

From the *draft* Touro WASC Accreditation report (Troll & Kris). Emphasis added.

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“Whereas Touro-NY traditionally has been able to rely heavily on part-time or seasonally employed faculty for its liberal arts and sciences programs, the standards for programs such as osteopathic medicine, physician assistant studies, occupational therapy, nursing, and pharmacy by and large require a significant core of full-time faculty present year-round. Health sciences programs also require significant capital investments in facilities and infrastructure, as well as funding to develop and supervise clinical training sites. Furthermore, the standards themselves have become more rigorous over time, as each profession strives to improve its outcomes in a competitive world. These are, in short, very expensive programs to mount and to do so, and then to maintain them in compliance with appropriately rigorous standards, presents a resisting force to the Touro-NY commitment to outreach and expansion.

In addition to the expense of the new programs, **there is an increasing expectation by the various agencies to which we are accountable for shared governance and complete transparency in communications and operations. This too is a facet in the culture transition from the small organization with a top-down, tightly controlled and centralized governance structure that characterized, and to a large degree, still drives the Touro system.** The transition is occurring, but the fact of it may help to explain why the “30,000 foot view” and the “ground-level view” of how best to achieve the Touro mission, in which we all believe, are at different times and on different issues either in harmony or at odds.”

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“[I]t was clear that the vast majority of faculty and staff had little knowledge of the overall organizational structure and relationship between Touro-NY, Touro-CA and Touro-NV.”

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“Touro-CA, on the other hand, has had four provosts and chief executive officers and four deans for the College of Osteopathic Medicine, and after 12 years of matriculated classes, there are few original employees.”

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“While Touro-CAOM, of all the colleges at the two Touro University campuses, has generated the most revenue overall, it also is perceived to have disproportionately supported the other, newer colleges, while having more difficulty than the others in having additional resources approved for its own development. Again, there is the dilemma between investment in a successful enterprise to take it to another level of quality and the desire to offer new programs and new opportunities where they have not been previously available. For the employees affiliated with Touro-CAOM, however, **there is a lingering negativity about the relationship with Touro-NY.** This has become part of the institutional history and culture and is difficult to overcome even as the original employees move on.”

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“More troubling, and revealing, was **the very negative response on the Touro-CA campus when asked whether senior administration at Touro College supports the academic mission of the university. When asked whether Touro-NY leadership communicates effectively, the response was even more negative on both campuses.**”

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“The local view held by many faculty and staff Touro-CA is that the campus is unfairly blamed when professional accreditors cite non-compliance with program accreditation standards. There is a perception on the Touro-CA campus that **one underlying cause of non-compliance has been lack of sufficient resources from Touro College**. Conversely, Touro College’s view is that we cannot simply ask and receive but must adequately justify that we are using our existing resources as effectively as possible and that the additional needs are genuine.”

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“[T]here are concerns, particularly at Touro-CA, that the campuses do not have adequate autonomy in resource prioritization and application, that budget priorities are not aligned with the institutional mission, and that **seemingly routine operations are subject to unacceptable delays by Touro-NY**.”

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“Inevitably, with development of programs, facilities, jobs and new campus sites, **there is controversy about the adequacy of resources of various kinds for the programs**.”

“The College of Osteopathic Medicine in California was affected by a less organized strategic plan and business model, less consistent representation and advocacy by a member of the administration in New York, and the added expectation that **revenues be used for expansion of the Touro programs on the California campus and elsewhere**.”

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“[I]n particular related to concerns that students seem to be focused on exam performance and didn’t demonstrate engagement and self motivation or an adequate level of preparation at the beginning of clinical rotations. This change involved the integration of the first and second year curriculum, introduction of interactive and active learning techniques, including team-based learning, audience response, organization of assessment and pedagogy to competency based schema, and a gradually developing early clinical experience program. Early indications of success, such as some qualitative observations on student engagement and pre-class preparation as proxy markers, have been encouraging but more definitive outcome data haven’t been generated yet. Nevertheless, such a transition requires a modest increase in resources, approval of which has required considerable negotiation.”

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“In response to the question: “Our institution experiences a high degree of autonomy in resource prioritization and application” faculty responded favorably at Touro-CA only 28% of the time and at Touro-NV over 70%. In 2008, both groups showed some increase in favorable responses over the 2007 survey. Although the positive response was somewhat better on the 2008 survey, a still low approval response suggests a faculty and administration, at the California campus, that has had negative experiences regarding resource allocation, or possibly the communication process surrounding these issues.”

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“On the question “There are sufficient numbers of qualified staff to support institutional services,” only 18% of Touro-CA faculty replied favorably. “

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“Questions regarding adequacy of faculty and administrative staff, linking of resources to institutional planning, budget related communication, and, in California, information technology were rated favorably by a **much lower percentage** than were those related to library resources or to autonomy granted for program planning and development.”

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“the adequacy of data and understanding and accessibility of the Touro College data management system have proven to be a hindrance to the process, at the least, and, at times, barriers to data analyses and reporting.”

Student Survey

“The majority of the continuing students on both campuses didn’t know if the Dean of Students was effective or not. “

“The dissatisfaction with Financial Aid services was very high in 2007.”

“Students were also unaware of the availability of counseling and academic support services on the campuses.”

“Only 44% (n=86) of the 195 Touro-CA students who responded agreed that advising was available.”

“While the majority of the students responding to the survey rated their satisfaction with the services as high or very high, **34% of the Touro-CA continuing students and 23% of the Touro-NV students would not choose Touro again**. The dissatisfaction of the respondents appears to be program specific rather than institution-wide.”

“Another disappointing finding was only 21% (9 out of 41) of the Touro-CA students would choose to attend Touro University if they were starting over again.”

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“It would be easy to explain the cause of the issues which have emerged and remain on the Touro-CA campus by simply stating **“Four Provosts in 10 years.”** The concerns identified by students, faculty, administrators, and staff on the Touro-CA campus may be symptoms of the governance issue. There has been revolving leadership on the California campus, micro-management by Touro College (Touro-NY), and essentially a lack of action to bring about needed changes—there has been a great deal of frustration and lack of trust with each new Provost.”