

UTHSC College of Dentistry Strategic Planning 2018-2019



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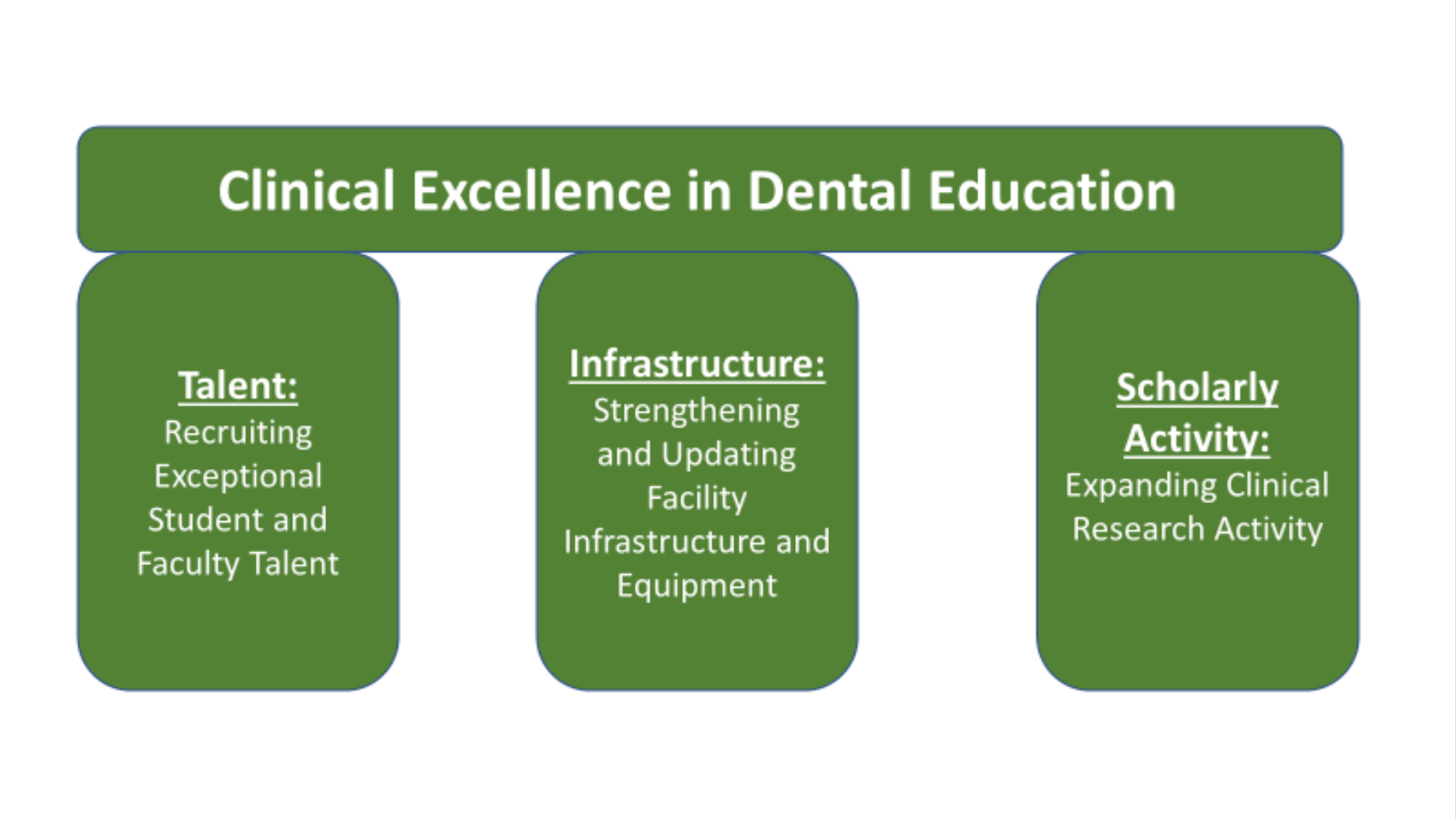
Dean, College of Dentistry

The mission of the University of Tennessee Health Science Center is to improve the health and well-being of Tennesseans and the global community by fostering integrated, collaborative, and inclusive education, research, scientific discovery, clinical care, and public service.

UTHSC STRATEGIC MAP: 2018-2019 TO 2022-23

	A	B	C	D	E
	Educate outstanding graduates who meet the needs of the state and its communities	Grow the research portfolio focusing on targeted areas	Create areas of clinical prominence while expanding outreach	Increase visibility and recognition of UTHSC contribution	Align UTHSC resources with areas of excellence
1		Provide necessary infrastructure for research and scholarship	Develop targeted areas of centers of excellence	Broaden and bolster the branding and marketing strategy	Address prioritized needs/deficits requiring additional resources
2	Cultivate and sustain effective educational models and technologies to enhance student learning and engagement	Enhance connections between researchers at various translational stages (T0 to T4)	Establish a culture of best practices	Increase awareness of UTHSC's healthcare initiatives and contributions, from local to national and international audiences	
3			Strengthen program quality using performance metrics	Renovate facilities to stimulate learning, scientific discovery, and research	
4	Prepare graduates to understand and address the social determinants of health in the communities we serve	Develop and implement research mentorship programs	Develop and implement community-based and statewide clinical and outreach programs		Re-engineer clinical and core services to increase effectiveness and efficiency
5			Expand the scope and quality of integrated clinical practice		Optimize productivity and alignment of faculty, staff, students, and administration
6	Recruit and retain faculty and staff through development, support, and mentorship			Offer special events and initiative to promote health within the community	Build and sustain a philanthropic culture across UTHSC, alumni, and external stakeholders
7	Foster and sustain a diverse and inclusive culture where we respect and engage all members of the UTHSC community.				
F	Expand and strengthen key community and other partnerships				
G	Increase strategic integration across UTHSC				
H	Strengthen organizational effectiveness and adaptability through a focus on a culture of excellence across UTHSC including staff, faculty, and administration				

Obj C1. Develop targeted areas of excellence: COD Vision



Obj C1. Develop targeted areas of excellence: Clinical Excellence

- **New Dept of General Dentistry (E5)**
- **Improved integration of D1/D2 preclinical laboratory courses & D3/D4 clinical training Increase in departmental level training in D3 clinical year**
- **Transition to the Group Leader private practice model in D4 clinical year**
- **Implementation of new “Mock Boards” in the D4 year to prepare students for success on clinical licensure exams**

Obj A2. Cultivate & Sustain effective educational models & technologies to enhance student learning & engagement:

- **Old DentSim units retired**
- **Replacement of Kavo (dental manikins) with *Prepcheck* in pre-clinical dental laboratory**
- **Development/implementation of long-term capital replacement plan for laboratory & clinical dental equipment**
- **Revision of curriculum, focusing on integration of basic & clinical science to prepare students for the new Integrated National Board Dental Exam (written licensure exam)**

Obj A4. Prepare graduates to understand & address the social determinants of health in the communities we serve (also C4):

- Cultural competency training expanded to all 4 years of the DDS program; ensures that CoD students can meet needs of the diverse MidSouth patient population & better understand the determinants of patients' oral health**
- New instrument to assess the training of D3/D4 students at external rotations, ensures that students have learned to address community needs**
- CoD participation in “Poverty Simulation” training in 2019, with the goal of piloting the simulation with DDS/DH students, and eventual integration into the curriculum**

**Obj A4. Prepare graduates to understand & address the social determinants of health in the communities we serve; and
Obj C4. Develop & implement community-based and statewide clinical and outreach programs:**

- **CoD maintains external clinics in Union City, Bristol and Chattanooga, TN**
- **Student participation in community events: RAM, Mission of Mercy, Give Kids a Smile (D6)**
- **Going forward: 21st Century Initiative: Oral-Systemic and Population-Based Health for All (D6 and C5)**
 - **Mission: Dedicated to Oral-Systemic Health for All**
 - **Integrate Oral-Systemic Health into:**
 - **Teaching & Inter-professional education**
 - **Clinical care, including inter-professional clinical practice**
 - **Service**
 - **Scholarly Efforts**

OBJ B1. Provide necessary infrastructure for research and scholarship:

- **Increased recruitment efforts to attract funded researchers to the College of Dentistry**
- **Collaborate with other UTHSC researchers and community partners, such as St Jude**
- **Increased efforts for sources of research funding, including donor funding and seed grants**

Obj D3. Renovate facilities to stimulate learning, discovery & research:



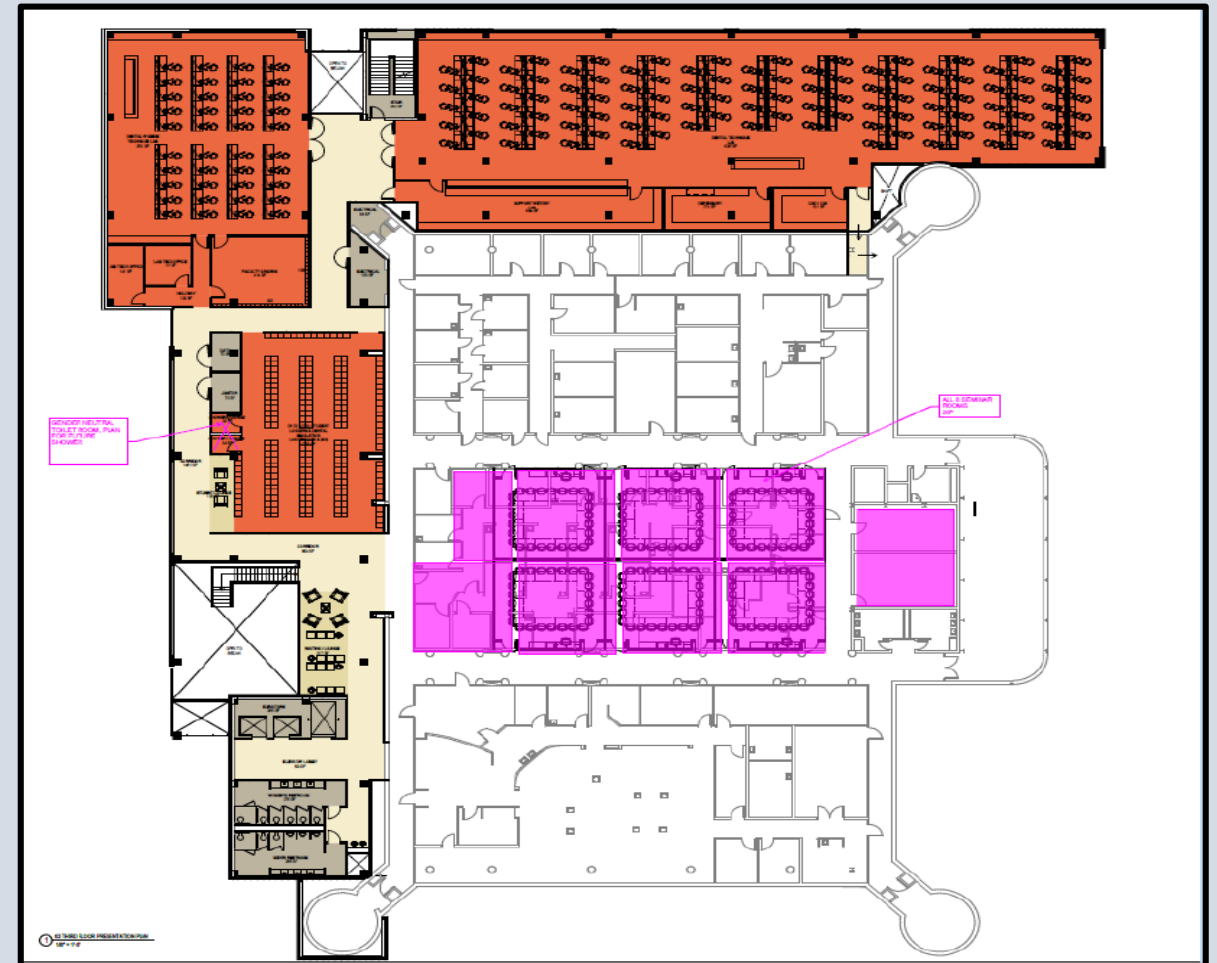
Obj D3. Renovate facilities to stimulate learning, discovery & research:

- Plans finalized for Delta Dental Building (68,000 SF)
- Special needs clinic
- New, expanded space for faculty practice



Obj D3. Renovate facilities to stimulate learning, discovery & research:

- New teaching spaces
- New pre-clinical labs for both DH & DDS programs
- Grading space for pre-clinical labs
- Small group conference spaces for Group Leader program
- Large lecture hall



Obj C4. Develop and implement community-based and statewide clinical and outreach programs:

- **Expanded alumni engagement team in Office of Development**
- **Targeted to engage alumni in different areas of Tennessee and across country**
- **Increased number of alumni engagement events, including Tennessee, Arkansas & other regions of US**
- **Use multiple data sources to locate & target alumni with maximum giving capacity**
- **Increased use of multiple platforms for alumni engagement: messaging & social media**
- **MOVING FORWARD COMMITTEE: Increased engagement of diverse alumni, attracting students from diverse racial, cultural backgrounds to the College of Dentistry (A4)**

Obj E4. Re-engineer clinical & core services to increase effectiveness & efficiency:

- **New CoD by-laws with a revised committee structure increases faculty engagement, improves communication & eliminates redundancies**
- **Revised/streamlined patient intake process improves efficiency & processing/treatment of patients.**
 - **Patients need fewer appointments prior to treatment**
 - **Facilitates patient-student “fit” for the attainment of clinical competency & availability of patients for licensure exams**
 - **Review of clinic fees to ensure congruence with TennCare reimbursement levels**
- **New director of CoD faculty practice to increase profitability**
- **Increasing insurance options for patients**

Moving forward in 2019-2020:

- Identify appropriate number of faculty & appropriate student-faculty ratios (A2, A6)
- Shift clinical teaching paradigm, emphasizing private-practice (Group Leader) model in the D4 year (A2)
- Recruit, hire & retain funded researchers (B1, B2)
- Continue development of the Nashville AEGD program (C4)
- Plan curricular changes (Post-SACS) to prepare students for Integrated National Board Dental Examination & increase D1/D2 clinical exposure (A2)
- New Planning & Assessment Committee under new by-laws to revise & develop new performance metrics (C3)
- MOVING FORWARD COMMITTEE: Increase recruitment of diverse faculty & students (A7)
- Pediatric Dental Clinic at Le Bonheur Children's Hospital (D3)