Building on the Past, Creating the Future

THE OHIO STATE UNIVERSITY COLLEGE OF DENTISTRY

FIVE-YEAR STRATEGIC PLAN

2019-2023
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 statewide 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
OUR GOALS

I  People, Culture, and Community
II  Teaching and Learning
III  Research and Scholarship
IV  Academic Health Care
V  Access, Affordability, and Excellence
VI  Operational Excellence and Resource Stewardship

Academic Health Care
Research and Scholarship
Teaching and Learning
People, Culture, and Community
Operational Excellence and Resource Stewardship
Access, Affordability, and Excellence
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.