

# A **STANDARD** OF **EXCELLENCE**

*NOW AND INTO THE FUTURE*

STRATEGIC PLAN 2023-2026

 Touro University Nevada





# About Touro University Nevada

**Touro University** is a private, non-profit, Jewish-sponsored, international institution of higher education offering a broad range of programs. Since its inception, Touro has served and supported diverse communities, making world-class educational opportunities accessible to all members of society, across all races, nations, and creeds. Our core values are drawn from our Jewish heritage and the Jewish intellectual tradition, focusing simultaneously on individual development and the greater good. Touro provides an environment that nurtures personal growth and intellectual inquiry in superior academic programs. Touro continues to bring innovative academic programs to students in Nevada and at Touro campuses around the world through intra-institutional collaborations across the Touro University system.

**Touro University Nevada** was established to help address critical needs in health care and education, and as a resource for community service in the state of Nevada. Our vision is to educate caring professionals to serve, lead, and teach, and our mission is to provide quality education programs in concert with the Judaic commitment to social justice, intellectual pursuit, and service to humanity.

The Nevada campus opened its doors in 2004 with 78 medical students. Today, Touro University Nevada is home to more than 1,600 students in a wide range of degree programs, including osteopathic medicine, physician assistant studies, education, nursing, occupational therapy, physical therapy, and medical health sciences. Many of these programs were the first of their kind in the state of Nevada.

The Touro University Nevada campus is also home to a multi-specialty health center and a multi-disciplinary center for children with autism and developmental disabilities. Recent campus improvements include a clinical simulation center and a complex of research laboratories for human performance and biomedical research. In addition to serving the community through clinical care and research, these facilities serve as onsite learning laboratories for students across the disciplines. Beyond the campus, Touro students, staff and faculty volunteer in a variety of settings to provide services and support outreach to the community.



TO SERVE. TO LEAD. TO TEACH.





*“The 2023-2026 Strategic Plan sets a course, establishes a vision, and provides focus for all that we will do in the coming years.”*

I am pleased to have participated in the development and production of Touro University Nevada's Strategic Plan for 2023-2026. Planning not only paves the way for the growth and development of the university; it helps us set benchmarks and assess progress towards student achievement, faculty development, and community involvement.

For nearly two decades, Touro University Nevada has been serving the people of Nevada. With this latest Strategic Plan, we are poised to take full advantage of recent growth in academic programs, expansion of

campus facilities, and advances in research funding. Further, as a member of the vibrant and dynamic Touro University system of higher education institutions, Touro University Nevada will be working toward a singular accreditation over the next three years. Touro University Nevada together with the leadership of the Touro University system will build strategic collaborations to extend our reach and impact.

The 2023-2026 Strategic Plan sets a course, establishes a vision, and provides focus for all that we will do in the coming years. The plan capitalizes on the recent program growth and investment from the Touro University system into the Touro University Nevada campus through its Campus Master plan and associated infrastructure initiatives. The plan will be supported through annually approved budgets, grants, and fundraising efforts.

This plan has been a collaborative effort of numerous faculty, staff, students, alumni and community members who gave their time and talents to help us establish our goals and priorities for the strategic direction of the university. Going forward, I am confident that we will work together to bring our ideas to life.

We now have the opportunity to benefit from the 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 that journey and to contributing to the success of Touro University Nevada now and into the future.

Sincerely,

Andrew Priest, EdD, PT  
Campus President and Provost  
Touro University Nevada

Touro University Nevada is part of the Touro University system, an international system of non-profit institutions of higher and professional education under Jewish auspices. **Today, the system serves more than 19,000 students across 35 schools in five states and four countries** through undergraduate and graduate degree programs in a variety of fields, including education, social work, law, medicine, nursing, physician assistant studies, physical and occupational therapy, pharmacy and dentistry.



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## Touro University System

*“Fifty years ago, Dr. Bernard Lander dreamt of creating an outstanding university system. Today it is a magnificent reality with ever-greater opportunities for our students, faculty and staff, and an agility to embrace cutting-edge methodologies in our delivery of a high-quality education.” – Dr. Alan Kadish, President, Touro University system*





*“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.”*

I am pleased to present the Touro University Nevada Strategic Plan 2023-2026 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 18 years since Touro University Nevada was founded, the university has changed dramatically. We have grown from an initial class of 78 medical students to more than 1,600 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,

Shelley Berkley  
Senior Vice President  
Touro University



*“This is a forward-thinking document that will serve to position Touro as a leader now and into the future.”*

I am pleased to offer these words of introduction for Touro University Nevada's 2023-2026 Strategic Plan “A Standard of Excellence.” As President of the Touro University system, I have the distinct honor of leading 32 schools around the world. Over the past 50 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 six 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,

Alan Kadish, MD  
President  
Touro University



### Mission

*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*

### Vision

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

## 2023-2026 Strategic Plan Goals:

- GOAL 1** Advance the Culture of Learning Achievement and Academic Performance
- GOAL 2** Optimize Experiential Learning Environments for Integrated Engaged Learning
- GOAL 3** Produce Impactful Research and Scholarly Activity in Alignment with Touro University Nevada's Mission
- GOAL 4** Provide Specialized Environments to Support Collaborative Learning and Engagement
- GOAL 5** Foster an Integrated Engaged University Community that Embodies Touro University Nevada's Mission and Values
- GOAL 6** Pursue External Community Engagement to Support Student Success



## GOAL 1

# Advance the Culture of Learning Achievement and Academic Performance

### A. Pursue innovative approaches to improve teaching and learning

1. Use modernized spaces and technology to support innovative approaches that facilitate active learning
2. Expand mechanisms to assess student learning and incorporate feedback from students, alumni/ae and employers to support pedagogical, curricular and co-curricular improvement efforts
3. Increase professional development opportunities to enhance skills in teaching and learning support techniques, in-person and online course and lesson design, and the use of digital tools to supplement instruction
4. Contribute to and support Touro University's systemwide efforts to develop unified learning opportunities for students, faculty and staff through summits, symposiums, and workshops



### B. Expand access to learning and instruction using innovative approaches and modalities

1. Promote the use of innovative digital learning tools in coursework, simulation, clinical and fieldwork education, test preparation, research and learning support
2. Co-create, collaborate, and partner within the Touro University system to develop and implement selected online and hybrid programs, teaching modalities, learner opportunities, and continuing education offerings
3. Broaden collaboration and coordination of academic offerings across the Touro University system and pursue a singular institutional accreditation



## GOAL 2

# Optimize Experiential Learning Environments for Integrated Engaged Learning

### A. Increase student participation in experiential learning environments

1. Expand opportunities for pre-clinical and clinical students to access simulation-based learning, interprofessional learning, digital health tools, and community outreach efforts

### B. Increase support for innovative experiential learning environments

1. Coordinate and integrate efforts to support simulation-based learning, interprofessional learning, utilization of digital health tools, and community outreach efforts
2. Expand academic simulation offerings and attain full accreditation for the Michael Tang Regional Center for Clinical Simulation
3. Provide disaster life support training for students, healthcare professionals and first responders through the Cloobek Center for Disaster Life Support



### C. Provide multidimensional support for clinical-phase students

1. Promote professionalism and professional identity formation, including supportive mechanisms to help clinical students develop competencies and overcome challenges
2. Increase interaction and communication between pre-clinical and clinical students and between clinical students and the institution
3. Expand initiatives to connect clinical students within the Touro University system with peers, alumni/ae and community practitioners for support, mentorship and career development
4. Increase early student exposure to a broad range of varied patient populations and clinical environments

### D. Strengthen support for clinical education instructors and preceptors

1. Coordinate and integrate preceptor support efforts to facilitate recruitment, professional development and assessment for preceptors and clinical sites



## GOAL 3

# Produce Impactful Research and Scholarly Activity in Alignment with Touro University Nevada's Mission

### A. Increase research capacity to provide high-value opportunities for students and faculty

1. Provide targeted resources to support faculty research aligned with Touro University Nevada's priorities and mission
2. Pursue strategies that lead to increased external research funding, including targeted support for projects that lead to pilot data
3. Maintain superior biomedical and human performance research laboratories on campus
4. Grow a strong faculty and student research development program in collaboration with partners across the Touro University system

### B. Expand student engagement in research and scholarly activity

1. Prioritize projects that provide research opportunities for students
2. Help students access training and research opportunities that fit their academic timelines and schedules
3. Provide targeted training to novice student researchers early in their programs
4. Recognize faculty and student research accomplishments, highlighting faculty who involve students in research



### C. Elevate Touro University Nevada's local, national, and international reputation for excellence in research

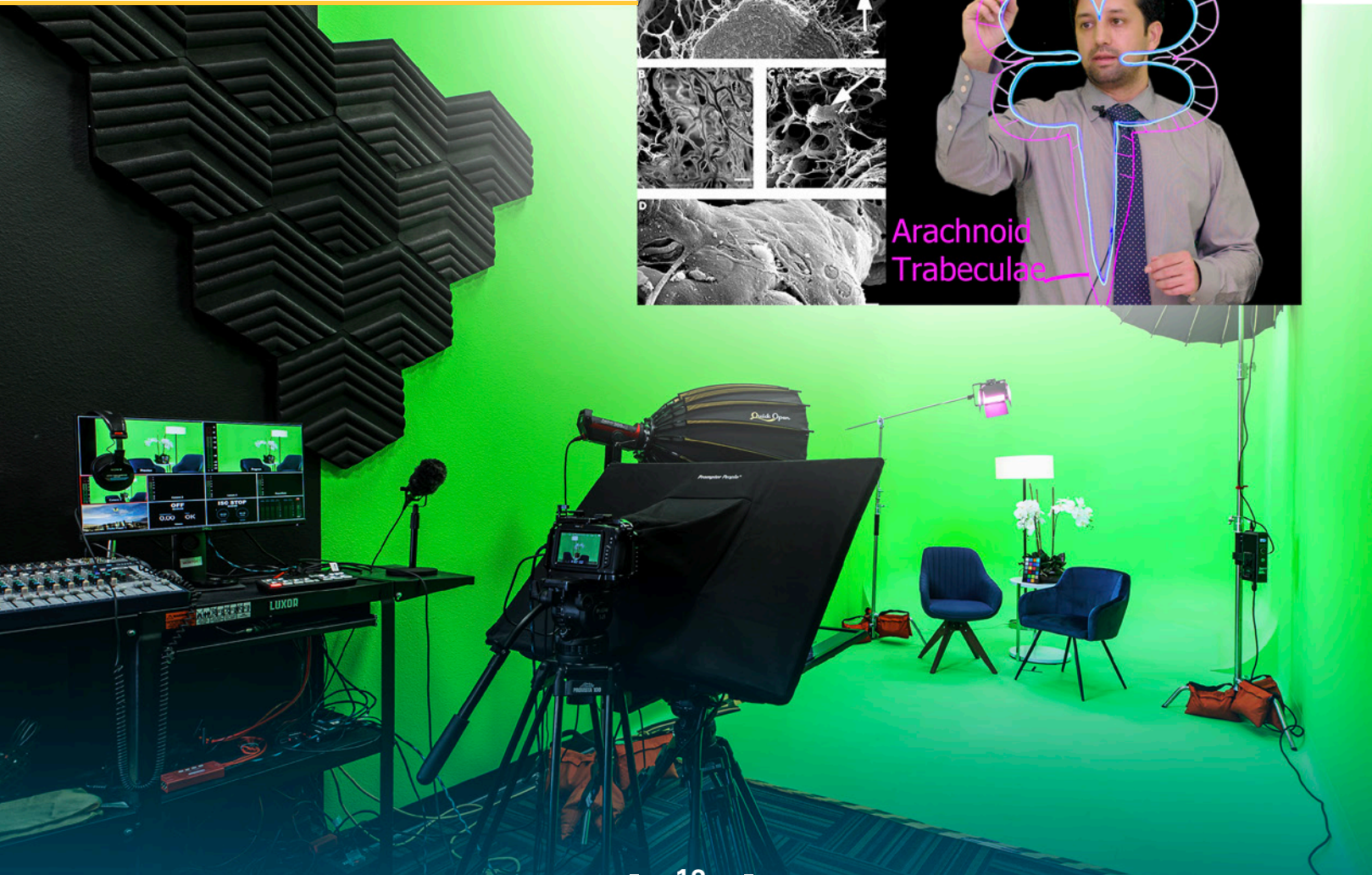
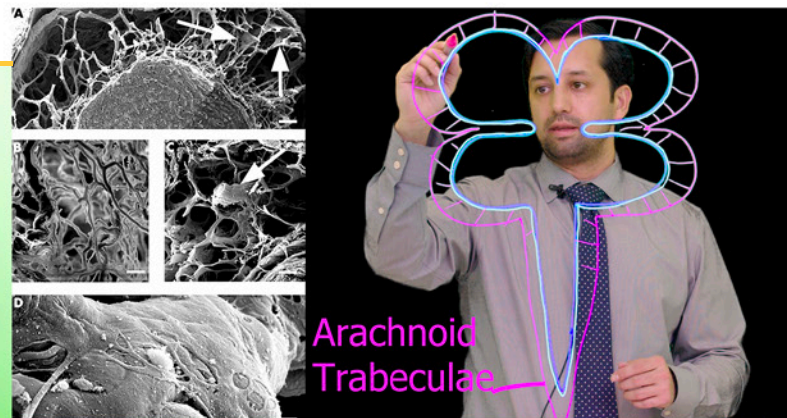
1. Publicize the expertise and accomplishments of Touro University Nevada researchers and research advances and breakthroughs made at Touro University Nevada
2. Prioritize intra-mural, intra-system and extra-mural partnerships, promoting collaboration with a focus on synergies between different fields to produce novel insights
3. Support faculty and student research dissemination activities including presentation and publication

## GOAL 4

# Provide Specialized Environments to Support Collaborative Learning and Engagement

### A. Provide a welcoming and safe campus environment for working and learning

1. Maintain a building of exceptional quality with enhanced interior and exterior spaces and amenities
2. Provide upgraded common, study and event spaces to support informal collaboration, community building, and employee and student wellness
3. Optimize the flexible and efficient utilization of campus spaces



### B. Provide a robust, secure and innovative information technology environment to support Touro University Nevada's educational mission

1. Maintain a secure up-to-date information technology environment through ongoing investment in infrastructure and training
2. Deliver a superior technology experience for users with upgraded and innovative systems that support teaching, learning and scholarly activity
3. Collaborate within the Touro University system to develop an intranet or equivalent to facilitate the sharing of information and resources among institutional stakeholders
4. Provide a state-of-the-art multimedia production environment to support campus users in creating multimedia content
5. Support a comprehensive medical library that supports the needs of students, faculty and appropriate external partners

### C. Expand the delivery of patient-centered care and opportunities for student learning in campus clinics

1. Increase targeted resources to support patient-centered care in the Touro Health Center to meet the community's healthcare needs, provide student rotations, and develop high-value partnerships with local healthcare entities
2. Expand the scope of multidisciplinary services and student rotations in the Sharon Sigismund Pierce and Stephen Pierce Center for Autism and Developmental Disorders

## GOAL 5

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# *Foster an Integrated Engaged University Community that Embodies Touro University Nevada's Mission and Values*

### **A. Nurture a thriving institutional culture that is aspirational, student-centered, focused on wellness with a shared sense of purpose**

1. Encourage opportunities to build effective interactions, collaborations and relationships among faculty, staff and students at Touro University Nevada and across the Touro University system
2. Promote the use of empowered decision-making approaches that incorporate communication and involvement, prioritizing shared governance and accountability for implementation
3. Expand recognition of staff, faculty and student contributions and achievements in alignment with Touro University Nevada's mission
4. Promote the physical, mental, and emotional wellness of students, faculty and staff

### **B. Cultivate an inclusive, equitable, respectful, and welcoming university community**

1. Develop a focused strategic plan for diversity that prioritizes the principles of diversity, equity, and inclusion while demonstrating a commitment to academic and professional excellence, guided by the tenets of Touro University Nevada's mission
2. Promote universal design principles to expand access in digital and physical domains across the institution
3. Recruit and retain students, faculty, and staff with diverse backgrounds and experiences, and strengthen a culture of inclusion that prioritizes supporting diversity, equity and accessibility

### **C. Expand and transform approaches to student recruitment and admissions**

1. Expand efforts to recruit, enroll, and support exceptional students from a wide range of diverse backgrounds and experiences
2. Increase the number and diversity of underrepresented individuals across all programs to reflect our community
3. Focus on developing new geographic regions and populations to recruit potential student applicants
4. Develop a comprehensive online social media strategy and presence across all programs

### **D. Foster a thriving community of students who reflect and embody Touro University Nevada's mission and values**

1. Offer a rich and challenging student experience that drives personal and professional growth, helping all students flourish
2. Develop innovative student support structures that address diverse student learning needs and support professional identity formation

### **E. Promote a respectful, collaborative work environment that facilitates employees' personal and professional growth through a positive employee experience**

1. Support employee access to learning, professional development, career advancement, recognition of accomplishments, and flexible work models
2. Ensure continual reviews of compensation and benefits to support competitive hiring and promotion for professional growth
3. Facilitate structured opportunities for leadership development, to include opportunities offered through the Touro University system, to help employees prepare to excel in the next level of leadership

## GOAL 6

# Pursue External Community Engagement to Support Student Success

### A. Deepen Touro University Nevada's commitment to support alumni/ae success and a vibrant alumni/ae community

1. Refine alumni/ae engagement strategies and invest in targeted resources to further develop meaningful relationships with alumni/ae
2. Create opportunities based on key post-graduation milestones for alumni/ae to engage with Touro University Nevada and the Touro University system to encourage professional integration and build connections with current students, academic programs, and the institution
3. Design plans around the needs and interests of alumni/ae to facilitate their involvement in planning, marketing, and recruitment efforts, as well as teaching and mentoring students in didactic and clinical phases of programs
4. Develop and foster a thriving community of alumni/ae who actively engage with one another and the institution, and proactively communicate to others the value of Touro and a Touro University Nevada degree



### B. Fortify and expand relationships beyond the institution to build a resilient community of advocates and to advance institutional goals in alignment with Touro University Nevada's mission

1. Strengthen and expand strategic connections and partnerships
2. Expand the network of donors and supporters to advance academic programs, student support, research and scholarly production, community service, and innovative uses of technology to support student learning
3. Develop sustainable administrative infrastructure and resources to support community outreach efforts at the program and institutional level

### C. Elevate Touro University Nevada's reputation as a premier university and community resource in healthcare and education

1. Strengthen and promote Touro University Nevada's position as an innovative community leader that is educating exceptional healthcare providers and educators for the future
2. Support increased representation and service by faculty and staff in leadership roles within professional and community organizations



# Overview

This strategic plan builds on Touro University Nevada's ongoing strengths – an unwavering focus on academic excellence and social responsibility, with a student-centric lens – to direct planning and resources in ways that will have the greatest impact on the internal and external community in the coming years.

The *2023-2026 Strategic Plan* is the product of a broadly collaborative effort. A range of institutional stakeholders, from faculty, staff and students to community partners and alumni/ae, provided input and creative ideas that shaped this overarching plan. The Strategic Plan Development Committee and the Strategic Plan Steering Council were each instrumental in reviewing, considering, and discussing numerous recommendations. In all, more than 350 people provided direct feedback through multiple meetings, forums, online surveys, SWOT analyses, departmental/program strategic plans, and other written and electronic submissions. This feedback helped shape the present document which provides a foundation and direction for the university over the next three years.

This new strategic plan will guide Touro University Nevada as it meets challenges, seizes opportunities, and carries out its mission as a higher education institution. The Steering Council will oversee the implementation of this plan which will include a data-informed prioritization and budgeting process to encourage progress toward both short-term and long-term goals. Execution of the strategic plan will be an ongoing campus-wide activity. Strategies, action plans and results will be shared with the campus community on an ongoing basis through monthly reports to Executive Council, and quarterly and annual strategic reviews conducted by the Strategic Plan Steering Council.

Through this plan, Touro University Nevada will continue to focus on creating a bright future for its campus community to meet tomorrow's challenges and opportunities.



**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.

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