

PRESIDENTIAL SEARCH

President
Regis College
Weston, Massachusetts

THE OPPORTUNITY

Regis College ("Regis" or "the University") seeks a visionary, strategic, and collaborative leader to serve as its 11th president. Located on a picturesque campus in Weston, Massachusetts just 12 miles outside of Boston, Regis is a private Catholic university with a remarkable one-hundred-year history and a commitment to social justice and service. Founded by the Sisters of St. Joseph of Boston in 1927 as an undergraduate, residential, women's liberal arts college, Regis has evolved into a co-ed university with multiple schools offering distinctive career-oriented programs grounded in the liberal arts tradition at all levels in residential, hybrid, and online modalities.

Today, Regis remains a sponsored ministry of the Sisters of St. Joseph of Boston and maintains its deep commitment to its founding principles of inclusive excellence, academic excellence, formation of the whole person, and responsiveness to the common good. The University enrolls 2,300 students in programs in arts and sciences, business and communication, professional studies, and <u>nationally recognized programs</u> in nursing and health sciences. Known for its close-knit, supportive community, Regis is ranked by *U.S. News & World Report* as a Top 50 Regional University in the North, a Top 40 Performer for Social Mobility, and a Top 50 Best College for Veterans. The University received the 2024 Higher Education Excellence in Diversity Award from *INSIGHT Into Diversity* and has been lauded as a Best Value College, one of the safest college campuses, and for its commitment to first-generation student success.

The president will arrive on campus at a pivotal moment in the University's history, facing the strong headwinds in higher education and the financial realities of small institutions in the northeast. However, Regis has rich assets in its people, commitment to mission, and innovative culture. The University runs a lean operation, and the faculty and staff consistently go above and beyond to advance the mission and serve the students. As of July 30, 2025, there were 39.7 percent more deposits for the incoming first-year class than there were at the same time the prior year, and the acquisition of an <u>Associate's Degree in Nursing program</u> strengthens enrollment even further.

As such, this is a prime opportunity for an enterprising president to join the University, articulate an identity for the institution that honors its rich history and attends to its current complexities, and

collaboratively craft an ambitious and inspiring vision and strategic plan to guide it forward. This person must be a financially savvy, business-minded leader with an entrepreneurial mindset, capable of strategically pursuing growth opportunities and cost efficiencies while adapting creatively to new challenges as they emerge. A prominent ambassador for Regis beyond campus, they will raise the profile of the University both regionally and nationally, strengthen fundraising and alumni engagement efforts, enhance undergraduate and graduate enrollment alike, and develop innovative partnerships and programs that diversify the University's revenue streams. On campus, they will be visible and engaged, connected to the student experience, and dedicated to strengthening faculty and staff morale. They will have a genuine appreciation and respect for the full spectrum of academic and professional disciplines represented at the University and for the values of a Catholic institution of higher education.

The Board of Trustees of Regis College has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of its next president. Please direct all applications, inquiries, and nominations to Isaacson, Miller as indicated at the end of this document.

REGIS COLLEGE

The Sisters of St. Joseph of Boston founded Regis in 1927 at a time when higher education options for women were limited. Its mission was to strive for excellence and welcome all women without distinction. Over its history, grounded in its mission, it has evolved to meet the changing needs of the day. During the 1970s, Regis began granting its first graduate degrees. In 2007, it became a co-ed institution. That same year, it launched its first doctoral program—the Doctor of Nursing Practice. The second—the Doctor of Education in Higher Education Leadership—launched in 2013. In 2017, Regis embarked on a new strategic initiative by offering its first fully online programs. Today, with myriad programs offered fully online, the University's reach is global.

The mission of the University is consistent with its founding values. Rooted in the Catholic intellectual tradition and inspired by the social justice values of its founders, Regis is a welcoming and inclusive community. The University provides access to an academically rigorous education grounded in the liberal arts tradition through innovative learning opportunities and collaborative engagement at all degree levels. Regis lives up to its motto, *Via Veritas Vita* ("the way and the truth and the life"), which reflects its tradition of empowering students to seek knowledge in order to pursue meaningful life experiences that contribute to our global community.

The University offers academic programs within four schools—the <u>School of Arts and Sciences</u>, the <u>Marshall M. Sloane School of Business and Communication</u>, the <u>Richard and Sheila Young School of Nursing</u>, and the <u>School of Health Sciences</u>—as well as bachelor's degree completion programs and certificates through the <u>Theresa Wood Lavine Division of Professional Studies</u>. Other distinctive elements include the Children's Center, Autism Center, Fine Arts Center, and Center for Ministry and Service.

Regis is home to 340 faculty (of whom 120 are full-time, with 14 either tenured or tenure-track, and 220 are part-time) and 243 staff who are dedicated to supporting students in achieving their academic and

professional goals. The faculty are accomplished in their respective disciplines, and students benefit from a blend of academic and professional expertise. Personalized support is at the heart of the academic experience, and the University fosters close relationships between students and faculty with a 9:1 undergraduate-student-to-faculty ratio.

Regis is accredited by the <u>New England Commission of Higher Education</u> and completed its most recent 10-year self-study in 2023. The institution is governed by a <u>Board of Trustees</u> and is a sponsored ministry of the Sisters of St. Joseph of Boston. Faculty, staff, and students are represented by the Faculty Council, Administrative Council, Graduate Student Advisory Council, and <u>Student Government Association</u>.

Since 2011, Regis has been led by <u>President Antoinette Hays PhD, RN</u>, who is retiring after more than 40 years of service to the University. She previously served as a faculty member and inaugural dean of the School of Nursing, Science and Health Professions. As president, Dr. Hays raised nearly \$90 million for the University, championed online education, and launched two schools and numerous programs.

Students

In 2024, Regis enrolled 743 full-time undergraduates, 26 part-time undergraduates, and 1,528 graduate and doctoral students, as well as 276 students in certificate programs in the Division of Professional Studies. The University is proud of its strong student outcomes and is committed to strengthening them further. It has a 79 percent first-year retention rate and a 73 percent six-year graduation rate for undergraduate students, the latter of which is up from 64 percent in 2020. Ninety-five percent of undergraduate students are employed or enrolled in graduate school within six months of graduation. Thirty-one percent of undergraduate students receive a Pell Grant, 37 percent identify as first-generation, and 84 percent identify as female. Sixty-nine percent are residents of Massachusetts and less than one percent come to Regis from outside the United States.

On campus, students enjoy a wide array of leadership development and involvement opportunities to complement their academic journeys, including <u>student clubs and organizations</u> and <u>athletics</u>. A member of the Great Northeast Athletic Conference, Regis is an NCAA Division III institution and offers basketball, cross country, field hockey, lacrosse, soccer, softball, swimming and diving, track and field, and volleyball.

When Regis students graduate, they join an engaged community of more than 21,300 living alumni, of whom more than 14,000 live in Massachusetts. Alumni stay connected to Regis by participating in programs held both on campus and online, volunteering their time, giving back, and joining the <u>Alumni Ambassadors</u> program.

Campus

Regis owns 130 acres of land which are split into a 70-acre West Campus and a 60-acre East Campus. The University operates from the <u>West Campus</u>, which is substantially built out, whereas the East Campus is undeveloped and currently on the market to be sold. Regis has continued to invest in its main campus

over the past decade. Between 2014 and 2015, the University constructed a residence hall and quad and redesigned the learning commons and library. More recently, in 2024, the University was awarded a \$750,000 grant from the Massachusetts Life Science Center to enhance the Watson-Hubbard Science Center through the purchase of state-of-the-art equipment.

Additionally, the University has expanded its presence beyond its main campus. In 2015, Regis launched a satellite campus, Regis North, in nearby Lawrence, MA to bring educational and professional opportunities to residents of Merrimack Valley through flexible bachelor's degree completion programs in nursing, public health, and marketing and communications. In 2019, Regis opened the Dental Center, a high-tech educational facility that serves as the clinical home for the University's dental hygiene program and provides affordable dental care services to Waltham, MA and the surrounding community.

Location in Weston, Massachusetts

Weston, Massachusetts is a suburban town located about 12 miles west of Boston. Known for its picturesque landscapes, historic charm, and excellent public schools, Weston consistently ranks among the top communities in the state. The town maintains a semi-rural atmosphere with large residential lots, extensive conservation land, and a strong emphasis on preserving its natural environment. With a population of around 11,000, Weston offers a quiet community while still providing convenient access to Boston via major highways and public transportation.

Fundraising and Finances

In 2019, Regis completed a \$40-million capital campaign two months ahead of schedule. Recent major gifts include a \$5 million gift, the largest in Regis's history, to establish the Fung Scholars Program, and a \$2 million gift to endow the Dean of Nursing position and open a health care clinic in Woburn, MA.

Regis has an annual operating budget of \$79 million and an endowment totaling \$49.2 million. In 2025, the University was issued a BB credit rating with a stable outlook. Regis relies heavily on tuition revenue to fund its operations, with 70 percent of its revenue coming from net tuition and fees. 2025-2026 tuition is \$51,420 and housing and food are \$17,680. The undergraduate discount rate is approximately 70 percent, and the graduate discount rate is approximately 5 percent. While the University is currently running an operating deficit, its financial performance is improving. In addition to increasing enrollment, its continued success in revenue diversification along with the impending sale of its East Campus show great promise in achieving long-term financial sustainability.

ROLE OF THE PRESIDENT

Reporting to and working in close partnership with the <u>Board of Trustees</u>, the president serves as the chief executive officer of the University. They are responsible for setting an inspiring vision and sustainable strategy for the organization, leading the senior team in managing all institutional affairs, and ensuring the financial health of the University. At a community-centered institution like Regis, the presidency

demands both internal and external focus. The president will be visible, accessible, and engaged on campus while also acting as the University's principal ambassador to the broader world, building external partnerships, strengthening fundraising efforts, developing new resources, and ensuring its continued relevance and vitality. In this work, the president must reflect and uphold the mission and values of the University, leading with commitments to student success, social justice, and inclusive excellence.

The president works in close partnership with the <u>Administrative Council</u> to manage the University. Reporting directly to the president, the President's Cabinet comprises the Vice President for Academic Affairs and Provost; Senior Vice President and Chief Operating Officer/CFO; Vice President for Institutional Advancement; Vice President for Communications and Marketing; Vice President for Information Technology; Vice President for Inclusive Excellence; and Associate Vice President for Ministry and Service. Other direct reports include the Director of Presidential, Community, and Board Relations and the Assistant to the President for Special Projects.

KEY OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT

Craft an ambitious vision and strategy that clarify the identity of the University and guide it forward

With Regis's current strategic plan—*One Pride, Many Voices: Owning our Future*—concluding in 2026, the next president will have the opportunity to craft an ambitious plan that guides the University forward through its centennial and beyond. Regis has been through significant change over its history, evolving from an undergraduate, residential, women's liberal arts college into a co-ed university with multiple schools that offer degrees at all levels in residential, hybrid, and online modalities. The Regis community embraces mission-informed change, but such changes naturally lead to different understandings of what the University is and what it should aspire to be. As such, the president will engage deeply with the University community, first to articulate a comprehensive identity for the University—one that embraces its rich history, its social justice mission, the diversity of its academic offerings and student body, and the complexities of the organization—then to outline a plan that guides it forward strategically and sustainably. A successful plan will be grounded in the University's mission and values while anticipating shifts in student needs, market demands, financial pressures, and emerging technologies.

Ensure the University's financial health and sustainability

Regis has benefited from the financial and organizational leadership of a long-serving president and a highly skilled Chief Financial Officer. Until COVID, the University operated in the black. The demographic cliff and issues with FAFSA led to a significant drop-off in enrollment, and as a result the University is currently running an operating deficit. In response, University leaders are currently in the process of selling a parcel of unused land and refinancing existing debt. These creative efforts, as well as promising enrollment metrics for the incoming class, will position the University once again on stronger financial footing. Looking to the future, the president should continue to be prudent and responsible with institutional finances, leading with a business mindset regarding growth opportunities and cost efficiencies, and adapting creatively to new challenges as they emerge.

Enhance fundraising and alumni engagement efforts

The University completed a \$40 million capital campaign in 2019 and has received multiple transformative gifts in recent years. The alumni are generous with their time and resources, but since the conclusion of the campaign, owing in part to the impact of COVID and national philanthropic trends, alumni participation in giving has decreased from 11 percent to 8 percent. As such, the opportunity exists for an enterprising president to work closely with the Board and the Office of Institutional Advancement and Alumni Relations to identify new opportunities to cultivate donors and nurture a culture of greater engagement with the alumni broadly.

Increase recognition of the University regionally and nationally

Considered a "gem among giants" and enjoying a beautiful campus and strong student outcomes, Regis is well positioned to strengthen its reach both within and beyond Massachusetts. The majority of students are from the state, yet many remain unfamiliar with the power and promise of a Regis education. In close partnership with the communications and enrollment teams, the president will champion broader marketing efforts, endeavoring to increase the recognition of the University both regionally and nationally, and actively broadcasting the value proposition of the University to broaden its reach.

Strengthen enrollment efforts at both the undergraduate and graduate levels

As a tuition-driven institution, Regis relies heavily on enrollment to finance its operations. The leadership in undergraduate enrollment has brought fresh vision and energy to this function, and the results are promising. The University's focus on nursing and health sciences programs has served it well, and the announcement that the Lawrence Memorial Hospital will transition its <u>Associate Degree in Nursing program</u> to Regis will further bolster enrollment. As the market continues to shift and other industries present a greater demand for labor, opportunities exist to strategically grow and strengthen other efforts, such as online and graduate programs, programs in Education and the School of Business and Communication, and career-relevant certificates and credentials.

Think creatively about the possibilities of institutional partnerships and diversify revenue streams

In an era of increased competition for a shrinking population of traditional students, Regis asserts that collaboration, not competition, is the smart path forward. The president will join a campus that has already demonstrated an appetite for collaboration, for instance with high schools in the region, with Northern Essex Community College (the site of Regis North), and with the Lawrence Memorial Hospital. Now, the opportunity exists to think creatively about what new institutional partnerships might be possible in the current moment. These opportunities for collaboration might be found on campus, for example in building new programs in healthcare management and administration that bring together the Sloane School of Business and Communication and the University's considerable strengths in health sciences and nursing. Beyond campus, these partnerships might be regional in nature, with other academic, professional, or health-oriented organizations in the surrounding locale, or national, for instance with other institutions across the country that share a connection to the Sisters of St. Joseph.

These efforts should serve both to diversify the University's revenue streams and to create access to Regis for new populations of students.

Intentionally engage campus constituents to develop and support faculty and staff

Regis faculty and staff are deeply committed to the mission of the University and to creating the necessary conditions on campus for students to flourish. Owing to recent financial challenges, individuals have been asked to go above and beyond in service to the University without receiving additional compensation for their efforts. It is essential that the next president recognize the immense contributions of the faculty and staff in order to strengthen the morale on campus. This will include evaluating their compensation, supporting professional development, strengthening communications efforts across the organization, creating more opportunities to build community, being a visible and engaged presence on campus, and ensuring Regis remains an employer of choice in the region.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will possess many, if not all, of the following qualifications and characteristics:

- A deep commitment to the mission and values of Regis College; an appreciation for academic excellence, shared governance, social justice, and the values of the academy; an understanding of the values of the Sisters of St. Joseph of Boston and Catholic higher education;
- Success as a visionary, strategic, transparent, and entrepreneurial leader; the ability not only to imagine an exciting path forward for an institution but also to bring it to fruition; the ability to lead teams, delegate responsibility, and execute plans with fiscal responsibility;
- A student-centered approach to institutional leadership; a demonstrated commitment to enhancing the holistic student experience for both undergraduate and graduate students; the ability to engage meaningfully with alumni;
- An understanding of the finances of a private university, including experience with institutional budgeting; the ability to grow revenue by working closely with Academic Affairs and the senior leadership team to develop new programs and enhance enrollment and retention efforts;
- Experience representing an institution compellingly to external audiences, including donors and community partners; the skills, personality, and passion to fundraise successfully; the presence needed to raise the profile and visibility of Regis regionally and nationally;
- An ability to cultivate trust, build relationships, and bring campus constituencies to actionable consensus; experience developing mutually beneficial partnerships between organizations;
- The skill to communicate effectively in many settings; the ability to listen closely to varied stakeholders at all levels, both internal and external to the University;
- Knowledge of current and emerging issues, trends, and strategies in higher education; experience developing strategies that anticipate the changing landscape of higher education;
- Integrity, humility, sound judgment, compassion, courage, and a strong moral compass;
- A record of academic or professional accomplishment to inspire the Regis community.

APPLICATIONS, INQUIRIES AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Applications (including CV and cover letter), inquiries, and nominations should be submitted in confidence to Kate Barry, Keith Mason, Kristen Andersen, and Kaitlin Cruz via the Isaacson, Miller website: https://www.imsearch.com/open-searches/regis-college/president.

Regis College EEO Statement: In employment, as in education, Regis College is committed to equal opportunity. Regis does not discriminate on the basis of race, color, age, religion, creed, sex, gender identity or expression, sexual orientation, ethnic or national origin, ancestry, citizenship, marital or parental status, physical or mental disability, genetic information, pregnancy, veteran's status, membership in uniformed services or any other protected status.