

UNC-CH School of Dentistry  
Strategic Plan 2017–2021

MOVING  
BEYOND  
EXCELLENCE.

It is my great privilege to present to you the strategic plan for the UNC-CH School of Dentistry — **MOVING BEYOND EXCELLENCE**. This plan will direct the focus and efforts of our school over the next four years: 2017-2021. A task force, a strategy team from the Kenan-Flagler Business School, an advisory committee of 40 internal and external constituents, and many of you contributed through open forums. Thank you to everyone who participated in this process.

This strategic plan builds upon our strengths, and our great history and prestige. It positions us to preserve the very best of our school, and challenges us to reimagine processes to continue moving our school forward. We will embrace this time, our chance to establish our great school as the global model for oral health education.

As we work together to transform dentistry, we remain passionately committed to our students, our patients, our profession and our world. We have the resources, the people and the opportunity to shape the future of oral health. That is a fortuity I believe we all welcome, and a challenge I believe we will rise to meet.

Together, we will move beyond excellence.

Professionally yours,



Scott S. De Rossi, DMD, MBA

Dean and Professor

# Our Mission. Our Vision. Our Values.

The revised mission, vision and values statements below reflect our school's unique culture and new direction. We plan to **lead**. We plan to **transform**. We plan to **invent**. We plan to **move beyond excellence**.

## MISSION

Transforming dentistry  
for better health

## VISION

To become the  
global model for oral  
health education, in  
care and discovery

## VALUES

Passionately serving

- Our people
- Our community
- Our field

Through inclusiveness  
and beyond excellence

**PRIORITY**



# Retain and Recruit the Very Best People in a Collaborative Environment

This is a special place, with special programs and special people. The “place” has been the focus for many years. Because of two recent capital campaigns and contributions from the state, each day when we enter the UNC-CH School of Dentistry, we enter some of the best facilities in the world. We are now at a juncture where we must focus on our people and the experiences they have while here.

**We must enhance our culture. We must cultivate our faculty, staff and students. We must attract new talent. We must invest in what makes us so special — our people.**



**OBJECTIVE: Create a culture of transparency, integrity, respect, collaboration and trust**

- Focus on the engagement of faculty, staff and students in work-life balance and health
- Improve internal communication
- Redesign incentive structure to be transparent and correctly aligned
- Track and reward collaborative achievement

**OBJECTIVE: Promote the career development of faculty and staff**

- Develop and support a robust mentoring, career development and retention program
- Develop unique programs that establish the UNC-CH School of Dentistry as an employer of choice
- Revise the performance evaluation and tenure/promotion process

**OBJECTIVE: Recruit exemplary and dedicated people**

- Develop new ways of on-boarding faculty and staff
- Enhance diversity throughout the school
- Recruit the best faculty
- Review and improve recruitment efforts

**PRIORITY**

# 2

## Revolutionize Curriculum and Operations

We are at a pivotal time in oral health education, and our school is at a crossroads. We can champion new ways of educating and operating, or we can let the opportunity to set the new standard pass. We will, as we always have, choose to lead. This is our opportunity to harness the best about our school and combine it with transformative methods of instruction, patient care and organizational strategies.

**We must examine our educational and operational models and improve them. We must find efficiencies. We must challenge ourselves to innovate, to think differently— simply, to lead.**



**OBJECTIVE: Reinvent a contemporary curriculum**

- Embrace educational technology to maximize learning
- Evaluate and prioritize knowledge areas and student outcomes
- Evaluate students in a meaningful way
- Improve sequencing and consistency of the curriculum
- Provide a curriculum blueprint

**OBJECTIVE: Reimagine academic, administrative and support structures**

- Build opportunities to support talent mobility
- Include faculty, staff and students in institutional changes and administrative-level decision making
- Leverage and integrate new technologies and methodologies
- Transform the organizational structure to execute meaningful change initiatives

**OBJECTIVE: Generate programs that facilitate communication, collaboration and collegiality**

- Collaborate inter-professionally
- Improve consistency in educational operations
- Incorporate modern business practices
- Pursue new public and private partnerships in education

PRIORITY

3

## Embrace an Entrepreneurial Mindset

A source of pride at the UNC-CH School of Dentistry is our ability to employ and enroll the best and the brightest people. Now, we have an opportunity to prove that. Here at UNC-CH, we have all the necessary tools to truly transform dentistry. We do not need to ignore the chance to truly invent. This is the time to look for new opportunities, explore new ways of thinking, and identify problems and discover their solutions.

**We must invent. We must ideate. We must not be afraid to try something new. We must craft the future we want for oral health education.**



**OBJECTIVE: Foster and create high-impact programs**

- Create interdisciplinary programs to address global health
- Launch programs to advance our mission that are fiscally sustainable
- Leverage makerspaces that champion faculty, staff and students as innovators
- Pioneer telehealth practices
- Reimagine the clinical model in oral education to maximize health for North Carolinians

**OBJECTIVE: Increase translation and commercialization**

- Advance knowledge through high-impact basic and clinical research
- Leverage incubator space
- Reward innovation in care, research education and service
- Translate discoveries into applications that improve education and health

**OBJECTIVE: Secure capital and invest strategically**

- Design a de-centralized budget process with enhanced transparency
- Increase resources for internal and external communication to better tell our story and attract funding
- Invest additional resources in strategic priorities
- Raise funds through a diverse portfolio

Together, we are **MOVING**  
**BEYOND**  
**EXC**

We begin the work **NOW.**  
We begin the work **HERE.**

**ELLENCE.**



 **UNC** | **SCHOOL OF  
DENTISTRY**