MASSACHUSETTS COLLEGE of PHARMACY and HEALTH SCIENCES

Planning and Effectiveness

2026 Annual Report of Progress on Strategic Priorities

July 28, 2026

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OVERVIEW

We are pleased to share this report on progress made toward MCPHS University's Strategic Priorities in the 2025-2026 academic year. This was the fifth 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, each of the 12 Strategic Priority Teams continued to strengthen focus its priorities/goals, including affirming how its work relates to the University's Related Plans.

Information generally is organized by Strategic Priority, indicating the University's 12 priorities:

1. Student Success
2. Student Experience
3. Faculty & Staff Success
4. Facilities & Technology
5. University Identity
6. Community Engagement
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 2024-2025 year, each Strategic Priority Team reflected on its progress and proposed its goals for the 2025-2026 year. The Planning and Effectiveness Committee (PECOM) reviewed goals of all Teams to assure their timeliness and alignment. Teams documented their activities throughout the year using a standard monthly report form.

At the close of 2025-2026 and consistent with previous years, each Team was asked to reflect on its activities during the year, identify their 2 or 3 most notable accomplishments, and comment on areas of strength and potential improvements in the Team's processes. As part of this year's wrap-up, each Team also was asked to describe information that it used as part of its overall processes.

This Report presents the 2025-2026 goals and key accomplishment for each of the Strategic Priority Teams (Section I). In the aggregate, it describes the types of information used by the SP Teams in their work (Section II) and summarizes factors that Teams see as affecting their effectiveness (Section III).

Assessment by the Planning and Effectiveness Committee

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 2025-2026.

Review by the Institutional Effectiveness Committee

Members of the Institutional Effectiveness Committee (IEC) reviewed this report at its July 2026 meeting. The IEC voted unanimously to endorse the report, as distributed.

I. STRATEGIC PRIORITY TEAM GOALS AND ACCOMPLISHMENTS

1. Student Success

Goals for 2025-2026

1. Review and update the student success plan
2. Invite the new student success navigators and team members to discuss the project progress
3. Evaluate the effectiveness of the student success hub on student, the add/drop initiative and program-based retention champion's success
4. Collaborate with other strategic priority teams, especially SP 2 Student Experience

Key Accomplishments

Student Success Plan

We reviewed and updated the Student Success Plan in collaboration with SP2: Student Experience.

Student Success Navigator Program

We invited student success navigators to discuss their work with the Student Success Navigation program, with a focus on successes, challenges, and opportunities.

Student Success Hub

We monitored new developments and progress on the Student Success Hub (SSH), in conjunction with departments that are power-users of SSH, including CASE & Faculty Advisors, Student Affairs.

2. Student Experience

Goals for 2025-2026

1. Advance cross-departmental communication to enhance the student experience
2. Connect outcome survey items across the student lifecycle
3. Foster collaboration with other strategic priority committees to support shared outcomes

Key Accomplishments

Student Success Plan

We reviewed and updated the Student Success Plan in collaboration with SP1: Student Success. The Plan was submitted and reviewed by the Planning & Effectiveness Committee.

Review of Student Surveys

We reviewed the various surveys across the student lifecycle. We discussed outcomes of the surveys, noting progress, and making recommendations for updates.

Collaborations

We met with other strategic priority teams to discussed shared goals and outcomes. Primary collaborations included SP1: Student Success and SP4: Facilities & Technology.

3. Faculty and Staff Success

Goals for 2025-2026

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

Key Accomplishments

Identifying Best Practices

We met with University academic and administrative leaders to learn how they supported faculty and staff success in relation to the four key themes of the Employee Satisfaction Survey. We used the Response Repository Template (created for this initiative) to guide discussions. Our goal is to develop a toolkit of best practices that fosters resource sharing and connections among schools, programs, and departments.

Planning for MCPHS Leadership Program

Drawing from the Satisfaction, Climate, and Leadership surveys, we developed key themes to represent the core components of a leadership program for MCPHS. We identified the program format, contracted with a consultant to begin building the program, and plan to enroll the first cohort in the Fall of 2026. Effective leadership and supervision are critical to the success of the University. With employees better prepared to lead and supervise, employees will feel more engaged and productive with the work they do each day.

4. Facilities and Technology

Goals for 2025-2026

1. Coordinate and continually assess the Facilities and Technology Plans based upon work done by supporting committees
2. Assess business and academic processes, software, technologies, and systems for opportunities to improve academic and administration effectiveness, recommending next steps and/or improvements as applicable

Key Accomplishments

Coordination of Classroom Space

Successful collaboration with Registrar, Arts & Sciences, and Pharmacy for lab space needs. Anatomy and Physiology course demand needs were reviewed along with Pharmacy's Dosage Lab scheduling needs for spring semester. These courses will now share MATR 1005 and benefits for both faculty and students include approximately 50% reduction in the number of class offerings.

Strengthen Platforms that Advance Student Success

In support of student success and retention efforts, we continued to expand functionality and adoption of key platforms across the university. Success Hub initiatives included support for student success navigators and student engagement metrics. Ellucian SaaS migration is underway, with the University already benefiting with a modernized transcript, Nelnet payment processing, and Blackboard grade integration.

Strengthen Platforms that Support Faculty

We prioritized key initiatives in support of faculty by implementing Interfolio and Blue Explorance and by streamlining the Student of Concern portal in the Student Success Hub.

5. University Identity

Goals for 2025-2026

1. Understand how the University, Schools, Centers, Departments, and sub-departments leverage institutional brand to achieve their goal

2. Meet with Schools and Departments to observe branded materials and provide support and guidance to ensure congruence with brand elements with the objective of meeting with eight to ten deans and directors by the end of FY26
3. Address special initiatives related to University Identity as they arise during the course of the fiscal year

Key Accomplishments

Examine Use of the MCPHS Brand

We interviewed deans and department heads from the School of Occupational Therapy, School of Optometry, and Student Affairs in order to understand how the University leverages the MCPHS institutional brand to achieve its goals and to ensure consistent utilization of brand elements.

Review of Social Media Accounts

We made a recommendation on MPCHS social media accounts that were not following best practices or were inactive. These accounts will be addressed on a one-by-one basis through Marketing and Communications.

Standardize Faculty Identification

We recommended that all faculty office nameplates around the University be uniform, professional, and include the information in the email signature block, which is name, degree(s), licensure(s), and title(s). We also recommended the removal of adjuncts without headshots and bios from the University's website directory.

6. Community Engagement

Goals for 2025-2026

1. Ensure the Community Engagement Plan reflects and supports the MCPHS strategic priorities by providing an independent, balanced oversight of plan execution
2. Evaluate data to monitor progress and inform recommendations
3. Collaborate with the Office of Community Engagement to refine and evolve the plan
4. Support the implementation of university-wide community engagement initiatives, as needed
5. Communicate progress on the Community Engagement Strategic Priorities to the University leadership

Key Accomplishments

Community Engagement Plan

We successfully completed and implemented the MCPHS Community Engagement Plan, developed through robust input from key stakeholders and formally approved by MCPHS leadership.

Build a New Community Engagement Team

We reconvened the newly formed SP6 Community Engagement Team, refreshed its membership, and facilitated team-building activities to strengthen collaboration and advance the University's community engagement goals.

Support for Unit-level Community Engagement Plans

Working alongside the SP6 Community Engagement Team, the Office of Community Engagement engaged academic programs in developing community engagement plans that support and align with accreditation requirements.

7. Alumni Engagement

Goals for 2025-2026

1. Ensure that demonstrated progress is made for Alumni Engagement goals in the Advancement Plan
2. Provide feedback related to Alumni Engagement initiatives

Key Accomplishments

2025-2030 Advancement Plan

We supported the completion of the 2025-2030 Advancement Plan, ultimately approved by senior leadership, the Advancement Advisory Committee, and PECOM.

Alumni Engagement Monitoring

We regularly reviewed the Alumni Engagement Dashboard to verify the effectiveness of alumni engagement efforts and their impact: volunteerism was up by 24%, alumni had more ways to get involved, and first-time donors increased by 75%.

Alumni Communication

We examined alumni communications and marketing initiatives and verified outcomes, including increased open rates for the Alumni Newsletters, over 200,000 social media views, and a 74% engagement rate for the newly revised Alumni Website.

8. External Collaboration

Goals for 2025-2026

1. Review the progress and evolution of University plans related to external collaborations
2. Leverage current relationships in new ways and facilitate the development of new connections to expand existing relationships

Key Accomplishments

Review of University Related Plans

We reviewed the progress and evolution of University plans related to external collaborations, including the Academic Master Plan, Enrollment Management Plan, and University Advancement Plan. SP8 members leading these plans provided regular updates throughout the year. We can now stay up to date on the evolution of University Related Plans that are connected to SP8.

Discussion of Evolving Collaborations

We conducted quarterly reporting meetings where members of SP8 discussed the work they accomplished in the previous quarter. Representative topics included: seeking to expand the Tenet relationship, profiling J&J program development for the website, possibly adding regenerative medicine to clinical programs, environmental science work of Marc Nascarella, and a potential partnership with EMU French business school. We are now more familiar with the work each team member is conducting outside of MCPHS.

9. Compliance

Goals for 2025-2026

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 events

Key Accomplishments

Compliance Team

The Compliance Team was reorganized in 2025-2026.

Compliance Plan

A Compliance Plan has been drafted to guide major compliance-related efforts in the University.

10. Program Planning and Development

Goals for 2025-2026

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 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 schools, centers, and external organizations

Key Accomplishments

Hybrid Program Development

- Hybrid Online PharmD Pathway, SOP-W/M; fully developed and enrolled for Fall 2026;
- Doctor of Physical Therapy—in development;
- Doctor of Occupational Therapy—in development.

These add to hybrid graduate programs in SON and Nuclear Medicine programs in SMIT. Together, they build the foundation for further hybrid development and expansion of reach of MCPHS across the country.

Established a working relationship with WPI

Established a master agreement for ongoing articulation efforts and collaborative projects and a comprehensive articulation agreement. Currently articulated programs are:

- Boston undergraduates from several programs qualify for admission to WPI'S MS in Bioengineering;
- Worcester/Manchester PharmD graduates qualify for admission to same MS degree;
- WPI undergraduates qualify for admission to the PharmD program in Worcester/Manchester.

Led/Supported Development of New or Revised Programs. These efforts include:

- Redesign of DHA/DHS programs for academic competitiveness;
- NESA Doctor of Acupuncture and Chinese Medicine; NESA Integrative Health Graduate Certificate; Integrative Health Minor;
- SHBT BS in Healthcare Management & Technology; BS/MBA Pathway and several SHBT Minors;
- SOP Doctor of Pharmacy/MS in Pharmaceutical Economics and Policy (dual degree);
- SPT/SHBT Doctor of Physical Therapy/MBA (dual degree).

11. Environmental Sustainability

Goals for 2025-2026

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

Strengthened Data Management

Converted survey into digital format using Microsoft Forms to improve efficiency and consistency during both deployment and results sharing.

Information Gathering

Completed second and third interviews with representatives from the School of Pharmacy – Boston and the School of Pharmacy – Worcester/Manchester. The team met and reviewed the information that was gathered. Team members summarized the information, which will be shared with the Marketing team for their repository to be used in future possible stories.

12. Accreditation

Goals for 2025-2026

1. Schedule and facilitate both a fall (Evidence) and spring meeting (New Standards) with the ASC to support the successful completion of the self-study
2. Complete a draft of the self-study and distribute it to key stakeholders for feedback
3. Request ASC members to review the mock site visit plans, including agenda, for discussion and feedback
4. Develop and implement an improved ASC plan for community engagement in preparation for the NECHE site visit, including organizing town halls and coordinating marketing efforts

Key Accomplishments

Introduction of New NECHE Standards

We held two Accreditation Standards Committee (ASC) meetings that increased awareness of the new NECHE standards and supported the completion of the institutional self-study.

Draft Self-study Report

We completed a draft of the self-study with input from the ASC and key campus leaders, including associate provosts, student services leadership, and other stakeholders across the institution.

Community Engagement Plan

We successfully developed and obtained approval for a plan to host seven town halls across our three campuses in the fall.

II. DATA-INFORMED PLANNING

An ideal planning and effectiveness system uses information to 1) identify areas for improvement, 2) establish impactful goals, and 3) track effects of improvement efforts. Information that is truly valuable relies on having data that are available, accessible, accurate, and appropriately analyzed.

Since creation of the University's current Planning and Effectiveness System, Strategic Priority Teams have devoted considerable time and energy to strengthening their data use practices. To better understand current practices in this area, as part of the 2025-2026 year-end reporting, each Team was asked to identify information or data it uses to *measure performance* to determine where to focus the Team's efforts and/or *monitor change in performance* to identify progress or improvement.

SP Teams report using diverse types and sources of information:

- Surveys Conducted By or For the University
  Standard surveys are a key source of information used by many Teams. This includes recurring surveys (e.g., New Student Survey, Noel Levitz Satisfaction Inventory, and New Graduate Survey used by Teams 1 and 2) and special purpose surveys (e.g., RNL Employee Satisfaction Survey used by Team 3, Community Engagement Survey used by Team 6).

- Data Gathered By the Strategic Priority Team Itself
  Several Teams use structured *interviews* with key school and department leaders to understand activities within these units. Examples include faculty & staff onboarding processes (Team 3), use of University branding (Team 5), and environmental sustainability practices (Team 11). This approach is anticipated for Team 9 regarding compliance activities. Several Teams have conducted special purpose *surveys*, illustrated by the Student Success Hub User Survey employed by Team 1.

- Administrative Data
  Most Teams use data gathered for administrative purposes to inform their work. Aggregated *student* data is critical to the work of multiple Teams, such as Team 1's goals to increase student retention and graduation rates and Team 10's attention to program enrollment. Team 7 uses *alumni* data to monitor volunteerism and other types of engagement. Several Teams use data related to *University resources*, including Team 4's analysis of space use and Team 11's analysis of energy consumption and waste production.

- Reports
  Reports from a variety of sources provide Teams with greater breadth and depth of perspective related to their goals. *Internal* reports have grown in timeliness and availability as the University's posture has become increasingly plan-based. Most notable are the annual updates on the University's Related Plans, including advancement, assessment, community engagement, enrollment management, facilities, program review, and technology. These reports both inform and are informed by work of Strategic Priority Teams. Importantly, this includes Team 12's work on Accreditation. Many teams also use *externally-generated* reports to understand trends in the broader environment (e.g., student demographics, workforce trends), identify best practices, and establish comparison points.

This expanded, systematic use of information is an indication of Strategic Priority Teams' data-informed planning and the continued strengthening of the University's Planning and Effectiveness System.

Among current practices, the preponderance of Teams' use of information is for purposes of identifying areas for improvement and/or establishing goals. Use of information to track effects of Team efforts has received far less attention. It is noteworthy that several Teams have successfully developed dashboards to monitor performance. Identifying key outputs and/or outcomes for all Strategic Priority Teams is an improvement opportunity for the Planning & Effectiveness System moving forward.

III. REFLECTION ON 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 and areas that could be improved. Teams identified numerous factors that they felt affected their success. Modifying any of these factors has potential to improve a Team's effectiveness.

Factors Identified by Teams

Team Focus

Clarifying the focus of each Strategic Priority Team has been an ongoing process. While University priorities have remained constant over the past five years, *understanding* of these priorities and their *current state* have evolved as planning and effectiveness efforts have matured. This has had important implications for Team goals and activities and continues to be an important factor for improving Team effectiveness.

Teams indicated several areas where clear focus is critical to the Team's work:

- *Goal(s)* toward which Team efforts were directed
- *Responsibilities* of the Team, including with respect to overseeing relevant Related Plans
- *Role* of the Team, particularly with respect to administrative units that also address the Priority area

Team responses suggest that most have successfully defined their focus. And several have successfully redefined their focus over the past five years. However, several Teams commented about needing additional work in this area.

Team Processes

Team processes continue to evolve, including adaptations during the most recent year.

- *Meetings*: Several Teams modified their meeting frequency to achieve better cadence and/or assure a sustainable workload.
- *Collaboration* with other SP Teams and/or administrative units has provided mechanisms for improving effectiveness.
- *Using information* (of the types described above) more systematically to inform Team efforts.

In each of these areas, several Teams reported that changes made during the past year were helpful. Several other Teams indicated that they planned to make changes in one or more of these areas in the coming year.

Team Membership

Multiple Teams commented that good *team dynamics* facilitated their work. Teams also commented on the importance of having members who bring relevant *perspectives* and members who possess relevant *institutional knowledge*.

Moving Forward

As the University evolves, the Strategic Priority Teams continue to learn how they can contribute to its success. That learning prompts growth and adaptation, including those described above.

Several Teams recognized challenges that they continue to navigate, including:

- Team members' need to balance work of SP Teams with their day-to-day roles
- Engaging all relevant segments of the University community
- Clarifying roles and relationships involving Strategic Priority Teams and related administrative offices

From a realistic perspective, the goal of addressing these challenges is to manage them effectively. That is the case whether the challenge is balancing work, engaging others, or navigating roles and responsibilities. Continuing dialogue is essential.

Looking ahead, Teams identified several areas where they anticipate making changes in the coming year that they feel will strengthen their effectiveness. These include:

- Revisiting Team membership and establishing regular meeting schedules
- Enhancing documentation and follow-up regarding Team activities
- Assessing effects of activities that the Team carries out or oversees

Importantly, these efforts include increasing attention to key outputs and/or outcomes for Strategic Priority Teams.

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.

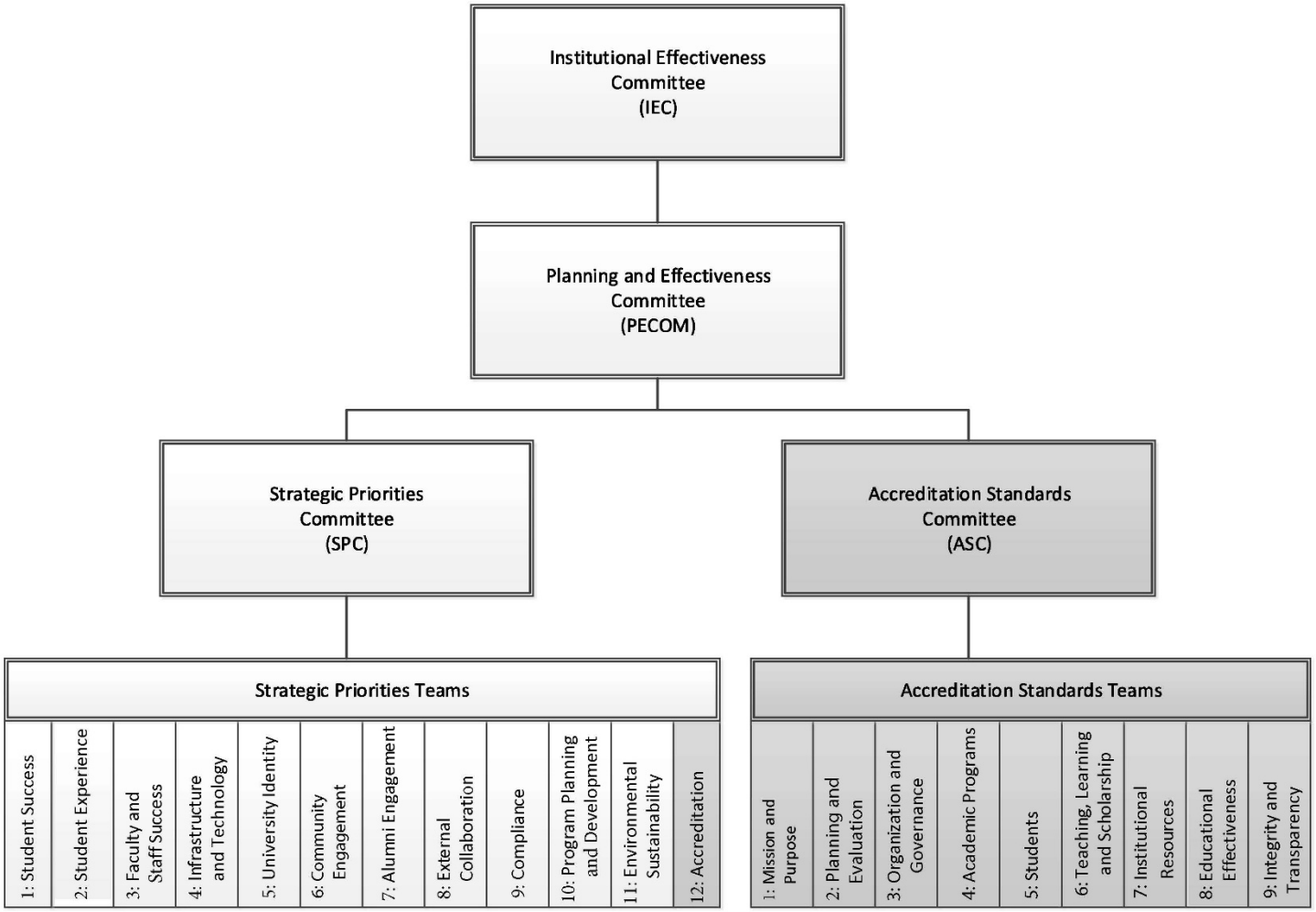
The 12 Strategic Priority Teams are foundational to the Planning and Effectiveness system. Through internal exchanges and discussion with PECOM, Team members defined each Team's purpose and identified year-specific goals for fulfilling its purpose. Each Team includes Team Lead(s), Members, and a Coordinator. 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 80 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 in 2025-2026

[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 & Effectiveness Organizational Structure



The University's commitment to Planning and Effectiveness is reflected in the regular, rigorous, and thoughtful processes used. AY2025-26 was the fifth full year that the Planning and Effectiveness system operated in this configuration.

PECOM met six 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 sub-committee comprised of Rick Lessard, Caroline Zeind, Jeanine Mount, and Staci Skiles Schaum.

Most Strategic Priority Teams met monthly; all Teams met at least quarterly. 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, James Salamon, Stacey Taylor, Laura Uerling
Coordinator: Joanne D'Amico

Strategic Priority 2: Student Experience
Leads: Craig Mack, Garland Mann-Lamb
Members: Anna Craft, Amy Hull, Evan Maloney, Katie Mazzola, Sara Sanford

Strategic Priority 3: Faculty & Staff Success
Leads: Kevin Dolan, Lisa Irish, Anna Morin
Members: Edie Hamilton, Irene Murimi-Worstell, Kathleen Riche

Strategic Priority 4: Infrastructure & Technology
Leads: 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, Eric Thompson, Pat Zeller
Coordinator: Sheryl Cheal

Strategic Priority 6: Diversity, Equity, and Inclusion
Leads: Riette Pranger, Clara Orlando
Members: Ammar Ashabi, Brittany Durning, Phung On, Stephen Kerr, Jennifer Peters, Dawn Ballou, Madeleine Lopez
Coordinator: Jennifer Shaw

Strategic Priority 7: Alumni Engagement
Leads: Sue Gorman, Jeanine Mount
Members: Pat Zeller

Strategic Priority 8: External Collaboration

Lead: Charlie Breckling
Members: Ita Duron, Doug Edwards, Sue Gorman, Stephen Kerr, Carol Lauer, Anna Morin, Eric Thompson, Seth Wall, Pat Zeller
Coordinator: Sheryl Cheal

Strategic Priority 9: Compliance

Leads: Keith Bellucci, Rick Lessard, Anna Stefanidis, Caroline Zeind
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: Nancy Hurwitz, Julián Latshang, 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
Members: Sue Gorman, Susan Gorman, Delia Anderson, Keith Bellucci, Charlie Breckling, Kate Bresonis, Kevin Dolan, Jacinda Félix Haro, Keri Griffin, Daniel Jamous, Stephen Kerr, Mathew Konieczka, Carol Lauer, Garland Mann-Lamb, Trisha LaPointe, Stephen Lukens, Craig Mack, Barbara Macaulay, Evan Maloney, Dennis Moseman, Amanda Morrill, Anna Morin, Jeanine Mount, Clara Orlando, Ronny Priefer, Tom Scanlon, Michael Spooner, Stacey Taylor, Eric Thompson, Laura Uerling, Seth Wall, Pat Zeller
Coordinator: Staci Skiles Schaum