STRATEGIC PLAN 2023-2025

Approved by Dental Leadership Committee April 7, 2023 Approved by ULSD Faculty Assembly April 7, 2023





UNIVERSITY OF LOUISVILLE STRATEGIC PRIORITIES

UofL is a vital ecosystem that creates thriving futures for students, our community and society. We are the change agents for a better tomorrow. Over the next five to 10 years, here's how we'll get there:

LEARN

We unleash students' potential and prepare them for the careers, workplaces and complex challenges of tomorrow. We are committed to closing the opportunity gap for all students and radically altering the paths of generations by providing resources and support to students from a variety of socio-economic backgrounds. We expand learning beyond the classroom by collaborating with campus, community and industry partners to provide students engaged learning experiences, resulting in a better educated workforce to drive the economic growth of our region.

DISCOVER

We concentrate our research, scholarship, innovation and partnership efforts toward solving global problems that will affect the human condition for years to come. We empower our communities by focusing on improving educational access and attainment, preventing violence and trauma and confronting inequities to reduce social, educational, economic and health disparities. We advance human health by leading a transformative shift that will help people live longer, healthier and more resilient lives. We engineer a future economy by developing and harnessing technological advancements to transform the workforce; and advancing manufacturing for a new energy economy.

CONNECT

We are not just located *in* Louisville, we are of Louisville. As we succeed so does our city, our state and our world. Residents and businesses benefit from UofL's commitment to serving the community and spurring progress through research, innovation and entrepreneurialism. We encourage a purpose-driven, service mindset, empowering students to make a positive impact on the economic, social and cultural health of our community. Our Signature Partnership, an effort to enhance the quality of life and economic opportunity in a historically underserved area, is considered a national model for community engagement.

WORK

Our people are the lifeblood of our shared higher purpose, driving our institution forward by living our Cardinal Principles and transforming our mission into reality. We provide opportunities for professional development and career growth, and offer a generous, competitive benefits package. We foster a culture of collaboration and work-life balance rooted in the spirit of always looking for ways to say "yes" to our employees. We come from different backgrounds, with a multiplicity of expertise, skills, beliefs and interests. This dynamic tapestry of strengths and diverse perspectives make UofL a place where potential is unleashed and positive change for humankind is fueled.

SCHOOL OF DENTISTRY GUIDING PRINCIPLES



To be the benchmark for dental education, patientcentered care, and groundbreaking research.



We will improve the oral and overall health of those whom we serve; transforming lives by educating oral health care professionals to provide patient-centered treatment through innovative pedagogical approaches, community engagement, and research. Woven through these activities is a dedicated commitment to diversity, equity, and inclusion (DEI).

To foster an engaged community of oral health care providers through:



- Humanism
- Diversity
- Life-long learning
- Evidence-based patient care
- Compassion
- Ethics

- Excellence
- Innovation
- Discovery
- Service
- Critical thinking
- Leadership
- Collaboration





LEARN

Strategic Goal

The University of Louisville School of Dentistry is a great place to LEARN because we prepare students for success now and in the future.

We accomplish this by supporting each student through transformative purpose-driven and engaged learning.

Strategy 1:

Develop an innovative (contemporary) dental health care curriculum that fosters student success, provides appropriately diverse clinical experiences, encourages interprofessional collaboration, and promotes lifelong learning.

Action 1:

Attract, enroll, and retain a capable, diverse, and engaged student body by continuing use of best practices in the admissions process and offering competitive scholarships.

L1A1

Action 2:

Establish an innovation curriculum subcommittee to continue discussion on new programs and ideas to advance the curriculum.

L1A2

Action 3:

Promote and integrate new and emerging technologies into the curriculum.

L1A3

L1

Strategy 2:

Support and reinforce students' critical thinking skills and focus on evidence-based, patient-centered care.

L2

Action 1:

Focus on disciplinespecific faculty calibration by developing a robust, integrated school-wide program.

L2A1

Action 2:

Adjust faculty-tostudent clinical ratios to facilitate ideal patient-centered care and support student educational needs.

L2A2



DISCOVER

Strategic Goal

The University of Louisville School of Dentistry is a great place to DISCOVER new knowledge that improves lives. We accomplish this through impactful research, innovation, scholarship, and creative activity.

Strategy 1:

Increase productivity and innovation in research, scholarship and creative activities to bolster our prominence among Research 1 universities.

Action 1:

Support current faculty and recruit tenured and/ or tenure track faculty to increase research productivity and strengthen and expand research activities and opportunities.

D1A1

Action 2:

Invest in the recruitment, development, and retention of high level productive faculty researchers and staff, providing long term pathways for postdoctoral and graduate students.

D1A2

Action 3:

Expand areas of interest, particularly in the clinical and translational research.

D1A3

D1

Strategy 2.

Develop an infrastructure (e.g., faculty development activities, additional funding opportunities, training programs) that supports faculty development and reinforces evidence-based learning in the curriculum.

D2

Action 1:

Fund an endowed chair position in research.

D2A1

Action 2:

Provide initiation funds and training opportunities for faculty participating in and/or establishing research programs.

D2A2

Action 3:

Expand innovation and translational research opportunities for students embedded with the predoctoral dental, dental hygiene and graduate programs that support clinical research and may lead to clinical trials.

D2A3



CONNECT

The University of Louisville School of Dentistry is a great place with which to CONNECT because of our impact on the oral health of the community and the economic, social, and cultural aspects that contribute to the well-being of people living in Louisville, the Commonwealth, and beyond. We accomplish this through establishing outreach satellite dental clinics across the Commonwealth, and providing education, principled leadership, responsible stewardship, research, and engaged partnerships.

Increase the presence of University of Louisville School of Dentistry in the metro Louisville area and the Commonwealth through direct patient care, research, community engagement, and partnerships with the community, industry, government, and alumni.

Action 1:

Recognize and celebrate works that empower our communities and strategic partnerships through oral health care services, education, and research.

C1A1

Action 2:

Expand clinical outreach sites in Louisville and the Commonwealth (minimum of 2 during the current three-year strategic plan).

C1A2

Action 3:

Strengthen the institutional relationship between ULSD and other units internally and externally with our alumni and partners.

C1A3

C1

Increase internal, community, and alumni engagement.

C2

Action 1:

Create social, cultural, and learning opportunities within ULSD. Bring people to campus or bring the campus to people (virtual and external partnerships) by leveraging clinician, faculty, staff, and student expertise and talent.

C2A1

Action 2:

Develop and implement a comprehensive alumni engagement plan.

C2A2



WORK

Strategic Goal:

The University of Louisville School of Dentistry is a great place to WORK because it is an environ where we are all dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty and staff live our institutional values and act as models for students. To achieve the goals and aspirations of this plan, we need a sound and sustainable financial structure.

W1

trategy 1:

Foster a culture of care, trust, accountability, equity, transparency, and success centered on the Cardinal Principles.

Action 1:

Implement and incentivize programs to cultivate effective leaders and establish transparent policies and procedures for improving climate and culture outcomes as well as understanding the school's identity, vision, and values including the Cardinal Principles.

Action 2:

Provide career
development
opportunities for faculty
and staff and appoint
two lead persons
(administration) to provide
oversight and support to
department chairs.
W1A2

Strategy 2

Strengthen the fiscal basis through effective, transparent, and accountable leadership.

Action 1:

Maintain fiscal responsibility so that meaningful commitments can be accomplished.

W2A1

Action 2:

Informed by 2021-23 compensation study, develop plans and allocate resources to address equity issues.

W2A2

Action 3:

Engage with donors to attract funds for student scholarships, endowed faculty positions, and the compassionate patient care program.

W2A3

W2

