School of Dental Medicine Strategic Plan 2017-2022

Mission of the School of Dental Medicine:
The mission of the East Carolina University School of Dental Medicine is to:

- Prepare leaders with outstanding clinical skills, an ethical bearing, sound judgment, and a passion to serve.
- Provide educational opportunities for academically qualified individuals from historically underrepresented groups, disadvantaged backgrounds, and underserved areas.
- Provide and enhance oral health services for underserved North Carolinians through implementation of community-oriented service learning and interprofessional collaborations.
- Foster a learning environment where collaborations, creativity, diversity and professionalism are embraced.
  Influence future clinical practice and dental education through research, innovation and discovery.

Commitment 1: Maximize Student Success

University Goal 1.3 We will be a national leader as a “best value” in undergraduate and graduate education while minimizing student debt and cultivating an institutional culture of timely graduation. We will develop programs to grow the number of enrolled and graduating low-income students and establish competency-based requirements for all degree programs. We will be a national leader in the assessment of learning outcomes and the use of innovative teaching strategies. Faculty will lead examination of general education requirements and pursue needed reforms that will be a model for others to follow.

Unit Objective 1: The SoDM will grow the number of enrolled and graduating underrepresented students and students from rural counties.

Metrics:
1. Number of rural and underrepresented minority students enrolled and graduated
2. National board (NBDE) and regional licensure (CITA) exams first-time pass rates.

Actions:
1. Annually increase the average number of enrolled underrepresented minority students to 33% (state parity) by increasing targeted recruitment from underrepresented groups, disadvantaged backgrounds and rural areas; increasing the number of students who matriculate from SoDM pipeline program; training admission committee members annually on the use of non-cognitive admissions criteria; exploring national resources for grants and scholarships to support underrepresented and underserved students; and periodically evaluating (through survey and focus group interviews) student perceptions of responsiveness to diversity issues in order to identify areas for program improvement.
2. Increase our first-time pass-rates for national board and regional licensure exams by enhancing the process for early identification and intervention with academically at-risk students, annually assessing the school’s student support services for areas to improve, and annually reviewing admissions criteria and student outcomes to identify and utilize predictors of success in the selection process.
3. Onboard new ECU SoDM Learning Specialist as soon as possible.
Unit Objective 2: The SoDM will be a national leader in competency-based education, the assessment of learning outcomes and the use of innovative teaching strategies.

Metric:
1. Number and types of faculty activities related to the scholarship of teaching and learning.

Action:
1. We will support and document faculty presentations, publications, patents, awards, consulting, national or statewide committee work and other activities related to the scholarship of teaching and learning.

University Goal 1.4 We will reflect a global workplace and society by diversifying our faculty, staff, and students. We will increase the number of international students on our campus. We will provide 25 percent of ECU graduates with study abroad experience and increase scholarship opportunities to improve accessibility. We will increase those with competency in a second language and leverage our success with the Global Partners in Education.

Unit Objective 3: The SoDM will develop and support faculty and student participation in international collaborations.

Metrics:
1. Faculty Scholarship - Number of publications with international collaborators, and/or presentations at international conferences, workshops or seminars.
2. Student Experiences - Number and type of internationally oriented student learning experiences that are explored for possible student participation.

Actions:
1. Increase the number of research scholarship and publications with international collaborators by 5%.
2. Explore and implement technology solutions to increase international teaching, faculty development, research and scholarship collaborations.
3. Incorporate the global public health perspective into the Community Oral Health and Practice course; explore possible international opportunities for student, resident and faculty interaction, including exploring the possibility of participating in an international student and faculty educational or mission trip.

Commitment 2: Serve the Public

University Goal 2.3 We will be a national leader in the integration of health sciences instructional, research, and clinical programs. We will expand the number of Brody School of Medicine graduates who practice as primary care physicians and we will be ranked as the nation’s top producer of family physicians. We will leverage our network of Community Service Learning Centers to benefit dental health sciences and our patients. ECU will continue to lead North Carolina in the number and the quality of nursing and allied health professional graduates.
Unit Objective 4: The SoDM will be a national leader in the integration of oral health with health sciences instructional, research and clinical programs.

**Metrics:**
1. Number and types of interprofessional education, research, clinical and service activities.

**Actions:**
1. Establish an SoDM Director of Interprofessional Education to expand student, faculty, and resident interprofessional education, research, clinical and service activities.

Unit Objective 5: The SoDM will be a national leader in leveraging our network of Community Service Learning Centers (CSLCs) to benefit our students, residents and patients through community service learning and oral health care.

**Metrics:**
1. Patient data (Patient demographics, county of residence, number of encounters, number and types of dental procedures completed, etc.).
2. Number and types of health-related scholarship and creative activities within the community service learning structure.

**Actions:**
1. Increase the number of patients served in Ross Hall, GPR and the 8 CSLCs until we reach full capacity.
2. Establish a professional staff member who is responsible for coordinating the SoDM’s volunteer outreach service activities.

**Commitment 3: Lead Regional Transformation**

**University Goal 3.5** We will emphasize critical workforce needs in the region and beyond, including STEM, K-12 teacher education and healthcare.

**Unit Objective 6:** The SoDM will fulfill critical workforce needs in the region and state by graduating dentists who practice in alignment with the SoDM mission.

**Metrics:**
1. Number of graduates practicing in NC, accepting Dental Medicaid, and practicing in a mission-aligned way.
2. Number of SoDM students enrolled in current Public Health programs.

**Actions:**
1. Enhance the predoctoral and postdoctoral programs and continuing education programming in order to further help graduates understand better how to practice in alignment with the school’s mission.
2. Develop and administer the first 5-year SoDM Alumni Survey in 2020 that includes questions specifically related to workforce practice patterns.
3. Promote and recruit for the concurrent Public Health educational programs.
4. Fully establish the ECU DMD-MPH degree program.
University Goal 3.1 We will grow ECU into the third-largest research institution in the UNC system by investing in our people, tools, and facilities. We will seek solutions to the challenges of our region, including health issues, coastal community resiliency, advanced manufacturing, and assisting the military.

Unit Objective 7: The SoDM will increase its total annual research expenditures to $1M, including $850K from external sources as reported to the NSF HERD Survey, and will increase evidence of faculty scholarship by 20%.

Metrics:
1. Total NSF HERD eligible expenditures
2. Number of faculty publications

Actions:
1. Enhance infrastructure, including faculty development, to support and track faculty research collaborations, grant activity and publications.
2. Implement methods to allow revenue from grants and contracts to provide release time for faculty research and scholarship.
3. Hire faculty with active research agendas.
4. Increase infrastructure in the Community Service Learning Centers to support engaged health and outcomes research.

Our Responsibilities

University Goal 4.1: We will embrace an inclusive university community and are committed to recruiting and retaining faculty and staff with diverse backgrounds.

Unit Objective 8: The SoDM will implement programs designed to increase the number of faculty and staff members, including underrepresented minority faculty and staff members, who are hired, retained and/or promoted within the organization.

Metric:
1. % of underrepresented minority faculty and staff

Actions:
1. Develop a diverse body of staff and faculty that is representative of the demographics of the state of North Carolina (33% underrepresented minorities).
2. Develop and implement a Staff Development Plan and a Faculty Development Plan that support the school’s vision, mission and goals.
3. Periodically evaluate faculty and staff perceptions of responsiveness to diversity issues through a survey, such as the Humanistic Environment survey and focus group interviews, in order to identify areas for program improvement.

University Goal 4.2: We will launch the largest, university-wide comprehensive campaign in our history.

Unit Objective 9: The SoDM will increase its fundraising totals to $11 million through focused fundraising.

Metric: Fundraising totals

Actions:
1. Develop a process to identify a professorship and create a targeted fundraising plan that includes reaching the state match level (at least $333,000) within the next two years to sustain the professorship to be used for recruitment and retention purposes.
2. Develop a targeted fundraising plan to hold at least two ECU Smiles events each year.
3. Develop a plan to double Patient Care Fund gifts and ECU Assists gifts.

**Unit Objective 10:** The SoDM will increase its research competitive awards including grants, contracts and philanthropic gifts related to research.

**Metric:**
1. Research fundraising totals

**Actions:**

1. Develop a targeted fundraising plan to secure research funding though gifts, foundation funding, corporate sponsored research and in-kind contributions.