UNMC COLLEGE OF DENTISTRY
STRATEGIC PLAN 2014-15

As Approved by COD Strategic Planning Committee
and Implemented June 30, 2014

VISION

The College of Dentistry will:

- deliver state of the art dental care.
- be a premier institution in the United States for educating dental professionals for practice and community leadership.
- become nationally known for excellence in basic, clinical and translational research in biomaterials, bioregulation and cellular signaling in cancer.
- provide outstanding didactic and clinical education culminating in patient-centered, evidence-based comprehensive care.
- advance our commitment to community health and service to underserved populations.
- embrace the richness of diversity to build unity.
- create economic growth in Nebraska.

MISSION

The mission of the University of Nebraska Medical Center College of Dentistry is to improve the health of the citizens of Nebraska, the region, and beyond through premier educational programs, innovative research, the highest quality patient care, and outreach to underserved populations.

VALUES

The College of Dentistry adheres to values that will:

- emphasize quality and have high expectations for performance.
- strive for excellence in an ethical manner.
- foster a humanistic environment for learning and communication.
- respect individuals for their cultures, contributions and points of view.
- support the mission and vision of UNMC in the best interest of our customers.
- promote individual accountability for organizational success.
## GOALS AND OBJECTIVES

### Goal A. Enhance educational programs to be highly learning centered.

<table>
<thead>
<tr>
<th>Assigned to</th>
<th>Target/Measures</th>
<th>Key Results or Action Taken, Success of Outcomes</th>
<th>Strategic Plan Faculty Survey Outcomes (SPFSO)</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Specific to Committee/Individual)</td>
<td>(Establish quantifiable measure demonstrating progression towards the objective. For example; the number, percentage)</td>
<td>(Current)</td>
<td>(Target &gt;3; Diff &lt;1)</td>
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<tr>
<td>Drs. Durham, Brown, and Teaching Committee.</td>
<td>T1. Inventory all simulation and e-learning models/technologies resources and activities at the COD by the end of 2015. T2. Establish accepted COD terminology and definitions for blended learning. T3. Place one COD faculty member on UNMC e-portfolio workgroup.</td>
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### Objectives

1. **(To) Explore and selectively implement educational models that take into account new and evolving technologies and communications with students including the use of mobile devices, online delivery blended learning, and simulation.**

   T1. Inventory all simulation and e-learning models/technologies resources and activities at the COD by the end of 2015.
   T2. Establish accepted COD terminology and definitions for blended learning.
   T3. Place one COD faculty member on UNMC e-portfolio workgroup.

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<tr>
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<td>Progress to meet</td>
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<tr>
<td>Discontinue objective</td>
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<td>Change targets</td>
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<td>Change assignment</td>
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2. **(To) Continue to expand interprofessional education (IPE) activities to include, IPE simulation for team**

   T1. Have IPE educational experiences for 100% of students by 2015.

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### UNMC COLLEGE OF DENTISTRY
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#### Goal A. Increase the national prominence of the COD in research.

<table>
<thead>
<tr>
<th>Objective</th>
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<th>Key Results or Action Taken, Success of Outcomes</th>
<th>Strategic Plan Faculty Survey Outcomes (SPFSO)</th>
<th>Assessment</th>
<th>Proposed Action Steps, Recommendations for Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. (To) Place a high priority on allocation of resources based on research productivity as measured by faculty receipt of extramural grants.</td>
<td>Dr. Payne</td>
<td>T1. Identify allocations per Annual Research Committee Report.</td>
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<tr>
<td>2. Identify an IPE simulation suitable for the dental environment.</td>
<td>Larry Crouch, with reports from Clinical Course Directors, Advocates</td>
<td>T1. NBDE and NBDHE goals are 100% pass rate under current testing guidelines. T2. Use curriculum mapping to identify current evidenced based, critical thinking, and self-assessment strategies by May 2015 (establishing baseline).</td>
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**Notes:**
- Objective met
- Progress to meet
- No action taken
- Continue but with modification
- Continue but with no change
- Discontinue objective
- Change targets
- Change assignment

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3. (To) Enhance critical thinking, self-assessment, and life-long learning in COD courses culminating in evidenced-based practice.

(COD Based objective)
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<tr>
<td><strong>UNMC COLLEGE OF DENTISTRY</strong>&lt;br&gt;<strong>STRATEGIC PLAN 2014-15</strong></td>
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<td>2. (To) Utilize research history and potential as a factor in consideration of candidates for COD faculty positions of 0.5 FTE and above in all departments.</td>
<td>Department Chairs</td>
<td>T1. Document research history and potential of all new COD faculty members (0.5 FTE and above).</td>
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<td>3. (To) Hire Dr. Byron H. and Mary Virginia Weeth Endowed Chair in oral cancer clinical /translational research by the end of the 2014-2015 academic year.</td>
<td>Drs. Shaw and Payne</td>
<td>T1. Hire Endowed Chair.</td>
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<td>4. (To) Increase extramural research proposals submitted and funded in COD research focus groups of distinction (relative to FY 2014): Biomaterials, Bioregulation and Cellular Signaling in Cancer. In addition, increase peer-reviewed publications by</td>
<td>Department Chairs and Research Committee</td>
<td>T1. Increase research proposals submitted and funding received by 10% relative to FY 2014. Increase publications by 10% based on 3-year rolling average through calendar year 2014.</td>
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| 5. (To) Fund ten College of Dentistry student summer research fellowships for 2014-15. | Dr. Payne | T1. Identify the number of funded fellowships per Annual Research Committee Report. | Objective met  
Progress to meet  
No action taken  
Continue w/o change  
Continue but with modification  
Discontinue objective  
Change targets  
Change assignment |
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#### Goal C. Advance global and community partnerships for dental health.

<table>
<thead>
<tr>
<th>Assigned to (Specific to Committee/Individual)</th>
<th>Target/Measures Milestones (Establish quantifiable measure demonstrating progression towards the objective. For example; the number, percentage)</th>
<th>Key Results or Action Taken, Success of Outcomes (Current)</th>
<th>Strategic Plan Faculty Survey Outcomes (SPFSO) (Target &gt;3; Diff &lt;1)</th>
<th>Assessment</th>
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</table>
| Outreach Section of the Department of Oral Biology | T1. Evaluate the current utility of off-sites as to alignment with COD program objectives beginning with a distribution of off-site dental procedures completed by students to clinical course directors/department chairs.  
T2. Re-evaluate the role |

#### Objectives

1. **(To) Strategically partner with government, international and Big Ten institutions as well as primary health care providers of Nebraska to strengthen existing programs and to explore initiatives that improve the populations’ oral health including applications of advanced technologies.**

   - Outreach Section of the Department of Oral Biology

| Objective met  
Progress to meet  
No action taken  
Continue w/o change  
Continue but with modification  
Discontinue objective  
Change targets  
Change assignment | | | | |
|---|---|---|---|---|
| 2. (To) Continue with COD planned and approved service-learning education in Nebraska for dental hygiene, dental student and resident rotations. | Outreach Section of the Department of Oral Biology and Department of Dental Hygiene | T1. Use existing data to generate benchmarks for acceptable assessment levels for these internal reports. T2. To explore options for continuing internal reporting measures after completion of the grant. | □ Objective met  
□ Progress to meet  
□ No action taken  
□ Continue w/o change  
□ Continue but with modification  
□ Discontinue objective  
□ Change targets  
□ Change assignment |
|---|---|---|---|
| 3. (To) Continue to address workforce shortages through community partnerships that expand COD clinical sites and support interprofessional learning opportunities. | Dr. Brown | T1. Opportunity fair (annual) and transition seminar (every 3 years). Increase participation of each represented group (students, practitioners, community representatives) by 10% at upcoming events.  
T2. Rural placement (Nebraska) of graduates at 15% of class (Supportive programs include; RHOP, State Scholarship and Loan Repayment Program). | □ Objective met  
□ Progress to meet  
□ No action taken  
□ Continue w/o change  
□ Continue but with modification  
□ Discontinue objective  
□ Change targets  
□ Change assignment |
| 4. (To) Develop international education collaborations and acclimate, orient and support international efforts in education, research, activities. | Department Chairs and Admissions Committees | T1. Host one visitor in at least one of the target areas per year | □ Objective met  
□ Progress to meet  
□ No action taken  
□ Continue w/o change  
□ Continue but with modification |
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<table>
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<tr>
<th>Goal D. Create a culturally competent organization.</th>
<th>Assigned to</th>
<th>Target/Measures</th>
<th>Key Results or Action Taken, Success of Outcomes</th>
<th>Strategic Plan Faculty Survey Outcomes (SPFSO)</th>
<th>Discontinue objective</th>
<th>Change targets</th>
<th>Change assignment</th>
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<tr>
<td>Goal met</td>
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#### Objectives

1. **(To) Strengthen cultural competence which incorporates a global perspective in education and patient care for faculty, staff and students.**
   - Drs. Brown, Durham and Sivers.
   - **T1. Have a patient care cultural awareness training session for faculty, staff and students by 2015.**

   - Objective met
   - Progress to meet
   - No action taken
   - Continue w/o change
   - Continue but with modification
   - Discontinue objective
   - Change targets
   - Change assignment

2. **(To) Promote retention, engagement and mentorship of diverse faculty, staff and students.**
   - Department Chairs and Dean
   - **T1. Have one major culture competent awareness event in 2015.**

   - Objective met
   - Progress to meet
   - No action taken
   - Continue w/o change
   - Continue but with modification
   - Discontinue objective
   - Change targets
   - Change assignment

### Goal E. Advance biomedical technology to improve health, and create economic growth in Nebraska

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<thead>
<tr>
<th>Assigned to</th>
<th>Target/Measures</th>
<th>Key Results or Action Taken, Success of Outcomes</th>
<th>Strategic Plan Faculty Survey</th>
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<td>(Establish quantifiable)</td>
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**Proposed Action Steps, Recommendations for Improvement**

(Future)
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<table>
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<tr>
<th>Goal met</th>
<th>Continue w/o change</th>
<th>Continue but with modification</th>
<th>Discontinue goal</th>
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### Objectives

1. **(To) Encourage inventions and other innovations leading to enhanced commercialization of faculty research**
   - **Assigned to**: Dr. Payne, Research Committee and Department Chairs.
   - **Target/Measures Milestones**: Obtain data from UNeMed and monitor number of patent applications filed, patents issued, and technologies licensed relative to baseline year 2013.
   - **Key Results or Action Taken, Success of Outcomes (Current)**
   - **Strategic Plan Faculty Survey Outcomes (SPFSO) (Target >3; Diff <1)**
   - **Assessment**: Objective met

2. **(To) Develop programs and management tools to enhance the learning environment and the working environment across the College - academic and clinical.**
   - **Assigned to**: Dr. Haack = staff, Department Chairs = faculty, Dean = student body/over-all
   - **Target/Measures Milestones**: Hold one team–relationship building exercise which crosses vertically through the College by 2015.
   - **Key Results or Action Taken, Success of Outcomes (Current)**
   - **Strategic Plan Faculty Survey Outcomes (SPFSO) (Target >3; Diff <1)**
   - **Assessment**: Objective met
<table>
<thead>
<tr>
<th>2. (To) Increase faculty and staff awareness, engagement and access to health and wellness programs</th>
<th>Dr. Haack = staff, Department Chairs = faculty, Dean = student body/over-all</th>
<th>T1. Document participation of faculty, staff in UNMC health and wellness programs with an initial target at 25%.</th>
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<tr>
<td>Goal G. Improve the financial resources of the college and to continue to thrive during ongoing healthcare reform.</td>
<td>Assigned to (Specific to Committee/Individual)</td>
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<td>Assessment Proposed Action Steps, Recommendations for Improvement (Future)</td>
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### Objectives

1. (To) Integrate key COD clinical entities with the Clinical Enterprise.

Dean, Dr. Wallen, Dr. Haack

T1. Document integration into Clinical Enterprise.
## UNMC COLLEGE OF DENTISTRY
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| 2. | (To) Maximize efforts to gain private support through the NU Foundation to improve COD programs. | Dean with NU Foundation | Contributions raised. | □ Objective met  
☐ Progress to meet  
☐ No action taken  
☐ Continue w/o change  
☐ Continue but with modification  
☐ Discontinue objective  
☐ Change targets  
☐ Change assignment |
|---|---|---|---|---|
T2. Review current clinical operations model; visit/investigate outside clinical operations for best practices; to include assessment of appointment scheduling and ATP efficiencies.  
T3. Receive and review NU and ADEA fellowship report on clinical fiscal sustainability by Spring of 2015. | □ Objective met  
☐ Progress to meet  
☐ No action taken  
☐ Continue w/o change  
☐ Continue but with modification  
☐ Discontinue objective  
☐ Change targets  
☐ Change assignment |

### Goal H. Implement the building a healthier Nebraska and other campus projects.

<table>
<thead>
<tr>
<th>Assigned to</th>
<th>Target/Measures Milestones</th>
<th>Key Results or Action Taken, Success of Outcomes</th>
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<tr>
<td>Objectives</td>
<td>Outcomes (SPFSO)</td>
<td>Improvement (Future)</td>
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| 1. (To) Improve associated support systems and clinical efficiencies related to the EDR. | (Current) <3; Diff <1 | □ Objective met  
□ Progress to meet  
□ No action taken  
□ Continue w/o change  
□ Continue but with modification  
□ Discontinue objective  
□ Change targets  
□ Change assignment |
| CIS Committee, Dr. Durham                                                 | T1. To evaluate resources and develop a prioritized plan for data analysis (i.e. programmer support) for clinical operations and scholarly activity by Summer of 2015.  
T2. Survey students, faculty and staff on their top three specific EDR frustrations with action steps to address by Summer 2015.  
T3. Develop system to prioritize EDR changes, corrections, implementations and reporting. |