



Marshall B.
KETCHUM UNIVERSITY

Presidential Leadership Prospectus





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Marshall B. Ketchum University and its Board of Trustees looks for the next president to succeed President Kevin L. Alexander and will have the opportunity to build on the growth and momentum established during his 14-year tenure. Marshall B. Ketchum desires a dynamic, forward thinking leader prepared to assume the presidency upon Dr. Alexander's retirement in June of 2022. Our next president must be visionary, collaborative, bring a track record of established leadership and be prepared to enthusiastically represent the University and its mission.





LEARNING IS NEVER OVER. IT HAS NO END.
INDEED, EACH DAY IS ITS BEGINNING.

MBKU *History*

A History of Excellence Since 1904

The evolution of Marshall B. Ketchum University is the story of leadership in health care education. Established in response to the growing need to provide health care education in an interprofessional setting, we trace our roots to the founding of the Los Angeles School of Ophthalmology and Optometry in 1904. At MBKU, we focus not only on expert specialty training but also prepare practitioners to work in a multidisciplinary, collaborative practice environment.

Our Beginnings

The history of MBKU begins in 1904, with the founding of the Los Angeles School of Ophthalmology and Optometry that, over the years, became the Southern California College of Optometry (SCCO). As the third oldest school of optometry in the United States, SCCO has always been a leader in health care education. In 2008, SCCO transitioned to a new President, Dr. Kevin L. Alexander, who articulated a vision for SCCO expanding its mission beyond Optometry. The new vision for our institution recognized the need to incorporate other health programs into the campus, joining SCCO in preparing health practitioners to work together as a team in a collaborative, patient-centered environment.

MBKU Founded

Under President Alexander's leadership, the plan was developed to create a new kind of health care university and, in 2013, the SCCO Board of Trustees approved the university structure allowing for additional programs, naming it after the founder of SCCO, Dr. Marshall B. Ketchum. Soon after, a Physician Assistant (PA) program was added, and later a College of Pharmacy. Our approach to health care education includes: 1) world-class education within each discipline, 2) interprofessional training opportunities and 3) learning that combines advanced clinical training with innovative teaching methods. In short, at MBKU, we train health care professionals for the future of patient care.



Vision, Mission, & Values

Vision

We seek to reimagine the future of health care education.

Mission

The mission of Marshall B. Ketchum University is to educate caring, inspired health care professionals who are prepared to deliver collaborative, patient-centric health care in an interprofessional environment.

Core Values

Marshall B. Ketchum University is guided by the values of: *Accountability, Caring, Excellence, Innovation and Respect.*

Accountability: We are committed to honesty, fairness and responsibility for our words and actions.

Caring: We strive to address the needs of our university community and others by nurturing a spirit of compassion.

Excellence: Consistent with our legacy, we are committed to achieving outcomes of the highest quality.

Innovation: We have the courage to dream and experiment with creative and unique ideas.

Respect: We value the unique talents and diversity of people, strive to work collaboratively, and honor the open exchange of ideas.

Marshall B. Ketchum University Institutional Learning Outcomes [ILO(S)]

Domain 1: Communication

MBKU graduates demonstrate competence in listening, reading, speaking, writing and interpersonal skills.

Domain 2: Analytical Reasoning and Problem Solving

MBKU graduates demonstrate competence in assimilation, evaluation and interpretation of evidence from multiple sources; and the application of that information to achieve optimal patient outcomes.

Domain 3: Interprofessional Health Education

MBKU graduates demonstrate competence as members of the healthcare team to provide quality health care services in an interprofessional environment.

Domain 4: Health Information Literacy and Lifelong Learning

MBKU graduates demonstrate ongoing competence to identify and analyze evidence-based health information in formulating successful outcomes for patients.

Domain 5: Professionalism

MBKU graduates demonstrate their professional competence with published standards of practice and codes of conduct as health care providers.



Academic Programs

OPTOMETRY

The Southern California College of Optometry (est. 1904), confers a Doctor of Optometry degree in a 4-year program. The college strives to provide a student-centered educational experience that aims to develop strong optometric professionals ready to succeed in whatever form of practice they pursue. A solid combination of University-owned clinics in concert with a strong portfolio of affiliated externship clinical sites helps us to build strong and confident optometric practitioners based on diverse clinical education experiences.

In addition to the professional program, SCCO offers a Master of Science in Vision Science.

With the growing number of optometry programs in the United States over recent years, there has been an increase in demand for qualified academics in the field. The Master of Science in Vision Science (MS) degree program prepares optometrists for a wide range of career choices and gives the student the skills to:

- **Teach in an optometry school:** The MS in Vision Science program provides the academic requirements for teaching, which are not offered in professional optometry school or residency programs.
- **Perform clinical or basic research in vision science:** This research may be in a wide range

of settings such as optometry schools, medical schools, industry, or a private office.

- **Work in pharmaceutical and contact lens industries where there is a need for optometrists trained in research:** Many of the current advances in the clinical practice of optometry are developed by optometrists working for companies.
- **Embark on private practice research:** With an MS degree, you will be able to carry out research in a private practice office. Many optometrists conduct clinical research in their private practice in multi-center clinical studies funded by industry. Examples of such studies include doing research on a new contact lens solution or pharmaceutical drug.

This program is offered both independently and also as a concurrent track of study for enrolled students in the College of Optometry.

As SCCO boasts a 120-year record of achievement, we could have easily rested on our optometric pedigree. Instead, a bold decision was made to pioneer a unique, multidisciplinary university with a mission to integrate interprofessional education and team-base care. Named after the founder of the optometry program, Marshall B. Ketchum University has strategically added two new programs since the founding of the university.



PHYSICIAN ASSISTANT

The School of Physician Assistant Studies at Marshall B. Ketchum University was established in 2011 and offers a 27-month program, post-baccalaureate leading to the degree Master of Medical Science.

Our School of PA Studies program was the first accredited PA program in Orange County and boasts one of the most desirable student-to-faculty ratios in the United States (8:1). Here are some other things students like to know about MBKU's School of PA Studies.

Based on our mission, the goals of the School of Physician Assistant Studies are to:

- Graduate PAs who become certified by the NCCPA.
- Engage all students in active and on-going community service.
- Provide all students with experience in caring for and interacting with underserved communities and encourage graduates to provide care for underserved communities.

The School of Physician Assistant Studies has a dedicated faculty who truly work together as a team to shepherd and uplift the professional development of students as they navigate through the program.

PHARMACY

The College of Pharmacy opened its doors in 2014 and in just 2 years accepted our inaugural class of next-generation pharmacists. The PharmD degree is awarded at the end of a 4-year course of study that provides a rich mix of classroom, laboratory, and diverse clinical experiences.

Today, following MBKU's rich tradition of collaboration and innovation, our College of Pharmacy continues to deliver a groundbreaking new program—one that not only benefits from our faculty's considerable expertise, but also from our

leadership in interprofessional education, which emphasizes communication, safety and quality of care to deliver the best possible patient outcomes.

The College of Pharmacy is proud of their integrated curriculum and active learning emphasis. The smaller class size keeps them flexible enough to adjust coursework and teaching methods to match the pharmacy profession's ever-evolving needs. This helps College of Pharmacy grads confidently transition into a meaningful and satisfying career in pharmacy.





Interprofessional Education

Equipping You To Be A Leader

Perhaps you've heard it said that 'the future of health care is collaborative.' At MBKU, we couldn't agree more.

That's why we're leading the way in providing interprofessional education (IPE) for all our students— **optometry**, **PA** and **pharmacy**—and supplying a leading-edge clinical environment in which they can expand and apply that knowledge:
The Ketchum Health Center in Anaheim

How IPE Prepares You

Under the guidance of MBKU faculty, IPE is an innovative teaching approach that emphasizes communication, positive outcomes, and patient safety that all lead to improved quality of care. It prepares students of different disciplines to work in teams wherever possible to deliver optimal patient experiences and outcomes.

At MBKU, you will have many opportunities to learn with and work alongside students from our other specialties--to step into their shoes and see patient care from a different medical perspective.

Your IPE Experience

Teaching you the skills and knowledge that lead to better care and outcomes is the ultimate goal of interprofessional education. To that end, we have structured the IPE curriculum into five integrated, phases:

Phase one: Interprofessional co-curricular and social events

Phase two: Teaching through group activities

Phase three: Teaching through simulation and standardized patients

Phase four: Teaching interprofessional practice at Ketchum Health

Phase five: Interprofessional rotation in a collaborative practice setting

In February of 2020, Marshall B. Ketchum University unveiled a strategic plan that cast a vision for educating health care leaders in 2020 and beyond. In addition to affirming MBKU's Vision, Mission and Core Values, this strategic plan united the goals of the University under four pillars, each of them an indispensable component of MBKU's identity: We are a(n) I. Student-centered University; II. Engaged and Inclusive University; III. Interprofessional in Culture and Approach to Health Care and Teaching; IV. Innovative and Contemporary University.

The target for most strategic plans is to guide institutional priorities for a 3-5 year period of time. The introduction of the pandemic on the heels of the latest strategic plan for MBKU may have pushed out its longevity for a year or so.

This strategic plan represents the collaborative and distilled offerings from every constituency at the University including the Board of Trustees, administrators, faculty, staff, and students in its development. The current strategic plan was approved by the University Board of Trustees in December, 2019.

To see MBKU's full Strategic Plan, please visit ketchum.edu/strategicplan which describes the current operational details.



Strategic Plan



Student Life



For fall 2020, MBKU reported a total of 738 students enrolled in the four programs offered: 408 enrolled in Optometry, 121 enrolled in Physician Assistant, 207 enrolled in Pharmacy, and two students were enrolled in the Master of Science in Vision Science as a standalone program.

We have 12 international students enrolled in Optometry program. This number does not include DACA students.

The most recent six-year completion rate for those students enrolled in SCCO was 98%. The most recent 51-month (27 months + 2 years) completion rate for those students enrolled in SPAS was 100%.

FALL ENROLLMENT 2020

Total Enrollment	738
% of students who are female	67%
% of students who are full time	98%

Percent of all students by race/ethnicity

American Indian or Alaska native	0%
Asian	51%
Black or African American	2%
Hispanic/Latino	7%
Native Hawaiian or Pacific Islander	0%
White	24%
Two or more races	5%
Race and ethnicity unknown	9%
Non resident alien	2%

MBKU also has a joint master's program in Clinical Optometry with Eulji University in South Korea. We have 12 international students enrolled in a joint program with SCCO and Eulji University in South Korea.

UNIVERSITY STUDENT AFFAIRS

The Mission of University Student Affairs is to offer programs and services that provide a safe and inclusive campus environment to support student success. University Student Affairs serves as the hub for personal and professional support for students, including academic support, financial aid, career resources, student counseling services and student disability services.

University Student Affairs promote student learning outside of the classroom with a variety of programs, services, and development opportunities with documented Program and Student Co-Curricular Learning Outcomes that reflect the missions and strategic plans of the University and the department in the areas of:

- Professional and career development
- Leadership development
- Academic development
- Personal enrichment/development

Students may elect to earn a Certificate in Leadership Development or enroll in a topic specific Microcredential.

STUDENT LIFE

Life outside of class on the Marshall B. Ketchum University campus offers students a rich and fulfilling experience with a co-curricular clubs, associations and student activities. Each offers a unique environment for personal and professional growth.

Campus involvement is a part of the student culture at MBKU. Each class is represented by an annually-elected class cabinet along with Student Association officers (president, secretary, treasurer and committees) to represent the student body.

Every student is a member of the Student Association and also a member of the national professional organization of the respective Program's choice. Optometry students are members of AOSA, PA students are members of AAPA and Pharmacy students are members of APhA-ASP. The Student Association umbrella also includes all other student organizations and clubs with a list of over 25 student led organizations and special interest groups.







University Finances

Marshall B. Ketchum University's operating budget of \$52 million dollars for fiscal year 2019-2020. The University has \$32.8 million in long-term debt. MBKU's endowment is valued at \$24 million dollars, with nearly 100% of new gifts designated for student scholarships, the expansion of educational disciplines, or the professional development and research activities of its faculty. In addition, the University maintains an affiliate, SCCO Properties, Inc., that generates rental income from a long-term ground lease on property owned by MBKU.

The University participates in major Federal Award programs providing loans and grants to its graduate students in a variety of healthcare disciplines. MBKU also offers its students the opportunity to obtain campus-based loans to assist them in completing their education. MBKU students have a zero percent loan default rate. MBKU earned a 3.0 Composite Score for financial responsibility from the Department of Education for fiscal 2019-2020 results.

Marshall B. Ketchum and Ketchum Health is a 501 (C) (3) nonprofit institution.



THE FUTURE
THOSE WHO
THE BEAUTIFUL
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Leadership & Governance

Marshall B. Ketchum University is governed by a Board of Trustees who are responsible for selecting the President of the University. The President and the leadership team of the University are responsible for the daily operations. The Board of Trustees provides broad oversight for the financial, business and fiduciary welfare of the university. Participation as a Board member of the University, typically involves four full Board meetings a year as well as involvement in one or more smaller sub-committees with a focused purpose.

The President works with his Leadership team to execute the daily work and strategic direction of the University. The organizational chart for the University can be found at ketchum.edu/strategicplan which will provide you with a glimpse of the reporting structure.

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WHO BELIEVE IN
TY OF THE DREAM.
EANOR ROOSEVELT

About Southern California

Orange County, California

Beyond its epic theme parks and perfect weather, Orange County is celebrated for outdoor dining, entertainment and beach-bound adventure. Treat yourself at South Coast Plaza for the finest in luxury shopping and superlative restaurants. Spend an afternoon aboard a whale watching cruise in Newport Harbor, or cast a reel from the Huntington Beach Pier. Stop to smell the flowers at the Sherman Library and Gardens, or explore Laguna's vast variety of boutique shops along the Pacific Coast Highway.

Los Angeles, California

The City of Los Angeles holds many distinctions. L.A. is the entertainment capital of the world, a cultural mecca boasting more than 100 museums, and a paradise of idyllic weather. From tourist attractions like the Walk of Fame's collection of stars, to career opportunities like those presented in the expanding tech industry, Los Angeles is the place to be. It is the only city in North America to have hosted the Summer Olympics twice. Downtown L.A. is the largest government center outside of Washington, D.C. Los Angeles has the only remaining wooden lighthouse in the state (located in San Pedro's Fermin Park) and the largest historical theater district on the National Register of Historic Places (located Downtown on Broadway). Los Angeles is on the leading edge of several growth industries. L.A. County, with more than 87,000 jobs in the fashion industry, has surpassed New York's fashion district workforce. The L.A. five-county area also has more than 700,000 people at work in health services/ biomedical activities and 190,000 people in aerospace/technology.





The University Campuses





Marshall B. Ketchum University is located on three campuses: the main campus located in Fullerton, Ketchum Health located in Anaheim and the University Eye Center of Los Angeles.

FULLERTON CAMPUS

The MBKU main campus is located on seven acres in the City of Fullerton and includes six buildings totaling 124,900 square feet, plus two parking facilities on campus. Additional parking facilities for 300 cars are available within 1 mile of the Fullerton Main Campus and they are serviced by shuttles which can run continuously. The main Fullerton campus includes appropriate facilities for academic, administrative, recreational, and parking needs.

The Richard L. Hopping Academic Center, originally built in 1997 and remodeled in 2017, includes flexible lecture space, which is typically divided into three classrooms of approximately 100 seats each, but can be opened into one large space, with seating for 325 and equipped with contemporary multimedia technology and associated lecture capture capabilities. The Marshall B. Ketchum Library is located on the second floor of this building. The Library includes ample private study carrels, open seating areas, and a reading room. Adjacent to the Library are four group study rooms and a testing center for students requiring accommodations.

The Campus Operations Facility houses an on-site parking structure, fitness center, Campus Operations office, machinery workshop and Campus Security Department. The parking facility provides parking space for 340 vehicles and includes state-of-the-art security systems. The Campus Operations area includes storage space and equipment repair facilities. The Security Department provides 24-hour surveillance of the campus.

The Basic and Clinical Sciences Building includes basic science and pre-clinic teaching labs, research labs, offices for full-time, part-time, and emeritus faculty, Information Technology offices, Multimedia Office, reproduction/mail service departments, and a staff/faculty lounge. Future plans for renovation and upgrading in this facility are in the planning stage at this time.

The Administration building is a three-story structure. The President's Office is on the third floor and includes a multipurpose space for meetings and receptions. Most of the administrative offices are located on the second floor, including the offices of the Dean of Optometry, Vice President for Student Affairs, Financial Aid Offices, and the Vice President for Human Resources. Part of the second floor was remodeled to house the administration, faculty, and staff

of the School of Physician Assistant Studies (SPAS). The first floor houses a state-of-the-art conference room, providing the capability for teleconferencing.

The 40,000 square foot Health Professions Building is newly renovated space creating facilities for the College of Pharmacy and the School of Physician Assistant Studies. The space includes four classrooms (three for the COP and one for SPAS), a Skills Laboratory, Gross Anatomy Laboratory, and the Simulation Center. The Simulation Center includes 16 examination/consultation rooms complete with examination tables and small group tables capable of accommodating 4 students. Two rooms are equipped with high-fidelity mannequins (Laerdal 3G®). Select rooms are equipped with pan-tilt-zoom cameras for recording student performance on assigned tasks. This space allows for IPE case-based activities and standardized patient interactions, including OSCEs.

The ground floor of the Health Professions Building includes a conference center for meetings and seminar presentations and seats approximately 45 people. Also on the ground floor is a small clinical research space for optometric research trials.

The Warren and Carol Low Student Union was extensively remodeled in 2018. It houses the student center with a big screen TV, pool tables, foosball tables and table tennis. A food preparation area for students and grab-n-go cafe are available. This building includes a roll-up door to expand the indoor/outdoor space and makes it a lovely space for receptions and social activities that take advantage of the Southern California weather. This building also houses the continuing education department, optometry school admissions offices, faculty offices, and two dining area which can accommodate up to 150+ people.

KETCHUM HEALTH



In January 2015, the University completed the purchase of an 80,000 square foot building in Anaheim, CA - the Ketchum Health Building. Located just 15 minutes from the Fullerton campus, this new facility has enabled the relocation of the University Eye Center and select University administrative functions from the Fullerton campus; freeing main campus facilities for the College of Pharmacy and additional

Interprofessional educational space. Ketchum Health allowed the University Eye Center to expand into a true interprofessional health clinic including space for family medical practice and a pharmacy research laboratory in addition to the existing eye services. The building was completed in May 2016 and the University Eye Center and all other occupants moved into the new space in June 2016.

UNIVERSITY EYE CENTER OF LOS ANGELES



The University also owns and operates the University Eye Center of Los Angeles (UECLA), an optometry clinic in downtown Los Angeles with 10 primary care eye exam rooms, an optical dispensary,

vision therapy rooms, a contact lens room and low-vision exam rooms. This serves as a valuable clinical education site for 4th year optometry students.



Presidential Expectations

Administration

The President must possess and consistently demonstrate excellent administrative and management skills as the Chief Executive Officer of the University. The President must be able to develop a positive working relationship with the Board of Trustees. Demonstrated success in building an administrative team and empowering them through the delegation of responsibility within an effective system of accountability is absolutely essential. As the external environment changes, proactive management of finances, personnel and organization is essential in order to continue the demonstrated progress of the institution. The President must be creative and resourceful in fiscal matters and resource allocation while maintaining a conservative fiduciary obligation. It is essential that the President have the ability to understand, review and guide the University to develop effective policies to deal with changes created by the expanding scope of practice for professions represented by University programs, new technologies and changes in the health care system in general.

Academic Leadership

The President must be a proven leader and one who can further enhance the continued growth of the University in academic excellence through creative and innovative partnerships. The President must have demonstrated experience in fostering excellence in health care education, clinical services and research. The President must provide leadership for the development and implementation of new academic curricula and delivery models as well as continued improvement of current programs.

Institutional Advancement

The University has made every effort to reduce dependence on tuition income by its students. Therefore, the President must understand and have experience in fundraising activities, planned giving, corporate and foundation solicitation, capital campaigns and endowments.

Communication and Advocacy

The President must exhibit excellent writing and verbal skills. The President is expected to expand the interface of the institution with the health care, education, business and political communities while maintaining and enhancing the image of the institution at the regional and national levels. The President will be an advocate for the University and each profession represented by programs within the University.

Personal Qualities

The President must exhibit the personal, professional and moral qualities of honesty, courage, ethics, and respect for others. The President must uphold and demonstrate the highest level of integrity in all situations. The President must have a vision for the institution and the ability to build consensus among the various University constituencies.

The President is the Chief Executive Officer of the University, hired by and reporting directly to the Board of Trustees. The President shall have the delegated authority from and be responsible directly to the Board of Trustees for:

- Assuring academic excellence, efficient functioning and fiscal integrity of the entire University.
- Promoting a shared University vision to create opportunities and address challenges.
- Developing and inspiring faculty, staff, and students through principled leadership.
- Providing mentoring and coaching for the University leadership team.
- Supporting the student-centered mission of the University.
- Promoting interprofessional education and collaborative practice opportunities for students.
- Fostering equal opportunity and access and understanding the important roles that diversity must play in health professional universities.
- Overseeing student safety and welfare and matters related to campus culture.
- Facilitating communications within the University community.
- Leading short and long-range and strategic planning to achieve the University's mission to ensure growth of all aspects of the University colleges and programs for education, research, and service.
- Supporting institutional research and outcomes assessment activities for the University.
- Assuring compliance with federal, state and accrediting body standards and regulations, as well as adhering to all policies and procedures.
- Ensuring strong human resources management through hiring, evaluating, separating, and leading an effective management team, staff, and faculty.
- Overseeing all difficult separations from the University.
- Ensuring well-maintained, desirable facilities, and a safe campus environment.
- Assessing campus resources needs and ensuring proper implementation.
- Fostering and developing resources including a formal institutional advancement program to support the goals of the University.
- Leading the campus in developing and maintaining strong relationships with alumni, the health professions and professional organizations; community organizations, government agencies, legislative bodies and bureaus; political groups; non-health related professions; other schools, colleges and universities; business and industry to maximize partnerships, fundraising, alumni placement, new student recruitment, and clinical placement opportunities.
- Informing the Board of Trustees of all functions within the University, its strengths, weaknesses, needs and progress by frequent consultations with the other administrative officers, faculty members, support personnel, alumni and students.



Presidential Duties & Responsibilities

Characteristics of a Successful Candidate

- Integrity and high energy
- Excellent verbal and written communication skills
- Advanced graduate or Professional degree in field of study
- Understanding the nature and purpose of the programs offered at MBKU
- Understanding and respect the qualities of good teaching and their application to professional programs
- Understanding and respect of the importance of research to the professional programs
- Understanding of the importance of clinical care and student experiences to professional programs
- Able to lead or assist the institution in a thorough and continuous review of core program curricula
- Able to set a balance between effective enrollment to maintain the University structure and enrollment size for effective program learning
- Experience as a faculty member
- Management skills necessary to oversee a complex organization such as MBKU
- Understanding the value of collaboration inside and outside the University
- Skilled in fiscal management
- Be entrepreneurial and an advocate for change
- Understanding of the concept of “shared governance” and be open to including faculty and staff in decision making
- Long and short-term planning skills
- Ability to articulate a long-term vision for the University and be able to involve the University community to execute the vision
- Demonstrated record of involvement in alumni affairs
- Demonstrated record of involvement in his/her profession
- Be a nationally recognized leader in his/her profession
- Demonstrated record of fundraising
- Experience in conflict resolution

Applications & Inquiries

The search committee is chaired by MBKU Board of Trustees Chair, Richard S. Price II, JD.

Prospective candidates may review the website at ketchum.edu/presidentprospectus that provides a full Presidential Candidate Packet with additional information.

For best consideration, please send all nominations, inquiries, and expressions of interest in confidence and electronically to:

Carole Jolly
MBKU Presidential Search
cjolly@ketchum.edu

Applications must include a cover letter that addresses the candidate's vision to fulfill the Presidential expectations stated; a curriculum vitae; and a list of at least 3-5 professional references with contact information that includes a telephone and email address and an explanation indicating the candidate's professional relationship with each contact. No references will be contacted without the explicit permission of the candidate.

This position will remain open until it is filled, but only applications received by **January 14, 2022** will be given full consideration.

Additional information about Marshall B. Ketchum University can be found at ketchum.edu.

Thank you for your consideration for the President of Marshall B. Ketchum University. MBKU has a unique and exceptional culture of collaboration, innovation and care and we look forward to reviewing your interest in leading our growing, interprofessional health care University.

Marshall B. Ketchum and Ketchum Health is a 501 (C) (3) nonprofit institution.

MBKU is an equal opportunity employer; requirements are subject to possible modification to reasonably accommodate individuals with disabilities.