Strategic Plan Overview

GOALS AND OBJECTIVES

1. Advancing Faculty Eminence

Through its faculty, the College of Dentistry (CoD) will be a leader in scientific discovery and the translation of discoveries into educational and clinical benefits for students, patients and society.

Objectives

1.1. Through strategic faculty recruitment and hiring, the CoD will recruit and retain premier research and clinical faculty with the potential to increase research and funding resources.

1.2. Promote the dissemination of scholarly knowledge within and external to the CoD.

1.3. Expand clinical and translational research opportunities.

1.4. Promote multidisciplinary, intercollegiate, and external education and research partnerships.

1.5. Make professional development and continuing education a priority within the culture of the college to ensure an educational environment that is conducive to faculty success across the entire career cycle and to lifelong learning.

2. Accelerate Student Success

Prepare students and residents to be leaders in their profession.

Objectives

2.1. Prepare graduates to provide oral health care through a contemporary curriculum.

2.2. Matriculate dental, dental hygiene students and advanced education residents who have the characteristics to be successful oral health care practitioners.

2.3. Increase the matriculation of students from under-represented groups, dental health professional shortage areas, and regional/sister/feeder campuses in Ohio.

2.4. Reduce students' professional education indebtedness.

2.5. Explore new joint degree opportunities that enhance the student / resident educational experience.

3. Enhance Impact Through External Engagement

Be the provider of choice for oral health care in Ohio.

Objectives

3.1. Provide contemporary, high-quality, patient-focused, comprehensive care.

3.2. Improve access to high-quality oral care for urban and rural communities.

3.3. Provide optimal patient treatment experiences to educate the emerging dental workforce that serves the state.

3.4. Support a robost international student program.

4. Strengthen Talent, Culture, & Inclusive Engagement

Value the needs, aspirations and contributions of diverse individuals to advance a culture of innovation, respect, inclusion and professionalism.

Objectives

4.1. Support a culture that promotes professionalism, inclusion, respect and collegiality.

4.2. Strive for a diverse and inclusive college community.

4.3. Provide a supportive work environment that maximizes human potential.

5. Improve Technological Innovation

Be an exemplar for the seamless integration of novel technologies in support of the teaching and service missions.

Objectives

5.1. Ensure graduates are educated in the use of the most contemporary and novel patient care technologies.

5.2. Utilize educational advanced technologies in patient care.

6. Achieve Operational Excellence

Implement best practices in resource stewardship, operational excellence, efficiency and innovation to fuel our strategic goals and objectives.

Objectives

6.1. Focus resources on strategic priorities and financial stability.

6.2. Increase financial resources to support the college's mission and strategic priorities.

6.3. Increase operational effectiveness and efficiency to optimize resources.

6.4. Optimize the financial performance of clinical care services.

WE EMBRACE OUR SHARED VALUES

and strive to be

BOLD

Being Open to Learning and Discussions

VISION

Making oral health matter through learning, discovery, and innovative patient care and service.

MISSION

The College of Dentistry is dedicated to addressing the evolving oral health care needs of communities in Ohio, the nation, and the world.

We do this by:

Providing comprehensive oral and craniofacial health care in an inter-professional health science community

Educating health care professionals and scientists in a collaborative and diverse academic environment

Creating, discovering, and sharing knowledge

Preparing socially responsible and engaged citizens

Promoting a culture of excellence, respect, and inclusiveness

GOALS, OBJECTIVES AND RELATED INITIATIVES

1. Advancing Faculty Eminence

Objectives 1.1 through 1.5

- Review processes to identify and attract faculty that align with the college's mission, research themes, and clinical enterprise.
- Review criteria for promotions.
- Increase faculty nominations for rewards and recognition.
- Provide faculty with experienced mentors and research support services.
- Improve the college's research laboratory infrastructure.
- Expand the CoD industry-sponsored research.
- Provide resources to support faculty scholarly activity.
- Continue small grant funding by the college for start-up, pilot, and / or novel research and educational projects.
- Develop separate infrastructure for clinical research.

- Increase awareness of training opportunities in clinical and translational research.
- Support partnerships between clinical and basic research faculty within the college and university.
- Develop a mechanism to recognize and publicize external collaborations.
- Maximize opportunities to participate in strategic university, intercollegiate faculty hires, as well as targeted hires in areas of shared interests with other units.
- Prepare new teaching faculty for their teaching and learning responsibilities.
- Ensure faculty are trained to facilitate the use of evidence-based and case-based learning techniques, and innovative pedagogical methods of learning technologies.
- Develop approaches to improve faculty retention.

2. Accelerate Student Success

Objectives 2.1 through 2.5

- Enhance integration of the biomedical and clinical sciences in the dental hygiene, dental, and advanced education curricula.
- Ensure that classroom and clinic instruction include evidence-based approaches to clinical decision making.
- Increase integrated educational and clinical experiences among dental hygiene and dental students and residents.
- Create opportunities for student clinical experiences to begin in the D1 and D2 years.
- Introduce preceptor-based approaches for clinical education that have proved successful in the college's outreach program.
- Expand graduate degree (PhD) opportunities for research beyond Oral Biology.
- Provide a robust curriculum on cultural humility.
- Provide more intentional planning for BuckIPE as part of the curriculum that mirrors actual clinical scenarios.
- Identify specific characteristics that likely predict student and resident success and factor those characteristics into the selection process.

- Develop programs to recruit and matriculate aforementioned students for the dental hygiene and dental programs.
- Enhance the DentPath program to maximize the benefits for students, the college, and the community.
- Enhance the CARE program to maximize the program's benefits for the students, the college, and the community.
- Increase alumni- and corporate-funded scholarships and Graduate School fellowships.
- Provide stipends and tuition support for residents and graduate students that are competitive with peer institutions.
- Increase students' early awareness of loan repayment, educational debt management options, potential earning opportunities prior to matriculation, and extended educational support services.
- Partner with the College of Public Health and the Business School to explore possible joint degrees.
- Begin discussions with the College of Veterinary Medicine to create a residency/ fellowship program in animal oral health care for dental and veterinary graduates.

3. Enhance Impact Through External Engagement

Objectives 3.1 through 3.3

- Develop and implement a college-wide clinical quality improvement program.
- Provide patients with seamless transitions among the college's dental clinics and with the university's medical facilities.
- Explore an urgent care clinic with expanded services / hours and an internal after-hours protocol for managing patients of record with dental emergencies.
- Improve patient transportation and parking experiences.
- Explore the educational programming and clinical application of teledentistry services in patient care.

- Partner with the university, The Ohio State University Wexner Medical Center and other entities to provide health care services.
- Support patient care initiatives that address the needs of vulnerable and underserved populations.
- Strengthen internal and external marketing of services to increase the number of patients who make the college their dental home.
- Improve the timeliness and coordination of interdisciplinary care in a comprehensive care setting.
- Improve opportunities to increase tuition capture.

4. Strengthen Talent, Culture and Inclusvie Engagement

Objectives 4.1 through 4.3

- Commit to an ongoing integration of the university's shared values within the college culture.
- Promote and provide a welcoming, collaborative working environment..
- Develop and implement a plan to enhance professionalism in the college.
- Improve community engagement around Diversity, Equity, Inclusion and Belonging.

- Develop a formal mechanism for recognizing the contributions and accomplishments of the college's high-performing individuals.
- Establish opportunities for staff career development and management training.
- Review and evaluate compensation internally for staff with external benchmarking.

5. Improve Technological Innovation

Objectives 5.1 through 5.2

- Implement a seamless, contemporary, clinical simulation experience for students, and ensure students / residents / faculty have access to digital and computer-based technology for examination, diagnosis and treatment of dental disease, including exposure of students to digital dentistry and contemporary implant dentistry.
- Consider opportunities for advanced technologies, support, and resource sharing across health professions colleges.
- Utilize interactive patient education materials.
- Formalize distance learning as an integral part of the didactic and clinical curriculum.

- Enhance and upgrade the patient electronic health record to optimize patient care and student / resident education, and allow communication of patient health information across health science colleges.
- Explore robotic technologies to enhance patient services and care.
- Enhance clinical radiology sciences and radiology didactic education.
- Enhance pre-clinical simulation experience.
- Explore the benefits of using artificial intelligence (AI) for contemporary curriculum enhancement and student admission practices.

6. Achieve Operational Excellence

Objectives 6.1 through 6.4

- Allocate resources to sustain college operations and support strategic priorities.
- Focus resources on top priorities by reallocating from low priority functions.
- Activate underutilized funds.
- Increase philanthropy to support the college's strategic priorities and operational needs.
- Develop new external non-sponsored projects (non-research) revenue sources.
- Develop new state funded resources.
- Communicate best practices in financial stewardship to the college community.

- Enhance documentation, training materials, and processes.
- Identify cost savings and revenue generating ideas.
- Focus people resources on top priorities and effectiveness.
- Begin exploration of best practices from health partners clinical settings and preceptor-based clinical educational models.
- Optimize revenue-generating operations (e.g., clinics, continuing education, Sterilization Monitoring Services, etc.).
- Comprehensively review and improve patient access and work flows.
- Review Staff roles and job assignments.