

**STRATEGIC PLAN**

<b>Priority</b>	<b>Goal</b>	<b>Objectives</b>	<b>Tactics</b>	<b>Accountability</b>	<b>Deadline</b>	
<b>(A) Enhance Creighton's National Identity and Focus its Dedication to Mission</b>  <i>(e.g., how will Creighton capitalize on its strong commitment to mission and identity as a Catholic Jesuit university while developing a national reputation for academic excellence throughout all its programs?)</i>	<i>(1) Educate for solidarity with the human community by serving others, promoting justice and embracing change</i>	(a) Provide opportunities for faith-based spiritual growth to faculty, staff, students and alumni	(a1) Create Ministerial Alliance of religious leaders of various faith traditions to assist in meeting religious needs of Creighton faculty, students and staff	Collaborative Ministry Office; Campus Ministry	2003-04; on-going	
			(a2) Offer programs and retreats for students	Campus Ministry Office	2003-04	
			(a3) Offer programs and retreats for faculty and staff	Collaborative Ministry Office	2003-04	
			(a4) Offer programs and retreats for alumni situated in Omaha and elsewhere	Collaborative Ministry Office and Office of Alumni Relations	2003-04	
			(b) Implement faith-based programs and policies that promote justice	(b1) Conduct administrative retreats to review university policies and their impact on justice	President's Cabinet and Board of Directors	2003-04
				(b2) Audit University programs to assess their impact on justice	University Ministry	2003-04
				(b3) Adopt restorative justice, mediation and similar strategies as alternatives to traditional disciplinary processes and involve Jesuits in the implementation	VP Student Services, Deans, Human Resources, Jesuit Rector	2003-04
			(c) Foster vibrant Jesuit presence at Creighton	(c1) Formulate a consistent message about Creighton's Jesuit Catholic identity	Collaborative Ministry Office; Director of Marketing; Assoc. VP for Enrollment Management	Spring 2003
				(c2) Secure opportunities to hire Jesuits for available academic and administrative positions	President, Jesuit Rector, Deans	Begin Spring 2003; on-going
			<i>(2) Continue engagement with and service to relevant constituent communities</i>	(a) Constitute St. John's Parish as vital resource for Creighton University and other Omaha communities	(a1) Offer education courses in religion, spirituality and Catholic social teaching	Parish staff; Collaborative Ministry
		(b) Identify key community (local, regional and national) organizations where Creighton can partner in providing opportunities for student, faculty, and staff growth	(b1) Audit and evaluate current involvement with the local, regional and national communities	Vice President for Institutional Relations	2003	

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<b>(B) Nurture Creighton's Academic Excellence</b>	<i>(1) Model teacher-scholars who engage students in innovative, integrated and values-centered learning, research and patient care</i>	(a) Retain and enhance quality faculty	(a1) Assess faculty salary structure in each college and school and address salary issues	President, Vice Presidents, Deans, Budget Committee	Begin 2003; on-going	
			(a2) Increase support for faculty research/scholarship, teaching and service (including mentoring programs)	President, Vice President for Academic Affairs, Vice President for Health Sciences, Deans	2006-07	
			(a3) Increase number of endowed chairs and professorships	President, Vice President University Relations, Deans, CU Foundation	2006-07	
			(a4) Enhance existing Academic Development and Technology Center (ADATC) for training faculty in use of technology	Vice President for IT, Director of ADATC	2007	
			(a5) Develop collaborative programs among ADATC, Office for Excellence in Teaching, Learning and Assessment, and Media Services to enhance use of technological tools where appropriate	Vice President for IT, Director of ADATC, Director of Office for Excellence in Teaching, Learning & Assessment, Media Services	2007	
			(b) Create a profile of the Creighton Student-Learner: undergraduate and professional	(b1) Hire Enrollment Manager and Director of Institutional Research	Vice President for Academic Affairs, Vice President for Health Sciences	2002-03
			(c) Develop integrated programs that enhance learning and provide seamless interconnected programming	(c1) Link undergraduate, graduate and professional schools, adding more dual and multi-college degrees	Vice President for Academic Affairs, Vice President for Health Sciences, Deans	2003-07
				(c2) Enhance student advising, career counseling and placement services	Deans, Academic Vice Presidents and VP for Student Services	2003-07
			(d) Use signature programs as points of national emphasis	(d1) Schools and colleges will identify or develop signature programs holding potential for national prominence	Deans, Academic Vice Presidents and faculty	2004-07
				(d2) Schools and colleges will integrate signature programs into student recruitment process	Deans, Academic Vice Presidents, Assoc. VP Enrollment Mgmt.	2004-07
				(d3) Creighton will coordinate opportunities for students to study abroad	Deans, Vice President for Academic Affairs, VP Health Sciences	2003-04
				(d4) Develop Freshman and Sophomore year-long integrated programs	Deans, Vice President for Academic Affairs, VP Student Services	2003-04
				(d5) Develop a nationally prominent Honors Program	Vice President for Academic Affairs, Deans	2003-04
			(e) Enhance opportunities for service learning	(e1) Create an all-university committee to coordinate and integrate opportunities for service learning across the University	Office of Academic Affairs, CCSJ	2003-04

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		(f) Enhance routine assessment of faculty and programs	(f1) Review and refine rank and tenure requirements	Deans, Academic VP's, Rank & Tenure Committee Academic Council	2003-05
			(f2) Institute system of post-tenure review	Deans, Academic Council	2004-05
			(f3) Institute system of routine program review and assessment	Deans, Academic Vice Presidents	2003-04
	(2) <i>Identify core learning outcomes for all undergraduate students</i>	(a) Incorporate learning objectives into core curriculum and student service programs	(a1) Engage faculty and staff in dialogue about core outcomes	Vice President for Academic Affairs, Vice President for Student Services, Deans, CCSJ	2004-05
			(a2) Develop implementation plan for revised university core	Vice President for Academic Affairs, Vice President for Student Services, Deans	2005-06
		(b) Develop multi-faceted plan for assessing student learning across University	(b1) Create all-university assessment committee	Vice President for Academic Affairs, Vice President for Health Sciences, Vice President for Student Services, Deans	2003-on-going
	(3) <i>Each professional college or school will develop its own strategic plan, consistent with the priorities identified in the University Strategic Plan</i>	(a) Each professional and graduate program will identify learning outcomes for its students		Vice President for Academic Affairs, Vice President for Health Sciences, Deans	2003-on-going
		(b) Each professional college or school will coordinate its self-study with its relevant accreditation process		Vice President for Academic Affairs, Vice President for Health Sciences, Deans	2003-on-going

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<b>(C) Create a diverse human community of Students, Faculty and Staff at Creighton</b>  <i>(e.g., How will Creighton maintain an environment that welcomes a diverse population of students, faculty and staff while empowering them to develop to their full potential?)</i>	<i>(1) Embrace a diversity of people who can function in an inter-dependent globalized culture</i>	(a) Faculty, staff and students will exhibit cultural competence/proficiency and awareness of the significance of global diversity	(a1) Identify desired cultural competencies, skills and learning objectives that promote diversity	President, Vice Presidents, Deans and Directors	2004-05	
			(a2) Identify courses, programs and skill-building objectives that achieve diversity	Deans, Chairs	2004-05	
				(a3) Develop remediation plan to address cultural competency issues among faculty, students and staff	President, VP's, Deans and Directors	2005-06
				(a4) Create campus activities that appeal to diverse student populations	VP Student Services	2004-05
				(a5) Develop increased opportunities for faculty and staff involvement in study abroad, service learning, and cultural immersion programs	Vice Presidents, Deans and Directors	2003 - on-going
			(b) At a minimum, underrepresented minority students, faculty and staff will constitute a percentage of the Creighton population, consistent with demographics of Omaha and surrounding region	(b1) Compare demographics at Creighton with demographics in Omaha and surrounding region	VP's, Deans and Directors	2005-06
				(b2) Devise recruitment plans to address population discrepancies	President, Vice Presidents, Deans and Directors	2005-06
				(b3) Commit sufficient University resources to implement minority recruitment plan	President, Budget Committee, Board of Directors	2003-on-going
			(c) Retention rate of under-represented minorities – students, staff and faculty – will equal or surpass that of their majority counterparts	(c1) Examine retention rates among students, staff and faculty for disparity	President, Vice Presidents, Deans and Directors, Student Retention Director	2003 on-going
				(c2) Devise retention plans or programs, including mentoring programs, to address any discrepancies	President, Vice Presidents, Deans and Directors, Student Retention Director	2004-05
				(c3) Develop and commit sufficient University resources to implement minority retention plan(s)	President, Budget Committee, Board of Directors	2003-04; on-going
			(d) Creighton will exhibit gender and ethnic balance when recruiting and retaining faculty, staff and students	(d1) Identify faculty, staff and students with respect to gender and ethnicity	President, Vice Presidents, Deans and Directors	2005-06
				(d2) Review Creighton policies and procedures to assess their impact on diversity	President, Vice Presidents, Deans, Affirmative Action Director	2005-06
				(d3) Devise recruitment or retention plans to address disparity as reflected in population findings	President, Vice Presidents, Enrollment Manager, Affirmative Action Director	2005-06
				(d4) Commit or develop sufficient resources to address implementation of any recruitment or retention plan	President, Budget Committee, Board of Directors	2005-06
			(e) Creighton will exhibit zero-tolerance with respect to discrimination or harassment	(e1) Educate students, faculty and staff about impact of discrimination or harassment	President, Vice Presidents, Deans, Affirmative Action Director	2003 – on-going
				(e2) Faculty, staff, students, visitors and other constituents will recognize and experience Creighton's non-discriminatory climate	President, VPs, Deans and Directors	2003 – on-going

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		(f) Creighton will develop strong relationships with local and regional minority communities	(f1) Create mechanisms for interaction with minority communities	President, Vice President for Institutional Relations, Admissions Office, EOP Director, Deans	2003-04
			(f2) Provide outreach to minority communities through local schools, churches, youth centers, and tribal organizations	Admissions Office, VP Institutional Relations, VP Student Services	2003-04

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<b>(D) Provide a Dynamic Environment for Creighton Students</b>	<i>(1) Provide services, programs and environments that support student learning</i>	(a) Create a residential living-learning environment that affords opportunities for enhanced social experience	(a1) Use focus groups among existing levels of students to identify elements of student living experience that develop whole person	Vice President for Student Services	2004-05	
			(a2) Build student neighborhood with residence halls/townhouses, service malls, recreational facilities and green spaces that allow students to congregate and socialize	President, Board of Directors, Vice Presidents	2005-06	
				(a3) Continue and expand Peer Education or similarly-focused programs	Vice President for Student Services	2003-04
			(b) Utilize the campus master plan to guide campus development	(b1) Complete and periodically update the campus master plan.	Vice President for Administration & Finance, President's Cabinet	2003-on-going
				(b2) Link the campus master plan to strategic planning and budgeting	Vice President for Administration & Finance, Budget Committee	2003-on-going
			(c) Create segue opportunities for transfer and off-campus students	(c1) Provide integrated social and recreational activities for weekday and extended weekend use	Student Services	2003-on-going
			(d) Link campus opportunities to opportunities in downtown Omaha	(d1) Evaluate need for all-inclusive campus shuttle system, including linkage with public transportation	Vice President for Finance & Administration, Student Services, Budget Committee	2004-05
				(d2) Develop student promotional packages for artistic, athletic and other community events	Student Services	2003-on-going
				(d3) Support development of service projects in local urban environment	Student Services, CCSJ	2003-on-going
		(e) Provide for a safe and secure campus environment	(e1) Develop campus infrastructure with lighting, pathways, security systems, cameras and "blue lights" and maintain sufficient Public Safety staffing	Vice President for Administration & Finance; Vice President for Student Services	On-going	
	<i>(2) Maintain a technologically competitive student environment</i>	(a) Encourage faculty to use technology to facilitate student learning	(a1) Increase number of Academic Development and Technology fellows	Vice President for Information Technology, Vice President for Academic Affairs, Vice President for Health Sciences	On-going	
			(a2) Optimize space and staff technology resources	Information Technology Dept.	2004-on-going	
			(a3) Continue to enhance technology-rich classroom environment	Information Technology Dept.	2003-on-going	
			(b) Continue integration of administrative information systems and develop appropriate information management tools	(b1) Select and implement a Student Information System	President, Vice Presidents, Budget Committee, Information Technology	2003-04

PRIORITY	GOAL	OBJECTIVES	TACTICS	ACCOUNTABILITY	DEADLINE
			(b2) Implement a portal system to provide personalized data resources	Information Technology	2005
			(b3) Create web development team to develop and maintain all top-level web pages for University	Information Technology Dept., Institutional Marketing, and University Relations	2003-on-going

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<b>(E) Ensure Overall Financial Stability for Creighton University and its Schools and Colleges</b>  <i>(e.g., what must Creighton University do to acquire and exercise responsible stewardship over the financial, physical and human resources needed for it to become a national leader?)</i>	<i>(1) Build sufficient resources to maintain quality academic programs and grow the Creighton community</i>	(a) Develop incentives for effective financial stewardship	(a1) Develop and implement a budgetary incentive program that returns a portion of favorable budget performance to the school/unit for discretionary fund	Vice President for Finance & Administration, Vice President University Relations, Deans, Budget Committee	FY 2004	
			(a2) Design and implement a process of program review for non-academic units	Department Heads, Vice Presidents	FY 2005	
		(b) Build the University endowment for financial aid, program support and facility maintenance	(b1) Resume capital campaign planning and solicitation	President, VP for University Relations, CU Foundation	ASAP	
			(b2) Establish a plan to endow maintenance for new building projects on campus	Vice President for Administration and Finance, Vice President for University Relations	ASAP	
		(c) Increase external funding (public and private), consistent with University mission	(c1) Audit alumni relations, development, grants administration and public and government relations to determine potential for increased funding	Vice President for University Relations, Vice President for Academic Affairs, Vice President for Health Sciences	2004	
			(c2) Develop multi-year plan to achieve increased external funding (including optimal staffing and resources)	President, Vice President for University Relations, Vice Presidents, CU Foundation	2003-on-going	
	<i>(2) Ensure that financial resources are deployed consistent with institutional priorities</i>		(a) Link budgeting to strategic and academic planning	(a1) Develop multi-year operating and capital budgets	Vice President for Administration and Finance, Budget Committee, Deans	2003-on-going
				(a2) Establish a process for linking operating and capital budget decisions to planning priorities	Vice President for Administration and Finance, Budget Committee	2004-05
	<i>(3) Increase Student Enrollment</i>		(a) Identify optimal University student population and strive to reach it	(a1) Hire Director of Undergraduate Admissions	President, Vice President for Academic Affairs, Vice President for Health Sciences, Deans, Enrollment Manager	2003-04
			(b) Increase student retention rates	(b1) Devote additional resources to retention and advising programs	Vice President for Academic Affairs, Vice President for Health Sciences, Deans	2003-on-going
<i>(4) Become an employer of choice in the Omaha community</i>		(a) Maintain and enhance a positive work environment	(a1) Develop and implement plan to address issues of staff competencies, compensation and working conditions	Vice President for Administration & Finance; Human Resources Department	2003 - on-going	