



# STRATEGIC PLAN,

*TRANSFORMING TOMORROW:  
A BLUEPRINT FOR SUCCESS*





**FROM THE PRESIDENT OF TOURO UNIVERSITY SYSTEM:**

**Alan Kadish, M.D.**

“It is with pride that I endorse the Touro University California Strategic Plan, *Transforming Tomorrow: A Blueprint for Success*. This plan embodies our commitment to fostering innovation, academic excellence, and community engagement. It sets a path for our institution to make a lasting impact in the realms of education, research, and service. I look forward to the implementation of this plan and the transformational changes it will bring to our university.”



**FROM THE CAMPUS PROVOST & CHIEF ACADEMIC OFFICER (CAO):**

**Tami Hendriksz, D.O., FACOP, FAAP**

“As the Chief Academic Officer, I am honored to endorse the Touro University California Strategic Plan, *Transforming Tomorrow: A Blueprint for Success*. This plan underscores our commitment to academic excellence, faculty development, student-centered learning, and community service. It highlights our dedication to fostering a culture of research, innovation, and interdisciplinary collaboration, while also emphasizing our responsibility to serve the broader community. I am excited about the opportunities this plan will create for our faculty, students, and staff as we continue to prioritize community engagement and social responsibility alongside our academic and research goals.”



**FROM THE CHIEF EXECUTIVE OFFICER (CEO) & VICE PRESIDENT:**

**Newman Hoffman, J.D.**

“As the CEO, I wholeheartedly endorse the Touro University California Strategic Plan, *Transforming Tomorrow: A Blueprint for Success*. This comprehensive plan reflects our dedication to adaptability, inclusivity, and student success. It charts a clear course for us to enhance our institutional reputation, improve our operational efficiency, and strengthen our ties with the wider community. I am confident that this plan will guide us towards a future of continued growth and prominence.”

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# INTRODUCTION

Welcome to the Touro University California (TUC) Strategic Plan, *Transforming Tomorrow: A Blueprint for Success*, an ambitious roadmap that sets the course for our institution's future as we strive for excellence, innovation, and societal impact. This document serves as a compass, guiding our collective efforts and shaping our vision for years to come.

In an ever-evolving world, universities have a crucial role in shaping the future of education, research, and community engagement. Our institution, deeply rooted in a tradition of academic excellence and community engagement, recognizes the need to adapt and thrive in an increasingly complex and interconnected global landscape. This Strategic Plan lays out our commitment to transforming challenges into opportunities, fostering a culture of innovation and empowering our community to make an inclusive and meaningful difference.

We embark on this journey with a clear purpose—to inspire and equip our students, faculty, and staff to excel, discover, and make a positive impact on the world. Through this Plan, we embrace our responsibility to nurture the intellectual growth and personal

development of our students, enhance our research and scholarship endeavors, and foster an inclusive and supportive environment that empowers everyone to reach their full potential.

To achieve our vision, we will leverage our institutional strengths, capitalize on the benefits of being a member of the Touro University System (TUS), invest in infrastructure and technology, cultivate a culture of entrepreneurship and creativity, and prioritize the well-being and growth of our faculty, staff, and students.

The journey ahead will require collaboration, resilience, and commitment to continuous improvement. By embarking on this Strategic Plan together, we lay the foundation for a bright and transformative future for our university.

We invite you to join us on this exciting journey as we embrace the opportunities and navigate the challenges of the dynamic landscape that stands before us. Together, we will shape the future of education, research, and societal impact, and build a thriving community that makes a lasting difference.

# THE STRATEGIC PLANNING PROCESS

The strategic planning process at TUC involved several key activities and the campus community to gather input, analyze data, and develop a comprehensive Strategic Plan. Through these activities, TUC engaged stakeholders, collected valuable data and insights, and fostered collaboration between different groups within the organization to develop an inclusive and well-informed Strategic Plan. Here is a summary of the activities that took place in 2023.



- 1. Campus Engagement Sessions:** From February to March 2023, TUC organized six campus engagement sessions, comprising five in-person sessions and one session conducted via Zoom. These sessions followed a “Speed Dating” style interview format, attracting the participation of over 30 employees and students. The purpose was to gather broad perspectives and insights to inform the planning process.
- 2. Campus Qualtrics Surveys:** Two comprehensive surveys were conducted using the Qualtrics platform. The first survey aimed to collect input on TUC’s SONAR (Strengths, Opportunities, Needs, Aspirations, and Results), while the second survey focused on gathering feedback regarding TUC’s Mission, Vision, Values. Valuable information was received from more than 200 employees and students through these surveys.
- 3. Strategic Planning Committee Engagement:** Members of the TUC Strategic Planning Committee actively engaged in conversations and collected input from both the campus and the community on TUC’s SONAR. This ensured a thorough understanding of the organization’s strengths, opportunities, aspirations, and desired outcomes.
- 4. Strategic Planning Committee Meetings:** The TUC Strategic Planning Committee met three times to analyze and interpret the rich data collected from various channels. This included a review of the TUC 30/30/30 plan; the analyses of faculty, staff, and student surveys; and several campus engagement sessions to gather stakeholder feedback. These meetings facilitated collaborative discussions and the integration of broad perspectives.
- 5. TUC Academic Leadership Team Meetings:** The TUC Academic Leadership Team (now known as the University Leadership Team or ULT) convened twice to clarify TUC’s Mission, Vision, and Values statements, as well as to formulate Strategic Plan goals. These meetings aligned TUC’s direction with its educational objectives.
- 6. Goal and Objective Development:** On May 4, 2023 the TUC Strategic Planning Committee gathered together to work specifically on determining goals and objectives for the Strategic Plan. This stage allowed for the refinement and alignment of TUC’s priorities.
- 7. Drafting the Strategic Plan:** On May 17, 2023 the TUC Strategic Planning Committee collaborated with the TUC Academic Leadership Team to develop a draft version of the Strategic Plan. This joint effort ensured the integration of academic and strategic perspectives into the plan’s content.



8. **Feedback Collection:** The draft of the Strategic Plan was circulated among TUC employees and students to gather their input and agreement on each item in the plan. This step aimed to involve the broader TUC community in the decision-making process.
9. **Final Review and Editing:** On May 31, 2023 the TUC Strategic Planning Committee and TUC Academic Leadership Team reviewed the results from the campus survey and worked together to make final edits to the Strategic Plan. This iterative process ensured that the plan was reflective of the collective input received.
10. **TUS President Approval:** In Summer 2023, TUC presented the Strategic Plan to the TUS President. The President's insights were carefully integrated into a revised version of the Plan, which was subsequently presented to TUC stakeholders and final approval provided by the President and the Board.









## STRATEGIC PLANNING COMMITTEE MEMBERSHIP

### Co-Chairs

**Sarah Sweitzer**, Former Provost & CEO

**Meiling Tang**, Associate Vice President of Institutional Effectiveness & Accreditation

### Leadership Representatives

**Jim O'Connor**, Director, Center for Innovative Learning & Teaching (CILT)

**Farid Khalafalla**, Associate Dean, College of Education & Health Sciences (CEHS)

**Scott Whitlow**, Senior Associate Dean, College of Osteopathic Medicine

**Catherine Cone**, Associate Dean, College of Pharmacy

### Faculty Representatives

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**Ijeoma Ononuju**, Assistant Director, Graduate School of Education (GSOE)

**Jason Bandy**, Assistant Dean of Experiential Education, College of Pharmacy

**Amy Castro**, Access Services & Instruction Librarian

### Faculty Senate

**Michael Barbour**, Chair of Faculty Senate, Professor, Director of Faculty Development, CEHS

### Staff Representatives

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**Sarah Passage**, Senior Director of CME, College of Osteopathic Medicine

**Michele Jenkins**, Applications Support Specialist, Information Technology

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**Paisley Rosengren**, Director of Student Success

**Anika Lee**, Former University Equity Officer

### Students Representatives

**Shivani Majmudar**, President of Student Government Association, Joint Master of Physician Assistant & Master of Public Health Programs, Class of 2025

**Rakesh Kavuri**, College of Osteopathic Medicine, Class of 2026

### Community Partners

**Mitch Romao**, Assistant Superintendent, Vallejo City Unified School District

*In addition, members of the TUC University Leadership Team (consisting of TUC deans, vice presidents, and directors) contributed significantly to the development of this plan. This process also included anonymous participation via surveys from TUC faculty, students, and staff.*



# 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, transmission of knowledge, and service to society. Touro offers undergraduate, graduate and professional programs that serve 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, and values.

As part of the Touro University System, the TUC Strategic Plan incorporates the Mission, Vision, and Core Values of TUS. Upon embarking on this Strategic Plan, the TUS 30-30-30 initiative was reviewed to ensure alignment and consistency between the TUC Strategic Plan and goals and direction of the TUS as a whole.

## » **TUC VISION, MISSION STATEMENT, AND CORE VALUES**

The strategic planning process included a thorough review of the TUC Mission Statement, Vision, and Core Values. After revisions and modifications, all four of these were again reviewed and approved by the TUC campus. For the purposes of our Mission Statement and any corresponding objectives, the term “student-ready” is defined as a “strategic and holistic advancement of student success and tireless pursuit to meet the needs of all students”.

### » **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, Public Health, and Education. Through strategic community partnerships and collaborations, TUC expands community access to healthcare and education. 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.



## » Core Values

Touro University California (TUC) prides itself on its Judaic foundation and a commitment to community engagement, 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 tireless pursuit to meet the needs of all students.
- **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



## 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 and educational inequities. 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

#### Primary Responsibility

- TUC Executive Council\*

#### Secondary Responsibility

- Director of Campus Engagement and Community Affairs, Director of Human Resources, Campus Community Collaboration Council, Faculty Senate, Staff Council

#### Strategic Actions

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

### Objective 1.2: Become a trusted partner for reducing health and education inequities locally, regionally, nationally, and globally

#### Primary Responsibility

- CAO

#### Secondary Responsibility

- CEO, Vice President for Advancement, Academic Deans, Director of Research, Research Committee

#### 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 and education inequities.
- 1.2.4. Serve as a regional core service provider through expanded partnerships with hospitals, clinics, government agencies, nonprofits, and preK-12 schools.
- 1.2.5. Grow and sustain global health research and service opportunities for students and faculty through collaborations and partnerships.

*\* Note: The TUC Executive Council consists of the campus CEO, CAO, Vice President for Advancement, Associate Vice President of Institutional Effectiveness & Accreditation, Vice Provost and Dean of Student Affairs, and Academic Deans.*



## GOAL 2: CULTIVATE EXCEPTIONAL STUDENT EXPERIENCES

*TUC is committed to providing inclusive 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

#### Primary Responsibility

- Academic Deans

#### Secondary Responsibility

- Associate Dean for Enrollment Management
- Director of Admissions
- Director of Financial Aid

### 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. 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

### Primary Responsibility

- CAO

### Secondary Responsibility

- Associate Dean for Student Affairs
- Academic Program Directors/Academic Assistant or Associate Deans

### Strategic Actions

- 2.2.1. Augment innovative and inclusive learning opportunities through access to advanced technology in order to enhance learning, grow mentorship, and increase student engagement both in-class and beyond. Inclusivity should include the Americans with Disabilities Act (ADA) considerations.
- 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. Enhance early experiential learning and development through engaging co-curriculars, rotations, internships, service to the community, and opportunities to apply learning in the community. Enhance 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.).

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

### Primary Responsibility

- CAO

### Secondary Responsibility

- Director of the Center for Innovative Learning and Teaching Academic Program Directors/Academic Assistant or Associate Deans
- Campus Interprofessional Education (IPE) Committee
- Director of Research



## 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.

# >> 3

## 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

#### Primary Responsibility

- TUC Executive Council
- Director of Human Resources

#### Secondary Responsibility

- Director of Campus Engagement and Community Affairs, Assistant Vice President of Finance, Campus Community Collaboration Council, Faculty Senate, Staff Council

## 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 of top talent by offering competitive compensation packages.



- 3.1.3. Initiate a comprehensive employee development program that starts with impactful employee orientation and follows with professional development opportunities, coaching, and mentoring.
- 3.1.4. Develop an 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.**

### **Primary Responsibility**

- CAO
- Director of Research

### **Secondary Responsibility**

- Academic Deans, Director of the Center for Innovative Learning and Teaching, Faculty Senate, Director of Information Technology (IT)

### **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. Dedicate campus space and resources to 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. Explore ways to 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**

#### **Primary Responsibility**

- CEO

#### **Secondary Responsibility**

- Vice Provost and Dean of Student Affairs, Director of Human Resources, Director of IT, Vice President for Advancement, Senior Director of Operations

#### **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 to all populations.
- 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**

#### **Primary Responsibility**

- CEO, CAO

#### **Secondary Responsibility**

- Director of Research, ULT (including Academic Deans), Campus Community Collaboration Council, Faculty Senate, Staff Council, Director of Center for Innovative Learning and Teaching

#### **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.



## 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: Support and sustain robust academic programming that prepares innovative, and mission-driven graduates

#### Primary Responsibility

- CAO

#### Secondary Responsibility

- Academic Deans, Director of Center for Innovative Learning and Teaching, Director of Research, Academic Program Review Committee, Curriculum Committee, Faculty Senate

#### Strategic Actions

- 4.1.1. Review the quality and sustainability of current offerings, commit to continuous quality improvement of programs, strategically grow current programs, and develop new programs and/or identify new program locations.
- 4.1.2. Grow infrastructure, partnerships, and funding to support research and entrepreneurship.
- 4.1.3. Increase collaborations across TUS to grow and expand current programs and strategically develop new mission-centric programs.

### Objective 4.2: Enhance Financial Performance and Stability

#### Primary Responsibility

- CEO
- Vice President for Advancement
- Assistant Vice President for Finance

#### Secondary Responsibility

- CAO, Academic Deans

#### Strategic Actions

- 4.2.1. Develop a transparent budgeting process and timeline.
- 4.2.2. Create a comprehensive advancement plan that includes fundraising, grants, donations, and partnerships with organizations.
- 4.2.3. Increase alumni engagement through the development and support of a vibrant and active alumni association.





## **Objective 4.3: Invest in facilities to enhance an inviting and welcoming campus**

### **Primary Responsibility**

- CEO
- Director of Facilities

### **Secondary Responsibility**

Assistant Vice President for Finance, Environmental Health & Safety Officer, CAO, Vice Provost and Dean of Student Affairs, Academic Deans

### **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 projects that include signage, landscaping, painting, and roadway maintenance.
- 4.3.3. Create a comprehensive plan to proactively maintain and replace the aged campus HVAC systems.
- 4.3.4. Ensure campus and systems accessibility.
- 4.3.5. Assess and develop a comprehensive campus safety plan that includes daily campus security, campus access controls, and emergency management systems.

## **Objective 4.4: Invest in enhancing IT systems**

### **Primary Responsibility**

- CEO
- Director of Information Technology

### **Secondary Responsibility**

- TUS Chief Information Officer, Technology Committee, Academic Deans

### **Strategic Actions**

- 4.4.1. Develop and maintain a technology master plan.
- 4.4.2. Upgrade and modernize technology in classrooms, laboratories, offices, and shared spaces.
- 4.4.3. 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 and educational technology.



## IMPLEMENTATION PROCESS

The campus Strategic Plan Implementation Committee oversees the execution of the Strategic Plan. To further streamline the efforts, four Strategic Goal Subcommittees are formed. Each of the four subcommittees is responsible for generating specific short-term targets for each opportunity for improvement, innovation, and action. Each Subcommittee consists of co-managers who are typically members of the ULT. Additionally, Subcommittee members include faculty, administrative staff, and students. The Subcommittee determines the specific actions that must be completed in order to address their targets.

The creation of short-term milestones, quantified according to reasonable time estimates for completion and embedded in a dashboard, will establish a blueprint for completion and permit for real-time monitoring and adjustments. Each Subcommittee will provide updates to the ULT once to twice a year, highlighting progress, obstacles, challenges, adjustments, and a review of dashboard metrics. Cost-assessment, resource allocation, and determination of internal and external funding sources needed to implement the strategic goals will be estimated by each subcommittee, reviewed by the ULT, and approved by the President. This will foster a strong connection between the Strategic Plan and the TUC's budgeting process, ultimately leading to the successful realization of the TUC's mission, vision and values.



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