



ELEVATING EXCELLENCE: A PATHWAY TO 2030

**TOURO UNIVERSITY CALIFORNIA
STRATEGIC PLAN
2026-2030**

TRUETT HALL





FROM THE PRESIDENT OF TOURO UNIVERSITY

Alan Kadish, M.D.

“It is with great pride that I endorse the Touro University California Strategic Plan, Elevating Excellence: A Pathway to 2030. This strategic plan reflects our unwavering commitment to academic excellence, innovation, and meaningful community engagement. It charts a clear and ambitious course for the future, positioning Touro University California to expand its impact in education, research, and service. I look forward to the implementation of this plan and the continued advancement it will bring to our students, faculty, and the communities we serve.”



FROM THE CAMPUS PROVOST & CHIEF ACADEMIC OFFICER (CAO)

Tami Hendriksz, D.O., FACOP, FAAP

“As Campus Provost and Chief Academic Officer, I am proud to endorse the Touro University California Strategic Plan 2026–2030, Elevating Excellence: A Pathway to 2030. This plan reflects our shared commitment to academic rigor, faculty excellence, and a student-centered educational experience. It affirms our responsibility to foster innovation, advance scholarship, and strengthen interdisciplinary collaboration, while remaining deeply grounded in our mission of service to the community. I am energized by the vision outlined in this plan and confident in its ability to guide our faculty, students, and staff as we continue to elevate excellence in teaching, research, and community engagement.”



FROM THE VICE PRESIDENT & CHIEF EXECUTIVE OFFICER (CEO)

Newman Hoffman, J.D.

“As Chief Executive Officer, I enthusiastically endorse the Touro University California Strategic Plan 2026–2030, Elevating Excellence: A Pathway to 2030. This forward-looking plan captures our institutional commitment to continuous improvement, adaptability, and student success while providing a clear framework for sustainable growth. It charts a purposeful course for strengthening our academic reputation, enhancing operational effectiveness, and deepening our partnerships with the communities we serve. I am confident that this plan will position Touro University California for continued impact, resilience, and distinction in the years ahead.”

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INTRODUCTION

Welcome to Elevating Excellence: A Pathway to 2030, Touro University California's Strategic Plan for 2026-2030 and the successor to our prior plan, Transforming Tomorrow: A Blueprint for Success (2023-2026). This updated roadmap reflects our continued ambition to advance excellence, strengthen innovation, and deepen our impact on the communities we serve. It represents not only an evolution of our goals, but a renewed commitment to educating future health professionals, scholars, and leaders equipped to meet the challenges of a rapidly changing world.

As the landscape of higher education and healthcare continues to evolve, our institution remains steadfast in its mission to serve, to teach, and to lead. Rooted in a strong foundation of academic excellence and guided by our Jewish values, Touro University California recognizes the need to adapt thoughtfully and proactively. This Strategic Plan outlines our shared commitment to transforming emerging challenges into opportunities for growth, fostering a culture of creativity and inquiry, and empowering our community to make meaningful contributions locally, nationally, and globally.

Our purpose is clear: to inspire and equip our students, faculty, and staff to excel,

discover, and lead with integrity. Through this Plan, we reaffirm our responsibility to nurture intellectual growth and personal development, strengthen research and scholarship, expand our community partnerships, and cultivate an environment where every member of our university can thrive.

To achieve this vision, we will build upon our institutional strengths, harness the collective capacity of the Touro University System, invest strategically in technology and infrastructure, promote innovation and entrepreneurship, and prioritize the well-being, development, and success of our students, faculty, and staff.

The journey ahead will require collaboration, intentionality, and a shared commitment to continuous improvement. By engaging in this work together, we lay the groundwork for a dynamic and transformative future, one that elevates excellence across every dimension of our university.

We invite you to join us in this next chapter. Together, we will harness new opportunities, navigate emerging challenges, and build a thriving community that leaves a lasting impact on the world.



INSTITUTIONAL CONSIDERATIONS

» TOURO UNIVERSITY SYSTEM MISSION STATEMENT

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, and service to society.

» TUC VISION, MISSION, UNIVERSITY ENGAGEMENT STATEMENT, AND CORE VALUES

Vision

Educating caring professionals “To Serve, To Lead, To Teach.”

Mission Statement

Touro University California (TUC) provides graduate and professional educational excellence in the fields of Health Sciences and Public Health. Through strategic community partnerships and collaborations, TUC expands community access to healthcare. The TUC learning experience is student-ready, enriched by focused research and scholarship, and prepares graduates for rewarding lives in service to others locally and around the globe.

University Engagement Statement

Touro University California (TUC) educates students from all communities by training professionals to enhance their understanding of the past and its connection to their current academic pursuits to cultivate change for the future. The TUC learning experience supports all communities, provides access to educational opportunities, and expands access to all members of society. As a learning journey for individuals and the institution, we continue to strengthen communities through a shared commitment to academic excellence and opportunity.

Core Values

Touro University California prides itself on its Judaic foundation and a commitment to intellectual pursuit and service to humanity. As such, TUC is dedicated to:

- **Academic Excellence**

Demonstrated by promotion of excellence and continuous improvement in academic programs, student-ready approaches that promote strategic and holistic advancement of student success, and steadfast commitment to meet the needs of all students.

- **Respect**

Demonstrated by appreciation for the inherent value and dignity of each individual and our environment that seeks, welcomes, and advances talented minds from a wide range of experiences.

- **Compassion**

Demonstrated by compassionate service to society with a focus on improving the human condition and on the betterment of all members of our community.

- **Collaboration**

Demonstrated by interprofessional and interdisciplinary approaches that focus on internal and external partnerships along with capacity for growth and development.

- **Innovation**

Demonstrated by promotion of intellectual curiosity, support of scholarship and research, openness to new ideas and forms of expression, entrepreneurial spirit, and transformational leadership.



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GOAL 1: STRENGTHEN COMMUNITY WELLNESS AND CONNECTIONS

TUC is committed to serving all communities, which starts with a campus culture of wellness and belonging for students, staff, faculty, and alumni. The University provides leadership in public service, research, and clinical practice to address gaps in healthcare. By enhancing our engagement in these areas, our campus and alumni will create long-lasting positive impact in the communities we serve.

Objective 1.1: Cultivate a campus culture of wellness and belonging.

Strategic Actions

- 1.1.1 Develop and implement a campus wellness program that includes intentional opportunities to build campus community engagement.
- 1.1.2 Sustain alumni development infrastructure to nurture alumni pride and commitment to TUC.
- 1.1.3 Foster a sense of belonging on campus through sustained engagement with affinity groups for students, staff, and faculty.

Objective 1.2: Become a trusted partner for enhancing health and education outreach locally, regionally, nationally, and globally.

Strategic Actions

- 1.2.1 Develop a strategic outreach partnership plan.
- 1.2.2 Strategically expand grant funding and infrastructure to support growth of community-engaged research, scholarship, and service.
- 1.2.3 Increase collaborations across the TUS to address local, regional, national, and global health issues.
- 1.2.4 Serve as a community service provider through expanded partnerships with hospitals, clinics, government agencies, nonprofits, preK-12 schools, community colleges, and universities. Sustain and grow global health research and service opportunities for students and faculty through collaborations and partnerships.



GOAL 2: CULTIVATE EXCEPTIONAL STUDENT EXPERIENCES

TUC is committed to providing excellent student learning, robust research opportunities, and innovative educational experiences within a student-ready environment. This starts by building a robust, engaged, innovative, and experiential learning community that is based on a foundation of interprofessional education and commitment to student success via comprehensive student support services that enrich students' well-being. This exceptional student experience will increase student success and produce lifelong learners.

Objective 2.1: Recruit, retain, and support a quality student body.

Strategic Actions

- 2.1.1 Develop and implement a comprehensive enrollment management plan that includes marketing and outreach plans to attract, engage, and retain students. The plan should reflect funding, infrastructure, and personnel needs.
- 2.1.2 Expand pipeline programs including high school/college mentoring programs, agreements with regional community colleges and four-year partner schools, microcredential/certificate/badging opportunities, and leverage grant funding to support programmatic expansion and new developments.
- 2.1.3 Increase collaborations across TUS focused on system-wide approaches to student recruitment and retention.
- 2.1.4 Develop and implement a strategic fundraising plan to create year-over-year increases in student scholarships to support under-resourced students. The plan should involve student outreach efforts from the Financial Aid Office to provide financial literacy.
- 2.1.5 Develop a plan to create campus student housing and expand food services.

Objective 2.2: Enhance student engagement in learning and service.

Strategic Actions

- 2.2.1 Augment innovative learning opportunities through access to advanced technology to enhance learning, grow mentorship, and increase student engagement both in-class and beyond.
- 2.2.2 Develop resources, strategies, and support to help students achieve success in their academic and personal lives, including academic coaching, research opportunities, mentorship/advising, behavioral health services, basic needs infrastructure, career guidance, and other resources aimed at promoting students' well-being and success.
- 2.2.3 Sustain early experiential learning and development through engaging co-curriculars, rotations, internships, service to the community, and opportunities to apply learning in the community. Sustain support and infrastructure for student organizations focused on community outreach.
- 2.2.4 Increase student readiness for research through orientation and curricular opportunities (e.g., electives, biostats, etc.).
- 2.2.5 Implement AI-powered learning and service tools to actively engage students, while ensuring their ethical use to promote responsible engagement. Additionally, equip students with the critical and ethical competencies necessary to safely integrate Artificial Intelligence tools into patient care, research, and public health.



Objective 2.3: Expand interprofessional educational, service, and practice opportunities that bridge all programs.

Strategic Actions

- 2.3.1 Initiate collaborations between the TUC IPE Committee and the TUS Office for Interprofessional Collaboration and Education.
- 2.3.2 Develop and implement a strategic institutional IPE plan that aligns with programmatic accreditation requirements, provides consistency across the university (TUC) and system (TUS), and increases student interactions and interprofessional relationships between programs.
- 2.3.3 Expand and develop Clinical Simulation Center while creating simulations that intentionally incorporate IPE across disciplines and are woven throughout the curriculum to improve student learning experiences.
- 2.3.4 Increase and support opportunities for learners from different professions to serve together in the community with special emphasis on underserved communities.
- 2.3.5 Develop and engage students in research and publications (scholarship) opportunities around interprofessional learning outcomes.



GOAL 3: FOSTER A HIGHLY ENGAGED AND MOTIVATED WORKFORCE

TUC is committed to a motivated workforce that values excellence as the foundation for long-term success. Creating a culture of continuous learning and professional development will foster employee growth, engagement, satisfaction, and retention, which in turn leads to increased productivity, innovation, and success. To achieve this goal, the University will invest in professional development, establish mentoring and coaching opportunities, and provide opportunities for employees to participate in professional associations and conferences.

Objective 3.1: Recruit and retain a talented workforce.

Strategic Actions

- 3.1.1 Increase collaborations across TUS focused on system-wide approaches to develop active employee recruitment strategies and resourcing, employee professional development, training, and retention.
- 3.1.2 Conduct regular salary studies as a commitment to recruiting and retaining a talented workforce by offering competitive compensation packages.
- 3.1.3 Continue and expand the comprehensive employee development program that starts with impactful employee orientation and follows with professional development opportunities, coaching, and mentoring.
- 3.1.4 Expand the existing employee recognition program that acknowledges exceptional contributions and rewards outstanding performance.
- 3.1.5 Cultivate a culture of shared governance through increased support for Faculty Senate-and Staff Council-sponsored events, activities, and trainings.



Objective 3.2: Advance faculty excellence in teaching, scholarship, research, and service.

Strategic Actions

- 3.2.1 Increase access to research resources, technology support, and teaching methodologies through development, partnerships, and collaborations across TUS.
- 3.2.2 Provide faculty development and opportunities to pilot and implement innovative teaching and learning through integration of emerging technologies, tools to maximize modality flexibility in the learning environment (including online synchronous and asynchronous delivery), and leadership in active learning and application-based teaching strategies.
- 3.2.3 Allocate resources and develop campus space for a Digital Media Development Center that includes expanded recording studios to facilitate faculty development of high-quality teaching resources and engage students in active learning.
- 3.2.4 Increase engagement in research, scholarship, and service that advances the field and contributes to professions through promotion and system-wide recognition incentives.
- 3.2.5 Collaborate across TUS to build core centers of service, such as statistical analysis, to support and grow faculty engagement in grant-funded research, scholarship, and service programs.
- 3.2.6 Develop a collaborative plan to better engage adjunct faculty in campus activities, program development, and student learning.

Objective 3.3: Create a customer service culture for internal service departments.

Strategic Actions

- 3.3.1 Establish a clear client service vision and standards that guide employee behavior and decision-making.
- 3.3.2 Collaborate across TUS to provide comprehensive training and development programs that equip employees with the knowledge, skills, and abilities to deliver high-quality client service.
- 3.3.3 Measure client satisfaction and use client feedback to identify areas for improvement and implement continuous quality improvement.
- 3.3.4 Empower employees to take ownership of client issues and provide tools and resources needed to resolve problems quickly and effectively.

Objective 3.4: Foster a culture of collaboration and knowledge-sharing.

Strategic Actions

- 3.4.1 Identify and leverage TUC and TUS expertise and collaborations for cross-unit enhancement of teaching, research, scholarship, and business practices.
- 3.4.2 Create new program opportunities for collaboration across TUS.
- 3.4.3 Create a supportive and collaborative environment that encourages faculty members across TUC and TUS to share best practices, collaborate on research and service projects, and to learn from each other with a focus on continuous improvement and professional development.

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GOAL 4: ADVANCE INSTITUTIONAL GROWTH AND SUSTAINABILITY

TUC is committed to building a strong foundation for future success while adapting to changing environments and emerging opportunities. TUC fosters a culture of innovation and creativity by providing support for entrepreneurial ventures and encouraging collaboration between academic disciplines throughout TUS, industry partners, and other stakeholders. TUC's sustainability is rooted in its ability to identify and pursue opportunities for growth and innovation in new academic programs, research initiatives, partnerships, and campus development.

Objective 4.1: Develop and sustain robust academic programming that prepares innovative and mission-driven graduates.

Strategic Actions

- 4.1.1 Evaluate and enhance the quality and sustainability of TUC academic programs, implement continuous improvement processes, strategically expand existing programs, and develop new programs or delivery locations.
- 4.1.2 Expand infrastructure, partnerships, and funding to advance grant-funded research and community initiatives.
- 4.1.3 Foster collaborations across TUS to expand existing programs and develop new mission-aligned programs

Objective 4.2: Expand existing and develop new sources of revenue.

Strategic Actions

- 4.2.1 Maintain a transparent budgeting process and timeline.
- 4.2.2 Create a 3-year strategic plan for the Office of Sponsored Programs that aligns with the institution's research priorities, with a focus on increasing external funding, supporting both faculty and student initiatives, and enhancing administrative processes.
- 4.2.3 Design and implement a comprehensive fundraising and donation engagement strategy encompassing annual giving programs, major gift cultivation, donor stewardship initiatives, endowment growth, and strategic campaign planning (capital, scholarship and programmatic campaigns).
- 4.2.4 Enhance alumni giving by fostering meaningful engagement strategies that build connection, demonstrate impact, and encourage philanthropic support.
- 4.2.5 Cultivate and expand collaborative strategic partnerships with healthcare systems, nonprofits, and corporations.





Objective 4.3: Invest in facilities and security to enhance an inviting and welcoming campus.

Strategic Actions

- 4.3.1 Develop a campus master plan that includes sustainable practices to reduce environmental impact and address deferred maintenance.
- 4.3.2 Invest in campus beautification initiatives that encompass updated signage, painting, roadway maintenance, enhances wayfinding systems, and landscaping that meets new California regulations.
- 4.3.3 Proactively upgrade legacy campus HVAC systems to high-efficiency models, enhancing comfort, reducing energy costs, and advancing sustainability.
- 4.3.4 Ensure campus and systems accessibility.
- 4.3.5 Develop, evaluate, and refine a TUC Campus Safety Strategic Plan, incorporating TUC's Security Standard Operating Procedures (SOP), daily campus security patrols, campus access controls, and emergency management systems (RAVE)

Objective 4.4: Invest in enhancing IT systems.

Strategic Actions

- 4.4.1 Develop and maintain a technology master plan.
- 4.4.2 Upgrade and modernize the technology in classrooms, laboratories, the library, offices, and shared spaces.
- 4.4.3 Collaborate with TUS, create a systematic approach to support current technology, a schedule for updating technology, a plan for ongoing technology maintenance, and regular training.
- 4.4.4 Collaborate across TUS to provide access to and training in current and advanced classroom learning, educational technology, and artificial intelligence (AI) tools both inside and outside the classroom

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