

# Building on the Past, Creating the Future

THE OHIO STATE UNIVERSITY COLLEGE OF DENTISTRY

2019-  
2023

## FIVE-YEAR STRATEGIC PLAN





# Building on the Past, **Creating the Future**

For more than a century the College of Dentistry has served the citizens of Ohio, providing an oral health care workforce and caring for patients with complex needs from all parts of the state. The college has been recognized for decades by clinicians and scientists around the globe for the discoveries its faculty have made and their contributions to the published literature. The dental profession and the public at large have benefited substantially from the college's productive and prosperous history.

As Ohio's only state-supported dental school, our college's responsibilities extend to all four corners of the state as we educate new and practicing oral health care providers, provide patient care, and conduct cutting-edge research. We are a state-wide resource that epitomizes how a college on the campus of a land-grant university should serve the citizens of its state.

In developing our five-year strategic plan, we engaged students, staff, and faculty across the college who contributed at all levels and helped to shape every aspect of the plan. We also aligned our plan with The Ohio State University's to ensure that it supports the goals of the university. Our strategic plan reflects the aspirations of our college and the university community in creating a future we all can be proud of!

# VISION, MISSION, AND CORE VALUES

**Vision statement:** Improving health by innovation in oral and craniofacial patient care through learning, discovery, and service

**Mission statement:** The College of Dentistry is dedicated to addressing the evolving health care needs of communities in Ohio, the nation, and the world by:

- » Providing comprehensive oral and craniofacial health care in an inter-professional health science community
- » Educating health care professionals and scientists in a collaborative and diverse academic environment
- » Creating, discovering, and sharing knowledge
- » Preparing socially responsible and engaged citizens
- » Promoting a culture of excellence, respect, and inclusiveness

**Core values:** Shared values are the commitments made by our college community in how we conduct our work. At the College of Dentistry we value:

- » Excellence
- » Compassion
- » Integrity
- » Professionalism
- » Inclusion
- » Trust









## GOALS



### **Goal I: People, Culture, and Community**

The College of Dentistry values the needs, aspirations, and contributions of diverse individuals to advance a culture of innovation, engagement, respect, inclusion, and professionalism.

**Objective 1:** Provide a healthy, supportive work environment that maximizes human potential

**Objective 2:** Support a culture that promotes professionalism, inclusion, respect, and collegiality

**Objective 3:** Demonstrate the value of a diverse and inclusive college community

Our ambitious plans for the future are in motion! Our college-wide **engagement** in creating the plan has energized our students, staff, and faculty.





## **Goal II: Teaching and Learning**

The College of Dentistry will prepare dental hygiene, dental, and PhD students and residents to be leaders in their professions.

**Objective 1:** Prepare graduates to provide oral health care to all populations, including those that are diverse and underserved

**Objective 2:** Support an educational environment that is healthy and conducive to student learning

**Objective 3:** Educate students, residents, and post-graduates with contemporary clinical, research, and educational methods and technologies

**Objective 4:** Make lifelong learning a priority within the professional culture of the college



### **Goal III: Research and Scholarship**

The College of Dentistry will be a world leader in scientific discovery and its translation into benefits for patients and society.

**Objective 1:** Achieve a national ranking in the top 15% among U.S. dental schools for National Institutes of Health research funding

**Objective 2:** Increase the number of scholarly publications in high-impact journals by faculty and graduate students

**Objective 3:** Expand clinical and translational research

**Objective 4:** Promote multidisciplinary intercollegiate and external research partnerships

**Objective 5:** Increase corporate engagement and partnerships



## **Goal IV: Academic Health Care**

The College of Dentistry will be the provider of choice for oral health care in Ohio.

**Objective 1:** Provide consistent high-quality, patient-focused comprehensive care

**Objective 2:** Improve access to high-quality care for urban and rural communities

**Objective 3:** Utilize advanced technologies in patient care

**Objective 4:** Provide optimal patient treatment experiences to educate the emerging dental workforce

**Objective 5:** Optimize the financial performance of clinical services to support the college's education and service missions

**Professionalism** is a foundational element in the culture of our college. It is central to fulfilling our tripartite mission -- education, research, and service.





## **Goal V: Access, Affordability, and Excellence**

The College of Dentistry will provide equal access to an affordable education for highly qualified students.

**Objective 1:** Recruit students who demonstrate the characteristics of a successful oral health care practitioner

**Objective 2:** Increase the representation of students from Ohio's regional campuses, under-represented groups, and dental health professional shortage areas

**Objective 3:** Improve affordability and reduce students' indebtedness



## **Goal VI: Operational Excellence and Resource Stewardship**

The College of Dentistry will be an exemplar of best practices in resource stewardship, operational effectiveness, efficiency, and innovation to fuel our strategic goals and objectives.

**Objective 1:** Ensure adequate financial resources are available to support the college's mission, goals, and objectives

**Objective 2:** Demonstrate fiscal responsibility, transparency, and agility in the utilization of college resources

**Objective 3:** Achieve a high degree of operational efficiency, effectiveness, and innovation



**Our strategic plan highlights our priorities and focuses our efforts and energies so we can plan for the future and meet the needs of all those who depend on us.**

It will allow us to incorporate the best of the best in caring for patients, educating students, conducting innovative research, and much more.

As we implement our plan over the next five years, we look forward to a future of unprecedented discoveries, **achievements**, and successes.





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UNIVERSITY**

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