A Crossroads to Opportunities: Strategic Action Plan

2015 – 2020

Touro University California is a member of the Touro College and University System, America’s largest private institution of higher and professional education under Jewish auspices.
Touro University California (TUC) and Touro University Nevada (TUN) constitute the Touro Western Division of the Touro College and University System (TCUS), which was founded in 1970 as Touro College in New York by Dr. Bernard Lander. The Touro College and University System is a network of non-profit institutions of higher and professional education. Touro College was chartered in 1970 primarily to enrich the Jewish heritage, and to serve the larger American and global community. Approximately 19,000 students are currently enrolled in its various schools and divisions. Touro is one of the largest advanced health care educators in the United States. Touro College has branch campuses, locations, and instructional sites in the New York area, as well as branch campuses and programs in Berlin, Jerusalem, and Moscow. Touro University California and its branch campus Touro University Nevada, as well as Touro University Worldwide and its Touro College Los Angeles division are separately accredited institutions within the Touro College and University System.

Touro is founded upon the Jewish values of social justice, intellectual pursuit, and service to humanity, which inspires our daily campus life, philosophies, and broader community outreach.

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I am pleased to share the Strategic Action Plan from Touro University California. As an entity of the Touro College and University System, Touro University California is guided by Jewish tenets and our Touro values of commitment to social justice, intellectual pursuit, and service to humanity. This strategic plan envisions and outlines a comprehensive and bold future for our graduate programs in Health Sciences, Public Health, and Education that will benchmark professional education in the west and prepare our graduates to lead rewarding lives in service to others.

ALAN KADISH, MD
President and CEO
Touro College and University System

I would like to thank all of the faculty, staff, students, alumni and community members who contributed to this important document that will help guide TUC’s work over the next five years. I especially would like to thank the members of the Strategic Planning Committee, headed by Dr. Jim O’Connor, who devoted countless hours of time to help design the Strategic Action Plan.

Because the TUC Strategic Action Plan is a document impacting our entire campus community, we all share ownership. For this reason, if you are asked to participate on a tactical team working toward achieving a strategic planning goal and/or objective(s), I encourage you to embrace this opportunity to help move the University forward. Your work will have a lasting impact on our campus.

SHELLEY BERKLEY, JD
CEO and Senior Provost
Touro Western Division

This Strategic Action Plan provides our campus with a vivid roadmap so we travel a common path to an exciting future. We will do meaningful work together as we accomplish our mission leading to academic excellence.

I want to acknowledge and thank each member of the Strategic Planning Committee for their vision and commitment to our university. They diligently collected, analyzed, and shared data relevant to strategic planning; facilitated energetic discussions as to what it means to study and work at TUC; and through consensus and compromise they put to paper their collective thinking about what we do well and where we need to grow and do better. I especially want to thank Dr. Jim O’Connor for his leadership as Committee Chair; Dr. Meiling Tang, who served as Vice Chair; Dr. Jon Andresen, our strategic planning consultant; and Mr. Earle Malm, who represented our university advisory board. Their wisdom and leadership throughout the strategic planning process were invaluable.

MARILYN HOPKINS, PhD
Provost and Chief Operating Officer
Touro University California
Touro University California
Mission and Vision

MISSION

Touro University California provides graduate and professional educational excellence in the fields of Health Sciences, Public Health, and Education. The TUC learning experience is student-centered, enriched by focused research and scholarship, and prepares professionals for rewarding lives in service to others both locally and around the globe.

VISION

Touro University California – inspirational teaching and scholarship, transformative leadership, exemplary service.
Touro University California

Values

VALUES

Touro University California is a university under Jewish auspices founded upon the universal values of commitment to social justice, intellectual pursuit, and service to humanity. As such, Touro University California is dedicated to the following:

- Respect for the inherent value and dignity of each individual
- Intellectual inquiry, discovery, and passion for life-long learning
- Acceptance and appreciation of diversity
- Compassion and service to society
- Student-centered education
- Collaboration and sense of community
- Promotion of interprofessionalism
Strategic Goals

1. Improve and further develop the TUC physical campus
2. Promote student and employee achievement and excellence
3. Adapt academic programs by enhancing and expanding current programs and selectively adding new disciplines
4. Advance learning via innovative teaching and instructional technology
5. Integrate Interprofessional Education (IPE) in the TUC curriculum utilizing community and global partnerships
6. Expand scholarship and focused research on campus and through key partnerships
7. Foster a welcoming university culture that promotes health and wellness
Touro University California (TUC) is at a crossroads of opportunities. Founded in 1997 and now located on Mare Island in Vallejo, California, the TUC campus has grown and matured to its current status of approximately 250 full-time employees, 230 part-time employees, and over 1,400 students, occupying seven buildings on 44 acres. TUC has a synergistic relationship with the city of Vallejo and Solano County and serves as a powerful economic engine for the San Francisco North Bay area. Students, faculty, staff, and administrators are intimately involved with numerous community organizations and projects focused on improving the quality of life for local citizens. The campus occupies the hospital complex of the former Mare Island Naval Shipyard in Vallejo, California. Fifteen years of growth on Mare Island have transformed the university from a College of Osteopathic Medicine to a university offering professional excellence in the fields of Health Sciences, Public Health, and Education.

The successful programmatic expansion of TUC was stimulated by community needs and driven by the passionate efforts of dedicated faculty, staff, and administrators. As much as the location, the quality of its people makes TUC what it is today. In order to move forward, TUC must first face some foundational issues related to property, physical plant, and equipment, as well as personnel. The Strategic Action Plan details how to address these matters and outlines measured steps towards embracing the changing educational landscape. This five-year Strategic Action Plan titled “A Crossroads to Opportunity” sets forth a roadmap for the future of TUC with seven important goals and 22 accompanying objectives. This plan is intended to guide the future of the university over the next five years, through 2020, and is designed to be dynamic. The goals, objectives, and strategies with accompanying assessment and timelines will be frequently reviewed, modified, and updated as the university grows and evolves.

The plan is far-reaching, intended to improve every aspect of the campus, both structures and functions. The plan calls for improvements in all facets of the campus, including the expansion of new facilities; growing the number of faculty, staff, and administrators; as well as increased benefits to retain current employees and recruit additional high quality faculty, staff, and students. These improvements will result in a distinguished, superior university focused upon educating health sciences, public health, and educational professionals for fulfilling lives in service to humanity.

Each academic program, as well as student affairs, conducted a thorough environmental analysis. TUC enjoys numerous advantages, which include the people and their working relationships. This has fostered the development of innovative programs, such as the 2+2 Doctor of Pharmacy and the College of Osteopathic Medicine’s commitment to training primary care physicians. Of particular note is the Master of Public Health program that serves as the linchpin in the popular dual degree programs between the colleges. Public Health is also a key component of the critical interprofessional education efforts at TUC as well as the respected global programs. The Joint Physician Assistant/Public Health program is a one-of-a-kind program in the United States where students dedicated to working with underserved populations receive both a master’s degree in Physician Assistants Studies and a master’s degree in Public Health. The Graduate School of Education (GSOE) offers California teaching and administrative credentials and numerous master’s degrees. The GSOE is known for its many partnerships with school districts in Solano, Napa, Marin and Contra Costa counties.
The most recent example of TUC meeting community needs is the establishment of a unique nursing program. Finally, an expanding alumni network that heretofore has been largely untapped is viewed as a valuable asset available to TUC.

The expansion and growth of academic programs and scholarship have resulted in a need for more space on the TUC campus including offices for faculty and staff, classrooms, research labs, conference rooms, study areas, and specialized educational spaces. Investment in the renovation of the current physical plant, the creation of new buildings and spaces, and the improvement of campus infrastructure, particularly technology, are critical for the campus to move forward and to become a stronger and more competitive institution.

The faculty, staff, administrators, students, and alumni all believe that the best path forward is to improve the foundational aspects of the campus. They recognize that the great achievements TUC is capable of will only be realized if the basics are taken care of first. Nevertheless, there are ambitious goals contained in the plan, and ultimately the purpose of the plan is to ensure that TUC is both an economic engine for the community and also a robustly productive component of the TCUS.

The TUC campus community strives to provide students with high quality education and professional preparation, as well as memorable social experiences by being a welcoming and healthy campus. The emphasis on healthy lifestyles spans across all programs and into the numerous community partnerships between TUC and local health care and educational organizations. TUC strives to be a role model for healthy living for the city of Vallejo and Solano County.

Important aspects to retaining and hiring dedicated faculty and staff are to improve compensation, working conditions, and amenities for employees. TUC will enhance faculty and staff development, strive for competitive compensation, and improve its physical infrastructure through renovation projects and acquisition of new facilities. The model for future efficacious health care is interprofessional with physicians, pharmacists, physician assistants, nurses, and public health experts working in concert as a team to provide high quality patient care. TUC aspires to be a national leader in interprofessional education by creating a foundation of collaboration across all three colleges in both educating future health care professionals and in conducting basic, applied and translational research. Touro University California intends to develop interprofessional curricula for its students across all programs. The pedagogical expertise to drive this initiative lies within the Graduate School of Education, which serves as a valuable resource to the entire TUC campus related to curriculum development and innovative learning and teaching.
Touro University California is poised to expand its interprofessional scholarship and research via the development of several key centers of excellence in Global and Public Health, Nutritional and Metabolic Disorders, and Evidence-Based Practice. As well, TUC intends to improve the quality of teaching by developing a Center for Innovative Learning and Teaching.

TUC is seeking to pursue excellence as an organization as well as to achieve national recognition in select areas. Touro University California aspires to be a national leader in interprofessional education, to increase community partnerships, to generate more scholarship, including scientific research funding, to consistently improve the quality of teaching in all academic programs, and to improve the quality of service to all students via faculty and staff support departments.

Accomplishing this, along with the other goals, will have the effect of greatly enhancing the value of TUC to the community and the reputation of the TCUS. Most importantly, the plan provides a roadmap that enables TUC to most effectively educate health sciences, public health, and educational professionals for fulfilling lives in service to humanity.
The TUC five-year strategic planning process began in June, 2014 with the selection of the 18-person Strategic Planning Committee (SPC) by the Provost that represented faculty, administrators, staff, students, alumni, and the university advisory board. Dr. Jim O’Connor, Dean of the College of Education and Health Sciences, was appointed the Chair of the Strategic Planning Committee. Jon Andresen, MBA, PhD, was invited to serve as a consultant and facilitator for the process. All efforts were made to ensure that the strategic planning process was as inclusive as possible, involving all TUC stakeholders.

Institutional data and other universities’ strategic plans served as references for the SPC. All TUC academic units and student affairs constructed historical timelines and conducted comprehensive environmental analyses. Numerous meetings were held and surveys conducted soliciting feedback from faculty, staff, students, and alumni.

The SPC met five times, and subcommittees were formed to focus on various aspects of the Strategic Action Plan. Campus constituents provided feedback during question and answer sessions and written responses, as the goals, objectives, strategies, and the revised university mission, vision and values emerged during the process. A six-person writing team assembled and edited all of the materials to construct the final versions of the Strategic Action Plan, which were reviewed and endorsed by both the Chief Executive Officer and Senior Provost, Dr. Shelley Berkley, and the TUC Provost and Chief Operating Officer, Dr. Marilyn Hopkins.
Goals and Objectives

GOAL 1: Improve and further develop the TUC physical campus

IMPACT STATEMENT
The TUC campus is located on historic Mare Island on beautiful acreage designated as the first west coast naval facility in 1854. The property has 23 buildings and historic structures which present significant challenges. The largest vacant building is the former Mare Island Naval Hospital, a national historic landmark originally built in 1869. It sits among other vacant Touro buildings that require seismic, water, sewer, electrical, and technological upgrades, as well as remediation of asbestos and lead paint. While seven buildings have been successfully renovated and utilized, the condition of the remaining vacant structures inhibits significant campus growth. In addition, they do not reflect the excellence that students have come to expect from their Touro academic programs and services. Recent program accreditation reports have noted that the University has an immediate need for additional usable space in order for the academic programs to continue in good standing.

OBJECTIVES
1. Revise and disseminate an updated, approved 10-year campus building master plan.
2. Concurrent with updating the master plan, address immediate infrastructure needs, such as for office and research space.
3. Explore alternative methods to meet campus facility needs and accommodate expanding academic programs.

GOAL 2: Promote student and employee achievement and excellence

IMPACT STATEMENT
This goal is focused on attracting and recruiting superior students and employees. Correspondingly, TUC’s thriving reputation will resonate with a supportive and progressive scholarly environment for employees, which in turn will improve the student learning experience. We will ensure the TUC learning experience is student-centered, enriched by focused research and scholarship, and prepares professionals for rewarding lives in service to others both locally and around the globe. TUC will graduate satisfied and high-quality alumni who will maintain positive lifelong relationships with TUC.

OBJECTIVES
1. Attract and retain academically talented students who desire to develop skills to serve diverse communities.
2. Annually examine data on employee turnover and identify factors which need to be addressed to ensure retention of outstanding faculty and staff.
3. Improve student campus experiences and promote cultural events to enrich student life.
4. Enhance human resources functions to promote employee excellence.
5. Expand connections with employers to create more internship and employment opportunities for Touro students.
GOAL 3: Adapt academic programs by enhancing and expanding current programs and selectively adding new disciplines

IMPACT STATEMENT
This goal is focused on strengthening existing academic programs and providing guidance for selectively adding new programs with consideration to current programs. TUC culture supports teaching excellence, pedagogical innovation, and commitment to program mission. The adaptation and enhancement of the current academic programs will ensure that TUC graduates continue to be well prepared for the ever-changing demands on professionals in Health Sciences, Public Health, and Education. The selective expansion of programs allows for university growth without sacrificing the current student learning needs and opportunities.

OBJECTIVES
1. Strengthen existing academic programs and support services.
2. Support strategic growth of current programs.
3. Selectively add new academic and co-curricular programs.

GOAL 4: Advance learning via innovative teaching and instructional technologies

IMPACT STATEMENT
This goal is focused on providing an environment with the appropriate technological tools. Such resources are essential to allow for the successful integration of technology in all areas and disciplines of the University, but especially in the areas of teaching and learning. Currently the majority of the technological resources on campus can no longer keep up with the current trends and demands, nor are these resources encompassing all TUC stakeholders. By enhancing technological resources, TUC will be able to provide learning and working environments that meet current and future educational trends, pedagogies, and support professional development.

OBJECTIVES
1. Incorporate input from students and employees as technology strategic planning occurs and decisions are made regarding technology investments.
2. Create opportunities and resources to strengthen technology skills in faculty and staff.
3. Enhance the technology infrastructure to support an innovative and effective teaching, learning, and working environment.
GOAL 5: Integrate Interprofessional Education (IPE) in the TUC curriculum utilizing community and global partnerships

IMPACT STATEMENT
This goal is focused on developing communication, teamwork, and collaboration skills among the professions. Given the complexity of health problems, the skill to work collaboratively among clinical and non-clinical health professionals has become the operating norm. It is therefore essential that our students have the opportunity to benefit from interprofessional education to learn about, from, and with each other in order to have the preparation and experience required for today’s clinical professionals working in a collaborative and team environment.

OBJECTIVES
1. Develop an IPE curriculum with a focus on the health sciences.
2. Integrate the involvement of community and Touro System partners in TUC IPE.
3. Develop, evaluate, and report IPE specific educational outcomes.

GOAL 6: Expand scholarship and focused research on campus and through key partnerships

IMPACT STATEMENT
This goal is focused on the creation of new knowledge, which allows us to help solve the problems that face humanity and further the progress of humanity. All members of the university community benefit when faculty research and scholarship can flourish. Engaging students in research and scholarship under faculty mentorship promotes the training of future health care professionals and educators who can lead innovation and advance their professions.

OBJECTIVES
1. Increase research infrastructure and support for scholarship.
2. Establish Centers of Excellence in key fields of research and scholarship: global and public health, nutritional and metabolic disorders, health outcomes, innovations in learning and teaching, and interprofessional education.
3. Establish a clearly defined, effective infrastructure to increase financial support for research and other forms of scholarship at TUC.
GOAL 7: Foster a welcoming university culture that promotes health and wellness

IMPACT STATEMENT
This goal is focused on development of a welcoming campus that promotes health and wellness. All TUC constituents will benefit by improving the campus morale, increasing the retention of employees, reducing student attrition rates, and attracting additional talented employees and students. Improved wellness has the potential to increase student attendance and participation, as well as decreasing employee absences related to illness and stress. A focus on campus health and wellness will serve as a strong role model for the local community for increasing the quality and quantity of community partnerships.

OBJECTIVES
1. Promote the health and well-being of students, faculty, and staff as a foundation for academic and life success.
2. Establish a campus health and wellness program.
The strategic planning process began in August of 2014 with the strategic analysis. The understanding of internal and external environments allowed for strategy formulation, that resulted in this Strategic Action Plan, completed in May 2015. Although this is a critical document, production of the Strategic Action Plan is not, however, the ultimate goal of the strategic planning process. Success is only realized by carrying out the Strategic Action Plan in addition to continuously reviewing and improving the plan.

The Provost will serve as both coordinator and driver of the Strategic Action Plan. The Provost will interface with responsible parties to ensure successful implementation of the Plan. Items that are included in the implementation phase include, but are not limited to, the following:

- Designating responsible parties
- Establishing timelines
- Analyzing costs
- Establishing budgets
- Allocating resources
- Defining endpoints
- Monitoring performance and results

Successful implementation of the Strategic Action Plan depends upon quantifying progress via metrics assigned to each goal, objective, and strategy. The Provost will monitor progress of the Strategic Action Plan and synthesize the results in order to communicate successes to all members of the TUC community.

Beginning in August 2015, the strategic planning process began afresh with strategic analysis. The purpose of annually restarting the strategic planning process is to examine the current plan in light of future conditions. It is expected that the Strategic Action Plan will be modified on a yearly basis until it is time to produce another five-year Strategic Action Plan. At that time the revised plan will naturally evolve from the current plan, as TUC will have become a strategically-driven university.
Touro University California began in August, 1997 in San Francisco as the Touro University College of Osteopathic Medicine (TUCOM) with an inaugural class of 65 students. The campus moved to historic Mare Island in Vallejo, California in May, 1999. TUC today consists of three colleges with over 1,400 students: the College of Osteopathic Medicine, the College of Pharmacy, and the College of Education & Health Sciences.

TUC, together with TUN, is fully accredited by the WASC Senior College and University Commission (WSCUC). Individual programs at TUC are also accredited by their professional accreditation agencies:

- The Doctor of Osteopathic Medicine (DO) degree program is accredited by the Commission on Osteopathic College Accreditation (COCA).
- The Doctor of Pharmacy (PharmD) degree program is accredited by the Accreditation Council for Pharmacy Education (ACPE).
- The Joint Master of Science for Physician Assistants Studies (MSPAS)/Master of Public Health (MPH) Program is accredited by the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA).
- The Master of Public Health (MPH) Program is accredited by the Council on Education for Public Health (CEPH).
- The Master of Science Nursing (MSN) degree inaugural class entered in Fall 2014. Application for Accreditation by the Commission on Collegiate Nursing Education (CCNE) was submitted in July 2015. A campus visit occurred February 1-3, 2016 and a final decision is anticipated Fall 2016.
- The Graduate School of Education is granted the authority to recommend and authorize teacher credentials by the California Commission on Teacher Credentialing (CCTC).

As of May 2015, TUC has awarded more than 3,000 professional degrees in the fields of Health Sciences, Public Health, and Education, including over 1,500 Doctors of Osteopathic Medicine, over 500 Doctors of Pharmacy, over 600 Masters of Public Health, approximately 350 Masters of Physician Assistant Studies and 350 Masters in Education. All the TUC graduates are expected to demonstrate their ability to perform in each of the following four Institutional Student Learning Outcomes.

Institutional Student Learning Outcomes

1. Use knowledge, skills, and effective communication to benefit diverse communities.
2. Collaborate across disciplines toward a common goal.
3. Think critically to make evidence-informed decisions and evaluate conclusions in a real world context.
4. Act in a professional and ethical manner.
Touro University California Advisory Board

Touro University California Advisory Board

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