all things, to discern the ‘*magis*,’ or the better course of action, to ‘engage the world through a careful analysis of context, in dialogue with experience evaluated through reflection, for the sake of action, and with openness, always, to evaluation.’”¹ As a Catholic university, Creighton insists on the God-given dignity of each and every human person and on the fundamental hospitality of faith and reason. It calls forth an engagement with the religious element of human experience. Students are thereby able to develop capacities for ethical reasoning and to engage with the Jesuit values of service and justice that they may become men and women for and with others.

Creighton offers students a wide variety of clubs, organizations and service learning opportunities. There is an active fraternity and sorority community. Athletics – both Division I and intramural – offer opportunities for social interaction and contribute to a sense of community. Clubs and organizations support interests in government, culture, religion, and almost every facet of intellectual life. Additionally, Creighton offers students opportunities to gain global perspectives through study-abroad programs. A prime example of this is Creighton’s partnership with the Institute for Latin American Concern (ILAC) in the Dominican Republic. The partnership offers students the opportunity to participate in a semester-long service and immersion learning program that is now celebrating its 25th anniversary. Students, faculty, and staff have provided on-site and campo-stationed clinical care and instruction for decades, and the experience is routinely impactful to Dominicans and Creighton participants alike. Additionally, ILAC offers agricultural programming in campo communities and in recent years has developed water quality programs that are perfectly suited to meet the educational needs of issues related to sustainability.

Creighton University embraces and thrives on diversity of all kinds and the Class of 2020 reflects this commitment. In 2016, Creighton welcomed the second largest freshman class in history of 1,032 students as well as 49 transfer students. The class is talented and diverse with 35 percent ranked in the top 10 percent of their high school class and a median high school GPA of 3.8. Nearly 25 faiths are represented with 56 percent of the students reporting being Catholic. Male students make up 44 percent and female students make up 56 percent of the class and 22 percent of students have a relative that attended Creighton. Creighton is also achieving success in socio-economic diversity by providing greater access to underserved students and their families, fulfilling an important aspect of the University’s mission. For the 2016-2017 academic year, 26 percent of Creighton’s students are persons of color and 14 percent are

¹ Characteristics of Jesuit Universities: Seven Characteristics Appropriate to Jesuit Institutions of Higher Education, A Work of the Presidents of the Association of Jesuit Colleges and Universities.

first-generation college students. 64 percent of Creighton freshmen indicate an interest in pursuing a professional program offered at Creighton, with more than half of those indicating an interest in medicine.

Creighton also contributes to Nebraska's "brain gain" by drawing 78 percent of its students from outside the state, with 42 percent from more than 400 miles away, including students from 38 states and 27 countries. Many graduates stay and work in and around Omaha. A significant portion of the physicians, dentists, pharmacists and occupational therapists in Omaha are Creighton graduates. Creighton University's impact on Nebraska's economy exceeds \$787.5 million annually.

Creighton is accredited by the Higher Learning Commission (HLC) of the North Central Association (NCA). In 2006-2007, the University was reaccredited until 2017, with no interim visits or reports required. Creighton's business, graduate and professional programs are also accredited by appropriate specialized accreditation agencies. Efforts are well underway to prepare for the April 2017 accreditation visit.

In addition to its ranking by *U.S. News & World Report* as the top-ranked Master's University in the Midwest, this year, in the region, Creighton also landed at third for Most Innovative Schools, fourth for Best Undergraduate Teaching and second for its freshman retention rate. For the third consecutive year, Creighton was among 36 universities in the nation recognized for undergraduate research/creative projects. Creighton is the only Catholic university on this prestigious list, which also includes Duke, Harvard, Johns Hopkins, Princeton, Stanford and Yale universities, and MIT. Creighton also was one of just 22 schools nationally recognized for encouraging students to apply classroom learning through internships and practicums, the only Catholic university in this category, as well.

Creighton University is a partner in the CHI Health Creighton University Medical Center–Bergan Mercy, one of the region's premier academic medical centers and one of the largest health care providers in Nebraska. The Medical Center is home to top-ranked programs in cardiovascular services and digestive services, and is internationally recognized for research, prevention, and treatment of hereditary cancers, osteoporosis, diabetes, obesity, and other diseases. Through the partnership, students in the health professions have opportunities to work with various hospitals and patient populations throughout the Omaha metro area. Creighton University School of Medicine students also have the opportunity to live and learn in Phoenix, Arizona at Dignity Health St. Joseph's Hospital and Medical Center. Creighton's Phoenix campus is the only Catholic medical school campus west of Omaha. Nationally recognized for quality tertiary care, medical education, and research, St. Joseph's was the first hospital in the Phoenix area. It is home to the internationally renowned Barrow Neurological Institute, the Heart & Lung Institute and a Level I Trauma Center.

The three Creighton University Libraries, Reinert-Alumni, Law, and Health Sciences, provide expert staff, outstanding resources, and community spaces that together support the teaching and learning needs of the students and faculty of Creighton University.

For more about the traditions and distinguishing features of Creighton University, see Appendix II and www.creighton.edu.

Vision and Planning at Creighton University

As a result of a series of activities to engage the campus community and gather input in preparation for an institutional planning process during the first year of Father Hendrickson's presidency, Creighton has recently embarked upon an ambitious strategic planning process focusing on the key themes of mission enhancement, academic excellence, campus environment, institutional outreach, and stewardship of resources. A Presidential Planning Committee has been appointed to provide direction during the process,

and this body is comprised of the President, Provost, Senior Vice President of Operations, two Vice Provosts, two Deans, and three faculty members. In the coming months, a steering committee and goal stewards will be identified to assist with plan development and implementation. The new strategic plan is expected to be approved sometime during the 2017 calendar year and implementation will begin immediately. For more information on the planning process, university themes, and relevant communications, please visit www.creighton.edu/strategic-plan.

This strategic plan will also be the springboard for other planning efforts, all with the overarching intent to usher Creighton into a new era of relevance and recognition regionally, nationally, and globally. The Board of Trustees approved the start of a comprehensive campaign that will align well with the goals of the strategic plan including areas such as student affordability and access, a library and technology center that will position Creighton for the future, and inter-professional programming and facilities to support healthcare education. The Provost will also drive the creation of an academic plan that will cultivate selective excellence and better position Creighton to be both relevant and recognized for the impact it has on students and the world.

Shared Governance at Creighton University

Creighton has a strong tradition of and deep commitment to shared governance and the Provost plays a critical role in ensuring that the structures and processes, as well as the spirit and intent of transparency and shared decision making are honored and practiced. The Faculty Council and the Academic Council are the two key organizations that ensure faculty participation and voice in university decision-making.

The Faculty Council is composed of Faculty members who volunteer their expertise and serve as representatives to this body in which issues related to the academic mission of the university can be discussed. It is presided over by the President of the University Faculty who is assisted by the Secretary of the Faculty Council. It makes recommendations to the Academic Council. The Academic Council is composed of the members of the Faculty Council as well as members of the Academic Administrators' Council. The Provost alternates with the President of the University Faculty in presiding over this body. The Academic Council provides a forum for the presentation and explanation of administrative decisions and for the presentation of faculty advice and counsel to the administrative officers of the university.

Role of the Provost and Chief Academic Officer

Reporting to the President, the Provost and Chief Academic Officer's role is to provide academic vision and leadership to fulfill the university's mission. The Provost will oversee and provide intellectual support for the academic schools, colleges, programs, faculty affairs, and academic support functions for the university. The scope of the role includes oversight of the 8,400 undergraduate, graduate, and professional students, with financial responsibility for the operating budget of \$256 million. The Provost serves as the second-ranking officer of the University under the President. Positions reporting to the Provost include the deans of the schools and colleges, the vice provosts of mission and ministry, enrollment management and university planning, and student life, as well as the associate provosts for academic administration and academic finance.

The Provost will participate in and lead a number of committees, including serving as the Chair of the Academic Council and the Executive Committee of the Academic Council, as well as Co-Chair of the Budget Advisory Committee. The Provost will also be an active member of the Committee on Rank and Tenure and the University Committee on Public Honors and Events.

As the Chief Academic Officer, the Provost will work closely with the Board of Trustees, the President, and various university constituents to develop, implement, and communicate academic and holistic development strategies and plans for Creighton. The Provost will also collaborate with the President and

university leadership to provide outstanding care for patients served by Creighton-affiliated providers, and to ensure that the academic vision associated with health care activities integrates with Creighton's Catholic, Jesuit mission. The Provost will also support the President in bringing about a new era of recognition and relevance to the university, helping to expand Creighton's educational and social impact on a local, national and global scale.

Key Opportunities and Challenges for the Provost and Chief Academic Officer

By providing effective and inspirational leadership that will further unite the schools, colleges, and other academic units across the university, the Provost will help Creighton become a more integrated university, with a shared mission, sound policies, and a highly effective operational structure. The Provost will be expected to address the following opportunities and challenges:

Inspire, unite, and energize the academic organization around the Catholic Jesuit tradition, Creighton's mission, and a shared vision

Creighton's mission, size, composition and geography provide a distinct opportunity within the community of Catholic and Jesuit universities as well, more broadly, within higher education. The next Provost must be able to articulate, rally others around, and then capitalize on this distinction in a way that has yet to happen. Each of the schools and colleges has its own identity but the collection of them is found almost nowhere else in higher education. The Provost will lead an effort to think deeply about not only the what and how of teaching and learning in the Jesuit tradition, but to examine deeply the importance of this education for students, the lives they lead, and how the intersection of the disciplines and professional education impact the world at large.

Following this reflection, the Provost will work with academic leaders across the institution to develop an integrated academic plan that will capitalize on Creighton's distinction and selective excellence. She/he will challenge deans and other leaders to transcend traditional school- and college-based approaches and think creatively about teaching, research, clinical operations, and service learning. The Provost will work with university leaders to collaboratively plan for purposeful growth to capitalize on opportunities for new or expanded programs that meet societal needs and bring in additional revenue. The academic plan will derive from the university's current planning process and integrate with capital planning, fundraising, and other planning efforts.

Ensure alignment of organizational structures, processes, and systems

The role of Provost and Chief Academic Officer at Creighton was created in 2012 when the offices of Academic Affairs and Health Affairs were merged. This resulted in a large number of direct reports to the Provost and many policies, processes, and systems that needed to be developed, expanded, and revised. This work is still in progress and the next Provost will need to evaluate and determine the right organizational structures that will make the office both effective and efficient and allow the Provost to focus on the most important and strategic issues. This will require that the Provost create a culture focused on empowerment of and support for the deans and other academic leaders where authority and responsibilities are clearly defined. The Provost will be committed to shared governance and transparency in decision-making and will acknowledge that the community is focused on the success of students and the university, and will thus be inspired to make decisions in the best interests of all in the university community. The Provost should be a good listener, who can understand and weigh different perspectives, and then be comfortable with making decisions that are made in consonance with the mission and values of the university, and that advance its goals and objectives.

Encourage innovation and creativity while ensuring effective allocation of resources among competing needs of the institution

Creighton is currently looking at its budgeting and resource allocation processes as well as the information system needed to support planning. The Provost will work with the President, the Senior Vice President for Operations, and other university leaders to create more transparency in the budgeting process, ensure the academic mission is paramount in decision-making, and provide incentives to deans, faculty, and others for making measured progress toward clearly defined outcomes. The Provost will also ensure good stewardship of resources and encourage educational innovation in the forms of partnerships, technology investments, and programs that enhance Creighton's impact and provide new sources of revenue. The Provost will also support the deans in their fundraising efforts and ensure they have the tools and resources they need to be successful. The Provost will also establish programs and incentives for interdisciplinary research similar to the Haddix Faculty Research Fund, which will be used to sponsor new investigators or new directions for established faculty, the scholarship of teaching and learning, and interdisciplinary team-focused projects that cross two or more schools or colleges.

Focus on student success at the University and beyond

Creighton aspires to produce graduates who are not only experts in their fields, but are distinguished in leadership, committed to service, and engaged with the Jesuit values of service and justice such that they become men and women for and with others. The academic units at Creighton must continue to attract and retain high-caliber undergraduate, graduate, and professional students from around the nation and the world. The Provost will work with academic leaders to develop new methods, practices, and systems to recruit the numbers and quality of students who will contribute to a rich and inclusive learning experience. In addition, the Provost will lead the schools and colleges in becoming more effective in engaging and supporting students throughout their academic careers, and in providing them with an outstanding educational experience. Through collaborative leadership, the Provost will continue to nurture a campus environment that is focused on developing each student as a "whole person" and establishing the "Creighton Experience" as a premiere model for Jesuit education. This will require an increased focus on student services, co-curricular programming, international educational experiences, student research, and service learning opportunities.

The Provost will also help deans and other academic leaders to balance the financial realities of tuition, enrollment management, and financial aid to ensure that the university continues to generate the funding necessary to provide the assistance students need to both attend and succeed at Creighton.

Create, articulate, and drive the future of the Creighton libraries

Creighton's three libraries are working together to provide students, faculty, and others the resources and support for teaching and learning, but Creighton needs a vision and plan to position the libraries as the centerpiece of the student learning experience and as a place where students, faculty, and staff can access tools for innovation and knowledge generation. Drawing on other models around the country for libraries, learning centers, and information commons, the Provost will work with the University Librarian, other library and academic leaders, the Chief Information Officer, faculty, and students to re-envision the library and its buildings and services. This will involve formulating a plan and goals with a view to implementation of effective student success programs and ensuring the right mix of acquisitions and digital information access. The Provost will also ensure that the library has a seat at the table for the university's important planning conversations. The successful future of the library system will also depend on increasing its visibility with external communities and on embracing and promoting the use of technology for digital information access and management for students and faculty.

Position Creighton as a model for inter-professional education and practice in healthcare

Given the importance of inter-professional education (IPE) and practice for today's health professionals, combined with the collection of the health professional disciplines represented at Creighton, this is a tremendous opportunity for Creighton to position itself as a model for how inter-professional education can be done effectively. Creighton has schools of dentistry and medicine, and a college of nursing, as well as occupational and physical therapy and emergency services programs within the School of Pharmacy and Health Professions, so opportunities abound. This variety and caliber of health education on a single campus is nearly unparalleled, and faculty members are naturally doing some inter-professional education now. The Provost will work with the deans and faculty to deepen existing relationships and to ensure that the university provides the facilities, resources, and other support to move this work forward. This includes providing support to faculty who are passionate about this work and currently doing innovative things, as well as ensuring that the university remains committed to its students and provides them with the best training possible.

Shepherd and strengthen the partnership with CHI Health Creighton University Medical Center–Bergan Mercy

The Provost sits on the Board of Directors of CHI Health Creighton University Medical Center–Bergan Mercy and is a key representative for the university in the partnership. CUMC is the primary teaching site for Creighton's health sciences schools and this partnership ensures a rewarding academic experience for students and better health care for the greater Omaha community. As a member of the Board of Directors, the Provost must ensure that the partnership aligns with Creighton's academic mission and Catholic Jesuit values, respects the need for quality education, gives opportunities for Creighton's students, and is financially advantageous for Creighton University.

Expand and strengthen Creighton's healthcare presence in Phoenix

The relationship between Creighton University and St. Joseph's Hospital and Medical Center in Phoenix created the only Catholic medical school campus located west of Omaha. The affiliation expanded educational opportunities available to Creighton medical students while allowing School of Medicine to recruit more students. The collaboration is also designed to strengthen the medical reputations of both institutions, promote the sharing of faculty and administrative expertise, create collaborative research opportunities, and enhance medical services for Arizona patients. The Provost will continue to expand this partnership in Phoenix and look for other opportunities for undergraduate, graduate, and professional program expansion in the Southwest. Ideally, this will raise the visibility of Creighton which will result in increased interest and enrollment at the programs at the campus in Omaha.

Support and enhance shared governance and a culture of respect and transparency

The Provost will be responsible for maintaining a high level of morale and support while leading the university toward a positive and exciting future. She/he will promote a culture of open communication with faculty, staff, and students while also creating opportunities for input and feedback. The Provost should come to be regarded as a trusted source of counsel for faculty and staff, and manage with a high level of transparency. The Provost will work with the Academic Council and Faculty Council and other university committees and ensure academic leaders provide effective and inspired leadership on campus. The Provost will work to preserve a culture of true shared governance that includes a strong faculty voice in decision-making, while leading the efforts of improving academics across the university.

Location

Creighton is located near downtown Omaha, Nebraska, currently the 42nd largest city in the United States and home to over 900,000 people who welcome visitors with open arms and authentic Midwestern hospitality. In 2015, Omaha was ranked in the Top 5 Best Big Cities of the Midwest, with high rankings in robustness of job market, affordable housing, and factors such as accessibility to health care, culture, and open space. It's been high on a number of Top Cities Lists over the last 5 years, including being one of the Top Cities for Global Trade, the #2 Best City for Recreation, #15 Best City for Families, and #2 Best City for Millennial College Students. Founded in 1854, Omaha has seen its riverfront and downtown area experience tremendous growth in recent years, with more than \$2 billion invested in new development. To learn more about Omaha, see www.visitomaha.com.

Qualifications and Characteristics

Creighton University seeks a Provost and Chief Academic Officer with intellectual vision, a global perspective, an innovative spirit, and the ability to inspire the university community to new levels of excellence. Successful candidates should be experienced academic leaders with a passion for the mission of Creighton University. All should have a demonstrated understanding of Catholic Jesuit values and a commitment to diversity and inclusion. Candidates should also possess the following qualifications and characteristics:

- Doctorate or terminal degree and a record of distinguished scholarship requisite for an appointment as a tenured full professor
- Commitment to the Jesuit and Catholic mission and its role in higher education, supporting the development of the whole person, the promotion of faith that does justice, and service to others
- Progressive academic leadership experience in higher education and developing and executing academic strategies in a complex and comprehensive university
- Financial competence with a fiscal insight necessary to advance allocation of resources effectively and efficiently among competing needs of the institution and its mission
- Proven ability to serve as an officer of a university in an executive role, and to provide visionary strategic leadership, an innovative and entrepreneurial spirit, and a commitment to interdisciplinary education
- Demonstrated decisive management skills exemplified by a record of excellence in delegation, responsibility, and accountability
- Collaboration and consensus building abilities to bring together diverse groups of constituents
- Commitment to development of an inclusive community that respects the rights of individuals
- Established record of excellence in delegation, responsibility, and accountability
- Appreciation for, and record of, discernment and thoughtful decision-making
- Proven record of and participation in structures of shared governance

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Applicants should submit a cover letter and resume online at www.imsearch.com/5987. Inquiries and nominations can be submitted to the same web address or to the search firm representatives at the address or phone number listed below.



*Recruiting exceptional leaders
for mission-driven organizations*

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In accordance with the applicable Federal Laws and Regulations, Creighton University is committed to providing a safe and nondiscriminatory educational and employment environment. The University admits qualified students and hires qualified employees without regard to race, color, religion, sex, marital status, national origin, age, disability, citizenship, sexual orientation, veteran status, or other status protected by law.

Appendix I: Schools, Colleges and Divisions of Creighton University Office of the Provost

(All data is from academic year 2015-2016, unless otherwise noted.)

College of Arts and Sciences (CAS)

Established in 1878, the College of Arts and Sciences is the largest, oldest and most academically diverse of Creighton's nine colleges and schools. The dean of the College of Arts and Sciences is Bridget Keegan, Ph.D. In academic year 2015-2016, total enrollment in the college was 2,390. The college offers more than 60 majors and minors, and the student-to-faculty ratio is 11:1, which is among the lowest of the 28 U.S. Jesuit colleges and universities. To learn more, visit <https://ccas.creighton.edu>.

Some key facts:

- 97% of recent graduates were employed, enrolled in graduate or professional school, or serving in a volunteer program within eight months of graduation
- More than half enroll in graduate or professional school after graduation, continuing at Creighton or heading to other prestigious institutions such as Harvard, Stanford, Oxford and Cambridge universities
- The innovative Magis Core Curriculum features outcomes-based learning that infuses Creighton's Jesuit, Catholic mission throughout coursework
- Opportunities for international immersions abound – for the semester at our campus in the Dominican Republic or for the summer, traveling with faculty members to study in Spain, France, Ireland, China, Peru, or Tanzania
- The Dean's Service Honor Roll celebrates students who actively give their time and talents to the community; these students collectively served nearly 7,000 hours in 2014-2015
- Creighton provides access to thousands of internships that offer real-world experience and bolster classroom learning; many majors offer internships as part of the curriculum
- Full-time faculty are dedicated freshman advisors and teachers; no courses at Creighton are taught by graduate teaching assistants
- Four faculty members have been recognized in the last three years as Professors of the Year by the Carnegie Foundation for the Advancement of Teaching and the Council for the Advancement and Support of Education: one nationally and three for the state of Nebraska
- Creighton encourages student research through the Center for Undergraduate Research and Scholarship (CURAS)
- Nearly 200 students present research at national and regional scholarly conferences annually
- Excellence in research is one reason Creighton has produced 16 Goldwater Scholars in the last 11 years, ranking first among Catholic universities for success in this prestigious scholarship for undergraduate scientific research

Heider College of Business

Established in 1920, the Heider College of Business became Creighton's first named college in 2013, in recognition of the support of philanthropists Charles (BSC'49) and Mary Heider. The dean of the Heider College of Business is Anthony Hendrickson, Ph.D. In academic year 2015-2016, the total enrollment in the college was 1,380 (980 undergraduates, 400 graduates). Programs are offered in accounting, business intelligence & analytics, economics, finance, international business, marketing, management and 3-3 pre-law (4-year undergraduate BSBA and 5 graduate programs). To learn more, visit <http://business.creighton.edu>.

Some key facts:

- 99% of recent graduates were employed, volunteering or enrolled in graduate school within 6 months of graduation
- Among only 2% of schools in the world accredited in both business and accounting by the Association to Advance Collegiate Schools of Business International
- Students come from all 50 states, with 80% from outside of Nebraska
- Students have an opportunity to invest \$5.6 million in University funds through the Portfolio Practicum class
- The Heider Securities Investment & Analysis Center provides a trading-room-style classroom
- The annual Creighton Business Symposium is the largest student-planned business event in the nation
- 90% of students complete more than one internship, giving them a competitive edge
- 100% placement rate for accounting majors for the past 10 years
- 3/3 Law Program allows students to complete business and law degrees in six years
- Pre-Healthcare Program combines a business degree with completion of requirements for admission to health care professional programs in medicine, dentistry, pharmacy, or PT and OT

Graduate School

Established in 1926, Creighton's Graduate School offers more than 35 master's degree programs in business, leadership, conflict resolution, education, school counseling, humanities, health care, public health, ministry, theology and science. The dean of the Graduate School is Gail Jensen, Ph.D. In academic year 2015-2016, the school enrolled 1,155 part-time and 316 full-time students. To learn more, visit <https://gradschool.creighton.edu/>.

Some key facts:

- The Graduate School is a leader in interdisciplinary education and offers both on-campus and online programs
- More than 50% of Creighton graduate students are enrolled in online programs
- In 2016, *U.S. News & World Report* ranked Creighton No. 13 in Best Online Graduate Business Programs (Excluding MBA), No. 36 in Best Online Graduate Education Programs, No. 44 in Best Online MBA Programs and No. 64 in Best Online Graduate Nursing Programs
- Newer programs include finance (MFIN), leadership, health and wellness coaching and expanded MBA offerings online and on campus
- The Doctoral Program in Interdisciplinary Leadership (EdD) is the largest online program, drawing students from 45 states and 10 countries
- Other doctoral programs include biomedical sciences, medical microbiology and immunology, pharmacology and the newest offerings, Doctor of Business Administration (DBA) and PhD in Clinical and Translational Sciences
- Graduate certificates are offered in business analytics, Catholic school leadership, clinical and translational science, health care ethics, lifestyle medicine, medical anthropology, international relations, negotiation and conflict resolution, project management, spiritual direction/directed retreats, leadership and more
- Creighton offers dual degrees in business, law, medicine, international relations, negotiation/conflict resolution, business intelligence and analytics, health care ethics, leadership, and more
- Creighton's first master's degree was awarded in 1893; the first Ph.D. was conferred in 1971

School of Dentistry

Since its founding in 1905, the Creighton University School of Dentistry has graduated accomplished, sought-after dental professionals. Graduates become general dentists or pursue residency programs, advanced degrees and specialty training across the United States and around the world. The dean of the School of Dentistry is Mark Latta, DMD. For 2016-2017, 340 students are enrolled in the school. In 2016, 2,171 applicants sought one of 85 available seats. The university is currently constructing a new school of dentistry that will provide state-of-the-art facilities and will allow for modestly increased class sizes. To learn more, visit <http://dentistry.creighton.edu>.

Some key facts:

- The Creighton dental clinic provides exceptional training and vital community service, serving more than 11,000 patients annually
- The school's tuition makes it one of the most affordable private dental schools in the United States
- Creighton has nationally competitive dental research programs in Oral Biology and its dental material and product development research programs are internationally recognized
- Student average pass rate for the past five years on Part 1 of the national board exam (NBDE) is 96.5% and for Part 2 is 97%; the average pass rate over the last five years for the licensure exam (WREB) is 93%
- Contracts with Idaho and Wyoming provide a guaranteed number of seats for students from those states; Creighton also offers Western Interstate Commission for Higher Education (WICHE) seats for students from New Mexico, North Dakota and Wyoming
- Creighton is the dental pipeline school for Native American students and is among the top three schools in the country educating Native American dentists (Creighton graduated the first American Indian dentist in the nation in 1956)
- The Maxillofacial Imaging Center consolidates two Cone-Beam Computerized Tomography (advanced digital dental radiography) units
- The Wilwerding-DiLorenzo Digital Technology Center provides cutting-edge CAD/CAM (computer-aided design and computer-aided manufacturing) technology, which makes crowns and replacement teeth
- Extramural research funding totaled nearly \$1.5 million for 2016-2017 research
- Students and faculty provide care to the underserved through numerous outreach efforts, including an elementary school program that provided preventive dental services for 2,352 children during 2015-2016; oral health outreach, education and community services totaled 9,070 individual encounters last year
- 20-25% of graduates achieve post-doctoral training
- Of all private dental schools in the country, Creighton places the most dentists in rural locations

School of Law

The Creighton University School of Law, founded in 1904, had an enrollment of 345 students from 35 states, five countries and 142 undergraduate schools in 2015-2016. The faculty is composed of prosecutors, public defenders and other practicing attorneys, and is led by the dean of the law school, Paul McGreal, JD. The law school student to faculty ratio is 10:1. To learn more, visit <https://law.creighton.edu/>.

Some key facts:

- Students have unique opportunities at Creighton, including a constitutional law seminar offered every other year that allows face-to-face discussion with a U.S. Supreme Court justice; and a

summer program, “From Nuremberg to the Hague,” that lets law students study international criminal law, war crimes and the Holocaust in Germany and The Netherlands

- 44% of students are women; 22% are minorities
- An annual immersion trip to the Dominican Republic allows students to reflect on life, law, and poverty in a Third World nation
- Students may earn a JD degree in two, three or four years, or earn two degrees in three years, including a JD plus a master’s degree in negotiation and dispute resolution from the renowned Werner Institute; or a JD and an MS in Government Organization and Leadership (GOAL)
- Another popular program is the JD/MBA in collaboration with the Heider College of Business
- 91% of 2014 graduates were employed, in graduate school or not seeking employment nine months after graduation
- Students in the most recent graduating class accepted offers of employment in 19 states and two other countries
- Creighton helps law students practice public-interest law: each summer, the law school offers grants to 1L and 2L students who accept otherwise unpaid externships with government and nonprofit law offices
- The Abrahams Legal Clinic gives Creighton law students hands-on experience by providing free legal services to low-income persons, especially victims of domestic violence
- The Community Economic Development Clinic provides free legal services to low-income entrepreneurs and experience to students in business formation, taxation and employment law

School of Medicine

Established in 1892, the Creighton University School of Medicine had an enrollment of 618 in 2015-2016. The dean of the medical school is Robert “Bo” Dunlay, MD. For the 2015-2016 academic year, 7,104 potential students applied for 155 first-year seats in the School of Medicine. The school has a campus in Phoenix and multiple clinical partners that provide optimum educational opportunities for students. Those opportunities will expand through a new academic health center, scheduled for completion in 2017. To learn more, visit <https://medschool.creighton.edu/>.

Some key facts:

- 100% of Creighton medical students perform community service during the course of their education
- Graduates’ medical licensing scores and pass rates consistently exceed the national average
- Graduate satisfaction also is consistently above the national average; nearly 95% of recent graduates were pleased with the quality of their Creighton medical education
- Students founded and run the Magis Clinic, which provides free health care for uninsured and underinsured people
- Creighton was the first Catholic university to receive the prestigious Community Service Award from the Association of American Medical Colleges (AAMC)
- Newer fellowship programs include gastroenterology and family medicine-obstetrics
- Creighton’s Center of Excellence for Physician Information for the National Institute on Drug Abuse is a national model for educating physicians about drug abuse and addiction
- 95% of 2015 graduates matched with their specialties of choice
- Creighton’s primary clinical partner, CHI Health, is the largest health care network in the region and one of the top 15 health care systems in the U.S., according to Truven Health Analytics (CHI Health is affiliated with Colorado-based Catholic Health Initiatives, one of the nation’s largest faith-based nonprofit health systems)
- Creighton and CHI Health are creating a one-of-a-kind academic health center with two locations: An ambulatory center near Creighton with primary, secondary and emergency care that

stresses community health, wellness and health promotion; and inpatient services and Level 1 trauma in central Omaha

- The school's regional campus in Phoenix at St. Joseph's Hospital and Medical Center is the only Catholic medical school campus west of Omaha
- Faculty research awards for the most recent academic year totaled nearly \$16.4 million
- The medical school is an international leader in hereditary cancer and osteoporosis
- Other outstanding programs include infectious disease, cardiovascular disease, nutrition/metabolism and neuroscience

College of Nursing

Founded in 1928 as part of St. Joseph Hospital in Omaha, the Creighton University College of Nursing has achieved a national reputation for innovative programs that keep pace with the ever-changing field of nursing. The College of Nursing enrolled 482 undergraduate students and 347 master's and doctoral students in 2015-2016. The dean of the College of Nursing is Catherine Toderro, Ph.D., BSN'72. To learn more, visit <https://nursing.creighton.edu>.

Some key facts:

- Creighton was the first nursing school in Nebraska to offer a Doctor of Nursing Practice (DNP) degree and preparation for one of the newest nursing roles, the Clinical Nurse Leader
- Creighton BSN graduates meet or exceed the national average for first-time pass rates on the National Council Licensure Examination
- Annual pass rates on the certification examination for nurse practitioner-track graduates generally range from 90 to 100 percent for first-time test takers
- Students gain hands-on learning at free health clinics in Omaha and through international health care at the Institute for Latin American Concern in the Dominican Republic
- Education is delivered at two campuses, in Omaha and Hastings, Neb., and is supplemented by select online courses and tracks
- The Leadership Scholars Program provides students leadership skills that reflect Ignatian values and practice
- The college collaborates annually with public and parochial schools in Omaha and surrounding areas to provide state-mandated health screenings
- Undergraduate students experience semesters abroad in countries as varied as Ireland, Germany, Spain, Tanzania, and the Dominican Republic
- Nursing students complete preceptorships in some of the nation's largest hospitals as well as in small, rural hospitals or specialty hospitals
- The MSN and DNP programs prepare students to be nurse practitioners, clinical nurse specialists, clinical nurse leaders, clinical system administrators and nurse educators
- Collaboration with Creighton's Werner Institute incorporates negotiation and conflict resolution classes and faculty into nursing curricula

School of Pharmacy & Health Professions

Founded in 1905, the School of Pharmacy and Health Professions has been a groundbreaking national leader in doctoral health professions education. The school developed the first Doctor of Physical Therapy (DPT) and Doctor of Occupational Therapy (OTD) degree programs in the United States. The dean of the school is J. Chris Bradberry, PharmD. The School of Pharmacy and Health Professions enrolled 1,189 students in 2015-2016 from 45 states and 15 countries. To learn more, visit <https://spahp.creighton.edu>.

Some key facts:

- The School of Pharmacy and Health Professions was the first web-based distance education program in the nation
- Offers innovative partnerships with the University of Alaska Anchorage and Regis University in Denver
- One of the largest OT facilities in the nation, with 18 faculty members holding terminal degrees
- More than 75% of students receive one to three job offers before they graduate
- Students have access to an expanse of clinical training sites, with a faculty-student clinical ratio of 1:3
- SPAHP is affiliated with CHI Health, the largest health system in the region, for residency training
- Students provide more than 9,669 hours of service to those in need
- Fewer than 15% of pharmacy schools in the U.S. offer as much drug information expertise to the professional community
- The Health Services Research program is recognized nationally for its work in patient safety
- For 40 years, the school has offered EMS education; for 20 years offering a Bachelor of Science in EMS
- First-time national licensure pass rates in pharmacy, OT and PT have been nearly 100% for the past several years

College of Professional Studies

Established in 1983, the College of Professional Studies focuses on the education needs of the busy adult learner, with courses taught by faculty from other Creighton University colleges and schools. In 2015-2016, there were more than 300 students enrolled in the College of Professional Studies; 15 percent were veterans. The dean of the college is Gail Jensen, Ph.D. The College of Professional Studies provides on-campus and online undergraduate degrees, certificates and noncredit programs. To learn more, visit <https://adultdegrees.creighton.edu/>.

Some key facts:

- Creighton's online bachelor's degree programs are ranked No. 20 nationally by *U.S. News & World Report*.
- Accelerated CREIGHTON classes are eight weeks long and offered online or in the evening. Accelerated evening program areas (creative writing, organizational communications and health administration and policy) lead to a certificate or bachelor's degree
- The college offers 12 undergraduate certificates including business administration, health administration and policy, creative writing and more
- The Emergency Medical Services (EMS) division is administered by the College of Professional Studies. Related bachelor's and associate degrees include EMT and paramedic certifications, plus a full range of noncredit courses (basic life support, advanced life support and more). Creighton University is one of only 20 universities offering undergraduate degrees in Emergency Medical Services (EMS)
- As a Yellow Ribbon Program participant and Military Friendly School, the university offers veterans and their dependents access to a Creighton education at little or no out-of-pocket cost
- The new online Bachelor's in Healthy Lifestyle Management prepares students for careers in health and wellness. This unique program is rooted in interdisciplinary teaching, research and practice to care for the whole person: body, mind, and spirit

- The online Bachelor's in Leadership includes three specialization tracks: health care management, nonprofit management and human capital management
- The College of Professional Studies works with the Archdiocese of Omaha to provide credit and noncredit programming in ministry and theology

Division of Mission and Ministry

The Creighton mission is rooted in Jesuit, Catholic core values and is evident through the multifaceted work of the Division of Mission and Ministry. Creighton is widely recognized as a national and international leader for its many forms of creative, innovative and inspirational ministry to students, faculty, staff, alumni and those far beyond Creighton boundaries.

The Division of Mission and Ministry could be described as the heart and soul of the University, from which Jesuit/Ignatian spirituality and Catholic tradition flow to enliven the faith lives of the whole campus and beyond. Mission and Ministry is especially dedicated to fostering in Creighton students a willingness to serve others and to work for justice. Each ministry department provides opportunities to integrate faith, studies and service, and students are encouraged to reflect on their relationship with God through the lens of their own faith tradition.

Mission and Ministry includes six departments staffed by Jesuit priests, lay ministers and support staff: Campus Ministry; Collaborative Ministry Office; John P. Schlegel, S.J., Center for Service and Justice (SCSJ); Deglman Center for Ignatian Spirituality; Institute for Latin American Concern (ILAC) and Creighton University Retreat Center. Two additional areas of focus are Formation for the Catholic Jesuit Character of the mission and coordination of two professional graduate programs in ministry formation.

There are many spiritual opportunities available including: spiritual direction, student reflection, worship, retreats, catechetical programming, opportunities to make the *Spiritual Exercises* and sacrament preparation. Students are also offered a variety of service and advocacy opportunities that are a cornerstone of the Jesuit tradition. Students volunteer at service sites locally, nationally and internationally.

The Division of Mission and Ministry offers support for all those searching to integrate their life experiences with God's plan for them.

Division of Student Life

Guided by Jesuit, Catholic values and in support of the Creighton University mission, the Division of Student Life provides programs and services integral to all student experiences. In partnership with the campus, we foster holistic student development in the Ignatian tradition, to produce students engaged in their communities with compassion, confidence and character. Student Life's current strategic goals call us to: develop students holistically; create and sustain a campus culture, climate and environment for all community members; partner in pursuit of academic excellence; and encourage lifelong learning and the development of the staff and the division.

Comprised of 78 staff members, the structure of the Division of Student Life operates under 4 functional areas: Office of the Vice Provost for Student Life; Student Development, Student Engagement, and Housing and Auxiliary Services. At the core of all functional areas is the goal to enhance student experiences.

The Office of the Vice Provost for Student Life is responsible for development of the divisional vision and direction, planning, assessment, staff development, student employee development, technology, and

innovation. The Office is also responsible for the direction and oversight of student-focused communication efforts through social and print media, and digital signage.

The Student Development functional area is responsible to develop student self-awareness, well-being, personal integrity, student retention and faith exploration. Student Development includes the following departments: Residential Life (on-campus living; student learning and community building); Student Counseling Services; Student Health Services; and Student Integrity, Wellness and Assistance (student integrity, student assistance and campus outreach).

Four departments are within the Student Engagement functional area: Creighton Intercultural Center (intercultural education, programming, outreach, and the Lieben Center for Women); Student Life in the Encuentro Dominicano Program; Student Leadership and Involvement Center (co-curricular portfolio, orientation and transitions, student leadership, Creighton Students Union; Program Board, student organizations [there are over 325 registered student organizations on campus]; Greek Life [40% of Creighton students are involved in sorority/fraternity organizations]); Campus Recreation and Wellness (intramurals, group fitness sports clubs). Student Engagement works to develop student relationships, community values, student connections, and intercultural appreciation.

The Housing and Auxiliary Services functional area is responsible for creating environments that develop and engage students; and stewardship of spaces, facilities and finances entrusted to the division. This area provides support for housing and facilities operations (maintenance, renovations and capital projects, and repairs and replacement); housing services (approximately 2500 students live in one of the 9 residence halls on campus); student center and dining services (centralized reservations/event services, summer conferences, catering, and vending); and division-wide financial analysis.

There are 5 divisional committees which support and enhance the shared vision of Student Life:

Assessment Committee

This committee has two primary purposes: (1) coordination and documentation of the efforts and initiatives that relate to student learning; and (2) responsible for leading our divisional efforts demonstrating a commitment to the assessment of learning and our university-level learning outcomes.

Cornerstone Committee

The purpose for this committee is to actively support the work of the Housing and Auxiliary Services functional area to create and sustain environments and facilities that enhance the students' campus experience.

For and With Others Committee

It is the responsibility of this committee to create ongoing development for the divisional staff, providing opportunities for learning, networking and recognition efforts within the Division of Student Life.

Student Formation Committee

Jesuit higher education calls us to create a meaningful learning environment that challenges students to engage in the world critically around them; it challenges us to form students to be lifelong learners. In an effort to devise an intentional, imaginative and impactful student experience.

Telling Our Story Committee

Creighton exists for students and learning. Guided by the mission of the University and the divisional mission, goals and vision statements, this committee's primary responsibility is to thoughtfully and intentionally develop, communicate, respond, and refine the student voice – to tell the Student Life story. This committee shares the Student Life story to demonstrate and enhance efforts that are integral to all student experiences.

More information regarding the Division of Student Life can be found at the website www.creighton.edu/students/departmentsinstudentlife