

The Regis University Strategic Plan December 2012

Part 1: Regis University Today and Tomorrow

Founded in 1877, Regis University has served as the only Jesuit Catholic university in the Rocky Mountain West for well over a century. Throughout its history, Regis has been imbued with the spirit of the *magis* – the continuous striving for the greater good — by anticipating the needs and opportunities of changing times and cultures. Finding God in all things, it has been uniquely Jesuit in innovation, advancing its mission not only through traditional liberal arts, but also through adult and online learning, and health professions during the last 35 years. Thus, Regis University holds a distinctive place among Jesuit universities in tailoring learning to learners of all ages in three colleges — Regis College, Rueckert-Hartman College for Health Professions, and the College for Professional Studies.

The University's successful Forum on the Future in 2000 defined the University's priorities for the first decade of the new millennium from the perspective of the institution's broad base of constituents. The Forum also laid the foundation for the University's successful \$82 million "Campaign for Regis University: Writing the Next Chapter." The continued strong growth of the University, as well as a future presidential transition, has motivated the institution to again anticipate the opportunities of the next ten years with an understanding of the immense challenges facing American higher education.

- Consumers of education are much more discerning about cost and value. The
 economic accessibility of a Regis education remains essential to the University's mission.
 In order to accomplish this, the future requires thoughtful stewardship of resources,
 improved efficiencies, and renewed clarity of the University's Jesuit Catholic purpose.
- Amidst heightened competition in the same markets, Regis must better tell its story of outstanding faculty, academic excellence, personal care of students, and education with a moral compass.
- Attracting and retaining outstanding faculty is one of Regis University's most important promises to its students. With renewed commitment to the vocation of teaching, the

plan calls for a Center for Excellence in Teaching and Learning that will equip faculty with best teaching practices for new generations of learners; deeper understanding of Ignatian pedagogy; and support for their teaching, research, and scholarship.

- With a commitment to the whole person, the plan invests in student services and support, including programs of student life, University ministry, and athletics so that our graduates will model well-balanced lives of faith, meaning, and purpose.
- With the permeation of the Worldwide Web throughout daily life, Regis will continue to be the center of a global community of students, faculty, and alumni. This calls for continued investment in innovative, next-generation technology, and social media tools for lifelong learning.
- The plan identifies facility and infrastructure improvements that will equip the
 University to be an exemplary resource for its students, alumni, staff and faculty, and for
 the community. Our long-term planning considers space to accommodate the
 University's anticipated growth in classrooms, offices, residences, centers, and learning
 communities.
- Beyond these opportunities at home, we are also aware of the increasing challenges
 facing marginalized members of the human family. Always a hallmark of a Regis
 education, expanded service and global engagement are a centerpiece of the plan so
 that our students can learn to make a good world better with competence, conscience,
 and compassion.

Part 2: Strategic Plan Background

In 2008, the Higher Learning Commission awarded Regis University another ten years of accreditation. The University's Institutional Self Study for the Higher Learning Commission pointed to the need for an ongoing planning process. In the University's own words at the end of the report: "The University must give serious consideration to creating a University-wide culture of planning, evaluation, and implementation." In 2009, as a result of several dynamic trends in higher education, the changing needs of students and society, and an anticipated presidential transition in 2012, Regis University moved forward with the next phase of strategic planning. In doing so, Regis leadership was mindful of the University's unique accomplishments in serving diverse learners and, in the Jesuit character, sought ways to continue to contribute effectively to a just and compassionate society. The institution recognized that more

sophisticated analytics and planning were necessary for the University's mission to be relevant and robust for discerning consumers of education in the 21st century.

The strategic plan's 10-year view provides a direction and focus for strategies and initiatives for 2010-2020, updated annually. It will inform a three-year implementation plan and all annual operating plans, become the framework for acquiring and distributing financial resources, and serve as a blueprint for building and strengthening the University community. As the institution moves forward during this time of change, the strategic planning process harnessed renewed discernment, realistic assessment, and the input and ideas of the University community. It also reaffirmed the University's "cura personalis" not only for its students, but also for staff and faculty through campus environments that reward and retain talent and offer collegiality.

The planning project was facilitated by The Napa Group, a strategic planning firm in Novato, California, which specializes in high-performing mission-focused nonprofit organizations, including universities, foundations, and alumni associations.

Part 3: Strategic Planning Process

Leadership Team and Steering Committee

The University's Leadership Team of eight, chaired by Vice President for Academic Affairs Patricia Ladewig, was charged with overseeing the planning process. The Leadership Team appointed a larger 14-member Steering Committee (of which the Leadership Team was the core) to coordinate the project, develop strategic initiatives, assign and charge task forces, create budgets and implementation plans, and integrate college initiatives and prioritized University initiatives into annual operating plans. The Leadership Team received and evaluated the recommendations, analyzed options, and provided direction and focus for the critical issues addressed by the plan. Working with the Board of Trustees and Father Sheeran, the Leadership Team played an essential role in ensuring alignment around the future course of the University's Jesuit educational mission, an especially important role during the presidential transition. The Leadership Team also identified the resources and milestones necessary to achieve the strategic objectives over the next five years.

Listening Sessions

The Strategic Planning Project was formally launched in January 2010 with two days of "listening sessions" involving over 175 members of the University community. Regis University has a robust tradition of community engagement, and the purpose of these forums was to gather perspectives and insights about themes, issues, and opportunities from a cross-section of faculty, administrators, and staff. In confidential sessions, their candid and sincere opinions and provocative assessment of institutional realities represented a collective voice of the community that was sent to the Steering Committee in summary form for its initial meeting on February 12-13, 2010.

Task Forces

Selection of six task forces, totaling 75 members, further expanded the community's participation in the plan's development. Following the Steering Committee's identification of priority strategic goals and initiatives to advance the ten-year vision, task force members were selected according to their skills and expertise to provide a more detailed analysis, recommend changes or other adjustments, and set priorities to assist in plan implementation during a time of financial restraints.

Two sets of task forces, operating in two phases and engaging wide representation from the University community, were appointed to identify a set of initiatives, objectives, and realistic actions for the six goals selected by the Steering Committee. Responsible for being both creative and pragmatic, each task force leveraged its knowledge of the University to gather information, review best practices and future trends, and interview other internal experts. They further defined objectives, resources, timelines, and metrics to implement the goal over five to ten years. Each task force submitted its recommendations to the Steering Committee and Leadership Team, which determined the final goals and initiatives to be incorporated into the plan.

Board of Trustees

In addition to participating in individual interviews, the Board of Trustees as a whole was actively engaged as a strategic partner in developing the plan's vision and objectives. While such plans typically are approved in the end by a leadership board, the Regis trustees were invited into the process early so as to contribute to the thinking and decisions along the way. This was important not only to affirm the final plan but also to acknowledge the Board's partnership in envisioning the institution's future direction and the resources and advocacy vital to achieving success.

Part 4: Regis University Strategic Plan Initiatives, 2010-2020

Vision

Regis University will be a premier, world-responsive institution of learning in the Jesuit tradition that prepares leaders to live productive lives of faith, meaning, and purpose.

STRATEGIC GOALS AND INITIATIVES

- I: CONTINUE A COMMITMENT TO ACADEMIC RIGOR: Ensure the rigor of all academic programs to support the University's commitment to leadership, excellence, and innovation.
 - 1. Implement a process of critical review that identifies standards and expectations for academic excellence, program quality, and productivity to inform decisions regarding new programs, sun-setting of carefully selected programs, and resource allocation.
 - Establish an ongoing, transparent, and fair process of program approval and prioritization that considers quality, mission, market, and return on investment.
 - Conduct an initial abbreviated review of selected programs to establish a comparative baseline followed by a rotating and ongoing review of all programs.
 - Grow and support the University's office of institutional research.
 - 2. Establish new, high-quality academic programs in response to the potential of quick market entry or long-term development.
 - Categorize potential programs or areas as short-term, mid-term, and long-term opportunities.
 - Identify and pursue longer-term opportunities that may extend beyond individual colleges.
 - 3. Enhance the University's culture of teaching, scholarship, and Ignatian pedagogy for all learners.
 - Resource the Office of Academic Grants to meet the requirements of increasing faculty scholarship and research and growing compliance demands.
 - Provide revenues for cross-college and interdisciplinary collaborations.
 - 4. Establish a Center for Excellence in Teaching and Learning that will support faculty teaching and scholarship, promote best practices in Ignatian pedagogy, anticipate 21st century learning models, and provide the resources for ensuring quality across all University academic programs.

- Launch a center that promotes best practices in Ignatian pedagogy, teaching, learning, curriculum development, outcomes assessment, student course evaluation, and educational technologies; fosters dialogue among faculty; promotes faculty teaching innovation; and assists implementation of these practices.
- Regularly scan the environment to add innovative teaching/learning methods and digital library resources to benefit the diverse Regis educational community.
- Implement enhanced technology and library training for faculty.
- Invest in affiliate faculty development that recognizes and rewards their professional contributions to the University's educational mission.

- By 2012-2013 a Center for Excellence in Teaching and Learning will be staffed appropriately, widely used by the faculty and students in all three colleges and the Library, and be directly involved in guiding decisions about teaching and learning initiatives in the University.
- Prioritization of all programs, including sun setting, based on an abbreviated process in the next two years.
- Continuous, transparent, and fair processes to evaluate programs according to consistent, measurable rigor and overall quality.
- Ongoing investment in new program opportunities with appropriate enrollments to support quality and viability.
- By Fall, 2010 an Office of Institutional Research will be established and beginning to function.
- Increased faculty proficiency in technology and distributed learning.

II: ENGAGE THE WORLD: Equip all graduates with the knowledge, skills, and habits needed to engage in the world for the common good.

- 1. Elevate a world-affirming global experience through integration of activities and programs in the colleges, such as inclusion of social justice issues in the curriculum, community engagement, service learning, cross-cultural competence, and study abroad.
 - Promote increased diversity in faculty, staff, and the student body, and continue to build an inclusive community that reflects the world in which we live.
- 2. Develop academic support as needed for student success, including international students and students at risk for attrition, to emphasize the knowledge and skills development needed to prepare them for successful leadership in their careers and communities.

- 3. In the tradition of *cura personalis,* invest in residential and virtual learning communities for developing lifelong intellectual, spiritual, and professional growth within and among the students and alumni of all three colleges.
 - Conduct a review of "best practice" in all forms of learning communities and also create virtual learning communities that engage broad constituencies.
 - Coordinate and resource engagement activities, and support services to optimize outcomes for all Regis students, alumni, faculty, and staff.
 - Support the co-curricular contributions of University Ministry, Student Life, and Athletics in the holistic education of students that contributes to wholesome personal relationships, religious faith, and community engagement.

- Well-staffed academic support for all students regardless of college.
- Learning beyond the classroom through an environment that promotes collaboration, interdisciplinary education, leadership opportunities, and social activities.
- Improved student retention in all three colleges.
- Growth in student-initiated programs, and in ground-based and online learning communities in all three colleges.
- Enhanced affiliation by non-resident students and alumni with the University.
- Expanded student gathering places for use before, between, or after classes.
- Technology tools promoting virtual meeting places for learning and social networking by resident, non-resident, online students, and alumni.
- Increased opportunities for all students to participate in global immersions, service, and civic engagement.
- Dedicated space for the administration of experiential learning programs.

III: EXPAND DIGITAL AND PHYSICAL RESOURCES: Provide physical spaces and digital resources that anticipate the aspirations of a vibrant 21st century Jesuit Catholic university.

- 1. Implement a comprehensive technology plan that anticipates the academic and operational needs of a 21st century University.
 - Emphasize platform independence and maintaining relevancy as technologies change.
 - Enhance the IT infrastructure to enable support for rapid IT change and adaptability.

- Consider replacing Colleague. All viable alternatives should be included in this consideration.
- Integrate business intelligence software into existing systems so users can easily insert, query, and obtain information relevant to their jobs.
- Adopt and support mobile technologies.
- Allow for and increase the number of employees who telecommute and develop appropriate infrastructure to support mobile offices and communication technology among multiple campus classrooms and offices.
- Implement virtual desktop computing.
- 2. Recast the University's master facilities plans in light of current and future space needs based on trends in education, growth opportunities, and the University's strategic goals and initiatives. This plan will include these priorities as funding is identified over the next ten years:
 - Academic building with state-of-the-art classrooms, meetings rooms, learning laboratories, and gathering places for faculty, staff, and students that facilitate effective interaction, communication, and learning.
 - A student center with increased cafeteria/dining space, student gathering areas, study areas, recreational areas, technology kiosks, and smaller food venues.
 - An upgraded and remodeled field house.
 - A multi-purpose event venue.
 - Long-term effective space for the Fine and Performing Arts for performances, rehearsals, and lectures.
 - Additional and remodeled residences to facilitate contemporary social learning collaborations and relationships.
 - Consolidation of major administrative units of the College for Professional Studies.
- 3. Equip physical classrooms and virtual spaces at all campuses for faculty, students, and staff with technologies that meet the expectations of tomorrow's undergraduate and graduate students and administrators, and facilitates hybrid and online education.
 - Include smart boards, multiple data projectors, screens, multimedia, laptop carts, and other technologies to be determined by further analysis.
 - Provide support and training for multiple technology platforms for students and faculty.
 - Adopt a learning management philosophy and a platform that together support the colleges in face-to-face, online, and hybrid learning efforts.

- Equip all students, faculty, and staff with digital resources (such as a Regissponsored personal website, electronic portfolios, databases, and appropriate and modern authoring tools) on demand or as job requirements dictate.
- Create applications for relationship technology for all University stakeholders, and especially students, from pre-admission to alumni interactions.

- Integration of technology considerations in all senior level planning and decisionmaking.
- Sustained funding for strategic technology enhancements at all levels of the University.
- Increased private support for capital projects in the master plan.
- Higher levels of student, faculty, and staff satisfaction with respect to digital resources.
- Increase in ground-based and virtual alumni participation in events and activities.
- Successful recruitment and increased enrollments of key student populations according to strategic objectives.
- Enhanced learning experiences through technology for face-to-face, online, and hybrid education.
- Improved communications, including use of advanced technologies, among extension sites.

IV: IMPROVE ORGANIZATIONAL STRUCTURES: Enhance organizational structures to support academic models of the future that advance the University's vision and mission.

- 1. Leverage the assets of the distinctive three-college model.
 - Support the implementation of the college strategic plans as they relate to the University's goals.
 - Determine the value of centralizing business development, joint ventures, and business partnership activities.
 - Prioritize investments and implement programs in light of University priorities, with academic review occurring after program planners are authorized to move forward.
- 2. Elevate the strategic importance of technology planning and decision-making.
- 3. Develop and implement faculty and staff compensation models that help recruit and retain outstanding faculty and staff.

- 4. Ensure a strong program of internal communications to inform faculty, staff, and stakeholders at all campuses about key decisions, initiatives, and activities and to build a culture of trust and ongoing support for the University's strategic vision.
- 5. Analyze the University's infrastructure/organizational units, and make modifications as necessary to continuously improve processes, streamline operations, and redirect resources for investment in new programs and initiatives.
- 6. Establish a Board of Trustees process for a presidential succession plan that includes a profile of the new Regis University president aligned with the strategic priorities of the University.

- Regular listening sessions with faculty, staff, and students.
- Increased transparency and communication of University budgeting and decision making.
- University-wide organizational structures that support the three-college model and centralized services where appropriate.
- A system of performance management and compensation models with defined accountabilities and measurements.
- Continuous investment in an IT organizational structure that provides agility, anticipates technology innovation and process-improvement, and enhances financial management and decision making.
- A smooth transition to a new University president.

V: INCREASE VISIBILITY: Communicate the Regis University story to increase visibility, define its Jesuit Catholic character with diverse learning models, and create greater demand for a Regis University education.

- 1. Create a centralized marketing division that supports a coordinated University brand position and advances the Regis mission to the wider community for consistent brand messaging and greater brand strength.
- 2. Develop a University-wide marketing plan and communication strategy that enhances the visibility of the University, supports the achievement of annual enrollment goals, and advances the institution's reputation.
 - Launch a brand analysis to define and establish Regis' particular competitive niche given its history, vision, mission, and strategic goals.

- Develop and implement an institution-wide marketing and communications plan and program externally and internally to advance the distinctive Regis brand and enhance Regis' stature and competitive leadership.
- 3. Develop a state-of-the-art website and social media tools that are key platforms for communicating and supporting all facets of the University's life.

- A Chief Marketing Officer in place by Summer 2011.
- Institution-wide brand vision and identified sub-brands for the colleges supported by marketing and communications plans and programs.
- Centralized leadership of Regis University branding and staff support for college/ department marketing and communications.
- An established program for regularly measuring the impact of Regis brand activities on critical stakeholders faculty and staff, students and prospective students, parents, alumni, donors, the business community, national and regional educational leadership, and other external partners.
- A broad-based, integrated Regis University web presence as the foundational marketing communications platform to key audiences and constituencies.

VI: FINANCE THE VISION: Ensure financial sustainability, invest in innovative new programs, and reduce tuition dependence.

- Establish a financial management model and efficient budget process that reflects best practices for capital development and financing, prioritizes all University capital and programmatic projects, and strategically evaluates the economic impacts of various financing options.
 - Develop clearly defined, strategic, transparent financial decision-making processes to replace current methods, and communicate the results to Regis University.
 - Complete a cost-benefit analysis of existing programs and services that includes assignment of indirect expenses, identification of opportunities for growth and sustainability, and recognition of the importance to the University mission.
 - Establish criteria to evaluate programs and partnerships on an ongoing basis start, continue, or discontinue.
 - Ensure that budget managers and financial analysts receive necessary training and technology support, and coordination at University and college/unit levels.

- 2. Establish a sustainable revenue model that reduces tuition dependence by actively pursuing other sources of revenue.
 - Utilize clearly defined metrics and thresholds to guide enrollment decisions.
 - Set targets to increase external funding including academic grant production and consideration of external business partnerships and for-profit ventures.
 - Leverage ongoing market and institutional research to evaluate University-wide tuition pricing and discounting strategies in the context of immediate and long-term University financial viability.
- 3. Determine appropriate fundraising initiatives and timelines, given the economy and the presidential transition.
 - Seek opportunities to increase giving from alumni, friends, and organizations.
 - Ensure that the Office of University Relations works collaboratively with faculty and staff to continue to build a culture of philanthropy.

- A system of new financial forecasting, decision-making and budgeting processes, metrics, and reviews in place and used at all levels of the University within 2 years.
- Routine audits that measure the financial viability of all programs and investments.
- Frequent, detailed, and clear communications to the University community to explain effectively budget processes, decisions, and rationales, as well as ongoing support for implementation.
- Accountability by all programs to new budget models.
- Strategic and documented use of budget surpluses and savings from terminated or underperforming programs.
- Increases in grant funding, expanded alumni relations and participation through segmented programming, new business partnerships, and establishment of for-profit professional practice areas.
- Successful recruitment and increased enrollments of key student populations according to strategic objectives.
- Successful fundraising initiatives.
- Growth in student scholarship and financial aid funding.

Part 5: Financing the Strategic Plan

Regis University has enjoyed a sound financial foundation throughout its 133 year existence. In 2007 it completed its most successful fund-raising campaign in its history. Through decades of

innovation and careful stewardship of resources, Regis has added new sources of revenue through new academic partnerships and programs in all three colleges, professional doctoral programs, and new formats such as accelerated and online learning. However, like many institutions of higher education, Regis has been, and will continue to be, tuition dependent. Consequently, the aspirations of this strategic plan will require the generation of revenue in the following areas: careful market-based tuition increases; new market-responsive, mission-relevant programs; increased efficiencies; further reduction of duplication; sun-setting of carefully selected programs; tax-exempt borrowing; and fundraising. It will also require new analytics, as noted throughout this plan, for sophisticated, transparent analysis and decision-making. In this way, Regis University will leverage a disciplined planning culture for the best use of its valuable human and financial resources in order to be the best it can be for the students it serves.