

**UNIVERSITY OF TENNESSEE COLLEGE OF DENTISTRY
STRATEGIC PLAN 2010: GOALS, OBJECTIVES AND STRATEGIES**

GOAL:

A: Educate and graduate dental health professionals and scientists who are professionally competent and in whom high ethical standards have been instilled, with appropriate emphasis on under-represented groups and on meeting the dental health workforce needs of Tennessee.

A01 Student recruitment Active 2010

Recruit and select qualified applicants for admission consistent with the dental workforce needs in Tennessee, with special emphasis placed on recruitment of qualified minority students.

Strategies/Actions Associated with this objective:

- A01-1 Contact every pre-professional health advisor at every four-year institution in Tennessee and Arkansas to identify potential applicants.
- A01-2 Contact every pre-professional health advisor at selected four-year historically black colleges to identify potential applicants.
- A01-3 Make recruiting visits to selected four-year Tennessee, Arkansas, and historically black colleges.
- A01-4 Mail application packages to students identified as potential applicants (names taken from those who have taken the Dental Admissions Test).
- A01-5 Conduct tours of the dental school to potential students.
- A01-6 Conduct spring externships for college freshmen, sophomores, and juniors to expose the students to the University of Tennessee College of Dentistry.
- A01-7 Participate in the UTHSC Tennessee Institute for Pre-Professionals Program

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A02 Competent students Active 2010

Assure the competence of graduating students.

Strategies/Actions Associated with this objective:

- A02-1 Evaluate student performance in all courses with letter grades or by pass/fail measures.
- A02-2 Evaluate students to determine that each UTCD Competency Statement has been met.
- A02-3 Track and report on the performance of students and graduates and use the findings in program planning.

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A03 Faculty recruitment Active 2010

Recruit qualified faculty, with special efforts aimed at minority faculty recruitment and retention.

Strategies/Actions Associated with this objective:

- A03-1 Specify qualifications required for each open position and evaluate each candidate against those qualifications.
- A03-2 Recruit additional faculty with the aim of improving the College's student-faculty ratio.

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A04 Faculty skills Active 2010

Promote further development of faculty skills.

Strategies/Actions Associated with this objective:

- A04-1 Administer the Alumni Endowment Fund programs, funding worthy projects designed to build new or strengthen teaching skills.
- A04-2 Encourage faculty to improve their teaching and research skills through participation in educational development courses.
- A04-3 Incorporate programs aimed at developing instructional skills into the Faculty Seminars.
- A04-4 Encourage active faculty participation in scholarly activities (publications, CE courses, etc).
- A04-5 Continually assess and review the faculty development program in the College of Dentistry
- A04-6 Encourage and support faculty attendance and participation in professional and scientific meetings.

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A05 Curriculum integration Active 2010

Foster and implement a curriculum which is strongly based in the biomedical sciences, behavioral sciences and clinical sciences, and promote their integration.

Strategies/Actions Associated with this objective:

- A05-1 Integrate basic science, behavioral science and clinical science curriculum as appropriate.

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A06 Curriculum change Active 2010

Evaluate the curriculum and implement changes to ensure responsiveness to current needs and future advances and demands.

Strategies/Actions Associated with this objective:

- A06-1 Assure periodic formal peer review of each course in the curriculum.
- A06-2 Assure formal student feedback on courses and faculty throughout our curriculum.
- A06-3 Assure maintenance of and immediate access to current information on all aspects the UTCD curriculum.

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A07 Educational integration Active 2010

Integrate the undergraduate dental educational program with other programs within the College and the UT Health Sciences Center.

Strategies/Actions Associated with this objective:

- A07-1 Provide diversity training in the D-1 Summer/Fall curriculum.
- A07-2 Provide the opportunity for enrolled students to take didactic CE courses when space is available
- A07-3 Provide pre-doctoral students with the opportunity to work with residents in dental specialty programs

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A08 Interpersonal relations Active 2010

Emphasize positive interpersonal relationships between faculty, staff and students.

Strategies/Actions Associated with this objective:

- A08-1 Activities will be held to encourage interactions between faculty and students.
- A08-2 Faculty mentorship will be provided to D-1 and D-2 students.
- A08-3 Clinical Practice Group Coordinators will provide guidance to D-3 and D-4 students.
- A08-4 In-service training focusing on customer service will be provided to administrative and clinical staff on an annual basis.
- A08-5 Regularly solicit opinions from faculty, staff and students regarding working environment

GOAL:

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A09 Educational methodologies Active 2010

Systematically assess, revise, and otherwise incorporate current educational methodologies and technologies into the dental curriculum.

Strategies/Actions Associated with this objective:

- A09-1 The Curriculum Committee will continue to assess, revise & incorporate current methodologies and technologies into the dental curriculum.
- A09-2 Feedback from dental practitioners and senior dental students will be sought concerning advances in educational technology.

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A10 Clinical techniques Active 2010

Systematically assess, revise, and otherwise incorporate current clinical materials and techniques in the dental program.

Strategies/Actions Associated with this objective:

- A10-1 Assess the currentness of clinical materials, techniques and equipment in the clinical education of our students.
- A10-2 Incorporate clinical materials, techniques and equipment in the clinical education of students as appropriate
- A10-3 Feedback from dental practitioners and senior dental students will be sought concerning clinical materials, techniques and equipment.

GOAL:

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A11 Clinical equipment Active 2010

Systematically assess, revise, and otherwise incorporate current clinical equipment in the dental program.

Strategies/Actions Associated with this objective:

- A11-1 Assess the currentness of clinical materials, techniques and equipment in the clinical education of our students.
- A11-2 Feedback from dental practitioners, alumni, and senior dental students will be sought concerning advances in clinical materials, techniques and equipment.

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A12 Professional Ethics Active 2010

Assure that each student is provided opportunities to examine personal and professional ethics.

Strategies/Actions Associated with this objective:

- A12-1 Principles of Ethics and the UTC D Honor Code will be taught didactically in the D-1 curriculum.
- A12-2 The ADA Code of Ethics and Professional Conduct and application of ethical principles to the dental profession will be taught didactically in the D-3 curriculum.
- A12-3 Student professionalism will be assessed during clinical examinations.

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A13 Patient Base Active 2010

Provide an appropriate patient base to support the educational program.

Strategies/Actions Associated with this objective:

- A13-1 Identify and assign patients based on matching their needs to the educational needs of students.
- A13-2 Provide oversight through the Clinical Practice Groups to identify and correct discrepancies between student educational needs and the clinical needs of assigned patients.
- A13-3 Continually develop and assess mechanisms for maintaining and expanding the clinic's patient base (within the limits of the College's capacity) including using internet resources to facilitate contact with patients and offering oral health care services to the UTHSC community.

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A14	Financial aid information	Active	2010
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Assure that students are provided financial aid information

Strategies/Actions Associated with this objective:

- A14-1 Provide students with information about internal (CoD) and external scholarship opportunities
- A14-2 Liaison with campus financial aid office to insure that students have financial aid information
- A14-3 Work with external partners to provide scholarship opportunities
- A14-4 Assure that all available scholarships are distributed to students annually

GOAL:

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A15	Student services	Active	2010
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Provide student services consistent with the educational mission of the UTHSC and the College.

Strategies/Actions Associated with this objective:

- A15-1 Students will be made aware of on-campus services available to students
- A15-2 The Office of the Associate Dean for Student Affairs will refer students to on-campus services as appropriate

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A16 Community care Active 2010

Provide opportunities for students to render patient centered care in community settings.

Strategies/Actions Associated with this objective:

A16-1 Develop external partnerships to provide students with the opportunity to provide patient care in community settings

GOAL:

B: Promote research achievements.

B01 Contribute knowledge Active 2010

Contribute to the broad body of basic and applied knowledge related to oral and systemic health.

Strategies/Actions Associated with this objective:

- B01-1 Solicit and assist in the development of departmental research plans.
- B01-2 Encourage faculty research activity.
- B01-3 Improve equipment and facilities for research
- B01-4 Recruit faculty with sustainable research capabilities

**UNIVERSITY OF TENNESSEE COLLEGE OF DENTISTRY
STRATEGIC PLAN 2010: GOALS, OBJECTIVES AND STRATEGIES**

GOAL:

B: Promote research achievements.

B02 Student research Active 2010

Provide the opportunity and encourage students to obtain research experience.

Strategies/Actions Associated with this objective:

B02-1 Assure that the students are aware of research opportunities and the value of research experience in dental practice.

B02-2 Provide research support for students.

GOAL:

B: Promote research achievements.

B03 Research integration Active 2010

Further the integration of UTCoD research endeavors with those of other components of UTHSC and other institutions of higher education.

Strategies/Actions Associated with this objective:

B03-1 Support collaborative efforts with faculty in other colleges on campus and in other institutions.

B03-2 Invite speakers for seminars and research symposia from other colleges on campus and off campus.

B03-3 Invite the participation of faculty from other colleges on campus in mentoring students' research.

B03-4 Establish UTCoD research priorities and acquire funding based on those priorities

B03-5 Expand collaboration between UTCoD faculty and other colleges on campus and in other institutions.

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GOAL:

C: Provide high quality clinical dental services to patients in all of its clinics.

C01 Quality patient care Active 2010

Provide quality patient-centered care, with a focus on comprehensive care.

Strategies/Actions Associated with this objective:

C01-1 Provide timely patient treatment that provides comfort, function,
health and esthetics

GOAL:

C: Provide high quality clinical dental services to patients in all of its clinics.

C02 Diverse patients Active 2010

Provide care to a diverse patient population (measured by existing data in the Clinic Director's Office)

Strategies/Actions Associated with this objective:

C02-1 Provide comprehensive care to patients whose treatment needs and
medical needs are within the scope and educational needs to the
College without regard to race, ethnicity, gender, age or medical
status

C02-2 Provide a high level of patient satisfaction with regard to their oral
health, irrespective of race, ethnicity, gender, age.

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GOAL:

D: Provide our service area with appropriate leadership and support services normally associated with a College of Dentistry.

D01 Continuing education Active 2010

Develop and conduct continuing education programs to stimulate ongoing professional growth.

Strategies/Actions Associated with this objective:

- D01-1 Determine and devise appropriate Continuing Education programs with input from the Continuing Education Advisory Committee.
- D01-2 Conduct Continuing Education courses that will be rated as successful by participants.
- D01-3 Conduct Continuing Education courses covering at least one topic in each clinical department each fiscal year.
- D01-4 Examine the feasibility of utilizing technology to expand access to UTCD CE courses.
- D01-5 The Office of Continuing Education will work to aggressively market CE offerings to Middle and East Tennessee
- D01-6 The Office of Continuing Education will work to create on-line course offerings.

GOAL:

D: Provide our service area with appropriate leadership and support services normally associated with a College of Dentistry.

D02 Professional resource service. Active 2010

Provide other professional resource services for practitioners.

Strategies/Actions Associated with this objective:

- D02-1 Continue the Oral and Maxillofacial Diagnostic Service.
- D02-2 Provide professional resource services (both paid and unpaid) by full-time faculty, upon request from practitioners.

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D: Provide our service area with appropriate leadership and support services normally associated with a College of Dentistry.

D03 UTHSC service Active 2010

Participate in UTHSC service activities

Strategies/Actions Associated with this objective:

- D03-1 Attend campus meetings as directed by the Chancellor and the Dean.
- D03-2 Provide faculty representation on the Faculty Senate and its Committees.

GOAL:

D: Provide our service area with appropriate leadership and support services normally associated with a College of Dentistry.

D04 Community service Active 2010

Promote oral health through participation in community service activities, including educational and other non-clinical oral health services.

Strategies/Actions Associated with this objective:

- D04-1 Encourage faculty and student involvement in outreach programs.
- D04-2 Encourage student involvement in voluntary outreach programs focusing on care of underserved populations
- D04-3 Work with external partners to provide educational materials and oral health care information to the community
- D04-4 Encourage participation in international programs of common interest, when opportunities are available.

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GOAL:

D: Provide our service area with appropriate leadership and support services normally associated with a College of Dentistry.

D05 Community awareness of the College Cmt Approval 2010

Increase community awareness of the College.

Strategies/Actions Associated with this objective:

- D05-1 Collaborate with the UTHSC Office of Communications and Marketing to increase community awareness of College activities and services provided by the College
- D05-2 Continually assess and revise the CoD website to promote awareness and access.

GOAL:

E: Assure a stable infrastructure and support system, including development activities, for the attainment of Goals A-D.

E01 Safe patient care environment Active 2010

Provide a clean and safe patient care environment for students, staff, faculty and patients

Strategies/Actions Associated with this objective:

- E01-1 Provide a safe and comfortable environment

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GOAL:

E: Assure a stable infrastructure and support system, including development activities, for the attainment of Goals A-D.

E02	Clinical revenue	Active	2010
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Increase the clinical revenue of the College of Dentistry.

Strategies/Actions Associated with this objective:

- E02-1 Identify realistic methods for increasing clinic income.
- E02-2 Investigate the feasibility of offering oral health care services to the UTHSC community as a mechanism for increasing the patient base of the CoD

GOAL:

E: Assure a stable infrastructure and support system, including development activities, for the attainment of Goals A-D.

E03	Major gifts	Active	2010
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Solicit prospects for major gifts. (> \$25,000 each).

Strategies/Actions Associated with this objective:

- E03-1 Annually assess and revise development strategies, consistent with the needs of the UTCoD
- E03-2 Reach out to young alumni to encourage participation
- E03-3 Dean will meet with alumni groups and dental organizations
- E03-4 Create focused effort for Golden Graduate solicitations
- E03-5 Increase major gift solicitations (\$25K and up)
- E03-6 Solicit alumni and corporate giving

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GOAL:

E: Assure a stable infrastructure and support system, including development activities, for the attainment of Goals A-D.

E04	Annual giving	Cmt Approval	2010
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Increase annual giving.

Strategies/Actions Associated with this objective:

- E04-1 Solicit alumni giving
- E04-2 Solicit corporate giving
- E04-3 Reach out to young alumni to encourage participation
- E04-4 Dean will meet with alumni groups and dental organizations
- E04-5 Create focused effort for Golden Graduate solicitations
- E04-6 Increase major gift solicitations (\$25K and up)

GOAL:

E: Assure a stable infrastructure and support system, including development activities, for the attainment of Goals A-D.

E05	UTCoD Capital Campaign	Active	2010
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Generate \$15.0M through the U.T. College of Dentistry Capital Campaign

Strategies/Actions Associated with this objective:

- E05-1 Director of Development will run the CoD Capital Campaign and report progress annually

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E06	Systematic improvement	Active	2010
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Assure ongoing, systematic program improvement through a Strategic Planning process based on a broad-based outcomes assessment program.

Strategies/Actions Associated with this objective:

- E06-1 Compile data describing Actual Results related to the College Plan. Gather these data throughout the year, as activities being measured are completed.

- E06-2 Annually, analyze all AR's from the current year and compare them to ER's to determine needed Actions for Improvement for the succeeding College Plan.

- E06-3 Develop new wording throughout the Plan acknowledging the lack of reality in expecting perpetual increases in areas that have normal fluctuations from year to year.

- E06-4 Provide faculty and other PRPs in the UTCoD the opportunity to continually review the SP and provide input to the SPC via a secure website

- E06-5 Annually, prepare an up-dated UTCD Plan for the Dean's consideration by mid-July.

- E06-6 Convene the Strategic Planning Committee regularly

- E06-7 Conduct an annual SCOT analysis

- E06-8 Maintain the UTCoD Strategic Plan is in a database which is regularly updated and used for the generation of reports to primary responsible parties (PRPs)

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GOAL:

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E07	Compensation	Active	2010
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Provide competitive compensation for faculty and staff

Strategies/Actions Associated with this objective:

E07-1 Identify mechanisms to provide competitive salaries for faculty and staff

GOAL:

E: Assure a stable infrastructure and support system, including development activities, for the attainment of Goals A-D.

E08	Admin Efficiency	Active	2010
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Emphasize administrative efficiency

Strategies/Actions Associated with this objective:

E08-1 College committees will continually assess the efficiency of services provided

E08-2 Continually assess AxiUm to ensure it meets the needs of UTCOD students and patients.

E08-3 Continually assess and revise UTCOD protocols for managing patient flow through the clinic

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E: Assure a stable infrastructure and support system, including development activities, for the attainment of Goals A-D.

E09 Infrastructure Active 2010

Maintain the infrastructure of the College of Dentistry.

Strategies/Actions Associated with this objective:

E09-1 Maintain an infrastructure consistent with the standards of the dental profession.

Notes:

Source Objects: RptObjectives for Objectives-Action Report

1. TblGoals; SubRptGoals for Objective-Actions Report

2. QryObjectives for Objectives-Action Report (Specify current year); SubRptGoals for Objective-Actions Report

3. QryActions for Objectives-Action Report (Specify current year); SubRptActions for Master Report

Mark Scarbecz, Ph.D. mscarbecz@utmem.edu