



NOORDA COLLEGE  
of OSTEOPATHIC MEDICINE

# PROSPECTUS FOR PRESIDENT & CEO



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## NOORDA-COM MISSION, VISION AND GUIDING PRINCIPLES

### MISSION

To empower our students with the essential personal and professional skills needed to be competent, confident, and compassionate osteopathic physicians who are dedicated to meeting healthcare challenges within the communities they serve.

### VISION

To become a leader in osteopathic medical education through innovative, progressive curricular offerings. We hope to instill values that embrace diversity, foster cultural awareness and ethical leadership, and inspires a servant's heart towards caring for the poor and needy.

### GUIDING PRINCIPLES

Noorda-COM centers on a set of guiding principles. These allow for all voices to be heard in our decisions, yet remain grounded in our mission, vision, and values. They are the basis of our curricular, pedagogical, and administrative decisions. We, as an institute, hope to never lose sight of learning and never confuse profit for growth. The work of Noorda-COM centers around the following nine guiding principles:

1. People matter most, our students are at the center of all that we do.
2. Quality academic programs and excellence in teaching are our priorities.
3. Strong moral character, ethical decision-making, and mutual respect are embedded in all that we do.
4. Diversity is an essential element of the Noorda-COM experience.
5. Technology and innovation are positioned to enhance learning and improve operational efficiency.
6. College resources are applied to achieve the highest quality in our students, faculty, and programs.
7. Financial decisions are driven by balancing costs with stabilizing student debt.
8. Investments in people are made in the form of fair compensation and individual opportunities of growth.
9. A culture of service to our community guides our relationships.

# THE FUTURE OF MEDICAL EDUCATION

## ABOUT NOORDA-COM

The Noorda College of Osteopathic Medicine (Noorda-COM) began with the vision of its founders ten years ago to bring a medical school to Utah County. It was their belief that a new course could be charted in addressing the physician shortages and healthcare needs in the State of Utah and beyond. Medical students, faculty, and staff who have joined and will join Noorda-COM are a part of an innovative, technology-inspired approach to medical education which aligns well with the entrepreneurial, tech-forward spirit of Utah.

Noorda-COM has rethought how medical education is taught by building a new, innovative, and unique curricular model that is ideal for the medical students of the 21<sup>st</sup> century. At the heart of the curriculum are short, pre-recorded video segments covering defined learning objectives. Students work collaboratively in small groups in on-campus learning “pods” to accomplish the required content. This curricular model is blended with high-tech laboratory and simulation experiences which are pioneering medical education.



Student learning at their own pace, on their own time



Faculty guiding students to ensure academic success



Flexible schedule puts students' education at the forefront

Noorda-COM is a private, proprietary medical school located in Provo, Utah. Having received pre-accreditation status from the Commission on Osteopathic College Accreditation, the school welcomed its inaugural class of 90 medical students this summer. At full enrollment, each class will have 194 students. More than 2,100 applications were received for the 90 openings for the first class. To date, for the 2026 cohort, more than 3,200 applications have been received for 135 available openings.

Inaugural  
Class of  
2025

18%  
Under-  
represented  
Minorities

55%  
With Ties  
to Utah

16  
First  
Generation  
Students

504  
Average Total  
MCAT  
Score

# ADDRESSING UTAH'S HEALTHCARE NEEDS

## THE RIGHT PLACE AT THE RIGHT TIME

All the ingredients needed to create Noorda-COM's unique medical education opportunity are in place. Utah has high-quality healthcare; there is an entrepreneurial spirit and open-mindedness within the business community; and Utah has some of the best and brightest undergraduate students who want to become physicians.

However, Utah continues to rank among the lowest states in the country for physicians to population and remains a net exporter of medical students who leave the state to pursue their medical education.

Utah is also experiencing record growth and is at the center of the fastest-growing region in the United States. Utah County, where Noorda-COM is located, is at the epicenter of this historic growth. Having high-quality medical education will be critically important for Utah's growing business sector. If left unaddressed, given the rapidly growing population, these staggering national rankings will only worsen.

It is time for a transformation in medical education, and Noorda-COM is uniquely positioned to lead this transformation. Students today are seeking a different model, and the patients our students will serve deserve more. Noorda-COM is excited to be a part of the solution for all Utahns and the Intermountain West.

## *The need in Utah is now...*



**49<sup>TH</sup>** for primary care physicians



**44<sup>TH</sup>** for overall physicians to population



**50<sup>TH</sup>** for female physicians and general surgeons



**275 TO 400** Utah college graduates leave for medical education and training each year



**1 MILLION** new residents in Utah in the next 15 years



**600,000** projected to reside in Utah County



**3 MILLION** residents will reside within an 80-mile radius of Noorda-COM



**#1** in the country for entrepreneurs

## *... the opportunity is great.*

# THE STATE OF UTAH

## LIVING LIFE ELEVATED

With a state motto of “Living Life Elevated”, it is easy to see why life in the State of Utah is highly sought after. Utah has a dynamic “big city” vibe together with an “out of bounds” adventurous spirit. The state of Utah has everything – not only is it among the safest states in the U.S., it is also known for its wonderful four-season weather.

Utah is home to bustling downtown areas with robust dining options and arts communities and small-town regions with diverse outdoor options, frequent festivals, and historical sites. And although the entire state is great all around, the cities of Salt Lake City and Provo are among the state’s shining stars. Both are ranked in the “Top 100 places to live” (18<sup>th</sup> and 35<sup>th</sup> respectively). The state’s strong economy and diverse outdoor activities, together with the tremendous tech growth and low commute times, make Utah the best of both worlds.



# THE COMMUNITY OF PROVO, UTAH

## A PLACE OF BOUNDLESS OPPORTUNITY

The City of Provo is the third-largest city in the State of Utah. Located 43 miles south of Salt Lake City, at the base of the Wasatch Front, Provo is consistently recognized nationally for its outstanding quality of life, well-being, and as a beautiful place to live. With access to trails, rivers, mountains, lakes, a variety of restaurants, bike lanes, green spaces, vibrant music scene, and amazing community events, Provo is a great place to live and work. Provo is different than other big cities. It is quiet, peaceful, and beautiful. The people are genuine and kind, and the sense of community is strong.

[#1 - Best Performing Cities](#)

[#1 – Work-Life Balance](#)

[#2 – Best Places to Live](#)

[#6 Best Places for Business and Careers](#)

# PRESIDENTIAL SEARCH OVERVIEW



The Board of Trustees of the Noorda College of Osteopathic Medicine announced the search for the next President and Chief Executive Officer and is currently inviting applications for the position. Details of the search and updates as the process moves forward are available at:

<https://www.noordacom.org/presidential-search>.

Applications should include a cover letter, current curriculum vitae, or resume, and contact information for five professional references.

Applications will be reviewed as they are received and should be submitted prior to October 15, 2021, to receive full consideration.

Applications should be submitted electronically to:

[presidentalsearch@noordacom.org](mailto:presidentalsearch@noordacom.org)

385.378.5502 (Office)

208.339.1861 (Cell)

## WHAT ARE WE LOOKING FOR IN OUR NEXT LEADER?

Noorda-COM recognizes that its next leader will need to bring forth a wide variety of competencies, achievements, skills, and successes. To that end, several key quality measurements have been identified as key elements required for viable candidates to move forward through the search process.

Therefore, in addition to the responsibilities and core competencies identified here, those considering this position must demonstrate how their experience and accomplishments relate directly to the following unique qualities Noorda-COM seeks for its next President and Chief Executive Officer:

- Strong sense of business operations.
- Ability to work well with the academic dean and the leadership team.
- Understanding of and ability to integrate into the local stakeholder community (donor, political, medical, and business).
- Senior level academic or healthcare experience with preference to experience with accreditation process.
- Flexibility needed to handle a start-up organization.

# THE ROLE OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

The next President of Noorda-COM will have the opportunity to leave a lasting mark on a proud and innovative medical school community. As the chief executive officer, reporting to the Board of Trustees, embrace Noorda-COM's strategic goals, forge new levels of transparency and partnership for change through shared governance.

Furthermore, the President will engage vigorously within and beyond the Noorda-COM community to elevate the financial and reputational position of the medical school with key community stakeholders and leaders and to build a base of support with the community and the school's future alumni. The President works closely with the Noorda-COM Board of Trustees and the Board of the Noorda-COM Foundation to implement policies and practices which best position the medical school's future and to develop strategic partnerships and fundraising initiatives to support the College's unique mission.

Noorda-COM has a talented, dedicated, and collaborative senior leadership team. The Dean and Chief Academic Officer, Chief Financial Officer, and Vice President for Institutional Advancement are direct reports to the President. The President's Council is comprised of the following senior school officers:

- Dean and Chief Academic Officer
- Chief Financial Officer
- Vice President for Institutional Advancement
- Director of Facility Operations
- Director of Human Resources
- Chair of Faculty Council
- Chair of Mid-Level Professionals Council
- Chair of Administrative Professionals Council
- President of Student Government Association

## PRE-ACCREDITATION REQUIREMENTS FOR CHIEF EXECUTIVE OFFICER

The Commission on Osteopathic College Accreditation (COCA) outlines the following requirements for the position of Chief Executive Officer in its Pre-Accreditation standards, which Noorda-COM must follow in filling this vacancy.

### **Pre-Accreditation Element 12.3: Chief Executive Officer**

A COM that is not affiliated with a parent institution must employ a Chief Executive Officer who is qualified by education, training, and experience to provide effective leadership to the COM's administration, faculty, students, and staff. The Chief Executive Officer must have a minimum of five years' experience in senior administration in an institution of higher education or healthcare setting.

# PRIORITIES FOR NOORDA-COM'S NEXT LEADER

## PROVIDE STRATEGIC LEADERSHIP

- Ability to work effectively in partnership with the Board of Trustees and owners to lead the development and execution of a transformative plan to chart a sustainable future for the school, recognizing its unique culture and strengths.
- Inspire and unify constituents to work collaboratively toward common goals, priorities, and clearly articulated milestones.
- Support continued academic excellence among students and faculty and support the Dean's and faculty's response to changing needs.
- Enhance Noorda-COM's long-term financial stability by defining its position in the marketplace, diversifying revenue streams, investing judiciously in innovation, and controlling costs.
- Provide support for strengthened enrollment and retention strategies during a time of demographic shifts and increased competition.
- Support and strengthen Noorda-COM's research efforts and help build a sustainable and growing research program.

## STRENGTHEN ORGANIZATIONAL EFFECTIVENESS

- Foster a climate of equity and belonging on a campus committed to institutionalizing these ideals in its culture, norms, and policies.
- Cultivate a positive working environment to support the attraction, development, and retention of talented and diverse faculty and staff.
- Ensure departments are working collaboratively to deliver a first-rate student experience that centers on student success, personal development, and holistic wellness, given the increasing needs related to mental health.
- Delegate as appropriate and support and empower to foster and grow leadership talent.
- Improve operational efficiency and effectiveness through partnerships, shared services, and technological innovation.
- Prioritize facilities improvements to align with the school's ambitions.

## RAISE VISIBILITY AND RESOURCES

- Enhance Noorda-COM's distinctive advantages in an increasingly competitive market for talented students, raising the school's visibility and promoting it to a wider audience.
- Engage community leaders in the life of the college through open communication and opportunities for involvement.
- Lead ambitious fundraising efforts to support Noorda-COM's mission and to grow the support for the medical school.
- Establish strong community partnerships with business, community, and government leaders which builds awareness and support for Noorda-COM.
- Strengthen recognition of Noorda-COM's distinguishing strengths and achievements via national and international thought leadership.
- Build collaborative, mutually beneficial and fortifying relationships in Provo, Utah County, Salt Lake City and beyond.
- Leadership and oversight of Noorda-COM's campus expansion project.



# CRITICAL COMPETENCIES

The ideal candidate would embody the values of the Noorda College of Osteopathic Medicine, including commitment to high standards, medical education principles, interconnectedness, and social impact. Candidates would be expected to hold excellent academic credentials, including either a terminal degree and faculty experience or other evidence of a deep understanding of and appreciation for the professional work of higher education.

Strong candidates for the Noorda-COM presidency would also demonstrate the following:

- Visionary, creative, and strategic leadership of complex organizations
- High emotional intelligence, including humility and the ability to actively listen to diverse constituencies
- Clear and unimpeachable ethics
- Stellar communication skills, especially with regard to public speaking, storytelling, and writing
- Eloquence in articulating the value of a medical education, the positive impact of medical education in general, and the distinctiveness of Noorda-COM in particular
- Consultative and confident decision-making skills and an ability to make tough choices
- Bias toward intentional action, especially with respect to innovative initiatives
- Managerial acumen, including the ability to identify, motivate and oversee the work of highly capable leaders
- Financial judgment, including experience and competence in budgeting and planning
- Fundraising track record or the personality traits and stamina to suggest strong potential as a fundraiser
- Willingness to be a presence on campus and develop rapport with existing and prospective members of the Noorda-COM community
- Commitment to ensuring that diversity, equity, inclusion, and anti-racism are woven into the operating norms of the Noorda-COM community.



# TIMELINE AND SEARCH COMMITTEE MEMBERS



## TENTATIVE TIMELINE OF SEARCH

July 2021

- Board of Trustees begins Presidential Search process

September 2021

- Formal Presidential Search Announcement
- Designation of Search Committee

October 15, 2021

- Deadline for applications

November – December 2021

- Candidate interviews

January 2022

- Tentative announcement of the next President of Noorda-COM

## PRESIDENTIAL SEARCH COMMITTEE MEMBERSHIP

**David Sorensen, Chair**  
Director of Human Resources

**Schylar Richards, Co-chair**  
Vice President for Institutional  
Advancement

**Francis Gibson**  
Chair, Board of Trustees

**Alejandro Rojas-Sosa**  
Chief Financial Officer

**Lynsey Drew, DO**  
Assistant Dean for Clinical  
Affairs

**Heather Kahlert**  
Board of Trustees Member

**Jonora Searles**  
Board of Trustees Member

**Former Governor Gary Herbert**  
Community Member

**Jennifer Brown**  
Associate Dean of Academic  
Affairs

**Leslie Manley**  
Faculty Council Chair

**Christina Twelves**  
Chairs, Manager, and Directors  
Council Chair

**Kristy Watters**  
Administrative Professionals Council  
Chair

**Brittney Harrell**  
Student Government President

**Cassandra Bovee**  
Student Government Vice President



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