



THE CREIGHTON 150 STRATEGIC PLAN

Lighting the Way

NOVEMBER 2017

Message from the President



As we prepare for our 140th anniversary next September, Creighton University also is preparing for an exciting new era of opportunity and promise, one that combines our tradition for educational excellence and distinctive Jesuit, Catholic mission with a bold vision for the future.

The late Jesuit Superior General the Very Rev. Peter-Hans Kolvenbach, SJ, in a 2000 speech, described Jesuit colleges and universities as “highly sophisticated institutions of learning” ... “larger, better equipped, more complex and professional than ever before.” Indeed, that is even more true today. In this, we have an obligation to our students to prepare them well for professional success in an increasingly globalized and interconnected world. In our Jesuit, Catholic tradition, however, we also owe them something more.

Fr. Kolvenbach put it succinctly: “What our students want—and deserve—includes but transcends this ‘worldly success’ based on marketable skills. The real measure of our Jesuit universities lies in who our students become.”

Our students become not only business leaders, journalists, health care professionals, lawyers, entrepreneurs, biologists, and more. They become *Creighton* business leaders, *Creighton* journalists, *Creighton* health care professionals, *Creighton* lawyers, etc. They are called to enter the “gritty reality of this world” so that they can feel it, engage it, and respond to it.

This is our difference. Our approach emphasizes the formation of the whole student—intellectually, spiritually, and socially. In that, we are preparing the types of graduates that the world desperately needs—problem-solvers, critical thinkers, ethical leaders, and skilled professionals who courageously tackle the complex issues facing society.

This plan outlines a course to advance that vision. I invite you on this journey.

Let us dream big, push boundaries, think creatively. Opportunity awaits. The real measure of our success lies in who we will become.

A handwritten signature in black ink that reads "Rev. Daniel S. Hendrickson, SJ". The signature is written in a cursive, flowing style.

The Rev. Daniel S. Hendrickson, SJ
President, Creighton University

Strategic Plan Vision Statement

Creighton University is a world-class academic institution recognized for excellence in teaching, learning, and research, and enriched by a more than 450-year tradition of Jesuit, Catholic education. With our depth and breadth in the liberal arts, distinctiveness in the health sciences, preeminence in law, and real-world innovation in business, Creighton is eminently poised to capitalize on compelling opportunities to significantly advance our premier standing locally, nationally, and globally.

We stand on the edge of our tomorrow, open to incredible new possibilities.

A dynamic vision guides our path. It focuses on deepening our programs in the humanities; expanding Creighton's academic reach, both with health care partners in Omaha and Phoenix and with professional and corporate partners locally, nationally, and globally; advancing innovative initiatives in interprofessional education and collaborative health care; cultivating a dynamic global perspective; rooted in faith, passionately pursuing our Jesuit, Catholic mission, with a special concern for diversity and inclusion; creating a more just, reconciled, and sustainable world; and continuing to strengthen our research and scholarship.

We are inspired and motivated in this pursuit by our outstanding students. They are ambitious, academically talented, diverse, and service-oriented—striving always to make their mark on the world.

Our future aligns with their future.

Creighton University graduates not only find success in their careers and professions, but they are an informed voice for justice on significant moral issues facing our communities, nation, and world.

Our students, faculty, staff, and alumni bring critical analysis and thoughtful discussion to complex societal issues, and put bold leadership into action for the benefit of all of humanity.

This is our passion. This is the Creighton difference.

It invites a joyful hope for the future, as we confidently explore ways to enhance the student experience and place our mission at the forefront in all that we do.

Creighton is not a place that stands still. Leveraging our comprehensiveness and complexity, we are pushing boundaries, engaging the world, advancing new knowledge, and leading the way in seeking creative solutions to some of society's most challenging issues.

Our shared future represents a significant undertaking by the entire Creighton community to do the important work that will advance Creighton to unprecedented heights. This is our time. This is our opportunity. Let us move forward together courageously to realize our best tomorrow.

The Creighton 150 Strategic Plan

Lighting the Way

Creighton University is distinctive among institutions of higher learning as the living legacy of both a saint of the Catholic Church and one of the most visionary entrepreneurial families on the American frontier. As Jesuit and Catholic, the core of Creighton's identity comes from St. Ignatius of Loyola, who developed the Spiritual Exercises, founded the Society of Jesus in 1540, and opened schools as an intellectual, spiritual, and educational response to new realities in Catholic life in early modern Europe and, shortly thereafter, throughout the world. Today, while many developments of the 16th century have faded from memory, millions of people worldwide practice Ignatius' exercises and pedagogy to cultivate spiritual depth, guide wise discernment, strengthen personal integrity, give name to insights, and discover their God-given gifts to catalyze the creation of better selves, better communities, and a better world.

Creighton bears the distinctive characteristics of its founding family, which responded to the rapidly changing realities of America's territorial expansion and industrialization by wiring the nation with its first transcontinental telegraph. Rooted firmly in its Catholic faith, and seeing far beyond the immediate need for telecommunications on the frontier, the Creighton family—in collaboration with the local Catholic Church and, later, the Society of Jesus—committed its relationships and resources to develop the minds, heal the bodies, and strengthen the faith of all members of the Omaha community. Today, Creighton University is the place on the urban Great Plains where the traditions of St. Ignatius' Spiritual Exercises join with the Creighton family's spirit of progress and philanthropy and are sent forth to meet the needs of the world through our teaching, learning, research, faithfulness, service, and the accomplishments of our graduates.

Creighton University's unique guiding legacies have made it much more than simply a comprehensive university that leads the way in undergraduate research, interprofessional collaboration, and rigorous professional education. The Creighton experience integrates intellectual, personal, spiritual, and career development through the rigorous study of the humanities and liberal arts along with discipline-specific content so that graduates perform well in their fields—and make their mark upon the world. Whether they become educators, scientists, social workers, entrepreneurs, or experts across a broad range of studies, Creighton graduates can draw from the liberal arts to imagine new avenues of inquiry, communicate effectively as leaders, and reflect deeply and critically upon the best ways to care for people who are vulnerable and on the margins of society. Creighton graduates strive to keep ethics, understanding, and empathy at the forefront of all they do. These seemingly disparate ways of being and knowing, represented eloquently in the figures of the innovative saint and the generous entrepreneur, have been melded throughout our history to form women and men for and with others, and who have gone forth from our classrooms, studios, laboratories, clinics, and experiential learning sites to set the world on fire.

Creighton's long traditions of academic excellence, formation of the whole person, expansion of its circle of inclusion, and improvement of the lives of others through the creation and dissemination of knowledge remain unshakable constants, even amid the fast-moving and revolutionary changes of the 21st century. Continuous transformations in the way we live, work, and know present novel opportunities for Creighton to realize its mission in new and exciting ways. Indeed, Ignatius' emphasis on the need for thoughtful

reflection upon the changing signs of the times, and strategic adaptation to the evolving needs of the world, position us to both thrive in today's environment, and impact it significantly.

Our history demonstrates the excellence to which we continually aspire; we stand upon moments of brilliance, courage, and innovation. Creighton launched just the second accelerated nursing program in the country. "Lynch Syndrome," a strain of hereditary nonpolyposis colon cancer, is named after Henry Lynch, MD, a pioneering Creighton cancer researcher. The late Robert Heaney, MD, the first to hold the John A. Creighton University Professorship, was a world-renowned leader in bone biology and vitamin D research. Mary Helen Stefaniak, MFA, received the 2011 Anisfield-Wolf Book Award, which recognizes written work that provides insight into racism and diversity, for her novel *The Cailiffs of Baghdad, Georgia*. Creighton's Institute for Latin American Concern, an Ignatian-led health and educational program, has connected health sciences and undergraduate students with rural communities in the Dominican Republic for more than 45 years. Creighton's history is rich with such hallmark publications, teaching recognitions, scientific discoveries, and programmatic firsts that represent leadership in and of our campus, and in American academe.

In recent years, Creighton has responded to evolving needs through the development of new degree and certificate programs; the growth of experiential learning in harmony with our Jesuit, Catholic mission; and the implementation of research collaborations in which students and faculty partner in the creation and dissemination of knowledge. These strategic successes noted the signs of the times and leveraged our distinctive mission to vigorously address challenges and realize opportunities.

Yet current realities also present additional pressures that could slow Creighton's accelerating momentum toward the vibrant future with which we are entrusted. The intensified competition among universities for top scholars in the face of a gradual decline in the number of prospective college students; rises in tuition costs and student indebtedness; the need to widen access to and affordability for students whose attendance here is impeded financially; dramatic shifts in the regulation and delivery of health care that impact the professions many of our graduates will enter; and the urgent need to attract and support faculty and researchers are examples of current trends that impact us.

As these challenges grow in complexity and number, Creighton must preserve its essential core while adapting to the expanding array of new conditions. **With its fidelity to the essentials of Jesuit, Catholic pedagogy and its long history of creative adaptation, Creighton is ready to reach new heights and chart a clear direction that connects the University's origins to its present-day realities and moves Creighton deliberately, and with discernment, into the future.** Like Ignatius of Loyola in the 16th century and the Creighton family in the 19th century, Creighton University will be prepared to address complex questions; implement solutions; collaborate with neighbors and nations in service to the common good; and bring to the world the knowledge that comes through "finding God in all things," which is the continuous integration of faith and reason. Ever Creighton, we move toward our horizon.

With the Strategic Plan, Creighton University is renewing the founding of the institution, recognizing that our history informs and inspires our bold future. The visionaries of our past compel us to dream big, explore fearlessly, and seek new heights. In what follows, we offer a small sampling of these hallmarks of distinction.

Hallmarks of Research and Innovation



- 1947 Markoe-DePorres Club meets for the first time on Creighton's campus. Named after St. Martin De Porres, the patron saint of social justice, the objective of the club is the realization of racial justice in Omaha.
- 1947 For the third time in the United States and the first time west of the Missouri River, cameras in the surgical pavilion of St. Joseph's Hospital telecast an operation.
- 1959 Christopher Kenny, PhD, professor of chemistry, is awarded the Benemerenti Medal by Pope John XXIII, now St. John XXIII, for his work in service to the Catholic Church.
- 1959 Hui O Hawaii Club hosts a campus celebration to recognize Hawaii's statehood, which eventually became our popular annual luau.
- 1961 The United States' first and largest Trans Telephone EKG Service debuts at Creighton.
- 1972 First Creighton students travel to the Dominican Republic to serve in a new joint venture between the University and the Centro de Educación para la Salud Integral Board, the genesis of our relationship with the Institute for Latin American Concern.
- 1975 First courses offered in the Master of Arts in Christian Spirituality, with an emphasis on Ignatian Spiritual Direction. This is the longest continual Master of Arts in Spirituality program open to laity and clergy in a Catholic university in the United States.
- 1975 Creighton's College of Nursing launches the second accelerated nursing program in the United States.
- 1976 The Institute for Latin American Concern program is established at Creighton. The next year, students travel to the Dominican Republic for eight weeks in the summer to assist rural communities with health care and living conditions.
- 1981 The Rev. Leland Lubbers, SJ, establishes a foreign language cable television station at Creighton for the promotion of language acquisition, cultural understanding, and friendship, paving the way for the birth of SCOLA in 1993.
- 1983 Robert Fitzgibbons Jr., MD, professor of medicine and chair of the Department of Surgery, pioneers minimally invasive surgical procedures.
- 1984 The term "Lynch syndrome" is coined, recognizing the contributions of pioneering Creighton cancer researcher Henry Lynch, MD, in identifying a strain of hereditary nonpolyposis colon cancer.
- 1987 Barbara Braden, PhD, of the College of Nursing, published an article describing the Braden Scale for predicting pressure sore risk, which transformed the field.
- 1990 HollyAnn Harris, PhD, associate professor of chemistry, is named the inaugural Clare Boothe Luce Faculty Chair for Women in Science. Six faculty members, with the seventh beginning in fall 2017, have since held the chair.
- 1992 First Outpatient Cardiac Center and Outpatient Cardiac Catheterization lab in the Midwest is established at Creighton.
- 1992 The College of Business Administration initiates a Portfolio Practicum Program. Under the direction of faculty and oversight of the University's Investment Committee, undergraduate finance students manage investments.
- 1993 Creighton launches the first Doctor of Physical Therapy program in the nation.
- 1996 Greg Zacharias, PhD, professor of English, founds the Center for Henry James Studies at Creighton, now one of the most comprehensive, collaborative research centers on the life, work, and times of the acclaimed American novelist.
- 1998 Creighton begins offering daily reflections to share with faculty and staff. Within weeks, readers from around the world begin following the online reflections. Today, the Online Ministries website receives millions of hits each year, from across the globe.
- 1999 Creighton launches the first Doctor of Occupational Therapy program in the United States.
- 2001 Creighton launches the first online Doctor of Pharmacy program in the United States.
- 2003 Creighton launches a Master of Arts in Ministry in cooperation with the Omaha Archdiocese. The program transitioned to an online program, making Creighton one of the first Jesuit universities to teach ministry in an online format.
- 2003 In collaboration with the Institute for Latin American Concern, Creighton starts the first medical and surgical preventive ophthalmology program in the Dominican Republic, specifically targeting the eradication of vitamin A deficiency in children and glaucoma in adults.
- 2004 Creighton dedicates Michael G. Morrison, SJ, Stadium, one of the premier soccer facilities in the United States.
- 2004 Jesuit Superior General the Very Rev. Peter-Hans Kolvenbach, SJ, delivers a speech on Creighton's campus during a historic visit to Omaha.

2004 An outpatient surgery center opens at the Institute for Latin American Concern Center in Santiago, Dominican Republic, allowing Creighton surgeons to perform procedures for underserved patients.

2004 The student-founded, student-run Magis Clinic opens inside the Siena/Francis House in Omaha, providing care to the area's homeless population.

2004 Faculty Mission and Identity Seminar on Jesuit Higher Education is established, a 10-session series for faculty each academic year on Catholic character and Ignatian formation.

2004 The Werner Institute for alternative dispute resolution in the School of Law is founded at Creighton.

2006 Creighton is named No. 5 among top wired campuses by *PC Magazine*.

2006 College of Business launches Master of Security Analysis and Portfolio Management (now titled Master of Investment Management and Financial Analysis) through a partnership with the Chartered Financial Analysts (CFA) Institute. Our faculty includes the most CFA charter holders of any university in the world.

2007 Creighton School of Law and the Department of Political Science collaborate to publish a groundbreaking study, establishing a property claims settlement system for a post-Castro Cuba.

2007 Four Creighton students are named Goldwater Scholars, more than many Ivy League schools that year. Today, with 20 Goldwater Scholars in the last 13 years, Creighton is one of the premier producers of Goldwater Scholars in the United States.

2007 Three Creighton faculty—Joan Lappe, PhD, Robert Recker, MD, and Robert Heaney, MD—publish findings from a landmark study linking vitamin D to a reduction in cancer risk.

2008 Creighton launches a hybrid learning collaboration for entry-level Doctor of Occupational Therapy students at the University of Alaska Anchorage.

2009 Creighton School of Medicine and St. Joseph's Hospital and Medical Center create an academic affiliation, establishing a Creighton medical school presence in Phoenix.

2010 Coordinating with the Institute for Latin American Concern, Creighton sends the first international medical/surgical response team to the Dominican Republic to treat earthquake victims beginning five days after the Jan. 12, 2010, disaster devastated nearby Haiti.

2011 Creighton Graduate School launches EdD program in interdisciplinary leadership.

2011 Mary Helen Stefaniak, MFA, professor emerita in the Department of English, receives the Anisfield-Wolf Book Award for Fiction for her novel *The Cailiffs of Baghdad, Georgia*.

2012 The St. Francis Mission Dental Clinic opens on the Rosebud Indian Reservation, with Creighton dental faculty and students providing much-needed care.

2013 Creighton is approved to shelter a chapter of Phi Beta Kappa, the nation's oldest honor society, making it the 14th of the 28 Jesuit colleges and universities in the United States with a chapter.

2013 Gintaras Duda, PhD, associate professor of physics, is named the CASE/Carnegie National Professor of the Year, and Matt Huss, PhD, professor and chair of psychology, is named Nebraska State Professor of the Year.

2013 Creighton launches Center for Undergraduate Research and Scholarship, providing a platform for the accomplishments and hard work of the University's undergraduate student and faculty researchers.

2013 The Heider College of Business becomes the first named school or college at Creighton, celebrating the lives of Charles and Mary Heider.

2014 College of Nursing faculty develop the Creighton Competency Evaluation Instrument, used by the National League for Nursing in a landmark national study of simulation learning.

2013 The iJay Store opens as the first and only student-run Apple Authorized Campus Store in the world. As part of the iJay practicum course, Creighton students make all of the store's managerial and operational decisions.

2015 Creighton's first centralized, high-performance supercomputer is released for faculty and student research support.

2015 Creighton launches a hybrid learning collaboration for entry-level Doctor of Occupational Therapy students at Regis University.

2015 Heider College of Business launches a unique Doctor of Business Administration program, seeking to create doctoral faculty candidates who are educated in Jesuit business pedagogy, in collaboration with other Jesuit colleges of business.

2015 Creighton's Online Ministries website receives more than 40 million hits from 208 countries.

2016 *Hustlen Hazel*, a book by Jinmei Yuan, PhD, professor in the Department of Philosophy, receives a People's Literature Award for the Best Novels for 2014 and 2015, which honors five top Chinese-language novels.

2017 Encuentro Dominicano celebrates its 25th anniversary. Since its inception in 1992, more than 450 undergraduate students have participated in the program.

2017 Creighton establishes a Community Health and Well-Being Center in North Omaha in conjunction with the 75 North initiative at Highlander.

2018 Building on more than 40 years of the Creighton University College of Nursing's well-respected 12-month accelerated BSN program, classes will begin in Phoenix as an expansion of the program.

2018 Institute for Latin American Concern will celebrate its 45th anniversary. Since its inception, 4,381 Creighton students have traveled to the Dominican Republic in service to others.

Our Themes and Goals

The Creighton 150 Strategic Plan draws from the University's unique heritage and builds upon its current strengths so that we can respond effectively to the constantly expanding needs of local, national, and global communities in this era of promise and peril. New technological, political, social, economic, and environmental realities call for novel, learned, holistic, interdisciplinary approaches to the practical and ethical questions they raise. Creighton is preparing to lead in the development of answers for today, and to inform, form, and transform imaginative, broadly trained, ethical, compassionate, faith-filled, globally minded solution-seekers for tomorrow.

In service of this call to action, our Strategic Plan embraces hallmarks of our research and innovation. We engage in formation through our humanistic educational tradition, disciplinary excellence, and interdisciplinary integration. We celebrate ongoing innovation in our distinctive collection of health sciences, business, and professional programs, where the liberal arts shape what and how our campus studies. And, we create a dynamic and responsive learning environment within Creighton's rich urban locale with the structures, spaces, and technology for our students, faculty, and staff to work and live collaboratively and intentionally. Formation, innovation, and environment will continue to guide our community as we work together toward a future that is Jesuit and Catholic, and truly Creighton.

To move toward the horizon envisioned in our Strategic Plan, we will closely coordinate work on the goals of our Campus Master Plan and a Comprehensive Campaign. The Comprehensive Campaign includes fundraising for the Strategic Plan's significant financial investments in programs and people. Whether it be scholarships to aid students in need; professorships to support our faculty's teaching, service, and research; or construction of new learning spaces, the Comprehensive Campaign will seek the generosity of our alumni and friends in service of the Strategic Plan. This philanthropy will be joined with our continued commitment to stewarding our resources by responsibly managing expenses and identifying new revenue-generating opportunities.

The Strategic Plan envisions renovation and construction of facilities, and work on these structures and spaces must be integrated into our Campus Master Plan. The goals in our current plan contemplate new capital projects, such as spaces for interprofessional education, a learning commons, and a physical campus in Arizona, which must be integrated into a Campus Master Plan that also tends to the ongoing maintenance and improvement of our existing campus environment. Working together, our Strategic Plan, Campus Master Plan, and Comprehensive Campaign will boldly advance Creighton along the pathway of our founders and tend the flame that ignites a passion for learning, reflecting, solving, and serving in every corner of our community.

Theme and Goal Descriptions

STRATEGIC THEME:

Achieving Academic Excellence

Cultivate intellectual rigor by valuing and integrating Creighton's humanist pedagogy and distinctive teacher-scholar model throughout our comprehensive undergraduate, graduate, and professional programs so that our disciplinary, interdisciplinary, and interprofessional learning, research, and service experiences will prepare new generations of critical thinkers and practitioners to respond to the needs of the world today and tomorrow.

GOALS:

Leading with the Liberal Arts

When St. Ignatius of Loyola founded the Jesuit order nearly 500 years ago, he did so with an eye to expanding both faith and culture through the transformative power of reflective education. The sister disciplines of theology and philosophy formed the basis of Jesuit scholarship, while the close study of the natural sciences, foreign languages, history, literature, the social sciences, and the fine arts—the liberal arts, collectively—served to draw together the widest array of perspectives and structures of thought, enabling the discovery of God in all things.

Thanks to its emphasis on the liberal arts, over its nearly 140-year history, Creighton has prepared students for a wide range of careers in health care, government, education, media, and the nonprofit sector, among others. Creighton's liberal arts-led foundation has inspired its graduates to excel not simply in their work, but in making generous and humane contributions to society as a whole. A Creighton graduate is a fully engaged, inquisitive, and thriving citizen, family member, and community leader, passionate about the arts, curious about scientific discoveries, and dedicated to the pursuit of truth in all its forms. Creighton recognizes the liberal arts as essential to the formation of the next generation of scholars and professionals who will use their grounding in the sciences and the humanities to find new avenues of thought and practice. They cherish the rich heritage offered by the work of writers, artists, thinkers, and explorers who wrestled long with the deepest questions of humanity's role and purpose. With a nationally recognized emphasis on undergraduate research and stressing the centrality of faculty scholarship, Creighton ensures its students enter the world having engaged those same questions, seeking new answers to today's challenges.

Moving boldly forward, Creighton will create the Kingfisher Institute for Liberal Arts and Professions to promote the celebration of the liberal arts and better prepare 21st-century students for professions the first Jesuit scholars could never have imagined. Augmenting resources for Creighton's national standing for faculty scholarship and faculty-led undergraduate research, the University will continue to prove that a Creighton education remains distinctive from that offered by other universities through its innovative infusion of liberal arts values into the curricula of all its schools and colleges. Recognizing the interdependence of the liberal arts with all professions is paramount at Creighton. In the health sciences, in business, and in the legal professions, empathy, compassion, ethics, social concerns, and creativity are as important as the skills and knowledge involved in healing and making decisions and crafting policy based in the common good. The Kingfisher Institute will facilitate the connections among liberal arts and professional pedagogies, forming students who will become compassionate and caring individuals steeped in the traditions of the humanities and committed to a meaningful professional and civic life that includes service to others and a hunger for lifelong learning.

Creighton graduates will stand out in their fields for their dispositions of unfettered curiosity, critical and creative thought, eloquent communication, ethical action, humane leadership, and a bold spirit of exploration across disciplinary boundaries to better address the world's needs. Innovative approaches and investments in faculty, academic programs, and facilities will support methods and techniques in research and teaching that will allow students to face the future with hope and confidence.

Finally, we will develop communication plans to tell this story boldly to prospective students and other constituents, celebrating Creighton as a global leader in demonstrating the timeless importance of a liberal arts education as the foundation for a professional and personal life of purpose and significance.

Funding sources

Investments required to achieve this goal will be funded by past and future philanthropic support and reallocation of cost savings realized through a continued commitment to efficient management of our resources.

Interprofessional Education and Creighton Collaborative Care

The future of health care is collaborative, and Creighton University is already moving forward through expanded and enhanced partnerships involving all the University's health professions programs through investment in people, technology, and facilities. It is right that Creighton be at the vanguard of this new approach, given that an emphasis on the interprofessional practice of health care recognizes a social justice mission in providing quality, efficient, accessible care to all people. This interprofessional emphasis is working to remove academic and professional barriers and allows faculty, staff, and students greater clinical experiences among the different health sciences disciplines, thereby creating a team-based environment in which resources are more assertively pressed into fostering and maintaining health, rather than in reactive solutions to health crises. Grassroots efforts have been embraced to teach both students and faculty the basics of interprofessional education and collaborative practice. Through carrying out a mission-based effort to minister to its immediate community in Omaha, Creighton University has developed as a national leader in collaborative care. Further differentiation will occur as work toward implementation of cross-disciplinary appointments is realized to put the best educators with our students to form them into collaboration-ready health care professionals.

Creighton recognizes that having a lived experience is essential for learning. Research and scholarship in a collaborative setting allow for new perspectives in improving both health and health care. Through the partnership with CHI Health, the development of the University Campus has created a learning laboratory to teach and test collaborative models of care. By learning to what degree collaborative care is essential to improve patient outcomes, we can transform health care locally and throughout the region. Additionally, collaborative care provides feedback on how to engage health care professionals in strategies to deliver care in new and innovative ways. Support from the CHI Health Creighton University Research Exchange will develop research studies to demonstrate the effectiveness of collaborative care on patient outcomes.

In addition to CHI Health's investment in collaborative care, the proposed Collaborative Care Complex would provide the facilities to ensure that a prepared workforce is collaboration ready for the transformation of health care. Making these investments will continue to ensure Creighton's leadership in health sciences innovation and in fulfilling its greater mission of treating the whole person and ministering to body, mind, and soul.

Funding sources

Investments required to achieve this goal will be funded by increased tuition revenue derived from planned enrollment growth related to this goal, past and future philanthropic support, and support from a health sciences endowment.

Academic Health System Excellence

Through collaboration with our clinical partners in the region, including our primary clinical partner, CHI Health, Creighton has expanded clinical training opportunities for our health sciences students, residents, and fellows. The initial integration of our two faith-based organizations, which share deep roots and like-minded missions, is complete, and our two-campus academic health center, CHI Health Creighton University Medical Center, is fully operational. Now is the time to build upon that success and momentum. We will create an innovative, value-driven academic health system that meets our aligned values and missions while also confidently leading health care delivery into the future.

New models of effective and efficient clinical care designed for the evolving health care environment will provide a platform for excellence in education that prepares health care professionals for real-world practice. At the same time, robust collaborative initiatives such as a research exchange, centers of excellence, and specialty institutes will promote excellence in basic, translational, and clinical research and take our academic health system to a higher level of renown and leadership, both regionally and nationally, while also enhancing faculty recruitment. These initiatives will unleash the potential of Creighton's relationship with CHI Health and other clinical partners, providing the best care for our patients and communities, generating excitement and synergy for learners and faculty, and producing a halo effect on the entire University.

These initiatives include:

- Creighton University Research Exchange (CURE)
- Cardiovascular Care Institute
- Institute for Community Health
- Musculoskeletal Institute
- Henry T. Lynch Cancer Center
- Neuroscience Institute
- Imaging Center of Excellence

Funding sources

Investments required to achieve this goal will be funded by past and future philanthropic support, support from Creighton/CHI strategic affiliation fund, and reallocation of cost savings realized through a continued commitment to efficient management of our resources.

STRATEGIC THEME:

Thriving In Our Mission

Ignite a passion for our Jesuit, Catholic tradition of developing empathic, intelligent, discerning, and influential practitioners and citizens through our person-centered approach to learning that informs, forms, and transforms every member of the Creighton community as we endeavor together toward local, national, and global renown.

GOALS:

Living Our Mission

Creighton University will advance its foundational Jesuit, Catholic mission on campus and in the wider community through three overarching, interrelated priorities: formation and culture, Catholic Social Teaching, and sustainability.

Through an emphasis on formation and culture, we look to educate all members of the Creighton community on the distinctive nature of Jesuit, Catholic education and Ignatian spirituality. We will focus on three aspects of University life. First, Creighton will continue to foster a campus culture

that invites lay staff, faculty, administrators, students, and Board of Trustees members into a deeper understanding of Ignatian principles and participation in Creighton's Jesuit, Catholic mission. This will include further integrating our Jesuit, Catholic mission into our expanding work with our health care partners in Omaha and Phoenix. Second, the University will look to encourage lay faculty and staff to participate in more mission-centric leadership opportunities both on and off campus. Both of these initiatives take on added significance in light of the declining number of Jesuits on college campuses. Third, recalling the campus-wide Area Examen process, through which faculty and staff informed our strategic planning, we recognize the value of all members of our campus community in advancing Creighton's mission through their daily work.

Creighton will be recognized regionally, nationally, and internationally as a significant voice on Catholic Social Teaching. These values affirm the interconnectedness of commitments to, among other things: protect human life, promote human dignity, exercise a preferential option for the poor and vulnerable, advance the common good, and care for God's creation. Through its various academic disciplines, Creighton also will serve as a major contributor to the Catholic Church as it formulates ethical teaching to address new and evolving cultural and societal issues. As a Jesuit, Catholic university, our institutional response to Catholic Social Teaching challenges us to be more fully open to the neighborhoods that surround us, addressing poverty and other significant issues. Thus, this initiative will provide seed funding for research and innovative approaches to enhance, expand, and coordinate partnerships Creighton has already established with North and South Omaha. A potential "place-based" model, complemented by academic service-learning opportunities for students, would feature a "collective-impact" approach to community outreach efforts that would collaboratively address the needs and ignite the passions of all stakeholders. Our Catholic Social Teaching initiative also calls for immersion experiences for faculty and staff, expanded opportunities for research and scholarship, and the integration of Catholic Social Teaching courses and curricula into all of Creighton's schools and colleges.

The wisdom of the Catholic Church and the Society of Jesus espouses that sustainability and the care for our common home are intrinsic to Christian life. Through our presidential initiative, Creighton has made great strides in these areas. However, Pope Francis, in his ecological encyclical *Laudato Si'* and consistent with St. John Paul II, Pope Benedict XVI, and the Society of Jesus, calls us to do more. One response is the development of a new degree program in sustainable international development through the Institute for Global Studies. A second response will include planning with sustainable initiatives for our own campus facilities and life practices. A third response—especially animated by our Jesuit, Catholic mission—will be a renewed commitment to promoting ecological justice at Creighton and within society at large.

Funding sources

Investments required to achieve this goal will be funded by past and future philanthropic support and reallocation of cost savings realized through a continued commitment to efficient management of our resources.

Diversity and Inclusion

Creighton University is a vibrant community, the members of which represent a rich diversity of backgrounds, identities, and experiences. Drawing inspiration from the Ignatian charism of *cura personalis*, the University is committed to exploring and celebrating, through its common care for and respect of each unique individual, the diversity embodied by our campus community. This commitment carries throughout our interpersonal exchanges in classrooms, residence halls, and laboratories, and beyond the borders of our campus, in experiential-learning settings and interactions with our local, regional, and global community. Every Creighton faculty member, staff member, and student shares in the responsibility of upholding this commitment to diversity and inclusion, which aligns with our Jesuit, Catholic mission.

In our efforts to make ours a more inclusive community, and to foster a necessary evolution of our culture, we seek to develop a diversity-related curriculum; reflect diversity and inclusion in our research endeavors; and recruit and retain an increasingly diverse faculty, staff, and student body that, at minimum, reflect the demographic diversity of our surrounding Omaha community. Importantly, diversification does not solely entail increasing our numbers of minorities and other underrepresented populations; in this effort, we strive also to recognize and celebrate intersectionality—that is, the interconnectedness of race, gender, social class, religion, and other such facets of our identities. Increasingly, our students represent a generation that is coming to expect this level and sophistication of inclusivity. Creighton, in turn, must respond with acceptance, celebrate the richness of its diversity, and welcome all comers to its community.

An inaugural vice provost for Institutional Diversity and Inclusion will bring focus and energy to this important work. Listening sessions gave voice to the campus community and deepened its understanding of how this new position will support the University's commitment to diversity and inclusion. Continuing in that vein, we will administer a campus climate survey to students and will investigate the administration of subsequent surveys to faculty and staff. Additionally, Creighton will ensure responsiveness of structures, policies, and processes to eliminate bias and exclusion; institutionalize intergroup engagement that facilitates learning; and develop opportunities for community members to explore their heritage and express themselves in terms of their identities. Building an inclusive culture also will manifest in the establishment of a Presidential Committee for Diversity and Inclusion, chaired by the incoming vice provost. A transitional roadmap, detailing reporting structure, resources, and responsibilities, will help this incoming leader generate momentum upon arrival.

Moving beyond merely recognizing diversity, to living as part of an inclusive community, will prepare Creighton to engage the most complex problems of equity, inclusion, and social justice and foster a welcoming environment where students, faculty, and staff—from diverse walks of life—can see, and be, themselves.

Funding sources

Investments required to achieve this goal will be funded by potential philanthropic support for scholarships and reallocation of cost savings realized through a continued commitment to efficient management of our resources.

STRATEGIC THEME:

Engaging The World

Expand our opportunities to serve in solidarity with neighbors and nations to bring expertise, innovation, compassion, and leadership as committed partners in meeting the complex challenges of the present and in realizing the possibilities for the future on a local, national, and international scale.

GOALS:

Arizona Health Education Alliance and Health Sciences Campus Vision

Creighton University has an opportunity to significantly impact health care and health sciences education in Arizona and the southwest region of the United States in the future. What began as an invitation by Dignity Health St. Joseph's Hospital and Medical Center to partner with medical school offerings, Creighton has expanded into a strategic alliance to include Maricopa Integrated Health System and the District Medical Group.

This strategic partnership is designed to improve and expand Graduate Medical Education programs, and develop new training programs in medicine, nursing, pharmacy, physical and occupational

therapy, physician assistant studies, emergency medical services, and other disciplines. The goal is to expand the alliance to add future partners such as the Phoenix VA hospital, Phoenix Children's Hospital, and Arizona State University. This alliance and physical presence also will provide clinical training support and research opportunities for up to 800 Creighton health professions students and support the future development of a Creighton Health Sciences Arizona campus, while helping to meet the state's demand for physicians and other health care professionals.

The Arizona campus will design futuristic educational models in an interprofessional learning and training environment for all health professions students. Additionally, Creighton will be positioned to educate the next generation of health sciences professionals with the values of a Jesuit, Catholic education. This is an opportunity to expand Creighton's mission as the only Catholic medical education campus in the western United States.

With the establishment of these alliances, the opening of new programs, and an established four-year medical school, Creighton is uniquely prepared to expand its excellence in health care education, clinical research, and patient care, honoring our Jesuit, Catholic tradition. The expansion of Creighton's renowned health sciences programs into this region should enhance Creighton's brand and provide synergy and reciprocal value for other programs in the area, as well as on our main campus. This expansion will serve Creighton's programs well, now and into the future.

Funding sources

Investments required to achieve this goal will be funded by increased tuition revenue derived from planned enrollment growth related to this goal, past and future philanthropic support, support from a health sciences endowment, and potential use of land acquisition and development incentives.

Global Partnerships

Creighton will embrace the distinctive Jesuit focus on global learning that takes place not only “in” the world, but also “for” it, helping learners imagine different futures and the roles they can play in creating a just and sustainable world. In doing so, Creighton seeks to expand its capacity to serve in solidarity with neighbors and nations to bring expertise, innovation, compassion, and leadership as committed partners in understanding historical context, meeting the complex challenges of the present and in realizing the possibilities for the future on a local, national, and international scale. Congruent with its mission, Creighton's approach in this endeavor is one rooted in hope—instilling hope in students, faculty, and staff, and placing hope at the center point from which we pursue learning and seek solutions with regard to global harmony and sustainability, in all of its forms. This intentional global focus has been a presidential initiative. Throughout this effort, we acknowledge that the notions of local and global, once considered distinctive entities, are inextricably intertwined; local *is* global, and global *is* local.

An Institute for Global Studies will advance Creighton to the next level of excellence in globally focused, interdisciplinary scholarship. This mission will harness and deepen Creighton's expertise in order to deliver a world-class education through service-learning and other engagement pedagogies; develop a degree continuum in sustainable international development that uniquely integrates our Jesuit, Catholic mission and tenets of Catholic Social Teaching; and enable faculty, staff, and students to engage meaningfully in innovative research on pressing global issues and enduring social problems, most of which are linked to environmental deterioration. The institute—a “clearinghouse” for global academic expertise at Creighton— will serve as both a physical and virtual collaboration hub for University faculty, staff, and students to foster interdisciplinary teaching and scholarship on pressing global political, social, cultural, religious, environmental, health, economic, organizational, and legal issues. It will seek to strengthen global perspectives in diversity

and in professional, business, and liberal arts education as it cultivates depth in global research and creative activities. Through this institute, Creighton seeks to put theory into practice through resilience and capacity building—pursuing system changes that promote sustainability not just in terms of the environment, but also concerning work, health, gender equity, and other pressing societal issues. The institute also will expand global collaboration opportunities, support onsite and virtual work on global projects, prepare faculty to lead students on immersion courses locally and abroad, and build connections with our strategic global partner institutions.

A Global Eco-Village will gather domestic and international students and scholars in an intentional community where they can engage with diversity across the spectrum of differences, understand how their actions affect both local and global communities, and use their knowledge, careers, and privilege to address the world's most pressing and enduring issues collaboratively and equitably as global citizens. Designed as a living and learning community, the Global Eco-Village will facilitate new, or integrate with, existing “high-impact” educational practices on our campus, including seminars and experiences, collaborative assignments and projects, and service-learning, among others. Through a combination of sustainable living and civic engagement, it will provide students with a forum for learning, experimenting, exploring, and committing to increasingly sustainable practices. A unique feature of this living and learning community will be an emphasis on environmental sustainability issues worldwide as the subject around which cultural sharing, diversity, negotiation, and joint creativity are organized. The living space itself will be an exemplar of ecologically minded space renovation that reflects the University's mission. Further, the Global Eco-Village will seek to assist students in developing eco-friendly, sustainable living habits and in reflecting deeply about their responsibility as stewards of “our common home” and shared vocation as “protectors of God's handiwork.” It seeks to nurture a lifestyle that attempts to reduce the overconsumption of the Earth's natural resources by individuals and societies and encourages students to be intentional in making eco-conscious decisions as a way of extending care to the world, particularly toward people living at the margins of society. Through the Global Eco-Village, Creighton will further operationalize the service of faith that does justice.

Funding sources

Investments required to achieve this goal will be funded by past and future philanthropic support and reallocation of cost savings realized through a continued commitment to efficient management of our resources.

Professional and Corporate Partnerships

Creighton, with its nine schools and colleges, is one of the most complex universities in the country. No other university its size offers such rigorous, multidisciplinary academics coupled with personal attention from faculty-mentors in a faith-based environment. As such, Creighton is uniquely positioned to leverage its breadth of programs, united with its distinctive Jesuit, Catholic values, to deliver quality continuing education for a diverse population across a wide array of professional contexts.

Given our exceptional faculty, consisting of industry-leading practitioners and scholars, Creighton is ideally suited to address the needs of a dynamic 21st-century society. A rapidly expanding global workforce leads individuals and organizations to seek options for professional development and skills training that drive organizational efficiency and effectiveness.

In response, through collaboration among disciplines and professions, Creighton will create opportunities tailored to each partner's distinct professional circumstance, consistent with our mission. This appears as badges, degrees, certificates, credit and noncredit courses, continuing education, continuous learning seminars, innovative experiential opportunities, professional

development, licensure, and certifications across our program offerings in law, business, humanities, and health sciences. These initiatives allow us to enrich our faculty, staff, students, and alumni through opportunities focused on revenue generation, enrollment, employment and internships, research and intellectual property, and innovation and incubation of business ideas.

This exciting opportunity calls us to act: The Center for Corporate and Professional Excellence will provide an inviting, accessible place for our partners, and streamline and expedite University processes for identifying potential partners, forming new relationships, establishing incentives, and executing planned programs.

Funding sources

Investments required to achieve this goal will be funded by past and future philanthropic support, partnership and program delivery revenues, and reallocation of cost savings realized through a continued commitment to efficient management of our resources.

Appendix

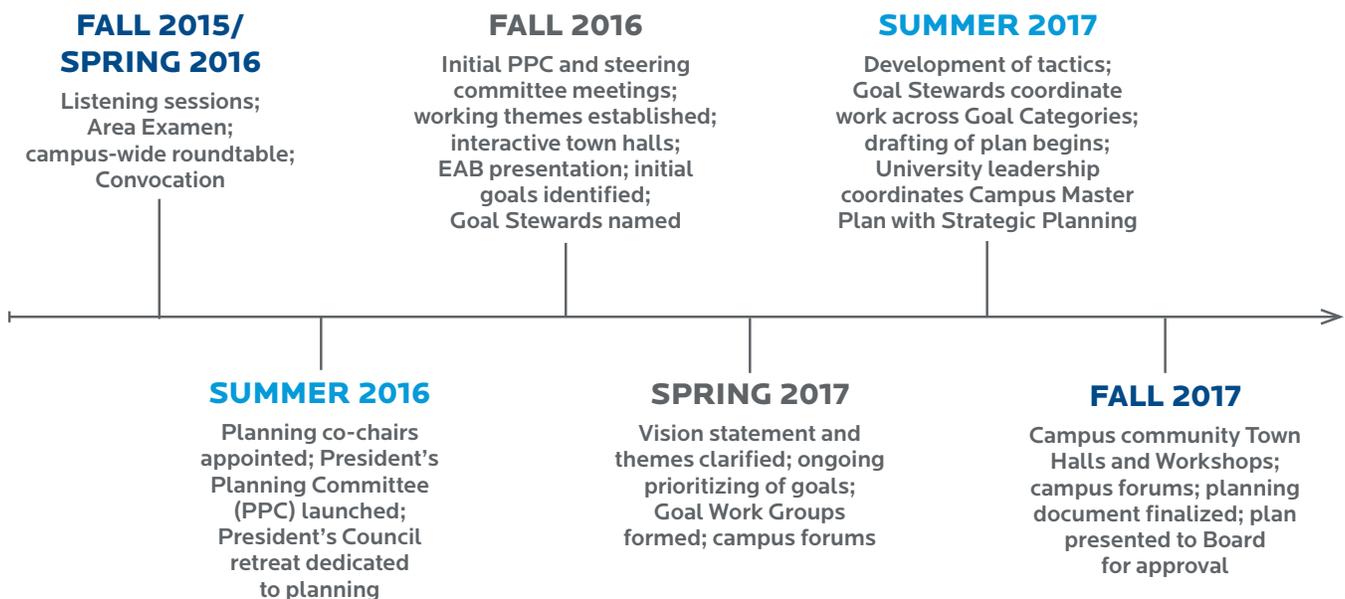
This document culminates more than two years of planning and represents the intentional involvement and thoughtful contributions of the entire Creighton community. This journey began in fall 2015 when faculty and staff shared their hopes and dreams at listening sessions, and continued the following spring with an institutional Examen discerning how Creighton is strong; how we can strengthen our institutional mission; how we can move forward creatively and innovatively; and how Creighton is a place of distinction and preference. In fall 2016, we formalized the process and communication for strategic planning and worked during the ensuing academic year to identify strategic initiatives that would continue the University on an upward trajectory. We carried the momentum of strategic planning into the summer of 2017 and turned to the important task of focusing and prioritizing initiatives, emerging with the document before you.

Along this journey, which builds on the legacy of Creighton's forbearers, our community was intentionally and consistently engaged as we

charted the course to Creighton's future. Members of the President's Planning Committee, the Strategic Planning Steering Committee, and Goal Work Groups met regularly to shape the process, communication, and content of the plan. Our students, faculty, and staff were consulted at regular meetings of the Academic Council, Faculty Council, Staff Advisory Council, and Creighton Students Union. Our entire community gathered at Town Hall meetings, with the fall 2016 session featuring a presentation from the Education Advisory Board (EAB) about the challenges in higher education and the importance of energy and focus to successful planning. And in spring 2017, the Goal Stewards hosted campus forums to share the plan's progress and hear feedback. That was followed by Presidential Town Halls and Workshops and forums this fall. This sustained and active participation has yielded a plan shaped by the input and expertise of a wide cross-section of the Creighton University community, and that will propel us toward the common goal of Creighton as a distinctive Jesuit, Catholic institution of higher education.

Our Progress

Our Strategic Plan has gained significant momentum through an engaged and thoughtful process that has emphasized collaboration, active listening, and visionary thinking. Below are some of the major milestones that provide a firm foundation and set a bold course for moving forward.



Our Process

Our Strategic Plan sets a vision for Creighton University's future. This process involves a continuous circle of listening, defining priorities, clarifying and reflecting on goals, and implementing initiatives. This circular, collaborative process will remain ongoing and energize us as we move ahead.



In lighting the way with this new Strategic Plan, the Rev. Daniel S. Hendrickson, SJ, offers his profound thanks to all involved in the planning and writing process. The following listing recognizes those who contributed through service on a committee or in the writing of this document.

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LEADING WITH THE LIBERAL ARTS

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LIVING OUR MISSION

(formerly Ignatian Programming)

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Additional Stakeholders

GROUPS VISITED, UPDATED, AND CONSULTED

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and Social Studies Department

College of Arts and Sciences Senate

Creighton community at large, through
Campus Town Halls and Forums

Creighton Students Union

Division of Finance

Faculty Council

Staff Advisory Council

Creighton University Mission Statement

Creighton is a Catholic and Jesuit comprehensive university committed to excellence in its selected undergraduate, graduate and professional programs.

As Catholic, Creighton is dedicated to the pursuit of truth in all its forms and is guided by the living tradition of the Catholic Church.

As Jesuit, Creighton participates in the tradition of the Society of Jesus, which provides an integrating vision of the world that arises out of a knowledge and love of Jesus Christ.

As comprehensive, Creighton's education embraces several colleges and professional schools and is directed to the intellectual, social, spiritual, physical and recreational aspects of students' lives and to the promotion of justice.

Creighton exists for students and learning. Members of the Creighton community are challenged to reflect on transcendent values, including their relationship with God, in an atmosphere of freedom of inquiry, belief and religious worship. Service to others, the importance of family life, the inalienable worth of each individual and appreciation of ethnic and cultural diversity are core values of Creighton.

Creighton faculty members conduct research to enhance teaching, to contribute to the betterment of society, and to discover new knowledge. Faculty and staff stimulate critical and creative thinking and provide ethical perspectives for dealing with an increasingly complex world.

Schools and Colleges

College of Arts and Sciences (1878)

School of Medicine (1892)

School of Law (1904)

School of Dentistry (1905)

School of Pharmacy and Health Professions (1905)

Heider College of Business (1920)

Graduate School (1926)

College of Nursing (1971; four-year bachelor's degree program began in 1958)

College of Professional Studies (1983)