



# TOURO COLLEGE

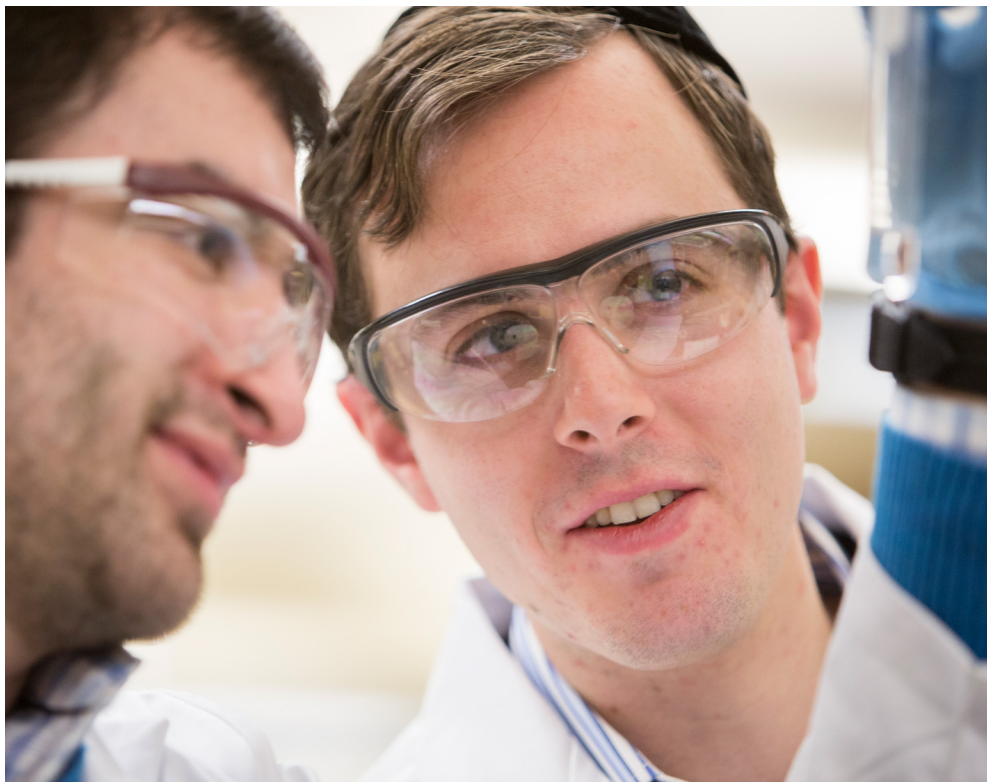
---

## STRATEGIC PLAN 2015-2020

*“The best way to predict the future is to create it.”*  
—Peter F. Drucker

Submitted to  
THE MIDDLE STATES COMMISSION ON HIGHER EDUCATION  
October 2015

[www.touro.edu](http://www.touro.edu)





# TOURO COLLEGE STRATEGIC PLAN

## TABLE OF CONTENTS

|  |              |
|--|--------------|
| MESSAGE FROM THE PRESIDENT .....   | 1            |
| EXECUTIVE SUMMARY .....  | 2            |
| TOURO COLLEGE STRATEGIC PLAN OUTLINE (SEPTEMBER 1, 2015 – AUGUST 31, 2020) ..... | 3            |
| TOURO COLLEGE MISSION STATEMENT.....   | 5            |
| TOURO COLLEGE VISION STATEMENT .....   | 6            |
| <b>I. INSTITUTIONAL CONTEXT:</b>   |              |
| BRANCHES, ENROLLMENT, FACULTY RESOURCES, AND ACCREDITATION .....                 | 7            |
| <b>II. THE TOURO COLLEGE STRATEGIC PLANNING PROCESS:</b>                         |              |
| TRANSPARENT AND PARTICIPATORY .....  | 9            |
| <b>III. TOURO COLLEGE SWOT ANALYSIS .....</b>                                    | <b>11</b>    |
| <b>IV. TOURO COLLEGE STRATEGIC DIRECTIONS, GOALS, AND OBJECTIVES .....</b>       | <b>13-33</b> |
| ▪ <b>STRATEGIC DIRECTION I:</b>  |              |
| ENHANCE ACADEMIC EXCELLENCE AND STUDENT OUTCOMES.....                            | 13           |
| ▪ <b>STRATEGIC DIRECTION II:</b>   |              |
| IMPROVE THE STUDENT EXPERIENCE.....  | 18           |
| ▪ <b>STRATEGIC DIRECTION III:</b>  |              |
| EXPAND EDUCATIONAL OPPORTUNITIES .....   | 22           |
| ▪ <b>STRATEGIC DIRECTION IV:</b>   |              |
| STRENGTHEN TECHNOLOGY AND FACILITIES INFRASTRUCTURE.....                         | 25           |
| ▪ <b>STRATEGIC DIRECTION V:</b>  |              |
| IMPROVE THE IMAGE OF THE COLLEGE .....   | 29           |
| ▪ <b>STRATEGIC DIRECTION VI:</b>   |              |
| INCREASE FINANCIAL RESOURCES AND STRENGTHEN                                      |              |
| MANAGEMENT OF FINANCIAL RESOURCES .....  | 31           |
| <b>V. APPENDIX A: TOURO COLLEGE STRATEGIC</b>                                    |              |
| <b>PLANNING COUNCIL MEMBERSHIP .....</b>   | <b>34</b>    |
| <b>VI. APPENDIX B: TOURO COLLEGE BOARDS OF TRUSTEES AND GOVERNORS .....</b>      | <b>36</b>    |





## MESSAGE FROM THE PRESIDENT

Dear Colleagues,

I am pleased to share the **TOURO COLLEGE STRATEGIC PLAN 2015-2020**. This plan is the product of a broadly participatory and transparent process that began in Fall 2013, when a new Strategic Plan Council was formed and charged with developing this plan for our institution. The Strategic Planning Council (SPC) created five subcommittees to focus on specific areas of interest to the College. Presentations about planning progress were made over the past two years in multiple fora of the College constituency.

Guided by the mission of the institution and its vision for the future, the Strategic Plan is organized along six Strategic Directions, comprises 14 Goals and 31 Objectives, and includes a series of Strategic Actions necessary for the achievement of the postulated goals. Careful consideration was given to internal strengths and external opportunities, as well as external threats and internal weaknesses.

This plan provides Touro College with a bridge to the future. Even as Touro further develops its graduate and professional programs and aspires to become a university in New York State, this Strategic Plan also reaffirms our commitment to continue to strengthen the quality of undergraduate education.

The Board of Trustees and I thank the co-chairs of the Touro College Strategic Planning Council, **VICE PRESIDENT ROBERT GOLDSCHMIDT and EXECUTIVE VICE PRESIDENT DAVID RAAB**, for their dedication and leadership in guiding the planning process. I appreciate the contribution of all members of the Strategic Planning Council, many faculty and staff of the College. With this plan serving as a framework for institutional decision-making, I am confident that Touro College is well-positioned to face the future.

Sincerely,

A handwritten signature in black ink that reads "Alan Kadish". The signature is written in a cursive, slightly stylized font.

Alan Kadish, MD  
President and CEO  
Touro College & University System

## EXECUTIVE SUMMARY

In July 2013, President Alan Kadish appointed Vice President Robert Goldschmidt, The Touro College Accreditation Liaison to the Middle States Commission on Higher Education, and Executive Vice President David Raab to serve as Co-Chairs of a reconstituted Strategic Planning Council, and charged the Strategic Planning Council with developing the next institutional Strategic Plan for Touro College.

The 23-person Strategic Planning Council, representing the various constituencies of the College, held its first meeting on August 8, 2013.

At its meeting of August 19, 2015 the Strategic Planning Council voted unanimously to endorse the Touro College Strategic Plan 2015-2020 and to forward it to the President and the Board of Trustees for their review and approval.

Serving as a bridge to the future, the Strategic Plan charts areas for growth and improvement, while concurrently reaffirming Touro's commitment to strengthen the quality of existing undergraduate and graduate programs. In essence, this plan provides a road map for the next five years, establishing key priorities to be addressed by the Touro College community.

The Strategic Plan is organized in terms of six Strategic Directions focusing on:

- Enhancing Academic Excellence and Student Outcomes
- Improving The Student Experience
- Expanding Educational Opportunities
- Strengthening Technology and Facilities Infrastructure
- Improving The Image of The College
- Increasing Fiscal Resources and Strengthening Management of Financial Resources

The Plan includes a total of 14 goals and 31 objectives, supported by a series of strategic actions. A summary outline of the Plan is presented on the following pages.

The Touro College Strategic Plan, effective as of September 1, 2015, is linked to a parallel Five-Year Institutional Fiscal Plan, which includes projected budget expenditures for the initiatives included in this document.

# TOURO COLLEGE STRATEGIC PLAN OUTLINE (SEPTEMBER 1, 2015 AUGUST 31, 2020)

|  |  |
|--|--|
| <b>ENHANCE ACADEMIC EXCELLENCE AND STUDENT OUTCOMES</b>    |  |
|  | <b>GOAL 1:</b> To Strengthen Academic Quality in Existing Programs.<br>(3 Objectives)  |
|  | <b>GOAL 2:</b> To Ensure Faculty Excellence through Strategic Hiring and Faculty Development.<br>(2 Objectives)  |
|  | <b>GOAL 3:</b> To Improve Student Success and Degree Attainment.<br>(2 Objectives)   |
| <b>IMPROVE THE STUDENT EXPERIENCE</b>                      |  |
|  | <b>GOAL 4:</b> To Create a Responsive Student Services Experience Built upon a Paperless Environment with Anytime-Access to Data.<br>(4 Objectives)    |
|  | <b>GOAL 5:</b> To Better Assist Undergraduate Students in the Transition from Touro to Employment.<br>(1 Objective)                                    |
|  | <b>GOAL 6:</b> To Enrich the Student Life Experience.<br>(2 Objectives)  |
| <b>EXPAND EDUCATIONAL OPPORTUNITIES</b>                    |  |
|  | <b>GOAL 7:</b> To Introduce New Programs to Increase Academic Opportunities in High Demand Fields.<br>(2 Objectives)                                   |
|  | <b>GOAL 8:</b> To Broaden the Use of Online Education and Evolving Educational Technologies to Support and Expand Existing Programs.<br>(2 Objectives) |
| <b>STRENGTHEN TECHNOLOGY AND FACILITIES INFRASTRUCTURE</b> |  |
|  | <b>GOAL 9:</b> To Improve and Expand Touro Facilities.<br>(3 Objectives)   |

|  |  |
|--|--|
|  | <b>GOAL 10:</b> To Extend and Enhance the Overall Academic Experience through Technology Infrastructure Improvements.<br><b>(2 Objectives)</b>                 |
|  | <b>GOAL 11:</b> To Support the Evolving Needs of Touro through Cost-Effective, Secure, and Efficient Enterprise Technology Solutions.<br><b>(2 Objectives)</b> |
|  |  |
|  | <b>IMPROVE THE IMAGE OF THE COLLEGE</b>  |
|  | <b>GOAL 12:</b> To Improve the External and Internal Image of Touro.<br><b>(2 Objective)</b>   |
|  | <b>INCREASE FINANCIAL RESOURCES AND STRENGTHEN MANAGEMENT OF FINANCIAL RESOURCES</b>   |
|  | <b>GOAL 13:</b> To Improve Financial Resource Development.<br><b>(2 Objectives)</b>  |
|  | <b>GOAL 14:</b> To Strengthen Management of Financial Resources.<br><b>(2 Objectives)</b>  |



## TOURO COLLEGE MISSION STATEMENT

Touro College is an independent institution of higher education under Jewish auspices, established to transmit 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 and graduate programs in Jewish studies, the liberal arts and sciences, and the professions including education, law, medicine, pharmacy, the allied 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. Touro is a college where personal growth, scholarship and research are fostered and where men and women are prepared for productive lives of dignity, value, and values.

The Jewish heritage embraces two fundamental components, the particular and the universal, 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?" This teaching shapes the core values of the college, which include a commitment to quality education for all, the treatment, with integrity and respect, of all students, faculty and staff, the role of ethics in the professions, and the building of a responsive and responsible society.

## TOURO COLLEGE VISION STATEMENT

Touro College will achieve university status in New York, emphasizing research in its graduate and professional programs, while continuing its commitment to excellence in teaching and the student experience in its undergraduate and graduate schools serving diverse communities.

Touro will continue to uphold and enhance its identity as an eminent community-oriented, student-centered institution, supporting the educational and professional aspirations of diverse student populations, and pursuing its mission of Jewish continuity, service to humanity and scholarship.

In fulfilling its mission and building on its strength in the fields of health sciences, Jewish studies, education, and other disciplines, Touro College will become a University in New York State, with a vibrant research infrastructure. Touro will continue to emphasize improvements in the quality of its existing undergraduate and graduate academic programs. Committed to improving the learning experience and its desired consequence of students transitioning successfully to their careers, Touro will enhance faculty development, recruit new faculty, strive for competitive faculty compensation levels, deploy innovative instructional technology, and improve its physical infrastructure with the acquisition of new facilities and the renovation of existing facilities. Touro is also committed to enhancing the student's overall experience by making it as simple as possible for students to take care of their administrative needs.

Touro will pursue targeted expansion, including opening an additional osteopathic medical school (Middletown), and opening a College of Dental Medicine. To widen access, Touro will expand online educational offerings, including blended degree programs.

Further attention will focus on burnishing the institution's public image, on building institutional loyalty and spirit, and on enhanced, structured institutional development efforts.

## 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. The College was granted candidacy status by The Middle States Commission on Higher Education (MSCHE) in June 1973, and received initial accreditation in June 1976.

Classified as a master's level comprehensive institution, Touro College enrolled 16,237 students in Fall 2014 in its undergraduate, graduate, and professional schools in New York, California, Nevada, Florida, and several branch campuses abroad. Total enrollment in Fall 2014 at Touro campuses under MSCHE accreditation, included 6554 undergraduate and 6480 graduate and professional school students, for a total of 13,034 students.

In Fall 2013, there were 458 full-time and 794 part-time faculty at Touro, for a total of 1252 faculty members.

MSCHE accreditation extends to all Touro branches and locations in New York and to branches in Berlin (2005), Jerusalem (relocated in 2010), Moscow (1991, relocated in 2010), and Paris (2008). The Paris branch is expected to close in June 2016. Touro College South (Miami Branch) closed in July 2015.

Since 2005, Touro's schools in California and Nevada have been separately accredited by WASC. Total enrollment in Fall 2014 at the Touro WASC accredited schools was 3203 students.

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

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

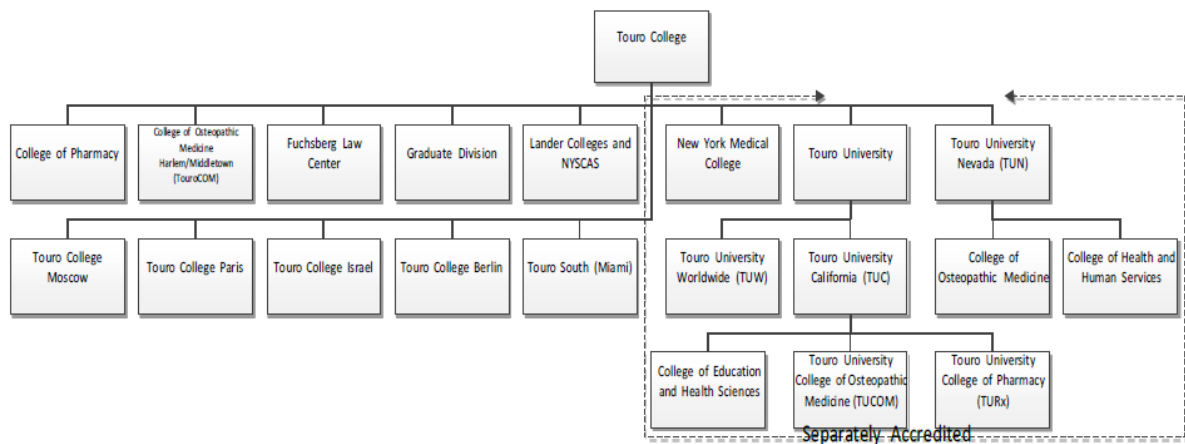
The chart on the next page provides a comprehensive overview of Touro's network of schools. Touro College today, as accredited by MSCHE, encompasses six undergraduate schools: The Lander College of Arts and Sciences in Flatbush, The Lander College for Men, and The Lander College for Women, The New York 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 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 and a clinical doctorate by the Physical Therapy program.

Lastly, the three professional schools: Jacob D. Fuchsberg Law Center, Touro College of Osteopathic Medicine (with campuses in New York City and Middletown), and Touro College of Pharmacy grant first professional doctoral degrees.

With the School of Health Sciences (programs in occupational and physical therapy, physician assistant studies, nursing, and speech language pathology), the Schools of Osteopathic Medicine and Pharmacy, and their counterparts in California and Nevada, Touro College has emerged as one of the major providers of allied health and medical education in the United States.

Applications for authorization for Touro to offer doctoral degrees in Jewish Studies, Education and Psychology are pending with the New York State Education Department.

Network of Touro College and University System Schools



At the culmination of a two-year intensive self-study process, for its decennial re-accreditation, Touro College hosted successfully a Middle States 10-person visiting team in New York, May 3-6, 2015. Touro Branch Campuses in Berlin, Jerusalem, and Moscow were visited in March 2015. The final Team Report for Touro College was issued May 31, 2015. The College has been placed on the agenda of the MSCHE for its meeting of November 2015.

## THE TOURO COLLEGE STRATEGIC PLANNING PROCESS: TRANSPARENT AND PARTICIPATORY

Touro College is now engaged in its third Strategic Planning cycle since 2001.

The planning process is managed by a 23-member Strategic Planning Council (SPC), which mirrors the schools of the College. The SPC includes ten undergraduate school representatives, six graduate and professional school representatives, six administrators (including the two Executive Vice Presidents) and one member of the Board of Trustees. The SPC is co-chaired by the Vice President for Planning and Assessment and an Executive Vice President. The membership of the SPC is presented in Appendix A.

### **PHASE I: SWOT ANALYSIS AND VISION STATEMENT (SUMMER AND FALL 2013)**

In the first phase of the process, the SPC initiated in Summer and Fall 2013 a SWOT analysis to identify current institutional strengths and weaknesses and to pinpoint opportunities as well as threats facing the College. Data were gathered through an open-ended questionnaire distributed to more than 50 senior academic and administrative leaders at the President's Annual Retreat in June 2013 and through a structured survey instrument in Fall 2013, which was distributed to department chairs, faculty, and staff.

Data from the surveys were reviewed at SPC meetings in the Fall of 2013 and early Spring 2014. Consensus was reached on a summary of SWOT items reflecting the institution's strengths and the internal and external challenges it faced. The SWOT analysis was presented at the Faculty Assembly in Spring 2014 as well as at meetings of the Undergraduate Deans Council, the Graduate Deans Council, and the Graduate Faculty Council.

Based on the SWOT findings and a Vision Statement, developed by the SPC with the active participation of President Alan Kadish, five strategic directions were articulated as the framework for the 2015-2020 Touro College Strategic Plan. A progress report on planning was presented at the 2014 Annual Academic Retreat in June.

### **PHASE II: DEVELOPING FIRST DRAFTS (SPRING 2014-FALL 2014)**

The second phase of preparing the new strategic plan involved the creation of five subcommittees with broad representation from the College constituencies, charged with preparing draft sections for each strategic direction. Each subcommittee was chaired by a member of the SPC.

First drafts of the various sections were reviewed and revised at an all-day planning retreat on July 30, 2014. Suggestions for further modifications were shared with subcommittee chairs.



The SPC held two additional meetings in the Fall of 2014 and drafts were further revised for Strategic Directions I, II, and IV. A progress report was presented at Faculty Development Day. In late October, Council members' attention shifted to the completion of the Touro College Middle States Self-Study by March 2015, anticipating that self-study findings would further inform strategic planning and institutional renewal.

**PHASE III: INTEGRATING SELF-STUDY AND TEAM REPORT RECOMMENDATIONS INTO THE STRATEGIC PLAN AND EXTENDING THE PLAN'S TIME HORIZON (SPRING-SUMMER 2015)**

After the final MSCHE Team Report was received, the SPC reconvened in early June 2015 and decided to integrate findings of the institutional self-study and Team recommendations into the emerging strategic plan. The subcommittees then met and revised their drafts accordingly, as well as extending the time horizon of their sections to 2020. The revised drafts of the subcommittees were further modified and refined at a planning retreat held July 15, 2015. The SPC concluded that it would be more logical to structure the Strategic Plan on the basis of six directions, specifically creating separate directions for the College image and for fundraising and resource management. The subcommittee chairs were also charged to meet with budget staff to develop a five-year financial plan linked to strategic goals and to refine their proposals where needed to better alignment with financial considerations.

The draft strategic plan was distributed, for comments and input, to the Undergraduate Faculty Senate, the Graduate Faculty Council, and all Undergraduate and Graduate Deans on July 30. Comments were due by August 14. The Strategic Planning Council unanimously approved the Plan (sixth draft) on August 19, 2015.

**PHASE IV: SECURING APPROVALS FOR THE PLAN (FALL 2015)**

The draft of the Strategic Plan was discussed and reviewed by the Board of Trustees at its meeting of September 2, 2015. Input from the Board was incorporated in the document. The Board voted to approve the proposed Strategic Plan. The draft was also shared with the Board of Governors in mid-September and discussed at Faculty Orientation and Development Days in early October.

The Vice President for Planning and Assessment, Dr. Robert Goldschmidt, forwarded the approved plan to Vice President Tito Guerrero at MSCHE on October 15, 2015. The approved Plan was posted on the Touro Portal.

Based on the SWOT analysis, conducted in 2013-2014, the following are the primary strengths of the College:

#### **STRENGTHS**

1. Faculty are dedicated to the mission of the College, focused on the needs of students.
2. The institution demonstrates cultural sensitivity to the needs of a diverse student population.
3. Through its multi-campus locations, the College makes higher education accessible to underserved populations.
4. The diversified undergraduate academic programs provide multiple career pathways for student advancement.
5. The diversified portfolio of graduate and professional programs offers multiple opportunities for professional preparation.
6. The College's strong programs in the health sciences, medicine, and pharmacy make the institution a national leader in these fields.
7. The quality of the College leadership facilitates innovation and the development of new programs.

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

#### **WEAKNESSES**

1. The College is hampered by problematic name recognition, a public image that is not well-defined, partly the result of insufficient marketing and branding.
2. The College has an aging faculty and lacks a faculty renewal plan that identifies faculty and leadership resources, necessary to maintain academic quality in existing programs and to accommodate the needs of projected new programs.
3. The technology platform for student services and for managing the institution is outdated and insufficient for the needs of the College.
4. There is insufficient advanced technology in classrooms to support innovative teaching and learning.
5. The College's old website is static, lacking interactive capabilities to be used effectively, both for internal and external communication.
6. The College lacks a network of alumni organizations for many of its graduate and undergraduate schools.
7. The College has a limited history of fundraising, and institutional advancement has not been sufficiently prioritized until recently. There is a need to diversify revenue sources, and to increase external funding for research.

8. The physical infrastructure of some of the locations is lacking in office space and laboratories.

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

### **OPPORTUNITIES**

1. The introduction of more distance learning and blended programs could result in gains in recruitment and student enrollment.
2. Greater use of online and video-conference courses could provide greater flexibility and efficiency in scheduling courses offered at multiple campuses.
3. The College has an opportunity to build on its strengths in the health sciences and medical fields by diversifying its offerings with the creation of a dental school, and the introduction of degrees in such areas as nutrition/dietetics.
4. As a faculty renewal plan is developed, the College will be able to hire more research-oriented faculty.
5. The expansion of dual degree programs at the graduate level could increase recruitment effectiveness in graduate level programs.
6. The expansion of honor societies in more disciplines in the undergraduate division, achievable with modest commitment of resources, will enhance the image of the College.

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

### **THREATS**

1. Changes in Federal and State regulations relating to financial aid could potentially impact enrollment.
2. The proliferation of accelerated degree programs has affected undergraduate enrollment in the Lander College of Arts and Sciences.
3. The current pay scale for full-time undergraduate faculty places the College in an unfavorable competitive position.
4. The pay scale for adjunct faculty makes it difficult to hire new, highly qualified adjuncts.
5. Labor market changes and more limited employment opportunities in several professional fields will impact negatively Touro's graduate and professional schools (law, speech-language pathology, education).
6. The lower tuition structure of CUNY will continue to present a challenge for recruitment in associate/baccalaureate programs.

## TOURO COLLEGE

### STRATEGIC DIRECTIONS, GOALS, AND OBJECTIVES

#### STRATEGIC DIRECTION I:

#### ENHANCE ACADEMIC EXCELLENCE AND STUDENT OUTCOMES

#### GOAL 1: TO STRENGTHEN ACADEMIC QUALITY IN EXISTING PROGRAMS.

***Rationale:** Ensuring academic excellence in fulfillment of Touro's vision requires the College to emphasize improvements in the quality of its academic programs, and the learning experience. Ensuring academic excellence also helps differentiate Touro from accelerated undergraduate degree programs that have become more prevalent in recent years. This requires periodic review and assessment of current curriculum and academic programs, and implementing improvements. The College's General Education curricular offerings must be assessed and reviewed for continued relevance to professional and academic advancement and effectiveness in achieving institutional goals.*

#### Objective 1.1: Strengthen the Undergraduate General Education Curriculum.

##### Primary Responsibility:

☒ Vice President of Undergraduate Education

##### Secondary Responsibility:

☒ Director of Assessment and Evaluation

☒ Director of General Education

☒ Deans of Undergraduate Colleges

##### Strategic Actions

**1.1.1** Select a Director of General Education who will be responsible for leading the General Education Committee, overseeing and further integrating general education requirements throughout the undergraduate colleges, and for formal, systematic decision-making in developing action plans and course revisions based on student performance data.

**Timeline: Spring 2016**

**1.1.2** Charge the General Education Committee with reviewing existing Touro's general education requirements, assessment processes and results, and data on employer job market and graduate school expectations and with making recommendations.

**Timeline: Spring 2016-Spring 2017**

**1.1.3** Conduct curriculum mapping of current core courses, identify gaps in goal achievement, and propose and implement revisions in the curriculum based on these findings.

**Timeline: Spring 2016-Spring 2018**

**Objective 1.2: Evaluate and improve the quality of undergraduate majors, programs, and schools.**

**Primary Responsibility:**

- ☒ Vice President for Undergraduate Education

**Secondary Responsibility:**

- ☒ Vice President of Planning and Assessment
- ☒ Director of Assessment and Evaluation
- ☒ Undergraduate Deans Council
- ☒ Touro College Outcomes Assessment Committee
- ☒ Department Chairs

**Strategic Actions**

- 1.2.1** Develop a template for assessment reviews of individual schools, implement an assessment schedule and complete the assessment of schools.  
**Timeline: January 2016-January 2020**
- 1.2.2** Establish a committee to assess honors programs and tracks, as well as honors courses in undergraduate baccalaureate degree offerings.  
**Timeline: Spring 2016-Spring 2018**
- 1.2.3** Identify and evaluate capstone courses in majors and programs, establish institutional standards, and make recommendations as appropriate.  
**Timeline: Fall 2017**
- 1.2.4** Review assessment findings and recommendations of completed program reviews and implement recommendations.  
**Timeline: Fall 2015-Spring 2018**

**Objective 1.3: Strengthen the quality and standards of graduate and professional programs.**

**Primary Responsibility:**

- ☒ Provost of the Graduate and Professional Division

**Secondary Responsibility:**

- ☒ Vice President of the Graduate Division
- ☒ Deans of Graduate and Professional Schools

**Strategic Actions**

- 1.3.1** Implement a template for assessment reports and require annual self-assessment reports for graduate and professional programs.  
**Timeline: Spring 2016-Spring 2018**
- 1.3.2** Implement periodic program reviews for graduate programs without specialized accreditation.  
**Timeline: Spring 2016-Spring 2018**



**1.3.3** Develop action plans for programs to meet standards for specialized accreditation and professional certification as appropriate.

**Timeline: Fall 2018**

**GOAL 2: TO ENSURE FACULTY EXCELLENCE THROUGH STRATEGIC HIRING AND FACULTY DEVELOPMENT.**

***Rationale:** Appropriate faculty resources are essential to maintaining and enhancing the quality of academic offerings. As Touro matures as an institution, processes for faculty renewal and competitive remuneration must be implemented to maintain academic quality and ensure faculty continuity and diversity. Promoting teaching effectiveness and scholarship involves greater use of technology and support for faculty development and research.*

**Objective 2.1: Institute a comprehensive Faculty Renewal Plan to ensure continuity of academic leadership and determine potential full-time faculty hiring needs.**

**Primary Responsibility:**

- ☒ Provost of the Graduate and Professional Division
- ☒ Vice President for Undergraduate Education
- ☒ Vice President of the Graduate Division

**Secondary Responsibility:**

- ☒ Deans of all Schools
- ☒ Faculty Renewal Committee

**Strategic Actions**

**2.1.1** Analyze faculty statistics, enrollment projections and strategic directions (including research expectations) by school and by department to project future hiring needs over the coming 5 years.

**Timeline: Spring 2016**

**2.1.2** Survey Deans and Department/Program Chairs with regard to projected hiring needs in their schools and departments, specifying academic rank, areas of specialization, etc.

**Timeline: Spring 2016**

**2.1.3** Incorporate within the Faculty Renewal Plan strategies to increase the percentage of full-time faculty at the undergraduate level and to increase the diversity of the faculty as a whole.

**Timeline: July 2016**

**2.1.4** Adopt a Faculty Renewal Plan.

**Timeline: Fall 2016**

**Objective 2.2: Improve classroom and online teaching effectiveness and promote faculty development across the institution.**

**Primary Responsibility:**

- ☒ Provost of the Graduate and Professional Division
- ☒ Vice President for Undergraduate Education
- ☒ Vice President of the Distance Education

**Secondary Responsibility:**

- ☒ Council on Faculty Development and Evaluation
- ☒ Vice President of Information Technology
- ☒ Faculty Senate
- ☒ Graduate Faculty Council
- ☒ Associate Dean of Faculties

**Strategic Actions**

- 2.2.1 Implement the TCUS Faculty Development and Evaluation Policy.  
**Timeline: Fall 2015-Fall 2017**
- 2.2.2 Establish metrics to link teaching effectiveness and faculty development incentives.  
**Timeline: Spring 2016**
- 2.2.3 Increase support for faculty participation in professional activities.  
**Timeline: Fall 2016-Fall 2020**
- 2.2.4 Publicize Touro policy for promotion in rank and formulate and publicize Touro policy for multi-year contracts.  
**Timeline: Fall 2016**
- 2.2.5 Create and implement a faculty mentorship program.  
**Timeline: Spring 2017**
- 2.2.6 Facilitate creation of faculty websites.  
**Timeline: Spring 2020**

**GOAL 3: TO IMPROVE STUDENT SUCCESS AND DEGREE ATTAINMENT.**

***Rationale:** This goal supports the institution's commitment to quality assurance and responds to the accountability expectations of the federal and state governments and regional accreditors. Raising retention and graduation rates in undergraduate programs is a keystone for institutional improvement. The College must also review and improve student support services to optimize student success and degree attainment.*

**Objective 3.1: Increase retention and graduation rates at the undergraduate and graduate degree levels comparable to the New York State average.**

**Primary Responsibility:**

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

**Secondary Responsibility:**

- ☒ Executive and Administrative Dean of NYSCAS
- ☒ Vice President of Student Administrative Services

- ☒ Dean for Advisement and Counseling
- ☒ Deans of all Schools

### **Strategic Actions**

- 3.1.1** Assess recent retention initiatives, and use results to improve services to students.  
**Timeline: Fall 2015-Fall 2017**
- 3.1.2** Conduct periodic student satisfaction surveys and interviews, and address perceived gaps in the delivery of academic and student services.  
**Timeline: Fall 2015-Spring 2020**
- 3.1.3** Introduce an enhanced program of pre-graduation counseling throughout the undergraduate division.  
**Timeline: Spring 2016**
- 3.1.4** Enhance processes for internal transfer between programs to increase degree attainment.  
**Timeline: Spring 2016-Spring 2017**
- 3.1.5** Refine policies and procedures for the administration of experiential learning and internships.  
**Timeline: Fall 2016-Spring 2017**
- 3.1.6** Conduct data analyses to identify indicators for student success or non-success and incorporate results into retention efforts.  
**Timeline: Fall 2020**

### **Objective 3.2: Improve undergraduate student support, tutoring, and learning resource centers.**

#### **Primary Responsibility:**

- ☒ Dean of Advisement and Counseling
- ☒ Associate Dean of Students (New York School of Career and Applied Studies)

#### **Secondary Responsibility:**

- ☒ Vice President of Student Administrative Services
- ☒ Vice President of Information Technology
- ☒ Director of Learning Resource Centers

### **Strategic Actions**

- 3.2.1** Develop strategic plans for student support areas (e.g., Advisement and Counseling, Learning Resource Centers, Career Services), to include measurable outcomes, evaluation, assessment and review of goals.  
**Timeline: Spring 2016-Spring 2017**
- 3.2.2** Provide additional resources and software programs to enhance tutoring and learning resource centers.  
**Timeline: Fall 2017**
- 3.2.3** Expand peer and graduate mentoring program for high-risk students.  
**Timeline: Fall 2017**

**GOAL 4: TO CREATE A RESPONSIVE STUDENT SERVICES EXPERIENCE BUILT UPON A PAPERLESS ENVIRONMENT WITH ANYTIME-ACCESS TO DATA.**

*Rationale: This goal supports the institution's commitment to achieve greater student support, satisfaction, success, retention, and graduation rates.*

**Objective 4.1: Implement a new unified Student Information System consistent with best-practice policies and procedures.**

**Primary Responsibility:**

- ☞ Vice President of Student Administrative Services

**Secondary Responsibility:**

- ☞ Vice President of Information Technology
- ☞ Executive Director of Student Finances
- ☞ Executive Director of Financial Aid
- ☞ University Registrar

**Strategic Actions: (Timeline: Fall 2015-Spring 2017)**

- 4.1.1** Working with a cross-section of institutional administrators and staff, review and revise as needed institutional policies and procedures so that they are consistent across the institution, reflect best practices, and maximize the new software's capabilities.
- 4.1.2** Structure reporting, workflow processes and system functionality to meet institution-wide requirements, but provide for local modification where needed.
- 4.1.3** Provide ongoing communications and a variety of vehicles for input from the Touro community, campus teams, focus groups, website, written correspondence, town hall meetings, etc., as the new software is being configured and implemented.
- 4.1.4** Provide helpful material and training, as needed, on the new system and a robust help desk to support students, faculty, and staff in the use of the new system.
- 4.1.5** Train the student services functional areas on the new system so that they can maximize use of the system in order to support our students.
- 4.1.6** Roll-out the system to students and faculty.

**Objective 4.2: Expand Helpdesk/Call Center staffing in order to maintain or exceed the current 96% customer satisfaction rating and establish Touro as an industry leader in higher education student services Helpdesk/Call Centers.**

**Primary Responsibility:**

- ☞ Vice President of Student Administrative Services

**Secondary Responsibility:**

- ☞ Manager of Touro NONSTOP

**Strategic Actions: (Timeline: Fall 2015-Fall 2018)**

- 4.2.1 Develop a formal NONSTOP Policies, Procedures, and Protocols Manual.
- 4.2.2 Expand the NONSTOP helpdesk staffing.
- 4.2.3 Create a specific Helpdesk/Call Center customer service training program that includes cross-training in all relevant functional areas as well as customer service training.
- 4.2.4 Conduct two national presentations establishing Touro as a leader in student administrative support.

**Objective 4.3: Further analyze data on lead sources and marketing spend and obtain regular feedback from admissions directors to assist in refining Touro's marketing strategies and application processes.**

**Primary Responsibility:**

- ☒ Deans of all Schools

**Secondary Responsibility:**

- ☒ Vice President of Student Administrative Services
- ☒ Vice President for Undergraduate Education
- ☒ Vice President of the Graduate Division

**Strategic Actions: (Timeline: 2015-2018)**

- 4.3.1 Use Touro's YNOT Lead Management System (LMS) data to continually refine and maximize advertising dollar spend.
- 4.3.2 Continually revamp Touro's online application system to create a more streamlined and user-friendly experience to increase the yield.

**Objective 4.4: Implement the TouchNet Cashiering solution and expand electronic direct deposit usage.**

**Primary Responsibility:**

- ☒ Vice President of Student Administrative Services

**Secondary Responsibility:**

- ☒ Bursar
- ☒ Director of Student Systems

**Strategic Actions: (Timeline: 2015 – 2017)**

- 4.4.1 Coordinate implementation and communication throughout all campuses providing training to staff and students in the use of TouchNet.
- 4.4.2 Increase electronic direct deposit usage for financial aid refunds to 70% or higher on each campus.



**GOAL 5: TO BETTER ASSIST UNDERGRADUATE STUDENTS IN THE TRANSITION FROM TOURO TO EMPLOYMENT.**

*Rationale:* An important element of Touro's vision is to assist its students to transition successfully to the workplace. Doing so also enhances the value of a Touro degree.

**Objective 5.1: Increase employment rates of graduating students through collaboration within Touro and with potential employers.**

**Primary Responsibility:**

☒ Director of Career Services

**Secondary Responsibility:**

☒ Dean of Advisement and Counseling

**Strategic Actions: (Timeline: 2015 – 2020)**

- 5.1.1 Implement a career path plan for students beginning the second semester of enrollment that includes online and face-to-face resources.
- 5.1.2 Expand and systematize connections with employers in diverse fields to create more internship and employment opportunities for Touro students.
- 5.1.3 Implement use of career development software.
- 5.1.4 Provide broader staffing and resources in such areas as career services and internship placement, particularly in the New York School of Career and Applied Studies (NYSCAS).
- 5.1.5 Increase the frequency of workshops to prepare students for employment (e.g. resume writing, interviewing skills, professional etiquette/behavior, and using the internet for job searches).
- 5.1.6 Increase training and career counseling skills of career placement staff in relevant career assessment tools (e.g. Meyers-Briggs).
- 5.1.7 Hold events to highlight careers in each college giving interested students an overview of diverse fields and the opportunity to speak with industry professionals.

**GOAL 6: TO ENRICH THE STUDENT LIFE EXPERIENCE.**

*Rationale:* A positive experience, outside the classroom, enhances the student's education and builds attachment to the institution, which translates into loyalty to the College after graduation.

**Objective 6.1: Expand opportunities for students to participate in events/projects to enrich student life and the total student experience.**

**Primary Responsibility:**

☒ Deans of all Schools

☒ Dean of Students

☒ Associate Dean of Students (NYSCAS)

**Secondary Responsibility:**

- ☞ Dormitory Residence Directors
- ☞ Department Chairs

**Strategic Actions: (Timeline: Fall 2016-Spring 2018)**

- 6.1.1 Increase frequency of club events and presentations by outside speakers and foster greater participation using electronic media.
- 6.1.2 Create a multi-purpose auditorium in the Touro Manhattan Main Campus for students for conferences and other public events.
- 6.1.3 Promote student scholarly journals.
- 6.1.4 Promote cultural events and invite student contributions from across Touro campuses.
- 6.1.5 Increase the number of discipline specific and general honor society chapters.
- 6.1.6 Organize community-oriented activities, such as blood drives, bone marrow drives, community health fairs, communal responses to emergency situations, etc.
- 6.1.7 Explore expansion of opportunities for athletic activities and competition.
- 6.1.8 Create a student online gallery on the art department web page.

**Objective: 6.2: Encourage increased student participation in the rich cultural and communal life of New York.**

**Primary Responsibility:**

- ☞ Undergraduate Deans
- ☞ Dean of Students
- ☞ Associate Dean of Students (NYSCAS)

**Secondary Responsibility:**

- ☞ Dormitory Residence Directors
- ☞ Department Chairs

**Strategic Actions: (Timeline: Fall 2016-Spring 2020)**

- 6.2.1 Publicize select cultural and communal events that are of academic and personal interest to students.
- 6.2.2 Use of the cultural resources of the City to support course requirements.
- 6.2.3 Organize additional weekend experiences for dormitory students in diverse Jewish communities.

**GOAL 7: TO INTRODUCE NEW PROGRAMS TO INCREASE ACADEMIC OPPORTUNITIES IN HIGH DEMAND FIELDS.**

***Rationale:** In order to maintain its reputation in the community as a quality educational institution providing pathways to career opportunities, Touro College will build on its strengths in areas of graduate and professional education. It will continue to monitor labor market changes and promote programs with the greatest employment opportunities for its students, which will also help offset enrollment softness in employment sectors experiencing less-dynamic demand.*

**Objective 7.1: Develop new programs and initiatives at the undergraduate level.**

**Primary Responsibility:**

- ☒ Vice President for Undergraduate Education

**Secondary Responsibility:**

- ☒ Deans of the Undergraduate Divisions
- ☒ Deans of the Graduate Schools, including Social Work and Health Sciences

**Strategic Actions: (Timeline: 2015-2020)**

**7.1.1** Introduce Associate of Science (AS) and Bachelor of Science (BS) programs in criminal justice.

- Design curriculum and develop syllabi.
- Develop institutional infrastructure for the program.
- File for NYS State approval.

**Timeline: AS Fall 2016; BS: Fall 2017.**

**7.1.2** Introduce a Bachelor of Social Work (BSW) in Social Work.

- Design curriculum and develop syllabi.
- Develop institutional infrastructure for the program.
- File for accreditation with Council on Social Work Education (CSWE).
- File for NYS State approval.

**Timeline: Fall 2018**

**7.1.3** Expand healthcare programs at the undergraduate level that may include sonography and dietetics/nutrition.

- Design curriculum and develop syllabi.
- File for NYS State approval and other required accreditation.

**Timeline: 2017-2018**

**Objective 7.2: Introduce new graduate and professional programs and initiatives.**

**Primary Responsibility:**

- ☒ Provost of the Graduate and Professional Division

☞ Vice President of the Division of Graduate Studies

**Secondary Responsibility:**

☞ Deans of Graduate and Professional Schools

**Strategic Actions**

- 7.2.1** Subject to New York State approval, launch Doctor of Philosophy (PhD) in Jewish Studies, Doctor of Education (EdD) in Educational Leadership and Doctor of Psychology (PsyD).
- Respond to NYS requirements.
  - If necessary refile for Middle States approval.
  - Recruit students and launch programs (2015-2020).
- 7.2.2** Open a dental school for Doctor of Dental Surgery (DDS) on the Valhalla campus of New York Medical College after securing State and Accreditor approval.
- Obtain CODA approval.
  - Obtain NYS approval of Valhalla as branch campus.
  - Register program with New York State.
  - File for Middle States approval.
  - Raise funds to offset initial outlay.
  - Launch the Dental School (Fall 2017).
- 7.2.3** Expand at least one health science Master’s program that may include pathology assistant.
- Design curriculum and develop syllabi.
  - File for NYS State approval and any other needed approvals.
  - Launch program (Fall 2016).
- 7.2.4** Increase Inter-Professional Education in healthcare across TCUS.
- Ensure all Touro professional schools meet evolving accreditor regulation for inter-professional education (2015-2020).
  - Touro’s IPE Task force should select and execute an appropriate system wide project.
- Timeline: 2016-2017**

**GOAL 8: TO BROADEN THE USE OF ONLINE EDUCATION AND EVOLVING EDUCATIONAL TECHNOLOGIES TO SUPPORT AND EXPAND EXISTING PROGRAMS.**

***Rationale:** In order to optimize learning and flexibility for students, Touro will adopt innovative approaches to learning including technological advances and will increase student access to educational resources.*

**Objective 8.1: Use online course methodology to build greater flexibility in course delivery.**

**Primary Responsibility:**

☞ Vice President of Online Education

**Secondary Responsibility:**

- ☒ Provost of the Graduate and Professional Division
- ☒ Vice President of the Division of Graduate Studies and respective Graduate Deans
- ☒ Vice President of Undergraduate Education and respective Undergraduate Deans

**Strategic Actions**

- 8.1.1** Measure comparability between online and classroom programs with regards to learning objectives and student academic goals and establish uniformity.  
**Timeline: 2015-2019**
- 8.1.2** Evaluate online courses from an instructional design perspective, redesign as needed, and ensure that online courses exceed industry standards.  
**Timeline: 2015-2019**
- 8.1.3** Institute comprehensive faculty training for online education for faculty, and require new online faculty to complete a mandatory six-week training program.  
**Timeline: 2015-2019**
- 8.1.4** Develop a review and assessment process whereby departments/schools determine which courses should be offered online and in a classroom each semester.  
**Timeline: 2015-2019**
- 8.1.5** Regularly evaluate the delivery modality of existing courses, and encourage the introduction of videoconferencing, a hybrid format, or a flipped classroom.  
**Timeline: 2015-2019**

**Objective 8.2: Use new technologies to enhance student engagement and increase rigor of learning.**

**Primary Responsibility:**

- ☒ Vice President of Online Education

**Secondary Responsibility:**

- ☒ Vice President of Division of Graduate Studies
- ☒ Vice President of Undergraduate Education and respective Undergraduate Deans
- ☒ Vice President of Technology
- ☒ Director of Libraries

**Strategic Actions**

- 8.2.1** Expand online communication between faculty and students via asynchronous discussion boards and virtual office hours.
- 2.2.2** Implement online bibliographic instruction with Library Services to foster improved research methodologies for students throughout all modalities.  
**Timeline: 2016-2017**
- 8.2.3** Identify courses to be delivered on a multi-campus basis and train faculty to build videoconference structure into them.  
**Timeline: 2016-2020**

**GOAL 9: TO IMPROVE AND EXPAND TOURO FACILITIES.**

***Rationale:** Facilities are vital to Touro's success and to insure a satisfactory teaching and learning experience for students. Improvements are necessary to make Touro work better as an institution.*

**Objective 9.1: Formalize a multi-year master space plan for institutional facilities.**

**Primary Responsibility:**

☞ Senior Vice President for Operations

**Secondary Responsibility:**

☞ Chief Financial Officer

**Strategic Actions**

- 9.1.1** Initiate formal surveys of stakeholders (students, faculty, and staff) to assess the current state of facilities, identify and prioritize needs.
- 9.1.2** Draft the facilities capital budget based on priorities.
- 9.1.3** Create the most efficient mix of leased and owned facilities to provide both stability, flexibility and growth.
- 9.1.4** Align the structure of the facilities department to best implement the master plan.
- 9.1.5** Receive approval for the plan.

**Timeline: Fall 2016**

**Objective 9.2: Extend and improve current facilities and, where feasible, consolidate facilities to create operating efficiencies.**

**Primary Responsibility:**

☞ Senior Vice President for Operations

**Strategic Actions**

- 9.2.1** Create a main campus facility in Manhattan, housing Manhattan programs and central administration.  
**Timeline: Fall 2018**
- 9.2.2** Build out a Dental School at New York Medical College's 19 Skyline Drive Building.  
**Timeline: 2016-2019**
- 9.2.3** Create space at the Middletown Branch Campus to accommodate additional health science programs.  
**Timeline: Fall 2016**

- 9.2.4** Complete the major HVAC upgrade at 1602 Avenue J, Flatbush Campus.

**Timeline: 2015-2016**

**9.2.5** Develop the 2002 Ave J, Brooklyn building into a classroom and administrative building to replace leased and rented facilities and to enlarge the Brooklyn branch campus.

**Timeline: Fall 2017**

**9.2.6** Consolidate sites, where appropriate, for greater efficiency.

**Timeline: Fall 2016-Fall 2018**

**Objective 9.3: Create and support classroom infrastructure in new and existing facilities in order to optimize the use of technology for teaching and learning.**

**Primary Responsibility:**

☒ Vice President for Technology

**Secondary Responsibility:**

☒ Chief Instructional Computing Officer

☒ Vice President for Online Education

☒ Vice President of Operations

**Strategic Actions**

**9.3.1** Provide classroom computers and interactive projection in all classrooms and enhance them with video and audio sharing technology.

**Timeline: Fall 2018**

**9.3.2** Adopt mobile device management technology to support the secure and controlled use of mobile technology on campus.

**Timeline: Fall 2017**

**9.3.3** Design new classrooms that accommodate convenient use of technology. (Fall 2018)

**9.3.4** Enhance support staff to assist instructors in the use of technology in the classroom.

**Timeline: 2017-2018**

**GOAL 10: TO EXTEND AND ENHANCE THE OVERALL ACADEMIC EXPERIENCE THROUGH TECHNOLOGY INFRASTRUCTURE IMPROVEMENTS.**

***Rationale:** Technology is a normal part of student and faculty life today. Technology infrastructure is critical for making teaching and learning work in today's world. That infrastructure at Touro needs updating and extending.*

**Objective 10.1: Enhance technology infrastructure solutions for support of instruction.**

**Primary Responsibility:**

☒ Vice President for Technology

**Secondary Responsibility:**

☒ Vice President for Online Education

☒ Vice President of Operations

## Strategic Actions

**10.1.1** Upgrade the internal network infrastructure, bandwidth and external network connectivity to create secure, fast and trouble-free network access on all campuses.

**Timeline: Fall 2017**

**10.1.2** Extend and improve wireless network access in every classroom at all campuses and locations.

**Timeline: Fall 2017**

**10.1.3** Provide video creation facilities in additional locations to create effective instructional material.

**Timeline: Fall 2018**

**Objective 10.2: Provide effective technology for academic research, scholarship, creative development and collaboration.**

### Primary Responsibility:

☞ Vice President for Technology

☞ Director of Libraries

### Secondary Responsibility:

☞ Chair, Research Council

## Strategic Actions

**10.2.1** Enable the use of a flexible, secure, HIPAA- and FERPA-compliant document sharing system under Touro control to facilitate sharing and collaboration on research.

**Timeline: Fall 2016**

**10.2.2** Acquire additional computer software and hardware tools to support research and train users.

**Timeline: ongoing**

**10.2.3** Establish connections to national research networks through Internet2.

**Timeline: Fall 2016**

**GOAL 11: TO SUPPORT THE EVOLVING NEEDS OF TOURO THROUGH COST-EFFECTIVE, SECURE, AND EFFICIENT ENTERPRISE TECHNOLOGY SOLUTIONS.**

***Rationale:** Outdated enterprise systems need replacement to serve Touro's expanded needs. Access to Touro administrative systems needs to be simplified for the sake of security and better oversight.*

**Objective 11.1: Continue to implement the central Enterprise Resource Planning (ERP) system to replace the outdated existing systems.**

### Primary Responsibility:

☞ Executive Vice President



**Secondary Responsibility:**

- ☒ Senior Vice President for Operations
- ☒ Vice President for Technology
- ☒ Vice President of Student Administrative Services
- ☒ Senior Vice President for Finance and Chief Financial Officer
- ☒ Controller

**Strategic Actions**

- 11.1.1 Replace the existing finance, human resource and student information systems with the integrated, state-of-the-art TouroOne ERP system.  
**Timeline: Summer 2016**
- 11.1.2 Deploy central systems for scanning and management of documents, eliminating the need for storage and retention of paper copies, and integrate it with the TouroOne ERP system.  
**Timeline: Summer 2016**
- 11.1.3 Implement a system for operating and management reporting and dashboards based on TouroOne data.  
**Timeline: Spring 2017**
- 11.1.4 Expand the ERP with an effective customer relationship management system (CRM) to track admissions prospects, as well as retention.  
**Timeline: 2018-2020**

**Objective 11.2: Provide automated and secure access to Touro technology.**

**Primary Responsibility:**

- ☒ Vice President for Technology

**Secondary Responsibility**

- ☒ Chief Information Security Officer

**Strategic Actions**

- 11.2.1 Replace the existing end-of-life Identity Management System (IdM) with a new system, including a system-wide directory and single sign-on.  
**Timeline: Fall 2016**
- 11.2.2 Expand end-user Security Awareness Training to all students, faculty, and staff.  
**Timeline: 2016-2017**

**GOAL 12: TO IMPROVE THE EXTERNAL AND INTERNAL IMAGE OF TOURO.**

***Rationale:** A vital public image can play a powerful role in attracting and retaining students, exemplary administration and staff, as well as generating alumni engagement and philanthropic and other support for the College. Indeed, the building of a positive, robust image contributes to strong school spirit and pride. The strengthening of a school's reputation also adds to its prestige in a highly competitive geographic and educational environment.*

**Objective 12.1: Strengthen external communications.**

**Primary Responsibility:**

☒ Executive Vice President

**Secondary Responsibility:**

- ☒ Vice President for Advancement
- ☒ Executive Director of Communications
- ☒ Managing Director of Web Communication
- ☒ Deans of all Schools

**Strategic Actions**

- 12.1.1** Create an annual communications plan, which includes external, internal and digital communications strategies.  
**Timeline: 2015-2016**
- 12.1.2** Expand external market-segmented communications utilizing all appropriate channels of media. Expand social media presence and increase following 20% annually.  
**Timeline: ongoing**
- 12.1.3** Increase institutional visibility by creating more opportunities through public speaking, articles, blogs, media interviews, etc. for the President, senior lay and professional leadership, deans, and faculty.  
**Timeline: ongoing**
- 12.1.4** Enhance College reputation by building awareness through community relations, communal programming and special events.  
**Timeline: ongoing**
- 12.1.5** Assess on a biennial basis public perception of the College through the use of survey and focus groups.  
**Timeline: 2016-2019**
- 12.1.6** Complete the initial redesign and continue ongoing upgrades and updates to the Touro website.  
**Timeline: June 2016 and ongoing**
- 12.1.7** Raise Touro's reputation among education leaders and accrediting authorities.  
**Timeline: ongoing**

## **Objective 12.2: Strengthen internal communications.**

### **Primary Responsibility:**

- ☒ Executive Vice President

### **Secondary Responsibility:**

- ☒ Executive Director of Communications
- ☒ Managing Director of Web Communication
- ☒ Deans of All Schools

### **Strategic Actions**

**12.2.1** Improve and enhance the internal portal and the Touro website to more effectively communicate information within the Touro community.

**Timeline: ongoing**

**12.2.2** Launch an internal e-newsletter for faculty, administration and students, to enhance information sharing across campuses; create other communications vehicles for this purpose as well.

**Timeline: Spring 2016**

**12.2.3** Increase the frequency of special events (such as town halls) with senior leaders for students, faculty and staff.

**Timeline: ongoing**

**12.2.4** Provide continuous feedback opportunities to internal audiences to assess effectiveness of communications. Continually adjust internal communications and develop action steps in response to feedback.

**Timeline: ongoing**

**12.2.5** Annually assess administrator, faculty and student perceptions of the College via the use of surveys and focus groups. Continually adjust and develop action steps in response to feedback.

**Timeline: ongoing**

**GOAL 13: TO IMPROVE FINANCIAL RESOURCE DEVELOPMENT.**

***Rationale:** In the current environment with a soft economy and potential changes to financial aid availability, Touro needs to diversify and expand its revenue. In the past four years, the College has taken steps to raise funds immediately and at the same time build a successful advancement operation across all campuses for the long term. The overarching aim is to identify, cultivate, inspire, solicit and steward giving from individuals, alumni, administration, faculty, students, corporations, foundations, government and other private and public sources.*

**Objective 13.1: Increase and diversify philanthropic support for Touro.**

**Primary Responsibility:**

☒ Vice President for Institutional Advancement

**Secondary Responsibility:**

☒ President  
☒ Board of Trustees  
☒ Board of Governors  
☒ School Advisory Boards  
☒ Executive Vice Presidents  
☒ Deans of All Schools

**Strategic Actions: (all activities are ongoing; conduct formal quarterly review to evaluate progress, to adjust actions and plans, as warranted)**

**13.1.1** Create a financial resource development plan, which will be updated on an annual basis.

**Timeline: Summer 2016**

**13.1.2** Expand and promote a comprehensive menu of giving and naming opportunities for Touro overall and for individual schools and campuses.

**Timeline: January 2016**

**13.1.3** Expand the prospect database, link and integrate databases across campuses, and integrate advancement services.

**Timeline: ongoing**

**13.1.4** Identify, solicit and steward high net worth donors/prospects for annual unrestricted giving, directed giving and naming opportunities.

**(Timeline: ongoing)**

**13.1.5** Expand and develop alumni organizations across the various schools of Touro.

**Timeline: 2016-2018**

**13.1.6** Develop Touro boards and committees and increase giving of volunteer leadership.

**Timeline: ongoing**

**13.1.7** Increase the frequency of fund raising and educational events and conduct targeted direct marketing.

**Timeline: ongoing**

**13.1.8** Build a more effective and coordinated Touro-wide grants application program.

**Timeline: ongoing**

**13.1.9** Increase fund raising results on average by 5% annual growth over the next 5 years, using the 2013-14 fiscal year as baseline.

**Timeline: 2015-2020**

**Objective 13.2: Expand the Touro endowment (all activities are ongoing; conduct formal quarterly review to evaluate progress, to adjust actions and plans, as warranted).**

**Primary Responsibility:**

- ☒ President
- ☒ Board of Trustees
- ☒ Vice President for Institutional Advancement

**Secondary Responsibility:**

- ☒ Chief Financial Officer
- ☒ General Counsel
- ☒ Board of Governors
- ☒ School Advisory Boards

**Strategic Actions**

**13.2.1** Determine selection of planned giving vehicles to be offered and obtain necessary regulatory approvals and internal systems to begin to offer planned giving opportunities.

**Timeline: Spring 2017**

**13.2.2** Create Planned Giving and Endowment lay committee.

**Timeline: Spring 2016**

**13.2.3** Design planned giving and endowment campaign.

**Timeline: Fall 2016**

**13.2.4** Identify, solicit and steward donors and prospects with capacity and interest in endowment giving.

**Timeline: 2015-2020**

**GOAL 14: TO STRENGTHEN MANAGEMENT OF FINANCIAL RESOURCES.**

**Objective 14.1: Strengthen Budget Controls.**

**Primary Responsibility:**

- ☒ Chief Financial Officer

**Secondary Responsibility:**

- ☒ President

- ☞ Budget Director
- ☞ Controller

### **Strategic Actions**

- 14.1.1** Evaluate, update and improve policies, procedures and the processes through which Touro monitors its financial activity.  
**Timeline: Fall 2015**
- 14.1.2** Refine forecasting of revenue and expenses, and improve systems to monitor performance and provide early indications of deviations from budget.  
**Timeline: Spring 2016**
- 14.1.3** Refine the budget process in order to obtain more input from individuals close to the daily operations and create more “buy-in” by staff at all levels.  
**Timeline: Fall 2016**

### **Objective 14.2: Manage Assets, Cash Flow and Debt more strategically.**

- 14.2.1** Refine the modeling of operating performance, daily, weekly and long-term cash flow, capital needs, debt service and covenant compliance.  
**Timeline: Spring 2016**
- 14.2.2** Maintain a five-year forecast of operating performance, cash flows, capital plans and debt requirements for the consolidated Touro College and University System that is updated at least annually.  
**Timeline: ongoing**
- 14.2.3** Continue to seek ways to minimize the cost of capital.  
**Timeline: ongoing**

**TOURO COLLEGE STRATEGIC PLANNING COUNCIL MEMBERSHIP**  
(AS OF MAY 2015)

1. ROBERT GOLDSCHMIDT, **CO-CHAIR**, Vice President for Planning and Assessment
2. DAVID RAAB, **CO-CHAIR**, Executive Vice President
3. STANLEY BOYLAN, Vice President for Undergraduate Education and Dean of Faculties
4. SABRA BROCK, Interim Dean, Graduate School of Business
5. ALLEN FAGIN, Trustee, Past Managing Partner, Proskauer Rose LLP
6. HOWARD FELDMAN, Chair, Undergraduate Faculty Senate
7. NADJA GRAFF, Vice President, Graduate Division
8. MOSHE KRUPKA, Executive Vice President
9. PAULA KUTCH, Registrar, Jacob D. Fuchsberg Law Center
10. ERIC LEVINE, Vice President, Institutional Advancement
11. ERIC LINDEN, Director of Assessment and Evaluation
12. MICHAEL LLORENZ, Assistant Professor of Communications
13. ZVI LOEWY, Chair and Professor, Pharmaceutical & Biomedical Sciences,  
College of Pharmacy
14. MELVIN NESS, Senior Vice President and Chief Financial Officer
15. JOHN PALMER, Director of Community Affairs, Touro College of Osteopathic Medicine
16. MEYER PEIKES, Assistant Professor, Finance
17. ANN SHINNAR, Associate Professor, Chemistry
18. NILDA SOTO-RUIZ, Assistant Dean, Graduate School of Education

19. EVA SPINELLI-SEXTER, Vice President of Community Education, Executive and Administrative Dean of New York School of Career and Applied Studies-NYSCAS
20. FRANKLIN STEEN, Vice President, 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. MICHELLE TENDLER, Assistant Professor, Economics and Business

***ADDITIONAL STAFF WHO PROVIDED DIRECT SUPPORT TO  
THE STRATEGIC PLANNING COUNCIL***

1. MATTHEW BONILLA, Vice President of Student Administrative Services
2. ADAM D. HAMMERMAN, Director of Budget, Planning and Analysis
3. ELISHEVA SCHLAM, Executive Director of Communications and Marketing
4. SHIRIN SIONY, Executive Assistant to Dr. Robert Goldschmidt, Vice President for Planning and Assessment



## TOURO COLLEGE BOARDS OF TRUSTEES AND GOVERNORS

### BOARD OF TRUSTEES

Dr. Mark Hasten,  
Chairman

Rabbi Doniel Lander,  
Chancellor

Dr. Alan Kadish, President

Abraham Biderman  
Shmuel Braun  
Dr. Benjamin Chouake  
Allen Fagin  
Howard Zvi Friedman  
Rabbi Menachem Genack  
Solomon Goldfinger  
Abraham Gutnicki  
Leah Karfunkel  
Brian Levinson  
David Lichtenstein  
Stephen Rosenberg  
Zvi Ryzman  
Israel Sendrovic  
Jack Weinreb  
Rabbi Shabsai Wolfe  
Dr. Larry Platt  
Martin Oliner

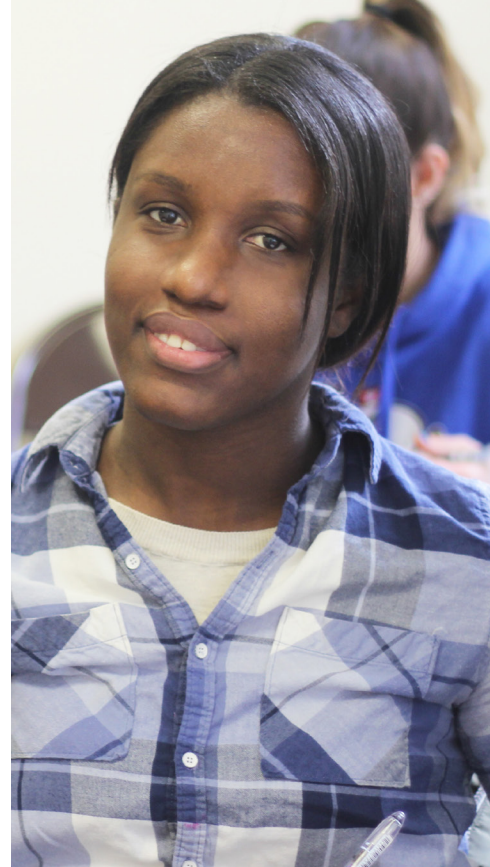
### BOARD OF GOVERNORS

Rena Barta  
Harvey Blitz  
Stephen Brown  
John Crepsac  
Manny De Torres  
Dr. Hazel Dukes  
Sam Epstein  
Benjamin Fishoff  
Alan Fuchsberg  
Charles Ganz  
David Grunblatt  
Dr. Mark Hasten  
Aaron Herzog  
Robin Jacobs  
Dr. Alan Kadish  
Dr. Steven Katz  
Dr. Martin Katzenstein  
Rabbi Moshe Krupka

Rabbi Doniel Lander  
Bruce Lilker  
Joshua Manaster, Esq.  
Ira Nutis  
Joseph Popack  
David Portal  
David Raab  
Robert Rechnitz  
Daniel Retter  
Alex Rovt  
Danielle Schwager  
William Schwartz  
Nathan Sklar  
Howard Stein  
Andrew Tananbaum  
A.M. Tanneberg, MD  
Gary Torgow  
Marvin Weitz  
Dr. Rachel Yehuda

For further information and inquiries regarding the Touro College Strategic Plan, please  
Contact: Vice President Robert Goldschmidt, at [robertgo@touro.edu](mailto:robertgo@touro.edu).









[www.touro.edu](http://www.touro.edu)

 [facebook.com/WeAreTouro](https://facebook.com/WeAreTouro)  [@WeAreTouro](https://twitter.com/WeAreTouro)