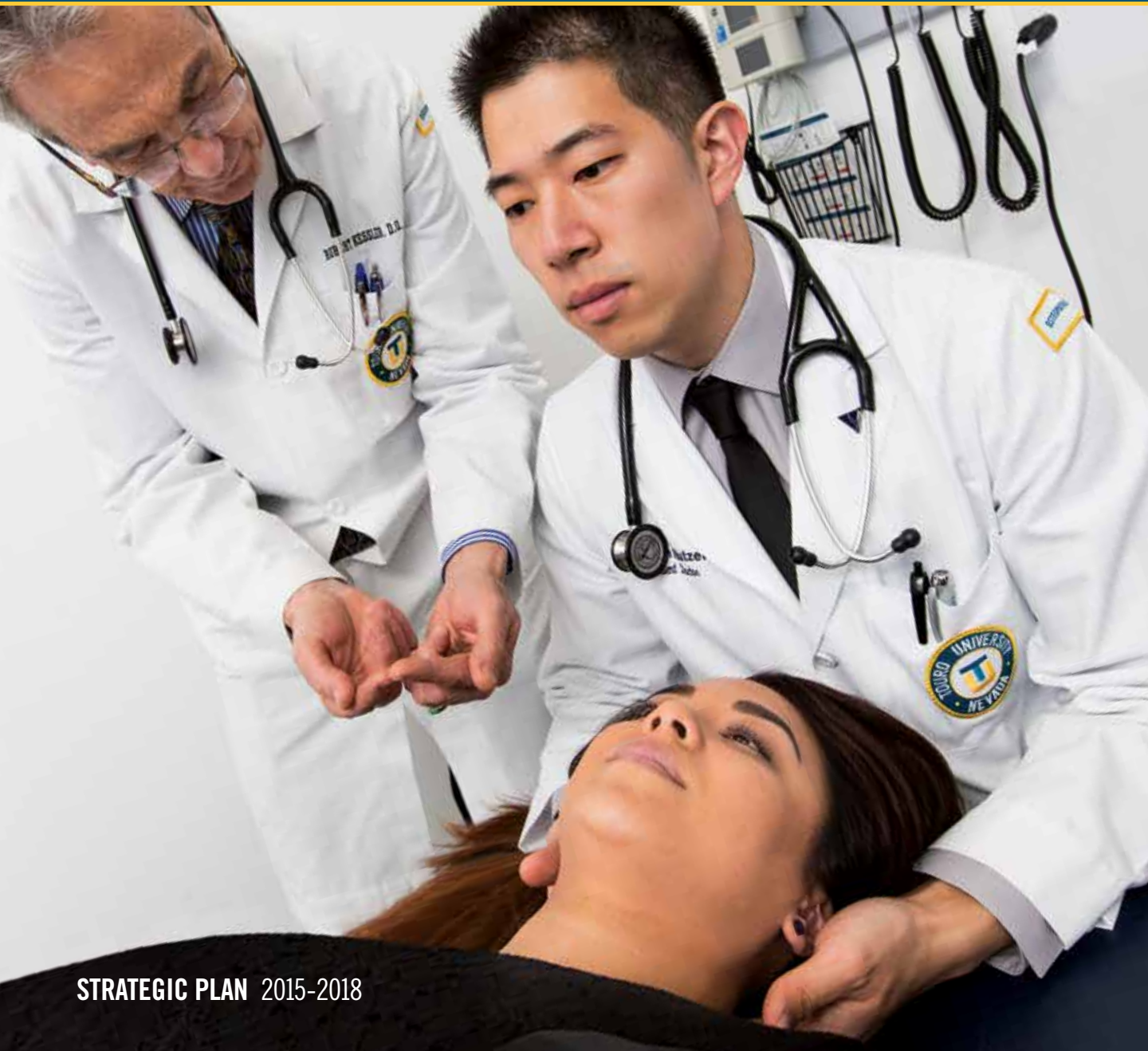


A STANDARD OF EXCELLENCE

Now And Into The Future





A Standard of Excellence

The concept of “excellence” is widely known and frequently used to convey outstanding performance of high quality. In higher education, excellence is often equated to the reputation or standing of a university. More than simply having high caliber academic programs, we at Touro University Nevada believe that a standard of excellence depends also on the quality of student experiences, the outreach to the community, and the culture of care which embodies the university.

For the past 10 years, Touro University Nevada has not just set out to achieve quality; we have set a standard of excellence in teaching, leadership and service. This is an important time in the university’s history. As our state and nation face many challenges in health care and education, Touro is uniquely positioned to continue as the leader for Nevada. Touro graduates the largest number of physicians in Nevada and is home to several academic programs that are one-of-a-kind in the state.

As Touro looks to the next decade of service to our state, we will continue to be the benchmark for excellence as we expand and enhance our programs and services that directly and positively meet the needs of our community.



I am pleased to present the Touro University Nevada Strategic Plan 2015-2018 to our university community. This plan is the result of many months of information gathering, analysis, and careful thought by scores of our campus and community members.

In the 10 years since Touro University Nevada was founded, the university has changed dramatically. We have grown from an initial class of 78 medical students to nearly 1,400 students. Today, Touro is the leader in health care education in the State of Nevada and is well-positioned and prepared to address many of Nevada's most pressing needs.

Our intent with this plan is to provide clear direction for how Touro will continue to move forward strategically and with a unity of purpose, focusing our efforts on where we can most clearly differentiate ourselves and where we can have the greatest impact.

As we look to the future of Touro and how we will impact our dynamic community, the vision, goals, and objectives outlined in this plan are not only an extraordinary blueprint for where we will focus in the coming years; they set the stage that defines Touro University Nevada's future. The plan challenges us to draw upon our strengths, working collaboratively, to position the university to advance its standing locally, regionally and nationally.

I know we have the will to do this. With this plan, we have the way.

Sincerely,

A handwritten signature in black ink that reads 'Shelley Berkley'. The signature is fluid and cursive, with a large, sweeping flourish at the end.

Shelley Berkley
CEO and Senior Provost
Touro University Western Division



Having recently joined the Touro University Nevada campus community, I am invigorated and pleased to find that strategic planning is a part of the university culture. Planning not only paves the way for the growth and development of the university, it helps us set benchmarks and assess progress toward student achievement, faculty development, and community involvement.

With this latest Strategic Plan, we find ourselves at a unique place in Touro's history. Having celebrated a decade of service to the people of Nevada, we are now in the position to build on the momentum we have created to further define Touro as an academic leader in health care and education.

The 2015-2018 Strategic Plan sets a course, establishes a vision, and provides focus for all that we will do in the coming years. From my experience I know that the best ideas to drive this plan will come from within the institution where expertise, creativity and innovation abound. This has been a collaborative effort of numerous faculty, staff, students, alumni and community members who gave their time and talents to help us establish a set of goals and priorities for the strategic direction of the university.

We now have the opportunity to benefit from the vision and direction outlined in this plan. It will take the continued determination and hard work of our entire campus community to fully realize the plan's potential. I look forward to working with all of you on this journey and to contributing to the success of Touro University Nevada now and into the future.

Sincerely,

A handwritten signature in black ink that reads 'Raymond W. Alden, III'. The signature is fluid and cursive, with a prominent 'R' and 'A'.

Raymond W. Alden, III

Provost

Touro University Nevada



I am pleased to offer these words of introduction for Touro University Nevada's 2015-2018 Strategic Plan "*A Standard of Excellence.*"

As President of Touro College and University System, I have the distinct honor of leading 32 schools around the world. Over the past 40 years, Touro has demonstrated its commitment to educational innovation, academic excellence, and community engagement. These commitments have been guiding forces throughout our remarkable history and set the path for our future achievements.

Touro University Nevada has been a leading institution within the Touro system. Given the university's significant accomplishments and unprecedented growth, there are many achievements of which it can be proud. The time has come to focus efforts on the future and chart the course for Touro University Nevada in the coming years. This means balancing all those elements that have been essential in making the university exceptional while also anticipating the future demands the university must address to sustain its level of excellence and achieve even greater successes.

Touro University Nevada has proven to be the Standard of Excellence in health care and education for the State of Nevada. Through this Strategic Plan, the university commits itself to four broad principles which will define it and guide its work for the next three years. I applaud the faculty, staff, students, alumni and community leaders who have been and continue to be engaged in this process. This is a forward-thinking document that will serve to position Touro as a leader now and into the future.

Sincerely,

A handwritten signature in black ink that reads "Alan Kadish". The signature is written in a cursive, flowing style.

Alan Kadish, MD
President, Touro College and University System

Touro College and University System

Touro is a system 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 College has branch campuses, locations and instructional sites in the New York area, as well as branch campuses and programs in Berlin, Jerusalem, Moscow, Paris and Florida. New York Medical College, Touro University California and its affiliate 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.

BOARD OF TRUSTEES

Dr. Mark Hasten	Chairman, Touro College & University System
Rabbi Doniel Lander	Chancellor, Touro College & University System
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Touro's Core Values

The very essence of Touro University Nevada is based on the Judaic values of teaching, service, and learning. It is these values that are the driving force behind Touro's desire to provide expanded programming and services that address unmet needs in Nevada. Touro University Nevada inspires students to be caring professionals. Our educational vision stems from the Jewish traditions of social justice, intellectual pursuit, and service to humanity. These core values permeate all of the university's programs and serve as true inspiration to the students, faculty, and staff.

Preamble

Touro University Nevada was established to help address critical needs in health care and education in the state of Nevada and to provide services to the community. A non-profit, Jewish-sponsored, private institution affiliated with Touro College and University System, an international system of higher education, the university opened its doors in 2004 with 78 medical students.

Today, Touro is home to nearly 1,400 students in a wide range of degree programs in allied health sciences and education, as well as osteopathic medicine. Many of these programs are the first or only one of their kind in the state of Nevada. The Touro campus is also home to both a full-service patient health center and active aging center, staffed by practicing faculty members, and a multidisciplinary Center for Autism and Developmental Disabilities. In addition to serving the community through care, both facilities serve as on site learning laboratories for students across the disciplines.

Touro has also endeavored to provide a breadth of services and outreach to the local community, such as the clinic it operates at Shade Tree Shelter, its Caring Without Walls program, and its Mobile Health Care Clinic, the only one of its kind in Nevada.



The Strategic Plan

The Touro University Nevada Strategic Plan (2015-2018) is the result of many hours of work by Touro University Nevada faculty, staff, students and community partners, who provided input and ideas that shaped this plan. The Strategic Planning Steering Committee was instrumental in reviewing, considering and discussing the myriad of recommendations. In all, nearly 300 faculty, staff, students, and community members through approximately 25 on-and-off-campus meetings, and written and electronic submissions provided direct feedback that helped shape this document which provides a foundation and direction for the university over the next three years.

The foundation for our 2015-2018 Strategic Plan is our strong history and recent past. Touro has established sound community connections and has increased local recognition, something of which we are proud. Touro University Nevada is no longer the “new kid on the block” as we celebrate recent and current facility expansions and upgrades, new academic program expansion and continued increases in enrollment. The university continues to graduate annually the most physicians and the only physician assistants and occupational therapists in the state.

Touro is proud of its ability to embrace and live its guiding Judaic principles daily in all its work on and off campus. Recent leadership changes and evolutions in local and regional competition have propelled Touro to the next level, and have allowed the university to solidify its position locally, regionally, and nationally. As we take stock of the first 10 years, we look eagerly and optimistically forward to the next decade and the opportunities and accomplishments which lie ahead.



Mission of Touro University Nevada

To provide quality educational programs in the fields of health care and education in concert with the Judaic commitment to social justice, intellectual pursuit, and service to humanity.

Touro University Nevada Vision Statement

Educating caring professionals to serve, to lead, to teach.





“Our focus is on teaching and learning. As educators, we believe that our mission is to help our students achieve their potential. We strive to involve them in innovative learning activities thereby honing their critical thinking skills, which are crucial to evidence-based learning.”

AMINA SADIK

*Associate Professor
Basic Sciences*

GOAL 1

Advance the culture of academic excellence in support of student learning

OBJECTIVES

Embrace teaching as an institutional priority

- Strengthen faculty instructional skills by offering regular on-campus pedagogy training
- Clarify and implement faculty workload models that promote teaching, while recognizing important contributions to research or clinical work.
- Establish a process to annually review and reward teaching excellence

Implement innovative instructional strategies to complement curriculum

- Expand university-wide inter-professional education program
- Introduce unique academic offerings aligned with community needs
- Promote student-faculty research opportunities that complement classroom learning
- Create targeted faculty research opportunities.

Expand resources in support of student learning

- Dedicate additional resources to the Office of Academic Services and Instructional Support
- Update instructional technology and support in classrooms and labs including simulation technology
- Upgrade student study space to better adapt to a range of student learning and study styles





“As a participant in the strategic planning process, I am pleased to see that employee satisfaction and professional growth are priorities for Touro. Investing in employee success is critical to the development of our students and campus.”

LAURA CANON

*Administrative Assistant
Primary Care*

GOAL 2

Strengthen Touro’s campus culture and learning/working environment

OBJECTIVES

Promote Touro University Nevada as a Center for Professional Excellence

- Create and implement university-wide onboarding and mentoring programs
- Expand on-campus professional development opportunities for employees
- Increase targeted funds to support off campus professional development for faculty and staff

Facilitate Employee Satisfaction and Professional Success

- Evaluate new employee orientation program and improve as needed
- Support employee career advancement by codifying a clear employee promotion process policy
- Ensure consistent review of employee job expectations and performance
- Conduct regular reviews of salary and benefits to ensure equity
- Establish a mechanism to provide, create, implement and provide oversight of employee perks programming

Upgrade current campus infrastructure

- Identify funding to upgrade and expand learning and research spaces, offices, social areas and equipment
- Direct funds to upgrade campus facility aesthetics
- Develop innovative solutions for commuting to campus
- Create a campus intranet





“For the past three years I’ve had the privilege to study and be actively involved with Touro. I have witnessed how hard the faculty, staff, and students selflessly work to not just maintain high caliber curricula and programs but also to create a positive environment that fosters learning, leadership, and service.”

KEVIN RIUTZEL

*DO Student
Class of 2016*

GOAL 3

Broaden awareness of Touro University Nevada by exemplifying the Touro mission to serve the community

OBJECTIVES

Increase brand recognition and reputation of Touro University Nevada

- Expand donor base to help accomplish institutional objectives
- Develop loyal alumni base by encouraging participation in educating the stakeholder communities Touro serves

Create a process to identify outreach needs and deliver services to targeted populations

- Establish a cross-functional committee to evaluate and organize current outreach programming in consideration of community need and program effectiveness
- Strategically expand community-based educational programming



Mobile Healthcare Clinic

TOURO UNIVERSITY NEVADA
An Outreach of the Stallman Touro Clinic at Shade Tree



touro.edu 702-777-8687





“Touro University Nevada understands the importance of establishing and nurturing a network of community partners to both serve its students, clients and residents as well to further its own institutional goals. They have a successful model of outreach coupled with prominent leadership that enhances the opportunities and service for all those connected to the University. “

SCOTT MUELRATH

President

Henderson Chamber of Commerce

GOAL 4

Expand strategic partnerships in alignment with Touro’s mission

OBJECTIVES

Strengthen community relationships to help achieve institutional goals

- Increase partnerships with public and private entities to accomplish institutional objectives
- Establish collaborations to develop and expand educational experiences for students

Continue to develop educational initiatives with government, secondary and postsecondary schools

- Expand targeted programming with local K-12 schools to promote educational opportunities
- Increase collaboration with educational institutions to create academic pipelines and articulations



The Strategic Planning Steering Committee thanks the Touro faculty, staff, students and community contributors for their numerous ideas that resulted in this document which we can all be proud to own.

NAME	TITLE
Renee Aschoff	Chief of Staff
Rob Askey, EdD	Director, School of Education
Laura Canon	Administrative Assistant to Primary Care
Judith Carrion, EdD, RN	Assistant Professor, Nursing
Vicki Chan-Padgett, MPAS	Director/Associate Professor, School of Physician Assistant Studies
Jennifer Drozd	Senior Staff Accountant
Bernice Friedman	Touro Advisory Board/Community Member
Julia Hause, MLIS	Reference and Instruction Librarian/Assistant Professor
Derek Meeks, DO	Vice-Chair, Department of Primary Care
Jose Noriega, MS	Chief Information Officer
Miranda Paredez	Bursar
Andrew Priest, EdD, PT	Dean, College of Health and Human Services
Elias Ptak, DO	Assistant Professor, Osteopathic Manipulative Medicine
Jacqueline Randa, DPT	Assistant Professor, School of Physical Therapy
Yvonne Randall, EdD	Director/Associate Professor, School of Occupational Therapy
Schylar Richards	Associate Vice President for Advancement
Andrea Robinson, MBA	Human Resource Generalist
Amina Sadik, MS., MSMEdL, PhD	Associate Professor, Basic Sciences
Diane Waryas, PhD	Associate Vice President for Institutional Effectiveness - Strategic Planning Process Facilitator
Linda Pflaster	Executive Assistant to the Associate Vice President for Institutional Effectiveness - Committee Support

ADDITIONAL STAFF WHO PROVIDED DIRECT SUPPORT TO THE STEERING COMMITTEE:

Kimberly Bryson	Enrollment Counselor
Normita Contreras	Credentialing Specialist
Susan Gearling	Clinical Clerkship Coordinator



To Serve. To Lead. To Teach.

ABOUT TOURO UNIVERSITY NEVADA

Touro University Nevada is a private, non-profit, Jewish-sponsored institution established to help address critical needs in health care and education in the state of Nevada and to provide services to the community. Touro opened its doors in 2004 and is now home to nearly 1,400 students, in a wide variety of degree programs including osteopathic medicine, physician assistant studies, education, nursing, occupational therapy and physical therapy. The university's Henderson campus includes a multi-specialty health center and active aging center as well as a multi-disciplinary Center for Autism and Developmental Disabilities.

2015 - 2016 TOURO UNIVERSITY NEVADA ADVISORY BOARD

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Jaldeep Daulat, DO	Mojave Centers for Dermatology and Plastic Surgery	Steve Schorr	Consultant & Communicator
Bernice Friedman		Rick Smith	RDS and Associates
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Dennis Gradillas	Las Ventanas Retirement Community	Rita Vaswani	Nevada State Bank
Anne Marie Jones		John Wilcox	City National Bank



874 American Pacific Drive
Henderson, NV 89014

www.tun.touro.edu

702.777.8687
(toll free) 877.575.8687

Touro University Nevada maintains a policy of non-discrimination against any person in employment or in any of its educational programs. Touro University Nevada does not discriminate on the basis of race, ethnicity, age, sex, gender, color, creed, national origin, religion, sexual orientation, or disability.

Touro University Nevada is accredited by the Western Association of Schools and Colleges and is licensed in Nevada by the Commission on Post-Secondary Education.