

# MBKU Strategic Plan

# 25/28



Marshall B.  
KETCHUM UNIVERSITY



# MBK

Reimagining The Future Of Health Care





# Strategic Plan

2025 / 2028

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## VISION

We seek to reimagine the future of health education.

## MISSION

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

## CORE VALUES

Marshall B. Ketchum University is guided by the iCARE values of:

### Innovation

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

### Caring

We strive to address the needs of our University and the greater community by nurturing a spirit of inclusion and compassion.

### Accountability

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

### Respect

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

### Excellence

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

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**Marshall B. Ketchum University's campuses exist on the homelands of the Gabrielino-Tongva Nation (University Eye Center Los Angeles) and the Juaneño Band of Mission Indians/Acjachemen Nation (Ketchum Health and Kevin L. Alexander, OD, PhD Campus).**

They are the traditional caretakers and stewards of these lands, and we are grateful for the resources these lands offer us in pursuing our mission to improve health and health care for all peoples. We pay our respects and honor the ancestors and their descendants, past, present, and future.





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## PILLAR I

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# WE ARE A Student-Centered University

A student-centered University is a trusting, collaborative, encouraging, and welcoming environment. In the classroom, instructors focus on student learning. Outside the classroom, we focus on creating safe, inclusive spaces where students feel connected to and supported by the University. A student-centered University begins with culture, which is demonstrated by the way we interact with one another. We work collaboratively, which allows students the opportunity to express themselves. We foster a welcoming environment, which means students can be themselves, listen to others, and value all perspectives.

- 1. Create multiple opportunities for student engagement within each program and throughout the University.**
  - a. Create opportunities for student engagement throughout the student life-cycle.
  - b. Assist students in building social connections.
  - c. Connect students to MBKU through campus-wide events.
- 2. Foster educational equity by providing student support through mentoring, advising, and specialized services.**
  - a. Develop effective student mentorship through a robust Faculty Advising Program.
  - b. Provide students assistance to become successful learners.
  - c. Establish best practices in Enrollment Management to track and evaluate various characteristics of our students within each program to create services and support for identified student groups (e.g., veterans, international students, etc.)
- 3. Establish and sustain a supportive learning environment for student-centered instruction and learning.**
  - a. Explore accessible technology to support student learning.
  - b. Provide faculty development and mentoring about Universal Design for Learning.
  - c. Create a resource and support “Center” with dedicated staff to provide best practices in faculty teaching, advising, and student academic development.
  - d. Design safe and inclusive spaces where students feel connected to and supported by the University.
- 4. Expand philanthropic and extramural funding to support scholarships and educational, clinical, and research opportunities.**
- 5. Prepare students to exemplify MBKU core values related to patient-centered care.**
- 6. Provide up-to-date academic support resources that support students’ needs.**
  - a. Provide educational tools that efficiently support students in maintaining financial responsibility.
  - b. Learning management system
  - c. Update communication and integration capabilities to support student engagement with robust access to databases and collaborative practice information.



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## PILLAR II

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# WE ARE AN Engaged and Inclusive University

The University fosters engagement and inclusion throughout all aspects of the institution. Starting with our mission and strategic plan, we will advance a model of inclusive excellence by advancing diversity and inclusion goals to guide our decision-making, education and organizational priorities, funding, and resource allocation.

- 1. Develop and implement a model of inclusive excellence as a campus community.**
  - a. Leadership development
  - b. Employee development
  - c. Fostering an inclusive workplace culture
  - d. Inclusive events for all MBKU students
  - e. Develop strategies and policies that support employee recruitment to attract, advance, and select candidates who will enhance diversity and inclusive excellence as members of the University community.
- 2. Develop strategies to diversify recruitment and foster retention among board members, administration, faculty, staff and students.**
- 3. Develop ways to maximize opportunities for engagement across the University.**
  - a. Provide employee development opportunities.
  - b. Increase volunteerism opportunities for both internal and external events among employees and students.
  - c. Engage with alumni with diverse identities and experiences to strengthen alumni advocacy, student mentoring, commitment, and contributions.
  - d. Provide preeminent continuing education opportunities as a lifelong learning partner for faculty, staff, and alumni.
- 4. Ongoing commitment to experiential learning partnerships.**
- 5. Create community outreach and engagement with collaborative partners to improve the health of populations within our community.**
- 6. Incorporate quality assurance principles and institutional research objectives to successfully inform and collaborate with accreditors, granting agencies, and local partners.**



Loren Pattillo  
Student Pharmacist  
College of Pharmacy

Student Pharmacist  
College of Pharmacy



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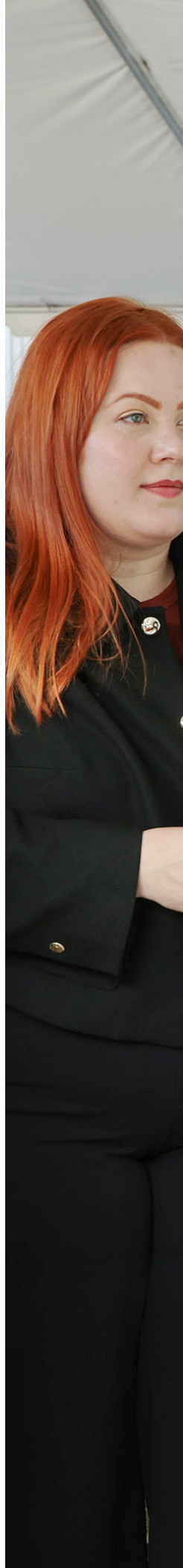
## PILLAR III

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# WE ARE Interprofessional in Culture and Approach to Healthcare and Teaching

As a healthcare institution, we are committed to fostering interdisciplinary collaboration and communication across our campuses and disciplines. We will prepare our students to provide inclusive and equitable patient-centric health care in an interprofessional environment.

- 1. Enhance interdepartmental collaboration, communication, and inclusion.**
  - a. Identify and expand existing communication channels between students, faculty and staff.
  - b. Promote faculty, staff, and student diversity and awareness of inclusion throughout the University.
  - c. Support University-wide faculty and staff development committees.
  - d. Provide pathways to utilize the clinical and professional experts and resources throughout the University.
  
- 2. Create and sustain a functioning model of interdisciplinary care at Ketchum Health that promotes inclusive and equitable practices.**
  - a. Conduct a comprehensive assessment of current healthcare practices, identifying areas where interdisciplinary care can improve patient outcomes and operational efficiency.
  - b. Allocate necessary resources, including personnel, technology, and training, to support the implementation of interdisciplinary care teams.
  - c. Secure outside funding to expand patient care services (e.g., UECLA Family medicine, pop-up clinics, etc.).
  
- 3. Offer academic and co-curricular intra- and interprofessional certificate programs and micro-credentials.**
  
- 4. Support students to develop as leaders in the field of interprofessional collaborative practice.**
  
- 5. Prepare students for interprofessional collaborative practice by providing simulation and experiential learning.**







CLASS OF 2028!

LE FRANCIS  
CORTEZ

LE FRANCIS  
CORTEZ





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## PILLAR IV

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# WE ARE AN Innovative and Contemporary University

As a leading graduate healthcare institution with a demonstrated commitment to innovation, we strive to maintain a culture that spawns creative thinking across all campus constituencies to meet the evolving needs and expectations of our students, faculty, and staff. Marshall B. Ketchum University's recent history is a robust story of growth, resilience, adaptation, and impact. To maintain excellence in the educational experiences we offer our students and alumni, we must remain steadfastly dedicated to advancing innovation, ingenuity, and meaningful outcomes, fostering a thriving and inclusive community, and ensuring a strong and sustainable future. These commitments must be foundational and aspirational.

We must further integrate technology into the classrooms, laboratories, and campus and clinic facilities to enhance the student experience, learning outcomes, and provide skills development for emerging technologies such as AI. Additionally, we must evaluate ways to optimize our human capital and existing infrastructure to meet our sustainability goals.

- 1. Refine physical spaces to promote efficiency, innovation and collaboration. Enhance the learning and work experience by adopting new technologies.**
- 2. Create and transform supporting facilities and spaces to improve the quality-of-life experiences for students and employees.**
- 3. Continually enhance data resources and harness the information for growth opportunities and program development.**
- 4. Modernize enterprise systems to expand capabilities for students and employees to address academic and operating needs in a timely, responsive, and efficient manner.**
- 5. Expand cybersecurity program capabilities to effectively manage evolving threats.**

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