



# OPERATING PLAN

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## PRESIDENT EXECUTIVE SUMMARY

We have achieved significant milestones in fostering a culture of planning within our institution. As of February 1, our Institutional Strategic Plan and the corresponding Strategic Unit Plans have been officially finalized and set into motion. Complementing these initiatives is the three-year Enrollment Plan, which commenced its operational phase last September. This plan has brought clarity and focus to our admissions process.

I want to express my admiration and gratitude to all those responsible for the creativity and ingenuity in crafting the Academic, Student Affairs, Mission, and Advancement plans. The innovative ideas expressed underscore the care and dedication our faculty and staff exhibited. The Senior Leadership Team has been diligently working to align and prioritize the strategies outlined in these plans, a crucial step towards resource allocation.

The Operating Plan, which is more than the historically traditional units such as technology, physical plant, and finance, includes all administrative and support units that the Academic, Student Affairs, Mission, and Advancement units depend on to complete their work. Notably, the Operating Plan incorporates the budget, serving as both a quantitative allocation of institutional resources and a reaffirmation of our mission.

Our planning process is action-oriented, with specific outcomes established to gauge progress, which are reflected in the President's 2024 Goals. Alongside these plans and budgets, we have announced organizational structure changes designed to support and guide the University's trajectory.

I invite you to spend time with the Operating Plan wherein your invaluable contributions to the planning process, marked by dedication, insights, and a collaborative spirit, have significantly enhanced our collective efforts and enriched our discussions. I sincerely appreciate and value your commitment to the planning process, and I eagerly anticipate our continued collaboration as we bring all our plans to fruition.

Finally, with a grateful heart, let us collectively remember our shared commitment to building a more just and humane world through transformative education.

Kindly,

A handwritten signature in black ink, appearing to read 'Salvador D. Aceves'.

Salvador D. Aceves Ed.D.  
President

## PRESIDENT'S GOALS

12 to 24 months (to be reviewed annually)

### **Aligned with the Institutional Planning Environment, implement the strategic, unit, and operating plan as follows:**

- a. Strategic Plan (fall 2023)
- b. Academic, Advancement, Mission, Enrollment, and Student Affairs plans (winter 2024)
- c. Operational plan for fiscal year 2025 (spring 2024)

### **Regis as a destination for Jesuit Catholic education:**

- a. Operate an effective Senior Leadership Team that brings diverse skills, experiences, and perspectives to make informed decisions and inspire the campus community to achieve common goals and deliver organizational success
- b. Maintain institutional fiscal stability
- c. Implement the three-year enrollment plan - meet enrollment goals and improve retention and graduation rates
- d. Implement the comprehensive program review process
- e. Implement co-curricular initiatives that support a sense of belonging and engagement

### **Regis as an employer of choice:**

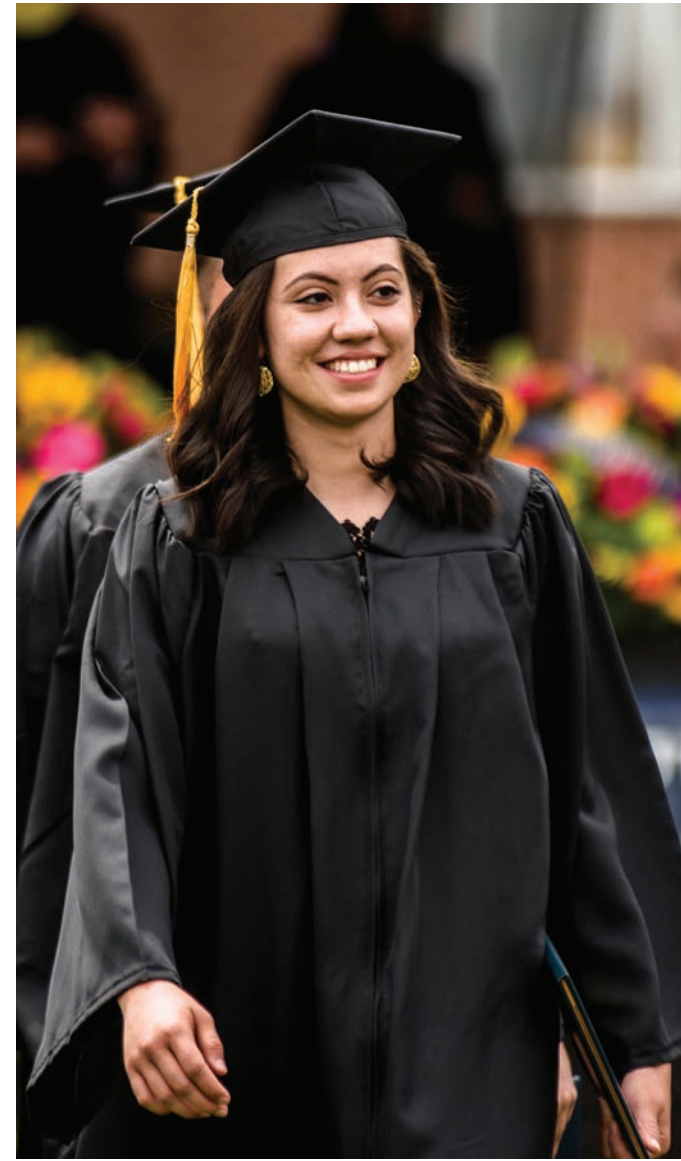
- a. Complete and launch Compensation Study 2.0
- b. Launch a comprehensive review of employee benefits
- c. Implement a comprehensive faculty and staff development program and annual performance review plan

### **Regis as a trusted partner:**

- a. Engage with city, state, non-profits, and industry leaders in community planning and participation
- b. Promote and embrace a culture of philanthropy across the Regis community that will first stabilize and then grow participation
- c. Announce quarterly, a six-figure gift

### **Regis Village:**

- a. Secure rezoning
- b. Select development partners
- c. Ensure that the development reflects the essence and character of a separate but connected and supportive Regis University community



## SENIOR LEADERSHIP TEAM



**Salvador D. Aceves, Ed.D.**  
President



**Barbara Wilcots, Ph.D.**  
Vice President,  
Student Affairs



**Kelly Purdy**  
Vice President,  
Advancement



**Stephanie Morris, CPA**  
Vice President and  
Chief Financial Officer



**Jake Bucher, Ph.D.**  
Provost



**Senthil Kumar, D.B.A.**  
Senior Vice President and  
Chief Enrollment Officer



**Kevin F. Burke, S.J.**  
Vice President,  
Mission

AS A JESUIT CATHOLIC UNIVERSITY, REGIS SEEKS TO BUILD A MORE JUST AND HUMANE WORLD THROUGH TRANSFORMATIVE EDUCATION AT THE FRONTIERS OF FAITH, REASON AND CULTURE.



MISSION

## UNIVERSITY MISSION AND MINISTRY

*“All the things in this world are created because of God’s love and they become a context of gifts, presented to us so that we can know God more easily and make a return of love more readily”*

- St. Ignatius Loyola, *The Spiritual Exercises*

Inspired by the vision of Ignatius of Loyola, the Jesuit character of Regis University is a vision of education and formation of the whole person in relation to the common good. How best to make a return of the gifts embodied by the University, so as to build “a more just and humane world”?

In what follows, the University Mission and Ministry Team presents our strategic priorities for AY 24-25, indicating how these goals align with those of the Mission Priority Examen (MPE), as well as the Pillars of the Strategic Plan put forward by President Aceves. We wish to emphasize that these initiatives are highly collaborative, their vitality and impact depending on many “companions in mission” across the University who join with us in envisioning and embodying the mission.

***Goals I and II: To help Regis become “the destination for Jesuit Catholic Education in the Rocky Mountain region,” by serving the pastoral and spiritual needs of students and helping to shape the educational culture***

***of Regis. To implement and deepen the strategic priorities of the MPE, which reinforce the Mission of Regis as a Jesuit Catholic University.***

The University Ministry team will continue to accompany students as they explore their faith and spirituality, discern meaning and vocation in their lives, and engage in faith-filled citizenship to promote the common good. The Ignatian Spirituality Program (ISP) will offer a range of new opportunities for Regis employees to learn about, practice, and share Ignatian spirituality, including an increasing pool of trained Ignatian directors for those wishing to deepen their spiritual life or to experience the Spiritual Exercises.

Along with the Laudato Si’ Committee, Mission and Ministry will provide critical support in university-wide efforts toward sustainability and ecological spirituality. This will include programming on Pope Francis’s vision of integral ecology, and working with the Interim Director for Sustainability Planning to ensure integration of sustainability efforts across university units. In partnership with the Office of Diversity, Equity and Inclusive Excellence (ODEIE), Mission and Ministry will support Regis’s development as a Hispanic-Serving Institution (HSI).



The theological strengths and reach of the Mission team positions us well to think critically and prayerfully about broader movements in society, church, and higher education. Mission will convene a synodal listening and writing process to begin articulating a Theology of Regis as a Jesuit Catholic University for the 21st Century.

**Goal III: To help Regis grow as an “Employer of Choice” by continuing to present the mission in creative and vibrant ways to Regis trustees, faculty, administrators, and staff, seeking to build a community of “companions in mission.”**

Mission will continue to assist the University in hiring for mission, while introducing new faculty to the life and spirituality of St. Ignatius, the history of the Society of Jesus, and to Ignatian pedagogy through our three-year Manresa for Faculty Program. The Mission team will introduce new staff members to the Ignatian tradition and the Regis mission through our Manresa for Staff program.

Additionally, the Mission team will continue to work with particular units across the University to enhance and support their mission effectiveness and integration into their ongoing operations, while offering diverse programming in Ignatian spirituality for all Regis employees, through retreats, the Ignatian Colleagues Program, faculty and staff learning communities, and the annual Ignatian Pilgrimage.

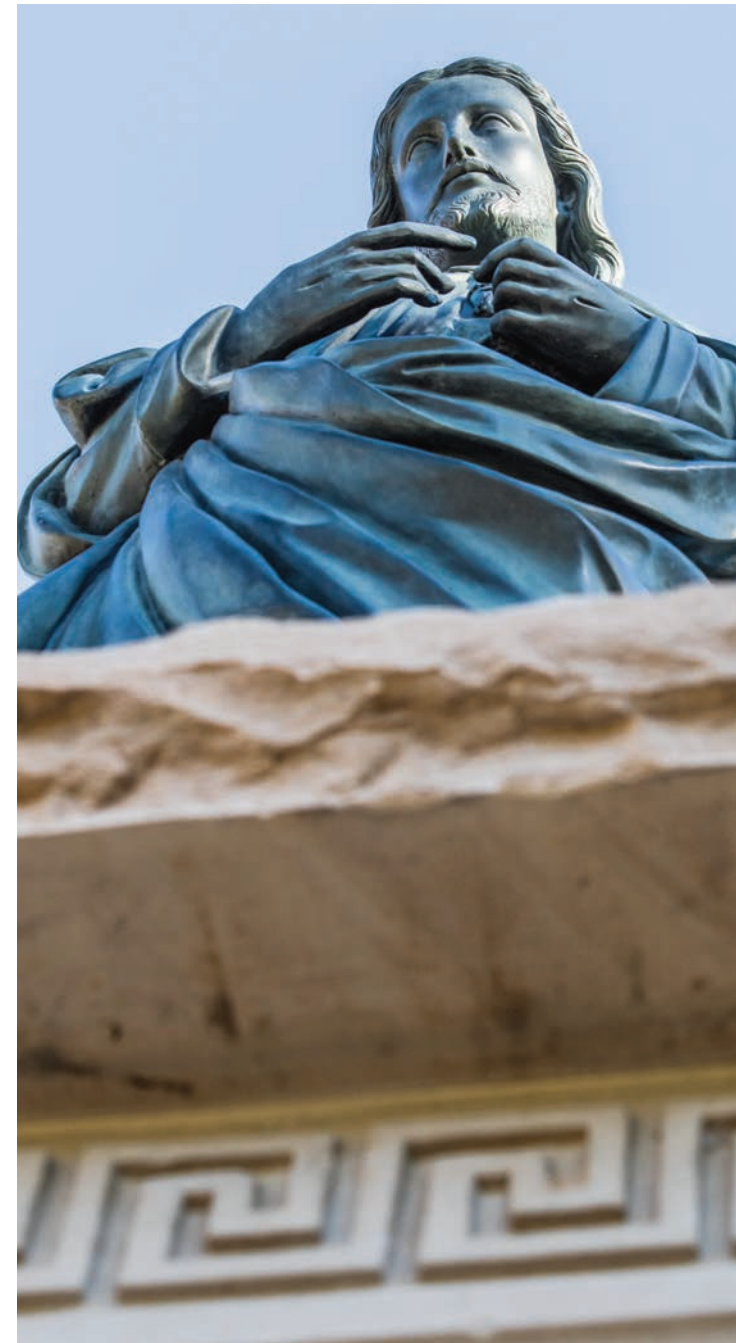
**Goal IV: To help Regis grow in its aspiration to be a “Trusted Community Partner.”**

Working with President Aceves and the UCS Provincial, Fr. Burke and Mission and Ministry colleagues will cultivate collaborative relationships with the Catholic Church in the Archdiocese of Denver and beyond, with other Jesuit apostolates in the region, and with our local Denver parishes, Catholic schools, and neighborhoods. In cooperation with Mission and the Regis Jesuit Community, University Ministry will serve the pastoral needs of our rapidly growing Regis Worshipping Community.

**Challenges:** While the Ministry team magnanimously serves both student and adult communities with limited personnel, the pastoral needs of the Regis community are simply too expansive to be met by current levels of professional ministry staff, especially in light of new initiatives such as Laudato Si’ and HSI, as well as the needs, and untapped gifts, of the growing worship community.

Given the overwhelmingly positive response to the establishment of the ISP, the desire for expanded opportunities to explore Ignatian spirituality in the Regis community is clear. The challenge before us is how to create revenue streams and a funding model that will sustain these efforts well into the future.

Finally, we are currently engaged in designing a framework for undertaking a comprehensive assessment of all our programs, measuring outcomes, adapting them, and/or developing new programming as is warranted and within our capacities to do so.







# ENROLLMENT PLAN



# THE ENROLLMENT PLAN

This year's Enrollment Plan highlights our goals to guide our recruitment and financial aid efforts over the current and next three fiscal years. This plan is meant to be strategic, forward-thinking, multi-year, intentional, and integrated, with the ability to achieve quantifiable outcomes and provide regular performance evaluation and benchmarking, positioning the University for expansion and growth in the coming years.

### The strategic focus for the Enrollment Plan encompasses the following:

- Enhance Traditional Student Recruitment
- Post-Traditional Enrollment Expansion
- Catholic and Jesuit High School Partnerships
- Cultivate Global Diversity
- Sustainability and Affordability
- Brand Visibility and Recognition

### Enhance Traditional Student Recruitment

In order to enhance traditional student enrollment, we must increase Regis University exposure in high schools in Colorado. Engagement with Colorado high schools, including charter and online high schools, has been well received, and collaboration with high school counselors to develop strong relationships is one step towards our successful recruitment.

We must also have a continued focus on student engagement. In order to truly set Regis apart, we must focus on *cura personalis*. By leveraging personalized communications showcasing the unique offerings of Regis University, students will know if Regis is a good fit for their educational journey.

Another opportunity channel that was lost for some time was our community college partnerships and outreach. We are targeting community colleges, high schools with concurrent enrollment, and Colorado early college high schools to reclaim the relationships previously developed.

And finally, we must still focus on expanding out-of-state recruitment. Increasingly, Colorado institutions looking to boost undergraduate enrollment are racing to recruit in out-of-state markets, and we are leveraging our resources to be able to enter that race.





### **Post-Traditional Enrollment Expansion**

We must look at a targeted enrollment increase in the Anderson College of Business & Computing (ACBC) to expand our post-traditional enrollment. Anderson programming must be a central focus to meet our enrollment goals.

While a focus on Anderson is imperative, expansion and support to meet the demand for health care programs is equally important. Health care program enrollment is expanding through our partnerships, and our organic pipeline of students continues to increase. Many of our programs are market resilient, and we continue to be a preferred program provider by our health care employer partners.

Another way to ensure we expand appropriately is to conduct a market analysis for Post-Traditional Programming demand. We are assessing our program offerings for market demand and continue to work closely with EAB to determine the most effective use of our resources. Strategic Enrollment Management will continue working with community partners to cultivate partnerships and create pipelines of students for the identified programs.

### **Catholic and Jesuit High School Partnerships**

Regis is re-centering what sets us apart, and our Jesuit Catholic faith is a distinguishing characteristic we should be proud to advertise. Therefore, an increase in enrollment from Catholic and Jesuit High Schools is a natural step toward our enrollment goals. Also, by providing a concierge service experience for Catholic High School partnerships, we have the ability to tap into a network previously unutilized at Regis.

### **Cultivate Global Diversity**

Regis has never focused on International Student Enrollment but rather has taken a passive approach to international recruitment, thereby minimizing the University's overall growth as it relates to global diversity, total student population, and revenue. Regis will be poised to impact substantial overall enrollment growth through strategic initiatives and partnerships that take Regis University's brand recognition globally. There is also an untapped market for domestic international recruitment as there are almost 82,000 international students in the U.S. seeking high school diplomas and associate degrees, according to the Institute of International Education. We can explore how we can service these populations in the future.

In order to capture this market, we must streamline international admissions and on-ground program offerings. By offering a broader array of on-ground graduate programs, Regis will be best positioned to recruit, retain, and graduate many international students.



### **Sustainability and Affordability**

For Regis to succeed, we must increase net tuition revenue and decrease the discount rate. As our work with EAB continues and as we continue to fine-tune the financial aid leveraging model with the goal of increasing net tuition revenue and decreasing our discount rate for incoming students, we will realize sustainable growth.

Along these same lines, we must control tuition discounts and increase net tuition revenue for athletes. Work is being done to evaluate, simplify, and reduce spending while supporting our coaches' recruitment efforts.

### **Brand Visibility and Recognition**

We must provide unmatched prospective, applicant, and deposited student experiences to achieve our enrollment goals. Our events have expanded to ensure engagement from application to matriculation.

We must also produce highly impactful, authentic messaging and collateral to ensure our brand is recognizable and memorable. The new campaign "Values That Elevate" celebrates the intersection of faith, reason, and community at Regis, showcasing Regis University as the place where these values converge to spark a unique and transformative learning experience for students of all ages, faiths, and backgrounds. Our new campaign inspires a more authentic approach to digital and print material production, photography, messaging, storytelling, and tone.

The Strategic Enrollment Management (SEM) team manages extensive digital marketing and advertising strategies to acquire and nurture leads in partnership with higher education experts. We want to see an increase in organic traffic and lead acquisition via regis.edu, and therefore, a comprehensive Search Engine Optimization and User Experience Assessment of regis.edu will occur to identify relevant insights and opportunities to improve content, messaging, calls to action, and other elements that could boost organic traffic and lead acquisition via the website. In addition to comprehensive website behavior analysis, custom online surveys will be launched to enhance Regis' marketing and enrollment strategies for ACBC. The investment will improve undergraduate and graduate students' identification, acquisition, and retention.





**ACADEMIC AFFAIRS**



## ACADEMIC PLAN

Regis University is moving forward with initiatives that address local and national challenges within the field of higher education in conjunction with challenges and opportunities that are unique to Regis. During the 2023-2024 academic year, the University finalized a University Strategic Plan and key units developed plans to align, support, and pursue the broader university goals. Academic Affairs created the Academic Plan to establish priorities around operational and cultural transformation; student experience and engagement; faculty development, diversity, and scholarship; community impact; and servingness as a Hispanic-Serving Institution (HSI). The overarching goals provided below, include several initiatives and activities designed to meet the metric-driven goals.

### Cultural and Operational Transformation

1. Flatten Academic Affairs Administration, creating more shared leadership and more efficient use of resources
2. Establish Program Portfolio Optimization process to assess program vitality and inform continuous improvement
3. Build University academic community through shared supports, policies, systems, and engagement
4. Establish academic policies related to workload and compensation

5. Work with SEM on recruitment and yield activities, and on scholarship planning

### Student Experience and Engagement

1. Enhance support for international students by August 2024
2. Increase support for career development and community networking
3. Enhance experiential/field-based learning experience
4. Increase non-degree programming to \$55,000 revenue
5. Increased sense of belonging (measured in student satisfaction, and subsequently annually)
6. Implement retention and persistence models for future measurable increases
7. Imbed programming in the areas of mindfulness, trauma-informed skills, resiliency, etc. into curriculum and/or student support
8. Innovate ways to improve student navigability and time to completion
9. Increase enrollment of transfer, adult students, and

other unique student populations (GLOBAL, Prison Education, Older-Adult, etc.)

10. Develop cross-college programs (joint/dual degrees, single degrees with shared courses, etc.). New programs should maximize existing expertise/curriculum, using the new pathways to funnel more students into existing sections

### Faculty Development, Diversity, and Scholarship

1. Development of support for faculty international engagement
2. Continuous opportunities for self-evaluation, peer assessment, and professional development via Community for Cura Facultas
3. Enhance commitment to diversity and cultural competence
4. Increase part-time faculty engagement, support, and development starting

### Community Impact

1. (Re)Engage with Jesuit Worldwide Learning (JWL) and Jesuit Refugee Services (JRS)
2. Develop at least three community/corporate collaborative partnerships with academic initiatives per College (beyond field placements)

### Servingness as a Hispanic-Serving Institution

1. Ensure HSI status is visible in key identifiers of our work
2. Adapt assessment strategies to more intentionally understand and serve our diverse student populations
3. Increase compositional diversity of all members of the University
4. Provide training, development, and other community building opportunities that help transform us from a predominately white institution in operations
5. Establish an HSI Task-Force, led by Vice Provost, to pursue these goals and the goals in the HSI Strategic Plan

The Academic Plan extends the focus on scholarly excellence, operational efficiency, and varied and novel revenue streams — all while centering an intentional culture grounded in our mission. Growth, along with significant changes to structural operations, continues to be necessary given the current financial situation of the University and the projected demographic shifts facing the industry. The issues we are facing are multifaceted and as such, require a comprehensive and multipronged approach. Financial planning for the 2025 fiscal year in Academic Affairs will be fashioned to support the student population and help them thrive in their education and to advance an environment in which our educators can flourish.





**STUDENT AFFAIRS**





## STRATEGIC PLANNING FOR A NEW WORLD

The graduating class of 2024 started their academic careers online, dealing with uneven access to the technology required for a digitalized education, worrying about the value of a “pandemic degree,” suffering Zoom fatigue, mental and emotional exhaustion, and simply longing for human interaction. As programs moved online, faculty reinvented themselves and the curriculum to deliver the best possible academic experience for our students. The Student Affairs team also embraced new delivery modalities to support our students’ mental health, combat the effects of isolation, and encourage self-advocacy in holistic wellbeing. Reflecting on the student experience two years out from the COVID-19 crisis, our Student Affairs team has begun to consider the lasting impact of the pandemic on the future of higher education. We recognize that universities cannot simply return to the way things were done before the pandemic as it necessitated unprecedented change.

During the 2023-2024 academic year, the Student Affairs Division has focused on understanding the “new normal” in higher education, creatively rethinking how we do business and seeking innovative, robust, and sustainable strategies for supporting our students and serving the campus community. Centering the needs and expectations of our students, we in Student Affairs reflected on two questions: What have we learned to do differently? What must we continue to do differently in our post-pandemic reality? As a result of this reflection, our Strategic Plan addresses two student-centered priorities—belonging and wellbeing—and one operational priority—cost-effective goods and services through sustainability-focused partnership development.



### Promoting Connection and Belonging

Coming out of isolation, students had the sense that they were not fully realizing their college experience during the pandemic and seemed to be trying to make up for lost time. A student satisfaction survey indicated a strong desire for authentic engagement. The office of Student Engagement and Leadership partnered with other units within Student Affairs as well as across campus to offer more than 100 activities during fall term alone to facilitate student interaction and foster a sense of community. Activities focused on revitalizing annual traditions and building new ones to foster Ranger Pride. One of the best examples of community engagement is a mural project that was conceived to bring together Regis students, staff and faculty to illustrate the spirit of belonging on campus. Student Affairs partnered with the Mission and Ministry offices and commissioned Regis professor Tony Ortega to bring the community together to create a mural series for the commuter student lounge in the Student Center. Input for the mural design came from students and staff from across the campus, and more than 100 volunteers worked on the murals, which depict the historical and current life of the university. The goal in the coming academic year is to reduce the number of activities and focus on high impact experiences. Our team will continue to leverage the increased reliance on technology to drive participation through the newly implemented mobile app Campus Groups.

### Creating a Culture of Wellbeing

The integration of active health and safety management is integral to creating a culture of wellbeing at Regis. The Campus Safety and Student Wellbeing units engaged colleagues and community stakeholders to find solutions to the challenges that impact their health and safety. A Campus Safety Advisory Council was established to encourage a culture of open communication and shared commitment to promoting safety, wellness, and wellbeing. The advisory council continues to review





a number of important initiatives including improvement to campus lighting, surveillance, and locking systems. To address the mental health needs of the community, the Student Wellbeing department initiated programs to drive healthy behaviors, expanded counseling hours, and hired a new bilingual director with significant experience working with Latine communities. Our approach to health and safety management is to engage in continual assessment and proactive planning to reduce risk and promote prevention.

#### **Providing Cost-Effective Goods and Services with a Sustainability Focus**

Our Auxiliary Services unit supports the institutional enterprise by offering goods and services such as copy, mail and print that ensure the operational effectiveness of the University. Additionally, the unit maintains partnerships with vendors whose services enrich the student experience. For example, Auxiliary Services works with Follett, our bookstore partner, to provide course materials at a price point that ensures equity and access. Similarly, Harvest Table, our dining services partner, provides students with nutritious meals in an environment that encourages engagement and community building. In alignment with our Laudato Si' mission priority, Auxiliary Services engages with our partners on several sustainability initiatives: reducing food waste, composting, sourcing produce locally, donating to the Food Bank of the Rockies, increasing EV charging stations, increasing digital textbook adoption, replacing fax machines and copiers with digital mode copiers, using web-based software, and recycling.

#### **Planning for the Future**

Using an iterative process, Student Affairs will consult with students, staff, and faculty to continue to transform the student experience. Ensuring that we do not return to “business as usual,” we will strive continually to assess our services and programs; collect, explore, and identify opportunities; and respond with actions and interventions that create a transformative experience for our students.



UNIVERSITY ADVANCEMENT



## PHILANTHROPIC INVESTMENT

Throughout 2023, University Advancement worked to grow sustainable philanthropic resources aligned to Regis University priorities, including those identified by the Office of the President, the Provost's Office and leaders of all three colleges.

With support from more than 5,000 individuals, we entered 2024 having raised \$115M towards the \$150M Manifest Magis campaign.

Our donors included Trustees, alumni, students, faculty, staff and friends who support the University in a variety of ways, with gifts ranging from \$5 to \$3M. Support came in many forms, including small donations to the annual fund, bequests and other planned gifts, in-kind donations and major gifts.

In late spring 2023, with support from President Aceves and a matching gift from Trustees Andy Anderson and Derek Scarth, we launched the President's Circle to generate resources for the President's Innovation Fund. By the close of 2023, 9 donors had made commitments of \$10,000 or more to support this fund.

While smaller in scale, giving by staff, faculty and students was steady through 2024, suggesting that University Advancement is gaining on its goal of building a culture of philanthropy across the Regis community. For example, staff, faculty and students helped make Regis Gives Day 2023 the most successful in the campaign's history, with more than \$270,000 raised for 24 projects across the University.

Whatever size, every donation has an impact on Regis, supporting the transformational experience of Regis students, from undergraduates to lifelong learners. We are deeply grateful to the many generous people who support the mission and work of Regis University with gifts of time, talent and treasure.

**"If there's anything I can do to support students who want to be there, I want to do that. Let's see what they can accomplish when they go out into the world. Let's let them go out and own their own businesses and make a difference and give back."**

*- Mary Pacifico-Valley, Regis Trustee, alumni and donor*





## ADVANCEMENT PLAN

Built to align with Regis University's Strategic Plan, the Advancement Plan outlines goals and objectives to guide the Office of University Advancement over the next three fiscal years. The Advancement Plan reflects a commitment to priorities emerging from the Strategic Plan and the Mission Priority Examen, including celebration and elevation of Regis University's status as a Hispanic-Serving Institution (HSI), and an embrace of the Jesuit Catholic values including Pope Francis' call to care for the natural environment in the *Laudato Si'* encyclical.

To meet Regis University's philanthropic goals today and into the future, we are investing in data-driven strategies to steward current donors and support the engagement of new major gift prospects. To build on the successful completion of the Manifest Magis campaign by the close of FY25, we must grow a base of new donors from which future major investors will be identified and cultivated. These efforts require a donor lifecycle strategy that begins with current students and families and carries through to our most senior alumni.

The Office of University Advancement will meet these goals through fundraising, stewardship, and alumni engagement strategies, supported by enhanced communications content and practices and improved technology and data services. Collaboration and coordination with each college and division across the Regis University community are also key strategies.

### FUNDRAISING/MAJOR GIFTS

Through direct solicitation, we will steadily grow sustainable philanthropic resources that are aligned to Regis University priorities. This will be accomplished through efforts to stabilize the annual fund program and from there employ strategic and data-informed donor identification, qualification, and cultivation practices to build a stronger pipeline for major and transformational gifts.

We will also invest in rebuilding and refining other aspects of major gift funding including the gift planning program, corporate and foundation relationships and enhance our ability to receive and manage federal grants.

### STEWARDSHIP

We will maximize the donor experience by collaborating with our campus partners, including the offices of the President, the Provost, college deans and department heads. We will retain and upgrade giving among donors of all levels by enhancing their connections, engagement, and satisfaction to and with Regis University. Through open channels and regular communications, we will understand how our donors wish to engage with the University, how we can serve them and what kinds of ongoing relationships they wish to have with us.

This work is centered on ensuring that our donors feel appreciated and connected to Regis and to the impacts of their generosity. We will develop and maintain high touch plans for giving societies at all levels. We will also provide customized content and experiences for major donors to understand and feel the impact of their premium investments in Regis. Lastly, we will seek to share these stories of generosity with the Regis community and beyond to both celebrate and inspire a culture of philanthropy within our community.

### ALUMNI ENGAGEMENT

We will continually engage the Regis alumni community with meaningful, mission-aligned opportunities to connect with the University and one another. We will nurture the alumni base as a pipeline of donors and supporters of university-wide goals including recruitment, enrollment, service, and professional development.

We will strive to meet alumni where they are, and to expand Regis's alumni engagement footprint through national programming. We will also evolve signature programming to align with donor interests and preferences and lean into our Jesuit Catholic values and identity through an emphasis on service. Lastly, we will lay the foundation for the future through more intentional engagement in the student journey to prepare current students to become alumni.



UNIVERSITY OPERATIONS



## HUMAN RESOURCES OPERATIONAL PLAN AND TOTAL REWARDS STRATEGY

The following articulates the Operational Plan and total rewards strategy for Human Resources, with a central focus on aligning human resource strategies with the University’s strategic goal of becoming an Employer of Choice. The plan encompasses pivotal objectives and tasks across various areas, including employee well-being, fostering a respectful environment, supporting professional growth, nurturing strong leadership, and cultivating an engaging work environment.

**Employer of Choice Key Objectives:**

**Objective 1: Caring for Employees and Promoting Inclusive Culture:** Hosting employee information sessions, ensuring responsible staffing, conducting comprehensive salary and benefits reviews, fostering mentorship programs, and establishing an Inclusive Belonging Committee to represent our operational staff.

**Objective 2: Fostering Respectful Environment:** Initiatives include sponsoring workshops for respect awareness, communicating fair treatment policies, and providing training on respectful communication.

**Objective 3: Supporting Employee Development and Success:** Administering surveys for workplace effectiveness, providing necessary resources, and offering constructive feedback for performance recognition and growth opportunities.

**Objective 4: Cultivating Strong Leadership Culture:** Strategies include increasing dialogue opportunities with leadership, enhancing communication, and

amplifying the visibility of senior leadership priorities.

**Objective 5: Promoting Lively, Engaging, and Sustainable Work Environment:** Entails hosting leadership-supported events for community building, sustainability, and inclusivity, developing a university-wide calendar for events, and evaluating and adjusting existing activities.

**Regis University’s total rewards strategy encompasses four key service areas within Human Resources:** talent acquisition, total rewards, talent management, and HRIS/Payroll. Talent acquisition focuses on recruitment, orientation, and onboarding. Total rewards encompasses employee recognition through compensation, benefits, work-life effectiveness opportunities, and recognition programs. Talent management involves employee relations, learning and development, mentoring, career advancement, and performance management.

For FY25, the total rewards objectives are aligned with Regis University’s Strategic Plan, with a specific focus on Regis University as an Employer of Choice. With a comprehensive set of objectives and tasks, our aim is to enrich the employee experience, foster a respectful and inclusive culture, support professional development, cultivate strong leadership, and promote a lively and sustainable work environment.

The President’s 2024/25 goals and key initiatives include launching Compensation 2.0, reviewing employee benefits holistically, implementing a robust learning and development program, and establishing

performance review processes for employees. The plan also includes the development of monitoring and reporting mechanisms, alongside key performance indicators to evaluate effectiveness. To achieve these specific goals, we are forming an Employer of Choice Advisory Group to provide input and feedback on the established objectives.

Regis University’s total rewards strategy prioritizes a positive employee experience by focusing on employee well-being, career development, and recognition. Through strategic initiatives in compensation, benefits, and talent management, our goal is to attract and retain top talent, fostering a supportive and rewarding work environment. The aforementioned FY25 objectives underscore our commitment to total rewards excellence and its alignment with the University’s strategic goal to become an Employer of Choice.

In summary, both the Operational Plan and total rewards strategy are designed to support Regis University’s goal of becoming an Employer of Choice through comprehensive human resources strategies that prioritize employee well-being, development, and engagement. The plan also underscores our awareness of workload challenges due to staffing changes and our commitment to staying abreast of ongoing changes in Colorado’s employment legislation. Overall, the plan underscores the importance of aligning human resources initiatives with the university’s strategic objectives to create and sustain a positive employee experience that best supports the Regis community.





## INFORMATION TECHNOLOGY SERVICES

At the heart of our mission lies Information Technology Services (ITS), a dynamic organization committed to guiding the Student Digital Journey. Through our dedication to service excellence, we provide vital support encompassing classroom technology, lab facilities, campus-wide Wi-Fi, and innovative digital learning solutions. Collaborating with the campus community, we equip faculty with cutting-edge audio-visual environments, enriching the educational experience.

Embracing a visionary ethos, ITS serves as a catalyst for change and innovation, advocating for process standardization, automation, seamless integration, and change management. With an eye on efficiency, we amplify the University's value proposition and possibilities within existing resources and talents.

Central to operations is a paradigm shift towards a value-driven model, driven by transparency and data-driven insights. By nurturing internal talent, fostering strategic partnerships, we enable transformation opportunities and help shape technology demand through continued innovation in core processes while ensuring security across the enterprise.

Looking ahead to FY25, ITS will focus on seven areas to support the University's Strategic Plan:

**1. Nurturing People and Culture:** Cultivating a culture of professionalism, accountability, and appreciation, we prioritize the personal and professional development of our team members, creating pathways for advancement and job

satisfaction and fostering an environment where they can thrive.

- 2. Fostering Strategic Partnerships:** Strengthening internal and external collaboration and partnerships, we seek to maximize the impact of technology investments fostering deeper relationships with the campus community and all technology stakeholders.
- 3. Driving Innovation in Core Processes:** Through the establishment of a Program Management Office, we aim to enhance governance over technology development and improving the customer experience. Our goals for this year include a consolidated, prioritized, Book of Work tracking technology demands and communicating progress. We will enhance our Software Development Life Cycle via integration with in-use standardized toolsets (ServiceNow).
- 4. Supporting University Enrollment:** In line with our commitment to diversity and accessibility, we aim to bridge the digital divide, ensuring equitable access to technology resources for all students, especially those on the margins.
- 5. Re-Imagining the Digital Experience:** Through transformation, we envision an application architecture that enhances the digital learning experience for students, faculty, and staff across all areas.
- 6. Harnessing the Power of Data:** In support of university analytics, we prioritize the development

of improving sharing and robust data governance, fostering knowledge sharing and predictive modelling initiatives.

- 7. Empowering Other Units:** Collaborating with University departments, we provide tailored support to achieve their goals and objectives, leveraging technology to drive innovation and efficiency.

In pursuit of these goals, ITS remains committed to simplifying governance structures, strengthening information security protocols, and refining prioritization processes. Through these efforts we can lead Regis into a future defined by technology excellence and inclusive innovation.





## PHYSICAL PLANT

**Plant Support Capacity:** Regis University's Physical Plant is an integral component of the University, committed to providing high-quality buildings and outdoor spaces that enrich learning experiences for current and prospective students. We are dedicated to proactive problem-solving, employing skilled tradespeople, professionals, and frontline staff, as well as students, to swiftly address issues on campus while supporting a wide range of activities. Our culture emphasizes safety, employee well-being, regulatory compliance, transparency, and collaboration with campus and state entities. We maintain rigorous standards to ensure an exceptional educational environment that is accessible, functional, and beautiful.

**Administrative Division:** This division oversees various key areas including customer support, financial management, space oversight, event support, and capital project management. Being committed to exceptional customer service, this division collaborates with campus stakeholders and external partners to create safe and conducive learning environments. We prioritize communication, responsiveness to work requests, and effective coordination with campus contacts.

**Operations Division:** With a focus on preventative and corrective maintenance, our operations division ensures the longevity of campus assets and infrastructure. We employ proactive maintenance practices to enhance system reliability, safety, energy efficiency, and student satisfaction. By minimizing unforeseen failures through preventative maintenance measures and planned replacements, we aim to provide a seamless user experience. This division oversees various key areas including structural, utilities, fleet, and landscape

maintenance as well as oversight of the arboretum, university signage and custodial maintenance.

**Risk and Safety Division:** Our Risk and Safety Division has expanded its scope to minimize risks and enhance safety across the University. We adhere to industry standards, collaborating with departments to implement preventative measures and revise processes to mitigate risks. Key areas of oversight include environmental health and safety, inspection and compliance, sustainability, elevator management, hazardous material oversight, and proactive safety programs.

**Alignment with President's Goals:** We actively support the University's strategic objectives by fostering a solution-oriented approach and aligning our efforts with the President's vision. Key priorities include supporting the development of Regis Village and the surrounding community with an "In Service to Others" mindset, as well as supporting the President's structural realignment.

**Facilities Master Plan:** We conduct regular assessments of the Facilities Master Plan to align with strategic objective and select qualified consultants to develop comprehensive plans. The key elements include assessing future facility needs, establishing timelines, and alignment with the University's Strategic Plan.

**Deferred Maintenance (DM):** We prioritize critical maintenance projects based on immediate needs and projected life cycle extensions. Key elements include implementing projected deferred maintenance projects, aligning emergency repairs with DM implementation, and ensuring the effective use of resources.

**Capital Project Investment:** Collaborating with the Advancement Office, we develop cost-effective capital projects aligned with the University's strategic initiatives to present to donors. Key considerations include donor investment strategies, athletic and enrollment needs, ITS integration, and safety and security needs.

**Sustainability Initiatives:** *Laudato Si'*, Care for God's Creation: We are committed to sustainability in accordance with *Laudato Si'*, integrating sustainability principles into our operations. Key efforts include assessing annual needs, collaborating with student and University groups, and developing an achievable sustainability plan

**Interdepartmental Collaboration:** We work closely with sister departments under the CFO to ensure our division's initiatives benefit the entire University. Key areas of collaboration include risk management, procurement processes, space planning, and informed decision-making for Senior Leadership.

By adhering to these strategic priorities and fostering collaboration across departments, the Regis Physical Plant is committed to enhancing the University's overall mission and providing a safe, supportive, and sustainable campus environment for all stakeholders.



## FINANCIAL AFFAIRS

Financial Affairs at Regis University is dedicated to providing comprehensive budgeting, accounting, and student account services. Serving as a cornerstone for the institution's long-term economic prosperity, our commitment extends beyond financial management. We strive to be a trusted partner within the campus community, fostering a culture of accountability, professionalism, and excellence across all departments.

Aligned with the University's Strategic Plan, Financial Affairs engages in evidence-based planning and decision-making, leveraging advanced reporting and analytics to guide informed actions. We equip the Regis community with resources, tools and information while vigilantly monitoring financial results and performance and updating forecasts. Continuously seeking opportunities for financial resource enhancement, we optimize existing assets and revenue streams while exploring new avenues for growth and sustainability.

### Fiscal Stability

Fiscal Stability is paramount at Regis, ensuring that revenues cover expenses and resources are efficiently managed to support goals and objectives. We develop a comprehensive budget, monitor performance, and partner with the community to implement strategies to control costs while maintaining quality and efficiency. By identifying and managing financial risks, such as market volatility, credit risk, or regulatory changes, we safeguard the institution's financial health and viability.

### Financial Position

Our commitment to maintaining a strong financial position is reflected in ongoing liquidity monitoring, strategic management of endowed funds, and diligent review of debt portfolios. With a focus on preserving a healthy composite score and debt covenant compliance, Financial Affairs ensures the University's financial resilience while fulfilling our mission to provide a transformative, Jesuit Catholic education to a diverse student body.

Financial Affairs at Regis University is a beacon of fiscal stewardship, driving financial stability and growth, and ensuring the institution's enduring success in the dynamic landscape of higher education.





# FINANCIAL PLAN



## CFO OUTLOOK

FY 2025 marks the final year of Regis’ three-year financial operating improvement plan. This three-year plan allowed us to spend up to \$20M in operating budget deficits in FY 2023, another \$10M in operating budget deficits in FY 2024, and a balanced operating budget in FY 2025.

The seven objectives included in the plan are as follows:

- Stabilize enrollment
- Target program enrollment growth
- Maintain and enhance the overall student experience
- Continue efforts to align expenses to revenue
- Improve operating efficiencies
- Implement a comprehensive academic program review
- Integrate predictive and prescriptive analytics into decision-making

Enrollment stabilization is a key objective of the plan, and we are beginning to see some success from these efforts. For fiscal year 2024, the University outperformed all enrollment goals to include headcount, credit hours, and revenue with tuition revenue exceeding last year by 2.7%. While we recognize that stability comes from the ability to withstand multiple events and see improving trends over time, this fiscal year’s performance is an encouraging early indicator of good progress.

With respect to individual programs, enrollment is more responsive to current trends reflecting positive enrollment growth in some programs with flattening or continued declines in others. This variability reflects our need for comprehensive academic program review or Program Portfolio Optimization as it is called under the Provost’s Academic Unit Plan. Those efforts will continue into the fall.

Moving forward, our work remains focused on improving operating efficiencies and aligning our expenses with our revenue. We continue to work through ways of improving operations through the strategic organizational alignment of departments University-wide. This restructure allows us to leverage resources available within the University to support and strengthen collaboration and assist with workload.

Aligning our expenses with revenue for FY 2025 included the important task of a \$10M permanent expense reduction. Additionally, the Senior Leadership Team has reallocated resources between each of our units and continuously works with each of our leadership teams to align resources between and among the departments within our units. These multi-million dollar reallocations will be impactful with total adjustments targeted at just under 15% of the FY 2024 total operating budget. These adjustments are critical in our overall effort to align our resources consistent with our institutional strategic plan and the supporting unit plans.

For FY 2025, the University Budget Committee (UBC) approved an operating budget range for Senior Leadership and the President’s approval. University leadership elected to accept UBC’s recommendation for the low budget range. However, in an effort to account for the range of possible performance outcomes, University leadership expanded the operating budget high by approximately \$3.5M or 3.5%. The budget ranges are presented for Board approval in May.

Flexibility, adaptability, and resilience are essential principles that guide our planning. It is more critical than ever that we appropriately invest in our people, programs, and facilities to ensure the vitality and sustainability of Regis University.

We remain committed to the practice that our budget be the financial articulation of our mission: As a Jesuit Catholic university Regis seeks to build a more just and humane world through transformative education at the frontiers of faith, reason, and culture.



**Stephanie Morris, CPA**  
Vice President and  
Chief Financial Officer



## FINANCIAL LEADERSHIP FRAMEWORK

The financial leadership framework is a system of policies, procedures, and controls that guide and support the financial operations of Regis University. This framework reflects the strategy for managing the University's financial position and assists with identifying and analyzing financial goals and progress towards those targets.

There are ten components of Regis' financial leadership framework that, through development and management, establish the University's long-term financial and operational resilience. Through this ongoing and essential work, we reflect our commitment to the practice of ensuring that our budget is the financial articulation of our mission. As a Jesuit Catholic university, Regis seeks to build a more just and humane world through transformative education at the frontiers of faith, reason, and culture.

Financial Leadership Framework goals for fiscal year 2025 include:

**1. Cost controlling** - identify and reduce discretionary non-value add expenditures. This includes continuous planning and budget management, monitoring expenses through timely and accurate reporting, reducing or ending resources allocated to nonessential non-value add activities, managing faculty and staff workload and institutional capacity, insulating and protecting essential value-add costs, and modeling and communicating the financial outcomes of strategic initiatives.

**2. Liquidity management** - maintain sufficient cash for debt service, capital expenditures, and operations. This includes forecasting, examining, and managing current

cash flow and working capital through the revenue and liquidity cycle.

**3. Debt structure** - manage covenants, maturity, principal repayment, and prepayments of short-term and long-term debt. This includes the University's bonds, notes payable, line of credit, financing leases, and operating leases.

**4. Growth investment** - examine potential growth strategies. This includes focusing on our mission to deliver a high-quality, transformative education, conserving liquid cash, examining short-term and long-term investments strategies, and better understanding areas of potential profitable and sustainable growth.

**5. Personnel, talent, and leadership** - engage continuously and strategically to effectively maintain a productive, engaged, and effective workforce. This includes planning and understanding the employee experience through the work of the Employer of Choice Committee as well as investing in attracting, developing, retaining, and transitioning faculty and staff through a comprehensive talent management process.

**6. Agile forecasting and scenario planning** - become better by understanding and building a meaningful margin of safety. This includes determining our financial goals; identifying impactful forces and factors; discussing past, present, and future conditions, assumptions, and probabilities; evaluating the impact of each scenario; and identifying early indicators for each scenario.

**7. Operational resiliency** - proactive embedding of resilience in day-to-day functions to ensure systems and operations can adapt to a range of disruptions.

Investigate and assess risks, emergencies, crisis, threats, and other incidents; embrace a process of continuous improvement; perform sensitivity analysis; and update contingency plans. This includes comprehensive risk management, a robust business continuity plan, enhanced IT resilience, effective crisis management and an adaptive governance and influence culture.

**8. Business continuity** - continue to review and update policies, procedures, and practices to ensure readiness to react to and maintain critical functions during and after an emergency or disruption. This includes identifying and managing people, processes, and premises required to achieve response, resumption, recovery, and restoration of all business functions.

**9. Stakeholder management** - organize, monitor, and improve relationships with stakeholders. This includes identifying, documenting, and understanding them and their needs, influence, and interests; managing expectations; communicating to and with; and engaging stakeholders.

**10. Strategic communication** - communicate clearly and in a compelling, effective, timely way. Stay focused on the University mission and the President's strategic goals. This includes intentionally communicating goals and targets; aligning communications to send a cohesive message; gaining an in-depth understanding of target audiences, their priorities, and perceptions of our work; deciding on communication channels; and setting a timeline for the communication plan.



The University Budget Committee (UBC) is advisory to the President and reflects a commitment to a shared role in institutional governance. Guiding principles that define the committee structure include a meaningful level of faculty participation to develop an institutional operating budget that aligns resources with the University Mission and University Strategic Plan.

Regis University’s committee has 12 voting members. The Committee’s charge is to develop and recommend a budget to the President through his/her Senior Leadership Team. The Committee is composed of faculty, staff, and administrators. One faculty member is appointed to the Board’s Resource Planning Committee. With the exception of the CFO and Provost, each appointment is for a two-year term. Members may be reappointed for another term.

All recommendations are submitted to the President through the Senior Leadership Team for review and approval. The President proposes the financial plan and one-year budget to the Board of Trustees for approval.

## UNIVERSITY BUDGET COMMITTEE

For the Academic Year 2023-2024

**Stephanie Morris (Chair)**  
Vice President  
Chief Financial Officer

**Bryan Hall**  
Vice Provost for  
Strategic Programs

**Nels Ahlberg**  
Senior Data Analyst

**Daniel Justin**  
Assistant Director of Mission  
Office of Mission

**Rick Blumenthal**  
Professor & Chair  
Computer and Cyber Sciences

**Laura LaPorta**  
Associate Professor  
School of Physical Therapy

**Marta Brooks**  
Associate Professor &  
Department Chair  
School of Pharmacy

**Kelly Purdy**  
Vice President  
University Advancement

**Jake Bucher**  
Provost

**Mike Redmond**  
Associate Vice President  
Physical Plant/Capital Projects

**Nicki Gonzales**  
Professor  
Vice Provost for Diversity  
and Inclusion

**Josef Rill**  
Associate Vice President  
Auxiliary & Business Services





## COMMITTEE MEMBERS' PERSPECTIVE



**Nels Ahlberg**

*Senior Data Analyst*

Institutional Data Services

During my almost 28 years at Regis, my view of our University as a whole was never as a business, a lifeless corporate container. Instead, Regis is a complex and communal entity whose purpose is to live and breathe its mission. This is why we can call Regis “our” university and not simply “the” university. Regis does not exist on its own, rather our collective efforts provide the resources used to care for it as an institution.

These resources can be defined in many ways; financially is one of them. Financial resources take the form of both revenues and expenses, both equally important. It is the purpose of the University Budget Committee (UBC), to the best of our abilities, to provide insightful recommendations balancing those resources. This is reflected in the willingness of committee members to ask difficult questions, engage in respectful dialogue, and discernment of information that allows them to collaboratively provide a budget recommendation each year. This has remained a constant during my service in various roles on and for the committee over the past six years.

Recently a committee member described UBC as an iterative process. UBC budget recommendations are constructed by examining the resource requests and projections. Reexaminations continue until the budget building timeframe is exhausted and a final recommendation is moved forward. As committee members we get the opportunity to view Regis in its entirety and it has been expressed many times by members they would recommend serving to anyone. It has been my pleasure to serve.



**Nicki Gonzales**

*Professor, Vice Provost for Diversity and Inclusion*

History, Politics and Political Economy

When President Aceves asked me to be on the University Budget Committee in the fall of 2022, I imagined meetings in which we would be measuring revenue and expenses on endless spreadsheets, accompanied by dry conversation. In such a setting, I worried that I would not have much to contribute. In my roles as a history professor and vice provost of diversity and inclusion, I spend my time studying and teaching about our past, working with colleagues to make our campus more inclusive, and solving problems sometimes distantly related to budget sheets.

President Aceves asked me to serve precisely because of my background and my areas of expertise, as well as my view and understanding of the whole university. And he and Vice President and CFO Stephanie Morris called on my UBC colleagues for the same reasons—for their perspectives and expertise. They envisioned a forum where, yes, we make budgetary decisions, but we do so in a setting shaped by our Jesuit principles, Catholic Social Teaching, and the Universal Apostolic Preferences of walking with the excluded, journeying with youth on a hope-filled future, and caring for our common home.

Vice President Morris leads UBC meetings with an authentic curiosity about what we all think about the topics at hand. Our system of anonymous voting, anonymous posting of questions, and robust conversations reveals tensions at times, but in the end, we come to thoughtful decisions that have been filtered through our commitment to our values and which center what we most value: a transformational student experience for all.





## FY 2025 Operating Budget Highlights and Financial Planning

In partnership with the University Budget Committee, the Senior Leadership Team and President approved an operating budget range for Board of Trustee approval in May 2024. The FY 2025 enrollment targets include traditional student headcount ranging from 1,753 to 1,805 students for the fall term. This includes new annual enrollments ranging from 700 to 750. Post-traditional and graduate enrollment is projected to range between a low of 66,339 to a high of 69,523 credit hours for the fiscal year. Total annual credit hours are projected to range between 118,451 and 123,525. This represents a year-over-year budget increase between 5,122 and 10,196 credit hours, or 4.52% to 9%, respectively.

As a result of tuition increases and enrollment and retention efforts, tuition and fee revenue is expected to range between \$141.5M and \$147.4M. Due to the academic profile of accepted traditional freshmen and transfer students, the mix of returning students, and an increase in international students, the projected financial aid commitments have

increased from 31.8% of total tuition and fee revenue to a range between 34.4% and 34.6%, a year-over-year increase of approximately 2.7% from fiscal year 2024.

The operating budget reflects the commitment to a balanced budget in fiscal year 2025 in alignment with the Board approved three-year financial operating improvement plan resulting in up to \$30M in operating budget deficits. The pro forma process is the University's method of developing a financial plan for new academic programs in their first three years of implementation. The FY 2025 budget includes 8 new and continuing pro formas, reflecting the continued commitment to strengthen and innovate curriculum.

Highlights of next year's operating budget include funding for strategic initiatives such as the traditional Equity Access Book Program and international recruitment, as well as year-over-year contractual increases, \$325k in technology and \$2M in deferred maintenance across the Northwest Denver Campus.







## Financial Aid Trends & Updates

For FY24, we continued working with the financial aid leveraging vendor EAB. They are engaged to develop a comprehensive model to maximize the awarding of Regis University's institutional financial aid. EAB's work with Regis extends far beyond the leveraging model. The scope of work includes:

- Development of a comprehensive assessment of student affinity and probability of enrolling at Regis based on multiple recent admission cycles;
- Discernment of price elasticity by detailed population segments and assessment of the impact of alternative financial aid packaging/pricing strategies;
- Development of a robust aid packaging regimen for the fall 2023 recruitment cycle;
- Delivery of ongoing yield prediction and descriptive statistics of Regis' admit pool for the forthcoming cohort throughout the recruitment cycle;
- Assessment of ongoing case and group level yield estimates, engagement scoring, target award adaptations, and outreach recommendations as the recruitment cycle unfolds;
- Development of a comprehensive evaluation of application generation at Regis, including CEEB-feeder classification, conversion productivity and target market reformulation to help guide the University's direct marketing, market cultivation, and communication strategies and practice;
- Evaluation of Regis' market position compared to its lead competitors and the market based on a comprehensive set of performance benchmarks;
- Exploration and development of one or more price-product innovations to help differentiate Regis' offerings and enhanced yield; and

- Ongoing communication, technical support, and periodic strategy sessions with Regis' enrollment team at all engagement and award cycle phases.

With more robust capabilities to capture behavioral data, EAB is better positioned to provide extensive analysis of student audiences. EAB is charged with examining the relationship between matriculation and all background characteristics, communication exchanges, and pricing elements associated with Regis' traditional, first-year and transfer, full-time student population. Six key areas of focus will be evaluated, including student socio-demographic background, strength of academic preparation, communication and engagement, geo-legacy, competitive landscape, and price assessment.

### Additional Financial Aid Updates:

The Office of Financial Aid, again in concert with EAB, reviewed and updated traditional student financial aid packaging policies. We expanded on existing scholarships and created attractive new scholarships to drive fall 2024 enrollment.

We introduced the 0-5 Pharmacy Scholarship Program, providing \$30,000 a year for students to receive their doctorate degree in 5 years;

Regis University launched the Direct Admissions initiative to help facilitate accessible admissions processes for high school seniors who automatically qualify for admission to Regis based on their GPA;

We are offering higher stackable Jesuit Catholic High School and Catholic High School scholarships to help grow relationships with our sister Jesuit Catholic and Catholic High schools and their students to better align our admitted students with our University Mission and values;

Additional stackable scholarships, like the Venture Scholarship, are offered to students living outside of

Colorado to help with the cost of relocating and with the goal of increasing on-campus housing occupancy;

We continue to offer one-time campus visit awards to encourage students to visit our campus and experience life as a Ranger. This is available for students with a Student Aid Index (SAI) of 1 or higher;

### The following Scholarships are being offered:

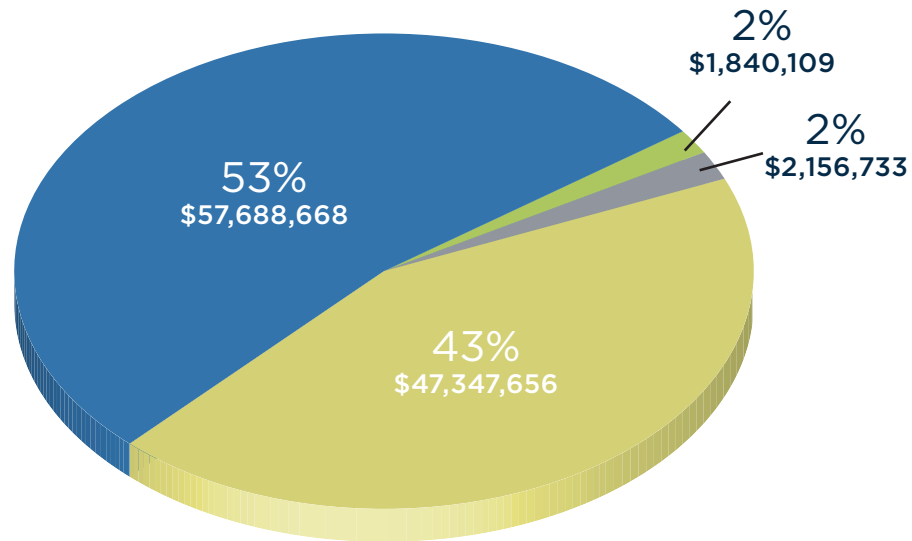
- Merit Scholarships (varying amounts from \$22,000 to \$30,000), including Direct Admissions
- Catholic Promise Scholarships (\$2,000)
  - o Student must have graduated from a Catholic high school
- St. John Francis Regis Scholarship (\$2,000)
  - o Student must have graduated from a Jesuit Catholic high school (can be stacked with Catholic Promise scholarship)
- Arrupe Partnership Scholarship
  - o Arrupe High School seniors with a 3.0 GPA are automatically awarded the \$30,000 Board of Trustees Scholarship, \$2,000 Catholic High School and \$2,000 Jesuit Catholic High School awards, and a \$2,000 RUAJHS Scholarship, which is funded through our Endowment
- Fly-In, Drive-In Visit Award (\$500 for each unique admitted student event, up to \$2,000 and may not exceed, in combination with other merit scholarships, \$36,000). This is available for students with an SAI of 1 or higher only.
  - o Must attend one of the following: Scholar Dinner, Basecamp, Money Matters, and/or Future Ranger Friday



### FINANCIAL AID OVERVIEW FY 2023

*(apparent inconsistencies are explained by rounding)*

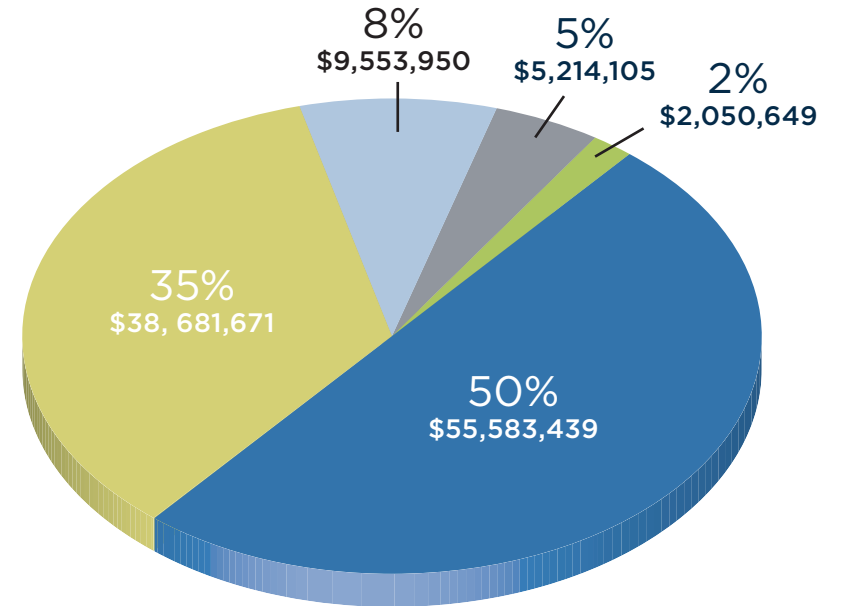
TYPES OF AID



TOTAL \$109,033,166



SOURCES OF AID



TOTAL \$111,083,815

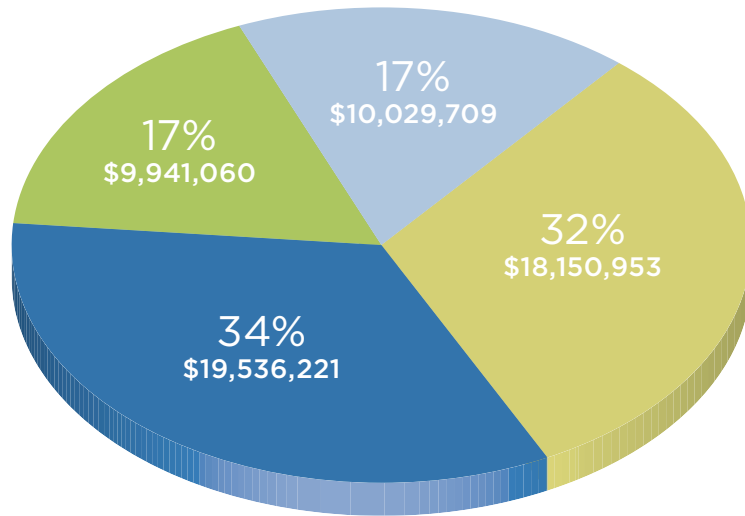




FINANCIAL AID OVERVIEW FY 2023 (continued)

(apparent inconsistencies are explained by rounding)

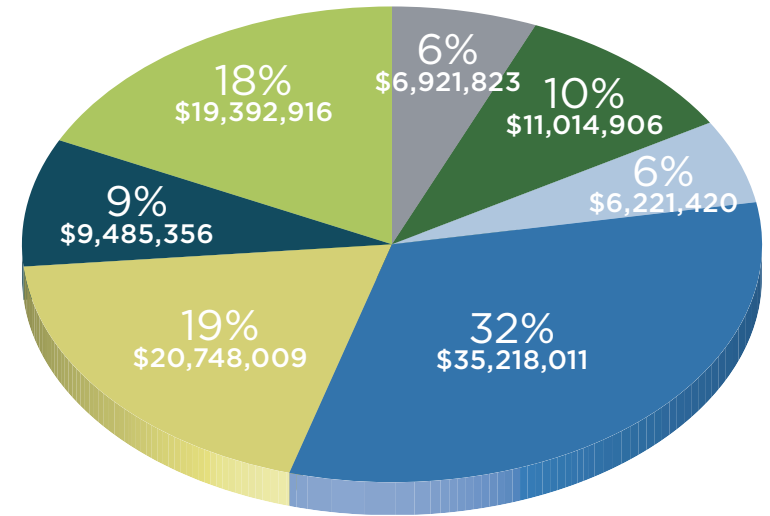
LOAN DISTRIBUTION % BY STUDENT TYPE



TOTAL \$57,688,668



SCHOOL DISTRIBUTION ALL AID (loans, gifts, work, benefits)



TOTAL \$109,033,166



KEY: DD = doctoral degree GR = graduate UG = undergraduate



## 2022-2023 REGIS STUDENTS BY REGION OF RESIDENCE

SOURCE: REGIS UNIVERSITY ANALYTICS AND REPORTING







FY 2025 BUDGETED REVENUE AND CREDIT HOUR SCENARIOS (as of 4/9/24)

Post-Traditional and Graduate	FY 2024 Revenue Budget	FY 2024 Revenue Actual 4/09/24	FY 2025 Revenue Budget Low	FY 2025 Revenue Budget High	FY 2024 Credit Hour Budget	FY 2024 Credit Hour 4/4/2023	FY 2025 Credit Hour Budget Low	FY 2025 Credit Hour Budget High
Anderson College of Business and Computing	\$6,896,749	\$8,981,938	\$9,880,715	\$10,432,055	8,456	11,397	12,116	12,801
Regis College	\$5,659,641	\$5,900,108	\$4,917,015	\$5,181,169	9,443	9,810	7,939	8,362
Rueckert-Hartman College for Health Professions	\$45,445,511	\$42,233,243	\$42,586,133	\$44,524,963	49,048	47,671	46,284	48,360
<b>Post-Traditional and Graduate Total</b>	<b>\$58,001,901</b>	<b>\$57,115,289</b>	<b>\$57,383,863</b>	<b>\$60,138,187</b>	<b>66,947</b>	<b>68,878</b>	<b>66,339</b>	<b>69,523</b>
<b>Traditional (Regis College, RHCHP, Anderson)^</b>	<b>\$61,894,975</b>	<b>\$64,260,201</b>	<b>\$77,767,362</b>	<b>\$80,789,391</b>	<b>46,382</b>	<b>47,731</b>	<b>52,112</b>	<b>54,002</b>
<b>UNIVERSITY TOTAL</b>	<b>\$119,896,876</b>	<b>\$121,375,490</b>	<b>\$135,151,225</b>	<b>\$140,927,578</b>	<b>113,329</b>	<b>116,609</b>	<b>118,451</b>	<b>123,525</b>

^ General administrative fees bundled in traditional tuition revenue beginning in FY25



THE FY24 OPERATING BUDGET AND FY25 OPERATING BUDGET SCENARIOS (as of 4/9/24)

Revenue	FY 2024	FY 2025 Low	FY 2025 High
Tuition and Fees	\$127,818	\$141,484	\$147,421
Financial Aid and Discounts	(38,941)	(48,906)	(50,656)
<b>Net Tuition and Fees</b>	<b>\$88,877</b>	<b>\$92,578</b>	<b>\$96,765</b>
Auxiliary Enterprises	11,869	11,355	12,994
Contribution Revenue	1,200	1,200	1,400
Other Revenue	2,996	2,282	2,761
<b>TOTAL OPERATING REVENUE</b>	<b>\$104,942</b>	<b>\$107,415</b>	<b>\$113,920</b>
<b>TOTAL OPERATING EXPENSE</b>	<b>\$115,021</b>	<b>\$107,415</b>	<b>\$113,920</b>
<b>Change in Net Assets from Operations</b>	<b><u>(\$10,079)</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>

(in thousands)



## FY 2025 CAPITAL SPENDING OUTLOOK



**DEFERRED MAINTENANCE: \$2M**  
**TECHNOLOGY: \$325k**



## FINANCIAL STATEMENTS

Regis University was founded in 1877, and its main campus is located in Denver, Colorado. The University offers a wide range of undergraduate and graduate degrees. The University's primary source of revenue is student tuition and fees.

Operating activities include the delivery of education programs and the necessary support functions including unrestricted investment income. Non-operating activities include contributions not used in operations, realized and unrealized gain/loss on endowments in restricted assets, and other supplemental activities.

The University financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States for not-for-profit organizations.



## FY 2022 AND FY 2023 ACTUAL AUDITED OPERATING RESULTS

Revenue	FY 2022	FY 2023
Tuition and Fees	\$132,350	\$125,624
Financial Aid and Discounts	(41,730)	(43,322)
Net Tuition and Fees	90,620	82,302
Auxiliary Enterprises	10,465	12,263
Contribution Revenue	5,179	5,249
Other Revenue	19,348	18,843
<b>TOTAL OPERATING REVENUE</b>	<b>\$125,612</b>	<b>\$118,657</b>

(in thousands)

Expenditures	FY 2022	FY 2023
Instruction	\$46,428	\$47,525
Academic Support	14,895	14,699
Student Services	24,067	25,414
Institutional Support	27,671	27,077
Auxiliary Enterprises	11,736	15,473
<b>TOTAL OPERATING EXPENSE</b>	<b>\$124,797</b>	<b>\$130,188</b>
<b>Change in Net Assets from Operations</b>	<b><u>\$815</u></b>	<b><u>(\$11,531)</u></b>

(in thousands)

# THE ENDOWMENT

A GIFT TO BOTH THE ANNUAL FUND AND THE ENDOWMENT MATTERS BECAUSE OF REGIS' COMMITMENT TO ATTRACT AND ENROLL TALENTED STUDENTS, REGARDLESS OF THEIR FINANCIAL CIRCUMSTANCES. THIS IS THE REGIS UNIVERSITY THAT OUR ALUMNI AND FRIENDS KNOW AND TREASURE.



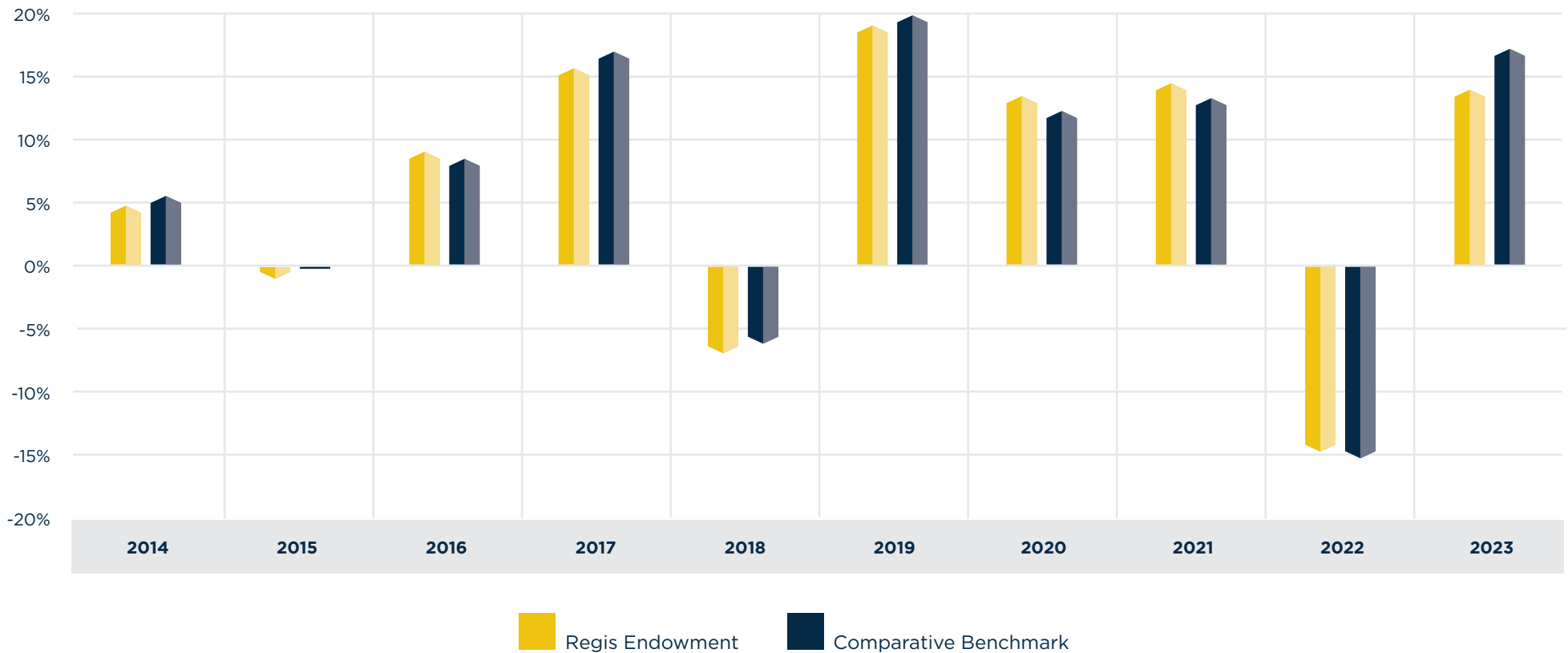


## ENDOWMENT PERFORMANCE

In 2023, the Endowment was a beneficiary of cooling inflation, resilient consumer behavior and employment levels, and widespread enthusiasm around technological advancements in artificial intelligence. The Endowment returned 13.53% for the year, but trailed the comparative benchmark which

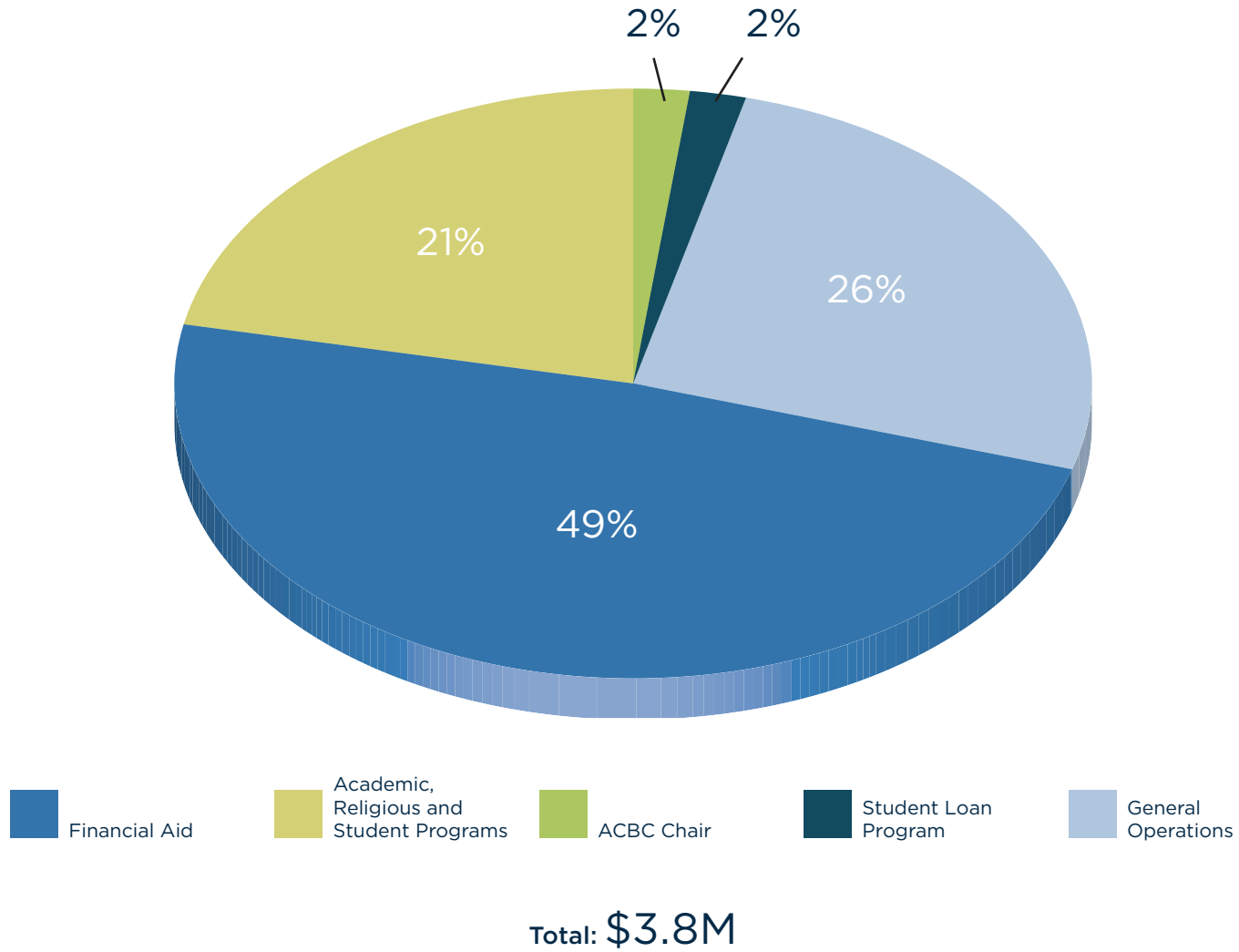
was up 17.03% over the same period. The value of the Endowment increased to \$88.3M as of December 31, 2023, a \$2.3M increase for the year. On a longer term view, the Endowment has returned 8.02% annualized over the 5 year period and 5.73% annualized over a 10 year horizon.

Annual Endowment Return Performance - Ending Dec. 31, 2023





### ENDOWMENT SPENDING CATEGORIES IN FY 2023



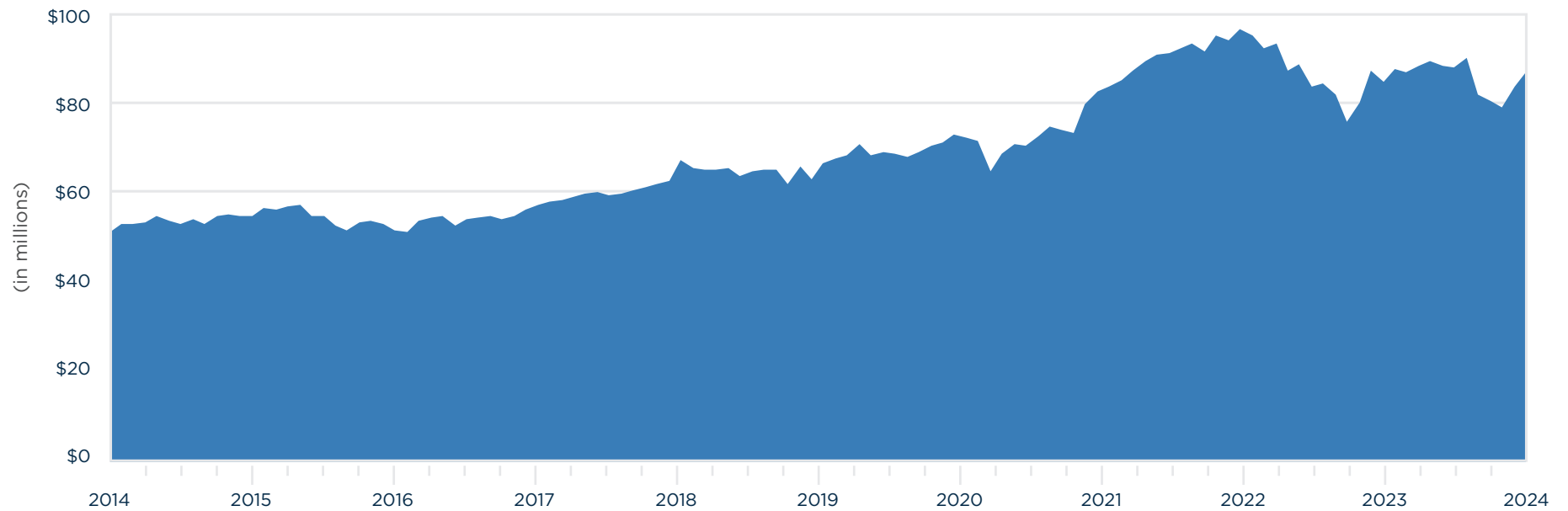




## ENDOWMENT ASSETS OVER TIME

*(apparent inconsistencies are explained by rounding)*

Market Value History - 10 Years Ending Dec. 31, 2023



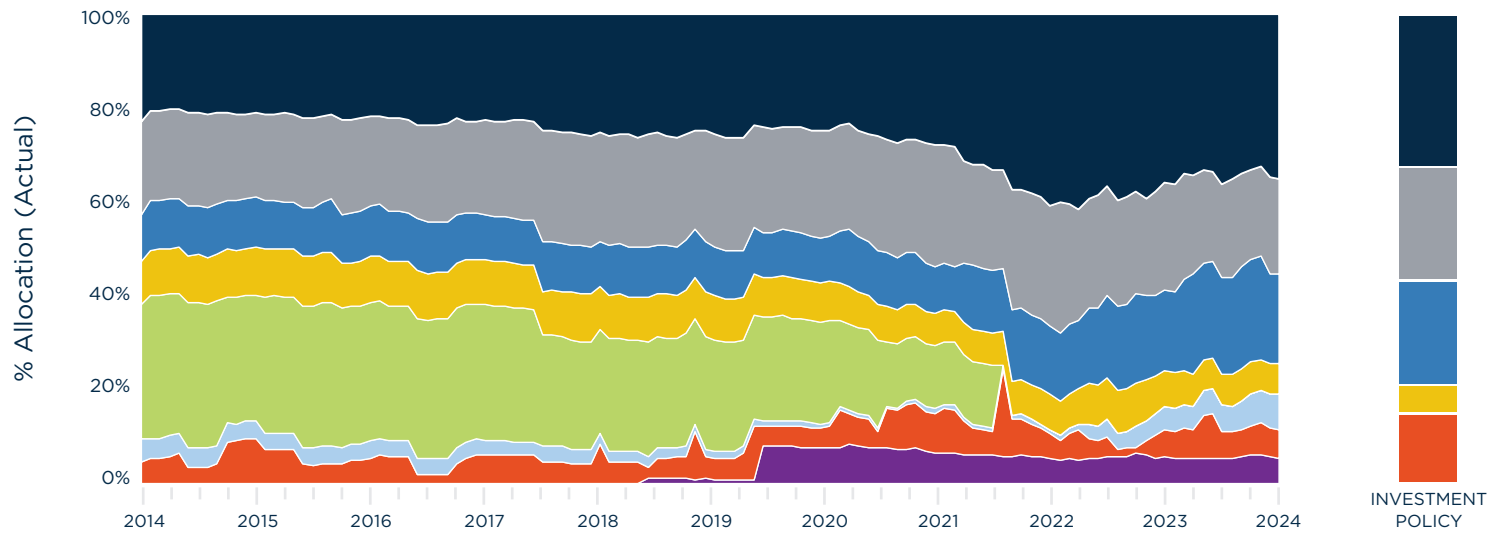
### SUMMARY OF CASH FLOWS

	1 Year - 2023	5 Years, 2019-2023	Ten years, 2014-2023
Beginning Market Value	\$85,993,108	\$64,066,862	\$52,936,235
Net Cash Flow	-\$7,137,081	-\$1,336,895	\$685,161
Net Investment Change	\$9,469,748	\$25,595,808	\$34,704,378
Ending Market Value	\$88,325,775	\$88,325,775	\$88,325,775



# ENDOWMENT ASSET ALLOCATION OVER TIME

Balance at Dec. 31, 2022 is \$86.0M  
Balance at Dec. 31, 2023 is \$88.3M



Asset Allocation History  
10 Years Ending Dec. 31, 2023

- US Equity
- Non-US Equity
- Fixed Income
- Real Estate
- Marketable Alternatives
- Non-Marketable Alternatives
- Short Term Pool/Cash
- University-Related Pool



## FUTURE PLANNING



## REGIS VILLAGE VISION

Regis Village will leverage the approximately 27-acre parcel of land along Federal Boulevard between 50th Avenue (Regis Boulevard) and 53rd Avenue to serve both Denver and Adams County with retail spaces, a variety of housing types, outdoor gathering spaces, office space, and other possible uses. Separate yet connected, Regis Village will be able to meet the growing needs of the neighborhood as a destination that helps implement the visions articulated in the Federal Boulevard Corridor Plan, Regis University Campus Master Plan, and Blueprint Denver. While it will carry its own identity, it will be linked to the Regis Campus in a welcoming spirit and feeling through its design and open space. Access to the housing, retail, common areas, and business will be aligned with access to the Regis Campus. They form two distinct but related places that align well with the surrounding neighborhoods.

### VISION STATEMENT

Regis Village will invigorate and serve as a catalyst for significant change along the Federal Boulevard corridor. By creating a unique sense of place, Regis Village will promote community, placemaking, and economic vitality for North Denver and the region.

### GUIDING PRINCIPLES

- Prioritize Community Serving uses and development that provides community benefits while catalyzing positive change in the area
- Introduce a melding of the traditional Denver street grid and the pedestrian-friendly campus circulation network and larger multi-modal connectivity opportunities
- Create a unique mixed-use environment that leverages the adjacency and partnership with the spirit of Regis University

- Integrate campus-like elements of open space, placemaking, and other signature spaces into a more urban style development
- Explore opportunities for campus and community spaces that provide life-long learning, mentorship, and collaboration opportunities

### WHERE WE'VE BEEN

- 2018 Master Plan
- Community Touchpoints
- Large Development Review (LDR) Application and Equity Analysis

## WHERE WE ARE GOING

2024

2025

JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

REZONING



INFRASTRUCTURE MASTER PLAN



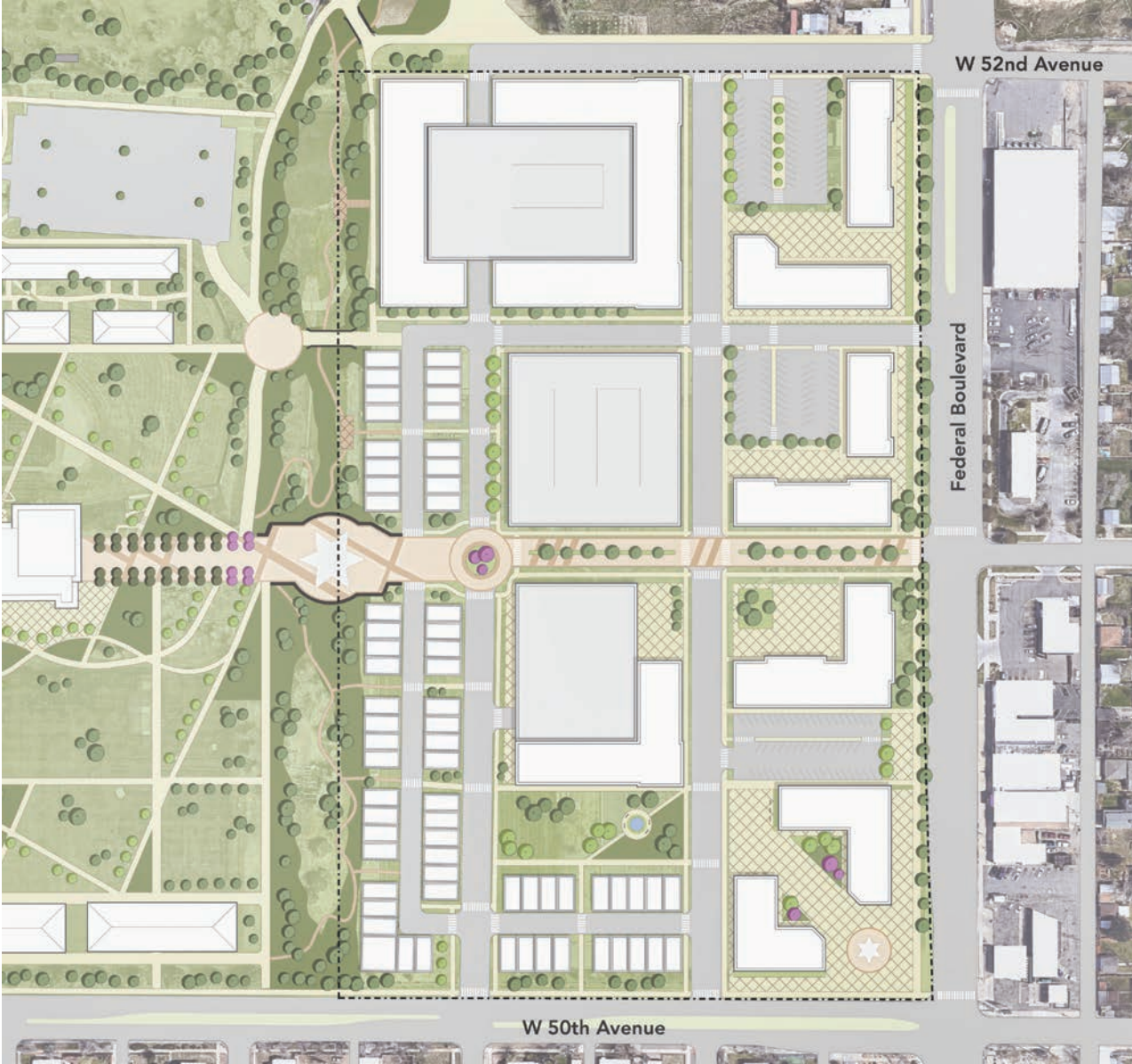
COMMUNITY



SELECTING DEVELOPER PARTNERS



# DRAFT REGIS VILLAGE CONCEPT PLAN





**REGIS**  **UNIVERSITY**

3333 Regis Blvd.  
Denver, CO 80221

*Designed by Marketing and Communications*