



Strategic Plan 2008-2013

Executive Summary

The School of Dental Medicine has been driven by a strategic planning process for many years. This process has served to focus the resources of the School and to bring its goals into alignment with those of the University. The Plan has helped to bring about a degree of stability while promoting dramatic future growth and performance during a critical time in the late 1990's. Now the strategic academic process drives toward similar goals that are aimed at higher levels of achievement, commitment, and growth, using the platform created by the successes of the past eight years.

The School of Dental Medicine strives for excellence in its educational programs, primarily preparing men and women for the practice of general dentistry. To that end, the faculty of the School has made a commitment to create an innovative model for dental education that will lead the way to transformational changes nationally at a time when the profession is seeking major curriculum reform. The School's new curriculum will be based on active learning, real life experiences, effective use of technology, and the integration of research, service, and education in community settings. This will yield a provider of the future who has the broad perspective of interaction with other health practitioners and to a commitment to the well-being of our society. All of the School's strategic issues, either directly integrate with this goal or are complementary to the overall direction of the School, which is to become *the* model for dental education in this century. The issues related to research goals, will increase the size and influence of the research program, and will work to create a culture of inquiry throughout the School. Our programs will prepare the general dentists of the future with a broad perspective of how science and clinical practice complement each other in answering important questions, leading to the improved health and well-being of individuals and populations.

To achieve both of these goals, the School must simultaneously enhance our ability to recruit, retain, and develop our faculty, both current and new. In the current competitive environment, this translates into providing career development and faculty practice opportunities that are of high quality. The School also recognizes the need to increase our market share to recruit a diverse student body. It will be important to increase the number and quality of feeder schools and to create scholarships for the best candidates.

Improvements to the physical plant will be necessary to achieve our vision for the future of dental education. Classroom space and clinics will require major renovation in order to fully implement the curriculum that the faculty has envisioned. The new environment will take into consideration plans to further extend our service, education, and research into the immediate community. Improvements in the external and internal physical plant as well as signage will facilitate the delivery of the School of Dental Medicine's vision. They will say to our stakeholders that Case has made bold changes in the program that signal innovation, excellence, and commitment to student, faculty and staff and to the patients to be served. It will serve as a sign that Case is committed to transformational learning, technology, and excellence in patient care.

The goal of the School is to have innovative, bold, high quality programs in service, education, and research that are exactly aligned with those of the University. To that end, significant effort will be needed in resource development to achieve the financial support necessary to make our vision a reality

School of Dental Medicine

Mission, Vision and Value 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 practitioners of dentistry and contribute to the health and well-being of individuals and populations.

Vision

The School of Dental Medicine passionately pursues excellence in education, service, and research, guided by shared values and mission carried out in an environment of collaboration, mutual respect, and continual growth and development of faculty, staff, and students.

The School of Dental Medicine will be a renowned institution of learning, recognized for innovations in dental education and providing national leadership in educational improvement. We will have experiential learning as a core component of our students' education. We will apply the best technology in order to produce the most effective and efficient educational programs.

Our clinical education of students will produce outstanding practitioners, provide excellent comprehensive patient care, and serve as a means for carrying out research that will contribute to the well-being of individuals and communities.

We will have a "culture of inquiry" such that faculty and students continually search for new knowledge that will contribute to the health and well-being of society. We will have global impact by discovering new knowledge in focused areas.

We will have an organizational structure and develop the resources necessary to achieve our vision of excellence in education, service, and research.

The School and the University

The mission and vision of the School of Dental Medicine is in alignment with the University's professional desire to become the most powerful learning environment. The School has taken tremendous strides in the last 10 years to realign its mission and goals with that of the University. The School has thrived under this realignment and philosophy.

School of Dental Medicine

Goals, Strategies, and Metrics

The following are goals, strategies, and metrics for the School of Dental Medicine as they relate to objectives of the mission of the School. They are listed in order of priority with the first ones being most important to fulfilling the School's current goals.

1. Education

The primary initiative related to the educational mission of the School is the REAL (Relevant Experiential Active Learning) curriculum.

The School has the opportunity to capitalize in its leadership expertise, the intent and focus of the faculty, and the recognized national need for a new model of dental education. Nationally, dental education has not changed significantly in well over 50 years. Today, students experience an overcrowded curriculum that is tied only loosely to educational efficiency and formats that are known to advance higher-order thinking and problem solving. We are creating a curriculum that is efficient, based on the development of independent learners who are committed to life-long learning in an experiential learning environment that uses small group processes.

Goal 1A

Implement and evolve a new model of dental education

Strategy 1A

Based on national needs and the objective of educational leadership for the school, continue developing and implementing the REAL curriculum process for the delivery of dental education

Metrics

1. Begin sophomore year curriculum implementation by fall 2007(8)
2. Number of national and international forums in which School of Dental Medicine faculty are invited to participate
3. Number of publications published/cited on the school innovative educational approach
4. Number of invitations to lead/consult with other institutions on developing their educational programs (curriculum, simulation clinics, clinical innovations, and community outreach programs)
5. Number of faculty presentations at national/international meetings on curriculum
6. Analyze student evaluations

Timeline

2008: implement second year of the new curriculum

2011: program viewed as a national model

Goal 1B

Continue to create a physical environment and technology consistent with program needs

Strategy 1B

Build the classrooms/clinical space/technology requisite for the educational program

Metrics

Completion of renovation of classrooms/clinical areas to be consistent with the educational needs

Timeline

2009: Immediate and interim classroom/technology needs met

2009: Finalize space master plan

2011: Begin construction for new clinical and educational expansion space

Goal 1C

Create opportunities for students to have shared learning experiences in health care environment

Strategy 1C

Collaborate with other academic units in designing learning units that can be delivered in common

Metrics

1. Number of joint learning opportunities
2. Utilization of the medical school simulation laboratory for joint learning experiences

Timeline

2009: Implement initial simulation joint learning opportunities

Implement DMD/MD program

Approval of a DMD/PhD program by the University and State

2010: Capstone experiences include multi-disciplinary learning opportunities

Implement a DMD/PhD program

Goal 1D

Collaborate with international schools

Strategy 1D

Explore and identify potential candidate schools for pursuing international collaboration

Metrics

Establish a collaborative plan with an international school

Timeline

2010: Evaluate outcome of the school's collaborative program in China

2011: A collaborative plan with an international school established

2. Research

The primary initiative related to the research mission of the School is the continued growth of the size and influence of the research program.

The School desires to develop its research program in focused areas that represent the best alignment of program resources, and the ability to collaborate within the University and the research community at large. This program development will include the creation and development throughout the educational program, leading to a culture of inquiry, thus bringing science and clinical practice together in obvious and apparent ways for faculty and students. This will help develop better practitioners for the future. The program will develop to definitive national prominence in one to three focused areas that include microbiology/immunology/infectious diseases, health care services and disparities research, and emerging areas such as biomaterials and craniofacial imaging.

Goal 2A

Double research funding over five years

Strategy 2A

1. Increase the number of successful grant applications
2. Increase the available space for research and hire new researchers

Metrics

1. Number of new grants funded
2. Double (dollars) in funding achieved

Timeline

2012: Double funding received

Goal 2B

Continue increasing international and national recognition for contributions in advancement of knowledge in focused research areas such as: immunology/microbiology, health services and disparities research, biomaterials, craniofacial imaging

Strategy 2B

1. Continue to increase presentations at international and national meetings
2. Continue to increase number of peer reviewed research publications

Metrics

40 % increase in publications and international and national presentations

Timeline

2012: Publications number and national/international goal met

Goal 2C

Make the culture of inquiry the driving force in our teaching philosophy

Strategy 2C

1. Increase number of students in summer research programs
2. Enhance the integration of the culture of inquiry into pre-doctoral curriculum

Metrics

1. Number of courses containing objectives related to research and number of courses containing objectives that require independent student inquiry
2. Increased number of presentations at local, national, and international meetings by students
3. At least half of a graduating class participated in research at some point during their DMD program

Timeline

2010: Complete full implementation of the REAL curriculum
Complete integration of course objectives pertaining to research and inquiry
Half of graduating students had a research experience

3. Community Outreach

The expansion of our community outreach programs to provide capstone experiences.

The School is committed to community outreach, to provide the public with services and its students with educational experiences. The Healthy Smiles Sealant Program gives the students a cornerstone experience in the first year. The new curriculum calls for embedding additional experiences throughout the four years of dental education. Those experiences will include ACES (ACE: A Cornerstone Experience. An intense clinical experience associated with a body of curricula that defines important foundational content) and Capstone.

ACES: The goal of the ACES is to create an experience around which a significant portion of the curriculum can be centered.

Capstone: The goal of our community outreach is to create a capstone experience in an environment that closely resembles clinical practice, including high volume of patients, variety of procedures, and the use of auxiliaries

Goal 3A

Develop ACES in the first two years of dental school

Strategy 3A

1. Continue the existing ACE (sealant program)
2. Introduce three new ACES

Metrics

All students have four ACES related to the new curriculum

Targets

2009: All students have two ACES; one in the first year, and one in the second

2010: All students have four ACES

Goal 3B

Develop a capstone experience in the fourth year

Strategy 3B

Develop relationships with community based dental facilities

Metrics

Relationship established with community based facilities

Timeline

2010: All fourth year students have had a capstone experience

Goal 3C

Increase the access to oral health care in the city of Cleveland

Strategy 3C

1. Increase access via introduction of ACES and capstone
2. Increase number of public service announcements about oral health and the School of Dental Medicine

Metrics

1. Increase number of interactions between students and patients in the community
2. Increase number of public service announcements

Timeline

2008: ACES metrics met

2010: ACES and capstone metrics met

4. Faculty and staff development.

Another important issue related to the educational mission is faculty and staff development.

Nationally, there is a critical shortage of qualified dental faculty to fulfill the mission of dental education. Effective mechanisms for the recruitment, retention, and development of faculty need to be identified and implemented. It is imperative to improve resources for existing faculty and staff (faculty practice, faculty development, staff development)

and to attract promising dental students to academics. This will assure that the School will maintain a competitive advantage in fulfilling its mission.

Goal 4A

Create endowment to support faculty positions

Strategy 4A

Secure funding for an endowed chair

Metrics

Funds secured for an endowed chair

Timeline

2011: Endowed chair in place

Goal 4B

Create opportunities to increase recruitment and retention of faculty

Strategy 4B

Renovate the faculty practice

Metrics

Renovation of the faculty practice area completed

Timeline

2009: Finalize space master plan

2011: Begin construction

Goal 4C

Create opportunities for faculty and staff development

Strategy 4C

1. Increase in-house continuing education activities and national/international attendance
2. Formulate career development and mentoring action plan for all junior and senior faculty
3. Formulate career development action plan for staff

Metrics

Number of CE hours presented in house, number of faculty and staff attending meetings

Timeline

2009: Have a quarterly departmental CE/meeting event

2008: Complete formulating a staff development plan by the end of 2008

2010: Have a monthly departmental CE/meeting event

2008: Career development action plan for junior faculty completed by chairmen

2008: Career development action plan for senior faculty completed by chairmen

5. Student recruitment

Recruitment of the next highly qualified students for the Schools pre- and post doctoral programs is another educational goal.

The School desires to broaden its recruitment base of students while continuing to attract the most highly qualified students. As we approach a new model of dental education, we seek to engage students with a desire for independent, intrinsic motivation for learning. While we consistently have been able to recruit highly qualified candidates, the School often loses some of the most outstanding to schools with lower tuition or with

higher scholarship opportunities. It is critical that with the assistance of the University's development office, we improve scholarship resources to meet this goal. Additional recruitment and marketing strategies will be developed to support this goal.

Goal 5A

Increase endowment for student scholarships

Strategy 5A

1. Increase scholarship monies available for students
2. Expand the number of schools from which applicants are drawn

Metrics

1. 10 % annual increase in the principal of the scholarship endowment for three years
2. Increase applicants from new schools

Timeline

2010: Scholarship growth met
Increase applications from new schools

Goal 5B

Increase diversity of the student population

Strategy 5B

1. Increase diversity of the applicants pool
2. Expand the number of schools from which applicants are drawn

Metrics

1. Increased diversity of applicants
2. Increase applicants from new schools

Timeline

2010: 5% increase in applications from underrepresented populations

6. Physical plant

The upgrading and modernization of the physical plant serves a broad and encompassing goal of the institution.

The School plans to improve the physical plant of the School of Dental Medicine in relation to its function and visibility and public perception. The building will require a number of upgrades to accommodate the educational mission of the School in the immediate future. To facilitate the ongoing implementation of the REAL curriculum, the School will need to renovate the clinical facility, and upgrade and add classrooms. Classrooms that are equipped with new technology are necessary to deliver a new, contemporary model of education. This will involve an evaluation of renovation or rebuilding, or a new building. The building façade is difficult for the public to identify and access and represents a nondescript statement of the importance of the facility to the community and the campus.

Goal 6

Expand and renovate the School of Dental Medicine

Strategy 6

1. Reconfigure and/or build space to meet the educational goals of the new curriculum

2. Enhance the façade of the School of Dental Medicine

Metrics

Space renovated and/or built and enhancement of façade completed

Timeline

2009: Finalize space master plan

2009: Begin fund raising

2011: \$5M raised and construction initiated

7. Resources

An important issue for the strategic directions of the School in the immediate future is the acquisition of increased funding to support the future plant.

The School requires the assistance of the University to raise the monies needed to realize the above important short-term and future goals of the School of Dental Medicine. Strategies include the development of the annual fund, major gifts, endowments/chairs, and the naming of the School of Dental Medicine. The School envisions the importance of appropriate housing and facilities for the health-related schools to be a priority for University fund raising.

Goal 7

Raise monies to support operational needs

Strategy 7

1. Increase annual fund giving
2. Increase principal of non-scholarship giving

Metrics

1. 5% increase in annual fund giving for three consecutive years
2. 5% increase principal of non scholarship giving for three consecutive years

Timeline

2012: Annual increase in the above areas attained.