

# PRESIDIO EXECUTIVE SEARCH

Serving the Education/Not-for-Profit Sector

Creighton  
UNIVERSITY



## PRESIDENTIAL SEARCH PROSPECTUS

### **THE POSITION**

Creighton University seeks an inspiring leader to be its next president and to help it continue advancing in academic quality, institutional reputation and community impact. Founded in 1878 and located in Omaha, Nebraska, Creighton has 882 faculty, more than 8,000 undergraduate, graduate and professional students, and an operating budget of \$350 million. The president heads an experienced leadership team which includes the provost, senior vice president for operations, general counsel, and vice president for university relations.

Creighton is well-positioned for a bright future. Its commitment to the quality of the student experience differentiates it – the personal contact between student and faculty is a hallmark of the University. Relative to others in higher education, while Creighton has its own challenges, it is in a very good place and has the potential to move to the next level.



## **UNIVERSITY OVERVIEW**

### **A Premier Institution**

Creighton is a comprehensive university dedicated to the education of the whole person, and stresses the importance of personal contact between student and faculty. Drawing on its religious and intellectual heritage, the University seeks to challenge students, sharpen their ability to think critically and write clearly, and prepare them for lives marked by service and commitment. It offers a broad spectrum of programs in the liberal arts, business, law, medicine, nursing and the health sciences. The University enjoys a solid record of research accomplishment that underpins a commitment to teaching, service and patient care.

### **Creighton University Mission Statement**

“Creighton is a Catholic and Jesuit comprehensive university committed to excellence in its 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.”

### **The Academy and Scholarship**

Scholars across the schools and colleges of Creighton create knowledge through their many rich, diverse, and active research agendas, producing a significant body of scholarship and research regularly recognized in both peer-reviewed and popular press, and put to use in more than 200 disciplines.

### **Students & Alumni**

Creighton’s student body is comprised of approximately 50% undergraduate students and 50% graduate and professional students. Students come from all 50 of the United States and over 40



foreign countries. Creighton's students are gifted and committed. A Creighton education is built on a solid liberal arts core, but with a focus on the career skills students need to make a difference. Research opportunities are available to students in most fields. Connections are made that cross disciplines, giving students a well-rounded, complete education and creating a bridge that takes graduates directly to professional programs, careers and lives that matter.

### **Life on Campus**

In the last decade, over \$300-million has been invested in facilities on Creighton's 140-acre campus, that is located adjacent to the vibrant downtown Omaha business and entertainment districts. Students are housed in nine residence halls that offer a number of living-learning communities.

Currently, over 200 student organizations are registered on campus. Approximately one third of students are affiliated with fraternity and sorority life. The Creighton Students Union (CSU) is the comprehensive student government on campus, representing all undergraduate, graduate, and professional students.

The Division of Mission and Ministry serves the entire student body by promoting mission-centric activities. A thriving online ministries office involves students, faculty, and staff in daily reflections, which reach thousands of people across the world. Online ministries have also developed an online retreat which has been translated into more than one dozen languages and shared throughout the world. The Center for Service and Justice (CCSJ) works with students to promote service and social justice learning opportunities.

### **Service & Placement**

Creighton students give back via more than 800 outreach programs locally, regionally, nationally, and internationally, contributing over 400,000 volunteer hours annually to those in need. More than 95% of Creighton graduates are employed, involved in volunteer work, or attending graduate or professional school within six months of graduation. There are more than 65,000 Creighton alumni, living and working in the U.S. and over 80 countries.

### **Board**

Creighton's dedicated and engaged Board of Trustees is comprised of experienced leaders from the private and not-for-profit sectors. Its members include alumni, non-alumni, and Jesuits. Like all Jesuit colleges and universities, Creighton has been governed by a predominantly lay board since the late 1960's. Members of the Board of Trustees have consistently provided resources and leadership, and have often been initiators and participants in philanthropy that has led to improvements and transforming projects on Creighton's campus. The Board is deeply supportive of the University's mission.



## **The Schools and Colleges**

Creighton University consists of nine schools and colleges:

### College of Arts & Sciences

Creighton's largest and oldest college, the College of Arts and Sciences offers more than 60 bachelor's degree programs to its over 2,400 undergraduates. The innovative Magis Core Curriculum provides the foundation for the majors and pre-professional programs that students pursue. In addition to a large array of traditional disciplines, Creighton offers interdisciplinary programs in areas such as energy technology, health administration and policy, and justice and peace studies. Students have opportunities to participate in research with faculty. A number of students have presented at national conferences and published in peer-reviewed scholarly journals. The new Center for Undergraduate Research and Scholarship (CURAS) facilitates undergraduate research/scholarly activity. Creighton hosts a Phi Beta Kappa chapter, the nation's oldest academic honor society for arts and sciences.

### Heider College of Business

The Heider College of Business provides its more than 900 undergraduates and 350 graduate students extraordinary opportunities through applied learning, internships, and leadership and career development. Many programs have top 20 rankings in various business disciplines, and paid internships abound. Ninety percent of Heider students complete more than one internship, giving them a competitive edge. Unique interdisciplinary opportunities permit students to combine business disciplines with law and the health sciences, and fulfill requirements for admission to healthcare professional programs.

### The Graduate School

The Graduate School, a leader in interdisciplinary education, offers 32 master's degrees, 3 Ph.D.s and an Ed.D in such fields as atmospheric sciences, physics, international relations, English, ministry, theology and education. Dual-degree programs facilitate earning graduate degrees in conjunction with professional degrees such as the J.D., Pharm.D. or M.D., or earning graduate degrees in two fields.



### Law School

The Creighton University School of Law produces attorneys who not only care for their clients' needs, but recognize their duty to the profession and society at large. Distinctive features of the law school include flexible scheduling so students can earn a J.D. degree at their own pace, in two, three or four years. Students in constitutional law have a week-long opportunity for face-to-face discussion with an Associate Justice of the Supreme Court. The Milton R. Abrahams Legal Clinic provides free legal services to low-income individuals and hands-on experience to law students in family, landlord-tenant and public-benefits law, as well as aid to domestic violence victims. The Community Economic Development Clinic offers free legal services to low-income entrepreneurs and experience to students in business formation, taxation and employment law.

### School of Dentistry

Reflecting the Jesuit tradition, dental students concentrate on healthcare for the underserved, providing care to underprivileged adults and children and volunteering hundreds of hours of service. More than 11,000 patients are served annually and the school's clinics recorded more than 45,000 patient visits last year. With 340 students, the School of Dentistry is positioned for expansion, with 2400 applicants seeking admission annually. The School of Dentistry develops competent, values-centered dentists.

### School of Medicine

For more than 120 years, the School of Medicine has attracted quality students from all over the world and has graduated highly sought-after physicians. Each year, approximately 7,000 prospective students seek one of 152 first-year seats. 100% of Creighton medical students perform community service. Creighton was the first Catholic higher education institution to receive the Community Service Award from the Association of American Medical Colleges for the student-run Magis Clinic, which serves the uninsured and underinsured. The School of Medicine has a regional campus in Phoenix at St. Joseph's Hospital and Medical Center, a member of Dignity Health.

### College of Nursing

The College of Nursing offers high quality undergraduate (BSN), master's (MSN) and doctoral (DNP) programs that prepare graduates for managing care and improving outcomes using a holistic, personal and socially responsible approach. Community involvement is at the heart of Creighton nursing. Students may attain hands-on learning at free health clinics and through extracurricular service-learning in international healthcare at the Institute for Latin American Concern in the Dominican Republic.

### School of Pharmacy and Health Professions

The School of Pharmacy and Health Professions (SPAHP) is a leader in clinical education and academic technology. Its innovative distance Pharm.D. and OTD pathways serve students in remote areas and those who otherwise might not be able to access health professional education. Creighton was the first in the nation to offer professional doctorate degrees in occupational therapy (1995) and physical therapy (1996). Creighton has a public/private partnership with the



University of Alaska Anchorage and, through distance education technology developed in the SPAHP, offers OTD and Pharm.D. pathways, addressing practitioner shortages in Alaska.

### College of Professional Studies

The College of Professional Studies provides on-campus and online undergraduate degrees, certificates and noncredit programs for adults in small classes offering individual attention. The college works closely with its many corporate partners. Creighton supports an unlimited number of Yellow Ribbon awards for qualified veterans, which provide assistance to cover tuition and fees not covered by the Post-9/11 GI Bill, and is recognized as a Military Friendly School<sup>®</sup>. The college also offers courses to eligible high school students through the NextStep Program.

### **Partnership with CHI Health**

Through an innovative 50 year partnership created in 2013, Creighton University and the area's largest healthcare provider, CHI Health (formerly Alegent Creighton Health), offer an innovative educational environment for students in the health sciences. Creighton students have the opportunity for clinical training at CHI Health hospitals and an expansive network of community-based clinical sites throughout Nebraska and Iowa that offer patients more than 20 specialties at more than 100 locations. CHI Health is sponsored by Catholic Health Initiatives.

### **Athletics**

Creighton has a strong athletic commitment, anchored by 14 NCAA Division I athletic teams for men and women and a robust club sports program. The University competes with some of the biggest names in college sports as part of the Big East Conference. Creighton's men's basketball team has won 20+ games in 14 of the past 15 seasons, and is one of just eight university programs to make the postseason in each of the last 16 years. For more than a decade, attendance has ranked in the top 20 nationally, rising to #5 in 2014 with an average of 17,896 per game. The University annually serves as the official host of the College World Series<sup>®</sup>, the national collegiate men's baseball championship tournament, held at TD Ameritrade Park.





## **OMAHA**

The greater Omaha metropolitan area is a progressive, dynamic, highly philanthropic community of 925,000. *Kiplinger's Personal Finance* magazine named Omaha the nation's third best city to live, work and play. *USA Today* noted that "Omaha ranks eighth among the nation's 50 largest cities in both per-capita billionaires and Fortune 500 companies. No coastal city can claim a ranking as high as Omaha on both lists."

Omaha is home to 5 Fortune 500 headquarters: Berkshire Hathaway, Union Pacific Railroad, ConAgra Foods, Kiewit Construction, Mutual of Omaha; and 5 Fortune 1,000 headquarters: TD Ameritrade, West Corporation, Werner Enterprises, Valmont Industries, and Green Plains Renewable Energy. Omaha continues to thrive with billions of dollars being invested into new developments. The Brookings Institute ranked Omaha #1 in overall economic performance during the last recession in the United States, an indicator of the durable nature of the economy in the Omaha metropolitan community.



Arts centers, galleries, museums, theaters and an opera company anchor Omaha's thriving arts community. Among the many other cultural offerings are the Lauritzen Botanical Gardens, the Omaha Symphony, and shopping/dining in the beautifully preserved Old Market district.



## **OPPORTUNITIES AND CHALLENGES**

While there is a clear sense of optimism in the community about Creighton's future, there is also a recognition that the University is not immune to the challenges inherent in higher education today. There is round agreement that strong presidential leadership will be critical in helping the University to navigate the complicated trade-offs required to ensure a bright future for Creighton. Among the opportunities and challenges facing the University are:

### **Jesuit Tradition**

Creighton's community is guided by the principles that underpin the University's Jesuit tradition: excellent, purposeful higher education that produces "men and women for others" – people who are committed to service and are empowered to examine, engage and change the world. Creighton traces its heritage to the Society of Jesus in the Roman Catholic Church, and the Jesuit tradition is embraced and enlivened by students, faculty and staff who come from many different faith traditions. Its Jesuit tradition is fundamental to the University's identity, and is also an important differentiator for the institution.

### **Academic Excellence**

Academic/teaching excellence in a personalized environment of *cura personalis* defines the Creighton experience. The president should highly value excellence in undergraduate, graduate and professional education. Creighton's faculty members are characterized by their true commitment to teaching as well as scholarship, research, clinical care and academic service at





various levels in the University. The president should fully appreciate the value of all components of faculty contributions.

### **Implementation of Strategic Plan**

The Creighton community recently engaged in a strategic planning process aimed at building a better university in harmony with the dynamic demands of an increasingly complex and diverse world. What emerged in November 2013 was a shared vision that established a framework for identifying priorities and making informed decisions about use of resources across the campus. In the increasingly competitive world of higher education, Creighton must continue to be innovative, relevant and an excellent steward of resources to ensure a sustainable financial model.

Implementation of the strategic plan has now been underway for nearly a year, and will have been underway for 20 months by July 1, 2015. So while the new president will be stepping into the implementation process of an ongoing strategic plan, opportunities exist to refine and sharpen the plan in the course of its natural evolution. It will be crucial that the president help all constituencies to see how change serves the University's mission and ensures its endurance and strength.

### **Philanthropy & External Relations**

Creighton has benefitted from the generosity of donors, both alumni and non-alumni. The president will play an essential role as the face of the University, and will engage with major donors, particularly in light of an upcoming campaign.

It is vital that the University continues to build its endowment. Creighton is situated in a tremendously philanthropic community, and there is a strong sense of untapped philanthropic potential, both within the metro area and nationally. The university relations team stands ready to partner with the president in realizing this philanthropic potential for the University.

One of the city's largest employers, Creighton ranks among Omaha's most important institutions. Throughout the community, the University is viewed as a huge asset to the city. Creighton's president is thus an important civic leader as well as campus leader. This standing must be maintained through engagement with the broader community. The University's Board of Trustees and its major donors include members of the business community, a number of whom are not alumni.

### **Move to Provost Model**

Creighton is a comprehensive institution, with half of the institution serving undergraduates and half serving graduate and professional students. The new president will lead across the scope of the University, but manages it through others. In the 2012-2013 academic year, Creighton changed to a new management structure, which will allow the new president to focus more on leadership and external issues and opportunities. Under the new management structure, the provost is the chief academic officer, and the senior vice president for operations is the chief administrative/business officer. Though no longer directly managing the enterprise in the new model, the president is still an articulate champion of the academic mission.



### **Culture of Accountability**

Given the continuing change within higher education, university cultures have been forced to become more accountable. Creighton is in the midst of this culture change, and it will be important that the president have the capacity to make tough decisions and to expect accountability.

The president must be comfortable sharing bad news as well as good. He/she must be a leader equipped to make decisions that are in the best interests of the University as a whole, some of which may not be popular among all individual constituents. The president must make decisions with the long-term health of the University in mind.

### **Campus Transformation**

The University's campus has undergone a substantial transformation in recent years. Over the last decade, Creighton has invested more than \$300 million in on-campus improvements and planned expansion as part of the University's campus master plan, which capitalized on opportunities to acquire land in order to create a more vibrant and robust campus environment. Unlike many of its peer institutions, Creighton has the benefit of excess physical space capacity that can be utilized as needs require.

### **Health Sciences**

Providing health care services has been an essential vehicle for fulfilling Creighton's teaching mission. The University is in a long term partnership with CHI Health/Catholic Health Initiatives, and the continued success of CHI Health is an important University priority. Currently, a team including the provost, vice provost for clinical affairs, the dean of the school of medicine, and the Health Affairs Committee of the Board of Trustees collectively work together to ensure the success of the relationship with CHI Health.

### **Entrance into Big East**

In 2013, Creighton formally became a member of the Big East Conference. Doing so has presented an opportunity for the University to expand its presence on the national stage. The University has benefited from greater awareness nationally. The president must be willing to travel to seize this opportunity, especially to engage in further building Creighton's reputation nationally.

### **Size and Mix Advantage**

In a changing world of higher education, Creighton's unique combination of tractable size with an even balance of undergraduate and post-graduate students is enviable. The University provides all of the facilities of a larger institution, but is cohesive enough to allow people to forge strong collaborations and institutional loyalty.



## **DESIRED EXPERIENCE/ATTRIBUTES**

Since 1878, each of Creighton's 24 presidents have contributed their passion and talents to the University in unique ways. Among the qualities that many exhibited are a number that Creighton seeks in its next president as well. Through participation in a number of listening sessions, the many constituents that make up the Creighton community articulated their desire for a president with the following experience and attributes:

### **Fit with Mission**

Creighton's next president must be animated by servant leadership/service to others. He/she must exhibit and articulate the Jesuit values that are heart and soul of Creighton. Academic excellence is a key component of Creighton's mission – the president must also be fundamentally committed to academic excellence.

### **Inspiring Communicator**

Creighton's president must be an inspiring communicator to both internal and external audiences. The president must truly enjoy interacting with students, staff, faculty, and



colleagues throughout the University, as well as with myriad external constituents. The president will need to possess excellent interpersonal skills, evidenced by a genuine affinity for engaging the community in both formal and informal settings. He/she should be an active, effective listener as well as speaker. The president must be comfortable sharing bad news as well as good, in an honest and open manner.

### **Fundraising Ability**

The president will be the most visible face of the University, and will play a critical role in articulating the University's vision and mission to current and prospective donors. As the upcoming capital campaign develops, he/she will need to have the capacity to travel to raise the University's profile and resources. Fundraising experience would be helpful, but the ability and commitment to engage donors will be crucial.

### **Change Leadership**

The president must be transparent in articulating the University's challenges and opportunities in order to foster a sense for every constituency to work together for the good of the whole. Experience working within complex, multi-constituent settings would be helpful, as would experience in leading through periods of change. It will be important that the president have the ability to lead from vision to execution, and have the fortitude to follow through.

### **Empowering & Energetic Style**

The president will need to have boundless energy, and be motivated by a sense of the possible. He/she should have a decisive but collegial leadership style. Administrative experience should evidence a strong capacity to wed resource allocation to an institution's strategic goals, and a management style that embraces delegating to capable colleagues.

### **Intellectual Agility**

Candidates should have a demonstrated understanding of current trends, challenges and opportunities within higher education. They should understand the importance of adaptability and nimbleness within the context of pursuing strategic objectives. Candidates should have a demonstrated comfort leading in an ever-changing landscape. They should have a sound understanding of fiduciary responsibility, especially as it has evolved in the 21<sup>st</sup> century.

### **Perseverance and Resilience**

Given the complex landscape for higher education at present, the president will need both a strong sense of perseverance in advancing strategic decisions and an ability to keep the University moving forward as inevitable bumps and twists in the road arise. He/she must be decisive and courageous.

### **Personal Stature**

Candidates most likely to be successful as president will also bring a number of important personal characteristics to the position. They must demonstrate the highest degree of personal integrity and gravitas, be open and approachable, and be characterized by humility. Candidates should have an optimistic disposition, and possess a healthy sense of humor. They should have the capacity to be passionate servants of Creighton's mission.



## **SEARCH INFORMATION**

For further information about Creighton, please visit the website at:

<http://www.creighton.edu/>

For information about the search, please contact Creighton's search consultant:

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