



**COLLEGE OF DENTISTRY**  
*The UNIVERSITY of OKLAHOMA HEALTH SCIENCES*



**2025 – 2030  
STRATEGIC PLAN**

*A **vision** for “transforming the health of Oklahomans and the future of dentistry through the power of science, technology and research”*



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# EXECUTIVE SUMMARY

The University of Oklahoma College of Dentistry (OUCOD) is home to the state of Oklahoma's only Doctor of Dental Surgery degree program and Bachelor of Science degree in dental hygiene, and sponsors graduate and residency programs in advanced general dentistry, orthodontics, pediatric dentistry, and oral and maxillofacial surgery. The College also hosts a faculty practice whose members are leaders in their field. As a group, they possess extensive knowledge of every aspect of oral health care.

The College celebrated our 50th anniversary in 2023. Over these past 5 decades, we have strived to keep up with industry advances, invest in cutting-edge technology, and attract the best and brightest students to shape the future of dentistry. We are proud of the fact that over 70% of the dental providers in our state completed their dental degrees at the OUCOD.

Between February 2023 and December 2024, we actively engaged in a process of strategic planning to sustain our upward trajectory and chart our future course. The process encompassed the

engagement of faculty, staff, students, OUHSC and University administration, plus external stakeholders.

This Strategic Plan is intentionally aspirational. Implementation will promote the University of Oklahoma College of Dentistry as the source for dental education and lifelong professional dental training in our state. It will also enhance our education programs and strengthen our reputation by positioning us to provide research-driven, state-of-the-art clinical care that improves health outcomes for those we serve. At the same time, a primary focus will be placed on those strategies and tactics within our Strategic Plan that satisfy Commission on Dental Accreditation (CODA) standards and enhance community outreach.

This Strategic Plan honors the reason the Oklahoma Board of Regents established the College in 1954; that is, to respond to the need of underserved areas of rural Oklahoma. While spanning a finite period, it devises a framework that will enable us to embrace today's challenges and achieve our purpose of *excellence in every smile*.



The Strategic Plan that emerged from this robust process of information-gathering, data review and dialog rests on three (3) Pillars:

- 1. Cultivate the next generation of healthcare professionals through integration of education, research and patient care.**
- 2. Address health disparities across Oklahoma.**
- 3. Cultivate a culture rooted in our core values to achieve access, opportunity, compassion and respect for all.**



# WHO WE ARE

The University of Oklahoma College of Dentistry, nestled inside one of the nation's only four comprehensive academic health centers, is uniquely positioned to excel in patient care, education, and research. With an enrollment of more than four hundred (400) per year, our students and residents are located on two OU campuses (Oklahoma City and Tulsa) as well as three distance sites (Ardmore, Weatherford, and Bartlesville).

As a college, we are invested in preparing future dental hygienists and dentists to meet tomorrow's healthcare challenges through evidence-based instruction and the introduction of success-proven dental technologies. Integration of interdisciplinary collaborations with the University of Oklahoma Health Sciences, the OU Health healthcare system and other community-based health centric organizations is also central to our curricula.

At the same time, rapid advancements within the dental field require the College to go beyond providing foundational knowledge. To address this need, we sponsor numerous continuing professional dental education and training programs throughout the year, ranging from individual courses to mini residencies. These lifelong learning opportunities introduce novice and experienced dental professionals to the innovative techniques, tools, and practices they need to provide top-tier care. They also foster relationships necessary to advance the dental profession.

Community service and volunteerism are also integral to our mission. Each year, members of our faculty and staff join with our students and residents to take part in the Oklahoma Mission of Mercy (OkMOM). We also host an annual student-led Kids' Day event during which we team together to provide free dental care to approximately one hundred fifty (150) children aged 4-12 who would not otherwise receive it.

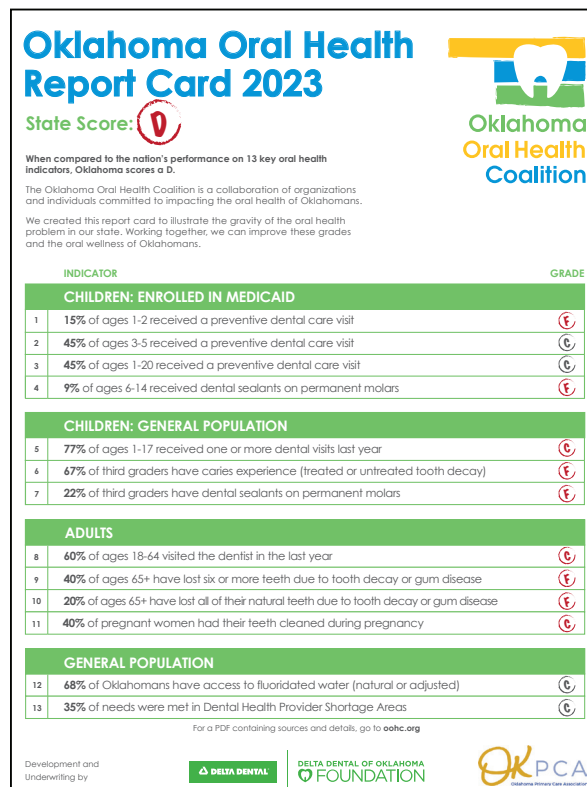
We embrace our leadership role within the dental profession. We also acknowledge the accompanying responsibility it places upon us to improve oral health, and thereby improve the systemic health, of Oklahomans and those we serve.

Our commitment to meeting workforce demands while ensuring first-quality education and training experiences for current and future dental hygiene and dental professionals is unwavering. It also underscores why the College is an ideal place to serve, grow and contribute to the University's transformative, life-changing mission.



# THE STATE OF ORAL HEALTH IN OKLAHOMA

With its ethnically, financially and geographically diverse population, Oklahoma has unique oral health challenges. These challenges include poor overall oral health, inadequate oral health coverage, significant physical access to care barriers and a shortage of oral health care workers.

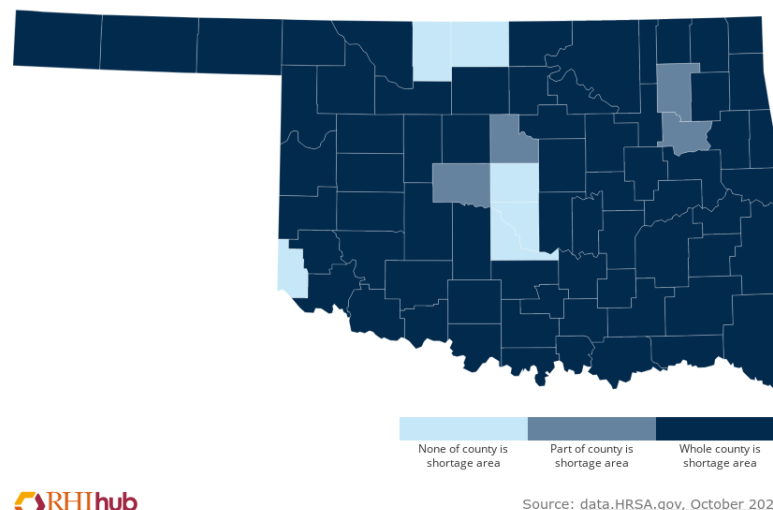


When compared to the nation's performance on thirteen (13) key indicators, Oklahoma scores a "D." (See chart at left.)

Oklahoma's health statistics reflect a population with high rates of childhood tooth decay, adult tooth loss and an absence of regular oral health appointments due primarily to cost.

It is not surprising that we rank 49th in the nation in terms of access to care and that 66/77 Oklahoma counties have been identified as dental shortage areas.

Health Professional Shortage Areas: Dental Care, by County, October 2024 - Oklahoma



Despite being a large contributor to overall health and wellness, with linkages to chronic disease such as diabetes, metabolic syndrome and cardiovascular disease, oral health care is an often overlooked and underprovided service in Oklahoma.

The College of Dentistry, as evidenced in our Strategic Plan, can be instrumental in educating future dental professionals to relieve the strain on what is currently an understaffed workforce, expanding access to care, forging interdisciplinary partnerships, and conducting clinically relevant research to transform the dental profession. In so doing, our goal is to advance both the standard of, and access to, quality oral healthcare in our state.

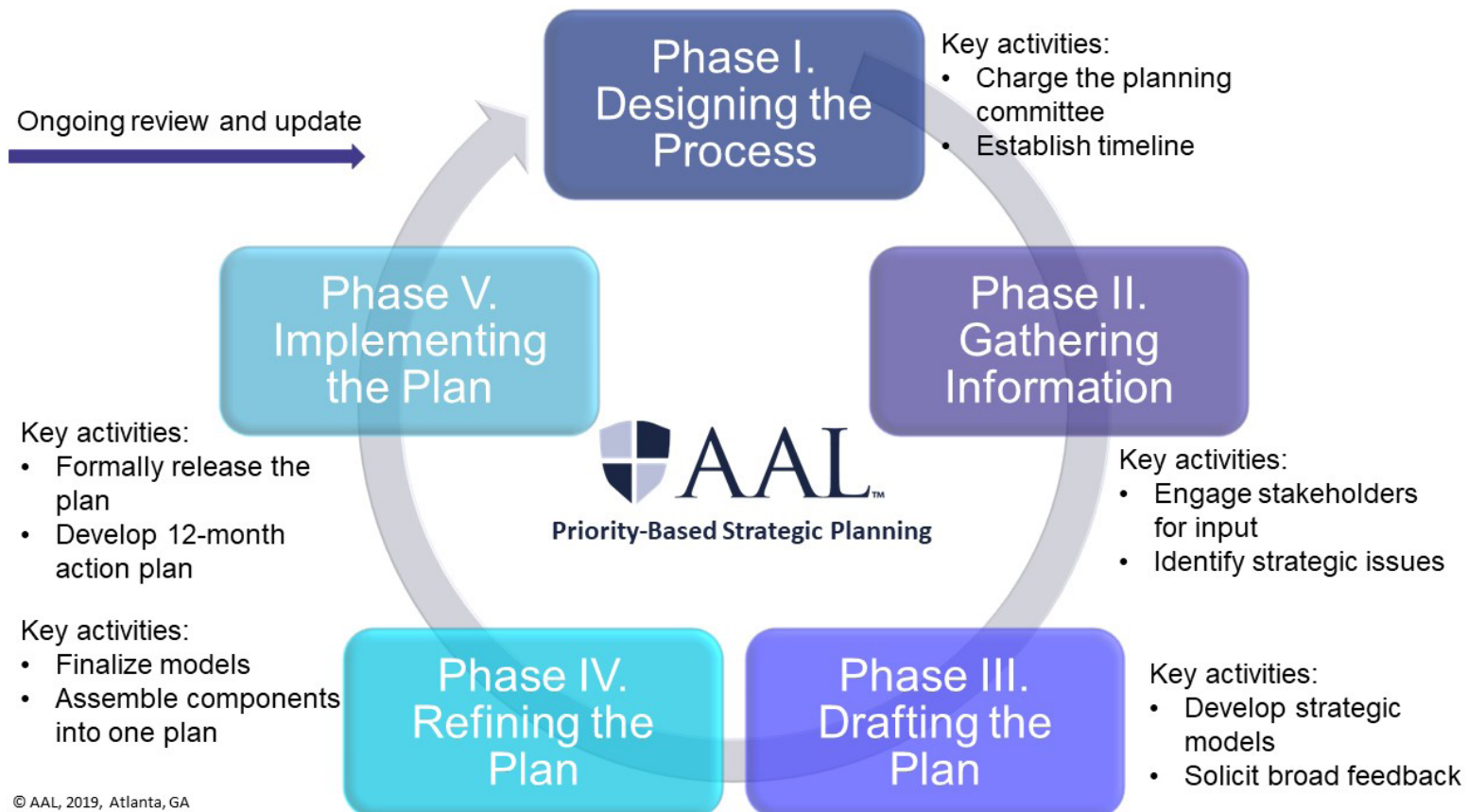
# THE STRATEGIC PLANNING PROCESS

Strategic planning is an essential means of envisioning our future and developing the necessary strategies to achieve it, complete with regular outcomes monitoring and appropriate course adjustments.

The College believes that consensus-building should be inherent in the approach to this process. It should foster a culture of inclusiveness and enhance performance through open communication and development of actionable plans with associated benchmarks that support identified and agreed upon priorities.

Alignment of the college-level priorities with the OUHSC and University strategic plans as a component of the planning process is also critical for success.

The College engaged the services of AAL, a consulting firm with expertise in healthcare and education, to guide and provide structure to our strategic planning process. Following AAL's "Priority-based Planning Model," the College adopted the following five-phase process to strategic plan development:



# THE STRATEGIC PLANNING PROCESS

## The Five (5) Strategic Planning Phases:

1. **Designing the Process:** The initiation and purpose of the strategic planning effort is announced to all internal and external stakeholders; a Strategic Planning Oversight Committee (SPOC) with a chair and vice chair is formed; and an initial SWOT analysis is completed.
2. **Gathering Information:** Stakeholder surveys, interviews of key University and community leaders, plus staff, faculty, students and alumni are completed; results are categorized by AAL with the resulting themes identified and reported to the SPOC.
3. **Drafting the Plan:** Leveraging the information collected, the SPOC drafts data-driven Pillars; work groups, each of which is chaired by a SPOC member, draft strategies, tactics and outcome measures for their assigned Pillar.
4. **Refining the Plan:** Feedback from the College as a whole, as well as key stakeholders, is solicited and incorporated into a final plan. This phase may also be described as "achieving buy-in."
5. **Implementing the Plan:** An implementation plan is developed by the Dean's Advisory Council, and academic and administrative units are tasked with executing specific tactics and assessing related outcomes. Execution will be conducted using a phased approach; the initial 12–18 month Phase I tactics and outcome measures are denoted in the plan by a ● symbol, which is color-coded to match the corresponding pillar.

An Outcomes and Assessment Committee and a Strategic Planning Oversight Committee ensure ongoing review and updating of the plan. These committees monitor progress towards achieving plan objectives and make recommendations to the Dean's Advisory Council for adjustments as needed.

Given the stakeholder engagement and the robust process we followed, we are confident our 2025–2030 Strategic Plan will set the College on path of growth and development that seizes opportunities for improvement, optimizes human and financial resources, and aligns with the priorities of our parent institutions. In sum, we believe this plan will contribute significantly to the realization of our mission:

*To provide outstanding patient care and dental education to improve the health of Oklahomans and those we serve.*





# HOW THE PLAN WORKS

## Patterned after the OUHSC Strategic Plan, our Strategic Plan consists of five elements:

1. The College's **Vision, Mission, Purpose** and **Values**;
2. The **Pillars** that define the kind of education and training institution we want to be;
3. The **Strategies** that carry out the Pillars;
4. The **Tactics** required to realize the Strategies; and,
5. Adoption of **Outcome Measures** to facilitate systematic review of progress.

The **Vision, Mission, Purpose and Values** establish the foundation that guides the College's actions, shapes its culture, and inspires engagement.

The **Pillars** establish the foundation required to fulfill our Purpose. They align activities and decision-making across the College. The Pillars do not change, except under truly extraordinary circumstances.

**Strategies** are intermediate goals, which separate Pillars into manageable parts so that underlying tactics can be identified, planned and executed with clarity and efficiency.

**Tactics** are the responses to our perceived current needs. While fluid, they remain consistent with their corresponding Strategy.

The Plan includes **Outcome Measures** that are linked to the Pillars and Strategies. They facilitate review and assessment of progress at regular intervals. They also allow for data-driven adjustments to tactics in response to changing conditions.

Our Strategic Plan is an evolving framework continuously updated to reflect new insights and priorities, ensuring that our decisions, focus, and resources are aligned to achieve our future goals.



# OUR MISSION AND PURPOSE

## Mission

*To provide outstanding patient care and dental education to continuously improve the health of Oklahomans and those we serve.*



## Purpose

At the University of Oklahoma College of Dentistry, we achieve *excellence in every smile* by:

Educating the next generation of dentists and dental hygienists.

Serving as the source of lifelong continuing dental professional education and training.

Championing oral health as essential to total health.

Providing world-class oral health care to patients of all ages.

Reducing disparities in access to care and promoting community outreach.

Engaging in research to transform the future of dentistry.

# OUR CULTURE

## The OU Way

At the University of Oklahoma College of Dentistry, we are driven by our commitment to four core values that form the very essence of our culture: professionalism, excellence, accountability, and knowledge. Together, these values embody "The OU Way," which defines our identity and guides our daily actions.



## Core Values

**Professionalism:** Committed to upholding the highest standards of professionalism in ethical conduct, patient care, interprofessional collaboration and leadership.

**Excellence:** Ensure excellence in patient care and safety, education, research, community service, faculty, staff and facilities.

**Accountability:** Hold ourselves accountable to personifying the mission, vision and values of the University of Oklahoma College of Dentistry.

**Knowledge:** Dedicated to providing the highest level of education and training for the benefit of our students, patients, faculty and staff.

# PILLARS AND STRATEGIES

## PILLAR 1

Cultivate the Next Generation of Healthcare Professionals through Integration of Education, Research, and Patient Care

- 1.1 Improve Processes and Procedures Underpinning College Educational Programs
- 1.2 Enhance Collegewide Research Initiatives
- 1.3 Promote Patient-Centered Care
- 1.4 Strengthen Faculty and Staff Development
- 1.5 Enhance Technology Integration

## PILLAR 2

Address Health Disparities Across Oklahoma

- 2.1 Increase Patient Outreach and Financial Support for Treatment
- 2.2 Improve Local Community Engagement
- 2.3 Improve Patient Care Delivery Processes to Enhance Quality and Operational Efficiency
- 2.4 Address Disparities and Expand Dental Access Across Rural Oklahoma

## PILLAR 3

Cultivate a Culture Rooted in Our Core Values to Achieve Access, Opportunity, Compassion and Respect for All

- 3.1 Attract Faculty, Staff, Students and Patients Who Share Our Core Values
- 3.2 Foster Community through Shared Knowledge and Experiences
- 3.3 Clarify Governance Rules and Shared Accountability Processes to Facilitate Interactions
- 3.4 Increase Stakeholder Engagement by Improving Communication and Recognizing Achievements that Advance Our Mission, Vision and Core Values

# PILLAR 1

## Cultivate the Next Generation of Healthcare Professionals through Integration of Education, Research, and Patient Care

◆ Denotes outcome measures and tactics that will be the focus in Phase I of the plan implementation.

### 1.1: Improve Processes and Procedures Underpinning College Educational Programs

#### Outcome Measures:

- ◆ 1. Achieve a 50% participation rate among students in course evaluations for all courses within two years.
- ◆ 2. Assess and report a 10% improvement in the overall student satisfaction scores.
- ◆ 3. Increase the average course evaluation scores by 10% for courses that have undergone curriculum enhancement.
- ◆ 4. Achieve a 25% rise in student satisfaction regarding the relevance of course materials to real-world healthcare scenarios.

#### Tactics:

- ◆ 1.1.1 Revise and enhance the comprehensive curriculum management plan.
- ◆ 1.1.2 Revise and enhance the College's approach to ongoing programmatic improvement.
- ◆ 1.1.3 Enhance the Curriculum Committee to improve the structure, operational efficiency, and frequency of meetings.
- ◆ 1.1.4 Review and refine the College's definition of "General Dentistry" in the context of prevailing, state of the art, modern dentistry.
- ◆ 1.1.5 Update the curriculum map, within 2 years, with emphasis on incorporating the latest scientific evidence and technology.
- ◆ 1.1.6 Revise and enhance the College's system for competency assessment relative to DDS students.
- 1.1.7 Review and redesign course evaluations.





# PILLAR 1

## Cultivate the Next Generation of Healthcare Professionals through Integration of Education, Research, and Patient Care

◆ Denotes outcome measures and tactics that will be the focus in Phase I of the plan implementation.

### 1.2 Enhance Collegewide Research Initiatives

#### Outcome Measures:

- ◆ 1. Sustain annual growth in extramural research grant funding for 5 years.
- 2. Secure three new targeted partnerships with healthcare organizations and/or research institutions within five years.
- 3. Increase the number of faculty and students engaged in interdisciplinary research projects by 5% within five years.
- 4. Increase peer reviewed publications and presentations by 15% within five years.
- 5. Evaluate the dissemination of research findings through conferences, publications, and presentations, to achieve a 20% increase in research visibility within five years.

#### Tactics:

- ◆ 1.2.1 Recruit and hire NIH funded researchers.
- 1.2.2 Foster interdisciplinary partnerships with healthcare organizations and research institutions.
- 1.2.3 Expand nationally funded research.
- 1.2.4 Obtain funding support and start a DDS/PhD program.

### 1.3 Promote Patient-Centered Care

#### Outcome Measures:

- 1. Increase the number of surveys received from patients by 30% in the next three years.
- 2. Disseminate patient care standards and educate all providers regarding the standards, achieving 95% awareness and compliance within two years.
- 3. Monitor overall patient satisfaction, to achieve annual improvement of scores for two consecutive years.
- 4. Monitor the impact of care standards on patient outcomes, by achieving a 10% reduction in adverse events and a 10% decrease of grievances within three years.

#### Tactics:

- 1.3.1 Promote college-wide Patient Care Standards that support empathy, respect and communication.
- 1.3.2 Enhance the college-wide Patient Feedback System to better enable patients to provide real-time feedback on their experiences, directing development of patient care initiatives.
- 1.3.3 Evolve the Patient Advocacy Program to provide readily available support and guidance for patients through a team of patient advocates.
- 1.3.4 Dedicate quarterly sessions for review of quality improvement reports.

# PILLAR 1

## Cultivate the Next Generation of Healthcare Professionals through Integration of Education, Research, and Patient Care

◆ Denotes outcome measures and tactics that will be the focus in Phase I of the plan implementation.

### 1.4 Strengthen Faculty and Staff Development

#### Outcome Measures:

1. Identify key conferences, workshops, and training activities relevant to faculty and staff roles and increase the number of individuals attending them by 10%.
2. Monitor and increase faculty participation in collaborative research projects by 20% within three years.
3. Measure the impact of collaborative research on faculty publications and grants, resulting in a 15% growth within five years.
4. Assess the impact of training activities on faculty and staff retention and career advancement, resulting in improved retention of faculty and staff (i.e., minimize “regrettable losses”) by 10% per year.

#### Tactics:

- 1.4.1 Increase opportunities for faculty and staff to attend local and national conferences and workshops and other academic institutions.
- 1.4.2 Encourage faculty engagement in collaborative research.
- 1.4.3 Expand the GROWTH program to include staff and create career paths/career ladders for all faculty and staff.

### 1.5 Enhance Technology Integration

#### Outcome Measures:

- ◆ 1. Monitor and report on the utilization of data analytics in decision making, to achieve a 20% increase in data informed actions within three years.
2. Ensure that 100% of faculty, staff and students have access to up-to-date technology within three years.
3. Measure a 10% reduction in technology related downtime and disruptions within three years.
4. Achieve a 75% student satisfaction rate with technology as it relates to their dental education and delivery of patient care.

#### Tactics:

- ◆ 1.5.1 Form a Technology Advisory Committee to guide identification, assessment, selection, implementation priority, and standardization of college technology.
- ◆ 1.5.2 Implement standardized and validated data reporting through a common data analytics platform to enhance data-based decision making.
- 1.5.3 Formalize the comprehensive maintenance, repair, and replacement schedule of IT infrastructure to support and grow didactic, pre-clinical and clinical operations.
- 1.5.4 Identify and implement technology into classrooms, pre-clinics, and clinics that enhances student education and patient care.
- 1.5.5 Expand support, learning and training resources for faculty, staff and students.

◆ Denotes outcome measures and tactics that will be the focus in Phase I of the plan implementation.

### 2.1 Increase Funding and Support for Patient Treatment

#### Outcome Measures:

- ◆ 1. Increase corporate and non-profit funding by 20% in five years.
- ◆ 2. Increase J. Dean Robertson annual contributions to \$500,000 in 5 years.
- ◆ 3. Increase limited referral sources by 25%.
- ◆ 4. Increase underserved patients treated in student clinics by 25%.
- 5. Increase indigent care and access to care funding on average by 10% each year for 5 years.

#### Tactics:

- ◆ 2.1.1 Increase outreach efforts to corporations and non-profits.
- ◆ 2.1.2 Enhance fundraising efforts to alumni and community dentists.
- ◆ 2.1.3 Formalize strategies for patient recruitment and retention.
- 2.1.4 Expand partnerships with surrounding IHS and other community clinics.
- 2.1.5 Explore the potential to obtain enhanced Medicaid reimbursement.

### 2.2 Improve Local Community Engagement

#### Outcome Measures:

- 1. Increase the number of patients to reflect the population demographics of Oklahoma.
- 2. Expand partnerships with cultural community groups and other organizations to increase referrals by 15%.
- 3. Increase DDS and DH student participation in elementary school's preventive education programs to two-three per semester over the next three years.
- 4. Improve and increase awareness campaigns through local and social media by 30% in the next three years.

#### Tactics:

- 2.2.1 Expand relationships and support to community groups representing underserved populations.
- 2.2.2 Increase partnerships with OKC and surrounding public school systems for education programs.
- 2.2.3 Implement awareness campaigns through local media and social channels.
- 2.2.4 Broaden the scope of alumni survey questions and the use of these surveys by incorporating inquiries related to community service and the obstacles encountered in community engagement, to identify and address potential barriers.
- 2.2.5 Increase research in best practices in community engagement in oral health.

◆ Denotes outcome measures and tactics that will be the focus in Phase I of the plan implementation.

### 2.3 Improve Patient Care Delivery Processes to Enhance Quality and Operational Efficiency

#### Outcome Measures:

- ◆ 1. Address the chief complaint of 60% of patients by the 2nd visit.
- ◆ 2. Decrease the time between patient acceptance and assignment to 2 weeks.
- 3. Reduce cost per visit by 15% in 3 years.
- 4. Reduce the time, number of visits, and patient cost of completed patient treatment each year for 5 years.
- 5. Increase the overall patient satisfaction score each year for 5 years.
- 6. Increase number of patient visits by 20% in three years.

#### Tactics:

- ◆ 2.3.1 Conduct a comprehensive review and document the patient care delivery process.
- 2.3.2 Incorporate technology to simplify and streamline the patient care delivery process.
- 2.3.3 Streamline clinical products and establish quarterly audit on material use rates.
- 2.3.4 Identify and implement a college-wide customer service model/program.

### 2.4 Address Disparities and Expand Dental Access Across Rural Oklahoma

#### Outcome Measures:

- ◆ 1. Increase student involvement with Oklahoma Dental Foundation (ODF) mobile dental units.
- ◆ 2. Increase enrollment in DDS and DH programs to levels that match the needs of the growing Oklahoma population.
- 3. Expand externship rotations to five new rural clinics in three years.
- 4. Recruit Dental and Dental Hygiene Students from rural counties with incentives to return and serve their communities; allocate 10% of class for rural applicants in the next three incoming classes.

#### Tactics:

- ◆ 2.4.1 Collaborate with ODF MobileSmiles program.
- ◆ 2.4.2 Increase enrollment after assessing expected population growth in Oklahoma.
- 2.4.3 Create mentorship program for rural Oklahoma students in middle and high schools.
- 2.4.4 Create programs with health clinics in surrounding counties to allow students to serve more rural Oklahomans.
- 2.4.5 Collaborate with state and local organizations to establish oral health infrastructure in rural regions, creating incentives for dental professionals to practice in rural communities.



# PILLAR 3

## Cultivate a Culture Rooted in Our Core Values to Achieve Access, Opportunity, Compassion and Respect for All

◆ Denotes outcome measures and tactics that will be the focus in Phase I of the plan implementation.

### 3.1 Attract Faculty, Staff, Students and Patients Who Share Our Core Values

#### Outcome Measures:

- ◆ 1. Increase size of applicant pools (faculty, staff, students, residents and patients) each year for five years.
- 2. Create baseline; reduce time from job vacancy to hire each year for five years.

#### Tactics:

- ◆ 3.1.1 Enhance faculty recruitment and retention by establishing a state-of-the-art faculty practice.
- 3.1.2 Improve recruitment and hiring processes and adopt practices that promote our core values.
- 3.1.3 Explore an incentive program (i.e., employee referral program) for current employees who recruit new employees.
- 3.1.4 Enhance fundraising efforts for the faculty endowment fund.

### 3.2 Foster Community Through Shared Knowledge and Experiences

#### Outcome Measures:

- ◆ 1. Improve retention of faculty and staff (i.e., minimize "regrettable losses") by 10% per year.
- 2. Improve annual student satisfaction survey participation to 50%.
- 3. Increase size of applicant pools (faculty, staff, students, residents and patients) each year for five years.

#### Tactics:

- ◆ 3.2.1 Promote multicultural, in-person experiences that bring faculty, staff, students and residents of different backgrounds together to learn from one another coordinated by the Access and Opportunity Committee and Access and Opportunity Council.
- 3.2.2 Expand the orientation program (i.e., "COD University") for faculty and staff to provide a common experience and introduce the College and its cultural expectations.
- 3.2.3 Establish a mentorship program that pairs DDS students with appropriate faculty.

# PILLAR 3 Cultivate a Culture Rooted in Our Core Values to Achieve Access, Opportunity, Compassion and Respect for All

◆ Denotes outcome measures and tactics that will be the focus in Phase I of the plan implementation.

## 3.3 Clarify Governance Rules and Shared Accountability Processes to Provide a Structured Foundation for Interactions

### Outcome Measures:

- ◆ 1. Improve retention of faculty and staff (i.e., minimize “regrettable losses”) by 10% per year.
- 2. Establish benchmarks and reduce the number of complaints by students, patients and faculty/staff each year for five years.
- 3. Increase access to, and utilization of, policy and procedures.

### Tactics:

- ◆ 3.3.1 Refine and communicate prerequisites and roles and responsibilities/accountabilities of department chairs, division heads, course directors, GPDs, and committee chairs.
- 3.3.2 Enhance the COD Handbook/Guidebook to foster organizational understanding.
- 3.3.3 Formalize the process for developing policies and procedures and develop a repository (i.e., centralized location) where they can be accessed “on demand” to promote standardization and calibration.
- 3.3.4 Provide training and adopt widespread use of enterprise platforms to enhance collaboration.



# PILLAR 3

## Cultivate a Culture Rooted in Our Core Values to Achieve Access, Opportunity, Compassion and Respect for All

◆ Denotes outcome measures and tactics that will be the focus in Phase I of the plan implementation.

### 3.4 Increase Stakeholder Engagement by Improving Communication and Recognizing Achievements that Advance Our Mission, Vision and Core Values

#### Outcome Measures:

- ◆ 1. Improve retention of faculty and staff (i.e., minimize "regrettable losses") by 10% per year.
- 2. Increase attendance (turnout, volunteerism, participation) by 20% at trainings/events.

#### Tactics:

- ◆ 3.4.1 Establish a quarterly "all college" Zoom meeting with the Dean (or Dean's Advisory Council) to keep faculty, staff and students connected.
- 3.4.2 Identify OUCOD experts who can help optimize usage of resources.
- 3.4.3 Develop monthly spotlight on departments/divisions to highlight who they are, what they do and their achievements.



# IMPLEMENTING THE PLAN

The College of Dentistry's 2025–2030 Strategic Plan is intentionally and purposefully ambitious. It charts a course toward significant improvements, innovations, and advancements in delivery of the quality and quantity of patient care, teaching and learning, and research conducted at and by the college. To promote successful implementation, we have adopted a phased approach to implementation that allows for systematic progress and continuous improvement.

Phase 1, which spans 12–18 months, represents the initial implementation stage of this strategic plan. During this phase, resources will be directed toward implementing selected tactics and outcome measures to address workforce needs while simultaneously enhancing the effectiveness of our educational programs. In so doing, this initial implementation phase aims to bolster compliance with standards established by our accrediting body, the Commission on Dental Accreditation (CODA). Fostering a collaborative and supportive work environment, and recruiting and retaining top talent, are also key components of Phase 1.

As Phase 1 progresses, subsequent implementation phases will be developed. The new phases will be informed by successful completion of initial tactics and achievement of intended outcomes.

The iterative development process will involve continuous reassessment and renewed prioritization of the College's ever-evolving needs, enabling us to remain flexible and responsive to changing circumstances. Each new phase will build upon the progress made in previous phases, ensuring a cohesive approach to the accomplishment of our goals over the course of the plan period.

Our phased approach to implementation allows our Strategic Plan to be scalable and adaptable to internal requirements and external influences. Development and implementation of subsequent phases will consider the College's internal needs as well as the broader initiatives of the University. This alignment ensures that our effort propels us forward while contributing to the overarching goals of the University, improving health outcomes, and advancing knowledge. Additionally, this approach enables us to adjust to advancements that occur in dental education and the professional landscape so that our programs remain at the forefront of innovation and best practices.

For more detailed information about the processes established for ongoing review by the Outcomes and Assessment Committee, as well as ongoing updates by the Strategic Planning Oversight Committee, please refer to pages 24–25.





# PHASE I

## Pillar 1 – Cultivating the Next Generation of Healthcare Professionals through Integration of Education, Research, and Patient Care

### 1.1: Improve Processes and Procedures Underpinning College Educational Programs

#### Outcome Measures:

1. Achieve a 50% participation rate among students in course evaluations for all courses within two years.
2. Assess and report a 10% improvement in the overall student satisfaction scores.
3. Increase the average course evaluation scores by 10% for courses that have undergone curriculum enhancement.
4. Achieve a 25% rise in student satisfaction regarding the relevance of course materials to real-world healthcare scenarios.

#### Tactics:

- 1.1.1 Revise and enhance the comprehensive curriculum management plan.
- 1.1.2 Revise and enhance the College's approach to ongoing programmatic improvement.
- 1.1.3 Enhance the Curriculum Committee to improve the structure, operational efficiency, and frequency of meetings.
- 1.1.4 Review and refine the college's definition of "General Dentistry" in the context of prevailing, state of the art, modern dentistry.
- 1.1.5 Update the curriculum map, within 2 years, with emphasis on incorporating the latest scientific evidence and technology.
- 1.1.6 Revise and enhance the College's system for competency assessment relative to DDS students.

### 1.2 Enhance Collegewide Research Initiatives

#### Outcome Measures:

1. Sustain annual growth in extramural research grant funding for 5 years.

#### Tactics:

- 1.2.1 Recruit and hire NIH funded researchers.

### 1.5 Enhance Technology Integration

#### Outcome Measures:

1. Monitor and report on the utilization of data analytics in decision making, to achieve a 20% increase in data informed actions within three years.

#### Tactics:

- 1.5.1 Form a Technology Advisory Committee to guide identification, assessment, selection, implementation priority, and standardization of college technology.
- 1.5.2 Implement standardized and validated data reporting through a common data analytics platform to enhance data-based decision making.

## Pillar 2 – Address Health Disparities Across Oklahoma

### 2.1 Increase Patient Outreach and Financial Support for Treatment

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#### Outcome Measures:

1. Increase corporate and non-profit funding by 20% in five years.
2. Increase J. Dean Robertson annual contributions to \$500,000 in 5 years.
3. Increase limited referral sources by 25%.
4. Increase underserved patients treated in student clinics by 25%.

#### Tactics:

- 2.1.1 Increase outreach efforts to corporations and non-profits.
- 2.1.2 Enhance fundraising efforts to alumni and community dentists.
- 2.1.3 Formalize strategies for patient recruitment and retention.

### 2.3 Improve Patient Care Delivery Processes to Enhance Quality and Operational Efficiency

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#### Outcome Measures:

1. Address the chief complaint of 60% of patients by the 2nd visit.
2. Decrease the time between patient acceptance and assignment to 2 weeks.

#### Tactics:

- 2.3.1 Conduct a comprehensive review and document the patient care delivery process.

### 2.4 Address Disparities and Expand Dental Access Across Rural Oklahoma

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#### Outcome Measures:

1. Increase student involvement with Oklahoma Dental Foundation (ODF) mobile dental units.
2. Increase enrollment in DDS and DH programs to levels that match the needs of the growing Oklahoma population.

#### Tactics:

- 2.4.1 Collaborate with ODF MobileSmiles Program.
- 2.4.2 Increase enrollment after assessing expected population growth in Oklahoma.

# PHASE I

## Pillar 3 – Cultivate a Culture Rooted in our Core Values to Achieve Access, Opportunity, Compassion and Respect for All

### 3.1 Attract Faculty, Staff, Students and Patients Who Share Our Core Values

#### Outcome Measures:

1. Increase size of applicant pools (faculty, staff, students, residents and patients) each year for five years.

#### Tactics:

- 3.1.1 Enhance faculty recruitment and retention by establishing a state-of-the-art faculty practice.

### 3.2 Foster Community Through Shared Knowledge and Experiences

#### Outcome Measures:

1. Improve retention of faculty and staff (i.e., minimize "regrettable losses") by 10% per year.

#### Tactics:

- 3.2.1 Promote multicultural, in-person experiences that bring faculty, staff, students and residents of different backgrounds together to learn from one another coordinated by the Access and Opportunity Committee and Access and Opportunity Council.

### 3.3 Clarify Governance Rules and Shared Accountability Processes to Provide a Structured Foundation for Interactions

#### Outcome Measures:

1. Improve retention of faculty and staff (i.e., minimize "regrettable losses") by 10% per year.

#### Tactics:

- 3.3.1 Refine and communicate prerequisites and roles and responsibilities/accountabilities of department chairs, division heads, course directors, GPDs, and committee chairs.

### 3.4 Increase Stakeholder Engagement by Improving Communication and Recognizing Achievements that Advance Our Mission, Vision and Core Values

#### Outcome Measures:

1. Improve the college Gallup engagement survey overall engagement rating each year for 5 years.

#### Tactics:

- 3.4.1 Establish a quarterly "all college" Zoom meeting with the Dean (or Dean's Advisory Council) to keep faculty, staff and students connected.

# ONGOING REVIEW: OUTCOMES & ASSESSMENT PROCESS

Evaluation of outcome measures is an integral part of monitoring institutional health and assessing progress toward achievement of institutional goals. To achieve this, OUCOD has created the Outcomes and Assessment Committee.

The purpose of the Outcomes and Assessment Committee is to two-fold:

1. To collect, monitor and assess outcome measures pertaining to the educational quality and effectiveness of current College of Dentistry programs in a systematic and on-going manner; and,
2. To collect, monitor and assess outcome measures pertaining to new, strategic initiatives aimed at moving the College forward in a systematic and on-going manner.

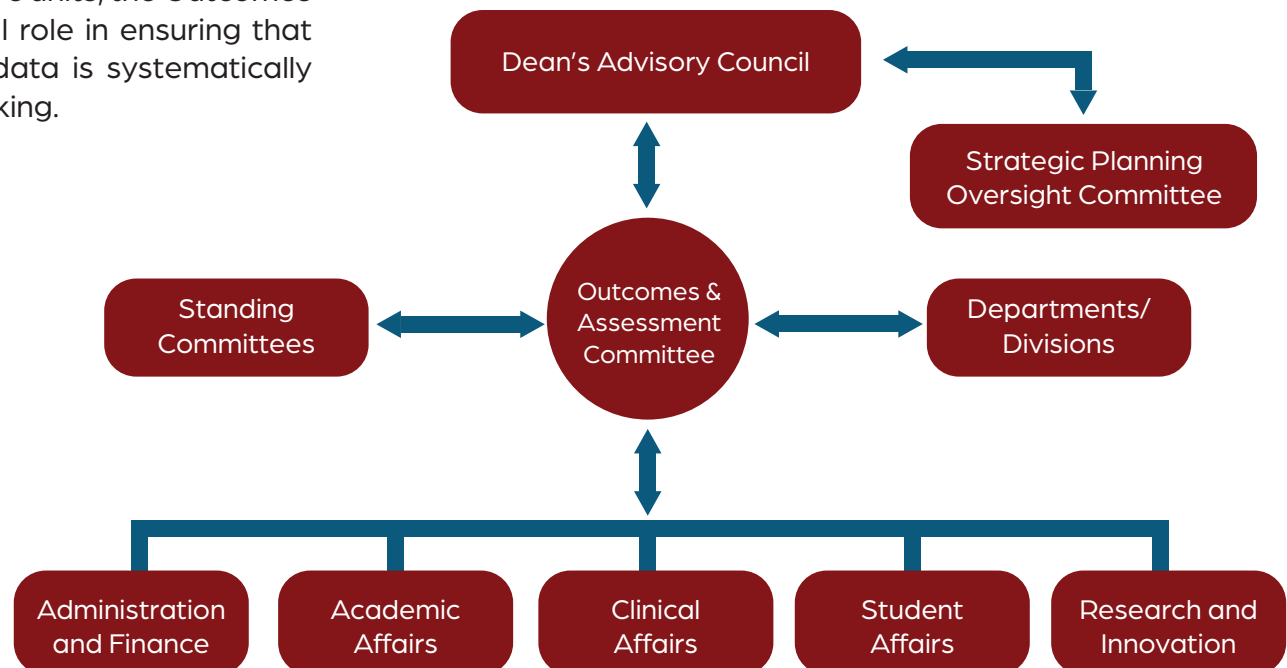
By serving as a conduit between our standing committees, departments and divisions, and administrative units, the Outcomes and Assessment Committee plays a central role in ensuring that outcome measures are defined, and that data is systematically collected and used to facilitate decision-making.

The Outcomes and Assessments Committee is also responsible for collaborating with key stakeholders to recommend adjustments to the Dean's Advisory Council when performance is falling short. In so doing, the work of the committee may involve comparing actual results to projected results, benchmarking against external dental education and dental profession standards, or using statistical methods to identify trends and patterns.

Outcome measurement data, and recommended actions, shall be reported on a quarterly basis by the Outcomes and Assessment Committee to the Dean's Advisory Council for consideration, approval and implementation as appropriate.

Resulting decisions will be communicated by the Dean to faculty, staff and students. They will also be used to revise and update the strategic plan on an as-needed basis.

## Outcomes and Assessment Process





# ONGOING UPDATES: STRATEGIC PLAN REVIEW & REVISION

The institutional goals and objectives in the College of Dentistry 2025–2030 Strategic Plan are based on the principles outlined in our mission statement. They reflect our core values, and our priorities for growth and development, as we have identified them.

To ensure that we remain flexible and ready to embrace change, the College has created a standing Strategic Plan Oversight Committee, and charged it with reviewing our pillars, strategies, tactics and outcome measures at least annually.

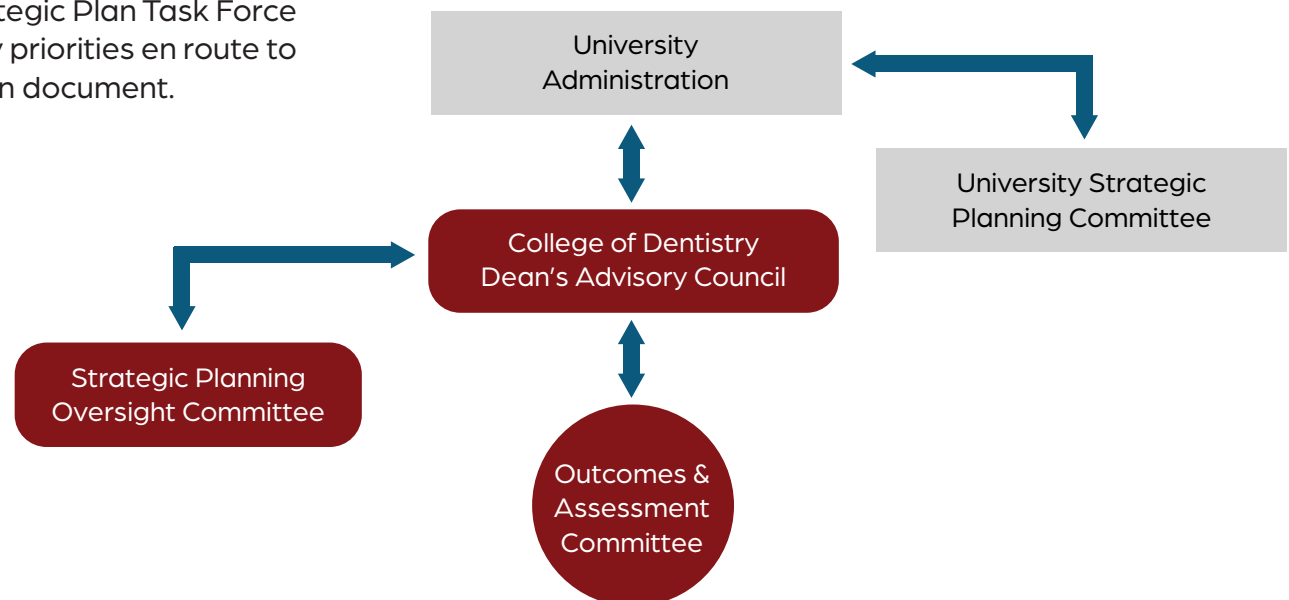
Modifications will be made with the approval of the Dean's Advisory Council based on changes to the strategic direction of the University, data acquired through the aforementioned outcomes assessment process (see page 17), accomplishment of strategies and tactics, and/or external factors such as changes in the dental education or dental profession landscapes.

The last major modification of the College's pillars, strategies, tactics and outcome measures occurred in the 2023–2024 academic year. At the end of 2024 and in early 2025, the Strategic Plan Task Force made additional modifications to address key priorities en route to development of this 2025–2030 Strategic Plan document.

The College has carefully reviewed our Strategic Plan to ensure that it correlates with the goals outlined in the OU Health Sciences Strategic Plan. We anticipate review and completion of a similar realignment in Spring 2025, with annual reviews of our plan thereafter. However, we reserve the right to adjust this frequency based on achievement of our intended outcomes as well as outside environmental factors.

We consider this Strategic Plan to be a "continuous improvement document" that provides a roadmap to transforming the health of Oklahomans and the future dentistry through the power of science, technology and research. As such, we are committed to robust and systematic review to ensure achievement of institutional goals related to effectiveness, student achievement, patient care, research and service. All are cornerstones of our mission: *To provide outstanding patient care and dental education to continuously improve the health of Oklahomans and those we serve.*

## Strategic Plan Review and Revision Process



# CONCLUSION

Disciplined implementation of this Strategic Plan will solidify the reputation of the University of Oklahoma College of Dentistry as *the source* for quality patient care and state-of-the-art dental education and training in Oklahoma.

The strategies and tactics we have identified will drive calculated increases in enrollment while fueling enhanced access to care. Additionally, collaboration with OU Health and other dental and community organizations will allow the College to continue to contribute to the estimated \$4.8 billion annual economic impact generated by dental offices in our state.

Systematic curriculum review and management, combined with evidence-based education and training, research, and information about new and emerging dental technologies, will equip our graduates with the armamentarium necessary to serve an ever-growing and increasingly diverse patient population.

The focus on oral health, and consequently the systematic health of Oklahomans, that is embedded throughout this Strategic Plan will provide a new and essential framework for realizing our vision as we strive for *excellence in every smile*.

