University of Kentucky
College of Dentistry
Strategic Plan 2011-2014

Mission

The mission of the College of Dentistry is to improve oral health and general health through teaching, research, and service. The mission is supported by collaborative engagement and by networking with community and academic partners to promote oral health literacy and reduce health disparities within Kentucky and beyond.

The College educates health professionals to become active citizen leaders who are conscious of their personal and professional responsibilities in a global society. The College values diversity within its community, which includes diversity of thought and experience, in order to promote a humanistic approach to education, patient care, and community service.

Vision

Our vision is to be a leader in dental education; educating a dentist or dental specialist who is medically knowledgeable, technically capable, and socially aware.

Values

The educational process and outcomes are at the heart of our philosophy. This belief is encapsulated in the following core values:

Excellence
Innovativeness
Community
Cultural Sensitivity
Improving Health
Stewardship
UK Goal 1: Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.

Dentistry Goal 1: Prepare Students for Leading Roles in an Innovation-Driven Economy and a Global Society.

Objective 1.1: Enhance dental education to continue to produce high quality, competent dentists and dental specialists who are prepared to succeed in professional and community settings.

Strategy 1.1: Evaluate, revise and implement didactic and clinical curricula that address well-articulated didactic learning and clinical training outcomes.
Strategy 1.2: Ensure that graduates are competent to practice general dentistry prior to graduation within 4 years (or practice their specialty, graduating within the timeline of their postgraduate training program).
Strategy 1.3: Expand instructional development opportunities for innovative pedagogies focusing on active learning, effective use of technology, and assessment.
Strategy 1.4: Implement research-based curricular enhancements to facilitate continuous improvement in student learning.
Strategy 1.5: Expand opportunities for interdisciplinary and inter-professional learning and training.

Metric 1.1.1: Conduct bi-annual student focus groups to obtain feedback regarding current curriculum.
Metric 1.1.2: Involve course directors and instructors in an intensive curriculum review by December 2012.
Metric 1.1.3: Conduct annual curriculum reviews of courses in two divisions.
Metric 1.1.4: Ensure average student course evaluations score of at least 3.0 annually.
Metric 1.1.5: Develop a proof of concept course for delivering foundational knowledge online by July, 2013.
Metric 1.1.6: Evaluate effectiveness of proof of concept course evaluation by surveying student participants in course one year after proof of concept course is launched by 2014.
Metric 1.1.7: Increase number of courses with content that can be taught online or in a blended fashion from 2010-2011 benchmark.
Metric 1.1.8: Increase the number of clinical experiences per student Dentist from 2010-2011 benchmark.
Metric 1.1.9: Partner with the Center for Interprofessional Education to establish core competencies by July 2013.
Metric 1.1.10: Increase number of student experiences in IPE programs from 2010-2011 benchmark annually.
Metric 1.1.11: Ensure that on-time graduation rates are at least 95 percent annually.
Metric 1.1.12: Ensure that the first time pass rate on National Board Exams is at least 95 percent annually.
Metric 1.1.13: Ensure that the first time pass rate on Clinical Licensing Exam is at least 85 percent annually.
Metric 1.1.14: Complete an annual review of clinic schedules to maximize the number of available sessions to allow students to gain clinical experience.

Objective 1.2: Expand training opportunities for pre-doctoral students to enhance the reputation of the University and address the critical oral health needs of the Commonwealth of Kentucky.

Strategy 1.2.1: Perform a study to determine the feasibility of a Rural Distributed Education Program which will enhance the delivery of care to underserved areas of the Commonwealth.

Metric 1.2.1: Design a proposed pipeline program by October 2012.
Metric 1.2.2: Develop a proposed pre-dental curriculum and joint course curriculum with partner institutions by October 2012.
Metric 1.2.3: Create a curriculum map for preclinical and clinical training of students enrolled in the program by October 2012.
Metric 1.2.4: Complete a cost and needs analysis by October 2012.

UK Goal 2: Promote Research and Creative Work to Increase the Intellectual, Social, and Economic Capital of Kentucky and the World beyond its’ Borders.

Dentistry Goal 2: Promote Research and Creative Work to Increase the Intellectual, Social, and Economic Capital of Kentucky and the World Beyond its Borders.

Objective 2.1: Improve college research and scholarship capability and output.

Strategy 2.1.1: Promote the output of research/scholarly work and service (committee work, editorial boards) that supports external funding.
Strategy 2.1.2: Promote interdisciplinary and translational research teams.
Strategy 2.1.3: Assess the need and potentially expand the college’s staff to include a professional science writer to more effectively promote and enhance the college’s research and scholarly endeavors.

Strategy 2.1.4: Convene routine meetings of research personnel within the College to stimulate new ideas for collaborative research, identify opportunities, help resolve existing challenges, and help forecast future threats.

Metric 2.1.1: Maintain external funding at 90% or greater of 2010-2011 baseline.
Metric 2.1.10: Increase the number of print based news, radio based news, television based news and presentations to communities in Kentucky regarding college research and scholarly accomplishments annually over 2010-2011 baseline.
Metric 2.1.2: Increase publications annually from 2010-2011 baseline.
Metric 2.1.3: Increase number of faculty serving on (internal or external) committees or editorial boards from 2010-2011 baseline by 2014.
Metric 2.1.4: Invest at least $15,000 annually for replacement and enhancement of research equipment.
Metric 2.1.5: Invest at least $100,000 annually for support of research equipment, facilities, and personnel.
Metric 2.1.6: Increase the number of collaborative research grants with faculty from other units at UK over 2010-2011 baseline by 2014.
Metric 2.1.7: Assess opportunities of potential research partnerships and collaborations through survey of existing research strengths within healthcare colleges and basic science units by June 2013.
Metric 2.1.8: Increase the number of publications from collaborative teams with faculty from other units at UK annually over 2010-2011 baseline.
Metric 2.1.9: Assess the need and necessary qualifications for a professional science writer and potentially recruit a professional science writer to focus on oral health and related research by June 2013.

Objective 2.2: Enhance opportunities for student research and scholarship in the College.

Strategy 2.2.1: Promote student research opportunities via a variety of communication methods to students and faculty.
Strategy 2.2.2: Promote involvement of new faculty in student research and mentorship of research inclined students.
Strategy 2.2.3: Enhance involvement of long-term faculty in student research and scholarship as a vital portion of the College’s mission.

Metric 2.2.1: Increase the number of predoctoral dental students with College funded fellowships annually over 2010-2011 baseline.
Metric 2.2.2: Increase the number of undergraduate students with research fellowships from UK and other institutions over 2010-2011 baseline.
Metric 2.2.3: Increase the number of predoctoral dental students with externally funded fellowships over 2010-2011 baseline.
Metric 2.2.4: Increase the number of research publications/abstracts/presentations provided by students and/or, in which students are coauthors over 2010-2011 baseline.
Metric 2.2.5: Survey student and residents to identify reasons for and barriers to participation in research activities by January 2014.

UK Goal 3: Develop the Human and Physical Resources of the University to Achieve the Institution's Top 20 Goals.

Dentistry Goal 3: Develop the Human, Fiscal, and Physical Resources of the College.

Dentistry Objective 3.1: Continually enhance recruitment, selection, orientation and retention of top talent.

Strategy 3.1.1: Develop orientation program to more effectively assimilate new Faculty and Staff.
Strategy 3.1.2: Expand opportunities for Faculty and Staff development.
Strategy 3.1.3: Develop a new objective faculty evaluation plan to better communicate performance expectations.
Strategy 3.1.4: Ensure broad representation on behavioral based interview committees to identify candidates which closely align to UKCD culture, mission, and vision.
Strategy 3.1.5: Establish a Diversity Advisory group to develop methods to enhance cultural competency and recruitment of diverse Faculty and Staff.

Metric 3.1.1: Develop a new faculty and staff orientation program by July 2013.

Metric 3.1.2: Complete Faculty and Staff satisfaction survey by June 2014.

Metric 3.1.3: Calculate voluntary Faculty and Staff turnover rates annually, starting in 2013.

Metric 3.1.4: Maintain or decrease Faculty and Staff turnover rates based on 2010-2011 baseline.
Metric 3.1.5: Complete post orientation assessment for each cohort to determine needs and effectiveness of training by June 2014.

Metric 3.1.6: Assess Faculty and Staff development needs through a survey during 2013.

Metric 3.1.7: Complete new Faculty evaluation tool by December 2013.

Metric 3.1.8: Develop a diversity advisory group by June 2014.

Objective 3.2: Maintain and enhance the physical resources of the College.

Strategy 3.2.1: Solicit strategies to maximize utilization of existing space from each Division and Office.
Strategy 3.2.2: Pursue opportunities to expand clinical operations outside of the existing space.
Strategy 3.2.3: Continue to renew and renovate the present clinical space.

Metric 3.2.1: Survey each Division and office to determine opportunities to maximize clinical space utilization by December 2012.
Metric 3.2.2: Provide fact based needs assessment to Provost and UK Healthcare concerning space by June 2012.
Metric 3.2.3: Investigate the potential and process requirements for community based practices in Lexington area by June 2012.
Metric 3.2.4: Develop comprehensive business plan for community based practices by December 2012.
Metric 3.2.5: Invest at least $25,000 annually in enhancement to office space.
Metric 3.2.6: Invest at least $100,000 annually in enhancement to clinical space.
Metric 3.2.7: Evaluate feasibility of enhancement and renewal of preclinical lab space to enhance student learning by June 2012.

Objective 3.3: Maintain and enhance the fiscal resources of the College.

Strategy 3.3.1: Assess, educate and improve the fiscal responsibility of each College Unit/Division.
Strategy 3.3.2: Improve the collection functions for the clinical enterprise.
Strategy 3.3.3: Evaluate opportunities to expand UK Dental Care product.
Strategy 3.3.4: Promote solicitation of external funding sources, including grant, contract, and development dollars.
Metric 3.3.1: Develop Clinic Financial Summary to aid in monitoring and decision making regarding clinical operations by June 2013.
Metric 3.3.10: Increase total cash received from gifts by ten percent annually.
Metric 3.3.11: Increase number of grant submissions from 2010-2011 benchmark.
Metric 3.3.12: Increase dollars of grant submissions from 2010-2011 benchmark.
Metric 3.3.2: Establish account turnover policy to shorten collections cycle by June 2012.
Metric 3.3.3: Establish payment policy to aid collection of patient balances at time of service by June 2012.
Metric 3.3.4: Decrease days in accounts receivable from 2010-2011 benchmark.
Metric 3.3.5: Increase dollars of clinical revenues collected from 2010-2011 benchmark.
Metric 3.3.6: Increase net clinical revenues by at least 4 percent annually from 2010-2011 baseline.
Metric 3.3.7: Survey graduate students for interest in UK Dental Care product.
Metric 3.3.8: Increase number of external grant funding applications from 2010-2011 benchmark.
Metric 3.3.9: Increase alumni giving percentage to 25% by 2015.

UK Goal 4: Promote Diversity and Inclusion.

Dentistry Goal 4: Promote Diversity and Inclusion.

Objective 4.1: Promote and cultivate a diverse environment that values acceptance and respect for the differences of all members of the College community.

Strategy 4.1.1: Collaborate with other Health Care Colleges to establish a cultural competency series.
Strategy 4.1.2: Establish a Diversity Advisory group to advise on methods to enhance cultural competency and recruitment of diverse Faculty and Staff.

Metric 4.1.1: Perform an assessment of university-wide offerings by December 2012.
Metric 4.1.2: Create a cultural competence series within the College by June 2013.
Metric 4.1.3: Implement a cultural competence series for students within the College by September 2013.
Metric 4.1.4: Create an assessment tool in partnership with other healthcare colleges for measuring cultural competence of students in our Colleges by June 2013.
Metric 4.1.5: Establish a Diversity Advisory group comprised of Faculty and Staff by January 2013.
Objective 4.2: Recruit students, staff and faculty with diverse backgrounds.

Strategy 4.2.1: Effectively use a holistic approach to admissions to consider both cognitive and non-cognitive factors.
Strategy 4.2.2: Enhance the recruitment and marketing strategies to increase the pipeline of prepared students from diverse backgrounds.

Metric 4.2.1: Analyze student application, admission, and enrollment data annually to discover and manage trends related to diversity.
Metric 4.2.2: Maintain total number of students from diverse backgrounds
Metric 4.2.3: Survey current web users and stakeholders to better understand needs in order to redesign our current website by December 2012.
Metric 4.2.4: Enhance use of website and social media to promote dentistry and provide information to prospective students to increase number of unique page visits to UKCD webpages from 2010-2011 benchmark.
Metric 4.2.5: Create a student ambassador program to utilize our students in promoting the profession of dentistry and the benefits of UKCD to prospective students by June 2012.
Metric 4.2.6: Establish a Diversity Advisory group comprised of Faculty and Staff by January 2013.

UK Goal 5: Improve the Quality of Life of Kentuckians through Engagement, Outreach, and Service.

Dentistry Goal 5: Improve the Quality of Life of Kentuckians through Engagement, Outreach, and Service.

Objective 5.1: Promote Faculty, Staff and Student connection with the community through engagement, outreach, and service.

Strategy 5.1.1: Increase the involvement of Faculty, staff, and students in community outreach and engagement.
Strategy 5.1.2: Increase local, state, federal, and philanthropic support to expand community outreach activities.
Strategy 5.1.3: Secure external recognition for engagement, outreach, and service initiatives.
Metric 5.1.1: Increase number of clinical encounters in UKCD clinics by 2% annually from 2010-2011 levels.

Metric 5.1.2: Maintain local, state, federal, and philanthropic support of community outreach activities from 2010-2011 levels.

Metric 5.1.3: Nominate at least one outreach activity for local, regional, or national award annually to increase external recognition of activities.

Objective 5.2: Enhance community access to University knowledge and expertise.

Strategy 5.2.1: Promote and improve access to our clinical enterprise.
Strategy 5.2.2: Provide quality continuing education courses as a service to alumni and the practicing community.

Metric 5.2.1: Invest at least $15,000 annually in marketing activities to promote our clinical enterprise.
Metric 5.2.2: Evaluate chair utilization to uncover potential opportunities for increased patient access by 2014.
Metric 5.2.3: Maintain number of continuing education course participants at 2010-2011 levels.
Metric 5.2.4: Maintain overall satisfaction score among continuing education participants from 2010-2011 levels.