

TOURO UNIVERSITY STRATEGIC PLAN 2021-2026



TOURO UNIVERSITY
Where Knowledge and Values Meet





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Message from the President

Dear Colleagues,

I am pleased to share with you the **Touro University Strategic Plan 2021-2026**. This plan is the product of a broadly participatory and transparent process that began in the Fall of 2020 with the formation of a new Strategic Planning Council (SPC).

The SPC—composed of faculty, administration, and staff from across the University—was organized into seven subcommittees and held 22 meetings over 15 months to develop a new, comprehensive strategic plan for Touro University. Additional meetings were held by various subcommittees.

Guided by the mission of the institution and its vision, the Strategic Plan outlines seven Strategic Directions, comprising 15 goals and 30 objectives, as well as a series of strategic actions necessary to achieve these goals. Careful attention was given to a SWOT survey completed by faculty, staff, students and Board members. The SWOT analysis was shared with the Undergraduate Faculty Senate, the Undergraduate Faculty Assembly, the Graduate and Professional Faculty Council, and the Touro University Senior Management Group. Periodic progress reports on the development of the 2021-2026 Touro University Strategic Plan were presented to the Touro community at several Town Halls.

Building upon the work performed in 2020 by our 30/30 Task Force, it is our belief that this strategic plan provides Touro University with a bridge to a sustainable future.

The Board of Trustees and I thank **Vice President Robert Goldschmidt**, Chair of the Strategic Planning Council, for his dedication and leadership in guiding the planning process. We appreciate the work and contributions of all members of the Strategic Planning Council, as well as many other faculty and staff of the University who were also engaged in the development of this Strategic Plan.

With this plan serving as a framework for institutional decision-making, I am confident that Touro is well-positioned to confront both the opportunities and challenges that it may face as we continue to grow.

Alan Kadish, M.D.
President, Touro University

Executive Summary

Touro University issued its last Strategic Plan in October 2015. The goals and objectives incorporating in that plan have been largely achieved. The past five years have been a period of remarkable institutional growth. In July 2020, President Alan Kadish asked Vice President Robert Goldschmidt, Chair of Touro University Strategic Planning Council to initiate a structured process for developing Touro's next institutional Strategic Plan.

The 23-person Strategic Planning Council, representing the various constituencies of the University, held a total of 22 meetings between Fall 2020 and November 2021.

Serving as a roadmap to the future, the 2021-2026 Strategic Plan charts areas and opportunities for growth as well as for improvement and it is designed to assist the University in meeting the challenges of a rapidly changing higher education landscape.

The Strategic Plan is organized in terms of seven Strategic Directions. They are:

- *Academic Excellence*
- *Student Engagement and Success*
- *Educational Opportunities and Access*
- *Infrastructure and Technology*
- *Financial Resources and Development*
- *Institutional Coordination and Synergy*
- *Institutional Brand*

The Plan includes a total of 15 goals and 30 objectives, supported by 117 strategic actions. The goals and objective embedded in the Plan are directly linked to Touro's Mission Statement and findings of the SWOT survey. A summary outline of the Plan is presented in the following pages.

The Touro University Strategic Plan was submitted to President Alan Kadish in early December 2021 for his review and approval by the Touro University Board of Trustees. At its meeting of February 28, 2022, the Board of Trustees voted to approve the 2021-2026 Touro University Strategic Plan.

A parallel Five-Year Institutional Fiscal Plan, which includes projected budget expenditures for the initiatives included in this document is under development.

Touro University Strategic Plan Outline (2021-2026)

STRATEGIC DIRECTION I:		ACADEMIC EXCELLENCE
	GOAL 1: Strengthen Academic Quality	(2 Objectives)
	GOAL 2: Sustain Faculty Excellence	(4 Objectives)
STRATEGIC DIRECTION II:		STUDENT ENGAGEMENT AND SUCCESS
	GOAL 3: Strengthen Enrollment and Retention	(3 Objectives)
	GOAL 4: Prepare Students for Success in the Workplace and in a Culturally Diverse Environment	(1 Objective)
	GOAL 5: Cultivate a Learning Environment that Prepares Students to Succeed in an Environment of Diverse Cultural and Social Contexts	(1 Objective)
STRATEGIC DIRECTION III:		EDUCATIONAL OPPORTUNITIES AND ACCESS
	GOAL 6: Provide Multi-Modal Educational Opportunities and Credentials	(2 Objectives)
	GOAL 7: Extend Opportunities to New Student Populations	(3 Objectives)
STRATEGIC DIRECTION IV:		INFRASTRUCTURE AND TECHNOLOGY
	GOAL 8: Optimize Campus Facilities and Technology to Keep Pace with an Evolving Academic Environment	(2 Objectives)

STRATEGIC DIRECTION V:		FINANCIAL RESOURCES AND DEVELOPMENT
	GOAL 9: Improve Financial Resource Development	(2 Objectives)
	GOAL 10: Strengthen Management of Financial Resources	(2 Objectives)
STRATEGIC DIRECTION VI:		INSTITUTIONAL COORDINATION AND SYNERGY
	GOAL 11: Foster Faculty Communication and Collaboration	(2 Objectives)
	GOAL 12: Promote Greater Academic Coordination Across the Institution	(2 Objectives)
	GOAL 13: Streamline Accreditation Reporting and Compliance Reporting	(1 Objective)
STRATEGIC DIRECTION VII:		INSTITUTIONAL BRAND
	GOAL 14: Increase Awareness of Touro University Among a Variety of Audiences	(2 Objectives)
	GOAL 15: Enhance the Image of Touro University	(1 Objective)

Touro University Mission Statement **(Revised, November 15, 2021)** **(Name Change College to University, February 23, 2022)**

Touro University is an independent institution of higher education under Jewish auspices, established to promote and perpetuate the Jewish heritage, as well as to serve the general community in keeping with the historic Jewish commitment to intellectual inquiry, the transmission of knowledge, social justice, and service to society. Touro offers undergraduate, graduate and professional programs that serve diverse components of the Jewish community and the larger society, especially those who have been historically underserved. These academic offerings span Jewish studies, the liberal arts and sciences, and medical and health sciences. Touro is a university where personal growth, scholarship and research are fostered and where men and women are prepared for productive lives of dignity, value, and values.

The core values of the university are based on two fundamental components, as reflected in Hillel's dictum in Ethics of the Fathers, "If I am not for myself, who will be for me? And if I am concerned only with myself, what am I?" These values mirror Touro's commitment to quality education as well as integrity, inclusivity, equity and respect for all members of the Touro Community.

The following goals support Touro's Mission:

1. To impart and enrich the Jewish heritage and its tradition of intellectual inquiry and to incorporate its ethos into the University's academic offerings
2. To promote inclusivity, ethical behavior, and social responsibility through the curriculum and community outreach
3. To advance the career interests and professional aspirations of our students through a broad range of academic programs and innovative approaches
4. To advance faculty and student research and scholarship
5. To promote educational opportunities and access, focused on the student experience and student success

Vision Statement

Touro will continue to uphold its identity as an eminent, student-centered institution supporting the educational and professional aspirations of diverse student populations, committed to outreach and service to the community, while pursuing its mission of Jewish continuity, as well as advancing the Jewish intellectual tradition of research and scholarship.

Touro will achieve greater unity and integration of its various branch campuses across the United States through enhanced institutional collaborations and greater alignment with accreditors to provide seamless opportunities for students and faculty.

Touro College will strive to achieve university status in New York and enhance its research capabilities. Touro will further enhance its position as a national leader in medical and health education. Touro will pursue strategic growth, responding to emerging opportunities that build upon its institutional strengths. To expand access and provide more flexibility, Touro will continue its commitment to excellence in teaching and learning as it incorporates new technologies in classroom, online, and blended programs.

**Approved by President Alan Kadish
January 13, 2021**

Institutional Core Values

Touro University's Institutional Core Values are Aligned with the Judaic Values of:

- 1. Academic Excellence**
Promote excellence and continuous improvement in academic programs
- 2. Intellectual Inquiry**
Support scholarship and research, and foster an environment of innovation and creativity
- 3. Service to the Community and Access to Education**
Uphold social justice and service to the community, and provide access to higher education opportunities for diverse populations
- 4. Ethics and Human Dignity**
Treat all members of the Touro community—students, faculty, administrators, and staff—with respect, fairness, and equity
- 5. Integrity**
Conduct and communicate activities of the University with integrity
- 6. Jewish Continuity**
Exemplify, perpetuate and strengthen Jewish culture and tradition

Institutional Context: Branches, Enrollment, Faculty Resources, and Accreditation

Touro College received its Charter from the Board of Regents of the State of New York in January 1970. The College enrolled its first class of 35 freshmen in September 1971. Touro was granted correspondent status on April 1, 1971, and candidacy status by Middle States Commission on Higher Education (MSCHE) on June 1, 1973, and received initial accreditation in June 1976.

MSCHE accreditation extends to all Touro branches and locations in New York and to branches in Berlin, Jerusalem, Moscow, and Chicago.

On February 23, 2022, the New York States Board of Regents acted to change the corporate name to “Touro University.”

Touro’s current Carnegie classification is that of Doctoral/Professional Universities. In Fall 2020, the Touro University System enrolled 19,022 students in its undergraduate, graduate, and professional schools in New York, California, Nevada, Chicago, and several branch campuses abroad. Since 2005, Touro’s schools in California and Nevada have been separately accredited by WASC.

Total enrollment in Fall 2020 at Touro campuses under MSCHE accreditation included 6,050 undergraduate and 6,182 graduate and professional school students, for a total of 12,232 students. As is evident from these figures, Touro’s enrollment is evenly balanced between undergraduate and graduate students.

In Fall 2020, there were 462 full-time and 794 part-time faculty at Touro, for a total of 1,256 faculty members.

In 2011, Touro acquired New York Medical College (NYMC), an institution which remains separately accredited by MSCHE.

In June 2015, Hebrew Theological College (HTC) in Chicago, Illinois, became part of the Touro University System. HTC remains separately accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools.

In August 2016, Touro opened the College of Dental Medicine in Hawthorne, New York. This was the first new dental school approved by New York State in 50 years.

In August 2018, Touro relocated its main campus from 27 West 23rd Street, New York, New York, to 320 West 31st Street, New York, New York. Senior MSCHE staff conducted a visit to the new main campus location December 8-9, 2018.

In Fall 2020, Touro College Illinois (Chicago) opened as a new location included within the institutional accreditation of Touro University.

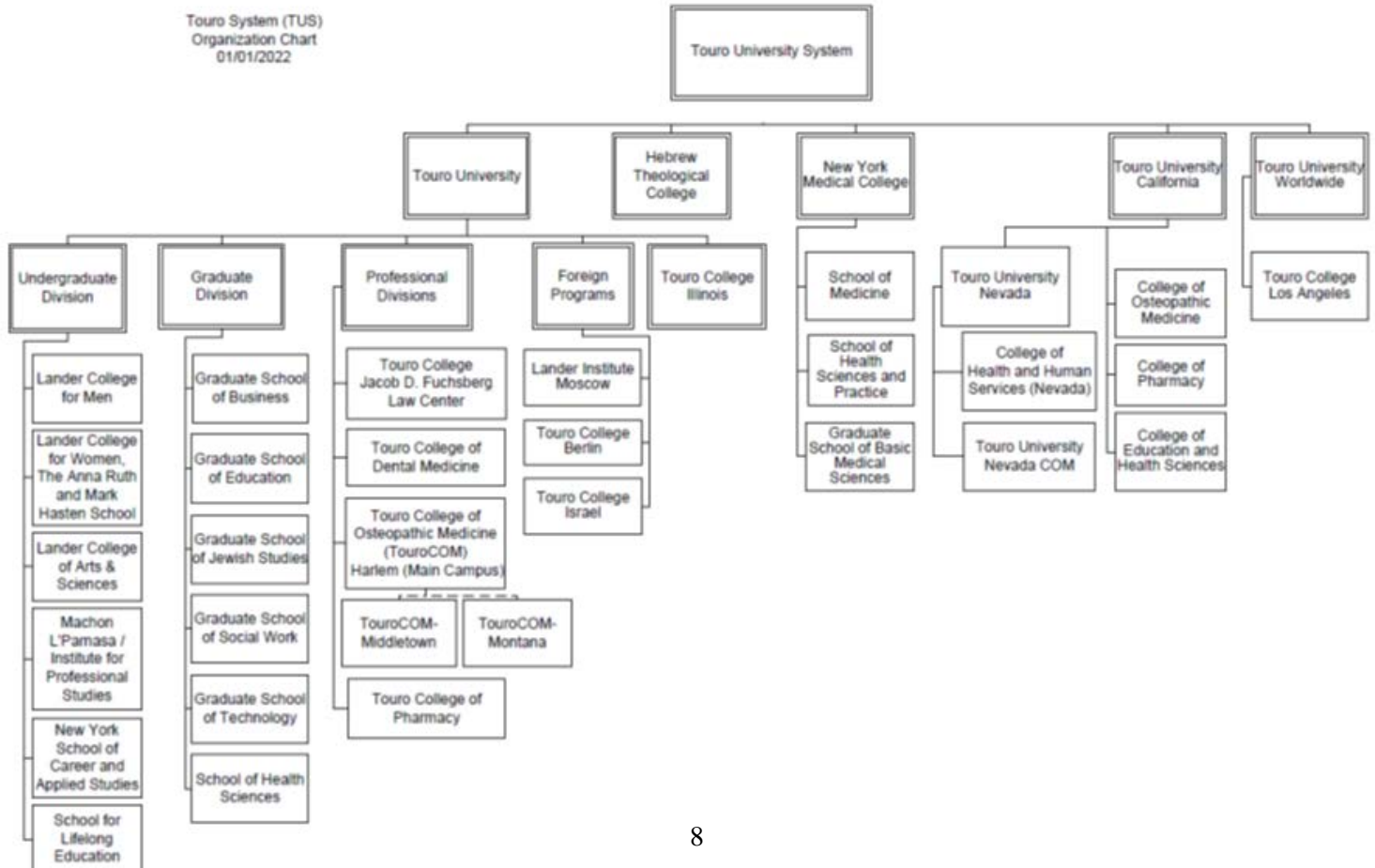
On July 8, 2021, Touro received MSCHE approval for a location in Great Falls, Montana, where it expects to open an Osteopathic Medical College in 2023.

On December 2, 2021, Touro received MSCHE approval for Touro’s acquisition of the New York College of Podiatric Medicine (NYCPM).

The chart below provides a comprehensive overview of Touro’s network of schools. Touro today, as accredited by MSCHE, encompasses six undergraduate schools: The Lander College of Arts and Sciences in Flatbush, The Lander College for Men, and The Lander College for Women, The New York School of Career and Applied Studies (NYSCAS), The Institute for Professional Studies (Machon L’Parnasa), and The School for Lifelong Education (SLE). These schools offer programs leading to baccalaureate degrees, associate degrees, and certificates. Additionally, Touro’s six graduate schools of Business, Education, Health Sciences, Jewish Studies, Social Work, and Technology offer master’s degree programs, a PhD program (Graduate School of Jewish Studies), and a clinical doctorate in the School of Health Sciences’ Physical Therapy Program. New York State Board of Regents authorized the School of Health Sciences’ PsyD program in November 2021. A clinical doctorate in Occupational Therapy was approved by New York State Education Department in November 2021.

The four professional schools—Jacob D. Fuchsberg Law Center, Touro College of Osteopathic Medicine (with campuses in New York City and Middletown, New York), Touro College of Pharmacy and Touro College of Dental Medicine—grant first professional doctoral degrees. The programs in the professional schools, as well as the programs in the School of Health Sciences, the MSW program in the Graduate School of Social Work, the programs in the Graduate School of Education are accredited by their respective specialized accreditors.

With its Schools of Osteopathic Medicine, the College of Dental Medicine, the College of Pharmacy, and their counterparts in California and Nevada, and with the School of Health Sciences (programs in occupational and physical therapy, physician assistant studies, nursing, speech-language pathology, clinical mental health counseling, industrial organizational psychology, and applied behavior analysis), Touro University has emerged as one of the prominent providers of medical and allied health education in the United States.



Strategic Planning Process: Transparent and Participatory

Touro University just completed its fourth Strategic Planning cycle since 2001.

The planning process has been managed by a 23-member Strategic Planning Council (SPC). The SPC includes members representing undergraduate school constituencies, graduate and professional school constituencies, and senior academic and administrative leaders. The SPC has been chaired by the Vice President for Planning and Assessment. The membership of the SPC is presented in Appendix A. The membership of the SPC Subcommittees is presented in Appendix B.

PHASE I: SWOT (STRENGTH, WEAKNESS, OPPORTUNITY, AND THREATS) ANALYSIS

In the first phase of the process, the four-person Executive Committee developed a survey instrument (in late Summer 2020) and administered in early Fall 2020 a SWOT survey to identify current institutional strengths and weaknesses and to pinpoint opportunities as well as threats facing the University. Data were gathered by emailing a Qualtrics Questionnaire to a sample of 584 faculty, staff, student government leaders, senior administrators, four members of the Board of Trustees, and three members of the Board of Governors, in early Fall. The survey response rate was 40.1%.

Data from the survey were reviewed at SPC meetings in the Fall of 2020. The SWOT analysis results were shared with the SPC, the Senior Management Group, the Undergraduate Faculty Senate, Touro University Academic Leadership and Management, and with the entire Touro Community at the Town Hall conducted by President Alan Kadish on October 21, 2020.

PHASE II: VISION STATEMENT AND CORE VALUES

A Vision Statement and a Statement of Core Values were developed by the SPC with the active participation of President Alan Kadish.

PHASE III: STRATEGIC DIRECTIONS

After a brainstorming session, the SPC discussed a series of themes, which would become the Strategic Directions of the Plan. Subsequently, seven strategic directions were articulated as the framework for the 2021-2026 Touro University Strategic Plan.

Seven subcommittees were formed with broad representation from the University constituencies, charged with preparing draft sections for each strategic direction. Each subcommittee was chaired or co-chaired by a member of the SPC. In all, a total of 84 individuals participated in the work of the subcommittees.

First drafts of the various strategic directions were reviewed and revised in Spring and the second drafts were reviewed in Summer 2021. Suggestions for modifications were shared with subcommittee chairs and co-chairs.

The SPC held additional meetings in the Fall of 2021, and drafts were further refined for Strategic Directions I, II, III, IV and VII.

PHASE IV: TIMELINES AND ASSIGNMENT OF RESPONSIBILITIES

In the next phase of its work, the SPC developed timelines and identified individuals who would have primary and secondary responsibilities for the Objectives of the Strategic Plan.

PHASE V: REVIEW AND FINAL EDITING OF THE DRAFT PLAN

A four-person Executive Committee of the Strategic Planning Council held two sessions, making stylistic edits and revisions to enhance the organizational structure of the document.

PHASE VI: PUBLICIZING THE DRAFT OF STRATEGIC PLAN TO TOURO UNIVERSITY CONSTITUENCIES

Throughout the entire planning process, information was shared with the Touro Community at Town Halls, at meetings of the Faculty Assembly, the Undergraduate Deans' Council, the Graduate and Professional Deans Council, and the Undergraduate Faculty Senate and the Graduate & Professional Faculty Council.

PHASE VII: SECURING APPROVALS FOR THE STRATEGIC PLAN

The Touro University Strategic Plan 2021-2026 draft was presented to President Alan Kadish in December 2021 for his review and presentation to the Board of Trustees for their review and approval.

The Touro University Board of Trustees reviewed the 2021-2026 Strategic Plan in late December 2021 and approved it in its meeting of February 28, 2022.

I. SWOT Survey Findings

The SWOT survey, conducted in early Fall 2020, was distributed to 584 stakeholders, including faculty, administration, staff, and student leaders. The final response rate was 40.1%.

Based on the analysis of SWOT data, the SPC identified the following as the primary strengths of the University:

STRENGTHS

1. Personal attention to each student.
2. Dedication of faculty to the mission of the University.
3. Multiple community-based Touro locations throughout the New York metropolitan area and Long Island.
4. Great variety of career options within the Touro undergraduate, graduate, and professional schools.
5. Values of respect and tolerance for all student populations.
6. Diversity of student population.
7. National footprint as a leader in medical and health science education.
8. Support of university leadership for innovation, including online education.

Based on SWOT analysis data, the SPC identified the following as salient institutional weaknesses:

WEAKNESSES

1. Inconsistent reputation of some Touro programs.
2. Inconsistent alumni outreach and lack of alumni associations in some schools of institution.
3. Gaps in cross-campus and intra-campus communication.
4. Rank in National College survey is disappointing.
5. Disproportionate dependence on tuition revenue.
6. Underdeveloped research footprint and grantsmanship.

The SPC identified the following areas as opportunities for growth for the University:

OPPORTUNITIES

1. Develop additional pathways to fast-track undergraduate students into more Touro graduate programs.
2. Increase donation/funding opportunities linked to specific programs and campuses.
3. Expand academic programs in the medical and health care fields.
4. Secure legal authorization to operate in New Jersey and other strategic locations, and develop a branch campus.
5. Expand online and blended program options.
6. Increase partnerships with corporations and private sector.
7. Expand programs in Science, Technology, Engineering and Mathematics (STEM) fields.

Based on SWOT analysis data, the SPC identified the following institutional threats:

THREATS

1. Free or low tuition at CUNY and other public colleges.
2. Long term effects of COVID-19 pandemic on student enrollment.
3. Proliferation of Credit Aggregator programs, offering fast-track, lower cost alternatives to BA/BS degrees.
4. Difficulty in recruiting promising, new, full-time, star faculty.
5. Public perception that an undergraduate education is not as important as it once was.
6. Changing job market trends impact some professional programs.
7. Inconsistent fundraising track record.

II. Touro University Strategic Directions, Goals, and Objectives

STRATEGIC DIRECTION I:

ACADEMIC EXCELLENCE

The goals incorporated in this Strategic Direction are linked to Touro University's mission, especially to its commitment of fostering academic excellence, which requires continuous improvement, faculty development and sufficient faculty resources. Touro's mission is to serve the general community in keeping with the historic Jewish commitment to intellectual inquiry and the transmission of knowledge, and to quality education for all.

GOAL 1: STRENGTHEN ACADEMIC QUALITY

Objective 1.1: Incorporate undergraduate general education objectives throughout the curriculum

Primary Responsibility:

- ☒ Vice President for Undergraduate Education
- ☒ Director of General Education

Secondary Responsibility:

- ☒ Deans of Undergraduate Schools

Strategic Actions

- 1.1.1** Review and implement the recommendations of the General Education Assessment Committee.

Timeline: Spring 2022 and Ongoing

- 1.1.2** Identify and expand required writing projects within departments that address specific professional writing standards relevant to the discipline.

Timeline: 2022–2023

Objective 1.2: Evaluate and enhance the quality of specific undergraduate, graduate, and professional programs

Primary Responsibility:

- ☒ Vice President for Undergraduate Education
- ☒ Vice President for the Graduate and Professional Division
- ☒ Undergraduate Department Chairs
- ☒ Graduate Program Chairs

Secondary Responsibility:

- ☒ Deans of Undergraduate Schools
- ☒ Deans of Graduate and Professional Schools

Strategic Actions

- 1.2.1 Initiate a new cycle of academic program reviews of undergraduate majors and select graduate programs to ensure consistency and relevance of curricula, and incorporation of technology.
Timeline: Spring 2022 and Ongoing
- 1.2.2 Expand and improve laboratory experiences in relevant departments by introducing simulations and other technological resources.
Timeline: 2023–2025
- 1.2.3 Create enhanced learning opportunities that emphasize experiential and service learning.
Timeline: 2023–2025
- 1.2.4 Develop strategies for improving licensure exam pass rates in select programs.
Timeline: Fall 2022
- 1.2.5 Develop strategies for improving national rankings of individual schools and programs.
Timeline: Ongoing

GOAL 2: SUSTAIN FACULTY EXCELLENCE

Objective 2.1: Review and update the Touro University Faculty Renewal/Hiring Plan

Primary Responsibility:

- ☒ Senior Vice President for Academic Affairs and Provost, Graduate and Professional Divisions
- ☒ Vice President of the Undergraduate Education and Dean of Faculties

Secondary Responsibility:

- ☒ Faculty Renewal Oversight Committee

Strategic Actions

- 2.1.1 Develop a new Faculty Renewal/Hiring Plan, with appropriate benchmarks, that emphasizes recruitment and retention of an accomplished and diverse faculty.
Timeline: Spring 2023
- 2.1.2 Strategically hire diverse faculty with research activity track record and create appropriate laboratory/office space and other resources to facilitate research.
Timeline: 2023–2024
- 2.1.3 Incorporate a junior faculty mentoring initiative in the Faculty Renewal/Hiring Plan.
Timeline: Spring 2023

Objective 2.2: Enhance compliance with the Touro University System Faculty Development and Evaluation Policy (FDEP)

Primary Responsibility:

- ☒ Vice President of the Undergraduate Education and Dean of Faculties
- ☒ Vice President of the Graduate Division

Secondary Responsibility:

- ☒ Faculty Development and Evaluation Policy (FDEP) Council

Strategic Actions

- 2.2.1** Introduce an electronic system to facilitate completion of the annual FDEP evaluations and periodic peer observations, and to incorporate them within the University's faculty records system.
Timeline: Fall 2022

Objective 2.3: Provide ongoing faculty development opportunities to enhance teaching effectiveness in traditional and online modalities

Primary Responsibility:

- ☒ Senior Vice President for Academic Affairs
- ☒ Vice President for Distance Education

Secondary Responsibility:

- ☒ Director of Center for Excellence in Teaching and Learning (CETL)

Strategic Actions

- 2.3.1** Integrate CETL (Center for Excellence in Teaching and Learning) into faculty orientation and faculty development efforts and assess impact of training and webinars.
Timeline: Fall 2022
- 2.3.2** Provide regular training opportunities to develop faculty expertise in Canvas Learning Management System (LMS) and on latest technologies for classroom education.
Timeline: Spring 2022 and Ongoing
- 2.3.3** Certify faculty in best practices for remote and online instruction.
Timeline: Fall 2022

Objective 2.4: Expand collaborative research opportunities and activities for faculty

Primary Responsibility:

- ☒ Senior Vice President for Research

Secondary Responsibility:

- ☒ School Specific Research Deans
- ☒ Senior Vice President for Academic Affairs and Provost, Graduate and Professional Divisions
- ☒ Vice Presidents for Graduate and Undergraduate Divisions

Strategic Actions

- 2.4.1** Create a database for research to facilitate collaboration opportunities.
Timeline: 2022–2023
- 2.4.2** Create online colloquia for faculty to present and share research results, with awards for best presentations.
Timeline: Spring 2024

STRATEGIC DIRECTION II:**STUDENT ENGAGEMENT AND SUCCESS**

The goals incorporated in this Strategic Direction are linked to the commitment embedded in Touro University's mission of fostering personal growth and preparing students to lead productive lives of dignity, value, and values in a diverse and multicultural society. Our mission articulates a commitment to social justice and service to society.

GOAL 3: STRENGTHEN ENROLLMENT AND RETENTION**Objective 3.1: Implement a robust multi-purpose enterprise-wide Customer Relationship Management (CRM) Platform****Primary Responsibility:**

☞ Vice President of Student Administrative Affairs

Secondary Responsibility:

☞ Executive Director of Student Administrative Services

Strategic Actions

- 3.1.1** Incorporate the new CRM into the institution's analytics strategy to improve student engagement and outcomes at every stage of the student lifecycle.
- 3.1.2** Train academic leaders in the access and use of CRM data system in order to review data collection and analyze factors contributing to student recruitment, retention and graduation.
- 3.1.3** Track student progress to analyze and improve student enrollment and retention outcomes from initial contact through graduation.

Timeline: 2024–2026

Objective 3.2: Improve the effectiveness of student advisement and tutoring**Primary Responsibility:**

☞ Vice President of Student Administrative Affairs

Secondary Responsibility:

☞ Executive Director of Student Administrative Services

Strategic Actions

- 3.2.1** Increase the staffing in the Undergraduate Office of Advisement.
Timeline: 2022–2023
- 3.2.2** Provide advisement staff with timely information on new and prospective programs, courses and policies.
Timeline: Ongoing
- 3.2.3** Provide training for student advisement and support staff on best practices for meeting the needs of a diverse and inclusive student body.
Timeline: 2022
- 3.2.4** Increase student awareness, accessibility and participation in Learning Resource Center/Writing center services.
Timeline: Ongoing

Objective 3.3: Increase support for student activities and initiatives

Primary Responsibility:

- ☞ Senior Vice President for Academic Affairs and Provost, Graduate and Professional Divisions
- ☞ Executive Vice President

Secondary Responsibility:

- ☞ Dean of Students for each school
- ☞ Associate Dean of Students (NYSCAS)
- ☞ Director of International and Veteran Student Affairs

Strategic Actions

- 3.3.1** Increase support for student programming.
Timeline: 2022–2023
- 3.3.2** Expand peer-to-peer mentoring programs within disciplines.
Timeline: 2023–2024
- 3.3.3** Provide more wellness information to students facing life challenges.
Timeline: 2022–2023
- 3.3.4** Expand services for international students.
Timeline: 2022–2023

GOAL 4: PREPARE STUDENTS FOR SUCCESS IN THE WORKPLACE AND IN A CULTURALLY DIVERSE ENVIRONMENT

Objective 4.1: Increase employment opportunities for undergraduates through collaboration within Touro and with employers

Primary Responsibility:

- ☞ Campus Directors of Students Career Services

Secondary Responsibility:

- ☞ Undergraduate School Deans
- ☞ Faculty Advisors

Strategic Actions

- 4.1.1** Increase the staffing in the Undergraduate Office of Career Services.
Timeline: 2023–2024
- 4.1.2** Utilize career technologies to help connect students to employers and employment opportunities.
Timeline: 2022–2023
- 4.1.3** Expand relationships with employers, especially in technology, finance, and healthcare fields.
Timeline: 2022–2024
- 4.1.4** Develop a robust system of collaboration between undergraduate and graduate faculty and Career Services to increase internship opportunities for students.
Timeline: 2024–2025

- 4.1.5** Create, publicize, and present more workshops to prepare students to move successfully from their undergraduate school to career or professional/graduate school.
Timeline: Ongoing
- 4.1.6** Provide students with basic financial literacy essential for everyday life and business.
Timeline: 2023–2024

GOAL 5: CULTIVATE A LEARNING ENVIRONMENT THAT PREPARES STUDENTS TO SUCCEED IN AN ENVIRONMENT OF DIVERSE CULTURAL AND SOCIAL CONTEXTS

Objective 5.1: Promote activities that increase cultural awareness and inclusion

Primary Responsibility:

- ☒ Senior Vice President for Academic Affairs and Provost, Graduate and Professional Divisions
- ☒ Executive Vice President

Secondary Responsibility:

- ☒ Vice President for Undergraduate Education
- ☒ Vice President for Graduate Division

Strategic Actions

- 5.1.1** Expand ongoing faculty development through in-service presentations, which focus is on the needs of students traditionally under-represented in higher education, and with different learning styles.
Timeline: Ongoing
- 5.1.2** Pilot and implement training workshops for students and staff on cultural inclusivity in the workplace.
Timeline: 2023–2024
- 5.1.3** Feature sessions with films, authors, and poets to explore topics related to intercultural communication and cultural literacy.
Timeline: 2023–2024

STRATEGIC DIRECTION III:**EDUCATIONAL OPPORTUNITIES AND ACCESS**

The goals incorporated in this Strategic Direction are linked to opportunities identified in the SWOT analysis: to increase Touro's online and blended offerings, and to expand medical and health science programs. Touro offers undergraduate and graduate programs in Jewish studies, the liberal arts and sciences, and the professions including education, law, medicine, pharmacy, health sciences, social work, and business. These programs serve diverse components of the Jewish community and the larger society, especially those who have been underserved in the past.

The universal component of the Jewish heritage contains the charge, "If I am concerned only with myself, what am I?"

GOAL 6: PROVIDE MULTI-MODAL EDUCATIONAL OPPORTUNITIES AND CREDENTIALS

Objective 6.1: Grow our footprint in online education, to serve the needs of diverse learners such as underrepresented populations, college non-completers

Primary Responsibility:

☞ Vice President of Online Education

Secondary Responsibility:

☞ Deans of Undergraduate and Graduate Schools

Strategic Actions

- 6.1.1** Evaluate opportunities for increasing online/remote education on each campus to provide enhanced service and greater flexibility to our students.
Timeline: 2022–2023
- 6.1.2** Increase Touro University Online asynchronous course offerings that can be taken as electives.
Timeline: Fall 2022 and Ongoing
- 6.1.3** Promote outreach to diverse undergraduate populations, highlighting the mission, pipeline programs, and outcomes data of our graduate and professional schools.
Timeline: Fall 2022 and Ongoing
- 6.1.4** Widen and strengthen partnerships with secondary schools by setting up social media and other visuals that highlight successful Touro students who are engaging in their chosen professions.
Timeline: Fall 2023
- 6.1.5** Provide stackable micro-credentials that can be combined for a degree and/or certificate.
Timeline: 2024–2025
- 6.1.6** Introduce specialized certifications and additional minors within selected majors.
Timeline: 2024–2025

Objective 6.2: Build programs and curricula that meet present and anticipated needs of the workplace

Primary Responsibility:

- ☒ Senior Vice President for Academic Affairs and Provost, Graduate and Professional Divisions
- ☒ Vice Presidents of Graduate and Undergraduate Divisions

Secondary Responsibility:

- ☒ School Deans

Strategic Actions

- 6.2.1** Ensure curricula cover the latest technology solutions relevant to career and employment paths.
Timeline: 2023–2026
- 6.2.2** Increase offerings in STEM education.
Timeline: 2024–2025

GOAL 7: EXTEND OPPORTUNITIES TO NEW STUDENT POPULATIONS

Objective 7.1: Replicate and adapt existing proven professional programs in new locations to address community needs linked to Touro’s Mission

Primary Responsibility:

- ☒ Senior Vice President for Academic Affairs and Provost, Graduate and Professional Divisions
- ☒ Executive Dean of the Touro College of Osteopathic Medicine

Secondary Responsibility:

- ☒ Vice President for Graduate Division

Strategic Actions

- 7.1.1** Explore possibility of additional locations with medical, health science and other professional programs.
Timeline: Ongoing
- 7.1.2** Establish Doctor of Osteopathic Medicine School in Montana with a mission to serve the underserved including Native American and rural populations.
Timeline: Fall 2023
- 7.1.3** Expand PA Program nationally.
Timeline: January 2022–2026

Objective 7.2: Introduce new undergraduate, graduate, and professional programs in high-demand fields

Primary Responsibility:

- ☒ Senior Vice President for Academic Affairs and Provost, Graduate and Professional Divisions
- ☒ Vice President for Graduate Division
- ☒ Deans of Graduate Schools

Secondary Responsibility:

- ☞ Department and Program Chairs

Strategic Actions

- 7.2.1 Acquire New York College of Podiatric Medicine.
Timeline: January 2022
- 7.2.2 Launch Doctor of Nurse Practitioner (DNP) Program.
Timeline: 2023–2024
- 7.2.3 Launch Occupational Therapy Doctorate (OTD) Program.
Timeline: 2022–2023
- 7.2.4 Introduce M.S. in Cybersecurity.
Timeline: 2023–2024
- 7.2.5 Introduce M.S. in Data Analytics.
Timeline: 2022–2023
- 7.2.6 Launch PsyD Program.
Timeline: Fall 2022
- 7.2.7 Launch master’s degree in Pathologist Assistant.
Timeline: Fall 2022

Objective 7.3: Expand and coordinate continuing education classes

Primary Responsibility:

- ☞ Special Assistant Vice President for Continuing Education

Secondary Responsibility:

- ☞ Professional School Deans

Strategic Actions

- 7.3.1 Create an inventory of online continuing education offerings.
Timeline: Fall 2023
- 7.3.2 Post a centralized calendar of Touro’s continuing education classes.
Timeline: 2023–2024
- 7.3.3 Secure an electronic solution for continuing education records management.
Timeline: 2022–2023

STRATEGIC DIRECTION IV:**INFRASTRUCTURE AND TECHNOLOGY**

Touro's mission commitment to support excellence in academic programs, student learning and a superior student experience require further strengthening the University's infrastructures and technology resource. This includes developing a fully virtual IT environment and establishing a new permanent Manhattan Main Campus location.

GOAL 8: OPTIMIZE CAMPUS FACILITIES AND TECHNOLOGY TO KEEP PACE WITH AN EVOLVING ACADEMIC ENVIRONMENT

Objective 8.1: Enhance campus facilities and Information Technology (IT) capabilities

Primary Responsibility:

- ☒ Vice President for Information Technology
- ☒ Senior Vice President for Operations

Secondary Responsibility:

- ☒ Chief Financial Officer

Strategic Actions

- 8.1.1** Systematically evaluate and align the facilities and technology resources.
Timeline: Ongoing
- 8.1.2** Create a formal mechanism to facilitate ongoing collaboration between academics, IT, and facilities staff.
Timeline: Fall 2022
- 8.1.3** Develop a fully virtual IT environment for faculty, staff, and students, enabling them to securely access computers, tablets, and phones.
Timeline: Fall 2022
- 8.1.4** Increase network connectivity at all sites to at least 1 GB.
Timeline: Spring 2022
- 8.1.5** Upgrade technology for teaching in classrooms and laboratories to keep up with academic initiatives.
Timeline: Fall 2022 and Ongoing
- 8.1.6** Expand video recording and editing spaces at Touro schools.
Timeline: 2022–2023
- 8.1.7** Add and improve digital signage and other information displays in public areas.
Timeline: 2022–2024

Objective 8.2: Implement a long-term facilities plan

Primary Responsibility:

- ☒ Senior Vice President for Operations
- ☒ Director of Campus Facilities Planning and Design

Strategic Actions

- 8.2.1 Establish a new permanent Manhattan Main Campus location.
Timeline: Fall 2021–Spring 2023
- 8.2.2 Consolidate the Bay Shore Campus and Central Islip Campus.
Timeline: Summer 2021–Fall 2022
- 8.2.3 Consolidate current and new programs at the Touro University Harlem Campus.
Timeline: Spring 2023–Fall 2023
- 8.2.4 Develop a campus facility for the Touro College of Osteopathic Medicine location in Great Falls, Montana.
Timeline: Fall 2021–Fall 2023



STRATEGIC DIRECTION V:**FINANCIAL RESOURCES AND DEVELOPMENT**

The goals incorporated in this Strategic Direction focus on increasing and diversifying the University's financial resources and further strengthening resource management, in line with opportunities as well as weaknesses identified in the SWOT analysis. These findings include expanding donation funding for specific programs and campuses and lessening disproportionate reliance on tuition revenue.

GOAL 9: IMPROVE FINANCIAL RESOURCE DEVELOPMENT**Objective 9.1: Increase and diversify philanthropic support for Touro****Primary Responsibility:**

- ☒ President
- ☒ Vice President for Institutional Advancement

Secondary Responsibility:

- ☒ Board of Trustees
- ☒ Board Chair of Development Committee
- ☒ Board of Governors
- ☒ Alumni Directors/Coordinators

Strategic Actions

- 9.1.1 Update annual financial resource development plan.
Timeline: Annually in October
- 9.1.2 Expand and promote a menu of programs and naming opportunities for individual schools and campuses and Touro overall.
Timeline: Ongoing
- 9.1.3 Increase fund-raising results on average by 5% annual growth over the next 5 years, using the 2020-21 fiscal year as baseline.
Timeline: Ongoing
- 9.1.4 Expand the prospect database, link, and integrate databases across campuses, and integrate advancement services.
Timeline: Ongoing
- 9.1.5 Identify, cultivate, solicit, and steward high net worth donors/prospects for annual unrestricted giving, directed giving, naming opportunities and endowments.
Timeline: Ongoing, with annual reviews in the Summer
- 9.1.6 Expand the relationship between alumni and their schools.
Timeline: Annually, with reviews in the Summer
- 9.1.7 Continue to develop effective school-specific boards and committees and increase the giving of lay leadership.
Timeline: Ongoing
- 9.1.8 Coordinate within each school effective in-person and/or virtual educational events.
Timeline: Ongoing

- 9.1.9** Continue building an effective and coordinated Touro-wide grants application program.
Timeline: Ongoing

Objective 9.2: Expand the Touro endowment

Primary Responsibility:

- ☒ President
- ☒ Vice President for Institutional Advancement

Secondary Responsibility:

- ☒ Chair of Investment Committee
- ☒ Senior Vice President and CFO

Strategic Actions

- 9.2.1** Effectively use planned giving vehicles to further augment development results in consultation with a planned giving professional.
Timeline: Ongoing
- 9.2.2** Create a Planned Giving and Endowment lay committee (Legacy Society) which will encompass all schools of Touro.
Timeline: Fall 2022
- 9.2.3** Maximize investment return on endowment assets consistent with the University Investment Policy set by the Board of Trustees.
Timeline: Ongoing

GOAL 10: STRENGTHEN MANAGEMENT OF FINANCIAL RESOURCES

Objective 10.1: Strengthen budget controls

Primary Responsibility:

- ☒ Senior Vice President and CFO

Secondary Responsibility:

- ☒ Executive Director of Budget and Planning
- ☒ Controller
- ☒ Executive Director of Purchasing

Strategic Actions

- 10.1.1** Modify and improve, as necessary, policies, procedures, and the processes through which Touro monitors its financial activity.
Timeline: Ongoing
- 10.1.2** Continue to refine data-driven forecasting of revenue and expenses and improve systems that monitor performance.
Timeline: Ongoing

Objective 10.2: Strategically manage assets, cash flow, and debt

Primary Responsibility:

☞ Senior Vice President and CFO

Secondary Responsibility:

☞ Senior Business & Financial Analyst

Strategic Actions

10.2.1 Automate the measurement of operating performance, daily, weekly, and long-term cash flow, capital expenditures, debt service and covenant compliance against existing budgets and long-term plans.

Timeline: Ongoing

10.2.2 Maintain and update annually a five-year forecast of operating performance, cash flows, capital plans and debt requirements for the consolidated Touro University System.

Timeline: 2022 and Ongoing

10.2.3 Minimize the cost of capital, through refinancing for lower interest rate debt, using third party build to suit, and owning rather than leasing.

Timeline: 2021 and Ongoing

10.2.4 Develop standardized monthly reporting of endowment and investment performance, integrating all investment managers and investments throughout the Touro University System.

Timeline: 2021 and Ongoing



STRATEGIC DIRECTION VI:**INSTITUTIONAL COORDINATION AND SYNERGY**

The goals incorporated in this Strategic Direction are linked to SWOT analysis findings, which identified opportunities for developing additional pathways to Touro's graduate programs, and increasing research opportunities through collaboration across Touro branches, and achieving synergies outlined in the recommendations of the 30/30 Committee.

Touro is a university where personal growth, scholarship and research are fostered while capitalizing on the breadth of the institution's educational resources.

GOAL 11: FOSTER FACULTY COMMUNICATION AND COLLABORATION**Objective 11.1: Promote opportunities for interdisciplinary teaching and research collaborations****Primary Responsibility:**

- ☞ Senior Vice President for Research
- ☞ Senior Vice President for Academic Affairs and Provost, Graduate and Professional Divisions
- ☞ Vice President for Graduate Division
- ☞ Vice President for Undergraduate Division

Secondary Responsibility:

- ☞ Vice President for Inter-Professional Education
- ☞ Research Council
- ☞ Deans of Undergraduate and Graduate Schools

Strategic Actions

- 11.1.1** Create a competitive research fund specifically for inter-disciplinary collaboration.
Timeline: 2023–2024
- 11.1.2** Develop an interdisciplinary track as part of the Annual Research Day.
Timeline: 2023–2024
- 11.1.3** Build a central calendar on the portal to promote school-based lectures, conferences, and programs.
Timeline: 2022–2023
- 11.1.4** Develop a mechanism for joint faculty appointments.
Timeline: 2024–2025
- 11.1.5** Create Faculty Fellows program through the CETL.
Timeline: 2022–2024
- 11.1.6** Build accessible and searchable faculty background and expertise database.
Timeline: 2022–2023

Objective 11.2: Create greater engagement with Inter-Professional Education (IPE)**Primary Responsibility:**

- ☞ Vice President for Collaborative Medical Education

Secondary Responsibility:

- ☞ Director, Center for Excellence in Teaching and Learning

Strategic Actions

- 11.2.1** Annualize the IPE Summit.
Timeline: 2022–2023
- 11.2.2** Promote Scholarship on IPE.
Timeline: 2022–2023

GOAL 12: PROMOTE GREATER ACADEMIC COORDINATION ACROSS THE INSTITUTION

Objective 12.1: Broaden and strengthen collaboration between undergraduate, graduate, and professional programs

Primary Responsibility:

- ☞ Senior Vice President for Academic Affairs and Provost, Graduate and Professional Divisions

Secondary Responsibility:

- ☞ Vice President for the Graduate Division
- ☞ Vice President for Undergraduate Division
- ☞ Deans
- ☞ Registrar

Strategic Actions

- 12.1.1** Assess effectiveness of the internal articulations/pipeline pathways, with regard to undergraduate, graduate, and professional completion rates and other measures of success.
Timeline: Fall 2022
- 12.1.2** Establish joint Graduate-Undergraduate Faculty Committees to recommend undergraduate curricular improvements to better prepare students for graduate study.
Timeline: 2022–2023
- 12.1.3** Expand team-taught, interdisciplinary courses across Touro campuses.
Timeline: 2023–2024
- 12.1.4** Foster student engagement activities linking undergraduate students with faculty mentors and graduate students in various programs.
Timeline: Fall 2023
- 12.1.5** Develop internal institutional agreements that allow for greater sharing and opportunities across schools in the Touro University System.
Timeline: 2022–2024
- 12.1.6** Plan meetings of similarly accredited programs throughout the system to share best practices and continuous quality improvement.
Timeline: 2023–2025

Objective 12.2: Coordinate academic offerings across the system to provide more opportunities for students

Primary Responsibility:

- ☒ Senior Vice President for Academic Affairs and Provost, Graduate and Professional Divisions

Secondary Responsibility:

- ☒ Vice President for Online Education
- ☒ Vice President for Graduate Division
- ☒ Vice President for Undergraduate Divisions
- ☒ Deans
- ☒ Registrar

Strategic Actions

12.2.1 Improve the alignment of academic calendars to facilitate cross-registration opportunities.

Timeline: 2022–2023, and Ongoing

12.2.2 Implement an electronic course catalog content management system that will better help students navigate educational opportunities.

Timeline: 2023–2024

GOAL 13: STREAMLINE ACCREDITATION AND COMPLIANCE REPORTING

Objective 13.1: Strategically Consolidate under the Middle States Commission on Higher Education (MSCHE) the Institutional Accreditation of Touro Affiliates

Primary Responsibility:

- ☒ Touro University ALO to MSCHE
- ☒ Senior Vice President for Academic Affairs and Provost, Graduate and Professional Divisions

Secondary Responsibility:

- ☒ Provost of Touro University Nevada (TUN)
- ☒ Chief Academic Officer of HTC
- ☒ Director of Accreditation
- ☒ Associate Vice President for Institutional Research and Effectiveness

Strategic Actions

13.1.1 Pursue the process to move the accreditation of TUN from its current WASC accreditation status to MSCHE accreditation.

Timeline: 2021–2022

13.1.2 Pursue the process to move the accreditation of HTC from its current Higher Learning Commission (HLC) accreditation status to MSCHE accreditation.

Timeline: 2023–2024

STRATEGIC DIRECTION VII:**THE INSTITUTIONAL BRAND**

The goals incorporated in this Strategic Direction directly address SWOT findings relating to inconsistent reputation of some of the university programs. More effective branding will impact reputational rankings and is also tied to improving undergraduate student recruitment and attracting research faculty.

Our mission and our reach are points of pride - to transmit and perpetuate the Jewish heritage, and to serve the general community in keeping with the historic Jewish commitment to intellectual inquiry, the transmission of knowledge, social justice, and service to society.

GOAL 14: INCREASE AWARENESS OF TOURO UNIVERSITY AMONG A VARIETY OF AUDIENCES

Objective 14.1: Sharpen multi-channel marketing and public relations strategies using diverse platforms targeted to key audiences

Primary Responsibility:

- ☞ Executive Vice President
- ☞ Executive Director of Marketing Communications and Team
- ☞ Web Director and Team

Strategic Actions

- 14.1.1** Increase investment in social media presence.
- 14.1.2** Increase focus on optimizing Touro website for search engines (SEO), increasing traffic to touro.edu, and raising visibility of the University.
- 14.1.3** Proactively promote Touro experts in the external media, including those reaching Jewish community, higher education community as well as in general news.

Timeline: Ongoing

Objective 14.2: Launch a campaign for Touro's 50th Anniversary Celebration

Primary Responsibility:

- ☞ Executive Vice President

Secondary Responsibility:

- ☞ Director Web Services and Team
- ☞ Executive Director of Marketing Communications

Strategic Actions

- 14.2.1** Create special events to publicize this milestone in Touro's history.
- 14.2.2** Create 50th Anniversary website showcasing Touro's history, growth, impact on students, alumni, society. Focus on Touro's success in providing career opportunities in multiple fields and empowering students to achieve their goals, enhance their own lives and the lives of their families and communities.

- 14.2.3 Create ongoing social media campaign, schedule weekly posts throughout the year featuring quotes from alums, current students, faculty, as well as historical/flashback photos.
- 14.2.4 Target key audiences with print and digital promotions and stories highlighting Touro's 50th anniversary
- 14.2.5 Plan a dinner to celebrate Touro's 50th Anniversary
Timeline: September 2021–December 2022

GOAL 15: ENHANCE THE IMAGE OF TOURO UNIVERSITY

Objective 15.1: Launch a new institutional brand campaign

Primary Responsibility:

- ☞ Marketing Communications Team

Secondary Responsibility:

- ☞ Web Director
- ☞ Search Engine Optimization Coordinator

Strategic Actions

- 15.1.1 Redesign the Touro websites.
- 15.1.2 Highlight Touro as a leader in healthcare education.
- 15.1.3 Create campaign microsite highlighting the various healthcare careers Touro offers, and successful students and alums in those fields.
- 15.1.4 Develop informative content as well as stories and photo/video assets to showcase Touro's offerings and Return On Investment on the microsite, and through paid social and digital content marketing campaigns.
- 15.1.5 Use multi-channel marketing, target audiences from potential students to undergraduate health advisors and influencers through collateral material, digital, and print.
Timeline: Spring 2022 and Ongoing



III. Appendix A

Touro University Strategic Planning Council Membership

1. ROBERT GOLDSCHMIDT, Chair, Vice President for Planning and Assessment
2. GENA BARDWELL, Director, General Education; Chair Department of Communication, NYSCAS
3. JUDITH BINSTOCK, Associate Professor, Biochemistry, Touro College of Osteopathic Medicine
4. MATTHEW BONILLA, Vice President of Student Administrative Services
5. STANLEY BOYLAN, Vice President for Undergraduate Education and Dean of Faculties
6. SABRA BROCK, Chair, Business and Accounting, NYSCAS
7. HOWARD FELDMAN, Undergraduate Faculty, Biology; Chair, Undergraduate Faculty Senate
8. PAUL GLASSER, Vice President, Institutional Advancement
9. NADJA GRAFF, Vice President, Graduate Division
10. EVAN HOBERMAN, Associate Vice President of Institutional Research & Effectiveness
11. MOSHE KRUPKA, Executive Vice President
12. ERIC LINDEN, Director of Assessment and Evaluation
13. MARY L. LO RE, Dean, Graduate School of Business
14. ZVI LOEWY, Chair and Professor, Pharmaceutical & Biomedical Sciences, College of Pharmacy
15. MELVIN NESS, Senior Vice President and Chief Financial Officer
16. MEYER PEIKES, Chair, Accounting and Business, Lander College of Arts and Sciences
17. JEFFREY ROSENGARTEN, Senior Vice President of Operations
18. PATRICIA SALKIN, Senior Vice President for Academic Affairs and Provost, Graduate and Professional Divisions
19. NILDA SOTO-RUIZ, Assistant Dean, Graduate School of Education
20. FRANKLIN STEEN, Vice President for Technology
21. MARIAN STOLTZ-LOIKE, Vice President of Online Education and the Dean of Lander College for Women
22. TIMOTHY TAYLOR, Associate Dean of Students, NYSCAS
23. JUDAH WEINBERGER, Dean NYSCAS, Vice President, Collaborative Medical Education

IV. Appendix B

Touro University Strategic Planning Council Subcommittees

STRATEGIC DIRECTION I: ENHANCE ACADEMIC EXCELLENCE

Co-CHAIRS: NADJA GRAFF AND STANLEY BOYLAN

1. CAROLE BECKFORD, Chair, Psychology, NYSCAS
2. YAEL KRUMBEIN, Instructor, Humanities, Lander College for Women
3. YAKOV PETER, Associate Professor, Biology and Pulmonary Medicine
4. TOBA SINGER, Associate Professor and Chair, History, Lander Colleges
5. BRENDA STRASSFELD, Chair, Mathematics Education Program, Graduate School of Education; Associate Director, School for Lifelong Education
6. ELIZABETH UNNI, Chair, Social, Behavioral and Administrative Sciences; Associate Professor, Touro College of Pharmacy
7. MERVIN VERBIT, Professor and Chair, Sociology
8. SHIRA WEINER, Professor, Doctor of Physical Therapy Program, Touro University School of Health Sciences
9. OSNAT ZAKEN, Director, Assessment and Testing; Associate Professor, Graduate School of Education
10. JENNIFER ZELNICK, Professor, Graduate School of Social Work

STRATEGIC DIRECTION II: INCREASE STUDENT ENGAGEMENT AND SUCCESS

Co-CHAIRS: GENA BARDWELL, MEYER PEIKES, TIMOTHY TAYLOR

1. DEBORAH BECKER, Adjunct Faculty, Languages and Literature, NYSCAS
2. PAYAM BINA, Chair, Instructional Technology, Graduate School of Technology
3. BRENDA COULTAS, Professor, Languages and Literature, NYSCAS
4. CARRIE DIMATTEO, Assistant Professor and Deputy Chair, Psychology, NYSCAS
5. JUDITH GHINGER, Adjunct Faculty, Languages and Literature, NYSCAS
6. INNA GOLDSTEIN, Director, Learning Resource Centers, NYSCAS
7. LENIN ORTEGA, Associate Administrative Dean, NYSCAS
8. CHAIM Z. SHAPIRO, Director, Office for Student Success

STRATEGIC DIRECTION III: BROADEN EDUCATIONAL OPPORTUNITIES AND ACCESS

CHAIR: MARIAN STOLTZ-LOIKE

1. JUDITH BINSTOCK, Associate Professor, Medical Biochemistry and Medical Genetics, Touro College of Osteopathic Medicine – Harlem
2. LAURA DOOLEY, Professor, Law, Touro College Jacob D. Fuchsberg Law Center
3. HOWARD R. FELDMAN, Professor, Biology; Chair, Undergraduate Faculty Senate
4. REBECCA KAVANAGH, Director, Co-Curriculum and Developmental Portfolios; Assistant Professor, Touro College of Pharmacy
5. PATRICIA SALKIN, Senior Vice President for Academic Affairs and Provost, Graduate and Professional Divisions
6. KAREN SUTTON, Associate Professor, History and Social Studies, Lander College for Women

STRATEGIC DIRECTION IV: IMPROVE INFRASTRUCTURE AND TECHNOLOGY

Co-CHAIRS: JEFFREY ROSENGARTEN AND FRANKLIN STEEN

1. HENRY ABRAMSON, Academic Dean, Lander College of Arts & Sciences; Machon L’Parnasa Institute for Professional Studies
2. LINDA BAURLE, Assistant Dean for Administration, Touro College Jacob D. Fuchsberg Law Center
3. JERRY CAMMARATA, Chief Operating Officer and Dean of Student Affairs, Touro College of Osteopathic Medicine - Middletown
4. CHARLES MATTIELLO, Deputy Chief Information Officer, Touro University
5. RIVKA MOLINSKY, Associate Dean of Students and Innovation, Touro University School of Health Sciences
6. NATALYA VIDOKLE, Director of Campus Planning and Design, Touro University System

STRATEGIC DIRECTION V: INCREASE FINANCIAL RESOURCES AND STRENGTHEN MANAGEMENT OF FINANCIAL RESOURCES

Co-CHAIRS: PAUL GLASSER AND MELVIN NESS

1. DAVID BELL, Executive Director of Budget and Planning
2. AVI COHEN, Assistant Director of Budget and Planning
3. CINDY DARRISON, Director of Institutional Advancement, Lander College for Women
4. EFRAIM GINSBERG, Senior Business & Finance Manager – Business Analytics
5. BETH GORIN, Assistant Vice President, Institutional Advancement
6. STUART LIPPMAN, Controller
7. GRANT SILVERSTEIN, Director of Institutional Advancement, Lander College for Men
8. LINDA HOWARD WEISMAN, Assistant Vice President, Institutional Advancement

STRATEGIC DIRECTION VI: MAXIMIZE INSTITUTIONAL COORDINATION AND SYNERGY

CHAIR: PATRICIA SALKIN

1. ROBERT GROSBERG, Executive Director of Administration, Graduate School of Technology
2. REBECCA KAVANAGH, Director, Co-Curriculum and Developmental Portfolios; Assistant Professor, Touro College of Pharmacy
3. JOHN LINARELLI, Associate Dean for Academic Affairs; Professor, Law, Touro College Jacob D. Fuchsberg Law Center
4. MEIRA ORENTLICHER, Director, Research & Faculty Scholarship and Associate Chair, Research & Scholarship; Professor, Occupational Therapy Department, Touro University School of Health Sciences
5. MICHAEL SZENBERG, Professor, Business and Accounting, Lander College of Arts and Sciences

STRATEGIC DIRECTION VII: ENHANCE THE INSTITUTIONAL BRAND

Co-CHAIRS: MOSHE KRUPKA AND SABRA BROCK

1. PARAMITA BASU, Associate Professor, Pharmaceutical and Biomedical Sciences, Touro College of Pharmacy
2. MICHAEL DIAMANTSTEIN, Instructor, Marketing and Business, Lander College of Arts and Sciences
3. LISA HALBERSTAM, Director of Web Services
4. ELISHEVA SCHLAM, Executive Director of Communications and Marketing
5. JOHN TANTILLO, Assistant Professor, Lander College for Men

V. Appendix C Touro University Board of Trustees

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ABRAHAM BIDERMAN
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DR. BEN CHOUAKE
ALLEN FAGIN
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ISRAEL SENDROVIC
GARY TORGOW
JACK WEINREB
RABBI SHABSAI WOLFE
STEVEN ZULLER

VI. Appendix D

Touro University Board of Governors

RENA BARTA	MOSHE KRUPKA
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MATTHEW BONILLA	GAIL LIPTON
STEPHEN BROWN	JOSHUA MANASTER, ESQ.
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SAM EPSTEIN	YEHUDAH METH
SIMCHA FISHBANE	IRA NUTIS
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CHARLES GANZ	YAFFA POPACK
ADAM GEIGER	DAVID PORTAL
PAUL GLASSER	DANIEL RETTER
BETH GORIN	ALEX ROVT
BRUCE GOULD	PATTY SALKIN
DAVID GRUNBLATT	LINDSAY SCHOTTENSTEIN
MARC MOYAL	NATHAN SKLAR
MICHAEL HASTEN	HOWARD STEIN
AARON HERZOG	ANDREW TANANBAUM
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MARTIN KATZENSTEIN	MARVIN WEITZ
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TOURO UNIVERSITY

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