

# MBKU Strategic Plan



# 20/ 23





# Strategic Plan

## 2020 / 2023

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### VISION

We seek to reimagine the future of health 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

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.

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## PILLAR I

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# WE ARE A Student-Centered University

- 1. Create multiple opportunities for student engagement within each program and throughout the University.**
  - a. Ensure a meaningful student orientation that includes engagement and interaction with multiple campus constituents.
  - b. Create opportunities for student engagement throughout the student life-cycle.
  - c. Assist students in building social connections.
  - d. Connect students to MBKU through campus-wide events.
  
- 2. Offer focused student support through mentoring, advising and specialized services.**
  - a. Develop effective student mentorship through a robust Faculty Advising Program.
  - b. Continue and strengthen our Peer Advising Program.
  - c. Explore creative and flexible options to expand our mental health services and student wellness and self-care initiatives.
  - d. Provide students assistance to become successful learners.
  - e. Establish best practices in Enrollment Management to track and evaluate various characteristics of our students within each program to create services and support for identified student groups (e.g., veterans, international students, etc.).
  
- 3. Establish and sustain student-centered instruction and learning.**
  - a. Explore accessible technology to support student learning.
  - b. Create a resource and support “Center” with dedicated staff to provide best practices in teaching (e.g., instructional design, High Impact Practices [HIP] and innovative pedagogy).
  - c. Expand philanthropic and extramural funding to support scholarships and educational, clinical and research opportunities.
  
- 4. Assist students in connecting co-curricular learning with the development of professional attributes.**
  - a. Provide intra and interprofessional co-curricular learning through assessment and portfolio development on a variety of skills.
  - b. Offer intra and interprofessional student development certificate programs and micro credentials (e.g., digital badges) in various cluster topics.
  - c. Provide career and professional development services including leadership and advocacy.
  - d. Support students to develop leaders in the field of interprofessional collaborative practice.
  
- 5. Prepare students to exemplify MBKU core values as it relates to patient-centered care.**
  
- 6. Optimize wellness for faculty, staff and students across the University.**
  - a. Develop wellness programs at all MBKU locations.
  - b. Develop fitness programs in collaboration with external partners that allows opportunities for after-hour activities.



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## PILLAR II

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# WE ARE AN Engaged and Inclusive University

- 1. Develop organized on-boarding process with enhanced collaboration between departments and programs.**
  - a. Create a robust orientation program for all new employees.
  - b. Start with “why”. Inspire all employees with a common concept about the University’s “why”.
  - c. Develop a University-wide training program that all employees participate in so there is a common framework of understanding.
  - d. Provide opportunities for more collaboration between departments and programs.
- 2. Develop strategies to improve diversity among board members administration, faculty, staff and students.**
- 3. Establish and maintain a culture of leadership development and mentoring among faculty and staff.**
  - a. Faculty and staff strive to serve as role models by demonstrating leadership skills.
  - b. Create and implement faculty and staff mentorship programs.
  - c. Develop intentional career ladders at MBKU for staff.
  - d. Support and commit to research and scholarly activity contributing to the body of knowledge of the respective professions.
- 4. Create opportunities for ongoing development and recognition among all employees.**
  - a. Expand MBKU recognition programs for all University employees.
  - b. Become an employer of choice in Orange County.
- 5. Enhance University and clinic-wide communication strategies.**
  - a. Develop ways employees can deliver feedback and give input for continuous improvement.
  - b. Implement more personal and consistent ways to deliver “top-down” information.
  - c. Create, implement and update University-wide policies and procedures and ethical codes of conduct.
  - d. Develop and share documentation about the roles and responsibilities of all employees to improve communication and work flow.
  - e. Share ideas and successes across programs and departments.
- 6. Develop ways to maximize opportunities for engagement across University.**
  - a. Institute quarterly all-employee development days.
  - b. Increase volunteerism opportunities for both internal and external events among employees.
  - c. Create more opportunities for employees to interact with students and participate in existing “spirit” activities with students.
  - d. Interconnect through shared interests (e.g., hiking, dancing, skiing, animals, etc.) to encourage personal interactions between employees.
  - e. Expand linkages with alumni to strengthen alumni advocacy, commitment and contributions.
  - f. Provide preeminent continuing education opportunities as a lifelong learning partner for faculty, staff and alumni.
- 7. Ongoing commitment to global educational and experiential learning partnerships.**



- 8. Create community outreach and engagement with collaborative partners to improve the health of populations within our community.**
- 9. Incorporate principles of quality assurance and institutional research objectives to successfully inform and collaborate with granting agencies and local partners.**
  - a. Deliver high quality and thorough patient-centered care (e.g., attentive, caring, thorough exam, clear patient education, patient involved in decision making, etc.).
  - b. Develop customer service standards and expectations for Ketchum Health.
  - c. Create metrics to assess patient's experiences and to aid in quality improvement (e.g., patient satisfaction surveys, patient outcomes, employee feedback, etc.).
- 10. University community assists the MBKU Board of Trustees in the transition to new Presidential Leadership.**



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PILLAR III

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WE ARE

# Interprofessional in Culture and Approach to Healthcare and Teaching

- 1. Improve interprofessional collaboration, communication and inclusion across departments and programs.**
  - Identify and expand existing communication channels between students, faculty and staff.
  - Promote faculty, staff and student diversity and awareness of inclusion throughout the University.
  - Create University-wide faculty and staff development committees.
  - Provide pathways to utilize the clinical and professional experts and resources throughout the University.
- 2. Create a functioning model of interdisciplinary care at Ketchum Health.**
- 3. Realize improved patient outcomes through increased efficiencies through interprofessional collaboration.**
  - Create metrics to evaluate efficiency and outcomes of interdisciplinary patient care.
  - Secure outside funding to expand patient care services (e.g., UECLA Family medicine, pop-up clinics, etc.).
  - Focus on staff development to support the patient-centered care model.
  - Improve efficiencies of patient care through the integration of technological solutions (e.g., patient flow and iPad check-in, loop video about services, patient testimonial videos, etc.).
- 4. Provide intra and interprofessional co-curricular learning through assessment and portfolio development on a variety of skills.**
- 5. Offer intra and interprofessional student development certificate programs and micro credentials (e.g., digital badges) in various cluster topics.**
- 6. Support students to develop as leaders in the field of interprofessional collaborative practice.**









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## PILLAR IV

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# WE ARE AN Innovative and Contemporary University

### 1. Adopt new processes to ensure infrastructure and facilities are forward-thinking and attractive to students and employees.

- a. Ensure the continuity of innovation by adopting replacement cycle processes that forecast needs and funding across University functions.
- b. Implement ongoing educational programming to maximize usage of our hardware and software/infrastructure.
- c. Conduct group meetings across the University to gather feedback and collaborate on forward-thinking strategies for infrastructure and facilities.

### 2. Enhance the learning and work experience by adopting new technologies.

- a. Adopt distance learning/remote meeting technologies such as video conferencing along with digital whiteboards and virtual/augmented reality.
- b. Adopt software tools to leverage the powerful data collected from all University systems in combination with utilizing performance metrics.
- c. Research and develop mobile applications for tablets/smartphones to enhance the learning experience in/out of classrooms and the clinics.
- d. Implement a talent/enrollment management platform that can attract and retain students and employees.
- e. Adopt a digital document repository for ease of access and reduction of paper waste.

### 3. Refine physical spaces to promote efficiency, innovation and collaboration.

- a. Conduct a comprehensive space utilization study to assess how to maximize usage with our existing space.
- b. Perform an independent facilities condition assessment.
- c. Develop a lifecycle for all physical assets with proper disposal at the end of the lifecycle.
- d. Perform a comprehensive study of all external clinics to determine ROI, educational benefit, contribution to the community, etc.
- e. Expand and strengthen the University's financial foundation to support infrastructure enhancements.

### 4. Create and transform supporting facilities and spaces to improve the quality of life experiences for students and employees.

- a. Develop a parking and transportation plan to improve parking space availability and improve accessibility, safety for employees and students.
- b. Provide more common amenities such as food, package delivery and their personal needs while on campuses.
- c. Improve the look and feel of the Fullerton campus to be more accessible, contemporary, functional and warm/welcoming.

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KETCHUM UNIVERSITY