**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

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<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
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<tr>
<td>Educate outstanding graduates who meet the needs of the state and its communities</td>
<td>Provide necessary infrastructure for research and scholarship</td>
<td>Develop targeted areas of centers of excellence</td>
<td>Broaden and bolster the branding and marketing strategy</td>
<td>Address prioritized needs/deficits requiring additional resources</td>
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<td>Grow the research portfolio focusing on targeted areas</td>
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<td>Create areas of clinical prominence while expanding outreach</td>
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<td>Increase visibility and recognition of UTHSC contribution</td>
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<td>Align UTHSC resources with areas of excellence</td>
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1. Cultivate and sustain effective educational models and technologies to enhance student learning and engagement

2. Enhance connections between researchers at various translational stages (T0 to T4)

3. Develop a culture of best practices

4. Increase awareness of UTHSC’s healthcare initiatives and contributions from local to national and international audiences

5. Strengthen program quality using performance metrics

6. Renovate facilities to stimulate learning, scientific discovery, and research

7. Re-engineer clinical and core services to increase effectiveness and efficiency

8. Optimize productivity and alignment of faculty, staff, students, and administration

9. Offer special events and initiatives to promote health within the community

10. Build and sustain a philanthropic culture across UTHSC, alumni, and external stakeholders

11. Foster and sustain a diverse and inclusive culture where we respect and engage all members of the UTHSC community.

**Expand and strengthen key community and other partnerships**

**Increase strategic integration across UTHSC**

**Strengthen organizational effectiveness and adaptability through a focus on a culture of excellence across UTHSC including staff, faculty, and administration**

Revised 1/30/2018
Obj C1. Develop targeted areas of excellence: COD Vision

Clinical Excellence in Dental Education

Talent:
- Recruiting Exceptional Student and Faculty Talent

Infrastructure:
- Strengthening and Updating Facility Infrastructure and Equipment

Scholarly Activity:
- Expanding Clinical Research Activity
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:
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- 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)