



**MASSACHUSETTS COLLEGE *of* PHARMACY  
*and* HEALTH SCIENCES**

**Planning and Effectiveness**

**2024 Annual Report of Progress on Strategic Priorities**

**August 7, 2024**

## **Introduction**

We are pleased to share this report on progress made toward the University's Strategic Priorities in the 2023-2024 academic year. This was the third full year of operation of the University's Planning and Effectiveness system, and this report reflects the system's continued evolution and growth.

In the past year, work of the 12 Strategic Priority Teams expanded in scale while gaining greater clarity and focus regarding their priorities and goals. Accomplishments of these Teams are the heart of this report.

## **Report Content**

Information in this report is organized by Strategic Priority, indicating the University's 12 priorities:

- |                                  |                                    |
|----------------------------------|------------------------------------|
| 1. Student Success               | 7. Alumni Engagement               |
| 2. Student Experience            | 8. External Collaborations         |
| 3. Faculty & Staff Success       | 9. Compliance                      |
| 4. Infrastructure & Technology   | 10. Program Planning & Development |
| 5. University Identity           | 11. Environmental Sustainability   |
| 6. Diversity, Equity & Inclusion | 12. Accreditation                  |

Goal-setting at MCPHS follows an annual cycle. Thus, at the close of the 2022-2023 year, each Strategic Priority Team reflected on its progress and proposed its goals for the 2023-2024 year. The Planning and Effectiveness Committee (PECOM) reviewed goals of all Teams to assure their timeliness and alignment. (Appendix 1 provides an overview of the Planning and Effectiveness System.) The 2023-2024 goals for each Strategic Priority Team are presented in this report. Membership of the Strategic Priority Teams appears in Appendix 2.

At the close of 2023-2024, each Team reflected on its goals and its accomplishments during the year. Team activities are documented throughout the year using a standard monthly report form. Each Team was asked to review these activities and to identify their 2 or 3 most notable accomplishments during the year. These are presented in this report as Key Accomplishments.

## **Assessment by the Planning and Effectiveness Committee**

Members of the Planning and Effectiveness Committee (PECOM) have reviewed this report, in addition to reviewing the monthly reports submitted by each Strategic Priority Team. Based on these reviews, PECOM has concluded that the Strategic Priority Teams made satisfactory progress toward their goals in Academic Year 2023-2024.

## **Review by the Institutional Effectiveness Committee**

Members of the Institutional Effectiveness Committee (IEC) reviewed this report at its July 2024 meeting. The IEC voted unanimously to endorse the report, as distributed.

## 1. Student Success

### Goals for 2023-2024

1. Increase fall-to-fall retention by 3%
2. Identify and make recommendations to address gaps in student support services
3. Communicate CRM implementation progress
4. Support efforts to increase positive student outcomes

### Key Accomplishments

#### Addressing Gaps in Student Support Services

The committee identified and made recommendations to address gaps in student support services. For example, the committee gained approval for the University to extend the add drop period for the fall and spring semester from three days to five days. This change provides greater support to our international and first-year students in their adjustment to a new academic environment. This also allows students to attend registered classes at least once before the add-drop cycle closes.

#### Initiatives for Improved Retention

The committee monitored student outcomes data and noted an increase in fall-to-fall retention. This outcome relates directly to the University's strategic priority of student success.

#### Student Success Hub Implementation Tracking

The committee tracked student Success Hub implementation progress. The committee made suggestions (e.g., developing policy and procedures related to student notes) that contributed to improved student engagement.

## 2. Student Experience

### Goals for 2023-2024

1. Surveys for Student Experience
2. Focus Group development related to Student Experience
3. Identify improvement efforts from focus groups and survey findings and share with appropriate University-wide committees and Strategic Priority teams
4. Collaborate with appropriate University-wide committees and Strategic Priority team to identify action items to improve the student experience

### Key Accomplishments

#### Surveys of Student Experience Administered

We were approved to have the Ruffalo Noel-Levitz Student Satisfaction Inventory and the National Survey for Student Engagement surveys administered this academic year. As co-chair, Craig Mack worked with the Office of Institutional Research and Assessment (OIRA)

for the implementation timeline and strategy. ORIA served as the point of contact with each survey organization. We can now provide the survey results and analysis to University constituents.

### **3. Faculty & Staff Success**

#### **Goals for 2023-2024**

1. Work with PECOM to establish structure and composition of the faculty & staff success team for FY24
2. Identify & prioritize initiatives from the 4 themes to implement in FY24 & FY25
3. Develop project plans and measures of success to assess the outcomes of the initiatives being implemented

#### **Key Accomplishments**

##### SP3 Team Revamp

Revamped team composition, and refocused approach from analysis and advocacy to identification and implementation.

##### Finalized Priorities Generated Through the Employee Satisfaction Survey

Identified, prioritized, and finalized initiatives from the four themes and communicated them to Academic Council, Academic/Administrative Leaders, and the MCPHS Community.

##### University Events Calendar

Launched our first big initiative – University Events Calendar.

### **4. Infrastructure and Technology**

#### **Goals for 2023-2024**

1. Coordinate and continually assess the Infrastructure and Technology Plans based upon work done by supporting committees
2. Assess business and academic processes, software, technologies, and systems for opportunities to improve upon academic and administration effectiveness

#### **Key Accomplishments**

##### Deployment of Student Success Hub (SSH)

Implemented Notes v2 and guidelines for staff to use when entering engagement summaries. Training sessions for Deans and Directors were held for the three campuses. On track to complete phase one implementation by the start of the Fall 2024 term.

##### Launch of Blackboard Ultra

As of Summer 2024, 11 out of our 14 academic Schools have transitioned to Ultra, Blackboard's latest (and more intuitive and accessible) version. We are on track to have all

Schools converted by Fall 2024 when Arts and Sciences, Pharmacy Boston, and PA Boston will complete their course content migration.

### Space Planning

Biotechnology labs: Two new biotechnology labs were approved to be built at 179 Longwood to support life science initiatives. Build-out of these labs began Summer 2024.

One Palace Road: Additional space in a 40,000 sq./ft. Building, was obtained at One Palace Road. Initial Academic Space Planning began in May, following the announcement. One Palace Road will provide additional opportunities for the 179 Longwood portion of the campus and enhance the University's recruitment, retention, and reputation.

## **5. University Identity**

### **Goals for 2023-2024**

1. Commit to, invest in, and implement an MCPHS brand awareness campaign that amplifies and addresses the findings of the awareness and sentiment research
2. Achieve a baseline understanding of the University identity, awareness, and sentiment in the market
3. Support the redesign of the Alumni website
4. Support the University's newsletter portfolio

### **Key Accomplishments**

#### Marketing Opportunities for the MCPHS Bicentennial

We provided support and guidance to the Bicentennial Steering Committee on use of the Bicentennial logo on white coats, scrubs, and other formal MCPHS attire. We gave input on the progressive enhancement of the Bicentennial web presence including the addition of the Cardinal Kudos colleague recognition program and the Did You Know campaign that told the history of all the Schools at MCPHS.

#### Preliminary Solarus research on non-clinical graduate prospective student target audience

We worked with Solarus Consulting on structuring a research project on awareness of MCPHS's programs with the prospective nonclinical graduate student target audience. While the research project was not ultimately approved in the 23-24 Academic Year, the process and work with the vendor led to use in other departments. For example, the Admission Department engaged Solarus Consulting for a research project on why accepted students did not ultimately matriculate.

#### Support University newsletter portfolio

We monitored performance metrics of the President's Newsletter and University News and made recommendations to the Marketing and Communications Department on possible ways to increase engagement, click-through rates, and open rates. We also advised on the new Admission Blog and MCPHS News sections of the [www.mcphs.edu](http://www.mcphs.edu) main website.

## 6. Diversity, Equity, and Inclusion (DEI)

### Goals for 2023-2024

1. Use input from the MCPHS members to build an inclusive community.
2. Create internal learning opportunities that strengthen a community-wide understanding of the principles of diversity, equity, and inclusion within the content of MCPHS, a health sciences institution
3. Partner with HR, Legal, Student Affairs and the Office of Inclusion to ensure equitable processes, policies, and procedures are in place to facilitate full participation and inclusion across the enterprise, especially by individuals from historically underrepresented groups

### Key Accomplishments

#### Inclusive Climate Assessment Survey

We completed the inclusive climate assessment survey, and we are using the results to review SP6 goals and strategies.

#### DEI Educational Programming

We provided several educational opportunities for all members of the MCPHS community to provide the foundation for advancing inclusion and equity. We will continue to provide more in-depth educational opportunities to support our MCPHS Community's success in creating an inclusive environment.

#### DEI Website Development

We developed the DEI MCPHS website, and we will expand it to provide tools and resources to the MCPHS Community to better support their efforts regarding inclusion and equity.

## 7. Alumni Engagement

### Goals for 2023-2024

1. Support and collaborate with the Advancement Office to achieve the Office's Advancement Goals
2. Review and make recommendations regarding how alumni are engaging with MCPHS
3. Provide oversight to Bicentennial efforts that promote Alumni Engagement

### Key Accomplishments

#### Supported the University Advancement Plan 2021-2025

We regularly reviewed and provided feedback on updates to the University Advancement Plan 2021-2025 to ensure that its goals were on target and met. Given its progress, we can begin advising on the development of a new 2025-2030 plan in the upcoming year.

### Reviewed and made recommendations for the new Alumni Engagement Dashboard.

We advocated for and provided recommendations for the newly designed Alumni Engagement Dashboard. As a result, University Advancement and this Strategic Priority Team can effectively showcase the progress made in critical areas for success in alumni engagement as outlined in the University Advancement Plan 2021-2025.

### Bicentennial Planning Efforts to Include Alumni

We supported plans to engage MCPHS Alumni during our Bicentennial year. This included the Bicentennial All-Class Reunion, individual school-based Alumni Receptions throughout the year, and the first-ever Global "All-Around-The-World" Alumni Reception in Seoul, South Korea. As a result, we have newly engaged or re-engaged with thousands of Alumni.

## **8. External Collaboration**

### **Goals for 2023-2024**

1. Understand our collaborative relationships, why we need them, how we can strengthen them
2. Support the efforts of the Center for Life Sciences and facilitate connections for the new Executive Director
3. Support the efforts of the Career Development Center and facilitate connections for the new Executive Director

### **Key Accomplishments**

#### Explored Collaborative Relationships within University Leadership

We interviewed six additional University leaders from Pharmacy, Nursing, Arts and Sciences, Physician Assistant Studies, Acupuncture and Life Sciences, bringing the total to 16. These interviews continue to help us understand how University leaders engage with external contacts and explore their needs regarding collaborative relationships. After each interview, we offered additional opportunities to engage and organize their contacts in Raiser's Edge, the University Advancement's database system.

#### Facilitated Development of New Relationships

We facilitated and supported the University's first global reception for MCPHS Alumni and accepted students and their families with a total attendance of 80 in Seoul, South Korea. The event was a close collaboration among Admission, Office of the Provost, Center for International Studies, and University Advancement. The event advanced and fostered relationships that support the University's Enrollment Management plan, alumni, corporate relations, and created a platform for future global events.

#### Endorsed Participation in the Higherlifesciences.com Workforce Conference 2023

We supported and endorsed the University's educational sponsorship at the November 2023 Life Science Conference at the Hynes Convention Center, which provided opportunities for representatives from multiple MCPHS offices, Center for Life Sciences,

Career Development, Marketing and Communications, Admission, School of Professional Studies, and Academic Affairs, to meet with biopharmaceutical companies and prospective employers for recruitment opportunities and internships.

## 9. Compliance

### Goals for 2023-2024

1. Develop and implement a University compliance program
2. Establish and facilitate effective lines of communication regarding compliance concerns and risks
3. Periodically conduct interviews of internal departmental compliance controls and overall effectiveness of the University's compliance program, assist with the development of corrective action plans
4. Establish a risk assessment process and mitigation of vulnerability to adverse event
5. Self-regulate our process and be honest about our capacity to make progress in the amount of time necessary to mitigate the risk to the University

### Key Accomplishments

#### Risk Assessment and Compliance Refresh

We refreshed our risk assessments and identified compliance focus areas including, for example, requirements related to Title IX, accreditation, cybersecurity, the U.S. Office of Civil Rights, and HIPPA. This provides us with a current listing of areas and items for ongoing evaluation and monitoring.

#### Compliance Activities Completed

We completed a large body of compliance work and filings, including those related to accreditation, pension compliance, student financial aid, tax-exempt financing, and disclosure requirements of the MA Department of Higher Ed, and the MA and NH Attorney General offices. This work assures that the University is and will remain in good standing with our numerous regulators.

#### Engagement with MCPHS Board of Trustees

We completed critical planning and updating work with the Board of Trustees (BOT) Compliance Chair and Compliance Committee. In addition to addressing all focus areas, this includes updates regarding calls to the Compliance Hotline, results of cyber penetration tests and security reviews, and planning regarding a new document repository and secure email transmissions for the BOT.

## 10. Program Planning and Development (PPDT)

### Goals for 2023-2024

1. Analyze existing programs, based on quantitative & qualitative indicators relative to their competitive strength and position in the marketplace



2. Engage and collaborate with academic program leaders on program planning and development to ensure that programs are competitively aligned with the marketplace
3. Explore and review opportunities for new programs and initiatives and to launch new programs and initiatives in collaboration with the schools and related committees

## **Key Accomplishments**

### STEM Program Development

We significantly increased STEM offerings to 23 STEM-designed programs (MPH recently added). Adding 9 new STEM-eligible programs in 3 different schools was a major source of this expansion. The MPH, through curriculum revision, was reclassified as a STEM-eligible program. The growth of STEM-eligible programs has positive impact for international students, giving them extended opportunity for Optional Practical Training (OPT).

### Review of Pathway Programs

We are in Phase 1 of Pathway program review; to this end, we supported curricular revisions in the Premedical Health Studies-PA Pathway Program; these were for the purpose of strengthening foundational learning and preparedness of students for professional phase of program. Additionally, we supported a program revision in the PT program; this provides a direct entry into the DPT program.

### Review of Policies and (non-Major) Programs

We are in Phase 1 of several other areas of program development—development of minors, review and revamping of transfer policies and practices, development of minors, concentrations, and certificates. This work will be critical to strengthening program offerings.

## **11. Environmental Sustainability**

### **Goals for 2023-2024**

1. Establish key indicators of Environmental Sustainability and develop initiatives that positively impact them
2. Make Environmental Sustainability a Priority of the University
3. Annually monitor and review the Environmental Sustainability Plan

### **Key Accomplishments**

#### Reorganized Team to Support Activities in 2024-2025

Formed internal Subcommittees (Energy, Water, Waste, Purchasing) within our team, which are finalizing their vetting and validation the recommendations in the Baseline Assessment, and providing additional insight on areas and/or projects that we would like the University to focus on in the coming year.

### Communication Strategy

Developed a communication strategy to inform the community of the team's work over the past year and a half with an outside consultant to develop Baseline Assessment Report, which has been shared with the Community, and connect the plan to the University's Strategic Plan and Priorities.

### Engaging MCPHS Students

Met with student leadership on all three campuses and Healthcare Advocates for Sustainability Student Group in Manchester to discuss the Baseline Assessment Report, to gather student feedback, and to engage with students on next steps and initiatives of interest, which also align with the University's priorities and the Report.

## **12. Accreditation**

### **Goals for 2023-2024**

1. Engage the Community with the NECHE nine standards
2. Achieve the milestones on the preparation timeline
3. Start writing the self-study
4. Start collecting evidence in the online evidence room

### **Key Accomplishments**

#### Raised Awareness of New England Commission of Higher Education's (NECHE) DEI Standards

We provided opportunities for committee members to learn about the NECHE standards, to evaluate our adherence to them, and to determine what opportunities exist where we could do better. This year we focused on the new Diversity, Equity and Inclusion language that was added to the standard, and Standard 8 Educational Effectiveness.

#### Engaged MCPHS Leaders in NECHE Training

We strengthened our understanding of NECHE standards by sending a team to the annual meeting as well as sending a team to the fall, self-study workshop. We increased our knowledge of best practices related to regional accreditation by attending workshops, hearing from colleagues and reflecting on our own practices.

#### Engaged MCPHS Leader in Applying NECHE Standards

We started educating University leaders about the NECHE standards, ways we are compliant, and where opportunities exist. These activities strengthened our understanding of each standard and their impact on each of our units at the University to enhance accreditation readiness.

## **Appendix 1. Organization of the Planning and Effectiveness System**

### **University Priorities**

In 2020-2021, under the leadership of President Rick Lessard and Provost Caroline Zeind, review of the Strategic Priorities of the University was undertaken. This resulted in identification of 12 critical and contemporary strategic priorities. Several of these priorities had been identified through the University's previous strategic planning exercise that concluded in 2018. Others have taken on added significance in the ensuing time and speak to the realities of the present. Together, these Strategic Priorities serve to define the University and to represent what is most important to our University Community.

### **System Members**

Addressing these priorities successfully rests upon establishing an organization and a set of activities that are collaborative, synergistic, promote continuous improvement, ensure accountability, and bring expertise and energy. The University's Planning and Effectiveness System, depicted in Figure 1, was designed to achieve this.

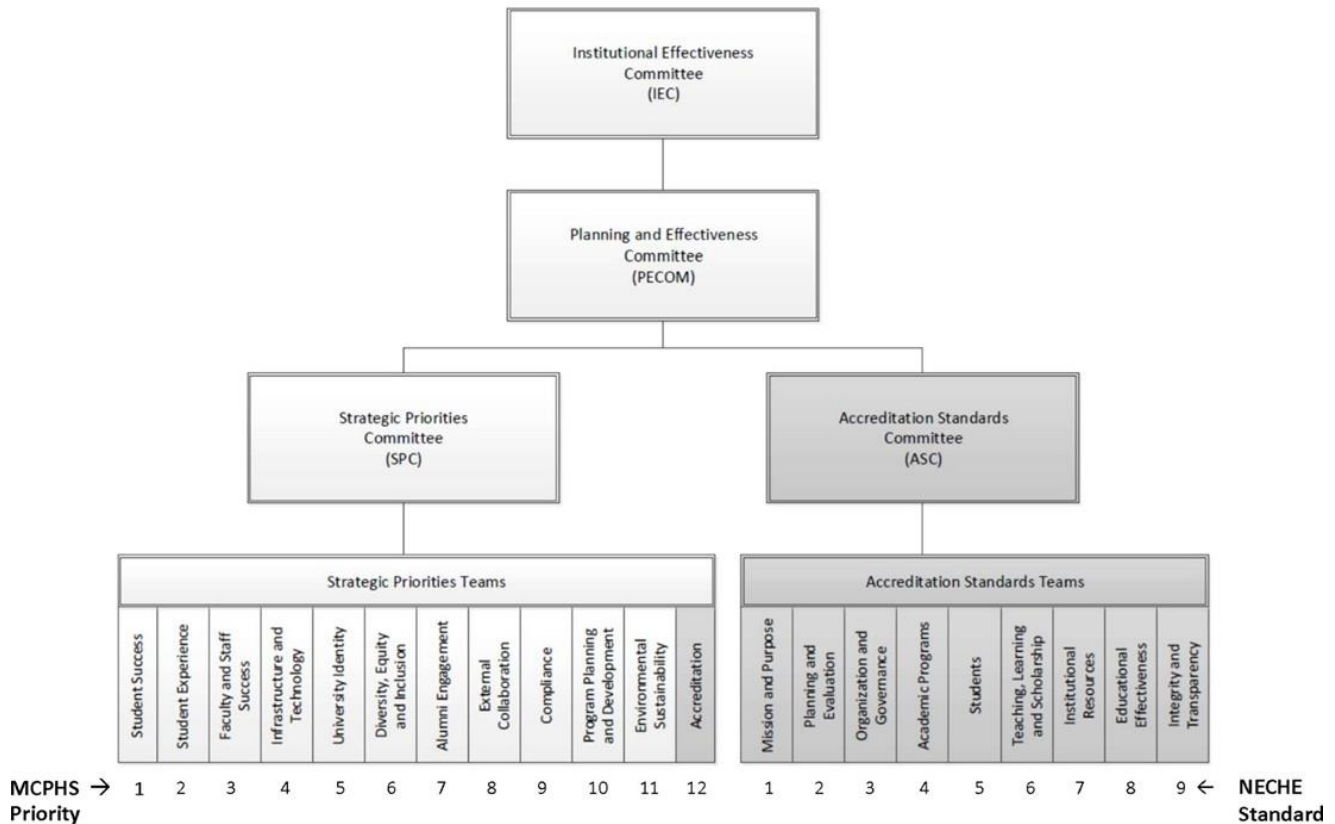
The Planning and Effectiveness Committee (PECOM) plays the central coordinative role. It serves as the single point of responsibility for assuring, overseeing, and communicating about planning and effectiveness activities carried out by the Strategic Priorities and the Accreditation Standards Teams. Membership is comprised of University Leadership, which enables PECOM to provide coherence and direction to Planning and Effectiveness efforts. PECOM reports to the Institutional Effectiveness Committee (IEC), thus promoting communication with and assuring accountability to diverse stakeholders in the University Community.

The 12 Strategic Priority Teams are foundational to the Planning and Effectiveness System. Through internal exchanges and discussion with PECOM, Team members defined each Team's purpose and identified year-specific goals for fulfilling its purpose. Each Team includes Team Lead(s), Members, and a Coordinator. The 2023-24 goals of each Strategic Priority Team are presented in the body of this report; Team membership is presented in Appendix 2.<sup>1</sup>

Collectively, PECOM and the Strategic Priorities Teams involve 75 members of the University community. They are drawn from throughout the campuses and schools/units to bring diverse perspectives and expertise to move the University forward. This reflects two key commitments of the University: to advance institutional effectiveness and to engage the broad University Community in this process.

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<sup>1</sup> Figure 1 also shows the Accreditation Standards Committee (ASC). This group plays a key role in Planning and Effectiveness through its ongoing monitoring of University compliance with standards of the regional accreditor, the New England Commission on Higher Education (NECHE), and its support of Strategic Priority 12: Accreditation.



**Figure 1. The Planning and Effectiveness System**

### System Activities in 2023-2024

The University’s commitment to Planning and Effectiveness is reflected in the regular, rigorous, and thoughtful processes used. AY 2023-24 was the third full year that the Planning and Effectiveness system operated in this configuration.

PECOM met monthly throughout the year and carried out its responsibilities through three mechanisms. 1. It provided guidance to each the Strategic Priority Team to establish goals and to monitor actions undertaken by the Team. 2. It reviewed progress and provided feedback to each Team throughout the year, assisted with addressing any problems encountered, and reviewed/approved requests for support. 3. It assessed the Planning and Effectiveness system’s functioning and improvement options. Meetings were planned and facilitated by a subcommittee comprised of Rick Lessard, Caroline Zeind, Jeanine Mount, and Staci Skiles Schaum.

Strategic Priority Teams met at least monthly; Team Leads met more frequently. Teams began the year by proposing annual goals that then were discussed with PECOM. After approval by PECOM, the Team identified initiatives directed at achieving specific goals then undertook actions to address each initiative. To facilitate this process, each Team maintained a standard report form that was updated every month. Report forms were reviewed by PECOM monthly.

## **Appendix 2. Strategic Priority Team Membership 2023-2024**

### **Strategic Priority 1: Student Success**

**Leads:** Kate Bresonis, Craig Mack, Riette Pranger

**Members:** Stacey Taylor, Richard Lessard, Jacinda Félix Haro, Joe DeMasi, Tiffanie Pierce, Laura Uerling, Vilosh Veeramani, Caroline Zeind

**Coordinator:** Joanne D'Amico

### **Strategic Priority 2: Student Experience**

**Leads:** Craig Mack, Carl Oliveri

**Members:** Steve Cina, Sara Sanford, Laura Uerling

**Coordinator:** TBN

### **Strategic Priority 3: Faculty & Staff Success**

**Leads:** Kevin Dolan, Lisa Irish, Anna Morin

**Members:** Jeanette Doyle, Edie Hamilton, Irene Murimi-Worstell

**Coordinator:** Kathleen Riche

### **Strategic Priority 4: Infrastructure & Technology**

**Leads:** Rich Kaplan, Tom Scanlon, Stacey Taylor

**Members:** Keith Bellucci, Daniel Jamous, Barbara Macaulay, Seth Wall

**Coordinator:** Jennifer Shaw

### **Strategic Priority 5: University Identity**

**Leads:** Charlie Breckling, Sue Gorman

**Members:** Joseph Ferullo, Tammy Gravel, Carol Stuckey, Eric Thompson, Pat Zeller

**Coordinator:** Diane Hamilton

### **Strategic Priority 6: Diversity, Equity, and Inclusion**

**Leads:** Riette Pranger, Clara Reynolds

**Members:** JoAnna Baker, Kevin Dolan, Ita Duron, Jacinda Félix Haro, Keri Griffin, Bridget Hendricks, Anne Joseph, Stephen Kerr, Marthe-Anne Monagle, Jason Mero, Kevin Nolan, Heidi Robertson, Bridget Sullivan, Vilosh Veeramani

**Coordinator:** Jennifer Shaw

**Strategic Priority 7: Alumni Engagement**

**Leads:** Sue Gorman, Jeanine Mount

**Member:** Pat Zeller

**Coordinator:** Sheryl Cheal

**Strategic Priority 8: External Collaboration**

**Leads:** Sue Gorman, Pat Zeller, Seth Wall, Ita Duron, Charlie Breckling

**Members:** Melissa Hawkins, Stephen Kerr, Rick Lessard, Ameer Mistry, Anna Morin, Carol Stuckey, Eric Thompson, Scott Uva, Caroline Zeind

**Coordinator:** Sheryl Cheal

**Strategic Priority 9: Compliance**

**Members:** Keith Bellucci, Kevin Dolan, Riette Pranger, Clara Reynolds, Ashley Wisneski

**Coordinator:** Lorraine Bock

**Strategic Priority 10: Program Planning & Development**

**Leads:** Barbara Macaulay, Caroline Zeind

**Members:** Rick Lessard, Charlie Breckling, Eric Thompson

**Coordinator:** Jennifer Shaw

**Strategic Priority 11: Environmental Sustainability**

**Leads:** Nicole Dettmann, Teresa Pitaro, Seth Wall

**Members:** Julia Golden, Nancy Hurwitz, Evan Maloney, Linda Martino, Rania Mekary, Lindsay Tallon, John Tummino, Erin Wentz, Dinesh Yogaratnam

**Coordinator:** Staci Skiles Schaum

**Strategic Priority 12: Accreditation**

**Lead:** Riette Pranger, Tammy Gravel

**Coordinator:** Staci Skiles Schaum