

MASSACHUSETTS COLLEGE *of* PHARMACY
and HEALTH SCIENCES

Planning and Effectiveness Committee

2022 Annual Report of Progress on Strategic Priorities

June 21, 2022

I. Organization of Planning and Effectiveness System

University Priorities

Recent years have brought many challenges and many changes to Massachusetts College Of Pharmacy and Health Sciences (the University). Recognizing their significance and 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 were identified through the University's 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

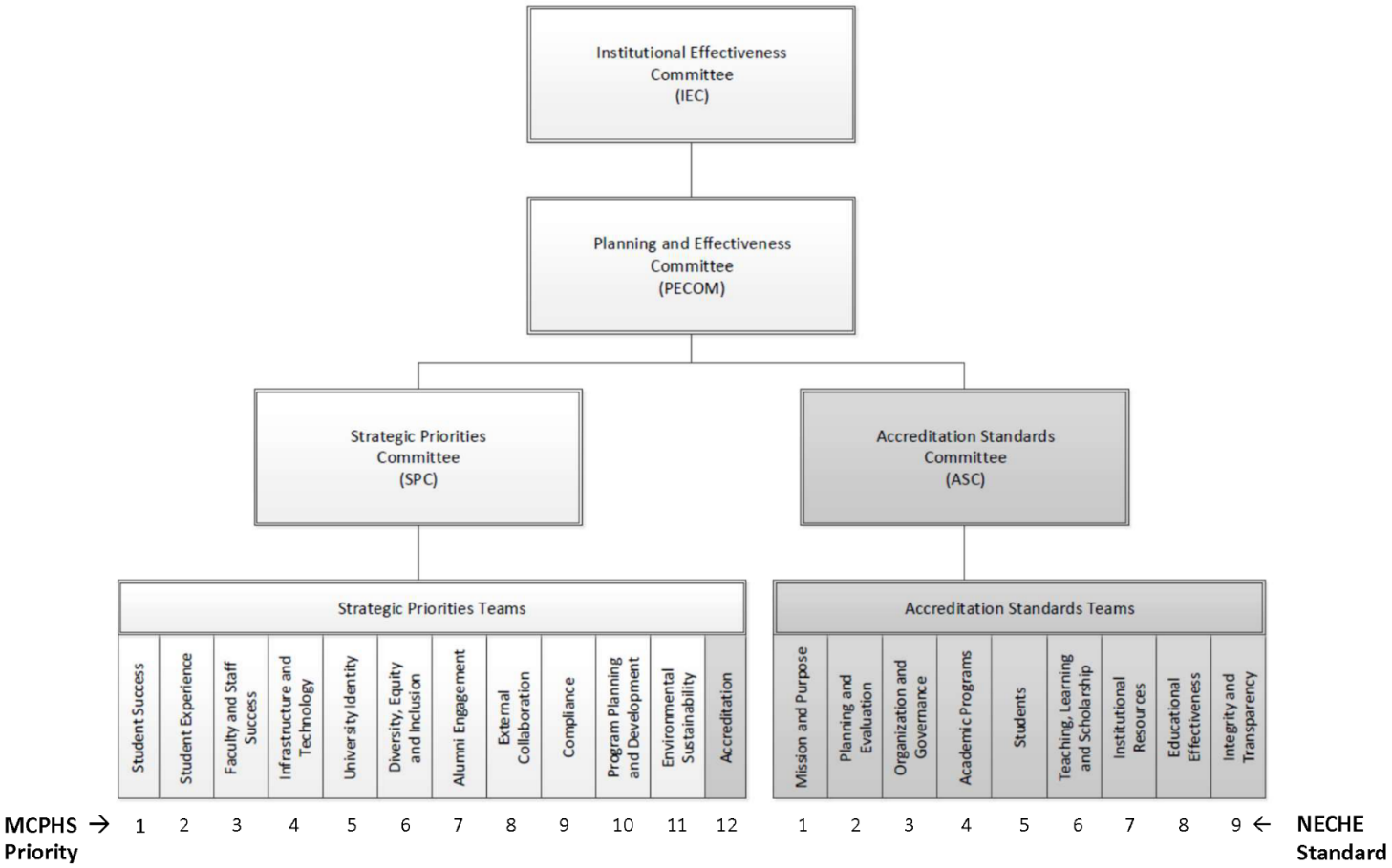
Addressing these priorities successfully rests upon establishing an organization and a set of activities that are collaborative, synergistic, promote continuous improvement, ensure accountability, and bring expertise and energy. Careful reflection about how best to accomplish this led to development of the University's current Planning and Effectiveness system. This is presented in Figure 1.

The Planning and Effectiveness Committee (PECOM) plays the central coordinative role in this system. Its purpose is to serve 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. With membership comprised of University Leadership, PECOM provides coherence and direction to the broad Planning and Effectiveness effort. It reports to the Institutional Effectiveness Committee (IEC), which promotes communication and assures accountability to diverse stakeholders in the University community.

The 12 Strategic Priority Teams are foundational to the Planning and Effectiveness system, with each Team addressing a specific priority. Through internal exchanges and discussion with PECOM, Team members crystalized their Team's long-term purpose and identified a series of current goals for fulfilling its purpose. Each Team includes Team Lead(s), Team Members, and an administrative Coordinator. Part III of this Report presents information from each Strategic Priority Team, including its membership, its purpose, and its goals for AY 2021-2022.[1]

[1] Figure 1 also shows the Accreditation Standards Committee (ASC). This group plays an important role in relation to 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: Planning and Effectiveness Organizational Structure



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 commitment of the University: to advance institutional effectiveness and to engage the broad University community in this process.

System Activities

The University's commitment to Planning and Effectiveness is reflected in the regular, rigorous, and thoughtful processes used. AY 2012-22 was the first full year that the Planning and Effectiveness system operated in this configuration.

PECOM carried out its responsibilities through three mechanisms. First, through documents and individual meetings, it provided guidance to each the Strategic Priority Team to use to establish it Purpose, Goals and Objectives (PGOs) and to track initiatives and actions that it undertook. Second, PECOM reviewed the progress and provided feedback to each Team at

least six times during the year, assisted with addressing any problems encountered by the Team, and reviewed/approved Team requests for support. Finally, PECOM regularly discussed how the Planning and Effectiveness system was evolving and how it could be improved. PECOM met every two weeks throughout the year. PECOM 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. Each Team began by establishing its purpose, goals, and objectives (PGOs). As discussion of PGOs took shape, these were discussed with PECOM. After PECOM approval of its PGOs, the Team began implementation by identifying initiatives to accomplish specific objectives and then undertaking action steps to address each initiative. To facilitate this process, all Teams used a standard control document (an Excel file) to maintain records of their activities. This enabled regular review by PECOM.

II. Summary of Progress in AY 2021-2022

Major accomplishments reported by each Strategic Priority Team are presented in the Section III. In addition to identifying major accomplishments, each report presents the Team's membership, purpose, and goals.

The 12 Team reports include numerous accomplishments that relate to an individual Team's unique focus. Review of these reports also reveals several cross-cutting themes. These themes reflect broad-based learning that has been promoted by the planning and effectiveness system that the University has implemented. Themes and Team accomplishments that illustrate each are as follows.

1. University goals and definitions of "success" were clarified.
   This was foundational to the work of <u>all</u> Strategic Priority Teams.

2. Use of metrics and analytics was expanded and made more systematic.
   - Team 1: Student Success
     Developed student at-risk calculations and persistence dashboards
   - Team 2: Student Experience
     Identified service quality indicators from Noel-Levitz survey
   - Team 3: Faculty and Staff Success
     Conducted Employee Satisfaction survey; identified employee promotion/ advancement measures and separation codes
   - Team 10: Program Planning and Development
     Conducted program reviews using quantitative and qualitative indicators
   - Team 12: Accreditation
     Worksheets with evidence of accreditation compliance regularly completed

3. University plans and planning were strengthened.
    - Team 3: Faculty and Staff Success
      Faculty and Staff Success plan was drafted.
    - Team 4: Infrastructure and Technology
      Infrastructure & Technology plan was developed. Space plans for Boston and Worcester/Manchester were revised and combined. Technology and Academic Technology plans were revised and combined.
    - Team 8: External Collaboration
      External Collaboration plan was developed.

4. Technology use and needs were analyzed and are being addressed in a collaborative manner.
    - Team 1: Student Success
      Purchase of CRM was approved and decision made regarding vendor.
    - Team 4: Infrastructure and Technology
      Interviews are underway to gather information from all working groups and supporting committees regarding academic and administrative technology.
    - Team 8: External Collaboration
      Process was established for sharing data regarding employers, alumni, and affiliates.

5. Expertise needed to address goals was acquired.
    - Team 5: University Identity
      Consultants were engaged for awareness and sentiment study. Consultants were engaged to assist with revision of University Purpose, Mission, and Vision statements.
    - Team 6: Diversity, Equity, and Inclusion
      Inaugural Chief Inclusion Officer was hired.
    - Team 7: Alumni Engagement
      Director of Advancement Operations and Associate Director of Information Management were hired.
    - Team 9: Compliance
      Consultant was engaged to review compliance and governance structure.
    - Team 11: Environmental Sustainability
      Consultant was engaged to assist in collection of data regarding resource consumption.

In general, progress made by the Strategic Priority Teams focuses on clarifying their roles and goals, defining measures and establishing baselines, and developing plans. Only several Teams successfully implemented change- or improvement-oriented initiatives. This was not unexpected, however, given that this was the first year of operation of the University's Planning and Effectiveness system. With foundation work completed in the inaugural year, focus in the coming year is expected to move to implementation of improvement efforts.

PECOM Conclusion: Based on review of the Records of Accomplishment of the Strategic Priority Teams, the Planning and Effectiveness Committee concludes that the Teams made satisfactory progress toward their goals in AY 2021-2022.

III. Record of Major Accomplishments

Strategic Priority 1:
Student Success

Team Members	
Leads:	Craig Mack, Riette Pranger, Kate Bresonis
Members:	Tom Scanlon, Keith Bellucci, Stacey Taylor, Barbara Macaulay, Richard Lessard, Jacinda Félix Haro, Ashley Jones, Joe DeMasi, Tiffanie Pierce, Laura Uerling, Caroline Zeind, Eric Thompson, Benita Wolff
Coordinator:	Joanne D'Amico
Purpose	
The purpose of this committee is to define student success, establish student success indicators, and design initiatives to positively impact student retention and success.	
Goals	
1: Define student success at MCPHS by September 2021	
2: Establish key indicators of student success and design initiatives that positively impact them	
Major Accomplishments	
• Approved University definition of Student Success	
• Office of Institutional Research and Assessment (OIRA) and the Center for Academic Success and Enrichment (CASE) developed at-risk calculations	
• Developed persistence dashboard by program and school	
• CRM purchase approved and completed CRM discovery phase	
• Identified top 5 programs with low retention rates (i.e., high impact programs)	
• Approved updated Blackboard gradebook policy	

Strategic Priority 2:
Student Experience

Team Members
Leads: Carl Oliveri, Linda Brown, Craig Mack **Members**: Seth Wall, Eric Thompson, Steve Cina, Sara Sanford **Coordinator**: Kristе O'Brien
Purpose
The purpose of this Committee is to identify, encourage, and monitor experiences, programs and services that contribute to a positive MCPHS student experience
Goals
1: Define the components of a good student experience
2: Define what quality service for students at MCPHS is
Major Accomplishments
• Finalized a Student Experience definition
• Drafted definition of Quality Service – to be finalized in June
• Identified indicators of quality service from Noel-Levitz and University surveys to guide future research.

Strategic Priority 3:
Faculty & Staff Success

Team Members	
Leads:	Kevin Dolan, Lisa Irish
Members:	Delia Anderson, Shanti Freundlich, Cheryl Babin, Irene Murimi-Worstell, Jeanette Doyle, Benita Wolff
Coordinator:	Kathleen Riche

Purpose
Successful faculty and staff are essential to MCPHS's commitment to being an innovator in health and professional education. Faculty and Staff are successful when they are engaged in their work, realize a sense of accomplishment, and make meaningful contributions. The University fosters their success by providing opportunities for them to grow and expand their skills in a supportive and collaborative workplace that fosters respect, inclusion, wellness, and the ability to achieve individualized goals.

Goals
1: Defined Faculty and Staff Success
2: Establish key indicators of Faculty & Staff Success; develop initiatives that positively impact them
3: Develop Faculty and Staff Success Plan
4: Develop ongoing approach to monitoring the plan

Major Accomplishments
• Approved University definition of Faculty and Staff success
• Developed and launched Employee satisfaction survey
• Identified promotions & advancement measures for staff, and refining measures for faculty
• Identified data codes to determine why employees move on from the University (turnover)
• Developed first draft of a plan document for faculty and staff success
• Identified the importance of tying all initiatives back to the definition of faculty and staff success, which will dictate the approach to monitoring the plan.

Strategic Priority 4:
Infrastructure & Technology

Team Members
Leads: Rich Kaplan, Stacey Taylor, Tom Scanlon **Members**: Keith Bellucci, Daniel Jamous, Barbara Macaulay, Seth Wall **Coordinator**: Jennifer Shaw
Purpose
The Infrastructure and Technology Team assesses, coordinates, and makes recommendations for infrastructure and technology initiatives to support the needs of the MCPHS community.
Goals
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.
Major Accomplishments
• Developed new Infrastructure & Technology plan which was submitted to the Provost's Office and included in the NECHE 5-year report
• Revised and combined Boston and Worcester/Manchester Space Plans
• Revised and combined Technology and Academic Technology Plans
• Developed plan, interview strategy and survey instrument and arranged meetings with all working groups and supporting committees.
• Obtained approval to revise the overarching purpose of SP4.

Strategic Priority 5:
University Identity

Team Members
Leads: Charlie Breckling, Sue Gorman **Members**: Tammy Gravel, Eric Thompson, Joseph Ferullo, Pat Zeller, Carol Stuckey **Coordinator**: Cole Langlois
Purpose
The purpose of the University Identity Team is to understand the brand identity and awareness of Massachusetts College of Pharmacy and Health Sciences in the marketplace, help to define and prioritize our aspirations for what we want to be recognized for, and to communicate, perpetuate, and elevate those ambitions.
Goals
1: Unify branding by choosing one University naming convention, either Massachusetts College of Pharmacy and Health Science or MCPHS University.
2: Achieve a baseline understanding of the University identity, awareness, and sentiment in the market.
3: Commit to, invest in, and implement a University brand identity plan that addresses the findings of awareness and sentiment research.
4: Explore marketing opportunities and strategies that capitalize on MCPHS's Bicentennial.
5: Present revised Purpose, Mission, and Vision Statements to support a unified direction and future of the University.
Major Accomplishments
• Made recommendation to senior leadership on which naming convention to use.
• Rebranding of University Name, Seal, and Logo
• Proposed exploration of MCPHS awareness and sentiment research to senior leadership.
• Began collaboration with Solarus to define survey attributes and finalize proposal so that work can begin on initial research around the awareness survey
• Engaged with consultants, made recommendation/edits for Purpose, Mission, and Vision Statements and presented revisions to PECOM.

Strategic Priority 6:
Diversity, Equity, and Inclusion

Team Members	
Leads:	Riette Pranger, Benita Wolff
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

Purpose
The Diversity, Equity, and Inclusion Team aims to intentionally create a vibrantly diverse campus where students, faculty, staff, and other members of our community feel connected, respected, accepted, and valued, and to support efforts to challenge existing biases and disparities that serve as barriers to success for both historically excluded and contemporary diverse populations.

Goals
1: Work with the MCPHS Community to improve how we support and embrace Diversity, Equity, and Inclusion at MCPHS.
2: Develop cultural competence and responsiveness, as a University, to maximize our effective-ness in engagements with students, faculty, staff, and other stakeholders' experiences, and needs.
3: Create internal learning opportunities to deepen and develop student, faculty, and staff understanding of inclusivity and social justice issues.
4: In collaboration with academic and administrative leaders, gather input from University stakeholders and formulate recommendations for the modification and/or elimination of policies and practices that negatively impact diversity, inclusivity, and equity efforts.
5: Identify opportunities for the University to engage with its broader communities to promote equity, social justice, and inclusion.
6: Recommend ways to expand efforts to recruit & retain more diverse workforce & student body.

Major Accomplishments
• Hired inaugural Chief Inclusion Officer, named new team co-chairs, and expanded the committee membership
• Launched a DEI Website
• Adopted and celebrated Juneteenth and Indigenous People’s Day as University holidays
• Implemented personal pronouns in email and video conferencing tools
• Delivered unconscious bias training for the University community (Fall 2021) and supported the Coalition of Occupational Therapy Advocates for Diversity student-sponsored implicit bias training (Spring 2022)

Strategic Priority 7:
Alumni Engagement

Team Members
Leads: Sue Gorman, Jeanine Mount **Members**: Pat Zeller, Scott Uva **Coordinator**: Sheryl Cheal
Purpose
The purpose of the Alumni Engagement Team is to understand, make recommendations, and advocate for the goals and objectives approved by the University for attracting, connecting, affecting, and influencing alumni of MCPHS University.
Goals
1: Support & continually assess University Advancement Plan (2021-2025) goals for Alumni Engagement
2: Assess Alumni Engagement overall to discover opportunities to improve and become more effective.
Major Accomplishments
• A Director of Advancement Operations was hired in January 2022. The new director is exploring the NXT/Raiser's Edge database software to track ways in which alumni are involved and how we can track this data.
• An Associate Director of Information Management, seasoned and experienced in NXT/Raiser's Edge database software, was hired and started on 4/21/2022.
• The Development Guild (DG) has been selected to recruit a Director of Alumni Engagement.
• Alumni Newsletters relaunched in February 2022. The 2/1/2022 Newsletter had a 49% open rate (21,048 recipients) and the 4/4/2022 Newsletter had a 43% open rate (20,630 recipients).

Strategic Priority 8:
External Collaboration

Team Members
Leads: Sue Gorman, Pat Zeller, Seth Wall, Ita Duron, Charlie Breckling **Members**: Kevin Dolan, Melissa Hawkins, Stephen Kerr, Rick Lessard, Amee Mistry, Anna Morin, Carol Stuckey, Eric Thompson, Scott Uva, Caroline Zeind **Coordinator**: Sheryl Cheal
Purpose
The purpose of the External Collaboration Team is to ensure that MCPHS fosters external collaborations that drive innovation and success by connecting with local or international: alumni, educational affiliates, employers, communities, and government entities to leverage talent and resources in order to address current and emerging real world opportunities.
Goals
1: Understand our collaborative relationships, why we need them and how we can strengthen them.
2: Establish key indicators for measuring these collaborations and develop initiatives that positively impact them.
3: Develop an External Engagement Plan.
4: Develop an on-going approach to monitoring the Plan.
Major Accomplishments
• Identified key MCPHS stakeholders and developed process for internal faculty/staff to be informed of and put in contact with employer, alumni, and affiliate contacts, as deemed appropriate.
• Completed Exploratory Sessions with Deans of three Schools: Professional Studies, Healthcare Business and Pharmacy-Boston. Identified needs of each Dean and provides appropriate follow-up.
• Facilitated collaborations, inc. educational partnerships and employment pipeline opportunities, for the schools of Medical Imaging & Therapeutics (MaineHealth), Nursing (CareOne), Professional Studies (Alnylam, Sanofi, Lahey Performance Network, Devoted Health, Sunovian, Takeda)
• The External Collaboration Plan (2021-2024) was completed and accepted by PECOM

Strategic Priority 9:
Compliance

Team Members
Leads: Keith Bellucci, Riette Pranger, Mary Tanona **Coordinator:** Lorraine Block
Purpose
To review operations and activities to determine compliance with applicable laws and MCPHS policies and to report findings regularly to the President and Compliance Committee of the University's Board of Trustees.
Goals
1: Develop and implement a University compliance program.
2: Establish the University's compliance governance structure.
3: Establish and facilitate effective lines of communication regarding compliance concerns and risks.
4: Periodically conduct reviews of internal departmental compliance controls and overall effectiveness of the University's compliance program, assist with the development of corrective action plans.
5: Establish a risk assessment process and mitigation of vulnerability to adverse events.
6: 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.
Major Accomplishments
• Created interview protocol
• Established governance structure
• Conducted 7 interviews
• Created MCPHS Compliance Matrix
• Hired independent consultant (Robert Roach from Guidepost Solutions)

Strategic Priority 10:
Program Planning & Development

Team Members
Leads: Barbara Macaulay, Caroline Zeind **Members**: Rick Lessard, Charlie Breckling, Eric Thompson, Kyle Harper **Coordinator**: Jennifer Shaw
Purpose
The purpose of this committee is to evaluate the university's existing programs relative to their competitive strength, their position in the marketplace, and their alignment with the overall mission of the university. In addition, this committee explores opportunities for new programs and initiatives.
Goals
1: Analyze existing programs, based on quantitative and 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
3: Explore and review opportunities for new programs and initiatives
Major Accomplishments
• Conducted ongoing review of programs that consists of examination of program data, trends in the field of study, competitive analysis, and development of action items
• Worked with Deans/Directors on new program development and/or program revision; resulted in several initiatives moving on to Academic Council; also explored development of new initiatives with them
• Programs approved included: o BS in Respiratory Therapy Degree Completion program (SMIT) o MS in Radiologic & Imaging Sciences (SMIT) o AS to MS in Radiologic & Imaging Sciences (SMIT) o Clinical Pharmacology Concentration (School of Pharmacy-W/M) o MS in Health Informatics (School of Healthcare Business) o Revision of NESA doctoral program
• Areas of potential program exploration included: life sciences, bioinformatics, data science, information management, premed, degree completion initiatives, biotech career entry, practice-based doctorates, healthcare technician roles, emergency medicine, pain management
• Initiatives that are under development are the Center for Life Sciences, collaboration with MassBio, and degree completion initiatives

Strategic Priority 11:
Environmental Sustainability

Team Members	
Leads:	Nicole Dettmann, Seth Wall
Members:	Julia Golden, Nancy Hurwitz, Rania Mekary, John Tummino, Erin Wentz, Evan Maloney, Dinesh Yogaratnam, Theresa Pitaro
Coordinator:	Staci Skiles Schaum

Purpose
To develop a roadmap that allows MCPHS Community to operate in a healthier and environmentally sustainable manner.

Goals
1: Establish key indicators of Environmental Sustainability and develop initiatives that positively impact them
2: Make Environmental Sustainability a Priority of the University
3: Develop Environmental Sustainability Plan
4: Develop ongoing approach to monitoring the plan

Major Accomplishments
• Engaged a consultant to assist in collection of baseline data and establish Key Performance Indicators (KPIs).
• Created a purpose statement and guiding principles for use as a framework for the overall Strategic Priority Plan.

Strategic Priority 12:
Accreditation

Team Members
Lead: Riette Pranger **Coordinator:** Staci Skiles Schaum
Purpose
To help the University stay in compliance with NECHE standards
Goals
1: Obtain actionable information about achievement of, and ongoing improvement opportunities related to, the nine NECHE standards twice a year (i.e., May and November)
2: Ensure University compliance to all NECHE standards on annual basis, by December every year
3: Use technology to streamline the process
4: Evaluate and improve the data collection process on an annual basis, each spring
5: Use the ASC records to begin evidence collection required for the 2026 self-study
Major Accomplishments
• First Accreditation Standards Committee (ASC) meeting was held. ASC members completed worksheets identifying areas of compliance and potential areas of improvement for each of the nine NECHE standards
• During the third meeting, a representative from NECHE presented an overview of the nine standards to the committee. Team leaders updated their worksheets adding additional areas for possible improvement. These worksheets were used to write the Interim Five-Year Report.
• Completed 10% of the action items identified in annual review of NECHE Standards compliance
• Interim Five-Year Report submitted to NECHE. It described how the University is in compliance with each standard. The report was approved with no additional actions or reporting required.
• Using a new worksheet focused on evidence.