



COLLEGE OF DENTISTRY - STRATEGIC PLAN FOR 2025-2027*

VISION

A global leader driving continuous improvements in Oral Health Care.

MISSION

An inspirational college performing at the highest levels for optimal patient care: integrating education, discovery research, technologies and service in everything we do.

CORE VALUES

- **Excellence:** Striving for the highest standards in all we do.
- **Compassion:** We focus on the needs and well-being of individuals.
- **Respect:** Ensuring a respectful environment for patients, faculty, staff, and students.
- **Character:** Holding ourselves to the highest ethical and professional standards.
- **Creativity:** Embracing new ideas, innovations, and technologies advancing dental care.
- **Collegiality:** Advancing research, education and patient care through comprehensive approaches across all disciplines.

*In 2027 the University of Iowa will have its next strategic plan, therefore this timeline is to allow alignment with the college and campus's strategic planning processes.

Strategic Planning

SMART Goals (Ranked in priority)

PATIENT CARE
<p>(1) Increased Efficiency in Patient Flow:</p> <ul style="list-style-type: none">• Specific: Improve patient flows (patient journey) through the clinics.• Measurable: Reduce wait times for specific services, improve communication between front desk and call center, and enhance scheduling efficiency.• Achievable: Apply new technologies to facilitate workflow, utilize effective scheduling techniques to minimize gaps in appointments, and develop a system to optimize patient flow.• Relevant: Improve patient experience and clinical outcomes.• Time-bound: Conduct semi-annual reviews for specific goals related to waiting times and scheduling.
<p>(2) Workforce Recruitment and Retention:</p> <ul style="list-style-type: none">• Specific: Address workforce shortages.• Measurable: Continuous assessment of workforce metrics, such as turn-over rates and time to hire.• Achievable: Review hiring practices, improve transition and training period for new hires, encourage educational and mentoring opportunities, and develop content that highlights the college as a great workplace. Enhance the employee experience with measurable appreciation. Stay competitive in the compensation metrics for the market.• Relevant: Reduce overworking and consequent burnout.• Time-bound: Assess annually.
<p>(3) Utilizing New Technology:</p> <ul style="list-style-type: none">• Specific: Implement new technology aiming at improved care quality.• Measurable: Track implementation and usage rates.• Achievable: Optimize the utilization of current technology, improve resource sharing practices, and proceed with conscientious acquisition of new technology.• Relevant: Improve patient experience and clinical outcomes.• Time-bound: Stage-wise introduction over four-years.
<p>(4) Enhanced Marketing Campaign:</p> <ul style="list-style-type: none">• Specific: Develop an enhanced comprehensive marketing campaign to showcase the college's capabilities.• Measurable: Track digital engagement, patient appointments, and conversion rates.• Achievable: Increase College online presence and target specific audiences using data analytics.• Relevant: Improve community engagement and positively impact clinical activities.• Time-bound: Stage-wise introduction over four years.

EDUCATION

(1) Faculty Calibration for Consistency in Content and Assessment:

- **Specific:** Enhance faculty calibration and ensure consistent teaching practices within departments and across the College.
- **Measurable:** Achieve 100% faculty participation in calibration training.
- **Achievable:** Enhancing existing faculty training programs focused on consistency, with online options available, particularly for adjunct faculty.
- **Relevant:** Improve student experience and elevate teaching.
- **Time-bound:** Implement a phased approach over two years. By summer 2026, all full-time faculty will be calibrated.

(2) Student Success:

- **Specific:** Enhance student support and mentorship that includes mental health services, faculty mentoring, and peer learning.
- **Measurable:** Use surveys and performance metrics to track student satisfaction, participation, and academic/clinical progress.
- **Achievable:** Build on existing resources and faculty expertise, introduce new peer groups, and expand student well-being activities.
- **Relevant:** Promote student well-being and professional development.
- **Time-bound:** Pilot by Fall 2026, full rollout by Spring 2028, with annual reviews starting Spring 2027.

(3) Curriculum Innovation and Integration:

- **Specific:** Develop and implement a curriculum that integrates innovative practices and fosters collaboration across departments.
- **Measurable:** Conduct annual evaluations to assess the incorporation of new topics, the effectiveness of integration, and the sequencing of content.
- **Achievable:** Enhance the existing successful curriculum by incorporating topics such as innovative business management techniques, emerging technologies, and mental health.
- **Relevant:** Improve student experience and prepare for life-long learning.
- **Time-bound:** Introduce the new curriculum in stages over a four-year period.

(4) New Technology Integration:

- **Specific:** Introduce emerging educational technologies such as AI-driven learning platforms and virtual simulations.
- **Measurable:** Each course will find one new technology to implement and assess its impact.
- **Achievable:** Incorporate technologies such as virtual reality and gamification and provide necessary support and training for their use.
- **Relevant:** Improve student engagement and learning experiences.
- **Time-bound:** Implement the new technologies in stages over a four-year period.

DISCOVERY RESEARCH

(1) Investigators seeking a wide variety of Funding Options

- **Specific:** Increase awareness of the funding sources available to the College researchers.
- **Measurable:** Increasing numbers of projects applying to and utilizing alternative funding sources.
- **Achievable:** Increase researchers' awareness of existing resources and create new opportunities to proactively pursue alternative sources of funding, including industry, alumni, and foundations. Create resources and processes to increase funding alternatives.
- **Relevant:** Improve College research resilience by expanding opportunities and knowledge about a larger variety of funding agencies.
- **Time-bound:** Specific annual metrics can be established, such as number of applications to alternative agencies and funded grants.

(2) Interdisciplinary Research:

- **Specific:** Enhance collaboration across departments and colleges, as well as among clinical and basic science researchers.
- **Measurable:** Increasing number of interdepartmental grants and papers.
- **Achievable:** Monthly research updates, interdisciplinary seminars, balance new initiatives with existing workload, and integrate clinical faculty in research.
- **Relevant:** Improve research output by improving the relevance and quality of the projects.
- **Time-bound:** Specific annual metrics can be established.

(3) Community Engagement:

- **Specific:** Increase community awareness and involvement in research initiatives.
- **Measurable:** Increasing numbers of stakeholders' participation meetings, public seminars, and community outreach programs. Track social media metrics of research-related posts.
- **Achievable:** Public seminars, social media campaigns, and community outreach programs.
- **Relevant:** Improve community engagement and elevate societal relevance of the research produced.
- **Time-bound:** Specific annual metrics can be established.

COMMUNITY SERVICE

(1) Increase the College presence across the state

- **Specific:** Increase the College presence and visibility across the state.
- **Measurable:** Increasing the number of lowans that receive services from the College.
- **Achievable:** Explore the feasibility of introducing satellite clinics, increase oral hygiene and prevention programs, collaborate with local providers, telehealth, and strengthen extra-mural activities.
- **Relevant:** Improve College visibility and relevance to the state.
- **Time-bound:** Specific annual metrics can be established, such as number of counties that receive services from the College.