



MASSACHUSETTS COLLEGE of PHARMACY  
and HEALTH SCIENCES



ENROLLMENT MANAGEMENT PLAN

2023–2028

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# EXECUTIVE SUMMARY

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With an exceptional 200-year history, Massachusetts College of Pharmacy and Health Sciences (MCPHS) is an established global leader in health and life sciences education. MCPHS experienced dynamic growth in the twenty-first century and is poised for continued success moving forward as evidenced by the University's extensive global reach, tremendous partnerships with leading organizations, and transformative degree offerings.

The Enrollment Management Plan (EMP) was developed to guide enrollment, retention, and student success endeavors over the next five years as the University pursues progressive and innovative student recruitment and success strategies that support the needs of MCPHS students. The University is strongly committed to achieving a positive student, staff, and faculty experience while increasing student retention and other indicators of student success. Through the EMP, the University will continue to attract, enroll, support, and graduate a qualified, academically, and professionally prepared diverse student population with the following four priorities:

**Priority 1:** Strategic Enrollment Growth

**Priority 2:** Program Optimization

**Priority 3:** Diversity, Equity, and Inclusion

**Priority 4:** Student Success and Retention

# PROCESS

The Enrollment Management Committee (EMC) seeks to develop, implement and monitor an Enrollment Management Plan (EMP) that advances the academic, professional and support needs of students, faculty and staff while being collaborative in nature, inclusive in its approach, adhering to accreditation standards, and consistent with the Mission, Vision, and Strategic Priorities of the University.

MCPHS initiated a collaborative process involving administrative and academic leadership to develop this Enrollment Management Plan. The collaborative effort involved stakeholders across the University.

The Chief Enrollment Officer Eric Thompson and the Associate Provost for Institutional Research and Effectiveness Henriette Pranger co-chair the EMC consisting of the following members:

Richard Lessard, *President*

Caroline Zeind, *Vice President for Academic Affairs/Provost*

Anna Morin, *Associate Provost for Worcester and Manchester*

Keith Bellucci, *Chief Financial Officer*

Charles Breckling, *Chief Marketing and Communications Officer*

Barbara Macaulay, *Associate Provost for Academic Innovation*

Jeanine Mount, *Associate Provost for Academic and Professional Affairs*

Carol Stuckey, *Dean, School of Professional Studies*

Stacey Taylor, *Administrative Dean/University Registrar*

The EMC established its purpose and sought input across all three campuses through multiple avenues, enlisting the Office of Institutional Research and Assessment (OIRA) to administer a survey in Spring 2022 to Program Deans, Directors, faculty members of program admissions committees, and MCPHS Admissions staff. The survey assessed the roles of admissions committees, the identification of admissions criteria, the influence on decision-making, and the level of collaboration among committees.

The EMC co-chairs also interviewed Deans, Program Directors, and Associate Provosts individually to assess optimal enrollment capacity, opportunities, and challenges for MCPHS enrollment and retention, and characteristics of successful students.

The EMC reviewed the plan, as well as key campus governance groups including the Provost's Executive Team, Academic Council, and the Planning and Effectiveness Committee to ensure the development approach was collaborative, included the voices of the different constituents and embedded diversity, equity, and inclusion principles.

In addition to meeting to discuss facets of MCPHS enrollment and retention, the committee established guiding principles that support progressive and innovative student recruitment and admission, retention, and success strategies that meet the diverse needs of MCPHS students.

# GUIDING PRINCIPLES

DEVELOPMENT AND IMPLEMENTATION OF THIS PLAN WILL:

- » Be consistent with the Mission, Vision, Core Values and Strategic Priorities of the University
- » Fundamentally focus on Student Success and Support
- » Recognize the importance of strategic programmatic growth
- » Strengthen planning and evaluation of new and existing programs
- » Consider the changing landscapes in higher education and healthcare
- » Be grounded in Diversity, Equity and Inclusion
- » Recognize the impact of diverse teaching and learning modalities
- » Adhere to accreditation standards and best practices in Higher Education
- » Foster interdepartmental collaboration
- » Leverage communication across the schools and key administrative units
- » Value transparency, fairness, and honesty
- » Be driven by stakeholder feedback and data analysis

The EMP is centered on the importance of enrolling, retaining, and graduating a diverse and inclusive student population. MCPHS operates with transparency, fairness and honesty while working with prospective students to enter quality programs. The applicant's process with MCPHS is informative and respectful, with an inclusive and holistic review that embraces diversity in academic background. The University embraces global applicants with diverse international backgrounds and skills and supports undergraduate students through the pathway process into a graduate program. While dedicated to cross-departmental collaboration promoting transparency and aligning with the National Association for College Admission Counseling (NACAC) Guide to Ethical Practice in College Admission, MCPHS will work collaboratively to meet or exceed defined University enrollment goals.

# UNIVERSITY PRIORITIES

## PURPOSE, MISSION, AND VISION

As the University celebrated its Bicentennial in 2023, MCPHS's purpose continued to supply the foundation for a focus on excellence. The University's renewed mission and vision statements provide guidance for the future.

### PURPOSE

Leading with vision. Educating with passion. Serving with care.

### MISSION

Advancing health science education, scholarship, and practice grounded in collaboration and inclusion.

### VISION

Empowering our community to create a healthier, more equitable world.

## STRATEGIC PRIORITIES

Under the leadership of President Lessard, and through a multifaceted process involving students, faculty, staff, alumni, trustees, and partners, the University identified twelve strategic priorities. These priorities were then synthesized into six general themes: collaboration, inclusion, success, sustainability, planning, and support. Strategic Priority Teams tasked with defining goals and objectives were assigned to each priority. These priorities provided areas of focus for consideration during the development of the Enrollment Management Plan.

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

# OVERVIEW OF ACADEMIC PROGRAMS

With fourteen schools and over 100 programs and pathways offered across three campuses in downtown Boston, Worcester, MA, and Manchester, NH, and online, MCPHS provides exceptional opportunities for education in health and life sciences.

**TRANSFORMATIVE DEGREE OFFERINGS:** MCPHS degrees and credentials have tremendous credibility and are recognized by numerous organizations for earning power, graduation rates, and opportunity. Many fields of study offered at MCPHS are included in U.S. News & World Report's 2023 list of 100 Best Jobs or 100 Best-Paying Jobs.

**HIGH-QUALITY STUDENT EXPERIENCES:** With a 13:1 student-to-faculty ratio and 90% of full-time faculty members holding terminal degrees, students gain a high-quality education with personalized experience. Faculty and administration provide a dedicated presence and are committed to developing and encouraging students. Students experience community through over 100 clubs, organizations, and intramural sports.

**UNPARALLELED LOCATION AND ACCESS:** Many of the world's great healthcare institutions are close to MCPHS. The University's strong partnerships with top medical and research facilities provide students access to highly sought internships, clinical placements, and career and research opportunities.

**GLOBAL REACH:** MCPHS faculty and administrators have developed dynamic worldwide partnerships with healthcare institutions that provide incomparable experiences for students. Students participate in service-learning trips, student exchanges, and clinical rotations across the globe. The University's international reputation leads to students from over 90 countries enrolling every year at MCPHS.

**EXPERIENTIAL LEARNING OPPORTUNITIES:** With on-site clinics and additional centers for experiential and clinical learning, MCPHS provides immersive learning opportunities that begin preparing students for success early in their programs. These include the Balance, Movement, and Wellness Center, the Center for Drug Information and Natural Products, the Eye and Vision Center, the Forsyth Dental Hygiene Clinic, the NESAC Acupuncture Treatment Center, and the Pharmacy Outreach Program.

**#1 FOR EARNING POWER**  
—The Wall Street Journal/Times Higher Education ranked MCPHS ahead of Georgetown and Harvard in the earning power of its graduates.

**#3 RETURN ON INVESTMENT**  
—Georgetown University's Center on Education and the Workforce listed MCPHS as third in the United States for Return on Investment.<sup>1</sup>

# OVERVIEW OF ACADEMIC PROGRAMS, CONT'D

**A FOCUS ON EXCELLENCE:** MCPHS has seven centers for excellence dedicated to transforming the University's vision into action. The Center for Interprofessional Practice and Education, the Center for Health Humanities, the Center for International Studies, the Center for Life Sciences, the Center for Health and Well-Being, the Center for Research and Discovery, and the Center for Teaching and Learning have unique missions and purposes. They were designed to promote interdisciplinary innovation, enhance diversity, equity, access, and inclusion, further global engagement, and advance health and life sciences education and practice.

**AN INNOVATIVE INTERPROFESSIONAL EXPERIENCE:** Offering a wide array of on-ground and online options, MCPHS is comprised of fourteen schools that represent some of the most in-demand fields in healthcare. The schools collaborate to provide students with an interprofessional experience where they learn from health professionals in other fields. Students are immersed in this team-based delivery model to ensure patients receive the highest quality care and holistic treatment plans. The previously mentioned Center for Interprofessional Practice and Education helps guide the interprofessional experience among these schools:

- » Forsyth School of Dental Hygiene
- » New England School of Acupuncture
- » School of Arts and Sciences
- » School of Healthcare Business and Technology
- » School of Medical Imaging and Therapeutics
- » School of Nursing
- » School of Occupational Therapy
- » School of Optometry
- » School of Pharmacy – Boston
- » School of Pharmacy – Worcester/Manchester
- » School of Physical Therapy
- » School of Physician Assistant Studies – Boston
- » School of Physician Assistant Studies – Manchester/Worcester
- » School of Professional Studies

**#4 MOST TRANSFORMATIVE**  
—Money magazine ranked MCPHS fourth among 700+ U.S. universities based on metrics such as graduation rates and earnings.<sup>2</sup>

# HIGHER EDUCATION AND LABOR TRENDS

## HIGHER EDUCATION TRENDS

Higher education experienced tremendous disruption during the pandemic, and the after-effects continue to impact all aspects of industry. Additional factors influencing enrollment include a national decrease in the perception of the value of a college education, rising tuition costs combined with an increasing discount rate, a decline in the number of traditional college-age students, increased competition, and student preparedness and mental health concerns.

MCPHS stabilized its enrollment during the pandemic. While pharmacy enrollment declined nationally, the University continued to diversify and create new programs aligned with industry needs, while also investing in the development of self-paced, continuing education courses. International admissions is also a growth area for the University.

## STRONG LOCAL JOB OUTLOOK

**BY 2024** NEW LIFE SCIENCES JOBS WILL  
**40,000** BE CREATED IN MASSACHUSETTS

## LABOR TRENDS

While college enrollment is expected to decline due to a decrease in birth and high school graduation rates, the labor market indicates expansive growth for many of the fields offered by MCPHS<sup>3</sup>. From 2021 to 2031, employment in healthcare occupations is expected to increase 13%, resulting in approximately two million new jobs over the ten-year period.<sup>4</sup> Between new positions and the replacement of employees who permanently leave their roles, about 1.9 million openings are expected annually throughout the decade. The median wage for these occupations is significantly higher than the median annual wage for all occupations.

<sup>1</sup> College Scorecard. (2022). *Georgetown University's Center on Education and the Workforce*.

<sup>2</sup> Most transformative colleges. (2020, August 25). *Money*.

<sup>3</sup> National Center for Education Statistics. (2019). Public high school graduates, by region, state, and jurisdiction. *Digest of Education Statistics*. U.S. Department of Education, Institute of Education Sciences.

<sup>4</sup> U.S. Bureau of Labor Statistics. (2022, September 8). *Occupational Outlook Handbook*.

# PLAN PRIORITIES AND GOALS

The priorities and goals outlined in the EMP were selected to align with the University's purpose, mission, vision, and strategic priorities and to combine innovative approaches with the process of building on the University's strong heritage. MCPHS will continue to strengthen its distinctive identity as a leading global educator in health and life sciences education.

MCPHS's focus continues to be on recruiting, enrolling, and supporting students for the purpose of building a strong body of students and alumni who are well-prepared for meaningful careers, able to achieve their professional goals, and who fulfill market needs in ever-evolving industries. The following four priorities and related goals are intended to be evaluated annually and updated as needed.

## Priority 1: STRATEGIC ENROLLMENT GROWTH

MCPHS has experienced tremendous growth through additional locations and new schools and degrees. In the years from 2008 to 2020, total enrollment grew from 4,000 students to over 7,000 students. Enrollment remains strong as MCPHS is well positioned in the evolving healthcare and life sciences educational market even as competition from additional programs added at regional and national competitor's increases. The University's extensive experience in health sciences education, coupled with the potential for new program development and facilities expansion, provide a solid foundation for continued strategic growth. MCPHS has a global reach, connected with organizations around the world. The University's ability to consistently deliver a strong return on investment reflects the value an MCPHS degree provides students.

SEVERAL IMPORTANT INITIATIVES ARE UNDERWAY THAT WILL POSITIVELY IMPACT FUTURE ENROLLMENT, INCLUDING:

- » New program offerings in the areas of Life Sciences and Health Data and Analytics.
- » Expansion of the Career Development Center to offer additional formalized programs including internship opportunities for students.
- » Planned geographic recruitment market expansion both domestically and internationally.
- » Continued expansion of the School of Professional Studies with non-degree seeking enrollment and executive education partners.

University recruitment and admission efforts consist of four dedicated recruitment teams of qualified and experienced staff, representing programmatic offerings across all three physical campuses and online programs. Enrollment Services provides data, technical and process support for all applicants and recruitment units. Enrollment Marketing, in collaboration with the University's Central Marketing Office, leads all marketing efforts targeting recruitment and enrollment of new students.

The Enrollment Management Committee and the Digital Marketing Committee are two planning and oversight groups closely connected to the enrollment effort. These groups track key performance indicators, reviewing new and existing strategies and future planning. The Enrollment Management Committee will continue to collaborate with Academic Deans and Directors, the Office of the Provost, the Strategic Priority Teams, and OIRA to achieve enrollment growth.

### GOALS

1. Expand geographic recruitment territories in the United States to diversify MCPHS domestic presence.
2. Grow campus visit opportunities in both volume and visit type to engage more prospective applicants.
3. Increase international student enrollment aligned with initiatives of the Center for International Studies.
4. Deploy strategic digital marketing initiatives to identify and capitalize on opportunities for graduate and online programs.
5. Use data from sources such as the Customer Relations Management System and other data analytics to predict and identify students who need extra support to succeed.
6. Use data to target potential new student populations most likely to succeed.

## Priority 2: PROGRAM OPTIMIZATION

A key part of the University's enrollment success has been the work focused on ensuring the quality of academic programs, the professional outcomes for students, and aligning programs and outcomes with market demand for both prospective students and prospective employers of MCPHS graduates. The University has capitalized on the evolving market by launching new programs while maintaining the strength of current programs. Indicators continue to show this is a strength of the University and its programs as highlighted by impressive graduate salary data gathered as part of the [www.collegescorecard.ed.gov](http://www.collegescorecard.ed.gov) website which shows MCPHS graduates have a median annual salary of \$124,126 ten years after initially enrolling at the University. Additionally, MCPHS is ranked by 24/7 Wall Street as one of the top 20 colleges in America for upward mobility of its students (<https://247wallst.com/special-report/2023/12/05/colleges-with-the-most-upward-mobility/>).

Integral to this work is the Program Planning and Development Team (PPDT). The PPDT is comprised of University leadership and meets weekly. During the Fall 2023 semester, this group worked with academic departments to launch eight new degree programs. Additionally, this group has ongoing planning structures in place to evaluate existing programs for outcomes and marketability.

This plan priority includes collaborative work with the Enrollment Management Committee and the PPDT to continue this approach to programmatic optimization to meet enrollment goals.

### GOALS

1. Evaluate new opportunities for academic and corporate partnerships that lead to new program development or new enrollment student pipelines.
2. Leverage the work of the Center for Life Sciences along with key local partnerships in the life sciences field to identify opportunities for new program development.
3. Partner with the OIRA to maximize survey information and data gathered from graduates on career and salary outcomes, retention, and overall satisfaction to support program development.
4. Work with the School of Healthcare Business and Technology and the School of Arts and Sciences for recommendations for additional new programs in the areas of biotechnology and healthcare data and technology.
5. Work with the Schools of Pharmacy to ensure their degree programs align with industry and workforce needs.
6. Continue to collaborate with the Academic Deans and Directors and the Career Development Center to understand the employment market and to identify skills needed for program development and optimization.

## Priority 3: DIVERSITY, EQUITY, AND INCLUSION

MCPHS is dedicated to prioritizing diversity, ensuring equity, and pursuing inclusivity (DEI). The University has established a commitment to creating a more equitable society in these areas:

**DIVERSITY:** We are committed to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socioeconomic status, language, culture, national origin, religious commitments, age, and (dis)ability status.

**EQUITY:** We are committed to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity and access for all people so that all members of the MCPHS community are treated justly.

**INCLUSION:** We are committed to pursuing deliberate efforts to ensure that MCPHS is a place where different perspectives are welcomed and respectfully heard. The goal is to ensure that every individual feels a sense of belonging and inclusion and is treated with dignity and respect.

With students enrolling at MCPHS from over 90 countries, the University is recognized as a global leader in healthcare and life sciences education. Twenty years ago, the percentage of international students at MCPHS was less than one percent; through strategic initiatives, this population has expanded to 15% (938 students) of total students at MCPHS as of Fall 2023.

MCPHS has been successful in recruiting and enrolling a racially and ethnically diverse population. Over the past five years, the under-represented student population has ranged from 38-41% of overall enrollment.

The MCPHS recruitment and enrollment processes support DEI efforts in multiple ways, including providing one-on-one coaching during the admission process, offering support for reviewing and revising rating rubrics, and delivering workshops on areas such as the holistic admissions process and best practices for admissions interviews to support school or program admissions committees. The University is committed to holistic admissions and an equitable admissions process.

### GOALS

1. Align admissions processes with the University's strategic priority related to diversity, equity and inclusion.
2. Engage in holistic recruitment, admissions and applicant review initiatives aligned with the University's retention, graduation and career goals.
3. Implement a financial aid strategy that is aligned with the University's DEI goals.
4. Ensure an equitable experience for applicants and enrolled students.
5. Remain committed to increased access for college-ready students.
6. Leverage Financial Aid Optimization plan to provide financial assistance to students that will make the MCPHS education accessible.



## Priority 4: STUDENT SUCCESS AND RETENTION

MCPHS has strong retention, graduation and employment rates. These results come from the University's efforts to understand student data (e.g., satisfaction, challenges) and respond with related and needed programming and support. MCPHS also uses data to understand what students have learned from co-curricular and academic experiences and applies that information to guide continuous improvement efforts. Working together, these programs and processes enable the faculty and staff to provide students with the tools they need to succeed in their academic programs and that they can ultimately use to enhance their professional careers.

BELOW HIGHLIGHTS SOME OF THE WAYS THAT THE UNIVERSITY IS ADVANCING STUDENT SUCCESS:

**STUDENT RETENTION TASKFORCE:** A University-wide taskforce was created to monitor key student success indicators and to implement initiatives designed to increase positive student outcomes.

**STUDENT SUCCESS TEAM:** A Student Success Team was formed to monitor and continuously improve the University's robust student support system. The Team reviews existing resources and student data to make recommendations for ongoing quality improvement. It has developed multiple initiatives to address retention and meets regularly to monitor progress.

**STUDENT SUCCESS PLAN:** MCPHS has a comprehensive student success plan that focuses on supporting students from their first inquiry and acceptance to their graduation and alumni networking. MCPHS defines student success as:

- » Students are successful when they accomplish their academic, personal, and professional goals through the development of knowledge and skills, a sense of responsibility and compassion, and a connection to the University and the broader community.

The Student Success Plan provides additional details on student success, retention, graduation rates, and career outcomes.

**STUDENT SUPPORT SERVICES:** MCPHS provides a robust student orientation program that helps orient new students to campus life and their academic majors, as well as a wide array of services to support the diverse learning needs of students. Below is a listing of key academic support services available to a student throughout their academic career.

Academic Coaches	Freshmen Seminar: <i>Introduction to the Major for Freshman</i>
Academic Progress	Library and Learning Services
Alumni Services	Math and Physics Center
Career Services	Office of Student Accommodations and Access
Center for Academic Success and Enrichment (CASE)	Professional Clubs and Organizations
Center for International Studies	Remediation Sessions
Counseling/Wellness programming	Residential Life Programming
English Language Resource Center	Supplemental Instruction
Faculty Mentors	Tutoring
Fitness Center	Writing Center

### CONT'D

**STUDENT EXPERIENCE:** MCPHS has a vibrant, diverse community and encourages students to study abroad. Professional clubs and honor societies, internships, and clinical rotations also enrich the student experience. In addition, while each of the University's previously mentioned Centers for Excellence have different missions, they have a shared purpose in supporting student success. The Centers organize initiatives and events that bring together students, faculty, scholars, and thought leaders to share their experiences and promote the advancement of health and life sciences.

**CUSTOMER RELATIONS MANAGEMENT SYSTEM:** MCPHS utilizes a student-centered Customer Relations Management System (CRM), referred to as the Student Success Hub (SSH), to deliver support to students in a holistic and equitable manner. This SSH provides a cohesive approach to the University's robust level of student services, streamlines communication, and promotes collaboration across areas of the University.

The focus of the SSH system includes general advising, supporting, and referring students to help students stay on track with their academic goals and outreach for support. This system makes it possible for faculty and staff to provide appropriate and supportive interventions, and ongoing student engagement.

**FIRST-GENERATION UNDERGRADUATE STUDENT SUPPORT:** The University's first-generation undergraduate student population (approximately 23%) is supported by a student run organization with Center for Academic Success and Enrichment staff, an advisor who participates in faculty development, and a recently added First-generation Honor Society, Zeta Ki. This society recognizes the accomplishments of first-generation students, serves as a way for students to meet other first-generation members of the MCPHS community, and connects students with staff/faculty who serve as mentors.

**CAREER DEVELOPMENT CENTER:** With offices on the Boston, Manchester, and Worcester campuses, MCPHS Career Development Center (CDC) prepares students and alumni for career success by providing resources and tools that advance their academic and professional pursuits. Covering everything from career and major exploration, to resume building and interviewing, and the opportunity for hands-on professional experiences through internship opportunities, the CDC supports personal goal development and the career success of students.

## GOALS

1. Align the Enrollment Management Plan with the University Student Success Plan to support success structures and resources for increased retention, persistence, on-time graduation, and student career outcomes.
2. Improve retention and satisfactory student progress to degree completion.
3. Use data-driven practices to strengthen student engagement and positive student outcomes.
4. Commit to the success of students by implementing initiatives with the student success team, Office of the Provost, and academic leadership.
5. Fully implement the CRM into the student support system to improve communication and positive student outcomes such as retention.

# RESOURCE DEVELOPMENT

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The goals, objectives, and strategies identified in this plan are crucial to the continued success and growth of MCPHS. To address the identified priorities and achieve the stated goals of the plan, MCPHS will need to invest in designated strategies and regularly evaluate their effectiveness while continuing to expand its domestic and global reach.

Several areas of financial investment were identified throughout this plan. The University is committed to a continued evaluation of resource needs in recruitment and admission to ensure roles and responsibilities are aligned with current best practice and the evolving needs regionally, nationally and globally. Optimizing financial aid is also a priority, and working with a financial aid optimization partner will help us utilize funds effectively. Ongoing marketing investments in all channels will contribute to expanding the University's domestic geographic reach and continued enrollment success internationally.

Two other areas for financial investment include updating and expanding facilities consistent with the changing needs of healthcare education while also continuing to deploy new technologies and data-driven practices consistent with curriculum delivery and job skill needs.

In addition to financial resources, an investment of time and resources from the university community is essential to achieving the outlined enrollment goals. Increasing international student support through efficient processing of I-20s, ESL programming, cultural training, facilities, and advising is crucial to supporting growth in the University's international student population. Allocating resources to new student onboarding, including early advising and registration of students, is critical for melt reduction and initial and ongoing student success.

Strategic program evaluation and expansion, including marketing funds, are also essential. Offering resources commensurate with industry aligned programs that are in high demand and lead to successful employment outcomes is central to many institutional goals. The University's international partners have provided feedback that STEM-designated programs are in high demand for international students and there is commitment to reviewing and growing the school's number of STEM designated degrees. Continued dedicated efforts to expand articulation agreements domestically and internationally are also important. The University is committed to an ongoing, collaborative review process to identify and provide the requisite resources needed to achieve its strategic goals.

# CLOSING

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The Enrollment Management Plan is an evolving document that is being reviewed and updated annually. The Enrollment Management Committee will monitor progress made on the priorities and goals and is committed to continuing to use a collaborative evaluation process in conjunction with other relevant stakeholder groups.

This document demonstrates the University's commitment to student success and is a foundational component of its vision for the future. MCPHS will continue to strengthen its competitive advantage due to our legacy as a leader in health and life science education, while retaining a diverse student body, and a commitment to offering "best-of-class" programs aligned with contemporary industry needs.



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