

2008-2013 Strategic Plan

VCU School of Dentistry

Higher Purpose

Enhance the quality of life through improved oral health.

Mission

Provide educational programs that prepare graduates qualified to provide dental care services; generate new knowledge through research and other scholarly activity; and provide quality oral health care to the public and service to the community.

Core Values

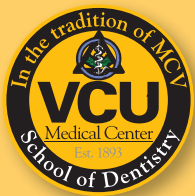
In the pursuit of its higher purpose, the VCU School of Dentistry is guided by a set of core values.

- Commitment to the oral health needs of Virginia
- Responsiveness to changing societal needs
- Ethical, compassionate, evidenced-based patient care
- Advancement of science and scholarship
- Excellence in teaching and promotion of learning
- Development of culturally competent practitioners
- Fostering a culture of lifelong learning
- Professional and social responsibility
- Respect in interaction with all people
- Promotion of collegiality within the faculty

Shared Principles

The strategic vision of VCU School of Dentistry focuses on three major themes: patient care, research, and curriculum. These themes share four principles.

- Professionalism and ethics provide the behavioral foundations of our patient care, research, and education.
- Humanistic values of mutual respect, tolerance, understanding, and concern for others underscore our programs.
- Diversity and multicultural competence improve the effectiveness of our service to the community.
- Development of our staff and faculty resources is critical to the quality of our programs and to our future successes.



2008-2013 Strategic Plan

Theme 1

Strengthen the school's patient care programs by assuring patients receive excellent and compassionate dental care and students obtain high quality educational experiences.

- Seek resources to increase the number of teaching faculty.
- Improve systems for patients' entry and access to the school's clinics.
- Expand off-campus opportunities for clinical experiences.
- Promote system of patient-centeredness, humanism, and professionalism.
- Provide faculty and staff development in customer service.
- Expand faculty development programs in clinical teaching for full-time and part-time faculty.
- Establish expectations for excellence in clinical teaching.
- Promote and reward exemplary clinical teaching.
- Promote patient care that recognizes cultural differences of patients.
- Implement an electronic patient record with digital radiography.

Theme 2

Bolster the school's research enterprise by creating a new research program in bioengineering, expanding research capacity in the Philips Institute, and reestablishing research in periodontal diseases.

- Build a new research program in bioengineering in collaboration with the School of Engineering.
- Expand research in head and neck cancer in the Philips Institute in collaboration with the Massey Cancer Center.
- Reestablish the research program in periodontal diseases.
- Promote funding of research through industry.
- Encourage research collaboration with other VCU schools and community partners.
- Provide faculty development programs in grant writing, research design, and manuscript preparation.
- Establish expectations for research among research faculty and scholarship among clinical faculty.
- Monitor ethical conduct of research in scholarly initiatives.

VCU School of Dentistry

Theme 3

Enhance the curriculum of the DDS and dental hygiene programs by fostering active and self-directed learning, critical thinking, and self-assessment.

- Recruit and retain new faculty who want to provide a curriculum based on critical thinking and active learning.
- Promote humanistic values, mutual respect, and student-friendliness within the school community.
- Provide faculty development programs in critical thinking, active learning, self-assessment, and learning how to learn.
- Provide learning opportunities in the context of real problems that transcend disciplines.
- Promote interdisciplinary teaching of oral health care.
- Design systems to evaluate and reward professionalism, humanism, and multicultural competence.
- Design a 360 evaluation of students, staff, and faculty.
- Establish expectations and role-models for professionalism and ethical behavior.
- Provide more conference rooms for small group learning activities.
- Promote a curriculum that integrates basic, clinical, and behavioral sciences.
- Involve students in the development of innovative learning strategies.
- Promote the use of self-reflection on patient care experiences in the schools clinics and in preceptorship programs.
- Incorporate learning strategies in the curriculum that promote multicultural competence.
- Provide incentives and small grants for design and implementation of innovative learning systems.
- Design evaluation systems that measure learning.
- Promote student admissions processes that may identify students likely to develop critical thinking skills.



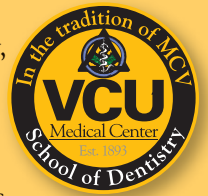


Major Accomplishments of the Past Five Years

- Successfully completed the reaccreditation of the DDS, dental hygiene, and advanced dental education programs.
- Renovated three Lyons Building lecture halls and the Holcomb Clinic for Oral and Maxillofacial Surgery and constructed the Clinical Research Unit.
- Implemented effective strategies to make the school's teaching programs much more student-friendly, prompting widespread recognition and appreciation by students and approval by alumni.
- Completed installation of WINDENT, a comprehensive clinic management software for tracking financial data and student productivity.
- Built an off-campus preceptorship program for fourth year dental and dental hygiene students at public clinics that provide dental care services for underserved Virginians. The students accepted the rotations enthusiastically.
- Successfully completed a four-year, \$4.2 million Campaign for Clinical Simulation, matched with \$2.1 million from the Virginia General Assembly,
- Completed a four-year, phased construction of the clinical simulation laboratories and facilities. New facilities included: student locker rooms, a clinic support lab, the 20-unit virtual reality DentSim Lab, and the 108-station Woolwine Mannequin Lab with support areas.
- Completed plans for a \$20 million, four-story, 55,000 square-foot third building to be named for Dr. Baxter Perkinson, Jr. and funded by state and university sources.
- Implemented major curriculum changes in the DDS and dental hygiene programs to position the school as a national leader in three major areas: clinical simulation, off-campus preceptorships, and general dentistry.

Description of the Planning Process

The strategic planning process involved administrators, faculty, alumni, staff, and students. Three administrative retreats were held to develop an initial draft, followed by open hearings for input into the final draft. The process focused on development of a plan that was concise and prioritized. The final school plan complements the VCU 2020 Strategic Plan in themes and initiatives.



The development of three prioritized major themes and four shared principles crossing each theme began with the Executive Committee. The Administrative Committee and Steering Committee collaborated to refine the themes and shared principles. Then those three committees developed a set of prioritized initiatives for each theme. The initiatives and priorities were further refined in a series of open forums with the Board of Advisors, faculty, staff, and students.

