

Strategic Plan 2007



University of Colorado Denver School of Dental Medicine





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STATEMENT OF VISION

By 2015, the University of Colorado Denver School of Dental Medicine will be the premier public dental school, recognized for its innovative inter-professional programs of excellence in education, discovery, patient care and community engagement.

As part of the University of Colorado Denver, Anschutz Medical Campus, the School of Dental Medicine will be an integral component for providing complete, integrated health care to the citizens of the State of Colorado. At the same time, the School will be recognized as a national leader contributing to innovation and excellence in dental education and to the advancement of health knowledge through basic and applied research.

The School will be the leading public dental school in providing dental education and inter-professional opportunities to its students. The core strategic initiatives of the educational programs will ensure that dental and dental hygiene graduates achieve contemporary, practice-oriented, community-oriented, and patient-oriented experiences. We will seek to give our dental and dental hygiene students a broad appreciation for all health care disciplines and educate them to participate in multi-professional health care teams of the future. We will promote a healthy lifestyle and the importance of good dental health as part of a complete health care regimen. We will seek opportunities to promote understanding of dental health among other members of the Anschutz Medical Campus and among the patients in our communities.

We will continuously evaluate outcomes to ensure that our graduates exceed defined competencies and are prepared to provide dental health care in the 21st Century. We will demonstrate a commitment to encourage critical thinkers and lifelong learners and to foster continuous professional education through our continuing dental education programs. We will build on the School's historical sense of community by serving as an educational resource to our alumni and other members of the practicing dental community.

The School will improve dental and general health in our communities. We will seek opportunities to work with the other members of the Anschutz Medical Campus to provide complete care to our patients while providing outstanding clinical experiences to all of our students.

We will continue to provide dental care at reduced fees to under-served and hard-to-serve populations in our student dental clinics and in our community-based service learning

programs. It is our intention to serve our communities while providing an excellent education to our students.

We will maintain a faculty dental practice to provide the surrounding dental community with a clinical resource for the treatment of challenging cases, while presenting practice opportunities to our faculty.

The School will support the pursuit of scholarly activities. We will build on the body of health care knowledge by pursuing basic, clinical, and educational research opportunities in conjunction with the other members of the Anschutz Medical Campus. We will also seek applied research opportunities that complement our educational and patient care missions. These efforts will allow the School of Dental Medicine to contribute to the scholarship and research activities of the Anschutz Medical Campus and the University of Colorado.

The School and the Anschutz Medical Campus are dedicated to promoting and preserving excellent health care among the residents of our culturally diverse communities. To accomplish this, the School pledges its commitment to promoting diversity among its faculty, staff, and students. We recognize and value the individual contributions each of us has to offer. We will seek out and nurture those distinctive characteristics to broaden our educational experiences and build relationships with our patients. Furthermore, we will identify opportunities to attract students and faculty from a wide variety of academic, socioeconomic, and ethnic backgrounds to enhance our programs and provide culturally competent care to our patients.

CORE VALUES

The School of Dental Medicine is committed to creating an academic and clinical atmosphere in which the students, faculty, and staff adhere to a fundamental set of values. These core values guide the decisions made to maintain the highest standards of professionalism, educational processes, and compassionate patient care.

Excellence

Diversity / Inclusively / Access

Community engagement (internal and external)

Integrity / Truth / Ethical conduct

Service

Respect

Caring / Empathy / Compassion

Citizenship and Leadership

Discovery and Innovation

MISSION STATEMENT

The mission of the School of Dental Medicine, as an integral part of the University of Colorado Denver and University of Colorado, is to provide programs of excellence in teaching, research, patient care, and community and professional service for Colorado and the nation.

The School's educational programs have as their primary purpose the education of graduates who possess the knowledge, skills, and values to begin the practice of general dentistry and dental hygiene as ethical practitioners committed to lifelong learning and dedicated to fulfilling the public's trust. The School's research activities in basic science and clinical and translational research programs will contribute to the discovery and dissemination of new knowledge for the benefit of society. Faculty and students will engage in scholarly activities that have a positive impact on oral and systemic health.

The School's patient care programs will provide quality comprehensive care with a focus on prevention and a healthy lifestyle, while serving as a clinical education resource for dental, dental hygiene, and post-doctoral students.

The School's community service programs within the School's clinics and in extramural sites will increase access to care for Colorado's under-served populations through the delivery of primary clinical care. Professional service through sharing the School's expertise and knowledge will enhance the broader dental community and profession.

THE ENVIRONMENT

The School

Today, the School of Dental Medicine has a DDS program, a dental hygiene program, post-doctoral programs in Orthodontics and Periodontics, an International Student Program, and a General Practice Residency (GPR) program. The School maintains a class size of 50 students in each year of the DDS program, 18 students in each year of the dental hygiene program, 16 residents in each year of the Orthodontic program, 3 residents in each year of the Periodontic program, 20 in each year of the International Student program, and 7 residents in the GPR program, for a total of approximately 318 students. Seventy full-time faculty and 83 staff support the School's operations. The School's educational responsibilities are supported by a large number of adjunct faculty who supplement the teaching and student oversight functions. The dental program is one of the most selective of the 57 U.S. dental schools. With an annual applicant pool of well over 1400 candidates and an entering dental class of 50, the program's acceptance rate is just under 3.5%. The class entering the School in 2007 was ranked #2 in the nation for entering average GPA, with a 3.64.

The abundant DDS program applicant pool is due not only to excellent didactic and clinical teaching programs, but also to growing research efforts and the nationally recognized community-based outreach program, the Advanced Clinical Training Services (ACTS) Program. The ACTS Program is a collaborative effort between the School of Dental Medicine, community-based providers, and under-served Colorado residents.

Students provide care in a variety of settings focusing on the treatment of geriatric, pediatric, mentally/physically challenged, and HIV-infected individuals. Some sites are multidisciplinary in nature; dental students serving side by side with medical, pharmacy and nursing students.

The ACTS Program provides increased access to care for several needy populations, while providing extensive clinical training opportunities for dental students. In this regard, it is truly a service-learning program. Annually, the estimated market value of dental care provided by dental students in the ACTS program to Colorado's under-served populations exceeds three million dollars. Because students commonly see 8 to 10 patients per day at the ACTS sites, many believe this program is an answer to the national debate about whether an additional year of clinical education should be required in the DDS curriculum.

The University of Colorado Denver's Dental Hygiene Program is also excellent. The 2006 graduating dental hygiene class ranked #1 out of well over 200 US dental hygiene programs for student performance on the dental hygiene national board examination. Over the past 30 years, the University of Colorado has had 574 dental hygiene graduates and 914 DDS graduates. The vast majority of these dental hygienists and dentists have remained in Colorado to treat patients' oral health needs.

The GPR program is designed to provide post-doctoral educational experiences during a one-year or two-year residency program. The program attracts more than 90 applicants annually to fill only five to seven first-year resident positions. Residents perform clinical patient care in the GPR clinic as well as during off-service rotations in anesthesiology, the emergency department, otolaryngology, and pediatric dentistry at The Children's Hospital. Collectively, the residents provide care to several under-served populations in both the dental clinic and hospital clinics.

The Professional Community

The Denver metropolitan area and the Rocky Mountain region represent two of the fastest growing areas in the country. With an estimated population of nearly 2 million, approximately 1,500 dentists serve the Denver metropolitan area. According to alumni who are active in organized dentistry and professional societies, sufficient patient opportunities exist to expand the School's student and faculty clinical practices without alienating or antagonizing the area's practicing dentists.

The University and the Anschutz Medical Campus

Campus leaders have expressed respect for the educational programs of the School of Dental Medicine. A common theme, however, relates to the need for all members of the Anschutz Medical Campus to be recognized as innovators in the generation and dissemination of new knowledge. In addition, the members of the Anschutz Medical Campus face significant pressure to continually adjust to reduced levels of state support, through creation of external sources of revenue.

Stakeholders

Many individuals and groups have an interest in the School's strategic decisions. The School must consider the effect these stakeholders may have on the long-term success of the institution. Some of the School's external stakeholders include:

- potential students;
- the Colorado legislature and the Colorado Department of Higher Education;
- state taxpayers;
- residents and patients in the Rocky Mountain region;
- the American Dental Association and its affiliates (including the Commission on Dental Accreditation);
- private dentists who utilize the School's continuing education opportunities;
- private dentists and dental team members (hygienists and assistants) who consider the School's clinics a referral resource or competition to their private practices;
- school alumni; and
- private and public sponsors of research activities.

A number of internal parties also have an interest in the School's activities. Some of these groups include:

- faculty;
- volunteer faculty (ACTS preceptors);
- students;
- residents;
- staff;
- faculty, students, and staff members of the Anschutz Medical Campus; and
- University Administration (including the Chancellor, the President, and the Board of Regents).

Strengths

The School's historical strengths and challenges must be considered in determining future strategic directions. Some of the School's strengths include:

- a state-of-the-art facility at the newly integrated Anschutz Medical Campus;
- a class size that offers students a number and variety of clinical and educational opportunities not available at other schools and the ability to interact one-on-one with faculty;
- nationally and internationally recognized faculty;
- an educational program that has consistently resulted in top rankings for dental and dental hygiene students on national board examinations;
- the ACTS program that incorporates practical clinical experiences into the broad educational requirements to include successful community-based partnerships;
- an innovative comprehensive care curriculum designed to provide patient-centered care and students with mentorship in a hands-on clinical setting;
- the opportunity to be physically integrated with health care providers and educators from all health care discipline;
- the University's and the Anschutz Medical Campus' strengths in successfully obtaining and conducting sponsored research;

- a large pool of potential patients that provide a variety of clinical care and applied research opportunities;
- resource commitment from the School's leadership and the campus administration to support the School's expansion efforts;
- faculty practice opportunities;
- desirable geographic location;
- positive relationships with the external dental community.

Opportunities

The move to the Anschutz Medical Campus will act as the catalyst for implementing change in the curricula and the patient care paradigm from a traditional treatment modality to a more preventive care strategy with an emphasis on a healthy lifestyle. In addition, the School will have the opportunity to increase service to the surrounding communities. Strategic alternatives that may enhance operations while meeting the School's mission include:

- developing advanced educational programs that will both complement and serve as a resource for the School's new research activities;
- designing a new multi-disciplinary faculty practice that can meet the unique needs of patients in the 21st century;
- developing tools to measure the School's progress in building research, education and patient care opportunities;
- creating additional opportunities to provide clinical experiences to students outside the academic setting; and
- providing opportunities to build relationships among all faculty at the Anschutz Medical Campus to promote collaboration in research, education, and patient care.

Challenges

The School's leadership will encounter significant obstacles when making any change in strategic direction. Significant challenges to the School include:

- the need to improve communication between faculty and administration related to individual faculty responsibilities and expectations;
- building relationships with other members of the Anschutz Medical Campus to identify and promote collaborative educational and research opportunities;
- developing relationships with private and federal sponsors who will fund research activities;
- developing incentive plans that will promote desired activities and help retain the School's faculty and staff while also contributing to the long-term financial and academic health of the institution;
- balancing patient-centered care with students' clinical education needs;
- implementing systems and tools to measure the School's performance and assist in making future strategic decisions;
- securing sufficient resources to develop and expand educational and research programs;
- decreased levels of state funding for the school's programs and activities;
- recruiting and retaining high quality faculty at a time when faculty vacancies in US dental schools number 300 or more;

- continuing to fund the high technology educational environment;
- debt levels for dental students; and
- a lack of diversity in the dental applicant pool.

STRATEGIC INITIATIVES FOR EDUCATION

The School's educational programs have as their primary purpose the education of graduates who possess the knowledge, skills, and values to begin the practice of general dentistry and dental hygiene as ethical practitioners committed to lifelong learning and dedicated to fulfilling the public's trust. In addition, the school will prepare proficient dental specialists for the profession in response to the oral health needs of the population.

GOAL: The School will provide contemporary programs, the primary purpose of which will be to prepare dental graduates who possess the knowledge, skills, and values to begin the practice of general dentistry.

GOAL: The School will develop new, and foster existing, resources while ensuring their appropriate utilization in support of the SODM's mission including; compliance with all relevant federal/state and university rules and regulations; continued retention of academic integrity and ethics; and maintenance of an environment where diversity and multiculturalism are valued.

Guiding Directives

Continually assess and improve the educational programs.

- Emphasize a preventive-based model where a healthy lifestyle is the desired outcome.
- Integrate basic, biomedical, clinical, and behavioral sciences throughout the dental and dental hygiene curricula.
- Biomedical science, clinical research electives, and multidisciplinary inter-professional clinical care conferences should be developed as possible mechanisms for accomplishing integration.
- Strengthen educational programs to develop critical thinking skills.

Promote diversity and inclusion.

- Increase the diversity of the student body, faculty, and staff of the School of Dentistry.
- Promote educational programs that expose students to people from diverse backgrounds.
- Encourage an atmosphere of mutual support and understanding for all students, faculty, and staff.
- Explore global opportunities for the expansion of educational and research programs.

Create curricular opportunities to develop passion and skills needed for lifelong learning.

- Enhance efforts to provide continuing education.
- Increase local and distance (real-time and web-based) continuing educational programs in order to provide a valuable and needed service to the professional community of Colorado and the Rocky Mountain region.

Integrate and evaluate advancing technology into educational and clinical programs.

- Methodologies should be developed to fully utilize the simulators and new clinical facilities in order to enhance educational opportunities for students and care for patients.
- Develop strategies for improving didactic, pre-clinical and clinical education, and patient care with technology

Design and utilize innovative teaching methodologies.

- Improve access to curriculum with electronic methodology.
- To develop fundamentally sound clinicians.
- Design didactic, pre-clinical, and clinical learning environments to encourage critical thinking skills.
- Web-based courses will be developed when the opportunity to improve learning and decompress curricula exists.
- The use of problem-based and case-based teaching in courses will be encouraged.

Develop collaborative curricula with other institutions, businesses and government.

- Create collaborative curricular opportunities with faculty from other schools, especially through the Delta Dental Frontier Center.
- Participate in NIH Roadmap Research Programs.

Enhance and expand the School's dental specialty programs and advanced educational degree programs.

- Develop dental specialty programs.
- Explore dual degree program opportunities.
- Create opportunities to earn master's degrees.
- Cultivate partnerships with other campus units and other schools within the University of Colorado System.

Objectives:

1. Enroll a highly qualified, diverse dental class.
2. Ensure that the curriculum is contemporary and evidence-based; provides integration of basic, behavioral, and clinical sciences; and encourages critical thinkers and lifelong learners.
3. Apply appropriate academic standards; utilize standardized test results and evaluation tools to ensure that graduating students are skilled in achieving School's stated competencies.
4. Maintain a supportive academic environment where open and constructive communication occurs between all faculty, students, staff, the administration, alumni, and patients.
5. Implement initiatives identified in strategic planning to ensure that the School of Dental Medicine adapts to change in the external environment, and remains consistent with the University.

STRATEGIC INITIATIVES FOR RESEARCH

The School will provide a high quality academic experience and training for undergraduate, graduate, and professional students in research. In addition, it will further integrate inter- and multidisciplinary research within the UCDAMC campus, CU system, and at the national and international level. The School has a mission to discover, integrate, apply, and disseminate new knowledge.

GOAL: The School will increase research activities to contribute to the discovery and dissemination of new knowledge for society's benefit and to be consistent with the mission of the University of Colorado Denver.

Guiding Directives

Generate new knowledge in the basic, applied, and clinical sciences that is directed at the promotion and improvement of oral health.

- Enhance the quality and quantity of research and scholarship within the school.
- Promote increased faculty participation in research activities.
- Nurture entrepreneurial and industrial research activities that will benefit the research activities of the School.

Increase research programs and collaborative activities within the CU research community, nationally, and internationally.

- Expand collaborative activities with the University of Colorado Denver Cancer Center, Developmental Biology Program, Stem Cell Center, The Children's Hospital, and Department of Biological and Chemical Engineering, CU-Boulder Campus.
- Expand current national collaborative research efforts at the investigator and departmental level.
- Create international research collaborations at the investigator and departmental level that include both training and discovery.

Identify and recruit under-represented students and faculty into oral health research.

Expand research focus into clinical, behavioral, and social sciences.

Work through the School of Dental Medicine Frontier Center to enhance community-based and translational research activities.

Create a basic science education and research for all of the post-graduate educational programs in the School.

Begin to develop the necessary infrastructure to establish an Oral Health Disparities Program through collaborative interactions with UCDAMC American Indian & Alaska Native Program and The Children's Hospital.

Objectives:

1. Increase faculty research activities for the benefit of the public and the profession.
2. Cultivate student involvement in research and scholarly activity.

STRATEGIC INITIATIVES FOR CLINICAL PATIENT CARE PROGRAMS

The patient care program will provide quality oral health care with a focus on prevention while serving as a clinical education resource for dental, dental hygiene and post-doctoral students.

GOAL: The School's patient care activities will provide high quality comprehensive patient care with an emphasis on prevention and health, while serving as a clinical education resource for students.

GOAL: The School's community and professional service programs will serve Colorado and the nation by providing care to under-served populations, and professional service programs to enhance the dental community and profession.

Guiding Directives

Provide patient-focused, comprehensive care.

- Recognize and respect patient preferences in feasible treatment options.
- Promote a preventive-oriented model of care and health maintenance.

Explore opportunities to improve clinic efficiency and patient treatment.

- Patient treatment will be monitored and assessed in respect to patient time and satisfaction.
- Promote patient care efficiency using teamwork and well-trained allied dental personnel.

Use a generalist's model of clinical education.

- Comprehensive care faculty will direct the management of patient care and enlist the support of dental specialty faculty for patients needing advanced therapies.

The Faculty Practice will promote clinical excellence in faculty members and serve as a referral resource for the community.

Through the Care First Initiative, patient services will promote an environment where patient satisfaction and comfort are emphasized.

The School strives to establish a patient-centered advanced clinical technology center with expertise in dental implants, dental lasers, and esthetic dental solutions.

School-based and community-based programs will provide increased access to care for children, pregnant women, older adults, patients with medically compromising conditions, and diverse communities.

Advanced dental education residency programs will increase the breath/capacity of the School to provide advanced dental care.

Objectives:

1. Provide high quality evidence-based, comprehensive care to patients in SODM clinics with emphasis on prevention and health.
2. Foster a patient-focused care environment in SODM clinics.
3. Serve Colorado's under-served populations through the School's clinics and outreach programs and by establishing partnerships with other organizations to improve the oral health of Colorado citizens.
4. Serve as a continuing educational resource to the global dental community.