



Touro University Nevada

ROADMAP TO THE NEW NORMAL

INTRODUCTION

On May 26, 2020, Governor Sisolak announced that, effective May 29, 2020, Nevada would begin *Phase 2 of the [Nevada Roadmap for Recovery](#)* for business reopening in the State. [Industry-specific guidelines](#) were released on May 26, 2020 by the Nevada Health Response Center (NHRC) in coordination with the Local Empowerment Advisory Panel (LEAP). On May 8, 2020, the Nevada Commission on Post-Secondary Education (NV CPE) released [guidelines](#) for private post-secondary education institutions such as Touro University Nevada. NV CPE guidelines also indicate that institutions are expected to follow CDC guidelines, the Governor's directives, and any restrictions and protocol established by occupational boards when conducting practical training. The Southern Nevada Health District (SNHD) has also provided [recommendations for businesses during reopening](#) which have informed TUN's planning.

The *TUN Roadmap to the New Normal* represents Touro University Nevada's (TUN) plan for providing guidance and direction to the TUN community while preparing for and subsequently moving into Phase 2 and future phases referenced in the Governor's [Nevada Roadmap for Recovery](#) and detailed in [Directive 021](#).

The Roadmap serves as the general outline and overall approach of TUN's response to the COVID-19 pandemic. TUN's strategic planning will provide specificity based on the particular needs and availability in the various Colleges and programs of TUN.

The TUN Roadmap covers the academic programs, operations, and business continuity of TUN's Colleges, Schools/Departments, academic and institutional support offices, clinical operations, and community outreach activities. TUN is a professional university dedicated to providing excellent medical, healthcare, and education programs. TUN will always meet and, whenever possible, exceed the health and safety guidelines in the linked documents. New information is continually being generated and disseminated on an extremely dynamic basis about the nature of the COVID-19 pandemic. TUN stands ready to work with and integrate the evolving public health guidelines and criteria as well as new accrediting requirements on an ongoing basis. Likewise, the nature of academic programs and business operations are rapidly evolving as new teaching and learning methodologies and approaches are being developed and introduced, including online teaching, telemedicine and telecommuting technologies. Thus, TUN's plan must be considered to be dynamic, flexible, and organic because we realize that it is continually subject to change and improvement as the optimal "new normal" is being defined for TUN's future.

Health and Safety

The health and safety of TUN's students, faculty, staff, and external partners, as well as the public, are a top priority.

During Phase 2, TUN will take comprehensive steps to protect health and safety. These steps include reducing the overall density of people on campus to limit exposure by conducting didactic courses online and encouraging telecommuting when possible to reduce individuals' time on campus. When on-campus presence is required, such as for hands-on lab classes or research activities, facilities will be configured to support social distancing and the use of campus facilities will be carefully scheduled. Spaces that are in use will undergo frequent and regular deep cleaning, including the cleaning of surfaces and touchpoints.

Everyone who enters campus will be screened for health status and a controlled sign-in procedure will document their presence and location. Health and safety protocols will be required while on campus (e.g. self-monitoring of health, required wearing of masks, social distancing, hand cleaning, no public gatherings, and keeping seating and work stations separated).

Academic Excellence and Success of Students

The excellence of our academic programs and on-time graduation should be the principal drivers of TUN's plan, even as our academic programs evolve and adapt to the "new normal". Accreditation, licensing standards, and student learning outcomes must be tracked and maintained.

As we continue online instruction for didactic classes, we will consider how new instructional formats such as recorded lectures or supplemental asynchronous learning activities can lead us in the future to develop, where appropriate, innovative approaches that combine flipped-classroom or student-centered learning with interactive small-group problem-based or contextual learning. We will continue to assist students with technical support resources via the Help Desk both on-campus and virtually.

Safe hands-on learning opportunities, such as laboratory classes, OSCEs, simulation, and practice sessions with task trainers and ultrasound equipment, will be provided on campus. Hands-on training will be supplemented with online and hybrid offerings to provide an additional range of student learning opportunities.

In Phase 2, we will strategically develop new research avenues for students and maintain existing opportunities where possible. Mentoring, academic advising, career advising, and other forms of

PRIORITIES AND BASIC PRINCIPLES

As the *TUN Roadmap to the New Normal* is being developed it is being guided by, and decisions are being made with, the following priorities and principles:

- The **health and safety** of the campus community are our top priority.
- The engagement, retention, progression, and **success of our students** are principal drivers of planning.
- Also of paramount importance is **faculty engagement** and **academic success**, including scholarly activities, research, and service.
- We must also strengthen and expand the **University's outreach** and how we engage with external partners and other stakeholders.
- The Campus Master Plan, facilities, and **utilization of campus resources** must be included in ongoing planning efforts.
- We must ensure that future planning includes **sustainable budgeting and strategic reallocation** of resources; and
- The reintegration plan will be developed with **appropriate phases and timelines**.

support will be provided both online, via interactive tools like Zoom, and on campus when scheduling permits. We will also continue to develop, schedule and coordinate new affiliations and clinical placements to support student progress.

The Student Affairs Team will continue to engage our students to assist them with tutoring, learning techniques, meditation, psychological services, and student involvement through quality services to assist students with their progression and success. We will work with programs to overcome challenges that the pandemic has placed on curriculum and degree requirements. We remain committed and responsive to serving our students during this unique and challenging time.

Faculty Engagement and Academic Success

The TUN faculty have been quick to develop new online approaches to didactic, and in some cases, clinical courses. Online learning will continue to be central during Phase 2. We will continue to support the enhancement of teaching by providing new technologies, professional development opportunities, and peer mentoring on new pedagogical and learning approaches. IT will continue to provide technical support resources via the Help Desk to support faculty on-campus and virtually.

Research and scholarly activity will be supported by the reallocation of resources to facilitate new lines of research for faculty and students that do not require time on campus, in addition to resources to support ongoing research activities that can be conducted safely and productively on campus. During Phase 2, faculty are encouraged to pursue new and expanded avenues of service and outreach activities related to COVID-19-related healthcare needs, and other community priorities. Professional development will also take new forms, such as remotely offered/attended conferences, seminars, workshops, and professional development workgroups.

Outreach, External Partners and Other Stakeholders

As we enter Phase 2, it is important to focus on strategically strengthening and expanding collaborations, affiliations and partnerships for clinical clerkships and GME/job placement during this time of uncertainty. The volunteer efforts of TUN during the early phases of the pandemic may lead to opportunities for future collaborations (e.g. research, clinical placements, funding). We will pursue strategic and directed fundraising and grant opportunities to address specific mission priorities. We can benefit from expanded collaborations with TCUS and other institutions to support teaching, research and service opportunities.

KEY STRATEGIES FOR REINTEGRATION OF THE CAMPUS

- The planned reintegration of the campus will be in phases
- Use appropriate prioritization to incrementally bring employees and students back to campus
- Continue and expand innovative teaching and work approached developed during the onset of the pandemic
- Institutionalize appropriate health and safety mitigations as new cultural norms
- Monitor appropriate health and safety precautions as new cultural norms
- Implement consistent and flexible mitigation actions as needed based on monitoring

Facilities, Facilities Utilization, and Master Plan

As we move into Phase 2, we will limit overall campus density by moving most teaching and work online, thereby reducing the number of people on campus and the time they spend there. Facilities will be reconfigured to limit density and maintain social distancing, signage will be installed to encourage healthy behaviors and spaces in use will undergo frequent cleaning and sanitizing. This will all require highly coordinated scheduling, including the spreading out of activities over spaces and times.

The TUN Master Plan construction has continued inside and outside the building, with certain stages of the construction strategically accelerated to permit the optimal use of facilities in Phase 3 and beyond. During this stage of construction, access to certain areas of campus will be limited.

Sustainable Budget

The COVID-19 pandemic has created financial challenges for higher education throughout the country. For TUN, strategic reallocations of resources will be required to support our efforts during the 2020-2021 fiscal year (for example, increased spending on technology, professional development, and courseware, offset by reduced spending on catering and travel). We have encountered some budgetary constraints, but despite those cuts, TUN's budget is sustainable.

TIMELINES AND PHASES

Touro University Nevada is implementing a phased reintegration plan in response to the COVID-19 pandemic. The plan uses the following phased approach to reintegrating operations: **Initial Response Planning; Phase 1 – Adjusting to Change; Phase 2 – Balancing Our Approach; and Phase 3 – Carrying It Forward.** The purpose of this phased-in plan is to establish standards which will allow students, faculty, and staff to safely return to their areas of in-person engagement in the academic and work setting over a period of time with the paramount concern being the protection of their health and the overall health of the community. A graphic showing the Phase 2 timeline is provided in this document.

Initial Response Planning

When the COVID-19 pandemic first emerged as a concern for business and academic continuity, TUN immediately began its Initial Response Planning with regular meetings of executive and senior campus leadership, campus workgroups and budget unit leaders to monitor, communicate and develop updated continuity plans. TUN leadership stayed in regular communication with Southern Nevada Health District and other health and governmental agencies.

Phases of the Plan

Following the closure of campus facilities and subsequent move to fully remote instruction and business operations on March 18, 2020, TUN moved into **Phase 1 – Adjusting to Change**. During this phase, we assessed the needs, resources, and constraints of the entire institution to guide our planning and decision making. Out of an abundance of caution, TUN’s leadership decided to maintain all instruction and business operations online, with a few specific authorized exceptions, through June 30. All other programming was conducted remotely and the campus facilities remained closed.

On July 6, TUN will move into **Phase 2 – Balancing Our Approach** with the campus **reopening on July 13** with limited density accomplished through a combination of online and on-campus operations. Health and safety protocols will be maintained, such as the mandatory wearing of masks, social distancing, frequent cleaning and sanitizing schedules, and daily health screening protocols required for campus access. In this phase, we take a balanced approach to provide quality education while keeping health and safety at the forefront.

At this time, we project that TUN’s Phase 2 will last until the end of 2020. We hope that by the beginning of 2021, we can move into **Phase 3 – Carrying It Forward**, which we anticipate will be the “new normal” for a while.

PHASE 1 - ADJUSTING TO CHANGE		
DEFINITIONS	PROTOCOLS	STRATEGIES
<ul style="list-style-type: none"> • Change in status by state, local, or CDC officials may accelerate or delay progress to reintegration. • All didactic instruction & campus operations remain online/remote through June 30, 2020. • Limited, essential employees can access campus. • All others remain remote & not allowed on campus. • Leadership approval required for any change in status. • Review needs, resources, & constraints to prepare for Phase 2. 	<ul style="list-style-type: none"> • If ill or feeling sick, not allowed on campus for any reason. • Face masks required. • Thermal scans required prior to entering building. • Hand sanitizers placed throughout building. • Anyone on campus must maintain social distancing. 	<ul style="list-style-type: none"> • Continue telework/remote instruction. • Prepare to return in phases. • Travel restrictions remain in place. • Campus facilities remain closed. • Health & safety precautions in place. • All events remain postponed.
PHASE 2 – BALANCING OUR APPROACH		
DEFINITIONS	PROTOCOLS	STRATEGIES
<ul style="list-style-type: none"> • Change in status by state, local, or CDC officials may accelerate or delay progress to reintegration • Reduction of density on campus may be necessary. Consider strategies to reduce density. • Selected & essential instruction & campus operations may be reintegrated while majority of instruction & operations remain online/remote. • Leadership approval required for any change in status. • Review needs, resources, & constraints to prepare for Phase 3. 	<ul style="list-style-type: none"> • If ill or feeling sick, not allowed on campus for any reason. • Face masks required. • Scanning & thermal scans required prior to entering building. • Hand sanitizers throughout building. • Anyone on campus must maintain social distancing. • Hand sanitizers & disinfecting of common areas. • Congregating in hallways, break rooms, & common areas not allowed. • Virtual meetings/events whenever possible. 	<ul style="list-style-type: none"> • Reintegration of campus in incremental/prioritized phases. • Break rooms & common areas closed. Pre-scheduled lab classes with social distancing. Virtual classes & meetings strongly encouraged. • Monitor campus population density and take steps to keep density low • Health & safety precautions followed. • Make necessary accommodations for vulnerable populations. • Public events may take place with prior approval. Virtual events strongly encouraged.

PHASE 3 – CARRYING IT FORWARD		
DEFINITIONS	PROTOCOLS	STRATEGIES
<ul style="list-style-type: none"> • Change in status by state, local, or CDC officials may accelerate or delay progress to reintegration • Return of full operations including scheduling of public events/meetings. • Enhanced mitigation strategies will continue to ensure a healthy campus community. • Phase 3 will be the “new normal”. 	<ul style="list-style-type: none"> • If ill or feeling sick with symptoms of COVID-19, not allowed on campus for any reason. • Mitigation strategies including proper sanitization of campus, hand washing, and use of hand sanitizers will continue. • Follow CDC, state & local guidelines • Congregating in hallways, break rooms, and common areas can occur. Large gatherings discouraged. 	<ul style="list-style-type: none"> • Enhanced mitigation strategies for a healthy campus community. • Social distance & face mask guidelines may continue, if applicable. • New normal achieved.

SAFETY ON CAMPUS

- As noted above, our goal in Phase 2 is to limit overall campus density by shifting the majority of teaching and working online, and focusing time spent on campus towards mission-central activities of lab classes, OSCE, simulations, scheduled study/practice, and research.
- Decisions about schedules for telecommuting or working on campus will be arranged between employees and supervisors at the department or college level.
- On-campus activities will be scheduled to facilitate appropriate deep cleaning and other public health considerations. Similarly, individuals’ access to campus will be scheduled and monitored to support public health considerations.
- Signage will be installed and alterations will be made to facilities such as seats and walkways to support social distancing and healthy behaviors.
- A thermal scan, health screening, and individual sign-in will be required for anyone to enter campus. Masks must be worn while on campus.

CLOSING REMARKS

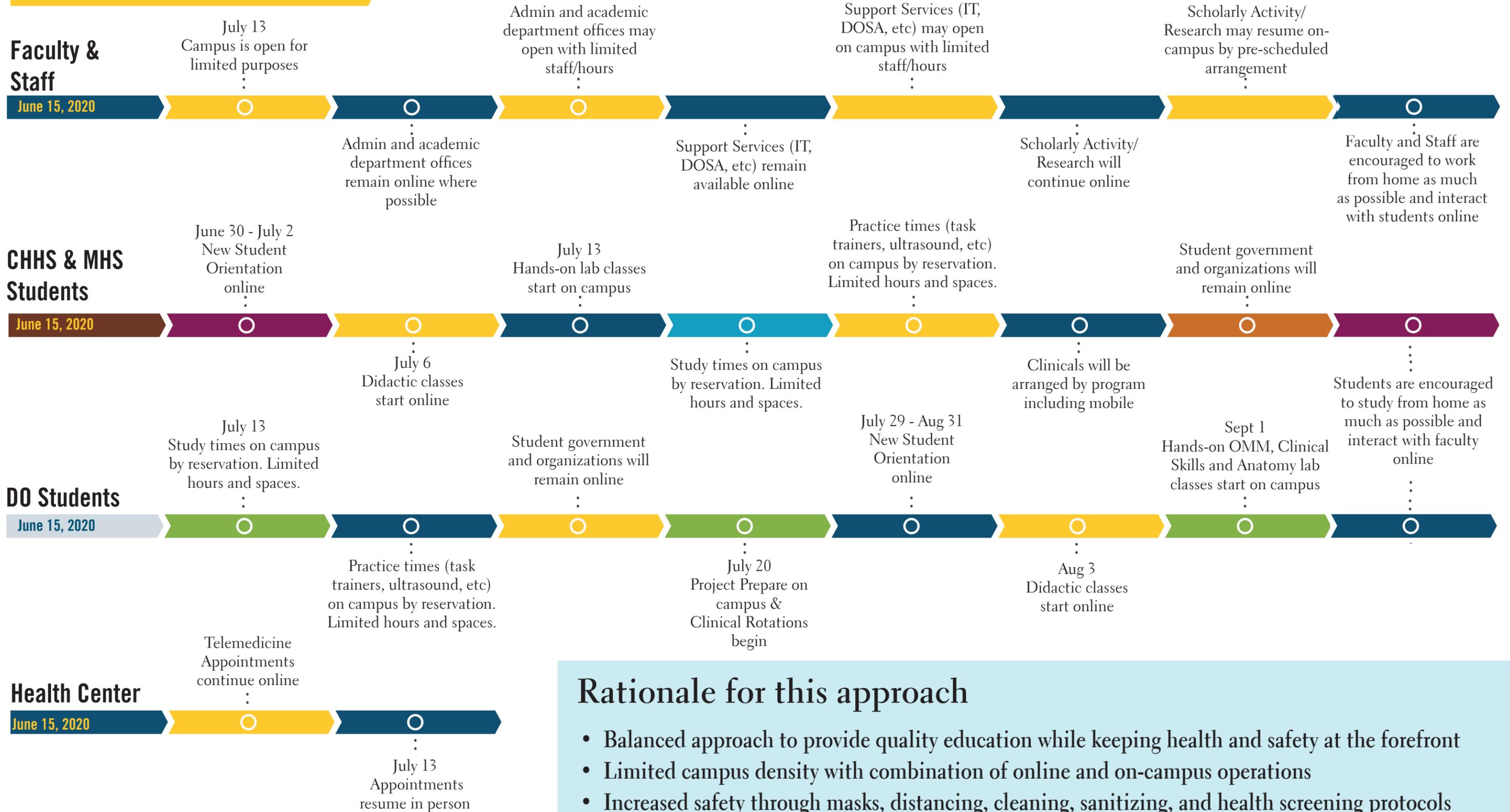
- We recognize there may be uncertainty and bumps in the road ahead. This *TUN Roadmap to the New Normal* is meant to serve as a guide for the reintegration of the Touro campus in the coming months.
- Everything is subject to change and evolution, not unlike the coronavirus, but through this comprehensive review and planning, as it relates to the function of our university, we will identify new strategies to provide quality education while keeping health and safety in the forefront.
- Although none of us truly knows what the world – or even our small part of it – will look like in the future, we do know that by working collaboratively to balance providing the quality education with the principles of prioritizing health and safety of our campus and community, we will arrive at our New Normal.

PHASE 2 - ACTIVITIES AND PROTOCOLS

ACTIVITY / ROLE	PROTOCOL
Didactic instruction (non-hands-on classes)	Online only
Hands-on lab classes (including clinical skills & anatomy)	On-campus; scheduled by program
Simulation activities - OSCE -Task trainers -Ultrasound equipment -Other simulation activities (sim center)	-Online and in-person; scheduled by program -On-campus; by individual reservation -On-campus; by individual reservation -On-campus; by individual reservation
Student support employees -Library -Student Affairs -Student Counseling -Student Health	Decisions will be made at the unit level -Online and on-campus with limited staffing -Online and on-campus with limited staffing -Telephonic, via video calls and on-campus; limited days/times -Telemedicine or On-campus with appointments
IT employees	Decisions will be made at the unit level Help Desk offered online and on-campus with limited staffing
Academic department employees	Virtual/online as much as possible. Decisions will be made at the unit level
Administrative department employees	Virtual/online as much as possible. Decisions will be made at the unit level
Faculty individual time	Virtual/online as much as possible. Decisions will be made at the unit level -Tools & training will be provided to assist faculty to mentor/advise/research effectively online and off-campus
Research -Basic Science labs -Human performance space -Other research support	Virtual/online as much as possible -On-campus by prescheduled arrangement -On-campus by prescheduled arrangement -Online
External clinics -Health Center -Mobile Health Clinics -Center for Autism	- Telemedicine appointments continue. Or in- person appointments starting July 13 -Clinical/rotation use; scheduled by program -Remain closed until August.
Student individual time -Study time -Practice time	Virtual/online as much as possible On campus by reservations; limited hours/spaces On campus by reservations; limited hours/spaces

Phase 2 Timelines

As of June 15
thru December 31, 2020



Rationale for this approach

- Balanced approach to provide quality education while keeping health and safety at the forefront
- Limited campus density with combination of online and on-campus operations
- Increased safety through masks, distancing, cleaning, sanitizing, and health screening protocols