

School of Dental Medicine Academic Plan

2011-2016

Preamble

As an integral member at the University of Connecticut, the School of Dental Medicine is committed to fulfillment of both its unique aspirations and goals and the more global aspirations of the University. The University has recently articulated its academic plan for 2009-2014 entitled "Our World, Our People, Our Future".¹ The School of Dental Medicine (SDM) is committed to support of the goals and related strategies described within "Our World, Our People, Our Future" in context of the SDM's orientation as a post-graduate, professional school. We hold that the School's Missions, Vision and Values² align with the wider and multidisciplinary goals of the University.

The University has described specific strategies within these larger Goals and domains:

- UConn Goal #1: Undergraduate Education
- UConn Goal #2: Graduate and Professional Education
- UConn Goal #3: Research, Scholarship and Creative Activity
- UConn Goal #4: Diversity
- UConn Goal #5: Public Engagement
- UConn Goal #6: Administrative Organization, Capital Infrastructure and Budget Processes.

While not all UConn strategies relate to the more focused and profession-directed strategies of the School of Dental Medicine, all School of Dental Medicine strategies do support one or more University strategies.

¹ See Appendix 1

² See Appendix 2

School of Dental Medicine Mission Vision Values

Also see Appendix 2

Mission:

The School of Dental Medicine will benefit the people of the state of Connecticut and others through programs that support research and discovery of new knowledge, education and development of competent health care professionals, delivery of patient care services of high quality, and the promotion of health. We will continuously pursue excellence and innovation in our endeavors while embracing the qualities of diversity, collegiality, integrity and leadership through individual and group effort. Our pursuits in education, patient care, research, service and outreach will support the missions of our academic health center and University.

Vision:

Through our efforts, the School of Dental Medicine (SDM) will be recognized as a valued state resource and viewed nationally and internationally as a leading institution in dental education, research and patient care. We will be a model for how a dental school functions within an academic health center and for our interface with the School and profession of Medicine. Our students, faculty and staff will view the SDM as a welcoming, collegial and professional place to work and study. Our health care providers will have the highest respect for the patients they serve and our patients will appreciate the quality of the care received and for the manner delivered. Collectively, we will embrace excellence and innovation in all areas of our Mission and will aim for integration and synergy in our teaching, research, patient care and service/outreach efforts. Alumni and professional organizations will recognize us as an important partner while the state of Connecticut and its agencies will view us as a key ally in improving the health of its citizens, particularly the underserved and disadvantaged.

Values:

Our values are embraced in the following statements wherein we pledge to:

- Pursue excellence in all endeavors
- Embrace innovation
- Promote professionalism, compassion, diversity and social responsibility
- Provide leadership locally and nationally
- Recognize our unique responsibilities as a state-supported dental school
- Strive to maximize the potential of every student, faculty and staff member

Approved by SDM Faculty
March 31, 2008

The School of Dental Medicine Academic Plan

The School of Dental Medicine's Academic Plan is organized in the same format as the University of Connecticut's Academic Plan. The SDM Academic Plan includes six major Goals or domains, related strategies and suggested benchmarks (or metrics for strategic attainment) over the period 2011-2016 (i.e. a 5 year plan). It should be noted that the plan does not devote great detail to definition of historical, mainstream or continuing strategic initiatives that might contribute to certain goals; it is assumed that these activities will continue. The plan focuses on new initiatives to be designed, initiated and implemented over the duration of the plan.

SDM Goal # 1: Undergraduate Education

As a post-graduate and professional school, the School of Dental Medicine does not articulate specific goals in this domain as does the University of Connecticut. However, the School Dental Medicine stands in strong support of the strategies defined for the undergraduate programs of its parent university. The SODM will:

- Promote the value of undergraduate education and specifically careers in the health professions to K-through-12 students through both SDM programs and the SDM-supported Health Careers Opportunity Program (HCOP).
- Offer the opportunity to highly qualified high school applicants to enter the combined BS/DMD program.
- Provide faculty and other support to UConn undergraduate programs that provide exposure and mentorship to undergraduate students relative to future careers in dental medicine. e.g. the Rowe Scholars program; the Honors program
- Provide support to the pre-dental society on the Storrs campus as one avenue to assist those undergraduate students with aspirations for careers in dental medicine to achieve their professional goals.

No specific strategies are defined by the School of Dental Medicine in this domain focused on undergraduate education.

SDM Goal #2: Graduate Professional Education

The School of Dental Medicine will sustain and develop select programs in professional (DMD), postdoctoral (Certificate in advanced education in general dentistry or the dental specialties), and graduate education (M.Dent.Sc.; DMD/MPH; DMD/MCTR; DMD/PHD). Further, it collaborates closely with the Graduate School in support of programs wherein students with dental education backgrounds pursue individualized MPH, MCTR, PHD degrees.

Amongst its many sustained initiatives, the School of Dental Medicine will continue to:

- Review, critique and revise its DMD and post-DMD/postdoctoral curricula.
- Seek student input on the curriculum.
- Pursue translation of new scientific and medical knowledge into clinical practice protocols
- Test new instructional methods to deliver the curriculum and implement those that hold greatest promise toward improving our educational programs.
- Revise, test and implement new approaches for assessment of DMD-student competency.
- Develop new avenues and programs that permit extended clinical privileges as DMD-students demonstrate competency.
- Develop elective tracks within the DMD curriculum for students with interest in teaching/education or research career paths.

SDM Strategy 2-A

Redesign the SDM Curricula to be strongly Evidence-Based in philosophy, content and delivery.

- Strategic Effort 2-A-1
Determine current status of DMD and Advanced Education/Graduate Curricula relative to instruction in Evidence-Based Decision Making (EBDM) and Evidence-Based Health Care (EBHC)
- Strategic Effort 2-A-2
Explore evidence in the Educational Research literature relative to optimal instructional approach within Dental Medicine
- Strategic Effort 2-A-2
Ensure a robust and contemporary approach in the curriculum relative to instruction in Evidence-Based Decision Making (EBDM) and Evidence-Based Health Care (EBHC) and modify the SDM DMD curriculum accordingly

SDM Strategy 2-B

Create a new Education/Care Model for the 4th Year DMD curriculum

- Strategic Effort 2-B-1
Design and articulate the CONNcept Model (formerly called GP-3)

- Strategic Effort 2-B-2
Pilot the CONNcept Model
- Strategic Effort 2-B-3
Evaluate the Outcomes of the CONNcept Model

SDM Strategy 2-C

Foster the concepts and practices of Inter-professional Education (IPE) within curriculum development and expand Inter-professional learning opportunities within the pre-doctoral DMD program.

- Strategic Effort 2-C-1
Pursue dialogue with other health professions schools and programs within the University on ways to provide or create Inter-professional learning opportunities for DMD students.
- Strategic Effort 2-C-2
Implement at least one new module within the clinical component of the DMD curriculum involving at least one other health professions program.

SDM Goal # 3: Research, Scholarship and Creative Activity

The School of Dental Medicine will build on its current strengths in research and will pursue those new areas that hold greatest potential towards enhancing our research portfolio while aligning with the stated priorities of the Health Center and University research communities. The SDM will manage its resources wisely by continuously correlated research investment and effort with research and scholarly outcomes. These efforts will place the SDM above the 50th percentile in NIH funding for all US dental schools and above the 80th percentile when factoring for faculty size.

Amongst its many sustained initiatives, the SDM will continue to:

- Pursue improvements in its research infrastructure, both physical and administrative.
- Seek faculty participation in leadership of Health Center and University research initiatives, e.g. CTSA, CiCATS.
- Respond aggressively to RFAs and other funding announcements from NIH and other funding agencies.
- Promote research as an area of importance for DMD and postgraduate students and as a possible career path.

SDM Strategy 3-A

Expand and diversify the SDM's Research Portfolio

- Strategic Effort 3-A-1
Establish an Office of Research to support faculty efforts in grants submission and management
- Strategic Effort 3-A-2
Redefine the SDM Research Recruitment Plan to include description of specific types of positions and funding lines
- Strategic Effort 3-A-3
Show evidence of expansion in research effort in at least one defined research domain (< June 2014)

SDM Strategy 3-B

Better align Research Effort/Time with Funding

- Strategic Effort 3-B-1
Create a database to track research effort/time, funding and scholarly outcomes, for faculty and administrative use
- Strategic Effort 3-B-2
- Develop research budget workbooks and guidelines for all research activity, to include industry-sponsored clinical research

- Strategic Effort 3-B-3
Via Annual Review, re-align faculty efforts between various SDM missions based on school needs, funding and other parameters (<June 2013)

SDM Strategy 3-C

Renovate at least 50% of SDM research laboratory space.

- Strategic Effort 3-C-1
Renovate lab space L-Bldg 6th and 7th floors via UConn 2000 (< June 2014)
- Strategic Effort 3-C-2
Upgrade selected labs on North-aspect L-Bldg 6th and 7th floors (<June 2015)

Also see Public Engagement Strategy 5-A

SDM Goal 4: Diversity

As noted in its Mission Statement, the School of Dental Medicine values diversity and seeks to achieve a learning and workplace environment that is respectful, inclusive and that celebrates individual differences. We aspire that our student body, faculty and staff reflect the people we serve. We will prepare those we educate to meet the health needs of a diverse patient population and to address disparities in oral health care. We will support student, staff and faculty as they pursue their professional goals and will be viewed as a supportive and understanding place of study and work.

Amongst its many sustained initiatives, the School of Dental Medicine will continue to:

- Recruit and admit students who are dedicated to acquiring and advancing knowledge, lifelong learning, serving and reaching out to the community through patient care and advocacy and who will contribute to the cultural and ethnic diversity of the student body

SDM Strategy 4-A

Recruit students, faculty and staff who reflect the diversity of our state and the people we serve

- Strategic Effort 4-A-1
Recruit and admit students with major representation from the State of Connecticut and who overall reflect the diversity of our state, nation and the people we serve.
- Strategic Effort 4-A-2
Place emphasis on recruitment and hiring of URM candidates for open faculty positions through processes that ensure broad-based and inclusive searches.

SDM Strategy 4-B

Promote a culture of inclusion and understanding within the learning and workplace environments while addressing those processes and behaviors that deter or counter such a culture.

- Strategic Effort 4-B-1
Engage all stakeholders (i.e. patients, students, staff and faculty) in an open, honest discussion about our SDM environment.
- Strategic Effort 4-B-2
Articulate a plan to a) identify areas in our operations that require improvement and b) seek improvement in these areas.

SDM Goal # 5: Public Engagement

The School of Dental Medicine has a strong record of community service and community engagement. The School of Dental Medicine will build upon this base and expand our collaboration with both the public and private sectors in a manner that will promote and profile the important of the SDM and the University to the state and its communities.

Amongst its many sustained initiatives, the School of Dental Medicine will continue to:

- Partner with government, community and other agencies to enhance oral health care delivery to the needy in CT.
- Advocate for oral health care services in the state of Connecticut.
- Be a key resource for oral health information for the citizens of Connecticut.
- Increase and improve community service learning experiences for students, residents and faculty.
- Devote a significant portion of SDM clinical activity toward the care of the underserved and disadvantaged and at-need

SDM Strategy 5-A

Strengthen the Community Network of educational partners and affiliated clinics

- Strategic Effort 5-A-1
Develop a Dental Telemedicine linkage with affiliated community sites to include a potential research arm.

SDM Strategy 5-B

Become more patient centered and customer service friendly in our Clinical Operations

- Strategic Effort 5-B-1
Implement new Clinical Management System
- Strategic Effort 5-B-2
Improve on physical presentation of our Clinics
- Strategic Effort 5-B-3
Improve patient perception of SDM Clinical Services through a renewed emphasis on excellent patient service.

Also see Strategy 2-B (related strategy)

SDM Goal # 6: Administrative Organization, Capital Infrastructure and Budget Processes

The SDM will establish administrative, infrastructural and budget systems so that the goals of its academic plan can be accomplished.

Amongst its many sustained initiatives, the SDM will continue to:

- Practice sound, fiscally-prudent budgetary processes.
- Exercise transparency in its fiscal decision-making and explanations about its fiscal status.
- Diligently address those areas of our operations that place undue financial burden on the organization as a whole and that compromise or jeopardize the more fiscally-healthy areas of our operations.
- Support those areas of our operations that are collectively deemed as crucial to the SDM missions, vision and values even if placing a financial burden on other unit or areas.
- Consider new organizational structures and processes that might reduce cost, improve efficiency and help the organization as a whole.

SDM Strategy 6-A

Improve SDM Facilities

- Strategic Effort 6-A-1
Renovate all pre-clinical laboratory space

- Strategic Effort 6-A-2
Develop a 10-year plan to renovate or replace the current Clinical Facility

*Also see Research SDM Strategies 3-A and 3-B (related strategy)

*Also see Public Engagement SDM Strategy 5-B (related strategy)