Dental School
Strategic Vision
2013 – 2017
Our Mission

The Dental School’s mission is the acquisition, dissemination and use of knowledge toward the enhancement of oral health. This mission is addressed through six interrelated action components: education, research, patient care, community, faculty and staff, and infrastructure.

Strategies for achieving this mission are:

Education

The Dental School will:

1. Maintain our role as the principal source of dental health professional education in South Texas.

2. Attract from the applicant pool, the best qualified applicants for admission into our undergraduate and graduate programs.

3. Graduate competent dentists who demonstrate that level of special skill, knowledge, attitudes, behaviors, ethical practices, and experiences necessary to make the transition from faculty supervision to the unsupervised practice of general dentistry.

4. Maintain and monitor a curriculum that is contemporary, relevant, and efficient, competency and scientifically based, which will foster ethical behavior, problem solving skill, critical thinking, and the concept of lifelong learning.

5. Provide advanced and continuing education programs that are responsive to current and future needs of the profession.

Research

The Dental School will:

6. Contribute to the broad body of basic and applied knowledge related to oral health including emphasis on the needs of South Texas, and disseminate that new knowledge.

7. Provide opportunities for students and faculty to develop the skills necessary for independent scholarship.

8. Develop a national and international leadership role in oral health related research.
Health Care

The Dental School will:

9. Provide quality, patient centered care to patients whose treatment needs are compatible with the educational programs of the Dental School.

Organizational Effectiveness

The Dental School will:

10. Provide the physical, financial, administrative, and communications technology resources necessary to support the teaching, research, and patient care activities of its faculty, students, and staff.
Education

Over the next 5 years, the Dental School will review its curriculum and implement changes to meet the new Accreditation Standards for Dental Education. These changes must be considered within a change of our physical structure in which the Dental Clinic, where patient care will be delivered, will not be in the same building as the Dental School, where didactic and preclinical education takes place. These changes must also be considered in the environment of a true generational difference where the students are used to and expect the use of appropriate technology while faculty do not have this background. The Dental School will review and consider new methods of delivering the content and assessing outcomes.

Goal 1 Utilize technology to enhance the education process.

Strategies

1. Create the infrastructure that allows recording of all Dental School lectures in the Dental School large lecture halls by 2013. This would preclude requiring students to be on campus for all lectures and therefore, they could be providing patient care and reviewing the lectures at other designated times. (E.1.5)

Benchmarks/Timelines


2. Complete the second floor lecture hall by June 30, 2013.

2. Pilot test electronic testing software and link to educational outcomes. (E.1.5)

Benchmarks/Timelines

1. Enlist the Dental School course directors in using the new testing technology in Fall 2012/Spring 2013.

2. Train faculty on use of technology and support through 2012 - 2013.

3. Analyze results at end of academic year 2013.


Goal 2 Enhance faculty development with innovative methods of teaching and the most up-to-date technology.
Strategies

1. **Provide funding for a designated Director of Faculty Development and Retention.** (E.1.3)

**Benchmarks/Timelines**

1. Identify qualifications for a director; advertise and hire by September 2012.

2. Develop a process for selecting faculty members for the different programs and for local and/or national awards; develop outcomes measures to assess effectiveness of programs by December 2012.

3. Select faculty members and make arrangements for them to attend the appropriate faculty development programs by May 2013.

4. Select and support faculty members for nomination for local and/or national awards. (Ongoing)

5. Assess outcomes by September 2013.

2. **Provide time and funding for faculty members to attend leadership training.**

**Benchmarks/Timelines**

1. Fund one to two faculty members per year for five years for the COMPASS program, or its equivalent with a focus on overall career development. (January through May 2013)

2. Fund one to two faculty members per year for five years for the Chairs and Academic Administrators Management Program (ADEA/AAL CAAMP) or its equivalent. Focus is on inter-professional leadership development for new, current, and future chairs and academic managers in health professions education. (January through May 2013).

3. Fund one to two faculty members per year for five years for the AADS Summer Program Career Development for Faculty Leaders, or its equivalent. Focus is on leadership, in general. (January through May 2013)

4. Fund one faculty member per year for five years for the ELAM program, or its equivalent. Focus is on the special needs of developing women leaders. (2014)

**Goal 3**

Implement programs that will enhance the underrepresented minorities (URM) student pipeline for dental education.
**Strategies**

1. Increase number of Hispanic applications and enrolled students to dental school through recruitment programs linkages with institutions of higher education, San Antonio metropolitan school districts to establish an educational pipeline for careers in dentistry. (E.3.1)

**Benchmarks/Timelines**

1. Establish a network with pre-health advisors with universities that have high URM enrollments. A 50% FTE would be designated as the Director of Specialized Programs and Recruitment. This individual would be responsible for increasing recruitment efforts at universities with high URM enrollments and developing a workshop to orient pre-health advisors to enhance awareness of career paths in dentistry and specifically to orient the advisors to the summer enrichment programs at the Dental School. (Advertise position by September 2013 and hire by January 2014)

2. Establish programs to enhance the academic performance of URM students attending the School. Annually, 24 Hispanic pre-dental students will participate in preceptorship with local dentists, didactic enrichment courses, communication and leadership skill instructions to be more competitive dental school applicants. The program would be called *Learning Enhancement for Achievement in Dentistry*. LEAD is new to the dental school and it would be a comprehensive three-year continuum of summer enrichment programs for college students. There would be three phases to the LEAD. (Initiate program by June 2014)

   LEAD 1 for College Freshman
   1. Organic Chemistry
   2. Cell Biology
   3. Case-based ethical discussion group

   LEAD 2 for College Sophomores
   1. Microbiology
   2. Anatomy
   3. Preparatory course for DAT
   4. Pre-clinical laboratory

   LEAD 3 for College Juniors
   1. Workshop on developing TMDSAS application and professionalism
   2. Biochemistry
   3. Clinical Preceptorship
Research

The School will continue to lead in research by targeted faculty recruitment and providing the environment needed to advance oral health and support the education of the dental school. To fulfill our vision, the School will also train outstanding individuals to prepare them to be compassionate leaders, ethical advocates, critical thinkers and life-long learners in dental research. The knowledge base for scientific discovery is growing dramatically, continually changing and becoming vastly more complex. To continue to attract the best faculty and research trainees and remain competitive with peer institutions, the School must adopt a mentality of continuous quality improvement to offer an innovative, integrated research environment.

Goal 1  
Attract and recruit leading and promising dental researchers with expertise aligned with the Health Science Center's research priorities in cancer, neurosciences, diabetes, health disparities and stem cells, and in existing areas of Dental School strengths.

Strategies

1. Identify promising junior faculty on the verge of research funding and/or mid-career faculty researchers with active research funding. Build on and recruit faculty to areas of strength to ensure a critical mass of scientists. Coordinate recruitment across school to optimize options for broad collaborations. (R.2.1)

Benchmarks/Timelines

1. Invest in faculty retention and recruit to offset retiring faculty scientists and increase total of funded researchers by one or two by 2017.

2. Recruitment of mid-career research faculty to new faculty line. Dental Dean approves search; start search with search committee; recruit faculty person and make arrangement for laboratory assignment and renovation. (Fiscal Year 2013)

3. Recruitment of junior level research faculty in existing faculty line. Dental Dean approves search; start search with search committee; recruit faculty person and make arrangement for laboratory assignment and renovation. (Fiscal Year 2014)

4. Recruitment of mid-career level research faculty in existing faculty line. Dental Dean approves search; start search with search committee; recruit faculty person and make arrangement for laboratory assignment and renovation. (Fiscal Year 2015)

5. Recruitment of junior level research faculty in new faculty line. Dental Dean approves search; start search with search committee; recruit faculty person and make arrangement for laboratory assignment and renovation. (Fiscal Year 2016)
6. Recruitment of mid-career level research faculty in new faculty line. Dental Dean approves search; start search with search committee; recruit faculty person and make arrangement for laboratory assignment and renovation. (Fiscal Year 2017)

7. Update existing laboratory facilities in context of recruitment and retention of scientists. Based on funds available and seniority and funding level of the individual scientists renovate approximately 500 square feet of laboratory space annually. (Evaluate in September 2013)

Goal 2 Recruit newly educated DDS/PhD trainees as they graduate from programs.

Strategies

1. Identify and recruit promising DDS/PhD graduates who are in the educational pipeline and support career development including postdoctoral research and specialty training. (R.2.1)

   Benchmarks/Timelines

   1. Recruit one DDS/PhD graduate per year and enroll them in specialty training programs. (Fiscal Year 2013)
   2. No graduating DDS/PhD students at UTHSCSA; target outside DDS/PhD for open faculty positions and specialty training in context of recruitment of research faculty as outlined above. (Fiscal Year 2014)
   3. No graduating DDS/PhD students at UTHSCSA; target outside DDS/PhD for open faculty positions and specialty training in context of recruitment of research faculty as outlined above. (Fiscal Year 2015)
   4. No graduating DDS/PhD students at UTHSCSA; target outside DDS/PhD for open faculty positions and specialty training in context of recruitment of research faculty as outlined above. (Fiscal Year 2016)
   5. Anticipate graduation of 4 DDS/PhD students at UTHSCSA. Plan to recruit these students for faculty positions and specialty training. (Fiscal Year 2017)

   2. Identify on a long-term basis junior faculty positions for graduating DDS/PhD students. (R.2.1)

      Benchmarks/Timelines

      1. See anticipated recruiting and funding under goal above.

Goal 3 Strengthen clinical research in the Dental School that aligns with the Health Science
Center’s goal relating to clinical and translational research.

Strategies

1. **Build prominent new clinical research unit in the new clinical building.** (R.1.8)

   **Benchmarks/Timelines**

   1. Complete Center for Oral Health Care at the MARC with prominent clinical research faculty members by July 2015.

   2. Clinical research clinic is integrated into architectural plan for new building. Initiatives ongoing to seek STAR funding for clinical investigator, supporting also clinical research clinic. (Fiscal Year 2013)

   3. Work with building team on details of the equipment and arrangements for the clinical research clinic. (Fiscal Year 2014)

2. **Provide opportunities for mid-career and junior clinical faculty to complete research training in the MSCI program.** (R.1.8)

   **Benchmarks/Timelines**

   1. Enroll one to two faculty members in MSCI Program each year beginning in 2012 through 2017.

   3. **Identify and recruit junior faculty with an interest in participate in, get training in, and develop into independent investigators in clinical translations science.** (R.1.8)

   **Benchmarks/Timelines**

   1. Immediately target recruitment with the goal of replacing retirees as close as possible to their retirement.
Health Care

Over the next five years the Dental School will continue to provide multi-specialty oral healthcare of the highest quality and, in the face of dwindling state resources, will improve patient volume, enhance patient satisfaction, and increase clinic revenue to support the School’s missions.

Goal 1  Create a patient-centered clinic environment that enhances the experience from the patient, student, faculty, and staff perspective.

Strategies

1. Complete the Center for Oral Healthcare at the MARC by July 2015. (H.1.1)

   Benchmarks/Timelines

   7. Center opens July 1, 2015.

Goal 2  Use technology to improve patient care and reduce errors.

Strategies

1. Install and implement a certified electronic health record. (H.4.1)

   Benchmarks/Timelines

   1. Determine eligibility for incentive program by May 1, 2012.
   3. Install electronic health record by July 1, 2012
Goal 3  Increase patient care revenue.

Strategies

1. Increase predoctoral clinic revenue.  (H.3.1)

   Benchmarks/Timelines

   1. Increase revenue by 3% per year over the next four years.
   2. Increase revenue by 5% per year in 2017.

2. Increase Practice Plan revenue.  (H.3.1)

   Benchmarks/Timelines

   1. Increase Practice Plan revenues on an average of 5% per year over the next five years.

Goal 4  Improve patient care quality.

Strategies

1. Improve customer approval of fixed and removable laboratory support.  (H.4.2)

   Benchmarks/Timelines

   1. Goal for customer satisfaction is equal to or greater than 80% by June 1, 2013.
   2. Goal for customer satisfaction is equal to or greater than 85% by June 1, 2014.
   3. Goal for customer satisfaction is equal to or greater than 90% by June 1, 2015.

2. Increase the assessment of patient care ratings.  (H.4.2)

   Benchmarks/Timelines

   1. Goal is that no outcomes of care indicators will be below 85% by August 1, 2013.
   2. Goal is that outcomes of care indicators will be equal to or greater than 90% by August 1, 2014.
   3. Goal is that outcomes of care indicators will be equal to or greater than 95% by August 1, 2015.
3. Maintain our high level of patient satisfaction. (H.4.2)

**Benchmarks/Timelines**

1. Goal is to have patient satisfaction equal to or greater than 4.5 on a 5 point Leikert scale.
Community Engagement

The Dental School is committed to providing students with extramural training experiences. These experiences result in the delivery of oral health care to underserved populations and increases student awareness of the extent of unmet need.

Goal 1  Provide students with community-based training experiences.

Strategies

1. Sustain student rotations in South Texas. (E.2.26 and C.1.4)

   Benchmarks/Timelines

   1. Maintain an average of 60 extramural training days/students.
   2. Maintain patient services at current levels.
   3. Positive student evaluations on extramural rotations.

2. Provide care (uncompensated) to the homeless at the San Antonio Christian Dental Clinic located at the Haven for Hope. (E.2.26 and C.1.4)

   Benchmarks/Timelines

   1. The Dental School will monitor student performance, patient visits and clinical productivity utilizing Health Science Center clinic information system, as well as other systems used by affiliated sites.