



**Southern California College of Optometry  
Comprehensive College Strategic Plan 2014 – 2017**

**1. Sustain a college culture centered on student achievement and support**

- 1.1 Attract a robust, diverse and highly qualified applicant pool
  - 1.1.1 Highlight faculty passion for teaching excellence, compassionate patient care, and leadership in the profession
  - 1.1.2 Increase entrance scholarships in number and amounts
  - 1.1.3 Continue an engaging media and outreach campaign to highlight benefits of attending SCCO at MBKU
- 1.2 Continuous improvement and innovation in support of a cohesive, coordinated curriculum that addresses learning outcomes across the institution.
  - 1.2.1 Invest in faculty and faculty development for excellence in teaching in the didactic, clinical, and graduate programs
  - 1.2.2 Evaluate and optimize faculty:student teaching ratios
  - 1.2.3 Invest in innovative technology to enhance student achievement, confidence, and efficiency
  - 1.2.4 Incorporate interprofessional education in partnership with the College of Health Sciences and College of Pharmacy
  - 1.2.5 Promote a commitment to evidence-based critical thinking and passion for life-long learning
- 1.3 Continue to develop a high quality, clinical educational experience both on-site and through a rich, diverse, and in-depth outreach program.
  - 1.3.1 Increase patient census 10%
  - 1.3.2 Explore, develop, and assess models for interprofessional collaborative practice
  - 1.3.3 Increase awareness about optometry's role in primary care and public health
- 1.4 Develop, implement and assess impact of student support services in conjunction with the Office of Student Affairs.
  - 1.4.1 Counseling services
  - 1.4.2 Foster co-curricular activities which promote achievement of learning outcomes for the institution, program and students. E.g. enrichment programs, leadership certificate, clubs
  - 1.4.3 Support student governance and activities
  - 1.4.4 Develop programs that partner employees and students to encourage camaraderie, collegiality and sense of community resulting in lifelong relationships with the College



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## **2. Optimize College Resources**

- 2.1 Educate constituents on the financial status, limitations, needs and future goals of the College.
- 2.2 Research revenue sources in coordination with the Office of Advancement and Alumni Relations – e.g., government, corporate, alumni contributors, foundations.
- 2.3 Increase community awareness of patient care services and technologies in Ketchum Health and the University Eye Center Enterprise (Anaheim, Los Angeles, JWCH, Caduceus, Garden Grove, etc.)
  - 2.3.1 Develop showcase opportunities/events to highlight innovative technology and patient care advancement, which increases community awareness and engagement
  - 2.3.2 External marketing and communication – create a coalition of local area healthcare providers, host and participate in community events, network with potential patient referral sources, e.g., community leaders, nurses, principals and clinic directors.
  - 2.3.3 Develop internal marketing and practice management program to promote referrals and outstanding patient care experience
  - 2.3.4 Optimize revenue streams available through the UEC Enterprise
    - 2.3.4.1 Review, deploy, and/or cut vision and medical plans based on patient access needs and revenue
    - 2.3.4.2 Decrease unpaid claims and shorten revenue cycle
    - 2.3.4.3 Centralize purchasing to maximize institutional buying power
  - 2.3.5 Work with clinical services to develop infrastructure to support increased patient encounters through enhanced efficiency, productivity, and staffing ratios
  - 2.3.6 Develop culturally-sensitive and diverse patient segments e.g. Latino and Asian
- 2.4 Create programs to create an environment on campus that consistently demonstrates to employees their value
  - 2.4.1 Invest in faculty and faculty development for excellence in teaching in the didactic, clinical, and graduate programs
  - 2.4.2 Encouraging additional certification, leadership training, and advanced degrees, education for faculty and staff
  - 2.4.3 Employee recognition in coordination with Office of Human Resources
  - 2.4.4 Examples of support include loan forgiveness program, tuition reimbursement for advanced education, among others

## **3. Grow the college strategically**

- 3.1 Explore entrepreneurial opportunities that align with the mission, enhance education, patient access, and positive margin.
- 3.2 Establish alliances with community health clinics and regional school districts for comprehensive healthcare.



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- 3.3 Partner with government healthcare agencies to facilitate comprehensive health care collaborations.
- 3.4 Identify and develop strategic growth opportunities for post-graduate education.
  - 3.4.1 Residency
  - 3.4.2 Graduate education – M.S. and Ph.D.
  - 3.4.3 International partnerships in the Pacific Rim
    - 3.4.3.1 Eulji University and Tokyo Optometric College
  - 3.4.4 Expand quality, continuing education opportunities both live and on-line to a broad audience ranging from local to global
- 3.5 Research
  - 3.5.1 Develop research endowment. Target: \$300K
  - 3.5.2 Promote interprofessional collaborative research with College of Pharmacy and College of Health Science
  - 3.5.3 Institutional research for continuous quality improvement and accreditation requirements in partnership with faculty, students, and the Office of Institutional Effectiveness
    - 3.5.3.1 Assess, innovate, deploy solutions to identified challenges or gaps in optometric education to assure alignment with learning outcomes (i.e. institutional, program, and student)
    - 3.5.3.2 Develop programs within each College unit (e.g., clinical affairs, academic affairs) to address efficiency and effectiveness in the workplace, e.g., implementing technology solutions, supervisor training, job enhancement training
  - 3.5.4 Industry sponsored collaboration to help translate research into practice
  - 3.5.5 Encouragement and support for competing federally funded grants and activity
- 3.6 SCCO enhances its commitment to practice management and health care resource development.
  - 3.6.1 Develop resources and personnel to create specific programs to assist graduating students, recent graduates and established practitioners in practice development and management
  - 3.6.2 Develop a network of experts of faculty, practitioners and others in all aspects of practice management, e.g., business issues, implementing new services and new technologies
  - 3.6.3 Formalize a faculty consultation service for patient care related questions

#### **4. Honor the College reputation**

- 4.1 Community engagement - external
  - 4.1.1 Partner with Alumni to encourage engagement and affiliation with SCCO and MBKU including resources such as practice management services, newsletters, and opportunities for philanthropy
  - 4.1.2 Leading efforts with legislators and active engagement in promoting health care advocacy



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- 4.1.3 Promoting the importance of children's vision and successful learning to Regional School Boards and School Districts
- 4.1.4 Partner with professional associations to reinforce the lifelong commitment in support of patient access, duty and responsibility, professionalism and ethics
- 4.1.5 Collaborate with philanthropic partners who promote access to care for underserved populations
- 4.1.6 Industry relations and support of common goals
- 4.2 Create an effective communication strategy that will lead to a culture that keeps employees informed and engaged.
  - 4.2.1 Enhance and promote the university and college brand
  - 4.2.2 Use multiple channels to convey information to stakeholders – live, video, Moodle, town hall, newsletter, email, social media, annual State of the College, quarterly reports, etc.
- 4.3 Be the college of choice known for its positive culture for students, faculty, and staff through our actions, philosophy, and ongoing commitment. We want our alumni and stakeholders to be proud of our collective accomplishments.