

Strategic Plan 2010-2014

EDUCATION

EDUCATIONAL GOALS AND STRATEGIC INITIATIVES:

Goal 1. Prepare graduates with the knowledge, skills and values to begin the practice of general dentistry

- Retain and graduate at least 90% of enrolled students
- Maintain an annual student pass/fail rate on the National Dental Board Examination that is at, or above the national average
- Have 100% of students pass the National Dental Board Examination by the third attempt
- Have all graduates who take a clinical licensure examination for dental licensure pass it within one year of graduation
- Have at least 75% of responding surveyed graduates report that their dental education prepared them adequately for the practice of general dentistry

Goal 2. Complete the process of major curriculum review

- Engage a broad spectrum of dental faculty in the curriculum review process along with the CCI (Curriculum Change and Innovation) liaisons
- Evaluate the curriculum with respect to the relevant aspects of the most current reports from the Institute of Medicine, the Surgeon General's Report on Oral Health in 2000, the American Dental Association, Dentistry at the Crossroads, as well as current educational publications and the ADEA website
- Continue the analysis of the existing curriculum in terms of:
 - Didactic and clinical course hours compared to benchmark institutions
 - Course sequencing
 - Alignment of curriculum with school and institutional missions
 - Community Service Courses introduced by Fall 2010
 - Technologic content
 - Redundancy and omission
- Revise the curriculum, if necessary, in accordance with the findings of the curriculum analysis and considering the following:
 - Performance of dental students on benchmark examinations including National Boards Parts I and II and CRDTS licensing examinations
 - Input from dental students and recent graduates

- Emphasis on comprehensive patient care, possibly using a vertical clinical curriculum
- Determine the current status of small group/interactive learning in the DMD curriculum prior to its expansion
- Improved integration of the basic and clinical sciences
- Determine the current use of dental hygienists and expanded duty dental assistants in pre-doctoral clinics
- Increase opportunities for pre-doctoral dental students to obtain a Master's degree:
 - MS Oral Biology/Education
 - MPH
 - MBA (Augusta State University collaboration)
- Develop a course devoted to intra-professional lectures on oral health and systemic disease
- Increase clinical collaboration between dental hygiene and the school of dentistry students

Goal 3. Perform accreditation self-study and maintain program approval status with ADA Commission on Dental Accreditation

- Appoint key faculty responsible for the organization and completion of the American Dental Association Accreditation self-study
- Establish a timetable for completion of the self-study
- Conduct a Mock Site Visit after self-study document is drafted. Invite suitable outside consultants to perform the Mock Site Visit
- Engage SOD faculty in the self-study process by encouraging their participation in the preparation of the self-study document, and by faculty retreats for review of the document draft and preparation for the site visit
- Form a standing committee of the Faculty Senate to ensure CODA compliance and require the committee to provide an annual report to the Dean

Goal 4. Expand technology-related educational initiatives in teaching programs

- Increase technical support for technological enhancement of the curriculum by 2011
- Integrate technology into the curriculum using current and emerging instructional tools, including simulation and mobile applications to include the development of podcasts for courses in periodontics, pediatric dentistry and prosthodontics.

- Develop and implement faculty in-service training opportunities for incorporation of instructional technology into lectures and courses by 2011
- Increase use of technology providing secure off-campus access to the curriculum by 2011
- Explore new applications for the existing teledentistry program including management of HIV/AIDS patients

Goal 5. Include the diversity initiatives of the campus, university system and state

- Pursue funding for the Bridging the Gap scholarships to create a program in conjunction with the Atlanta University Center and Morehouse School of Medicine Explore additional sites in the region for expansion of training opportunities
- Pursue opportunities for dental student involvement in international dental outreach
- Participate in MCG campus-wide Quality Enhancement Program to teach cultural competency to dental students and residents

SCHOLARLY ACTIVITY

SCHOLARLY ACTIVITY GOALS AND STRATEGIC INITIATIVES:

Goal 1. Restructure current School of Dentistry research

- Establish a committee to identify research strengths to build upon as well as to oversee planning and development of the redesign of laboratory research into focused clusters of individuals who share common areas of interest, space, instrumentation/equipment, technical assistance, and appropriate administrative structure by 2011
- Appoint administrative and support staff for the identified research clusters by 2011
- Replace aged instrumentation with state-of-the-art equipment to provide the on-going research focus areas the tools needed to be competitive and attractive in their quest for federal, state and corporate funding
- Explore opportunities for local and national intra-professional research and collaboration/training by 2012

Goal 2. Develop School of Dentistry Clinical Research Center

- Establish a committee to oversee planning and development of the Clinical Research Center by 2011

Goal 3. Increase faculty scholarly activity

- Explore a semester-long faculty in-service program that provides extensive research training for implementation by 2012. Department chairs will select qualified faculty to receive training and provide release time from clinical duties
- Provide select trainee(s) with experienced faculty mentor(s) and start-up funds beginning in 2013
- Establish a benchmark of 2.5 NIH (e. g. R01, P15, R21, Project Grants, or comparable) funded grants per year starting FY 2012 from the School of Dentistry
- Provide project specific continuous release time for a defined period each year for preparation of NIH (e. g. R01, P15, R21, Project Grants, or comparable) grant applications starting 2011

Goal 4. Increase dental student scholarly activity

- Provide select dental students with mentors for one-on-one training throughout their dental school studies
- Have dental students present their projects in relevant pre-clinical courses, stressing the link among basic, applied, and clinical science to their fellow students and course faculty
- Provide financial support for conducting student research

- Continue to support travel and presentation expenses of dental students to state, national, and international meetings

Goal 5. Increase basic science faculty integration in clinical education

- Consider/establish dual appointments of basic science faculty with clinical departments by 2012
- Identify/develop pre-clinical/clinical courses that emphasize the evidence-based dentistry including basic and clinical science and require the participation of both the basic science and clinical faculty

Goal 6. Expand graduate training program in basic and clinical sciences

- Identify focus areas where the SOD offers unique post-graduate training (see research clusters above) by 2011
- Actively identify and recruit residents in all specialty training programs who qualify for and desire an MS/PhD degree
- Invest in training SOD PhD candidates. Explore resources to provide tuition-free training for initial SOD PhD candidates to help get the program get started
- Identify basic and clinical science faculty to guide and mentor advanced level research

CLINICAL SERVICES (PATIENT CARE)

CLINICAL SERVICE GOALS AND STRATEGIC INITIATIVES:

Goal 1. Increase clinic productivity by 3% annually in the pre-doctoral, residency and DPG clinics

- Increase the number dental student patient encounters per student by 2%
- Increase collections from Dental Practice Group (DPG) and residency programs by 3%
- Increase visibility of DPG through a marketing program
- Explore innovative provider plans for MCG employees

Goal 2. Increase efficiencies in clinic and business operations

- Acquire National Electronic Attachments, Inc. to submit radiographs and other documentation electronically and securely by the end of 2010
- Fully implement, monitor, and report business operations policies for implants, discounts, and patient financial plans
- Provide cost accounting on procedures for select services rendered
- Reduce and maintain average days in account receivables to 60 days
- Establish contractual agreements with outside dental laboratories with a goal of controlling laboratory costs by 2012
- Cross-train staff such as dental assistants for ease of use in other areas, as needed

Goal 3. Increase multidisciplinary and inter-professional approach to patient care

- Expand interdisciplinary Grand Rounds Programs within the SOD
- Continue to integrate OMFS, GPR, Pediatric Dentistry, Orthodontics, and Oral Medicine Programs into MCG Health Inc.
- Expand joint appointments for SOD within strategic departments in the SOM and among SOD departments
- Become a leader in Inter-professional Education (IPE) (defined as an educational intervention during which members of more than one health and/or social care profession learn interactively together, for the purpose of improving collaborative practice and/or the health and well-being of patients) among MCG schools by offering educational programs to other faculty/schools

Goal 4. Strive to enhance quality of patient- and family-centered care using quality assurance measurements

- Administer patient satisfaction surveys yearly
- Monitor and report compliance with incident protocols

- Provide dental laboratory quality assurance reports and use data as part of annual faculty review

UNIVERSITY ADVANCEMENT/ALUMNI RELATIONS

UNIVERSITY ADVANCEMENT GOALS AND STRATEGIC INITIATIVES:

Goal 1. Increase endowment levels by 10% per year

- Work with the Office of Development to create roadmap for increasing endowment

Goal 2. Complete funding for the new SOD building

- The Dean, in collaboration with the Office of Development, will develop a plan to complete funding

Goal 3. Continue fundraising efforts from the dental community, foundations and friends

- Broaden scope of donors beyond the dental community including businesses and foundations
- Seek funding for treatment of low income/underserved patients through Give a Smile Foundation

Goal 4. Target CE course participants in fundraising efforts

- The Dean, in collaboration with the Office of Development, will develop a plan to target CE course participants to increase fundraising

Goal 5. Develop initiative to seek funding for renovations of the basic science laboratories

- The Dean, in collaboration with the Office of Development, will develop a plan to complete funding

Goal 6. Develop initiative to seek funding for Education Commons

- Implement recommendations of the feasibility study for funding the Education Commons

ALUMNI RELATIONS GOALS AND STRATEGIC INITIATIVES:

Goal 1. Work with SOD Alumni Association to increase alumni giving by 10% per year

Goal 2. Increase SOD Alumni Association membership by 10% per year

- Increase SOD Alumni participation in Homecoming and other MCG-sponsored events
- Expand scope of alumni events, including CE opportunities

Goal 3. Determine feasibility of international CE courses

- The Dean, in collaboration with the Office of Continuing Education, will determine the feasibility of international CE

COMMUNITY AND GOVERNMENTAL RELATIONS

COMMUNITY AND GOVERNMENTAL RELATIONS GOALS AND STRATEGIC INITIATIVES:

Goal 1. Assist in improving the distribution of dental care providers within the state

- Track graduating student debt-to-support levels
- Seek funding to expand debt repayment program for dental students serving underserved areas and support appropriate compensation for students serving in public settings
- Lobby the Georgia Board of Dentistry to conduct a survey in conjunction with the licensure renewal process to better identify the practice locations and specialty of each dentist in the state of Georgia for planning purposes
- Partner with local community clinics to provide the opportunity for dental students to gain additional experience with, and increased awareness of, the underserved segment of the population
- Increase grants with state agencies and organizations to improve the oral health of Georgia citizens through oral health literacy and behavior modification programs
- Report and publicize locally and nationally, the statewide oral health care that is being provided by MCG dental students through the outreach programs

Goal 2. Plan and secure funding for a comprehensive oral health status survey of the citizens of Georgia, working collaboratively with the Georgia Dental Association, Georgia Dental Society, Centers for Disease Control and Prevention and the Georgia Legislature

- Submit grant for funding to support survey

Goal 3. Create fellowships in pediatrics and geriatrics to care for people with developmental disabilities by offering limited residencies or internships in specialty departments/programs

- The Dean, in collaboration with the appropriate Chairs, will determine the feasibility of developing fellowships

FACULTY AND STAFF DEVELOPMENT

FACULTY AND STAFF DEVELOPMENT GOALS AND STRATEGIC INITIATIVES

Goal 1. Recruit, develop, and retain excellent faculty members and staff

- Pursue market analysis to determine competitive salary rates for faculty and staff and request funding for market adjustment, when needed. Explore feasibility and cost/benefit of extended academic leave for full-time faculty
- Formulate and establish robust faculty and staff development program, including a mentoring system for new faculty
- Explore methods to reward good teaching and to provide incentives for faculty to strive for excellence in teaching
- Work with the Georgia Board of Dentistry to develop a teaching license for individuals with non-US dental training
- Develop a clinical tract for promotion and tenure by 2011
- Modify promotion and tenure guidelines to provide appropriate academic credit for instructional technology by 2011
- Revise the annual merit review documentation to better coordinate with promotion and tenure review documentation
- Continuously monitor and refine recruitment, development, and retention efforts to ensure their ongoing effectiveness
- Request that departing faculty participate in exit surveys administered by a third party to enhance retention 2011
- Charge the SOD Faculty Senate to survey existing faculty (25% annually) about retention and satisfaction issues 2012

Goal 2. Foster professional growth

- Apply for training grants to enable existing and new faculty to participate in training to prepare them for collaboration with funded investigators or for independent clinical research
- Develop a faculty program to support training in existing or new areas (extended leave)
- Provide and support extended leave for qualified individuals