

UTHealth Houston School of Dentistry

STRATEGIC PLAN ²⁰²²₂₀₂₇



OUR VISION, MISSION, CORE VALUES

OUR VISION, MISSION, CORE VALUES PG 4-5

We will serve our **COMMUNITY** of patients, health care professionals, alumni, and the public at our highest level

PG 10-13

We will grow our **REPUTATION** as a world-class school of dentistry

PG 18-21

CONTACT US

BACK COVER

MESSAGE FROM THE DEAN

PG 2-3

OUR PEOPLE – faculty, staff, students, and residents – will be our highest priority and most valuable asset

PG 6-9

As **LEADERS** in dentistry, we will pursue advances in education, patient care, and research

PG 14-17

FISCAL STRENGTH will be our foundation to realize our strategic goals

PG 22-25



A MESSAGE FROM

DEAN VALENZA

In May 2022, UTHealth Houston School of Dentistry celebrated its 10th year in our new, state-of-the-art building. It's been a busy 10 years, highlighted by two successful Commission on Dental Accreditation site visits (2012 and 2019); the implementation of major teaching, patient care, research, and community engagement initiatives as outlined in the 2010 publication *Defining our Future: A Plan for Change* (2011-2019); and the development, implementation, and assessment of two strategic plans (2012-2016, 2017-2021). We also celebrated the commencement of more than 1,700 graduates, survived Hurricane Harvey (2017), and most recently successfully navigated the challenges associated with the COVID-19 pandemic.

As we approached the end of this 10-year period, we were excited to launch a new strategic plan. Our process involved engaging faculty, staff, residents, and students in a review of the core values, vision statement, mission statement, and goals outlined in our Strategic Plan 2017-2021. We also reviewed several needs assessment analyses, such as the 2017 Clinical Teaching Model Task Force Report, 2018 review of our Competencies for the General Dentist, 2019 Curriculum Hack-A-Thon, 2019 Commission on Dental Accreditation Self-Study, 2020 Envision UTSD 2020-2022, and reports from the 2020 Spring Faculty Assembly. Their input provided new and innovative ideas on how to best guide the School of Dentistry to newer and bolder achievements, while maintaining our status as a premier dental school. In the new strategic plan, we have expanded our core values to include Acceptance, Continuous Improvement, and Wellness. Our vision and mission statements



remain the same, articulating a commitment to improving human health. Our goals continue to reflect the importance of our assets and strengths in forming the foundations for our vision of the future — our PEOPLE; our COMMUNITY of patients, alumni, and health care providers; our role as LEADERS in education, patient care, and discovery; our REPUTATION in dental education; and our FISCAL STRENGTH as the foundation to realize our strategic goals. Our objectives outline bold initiatives that support our educational, patient care, research, and service missions. Finally, our measures describe how we will assess and monitor our progress in achieving the many initiatives outlined for the future.

John A. Valenza, DDS '81**DEAN**

THE WILLIAM N. FINNEGAN III DISTINGUISHED
PROFESSOR IN THE DENTAL SCIENCES

Thank you for taking the time to familiarize yourself with the School of Dentistry's Strategic Plan 2022-2027 and I hope you will find it a compelling snapshot into what's next for the school.

Please feel free to share with others!

A handwritten signature in black ink, appearing to read "J. Valenza".

Our Vision

Improving **Oral** Health ...
Improving **Overall** Health

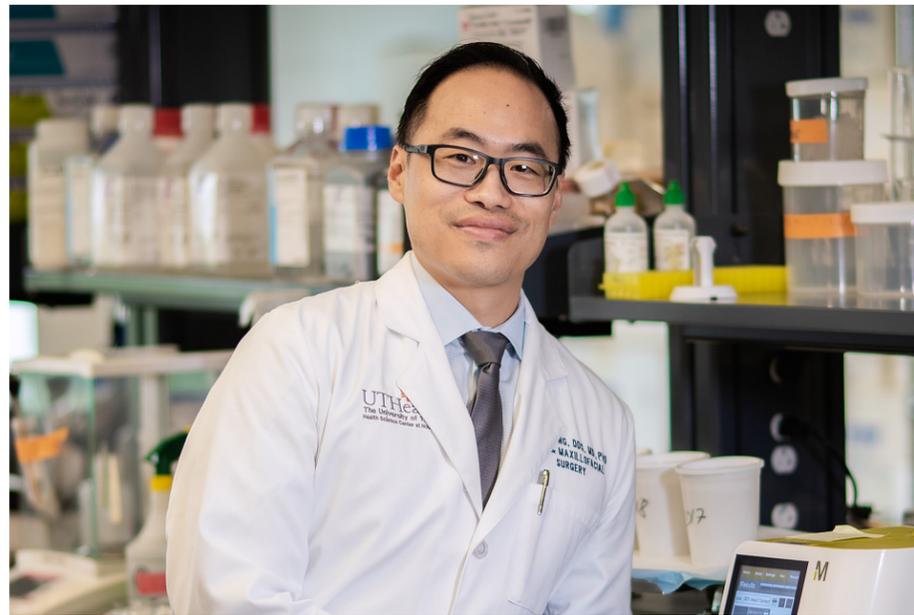
Our Mission

To improve human health by providing high-quality education, patient care, research, and service in oral health for Texas, the nation, and the world.



Our CORE VALUES





OUR PEOPLE – faculty, staff, students, and residents – will be our highest priority and most valuable asset



Who we are and what we do at UTHealth Houston School of Dentistry start with the faculty, staff, students, and residents. We are committed to valuing and supporting the well-being and productivity of every member of our team while reflecting, as a professional school, the integrity and broad range of backgrounds and experiences found throughout the state of Texas. Established programs in leadership, shared understanding, structural competency, and wellness serve as a foundation for advancing our values of embracing humanism and treating all people with courtesy, dignity, and respect. As we recruit, retain, and develop the very best people, our focus will be on producing leaders in dental education and dentistry.

1
STRATEGIC GOAL
PEOPLE



PRIORITIES

- P1 Structural competency, and wellness
- P2 Mental, physical, and emotional wellness
- P3 Successful, productive, and valued faculty, staff, students, and residents

OBJECTIVES

- O1 Structural competency, and wellness as cornerstones in recruitment, curriculum, and professional development
- O2 Wellness, safety, and security of our people
- O3 Recruitment and retention of the best faculty, staff, students, and residents
- O4 A culture of recognizing our people as the highest priority and most valuable asset
- O5 Professional development, growth, leadership training, career pathways, and career advancement

MEASURES

- M1 Expand efforts in structural competency and wellness that integrates year-round activities, programs and curricular content
- M2 Enhance recruitment, retention, and support efforts to attract a wide range of perspectives, experiences, and backgrounds among faculty, staff, administrators, students, and residents
- M3 Utilize communication strategies that support an atmosphere of acceptance
- M4 Create new mechanisms to recognize and acknowledge the accomplishments of our people
- M5 Increase the number and scope of school wellness programs
- M6 Monitor and respond to external factors for their impact on the well-being and productivity of faculty, staff, students, and residents
- M7 Evaluate and promote the personal and institutional impact of various work-life balance models
- M8 Increase the number of scholarships for students, including NIH categories for underrepresentation
- M9 Meet or exceed national averages for faculty compensation
- M10 Ensure equivalency of our staff salaries with those of other UTHealth Houston schools
- M11 Support of faculty, staff, students, and residents in professional development activities
- M12 Expand faculty participation in the UTHealth Houston School of Dentistry Mentorship Program



Our philosophy and responsibility at UTHealth Houston School of Dentistry is that the ultimate beneficiary of what we do is the patient. Accordingly, we seek to advance patient care by expanding access to oral health care opportunities for patients and practitioners in the Greater Houston area. As we strive for excellence in education, patient care, research, and service, we will strengthen mutually beneficial relationships with our constituents. We will encourage acceptance and awareness of oral health as fundamental to overall health. With these goals in mind, we will continue to support practicing oral health professionals in all we do.

2

STRATEGIC GOAL
COMMUNITY



🎯 PRIORITIES

- P1 The relationship between oral health and overall health
- P2 Collaborations in education, patient care, research, and service
- P3 Engagement with the patient, practicing, and research communities and organized dentistry

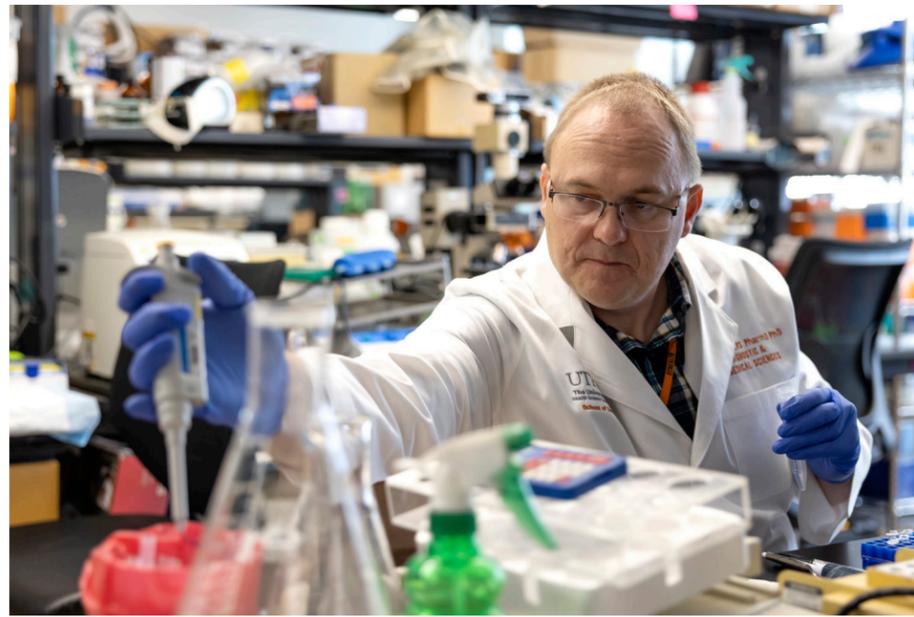
➡ OBJECTIVES

- O1 Integration of our vision statement across all programs in education, patient care, research, and service
- O2 New community alliances within and external to the School of Dentistry
- O3 Relationships and partnerships with organized dentistry and alumni
- O4 New opportunities for community access to oral health information and care

📊 MEASURES

- M1 Use community engagement opportunities to educate about the oral-systemic connection
- M2 Develop tools to measure the impact of our efforts in oral health to our community's overall health
- M3 Increase collaborations with other UTHealth Houston schools, and with professional and specialty organizations
- M4 Increase the number of community outreach educational opportunities and activities for students and residents
- M5 Expand PACE Center programs that promote student, resident, and alumni engagement
- M6 Purchase and operate a new mobile van that serves patients of all ages
- M7 Expand UT Dentists to provide oral health care to more patients in the communities we serve
- M8 Establish teledentistry as a component of our educational, patient care, research, and service programs





As **LEADERS** in dentistry, we will pursue advances in education, patient care, and research



By advancing new science, technology, and education in oral health, UTHealth Houston School of Dentistry is focused on expanding its role as a leader in dental education. We will transform patient care and clinical education and adopt new models that are person-centered and focused on oral and overall health outcomes, rather than procedures. We seek to be at the forefront of discoveries in clinical simulation, and translating biomedical, clinical, and informatics into personalized oral health care. We will accomplish this by increasing our use of integrated, interprofessional teaching models while delivering evidence-based, contemporary care to our patients. In support of continual improvement, we will measure the effectiveness of everything we do.

3

STRATEGIC GOAL
LEADERS



🎯 PRIORITIES

- P1** Innovative curricula and educational programs
- P2** Contemporary, evidence-based, person-centered patient care and clinical education models
- P3** Nationally recognized basic, clinical, and translational research programs

➡ OBJECTIVES

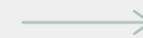
- O1** New curricula based on conceptual themes that connect and reinforce content across predoctoral didactic, preclinical, and clinical courses
- O2** Simulation as a core component of clinical education and competency assessment
- O3** New DDS clinical education and student assessment models
- O4** New advanced education programs and centers
- O5** Integrated technology and informatics throughout our educational, patient care, and research programs
- O6** Research programs that leverage areas of expertise and collaborations, and target the highest levels of innovation

📈 MEASURES

- M1** Redesign predoctoral curriculum and clinical education models to emphasize oral-systemic relationships, disease prevention, diagnosis, and health promotion
- M2** Structure and sequence courses to incorporate themes and threads throughout the curriculum
- M3** Develop faculty, staff, student, and resident training programs to support the use of new and emerging technologies
- M4** Develop or expand new centers in
 - advanced simulation
 - airway health and dental sleep medicine
 - ambulatory dental sedation/anesthesia
 - digital dentistry
 - imaging
 - implant dentistry
 - innovation and entrepreneurship in research
- M5** Establish new advanced education programs in dental anesthesiology and dental public health
- M6** Redesign predoctoral clinical education and student assessment models to focus on diagnosis, disease prevention, and person-centered patient care outcomes
- M7** Convert our current electronic health record platform to that used by UTHealth Houston/UT Physicians
- M8** Create new electronic health record tools to use big data for patient safety, quality improvement, and oral health research
- M9** Identify and systematically evaluate new evidence-based technologies for use and cost-effectiveness
- M10** Incorporate artificial intelligence to enhance clinical education and patient care
- M11** Increase our portfolio of externally funded research to at least \$10 million annually
- M12** Increase the number of students participating in research
- M13** Create new educational programs and partnerships in research innovation, translation, and entrepreneurship



We will grow our
REPUTATION
as a world-class school
of dentistry



How does UTHealth Houston School of Dentistry define “world-class”? First and foremost is educating the finest clinical dentists and dental hygienists. Second, we seek to grow our research enterprise to be among the top 10 in the U.S. To this end, we seek to recruit, retain, and develop the very best who will become recognized leaders in dental education, research, and organized dentistry. Third, the School of Dentistry will become known among our patients, peers, and community partners as the home of go-to experts in oral health. Finally, we will engage our alumni to help us achieve our goals and maintain our reputation for clinical excellence.

4

STRATEGIC GOAL

REPUTATION



🎯 PRIORITIES

- P1 Professional growth of our faculty, staff, students, and residents
- P2 State-of-the-art facilities and resources
- P3 Recognition and reputation of the School of Dentistry in the community

➡️ OBJECTIVES

- 01 Participation and leadership in local, state, national, and international organizations
- 02 Consistent, measurable evidence of scholarly activity
- 03 Continuous improvement of our physical spaces and their utilization
- 04 Recognition as an expert resource to the public and practicing community
- 05 Rank in the top 10 in the U.S. in research funding

📊 MEASURES

- M1 Serve in leadership roles in local, state, national, and international programs
- M2 Increase academic and professional achievements of our faculty, staff, students, and residents
- M3 Increase publications in peer-reviewed journals and presentations at professional meetings
- M4 Conduct an evaluation of space needs and resources to support our people and programs
- M5 Collaborate with other institutions for education, patient care, service and research
- M6 Develop accessible, reliable, and evidence-based resources for oral health information
- M7 Increase number and variety of continuing dental education courses
- M8 Increase number of patient referrals from community practitioners
- M9 Increase total funding from NIH/NIDCR and other federal and privately sponsored organizations





FISCAL STRENGTH will be our foundation to realize our strategic goals



As the landscape of funding for higher education has changed, so, too, will UTHealth Houston School of Dentistry's approach to ensuring its fiscal strength. We seek to become less dependent on state funding by expanding income from other sources and improving efficiency in academic programs and the delivery of patient care. We will cultivate donors to partner in achieving our strategic goals and aspire to increase transformational gifts that elevate the school into the future. Our goal is to establish new financial resources that will grow while ensuring perpetual support for the School of Dentistry.

5

STRATEGIC GOAL

FISCAL STRENGTH



🎯 PRIORITIES

- P1 Strong and diverse funding to ensure school's fiscal strength
- P2 Rank in the top 15 U.S. dental schools in philanthropy
- P3 Productive clinical and research programs

⇒ OBJECTIVES

- O1 Philanthropic gift(s) to name the School of Dentistry
- O2 Funding for endowments and centers
- O3 Effective and efficient utilization of all facilities, funding, and personnel
- O4 Growth of clinical income and operating efficiency across the clinical enterprise
- O5 Strong and diverse portfolio of externally funded research and training grants

📈 MEASURES

- M1 Secure a transformational gift to name the School of Dentistry
- M2 Increase our endowment portfolio by \$1 million per year
- M3 Establish new endowments for professorships, research, and scholarships
- M4 Increase net clinical income across the predoctoral, dental hygiene, and postdoctoral programs
- M5 Operate the faculty practice enterprise (Dental Service, Research, and Development Plan, dba UT Dentists) at a margin of 3% or higher
- M6 Increase the number of research proposals and awards
- M7 Increase our research indirect cost recovery and incentive plan funding



Strategic Plan

presented by

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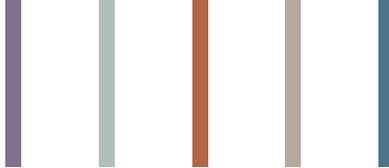
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