



## Executive Summary: Feedback by constituent group

One way to understand the input is to consider the major points of the various groups in relationship to one another

STUDENTS	FACULTY	DEANs & VPs	ALUMNI	STAFF
Someone who knows the unique mix of colleges and schools—undergrad and grad—and who will be visible to all student groups	Earned doctorate (e.g. PhD) from an accredited institution	Understanding of operations and the intricacies of an institution comprised of multiple colleges and professional schools	Effective communication skills, including listening and ability to articulate the challenges that face the university in an honest and open manner	Senior leadership experience, yet need not be a sitting president
Administrative, academic, and leadership experience to deal with business issues	Full engagement in teaching, scholarship / research and academic service at various levels in the university	A blend of Academic understanding and Executive leadership expertise, including fund / friend raising, gravitas, vision, and foresight	The more experience the better in these areas: decision making, stewardship, academics, administration, management, strategic planning, etc.	Dedicated to academic excellence while fully embracing the Jesuit mission and values
Demonstrated ability to lead from vision to execution with fortitude to carry through	Vision and foresight—able to see broader vision for Creighton and the role of academic / research in the plan	Academic: an understanding of the central role of the academic community and how it delivers value to students, the academy and the many other aspects of Creighton	Excellent fund and friend raising skills	Able to allocate resources effectively among competing and compelling needs
An understanding of the Jesuit experience is a must, though a Jesuit is not required	A sound understanding of fiduciary responsibility and ability to allocate resources, delegate responsibility, and achieve accountability	Executive: ability to understand and involve the many disciplines and talents present at the university; and effectively delegate and allocate resources to accommodate the mission	Understanding of the dual roles that academics and executive leadership play in allowing the university to realize its potential and rise to a higher level	Passionate, fun, approachable and professional
Someone who can maintain Creighton's rich past while having a vision for the future to raise CU's reputation and sustainability	Ability to listen and communicate, as well as deal with "bad news" especially when financial resources are scarce		Open-minded, financially responsible and able to hold others accountable	Committed to sustainability
				Transparency to communicate what is happening on campus
				Commitment to work / life balance



# Presidential Search Listening Sessions

Community Input Session: Student

Facilitators: John McCoy, President, Creighton Students Union

Participants: 04/28 - 40

## Academic Qualifications

- No change to the 2010 academic qualification

## Professional Characteristics / Experience

- Good at plan execution; management experience; passionate about getting things done; charismatic and can bring student body together
- Someone who latches onto the Strategic Plan. Maybe someone in interdisciplinary position.
- Maybe not a business leader, but has qualifications in this area and can deal with business issues
- Someone who will maintain the rich past while having vision for the future and how to raise CU's reputation on a national scale
- Need someone who can make most effective use of resources, and can make things function well
- Committed to sustainability
- Someone with academic background

## Leadership Qualifications

- Someone who will be willing to go out of his way to talk to students
- Many people in professional schools don't know Fr. Lannon. Need someone who is present to professional schools
- Aware of unique structure of Creighton and it's campus life
- Someone who has operational experience and can execute strategic plan
- Someone with vision and a track record of getting things done efficiently in a way that unites
- Somebody who keeps focus on students, and is greatly involved
- Should have administrative / leadership experience, assuming the candidate has not been a president of another school
- If new to CU, candidate must be made aware of CU's structure and culture

## Personal Attributes

- A Jesuit would help maintain Creighton's mission. But should not be a deciding factor. Prefer progressive thinker.
- Choose the most qualified candidate. Non-Jesuits should be considered. CU has strong Jesuit influence. President need not be Jesuit. Experience with Jesuits and dedication to Jesuit values is a must.



# Presidential Search Listening Sessions

## Community Input Session: Faculty

Facilitator: Thomas Coffey, PhD, President of the University Faculty

Participants: 06/01 1<sup>st</sup> session – 4; 2<sup>nd</sup> session – 6; Online – 6. Total: 16

### Academic Qualifications

- Earned doctorate from an accredited institution
- Experience in health sciences and undergraduate education would be helpful
- Full engagement in teaching, scholarship/research and academic service at various levels in a University and in the broader community

### Professional Characteristics / Experience

- Strategic and visionary thinking
- Experience implementing a strategic plan i.e. assuring plan fulfillment within the operational aspects of the institution
- Clear awareness of fiduciary responsibility
- Ability to delegate and hold others accountable
- Ability to lead “men and women for others”
- Able to develop a strong profile to external audiences and be recognized as a community leader
- Strength and capabilities to deal with outside entities and outside affiliates
- Strong advocacy for Creighton while balancing resources internally and externally
- Committed to faculty governance and responsiveness to faculty needs

### Leadership Qualifications

- Vision and foresight—able to see the One Creighton vision for now and the future
- Foresight to continue development of the emerging strategic plan
- Dedication to academic excellence
- Dedication to quality teaching, research/scholarship, clinical care and service
- Progressive levels of professional responsibility with peer recognized teaching and research experience

### Personal Attributes

- Preferably a Jesuit, though not required, with qualified lay candidates (women and men) considered
- A have a high level of integrity while committed to mission and values of Creighton University
- Skilled listening and communication across a broad spectrum of audiences required
- A sound understanding of fiduciary responsibility to act in the best interest of the university
- A clear recognition of the duty of oversight
- Ability to confront and deal with “bad news” especially when financial resources are scarce



# Presidential Search Listening Sessions

## Community Input Session: Deans and Vice Presidents

Facilitators: Chris Bradberry, Pharm.D., Dean – Pharmacy and Health Professions

Participants: 05/14 & 05/15 – 32 total

### Academic Qualifications

- Prefer excellent academic credentials (teaching, service and scholarship/research) preferably at the earned doctorate level, may need to be flexible
- Sense of vision and leadership and accountability
- Understanding of internal operations; complexity requires a quick study
- Qualifications of the president should be viewed in both academic and non-academic terms. Expectations should be set by Board, but this group believes the following are important: 50% fund/friend raising; able to represent CU w/ others; a vision aligned w/current strategic process; depth of understanding; not a micromanager; gravitas to be taken seriously; embraces strategic plan; committed to mission and Jesuit identity; experience at more than one institution; proven experience in academic excellence and quality of education.

### Leadership Qualifications

- Intact ego and able to embrace/sync with strategic plan and with vision
- Great communicator, team builder who holds people accountable
- Understands mission and able to articulate its importance among constituents
- Knowledgeable in higher education—able to articulate change that is happening
- Sitting president not necessary, but must have top-executive experience
- Need to deal with bigger picture issues, not traditional Provost/Operations scope
- Able to develop superb working relationship with the Board of Trustees
- Relationships, articulating vision, manage provost are important
- Delegate responsibly- a proven delegator, a proven administrator, charismatic
- Align incentives with strategic plan
- Organizational leadership required and academic experience strongly preferred
- Experienced in academic programming and complex health/academic issues
- Accomplished in philanthropy

### Professional Characteristics / Experience

Reviewed list on 2010 document – agreed all statements important – other comments included:

- Record of positions in harmony with the Catholic tradition
- Delve into background and past of individual
- Demonstrate commitment to our Jesuit traditions and values and mission
- Skilled listener and communicator
- Able to articulate our Mission clearly

### Personal Attributes

- Decisive management skills-proven administrator at whatever level
- Courageous
- Experience in conflict resolution
- Internal and external charismatic communicator
- Integrity and honesty
- Demonstrates commitment to furthering diversity
- Strong understanding and proven experience in financing large organizations – academic financing preferred



# Presidential Search Listening Sessions

## Community Input Session: Alumni

Facilitators: Julie Hefflinger, President - National Alumni Board; Richard P. Virgin, Vice President of University Relations

Participants: 05/28 – 34; 06/05 – 6; online – 115

### Academic Qualifications

- Ph.D. or equivalent preferred; but a masters or equivalent would not be an automatic disqualifier

### Professional Characteristics / Experience

- The more experience the better in these areas: decision making, stewardship, academics, administration, management, strategic planning, etc.
- Strong decision making capabilities and leadership strength
- Fundraiser who understands financial responsibility and effective use of resources
- Innovative and creative
- Jesuit preferred; alternatively a person committed to Jesuit values and Catholic understanding

### Leadership Qualifications

- Vision and foresight
- Effective communication and listening skills
- Leadership experience in a university setting, but previous presidential experience not necessary
- Fundraising capability and potential
- Strategic vision and strategic planning capabilities
- Comfortable with delegation

### Personal Attributes

- Communication, good listening skills, confidence, and energy/charisma
- Integrity and honesty
- A Jesuit priest; alternatively a person committed to Jesuit values
- Open-minded
- Deep understanding of fiduciary oversight responsibilities
- Fundraising, communication, and an ability to generate a community presence



# Presidential Search Listening Sessions

## Community Input Session: Staff

Facilitators: Chris Karasek, M.S., Chair, University Staff Advisory Council

Participants: 06/06- 7; 06/17 – 17; online – 1; individual – 1. Total: 26

### Academic Qualifications

- An earned Doctorate (including JD) from an accredited institution

### Professional Characteristics / Experience

- Thematically carried much of the elements from the 2010 Presidential Profile (e.g. ethical, fundraiser)
- Able to allocate resources effectively among competing and compelling needs
- Work in current environment to implement the Strategic Plan
- Transparency to communicate what is happening on campus
- Good negotiating skills
- Passionate, fun, approachable and professional
- Committed to Sustainability
- Be familiar with current structure and work within it to grow
- Active manager/leader who knows what direct reports do and why
- Willing and able to take a more active, interventionist role in
- Knowledge of and open to implementation of new technologies
- Able to effectively work with the the Board of Trustees

### Leadership Qualifications

- General agreement with 2010 Profile with exception that the candidate need not be a sitting president; no position expressed on Jesuit credentials
- Senior leadership experience and faith-based experience., but not necessarily presidential experience
- Dedicated to academic excellence, quality in education and research
- Ability to connect with the greater Heartland community
- Prefer experience in Academia
- Exposure to the Arts
- Listener & Communicator
- Dedicated to academic excellence
- Dedicated to quality in education and research
- Understanding of Mission and Values at Creighton

### Personal Attributes

- Committed to maintaining the Jesuit mission at CU
- Commitment to work/life balance for self and all employees
- Must have University experience
- Impeccable Integrity
- Must embrace Creighton mission and values
- Prior knowledge & connection to Creighton
- An alumni
- True leader with clear idea of Creighton's destination and how to get there, and top-to-bottom communication skills
- A sound understanding of fiduciary responsibilities and a clear recognition of the duty of oversight



# 2010 Presidential Profile

This is the profile developed to guide the search of the 2010 Presidential search. This document was provided to all Listening Session Groups as a starting reference point to stimulate input. In several Listening Session summaries you will see this page referenced.

## Academic Qualifications

- An earned Doctorate from an accredited institution

## Professional Characteristics

- Strategic thinker
- Strategic planning and plan management experience
- Innovator who facilitates courageous strategic decisions
- Demonstrated capabilities with respect to faculty and staff recruitment and administration; student recruitment and retention; and organizational behavior and accountability
- Decisive management skills and competence in financial matters
- Ability to facilitate the allocation of resources effectively among competing and compelling needs
- Comfortable with delegation of responsibility and accountability

## Leadership Qualifications

- Vision and foresight
- Dedicated to academic excellence
- Dedicated to quality in education and research
- Progressive levels of professional responsibility
- Experience as President of a prestigious academic institution

## Personal Attributes

- Preferably a member of the Society of Jesus with recognition the field of candidates may include non-Jesuits
- Impeccable Integrity
- Committed to the mission and values of Creighton University
- Skilled listener and communicator across a broad spectrum
- A sound understanding of fiduciary responsibilities and a clear recognition of the duty of oversight