

SOUTHERN CALIFORNIA COLLEGE OF OPTOMETRY

A HISTORY

1904 - 2017

KENNETH E. BROOKMAN, OD, PHD, MPH





A HISTORY OF THE

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CALIFORNIA COLLEGE
OF OPTOMETRY

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A photograph of three young adults walking across a grassy field. On the left, a young man in a white t-shirt with 'NEW YORK' printed on it and dark pants carries a black bag. In the center, a young woman in a dark top and jeans also carries a bag. On the right, a young woman in a light-colored, patterned dress walks. They are all smiling and looking towards the right. The background shows a large building with many windows. The entire image has a blue color cast.

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F O R W A R D



In 1984, Professor James R. Gregg published a comprehensive history of the then 80-year-old Southern California College of Optometry. The history titled *The Origin and Development of the Southern California College of Optometry, 1904–1984* outlined the founding, development and successes of the nation’s third-oldest college of optometry in great detail. It is a wonderful volume and a frequent reference for anyone wanting to know about our institution. As the college marked its 110th anniversary in 2014, I realized there were 30 years of undocumented history for SCCO. During that time, two new presidents had been installed, buildings were built or renovated and the college continued to develop into a world leader in optometric education. The recognition that 30 years of history needed to be documented, led me to call upon Dr.

Kenneth Brookman to assume the job of writing a modern version of the history of the Southern California College of Optometry. This seemed like an opportune moment to write such a history because in addition to the last history having been written in 1984, our institution transitioned to become the anchor college of the Marshall B. Ketchum University in 2013. A modern history is a fitting capstone to SCCO’s decades of leadership in health care education.

Dr. Brookman is particularly well-suited to write this history. Ken graduated from SCCO in 1973 and served SCCO for 38 years in a variety of faculty and administrative roles. He could write the history of the last 30 years because he lived it! And what a great job he has done — from fascinating detail into the life of our founder Dr. Marshall B. Ketchum, through the years of struggle and development of the college, to our transition to a university — Dr. Brookman’s straightforward writing style makes for engaging reading about one of the world’s leading optometric institutions.

I hope you enjoy *The History of the Southern California College of Optometry*. Thanks to Dr. Brookman for his excellent work in producing this compelling read.

Warm regards,

Kevin L. Alexander, OD, PhD
Founding President, Marshall B. Ketchum University
Seventh President, Southern California College of Optometry





P R E F A C E

A History of the Southern California College of Optometry tells a story about the 114-year history of the Southern California College of Optometry and its founder, Dr. Marshall B. Ketchum. The history of the college during its first 80 years was previously written by Dr. James R. Gregg in his book titled *Origin and Development of the Southern California College of Optometry, 1904–1984*. This current history includes not only the period covered by Dr. Gregg's book and the history of the institution since 1984, but also the period from 1856 to 1904 as a biography of the institution's founder and first president. Dr. Ketchum's personal history and vision of eye care helped shape the direction of not only the institution but the profession of optometry during its very early years and far beyond.

Dr. Gregg, as he stated, "attempted to produce an accurate and documented record of the birth and growth of the institution." He most certainly achieved that goal and as such, I have used a great deal of his work in the development of this book. I did not reproduce Dr. Gregg's work but rather used his book to identify the significant events and individuals of the first 80 years of the institution's history.

My approach to this history is more than an accounting of the events that shaped the institution, but rather a story of the institution that was influenced by those events. I sincerely hope I achieved that goal.

Because of the vast number of documents used and cited by Dr. Gregg in his book, I did not feel it would be prudent to recite all of those again. Although there are many references that are common to both his and this account of the institution's history, other references I used are cited as appropriate.

I've been very fortunate to personally experience 43 years of the institution's history, first as a student from 1969 to 1973, and then as a faculty member from 1975 to 1977 and from 1980 to 2016. I sincerely hope my personal experiences at this exemplary institution have provided a unique perspective in the preparation of this story.

This account of the Southern California College of Optometry's history would not have been possible without the contributions from several individuals, including most certainly those of Dr. James R. Gregg. His history of the institution from 1904 to 1984 provided the foundation for this book. In addition, I sincerely thank the following individuals for their invaluable contributions toward the preparation of this history:

- ❖ Dr. Kevin Alexander, President, Marshall B. Ketchum University
- ❖ Dr. Morris Berman, Provost Emeritus, Marshall B. Ketchum University
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- ❖ Dr. Lesley Walls, President Emeritus, Southern California College of Optometry
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- ❖ Scott Johnson, Director of Library Services and the Library staff, Marshall B. Ketchum University
- ❖ Carole Jolly, Administrative Assistant to the President, Marshall B. Ketchum University
- ❖ Donnajean "DJ" Matthews, Former Director of Library Services, Marshall B. Ketchum University
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- ❖ Katie Santos-Coy, Director of Marketing and Communications, Marshall B. Ketchum University
- ❖ Chelcy Shook, Multimedia Assistant, Marshall B. Ketchum University
- ❖ Kerry Macklin, Graphic Designer

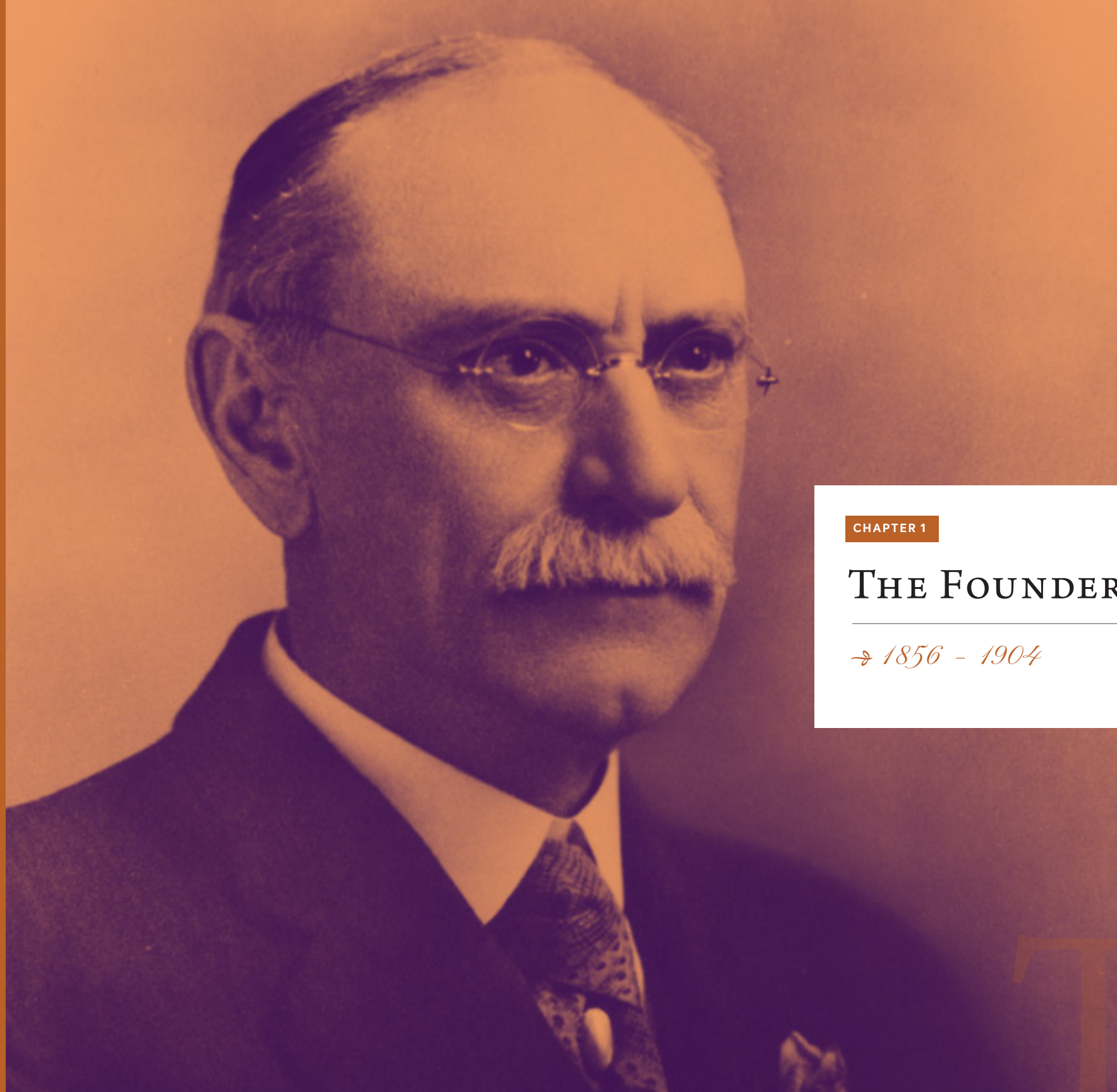
Kenneth E. Brookman, OD, PhD, MPH
Professor Emeritus, SCCO



Dr. Kenneth E. Brookman, author of *A History of the Southern California College of Optometry, 1904-2017*.



Dr. James R. Gregg, author of the *Origin and Development of the Southern California College of Optometry, 1904-1984*



CHAPTER 1

THE FOUNDER

→ 1856 - 1904

THE

The history of the Southern California College of Optometry didn't truly begin when the institution was founded as the Los Angeles School of Ophthalmology and Optometry in 1904, but rather it began years before as a vision of its founder Marshall Bidwell Ketchum. His vision of eye care came at a time in history when the profession of optometry was in its infancy and striving to develop its own identity. He made very significant and long-standing contributions to the profession not only in California, but in the nation. Without a doubt, Marshall B. Ketchum was a visionary, entrepreneur and prominent leader in the profession.

Marshall B. Ketchum was born to Thaddeus Hiram Ketchum and Phoebe (Lawson) Ketchum on October 11, 1856, in Brighton, Ontario, Canada. He had six brothers (William, Hiram, Maitland, Munro, Elijah and John) and one sister (Martha).

Dr. Ketchum's known ancestry dates back to the 16th century in Cambridge, England.^{1,2} The spelling of his last name at that time, however, may have been different. The possibilities include "Catcham, Cetcham, Chettam and Cattham." It is thought, however, that the letter "C" was changed to "K" at the time of arrival in the United States. His ancestors immigrated to the United States sometime during the 17th century and settled in New York and then Connecticut. His father was born in New York and then moved to Ontario, Canada.²

The specifics of Dr. Ketchum's history during his early years are unknown. He studied pharmacy in Toronto, Ontario, Canada, most likely during the late 1870s, although where and how he received this education is unclear. Interestingly, formal pharmacy education in Canada was not available until 1882 when the Ontario College of Pharmacy opened. This college became part of the University of Toronto in 1953. Pharmacy education in Canada traces back to 1868 when the programs "... consisted of a few evenings of voluntary classes with relatively no prerequisites and a predominant emphasis

upon long, traditional apprenticeship controlled by a professional association."³

Following his study and presumably the practice of pharmacy, Dr. Ketchum attended the Eclectic Medical Institute in Cincinnati, Ohio, graduating in 1882 with a Doctor of Medicine (MD) degree.^{4,5,6} In the same year, Dr. Ketchum moved to Dallas, Texas, to join the practice of Dr. John Raleigh Briggs, a prominent specialist in diseases of the eye, ear, nose and throat.⁶ At some point during the period from 1890 to 1896, Dr. Ketchum apparently continued his studies in medicine at Cotner University in Bethany Heights, Nebraska, although confirming documentation has not been identified. This university opened in 1889 with its medical college opening in 1890.

The enactment of the early state laws regulating the practice of optometry prompted much of the expansion of education programs in optometry. From 1896 through 1903, Dr. Ketchum served as a professor of ophthalmology, otology and pharmacy at the Lincoln Medical College in Lincoln, Nebraska. At the same time, Dr. Ketchum conducted a special course in optometry at the Lincoln Optical College.⁷ During this period, he also was the editor of the *Lincoln Medical Outlook*. In 1887, Dr. Ketchum obtained a license to practice medicine in California (Certificate No 359).⁸ It isn't clear why he pursued a California medical license at a time when he was in private practice in Texas. Perhaps he had the intention all along to move to California and establish his own private practice.

Probably sometime during 1903, Dr. Ketchum moved to Los Angeles and established a private medical practice in the Lankershim Building in downtown Los Angeles. He then founded the Los Angeles School of Ophthalmology and Optometry the following year to provide formal and high-quality education in optometry and ophthalmology. At that time, the profession of optometry was in its infancy. In fact, in March 1903, California became the third state to adopt a law regulating the practice of optometry following Minnesota in 1901 and North Dakota in early 1903.⁹



Marshall B. Ketchum during his early years.



Dr. Marshall B. Ketchum early in his professional career.



Mrs. Marie Gertrude (Gordon) Ketchum, wife of Dr. Marshall B. Ketchum.



Dr. Marshall B. Ketchum during his early professional years.

This new law “California Optometry Act” might have been the impetus for Dr. Ketchum to come to California and establish what he viewed as a much-needed program for the education of future optometrists.

Dr. Ketchum was the school’s sole proprietor and teacher. He was very committed to a quality education and was very pleased and proud when graduates of his program did well on the State Board examination.¹⁰

In 1905, Dr. Ketchum was the secretary of the board of directors of the Los Angeles Orthopedic Hospital and Eye and Ear Infirmary. He also served on the hospital’s medical board. The hospital was located at 620 South Figueroa Street in Los Angeles. The printed announcement for the hospital stated that “Dr. M.B. Ketchum will conduct the clinics on the eye, ear, nose and throat and the patient will thus get the benefit of an experience based upon that acquired as a teacher for several years in one of the leading medical colleges of the East.” Curiously, the medical college of the “East” referred to here is unknown especially because Dr. Ketchum’s only known faculty position at any medical college was in Lincoln, Nebraska, not usually considered in the East.

In 1906, the name of the school was changed to the Los Angeles Optical College and Post Graduate School of Opticians and it moved to another location in downtown Los Angeles. In 1909, the Los Angeles Optical College joined with the Southern California Eye College and became the Southern California College of Optometry and Ophthalmology. At that time, Dr. Ketchum became the dean of the college.

In 1911, the college was incorporated and Dr. Ketchum became its president. In 1912, he purchased the Southern California Eye College and the Southern California College of Optometry and Ophthalmology. These colleges then combined with the Los Angeles Medical School of Ophthalmology and Optometry.

In 1914, William M. Ketchum, OptD, a nephew of Dr. Marshall Ketchum and a 1913 graduate of the institution, entered into a partnership with Dr. Ketchum for the operation of the school, which was later sold to Dr. William Ketchum in 1916.

Dr. Marshall Ketchum continued as the president of the school until 1920. In the same year, he authored and published his only book, *Ketchum’s Lessons on the Eye*.¹¹ On the title page of the book, Dr. Ketchum stated that the book was “Dedicated to the ‘World of Optometry’ and especially to those who have sacrificed their time and energy to the end that the word ‘Optometry’ may be honored by all other professions.” This dedication from Dr. Ketchum was a very clear illustration of his deep commitment to the profession of optometry.

The name of the institution was changed to the Los Angeles School of Optometry in 1922. Dr. Marshall Ketchum resigned from the corporation in 1924 and relinquished any semblance of ownership of the school.¹⁰ He did, however, continue teaching diseases of the eye until 1928.

On April 17, 1937, Dr. Marshall Bidwell Ketchum passed away. The school library was dedicated to his memory shortly after his death.

Dr. Ketchum was a unique individual with many good personal qualities that contributed to his success as a physician, pharmacist, teacher and leader in the profession of optometry. He was described by Dr. James R. Gregg as a “picturesque character with a strong personality.” In addition, colleagues, family members and friends described him using a variety of terms such as a “distinct personality, distinguished, serious, dedicated, emphatic, outspoken, dignified, forthright and humorous and emphatic.”

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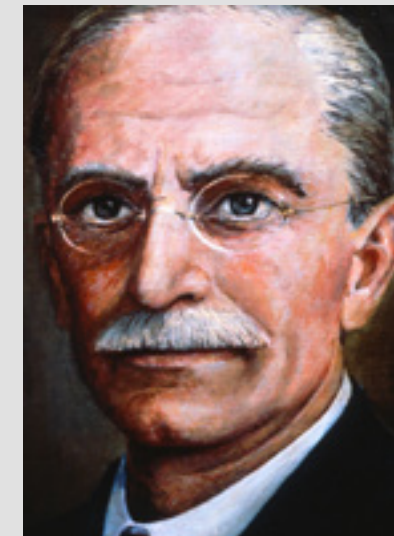
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TIMELINE OF THE LIFE OF MARSHALL BIDWELL KETCHUM

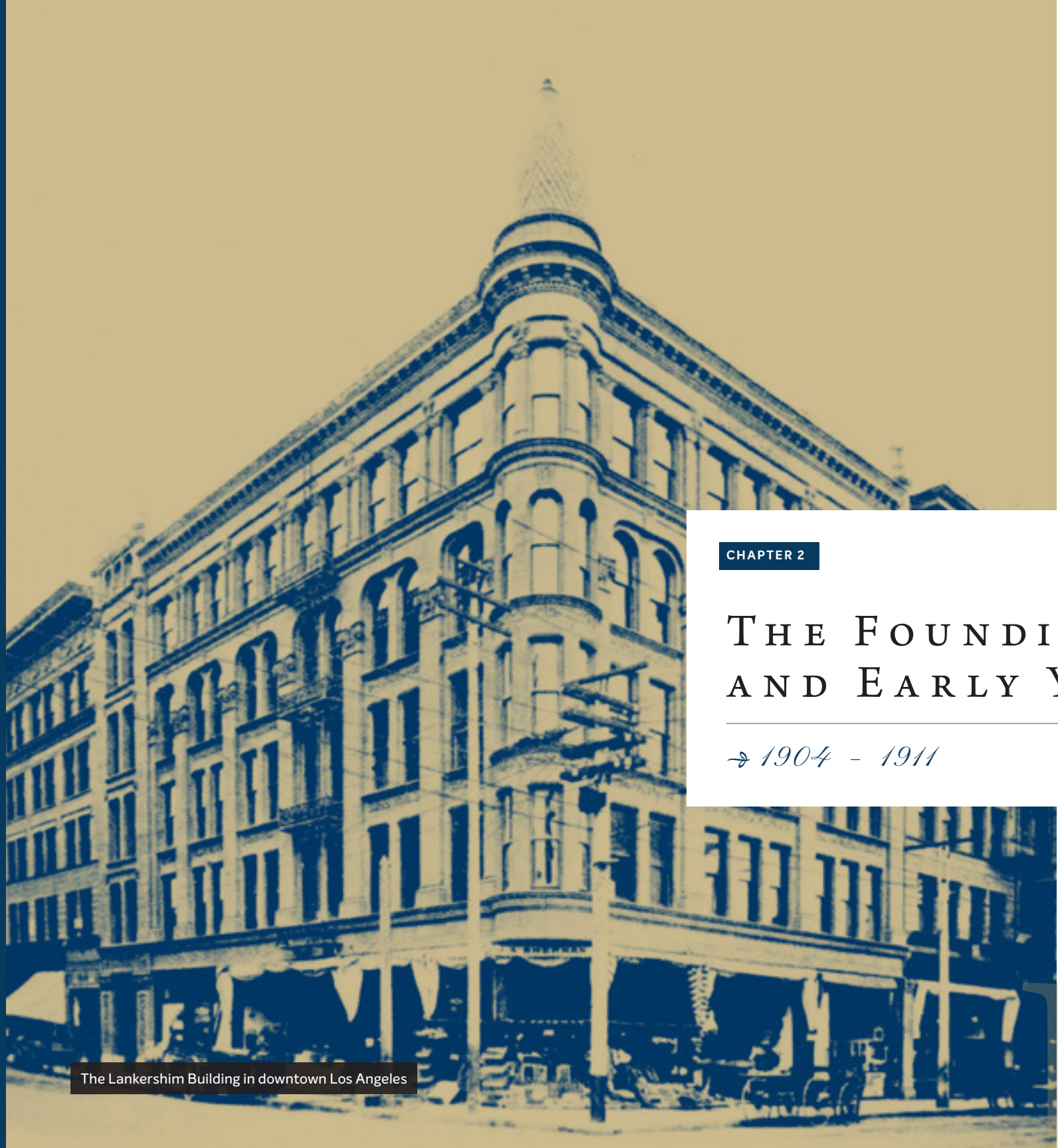
1856	Born on October 11 in Brighton, Ontario, Canada.
late 1870s to early 1880s (c.)	Studied and presumably practiced pharmacy in Canada.
1882	Studied medicine and graduated with a Doctor of Medicine degree from the Eclectic Medical Institute in Cincinnati, Ohio. Joined the medical practice of Dr. John R. Briggs in Dallas, Texas.
1887	Obtained a license to practice medicine in California.
1890 (c.)	Continued studies in medicine at Cotner University in Bethany Heights, Nebraska.
1896	Joined the medical faculty at Lincoln Medical College in Lincoln, Nebraska. Conducted a special program in optometry at the Lincoln Optical College.
1903 (c.)	Established a medical practice in Los Angeles, California.
1904	Founded the Los Angeles School of Ophthalmology and Optometry and served as the sole proprietor and instructor.
1909	Became the dean of the newly formed Southern California College of Optometry and Ophthalmology.
1911	Became the president of the newly incorporated Los Angeles Medical School of Ophthalmology and Optometry.
1914	Entered into a partnership with his nephew, Dr. William M. Ketchum, for the operation of the then-Los Angeles Medical School of Ophthalmology and Optometry.
1916	Sold the school to Dr. William M. Ketchum.
1920	Stepped down as president of the Los Angeles Medical School of Ophthalmology and Optometry. Published his only textbook, <i>Ketchum's Lessons on the Eye</i> .
1924	Resigned from the corporation of the then-Los Angeles School of Optometry, but continued to teach diseases of the eye.
1928	Ended his teaching position at the Los Angeles School of Optometry.
1937	Passed away on April 17 at the age of 81.



Dr. Marshall B. Ketchum during his early professional years in Los Angeles.



A painting of Dr. Marshall B. Ketchum during his later professional years.



CHAPTER 2

THE FOUNDING
AND EARLY YEARS

→ 1904 - 1911

The Lankershim Building in downtown Los Angeles

FEAT

During the late 19th century, the practice of refraction was conducted primarily by physicians, opticians and others who may have had limited formalized education or training in this endeavor. For example, Julius King Optical Company of New York and Cleveland offered special “one-week” instruction to jewelers in the “... best and simplest methods of fitting glasses for correcting the different defects of vision.”¹

Because the demand was high for these services to meet the needs of the public, many more educational programs, both large and small, were established all over the country. Examples of these programs were the Chicago Ophthalmic College and Hospital, Philadelphia Optical College and the Rochester School of Optometry in New York. Two programs in particular gave rise to optometry programs that exist today. These were the Northern Illinois College of Ophthalmology and Otology (now the Illinois College of Optometry) founded in 1872 and the Klein Optical School (now the New England College of Optometry) founded in 1894. The Klein Optical program was a six-week course that included refraction; use of the ophthalmoscope, ophthalmometer and perimeter; and retinoscopy. Other courses varied in duration, content and quality. At the time, there were approximately 60 other similar programs in the country, including California. This number of programs suggested that the demand for education in refraction was rather high.

Prior to 1901, there were no state laws regulating the practice of optometry. In addition, there were no professional optometric organizations to encourage higher practice standards until the American Optometric Association (formerly the American Association of Opticians) was founded in 1898. In response to the significant expansion of educational programs, state laws began to emerge in the early 20th century.

The first state law was enacted in Minnesota in 1901 followed by North Dakota in early 1903. The California Optometry Act was signed into law in March 1903 by Gov. George



Members of the State Delegation of Opticians who met with the Governor of California on March 21, 1903, to encourage him to sign the Optometry Act.

Pardee, MD, and described as “An Act to Regulate the Practice of Optometry and for the Appointment of a Board of Examiner in the Matter of Said Regulation.”³ Section 1 of the act defined the practice of optometry as “The employment of subjective and objective mechanical means to determine the accommodative and refractive states of the eye and the scope of its functions in general.” This definition appears to delineate the practice of optometry as primarily refraction of the eye as there is no mention or suggestion that the scope includes evaluation of eye health. The act



The office of Heard Optician in the early 1900s.

prompted the demand for formal optometry education in California. In fact, potential students in the early years, even those from other states and foreign countries, were attracted to the California schools because of the educational opportunities. Interestingly, the Act did not specify the educational requirements for taking the State Board Exam so each institution was at liberty to determine the necessary courses to prepare their students for the exam.

The demand for formal education provided a unique opportunity for Dr. Marshall B. Ketchum to establish an optometry program in Los Angeles where he had already established a medical practice. The Los Angeles School of Ophthalmology and Optometry (LASOO), founded in March 1904, was the third-oldest program in the country. Unfortunately, due to an absence of legal documents, it is unclear whether the school was actually chartered and incorporated at the time. In 1946, Ernest A. Hutchinson ('13), the third president, articulated the founding of the institution with the following statement made to the school's Alumni Association, "I doubt very much if any finer tribute can be paid to Marshall B. Ketchum, MD, than those two simple statements (1) He saw need; (2) He responded to it."²

An announcement of the school's opening appeared in the November 10, 1904, edition of *The Optical Journal*. The announcement stated, "The Los Angeles School of Ophthalmology and Optometry has been opened by M.B. Ketchum, MD, Lantershim Building, Los Angeles, Calif. There will be courses for both medical and non-medical students and the direct purpose of all instruction will be to prepare students for the State Examination Board." The misspelling of "Lankershim" (i.e., Lantershim) actually appeared in the original announcement.

The school was first located in the Lankershim Building on Third St. in downtown Los Angeles. The seven-story building, opened in 1897, was the tallest in Los Angeles at the time. The LASOO classes were conducted in rooms adjacent to Dr. Ketchum's medical practice. The first course of study was six to eight weeks in duration and taught exclusively by Dr. Ketchum for the first few years. He was also the sole proprietor of the school. Students could start the program at any time and complete it at their own pace. Students who completed the course of study at that time apparently did not receive any formal degree. They may have received a certificate of completion, although this is not clear. It appeared from incomplete records that during the first few years of the program, there were only 12 students who graduated. The first graduate of the institution is believed to be C.H.

Heard, who completed the course of study in 1904. The first female graduate of the school was Fay Mahan Herberger in 1906.

Dr. Ketchum was committed to providing a high-quality and contemporary education. He continually updated and embellished the curriculum with topics that often preceded eventual educational requirements established by the California State Board. Dr. Ketchum clearly anticipated the expanding scope of practice of the profession and therefore prepared his students accordingly. He took great pride in the excellent performance of his students on the State Board exam. That performance attested to the quality of education he provided. To recruit new students to the program, Dr. Ketchum placed an advertisement in the December 29, 1904, edition of *The Optical Journal*. The ad was perhaps the very first for the institution and appeared something like the one shown below:

*Los Angeles School of Ophthalmology
and Optometry.*

A thorough, personal systematic Course given—
nothing short of that means Competency.
Send for announcement.

M. B. KETCHUM, M.D.

Oculist

Lankershim Bldg. Los Angeles, Cal.

In 1906, the name and location of the institution were changed for unknown reasons. The new name was the Los Angeles Optical College and Graduate School for Opticians. As an interesting note, the word “College” in the name was the only time that Dr. Ketchum used the word to describe the institution. He apparently preferred to use the word “School,” although the reason for this is unclear. Dr. Ketchum held the title of “principal” of the institution and continued his role as a teacher.

The new location of the school in 1906 was the Temple Auditorium Building located at Fifth and Olive Streets in downtown Los Angeles. The specific reason for moving the school from the Lankershim Building is unclear. However, since the Temple Auditorium Building opened that year, the

Los Angeles Optical College
and
Post Graduate School for Opticians



SUITE 507 TO 510, TEMPLE AUDITORIUM
FIFTH AND HILL STREETS LOS ANGELES, CALIFORNIA
A SCHOOL FOR THE HIGHER EDUCATION
OF THE REFRACTIONIST
REPRESENTING THE MOST ADVANCED THOUGHT OF THE DAY, BOTH
IN THEORY AND PRACTICE.

An advertisement for the Los Angeles Optical College and Post-Graduate School for Opticians.

CALIFORNIA STATE BOARD OF



Examiners in Optometry

Under and by Virtue of the provisions of an Act of the Legislature of the State of California, Chapter CCCLXX, Statutes of 1903, creating a State Board of Examiners in Optometry.

C. H. Heard

is granted this Certificate, entitling him to practice as a
REGISTERED OPTOMETRIST

Given under our hands and the Seal of the State Board of Examiners in Optometry, at Sacramento, California, this 29. day of Apr. . A. D. 1905.

Recorded in the Office of the Clerk of
Los Angeles County, State of California,
this 26th day of May 1905

THIS CERTIFICATE REQUIRES ANNUAL RENEWAL



No. 596.

Members of the State Board of Examiners in Optometry
Henry S. Cahn
W. H. Hare

Recorded in the office of the Clerk of
Santa Barbara County, State of California

Registered on 14 day of January 1905
in San Diego County, California
Frank A. Salzman
County Clerk

The California Optometry license awarded in April 1905 to C. H. Heard, the first graduate of the Los Angeles School of Ophthalmology and Optometry.

incentive to move was perhaps the attraction of a brand-new facility.

It is noteworthy that the new name of the institution did not include the words optometry or ophthalmology. It is unknown whether the name change was an indication of a change of the institution's curriculum with a greater emphasis on optics and opticians. However, an advertisement indicating the name change stated that the institution was "A School for the Higher Education of the Refractionist" and "Representing the Most Advanced Thought of the Day. Both in Theory and Practice." This ad suggested that the emphasis of the curriculum may not have changed from that of the Los Angeles School of Ophthalmology and Optometry.

The course of study at the Los Angeles Optical College could be completed in six months. Students at the time gained practical clinical experience in a three-day per week free clinic. A regular diploma without a degree was awarded for general proficiency. Advanced standing was awarded to state licentiates and graduates of the LAOC or other optical colleges who took postgraduate work. These graduates received a Doctor of Optometry and Ophthalmology degree.

The Los Angeles Optical College and Graduate School for Opticians operated under this name for three years until 1909. In that year, another change of the institution's name and an affiliation with another Los Angeles institution occurred for very unclear reasons. Perhaps Dr. Ketchum entered into the affiliation for business reasons and to expand his influence in the education



Fay Mahan Herberger ('06), the first woman to graduate from the Los Angeles School of Ophthalmology and Optometry.



The Los Angeles Medical School of Ophthalmology and Optometry graduating class of 1913 (The class of William M. Ketchum and Earnest A. Hutchinson).



The Los Angeles Medical School of Ophthalmology and Optometry "eye" logo printed on diplomas from 1913 to 1923.

1

Organization
of the
Los Angeles Medical School of Ophthalmology
and Optometry

Meeting of the persons named as Directors
in the Articles of Incorporation of the
Los Angeles Medical School of Ophthalmology
and Optometry

Pursuant to notice, duly given, a meeting
of the persons named as Directors in the
Articles of Incorporation of the Los Angeles
Medical School of Ophthalmology and Optometry,
was held this 28th day of September, 1911,
at 7:30 o'clock P.M. in Rooms 510-511
Auditorium Building, Los Angeles, Cal.
At this meeting all the persons so named
were present, viz:
M. B. Ketchum, M.D., Curtis M. Beebe M.D.
and W. P. Gillingham M.D.

Mr. M. B. Ketchum, was called to
the chair, and W. P. Gillingham M.D.
was requested to act as temporary
Secretary.

Mr. M. B. Ketchum M.D. in the chair,
announced that the Certificate of
Incorporation of the Company, having
been duly issued from the Office of
the Secretary of State of the State of
California, the object of the meeting
was to organize the Company and
the Board of Directors by the election
of officers, as required by law.

Mr. Curtis M. Beebe M.D. then
nominated M. B. Ketchum, M.D., for
President. No other nominations being
made, upon motion of Mr. Curtis M.
Beebe, M.D., seconded by W. P. Gillingham
M.D., the ballot was dispensed with

3

upon motion, duly seconded, the
meeting adjourned

Dated Sept 28 1911

M. B. Ketchum

President

Attest

W. P. Gillingham
Secretary

The original document organizing the Los Angeles Medical School of Ophthalmology and Optometry dated September 28, 1911. This document was signed by Marshall B. Ketchum and attested by W. P. Gillingham.

of optometrists in Los Angeles. In October 1909, Dr. Ketchum placed the ad below in *The Optical Review*. The language he used in the ad to entice potential students is quite unique, e.g. "... most careful training from instructors who are old in the work and have been 'through the mill.'"

THE LOS ANGELES OPTICAL COLLEGE

ESTABLISHED 1904

Optometry being now a dignified profession, one who contemplates qualifying for it should be very careful in selection their instructors because of the well-known fact that from the very beginning on his professional career he must show an ability as good, if not superior to his competitor, and this means reasonable time and the most careful training from instructors who are old in the work and have been "through the mill."

OUR SCHOOL – OUR EQUIPMENT – OUR METHODS

represent an ideal condition for gaining a knowledge of all there is known at present in Optometry and Ophthalmology.

Primary and advanced students each get the personal attention they need, and as the School is in continuous session one can enter at any time and qualify under any State law. Special courses for those who desire them. Our Announcement will give you full particulars.

M.B. KETCHUM, MD, President
LOS ANGELES, CAL. 512 Temple Auditorium

In November 1908, the state of California granted a charter to the Southern California Eye College. The trustees of this institution were Thomas J. Ruddy, DO; A.C. Ruddy; M.M. Ring, DO; M.E. Ring and C.A. Nelson. Drs. Ruddy and M.M. Ring were "oculists" with a private practice in downtown Los Angeles at 321 South Hill Street. The Southern California Eye College was located at their private practice as the college address was the same as their practice address.

The actual relationship between Dr. Ketchum and Drs. Ruddy and Ring is a bit of a mystery. In 1909, M. B. Ketchum's Los Angeles Optical College, and Ruddy and Ring's Southern California Eye College, affiliated and became the Southern

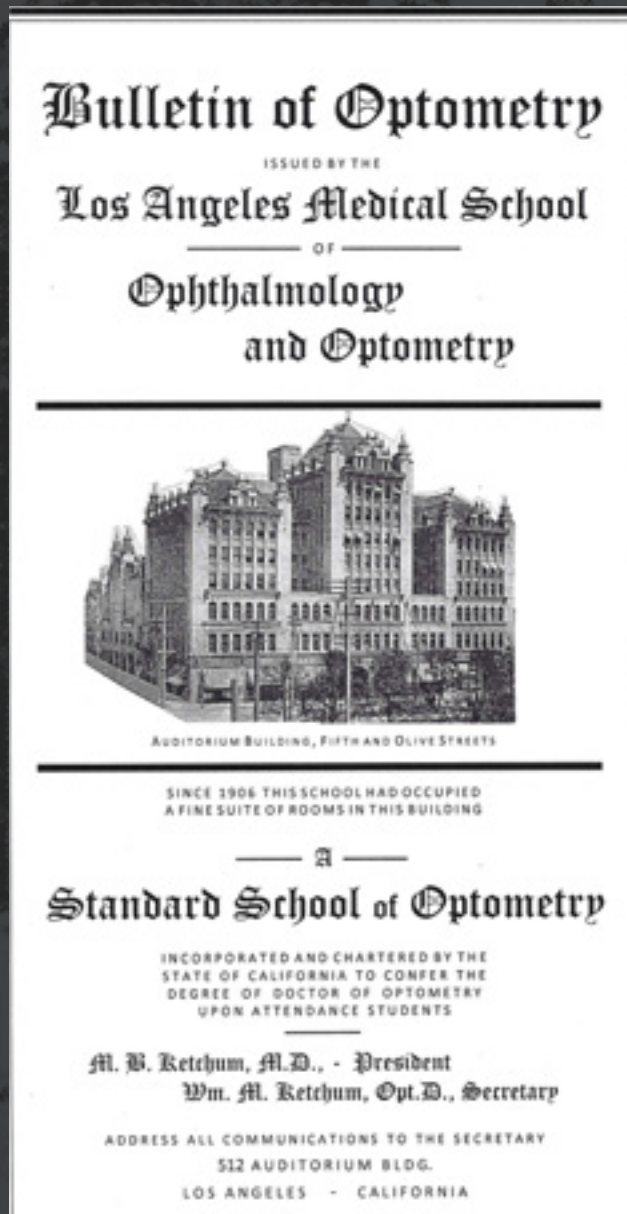


The Lankershim Building at Third and Spring Streets in Los Angeles (Home of the Los Angeles School of Ophthalmology and Optometry from 1904 to 1906).

California College of Optometry and Ophthalmology. The administration of the College included Dr. Ruddy as president, Dr. Ring as secretary-treasurer, and Dr. Ketchum as dean. The academic term for the program at this College was six months. It is interesting to note that the word "optometry" in the name of the institution appears before "ophthalmology," unlike any preceding name containing both terms. In addition, an advertisement for the program included the heading "A Training School for Optometrists." Although it's unknown whether the word order in the name of the institution had any significance, the advertisement suggested that the emphasis of the program was the training of optometrists, not physicians.



The opticians diploma awarded to Harry W. Fredericksen by the Los Angeles Medical School of Ophthalmology and Optometry.



The cover page of the Bulletin of Optometry for the Los Angeles Medical School of Ophthalmology and Optometry.

An announcement about the affiliation, titled “Consolidation of California Optical Schools,” appeared in *The Optical Journal* in November 1909. The article stated that “ All of the members of the faculty are physicians and surgeons in two colleges of medicine and surgery of the city and in a position to bring into the daily clinic of the school a number of interesting cases needing either refracting or medical and surgical treatment ” suggesting an emphasis in the program in addition to refraction.

As an historical note, another announcement of the merger between the two institutions appeared in November 1909 in *The Optical Review* like the one shown below. In that announcement, the name of the new institution did not include the word “Southern.” However, in the December edition of the same journal, the word “Southern” was included, perhaps to eliminate any confusion between the college in Southern California and the one in Northern California, i.e. the California College of Optometry.

MUTUAL CONSOLIDATION OF

The Los Angeles Optical College, Inc.

AND THE

Southern California Eye College, Inc.

UNDER THE NAME OF

California College of Ophthalmology and Optometry,

INC.

Send for their Announcement

321 SOUTH HILL STREET , LOS ANGELES, CAL.

DR. T.J. RUDDY, President DR. M.B. KETCHUM, Dean DR. M.M. RING, Sec.-Tr.

Following this affiliation, it is unknown whether Dr. Ketchum closed his program at the Temple Auditorium Building or conducted both programs at the same time. It is likely, however, that the Los Angeles Optical College no longer existed as no further mention of that institution appeared.

On April 9, 1910, the State of California granted Articles of Incorporation to the Southern California College of Optometry and Ophthalmology. The trustees of the corporation were Drs. Ruddy, Ring and Ketchum, and E.C. Gostick and B.A. O’Brien.

In early 1911, there was a parting between Drs. Ruddy, Ring and Ketchum for unknown reasons. Dr. Ketchum then reopened his program in the Temple Auditorium Building that year as the Los Angeles Medical School of Ophthalmology and Optometry. The Southern California College of Optometry and Ophthalmology, however, continued its operation by Drs. Ruddy and Ring.

The Los Angeles Medical School of Ophthalmology and Optometry (LAMSOO) was incorporated on July 2, 1911. Several amendments to the institution's charter were added over the years, including a major one in 1938 when the institution became nonprofit. The original charter of incorporation stated the institution was formed to "... establish, own, maintain and conduct a college for the purpose of giving scientific instruction for the treatment of the human eye, ear, nose and throat ...". This statement suggested that the practice of medicine in addition to optometry would be taught. Apparently, that was not what Dr. Ketchum intended. He used the word "treatment" to mean optometric methods and treatment, not medical. How or why this inconsistency occurred is unclear.

The original corporation of the school indicated the institution could make a profit resulting from the granting of professional degrees and the operation of its hospital and infirmary. However, any profit generated during the history of the school was very insignificant. Apparently, the primary purpose of the institution was always to educate optometrists and not to achieve financial gain.

Although the purpose of the program was the same as before, that is, to train optometrists, Dr. Ketchum added the word "medical" to the name of the institution. In the school's bulletin for 1911 (probably the first formal bulletin of the institution), the addition of the word "medical" was explained in the following way: "The word Medical is added in order to place this specialty in its proper relationship to the professions of Regular Medicine and Regular Dentistry and establish the Practice of Optometry on a thoroughly professional basis by broadening the study and its application to those afflicted with defective vision." Clearly, Dr. Ketchum's vision of the practice of optometry was far beyond that of refraction only. He apparently wanted to broaden the scope of the education of optometrists to include diseases of the eye, and the relation between vision function and other systems of the body.

Dr. Ketchum was the major shareholder (trustee) of the LAMSOO corporation having 10 shares valued at \$10 each. Drs. Curtis M. Beebe and W.P. Gillingham



The building at 321 S. Hill Street (Home of the Southern California College of Ophthalmology and Optometry from 1909 to 1911).

were minor shareholders (trustees) having one share each. According to the corporation's charter, a total of \$5,000 worth of stock could have been issued, but it's not known whether it actually was.

The first meeting of the board of directors of the Los Angeles Medical School of Ophthalmology and Optometry was conducted on September 28, 1911, for the purpose of organizing the corporation. Those attending the meeting were Drs. Ketchum, Beebe and Gillingham who elected themselves as officers of the corporation. Dr. Ketchum was elected president, Dr. Beebe was elected vice president and Dr. Gillingham was elected secretary.

About one month later, Dr. Ketchum made an offer to the corporation. His offer was recorded in the minutes of the corporation as the following, "In exchange for 300 shares of capital stock of the Los Angeles Medical School of Ophthalmology and Optometry, issued to me at my order, I hereby offer you the plant of the Los Angeles Medical School of Ophthalmology and Optometry, now owned by myself, together with the entire equipment of the School, all instruments thereof, being sold as a going concern and of



Dr. M.B. Ketchum sitting with faculty and students of the Los Angeles Medical School of Ophthalmology and Optometry.

reasonable value of \$3,000.” The directors of the corporation voted to accept the offer. Drs. Beebe and Gillingham then resigned as directors. Their one share of stock each was assigned to Mrs. M.B. Ketchum and M.P. Mapes (a stepdaughter of Dr. Ketchum). The corporation did not meet again until early 1914. Following these actions, Dr. Ketchum remained as the major owner and in sole control of the school. He was essentially a “one-man corporation.” Drs. Beebe and Gillingham continued an affiliation with the school for several years as faculty members.

The newly formed Los Angeles Medical School of Ophthalmology and Optometry offered two degree programs. A Doctor of Optometry (OptD) degree was awarded for a six-month program (tuition was \$75) and a Doctor of Ophthalmology and Optometry degree was awarded for an eight-month program (tuition was \$100).

The basic course consisted of 1,000 hours of didactic and clinical work. Interestingly, the Doctor of Ophthalmology and Optometry program suggested some education in medicine and surgery although Dr. Ketchum was adamant that his school did not grant medical degrees.

Interestingly, the latter degree included the word “ophthalmology” suggesting some equivalence to an “oculist” who, by Dr. Ketchum’s own definition, is a graduate in medicine and surgery. Although he made it quite clear that the school did not grant medical degrees, the inconsistency is curious. In a 1911 bulletin for the school, there were five faculty members, in addition to Dr. Ketchum, listed as the following:

- ❖ Curtis M. Beebe, MD, specialist in ear, throat and nose
- ❖ W.P. Gillingham, MD, oculist and optometrist
- ❖ Wm. S. Cherington, OptD, professor of refraction and motor mechanism of the eye
- ❖ Simeon A. Young, OptD, professor of electrotherapy in ophthalmic practice
- ❖ Phillip N. Hansen, OptD, professor of polytechnics of optometry



The Temple Auditorium Building (Home of the Los Angeles Optical College and the Post Graduate School for Opticians from 1906 to 1909, and the Los Angeles Medical School of Ophthalmology and Optometry from 1911 to 1922).

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CHAPTER 3

A KETCHUM FAMILY AFFAIR

→ 1911 - 1928

KETCHUM

During 1911, when the newly formed Los Angeles Medical School of Ophthalmology and Optometry began its operation, the Southern California College of Ophthalmology and Optometry (SCCOO) operated by Drs. Ruddy and Ring seemed to be very successful and a formidable competitor of Dr. Ketchum's School.

In early 1912, Drs. Ruddy and Ring announced the establishment of a full two-year program following high school. They commented that their institution was the first in the West to announce such a program. A number of articles appeared in the 1912 editions of *The Optical Journal and Review of Optometry* describing the Ruddy-Ring institution with respect to its two-year program, students, graduates and clinics. However, what happened to the institution after 1912 that prompted its sale to Dr. Ketchum is unknown. Speculation suggests that the education of optometrists at the time was not ready for a full two-year program. Thus, enrollment may have declined to a point where the SCCOO was no longer sustainable. Dr. Ring apparently was the sole owner of the SCCOO and the Southern California Eye College at the time. What actually happened to the ownership by Dr. Ruddy also is unclear. However, both institutions were sold to Dr. Ketchum for \$200. A condition of the sale was that Dr. Ring could not start another optometry program for at least three years.

In 1912, William Maitland Ketchum, the son of Dr. Ketchum's older brother Maitland Parker Ketchum and a practicing optometrist in Canada, was encouraged by his uncle to come to Los Angeles to "help out" at the school. Perhaps because of the difficulties operating the school as the sole proprietor, Dr. Ketchum sought assistance and felt that a family member would be the most reliable. William Ketchum moved to Los Angeles that year and enrolled in the optometry program at the LAMSOO. He graduated from the program in 1913 with an Doctor of Optometry (OptD) degree. Immediately following graduation, Dr. William Ketchum joined the faculty of the school to teach the theory and practice of optometry. In addition to his teaching skills, his organizational and administrative skills were significant

assets for the institution. Also in 1913, the Optometry Act of 1903 was repealed by statutes and a new Optometry Practice Act was enacted. The new act created the State Board, defined its duties and powers, and prescribed a penalty for violation of the Act. The new act was later incorporated in the Business and Professions Code. In 1923, "... the board promulgated the first rule for the practice of optometry ..."¹

In 1914, Dr. William M. Ketchum was elected secretary of the school's corporation by the co-owners. He clearly had a very significant impact on the success of the institution and the profession, and provided the needed continuity in various faculty and administration positions during his 55 years of service. He held the position of secretary of the board of trustees, the Los Angeles County Optometric Society, and the California Optometric Association for 20 years, 12 years and 10 years, respectively. Dr. Ketchum passed away in 1971 at the age of 91.

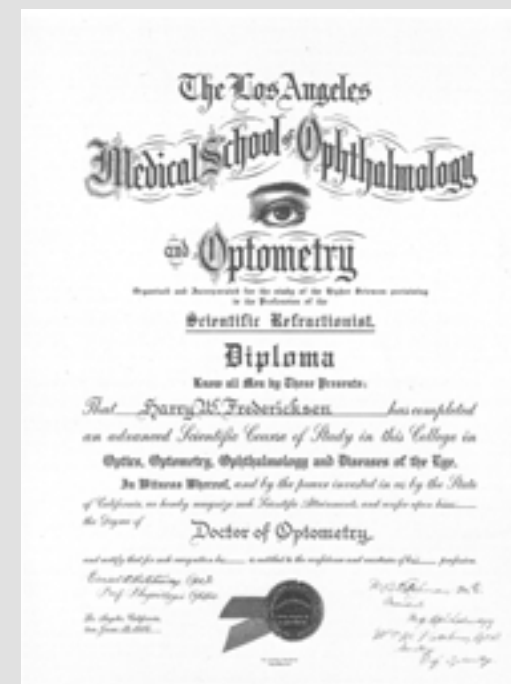
By 1914 (the 10th anniversary of the founding of the institution), Dr. Marshall B. Ketchum was apparently the sole owner of all the charters and assets of the various schools and colleges of optometry in Southern California. This was perhaps a goal of Dr. Ketchum from the very beginning, considering his sense of entrepreneurship and desire to influence the practice of optometry.

In August 1914, the Drs. Ketchum entered into a partnership agreement that provided one-third of the net operation income for Marshall B. and two-thirds for William M. However, if the income for William M. exceeded \$200 per month, the difference would be divided equally between the two. The specific reasons for establishing this agreement are unclear. Perhaps Marshall B. at the age of 58 desired to decrease his role and responsibilities at the institution in favor of William M. who he knew would take care of it as much as he did. The terms of this agreement and the ultimate sale of the school to William M. some two years later were clear indicators of Marshall B.'s decreasing role at the institution.

In 1915, Harry L. Fuog, OptD, another 1913 graduate of the LAMSOO, was granted a charter for the State of California to



Dr. Marshall B. Ketchum c. 1913.



The Doctor of Optometry diploma awarded to Harry W. Fredericksen by the Los Angeles Medical School of Ophthalmology and Optometry in June 1914 (10th anniversary of the school).



Members of the Los Angeles Medical School of Ophthalmology and Optometry faculty in 1919. Dr. Marshall Ketchum is in the center. From the upper left clockwise are Drs. Simeon Young, Phillip Hansen, Ernest Hutchinson and William Ketchum. Another faculty member, Dr. Edwin Armstrong, is not shown.



Emma Jeanette Moynier, OptD, the first female faculty member of the school.

operate the Donders School of Optometry. The faculty of this school consisted of three doctors of medicine in addition to Dr. Fuog. This competitor school operated until shortly after World War I. About that time, the Drs. Ketchum approached Dr. Fuog to encourage him to join their institution rather than opening another of his own. He did so in 1920 as a member of the faculty. Dr. Fuog taught anatomy, physiology, mathematics, refraction and phorometry until 1928. He also served as secretary of the corporation from 1925 to 1928. As an interesting historical note, Dr. Fuog was awarded a U.S. patent on August 31, 1926, for his invention of the “coordination developer.” According to the patent application, this clinical instrument was used for “developing and increasing coordination of the human eyes.”

Also in 1915, the American Optometric Association proposed the following academic criteria for schools and colleges of optometry: 1) a minimum of two years of high school for all applicants, 2) greater attention be given to preparatory professional education, 3) a minimum period of two terms of 26 weeks each be required of technical optometry schools, and 4) each term require at least 600 hours of attendance. These recommendations, which were fully supported by Dr. Marshall Ketchum, seemed to be an attempt to standardize the education of optometrists in the United States. In 1916, the shortest term for graduation was 1,000 hours of attendance, and 1,500 hours

for collegiate courses. At the time, medical doctors received a degree after only three months of attendance.

On September 30, 1916, Dr. Marshall Ketchum sold the school including all rights thereto and equipment to Dr. William Ketchum for \$1,500. It remains unclear the reasons for the sale. The conditions were that Marshall B. could retain the presidency of the institution for as long as he desired, receive \$50 per month for as long he was with the institution, and teach five hours per week. As a result of the sale, the shareholders of the corporation were Marshall B. Ketchum, president (one share); Marie G. Ketchum (Marshall's wife), vice president (one share); and William M. Ketchum, secretary-treasurer (300 shares). Following the sale, there were no substantial changes to the institution other than the shifting of administrative functions from the founder to his nephew. From this year until 1928, William M. was the sole proprietor of the school.

In 1918, the school placed an ad like the one below, perhaps the first showing William M. Ketchum as the secretary of the institution.

HAVE YOU MADE YOUR CHOICE OF A VOCATION?

The profession of OPTOMETRY offers splendid opportunities to the industrious, brainy student. The outlay is probably less than for any other line of endeavor offering equal advantages. The demand for qualified OPTOMETRISTS is greater to-day than ever before. Investigate. Do it now. Address the secretary for prospectus giving the full particulars.

LOS ANGELES MEDICAL SCHOOL OF OPTHALMOLOGY and OPTOMETRY

M.B. KETCHUM, MD WM. M. KETCHUM, OPTD
President *Secretary*

512 AUDITORIUM BUILDING, LOS ANGELES, CALIF.



The class of 1924 (20th anniversary class).



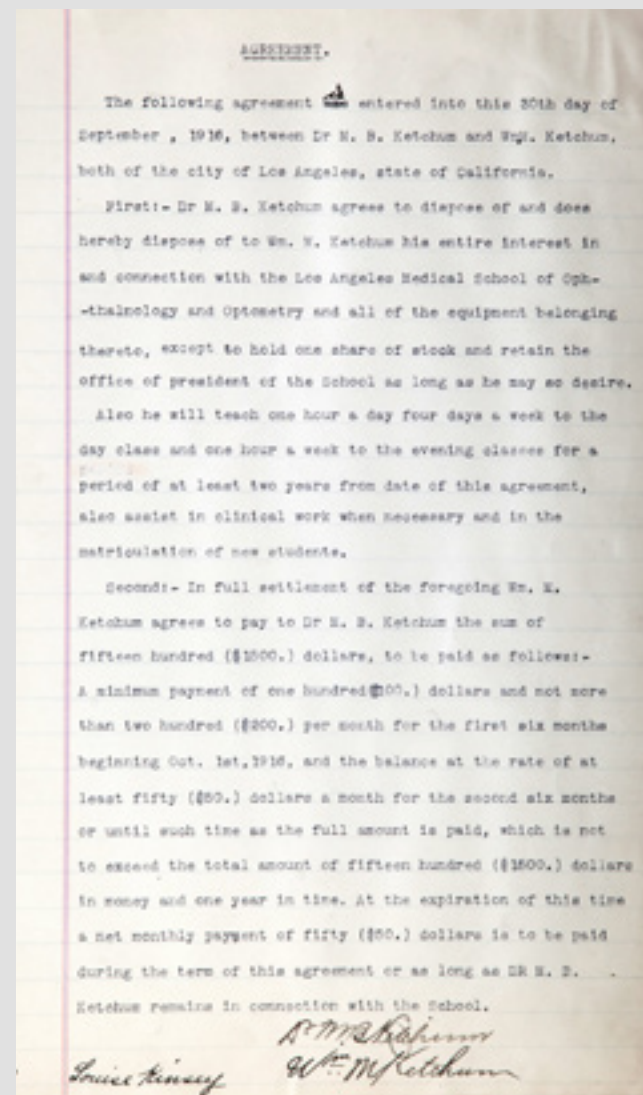
The era of the “founder father” of the institution essentially came to an end in October of 1920 when Dr. Marshall B. resigned as president. In 1924, he resigned from the school’s corporation and thus “gave up any semblance of ownership or administrative direction of the school.”¹ However, he did retain the title of president emeritus and continued as a teacher of the diseases of the eye until 1928. Following the resignation of Marshall B. as president in 1920, William M. became the second president of the institution and treasurer of the corporation until 1928. At the time of Marshall B.’s resignation in 1924, Dr. Harry L. Fuog became the third member of the corporation along with Drs. William M. Ketchum and Ernest A. Hutchinson.

Another first for the school occurred in 1920 when Emma Jeannette Moynier, OptD, (1918) joined the faculty to teach clinical refraction. Dr. Moynier was the first female faculty member. She continued to teach at the school until 1925. Interestingly, there wasn’t another female member of the faculty until 1936 when Elizabeth Wright, BSOpt, (1935) joined the faculty to teach ocular anatomy and physiology.

Ernest A. Hutchinson, OptD, a 1913 graduate and classmate of William M. Ketchum, was another individual

who had a very significant impact on the success and future of the institution. Dr. Hutchinson also became a faculty member in 1913. He was a professor of physiologic optics and mathematics, and an instructor in theoretical optics. When W.M. Ketchum became president in 1920, Dr. Hutchinson was appointed as secretary of the corporation and then vice president in 1925. In 1920, the Council on Optometric Education (COE) was formed at a joint meeting of the American Optometric Association, the International Association of Boards of Examiners in Optometry, and the International Federation of Optometry Schools.² The purpose of the COE was to “classify optometry schools.”

The first Conference to Establish Optometric Standards was held in January 1922. Representatives from the schools and colleges, the AOA, the International Federation of Optometry (equivalent to today’s ASCO), and the International Board of Optometry attended the conference. Dr. Hutchinson attended that conference as the school’s representative. During this conference, eight resolutions pertaining to optometric education were passed. These resolutions addressed the following topics: 1) classification of schools, 2) syllabi, 3) apprenticeships,



The original agreement between Drs. Marshall B. Ketchum and William M. Ketchum for the sale of the Los Angeles Medical School of Ophthalmology and Optometry dated September 30, 1916.



The Los Angeles School of Optometry torch used in school publications from 1926 to 1948.



The Los Angeles School of Optometry shield used in school publications from 1924 to 1928.



The Wright & Callender building in Los Angeles (Home of the Los Angeles School of Optometry from 1922 to 1928).

4) correspondence courses, 5) school publicity, 6) central examination boards, 7) night schools and 8) textbooks.

The school implemented a two-year (four-semester) standard curriculum in late 1922. Each academic term began and ended at specific times, and thus the program was no longer self-paced. By 1924, each semester consisted of 500 hours of instruction for a program total of 2,000 hours.

Another significant change for the school occurred in 1922. The name of the institution was changed to the Los Angeles School of Optometry (LASO). The name change was significant because the words “medical” and “ophthalmology” were removed representing a change of the school’s direction and character. The name change was not officially adopted by the corporation until its meeting on March 21, 1924. The minutes of that meeting with respect to the motion to change the name stated that “because the corporation is not conducting a medical school or a school of ophthalmology — the name Los Angeles School of Optometry would more exactly indicate the character of the business.” As a result of this change, the school’s enrollment would no longer consist of a substantial number of medical doctors and other professionals only attending to learn refraction.

Also in 1922, the school moved from the Temple Auditorium Building that it had occupied from 1906 to 1909 and since 1911, to the 11th floor of the Wright and Callender Building in downtown Los Angeles. The specific reason for the move is unclear although the likely explanation was the need for additional space.

During the early 1920s, faculty, student and alumni organizations and activities became common. A chapter of the Omega Delta professional fraternity was established at the Los Angeles Medical School of Ophthalmology and Optometry in 1919. The first issue of the school’s magazine and annual, the *Reflex*, was first published in 1922. By 1930, this publication became the equivalent of the school’s yearbook. Also, the first meeting of the LASO’s Alumni

Association was held in 1922 and its first-ever banquet was held in 1924 (the 20th anniversary of the founding of the institution).

In June 1923, the California State Board of Optometry formed a committee to inspect the Los Angeles School of Optometry and the California College of Optometry in San Francisco. One member of that committee, Frederic A. Woll, PhD, an associate professor at the College of the City of New York, made what is perhaps the most significant contribution to the standardization of curricula in optometric education at the time. The committee visited both institutions and submitted a report to the State Board. The committee could not assign a rating to the California College of Optometry (CCO) apparently because of its uncertain facilities and resources. Shortly after that report however, the assets of the CCO were acquired by the program starting at the University of California, Berkeley, in its Department of Physics. The LASO apparently received a favorable rating, although that documentation is not available.

Also in 1923, a committee of the International Board of Boards (IBB) was formed to evaluate and rate all optometry schools and colleges. This committee, known as the Education Committee, became a permanent committee of the IBB by 1925. A number of institutions that existed at the time were considered “unworthy of investigation or recognition.” The initial evaluation and rating process included 14 institutions in the United States and Canada. An “A-B-C” rating system was used. Of the 14 rated institutions, only six, including the Los Angeles School of Optometry, received a rating of “A.”³ However, the committee had no legal authority, and the institutions and respective state boards were not obligated to follow the committee’s recommendations.

Following the visit and report by the California State Board committee, Dr. Woll became an unofficial consultant and adviser to the LASO’s board of trustees and faculty. One of Dr. Woll’s significant contributions to the school was his

involvement in the discussions with the University of Southern California and the University of California, Los Angeles, regarding affiliation with the school. The move of the California College of Optometry to the campus at University of California, Berkeley, contributed to the interest of the LASO to affiliate with a university.

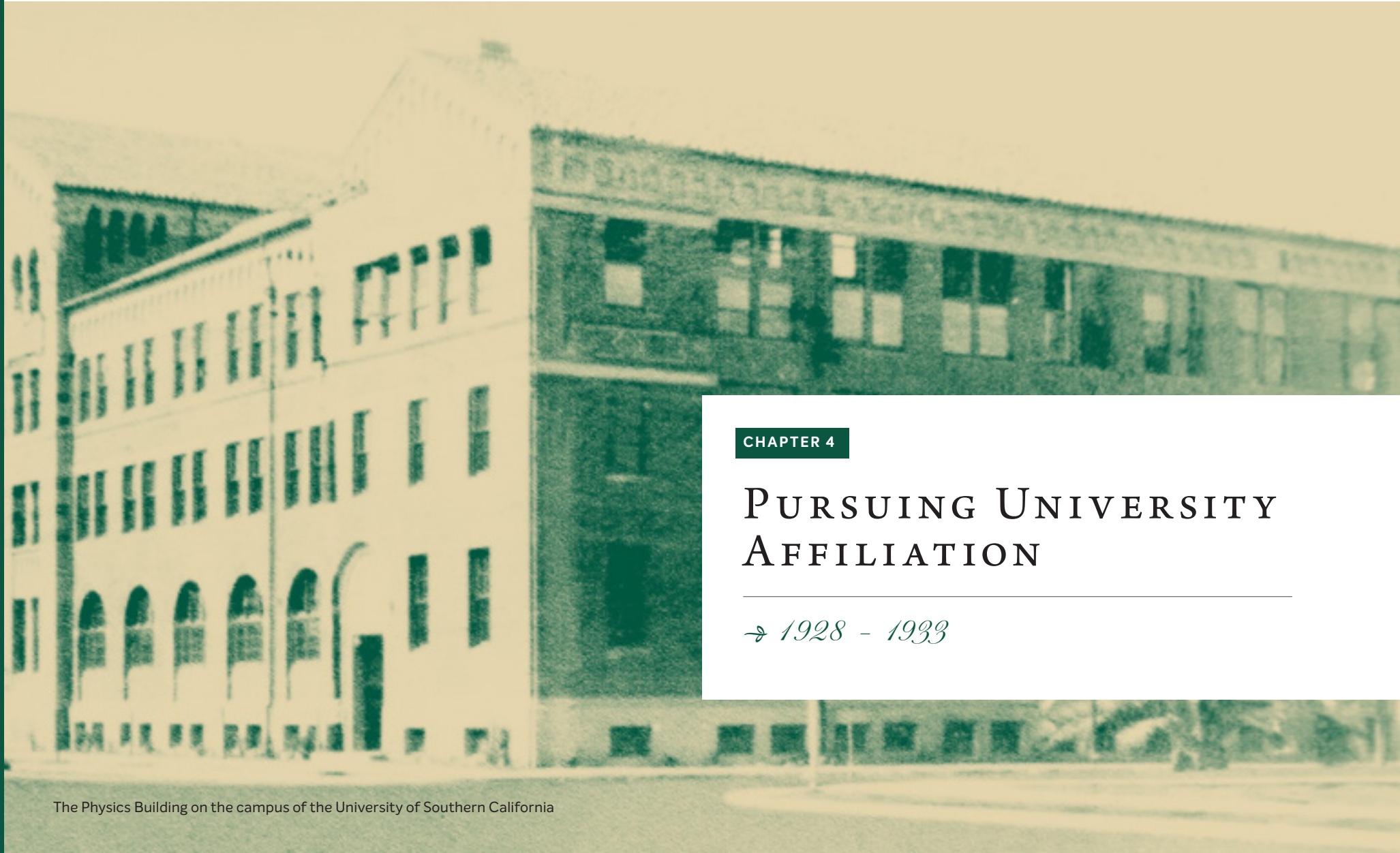
In 1928, Dr. William Ketchum was becoming interested in “breaking away” or “getting out from under the school,” perhaps in part because of the school’s financial problems, the pressures to affiliate with a university, and/or the burden of sole ownership of the institution. Also, the board of directors of the corporation agreed that a change of ownership with greater representation was needed to move the institution forward.

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A classroom at the Los Angeles School of Optometry.



CHAPTER 4

PURSUING UNIVERSITY
AFFILIATION

→ 1928 - 1933

The Physics Building on the campus of the University of Southern California

PURSUING

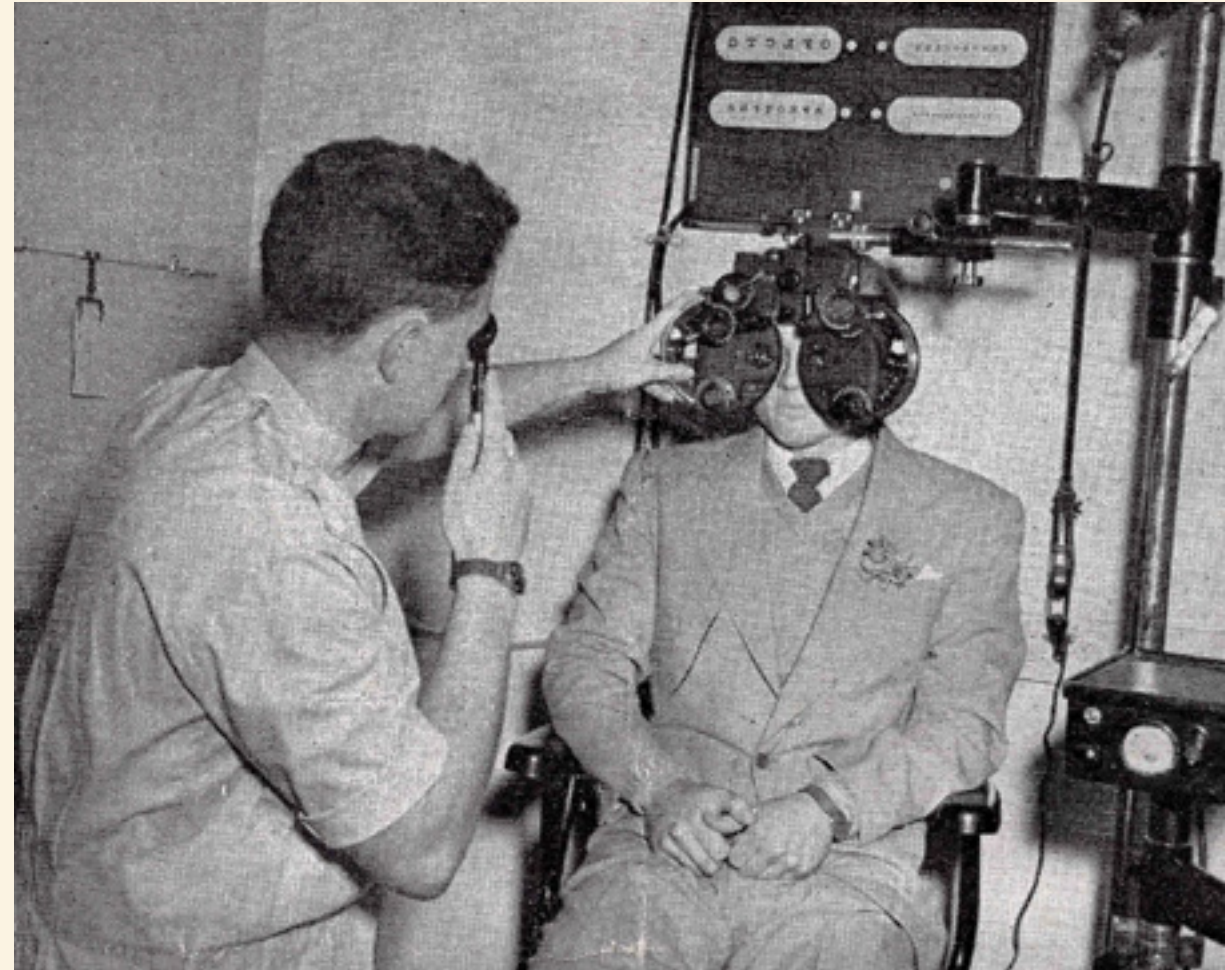
About the time the LASO's board of directors began charting a new course for the institution during the early part of 1928 by agreeing to change the ownership and include greater representation on the board (perhaps as many as 100 members), discussions with officials from the University of Southern California (USC) about an affiliation began. When affiliation eventually occurred, the board no longer functioned.

Two faculty members, Drs. Harry L. Fuog and Louis H. Jacques, seemed to be strong advocates for affiliation and helped to move the process forward. In fact, Dr. Jacques helped arrange a meeting between representatives from the LASO and USC. Dr. Ernest Hutchinson was also in favor of affiliation, although it was not embraced by optometrists in California. The extent of the division between the school and optometrists in Southern California over the issue of affiliation is unclear as pertinent records are limited.

The primary incentives to affiliate were the financial support needed to continue the program and the prestige of being part of a major university. Also, it was felt that optometry students needed courses in the sciences and other topics that could best be provided in a standard college degree program.

USC was a logical choice for affiliation because of its close proximity in downtown Los Angeles, and because it was a private institution. However, there was a significant concern on the part of USC with respect to awarding a "doctor's degree for only two, three, even four years by a private school." This issue was a major "sticking point" because of the LASO's history of awarding Doctor of Optometry degrees. In addition to the degree issue, some optometrists involved in the negotiation process wanted to limit "refraction" to a licensed optometrist and allow optometrists to use therapeutic drugs. These two issues continued to be debated for many years.

The California State Association of Optometrists (CSAO) had been very supportive of affiliation of optometry programs with universities, and therefore passed a resolution in mid-1928 that indicated its support of negotiations to affiliate, and proposed the formation of a committee to represent the association in the negotiation process. The chair of the committee was Dr. Glenn Winslow (chair of the LASO board from 1928 to 1946). Other members included Drs. Arthur Hoare ('22 and secretary of the LASO board from 1928 to 1937), Frederic Woll (an adviser to the LASO), and a representative from the California State Board and the



A student performing retinoscopy on a patient at the Los Angeles School of Optometry.



The Los Angeles School of Optometry logo used in school publications from 1928 to 1948.



A student observing a patient using an optical device at the Los Angeles School of Optometry.

International Board of Examiners in Optometry. Dr. William Ketchum was president of the association at the time.

In July 1928, an agreement was established by the LASO, and a group of California optometrists were presented to the Los Angeles County Association of Optometrists (LACAO) for approval. The agreement, approved on July 12, 1928, included the following conditions:

William Ketchum ("party of the first part") agrees to:

- 1) resign from the school,
- 2) surrender the charter of the Los Angeles Medical School of Ophthalmology and Optometry to the School, and
- 3) transfer 300 shares of capital stock in the LASO to the School.

The group of optometrists ("party of the second part") agrees to:

- 1) assume full administration of the school to its conclusion of those students enrolled in September of 1928,
- 2) raise funds sufficient to cover expenses needed to conduct the optometry course in cooperation or affiliation with USC as arranged, and
- 3) pay William Ketchum the minimum sum of \$1,500.

On September 7, 1928, Dr. William Ketchum resigned as president of the corporation but remained as a director of the board. Drs. Ernest Hutchinson and Harry Fuog also resigned their positions on the LASO board. Following those resignations, the new officers and shareholders of the corporation became Dr. Glenn Winslow, president with one share; Dr. William M. Kinney, vice president and treasurer with one share; Dr. Arthur E. Hoare, secretary with one share; and Dr. William M. Ketchum, director with 299 shares. W.M.'s shares were transferred to the other elected directors on September 12. From 1928 to 1930, the board took control of the corporation and served in a policy-making and administrative capacity to carry on the operation of the school while on the USC campus. Once full affiliation with USC was initiated in 1930, the function of the board was completed.

Negotiations between the LASO and USC continued through this period. The nature of the negotiations for affiliation is difficult to determine because of the limited availability of records. At some point, Dr. Frederic Woll, an

adviser to the LASO, was selected to work out many of the academic and organizational details. On August 20, 1928, Dr. Woll prepared a letter to USC President von KleinSmid, Dean Waugh and professor Nye (head of the Department of Physics) summarizing the details of their discussions. Several items in the letter related to academic terms and degrees awarded:

- 1) The current students and those entering in 1928 would complete the two-year program and graduate under the current charter of the school.
- 2) The three-year program would begin in September 1929 and students would graduate under the current charter of the school.
- 3) The new four-year program would also begin in September 1929 and students would be graduated by USC with a Bachelor of Science in Optometry.
- 4) All graduates with a Bachelor of Science in Optometry degree would be accepted as candidates for a Doctor of Optometric Science degree and would graduate after two additional years of graduate studies and a thesis.

All the conditions delineated in Dr. Woll's letter were acceptable to USC, except for that related to the doctor's degree. This item became a major issue and could have compromised any affiliation. A number of faculty members including Dr. Fuog expressed their displeasure with the affiliation agreement in particular because the terminal degree would be baccalaureate rather than a doctorate and the program would be part of the Physics-Optics Department. A few days before the academic year was to begin in 1928, Dr. Fuog resigned from the school.

During the 1928–29 and 1929–30 academic years, the LASO operated essentially as an independent program located on the USC campus at 3551 University Avenue. The phase-in process for full affiliation did not occur until September of 1930. At that time, the LASO was officially part of the University of Southern California, College of Letters, Arts and Sciences, Department of Physics and Physics-Optics.



A patient examination room at the Los Angeles School of Optometry.



Students practicing ophthalmoscopy using schematic eyes at the Los Angeles School of Optometry.



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During the years on the USC campus, Dr. Ernest Hutchinson served as the director of the program and Carrie B. Hooker was his assistant. When full affiliation with USC began in 1930, Dr. Hutchinson's title changed to the chairman of the Department of Physics-Optics. Originally hired by Marshall B. Ketchum in 1918, Ms. Hooker was a very dedicated assistant to Dr. Hutchinson, and was extremely valuable to the survival of the institution.

Practicing optometrists (even outside of California) and the optical industry were very enthusiastic toward affiliation. Their gifts and donations to USC through the LASO were an indicator of this enthusiasm and support. Optical companies were quite generous with their assistance for needed equipment. The level of financial support enjoyed during 1928 and 1929 was severely compromised by the Great Depression that began in late 1929.

UNIVERSITY OF SOUTHERN CALIFORNIA

COLLEGE OF LETTERS, ARTS,
AND SCIENCES

DEPARTMENTS OF PHYSICS
and
PHYSICS-OPTICS



INFORMATION AND COURSES

1932-1933

LOS ANGELES

The cover page of the 1932-33 University of Southern California information and courses bulletin for the Department of Physics-Optics (The department that included the optometry program.)



Students practice retinoscopy using schematic eyes at the Los Angeles School of Optometry.

Although there was enthusiasm for affiliation, there was also concerns about the status of the Los Angeles School of Optometry under the umbrella of the University of Southern California. One major concern was the frequent turnover of the LASO faculty. However, one particular member of the faculty, who was an important asset to the school because of his medical degree, was Harry J. Hoare, MD, the brother of Arthur E. Hoare, OptD. The thought was that Dr. Harry Hoare's medical degree would bring a level of prestige to the institution as it pursued affiliation. Unfortunately, the medical community on the USC campus was not in favor of affiliation in spite of Dr. Hoare's presence on the faculty. This situation may have contributed to medicine's opposition to optometry. Despite this opposition, negotiations for "full affiliation" continued until its implementation in the fall of 1930. It isn't clear though why USC did not take over the optometry program after its first year on campus as was the original intent. There is some suggestion that the Doctor of Optometry degree awarded by the school may have been a contributing factor since the university did not support such a degree.

The affiliation agreement included a condition that the profession of optometry would subsidize the LASO program in the amount of \$6,000 per year for a five-year period. These funds were solicited and received from a relatively large number of optometrists even though the economic times were very grim. Also, as a result of the Great Depression, enrollment dropped significantly as only six students graduated in 1932 and in 1933.

In the first academic year of full affiliation (1930–31), the Bachelor of Science in Optics program consisted of 124 total units over eight semesters. The curriculum during the first-year student and sophomore year of the program included chemistry, history, English, mathematics and physical education. The junior and senior years included optics and optometry. The use of the word "optics" in the degree awarded rather than "optometry" was a concession to achieve the affiliation. There was a concern by some that the loss of the word optometry in the degree and the fact that the program was part of the Department of Physics represented a serious loss of the profession's identity. The feeling at the time, apparently, was that a more appropriate department for the optometry program would have been psychology.

Even though there was an atmosphere of considerable stress between the optometry program and the School of Medicine, it appeared that optometry was generally well received on the university campus. The optometry students liked the university environment and had good relations with other

students, including medical students. Graduates of the program felt they received a good education and liked their instructors.

Although the records of the number of students enrolled in the USC program are unreliable, about 10 students graduated in February 1931 receiving a Bachelor of Science in optometry degree. This degree was awarded by the Los Angeles School of Optometry even though the school essentially no longer existed. In June of the same year, however, one student graduated from the USC Department of Physics-Optics. Both in 1932 and 1933, seven students graduated from the USC program with Bachelor of Science in optics degrees. After 1933, when the affiliation with USC was terminated, the degree awarded to graduates was once again the Bachelor of Science in optometry from the Los Angeles School of Optometry.¹

In the early 1930s, a group of optometrists who were displeased with actions of the California Optometric Association and the State Board of Optometry formed an organization called the California Optometric Eye Specialists Association (COESA). One of the main purposes of this organization was to change the optometry law that would “limit refractions to optometrists only” and “permit them to use drugs for therapy.” Apparently, Drs. Harry Fuog and Louis Jacques were involved in this effort.

In May of 1932, Dr. Fuog, a representative of COESA, requested a meeting with Frank Touton, USC vice president, to discuss the possibility of a five-year optometry program leading to a doctorate. At that meeting, a statement was made that a significant number of California optometrists (approximately 84%) were dissatisfied with the current USC optometry program. Although this claim could not be substantiated, it resulted in a great deal of unfavorable reactions. On June 1, Vice President Touton prepared a reply to Dr. Fuog indicating the university’s lack of support for any expansion of the optometry program. Another significant event that likely contributed to the dissatisfaction of the USC program within the profession was the failure of all the February 1931 graduates to pass the California State Board exam. These graduates eventually received their license to practice optometry although there are no available records or evidence indicating how this issue was resolved. Following this event, enthusiasm for optometry by the university declined significantly. In addition, the opposition by the medical community continued, funding for the program was insufficient, enrollment was static, and the profession of optometry continued to be divided. As a likely result of these and other



A student examining a patient at the Los Angeles School of Optometry.

issues, a letter addressed to Dr. Hutchinson, chair of the Department of Physics-Optics, from Vice President Touton dated March 29, 1933, stated that “the best interests of the University cannot be served by a continued effort to foster the development of a program in physics-optics as a part of our University curriculum after June 30, 1933.” Although the termination of the program at USC may have been anticipated for some time, it presented a significant challenge to the survival of the institution.

REFERENCES

1. Gregg JR. *Origin and Development of the Southern California College of Optometry 1904–1984*, p. 90.



CHAPTER 5

AN UNCERTAIN FUTURE

→ 1933 - 1938

UNCERTAIN

The discontinuation of the optometry program at the University of Southern California in 1933 left the institution without a home. However, in order to conduct the program for the near future, the institution made a request to USC to rent space on its campus for one year as it did in 1928 and 1929. Unfortunately, that request was denied. USC, however, did offer to assist in obtaining an affiliation with another institution. What happened after that offer is unclear.

Despite this series of unfortunate events, the Los Angeles School of Optometry still existed, and there was a board of directors and faculty that were very committed to its survival. The completion of the education of the 20 continuing students was guaranteed by the board even if there was a financial burden to do so. Beyond that, the board had little role in the institution over the next few years.

It was extremely fortunate for the institution and the profession that Dr. Ernest Hutchinson was the director of the program at that pivotal time. He was very optimistic about the future and highly committed to the institution. Dr. Hutchinson was the type of person who just would not “give up,” no matter what the odds. He did everything he could to get USC to reconsider affiliation, but the results were not successful.

Between the years of 1933 and 1938, the records of the institution that would give an insight into the events that occurred are quite limited. Unfortunately, the publication of the school’s *Reflex* ended in 1930 and did not return until 1952. In addition, there does not seem to be any student or faculty newsletters, commencement programs, or board of directors’ minutes during that period. The board minutes were once again documented beginning in 1938. Apparently, the only records of events that exist are annual reports to the California Optometric Association prepared by Dr. Hutchinson. There are also some news items in optometry publications and a variety of letters and notes.¹

When it was clear the institution would no longer be affiliated with USC, an alternative affiliation was thought to be possible with the University of California in Los Angeles. Perhaps the program would be within the Department of Physics as the optometry program was at University of California, Berkeley. Dr. Frederic Woll, a previous adviser to the LASO, met with the provost of UCLA in August of 1933 on the behalf of the institution, to discuss affiliation. However, in a



A LASO student measuring the visual field of a patient using an arc perimeter.

note written by Gordon Sproul, president of the University of California, in September of 1933, he stated that “he did not see any way, under the present financial conditions, that a course in optometry could be added.” A group of optometrists, including Dr. Harry Fuog, met independently with some members of the board of regents at UCLA with their plan for a five-year doctorate program. This action may have led to the UC president’s withdrawal of support for an optometry program at UCLA. At this point, the survival of the institution was uncertain.



A student examining a patient at the Los Angeles School of Optometry in the 1930s.



Mrs. Carrie Hooker Reidell, administrative assistant to Drs. Marshall B. Ketchum, William M. Ketchum and Ernest A. Hutchinson.

In spite of this disappointment and due to the determination, resourcefulness and dedication of Dr. Hutchinson's assistant, Ms. Carrie Hooker, a small house was rented on University Avenue at 35th Street (across the street from USC) that would house the LASO from 1933 to 1936. The rent for this house was \$50 per month and evidently paid by Ms. Hooker, as funds to operate the school were extremely limited. The house was in significant disrepair and not suitable to conduct an optometry program. However, in order to improve the condition of the house, a group of students volunteered to help get it ready for the 1933–34 academic year. In addition, Ms. Hooker put in long hours of hard work with little reward to get the house ready. Ms. Hooker and Dr. Hutchinson were a great team that worked very well together with mutual respect and dedication.

The curriculum during the 1933–34 academic year followed the same plan that existed during the USC affiliation. That is, the first two years consisted of lower-division college work and the second two years consisted of four semesters of optometry leading to a Bachelor of Science in Optometry degree. Thirteen students graduated in 1934, including Dr. Roy Swain who eventually became the chairman of the school's board of trustees.

In 1934 (the 30th anniversary of the founding of the institution), a fifth year was added to the curriculum as a requirement for an optional postgraduate Doctor of Optometry degree. Notably, this five-year program was the first in the country. Beyond the Bachelor of Science degree, the Doctor of Optometry degree required 12 semester units of study beyond the standard optometry program, additional clinical practice and research for one day per week. The first Doctor of Optometry degree in this program was awarded in 1938. This optional degree was not required for taking the State Board exam or for practicing optometry.

Dr. Hutchinson was very committed to maintaining high academic requirements and standards as he knew that the survival and success of the institution was dependent on "sound academics." The courses in optometry at the time were taught almost exclusively by Drs. Ernest Hutchinson and Leslie Scown as they were the two of the three faculty members with a Doctor of Optometry degree. With Dr. Hutchinson's heavy teaching load, many of the administrative



The building at 909 West Jefferson Blvd. (Home of the Los Angeles School of Optometry from 1936 to 1948).



Dr. Marshall B. Ketchum in his later years.

responsibilities at the school were assumed by Ms. Hooker. These three individuals were essentially responsible for the survival of the LASO during this very difficult and challenging period in its history.

Each year, Dr. Hutchinson prepared a report for the California State Association of Optometrists (now the California Optometric Association) regarding the status of the LASO. These reports indicated that the institution was progressing in a positive direction. His report for 1937 included the details of a move to a new three-building facility at 909 West Jefferson Blvd. The buildings, located between Otto Shirmer's Sausage Kitchen at 905 West Jefferson Blvd. and the Trojan Theater at 931 West Jefferson Blvd., were still near the USC campus. The school took possession of the facility in July 1936. The buildings at 909 West Jefferson Blvd. were remodeled to provide administration offices; classrooms; and rooms for refraction, orthoptics, visual field studies and a dispensing department. All of the facilities were equipped with "the newest and the best equipment." Also, two adjoining lots for parking were leased. These advances for the institution were especially impressive considering the poor economic times in the country. This facility would be the home of the LASO until 1948. Although enrollment at the time had increased to only 12 to 20 students in each class, it would reach about 90 students in each class by 1948.

The board of trustees from 1933 to 1937, chaired by Dr. Glenn Winslow, had little role in the management of the institution and thus the responsibility for the institution was left entirely to Dr. Hutchinson. Some of the members met from time to time to discuss the affairs of the school. There apparently were some board members who were concerned about leaving the management of the school to Dr. Hutchinson without some control by the board. However, because the board was so disorganized at the time, Dr. Hutchinson was left in full control until February 1938.

In 1938, the board of trustees resumed meeting on a regular basis and initiated a reorganization of the school's management. The board met 15 times during the year. The minutes of its meetings indicate substantial committee work by its members. Dr. Frederic Woll once again served as an adviser to the board during this reorganization. The specific reason for the board's rather sudden increase in activity is unclear, but there is some suggestion that it related to the board members' personal liability for taxes due by the school because of its for-profit status. Because of this tax liability and the negative view by the Council on Optometric Education with respect to for-profit institutions, the board appointed a committee to "... amend the Articles of Corporation and adopt new bylaws necessary to change the corporation to a nonprofit corporation."



The entering class at the Los Angeles School of Optometry in September 1936. Dr. Ernest Hutchinson is seated at the center of the first row.



The Ketchum family during the 1930s. Dr. Ernest Hutchinson, a friend of the family, is seated on the left.

On April 15, 1938, a “Certification of Amendment of the Articles of Incorporation of the Los Angeles School of Optometry” was filed with the State of California. The result of the amendment would change the school to a nonprofit organization and thus make it eligible for exemption from state franchise, property and income taxes.

One of the proposals for reorganization of the school that was strongly opposed by Dr. Hutchinson was for the board to have a management committee. However, in August 1938, the following three committees with specific areas of responsibility were formed: 1) academic committee (curriculum, entrance requirements, special courses and degree), 2) administration committee (finance, audits, equipment, supplies, employment contracts and publicity), and 3) personnel committee (student body relationships, clinic policy, and relationships with the profession).

At the time of this reorganization of the school’s management, there were obvious conflicts between Dr. Hutchinson and the board as he did not feel it would be in the best interest of the school for the board to take control. In addition to these conflicts was some question about the ownership of the school, including whether the California State Association of Optometrist (CSAO) was the owner. The question arose because of a summary statement made by Dr. Hutchinson in his annual report to CSAO in October 1938. He said, “It is a matter of record that our directors owe their franchise to this association and are therefore responsible thereto.” Dr. Hutchinson’s statement does suggest that the CSAO has some control of the school. A committee was appointed to look into the matter of ownership.

To resolve the issue of ownership and the role of the board of trustees, an attorney, Fred Woody, was retained to look into the legal state of the school; the rights, duties, responsibilities and liabilities of the board; and the legal relationship between the school and the CSAO. In his legal opinion, Mr. Woody stated that the CSAO had no legal ownership over the corporation of the LASO.

About a month after Dr. Hutchinson delivered his report to the CSAO at its annual convention, the board submitted its own report to the association that was nearly identical to the Hutchinson report but with an exclusion regarding the statement that the “corporation members owed their franchise to the CSAO.” Following that report, the “School’s committee” of the association visited the school and submitted a report addressing the financial condition, facilities, furnishings and equipment, faculty and enrollment. In

essence, the committee felt that the school made significant strides since its break with the University of Southern California. To summarize, the report stated that the: 1) "School is in sound financial conditions," 2) "School is housed in excellent quarters," 3) "School is furnished with adequate and modern equipment," 4) "teaching staff is capable and cooperating," and 5) "registration is increasing."

The school's committee also made recommendations regarding the number of trustees, their term of office, and the method of their selection. Not surprisingly, these recommendations were not well received and only contributed to the bad feelings between the board and the CSAO. A meeting between the two groups eventually resolved their differences. The CSAO ultimately realized that it did not have any legal claim to ownership of the LASO, but did have a responsibility with regard to the education of optometrists in California.

By the end of 1938, the school was finally moving in the right direction and had a brighter future due primarily to the hard work and dedication of Drs. Ernest Hutchinson and Leslie Scown, and Ms. Carrie Hooker. During the 1937–38 academic year, an "optometric assistant" program was offered at the LASO. This one-year program may have been the very first of its kind among optometric institutions. The program consisted of 20 semester units and included courses in the fundamentals of optics and optometry, mechanical optics, mechanical optics lab, optometric economics, orthoptic procedures and psychology of optometry. There were only two graduates of the program in 1938. This program was canceled for the following year because of a lack of students and support from potential employers of graduates. Another program for optometric assistants (technicians) was not offered at the institution until 1973.

Sadly in April 1937, the founder of the institution, Dr. Marshall Bidwell Ketchum, passed away at the age of 81. Later that year, his memory was honored with the naming of the institution's library as the M.B. Ketchum Memorial Library.

REFERENCE

1. Gregg JR. *Origin and Development of the Southern California College of Optometry, 1904–1984.*



A LASO student measures the visual acuity of an elementary school student at a vision screening.



CHAPTER 6

A SCHOOL ON THE MOVE

→ 1938 - 1948

During the mid- to late 1930s, the scope of optometric practice was expanding with a greater emphasis on the aspects of running a private practice. Although courses in practice management and economics were offered at schools and colleges of optometry prior to the late 1930s, the approach to the subjects was unique at the LASO and may have been a first in optometric education. The uniqueness of this curriculum at the LASO related to the total credits for “optometric economics,” a separate course for “salesmanship,” and the way these subjects were taught. The course in economics (titled “Optometry 100. Optometric Economics”) comprised a total of six semester credits and the course in salesmanship (titled “Merchandising 113. Salesmanship”) comprised two semester credits. In 1940, however, the total credits hours were decreased to two hours suggesting that six might have been considered too many.

In the school’s 1938–39 announcement of courses, 31 faculty members, most of whom were optometrists, were listed as instructors of economics and salesmanship. The extensive number of individuals involved in this team-taught approach most likely exceeded any other school or college of optometry at the time. A significant addition to the faculty in 1939 was Dr. Ralph Barstow. He was nationally recognized as an expert in the area of practice management. In fact, in 1948, he authored what is thought to be the first book in practice management for optometrists. Dr. Barstow formalized the curriculum in practice management at the school and thus enhanced the prestige and recognition of this important subject for optometrists. He remained as a faculty member until 1955.

Another emerging topic area for optometrists in the 1930s was “orthoptics.” In 1938, the LASO hosted a course in “reading readiness,” which may have been an indicator of the school’s interest in this subject area. Although orthoptics was not identified in the curriculum as a separate course until 1945, elements of this topic were taught as part of the practical and clinical optometry curriculum. Other related clinic areas that were included in the curriculum by 1948 were industrial vision, orthoptics/vision training and reading.

Another first for the school occurred in 1939 with the hiring of a faculty member who had a specific assignment for research. This was indeed an important turning point for the school because of the significance of scientific research in an educational institution, especially one that awards a doctor’s degree. Henry B. Peters, AB, MA, was hired as an instructor in



The Los Angeles School of Optometry class of 1938.

physiological optics to teach and continue his research in the “visual and psychological aspects of the learning process.” Although Dr. Peters remained at the school for only one year, his hiring and work at the institution marked the beginning of an effort to develop a formal research program. The extent of research at the school in the early years was rather modest although the program continued to move forward over the years.

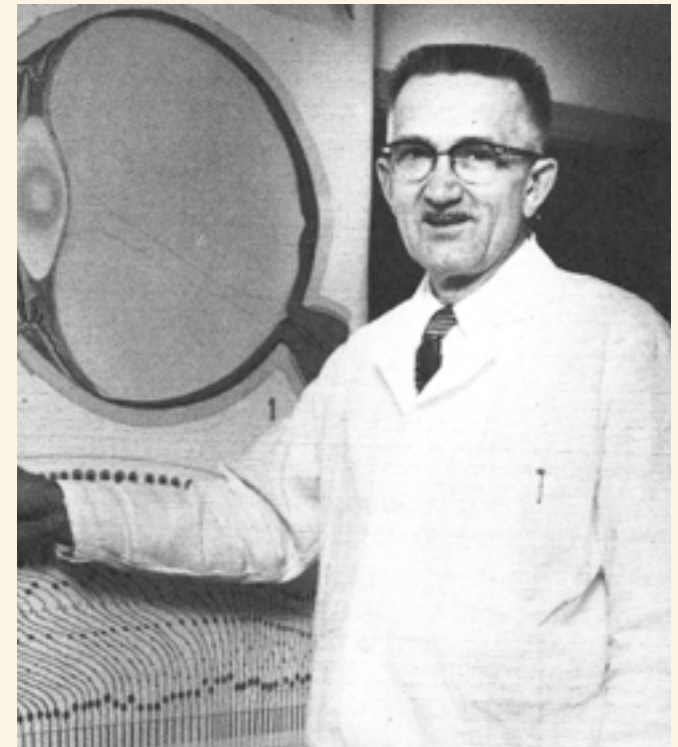
In 1940, the subjects of contact lenses and low vision (referred to as subnormal vision at the time) were added to the curriculum although they were not included in the school’s catalog until 1947. Dr. Arthur E. Hoare (’22) was the very first instructor in low vision even though he was not listed in the school’s catalog as an instructor in “subnormal vision aids” until 1945. Dr. Hoare was also the president of the board



Members of the Omega Epsilon Phi fraternity in 1939. Dr. Ernest Hutchinson is in the front row.



A student examining the cornea of a patient using an ophthalmometer.



Dr. Harry Jankiewicz presenting an ocular anatomy lecture at the Los Angeles School of Optometry.

of trustees from 1946 to 1947. The first mention of a faculty member teaching contact lenses was in the school's 1947–48 catalog. Dr. John H. Rottmann was listed as a lecturer in contact lens fitting. Evidently the school was ahead of many other schools and colleges of optometry with its curriculum in contact lens fitting.

Aniseikonia was also becoming a topic of interest during the early 1940s. However, the term aniseikonia did not appear in the school's catalog until 1942 when Dr. Edwin P. McLaughlin was listed as an "aniseikonia clinician." The addition of aniseikonia and other clinical subjects to the curriculum was certainly an indicator of the expanding scope of practice for optometrists beyond refraction.

During 1940, the board of trustees was taking a more active role in the administration of the school, application for admissions and placement

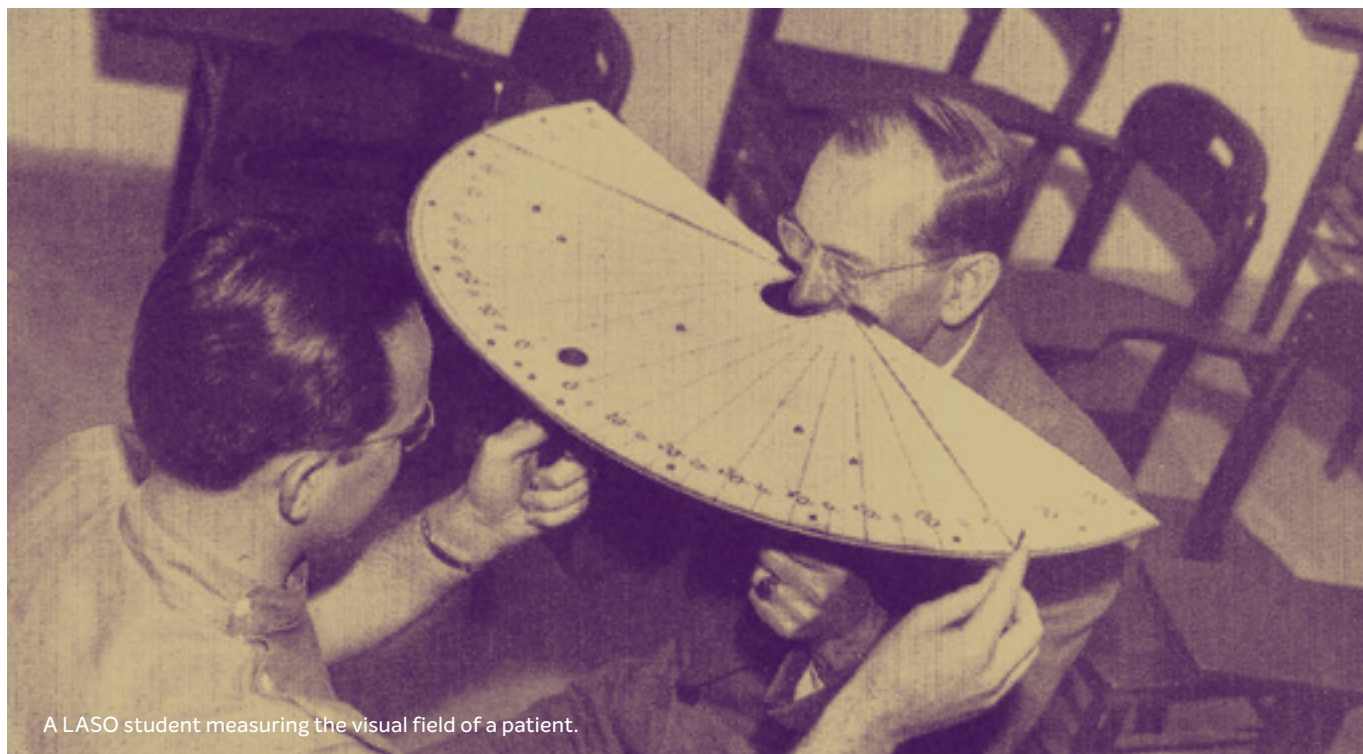
of graduates. The board also proposed an unusual policy that would limit the class size to 60 students by the sixth week of the program, regardless of the number of student enrolled in the class. The reasons for this proposal were seemingly related to the rather large number of qualified applicants versus the limited space and resources of the school. Because of very significant complications of such a policy, the proposal was never implemented. An alternative policy, proposed by the board's academic committee to address this issue, was adopted as the following, "A limited number of applicants will be accepted each year. In addition to scholarship, acceptance is based upon character, personality, physique and promise of useful service in the profession of optometry." This policy represented a somewhat different set of expectations of the applicants with a greater emphasis on service. It is unclear how these characteristics were evaluated.



A clinic instructor examines a patient as students observe.



The Los Angeles School of Optometry graduating class of 1947.

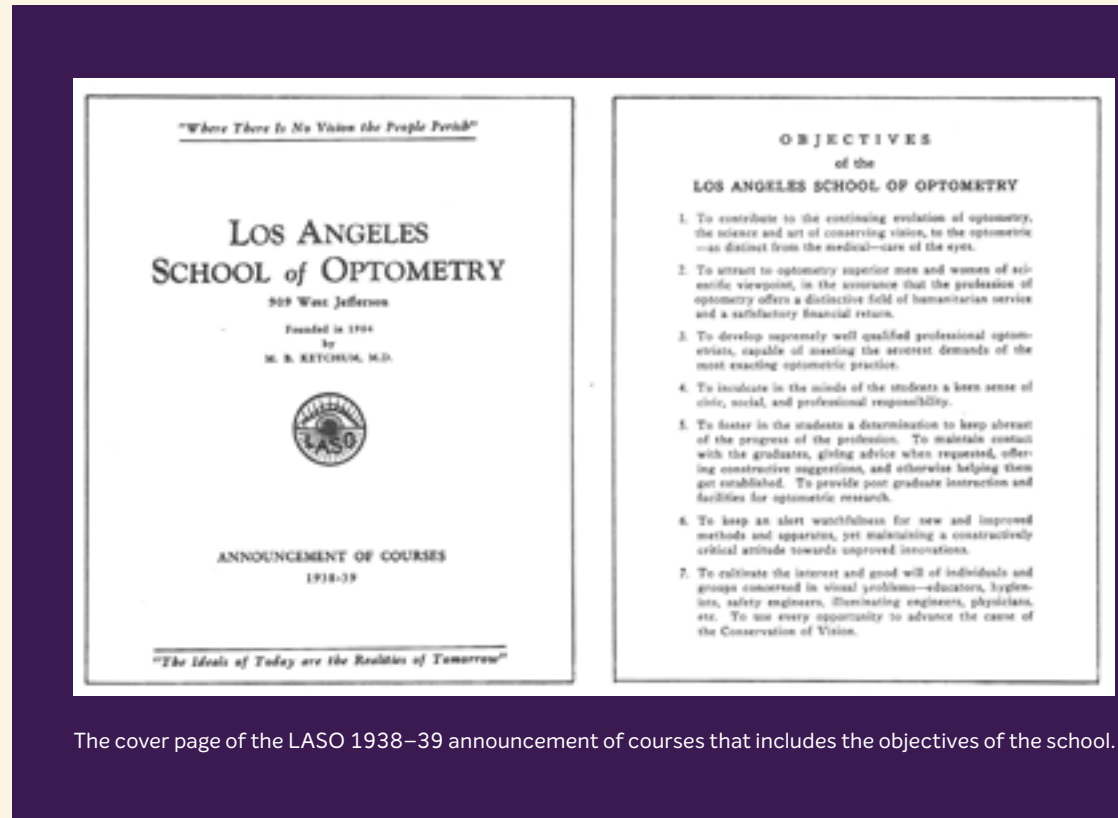


A LASO student measuring the visual field of a patient.

Information about student activities during the late 1930s and early 1940s is very limited. It appears there were no student publications describing the various student activities on campus that must have occurred at the time. Another first for the school was the formation of the Gamma Chapter of the National Optometric Sorority Phi Kappa Rho in 1939. Interestingly, Ms. Carrie Hooker, Dr. Hutchinson's assistant, was the first "Keeper of the Seal" for this sorority. This sorority became inactive in 1969. The Gamma Chapter of the Omega Delta Fraternity has been part of the school since 1919 and remains active today with membership open to men and women.

In 1939, educational standards for schools and colleges of optometry were established jointly by the Educational Council of the AOA and the International Board of Boards (IBB). One of these standards included a requirement that all should be "affiliated with institutions of higher learning" by 1942. Clearly the intent of this requirement was to affiliate with a university. In anticipation of the implementation of this requirement, the LASO again called upon Dr. Frederic Woll to represent the school in discussions with the University of Southern California about another affiliation. What occurred during those discussions is not known, but the fact that another affiliation never happened is a clear indication of the lack of success. In any case, the LASO board discussed the matter at length but could not agree on the conditions of affiliation even if that were a possibility.

In 1941, the president of the California State Association of Optometrists, Dr. Allen C. Holland, had several concerns about the Los Angeles School of Optometry, including the unsuccessful affiliation with USC. He appointed a special schools committee to review these concerns in the form of 12 specific questions. The questions addressed, for example, the unsuccessful affiliation with USC, curriculum, admissions, finances and membership on the board. The board of trustees provided a written response to each question and concluded with the following statement, "These answers have been presented out of courtesy to President Holland of the California State Association of Optometrists and his special schools committee. In submitting these answers, the trustees wished it to be distinctly understood that in no sense were they committed to a policy of direct accountability to the California State Association of Optometrists or to any other group or body, excepting the accredited educational authority representing the profession as a whole and exercising equal jurisdiction over all schools and colleges of optometry."¹



The cover page of the LASO 1938–39 announcement of courses that includes the objectives of the school.



The optical dispensing area at the Los Angeles School of Optometry.



Dr. Alvah R. Lauer, executive vice president and director of instruction and research from January to July 1948.

In 1942, the board provided further information to the CSAO in response to additional inquiries by its special schools committee. The information provided made it very clear that there was “no prospect of university affiliation in the immediate future,” although the board reaffirmed its determination to pursue affiliation. Whether the CSAO was satisfied with the information provided is not known. However, by the end of that year, the LASO did not lose its accreditation even without university affiliation.

During the mid-1940s, the LASO continued to pursue affiliation with the University of California as it was quite clear that affiliation with USC was not possible. There were some positive signs during the discussions with UCLA although the affiliation never happened, most likely because the profession of optometry was not able to determine if an affiliation would be a good or bad outcome. A building plan for the optometry program at the UC Berkeley campus, supported by the CSAO and the LASO board, may have diverted interest and support for the LASO’s efforts to affiliate with the University of California. Perhaps the failure to affiliate with

USC in 1942 was due in part to the opportunity to affiliate with UCLA. In any case, the board of trustees was concerned that accreditation would ultimately be in jeopardy without university affiliation.

The University of California made it clear it was not interested in supporting more than one affiliated optometry program in the state. There was some brief discussion, however, about moving the UC Berkeley optometry program to Southern California. The LASO board of trustees was apparently not discouraged because in November 1942, the board passed a resolution agreeing “to transfer to the University of California its teaching function, and to transfer the assets of the Los Angeles School of Optometry to the University of California.” A joint conference of the CSAO and the LASO board was held in May 1943. At the meeting, there was no decision made regarding affiliation with UCLA but the discussions indicated a trend to support a new building on the Berkeley campus and leave the LASO to continue as an independent institution with a later pursuit of affiliation with UCLA or another university. Efforts to affiliate with UCLA did continue, but obviously without success.

During this period, the LASO needed larger and more updated facilities as recommended by International Board of Boards (IBB) to maintain its approved rating. A building adjacent to 909 West Jefferson Blvd. Los Angeles, Calif., was acquired for more space. Additions to this building were made over the years although there was a concerted effort to find a new location for the school. The board appointed a building site committee to explore location and building options. There was a desire by the board to purchase property rather than rent as was the current situation. Even the possibility of purchasing the current property and adding a second story was considered. However, this option was dropped because the current building would not have structurally supported a second story.

As many as eight locations for a new building were considered by the building site committee over a period of about six years from 1941 to 1947. No matter what the location though, building or remodeling would have been difficult at the time because of scarce building materials due to World War II. The building committee speculated that because of the shortage of materials, a new building would likely not be possible for at least two to three years.

Another problem facing the school was a considerable reduction of enrollment during the war years. In fact, there were only 28 graduates in

1943, 15 in 1944, 36 in 1945 and 37 in 1946. Despite these difficulties, the school continued to move forward with respect to its curriculum, faculty acquisition and expansion of its clinic programs.

A rather unusual development occurred in 1944 with respect to course requirements for taking the California State Board exam. The state board was informed by the attorney general of California that courses in “bacteriology” and “analytical geometry” would be required to take the board exam beginning in 1944 (the 40th anniversary of the founding of the institution). The reasons for these additional requirements are unclear especially on such short notice. In any case, the schools of optometry in California were unprepared for this new requirement. As a result, some graduates in 1944 were not allowed to sit for the exam. In response to this issue, Dr. Ernest Hutchinson put together six-week courses in bacteriology and analytical geometry so graduates would be eligible to take the exam in June 1944. The school, not the students, paid the costs of these courses. On a positive note, this situation prompted better communication efforts between the schools of optometry in California and the State Board.

The president of the LASO board, Dr. Glenn Winslow, actively served in that position since 1928, except during the years of USC affiliation. He resigned as president in 1944. Dr. Winslow continued on the board as president emeritus until his death in 1947. He had been the longest serving president of the board. His presidency spanned a period of great challenges and threats to the survival of the institution. Dr. Winslow was not an alumnus of the LASO, but rather a graduate of the Northern Illinois College of Optometry. Even so, he was very dedicated to the success of the LASO. His leadership and organizational skills were exactly what the institution needed during a very difficult period. Dr. Winslow’s resignation marked the beginning of the end of a unique era in the history of the institution. In 1947, another long-standing member of the board, Dr. William M. Kinney, who served as the vice president and treasurer of the board, resigned. He also had served on the board since 1928. Dr. William M. Ketchum was, of course, the longest-standing member of the board serving in various positions from 1914 to 1960.

In 1946, Dr. Arthur Hoare became the president of the board of trustees. He served in this position for only one year. He served as the vice president for the



A young patient receiving orthoptic therapy at the Los Angeles School of Optometry.



The Omega Delta Fraternity installation dinner in January 1947.

previous three years. Dr. Hutchinson's title changed from director to dean of the program by action of the board in July 1946 to perhaps bring more prestige to the position. The title of "dean" was the first time it had been used at the institution since Dr. M.B. Ketchum held that title from 1909 to 1911.

During the same year, Dr. Hutchinson made the argument to the board that additional administrators were needed because of the increased demands of operating the school. Several individuals were considered, e.g. Drs. Henry Hofstetter, Frederic Woll and Ralph Minor (from the UC Berkeley School of Optometry). During the ensuing years, new administrators were added to the school.

From the late 1930s through the mid-1940s, the board of trustees consisted of only seven members. Also since the Marshall B. Ketchum years, all the board members were optometrists. In 1947, five optometrists, including Drs. Arthur E. Hoare and Louis Jaques, were added as members of the corporation that governed the school. For clarification, the "nonprofit" corporation owned the school and the day-to-day operations were managed by the board of trustees. In 1949, six more optometrists were added, and in 1950, the first non-optometrists members joined the corporation. The seven-member board of trustees continued as the executive committee of the institution.

By the mid-1940s, the members of the board of trustees were actively functioning in administrative roles at the school. During the late 1940s, a reorganization of the school's management and personnel occurred so that the role of the board was not involved with the day-to-day details of the operation, but more in an oversight capacity. As part of this reorganization, a search for a new dean began in 1947. At that time, the faculty consisted of almost all LASO graduates. Most the optometry courses were still taught by Drs. Hutchinson and Scown. The clinic faculty members were entirely LASO graduates.

In 1945, the Association of Schools and Colleges of Optometry adopted a new accreditation manual and proposed that all institutions be inspected and rated under the new standards. There was a concern of the board that the institution would not receive an "A" rating if the needed improvements were not made prior to an inspection. In December 1946, the school was visited by the Inspection Committee of the AOA's Council on Optometric Education (COE) for a three-day assessment. During that visit, two deficiencies were noted: 1) there was no lab space for either geometric or

physiologic optics, and 2) students assigned to “vision training” patients did not follow those patients to the completion of their training. The school did not lose its accreditation because of the identified deficiencies, but rather was put on probation. The COE was continually updated on the progress of the institution.

Another comment of the COE was that there were too few total credit hours. From 1940 to 1947, the total number of credit hours in the two-year program increased from 64 to 70. Moreover, a summer session was added in 1947, an increase of another 10 credit hours for a total of 80 hours. These modifications were implemented to meet the recommendations of the COE.

During the period from 1935 to 1945, optometric education had undergone many substantial changes especially with respect to entrance requirements and curriculum. At the time though, there were no educational standards established by any accrediting organization. The standards that existed at the time were set primarily by individual state boards using their own criteria. As such, the standards would vary, sometimes significantly, from state to state. The various optometry organizations at the time, e.g. the Association of Schools and Colleges of Optometry (ASCO), the International Association of Boards of Examiners in Optometry (IABEO) and the American Optometric Association (AOA), were uncertain of their roles in the education of optometrists. At the same time, the scope of optometric practice was expanding in the areas of contact lenses, low vision, orthoptics and pathology detection. This expansion demanded more class time, space and resources to educate optometrists for the current scope of practice.

The changing face of optometry by the end of World War II in 1945 brought many new challenges for the LASO and other institutions. Within optometric education there were questions regarding manpower needs and thus the number of graduates, and schools and colleges of optometry that would be required to meet those needs. Unlike during previous years, the number of applicants for optometry programs following the war was plentiful. Many of these applicants were likely taking advantage of the education benefits of the GI Bill signed into law by President Roosevelt on June 22, 1944. Because of the surge of applicants, the LASO had to design a selection process and determine the class size given the current facilities



Students practicing with schematic eyes at the Los Angeles School of Optometry.

and resources. The board took a much more active role in the selection process of the class entering in 1946, and determined that the class size would be 90 students.

Some other issues facing optometric education at the time related to the lack of textbooks in certain subjects (especially written by optometrists), the availability of postgraduate education for practicing optometrists and the limited graduate degree programs to prepare future optometry faculty.

The search for a new facility for the school had been ongoing for a period of six years without much success. Additional space was desperately needed as the entering classes in 1946, 1947 and 1948 had 90, 90 and 145 students, respectively. As a temporary measure to



LACO students conducting research.

expand its facilities, the school rented the Trojan Theater next door to its 909 West Jefferson Blvd. location.

The LASO students also recognized the needs of the institution in a variety of areas. In 1945, a group of 26 students submitted a list of 33 conditions to the board regarding areas such as “clinic functions, entrance requirements, academic standards and facilities.” Submitted with their conditions was a signed statement that read, “After careful and deliberate consideration we students have listed here with a series of conditions which we feel must be met if the Los Angeles School of Optometry is to contribute further to the growth and development of the profession.” The board seemed appreciative of the students’ concern and the information they provided. Many of the conditions listed by the students were already being implemented and others were under consideration.

The alumni association of the school, first organized in 1922, only functioned for a brief time. When the school moved onto the USC campus in 1928, it was possibly unclear to the graduates of the program whether they were alumni of the LASO or USC. The various struggles of the institution during those difficult years could have compromised the warm feelings of graduates toward their alma mater. In 1945, the board appointed Dr. William M. Ketchum to chair a committee with the charge of forming an alumni association. Although there were alumni luncheons at annual congresses of the California Optometric Association during the early 1940s, there was no formal organization of alumni at the LASO. By October 1946, the LASO Alumni Association had been established. In December of that year, an annual homecoming that included an education program and banquet was organized by association.

In 1948, all entering students were required to complete at least two years of prerequisite studies and three years in the optometry program. The three-year professional program was a significant change from previous years. Thus, there was no graduating class of 1950 since the class entering in 1947 graduated in 1949 but the class entering in 1948 didn’t graduate until 1951. The Doctor of Optometry degree was awarded following completion of the three-year program. A Bachelor of Science degree alone no longer would qualify a student to take the state board exam. For those who graduated in previous years with a Bachelor of Science in optometry, a year of postgraduate study was required to receive the Doctor of Optometry degree and thus be eligible to take the board exam.

The search for a new dean that began in 1947 produced a number of offers to candidates, including Dr. Glenn Fry, from The Ohio State University. Unfortunately, there were no acceptances of the offers. In mid-1947, Dr. Alvah R. Lauer from Iowa State University was invited to the campus for an interview. Dr. Lauer was known to the LASO because of his research in automobile drivers' vision and his work with the American Optometric Association's Motorist Vision Committee.

Following negotiations, Dr. Lauer took a one-year leave of absence from Iowa State to become the executive vice president and director of Instruction and Research at the LASO effective January 1, 1948. Dr. Lauer, as the chief administrative officer of the school, performed many of the administrative duties of the dean although Dr. Hutchinson maintained that title. During his time at the school, Dr. Lauer reorganized the institution's faculty and curriculum. However, by July 1948, Dr. Lauer was released from his contract with the school at his request. He apparently felt the work was too taxing and Iowa State University desired him to return. This situation didn't seem to be much of a loss for the school, as the board approved the appointment of Dr. Henry Hofstetter as dean to be effective on January 1, 1949. Dr. Hofstetter received a Doctor of Philosophy (PhD) degree from The Ohio State University in 1942 (the very first PhD in physiological optics at that university). He also served as a faculty member there from 1939 to 1948. Since Dr. Hutchinson was the dean at the time, the board appointed him as the third president of the school effective the same day as Dr. Hofstetter's appointment as dean.

Another individual who played a significant role in the history of the institution was Mr. James F. English. Mr. English was hired at the end of 1948 as the assistant to Mr. C. Ellis Fisher, the school's registrar and business manager. Mr. English served the institution in a variety of capacities and through some difficult transitional periods for 28 years.

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Dr. Ernest Hutchinson examining a patient at the Los Angeles School of Optometry.



LOS ANGELES COLLEGE OF OPTOMETRY

CHAPTER 7

THE SCHOOL BECOMES A COLLEGE

→ 1948 - 1955

By 1948, the search for new and more adequate facilities had been ongoing for nearly 10 years and various sites had been considered for a long time. However, on September 19, 1948, the school moved to a two-story, U.S. Army barracks consisting of five buildings located at 950 West Jefferson Blvd., where it remained until 1973. The board approved the purchase of the property in November 1947. The buildings at the corner of Jefferson Blvd. and McClintock Ave. (one block from the northwest edge of the USC campus) were purchased for approximately \$300,000. Some of the equipment for the building was provided by optical companies, alumni and the federal government. Also, the relatively large class sizes provided much needed funds from tuition.

Also in the summer of 1948, an extensive six-week postgraduate course was presented for graduates from the four-year program as well as others who wished to receive a Doctor of Optometry degree, and those who desired additional education. This program, although not necessarily the first for the institution, was one of the most comprehensive postgraduate seminars presented by the school. The timing of the program was during the transition period between the four-year and five-year curriculum.

At the time of the move to the new building, the school further expanded with a new curriculum and a larger faculty. The six-semester curriculum was expanded to consist of nearly 5,000 clock hours of instruction. The number of faculty members increased from 20 during the 1947–48 academic year to 35 during the 1948–49 academic year. The progress of the school during this period met many of the 1946 recommendations from the Council on Optometric Education (COE), and in November 1948, the school received full accreditation. The COE also recommended that the name of the institution change from “School” to “College.” The reasons for this recommendation are unclear, but perhaps the COE felt that an institution awarding a doctorate should be recognized as a college rather than a school. Although the board was concerned that a name change to include “college” might jeopardize the prospect of university affiliation, the institution’s name was changed to the Los Angeles College of Optometry in December 1948.

With the various changes to the institution occurring during this period, the era of leadership by the Ketchum family and Ernest Hutchinson seemed to be coming to an end, although Dr. Hutchinson continued as president until 1952 and as a member of the corporation until his death in 1960.



A corner view of the LACO building on Jefferson Blvd.



The Los Angeles College of Optometry seal used on diplomas and for other college publications from 1948 to 1972.

Although the institution's library existed in some form over the years, there is little information about it in the records of the institution. In 1946, a committee was appointed by the board of trustees and charged with the responsibility of the library. There was some concern that the Council on Optometric Education would rate the library's facilities and holdings fairly low. The first formal description of the library appeared in the 1948–49 catalog which stated that it contained "1,500 volumes." The first library staff member identified was Mrs. Viola Moffett, who was listed as the librarian and secretary. In December 1948, however, Mrs. Grace Weiner, a formally trained and experienced librarian, was employed. Under Mrs. Weiner's leadership, the library soon became recognized as one of the "finest visual science libraries" in the country. Mrs. Weiner retired from the college in 1969.

Two graduates of the LASO during this period who made significant contributions to the institution as long-time faculty members were Drs. Dorothy Bergin and Margaret Dowaliby. Dr. Bergin graduated in 1945 and joined the faculty as a clinic staff member in 1948. She served as the clinic director until 1952. After a leave of absence, she returned to the clinic staff in 1962. Dr. Bergin became the primary instructor for the pre-clinic courses until her retirement in 1981.

Dr. Dowaliby was initially employed as a part-time optical lab technician in 1944. She subsequently graduated from the LASO in 1948, was re-employed as a lab tech and soon became a clinic staff member. Because of Dr. Dowaliby's interest in optical dispensing and fashion eyewear, she ultimately became a nationally recognized expert in these areas. She taught these topics in the professional program for many years. Dr. Dowaliby retired from the institution in 1998.

In 1949, the future of the LACO seemed very bright because of a new name and facility, a new three-year curriculum, an expanded faculty, new administrators, high enrollment, a large applicant pool and strong finances. When the college moved to its new facility, there was significant progress made with respect to the extent of its clinic program. In fact, this very important strength of the institution's program is recognized to this day.

At the time, the COE recommended each student to have completed a minimum of 50 "regular" clinic cases. However, Dean Hofstetter reported to the COE that the goal of the college was an average of 60 cases. The number of patients that needed to be seen by each student to meet this goal created some concern about the effect on the local private practitioners as the college



Dr. Henry W. Hofstetter, dean of the Los Angeles College of Optometry from January 1949 to September 1952.

could be viewed as a competitor. The relationship and communication between the college and local practitioners were considered very critical to the success of the institution. To address this concern, Dean Hofstetter established a "quota" for the number of "regular" patients seen at the college's clinic based on 60 cases per student. Therefore, with 90 students per class and 60 patients each, the minimum number of patients needed was 5,400 per academic year. Even with this established quota, there still were some practitioners who were critical of the college's clinic program.

Because the patient load increased rapidly as compared to earlier years (e.g. 625 basic examinations were performed in January of 1949), the college was considering a search for a larger clinic facility although no progress was made until many years later. The fee for the "basic vision examination" at the time was only 50 cents.

From the time Dr. Hofstetter became dean of the college, the relationship between administrators, the faculty and the board of

trustees had improved. The function of each group was more formalized and “business like.” Communication between the dean, comptroller, clinic director and others with the board through occasional written reports was good. The operation of the college was much more organized than it had been in previous years.

The college enjoyed a robust applicant pool during the late 1940s in part due to a high number of World War II veterans utilizing the GI Bill for their education. During the early 1950s, however, the applicant pool began to decline to a point of concern not only at the LACO, but at all schools and colleges of optometry. This decline continued for more than a decade. The class size did not increase back to at least 90 students until 1973 when the college moved to its new campus in Fullerton, California.

During the late 1940s and early 1950s, the college’s faculty expanded to meet the demands of the new three-year curriculum. Many very well-known individuals joined the faculty at the time including Arthur Nye, PhD, a physicist from USC; Frank Weymouth, PhD, a vision scientist from Stanford University; Henry Knoll, PhD, a vision scientist; and Monroe Hirsch, OD, PhD, an optometrist and vision scientist from Stanford University. Dr. Hirsch supervised what was perhaps the first school vision screening program for the college. In addition to these individuals, many graduates of the college who made very significant contributions to the institution over many years joined the faculty during this period. These individuals were Drs. Charles A. Abel ('50), Frank A. Brazelton ('51) and William N. Brisbane ('52). Many of the individuals who comprised the faculty at the time were very prolific researchers and authors. From early 1949 through late 1951, a total of 101 papers were published in the optometry literature. This number of publications was unique considering the relative small size of the LACO.

In 1950, the college sought accreditation to award a four-year bachelor’s degree. At the time though, the Western Association of Colleges (WAC), a regional accrediting organization, only awarded accreditation to four-year liberal arts institutions. The WAC did not accredit the LACO until 1961. However, at that time, the college was the first private school or college of optometry to be accredited by a regional organization.

In 1951, a report from the LACO appeared in the November edition of *Optometric World* and mentioned the very first “correspondence course” offered by the college and perhaps the first of any school or college of



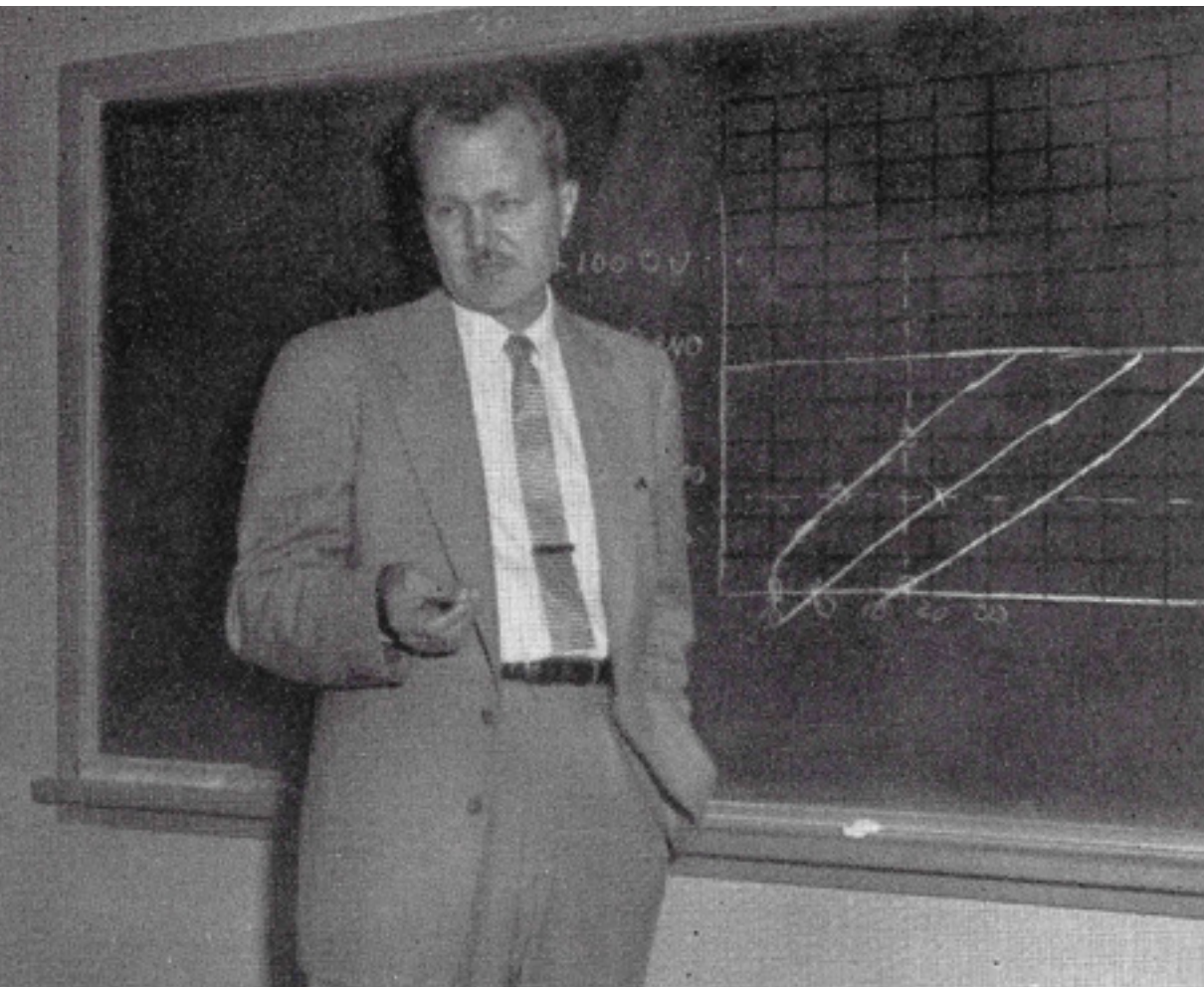
Dr. Charles F. Sheard, interim dean from October 1952 to February 1953.



Dr. Henry A. Knoll, dean from February 1953 to June 1955.

optometry. The course titled “Graphical Analysis for Optometric Findings” was co-authored by Dr. Charles Abel. The course was offered for a fee of \$50, was fully accredited, and awarded two semester units of college credit.

In August 1951, Dr. Hofstetter prepared a comprehensive letter to all alumni describing a number of developments that occurred at the college. The topics included in the letter were the: 1) expansion of the corporate membership, 2) library, 3) greater coordination in student activities, 4) regular semester staff meetings, 5) expansion of lab work in a variety of academic topic areas, 6) grants received for research, 7) collaborative educational programs with other institutions and organization, 8) self-supporting school vision screening program, 9) improved book store facilities, and 10) new concepts of the aesthetic, cosmetic and artistic factors in eyewear.



Dr. Charles Abel presenting a lecture in 1954.

Soon after Dr. Hofstetter's report to the alumni, the first public relations office of the college was established with Dr. George Elmstrom ('51) as its director. Although Dr. Elmstrom served only a short time as director, the college continued to strongly support public relations efforts to this day.

The period from 1951 to 1952 was a unique time for the college in that there was no debt and the institution's property (including the building, adjacent property and parking lot) was fully paid for. Also, the very first administration of the National Board exam was held on the LACO campus.

Dean Hofstetter was moving the college in a very positive direction. Most unfortunately though, he resigned from the college in May 1952 to assume the directorship of a new optometry program starting at Indiana University. The board of trustees then moved very quickly to find a replacement for Dr. Hofstetter. Many candidates were invited to the campus for interviews and within a couple of months, an announcement published in the November edition of the college's *Phorcaster* indicated that Dr. Charles Sheard had been appointed as interim dean and professor of visual science. Dr. Sheard was the founder of the first-ever university-based optometry program in 1914 at The Ohio State University. For the period between Dr. Hofstetter's departure and Dr. Sheard's arrival, Dr. Charles Abel served as the dean (a position he would eventually hold on a permanent basis).

The subject of university affiliation was still of great interest to the board. In fact, there is some suggestion that Dr. Sheard's appointment factored into this interest of the board as his son-in-law had recently become the provost of UCLA. However, this apparent benefit did not result in any affiliation. In fact, there was a strained relationship between Dr. Sheard and the board for a variety of reasons, including university affiliation and his relationship with medicine. After a very short tenure as dean, Dr. Sheard resigned in January of 1953. He was, however, retained as a counselor to the college until July of that year. Dr. Sheard's successor was Henry A. Knoll, PhD, who had been a member of the LACO faculty since 1950.

As dean, Dr. Knoll continued the operations of the college in much the same manner as Dr. Henry Hofstetter. He did have concerns about faculty workloads, as well as other faculty issues. One of Dr. Knoll's notable accomplishments was to bring the first full-time director of public relations to the college. Mr. Mel Griggs was charged to develop an active public

relations program and function as the director of alumni affairs. Given the title of executive secretary, Mr. Griggs produced the very first edition of the college's *Alumniscope*.

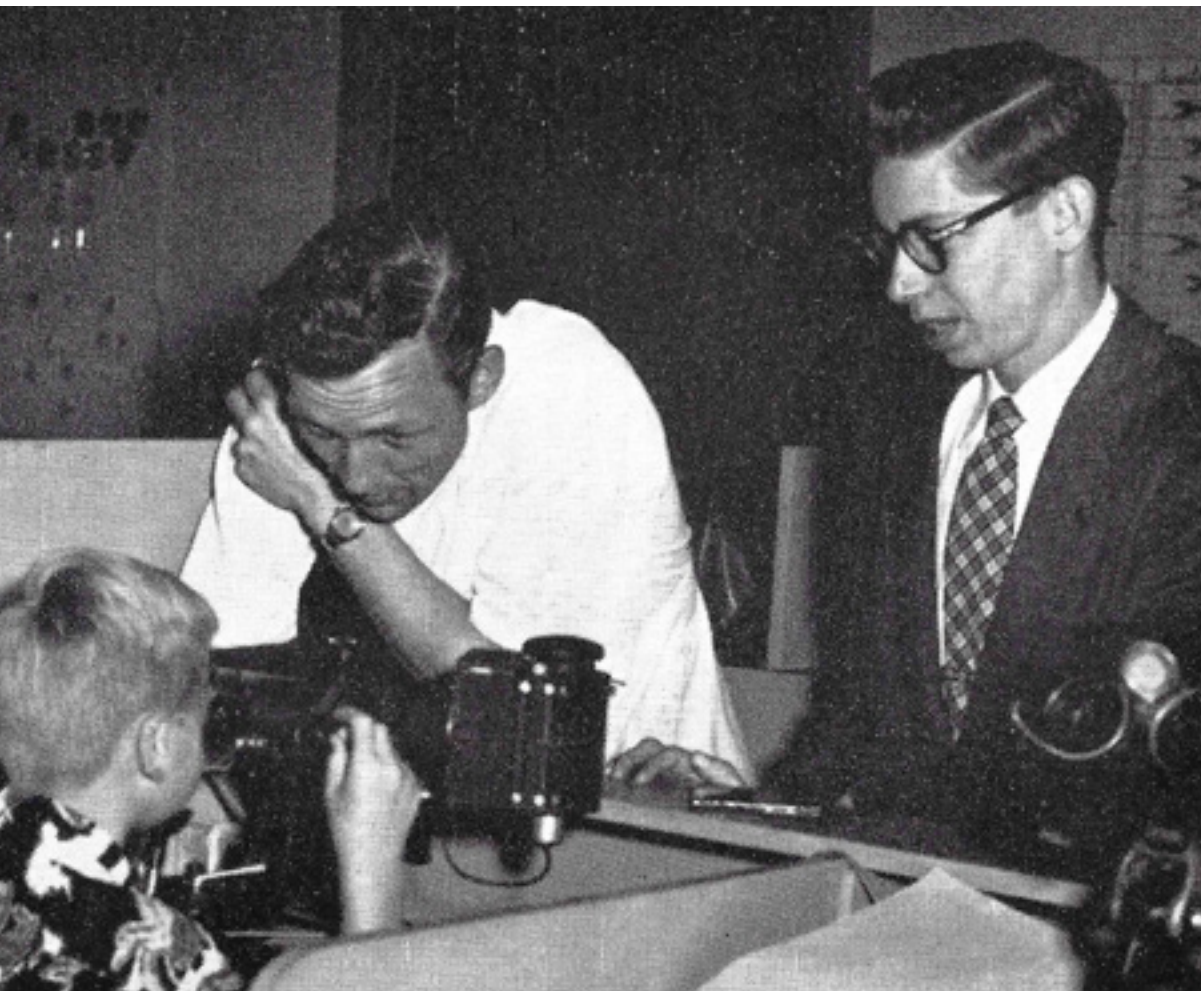
In 1954, the college celebrated its 50th (golden) anniversary. The theme for this celebration was "Fifty Years with Vision." Several programs and events were planned for the year-long celebration including an annual open house. President emeritus Hutchinson and the immediate past president of the Alumni Association, Dr. Homer Hendrickson, were co-chairs of the anniversary planning committee.

During this period, the board was becoming more involved in the management of the college primarily because of the unusual turnover of leadership that occurred during the late 1940s and early 1950s. In April 1955, the board adopted what was called a series of "Guiding Principles and Policies." These principles and policies were intended to make a distinction between the "policy-setting functions" of the board and the "management of administrative affairs" by a dean or president.¹ When a written statement of these principles and policies was presented, the faculty expressed deep concerns as there appeared to be a "restriction of academic freedom." The excerpt in question read as follows, "All philosophies and approaches to the practice of optometry, which are accepted by substantial segments of the profession, shall be taught by instructors who subscribe to the principles and philosophies of the approach they teach. They shall be taught in their entirety, without prejudice or bias and without derogatory remarks about another approach. Preferably each instructor should have had adequate experience in the practice of his approach."

Also, the board appointed a special committee charged with reviewing policies related to faculty workloads, courses taught and qualifications of faculty to teach in certain topic areas. Each faculty member was interviewed by the committee. The interviews apparently created misunderstandings and suspicions about the purpose of the interviews. Some faculty members felt that one purpose of the interviews was to "explore attitudes about various philosophies and approaches to the practice of optometry," although this cannot be confirmed.



A classroom at the Los Angeles College of Optometry.



A LACO student examining a young patient as Dr. Max Schapero observes.

During this same period, Dr. Knoll proposed a faculty workload and salary scale that he felt was essential to a high-quality academic program. His proposal would have created a budget deficit that would not be acceptable to the board, especially because the finances of the college were suffering from a declining enrollment. Although the board confirmed that one of the purposes of its special committee was to develop workload and salary scales necessary to balance the budget, Dean Knoll stood firm on his proposals. As a result of these unresolvable differences, Henry Knoll resigned as dean in May 1955 and would end his service to the college on June 30.

There was great concern about a replacement for Dr. Knoll on relatively short notice. The board met frequently to address the situation. A group of faculty representatives also met with the board regarding the issue. Realizing the urgency to establish an administration of the college, the board appointed a committee for this purpose. The committee included Dr. Charles Abel as chair, Mr. James English, comptroller, and Dr. Harry Jankiewicz, a faculty member. Also, a dean search committee was appointed by the board but no recommendations resulted.

In addition to the dilemma with respect to the dean, the board also realized that the policies and procedures related to the faculty (e.g. workloads and salaries) and staff needed to be clearly written and readily available to all. In fact, in 1961, the first “administrative guide” containing this information was published.

From 1949 to 1955, there had been three different deans of the college: Drs. Hofstetter, Sheard and Knoll. As a result of this turnover, the board felt that an administrative structure with a “dean” as its chief administrative officer perhaps was not the most effective for the college. Thus, the board considered an alternative with a “president” as the chief administrative officer.

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Drs. Ernest Hutchinson and Henry Knoll with a poster celebrating the 50th anniversary of the institution in 1954.



Dr. Charles A. Abel, dean from 1958 to 1975.



CHAPTER 8

A TWO-MAN SHOW

→ 1955 - 1965

Mr. James F. English, college administrator from 1948 to 1955 and registrar-comptroller from 1955 to 1976.

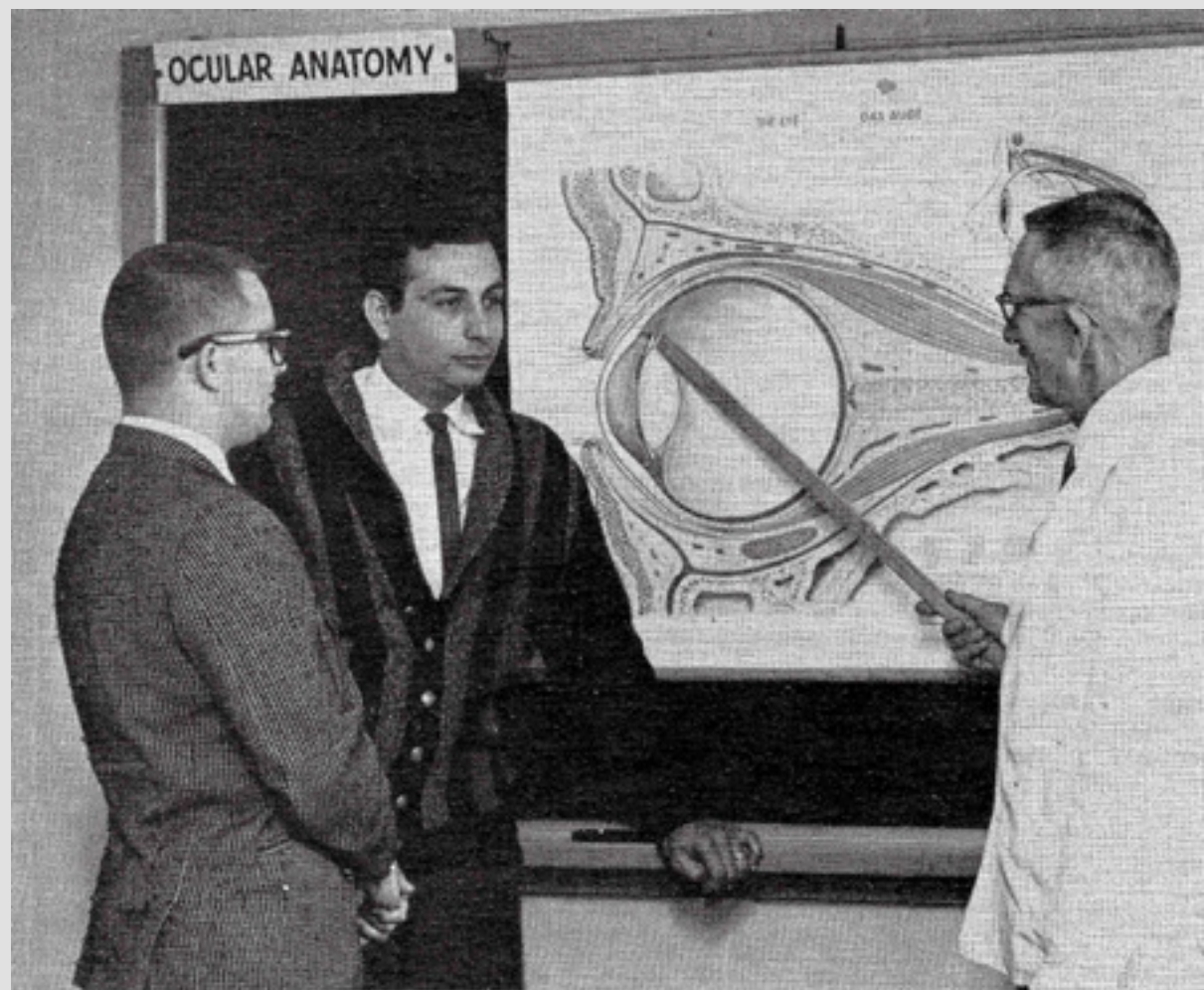
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In the period of uncertainty at the college due to the unusual turnover of its deans, the students, fortunately, were not adversely affected. They seemed to show little concern for the situation as their day-to-day responsibilities as students demanded their full attention. Student extracurricular activities on campus including fraternities, publications and social events seemed to continue without difficulty.

In addition to the administrative staff committee appointed by the board to administer the college, the board felt that greater oversight was needed. The board subsequently appointed a trustees' administrative advisory committee to provide this oversight. The relationship between these two committees was most certainly a "new type of administration" for the college, although not necessarily an efficient type.

The dean search committee appointed by the board received a number of formal applications and considered others for the position. However, no dean was selected for several years, even though there seemed to be a sense of urgency because of the dean turnover problem and because of the unusual administration arrangement of the college. Instead of selecting a dean, the board selected Dr. Vierling Kersey as the fourth president of the institution. Dr. Kersey was not an optometrist, nor did he have any experience with the profession. However, he did have extensive experience in education serving as the California State Superintendent of Public Instruction from 1929 to 1937, the superintendent of the Los Angeles City Schools from 1937 to 1948, and the director of the Los Angeles Valley College from 1949 to 1955. Dr. Kersey began his service to the LACO in October 1955. The selection of Dr. Kersey is a bit of a mystery, especially because of his lack of a connection to optometry. However, he may have been an acquaintance of one or more of the board members and thus was introduced as a viable candidate for the presidency considering his background in education.

For the final two months of 1955, the administrative staff committee and the trustees' administrative advisory committee continued to function as they did prior to the appointment of Dr. Kersey. However, in January 1956, those committees were discontinued with the president given full administrative responsibility for the college. Dr. Kersey then recommended to the board that an "administrative council" be formed. All administrative functions and responsibilities were to be "centered and cleared through this council."¹ The members of the council were



Dr. Harry Jankiewicz discussing anatomy of the eye with LACO students.



A Los Angeles College of Optometry logo used in a variety of college publications beginning in 1948.

Dr. Charles Abel, the newly appointed director of the clinics and administrative assistant; Mr. James English, registrar-comptroller; and Mr. Mel Griggs, director of professional and public relations.

In February 1956, Mr. Griggs left the college and was not replaced on the council. Until mid-1958, Dr. Abel and Mr. English remained the only members of the council and were the sole administrators of the college. In that year, Dr. Abel was appointed dean, a position he held until 1975. The administrative council was apparently an ineffective and inefficient system of management primarily because of the uncertainty of the lines of responsibility and decision-making authority. In addition, Dr. Kersey did not seem to devote the necessary time and effort to manage the institution because of his many outside interests and activities.

During the 1950s and early 1960s, optometric education experienced a “depression” because of a decline in enrollment and limited support for health education and students from government sources (e.g. the GI Bill). From 1952 to 1956, the total enrollment at all schools and colleges of optometry declined by 40 percent and the number of graduates declined by 48%. These trends continued until the late 1960s. The two major challenges facing the LACO at the time were student recruitment and balancing budgets. By the 1956–57 fiscal year, however, the college eliminated its budget deficit and was essentially free of debt. Credit for this financial success was attributed to prudent fiscal management by the board of trustees. In fact, the college’s budgets were balanced over the next few years.

During the mid-1950s, there were increased efforts to obtain additional financial support from external sources. In 1955, an alumni development fund was established for this purpose. The results of this effort did not meet expectations. One of the goals of the fundraising was to support a much-needed clinic building. Unfortunately, additional physical space was not obtained until some 15 years later.

Also in 1955, a landmark achievement occurred when, for the first time ever, 100% of the LACO graduating class passed the state board exam. This achievement was a very good indicator of the quality of the college’s professional program and continued for several years.



Dr. Vierling Kersey, LACO president from 1955 to 1960.

The college’s curriculum was constantly reviewed and expanded. In fact, during the 1957–58 academic year, additional clinic hours were added to the curriculum, as were a summer session for required courses and elective courses including clinic assignments. The LACO catalog for that academic year listed three degree programs, i.e. a Bachelor of Science degree following completion of the first two years of the curriculum, a Doctor of Optometry (OD) degree following completion of the three-year curriculum and a postgraduate Doctor of Optometry degree following completion of 160 semester hours beyond a baccalaureate degree in optometry. The graduate degree continued to be offered until 1963.

The college’s formal student awards program had its beginning in the early 1950s. Although there were likely student honors and recognitions prior to that period, the very first award to appear in a LACO catalog (1949–50) was a \$50 cash award given by the alumni association to a graduating student

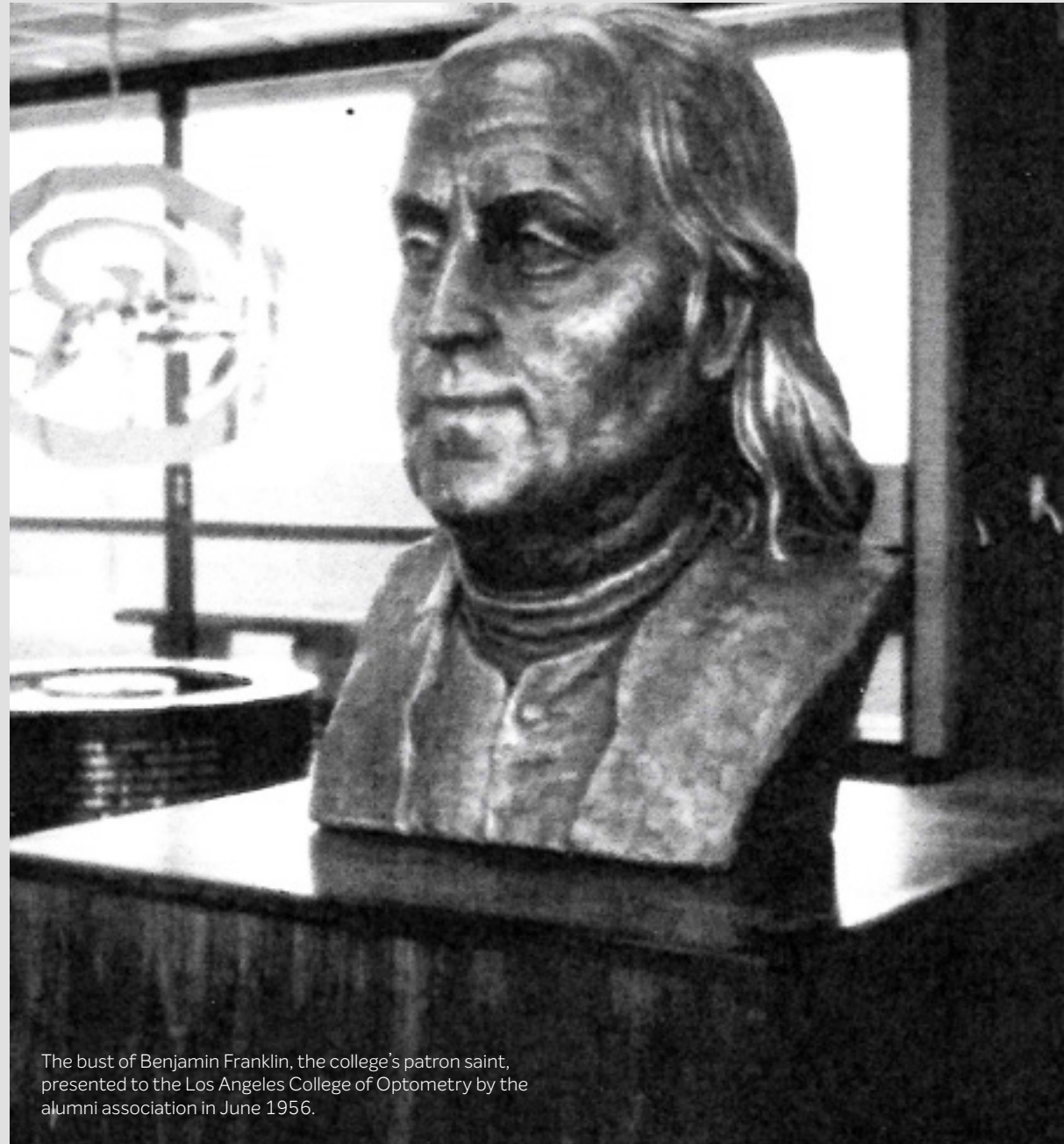
with the highest grade-point average. In addition, the Los Angeles County Optometric Association offered a \$25 cash award to a graduating student with the second-highest grade-point average. In the 1954–55 catalog, three additional student awards were listed, i.e. the Reid Instrument Company Award, the Beta Sigma Kappa Award, and the Charles Sheard Achievement Award. The college's student awards program developed significantly over the years and continues to expand to this day.

In the 1950s, the college operated very limited facilities for student housing, but due to a building loan from the federal Housing and Home Finance Agency, a dormitory for 32 new male students was built across the street from the LACO campus and opened in 1959.

The college's alumni association had a brief beginning in 1922 and did not resurface until 1946. The association was fairly active during the early years and was served only by volunteers. In 1951, the association requested assistance from the college, such as a secretary to help run the organization. The request was not fulfilled until the hire of Mr. Mel Griggs in 1953 as the executive secretary of the association. The total membership of the association in 1950 was about 500.

The activities of the association included educational programs, banquets, AOA Congress luncheons, recognition of 25- and 50-year alumni, and fundraising for the college. Two other notable contributions of the alumni association are the publication of the college's *Alumniscope* that began in 1953, and the bust of Benjamin Franklin which stood in the entryway to the Los Angeles campus until 1973. The bust currently resides in the M.B. Ketchum Memorial Library on the Fullerton campus. Benjamin Franklin was designated as the college's patron saint by the alumni association and his bust was presented to President Kersey at a ceremony in June 1956.

Although Dr. Charles Abel was not appointed as the dean until 1958, he and Mr. James English alone were responsible for the day-to-day operation of the college since 1955, primarily because of Dr. Kersey's limited participation in the administration. However, in June 1960, Dr. Kersey resigned from the college essentially because the position of president was being eliminated by the board due to an anticipated budget deficit. Dr. Kersey later became the president of the Los Angeles College of Chiropractic.



The bust of Benjamin Franklin, the college's patron saint, presented to the Los Angeles College of Optometry by the alumni association in June 1956.



A drawing of the LACO student residence facility built in 1959.

From 1960 to 1973, Dr. Abel and Mr. English continued to be the sole administrators of the college as the position of president was not reinstated until 1973. They worked very well together with few disagreements. Without a president, Dr. Abel's and Mr. English's responsibilities included "academic affairs, financial activities, admission office functions, alumni relations, public relations, faculty and staff services, student affairs and more". The division of labor for these activities was unclear since both would participate in each of these functions to some degree. Dr. Abel and Mr. English worked as an effective team under very challenging circumstances.

During the early 1960s, the college faced several major problems including budget deficits, worn facilities and equipment, and little progress toward a new clinic facility. A new clinic did not begin construction until 10 years later. The fundraising efforts at the time were focused on new buildings. The alumni association stepped up to expedite the fundraising efforts. Because there was no director of the alumni or development, Mr. English took over the fundraising program in early 1959 and established a work plan for the board members and alumni to obtain sufficient pledges to begin construction of new buildings by late 1959. However, this did not happen and it wasn't until 1965 that \$200,000 had been raised. The limited number of personnel at the LACO was apparently insufficient to conduct an effective fundraising campaign.

The alumni association appointed their 159 area representatives to assist in the fundraising efforts. Although there was a plan to raise the needed funds in a relatively short period of time, the efforts were not successful due primarily to limited administration resources and manpower. The amount of work at the college in admissions, academics, public relations, fundraising, etc., was rather overwhelming considering there were only a few administrators. However, in addition to Dr. Abel, Mr. English and Mrs. Viola Moffett (administrative assistant since 1940), many faculty members provided important administrative services. Dr. Frank Brazelton for example, oversaw continuing education.

The 1960s was a decade of financial struggle for the college. However, the increasing availability of federal student support surely was a help. In 1959 for example, about \$9,000 was received from the National Defense Student Loan Fund. By 1963, financial support for students increased to \$75,000. This support enhanced student recruitment and reduced the need for students to work thus improving their academic achievement. The details



Mrs. Grace Weiner , LACO librarian from 1949 to 1970, assisting students.

related to which of the students would receive funding and the amount of support for each were determined by a faculty committee and implemented by Mr. English.

Although faculty research was encouraged during this period, support for this research was sometimes limited. External sources of funding were constantly explored but the small grants from optical companies were generally insufficient to conduct long-term research projects. However, in 1958, the college budget for faculty research was about 2% (\$4,000) of the total budget. This amount was rather large considering the very tight college budget.

Prior to 1960, the college was accredited only by the Council on Optometric Education. Dean Henry Hofstetter had explored the possibility of a regional accreditation in the early 1950s but none was scheduled.

However, in 1960, the Western Association of Colleges (WAC) agreed to a site visit to evaluate the college for regional accreditation. In preparation for the site visit, the college conducted a self-study and published a 40-page report.

In February 1961, the WAC conducted a formal accreditation visit and prepared an evaluation report. The report described problem areas, but also complimented the college for its high-quality library, and gave the physical facilities and equipment a favorable rating. The WAC team apparently felt the college had what it needed to provide a high-quality education. Thus, the WAC granted full regional accreditation for three years. This accreditation was the very first regional accreditation for a private school or college of optometry. As a result of this accreditation, credit for courses taken at the college was transferable to other colleges



Dr. Ernest Hutchinson with Dr. C. H. Heard, the first graduate of the Los Angeles School of Ophthalmology and Optometry in 1905.

or universities for the first time. Another benefit of this accreditation was the eligibility of the college to receive California state scholarships for its students. This eligibility not only provided needed assistance to the students with their expenses, but also was prestigious for the institution. A subsequent accreditation visit occurred in 1964 and was a joint visit by the COE and the WAC. Following that visit, a full five-year accreditation was granted. Over the next seven decades, the institution has never been in danger of losing its accreditation, a testament to the preparation and professionalism of its leadership, faculty and students.

The significant financial challenges facing the college during the 1960s were dealt with in several ways. A potentially severe budget crisis was avoided by the elimination of a president's salary in 1960 and very conservative budgeting. The physical facilities were maintained at a minimal level and faculty salaries were below desirable levels. However, at the same time, the financial reserves for the college were increasing due in part by the separation of building funds from the operating budget.

During the 1960s, student recruitment was a problem not only for the LACO but also for other schools and colleges of optometry. In 1961, a special committee of the Association of Schools and Colleges of Optometry, chaired by Dr. Charles Abel, prepared a comprehensive recruitment plan titled the "Report of the ASCO Committee on Student Selection." This report was presented to the LACO board of trustees. At the time, Mr. English was directing the recruitment efforts of the college. Unfortunately, the resources of the college were not sufficient to conduct an extensive recruitment campaign. Some increases in enrollment resulted, but at a slow pace. The ASCO report also emphasized the need for active participation of practitioners for the greatest success, but this was rarely the case.

In 1961, the college became aware of a possible funding source through the Western Interstate Commission on Higher Education (WICHE). This organization provided funds for students from states other than California that did not have their own professional programs, to attend schools or colleges in California. Those states provided funds for tuition costs. Unfortunately, optometry did not begin participation in the WICHE program until 1969. Also, participation in the program required state approval. The funding from this program became quite significant for the college over the years. The WICHE program also provided assistance in the recruitment of students from member states. The WICHE program was very successful during the 1970s but because of difficulties with state government finances during the early 1980s, the level of WICHE funding began to decrease.

Also in 1961, a research project became a graduation requirement for all students perhaps due to the recognition that scientific inquiry was a reasonable expectation for a doctorate. In 1966, a course titled "Introduction to Research" was added to the curriculum. The quality of the student projects improved over the years and some were published in scientific journals. The student research program had become a valuable component of the total research conducted at the college. Students often collaborated with faculty advisers who were conducting research of their own. The addition of student research was an effort to enhance the overall research at the college. The board of trustees formed a research committee to create an "atmosphere of research" at the college. Many sources for research funding were explored during this period but the results were disappointing.

During the mid-1960s, the curriculum had become quite crowded with numerous one- or two-unit courses. Because of comments and recommendations from accreditation site teams regarding the state of the curriculum, a required summer session was added in 1963. This session was added to the second summer following enrollment and included courses in public health optometry and optometric pharmacology, among others.

In 1958, President Kersey had met with the architect of the University of Southern California to discuss a master building plan for the university. This plan included the occupation of the building site of the LACO. The university had a long-range building plan for many years prior. In addition, the City of Los Angeles was planning a redevelopment of the area around the university, referred to as the Hoover area, since 1951. By 1962, federal funds became available for the project. The director of the project then appointed the Hoover Urban Redevelopment Advisory Committee and selected Dean Abel as one of its members. Dean Abel reported the activities of the committee to the LACO's board of trustees.

The urban redevelopment project was perhaps the biggest threat to the college's existence because of its campus site on West Jefferson Blvd. and its dormitory at 1015 West 32nd St., both of which were in the Hoover redevelopment area. There was a sincere concern and uncertainty that the college would be taken over by the USC campus. This uncertainty gave rise to a renewed interest in university affiliation. Over the next 10 years, the college was consumed with this issue.

A major and positive turn for the college occurred in 1963 when the Health Professions Educational Assistance Act (Public Law 88-129) would provide federal funds for the construction of facilities for health profession schools and colleges. Optometry schools and colleges were eligible for funding. Since the LACO already had some funds from the previous clinic building campaign to use as matching funds, it would have likely been competitive for the federal program. Everyone at the college would have been very pleased to have new facilities at 950 West Jefferson Blvd. This did not occur until ten years later, however, but in the end was an advantage for the institution.

During the early 1960s, the alumni association was very involved in the affairs of the college, particularly in fundraising for a new clinic facility. The association had committees for continuing education, finances and development. An

annual alumni reunion was held each year that included an open house, education program and a banquet. The first "Silver O" certificates for 25 years as an alumnus were presented in 1960. The first "Gold O" certificates for 50 years were presented in 1961. The association also sponsored luncheons for graduates beginning in 1964.

Student involvement in the affairs of the college and the profession increased substantially during the early 1960s. In 1962, the students entered into discussion about an honor code. A central aspect of the code was that examinations would not need to be monitored by the faculty and any violations of the code would be reported by fellow students. Following much discussion by the students, a code was eventually adopted by a vote. After a few years of self-monitoring, the students requested that faculty be present during examinations since some students were not adhering to the code. At some point, the students also supported a pass-fail grading system in lieu of letter grades. Although pass-fail grading did occur for a few courses, most faculty members did not support this type of grading system.

During this period, students were also becoming quite active in the organization aspects of the profession. In fact, there was 100% student membership in "organized optometry" beginning in 1961. Student involvement in the LACO student association, California Optometric Association and the American Optometric Association increased significantly and continues to this day in these organizations and others. Part of the reason for this level of involvement was the strong support by the administration and faculty of the college. The students also became active on a number of college administrative committees and thus their role in the governance of the institution was substantial.

REFERENCES

1. Gregg JR. *Origin and Development of the Southern California College of Optometry 1904-1984*, p. 230.



CHAPTER 9

SEARCHING FOR A NEW CAMPUS

→ 1965 - 1973

An artist's drawing of a proposed clinic building for the Los Angeles College of Optometry.

A NEW C

The building funds made available to the college by the Health Professions Educational Assistance Act of 1963 were initially approved for a 34,508-square-foot building at the West Jefferson Blvd. location. The building was intended to include space for the academic program, clinic, library and offices. The building would have been about twice the size of the current barracks building and designed for a class size of 50 students or a total of 200 students. However, this building would have left little room for expansion at the current location.

Although the original application for federal funding of a new building was submitted in May 1964, funds for this project were not available until 1971. The estimated cost of the building was \$800,000. The federal grant would provide only \$400,000 as the college had to contribute matching funds. The college owned the land but the building would have to be financed. For a variety of reasons, many delays and setbacks occurred that prohibited the construction of this building. Because of the uncertainty created by the delays and other issues, there was a period of concern that the college would have “no place to go and might have to close its doors.”¹

The college’s initial grant application and supporting documents (e.g. building plans) were reviewed by a Department of Health, Education and Welfare (HEW) Advisory Council in 1964. The initial action by the council on this application was to “defer” for the following reasons:

- 1) The college does not now have title to the possible site, and due to the uncertainty of urban renewal, this could be a lengthy delay.
- 2) The college should explore the possibilities of USC affiliation.
- 3) The college should show more direction toward a research program.
- 4) The proposed increased enrollment does not seem to coordinate with the requested class and lab space requirements.
- 5) No plan was presented for increased faculty due to increased student enrollment.

The first reason given by the council was perhaps the most significant and likely ended the hopes for a new building on the Jefferson Blvd. site. The second reason was eventually resolved, but delayed approval of the application until November 1965. The other three reasons were addressed and did not cause any problems. The application approval was “conditional” until a building permit and clear title were obtained.



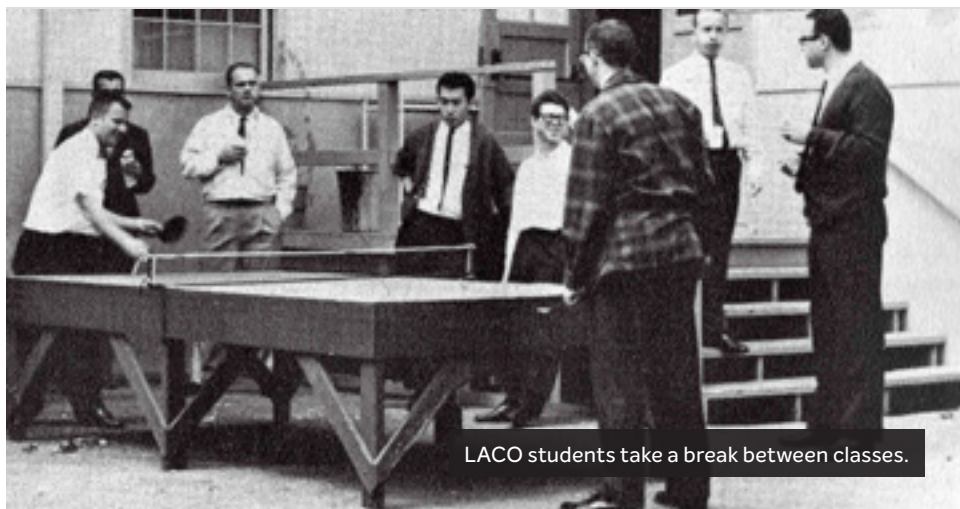
The groundbreaking ceremony for the college’s Fullerton campus in December 1971.



Dr. James R. Gregg presenting a lecture at the Los Angeles College of Optometry in 1969.



The courtyard at the Los Angeles College of Optometry.



LACO students take a break between classes.

In January 1965, renewed discussions with USC regarding affiliation began and essentially continued to some degree over the next seven years. Apparently HEW was satisfied with the relationship between the two institutions, and therefore the building project was not delayed for that reason. The chair of the LACO board of trustees, Dr. Homer Hendrickson, met with Dr. Norman Topping, president of USC. Notes from that meeting and from others indicated that USC would not consider complete affiliation. President Topping, however, was sympathetic to the college's difficulties in obtaining a federal grant and felt that it was beneficial to the university to have the college in close proximity.

The ultimate result of the discussions between the college and USC was referred to as a "working arrangement." The arrangement, initially called an "agreement," had some of the benefits of affiliation without being a formal affiliation. This arrangement was approved by USC in July 1965. The major provision of the arrangement was described as follows: "Credit for courses taken by students of the University of Southern California at the College of Optometry, and by students of the College of Optometry taken at the University of Southern California, may be applied to undergraduate and graduate degrees offered by each institution as provided by the rules and regulations of that institution" There were also four specific conditions delineated in the arrangement. This understanding, although far from a desirable affiliation, was implemented during the 1966–67 academic year. A statement appearing in the LACO catalog from that academic year reported the following, "An arrangement has been established between the Los Angeles College of Optometry and the University of Southern California permitting students to enroll concurrently in both institutions." The conditions of the deal were also listed in the catalog.

Efforts for full affiliation with USC continued for several years but without success as USC had no interest in any relationship with the college beyond the "arrangement." During the time the college was negotiating with USC, the California Optometric Association board of trustees appointed a special committee to study the affiliation with the college apparently because of its interest in the "expansion of optometric research education." Dean Abel was appointed as a member of this committee. In addition, during the same period, the American Optometric Association also raised the issue of university affiliation for all schools and colleges of optometry at its annual congress. There was great interest in university affiliation by the profession.

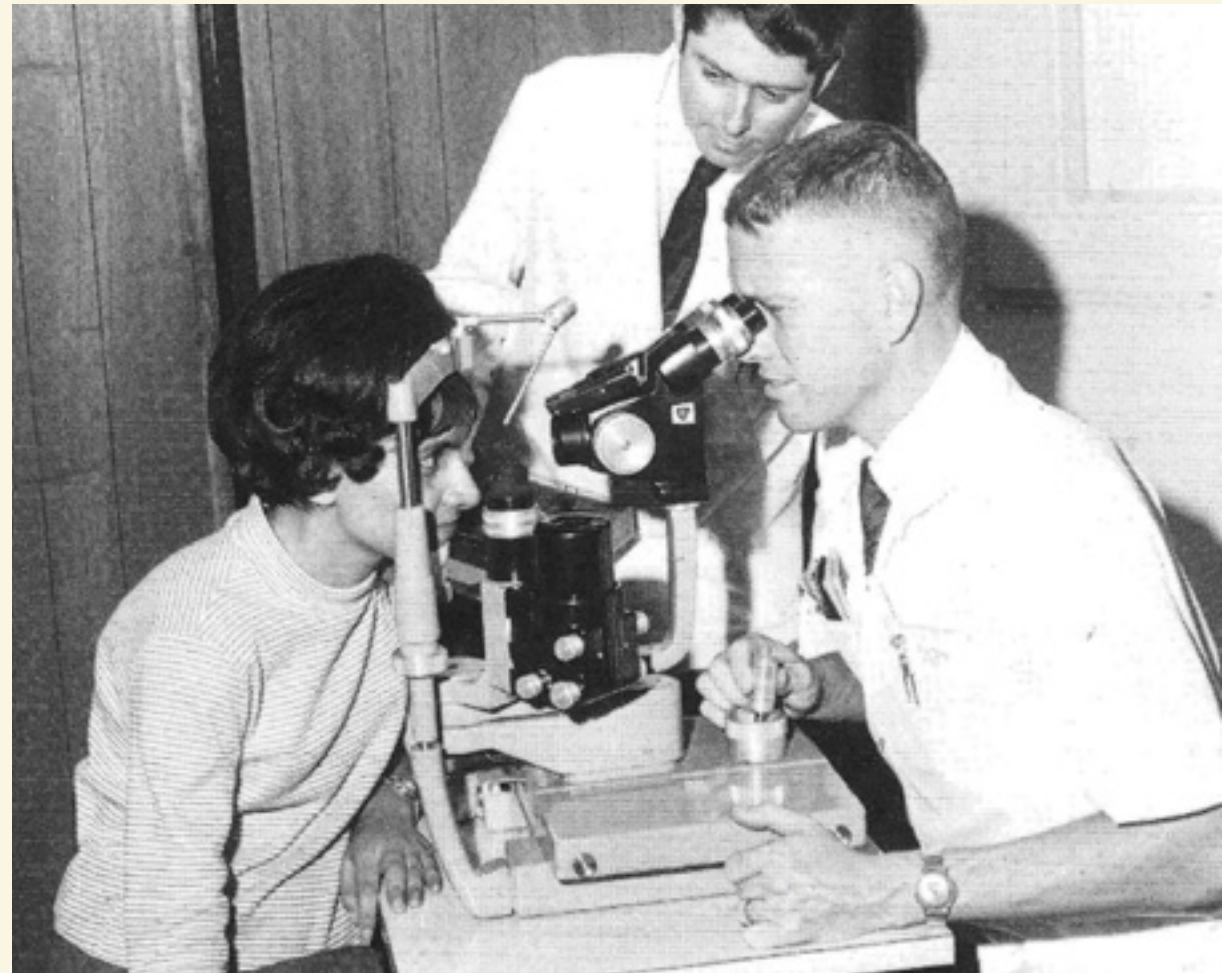
The conditional approval of the HEW federal building grant for the college was only effective through November 1967. Since a building

permit and clear title had not yet been obtained at the time, there was a deep concern that time would run out and the college would lose the building grant. Perhaps because of the situation in early 1966, the LACO board of trustees and the administration of the college began to consider alternate sites for a new campus. Many sites were considered including ones adjacent to the University of California at Irvine and the Claremont Colleges.

Discussions with HEW led to the conclusion that a different building design at a different location would be the best option for the college. Also, an increase in enrollment would reduce the number of matchings funds needed from the college (i.e. one-third from the college and two-thirds from HEW). A different architectural firm was retained for a redesign of the building. Also, the faculty was much more involved in determining the needs for the new building design than it had been in previous designs. The total cost of the new design was estimated at about \$1.8 million. The college would then have had to contribute \$600,000 to the project.

The initial design of the new campus consisted of four buildings with one being a student residence. However, because of the space requirements for all the functions of the college (e.g. classrooms, labs and offices), a seven-story “academic tower” was needed. For a variety of reasons, there was substantial optimism that the new application for a building grant would be approved. HEW was very encouraging and put together a site visit team composed of optometrists that were very supportive of the college. However, in December 1968, the application was deferred because the architects of HEW did not like the academic tower design and questioned the availability of space for faculty research. Also, the college still did not have clear title to the property. At the conclusion of 1968, the prospects for a new campus seemed as remote as ever.

Also at the time, the Community Redevelopment Agency (CRA) was pushing to complete its redevelopment plan and, in addition, USC was eager to acquire the LACO property. Thus, there was pressure on the college from the CRA to sell its property on West Jefferson Blvd. The land was eventually sold to the CRA in 1971, which in turn, sold the property to USC. As a result, there were renewed and serious efforts to find a new campus site. In February 1969, potential sites in Fullerton, California were inspected. One of these sites was adjacent to the Fullerton State College (now known as California State University, Fullerton). There was a concern, however, that since Fullerton State College was not a university at the time, a long-sought university affiliation would not be possible if the college were to move to this site.



A student examining a patient while a supervising doctor looks on.



The Southern California College of Optometry seal used on diplomas and in other college publications from 1972 to 1984.

During the mid-1960s, enrollment at the college was moving in the right direction considering the recruitment difficulties during the early part of the decade. For example, in the fall of 1964, the entering class had 62 students (the largest class in 10 years). In the fall of 1965, 66 students enrolled. Unfortunately, the class size remained essentially the same over the next few years and as such, did not meet the quota to qualify for “basic improvement” grants. Also, funding for a building construction grant required a class size of 96 students. Although the applicant pool was fairly good (e.g. 140 in 1966), many applicants who were accepted either cancelled or did not show up for their orientation. Some applicants who were invited to the campus for interviews cancelled soon after the invitation. It was obvious that recruitment efforts had to be increased significantly to ensure the needed class sizes. Dean Charles Abel, Mr. James English and Dr. James Gregg assumed the responsibilities for the recruitment program. Dr. Gregg, who became a full-time faculty member at the time, was also assigned public relations activities for one half day per week.

The new recruitment plan included: 1) contact with college counselors, 2) college contacts by alumni, 3) a LACO open house, 4) visitation day for high school students, 5) talks to health education classes, 6) faculty visits to local optometric societies, 7) faculty speakers in other states, and 8) mail contacts with interested individuals. As a result of these efforts, recruitment and enrollment increased substantially by 1967.

In November 1963, the Western Association of Schools and Colleges (WASC) conducted a LACO site visit and awarded a five-year accreditation in January 1964. The lack of a president of the institution apparently was not a concern for the WASC as the site visit team commented that it did not seem “to be deterrent to smooth or efficient operation of the institution.” The site visit team, however, did make a number of recommendations, most of which were fully recognized by the administration of the college as needing attention.

A site visit from the Council on Optometric Education (COE) soon followed the WASC visit. The COE was more critical of the college than the WASC. The COE was concerned with, for example, the below-average faculty salaries, the high number of part-time faculty members, the need for improved physical facilities, a fragmented curriculum, and the high student attrition rate. The COE ultimately awarded the college full accreditation.

The year 1966 was pivotal for the college because of the implementation of a four-year professional curriculum and quarter academic terms. Two years of college were still required prior to matriculation. The class schedule was much different with the quarter system and it allowed for the “consolidation



The college's Low Vision Center building on Flower Street in Los Angeles (The Center's first patient was seen on December 4, 1968.)

of fragmented courses into more concentrated units.” The expanded curriculum over a four-year period provided a level of prestige and credibility to the college as its Doctor of Optometry degree was then more equivalent to other health education programs that offered a doctor's degree after four years of study. This was true not only for the LACO but other schools and colleges of optometry that adopted the four-year curriculum. The entering class in 1966, under the four-year curriculum, graduated in 1970. However, since the entering class in 1965, being under the three-year program, graduated in 1968, there was no graduating class in 1969.



Dr. Frank Brazelton demonstrating a low vision reading device to a patient while students observe.

The students evidently liked the quarter system at the time because of fewer courses per term. The faculty, however, felt that the shorter term made it more difficult to adequately cover their topic areas even though the clock hours available to present their material were essentially the same. Dean Abel reported that under the quarter system, student grade-point averages were increasing and the number of students being dismissed from the program was decreasing. The attrition rate had been as high as 20% during some prior years. Another change to the curriculum, resulting from a WASC recommendation, was the inclusion of some liberal arts courses.

These courses totaled eight quarter units and covered topics such as critical thinking, psychology and philosophy of science. However, because of the need for additional courses in contact lenses, pathology and other areas, space in the curriculum had to be eventually made at the expense of these liberal arts courses.

In late 1965, federal funds became available to health education institutions for “basic improvements” and could be used for salaries, equipment, special projects and other uses as determined by the institution. From this program, the college received about \$40,000



Dr. Frank Brazelton instructing students in the LACO clinic.

in 1966, \$100,000 in 1967 and up to nearly \$236,000 by 1974. There is little question this federal program was a major “lifeline” for the financial survival of the institution. In total, the college received several million dollars from this program for a variety of special projects. In reference to this program in a report presented by Dean Abel in September 1967, he stated, “All colleges of optometry owe a debt of gratitude to the American Optometric Association for its efforts in securing federal recognition of optometric education. As a result of the inclusion of optometry in various legislative programs, financial assistance to the college from the federal government has become most significant.”

During the mid to late 1960s, there were serious concerns for the college and its students because of the military draft and the deferments needed for completion of the professional program. In fact, the college administration had to deal with the local draft boards from time to time. In September 1966, Dr. Abel reported that no students had been drafted. He also reported that out of a graduating class of 33 students, 22 were commissioned in the armed forces.

During the late 1960s, the number of applicants increased due primarily to the college’s public relations and recruitment efforts. Other factors that likely contributed to the recruiting success were the improvements of the college made possible by the federal “basic improvement” grants. Near the end of the 1960s, there were many positive signs for the college including facility improvements, increasing enrollment and a better financial condition. However, progress toward a new building continued to be a significant problem.

Another positive sign for the college occurred in June 1968 when a five-year “special project” U.S. Public Health Service grant was awarded for the development of a low vision rehabilitation clinical training center. The award of \$220,000 was to be used for acquiring a building for the center, equipment, salaries, supplies and supportive services. Dr. Frank Brazelton, who was the instructor of low vision at the college, was appointed as the director of the center. The Low Vision Center, located at 3321 Flower Street in downtown Los Angeles, opened in January 1969. The primary purpose of the center was patient care and education in low vision for students and practitioners. The center was very successful and the education in low vision was excellent. The center developed a national reputation that brought notable practitioners in low vision to the college as guest lecturers. Various forms of publicity for the center resulted in many patient referrals. Primarily

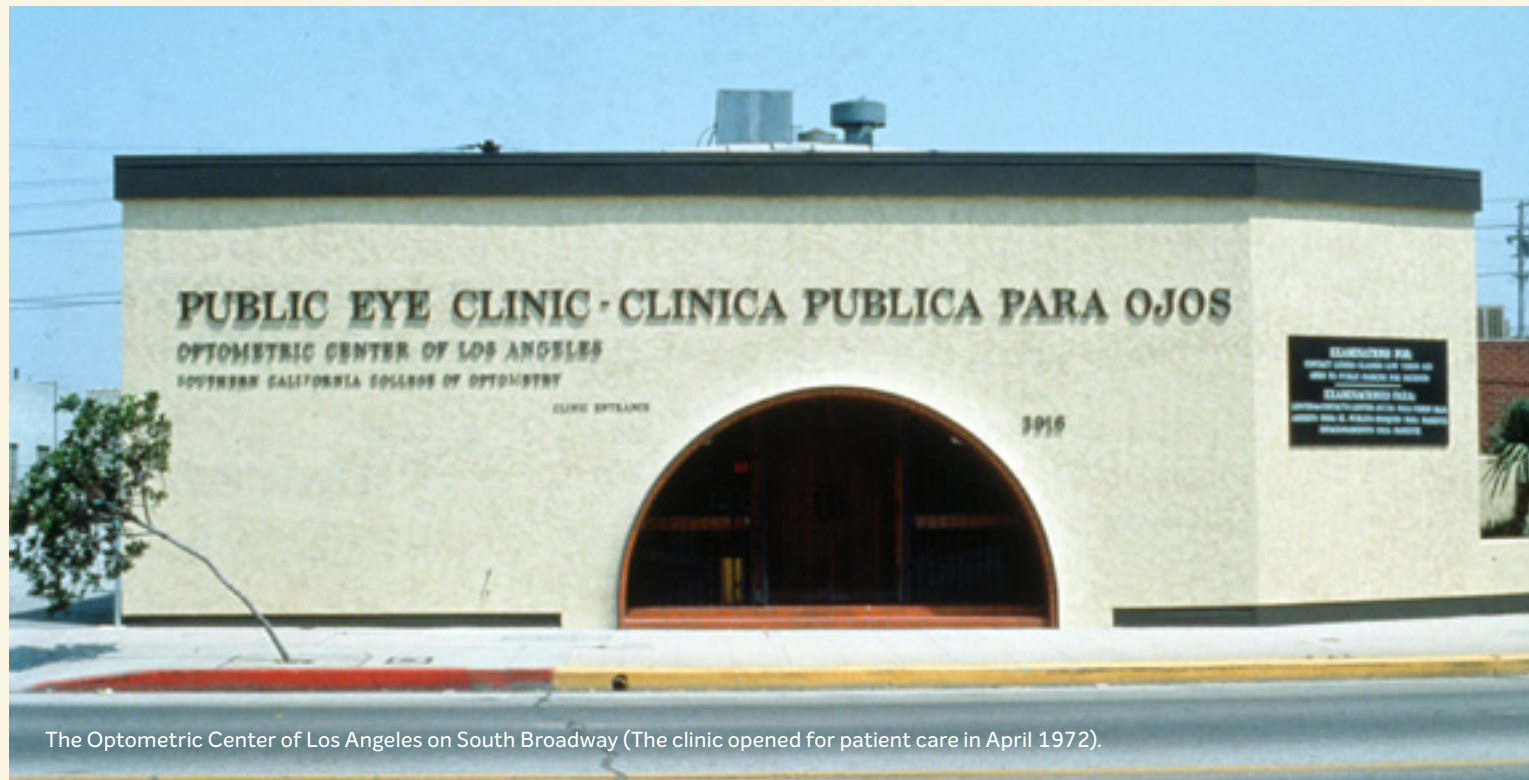
because federal funding for the fifth year of the original grant was not available, the Low Vision Center moved from the Flower Street facility to the new LACO clinic building on South Broadway in 1972.

During this period, the application process for a campus construction grant was ongoing. A number of revisions to the building design were prepared. In fact, the college asked individuals within optometric education, e.g. Drs. Meredith Morgan and William Baldwin, to review the designs and make recommendations for improvement. Unfortunately, the responses of HEW were not positive even with the improved revisions. In addition, the lack of clear title to the property continued to be an issue. In February 1969, a site adjacent to California State College at Fullerton (CSCF) was first considered. Alternative sites near the University of California, Irvine, and at Marymount College in Palos Verdes were also being considered. However, Fullerton received the most attention in part because of the very

favorable discussions with Dr. William Langsdorf, president of CSCF. There was also some discussion about an affiliation between the two institutions although it would not have been a “university affiliation” as sought by the college since 1928.

Dean Abel, Mr. English and Dr. Paul Barr (chair of the LACO board of trustees) did the majority of work involved with the building project and the search for an alternate site. The board of trustees discussed the advantages and disadvantages of moving the campus from near the USC campus and Los Angeles. The potential acquisition of more land for the campus with the available funds and the collegial interactions with CSCF were compelling.

In early 1969, the executive committee of the board of trustees voted for the purchase of a 6.8-acre site adjacent to CSCF for \$304,000. This



The Optometric Center of Los Angeles on South Broadway (The clinic opened for patient care in April 1972).



The graduating class of 1973 (The first class to graduate on the Fullerton campus).

action was ratified by the board at its annual meeting in June of 1969. However, the college was still somewhat committed to purchasing land from the Community Redevelopment Agency (CRA) at 32nd and McClintock Avenues. The building grant application was for the Los Angeles site and there was not any assurance that federal building funds would be available for the Fullerton site. A decision was then made to not inform the CRA of the planned move to Fullerton. Escrow for the Fullerton property closed on September 30, 1969.

In June 1969, the college was advised by the U.S. Public Health Service to withdraw its application for a Los Angeles building grant as a new application would be needed for the Fullerton site. The application was withdrawn in October 1969. The college then was in a very difficult situation. Although it owned the land and buildings at 950 West Jefferson Blvd., there was extreme pressure to move from the CRA and USC. At the same time, the college owned the land in Fullerton but did not have sufficient funds for the buildings on that site.

There were two significant issues that could have compromised the move to Fullerton. First, building on the Fullerton property would take several years to complete and there was a concern that the CRA and USC would not be willing to wait that long for the move from West Jefferson Blvd. Second, a majority of the faculty was strongly opposed to a move to Fullerton. The faculty was concerned with the loss of a loyal patient population, and the contacts and goodwill that had been built up in the Los Angeles area for more than 65 years. The faculty also felt that affiliation with USC would secure the future of the college and provide additional prestige, things they felt would not be achieved with the California State College in Fullerton.

A survey of all faculty members was then conducted to determine the various opinions about the move. A group of faculty representatives including Drs. Morris Applebaum, Dorothy Bergin, Frank Brazelton, William Brisbane, Martin Gellman and Norman Wiley, met with the executive committee of



LACO students participating in a vision screening at an orphanage in Tijuana, Mexico in 1971.

the board in October 1969 to present the results of the survey. The faculty felt they had not been involved in the decision-making process regarding the move to Fullerton. At a subsequent meeting of the Faculty Council, a position paper was prepared that summarized the objections of the faculty since the board took no action to rescind the move to Fullerton. The position paper was circulated to the board members, who were then asked to vote for rescinding or reaffirming the move to Fullerton. Seventy percent of the board members voted to reaffirm.

By the end of 1969, the CRA informed the college that it was prepared to grant title for the property on 32nd Ave. (Parcel E). The faculty asked the board to reconsider this property and not reject the offer by the CRA. The faculty council also recommended the establishment of a long-range planning committee consisting of faculty members, administrators and board members. Also, a former dean of the college, Dr. Henry Hofstetter, was invited to consult with the committee. Meetings regarding affiliation with the president of USC continued with mixed reactions. The board apparently had no definitive opinion about the concept of affiliation but still continued to search for an institution that might affiliate with the college. The University of California, Irvine, seemed to be a logical choice because of its location in Orange County and the fact that it was a publicly funded institution. The sense was that potential difficulties with financing

would likely be reduced as compared to affiliation with a private institution. Clinton Powell, MD, who was the coordinator of medical and health services for the University of California, indicated that an affiliation would not be possible without the support of the medical school at UC Irvine. Unfortunately, this support did not happen.

In 1969, the college received some very good news from the estate of a 1923 graduate, Dr. Roger Wilson. The estate provided \$180,000 to the college in the form of cash and stocks. These funds went into the new building fund. In the latter part of that year, the college hired Mr. Frank Coghlan as the director of development. This position had not been filled for nearly 15 years. Mr. Coghlan developed a fundraising plan and participated in alumni relations that included work on the *Alumniscope*. Unfortunately, Mr. Coghlan resigned from the college in June 1971.

During the late 1960s and early 1970s, there was a significant increase in the number of applications for admission. In fact, there were 254 in 1969 and 500 in 1972. In addition, the class sizes gradually increased up to 96 in 1973, the first class on the Fullerton campus. A class of 96 had been mandated to meet the federal requirements for the Fullerton building grant. The larger class sizes, of course, demanded a greater faculty, infrastructure and resources. In the late 1960s, about 14 new faculty members and a new librarian were hired. The new librarian, Mrs. Mollie Sittner, replaced Mrs. Grace Weiner after her 22 years of service.

The collections at the M.B. Ketchum Memorial Library were also increasing significantly during the late 1960s primarily because of a 1967 grant from the Medical Library Resource Grant Program. The space for the expanding collections, however, was very limited at the Los Angeles campus.

One of the major concerns related to the move to a new campus in Fullerton was the ability to provide a sufficient number of clinic patients for student education. It was thought that certainly when the clinic in Fullerton was to first open, it would take some time to develop a patient base. The clinic that existed on the Los Angeles campus would of course be gone once USC took over the property. The only way to continue a robust clinic program that the college had enjoyed for many years was to find another location in the Los



Dean Charles Abel signing a clinic affiliation agreement between LACO and the U.S. Navy in 1969.

Angeles area. In September 1970, an application was submitted to the U.S. Department of Public Health for a Special Improvement Grant for about \$1.2 million over a five-year period to establish a “Central City Clinic.” Although there was not great optimism that a grant for that amount would be awarded, the application was acted upon after a relatively short period of time but only for about \$260,000 over one year. This limited funding did not discourage the college from moving forward with the clinic since property on South Broadway had already been purchased a couple of months prior to the approval of the application. The remodeling of the building at 3916 South Broadway began in the fall of 1971. The clinic was called the Optometric Center of Los Angeles (OCLA) and opened in April 1972. Fortunately, the patient load did not really decline from that at the Jefferson Blvd. clinic.

During the early 1970s, plans for the new campus in Fullerton were underway. The architects designed a campus with four buildings, substantial open spaces and a “unique esthetic appearance.” The campus was designed for class sizes of 96 and an optometric technician program. At the time, the college’s class size was 70 students. Following discussions with the Department of Health, Education and Welfare that resulted in modifications to the building plans, the application for the building grant was submitted in March 1970. A site visit by a review committee was scheduled for April. Prior to that visit, the college was notified by the Department of Public Health that the formula used to determine the class size had changed so that the minimum required class size for the college was 100 students rather than 96. If enrollment was less than 100, then the amount of funding would be reduced. The Department of Public Health indicated that if the enrollment was 96, the college would have been eligible for nearly \$1.8 million in funding. The amount requested in the college’s application, however, was about \$2.2 million. The college would have had to make up the difference with matching funds. On a positive note, it was determined by the Department of Public Health at its site visit that the college would be able to apply for funds under “unusual circumstances,” which meant that funding would be determined under the original formula for matching funds.

In June 1970, the college received notification that its application for a building grant had been approved for nearly \$2 million. However, the funds were frozen by the Department of Health, Education and Welfare until early in 1971. This freeze only affected veterinary medicine, optometry, pharmacy and podiatry as medicine and dentistry were

excluded. The reason for the freeze is unclear. The college was later informed that the funds would be available by the end of 1970, but that didn't occur until March 1971. Needless to say, there was celebration by all at the college following seven years of agonizing work and multiple disappointments to finally get the funding to "build for the future." Assistance to obtain these funds was received from a variety of sources including representatives from the AOA and ASCO, and presidents and deans of various schools and colleges of optometry. The groundbreaking for the new campus took place December 14, 1971.

Although an exorbitant amount of time was spent by college administrators and faculty members over many years in pursuit of federal building funds, the academic program did not suffer and, in fact, continued to improve. Perhaps the earliest external clinic program for the college and apparently the first of its kind between a school or college of optometry and the armed forces, was an affiliation established in 1969 with the United States Navy. With this affiliation, fourth-year students spent a three-day rotation at the eye clinic of the Long Beach Naval Hospital under the supervision of Dr. Albert Mibeck, a U.S. Navy commander. Dr. Mibeck retired from the U.S. Navy in 1970 and joined the college faculty.

Also in 1970, the student association of the college established an outreach program called "Project Concern." This very successful program exists to this day. In May 1971, the program received a "Salute to Youth in Volunteer Service" silver trophy for its significant contributions. The program also received awards from the State of California and the City of Los Angeles. The program provided vision screenings for a variety of underserved populations and often would work in concert with other health care professions.

With a new and expanded campus and larger class sizes, the board of trustees understood the need for greater administrative assistance. In fact, both accreditation site visit teams from 1968 observed that more faculty members and administrators were needed. The administration of the college had become much too demanding for only two administrators, i.e. Dean Abel and Mr. English. In May 1970, the board voted to reactivate the position of president of the college, a position that had not been filled since 1960 with the resignation of Dr. Vierling Kersey. In fact, the board retained former Dean Henry Hofstetter to assist in developing the scope of the presidency and the job description of the president.



LACO students observing an optics demonstration.

By mid-1971, a broad search for a new president began and it was about the same time the building grant was funded. A president search committee was formed in August of that year. The committee consisted of board members, administrators, faculty members, alumni and students. By June 1972, about 180 resumes were received, but only 24 were under serious consideration. Following additional screening of the 24 applications by the search committee and withdrawals of applications, only five applications remained. The five applicants were invited to the college for interviews.

By the fall of 1972, Dr. Richard L. Hopping of Dayton, Ohio, was selected as the fifth president of the college. His term as president began on July 1, 1973. Dr. Hopping was chosen as the next president because of his exemplary personal achievements, leadership qualities, work ethic and administrative experience. He also had a very impressive record of service to the profession of optometry at the local, state and national levels. Dr. Hopping was one of the youngest chief executive officers of any school or college of optometry at the time. The following are excerpts from an article that appeared in the



A LACO student performing retinoscopy during a vision screening.

March 1, 1973, edition of *Optometric Weekly*, “Dr. Richard L. Hopping, immediate past president of the American Optometric Association, has been appointed president of the Southern California College of Optometry. Dr. Hopping will assume his duties at the college’s newly constructed campus in Fullerton, California on July 1. ‘We are pleased indeed to have Dr. Hopping as president. With a new president and new campus, we are eagerly looking forward to the years ahead, said Dr. Charles Abel, Dean of the college.’¹ Dr. Hopping’s inauguration as president took place on Dec. 3, 1973.”

A few years earlier, in October 1971, the college embarked on a major fundraising campaign referred to as “A New Era of Excellence: Challenge of the Seventies.” The following statement written by Dr.

Paul Barr, president of the board, appeared on the first page of brochure for this campaign: “As we move toward the mid-1970s, we become increasingly aware of the rapid changes occurring in our world. Politically, economically, scientifically, philosophically — in all areas of human endeavor, change and advancement seem to be the order of the day.” The brochure included the name “Los Angeles College of Optometry” on the outside but stated that the new name was the “Southern California College of Optometry” on the inside. Los Angeles did not seem appropriate for the name of the institution located in Fullerton. As such, suggestions for a new name were sought by the board of trustees. Some suggestions received included the Los Angeles College of Optometry at Fullerton, California College of Optometry, Western College of Optometry, and of course, the Southern California College of Optometry. Students, faculty members and alumni were surveyed for their opinions about the new name. In February 1972, the board adopted the “Southern California College of Optometry” as the new name of the institution.

During the building of the new campus, steps were taken to build relationships between the board, the community of Fullerton, and the California State College, Fullerton (CSCF). Also, faculty members of the college met with faculty members of the CSCF to discuss their common interests. A faculty committee of the college was appointed to meet with the CSCF faculty to discuss issues related to the exchange of credits, joint degree programs, library privileges and others. The relationships with those at the CSCF were described as being “very friendly and cooperative.”

Because of the expansion of the college’s curriculum into a four-year program with a greater number of courses and faculty members during the late 1960s and early 1970s, a specific academic departmental structure was deemed necessary to manage the curriculum. A plan for this structure was developed and approved by the faculty, Dean Abel, and subsequently the board in November 1971. The plan was to form three departments known as the Department of Basic and Visual Science, Department of Optometry I, and the Department of Optometry II. The assigned chairs of these departments were Drs. Walter Chase, Dorothy Bergin and William Brisbane, respectively. The first two departments comprised the didactic curriculum, and the third comprised the clinic curriculum. This departmental structure was a welcome change as it shifted much of the responsibilities for the curriculum from Dean Abel to the faculty.

The early 1970s was a period of significant change for the institution. The future looked bright with a new campus and president, an improved financial situation, and an increasing applicant pool for student recruitment.

Although those at the college were hoping to move to the new campus between the fall and winter quarters of the 1972–73 academic year, multiple delays, setbacks and strikes postponed the move. Even though the campus was not completed, the first open house for SCCO was held in January 1973. Also, optometrists, their families and friends were invited to the campus on several occasions to tour the new facilities. Those attending were not only impressed with the facilities, but also with the size of the campus as compared to the one in Los Angeles.

The big day finally came on February 19, 1973. On that day, most of the faculty and staff were off campus attending the California Optometric Association annual congress in San Diego, California. Classes on the new campus began a week later on February 26. An article in the April 1973 edition of the *Alumniscope* described this historic event for the college. The beginning of the article stated, “The magic day, which some of us have waited for two decades, finally arrived. It was Feb. 19, 1973. Legally it was Washington’s Birthday but for everybody at SCCO the best way to celebrate was to move.” Once the move was completed, classes began on the new campus.

The clinic on the new campus, later named the “Optometric Center of Fullerton” or OCF, opened in the summer of 1973. The four-module floor plan of the clinic was unique with each module (or mini-clinic) dedicated to specific optometric services, i.e. primary care, contact lenses, vision therapy and low vision. The clinic was very well-received in the Orange County community as it served as a high-quality patient care center and a valuable referral source for private practitioners. The private practitioners in Orange County seemingly did not view the OCF as a threat and were very cooperative with the college. Perhaps they foresaw a growing need for greater optometric services in their community due to a rapidly expanding population in the county.

For at least a decade, each entering class at the college had been told it would graduate at the new campus. The first commencement on the new campus occurred on June 17, 1973. At that commencement, 57 students graduated with the Doctor of Optometry degrees, and 26 students received

the Bachelor of Science degrees. That day was very special, not only for the graduates, but also for the board, administration, faculty, staff and alumni. The commencement ceremony in 1973, and every year after through 2017, has been held in the Ernest A. Hutchinson Memorial Amphitheater.

The formal dedication of the new campus took place on June 22 and 23, 1973. The dedication weekend included an alumni-sponsored cocktail party, continuing education courses, a luncheon, campus tours, the dedication ceremony and a banquet. The acceptance speech at the ceremony was made by Dr. Richard Hopping, who assumed the presidency of the college a week later. In that speech, Dr. Hopping paid tribute to those individuals who brought the college to that pivotal point in its history by stating, “The outstanding facilities that surround us today have been built on the labors of many of the past. Indeed, this institution has its giants. The academic standing of this college and these beautiful new facilities are proof simple that the trustees, administration, faculty and the alumni have done their work well.” He also stated, “In many respects this is a time for reflection — a time to acknowledge the remarkable dedication of the trustees, the administration and the faculty, who have developed this institution into one of the profession’s distinguished centers of learning.”¹

REFERENCES

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CHAPTER 10

A NEW ERA OF EXCELLENCE

→ 1973 - 1984

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When President Hopping arrived on campus in the summer of 1973, the college's board of trustees was comprised of 46 members, 30 of whom were optometrists. In his view, the size and membership of the board was not as efficient or diverse as the president felt was needed to move the institution forward. By the following year, the board was reduced to 30 members with 20 optometrists. The size and composition of the board gradually changed each year. By 1984, the board consisted of only 25 members.

The federal building grant for the new campus in Fullerton included a provision for the development of an optometric technician program. To establish this program, the college submitted an application for a "special project grant" requesting about \$155,000 for a three-year period. This application was approved and funded. The first class of technicians matriculated in September of 1973. Students in this program earned an Associate of Arts (AA) degree if they had at least one year of study at a college or university prior to entering the program. Those students who did not qualify for an AA degree received a certificate of completion. In addition to the special project grant, applications for other new projects provided approximately \$750,000 for a seven-year period. These funds were initially used for curriculum development, equipment acquisition and recruitment of faculty and students.

The college's student association was quite active during this time as was the American Optometric Student Association. SCCO students successfully campaigned to have the 1973 annual congress of the AOSA held at the new SCCO campus.

Also in the fall of 1973, classes began for 19 optometric technician students and 105 first-year optometry students. The entering class of 105 was unique because it consisted of 92 students in the traditional four-year program, and 13 students in a special five-year program. Those students in the special program attended night classes for two years to complete the first professional year of the four-year program. The purpose of this special program was to attract students who might have had difficulty with the traditional first professional year because of academic, financial, and/or other reasons.



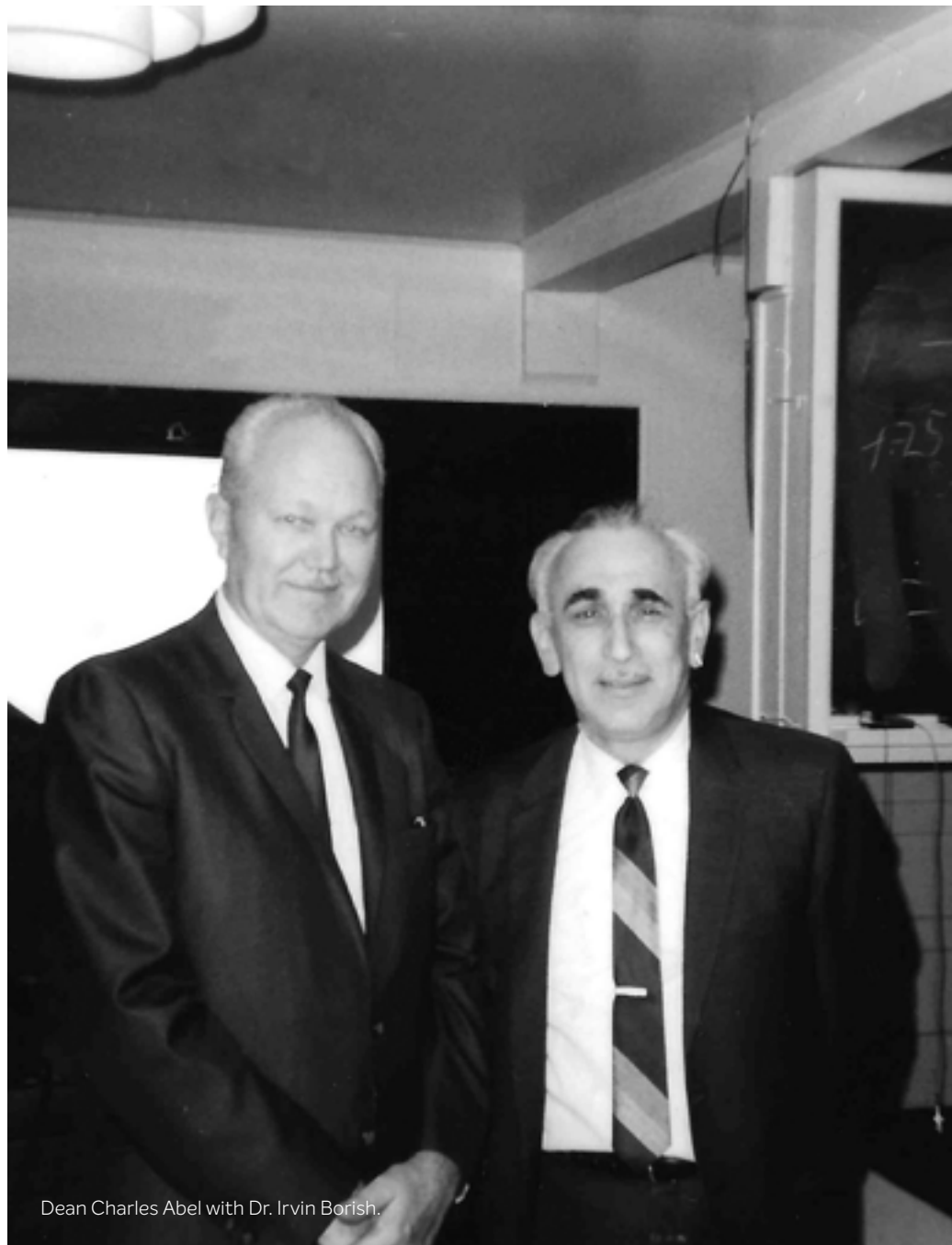
A display showing the college's "New Era of Excellence" initiative.



President Hopping speaking at his inauguration in December 1973.



Dr. James R. Gregg,
interim dean from July
1975 to August 1976.



Dean Charles Abel with Dr. Irvin Borish.

By 1974, the college truly entered a “New Era of Excellence” as typified by a new president, a new (well-equipped) campus, and a robust applicant pool. At the same time, however, the college and its new president faced new challenges with respect to community relations, financial security, expansion of the faculty and staff, and the development of opportunities for clinical education.

Also in 1974, the Western Association of Schools and Colleges (WASC) and the Council on Optometric Education (COE) conducted an accreditation visit to the college. Following the visit, both organizations granted full accreditation with recommendations regarding, for example, the need for a continual curriculum review, long-range planning, greater administrative assistance, and an increase in the number of full-time faculty members. Many of these recommendations however, were similar to those made during the previous accreditation visit in 1969. The next re-accreditation site visits from the WASC and COE were conducted in 1979. These visits were unique from all previous ones in that it was the first time that the preparation and submission of a comprehensive self-study was required prior to the visits. The college was granted full accreditation and received praise by these organizations for the quality of the self-study and the achievements of the institution. The recommendations at this visit included the need for expansion of research at the college and, again, greater administrative assistance.

An accreditation self-study and site visit by the COE was also required for the optometric technician program in 1977 and 1982. In addition, the COE accredited the college’s residency programs. In 1977, the college’s first residency program was established in children’s vision. During the year prior however, a “fellowship” in children’s vision was offered. That fellowship essentially served as the precursor for the college’s residency programs. The first resident for the college was Dr. Michael Rouse who became a full-time faculty member the following year. By 1984, the college added residency programs in rehabilitative optometry, hospital-based primary care and hospital-based geriatrics.

The Council on Clinical Optometric Care (CCOC) of the AOA accredited the college-operated clinics at Fullerton, Los Angeles and Baldwin Park. The standards for this accreditation related to the quality of patient care and not directly to the education provided at the respective clinic.



A student practicing keratometry on a fellow student in a SCCO pre-clinic lab.



Professor Emeritus Harry Bloom speaking at the dedication of his sculpture "Oculi Mens," that he presented to SCCO in October 1974.

Significant concerns for the college during the late 1970s and early 1980s were high inflation and the anticipated reduction of the federal government's direct support for health care education institutions. The formula for capitation funding based on the number of students provided about \$236,000 in 1974. After that year, the amount of funding gradually decreased until it ended in 1982. With this decreasing support, alternative sources of funding needed to be explored. Fortunately, several special project grants were obtained during the following years that provided a substantial amount of funds for the college. Unfortunately though, these grants were typically for a short term only. In response to this situation, a concerted effort to pursue other sources of funding was implemented to secure a permanent and stable financial base.

One potential source of the needed revenue was the "contracts" from states that did not have a school or college of optometry, in order to support their residents to attend institutions in other states. The college received a specific fee for accepting students from contract states but always reserved the right to determine the qualifications of those students for admission. Unfortunately at the time, the State of California did not include a private optometric institution as one that could accept California contracted students. However, through the tireless efforts of President Hopping, an assembly bill (AB4009) was introduced in 1974, but failed to gain the support of the Senate Finance Committee. Subsequently, a study by the California Postsecondary Education Commission regarding the optometry manpower needs in the state did not support the college's pursuit of the state contracts. Arguments by the college and the California Optometric Association in favor of the contracts were not effective. The State of California could not justify supporting contracts for a private institution when it was viewed that the state had a sufficient number of optometrists and was already supporting a state school of optometry.

In 1978, the Western Interstate Commission for Higher Education (WICHE) conducted its own study of the optometric manpower needs in the western United States. Its study supported the conclusions about California in the state's study. However, this study concluded that there was a manpower shortage in the 13 western states, and since the college was an educational resource for these states, it was entitled to receive support from WICHE states. The results of the WICHE study though did not change the opinions of California. This situation was perhaps one of the reasons the



President Hopping congratulating a graduate at commencement.

college found it necessary to reduce the number of admitted California students in favor of students coming from contract and/or WICHE states. By 1979, 119 students were supported by WICHE and 47 students were supported by state contracts. Unfortunately, the number of students supported by these programs gradually decreased in subsequent years.

As an important note, the year 1979 was a very special one for the college as it marked the 75th anniversary of the founding of the institution. In fact, during that year, the California Optometric Association and the American Optometric Association dedicated their respective congresses to the college for its anniversary celebration. Also, the annual meetings of both the AOA and the American Academy of Optometry were held in Anaheim that year in recognition of the college's anniversary.



The Baldwin Park Optometric Center.

Another reason for the decrease of California applicants who were admitted to the college was the change of the federal requirement for capitation funds (i.e. nonprofit institutions were required to admit at least 50% of the students of each class from states other than the state where the institution was located). In 1972, the college admitted about 23% of students from other states. This number increased to 64% by 1975. By 1982, this requirement was no longer in effect.

In 1973, only one WICHE state provided support for optometric education. Because of this limited support from WICHE at the time, President Hopping committed a significant amount of time and effort to meet with optometric state associations, legislators and governors from the western states to encourage legislation that would provide contract and WICHE support.



The sculpture "Oculus Penetrans" presented to SCCO by its creator, Professor Emeritus Harry Bloom, in February 1975.

Another concern of the college at the time that was also affected by external funding was the need to expand the clinic program. Partly because the class size had increased to 96, more extensive and diverse patient care experiences for students were essential. At the time, the desired experiences could not be provided by the Optometric Centers of Los Angeles and Fullerton alone. Thus the college, under the direction of President Hopping, actively pursued special project grants for the needed equipment and faculty as the clinic program expanded.

Because of the decrease of the number of state contracts and the reduction of federal funding during the 1970s, the college experienced a real strain on its financial resources. A very undesirable solution was to substantially increase tuition. To avoid this potential solution, an aggressive effort was initiated to cultivate alternative resources.

The college's development office had been quite active since 1971 when Mr. John Rowett became its director. A great deal of his time was spent on fundraising and promoting the new campus. The cultivation of financial support occurred at numerous college events such as open houses, homecomings and continuing education programs on campus. These efforts and others were quite successful as indicated by the following statement at the beginning of the President's Report of 1974-75: "The fiscal year ending June 30, 1975, was the most productive year for development in the college's history. A total of 488 donors pledged or contributed a total of \$466,939. Cash receipts from gifts were \$94,514 of this total."

Also during the 1974-75 fiscal year, a long-range plan for the college's support groups and development activities was prepared. The plan included the recognition of those who supported the institution through their giving. Different levels of giving were recognized as, for example, the Council of 1000, and Founders and the Century Club. Other giving programs were for deferred gifts and gift annuities.

In addition to the fundraising efforts during this period, the college was also fortunate to receive grants from a variety of



Dr. Douglas H. Poorman, dean of academic affairs from August 1976 to June 1984.

sources. In fact, the acquisition of grants was so important to the college, that Dr. James Gregg was appointed as the college's grants administrator in 1975. His major role was to assist faculty members and administrators in the preparation of grant applications. During the first year, 18 grant applications were prepared and submitted. Six of these applications were approved and funded for more than \$750,000. Other applications had been approved but not funded.

During the mid-1970s, other grants were received for the establishment of clinic programs. One of these grants for about \$300,000 was used to establish a clinic in Baldwin Park, California. This clinic, the Baldwin Park Optometric Center, provided students with excellent clinic experiences with many low-income patients. The center continued to provide services until it closed in 1992.

In 1975, two other external clinic programs were established with special grants. A clinic at the Sherman Indian High School in Riverside, California, provided eye care services for its students until 1982 when funding from the U.S. Indian Health Service was reduced. The funding for this grant was about \$60,000 from the Health Manpower Award.

Also in 1975, the Nevada Bureau of Services to the Blind provided funds to establish a clinic for low vision services in Las Vegas. Since this college-operated clinic was in a state other than California, a question of state licensure to practice optometry in Nevada became an issue. Fortunately, a faculty member at the time, Dr. Kenneth Brookman ('73), was an instructor in low vision as well as licensed to practice optometry in Nevada. Thus, he served as the first coordinator and sole faculty member of this program. Beginning in 1976, Dr. Brookman along with two students visited the clinic once each month to provide direct patient care. The coordinator conducted the examinations and the students served as assistants and observers. A special Nevada state law was eventually enacted to permit the college to operate the clinic without state licensure, and to allow students to provide the patient care under the supervision of a faculty member. This clinic program has operated for over 40 years, and is perhaps the very first out-of-state clinic affiliated with any school or college of optometry.

In 1976, the college began to provide vision care services at the Veterans Administration Outpatient Clinic in downtown Los Angeles on a contract basis. During the following year, a seven-year VA grant for about \$937,000 was awarded to the college to use for operating costs, equipment and additional space. At the time, this VA grant was the largest awarded to an optometry college. This VA program also continues to this day.

In 1977, another contracted clinic program for the college was established at the Terminal Island Occupational Health Center. This contracted program provided eye care for civilian shipyard workers and active-duty military personnel. It provided excellent patient care experiences for the students. Unfortunately, the program for optometric services ended in late 1983 due to budget constraints and some pressure from ophthalmology. A number of other special project grants were awarded over the next few years, for example, to start new clinic programs and enhance the curriculum.



Karl Bruhns ('84) receives a student award as Dr. Morris Applebaum and Dr. and Mrs. Homer Nelson offer congratulations.

Also in 1977, Dr. Chris Tasulis ('58) who was the sight conservation chair for Lions International District 4L-3 at the time, assisted in the development of a program supported by the Lions Club to provide funds for purchasing "loaner" low vision devices for patients at the Optometric Center of Los Angeles. Eventually referred to as the LOVE Program, it provided ongoing support for low vision care at OCLA, including the acquisition of equipment. During the following year, a similar program was being considered for the Baldwin Park Optometric Center.

During the mid-1970s, the applicant pool at the college was quite healthy. The number of applicants had increased significantly from 254 in 1969 to 837 in 1975. During the 1974–75 admissions cycle,



Dr. Richard Hemenger presenting a lecture in optics at SCCO.



Dr. G. Burt Holmes, AOA president, presents a plaque to President Hopping in June 1979 in recognition of SCCO's 75th anniversary.

applicants from 36 states and one foreign country were admitted to the 1975 entering class. This class consisted of 90 men and six women with 69% holding a bachelor's degree. In 1976, the entering class consisted of 89 men and eight women with 65% of the class holding a bachelor's degree and four students holding a master's degree. The average GPA of these entering classes was above 3.00.

During the 1970s and beyond, the demographics of the entering classes would change substantially. In particular, there was a major shift in the representation of women and minorities. The accrediting organizations at the time, i.e. the WASC and COE, noted on several occasions that the college's student body was underrepresented by women and minorities. For example, in 1970, only 1.6% of the entering

class was women. However, the number of women increased to 32% by the early 1980s. In the class entering in 2015, the figure for women was 72%. This shift was not unique to optometry as similar trends occurred in other health professions. With respect to minorities, Asian-American students entering in 1968 was 10.7% increasing to 21.5% by 1983 and to about 40% in 2015. In fact, Asian-American women are currently the largest single demographic group within the student population of the college. In contrast, African-Americans and Native-Americans comprise the smallest demographic groups.

Mr. Paul Crippan had been the admissions officer since 1972, but left the college in 1976. His replacement, Mrs. Kathy Miller Lee, was involved in the development of the

redesigned evaluation process. In 1980, Dr. Lorraine Voorhees ('71) was appointed as the director of admissions and records. Dr. Voorhees had been a member of the faculty since 1972 and served as the director of the optometric technician program in 1979.

Everyone associated with the new campus felt a real sense of pride and many events were held on the campus (e.g. CE programs, homecoming weekends and seminars) to showcase the college's state-of-the-art facilities. In January 1975, the first Optometric Teachers Institute presented by the Association of Optometric Educators and funded by the ASCO was held on the campus. The institute, organized and presented by Drs. Bergin and Brazelton, was attended by faculty members from 12 schools and colleges of optometry.

During mid-1970s, continuing education for optometrists became an increasingly significant function of the college. Due to the extent and complexities of presenting a high-quality continuing education program, the college hired its first full-time director of continuing education in 1975, Mr. Richard Elliot. During 1975-76, the college presented 43 continuing education courses that expanded to 65 courses within a two-year period.

The high demand for CE programs at the time was centered on the expanding scope of optometric practice with respect to the detection and diagnosis (and eventually treatment) of ocular diseases. This expansion necessitated education in the use of diagnostic pharmaceutical agents (DPAs). Courses in general and ocular pharmacology at the college were either introduced or expanded in the professional curriculum as was the case in other schools and colleges of optometry in states having DPA legislation. DPA legislation in California was enacted in June 1976 in part because of the highly successful and tireless efforts of President Hopping and Dr. Siret Jaanus, a college faculty member in pharmacology, who met with legislators and testified before committees in California as well as in a number of other states seeking DPA privileges. The continuing education programs at the college for the use of DPAs were perhaps the most extensive of any school or college of optometry.

Another issue related to the use of DPAs was the development of clinical education programs that incorporated DPAs. The Optometric Centers of Fullerton and Los Angeles provided only limited experiences for students in the use of DPAs. Thus, a number of external clinic programs (e.g. Baldwin

Park Optometric Center, Sherman Indian High School, Terminal Island Occupational Health Center and the VA Outpatient Clinic in Los Angeles) established during the mid-1970s were, in part, intended to provide this type of experience. President Hopping along with Dr. Jerry Jolley, the college's director of the outreach clinical program who joined the SCCO faculty in 1973, were instrumental in the development of many of the contracts for the funding of these clinics. Over a period of several years, the outreach clinic program expanded to include 52 clinic sites in nine states.

When the college first moved to Fullerton in 1973, fourth-year students attended their didactic classes on the Fullerton campus, then traveled about 30 miles to the Optometric Center of Los Angeles for their clinic assignments. Second- and third-year students also had clinic assignments although those assignments were at the Optometric Center of Fullerton. Unfortunately, the fourth-year didactic schedule limited the time for patient care at the OCLA. This problem was compounded when additional external clinic sites were established. To address this issue, a new didactic/clinic schedule for fourth-year students was developed.

The new schedule for fourth-year students consisted of six, seven-week (full-time) clinic rotations with a period between rotations for on-campus didactic classes referred to as "block lectures". The topics presented during these lectures were quite varied but usually with a clinical emphasis. One of the rotations was actually a vacation. The students selected their clinic sites (excluding the OCF) during their third-year using a lottery process.

During the first few years at Fullerton, the college added a number of new individuals to the administration staff including the director of public information, the director of alumni relations and the director of audio-visual services. In 1975, Mrs. Mollie Sittner, who had been the librarian since 1970, retired from the college. She was replaced by Mrs. Patricia Carlson.

The year 1975 marked the end of another era for the college. During that year, Dr. Charles Abel retired as the dean, but remained as a faculty member until 1982, and Mr. James English retired as the comptroller. These two individuals had been the "heart" of the college since 1955 when Dr. Veirling Kersey was appointed as the fourth president. The survival of the institution since that time is attributed



The Class of 1979 (75th anniversary class).



The members of the SCCO Scientific Advisory Committee at a meeting in 1980.



The class of 1984 (80th anniversary class).

to their tireless efforts and dedication to the college. Following Dean Abel's retirement, Dr. James Gregg was appointed as interim dean. He was also appointed as the chair of a dean search committee. Mr. English was replaced by Mr. Robert Baird, CPA, as the college's new comptroller. He served in that capacity until he left the college in 1981 at which time Mr. Cameron Benson became the comptroller. Mr. Baird returned to the college in 1989 as the vice president for administration.

During the search for a new dean, about 40 applications were received. Following a review of the applications, six applicants were invited to the campus for an extensive interview process. Dr. Douglas Poorman was selected as the new dean and began at the college in August 1976. With the exception of Dr. Marshall B. Ketchum, Dr. Poorman was the first and only non-optometrist to serve as the dean of the college. He received a Doctor of Philosophy degree in anatomy from the University of Kansas in 1970. With respect to the appointment of Dr. Poorman, President Richard Hopping said that "Dr. Poorman's high qualifications and strong recommendation from his colleagues are a tremendous addition to the college. He has a strong background in the sciences and health care delivery programs. This background will be instrumental in carrying out the college's objectives to provide students with a high standard of optometric education, faculty with guidance in research and teaching, and the public with quality visual health care."¹

By 1977, the college experienced such major changes in so many areas that it did not resemble, in most every way, the LACO of the early 1970s. One thing that did not change, however, was the mission of the institution to provide a high-quality education to its students while maintaining some level of independence from public funding.

The college's policies and procedures had expanded substantially along with its programs. Because of the complexities of these policies and procedures, it had become necessary to publish three separate administrative guides (handbooks) rather than a single guide as the college had done since the 1950s. In 1980, separate guides for the faculty, support personnel and board of trustees were published.

In September 1977, the very first college retreat was held. This event (usually over a two-day period) provided an effective forum for the faculty, administrators, and, in some cases, the board of trustees, to discuss common issues, exchange ideas, and self-reflect in a lecture/workshop format.¹ A variety of topics were discussed at this first retreat including the curriculum,



President Hopping awarding a Doctor of Ocular Science honorary degree to Dr. Irvin Borish during commencement in 1983.

role and function of the optometrist, future of independent colleges of optometry, and pros and cons of university affiliation. University affiliation had remained a topic of discussion from time to time since the late 1920s. Although the retreats were initially designed for faculty development, other members of the college community would attend occasionally, depending on the retreat topics. The annual retreats continue to this day with a wide variety of topics, guest speakers and participants from the campus community.

During the late 1970s, the college instituted a program to support faculty who had an interest in obtaining an advanced degree. The first degree program offered was a Master of Science in Education (MSEd) through



Dr. Dorothy Bergin ('45) lecturing to a group of optometrists.

California State University, Fullerton. This program was certainly a first for the faculty as no such program had ever been offered by the institution. By 1984, eight faculty members were enrolled in the program. Other degree programs were supported by the institution over the years including more recently, a Master of Public Health (MPH) program.

In 1982, President Hopping instituted a program to recognize the years of service for all employees of the college. The first awards were presented at a banquet in December 1982. In his remarks at this

banquet, President Hopping stated, "Since its establishment in 1904, SCCO has been fortunate to have many loyal and dedicated faculty, administrators and supportive personnel within its walls who have contributed so meaningfully to the progress of SCCO, and created a college that ranks at the top of all optometric institutions." This award program continues to this day recognizing service for one year, five years, and every five-year interval after that.

The college's development program during the mid-1970s to the early 1980s increased substantially under the direction of President Hopping and Mr. John Rowett, the director of development. One significant achievement of the program during this period was the establishment of a "grants and annuities society." In this regard, a 1977 article in the *California Optometrist* announced that the "Southern California College of Optometry has been granted a Certificate of Authority to act as a Grants and Annuities Society by the California Insurance Commission. This certification allows the college to issue annuity contracts to alumni and friends"² In 1980, alumnus Dr. John Dean ('23) became the first participant in the new gift annuity program.

During the same period, the assets of the college had increased substantially. In 1975, a 40-acre parcel of land located in Lancaster, California, was donated to the college by Mr. James Santiago, a patient of an alumnus of the college. Because this donation proved to be very advantageous for both Mr. Santiago and the college, he donated another 40-acre parcel of land in Sun City, California in 1976. These donations constituted the largest from a single individual in the history of the college at the time. In 1983, another significant donation came from alumnus Dr. Herbert Dixon ('23), who gave more than \$500,000 for student scholarships. A permanent endowment was created for the Dixon scholarships.

Student financial aid was also enhanced by the donation of Mrs. Ruth Nelson, the spouse of alumnus Dr. Homer Nelson ('25). This donation created a yearly award for a third- or fourth-year student. Another alumnus of 1925, Dr. Reynaldo Carreon, established an endowment fund to provide scholarships for students of Mexican lineage. Interestingly, the combined donation of five alumni from the classes of 1923 and 1925 (Drs. Carreon, Dean, Dixon, Nelson and Wilson) equaled nearly \$1 million, a substantial amount at the time.

In 1977, the college received two substantial grants that provided for needed services and equipment. The National Library of Medicine awarded a grant for \$96,000 for the hire of a full-time media assistant and the establishment of a media resource program. In addition, a one-year grant for nearly \$111,000 was awarded for the expansion of the optometric technician program. These funds were to be used for additional faculty, student recruitment, curriculum development, equipment and expanding the students' clinic experiences.

By the early 1980s, the college had developed a basic financial support program through "substantial gifts and continuing sources of funds." The goals of this program at the time were to establish financial security and independence from public funding.

A continual issue for the college since it moved to Fullerton was the availability and cost of student housing. Although housing was plentiful in the area, the competition with students from the California State College, Fullerton and other institutions in the area compromised the availability of housing for SCCO students. The possibility of college-owned and operated housing was explored. The property adjacent to the SCCO campus that housed a fire station for the city of Fullerton had been explored many times over the years. President Hopping and others repeatedly negotiated with the city of Fullerton for the property over the years, but without success.

Other possible property locations were explored for student housing as well as for faculty housing, parking facilities and additional clinic buildings. The Fullerton school district owned a 10-acre parcel of land on Associated Rd. about one-quarter mile north of the campus. This parcel was considered surplus by the district and therefore was put up for sale in the summer of 1977. Besides the college, several housing developers were interested in the property. There were some legal complications regarding the land though. Following many meetings, visits to the Fullerton city council, and consultations with attorneys and others over a three-year period, the property finally became available to the college in 1980.

To qualify for the purchase of the Associated Rd. property, the constitution and bylaws of the college had to be amended to clarify its nonprofit status. The college then established "SCCO College Properties, Inc.," an entity for the ownership of the property. An application was submitted to the

U.S. Department of Housing and Urban Development for financial assistance under the "College Housing Program." Unfortunately at the time, federal funds for this program were greatly limited and therefore, the college's application was not funded. As an alternative, financing was sought through a bond issue under the California Educational Facilities Authority. Because the college's financial status was regarded as very sound, securing an underwriter for the bond was apparently not a problem. A major complication though was the very high interest rates on bonds. This complication was considered too great and therefore the project was postponed until interest rates were more feasible.

As the number of administrators and staff personnel increased over the early years on the Fullerton campus, including a director of personnel and financial aid/counseling, the lack of sufficient office space on the second floor of the administration building became a serious problem. As a result, the size of the offices of the president, dean and comptroller had to be reduced to create four additional offices. Further study of the problem and planning over many years resulted in the addition of a 3,600 square-foot third-floor tower. This floor included the president's office, storage space, and areas to host visitors and guests of the college. The aesthetics of the addition was very consistent with that of the entire campus. The second floor was then reconfigured again to better utilize the space for additional services including accounting and word processing. The third-floor addition was completed and became operational by early 1984.

By the late 1970s, the college initially entered the computer age through the application of this technology for accounting and the comptroller's office. Computer use by the faculty and students began to develop by the end of the 1970s. Extensive computer equipment was purchased and a computer resource center was established to meet the technology needs of the institution. The use of computer technology quickly expanded to all services of the college including admissions, the library and college-operated clinics.

The professional curriculum was another area of expansion for the college during the late 1970s and early 1980s. One curriculum area

of expansion was geriatrics. In 1979, the college was awarded a grant from the U.S. Public Health Service, Bureau of Health Professions, for the development of a curriculum in geriatrics. The application for this grant was prepared in cooperation with a number of faculty members of the University of Southern California Andrus Gerontology Center. USC faculty members provided assistance to the college in the curriculum design and lectured on the campus.

Another development between the two institutions at the time was the formation of “interdisciplinary health teams” comprised of students from the college and those from the USC School of Dentistry and School of Pharmacy. These teams were joined by health education students from California State University, Northridge. The purpose of these teams was to interview and screen patients to determine the status of their health. The concept of interdisciplinary health care most certainly represents forward thinking by the two institutions as this approach to health care is common today. Also noteworthy, was that these collaborative efforts between the two institutions were perhaps much more cooperative than their relationship in the 1930s.

During the 1980s, the concept of curriculum tracks became of interest to the institution as it divided the curriculum by eight broad subject areas throughout the four-year program. One of the purposes of these tracks was to sequence prerequisite and post-requisite courses so that the individual subject areas were adequately covered in the curriculum to prepare students for state and national licensing exams. The tracks also defined the expected knowledge and skills in each subject area. The use of curriculum tracks continues to this today although the titles of each track and the courses contained in each have changed over the years.

The research program at the college has had mixed success over the years. Although faculty and student research was desirable and encouraged, support for research (primarily financial) was often limited. Various external research grants were obtained over the years primarily to support faculty research. Despite the limited support for research, the faculty was quite accomplished through the publication of books, book chapters, manuals and journal articles.

A major boost to the research program came in 1980 with the establishment of the SCCO scientific advisory committee. The purpose

of this committee was to enhance the research atmosphere within the college. The members of the committee were renowned researchers within optometry and other disciplines. At the first meeting of the committee, several recommendations were made with respect to, for example, the establishment of a graduate program, the addition of research associates, support for faculty research, student research, sabbaticals and recruitment of faculty. Other recommendations were made during additional meetings of the committee. The recommendations were evaluated by President Hopping, Dean Poorman and Dr. James Gregg, the college’s grants administrator.

Student research had been a requirement for graduation since the 1960s. Publication of the results of this research was limited in the beginning but gradually increased over the years due to the improved quality of the projects. Beginning in 1980, cash awards were provided by the California Optical Laboratories Association (as a memorial to Mr. Roy Marks, its former executive secretary) for the top three student research projects. These awards sparked a renewed interest in student research not only by the college faculty but also by distinguished scientists from other institutions. To formalize the selection of the top student research projects, an annual SCCO student research symposium was established. In the beginning, the 10 best research projects (as determined by the student research committee) were presented by the student researchers using a scientific paper presentation format much like that used at meetings of the American Academy of Optometry. A panel of judges consisting of SCCO faculty and scientists from other institutions (some being members of the scientific advisory committee) selected the top three papers using specific evaluation criteria. Some of these papers were even presented at meetings of the American Academy of Optometry. All members the college community and others were welcome to attend the symposia, an annual event until 2013 when the student research requirement was terminated.

During the late 1970s and early 1980s, the relationship between the college and California State University, Fullerton, grew in a number of collaborative areas including joint faculty appointments, continuing education, faculty guest lecturing, graduate degree programs, library services, cultural events and placement center services. Also during this period, the college established its own placement office to assist students, alumni and others with finding positions in a practice, employees for a practice and buying or selling a practice.

A number of college-sponsored organizations on campus became more active with the move to Fullerton, such as the alumni association and the student auxiliary (formerly called the Dames Club when it began in 1948). In 1983, the auxiliary received several awards from the Auxiliary of the American Optometric Association including a first-place award for its newsletter. Students had also been quite active in the National Optometric Student Association (NOSA) with the 1983–84 president of the organization being a member of the Class of 1984. In 1984, the annual meeting of the American Optometric Student Association was held in Anaheim where President Hopping delivered the opening address.

The year 1984 marked the 80th anniversary of the founding of the Southern California College of Optometry. By that year, the college was moving

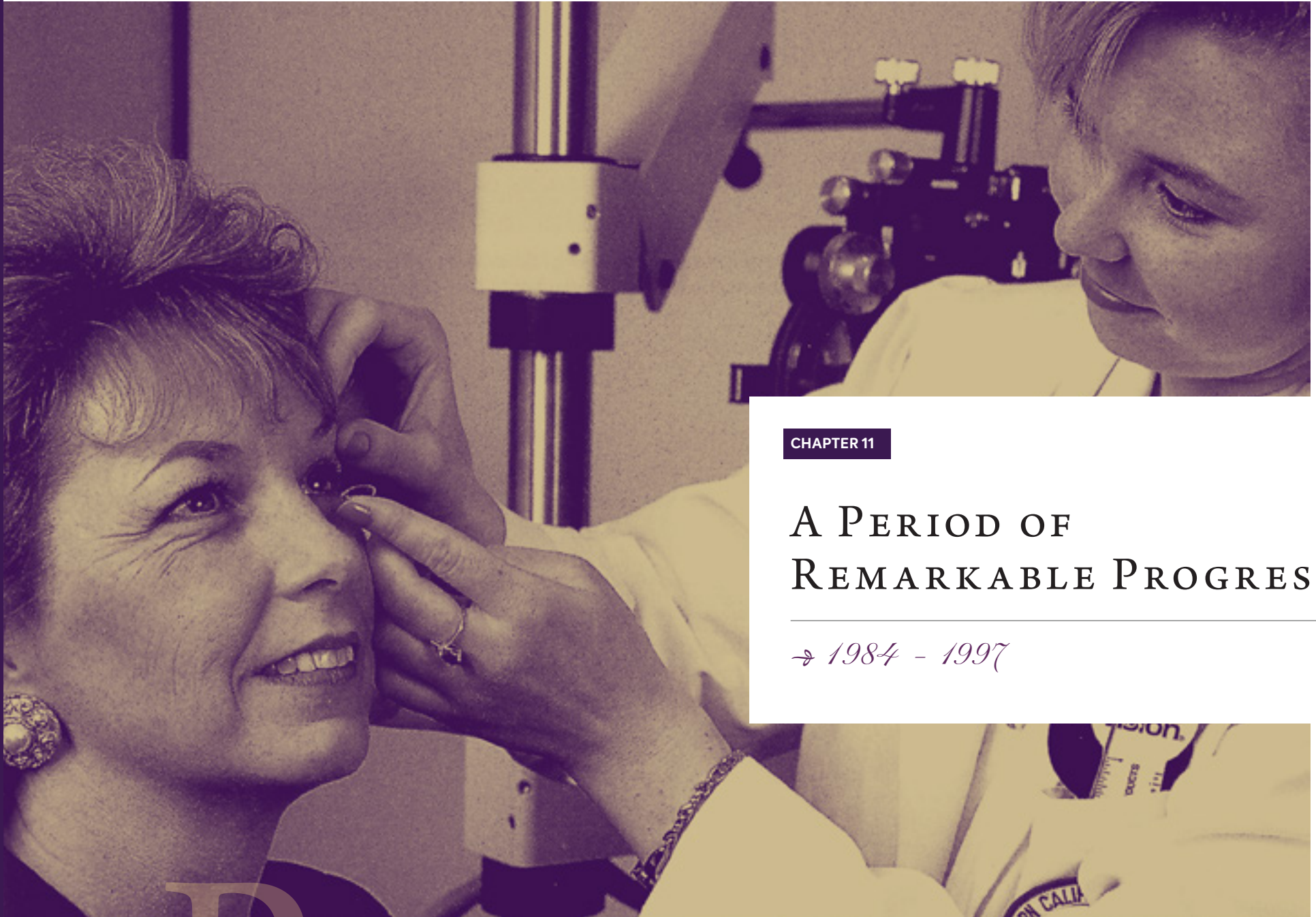
forward in very positive directions in a number of areas including its finances, admissions, curriculum, clinic programs, and advancement activities. The college was most certainly developing a reputation as a premier college of optometry.

REFERENCES

1. Gregg JR. *Origin and Development of the Southern California College of Optometry 1904–1984*, p. 382, p. 394.
2. *California Optometrist*, 3(7):5, July 1977.



Student presenters at SCCO's first Student Research Symposium in May 1980.



CHAPTER 11

A PERIOD OF REMARKABLE PROGRESS

→ 1984 - 1997

REMARKABLE

1984 was another landmark year for the college as it marked the 80th anniversary of the institution. One of the many events during 1984 that commemorated this anniversary was the publication of Dr. James Gregg's book, *Origin and Development of the Southern California College of Optometry, 1904–1984*. His book described in great detail the institution's many challenges and successes since its founding by Dr. Marshall B. Ketchum in 1904. Dr. Gregg genuinely captured the dedication and achievements of the many individuals who gave so unselfishly of themselves toward the progress of the institution. Dr. Gregg retired in June 1984 following 37 years of distinguished service.

The academic administration of the college experienced a major change in 1984 when Dr. Douglas Poorman, dean of academic affairs, left the institution for other opportunities. Prior to a formal search for a new dean, an interim dean needed to be appointed. The SCCO faculty council was charged with the tasks of recommending an interim dean and forming a dean search committee. Dr. Walter Chase was the president of the faculty council at the time. The council recommended Dr. Frank Brazelton for interim dean. Dr. Brazelton was then appointed to the position by President Hopping for the 1984–85 academic year. Following an extensive search process and a fairly large number of applicants for the position of dean of academic affairs, Dr. Morris Berman of the Illinois College of Optometry was selected. In August 1985, Dr. Berman joined the college as its new dean. Dr. Berman was the longest-serving dean of the college when he stepped down from that position in 2013, after 28 years of highly distinguished service.

The faculty of the college continued to expand during the mid-1980s with respect to not only the number of faculty members but their expertise within the sciences and clinical practice. An emphasis on faculty development programs was evident throughout this period. During the period of 1984 to 1985, seven faculty members either completed or nearly completed the master of science in education degree program at California State University, Fullerton. Five other faculty members began the program during this time. Another significant faculty development program adopted by the college in 1984 was sabbatical leaves. This type of development program was perhaps one of the most valuable ways to enhance the expertise and effectiveness of the faculty. The very first faculty member to be granted a sabbatical leave was Dr. John Griffin. Sabbatical



Dr. Frank A. Brazelton, interim dean from July 1984 to July 1985.



Dr. Morris S. Berman, dean of academic affairs from August 1985 to June 2013.



The seal of the Southern California College of Optometry used in college publications from 1985 to 2003.



The SCCO 80th anniversary logo in 1984.

leaves at the time could involve a variety of experiences such as the enhancement of a faculty member's skills and expertise in research, scientific writing, clinical practice and/or teaching.

In addition to the sabbatical leave program, other faculty enhancement programs occurred throughout the year including the first-ever SCCO convocation, faculty retreats and faculty institutes. In August 1984, the convocation brought together the faculty and administrators to discuss current issues and goals for the institution. The primary purpose of this convocation was the "reaffirmation of the College's mission."¹

The eighth-annual faculty/board retreat was held in 1984 at the Kellogg West Center for Continuing Education on the campus of California State Polytechnic University in Pomona. One of the topics of this retreat included "enhancing communication between academic and clinical faculty in research areas." The retreat during the following year was dedicated to the "faculty role in college governance." Each year, new and current topics were the centerpieces of each retreat. Over the years the retreats were held at various sites specifically selected to provide a congenial setting for the faculty and others attending. One site that was considered ideal for this event was the UCLA Conference Center in Lake Arrowhead, California. Many retreats were held at this site in the late 1980s through the 1990s.

The applicant pool for the professional program was quite healthy during the mid-1980s, although there was little variation in the number of applicants during this period. The quality of the applicants was impressive with about 60% considered academically competitive. During the fiscal year of 1984–85, 152 applicants were interviewed with 138 offered admissions. Of the total number of offers, 39% were for female applicants. Interestingly, the gender demographics of the applicant pool and admissions had been shifting gradually over the years from the early 1970s to the mid-1980s. For example, women comprised about 8.5% of the entering class in 1972, increasing to about 42% entering in 1984.

In the fall of 1985, the college's first-ever office of student affairs was established. The responsibilities of this office included admissions, recruitment, student records, financial aid, student loan repayment, and liaison to the SCCO student association. This new administrative

structure significantly enhanced the coordination of all student-related activities. Also in 1985, Dr. Lorraine Voorhees ('71) was appointed as the first director of student affairs. Dr. Voorhees continued a very distinguished service in that capacity (eventually appointed as the vice president for student affairs) until her retirement in 2016. Dr. Voorhees was the first woman to hold a position of leadership at the college.

Another notable development occurred in 1985. When the college moved to Fullerton in 1973, its official address was 2001 Associated Rd. even though the campus was located on the corner of Associated Rd. and Yorba Linda Blvd. In 1985, the address of the college was changed to 2575 Yorba Linda Blvd. perhaps because the name Yorba Linda had greater community recognition in Orange County, California. Also, the nearest freeway exit to the college is Yorba Linda Blvd. although it's unclear whether that was one of the reasons.

Since its beginning in 1973, the optometric technician program experienced much success in the education of highly successful students. During the 1984–85 academic year, a new requirement was added to the program to ensure that these students were ready for patient care. Prior to any assignment in patient care, clinic faculty members in the professional program evaluated the proficiency of the technician students with respect



A SCCO student practices a blood pressure measurement on a fellow student.

to specific competencies. The original grant for the optometric technician program was for a seven-year period (through 1980). After that time, the college was responsible for funding the program. For a variety of reasons, including financial considerations, the board of trustees discontinued the program in June 1986.

Also in 1986, a new administrative position, the director of residencies, was established to meet the needs of an expanding residency program. The duties of the director included recruiting and evaluating the applicants, assisting in the development and monitoring of the educational goals and objectives of the program, and monitoring the performance of the residents. By this year, the college operated three postgraduate residency programs including children's vision at the Optometric Center of Fullerton; rehabilitative optometry at the Los Angeles VA Outpatient Clinic; and hospital-based optometry, primary care at the Brentwood VA in West Los Angeles. In addition, a fourth residency program was established in mid-1986 at Omni Eye Services in Phoenix, Arizona. This residency in secondary ophthalmic care was the first of its kind in the nation.

By 1986, the faculty completed the task of organizing the professional curriculum using a five-track system. The individual tracks were defined as biomedical science, optical science, visual science, optometric practice (including primary care and specialty care) and clinical education. Vertical tracking sequenced the didactic and clinical courses within each broad discipline for each of the four professional years. Horizontal tracking sequenced the courses within each academic quarter. The broad-based curriculum at the time was developed with both faculty and student input. This curriculum was intended to provide students with the opportunities to "attain competency relative to the cognitive, psychomotor and affective domains pertaining to the subject."²

The clinical education of students consisted of patient care at the Optometric Center of Fullerton (OCF) and at outreach clinic sites. The outreach clinical program, which was officially established in 1975, had grown substantially over the years. By the 1985–86 academic year, the program had 51 clinic sites in 13 different states available for student assignments. The college-operated Optometric Center of Los Angeles and the Baldwin Park Optometric Center were included as outreach clinic sites.

The clinic experiences for students in the professional program during this period began in the middle of the second year. The number and



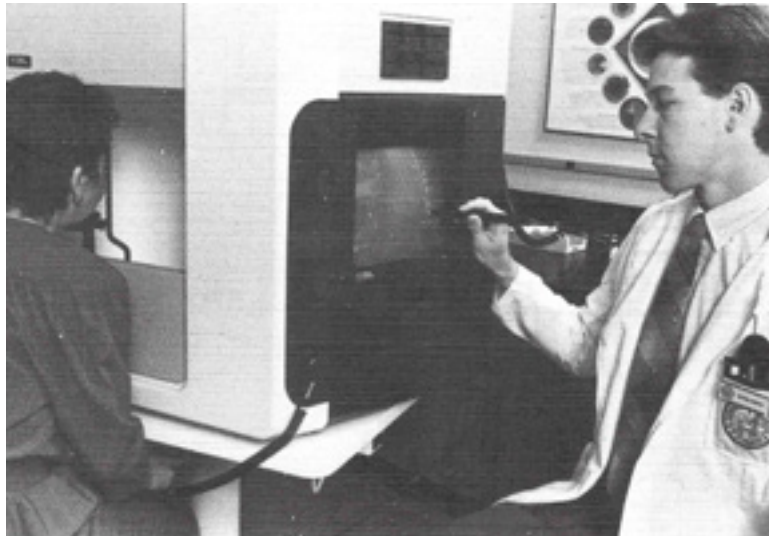
A student examining the eye health of a patient.

diversification of those experiences gradually increased over the years. In the 1977–78 academic year, the average number of all patient visits per student was about 676. This number nearly doubled to about 1,300 in 1986–87. Of those visits, the average number of primary care visits in 1977–78 was about 241 increasing to about 393 in 1986–87.

During the same academic year, the number of college postgraduate residency programs increased from four to six. In addition to the existing programs, two additional residencies were added to the hospital-based primary care at the Brentwood Division of the West Los Angeles VA Medical Center.



Dr. James Bailey reviewing vision science concepts with a group of SCCO students.



A student evaluating the visual field of a patient.

During the 1986–87 academic year, many physical improvements on campus were completed at the Optometric Center of Fullerton and the college's book store. The reception and optical dispensing areas, conference room and faculty offices at the OCF were upgraded and modernized. The book store also experienced a major renovation.³

The applicant pool during this academic year was 12% larger than the previous year and was the largest applicant pool over the previous seven years. This increase may have signaled a growing interest in health care as a career, and optometry in particular. There was also a national increase of applicants to all schools and colleges of optometry although the number was much smaller than that experienced by the college. Another interesting trend of the applicants who became members of the entering class in 1987 was the increased number of those who already had bachelor degrees. In 1982, about 59% had bachelor degrees, whereas in 1986 the number increased to 79%.

Another very notable highlight of 1986 was the adoption of the "optometric oath" by the Association and Schools and Colleges of Optometry and subsequently by the American Optometric Association as the official oath for optometrists. In 1983, the oath was authored by President Hopping and has been taken by every graduate since at their commencement exercises. Sometime later, the "optometric student oath" was written as a modification of the optometric oath.

By 1988, the college's first endowment that was established in 1983 had grown to nearly \$1.8 million. The income earned from these permanently restricted funds was used to finance scholarships, grants, awards and loans for students. These funds, however, were not available to support the college's general operating budget. Thus, contributions to the college's annual fund by alumni and others had to be continued and substantially increased to meet the growing needs of the institution.

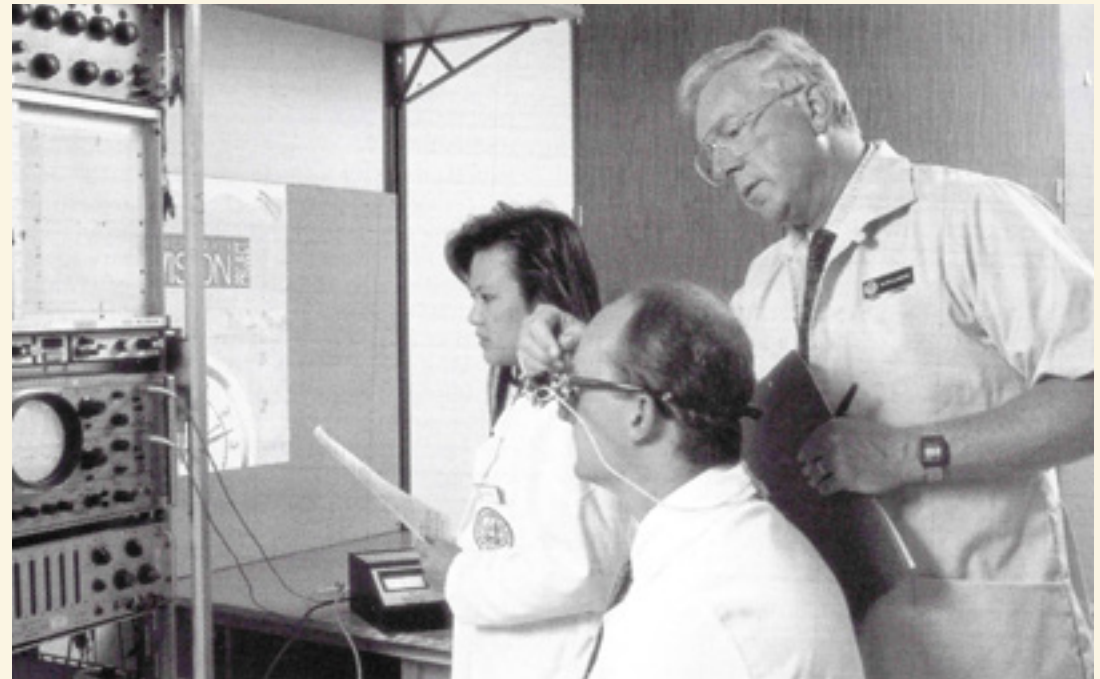
During the 1987–88 academic year, the college community was very saddened by the loss of three of its members. The most notable was distinguished professor emeritus and former dean, Charles A. Abel ('49) in September 1987. Dr. Abel, along with Mr. James English (who passed away in 2009), essentially administered all functions of the college for 13 years. Without their hard work and dedication to the college, its survival would have been questionable. Other losses that same year were professor emeritus Charles B. Margach and assistant professor Lawrence E. Gallarini ('67).

Perhaps in anticipation of legislation in California that would permit optometrists to use topical pharmaceutical agents (TPAs), a 100-hour transcript course in “ocular therapeutics” was offered to the faculty during the 1987–88 academic year. The course consisted of 70 hours of lecture and 30 hours of clinic experience in ocular disease diagnosis and treatment with TPAs. Fifty-five members of the faculty completed this course. In September 1987, California’s governor signed into law an assembly bill that mandated continuing education for re-licensure of optometrists. The law was implemented on January 1, 1988. Those faculty members who had taken the college’s TPA course would fulfill the new requirement for re-licensure. The new law requiring continued education for re-licensure, combined with the pursuit of favorable TPA legislation in California, had significantly increased the demand for continuing education. By January 1990, all California optometrists had to complete at least 20 hours of accredited continuing education the previous year for re-licensure. These factors were of course a boost for the college’s continuing education program.

The entering class in 1988 was quite unique for the college because it was the first class with more than 50 percent women (55% versus 45%) and with more than 50% of students of Asian heritage. Also, 81% of the same entering class had bachelor degrees. The entering class in 1989 showed a much greater disparity between the genders. In that class, 71% were women and 29% were men, a trend that continues to this day.

In July 1988, a shocking and sudden loss of a very distinguished alumnus and faculty member was that of Dr. Frank A. Brazelton ('51). Dr. Brazelton served the college for more than three decades and was a nationally and internationally recognized authority in low vision care. At the time of his death, he was serving the second year of his term as president of the American Academy of Optometry.

By January 1989, the college was essentially debt free.⁴ In addition, the college’s restricted endowment funds had reached a total greater than \$3.5 million. The financial status of the institution at the time was looking quite positive. Another important financial development that occurred during the previous fiscal year was the college’s entering into a 55-year ground lease agreement for the 10-acre property on Associated Rd. that it purchased in 1981. Although the property was initially intended for additional campus facilities, the agreement was for the development of a 259-unit apartment complex. The land would revert back to the college at the end of the lease.



Dr. Walter Chase conducting research with a student assistant.

This property has provided a substantial annual income to the college’s endowment fund.

The focus of the college’s institutional advancement program during for the 1988–89 fiscal year was to obtain funding for a much-needed and a more-efficient computer system for the entire campus including the college-operated clinics. Two fundraising programs for this purpose were initiated. The first program was a component of the annual fund and referred to as the “computer challenge.” The second program was the pursuit of special support grants from foundations. Both programs were quite successful. The computer challenge alone generated nearly \$113,000 during the two-year campaign. In addition, a special support grant for \$25,000 from the Weingart Foundation of Los Angeles and a gift of \$40,000 from the Fuji Optical Company Limited of Japan were obtained for the computer system upgrade. The total for the entire fundraising campaign was nearly \$178,000.



Drs. Hopping, Berman and Voorhees with SCCO student association board members.

In 1988, the board of trustees retained the consulting services of Dr. L. Donald Shields to conduct an in-depth and comprehensive assessment of the administrative, academic, financial and physical aspects of the college. Dr. Shields was a former president of the Southern Methodist University and the California State University, Fullerton, which attested to his expertise in these aspects of an institution of higher learning. During an 18-month period, Dr. Shields conducted his research including interviews of board members, administrators, faculty, alumni, students and support staff. He also solicited comments and recommendations from these constituencies.

In December 1989, the board of trustees received Dr. Shields' report, *Toward the Year 2000 — Goals and Strategies*. In the executive summary of the report, Dr. Shields stated that "SCCO is positioned to have the opportunity to move to a new plateau of excellence in its educational, research/scholarly activity, and public service programs."⁵ For the



SCCO students relaxing in the Hutchinson Memorial Amphitheater.

12 distinct aspects of the college evaluated by Dr. Shields, he presented 41 different goals and 160 specific strategies to achieve those objectives (including a target completion date) that he felt were necessary to elevate the institution to a new level of excellence. Interestingly, Dr. Hopping believed that 15 of the 160 strategies had already been achieved by the date of his report. There were also other strategies that had been partially achieved.

In December 1991, President Hopping presented a document to the board of trustees titled *The President's Response and Recommendation to the Paper — Toward the Year 2000 — Goals and Strategies*. In response to each strategy from Dr. Shields' report, President Hopping provided a narrative and a series of recommendations that were necessary to achieve the respective strategies. Many members of the campus community were engaged in the implementation of Dr. Hopping's recommendations.

By the beginning of 1990, the value of the college's endowment fund was more than \$25 million. This value was impressive because it grew from \$10,000 only a decade earlier.

The previous seven-year re-accreditation of the college by the Western Association of Schools and Colleges, and the AOA's Council on Optometric Education occurred in 1984. Thus, the subsequent re-accreditation was due in 1991. Beginning in 1990, preparation for the 1991 site visits from these two organizations was conducted resulting in the publication of two self-study reports. Following the site visits, the college received full re-accreditation by both the WASC and COE.

The professional curriculum in 1990 was significantly larger in terms of the number of class hours and content than it was two decades earlier. Specifically, the number of hours in 1970 was 2,700 and in 1990, it was 4,466. In addition, the total hours of patient care for the students increased from 720 in 1970 to more than 2,000 in 1990, mostly due to the expansion of the outreach clinical program. Many of the changes that occurred resulted from a modification in the scope of optometric practice. For example, in courses related to general and ocular pharmacology, the class hours increased by more than 2½ times. Increases in hours for other areas such as ocular pathology and contact lenses were also consistent with the expansion of the profession.

By the 1991–92 academic year, the college operated the most extensive off-campus clinic program of any school or college of optometry. The outreach clinical program consisted of 78 clinic sites located in 21 states. During that academic year, the total number of patient visits for both of the college's clinic programs (college-operated and outreach) was 102,000. The clinic experiences for the college's students at the time were perhaps the most extensive and diversified of any optometric institution. Additional patient care experiences for the students were provided through the SCCO Student Association's "Project Concern" program founded in 1971. During 1991–92, students participated in 14 community vision screenings for people who may not have otherwise received any vision care.

Beginning in 1992, the American Optometric Association and the Association of Schools and Colleges of Optometry co-sponsored a series of seven conferences referred to as the "Georgetown Conference — Summit on Optometric Education." The conference series was chaired by President



The 1984 commencement ceremony (The 80th anniversary of the institution).

Hopping. According to Dr. L. Edward Elliott, president of the AOA, the purpose of this conference series was to address the following “critical” questions.

- ❖ What are the educational expectations and outcomes necessary to meet the entry-level needs of the profession?
- ❖ What are the finances and other resources that are required to meet educational needs of the profession?

One of the conferences held in 1992 was chaired by President Hopping and addressed the “Scope of Optometric Practice.” Two other conferences held that year were chaired by Dr. Morris Berman, SCCO’s dean of academic affairs and Dr. Lorraine Voorhees, SCCO’s dean of student affairs. Dr. Berman’s conference dealt with

“Optometric Basic Science and Clinical Education.” This conference resulted in the development of the “Optometry Curriculum Model.” Dr. Voorhees’ conference dealt with “Optometric Students and Scholarships.” The leadership of these three conferences provided by individuals from SCCO most certainly demonstrated the substantial leadership role of the college in optometric education. In 1994, an “Action Plan Conference” was held to develop a complete action plan for each of the recommendations resulting from the seven individual conferences.

The academic year 1993–94 was a milestone for the college for two very significant reasons. First, it marked the 90th anniversary of the founding of the institution in March 1904. The theme of this anniversary was “Ninety Years of Vision Care & Education.”



Students practicing retinoscopy using schematic eyes in a SCCO pre-clinic lab.



Dr. Walter Chase advising SCCO students.



The Southern California College of Optometry logo celebrating the 90th anniversary of the institution in 1994.

With regard to this anniversary, President Hopping stated the following in his message for the year 1993–94, “Ninety Years of Vision Care and Education encapsulates all that the Southern California College of Optometry (SCCO) has come to symbolize since 1904 — a commitment to the independence of the profession of optometry through an evolving curriculum that encompasses the finest in education, research, and technological advances.” The year-long celebration of this anniversary was kicked off in September 1993 at the college’s seventh annual honors convocation.

This year also marked the 20th anniversary of the move from the Los Angeles to the Fullerton campus in February 1973. At the time of the move, the new campus was seen as the solution to all of the space limitations of the Los Angeles campus. However, with the expansion of programs, administration, faculty, staff and students, the Fullerton campus was also beginning to experience some significant space limitations by this anniversary. Expansion of the facilities was considered during this period to alleviate the limited space for laboratories, research, classes, offices and parking. However, little progress in this area was made until a few years later.

The M.B. Ketchum Memorial Library, located in the student center building at the time, was also experiencing limited space due the substantial expansion of its holdings. During this academic year, the library’s holdings included more than 8,700 books, 6,000 bound journals, 360 current journals, and an extensive audiovisual collection. The library was considered one of the most extensive vision science libraries in the world.



A SCCO student assisting a visually impaired patient with reading.



The class of 1994 (90th anniversary class).



The set of the public service program "Vision and You" in 1991 hosted by Dr. Margaret Dowaliby ('50) with guests from left to right: SCCO dean Dr. Morris Berman, AOA president Dr. Gerald Easton ('54), and SCCO vice president Dr. Allan Freid.

For many preceding years including the 1993–94 fiscal year, the college did not receive any federal or state funds other than those related to student financial aid. During this fiscal year in particular, student tuition comprised only 61% of the college’s total revenue. In fact, the college’s tuition was the lowest among all private optometry colleges. Keeping tuition low provided a true sense of pride for the institution. In fact, it was a desire to reduce tuition when the size of the college’s endowment was sufficiently large.

By the year 1993–94, the faculty of the college had grown to a total of 87 full-time and part-time members. With the addition of 73 adjunct faculty members at the college’s outreach clinic sites, the total number of faculty members at the time was 160. This number was quite remarkable considering that Dr. Marshall B. Ketchum was the only faculty member 90 years earlier. A substantial number of the college’s faculty members had consistently demonstrated their notable expertise as educators and clinicians through advanced degrees and residency training, research and publications, fellowship and diplomate status in the American Academy of Optometry, and/or fellowship in the College of Optometrists in Vision Development.

The college’s clinical program has expanded each year on the Fullerton campus in terms of the number of patients seen and the services provided. During the 1993–94 year, for example, more than 40,000 patients visited the Optometric Center of Fullerton. Most of those visits (65%) were for primary eye care services. These patients were seen by second-, third- and fourth-year students. The rigors of the college’s pre-clinic curriculum at that time through the present (including didactic and laboratory courses in clinical methods, and many clinic proficiency/competency examinations) prepared students extremely well for patient care. In addition to the clinical education provided at the three college-owned clinics, the outreach clinical program also provided extensive and diversified patient care experiences for the students. This program also expanded significantly over the years and by 1993–94, it included 85 clinic sites in 24 states. Although California had yet to approve the use of therapeutic pharmaceutical agents (TPAs) by optometrists by this academic year, many of these external sites continued to provide students with the needed experience in the use of TPAs for patient care.

The college’s postgraduate residency program had also experienced a continual expansion over the years. By the year 1993–94, the college’s program consisted of 12 residency positions at nine affiliated clinic facilities.



First-year SCCO students studying a model of the eye.

Three of those positions were available at the Optometric Center of Fullerton and six were available at VA facilities.

During the year 1994–95, SCCO became the first school or college of optometry to establish a policy requiring a baccalaureate degree for admission to the professional program. This change became effective with the class entering in 1997. One of the compelling reasons for this new policy was the fact that approximately 90% of the entering classes already had baccalaureate degrees. As a result of this new policy, the college no longer awarded a Bachelor of Science degree. At the time though, only about 25% of medical schools required a baccalaureate degree for admission. In any case, the board, administration and



A SCCO student examining a young patient.

the faculty felt that a baccalaureate education provided the essential background and skills needed for success in optometry.

Also during the same academic year, an important change occurred within the outreach clinical program. This change was an increase of each clinic rotation from eight weeks to 12 weeks. As a result, the number of rotations was reduced from six to four as it exists today. One of the four rotations was an assignment to the Optometric Center of Fullerton. In the outreach program alone, each student, on average, experienced an estimated 1,260 patient encounters.

In addition to the professional curriculum, the college offered 15 residency positions at 10 affiliated residency programs during 1994–95. During the subsequent year, three additional residencies through the Indian Health Service of the U.S. Public Health Service were added.

The financial status of the college was quite impressive during the 1994–95 fiscal year. The total value of the assets of the college during that year was nearly \$21.7 million representing an 11.3% increase from the previous year. In addition, the return on investments for this year was 11.9%, which was the second-highest in the history of the institution. Also, tuition and fees comprised only 64.2% of all revenue sources.²

A major advancement for the profession in California during the 1995–96 academic year was the enactment of the state law in early 1996 permitting the use of therapeutic pharmaceutical agents (TPAs) by optometrists. In anticipation of this law, most college faculty members had already taken the required steps (including course work and examinations) to become TPA certified in California. In fact, some were already certified in other states. Beginning in the 1997–98 academic year, TPA certification was a requirement for clinic credentialing at all college-operated clinics.

The mission of the college during this academic year was “to provide the highest quality optometric education through excellence in teaching, patient care, research, and public service.” In support of this mission, each department, service and office developed its own mission. For example, the mission of the office of academic affairs was “to provide leadership in the academic program by developing, facilitating, and supporting standards of excellence in the college’s educational, research and scholarship programs, and the recruitment, development and retention of a highly qualified faculty.”

The college continued to enjoy a very robust applicant pool during the 1995–96 academic year. The concerted efforts of the office of student affairs with respect to out-of-state recruiting resulted in a 33% increase in the number of out-of-state applications as compared to only an 8% increase in California applications. This shift in the college’s applicant pool was designed to enhance its diversity. The overall applicant pool increased by 17% over the previous year, and by 36% over the previous two years. The number of female applicants and students admitted continued to be the majority over their male counterparts. The college offered a number of on-campus recruitment events such as a “minority day” and an “admissions open house”.

As the scope of optometric practice expanded significantly over a relatively short time, so did the college’s prerequisites for admission and the professional curriculum. As compared to the graduates in the 1930s

who completed only 570 clock hours of education, the graduates in 1996 completed 4,361 clock hours, including 2,296 hours in patient care. The philosophy of the college with respect to the extent of its curriculum had been and continues to be the preparation of its students to practice in any of the 50 states regardless of the differences in state laws regulating the practice of optometry.

During this year, the two lecture halls were remodeled including the installation of state-of-the-art computer projectors, new seating for students, and stepped floors. In addition, the administration offices were remodeled and renovated to create more office space and upgrade with new carpeting and furnishings. The campus in general was also upgraded with re-roofing, a more efficient air-conditioning system, and new fluorescent lighting. Also, a new computer lab for students was opened on campus. The lab initially contained eight computers (with word processing and spreadsheet software) and two laser printers. Internet and email access were available as well. The lab eventually expanded with eight additional computers for a total of 16 so that lab sections of 16 students each could use the lab for course work.

In 1995–96, the college continued its important role in public service. Two significant events occurred on campus that year to provide important eye and vision care information and vision screenings for the local community. These events were the “Exploring Vision Open House” in November 1995 and the “Save Your Vision Open House” in March 1996. Both events received substantial media coverage for the college.


The 1995–96 academic year ended with an announcement from President Hopping on May 28 of his decision to step down from the presidency effective June 30, 1997. His desire to leave the presidency after 24 years of exemplary service to the college was to “pursue other interests and challenges.”⁶ A search for a new president was conducted during the latter part of 1996. In February 1997, President Hopping announced the selection of Lesley L. Walls, OD, MD, as the sixth president of the college. Dr. Walls’ appointment was effective July 1, 1997. Also in the same month, a new “vision statement” for the institution was adopted by administrators and faculty members at the 21st annual college retreat. The statement was that, “The Southern California College of Optometry will be the acknowledged premier health care institution.”⁷

In addition to the end of Dr. Hopping’s tenure as president of SCCO during the 1996–97 academic year, another notable event occurred in May 1997. This event was the groundbreaking for the college’s first major building project since it moved to Fullerton in 1973. This project consisted of a 23,000-square-foot building that included three state-of-the-art classrooms, an expanded library, a second student computer lab, offices, meeting and study rooms, a recreational facility and a multilevel parking structure. The financing for this construction was obtained through a tax-free revenue bond.

At the 93rd commencement exercises in May 1997, the title of president emeritus was bestowed upon President Hopping by Mr. Rex Gaede, chairman of the board of trustees. A reception in honor of Dr. and Mrs. Hopping was hosted by members of the college community to thank and honor them for 24 years of dedicated service to the college and the profession. During the month of June, President Hopping was honored at a gathering of friends and colleagues called “An Evening of Excellence.” This event was recognition of Dr. Hopping’s major contributions to the profession of optometry for 45 years and his exemplary leadership of the college for 24 years. His years as president were most certainly “a period of remarkable progress.” Dr. Hopping’s presidency of the Southern California College of Optometry ended on June 30, 1997.

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A photograph of the Richard L. Hopping Academic Center, a modern, multi-story building with a prominent horizontal band of windows. The building is set against a backdrop of large trees. In the foreground, there is a grassy area with a concrete walkway and a set of stairs leading up to the building. The text "RICHARD L. HOPPING ACADEMIC CENTER" is visible on the right side of the building.

RICHARD L. HOPPING
ACADEMIC CENTER

CHAPTER 12

A NEW LOOK ON CAMPUS

→ 1997 - 2008

A NEW LOOK

The 1997–98 academic year marked the beginning of Dr. Lesley Walls' tenure as the sixth president of the college. Dr. Walls recognized at the beginning of his presidency that the college was financially stable and enjoyed a reputation as a premier educational institution. That being considered, he developed his personal working motto, "Every day that I'm president I want to add value to the degrees of our alumni and make the degrees of current students more precious in their sight." Dr. Walls was officially inaugurated as president in April 1998.

Dr. Walls' service to the college was similar to that of Drs. Marshall B. Ketchum, William M. Ketchum and Ernest A. Hutchinson in that he was a teacher in the professional program as well as the president. This tradition for the institution was certainly a factor in its exemplary successes and reputation throughout the years.

President Walls' first major effort for the college in 1997 was to assist president emeritus Hopping with overseeing the construction of the new academic building and parking structure, and a reconfiguration of the commons area. The construction was nearly completed by the conclusion of the 1997–98 academic year. On September 17, 1998, the new facilities were formally dedicated. The academic building was dedicated as the Richard L. Hopping Academic Center and the commons area was dedicated as the Patricia Hopping Commons in recognition of their dedication and many contributions to the college.

Once the academic center construction was completed, President Walls turned his attention to other facilities on campus. He realized that the Optometric Center of Fullerton building needed upgrading as its facilities were outdated after 24 years of operation. With the support of the board of trustees, President Walls embarked on a capital campaign to finance this reconstruction initiative. With assistance from his executive council (Drs. Morris Berman and Lorraine Voorhees, Mr. Robert Baird and Mr. William Heaton), President Walls developed the initial plans for this campaign. Of special note, the president's executive council expanded in 2000 when the first dean of clinical affairs was included as a council member.

Professional consultants were also involved in the planning of the campaign with a goal of raising \$9 million. However, once the initial goal was reached in a surprisingly short time, the goal was increased to \$12 million. Over an eight-year period, approximately \$24 million was raised from alumni,



President Lesley L. Walls.



President Lesley Walls and President Emeritus Richard Hopping at the dedication of the Richard L. Hopping Academic Center and the Patricia Hopping Commons in September 1998.



A view of the SCCO campus from Associated Road.

the ophthalmic industry, philanthropic organizations and friends of optometry during Dr. Walls' presidency. The funding was generated by a combination of cash, irrevocable trusts, gifts in wills, stocks, bonds and bond issuances. Additional revenue was generated by a non-taxable bond issue by the college.

The largest single-case donation during this period was received from alumnus Dr. Donald Studt ('51). As recognition of Dr. Studt's very generous donation, the vision therapy and pediatric optometry clinic in the newly renovated Fullerton clinic was named after him as the "Studt Center for Vision Therapy and the Pediatric Care Service." In addition, recognition of Dr. Studt's contribution was contained on a very large silvered plaque located on an outside wall adjacent to an entrance to the clinic building. It read, "The Studt Center for Vision Therapy," "Advanced Patient Care-Clinical Education and Research," "Good vision is more than seeing 20/20 ... it is seeing without effort."

Other donations received were recognized by naming individual clinics after those contributors. President Walls and his wife, Dr. Mary Ann Keverline Walls, placed a generous donation in an irrevocable trust. Dr. Mary Ann Walls, also an optometrist, had a particular interest in low vision rehabilitation and thus the low vision clinic was named the Mary Ann Keverline Walls Low Vision Center. In addition, the Jarnagin Primary Eye Care Center was named after Dr. Donald Jarnagin ('70), and the Stein Family Cornea and Contact Lens Center was named after the family of Dr. Howard Stein ('59) and his nephew Dr. David Stein ('84) following their substantial contributions to the college.

President Walls also implemented another effective fundraising program referred to as "An Evening with the President." He held numerous evening get-togethers in the homes of alumni all over the country, although a majority of the events were held in Southern California. This program proved to be a major success as apparently more than \$250,000 in contributions was raised during the first year alone. These funds helped to support the college's capital campaign and the annual fund. Not only was the program a financial success, but it also served to build relationships between the president and alumni.

In December 2002, the board of trustees authorized \$9 million for renovation of the Optometric Center of Fullerton. The renovation included a complete remodel of the clinic building on campus. The modular floor plan of the original clinic was completely redesigned. The patient entrance area to the clinic was named as the VSP Reception Center. In addition, a Center for Vision Research was added to the clinic facility. The Blake Conference Center and the Carling Huntington Childs Family Laser Center were added on the ground floor. Also, a private laser surgery center was created on the third floor of the building.



A student examining an infant at the Eye Care Center.



A lecture hall in the Richard L. Hopping Academic Center.

During this renovation, the primary eye care and optical services were moved to the student center building including the original library area, and specialty services, such as contact lenses and vision therapy, were moved to temporary trailers set up on the grass area within the Patricia Hopping Commons. The renovated clinic, renamed the Eye Care Center, was dedicated on September 19, 2004. The donors of the named facilities in the clinic were honored during the dedication ceremony. In addition to the renovation of the Eye Care Center, other areas on campus were redesigned and upgraded during this period as described below.

- ❖ The Student Center and the Basic and Clinical Science Building were renovated and upgraded with additional facilities and equipment.
- ❖ Because the original classroom space adjacent to the administrative offices was no longer needed for that purpose, the administrative area was completely renovated and modernized to enhance its efficiency.
- ❖ The open porch area on the second floor of the Administration Building was enclosed and converted into an addition conference room with seating for about 20. This conference room was also equipped with the latest multimedia technology.

- ❖ In 2007, the original reception area for the college on Associated Rd. was converted to a state-of-the-art conference center through the generous support of Johnson & Johnson/Vistakon. This facility is called The Vision Care Institute (TVCI).

In addition to the state of the campus, President Walls was also concerned about the availability and cost of housing for students, and the fact that the college did not have its own student housing. However, following an in-depth analysis of the housing issue, it was determined that construction of on-campus housing was not practical. Also, as a result of open discussions with the campus community, it was recommended that the college purchase local condominiums for student housing. The board of trustees was supportive of the recommendation and authorized the purchase of as many as 25 condominiums near the campus. Following a three-year period, the condominiums were purchased for housing up to four students each.

In 1997–98, a study titled “Fullerton, The Education Community: The Impact of Higher Education on the Orange County Economy” was conducted to determine “the individual and collective



The renovated Eye Care Center on the Fullerton campus.

economic impact of the five Fullerton-area colleges and universities on the local economy.”¹ The institutions studied included SCCO, California State University Fullerton, Fullerton College, Hope International University and Western State University College of Law. At the time, these institutions had a combined enrollment of 45,000. The results of the study indicated that on an annual basis, these institutions contributed approximately \$656 million to the local economy.

In March 1998, the AOA’s Council on Optometric Education conducted a re-accreditation site visit after seven years since its previous visit. In preparation for the site visit, the college prepared a comprehensive self-study over a 15-month period. Following the site visit, the college received full accreditation. Also in the same month, the college was honored by the Fullerton Chamber of Commerce as the “medium size” business of the year.

Unlike during previous years, the COE’s accreditation site visit was not a joint visit with the Western Association of Schools and Colleges (WASC). Rather, the WASC’s re-accreditation site visit occurred in 2001 because of a change to its re-accreditation cycle from seven years to 10 years. The self-study prepared for this visit included the years from 1990 to 2000. The format of the self-study had also changed to include goals, objectives, outcomes and assessment methods for each of the applicable WASC standards. The themes of this self-study were “Excellence through Leadership” and “Excellence through Assessment.” The site visit team was quite complimentary about the institution’s financial status, facilities, engagement of the board of trustees and unified campus community. Although there were no areas of concern, the WASC offered several recommendations to be considered. As a result of the site visit, the college was fully re-accredited for an additional 10-year period.

The college’s outreach clinical program continued to expand each year to provide students with a diverse and extensive clinical education. By 1998, the college had affiliations with 85 clinic facilities in 22 states, including sites in Guam and Canada.

During the year 1999–2000, a significant development occurred in California optometry and thus in the college’s



The new college logo introduced in 1995.

professional program. A senate bill (SB929) was introduced that would expand the scope of optometric practice to include the treatment and management of a variety of ocular conditions. In addition, the bill provided for a process to obtain certification for the treatment of glaucoma.² In September 2000, the bill was signed by the governor of California and became effective January 1, 2001. The professional program made a fairly easy transition to the new law because the students were already being educated in the treatment and management of the ocular conditions addressed in the law.

The faculty research program notably expanded during the late 1990s and early 2000s, due in part to the participation of a number of college faculty members in federally funded, multi-site studies. These studies, for example, included the Amblyopia Treatment Study (ATS), the Convergence Insufficiency Treatment Trial (CIIT) and the Collaborative Longitudinal Evaluation of Keratoconus (CLEK). The College faculty’s role in these and other studies brought national recognition to the institution for its significant contributions to scientific inquiry and discovery.

During the year 2000–01, the college began a movement toward the use of lasers on campus for patient care as a result of the very generous contributions by a clinic patient, Mr. Carling Childs. Mr. Childs, who already had numerous laser treatments, was very impressed with the care he received in the Eye Care Clinic and felt having a laser on campus would



Graduates reciting the optometric oath during a commencement ceremony.

provide the needed treatment for other patients in a convenient location. He generously donated funds to purchase both a YAG and Argon laser.³

In 2001, the college entered into an agreement with Pacific Laser Eye Center (PLEC) to establish a full-service laser center on the campus. The PLEC was initially and temporarily located in Founders Hall on campus. The ultimate intent was to establish a permanent “ambulatory surgical center” in the Student Center building on campus by 2002 that would contain both the Childs Family Laser Center and the Pacific Laser Eye Center. These two centers were subsequently housed in the renovated Eye Care Center in 2004. The Childs Center was located on the ground floor and the PLEC was located on the second floor.

Also in 2001, a “conditional challenge” grant for \$250,000 was approved by the Weingart Foundation to assist in the funding of a much-needed renovation of the Eye Care Center on campus. The total funding needed for the renovation was approximately \$2.5 million. The additional funds were raised thorough the college’s “Vision for Vision Capital Campaign.”

During his tenure at the college, President Walls negotiated the sale of the properties in Lancaster and Sun City, California that were donated to the college by Mr. James Santiago in 1975 and 1976, respectively. The Sun City property was appraised at \$1 million. At the request of President Walls, the board of trustees approved a joint-venture with the developer of the property. As a result, the college ultimately received



Southern California College of Optometry

The Southern California College of Optometry logo used in a variety of college publications from 2003 to 2013.



The plaque placed on the newly renovated Eye Care Center at its dedicated on September 19, 2004.



The centennial class of 2004.

\$6 million for the property. The college again entered into a joint-venture with the Lancaster property and eventually sold a portion of the land.

The year 2004 marked the 100th anniversary of the college. The theme of this centennial celebration was “100 Years of Vision.” The focus of the college during this anniversary was “Next to life itself, God’s most precious gift is sight, and to the ministry of this great gift, the profession of optometry dedicates itself.” In fact, this quote is located on an outside wall adjacent to the Ernest A. Hutchinson Memorial

Amphitheater. During the centennial year, the renovated Eye Care Center was dedicated in September and the centennial gala was held in October. At the gala, 100 honorees were recognized for their many contributions to the institution and their individual accomplishments.

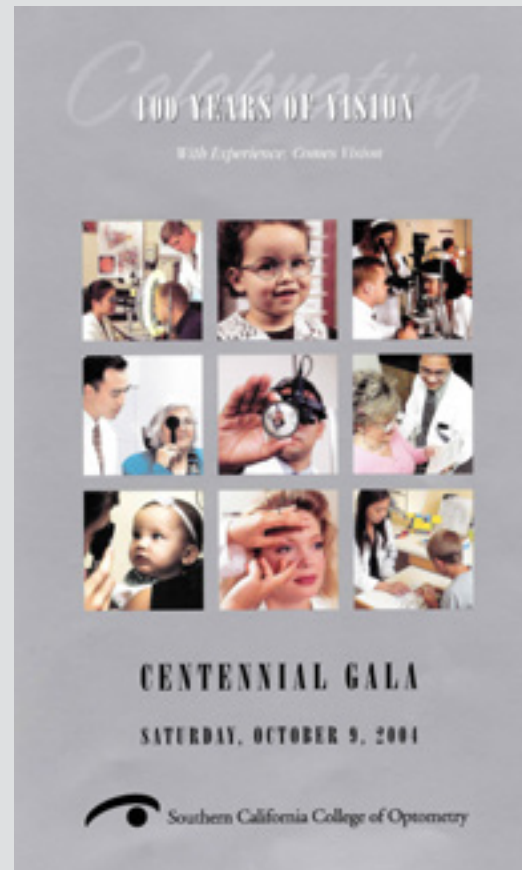
Also in 2004, a unique event was planned for the institution and held at the newly renovated Eye Care Center (ECC) in 2005. This annual event, called the Shared Visions Art Exhibit showcased the artistic talents of blind and visually impaired artists from across the nation and abroad. The idea for this

exhibit emerged from discussions between a visually impaired clinic patient and the ECC's chief of the low vision rehabilitation service, Dr. Rebecca Kammer. The original goals of this program were to educate the public about the artistic abilities of blind and visually impaired individuals, foster media and public attention for the Mary Ann Keverline Walls Low Vision Center at the ECC, and develop a "signature" community program for the ECC and the college. The founding sponsor of the Shared Visions Exhibit was Advanced Medical Optics (AMO), now known as Abbott Medical Optics.

In 2006, at the second annual Shared Visions exhibit, President Walls commented, "The exhibit focuses on the artistic accomplishments of legally blind artists. This innovative exhibit showcases the ability, talents and achievements of these most inspirational artists." This exhibit showcased the talents of more than 30 artists and included 70 pieces of art ranging from paintings, sculpture and photography, to ceramics and mixed-media pieces. Special awards in various categories of artwork were given to the artists, and many of the pieces were for sale. The Share Visions Art Exhibit became an important annual event through the following decade. In 2012, President Alexander stated that "The Shared Visions Art Exhibit provided a unique gallery venue for visually impaired artists. The exhibit, originally started in 2005, provided an opportunity for our doctors of optometry and optometric interns to educate the community-at-large about eye disorders and diseases that cause vision loss, as well as available rehabilitation options."

In 2004, two members of the President's Executive Council (PEC), Drs. Lorraine Voorhees ('71) and John Nishimoto ('87), were elevated to vice president status. The title for Dr. Voorhees changed from dean of student affairs to vice president of student affairs, and the title for Dr. Nishimoto changed from dean of clinical affairs to vice president of clinical affairs. These new titles indicated an expansion or shift of academic and administrative responsibilities.

In 2005, the American Optometric Association's board of trustees approved the following definition of a Doctor of Optometry. "Doctors of Optometry (ODs) are the primary health care professionals for the eye. Optometrists examine, diagnose, treat, and manage diseases, injuries, and disorders of the visual system, the eye, and associated structures as well as identify related systemic conditions affecting the eye." This definition most certainly delineated the full scope of optometric practice at the time.



The cover page of the Centennial Gala program. (The Gala was held on October 9, 2004.)



President Walls assists a first-year student with his white clinic coat during SCCO's annual white coat ceremony.

In 2005 and 2006, the American Optometric Association held three summit meetings chaired by future SCCO president, Kevin L. Alexander, OD, PhD, entitled the “Optometry 2020” initiative. The intent of these meetings was to bring together optometrists representing all aspects of optometry for the purpose of outlining “preferred futures” for the profession. President Walls attended these meetings as a representative of optometric education. The outcomes of these meetings were six preferred futures that addressed the following:

- 1) consumers
- 2) science and technology
- 3) economics

- 4) organized optometry
- 5) licensure, regulation and competency
- 6) laser surgery, surgery and advanced treatments

President Walls believed that futures 1, 3 and 4 above were primarily “political/professional” in nature and therefore would have a minimal effect on the college. On the other hand, he believed that the futures 2, 5 and 6 would have a direct and dramatic impact, particularly on clinical education and technology.⁴ In any case, President Walls strongly felt that the college would take a substantial leadership role in addressing these preferred futures.

The profiles of the applicants and students entering in the early 2000s showed several interesting changes. For example, in 2002, the total number of applicants was 335 whereas in 2006, the total number of applicants was 549. That was a 39% increase. Also, the entering class in 2002 consisted of 57 females and 41 males whereas in 2006, the entering class had 74 females and 24 males. This represented a substantial gender shift not unlike that seen in other health education institutions.

Student indebtedness has been a significant concern each year because of the increasing cost of a professional education. The office of student affairs had two staff members (i.e. the director of financial aid and the director of student advising) who have been extremely effective in counseling students with respect to financial budgeting and exploring sources of funding of their education.

When Dr. Walls assumed the presidency in 1997, the board of trustees charged him with the goal of limiting tuition increases as a means to limit student indebtedness. Tuition increased by a flat dollar amount rather than a percentage. Thus, tuition increased each year by only about 3%, which was less than the annual cost-of-living increase.

Although the use of computer technology had been an integral part of the college for many years, the move toward electronic medical records (EMRs) during the mid-2000s demanded an expansion of this technology, with respect to both hardware and software. In order to develop and implement a plan for EMR technology, as well as for other uses of computer technology on campus, a team of faculty members, administrators, staff members and a student was appointed during the year 2005–06. Customized EMR templates were used in the pre-clinic lab courses to evaluate the format and use of the templates. Comments from students and faculty members were



The wall at an entrance to the Eye Care Center dedicated to the Studt Center for Vision Therapy.

quite positive and their feedback was essential to the implementation of EMRs for patient care planned to begin in the summer of 2007.

During the mid-2000s, the clinical education program continued to expand to offer students the most extensive and diverse clinical experience possible. New clinic sites were pursued during this period including St. Jude Hospital in Fullerton, California, and Children's Hospital of Orange County in Garden Grove, California.

The college's continuing education program also grew substantially during the 2000s partly because of new legislation in California that expanded the scope of optometric practice. In fact, this program was perhaps the most extensive and diverse among all schools and colleges of optometry at the time. In addition, the revenue from this program was a significant contributor to the college's operating budget.⁴ During this period, the college explored the development of electronic or distance education to offer options to those doctors who were unable to attend classes on campus.

The successful financial management of the college during the mid-2000s was due in part to the annual budgeting process that involved all constituencies within the institution. The college's administrators, faculty and staff took an active role in the preparation of a "balanced operating budget" submitted each year to the board of trustees. The intent of the budgeting process each year was to provide the resources needed to maintain the college's high-quality programs and, at the same time, avoid any increased dependency on revenue from tuition.⁴

At the beginning of the 2006–07 year, President Walls announced his retirement from the college effective at the end of the fiscal year. A formal presidential search was then underway. A past chair of the board of trustees, Mr. Wayne Wedin, said of President Walls' accomplishments: "As President, Dr. Les Walls has helped the organization make terrific strides in its facilities, governance, fundraising, friend raising and in celebrating its rich history..."⁵ Alumnus Dr. Mark Morris ('63), a former trustee of the college, also commented, "Three key elements have come together — the common bond of pride in SCCO, the opportunity to gather with colleagues in a small, informal group setting, and being able to meet with SCCO President Walls — that provide a winning combination for the "Evenings with the President"

initiative. Overall, the friend raising aspect of this Council of Regents-inspired program continues to be a huge success thanks to Les Walls."⁵

The presidential search process that began in 2006 when President Walls announced his retirement resulted in the selection of Kevin L. Alexander, OD, PhD in November 2007. At the time, Dr. Alexander was the dean of the Michigan College of Optometry at Ferris State University in Big Rapids, Michigan. He was also the 2007–08 president of the American Optometric Association. Following his selection, the chair of the SCCO board of trustees, Mr. Charles Munson, commented on Dr. Alexander's selection by stating that: "His experience as a dean at an optometric college and his years of leadership within organized optometry make him an excellent choice to work with our students, faculty and alumni in advancing the mission of SCCO. He and his wife, Carol, also an optometrist, will be wonderful additions to our great team." Dr. Alexander's tenure as the seventh president of the Southern California College of Optometry began July 7, 2008. Although Dr. Walls initially planned to retire in 2007, he agreed to continue serving as president until Dr. Alexander began his tenure as president in 2008.

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CHAPTER 13

EVOLUTION OF AN INTERPROFESSIONAL UNIVERSITY

→ 2008 - 2017

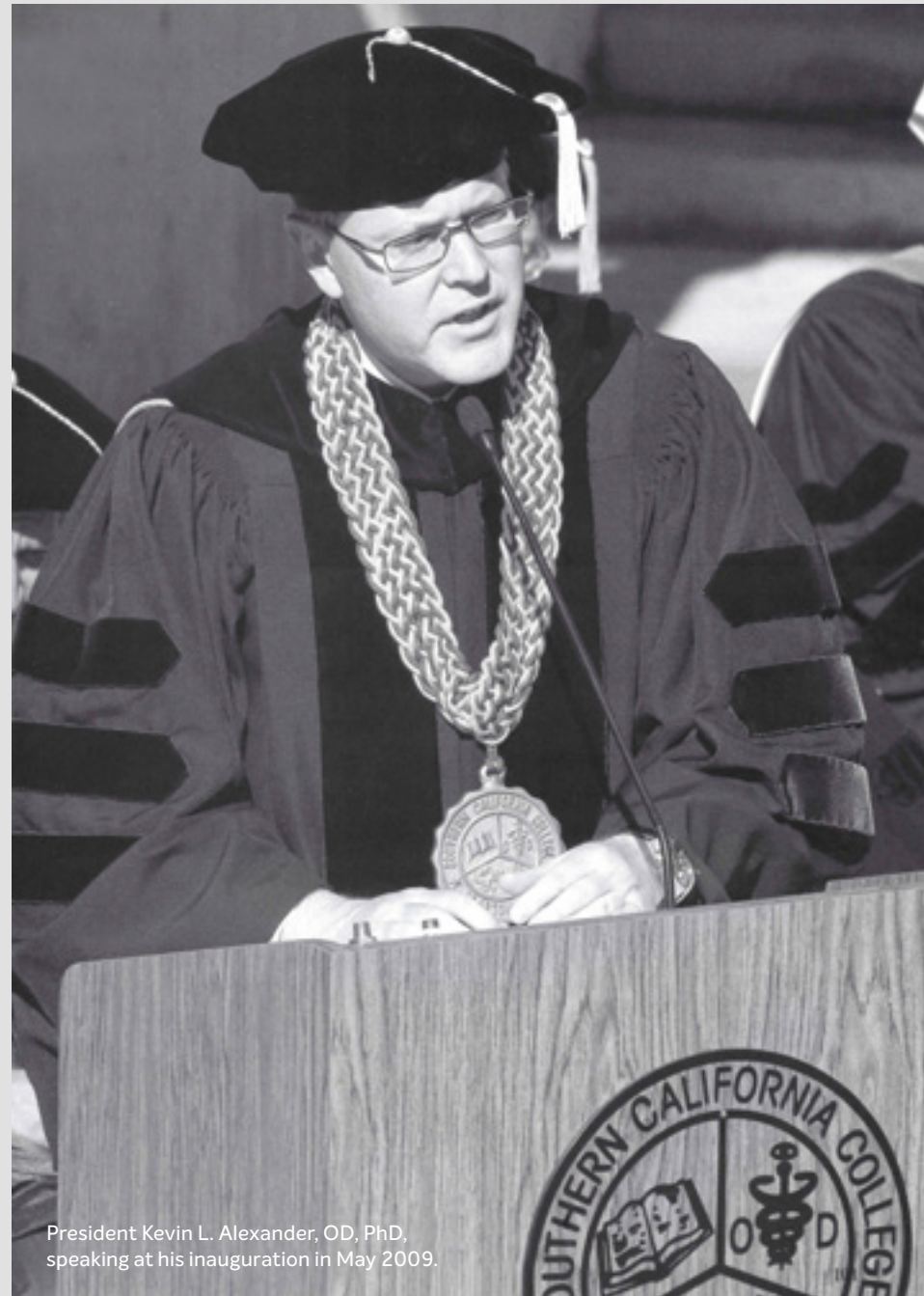
When Dr. Kevin Alexander assumed the presidency of the college in 2008, the SCCO board of trustees challenged him to “take the college to the next level.” Unfortunately at the time, the country was in the midst of a significant financial crisis, referred to as the “Great Recession,” that began in December 2007. This crisis prohibited any substantial advancement for the college at that time.

Just three months into Dr. Alexander’s presidency, the stock market began a more precipitous decline that ultimately decreased the value of the market by more than 50%. Since approximately one-half of the college’s operating expenses came from investment income and due to potential limits on cash withdrawals imposed by financial institutions during the crisis, the college faced a period of unprecedented financial stress. As a result, President Alexander announced that salaries, hiring and capital purchases would be frozen until the economy improved. Additional emergency steps were taken including an increase of tuition by 5.5%, an increase of the class from 96 to 100 students and holding the operating expenses to a minimum.

At the same time in late 2008, the college began a very extensive, 3½-year reaccreditation process by the Western Association of Schools and Colleges (WASC). Earlier that year, the WASC approved major changes to its Standards of Accreditation, Criteria for Review and Institutional Review Process. The new process required three self-study reports and two site visits. The reports included an “Institutional Proposal” submitted in May of 2009, a “Capacity and Preparatory Review” (CPR) submitted in November 2010, and an “Educational Effectiveness Review” (EER) submitted in June 2012. The preparation of these documents was a very cooperative effort by many individuals of the college community. The CPR and EER included a separate site visit. The final site visit (EER) was conducted in September 2012. In February 2013, the WASC’s Accrediting Commission for Senior Colleges and Universities reaffirmed the college’s regional accreditation.

By March 2009, it appeared the college was past the worst of the recession and it was time to “get back on track” with plans for the future. At Dr. Alexander’s official inauguration in April 2009, he outlined four immediate steps to “take the college to the next level.” These steps included the:

- ❖ the development of a new global vision for the college through a campus-wide “futuring” process;



President Kevin L. Alexander, OD, PhD,
speaking at his inauguration in May 2009.

- ❖ the establishment of a graduate degree program leading to a Master of Science degree and ultimately a Doctor of Philosophy degree in vision science;
- ❖ an increase of student patient care experiences by collaborating with multidisciplinary and community clinics; and
- ❖ the development of practice management curricula in collaboration with the California State University, Fullerton's College of Business.

Also in his inaugural address, Dr. Alexander cast a broader view when he challenged the institution by stating that "... we need to look beyond optometry. What sort of collaborations can SCCO forge with other disciplines? Can our campus become home to additional programs that complement what we do?" Thus, the stage was set for the institution to consider a role beyond that of a single discipline professional college.

The initial step in the process of developing a new vision for the college involved a "futuring" initiative that began in August 2009. This initiative was a campus-wide endeavor to 1) acquire an understanding of the trends in the economy, health care, and the profession of optometry that may determine future circumstances, 2) develop a list of "preferred futures" in areas that will likely impact the college and its programs, and 3) utilize the preferred futures to guide the development of goals and objectives to achieve a more effective and relevant institution.

The "futuring" process took place over a nine-month period and involved the gathering of information from both internal and external experts with regard to the challenges facing health care and health care education. Brainstorming sessions followed to develop possible futures based on those challenges. Six preferred futures then emerged from this process declaring that SCCO:

- 1) develop a financial plan that secures comprehensive funding to support programs and facilities;
- 2) partner with other health professions to establish a comprehensive health care center affording interdisciplinary training and patient care opportunities;
- 3) create a continuum of educational programs encompassing professional; graduate, and technical education;
- 4) collaborate with community partners and utilize marketing strategies and technologies to increase the patient base;



President Alexander with University Provost Morris Berman in 2016.

- 5) provide an exceptional workplace, and;
- 6) open a practice management center.

In addition to the six preferred futures, a consensus was achieved regarding three broad assumptions for the future, namely that:

- ❖ The future of single discipline, stand-alone institutions (of any kind) as a business model will be challenged;
- ❖ The emerging trend in health care delivery is toward a team approach to patient care; and
- ❖ The emerging trend in health care education is toward delivering an educational experience for students in an interprofessional, collaborative environment, referred to as "interprofessional education" or IPE.

These trends led to the realization that the college was "in the health care education business, not just optometric education." The college community concluded that for the institution to thrive in the future it would need to embrace this notion.

In 2010, the new strategic plan was developed to serve as an action plan to achieve the six “futures.” In addition, the college’s vision and mission statements were reviewed and revised to better represent the future of the institution. The new vision and mission statements were “To lead the future of eye, vision and health care one student at a time” and “To educate today’s mind to provide tomorrow’s eye, vision and health care,” respectively.

Concurrent with the development of a new college strategic plan, President Alexander began to focus on how to meet the specific demands of health care education institutions relative to the three broad emerging trends identified during the “futuring” process. In early 2011, he led a team for the preparation of a white paper titled, “Vectors for Change — A Pathway to the Future.”¹ The primary purpose of the white paper was to provide the entire college community with a clear understanding of the challenges and potential solutions necessary to achieve the six futures and position SCCO for the future relative to the three emerging trends. The contributors to this document included President Alexander; the President’s Executive Council; Dr. Judy Tong (’91), a SCCO faculty member; and Dr. Richard Vause Jr. (director of the physician assistant program at Salus University).

The term “vectors” in the document referred to those forces within health care, the profession of optometry, and education that suggest the need for “transformational change” within an organization. This type of change referred to a shift in the business culture and educational model of the institution. The specific vectors for change outlined in the white paper that influenced the college at the time included national health care reform, changes of the scope of practice within optometry, the increasing responsibilities for primary patient care by optometrists, changes within optometric education to incorporate interprofessional learning, and increasing competition for quality admissions candidates. The “Vectors for Change” document concluded with the recommendation that: 1) the college pursue interprofessional education, 2) establish facilities to accommodate new programs, and 3) establish a physician assistant (PA) program as the initial step in adding new disciplines within the institution.

In June 2011, President Alexander presented the “Vectors for Change” to the board of trustees to make the case for interprofessional education and establish a School of Physician Assistant Studies. The recommendation for a PA program followed an in-depth review of audiology, pharmacy, nursing, occupational therapy and PA as possible programs to add to the institution.



President Alexander, Dean Judy Ortiz and members of the faculty with the inaugural graduating class from the School of Physician Assistant Studies in 2016.

Before any program could be added, however, several significant factors had to be considered including, the:

- ❖ marketplace,
- ❖ difficulty in establishing preceptor/rotation sites,
- ❖ competition from other programs,
- ❖ acquiring quality faculty and staff, and
- ❖ understanding the uniqueness of the education system of the specific discipline.

Following much discussion and consideration of the pros and cons at a meeting of the board of trustees in June 2011, the proposal for the establishment of a School of Physician Assistant Studies as the first interprofessional program at the institution was approved. This program became the first of its kind in Orange County. Ms. Teresa Thetford, founding director of the school, was selected in 2012 to develop the new



**Marshall B.
KETCHUM UNIVERSITY**
Southern California College of Optometry

The SCCO at Marshall B. Ketchum University logo used in university publications beginning in 2013.



President Emeritus Hopping, MBKU President Alexander and President Emeritus Walls at the dedication ceremony for the Warren & Carol Low Student Union in January 2017.



The class of 2014 (110th anniversary class).



Dr. Stanley Woo, dean of the Southern California College of Optometry from 2013-2017.



Dr. Mark Bullimore dean of the Southern California College of Optometry from 2017-Present.

program. In March 2014, the PA program was granted “Accreditation-Provisional” from the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA). The accreditation permitted the matriculation of the first class in August 2014. In July 2014, Judy Ortiz, PhD, PA-C was appointed as the second director of the school and dean of the newly formed College of Health Sciences. The PA curriculum is 27 months long with the first 14 months comprising didactic instruction, and the last 13 months comprising clinic rotations. The first class of PA students graduated with the Master of Medical Science (MMS) degree in November 2016.

Because the institution was incorporating degree programs from other health care disciplines, it could no longer exist as only a stand-alone, single-discipline college. In order to incorporate other professional programs, the institution would need to pursue university status. Therefore, on April 1, 2013, the SCCO board of trustees officially established Marshall B. Ketchum University (MBKU). The name of the institution’s founder, Marshall B. Ketchum, was chosen as the name of the new university in recognition of his legacy of high-quality education and patient care. The new university was organized with three colleges: the Southern California College of Optometry, the College of Health Sciences (including the School of Physician Assistant Studies), and the College of Pharmacy. Dr. Alexander was named founding president of MBKU by the board of trustees on July 1, 2013.

The new Marshall B. Ketchum University was founded with a *Vision* to “Reimagine the future of health care education” and a *Mission* to “Educate caring, inspired health care professionals who are prepared to deliver collaborative, patient-centric health care in an interprofessional environment.” Additionally, the university adopted the following five *Core Values*.

- 1) *Accountability* — “We are committed to honesty, fairness and responsibility for our words and actions.”
- 2) *Caring* — “We strive to address the needs for our University community and others by nurturing a spirit of compassion.”
- 3) *Excellence* — “Consistent with our legacy, we are committed to achieving outcomes of the highest quality.”
- 4) *Innovation* — “We have the courage to dream and experiment with creative and unique ideas.”



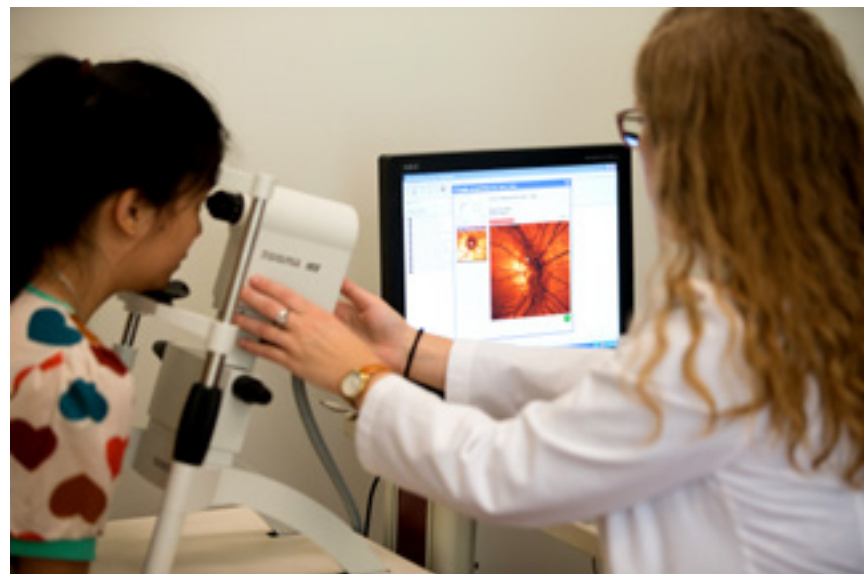
The Ketchum Health groundbreaking ceremony on June 15, 2015.

- 5) *Respect* — “We value the unique talents and diversity of people, strive to work collaboratively, and honor the open exchange of ideas.”

In September 2013, the board approved the establishment of the College of Pharmacy (COP). The founding dean of this college, Dr. Robert Rosenow, was appointed in March 2014 and began the process of organizing the new college. In January 2016, Dr. Edward Fisher became the second dean of the college and in June, the MBKU pharmacy program was granted “Pre-candidate Status” by the Accreditation Council for Pharmacy Education. This initial step toward full accreditation permitted the matriculation of the first class of pharmacy students in August 2016.



Ketchum Health in Anaheim.



A SCCO student using an instrument during a comprehensive eye examination to show two and three-dimension views of the optic nerve.



The simulated hospital room with mannequin patients in the Health Professions building on the Fullerton campus.



A SCCO student instilling an eye drop during a comprehensive eye examination.

Another significant personnel change occurred in 2013. After 28 years of exemplary service to SCCO as vice president and dean of academic affairs, Dr. Morris Berman stepped down from that position to assume a new role within the university as the provost. This change was part of an overall reorganization of SCCO as a free-standing college within the new university structure. Also within the university model, the new dean of SCCO needed to be a true “CEO” dean similar to the position found in other university-based programs. Following a national search, Dr. Stanley Woo, from the University of Houston was selected as the dean of optometry. Dr. Woo’s appointment was effective on July 1, 2013.

Also in 2013, a new and significant expansion of the institution’s programs was in the area of international education. In June 2013, the board of trustees approved two international programs. The first, located at Eulji University in South Korea, offers a Master of Science degree in optometry. The second program at Tokyo Optometry College in Japan offers a certificate in optometry. A major component of both programs is online education conducted by the faculty of SCCO. Dr. John Nishimoto (’87), SCCO’s senior associate dean of clinical affairs, was instrumental in the establishment of these international programs and serves as their coordinator of these programs.

It should be noted that the addition of PA, pharmacy and international programs all required an approval by the Western Association of Schools and Colleges (WASC). In the case of the PA and pharmacy programs, WASC approval was required prior to these programs being considered by their respective professional accreditation agencies. In both cases, MBKU was successful in obtaining the WASC approvals.

Another signature event for the college that evolved in 2011 to support the Shared Visions Art Exhibit was the annual Gala & V-Awards. To date, each gala has been held at the Richard M. Nixon Presidential Library in Yorba Linda, California. In the beginning, the proceeds from the gala were used to support the low vision rehabilitation service at the University Eye Center and to continue underwriting the Shared Visions Art Exhibit. Gala proceeds now include general support for the university. In addition, the V-Awards are given annually by the university at the gala events to recognize corporate partners, institutional peers, fellow nonprofit organizations, and community volunteers who do charitable work. At these events, tributes for each awardee are presented to recognize their humanitarian support for the improvement of the quality of life. In fact, the “V” in V-Award stands for “Vita” or “Way of Life.”



Drs. Voorhees and Alexander at the dedication of the Dr. Lorraine Voorhees Student Achievement Center Resource Room.

Over the years, the focus of the gala events has expanded to include other very important needs for the community and university such as children’s vision, advancement in technology and scholarships. In 2013, President Alexander brought forward the “Children’s Vision Initiative” to ensure that every school-age child in Orange County, California, is ‘vision-ready’ to learn. Formally presented to the public at the 2014 Gala, the specific intent of this initiative was to ensure “... that children in Title I schools across Orange County have access to comprehensive eye exams as well as frames and lenses at no charge in large part thanks to charitable partner Essilor of America, Inc.”² Another significant aspect of this initiative is the education of both parents and teachers about the importance of annual comprehensive eye and vision examinations as they relate to children’s health and scholastic performance.

The Southern California College of Optometry has a rich history of positive change, adapting to the needs of optometric education and the profession of optometry and patient care. As a notable example, the optometry residency program that began in 1977 as a modest one-position residency in vision therapy at the Optometric Center of Fullerton expanded by 2011 to 20 programs with 37 positions in six



MBKU students from SCCO, the School of PA Studies and the College of Pharmacy.

states including Arizona, California, Nevada, New Mexico, Utah and Washington. By 2015, the program comprised 47 residency positions. The extent and diversity of the college's residency program is recognized as second to none within optometric education.

The student and faculty research program at SCCO contributed important basic and clinically applied research over many years. As a means to expand and enhance the research at the college, a Master of Science (MS) in vision science degree program was approved by the board of trustees in 2009. This was the first master's level degree program for the college. To accredit this program, a "substantive change" application and proposal was submitted to the Western Association of Schools and Colleges (WASC). A site visit by the WASC in May 2010 followed, and full accreditation was granted in September 2010. The first student was enrolled in this program in 2011. Although the program is open to any applicant with a bachelor's degree and specific prerequisites, students enrolled in the MS degree program have primarily been optometry students. The degree requires completion of a series of graduate courses, the design and conduct of original, hypothesis-based research, a written thesis, and defense of the thesis before a graduate committee. The first master of science degree was awarded to Dr. Rachelle J. Lin, a member of the SCCO class of 2013.

The "Vectors for Change" document also included a proposal for a Vision Care Assistant (VCA) program as the institution had not had one since the optometric technician program was terminated in 1986. The document outlined a number of factors that were considered in planning for a VCA program such as the goals, benefits and current needs. For a variety of reasons, however, this program was never established.

The addition of these new professional programs increased the student body of MBKU to approximately 500 students during the 2016–17 academic year. As a result, the facilities on the Fullerton campus would have likely become extremely insufficient to meet the needs of these programs. To accommodate the expansion, several university functions had to move off campus into a local business building during the transitional period. With further expansion, other facilities had to be considered to make room for additional students and space for classrooms and labs. One option that had been deliberated was a new multilevel building replacing the Student Center building on the Fullerton campus. That option would have added approximately 60,000 square feet. The other option was to develop off-campus



Drs. Carol and Kevin Alexander at MBKU's 2016 Gala and V-Awards event.

facilities including the Fullerton fire station property adjacent to the campus. Since the multilevel building option was deemed cost-prohibitive and the fire station property was not available at the time, off-campus facilities were explored as the only viable option.

In February 2015, an 80,000-square-foot, two-story building was purchased at 5460 E. La Palma Ave., in Anaheim, California. This building became "Ketchum Health" and serves as the premier patient care and clinical teaching facility of Marshall B. Ketchum University. The building was entirely renovated to create an exemplary, state-of-the-art health care facility. Ketchum Health opened for optometric patient care on May 31, 2016, and was officially dedicated on August 6, 2016. The University Eye Center moved from the Fullerton campus to Ketchum Health in Anaheim. Patient care services provided by PA and pharmacy students will be added at a later date. The MBKU functions that had been relocated to a business building in Fullerton and some functions from the Fullerton campus also



moved to Ketchum Health. The renovation of the former University Eye Center of Fullerton began in the fall of 2016. The building was renamed the Health Professions Building and consists of classrooms and laboratories for optometry, PA and pharmacy classes. The renovations were completed in August 2017 and the Health Professions Building was dedicated on October 24, 2017.

To help finance the transformational change in creating the university, adding new programs and expanding facilities, a 10-year capital campaign named “ACHIEVING 20|20” was initiated in 2011 to raise \$20 million by the year 2020. By the end of 2016 the campaign had received approximately \$11 million in cash, grants, estate gifts and pledges.

A significant amount of the funding for additional space came from a \$36 million dollar direct placement loan supported by bonds obtained in 2015. This funding provided for the purchase of the Anaheim building and paid off existing bond debt incurred in the early 2000’s.

Additionally, the university received a gift of \$2.7 million dollars, representing the largest in its history, from the estate of Warren Harvard Low, OD, (’52). In recognition of his 45 years of service on the board of trustees and his significant contributions to his alma mater, the student building on the Fullerton campus was renamed the “Warren & Carol Low Student union” in January of 2017.

As SCCO looked toward the future, a three-year comprehensive strategic plan for the college was established in 2014. This plan included vision statement, mission statement and four ambitious goals:

- ❖ *Vision* — “We seek to reimagine the future of health care education.”
- ❖ *Mission* — “To educate today’s minds to provide tomorrow’s eye, vision and health care. Our mission is excellence in patient care, clinical education and research.”
- ❖ *Goals* — “Sustain a college culture centered on student achievement and support, optimize college resources, grow the college strategically, and honor the college reputation.”

Also in 2014, the AOA’s Accreditation Council on Optometric Education (ACOE) conducted a re-accreditation site visit in March of that year. To prepare for this visit, a comprehensive self-study covering the period since the previous site visit in 2006 was prepared by various members of the campus community. In June 2014, the ACOE granted the college the classification of

“Accredited” until its next review in 2022. The re-accreditation report from the ACOE was very complimentary regarding the college’s programs and facilities.

In 2016, Drs. Morris Berman and Lorraine Voorhees (’71) retired from the institution following many years of exemplary service. Dr. Berman served the institution for 31 years as SCCO’s dean of academic affairs and then university provost. His many contributions to not only the institution but to the profession of optometry are notable. Dr. Berman retired as provost emeritus. Dr. Voorhees served for 45 years as a faculty member and then in various positions within student affairs until her eventual appointment as the university’s vice president for student affairs. She retired as vice president emerita. In recognition of Dr. Voorhees’ many significant contributions to student affairs, the university’s Student Achievement Center Resource Room was named after her in 2017.

Also in 2017, Dr. Stanley Woo stepped down as dean of SCCO. Prior to a national search for a new dean, Dr. Eric Borsting was appointed as interim dean in May. Following an extensive national search, Mark A. Bullimore, MCOptom, PhD, formerly from The Ohio State University College of Optometry and UC Berkeley School of Optometry, was selected as the new dean of SCCO effective on October 16.

The remarkable history of the Southern California College of Optometry clearly demonstrates its commitment to excellence in education and patient care. This commitment began with the vision of eye care and the relentless dedication of its founder, Dr. Marshall Bidwell Ketchum. The creation of Marshall B. Ketchum University demonstrates the future of an institution that has no limits as it responds to the health care needs of the public and to the professions it serves.

REFERENCES


1. *Vectors for Change — A Pathway to the Future*, Southern California College of Optometry, 2011.
2. Marshall B. Ketchum University Gala & V-Awards, Sept. 29, 2016, www.ketchum.edu/sharedvisions/about.htm.





President Alexander presents Moena Dean, SCCO Class of 2018 valedictorian with her diploma.

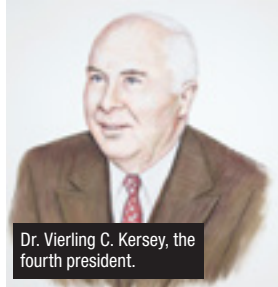
History TIMELINE



THE SOUTHERN CALIFORNIA COLLEGE OF OPTOMETRY

1903	1904	1906	1909	1911	1912
<p>Dr. Marshall B Ketchum moves to Los Angeles and opens a private medical practice in downtown.</p> <p>Governor George Pardee, MD signs the first Optometry bill for the State of California (only the third such law in the U.S.)</p>	<p>Dr. Marshall B. Ketchum opens the Los Angeles School of Ophthalmology and Optometry (LASOO) in the Lankershim Building in Los Angeles. Dr. Ketchum is the sole proprietor of the School.</p>	<p>The name of the LASOO is changed to the Los Angeles Optical College and Post Graduate School of Opticians. The college moves to the Temple Auditorium Building.</p> <p>Fay Mahan Herberger is the first woman to graduate from the institution.</p>	<p>The Los Angeles Optical College merges with the Southern California Eye College becoming the Southern California College of Optometry and Ophthalmology. Dr. Ketchum becomes the dean of the college.</p>	<p>The college is incorporated and renamed the Los Angeles Medical School of Ophthalmology and Optometry (LAMSOO). Dr. Ketchum becomes its first president.</p>	<p>Dr. Marshall B. Ketchum purchases the Southern California Eye College and the Southern California College of Optometry and Ophthalmology combining with the LAMSOO.</p>
1913	1914	1916	1920	1922	1924
<p>William M. Ketchum, a nephew of M.B. Ketchum, graduates from the LAMSOO earning an Opt.D. degree. Ernest A. Hutchinson, another future president of the institution, also graduates. Both join the faculty of the school.</p>  <p>The Los Angeles Medical School of Ophthalmology and Optometry "eye" logo</p>	<p>Drs. M.B. Ketchum and W.M. Ketchum enter into a partnership for the operation of the school.</p>  <p>Dr. Marshall B. Ketchum, the first president.</p>	<p>Dr. M.B. Ketchum sells the school to Dr. W.M. Ketchum but continues as its president.</p>  <p>Dr. William M. Ketchum, the second president.</p>	<p>Dr. M.B. Ketchum resigns as president. Dr. W.M. Ketchum becomes the second president of the school.</p> <p>Enrollment at the schools reaches over 100 students.</p> <p>Dr. Emma J. Moynier becomes the first woman to join the faculty of the school.</p>	<p>The name of the school "unofficially" changes to the Los Angeles School of Optometry (LASO). The school moves to the Wright & Callender Building.</p> <p>The LASO Alumni Association first meets but then ceases to function from 1924 to 1946.</p> <p>The <i>Reflex</i>, the student newspaper, is first published but then ceases to be published from 1930 to 1952. It eventually becomes the school's yearbook.</p>	<p>Dr. Marshall B. Ketchum resigns from the corporation and relinquishes his ownership of the school.</p> <p>Drs. William Ketchum, Ernest Hutchinson and Harry L. Fuog become members of the corporation.</p> <p>The name of the school "official" changes to the Los Angeles School of Optometry by action of the corporation.</p>





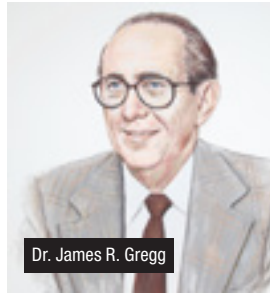


1925	1928	1929	1930	1933	1934
<p>The school is given an "A" rating on an accreditation visit from the International Association of Boards of Optometry. This is the first time optometry schools were given an accreditation rating.</p>	<p>The school begins discussions with the University of Southern California regarding affiliation.</p>	<p>The school celebrates its 25th anniversary.</p>	<p>The school becomes affiliated with USC in its Department of Physics-Optics, and is listed as such in the University catalog. A Bachelor of Science degree in optics is awarded upon completion of the four-year curriculum.</p>	<p>The school receives notice from USC that the program in optometry will be discontinued at the university in June.</p>	<p>The school offers a post-graduate program leading to a Doctor of Optometry degree for those having a Bachelor of Science degree in optometry. The first Opt.D. degree from this program is awarded in 1938.</p>
 <p>A patient examination room at the Los Angeles School of Optometry.</p>	<p>The school moves to a new location on the USC campus at 3675 University Avenue although not yet affiliated with the university.</p>	 <p>The Los Angeles School of Optometry logo from 1928 to 1948.</p>	<p>The school moves to a new location in the Physics Building on the USC campus at 3551 University Avenue.</p>	<p>The school moves to a small house on University Avenue and 35th Street across the street from the USC campus. The school is again named the Los Angeles school of Optometry.</p>	<p>Dr. Hutchinson once again becomes the director of the school.</p>
	<p>Dr. William Ketchum steps down as president of the school and Dr. Ernest Hutchinson becomes the director of the school on the USC campus.</p>	 <p>Ernest A. Hutchinson, the third president.</p>	<p>Dr. Hutchinson becomes the Chairman of the Department of Physics-Optics.</p>	<p>Mrs. Carrie Hooker Reidell, Dr. Hutchinson's assistant, uses her own money to pay the \$50 monthly rent for the house.</p>	 <p>Mrs. Carrie Hooker Reidell</p>
1935	1936	1937	1938	1940	1941
<p>The school begins to present formal instruction in orthoptics.</p>	<p>The school moves to a larger facility at 909 West Jefferson Boulevard in Los Angeles.</p>	<p>Dr. Marshall Ketchum passes away at the age of 81. The school's library is named the M.B. Ketchum Memorial Library in his honor.</p>	<p>The school becomes a non-profit corporation, retaining the name Los Angeles School of Optometry.</p>	<p>The school begins to present formal instruction in contact lenses and "subnormal" vision.</p>	<p>The board of trustees appoints a Building Site Committee to begin a search for a new location for the school.</p>
 <p>A student examining a patient at the Los Angeles School of Optometry.</p>		<p>The school establishes on "optometrist assistant" program. There are only two graduates from the program before its discontinuation in 1938.</p>	<p>The board of trustees begins to take an active role in the governance of the school.</p>	 <p>A classroom at the Los Angeles School of Optometry.</p>	



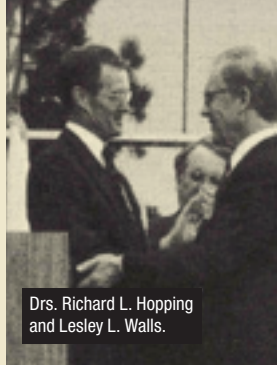

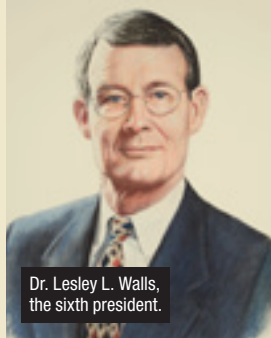

1942-45	1946	1947	1948	1949	1952
<p>Enrollment declines during World War II.</p>  <p>A LASO doctor examining a patient as students observe.</p>  <p>A student performing ophthalmometry at the Los Angeles School of Optometry.</p>	<p>The number of applicants exceeds the number of available seats due in part to the GI Bill.</p> <p>Dr. Hutchinson is granted the title of dean of the school after serving 13 years with the title of director.</p> <p>The Alumni Association is reorganized and holds its first meeting since 1924.</p> <p>The COE conducts an accreditation site visit. Deficiencies are noted but not fully corrected until 1948.</p>	<p>A search for a dean and administrative head is conducted.</p> <p>A substantial expansion of the faculty occurs to meet the needs of a growing student body and curriculum.</p> <p>The first issue of <i>Gamma Rays</i>, a student newspaper is published. The name of this publication is soon changed to <i>Phorcaster</i>, then <i>Global Examiner</i>, and finally <i>SCCO Scope</i>.</p>	<p>The school moves into a new, larger facility at 950 West Jefferson Boulevard in Los Angeles.</p> <p>The name of the institution is changed to the Los Angeles College of Optometry (LACO).</p> <p>Dr. Alvah Lauer is appointed as the executive vice president and director of instruction and research.</p> <p>A new 5-year program is established consisting of two years of undergraduate studies and three years of optometry leading to a Doctor of Optometry degree (OD).</p>	<p>Dr. Henry W Hofstetter is appointed dean of the college.</p> <p>Dr. Ernest Hutchinson becomes the third president of the institution.</p> <p>Student awards and prizes are announced in the college catalog for the first time.</p>	<p>Dr. Hofstetter resigns as dean.</p> <p>Dr. Charles A. Abel serves an acting dean for one month until Dr. Charles Sheard is appointed as Interim dean.</p> <p>Dr. Ernest Hutchinson steps down as president of the college.</p> <p>The examination of the National Board of Examiners in Optometry is administered at the college for the first time.</p>




1953	1954	1955	1956	1958	1959
<p>Dr. Charles Sheard resigns as Interim dean.</p> <p>Dr. Henry A. Knoll is appointed dean of the college.</p> <p>Mr. Mel Griggs is hired as the first full-time director of public relations and director of alumni relations.</p> <p>The first issue of the <i>Alumniscope</i> is published.</p>	<p>The college celebrates its 50th anniversary.</p>	<p>Dr. Henry Knoll resigns as dean.</p> <p>Dr. Vierling Kersey is selected as the fourth president of the institution.</p> <p>Dr. Charles Abel, Mr. James English and Dr. Harry Jankiewicz are appointed to an administrative committee to administer the college until a new chief administrator is appointed.</p>	<p>President Kersey appoints Dr. Abel, Mr. English and Mr. Mel Griggs to an "Administrative Council" to oversee the operation of the college.</p>	<p>Dr. Charles Abel is appointed dean of the college.</p>  <p>Dr. Vierling C. Kersey, the fourth president.</p>	<p>The college first begins to receive federal funds for student loans.</p> <p>The college opens its own dormitory on West 32nd Street in Los Angeles.</p>

1960	1961	1962	1963	1965	1966
<p>Dr. Vierling Kersey resigns as president.</p> <p>Dr. Abel and Mr. English become the chief administrators of the college.</p>	<p>The college is accredited by the Western Association of Colleges, being the first optometry program in the U.S. to be accredited by a regional agency.</p>	<p>The post-graduate Doctor of Optometry degree is no longer awarded.</p>	<p>A summer session is added to the curriculum that includes courses in public health and pharmacology.</p> <p>The college submits a grant application to the Department of HEW for matching funds for the construction of new buildings on the Los Angeles campus.</p>	<p>College representative meet with the USC president regarding affiliation. The university approves a "working arrangement" with the college which is not a formal affiliation.</p> <p>The building grant application to the Department of HEW is approved.</p>	<p>The curriculum expands from three years to four. The academic term changes from semesters to quarters.</p> <p>The college begins to receive federal funds for improvement of its educational program.</p> <p>The college begins a search for a new campus site including outside of the Los Angeles area.</p>
 <p>The entrance to the Los Angeles College of Optometry at 950 West Jefferson Blvd.</p>		 <p>Dr. Charles A. Abel.</p>			

1969	1970	1971	1972	1973	1975
<p>The Low Vision Center, made possible by a Department of HEW grant, opens on Flower Street in downtown Los Angeles.</p> <p>The college's board of trustees approves the purchase of land for a new campus in Fullerton, California.</p>	<p>Plans for a new campus in Fullerton are submitted to the Department of HEW. The plans are approved but federal funds are frozen.</p>	<p>Federal building funds for the new campus in Fullerton are released.</p> <p>The groundbreaking ceremony for the new campus is held in December.</p> <p>"Project Concern," the college's student-run community service program, is honored by the Women's Division of the Los Angeles Chamber of Commerce.</p>	<p>The college is renamed the Southern California College of Optometry.</p> <p>The Optometric Center of Los Angeles, the college's main clinic, opens on South Broadway in downtown Los Angeles.</p>	<p>The college moves to its new campus in Fullerton.</p> <p>The college holds its first commencement on the new Fullerton campus.</p> <p>Dr. Richard L. Hopping becomes the fifth president of the institution.</p> <p>The college establishes an optometric technician program leading to an A.A. degree.</p>	<p>Dr. Charles Abel resigns as dean of the college.</p> <p>Dr. James R. Gregg is appointed Interim dean and grants administrator.</p> <p>The college's first out-of-state outreach clinic program is established in Las Vegas, Nevada.</p>
 <p>The Los Angeles College of Optometry seal from 1948 to 1972.</p>		 <p>The Low Vision Center of the Los Angeles College of Optometry.</p>		 <p>Dr. Richard L. Hopping, the fifth president.</p>	

1976	1977	1979	1980	1982	1983
<p>Dr. Douglas H. Poorman is appointed dean of academic affairs.</p>	<p>The first accreditation of the Optometric Technician Program is granted.</p>	<p>The college celebrates its 75th anniversary.</p>	<p>The college established the Scientific Advisory Committee to enhance its research program.</p>	<p>California State University at Fullerton establishes a Master of Science in Higher Education program for SCCO faculty members. The university faculty taught the courses on the college campus.</p>	<p>Dr. Herbert M. Dixon ('23) donates more than \$1 million for student scholarships.</p>
 <p>Dr. Douglas H. Poorman.</p>	<p>The college establishes its first residency program. The residency is in children's vision at the Optometric Center of Fullerton.</p> <p>The first college retreat is held at the California State Polytechnic College in Pomona.</p>	 <p>The campus of the Southern California College of Optometry.</p>  <p>The Baldwin Park Optometric Center.</p>	<p>SCCO Properties, Inc., a 501-C corporation, is established to permit the college to hold real estate.</p> <p>The college purchases a parcel of land near the campus for future student housing.</p>	<p>The college holds the first service recognition program for its employees.</p>  <p>A student examining a patient at the Southern California College of Optometry.</p>	 <p>Dr. James R. Gregg</p>
1984	1985	1986	1988	1989	1990
<p>The college celebrates its 80th anniversary with the publication of <i>Origin and Development of the Southern California College of Optometry, 1980-1984</i> authored by Dr. James R. Gregg.</p> <p>Dr. Douglas H. Poorman resigns as dean of academic affairs. Dr. Frank Brazelton is appointed as interim dean of academic affairs.</p>	<p>Dr. Morris S. Berman is selected as the new dean of academic affairs.</p> <p>The college establishes its first-ever Office of Student Affairs with Dr. Lorraine I. Voorhees ('71) as its Director.</p>	<p>The Association of Schools and Colleges of Optometry and the American Optometric Association adopted the Optometric Oath authored by SCCO president Dr. Richard Hopping.</p> <p>The college establishes a new administrative position of Director of Residencies.</p>	<p>The SCCO board of trustees retains the services of Dr. L. Donald Shields to conduct an in-depth assessment of the college and its programs.</p>  <p>Dr. Frank A. Brazelton.</p>	<p>A report by Dr. L. Donald Shields titled <i>Toward the year 2000 - Goals and Strategies</i> is submitted to the board of trustees.</p> <p>The college enters into a 55-year ground lease for a 10-acre property on Associated Road in Fullerton to be developed as an apartment complex.</p>	<p>The college's endowment fund reaches a value in excess of \$25 million.</p>  <p>Dr. Walter W. Chase consulting with students at the Southern California College of Optometry.</p>

1991	1992	1994	1995	1996	1997
<p>The college operates the most extensive external clinic program among all schools and colleges of optometry.</p>	<p>SCCO president Richard Hopping chairs the "Georgetown Conference-Summit on Optometric Education" sponsored by the AOA and ASCO.</p>	<p>The college celebrates its 90th anniversary with the slogan "Ninety Years of Vision Care and Education".</p>	<p>The college becomes the first school or college of optometry to require a baccalaureate degree for admission.</p>	<p>Dr. Hopping announces his decision to step down as president the following year.</p>	<p>Dr. Richard Hopping steps down as president in June.</p>
 <p>The Southern California College of Optometry seal from 1985 to 2013.</p>	 <p>Dr. Morris S. Berman.</p>	 <p>The Southern California College of Optometry logo for its 90th anniversary.</p>	 <p>Drs. Richard L. Hopping and Lesley L. Walls.</p>	<p>The State of California enacts the law permitting optometrists to use therapeutic pharmaceutical agents.</p>  <p>The Richard L. Hopping Academic Center and Patricia Hopping Commons.</p>	<p>Dr. Lesley L. Walls becomes the sixth president of the institution.</p> <p>The entering class is the first to have baccalaureate degrees at matriculation.</p> <p>Construction begins for a 23,000 sq. ft. building and parking structure on campus.</p>
1998	2001	2002	2004	2005	2006
<p>The Richard L. Hopping Academic Center and the Patricia Hopping Commons are formally dedicated.</p>	<p>The State of California enacts a law permitting optometrists to treat glaucoma.</p>	<p>The board of trustees authorizes \$9 million for the renovation of the Optometric Center of Fullerton.</p>	<p>The college celebrates its 100th anniversary with the slogan "100 Years of Vision." A Centennial Gala is held in October.</p>	<p>The first "Shared Visions Art Exhibit" is held at the Eye Care Center.</p>	<p>Dr. Lesley Walls announces his decision to step down as president in 2007.</p>
<p>The Council on Optometric Education conducts its first reaccreditation site visit independent of the Association of Schools and Colleges.</p>	<p>The Association of Schools and Colleges conducts its first site visit independent of the Council on Optometric Education.</p> <p>The college enters into an agreement to establish a full-service laser center on campus.</p>	 <p>Dr. Lesley L. Walls, the sixth president.</p>	<p>The renovated Optometric Center of Fullerton, renamed the Eye Care Center, is dedicated.</p>	 <p>The renovated Eye Care Center.</p>	<p>A director of admissions is added to the staff of the Office of Student Affairs.</p>

2007	2008	2009	2010	2011	2012
Dr. Kevin L. Alexander is selected as the seventh president of the institution.	Dr. Kevin Alexander begins his tenure as the president of the college.	A "futuring" initiative begins as a first step toward the development of a new strategic plan for the college.	The Western Association of Schools and Colleges accredits the Master of Science in Vision Science degree program.	The first annual Gala is held at the Richard M. Nixon Library in Yorba Linda, California.	Ms. Teresa Thetford is appointed as the Founded Director of The School of Physician Assistant Studies.
The college's reception area and Founders' Hall is converted to a state-of-the-art conference center named "The Vision Care Institute."	 Dr. Kevin L. Alexander, the seventh president.	The board of trustees approves the establishment of a Master of Science in Vision Science degree program.	 A student performing biomicroscopy at the Eye Care Center.	A strategic plan for inter-professional education titled "Vectors of Change – A Pathway to the Future" is presented to the board of trustees.	 Drs. Hopping, Alexander and Walls, the presidents of the Southern California College of Optometry.
				The board of trustees approves the establishment of a School of Physician Assistant Studies.	

2013	2014	2015	2016	2017
The board of trustees officially establishes Marshall B. Ketchum University as an interprofessional education institution.	Dr. Morris S. Berman steps down as the dean of academic affairs and is appointed to be the first provost of Marshall B. Ketchum University.	The physician assistant program is granted accreditation by the Accreditation Review Commission on Education of Physician Assistants (ARC-PA).	The first class of the School of Physician Assistant Studies graduates.	Dr. Stanley Woo steps down as dean of the SCCO. Dr. Eric J. Borsting is appointed as interim dean of SCCO.
The Southern California College of Optometry retains its name as a college within the MBKU.	Dr. Stanly Woo is appointed as the new dean of Optometry.	The first class of the School of Physician Assistant Studies matriculates.	The first class of the College of Pharmacy matriculates.	The reconstruction and renovation of the former University Eye Clinic in Fullerton, becoming the Health Professions Building, is completed. The building is dedicated in October.
The board of trustees approves the establishment of international education programs in Japan and South Korea.	The first Master of Science in Vision Science degree is awarded.	Dr. Robert Rosenow is appointed as the Founding dean of the College of Pharmacy.	Ketchum Health opens for patient care at 5460 E. La Palma Ave., Anaheim, CA 92807.	Dr. Mark Bullimore is appointed as the new dean for the Southern California College of Optometry.
Dr. Kevin L. Alexander named founding president, MBKU.	The board of trustees approves the establishment of a College of Pharmacy.	Ms. Teresa Thetford resigns as Director of the SPAS.	Dr. Edward Fisher is appointed as the new dean of the College of Pharmacy.	
		Dr. Judy Ortiz is appointed as dean of the College of Health Sciences and Director of SPAS.	The former University Eye Center on the Fullerton campus begins renovation for new classrooms and laboratories, and is renamed the Health Professions Building.	

Names AND LOCATIONS OF THE INSTITUTION

<p>1904</p> <p>Los Angeles School of Ophthalmology and Optometry <i>Lankershim Building, Los Angeles</i></p>	<p>1906</p> <p>Los Angeles Optical College and Post Graduate School for Opticians <i>Temple Auditorium Building, Los Angeles</i></p>	<p>1909</p> <p>Southern California College of Optometry and Ophthalmology <i>321 South Hill Street Los Angeles</i></p>	<p>1911</p> <p>Los Angeles Medical School of Ophthalmology and Optometry <i>Temple Auditorium Building, Los Angeles</i></p>	<p>1922¹</p> <p>Los Angeles School of Optometry <i>Wright & Callender Building, Los Angeles</i></p>	<p>1928</p> <p>Los Angeles School of Optometry University of Southern California <i>Science Building 3675 University Avenue, Los Angeles</i></p>
<p>1930</p> <p>University of Southern California Department of Physics-Optics <i>Physics Building 3551 University Avenue, Los Angeles</i></p>	<p>1933</p> <p>Los Angeles School of Optometry <i>House on University Avenue at 35th Street, Los Angeles</i></p>	<p>1936</p> <p>Los Angeles School of Optometry <i>909 West Jefferson Boulevard, Los Angeles</i></p>	<p>1948</p> <p>Los Angeles College of Optometry <i>950 West Jefferson Boulevard, Los Angeles</i></p>	<p>1969²</p> <p>Low Vision Center <i>3321 Flower Street Los Angeles</i></p>	<p>1972³</p> <p>Southern California College of Optometry <i>950 West Jefferson Boulevard, Los Angeles</i></p> <p>Optometric Center of Los Angeles <i>3916 South Broadway Los Angeles</i></p>
<p>1973⁴</p> <p>Southern California College of Optometry <i>2001 Associated Road Fullerton</i></p>	<p>1985⁵</p> <p>Southern California College of Optometry <i>2575 Yorba Linda Boulevard Fullerton</i></p>	<p>2013⁶</p> <p>Southern California College of Optometry at Marshall B. Ketchum University <i>2575 Yorba Linda Boulevard Fullerton</i></p>	<p>2016⁷</p> <p>Ketchum Health Marshall B. Ketchum University <i>5460 E. La Palma Avenue Anaheim</i></p>		

1. Although the name of the institution was changed to the Los Angeles School of Optometry in 1922, the name was not officially changed by action of the corporation until March 1924.
2. The low vision clinic moved from the West Jefferson location to a new facility on Flower Street in Los Angeles.
3. The name of the institution was changed and the college's clinic facility moved to South Broadway.
4. The college moved from Los Angeles to Fullerton in February 1973.
5. The street address of the college changed in 1985 from Associated Road to Yorba Linda Boulevard.
6. Marshall B. Ketchum University was established by the board of trustees in April 2013.
7. Ketchum Health, the University's interprofessional health care facility, opened for patient care in May 2016.



BIOGRAPHIES OF THE PRESIDENTS





President Emeritus Marshall B. Ketchum.

MARSHALL B. KETCHUM, MD

THE FIRST PRESIDENT

→ 1904 to 1920

Dr. Marshall B. Ketchum was the founder and first president of the Los Angeles School of Ophthalmology and Optometry. Dr. Ketchum studied and presumably practiced pharmacy in Canada most likely during the late 1870s. He then received his Doctor of Medicine degree from the Eclectic Medical Institute of Cincinnati, Ohio, in 1882. Dr. Ketchum then joined a medical practice in Dallas, Texas, until 1896 when he was appointed to the faculty of the Lincoln Medical College in Lincoln, Nebraska. At the same time, Dr. Ketchum conducted a special program in optometry at the Lincoln Optical College.

Dr. Ketchum moved to Los Angeles in 1903 where he established a private medical practice and founded the Los Angeles School of Ophthalmology and Optometry in 1904. During the following years, Dr. Ketchum purchased and consolidated a number of optometry schools in Los Angeles, which eventually became the Los Angeles Medical School of Ophthalmology and Optometry in 1911. Dr. Ketchum stepped down as president of the school in 1920 but continued as a faculty member until 1928.



Dr. William M. Ketchum.

WILLIAM M. KETCHUM, OPTD, DOS

THE SECOND PRESIDENT

→ 1920 to 1928

Dr. William M. Ketchum was the second president of the Los Angeles Medical School of Ophthalmology and Optometry that later became the Los Angeles School of Optometry in 1922. Dr. Ketchum was a practicing optometrist in Canada before coming to Los Angeles at the suggestion of his uncle and founder of the school, Dr. Marshall B. Ketchum.

Dr. Ketchum received his Doctor of Optometry degree from the Los Angeles Medical School of Ophthalmology and Optometry in 1913. He then became a faculty member of the school and served in that role until 1928. In 1914, Dr. Ketchum was elected secretary of the corporation that owned the school. In 1916, he purchased the school from his uncle and became its sole proprietor. Dr. Ketchum became president of the institution in 1920 and continued in that role until 1928.

During his presidency, Dr. Ketchum's strong leadership and commitment to the school and the profession of optometry continued the legacy of Dr. Marshall B. Ketchum by providing high-quality education and advancing the profession.

Dr. Ketchum served in many leadership positions during his career both within the school and the profession including the school's board of trustees, the Los Angeles County Optometric Society, and the California Optometric Association. He served as a member of the board of trustees until 1960.

In 1958, Dr. Ketchum received the honorary degree of Doctor of Ocular Science from the college.



President Emeritus Ernest A. Hutchinson.

ERNEST A. HUTCHINSON, OPTD, DOS

THE THIRD PRESIDENT

→ 1949 to 1952

Dr. Ernest A. Hutchinson was the third president of the Los Angeles School of Optometry. Dr. Hutchinson was originally from England arriving in Los Angeles in 1902. He received his Doctor of Optometry degree from the Los Angeles Medical School of Ophthalmology and Optometry in 1913 and became a faculty member at the school in the same year. For the next 39 years, Dr. Hutchinson admirably served the institution in numerous ways. He was a faculty member during this period in addition to director of the program from 1928 to 1930 and from 1934 to 1946; chair of the Department of Physics-Optics at the University of Southern California from 1930 to 1933; dean from 1947 to 1948; and president.

Dr. Hutchinson was a very active participant in local, state and national optometric organizations including those related to optometric education. He served as president of the California Optometric Association from 1917 to 1918 and was a member of numerous committees within this organization. In 1922, Dr. Hutchinson was instrumental in organizing the first national conference to establish educational standards for optometry. He was also the co-founder of the Association of Schools and Colleges of Optometry and served as its president.

During his presidency, Dr. Hutchinson pursued affiliation with the University of Southern California that resulted in the school becoming part of the USC Department of Physics-Optics from 1930 to 1933. He then became the director of the program. When the USC affiliation ended in 1933, the survival of the school was in jeopardy. Due to Dr. Hutchinson's hard work, strong leadership and commitment to the school, the institution survived and flourished during a very challenging period in its history.

Dr. Hutchinson received the honorary degree of Doctor of Ocular Science from the college in 1958.



Dr. Vierling C. Kersey.

VIERLING C. KERSEY, MA, LLD, PEDD

THE FOURTH PRESIDENT

→ 1955 to 1960

Dr. Vierling C. Kersey was the fourth president of the Los Angeles College of Optometry. Dr. Kersey received his Master of Arts degree from the University of Southern California in 1921. He served as California's superintendent of Public Instruction from 1929 to 1937, the superintendent of the Los Angeles City Schools from 1937 to 1948, and the director of the Los Angeles Valley College from 1949 to 1955.

Although Dr. Kersey had little experience with optometry prior to his appointment as president, he brought extensive administrative experience in education to the college. During his presidency, Dr. Kersey established a new college administration structure, referred to as the administrative council, to oversee the daily operations of the institution. In addition to his leadership in education, Dr. Kersey was an exemplary community leader with many years of service to the Shriners, Optimist Club and numerous other organizations.

Dr. Kersey received the honorary degrees of Doctor of Laws from Whittier College in 1929 and Doctor of Pedagogy from the University of Southern California in 1930.



President Emeritus Richard L. Hopping.

RICHARD L. HOPPING, OD, DOS, DSc

THE FIFTH PRESIDENT

→ 1973 to 1997

Dr. Richard L. Hopping was fifth president of the Southern California College of Optometry. Dr. Hopping received his Doctor of Optometry degree from the Southern College of Optometry in 1952. He then returned to his home state of Ohio and built a very successful private practice. During his 20 years of private practice, Dr. Hopping had an impressive record of involvement in health care, education, community service and politics. He served the profession by representing optometry before numerous public and private legislative and administrative agencies. Dr. Hopping served as the president of the American Optometric Association from 1971 to 1972.

During his presidency of SCCO, the institution became the first among all schools and colleges of optometry to receive a full seven-year accreditation from the profession. Dr. Hopping also expanded the student recruitment efforts on a national level, the financial support of student education through the Western Interstate Commission for Higher Education program and direct state contracts, and the external clinic education program. In addition, the college faculty, research, residency programs, continuing education, and student scholarships and awards were substantially enhanced during Dr. Hopping's tenure.

Dr. Hopping was also instrumental in the acquisition of privileges for optometrists in the use of pharmaceutical agents not only in California but in other states as well. As a visionary and leader, Dr. Hopping left an indelible impression on the college and the profession of optometry.

Dr. Hopping authored the Optometric Oath that was adopted by the American Optometric Association and the Association of Schools and Colleges of Optometry in 1986. He also served as president of the Association of Schools and Colleges of Optometry from 1983 to 1985.

Dr. Hopping received three honorary degrees include the Doctor of Ocular Science from the Southern College of Optometry and the Southern California College of Optometry, and the Doctor of Science from the State University of New York.



President Emeritus Lesley L. Walls.

LESLEY L. WALLS, OD, MD, DOS

THE SIXTH PRESIDENT

→ 1997 to 2008

Dr. Lesley L. Walls was the sixth president of the Southern California College of Optometry. Dr. Walls received his Doctor of Optometry degree from the University of California at Berkeley in 1968 and his Doctor of Medicine degree from the University of California at Davis in 1972. Dr. Walls then completed a medical residency in family practice. Following his residency, he accepted a faculty position at the University of Oklahoma Medical School. During this period, a new college of optometry at the Northeastern Oklahoma State University was being established and Dr. Walls became one of the original faculty members of this institution in 1979. He later became dean of this college and served for five years. Dr. Walls then became the dean of the College of Optometry at Pacific University prior to his presidency of SCCO.

Dr. Wall's unique credentials in both optometry and medicine made important contributions to the advancement of full scope medical eye care in optometry. He provided testimony before numerous state legislatures to articulate optometry's role in primary eye care. In addition, Dr. Walls served as president of both the Association of Schools and Colleges of Optometry and the National Board of Examiners in Optometry.

During his presidency of the college, Dr. Walls led a very successful capital campaign for the reconstruction of the Eye Care Center and other upgrades on campus. He also oversaw the completion of major construction begun by his predecessor that included three state-of-the-art classrooms, library, fitness center and multilevel parking structure. In addition, Dr. Walls led the purchase of numerous condominiums near campus to provide quality housing for students. Also, the financial integrity of the institution was further enhanced by the very successful sale of two college-owned properties.

Dr. Walls was also an active participant as a teacher in the college's professional program as well as in continuing optometric and medical education.

Dr. Walls received the honorary degree of Doctor of Ocular Science from both SCCO and the Illinois College of Optometry.



President Dr. Kevin L. Alexander.

KEVIN L. ALEXANDER, OD, PhD

THE SEVENTH PRESIDENT

→ *2008 to the present*

Dr. Kevin L. Alexander was selected as the seventh president of the Southern California College of Optometry in 2008. Dr. Alexander received his Doctor of Optometry degree from Ohio State University in 1976 and a Doctor of Philosophy degree in physiological optics from OSU in 1979.

Prior to his appointment as president, Dr. Alexander served as dean of the Michigan College of Optometry at Ferris State University from 2000 to 2008. During his career, Dr. Alexander has been an advocate for advancing the scope of practice for optometry and has served the profession as president of the American Optometric Association and the Association of Schools and Colleges of Optometry. In 2012, he was inducted into the National Optometry Hall of Fame.

As president of SCCO, Dr. Alexander established the graduate program offering the Master of Science in Vision Science. In 2009 Dr. Alexander led the institution in the planning that led to the creation of Marshall B. Ketchum University. From 2009 until the creation of Marshall B. Ketchum University in April 2013, Dr. Alexander prepared the institution for the transition to a university by researching new programs, locating new property to allow for expansion and facilitating a new approach to fundraising to that led to the “Achieving 20|20” comprehensive campaign to raise \$20 million by the year 2020.

In 2013, Dr. Alexander’s tenure as the seventh president of the Southern California College of Optometry ended as he was named the founding president of Marshall B. Ketchum University. As university president, Dr. Alexander led the transition of SCCO to an interprofessional health care university with the addition of a School of Physician Assistant Studies and a College of Pharmacy. In addition, Dr. Alexander oversaw campus expansion that now includes a new 80,000 square-foot clinical facility, Ketchum Health, located in Anaheim and a 40,000 square-foot didactic teaching facility, the Health Professions Building, on the Fullerton campus.



REIMAGING HEALTH CARE
EDUCATION SINCE 1904.