



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

Planning and Effectiveness

2025 Annual Report of Progress on Strategic Priorities

August 6, 2025

INTRODUCTION

We are pleased to share this report on progress made toward MCPHS University's Strategic Priorities in the 2024-2025 academic year. This was the fourth 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. This report identifies Team goals and key accomplishments (pages 3-11), Team reflections regarding strengths and potential improvements, moving forward (pages 12-13), and appendices with overview of the Planning & Effectiveness System (pages 14-15) and Strategic Priority Team membership (page 16-17).

Information 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. Facilities & Technology | 10. Program Planning & Development |
| 5. University Identity | 11. Environmental Sustainability |
| 6. Community Engagement | 12. Accreditation |

Goal-setting at MCPHS follows an annual cycle. Thus, at the close of the 2023-2024 year, each Strategic Priority Team reflected on its progress and proposed its goals for the 2024-2025 year. The Planning and Effectiveness Committee (PECOM) reviewed goals of all Teams to assure their timeliness and alignment. The 2024-2025 goals for each Strategic Priority Team are presented in this report.

Team activities are documented throughout the year using a standard monthly report form. At the close of 2024-2025, each Team was asked to reflect on its activities during the year then identify their 2 or 3 most notable accomplishments and comment on areas of strength and potential improvements in the Team's processes.

Assessment by the Planning and Effectiveness Committee (PECOM)

Members of the Planning and Effectiveness Committee (PECOM) 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 2024-2025.

Review by the Institutional Effectiveness Committee

Members of the Institutional Effectiveness Committee (IEC) reviewed this report at its July 2025 meeting. The IEC voted unanimously to endorse the report, as distributed.

I. STRATEGIC PRIORITY TEAM GOALS AND ACCOMPLISHMENTS

1. Student Success

Goals for 2024-2025

1. Increase retention by 3%
2. Identify and make recommendations to address gaps in student support and academic support services
3. Communicate Student Success Hub progress
4. Create conversations across the campus to identify successful strategies and increase positive student outcomes

Key Accomplishments

Implementation of Foundation Grant

We successfully implemented a grant from a private foundation in support of first-generation student initiatives. The grant enabled us to expand services, provide targeted programming, and enhance support systems for this important student population. We submitted the final grant report in March 2025, detailing the outcomes and impact of the funded activities.

Student Retention Efforts

We conducted a series of conversations with program directors and retention personnel to gather insights and identify best practices for improving student retention across the institution.

Risk Analysis in Student Success Hub

We incorporated the risk analysis for new students into the Student Success Hub, enhancing our ability to proactively identify and support students who may be at risk.

2. Student Experience

Goals for 2024-2025

1. Assess student satisfaction and engagement survey data
2. Identify improvement efforts related to providing quality service
3. Determine avenues for ongoing assessment of the student experience
4. Collaborate with appropriate University-wide committees and Strategic Priority teams to identify action items to improve the student experience

Key Accomplishments

Understanding Work of Service Units

We conducted a series of interviews with service units to discuss how they serve students and what they perceive to be barriers to improving their work and the student experience.

This exercise is important to better understand the work that is already being done, and how it can be improved upon using best practices. We will continue these conversations and use the findings to make recommendations.

Surveys

We did a thorough review of existing survey data and communicated results and trends to faculty, staff, and administrators through one-on-one and department meetings, as well as larger virtual workshops. This was important to allow them to become comfortable with the data and have the tools to utilize it in their work. We now see survey data being used more efficiently among departments, particularly with academic programs and their specialized accreditors.

3. Faculty & Staff Success

Goals for 2024-2025

1. Develop project plans and measures of success to assess the outcomes of the initiatives being implemented
2. Evaluate initiatives upon completion
3. Communicate efforts regarding the status of initiatives and accomplishments
4. Supervisor (and above) Development Program

Key Accomplishments

Successful Pilot of Academic & Administrative Leaders Outreach Meetings

In the spring of 2024, we launched an initiative to engage academic and administrative leaders by inviting them to complete an inventory form via Qualtrics. Building on this effort, we held a series of outreach meetings to gain insights into how these leaders foster faculty and staff success as it relates to the four key themes of the Employee Satisfaction Survey. We successfully engaged key departments, such as Arts & Sciences, NESAs, Marketing, HR, and the School of Physical Therapy. These discussions also allowed us to explore opportunities for collaboration and support, tailored to their schools or departments.

Strategic Communication of Initiative Progress and Achievements

As part of our commitment to keeping key stakeholders informed about our committee's initiatives and milestones, we provided an update at the March Academic Council on the development of our supervisory training program, a crucial initiative aimed at equipping mid-level leaders (and above) with the skills necessary to effectively manage and support their teams. Our structured communication approach continues to drive engagement and transparency, reinforcing the value of this initiative within our institution.

Supervisor Training Program Survey

We successfully launched the Training Program Survey and compiled initial themes, integrating insights from both the Employee Satisfaction Survey and the Climate Assessment to ensure a comprehensive approach. By incorporating direct feedback from

the training program survey, we are shaping a program that is impactful, relevant, and tailored to the needs of our University, ensuring that supervisors (and above) feel empowered in their roles while fostering a more engaged workforce.

4. Facilities and Technology

Goals for 2024-2025

1. Coordinate and continually assess the Space 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

Opened 11 classrooms in One Palace Road (OPR)

In Fall of 2024 6 classrooms were launched in OPR, 4 more classrooms were launched for Summer 2025 and 1 more classroom will be ready for Fall 2025.

Construction of Life Science Labs in the Fennell Building

New life science labs were built in the Fennell Building. The labs will be used for research and for the new BS in Biotechnology program.

Student Success Hub (SSH)

Initiatives to build out the Student Success Hub continued. These included launch of an automated Leave of Absence and Intent to Return process.

5. University Identity

Goals for 2024-2025

1. Understand how the University, Schools, and Departments leverage institutional brand to achieve their goals
2. Meet with Schools and Departments to observe branded materials and provide support and guidance to ensure congruence with brand elements
3. Make recommendations on promoting the MCPHS tagline: "Creating a Healthier, More Equitable World"

Key Accomplishments

Outreach to Deans and Department Heads

We interviewed deans and department heads from the School of Healthcare Business and Technology, Career Development Center, and Library and Learning Resources in order to understand how the University leverages the MCPHS institutional brand to achieve its goals and to ensure consistent utilization of brand elements.

Updated Acronym Logo

We approved an updated font for our acronym logo. This new font is clean, modern, and reflects the University brand identity.

MCPHS Tagline

We made recommendations on promoting the MCPHS tagline: “Creating a Healthier, More Equitable World.” This tagline was introduced to the Community on a t-shirt distributed at the August 2024 Employee Cookouts. In February, the tagline was added to all employees’ email signature block.

6. Community Engagement

Goals for 2024-2025

1. Use input from the MCPHS community members obtained from several surveys and focus groups to direct and align the University’s efforts to strengthen the University’s commitment to fostering a welcoming and respectful campus community.
2. Provide University-wide programming to all campuses and online programs that focus on engagement and collaboration, promoting transparency, and improving communication.
3. Cultivate partnerships and collaborations throughout all campuses to support community engagement efforts in the schools, programs, and departments.
4. Partner with HR, Legal, Student Affairs, and the Office of Community Engagement to ensure fairness in the University’s processes, policies, and procedures to facilitate full participation and inclusion.

Key Accomplishments

Community Engagement Plan

1. Completed assessment of the University’s efforts to promote community engagement and advance our commitment to inclusive excellence.
2. Developed the 2025-2030 MCPHS Community Engagement Plan.

Educational Opportunities

1. Provided University-wide programming, including community conversations for employees and students to advance community engagement focusing on communication, engagement, and fairness.

Collaborations

1. Collaborated with the School of Pharmacy on all three campuses to provide relevant workshops and conversations to foster community engagement and cultivate strong relations between faculty and students.
2. Partnered with the School of Pharmacy in assessing their efforts, resulting in a proposal for a research project currently under review by the MCPHS IRB.
3. Initiated collaborations with several schools, programs, and academic and administrative departments in reviewing their programs, policies, and curriculum.

4. Initiated coaching sessions with the programs, school, and department leaders to maintain alignment with the University's mission and core values.

Policies and Procedures

1. Reviewed key policies and procedures to ensure fairness and promote inclusive excellence.
2. Actively engaged with other strategic committees to advance their efforts and the university's commitment to fostering a welcoming and respectful environment that supports the institution's mission, strategic objectives, and values, ensuring our students' and employees' success in an ever-changing world.

Mini Grants

1. Sponsored several mini-grants in conjunction with the Office of Provost to create initiatives to support the University's efforts while actively engaging the MCPHS community.

7. Alumni Engagement

Goals for 2024-2025

1. Understand, make recommendations, and advocate for University Advancement goals related to alumni engagement
2. Provide oversight to the new Alumni website
3. Understand and make recommendations to the new University Advancement Plan dated July 1, 2025-June 30, 2030

Key Accomplishments

Alumni Engagement Dashboard

We identified meaningful indicators for alumni engagement (alumni engagement dashboard). These indicators allowed us to regularly measure outcomes to determine our success with alumni engagement.

Advancement Office Strategic Plan

We helped shape the priorities and goals developed for the new Advancement Office Strategic Plan 2025-2030.

Alumni Website

We provided thoughtful and valuable feedback throughout the development of a new alumni website. As a result, the final product was a robust, dynamic, and impactful website that alumni will be proud of.

8. External Collaboration

Goals for 2024-2025

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. Support and facilitate connections and relationships across the Centers for Excellence, Schools, and Departments

Key Accomplishments

Recharged Strategic Priority Team

The External Collaboration Team was recharged in November of 2024, and the Team's membership was modified. With the reorganization of the Strategic Priority, a new purpose was needed. The new purpose, adopted in February 2025, reads: *To review the University Related Plans and to understand the progress and evolution of each plan over time. To establish the context of each respective plan within all plans and to look for commonalities that can be leveraged to strengthen and support other related plans.*

Academic and Enrollment Management Plans

We began reviewing and collaborating on the Academic Master Plan, the Enrollment Management Plan. Plan owners walked us through the genesis of the Plans and the work that has been completed. There was also discussion on how the other Team members could assist with the evolution of the Plans.

Workforce Development and Advancement Plans

We worked through the Workforce Development Plan and the Team was asked for feedback on the key marketing messaging, talking points, and value proposition. We also discussed the new University Advancement Plan, the evolution of the Advancement department since the expiring plan was created, and what should be included in the new University Advancement Plan.

9. Compliance

Goals for 2024-25

Continue overseeing, monitoring and administering MCPHS compliance efforts.

1. Maintain effective lines of communication regarding compliance developments and ongoing compliance work with institutional leadership and the Board of Trustees.
2. Periodically conduct interviews and engage in collaborative planning with departments responsible for compliance, for assessing the existence and effectiveness of controls over compliance.
3. Conduct periodic compliance risk assessments, and maintain and update as needed the Compliance Risk Matrix.
4. Regularly assess internal efforts and capacity to monitor compliance and mitigate material compliance risks to the University.

Key Accomplishments

1. The Compliance Team worked throughout the year advancing compliance monitoring and risk assessment as planned.
2. No material matters of compliance concern were identified or reported to those charged with University governance, during 2024-25.
3. The University's Compliance Risk Matrix was reviewed and updated.
4. A new Trustees Document Portal was launched, providing those charged with governance seamless access to University compliance and other reports.
5. Meetings were held regularly with the Board Compliance Committee Chair, and the full Board of Trustees, for reporting on University compliance.

10. Program Planning & Development (PPDT)

Goals for 2024-2025

1. Analyze existing programs, based on quantitative & qualitative indicators relative to their competitive strength and position in the marketplace
2. Engage and collaborate with internal and external leaders to ensure that programs are competitively aligned with the marketplace and the future of health-related professional fields
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

New Collaborations

We built collaborations with external institutions, including WPI and Tufts Schools of Veterinary Medicine and Dental Medicine. With WPI, a master articulation agreement was signed in May 2025. Three different program areas were included. The master agreement is significant in both increasing the programs at WPI and serving as a model for other institutions.

New Program Development

We championed the development of new programs: MBA in Healthcare Technology, BS in Life Sciences (which includes 2 certificates), and a Graduate Certificate in Artificial Intelligence in Healthcare. Additionally, we supported the development of dual degrees/pathways among programs and schools; these included some 20+ programs. These programs serve as effective differentiators for and opportunities within the programs offered at MCPHS.

Program Review Process Revamp

We rebuilt the process of program review to determine program expansion and growth opportunities and to identify program enhancements to boost program sustainability.

Much of the work of PPDT is continuous, but the establishment of program expansion priorities served as a basis for PPDT's work for both FY25 and FY26.

11. Environmental Sustainability

Goals for 2024-2025

1. Elevate awareness of Environmental Sustainability as a Priority of the University and measure how the awareness is elevated through documentation or cataloging of community's activities
2. Increase Engagement
3. Annually monitor and review the Environmental Sustainability Plan

Key Accomplishments

Cataloging Curricular Components

Developed interview questions to catalog curricular components and other efforts within programs that address Environmental Sustainability topics. Met with Marc Nascarella to learn more about his specific endeavors which informed the refinement of the interview questions for future conversation with Deans/Directors.

Initial Interviewing

Completed first interview with Delia Anderson, Dean of the School of Arts and Sciences. The team met and reviewed the information that was gathered. A team member summarized the information which was then shared with the Marketing team for future distribution.

12. Accreditation

Goals for 2024-2025

1. Academic and administrative leaders learn about the nine NECHE standards
2. Keep ASC committee informed of progress on milestones
3. Develop a communication infrastructure to engage the university stake holders in the regional accreditation process
4. Start collecting evidence in the online evidence room

Key Accomplishments

Self-study Kick-off Meeting

We organized the self-study kickoff meeting with the ASC, during which each NECHE Standard Team member attended a presentation from Carol Anderson of NECHE. We clarified expectations and outlined the process for research and writing. This is important because committee members now understand their roles and responsibilities in the self-study process, including how to assess strengths, challenges, and projections.

Accreditation Standards Committee Training

We facilitated an ASC session focused on navigating and using institutional-level data to support self-study development. We demonstrated where to find relevant information and how to align it with NECHE standards. Team members are now equipped to locate and apply key data points to inform evidence-based reflections in their standards.

Microsoft Teams Site for Self-Study

We built the infrastructure to support the self-study process by updating the website and establishing a centralized Microsoft Teams site for ASC and Standard Teams. We provided clear file organization and access guidance. Team members now have a centralized space to store, share, and collaborate on notes and evidence throughout the self-study period.

II. STRENGTHS AND POTENTIAL IMPROVEMENTS IN TEAM PROCESSES

As part of year-end reporting, Strategic Priority Teams were asked to reflect on their efforts, to identify areas that are working well (i.e., strengths) and areas that could be improved.

Strengths

The Teams most commonly identified collaboration and communication as an area of strength. This included collaboration and communication within and among Strategic Priority Teams, as well as communication with groups and individuals within the broader MCPHS community.

Examples include:

- From Multiple Teams: Strong internal collaboration within teams, with members enjoying working together and providing honest feedback.
- From Multiple Teams: Open lines of communication between teams and departments, fostering better collaboration and understanding.
- From Student Success: Effective collaboration among various programs and schools to share retention work and improve student success.
- From University Identity: Greater recognition of the importance of consistent and strategic brand identity, along with growing visibility of branding guidelines.
- From Accreditation: Centralized systems for collaboration, ensuring easy access to documents, promoting transparency, and facilitating cross-team coordination.

Data-driven discussions and decision-making were identified by several Teams as key strengths. This was particularly important for the Student Success, Student Experience, and Accreditation Teams.

Teams have provided practical training, clear communication, and leadership regarding Strategic Priority-related roles and expectations.

Potential Improvements

Suggestions for improvement focused in three areas: 1) meeting structure and scheduling, 2) deepened engagement, and 3) greater attention to Team effectiveness.

Recommendations regarding meeting structure and scheduling included scheduling regular meetings (to maintain momentum and avoid ad hoc scheduling) and greater focus on information sharing and *actionable* outcomes.

Deeper engagement was suggested by several Teams. For the Accreditation Team, this focused on fostering deeper understanding and application of NECHE Standards. Other Teams suggested strengthening cross-team collaboration by more shared understanding across teams to create a more cohesive approach.

Suggestions to enhance Team effectiveness included:

- Reflective analysis: Emphasize critical reflection and synthesis of findings to gain strategic insights
- Progress tracking: Implement tools or checkpoints to monitor progress, identify support needs, and ensure consistent quality.
- Team member transitioning: Address the need to replace team members who leave, to maintain Team effectiveness.

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.

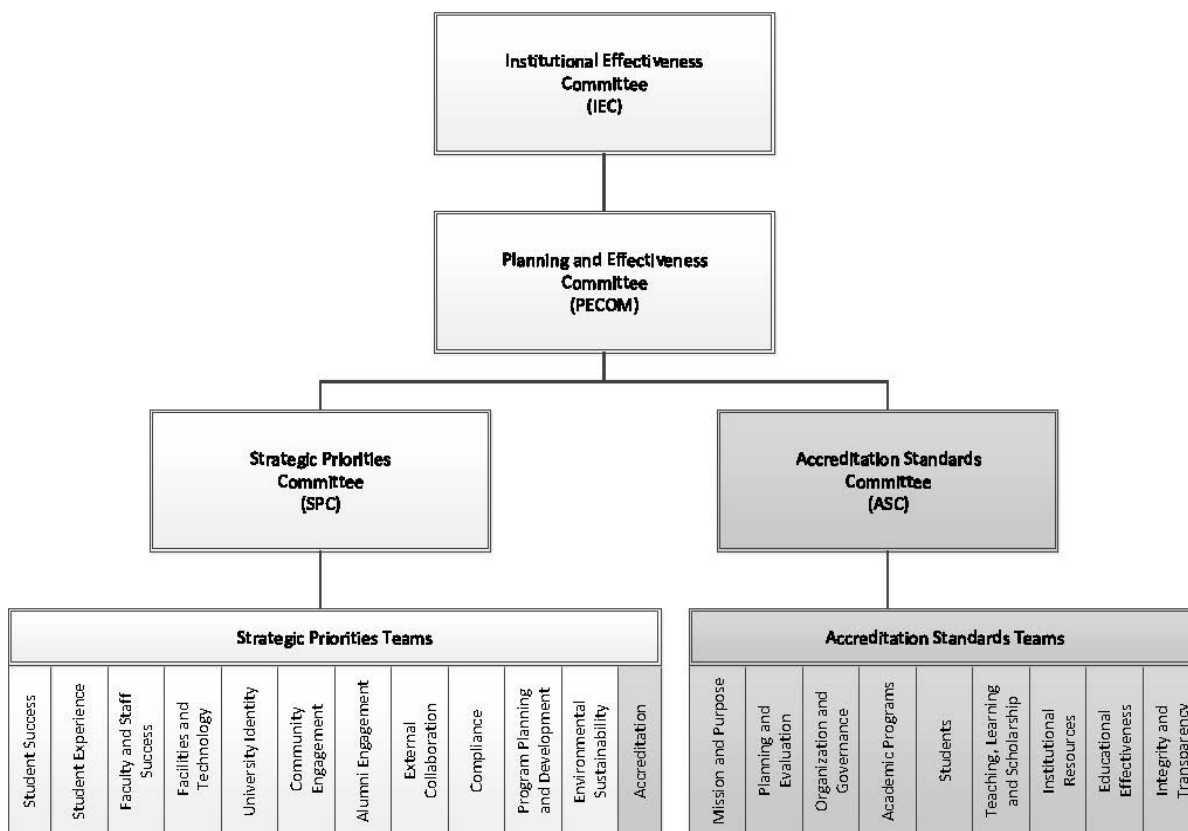
The Planning and Effectiveness Committee (PECOM) plays the central coordinative role. It serves as the single point of responsibility for assuring, overseeing, and communicating about planning and effectiveness activities carried out by the Strategic Priorities and the Accreditation Standards Teams. 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 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 2024-25 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 approximately 70 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.

Planning and Effectiveness System Organization



System Activities in 2024-2025

The University's commitment to Planning and Effectiveness is reflected in the regular, rigorous, and thoughtful processes used. AY 2024-25 was the fourth full year that the Planning and Effectiveness system operated in this configuration.

PECOM met seven times during 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

Strategic Priority 1: Student Success

Leads: Kate Bresonis, Craig Mack, Riette Pranger

Members: Joe DeMasi, Jacinda Félix Haro, Tiffanie Pierce, James Salamon, Stacey Taylor, Laura Uerling

Coordinator: Joanne D'Amico

Strategic Priority 2: Student Experience

Leads: Craig Mack, Garland Mann-Lamb

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: Facilities & 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 Lauer, Eric Thompson, Pat Zeller

Coordinator: Sheryl Cheal

Strategic Priority 6: Community Engagement

Leads: Riette Pranger, Clara Reynolds

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

Coordinator: Jennifer Shaw

Strategic Priority 7: Alumni Engagement

Leads: Sue Gorman, Jeanine Mount

Members: Pat Zeller

Coordinator: TBN

Strategic Priority 8: External Collaboration

Lead: Charlie Breckling

Members: Ita Duron, Doug Edwards, Sue Gorman, Stephen Kerr, Anna Morin, Carol Lauer, Eric Thompson, Seth Wall, Pat Zeller

Coordinator: Sheryl Cheal

Strategic Priority 9: Compliance

Leads: Rick Lessard, Caroline Zeind

Members: Keith Bellucci, Kevin Dolan, Riette Pranger, Clara Reynolds

Coordinator: TBN

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: Julián Latshang, Nancy Hurwitz, Rania Mekary, Lindsay Tallon, Hillary Theofane, John Tummino, Erin Wentz, Dinesh Yogaratnam

Coordinator: Staci Skiles Schaum

Strategic Priority 12: Accreditation

Leads: Riette Pranger, Tammy Gravel

NECHE Standards Team Leads: Sue Gorman, Jeanine Mount, Riette Pranger, Barbara Macaulay, Anna Morin, Craig Mack, Garland Mann-Lamb, Susan Gorman, Amanda Morrill, Keith Bellucci, Kevin Dolan, Laura Uerling, Charlie Breckling

Coordinator: Staci Skiles Schaum