

2007-2010 STRATEGIC PLAN LSUHSC School of Dentistry



Vision

Provide Education, Research, Health Care and Community Service of the highest quality.

MISSION

The mission of the LSUHSC School of Dentistry is to serve the needs of the citizens of the State of Louisiana by:

- Educating future general dentists, specialists and allied dental professionals to provide excellent and current health care.
- Providing a leadership role in basic science and clinical research relative to dental care and the prevention and/or management of oral and craniofacial diseases, developing innovative treatment modalities, and expediting the transfer of knowledge for clinical use and enhancing health care delivery.
- Providing health care services to the public and disseminating information to the dental community on a local, national and international level.

STRATEGIC PLANNING COMMITTEE MEMBERS

Sandra Andrieu
Robert Barsley
Larry Bates
Toby Chermie
Joanne Courville

Paul Fidel
John Gallo
Randolph Malloy
Caroline Mason
Laurie Moeller

Tobias Rodriguez
T. G. Sarphie
Robert Sergent

FORMER COMMITTEE MEMBERS

Ron Lemon
Rebecca Pousson
Nick Rauber
Justin Tarver

GOAL #1:

To graduate students who complete an integrated curriculum designed to be effective and efficient while maintaining quality and promoting comprehensive care



OBJECTIVES

A: Develop/enhance the critical thinking and learning skills of the students

STRATEGIES:

1. **Integrate interactive sessions into the curriculum through:**
 - Small group discussions with faculty/course directors
 - Students teaching students (fourth-year students presenting cases to third-year students)
 - Increased clinical correlations in basic science courses
 - Case presentations throughout the four-year curriculum to include basic science faculty in clinical case discussions

B: Vertically integrate basic science and clinical science disciplines into the curriculum via the new Department of Oral Biology

STRATEGIES:

1. **Identify an instructor/postdoctoral student to be hired with an interest and dedicated time to educational training**
 - Restructure the basic science curriculum with the intention of promoting clinical relevance
 - Implement alternative approaches to delivering basic science foundational knowledge concepts
2. **Include basic science concepts in clinical courses and clinical science concepts in basic science courses**

C: Educate students to diagnose and treat patients in a logical, systematic, and ethical manner

STRATEGIES:

1. **Eliminate requirements**
 - Update clinical courses to reflect a movement from numerical requirements to competencies
 - Determine if current competencies and minimal experiences to take competencies are adequate and modify/adjust if necessary
 - Place emphasis on patient assignment to ensure diverse patient pool for each student
 - Maintain appropriate production goals
 - Adjust the “credit” given for certain procedures to encourage students to perform them with emphasis on their importance
2. **Emphasize ownership of patient treatment by students**
 - Emphasize treatment of the patient’s needs and eliminate the concept of patient care based on procedures
3. **Increase consistency and continuity within faculty through calibration and inter-departmental meetings/seminars**

D: Ensure the most contemporary state-of-the-art technology-based teaching and information systems are available

STRATEGIES:

1. **Establish a division of Educational Support Services to evaluate new educational technologies and provide training and support for current technologies such as:**

• LSUSD Digital Library Program	• On-line course development	• Scientific/educational editing services;
• Audio-visual activities	• Web-based educational and	art; photography
• Distance Learning curricular activities	communication services	• Testing Services
2. **Ensure the existing Technology Committee is proactive in investigating and implementing new technological advancements**
3. **Develop educational incentives, performance criteria, and reward systems to recruit and retain the highest quality IT staff**

GOAL #2:

Restructure the basic science and clinical research enterprises to enhance extramural funding and complement curriculum goals in a continuing effort to establish a nationally recognized research center at LSUSD



OBJECTIVES

A: Establish a Department of Oral Biology with the charge to vertically integrate clinical and basic science faculty in the research and education missions of the school

STRATEGIES:

- 1. Recruit and retain a critical mass of faculty for multi-disciplinary interactions**
 - Recruit into the basic science disciplines with secondary appointments in the respective basic science departments in the medical school
 - Recruit clinician scientists with secondary appointments in one of the clinical departments
 - Secondarily appoint clinical department faculty with interests in research in the Department of Oral Biology
- 2. Cultivate a curriculum that integrates research exposure into the clinical and basic sciences in an effort to enhance an evidence-based (i.e., critical thinking) approach in both the undergraduate and postgraduate programs**
 - Include all degree programs: DDS, MS, MPH, DDS/PhD, and certificate programs for Advanced Education
 - Provide instructional programs in the form of retreats consisting of presentations and tutorials for faculty development and education

B: Establish mentoring programs to foster the development of junior faculty for independent research funding

STRATEGIES:

C: Re-establish and expand the clinical research enterprise

STRATEGIES:

- 1. Recruit a Director of Clinical Research**
- 2. Integrate clinical research with basic science faculty/research**

D: Continue to use resources from the Center of Excellence to create an atmosphere for optimal extramural funding in an effort to move LSUSD to the top 10 funded dental schools nationally

STRATEGIES:

- 1. Purchase additional core equipment**
- 2. Provide seed monies for new and/or collaborative projects**
- 3. Contribute to scholarships for student research participation**
- 4. Provide travel funds and resources for faculty or students to attend scientific meetings**
- 5. Provide resources for intellectual stimulation programs**
- 6. Examine the potential of employing the multi-media AccessGrid technology to integrate and network scientific information and conferencing with other universities or sites within the Health Sciences Center**

GOAL #3:

Identify, develop, and seek opportunities to foster a collaborative environment to achieve the school's four-fold mission of education, research, patient care, and community outreach



OBJECTIVES

A: Identify varied opportunities to create a culture of inclusiveness among faculty and staff

STRATEGIES:

B: Prepare a three-year faculty recruitment and development proposal, and justification of that proposal, within the context of the dental school's overall developmental projections

STRATEGIES:

1. Recognize and reward faculty for exemplary teaching, research, student and junior faculty mentoring/counseling, and leadership
2. Invest in the future of faculty by raising faculty salaries and incentives to exceed nationally competitive levels to enhance recruitment and retention
3. Develop targeted funding pools for effective recruitment and retention of faculty, assuring attention to under-represented groups
4. Ensure that standards for annual review, promotion, tenure, and ongoing faculty continuing education programs are equitable, publicly communicated, and uniformly applied
5. Ensure state-of-the-art facilities and viable opportunities for an effective and efficient Faculty Practice
6. Establish a compensation package for recruitment and retention of faculty
7. Develop a stable faculty pipeline for recruitment and retention for both undergraduate and postgraduate levels

C: Expand, re-institute, and provide resources to continue the mission of Tiger Care

STRATEGIES:

1. Create opportunities for students, staff, faculty, and patients to have meaningful interchange, and further develop reinforcement and reward mechanisms

D: Provide resources and time to ensure meaningful faculty and staff development programs

STRATEGIES:

1. Ensure a faculty retreat is held annually with a focused topic that reflects the collective interests of the majority of faculty
2. Continue to provide and expand support services to facilitate faculty teaching, research, and publishing activities
3. Develop programs that foster interdepartmental interaction at the undergraduate and postgraduate levels

E: Hire an on-site human resource manager that will support the needs and mission of the school

STRATEGIES:

F: Ensure the physical plant consistently reflects the school's philosophy of excellence

STRATEGIES:

1. **Develop long-range maintenance and capital outlay projects which include resources that realistically address needs**
 - Hire a physical plant director capable of managing and ensuring that the campus always reflects the school's philosophy of care
 - Institute a committee to monitor the "physical image" of the school on a quarterly basis—involve faculty, staff, and external constituents and professionals in the process
 - Educate the public and private support entities on the needs which are required to function optimally

GOAL #4:

Increase the number of under-represented minorities in the student population

OBJECTIVES

A: Develop recruitment strategies to attract under-represented minority undergraduate applicants to LSUSD

STRATEGIES:

1. **Establish summer enrichment and outreach programs to interest high school and college students in dentistry**
2. **Continue and increase recruitment of under-represented minority post-graduate students who can serve as role models**
3. **Improve relationships with predoctoral advisors**
4. **Identify funding sources to support directives**
 - State and federal sources
 - Scholarships

B: Retain a representative number of under-represented minority students

STRATEGIES:

1. **Develop and implement retention programs**
2. **Encourage faculty and staff commitment to mentoring**

GOAL #5:

Develop a patient-generated self-sustaining Faculty Practice enterprise

OBJECTIVES

A: Develop or modify a practice model to fit the school's needs and constraints

STRATEGIES:

1. **Investigate models at other institutions for applicability for LSUSD**
2. **Reassess the willingness of faculty to participate, including in the study the time commitments of the faculty in regards to didactics, clinical coverage, and faculty practice**
3. **Investigate the incorporation of post-graduate and/or under-graduate students into the private faculty practice setting (attending, house officer, intern-like roles)**
4. **Develop and implement a business plan through an LSU subsidiary that has optimal features of the private and public sectors**



GOAL #6:

Ensure that adequate public and private funding, both endowed and non-endowed, are available to sustain, expand, and enhance the school's four-fold mission of education, research, patient care, and community outreach



OBJECTIVES

A: Identify the immediate and long-term needs of the institution and identify revenue streams (LSUHSC, public, private)

STRATEGIES:

1. Establish a fund/development committee within the institution to identify ongoing needs and determine available streams of revenue
2. Develop a comprehensive list of the public and private funding opportunities needed to sustain long-term institutional excellence
 - Restricted, unrestricted, endowed, nonendowed
 - Examine partnerships with businesses/corporate entities for funding opportunities
3. Conduct mini-campaigns to meet specific needs of the institution

B: Ensure one school-wide strategic vision to facilitate comprehensive and collaborative fundraising initiatives

STRATEGIES:

1. Meet with individual department and section heads to build a collaborative fundraising environment
2. Initiate programs to build trust among varied internal and external constituents regarding the fundraising process and where the funds are utilized—both currently and in the future
3. Conduct informational sessions with generalists and specialists around the state to share the school's common vision and enlist input and feedback from various stakeholders and constituents

C: Create a culture of loyalty among students prior to graduation to ensure future involvement and support

STRATEGIES:

1. Ensure a culture of respect, support, and learning towards students by faculty and staff
2. Continue and expand student involvement in events and other philanthropic activities to encourage future involvement and financial support as alumni

D: Conduct a feasibility study to prepare the school to enter into its first capital campaign

STRATEGIES:

1. Collaborate with the LSUHSC Foundation to prepare for an institution-wide capital campaign
2. Utilize the resources and expertise to enhance our fundraising efforts such as ADA Our Legacy: Our Future Campaign
3. Identify staff needs and dedicate adequate staff to a major gift effort—identification, cultivation, and solicitation
4. Formulate campaign material—print and media