



TOURO COLLEGE
OF OSTEOPATHIC MEDICINE

Where Knowledge and Values Meet

Touro College of Osteopathic Medicine
Harlem and Middletown Campuses

Strategic Plan

2018 – 2023

TOUROCOM STRATEGIC PLAN

2018 – 2023

1. Enhance the Student Experience

- Continue to Provide an Innovative, Safe, and Supportive Physical Campus
- Continue to Support Connections between Students, Faculty, Staff, and Clinical Partners
- Continue to Expand Opportunities for Underrepresented Minorities in Medicine
- Grow the Scholarship Opportunities for Current and Prospective Students
- Fortify Alumni Relationships

2. Deliver a High-Quality Education

- Continue to Review the Curriculum for Opportunities/Improvements
- Continue to Review the Educational Delivery Method for Opportunities/Improvements
- Continue to Recruit Highly-Qualified, Dedicated Faculty to Enhance the Teaching, Community Service, and Scholarly Activities of the COM
- Grow Faculty Development Programming
- Establish a Willed-Body (Anatomical Donations) Program

3. Grow the Clinical Environment

- Strengthen Relationships with Current Clinical Affiliates
- Explore the Development of a TouroCOM Faculty Practice Plan
- Grow the Clinical Affiliate Network
- Develop Strategic Alignments with Other COMs

4. Strengthen Community Ties

- Grow Local, National, and International Community Outreach Programming for Students and Faculty
- Open a Student-Run Free-Clinic
- Expand Communication of Community Service Programming

5. Expand Research and Scholarly Activity

- Develop and Finish Outfitting Research Space on Both Campuses
- Encourage Faculty and Student Scholarly Activity at all Levels

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INTRODUCTION

TOUROCOM BACKGROUND

Touro College of Osteopathic Medicine (TouroCOM) opened its doors in Harlem, NY in 2007 with the mission to increase the number of underrepresented minorities (URM) in medicine and to increase the number of practicing physicians in underserved communities. Seven years later, in 2014, TouroCOM opened an additional location campus in Middletown, NY, located in the Hudson Valley. With the growth of TouroCOM into the Middletown community and the development of the additional location campus, TouroCOM revised its mission statement to encompass a broader definition of ‘underserved’ with the understanding that underserved populations are present in different geographic regions.

TOUROCOM MISSION AND GOALS

The current TouroCOM Mission and Goals are:

Mission Statement

The Touro College of Osteopathic Medicine is committed to training osteopathic physicians with a particular emphasis on practicing medicine in underserved communities, and to increasing the number of underrepresented minorities in medicine.

We value and support public service, research, graduate medical education, and osteopathic clinical service in the community that will strive to improve health outcomes for those we serve.

We will work to educate students through the use of the latest innovative education techniques using summative and formative measures so as to graduate qualified osteopathic physicians.

Goals

1. Graduate qualified osteopathic physicians
2. Promote the practice of medicine in underserved areas
3. Increase the number of underrepresented in medicine (URM) physicians
4. Improve health outcomes in the community through public service, research, osteopathic clinical service, and graduate medical education.

The TouroCOM mission upholds the Touro College mission, “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.”

MISSION REVIEW AND CONFIRMATION

With the recent review and revision to the mission, TouroCOM acknowledges that the current mission is correct and that we are fulfilling our mission in a variety of ways.

TouroCOM prides itself on its deep connection to its mission throughout the educational continuum – from elementary school programs to connecting with our graduates into their careers. TouroCOM does the following to support its mission:

- Supporting K-12 and post-secondary pipeline programs to connect local students with the medical school
- Attending and holding recruitment events to connect interested students from underserved regions or underserved populations to the COM's admissions faculty and staff
- Supporting the AACOMAS fee assistance program for disadvantaged individuals in need of assistance to cover application costs for medical school
- Employing a holistic approach to the admissions process that reviews all candidates on a variety of factors including academic achievement, extracurricular activities, and a candidate's interest in meeting the COM's mission
- Engaging students, faculty, and staff with underserved populations throughout the community through community service and outreach programming
- Providing hands-on clinical education in underserved communities and to underserved populations throughout the Harlem and Middletown areas
- Staying connected with alumni to provide assistance as they progress into their careers as well as to connect current students to those who have come before them

TouroCOM looks to its mission to drive its future planning and to continue to expand the impact of its mission on the communities in which it serves.

STRATEGIC PLANNING PROCESS

In order to continue to meet its mission, TouroCOM set out to update its Strategic Plan. During the Fall of 2017 and into the Spring of 2018, TouroCOM administration, faculty, staff, and students met on numerous occasions to discuss strategic priorities and to develop goals for the TouroCOM 2018-2023 Strategic Plan.

TouroCOM worked to align its strategic planning process with that of its parent institution Touro College (TC). TC completed their most recent five-year strategic plan in October 2015 for the 2015 – 2020 cycle.

TouroCOM administrative leadership reviewed the TC Strategic Plan and identified nine strategic areas of focus for the TouroCOM updated strategic plan. The development of these areas was defined to align with TC Strategic planning initiatives while also focusing on the mission and vision of the COM. The nine TouroCOM strategic workgroups included: Academics, Alumni, Clinical, Community Service/Outreach, Facilities, Faculty Development, Fundraising, Research, and Student Services.

TouroCOM faculty, staff, and student representatives were assigned to a workgroup addressing one of the nine strategic directions. Workgroups consisted of between four and 10 members (Workgroup membership outlined in Appendix A). Workgroup meetings were held in-person and via video-conferencing between the Harlem and Middletown campuses during the months of October 2017 through February 2018. Workgroups held between one and four meetings to discuss the strategic direction of TouroCOM for the next five years (2018-2023).

Each workgroup met to identify strengths and weaknesses of TouroCOM. From this discussion, the workgroups identified goals for each TouroCOM strategic direction as well as tactics (more specific tasks) to achieve each goal over the next five years (2018 – 2023).

Workgroup feedback was submitted to TouroCOM administration for review and compilation. Once compiled, a draft strategic plan word document was circulated to all faculty, staff, and student workgroup members for review and input. Once revised, the draft strategic plan was circulated to the entire TouroCOM community for review and input on the direction of TouroCOM for the next five years.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

As a part of the strategic planning process, each workgroup conducted a SWOT analysis. The SWOT analysis allows for idea generation and aids in the development of the goals of the plan going forward. TouroCOM workgroups identified the following strengths, weaknesses, opportunities, and threats of the COM.

Strengths

- *Highly-qualified, dedicated faculty and staff*
- *Strong connections with the community*
- *Innovative technology and curriculum*
- *Variety and diversity of clinical affiliates*
- *Strong connection to the mission*
- *URM recruitment and retention*
- *Graduate physicians practicing in underserved areas*

Weaknesses

- *Young school (areas still in development i.e., research, alumni base for development purposes)*
- *Marketing, telling our story*

Opportunities

- *Grow/Strengthen ties to community (i.e., service programs, fundraising, clinical)*
- *Green initiatives*
- *Grow scholarship opportunities*
- *Strengthen alumni connections*
- *Continue to strengthen campus connections*

Threats

- *Competition from NYC and off-shore schools pose constant challenges*
- *Increasing competition to recruit qualified URM candidates*
- *Unknown impact of the ACGME/AOA merger on COM residencies*

TOUROCOM STRATEGIC GOALS AND TACTICS - OVERVIEW

As a result of workgroup input, five strategic goals were identified with specific tactics to achieve the goals outlined below. The following goals and tactics encompass the TouroCOM 2018 – 2023 Strategic Plan.

TouroCOM 2018 – 2023 Strategic Plan Strategic Goals and Tactics	
1. Enhance the Student Experience	<ul style="list-style-type: none">a. Continue to Provide an Innovative, Safe, and Supportive Physical Campusb. Continue to Support Connections between Students, Faculty, Staff, and Clinical Partnersc. Continue to Expand Opportunities for Underrepresented Minorities in Medicined. Grow the Scholarship Opportunities for Current and Prospective Studentse. Fortify Alumni Relationships
2. Deliver a High-Quality Education	<ul style="list-style-type: none">a. Continue to Review the Curriculum for Opportunities/Improvementsb. Continue to Review the Educational Delivery Method for Opportunities/Improvementsc. Continue to Recruit Highly-Qualified, Dedicated Faculty to Enhance the Teaching, Community Service, and Scholarly Activities of the COMd. Grow Faculty Development Programminge. Establish a Willd-Body (Anatomical Donations) Program
3. Grow the Clinical Environment	<ul style="list-style-type: none">a. Strengthen Relationships with Current Clinical Affiliatesb. Explore the Development of a TouroCOM Faculty Practice Planc. Grow the Clinical Affiliate Networkd. Develop Strategic Alignments with Other COMs
4. Strengthen Community Ties	<ul style="list-style-type: none">a. Grow Local, National, and International Community Outreach Programming for Students and Facultyb. Open a Student-Run Free-Clinicc. Expand Communication of Community Service Programming
5. Expand Research and Scholarly Activity	<ul style="list-style-type: none">a. Develop and Finish Outfitting Research Space on Both Campusesb. Encourage Faculty and Student Scholarly Activity at all Levels

The strategic goals and tactics for the TouroCOM 2018 – 2023 Strategic Plan set forth a breadth of proposed activities to focus the COM on the future and to best meet its mission of educating underrepresented minorities in medicine and producing physicians that practice in underserved areas of the country.

1. ENHANCE THE STUDENT EXPERIENCE

At TouroCOM, supporting the student throughout their education is our top priority. In order to continue to meet our mission and to develop students into physicians that are compassionate and seek to serve the underserved, we will focus on the following strategic areas to continue to enhance the student experience at TouroCOM and to produce the physicians of the future.

a. Continue to Provide an Innovative, Safe, and Supportive Physical Campus

- i. Continue to evaluate the space needs of the COM
 - Responsible Parties: COM and TC Facilities Departments
 - Through on-going surveys and feedback, COM and university leadership will continue to assess the space needs of the COM for future planning
 - Timeline: On-going
 - Finalize and complete the research space expansion on the Middletown Campus
 - Timeline: 2020
- ii. Continue to provide innovative technological resources
 - Responsible Parties: COM IT Departments
 - Through on-going surveys and feedback, the COM will review and address technological needs
 - Timeline: On-going
 - Continue to explore innovative technological advances for the COM
 - Timeline: On-going
- iii. Ensure adequate and appropriate staffing
 - Responsible Parties: COM and TC Facilities Departments
 - Monitor staffing needs dependent on facilities growth
 - Timeline: On-going
 - Grow the number of facilities staff as needed
 - Timeline: On-going
 - Hire qualified staff
 - Timeline: On-going
- iv. Continue to address campus-specific facilities requests
 - Responsible Parties: COM and TC Facilities Departments
 - Harlem Campus - carpeting, roof, HVAC, anatomy floor, signage, lobbies
 - Timeline: On-going
 - Middletown Campus – roof, outlets
 - Timeline: On-going
- v. Continually review campus safety and security systems

- Responsible Parties: TC Security, Deans
 - Through on-going surveys and feedback, the COM will review and address safety and security needs
 - Timeline: On-going
 - Continue to explore innovative security advances for the COM
 - Timeline: On-going
- vi. Expand “Green” Initiatives
 - Responsible Parties: Facilities Committee
 - Continue to explore additional ways in which the COM can be more “Green”
 - Timeline: On-going

b. Continue to Support Connections between Students, Faculty, Staff, and Clinical Partners

- i. Strengthen inter-campus communication
 - Responsible Parties: Department of Student Affairs, Students, and Deans
 - Increase communication of campus offerings such as community service events, wellness events, and extracurricular activities
 - Timeline: Immediately and On-going
- ii. Strengthen ties between students, faculty, and the COM across all four years of the undergraduate medical education continuum.
 - Responsible Parties: Mental Health Services, Department of Student Affairs, Deans
 - Account and communicate a comprehensive listing of all mental health services for students across all four years
 - Timeline: Summer 2018
 - Explore additional opportunities to connect 3rd and 4th year students back to the campus; i.e., having more Zoom meetings or bringing students back to campus for: events, mentoring, career development, OMM training, education, simulation exercises, COMLEX prep courses, etc.
 - Timeline: Fall 2018
 - Expand the student peer-to-peer mentoring program on campus to support academic excellence
 - Timeline: Summer 2019

c. Continue to Expand Opportunities for Underrepresented Minorities in Medicine

- i. Grow current URM initiatives
 - Responsible Parties: Department of Student Affairs, Admissions Department, Deans

- Provide additional resources into the pipeline programs of Med Achieve, Mentoring in Medicine, and lectures at high schools
 - Timeline: Fall 2018
- ii. Grow marketing efforts
 - Responsible Parties: Department of Student Affairs, Admissions, Deans
 - Provide additional resources to advertising the TouroCOM holistic, diverse, and innovative admissions program
 - Timeline: Spring 2019

d. Grow the Scholarship Opportunities for Current and Prospective Students

- i. Develop and Support a Fundraising Infrastructure at the COM
 - Responsible Party: Deans
 - Develop a Fundraising Committee with membership from both campuses
 - Timeline: Immediately
 - Include the Department of Alumni Affairs in fundraising planning efforts
 - Timeline: Immediately
 - Connect with TC Vice President for Institutional Advancement to coordinate fundraising planning efforts
 - Timeline: Immediately
- ii. Expand Fundraising Efforts
 - Responsible Party: Deans, Fundraising Committee
 - Review website fundraising content
 - Timeline: Immediately
 - Assess personnel needs for fundraising initiatives
 - Timeline: Spring 2018
 - Evaluate and determine fundraising targets
 - Timeline: Summer 2018
 - Implement Alumni and Fundraising tracking software (i.e., Razor’s Edge)
 - Timeline: Fall 2018
 - Connect with the community for fundraising opportunities (i.e., Community Advisory Board, local businesses, graduation, etc.)
 - Timeline: On-going
 - Grow funds
 - Timeline: On-going

e. Fortify Alumni Relationships

- i. Formulate a COM Alumni Committee for future planning efforts

- Responsible Parties: Department of Alumni Affairs, Deans
 - Develop membership and charge/purpose for a joint Alumni Committee across both campuses
 - Timeline: Immediately
- ii. Assess personnel needs
 - Responsible Parties: Department of Alumni Affairs, Deans
 - Determine Alumni staffing needs at each campus as the alumni network continues to grow
 - Timeline: On-going, in the next three years
- iii. Review current events, determine if additional events are feasible/desirable
 - Responsible Party: Department of Alumni Affairs
 - Conduct an assessment of the current alumni events hosted by TouroCOM
 - Timeline: Summer 2018
 - Determine if additional alumni events will be beneficial and which to include in planning efforts
 - Timeline: Fall 2018
- iv. Develop alumni outreach programs on- and off-campus
 - Responsible Party: Alumni Committee
 - Explore additional alumni outreach efforts (i.e., current students reaching out to alumni)
 - Timeline: Summer 2018 and On-going
 - Develop a TouroCOM Alumni website to share personal and professional updates
 - Timeline: Summer 2018 and On-going
- v. Expand the career development network
 - Responsible Parties: Department of Alumni Affairs and Career Development
 - Look to formalize a Career Advisory Board that includes alumni membership from previous graduated classes
 - Timeline: Fall 2018
 - Create an alumni support network for job placement, residency placement, and student rotations
 - Timeline: Fall 2018
 - Grow the career development and planning efforts and activities throughout all four years of the undergraduate medical education continuum (i.e., seminars, mentors, early clinical experience, etc.)
 - Timeline: Fall 2018

2. DELIVER A HIGH-QUALITY EDUCATION

The education that students receive at TouroCOM is innovative and comprehensive. TouroCOM utilizes the “flipped classroom” model which provides independent as well as group review of critical concepts in medical education. In this same vein, TouroCOM will look to continue its innovative mentality by reviewing and exploring additional ways in which to strengthen and improve its curricular delivery in the following ways.

a. Continue to Review the Curriculum for Opportunities/Improvements

- i. Review exam scheduling
 - Responsible Party: Preclinical Deans
 - Explore opportunities for different exam scheduling models
 - Timeline: Summer 2018
 - Conduct a review of exam management software to ensure optimal delivery and assessment features for students and faculty
 - Timeline: Fall 2018
- ii. Develop a comprehensive curricular mapping structure to be communicated to students and faculty
 - Responsible Parties: Preclinical Deans, Clinical Deans, Office of Institutional Research
 - Review ways in which to more efficiently map the preclinical and clinical curricula to the Seven AOA Core Competencies as well as to topics covered throughout the four years
 - Timeline: 2019
- iii. Continue to review faculty and course evaluations as part of a continuous quality improvement feedback loop
 - Responsible Parties: Office of Institutional Research, Curriculum Committee
 - Gather and review annual feedback from students on course and faculty evaluations
 - Timeline: Annual and On-going
 - Suggest appropriate curricular changes, if determined, through the Curriculum Committee and to the Deans’ Council
 - Timeline: On-going
 - Continue to track and assess curricular changes on student outcomes and course evaluations
 - Timeline: On-going
- iv. Review curriculum as it pertains to location
 - Responsible Party: Clinical Dean

- Gather insights into preferred curriculum delivery on-campus or in the clinical environment during the third and fourth years of education
 - Timeline: Fall 2018
- b. Continue to Review the Educational Delivery Method for Opportunities/Improvements**
- i. Gather feedback related to the curriculum delivery model (i.e., flipped classroom, iClicker sessions, etc.) to ensure an optimal educational system
 - Responsible Parties: Office of Institutional Research, Curriculum Committee
 - Conduct a survey of students pertaining to the delivery of the curriculum
 - Timeline: Summer 2018
 - Review survey feedback for content and potential opportunities for improvement
 - Timeline: Summer 2018
- c. Continue to Recruit Highly-Qualified, Dedicated Faculty to Enhance the Teaching, Community Service, and Scholarly Activities of the COM**
- i. Continue to hire faculty aligned with the TouroCOM mission
 - Responsible Parties: Deans
 - Continue to ensure that faculty candidates have the goal of serving the mission of the COM through teaching, community service, and scholarly activity
 - Timeline: On-going
- d. Grow Faculty Development Programming**
- i. Gather COM-wide input on Faculty Development initiatives
 - Responsible Party: Faculty Development Committee
 - Conduct an Annual Faculty Development Survey to inform Faculty Development Programming for the coming year
 - Timeline: Annually
 - ii. Formalize the Faculty Development programming process across both campuses
 - Responsible Party: Faculty Development Committee
 - At the beginning of each Academic Year, develop a schedule of faculty development programming for both campuses. Programming should include development options from TC, other Touro colleges, internally developed programs, and externally supported programs

- Timeline: Annually, Planning to be finalized by August of the academic year
 - Hold an annual Faculty Development retreat
 - Timeline: Annually, Planning to be finalized by August of the academic year
 - iii. Formalize the Faculty Mentorship Program
 - Responsible Party: Faculty Development Committee and Deans
 - Support the faculty mentorship program at TouroCOM
 - Timeline: Summer 2019
- e. Establish a Willed-Body (Anatomical Donations) Program**
- i. Explore effective willed-body (anatomical donation) models to establish for both TouroCOM campuses
 - Responsible Parties: Deans, Anatomy Departments
 - Determine the best willed-body (anatomical donations) program for TouroCOM
 - Timeline: Fall 2018

3. GROW THE CLINICAL ENVIRONMENT

At TouroCOM, students receive clinical experiences across all four years of their education in a variety of settings, these include, but are not limited to: medical simulation, standardized patient experiences, early clinical experiences, osteopathic manipulative medicine (OMM) enhancement sessions, community outreach sessions, and clerkship rotations throughout their third and fourth years at sites throughout the New York, New Jersey, and Connecticut regions (urban and rural, large and small, underserved populations).

Looking forward, TouroCOM plans to expand these opportunities in the following ways, for students to serve in a clinical capacity to underserved populations and regions.

a. Strengthen Relationships with Current Clinical Affiliates

- i. Look to expand the offerings to current clinical affiliates
 - Responsible Parties: Department of Clinical Education, Clinical Dean, Deans
 - Explore offering additional CME events, faculty development programs, events, invitations to graduation, etc. to clinical partners
 - Timeline: Fall 2018
- ii. Look to implement long-term contracts with clinical sites
 - Responsible Parties: Clinical Dean, Deans
 - Review current clinical affiliation agreements and work to secure long-term affiliations with any not already long-term
 - Timeline: Fall 2018
- iii. Increase and diversify communications with clinical sites
 - Responsible Parties: Department of Clinical Education, Clinical Dean, Deans
 - Explore offering more meetings with Deans at clinical sites, bringing clinical faculty on-campus, graduation, events, etc.
 - Timeline: Immediately
 - Expand two-way communications with clinical sites to include evaluation of the students (are they prepared for clinical rotations) and faculty/sites (are the students getting what they need)
 - Timeline: Immediately
- iv. Put in place clerkship directors at clinical sites
 - Responsible Parties: Department of Clinical Education, Clinical Dean, Deans
 - Support a clinical clerkship director in each core clerkship discipline (for each campus)
 - Timeline: Immediately

b. Explore the Development of a TouroCOM Faculty Practice Plan

- i. Explore the potential development of a faculty practice plan for TouroCOM to further its mission of providing care to underserved populations or in underserved areas.
 - Responsible Party: Dean, TC Leadership
 - Conduct a market assessment to determine the potential for a faculty practice plan for TouroCOM and to suggest an optimal model. The model should allow for TouroCOM full-time faculty to split time between didactic and clinical teaching, generate revenue in excess of expense, and allow students an additional location for clinical training in all four years
 - Timeline: 2020

c. Grow the Clinical Affiliate Network

- i. Explore opportunities for additional clinical partnerships throughout the region to support the TouroCOM mission
 - Responsible Parties: Clinical Dean, Dean
 - Look to underserved areas or underserved populations to grow the clinical environment
 - Speak with potential partners in identifying areas of need that the COM may be able to assist and in developing a partnership
 - Timeline: 2018
- ii. Explore opportunities to offer Early Clinical Experiences for first and second year students
 - Responsible Parties: Clinical Dean, Dean
 - Look to current as well as potentially new clinical partners to allow students in all four years the opportunity to conduct early clinical experiences, shadowing, etc.
 - Timeline: 2019

d. Develop Strategic Alignments with Other COMs

- i. Look to partner with other COMs in providing programming to clinical sites or students
 - Responsible Parties: Clinical Dean, Dean
 - Speak with the other COMs in the Touro College and University System (Touro University Nevada College of Osteopathic Medicine and Touro University College of Osteopathic Medicine in California) as well as other COMs throughout the region in identifying strengths or areas of opportunity to collaborate on medical education delivery or programming
 - Timeline: On-going

- Explore prep for residency (boot camps) with other COMs (Touro Nevada, Touro California, potential regional partners within AMSNY)
 - Timeline: Summer 2018

4. STRENGTHEN COMMUNITY TIES

TouroCOM students and faculty are continually exploring opportunities to expand their community service and outreach opportunities. Students and faculty are interested in a variety of service options, from local, underserved populations in Harlem and Middletown, to similar underserved populations around the world. The following strategic goals will ensure that students, for years to come, have the community engagement opportunities that they desire and that continue to uphold the mission of the COM.

a. Grow Local, National, and International Community Outreach Programming for Students and Faculty

- i. Explore additional underserved populations in TouroCOM's catchment area
 - Responsible Party: Community Service Committee
 - Look at opportunities throughout Harlem, Middletown, and surrounding regions for additional community service programming
 - Timeline: 2018
 - Explore additional underserved populations such as LGBT, Homeless, etc. to offer community service programming
 - Timeline: 2018
- ii. Look to offering new community service/outreach programs
 - Responsible Party: Community Service Committee
 - Explore offering programs such as 'Healthy Eating' seminars for the community, walk-a-thons, habitat for humanity, soup kitchens, community clean-ups, etc.
 - Timeline: Immediately
- iii. Look to offering more formal international opportunities for students
 - Responsible Party: Community Service Committee
 - Explore option of expanding mission trip programming or international service trips
 - Timeline: 2018

b. Open a Student-Run Free-Clinic

- i. Support the establishment of a student-run free-clinic at TouroCOM Harlem
 - Responsible Parties: SGA, Community Service Committee, Dean, Touro College
 - Provide support to planning groups to establish a student-run free-clinic in Harlem
 - Timeline: 2020
- ii. Explore funding opportunities for the student-run free-clinic

- Responsible Parties: SGA, Community Service Committee, Dean
 - Explore community support or revenue funding opportunities for the student-run free-clinic
 - Timeline: 2020
- iii. Explore replicating the student-run free-clinic model for TouroCOM Middletown
 - Responsible Parties: SGA, Community Service Committee, Dean
 - Look for opportunities to replicate a similar model of the student-run free-clinic in the Middletown area
 - Timeline: 2020

c. Expand Communication of Community Service Programming

- i. Integrate community service planning efforts across both campuses; including faculty, staff, and students
 - Responsible Parties: SGA, Community Service Committee
 - Explore ways in which to share community service events and planning across both campuses
 - Timeline: Immediately
- ii. Incorporate student-coordinated efforts into the combined planning efforts
 - Responsible Parties: SGA, Community Service Committee
 - Have student representatives present information pertaining to student-run activities to appropriate groups
 - Timeline: Immediately
- iii. Establish a relationship between the Community Advisory Board and the Community Service Committee
 - Responsible Parties: SGA, Community Service Committee, Dean, Community Advisory Board
 - Provide updates or hold a joint community service meeting to include representation and information sharing across the COM Community Service Committee and the Community Advisory Board
 - Timeline: Summer 2018
- iv. Expand the definition of “Community”
 - Responsible Parties: SGA, Community Service Committee, Dean, Community Advisory Board
 - Engage local business leaders in planning events for students to engage
 - Timeline: Immediately

5. INCREASE RESEARCH AND SCHOLARLY ACTIVITY

TouroCOM plans to grow its research enterprise by creating and outfitting a new research space on its Middletown campus. With research space in place on both campuses, collaborative efforts among faculty and students throughout the COM, as well as with other Touro Colleges will be possible. TouroCOM plans to focus efforts on interdisciplinary research projects as well as research into osteopathic principles and practices.

a. Develop and Finish Outfitting Research Space on Both Campuses

- i. Complete the development of laboratory space in Middletown
 - Responsible Parties: TC Facilities Department, Middletown Research Department, Dean
 - Finalize plans for research space in Middletown
 - Timeline: 2018
 - Complete the construction of the new research space in Middletown
 - Timeline: 2019
 - Move in and install equipment to the new research space in Middletown
 - Timeline: 2020
 - Develop and optimize the usage of the planned new research lab in Middletown
 - Timeline 2020
- ii. Complete the outfitting of the TouroCOM Biosafety (BSL3) laboratories in Harlem
 - Responsible Party: Dean of Research
 - Finish outfitting the research space in Harlem to support faculty and student efforts
 - Timeline: 2019
 - Look to expand and update research equipment as necessary to support high-quality research endeavors
 - Timeline: On-going

b. Encourage Faculty and Student Scholarly Activity at all Levels

- i. Recruit faculty with a background and interest in research
 - Responsible Parties: Deans, Dean of Research, Director of Research
 - Look to hire qualified faculty with research background or an interest in supporting research efforts for the COM.
 - Timeline: Immediately
- ii. Promote multidisciplinary and collaborative research with other Touro colleges and schools and with other extramural research centers

- Responsible Parties: Research Committee, Deans
 - Discuss research opportunities with other Touro colleges
 - Timeline: Summer 2018
- iii. Expand student research opportunities
 - Responsible Parties: Dean of Research, Director of Research, Deans
 - Assess student interest in research
 - Timeline: Summer 2018
 - Offer more opportunities for students to engage in research activity at the COM (research projects, posters, seminars, conferences, etc.)
 - Timeline: Fall 2018
- iv. TouroCOM faculty and students attend national/international research meetings and seminars
 - Responsible Parties: Research Committee, Deans
 - Encourage faculty and student involvement in research meetings and seminars
 - Timeline: Immediately
- v. Support Faculty Development programming in research practices
 - Responsible Parties: Research Committee, Deans
 - Offer Faculty Development sessions on research (conducting research, analyzing research/data, educating faculty on COM research resources, etc.)
 - Timeline: Fall 2018
- vi. Provide support to faculty and students in grant and manuscript writing
 - Responsible Parties: Dean of Research, Director of Research, Deans
 - Offer informational sessions (internal or partnered) to faculty and students related to grant and manuscript writing
 - Timeline: Summer 2018
 - Offer support (time and research faculty expertise) to interested faculty and students in grant and manuscript writing
 - Timeline: Immediately
- vii. Expand research support for faculty and residents in COM-related GME programs
 - Responsible Parties: Dean of Research, Director of Research, Deans
 - Assess research interest throughout COM clinical affiliates
 - Timeline: Summer 2018
 - Determine research desires/needs of clinical faculty or residents at COM clinical affiliates
 - Timeline: Fall 2018

CONCLUSION

As TouroCOM enters its second decade of operation in Harlem and graduates its first class in Middletown, the opportunities to meet our mission and goals are limitless, through growth and quality improvement across domains of enhancing the student experience, delivering a high-quality education, growing the clinical environment, strengthening community ties, and conducting and publishing research.

APPENDIX A. WORKGROUP MEMBERSHIP

Workgroup Member Name	Campus	Role
<u>Academics</u>		
Prancan, Arthur (Co-Chair)	Harlem	Preclinical Dean
Jones, Stephen (Co-Chair)	Middletown	Preclinical Dean
Moorman, Steve	Middletown	Faculty
Milani, Susan	Harlem	Faculty
Shah, Nilank	Middletown	Faculty
Binstock, Judith	Harlem	Faculty
Levi, Todd	Harlem	Faculty
Clayton, Karen	Harlem	Faculty
Da Silva, Stewart	Middletown	Student
Ng, Kelly	Middletown	Student
Patel, Akshat	Harlem	Student
Patel, Saran	Middletown	Student
Vaysman, Maksim	Middletown	Student
Winters, Megan	Harlem	Student
<u>Alumni</u>		
Lanter, Bernard (Co-Chair)	Harlem	Faculty
Portnoy, Beth (Co-Chair)	Harlem	Staff
Torrents, Martin	Middletown	Faculty
Garland, Laura	Harlem	Staff
Levine, Martin	Harlem	Clinical Dean
O'Toole, Patrick	Harlem	Student
Peck, Meredith	Harlem	Student
<u>Clinical</u>		
Castro, Gabriela	Harlem	Staff
Kessler, Sarah	Middletown	Staff
Levine, Martin	Harlem	Clinical Dean
Steier, Kenneth	Middletown	Dean
Joanow, Alex	Middletown	Clinical Faculty
Lanter, Bernard	Harlem	Faculty
Blazar, Ilyse	Harlem	Student
Nguyen, Ben	Harlem	Student

Workgroup Member Name	Campus	Role
<u>Community Service/Outreach</u>		
Palmer, John (Co-Chair)	Harlem	Faculty
Torrents, Martin (Co-Chair)	Middletown	Faculty
Gardere, Jeffrey	Harlem	Faculty
Bruno, Fernando	Middletown	Faculty
Aly, Sarah	Harlem	Student
Chin, Justin	Harlem	Student
Cohen, Samuel	Harlem	Student
Ludwigsen, Kaitlyn	Middletown	Student
Nguyen, Ben	Harlem	Student
Prasa, Jarin	Middletown	Student
<u>Facilities</u>		
Dickman, Robert (Co-Chair)	Middletown	Staff
Lucido, Cesare (Co-Chair)	Harlem	Staff
Goodman, Mark	Manhattan	Staff
Diamond, Martin	Harlem	Dean Emeritus
Jones, Steve	Middletown	Preclinical Dean
Janssen, Chris	Middletown	Staff
Morillo, Ana	Harlem	Staff
Brito, Edral	Harlem	Staff
Cammarata, Jerry	Middletown	COO/Dean of Student Affairs
Garraud, Cassandra	Middletown	Student
Zhandosova, Anet	Harlem	Student
<u>Faculty Development</u>		
Cavanna, Angela (Co-Chair)	Middletown	Faculty
DiCaprio, Katie (Co-Chair)	Harlem	Faculty
Panini, Sankhavaram	Middletown	Faculty
Henshaw, Mariluz	Harlem	Faculty
Miller, Michael	Middletown	Faculty
Sahni, Sonu	Harlem	Faculty
Jones, Steve	Middletown	Preclinical Dean
Prancan, Arthur	Harlem	Preclinical Dean

Workgroup Member Name	Campus	Role
Fundraising		
Sirota, Harold (Co-Chair)	Harlem	Faculty
Fanning, Stacey (Co-Chair)	Harlem	Faculty
Connington, Rachael	Middletown	Faculty
Reynoso, Paola	Harlem	Staff
Ahden, Shubdeep	Middletown	Student
Popal, Sadaf	Harlem	Student
Tran, Anna	Middletown	Student
Zapanta, Bianca	Middletown	Student
Research		
Yens, David (Co-Chair)	Middletown	Director of Research
Kozlowski, Piotr (Co-Chair)	Harlem	Dean of Research
Manna, David	Middletown	Faculty
Karpen, Jeffrey	Middletown	Faculty
Lasner-Frater, Lara	Harlem	Staff
Conner, Albretha	Harlem	Staff
Balasubramanian, Shriman	Middletown	Student
Becher, Noah	Harlem	Student
Friedman, Alexandra	Middletown	Student
Hanif, Aisha	Middletown	Student
Lopresto, Charles	Harlem	Student
Student Services		
Cammarata, Jerry (Co-Chair)	Middletown	COO/Dean of Student Affairs
Dady, Nadege (Co-Chair)	Harlem	Dean of Student Affairs
Wang, Tanchun	Middletown	Faculty
Vasconez-Pereira, Grace	Harlem	Faculty
Koffman, Lenora	Middletown	Staff
Burstein, Nicholas	Harlem	Student
Gandhi, Sani	Middletown	Student
Zhang, Johnson	Middletown	Student