



# Touro University Nevada

## College of Osteopathic Medicine

### Mission Statement

“The mission of the Touro University Nevada Osteopathic Medicine program is to prepare students to become **outstanding osteopathic physicians** who uphold the values, philosophy, and practice of osteopathic medicine and who are committed to primary care and the holistic approach to the patient. The program advances the profession and serves its students and society through **innovative education, research, community service**, and multidisciplinary and Osteopathic **clinical services.**”

### Strategic Plan 2020 - 2025



# Touro University Nevada College of Osteopathic Medicine

## STRATEGIC PLAN 2020-2025

### Introduction

The Touro University Nevada College of Osteopathic Medicine (TUNCOM) opened its doors in 2004 as a branch campus of Touro University College of Osteopathic Medicine (TUCOM) in Vallejo, California, with a commitment to rigorous medical education supporting quality, access and cost containment in health care regionally, nationally and globally. Guided by the pursuit of pedagogical innovation and dedication to meaningful health profession integration, the College of Health and Human Services (TUNCHHS) was subsequently founded in 2006. Together TUNCOM and TUNCHHS comprise Touro University Nevada (TUN).

Within the past fifteen years, TUN has set a standard of excellence in teaching, leadership and service. As the State of Nevada and the nation face many challenges in health care and education, Touro has established itself as an innovative leader for the state and beyond. Touro graduates the largest number of physicians and health professionals 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 and region, 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.

The growth of TUN has been organic and complementary to the larger national and international Touro College and University System (TCUS) of which it is a member. TCUS includes 34 schools, 211 programs, 26 degrees and 16 locations worldwide.

### Aligned Missions

The aligned missions of TCUS and TUN serve as the unifying guidance for TUNCOM and its specific mission of osteopathic medical education, service to humanity, and pursuit of discovery.

#### ***Touro College and University System Mission Statement***

*“Touro College is an independent institution of higher education under Jewish auspices, established 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.”*

***Touro University Nevada Mission Statement***

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

**Touro University Nevada College of Osteopathic Medicine Mission**

TUNCOM is a branch campus of Touro University COM (TUCOM) in California and shares a common mission statement.

***Touro University Nevada College of Osteopathic Medicine Mission Statement***

*“The mission of the Touro University Nevada Osteopathic Medicine program is to prepare students to become outstanding osteopathic physicians who uphold the values, philosophy, and practice of osteopathic medicine and who are committed to primary care and the holistic approach to the patient. The program advances the profession and serves its students and society through innovative pre-doctoral and post-doctoral education, research, community service, and multidisciplinary and Osteopathic clinical services.”*

It is this statement that provides the anchor points for the present TUNCOM Strategic Plan.

**TUNCOM Strategic Plan 2020-2025**

The strategic plan of TUCOM serves as the foundation for the present TUNCOM strategic plan. Both plans are built upon seven aligned goals. Each of the seven overarching goals in the TUNCOM plan has a number of specific objectives which are linked to the TUNCOM Mission. The common objectives and goals form the fundamental anchor points. This plan, while looking forward to the next five years, also takes into account the fact that periodic changes may be necessary to adapt to emerging opportunities and challenges. Directed strategic approaches within each objective are intended to serve as the blueprint for effective implementation.

The aim of this strategic plan is to stimulate, support and guide enthusiastic implementation by talented teams of faculty, staff, students and other stakeholders. Through the implementation of the strategic plan, TUNCOM will be poised to anticipate and meet the multifaceted needs of the future physician within a dynamic and interactive health-care environment and society at large.

## Plan Development

The members of the TUNCOM Strategic Plan Steering Committee are shown in Table 1 and include students, faculty, administrators, and staff. Committee members with specific experience and skill sets were selected to bring the greatest breadth of knowledge to the process. The committee was initially tasked with developing a set of goals that could realistically be achieved in the timeframe of the strategic plan. The committee was provided with the major themes that arose from 2018-19 COCA student surveys as well as in-house surveys of students and faculty. At the introductory meeting of the steering committee, members were asked to consider these themes when developing objectives for each strategic goal. The following committee meeting was a brainstorming session in which committee members proposed a large number of “items” for each goal, which were edited and modified during the meeting in order to reach a general consensus for each one. These items served as the foundation for the objectives and strategies that would be crafted for each goal.

The list of items was compiled and distributed to committee members for further comment and refinement. This process culminated with as many as 11 items for a single goal. Following committee review, the committee chair, Senior Associate Dean Dr. Terrence Miller, crafted the resulting list of items into a manageable number of objectives for each goal with the assistance of the Associate Vice President for Institutional Effectiveness Dr. Laura Yavitz.

The objectives and strategies were refined via follow-up meetings of the Steering Committee. Feedback from student and faculty surveys, numerous individual meetings and conversations with students, faculty and staff, as well as committee brainstorming sessions, all shaped the development of strategies designed to ensure success in achieving the given objective.

The plan was ultimately presented to the Dean of TUNCOM, Dr. Wolfgang Gilliar. It was then distributed to the entire TUNCOM community for feedback, and the resulting final version was subsequently approved by the Dean. The plan was furthermore presented to and approved by the following: the Dean of TUCOM, Dr. Michael Clearfield; the Provost of TUN, Dr. Raymond Alden, III; the CEO and Senior Provost of Touro University Western Division, Ms. Shelley Berkley; and the President of TCUS, Dr. Alan Kadish.

**Table 1: TUNCOM Strategic Plan Steering Committee Members**

Terrence Miller, PhD	<i>Committee Chair; Senior Associate Dean</i>
Ashlie Bloom, OMS4	<i>Fourth Year Osteopathic Medical Student</i>
Emmett Findlay, DC	<i>Associate Professor and Chair, Basic Sciences Department</i>
Jutta Guadagnoli, PhD	<i>Assistant Dean for Curriculum</i>
Joseph Hardy, MD	<i>Associate Dean for Clinical Education</i>
Amanda Hertzler, OMS3	<i>Third Year Osteopathic Medical Student</i>
Lisa Jones, MEd	<i>Administrative Director of Clinical Education</i>
Paul Kalekas, DO	<i>Associate Professor and Chair, Primary Care Department</i>
Cassandra McDiarmid, OMS2	<i>Second Year Osteopathic Medical Student; OMSGA President</i>
Derek Meeks, DO	<i>Vice Dean and Chair, Specialty Medicine Department</i>
Manognya Murukutla, PhD	<i>Director of Institutional Research and Assessment</i>
Anne Poliquin, PhD	<i>Assistant Dean for Clinical Education</i>
Elias Ptak, DO	<i>Associate Professor, OMM Department; Chair, COM Faculty Council</i>
Paul Rennie, DO	<i>Professor and Chair, OMM Department</i>
Amina Sadik, PhD	<i>Professor, Basic Sciences Department</i>
Parisun Shoga, OMS2	<i>Second Year Osteopathic Medical Student</i>
David Skyba, DC, PhD	<i>Assistant Dean for Curriculum</i>
Laura Yavitz, PhD	<i>Associate Vice President, Institutional Effectiveness</i>
Julie Zacharias-Smith, DO	<i>Assistant Professor, Specialty Medicine Department</i>

**Implementation Plan**

A monitoring committee that includes members of the Steering Committee will oversee progress on implementation of the strategic plan. This monitoring committee will be tasked with developing timelines for implementation of each strategy and providing progress reports to the Dean. The TUNCOM leadership, in consultation with the monitoring committee, will determine the parties responsible for championing the completion of each strategy. The TUNCOM leadership will also be responsible for an annual comprehensive report on achievements and review of goals.

We rely on strategic planning and resource budgeting as a crucial step to ensure that our mission, vision and values are both inspiring and actionable. Our strategic plan will be that much stronger when we formulate goals and objectives in ways that balance both reach and reality. By regularly monitoring the progress of implementation vis-à-vis established goals and time-based benchmarks, we will “close the loop” and determine whether what we do is an indicator of successful advancement or lack thereof.

## TUNCOM Strategic Plan 2020-2025 Goals and Objectives

### Goal 1) Lead through Educational Excellence

#### Objectives

- A. Develop and implement an impactful curricular model that best prepares students to excel in future professional environments
  - *Strategies*
    1. Develop students' skills in critical thinking and use of evidence-based medicine
    2. Expose students to the latest technological advances throughout the curriculum
    3. Incorporate clinical and interprofessional experiences throughout the curriculum
    4. Increase faculty development opportunities targeted at improving teaching skills within the context of the curricular model
    5. Evaluate and enhance the curriculum regularly using assessment outcomes and faculty and student input
    6. Improve consistency, organization, and timing of curriculum
- B. Optimize student preparedness for residency placement and performance
  - *Strategies*
    1. Incorporate detailed career/professional advising services and mentoring throughout the curriculum
    2. Provide adequate tools for career planning and preparation (e.g., Careers in Medicine)
    3. Provide robust support for students' residency application and match efforts
    4. Implement regular clinical faculty and staff development to assist with students' readiness for increased competition in the residency match
- C. Increase support for the Master of Science in Medical Health Sciences (MHS) program
  - *Strategies*
    1. Optimize the faculty staffing model for the MHS program
    2. Increase administrative resources supporting the MHS program
    3. Provide adequate career advising for MHS students throughout the year for better preparation and decision making

## Goal 2) Expand, Facilitate and Optimize Clinical Experiences

### Objectives

- A. Provide the most appropriate and mission-relevant opportunities for student clinical training within the COM
  - *Strategies*
    1. Emphasize early clinical exposure within the curriculum
    2. Develop meaningful integrated simulation experiences to complement clinical exposure
    3. Expand the use of Touro Nevada clinics (e.g., Touro Health Center, Mobile Health Clinic) for students training vertically throughout the curriculum
- B. Expand, enhance and optimize core clerkships
  - *Strategies*
    1. Expand and nourish cooperative relationships with other institutions and providers
    2. Enhance faculty development across all core training sites
    3. Enhance and streamline administrative support for clerkships and preceptors
- C. Optimally integrate the Touro Nevada COM simulation program
  - *Strategies*
    1. Provide additional and novel clinical simulation opportunities throughout the curriculum
    2. Expand faculty and staff training/development in utilizing simulation modalities in the curriculum
    3. Expand training and management of standardized patients
    4. Increase the number and utility of the TUN OSCE facilities
    5. Increase the number and scope of simulation task trainers and manikins
- D. Strengthen and expand the various department roles within the COM to assure student access to broad and varied clinical experiences
  - *Strategies*
    1. Develop additional specialty departments
    2. Develop additional clinical training sites
    3. Expand administrative support for new and existing COM departments and clinical training sites
    4. Develop inter-departmental and multi-institutional initiatives
- E. Develop initiatives that support the continuum of medical education from undergraduate medical education (UME) to graduate medical education (GME) to professional practice and the clinics that support current areas of focus in healthcare
  - *Strategies*
    1. Foster and implement inter-professional educational opportunities across the entire medical education continuum
    2. Develop initiatives to support telemedicine
    3. Develop initiatives to support rural medicine
    4. Develop initiatives to support application of artificial intelligence in medicine

### Goal 3) Assure Faculty, Staff and Student Support and Satisfaction

#### Objectives

- A. Improve communication between administrators, faculty, staff, and students
  - *Strategies*
    1. Improve and develop novel methods for regular and inclusive dissemination of information
    2. Expand mechanisms for recognition of faculty, staff, and student achievements
- B. Develop and maintain optimal academic and non-academic staffing levels to support the COM
  - *Strategies*
    1. Evaluate and implement effective faculty staffing models that are appropriate for the size of the student body and expectations regarding faculty workload
    2. Evaluate and implement effective hiring and staffing models for academic departments, clinics and research support
    3. Establish a process to periodically and consistently review and adjust faculty, staff and administrative workload and staffing models
    4. Expand leadership development and training for faculty, staff and administrators
- C. Attract and retain quality faculty
  - *Strategies*
    1. Provide competitive faculty salaries and benefits
    2. Provide opportunities for professional development
    3. Finalize and implement clear and achievable rank and promotion guidelines including periodic reviews of the process
- D. Optimize COM-specific student support services
  - *Strategies*
    1. Provide student-centered academic support and coaching services specifically for the COM
    2. Provide student-centered career counseling and career preparation services specifically for the COM
    3. Optimize student-centered support for board preparation
    4. Enhance student-centered financial literacy and professional practice business model training
- E. Improve access to wellness facilities and services for students, faculty, and staff
  - *Strategies*
    1. Develop a wellness center that provides space and equipment for physical and mental wellness programming
    2. Develop partnerships and discounts with community wellness resources to facilitate student, staff, and faculty utilization



## **Goal 4) Expand Collaborative Focused Research and Scholarly Activities Aligned with the COM's Educational Mission**

### *Objectives*

- A. Develop high-quality faculty and student research activity and scholarly work
  - *Strategies*
    1. Develop an office of sponsored programs responsible for notification of funding sources, grant management, development of collaborative opportunities, and assistance with grant writing
    2. Seek extramural support and funding for high-quality research and scholarly activities
    3. Facilitate student researcher participation in faculty projects through increased administrative support and training in research skills
    4. Facilitate student-generated opportunities for research and discovery
    5. Increase support for statistical and research design services for faculty and student-faculty research projects
    6. Create staffing models to support protected time for increasing measurable, competitive faculty research productivity
  
- B. Develop a platform for research and scholarly collaboration and dissemination
  - *Strategies*
    1. Increase budgetary support for student and faculty dissemination of research and scholarly activity
    2. Facilitate and streamline access to information about opportunities for research collaboration, support, resources and ongoing projects
    3. Establish and expand meaningful collaborative research and scholarly partnerships

## Goal 5) Optimize Campus Infrastructure for Learning, Discovery and Leadership

### Objectives

- A. Optimize the learning and assessment/testing spaces used by the COM
  - *Strategies*
    1. Increase the number of teaching spaces available for more effective active learning and hands-on clinical experiences
    2. Improve the multi-functionality of classrooms and teaching laboratories
    3. Improve and integrate technological resources to support multi-location delivery of content
    4. Enhance and integrate simulation and OSCE teaching spaces
    5. Increase resources for multimedia content creation
    6. Improve noise control and acoustics in teaching spaces
    7. Enhance dedicated spaces and resources for testing and accommodations
  
- B. Improve the TUN floor plan
  - *Strategies*
    1. Provide an adequate number of individual faculty offices
    2. Provide an adequate number of administrative offices
    3. Relocate the Clinical Education Department to the main building
    4. Make all TUN areas (e.g., Touro Health Center, teaching spaces, departments) accessible from the interior of the main building
    5. Increase research space and facilities with build-out of additional space for bench, clinical, and human subjects research
  
- C. Improve parking for students, faculty, and staff
  - *Strategies*
    1. Develop additional convenient alternative parking options
    2. Support alternatives to single-car transportation to campus (e.g., carpooling, transit, bicycle commuting support)

## **Goal 6) Increase TUNCOM Contribution to Service Locally, Nationally, and Internationally**

### *Objectives*

- A. Grow TUNCOM's regional reputation for service and leadership
  - *Strategies*
    1. Expand continuing medical education (CME) offerings to the community
    2. Develop additional healthcare partnerships
    3. Track and recognize faculty, staff, and students' activities as leaders and participants in community service initiatives
    4. Develop longitudinal opportunities for community service by students, faculty and staff
  
- B. Expand outreach and services to local and regional medically-underserved populations
  - *Strategies*
    1. Increase COM-specific community outreach activities
    2. Develop a sustainable COM mobile health clinic services program
  
- C. Develop sustainable international medicine collaborations
  - *Strategies*
    1. Establish meaningful international partnerships
    2. Offer approved international rotations in collaboration with international partners

## **Goal 7) Optimize Institutional Resources that Enhance Efficiencies, Effectiveness & Communication**

### *Objectives*

- A. Enhance the extent and availability of information within the COM
  - *Strategies*
    1. Improve COM-specific data management infrastructure and resources
    2. Develop dashboards for student and faculty reporting
  
- B. Increase COM-specific fundraising
  - *Strategies*
    1. Coordinate fundraising efforts with existing processes in place in the Office of Advancement
    2. Develop focused fundraising plans that are driven by COM mission and priorities
  
- C. Optimize faculty and staff hiring practices
  - *Strategies*
    1. Improve the employee recruitment process
    2. Streamline the hiring process for adjunct faculty
    3. Streamline the hiring process for regular staff and faculty
    4. Improve preceptor recruitment and incentives
    5. Increase preceptor orientation, professional development and engagement
  
- D. Optimize involvement in decision-making
  - *Strategies*
    1. Facilitate opportunities for effective faculty, staff, and student input into administrative decision-making
    2. Facilitate and guide effective and efficient communication



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Touro University Nevada College of Osteopathic Medicine is accredited by the American Osteopathic Association Commission on Osteopathic College Accreditation (COCA) as a branch campus of Touro University College of Osteopathic Medicine-CA in Vallejo, California. Information on placement and first time pass rates for graduates can be found at [tun.touro.edu/programs/osteopathic-medicine/facts-figures/](http://tun.touro.edu/programs/osteopathic-medicine/facts-figures/). Touro University Nevada is accredited by the WASC Senior College and University Commission (WSCUC) as a branch campus of Touro University California and licensed in Nevada by the Commission on Postsecondary Education. Touro University Nevada does not discriminate on the basis of race, ethnicity, age, sex, gender, color, creed, national origin, religion, sexual orientation, or disability.