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Approved by vote of the faculty on 10/21/14



Strategic Plan 2014-2018

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School of Dental Medicine Mission and Vision Statements

Mission

The mission of the Case Western Reserve University School of Dental Medicine is to provide outstanding programs in oral health education, patient care, focused research and scholarship, and service that are of value to our constituents. We will accomplish this in an environment which fosters collegiality and professionalism and that enables a diverse group of students to become competent oral health care providers and contribute to the health and well-being of individuals and communities.

Vision

The School will be recognized as a leading institution that imagines and influences the future of dental medicine.

The School and the University

The mission and vision of the School of Dental Medicine are in alignment with those of the University.

Core Values

- *Collegiality*
- *Culture of inquiry*
- *Diversity*
- *Innovation*
- *Integrity*
- *Responsible stewardship*

School of Dental Medicine Goals, Strategies, and Metrics

1. Predoctoral Education

Goal

To prepare graduates to function as competent clinical practitioners in an evolving healthcare environment

Strategies

Sustain excellence and continue to innovate in the predoctoral curriculum, with a focus on the following strategies:

1. Prepare students who will evaluate and address the patient's overall health as a core responsibility
2. Sustain the culture of inquiry and integrate evidence-based dentistry across the curriculum
3. Enhance students' clinical education
 - Identify and address barriers to student learning in the clinical setting
 - Incorporate contemporary technology in the clinical curriculum
 - Incorporate the best available evidence in patient care
4. Increase learner engagement through the use of active learning methods
5. Continue to develop a comprehensive interprofessional education curriculum for our students
6. Communicate our educational innovations in order to be recognized as a leader in dental education

Metrics and Timeline

- 1A. Review the current curriculum and develop a plan to emphasize consideration of overall health as a core function in patient care by early 2017
- 1B. Implement early clinical rotations in the Admitting Clinic for D1 students to observe faculty role models' approach to patients' overall health by 2015
2. Implement evidence-based dentistry small group-based activities in the third and fourth year curriculum during the 2014-15 academic year

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- 3A. Implement the electronic health record system during the 2015-2016 academic year
- 3B. Administer a baseline survey in spring 2016, after implementation of the electronic health record system, to determine students' perceptions of barriers to learning in the clinical setting; administer a follow-up survey in spring 2018
- 3C. Incorporate CAD/CAM instruction in preclinical courses in 2014
- 4. Involve course directors in a curriculum review by early 2017 to identify additional opportunities to incorporate active learning approaches
- 5A. Sustain the CHOMP program (Collaborative Home for Oral Health, Medical Review and Health Promotion), an interprofessional clinical experience for dental and nurse practitioner students
- 5B. Identify opportunities to work with other health professions students/practitioners in our dental school clinic and in community settings by late 2017
- 6. Develop a cohesive plan for communicating our educational innovations by 2018

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2. Graduate education

Goal

To enhance the School's existing graduate education programs and implement programs currently under development

Strategies

1. Explore and implement ways to provide additional prosthodontic support to the existing residency programs
2. Establish a residency program in Oral Medicine
3. Establish a PhD program in Oral Health Sciences

Metrics and Timeline

1. Complete feasibility study related to need for additional prosthodontic support by early 2018
- 2A. Have first fellows in Oral Medicine in place by 2014-15
- 2B. Establish residency program in Oral Medicine by July 2016
- 3A. Submit documents to the Ohio Board of Regents for approval for PhD program in Oral Health Sciences no later than August 2017
- 3B. Have PhD program in place and be prepared to enroll first student(s) in August 2018

3. Research

Goal

To continue to strengthen the research enterprise such that we are recognized in the top tier of research-intensive dental schools

Strategies

1. Diversify the sources of funding supporting our research enterprise
 - Form an advisory group to explore and evaluate funding opportunities, with particular focus on corporate sponsored research, but also including sources such as foundation support and Small Business Innovation Research (SBIR) opportunities. The advisory group will:
 - Identify areas of recognized expertise among our faculty that could attract corporate sponsorship for research
 - Evaluate need for additional faculty hire(s) with expertise needed to assist in building corporate sponsored research program
 - Identify funding opportunities/sources in the identified areas of expertise
 - Evaluate the need for clinical space dedicated to research activities and the need for any critical hires to support the development of these initiatives
2. Hire additional mid-level research faculty who come with R01 funding in order to sustain the existing two research focus areas (microbiology/immunology and health disparities)
3. Explore opportunities for the development of a third research focus area, drawing on strengths of the School and the University and in alignment with the University's strategic plan

Metrics and Timeline

1. Form advisory group and hold first meeting by the second half of 2015
2. Hire mid-level research faculty member by the mid-2015
3. Have Research Committee explore opportunities for a third research focus area, reach a decision on whether or not a viable third area can be identified, and present recommendations to the faculty by late 2018
4. Achieve an increase in annual total research expenditures

4. Community Outreach

Goal

To provide students with the opportunity to participate in a broad range of community-based clinical outreach experiences. These experiences will enhance students' educational experience and sense of professional responsibility and will be of value to the community.

Strategies

1. Maintain the existing community-based clinical programs (ACE: Outreach Preventive Dentistry sealant experience; ACE: Family First; D4 community center rotations)
2. Establish a geriatric dentistry community-based clinical rotation for DMD students
3. Explore opportunities to develop interprofessional community-based clinical experiences

Metrics and Timeline

- 1A. Sustain existing community-based clinical programs
- 1B. Apply for funding to support and enhance existing programs by the first half of 2016
- 2A. Pilot the geriatric dentistry community-based clinical rotation with AEGD residents in 2014-15
- 2B. Begin the geriatric dentistry community-based clinical rotation for DMD students in 2015-16
3. Explore opportunities to develop interprofessional community-based clinical experiences and reach a decision by the second half of 2017

5. Clinical Activities

Goal

To provide customer-centered clinical activities, understanding that customers include patients, students, and the faculty and staff who work in the clinics

Strategies

1. Improve the patient experience
 - Identify and address barriers to patient enrollment
 - Identify and address barriers to patient retention
 - Develop a plan to enhance patients' perception of the value of our clinical services
 - Use direct and indirect marketing opportunities to encourage active patient flow
2. Enhance the clinical educational experience
 - Streamline processes in the SODM clinics
 - Improve communication between the clinical departments and DMD students
 - Enhance staff training to support clinical activities
3. Provide an environment for faculty and staff that cultivates a sense of value
 - Initiate regular meetings of the Dean with the clinical faculty
 - Seek improved understanding of clinical faculty members' perspectives and experiences
 - Provide development opportunities for clinical staff

Metrics and Timeline

- 1A. Monitor patient enrollment and retention, specifically:
 - a) Number of new patients who attend a first admitting clinic visit;
 - b) Percentage of new patients who attend a first admitting clinic visit who are assigned to a student within two weeks;
 - c) Percentage of new patients assigned to a student who accept a treatment plan within three months of date of assignment to the student
- 1B. Plan to enhance patients' perceptions will be developed by the end of 2017
- 2A. Implement electronic health record during 2015-16 academic year
- 2B. Revise and administer student exit survey to include additional questions related to the clinical educational experience
- 2C. Implement ongoing training for clinical staff in 2014 in the areas of customer service and use of the electronic health record system

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- 3A. Begin regular meetings of the Dean with the clinical faculty in 2014
- 3B. Conduct focus groups regarding clinical faculty members' perspectives and experiences in the second half of 2015
- 3C. Implement development sessions for clinical staff beginning in 2017

6. Institutional Climate

Goal

To enhance the positive institutional climate at the School of Dental Medicine

Strategies

- 1. Appoint a faculty member as the Director of Diversity, Equality and Inclusion
- 2. Have Director of Diversity, Equality and Inclusion form an advisory group with representation from faculty, staff and students; the group will be responsible for evaluation of the institutional climate

Metrics and Timeline

- 1A. Revise job description and rename position as Director of Diversity, Equality and Inclusion by end of 2014
- 1B. Appoint Director of Diversity, Equality and Inclusion in early 2015
- 2A. Form advisory group and hold first meeting during the first half of 2015
- 2B. Evaluate institutional climate, primarily through use of existing University climate survey results, by the end of 2015

7. Faculty Development

Goal

To attract, retain and develop faculty members

Strategies

1. Provide mentoring training for all senior faculty members and mentee training for all junior faculty members
2. Publicize faculty development opportunities through creation of a faculty development web page and through e-mail communications as appropriate
 - o Appoint an existing faculty member as faculty development coordinator
3. Improve the faculty experience in the faculty practice

Metrics and Timeline

- 1A. Conduct baseline survey of faculty knowledge of, attitudes toward, and satisfaction with mentoring process before mentor/mentee training is conducted.
- 1B. Conduct mentoring/mentee training by the end of spring 2016
- 1C. Begin annual evaluation of mentoring outcomes in early 2017
- 2A. Appoint faculty member to initiate and manage faculty development web page and email communications in early 2015
- 2B. Establish faculty development web page and email communication plan by the end of 2015
3. Administer baseline satisfaction survey for faculty practice by July 2015; administer survey on an annual basis.

8. Staff development

Goal

To create an environment that will cultivate a sense of “being valued” among staff and increase staff retention

Strategies

1. Improve understanding of staff perspectives and experiences at the School of Dental Medicine
2. Improve communication between staff, faculty and administrators
 - Initiate quarterly staff meetings with the Dean
 - Improve staff awareness of important events and changes
 - Increase broad-based staff input where appropriate
3. Provide individuals in supervisory roles with training related to how to be an effective supervisor, with emphasis on the following:
 - Conducting timely performance reviews and providing high quality feedback
 - Encouraging and supporting staff development
 - Conducting regular reviews of job descriptions
 - Best practices for enhancing communication of important information to staff and seeking staff input on important issues, as appropriate
 - Best practices for recognizing staff contributions

Metrics and Timeline

1. Review University staff climate survey results in 2015
2. Initiate quarterly staff meetings with the Dean in early 2015
- 3A. Begin supervisory training by mid-2015
- 3B. Work with the University to create a more rational and useful way to create and use salary grades

9. Predoctoral student recruitment

Goal

To recruit and matriculate a highly qualified, diverse dental student body

Strategies

1. Review tuition and fees and alternative sources of income to analyze impact on student recruitment and matriculation and in light of possible facilities changes
2. Differentiate ourselves by providing and promoting innovative, high quality programs
3. Maintain our commitment to the recruitment of a diverse and highly qualified student body, with emphasis on recruitment strategies for students from underrepresented populations
4. Analyze our marketing, recruitment and admissions strategies to identify areas for improvement
5. Develop and evaluate policies for offering scholarship funds to ensure the matriculation of diverse, highly qualified students into our program

Metrics and Timeline

1. Review tuition and fees and alternative sources of income to analyze impact on student recruitment and matriculation and in light of possible facilities changes by the end of 2018
2. Conduct annual survey of entering students to determine students' reasons for selecting our school, beginning in fall 2014 (Class of 2018)
3. Conduct annual review of the diversity of the entering class
4. Complete analysis of marketing, recruitment and admissions strategies and develop action steps by the end of 2015
5. Develop and implement policy for offering scholarship funds by late 2014. Evaluate scholarship offer outcomes annually, beginning spring 2015.

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10. Physical plant

Goal

To create state of the art, flexible, and financially sustainable educational, clinical and research spaces to support the mission of the School

Strategy

1. Complete new Health Education Building and/or renovation and expansion of existing facilities.

Metrics and Timeline

- 1A. Survey each department regarding space needs for new building by 2014
- 1B. Develop comprehensive plan for new building utilization by 2015
- 1C. Begin to review and refresh program plan for new research spaces at the point when a final decision on plans for the new Health Education Building is reached.

11. Development & Alumni Relations

Goal

To enhance the culture of philanthropy such that the school attracts the resources necessary to fulfill its mission

Strategies

1. Inspire alumni to maintain a lifelong connection with the School
 - Assess the needs, attitudes, and desires of our alumni in relation to their interaction with the school
 - Increase the effectiveness of alumni communications, both to the broad base and to specialty groups
 - Expand and improve content development and delivery strategies to emphasize the SODM's status as a top-tier dental school
 - Enhance audience segmentation and analytics to deliver the right messages to the right people
2. Develop a comprehensive fundraising plan anchored to the core SODM priorities which focuses on the following:
 - Increasing the quantity of principal, major, annual, and first-time gifts
 - Creating an early engagement strategy to strengthen the bond between the SODM and its students and young alumni
 - Improving donor retention activities and events to engage key constituents
 - Increasing opportunities for volunteer engagement
3. Improve the SODM's online giving presence on the school's website

Metrics and Timeline

- 1A. Design and distribute an alumni survey to assess the needs, attitudes, and desires of our alumni by June 2015
- 1B. Recruit talent to handle school-wide communications/marketing needs by October 2015
- 2A. Develop a comprehensive fundraising plan by January 2015
- 2B. Increase philanthropic support in order to exceed the \$53 million in gifts and pledges by the end of the University's Forward Thinking Campaign.
- 2C. Increase unrestricted giving through the Annual Fund Campaign to \$450,000 by the end of the second half of 2015

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- 2D. Increase alumni participation in the Annual Fund Campaign by 35% (currently 559 donors) by July 2018
- 2E. Create programs to strengthen the Student-to-Alumni experience throughout 2014-15
- 3. Improve functionality of online giving options by late 2014