Position Specification

MCPHS University
(Formerly Massachusetts College of Pharmacy and Health Sciences)
Boston, MA
Director of Marketing

Institutional Background

Massachusetts College of Pharmacy and Health Sciences (MCPHS University) is an accredited, private institution located in the Longwood Medical and Academic Area of Boston, Massachusetts. As an institution with a prominent history of specializing in medical careers, the University provides traditional and accelerated programs of study that combine in-depth knowledge with hands-on clinical practice focused on professional education in pharmacy and the health sciences. Its location within the Longwood Medical and Academic Area provides students with academic and clinical opportunities at various prestigious medical and research institutions. Since 2000, MCPHS University has expanded to include two additional campuses, located in Worcester, Massachusetts, and Manchester, New Hampshire.

Founded as the Massachusetts College of Pharmacy in 1823 by 14 Boston pharmacists, MCPHS University is the oldest institution of higher education in Boston. It is also the second-oldest and largest college of pharmacy in the United States. In 1918, the University established the George Robert White Building in Boston’s Longwood Medical Area, across from Harvard Medical School, to serve as its main campus. The institution legally changed its name to MCPHS University in the spring of 2013.
Boston is the capital and largest city of the Commonwealth of Massachusetts. The city proper covers 48 square miles with an estimated population of 655,884 in 2014, making it the largest city in New England and the 24th largest city in the United States. The city is the anchor of a substantially larger metropolitan area called Greater Boston, home to 4.5 million people and the 10th-largest metropolitan area in the country.

Boston's rich history helps attract many tourists, with Faneuil Hall alone attracting over 20 million visitors per year. Boston’s many firsts include the United States’ first public school, Boston Latin School (1635), and first subway system (1897).

The area’s many colleges and universities make Boston an international center of higher education and medicine, and the city is considered to be a world leader in innovation for a variety of reasons. Boston’s economic base also includes finance, professional and business services, and government activities.

Visit the Boston Chamber of Commerce website: http://bostonchamber.com/.

Mission Statement
MCPHS University prepares students for successful careers in healthcare through excellence in teaching, scholarship, research, professional service, and community engagement.

Core Values
The University embraces a set of core values that reflect commitment to preparing competent, caring, ethical health professionals and scientists to meet the need for quality healthcare. As members of the University and the broader community, we are committed to the following core values:

- Learner-centered teaching and student engagement that fosters intellectual vitality, critical thinking, and lifelong responsibility for learning and continuing professional development;
- Honesty, integrity, professionalism, and personal responsibility;
- Respecting diversity and appreciating cross-cultural perspectives;
- Adaptability and flexibility in response to the ever-changing external environment;
- Efficient use of resources to maximize value to those we serve;
- Excellence and innovation in education, scholarship/research, and service, including outreach to the community;
- A productive, satisfying work and learning environment that is built upon cross-disciplinary and cross-campus collaboration;
- Integration of liberal arts and basic sciences with professional studies;
- Scholarship that contributes to developing knowledge, improving health sciences education, and improving health care and health outcomes; and
- Education that fosters developing the whole person.
Strategic Plan 2012–2017

Strategic Initiative #1 – Diverse Perspectives, One Vision
MCPHS has a core institutional identity, articulated in its mission statement, that is broadly understood by both internal and external stakeholders. Each campus maintains a unique identity by virtue of its culture and the features of the community it serves while supporting the University’s mission and vision through its academic programs and community service. Both within and across campuses, academic and administrative units work together as a team to implement the University’s mission and vision.

1. Develop an MCPHS brand that reflects the University’s unique history and dynamic, forward-thinking culture and incorporate in all internal and external communications, in order to better position MCPHS and maintain its competitive advantage.
2. Address the needs of prospective students, alumni, the health professions, prospective donors, and the general public, through external communications that promote the University’s academic, continuing education, and community outreach programs to these constituencies.
3. Nurture the unique strengths of faculty, staff, students, and alumni on each campus through effective communication channels that leverage technology in order to enhance team building across all constituencies and campuses.

Strategic Initiative #2 – Student Success
MCPHS responds to the needs of society, the health care delivery system and the health professions by providing excellent programs and services so that students will succeed in their professional careers, demonstrate a continued commitment to lifelong learning and strive to make a difference in their communities.

1. Provide high-quality health science programs that prepare students to be competent and caring professionals in a global environment.
2. Support the integration of technology and learner-centered teaching methodologies in all academic programs to foster greater student and faculty engagement and critical thinking.
3. Provide effective student support services that address the academic endeavors, career pursuits, and personal development of students.

Strategic Initiative #3 – Programs and Services
MCPHS responds to the needs of society, the healthcare delivery system and the health professions by providing leading-edge programs, research/scholarship, community service, and service to the professions.

1. Ensure that graduates of all programs meet discipline-specific competency standards and University-wide competencies related to oral and written English communication proficiency, cross-cultural competency, and information literacy, and that these are demonstrated consistently in learning, professional practice, and community settings.
2. Provide an appropriate mix and balance of high-quality, cost-effective undergraduate and first professional programs that are consistent with the University’s mission and vision.
3. Revitalize the Division of Graduate Studies to ensure that it can support strong graduate programs across all schools, enhance faculty research/scholarship, and increase extramural funding of faculty and graduate student research.
4. Promote student experiential education and community service via professional organizations, service-learning, links to government and industry, and enhance public awareness of important healthcare issues.

Strategic Initiative # 4 – Aligning Quality and Growth
MCPHS provides the resources necessary to sustain both high-quality and growth. Clear and well-understood mechanisms govern program planning, budget development, resource allocation, and outcomes assessment. Sufficient technology, infrastructure, personnel, space, and other resources are in place prior to program implementation.
1. Ensure that academic programs reflect high standards of quality, as measured by regional and
specialized accreditation bodies, student academic achievement, and graduate outcomes.
2. Establish criteria and benchmarks for institutional effectiveness and create mechanisms for
utilizing assessment results as a basis for improvement, in order to ensure that existing
programs continue to be of high quality as the University grows.
3. Utilize an evidence-based approach to the integration of new technology into academic and
administrative processes.
4. Strengthen the University's financial position through prudent budgeting processes and
increased fundraising.
5. Establish criteria and benchmarks for achieving a high level of satisfaction among faculty, staff,
and students, and support continuous improvement of programs and services as well as career
development opportunities.

Leadership
Charles F. Monahan Jr. BSP ’62, President

A 1962 graduate of MCPHS University with a bachelor’s degree in pharmacy, Charles F. Monahan Jr.
became the fifth president of MCPHS University in 1997 after 35 years as a practicing pharmacist and
successful businessman. Prior to his inauguration, Mr. Monahan served as a member of the University's
board of trustees for 18 years and spent the last six years as the chairman of the board.

Under President Monahan’s leadership, MCPHS University has experienced unprecedented growth in
enrollment, physical facilities, research, and endowment, including:

- A $100 million expansion and revitalization of the Boston campus from 1996 to the present,
  encompassing 350,000 new square feet of research, classroom, student residence, and
  administrative space;
- Between 2000 and the present, the development of schools of pharmacy and other health
  professions housed in an $85 million campus in downtown Worcester;
- In 2001, the University’s acquisition of Boston’s prestigious Forsyth School of Dental Hygiene;
- In 2002, the dedication of the University’s third campus in Manchester, New Hampshire;
- An endowment that has increased 1,000 percent to its present level of more than $500 million.

Finance and Administrative Leadership at MCPHS University includes the following
individuals:

- Richard J. Lessard, Executive Vice President, Chief Operating Officer and Chief Financial
  Officer
  BS, MS, Bentley College; CPA, Commonwealth of Massachusetts
Boston Campus

MCPHS University’s Boston campus is located in the Longwood Medical and Academic Area, composed of three main buildings: the George Robert White Building, the Ronald A. Matricaria Academic and Student Center, and the John Richard Fennell Building, which are all structurally interconnected to the student dormitories on campus.

A fourth, separate building, The Richard E. Griffin Academic Center, opened in January 2009 to house the University’s School of Nursing, School of Physician Assistant Studies, and Office of University Advancement, and Center for Professional Career Development.

The research facilities at MCPHS University are equipped for each of the academic areas of specialization. There are such specialized facilities as a suite for radioisotope research, a product development laboratory equipped for pharmaceutical tableting, coating and encapsulation, and a facility to manufacture liquids, ointments, and sterile cosmetic products. Instruments available include infrared, ultraviolet, and nuclear magnetic resonance spectrometers, gas chromatographs, and high-pressure liquid chromatographs.

Worcester Campus

MCPHS University’s Worcester campus houses the institution’s accelerated programs in nursing, dental hygiene, diagnostic medical sonography, and doctor of pharmacy as well as the master of physician assistant studies program, doctor of physical therapy program, and the doctor of optometry program, for post-baccalaureate students.

On September 21, 2009, MCPHS University officially opened a new academic center in downtown Worcester, the Maher Academic Building at 40 Foster Street. In mid-June 2010, MCPHS University acquired the property at 10 Lincoln Square (formerly the Crowne Plaza Hotel). It is also home to two state-of-the-art clinics open to the public: the Eye and Vision Center and the Forsyth Dental Hygiene Clinic.
Manchester Campus

The MCPHS University Manchester, New Hampshire campus is located at 1260 Elm Street in downtown Manchester.

The Academic Program

At MCPHS University, there are nearly 50 programs in the following schools, each providing its own specific area of training and career focuses.

- Forsyth School of Dental Hygiene
- School of Arts & Sciences
- School of Medical Imaging and Therapeutics
- School of Nursing
- School of Optometry
- School of Pharmacy – Boston
- School of Pharmacy – Worcester/Manchester
- School of Physical Therapy
- School of Physician Assistant Studies – Boston
- School of Physician Assistant Studies – Manchester/Worcester

Notable Facts & Statistics

As the oldest institution of higher education in Boston, MCPHS University has an impressive list of accomplishments.

Did You Know?

- MCPHS University is one of the few private, free-standing universities in the United States specializing in the education of health professionals, and has prepared more students for professional careers in pharmacy than any other academic institution in the world.
- In 2011, the University launched MCPHS Online, offering the quality of an MCPHS University education to healthcare professionals around the world.
- MCPHS University has a vibrant international student community with more than 750 international students from 42 countries around the world.
- In 2002, the University dedicated its third campus in Manchester, NH, which now houses programs in pharmacy, nursing, and physician assistant studies.
- In 2001, the University acquired Boston’s prestigious Forsyth School of Dental Hygiene.
- In the last decade, the University has expanded its $85 million campus in downtown Worcester, MA, to include programs in pharmacy, physician assistant studies, nursing, and physical therapy.
- From 1996 to the present, the Boston campus has seen $100 million in construction and revitalization encompassing 350,000 new square feet of research, classroom, student residence, and administrative space.
- The University’s endowment assets amount to approximately $514 million.
Student Population

All Campuses 6,935
Boston 4,719
Worcester 1,447
Manchester, NH 414
Online 355

Tuition and Fees
BS/PharmD (0-69 credits) $28,600
PharmD (70-plus credits) $33,700
Worcester/Manchester PharmD $45,850
Worcester/Manchester Physician Assistant (PA) $42,400

2014–2015 Freshman Class Profile
New freshmen 875
Average SAT 1,611(combined)
Math 559
Critical Reading 519
Writing 532
Average ACT 23
GPA 3.50

Student Life
Clubs & Organizations 90-plus

Alumni
Worldwide 23,828

Endowment
$514 million

Employees
All Campuses 936
Faculty 611
Staff 325

Faculty
Full time 271
Male 32.7%
Organizational Structure of the Department of Enrollment Management
The Enrollment Management Department is overseen by the chief enrollment officer. The following positions report directly to the chief enrollment officer:

- **Administrative Coordinator for Enrollment Services**
- **Executive Director of Enrollment Services**
- **Executive Director of Admission (Worcester and Manchester Campuses)**
- **Director of Undergraduate Recruitment**
- **Director of Admission (International)**
- **Director of Marketing**
  - Director of Creative Services
  - Associate Director of Digital Marketing
  - Associate Director of Marketing Operations
  - Senior Graphic Designer
  - Senior Graphic Designer
  - Marketing Content Writer
  - Marketing Specialist
- **Director of Admission for International Research and Strategy**

History of the Position
With the departure of the former director, this position has been vacant for almost a year. Current marketing team members have stepped in to fill the void; however, all team members are vested in having a director hired as soon as possible.

Responsibilities of the Position
Reporting to the chief enrollment officer of the university, the director of marketing will be responsible for directing the implementation of a strategic, comprehensive and integrated marketing and communication plan designed to increase growth and strengthen the University's brand domestically and internationally. He/she will lead and direct the marketing, web, social media, development communication and creative teams and supplement with external contractors and agencies while assuring consistent management of the MCPHS brand. The director will partner with strategic stakeholders in the University to develop an integrated marketing strategy and oversee and manage the successful, ongoing delivery of marketing strategies that drive and align marketing initiatives to meet defined objectives of the University. The director will be responsible for the hiring, training, supervision and performance evaluation for a team of seven individuals. The director will be part of a team that manages a contractual relationship with an external firm for digital and analytical tools.

Qualifications and Characteristics of the Successful Candidate
The successful candidate will possess a bachelor’s degree in marketing, advertising, communications or related field, and documented progressively responsible experience executing marketing programs is required. Agency-side and experience in higher education are a plus. An excellent foundation in marketing fundamentals and best practices as well as experience with all marketing channels, including integrated email, direct mail, collateral, digital, social media, video, webcasts and live event marketing will be expected of the director. Previous experience leading a team of marketing professionals is required. The ability to design and implement programs and tactics; working knowledge of web-based initiatives for brand promotion as well as multi-tasking successfully in a fast-paced, unpredictable deadline-driven environment will be expected of the director. Excellent writing, editing and presentation skills as well as the ability to act strategically, make decisions, execute strategy and affect change will also be expected of the director.
Additionally, the following characteristics were identified by stakeholders as important for the next director of marketing:

- A willingness to assess strengths of current staff and an understanding of creative personalities;
- Political awareness will be critical in order to navigate the competing requests received by the marketing department;
- A desire to work very closely with a new director of integrative services as well as with the director of technology;
- A very advanced understanding of social media is expected;
- An ability to design materials and outreach that will connect with young people;
- Flexibility and a willingness to shift direction mid-project;
- Political awareness and an understanding of institutional and departmental priorities;
- An ability to understand that MCPHS does “program” marketing rather than “institutional” marketing;
- An ability to mentor professional staff by providing leadership and prioritization skills so that the department can respond proactively rather than reactively as they have for the past several months;
- Provide staff with opportunities to be more creative with their projects, as due to the short staffing situation, they feel they have been doing only “pick ups” in recent months;
- Digital and multimedia experience will be a plus to manage vendor and freelance relationships; and
- Confidence and credibility in management and decision making will be critical to the success of the new senior director.

Likely Opportunities, Priorities, and Challenges of the Position
It was noted in several different forums that strong leadership skills are desired in the next director. As in all departments at MCPHS, the director will be expected to be a productive member of the team as well as a mentor and manager of a fast-paced, deadline-driven environment. Prioritization of incoming projects is a key component of the position responsibilities, as is managing an external marketing agency. As at most institutions, competing priorities surface, but this team is primarily focused on the enrollment management area, so the director will need to be strong enough to say no on occasion to other departments and to accept responsibility for those decisions.

Measures of Success for the Position
At an appropriate interval after joining MCPHS University, the following items will initially define success for the new director of marketing:

- He/she will demonstrate a leadership style that is credible and collegial while being highly effective;
• He/she will have reviewed personnel and processes within the department to evaluate the level and quality of services provided to students and academic departments and will provide suggestions for change;
• He/she will have successfully prioritized projects so that staff members feel that their individual creative energies are being effectively utilized and that they are performing in a proactive atmosphere; and
• He/she will have successfully managed the relationships with the external marketing agency and freelancers working on MCPHS projects.

Benefits Overview
MCPHS University offers a generous array of benefits to its employees, including medical, dental and vision insurance, life insurance, short- and long-term disability insurance, retirement and pension savings plans, vacation time, sick time, personal days and paid holidays as well as tuition waivers and reimbursement for staff, spouses, and dependents. For a complete listing of benefits, go to: http://www.mcphs.edu/About%20MCPHS/Careers%20at%20MCPHS/Our%20Rewards.

Application and Nomination
Applications, including a position-specific cover letter and resume, may be submitted online at http://www.spelmanandjohnson.com/. Nominations for this position may be emailed to Kendra Dane at ked@spelmanandjohnson.com.

Spelman Johnson
Director of Marketing – MCPHS University
Kendra E. Dane, Search Associate

Visit the MCPHS University website at www.mcphs.edu

MCPHS University is an equal opportunity employer.

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