UNIVERSITY of IOWA COLLEGE OF DENTISTRY STRATEGIC PLAN  
2015-2020

Mission: To educate dentists for Iowa and beyond through excellence in patient care, education, and research.

Vision: To be an invaluable resource to Iowa and to influence the direction of dentistry in this country and around the world.

Core Values: The College of Dentistry is committed to the University’s core values: Excellence – Learning – Community – Diversity – Integrity – Respect – Responsibility.

Goal 1: Provide the highest quality education to prepare our graduates to deliver general dental care in a changing environment in Iowa and beyond.

Strategy 1A: Use collegiate educational outcomes to shape our predoctoral curriculum:
- Develop core knowledge in the basic and clinical dental sciences.
- Ensure technical excellence in a core of dental/oral patient procedures.
- Apply critical thinking skills and evidence-based practice in patient care.
- Instill ethical and professional values.
- Develop basic dental practice management skills.
- Develop social responsibility awareness.

1B: Recruit and retain high caliber students to include representative diversity in gender, ethnicity, culture and socioeconomic status.

1C: Provide and coordinate educational and patient care experiences appropriate for developing contemporary practice skills.

1D: Foster self-directed, life-long learning.

1E: Sensitize students to societal oral health needs through experiences with diverse and underserved populations.

1F: Incorporate contemporary educational technology and methodology.

1G: Provide research and leadership opportunities for students.

1H: Provide state-of-the-art clinical and preclinical facilities.

1I: Develop educational programs that will be recognized as national models and publish articles in peer-reviewed journals about outcomes from our educational programs.

1J: Assess programs continuously using measures that require faculty, students and alumni to reflect on educational experiences.

1K: Expand interprofessional education opportunities and solicit input into curricular planning from other institutions and University of Iowa colleges.

Goal 2: Maintain nationally recognized advanced educational programs in all dental specialties and selected clinical disciplines.

Strategy 2A: Recruit students who will meet the needs for specialty care in Iowa and beyond.

2B: Provide appropriate research, professional experiences and mentorship for academic careers.

2C: Encourage faculty to pursue national leadership roles in the specialties, selected clinical disciplines and in councils of patient care policy and standards.

Goal 3: Advance research and scholarship in oral, craniofacial, and general health as well as in public health and health services research.

Strategy 3A: Support and encourage scholarly pursuits for all collegiate faculty.

3B: Maintain a critical mass of funded faculty to reinforce a selected number of thematic areas.

3C: Pursue extramural funding through NIH and other federal sources; industrial/ corporate partnerships; and state and private foundations. Align with NIH/NIDCR missions.

3D: Provide state-of-the-art core research facilities.

3E: Develop a reward system commensurate with research productivity.

3F: Pursue basic, clinical and translational research collaborations.

3G: Establish a campus-wide, interdisciplinary research presence.

3H: Redefine and strengthen clinical research including clinical research subject recruitment.
Goal 4: Maintain an effective patient care program to meet the needs and expectations of our patients.

**Strategy 4A:** Ensure that collegiate standards of patient care guide treatment planning and patient management. Communicate and coordinate those patient care standards that are department-specific.

**4B:** Deliver care in a timely manner using established criteria. Streamline patient entry into the College.

**4C:** Embrace and implement a service excellence model.

**4D:** Coordinate patient care with our curricular needs and across departments.

**4E:** Incorporate advanced technologies in patient care services.

**4F:** Provide oral health literacy through all stages of life as related to caries as a disease and its management.

Goal 5: Recruit, nurture and retain a vital, productive, and collegial faculty by fostering the essential balance of research intensive scholars, clinical scholars and teacher clinicians.

**Strategy 5A:** Enhance mentoring and professional development opportunities for faculty to utilize a scholarly approach to teaching, research, and patient care as well as to prepare them for administrative and leadership opportunities.

**5B:** Develop strategies for enhancing satisfaction with faculty life.

**5C:** Increase the proportion of new faculty appointed to the tenure track to enhance collegiate contributions to scholarship.

**5D:** Pursue endowed professorships/chairs to recruit and retain senior faculty.

**5E:** Provide research design, statistical, writing and grant submission support for faculty.

**5F:** Actively mentor junior faculty so that they are prepared for promotion and tenure as well as to assume leadership roles within the College.

Goal 6: Provide a productive and supportive work and learning environment.

**Strategy 6A:** Recruit, retain, and nurture a vital, diverse, and collegial staff.

**6B:** Maintain infrastructure improvements and continue to advance sustainability.

**6C:** Provide opportunities for professional development for faculty and staff.

**6D:** Improve effectiveness and efficiency of administrative processes.

**6E:** Recognize the achievements of faculty, staff, students and collegiate units.

**6F:** Pursue additional funding streams consistent with our mission.

**6G:** Cross-train staff in key areas to maintain coverage especially during times of transition.

**6H:** Initiate creative loan repayment strategies for those who have an interest in entering academia.

Goal 7: Serve as a resource to the University, the state, and the profession.

**Strategy 7A:** Provide leadership to identify policies and strategies to serve the needs of underserved populations in the state. Position the College as a key part of the tertiary care system for complex health needs and a key part of the dental safety net for the underserved populations of the state.

**7B:** Provide national and international leadership in the dental specialties, in oral health, in research and in dental education.

**7C:** Provide innovative continuing education by focusing on the needs of professionals in the state.

**7D:** Raise public awareness about the excellent treatment provided patients by the College.

**7E:** Pursue opportunities to participate in University shared governance, policy development, and appointments and reviews.

**7F:** Cooperate with community colleges to enhance educational opportunities in the allied oral health professions.

**7G:** Continue to serve the state of Iowa with outreach activities.

**7H:** Facilitate Iowa practice opportunities.

**7I:** Help eradicate dental caries in the United States through the promotion of science-based disease management.