

MASSACHUSETTS COLLEGE *of* PHARMACY
and HEALTH SCIENCES

Planning and Effectiveness

2023 Annual Report of Progress on Strategic Priorities

June 27, 2023

Introduction

We are pleased to share this report on progress made toward MCPHS University's Strategic Priorities in the 2022-2023 academic year. This was the second full year of operation of the University's Planning and Effectiveness System, and this report reflects the System's continued evolution and growth. Appendix 1 provides an overview of the Planning and Effectiveness System.

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

Goal-setting at MCPHS follows an annual cycle. Thus, at the close of the 2021-2022 year, each Strategic Priority Team reflected on its progress and proposed its goals for the 2022-2023 year. The Planning and Effectiveness Committee (PECOM) reviewed the proposed goals of all Teams to assure their timeliness and alignment. Each Strategic Priority Team's Goals for 2022-2023 are presented in this report; Team membership appears in Appendix 2.

Team activities are documented throughout the year using a standard monthly report form. At the close of 2022-2023, each Team reflected on its goals, activities, and accomplishments during the year and identified its 2 or 3 most notable accomplishments. These are presented in this report as Key Accomplishments.

Assessment by the Planning and Effectiveness Committee (PECOM)

The Planning and Effectiveness Committee has reviewed this summary report and Strategic Priority Teams' monthly reports. PECOM's assessment is that all Teams have made satisfactory progress toward their 2022-2023 goals. Further, PECOM commends the Teams for their accomplishments and Team members for their outstanding commitment throughout the year.

1. Student Success

Goals for 2022-2023

1. Use key indicators to track success
2. Design initiatives that positively impact student success
3. Implement the Student Success Hub
4. Identify MCPHS best practices for student success

Key Accomplishments

Identified Key Indicators of Student Retention

We are using retention data (e.g., fall to fall, first year to second year) to track the impact of institutional efforts to increase retention. We prepared Program Profiles data for seven programs and contributed to the creation of a Retention Dashboard in Tableau.

Phase 1 of the Student Success Hub Implementation

The Student Success Hub (SSH) launched in January. Boston students and the Center for Academic Support and Enrichment (CASE) team are the inaugural users. They have access to, and are using, the SSH to schedule appointments and communicate with students and other support personnel. The steering committee is planning the rollout of the Phase 2 Implementation.

Initiatives for Improved Retention

We created nine proposals that, when implemented, are designed to have a positive impact on student retention.

2. Student Experience

Goals for 2022-2023

1. Analyze and discuss Exit Survey data and make recommendations as they relate to the student experience and quality service
2. Organize focus groups by campus to learn about student experience
3. Identify areas to better serve online students
4. Evaluate students' level of engagement

Key Accomplishments

Definitions for Student Experience and Quality Service

We proposed working definitions for *Student Experience* and *Quality Service*. These definitions were approved by PECOM and serve as a framework for the work of the Team.

Student Experience

The Student Experience includes a welcoming, supportive, and caring environment, that provides opportunities for engagement, a sense of belonging, and a commitment to quality service, from admission to graduation.

Quality Service

Service is about setting and meeting expectations. We are committed to serving the student community in a respectful, professional, timely, and informed manner.

Established a Data Timeline for Administration of Surveys

We worked to identify a strategy for implementation of various surveys related to service and engagement. From this work, we identified an alternative survey instrument to more accurately capture engagement.

Establish Baseline Data for Focus Group Work

We reviewed the results of the Priority Survey for Online Students and the Noel-Levitz Student Satisfaction Survey. We identified baseline data for items to address for follow-up and outlined a plan to administer student focus groups during the summer.

3. Faculty & Staff Success

Goals for 2022-2023

1. Survey Communication Plan
2. Identified 4 themes from survey with SP3 and PECOM
3. Evaluate how to assess, develop and implement the initiatives, and how to involve the community
4. Key Indicators – Completed and saved to Teams

Key Accomplishments

College Employee Satisfaction Survey visit with Ruffalo Noel Levitz

During this College Employee Satisfaction Survey (CESS) visit, Ruffalo Noel Levitz (RNL) facilitated structured conversations on the Worcester, Manchester, and Boston campuses designed to generate improvement suggestions and encourage visibility and support for improvement programming in an ongoing effort to increase employee satisfaction on MCPHS campuses. RNL met with the SP3 Team ahead of the structured conversations to discuss strategy and then held a debrief after to review the results.

Identified Key Themes from Employee Satisfaction Survey

We identified four key themes as a result of the employee satisfaction survey:

1. Communication Across Departments: Better communication and addressing issues between departments/offices, and empowering our community to implement a collaborative approach
2. Knowledge Management: Clear and easy-to-find documentation on policies and/or procedures that facilitate our work at MCPHS
3. Onboarding: Implementing clear processes for orienting and training new employees, including employees who step into new roles
4. Workload Evaluation and Analysis: Evaluate, identify, optimize opportunities and propose innovations to make work more effective and efficient

Potential Initiatives

In the review of all the feedback from the survey and focus groups, we have identified a series of initiatives that the SP3 Team will review, distill down to 3 to 4 ideas per theme, and then shared with the Planning and Effectiveness Committee (PECOM).

4. Infrastructure and Technology

Goals for 2022-2023

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
3. Monitor new/developing technologies and assess their potential relevance to the University

Key Accomplishments

Launch of Web Site

The new web site launched in March after more than a year of development. It is a fresh, mobile-ready site with committed focus on faculty and improved search options.

Deployment of Student Success Hub (SSH) - Phase 1

The Student Success CRM launched in January starting in the Center for Academic Support and Enrichment (CASE). This system will continue to be rolled out this summer providing a unified look at the interactions that students have with Deans, Directors, CASE, Student Affairs and tutoring.

Update of Boston Nursing Lab

Following last year's update of the Boston Physician Assistant (PA) lab, the Boston Nursing Skills lab was refreshed and expanded to support Nursing program requirements. The main lab was split in two to allow for multiple sections. A briefing center was created out of the adjoining conference room.

5. University Identity

Goals for 2022-2023

1. Achieve a baseline understanding of the University identity, awareness, and sentiment in the market
2. Commit to, invest in, and implement a university brand identity plan that addresses the findings of awareness and sentiment research
3. Explore marketing opportunities and strategies that capitalize on MCPHS's Bicentennial

Key Accomplishments

Purpose, Mission, Vision, and Core Values Development

Development of the new Purpose, Mission, and Vision and the Core Value statements are a collaboration of Strategic Priority 5-University Identity, the Planning and Effectiveness Committee, MCPHS Community members, and the Academic and student leadership of the University. These are the final two components of the MCPHS Strategic Planning Process and are the culmination of two+ years of comprehensive Strategic Plan formulation and implementation.

MCPHS Brand Awareness and Perception Study

In the summer of 2022, we engaged a consultant to conduct a brand awareness and perception study of 1,000+ New England and Mid-Atlantic high school juniors and seniors with an interest in healthcare or health sciences. The purpose of the research is to assess the awareness of and familiarity with MCPHS, identify the key attributes and influences for application consideration, and evaluate MCPHS's performance against key college and university attributes. The study is also designed to understand the perception of MCPHS's relative performance vs. key private and public institution competitors – our top 20 competitor schools as reported by the National Clearinghouse.

Bicentennial Branding in Email Signature Blocks

As part of the Bicentennial celebration, we want to spread the message and reinforce it as far and wide as possible, and we see a tremendous opportunity to reach thousands of individuals both inside and outside of the Community through employee personal email signature blocks. The signature blocks look very good and are very well received.

6. Diversity, Equity, and Inclusion (DEI)

Goals for 2022-2023

1. Intentionally create and maintain a vibrant and diverse campus, where all MCPHS community members feel valued, connected, respected, and accepted
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 closely with the other strategic priority teams to ensure equitable processes, policies, and procedures are in place to facilitate full participation and inclusion across the enterprise, especially be individuals from historically underrepresented groups.
4. Track progress on the goals above using qualitative and quantitative data

Key Accomplishments

Inclusive Climate Assessment Survey

We administered the first-ever climate survey to students, faculty, and staff. We will use the results and ensuing discussion to develop the first Phase of the Diversity, Equity, and Inclusion plan for the University.

DEI Website

We created a Diversity, Equity and Inclusion website to keep the community informed of learning opportunities, significant events, and future plans. We will also revise the website to incorporate the results of the Inclusive Climate Assessment Survey.

DEI Team Mini-Grants

We offered the community the option of applying for mini grants to defray the cost of Diversity, Equity, and Inclusion programming. We funded five proposals and programming continues during the next academic year.

7. Alumni Engagement

Goals for 2022-2023

1. Support and assess Alumni Engagement Goals included in the Advancement Plan (2021-2025)
2. Assess Alumni Engagement overall to discover opportunities to improve and become more effective
3. Provide oversight to Bicentennial efforts that promote Alumni Engagement

Key Accomplishments

Staff Hired to Support Alumni Engagement

We advocated for hiring professionals for the Advancement division to fulfill the expertise needed to build a strong alumni network and promote engagement. With professional and experienced staff on board, we now have the opportunity to begin engaging with alumni in meaningful ways.

Alumni Engagement Framework Created

We devised a framework for alumni engagement at MCPHS, including how we define it, identify engagement opportunities, and measure engagement using four tenets of success: volunteerism, connections, communications, and philanthropy. As a result, we can now build baseline data measurements and report on our alumni engagement year over year.

Bicentennial Planning Included Alumni

We supported plans to include alumni in celebrating the University's Bicentennial. As a result, several alumni-focused events, with Bicentennial-themed giveaways, were held over the year to celebrate, engaging over 1,000 unique alums. Plans are underway to host more events next year, including an All-Reunion & Bicentennial celebration in October 2023.

8. External Collaboration

Goals for 2022-2023

1. Understand our collaborative relationships, why we need them, how we can strengthen them
2. Leverage current relationships in new ways and facilitate the development of new relationships
3. Establish a relationship management system

Key Accomplishments

Explored Collaborative Relationships within University Leadership

We interviewed six leaders from the areas of Student Affairs, DEI, Arts and Sciences, Occupational Therapy and Pharmacy to understand how they engage with external contacts and explored their needs regarding collaborative relationships. After each interview, we offered individual contacts that may be helpful as well as the opportunity to catalogue their contacts in Raiser's Edge.

Facilitated Development of New Relationships

We facilitated opportunities both nationally and internationally for University members to connect with content experts which resulted in classroom instruction, State visits, candidates for advisory boards, and workforce development.

Built Relationships from Raiser's Edge database

We educated University leaders on data available in relationship management database as well as the opportunity to utilize Raiser's Edge for their own contact lists. Additionally, we created an awareness of available database capabilities and the resources to provide targeted lists to University leaders.

9. Compliance

Goals for 2022-2023

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

Institution-wide Policy on Policies

We drafted an institution-wide policy on policies and a policy template. The policy and the template will be distributed to the Compliance Committee for their review and approval this summer. This policy will provide everyone in the institution with instructions and guidance on creating a new policy, if necessary.

MCPHS Compliance Manual

We created an MCPHS Compliance Manual. The manual will be distributed to the Compliance Committee for their review and approval this summer. The manual outlines and explains the concept of compliance and its importance of it to our institution.

10. Program Planning & Development (PPDT)

Goals for 2022-2023

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

Key Accomplishments

New Program Development

Working with several schools, we facilitated the development of new programs. Responsibility for approval belongs with the Provost's Office, but PPDT supported actionable priorities within and across schools, including life sciences, STEM, data sciences, and information technology program development. New program growth supports overall enrollment growth for the university.

Initiative Development and Support

Working with and across schools, we developed and supported several initiatives. These include the Center for Life Sciences, an Internship system, Center for Health and Well-Being, partnership development with other universities and organizations, and program expansion review within key schools. These initiatives foster inter-school collaboration and support new development.

11. Environmental Sustainability

Goals for 2022-2023

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

Key Accomplishments

MCPHS Sustainability Assessment

We completed Baseline University Sustainability Assessment, which allowed us to establish key indicators of environmental sustainability. As a result of this report, we have identified several best practices and areas of improvement across the University.

Roadmap for MCPHS Environmental Sustainability Plan

We completed a road map that outlines the University environmental sustainability plan. This path forward includes establishment of a student advisory group, development and prioritization of initiatives, identification of resources, and a defined communication strategy.

12. Accreditation

Goals for 2022-2023

1. Obtain information about the way MCPHS meets the NECHE Standards and identify areas for improvement.
2. Begin preparations for the NECHE self-study and comprehensive site visit in 2027
3. Future: Self-study process and creation

Key Accomplishments

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

Committee members learned about the nine standards, possible evidence, and areas for improvement during four Accreditation Standards Committee meetings. During the meetings, we reviewed the Standards. We also discussed the new DEI language, indicators of academic quality, and how to identify evidence.

Comprehensive Evaluation Preparation Timeline

We created and are following a comprehensive timeline for completing relevant tasks in preparation for the NECHE self-study and site visit that are scheduled for 2027.

Appendix 1. Organization of 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.

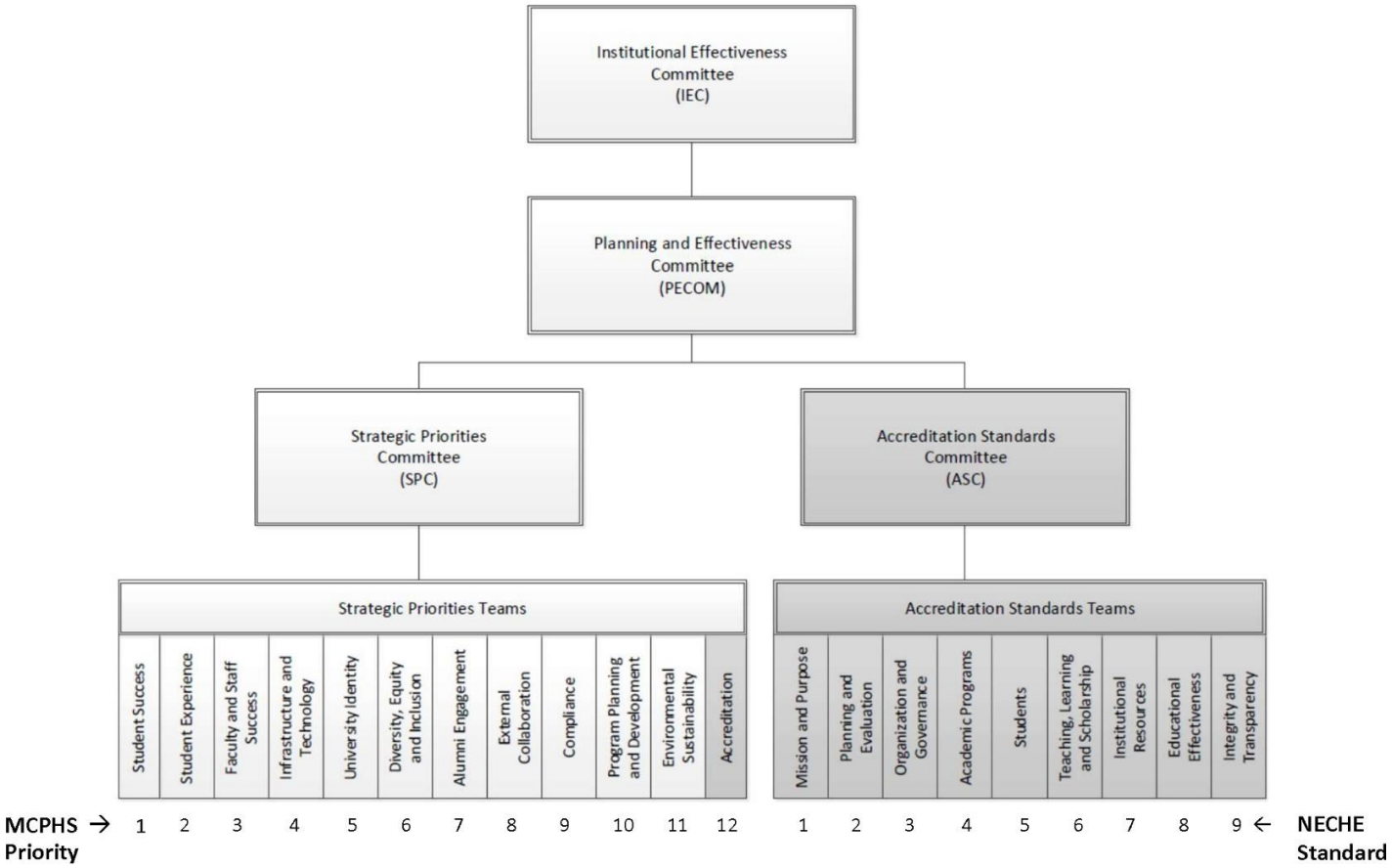
The Planning and Effectiveness Committee (PECOM) plays the central coordinative role. It serves as the single point of responsibility for assuring, overseeing, and communicating about planning and effectiveness activities carried out by the Strategic Priorities and the Accreditation Standards Teams. 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 define each Team's purpose and identify year-specific goals for fulfilling its purpose. Each Team includes Team Lead(s), Members, and a Coordinator. The 2022-23 goals of each Strategic Priority Team are presented in the body of this report; Team membership is presented in Appendix 2.[1]

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.

[1] 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: Planning and Effectiveness Organizational Structure



System Activities

The University's commitment to Planning and Effectiveness is reflected in the regular, rigorous, and thoughtful processes used. AY 2022-23 was the second full year that the Planning and Effectiveness System operated in this configuration.

PECOM meets monthly throughout the year and carries out its responsibilities through three mechanisms. 1. It provides guidance to each Strategic Priority Team to establish goals and to monitor actions undertaken by the Team. 2. It reviews progress and provides feedback to each Team throughout the year, assists with addressing any problems encountered, and reviews/approves requests for support. 3. It assesses the Planning and Effectiveness System's functioning and improvement options. Meetings are planned and facilitated by a subcommittee comprised of Rick Lessard, Caroline Zeind, Jeanine Mount, and Staci Skiles Schaum.

Strategic Priority Teams meet at least monthly; Team Leads met more frequently. Teams begin each academic year by proposing annual goals that then are discussed with PECOM. After approval by PECOM, the Team identifies initiatives directed at achieving specific goals then undertakes actions to address each initiative. To facilitate this process, each Team maintains a standard report form that is updated every month. Report forms are reviewed by PECOM monthly.

Appendix 2. Strategic Priority Team Membership 2022-2023

Strategic Priority 1: Student Success
Leads: Kate Bresonis, Craig Mack, Riette Pranger
Members: Tom Scanlon, Keith Bellucci, Stacey Taylor, Barbara Macaulay, Richard Lessard, Jacinda Félix Haro, Ashleigh Jones, Joe DeMasi, Tiffanie Pierce, Laura Uerling, Caroline Zeind, Eric Thompson, Benita Wolff
Coordinator: Joanne D'Amico

Strategic Priority 2: Student Experience
Leads: Linda Brown, Craig Mack, Carl Oliveri
Members: Steve Cina, Sara Sanford, Eric Thompson, Seth Wall
Coordinator: TBN

Strategic Priority 3: Faculty & Staff Success
Leads: Kevin Dolan, Lisa Irish
Members: Delia Anderson, Cheryl Babin, Jeanette Doyle, Shanti Freundlich, Irene Murimi-Worstell, Benita Wolff
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: Cole Langlois/Diane Hamilton

Strategic Priority 6: Diversity, Equity, and Inclusion
Leads: Riette Pranger, Benita Wolff/Clara Reynolds
Members JoAnna Baker, Kevin Dolan, Jacinda Félix Haro, Keri Griffin, Bridget Hendricks, Anne Joseph, Stephen Kerr, Marthe-Anne Monagle, Jason Mero, Heidi Robertson, Bridget Sullivan, Vilosh Veeramani
Coordinator: Jennifer Shaw

Strategic Priority 7: Alumni Engagement
Leads: Sue Gorman, Jeanine Mount
Members: Dawn Ballou, Holly Ferguson, Scott Uva, Pat Zeller
Coordinator: Sheryl Cheal

Strategic Priority 8: External Collaboration
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

Strategic Priority 9: Compliance
Leads: Keith Bellucci, Riette Pranger, Mary Tanona
Coordinator: Lorraine Block

Strategic Priority 10: Program Planning & Development
Leads: Barbara Macaulay, Caroline Zeind
Members: Rick Lessard, Charlie Breckling, Eric Thompson, Kyle Harper
Coordinator: Jennifer Shaw

Strategic Priority 11: Environmental Sustainability
Leads: Nicole Dettmann, Teresa Pitaro, Seth Wall
Members: Julia Golden, Nancy Hurwitz, Evan Maloney, Rania Mekary, Lindsay Tallon, John Tummino, Erin Wentz, Dinesh Yogaratnam
Coordinator: Staci Skiles Schaum

Strategic Priority 12: Accreditation
Lead: Riette Pranger
Coordinator: Staci Skiles Schaum