

Strategic Plan 2022 – 2025 Community Update

February 7, 2023



STRATEGIC PLAN 2022-2025



ONE PRIDE, MANY VOICES:
OWNING OUR FUTURE

INSTITUTIONAL PRIORITIES

EQUITY | INNOVATION & INVESTMENT | EMPOWERMENT

STRATEGIC OBJECTIVES



STRENGTHEN

and deepen our equity-minded, mission-driven culture and community.



NOURISH

and sustain strategic collaborations and partnerships.



CREATE

innovative pathways and opportunities for transformative student growth and success.



DELIVER

impactful academic programs for the contemporary, evolving learner.



INVEST

in resources, infrastructure, and professional development for our faculty and staff to do their best work.



IMPROVE

brand recognition by conveying intersection of mission with our distinct academic strengths and authentic identity.



CULTIVATE

a culture of continuous assessment, accountability, and transparency.



BOOST

financial health to facilitate strategic investment in our future.

GROUNDED IN OUR MISSION

Our integrative strategic planning process



Mission centers who we are, what we do and for what purpose.

Institutional Priorities of Equity, Innovation and Investment, and Empowerment deepen our mission.

Our **Strategic Objectives**, aligned with our institutional priorities, will articulate what we want to achieve over the next three years.

The **Implementation Plan** will direct the work necessary to achieve the objectives.

Strategic Planning Timeline

Progress will be updated at regiscollege.edu/strategicplan

PRE-PLANNING



INFORMATION GATHERING

DRAFTING



IMPLEMENTATION



MEASURE/ASSESS



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GOAL	ASSIGNED TO	Resources	KPIs (Deliverables)	START	END
Develop internal collaborations across faculty, staff, students, alumni and other constituencies to empower the Regis community.	Mary Erina Driscoll & Walt Horner				
Rebranding the Office of Veteran Services to the Office of Veteran and Military Family Services.	Walt Horner (Nick Lanier)	Near completion	Create a shared understanding across the community about the mission and purpose of the office. Everyone can articulate its purpose.	9/1/22	1/1/23
Marketing/Communication collaboration with grad affairs to enhance mutual value of partnerships	Kelly Brochu, Michael Guilfoyle (Kathi Jenkins)	Partnerships committee, graduate admissions, marketing & communications team	Seasonal partnerships newsletter that expands upon Regis offerings for philanthropic, revenue-generating, and workforce development needs, highlighting milestones of partnership work across all divisions of the institution, increased engagement of partners through Regis offerings i.e. Gala	9/10/22	ongoing
The offering of a directed no cost program for undecided/undeclared students	Walt Horner/Erin Wisniewski/Mike Lynch	Advising staff time and effort; Strong Interest Inventory with Career Development	90% of undecided students complete a workshop related to the Strong Interest Inventory; Major/minor fair; Career Services and Advising attend 2 FYS faculty meetings/year	1/1/23	5/1/24
Strengthen connections and develop opportunities for career-related engagement between undergraduate students and members of the Lifelong Learning at Regis College (LLARC) program.	Bill Koehler (Ann Marie Gagnon)	Total cost: \$2,500: Work-study student to manage outreach, \$2,000; Career-related events, \$500	1. Number of LLARC members engaged with Career Services: Goal=15 members	2/1/23	9/1/24
			(2) Number of students receiving assistance: Goal=100 students total by F 2024	2/1/23	9/1/24
			(3) Internship and career placement rates: Goal=25% fewer on-campus internship placements by F 2024.	2/1/23	9/1/24
Expand the relationship between the Center for Health and Wellness and the students in the health sciences majors, specifically nursing.	Walt Horner (Tammi Magazzu)	Time & effort from SHS and SON faculty and Center for Health & Wellness staff; Fundiing from SGA to expand SWG programming; External fundraising for service immersion trip/s	Work-study positions (5), internship oportunties and clinical placements (5/semester) for SHS and SON students in the Center for Health & Wellness at the UG and grad levels; Expansion of the Student Wellness Group and programming (from 5 to 10 members); Creation of service and service immersion program (1) for nursing and health sciences students (by spring 2024)	1/1/23	5/1/25





STRENGTHEN

and deepen our equity-minded culture and community

High level goals:

- Continue to deepen mission alignment and build an institutionalized paradigm of diversity, equity, and inclusion across the community
- Elevate internal expertise to promote systemic changes that address and work toward eradicating inequities
- Ensure equitable hiring, promotion, and retention policies and processes
- Support and incentivize diversity, equity, and inclusion learning opportunities and capacity-building throughout our community



STRENGTHEN

and deepen our equity-minded culture and community

Implementation tactics:

- Develop a blueprint for inclusive excellence that will set forth the institutional goals for diversity, equity and inclusion, provide guidance to empower schools / departments to set their own goals, and provide an accountability and assessment plan
- Increase the opportunity for a more diverse group of suppliers to provide goods and services to Regis and increase Regis spending on suppliers identified as diverse
- Enhance hiring and retention of excellent and diverse faculty and staff by strengthening our search and hiring process
- Review of existing faculty workload policies with an intent to make recommendations for any needed revision for AY 2023-24



NOURISH

and sustain strategic collaborations and partnerships

High level goals:

- Uncover and curate new ways to partner with external organizations to produce sustainable growth opportunities
- Develop internal collaborations across faculty, staff, students, alumni and other constituencies to empower the Regis community

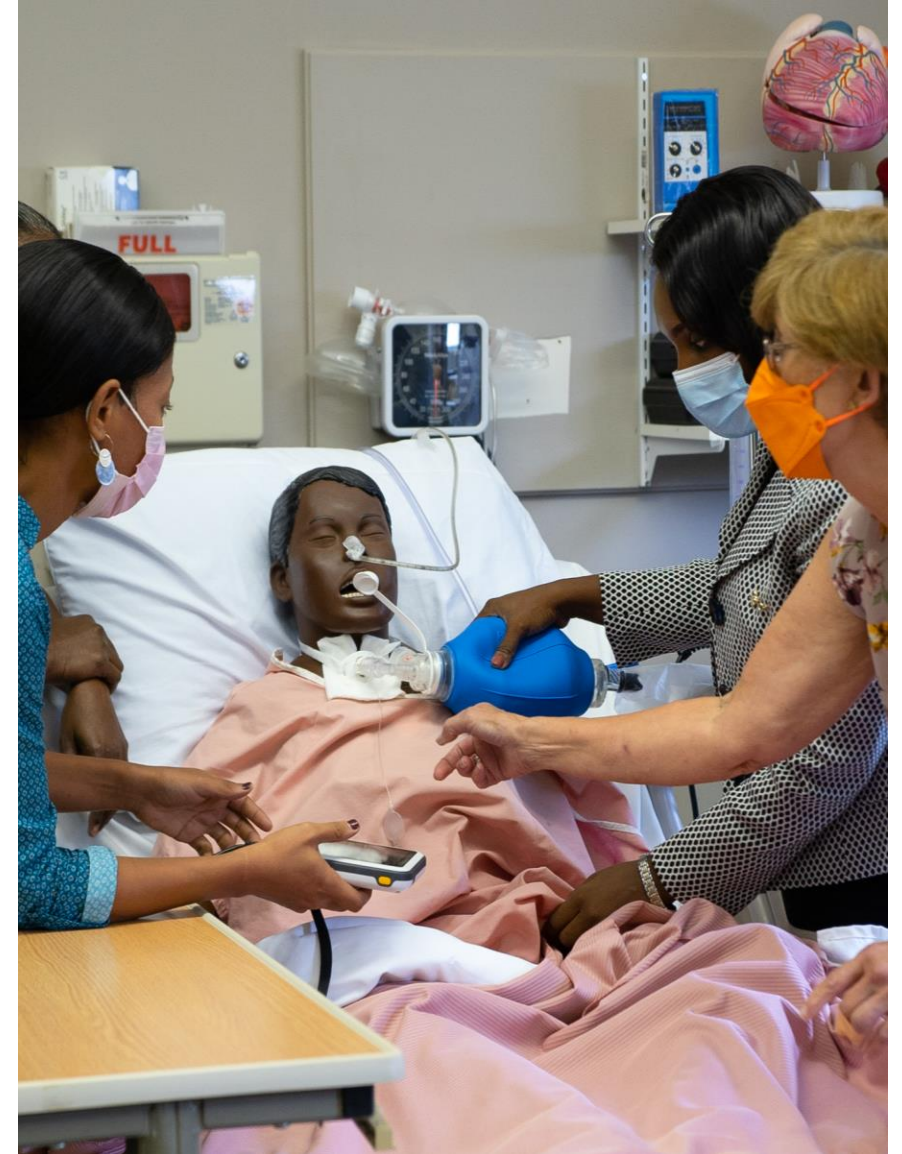


NOURISH

and sustain strategic collaborations and partnerships

Implementation tactics:

- Establish a Partnerships Task Force
- Create communication tools to engage with our partners in meaningful ways by regularly sharing news and information that imparts and reinforces the value of Regis' academic programs
- Expand upon external relationships in Weston, Greater Boston and the Commonwealth to support multiple aims
- Enhance curricular opportunities through partnerships
- Establish relationships with local community colleges to create a pipeline of student veterans
- Increase opportunity for all students to have voice and engagement in decision-making



CREATE

innovative pathways and opportunities for transformative student growth and success

High level goals:

- Create and expand access to high impact experiences for all students
- Enhance the student experience by improving existing support systems, communication, and engagement
- Expand undergraduate co-curricular experiences



CREATE

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Implementation tactics:

- Re-establish the Regis Herald (<https://regisherald.com/>)
- Increase the financial stability/sustainability of Center for Ministry and Service immersion trips to ensure equitable student participation, regardless of financial resources, and shift pre-trip focus from fundraising to transformative education/formation
- Implement best business practice to ensure transfer students success while enrolled at Regis
- Holistic review of the entire grad student experience from application to graduation and beyond
- Expand and strengthen professional advising employing best practices to support, retain and engage professional, graduate and doctoral students from deposit through degree conferral.
- Expand mental health programming for student-athletes, coaches and staff
- Map co-curricular learning outcomes to academic programming



DELIVER

impactful academic programs for the contemporary, evolving learner

High level goals:

- Design, develop, and revise our academic programs and modes of delivery to ensure that our students not only have access to a Regis education, but thrive, as every student should be a success story
- Identify and continue to meet the evolving needs of the contemporary learner



DELIVER

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Implementation tactics:

- Increase attractiveness of our accelerated 2nd degree programs
- Enhance recruitment practices and retention efforts by strengthening the Regis fast-track process and the transition between graduate admission and advising
- Simplify, streamline and automate transfer credit process
- Research and implement DEI curricular opportunities



INVEST

in resources, infrastructure, and professional development for our faculty and staff to do their best work

High level goals:

- Develop and support impactful professional development experiences for all faculty and staff to ensure that they are leaders and experts in their fields and at Regis
- Invest in improving our business processes to minimize risk and promote systems integration
- Modernize our facilities



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Implementation tactics:

- Provide comprehensive faculty development opportunities for all faculty – see <http://www.teachingatregiscollege.com/>
- Create a training module for faculty and staff to better educate them on the accommodations process
- Construct a new residence hall on campus that will provide more modern and competitive living arrangements for residential students and incorporate space in the building for the Children's Center and Autism Center to grow their programs
- Construct new labs and update simulation centers for STEM, nursing and health sciences
- Update the campus master plan

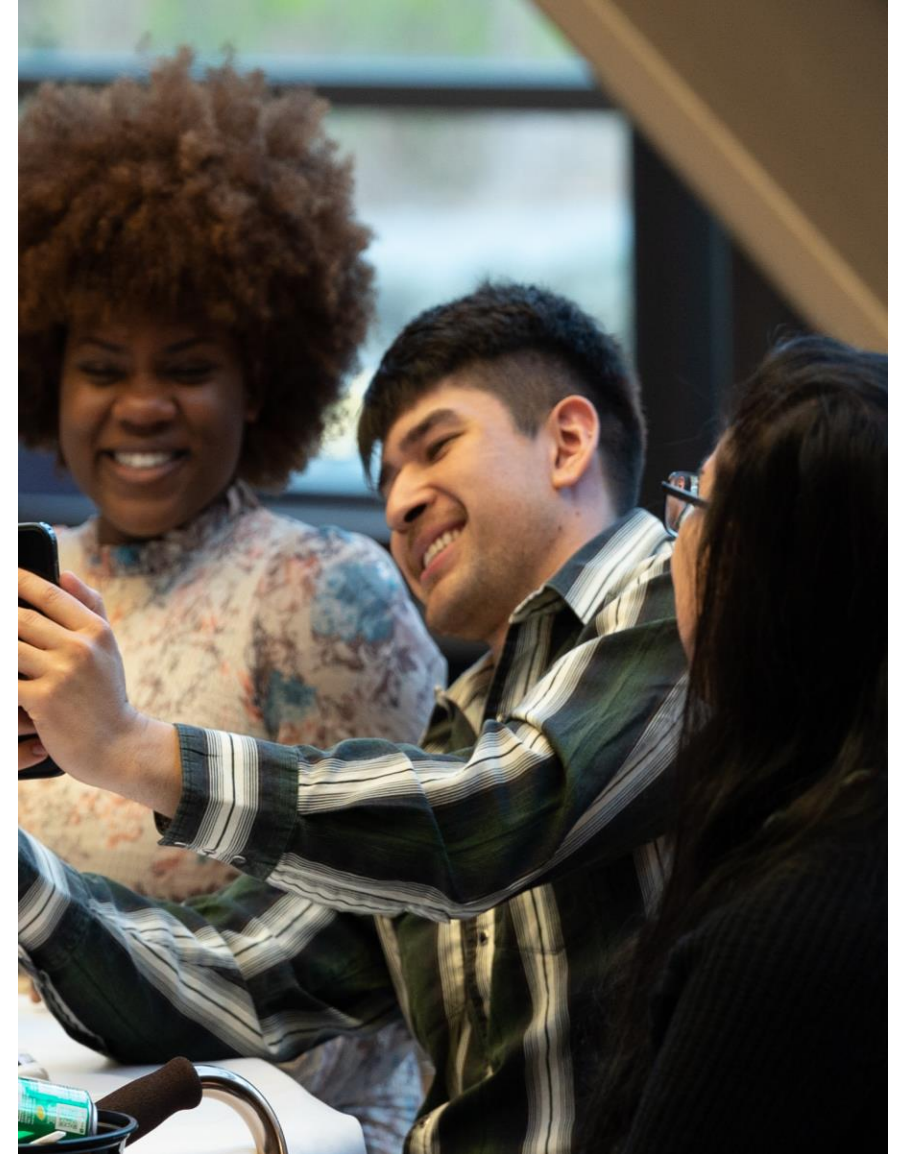


IMPROVE

brand recognition by conveying intersection of mission with our distinct academic strengths and authentic identity

High level goals:

- Create a cohesive brand identity to distinguish us from our competitors and showcase Regis as a place of choice to learn and work
- Increase our brand identity with our external audiences and markets by telling the Regis story



IMPROVE

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Implementation tactics:

- Ensure consistent brand message and identity that is representative of the institution's mission is disseminated throughout the marketplace
- Establish a formal government and community relations program to enhance Regis' influence and perceptions of the university among local, state and federal stakeholders and other audiences
- Develop a formal integrated marketing and communications plan for the university that generates leads and builds and strengthens Regis' brand awareness by sharing authentic stories of the Regis experience mission and values



CULTIVATE

a culture of continuous assessment, accountability, and transparency

High level goals:

- Build upon a data-informed culture through systemic, intentional changes in the way the university tracks, assesses, promotes, monitors, and reports and responds to outcomes
- Develop a data-informed assessment strategy
- Increase transparency around institutional processes
- Improve, update, or replace existing systems and technological infrastructure to ensure that the university can increase efficiency, remove antiquated barriers to workplace productivity, and meet assessment and transparency goals for years to come



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Implementation tactics:

- Enhance Academic Margin Analysis and utilize the tool to inform resource allocation decisions and planning
- Earn ACBSP accreditation for newly launched SBC programs
- Define and implement a comprehensive institution-wide data strategy that enables necessary access to data for consistent and informed data-driven decision making at all levels
- Create Regis College Compliance Matrix

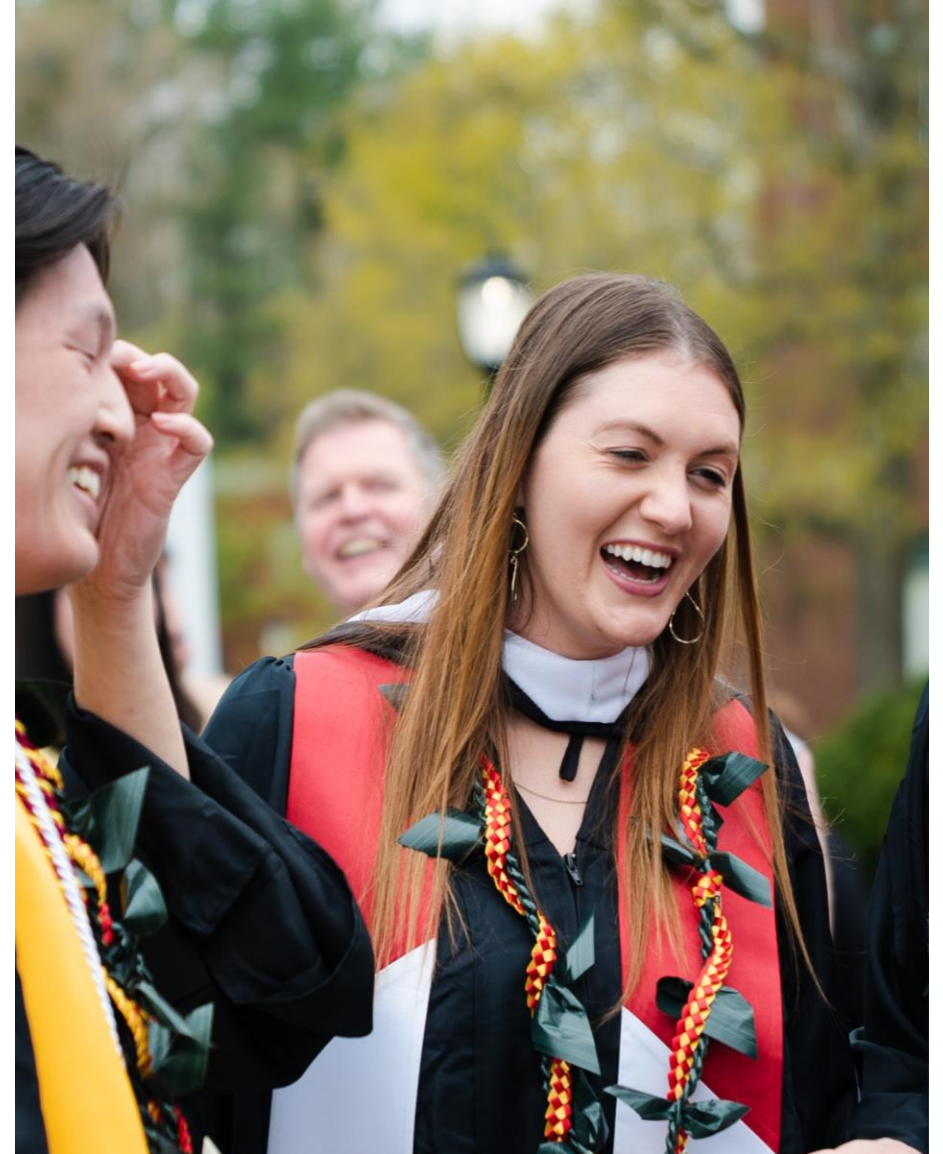


BOOST

financial health to facilitate strategic investment in our future.

High level goals:

- Find niche markets, workforce development opportunities, and innovative pathways that create sustainable revenue streams
- Increase enrollment goals through curricular and co-curricular programming, targeted engagement efforts, and continuous monitoring
- Diversify streams of revenue to support future growth and maintain high quality across our current programs and initiatives
- Evaluate our current practices to identify areas for cost-savings and risk mitigation

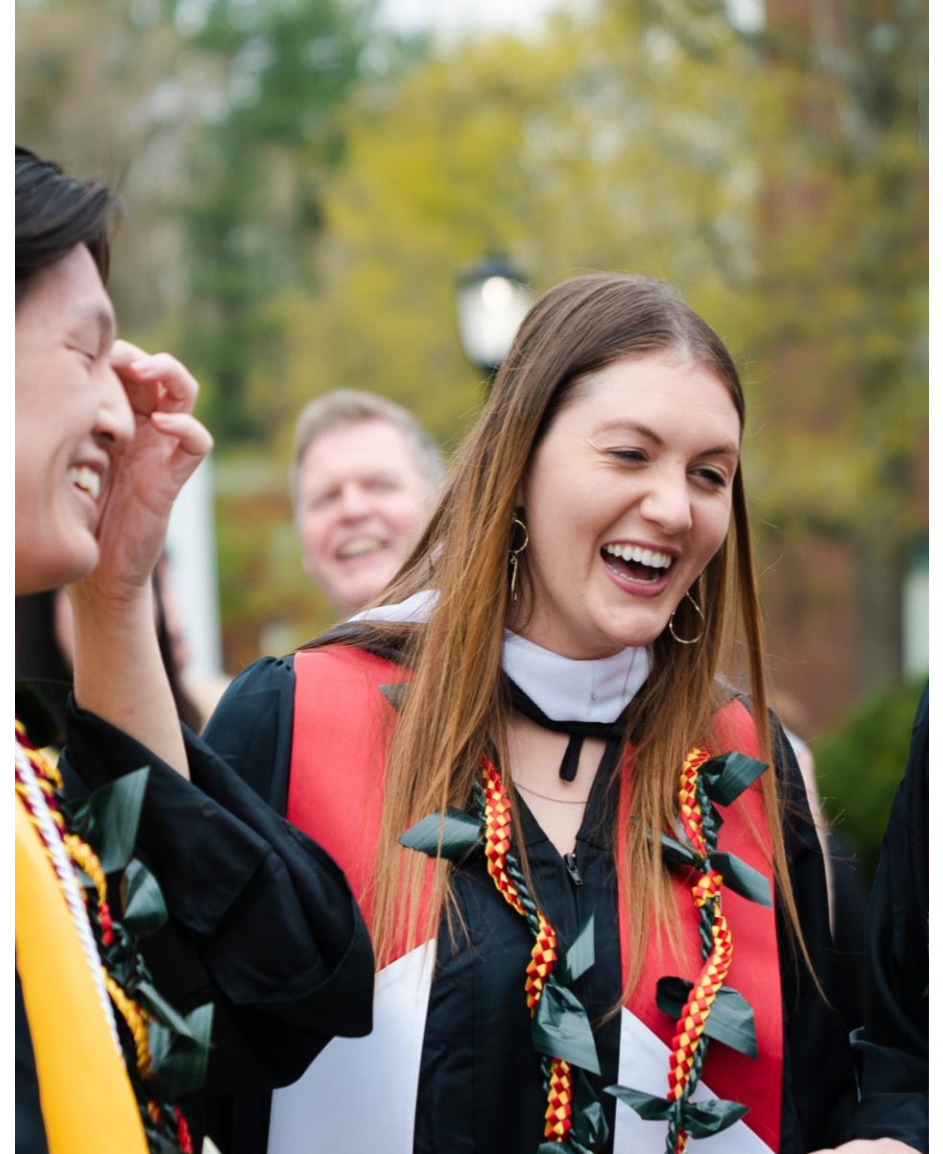


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Implementation tactics:

- Launch Professional Studies Division
- Create Undergraduate Enrollment Task Force
- Deepen admission pipeline through strategic recruitment and enrollment strategies within the undergraduate, international, and graduate student processes
- Enhance tactics within Institutional Advancement to engage community members, alumni, donors and friends
- Expand program offerings at the Regis Children's Center
- Examine spending practices, utilize data, and budget for surpluses to ensure efficient, effective, and prudent financial management



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